



# **UNM**ATCHED EXCELLENCE: **THE LOBO STANDARD**

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Dear Lobo Nation,

The landscape of intercollegiate athletics continues to rapidly evolve and the University of New Mexico is not immune to new rules, policies and practices that are changing our industry. But at its core, what we do in the University of New Mexico Department of Athletics never changes: serve our student-athletes.

Over the past few years, UNM Athletics has experienced tremendous momentum: from student-athlete welfare enhancements to conference titles, from facility grand openings to record-breaking fundraising. But if we want to build upon that momentum, to continue to play an integral role in the life of the University, and to be a change leader in the intercollegiate sports community, we must chart a clear path for the years ahead. After many months of work by our Strategic Planning Committee, and with the input of more than 2,200 members of the University of New Mexico Athletics community, I am proud to present **UNMatched Excellence: The Lobo Standard**.

As you will read in the pages that follow, our diverse members of the Strategic Planning Committee were aided in their work by students, student-athletes, alumni, University leadership, University faculty, University staff, UNM Athletics staff, letterwinners, donors, season ticket holders, and community members. The result of the inclusive process are the values, mission, vision and strategic priorities in **UNMatched Excellence: The Lobo Standard**. Intentionally, this strategic plan aligns with **UNM2040: Opportunity Defined**, the comprehensive University strategic plan released in 2022.

Yet, this is not the end of the process but rather just the beginning. The core tenants of this plan will be widely distributed and displayed throughout the Department of Athletics so our daily decision-making is in concert with our values, mission and vision. In addition, our Department staff has diligently worked to create the “how to” of **UNMatched Excellence: The Lobo Standard** — the programs, investments and people needed to achieve the strategic priorities, along with the accountability required to ensure we stay on track. We do not want this strategic plan to remain stagnant; rather, it is our intention to adjust and adapt our plan, when warranted.

We are collectively grateful for the work of so many involved in the strategic planning process, beginning with our co-chairs, Senior Associate Athletic Director Ryan Berryman and Associate Athletic Director Casey Macdonald. Their leadership, professionalism and insistence on a strong and inclusive process helped us bring this plan to fruition. We are also indebted to all of the members of the Strategic Planning Committee (see page 4), as well as the numerous members of the President’s Cabinet and members of the Board of Regents who provided their perspectives. Finally, thank you to the more than 2,200 members of the UNM community who lent their voices to this process.

I hope you will take the time to review **UNMatched Excellence: The Lobo Standard** and, as always, we are immensely grateful and honored for the incredible support Lobo Athletics continues to receive from our students, fans, alumni and community.

**GO LOBOS!**

**Eddie Nuñez**  
Vice President & Director of Athletics

# THE PROCESS

In February 2023, Vice President and Director of Athletics Eddie Nuñez charged a diverse group of leaders within the University of New Mexico community to lead a campus-wide effort to develop a comprehensive strategic plan for the Department of Athletics that would serve as a guide for the Department for the next five years. Led by Senior Associate Athletic Director Ryan Berryman and Associate Athletic Director Casey Macdonald, the 19-member Strategic Planning Committee (the “Planning Committee”) spearheaded the strategic planning process, defining its mission, creating a timeline, seeking wide-ranging input, and drafting a plan, all of which ultimately led to UNMatched Excellence: The Lobo Standard. At its core, the Planning Committee worked diligently to ensure that the process was inclusive of all UNM Athletics’ constituents, and importantly, ensured that the voices of these constituents were reflected in the final plan.

## The Planning Committee:

Ryan <b>Berryman</b>	Co-Chair, Senior Associate Athletic Director/Chief Operating Officer
Casey <b>Macdonald</b>	Co-Chair, Associate Athletic Director, Major Gifts
Del <b>Archuleta</b>	Chairman/Retired President, Molzen Corbin Associates
Chris <b>Baca</b>	Senior Associate Athletic Director, Student Success
Madison <b>Baumann</b>	Executive Director, Alumni Letterman Association
Dr. Julie <b>Coonrod</b>	Interim Dean, Anderson School of Management
Jalen <b>Dominguez</b>	Senior Associate Athletic Director/Executive Director, Lobo Club
Dr. Karen <b>Gaudreault</b>	Faculty Athletic Representative
Dr. James <b>Holloway</b>	Provost and Executive Vice President for Academic Affairs
Kamie <b>Hamada</b>	Student-Athlete, Women’s Golf
Patrick <b>Hart</b>	Senior Associate Athletic Director/University Counsel
Alex <b>Maggs</b>	Student-Athlete, Men’s Tennis
Jon <b>Newman-Gonchar</b>	Head Coach, Women’s Volleyball
Dr. Todd <b>Seidler</b>	Faculty Member, Sports Administration
Kendall <b>Spencer</b>	Former Student-Athlete, Track & Field
Jill <b>Trujillo</b>	Head Coach, Women’s Golf
Imesh <b>Vaidya</b>	President, Premier Hospitality
Bob <b>Waller</b>	Associate Athletic Director, Health and Performance
David <b>Williams</b>	Assistant Vice President/Deputy Athletic Director



# THE PROCESS

## *THE METHODOLOGY*

The Planning Committee used a variety of methods to solicit feedback from members of the UNM Athletics community, including a widely-distributed survey, Focus Group sessions and structured conversations with small groups and individuals. Ultimately, 2,270 people provided input and feedback during the process representing student-athletes, students, coaches, staff, faculty, letterwinners, alumni, donors, season ticket holders, and community members. After soliciting, collecting and analyzing the input, the Planning Committee used the results to shape its discussions and ultimate decisions on aspects of the plan.

## *THE SURVEY*

A subset of the Planning Committee came together to initially draft a multi-question survey. The initial survey draft was created in partnership with Dr. Catherine Roster, Professor in the Anderson School of Management and Director of the Anderson Behavioral Lab. The final 12-question survey, which included free response questions, was distributed via email by the Department of Athletics to approximately 100,000 alumni, student-athletes, current students, University faculty, University staff, UNM Athletics staff, former student-athletes, donors, season ticket holders and community members. Individuals were also invited to participate in the survey through a press release issued by the Department of Athletics on April 3, 2023. The surveys were anonymous and available to be completed from March 30, 2023 through April 11, 2023. In continued collaboration with Dr. Roster, all survey results were closely analyzed and shared with the Planning Committee for consideration.

## *STRUCTURED CONVERSATIONS*

To solicit more detailed input from individuals, small group and one-on-one conversations were held with members of the President's Executive Group, the Dean's Council, Board of Regents and community leaders. Participants were promised anonymity and their input was shared with the Planning Committee for consideration.

## *FOCUS GROUPS*

A subset of the Planning Committee developed the process for executing focus groups via Zoom, including determining the questions and prompts, participants, and scheduling, in concert with UNM Athletics staff. Ultimately, eleven focus groups were held with 96 total participants. The focus groups included members of the UNM Athletics staff, the business community, community members, donors, University Faculty, former student-athletes, head coaches, season ticket holders, student-athletes, the student-body, and University staff. Each focus group lasted approximately 75 minutes and was facilitated by a member of the Planning Committee who focused on 13 standard questions. The anonymous feedback from the sessions was shared with the Planning Committee.

# VALUES

## ***INTEGRITY***

We will always do the right thing in our daily lives, in our work, in our studies and in competition.

## ***ACCOUNTABILITY***

We hold ourselves and each other to the highest of standards.

## ***EXCELLENCE***

We have an unwavering commitment to being the best that we can be in all that we do.

## ***LEADERSHIP***

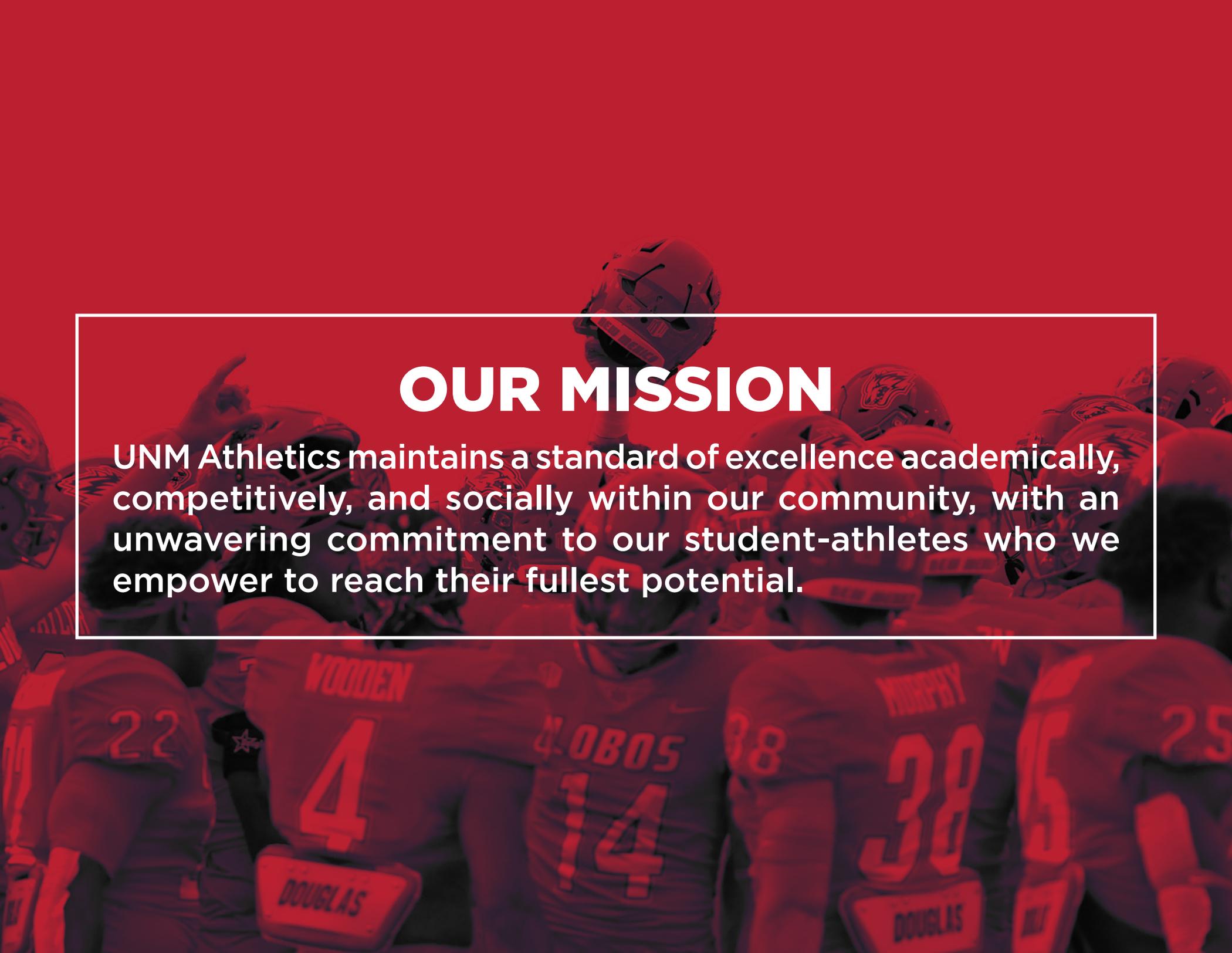
We are leaders in our community, in the classroom, and in competition.  
We take seriously our inherent responsibility to represent the University of New Mexico.

## ***RESILIENCE***

We put everything we have into all that we do and when faced with obstacles, we persevere.

## ***RESPECT***

We respect each other and our community and honor a culture rooted in inclusivity and equity.

A group of football players in red jerseys and helmets, with a white text box overlaid on the image. The players are wearing red jerseys with white numbers and names. The text box is white with a thin black border and contains the text "OUR MISSION" in large, bold, white capital letters, followed by a paragraph of text in smaller white capital letters.

# OUR MISSION

UNM Athletics maintains a standard of excellence academically, competitively, and socially within our community, with an unwavering commitment to our student-athletes who we empower to reach their fullest potential.



# OUR VISION

UNM Athletics will elevate its national reputation by being competitive in all pursuits, creating a best-in-class student-athlete experience, and ensuring we have a significant impact in our community.



# STRATEGIC PRIORITIES

UNMATCHED EXCELLENCE: THE LOBO STANDARD

## STRATEGIC PRIORITIES

# COMPETITIVE EXCELLENCE

- Lead the conference in annual championships and achieve postseason success.
- Continue to provide the necessary resources to athletic programs to position them to compete for championships.
- Attract, retain, and develop the best coaches and staff by providing a positive culture, competitive compensation, and a comprehensive professional development program.
- Create a master facility plan to continue to improve training and competition facilities to further enhance the student-athlete experience and to assist with recruitment of top student-athletes.
- Celebrate the powerful UNM Athletics traditions that guide us while embracing change and innovation to enhance all aspects of our programs.



## STRATEGIC PRIORITIES

# STUDENT ATHLETE DEVELOPMENT

Aligns with UNM 2040: “Student Experience and Educational Innovation”

- Build upon current academic excellence while increasing the annual Graduation Success Rate (GSR) and Academic Progress Rate (APR) of all athletic programs.
- Prioritize graduating student-athletes and preparing them for their lives and careers after UNM.
- Lead the conference in Scholar Athlete selections.
- Maximize student-athlete wellness with an acute focus on addressing mental health, sports medicine and nutritional needs.
- Grow the Lobo Institute for Excellence (L.I.F.E.) program to provide meaningful career opportunities and postgraduate experiences.
- Leverage the Alumni Letterman Association to engage current student-athletes with alumni, to build community, and to provide career opportunities.



## STRATEGIC PRIORITIES

# CAMPUS INTEGRATION + INVOLVEMENT

Aligns with UNM 2040: "One University"

- Strengthen the relationship between UNM Athletics and University units through greater collaboration and outreach.
- Coordinate programming and resources to engage the UNM student body in UNM Athletics.
- Collaborate with relevant campus entities to enhance the safety and security of the campus community and at athletic events.
- Maintain exemplary adherence to policies and procedures as it relates to UNM Athletics' protocols in alliance with the University Office of Equal Opportunity and the Title IX Coordinator.
- In partnership with the University and Lobo Development, prioritize South Campus development to enhance South Campus student-life.



## STRATEGIC PRIORITIES

# DIVERSITY, EQUITY+ INCLUSION (DEI)

Aligns with UNM 2040: "Inclusive Excellence"

- Promote a culture of belonging within the UNM Athletics community that celebrates our diversity.
- Strategically recruit, develop and retain diverse student-athletes, coaches and staff.
- Develop hiring and recruitment guidelines to encourage diverse candidate pools and to minimize bias in the processes.
- Partner with the University to continue to expand inclusion programming for the Department.
- Designate a DEI Coordinator within UNM Athletics to spearhead initiatives within the Department and establish measurable goals.
- Ensure equity between male and female sports programs.



## STRATEGIC PRIORITIES

# EXTERNAL ENGAGEMENT

Aligns with UNM 2040: “Advance New Mexico”

- Strengthen relationships and foster meaningful connections with all stakeholder groups including donors, season-ticket holders, alumni, students, letterwinners, media and the community.
- Maintain and advance UNM Athletics as the front porch for the University and elevate it’s responsibility to serve as a brand ambassador.
- Invest in new initiatives and programs such as an economic impact study to better connect UNM Athletics with the City of Albuquerque and greater State of New Mexico communities.
- Leverage external partnerships to improve the student-athlete experience, including relationships with Name, Image, and Likeness (NIL) collectives founded to enhance the student-athlete experience at UNM.
- Evaluate and prioritize UNM Athletics communications and marketing strategies to tell “the UNM story” and to enhance engagement.



## STRATEGIC PRIORITIES

# FINANCIAL STABILITY

Aligns with UNM 2040: "Sustainability"

- Continue to operate the department with financial integrity and transparency.
- Develop sustainable short and long-term financial models for UNM Athletics that allow our athletic programs to consistently compete at the highest level.
- Establish metrics to measure and track financial success.
- Encourage an entrepreneurial spirit for staff to be creative with resources and in revenue generation.
- Increase the number of season ticket holders, premium area sales and seat donations for football and men's and women's basketball.
- Retain and grow the UNM Athletics donor base. Enhance the reach of the Lobo Club within the state of New Mexico and nationally.
- Identify new revenue streams and corporate partnerships. Stabilize and increase revenues generated from multi-media rights. Pursue potential opportunities for venue naming rights.



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University of New Mexico Athletics | UNMatched Excellence: The Lobo Standard | Strategic Plan

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