OFFICE OF THE
EXECUTIVE VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

2025 – 2026 TACTICS

UNM 2040

OPPORTUNITY DEFINED

GOAL 1: ADVANCE NEW MEXICO

INITIATIVE: 1

Initiative: Large Language Model/Generative AI Strategy

Description: UNM IT, in collaboration with the Campus community, will implement a university-supported Large Language Model (LLM) / Generative AI strategy that can be leveraged by students, faculty and staff to execute a wide variety of AI-related opportunities.

This Generative AI strategy will leverage university support and data protection, and allow faculty, students, staff, and departments to develop bots, agents, automations, and explore AI-powered Analytics.

Planned Activities for FY26 (phases):

<u>Phase 1:</u> Hiring staff, developing project plan and identification of project team, testing of AI solutions for technical use case.

<u>Phase 2:</u> Needs analysis and surveying, collection of use cases, begin development of strategy and guidance frameworks.

<u>Phase 3:</u> Selection of 2-3 initial use cases, identification of technologies to meet use case needs.

<u>Phase 4:</u> Roll out of proof of concept use cases, project outcomes assessment, ongoing development of the next phase of use cases for the strategy. Identify ongoing funding.

Contact(s): Duane Arruti, Chief Information Officer

GOAL 4: SUSTAINABILITY

INITIATIVE: 2

Initiative: Secure Campus

Description: This comprehensive initiative promotes a holistic approach to campus safety by integrating advanced security technologies, infrastructure improvements, and strong partnerships with law

GOAL 4: SUSTAINABILITY

INITIATIVE: 2 CONTINUED

enforcement and community stakeholders. Efforts include deploying cutting-edge tools such as surveillance cameras, access control systems, AI based threat detection, license plate readers, ShotSpotter type technology, PSAP systems, and integration with APD's Real Time Crime Center. Physical campus and residential life improvements such as upgraded access controls, modernized life safety systems, enhanced lighting, clear sightlines, and secure perimeters further reinforce safety in both shared and living spaces. Together, these measures will strengthen real time response, foster a welcoming atmosphere that supports student success, public trust, and community well-being.

Planned Activities for FY26 (phases):

Phase 1: Strategic Assessment & Stakeholder Alignment

Phase one involves conducting a comprehensive risk and vulnerability assessment across all campus zones to identify potential threats and areas for improvement. This process includes engaging key stakeholders—such as campus leadership, law enforcement agencies like APD, residential life staff, IT professionals, facilities teams, and student representatives. Existing security infrastructure and protocols will be identified to highlight current assets and identify gaps. Goals will be identified to enhance real-time response capabilities.

Phase 2: Technology Integration & Infrastructure Modernization

In the second phase of the initiative, the focus shifts to deploying advanced security technologies and modernizing campus infrastructure to create a safer and more responsive environment. This includes the installation and integration of surveillance cameras equipped with analytics, AI-based threat detection tools, and license plate readers. Public Safety Answering Point (PSAP) systems will be implemented to streamline emergency communications. Real-time data sharing with the Albuquerque Police Department's Real Time Crime Center will enhance situational awareness and coordinated response. Simultaneously, physical improvements will be made across campus and residential areas, including upgraded access controls, enhanced lighting, improved sightlines, modernized life safety systems, and reinforced perimeter security. These enhancements are designed to work in concert, strengthening both proactive threat detection and real-time response capabilities.

Phase 3: Community Engagement, Training & Culture Building

The third phase centers on cultivating a safety-conscious campus culture through proactive engagement, education, and collaboration. Awareness campaigns will be launched to inform students, staff, and faculty about new safety technologies, protocols, and available resources. The newly reinvented Campus Watch Newsletter will be a great resource for this information to be published. Feedback will be used to ensure that the initiative reflects the needs and concerns of the campus population. Strong partnerships with local law enforcement and neighborhood

GOAL 4: SUSTAINABILITY

INITIATIVE: 2 CONTINUED

organizations will be reinforced to promote shared responsibility and coordinated efforts.

Ultimately, this phase aims to empower the campus community to take an active role in maintaining a safe and welcoming environment.

Phase 4: Real-Time Operations, Evaluation & Continuous Improvement
The final phase focuses on activating real-time operations, enabling swift action during emergencies, and enhancing situational awareness. Data analytics will be used to track key performance indicators such as incident frequency, response times, and system reliability. Regular drills and scenario-based testing will ensure readiness and identify areas for refinement. Feedback from the campus community will be continuously gathered to inform updates to policies, procedures, and technologies. Transparent reporting of outcomes to stakeholders will reinforce accountability and public trust, while adaptive strategies will ensure the initiative remains effective in the face of evolving threats and changing campus dynamics.

Contact(s): Shawna Wolfe, Vice President, Institutional Support Services (ISS); Joseph Silva, Chief of Police

INITIATIVE: 3

Initiative: Campus Safety Partnership Initiative
Description: This initiative brings together campus partners, local businesses, the district attorney's office, city and county leadership, and municipal resources to strengthen prevention, preparedness, and awareness. Through collaboration and shared responsibility, it empowers students, faculty, and staff to stay informed, engaged, and proactive in keeping the UNM community safe.

Planned Activities for FY26 (phases):

Phase 1: Coalition Building & Strategic Alignment
This phase focuses on establishing a unified vision and shared responsibility across campus and community partners. A cross-sector safety coalition is formed, bringing together campus departments, local businesses, the district attorney's office, city and county leadership, and municipal services. Each partner's role and responsibilities are clearly defined, and all parties align on common goals such as prevention, preparedness, awareness, and empowerment. Formal agreements like MOUs help solidify collaboration, while a centralized communication plan ensures consistent messaging across all stakeholders.

Phase 2: Risk Assessment & Resource Integration
In this phase, the initiative conducts joint safety audits to identify vulnerabilities across physical, behavioral, and digital domains. Existing resources from all partners are mapped to understand what's available and where gaps or overlaps exist. This enables the development of integrated response protocols that leverage the strengths of each partner. Where appropriate, data-sharing agreements

GOAL 4: SUSTAINABILITY

INITIATIVE: 3 CONTINUED

are established to enhance coordination and situational awareness during emergencies or ongoing safety efforts.

Phase 3: Community Engagement & Education
This phase empowers the UNM community through proactive education and involvement. A campus-wide safety awareness campaign is launched with input from all coalition members, supported by workshops and town halls on topics such as personal safety, threat recognition, and emergency response. Peer-led programs and student ambassador initiatives foster grassroots engagement, while anonymous reporting tools are promoted to encourage early intervention. Local businesses are also engaged as active participants, offering safe spaces and training their staff to support campus safety efforts.

Phase 4: Evaluation, Sustainability & Growth
The final phase ensures that the initiative remains effective and evolves over time. Key metrics such as incident reports, engagement levels, training participation, and response times are tracked to measure impact. Regular reviews with coalition partners help identify areas for improvement, and feedback from students, faculty, and staff informs updates to protocols and campaigns. To support long-term success, the initiative seeks ongoing funding and institutional support, ensuring that safety remains a dynamic and sustainable priority for the UNM community.

Contact(s): Joseph Silva, Chief of Police

INITIATIVE: 4

Initiative: Administrative Overhead and Institutional Contributions
Description: This initiative will involve reassessing our institutional contributions, including administrative overhead, to ensure alignment with the evolving operational landscape for our central campus pooled revenue (I&G cored funds) and the growing need to better support critical administrative functions. This effort will explore opportunities to consolidate or eliminate stand-alone assessments, such as the foundation surcharge and Banner tax, to promote department budgeting efficiencies, while also identifying a sustainable revenue stream to support the implementation of a new ERP system.

Planned Activities for FY26 (phases):
Phase 1: Build data and measurement sets based on historical analysis of institutional contributions. Research other institutions and administrative overhead models to gather best practices.
Phase 2: Using data and measurement sets, work on a proposal for a new institutional contribution model that eliminates stand-alone assessments, such as Banner Tax and Foundation Surcharge, and creates an institutional contribution model leveraging administrative overhead for non-I&G institutional contributions and a "top slice" model to fund core I&G administrative functions previously done through stand-alone assessments.

INITIATIVE: 4 CONTINUED

<u>Phase 3:</u> Update model with FY27 budget information to show how funds would flow and what administrative overhead rates would need to be. Prepare presentation for leadership to demonstrate the effectiveness of new model.
<u>Phase 4:</u> Plan presentation for leadership for approval and implementation of the new model (likely for FY28 budget build).
Contact: Jeremy Hamlin, Executive Director, OPBA

INITIATIVE: 5

Initiative: Culture of Safety
Description: In order to drive improvement in occupational and research safety performance at the University of New Mexico, EHS is striving to alter UNM's culture of safety through measurable and actionable strategies.
Planned Activities for FY26 (phases):
<u>Phase 1:</u> Revise, adopt, and begin implementation of culture of safety strategic plan.
<u>Phase 2:</u> Update Policy 6110 with Embedded Safety Professionals.
<u>Phase 3:</u> Hold research safety week.
<u>Phase 4:</u> Implement other priorities as determined by USC.
Contact(s): Casey Hall, Director, EHS

INITIATIVE: 6

Initiative: Foundational Skills Training
Description: HR will enhance organizational capability by providing accessible learning opportunities that strengthen essential workplace skills. HR will develop a foundational training curriculum to ensure all employees have access to core skills such as writing and communication, digital literacy, navigating UNM's technology ecosystem, and other essentials that address skills gaps across roles at the University.
Planned Activities for FY26 (phases):
<u>Phase 1:</u>
<u>Phase 2:</u>
<u>Phase 3:</u>
<u>Phase 4:</u>
Contact(s): Kevin Stevenson, Vice President of Human Resources

INITIATIVE: 7

Initiative: Reduce Violence on Campus & Increase Awareness & Effectiveness of CMPD
Description: Enhance campus safety by reducing violence on campus through implementation of a comprehensive, multi-faceted strategy. This includes leveraging advanced technological solutions to enhance security measures, establishing a robust Workplace Violence Prevention Program,

INITIATIVE: 7 CONTINUED

Increasing awareness and engagement with our Threat Assessment and CARE programs and fostering collaborative partnerships with the University of New Mexico Police Department (UNM PD) and the Albuquerque Police Department (APD) Real Time Crime Center to ensure timely identification and response to persons and behaviors of concern.

Planned Activities for FY26 (phases):

<u>Phase 1:</u> *Case Management* - Work with IT to discover best possible solutions for case management software; and assess what other colleges and universities are using. *Workplace Violence Prevention Program* - Kickoff meeting with vendor to determine University players and resources needed and timeframes. *Collaboration With Local and Metro Law Enforcement* - Identify current processes for sharing information with and between entities.

<u>Phase 2:</u> *Case Management* - Get demonstrations from the vendors and from the institutions using them. *Workplace Violence Prevention Program* - Assess status of workplace violence training program on campus; Assess Threat Assessment Team training, composition and procedures; Implement De-escalation Training for entire campus community available upon demand; and update mandatory Active Threat Training for CY26. *Increase Awareness of CMPD, TAT & Care* - Create CMPD Website. *Collaboration With Local and Metro Law Enforcement* - Create plan to streamline information sharing and responsiveness.

<u>Phase 3:</u> *Case Management* - Pick a solution that works for all partners. *Workplace Violence Prevention Program* - Update policies for threat assessment and workplace violence prevention; and Train Threat Assessment Team. *Increase Awareness of CMPD, TAT & Care* - Promote and offer Threat Assessment & Emergency Management training for university entities upon request; Attend campus events designed to increase awareness of university programs; Train campus partners on reporting behaviors of concern; and identify tools to make processes more robust and efficient, including identifying AI solutions.

<u>Phase 4:</u> *Case Management* – Implement identified solution. *Workplace Violence Prevention Program* - Certification of Threat Assessment Team. *Collaboration With Local and Metro Law Enforcement* - Create a plan to implement identified solutions.

Contact(s): Byron Piatt, Director, Crisis Mgmt. & Preparedness Department

INITIATIVE: 8

Initiative: Reduce ERP Implementation Project
Description: Installing an ERP infrastructure that can support all aspects of "one University "to 2040. Q1: Create team, branding, website, and plan. Create funding strategy and governance model Q2 Select SAAS vendor

INITIATIVE: 8 CONTINUED

and SI Understand resources required. Q3 Implement, create training plan Q4: communication plan for each module.

Planned Activities for FY26 (phases):

<u>Phase 1:</u> Create team, branding, website, and plan.

<u>Phase 2:</u> Select SAAS vendor and SI Understand resources required.

<u>Phase 3:</u> Implement, create training plan.

<u>Phase 4:</u> Communication plan for each module.

Contact(s): Bruce Cherrin, Chief Procurement Officer & Interim Univ. Controller

INITIATIVE: 9

Initiative: University Stadium & South Campus Plan

Description: This initiative will establish a comprehensive framework for South Campus, aligning land use, athletics needs, and economic development to support UNM's long-term growth. It includes evaluating the future of University Stadium and surrounding assets (envisioned as a sports and entertainment district) to maximize value for both the University and the State.

Planned Activities for FY26 (phases):

<u>Phase 1:</u> Hire Consultant, Kick-off, Develop communication for local and state advocacy.

<u>Phase 2:</u> Preliminary recommendations for University Stadium.

<u>Phase 3:</u> Legislative advocacy for funding, development of south campus framework plan.

<u>Phase 4:</u> Draft plan vetting and approval.

Contact: Shawna Wolfe, Vice President for ISS

GOAL 5: ONE UNIVERSITY

INITIATIVE: 10

Initiative: Directory Consolidation

Description:

Proceed to the execution phase of directory consolidation. This will include moving to a single directory and a consolidated identity system for all of UNM.

Planned Activities for FY26 (phases):

<u>Phase 1:</u> Finalize necessary Statements of Work and License/Service agreements. Align account standards and resolve duplication of accounts and account names between HSC & UNM. <u>Phase 2:</u>   Move from two on-premise identity management solutions to a single cloud solution (IIQ to ISC Migration).

<u>Phase 3:</u>   Migrate HSC cloud directory into UNM cloud directory (HSC M365 Tenant Migration).

<u>Phase 4:</u>   Migrate UNM local directory (AD) to UNM cloud directory, eliminate UNM's local directory.

Contact(s):   Duane Arruti, Chief Information Officer