



DIVISION OF
STUDENT AFFAIRS

Innovating the **STUDENT** Experience

STRATEGIC PLAN 2025-2030

THE UNIVERSITY OF NEW MEXICO

UNM Indigenous Peoples' Land and Territory Acknowledgement

Founded in 1889, The University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico - Pueblo, Navajo, and Apache - since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples.

We gratefully recognize our history.



Dear UNM Community,

The journey through postsecondary education is one of commitment, discovery, reflection, and growth. This is a time when students define themselves as scholars and leaders, while imagining the impact they can have on their communities and our world. At The University of New Mexico, the Division of Student Affairs is proud to support this transformative journey by creating enriching environments and delivering essential services that aid students in thriving academically, personally, and socially.

Students have always been at the heart of our service, and they remain the driving force behind our new strategic plan, *Innovating the Student Experience*. Through this plan, we affirm a commitment to leading practices in student success and culturally responsive pedagogy, while remaining rooted in the unique traditions and sense of place that define UNM. It is a bold and intentional step toward continuous improvement, one that positions UNM as a global leader in providing an equitable and student-centered experience.

Grounded in the values and aspirations of the *UNM 2040: Opportunity Defined* Strategic Framework, the plan reflects the collective vision and input of stakeholders from across our campus community. It highlights the many ways in which the co-curricular experience shapes student well-being, fosters belonging, and builds the foundation for lives of purpose and achievement.

As a community, when we take shared responsibility for student success and commit to the continuous enhancement of our learning environment, we advance New Mexico, both honoring our past and embracing a bright future. At UNM, we move beyond simply providing an education—we offer transformational experiences that honor each student's identity, background, and aspirations. From meaningful friendships and dynamic leadership opportunities to holistic well-being, our Student Affairs team prepares students not just to succeed, but to flourish.

It is an honor to serve as Vice President for Student Affairs at The University of New Mexico and I am proud to be part of this next important step in our evolution. I invite you to join us in this exciting new chapter and share your insights as we continue to innovate the student experience, together.

Go Lobos!

With appreciation,

Dr. Eric Scott
Vice President for Student Affairs

VISION

Be a global leader by providing an innovative, equitable, and culturally responsive student experience grounded in a sense of place and tradition.

MISSION

Enhance the educational experience by implementing evidence-based and culturally responsive student success practices to support academic achievement, health and well-being, social responsibility, meaningful engagement, and transformative leadership development.

VALUES

Access

Wellness

Connection

Growth

Collaboration



Accessibility Resource Center
arc.unm.edu

African American Student Services
afro.unm.edu

American Indian Student Services
aiss.unm.edu

Asian American Pacific Islander Resource Center
aapirc.unm.edu

Career Services
career.unm.edu

Children's Campus
childcare.unm.edu

College Enrichment & Outreach Programs
ceop.unm.edu

Community Engagement Center
communityengagement.unm.edu

Dean of Students
dos.unm.edu

El Centro de la Raza
elcentro.unm.edu

Mentoring Institute
mentor.unm.edu

Recreational Services
recservices.unm.edu

Residence Life & Student Housing
*(campus partner)**
housing.unm.edu

Student Activities Center
sac.unm.edu

Student Health and Counseling
shac.unm.edu

Student Publications
pubboard@unm.edu

Student Union Building
sub.unm.edu

Veteran & Military Resource Center
vrc.unm.edu

Women's Resource Center
women.unm.edu

*Residence Life and Student Housing, a unit within Institutional Support Services, is closely integrated with Student Affairs as a critical partner in delivering a comprehensive student experience.



GOAL

1



photo credit: Hyunju Blemel

**Be recognized for and strengthen
our critical role in UNM's student
success infrastructure by
demonstrating the intersections
of DSA's impact on student
recruitment, retention, graduation,
and post-graduate outcomes.**

Objectives

- 1.1.** Enhance awareness of resources and opportunities available to students via digital-first promotion and outreach campaigns.
- 1.2.** Identify DSA contributions to student recruitment, retention, graduation, and post-graduate outcomes through student experience mapping.
- 1.3.** Develop a DSA technology and data strategy for tracking student engagement consistently across divisional programs, events, and services.
- 1.4** Increase graduate student-focused programs, events, and services.
- 1.5.** Steward and increase DSA participation in the LoboGROW student employment program.
- 1.6** Develop a stakeholder-informed outline for enhanced workforce development practices.

SUCCESS METRICS

Website and social media engagement

Student awareness measured via surveys

Attendance at DSA events

Qualitative data on student experience

Participation of graduate students in DSA programs

Student retention and graduation rates

Student and supervisor satisfaction with LoboGROW

Completion of workforce development outline

GOAL 2



photo credit: Hyunju Blemel

Establish a collaborative, comprehensive, and accessible health and well-being support network that attends to the holistic needs of UNM's diverse students.

Objectives

- 2.1.** Integrate SAMHSA's¹ Eight Dimensions of Wellness framework as a core DSA philosophy in staff onboarding, professional development opportunities, and targeted health and well-being programming, events, and services.
- 2.2.** Develop a comprehensive plan to continuously assess well-being initiatives across DSA using both formative and summative measures.
- 2.3.** Increase student awareness and utilization of well-being services through partnership mapping and enhanced collaboration among DSA units.
- 2.4.** Amplify basic needs initiatives to further address food and housing insecurities via external partnership opportunities and multi-year resource planning with key collaborators.
- 2.5.** Review, revise, and administer violence prevention and advocacy trainings, programs, and services that prioritize consent, survivor agency, and campus safety.

¹ Substance Abuse and Mental Health Services Administration

SUCCESS METRICS

Programs and events that integrate Eight Dimensions Framework

Student and staff satisfaction with programs

Joint programs and events conducted in collaboration

Implementation of assessment plan

Student awareness measured via surveys

Utilization rates of health and well-being services and resources

Student learning and satisfaction with violence prevention trainings

GOAL 3



photo credit: Erin Dalton

Embed culturally responsive, equity-minded student success practices across all DSA units that acknowledge and build upon the multifaceted lived experiences and strengths of students.

Objectives

3.1. Establish DSA student data teams to deepen our collective understanding of UNM's dynamic, ever-changing student population and their varying intersecting identities.

3.2. Launch an annual *Engage to Innovate* summit to identify, examine, and explore solutions to challenges students face when navigating the university in a proactive and collaborative manner.

3.3. Integrate principles of inclusive excellence and evidence-based mentoring practices into staff training and professional development.

3.4. Create co-curricular programming to enhance students' understanding of social responsibility and community engagement.

3.5. Promote student employment opportunities that are positioned to advise departments and division leadership on the student experience.

SUCCESS METRICS

Staff awareness measured via surveys

Implementation of summit

Percentage of staff trainings and engagement that incorporate principles of inclusive excellence and evidence-based mentoring

Frequency and quality of professional development

Student participation in community engagement programs

Student learning and satisfaction with community engagement programs

Number of advisory student employment opportunities

GOAL 4



**Cultivate a student-ready
campus environment that
inspires university pride and
ownership.**

Objectives

- 4.1.** Embrace UNM's identity as a minority-serving institution through coordinated communication, programming, and outreach that strengthen a sense of belonging, agency, and cultural relevancy for all students.
- 4.2.** Provide intentional opportunities for social connectivity outside of traditional business hours to accommodate the needs and interests of commuter students, parenting students, and graduate students.
- 4.3.** Foster a sense of pride and connection to the university community through celebrations of local cultures, food, places, and traditions unique to UNM.
- 4.4.** Attend to DSA physical environments by forming a DSA Physical Space Managers team that prioritizes universal design principles, sustainability, and inclusivity.
- 4.5.** Strengthen collaborations with partners, including UNM Athletics, to enhance Lobo spirit and a vibrant campus culture for all students.

SUCCESS METRICS

Attendance at after-hours events and activities

Student and staff satisfaction with availability and quality of after-hours events

Qualitative data on students' sense of pride and connection to the university's identity

Participation rates in celebrations

Formation and active engagement of DSA Physical Space Managers Team

Implementation of multi-year plans for physical space improvements

GOAL 5



photo credit: Hyunju Blemel

Offer comprehensive professional development and recognition programs to promote DSA staff engagement, belonging, and job satisfaction.

Objectives

- 5.1.** Establish comprehensive DSA employee onboarding processes.
- 5.2.** Implement ongoing supervisor training for DSA employees.
- 5.3.** Develop formal opportunities for cross-functional and interdepartmental job shadowing and mentoring across DSA units.
- 5.4.** Create a digital system to publicly recognize employee contributions and successes to increase sense of belonging and connection to the division.
- 5.5.** Engage with campus partners, including Human Resources, to benchmark job classifications, titles, and compensation to enhance the competitiveness of DSA positions within the student affairs job market.

SUCCESS METRICS

Onboarding completion rates

Supervisor training completion rates

Onboarding and training satisfaction levels

Implementation of a formalized job shadowing program

Qualitative data on impact and value of job shadowing

Number of employee recognitions given through digital system

Completion of DSA position benchmarking study

GOAL 6



Foster an efficient and evidence-based work culture that encourages DSA staff to operate at their best.

Objectives

- 6.1.** Empower all division staff to participate in DSA engagement opportunities (e.g., All-Staff Gatherings, Louie Awards, etc.) to advance teamwork, enhance collaboration, and promote shared values across the division.
- 6.2.** Deploy a DSA strategic communication plan that strengthens internal and external communications.
- 6.3.** Establish annual planning processes that optimize division-wide resource planning, strategic staffing and development, resource management, and philanthropic strategies.
- 6.4.** Prioritize data-informed continuous improvement through participation in annual inquiry projects and CAS program review cycles.
- 6.5.** Activate a *One University* philosophy in creating and sustaining campus partnerships that are mutually beneficial and advance student success.

SUCCESS METRICS

Staff participation in engagement opportunities

Engagement satisfaction levels

Implementation of strategic communication plan

Internal communication metrics for divisional publications

Completion of annual plans

CAS Program Review participation rates

Implementation of improvements based on findings from inquiry projects

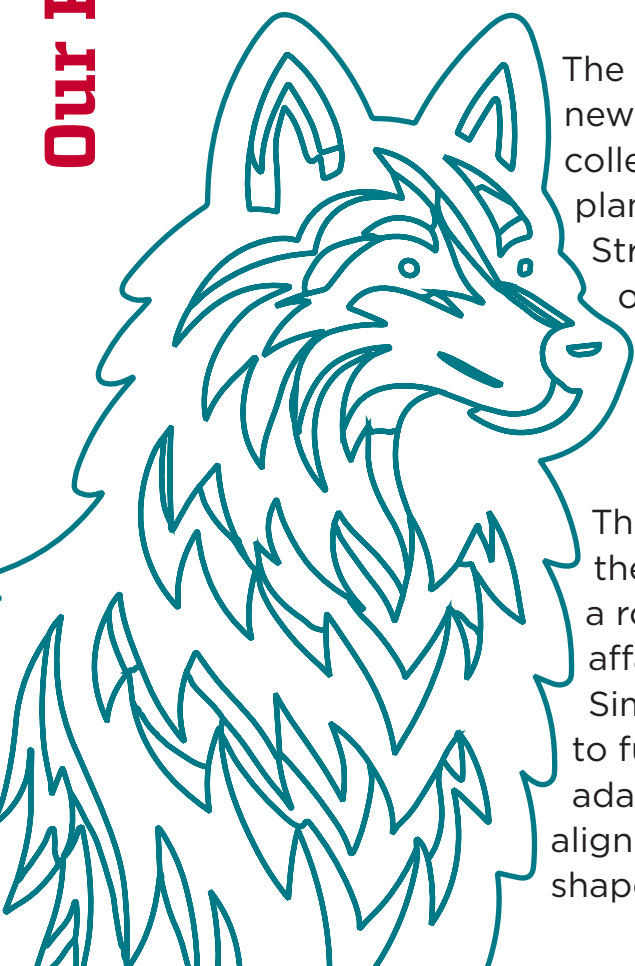
Number of cross-institutional partnerships that advance student success

In the fall of 2023, the Office of the Vice President for Student Affairs administered a strategic directions survey to all division staff to launch the *Engage to Innovate* strategic planning process. The survey identified divisional strengths, opportunities for growth, and shared values held by varying staff across the Division of Student Affairs (DSA).

After careful review of the survey data in spring 2024, the Student Affairs Leadership Team drafted the division's first iteration of strategic priorities. In the summer of 2024, the Strategic Planning Workgroup was formed to gather input from students, staff, campus, and community partners on each of the priorities through facilitated focus groups and visioning sessions.

In the fall of 2024, 13 sessions were held with 142 total participants in attendance. Data from these sessions were carefully transcribed, coded, and analyzed by members of the Strategic Planning Workgroup to ensure feedback was representative of key student affairs constituencies.

In the spring of 2025, the Strategic Planning Workgroup submitted recommendations based on findings from the focus groups and visioning sessions to incorporate into the strategic plan. Findings were specific to each draft strategic priority and were reviewed and refined into collective themes through an iterative process.



The Student Affairs Leadership Team drafted a new mission, vision, and values guided by the collective themes and findings. The draft strategic plan incorporated recommendations from the Strategic Planning Workgroup into goals and objectives, which were reviewed and finalized by the Strategic Planning Workgroup, the Student Affairs Leadership Team, and Executive Leadership in late spring 2025.

Through this robust strategic planning process, the 2025-2030 DSA Strategic Plan serves as a roadmap for advancing the future of student affairs at The University of New Mexico. Simultaneously, this strategic plan is intended to function as a living document and may adapt over time to ensure continued relevance, alignment, and efficacy of our critical work that shapes the student experience.

Executive Leadership

Dr. Eric Scott, Vice President for Student Affairs
Nasha Torrez, J.D., Dean of Students
Pam Agoyo, Executive Director, Student Support
Dr. Jenna Crabb, Executive Director, Student Resources
Dr. Stephanie McIver, Executive Director, Student Health and Counseling
Dr. Florencio Olguin Jr., Director of Operations

Student Affairs Leadership Team

Dennis-Ray Armijo*, Director, Student Union Building
Daniela Baca, Director, Children's Campus
Rosa Isela Cervantes*, Director, El Centro de la Raza
Dr. Megan Chibanga, Executive Director, Residence Life & Student Housing
Dr. Nora Dominguez, Program Operations Director, Mentoring Institute
Greg Golden*, Associate Dean of Student Well-Being, Dean of Students
Dr. Kiran Katira*, Director, Community Engagement Center
Ryan Lindquist, Director, Student Activities Center
Alonzo Maestas, J.D., Director, Veteran & Military Resource Center
Dr. Ronica Martinez, Medical Director, Student Health and Counseling
Áine McCarthy*, Director, Women's Resource Center
Lesley McKinney*, Director of Clinical Counseling Services, Student Health and Counseling
Daven Quelle*, Business Manager, Student Publications
Paula Smith, Associate Dean of Student Rights and Responsibilities, Dean of Students
Dr. Brandi Stone*, Director, African American Student Services
Jim Todd, Director, Recreational Services
Aaron Tuioti-Mariner, Program Manager, Asian American Pacific Islander Resource Center
José Villar*, Director, College Enrichment & Outreach Programs
Andrew Yazzie*, Director, American Indian Student Services

*denotes additional service as a workgroup member

Office of the Vice President for Student Affairs

Lisa Ellis, Director of Development
Dr. Tina Zuniga, Program Planning Officer for Student Affairs Assessment
Dorene DiNaro, Sr. Public Relations Specialist
Stephanie Bright, Executive Assistant

Workgroup Members

Chris Brooks, Student Activities Center
Brandon Chavarria-Salazar, DSA Leadership Intern
Katlyn Cuyler, Accessibility Resource Center
Michelle Dugan, Women's Resource Center
Clement Eiden, Recreational Services
Anders Flagstad, Student Union Building
Benjamin Ferguson, Student Health and Counseling
Uchme Gollette, American Indian Student Services
Roderick Lansing, American Indian Student Services
Cinthia León Lazcano, El Centro de la Raza
Patricia Lott, Student Activities Center

Brooke Martinez, Recreational Services
Alejandro Mendiaz-Rivera, El Centro de la Raza
Kaelyn Moon, DSA Leadership Intern
Vanisha Neha, American Indian Student Services
Ivan Olay, El Centro de la Raza
Lisa Ortiz, Children's Campus
DeAnna Padilla, Residence Life & Student Housing
Chiaki Ramirez, Veteran and Military Resource Center
Jim Shrum, Student Health and Counseling
Daniel Torres-Chaparro, El Centro de la Raza
Maryanne Watrous, Career Services



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