APPENDIX I

Administration Subcommittee Report

HSC STRATEGIC PLANNING
UNM MASTER PLAN

STRATEGIC PLANNING BY
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BACKGROUND
When the University of New Mexico embarked on an update of its facilities master plan in 2007, the leadership team of the Health Sciences Center (HSC) decided to undertake a parallel process, which would produce the health sciences component of the UNM master plan. Accordingly, the leadership formed four subcommittees to look at HSC facility needs from the perspectives of 1) clinical operations, 2) education, 3) research, and 4) administration. Operating within a common framework, the documents from each subcommittee will be brought together into a single HSC facilities strategic plan.

The Consensus Builder strategic planning team facilitated the planning processes for the Administration, Research, and Education Subcommittees. A separate master planning consultant assisted the hospital and clinical operations.

In March and April, the Administration Subcommittee had two 3- to 4-hour planning workshops to a) articulate a long-range vision of administrative space and facilities, b) develop strategies to carry out the vision, and c) identify forces that could prevent the strategies from being implemented. This report summarizes the plan produced by the Administration Subcommittee.

INTERVIEWS
To launch the strategic planning process, the Consensus Builder strategic planning team interviewed the members of the Administration Subcommittee. The interviews explored the members’ insights into trends and driving forces in healthcare administration that are likely to affect future building needs. In addition, the interviews looked at HSC’s strengths and vulnerabilities that could affect the need for physical space in the future. The participants identified key building-related issues that the strategic planning process should address along with outcomes they would like to see from the process. The team presented the major themes from the interviews at the beginning of the March 28th planning session. (See Appendix A, pages 6 and 7).

GOALS AND PLANNING ASSUMPTIONS
The Administrative Subcommittee reviewed the following goals and planning assumptions drafted by HSC leadership. The subcommittee accepted them with minor editorial clarifications, and noted that the deans and the HSC leadership should be responsible for deciding whether to centralize the administrative functions from their programs in a single administrative unit or continue to administer the Schools and programs in a decentralized manner.

The Goal is to:
Ensure an environment that supports our mission is consistent with our values and leadership role as the state’s only academic health center. In doing so, this goal should reflect:

- **Diversity:** HSC will increase the diversity of the student body, faculty, and staff to more closely reflect the population of the state
- **Community Accountability:** HSC will assure broader communication and accountability
to the community

- **Statewide Initiative:** HSC will increase its integration into the counties of New Mexico for all three HSC mission areas
- **State Funding:** HSC will advance its state legislative agenda, leading to funding of the highest priority items. HSC will also actively participate in appropriate legislative interim studies and committees.
- **Capital Projects:** HSC will continue implementation of the following projects and key initiatives:
  - UNMH Expansion: By bringing the Barbara and Bill Richardson Pavilion online, on-budget, and on-time
  - Domenici Center for Health Sciences Education: For phase II, by proceeding with design and construction. For phase III, through validating and confirming the building program and identifying funding
  - CRTC-II: By beginning construction of the facility
  - MRF (RIB-II): By beginning construction of the facility
  - Neurobiology Research Facility: By completing design development
  - Regenerative Medicine Facility: By making a Legislative Request for FY09
  - Development/Fundraising: By recruiting an HSC Associate Vice President for Development

**Planning Assumptions**
The subcommittee based its goals, vision strategies and tactics on the following assumptions about the need for and quality of future facilities:

- **Parking**
  - Additional capacity for parking is required.

- **Transit**
  - Shorter headways and greater reliability for internal shuttle busses and mass transit connections will be in place.

- **Expansion of services for staff, faculty & students will be improved in:**
  - Recreation;
  - Food Services;
  - Day Care (child & elders); and
  - The bookstore

- **Physical Environment**
  - The physical environment will be aesthetically pleasing;
  - Buildings and spaces will be environmentally friendly;
  - The campus will have good wayfinding; and
  - Pedestrian security systems and lighting will be in place.

- **Standardization**
  - Equipment for administration and finance will be standardized.

- **Central Administration**
  - There will be increased administrative support for the Deans;
  - Finance will increase its level of support;
  - Marketing will increase its capacity;
  - Legal will be more robust; and
  - Administration and finance staff and leadership will be located in a single building with the program staff and faculty distributed. However, the Deans and
HSC Leadership will continue to discuss this assumption and make the decision.

- **Associated Programs**
  - Administrative and finance support will be provided for additional programs like Poison Control and Autism.
PRACTICAL VISION
To develop a long-range vision for administrative facilities, the participants focused on the question, “In ten years, what buildings do we want to see to support HSC’s administrative mission?” The Administration Subcommittee envisions the following six components of the vision (also shown in Appendix B, page 8):

- **HSC Administrative Headquarters and Conference Center**
  In the envisioned future, HSC has a central administrative headquarters and conference center. At its heart is the administration building, which solely accommodates administrative functions. North Campus has expanded facilities for the College of Nursing, College of Pharmacy, and School of Medicine with ample space for their various programs and partners. In fact, many programs once housed in rental space off campus are now located on campus. Because of proximity, it becomes feasible for the programs to share administrative support.

- **Innovation and Flexible Design**
  Within ten years, HSC is the UNM leader in sustainable building and facility design. Flexible designs make buildings adaptable to many uses and reflect the work styles of the next generation of employees. Indeed, there is broad acceptance of sharing resources and allocating space for reuse, when appropriate. Because some employees work from home offices, HSC buildings have many modular research labs as well as “virtual offices” to support telecommuters. Finally, key facilities and programs—such as telehealth and project ECHO—are strategically sited.

- **Efficient and Synergistic Utilization**
  Along with the completed Domenici Center, the future HSC campus has many collaboration spaces. Efficient and equitable allocation of space has been accomplished through clear, well-understood workspace standards, centralized classroom scheduling, and willingness to share classrooms, lab equipment, and centralized administrative support services.

- **Work-Life Balance**
  A “work-life” center helps the students, faculty, and staff to balance the various aspects of their lives and become more environmentally conscious. The center proves to be an enticement for staff recruitment and retention, especially advancing the diversity of administrative staff. It is centrally located and houses such amenities as a gym/fitness center, healthy food, daycare, and multi-use space for staff to take advantage of learning opportunities.

- **Safety and Security**
  In the future, the HSC campus has a network of clear pathways that are well lit and easy to navigate safely and securely.

- **Access and Accessibility**
  In ten years, additional parking facilities and frequent, convenient shuttle bus service make the Health Science Center highly accessible. In addition, the North Campus is not only connected to a regional public transit system, but HSC leadership actively supports and encourages transportation modes that are alternatives to the automobile.
STRATEGIES AND TACTICS
To develop strategies for implementing the vision, the Administration Subcommittee addressed the question, “What strategic actions should be taken in the next 3-5 years to realize the elements of the vision?” The chart below shows the elements of the vision along with implementing strategies and tactics, and Appendix C provides a detailed summary chart (page 9).

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<th>Physical Planning Strategies</th>
<th>Cross-Cutting Strategies and Tactics</th>
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<td>Innovation and Flexible Design</td>
<td>Safety and Security</td>
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<td>Strategy to Implement</td>
<td>Taking strategic steps toward an administrative future</td>
<td>Educating for cultural change</td>
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**Key Physical Planning Strategies**
The following strategies will have direct impacts on space and facilities:

- **Taking Strategic Steps Toward an Administrative Future**
  To create the envisioned HSC office and conference center, the Administrative Subcommittee proposes that the following steps be taken:
  - Survey HSC on perception of administrative space needs
  - Define functions that should reside in the HSC office center (HSSB)
  - Create a plan to move non-administrative programs out of HSSB
  - Identify underused space through centralized scheduling
  - Develop a method to project the need for additional staffing for future growth
  - Consider diversity as space is planned and growth accommodated

- **Educating for Cultural Change**
  This strategy frames supporting actions that will facilitate innovation and flexible design as well as implementation of the vision as a whole. The strategy includes asking the School of Management to assist in identifying innovations in space management appropriate to UNM and efficient use of limited space; it also includes learning from “Steel Case University” and other models about how to adapt space to different uses and generational differences. In addition, the strategy encompasses investing in and raising consciousness about greater diversity and working closely with HSC managers and leadership to communicate the importance of the needed cultural shift. Together, the supporting actions that are part of this strategy will provide the foundation for cultural change that will allow dramatic change in HSC’s use of space.
• **Creating a Clear Navigational System**  
  Part of making sure that the HSC campus is safe and secure in the future will involve creating a core group to think through how to create a standardized way finding system for North Campus. Based on this work, the University will generate maps, install signs, train faculty and staff in how to give clear navigational directions, and institute a campus-wide system for Emergency Medical Services. Navigation and way finding are so important that they should be integrated into all master facility planning.

• **Resolving Campus Access Problems**  
  To improve access and accessibility, it is essential to resolve North Campus’ parking problems, improve shuttle routes and service, and create links to alternate modes of transportation. The strategy calls for assessing internal bus routes and hours, making a transition to “clean green” buses, linking to bicycles and other means of transport, and building a stronger collaboration with the City transit agencies to improve service. This strategy also includes a study on parking fees that reflect “what the market will bear.”

**Cross-Cutting Strategies and Tactics**  
The following strategies and tactics are actions that support effective implementation of the physical planning strategies:

• **Ensuring Plans are Implemented to Create “Heart and Soul”**  
  To address work-life balance, this strategy is to ensure implementation of plans that create HSC’s “heart and soul.” In addition to having a gym and food area in the Domenici Center, the strategy includes construction of an additional daycare facility with services 24/7. It also includes communicating ongoing environmental sustainability, beginning a dialogue with the departments and programs about educational opportunities (which could be posted on the web), and centralizing classroom and conference room scheduling.

• **Sharing and Allocating Resources**  
  To achieve efficient and synergistic utilization, this strategy focuses on sharing and allocating resources. It will involve testing prototypical workspace arrangements, setting standards, and getting people to adhere to them. In addition, efficiencies for centralized support services will be identified and information technology infrastructure will be maintained to support growth. Support from HSC leadership will be important to the success of this strategy. Where there are competing priorities, it may be helpful to create decision criteria for setting priorities (e.g., cost, importance to HSC mission, and ease of implementation, etc.).

**Obstacles**  
To test the efficacy of the subcommittee’s work, the next step in the process was to identify forces that could interfere with implementation of this plan. The discussion about obstacles provided the basis for refining the strategies:

• **Competing Priorities**  
  With the challenge of achieving HSC’s three-part mission (education, research, and clinical operations), the administrative operation works in an environment of competing
priorities. At times, it is difficult to know where the priority lies for a particular endeavor and how administration can best bring support to that priority. At other times, it may be difficult to see where there are common goals, especially in creating space.

- **Resistance to Cultural and Paradigm Changes**
  Although people are used to operating in isolation (“silos”), they also have the capability to come together when there is a crisis. Clearly, the strategies require changes in the way people do business at HSC, which could sometimes lead to conflict. For example, centralized scheduling of classrooms and other facilities is likely to create conflicts about how to structure and manage the scheduling system. To increase acceptance of the changes people are being asked to make, it is critical that the HSC component of the UNM master plan to “sold” and “bought” by the lower levels of management as well as the leadership.

- **Pace of HSC Growth**
  There are both positives and negatives associated with the HSC growth. On the one hand, HSC growth has produced such benefits as increased recognition, opportunities for staff recruitment and collaboration, expanded resources, better jobs, sophisticated technology, patient service improvements, translational research, and a “can do” attitude.
  
  On the other hand, the pace of growth has also resulted in equipment and classroom constraints and cramped administrative space. When there is a challenge, one of the negative consequences of growth is the occasional sense that the institution continually asks more and more of the people who work there. Additional unintended consequences include faculty and administrative burnout as well as a prevalent “must do” pattern of behavior. When negative attitudes come to the fore, it becomes more difficult to deal with resistance of change, competing priorities, and other challenges.

- **Financial and Resource Management to Support Centralized Administrative Services**
  Centralization of administrative services and co-location of facilities will require HSC to learn how to pool resources efficiently and equitably. For example, if people from different professions are located in a central facility, how will finances be pooled to centralize administrative support? While centralization is likely to stimulate synergy and creativity, it also necessitates learning and willingness to share and reallocate resources.
Driving Forces and Trends Affecting HSC Space Needs for Administration

- Expansion in education across all schools—larger class size; workforce shortage—national push…
- Rapid growth in research funding, generating need for lab and administrative space
- Administrative space has not kept up with growth in research and education
- Cramped offices are unwelcoming and harm staff retention
- At critical stage for office space; faculty sharing/staff sharing; unprofessional

“You can’t grow in research and education without administration.”
“There is no voice to articulate the demand for administrative space.”

Greatest Challenges to Providing Space

- The cost of new facilities and staff spread across several buildings
- Programming takes a long time—leads to disagreements
- Setting priorities for use of space—what is most important?
- Reassigning unused space to other users
- Integrating technology into administrative work environment and new buildings
- Not having a clear plan about type of space needed
  “We need to work on creating ‘the heart’ of this place.”

Greatest Strengths

- The people—knowledge, expertise, commitment, problem-solving skills
- Collegiality—all pulling in the same direction
- Longevity and stability—little turnover
- Flexible, ability to look ahead and make adjustments
- Environment of mutual respect and hard work

“Our years of experience, history and base of knowledge…”
“People who know how to move things forward…”

Greatest Vulnerabilities

- Need for succession planning—pending wave of retirements at all levels
- Ability to set priorities; make hard choices about use and reuse of space (administration comes last)
- Perception that administration is top heavy
- Lack of depth in finance staffing
- Retention in IT technical and support staff (salaries/space)
- Keeping talented employees

“If you don’t have quality space, you will lose good people.”
Key Issues to Address in Strategic Plan for Administrative Space

- Clarifying and advocating for good standards needed for administrative space, e.g., square feet per person
- Developing ways to keep the talented people we have
- Developing a doable, achievable strategic plan
- When budget are cut, staff space and technology get cut first
- Making sure we are connected to the right people and communicating with other subcommittees

“We need higher quality space and places that make it worthwhile to work at HSC.”

The most important outcome…

- Validation of the need for administrative office space that is well located
- Implementing our plan!
- Parking and consideration of the units of land for HSC
- A change in the process and culture to allow for reassignment of space and space utilization
- Clarity in budgeting for full costs of space and equipment in new buildings
- A clear process to select technology to go into buildings and spaces
- Building projects on time and on budget

“Ensure administrative support is considered a key element in planning for space and new buildings.”
# Appendix B – Practical Vision

HSC Administration Subcommittee

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<td>Central administration building in a central location</td>
<td>All new space more flexible</td>
<td>Improved way finding—EMS, vendors, public</td>
<td>HSC parking facility</td>
<td>Work-life center in central location</td>
<td>Asset sharing, e.g., classrooms, skills lab equipment, administrative assistant pool, etc.</td>
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<td>Expanded space (new and backfill) for CON/COP/SOM</td>
<td>Space to support telecommuters (virtual office)</td>
<td>Lighting and security</td>
<td>Accessible parking for outside people</td>
<td>Quality of life (wellness), i.e., expanded fitness center, healthy food, daycare</td>
<td>Workspace standards—clear and well understood</td>
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<tr>
<td>New administration building</td>
<td>Latest technology and software incorporated into work spaces</td>
<td>Clear, safe pathways</td>
<td>Convenient frequency and routing of shuttle buses</td>
<td>Amenities (food, gym, childcare)</td>
<td>Centralized support services</td>
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<tr>
<td>Central office/professional space</td>
<td>Flexible design capacity to reflect work styles of next generation</td>
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<td>Shift in culture about sharing/allocating space</td>
<td>Multi-use space that brings learning opportunities to staff</td>
<td>Collaboration spaces</td>
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<td>Shared administrative support (depending on deans)</td>
<td>Strategic locations for key facilities and programs, e.g., telehealth and project ECHO</td>
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<td>Modular wet labs (plug and play)</td>
<td>Mothers’ rooms in each building</td>
<td>Centralized scheduling for classroom space</td>
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<td>Space for programs/partners</td>
<td>Shift in culture about sharing/allocating space</td>
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<td>Environmental consciousness</td>
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<td>Domenici Center completed</td>
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<td>Rental space brought back on campus</td>
<td>Sustainable building and facility design</td>
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## APPENDIX C – STRATEGIES AND TACTICS FOR IMPLEMENTING THE VISION

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<th><strong>C – CREATING A CLEAR NAVIGATION SYSTEM</strong></th>
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<th><strong>F – SHARING AND ALLOCATING RESOURCES</strong></th>
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<tr>
<td>• Survey HSC on perception of administrative space needs</td>
<td>• Invest in greater diversity; raise consciousness</td>
<td>• Create core group to think through how to standardize way finding and building/facilities names</td>
<td>• Assess internal bus routes/hours</td>
<td>• Centralize scheduling for classrooms and conference rooms</td>
<td>• Establish workspace standards on shared and accessible space</td>
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<td>• Consider diversity as space is planned and growth accommodated</td>
<td>• Bring “Steel Case University” (and others) in to make presentations</td>
<td>• Build maps and signs with GPS connections</td>
<td>• Move to “clean green” buses</td>
<td>• Make space standards visible and accessible; test them; get people to use them</td>
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</tr>
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<td>• Create plan to move non-administrative programs out of HSSB</td>
<td>• Visit “Steel Case University” and others</td>
<td>• Learn how to give clear navigational directions</td>
<td>• Link to alternate transport such as bicycles</td>
<td>• Identify efficiencies for centralized support services (scientific, designed)</td>
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<td>• Define functions to reside in “office” center (HSSB)</td>
<td>• Ask School of Management to assist in innovations appropriate to UNM</td>
<td>• Train faculty and staff in navigation</td>
<td>• Build stronger collaboration with Albuquerque transit agencies</td>
<td>• Test prototypical arrangements (office/workspace)</td>
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<td>• Develop method to project staffing for future growth</td>
<td>• Look at research to rethink space and adapt to generational differences</td>
<td>• Place priority on directing visitors</td>
<td>• Conduct study on what will the market bear for parking</td>
<td>• Get buy-in from leadership</td>
<td>• Get buy-in from leadership</td>
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<td>• Identify underused space through centralized scheduling</td>
<td>• Use data to make the case</td>
<td>• Identify priorities based on who needs information (e.g., visitors, patients)</td>
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<td>• Encourage acceptance of shared resources through culture change</td>
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<td>• Work with and demonstrate from the top</td>
<td>• Institute a communication campaign with EMS</td>
<td>• Assess internal bus routes/hours</td>
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<td>• How to innovate—is RIB a good model?</td>
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<td></td>
<td>• Show effectiveness and efficiency</td>
<td>• Integrate way finding and navigation into master facility planning</td>
<td>• Move to “clean green” buses</td>
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<td>• How to innovate—is RIB a good model?</td>
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