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**From:** Mike Alden <michaelfalden@gmail.com>  
**Sent:** Tuesday, July 31, 2018 11:15 AM  
**To:** Eduardo Nunez; Garnett Stokes  
**Subject:** UNM Update(07/31/18)

Good morning and hope all is well. Just wanted to shoot a quick update and a couple of considerations.

We are pretty much set for the in person visit/trip August 6-8. Will be a productive couple of days as we continue to proceed with organizational structure revision, Lobo Club organization and positioning and office consolidation. Will be able to complete work by end of August....the office consolidation requires the movement of that high school from the athletic department offices....important as we have discussed.

Conference call is set for discussion of Lobo Club. Eddie put that together and it will be from 2:00-3:00 pm(MST). I sent both of you guys suggested discussion points....Eddie will be coordinating the call.

These "next steps" and what I am suggesting to consider:

With the implementation of shared services in several areas, efficiencies implemented, reduction in number of sport programs, revision of organizational structure, Lobo Club positioning, office consistency/consolidation, etc....you may want to consider the revision of the strategic plan. The one you have is outdated and not useful....it would also be important to communicate to folks that, due to all of these efforts as described and more, that you'll be updating and revising your strategic plan for ICA. Look for a completion date by March of 2019.....that will allow for proactive education, communication, collaboration and inclusive efforts.

Please let me know....I am suggesting that you can continue with momentum for everything you are doing at UNM and in ICA by doing this. Given the decision and approval of the reduction of sports, this would be especially important to get moving ahead.

Please let me know.

Mike

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**From:** Mike Alden <michaelfalden@gmail.com>  
**Sent:** Wednesday, July 25, 2018 8:19 AM  
**To:** Eduardo Nunez;Janice Ruggiero  
**Cc:** Garnett Stokes  
**Subject:** UNM Update(07/25/18)

Good morning, Eddie and Janice. Janice, looking forward to us working together to put together this upcoming trip to ABQ. Hoping to finalize this week....much to do;)

One particular area of importance is the moving of the high school which is currently located in your athletics building. This is a primary importance.....that will certainly not be seen as appropriate to have a high school located in the same building as an intercollegiate athletics program. Further, the relocation of that high school will create the needed space to efficiently consolidate the operational/administrative efforts of ICA.

Please let me know your thoughts on plans to meet with, communicate and assist the high school with relocating....this really needs to be done now if possible. Janice, you had indicated previously that there were alternative locations for this to move to another place not far from the current spot. If there are agreements that I can review, that would also be helpful.

Finally....floor plans for your athletics buildings(where you will be consolidating and where you will be revising for Lobo Club and sport programs)will be necessary. If you could please send to me.

Look forward to visiting soon.

Mike

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**From:** Alden, Michael F. <AldenM@missouri.edu>  
**Sent:** Friday, September 21, 2018 9:14 AM  
**To:** Garnett Stokes;Eduardo Nunez;Janice Ruggiero  
**Cc:** Matthew, Sandy K.  
**Subject:** UNM Project Udate(09/21/18)

Good morning from Columbia, MO. Hoping all of you are well. Looking forward to traveling to ABQ to be with UNM September 27-30.

In our discussions and planning, we have been working on several areas in ICA and with UNM. During that time in ABQ, the itinerary that has been established will allow us further work and anticipated progress in the following areas(not in priority order):

**Multi Year Plan**-UNM ICA has been operating with a strategic plan that was incorporated/revised in 2015. Janice and Breda Bova were reviewing the plan and will provide status and/or any update on the points/plans/objectives presented. This won't be a lengthy evaluation....just a short/efficient review and status of the relevant points that UNM ICA has in the current strategic plan. We will use some of these in our revision and update of the multi year plan. It's important that before we get together Janice and Breda have done this basic analysis and identified those areas determined to be included in our updated plan. As a reminder, the expectation is we would have a revised/new and efficient multi-year plan in place by April 2019.

**Lobo Club**-the hybrid model is the direction you are heading. Eddie and I will be meeting with the Executive Committee of the Lobo Club to communicate and work with them on reorganization implementation, board size, priorities, targeting no more than 3 signature events per year, reporting lines and how the Lobo Club is part of the entire external operations side of ICA. Eddie will need to make sure he has this summarized and communicates the major points in an efficient and succinct manner. This will allow for discussion and communication strategy to Lobo Club members and constituents. We will be communicating with the Lobo Club Exec Committee on our upcoming presentation to the Lobo Club Staff.

**ICA Restructure**-Eddie and Janice should be positioned to present the new restructured department. Eddie and I will also be meeting with Dorothy Anderson on ICA structure, External Operations and Lobo Club. This will include a variety of areas which we have previously discussed and outlined.

**External Operations Restructure**-Eddie and I(and perhaps Janice?)will be meeting with the entire external operations unit(direct and extended(ie concessions, multi-media, etc.))to go over the new structure and allow for questions/answers.

**Lobo Club Staff**-Eddie and I will be meeting with the Lobo Club staff to discuss and present the revised organizational structure and allow for questions/answers.

**Office Consolidations**-As part of the restructuring/efficiency that has been developed, UNM also must move forward with plans and timelines to consolidate the administrative area in the ICA building and reorganize(and enhance presence of Lobo Club)the Maloof Building. We have been suggesting that the high school utilizing space in your athletic building is concerning per our previous discussions. There must be a defined plan and timeline for these moves.

**Constituent Update**-Eddie will be hosting a group of select/diverse constituents on Saturday a.m. I will join Eddie as he presents the work in progress and completed on the restructuring, Lobo Club and also just general discussions. This

allows for additional “connections” and collaborations, which are so critically important as you know. Eddie and his team are putting the gathering together....I am attending to lend support and perhaps perspective on areas as needed.

With the needs to “ramp up” the external operations, revenue generation, brand building, awareness, marketing, etc....it’s important that the plans Eddie and his team have put/are putting in place are determined, defined, communicated and implemented.

This provides my understanding of the general plans and objectives for this planned trip to ABQ. I appreciate being included as part of your team and assisting where directed and suggested. Please let me know if you have any questions. See you next week.

Mike

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**From:** Alden, Michael F. <AldenM@missouri.edu>  
**Sent:** Thursday, September 13, 2018 11:50 AM  
**To:** Garnett Stokes; Eduardo Nunez  
**Subject:** UNM Project Update(09/13/18)

Good afternoon from Columbia, MO. Beautiful day here.....Fall is beginning to arrive and always a pretty time of the year in the Midwest. Hoping things are well in Albuquerque.

I've been monitoring your continued work at UNM and know that you are moving forward on the completion of the restructure of ICA, the restructure of External Operations and the restructure of the Lobo Club. The implementation of the external operations/revenue generation component of ICA is critically important to stabilization and growth.

On the multi-year planning, your analysis of the 2015 strategic plan for ICA and our building off of those priorities will be essential. As we have discussed, you have an expectation that this would be revised/developed by April of 2019.

My understanding is that you have been discussing the movement of the high school from your athletic department offices. That is very, very good news and extremely important that you proceed as quickly as possible. There are two primary reasons why it is important to recapture that space:

1)A big part of your restructure/efficiency plans is the consolidation of offices and the efficiencies that are developed through your leadership team being in congruent space. Further, the freeing up of that space in the Maloof Building will prioritize the Lobo Club/Annual Fund(and fundraising)and provide much needed space for your sport coaches and student-athletes.

2)It is strongly advised that high school students, support and activities not be associated with your athletic program. The NCAA is very clear on the importance of a clear line of demarcation between these areas. Practically and responsibility wise, your current set up is not recommended to continue. Also, from an "optics" standpoint, this is not good.

Much more to do, I'm sure. I appreciate being a part of your team and look forward to visiting with you as you need. Our agreement is through April of 2019 and happy to work on these projects and provide consultation as needed.

Have a great day!

Mike

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**From:** Mike Alden <michaelfalden@gmail.com>  
**Sent:** Tuesday, July 31, 2018 4:19 PM  
**To:** Garnett Stokes  
**Cc:** Eduardo Nunez  
**Subject:** Re: UNM Update(07/31/18)

If we push it I think it's feasible....my agreement with you guys is over April 30....we could do April if that is more comfortable for you?

> On Jul 31, 2018, at 1:48 PM, Garnett Stokes <stokesg@unm.edu> wrote:

>

> Mike, this all looks good, except I don't want to overpromise on delivery dates. Is end of March feasible? G

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> -----Original Message-----

> From: Mike Alden <michaelfalden@gmail.com>

> Sent: Tuesday, July 31, 2018 11:15 AM

> To: Eduardo Nunez <nuneze@unm.edu>; Garnett Stokes <stokesg@unm.edu>

> Subject: UNM Update(07/31/18)

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> Good morning and hope all is well. Just wanted to shoot a quick update and a couple of considerations.

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> We are pretty much set for the in person visit/trip August 6-8. Will be a productive couple of days as we continue to proceed with organizational structure revision, Lobo Club organization and positioning and office consolidation. Will be able to complete work by end of August.....the office consolidation requires the movement of that high school from the athletic department offices....important as we have discussed.

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**From:** Mike Alden <michaelfalden@gmail.com>  
**Sent:** Friday, July 27, 2018 1:29 PM  
**To:** Eduardo Nunez  
**Cc:** Garnett Stokes;Janice Ruggiero  
**Subject:** Re: UNM Project Update(07/26/18)

Thanks for the update, Eddie....it's pretty important that we get these offices consolidated now and move that high school out of the athletic department.

> On Jul 27, 2018, at 10:34 AM, Eduardo Nunez <nuneze@unm.edu> wrote:

>  
> Just an update on a couple of items...  
> Lobo Club Finance Committee had a meeting this week (many of the finance comm member are exec. Comm members), I was able to explain further the process of restructuring the lobo club. They were very supportive and are excited to moving to a more defined role.  
> Office Move to Student Success Center - Had a conversation with Tom Neale today regarding the space and he advised me that they have a plan but the plan will not allow us to move into the space until next summer (2019). AMES High School will remain in the current space for this entire Fall and Spring. I explained to him that was not what we had discussed and our plan was to move in this fall.  
> I am planning on speaking with David to get his perspective but definitely need to have a larger conversation.  
> Thanks  
> Eddie  
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>  
> EDDIE NUÑEZ  
> DIRECTOR OF ATHLETICS  
>  
> University of New Mexico  
> COLLEEN J. MALOOF BUILDING  
> MSC04 2680 | 1 UNIVERSITY OF NEW MEXICO ALBUQUERQUE, NM 87131  
> 505.925.5510 | nuneze@unm.edu  
> GoLobos.com  
>

> -----Original Message-----

> From: Mike Alden <michaelfalden@gmail.com>  
> Sent: Thursday, July 26, 2018 10:26 AM  
> To: Garnett Stokes <stokesg@unm.edu>; Eduardo Nunez <nuneze@unm.edu>;  
> Janice Ruggiero <ruggiero@unm.edu>  
> Subject: UNM Project Update(07/26/18)

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> Good morning from Columbia, MO. Hope all os you are well.

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> Janice, thank you for your leadership on the upcoming trip and work ahead in ABQ. I just received flight confirmation and look forward to being in ABQ August 6-8.

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> I understand that we will be working on 3 specific initiatives....although there can be other topics that we might also consider I'm sure! ICA organization, Lobo Club organization/leadership/structure and office consolidation/efficiencies.

>

> A couple of things that will be important for you to facilitate/address:

>

> -The Lobo Club will need to know my role, the general agenda/topic and the planning/development process. We need to meet with Lobo Club exec committee/volunteer leadership, UNM Foundation, committee developed by President's Office, Lobo Club Staff. What are we doing? Why are we doing it? How will we collectively(critical)do it? What are the plans? What are the anticipated(and hoped for)outcomes? The Lobo Club has been independent for a long time....and may continue to be so. I'm not sure they are fully up to speed on the work we will be doing....and communicating, defining, asking, collaborating and involving is so important. We know that ultimately UNM would want to go on a national search for leadership in late September/October with a hoped for person in place by Thanksgiving.

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> -ICA organization work hoping that we can work together to really analyze the organization, help to further define the culture and expectations, consider policies/procedures guidelines, incorporate thoughts on strategic plan and ensure the structure/flow/communication/collaborations/etc are laid out and defined in the way best serving your successes. Will need to make sure we have all materials accessible as necessary.

>

> -Office Consolidation-building and office layouts for the 2 facilities most directly impacted, but we will also want the master plan of where everyone is, why and how it all works. It will be necessary for you to meet with the high school that has used space in your athletic department building, communicate and work with them to relocate before the start of each(UNM and high school)classes begin. It was communicated to me that there is alternative space for these folks and while it would have been preferable that they would have been alerted to this earlier.....there is urgency in working with them immediately to get this done. All part of the plan.

>

> Looking forward to seeing all of you soon. Please let me know if there are questions, suggestions, thoughts, comments and/or if there is further clarification. Thanks for the opportunity.

>

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