



**UNIVERSITY OF NEW MEXICO  
BOARD OF REGENTS**

**SPECIAL MEETING**

**AGENDA**

**UNM Lettermen Lounge  
The Pit**

**July 7, 2014  
8:30 AM**

**UNIVERSITY OF NEW MEXICO**  
**BOARD OF REGENTS**  
**NOTICE AND AGENDA OF SPECIAL MEETING**  
**REVISED AGENDA**  
**Monday, July 7, 2014; 8:30 AM**  
**UNM Lettermen Lounge – The Pit (second floor)**  
**(1111 University Blvd. SE; corner of University Blvd. and Avenida Cesar Chavez)**

**EXECUTIVE SESSION:**

- I. Call to order, confirmation of a quorum and adoption of the agenda, *Regent President Jack Fortner*
- II. Vote to close the meeting and to proceed in executive session
  1. Discussion and determination where appropriate of limited personnel matters pursuant to Section 10-15-1H(2), NMSA (1978) and the purchase, acquisition or disposal of real property pursuant to Section 10-15-1.H(8), NMSA (1978)
    - a. Regents only: personnel matters
    - b. Regents and President Frank:
      1. President's annual evaluation and goals
      2. Consideration of enhanced communication on coordination of committees and operations
    - c. Innovate ABQ governance and Regents' involvement. Consideration of options provided.
- III. Vote to re-open the meeting and certification that only those matters described in paragraphs above were discussed in executive session, and if necessary, final action with regard to those matters will be taken in open session.

**OPEN SESSION: (Working Lunch)**

Action Item:

1. Approval of \$2 million loan for purchase of First Baptist Church Property

Information Items:

2. Revisions to the budget process:
  - a. 4-year expenditure plan
  - b. Development calendar for annual budget
  - c. 4-year guaranteed tuition option
3. BOR operations: meeting frequency, committee workflow, creation of Governance Committee
4. Long-term vision (goals) for UNM, and impact on enrollment management
5. Other business – Athletics Update

- IV. Vote to Adjourn

## II. Closed Session

### III. Open Session

1. Action Item: Approval of \$2 Million loan for purchase of First Baptist Church Property

## III. Open Session

### 2. Revisions to Budget Process (information item)

Fiscal Year 2016-2019  
Four Year Budget Plan Framework  
Glossary

Document	Page Number	Purpose
Summary of Budget Assumptions	Page 1	4 Year revenue and expenditure assumptions for state funding, tuition, fees, room and board, compensation, group health, ERB retirement and other revenue and expenditures can be dynamically increased or decreased. Other linked documents will be updated automatically.
Undergraduate and Graduate Cost of Attendance Plan Summary	Page 2	4 Year-Cost of Attendance for each fiscal year will be calculated based on revenue and expenditure priorities and assumptions.
Undergraduate and Graduate Enrollment Plan Summary	Page 3	4 Year-Enrollment projections for the Fall Term provided by Enrollment Management.
Summary of All Campuses Total Expenditures	Page 4	FY 15 Expenditure Budget for Main Campus, HSC, UNM Health System, Branch Campuses and Plant/Capital Funds.
Main Campus Summary of Total Revenues and Expenditures	Page 5	4 Year-Main Campus Total Revenue and Expenditures for Unrestricted, Debt Service (funded by Mandatory Student Fees), Restricted Contract and Grants, and Capital.
Main Campus Summary of Unrestricted and Debt Service (MSF) Revenues by VP Unit.	Page 6	4 Year-Main Campus Summary of I&G and Non-I&G revenues broken down by Vice President Unit and as well as the Debt Service Revenues funded by mandatory student fees (MSF).

Main Campus Summary Of Recommended Plan and Initiatives for Revenue Generation	Page 7	4 Year-Main Campus-Summarizes the revenue streams by the three revenue drivers for Main Campus I&G and Non-I&G: State Funding, Student Enrollment and Other Internal and External revenue sources.
Main Campus Summary of Unrestricted and Debt Service (MSF) Expenditures by VP Unit.	Page 8	4 Year-Main Campus Summary of I&G and Non-I&G expenditures broken down by Vice President Unit and as well as the Debt Service expenditures funded by mandatory student fees (MSF).
Main Campus Summary of Recommended Plans and Initiatives for Expenditures	Page 9	4 Year-Main Campus-Summarizes expenditure priorities by the three primary expenditure plans for Main Campus I&G and Non-I&G: Academic Affairs, Administration, and Institutional-Wide plans.

**Main Campus**  
**Summary of Budget Assumptions**  
**FY 2016 to FY 2019----4 Year Plan ( In Thousands)**

	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	% Change FY 16 to FY 19
<b>Revenue Assumptions</b>					
<b>State Funding</b>					
State Appropriations ( I&G Formula) Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
State Appropriations (RPSP's) Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
State Grants and Contracts Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
Land and Permanent Fund Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
<b>Enrollment and Student Enrollment Revenues</b>					
Total Headcount Increase/Decrease	1.64%	1.89%	1.74%	1.60%	
Base Tuition Rate Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
Mandatory Student Fee Rate Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
Other Student Fees Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
Room and Board Rate Increase	0.00%	0.00%	0.00%	0.00%	
Sales and Services Revenue Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
<b>Other Internal and External Revenue Streams</b>					
Sales and Services Revenue Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
Private Gifts and Contracts Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
Restricted-Grants and Contracts	0.00%	0.00%	0.00%	0.00%	
F&A Revenue	0.00%	0.00%	0.00%	0.00%	
Endowment Income Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
Other Revenues Increase/Decrease	0.00%	0.00%	0.00%	0.00%	
<b>Expenditure Assumptions</b>					
Institution-Wide Faculty Salaries Increase	0.00%	0.00%	0.00%	0.00%	
Institution-Wide GA/TA Salaries Increase	0.00%	0.00%	0.00%	0.00%	
Institution-Wide Staff Salaries Increase	0.00%	0.00%	0.00%	0.00%	
Institution-Wide Student Salaries Increase	0.00%	0.00%	0.00%	0.00%	
Institution-Wide ERB Retirement Rate Increase	0.00%	0.00%	0.00%	0.00%	
Institution-Wide Group Health Insurance Rate Increase	0.00%	0.00%	0.00%	0.00%	
Utilities	0.00%	0.00%	0.00%	0.00%	
Insurances	0.00%	0.00%	0.00%	0.00%	
Student Awards and Aid	0.00%	0.00%	0.00%	0.00%	
Administrative Overhead	0.00%	0.00%	0.00%	0.00%	
Banner Tax	0.00%	0.00%	0.00%	0.00%	
Foundation Surcharge	0.00%	0.00%	0.00%	0.00%	



Main Campus Undergraduate and Graduate Cost of Attendance Plan Summary FY 2016 to FY 2019----4 Year Plan						
	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	% Change FY 15 to FY 19
<b>Full Academic Year-Fall and Spring</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	
<b>Undergraduate-On Campus*</b>						
Tuition and Fees	\$ 6,447	\$ 6,447	\$ 6,447	\$ 6,447	\$ 6,447	0.00%
Books and Supplies	1,064	1,064	1,064	1,064	1,064	0.00%
Room and Board	8,580	8,580	8,580	8,580	8,580	0.00%
<b>Total Undergraduate Cost of Attendance</b>	<b>\$ 16,091</b>	<b>\$ 16,091</b>	<b>\$ 16,091</b>	<b>\$ 16,091</b>	<b>\$ 16,091</b>	<b>0.00%</b>
<b>Graduate-On Campus</b>						
Tuition and Fees	\$ 5,433	\$ 5,433	\$ 5,433	\$ 5,433	\$ 5,433	0.00%
Books and Supplies	1,149	1,149	1,149	1,149	1,149	0.00%
Room and Board	8,580	8,580	8,580	8,580	8,580	0.00%
<b>Total Graduate Cost of Attendance</b>	<b>\$ 15,162</b>	<b>\$ 15,162</b>	<b>\$ 15,162</b>	<b>\$ 15,162</b>	<b>\$ 15,162</b>	<b>0.00%</b>
<b>Undergraduate Annual % Change</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
<b>Graduate Annual % Change</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	

Source: Student Financial Aid Office

\* Dependent Classification

Notes: Undergraduate Tuition and Fee amounts based on the **base** resident tuition and fee rates at the 15-18 hr block rate.

Graduate Tuition and Fee amounts based on the **base** resident tuition and fee rates at 9 hours per semester.

Main Campus Undergraduate and Graduate Enrollment Plan Summary FY 2016 to FY 2019----4 Year Plan						
	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	% Change FY 15 to FY 19
<b>Fall Term</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	
Freshman	4,354	4,419	4,485	4,552	4,620	6.11%
Sophmores	4,491	4,587	4,659	4,725	4,793	6.72%
Juniors	4,720	4,927	5,043	5,126	5,198	10.13%
Seniors	7,486	7,467	7,642	7,819	7,967	6.43%
<b>Subtotal Undergraduates</b>	<b>21,051</b>	<b>21,400</b>	<b>21,829</b>	<b>22,222</b>	<b>22,578</b>	<b>7.25%</b>
Graduate*	5,173	5,250	5,329	5,409	5,491	6.15%
1st Professional**	699	716	732	749	767	9.73%
Non-Degree	1,647	1,672	1,697	1,723	1,748	6.13%
<b>Subtotal Graduate, Prof. and Non-Degree</b>	<b>7,519</b>	<b>7,638</b>	<b>7,758</b>	<b>7,881</b>	<b>8,006</b>	<b>6.48%</b>
<b>Total Headcount</b>	<b>28,570</b>	<b>29,038</b>	<b>29,587</b>	<b>30,103</b>	<b>30,584</b>	<b>7.05%</b>
<b>Annual % Change</b>		<b>1.64%</b>	<b>1.89%</b>	<b>1.74%</b>	<b>1.60%</b>	

Source: Enrollment Management Division

\* Includes Anderson graduate and Graduate Programs

\*\* Does Not include medical school students and branches



**DRAFT 6/13/14**

**Summary of All Campuses  
Total Expenditures**

	Original Budget 2014-15		
	Unrestricted	Restricted	Total
<b><u>Current Funds</u></b>			
UNM Main Campus	540,092,317	172,546,226	712,638,543
UNM HSC Academic Enterprise	444,869,506	127,582,000	572,451,506
UNM Gallup	17,457,133	1,405,695	18,862,828
UNM Los Alamos	4,007,833	1,052,819	5,060,652
UNM Valencia	12,170,387	2,870,053	15,040,440
UNM Taos	7,812,529	2,747,969	10,560,498
<b>Current Funds subtotal</b>	<b>1,026,409,705</b>	<b>308,204,762</b>	<b>1,334,614,467</b>
<b><u>Plant Funds</u></b>			
UNM Debt Service-funded by MSF	14,388,000		14,388,000
Capital	106,034,092		106,034,092
<b>Plant Funds subtotal</b>	<b>120,422,092</b>	<b>0</b>	<b>120,422,092</b>
<b>Subtotal Current and Plant Funds</b>	<b>1,146,831,797</b>	<b>308,204,762</b>	<b>1,455,036,559</b>
<b><u>UNM Health System</u></b>			
UNM Health System	1,113,918,196		1,113,918,196
UNM Hospital Capital	30,250,804		30,250,804
<b>UNM Health System subtotal</b>	<b>1,144,169,000</b>	<b>0</b>	<b>1,144,169,000</b>
<b>GRAND TOTAL</b>	<b>2,291,000,797</b>	<b>308,204,762</b>	<b>2,599,205,559</b>

**MSF=Mandatory Student Fees**

**Main Campus  
Summary of Total Revenues and Expenditures  
FY 2016 to FY 2019----4 Year Plan ( In Thousands)**

	Fiscal Year 2015		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Expenditure % Change FY 15 to FY 19
	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	
Academic Affairs	\$ 328,342	\$ 328,342									-100.00%
Administrative Service Organizations	\$ 211,750	\$ 211,750									-100.00%
UNM Debt Service-funded by MSF	\$ 14,388	\$ 14,388									-100.00%
<b>Subtotal Unrestricted and Debt Service (MSF)</b>	<b>\$ 554,480</b>	<b>\$ 554,480</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.00%</b>
Restricted	\$ 172,546	\$ 172,546									-100.00%
Capital	\$ 106,034	\$ 106,034									-100.00%
<b>Subtotal Restricted and Capital</b>	<b>\$ 278,580</b>	<b>\$ 278,580</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>GRAND TOTAL</b>	<b>\$ 833,060</b>	<b>\$ 833,060</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.00%</b>

MSF=Mandatory Student Fees



**Main Campus**  
**Summary of Unrestricted and Debt Service (MSF) Revenues By VP Unit**  
**FY 2016 to FY 2019----4 Year Plan ( In Thousands)**

	Fiscal Year 2015			Fiscal Year 2016			Fiscal Year 2017			Fiscal Year 2018			Fiscal Year 2019		
	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total
Academic Affairs	\$ 201,121	\$ 127,221	\$ 328,342	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Service Organizations	\$ 129,318	\$ 82,432	\$ 211,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Unrestricted</b>	<b>\$ 330,439</b>	<b>\$ 209,653</b>	<b>\$ 540,092</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
UNM Debt Service-funded by MSF	\$ -	\$ 14,388	\$ 14,388	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>GRAND TOTAL</b>	<b>\$ 330,439</b>	<b>\$ 224,041</b>	<b>\$ 554,480</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
MSF=Mandatory Student Fees															



**Main Campus**  
**Summary of Recommended Plans and Initiatives for Revenue Generation**  
**FY 2016 to FY 2019----4 Year Plan ( In Thousands)**

	Fiscal Year 2016			Fiscal Year 2017			Fiscal Year 2018			Fiscal Year 2019		
	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total
<b>Beginning Revenue Budget</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>
<b>State Funding</b>												
State Appropriations	0	0	0	0	0	0	0	0	0	0	0	0
State Grants and Contracts	0	0	0	0	0	0	0	0	0	0	0	0
Land and Permanent Fund Revenue	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal State Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Student Enrollment Revenue Streams</b>												
Tuition-Enrollment Increase	0	0	0	0	0	0	0	0	0	0	0	0
Tuition-Rate Increase	0	0	0	0	0	0	0	0	0	0	0	0
Tuition Differential	0	0	0	0	0	0	0	0	0	0	0	0
Mandatory Student Fees-Enrollment Increase	0	0	0	0	0	0	0	0	0	0	0	0
Mandatory Student Fees-Rate Increase	0	0	0	0	0	0	0	0	0	0	0	0
Course Fees and Other Student Fees	0	0	0	0	0	0	0	0	0	0	0	0
Room and Board	0	0	0	0	0	0	0	0	0	0	0	0
Sales and Services	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal Student Enrollment Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Internal and External Revenue Streams</b>												
Sales and Services Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Private Gifts and Contracts	0	0	0	0	0	0	0	0	0	0	0	0
F&A Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Endowment Income	0	0	0	0	0	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal Other Internal and External Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>All Funding Sources</b>												
State Funding	0	0	0	0	0	0	0	0	0	0	0	0
Student Enrollment Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal and External Revenue	0	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Revenue Budget</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>

**Main Campus**  
**Summary of Unrestricted and Debt Service (MSF) Expenditures By VP Unit**  
**FY 2016 to FY 2019----4 Year Plan ( In Thousands)**

	Fiscal Year 2015			Fiscal Year 2016			Fiscal Year 2017			Fiscal Year 2018			Fiscal Year 2019		
	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total
Academic Affairs	\$ 201,121	\$ 127,221	\$ 328,342	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Service Organizations	\$ 129,318	\$ 82,432	\$ 211,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Unrestricted</b>	<b>\$ 330,439</b>	<b>\$ 209,653</b>	<b>\$ 540,092</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
UNM Debt Service-funded by MSF	\$ -	\$ 14,388	\$ 14,388	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>GRAND TOTAL</b>	<b>\$ 330,439</b>	<b>\$ 224,041</b>	<b>\$ 554,480</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>MSF=Mandatory Student Fees</b>															



**Main Campus**  
**Summary of Recommended Plans and Initiatives for Expenditures**  
**FY 2016 to FY 2019----4 Year Plan ( In Thousands)**

	Fiscal Year 2016			Fiscal Year 2017			Fiscal Year 2018			Fiscal Year 2019		
	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total	I&G	Non-I&G	Total
<b>Beginning Expense Budget</b>	<b>330,439</b>	<b>224,041</b>	<b>554,480</b>	<b>336,609</b>	<b>224,041</b>	<b>560,651</b>	<b>340,942</b>	<b>224,041</b>	<b>564,983</b>	<b>344,972</b>	<b>224,041</b>	<b>569,014</b>
<b>Academic Affairs Plan</b>												
<i>Compensation (Compaction)</i>	470	0	470	470	0	470	470	0	470	470	0	470
<i>Strategic Investments</i>	5,700	0	5,700	3,856	0	3,856	3,553	0	3,553	3,553	0	3,553
<i>Inflationary Costs</i>	0	0	0	7	0	7	7	0	7	8	0	8
<b>Subtotal Academic Affairs Plan</b>	<b>6,170</b>	<b>0</b>	<b>6,170</b>	<b>4,333</b>	<b>0</b>	<b>4,333</b>	<b>4,030</b>	<b>0</b>	<b>4,030</b>	<b>4,031</b>	<b>0</b>	<b>4,031</b>
<b>Administrative Service Organizations Plan</b>												
<i>Compensation (Compaction)</i>	0	0	0	0	0	0	0	0	0	0	0	0
<i>Strategic Investments</i>	0	0	0	0	0	0	0	0	0	0	0	0
<i>Inflationary Costs</i>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal Administrative Service Organizations Plan</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Institution-Wide Plan</b>												
<i>Compensation Increase (Merit and COLA)</i>	0	0	0	0	0	0	0	0	0	0	0	0
<i>Compensation Increase (Fringes)**</i>	0	0	0	0	0	0	0	0	0	0	0	0
<i>Strategic Investments</i>	0	0	0	0	0	0	0	0	0	0	0	0
<i>Inflationary Costs</i>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal Institution-Wide Plan</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>All Plans</b>												
<i>Compensation (Compaction)</i>	470	0	470	470	0	470	470	0	470	470	0	470
<i>Compensation (Merit and COLA)</i>	0	0	0	0	0	0	0	0	0	0	0	0
<i>Compensation Increase (Fringes)**</i>	0	0	0	0	0	0	0	0	0	0	0	0
<i>Strategic Investments</i>	5,700	0	5,700	3,856	0	3,856	3,553	0	3,553	3,553	0	3,553
<i>Inflationary Costs</i>	0	0	0	7	0	7	7	0	7	8	0	8
<b>Grand Total All Plans</b>	<b>6,170</b>	<b>0</b>	<b>6,170</b>	<b>4,333</b>	<b>0</b>	<b>4,333</b>	<b>4,030</b>	<b>0</b>	<b>4,030</b>	<b>4,031</b>	<b>0</b>	<b>4,031</b>
<b>Ending Expense Budget</b>	<b>336,609</b>	<b>224,041</b>	<b>560,651</b>	<b>340,942</b>	<b>224,041</b>	<b>564,983</b>	<b>344,972</b>	<b>224,041</b>	<b>569,014</b>	<b>349,003</b>	<b>224,041</b>	<b>573,044</b>
<b>MSF=Mandatory Student Fees</b>												

\*\*Academic Affairs and Administrative Plans do not include fringe benefit costs. This line covers the fringe amount.





THE UNIVERSITY *of*  
NEW MEXICO

# President's Administrative Report

June 13, 2014

(Updated 7/1/2014)

# FY14: Year in Review

- Over the past year, everyone across the university has worked tirelessly in pursuit of our goals, and they have produced impressive results
- A special thank you to our faculty, staff, students, and others for your role in the progress we have made toward our goals

# FY14: Year in Review

- Preparing Lobos for Lifelong Success:
  - 6-Yr graduation rate of 48.2%, the highest in UNM history
  - Retention rate of 77.7%, an increase of 1.1% from the prior year
  - 4-Yr graduation rate of 15.8%, an increase of 0.8% from the prior year

# FY14: Year in Review

- Becoming a Destination University:
  - Over 600 new students enrolled in the Honors College, with Honors credit hours increasing by 13.6%
  - 773 new freshmen with an ACT of 26 or higher, an increase of 5.9% over the prior year
  - 1,115 international students enrolled, an increase of 5.2% over the prior year
  - 661 students participating in study abroad programs, an increase of 9.4% over the previous year

# FY14: Year in Review

- Advancing Discovery and Innovation:
  - Distinguished Professor Patricia Crown elected to the National Academy of Sciences
    - Professor Crown is a national leader in southwestern archaeology and ceramic analysis
  - Finalized a joint hire with Sandia National Laboratory

# FY14: Year in Review

- Ensuring Financial Integrity and Strength:
  - \$3M in internal savings reinvested into the operating budget for FY15 through ROM
  - Provided 3% raise for faculty and 2.5% raise for staff
  - 0% tuition increase
  - Current endowment market value of \$401M, \$23M above the FY14 goal (as of May 12)

# FY14: Year in Review

- Advancing and Accelerating Economic Development:
  - Raised \$6.5M in external funds to support Innovate ABQ (city, private, and grant contributions)
  - To date, UNM faculty and STC.UNM have produced:
    - 115 Invention Disclosures
    - 90 Patent Applications
    - 45 Issued Patents
    - 42 Licensing Agreements
    - 8 Start-up Companies



# Funding Formula Update

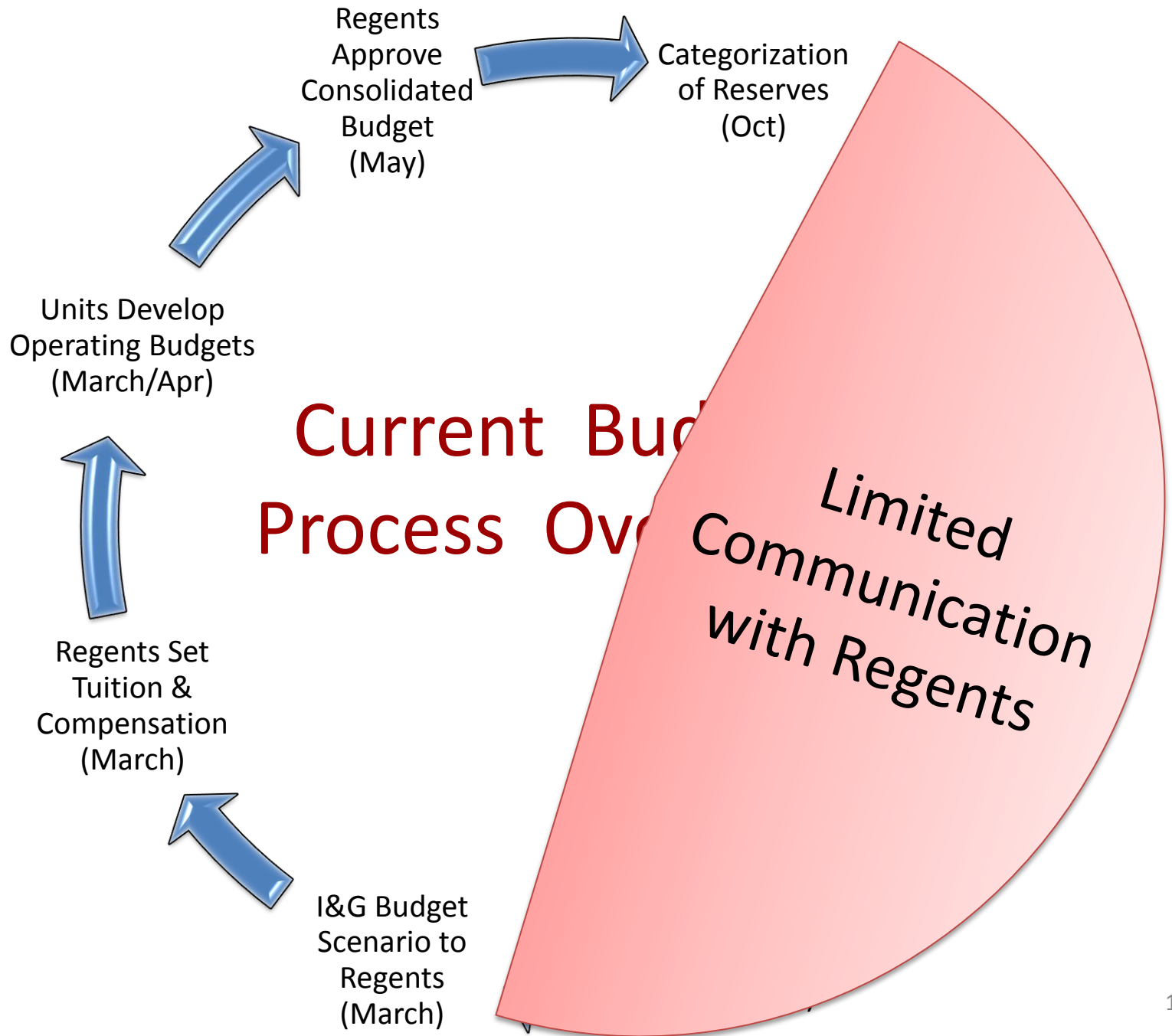
- HED has again convened an interim working group to address funding formula issues
- David Harris is chairing the working group, which includes other representatives from research, comprehensive, and 2-yr schools, as well as executive and legislative representation
- We are optimistic that this team will be successful in finalizing the new funding formula:
  - We strongly recommend a predictable and stable funding mechanism
  - Clear ties between performance criteria and funding allocations





# FY16 Budget Process

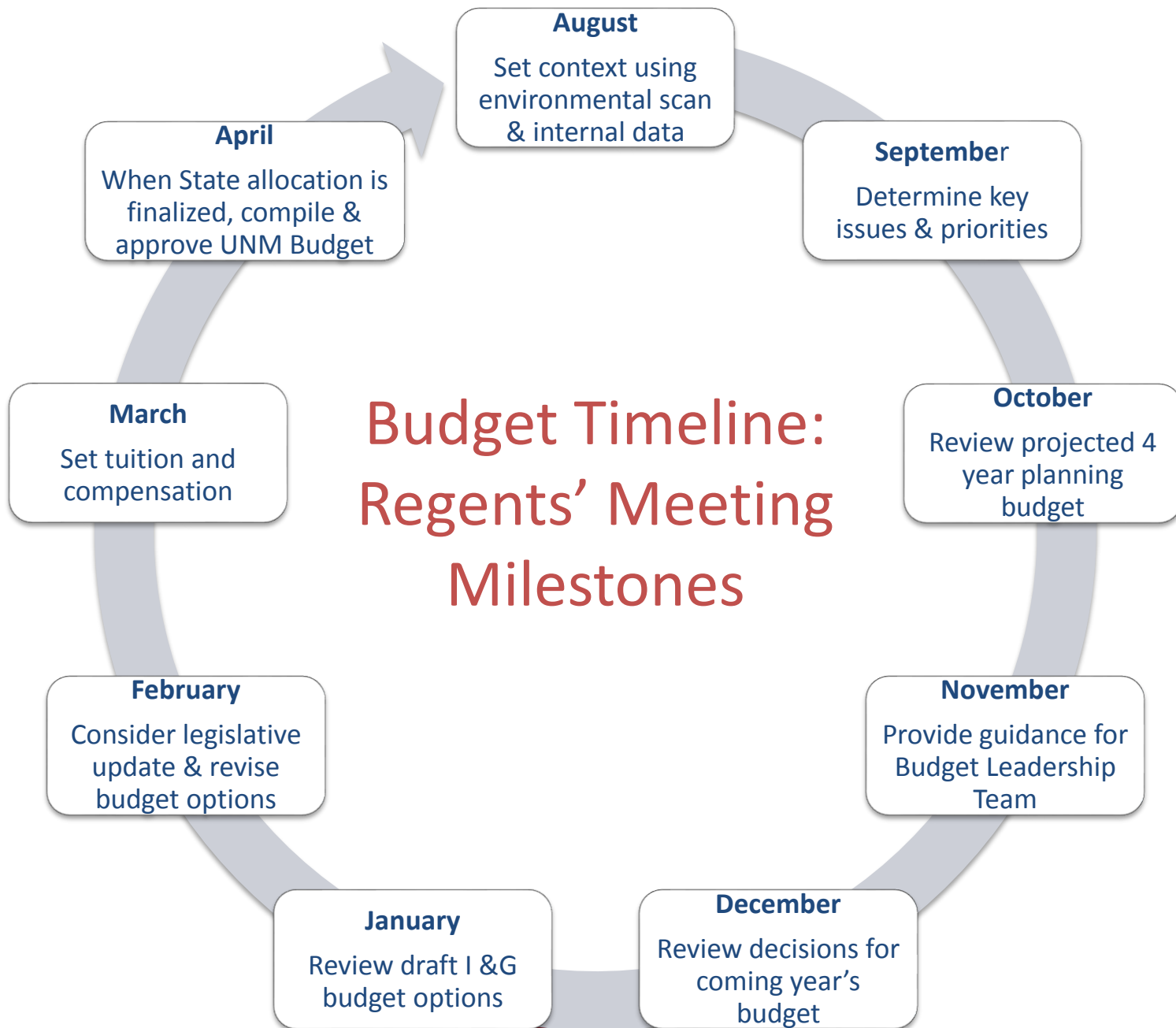
- Overall, our current budget process works well
- We do, however, recognize the need to begin critical discussions, particularly with the Regents, much earlier in the process
- We remain committed to increasing collaboration, transparency, and inclusiveness of the entire budget process



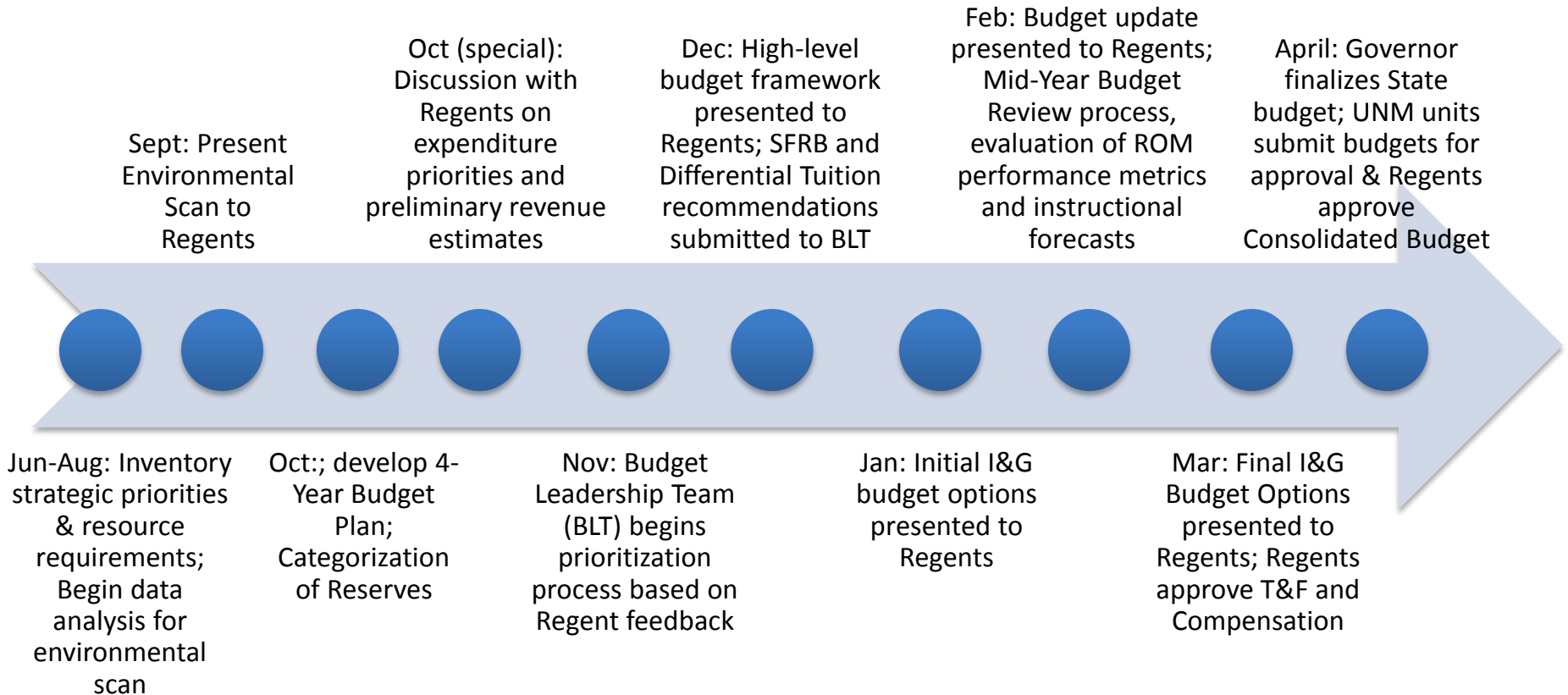
# FY16 Budget Process Improvements

1. Environmental scan to inform short and long-range planning
2. 4-Year Planning Budget
3. Special Regents Meeting in October to discuss budget priorities and endorse 4-year plan
4. Earlier discussion of annual budget
  - Initial I&G budget options presented in January
5. Mid-Year Review of ROM performance metrics

# Budget Timeline: Regents' Meeting Milestones



# Possible FY16 Budget Timeline Detail



# Budget Process Next Steps

- Development of planning budget framework and environmental scan over the summer
  - Refine projection of inflationary factors and fixed costs
  - Complete inventory of strategic initiatives and resource requirements
  - Develop rough prioritization of initiatives
  - Determine opportunities for improved efficiency and effectiveness
- Update on progress at next BOR meeting

## III. Open Session

### 3. BOR Operations (information item)

**BOARD OF REGENTS' CALENDAR -- 2014** (last update 7.2.14)

Regents' Board & Committee Meetings (location & time)	2014 Jan	2014 Feb	2014 Mar (Budget Summit)	2014 Apr	2014 May* Approve Budget	2014 Jun	2014 Jul	2014 Aug	2014 Sep	2014 Oct	2014 Nov	2014 Dec	Key Leadership	Key Staff
<b>Board of Regents</b> 9:00 a.m. – 1:00 p.m. SUB Ballroom C	Cancelled	Feb 11	Mar* 10 (25)	Apr 8	May 9	Jun 13	July 7 (Special Meeting)	Aug 8	Sep 12	Oct 10	Nov 14	Dec 12	Regent President Jack Fortner; President Frank	Mallory Reviere
<b>Agenda Items Due:</b>		Jan 29	Feb 26	Mar 26	Apr 25	May 30		Jul 25	Aug 29	Sep 26	Oct 31	Dec 1		
<b>Finance &amp; Facilities Committee</b> 9:00 a.m. – 12:00 p.m. Scholes Hall, Roberts Rm	No mtg.	Feb 7	Mar 7	Apr 4	May 6	Jun 10	No mtg.	Aug 5	Sep 9	Oct 7	Nov 11	Dec 9	Regent Koch, Regent James; EVP Harris	Cenissa Martinez
<b>Agenda Items Due:</b>		Jan 24	Feb 21	Mar 21	Apr 23	May 28		Jul 23	Aug 27	Sep 24	Oct 29	Nov 24		
<b>Health Sciences Board</b> Approx. 11:00 p.m. (1 <sup>st</sup> Friday) HSC Domenici Ctr, Rm 3010	No mtg.	Feb 7	Mar 7	Apr 4	May 2	Jun 6	No mtg.	Aug 1	Sep 5	Oct 3	Nov 7	Dec 5	Regent Quillen; Chancellor Roth	Patrice Martin
<b>Agenda Items Due:</b>		Jan 22	Feb 19	Mar 19	Apr 23	May 28		Jul 23	Aug 27	Sep 24	Oct 29	Nov 21		
<b>Academic/Student Affairs &amp; Research Committee</b> (Thursday) 1:00 p.m.-4:00 p.m. Scholes Hall, Roberts Rm	No mtg.	Feb 6	Mar 6	Apr 3	May 1	Jun 5	No mtg.	Jul 31	Sep 4	Oct 2	Nov 6	Dec 4	Regent Hosmer; Provost Abdallah	Melissa Vargas Bernadette Jaramillo-Peck
<b>Agenda Items Due:</b>		Jan 27	Feb 21	Mar 21	Apr 18	May 23		Jul 18	Aug 22	Sep 19	Oct 24	Nov 21		
<b>Audit Committee</b> 8:30 a.m. – 12:00 p.m. Scholes Hall, Roberts Rm		Feb 20			May 23			Aug 21		Oct 16			Regent Gallegos; Manu Patel, Dir. Internal Audit	Amy O'Donnell
<b>Agenda Items Due:</b>		Feb 3			May 8									
<b>REGENT ADVISORS</b> (quarterly reports)			ALUMNI		ALUMNI			ALUMNI				ALUMNI		
				PARENT				PARENT				PARENT		
				RETIREE				RETIREE				RETIREE		
			FOUN-DATION			FOUN-DATION			FOUN-DATION			FOUN-DATION		
Check these websites for notices, agendas and meeting minutes: Board of Regents: <a href="http://regents.unm.edu">regents.unm.edu</a> F&F: <a href="http://evpadmin.unm.edu/ff-meetings/index.html">evpadmin.unm.edu/ff-meetings/index.html</a> ; HSC: <a href="http://hsc.unm.edu/HSCBoD/meetings/notices.html">hsc.unm.edu/HSCBoD/meetings/notices.html</a> ; ASAR: <a href="http://provost.unm.edu/Board-of-Regents.html">provost.unm.edu/Board-of-Regents.html</a> Audit: <a href="http://unm.edu/~iaudit/documents.html">unm.edu/~iaudit/documents.html</a> ;								<b>*Board of Regents:</b> Regular meetings on a Friday, starting in May 2014						



## University of New Mexico Board of Regents Committees 2014

### Operations Committee

Regent *President* Jack L. Fortner; *Vice President* Conrad D. James; *Secretary/Treasurer* Bradley C. Hosmer.

### Standing Subcommittees

#### Academic/Student Affairs & Research Committee

Bradley C. Hosmer, Chair  
Heidi N. Overton, Vice Chair  
Suzanne Quillen  
Pamela Pyle, *President Faculty Senate*  
Renée Delgado-Riley, *President, Staff Council*  
Chaouki Abdallah, *Provost*  
*Advisors*  
Rachel Williams, *ASUNM President*  
Texanna Martin, *GPSA President*  
Catherine Cullen, *Parent Association President*  
Melissa Bokovy, *Associate Professor of History*

#### Finance and Facilities Committee

James H. Koch, Chair  
Conrad D. James, Ph.D., Vice Chair  
J.E. Gene Gallegos

#### Audit Committee (meets quarterly)

J.E. Gene Gallegos, Chair  
Bradley C. Hosmer, Vice Chair  
James H. Koch

#### Health Sciences Board (meets 1<sup>st</sup> Friday)

Suzanne Quillen, Chair  
Bradley C. Hosmer, Vice Chair  
Conrad D. James, Ph.D.

##### *Directors:*

Mel Eaves  
Michael Olguin  
Ann Rhoades

#### UNM Hospital Board of Trustees (meets monthly)

Heidi N. Overton

#### UNM Foundation (meets quarterly)

Jack L. Fortner

#### STC Board (meets quarterly)

J.E. Gene Gallegos

#### Sandia Foundation (meets quarterly)

Jack L. Fortner

#### Carrie Tingley Hospital Board (meets quarterly)

Heidi N. Overton

#### Lobo Energy Board (meets quarterly)

J.E. Gene Gallegos, Vice Chair  
Conrad D. James, Ph.D.

#### Lobo Development Corporation (meets quarterly)

James H. Koch, Chair  
Jack L. Fortner, Vice Chair

#### Honorary Degree Committee ex-officio, Jack L. Fortner,

President, Board of Regents  
Bradley C. Hosmer  
Heidi N. Overton

## III. Open Session

### 4. Enrollment Plan Summary (information item)



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# Enrollment Plan Summary

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2014 - 2020

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UNM Enrollment Management

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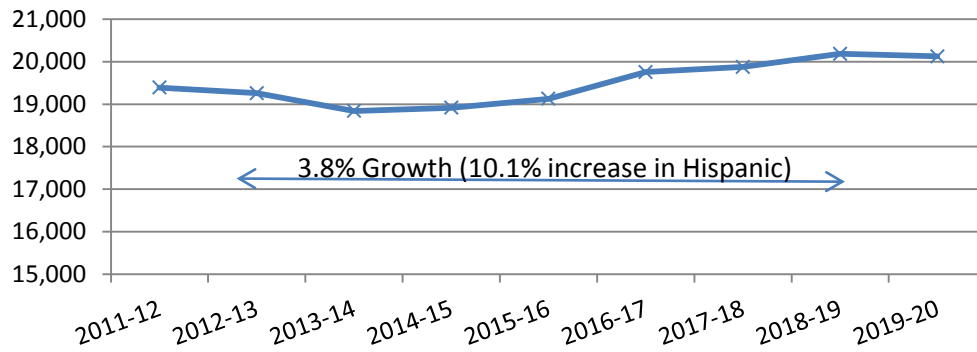
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## UNM 2020 Enrollment Plan Summary

The number of high school graduates in the United States is declining for the first time in 20 years. In locations that do have growth, the shift toward more diverse populations will continue, enabling the achievement gap to become an even more serious threat to the completion agenda. New Mexico is a prime example of this transformation.

### High School Graduates in New Mexico



Western Interstate Commission on Higher Education<sup>1</sup>

New Mexico will face declining numbers of graduates in 2014 and then emerge on a slightly positive trajectory for the next six years. The total increase is expected to be a modest 3.8% with the underlying driver being a 10% addition to the Hispanic population and a decrease in nearly all other segments. In addition, casual students are decreasing during a migration of population from Central New Mexico. Economic labor market data indicate that employment has contracted over the last year with a loss of 4,500 jobs.<sup>2</sup>

The implications are that any enrollment stabilization or moderate growth plan must include a diverse approach. The traditional students will become hotly contested with many institutions accelerating discount pace to unsustainable levels. Supply and demand will require that universities with good brands, who are not elite, to emphasize opportunities beyond traditional students. At UNM, we believe a plan for stable enrollment includes these components.

1. Emphasize reasonable goals for traditional students from New Mexico and targeted states that are better prepared.
  - a. The best preparation for the growing Hispanic population will be increasing the expectations for high school performance.
  - b. Standardized tests and Common Core assessments will be more useful in awarding merit-based aid and evaluating college readiness than as a focal point of admission consideration.
2. International students at both the undergraduate and graduate level are increasing.
  - a. Undergraduate is key but both levels should maintain double digit percentage increases in the short term.
3. Transfer students from New Mexico's two-year institutions should continue to grow.
  - a. We have experienced strong increases in transfer students, particularly CNM. Historically, UNM has invested in strengthening that market and we should continue to do so.

<sup>1</sup> <http://www.wiche.edu/knocking-8th>

<sup>2</sup> <http://www.dws.state.nm.us/Portals/0/DM/LMI/lmrApr14.pdf>

- b. Enhancing the transfer support concept with CNM is continuing. UNM staff are integrated into CNM's advising infrastructure and development of a more robust physical transfer center at the Student Support and Services Center (close proximity to CNM) is underway.
  - c. Delivery of popular/high demand bachelor degrees at remote community colleges and branches is a key tactic for enrollment growth and completion for place bound students.
- 4. Master's degrees are the best opportunity to grow graduate enrollment and completions.
  - a. The primary opportunity in this segment is in accelerated degrees which are comprised of an undergraduate and master's degree packaged in a five year curriculum. These formats attract the best domestic and international students.
  - b. Capacity and lower institutional cost combine for smart growth.
  - c. Programming should be aligned with employer needs and job projections.
  - d. Degree paths should allow flexibility for nontraditional interests.
- 5. Adult learners are a primary market for bachelor completions and pursuit of graduate degrees.
  - a. Competency-based credit and prior learning assessment should be considered to limit time to degree.
  - b. Lower division credit may need to be provided on a larger scale for less cost, particularly during summer terms.
- 6. Increase utilization of the summer term.
  - a. Incentivizing summer enrollment by combining a discounted cost with spring through summer or summer through fall combined course loads is one way to integrate summer into student curriculums.
  - b. Building summer enrollment sequences into accelerated bachelor to master's degree models such as 4+1 should also be considered.
  - c. Analyzing the summer instructional cost and faculty load standards must also be completed to increase summer productivity to approach fall and spring levels.

## 1. Improving Preparation of Beginning Freshmen at UNM

Increasing standards for entry into UNM has many benefits including predictable improvement in student success metrics and the extremely valuable perception of enhanced quality among most external constituents. The challenges include maintaining a core value of access and also ensuring that the short term reduction of students does not have a crippling economic impact on tuition and other revenue.

We successfully completed implementation in 2013 of an increase in high school GPA requirements from a 2.25 to a 2.5 and number of college preparatory high school courses from 13 to 16. This was accomplished with little opposition due to an extended discussion time with the community, a lack of emphasis on standardized test requirements and a gradual implementation.

Throughout our presentation of the previous improvement of standards there was emphasis on a Phase II after successful completion of the initial plan. We are now at the point of considering Phase II.

Based on the experiences and success of Phase I, we would recommend pursuing a high school GPA based strategy with entry options for those not meeting the standards. This will preserve equity, access and economic viability. Standardized tests should remain influential on merit funding and other college readiness assessments but not a focal point on eligibility to enter UNM.

The suggested next step would be to require a 2.75 high school unit GPA for standard admission. There has been support for this referenced by many constituents. The success improvements are substantial as indicated below.

### ≥ 2.75 High School GPA Graduation and Retention Rates

Cohort	Number	4 Year Graduation Rate	6 Year Graduation Rate	3 <sup>rd</sup> Semester Retention Rate
2006	2093	15.5	52.9	80.6
2007	1956	19.1	56.3	81.2

The impact on ethnic group populations is generally equitable and supports UNM's commitment to access.<sup>3</sup> The impact on the African American group is larger but the *n* is small and holistic consideration of applicants can easily ensure access.

### Increased High School GPA Impact on Ethnic Groups

Ethnicity	< 2.75 High School GPA	% of Cohort Population
Hispanic	392	22.7%
American Indian	32	18.5%
Asian	15	13.9%
African American	29	32.2%
White	201	17.5%
Two or More Races	30	19.5%
Unknown	4	11.4%
<b>Total</b>	<b>703</b>	<b>20.4%</b>

<sup>3</sup> Impact data based on average of 2012 and 2013 beginning freshman cohorts.

A major concern is the large number of impacted students below a 2.75 high school GPA. The 703 equals 20% of the two cohort average in this analysis. The first year tuition and fees for this number of students is \$4.5 million. This does not include housing, books, formula and other revenue students generate.

It is unquestionable that the improvement and long term gains for the institution will surpass this deficiency but the challenge is how to mitigate it in the short term. The first step would be to determine how many of these students can be admitted under alternate criteria or entry timing.

Mitigation of the impacted students can be managed through procedures that maintain the effectiveness of implementing a higher standard, supports access and improves the economic viability of the strategy. The procedures would include the following steps.

1. Students with < 2.75 high school GPA but ACT/SAT that demonstrates college readiness would receive full admission.
2. Holistic admissions review is available for students who do not meet standard criteria. This allows us to maintain access for our most challenged students who are motivated to be successful.
3. Any student between 2.5 and 2.74 high school GPA and an ACT/SAT score below college readiness must enter in either the preceding summer or subsequent spring semester relative to their standard fall semester entrance. In other words, early start for summer or late start for spring for everyone allows access to all if they are motivated. The semesters have plenty of capacity and if a student chooses summer then they will be likely to succeed in the fall. If they choose spring then they could be in a Gateway pathway through CNM or other place, attain the Lottery Scholarship and transition to UNM immediately after one semester.

**Students Entering through Alternative Criteria**

Process	Students
Admit ≥22 ACT/SAT	264
Special Admits	60
Early/Late Start	190
<b>Total</b>	<b>514</b>
<b>Total &lt; 2.75 HS GPA</b>	<b>703</b>
<b>Net Decrease</b>	<b>189</b>

← Summer required for Early Start.

The net decrease of 189 students still represents a little over a 5% decrease in the cohort and a gross loss of \$1.2 million the first year, but retention gains and longer term quality of the freshmen class should negate any losses within two years. Increases in international, transfer and graduate students can also minimize the revenue impact of improving beginning freshmen preparation. Gradual implementation over two years also cuts the impact by 50%.

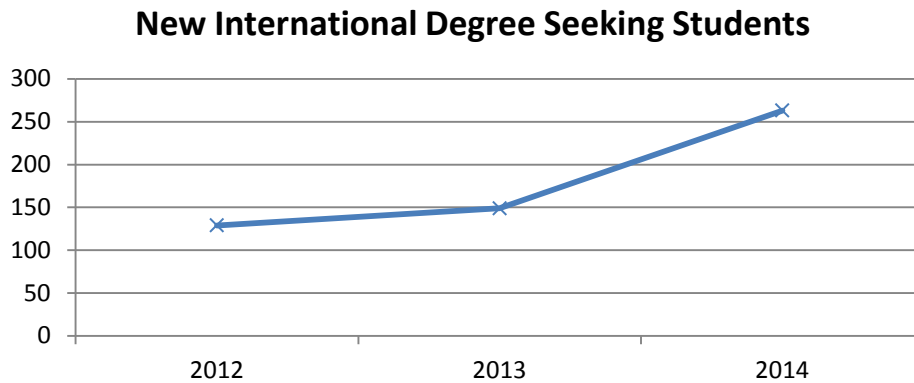
Alternatively, considering a minimum ACT threshold is a possibility but there are substantial negatives associated with that approach.

- High School GPA is the best isolated indicator of college success.
- Achievement of high school grade performance is more attainable than a test score in the view of much of our population.
- Test scores, even when mitigated, evoke real and emotional response as inequitable.
- Numerical impact of imposing a minimum ACT of 22 impacts 1,450 students. The same approaches as mentioned above allows many of these access but the numbers are still too large to be economically viable.

Effective implementation of a 2.75 high school GPA requirement could lead to Phase 3 with an eventual requirement of a 3.0 high school unit GPA to enter UNM. This is close to where the university should be in trying to balance excellence and access with emphasis on student success.

## 2. International Students at Both the Undergraduate and Graduate Level are Increasing

The Global Education Office is responsible for executing this strategy. After taking over in mid-cycle for the 2013 recruitment year, international admissions did increase new students and is projecting more than a 50% increase for 2014.



## 3. Transfer Students from New Mexico Two-year Institutions Should Continue to Grow

The number of transfer students from two-year schools in New Mexico transitioning to UNM has grown 23.5% in the last five years. Efforts to expand 2+2 models with electronic access to pathways, delivery of more bachelor degrees at branch and community college locations and implementation of a comprehensive transfer center at the South Campus facility are priority strategies for developing additional enrollment capacity for transfer students. As transfer students stay longer at two-year institutions to maximize affordability, their eventual transfer into UNM will increasingly fill capacity at the upper division.

## 4. Master's Degrees are the Best Opportunity to Grow Graduate Enrollment and Completions

UNM should target expansion of master's degrees around workforce needs and capacity. Central New Mexico has the following job growth projections from New Mexico Department of Workforce Solutions through 2020.<sup>4</sup> The Office of Graduate Studies will facilitate this strategy and the 4+1 accelerated program offerings with the Provost and Deans.

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<sup>4</sup> [http://www.dws.state.nm.us/Portals/0/DM/LMI/NM\\_2014\\_State\\_of\\_the\\_Workforce\\_Report\\_111213.pdf](http://www.dws.state.nm.us/Portals/0/DM/LMI/NM_2014_State_of_the_Workforce_Report_111213.pdf)



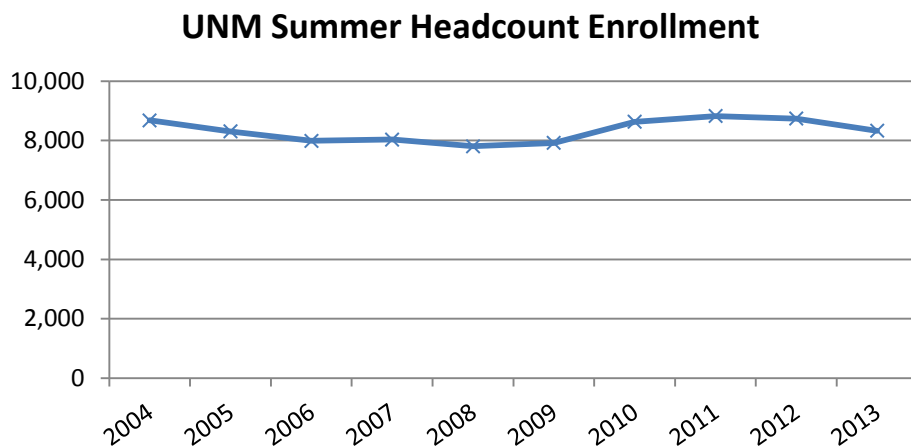


## 5. Adult Learners are a Primary Market for Bachelor Completions and Pursuit of Graduate Degrees

Extended University will likely lead the effort to provide more access to adult learners. This should include an examination of competency based credit and prior learning assessment in order to accelerate completion opportunities for the nontraditional population.

## 6. Increase Utilization of the Summer Term

The summer term has been relatively flat since spikes in 2010 and 2011 from the second Pell Grant initiative in 2010 and 2011. This demonstrates that funding availability does make a difference in summer. It is not surprising that summer enrollments are now contracting to levels prior to the availability of second Pell.



## Enrollment Projections under 2020 Plan

### UNM 2020 Enrollment Plan

	2011	2012	2013	Projection						
				2014	2015	2016	2017	2018	2019	2020
<b>Freshmen</b>	4,293	4,204	4,290	4,354	4,419	4,485	4,552	4,620	4,689	4,759
<b>Sophomores</b>	4,551	4,327	4,253	4,491	4,587	4,659	4,725	4,793	4,863	4,932
<b>Juniors</b>	4,846	4,891	4,678	4,720	4,927	5,043	5,126	5,198	5,270	5,343
<b>Seniors</b>	7,245	7,586	7,623	7,486	7,467	7,642	7,819	7,967	8,094	8,213
<b>Total UnderGrad</b>	20,935	21,008	20,844	21,051	21,400	21,829	22,222	22,578	22,916	23,247
<b>Total Graduate</b>	5,284	5,198	5,095	5,173	5,250	5,329	5,409	5,491	5,574	5,658
<b>Total 1st Prof</b>	1,050	1,064	1,082	1,098	1,115	1,131	1,148	1,166	1,183	1,201
<b>Total Non-Degree</b>	1,787	1,830	1,623	1,647	1,672	1,697	1,723	1,748	1,775	1,801
<b>Total Headcount</b>	29,056	29,100	28,644	28,969	29,437	29,986	30,502	30,983	31,448	31,907
<b>Annual Change</b>		0.15%	-1.57%	1.13%	1.62%	1.86%	1.72%	1.58%	1.50%	1.46%

**Assumptions:**

- Limit BF student admission: around 3,400
- Increase targeted master's graduate students: 1.5%
- Increase of transfer students: 3%
- Increase international students: 12%

## III. Open Session

5. Athletics Update (information item)

# **Board of Regents Presentation**

## **National Issues Facing College Athletics**



**Letterman's Lounge at The Pit**  
**Monday, July 7, 2014**

# NCAA UNDER ATTACK



- Amateurism
- Lawsuits
- Concussions
- Student Athlete Welfare

# Current Issues



- O'Bannon Lawsuit
- NCAA Governance Reform
- Other Lawsuits

# Impact on UNM Athletics



- Full Cost of Attendance
- Financial Impact of Governance Changes
- Impact of Litigation
- Marginalize the Group of 5



**Thank You for Your Continued Support**



**GO LOBOS!**