



**UNIVERSITY OF NEW MEXICO
BOARD OF REGENTS**

Agenda

**January 9, 2015
9:00 AM
Hodgin Hall, Bobo Room**

The Board of Regents of the University of New Mexico
Meeting in Open Session and Executive Session
January 9, 2015, 9:00 AM
Hodgin Hall
Open Session, Bobo Room; Executive Session-luncheon, President's Board Room
AGENDA

TAB

- I. Call to Order, Confirmation of a Quorum and Adoption of the Agenda..... 1
Regent President Jack L. Fortner

- II. Approval of the Minutes of the December 12, 2014 Regular Meeting..... 2
Public Comment, specific to agenda items (limit 3 min. per speaker)

- III. The President's Administrative Report, *President Robert G. Frank*..... 3
Comments from Regents

- IV. Discussion item: Regent Orientation

- V. Action item: Approval of revisions to Regents' Policies, *Regent Gallegos; Pamina Deutsch, University Policy and Administrative Planning Director*
 - a. Regents' Policy 4.7 ("Tuition and Fees")..... 4
 - b. Regents' Policy 5.18 ("Endowed Faculty Chairs") 5

- VI. Information item: Budget Development Update..... 6
Andrew Cullen, AVP, OPBA; Terry Babbitt, AVP, Enrollment Management; Kevin Stevenson, Dir. Special Projects

- VII. Comments from Advisors 7
Brian Colón, President, Alumni Association
Pamela Pyle, President, Faculty Senate
Renée Delgado-Riley, President, Staff Council
Texanna Martin, President, GPSA
Rachel Williams, President, ASUNM
William Miller, President, Retiree Association
Catherine Cullen, President, Parent Association
Carl Alongi, Chair, UNM Foundation Board of Trustees

- VIII. Public Comment (items not on agenda; limit 3 min. per speaker)

- IX. Vote to close the meeting and proceed in Executive Session
Executive Session-President's Board Room
 - 1. Discussion and determination where appropriate of threatened or pending litigation pursuant to Section 10-15-1.H(7), NMSA (1978)
 - 2. Discussion and determination where appropriate of limited personnel matters pursuant to Section 10-15-1.H(2), NMSA (1978)

- X. Vote to re-open the meeting and certification that only those matters described in agenda Item IX. were discussed in closed session and if necessary, final action with regard to those matters will be taken in open session.

- XI. Vote to Adjourn

**Minutes of the Regular Meeting of the Board of Regents of the University of New Mexico
December 12, 2014
Student Union Building, Ballroom C**

Members present

Jack L. Fortner, President; Bradley C. Hosmer, Secretary/Treasurer; Suzanne Quillen; James H. Koch; J.E. 'Gene' Gallegos; (Conrad James and Heidi Overton could not attend)

Administration present

Robert G. Frank, President; David Harris, EVP of Administration, COO, CFO; Paul Roth, Chancellor Health Sciences; Chaouki Abdallah, Provost and EVP for Academic Affairs; Elsa Cole, University Counsel; Michael Dougher, VP for Research; Liz Metzger, University Controller; Dorothy Anderson, VP HR; Paul Krebs, VP for Athletics; Ava Lovell, Sr. Exec. Officer of Finance and Administration, HSC; Helen Gonzales, Chief Compliance Officer; Eliseo Torres, VP Student Affairs; Pamina Deutsch, University Policy and Administrative Planning Director

Regents' Advisors present

Carl Alongi, UNM Foundation; Brian Colón, Alumni Association; Bill Miller, Retiree Association; Rachel Williams, ASUNM; Texanna Martin, GPSA; Pamela Pyle, Faculty Senate; Reneé Delgado-Riley, Staff Council

Presenters in attendance

Tanya Baker-McCue, Program Operations Dir. Pediatrics Center for Development; Erin Riley, Project Search Co-founder; John Kennedy, KPMG; DeVon Wiens, Moss Adams; Liz Metzger, University Controller; Andrew Cullen, AVP OPBA; Katherine Creagan, Assoc. Modrall Sperling Law; Alice Letteney, Exec. Director UNM-Valencia Campus; Paul Luna, Chair UNM-Valencia Advisory Board; Andrew Sanchez, UNM-Valencia Dir. of Resources; Ava Lovell, HSC Sr. Exec. Officer of Finance and Administration; George Williford, First Southwest Co. of Dallas and UNM Financial Advisor; Terry Babbitt, AVP Enrollment Management; Kevin Stevenson, Director of Strategic Projects in the Office of the President; John Carr, Professor of Geography

Others in attendance

Members of the administration, faculty, staff, students, the media and others.

CONFIRMATION OF PRIOR SPECIAL MEETING IN EXECUTIVE SESSION

The Board of Regents met in closed session on December 12, 2014 from 8:03 to 8:55 AM in the Cherry Silver Room of the Student Union Building for discussion purposes only of threatened litigation as permitted under Section 10-15-1H(7) of the Open Meetings Act (NMSA 1978). Personnel matters, which were also specified in the notice and agenda for the meeting, were not discussed. Members present were Jack Fortner, James Koch, Bradley Hosmer, J.E. 'Gene' Gallegos, and Suzanne Quillen. The matters discussed at the meeting were limited to threatened litigation only.

CALL TO ORDER, CONFIRMATION OF A QUORUM AND APPROVAL OF THE AGENDA

Regent President Fortner called the meeting to order at 9:14 AM. A quorum was confirmed. Regent Conrad James and Student Regent Overton did not attend the meeting. Regent Fortner modified the agenda by moving the Project Search presentation forward to occur directly after approval of the minutes. The motion to approve the modified agenda passed by unanimous vote (1st Koch, 2nd Gallegos).

APPROVAL OF MINUTES

Regent Fortner asked for a motion to approve the minutes of the prior meeting. The motion to approve the minutes of the November 14, 2014 regular meeting passed by unanimous vote (1st Gallegos, 2nd Hosmer).

PUBLIC COMMENT (there were no comments)

UPDATE ON PROJECT SEARCH FOR THE CENTER FOR DEVELOPMENT AND DISABILITY

Tanya Baker-McCue presented the overview. Project SEARCH began at Cincinnati Children's Hospital Medical Center in 1996 and addresses the critical unemployment rate of 85% for people with developmental disabilities. There have been 280 plus program replications in 40 US states, Australia, Canada, the United Kingdom and Ireland. Interns go through a nine month on-site internship program with certified instructors and job coaches. They receive continual feedback as they rotate through unpaid internships. The outcome of the program is employment in the community. Implementation at UNM Hospital began in December 2013, and by November 2014, 10 interns successfully completed their first rotations through 12 UNMH departments. To date four interns have been offered regular employment at UNM Hospital. Ms. Baker-McCue introduced the 10 interns to the Board of Regents. Erin Riley, co-founder of Project Search, was present and thanked the Regents for their support of the program. She said that as a result of the program here, other businesses in the area have stepped forward to offer a similar program. Dr. Paul Roth thanked Regent Koch for leading the effort to implement Project Search at UNM Hospital.

PRESIDENT'S ADMINISTRATIVE REPORT

President Frank opened his report by addressing two areas that will impact the University's budget, the recent reduction in world oil prices which will impact State revenues and affect the budgets for the State and Higher Education in New Mexico and PNM's recent announcement to raise rates 13%. The estimated State Formula is a big part of the budget and UNM is one of PNM's bigger consumers. Last month, President Frank projected a budget deficit of \$2.8 million; however, with recent changes the projected budget deficit has risen to an estimated \$4.7 million. Efforts are underway to balance the budget; administration is looking at what the University needs to do. To address the enrollment issue, the University has contracted the Royal Company, an enrollment management company, to work on recruiting new students. The University is also working on increasing international student enrollment.

The budget timeline has not changed; final budget decisions will be made in April. The Regents are keen to gain stability in the budget predictions. Administration will work on the cost management discipline and revenue enhancement with enrollment and recruitment. The Regents will be briefed next month on further budget developments.

President Frank stated that the University will graduate 1400 Bachelors, 300 Masters, and 90 Doctorates degree students. He thanked the students for being a part of the University of New Mexico as they become Alumni.

APPROVAL OF THE EXTERNAL AUDIT REPORT OF THE FY14 CONSOLIDATED FINANCIAL STATEMENTS

Liz Metzger introduced John Kennedy of KPMG and DeVon Wiens of Moss Adams. Mr. Kennedy said they had already met with the Audit and Compliance Committee in the exit conference and had a fairly robust and thorough dialogue with the committee members regarding the results of the 2014 audit. The audit is divided into two pieces: KPMG addresses the academic side of the University, the non-clinical component units and the audit of the federal grants; Moss Adams addresses the health care divisions and issues 4 reports, which are public. All reports have been submitted to the State Auditor and have been accepted. Mr. Kennedy mentioned the findings, which were also discussed in Audit and Compliance Committee. There was discussion about GASB 68 on pension plans that will require the unfunded liability of the pension plan at the State level to be pushed down pro-rata to the Universities. This will result in a new liability on the University's books. Regent Gallegos said the Audit and Compliance Committee has had a good working relationship with KPMG and Moss Adams. Regent Koch said he has worked with KPMG and Moss Adams for twelve years and they are outstanding.

The motion to approve the annual external audit report of the FY14 consolidated financial statements passed by unanimous vote (1st Gallegos; 2nd Fortner).

COMMENTS FROM REGENTS

Regent Fortner confirmed that the next regular meeting of the Board of Regents will be January 9, 2015 as scheduled.

REGENTS COMMITTEE REPORTS

FINANCE AND FACILITIES COMMITTEE

Regent Koch asked Controller Liz Metzger to come to the podium. Ms. Metzger commented on the new research report which will be presented quarterly at the end of each quarter. The current report depicts four graphs: 1) research proposals, 2) awards, 3) facilities and administrative cost recovery, and 4) research expenditures. Each graph compares FY11 through FY15, all fiscal year first quarter numbers. Proposals are down from FY14 to FY15, but awards are up in the same period.

- Regent Hosmer requested also showing the proportion of the proposals that successfully converted into grants.

Ms. Metzger continued with the monthly financial report, ending October 2014. Similar to the September report, the net positive income from operations of \$32 million is down from same time last year due mainly to the decrease in enrollment along with the booking of summer tuition based on actual revenue rather than accrued. The trends are the same as that seen at the end of September. Expenditures are running at benchmark or less. We will be watching Spring enrollment very closely since historically Spring enrollment is less than Fall enrollment.

Approval of consent agenda items

2. Approval of Disposition of Surplus Property for Main Campus on lists dated 11/19/2014.
3. Capital Project Approval – UNM Valencia Campus Central Chilled Water

Regent Koch read the consent agenda items and motioned approval of the two items.

The motion to approve the consent agenda items, numbers 2 and 3 on the Finance and Facilities agenda, passed by a unanimous vote (1st Koch; 2nd Quillen).

Approval of Resolution Authorizing the Replacement of the Existing Facility Provider and Remarketing Agent: UNM Series 2001, 2002B & 2002C (bond issues)

Andrew Cullen said in accordance with the indentures, the legal documents that were produced in accordance with these bond issues, we are required to provide this letter of credit (credit facility) with those bonds and the remarketing agents with those bonds. Variable rate bonds can potentially be put back onto the issuer at anytime, in this case the University, and the University would have to pay the principal and interest. With this agreement, we will have a marketing agent who will, in the event that variable rate bond holders put these bonds back on the University, take our bonds and try to remarket them to the public. If they could not successfully remarket the bonds, the marketing agent would have to take the bonds into their business. The current agreements expire December 31, 2014. We knew this was coming up. The current agreement with J.P. Morgan was for three years. Prior to soliciting bids for providers, we looked at the economics of fixing the rate on these variable rate bonds, and based on analysis done by First Southwest Company, at this time it was not wise to put these bonds into a fixed rate mode. So we were required to replace the facility provider and remarketing agent. US Bank came back with the most price attractive proposal. US Bank's Standard and Poor's credit rating is equal to or better than J.P. Morgan's. Given US Bank's offer and their credit rating we are recommending that we enter into these agreements with US Bank for this support on our variable rate bonds. The savings we are anticipating over the course of the two and half years of this agreement is \$436 K which is net of about \$40 K of legal fees that will be incurred to change the provider from J.P. Morgan to US Bank.

Regent Gallegos said that bond counsel assured the Regents in Finance and Facilities Committee meeting that the bondholders will be formally notified of any change in the interest rate calculation from weekly to daily. Notification will be necessary because it is somewhat a change in the terms of the bond.

The motion to approve the resolution and authorize Regent President Fortner to execute the resolution on behalf of the Regents passed by unanimous vote (1st Gallegos; 2nd Koch).

Discussion and Approval of proposed revisions to Regents' Policy 4.7 ("Tuition and Fees")

Regent Gallegos addressed the item. Revisions to Regents' Policy 4.7 were proposed at the November 11, 2014 Finance and Facilities Committee meeting. The version proposed was not voted on, but during the time leading up to this board of regents, Regents Gallegos and Hosmer have been working on further revisions. Regent Koch provided input also and a final modified version was brought to the meeting for Regents' approval. During discussion, Regent Hosmer asked to hear from administration on the proposed revisions. President Frank was in agreement with the version as presented and said the modifications are in line with the model that administration has been trying to work with this year.

The motion to approve Regents' policy 4.7 as modified passed by unanimous vote (1st Gallegos; 2nd Koch).

Approval of UNM Valencia Westside Facility

Alice Letteney introduced Paul Luna, Chairman of UNM-Valencia Advisory Board and Andrew Sanchez, Director of Resources. Dr. Letteney requested initial approval for a UNM-Valencia westside facility to be located directly off of I-25 in the Huning Business Park in Los Lunas. The building is nearly 18,000 square feet, with anticipation of six classrooms or labs for business and industry training, health training and starter facility for students to begin their college careers. A survey was done of 450 persons in west Los Lunas and 92% were somewhat or very likely to take college courses on the west side of Los Lunas. The area is expected to grow and enrollment at Valencia campus has historically matched or exceeded the population growth of the county. Valencia campus headcount has increased over 30% since 2004 and FTE by 25.8%. Twenty acres of land is being donated by the Huning Partnership and funding for the project at \$5.6 million is in place, saved up from the local mil levy. We are bringing this project forward for Regents' initial approval in response to a request by the Secretary of Higher Education, José Garcia, to review the project. We will return to the Regents, the HED and Board of Finance for final approval once the construction documents are completed.

Regent Koch said there was not a vote on this in Finance and Facilities Committee meeting because Regent Gallegos wanted to see more detailed financial analysis and operating cost information on the project than what was presented in the committee meeting, and the information was provided to Regents subsequent to the meeting. Regent Gallegos confirmed that Mr. Sanchez provided more detailed financial numbers, with a low enrollment scenario and high enrollment scenario, and that he was satisfied with the information.

Regent Fortner said he appreciated that UNM-Valencia plans to fund the cost of construction on its own. Regent Quillen commented favorably to the proximity of the facility to the new early college high school that the State funded last year.

The motion to endorse the proposed UNM Valencia Westside Facility passed by unanimous vote (1st Koch; 2nd Gallegos).

FY 2015- FY 2016 Budget Development Update

Andrew Cullen, Dr. Terry Babbitt and Kevin Stevenson provide the update. Dr. Babbitt addressed enrollment including the impact of the year on year 1.5% decrease of enrollment. They have met with the Provost and Deans and agree that the focus should be on higher retention rates which will impact enrollment and reduce the deficit caused by the enrollment decrease. Short term and long term strategies were discussed. Emphasis will be on retention of students from the fall term and focus on the pre-registration period for returning students. Long Term strategies are already being implemented and include a substantial increase of applications for new students, which is up 12% for Fall 2015. Retention is the biggest driver of enrollment success. There is an initiative to get students back to the University who have over 50 credit hours completed but have left school.

Andrew Cullen reiterated that the University typically has a 92% Fall to Spring semester retention, so for every 100 students that attend in the Fall, roughly 92 come back. The focus of Dr. Babbitt and the Enrollment Management team is to increase the Fall to Spring retention to mitigate the year on year reduction in enrollment. We are also looking for efficiencies in current operations and opportunities to reallocate dollars. Eighty percent of the University's expenditures are tied up in labor, so for meaningful reallocation of funds some of it will have to come from the labor line items. Natural attrition is preferable

to lay-offs. The administration is looking at cost reduction strategies and reducing unnecessary duplication of services. Overarching cost reductions strategies were discussed and key areas of opportunity include the KSA Review of Information Technology and a comprehensive review of Health Care Benefits and Chronic Disease Management. Right-sizing the University is critical through shared services to eliminate duplication of services. There will be focus on instructional efficiencies, such as consolidation of excess class sections. The Main Campus Instruction and General (I&G) budget was discussed and for FY14 actuals, 80.2% of expenses were in salaries and benefits, with other expenses totaling 19.8%.

Mr. Cullen discussed rate of attrition for staff and the 7 year average shows that of the number eligible, only 20% retire. The average age of retirement is 61 and the average total of 20 years of service. For FY15, potential savings from a reduction in workforce were discussed and for I&G funds totals \$3.4 million and for non-I&G \$1.7 million, which would equal a reduction of 90.3 FTE. For Faculty, the rate of attrition for a 7 year average was 13.7%, and the average age of retirement was 65 with 24 years of service. Mr. Cullen stated that in 2011, the University had a retirement program that was proposed to faculty which included a financial incentive to retire and many took that offer. For FY15, potential savings due to retirements will result in savings of I&G almost \$3 million and non-I&G \$261 K, and a reduction of 31.44 FTE. Challenges exist as some departments already plan for attrition and commit vacancy savings for equipment, consulting, and facility needs. Some positions are critical to departments and need to be filled specifically for accreditation and instructional quality.

Kevin Stevenson discussed optimizing course offerings for student success. The historic approach involved considering course utilization and empty seats. The strategic approach is offering courses when students need to take them and streamline degree plans that will increase student success. Quality of instruction is the foundation of all of these efforts and all endeavors must reinforce that. Mr. Stevenson discussed four levels to optimize instructional capacity, which include classroom usage, instructors consolidating unnecessary sections, curriculum reduction of nonessential credits, and pedagogy for redesign of courses around outcomes rather than seat time. The University is actively working on all of these strategies to improve effectiveness. To date, UNM has 50 programs that are moving toward 120 credit hour programs, which will lead to improved graduation rates.

Regent Hosmer inquired if there is any sense of what the outcomes could yield. Mr. Stevenson stated that empty seat capacity is a big focus by consolidating sections as there are multiple sections across campus where there are more empty seats than the average class size. By consolidating sections without affecting student demand, it would equal cost savings and more efficiencies. One key element is to look for excess demand in various areas and find ways to identify bottlenecks in required courses. They will continue to look for opportunities for consolidation and instructional planning, such as degree mapping and efforts to restructure curriculum.

Mr. Cullen reviewed the revised budget scenarios based on new numbers and revenue estimates the State has been producing. Due to the reduction in the price per barrel of oil from when the State did the estimate in August as compared to December, the new money component of the State budget has been reduced from approximately \$280 million to \$140 million. Accordingly, the budget scenarios were revised to reflect this new likelihood that the new money that would come out of the State and flow to Higher Education would be less. In Scenario 1, which includes a 1% increase in compensation, the deficit is now estimated at \$4.3 million. Scenario 2 includes strategic investments and compaction and reflects a higher deficit of \$10.5M due to funds required for those strategic investments. Scenario 2a includes all detail from scenarios 1 and 2, but also includes a 1% Cost of Living Adjustment (COLA).

Regent Quillen inquired about retention and impact of advising. Both scenarios show little allocated toward academic support investments. Provost Abdallah said that they are working on those investments, such as Advisors, on an incremental basis each year. Dr. Babbitt said that over the last few budget cycles there has been a \$9 million investment in academic support, a lot of advisement lines have increased with better advisor to student ratios.

Mr. Cullen stated that increases in utilities and health care costs have a major impact on the budget.

HEALTH SCIENCES BOARD

Approval of UNM College of Nursing, UNM College of Pharmacy, and the UNM School of Medicine Fall 2014 Degree Candidates

Regent Quillen introduced the agenda item and moved approval.

The motion to approve the UNM College of Nursing, UNM College of Pharmacy, and the UNM School of Medicine Fall 2014 Degree Candidates passed by unanimous vote (1st Quillen; 2nd Koch).

Approval of the Appointment of Dr. Donna Sigl to the UNM Hospitals Board of Trustees

Regent Quillen asked Regent Hosmer to introduce the agenda item. Regent Hosmer said the proposed appointment of Dr. Sigl to the UNM Hospital Board of Trustees was vetted in the HSC Governance Committee and at the HSC Board level and noted Dr. Sigl's extensive pedigree. Regent Hosmer moved approval.

The motion to approve the Appointment of Dr. Donna Sigl to the UNM Hospitals Board of Trustees passed by a unanimous vote (1st Hosmer; 2nd Quillen).

Approval of the Parameters Resolution in respect of proposed refunding/refinancing of 2004 UNM Hospitals Mortgage Revenue Bonds

Regent Quillen asked Ava Lovell to introduce the item. Ms. Lovell said the item for approval is a parameters resolution to look at refunding or refinancing the hospital's bonds which were first issued in 2004. The market is currently favorable for bond refunding and refinancing. George Williford, UNM's financial advisor from First Southwest also spoke and said this has been reviewed with the hospital board. The 2004 bond issue was done with FHA or HUD insurance backing the issue, so that makes it a little more complex with respect to the analysis of the refinancing as well as the whole process of refunding. HUD approval will need to be obtained. HED and State board of Finance both have to approve the transaction, so will apply to go to the February HED meeting and then to the State Board of Finance in March. If the market is still favorable, pricing could occur late March or early April. The 2004 financing was done with a sizable amount required for the reserve, totaling around \$19 million, \$13.5 million of that for debt service reserve. The benefit of refinancing, along with lower interest rates, is the reserve funds can be released and contributed to the deal. There is currently about \$151 million outstanding and conceivably the new issue or refinancing amount would be around \$135 million or possibly somewhat less. The interest rate right now is 4.8% on the mortgage and with current conditions that would be projected to be around 3.5 to 3.6%. The down-sizing along with the lower rate, if markets hold, would give potential projected annual savings of \$1.5 to 2.0 million, or more.

Regent Gallegos asked if the Sandoval Regional bond issue is a similar-type and if there is potential for refunding of those. Mr. Williford said it is a similar-type bond issue with FHA insurance backing it, but the 10-year call date on the Sandoval Regional bonds puts their call date into the future.

The motion to approve the parameters resolution in respect of proposed refunding and refinancing of the 2004 UNM Hospital Mortgage Revenue Bonds passed by unanimous vote (1st Quillen; 2nd Koch).

HSC Financial Update

Ava Lovell gave the presentation on the Health Sciences Center (HSC) financials through October 31, 2014 and comparisons to the first quarters of the prior 4 years. Cash Flow from Operations for HSC were \$7.9 million, UNM Medical Group (UNMMG) at \$5.8 million, and UNM Hospital (UNMH) at \$9.8 million. The Sandoval Regional Medical Center (SRMC) for the second month in a row is cash flow positive at \$3.2 million. SRMC is also positive for Operating Net Margin and overall bottom-line. For Operating Net Margins, both HSC and UNMMG do not book depreciation but UNMH is reflecting a deficit of \$1.8 million. They do believe that they will be in a positive operating margin by the end of the year. For Net Income, UNMH is positive due to the last year of the Tri-West net investment income coming in. All of the units are positive on the total bottom line perspective. HSC is at \$2.2 million, UNMMG at \$3.2 million, UNMH at \$2.1 million, and SRMC at \$72K.

The Uncompensated Care issue is complicated as the Affordable Care Act (ACA) is not completely implemented. Over the last five years through FY15, 14% of our total cost per care is Uncompensated Care,

which is improved. There was never the intention to have 100% coverage under the ACA; there would still be around 8% in the United States that would be uncovered - those who are undocumented, or unable to afford insurance, or choose not to have insurance. In NM, the HSC and UNMH take a larger percentage of Uncompensated Care in the State than any other provider. Chancellor Paul Roth commented that a huge misperception among the public at large and the Legislature is that the ACA would result in there not being any Uncompensated Care in the United States. When this was being discussed in Congress, the projections were that it would bring it from 55 million uninsured to 35 million uninsured. In NM, that translated to 117,000 people after the year 2022 when the ACA is fully implemented that would still be uninsured, or 8% of the population.

Days Cash on Hand for HSC is 11.2 days, UNMMG at 51.35 days, UNMH at 58.6 days, and SRMC at 59.44 days. The national benchmark for hospitals is 75 days. Accounts Receivable for HSC is 3%, UNMMG at 23%, UNMH at 32%, and SRMC at 9%. Proposals and awards are up and earned F&A is at \$7.5 million. Contract and Grant expense totals \$41.1 million.

ACADEMIC/STUDENT AFFAIRS AND RESEARCH COMMITTEE

Regent Hosmer asked Provost Abdallah to give his update.

Update from the Provost

Provost Abdallah said the search for the VP of Research will close soon, and the pool of prospective candidates looks strong. With regard to research dollars that come in, funding for research at the University is approximately \$200 million each year from each side of Lomas - Main Campus and Health Sciences. The large research contracts are usually multi-year, the funds go toward teaching as well, but not all of the overhead is covered, so the University puts extra funds toward research activity to cover the remaining overhead costs. Regarding retention and graduation rates, these address enrollment issues. The national trend shows the traditional student, the first time freshman, populations are dropping. Because the University relies heavily on students from Bernalillo County, there was more than anticipated drop in UNM enrollment last year for first time freshmen. However, gains have been made by the University in retention and graduation rates which are making up for the decrease in first time freshman enrollment numbers. Our budget scenarios in the past have not necessarily modeled this because expected retention rates were 75%; however, we are seeing 80% retention rates and moving upward. These increases in retention rates are due in large part to the investments made in the last few years. Investments in advisors and also in faculty. The number of degrees awarded has increased 5% over last year, which is about 100 degrees, and this could be calculated as \$6 million dollars that could go into our State's economy in terms of 100 people with degrees making an average of \$60 K per year. This is a good example to show how investment in one area can have an effect on multiple initiatives. There are also trends of retirements we are looking at and working with the deans to manage this. Many faculty who were hired 30 or 40 years ago will be retiring. If productive people retire, this will be detrimental to the service of our students and in the area of obtaining research funding. We are talking with the Retirees Association about how we can continue to utilize some of their services. We are looking at how we will replace retired faculty. With the deans, we are looking at how the University should be as we face the upcoming crises in higher education. We want to eliminate duplication and look at joint hires across departments. I also request that you look at the investments that you are making as being fruitful in the long term. The investments you made four years ago are paying off today in terms of retention and graduation rates.

Approval of Fall 2014 Degree Candidates

Pamela Pyle, President of Faculty Senate, said the candidates were approved at the November Faculty Senate meeting and they are brought forward to the Regents for consideration and approval.

The motion to approve the Fall 2014 Degree Candidates passed by a unanimous vote (1st Hosmer; 2nd Gallegos).

Approval of Form D: Graduate Certificate in Law, Environment, and Geography

Dr. John Carr gave the presentation. The Department of Geography and Environmental Studies developed the proposed certificate as a way to meet the needs of students that wouldn't be served otherwise. Under a rubric that requires no additional resources or additional costs, the department has been

undergoing a long standing planning process to articulate strengths, which includes 3 emeritus faculty members and 3 faculty members with Juris Doctorates (J.D.). This is a unique advantage nationwide as even many legal studies programs do not have that many faculties with J.D.'s. This certificate leverages that advantage of which the focus is Law, Environment, and Geography. The department has passed an undergraduate minor in Law, Environment, and Geography. At the graduate level, the proposed certificate is viewed as a bridge to get resources to students who wouldn't otherwise have access and who need them largely for workforce development.

The certificate has potential to be attractive to a wide range of students and professionals; undergraduates from UNM; people with undergraduate degrees from outside of NM who are interested in natural resource management; those who want to increase their curriculum vitae for applying to law school; and professionals, particularly in State and Federal agencies, who are looking for new competencies, career and professional advancement, and to help with their job. The certificate will give people greater exposure to legal concepts for natural resource managers, specifically for those who don't have the time or inclination to do a full master's program as they can complete the certificate in a year. Practicing attorneys may also be drawn to the program as they may be starting to turn their practice to natural resource management, getting courses on a discrete area of practice.

The core of the certificate is an intensely more focused set of courses and electives than would otherwise be offered through our Masters of Science program. These are all existing classes that are already being taught and would not require further resources from the University. It will increase credit hours taken in the department and has potential to increase enrollment.

The motion to approve the Form D, Graduate Certificate in Law, Environment, and Geography passed by unanimous vote (1st Hosmer; 2nd Quillen).

Approval of Honorary Degree Recipients

Regent Hosmer announced the Honorary Degree agenda item would move to the February meeting. Regent Fortner agreed.

AUDIT AND COMPLIANCE COMMITTEE

Regent Gallegos said the Audit and Compliance Committee approved four UNM Hospital audits at its December 4, 2014: 1) the UNM Hospitals Patient Financial Services, 2) the UNM Cancer Center Patient Financial Services, 3) the Sandoval Regional Medical Center Patient Financial Services, and 4) Behavioral Health Operations Patient Financial Services. All of the audits were for periods July 1, 2013 to January 31, 2014. A written summary report of the meeting was available.

COMMENTS FROM ADVISORS

Carl Alongi, Chair, UNM Foundation Board of Trustees, reported the *Changing World 2020: The Campaign for UNM* will continue, in line with UNM2020, with the goal set to strive for a total of \$1 billion in private support by the end of 2020. Fundraising highlights were discussed and include a \$1.7 million gift received by UNM Athletics, \$530 K for the Center on Alcoholism, Substance Abuse & Addictions, \$500 K for the School of Medicine's Department of Pediatrics, \$350 K for the UNM Hospital, \$145 K for the Children's Miracle Network, and \$96 K for various units at the Health Sciences Center. At the end of September 2014, the Consolidated Investment Fund had market value of \$407 million, an FY14/15 spending distribution of 4.50% and development funding allocation at 1.4% basis points. The Woodward endowment ending market value of \$46 million; the Winrock Endowment ending market value of \$30.1 million; the Regents' Endowment ending market value of \$27.4 million; and the Mesa Del Sol Addition ending market value of \$4.8 million.

President Fortner stated that WisePies Pizza, a locally owned business, agreed to give \$5 million cash gift over 10 years to support UNM Athletics and the University Arena will be named "WisePies Arena aka The Pit" for the duration of the gift.

Brian Colon, President, Alumni Association, provided an update to the Board on current initiatives and events. Lobos for Legislation had home receptions in November in both Gallup and Farmington and they were successful in establishing great relationships with legislators and the UNM Community. The office of Government and Community Relations held an event on December 9 in Santa Fe for the members of the Legislative Finance Committee (LFC) and the Legislative Education Study Committee (LESC). The event was well attended and successful. The UNM tradition of Hanging of the Greens was on December 5 during which

the Alumni Association holds a reception at Hodgkin Hall. The UNM Ring Ceremony was in December and 65 rings were presented to students. Young Alumni held a Wine and Cheese reception for the Fall graduating class. The next Lobo Living Room event will be in January.

Rachel Williams, President, ASUNM, and Texanna Martin, President, GPSA, provided a joint statement to the Board due to time constraints and thanked the Board for the opportunity to speak. They also thanked the outgoing Regents for their service to the University and greatly enjoyed working with them. A written report is available in the e-book.

Pamela Pyle, President, Faculty Senate, provided an update to the Board on current initiatives and events with Faculty Senate. President Pyle thanked the outgoing Regents for their service to the University. The Faculty Focus event held in honor of the outgoing Regents was a success and the event also highlighted work of faculty. The pre-65 issue was discussed and President Pyle stated that 38 senators, 54%, voted to blend the pre-65 retirees back into the pool. She believes it was a voting democracy and well represented the voice of the faculty. Graduation is always meaningful to faculty and they are looking forward to the Fall commencement ceremonies.

Jarrett Hines-Kay, President-Elect, Staff Council, provided an update to the Board on current initiatives and events with Staff Council. UNM Staff council celebrated the Gerald W. May Outstanding Staff Awards and recipients include Amy Hawkins, Educational Opportunity Center (EOC) for the College Enrichment and Outreach Program (CEOP); Rosemary Melendez, UNM Police Department; Daniel Mulligan, New Mexico Transport Program and David Phillips, Maxwell Museum. The pre-65 issue was discussed and the vote in Staff Council was unanimous to blend the pre-65 retirees back into the pool. However, Staff Council is concerned with high health insurance deductibles and not allowing retiree health care benefits for incoming hires as it is currently a recruitment tool.

PUBLIC COMMENT (there were no comments)

VOTE TO ADJOURN

Regent Fortner said there would be no executive session and asked for a motion to adjourn.

The motion to adjourn passed by unanimous vote (1st Quillen; 2nd Hosmer). The meeting adjourned at 11:52 am.

Approved:

Attest:

Jack L. Fortner, President

Bradley C. Hosmer, Secretary/Treasurer

Minutes originated by: Mallory Reviere and Sara Gurule
Minutes finalized by: Mallory Reviere

President's Administrative Report

will be presented at the meeting

DRAFT OF 12-15-2014

Regents' Policy Manual - Section 4.7: Tuition and Fees



Adopted Date: 09-12-1996

Amended: 11-14-1996

Amended: 03-13-2000

Amended: 12-12-2014

Applicability

This policy applies to the annual determination of tuition and mandatory fee rates for resident and nonresident undergraduate and graduate students, including the differential tuition charged for certain programs. All changes to tuition and fee rates, including differential tuition, go into effect on the first day of the fall semester following the Regents' approval. The Board of Regents has plenary authority and responsibility for the setting of tuition and mandatory fee rates for students at all levels, undergraduate, graduate and professional, and does so in the exercise of its sound judgment and discretion.

Policy

The Board of Regents has ultimate authority for approving tuition and fee rates. The Board will consider recommendations received from the University President, as well as from the Provost, Chancellor for Health Sciences (for the Health Sciences Center), and the Branch Campus Advisory Boards (for the branch campuses).

The Board has charged the University President, in conjunction with the Provost, Chancellor, and Branch Campus Advisory Boards, for developing an equitable process for determining the annual tuition and fee rate recommendations. At all stages, starting early in the budget cycle, the process should emphasize the five elements of collaboration, inclusiveness, transparency, timeliness, and accountability and provide:

- regular communication with the Board
- meaningful opportunities for student involvement
- meaningful opportunities for involvement by faculty, staff, and academic leaders

Among factors to be considered in determining tuition and fee rates are comments from campus constituents, access issues, levels of state appropriations, reduction of expenses, availability of need-based financial aid, charges at peer and regional institutions, national trends, economic conditions, recruitment and retention of faculty on the national market, recognition of the social benefits of higher education, strategic initiatives and priorities of the University, and other parameters defined in this policy.

Financial assistance will be available to mitigate the effects of increases in tuition and fees in order to assure access to the University for qualified students who demonstrate the greatest financial need.

Objectives

In setting the annual tuition and fee rates, the Regents endeavor to:

- provide a rationale for the University's tuition and fees decisions
- stabilize the planning and operation of University functions
- provide predictability and consistency with respect to tuition and fees as a guide to students and their families
- ensure that students and the state continue to share the cost of education at UNM in reasonable proportions
- ensure that tuition and fee decisions are consistent with the goals and objectives of the University
- be sensitive to relevant national and regional tuition and policy trends
- ensure that current New Mexico economic conditions of the consumer are considered in establishing tuition policy
- provide competitive salaries for faculty and staff
- provide a meaningful opportunity for student input in the University's budget development process, particularly in regard to tuition and fees
- avoid rate increases through reduction of expenses and reallocation of funds
- move UNM toward achieving its strategic goals
- assess administration-prioritized expenditure options and proposed funding strategies for each of them

~~Each year, on or before December 31, the University administration shall submit to the Regents multiple budget scenarios that detail prioritized expenditure options for the ensuing fiscal year. The administration will also provide preliminary funding strategies for each scenario, including tuition and fees, state funding, and internal cost savings.~~

Mandatory Fees

Mandatory fees consist of a student activity fee, a facility/information

technology debt service fee, and a student government fee.

The Student Fee Review Board recommends student activity fee amounts and unit allocations of student activity fee revenue to the Budget Leadership Team. The Budget Leadership Team recommends fee amounts and allocations to the University President, who approves the allocations of student activity fee revenue and recommends a student activity fee rate to the Regents.

A debt service fee with two components, a facility fee and an enterprise resource planning project fee, is assessed to help the University repay the outstanding principal and interest on bonds sold by the University. The fee is calculated based upon the amount needed by the University to make required debt service payments. The fee is set at the time bonds are issued, and approved annually by the Regents.

Subject to authorization by the Regents, a student government fee is levied on each student, as specified in the Associated Students of the University of New Mexico Constitution and the Graduate and Professional Student Association Constitution.

References

[UAP 8210 \("Tuition and Fees"\)](#)

[UAP 1310 \("Student Fee Review Board"\)](#)



DRAFT OF [1011-17-14](#)

Regents' Policy Manual - Section 5.18: Endowed Faculty Chairs

Adopted Date: 06-14-2005

Applicability

This policy applies to the faculty of the University of New Mexico.

Policy

The quality of the faculty is one of the enduring hallmarks of a great institution. The University of New Mexico will have made great strides toward being a world-class institution when a large number of eminent scholars across many different areas of study are members of our faculty.

An endowed chair is an honor that can be bestowed on a scholar of distinction. This honor will allow an individual to conduct meaningful inquiry that will expand the frontiers of knowledge and instruct generations; as a

result, the reputation of the University will be enhanced. An endowed chair is a singular opportunity to recognize and sustain innovative intellectual work. The income derived from such an endowment can be used to provide salary support or to fund specific laboratory or other scholarly expenses.

The Role of the University of New Mexico Foundation

An endowed chair may be established by a gift or conferred pledge of \$1.5 million. When the University of New Mexico Foundation (UNM Foundation) becomes aware of a donor's wish to establish an endowed chair, the UNM Foundation will communicate the intent of the donor to the President of the University, the Provost and Executive Vice President for Academic Affairs, and the Chancellor for Health Sciences. Upon approval by the President, the UNM Foundation will oversee the details of the gift pledge and will ensure that a fundamental agreement is drafted containing terms consistent with the intentions of the donor. A resolution proposal by the UNM Foundation will be forwarded to the Board of Regents Academic and Student Affairs Committee. Appropriate University offices will receive copies of fundamental agreements and resolutions. The Board of Regents' Academic, Student Affairs, and Research Committee will, if approved, forward the resolution to the Board of Regents for action.

The Role of the Regents of the University of New Mexico

The Board of Regents, as the governing body of the University, will act to approve both the establishment of a chair and its holder. In both cases their action will be preceded by review and approval by the Board of Regents'

Academic, Student Affairs, and Research Committee. Once the candidate to hold the chair has been approved by the Board of Regents, the University will take steps to invest in that individual and the chair. This ceremonial occasion would bring together the donors responsible for creating the chair, other donors and friends of the University, friends and family of the chair holder, friends and board members of the University, and, if appropriate, invited guests who share scholarly interests with the chair holder to celebrate with members of the academic community. Venues for such an event may vary; possible examples include the Alumni Memorial Chapel, the Student Union Building, or on some occasions the outdoors. The UNM Foundation will be responsible for planning and executing the event.

Role of the Provost and Executive Vice President for Academic Affairs and Chancellor for Health Sciences

The Provost and Executive Vice President for Academic Affairs ~~and or~~ the Chancellor for Health Sciences depending on the academic role of the chair holder should ensure that chair holders provide a report of their activity during the course of an academic year. This ensures the academic integrity of the chair and also provides the donor with information on the positive outcomes of his or her gift.

References

Naming University Facilities, Spaces, Endowments, and Programs, [RPM 2.11](#); Receipt and Investment of Gifts to the University, [RPM 7.13](#).

Enrollment Update

- Current spring enrollment of 24,212 is 91% of Fall 2014 at the same point in time.
 - The compressed time after winter break before the spring term begins (1 week) creates a hectic registration period.
 - Intersession courses with 3000 students still have some classes underway this week.
- Fall enrollment projections for new students have substantial increase in admitted students.
- All student enrollment retention is one of the highest priorities.
 - Deans of all schools and colleges are contacting students who do not register.

FY 2015/2016 Budget Development Update

Budget Scenarios Continue to Evolve since
August and September Presentations

Revenue Drivers

- State Funding

	August Estimate	December Estimate	Current Estimate
Crude Oil Price per Barrel	\$92 Average	\$66 Average	\$40-\$50 Average
New State Revenues	\$280 Million	\$140 Million	??
UNM Formula Funding Estimate	\$4,230,000	\$2,630,000	??

State Funding

Competition for Increased Appropriations

Legislative Finance Committee/Governor Initiatives

Children, Youth and Families Department	\$17,000,000
Public Education Department	68,000,000
Medicaid	53,000,000
Economic Development Closing Fund	50,000,000
Economic Development Department	20,015,000
Tourism Department	3,500,000
Higher Education Department-Lottery	10,000,000
Department of Public Safety	4,000,000
Total	\$225,515,000

Source: NM Department of Finance

Revenue Drivers

Tuition and Fees

Reduction due to Enrollment Decline

Tuition Revenues (\$2,529,000)

Fees (\$885,000)

Total Shortfall (\$3,414,000)

Question: Can we maintain current enrollment level into FY 2015/2016?

Expenditure Drivers

- Health Care Cost
 - Overall Premium Increase
 - Retiree/Current Employee Merging
- Utilities
 - Current Utility Usage
 - PNM Rate Case
- Insurance: State Worker's Compensation Adjustment

Question

How do we address this reality in light of no state funding or tuition and fee increase?

Cost Control Group (CCG)

- Charge

- Address **Potential** Budget Shortfalls
- Various Proposals for Cost Savings
- No firm target amount yet- Estimate \$7.2m
- Broadly acceptable alternatives
- Campus Perspective/Input

Potential Areas of Focus/Opportunities

- Vacancy Analysis and Base Budget Reduction
- Review of Current Benefit Packages/Programs
- Shared Services Model Implementation
- Instructional Efficiencies
- Academic/Administrative Program Reviews
- KSA-Information Technologies Efficiencies
- Health Care-Disease Management



**UNM Main Campus
Budget Development
Fiscal Year 2015-2016
Summary**

**Scenario 1
Base**

Sources of Funds:	FY 15 Final	FY 16 Changes	
State I&G General Fund:			
State Appropriation FY 16 I&G Pooled Base (SB 313)	188,606,000		1
Estimated Main Campus FY 16 State Appropriation Change		-	2
Estimated HSC FY 16 State Appropriation Change		-	3
Subtotal State I&G General Fund - FY 16 Budget	188,606,000	-	4
Tuition:			
FY 16 Starting Base	134,007,480		5
Adjustment: Enrollment Decline		(2,528,823)	6
Adjustment: Accumulated Bad Debt Payoff		1,182,050	7
Net Tuition Increase		-	8
Subtotal Tuition	134,007,480	(1,346,773)	9
Miscellaneous			
F&A Revenues	21,000,000	-	10
Land and Permanent Fund Revenue	8,228,869	-	11
Interest Income (Foundation Funding Offset)	500,000	-	12
Transcript Fee Revenue (Enrollment Management)	115,000	(115,000)	13
Miscellaneous Fee Revenue (Testing fees, Thesis Binding, Library Fines)	195,071	-	14
Transfer to Student Aid	(11,005,022)	-	15
Transfer to Plant	(11,533,412)	-	16
Net Other Transfers (F&A, Endowment Investment Income, misc.)	(18,274,203)	-	17
One-Time Use of Reserves	1,500,000	(1,500,000)	18
Subtotal Miscellaneous	(9,273,697)	(1,615,000)	19
Health Sciences Center Transfers:			
Health Sciences Center FY 16 Base	(17,503,076)		20
Adjustment: FY 14 Tuition True-Up		(304,913)	21
Health Sciences Center FY 16 Formula Workload/Outcomes - Estimated		-	22
Health Sciences Center FY 16 Tuition - Estimate		-	23
Subtotal Transfers to Health Sciences Center from I&G Base	(17,503,076)	(304,913)	24
Mandatory Student Fees:			
FY 16 Starting Base	32,202,454		25
Adjustment: Enrollment Decline		(885,395)	26
Net Mandatory Student Fee Increase		-	27
Subtotal Mandatory Student Fees	32,202,454	(885,395)	28
Total Sources of Funds:	328,039,161	(4,152,081)	29
Uses of Funds:			
I&G Allocations and Requests:			
FY 16 Expenditure Base	295,836,707		30
Base Adjustments ¹		403,114	31
Fixed Costs:			32
Health Care		1,292,060	33
Utilities		575,348	34
Insurance		94,206	35
Provost Commitments ²		740,000	36
GA/TA Tuition Waivers - expenditure increase tied to a tuition increase		-	37
FY 16 Funding Priorities		-	38
Subtotal Allocations and Requests	295,836,707	3,104,728	39
Mandatory Student Fee Allocations and Requests:			
FY 16 Expenditure Base	32,202,454	-	40
FY 16 Funding Requests (Detail next page)		-	41
Subtotal Mandatory Student Fee Allocations and Requests	32,202,454	-	42
Total Uses of Funds	328,039,161	3,104,728	43
Balance	0	(7,256,809)	44

General Notes:

- FY 16 UNM State Appropriation base is \$189,147,900. Extended University receives \$541,900.
- HSC figures represent ESTIMATED revenue earned by HSC.

Footnotes:

- 1) Expenditure base permanent adjustments: \$300K UNM West, \$53K Academic Affairs, \$50K Administration
- 2) Provost Commitments: \$240K Faculty Retention, \$300K Faculty Promotions, \$100K Independent Study Courses, \$100K Graduate Resource Center



UNM Main Campus
Budget Development
Fiscal Year 2015-2016
Summary

Scenario 1
Base

	1% Numbers
<u>Current Estimates - as of 9/30/14</u>	
Fees	281,122
Tuition - Detail Below	1,216,706
Net Tuition and Fees	1,497,828
Compensation Increase (Salaries and Fringe) - Detail Below	2,564,355
	<u>5,560,011</u>
<u>Compensation Detail</u>	
Faculty	1,160,581
GA/TA	175,192
Staff	1,184,042
Students	44,540
Total 1% Increase - Compensation	<u>2,564,355</u>
<u>Tuition Detail</u>	
Student Financial Aid 20%	243,341
GA/TA Tuition Waivers 3%	34,000
HSC Tuition 7%	90,645
Pooled Revenue - Must Funds/Initiatives 70%	848,720
Total 1% Tuition Increase	<u>1,216,706</u>

Advisor Comments and Reports

**UNIVERSITY OF NEW MEXICO
ALUMNI ASSOCIATION
BOARD OF REGENTS REPORT
January 9, 2015**

Vision (Why we exist): *The Alumni Association is a vital partner in the continued excellence of the University of New Mexico through the significant engagement of alumni.*

Mission (What we are striving for): *To serve as a bridge between alumni and the university ensuring the continued success of the university and enriching the lives of alumni.*

<p>Strengthen collaboration with campus constituents to meet the needs of UNM.</p>	<p>On January 14, the Lobos for Legislation will host a New Legislator Reception at Hodgin Hall Alumni Center from 5:30-7:00. After the reception, the legislators will be shuttled to the Wise Pies Arena to watch the UNM Lobos take on the Air Force Academy Falcons. Game time is 7:00 pm.</p> <p>On February 9, the Alumni Association will host the Legislator Appreciation Reception at the La Fonda Hotel in Santa Fe from 6:00-7:30pm. All are welcome.</p>
<p>Foster enduring involvement with, pride in and commitment to UNM, its colleges, schools and programs.</p>	<p>The UNM Alumni Collaborative will have their first meeting of 2015. The collaborative continues to provide an opportunity for UNM staff to share best practice in event planning and leadership opportunities along with sharing information and coordinating activities. Social media and Linkin will be the focus of the meeting on Tuesday, January 13.</p>
<p>Engage students in ways that will develop lifetime ties to UNM.</p>	<p>The Alumni Association's scholarship applications will be available online on Monday, January 26th for the 2015-16 school term. We ask you to encourage friends and family members who attend UNM to apply for one of the many available scholarships. Previously, approximately \$20K in scholarships has been awarded.</p>
<p>Develop and steward resources to ensure a sustained and dynamic association.</p>	<p>The electronic Howler publication provides an active source of information regarding Alumni events and activities to encourage Alumni participation and involvement. The Howler is distributed monthly to over 80 thousand alumni.</p>

Garner greater recognition and visibility for Alumni Association programs and service to the university and community.

You should have received your invitation to the **2015 Alumni Association's Winter Award Dinner** on Thursday, February 5, 2015 at Hotel Andaluz (125 Second Street NW) with cocktails starting at 5:45 pm and dinner at 6:30 pm. We hope that you will join in honoring the following award recipients:

- **James F Zimmerman Award** – Vice Admiral John Mateczun, retired, '78 MD
- **Bernard S Rodey Award** – Garrett Sheldon '77 BA
- **Erna S Fergusson Award** – Michelle Coons '83 BBA
- **Faculty Teaching Award** – Steven McLaughlin

*Note: Only UNM degrees are shown.

The **Lobo Living Room** program on Thursday, January 22 is titled, "The Secrets of Longevity". UNM Associate Professor, Dr. Len Kravitz, from the Department of Health Exercise and Sports Science, will be the presenter. The presentation will discuss optimal and healthy aging. The presentation will take place at Hodgin Hall Alumni Center in the Bobo Room from 6:00 – 8:00 pm. Refreshments (healthy, of course) will be served. All are welcome. RSVP to www.unmalumni.com/lobolivingroom or 505-277.5808.

Two times a year, alums open their homes as hosts for the **Dinner with 12 Lobos**. The program creates the opportunity for alumni to connect with UNM students and faculty in an effort to make UNM a smaller, friendlier place. Contact Sue MacEachen at 505-277-9088 if you would like to host one of the dinners which will take place in late February.



Good Afternoon Regent President Fortner, Members of the Board:

Happy New Year! I hope you had a happy holiday season and a restful winter break.

Strategic Plan & Focus Groups

I have attached a draft of our Strategic Plan Executive Summary to date. We are entering the technical editing phase and our final document, which will be released on March 17th, 2015.

Staff Scholarships

As you know, one of the greatest benefits for staff is the ability to continue their education through Tuition Remission or through professional development activities. This benefit has a huge impact on employee morale and is

critical in UNM's efforts to improve the quality of staff working at UNM. Unfortunately, tuition remission covers the basic tuition, but as a student the 'true cost' of attendance is far greater when accounting for fees, books, software and other materials.

Staff Council is working with the Provost Office on expanding the current Provost Committee for Staff Scholarship through development of a marketing and outreach plan to raise funding through the Foundation and through various departments.

RESPECT Campaign

In an effort to address Respect in the Workplace and on Campus, Staff Council is working with the CommUNITY Council, OMBUDS, Kindness Campaign and various others on developing workshops to empower employees to be respectful to one another

Staff Council 25th Anniversary

Are you ready to celebrate? Staff Council is preparing for its 25th Anniversary celebration in 2015. We will spend the entire year (*yes the entire year*) focusing on 25 events and 25 people that have played a significant role in the lives of Staff in the past 25 years. This will build awareness on why Staff Council is not only important, but plays a role in advocating for Staff today.

The following are other events we are working on to engage the UNM community:

- March 17th, 2015 Strategic Plan Release Party
- July Birthday Party (LOBOrrito)
- 25 Years of Leadership Lunch
- April Town Hall
- KNME Video
- Planting a Tree & Time Capsule

Community Service

I want to thank everyone who gave their time and talents to Happy Tails Donation Drive last month. Once again, we were overwhelmed with the amount of items that were contributed to Animal Humane to help them care for homeless pets. Thank you to **UNM Recycling** for their assistance with this project.

In addition, I also want to thank those UNM staff, their families and friends who volunteered to work at Roadrunner Food Bank on December 29th. Our day spent at Roadrunner helped to feed 20, 048 hungry people in New Mexico. A special thank you goes out to Staff Councilor **Mark Reynolds** for single-handedly organizing the entire event.

Website

I am very excited to announce the launch of our new Staff Council website on Monday, January 12th. We hope that it will become a destination for important information, activities and events specifically for UNM staff.

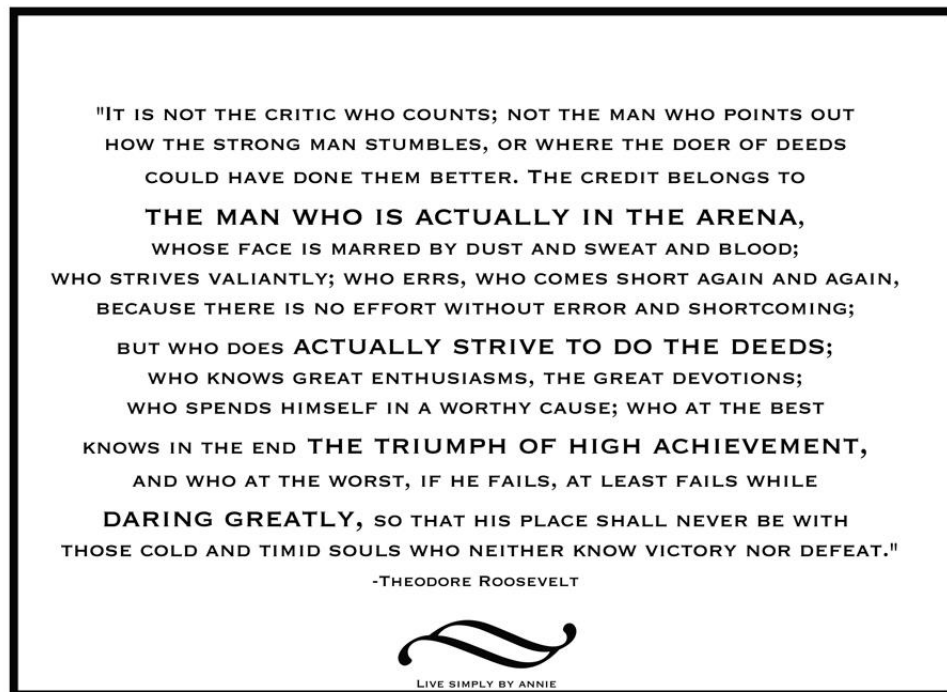
Words of Wisdom

Next week, our campus will be brimming with eager students as they continue to pursue their educational goals. I hope that they will continue to inspire us, whether its students, faculty or Staff to take a moment to reflect on ways we all can enhance our personal or professional lives.

Remember, it only takes one person to change your life: YOU!

Staff Council is here to help empower Staff to realize the great benefits of working at UNM, facilitate the conversation between the Administration and Staff and help make UNM a great place to work or at the very least try to get individuals to understand this.

This quote helps me navigate through these rough waters.



Let's make this a great year!

Sincerely,

Renée Delgado-Riley, Ph.D.

Staff Council President (2014-2015)



Dear UNM Colleagues

I have truly been honored to serve as your Staff Council President this past year. I am pleased to present to you the Staff Council Strategic Plan, which will outline our strategic goals and initiatives from 2015-2020. This presentation is coupled with the 25th Anniversary celebration of Staff Council. Staff Council has grown tremendously in the past quarter of a century. Our goal is that this strategic plan will serve as a guide for Staff Council in best supporting your collective voice. We hope this strategic plan will demonstrate our commitment to UNM staff in the past, present and future.

Thanks to our constituents for supporting the UNM Staff Council. It has not always been easy; we need and value your help to be successful for all UNM staff. With our past accomplishments we can see how important your input is in getting administration to listen and give us value.

Sincerely,

Renée Delgado-Riley, Ph.D.

Staff Council President (2014-2015)

Vision:

Improving the working lives of staff at the University of New Mexico.

Mission:

Staff Council nurtures leadership, education, advocacy, diversity and service (LEADS) by:

- Focusing on the development of leadership skills, aptitudes, and behaviors necessary to succeed in lifelong learning and viable career pathways
- Communicating with constituents, faculty, students, and the administration about the promotion of the well-being of every staff member at UNM
- Providing UNM Staff a support structure and forum to address issues of concern
- Providing opportunities for staff to work with people and organizations across the University and in our community

Core Values



Strategic Goals & Activities

Represent constituents through two-way communication of policies, information, etc.

Objective 1. To provide Staff Councilors and Staff Council Committee chairs with tools to effectively engage its constituents.

1. Institute Internal Staff Council Service Awards
2. Create Accountability System with Commitment to Staff Council Goals
3. Perform an environmental scan to identify, evaluate, and implement improvements to the existing Staff Council structure/system
4. Provide clear expectations and training for Staff Council (*guidelines for communication with constituents*)

Objective 2. To provide Staff Councilors and Staff Council Committee chairs with tools to effectively engage in Staff Council.

1. All Staff Councilors and Staff Council Committee chairs will sign Statement of Commitment
2. Develop quarterly Committee chair & leadership development
3. Encourage Staff Councilors to do 8 hours of professional development per year
4. Review of committee goals

Objective 3. To provide a mechanism for transparency by using tools and existing survey data as one mechanism for staff feedback.

1. Annual Staff Council Report
2. Focus Groups
3. Establish committee communication and reporting process
4. Speaker or appointed Executive Committee liaison will attend all committee meetings
5. Implement budget process for accountability

Serve UNM staff by strengthening the collective UNM staff 'voice'

Objective 1. To establish formal process for sharing feedback on staff issues.

1. Market suggestion box online (BLOG)
2. Quarterly SC Town Hall meeting (one at UNM main, one at HSC North) Presentations by Executive, Committee Chairs and feedback session
3. Encourage Branch Campus liaison to host Town Hall meeting
4. Staff meetings with Administrators

Highlight the many UNM Staff and Staff Council contributions to UNM

Objective 1. To provide a consistent voice on the many contributions of Staff Council through the website and social media.

1. Website SC President Blog
2. Website and Social Media (*Facebook, Twitter, Instagram, YouTube etc.*)
3. eNews

Objective 2. To promote awareness and acknowledge the many faces and contributions of UNM staff through the website and social media.

1. Tuesday Staff Spotlight (Website)

2. Staff Recognition Awards/ Outstanding Supervisor Award (*Collaborate with other Committees and Departments that recognize Staff*)

Objective 3. To promote the programs, people and activities that support overall staff well-being through the website and social media.

1. Staff Hero Awards

Foster leadership at UNM and in the community

Objective 1. To establish program of ongoing leadership development.

1. Partnership with Employee & Organizational Development (EOD)
2. Promotion of Supervisor Evaluations
3. Promotion of ongoing leadership training and development

Objective 2. To promote best practices in leadership at the institution.

1. Establish Outstanding Supervisor Award
2. RESPECT & Kindness Campaign

Objective 3. To create a process for serving the local and New Mexico community.

1. Promote flexible work schedules for community engagement
2. Alignment with the SC Events committee annual community service projects

Partner with UNM shareholders in efforts aimed at improving UNM Staff well-being

Objective 1. To promote the awareness of the needs of UNM Staff and solutions to address the needs.

1. Annual Needs Assessment (*Input from town hall quarterly meetings UNM, HSC; Surveys*)
2. Promote the maintenance of Staff Benefits
3. Encourage equitable benefits with Faculty
4. Encourage equal access to benefits (i.e., tuition remission, paid leave, flexible work schedules, wellness, etc.)
5. Establish steering committee on staff well-being
6. Involvement in campus wide opportunities for respect and kindness
7. Staff Engagement Events

Objective 2. To create a process for improving career pathways at UNM.

1. Environmental scan of current gaps in career pathways partner with HR
2. Identify strategies and solutions for improving career pathways
3. Promote 5-year compensation plan

Objective 3. To create a systematic partnership and collaboration across institution (*Main, North, South & Branches*).

1. University-wide committee appointments

Staff Council President Initiatives

Community Engagement Leave

Coordinate with HR, the Policy Office and Administration to identify ways to encourage and support UNM Staff to participate in community engagement.

Outstanding Supervisor Award

Outstanding Supervisor Awards will recognize staff and faculty supervisors who provide leadership in creating work environments that facilitate work/life balance, professional development and effective leadership to support the overall University core purpose and values.

Supervisor Evaluations

Develop a plan to discuss the possibility of future supervisor or 360 evaluations at UNM in order to shift the culture of management/leadership to become more transparent and effective.

Strategic Plan

Develop a strategic plan for the UNM Staff Council in an effort to have a sustainable guide to achieving its goals and objectives.

Committee Initiatives

Campus Environment

Beautification of Campus

Communication & Marketing

Branding Support
Website & Social Media Maintenance
Technical Editing Support

Ethics

Ethical Interpretation & Support to Policies

Employee Life

RESPECT & Kindness Campaign
Parking & Transportation Issues
Parental Leave

Events

Event Facilitation Process Development
Coordinates Event Planning & Staff Appreciation Month
Collaboration with Communications and Marketing committee

Government Relations

Tracks and reports on legislative issues that affect the university staff
Makes recommendations to the Staff Council concerning legislative issues
Encourages & support staff in exercising their civic rights and responsibilities

Health Sciences Center Staff (HSCS)

Coordinates HSCS Events
Builds a sense of community among HSC staff

Rewards & Recognition

Coordinates Gerald May Award process
Coordinates Jim Davis Award process
Coordinates PAWS Award process

Rules and Elections

Develops election procedures for the annual Staff Council election
The Committee sets, with Council approval, campaign guidelines

Student Success

Improve upon the existing events

- Staff as Students : Spring and Fall
- LOBORrito Breakfast as a part of SAM
- Read to me Book Drive
- Collaborations on food drive and “Be Kind” campaigns sponsored outside of SSC

Recognize Staff as Students
Supports events/activities throughout campus that contribute to student success
Establish Staff Scholarship Program

Focus Group Analysis

Focus groups were conducted on the UNM main campus in Albuquerque, New Mexico in the Fall 2014. Participants were invited through their Staff Council representatives and via eNews. Participants were encouraged to be open and asked to give recommendations. The sessions were constructive and the following themes emerged as important:

Emerging Themes

Lobo Pride

Staff in general felt proud to work at the University and appreciated the campus climate because of the students. There is a strong commitment to student success and mission of the University to improve the lives of New Mexicans. Staff are proud to be Lobos.

Recommendations

Administrators and Staff Council should continue to nurture the feeling of Lobo Pride by providing more opportunities for recognizing individuals who exhibit examples of Lobo Pride. In conjunction with the current Staff Council PAWS (People Appreciate Wonderful Staff) Award, the President’s Office should be invited to present this award. It is presented each month to one staff employee who provides exceptional service to the UNM community. This employee exemplifies University values and shows initiative outside of their job scope. The Staff Council Rewards and Recognition Committee selects a recipient from candidates nominated each month by members of the UNM community. The deadline for nominations is the last Friday of each month at 5:00 p.m. Recipients are presented with a plaque, a

certificate, and a “goody bag” of various gifts. In addition, they also receive a complimentary lunch for themselves and a friend at the UNM Faculty and Staff Club as well as a ten-dollar gift card for use at any of the food venues in the Student Union.

More Staff recognition programs are important and an outward expression of the Administration’s sentiment toward Staff. The President should continue to highlight people and departments in his weekly emails and the Provost should follow as well.

Benefits

Although, some issues about the high expense of healthcare emerged, overall, Staff appreciated the generous educational and other benefits of working at UNM.

Recommendations

Administrators and Staff Council should continue to empower Staff to use their benefits and grow academically, personally or professionally through tuition remission, health & wellness and personal enrichment classes and engagement activities. Administrators and Staff Council should promote the many UNM Staff benefits via websites, social media and the UNM News Minute. Administrators should also be more sensitive of the changes in benefits as it is a very delicate topic for many Staff on campus. More communication on the HR website would be helpful in regards to benefit changes. Staff Council needs to help facilitate this correspondence and direct staff to these resources as Staff are worried about benefits disappearing.

Respect and Trust: Leadership Culture

Staff in general do not feel respected or trusted by Administrators and Human Resources. There is a climate of distrust of its employees. There is a lack of respect and customer service among Staff across campus. There are few examples of Departments that feel like they are valued and trusted by supervisors, etc. The restriction of benefits (i.e., tuition remission, etc.) may be aligned with policies and business needs, but it creates a tense working environment in which employees are not happy and feel a sense of helplessness.

Staff rate the leadership and management culture as poor because there are not effective and supportive managers/leaders. The supportive leaders are difficult to find. Staff do not feel there are viable career pathways for being promoted and advancing and thus exacerbating this culture.

Recommendations

Administrators and Staff Council should continue to empower supervisors to promote more flexible work schedules so Staff can be empowered to take courses, engage in activities, etc. that will make them better-rounded employees and thus create productivity and efficiency in the workplace.

There needs to be more viable career pathways for Staff at UNM and work on keeping the talent in place in order to have a productive and efficient employee base. There is a lot of employee turnover and more attention to working and keeping excellent Staff members needs to be a priority.

The Administration should be more present with Staff such as working with Staff Council to host monthly meetings with the President, Provost and VP for HR with a sample of Staff across the institution.

The Administration and Staff Council needs to work holistically and collectively with campus constituency groups to host a RESPECT campaign focused on providing workshops and town halls on raising awareness about respect in the workplace and how to empower Staff to be respectful.

Human Resources (HR)

Staff feel that the HR, Banner process and technology are cumbersome and outdated. The current training offered is not efficient or practical to actually getting tasks completed. When Staff reach out for help, there is not one central location or 'one-stop' for support. When Staff do get in contact with someone, there is a lack of customer service and HR gives the impression that they don't trust staff. Their motivation seems to be fear-based. Staff feels that HR leans too much on the management side, but really should be neutral especially with regard to benefits. Overall, the EOD Training is a waste of time according to employees and learning is not taking place and should be more engaging. Lastly, annual Performance Reviews are necessary and important, but Staff feel they are not taken seriously and there are no incentives or motivation to have a good Performance Review.

Recommendations

Human Resources should be more transparent with its information on its website and via social media. There needs to be more updated job aids available for Staff and a stronger connection to Finance System Management (FSM) as most job responsibilities incorporate both areas for daily job processes. This will decrease the time Staff spend on making multiple calls and emails to individuals to complete a task. HR needs to rebuild the level of trust among Staff by being friendlier having customer service training. HR should institute a 'Dear HR' online question submission and through weekly correspondence answer a sample of questions along with having a more engaging correspondence. The trust can also be enhanced through having individuals respond in a more timely fashion rather than just ignoring employees who ask questions. Each campus department should work with HR to create a fair and valuable performance evaluation that is holistic and has built in processes for feedback and action.

Policies

Staff felt that every policy is interpreted differently depending on the leader or manager. In general, Staff did not believe that any policies had "teeth" behind them. Staff do not understand the Policy processes and were confused how to find policies as well as how to interpret them better.

Recommendations

The communication around policy revisions, development or other changes should be on the Policy Office website. Staff Council needs to do a better job connecting the Policy website on their website to help facilitate these communications. Staff desire to have a core of ethics to be promoted at the institution and there to be education about these ethics.

Inequity of Staff

Staff feel that they are inferior to other constituency groups especially in comparison to Faculty. Not only is there an annual salary inequity between Staff and Faculty, but Staff feel like the Administration does not care about their well-being. Staff feel 'invisible' and do not feel like what they do matters in

the eyes of Administrators. Staff mentioned that UNM has promoted a 'caste system', with Staff is in the lower ranks and Faculty above them and this has perpetuated a culture of low employee morale.

Recommendations

Administrators should work on promoting both Staff and Faculty realizing their qualitative differences, but recognizing their unique strengths that contribute to the University mission. No one constituency group should be superseded as they each contribute greatly to the University. More time and emphasis needs to be placed on the cost of employee turnover as only Faculty are a funding priority in administrative conversations. Staff do not feel that the Administration cares if they leave or stay. It is recommended that a study be conducted on Staff retention at UNM and identify best practices for promoting and recognizing good work-ethic.

Graduate & Professional Student Association (GPSA)

January 2015 Board of Regents Update

Welcome Back Event

- Our Spring Welcome Back/Open House event will be held on Friday, January 23rd in the SUB Atrium
- We look forward to welcoming all new and returning students

Spring Grants Cycle

- The Spring grants cycle will open on Monday, January 26, 2015 and close on Friday, February 27, 2015
- We will again be offering our Professional Development Grant (PDG – Up to \$500), Student Research Grant (SRG – Up to \$500) and Graduate Scholarship Fund (GSF – Up to \$1,000)

Capital Outlay Projects

- We have locked in a suitable quiet space in Zimmerman Library for our major project
- We are also seeking funding for lighting at the Law school
- The Office of Governmental Affairs has been assisting us throughout this process

Legislative Session

- We are working in earnest with Lobos for Legislation to make our trip to Santa Fe over the 60 day session a success
- We have the full support of that group and are very excited to be a part of the University's team

Board of Regents January 9, 2015
ASUNM Report

- Met with Senator Cisco McSorley on January 8 to discuss upcoming Legislative Session and the ASUNM Capital Outlay project.
- Finalizing promotional items and pins for UNM Day at the State Legislature on February 9.
- Working in collaboration with Lobos for Legislation to promote university interests.
- Compiling End-of-Semester Reports from all 8 student service agencies to improve succession for future President's and Executive Directors.
- Student Special Events is bringing Jack White (nominated for 4 Grammys and headlining two major international music festivals: Coachella and Lollapalooza) on February 3. General Admission tickets sold out in one week.
- Gearing up for regular Joint Council meetings for this semester.
- Grateful for the recent opportunity to visit Colorado State University and the University of Colorado.

Graduate Education Day in Santa Fe

- President Martin and Chief of Staff Thorpe will be representing the university in Santa Fe on Friday, January 30th for graduate education day
- This will be done in collaboration with the Graduate Studies office.
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Professional and Academic Workshops

- All new workshops kick off in February.
- Workshops cover topics such as academic skills and support, funding and grant writing, career and professional development, among others.
- Collaboration between several units across campus – the GRC, Graduate Studies, Career Services, and some resource centers.

Summer Scholarship Fund

- Our Foundation page has been launched and we have sent donor letters out over the Christmas break
- We have several fundraiser initiatives in the coming months and hope that these will materialize in greatly helping our students

Executive Session