

**DEANS' RETREAT SUMMARIZED MINUTES
AUGUST 12, 2009
SUB Acoma Room**

Present: Suzanne Ortega, Martha Bedard, Douglas Brown, Brenda Claiborne, Josephine DeLeon, Uday Desai, Michael Dougher, Reinaldo Garcia, Wynn Goering, Joy Griffin, Tim Gutierrez, Richard Holder, Jessica Ramos, Richard Howell, James Linnell, Arup Maji, Christine Marlow, Rosalie Otero, Jessica Ramos, Roger Schluntz, Melissa Vargas

9:10 a.m. The Deans' Retreat was called to order by Provost Suzanne Ortega.

Agenda Item #1 Vision of Academic Excellence

A memorandum from Provost Ortega to President Schmidly lists three major challenges which will shape activities in Academic Affairs in the coming fiscal year. They are:

- ongoing issues surrounding "shared governance," including the need to clarify the appropriate roles of faculty, administration, and board in the operations of the university, and to build trust between these parties;
- the continuing fiscal constraints of the state and national economies; and,
- the need to respond promptly and positively to the mandates and recommendations of the Higher Learning Commission (HLC), as expressed in the report of their Site Team.

After reviewing the Provost's document several Deans had comments with regard to:

- who the audience is
- whether the mission needs to be further clarified
- what excellence means to UNM
- how diversity will fit into the excellence definition
- how branches will function within the excellence definition
- how important is community engagement
- how does UNM go about not leaving anyone out so that it does not appear to be exclusive in any way
- how does becoming "decentralized" add to being thought of as "invisible"
- how UNM can be promoted better
- how workloads and extra commitments of faculty could effect regular faculty, but also part-time faculty, adjunct faculty, and others
- does the focus on faculty leave out staff and students and should they be included
- should separate statements be written for each group

The Provost added that it will be important to determine how success in excellence will be measured. She suggested that UNM teach students about analytic thinking by providing scholarship skills rather than pushing only research skills.

There is some concern among a few schools that they have been marginalized and that leadership and a higher level of excellence will mean a graduate education will be a critical issue for them.

Instructional Dean Chris Marlow brought up the community aspect/element which she feels needs to be more fully articulated with respect to the branch function. She added that the increase of transfer students will be important and stated that there are many facilities not being used.

It was pointed out that other branches don't know what the other is doing. Faculty need to be in alignment, or does the community and legislature need to request something different from UNM.

People in the state don't know what's going on in research and don't know what other things are happening at UNM. Dean Linnell stated that UNM has not into a definite group that deals with promoting UNM well. It seems to be a question of looking at what other people have done and provide focus for that group without including other interests.

A speaker's bureau was suggested as a way to promote UNM when faculty are talking in the community. Dean Maji said that workloads and extra commitments need equal footing so that workloads and community service are both visible and measured.

Although the Deans seemed to agree that community engagement is important, there was not a clear process or capacity to which they could agree. The focus of UNM appears to be confusing for the community as well as for UNM itself. Care must be taken in disseminating findings in research to the community as part of the mission rather than UNM doing things to merely "right injustice" in the community. It was suggested that UNM identify a component of service that all faculty are expected to meet so it could encompass meeting community needs. Provost Ortega said that some state of community engagement needs to be more clearly emphasized. Dean Maji said he expects each faculty member to participate in some way, and Dean Bedard said that to blend scholarship and community is a positive direction

Dean Schluntz asked if staff and students might feel left out of this process and how do you avoid that. Dean Howell suggested making statements for each group, targeted statements so everyone is covered.

Provost Ortega directed the conversation to fostering student success and a look at the Draft Vision of Excellence for UNM document. How do you measure student success and what is it exactly that UNM is aspiring to? Dean Wohlert said there doesn't seem to be a close enough match to goals listed in her memorandum to the President. The Provost explained that the document is her attempt to align things that are needed and that the draft needs more details to address a five-year plan. If UNM wants to get to a higher level, it would be important to talk more about excellence than only graduation rates, and UNM would do best to really be excellent.

Dean Maji wondered if research is the only thing that is being pushed for students or are we just trying to graduate students. The Provost's suggestion is that UNM teaches students about being analytic by providing scholarship skills rather than only research skills. Dean Howell questioned if that is possible because UNM is a land grant institution with a lot of students in remedial classes. How will UNM get there. What about a "fast track" group of students who could finish in a three year period. He asked if that would "move the needle" (measurement of quick graduation). Dean Schluntz said that the ACT scores are not always indicative of good students.

The Provost mentioned open admissions where if you graduate from high school, you get to go to college. Provost Ortega believes UNM needs to do better job of getting branch students and setting standards of excellence that are good for UNM as well as good at any other university. Dean Schluntz says the high school graduates in Nebraska, where this is done, are well versed in principles of education and therefore more prepared than those in New Mexico. Dean Brown mentioned that a promising initiative about this issue was raised and quashed several years ago amongst the Regents and President Caldera. He added it is still important to get better students so they graduate and UNM gets the excellence currently being discussed.

Dean Wohlert said a clear realignment of resources should be included so that things like research, study abroad, and other programs can be funded. The criticism is always that UNM tries to do everything and ends up not doing anything because of resources. The question of what to cut back will cause new issues and problems. Some will be around community engagement. Dean Linnell said that faculty sees the general population of students as majors but three to four year students are the focus for excellence, not first and second year students. How do you change this. Faculty thinks more money means more excellence.

Provost Ortega suggested that an extended graduation process can probably be done without more resources. Dean Garcia said that in terms of raising graduation rate, the tension of access and success is important to get to the goal of better graduation rates. The Provost noted that several good points have come from the discussion and students need to be seen as a uniquely prepared graduate from UNM because of the diversity and mental agility due to our specific cultural environment and we need to be connected globally. Study abroad comes into it, but not in a major way to increase global awareness. To improve the undergraduate research experience, there would need to be better research symposia, general education, and the idea of research generally. In addition the Provost said UNM does a terrible job of recognizing faculty and a capstone project is being created.

Dean Wohlert stated that the core will be on the agenda at HLC so maybe a review of the core would be important to incorporate global research into the core curriculum. She added that it would also be important to work on a better delivered curriculum that focuses on teaching that helps develop a diverse teaching method and experiences in the classroom. Dean Bedard noted that that faculty are needed in the lower-division classes. It is difficult because part-time faculty are used for those rather than faculty who deliver upper-division classes. Vice President De Leon added that UNM should think about the graduate student population in order to elevate their academic experience.

Provost - will do some work on this and develop way to roll out the ideas. She will rethink how to move forward with this. What does UNM give up to do these things? Either they don't cost money or we have designated resources to promote diversity hiring and other necessary changes.

Dean Howell says that the Deans will give up something, especially funds with program compression through faculty but that the university will see it differently. Dean Claiborne suggested that perhaps 10 year goals rather than 5 year goals would help with being successful to give everyone time to get everything done. Dean Schluntz thinks this plan could be a way to keep everyone on track rather than keep the current thought that "you're asking us to deal with more for less" but having no plan to get there.

Associate Vice President for Student Services Tim Gutierrez presented a proposal for a Community Engagement Center (CEC). The Center would sustain relationships between the university and the community by increasing educational and service opportunities. It would also be responsible for facilitating student growth and development, fostering curricular and faculty engagement by involving university faculty to integrate service learning into curricular offerings and promoting community engaged scholarship for faculty. It would be somewhat of a clearing house of information that is currently dispersed all over the university, making it easier for the community, faculty, and others to access more resources.

The Associate Vice President said that CEC would enhance the communication and network that happens across campus where everyone is doing their own thing rather than bringing together information and work. One example is who do you contact in the community if you want to do something? It would work to streamline the connection between UNM and community. Community will also develop a united front. To some degree there will always be a fragmented process, but the Center will help with bringing more of it together. This would not be a large FTE office, probably one faculty and only very small staff. What will make this unique is the academic component, what deans bring to table and what faculty bring to table.

The Center would be where you could find out who is working on what and where, and how is it connected to community. The Center would bring all pieces together. As an institution the Center can advocate for additional funds. Then people would also know who to partner with to get better resources, like those of Housing and Urban Development that several departments would need to work on to receive.

Dean Maji noted that the Associate Vice President's document is very comprehensive and that it would be good to have a separation of short- and long-term goals so faculty don't feel they are being told how to do their jobs. Dean Wohlert might want to rethink the idea of telling people that this center is the place to come to for telling them what and how to do their community involvement. Dean Howell is concerned that UNM does things that are wonderful, but the problem is that very little data is around about the impact of all the work being done. Recently an evaluation of a program was not done so donors were lost. UNM can't keep losing this kind of support from community. Dean Linnell suggested that it would be important to do an environmental scan to see how much of this work is academically based and whether the faculty that might be interested in it. How many people would really be committed to this if it doesn't stay connected to the program. Dr. Holder suggested it might be better to ask how many faculty are NOT interested in it?

Dean Brown said that the students cannot be ignored. He indicated that there was a recent request to help Chama from Senator Udall and it was a great project for them. The Center could help with internships. Associate Vice President Gutierrez said that the faculty can use the Center as a tool and students would benefit through doing projects like the Chama one. It would help with applying for stimulus package money from the federal government. Provost Ortega does not want this to be a student affairs project, and the Associate Vice President would need to know who his partners are. Dean Wohlert suggested putting a small amount of resource into it at this point and that someone go around to each college and see where interest is since there are so many budgeting issues at present. Dean Claiborne agrees because it would be helpful to deans.

Dean Marlow stated that this is critical for UNM's image of outreach throughout the state. Every dimension of the university is important. Dean Linnell added that there is a need to create a sustainable presence without a lot of extra resources so that we don't gear up, go out into community, and then leave and we've lost the opportunity to be involved.

Dean Howell suggested clarifying what the research goals are for each college. He added that the Research Office is now functioning so it would be a good time to look at each college and how it relates to the research agenda. Dean Schluntz stated that publication and professional activities are important to recognize also.

Associate Vice President for Research & Economic Development Michael Dougher said that rankings are important but what do faculty think about academic excellence in research? Do they understand that UNM is mostly living hand to mouth and is forced to use F&A to enhance research? There are some grants that can't be accepted because "fringes" are not included and the program does not have the money. The use of I&G funds is supposed to be used for research. There needs to be a better model for F&A money. When there is no bridge money (when grant runs out and research not yet done) or seed money, faculty feel like it is a never ending battle and that is why UNM loses faculty. They don't have the money to do their research. Dean Claiborne believes the debt truly effects research at UNM and that there is not real support for research through the Regents and how funds are used.

Associate Vice President Dougher stated that every faculty member wants a center so they can get an F&A return to do research. He added that the great projects are inter-disciplinary and they need to be promoted and shown off.

Provost Ortega indicated that performance budgeting is being worked on currently, using core indicators and other methods to identify scholarly excellence and working with faculty. She continued that there needs to be a continuation of this discussion but asked where does UNM want to be? Should the Deans go back to departments to find out?

The Provost announced that there are resources for new faculty lines and that the President and Regents are strong supporters. There is a commitment to use enrollment figures to grow faculty. She asked what it would take to develop a cluster hiring plan? There will be more on this.

Provost Ortega will take the document back and work on it, then bring it to Deans' Council meeting and have them comment on it. That way there will be some sort of agreement and shared vision to help with discussions on resources, direction, etc.

Dean Linnell suggested that it would be good for discussion before the President's gathering so there could be a focus on budget issues.

Agenda Item #2 Advisement

Turning to advisement the Provost asked what happens undergrads during transition points, like to a college or school or to graduate school. How do we do about a better job and how do we work with branches better in advisement?

Vice Provost for Academic Affairs Wynn Goering stated that he thinks the HLC expects UNM to use the \$500,000 they gave UNM for advisement. Actual student advisors are about 350 to 1, not the 771 to 1 that HLC thought UNM has. There is no management structure that oversees their work. They are good networkers so there are tangible questions about how UNM really does. What is being covered by advisors is not really known, i.e., take easy classes first to keep your lottery scholarship? If students complete math credits they will usually finish (fact). Measuring this information is difficult without systems of coordination. There is not much advising after getting out of University College and into the colleges and schools. Advisor Track is being used but not at the higher academic levels. There is no uniform approach of evaluating the impact of advisors. Advisors should be rewarded for their excellence but there is no uniform way to do this.

Athletics DOES have a method. Their GPAs are always on display. Their work is examined as part of requirement of the NCAA and probably a good way to measure across campus. UNM could hire 80 advisors but that may not solve the problem.

The Advising Structure Task Force did not want to take on how advising should be set up, but they were willing to look at ways to improve what is already being used. Where would the "Advising" manager be located and how would they institute a standard way of reporting on advising. Many students are in A&S because they feel there is no where else to go, especially if they are interested in pre-law, pre-med or some other professional program. Those issues need to be resolved. Dr. Holder mentioned the pre-major issue; that faculty don't like this idea because it results in the question, if you don't get into medical school, what do you do then? Maybe a pre-law program that works towards a political science degree in case you don't get into law school would be better advice and be a way to resolve this issue.

The Advising Task Force suggests cataloging advising discussions so that each time a student meets with an advisor, everyone is on the same page. There needs to be more advisors. College advisors are understaffed. Dean Claiborne has lots of students who work on getting their GPA up to get into other schools/colleges, however they feel like they are a holding pattern until that happens.

Provost Ortega said she is more interested in a good education towards a career so students have good choices for the future and good opportunities. UNM needs to give them lots of options and information on how to themselves to have those options. Dean Howell stated that the quality of advisement is more important than numbers per advisor. Advisement in University College is not pointing students towards options in different kinds of careers available through the College of Education.

Dean Wohlert, who was on task force, says this is a rare opportunity to have enough funding to do something different and we need to it. It needs to be something radical and different from the same old type of thinking. University College advisement isn't quite enough, and if it were a

university-wide service, that would be a clean start. Some advisors see a very small amount of students and some are huge. Advisement needs an overall director to say "You will use this technology" and some kind of standard for every student.

Dean Claiborne wants to stand back to look at different models. She says it all boils down to what do you do now and is there some common best practice out there? Vice Provost Goering pointed out that there are models the Task Force looked at that are similar to those on page 3 of his handout (attached). Dean Claiborne asked if students be moved sooner? Vice Provost Goering said he has seen no data to indicate that this is the national movement. Dean Linnell stated that his department's view is that students need to move sooner and they need to get into the right departments and then they can be dealt with freshmen and on through graduation. He feels that would be a good model for them to follow. It could be a significant way to get some of the students out of stream to A&S where they are in "the holding pattern."

Provost Ortega said she has learned that "low completion rates" from early admission actually leads to increased production of engineers. She asked if this could be because you have a group with good math skills or association with the department as added value which works in their favor? The overall advising problem is that some students know what they want to do, there are some who will change their minds, and how does UNM honor both groups. Students don't want to be locked into something they may decide they don't like. Students feel ripped off when they don't get the same information from each advisor. They need consistency.

Dean Brown asked how about bench marking and surveys to find out what students liked or disliked to adjust program. Dean Howell agrees and suggests a five or ten item survey to look at university advisement for his college. This could be a standard set of questions to help entire university. Dean Maji did a survey and can't figure out a potential way to get to students who have not even thought of engineering.

Vice Provost Goering recommended that anyone who decides to change their major would include a career advisor to open up options for schools/colleges to recruit from. Provost Ortega said she has a sense that Career Services wants to be involved as well. Dean Wohler stated that Career Services was involved before and it didn't work for anyone so that should be looked at again. She added that if there is hesitancy to invest in a manager, maybe UNM could invest in consultant to look at what the critical needs are.

Dean Claiborne said she still wants to step back and Dean Schluntz added that Career Services is spectacularly unqualified to advise people. He would like to see them out of the picture. They have no experience. He asked how can UNM make that service useful to students.

Rosalie Otero, Director of University Honors likes the idea of an advisement center because students don't know where to go or what hours the variety of office have available. This is especially difficult for those students who don't know what they want to do. And it is important for students to get correct information. Provost Ortega said there is an actual space now available and a "place" is important. It would need a director of advising. There would have to be shared understanding, quality controls, etc., rather than pointing students to someone across campus. There is also a need for professional development for advisors among other things.

Dr. Holder asked about transfer students, and Dean Marlow said they have similar issues at branches. The faculty is concerned about transfers so they look at different models to get students ready for transferring. The advisement center would need a good manager with excellent communication skills to develop standard ways to address transfers. Students should be advised towards pre-business or the liberal arts area so they can transfer. Right now that is not being done effectively. Dr. Holder suggested that they could advise about careers as well. Dean Marlow added that whatever level a student is at from the branch should be the level a student is at on main campus if an articulation agreement is being followed. Career counselors should be on same page as advisors.

Dean Maji stated that all advisors should meet together or get a standard certification so everyone is qualified to give advice and information on careers. Dean Brown explained that he is trying to supplement mentoring with advising and work towards job placement too. Dean Howell said that at the University of Cincinnati the direction is toward internships and imbedding students in the community. This promotes the institution as a true partner and community member.

Provost Ortega indicated that there is advisement money available and she wants it to be encumbered. It is apparent that UNM needs help with transfer advisement, and she says that there is other money that could go to this area. Given diversity and student success goals, it might be worth using advisement money and think about someone from Gallup and Taos for management. The Provost asked that everyone think about this. She added that there should be more talk about Career Services and that it does not have to necessarily be what it currently is, but something better. The Provost mentioned that at the doctoral level, many students don't know what they can really do with their degree. Also, she pointed out that the University of Washington does a good job with "out of disciplinary career advising" through a Career Center.

The continuation of the current discussion began again after the lunch break with the Provost saying that UNM should establish a university advising center with a professional director. This was with the general consensus of those present. Dean Claiborne agreed however was concerned about how colleges would fit into the model. Vice Provost Goering said there would be several things to work out, including how the director/management decides how advising will be run and they would have to be given some insight into how authority and decisions would be made. Dean Claiborne asked if there is a model with central authority, and Vice Provost Goering said that would likely be necessary, especially with critical functions on so many different issues. Dean Brown suggested a model similar to the UNM Foundation.

Dean Wohlert related that no one on the task force advocated for college advising to go away, that the plan that had the most interest was a director who met with a group of representatives from each college. Dean Linell said that he goes along with involving the colleges and schools. Dean Maji suggested that a good task for the director (or group) would be to find out what kind of advising is currently being done and which one is most seamless.

The Provost asked whether this should be a daily operations type of position, one that provides professional development opportunities for advisors or one that recommends common platforms to support the new structure, coordination of curriculum, facilitating how to improve quality, etc.? Vice Provost Goering said that UNM is now set up with two people who coordinate this, Stephanie Hands and Vanessa Harris. The Provost advised that UNM likely only needs one rather than splitting anything.

Dean Claiborne asked if college advisors will work with the Director or with colleges through Director? Dean Wohlert gave an example about it could possibly work, similar to what Tom Root does. He would be responsible for the quality assessment and he manages coordination with the colleges. He would be training as well.

Dr. Holder asked everyone to consider if this would be a national search.

Dean Claiborne asked if the model could be written down so she would understand where the Task Force wants to go. Dean Wohlert stated that she and Vice Provost Goering do not agree on the model. The Provost said the real question is, can college advisors stay connected and how will they function? She thinks someone would have to report to her office and there would have to be a general consensus on that. Dean Linnell asked then if it is a question of a hierarchical decision. Would it come down to the Provost making such a decision for something as basic as changing software? Several deans and the Provost said it is mainly putting someone in charge to take the responsibility.

Vice Provost Goering suggested that the model be revised so it addresses some of these issues and then be brought back to the Deans at the next council meeting. Dean Claiborne indicated that in the current model, the Advisement Center would be moved to the Provost's Office. Dean Linnell said that makes more sense with relationship to students and staff, however the Provost mentioned that either idea has its merits and downsides. She added that college advisement could continue to be in the college but the fundamental line would be through the university-wide center. Dean Howell suggested involvement of branches with an advising group to make sure their concerns are addressed.

Provost Ortega said whether the management is a position or a place, the discussion will be brought back to the Council.

Agenda Item #3 Special Projects

Special Projects Generally

Dean Linnell explained that there was no strategic planning involved in this process before. Now there is the question about how things should be funded and how things can be done legally. Please refer to the handouts provided by Dean Linnell (attached). The issue of what the state legislature gives UNM and how the money is spent in conjunction with what UNM funds otherwise, is important. Four points were provided to assess the value and sustainability for special projects, along with a survey to rank the project and determine whether it is critical or not. The points are:

- Project serves mission of university or college and can demonstrate past and current success in terms of student progress, student need, or research/scholarship.
- Project serves university role in workforce development or economic development and can demonstrate past and current success.
- Project is able to leverage alternative funding from sources inside and outside the university such as grants, fee based activity, other institutional sources.
- Project has elements of duplication with other projects and can be consolidated.

Dean Linnell hopes to receive survey information this week and consolidate it into a summary for prioritizing special projects. He hopes it can be shown to the Legislative Finance Committee (LFC) indicating that UNM has looked at ways to work with legislature to preserve funding and that UNM will have to provide some of the funding in a more appropriate process. This summary will have responses from the Provost, Deans, and the Government Affairs Committee regarding how to deal with legislative funding.

Dean Schluntz asked about special funding that was not funded last year. It was stated that UNM will NOT submit any special funding requests this year at all, including ones that may not have been funded last year. This is per request of the LFC.

Dean Maji asked Dean Linnell about the categories and their labeling on the spreadsheet that was handed out. Dean Linnell said if something is mis-categorized to let him know because there is a lot of discussion about the categories. The group made the categories, not the LFC. Dean Howell stated that he thinks UNM was mis-branded.

The discussion about rankings as a result of the survey has been extensive according to Dean Linnell and that the idea is to have a coherent presentation for the LFC. The end results will be distributed, and he noted that the rankings will not be determined by task force, that this is only a compilation of data. What this does for UNM is set a guideline and criteria for special projects

Agenda Item #4 Higher Learning Commission (HLC) Tasks

Among the handouts for the retreat is a Higher Learning Commission Accreditation Report – Accountability Matrix (attached). Provost Ortega sees the memo she has prepared to the President and these handouts as having some overlap. Issues to be addressed as listed by the HLC are:

- Mission and Integrity
- Preparing for the Future
- Student Learning and Effective Teaching
- Acquisition, Discovery and Application of Knowledge
- Engagement and Service

A progress report is due on January 11, 2011. An actual survey will need to be completed to show progress. This needs to be an objective external survey. Brian Sanderoff will come in and do the work. The Provost met with him and asked for a proposal after he has met with key constituencies to determine which way this survey should go. He will meet with Deans, the Faculty Governance Committee and the Academic Freedom & Tenure Committee. She asked for suggestions on other groups he should discuss this with, such as Staff Council, the branches, HSC? There will likely be a separate meeting with Deans and key staff in HSC.

Vice Provost Goering stated that if half of UNM does not agree on issues, that is relevant data also. Dean Maji said that the survey should go beyond asking only Deans so that there are more people involved, making the data even more relevant. Provost Ortega said that once a draft document is done, it will go back out for comments and to the President. It will be useful and not just an exercise.

Dean Wohler stated that the Faculty Senate and its committees can supply expertise with their experience in surveying others. She added that Sanderoff's techniques in surveying are not always helpful. The Provost asked if expertise should be sought now or down the road? Dean Wohler said she wants to get more now before faculty are feeling left out. This survey will be a baseline. Several Deans think chairs should be involved as well. The Provost asked about staff, and how much are they involved? Dean Wohler thinks staff must be included. Combining groups might provide better information, i.e., faculty and research faculty. The question of graduate assistants and students was raised? Dean Bedard suggested using GPSA and ASUNM? Dean Howell thinks all of the groups should be included.

Dean Brown noted that this focuses on enhancing communication but how about the trust issue and or other hot topics? The Provost added that the issue of shared governance is not a clear as far as whose responsibility it is. However, in her memorandum to the President, she lists several topics that should be addressed for building better trust and communication with the university community. They are:

- Develop and administer an objective benchmark survey on shared governance at UNM
- Continue to address concerns and suggestions articulated by the faculty and Faculty Senate in fiscal year 2009
- Collaborate with the President and Faculty Senate to evaluate and make a recommendation on an appropriate Shared Governance Matrix
- Continue regular communication with the university community

The Provost notes that the library shows up several places in the HLC report so that will likely need attention. She continued, saying that there **must** be support and a big effort to track international study and insurance issues. A second **must** is to bring together all international interests from all over campus. The third piece is to ask whether UNM can create a global

awareness certificate program for 8-U to let students know that they can determine whether they can study abroad or not. The program would cover international skills and awareness.

Another program the Provost is excited about is the summer reading program. Vicente Fox will be a participant. It will be important to address faculty development and technical integration (such as Extended University) into mainstream academic issues). Vice Provost Goering and Vice Provost Dominguez will help to push this forward.

There does not appear to be much that is new in the research section, however a challenge will be the Branch Campuses and Rio Rancho. These are complicated because of expanded Health Science capacity in Rio Rancho and how it can be integrated into the overall mission.

The financial issue continues to be a large issue and chairs complain about it regularly. Dean Howell said faculty needs financial models so they can see where money is going or they will not respond positively. Provost Ortega would like to know what the business and the community overall would like on the Rio Rancho campus. What is the honest demand before UNM can figure out how much money is needed?

In relation to the continuance and enhanced collaborations with UNM's Branch Campuses, the Provost asked how UNM will contribute to the education of the citizens of New Mexico, including addressing diversity issues. Dean Maji asked if this would relate to CNM as well. The Provost said it would on in relation to transfer issues. Dean Garcia stated that students have a poor understanding of what is required for a Bachelor's degree, what it is to be an engineer, if they need experience, and other issues. He added that it would be useful to have discussion with them by meeting them at main campus to answer their questions and to add personal value to their experience.

Dean Claiborne asked if a UNM Day would work? Dean Garcia indicated that such an event would have to focus on those attending, and it would be best to have something like a social science day. Dean Bedard suggested starting earlier, like at enrollment and talking to high school students because they are another unprepared group. It could be a requirement at enrollment. The Provost agreed that all of this is important and that the Associate Vice President for the Division of Enrollment Terry Babbitt has worked closely with APS on the logistics of dual credit. He focuses on APS students coming to UNM for classes. Dual credit at branches is already taking place and Vice Provost Dominguez is the point person for dual credit on extension classes. UNM cannot charge these students for tuition, however they feed into numbers for the formula funding. Dean Garcia said dual credit is best option for Valencia's students, and Dean Marlow explained that outcome assessment is critical for strengthening the credibility and quality of learning.

Other topics of discussion by the Provost:

- Better signage on the back and front of buildings. Melissa Vargas is working on this.
- There has been a recommendation for creating a better database for assessment outcomes; better freshman learning communities; and, better structure for general education (maybe rethinking core). Perhaps by making a little progress this year it would be easier to do a major overhaul at a later time. Director of the University Honors Program Rosalie Otero said this is an extremely important issue, and it should have been done five years ago. Maybe it cannot be done right now. She suggested that the most important thing is teaching students to be critical thinkers and analyzers. The Provost said that taking a look at what UNM was thinking when it did the core curriculum at the beginning would help to guide the direction on what to do. Dean Wohlert said that the reason for the core curriculum is partly because the state mandates some of it. She added that if Peter White can remove the shackles, UNM could have a new opportunity to change the core so that it helps students substantially. Provost Ortega pointed out that because of articulation agreements and transfer credits, it may not allow for an easy

transition of the core curriculum. It might be better to wait until things quiet down before tackling this issue.

Agenda Item #5 Miscellaneous

Academic Computing

Dean Bedard distributed handouts (attached) from the Dean's Council Academic and Research Technologies Subcommittee. She gave everyone a moment to read the material. She asked several questions of the group including, does current Dean roles in roadmap (also attached) make sense for Deans; are the Deans sufficiently represented in IT or should a subcommittee be the representative of the Deans?

Most of the Deans agreed that they need substantial involvement in decisions being made by IT. They need to be involved in delivery of services by IT; governance decisions; prioritizing; whether there is duplication of services and if those are needed or not; reallocation of services and equipment for institution-wide changes; are there both business functions and academic functions and can they work together; closing down servers; security; and where in the process is the benefit for the Deans.

Provost Ortega suggested a couple of things to do, including a meeting occasionally between Paul Roth, David Harris and her for review of these decisions made by the subcommittee. The decisions that go on all the time that no one knows about cannot always go to committee or there would be a standstill. There would need to be lead time on key decision point. She believes this group should be driving the IT plan because of the interests in research and instruction needs. There probably is some overlap but it is important that major challenges be addressed by academics portion. The Provost said she could insist on three meetings a year and insist on advanced notice for input into the agenda. She needs group advocate approval. Dean Claiborne inserted that if there are departments with IT resources, then they come to the Deans with needs so there is a bubble up effect. Lots of them are technical people but they do not really know what UNM needs. Provost Ortega said that the exact mechanism may not work in each college, and it is unclear that solving today's problems will work long term for the entire university. Dean Claiborne suggested asking what their five year needs are.

Dean Maji asked who would be on the subcommittee? There would have to be representation from whoever it affects. Provost Ortega feels that this subcommittee would be paying attention to the pertinent points and be more of an advisory group. It would need to decide about how much advance notice would be needed for group to give appropriate attention to the question(s). Dean Bedard noted that the group would not be for daily operational IT issues, and Dean Maji said that would be good because if there is a week or two turnaround time they would have a chance to discuss the issue.

Dean Wohlert reminded everyone that the CIO reports to David Harris, so answering to academics may not be appropriate. She wants to make sure that Deans are involved. Vice Provost Goering stated that the Deans are stakeholders so whatever is done in instructional technology should be represented on the subcommittee. It would be more of a Provost subcommittee rather than Dean sub-committee. The Provost said she is willing to let the group that has been working on this to make the call on all questions about this.

Provost Ortega will make a recommendation that the meetings with Roth and Harris take place. She gives responsibility to Dean Bedard for who the membership should be and for the proposal on how to drive the IT agenda.

The Provost will decide on when IT should be on Deans' Council agenda. Dean Linnell said that he has heard that CIO Gil Gonzales is considering a large project to improve the network, but Deans have not seen or heard anything about this project through the Council. He asked if the

CIO can attend a Council meeting and give the Deans a presentation? Provost Ortega said yes and what Gil has been asked to do has been rather non-specific. Dean Bedard said there is a grant being developed now with several participants across campus, and it includes collaboration with research and the libraries. This does not affect the whole campus. The Provost asked Melissa Vargas to contact the CIO to see if he can attend the Deans' Council and give them information.

Dean Wohlert reminded everyone that these decisions have an effect for years to come. Provost Ortega said the reporting structures at universities for CIOs are different and sometimes they are seated in academics. Good communication could make this process work and would likely not be a surprise to the CIO or the President.

Faculty Instructional Load Reporting

Provost Ortega has looked at the Faculty Handbook policy on "Teaching Assignments." She stated that reporting has to be better. A definition of "credit load" will be sent out to everyone so it is more clear (attached). UNM needs to identify faculty with reduced instructional loads by the end of semester. There also needs to be an approval process for Regents by the end of the semester. Deans will need to know what the process is.

Dean Brown said if anyone has to make quick budget adjustment, looking at reduced instructional loads would be important. Dean Maji asked Dr. Holder if when this was done before, was it done correctly? Dr. Holder said it was.

Dean Claiborne said that the President mentioned looking at the policy, and it would be good once a definition is provided for credit loads. The Provost indicated that with that data provided it could be looked at it more clearly. Dr. Holder noted that this policy was developed when UNM was a teaching institution rather than a research institution. It was widely ignored because the decision-makers did not see any way to teach nine hours and carry out research. Dean Claiborne suggested that it was more of a workload policy rather than credit load document. The Provost stated that consistent data is needed so that she can get it together quickly and succinctly. The Council will come back to revisit this topic once the unit load is sent out and everyone has had a chance to review it.

Faculty Awards Reporting

Provost Ortega made a promise to a Regent that she would provide a list of award-winning faculty and she wants departments and programs to consider this as an essential part of annual reporting. This should include faculty members that have received any of the listed awards and fellowships (attached). She asks that a total number be given as well as those named by the National Academy of Sciences and Institute of Medicine. She would also like to know about any people who have been elected or received something in the last year. The list needs to be accurate, and deceased people should not be listed.

Bond Money

Provost Ortega reported that a decision has been made that UNM will not build a second parking garage. That leaves \$13 million to use in low-risk capital improvements. There is a need to use \$850,000 for F&A and HSC needs it right now, but President doesn't want to overlook need on main campus. If anyone can think of anything, let the Provost know. Mentioned was the possible build-out of engineering but the President said it is too risky. Predictable revenue is crucial. There has also been some discussion of a build-out at child care, but fees would be too exorbitant. Also mentioned is a student recreation center. The thinking is that if there is some other way to pay for a building, do that instead because a revenue stream would be best. In conversations, the idea of nuclear power for sale and a steam generation facility was suggested.

H1N1

Provost Ortega said that Dr. Holder will help craft a letter to faculty on being flexible with absences during finals, etc. She asked Dean Claiborne if they have done anything towards this issue. Dean Claiborne answered no because of the details involved.

Dr. Holder has read that about 40% of people who get this particular flu virus do not get a fever. A week from tomorrow there is an H1N1 hour-long conference about how universities should deal with this. He will be there on Thursday the 20th. Dr. Holder asked that anyone who wants to attend to let him know. It will be in the Acoma Room in the Sub at 11:00. The feeling is that it may happen very quickly and that it is already spreading during the summer. Provost Ortega asked that everyone put this topic on agendas for early meetings with department chairs and talk through possible strategies.

Dr. Holder indicated that there is a north campus group working on strategies, and it is a good group with epidemiologists and others who have close contact with the Center for Disease Control. Hopefully, UNM will not have to close. Dean Claiborne reminded everyone that there may be many of the staff out as well.

The Provost asked the Deans to think about notes, testing, and other information they might be able to get to students via internet and how to get their answers back. Dean Brown suggested involving the students in the conversation. Provost Ortega asked if there are students on the committee dealing with this? Dr. Holder said he will see on Friday when they meet.

Provost Ortega adjourned the retreat at 4:26 p.m.

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