



OFFICE OF THE
EXECUTIVE VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

2024 - 2025 TACTICS

UNM 2040

OPPORTUNITY DEFINED





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GOAL 2. STUDENT EXPERIENCE AND EDUCATIONAL INNOVATION

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Objective 1.

Systematically facilitate and evaluate educational innovation across UNM.

Tactic: Customer Relationship Management (CRM)/ Student Experience Project (AKA: CHILE, Per Provost)

Description: In partnership with the Office of the Provost and other key departments, design, develop, and implement a dynamic individual-based experience for students and systems that provide engagement and communication for those students through the creation of a Program that includes the creation of a web portal that integrates a clear, interactive roadmap of steps they need to take each semester to be successful in registering, scheduling, finding events and navigating related processes across campus that are key to their student experience..

Planned Activities for FY25 (phases):

Phase 1: Retention and Early Alerts Implementation - 6/24 - 1/25

Phase 2: Graduate Application Implementation - 3/2025

Contacts: Duane Arruti, Chief Information Officer; Pamela Cheek, Associate Provost; Dan Garcia, VP Enrollment Management; Eric Scott, VP Student Affairs; Todd Hynson, HS Registrar

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Objective 1.

Systematically facilitate and evaluate educational innovation across UNM.

Tactic: Business and Operational Effectiveness

Description: We will review our business and services approach to align with the university's needs, focusing on operational excellence, business efficiency, and cost-effectiveness. By





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GOAL 2. STUDENT EXPERIENCE AND EDUCATIONAL INNOVATION

implementing sustainable solutions, we aim to deliver essential services in a financially healthy manner.

Planned Activities for FY25 (phases):

Phase 1: Bookstore (EA): Present EA research, student and faculty survey results, and financial and billing model to UNM leadership. Seek necessary approvals to proceed with EA. Bookstore (space review): Review of current services and space. Detailed services provided by location and customer groups. Collect/gather data regarding current space utilization. Golf course: Hire external subject matter expert (consulting group/firm) to assist with Championship Golf Course strategy efforts.

Phase 2: All Campus Environments groups develop a clear understanding of service levels and expectations. Bookstore (EA): Work with UNM IT and RedShelf to finalize integrations and upgrades needed with the RedShelf platform for EA transition. Bookstore (space review): Evaluation of services and current facility. Work with Campus Capital & Space Planning (CCSP) to conduct campus stakeholder/partner meetings and discuss services and programmatic needs. Work with CCSP to prepare a draft evaluation of Main Campus and Medical/Legal store facility conditions and assess capacity to meet services and programmatic requirements. Golf course: Hired consulting firm, along with strategy team, will research and review peer approaches and models and collect site specific data, to include financial analysis, operational review, and infrastructure needs and conditions. Conduct golf course market analysis to include evaluation of market demand and supply in the Albuquerque area.

Phase 3: Bookstore (EA): Develop communication plan for and collateral materials for EA transition and launch. Communicate EA information to students and faculty. Bookstore (space review): Review various models and needed space. Conduct review of bookstores in other higher ed institutions to provide options that UNM could consider when determining approach. Work with CCSP to develop space planning scenarios and options to meet space needs. Create summary matrix. Golf course: Consulting firm will present findings and provide recommendations for consideration.

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GOAL 2. STUDENT EXPERIENCE AND EDUCATIONAL INNOVATION

Review funding needs to align campus environment service levels with campus needs.

Phase 4: Bookstore (EA): Work with UNM IT, RedShelf, and other stakeholders to provide faculty with training, workshops, and other resources to help with the course materials adoption process. Launch of EA in August 2025. Bookstore (space review): Present options to UNM leadership. Present space planning scenarios and an estimate of probable cost per scenario. Make recommendations for preferred scenario and probable costs. Golf course: Options will be presented to UNM leadership along with preferred approach. Proceed with executing decided approach. Align Campus environments service levels with campus needs.

Contact: Shawna Wolfe, Vice President, Institutional Support Services

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Objective 4.

Provide experiential learning opportunities for every student, ensuring a co-op, internship, community engagement, research, project, education abroad, or competitive athletic opportunity for each student and provide them the ability to articulate the value of these experiences for careers or advanced education.

Tactic: Student Analytics and Early Alerts and Unified Enterprise Data Warehouse/Lake (one university, metrics everywhere)

Description: Apply cohort analytics, curricular analysis, and UNM data systems to identify impediments to student progress and improve early intervention strategies.

Assess institution-wide data warehousing needs and prepare a recommendation and budget for executive leadership funding and approval.

Planned Activities for FY25 (phases):

Phase 1: Receive one time and recurring funding 07/2024.

Phase 2: Phase 1 implementation (Scope is CRM Data) 6/24 - 3/25

Phase 3: To be defined after Phase 1 complete.

Contacts: Duane Arruti, Chief Information Officer; Dan Garcia, VP of Enrollment Management, Kevin Stevenson, VP Human Resources; Norma Allen, University Controller, Todd Hynson, HS Registrar, Rebecca Napier, HS VP Finance and Administration

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GOAL 3. INCLUSIVE EXCELLENCE

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Objective 1.

Ensure UNM is inherently inclusive, accessible to most and readily accommodating to all students, staff, faculty, and community members.

Tactic: Improve Inclusiveness and access through functional enhancement of Board of Regents' and University Administrative Policies and Procedures Manuals.

Description: Implement an electronic document management system to track and store current and historical versioning of University Administrative Policy and Procedures Manual (UPPM) and Regents' Policy Manual (RPM). Improve the policy search functionality to allow for easier access to existing policies by single-word search.

Upgrade UNM Policy Office website (UPPM and RPM) to a more current version, with mobile- and ADA-friendly features.

- Begin Round 2 review and recommendations of each existing UAP by Policy Equity and Inclusion Taskforce (PEIL), to identify any possibility of disparate impact on our university community members.
- Facilitate Board of Regents comprehensive review of the RPM through proposed phased approach of "Administrative Owner" review and revision of identified policies.
- Promote access via creating and publishing policy writing tools and style guides to assist the university community in proposing new and revised policies.
- Partner with UNM Law Library to review and recommend updates to legal requirements and references in each UAP.

Planned Activities for FY25 (phases):

Phase 1: Determine feasibility of single-sign-on for PolicyStat implementation and draft the software system build. Propose plan for RPM review by Governance Committee and establish list of Policies for Immediate Consideration (PICs) and partnering "Administrative Owners". Kick off Round 2 of PEIL Taskforce.

Contact: Sidney Mason-Coon, Policy Officer, Policy Office

GOAL 4. SUSTAINABILITY

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Objective 1.

Ensure a stable and high-quality workforce for UNM through effective talent and human capital management and promote a healthy and safe campus working, learning, and living environment for faculty, students, and staff.

Tactic: Implement Culture of Safety Recommendations

Description: Using results from the Culture of Safety assessment, implement individual recommendations/projects to improve UNM's safety culture thereby reducing and preventing injuries and occupational illness.



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Planned Activities for FY25 (phases):

Phase 1: University Safety Forum Formation - Q1/Q2 FY25

Phase 2: Pulse Survey - Q2 FY25

Phase 3: Create Culture of Safety Strategy - Q3/4 FY25

Contact: Casey Hall, Director, EHS

Tactic: Integrated Campus Planning Initiatives

Description: : The Integrated Campus Plan (ICP) is complete and was approved at the Board of Regents August 22 meeting. In July of 2024, the Asset Management Program (AMP) launched. The ICP laid out a series of initiatives to advance.

This Tactic will track progress on the following:

- Space Optimization Strategy
 - Deferred Maintenance Strategy
 - Land Use Strategy
 - Learning Environments Strategy
 - Campus-wide Circulation and Safety Improvements
 - Encourage UNM Public Safety to implement the DataCasting for Public Safety platform
- NMPBS, NMSU, and ENMU have developed with NM Department of Homeland Security and Emergency Management

Planned Activities for FY25 (phases):

Phase 1: Land Use Strategy. Complete analysis and policy updates by 12/31/2024.

Phase 2: Space Optimization Strategy. Complete analysis and policy updates by 6/30/25.

Phase 3: LEDG. Complete analysis and updates by 6/30/25.

Phase 4: In progress of implementation game plan for elements like Campus-wide Circulation and Safety Improvements. Strategic Parking & Transportation Plan Safe Mobility Action Plan Draft concept ideas by 6/30/25.

Contact: Shawna Wolfe, Vice President, Institutional Support Services

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Objective 2.

Reduce our environmental impact to ensure that UNM contributes to a sustainable world

Tactic: Promote Environmental Sustainability

Description: With the newly founded Office of Sustainability, in partnership across the campus and community, develop baseline measures of campus sustainability, pursue and implement cost-effective and equitable projects to reduce the university's environmental footprint, grow



GOAL 4. SUSTAINABILITY

visibility of sustainability activities to the UNM and greater NM community and engage in campus-wide sustainability strategic planning.

Planned Activities for FY25 (phases):

Phase 1: Gather and analyze baseline sustainability data: Submit first-ever UNM STARS (Sustainability Tracking, Assessment & Rating System) application to AASHE (the Association of the Advancement of Sustainability in Higher Education); release UNM Greenhouse Gas Inventory (Scope 1 & 2) [by 9/30/24]

Phase 2: Launch and implement Strategic Planning initiative: engage all campus stakeholders via interviews, focus groups, and town halls [start by 10/24; effort to be completed in FY 26] Review all campus planning/strategic initiatives as plan is being developed.

Phase 3: 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 grants, incentives, or rebates (e.g., grow food waste reduction initiatives like LoboEats, Lobo Energy South Campus Energy Savings Performance Contract (ESPC) project, submit grant applications to fund green infrastructure, coordinate access to Inflation Reduction Act (IRA) Direct Pay tax incentives) [ongoing]

Phase 4: Grow visibility of Sustainability across UNM's campus for students, faculty, staff, alumni, and the greater State of New Mexico (e.g., Tree Campus USA/Arboretum designation [by 3/24], website redesign [by 10/24], outreach campaigns [ongoing], Move In/Move Out initiatives [8/24 and 5/25])

Contact: Shawna Wolfe, Vice President, Institutional Support Services

Tactic: Secure Campus

Description: Collaborate with the Campus Safety Initiative vendor to review our current video and technology security systems for areas of improvement to increase policing effectiveness. After the installation of access control and additional cameras for the UNM Business Center, track police calls for service at that location to determine effectiveness of the technology. Using the UNM Business Center as a pilot project, pursue electronic access control for all campus buildings. Hire and train additional support staff to operate the network

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GOAL 4. SUSTAINABILITY

of security cameras on campus. Engage campus personnel to be part of the “Campus Watch Program”. Continue to work with local businesses, the district attorney’s office, city and county leadership, and city resources to improve safety and invest in prevention and preparedness to increase student and faculty/staff awareness. for all campus buildings. Hire and train additional support staff to operate the network of security cameras on campus. Engage campus personnel to be part of the “Campus Watch Program”. Continue to work with local businesses, the district attorney’s office, city and county leadership, and city resources to improve safety and invest in prevention and preparedness to increase student and faculty/staff awareness.

Planned Activities for FY25 (phases):

Phase 1: Continue to monitor the calls for service at the Business Center. Recommendations from Safeguards have been sent to FM for review. Applied for a grant to support the Campus Watch Program (CWP). Review and evaluate body worn camera (BWC) platforms and hire a manager. Continued collaboration with law enforcement partners.

Phase 2: Continue meeting with occupants of the Business Center to address concerns. Review FM’s strategies in addressing Safeguards recommendations. Waiting for grant approval for CWP. Select the vendor for BWC and begin the interview and selection process for the manager.

Phase 3: Implement strategies from Business Center Pilot Project to other areas on campus. Auditing FM’s solutions for the Safeguards recommendations. Based on approval of grant, hiring a part-time CWP coordinator. BWC manager hired and beginning the process of developing policy, meeting with stakeholders, and finalizing implementation strategy.

Phase 4: Close out of pilot project at the Business Center with findings. Resolution on any outstanding Safeguards recommendations. Onboarding of part-time CWP coordinator. Training and final implementation of BWC program.

Contacts: Joe Silva, Chief of Police



GOAL 4. SUSTAINABILITY

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Objective 1.

Ensure a stable and high-quality workforce for UNM through effective talent and human capital management and promote a healthy and safe campus working, learning, and living environment for faculty, students and staff.

Tactic: **Enhance UNM's Total Rewards Strategy**

Description: Enhance 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.

Planned Activities for FY25 (phases):

Phase 1: TBD.

Contact: Kevin Stevenson, VP Human Resources

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Objective 5.

Build a culture of multi-year budgeting and planning and ensure that all our business and academic processes are effective and efficient

Tactic: **Ten Year Financial Planning Refinements and Creation of a Financial Metrics Dashboard**

Description: Promote sustainability by expanding a multi-year budgeting and planning culture. Promote consolidated multi-year budgeting and planning for UNM and UNM Health. In addition, we currently track and report the Compositive Financial Index (CFI) and the corresponding ratios. We would explore and identify other possible metrics to track and build a dashboard to track them for UNM.

Planned Activities for FY25 (phases):

Phase 1: Finish refinements and develop draft dashboard for review by 12/31/24.

Phase 2: Revitalize 10-year core fund deck based upon stakeholder feedback.

Contact: Norma Allen, University Controller, Financial Services

GOAL 5. ONE UNIVERSITY

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Objective 2.

Ensure the breadth of the University is accessible to all learners through easy cross-campus enrollments, integrated academic programs, and partnerships throughout the University.

Tactic: **Directory Consolidation**

Description: Based on the 2040 goal of One UNM, UNM Executive Leadership has made the decision to consolidate to a single directory for user accounts. This will enable a seamless user experience between HHS and UNM main campus services from an authentication perspective. The project is in the discovery phase and is expected to take up to 4 years to complete. The timeline will be informed by an RFP issued in Calendar Year 2023. Directory consolidation will also consolidate e-mail and all other O365 services.

Planned Activities for FY25 (phases):

Phase 1: Finalize Award and Project Team Structure, Launch Project planning and design with Vendor.



GOAL 5. ONE UNIVERSITY

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Objective 3.

Identify gaps and prioritize areas for streamlining, integrating, and improving our administrative systems and processes, in order to provide coordinated, efficient, and high-quality services.

Contacts: Duane Arruti, Chief Information Officer; Dawn Harrington, Chief Information Officer Health & Health Sciences

Tactic: ERP Strategy and Roadmap

Description: Prepare analysis, recommendation, and budget comparison for executive leadership decision and funding consideration for a possible new Enterprise Resource Planning (ERP) implementation to improve administrative systems and processes, including an evaluation of areas of common fit/use for Health and Health Sciences. This comprehensive One-University assessment needs to include business functionality, software licensing, consulting, training, implementation services, resource augmentation, and position backfill. Prepare a timeline and multi-year plan to address preparation and phasing of implementation, including an assessment of other services that can be demised.

Planned Activities for FY25 (phases):

- Phase 1:** Create and issue a Comprehensive One-University Viability Study RFP and secure funding--Fall 2024
- Phase 2:** Review Viability Study RFP responses and select vendor--Fall 2024
- Phase 3:** Project kickoff. Complete Viability Study with selected vendor. Evaluate Viability Study results and prepare recommendation for Executive Governance Next Steps--June 2025
- Phase 4:** Secure funding for ERP RFP and issue RFP-timing still to be determined.

Contacts: Duane Arruti, Chief Information Officer; Kevin Stevenson, VP of Human Resources; Norma Allen, University Controller; Dan Garcia, VP of Enrollment Management; Dawn Harrington, Chief Information Officer Health and Health Sciences

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Objective 3.

Identify gaps and prioritize areas for streamlining, integrating, and improving our administrative systems and processes, in order to provide coordinated, efficient, and high-quality services.

Tactic: Implement UNM IT's Information Technology Service Management System

Description: Enhance To enhance our service delivery and meet the needs of our campus partners, we will implement the ServiceNow ITSM system, providing a single access point for all IT services at UNM, including Campus Outreach services. This implementation will create an efficient environment for delivering IT services, tracking, and communicating technology improvements and requests. The system will address the unique needs of Project Management and Information Security

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Incidents and will include a comprehensive configuration management system. This system will track and forecast the health of our equipment and software, ensuring the sustainability of our systems across campus.

Planned Activities for FY25 (phases):

Phase 1: Implementation of Core ITSM - January 2025

Phase 2: Funding and Implementation of Project and Security Modules; Full Go-Live - June 2025

Contact: Duane Arruti, CIO

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Objective 3.

Identify gaps and prioritize areas for streamlining, integrating, and improving our administrative systems and processes, in order to provide coordinated, efficient, and high-quality services.

Tactic: Implement Unified Timekeeping System

Description: In partnership with Human Resources, IT and Financial Services, implement UKG Dimensions as UNM's timekeeping system for all faculty, staff, and students on the main, branch, and health sciences campuses.

Planned Activities for FY25 (phases):

Phase 1: Pre-Implementation preparation - 8/2024

Phase 2: Implementation of the system - -11 months (Need to finalize the date)

Phase 3: (To be identified after kickoff meeting with UKG)

Phase 4: (To be identified after kickoff meeting with UKG)

Contacts: Kevin Stevenson, VP Human Resources; Duane Arruti, CIO; Norma Allen, University Controller

