



OFFICE OF THE  
EXECUTIVE VICE PRESIDENT FOR  
FINANCE & ADMINISTRATION

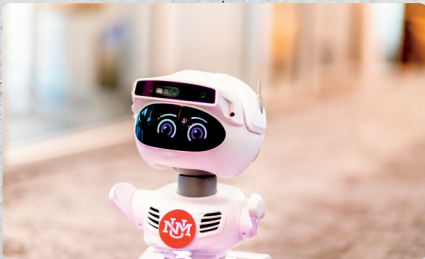


# FY24 ANNUAL REPORT

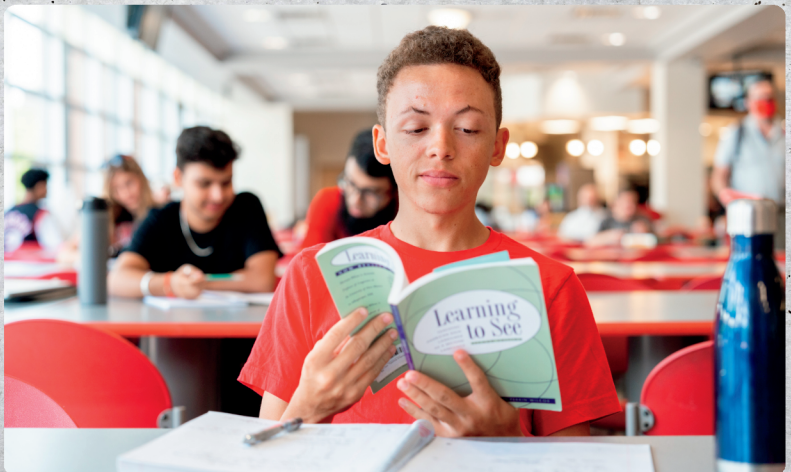








# THE UNIVERSITY







O F N E W M E X I C O









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## A Message from the EVP for Administration

I am pleased to present the FY 2023–24 Annual Report, which showcases the remarkable achievements and contributions of the Finance and Administration divisions at the University of New Mexico. This report highlights an unwavering dedication to excellence and service, which has been pivotal in addressing challenges and seizing new opportunities for our institution. I extend my heartfelt gratitude to everyone in the organization for the exceptional efforts over the past year.

As we reflect on our accomplishments, I also want to provide an overview of UNM’s financial position for FY24:

- **Budget Planning and Student Fees:**

The FY24 budget, approved by the Board of Regents on April 10, 2023, included several adjustments. While there was no base tuition rate increase, there were incremental changes to student fees:

- An increase to the debt service facility fee of approximately \$77 per semester for undergraduates and \$69 per semester for graduate students.
- A \$22 per semester increase to the Student Health and Counseling (SHAC) fee.
- A three percent increase to mandatory student fees.

- **State Appropriations:**

State funding for Main Campus Operations saw a significant increase of \$30.56 million (12.6%) compared to the FY23 original budget. This reflects the State Legislature’s continued support of higher education.

- **Compensation Increases:**

A six percent salary increase for non-student faculty and staff, included in House Bill 2 (HB2), was approved by the Board of Regents for eligible employees. Additionally, HB2 allocated a 3.3 percent (\$8.0 million) increase for Instruction and General (I&G) funding, categorical funding, and Research and Public Service Projects (RPSPs). The I&G increase was driven by higher education funding formula adjustments, employer retirement contributions, and support for faculty compensation and student services.

This report not only captures our accomplishments but also reflects the ongoing projects and forward-looking plans that will shape our future. Together, we are making a lasting impact on the University of New Mexico and the communities we serve.

Sincerely,

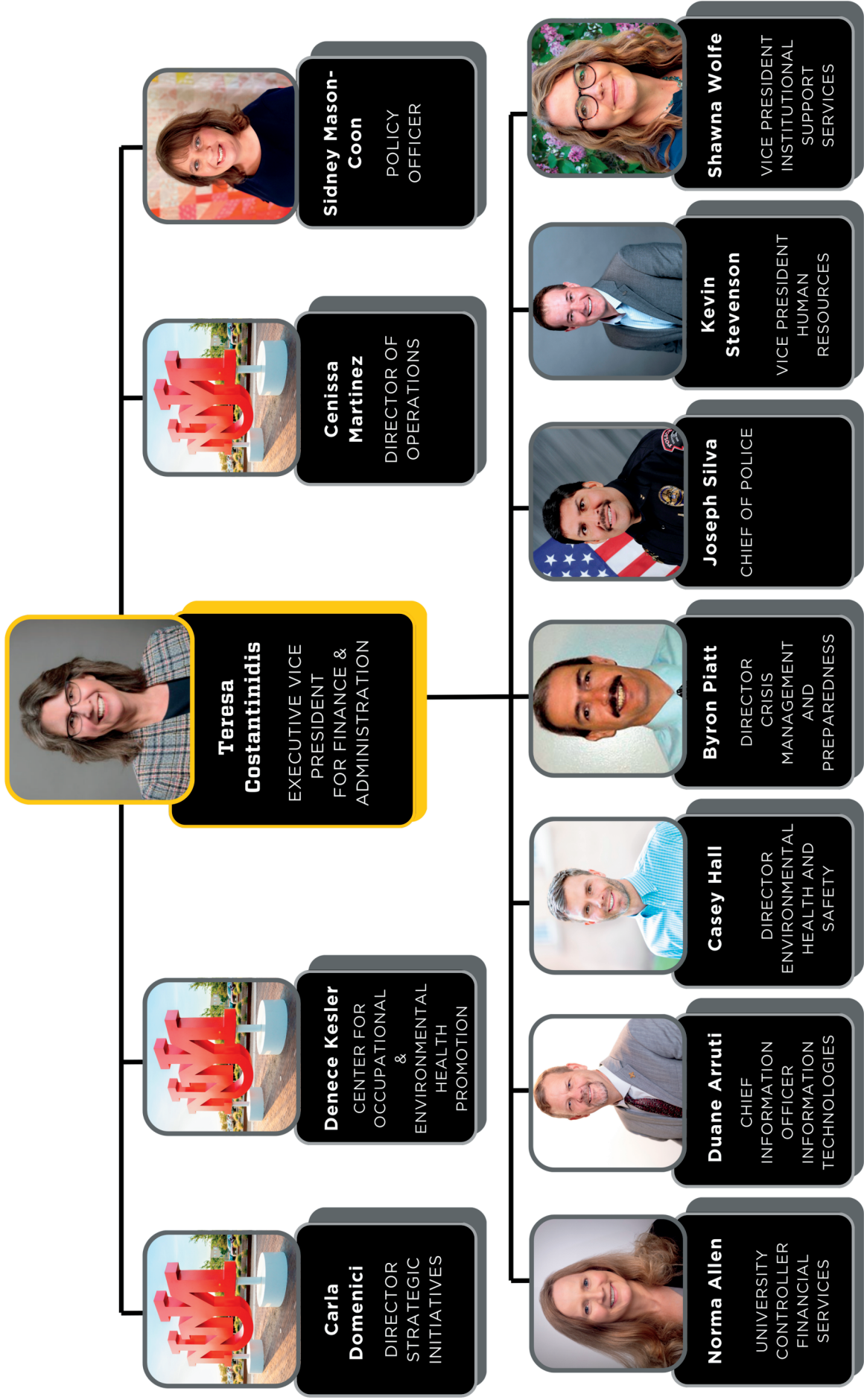
**Teresa Costantinidis**







# FY24 ORGANIZATIONAL CHART









# CRISIS MANAGEMENT AND PREPAREDNESS



**Director**  
Byron Piatt

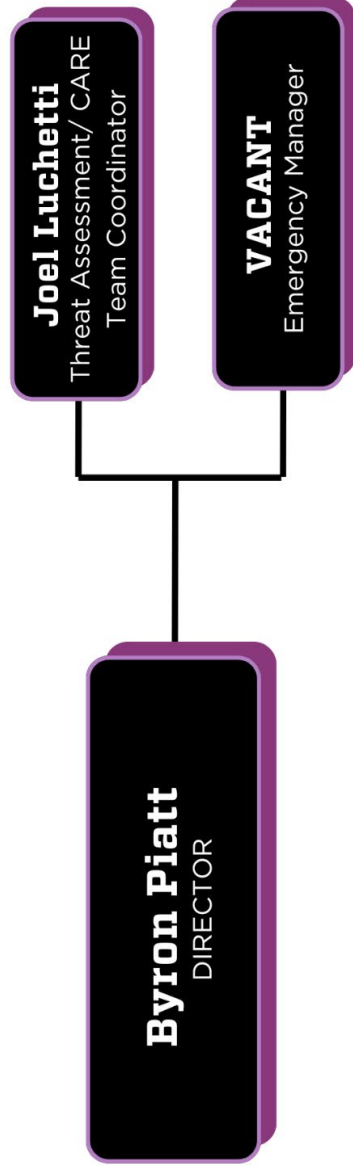
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**FY24 ORGANIZATIONAL CHART** — **NM** CRISIS MANAGEMENT & PREPAREDNESS DEPARTMENT





## MISSION AND VISION

### Mission

The mission of the Crisis Management & Preparedness Department (CMPD) is to proactively identify, assess, and mitigate potential threats to the campus community's safety and well-being. Through a collaborative, multidisciplinary approach, CMPD provides timely interventions and promotes a culture of awareness, prevention, and resilience. By combining instruction, practical experience, and community engagement, the programs prepare students and professionals with the knowledge, skills and ability to effectively plan for, respond to, recover from, and mitigate the impacts of disasters and emergencies, while fostering leadership in public safety and the protection of vulnerable populations.

### Vision

The Crisis Management & Preparedness Department (CMPD) seeks to create a secure, inclusive, and thriving campus where all members feel valued and supported. By utilizing best practices, innovative strategies, and interdisciplinary collaboration, we strive to be leaders in both threat assessment and emergency management at our institution and sister organizations. Through continuous improvement and extensive partnerships, we aim to foster a vigilant, resilient community that is prepared to anticipate challenges, drive positive change, and build adaptive, sustainable systems capable of withstanding natural and human-made disasters.



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**i. EXECUTIVE SUMMARY**

The Crisis Management and Preparedness Department (CMPD) was created at the end of calendar year 2023. In its first year of existence CMPD has worked to build a comprehensive threat assessment team, develop processes to gather and evaluate information and respond to concerns across the Institution. Additionally, the Emergency Management functions were brought under CMPD, and their ongoing efforts were supported.

The FY24 budget was \$223,632 and dedicated to staff salaries and initial department setup.

**ii. SIGNIFICANT ACCOMPLISHMENTS**

- Comprehensive Threat Assessment Team and CARE for Faculty and Staff
  - The Threat Assessment and Campus Assessment Response Education (CARE) Team Coordinator was hired in December 2023. Even before onboarding and orientation were completed, the coordinator began working their first case. They have averaged at least one new case each week since then.
  - The Coordinator and Director reached out to several similar institutions to determine best practices in the Threat Assessment and Mitigation space. They joined the Association of Threat Assessment Professionals (ATAP) and began working with other institutions of higher education within the Desert Southwest Region as well as across the nation.
  - The Director was able to attend the Winter Threat Assessment Conference hosted by ATAP. Here he learned of additional tools and training that could be used to assist the program.
  - The Director and Coordinator were able to attend training for WAVR-21, a structured professional judgement tool, that will aid in the identification and mitigation of threatening behaviors.
  - CMPD encouraged the Institution to join the National Association for Behavioral Intervention and Threat Assessment (NaBITA). By establishing a Super Membership, the entire entity is eligible for trainings hosted by NaBITA.



- Emergency Management
  - A grant was secured from FEMA to hire a contractor to assist with the update of the Hazard Mitigation Plan. This plan helps identify potential natural hazards and mitigation strategies. If FEMA monies become available to the State of New Mexico subsequent to a natural disaster, then some of the identified mitigation strategies could receive dedicated funding.
  - The Emergency Manager continued to exercise plans across the institution to include departments and their Area Emergency Plans (AEP), collaborative functional exercises with external partners and tabletop exercises to help identify best practices for dealing with various issues.
  - Technical support was provided to departments to assist with creation and updating of their Area Emergency Plans.
  - Training was conducted for departments in general emergency preparedness as well as issues specific to their needs and locations.

### iii. FUTURE PLANS

- Comprehensive Threat Assessment Team and CARE for Faculty and Staff
  - Assure appropriate funding is available to assist with the purchase of necessary tools including Open Source Intelligence (OSINT) Software (used to monitor social media threats and trends) and case management software.
  - Work to establish a pilot project to maintain a Forensic Psychologist on the Threat Assessment Team.
  - Continue to support employee development and ongoing training by providing membership in the Association of Threat Assessment Professionals (ATAP) and by supporting the attendance of their Winter Threat Conference and Annual Threat Assessment Conference.
  - Develop and present training for the Campus Community to understand and use the services of Threat Assessment and CARE for faculty and staff.
- Emergency Management
  - Hire a full time Emergency Manager whose goals will include the update of the University's Emergency Operations Plan; exercise of the Emergency Operations Center; and, the conduct of a mass casualty exercise in conjunction with the Interprofessional Education Department.



- Create a Pilot Project for Critical Incident Stress Management (CISM) in cooperation with the Counseling, Assistance and Referral Services (CARS) that will train 25 people from across the Institution to be able to respond after an incident, to exercise that team within the community or to assist a sister institution and provide ongoing training and cadre enhancement.
- Provide for employee development and ongoing training by supporting membership in the International Association of Emergency Managers (IAEM) and the New Mexico Association of Emergency Management Professionals (NMAEMP), and attendance of their annual conferences.
- Develop and present training for the Campus Community on emergency preparedness.











# ENVIRONMENTAL HEALTH



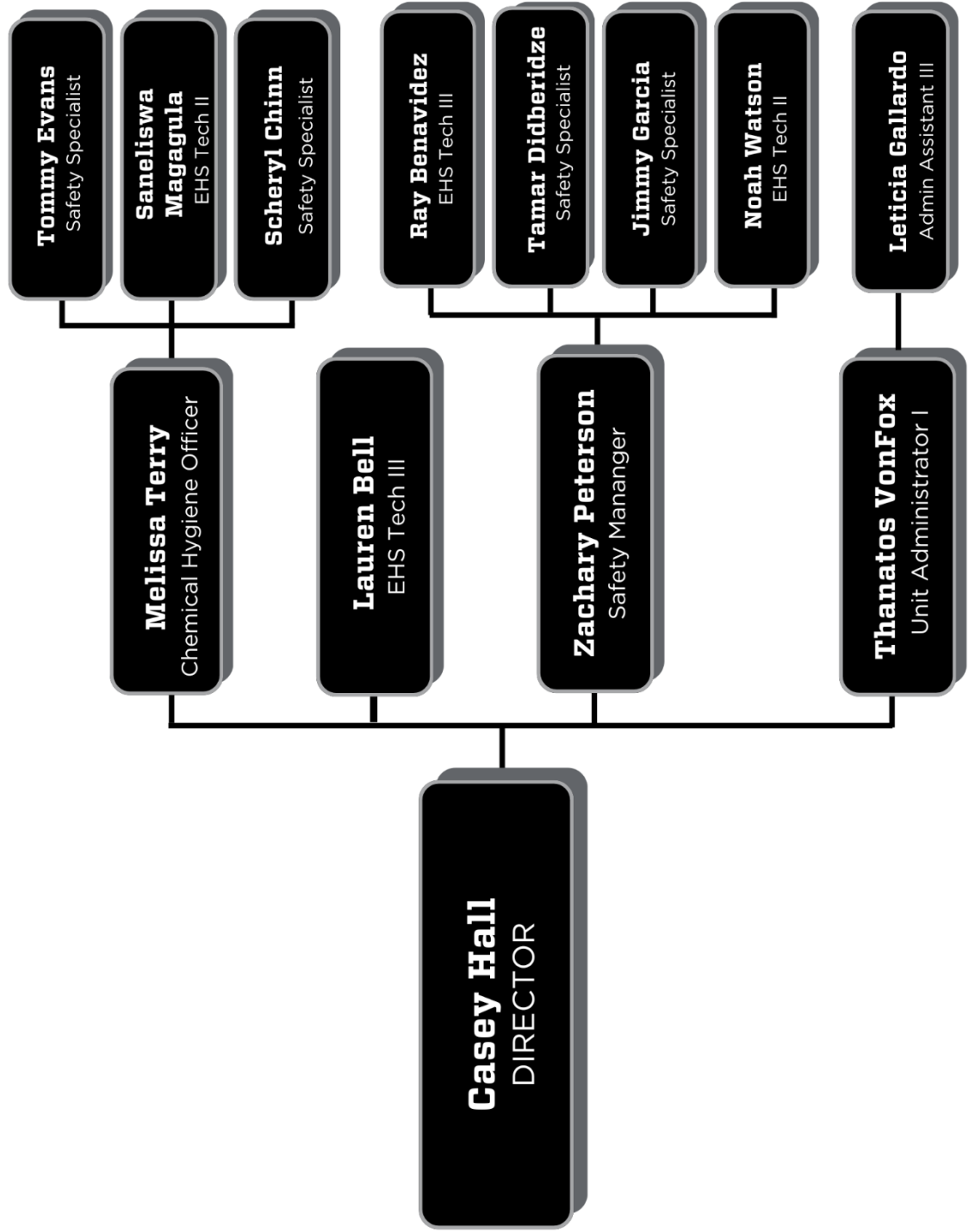
Director  
Casey Hall







**FY24 ORGANIZATIONAL CHART**





## MISSION AND VISION

### **Mission**

The Department of Environmental Health and Safety supports the University's core mission by advancing the safety and health of the University community through risk management best practices, education consultation, and collaboration.

### **Vision**

To become the premier occupational safety department and organizational model of superior quality and service in the eyes of our customers, stakeholders, and the campus community.



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## i. EXECUTIVE SUMMARY

Welcome to the Fiscal Year 2023-2024 Environmental Health and Safety Department (EHS) Annual Report. This report would not be possible without the dedication, professionalism, and collaboration our staff strives for daily.

As a team, we take great pride in our accomplishments and in contributing to the improvement of our community's health and safety. EHS continues to foster a culture that prioritizes safety, is community-oriented and customer-focused. As a service organization, EHS values communication, collaboration and customer service.

EHS provides guidance, services and recommends plans that enable UNM to effectively execute its mission safely and while protecting the environment. EHS works in the best interest of UNM to provide proactive and collaborative institutional oversight while enabling local control and solutions to safety, health, and environmental issues.

The EHS department has brought forth three primary goals that guide departmental actions.

- Fostering a culture of safety on UNM campus
- Protecting the environment
- High quality and efficient service

EHS promotes a strong culture of safety and compliance by:

- Establishing expected behaviors through training and consultation
- Incentivizing desired behaviors
- Working with departments to disincentivize undesired behaviors
- Collaborating with departments to create environmental health and safety plans that work for their unique circumstances.

As UNM's regulatory representative in occupational health and safety and environmental compliance, EHS ensures UNM remains compliant with local, state and federal regulations through high quality and consistently administered programs. EHS hopes this report gives you a look into the many programs offered and the strides we have made in Fiscal Year 2023-2024 towards fostering a culture of safety at UNM.

- Budget Summary
  - In Fiscal Year 2023-2024, EHS received \$592,000 in Facility Investment Needs (FIN) funding. This funding was primarily used for roof safety upgrades, oxygen depletion sensor installations, fire suppression system testing and maintenance, and fire alarm testing. EHS continued to support the Cancer Center per our Memorandum of Understanding (MOU) by providing safety and environmental health services. This MOU, along with Instruction



and General (I&G) allocation from Main Campus and the Health Science Center (HSC), provided EHS with a budget of \$1.81 million dollars. Staff salary and fringes made up approximately 77% of that budget.

## ii. SIGNIFICANT ACCOMPLISHMENTS

- Culture of Safety
  - In conjunction with a consultant, Propulo, EHS conducted a culture of safety assessment of campus. The assessment consisted of a large-scale online survey, focus groups with frontline workers, interviews with leaders, on site observations and documentation reviews.
  - Results of the assessment were disseminated across campus including to leadership, through meetings with departments and stakeholders, as well as through campus communications.
  - Initial strategic planning occurred through a steering committee made up of campus leaders where future projects were prioritized to continue improvement of UNM's culture of safety.
  - EHS is in the process of creating a leadership level committee to provide oversight, strategic direction, and adjudication of safety matters on campus.
  - In collaboration with partners across campus, EHS organized Safety Week tabling on Central and HSC campuses. The tabling increased awareness of safety issues and training for faculty, staff, and students across UNM campus.
- Environmental Health
  - EHS in collaboration with University of New Mexico Hospital (UNMH) and University Counsel worked to shape the Air Quality Control Board Petition Health Environment Equity Impacts to allow UNM and UNMH to continue to deliver on their mission while improving environmental protection in Bernalillo County.
  - UNMH has partnered to improve construction stormwater through inspection of UNMH construction sites that disturb greater than 1 acre.
- Research Safety
  - EHS's more thorough annual laboratory inspections have resulted in identifying safety-related issues such as lack of safety showers and need for special monitoring equipment.



- EHS worked with Facilities Management (FM) area supervisors to ensure that safety showers are activated on a monthly schedule in all areas.
    - Working with campus partners, EHS created an initial study on the cost of installing safety showers in over 50 locations across campus. EHS is exploring funding mechanisms to rectify the safety shower issues.
    - Locations requiring oxygen depletion sensors were identified. Utilizing FIN funding 33 labs had sensors installed across campus.
  - In an effort to improve researcher safety across UNM, EHS has continued to increase training uptake with a 15% year over year increase in trainings given.
  - EHS continued to expand the availability and scope of our chemical inventory program. Working with the Health Science Center (HSC), chemical inventory students (CIS) are currently working to reconcile chemical inventories in labs on the Health Science Campus. Furthermore, CIS have removed over 13,000 container records from laboratory inventories that were no longer present, greatly increasing the accuracy of our chemical inventories.
- Occupational Safety
  - EHS conducted a mock Occupational, Health and Safety Administration (OSHA) audit of FM Custodial. As part of this process, EHS and Custodial developed and implemented standard operating procedures to ensure safety of their workforce and improve efficiency.
  - EHS was able to leverage FIN funding to improve rooftop safety across campus including the installation of skylight guards, preventing potentially catastrophic falls.
  - Using geotagging and Geographic Information System (GIS), EHS has inventoried confined spaces across campus as well as slip, trip, fall locations and hazards. This initiative has allowed EHS to better track and manage hazards in an efficient and timely manner.
- Fire Safety
  - EHS worked with Albuquerque Fire Rescue (AFR) to identify access points for first responders on campus and provided access via bollard keys. EHS and AFR further collaborated to perform pre-incident planning on high risk buildings around



campus. These activities improve the efficiency and effectiveness of potential emergency response operations on campus.

- Working with the State Fire Marshal's Office (SFMO), 100% of UNM buildings were inspected ensuring safe working and learning environments. EHS developed and implemented a robust tracking system to track, report, and correct SFMO findings.
- Administrative
  - EHS onboarded and began implementation of a new EHS software. The program, HSI, will allow EHS to more efficiently perform inspections and track findings while allowing departments on campus to effectively respond with corrective actions.
  - In Fiscal Year 2024, EHS furthered its proactive efforts by expanding the asbestos records database to provide all stakeholders with access through OneDrive. To enhance transparency, EHS also distributed Excel sheets to building decision-makers, detailing the asbestos records specific to each building.

### iii. FUTURE PLANS

In Fiscal Year 2024-2025 and beyond, EHS plans will continue to promote safety, environmental protection, and high-quality service. Selected projects EHS will focus on are outlined below:

- In Fiscal Year 2024-2025 EHS will continue to implement recommendations from the culture of safety assessment performed this fiscal year.
- Throughout Fiscal Year 2024-2025 EHS will continue to implement the HSI platform in order to improve our service efficiency and accuracy.
- EHS is working with laboratories across campus to implement a new EPA rule under the Toxic Substances Control Act on dichloromethane that greatly restricts its use.
- EHS, working with FM Automotive, will complete reporting for the new advanced clean truck rule to the New Mexico Environment



Department.

- EHS is working on the Health and Health Sciences Strategic Priority to improve recruitment and retention through the safety sub-team. Through this work EHS will work to improve the safety of those who work in Health and Health Sciences.











# FINANCIAL SERVICES



University  
Controller  
Norma Allen

[fsd.unm.edu](https://fsd.unm.edu)

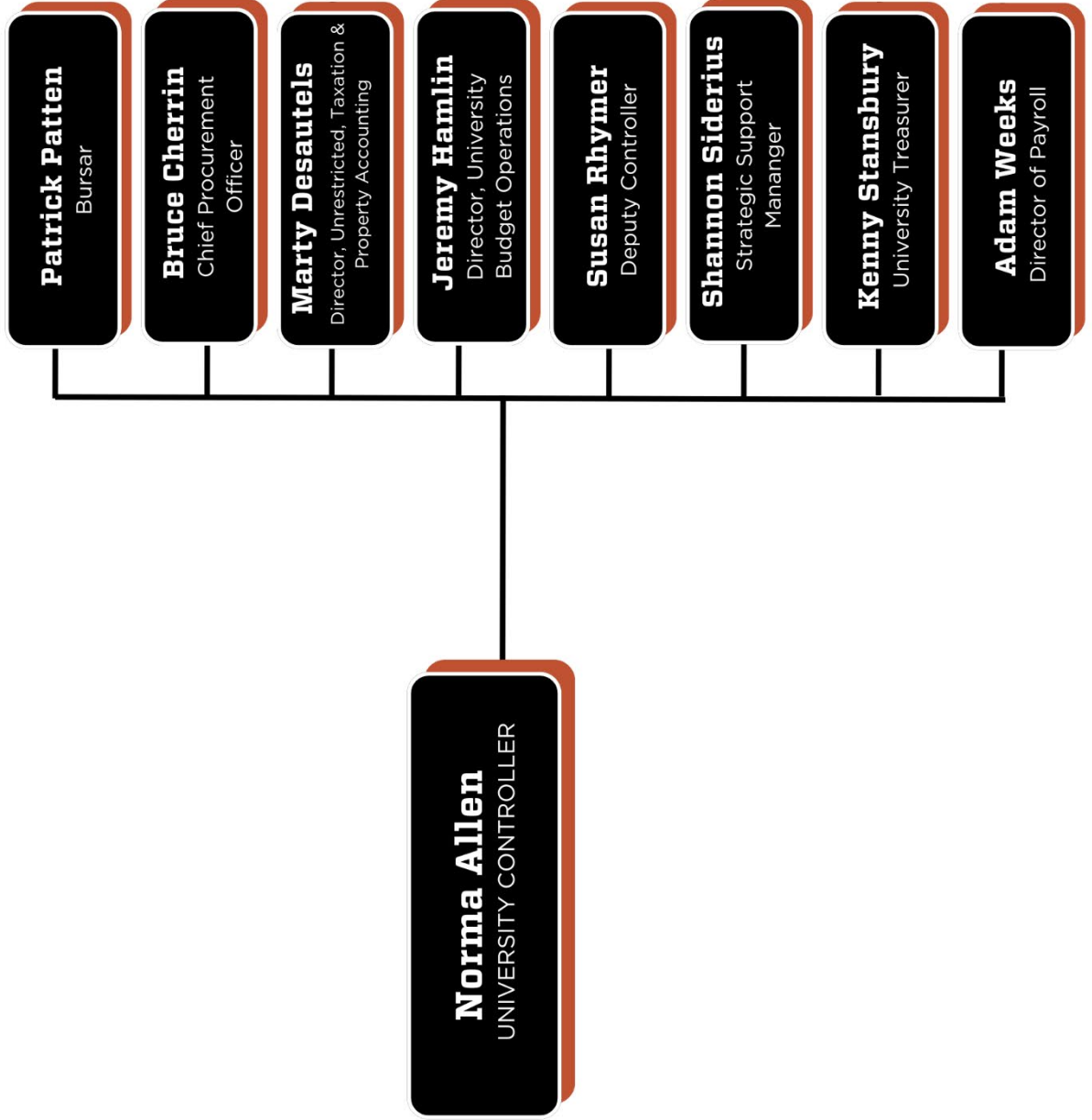
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# FY24 ORGANIZATIONAL CHART





## MISSION AND VISION

### Mission

The mission of Financial Services (FS) is to provide sound stewardship of the University of New Mexico's fiscal activities while meeting the needs of students, faculty, and staff who are engaged in learning, teaching, research, and community service activities.

Our ongoing commitment serves to:

- Educate students, faculty, and staff about the compliance requirements associated with various state, local, federal, and agency rules, regulations and policies concerning financial expenditures.
- Provide sound and prudent counsel to executive leadership on fiscal, budgetary, and procurement matters.
- Deliver accurate, timely, and useful financial reports to leadership and external constituents.
- Stay current in the latest accounting standards and regulations. Apply them to business and operational practices.
- Service our faculty, staff, and student customers in an efficient, timely, courteous, and professional manner, while balancing adherence to State, Federal and University requirements, and policies.

### Vision

We seek to be recognized as the most knowledgeable, trusted, and respected organization at the University of New Mexico regarding financial information, compliance, and safeguarding assets.

Improving our processes and equipping our staff will enable us to provide the best customer service and training to students, faculty, and staff.

Providing a work environment that supports our employees and the essential work they do.



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i. **EXECUTIVE SUMMARY**

Welcome to the Fiscal Year 2023-2024 Financial Services (FS) Annual Report. This report would not be possible without the dedication of the excellence and collaboration our staff strives for daily.

As a team, we take great pride in our accomplishments and in contributing to the improvement of financial transactions and processes. Financial Services continues to create and foster a culture that is both community-oriented and customer-focused. As a service organization, Financial Services values people first, communication, collaboration, customer service, and process improvement.

Financial Services ensures compliance with all financial policies, rules, and regulations adopted by the University and/or imposed by external agencies, including state and federal audit and regulatory requirements and generally accepted accounting principles. Additionally, the organization oversees the maintenance of the official financial records of the University.

Our organization is made up of 13 departments and 6 sub departments that reside within University Services. We are responsible for all central accounting functions, procurement, risk management insurances, mailing, shipping, receiving, surplus property, research chemical stores, and other vital services for the University. Financial Services operational budget for Fiscal Year 2023-2024 was \$31,449,879 of which \$4,704,000 was budgeted for risk management insurance premiums for the University.

ii. **SIGNIFICANT ACCOMPLISHMENTS**

- **Controller's Administration**
  - The UNM Ambassador Program was created and launched in January 2024. The program is a collaboration between Main Campus and Health Sciences Finance Administration to initiate inspiration for employees. This program extended to participants from the Provost Office and UNM Foundation. A total of 24 participants are in this inaugural cohort.
  - The FS Recruitment Committee participated in UNM's 2023 Career Services Graduate and Professional School Fair which resulted in an increase to student applications for internships. Four students were hired, one student hire resulted in a regular

staff position offer during the internship. All 4 students remained with FS during the Fiscal Year 2023-2024.

- The Health, Safety, and Wellness Committee efforts include additional cameras installed on the outside of the UNM John and June Perovich Business Center and added access control to second floor suite 2400 which includes Office of Sponsored Projects (OSP), Contract and Grant Accounting (CGA), and Risk Services.
- Continued work on Fiscal Year 2023-2024 Executive Vice President for Finance and Administration's (EVPFA) tactics that included the 10-year consolidated forecast model, Enterprise Resource Planning (ERP) Strategy and Roadmap and the Helio Campus Staffing Intensity projects.
- Financial Reporting, Finance Systems Management Information Technology (FSMIT) and Finance Systems Management Business Process Improvement Team (FSMBPI)
  - Financial Reporting has successfully implemented our previous manual 'x-code' adjustment into Banner.
    - These adjustments were formerly managed in Access outside of Banner. By incorporating them into Banner, we have reduced reconciliation time and enhanced the accuracy of MyReports balances.
  - Financial Reporting has assumed responsibility for Chart of Accounts (COA) tasks that were previously handled by Finance Systems Management Operations (FSM), as part of assumed responsibility, FSM Operations has now been integrated under Financial Reporting.
    - This shift aligns with Financial Reporting's existing role, particularly with Plant Funds, having an approval process in Smartsheet, setting up new funds/activity/account codes, and monitoring Plant Fund terminations.
  - UNM has streamlined various processes, such as automating external audit schedules with departments using a Smartsheet with dynamic views. We have also helped other departments streamline processes such as inventory waves and University Business Information Technologies (UBIT) questionnaires.
  - Financial Reporting has collaborated with University Communication and Marketing (UCAM) to create a more UNM-branded set of Financial Statements.
  - Jira Service Management Ticketing System Deployment



- Project work tracking for Finance Systems Information Technologies. (FSIT) teams and FS functional teams
  - Improved communications.
  - Analytical reporting to assist resource and work management decisions.
  - Management of over 175 service requests since deployment.
- FS Reporting
  - Expanded Jira Service Management functionality, reports, and agents/requesters.
  - Customer Service: Report development, maintenance, and repair.
  - Operations Management: Staff Development, ongoing support of extract, transform and load (ETL), reporting, SQL, and WebFocus.
  - Centralize FS websites (20) into one website.
  - Project Management: Developed new reports and APEX applications.
- FSMIT
  - Business Continuity/Disaster Recovery Plan deployment.
  - Increased project management practices.
  - Increased upon service management practices.
- Business Process Improvement Team
  - Mass earnings/Tuition remission APEX Application.
  - APEX adjustment metrics application.
  - Athletics/Popejoy taxable fringe automation/applications.
  - 518 Agreement on staff on-call hours.
  - Kronos implementation.
- Office of Planning, Budget, and Analysis (OPBA)
  - Continued working with Financial Reporting, Finance Systems Management IT, and the Business Process Improvement Team to further efforts in identifying and implementing process improvements, in alignment with the Financial Services strategic plan and UNM 2040 Strategic Planning Framework.
  - Continued implementing new redesigned elements of our Operating and Capital Budget Book that is presented annually to the Board of Regents and posted on our website. The Fiscal

Year 2025 Budget Book redesign included more UNM branding elements provided in consultation with UCAM, an updated Executive Summary from President Stokes, and a redesigned 'UNM by the Numbers' summary sheet with key facts and budget details.

- Successfully compiled and submitted our new fiscal year original budget, revised budget, and report of actuals for Main Campus funds to New Mexico Higher Education Department (NMHED). OPBA staff worked with Health Sciences and the Branch Campuses to coordinate and ensure consistency on all submitted reports. New fiscal year and revised budgets were presented to Finance and Facilities Committee and Board of Regents for approval prior to submission to NMHED.
- Provided support to Executive Vice Presidents for Finance and Administration (EVPFA) units as part of mid-year budget projections and review.
- Provided ongoing support to Financial Services during the Fiscal Year 2025 budget development process, including Budget and Salary Planner assistance and hands-on support and training to Managers/Directors related to Budget Planner.
- The Bursar's/Cashier's Office
  - Implemented Automatic Clearing House (ACH) validation for LoboWeb payments as required by National Automated Clearinghouse Association (NACHA).
  - Worked with IT to change retiree billing from paper and ebill to ebill only with paper opt-in option to streamline efficiencies, reduce paper waste, and save on related costs.
  - Streamlined and automated the tuition remission process by working with Human Resources, Payroll and FSM thus producing a more efficient process and reducing associated costs to print, fax, and/or hand deliver documents.
  - Created a process with the Student Financial Aid Office to better track and transport scholarship checks that require student endorsement.
  - Automated and streamlined the petty cash reimbursement process.
- Contract and Grant Accounting (CGA)
  - Fiscal Year 2023-2024 was a project year for CGA where we worked to automate and improve multiple processes.
    - Phase 3 of Streamlyne-to-Banner Integration completed



- the integration of sponsored project information from Streamlyne into Banner eliminating the manual Banner entry on many projects.
  - Collaborated with the FS Business Process and Improvement Team to automate processes utilizing Smartsheets.
    - Wire transfers: Worked with Treasury on automating wire deposits that involved multiple offices.
    - Refunds: Automating the refund process when refunds are sent to the sponsor.
    - Check Log: Simplified the process for logging checks received prior to deposit including verification of UNM Policy requirements and reconciliation to Banner.
    - Timesheets and Monthly Leave Reporting: Timesheet entry for non-exempt employees and Monthly Leave Reporting for exempt employees were automated utilizing Smartsheet to include the approval process.
    - Department Leave Requests: Leave requests has been moved into Smartsheet allowing for ease of review and approval along with providing a calendar to track and view all departmental leave.
  - MyReports Closeout Reconciliation Form: Worked with Health Sciences Center and Financial Services on a reconciliation form which was updated and placed into MyReports providing access to all departments when closing a sponsored project.
  - Staffing: While we continued with staff shortages, this has improved from previous years. In order to boost morale, retain and promote, we hired temporary staff and students, two part-time staff in lieu of one full time position, promoted six individuals, moved one individual to another area based on strengths, allowed for flexible schedules to accommodate individuals accordingly.
- Payroll
  - Continued to implement payroll registrations and withholding for employees working outside the state of New Mexico.
  - Continued to support Human Resources (HR) Leadership and compliance initiatives.
  - Created a new process for Employment Areas and Payroll to work all payroll vital error reports.
  - Evaluated current time-keeping system for campus.

- Created a new application to assist Parking and Transportation Services (PATs) with reporting deduction amounts to Payroll.
- Property Accounting
  - Continued to streamline operations by combining the Inventory Control department and Capital Asset Accounting functions into Property Accounting.
  - Conducted and facilitated the Fiscal Year 2024 Annual Physical Inventory counts as required by law, achieving 100% completion campus-wide.
  - Converted all manual email notifications during the annual Fixed Asset Inventory waves into an automated Smartsheet process.
  - Converted legacy Access database process for both Equipment Fabrications and Vehicles into an automated Smartsheet process.
  - Implemented a new label developer to improve asset tag printing.
- Purchasing and University Services
  - The Purchasing Department led an Enterprise Resource Planning (ERP) modernization assessment of the systems that support the core administrative business processes of The University of New Mexico in participating with JJH Consulting.
  - The Mailing, Shipping and Receiving department became one of the few higher education institutions in the country to become part of a partnership with Amazon “Last Mile” a direct delivery program allowing for consolidated deliveries for Amazon packages to departments across campus.
- Risk Services
  - Negotiated additional financial support from UNM Health and Health Sciences which will enable us to hire a Manager of Insurance and Claims to bolster our capabilities.
  - Developed a Claims Specialist, Sr. job description and position to focus on worker’s compensation claims and management along with return to work program responsibilities. Hired a Claims Specialist to focus on property and casualty claims and an additional Professional Consultant on a part time basis to enhance expertise and experience available in the department.
  - Deployed a standalone Loss Prevention and Control Committee for UNM Health and Health Sciences.



- Facilitated the transfer of insurance coverage resulting from the consolidation of the Sandoval Regional Medical Center (SRMC) under the University of New Mexico Hospital (UNMH) umbrella.
- Reported to the University President regarding the University Risk Management and Insurance Programs in recognition of Regents Policy 7.14.
- Taxation
  - Provided essential tax services to UNM departments, including tax research, foreign national payment analysis and Federal and State tax filing compliance.
  - Implemented electronic process improvements using Smartsheet to automate the Taxable Tuition and Unrelated Business Income Tax (UBIT) questionnaire processes.
  - Processed and filed monthly New Mexico Governmental Gross Receipts Tax payments and annual Internal Revenue Service (IRS) UBIT Tax Returns.
  - Completed annual IRS 1042-s tax reporting for the University.
  - Provided website updates and guidance for Foreign Tax, UBIT, and other tax- related topics.
- Treasury
  - Banking:
    - Negotiated higher interest rates earned on cash balances with US Bank, for commercial paper and Insured Cash Sweep (ICS), effective May 1, 2024.
    - Implemented a Commercial Paper sweep process to earn interest on the depository balance. Using the typical balance and current interest rates, this will produce a net increased interest revenue over the first year (assuming current interest rates).
    - The higher rates and new commercial paper sweep program produced significant increases in cash interest earnings in Fiscal Year 2024, as illustrated in the Budget Office Statistics chart in the Appendix section.
  - Cash Flow Projections:
    - Improved long-term cash projections: Enhanced cash flow projections by projecting cash flow further to predict cash low points far in advance of when action is required. The new projections will also improve the precision of short-term cash flow models with improved detail and

accuracy. These enhancements provide better information further in advance so that we can plan investment redemptions ahead of time to minimize realized losses on investment transactions while meeting the University's cash needs.

- Investment Reporting:
  - Worked with the FS Team (with input and guidance from the EVPFA) to redesign the investment reporting. Incorporated the redesigned investment reports into regular reporting.
  - Cash and investment Advisory Report, annually in December: Shows details of cash and investments at an enterprise level and reports on the cash and investment strategy for UNM.
  - Operating Investment Portfolio Presentation annually in February: Reports investment portfolio details, performance, and investment strategy for UNM's Operating Investment pool.
- Deposits Posting:
  - Implemented a Smartsheet process-improvement to increase efficiency, speed up Banner posting of deposits, and increase transparency for all users. Increasing efficiency, reduced Banner posting errors, streamlined communication, increased transparency, user access to history, reduced manual processes, and reduced email communication.
  - Smartsheet is the one and only destination for deposits which allows users to: claim daily US Bank deposits, check the status of items claimed, view all claimed deposits, view all unclaimed deposits, and alert Treasury team of expected deposits. Utilizing Smartsheets allows users to be empowered to view all deposit information.
- Voluntary Employee Beneficiary Association (VEBA)/Investment Policy:
  - Lead role in proposing a new investment policy and significant change to VEBA asset allocation that is better positioned for long-term investment growth.
  - The new investment allocation also simplified the portfolio, reduced the amount of positions in the portfolio, and reduced the underlying fees of the



investments by utilizing low-cost index funds for 75% of the portfolio (equity).

- Unrestricted Accounting
  - Implemented a new electronic Petty Cash modernization tool in Oracle Application Express (APEX) to replace the existing outdated paper process.
  - Completed annual filing of State of New Mexico Unclaimed Property Reporting for Accounts Payable and Payroll departments.
  - Completed annual IRS 1099-K tax reporting for the University.
  - Participated in beta-testing and product development for enhancements and challenges pertaining to Chrome River, Banner, and other strategic projects.

### iii. FUTURE PLANS

- Controller's Administration
  - UNM Ambassador Program participants are expected to graduate from the program in June 2025.
  - Continue to work on EVPFA tactics for Fiscal Year 2024-2025, the 10-year consolidated forecast model and financial metrics dashboard, ERP strategy and Roadmap and the ERP Viability Assessment and the Unified Timekeeping System project.
- Financial Reporting, Finance Systems Management IT and Business Process Improvement Team
  - Financial Reporting is now working with Finance System Management (FSM) to build our contra entries into (APEX), this will allow for a report of current fiscal year activity that requires contra entries, automate the upload process into Banner, and reduce the preparation work and FUPLOAD process.
  - Financial Reporting is working with FSMBPI to develop an APEX report to streamline a manual process of capturing and reviewing software recorded in account codes 3140/70EI as part of Government Accounting Standards Board (GASB) 96.
  - Financial Reporting is working on building eliminations with UNMH into Banner, which have traditionally been handled outside of Banner, this will result in a more accurate representation in our ledgers.
  - Financial Reporting is working towards a true month end

process, aiming to book Contrasts, Eliminations, and Depreciation monthly instead of at year end of each fiscal year.

- Support creation of Controller's Business Continuity and Disaster Recovery Plan.
- Office of Budget, Planning and Analysis (OPBA)
  - Continue to work on long-range planning and multi-year budgeting initiatives and tactics. This includes multi-year planning, projections, and assumptions, and inputs for Core Fund Financial Plan, Debt Advisory Plan, and 10-year Financial and Business Plan. In addition, we will continue to refine and add value to our state revenue outlook and scenario analysis for the Core Fund Plan. Finally, we will continue to explore new tools and dashboard options to display key financial metrics.
  - Continue to work with various departments and executive leadership on an ERP strategy and roadmap, including identifying funding requirements and plan to secure funding resources for a new ERP.
  - Continue to work on infrastructure assessment simplification, including IT funding model, and explore new internal funding model recommendations for executive leadership.
  - Continue working with Moody's to maintain the University's Aa3 credit rating and with Standard and Poor's (S&P) to keep our AA- credit rating.
  - Continue review of investment laddering approach for UNM Bond Renewal and Replacement funds as well as Science and Technology Corporation (STC) Building Renewal and Replacement reserves. The investments revolve, and as new ones mature, we will evaluate for new investments that are in terms of appropriate time horizon and best yield given current market conditions.
- The Bursar's/Cashier's Office
  - Automate and streamline the credit card fee allocation process and transfer it to Treasury.
  - Install TouchNet Feature Pack 9 update.
  - Convert Heartland Payment Processing and ACH Validation Services to a user-friendly application.
  - Migrate current TouchNet Cashiering Platform to TouchNet's Student Account Advisor.



- Contract and Grant Accounting (CGA)
  - Process Improvements: It is our goal to continue to review and improve the multitude of processes we have in CGA. Currently we are working on completing the following projects for Fiscal Year 2025.
    - Subaward Invoices: Working with FS to move this process from Workflow into Smartsheet in September 2024 with automated approvals simplifying the process for departments.
    - Closing of Sponsored Project Awards: We are working on simplifying and streamlining the closing of an award which can be tedious and time consuming. Part of the process change includes the Controller's Closeout Memo which is used by departments in understanding the necessary timing of various activities.
    - Foreign Entity: Not only do we semi-annually report information to the Department of Education, but now annual reporting is required by the National Science Foundation (NSF). We are working with Compliance, Ethics and Equal Opportunity (CEEEO), Industrial Security, and Office of University Counsel (OUC) to streamline UNM employee and departmental reporting to meet this Federal compliance.
  - Intra and Interdepartmental Training:
    - With staff turnover both in UNM departments and in CGA along with the Federal Regulation changes, we recognize the need for additional training. We are reviewing and determining the priority for training as well as the best mechanism to deliver a variety of training.
- Payroll
  - Assess and improve Non-Standard Payment process.
  - Assess and improve File Maintenance file feeds into payroll process.
  - Begin new electronic time-keeping system for campus wide initiative.
  - Create new Tuition Remission application for employees to monitor their usage and understand when taxable amounts will process on employee paychecks.

- Property Accounting
  - Coordinate and implement an improved Inventory Application to be developed in-house by FSM using APEX.
  - Implement new Asset Write-up guidelines for fully depreciated assets.
  - Update and implement new procedures for donated assets to increase process efficiencies.
  - Continue to review areas where duplication of efforts may exist to streamline processes.
  - Update Standard Operating Procedures (SOP's) to better reflect current modifications to processes.
- Purchasing and University Services
  - The Purchasing Department will lead the Request for Proposal (RFP) efforts for The University of New Mexico, University of New Mexico Hospital, and The University of New Mexico Medical Group to solicit proposals for a consult to conduct a comprehensive assessment of institutional readiness and feasibility study for a consolidated cloud-based ERP implementation campus wide.
  - Accounts Payable expects to have the US Bank AP Optimizer fully implemented and in production the first quarter of Fiscal Year 2025. This advanced automation solution is designed to streamline payments disbursements, enhance efficiencies, and bolster security for fraud risk mitigation. The implementation team will be dedicated to ensuring a seamless integration and optimizing the benefits of this new system.
  - UNM Travel will implement Concur Booking Tool in Fiscal Year 2025 across campus to serve main campus, health sciences and Athletics for member business travel and member athletic travel.
  - University Services will begin a new comprehensive tracking project to upgrade and replace the existing packing tracking (Mailing, Shipping, and Receiving) chemical cylinder tracking for Chemical, Research, and Laboratory Supplier (CRLS) and equipment that has reached end of life/use (Surplus Property) respectively.
  - The Purchasing Department will complete an assessment of Contract + in LoboMart/Jagger to upload external contracts to ensure all current agreements are accessible and current in the system.



- Risk Services
  - Complete risk assessments and training at each of UNM's branch campuses.
  - Review with stakeholders and formalize to third-party facility user requirements including changes to applicable University administrative policy
  - Collaborate with UNM Environmental Health and Safety department on the roll out of an enhanced events management software platform.
  - Complete the development of and roll out the driving privileges committee to administer auto accident risk reviews.
  - Hire a Manager of Insurance and Claims to support achievement of Risk Services objectives university wide.
  
- Taxation
  - Determine and finalize out-of-state filing requirements related to employees working remotely outside the State of New Mexico.
  - Improve Taxation website to address Fringe Benefit and Tuition Expense Review guidelines.
  - Work to implement abbreviated W-8BENE tax form with foreign tax treaty language for department use.
  - Build a PowerPoint presentation for Taxation website displaying a list of popular and consistent frequently asked questions (FAQ's).
  
- Treasury
  - Cash Flow Projections
    - Continue to enhance cash flow projections by projecting cash out past one year and to create cash flow illustrations, presentations outside of Treasury Department. The goal of these enhancements is to provide better information further in advance so that we can minimize realized losses on investment transactions while meeting the University's cash needs.
  - Collections and Accounts Receivable
    - In May 2023, the Treasury team began work to improve collaboration with institutional core offices related to UNM's revenue cycle. This work to improve accounts receivable collection time and communication will

decrease receivables, increase cash balances, and interest earned on cash reserves in Fiscal Year 2025 and Fiscal Year 2026.

- Payment Card Industry (PCI) Compliance
  - Facilitated Self-Assessment Questionnaire (SAQ) (new services needed in 2024 for PCI compliance). Identify costs and estimate future year's PCI compliance costs. Consider new Full Time Equivalency's (FTE's) needed in PCI compliance (IT or Treasury). Develop a fee allocation/distribution proposal for UNM Controller's consideration.
  - Lead UNM's PCI SAQ process and implement PCI compliance Decision Support System (DSS) 4.0 and internal audit recommendations.
- Bond Draw Process Redesign
  - Use what we learned in the Deposits Smartsheet process to redesign the process for state funded projects (bond draws). This will involve redesigned reports and streamlined processes. This will result in faster payments on state funded projects and labor hour savings for the Treasury Department.
- Unrestricted Accounting
  - Work towards clarification and application of the rules and laws related to donor cultivation expenses as they relate to the State of New Mexico's Anti-Donation law.
  - Update and overhaul Internal Service Center process.
  - Work to streamline the Cell Phone Reimbursement process to either roll out as an allowance paid through Payroll or consider eliminating the process.



iv. APPENDIX

- Budget Office Statistics

Budget JVs approved by month													
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Fiscal Year 2022	138	411	576	512	327	256	229	368	881	25	51	32	3806
Fiscal Year 2023	176	443	586	345	433	323	263	410	1096	14	30	38	4157
Fiscal Year 2024	177	479	522	264	394	311	435	410	868	24	35	33	3952

- The Bursar/Cashier's Office Statistics

	Fiscal Year 2023		Fiscal Year 2024	
	Trans	Dollars	Trans	Dollars
Cashier Receipts	49,115	82,122,346	42,470	71,932,696
LoboWeb Credit Card Payments	22,858	18,151,864	25,973	19,664,669
LoboWeb ACH Payments	68,735	55,420,525	70,076	54,723,763
Other Payments <sup>(1)</sup>	646	3,833,464	811	5,544,294
MarketPlace Payments	67,857	11,685,890	56,425	10,322,927
<b>Total Receipts</b>	<b>209,211</b>	<b>171,214,089</b>	<b>195,755</b>	<b>162,188,349</b>
<hr/>				
LoboWeb Direct Deposit Refunds	43,633	86,175,065	44,796	94,536,187
Student Check Refunds and Short Term Loans	13,036	17,836,330	14,199	21,021,559
<b>Total Refunds</b>	<b>56,669</b>	<b>104,011,395</b>	<b>58,995</b>	<b>115,557,746</b>
<sup>(1)</sup> Includes international wires and 529 payments processed by Flywire as well as direct wire transfers.				

	Fiscal Year 2023	Fiscal Year 2024
Tuition and Fee Revenue		
Undergraduate – Resident and Non-Resident	\$ 136	\$ 148
Graduate – Resident and Non-Resident	52	50
Mandatory Student Fees <sup>(1)</sup>	41	47
Course Fees	8	9
<hr/>		
<b>Total Revenue (to nearest million)</b>	<b>\$237</b>	<b>\$253</b>
<sup>(1)</sup> FY23 includes mandatory student fees, the athletics student fee, the student technology fee, the student health, and counseling fee, the ASUNM Fee, and the GPSA fee. FY 24 includes all of these plus the Facility Fee		

- Payroll Office Statistics

Fiscal Year 2024 Payroll direct deposits issued	253,463	Fiscal Year 2023 Payroll direct deposits issued	240,753
Fiscal Year 2024 Payroll paper checks issued	1,537	Fiscal Year 2023 Payroll paper checks issued	1,560
Calendar Year 2023 W-2s issued	17,211 (9,327 were electronic consent)	Calendar Year 2022 W-2s issued	16,802 (8,172 were electronic consent)

- Purchasing and University Services Statistics

Purchasing Department	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
RFP's Issued	46	45	42
IFB's Issued	8	7	14
Total Solicitations	54	52	56
PO's Issued (\$)	\$159,323,381.59	\$203,205,728.26	\$266,658,135.06
PO's Issued	26,464	26,565	28,427
CO's Issued	4,281	4,177	4,158
PCard/FCard \$	\$61,090,246.22	\$68,939,309.53	\$76,608,308.74
PCard & Accounts Payable	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Vendor Setups and Maintenance Requests	5,695	7,977	8,527
Banner Invoices	2,333	1,909	2,159
Direct Pay Invoices	26,097	40,240	41,873
Bookstore Invoices	6,034	4,815	4,363
LoboMart	26,506	25,278	27,369
PCard	124,717	136,921	140,875
Total Invoices Count	159,181	217,220	216,639
Checks	55,711	43,803	36,674
ACH Direct Deposits	34,636	41,280	39,456
Wire Transfers and Foreign Currency Checks	571	614	611
Total Disbursement Count	90,918	85,697	76,751
PCard/FCard \$	\$61,090,246.22	\$68,939,309.53	\$76,608,308.74
Total Disbursements Amount	\$848,443,852.69	\$969,620,758.06	\$1,037,937,284.94
Mailing, Shipping & Receiving	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Outgoing Packages & Mail (Excluding Bulk)	655,750	587,176	506,680
Incoming USPS Mail Pieces	992,950	737,667	731,428
Campus Mail	323,200	148,175	143,550
Accountable Packages & Mail	73,258	80,257	111,016
Amazon Incoming	N/A	N/A	2,839
Bulk/Permit Mail	1,666,758	3,086,582	1,623,112
FedEx Incoming	15,175	16,336	32,872
FedEx Outgoing	881	1,260	3,281
UPS Incoming	19,450	20,818	34,414
UPS Outgoing	1,182	1,431	1,752
Surplus Property	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Total Surplus Property Items	24,967	26,055	26,106
Inventoried Equipment	5,734	5,719	5,026
Non-Inventoried Equipment	19,233	20,536	21,080
Number of Pickups	1,125	1,219	1,358
Records Management	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Total Inventory (Boxes)	5,833	4,763	4,617
LoboMart Requests	104	75	92
CRLS	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Total Sales	\$854,028.31	\$908,515.15	\$1,032,206.69
Total Orders	7,071	6,946	6,866
Stock Orders	6,030	6,783	5,669
Customer Request Orders	1,041	1,267	1,197
Copy Center	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Black & White Copies	4,771,459	6,487,254	3,932,784
Color Copies	2,649,116	2,926,989	3,218,436
Total Copies	7,420,575	9,171,997	7,151,220
Total Sales (\$)	\$867,528.03	\$1,216,262.81	\$1,336,600.71



- Risk Services Statistics

University of New Mexico & UNM Hospital Claims Statistics			
Property Claims			
	Fiscal Year 2023	Fiscal Year 2024	
UNM	68	72	
UNMH	3	2	
SRMC	2	0	
Gallup	3	3	
Los Alamos	0	1	
Taos	0	2	
Valencia	0	0	
Auto Claims (Total)			
Fiscal Year 2023	Fiscal Year 2024		
34	45		
General Liability Claims (Non-Medical Malpractice, Non-Civil Rights)			
Fiscal Year 2023	Fiscal Year 2024		
46	42		
Worker's Compensation Claims (UNM Main & Branch, Health Sciences Center, UNMMG)			
		Fiscal Year 2023	Fiscal Year 2024
Medical Only		107	138
Lost Time		17	18
Needlestick (Exposure)		21	23
Worker's Compensation Claims Originating Area			
	Fiscal Year 2023	Fiscal Year 2024	
UNM	47	56	
HSC	46	71	
UNMMG	12	5	
Gallup	1	2	
Los Alamos	0	0	
Taos	1	2	
Valencia	0	0	

\*UNM Hospital workers compensation claims are not managed by UNM Risk Services.

- Taxation Statistics:

Tax Returns Filed
State Governmental Gross Receipts Tax (monthly)
State Water Conservancy Fee (monthly)
Federal Fuel Excise Tax Refunds (quarterly)
Form 1042 return and 678 1042S Forms for foreign nationals (annual)
Form 990T - Unrelated Business Income Tax (annual)
Form 990 – UNM Retiree Welfare Benefit Trust (annual)
Form 720 – UNM PCORI Fees (annual)
Form 8282/8283 – Donee/Donor Recognition (various)

Taxes Paid	Fiscal Year 2023	Fiscal Year 2024	Variance
NM Governmental Gross Receipts Tax	\$1,826,408	\$1,883,778	\$57,370 (3.1%)
Form 1042 Annual Withholding	\$238,081	\$301,747	\$63,666 (26.7%)
Unrelated Business Income Tax Liability	\$17,537	\$17,490	-\$47 (-0.3%)
Documents Processed			
Non-Resident Transactions	1,388	1,370	-18 (-1.3%)
Foreign Scholarship Awards	1,300	2,184	884 (68.0%)

- Treasury Statistics
  - Cash Interest Earnings

	Current Market Value (in millions)	Yield Range		
		Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Checking – Operating	\$0.00	0.0%	0.0%	0.0%
Commercial Paper	\$37.8	0.005%	0.005% to 4.25%	4.25% to 4.75%
Insured Cash Sweep	\$172.4	0.005%	0.005% to 3.80%	3.80% to 4.25%
Total Cash Yield – Total Dollars		Cash Yield		
		Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Combined Yield		\$21,399	\$716,713	\$6,210,719



- New VEBA Target Allocation:

IPS Strategic Asset Allocation and Targets			
Asset Class	Minimum	Maximum	Target
Fixed Income	0.0%	33.0%	25.0%
Equities	0.0%	98.0%	75.0%
Alternatives	0.0%	15.0%	0.0%

- Current Portfolio:

Asset Detail Report								
Asset Class	Security ID	Ticker	Security Name	Shares	\$ Market Value	% Current Yield	% Class	% Total
Cash and Cash Equivalents								
			Cash & Cash Equivalents	1,005,706	1,005,706	5.23	100.0	1.39%
Fixed Income								
	256210105	DODIX	DOGE & COX INCOME FD INCOME FUND I	1,407,390	17,423,485	4.20	100.0	24.12
			Total Fixed Income		17,423,485	4.20%	100.0%	24.12%
Equities								
	091936153	BKTSX	BLACKROCK FUNDS IHSH TTL US MK K	1,318,654	32,781,740	1.28	60.9	45.38
International Developed	316146315	FSGGX	FIDELITY GLBL EX US INDEX-INST #2348	1,412,371	21,030,201	2.79	39.1	29.11
			Total Equities		\$63,811,940	1.87%	100.0%	74.49%
			Total Assets		\$72,241,131	2.48%	100.0%	100.0%

- Unrestricted Accounting Statistics:

Document/Process	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2023/2024 Variance
Purchase Requisitions	2,513	3,663	4,962	4,486	-476 (-9.6%)
Chrome River Requests	17,556	15,273	17,389	18,277	888 (5.1%)
Journal Vouchers	9,801	13,722	14,622	12,652	-1,970 (-13.5%)
Scholarships Workflow Documents	2,921	3,519	3,612	4,060	448 (12.4%)
Total Documents	32,791	36,177	40,585	39,475	-1,110 (-2.7%)
NSAR Billings (# invoices)	2,253	2,279	2,437	2,809	372 (15.3%)
NSAR Billings (million \$)	\$5.530	\$5.616	\$6.436	\$7.909	\$1.473 (22.9%)
NSAR Collections (million \$)	\$5.381	\$5.561	\$6.015	\$7.615	\$1.600 (26.6%)
Equipment Additions (million \$)	\$16.3	\$9.8	\$16.3	\$23.8	\$7.5 (46.0%)
Equipment Deletions (million \$)	\$6.9	\$15.2	\$10.7	\$8.0	-\$2.7 (-25.2%)







# HUMAN RESOURCES



Vice President &  
Chief Human  
Resources  
Officer  
Kevin Stevenson

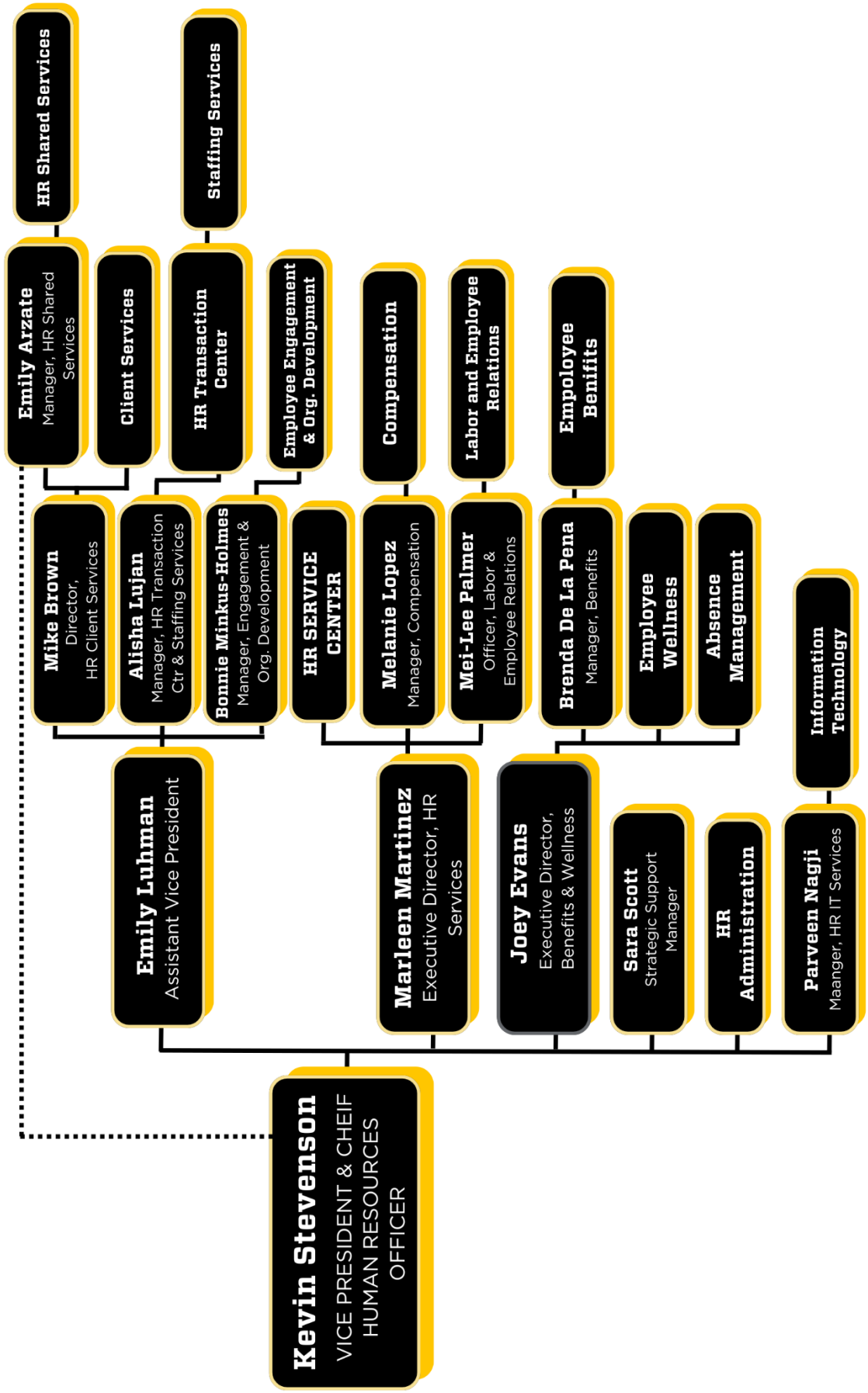
[hr.unm.edu](http://hr.unm.edu)

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# FY24 ORGANIZATIONAL CHART





## MISSION AND VISION

### **Mission**

Deliver exceptional service and resources to make employees' lives better every day.

### **Vision**

Create a culture where our employees are engaged and empowered.

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## i. EXECUTIVE SUMMARY

The division of Human Resources (HR) is a central administrative unit that reports to the Executive Vice President for Finance and Administration. HR provides a full range of high-quality services, products, tools, and programs to its customers who include university staff, faculty, retirees, dependents, and applicants. As a team, HR develops, implements, interprets, and administers HR policies, procedures, practices, and external regulations related to HR management.

HR is dedicated to delivering exceptional customer service in support of the University's Mission, Vision, and Guiding Principles. The division's primary areas of oversight include:

- HR Administration - Oversees the division of HR, represents the division to UNM leadership and the Board of Regents, leads strategic initiatives and projects, develops and manages employee communications and forum groups, administers the university's service award program, manages HR's budget and accounting operations, and provides centralized administrative support across various efforts.
- HR Services - Ensures fair, consistent, and transparent HR practices across the university, with key responsibilities in:
  - Compensation - oversees the University's compensation structures and processes, conducts classification and compensation analysis, offering guidance on staff compensation policies and procedures.
  - Labor & Employee Relations - conducts union negotiations, provides guidance on collective bargaining agreement provisions and labor relations practices, and conducts workplace investigations.
  - HR Service Center - which provides centralized support for employee inquiries and maintains staff personnel records.
- Benefits & Employee Wellness - Administers health benefit insurance plans for eligible populations of the university system, facilitates UNM's retirement program, manages absence management and employee leaves, and provides educational and consulting guidance on wellness in the areas of physical, emotional, financial, and occupational well-being.
- Client Services - Provides consultation services to management regarding all facets of HR policies, guidelines, and practices. The team collaborates with management and HR specialists to resolve personnel issues such as performance management, disciplinary

processes, labor relations, department culture, employee engagement and organizational development.

- HR Shared Services - For participating departments, HR Shared Services operates a centralized model to provide HR support for personnel actions, payroll, recruitment, onboarding, employee relations, HR policies compliance, and training and development. By consolidating these functions for divisions, HR Shared Services enhances efficiency and delivers consistent services to improve employee experiences and organizational success.
- HR Staffing Services - HR Staffing Services oversees staff recruitment processes by providing support to departments with staff recruitment polices and best practices, offering professional recruitment services, temporary staffing services, monitoring compliance with the staff recruitment process, and managing the transactional processing of personnel actions. Staffing Services leads programs to promote the University as an employer of choice by managing relationships with local job placement networks and participating in recruitment events.
- Engagement & Organizational Development (EOD) - Supports all UNM faculty, staff, and department management through organizational development, training, and engagement initiatives to help cultivate careers, improve work environments and create leaders. EOD administers the UNM Employee Engagement Survey, New Employee Experience, and UNM's mandatory training requirements.
- HR Information Technology - Provides technical support and implements systems, software, and reporting solutions for UNM employees and applicants.

### Budget Summary

The HR budget is utilized in support of hiring and recruitment of staff, for employee compensation, benefits, and training for the University faculty and staff. In addition, the budget is utilized to provide strategic guidance, consulting support, and compliance support for the various departments of the University. HR strives to make the most of its budget to offer services and individual support to UNM employees in numerous aspects of their personal life, including health, wellness, and financial information. HR's operating budget for FY24 totaled \$8M. The primary sources of funding for HR are Instructional & General (41%), general institutional services (31%), miscellaneous general (17%), and internal service center funding (3%). Other sources of funding (8%) for HR include transfers, other allocations, and balance forwards. The majority of HR's expenditure budget is comprised of salary & benefit expenses (\$7.1M).



Overall expenses for HR did have an increase in FY24, with reserve balances used for consulting, pre-employment screenings, Helio Campus benchmarking, service award initiatives, background checks and HR investigations.

## HR Strategic Plan

To continuously realize our vision of delivering exceptional service and resources to make employees' lives better every day, we correlate all projects and initiatives to the goals and strategies outlined below:

- Goal 1: People - First and foremost, HR is about people. We must enhance the quality and consistency of services and resources we provide to the people who work for UNM and the people that work with HR if we are to succeed in creating a culture of engagement and empowerment for an improved overall experience at UNM.
  - Total Rewards: Build upon programs and practices that attract, develop and retain quality employees.
  - Improved Service: Cultivate relationships by providing employees and departments with up-to-date and useful information through consistent and exceptional customer service.
- Goal 2: Optimization - Optimize the HR Division by increasing internal collaboration, evolving our organizational structure, and refining our business processes to allow us to focus less on red tape and more on helping UNM departments and employees get their jobs done more effectively.
  - Collaboration, Process and Documentation: Enhance collaboration across HR departments and reduce duplication through the review, refinement, and documentation of internal business processes.
- Goal 3: Technology - Employ technology to improve efficiency within HR and to increase employee satisfaction and success across campus.
  - HR Technology and Infrastructure: Deploy technical solutions within our sphere of authority to enhance HR department effectiveness.
  - Effective Partnering Across Campus: Leverage relationships and expertise with departments across campus to implement and improve enterprise applications, systems, and processes.

- Goal 4: Compliance - Embrace HR's role in an effective university-wide compliance program while responding with agility to new challenges and requirements.
  - Initiatives: Adopt best practices across the Division to effectively support employees, manage risk and control costs.
  - Mandates: Implement new obligations in a forward-looking manner that promotes an environment of ethics and compliance while balancing efficiency and effectiveness.

## ii. SIGNIFICANT ACCOMPLISHMENTS

Below are descriptions of our top five accomplishments. Following those details, we have also listed additional accomplishments which had an impact on University operations.

- Employee Engagement Survey - In alignment with our commitment to fostering a positive workplace culture, HR made substantial progress on the Employee Engagement Survey initiatives throughout the year. Key accomplishments include:
  - Action Plan Development: By the end of Q2, HR's Engagement and Organizational Development team facilitated numerous State of the Team discussions and supported departments in developing 78 action plans to address opportunities identified in the 2023 survey. This collaborative approach engaged 65 teams across the institution, reinforcing our focus on actionable improvements based on survey feedback.
  - Expanded Survey Participation: In Q3, we successfully expanded the 2024 UNM Employee Engagement Survey to include faculty alongside staff, significantly enhancing our data collection efforts. For the 2024 survey, achieved a 48% completion rate, with notable participation from tenure/tenure-track faculty at 42% and non-tenure-track faculty at 48%. This expanded scope allows us to capture a broader perspective on engagement across the university.
  - Collaboration with Staff Council: In partnership with the UNM Staff Council's Rewards and Recognition Committee, we developed new initiatives to enhance employee recognition based on insights gained from the 2023 UNM Employee Engagement Survey results. HR allocated \$10,000 to support these efforts, including co-sponsoring the Staff Appreciation Green Chile Cheeseburger Cookout on May 15, 2024, which



served nearly 1,500 burgers and celebrated staff contributions while fostering community.

- Recognition Programs: HR successfully reinstated the Annual Staff Service Award Ceremony on April 11, 2024, celebrating employees with 15, 20, 25, 30, 35, and 40+ years of service, with a total of 477 honorees. Additionally, HR held two special ceremonies on July 30 and 31 to honor 1,404 employees who reached service milestones during the COVID-19 pandemic, ensuring their contributions were formally recognized despite prior event cancellations.
- Ongoing Support and Communication: Throughout the year, HR provided targeted communication and resources to campus leadership and department managers to ensure a comprehensive understanding of engagement survey results. This included collaborative planning with HSC and Academic Affairs leadership to incorporate employee engagement into their existing strategic initiatives.
- Compensation and Benefit Enhancements - Throughout the year, HR made substantial progress in advancing UNM's compensation and benefits programs to support employee equity, retention, and overall well-being. Key accomplishments include:
  - Level 3 Equity Review Implementation: In alignment with the updated University Administrative Policy or UAP 3500: Wage and Salary Administration, effective January 1, 2024, HR implemented processes and procedures to support internal equity reviews at the College/School/Division level (Level 3). This required extensive collaboration with department stakeholders with ongoing support and training provided regarding the policy changes and internal equity requirements, including the Salary Placement and Equity Tool (SPET).
  - SPET Enhancements: In response to user feedback, HR launched an upgraded version of the Salary Placement and Equity Tool (SPET). These enhancements streamlined the tool's capabilities, offering more accurate data aging, reporting features, and improved usability for departments when determining salary parameters and addressing internal equity concerns.
  - Health Insurance Premium Contributions: HR secured funding approval from the Board of Regents to shift the salary tiers used to determine UNM's health insurance premium contributions, which positively impacted around 1,300 employees. The new salary tiers, which took effect on July 1,

2024, shifted by \$10,000 per band, allowing for a more competitive benefits package and improving UNM's total rewards offering.

- o Research on Hiring Incentives: HR conducted peer research on sign-on incentives and lump-sum payments to attract and retain talent. The external benchmarking will inform the development of a hiring incentive program with an anticipated implementation in FY25.
- o Medical Plan RFP: HR issued a Request for Proposal (RFP) for administrative services related to UNM's medical plan, ensuring that future benefits administration aligns with industry best practices, consolidating UNM LoboHealth, Student Health Plan and Resident Physician Plan into one vendor contract, and addresses UNM's specific needs. The selection and implementation of vendors was successfully completed on July 1, 2024.
- o Career Ladder and Policy Revisions: HR successfully introduced key revisions to UAP 3210: Recruitment and Hiring and UAP 3260: Career Development, which were implemented on July 1, 2024. These updates expanded development opportunities for management positions and established guidelines for the Professional Intern Program, creating a clear pathway for interns to transition into staff roles.
- Enhance Supervisor Development and Support - Throughout the year, HR made significant strides in developing and enhancing resources for managers and supervisors to improve leadership capabilities and support. Building on insights from the 2023 UNM Employee Engagement Survey, HR revamped its training programs to better equip supervisors with the tools and knowledge needed for success. Key accomplishments include:
  - o Comprehensive Needs Assessment: HR conducted an in-depth needs assessment and gathered feedback from key stakeholders across the institution through surveys and forums. This assessment identified critical gaps in the existing Employee Life Cycle (ELC) training program, including the need for real-world management scenarios leadership skill development, a collaborative learning environment, and peer support.
  - o Creation of Lobo Leadership Academy: Based on the assessment, HR developed and rebranded the Employee Life Cycle training into the Lobo Leadership Academy, an upgraded supervisor development program. The redesigned



curriculum focuses on practical leadership skills, offering a blend of online modules interactive in-person learning. The new program also emphasizes ongoing leadership development beyond the required training.

- Improved Tracking and Reporting: HR overhauled reporting mechanisms to accurately identify new supervisors and track their completion of required training, enabling more effective monitoring of supervisor development.
- Launch and Implementation: The Lobo Leadership Academy will be launched in September 2024, with bi-monthly training sessions scheduled moving forward. The first cohort is already enrolled, and HR is finalizing supporting materials, communication strategies, and web resources to ensure smooth implementation.
- HelioCampus Staffing Intensity & Process Improvements - Over the past year, HR made considerable progress in addressing staffing intensity and improving administrative efficiencies across key departments. By leveraging data-driven insights from HelioCampus, HR implemented several process improvements aimed at streamlining hiring processes and reducing administrative burdens. These efforts not only improved operational efficiencies but also helped reduce hiring timelines and administrative errors. Key accomplishments include:
  - Unified Timekeeping System: In partnership with UNM IT, and UNM Financial Services, completed the planning phase for a unified timekeeping system across the main, health sciences, and branch campuses, culminating in the selection and purchase of the UKG Dimensions platform. A steering committee has been appointed, and the project is targeted for full implementation by December 2025.
  - Automation of Personnel Processing: Implemented Non-Standard Payment (NSP) Electronic Personnel Action Forms (ePAFs), reducing manual data entry and errors by 50%. Additional personnel actions were automated, including leave without pay processing and 15 other types of actions, eliminating paper-based forms and improving overall efficiency.
  - Education Verification Process: Partnered with Enrollment Management to integrate National Student Clearinghouse (NSC) for automatic education verification, reducing departmental paperwork and streamlining the hiring process. This change is expected to reduce time-to-hire by reducing the

documentation departments must collect prior to submission of a hiring action.

- Recruitment Process Improvements: HR launched a new internal recruitment dashboard to track and analyze departmental workload, errors, and turnaround times, fostering better collaboration. Additionally, HR updated recruitment resources to support department training on staff hiring requirements and best practices and introduced a departmental dashboard for tracking the status of requisitions and hiring requests, promoting better transparency.
- Automated Affiliate Completion Notifications: Collaborated with HR-IT to improve the affiliate request process by implementing automatic notifications to requesting departments. These notifications include all relevant affiliate information, streamlining the process and enhancing communication efficiency between HR and departments.
- Key Federal Compliance Projects - Over the past year, HR has focused on ensuring compliance with several key federal regulations that impact the University's workforce. A key focus was preparing for the implementation of updated Fair Labor Standards Act (FLSA) requirements, as well as addressing other significant compliance-related initiatives. These efforts have positioned UNM to maintain regulatory alignment and reduce risks associated with non-compliance. Key accomplishments include:
  - Fair Labor Standards Act (FLSA) Compliance: HR successfully prepared for the Department of Labor's (DOL) final rule adjusting the salary threshold for exempt employees under FLSA. Effective July 1, 2024, UNM increased the salary threshold for Grade 11 employees to meet the new minimum of \$43,888 annually. HR communicated the changes to impacted departments, ensuring they were informed and prepared them to meet the July 1 deadline. In addition, HR developed options for part-time exempt employees whose salaries fall below the new threshold, ensuring departments had the tools to retain exemption status where appropriate.
  - Affirmative Action Plan - The University has received notice of an Office of Federal Contractor Compliance Program (OFCCP) Audit of our Affirmative Action Plan (AAP). While UNM did not receive formal notice of the audit in Fiscal Year 2024, HR partnered closely with the external consulting firm that generates the AAP to proactively prepare for audit. HR also supported an enhanced understanding of job groups to improve the effectiveness of UNM's AAP and more accurately



identify disparities.

- o Consolidated Appropriations Act (CAA) - Machine readable files were made available as required by the CAA. HR also provided attestation that UNM's administrative contracts do not allow "gag clauses" that are prohibited under transparency in coverage requirements.
- o Secure Act - UNM administratively implemented required and appropriate optional provisions including increasing the Required Minimum Distribution (RMD) for the 403(b) and 457(b) plans and allowing in-service distributions for 457(b) plans. The deadline to amend plan documents was extended to 1/1/2027 and HR will work with our plan recordkeeper and consultant to update plan documents as needed. In FY25, HR will assess additional provisions of the Secure Act 2.0 to assess implementing.
- o Family Medical Leave Act (FMLA) - Formalized the implementation of FMLA tracking within Banner, improving recordkeeping and enhancing administrative payroll support in collaboration with UNM Payroll. This included the development of updated FMLA guides and instructional resources for employees and supervisors, including revisions to timekeeping instructions to improve documentation and streamline payroll processing. The team also made significant progress toward aligning Paid Parental Leave (PPL) with FMLA by completing peer institution benchmarking and obtaining additional feedback from Aon, UNM's benefits consultant. These efforts provide a strong foundation for the next phase of comparing and evaluating UNM's current PPL benefit.

### iii. FUTURE PLANS

The primary focus for HR's plans and projects for FY24-25 will be on initiatives that directly support the University's efforts to achieve the goals outlined in the UNM 2040: Opportunity Defined strategic plan. Each initiative supports specific UNM 2040 goals, primarily those related to building and maintaining a sustainable workforce, promoting inclusive excellence, and achieving operational efficiencies. The following tactics will guide our focus for the coming year:

- Enhance UNM's Total Rewards Strategy - HR will work on enhancing the overall value of UNM's compensation and benefits models through the expansion of paid leave and education benefits and the creation of a program for hiring incentives and one-time payments.

- Enhance Learning & Development Offerings - Building on the launch of the Lobo Leadership Academy, implement a resource to provide intuitive, just-in-time information and support resources to managers and HR liaisons. Leverage Leadership Academy content and training materials to develop a baseline training for HR Agents.
- Fair Labor Standards Act Overtime Changes - Develop a plan for the possible implementation of a new salary threshold for FLSA exemption by January 1, 2025.
- Implement Unified Timekeeping System - In partnership with IT and Financial Services, implement UKG Dimensions as UNM's timekeeping system for all staff, faculty, and students on the main, branch, and health sciences campuses.
- Improve the Effectiveness & Efficiency of HR Division Operations - Complete assessment and begin implementation of Salesforce Customer Relationship Management (CRM) for two key HR business processes. Develop shared standards for externally facing HR forms to ensure currency, consistency across the Division, and alignment with relevant policies and procedures.
- Non-Standard Payment Process Improvement - In partnership with Health Sciences Center (HSC) and Financial Services, develop and implement new processes, technical solutions, and supporting training materials as outlined in the Non-Standard Payment Audit.



## APPENDIX

### APPENDIX A: EMPLOYEE ENGAGEMENT & ORGANIZATIONAL DEVELOPMENT (EOD) TRAININGS

Staff Development Courses	FY22-23	FY23-24
Total Courses Offered	35	28
Total Participants	1046	618
New Course Modules & Technical Trainings	6	18
Leadership Programs	FY22-23	FY23-24
Ulead Participants	49	29
Career Pathways Participants	20	17
HSC Mentorship Program	24	31
Department-Requested Services	FY22-23	FY23-24
Total Sessions	67	94
Strategic Planning Clients	17	17
Total Participants	2,504	2,028

### APPENDIX B: LEADERSHIP-SPECIFIC TRAINING PROGRAMS

#### ULead

ULead is a 7-week leadership development program offered to all UNM employees. It equips participants with tools to become more effective leaders, improve communication, manage conflict, and lead teams with confidence. Designed for any employee—not just supervisors—ULead focuses on enhancing interpersonal and leadership skills and allows participants customize their learning experience to focus on one of three learning pathways: change management, project management, and managing relationships.

- Cohort Size: 15 (Fall 23) / 14 (Spring 24)
  - Change Management: 3 (Fall 23) / 3 (Spring 24)
  - Project Management: 5 (Fall 23) / 7 (Spring 24)
  - Managing Relationships: 7 (Fall 23) / 4 (Spring 24)
- Participating Departments FY23-24: Academic Technologies, Accessibility Resource Center, Architecture, Capital & Space Strategies, Cataloging, Center for Teaching and Learning, Chemistry and Chemical Biology, Clinical Research Trials Center, College of Population Health, Community Health Worker Initiatives, Compliance, Ethics, and Equal Opportunity, Cradle to Career Policy Institute, Division of General Internal Medicine, El Centro de la Raza, Enrollment Management, Facilities Management, Faculty Research Development Office, Financial Aid, Health Sciences Center Marketing & Communication, Internal Medicine, KUNM Radio Station, Neurology, Office of Admissions, Office of Assessment &

Academic Program Review, Office of Medical Investigator, Patient & Family Support Services, Pediatric Hematology and Oncology, Pediatric Neurology, Project ECHO Education, Recreational Services, Residence Life & Student Housing, Revenue Cycle, Scholarship and Financial Aid Office Administration, School of Medicine, School of Medicine Center for Development/Disability, School of Medicine Dean's Office, Student Activities Center, Student Health and Counseling, UNM Center for Development Disability, UNM Children's Campus, UNM Comprehensive Cancer Center, UNM Health Sciences Marketing, University Libraries.

## Career Pathways

The Career Pathways program is a self-paced, personalized professional development initiative aimed at helping employees enhance skills for their current role or prepare for new job opportunities. It offers a structured approach to career planning and development within several learning pathways.

- Total Participants FY23-24: 17
  - Communicating Effectively: 3
  - Custom Leadership Journey: 6
  - Leadership & Development 5
  - Personal Productivity: 3
  
- Participating Departments: Anderson School of Management, Center for Teaching and Learning, Community Health Worker Initiatives, Curriculum Support Center UNM School of Medicine, Emergency Medicine, Enrollment Management, Family Community Medicine, Global Grants and Initiatives/Project ECHO, Los Alamos Branch, Office of Clinical Trials and Data Management, Office of Research Integrity & Compliance, Office of the Medical Investigator, Pathology, Pediatrics Occupational Therapy, Project ECHO, Residence Life & Student Housing, Student Health and Counseling, Taos Branch, UNM Student Health & Counseling (SHAC), UNM Student Housing.



## APPENDIX C: UNIVERSITY-WIDE MANDATORY TRAINING COMPLETION

Course	CY22 Completion Rate	CY23 Completion Rate
Basic Annual Safety Training	87%	89%
Intersections: Preventing Discrimination & Harassment	86%	89%
Active Shooter on Campus: Run, Hide, Fight	88%	90%

## APPENDIX D: UNM Performance Evaluation and Planning Process (PEP)

Metric	FY22-23	FY23-24
Overall PEP Completion Rate	96%	92%
PEP Information Session	44	31
Probation Review Information Session	N/A	163
Action Plan Information Session	N/A	15

## APPENDIX E: UNM EMPLOYEE ENGAGEMENT SURVEY

Metric	2023	2024	Change (↑/↓)
Survey Participants	2690 (50%)	4445 (48%)	↑ 65%
Engagement Mean	3.96 (51st %)	3.88 (44th %)	↓ .08
Culture of Inclusion (percentile)	3.89 (57th %)	3.8 (51st %)	↓ 6 percentile
Engagement Ratio (engaged:disengaged)	4.36:1	3.38:1	↓ 0.98
Engaged Employees	48%	44%	↓ 4%
Not Engaged Employees (%)	41%	43%	↑ 2%
Actively Disengaged (%)	11%	13%	↑ 2%

*Note: 2023 Results include Staff employees only. 2024 results are inclusive of both Faculty and Staff employees.*

## APPENDIX F: EDUCATIONAL BENEFITS

### Tuition Remission Statistics

Department	Academic Year 19-20	Academic Year 20-21	Academic Year 21-22	Academic Year 22-23	Academic Year 23-24
Continuing Education*	\$ 854,080	\$ 765,591	\$ 1,101,117	\$ 1,406,220	\$ 1,690,217
Continuing Med Education	\$ 90,423	\$ 40,346	\$ 43,500	\$ 63,639	\$ 153,484
Miscellaneous**	\$ 140,402	\$ 64,674	\$ 96,858	\$ 87,855	\$ 110,735
New Mexico State University	\$ 132,265	\$ 151,841	\$ 126,066	\$ 139,070	\$ 141,509
Recreational Services WOW Program	\$ 46,377	\$ 10,035	\$ 58,692	\$ 106,611	\$ 133,863
University of New Mexico***	\$ 3,841,411	\$ 3,831,583	\$ 4,137,029	\$ 3,926,941	\$ 4,421,780
<b>Total</b>	<b>\$ 5,104,959</b>	<b>\$ 4,864,070</b>	<b>\$ 5,563,263</b>	<b>\$ 5,739,046</b>	<b>\$ 6,651,588</b>

\* Continuing Education includes all non-credit courses from colleges such as Anderson School of Management, College of Education, etc.

\*\*Miscellaneous includes School of Medicine, Health Science Ethics, Center for Development and Disability, NM Geriatric Program, Office of Medical Investigators, Teacher Education Development, Emergency Medical Services Academy and UNM Center for Life.

\*\*\*University of New Mexico includes, Gallup, Los Alamos ROTC, Taos, Valencia, and Retirees

### Dependent Education Scholarship

	Academic Year 19-20	Academic Year 20-21	Academic Year 21-22	Academic Year 22-23	Academic Year 23-24
<b>Total</b>	<b>\$ 1,138,109</b>	<b>\$ 1,318,015</b>	<b>\$ 1,086,197</b>	<b>\$ 995,329</b>	<b>\$ 812,066</b>

## APPENDIX G: HEALTH BENEFITS

### Employee Health Plan Enrollees - Active Employees

	FY19-20			FY20-21			FY21-22			FY22-23			FY23-24		
	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total
Single	490	2,445	2,935	480	2,405	2,885	511	2,318	2,829	570	2,413	2,983	605	2,536	3,141
Double	196	684	880	194	709	903	214	752	966	218	764	982	211	774	985
Family	230	994	1,224	217	982	1,199	237	986	1,223	236	995	1,231	235	1,024	1,259
Employee + Child(ren)	116	484	600	112	497	609	112	481	593	122	489	611	122	492	614
<b>Total</b>	<b>1,032</b>	<b>4,607</b>	<b>5,639</b>	<b>1,003</b>	<b>4,593</b>	<b>5,596</b>	<b>1,074</b>	<b>4,537</b>	<b>5,611</b>	<b>1,146</b>	<b>4,661</b>	<b>5,807</b>	<b>1,173</b>	<b>4,826</b>	<b>5,999</b>

### Benefits Enrolled- Retirees Under 65

	FY19-20			FY20-21			FY21-22			FY22-23			FY23-24		
	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total
Single	98	266	364	88	272	360	84	254	338	74	235	309	61	194	255
Double	22	76	98	24	74	98	21	54	75	17	48	65	13	44	57
Family	8	11	19	6	10	16	3	14	17	3	15	18	2	16	18
Employee + Child(ren)	5	8	13	9	6	15	8	14	22	5	5	10	4	5	9
<b>Total</b>	<b>133</b>	<b>361</b>	<b>494</b>	<b>127</b>	<b>362</b>	<b>489</b>	<b>116</b>	<b>336</b>	<b>452</b>	<b>99</b>	<b>303</b>	<b>402</b>	<b>80</b>	<b>259</b>	<b>339</b>



## Benefits Enrolled - Retirees Over 65

	FY19-20				FY20-21				FY21-22				FY22-23				FY23-24					
	Lovelace	Pres.	AARP	Total	Lovelace	Pres.	AARP	Total	Medicare Advant.	Pres.	AARP Medicare Supp.	Total	Medicare Advant.	Pres.	AARP Medicare Supp.	Total	Pres.	AARP Medicare Supp.	Aetna	BCBS	Humana	Total
Single	385	539	437	1,361	408	546	462	1,416	743	543	482	1,768	650	533	495	1,678	525	515	138	389	127	1,694
Double	171	256	250	677	162	252	266	680	268	245	291	804	280	237	302	819	229	318	61	153	58	819
Family	1	0	0	1	1	0	0	1	2	0	0	2	2	0	0	2	0	0	0	1	1	2
Total	557	795	687	2,039	571	798	728	2,097	1,013	788	773	2,574	932	770	797	2,499	754	833	199	543	186	2,515

## Benefits - Average Age of Employees (Faculty and Regular Staff)

Employee Type	FY19-20		FY20-21		FY21-22		FY22-23		FY23-24	
	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age
Faculty	2,347	50.33	2,366	50.32	2,389	49.98	2,349	50.20	2,430	50.21
Regular Staff	4,896	45.38	4,918	45.07	4,889	44.76	4,977	44.51	5,398	43.96
All	7,243	47.9	7,284	47.7	7,278	47.4	7,326	47.4	7,828	47.1

## APPENDIX H: COMPENSATION

Employee Type	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Career Ladder (CRLDR)	26	10	23	22	24
Counter Offer (CTOFR)	15	7	9	9	7
In-Range Higher Level Duties (INRNG)	34	31	39	38	37
In-Range or Lower Level Duties (INRGP)	11	11	5	1	4
Market-based PCLASS Adjustment (PCLAD)	299	142	306	45	63
Reclassification (RECLS)	190	197	273	255	218
Retention Offer (RTOFR)	71	79	125	134	54
Salary Placement Review (IESPR)	N/A	N/A	N/A	N/A	83
Staff Only-Internal Equity Adjustment (IEQTY)	231	185	691	551	367
Temp Salary In-Range Adjustment (TPSAL)	89	118	84	206	155

## APPENDIX I: DEMOGRAPHICS

### Total Staff by Gender

Gender	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Female	3,176	3,162	3,230	3,373	3,502
Male	1,741	1,726	1,745	1,807	1,882
Not Reported	1	1	2	5	14
Total	4,918	4,889	4,977	5,185	5,398

### Total Staff by Age Range

Age Range	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
<=30	679	666	739	842	937
31-40	1,198	1,223	1,237	1,298	1,339
41-50	1,185	1,207	1,197	1,231	1,251
41-60	1,210	1,182	1,184	1,153	1,155
61-70	605	577	579	616	661
>70	41	34	41	45	55
<b>Total</b>	<b>4,918</b>	<b>4,889</b>	<b>4,977</b>	<b>5,185</b>	<b>5,398</b>

### Total Staff by Ethnicity

Ethnicity	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
American Indian	255	247	244	260	270
Asian	109	126	142	151	152
Black or African American	88	96	102	88	106
Hispanic	2,097	2,104	2,174	2,300	2,396
Native Hawaiian	6	8	4	6	8
Non-Resident Alien	63	66	69	81	113
Race/Ethnicity Unknown	110	105	104	104	111
Two or More Races	89	96	105	104	111
White	2,101	2,041	2,033	2,091	2,131
<b>Total</b>	<b>4,918</b>	<b>4,889</b>	<b>4,977</b>	<b>5,185</b>	<b>5,398</b>

## APPENDIX J: STAFF EMPLOYMENT

### Turnover

Type	FY19-20		FY20-21		FY21-22		FY22-23		FY23-24	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent	Total	Percent
<b>Voluntary</b>										
Resigned	493	10.0%	439	9.0%	681	13.7%	654	12.6%	529	9.8%
Retired	150	3.1%	174	3.6%	129	2.6%	89	1.7%	104	1.9%
<b>Involuntary</b>										
Released*	48	1.0%	38	0.8%	42	0.8%	42	0.8%	58	1.1%
Relieved**	52	1.1%	27	0.6%	50	1.0%	56	1.1%	71	1.3%
Layoff	10	0.2%	25	0.5%	10	0.2%	8	0.2%	11	0.2%
Discharged	9	0.2%	6	0.1%	4	0.1%	6	0.1%	6	0.1%
Deceased	9	0.2%	12	0.2%	13	0.3%	10	0.2%	9	0.2%
<b>Total</b>	<b>771</b>		<b>721</b>		<b>929</b>		<b>865</b>		<b>788</b>	
<b>Annual Rate***</b>		<b>15.7%</b>		<b>14.7%</b>		<b>18.7%</b>		<b>16.7%</b>		<b>14.6%</b>

\*Released employees are employees whose assignment ends, typically for a term appointment.

\*\*Relieved employees are employees who are let go during the probationary period

\*\*\*Percentage of Turnover in relation to total employees in Appendix K Demographic tables.



## Total Staff Hires

Type	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Competitive Hires	1,133	1,051	1,610	1,558	1,379
Alternative Appointment Hires	45	51	25	37	20
<b>Total Regular Hires</b>	<b>1,178</b>	<b>1,102</b>	<b>1,635</b>	<b>1,595</b>	<b>1,399</b>
On-Call Hires	52	46	207	104	265
Temporary Hires	85	116	105	78	111
<b>Total of All Hires</b>	<b>1,315</b>	<b>1,264</b>	<b>1,947</b>	<b>1,777</b>	<b>1,775</b>

## UNM Temps Placements

Location	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Main/Branch Campuses	80	42	82	22	22
HSC	15	12	36	7	7
<b>Total Regular Hires</b>	<b>95</b>	<b>54</b>	<b>118</b>	<b>29</b>	<b>29</b>









# INFORMATION TECHNOLOGIES



Chief  
Information  
Officer  
Duane Arruti

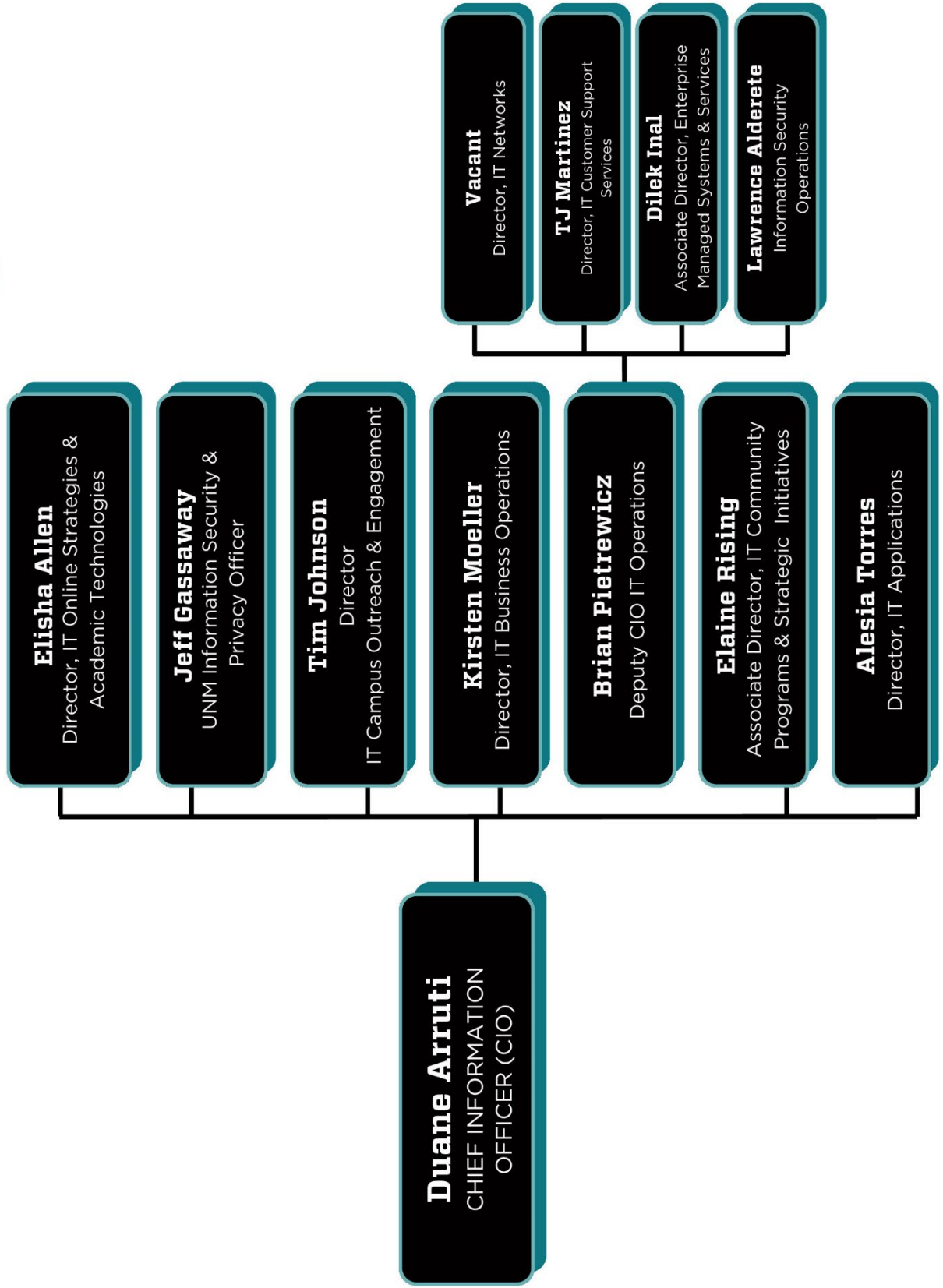
[it.unm.edu](http://it.unm.edu)

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**FY24 ORGANIZATIONAL CHART**





## MISSION AND VISION

### **Mission**

UNM Information Technologies (IT) provides effective and efficient information technologies and services to advance UNM's educational, research and service mission.

### **Vision**

UNM IT will partner strategically with the community of New Mexico's Flagship University to enable success without boundaries through innovative technologies and services aligned with its educational, research and service missions.

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i. **EXECUTIVE SUMMARY**

UNM Information Technologies is dedicated to delivering essential technology services, support, and innovation across the University of New Mexico. Our team of skilled IT professionals offer expertise across a wide range of services, including Networks, Platforms, Data Centers, Systems, Storage, Workstation Management, Academic Technologies, Enterprise Applications, Reporting, Voice and Alarms, and Information Security and Privacy. We also have highly specialized teams focusing on Business Operations, Customer Support, Project Management, Campus Outreach and Engagement, as well as Community Programs and Strategic Initiatives. Working together, we provide seamless, effective, and efficient IT solutions to support UNM's educational, research, and service missions.

The Office of the Chief Information Officer (CIO) remains a key player and supporter of UNM 2040 Goals and Objectives, partnering with numerous other units at UNM.

- FY2024 updates to UNM IT FY2023 tactics, pertaining to various 2040 goals and objectives, included:
  - o Statewide Broadband Colocation Sites for Digital Equity Gallup – A pilot site is now substantially complete and final details are being addressed with the generator. Other higher education sites are progressing.
  - o Student Experience Portal Roadmap progressed to FY2024.
  - o Identity Management progressed to FY2024.
- Additional tactics selected to pursue in FY2024 included:
  - o Several tactics aimed at enhancing the student experience:
    - Automated relationship management for improved communications and timeliness.
    - Digital educational resources to improve student access to high quality teaching materials and textbooks.
    - Application to help mitigate food insecurity.
    - Extensive upgrades to classrooms.
  - o Several tactics aimed at improving the administrative processes:
    - Directory consolidation.

- Data warehousing and analytics.
  - Enterprise resource planning.
  - Improved time entry.
- In addition to these distinct tactics, UNM IT is privileged to be a huge behind-the-scenes partner in supporting a multitude of other campus 2040 initiatives.

UNM IT's technology governance and advisory structure continued to be important forums for communicating, planning, and aligning information technology activities across diverse areas in support of UNM. This includes focused advisory boards on Academics, Research, and Administration. In recognition of a large onboarding of new deans over the last couple of years, we re-engaged with academic leadership through Dean's Council on the charter and purpose for the UNM IT Academic Advisory Board and worked on reinvigorating membership. In addition to serving as a critical forum for coordinating IT service enhancements that you will find in this report. We are privileged to partner with leadership in each of these areas to ensure alignment and support of UNM's direction.

In 2023, we celebrated the 7th year of our IT effectiveness and efficiency initiative. To evaluate our progress, UNM's CIO organized a gathering with IT Officers, fostering discussions on the successes and challenges of the IT Officer model. Our focus on five work teams continued, and efforts to cross-train between campus IT areas were intensified. This effort facilitated improved options for providing backup support across areas and streamlined staffing coverage.

Cybersecurity continued to be a major area of focus and growth in 2023. With the strong support and investment of executive leadership, UNM IT continued to make great strides in the continuous improvement of our security posture.

### Budget Summary

UNM IT's operating budget for FY2024 totaled \$39.8M. The primary sources of funding for UNM IT include sales and service revenue (35%), Instruction and General (I&G) (39%), and student tech fees (11%). Other sources of funding include banner tax, grant funding, and one-time annual allocations of equipment/building renewal and replacement dollars. The majority of UNM IT's expenditure budget includes personnel costs (\$24.6M), annual software licensing fees (\$7.3M), hardware maintenance, and cost of goods sold (\$4.3M) associated with resale of UNM IT services and equipment. Licensing obligations continue to



increase each year, as does the need for technology refresh. To address these fiscal challenges, UNM IT is working with campus leadership to consider a new funding model and continues to look for operating and capital funding sources to fund maintenance and renewal costs and new infrastructure. UNM IT was successful in working with executive leadership and the legislature to secure almost \$10.7M in funding to address a range of critical renewal and refresh initiatives ranging from computer labs, classrooms, and alarms and network infrastructure. This funding included General Obligation Bond (Bond C) that was approved by the voters in fall 2020, of which UNM IT has 3 projects totaling \$9.2M, which are currently in process. Additionally, through several collaborative efforts with the Consortium of Higher Education Computer/Communications Systems (CHECS) organization and New Mexico Higher Education Department (HED), UNM IT played a key role in obtaining a legislative appropriation through HED for higher education institutions in support of various statewide initiatives. For FY2024, funding of \$1.7M, has been allocated to CHECS for cybersecurity initiatives. UNM IT received \$230K of this funding for the purpose of performing mitigation services, risk assessments, penetration testing, and scanning on its information technology network and server systems.

## ii. SIGNIFICANT ACCOMPLISHMENTS

UNM IT's significant accomplishments for FY2024 are detailed below:

- Obtained a New Customer Relationship Management (CRM):
  - Dynamic Portal and Retention - In partnership with the Office of the Provost and other key departments across campus, UNM IT signed a contract with Salesforce to use their Education Cloud system as a holistic solution for student engagement across UNM. Moving forward with implementation in Fall of 2024.
  - Recruitment - Worked with Anderson School of Management and branch campuses to migrate their recruitment and student applications to our enterprise version of TargetX. Functions include integrations with the Banner system to create automation in the recruiting process.
- Searched for a New IT Service Management System and Configuration Management Database:
  - Completed a Request for Proposal (RFP) and awarded ServiceNow as our new UNM IT service management system

vendor. This system will act as the front door for IT services across the organization. Moving forward with implementation Fall 2024.

- Designed and Implemented Unified Data Warehouse:
  - Designed and implemented a secure and modern data warehouse/lake with a proper schema/design allowing for operational and predictive analytical reporting; demised the operational data store; allowed for growth by including new data sources.
- Implemented Development, Security, and Operations (DevSecOps) Automated Pipelines:
  - Implemented DevSecOps processes and practices that will enable UNM IT to deliver products and services with increased velocity, reliability, and security by bridging and fostering collaboration with infrastructure, operations, support, and security teams, while standardizing and automating the deployment of services and solutions.
- Completed Upgrades, Maintenance, Projects, Service Requests and Incident Resolution:
  - For administrative systems and applications, we have completed 328 upgrades and maintenance efforts, 32 projects for new implementations and enhancements, 3,570 service requests including account setup, data efforts and functionality enhancements, and resolved 2109 incidents.
- Implemented Enhanced Security Measures to Combat Impersonation Threats at the Service Desk:

In response to the growing threat of impersonation and identity-based security breaches, we successfully implemented a suite of enhanced security measures within the university's service desk operations. This proactive initiative was designed to safeguard sensitive information and improve the verification process to help address the evolving landscape of cybersecurity risks. These enhanced security measures have significantly strengthened our defense against impersonation threats, ensuring that sensitive data remains protected and that service desk interactions are more secure, efficient, and trustworthy. This initiative not only addresses current threats but also prepares the service desk for future challenges in a constantly evolving digital threat landscape.

- Collaboration with Service Desk and Information Security and Privacy:
  - Partnered with the university's Information Security and Privacy Office to align service desk protocols with

campus-wide cybersecurity initiatives. This collaboration resulted in multi-factor authentication (MFA) improvements, and advanced identity verification procedures, and has helped create a unified defense strategy, ensuring the service desk is a critical part of the university's overall security posture.

- Streamlined Software Distribution through Collaboration with Business Operations:
  - Through a successful collaboration with the Business Operations team, we identified key opportunities to enhance the software distribution process across the university. By analyzing workflow inefficiencies and evaluating current resource allocation, we developed a streamlined approach that transferred essential tasks and fulfillment responsibilities to the Service Desk team. This shift has optimized the process by centralizing software requests, reducing wait times, and ensuring faster, more reliable service delivery. The realignment has also improved communication between departments and empowered the Service Desk to handle software distribution tasks more efficiently, ultimately driving greater operational effectiveness and user satisfaction.
- Designed and Launched the QuickIT Portal for Streamlined Support Ticket and Submission Process:
  - Successfully designed and launched the QuickIT portal, a user-friendly platform enabling UNM IT customers to quickly submit support tickets for common IT issues. This streamlined portal simplifies the process for end users by providing an intuitive interface that requires minimal steps to request assistance, reducing the complexity of navigating traditional service request systems. The QuickIT portal significantly enhances customer experience, improving response times and overall efficiency. The launch of this portal represents a major step forward in empowering users with a faster, more accessible way to get the help they need.
- Revised University Administrative Policy (UAP) 2550: Information Security:
  - Worked with stakeholders to revise UAP 2550 to address updated requirements of the Gramm-Leach-Bliley-Act (GLBA) safeguards rule, to align with the rule's redefined roles and responsibilities. GLBA applies to education institutions because of their involvement in financial activities that are defined in



banking laws. It covers, for example, extending credit (as in tuition payment plans) and servicing loans (such as federal, private, and institutional student loans and other financial aid).

- Facilitated a Peer Cybersecurity Assessment for GLBA:
  - UNM IT led the effort for the Research and Education Networks Information Sharing and Analysis Center (REN-ISAC) peer assessment team assigned to the University of New Mexico which performed a risk assessment. REN-ISAC serves over 700-member institutions within the higher education and research community by promoting cybersecurity operational protections and response. They analyzed UNM's student financial aid processes and tools, to identify reasonably foreseeable internal and external risks to the security, confidentiality, and integrity of customer information that could result in the unauthorized disclosure, misuse, alteration, destruction, or other compromise of such information. A risk assessment is required to be documented in writing and be periodically performed.
- Partnered with the University Treasurer to improve management of credit card processing-related risks:
  - Collaborated with the Treasurer and other units to improve unit accountability and to strengthen internal controls for units that process credit cards, by clarifying roles and responsibilities, providing training, and by streamlining processes.
- Issued a Request for Information (RFI) in collaboration with UNM Health and Health Sciences (HHS) for Security Operations Center (SOC).
  - Collaborated with HHS stakeholders to assess costs and services associated with establishing a more comprehensive SOC to consistently augment information security operational capacities and capabilities. While we did not move forward with a purchase, this was helpful at understanding how we align security operations processes.
- Led legislative funding requests in partnership with New Mexico Higher Education Institutions (HEIs):
  - In partnership with Council for Higher Education Computing/Communication Services (CHECS), the New Mexico Association of Community Colleges (NMACC), The New Mexico Independent Community Colleges (NMICC), the State of New Mexico Department of IT (DoIT), led proposal to augment funding of information security services for all public New

Mexico higher education institutions.

- Initiated a Network Redesign:
  - The current UNM network architecture grew organically over the last 20 years, is out of date, and currently unstable and unreliable as compared to current networking standards. The implementation of the new design is expected to take approximately two years and will dramatically improve the reliability, performance, and security. Significant progress has been made on this initiative. Fiber refresh of all of our building on main campus was completed in the FY2023. Zone hubs that feed fiber to each building were consolidated down from seven zone hubs to four, significantly reducing the total cost of network infrastructure. Network architecture design has been completed. Equipment to implement the new spine and leaf architecture has been procured. The old core routers were replaced with new spines.
- Initiated a Phone System Replacement:
  - UNM IT was notified in March of 2024 that our vendor will be ending support our current phone system, and it must be replaced by December of 2026. A replacement system has been selected and we have a draft contract from a system integrator to implement the system. We have a draft project plan to implement the new system by December 2026. We are awaiting funding to start the project.
- Improved the Network, Wireless and Voice Infrastructure:
  - One third of the buildings on main campus received an access layer switch refresh. Approximately one fifth of our 5800 wireless access points were refreshed this past year. Multiple system upgrades were performed for routers, switches, firewalls, phone switches, voicemail, wireless, etc.
- Relocated One of our Co-Location Facilities:
  - The Albuquerque GigaPOP (ABQG), an aggregation point of networks to provide high-bandwidth network accessibility to the State of New Mexico, was relocated from downtown to the cancer center saving over \$100k per year.
- Initiated Project for Single Identity/Account for all UNM End Users (Directory Consolidation):
  - The UNM IT and HHS IT will consolidate all IT services from multiple directories into the UNM directory beginning in February of 2024, and finishing approximately four years later.

All users will ultimately be able to access all IT services with a single account, significantly reducing the number of logins required and dramatically improving the end user experience. The directory consolidation project is underway. A Request for Proposal has been issued and a contract has been awarded to consolidate the directories, and the project is underway.

- Initiated Comprehensive End User Device Services (Workstation Shared Services):
  - UNM IT is in the process of designing a single service that should dramatically improve end user support, security, reliability, and the performance of end-user devices campus wide while reducing overall costs to the university. The project is underway. A new org structure has been approved and we have begun to hire staffing to support the service. Role and responsibilities have been defined.
- Initiated a New Disaster Recovery Capability:
  - UNM IT is in the planning stages of implementing new disaster recovery capability that would allow UNM to recover IT services within two to 10 days versus the current recovery time measured in months. Multiple options have been identified. A solution has been selected and we are in contract negotiations.
- Completed Enhancements to M365 and Entra:
  - Self Service Password Reset (SSPR)-required a secure password reset when user risk level is high; enforced MFA to register/change security information; enabled user impersonation protection; enabled SafeLinks for internal messages; enabled mailbox intelligence for impersonation protection.
- Deployed Infrastructure as Code (IoC):
  - Completed platform and software as-code deployment and automated the configuration of web, application and database tiers for environment configuration, software installation and system maintenance. The automated services include the Banner enterprise resource planning (ERP), cPanel web hosting, SailPoint Identity IQ, custom web application services, and many others. This allows rapid deployment of new services, consistent configurations across environments, and agile response to changing service and security requirements.
  - Implemented automated platform provisioning and built-out infrastructure-as-code in our data center. Automated



provisioning decreases deployment time from hours to minutes and removes the maintenance overhead from maintaining templates, moving beyond the usage of "golden images". Integrating with infrastructure-as-code and application programming interfaces further drives down deployment time and reduces configuration steps, allowing consistent and repeatable utilization of our data center tool sets while opening new doors to cloud service integrations and streamlined IT service management and operations.

- Delivered continuous integration/continuous development (CI/CD) pipelines for enterprise web application hosting, on-premises and to public cloud, for virtual machine and container platform. CI/CD pipelines increase efficiency, reducing resource requirements and expediting time-to-delivery for information technology customers. Implemented a new technology stack to future-proof the agility of IT service delivery with a flexible data center strategy, advanced security enforcement, and self-service resources on-demand.
- Sponsored the Annual Applications Contest:
  - This annual sponsor-funded contest hosted by UNM Office of the CIO and Central New Mexico Community College (CNM) provided an opportunity for undergraduate students from both institutions to develop and apply application design and presentation skills to plan useful applications for the community. Cash prizes were awarded to the top three finalists, and all finalists were given tickets to the New Mexico Technology Council's annual Women in Technology event. In addition, the prize-winning finalists served as judges in the Explora! high school app contest a couple months later. One finalist was offered an internship with RESPEC, a consulting company in Albuquerque, through his mentor from that company.
- Sponsored the annual Tech Days conference:
  - Tech Days, hosted by the Office of the CIO offers an exclusive opportunity to participate in no-cost sessions, discussions, and hands-on demos of current and future technological innovations at the University. Tech Days attendees in 2024 numbered almost 400. Over 100 UNM departments were represented along with 21 other non-UNM statewide organizations such as, CNM, City of Albuquerque, NM State University, Northern NM College, NM Highlands University and many more. Tech Days is fully funded from sponsorships and in-kind support from UNM departments and corporations. Twenty-

seven organizations provided support for Tech Days in 2024, and a total of 55 presentations were given in topics ranging from Artificial Intelligence to WiFi Fundamentals.

- Analyzed Project Management Software Options:
  - Continuous process improvement toward integrated goal of perpetuating a project management center of excellence. Refined UNM IT's tools, templates and processes. Reviewed over 10 project management software offerings to determine that Monday.com was preferred. We then compared Monday.com to the Information Technologies Service Management (ITSM) RFP awardee, ServiceNow, to choose which provider was preferred when the time came to add project management capabilities to our ITSM. The team recommended ServiceNow and that capability is currently slated for FY2025 once funding is available.
- Completed Risk Assessments for Main Campus Entities that have HIPAA or Similar Confidential Data:
  - Counseling and Referral Services, Student Health and Counseling (SHAC), Early Childhood Services Center (ECSC) and UNM Human Resources (HR) (for benefits data) completed risk assessments by Clifton, Larson, Allen, LLC (CLA), under the project management and direction of UNM IT. A report citing a very high level of compliance maturity for each entity was provided to the Regents' Audit Committee in February of 2024.
- Led Classroom Modernization:
  - Using General Obligation Bond funding and Equipment Refresh and Renewal dollars, UNM IT led remodel and update efforts for an expanded computer lab in Dane Smith Hall, two computer lab classrooms in the Science and Math Learning Center, two classrooms in Dane Smith Hall, and two medium sized lecture halls in Woodward Hall.
- Updated Classroom Computers:
  - UNM IT replaced classroom instructor computers in all centrally scheduled classrooms to ensure that we could support instruction with modern computers that are under warranty and easy to maintain. While we were replacing computers, we also updated our software image so that all classroom computers and computer pods are now running Windows 11.

- Relocated and Modernized Scantron:
  - UNM IT relocated the Scantron team from building 203 into building 82 to both have a more central location and sidestep the planned demolition of building 203. This involved the relocation of workspaces for nine staff overseeing four service lines. As part of this process the UNM scantron service was modernized with the deployment of new workstations, a new scanner, and the procurement of replacement scantron forms depleted since 2020.
- Initiated Open Educational Resources:
  - UNM IT partnered with University Libraries, UNM Online, and the Center for Teaching and Learning (CTL) to support a new Open Educational Resources initiative at UNM. Notably, UNM received a \$2.1M 3-year Federal grant to create an Open Educational Resources Consortium in NM that includes UNM as the lead institution with Santa Fe Community College and CNM as partners. Under the grant, UNM hired support resources, stood up an integrated platform for hosting open textbooks, and worked with faculty to adapt, adopt, and create open course content. The project is creating an estimated student savings of ~\$450,000 in AY2024 alone.
- Updated UNM Software Store:
  - UNM IT launched an updated Adobe Creative Cloud renewal process, resulting in 2,549 renewals so far. Careful communication planning ensured a smooth user experience, setting the stage for the initiative's success. This effort, driven by collaboration across IT teams, involved software store updates, a new purchase tracking method, and enhanced reporting capabilities.
- Reviewed Adobe Account Numbers for Annual Cleanup:
  - Removed 67,178 accounts in October 2023.
- Transitioned Canvas Support:
  - To continue providing 24x7x365 support for Canvas to UNM students after the previous support vendor discontinued operations, UNM IT transitioned Tier 1 Canvas support to Instructure, the maker of the Canvas application.
- Continued to Support UNM Zoom:
  - From August to December 2023, we had 5,507 active users, including 1,336 new users, who held 107,249 meetings with 402,000 participants. From January to May 2024, we



supported 5,465 active users, 874 of them new, who held 108,883 meetings involving 396,000 participants. Even during the quieter summer months, we had 3,131 active users with 31,117 meetings and 132,000 participants.

- Updated IT Building Modernization and Space Plans:
  - To enhance collaboration and improve employee working environments, IT Building 153 has begun planning the remaining restroom renovations. These renovations were launched in FY2024 and are scheduled for completion in Fall 2024.
- Developed New Funding Proposal:
  - Collaborated on a statewide Consortium of Higher Education Computer/Communications Systems (CHECS) funding proposal on behalf of NM Higher education institutions. The proposal resulted in \$1.7M of funding allocated for this effort during FY2024.
- Restructured Campus Outreach and Engagement:
  - In October of 2023, the Associate Director for Campus Outreach and Engagement, who had been critical in the standing up of this new department and in developing the model and support structure, leading to the creation, and expansion of the IT Officer model announced his retirement. UNM IT took this opportunity to restructure Campus Outreach and Engagement.
- Onboarded the UNM Valencia Branch Campus:
  - UNM IT and the Valencia Campus signed a memorandum of understanding to bring the branch into the IT support model. This is the second branch campus, after UNM Gallup, to fully onboard all IT services to main campus services.
- Continued the Distributed Student Support Program:
  - UNM IT continued to place student workers from the distributed student support program to new areas. This program was set-up to train students across all areas of UNM IT and to place them in Campus Outreach & Engagement areas to provide additional IT support. A student was provided to the College of Fine Arts, two students assigned to the Honors and University Colleges, and one to the School of Engineering.
- Enhanced Collaboration between UNM IT Cybersecurity Areas and the IT Customer Service Desk.
  - The Cybersecurity Engineering and Operations areas enhanced existing collaborations by establishing a monitored

communication channel between the UNM Information Security & Privacy Office (ISPO)'s Cybersecurity areas and UNM IT's Customer Service Desk. This channel allows for better sharing of need-to-know information and communication with internal teams. We expect to continue developing and improving these collaborations.

- Implemented a Strategy for Reducing the Number of Internet-Facing Services using the University's Albuquerque Campus Networks:
  - Performed comprehensive assessments of UNM networks used across the north, central, and south campuses in Albuquerque. The assessment methodology was reliant on extensive knowledge of the various computing environments in conjunction with manual traffic analysis performed using both custom queries and automated reports from UNM's information security tools. This work allowed us to target communication and coordinate changes with an appropriate yet limited number of stakeholders to ensure minimal end-user impact and a reduced need for unnecessary communication while delivering maximal value in an extremely short amount of time. By the end of 2023, in collaboration with IT Campus Outreach and Engagement more than 70% of networks were addressed in a relatively short period of time with minimal impact to end-users or IT support staff. The methods employed during this effort proved to be highly effective and will be used for all future efforts involving IT Campus Outreach and Engagement.
- Network Metadata Updates for Albuquerque Campus Network(s):
  - Formally defined a methodology for maintaining a large internal dataset historically used to understand the relationship between network segments (i.e. subnets) and physical locations (i.e. buildings). The dataset was extended to include contact information by IT department and IT manager or supervisor, as well as hostname prefixes that are known to be commonly used on those segments. This information is extremely valuable as it assists us with the design and maintenance of our various services and was also used for other efforts related to IT Campus Outreach and Engagement. All the information was later imported into UNM's IP address management tools enabling IT infrastructure admins the ability to search for network information based on building name, building number, or VLAN ID. Prior to 2023, this was not possible as the information did not reliably exist in a structured form in any single area.

- Developed a Set of Comprehensive Information Security Guidelines:
  - Finalized and published comprehensive information security guidelines for the University computing community. These documents will serve as the foundation of information security standards. In total, there are now 19 published guidelines.
- Implementation of an extensive set of automation actions in Microsoft Security Platform:
  - Developed a strategy and methodology for creating comprehensive 'Custom Detection Rules' in the Microsoft security platform saving hundreds of person hours. As the University's Azure-based cloud setup matures we believe the time savings from this work will continue to increase significantly.

### iii. FUTURE PLANS

UNM IT's future plans are listed below:

- Customer Relationship Management (CRM):
  - Continue through the phased roadmap implementation of the CRM Education Cloud system. Transform the educational experience by creating supportive, intellectually challenging, exciting, diverse and joyful learning environments both inside and outside of the classroom to ensure the lifelong success, upward social mobility, and engagement of all learners. Through the education of people, our University will contribute to the growth of societies in New Mexico and across the globe.
- Information Technology Service Management (ITSM) System:
  - Design and Implementation of the new system. To meet current business requirements, UNM IT will work closely with our key partners and users to design and implement the new ITSM solution which will replace Cherwell. The implementation will focus on The Information Technology Infrastructure Library (ITIL) out-of-the-box functionality with limited/approved customizations where needed. The system will include all UNM IT services. This initiative will introduce a robust, higher education-focused service catalog, enabling streamlined access to key services tailored for faculty, staff, and students. The new tool will also feature an intuitive self-service portal, offering easily accessible knowledge articles and service request forms, empowering users to resolve issues independently or quickly



submit requests. Additionally, the introduction of chat functionality will provide real-time support, enhancing user experience and reducing response times. Overall, ServiceNow will modernize our service management approach, driving greater efficiency and user satisfaction across the university.

- Unified Data Warehouse:
  - Implement an agile, scalable and secure platform for a unified enterprise data warehouse. The warehouse will deliver an environment for all types of reporting and data; batch, operational, transactional, analytics, structured and unstructured data with consistent data quality to ensure data integrity. Including tools and structure to allow campus users the ability to identify, read and report on the data.
- Enterprise Resource Planning (ERP):
  - UNM Campus and Health Sciences have completed a request for information and an enterprise resource planning system readiness assessment to determine the current state of UNM campus and Health Sciences' ERP system and readiness for a new direction; UNM Leadership has asked for a comprehensive readiness viability assessment and analysis, return on investment, recommendation, budget comparison and funding consideration for a possible new ERP system.
- Workload Management and Completion:
  - Complete upgrades, maintenance, projects, service requests and incident resolution for administrative systems and applications.
- Comprehensive Software Asset Management Process:
  - Develop a robust Software Asset Management (SAM) process to ensure the effective management, control, and protection of software assets across UNM throughout their entire lifecycle. This initiative will focus on tracking software inventory, managing licenses, ensuring compliance with licensing agreements, and optimizing software usage. By implementing a centralized system, we will improve visibility into software assets, reduce costs through better license management, and minimize the risks associated with unauthorized or outdated software. This SAM process will also support long-term sustainability by providing clear guidelines for the acquisition, deployment, maintenance, and retirement of software assets.
- UAP Policy Bundle including 2500, 2520, and 2550:
  - Propose updates to cohesively address emerging and recently

- updated regulatory requirements applicable to safeguarding University Data and information systems.
  - Show how UNM complies administratively with emerging research-related regulatory requirements.
- Policies, Processes, and Service Models for Consistently and Routinely Assessing Research Computing Systems:
  - Pursuant to the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, National Security Presidential Memorandum 33, and other regulations that are applicable to certain research data and research computing systems, such systems must be routinely validated against security standards, including National Institute of Standards and Technology (NIST) Special Publication 800-171 and Cybersecurity Maturity Model Certification.
- Operational Security Processes with Health and Health Sciences:
  - Improve how we cohesively prevent and detect information security incidents as part of the Microsoft directory consolidation project.
- Supplemental funding proposals for information security in support of NM HEIs in collaboration with CHECS, NMACC, NMICC, DoIT, and the State of NM Higher Education Department.
- Phone System Replacement:
  - Pending funding, implement a new phone system to replace current NEC system that is end-of-life.
- Network Redesign:
  - Complete the migration of the zone hubs to leaves. Fully implement the spine and leaf architecture before the end of the fiscal year.
- ABQG Service Changes:
  - Evaluate options to make the service cost-neutral. ABQG is currently operating at a loss.
- Single identity/Account for All UNM End Users (Directory Consolidation):
  - This project is expected to be a 3 to 4-year project and it is currently in the beginning phases. A contract was recently signed with a systems integrator who is currently being onboarded. We expect substantial progress over the next year.

- End User Device Services (Workstation Shared Services):
  - Role and responsibilities have been defined. A new org structure has been created and staff are currently being hired. We expect to implement a shared workstation support service for all of main campus over the next year.
- Disaster Recovery:
  - We expected to make a final decision regarding the options for disaster recovery by the end of October of 2024. Implementation should begin shortly thereafter.
- Infrastructure as Code:
  - Within the next year we plan to begin implementing the following: 1. Enterprise container orchestration service to minimize application footprint, reduce resource consumption, scale efficiently to meet demand, and streamline IT service delivery. 2. Infrastructure-as-Code automation platform service to extend automation service offering to campus customer areas to enable efficient and effective systems administration and operations. 3. Self-service automation catalog to multiply the expertise of central IT by offering supported as-code service configurations to enable campus-area IT customers to expand service offerings.
- Annual Applications Contest:
  - The 2024 Applications Contest is underway, and will culminate in a Presentation Day and Awards Ceremony on November 15<sup>th</sup>. There are already over 50 registered participants. We have four industry mentors from RESPEC, Sandia Labs, and other Albuquerque organizations who are already working with the students. Cash prizes are awarded to the top 3 finalists.
- Annual Tech Days conference:
  - Tech Days, hosted by the Office of the CIO offers an exclusive opportunity to participate in no-cost sessions, discussions, and hands-on demos of current and future technological innovations at the University. Tech Days 2025 will occur in mid-April.
- Project Management Office Business Center of Excellence – Project Management:
  - Implementation of the project management module in ServiceNow if funding becomes available as planned.



- Risk Assessments for Main Campus Entities that have HIPAA or Similar Confidential Data:
  - UNM Human Resources (for benefits data), Student Health and Counseling, Early Childhood Services Center, Internal Audit, Compliance, Ethics & Equal Opportunity, and Risks Services will complete compliance and risk assessments by Clifton, Larson, Allen, LLC, under the project management and direction of UNM IT. A report on compliance maturity for each entity will be provided to the Regents' Audit Committee in February of 2025.
- Risk Assessment for GLBA by CLA:
  - UNM IT contracted with CLA for GLBA risk assessment to be facilitated by UNM IT. This assessment will build on the groundwork laid by the 2023 REN-ISAC peer review and will be completed in fall of 2024.
- Departmental Classroom Improvement:
  - With funding designated by President Stokes, UNM IT in conjunction with the Office of the Provost published a call for proposals for classroom improvement projects. Now that we have received those proposals, they will be prioritized and projects will be initialized in the Fall 2024 / Spring 2025 semesters.
- Qualtrics 3-year renewal 2024-2027:
  - With funding from Office of the Vice President of Research and staffing from Information Technologies, Qualtrics was successfully piloted and deployed at an enterprise scale in 2022. With the 3-year initial term expiring October 2024, the contract has been renewed for a second 3-year term which includes an expanded scope of features and products available to all UNM staff.
- Equitable Access:
  - To support the institution's textbook affordability initiatives, UNM IT is working with the UNM Bookstore to upgrade the Red Shelf textbook platform so that it can support streamlined billing operations and cheaper textbook options for students through a flat fee Equitable Access textbook licensing program.
- Canvas and Zoom integrations:
  - Departments continue to request new 3rd-party software integrations with Canvas and Zoom. UNM IT is working on streamlining the integration process so that we can accommodate more integration requests per semester.

- IT Funding Model for UNM:
  - Evaluate the current funding of information technology at UNM and provide a recommendation for an IT funding model.
- IT Shared Service Initiative/ Workforce Recruitment and Retention:
  - In collaboration with UNM Compensation, evaluate IT position classifications, conduct market rate analysis, and make recommendations for retention offers utilizing Human Resources' pilot process.
- Software Use Policy and Software Asset Management (SAM) Process:
  - Develop a software asset management process to ensure the effective management, control, and protection of the software assets within UNM throughout their lifecycle.
- End Point Life Cycle:
  - UNM IT will be implementing a new end point life cycle shared service for workstation support. This service will manage the entire lifecycle of UNM workstations, from procurement to surplus/disposal.
- Shared Distributed Student Support:
  - UNM IT continues to expand the student employee workforce and is investing in the shared distributed student support model to expand on the distributed student support program. The main difference between these two models is that under the shared model, students will be placed in areas for a brief time, such as to provide coverage while staff is on leave, for short term projects, such as workstation deployments, versus being embedded in a team for a longer period.
- ITSM & Demise of Stand-Alone Ticketing Systems:
  - UNM IT is implementing ServiceNow to replace the Cherwell ticketing system. To grow on the success of the QuickIT program, Campus Outreach & Engagement will demise the remaining stand-alone ticketing systems and transition all teams to ServiceNow. This will result in a unified customer experience for our faculty, staff and students.
- Extend collaboration between the UNM's cybersecurity areas and the IT Customer Service Desk.
- Augment strategy for reducing the number of internet-facing services using the University's Albuquerque campus networks.
- Develop strategy for improving existing network segmentation and reducing unnecessary communication on campus networks.

- External network monitoring capability to ensure the firewall's configuration is being monitored adequately.
- Enact an awareness campaign for campus IT staff to ensure all IT staff are complying with UNM's Vulnerability Management Program and its corresponding obligations.



## APPENDIX

- Customer Service Metrics:
  - Total calls: 34,701
  - Walk-in: 167
  - Self Service: 11,961
  - Password Change: 5,934
  - First Call Resolution minus Infrastructure: 69%
- Canvas Metrics:
  - Fall 2022:
    - Courses: 4,427
    - Student enrollments: 86,868
    - Faculty enrollments: 5,342
  - Spring 2023:
    - Courses: 4,550
    - Student enrollments: 79,334
    - Faculty enrollments: 4,917
  - Summer 2023:
    - Courses: 765
    - Student enrollments: 11,949
    - Faculty enrollments: 837
- Totals:
  - 27,059 unique students
  - 2,197 unique instructors
  - 1,359 unique teaching assistants
  - 299 unique designers
  - 178,181 student enrollments







# INSTITUTIONAL SUPPORT SERVICES



Vice President  
Shawna Wolfe

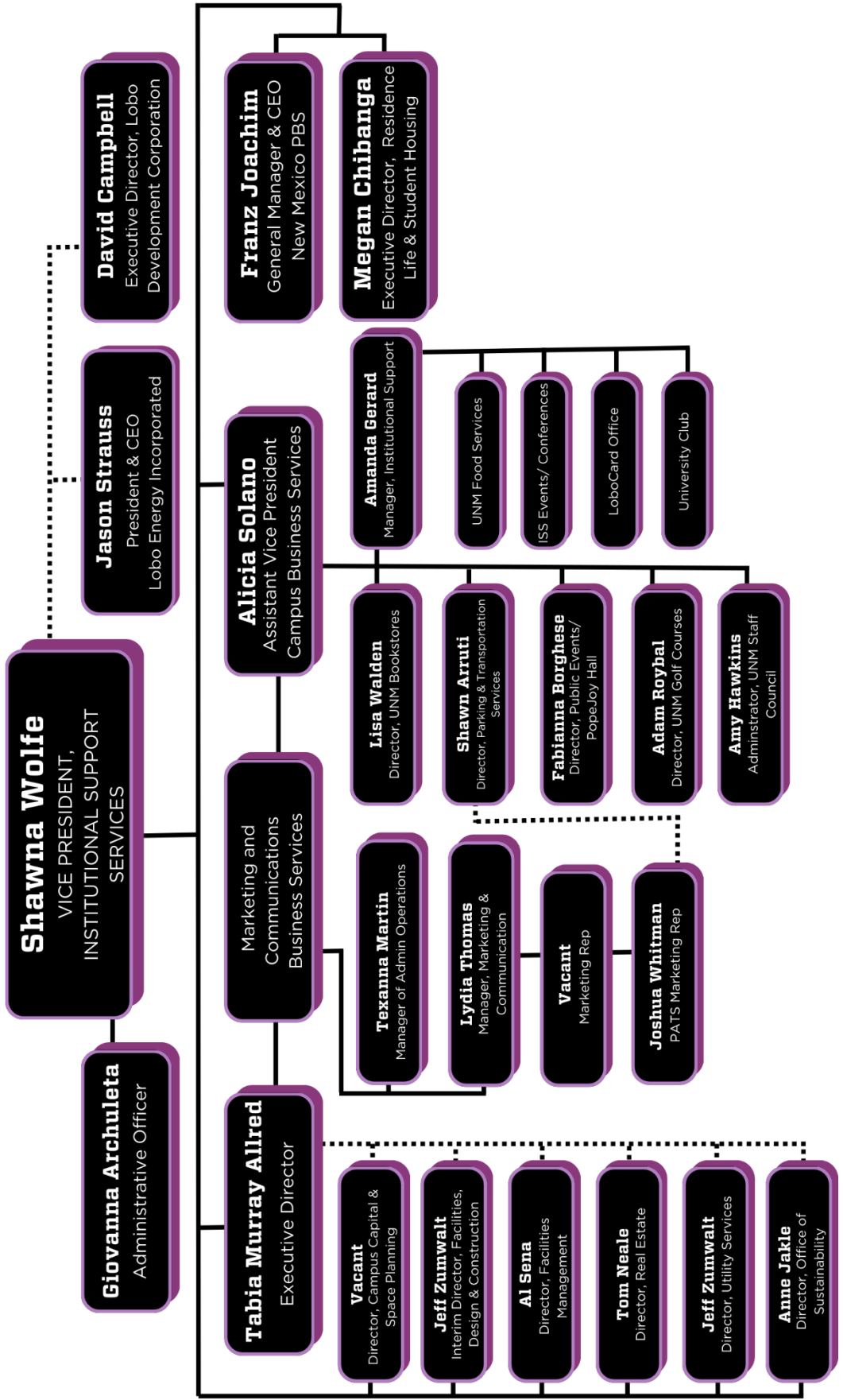
[iss.unm.edu](http://iss.unm.edu)

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# FY24 ORGANIZATIONAL CHART





## MISSION AND VISION

### **Mission**

Institutional Support Services (ISS) delivers seamless services and programs for students, faculty, staff, visitors, and patrons through UNM's Campus Business Services and Campus Environments & Facilities groups with a focus on competitiveness, outstanding customer service, sustainability efforts and the creation of unique experiences, while supporting the University's core mission.

### **Vision**

Institutional Support Services (ISS) has established The University of New Mexico as the preferred educational destination for students, faculty, staff, visitors, and patrons through the provision of a sustainable campus environment that advances scholarly pursuits and enhances the quality of life by the delivery of outstanding services, identifiable values, and exceptional experiences.



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## i. EXECUTIVE SUMMARY

Institutional Support Services (ISS) plays a pivotal role in shaping The University's physical and operational infrastructure, including campus facilities, real estate, utilities, business services, New Mexico public television and theater, and student-focused amenities. Over the past year, ISS has made significant strides in delivering innovative solutions, including optimization of services that directly impact the day-to-day lives of students, faculty, and staff. Whether it's enhancing campus spaces, providing experiences for faculty, staff, students and visitors, or driving critical initiatives for long-term growth, ISS remains committed to fostering a forward-thinking culture and making UNM a better place to learn, work, and live.

This has been a year of growth and change for ISS, marked by a renewed commitment to transforming both internal operations and external services. The diverse groups that form ISS have embraced new leadership approaches, prioritized cross-department collaboration, and set the foundation for future improvements in operational efficiency and financial sustainability. Our efforts have shifted the division from a maintenance-driven mindset to one of proactive growth, empowering teams to think strategically and deliver better outcomes for the University community.

### Key Focus Areas:

#### Operational Efficiency and Financial Health

We focused on streamlining operations across ISS, introducing sound business practices to improve financial sustainability. This has included reviewing existing processes, identifying areas for improvement, and laying the groundwork for future growth.

#### Strategic Collaboration

Breaking down silos between departments has been central to our success. By encouraging cross-functional collaboration, ISS has fostered a cohesive environment where groups work together to achieve common goals. This shift is helping us move beyond the status quo, supporting more innovative and cost-effective solutions.

#### Campus Environment and Facilities

The Campus Environment and Facilities group has advanced initiatives in real estate, campus planning, design, and facilities management. This year, we emphasized long-term infrastructure improvements and started

strategic planning for future development opportunities, particularly with available land and energy solutions.

### Business Services & Student Housing

Within Business Services, we are driving improvements in student housing, transportation, and student services. Housing continues to develop programming to enhance our student experiences. Other highlights include re-evaluating our golf course operations for better financial outcomes, enhancing theater offerings at Popejoy, and increasing utilization of parking and transportation services, all of which contribute to a more vibrant campus experience.

### Sustainability

Sustainability is not just about advancing environmental goals but building campus-wide sustainable approaches in our business and operational practices. We are collaborating division and campus-wide to encourage sustainable practices that support the University's academic, research, health care, and community engagement mission.

### Marketing & Communications

The ISS Marketing & Communications team achieved key milestones, including re-establishing the ISS MarCom Committee and successfully launching the UNM Interactive Campus Map while leading the implementation of its working group. We improved campus-wide communications with Planned Maintenance Notices and expanded the ISS newsletter's reach by 18%. The team also led marketing efforts for the inaugural Campus Cleanup Day and the PATS Summer Town Hall, while introducing a division-wide shared calendar to streamline coordination across ISS.

Looking ahead, ISS will continue to focus on modernizing services, enhancing the student experience, and ensuring that financial health and operational efficiency are prioritized. With a renewed sense of collaboration and a vision for a joyful, productive work environment, ISS is positioned to become a leader in service excellence at the university.

### Budget Summary

The ISS budget for FY24 was pivotal in supporting the day-to-day functions of the UNM campus, from funding compensation for staff, and students to covering essential services and operational costs. The budget allocation for utilities, maintenance, and services is utilized to keep the university facilities operational. The funds dedicated to



maintaining and improving campus facilities and infrastructure supported some immediate needs and advanced initiatives supporting long-term development goals with a focus in moving university facilities towards a modern and well-functioning campus.

The Institutional Support Services (ISS) operational budget for FY24 was \$ 147.8M supporting a wide range of essential operations and services across the University of New Mexico (UNM) campuses. Included in the budget was compensation, benefits, utilities, technology, equipment, computerized maintenance management systems, professional development and training, supplies, and communication costs. This budget ensures the ongoing support of daily operations, long-term campus infrastructure needs, and services for students, faculty, and staff. ISS is also responsible for separate institutional budgets supporting maintenance, utility and energy costs, capital planning and construction budgets and legislative appropriations supporting capital investments.

## ii. SIGNIFICANT ACCOMPLISHMENTS

### Organizational Changes

- ISS Administration had significant changes in the Vice President office structure and staffing including the appointment of Shawna Wolfe as the Vice President, retirements of Assistant Vice Presidents Lisa Marbury and Melanie Sparks, the addition of Lydia Thomas as Manager of ISS Marketing & Communications, and Texanna Martin, Manager of Administrative Operations.
- Additionally, Tabia Murray Allred was promoted to Executive Director within ISS with primary responsibility for strategic projects and coordination within the Campus Environments and Facilities functions. Alicia Solano remains the Assistant Vice President for Business Services functions.
- In February, the planning, design, and construction functions were realigned. Planning was aligned with the capital and space strategies group, and the design and construction functions in both the former planning and design and construction and in facilities management are working towards consolidation.
- The Office of Sustainability formed a core team and began compiling the data required for an Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment, and Rating System (STARS) designation. This is the

standard for campus sustainability, and most large university campuses have a STARS rating.

### Marketing & Communications

- ISS Marketing and Communications developed and currently maintains campus-wide planned maintenance notices, providing real-time updates and timely email and web notifications for the campus community regarding upcoming construction or disruptions.
- Additionally, the team collaborated with campus-wide stakeholders and launched the campus interactive map tool, providing valuable resources for the campus community.
- The team also supported the PATS 2024 Summer Town Hall by managing event organization, coordination, marketing, and graphics. This was essential in fostering communication between Parking and Transportation Services and the campus community, ensuring transparency on key updates. Our efforts helped create a well-coordinated event that engaged attendees and highlighted our team's ability to provide comprehensive event support for important campus initiatives.

### Service Changes

- The UNM Bookstore, in collaboration with ISS Leadership, is exploring sustainable educational resources such as Educational Access (EA) models with vendors and peer institutions. They formed an EA advisory board with representatives from UNM Information Technologies, the Provost's Office, and the Faculty Senate and collaborated with various stakeholders on the development of the model.
- UNM Food selected Aramark Collegiate Hospitality as the new university dining partner because of Aramark's distinctive approach to campus food services, aligning with UNM's 2040 vision. Aramark's commitment to sustainable practices, addressing food insecurity, and delivering authentic, high-quality culinary experiences made them the ideal choice for UNM's dining needs. Aramark brought unique solutions and a thoughtful approach to addressing the specific needs of our campus and incorporated new ideas that set UNM apart from other dining programs.
- UNM Golf Course was excited to collaborate with UNM Food to create a refreshed and updated space in our LoboGrill for our fellow golfer enthusiasts to meet the expectations seen at other golfing locations. Paint, flooring, and furniture were updated while providing a dining

environment that is inviting and comparable to our competitors in the industry.

- The LoboCard Office was integral to a campus security initiative that implemented a new access control software. They worked closely with UNM IT, security leadership, and software representatives to develop the procedures and protocols for integrating LoboCard access into campus buildings.
- UNM PATS received two of the six buses funded by the Volkswagen (VW) Grant in late FY24, with the remaining four expected in FY25. Although supply chain delays have affected the bus builds, the arrival of these new buses replaces two outdated diesel buses over 15 years old. This upgrade will offer our staff modern vehicles, provide a cleaner transportation option for our campus community, and enhance the efficiency of our operations.

#### Planning and Development

- Campus Capital and Space Planning (CCSP) led the University through the Integrated Campus Plan (ICP) effort that will guide the University's strategic development. After a year and a half of engagement, the ICP document was drafted and went through a six-month review process, including an all-day review and feedback session with the Board of Regents. University and Regent feedback were incorporated in the included ICP submission. The planning team met with stakeholders across UNM's campuses to share progress, concepts, and ideas, and held more than 50 meetings, including group interviews, town halls, presentations, and committee meetings. The ICP will be approved in August of 2024 and replace the 1996 university master plan.
- Facilities Design and Construction (FDC) completed several major projects for the campus while also working through a reorganization of their area. Examples include the Popejoy Hall Lobby Renovation, the University Welcome Center, ROTC Education Complex, UNM Athletics Renovation in the Student Success Center, Residence Life and Student Housing (RLSH) Student Resident Center Commons Renovation, significant classroom renovations in Woodward Hall, Dane Smith Hall and the Science & Math Learning Center. Three significant demolition projects were completed removing the Education Classroom, Aerospace Studies, and Army ROTC buildings. The Taos Campus infrastructure Repair and Improvements and South Parking Lot and STEM Landscape Improvements were completed in FY24, as well as the Los Alamos Campus Infrastructure project.



Additionally, the team has been in progress with design for future projects, engaging in collaborative processes with projects such as the Pond Renovation, Humanities complex and the development of the Center for Collaborative Arts & Technology (CCAT).

- The dedicated and skilled members of the Facilities Management (FM) teams provide critical support to the campus environments, supporting the University. UNM experienced student and community-member protests along with other college and university campuses, the FM teams provided immediate campus support by removing graffiti, repairing and replacing landscaping, repairing and cleaning the Student Union Building and other indoor and outdoor areas occupied by protestors.
- Utility Services completed two backup power tests in FY24. These tests maintain a higher level of readiness within our operations and maintenance teams, as many of these team members have less than two years' experience in our department. The ability to provide power to critical areas of campus reduces the impact of emergency events. Eco-Friendly Initiatives: Utility Services is evaluating eco-friendly heating and cooling options for campus facilities, prioritizing both environmental sustainability and community impact.
- RLSH and the Real Estate Department (RED) developed a strong partnership with Lobo Rainforest since it opened in 2018. In conjunction with other efforts to refine the on-campus housing experience, RLSH and RED identified a plan to redistribute the financial responsibility for Lobo Rainforest to provide a more cohesive and consistent student experience across the array of our on-campus housing offerings. RLSH and RED still maintain a strong partnership for the overall project but with each unit able to provide and act in their respective area of expertise.
- Lobo Development has been working diligently and strategically to advance several projects such as the Tax Increment Development District (TIDD), Route 66, and a variety of projects that will provide resources for infrastructure, economic development, and future development.
- RED facilitated multiple transactions in alignment with University strategic growth initiatives, including the acquisition of a 5.67 acre site located at the southwest corner of 98th and Gibson, to support development of a UNM Hospital primary care clinic which will increase accessibility to healthcare services to the Albuquerque south valley. As well as, the acquisition of 1801 Las Lomas Rd., a former single-

family residence, strategically located at the northeast corner of Las Lomas Rd. and Buena Vista Dr. This acquisition aids in stabilizing the neighborhood, provides short-term parking solutions and long-term land banking for future development.

#### Community Relations

- Student Housing: Residence Life & Student Housing (RLSH) achieved impressive occupancy rates of 99.2% in fall and 91.9% in spring, fostering a vibrant campus environment.
- NMPBS, along with their sister stations KRWG at New Mexico State University (NMSU) and KENW at Eastern New Mexico University (ENMU) they secured a \$220,000 per station increase in our annual line-item appropriations. This is the single largest increase to our state funding since the state began funding public television over thirty years ago.
- Popejoy held a fundraising banquet on stage in December 2023 to support the Excellence Fund. The event was successful in not only raising \$59,000 for the Excellence Fund through table sales, but it also brought new donors to Popejoy Hall as they were invited by Board members to have their first experience at Popejoy. At the banquet we also continued to fundraise for the second year of Broadway for Teens and received an additional \$87,049 in donations towards that program.
- Staff Council held its largest staff appreciation event since before the pandemic in May 2024 with the Green Chile Cheeseburger Cookout and the feedback was overwhelmingly positive. Over 900 staff members attended, enjoying music, raffle prizes, and cookies distributed by leadership. The event garnered such positive attention that the UNM Chief Government Relations Officer suggested inviting local legislators to future events to enhance our engagement with the legislative process.

### iii. FUTURE PLANS

- ISS has undertaken a strategic facilities management assessment process that intends to understand issues and reset the direction forward. Additionally, we are in progress with additional organizational structure changes and to fill the leadership role of Facilities Management.

- ISS Marketing and Communications will lead a coordinated effort to rebrand the south campus area by enhancing awareness of UNM property ownership through updated signage, the potential for sculptural landmarks, light pole flags or other additions. These improvements, in collaboration with University Communications and Marketing (UCAM), Lobo Development, UNM Real Estate Development, and additional units, aim to positively shape public perception of the area and University Blvd. and will foster a greater sense of pride in the area.
- UNM Bookstore will be reviewing business and operational approach of the bookstore. This includes analyzing sales and square footage compared to other campus stores, conducting surveys, and assessing the needs of the campus community. They will also explore funding and alternative spaces, such as satellite locations or pop-up stores.
- CCSP is in progress of building the team and will lead several initiatives coming out of the Integrated Campus Plan process. Additionally, they will transition to lead the capital planning process and play strong roles in land, capital, space, and architecture committee and processes. CCSP will continue to lead the following ongoing campus initiatives: the Lomas Corridor Vision, The Big Move, which is comprehensive planning for growth and development along Lomas, including a review of how services and support are distributed across campus, optimal organization, co-location, and sites for all affected facilities and yards.
- FDC has several major projects in the queue including the Humanities building demolition currently in design and is expected to be demolished in FY26; CCAT began design in August 2023, construction is anticipated to begin in October 2024, with project completion in FY26; The Duck Pond renovation completed the design and is anticipated to start construction in the fall of 2024.
- UNM Food has been dedicated to addressing food insecurity on campus through a multifaceted approach. We intend to continue those efforts to include introducing SNAP benefits into convenience retail stores, expanding food recovery efforts, and growing the impact of LoboEats. Additionally, UNM Food is exploring how other campuses deploy financial hardship relief and more extensive support to campus food pantries. By taking these steps, UNM Food is actively working to ensure that all members of the university community have access to nutritious food options and necessary support during times of need.



- UNM Golf Courses in partnership with ISS, Lobo Development, and an external consultant, is in flight to have a strategic operational plan in FY25 which will identify, evaluate, and recommend various operational, maintenance, design, management, marketing and financial alternatives to operate at maximum efficiency. This collaboration intends to identify areas of improvement to elevate the Championship Golf Course such as financial sustainability, the ability to invest in the course, and ensuring services align with campus and community needs.
- LoboCard Office is researching the feasibility of a one-university initiative with all the UNM branch campuses and hospital badging office to utilize the same badging software at all campuses. It is beneficial for all UNM campuses and UNMH badging to be aligned in regards to LoboCard/badge issuing, card access capabilities, and LoboCash and Meal Plan usage. We will continue to research a one-card campus concept in which the branch campuses and the University of New Mexico Hospital (UNMH) are in sync with central campus. This consistency would result in seamless transition between campuses, unified operations and procedures, and management under one LoboCard entity. Ultimately providing the UNM community in all parts of New Mexico a feeling of unity, pride, and collaboration no matter which campus they attend.
- NMPBS, KUNM and UNM leadership are looking to begin the capital planning process for a combined facility, recognizing the evolution of the medium as well as the aging infrastructure of two flagship media outlets serving New Mexico. This facility will house both media outlets intentionally positioning these related units to efficiently share resources. We are seeking exploratory funding to create a comprehensive plan for the new broadcast and teaching facility  
Emergency Alerting System: New Mexico Public Broadcasting Service (NMPBS) is applying for a Federal Emergency Management Agency (FEMA) grant to improve emergency alerting across New Mexico, collaborating with national agencies to enhance public safety.
- Office of Sustainability is launching a strategic planning initiative to develop a University Sustainability Plan. Additionally, they will continue to pursue projects that lower UNM's environmental footprint and benefit UNM's students and community, generate cost-savings to the university, and/or have available federal/state incentives or rebates. They will partner with the City of Albuquerque, Bernalillo County, Sandoval County, and the Town of Bernalillo for a U.S. Department of Transportation Charging and Fueling Infrastructure

(CFI) proposal to fund publicly accessible electric vehicle (EV) charging infrastructure, among other opportunities.

- UNM PATS parking lot improvement project will improve parking options for our student dorm residents and campus visitors. The Campus Boulevard part of the project will increase the number of “R” zone parking spaces and will feature back-in angled parking that will improve the shared road experience for vehicles, pedestrians, bicycles, and other micro-mobility devices. The “R” zone lots off of Girard Boulevard behind the Redondo Village, Coronado, and Alvarado dorms will feature improved safety and security for dorm residents with the addition of perimeter fencing that will include security gates for vehicle and pedestrian access.
- Popejoy will continue its Broadway for Teens program and other New Mexico-wide work as it serves the state in its performing arts mission. Additionally, Popejoy is reviewing additional renovation needs.
- RED will focus on completing the Strategic Land Use Plan, which aims to simplify the site selection process by identifying locations for different categories of institutional use that align with the Integrated Campus Plan (ICP). This plan will include a highest and best-use analysis and identify any necessary enabling projects needed to prepare these sites for development.
- RLSH is excited to work closely with the Vice President for Institutional Support Services (ISS), regarding the opportunity to explore new ways to think about how the campus and department can come together and create a thoughtful strategy for housing occupancy which considers the present and future. This will provide a stronger foundation for The University of New Mexico (UNM) and RLSH to use as it considers the opportunities for housing expansion or modifications.
- Staff Council is actively collaborating on several initiatives, including improving campus safety and lighting, researching the economic health of staff, building relationships with various campus stakeholders, and advocating for staff interests.
- Utility Services is working on the simulation of the geothermal exchange project, with an expected completion in the first quarter of FY25. Simulation is critical to “proof of concept” prior to engaging in project development. The information will be used to refine the financial projections and develop informational materials as the project transitions to funding strategies.





# Appendix A: UNM Bookstores

## MISSION AND VISION

### **Mission**

The University of New Mexico (UNM) Bookstores are proud to be owned and operated by the University of New Mexico. Our primary mission is to serve the students, faculty, and staff of the University as well as our community customers. We strive to deliver quality products and services to enhance the educational, professional, and personal lives of our UNM community.

### **Vision**

UNM Bookstores are a forward-thinking, effective campus partner, advancing the University's mission.

## i. EXECUTIVE SUMMARY

The UNM Bookstore is an independent on-campus source for course materials, technology, Lobowear and spirit merchandise, school supplies and more. The Bookstore continued to complement University initiatives curating sales and offerings to different events across the year. Examples:

- Graduation: Hosted Grad Fairs each semester, ordering rental regalia for faculty and platform participants, as well as dressing platform, regents and University President at each commencement ceremony.
- Welcome Days: Hosted Welcome Back event at the duckpond with giveaways and important information about our services
- International Balloon Fiesta: Worked with University Communications and Marketing (UCAM) to create a Cherry On Top collection which was promoted during Balloon Fiesta
- Donations: Donated gift cards and Bookstore bags to University departments such as Alumni, Admissions, Health Sciences Center (HSC), Parent Association and more to support their own events.
- Book Events: Hosted sales for dozens of book events to support campus departments with speakers such as Africana Studies, Native American Studies, English Department, History Department and School of Architecture and Planning (SAAP).

Fiscal Year 2024 (FY24) was a year of strategic planning for the UNM Bookstore. While we worked towards meeting our budget and growing sales, we also looked towards the future and ways in which the UNM Bookstore should start adapting to emerging college store models. The continued growth of digital course materials sales by 5% which includes eBooks and our Inclusive Access (IA) program, and the increase of sales in technology 7.7% support the trends we see nationally.

The continued growth of IA also reflects the growing partnerships with our faculty, publishers and UNM IT department. The cost savings for IA alone to students was \$8.3 million for FY24 when comparing new list price for print books to digital eBooks or course software. Digital course materials accounted for 74% of all course materials provided by the Bookstore in FY24, which is a 14% increase from prior year.

Due to the increased adoptions and popularity of digital materials, along with the documented increased success rates for students nationally and the affordability of these materials, the Bookstore set a timeline to explore the viability of Equitable Access (EA) as a future model for course materials. EA is a 'whole campus' course materials acquisitions



model, where every student (undergraduate only) is provided with their required course materials on or before the first day of class and are charged a single flat fee regardless of their course or program type. The program model has been presented and we expect approval and implementation in FY25.

Transitioning to staffing, the adoption of Staff Salary Placement and Equity Tool (SPET) by the University was of great benefit to the UNM Bookstore due to its equitable and transparent nature and enabled us to complete competitive hires and retain valuable employees in a difficult retail market. The bookstore employs many students and provides a learning platform in business, sales, and leadership skills.

Budget summary for FY24 includes a growth in sales from FY23 of \$71,701 largely due to increased sales in digital course materials and technology. There was also a savings of \$94,948 in labor expenses. Ultimately, our cost of goods (COGS) was up \$165,979 to budget, or 2.3%, which put our total expenses up \$143,426, or 1.4%, and an overall loss of \$71,295. The Bookstore started FY24 with a reserve balance of \$359,636. The Bookstore ended the fiscal year with a \$260,560 deficit, which left a remaining reserve balance of \$99,076 for FY25.

Fiscal Year 2024 Totals	
Beginning Fiscal Year 2024 Balance	\$ 359,635.50
Total Revenues	\$ 10,104,214.49
Total Operating Expenses	\$ (10,160,576.57)
ISS Allocation	\$ (204,197.00)
<b>Ending Fiscal Year 2024 Balance</b>	<b>\$ 99,076.42</b>

ii. **SIGNIFICANT ACCOMPLISHMENTS**

UNM Bookstores continued to grow digital course materials, specifically through our IA program. An increase of \$248,029, or 5.4%, over budget and \$578,965, or 12.9%, over FY23 demonstrates the success of this program and the increased preference for digital materials for Albuquerque, Taos, and online courses. The increase in digital course materials allows the UNM Bookstore to support students with affordability, convenience and help promote student success.

As a result of these increases, and in following national trends for college stores, the UNM Bookstore, along with ISS Leadership, explored various EA models with vendors and peer institutions, worked with our current vendor that is integrated into Canvas to provide digital materials to

students, created an EA advisory board that included members of UNM IT, Provost Office, Faculty Senate and others, and engaged campus wide presenting the EA Model for stakeholder input including:

- Executive Vice President for Finance and Administration (EVPFA) and VP for ISS
- Provost Office
- Faculty Senate
- Deans Council
- HSC Student Services
- Division for Equity & Inclusion
- Student Affairs
- Athletics (Academics)
- Associated Students at the University of New Mexico (ASUNM)
- Graduate and Professional Student Association (GPSA)
- Bursars Office
- Health Professionals Programs

Additional steps completed as we work towards implementation included collaboration with UNM Purchasing to discuss sourcing options for an EA vendor and surveys with faculty and students related to course materials, focusing on participant makeup, opinions regarding digital course materials, affordability, and sustainability.

### iii. **FUTURE PLANS**

The UNM Bookstore will work with UNM IT on the integration of the RedShelf Manager platform within Canvas. This will allow students the flexibility to cascade easily from EA to IA or opt out completely all within their LMS. The integration of Watchman Payment Systems with Banner will support that system by allowing real-time billing to occur with the Bursar's office.

Once both systems are in place and with leadership approval, UNM Bookstore will roll out our own EA program for Fall of 2025. This will start with the adoption process in late Spring of 2025 and will allow instructors to adopt their digital first course materials and have everything available to students on the first day of class within Canvas. This initiative focuses on enhancing affordability, convenience, and student success.

The UNM Bookstore, in collaboration with ISS Leadership, is conducting a thorough evaluation of its business operational model and footprint on campus. This includes assessing our products, services, and location. Working with Campus Capital and Space Planning (CCSP), we have

analyzed various aspects, such as revenue per square foot and industry trends. We will work with that framework and project forward revenue, expenses, capital needs and consider options to ensure financial viability in the future.

The UNM Bookstore will develop a timeline for replacing outdated hardware and software systems for cost savings, efficiency, and to enhance the customer experience in-store and online.



# Appendix B: Campus Capital & Space Planning (CCSP)

## MISSION AND VISION

### **Mission**

Guiding the strategic use and development of UNM's capital resources.

### **Vision**

Defining the framework for effective utilization and modification of UNM's capital resources to support academic innovation, research advancement, and community services.

i. **EXECUTIVE SUMMARY**

The Campus Capital and Space Planning Department (CCSP) was established in Spring 2024 through the strategic merger of the Capital and Space Strategies Department (CSS) and the planning division of the Planning, Design & Construction Department (PDC). This new unit is responsible for facilitating university-wide capital priorities, long-range vision plans and programming, development of prioritized projects for future implementation while considering university-wide needs and collaboration. In the coming year, CCSP is committed to enhancing the efficiency of capital and space planning initiatives, facilitating integrated, cohesive decision-making on priorities, and optimizing resource utilization to drive institutional growth and success.

FY24 was a year of building upon significant work completed by the Capital and Space Strategies (CSS) group and unifying that with additional metrics, planning approaches, and campus needs to align resources for the highest and best use. With change in vision and approach, the team operated with lean staffing resources, accomplished major projects from the approval of the Integrated Campus Plan (ICP), the university capital plan, and approval of several planning visions that have transitioned to implementation with the Facilities Design and Construction (FDC) team.

Summary of Key Functions:

Capital Planning includes working with University leadership and campus-wide stakeholders, including branch campuses, to develop integrated, strategic capital projects that align with UNM's 2040 Goals and the ICP.

Space Management is the process of planning, tracking, and optimizing the use of University's physical space.

Campus Planning is the process of creating a long-term plan for the physical environment and working with stakeholders on programming and planning for projects with a university-wide mindset.

CCSP will take the lead on the necessary coordination and implementation to ensure the University makes data-driven decisions on space utilization, facility lifespan, and resource usage to inform whether more space or new construction is necessary or if buildings should be demolished, retrofitted, or restored. This will enable UNM to address its



assets, energy and material usage, utilities, water resources, natural habitats, building siting, and land development sustainably.

CCSP Budget Summary:

In FY24, elements of the former Planning, Design & Construction (PDC) budget were set aside and combined with the CSS budget. The vision that was developed in Spring of 2024 included additional roles to support the enhanced function of this unit. The budget below represents the former funding that is set aside, absent the additional positions/funding needed to support the scope of this department.

End of Year Cumulative for CCSP as of June 30, 2024*		
Total Revenue	\$	1,126,373.00
Total Compensation	\$	1,019,169.00
Total Non-Salary Expenses	\$	124,626.00
<b>Total Expenses</b>	<b>\$</b>	<b>1,143,794.00</b>
<b>Profit (Loss)</b>	<b>\$</b>	<b>(17,421.00)</b>
<b>Year End Reserves Balances</b>		
Total Reserves for CCSP	\$	61,325.00
* This combines Capital and Space Strategies and Planning Division of Planning, Design and Construction		

ii. **SIGNIFICANT ACCOMPLISHMENTS**

Capital Planning Projects:

- Coordinated and facilitated the capital planning process for the University through the Capital Investment Planning Team (formerly the Capital Planning Leadership Team) and prepared the annual Capital Outlay Plan.
- Assisted with defining and prioritizing projects for future funding targets/requests. Develops capital project plans and integrated funding strategies resulting in \$148,325,876 of capital appropriations.
- Managed project construction and demolition approvals through UNM and State Governing Boards, including the Duck Pond Area Restoration, Tow Diehm Athletic Facility Renovation, UNM - Los Alamos' Campus Infrastructure Improvements, UNM - Taos' Peralta Hall Renovation, and UNM - Gallup's Career Tech Education Renovation. CCSP finalized the demolition approvals of the Education

Classroom building and UNM – Gallup’s Lions Halls reducing deferred maintenance and opening campus sites for new uses.

UNM was successful in receiving capital appropriations from the 2024 New Mexico (NM) State Legislature.

- General Obligation Bond projects totaling: \$94,500,000
  - UNM Main \$52,000,000
  - UNM Health & Health Sciences (HHS) \$35,000,00
  - UNM - Gallup Campus \$4,000,000
  - UNM - Los Alamos Campus \$1,000,000
  - UNM - Taos Campus \$1,500,000
  - UNM - Valencia Campus \$1,000,000
  
- General Funds projects totaling: \$35,845,000
  - UNM Main \$4,830,000
  - UNM Athletics \$5,695,000
  - UNM HHS \$15,530,000
  - Harwood Museum \$275,000
  - UNM - Gallup Campus \$3,900,000
  - UNM - Los Alamos Campus \$4,290,000
  - UNM - Taos Campus \$1,325,000
  
- UNM was able to achieve construction approval for 80 capital projects, totaling: \$148,325,876.
  - UNM Main \$59,658,614
  - UNM Health Sciences Center (HSC) \$49,564,656
  - UNM Hospital \$13,302,781
  - UNM Branches \$25,799,825

### Space Management

CCSP continues to maintain and update the FAMIS database that monitors the University’s space. CCSP verified 449,407 square feet via space audits and 134,333 square feet verified via space surveys on Central Campus. Additionally, CCSP verified 205,471 square feet of Athletics space, totaling 789,211 square feet of space across UNM’s Main Campus, Branches, and remote properties in FY24.

CCSP has continued efforts to finalize the UNM Space Allocation Policy’s (UAP 5200) approval process. The policy went through campus review

and is awaiting final approval. The revised policy clarifies the space allocation process and the Space Allocation Committee's (SAC) role and responsibilities, as well as establishes the Space Management's Team (SMT), an interdepartmental team that upholds the policy, assists departments in addressing their space needs, and make recommendations to the SAC. Along with the revision of the policy, a user-friendly website at the web address: <https://iss.unm.edu/campus-environments-and-facilities/space-allocation/space-allocation.html> with a detailed explanation of the process was developed to improve the transparency of the space allocation process and provide direction for campus units with space needs.

## Planning

CCSP led the University through the ICP effort that will guide the University's strategic development. After a year and a half of engagement, the ICP document was drafted and went through a six-month review process, including an all-day review and feedback session with the Board of Regents. University and Regent feedback were incorporated in the included ICP submission. The planning team met with stakeholders across UNM's campuses to share progress, concepts, and ideas, and held more than 50 meetings, including group interviews, town halls, presentations, and committee meetings.

Concurrently, CCSP successfully managed the Campus Safety Plan to prioritize safety improvements on UNM's Albuquerque campuses and the Humanities and Social Sciences Concept Plan to understand the programmatic needs and proximities of the thirty programs and departments that fall under Humanities and Social Sciences and plan for the new Humanities facility. Since FY20, CCSP has provided strategic assistance on the development of the university-wide Asset Management Program (AMP), including the GIS-Based Database (AMP Viewer).

CCSP was instrumental in developing a new process for Project Intake through Smartsheet. Introducing Smartsheet provides a more efficient process making it easier to assist our stakeholders. Prior to the Smartsheet implementation, the process involved project assignment through TMA and Unifier, which resulted in a complicated process for re-assignments. The form also collects more project details, including ADA compliance and adherence to the capital plan, to help our team triage more efficiently. The process went live in the beginning of FY24.



Planning Projects:

- CCSP completed 11 planning projects in FY24 totaling \$1,323,096 valued between \$19,975 and \$243,423.
- Completed the Integrated Campus Planning review process with input from the Board of Regents, President’s Cabinet, and ISS Directors. Will submit for adoption in FY25.
- Completed the Campus Safety Plan process in December 2023 that identified technology, physical barriers/perimeters, and Crime Prevention Through Environmental Design improvements needed on Main Campus.
- Completed the feasibility studies for:
  - Honors College Facility
  - School of Public Health
  - UNM Observatory
  - UNM - Taos Observatory
  - UNM - Gallup’s Gallup - McKinley County School Site Selection
  - Data Center
  - Psychology Clinic Relocation
  - Seidler Natatorium (Phase 1)
- Completed the Facility Improvement Plans for:
  - New Mexico Law Center
  - UNM - Valencia Health Sciences Buildings
- Completed the Humanities Building Relocation Plan

Below is a snapshot of the total number and budget of CCSP planning projects as of June 30, 2024:

Planning Projects by Project Phase as of June 30, 2024

Status	Number	%	Total	%
Scoping	3	15%	\$0.00	0%
Pending	2	10%	\$10,000.00	0%
Planning Only	9	45%	\$2,092,168.61	67%
Closeout	6	30%	\$1,003,058.09	32%
<b>Total</b>	<b>20</b>	<b>100</b>	<b>\$3,105,226.70</b>	<b>100%</b>

### iii. FUTURE PLANS

In the upcoming year, as a newly formed department, CCSP aims to implement ICP initiatives, enhance efficiency in capital and space planning, unify decision-making on capital priorities, and optimize resource utilization.

CCSP will continue to lead the following ongoing campus initiatives:

- Lomas Corridor Vision: Comprehensive planning, building on the ICP vision for One University to identify land acquisition and coordination priorities, enabling projects, and programmatic uses.
- The Big Move: Comprehensive planning for hospital expansion west of Yale Boulevard, north of Lomas Boulevard, east of University Boulevard, and south of Camino de Salud to align with the ICP, including a review of how services and support are distributed across campus, optimal organization, co-location, and sites for all affected facilities and yards.
- Space Allocation Work Area Guidelines: Guidelines to inform all capital projects.
- ICP Initiatives: Safety Approach, Real Estate Strategy, Parking & Transportation Strategy, Space Utilization, Learning Environments, Research Environments, Clinical Delivery and Public Health.
- Planning for projects in the five-year capital plan inclusive of enabling projects: School of Medicine Facility, STEM Lab Space Planning, Safety & Security Study, Museum Facility Needs, Swing Space Assessment, College of Arts & Sciences Space Planning, Parking & Transit Strategic Plans, Heritage Preservation Plan, Facilities Services Relocation, Athletics Prioritization, etc.

#### Capital Planning

- CCSP will continue collaboration with campus wide stakeholders to deliver a metric-driven comprehensive capital plan for the next state cycle. This plan will include all capital needs in one report.
- CCSP will collaborate with ISS leadership to support a collaboration with the state on capital metrics.
- CCSP will continue to provide and improve upon the capital project appropriation and approvals coordination, help our campus wide stakeholders, clarify roles and responsibilities, and make the process more efficient.

## Space Management

CCSP will continue to manage university-wide space surveys and audits and expects to improve data collection and utilization in the coming year. The ICP identifies the need for two data-driven, sustainable asset management-related initiatives that CCSP can aid in this effort:

- Initiate a university-wide space utilization system: Provide a comprehensive utilization system to provide transparency, reporting, and utilization data across the system to comprehensively manage space to highest and best use.
- Utilize a comprehensive deferred maintenance action plan: Although Facilities Management (FM) is the lead on deferred maintenance, CCSP will assist and work closely to manage and coordinate data across the University's portfolio. We will work closely with other ISS entities to routinely update and utilize the deferred maintenance action plan as a tool in the University's capital prioritization and decision-making.

CCSP will need authorization and funding to implement these initiatives.

## Planning

The planning team anticipates the completion of the following planning projects by July 1, 2025:

- Adoption of the ICP by December 2024, including the design guidelines
- Phase 2 of the Seidler Natatorium Feasibility Study
- George Pearl Hall Upper Courtyard Feasibility Study
- Data Center Feasibility Study Implementation
- Safe Mobility Action Plan (developing grant-ready projects to improve pedestrian, bicycle, and micro-mobility safety)
- Hokona Hall Feasibility Study (return Zuni wing to housing)
- Cornell Mall Improvements (lighting and performance space sought by ASUNM)
- UNM - Valencia Campus Framework Plan
- Museums Comprehensive Facilities Assessment
- UNM Bookstore Retail Space Assessment

In addition to the planning-led projects above, the team will provide planning and programming assistance on any major capital projects, including:

- New Humanities Facility



- Police Headquarters
- School of Medicine (SOM)
- Center for Collaborative Arts & Technology (CCAT)
- Duck Pond
- UNM - Gallup - Gallup's McKinley Academy Facility
- Residence Life & Student Housing (RLSH) Exterior Environments Upgrades
- UNM - Los Alamos
- Central - Yale - Redondo Intersection Improvements

# Appendix C: Facilities Design & Construction (FDC)

## MISSION AND VISION

### Mission

To steward UNM's campus identity and lead capital development to create outstanding environments.

### Vision

Great spaces for great people doing great things.



i. **EXECUTIVE SUMMARY**

Facilities, Design, and Construction (FDC) focuses on implementing funded and approved projects, aligning university-wide project management processes and design standards. It is the outcome of a strategic realignment designed to optimize project workflows, promote functional alignment, and strengthen the ability to deliver projects of value to the university.

If there is one word to describe Fiscal Year 2024 for FDC, it would be “Change.” The year was marked by the departure of key leadership and staff and the split of the former Planning, Design & Construction (PDC) department into FDC and Campus Capital & Space Planning (CCSP), which transferred planning and some administrative functions to CCSP. FDC project staff continued to complete extremely high project workloads, while managing staff departures through this change period. While optimum staff levels remain elusive as of June 30, the FDC team remained agile and productive, largely successful, and in a hybrid format.

As of June 30, 2024, FDC managed 208 projects with a project value of \$230 Million. During the 12 months of FY24, FDC completed 56 projects worth \$11.3 million. FDC successfully launched the Police Department Center project, selecting a known architectural firm to design the work. Other projects that kicked off were the planning for the Humanities building occupant relocation and demolition projects, which will pave the way for the Humanities replacement building design, which will start in 2025.

As in recent years, material and labor resource delays challenged project schedules and budgets. Smaller projects, including Building Renewal & Replacement (BR&R)-funded projects, are most vulnerable to market changes as the time frame for completion is a fiscal year. Project managers largely continued to apply all tools to manage projects to scope, schedule, and budget.

FDC improved Oracle Unifier, the department’s project management information system using the in-house data team. FDC also engaged an outside consultant who teamed up with key project staff to create an improved Schedule module. The system now contains Gantt-chart-like schedules for each project and one dashboard report for management use. The change management process included project staff creating the schedule policy and procedures, and the module is in use.

Cumulative for FDC as of June 30, 2024

TOTAL REVENUE	\$	1,640,249
Total Compensation	\$	1,501,818
Total non-Salary Expenses	\$	316,558
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>1,818,376</b>
<b>Profit (Loss)</b>	<b>\$</b>	<b>(178,127)</b>
Year End Reserves	Balances	
Total Reserves for FDC	\$	(360,552)

ii. **SIGNIFICANT ACCOMPLISHMENTS**

FDC closed 56 projects in FY24 totaling \$11,299,572 and valued between \$882 and \$4,833,938. Several of the more notable projects that achieved substantial completion and were not yet closed as of June 30, 2024 are listed here:

- Lobo Welcome Center received substantial completion in June 2024. Budget: \$10,067,864.
- The Student Success Center, 2nd floor UNM Athletics renovation was substantially completed in July 2023, with occupancy in August 2023. Budget: \$1,357,646.
- Student Resident Center (SRC) Commons renovation received substantial completion in May 2024. Budget: \$1,295,927.
- Woodward Hall/Dane Smith Hall and Science & Math Learning Center classroom renovations were substantially completed in May 2024. Budget: \$1,220,468.
- Demolition Projects:
  - Education Classrooms Building (67), were demolished, and substantially completed in May 2024. Budget: \$2,136,000.
  - Airforce (159), and Army (175, and 175A) were demolished and substantially completed in May 2024. Budget: \$650,000.
- Branch Campus Projects:
  - UNM Taos Campus infrastructure repair and improvements received substantial completion in October 2023. Budget: \$4,748,750.
  - UNM Taos South Parking Lot and STEM landscape improvements received substantial completion in March 2024. Budget: \$1,228,853.

- o UNM Los Alamos Campus infrastructure received substantial completion in May 2024. Budget: \$3,930,833.

FDC Projects by Project Phase as of 06/30/2024

Status	Number	%	Total	%
Scoping	58	28%	\$ -	0%
Pending	11	5%	\$ 2,594,475.97	1%
Planning	1	0%	\$ -	0%
Design	45	22%	\$ 136,714,372.68	59%
Construction	57	27%	\$ 64,802,228.96	28%
Ready to Close	11	5%	\$ 16,802,367.86	7%
Closeout	25	12%	\$ 9,071,946.18	4%
<b>Total</b>	<b>208</b>	<b>100%</b>	<b>\$ 229,985,391.65</b>	<b>100%</b>

### iii. FUTURE PLANS

FDC will continue to work on the following large projects in FY25:

- The Center for Collaborative Arts and Technology (CCAT) began design in August 2023. Construction is anticipated to begin in October 2024, with project completion in FY26. Budget: \$82,218,428.
- The Police Department Facility project procured the design and Construction Management at Risk Teams, is currently in design, and anticipates starting construction in FY26. Budget: \$17,000,000.
- The Duck Pond renovation completed the design and is anticipated to start construction in the Fall of 2024. Budget: \$4,000,000.
- Popejoy Hall Lobby Improvements are under construction and will be substantially completed in September 2024. Budget: \$2,435,028.
- Campus Blvd. and Parking Lot Improvements will begin construction August 2024 and will be completed in October 2024. Budget: \$1,670,000.
- Roof replacements of multiple buildings in Area 4 are underway and will complete in May 2025. Budget: \$1,867,000.
- Residence Life and Student Housing (RLSH) projects
  - o Coronado lobby and main entrance is in construction and will be substantially complete in September 2024. Budget: \$3,179,140.
  - o Coronado restroom renovations is in construction and will be substantially complete in August 2025. Budget: \$4,914,568.
  - o Santa Clara and Alvarado Hall elevators are in design and will be completed in 2025. Budget: \$2,000,000.



- Exterior environments upgrades are in design and will be completed in 2026. Budget: \$4,000,000.
- Demolition Projects:
  - Humanities building demolition is in design and is expected to be demolished in FY26. Budget: \$5.2 million
- Branch Campus Projects (Notable):
  - Gallup McKinley Academy procured the design team and began program validation in June 2024. Construction is anticipated to begin in May 2025, with project completion in FY26. Budget: \$23,650,000.
  - UNM Taos' Fred Peralta Hall renovation started construction in May 2024. Construction is anticipated to be completed in February 2025. Budget: \$6,358,163.

# Appendix D: Facilities Management (FM)

## MISSION AND VISION

### Mission

Facilities Management's mission is to consistently deliver effective programs and efficient facility service based on sustainable and collaborative outcomes aligned with The University of New Mexico's core mission.

### Vision

Facilities Management's vision is that our community, state, and national peers will recognize The University of New Mexico's Facilities Management as a leader in campus sustainability and facilities stewardship.



## i. EXECUTIVE SUMMARY

Facilities Management (FM) at The University of New Mexico is the largest organization within Institutional Support Services. The FM team includes Facilities Maintenance, Custodial Services, Grounds & Landscaping, Engineering and Energy Services (E&ES), Special Activities, Sign Shop, Recycling, and Automotive Services. The FM team is united in delivering a great environment in supporting the delivery of the University's mission. FM has a dedicated staff base with great knowledge, who are experienced, and passionate in their service to the University. Through their services, experiences, and dedication, they are committed to supporting the University's goals and paving the way for a bright and sustainable future.

The physical footprint of UNM's campus is vast. Facilities management directly serves over 7,493,511 Gross Square Footage (GSF), and over 314.21 acres across the North, Central, and South campus areas. Additionally, the team supports projects or needs at auxiliaries, Science & Research Park, Mesa Del Sol, Cancer Center and branch locations.

Fiscal Year 2023-2024 was a year of challenges, as the department had a minor increase of Instructional & General (I&G) funding to support FM in partially addressing pay equity and gaps, had challenges recruiting new staff, and served to support campus repairs in response to several protests and damages. Additionally, the department engaged with new ISS leadership to align services and approach with ISS core values and standard facilities management practices. This collaboration resulted in clearer understanding of major gaps and issues within the organization that the team is working diligently on addressing.

As the team develops service levels, standard operating procedures, and financial allocation practice changes, a few key reflections of the dedicated employees were observed:

- Campus is in good condition, even with constrained resources, however the sustainability of that is in question.
- FM is filled with skilled and dedicated staff who take pride in the work they do.
- The team is responsive proactively and reactively to emergencies and campus damages.
- Finds creative ways to support the campus with constrained resources.
- Wants to collaborate and be responsive to feedback, needs and work towards future approach.

### Budget Summary

Over the past seven years, FM has been managing its allocated resources

rather than managing to what is needed for the facilities' maintenance and operations of the physical campus.

In FY24, FM operated under a combined model utilizing both their I&G allocation and internal service unit (ISU) funding. FM has used the ISU funding (where some services are charged to campus units) in an effort to generate revenue to support key FM staff and services, which are not covered through the I&G allocation. Additionally, project planning efforts have not historically included review of operational and maintenance impact as the campus grows, thus there is significant strain on the team. It is clear that moving forward we are in need of deeply reviewing our budget, service levels and collaborating with leadership to advance solutions forward. It is also clear that the Facilities Management staff are steadfast in their goals to elevate UNM to the pinnacle of educational excellence.

Facilities Management Budget Summary: FY24

	FM Main Campus 821A	HSC Operation Plant Maintenance 720A		
Total Budget Summary				
Revenue	\$ 47,870,891.35	\$ 9,937,597.68		
Expenses	\$ 39,419,744.65	\$ 9,937,372.68		
Balance	\$ 8,451,146.70	\$ 225.00		
	FM Operating			
Revenue	\$ 30,289,755.38			
Expenses	\$ 30,319,729.26			
Balance	\$ (29,973.88)			
	Plant Funds			
Beginning Balance	\$ 3,052,906.00			
Revenue	\$ 1,168,762.00			
Expenses	\$ 2,765,126.00			
Balance	\$ 1,456,542.00			
Non-Operating Summary	DHL Ranch	Athletics	Sustainability	Cancer Center
Revenue	\$ 84,022.66	\$ 413,759.83	\$ 110,688.01	\$ 789,309.34
Expenses	\$ 66,387.62	\$ 411,388.56	\$ 67,567.79	\$ 573,388.82
Balance	\$ 17,635.04	\$ 2,371.27	\$ 43,120.22	\$ 215,920.52

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Office of  
Sustainability

Notes:

ii. **SIGNIFICANT ACCOMPLISHMENTS**

In April 2024, our FM Environmental Services and Maintenance teams successfully addressed the protest encampments at the University's Duck Pond. They conducted daily removal of graffiti, illegal postings, and

trash, while also repairing broken windows to keep the campus clean and safe, minimizing distractions for students. After the camp was removed in May 2024, both teams handled irrigation repairs and turf renovation at the Duck Pond, along with necessary facility repairs. Insurance claims were submitted for the damages, and all work was tracked efficiently.

Though Facilities Maintenance, Custodial Services, and Grounds and Landscaping are all operating with staffing vacancies, they are providing higher-than standard care for the industry standard metric of Full Time Employee (FTE)/Square Foot (or Acre). As the campus footprint has expanded these teams continue to operate without increases in staffing or operational funding. This continued success reflects their teamwork and improved communication, enhancing campus knowledge of each team's responsibilities. However, it also highlights the need for sustainable staffing levels reviewing service levels and expectations, which FM has started to do by compiling comprehensive data and trends. This data will support FM's prioritization and development of a strategic plan for identifying accurate staffing and resources needs. Custodial Services is covering 4.8 million square feet with 120 custodians and in FY24, some of the gap in staffing was covered through use of advanced equipment, such as backpack vacuums and auto scrubbers, which enhances our efficiency. Our cleaning schedules prioritize daily tasks in high-traffic areas like learning spaces, restrooms, and kitchens, with office cleaning occurring twice a week. Facilities Maintenance has experienced an increase in corrective maintenance due to deferred maintenance on campus, compounded by low staffing levels that hinder the ability to perform urgent in-house repairs. This often necessitates hiring outside vendors, contributing to budget deficits. Despite these challenges, our teams have effectively managed their workload to fulfill the University's mission.

Automotive has successfully introduced telematics to UNM's fleet, starting with Facilities Management vehicles, to comply with New Mexico Administrative Code (NMAC) 1.5.3.20 reporting and tracking standards. This initiative enhances fleet oversight, operational transparency, and data-driven decision-making. The comprehensive data gathered supports several key areas, including optimizing asset utilization, unit lifecycle management, electric vehicle conversion, car sharing/motor pool, policy compliance, and risk mitigation. It also addresses critical sustainability questions regarding fleet operations, such as miles driven, efficiency, and fuel consumption.



Maintenance completed significant facility improvements this year including campus-wide ADA door hardware upgrades, ADA updates in the Elizabeth Waters Center for Dance at Carlisle Gymnasium, and elevator upgrades in prime campus zones. Accessibility support and ADA compliance by the University is very important to FM and assures that students with disabilities get equal opportunities to obtain academic resources just like any other student. While the university initially focused on physical spaces ensuring access to buildings. Compliance was expanded with the acquisition of funding to install new hardware to replace older non-compliant door hardware on main campus. FM was tasked to initiate a project to upgrade older buildings to become compliant. The project included replacing doorknobs to lever style and installation of door closer hardware. Elevators were also upgraded with voice annunciators, braille call buttons and floor level door jamb identifiers. New ADA signage was upgraded as well.

Maintained regular service and operations for the following units:

#### Engineering and Energy Services

- E&ES has made significant advancements with its laboratory safety initiative, which emphasizes room pressurization and hood airflows. The new system architecture is fully monitored and includes redundancy in essential areas for reliability. As this system extends across the main campus to nearly 1,000 fume hoods, it will set a new safety standard for research labs. The rollout will be strategic, considering lab risk, current system structures, and available funds. E&ES concluded FY24 with a favorable financial position, registering an end-of-year surplus of over \$800,000. These funds were utilized to fund gaps in other FM organizations in support of balancing the over-all FM budget.

#### Automotive

- Developed strategic partnerships with Risk Services, Surplus, UNM Police Department, UNM Inventory, UNM Hospital, Purchasing, and Fiscal Shared Services to refine processes related to vehicle procurement, insurance, emergency response protocols, and vehicle disposal. This collaboration enhanced operational efficiency and compliance across multiple departments.

#### Main & HSC Custodial Services

- Custodial Services was able to continue maintaining over 4.2 million square feet of space while experiencing staffing and resource levels challenges. Even with these challenges, Custodial Services managed to perform at higher levels than expected. The custodial staff takes pride in their work and filled gaps, more specifically with filling key

positions, such as the unit operations manager, the team managers and several supervisors and custodial positions, all while managing day to day services levels above expectations.

#### Grounds & Landscaping

- Grounds and Landscaping, with 27 staff members, cared for over 300 acres of campus landscape, meeting Association of Physical Plant Administrators (APPA) Level 2/3 standards with a level 5 staffing level.
- Provided support for a range of initiatives such as multiple volunteer and student events including Nusenda volunteer day, Fall Frenzy, Red Rally, and the First Annual Campus Cleanup Day. Supported many building projects on campus including College of Nursing and Public Health Excellence (CONPHE), Crisis Triage Center (CTC), Lobo Welcome Center, ROTC Education Complex, as well as plan reviews. Also provided support to the North Golf Course and Athletics for tree needs and assisted in the external use of UNM grounds.
- Grounds completed major projects including Bandelier wall removal, concrete replacement at Bandelier and Anthropology, road striping, and safety repairs for pedestrian walkways around campus.

#### Recycling

- Recycling maintained a consistent level of operational quality including service to 9.7 million square feet of University property and invested in the development of current Recycling staff all while engaging with various University divisions (external staff, internal staff, students) to further establish and improve an analytical evaluation of the Recycling department's value and performance.

#### Sign Shop

- The Sign Shop continued to operate even though facility and equipment have reached end of life. Focused on pathway forward, investigating new equipment purchase and lease options.
- Continued to bring campus into compliance as well as updating brand standards throughout campus. Began providing lettering on facilities amongst other new product lines.

#### Special Activities

- Supported and coordinated several campus wide events and activities to include graduations, Hanging of the Greens, fiestas, and large student facing events. This led our team to create Standard Operating Procedures (SOPs) for large campus wide events requiring support from multiple FM entities.

- Staffing improvements included the hiring of two full-time staff, bringing the unit to be fully staffed, for the first time in 6 years.

#### Work Control

- Processed 54,031 work orders (17,879 corrective, 36,152 preventive) and improved communication through outage notifications and timely fiscal year-end work order closures with area managers and supervisors.
- Provided training on TMA and iPad use for FM departments, while offering specific guidance to custodial supervisors on scheduling and work order distribution. Worked with Grounds & Landscaping and Preventative Maintenance (PM) Coordinators to reduce redundancy in preventive maintenance tasks.
- Established a notification process for elevator repairs exceeding 30 minutes, ensuring timely updates to the UNM Accessibility Resource Center, Office of Equal Opportunity, and building coordinators.

#### Facilities Maintenance

- Staff members undertook various training and courses from Learning Central, Environmental Health and Safety, and Association for Physical Plant Administrators (APPA) seminars to improve and maintain current knowledge on various trade-specific topics. Technical trades staff specifically underwent additional critical training in Asbestos Awareness and Lock Out Tag Out.
- The division finalized 31,265 preventive maintenance work orders, which is consistent with FY23, totaling 53% of the overall tasks. Simultaneously, 14,812 corrective work orders were handled, totaling 47% of the total. The 16% increase from FY23 is attributed to the aging of equipment and an increase in square footage added to maintenance portfolio through new construction.
- There were 24 insurance claims during the fiscal year, costing the department \$64,123.83 in unfunded deductible expenses. With the number of claims increasing with severity of weather and vandalism, FM was still able to address the issues in an expediently while minimizing the impact and disruption to the facilities operations.

#### Quality Assurance / Quality Control (QA/QC)

- The Trades Inspectors are a key and instrumental component in assuring project permits are in place and project systems installations meet code and the university high standards. They are key partners to FM's maintenance projects and FM's sister facilities departments Capital Projects process successes.
- FM was successful in hiring a Project/Construction Manager. This



position was key to the Maintenance Area's Managers by extending additional support to the Area's capacity in managing several maintenance projects. This position was also very successful in extending the support to FM Engineering and Grounds and Landscaping (G&L) capacity.

#### Operations

- Developed the FY24 BR&R/One-Time Funding Projects Dashboard for quick budget and project financial reviews, improving visibility into key project metrics.
- Data team made major improvements in a tool called the Integrated Facilities Assessment Data (IFAD) which will support the university capital planning processes. Project financial data has been enhanced and we updated deferred maintenance items that have been addressed.
- Supported the deferred maintenance update program by collaborating with FM stakeholders to standardize building walkthrough metrics, focusing on priorities for the university capital planning process.

### iii. FUTURE PLANS

#### FM Assessment and Future

Conduct a strategic assessment to review and evaluate the finances, business model, service, and staffing levels to ensure alignment with university strategic goals and operational efficiency. Assessment will be facilitated by the Office of the VP for Institutional Support Services.

#### Big Move

FM is participating in the planning efforts to relocate their administrative office, facilities, yards, and shops due to UNM Hospital's expansion. As a stakeholder in the 'Big Move' process, FM's main facilities - including their offices, vehicle & equipment parking, workshops, recycling and automotive center, and storage facilities, are located in the planned expansion space, and will need to be relocated.

#### Recruitment of Staff

FM is working to enhance its recruitment process to fill prioritized vacant positions efficiently. By collaborating closely with Human Resources (HR), FM is identifying key roles to focus on. Managers and staff are actively recruiting, especially for competitive roles like trades

(Electricians, plumbers, HVAC Techs etc.) positions. Key initiatives include partnering with local trade schools, job fairs, and construction organizations to promote UNM as a desirable employer. Additionally, FM is hiring for lower-level positions to build internal talent through mentorship, training, and career development opportunities.

#### Compensation and Market Analysis

Facilities Management is planned to work with HR Compensation on a compensation and market analysis across the FM department. Ongoing efforts with HR & Compensation with reclassification of priority positions and retention have been progressing. Competing with private industry on skilled trades labor has become a major challenge for UNM and its current state of salaries. Market analysis efforts has also begun to evaluate specific positions those unique positions and those that are extremely difficult to recruit and competitive.

#### Technology and Data System Replacement

Facilities Management plans a replacement of the TMA system with an updated and integrated data system to better assist in tracking and reporting. FM urgently needs to replace its outdated Computerized Maintenance Management System (CMMS), webTMA v5, which no longer meets the financial and operational demands of the department. While it can track work orders, it struggles with the complexities of billing for I&G and non-I&G funded spaces, creating inefficiencies and financial inaccuracies. Ensuring accurate billing and cost allocation is critical, and the current system's inability to automate these processes based on FM's unique funding structures risks misallocated funds and financial shortfalls.

In addition, webTMA v5 requires manual updates to stay aligned with space and facility data from systems like FAMIS, making it prone to inconsistencies. These manual processes are not only time-consuming but also prone to error, and in many cases, updates may not happen at all, leading to further data misalignment.

FM is proposing the development of an Request for Proposal (RFP) to implement a modern CMMS that will automate billing based on our specific I&G and non-I&G parameters, centralize inventory management, and integrate seamlessly with systems like FAMIS. This will ensure accurate cost allocation, streamline operations, and improve financial transparency. Without this critical upgrade, FM will continue to face operational bottlenecks, financial inaccuracies, and data inconsistencies, all of which hinder its ability to manage resources effectively and meet

campus needs. A new CMMS will resolve these issues, offering advanced analytics, real-time reporting, and scalability to support FM's long-term goals.

See below for specific future plans for functional units:

#### Engineering and Energy Services (E&ES)

- Deploy an interior lighting initiative aims to enhance comfort, energy savings, and control. These updated lighting systems are integrated with building control systems to reduce operations during unoccupied periods. Projects are prioritized to benefit public spaces, classrooms, and laboratories the most.
- E&ES's exterior lighting initiative is working towards centralizing control over all outdoor lighting, including walkways and parking lots. This control system aims to offer safer, more reliable, and energy-efficient lighting. The flexibility of this system will also accommodate special event needs. The initial phase of this system was introduced to a part of the central campus in FY24.
- The Mesa del Sol Film and Digital Arts Facilities is receiving a completely new HVAC system from central chiller and boilers to new fan coil units. This is in progress at the end of FY24 with all areas unoccupied and in the midst of construction. Completion is anticipated by the end of the Fall 2024 semester.
- The Johnson Center Seidler Natatorium Therapy pool area is receiving a new HVAC system to provide dehumidification control. Due to pool use and the UNM Swimming team season, construction had not yet begun at the end of FY24, but is anticipated to begin in November 2024.

#### Environmental Services

- Continue to streamline the recruitment process to ensure a steady influx of talent, emphasizing roles with high attrition.
- Enhance staff training, focusing on safety, human resources standards, budgeting, and sustainability.
- Adopt technology-driven solutions and predictive maintenance to reduce work backlogs, ensuring that our operations are cost effective and maximize productivity even with staffing levels far below optimum numbers.

#### Automotive

- Historically, UNM has lacked a centralized decision-maker for the entire fleet. Decisions about vehicle acquisitions, disposals, lifecycle



management, and utilization standards have been made independently by various departments. This decentralized approach has resulted in two major issues: 1) The main campus fleet is aging, costly to maintain, and largely underutilized; 2) The fleet size is disproportionately large compared to similar institutions. To address these challenges, it is essential to evaluate and improve the decision-making process regarding fleet management to enable more strategic and effective choices.

#### Grounds and Landscaping

- Improve the grounds maintenance schedule to be more focused by area as opposed to task allowing for higher quality, better monitoring, and ease of scheduling.
- Improve the weed control efforts with biannual pre-emergent treatments and a focus on high visibility areas for ongoing maintenance.
- Identify older landscape areas in need of renovation for future funding.
- Identify turf areas that could use native grasses and wildflowers, be maintained at a lower level, use less water, and provide pollinator habitat.
- Work with leadership on service levels to bring campus to desired standard.

#### Recycling

- Work closely with Office of Sustainability to improve delivery of recycling information to the greater University community, including a greater number of engagement events.

# Appendix E: UNM Food

## MISSION AND VISION

### Mission

UNM Food is committed to providing an exceptional dining environment while ensuring quality food that addresses diverse nutritional and cultural needs.

### Vision

UNM Food is an inclusive and creative food service program that supports academic success and builds a community environment within the University. We are known for offering diverse food options of high quality, while utilizing locally grown and produced products. We strive to offer the finest dining experience across higher education, which will enable us to remain a premier account within the collegiate food service industry. Whether our customers prefer our various retail outlets in the Student Union Building (SUB) or across campus, the La Posada Dining Hall, Catering or Vending Services, we leave them with a positive experience that is unforgettable.



i. **EXECUTIVE SUMMARY**

UNM Food oversees the university's food contract with our vendor partner, ensuring diverse, high-quality foodservice options for students, faculty, staff, and visitors. With 14 locations—including an all-you-care-to-eat dining hall, convenience stores, quick-service restaurants, a taproom, and full-service catering—we strive to nourish our campus community while delivering vibrant experiences and excellent customer service.

UNM Food serves as the essential link between our vendor partner and the UNM community. Through this partnership, we emphasize the unique needs of our university, fostering collaborative initiatives that support departmental goals in recruitment, engagement, and education. By aligning our institutional objectives with our partner, we maximize our impact in crucial areas such as sustainability, wellness, and education. This synergy enables us to create a dining experience that not only nourishes our community but also contributes to the broader mission of UNM.

After 16 years, with Chartwells, UNM Food prepared a Request For Proposals (RFP) to accept bids on the university's food service contract. The RFP goals and ask reflected feedback from a committee with staff, faculty, and student representation and UNM Food leadership on future approaches for the operation. Key goals included delivering exceptional value for UNM diners, providing authentic, high-quality scratch-made food, mitigating food insecurity through food recovery initiatives and reduced food waste, and prioritizing sustainable practices in all operations. The RFP was released in Summer of 2023 and interested suppliers submitted proposals that would best serve the students faculty and staff of UNM. The committee evaluated proposals, held in-person interviews/presentations, and ultimately selected Aramark Collegiate Hospitality as the new food service supplier to begin service on July 1, 2024.

In FY24, UNM Food had an operational budget primarily funded by commissions from our food service provider. UNM Food's primary operating expenses include staff labor, equipment, repairs and maintenance, and utilities. The department includes three full-time staff, one shared support position, and shared student roles with the Lobo Card Office and University Club.

## FY24 Budget Summary

- FY24 Beginning Reserves: \$145,211
- Total Revenue: \$2,503,528
- Total Expenses: \$1,935,660
- Net Income: \$567,868
- FY24 Ending Reserves: \$713,079

## ii. SIGNIFICANT ACCOMPLISHMENTS

UNM Food officially launched LoboEats mobile app to campus which provides a platform for authorized users to post excess food from campus events to users on the app. The app has allowed another avenue to prevent food waste on campus and reduce food insecurity. The availability of the app has been well received by campus and prompted other universities to look to UNM for guidance and best practices in developing similar systems at their campuses.

UNM Food collaborated with UNM IT and the Basic Needs Project to further develop and enterprise a food recovery app called LoboEats. The app was conceived by Dr. Sarita Cargas and created by UNM Computer Science alumnae, Biraj Silwal. It won first place in the 2022 UNM & Central New Mexico (CNM) App Contest. UNM Food collaborated with University Communications & Marketing (UCAM) to develop marketing materials and a visual identity for the app.

- The app was launched in January of 2024
- Allows UNM event organizers to post when there is excess food after an event
- Lobos log in to the app using their UNM credential
- Users are notified when there is food available on campus
- Reduces food waste and supports food insecure Lobos

## Led RFP Committee and Evaluation Process

UNM Food took the lead in driving the RFP process to select a food service partner for UNM. This involved working closely with a consultant and UNM Purchasing to craft a compelling proposal. Additionally, they convened a diverse committee of staff, faculty, and students to ensure comprehensive input in the decision-making process. UNM Food diligently evaluated proposals and presentations, led the committee, and spearheaded the selection process.

## Awarded the Food Contract to Aramark Collegiate Hospitality

UNM Food selected Aramark Collegiate Hospitality as the new university dining partner because of Aramark's distinctive approach to campus food services, aligning with UNM's 2040 vision. Aramark's commitment to sustainable practices, addressing food insecurity, and delivering authentic, high-quality culinary experiences made them the ideal choice for UNM's dining needs. Aramark brought unique solutions and a thoughtful approach to addressing the specific needs of our campus and incorporated new ideas that set UNM apart from other dining programs.

## Refreshed the Lobo Grill at UNM Championship Golf Course

UNM Food executed an interior refresh of the Lobo Grill, a dining venue located at the UNM Championship Golf Course. The project involved replacing the existing flooring and furniture, as well as upgrading the dining environment to offer an experience that is more comparable to our competitors in the golf industry. This collaborative project engaged various stakeholder groups throughout the process, ensuring that the end result met the expectations and standards of all involved parties.

### iii. FUTURE PLANS

#### Capital Investments in UNM Food

UNM Food has plans to refresh existing dining venues in its portfolio and introduce new concepts throughout the duration of the food contract. This includes the renovation of La Posada Dining Hall, as well as enhancements to the dining environments in the Student Union Building (SUB). Additionally, the capital plan aims to incorporate innovative solutions to further enhance the overall dining experience and demonstrate UNM Food's commitment to continually improving and evolving its offerings to meet the needs and preferences of our students, faculty, staff, and visitors.

#### Food Insecurity Mitigation

UNM Food has been dedicated to addressing food insecurity on campus through a multifaceted approach. We intend to continue those efforts to include introducing SNAP benefits into convenience retail stores, expanding food recovery efforts, and growing the impact of LoboEats. Additionally, UNM Food is exploring how other campuses deploy financial hardship relief and more extensive support to campus food pantries. By taking these steps, UNM Food is actively working to ensure



that all members of the university community have access to nutritious food options and necessary support during times of need.

### Sustainability Reporting for AASHE Stars

UNM Food will start to collect data on sustainability initiatives, waste reduction, local food sourcing, and community engagement to submit to the Office of Sustainability in order to get an Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment & Rating System (STARS) rating for its dining program. This data highlights the program's impact on sustainability, health, and the local community.

### New Dining Concepts

- Local ABQ – New concept coming Fall of 2024 that rotates local restaurants for short term subcontracts. The benefit of this concept is the flexibility to provide more variety to campus, reduce capital investments in changing out concepts, increasing partnerships with local business owners, and showcases authentic local flavors.
- Freshens – This concept is slated for Spring 2025 and will feature a flexible menu that allows guests to easily customize their meal to address dietary needs and preferences. The menu features affordable prices, healthy options, and is meal swipe eligible.
- Food Truck Pad at North Golf Course – A food truck pad will be constructed on the dirt lot adjacent to the North Golf Course pro shop. This food truck pad will service North campus students, faculty, staff, and visitors with a rotating schedule of local coffee and food vendors. The project will begin Winter of 2024 and be completed in early 2025.

### Technological Updates to the Dining Portfolio

UNM Food looks to make significant technological enhancements to the dining program such as Grubhub Ultimate mobile and kiosk ordering, and Starship delivery robots. These innovative solutions provide added convenience for campus diners, allowing them to easily order and receive their meals through user-friendly mobile and kiosk platforms, as well as through efficient autonomous delivery robots. These advancements reflect UNM Food's commitment to leveraging technology to enhance the overall dining experience for the university community. Other solutions that UNM Food is considering and evaluating include robotics in hot food vending, fresh food vending, and food lockers.

# Appendix F: UNM Golf Courses

## Mission and Vision

### Mission

The UNM Golf Courses are essential University assets that embody ideals consistent with its standards of excellence. Maintain the golf courses at a high quality, championship level throughout every aspect of the golf operation. Manage with a commitment to service, emphasizing a welcoming environment. Support intercollegiate golf programs consistent with the standards of the University. Support and enhance the variety of recreational opportunities offered to UNM students, faculty, staff, alumni, University guests and public consumers.

### Vision

Be the best golf courses in New Mexico.



i. **EXECUTIVE SUMMARY**

The University of New Mexico (UNM) Golf Courses continues to experience a resurgence in the popularity of golf that has been positive for our operations. UNM Golf Courses continue to support, enhance, sustain and retain the variety of mental and physical well-being recreational opportunities offered to students, staff, faculty, alumni, guests, patrons and the public.

During this fiscal year UNM Golf Course was proud to continue to support our UNM Athletics Golf team and provide excellent course conditions to our greater Albuquerque golfing community. With our great courses can come recognition, and the UNM Championship Golf Course was excited to be named the Top 20 best campus golf courses in Golfweek magazine. We were able to collaborate with UNM Food to create a refreshed and updated space in our Lobo Grill for our fellow golfers to meet the expectations experienced at other golf courses.

In FY24, the UNM Golf Courses performed better than budget and better than prior year in all revenue categories. Also, the Golf Courses were over prior year in rounds played. The UNM North Golf Course is enticing golfers of all demographics, surpassing 45,000 rounds of golf played in a fiscal year. The UNM Championship Golf Course was on “par” with rounds of golf played from prior year. While both courses have seen increases in rounds and revenue, there are still critical infrastructure issues that must be addressed at both courses, such as a new irrigation system at the Championship Golf Course and updating bathrooms at North Course. UNM Golf Courses has not had sufficient funds to invest in needed capital improvements.

- Rounds of golf played at the UNM Golf Courses:
  - o FY23 76,778
  - o FY24 80,976
  - o Variance 4,198 Rounds
  - o Percentage 5% Increase
- Rounds of golf played at the UNM Championship Golf Course:
  - o FY23 35,102
  - o FY24 35,183
  - o Variance 81 Rounds

- o Percentage            0% Increase
- Rounds of golf played at the UNM North Golf Course:
  - o FY23                    41,676
  - o FY24                    45,793
  - o Variance                4,117 Rounds
  - o Percentage            10% Increase
- Budget Summary:
  - Championship Golf Course
    - o Revenue: \$2,121,040
    - o Expenses: \$2,397,851
    - o Net income: \$(276,811)
  - North Course
    - o Revenue: \$1,051,249
    - o Expenses: \$739,125
    - o Net income: \$312,124
  - Both Courses Combined
    - o Revenue: \$3,172,289
    - o Expenses: \$3,136,976
    - o Net income: \$35,313

Additionally, ISS provided a \$100,000 allocation to UNM Golf Courses prior to year-end as an anticipated subsidy. With this allocation, the final year-end balance combined was \$135,313. Reserve carry forward balance was \$273,446.

## ii. SIGNIFICANT ACCOMPLISHMENTS

The UNM Championship Course is the home course for both UNM’s men and women golf teams’ by providing locker rooms, offices, indoor/outdoor practice facilities, green fees, golf carts, range balls and maintenance of course conditions to support athletic quality play for our student athletes. We host both UNM golf teams’ intercollegiate tournaments every September, and support this activity through recreational sales to support the athletics program. In addition to these National Collegiate Athletic Association (NCAA) events, the UNM Championship Course supports our golf teams by hosting a variety of their fundraising events such as the Men’s Top 100 golf tournament, Ladies Birdie Club and Lady Lobo golf clinics.

UNM Golf Courses are proud to support other UNM departments with their special events as well. Hosting fundraising events with UNM Law School, UNM Pharmacy, UNM Children's Cancer Foundation, UNM Children's Hospital, and other community golf tournaments. We continue to support many recurring tournament fundraisers benefiting our community and military families.

Locally, the UNM Championship Golf Course continues to host the United States Golf Association Qualifiers (US Amateur, Junior PGA and the US Open Qualifier). Sun Country Golf Association has been able rely on the Championship Course for other qualifying events such as Drive, Chip and Putt and play yellow birdie bash.

The UNM Championship Golf Course hosted the second stage qualifying school for the PGA Tour in October 2023. In hosting these events with our local qualifiers, our course isn't just a local destination, it is high on the radar for a golf tourist destination. The UNM Championship Golf Course is ranked the 18th best campus golf course in the country according to Golfweek magazine. With a staff of seven full time employees, along with several on-call staff, we are thrilled to be recognized for this accomplishment.

UNM Golf Course was excited to collaborate with UNM Food to create a refreshed and updated space in our Lobo Grill for our fellow golfer enthusiasts to meet the expectations seen at other golfing locations. Paint, flooring and furniture was updated, while providing a dining environment that is inviting and comparable to our competitors in the industry.

The UNM North Golf Course continues to provide a unique multi-use venue for golf, open space, UNM cross county, neighborhood associations and the UNM community. We hosted the Junior Sun Country Golf Association tournaments, as well as, local senior association golf events, and the North and Netherwood Neighborhood Association events. This course provides excellent conditions that is challenging and unique in its layout for its golfers, while also providing multi-use recreation opportunities for the community. At the North Golf Course Clubhouse, replacement of the dining area windows was completed in early 2024, improving the aesthetic of the facility.

UNM Golf Courses continues to collaborate with UNM Recreational Services to provide a Tuition Remission eligible benefit opportunity for golfers to enjoy 24 rounds of golf at the UNM North Golf Course. This allows UNM Golf Courses to showcase our course, generate revenue to support operations, and promote the game of golf to all that are

interested.

Lastly, the UNM Golf Courses, along with UNM Human Resources' Compensation team and ISS leadership completed the organizational restructure in which job classifications and descriptions were updated for the Assistant Golf Professional, Head Golf Professional and Associate Director of Golf Courses.

### iii. FUTURE PLANS

#### UNM Championship Golf Course

While the Championship Golf Course has a celebrated and notable history and the team has been able to work with resources to deliver as high quality of play as possible, the course has significant physical needs including a replacement irrigation system and building and course condition issues. The current business model does not provide enough revenue to support investment into critical infrastructure. In FY24, the course saw failures to the well and motor that caused emergency funding to be needed to support. As such, ISS leadership is collaborating with Athletic leadership and sponsoring a study that intends to identify, evaluate, and recommend various operational, maintenance, design, management, marketing, and financial approaches to operate at maximum efficiency and create a sustainable business model. The intent of this collaboration is to identify areas of improvement to elevate the Championship Golf Course to newer and greater experiences. This study will be conducted through Lobo Development and a consultant, THK, has been hired to assist in this effort.

In continuing our collaboration and planning with UNM Food, UNM Golf Courses is working on an initiative to refresh and update the Championship Golf Course patio and pavilion. Our facility is utilized in both public and private settings and having the ability to showcase a space that is bright, welcoming and up to date provides opportunities for revenue and continued improvements to the golf course. We are evaluating the feasibility and the funding necessary for these improvements.

UNM Championship Golf Course will continue to collaborate with Athletics to provide our UNM student athletes with one of the best golf courses as they train, practice and play to prepare for any of their upcoming competitions, including hosting championships for their needs and future. We will continue to provide New Mexicans, UNM



stakeholders, and everyone playing the golf course from around the globe the best golf course possible. The UNM Championship Golf Course will work to maintain high rankings in national publications as well as being selected from the National Collegiate Athletic Association (NCAA), Professional Golfers Association of America, PGA TOUR, national and international associations as host to their championship events.

#### UNM North Golf Course

UNM Golf Courses is dedicated to providing New Mexicans and UNM stakeholders with an excellent outdoor recreation option at the UNM North Golf Course. We are excited to collaborate with UNM Food to build a food truck pad at the North Golf Course, addressing the lack of food resources on North Campus. This pad will be located in the dirt lot next to the North Golf Course pro shop and will offer a rotating schedule of local coffee and food vendors for students, faculty, staff, and visitors. Construction will begin in Winter 2024 and is expected to be completed by early 2025.

We will continue to work with the North Neighborhood Association, facilities management and our maintenance contractor on issues affecting the golf course as a whole, including the trail and trees. We continue to plan for future operations as a golf course, with the perimeter as open space. This includes balancing the protection of the golf course and golfers, while providing a safe environment for everyone.

# Appendix G: LoboCard Office

## MISSION AND VISION

### **Mission**

The LoboCard Office is committed to providing the University community with a connection to campus life and enhancing each student's learning experience.

### **Vision**

The University of New Mexico LoboCard Office is focused on maintaining the highest standards set forth in the technology field for higher education carding systems. The LoboCard Office is and will continue to utilize the most advanced technologies to give each student access to their educational environment, recreational venues, and our on-campus eateries to help with their academic success.

i. **EXECUTIVE SUMMARY**

The University of New Mexico's LoboCard Office provides the official identification cards for students, faculty, and staff on the central campus. Annually, our dedicated team issues over 10,000 LoboCards, making us a significant point of introduction for new Lobos as they commence their academic journey.

The LoboCard is more than an ID; it serves as an essential gateway to a variety of experiences and necessities within the UNM community. It safely grants access to campus facilities, entry to UNM athletic events, allows for dining on campus, and purchasing course materials.

The LoboCard Office worked very closely with UNM Food to prepare the data necessary to release with the food contract Request for Proposal (RFP). The rigorous reconciliation process that is regularly done to ensure proper billing was critical to compile accurate historic information about the number and type of plans that were sold, their utilization, and the sales performance of dining venues across campus. The team worked with Atrium meal plan software representatives to create reports that were used to give interested suppliers the accurate information they needed to create their financial proposals.

The LoboCard Office also began the process of researching badging software options that can be utilized in lieu of the current system that is primarily an access software. This process is ongoing but has identified stakeholders and initiated fact finding with other institutions thus far. This is an important project that will allow The University of New Mexico to consider more seamless experiences and enhanced functionality.

As we continue to move forward and keep up with the new technology standards and provide the best service possible to our faculty, staff and students, the LoboCard Office must be prepared financially to consider future capital needs, and identifying a capital project funding source in order to make necessary enhancements.

**FY24 Budget Summary**

- FY24 Beginning Reserves: \$65,226
- Total Revenue: \$368,390
- Total Expenses: \$292,109



- Net Income: \$76,281
- FY24 Ending Reserves: \$141,507

## ii. SIGNIFICANT ACCOMPLISHMENTS

### Streamlined Move-In Experience for New Students

We were able to improve the move in experience for resident Lobos by making operational changes to the standard drive-through, check-in process. The LoboCard Office was able to work with Residence Life & Student Housing (RLSH) and New Student Orientation (NSO) to cross reference residents and NSO attendees with online photo submission records to preprint cards that were not picked up due to virtual NSO session attendance. Those ID cards were issued with housing assignments to expedite the move in process for students and families.

### Data Analysis of Meal Plan Sales and Utilization

The LoboCard Office worked with software representatives at Atrium and evaluated historical sales data gathered through the reconciliation process to prepare information for the food service contract request for proposals. The information provided to suppliers served as the base for the financial modeling within each supplier's proposal.

### Office Reorganization

LoboCard Office has undergone significant changes to both personnel and software/technology in the last five years. There have also been structural changes in the food service office that have an impact of what the current and future needs are to keep our operation running efficiently while providing outstanding service to our campus. A new manager was promoted from the current team and a professional intern was added to support the needs of the office. The new structure has been very successful and created opportunities for the office to retain institutional knowledge through staff and student employee retention.

### Meal Plan Reconciliation Improvements

Meal plan audits were fine tuned to recognize student meal plan assignments that would contribute to meal plan bad debt. These assignments are carefully investigated and cancelled and refunded throughout the semester to reduce bad debt at the end of the academic year. These assignments are also held out of publications to food contractors to provide an accurate representation of meal plan membership with future possible cancellations in mind as payments are made throughout the semester.

### Standardized Online Photo Submissions

LoboCard photo submissions have been standardized with a developed background for photos submitted. Now all online submitted photos have a standard layout and no matter what photo the community submits; a standard background is applied for a cleaner and more professional LoboCard layout.

### Card Inventory Tracking

The LoboCard Office continues to maintain a detailed card inventory history of the past 14 years, allowing us to accurately track card stock usage. This data has enabled our office to better prepare for future card inventory orders, ensuring we avoid overspending on unnecessary card stock.

### Implementation of New Card Access Software

The LoboCard Office was intimately involved in the development and implementation of the card access software Avigilon. We assisted UNM Information Technologies (IT), UNM Security, and Ccure/Avigilon Program Analysts with making decisions, finding solutions, and establishing procedures for LoboCard secured access throughout campus.

## iii. FUTURE PLANS

### New Badging Software

In conjunction with UNM IT, the LoboCard Office is currently monitoring various vendors to operate the UNM Badging Software on an independent level. This will allow for more flexibility in the reporting fields and a more robust badging system in issuing the UNM credential through our office.

### Mobile Credentials

LoboCard has been developing a very close working relationship with the Security Office, UNM Police and UNM IT to move the Lobo Card onto a mobile cellular device, which is becoming the industry standard for security purposes. This will eventually eliminate the need for a physical Lobo Card to be carried by faculty, staff and students for identification and access across campus. Research, cost analysis, and collaboration is on-going.

## Streamlined Move In Experience for New Students

The LoboCard Office is also exploring adding equipment that would allow housing to set up a temporary satellite ID station in the Student Residence Commons (SRC) during move in that would alleviate the need to send patrons to the Student Union Building (SUB). A portable camera, workstation, and printer would allow a more flexible service component that improves the move in experience and alleviates stress for new Lobos.

## New Food Contractor

The LoboCard Office will work with the new food contractor group, Aramark, to establish food service and meal plan procedures, payments, reconciliations, and employee affiliate roles. We will work closely with Aramark to develop new meal plans, provide meal plan representative support and training, and new food service development in Atrium. It is important that Aramark understands the need of our campus and is supported in acclimating as well as developing new and improved services.

## One Card Campus Initiative

The LoboCard Office is researching the feasibility a one university initiative with all the UNM branch campuses and hospital badging office to utilize the same badging software at all campuses. It is beneficial for all UNM campuses and UNMH badging to be aligned in regards to Lobo Card/badge issuing, card access capabilities, and LoboCash and Meal Plan usage. We will continue to research a one card campus concept in which the branch campuses and UNMH are in sync with central campus. This consistency would result in seamless transition between campuses, unified operations and procedures, and management under one Lobo Card entity. Ultimately providing the UNM community in all parts of New Mexico a feeling of unity, pride, and collaboration no matter which campus they attend.

# Appendix H: New Mexico PBS (NMPBS)/KNME



## MISSION AND VISION

### Mission

New Mexico PBS's mission is to inform, engage, educate, and connect New Mexico's diverse communities, reflecting their interests and needs through quality programming, services, and online content that can be accessed anytime, anywhere.

### Vision

New Mexico PBS will invest its resources to enrich the lives of viewers through engaging content and services that expand horizons, stimulate local culture, foster public dialogue, encourage civic involvement, and advance the quality of life for all.

i. **EXECUTIVE SUMMARY**

New Mexico PBS (NMPBS) is dedicated to providing content that enriches the lives of New Mexicans anywhere, anytime, on whatever platform they choose. As a public broadcaster we strive to ensure every New Mexican can receive our content for free. But we also provide benefits of membership to supporters that include unparalleled access to all the content they love on their schedule, at their leisure. Our premiere member services team stands by to help them navigate our many opportunities. NMPBS offers a wealth of unique and valuable opportunities to our stakeholders. Our fellow citizens enjoy the fruits of statewide cooperation with our fellow public broadcasters, creating and delivering highly enriching and educational content to their children in the safety of their homes. Our educators realize a valuable partner in providing the best and most academically rigorous tools for helping them improve our student's outcomes. The ecosystem of support for NMPBS is built upon the many stakeholders who are partners in everything we do.

In FY24 NMPBS membership revenue rose two percent over FY23, posting \$4,409,401 from 27,000 individual donors. Sustaining donors, who give periodically throughout the year, primarily monthly, continue to be a robust, stable revenue source for the organization. Currently, one third of the database makes an on-going donation, providing a regular cash flow and reducing fundraising overhead for NMPBS.

NMPBS has a strong planned giving program aided by its free-to-the-donor online will-writing program. Many donors have taken advantage of the member benefit and have designated NMPBS as a beneficiary of a portion or all their estate. In FY24, the station realized \$1,143,451 in estate gift revenue. Outsourcing corporate underwriting sales continues to benefit the organization with increasing revenue. In FY24, underwriting sales grossed \$242,890.

Membership revenue accounts for approximately 50 percent of the station's annual operating budget, offsetting expenses, and providing quality, on-air and online content, and community outreach for the people of central and northern New Mexico. Their faith in the station's work, evidenced by their financial support, reassures, energizes, and strengthens our efforts.

We continue to serve our diverse communities in unique ways.

Leveraging our technological strength to lead the state, we continue to build on two significant advancements that position us a leader in the national transition in broadcast technology. We began broadcasting in ATSC3.0 in July 2021. Now we are working with equipment manufacturers to put the nation's first ATSC3.0 low-power translator into service. This will extend our ATSC3.0 footprint out to the Navajo Nation.

NMPBS is applying to a large Federal Emergency Management Agency (FEMA) grant to use our Datacasting service to streamline the emergency alerting system throughout the state. Both FEMA and Homeland Security have reached out to us to provide a testbed for a new emergency alerting system based on California's pioneering earthquake warning system. This system uses our broadcast signal to wake up smart devices that alert citizens, and automatically activate emergency equipment when needed. The system allows for tight geolocation restricting activity to those areas directly affected in an emergency,

NMPBS continues to serve in many other ways. We continue to grow the Our Land environmental series and have launched a new Native knowledge series called Sovereign Innovations, based on our wildly popular Indigi-Genius. Sovereign Innovations was funded in part by PBS digital and enjoys one of the fastest growing audiences in the PBS digital system.

Our Land, Indigi-Genius, and Sovereign Innovations are being adapted by education professionals for inclusion into NMPBS LearningMedia, making them available as course content for students across the state, and around the world.

We continue to grow our distribution business and are now the second largest distributor of television programs to public television stations, second only to PBS itself. NMPBS recently secured a contract as the distributor of daily English language international news programs for Deutsche Welle, the German analog to PBS. We are in discussions with PBS to help them include Deutsche Welle and France 24 live streams into the PBS App.

Distribution also secured a new year of services with Democracy Now, a daily news program we offer to all Public Television stations. We continue to provide distribution services for most programming coming from BBC Syndication.

FY24 has been a year of recovery and growth. The NMPBS team is finding opportunities in the recovery from the pandemic and rapidly responding with services that benefit our viewers, our university, our state.

	FY24 Budget	YTD Budget	YTD Actuals	% of YTD Budget	PY Actuals FY23
<b>Revenues:</b>					
Corporation for Public Broadcasting Grants	\$ 2,296,317	\$ 1,980,000	\$ 1,978,634	-0.1%	\$ 2,270,573
State Appropriation	\$ 1,087,900	\$ 1,087,900	\$ 1,087,900	0.0%	\$ 1,051,800
Gifts/Memberships	\$ 5,287,210	\$ 5,450,000	\$ 5,442,497	-0.1%	\$ 5,779,478
Corporate Support	\$ 284,098	\$ 284,098	\$ 293,067	3.2%	\$ 260,414
Broadcast Production	\$ 295,505	\$ 505,000	\$ 531,187	5.2%	\$ 314,465
Translator Leases	\$ 96,380	\$ 99,020	\$ 99,305	0.3%	\$ 96,938
APS Operational Support	\$ 20,000	\$ 20,000	\$ 20,000	0.0%	\$ 20,000
Educ & Outreach	\$ 22,725	\$ 45,750	\$ 45,487	-0.6%	\$ 25,491
Use of Reserves/misc	\$ 885,417	\$ 232,500	\$ 226,640	-2.5%	\$ 222,686
<b>Total Revenues</b>	<b>\$ 10,275,552</b>	<b>\$ 9,704,268</b>	<b>\$ 9,724,717</b>	<b>0.2%</b>	<b>\$ 10,041,845</b>
<b>Operating Expenses:</b>					
Personnel	\$ 4,467,178	\$ 4,670,000	\$ 4,670,406	0.0%	\$ 4,313,366
Fundraising	\$ 1,565,800	\$ 1,030,000	\$ 1,061,005	3.0%	\$ 1,123,277
Broadcast Program Acquisition	\$ 1,332,291	\$ 1,597,404	\$ 1,476,943	-7.5%	\$ 1,305,833
Promotions	\$ 280,000	\$ 247,000	\$ 235,959	-4.5%	\$ 229,566
Professional Services	\$ 450,000	\$ 325,000	\$ 321,074	-1.2%	\$ 326,126
Telecommunications	\$ 118,000	\$ 60,000	\$ 56,252	-6.2%	\$ 56,701
Travel and Prof Dev	\$ 91,000	\$ 97,500	\$ 95,928	-1.6%	\$ 77,794
Equipment and support	\$ 1,117,247	\$ 85,000	\$ 81,418	-4.2%	\$ 98,079
IT software and support	\$ 402,850	\$ 62,500	\$ 62,078	-0.7%	\$ 195,245
Translator sites	\$ 90,000	\$ 85,400	\$ 85,956	0.7%	\$ 64,676
Repairs and Maintenance	\$ 256,139	\$ 22,500	\$ 22,228	-1.2%	\$ 47,537
Automotive	\$ 26,014	\$ 20,000	\$ 19,741	-1.3%	\$ 28,857
Office Supplies	\$ 8,202	\$ 10,477	\$ 9,646	-7.9%	\$ 8,013
Dues and Memberships	\$ 95,000	\$ 91,500	\$ 91,580	0.1%	\$ 68,758
Bad Debt Exp	\$ 60,000	\$ (1,666)	\$ (1,666)	0.0%	\$ (720)
Other Operating Exp	\$ 580,078	\$ 85,000	\$ 87,412	2.8%	\$ 31,822
Taxes and Fees	\$ 83,000	\$ 54,300	\$ 52,610	-3.1%	\$ 48,117
<b>Total Operating Expenses</b>	<b>\$ 11,022,799</b>	<b>\$ 8,541,915</b>	<b>\$ 8,428,570</b>	<b>-1.3%</b>	<b>\$ 8,023,047</b>
Transfer to (from) other fund types	\$ 747,247	\$ (1,162,353)	\$ (170,595)	-85.3%	\$ -
<b>Total Expenses</b>	<b>\$ 10,275,552</b>	<b>\$ 9,704,268</b>	<b>\$ 8,599,165</b>	<b>-11.4%</b>	<b>\$ 8,023,047</b>
<b>Profit (Loss)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,125,552</b>		<b>\$ 2,018,798</b>
	<b>Fund Balance 6/30/23</b>	<b>\$ 157,085</b>	<b>Plant Balance 06/30/23</b>		<b>\$ 4,339,375</b>

ii. **SIGNIFICANT ACCOMPLISHMENTS**

We are successfully monetizing our television programming business model. Distribution contracts with BBC and Deutsche Welle have vaulted NMPBS Distributions into the second largest provider of content to public television stations in the nation, behind only PBS. We reach more public television stations than PBS itself. No other individual public television station provides more hours of content to the system than NMPBS.

In February of 2024 we met with the United States Department of Homeland Security (DHS) and the FEMA to discuss using our broadcast infrastructure to further develop new Emergency Alerting technologies. NMPBS was approached because of our strength in technical innovations, particularly around ATSC3.0, our strong relationships with



Native American communities, and our significant rural population. We are working with the Navajo Nation to establish a new emergency alerting system in New Mexico under the guidance of DHS and FEMA.

NMPBS continues to be one of the highest rated public television stations in the nation. Between July 1, 2023, and June 30, 2024, NMPBS was the highest rated public television station in the nation thirty-three times. We were second highest rated twenty-four times, third highest rated nine times. This is for any given day, gross ratings, which measure per capita viewership. Overall, we were in the top ten ratings seventy-six times. Local programs like New Mexico in Focus and iColores!, and some of our local documentaries, were in the top twenty highest rated programs on any given night twenty-five times in the fiscal year. This is attributable to the combination of popular local programming combined with a viewership devoted to our national programming.

This past fiscal year we realized some new goals in digital content creation. Extending our brand well beyond the traditional confines of broadcast and cable television, our latest production efforts bore fruit in two native centric productions, Indigi-Genius which evolved into Sovereign Innovations in its second season. Recognizing the long and strong legacy of indigenous innovation the stunning success of these two series is being used as a case study for PBS LearningMedia.

The Sovereign Innovations series garnered 258,304 views. Since its premiere in November 2023, Sovereign Innovations episodes occupied the top 9<sup>th</sup> and 10<sup>th</sup> most viewed video spots on the PBS Digital channel, with "How Shells Tell Native History" #9 and "What Does "Authentically" Indigenous Look Like" at #10. Viewership numbers remained consistently high over an extended period, with the average episode being watched in full. Additionally, each episode received a significant number of comments. These factors strongly indicate high engagement with our content.

Working with our sister stations KRWG at New Mexico State University (NMSU) and KENW at Eastern New Mexico University (ENMU) we secured a \$220,000 per station increase in our annual line-item appropriations. This is the single largest increase to our state funding since the state began funding public television over thirty years ago.

NMPBS has created a new director level senior staff position titled Director of Station Operations. This role oversees on-air operations,

distribution, and production units. The goal is to more evenly distribute the staffing load and better align the functions within the unit.

### iii. FUTURE PLANS

Personal interactions have been a major focus of investment across the non-profit sector, and door-to-door acquired sustainers have been found to bring the most value, especially in public media. NMPBS will begin a canvassing campaign in the third quarter of FY25. Younger donors place a high value on relationship-based giving (mission vs transactional) and are favorable toward this method of fundraising. Sustaining donors also provide a preferable, predictable cash flow and are highly retainable donors. The campaign will begin in the third quarter of FY25 and end in the fourth quarter of the fiscal year.

NMPBS continues to work with original equipment manufacturers to help develop more tools for ATSC3.0 broadcasting. We are working with transmitter manufacturers designing low-power ATSC3.0 transmitters to extend our rural reach. We are working with a firm developing an ATSC3.0 adapter to convert older digital smart tv's to the new ATSC3.0 standard. We have approached Carrizozo, New Mexico and have a verbal agreement to transition them to ATSC3.0 as a test community for this new standard.

Recognizing the evolution of the medium as well as the aging infrastructure of two flagship media outlets serving New Mexico, UNM is working with NMPBS and KUNM to begin the capital planning process for a combined facility. This facility will house both media outlets intentionally positioning these related units to efficiently share resources. We are seeking exploratory funding to create a comprehensive plan for the new broadcast and teaching facility.

# Appendix I: Office of Sustainability

## MISSION AND VISION

### Mission

The mission of the Office of Sustainability is to reduce the environmental impact of the University of New Mexico for the benefit of students, staff, faculty and the public. We do this by providing vision, direction, and support for UNM's sustainability efforts in campus operations and infrastructure and through outreach, education and engagement programs that encourage sustainable practices that support the University's academic, research, health care, and community service mission.

### Vision

The University of New Mexico is a recognized leader in sustainability and a committed steward of the Earth's natural resources.



i. **EXECUTIVE SUMMARY**

In March 2024, the University of New Mexico (UNM) took a significant step toward a sustainable future with the creation of a new, dedicated Office of Sustainability nested within Institutional Support Services (ISS). This initiative aligns with UNM’s commitment to create a more eco-friendly and environmentally responsible campus in alignment with the UNM 2040 Strategic Planning Framework, specifically Goal 4: Sustainability.

Initial activities of the Office of Sustainability were to establish baseline data via an Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking & Rating System (STARS) assessment and greenhouse gas inventory—these efforts were launched in late spring. These quantitative data gathering exercises, along with robust campus community input, will help formulate the basis for a comprehensive UNM Sustainability Strategic Plan.

The Office of Sustainability also quickly established itself as the coordinating entity for Inflation Reduction Act tax credits and Bipartisan Infrastructure Law funding for green infrastructure. Unprecedented levels of federal funding are available for non-taxable and government entities to make clean energy investments, and the Office of Sustainability will be the lead coordinator at UNM for tracking eligible projects and coordinating credit submissions. This will bring the university additional funds and avoids expensive consultant fees. The Director of the Office of Sustainability was accepted into the prestigious Rocky Mountain Institute (RMI) Clean Energy Academy, which provides additional training and technical assistance for accessing green infrastructure incentives and funding.

Budget Summary at Fiscal Year End\*:

- Beginning Budget: \$267,354.00
- Expenses: \$87,833.37
- Ending Budget: \$179,520.63

\*Budget note: The office was formed in March 2024 and thus had only four months of the fiscal year for expenditures.

## ii. SIGNIFICANT ACCOMPLISHMENTS

- UNM Sustainability Baselineing:
  - STARS: The Office of Sustainability formed a core team and began compiling the data required for an Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment, and Rating System (STARS) designation. This is the standard for campus sustainability, and most large university campuses have a STARS rating.
  - Greenhouse Gas Inventory: In collaboration with Lobo Energy and Utility Services, the Office of Sustainability launched a Scope 1 and 2 greenhouse gas inventory effort to characterize the university's emissions.
  - These extensive data gathering exercises will provide baseline data for sustainability strategic planning and help the Office of Sustainability perform a gap analysis to identify potential areas for prioritization.
  
- Campus Tree Care Plan and Campus Tree & Arboretum Advisory Committee Formation:
  - In preparation for Tree Campus USA & Arbnet Level 1 Arboretum Designation applications, the Office of Sustainability collaborated with Facilities Management (FM) Grounds & Landscaping to write a draft Campus Tree Care Plan and formed a Campus Tree and Arboretum Advisory Committee.
  - Campus Tree & Arboretum Advisory Committee Members include Richard Perce (Graduate Student, Community & Regional Planning), Yolanda Lin (Assistant Professor, Geography & Environmental Studies), Richard Schorr (Grounds & Landscaping Manager), Alan Billau (Campus Arborist), Anne Jakle, (Director, Office of Sustainability), and Joran Viers, Legacy Tree Company (UNM alum; formerly NMSU Cooperative Extension and City of ABQ Arborist).
  
- Grant and tax credit application submissions:
  - Inflation Reduction Act Tax Credit Coordination: Unprecedented levels of federal funding are available for non-taxable and government entities to make clean energy investments through the Inflation Reduction Act Direct Pay

mechanism. The Office of Sustainability will be the lead coordinator for tracking eligible projects and coordinating with the Controller's office to claim the credits. This brings the university additional funds and avoids expensive consultant fees.

- UNM Office of Sustainability was accepted into the Rocky Mountain Institute (RMI) Clean Energy Academy, which provides education and technical assistance for Direct Pay; the Office is sharing these resources with other state partners so Direct Pay can be more widely utilized across New Mexico.
  - In June, the Office of Sustainability submitted an application to the U.S. Department of Energy for a 10% bonus tax credit (the Low-Income Communities Bonus Tax Credit) for the UNM Valencia Learning Resources Center solar project. If awarded, this credit will be worth \$60,000.
  - The Office of Sustainability also worked with Sol Luna, a solar company, and UNM Utility Services to submit a grant application in March for \$600,000 to fully build out solar on the roof of the Student Union Building (SUB) (the funding application was ultimately denied).
- Coordination with Recycling Services:
    - In April, the Office of Sustainability worked with FM Recycling Services to stage a waste audit at the SUB with 25 student volunteers from Sustainability Studies and UNM Leaders for Environmental Action and Foresight (LEAF). In addition, in collaboration with FM, the Office of Sustainability began a redesign of the recycling website.
- Additional activities undertaken:
    - In an effort to build collaborations and a network for this newly established office, Office of Sustainability staff spent the spring establishing connections with internal and external stakeholders, including on main campus, at Health Sciences Center (HSC) , at UNM Hospital (UNMH), and with the City of Albuquerque, Bernalillo County, and State of New Mexico. In addition, the Office co-hosted the Sustainability Expo on the Cornell Mall in April and was a facilitator at the Sustainability Studies Climate Vision Roundtable with statewide leaders on climate action.

### iii. FUTURE PLANS

In FY25, the Office of Sustainability will complete baseline data collection, applying for and receiving a STARS designation for UNM and releasing the greenhouse gas emissions inventory. We will hire a consultant and launch a strategic planning process that will include student, faculty, and staff outreach and extend into FY26. The purpose of the effort is to derive campus priorities for sustainability.

We will also continue to pursue projects that lower UNM's environmental footprint and benefit UNM's students and community, generate cost-savings to the university, and/or have available federal/state incentives or rebates. We will partner with the City of Albuquerque, Bernalillo County, Sandoval County, and the Town of Bernalillo for a U.S. Department of Transportation Charging and Fueling Infrastructure (CFI) proposal to fund publicly accessible electric vehicle (EV) charging infrastructure, among other opportunities.

We intend to grow the visibility of sustainability across UNM's campuses for students, faculty, staff, alumni, and the greater State of New Mexico by receiving and publicizing a Tree Campus USA and ArbNet Level I Arboretum designation, redesigning the sustainability website, increasing outreach communications (e.g., through social media, press releases, public talks and academic engagement), and looking for opportunities to host or co-host events that grow a culture of sustainability at UNM. Some of these activities will be accomplished through hiring two Graduate Research Assistants to work on Office of Sustainability and joint Office of Sustainability and UNM Food projects.



# Appendix J: Parking & Transportation Services (PATs)

## Mission and Vision

### Mission

Parking and Transportation Services supports the University's education, research, and service missions by providing access to key programs for faculty, staff, students, and visitors through a variety of parking and transportation services that consider the needs of each customer.

### Vision

To be a point of pride for our staff, University and State by delivering exceptional value to our customers and employees; being an integrated part of the learning community; offering services and systems that are easy to understand, use and manage; utilizing industry best practices and cutting-edge technology; and demonstrating effective stewardship for our natural environment.

i. **EXECUTIVE SUMMARY**

Parking & Transportation Services (PATS) is a self-funded auxiliary department of The University of New Mexico (UNM) that functions under Institutional Support Services (ISS). With over 44,000 students, staff, and faculty coming to the UNM Albuquerque campus on a regular basis, and over 77,000 people traveling to the University-area on a regular basis, our system is designed to provide reliable and orderly access to the campus. Our responsibility, encompassed in our mission, is to support the University's education, research and service missions by providing access to key programs for faculty, staff, students and visitors through a variety of transportation services that consider the needs of each customer. This responsibility includes managing approximately 15,900 parking spaces, facilitating the movement of 1.7 million passengers annually from nearby parking lots onto campus and around campus, and providing a full range of transportation choices through the provision of the alternative transportation programs. The revenue we generate is reinvested in providing our services.

A dedicated team of about 80 student and staff employees carry out our day-to-day operations. PATS strives to provide quality parking and transportation services to the faculty, staff, students, patients, and visitors of the University as well as the Albuquerque community. Our parking operations include the distribution and regulation of daily, permitted, and event parking, as well as the maintenance of parking lots and garages. Services offered include permit parking, pay station (visitor) parking, shuttle services, and alternative transportation programs that include but are not limited to the Bike Locker Program, Lobo Bikes, and Electric Vehicle (EV) charging stations.

In Fiscal Year 2024 (FY24), the University, along with the Health Sciences Center (HSC), and the University of New Mexico Hospital (UNMH) continued to experience incredible growth. PATS was successful with continuing to meet the parking and transportation needs of our customers with minimal disruption of services. With the upcoming Center for Collaborative Arts & Technology (CCAT) project scheduled to start construction this fall, PATS worked with ISS executive leadership, and the Office of Planning, Design and Construction (PDC) (now Facilities, Design, and Construction) on the planning phase of a parking lot improvement project. This project will add needed dorm resident parking spaces along Campus Boulevard and in the "R" zone parking along Girard Boulevard, as well as a new ParkMobile pay station option in the A-Student Services lot, to offset the parking options being impacted by the CCAT Project. This parking lot project would not have

been possible without the generous support from the Office of the President.

From streamlining PATS operations, to adding and replacing older diesel buses with newer alternative fuel buses and adopting newer technologies to improve customer service and the customer experience, PATS continues to innovate and improve our parking and transportation services. Advances included adopting “License Plate Recognition” (LPR) which will help move the University towards a digital permit offering, activating PASSIO GO technology that helps members of the campus community to track the shuttle system, continuing to offer faculty and staff members parking options whose work did not require them to be physically on campus on a regular basis, continuing to offer the employee one-day “scratcher” permit program for use in lieu of an annual parking permit, increasing ParkMobile payment options for short-term parking needs, and finalizing the implementation of pay-by-plate “ticketless” parking in lots serviced by a pay station machine.

In FY24, PATS’ financials were as follows:

PATS ended the year with a deficit balance of \$447,056. PATS had a reserve balance of \$1,917,816 starting in FY24. After the FY24 deficit, PATS started FY25 with a reserve balance of \$1,470,760.

• <u>Revenues</u> -	
○ Permits	\$ 5,678,099
○ Permits/Yale structure	\$ 943,568
○ Pay station parking/surface lots	\$ 846,940
○ Pay station parking/Cornell structure	\$ 866,620
○ Event Revenue	\$ 616,390
○ Citation fines	\$ 958,726
○ Other Income (includes parking loss rev)	<u>\$ 4,831</u>
	Total: \$ 9,915,174
• <u>Expenses</u> -	
○ Personnel	\$ 5,248,612
○ Taxes/Fees	\$ 862,251
○ Operating Costs	\$ 923,443
○ Transportation Costs (repairs, fuel, insur.)	\$ 1,055,717
○ Infrastructure Costs	\$ 120,593
○ Debt Service	\$ 1,895,986
○ Transfers Out (Real Estate, Athletics)	<u>\$ 255,628</u>
	Total: \$ 10,362,230
(\$447,056 Operating Loss w/out reserve carryforward)	
○ Capital Expenditures	\$ 1,033,530



## ii. SIGNIFICANT ACCOMPLISHMENTS

- PATS increased permit sale revenue by \$225,881 (4.2%) from prior year, which helps contribute to ongoing capital needs.
- Bike Locker program leased 89 bike lockers. This reflects a 97% leased rate and supports sustainability initiatives reducing greenhouse gas emissions through alternative transportation.
- Improved customer accessibility through website and social media improvements, which reduced the number of incoming calls to the PATS Business Office.
- PATS held a virtual Town Hall on June 18, 2024 to update the campus on sustainability efforts and upcoming changes. These included adjustments to parking zones, permits, and rates, the transition of "Q" lot to a proximity lot, new citation policies, upcoming construction, and the introduction of reversed angle parking on Campus Boulevard to enhance road safety for all users.
- PATS collaborated with Resident Life & Student Housing (RLSH), American Campus Communities (ACC), and the City of Albuquerque on events like the student move-in, Twinkle Light Parade, and Route 66 Summerfest. They also supported the Lobo Triathlon and provided parking services for Popejoy Hall and major UNM events, including International Association for College Admission Counseling (ACAC), Red Rally, football shuttles, and Nizhoni Days Pow Wow.
- Transferred waitlist management to the Business Office Supervisor, leading to more frequent releases (1,026 student and 141 faculty/staff) and improved customer service.
- Updated the business SharePoint page to increase efficiency in managing schedules, events, and eligibility lists.
- Expanded student resident parking areas and improved dorm resident data integration with UNM IT to streamline communication. Enhanced student data feeds for permit sales, ensuring accuracy and efficiency.
- Eliminated printed pay-and-display receipts by implementing "Pay-By-Plate" options, reducing campus litter. Increased use of web-based license plate permits for patient and visitor parking at UNM clinics.
- PATS Facilities successfully completed 690 work tickets, focusing on re-stripping parking lanes and stenciling ADA stalls, EV charging stations, and no parking areas across campus. Major accomplishments included re-stripping the Yale Parking Structure and several key areas

like Campus Blvd. and shuttle stops. Additionally, they addressed 313 barricade setups, 82 vandalism repairs, and multiple maintenance tasks, using 90 gallons of street paint to improve parking and traffic flow. This extensive effort significantly enhanced campus safety and efficiency.

- In FY24, PATS Enforcement issued 39,766 citations and warnings, with the top violations being failure to display a valid permit (39%), pay station violations (31%), and invalid permits for zones (14%). PATS also launched the "Accessible Parking Initiative," conducting focused enforcement to ensure proper use of ADA spaces. As a result, 3 invalid placards were confiscated and returned to the New Mexico Motor Vehicle Division (MVD). These efforts highlight PATS' commitment to enforcing regulations that ensure campus safety and accessibility for all users.
- The acquisition of two used shuttle buses and the forthcoming addition of four new compressed natural gas (CNG) buses through the Volkswagen Grant demonstrate a strong commitment to sustainability by replacing aging diesel buses with cleaner fuel alternatives. This modernization effort not only improves service reliability but also supports environmental goals.
- PATS Transportation saw a notable increase in shuttle operations, serving 1,075,330 passengers in FY24, an increase of 79,330 over FY23. The growth in ridership signifies enhanced accessibility and convenience for daily campus commuters.
- The shuttle fleet efficiently covered over 308,000 miles in FY24 while consuming 75,655 gallons of fuel, achieving an average fuel efficiency of 4.07 MPG. This demonstrates effective fuel management and operational reliability, ensuring consistent service for the university community while balancing sustainability efforts with the fleet's performance needs.

### iii. FUTURE PLANS

In the upcoming fiscal year, PATS plans several projects to enhance parking and transportation for the campus community. Key initiatives include improving parking for dorm residents with expanded "R" zone spaces, adding back-in angled parking on Campus Boulevard, and increasing safety with perimeter fencing and security gates. A new short-term paid parking lot will also be created near Johnson Field to serve campus visitors. PATS will continue working with partners to develop new parking options as needs evolve. Additionally, the final installment of cleaner-fuel buses from the Volkswagen Grant will replace older diesel models.

PATS leadership remains committed to engaging stakeholders, collaborating with departments, and participating in campus-wide initiatives to better address parking and transportation needs. The focus will remain on innovative, sustainable solutions like expanding parking alternatives, patient permits, and reconfiguring lots to maximize space.

PATS will also streamline operations by leveraging technology for process automation and campus safety, such as License Plate Recognition (LPR) technology, and improving customer experiences through the PATS Parking Portal. This ongoing commitment to operational efficiency ensures high-quality services for the campus community.

# Appendix K: Popejoy



## Mission and Vision

### Mission

To make the performing arts accessible to all New Mexicans.

### Vision

To create an exceptional experience for artists and audiences alike by maintaining a state-of-the-art performing arts center; attracting the best touring arts to our community.

i. EXECUTIVE SUMMARY

Popejoy Hall’s 57th year kicked off with 24 nearly sold-out performances of *Disney’s The Lion King*. The season carried on providing a unique opportunity for its patrons to experience a variety of productions. A particularly thrilling Broadway season saw weeklong engagements of *Hadestown*, *Pretty Woman*, *My Fair Lady* and *Beetlejuice*. A sampling of additional popular programs included: MOMIX: Alice, Mariachi Christmas, Renee Elise Goldsberry, *Trailblazing Women of Country*, and Drum Tao. With 66 completed performances total, more than 107,500 patrons attended Popejoy Hall’s Broadway and Ovation Series shows throughout the year.

Popejoy’s Schooltime Series also returned for another successful season. In total, there were 12 performances on stage, which were also livestreamed to schools and groups unable to attend. Popejoy saw more than 16,500 local schoolchildren attend the Schooltime Series this year.

Popejoy’s financial stability continues to be dependent upon both earned revenue from ticket sales and contributed income from both individuals and local businesses. Earned revenue from ticket sales continue to be the largest contributor towards Popejoy’s financial stability totaling \$8,734,964. Contributed revenue totaled \$1,608,662 including \$416,000 in estate gifts and \$681,088 through the Benefactor program.

The budget for every season varies depending on the number and length of Broadway presentations. Each performance comes with its own unique costs: artist fees, marketing, and labor expenses. Popejoy’s fixed overhead expenses are around \$1,500,000. The total budget ranges from \$5 and \$10 million.

FY24 Budget Summary:

Public Events/Popejoy Operations

- Revenue: \$9,232,999.90
- Expenses: \$9,228,103.99
- Net Income: \$4,895.91

Ticketing Services

- Revenue: \$945,557.00
- Expenses: \$723,905.76
- Net Income: \$221,651.24

#### Combined Operations

- Revenue: \$10,178,556.90
- Expenses: \$9,952,009.75
- Net Income: \$226,547.15

Combined year-end reserve carry forward for operations was \$226,547.15. Fund reserve balances are used for future facility and programming needs.

Popejoy continues to operate with a relatively small staff for a theater of its size. We employed a total of 25 full time staff members during Fiscal Year 2023-2024. In addition to full time staff members, Popejoy employs several on-call staff members and approximately 60 student employees throughout its departments. Additionally, 200 active volunteers provided services to over 200,000 patrons and donated more than 18,000 hours, saving Popejoy an estimated \$602,820 in labor costs.

## ii. SIGNIFICANT ACCOMPLISHMENTS

Popejoy Hall presented 75 productions totaling 152 performances. Additionally, Popejoy Hall held a fundraising banquet on stage in December 2023 to support the Excellence Fund. The event was successful in not only raising \$59,000 for the Excellence Fund through table sales, but it also brought new donors to Popejoy Hall as they were invited by Board members to have their first experience at Popejoy. At the banquet we also continued to fundraise for the second year of Broadway for Teens and received an additional \$87,049 in donations towards that program.

Development efforts continue to be incredibly successful as we have, for the eighth year in a row, exceeded initial fundraising goals. This year, contributions from donors totaled \$1,608,662, including major pledges, bequests, and contributions received for the Benefactor Program.

Popejoy's newest outreach effort, Broadway for Teens, began in the spring of 2023 which allowed 80 New Mexico high school students to attend a performance of *Hamilton*. The Broadway for Teens program continued in the Fall of 2023 with an application selection process which saw thirteen schools apply and a final six schools selected. The six schools selected came from Dulce, Pecos, Wagon Mound, Valencia County, Las Cruces and Albuquerque. The schools came for a matinee performance of Disney's *The Lion King* and were also able to hear presentations from the College of Nursing, College of Engineering, College of Education, and the College of Fine Arts. In total 240 Title I high school students were able to see the show free of cost.

Additionally, the 2023-2024 season saw the return of live Schooltime Series performances for local schoolchildren and home school groups. In total, 12 live performances were presented through the season with more than 16,500 children in attendance. These performances were also livestreamed as they had been during COVID-19 and were accessible for free to many schools/groups in the area.

Completed Events July 1, 2023 - June 30, 2024

Popejoy Presents - Broadway in New Mexico

The Lion King (24 performances) ..... October 18-November 5, 2023  
 Hadestown (7 performances) ..... December 6-10, 2023  
 Pretty Woman (6 performances) ..... January 25-28, 2024  
 My Fair Lady (6 performances)..... March 21-24, 2024  
 Beetlejuice (7 performances)..... May 7-12, 2024

Popejoy Presents - Ovation Series

Johnny Cash Tribute ..... November 17, 2023  
 Rhythm of the Yuletide Dance ..... November 19, 2023  
 Mariachi Christmas (2 Performances) ..... December 15, 2023  
 Drumline Live! Holiday Spectacular (2 Performances) .....  
 .....December 17 & 18, 2023  
 Momix: Alice .....February 3, 2024  
 Glenn Miller Orchestra ..... February 18, 2024  
 Renee Elise Goldsberry ..... February 24, 2024  
 Ten Tenors ..... March 1, 2024  
 The Pirates of Penzance ..... March 3, 2024  
 Proud Tina..... March 8, 2024  
 Dinosaur World Live! (3 Performances) ..... March 15, 2024  
 Omnium Circus (2 Performances)..... March 17 & 18, 2024  
 Trailblazing Women of Country ..... March 29, 2024



Drum Tao .....March 30, 2024  
 Forbidden Broadway ..... April 7, 2024  
 Scrap Arts Music (2 Performances) ..... April 14 & 15, 2024

## RESIDENT EVENTS

### New Mexico Philharmonic

Harry Potter and the Sorcerer’s Stone (3 Performances) .....  
 ..... September 15 & 16, 2023  
 Youth Concerts (4 performances) .....September 19 & 21, 2023  
 Classics 1 .....September 30, 2023  
 Classics 2 ..... November 18, 2023  
 Holiday Pops.....December 16, 2023  
 Classics 3 ..... January 20, 2024  
 Classics 4 ..... February 17, 2024  
 Classics 5..... March 9, 2024  
 Phil Pops: Hooray for Hollywood ..... March 16, 2024  
 Wizard of OZ Ballet ..... April 6, 2024  
 Youth Concerts (4 Performances) ..... April 16 & 18, 2024  
 Classics 6 .....April 20, 2024  
 Pops: GO NOW! The Music of the Moody Blues .....May 4, 2024  
 Classics 7 ..... May 18, 2024

### UNM Music Department

Wind Symphony .....September 20, 2023  
 Orchestra ..... September 28, 2023  
 Wind Symphony..... November 14, 2023  
 Wind Symphony ..... February 14, 2024

Orchestra ..... February 22, 2024  
 Symphonic Band ..... February 28, 2024  
 Wind Symphony ..... March 6, 2024  
 Orchestra ..... March 28, 2024  
 Wind Symphony ..... April 22, 2024  
 Choir ..... April 25, 2024  
 Symphonic Band..... April 29, 2024  
 Orchestra ..... May 2, 2024

UNM Additional Department Rentals

School of Medicine White Coat Ceremony ..... July 28, 2023  
 College of Pharmacy White Coat Ceremony..... August 10, 2023  
 First Year Family Day..... August 20, 2023  
 Senior Day ..... September 23, 2023  
 College of Nursing White Coat Ceremony ..... September 26, 2023  
 AYS (2 Performances) ..... November 15 & 16, 2023  
 All State (4 performances)..... January 10-13, 2024  
 DECA ..... January 16, 2024  
 Greek Sing ..... February 23, 2024  
 College of Nursing White Coat Ceremony ..... February 29, 2024  
 Cherry Reels Film Festival ..... April 19, 2024  
 AYSP Spring Finale Concerts (4 Performances) ..... April 28, 2024

Outside Rentals

The Nutcracker Ballet (6 performances).....  
 ..... November 25-26, 28 & December 2-3, 2023  
 Drag Queen Christmas ..... December 20, 2023  
 Amy Grant ..... February 16, 2024

Whose Live is it Anyway? .....	March 4, 2024
Bluey’s Big Play (2 Performances) .....	March 12 & 13, 2024
Shen Yun (2 Performances) .....	April 9 & 10, 2024
Cherry Reels Film Festival .....	April 19, 2024
AYSP Spring Finale Concerts (4 Performances) .....	April 28, 2024
Enchantment Awards.....	May 3, 2024
Jorge Lozano H: “Estado Civil: Ingobernable”.....	May 19, 2024
Fishback Dance (3 Performances) .....	May 24 & 25, 2024
Dance Dimensions (3 Performances) .....	June 1, 2024

POPEJOY - FACILITY USE DURING FISCAL YEAR 2023-2024

General Hall Usage Statistics:

Total number of events in venue.....	75
Total number of performances in venue.....	152
Total number in attendance.....	203,388

Total number of days with performances/rehearsals.....	120
Total number days for technical requirements.....	124
Total number of “dark” days with no activity.....	90

UNMPE Presentations/Popejoy Presents

Total number of Popejoy Presents events.....	29
Total number of Popejoy Presents performances.....	78
Total number of Popejoy Presents patrons.....	124,864
Average number in attendance per performance.....	1,601

Popejoy Hall Rentals - NM Philharmonic/Outside

Total number of events/NM Philharmonic.....	14
Total number of performances/NM Philharmonic.....	22
Total number attending/NM Philharmonic.....	27,188
Average number attending per performance/NM Philharmonic.....	1,236

Total number of events/Outside.....	10
Total number of performances/Outside.....	21
Total number attending/Outside.....	25,601
Average number attending/Outside.....	1,219

UNM Department Usage, Including UNM’s Music Dept

Total number of events.....	22
Total number of performances.....	31
Total number attending.....	25,735
Average number per performance.....	830

**iii. FUTURE PLANS**

The 10-year facility plan for Popejoy Hall will guide capital projects over the next decade. Phase one is to be completed in Fall 2024, with the remodel of the lobby. Projects to be explored next are the rebuilding and expansion of the loading dock to better serve larger touring productions and the remodel of the Popejoy Hall Donor’s Lounge to better address capacity and accessibility issues.

The annual Center Stage Banquet has bolstered the Popejoy Hall Excellence Fund, increasing the endowment principal to \$775,000. This funding supports operations, outreach, and programming for the 2024-25 season and beyond. The funding will subsidize performance costs and keep ticket prices affordable, enabling Popejoy to bring top-tier performing arts to New Mexico. The Center Stage Banquet will continue in 2024 and remain Popejoy’s annual black-tie fundraising event hosted by the Board of Directors.

Popejoy’s outreach program, Broadway for Teens, launched in Spring 2023, has expanded to more schools statewide. Additionally, in partnership with the Broadway League, a new initiative, Broadway Bridges Albuquerque, will provide low-cost tickets for Albuquerque high school students to attend touring productions.

Popejoy has moved into a new revenue stream with the 2024-2025 season, bringing concession sales internal. This new initiative will give greater flexibility in meeting the patrons’ requests and preferences as well as bolster revenue for operations.



# Appendix L: Real Estate Department (RED)

## Mission and Vision

### Mission

To deliver effective and efficient real estate services that meet the diverse needs of University customers, including students, faculty, staff, and administrative units. Our services encompass leasing, transactions, feasibility analysis, property and asset management, and investment portfolio management. We are dedicated to supporting the University's core mission through outstanding customer service and strategic alignment with institutional goals. By addressing both short-term tactical and long-term strategic needs, we strive to create collaborative solutions that contribute to the overall success of UNM.

### Vision

The Real Estate Department is a component of Institutional Support Services (ISS). Our vision is in alignment and in support of the vision of ISS. To establish the University of New Mexico as the preferred educational destination for students, faculty, staff, visitors, and patrons through the provision of a sustainable campus environment that advances scholarly pursuits and enhances the quality of life by the delivery of outstanding services, identifiable values, and exceptional experiences.

i. EXECUTIVE SUMMARY

The University of New Mexico’s (UNM) Real Estate Department (RED) provides professional real estate services for all entities of the UNM Regents including all academic, research, and administrative departments of Main Campus, the UNM Health Sciences Center, UNM Hospitals, UNM Medical Group, and UNM Branches in Taos, Gallup, Los Alamos and Valencia County. In addition, RED provides professional real estate support to the Lobo Development Corporation (LDC).

Principal functions of the department include all real property acquisitions/dispositions, property management, and leasing for all entities of the Regents, including lease administration of 256 leases containing approximately 1,432,165 square feet totaling approximately \$13,990,056 in annual lease payments. Since 2013, RED has facilitated over \$71,900,000 in real property acquisitions and development projects on behalf of Regent-controlled entities.

RED currently consists of nine full-time employees, in addition to senior leadership, one staff member is assigned to office administration, two are assigned to property management of over 500,000 square feet of office and research and development space, two are assigned to leasing and real property transactions, and two are assigned to financial/asset management. Two positions are currently vacant.

Fiscal Year 24 Budget to Actual Comparison

Revenue	Budgeted FY24	Actual FY24
Admin Operations	\$ 1,256,526.00	\$ 1,083,626.00
Assets Under Direct Mgt	\$ 11,846,788.58	\$ 12,138,231.55
Less Vacancy & Collections	\$ (225,516.38)	\$ -
<b>Total Revenue</b>	<b>\$ 12,877,798.20</b>	<b>\$ 13,221,857.55</b>
<b>Expenses</b>	<b>Budgeted FY24</b>	<b>Actual FY24</b>
Operating Expenses	\$ 6,338,854.88	\$ 5,769,111.38
Non-Operating	\$ 961,128.42	\$ 961,127.42
Debt/Master Lease Costs	\$ 5,642,386.44	\$ 5,640,116.95
Transaction Costs	\$ 36,440.00	\$ 637,666.04
<b>Total Expense</b>	<b>\$ 12,978,809.74</b>	<b>\$ 13,008,021.79</b>
<b>Net Income</b>	<b>\$ (101,011.54)</b>	<b>\$ 213,835.76</b>
Capital Improvement Projects*	\$ 926,717.21	\$ 530,320.53
Less: Transfer from Capital Projects	\$ (926,717.21)	\$ (287,461.56)

\* \$287,461.56 was transferred from RED Capital Reserves Account to offset capital expenditures from operations

## ii. SIGNIFICANT ACCOMPLISHMENTS

- RED is an auxiliary enterprise and is responsible for generating revenue from assets under management to cover operational costs, debt service obligations, and funding commitments to Institutional Support Services (ISS). RED has consistently outperformed the market for the past six years in terms of occupancy and achievable growth in net operating income. Between FY18 and FY24, occupancy of assets under management has been greater than 95% and operating revenue increased from \$9.6 million to \$13.2 million, or an annual rate of growth of approximately 6% per year. Our management team at the UNM Science & Technology Park (STP), planned and executed critical capital replacement projects across multiple facilities, a total value of \$530,321.
- RED continues to support the Asset Management Program (AMP), through the process of inputting real estate documents (deeds, environmental reports, surveys, title commitments, etc.) as data points for the Geographic Information System (GIS) component of this project.
- In partnership with the Office of the Vice President for Research, RED supported the submission of an Economic Development Administration (EDA) grant targeting InnovateAbq as the location to house the UNM Quantum Computing Makerspace. UNM, in partnership with Sandia National Laboratories, received an initial stage grant to develop the project. The award was less than required to renovate portions of the InnovateAbq property. The focus is now on developing the makerspace at the UNM STP.
- In collaboration with Lobo Energy, RED finalized the scope of work and the energy savings contract for multiple projects impacting eight facilities at the UNM STP.
- RED successfully executed a build-to-suite lease agreement with Gallup McKinley County School (GMCS) District to develop a 15,000-square-foot academic building on UNM Gallup (UNMG) Campus. The building will house the GMCS's McKinley Academy, a secondary school that provides students with concurrent enrollment for college credit at UNMG, which is of tremendous benefit to UNMG, GMCS, and students.
- RED facilitated multiple transactions in alignment with University strategic growth initiatives, including the acquisition of a 5.67 acre site located at the southwest corner of 98th and Gibson, to support



development of a UNM Hospital primary care clinic which will increase accessibility to healthcare services to the Albuquerque south valley. As well as, the acquisition of 1801 Las Lomas Rd., a former single-family residence, strategically located at the northeast corner of Las Lomas Rd. and Buena Vista Dr. This acquisition aides in stabilizing the neighborhood, provides short-term parking solutions and long-term land banking for future development.

- RED completed the analysis and briefed Regents on potential acquisition of the Maui High Performance Computing Center property. Initial indications are that the University would receive a net benefit of approximately \$5,000,000.

### iii. FUTURE PLANS

- Complete five and ten-year budget and planning tools that include revenue, expense projections, capital improvement needs/expenditures, human resource and administrative costs. Enabling the department to match long term revenue projections with capital needs.
- Continue the real property database component of the ISS sponsored asset management program. By the end of the fiscal year, it is RED's goal to have all property data digitized and attached to the GIS database to facilitate preservation and improved access property related information. Data includes deeds, surveys, environmental reports, acquisition history, and appraisals.
- Seek long term strategies for UNM entities that occupy more than 20,000 square feet in leased space. The goal is to avoid unacceptable financial and operating leverage exerted by landlords.
- In partnership with Residents Life and Student Housing (RLSH), enter into discussion with American Campus Communities (ACC) to renegotiate the lease agreement to improve the University's position and provide a seamless experience for students in on-campus housing.
- In collaboration with LDC, RED will continue to identify redevelopment opportunities for InnovateAbq with focus on renovation of existing facilities.
- In partnership with Lobo Energy, implement and participate as owner's representative for multiple projects impacting eight facilities, at an estimated total value of \$4,362,000 at STP, including a complete heating, ventilation, and air conditioning (HVAC) retrofit of 801 University Blvd. requiring RED to provide a capital contribution of \$600,000.

- RED will focus on completing the Strategic Land Use Plan, which aims to simplify the site selection process by identifying locations for different categories of institutional use that align with the Integrated Campus Plan (ICP). This plan will include a highest and best use analysis and identify any necessary enabling projects needed to prepare these sites for development.

# Appendix M: Residence Life & Student Housing (RLSH)

## MISSION AND VISION

### Mission

To foster inclusive, community-based living environments consciously designed for our residents' personal growth and academic success in well-maintained facilities.

RLSH has four values which guide and direct the work:

#### Quality

Through continuous evaluation and student feedback, UNM Residence Life and Student Housing seeks to meet a high standard of excellence within our facilities, services and processes.

#### Caring

UNM Residence Life and Student Housing strives to create an environment of success for every individual resident. All of our student and professional staff are highly trained and compassionate individuals who help residents connect to campus resources, personalize their housing experience, and achieve personal and academic goals.

#### Learning

The UNM residence halls are an extension of the collegiate academic environment. We believe that by living on campus, residents have the opportunity to learn and grow beyond the classroom. The programs, activities and initiatives within our residence halls aim to develop residents into well-rounded individuals.

#### Community

UNM Residence Life and Student Housing embraces the idea that communities are comprised of diverse individuals from all walks of life. We nurture healthy, thriving communities that help residents feel connected to each other, as well as the institution. Residents are encouraged to participate as active and engaged citizens within their living areas.

### Vision

8 Residence Halls. 8 Living Learning Communities. 2,000+ Residents. Endless Opportunity.



i. **EXECUTIVE SUMMARY**

Residence Life & Student Housing (RLSH) provides UNM with just under 2500 beds in 9 individual communities for campus housing. Serving UNM enrolled students throughout the academic year and hundreds of guests over the summer through camps and conferences, RLSH provides a critical resource to the university community. RLSH aims to be known for intentional crafting of the residential student experience and a dedication to thoughtful stewardship of our physical asset and financial resources in service of the university mission.

RLSH had a robust year, full of life on campus. From record breaking occupancy, forward progress on multiple facility improvement projects, and exceptional student events and activities, RLSH is excited to view Fiscal Year 2023-2024 as the new foundation for the future.

Occupancy remained above initial estimations, which required the utilization of triple rooms again for the first time in more than a decade. The high occupancy supported a vibrant on campus resident population who reported the highest to date levels of satisfaction with their overall living experience in the annual resident engagement survey.

By term, RLSH saw the following occupancy levels:

- Fall 2023
  - 2,469 residents; 99.2% occupancy rate
  - 2186 Main Campus; 99.9%
  - 275 Rainforest; 91.4%
- Spring 2024
  - 2,289 residents; 91.9% occupancy rate
    - 2027 Main Campus; 92.6%
    - 262 Rainforest; 87.0%

The robust occupancy in FY24 provided ample support of RLSH operational needs, but more importantly, provided for a healthy transfer to capital reserves, of \$ 3,239,811. This amount is inclusive of our intended minimum transfer of \$1.5 million, which supports the overall change in budgeting philosophy employed by RLSH in the FY23 budget development cycle and was continued through FY24 and into FY25.

RLSH also returned \$278,715 to our general reserve balance in support of our newly defined target amount for our departmental reserves.

RLSH is aiming for and carefully working toward one full year of debt service as well as 6 months of operating (salary and non-salary) expenses within our departmental reserve.

RLSH has worked towards refining our organizational structure and better rationalizing the on-campus housing portfolio to incorporate Lobo Rainforest beginning in FY25. Additionally, multiple projects which were funded by the 2023 Institutional Bond are underway or completed. One of the most exciting of those projects is a substantial renovation to the front entrance and lobby of Coronado Hall.

## ii. **SIGNIFICANT ACCOMPLISHMENTS**

Fiscal Year 2023-2024 brought about a few major accomplishments for RLSH, which include:

- Completion of multi-lingual housing brochures and information
- Capital Improvements: SRC Commons Modernization
- Incorporation of Lobo Rainforest into RLSH financial portfolio

### Completion of multi-lingual housing brochures and information

RLSH set out to improve the accessibility to our departmental information through the translation of several key and primary documents that parents and families may use to help their students understand or navigate campus housing. We were able to create a Spanish language version of our housing rate card, as well as our housing guide. These items have received many positive reviews and are the first of a small series of documents we plan to provide in English and Spanish.

### Capital Improvements: SRC Commons Modernization

The modernization of the SRC Commons was a key project for RLSH as it resets the standard within the department for our shared and common areas. This space has been a high priority project for RLSH and includes brighter lighting, upgraded furniture, improved technology and meeting spaces, and a thoughtful incorporation of form and function. Providing our students with safe and comfortable environments extends beyond their rooms and into the living rooms of our buildings. We look forward to continuing to upgrade and enhance lounge and lobby spaces across the system to a more modern-day student expectation.

### Incorporation of Lobo Rainforest into RLSH financial portfolio

Lobo Rainforest has been a strong partnership between RLSH and the Real Estate Department (RED) since it opened in 2018. In conjunction with other efforts to refine the on-campus housing experience, RLSH and RED identified a plan to redistribute the financial responsibility for Lobo Rainforest to provide a more cohesive and consistent student experience across the array of our on-campus housing offerings. RLSH and RED still maintain a strong partnership for the overall project, but with each unit able to provide and act in their respective area of expertise.

### iii. FUTURE PLANS

RLSH is looking forward to a bright future and has two primary efforts which will receive the bulk of the departmental attention and effort in FY25, continued alignment of the on-campus housing portfolio and refining occupancy strategy and outlook plans.

Unification of the on-campus housing portfolio RLSH, in close coordination with RED, are working to explore the possibilities related to a stronger alignment of the on-campus housing experience. RLSH is committed to providing a cohesive and unified on campus housing experience which provides as much opportunity and student choice as possible.

#### Refining occupancy strategy and outlook plans

Working closely with the Vice President for Institutional Support Services (ISS), RLSH is excited about the opportunity to explore new ways to think about how the campus and department can come together and create a thoughtful strategy for housing occupancy which considers the present and future. This will provide a stronger foundation for The University of New Mexico (UNM) and RLSH to use as it considers the opportunities for housing expansion or modifications.

# Appendix N: Staff Council



## MISSION AND VISION

### Mission

Staff Council nurtures leadership, education, advocacy, diversity and service by focusing on the development of leadership skills, aptitudes, and behaviors necessary to succeed in lifelong learning and viable career pathways; communicating with constituents, faculty, students, and the administration about the promotion of the well-being of every staff member at The University of New Mexico (UNM); providing UNM Staff a support structure and forum to address issues of concern and providing opportunities for staff to work with people and organizations across the University and in our community.

### Vision

Improving the working lives of staff at The University of New Mexico.

i. **EXECUTIVE SUMMARY**

The University of New Mexico (UNM) Staff Council (SC) serves as the voice for staff in shared governance by conveying information and making recommendations to the President and other administrators regarding interests and concerns of staff. SC is organized as a collective voice, which fosters a spirit of unified community and encourages the exchange of ideas and concerns in supporting the mission of UNM.

There are several ways in which we foster, propagate, and advocate for the wellbeing of staff beginning with the structure of our council and committees. Without vacancies, the full membership of SC is 60 elected members. For FY24 the membership of the council averaged 53 members. This does not include membership of SC committees which do not require members also be a councilor.

SC's full membership meets once a month for their business meetings with a standard agenda of informational items, committee reports, and business to vote on. One of the ways we engage with people and organizations across the University and in our community is by having guest speakers at these monthly meetings. This also gives councilors the opportunity to engage in conversations with UNM departments, administration, and stakeholders. Councilors will often take information learned from these encounters to their constituents through their constituent listservs. In FY24 SC welcomed the following guests:

- Kelly Fitzpatrick, Program Manager, New Mexico Veterans Upward Bound Program
- David Campbell, MPA, JD, UNM Executive Director Lobo Development Corporation
- Mike Puelle, UNM Chief Government Relations Officer
- James Holloway, Provost, and Executive Vice President for Academic Affairs
- Max Schiller, Chartwells representative
- Patricia (Tish) Young, UNM Police Department Detective and Sexual Misconduct and Assault Response Team (SMART) Investigator
- Marc Saavedra, Executive Director of the New Mexico Council of University Presidents

In addition to sharing information, Staff Councilors represent their constituents through two-way communication where finding answers to a constituent question is often a challenge. Challenging questions are sent directly to councilors, the members of the SC Executive Committee, or to the SC office, and often require discussion, research and/or

reaching out to a particular department or administrator and follow up with constituents. This work exemplifies the mission of SC to nurture leadership, education, advocacy, diversity, and service.

SC offers councilors engagement, networking, and leadership opportunities with departments, employees, and other stakeholders through participation of SC and university-wide committees. We collaborate with UNM stakeholders in efforts aimed at improving UNM staff overall well-being. Appointed by the SC President at a monthly business meeting, we had councilors representing staff at these university wide committees:

- Diversity Council
- Sustainability Council
- Faculty Senate
- Parking Advisory
- Engagement Survey Action Team
- Faculty IT Use Committee
- Policy Review through Equity and Inclusion Lens (PEIL) Taskforce

Another leadership opportunity for councilors is within the SC Executive Committee. The Executive Committee meets weekly except for those weeks of the full council business meeting to report, strategize, and implement next steps for initiatives and projects. The Executive Committee is elected every year by vote of the full council and consists of: President and Chair, President Elect, Speaker, Treasurer, two Grade at Large Representatives, two Precinct at Large Representatives; and two ex-officio members: Immediate Past President, and the SC Administrator.

There are several additional leadership opportunities in which staff and Staff Councilors can engage in through SC. SC committees are where much of the work on resolutions, events, awards, research, and outreach happen. With a wide variety of committees and initiatives, staff and councilors can engage in a project that is meaningful to them with the support of a committee behind them. In general, committees meet once a month with exceptions of some needing to meet more, or less, depending on the projects or initiatives they are working on. SC has 13 standing committees all with separate and specific charges (available upon request) that are voted on by the full council:

- Permanent Standing (must be an elected councilor for membership)
  - Ethics
  - Executive

- Rules and Elections
- Standing (staff do not need to be councilors for membership)
  - Communications and Marketing
  - Diversity, Equity, and Inclusion
  - Environmental Sustainability
  - Government Relations
  - Health Sciences Center Staff (HSCS)
  - Technology
  - Rewards and Recognition
  - Staff Success
  - Strategic Planning
  - UNM Policy Review

One of the biggest concerns of staff is and always has been compensation. While this year SC President, Ivan Olay, is focused on what he has termed the “economic health” of staff, SC has always advocated for fair practices when it comes to salaries and has done so in several ways:

- Engaging in shared governance through opportunities such as membership on the UNM Budget Leadership Team.
- Directly advocating for staff salaries at leadership and Board of Regents meetings.
- Working with the UNM Office of Government & Community Relations to provide input and support for Legislative priorities that include recommendations to the legislature regarding higher-ed salary increases.
- Producing resolutions supporting legislative priorities which are voted on by the full council, and then sent to higher administration and Regents.
- The annual SC Government Relations postcard event, where staff send dozens of postcards directly to legislators who vote on state money for such things as higher-ed salary increases.

In addition to these efforts, the SC President met with the following on a regular basis to discuss needs and concerns of staff:

- University President, Garnett Stokes
- University Provost, James Holloway
- Executive Vice President for Finance & Administration, Teresa Costantinidis
- Vice President of Human Resources (HR), Kevin Stevenson
- University Policy Officer, Sidney Mason-Coon



- Vice President for Equity and Inclusion, Assata Zerai
- Parking & Transportation Services (PATS) Director, Shawn Arruti

Furthering SC's vision of improving the working lives of staff, we support, engage in, and offer many events and activities that help make our work environment a place where people want to be. We want staff to feel encouraged and empowered to work at the university, so we not only offer a voice to those feeling pressures of increased health care premiums and parking costs, but we also offer several staff appreciation events, award ceremonies, fund/donation raising campaigns, and lunch and learn presentations where staff can commiserate with fellow staff across campus, learn something new, support a good cause, enjoy a free meal, and celebrate the many staff contributions to our University.

Events that SC initiates or participates in are brought forward via an Event Request Form that is voted on by either the Executive Committee or the full council depending on the level of funding requested. If there is no funding requested, the requester may choose to bring it to either. In FY24, SC participated in, supported, or initiated 23 events:

- UNM Departmental Events:
  - Women in Technology (WIT) Conference with funding of \$2k.
  - Level Up Expo in which we were a full partner in planning, funding, and executing in collaboration with HR Employee and Organizational Development (EOD), Employee Wellness, Health Sciences Center (HSC) Wellness, and the Dean of Students, for two-weeks of wellness, enrichment, and professional development.
  - Student Affairs Be Kind Carnival in which we tabled at with a fun mini-sand art project and supported with raffle prizes.
  - UNM Day at the Legislature where we organized travel to Santa Fe and sponsored lunch for staff and Staff Councilors to attend.
- SC University-wide Events:
  - SC President Elect fall Policy listening sessions
  - Staff as Students fall event for spring registration
  - 2023 Outstanding Supervisor Awards
  - 2023 Gerald W. May Outstanding Staff Awards
  - SC Hero Award Presentation
  - Government Relations post cards to legislators
  - Staff Appreciation Winter Breakfast at La Posada
  - SC President Elect Spring Policy listening sessions
  - Staff as Students Spring event for fall registration
  - SC Precinct Elections

- Staff Appreciation Spring Green Chile Cheeseburger Cookout
- Staff Appreciation Art Exhibit at Zimmerman
- SC Precinct Elections
- Quarterly Staff People Appreciate Wonderful Staff (PAWS) Awards
- SC Internal Events:
  - Gallup Staff Engagement Survey meet & greet with HR and Gallup support
  - SC Star Awards
  - Jim Davis Awards
  - SC 2024-2025 Executive Committee elections
  - SC Executive Committee Annual Retreat

In FY24 SC received funding of \$150,176.00. This funding was primarily used for staff salaries. Staff salary and fringe benefits, which include award and fringe for the SC President's stipend, Outstanding Supervisor and Gerald W. May awards, make up approximately 74% of that budget.

## ii. SIGNIFICANT ACCOMPLISHMENTS

- Level Up Expo
  - UNM Benefits & Employee Wellness, UNM EOD, UNM SC, HSC Wellness, and the UNM Dean of Students collaborated in equal partnership for the Level Up Expo, "Restoring Your Resilience." Starting out with keynote speaker, Annie Sanchez, followed by two weeks of presentations themed with wellness, enrichment, and professional development. A mix of online and in-person, the online presentations had more attendance with overall good participation from central, north, and south campuses. All 15 presentations at this successful event had incredibly positive feedback from attendees.
- Resolutions
  - Our Parliamentarian, Adam Hathaway, is fond of saying "if nothing is wrong at the university, don't write a resolution!" Resolutions that are brought forward to the council for discussion, debate, and vote request that action on a particular issue be taken. The two resolutions approved in FY24, *Adding Height and Weight to the UNM Non-Discrimination Policy* and *Addition of Mental and Emotional Wellbeing to Policy 3410 Sick Leave*, have asks that are being taken into consideration by HR as they review their policies.
- Green Chile Cheeseburger Cookout
  - Staff Council held its largest staff appreciation event since before the pandemic in March 2024 with the Green Chile

Cheeseburger Cookout and the feedback was overwhelmingly positive. Over 900 staff members attended, enjoying music, raffle prizes, and cookies distributed by leadership. The event garnered such positive attention that the UNM Chief Government Relations Officer suggested inviting local legislators to future events to enhance our engagement with the legislative process.

### iii. FUTURE PLANS

- Capital Outlay Safety and Lighting Project
  - Initiated by the 2023-2024 SC President, Grace Faustino, SC received \$190,000.00 in capital outlay funds for FY25. University Communication and Marketing (UCAM) have begun capturing nighttime aerial photographs of the HSC, Central Campus, and South Campus. Next steps are underway to analyze the data and work with UNM Facilities Management (FM) to address identified lighting needs. SC also wishes to use this as an example and encouragement for other councilors to help identify needs of university staff that may be addressed with capital outlay requests.
- Economic Health of Staff
  - Current SC President, Ivan Olay, and the SC Executive Committee are focused on what Olay has coined the “economic health” of staff, and researching areas outside of salary including parking, insurance premiums, cost of living increases and recent basic needs survey, to build a statistic model that shows where staff stand economically when these factors are included. SC is also planning a more organized and strengthened presence at UNM Day at the Legislature to promote staff.
- Fostering Strong Relationships
  - In addition to the partnerships already established through administrative meetings with SC President, for FY25 we are fostering additional relationships by having standing meetings between SC and Interim Executive Vice President of UNM Health Sciences and the Chief Executive Officer of the UNM Health System, Dr. Mike Richards, UNM PATS Director, Shawn Arruti, and Chief Government Relations Officer, Mike Puelle.

- Continued Advocacy and Support of:
  - Mental health in the Workplace with resolutions such as, a more inclusive and compassionate bereavement policy, and helping staff learn about and engage with wellness opportunities through resources we have at UNM.
  - Staff continuing their education through bi-annual Staff as Students events in collaboration with Enrollment Management and the Office of the Registrar where staff get priority registration to help accommodate their work schedules and have class fees waived, and championing opportunities to use tuition remission at other institutions such as Central New Mexico Community College (CNM).
  - Manager training opportunities with resolutions such as Disability and Neurodiversity Advocate and Ally Trainings.
  - Improving morale by recognizing staff through our award programs and staff appreciation events.



# Appendix O: Utility Services

## MISSION AND VISION

### **Mission**

We are utility professionals working as a team to provide the campus community with safe and reliable utilities as sustainably, efficiently, and cost-effectively as possible.

### **Vision**

We endeavor to exceed the utility needs of the university community with systems and processes founded upon a culture of operational excellence, teamwork, innovation, continuous improvement, integrity, and commitment to our customers.

i. **EXECUTIVE SUMMARY**

The Utility Services department provides electricity, heating steam, chilled water, and domestic water to approximately seven million square feet on the north, central, and south campuses. The department has 48 employees who are trained to efficiently operate and maintain the specialized equipment in the four utility plants. Utility Services also manages the utility expenses associated with the I&G facilities on the Albuquerque campuses. The combined annual budget of these two operations is \$49 million.

In our second year as a department directly reporting to Institutional Support Services (ISS), we added to our previous year's strategic plan a goal of five safety project completions for the year. This additional goal furthered our commitment as a team to provide a safe work environment for all team members. We doubled our goal by completing 10 safety projects within the year.

In FY23, we developed a 20-year plan to guide utility expansion projects. This year, we began analyzing more eco-friendly heating and cooling options for both new and existing buildings. Two main priorities emerged: minimizing the impact on the campus population and implementing projects in stages for economic and environmental reasons.

We are focusing on using water source electric heat pumps, which can leverage the existing chilled water loop and geothermal bore fields to provide heating and cooling for many buildings in our district energy system. Further analysis and modeling will continue into FY25, with plans to equip some new buildings with this infrastructure in FY25 or FY26.

Aligning with our future needs, FY24 started the design and funding phase of two major projects. The first is our Tie Feeder expansion to increase the capacity of the tie between our substations allowing us to supply more power to where it is needed on either North or Main campuses. The second is an extension of utilities (electric and chilled water) along the southeast corner of Main campus providing cost saving utilities to projects along the Central Avenue corridor.

FY24's budget ended with a higher than projected balance, primarily due to aggressive natural gas purchases on the futures market as well as an unexpected rebate from Public Service Company of New Mexico (PNM) over several months due to the closing of the Four Corners power plant. The PNM rebate will end in the second quarter of FY24.

## Budget Summary

- FY24 Operating funds:
  - FY23 Carry Forward: \$1,201,806
  - Revenues: \$28,018,832
  - Expenses: \$22,362,571
  - Net outgoing transfers: \$5,294,292
  - Year-end Balance: \$1,563,775
  
- FY24 I&G Utilities funds (Main Campus and HSC):
  - FY23 Carry Forward: \$1,006,927
  - Revenues: \$21,039,942
  - Expenses: \$20,475,894
  - Year-end Balance: \$1,570,976

## ii. SIGNIFICANT ACCOMPLISHMENTS

The following is a summary of the significant developments that occurred within Utility Services in FY24:

- Utility Services continued the technical analysis of the geothermal exchange project. The department completed the soil testing in FY24 and initiated the system simulation. The simulation is the last step in the technical analysis. Geothermal exchange is the most cost-effective manner to transition to greener energy sources to heat and cool the campus. As PNM transitions to its carbon free goal in 2035, our use of electrical heating and cooling will aid our transition to greener energy sources. Through the simulation we hope to utilize much of the existing infrastructure, saving up to \$40M in construction cost for the transition of campus.
- Utility Services completed two backup power tests in FY24. These tests maintain a higher level of readiness within our operations and maintenance teams, as many of these team members have less than two years' experience in our department. The ability to provide power to critical areas of campus reduces the impact of emergency events.
- The department completed and distributed the comprehensive Operator Training Manuals. The manuals provide detailed information on the various plant systems, the SOP's to run the equipment, and a "check-off" to validate the employee's knowledge. Consistent training is vital to a knowledgeable



Operations team in order to respond to changing conditions. Previous training was less structured and led to gaps in knowledge.

- Central Corridor utility expansion design and preparation for public bid. The Central Avenue corridor of main campus is the least developed area. The upcoming expansion of building in the corridor will benefit from the development of utilities in the southeast corner of campus.
- Fully converted to electronic work order system using I-Pads in every section of the department. The use of I-Pads for work order completion has led to increased accuracy and reliability of information. Reports are therefore more accurate.

### iii. FUTURE PLANS

- The simulation of the geothermal exchange project will complete in the first quarter of FY25. Simulation is critical to “proof of concept” prior to engaging in project development. The information will be used to refine the financial projections and develop informational materials as the project transitions to funding strategies.
- Further collaboration with Lobo Energy and the Office of Sustainability to reduce our carbon footprint utilizing solar and other renewable technologies where possible.
- The department will conduct a comprehensive electrical coordination study to ensure the protective electrical equipment is set correctly. This will isolate the impact of an electrical event due to an electrical failure in either the distribution system or at the building level.
- Upgrading of data reporting system to be completed in third quarter FY25. Review of our current data reporting software and its inadequacies for the department’s needs demonstrated the need to utilize a completely different type of software so that reports are easier to generate as the department supports more expansion on North and Main campuses.









# POLICE DEPARTMENT



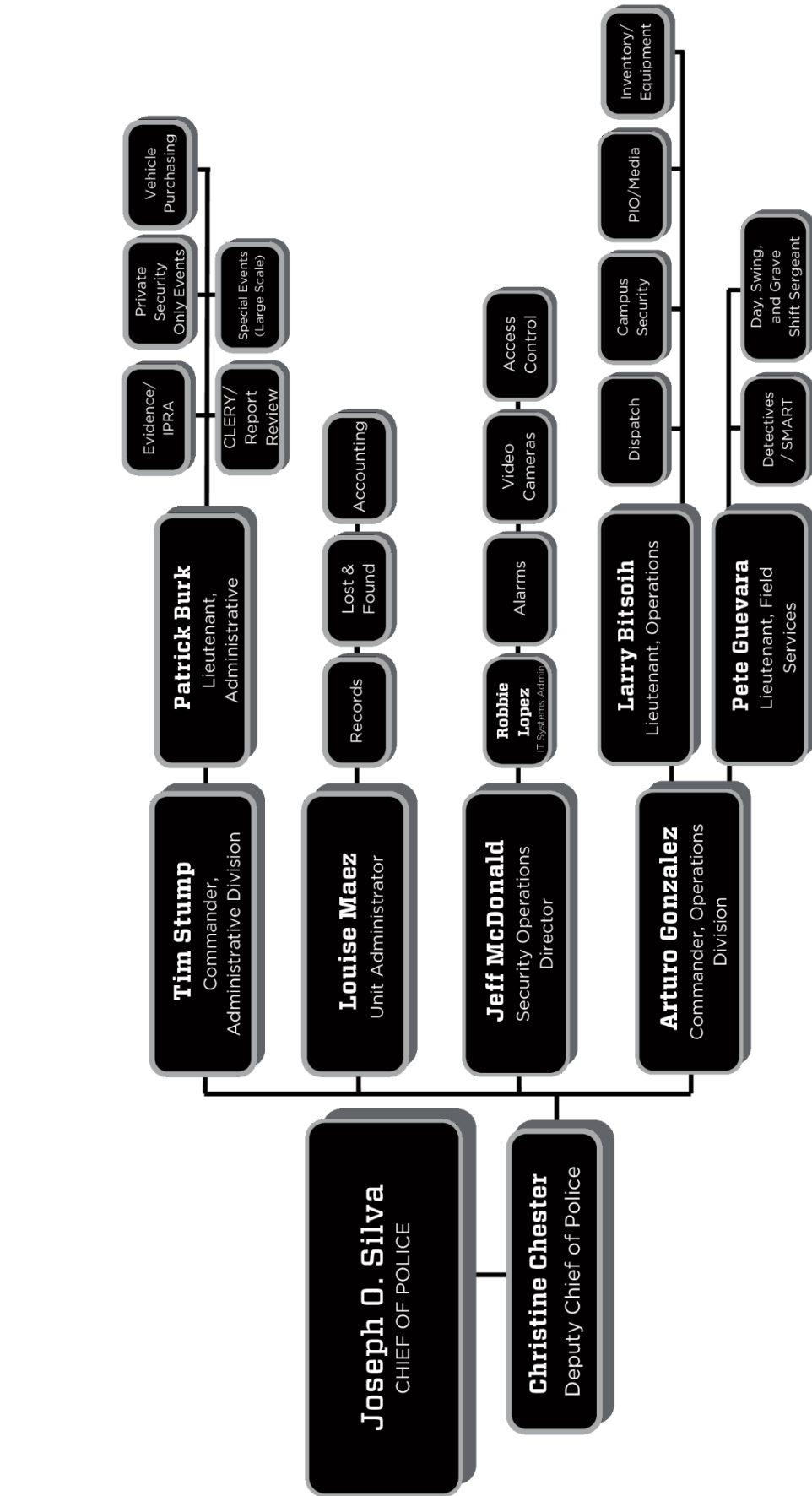
Chief of Police  
Joseph Silva

[police.unm.edu](http://police.unm.edu)





# FY24 ORGANIZATIONAL CHART



## MISSION AND VISION

### **Mission**

To provide the University of New Mexico with exceptional police services for the preservation of human rights and the protection of people and property. These services will be provided with an emphasis on proactive measures, minimizing the need for reactive responses. We will strive for a positive interaction with outside agencies and maintain a strong, cooperative relationship with the community by respecting differences and fostering a better understanding.

### **Vision**

To provide the highest level of service and protection to our campus through the highest professional ethics, performance, and personal commitment to ensure a safe place for the campus community to learn, work, and grow together.

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## i. EXECUTIVE SUMMARY

The University of New Mexico Police Department (UNMPD) had an operating budget of \$7,251,605 for FY24. Labor expense accounts for 89.3% or more of the total operating funds for UNMPD. Overtime expended in FY24 was \$310,826. Material budget adjustments during the year included \$225,000 in Special State Appropriated funds to support filling new or existing positions that were vacant as of July 1, 2023.

The police department has experienced several successes in FY24 and has also faced significant challenges. The successes and tactics to our challenges come from UNMPD's most important resource, its people. Likewise, members of our community continue to participate in new meaningful ways with the police department that help make our community a safer and more secure place to learn, work and grow together. UNMPD continues to develop strategies, policies, training, and other systems that will help the department move forward and improve as an organization.

Crime and disorder surrounding our campus continue to be an on-going challenge, especially to minimize these issues from affecting our campus community. However, close partnerships with other local entities within the State of New Mexico, the City of Albuquerque and the District Attorney's Office have had a positive impact on curbing some crimes and quality of life issues. We continue to explore new and proven strategies to mitigate the driving forces of crime and continuously search for innovative solutions that combine technology and people. One strategy that has developed over this past fiscal year is the Campus Watch Program. During this past year we were able to build upon the infrastructure of the program by identifying Zone Captains for all the zones across campus, which enhances our communication and ability to identify and address issues more expeditiously than in the past. Other initiatives include building upon technology such as access control and our well-established video surveillance camera system to proactively monitor problematic areas of our campus in an attempt to develop investigative leads and/or direct our resources more effectively and efficiently in addressing potential crimes and other issues of disorder around our campus.

Additionally, implementing our new records management system (RMS) streamlined the whole process from dispatching a call for service to providing the police department with crime reporting and other data capabilities that provide real-time data not only to the police department but also to partners within and outside our community.

All the efforts instituted this past fiscal year provide a means to better respond to the safety and security concerns of the campus. The department responded to 26,226 calls for service, which is approximately a 26% decrease from the last fiscal year. The department also received letters of appreciation and emails recognizing individual officers, dispatchers, and staff, for their efforts in response to calls for service, participation in safety talks and Resident Advisor (RA) training. One formal citizen complaint was received by UNMPD during this fiscal year.

## ii SIGNIFICANT ACCOMPLISHMENTS

- **Staffing:** One of the most persistent issues affecting the police department is filling vacancies both for police officers and dispatchers. Better compensation and benefits packages for surrounding police departments have had an adverse impact on our recruitment efforts. However, this past year notable strides were made in attracting and hiring both qualified police officers and dispatchers. We hired three (3) police officers and three (3) police recruits. We also hired six (6) dispatchers. Last budget process we also submitted a budget proposal for a hybrid type of police service aide (referred to as a Campus Service Aide - CSA). The CSA could perform some less critical police functions such as traffic control and taking informational reports like traffic accidents and minor crimes with no suspect information. They can also perform additional duties like building checks and proactive patrol, which do not require the response of a certified police officer. As noted last year, this program can also provide a pathway for recruiting future police officers for the police department. Although we were unable to secure monies for this program during this past budget cycle, we are planning on resubmitting the proposal for this coming year. We were successful in securing funding for two administrative aide positions, which will assist the police department with fulfilling the requirements related to the Clery Act and other administrative duties related to human resource (HR), training, tracking, and reporting requirements to the New Mexico Department of Public Safety.
- **Technology:** In January 2024, we successfully transitioned to a state-of-the-art records management system (RMS) and computer-aided dispatch system (CAD). The new systems offer numerous benefits, including a paperless environment, faster completion of police reports, and a streamlined electronic approval process. Additionally, it provides a range of reports that enhance departmental

effectiveness and allows for seamless data sharing with the campus community through automated reports. In late Spring of 2024, planning for the implementation of body worn cameras (BWC) began. This process involved research with other neighboring police departments gathering information and feedback to determine what vendor would be the best option for UNMPD. The search was narrowed down to the selection of three vendors. Meetings were set up with each vendor to learn more about the capabilities of each BWC system, which allowed for demos and Q&A sessions. After evaluating each system, a proposal was submitted, and monies were secured for the AXON BWC platform. One of the important indirect benefits in the selection of this vendor will be the elimination of purchasing TASERS separately in that they will be included within this contract, which will provide for upgrades automatically and a more cost-effective solution. This project has an anticipated rollout date of February 2025.

- **Access Control and Surveillance Camera System:** Security Operations conducted a thorough evaluation of five years of crime statistics for all campus buildings. This data was used to prioritize the installation of electronic access control systems across the campus, starting with Scholes and Castetter Halls. As the transition progresses, 11% of the funds provided to Security Operations has been spent on access control to include the rekeying of buildings where access control is installed and to enhance safety and security for our campus community and facilities. Another completed project of significance was the upgrade of cameras at the Student Success Center. New camera outlets were installed around the new park created where the old College of Education building was located. We have spent approximately 7% of the monies provided on video security by placing new cameras along Redondo Drive on the Communications and Journalism building. A new camera was added to the Student Health & Counseling facility, and we replaced several dead cameras at The Pit. We also completed the maintenance for the mobile camera trailer.
- **Tact Plans:** The University of New Mexico Police Department continues to bolster and strengthen its partnership with the Albuquerque Police Department (APD) with increased operations in both the Nob Hill and Brick Light Districts to address crimes and community issues that affect both agencies. UNMPD has been involved in numerous tactical operational plans working alongside our law enforcement partners, especially with the Albuquerque Police Department University Area Command Substation. This partnership provides better service to the south campus community such as Lobo

Village and other areas around the sports stadiums and facilities. One of the most significant joint tactical operations between UNMPD and APD involved addressing crime within the university campus and Nob Hill area. The operation resulted in fifteen (15) felony arrests, the clearance of thirteen (13) felony warrants, nine (9) misdemeanor arrests/warrants, and multiple citations issued. A firearm along with four hundred thirty (430) Fentanyl pills were also seized. Other tact plans such as warrant roundups have produced successful outcomes as well. The Albuquerque Police Department Horse Mounted Patrol Unit has also partnered with UNMPD over the past year to conduct patrol not only around the areas surrounding the campus but also have been invited and welcomed on campus. Besides the obvious deterrence of criminal activity, their presence provides for positive interaction with our UNM community. This was noted by the numerous “selfies” requested by not only students, but by faculty and staff.

- Partnerships and Campus Watch: The District Attorney’s office continues to have an open dialogue with the University of New Mexico Police Department in assisting with cases that affect the UNM community including certain transient populations that are involved in criminal activity. Additionally, UNMPD also partnered with Albuquerque Community Safety, which provides resources to the university in dealing with behavioral and mental health-related calls. The University of New Mexico Police Department and the University of New Mexico Hospital (UNMH) have also partnered with the District Attorney’s Office in creating a process that will better track patients of concern. Open dialogue and collaboration with our federal and state partners has led to critical information being shared between numerous law enforcement entities to address certain issues of concern that could and often do affect our university community, especially related to referrals from UNM’s Threat Assessment Team (TAT). The Campus Watch program continues to grow and enhance safety across campus. As the Zone Captains become more involved in the program, the focus on improving safety through better communication and awareness is increased. Sharing information is essential to heighten awareness and identify the appropriate resources required for various situations. By fostering communication with staff who work varied hours, such as custodial staff and groundskeepers, the zones can develop a comprehensive understanding of safety issues and work collectively to address campus safety concerns within and across zones. The first official Campus Zone Captain meeting and training took place January 18<sup>th</sup>, 2024. The Building Coordinator meeting conducted on March 20, 2024, was critical in identifying and filling the remaining vacancies for



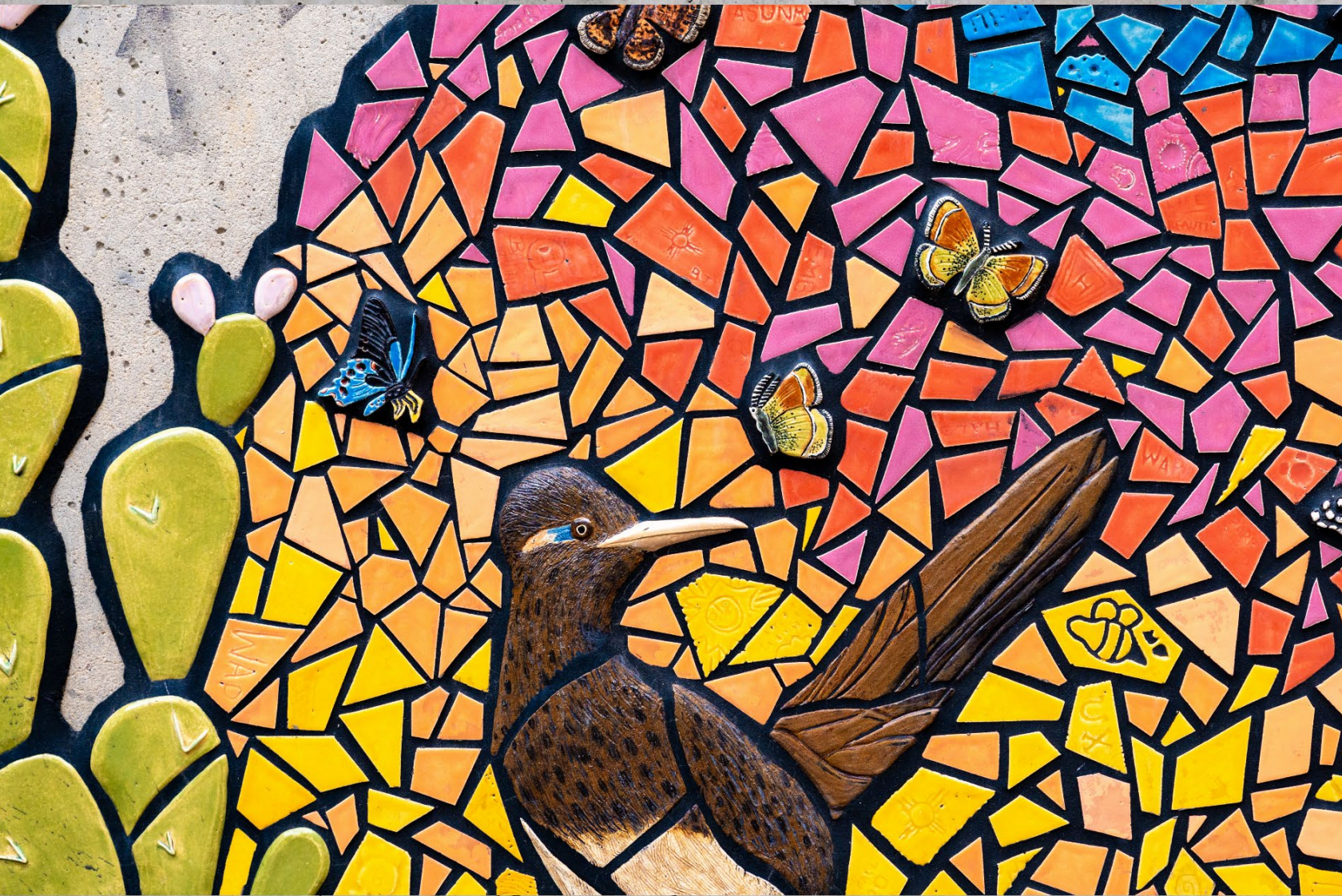
Zone Captains.

### iii FUTURE PLANS

- Campus Safety Aide (CSA) Program: UNMPD plans to resubmit the proposal to fully fund a public safety program that targets those interested in exploring a career in public safety. The program will provide participants with training and work experience to prepare them for Campus Safety Aides. CSAs will be unarmed police employees who will assist with traffic control, incident informational reporting, and other low-priority duties, which will free up police officers for other higher-priority duties. This program can also provide a pathway for public safety and assist the department in its recruiting efforts.
- Technology: UNMPD's objective is to identify consistent funding sources for campus security projects and maintenance, especially being that the maintenance agreement for the security cameras is coming to an end in June of 2026. We will continue to identify areas that need additional security cameras and work with the contracted vendor to plan video coverage. In addition, we will also continue to seek funding for access control installation across campus. UNMPD is working on the issue where many of the buildings on campus have not been re-keyed in many years and keys have been lost, reducing the security of the buildings on campus. Furthermore, we continue to work with other departments on campus to review and improve campus security. The AXON BWC package comes with a records management system (RMS) at no additional cost. The RMS system, referred to as the MY90, will be evaluated to determine if it would be more cost-effective and provide the police department with greater capabilities than our current Mark43 RMS system. Based on the evaluation, plans to replace the current RMS will be considered at that time.









# POLICY OFFICE



Policy Officer  
Sidney  
Mason-Coon

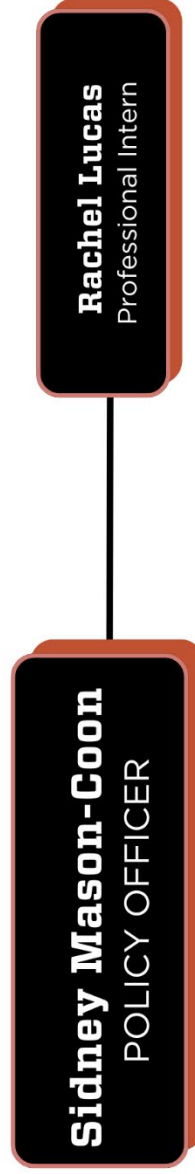
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**FY24 ORGANIZATIONAL CHART**



## MISSION AND VISION

### Mission

The University of New Mexico Policy Office oversees the development, revision, and issuance of the Regents' Policy Manual and the University Administrative Policy and Procedures Manual, while serving as the official repository for historical and current versions of the policies.

### Vision

The University of New Mexico Policy Office strives to cultivate a collaborative and inclusive environment to create policies that are the foundation for mitigating risk, enhancing efficiency, promoting compliance with laws and regulations, and supporting the wellbeing of the University community.

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## i. EXECUTIVE SUMMARY

The University Policy Office is an institution-wide department reporting to the Executive Vice President for Finance and Administration, that oversees the development, revision, and issuance of policies in the Regents' Policy Manual (RPM) and the University Administrative Policies and Procedures Manual (UAPPM). The Policy Office serves as the official repository for current and historical versions of the policies.

In Fiscal Year 2023-2024, the Policy Office facilitated approval for major revisions to twelve policies in the UAPPM and one policy in the RPM. Minor or correctional updates were published to thirty-five policies between the two manuals.

In addition to the list of substantive policy revisions in a subsequent section of this report, many University Administrative Policy (UAP) draft recommendations were under committee or taskforce review and discussion at the end of Fiscal Year 2023-2024. A small sampling of these include major revisions to several policies governing Title IX, discrimination, pregnancy, Clery Act compliance, campus space, and small- and non-motorized vehicles and pedestrian safety.

The Policy Office continued its commitment to process improvement and to UNM 2040 Opportunity Defined, with the following goals and projects:

- Goal Three: Inclusive Excellence, by completing the Phase One work of the university-wide Policy Equity and Inclusion Lens Taskforce, whose charge is to review and assess all existing UAP with an equity and inclusion lens.
- Goal Five: One University, by collaborating with the UNM Law Library to conduct an annual review of legal references and links for all policies in the UAPPM.
- Goal Five: One University, by researching, selecting, and procuring a new policy management software system to house and maintain the Regents' and University Administrative Policies and Procedures Manuals.

The Policy Office's Fiscal Year 2023-2024 Instruction & General (I&G) Original Base Budget Allocation was \$177,187. The Policy Office has a lean administrative budget, with the majority of expenses allocated for personnel costs. The remaining expenses are comprised of general

administrative costs such as shared copier rental, office supplies and equipment, website maintenance, and professional development.

## ii. SIGNIFICANT ACCOMPLISHMENTS

The Policy Office had several notable accomplishments in Fiscal Year 2023-2024.

Working with university-wide core offices and constituents, the Policy Office issued several substantially revised policies and minor updates or corrections to the University Administrative Policies and Procedures Manual (UAPPM) and Regents' Policy Manual (RPM).

- Substantially Revised Policies
  - RPM 6.11 (“Dependent Educational Benefits”)
  - UAP 2140 (“Use and Possession of Alcohol on University Property”)
  - UAP 2550 (“Information Security”)
  - UAP 2745 (“Clery Act Compliance”)
  - UAP 3210 (“Recruitment and Hiring”)
  - UAP 3220 (“Ombuds Services”)
  - UAP 3260 (“Career Development”)
  - UAP 3700 (“Education Benefits”)
  - UAP 3745 (“Service Awards and Recognition”)
  - UAP 4000 (“Allowable and Unallowable Expenditures”)
  - UAP 4200 (“New Employee Relocation Allowance”)
  - UAP 4040 (“Employee Recruitment Expenses”)
  - UAP 6110 (“Environmental Health and Safety”)
  
- Thirty-five policies within the Regents’ and University Administrative Policies and Procedures Manuals were updated or corrected for departmental or other unit names, position titles, errors, URL links, and references.

In Fiscal Year 2023-2024, the Policy Office continued its commitment to UNM 2040 Opportunity Defined, Goal Three: Inclusive Excellence. The Policy Office completed Phase One of the university-wide Policy Equity and Inclusion Lens Taskforce (PEIL) work of conducting a first pass review of all existing University Administrative Policies for equity, inclusion, and possibility of disparate impact on our community. The PEIL Taskforce membership is comprised of the following:

- African American Student Services
- American Indian Student Services

- Associated Students at the University of New Mexico (ASUNM)
- Branch Campus - Valencia
- Compliance, Ethics & Equal Opportunity
- American's with Disability Act (ADA) representation
- El Centro de la Raza
- Faculty Relations, Health Sciences Center (HSC)
- Faculty Senate
- Graduate and Professional Student Association (GPSA)
- Institute for the Study of "Race" and Social Justice
- Institutional Climate and Equity, Law Library
- Human Resources
- LGBTQ Resource Center
- Staff Council
- Office of University Council (Non-Voting, Consulting Member)
- Veteran and Military Resource Center
- University Policy Office (Taskforce Chair)
- Women's Resource Center

In support of UNM 2040 Opportunity Defined, Goal 5: One University, the Policy Office formalized the practice of assigning one policy/process owner per UAP. Under the new practice, and in accordance with UAP 1100 ("Development and Approval of Administrative Policies"), at the time of policy revision and when multiple policy/process owners exist, the Policy Office coordinates with existing owners to assign a single position to serve as the policy/process owner for the functions covered by the policy. This has proven beneficial for expediency when revisions are required, and for consistency in overall policy interpretation on a day-to-day basis.

In alignment with UNM 2040 Opportunity Defined, Goal Five: One University, the Policy Office began a collaboration with the UNM Law Library to conduct an annual review of legal references and links for all policies within the UPPM. This has allowed the Policy Office to confidently update links to websites and legal references, and to pursue formal legal advice from the Office of University Counsel when the policy content is sufficiently outdated or no longer legally relevant or compliant.

After a considerable amount of research into best-practices and consulting with other institutions of higher education, the Policy Office selected and procured the policy management software system, PolicyStat, to house the Regents' and University Administrative Policies

and Procedures Manuals. Expected implementation of the new policy platform will be Fall 2024 - Spring 2025.

With increased concerns around pedestrian and micro-mobility safety on campus, and the subsequent need to update University Administrative Policy 2260: Non-motorized and Small Motorized Vehicles, the Policy Office convened and co-chaired the university-wide Pedestrian and Micro-Mobility Safety Taskforce. The University President provided funding to hire a consultant firm to evaluate and advise on the pedestrian and micro-mobility safety needs and concerns, and to create a Safe Mobility Action Plan that will be used as the foundation for a federal Safe Streets grant application in 2025.

### iii. **FUTURE PLANS**

In Fiscal Year 2024-2025, the Policy Office plans to move the university-wide Policy Equity and Inclusion Lens Taskforce into phase two of policy review. Phase two will allow for a secondary review for equity and inclusion in each existing University Administrative Policy (approximately 188). Taskforce members will make final recommendations on suggested revisions to improve our policies and will certify review and recommendations for each represented department or unit.

In the coming fiscal year, considerable work is planned for both major revisions and routine maintenance to University Administrative Policies. Proposed policy revisions and new policies, identified by several university-wide committees and taskforces, include updates related to Title IX, pregnancy, discrimination, Clery Act compliance, micro-mobility, drones, emergency declaration, travel, and political activity, and new policies to address pregnancy, limited English proficiency, and foreign gifts.

The Policy Office will upgrade the policy website to a more current version for ADA compliance and mobile-friendly access, implement PolicyStat, a third-party policy management and version control software system, with workflow and systematic-regular policy review features. PolicyStat will be the platform that will house the official versions of the Regents' and University Administrative Policies and Procedures Manuals. Implementation will take place in Fall 2024, with formal roll-out to the entire community in early Spring 2025.



A proposal has been put forward and accepted by the Board of Regents Governance Committee to help with a comprehensive review of the Board of Regents' Policy Manual. The comprehensive review will begin in Fall 2024 with approximately thirty policies deemed to be urgent, the Policies for Immediate Consideration (PICs).

The Pedestrian and Safe Mobility Taskforce, with funding provided by the President of the University, will hire a consultant firm to study and create a Safe Mobility Action Plan on behalf of the University. These efforts will culminate in a federal Safe Streets grant application to fund larger-scale safety improvements, and policy revisions in 2025.







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