

## DEANS' COUNCIL MEETING - JULY 16, 2009 - ROBERTS ROOM

Present: Martha Bedard, Douglas Brown, Brenda Claiborne, Finnie Coleman, Uday Desai, Reinaldo Garcia, James Gilroy, Richard Howell, James Linnell, Arup Maji, Christine Marlow, Kevin Washburn, Amy Wohler

Guests: Cinnamon Blair, Chris Elliott, Wynn Goering, Joy Griffin, Richard Holder, Denece Kesler, Raquel Martinez, Kate Moore, Curtis Porter, Carol Stephens, Melissa Vargas

Provost Ortega called the meeting to order at 3:35 in the Roberts Room.

1. Information Items: (Suzanne Ortega, Provost)

- A. A proposed parental leave policy will be sent out for Deans to share and discuss with chairs.
- B. Director Desai and Dean Bedard have been working together on a Political Archives Project. Dean Bedard will send out the document to Deans tomorrow and request feedback to either Director Desai or herself or both.
- C. There is a minor change on reporting restricted student hours because some things were not making sense. The Provost is asking for Deans to check them and verify the information before it goes to Jep Choate. There is further information that will go out in a letter today on this issue.
- D. Joy Griffin passed out handouts for those who did not attend the previous Deans' Council. She will need feedback at the next Deans' Council.
- E. A discussion took place regarding the progress of Deans on IT issues as related to academic decisions. Dean Bedard reported that there had been a formative meeting and it was decided that taking on the breadth of the charge was not the best way to proceed. The group thinks a subcommittee of Deans might work better with the aim being for everyone to be vetted in specific issues. They want to create principles to follow rather than a direct decision being made about each issue.

The Provost indicated that IT is facing very large budget cuts, far more than academics, and that IT needs an understanding of what the academic side needs and where reasonable cuts in infrastructure and service can be made. IT also needs timelines and a process to follow to accomplish their goals.

Provost Ortega suggested that perhaps bullet points on key decisions, rather than principles to follow would be helpful as a framework until there is more comfort felt in daily decisions.

Dean Wohler said she understands the overarching principles but also feels that there is a need to think small as well so things like closing down Oracle can be done quickly without too much time passing. The Provost agreed but said she thinks that the most pressing issues should have some sort of framework to check decisions against.

Dean Howell suggested an operational framework so a position can be taken for academic computing. He says that administrative computing is already getting

lots of money and that academic computing is not on the radar at all, even though several Deans are already contributing with staff. He feels that academics must weigh in on the conversation.

Provost Ortega said the lines are certainly not clear and they want to be sure not to shoot themselves in the foot. Dean Bedard added that key is the balance, especially when it comes to funding each issue.

Dean Maji asked who should be involved. Deans Bedard and Wohlert said it all has repercussions in academics so involvement by many should be a priority.

- F. The Provost suggested that this issue should be a retreat agenda item and said that if UNM doesn't have a plan or a sense of where to go then how can good decisions be made without some sort of framework. For example, what Dean would have the top priority. The Provost would like input on what might work the best.

Dean Howell said he would like to look at comments from other Deans. They will look at them once the document the group has been working on is sent out and feedback is given.

Provost Ortega announced that the first half of the day for the Deans' Retreat is set and that topics will include research collaborations and teaching/educational collaborations with HSC. She added that she has gone through her notes and that only one topic of discussion for the afternoon session has surfaced and that is special projects funding. Dean Linnell confirmed that topic. The Provost wants the afternoon driven by this group and asked what is missing. She asked that ideas be sent to her for the agenda and to please copy Jessica on any emails. Dean Claiborne indicated that what happens at the Executive Cabinet Retreat may decide a topic of discussion for the Deans' Retreat.

- G. Dr. Holder interjected that he still needs information from the Deans about faculty who have done interesting and important things. These will be used for newspaper articles, as a community relations effort, and for other recognition for these faculty members. These faculty members should be diverse with a variety of interests.

2. Branding and Positioning, presented by Cinnamon Blair, Marketing Director

Director of UNM Marketing Cinnamon Blair presented a PowerPoint presentation on research and development for branding and positioning for the university. This was done from a representative campus group that deals with the topic and they gave input into the goal of having one voice for UNM instead of many differing voices. It has been varied due to the moving of departments, renaming of programs, people leaving, etc. This group would act as an advisory group that would offer assistance no matter who might be in the position that Ms. Blair not holds. This would also add consistency to the message. Ms. Blair indicated that comprehensive research has gone into this issue over the last two years, and it is a starting point for UNM to make progress.

Dean Wohlert and Coleman asked what UNM currently spends on marketing and Director Desai asked about the effectiveness of online media spending. Ms. Blair said that it is currently difficult to come up with a specific number due to the fact that not only does UNM as a whole spend funds on marketing, but several departments and schools do as well. It is therefore hard to tell what the actual expense is or how effective any of it really is.

Dean Washburn asked about the validity of some of the research since some responses are from people who would not come to UNM. He wanted to know how many people responded. Chris Elliott of the Marketing Office replied that there were 53 responses.

Director Desai asked if this research will be done again for benchmarking purposes and Ms. Blair said that it would. It was pointed out the Eastern New Mexico University seemed to be more popular than UNM and why was that. Ms. Blair said she did not know, but that overall UNM was thought of as an eclectic mix of culture, diversity, food, climate, etc., and that is where the idea of “Free Range Thinking” came in. The text of part of the marketing follows:

Don't settle for a conventional education. The University of New Mexico is the only place that offers 100% Free-Range Thinking. Thinking that's free from fillers and artificial enhancers. Thinking that results from exploring the world around you, and interacting with people that are different from you. It's the kind of thinking that other 'conventional' institutions can't produce, because they lack all the unique ingredients necessary to create a Free-Range mind. Enter the free range brain movement. The thinking behind this method of brain raising is that a brain that is not confined by convention and is not injected with conventional thinking will benefit in the end. Thus free range brains are allowed to roam free of all conventional restraints. They are encouraged to let themselves wander and to experience life on their own terms. The result is that free range brains are healthier, more productive and better prepared for the journey that is life. Not surprisingly, this method of thinking originated from a place where the unusual is the usual. A place where the only convention is the unconventional. A place where all of your neighbors will be eclectic and some of them might be aliens. And a place where coloring outside the lines began with cave drawings. That place is the University of New Mexico. Free your mind and everything else will follow.

Several comments followed the reading of the above text. They include:

The Provost noted that she has talked with a lot of parents and they seem to see UNM as a cadre of flaming liberals. Dean Brown added that there are separate cohorts that would really rather focus on family and safety and that “Free Range Thinking” might be risky. Dean Marlow said she feels the focus should be more on culture and family traditions.

It was also pointed out that the term “free range” is rather dated and do younger students really understand it. Ms. Blair said that they do get it. The idea is to promote an atmosphere of broad interests and viewpoints.

Professor Griffin suggested that some of the wording in the final list of offerings from UNM might be offensive to some, especially the Native American and Hispanic communities. There is a suggestion of separation between mind and body which could offend some Native Americans and the use of “aliens” could be offensive to our large Hispanic community although that is not the intention of the message.

Dean Howell asked if it is possible to have more than one brand that is targeted or focused in a specific way because now the focus is on undergraduate students and does not include graduate interests. Ms. Blair said she believes it is a flexible idea.

In addition, the phrase saying that UNM is the only place that offers 100% free range thinking could be considered false advertising. Ms. Blair explained that UNM will broaden your horizons by offering a blend of everything possible and discounted the “false advertising” suggestion.

Dean Martinez-Purson asked to see the rest of the presentation. Ms. Blair showed a micro web site with a flying brain. This is to appeal to an even younger set of future students, possibly as young as mid-school. There are games, contests and other younger-focused types of topics that also contain trivia about UNM for more interesting learning about the university.

Dean Maji asked about how prospective parents feel regarding this type of marketing. Ms. Blair indicated it is difficult to get to them to find out. Dean Howell suggested going to PTA meetings, making a presentation and asking questions. Ms. Blair said this was a good idea to get their perspective.

Due to the length of the presentation and number of questions being asked, the Provost thanked Ms. Blair and moved to the next topic on the agenda.

3. Enterprise Risk Management, presented by Carol Stephens and Denece Kesler

Denece Kesler, MD, MPH and Associate Professor, DoIM explained that the President wants better control of risks and management and therefore asked Carol Stephens of the Policy Office and her to look more closely at data and risks. Dr. Kesler indicated that UNM has a lot of data but it is not being analyzed well. If UNM can analyze it better it puts UNM in a better position to be proactive rather than consistently reactive as it is now. She noted that this process is not only an administrative process and that it is a process to determine what level of risk is acceptable.

A proposal attached to the agenda explains the objective of the process and makes suggestions for structure of the governance body. It notes that Enterprise Risk Management (ERM) focuses on four areas:

- strategic
- operational
- financial
- compliance
- reputation (either as a component of each or as a fifth area of focus)

An eight-step process by William Skenkir and Paul Walker, found in “Ensemble Performance,” NACUBO Business Officer from December 2008, pp. 14-20, makes for an integrated approach:

- assess internal environment, culture and values;
- set mission aligned goals and strategies taking into account the entity’s risk appetite;
- identify internal and external events that could affect UNM’s ability to achieve objectives;
- assess the impact of risks and prioritize management of risks;
- determine how UNM will respond to the risk, i.e., avoid, reduce, or accept;
- develop policies and procedures defining controls, roles, and responsibilities;

- identify and communicate relevant, accurate, and timely information that educates and informs employees of actions in response to risk and their strategic importance; and,
- monitor compliance and take corrective action when needed.

Carol Stephens presented a PowerPoint on Enterprise Risk Management with case studies for benchmarks from the University of California Davis, Emory, and the University of Washington. This type of risk management takes a look at risk as an opportunity to be forward thinking and to observe scenarios globally rather than as a “silo” view. Each institution has developed a process which works for it and that is what UNM needs to do as well. For instance, UC Davis has concentrated on things like ergonomics and other worker stressors to alleviate overall injuries and absences. Dr. Kesler noted that when people are comfortable they are more productive and less stressed, reducing injury and absence.

Provost Ortega inserted that this process forces you to have a global conversation which is helpful in developing a gradient, and it makes people think collectively. This was her experience at the University of Washington.

Ms. Stephens said that Emory is more focused on administration. High and low risk is relative to the institution. The University of Washington identified three key risk areas in 2007 and created a rating for each topic associated with the risk to find priorities. Their three key risk areas were research, student safety, and information security. Their ratings were extreme, high, substantial, medium, and low. Each rating was defined to make it easier to assign to the risk.

The structure of committees, cabinets, subcommittees, etc. for each of these institutions was pointed out by Ms. Stephens to show that they can be set up however it will work best at the institution.

The Provost asked what is needed from the Deans. Ms. Stephens explained that she and Dr. Kesler are moving fairly quickly and need input from the Deans about what they think of the whole idea, what kind of membership do they feel is needed on a cabinet, and what players should be on subcommittees. She added, does a subcommittee make sense?

Dr. Kesler said that there has to be something in place where the group has authority and they need everyone’s buy-in. They want to be successful and therefore need input.

Dean Brown has been working on a similar process for his school and believes the worthiness of the effort is valuable. He feels it is good to define the risks and that it is a good exercise.

The Provost said perhaps the next step would be for Dean Brown to meet with Ms. Stephens and Dr. Kesler and asked other Deans if they would like to participate as well. If they are please let them know.

#### 4. Staff Pause and Hold Budget Recuperation

Provost Ortega, due to time constraints, quickly hit the high points of this agenda item. Academic Affairs is about halfway to their goal. She noted that the intention is to be totally honest where there are vacancies, and if there are critical hires then slowing down the hiring process might help. For example she said you may want to hire someone but could hold off posting for a month. The process will be reviewed in six months to see where we stand. She made it clear that one department should not

take on the burden of trying to save if they really need someone. It should be a fair process.

Kate Moore of the Budget Office in the Provost's area said that the dollars would be coming back to the Deans in the following year and this situation is hopefully only temporary.

As the first two agenda items had run long, and another group was waiting to use the room, Provost Ortega adjourned the meeting at 5:20 p.m.

Minutes provided by Donna Hoff, Program Specialist, Provost's Office