



**UNIVERSITY OF NEW MEXICO  
BOARD OF REGENTS**

**Agenda**

**February 11, 2016  
9:00 AM  
SUB Ballroom C**

**The Board of Regents of the University of New Mexico**  
**Meeting in Open Session and Executive Session**  
**February 11, 2016, 9:00 AM**  
**Student Union Building, Ballroom C**  
**Executive Session, Cherry Silver Room**  
*revised* AGENDA

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Carol Stephens, President, Retiree Association  
Daniel Perea, President, Parent Association  
Michelle Coons, Chair, UNM Foundation Board of Trustees (next quarterly report will be given at the March BOR)

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

- IX. Vote to close the meeting and proceed in Executive Session  
Executive Session-Cherry Silver Room
1. Discussion and determination where appropriate of threatened or pending litigation pursuant to Section 10-15-1.H(7), NMSA (1978)
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**Minutes of the Regular Meeting of the Board of Regents of the University of New Mexico  
December 11, 2015  
Roberts Room, Scholes Hall**

Members present

Jack L. Fortner, President; Robert M. Doughty, Vice President; Bradley C. Hosmer, Secretary Treasurer; Ryan Berryman; Marron Lee; Suzanne Quillen; James H. Koch

Administration present

Robert G. Frank, President; Chaouki Abdallah, Provost and EVP for Academic Affairs; David Harris, EVP of Administration, COO, CFO; Paul Roth, Chancellor for Health Sciences; Michael Dougher, VP for Research and Economic Development; Josephine De Leon, VP Equity and Inclusion; Amy Wohler, President's Chief of Staff; Elsa Cole, University Counsel; Dorothy Anderson, VP HR; Ava Lovell, Sr. Exec. Officer of Finance and Administration, HSC; Eliseo Torres, VP Student Affairs; Paul Krebs, VP Athletics; Liz Metzger, University Controller; Helen Gonzales, Chief Compliance Officer; Cinnamon Blair, Chief University Marketing and Communications Officer

Regents' Advisors present

Jenna Hagengruber, ASUNM; Stefan Posse, Faculty Senate; Crystal Davis, Staff Council; Texanna Martin, GPSA

Presenters in attendance

Bruce Cherrin, Chief Procurement Officer; Chris Vallejos, AVP ISS; Tom Neale, Director Real Estate; Kyle Bodhaine, COO, SC3 International; Steve Chavez, CEO, SC3 International; Andrew Cullen, AVP OPB&A; Thomas Tkach, Director Public Events, Popejoy; Cinnamon Blair, Chief University Marketing and Communications Officer; Laurie Moye, Vice-Chair of UNM Foundation Board of Trustees

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 11, 2015 in the Cherry Silver Room on third level of the Student Union Building (SUB). Regent Fortner called the meeting to order at 7:50 AM and confirmed a quorum. Members present were Jack Fortner, James Koch, Marron Lee, Bradley Hosmer, Robert Doughty, and Ryan Berryman. The meeting was closed for the purposes of discussion and determination where appropriate of the purchase, acquisition, or disposal of real property pursuant to section of Section 10-15-1H(8) of the Open Meetings Act (NMSA 1978); for the purposes of discussion and determination where appropriate of matters involving only one source or contents of competitive sealed proposals under the Procurement Code, pursuant to Section 10-15-1H(6) of the Open Meetings Act (NMSA 1978); and discussion and determination where appropriate of threatened or pending litigation pursuant to Section 10-15-1H(7) of the Open Meetings Act (NMSA 1978). President Bob Frank, EVP David Harris, and University Counsel Elsa Cole were also present. The matters discussed were limited to those specified in the notice and agenda for the meeting. There were four matters upon which action was taken in closed session.

**The motion to give the UNM Director of Real Estate authority to proceed as directed by the Regents regarding the Sanchez property on Sunshine Terrace passed by unanimous vote in closed session (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

**The motion to give the UNM Director of Real Estate authority to proceed as directed by the Regents regarding the DeBlasse Family properties on Sunshine Terrace passed by unanimous vote in closed session (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

**The motion to approve the direction proposed by University Counsel regarding the Brain Safe matter for resolution of the matter passed by unanimous vote in closed session (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Fortner).**

**The motion for the UNM Director of Real Estate to move forward as directed for the acquisition of the Yale Reservoir passed by unanimous vote in closed session (1<sup>st</sup> Koch; 2<sup>nd</sup> Berryman).**

Regent Jack Fortner asked for a motion to open the meeting. There was certification that only those matters specified in the closed session agenda were discussed and there were no items upon which to take further action in open session. The motion to open the meeting passed unanimously (1<sup>st</sup> Lee; 2<sup>nd</sup> Hosmer). The meeting opened at 8:44 AM. The motion to adjourn the meeting passed unanimously. The meeting adjourned at 8:45 AM.

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

Regent President Fortner called the meeting to order at 9:11 AM. A quorum was confirmed. Regent Fortner asked for a motion to approve the agenda.

**The motion to approve the agenda passed by unanimous vote with a quorum of Regents present and voting. (1<sup>st</sup> Koch; 2<sup>nd</sup> Berryman).**

APPROVAL OF MINUTES

Regent Fortner asked for a motion to approve the minutes of the November 20, 2015 meeting.

**The motion to approve the minutes of the November 20, 2015 regular Board of Regents meeting passed by unanimous vote (1<sup>st</sup> Doughty; 2<sup>nd</sup> Lee).**

PUBLIC COMMENT (No Comments)

APPROVAL OF 2015 REGENTS' MERITORIOUS SERVICE AWARD RECIPIENTS

Regent Fortner said that one of the fun things that Regents do is to approve the Regents' Meritorious Service Award recipients. Regent Fortner asked for the motions, one at a time, and presentations afterwards.

Regent Koch said we have two outstanding coaches here. Regent Koch wanted to say a few words about why he nominated Bob Davie. The University is very fortunate, because Bob Davie is the highest ranked coach that UNM has ever hired. He's been at Notre Dame and Texas A&M, and normally, UNM wouldn't be in the ballpark to get someone like him, but he came and took over a program that we were not very successful with. What he has done since he came is build a very solid base, and people don't realize how successful it is to have a 7 and 5 season. For us to have a person of his quality, I move that we give him the Regents' Meritorious Service Award. Regent Fortner added that he is excited about Bob Davie. He took over a program that was almost in shambles. Regent Fortner thanked Coach Davie for what he has done for Lobo Athletics, most importantly, what he has done for the student athlete.

**The motion to bestow the 2015 Regents' Meritorious Service Award to Coach Bob Davie passed unanimously (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

Regent Koch spoke about why he nominated Coach Joe Franklin to receive the award. With Joe Franklin, the University's track program has high academics and is a winner, most recently gaining an NCAA National Title, only UNM's second ever NCAA title. Regent Koch expressed his appreciation for Coach Franklin and moved the Regents give him the Regents' Meritorious Service Award. Regent Fortner recognized the national championship that Joe Franklin achieved for UNM and thanked Coach Franklin for what he does for student athletes.

**The motion to bestow the 2015 Regents' Meritorious Service Award to Coach Joe Franklin passed unanimously (1<sup>st</sup> Koch; 2<sup>nd</sup> Berryman).**

Regent Fortner asked Regent Marron Lee to speak. Regent Lee nominated Dr. Cheryl Willman to receive the Regents' Meritorious Service Award. Dr. Willman is the Director and CEO of the UNM Cancer Center. She is also Professor of Pathology and Internal Medicine at UNM School of Medicine where she holds the Maurice and Marguerite Liberman Distinguished Chair in Cancer Research. As many know, under Dr. Willman's leadership and planning, the National Cancer Institute (NCI) recognized the University of New Mexico Cancer Center with a Comprehensive designation. UNM is now one of 69 NCI-Designated Cancer Centers in the nation, and one of only 45 with a Comprehensive designation. This is a great distinction; we have become a

destination Cancer Center, and it's a great honor to have it attached to the University of New Mexico. Regent Lee made a motion.

**The motion to bestow the 2015 Regents' Meritorious Service Awards to Dr. Cheryl Willman passed unanimously (1<sup>st</sup> Lee; 2<sup>nd</sup> Berryman).**

Regent Lee nominated Dr. Arthur Kaufman to receive the Regents' Meritorious Service Award, for over 40 years of outstanding academic and community health leadership at UNM and because he has brought national acclaim to the University by his acceptance into the National Academy of Medicine, one of the highest honors that a doctor can achieve and the Regents are proud to have Dr. Kaufman as part of the University of New Mexico community. Regent Lee made a motion.

**The motion to bestow the 2015 Regents' Meritorious Service Awards to Dr. Arthur Kaufman passed unanimously (1<sup>st</sup> Lee; 2<sup>nd</sup> Berryman).**

The awards were presented to the recipients. Dr. Willman could not attend and planned to attend the next Board of Regents meeting to accept the award. As the awards were presented, photographs were taken. Following are the inscriptions that were placed on the awards:

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*The University of New Mexico Board of Regents  
is proud to bestow the  
2015 Regents' Meritorious Service Award to  
Bob Davie  
for outstanding leadership and dedication to  
UNM Athletics, promoting athletic and  
academic excellence, taking the  
Lobo Football Team to a 7-5 record and  
bowl for the first time since 2007*

\*

*The University of New Mexico Board of Regents  
is proud to bestow the  
2015 Regents' Meritorious Service Award to  
Joe Franklin  
for outstanding leadership and dedication to UNM Athletics,  
promoting athletic and academic excellence, and taking the  
Lobo Women's Cross Country Team to its  
First NCAA National Title  
with a team score of 49 points, attaining  
UNM's Second National Title*

\*

*The University of New Mexico Board of Regents  
is proud to bestow the  
2015 Regents' Meritorious Service Award to  
Cheryl L. Willman, MD  
in recognition of her scientific and  
academic leadership in the  
National Cancer Institute designation  
of UNM as a  
Comprehensive Cancer Center*

\*

*The University of New Mexico Board of Regents  
is proud to bestow the  
2015 Regents' Meritorious Service Award to  
Arthur Kaufman, MC  
for over 40 years of outstanding academic and  
community health leadership at UNM  
and for his induction into the  
National Academy of Medicine*

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### THE PRESIDENT'S ADMINISTRATIVE REPORT

President Robert Frank opened his report by thanking the Board. This month the Regents bestow an insurance premium holiday so that all UNM employees with health insurance benefits will receive more money in their December paycheck. President Frank gave an update on the budget process. Administration has committed to reducing staff positions by 100 by June 30, 2016. The effort is a positions management issue as well as a reduction of expenditures because there are vacant positions that have been unfunded for years that need to be cleaned up. Administration has held several town halls for faculty, staff, and students which have been opportunities to hear thoughts and advice from each of those constituency groups. The dialogue has begun with the Budget Leadership Team (BLT), which is a multi-stakeholder group to look at budget proposals and make recommendations to President Frank who then makes recommendations to the Regents. The Legislative Finance Committee (LFC) met in December and received the State's budget projections, which are down \$50 million from projections two months prior. They are projecting \$232 million in new revenues and several LFC members think they are unduly optimistic. This situation is much like last year's State budget as projections are moving in line with the price of oil.

President Frank reflected on the success of the University, including a record-high 3rd semester retention rate, along with higher 4-year and 6-year graduation rates. There has been tremendous success in Lobo Athletics, highlighted by the UNM Women's Cross Country team winning the NCAA Championship led by Coach Joe Franklin. There have been great performances by all of the University's athletic teams and coaches. The University's Branding Initiative is underway, South Campus Development will be ramping up, and Innovate ABQ will be discussed at future Regent meetings. There is strong momentum on all of the University's key initiatives.

At this month's commencement ceremonies for Fall 2015 graduates, the University is recognizing two distinguished faculty members with the 2015 Presidential Award of Distinction. Dr. Jeffrey Brinker is a member of the National Academy of Engineering and is a world leader in materials science with 43 patents and 4 R&D 100 Awards. Dr. Brinker is shared between the University of New Mexico and Sandia National Labs. He is a tremendously successful researcher and one of his principle collaborators is Dr. Cheryl Willman. Dr. Patricia Crown is the other distinguished faculty member who is a member of the National Academy of Sciences. Dr. Crown is one of the foremost Anthropologists in the United States and is an expert on Chaco Canyon. There will be 1,944 students receiving degrees for Fall 2015, including 1,300 bachelor's degrees and 450 graduate degrees awarded. The students have worked hard for their degrees, and President Frank is proud of all of the graduates.

### COMMENTS FROM REGENTS (No Comments)

### REGENT COMMITTEE REPORTS

#### FINANCE AND FACILITIES COMMITTEE

##### Monthly Financial Report for Main Campus (Information Item)

Controller Liz Metzger gave a summary of the fiscal status as of the end of October. There are no significant changes from the last report in the areas of enrollment, tuition revenue and expenditures; however, administration is working on reductions on the expenditure side, which will show up later as milestones after actual Spring enrollment numbers come in.

##### Approval of Consent Agenda

Regent Koch announced there would be only one consent item on the Finance and Facilities Committee agenda, item number 2, Disposition of Surplus Property for Main Campus for November 2015. The report shows a total disposition value \$81,450.

**The motion to approve the consent agenda as stated passed by unanimous vote (Koch 1<sup>st</sup>; Doughty 2<sup>nd</sup>).**

##### Approval of UNM golf Course Maintenance – Mountain West GolfScapes, Inc.

Bruce Cherrin and Chris Vallejos presented the item. In the Fall of 2015, an RFP was submitted for the maintenance of the UNM Golf Courses, which is comprised of the Championship Course and the North Course. Maintenance for the courses was outsourced 8 years ago. The RFP committee received 2 proposals and unanimously recommended proceeding with Mountain West GolfScapes, Inc. The sources

of funds will be the Golf Course Operating Budget. The plan is to enter into a 4-year agreement with the option of two, 2-year extensions not to exceed eight years. Total cost is \$1,185,506 per year. The annual cost is 10% lower than the previous year and costs have come down by \$500K over the past 8 years. The University has a very good partnership with Mountain West GolfScapes and it does a great job.

**The motion to approve the UNM Golf Course Maintenance – Mountain West GolfScapes, Inc. passed by unanimous vote (1<sup>st</sup> Lee; 2<sup>nd</sup> Berryman).**

Capital Project Approval – Ferris Engineering Center Renovation

Chris Vallejos presented the item. The plan is for a comprehensive renovation of the building originally built in 1967-68 to modernize lab facilities and research spaces, streamline the floor plan, and get the building to code. This will enhance the engineering complex on campus to allow the School of Engineering to remain competitive. The project cost is \$23.3 million, for which \$801K will be funded from 2013 Severance Tax bonds, \$20.5 million funded from 2014 General Obligation Bonds and \$2 million funded from 2015 Special Session Severance Tax Bonds. The plan is to continue renovation through 2017 for opening in 2018.

**The motion to approve the Ferris Engineering Center Renovation Capital Project passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Berryman).**

Capital Project Approval –Gallup Zollinger Library, Completion of Shell Space

Chris Vallejos presented the item. The Zollinger Library is on UNM-Gallup campus. Shell space of approximately 8,250 square feet will be refurbished and finished off for UNM-Gallup students. Cost of the project is \$1.350 million, for which \$1 million will come from 2014 General Obligation Bonds and \$350K will be funded from the Gallup Campus Matching Funds.

**The motion to approve the Gallup Zollinger Library Capital Project, Completion of Shell Space, passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

Request for Approval of Naming Item: New Anderson School of Management building

Amy Wohler, Chair of the Naming Committee, presented the item. The request is for naming of the new Anderson School of Management building, the McKinnon Center for Management. The space is part of the exterior environment and requires Board of Regent approval pursuant to Regent's Policy 2.11. The McKinnon family has donated \$5 million as a seed gift to start off the building. The amount is less than the standard naming policy recommendation of 50% of total building cost, but in this case the committee considered a number of factors. First, the McKinnon family has been very generous to the University in the past, and it is important to recognize its generosity and importance to the business school. The family has also generous given toward UNM's tennis facility. Second, The Anderson School has a robust plan for continuing to seek donations for naming of the interior spaces, and Regents' approval is also being requested for that. There is a very high probability of success for the donations that the school will be seeking as there is a very generous business community in this State.

**The motion to approve the Naming requests for the new Anderson School of Management building s presented passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

Request for Approval of Naming Item: Re-naming of Lobo Baseball Field

Paul Krebs presented the item to request approval for naming the baseball field, Santa Ana Star Field. Tamaya Enterprises is making a \$1 million gift to be paid \$100K each year over ten years for the naming rights. There was brief discussion about the partnership with Santa Ana Pueblo that includes the coaches, nutritionists, strength and training staff, and doing clinics with the youth in the Pueblo.

**The motion to approve the naming request for re-naming the Lobo Baseball Field to "Santa Ana Star Field" passed unanimously (1<sup>st</sup> Koch; 2<sup>nd</sup> Fortner).**

Approval of Lobo Development Corporation Board of Directors, Reappointment of Louis Abruzzo, Stephen Ciepiela, and Maria Griego-Raby

Regent Koch presented the item. This is for reappointment of members on the Lobo Development Board. Louis Abruzzo is a real estate owner, strong businessman, and has been outstanding on Lobo Development. Steve Ciepiela is an investor, former president of the alumni association, an avid lobo and letterman, and nothing but great on the board. Maria Griego-Raby has served on the Board of Regents, and she really loves the University. Regent Koch motioned approval.

**The motion to approve the reappointments of Louis Abruzzo, Stephen Ciepiela, and Maria Griego-Raby to the Lobo Development Corporation Board of Directors passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

Approval of Ground Lease Agreement with 54 Development

Tom Neale presented the item. Steve Chavez and Kyle Bodhaine were present to answer questions. Brian Urlacher called in to the meeting at 10 am. to convey his support for the agreement. The agreement is for Phase I of the UNM Sports and Entertainment District at UNM's South Campus, located on approximately one-acre at the southeast corner of University Boulevard and Avenida Cesar Chavez. The project is the result of a multi-year effort to bring mixed-use development to South Campus that will provide year round entertainment amenities supporting the local community, students, athletic patrons, and faculty, staff, and employees of the Science and Technology Park. The programmed uses include an Urlacher's branded sports grill, multiple restaurant venues, retail space, a craft beer taproom, and a large outdoor performance and community space. The proposed transaction structure is a long-term ground lease from the UNM Board of Regents to Lobo Development Corporation (LDC) for the land necessary to support the proposed project. Lobo Development Corporation will enter into a sub-ground lease with the developer. The tenant will be 54 Development, LLC. Terms of the lease will be 40 years with four, 5-year renewal options. Ground rent will be \$75K per year with 10% escalations every five years; 0.2% of all gross sales generated on the premises, including food sales, beverage sales, merchandise sales, fees, cover charges, admissions, advertising revenues, and sponsorships. There was discussion. Regent Doughty thanked Steve Chavez and Regent Jamie Koch for their contributions negotiating the agreement with 54 Development. Regent Koch gave recognition to the Lobo Development Corporation Board for the many months of hard work on this agreement.

**The motion to approve the ground lease agreement with 54 Development passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

FY17 Base Budget Update (information item)

Regent Koch asked Andrew Cullen to present the item. Budget conversations usually center around the Instruction and General (I&G) part of the budget; however, Regent Koch requested looking at the whole Main Campus budget which includes unrestricted funds, restricted funds, and plant funds. Mr. Cullen referred to the material presented in the agenda book, including the budget timeline and a preliminary budget scenario and comparison. In an effort to gather information from various UNM departments and constituency groups, numerous overarching priorities and concerns were raised regarding the ability to fully develop and discuss the FY17 budget in the spirit of past budget development cycles. Mr. Cullen outlined some of those concerns from Faculty Senate, Staff Council and the student government groups ASUNM and GPSA. Regarding initial healthcare benefit cost projections, the University's benefit consultant, AON, has projected an 11% increase in premiums, or approximately \$1.8 million, the estimate relies on 3 months of current fiscal year claims data and 9 months of the previous fiscal year's. Human Resources will be looking at this number closely. As the University faces another difficult budget development process with the need to factor in budget reductions resulting from enrollment declines and the possibility of flat State and Tuition & Fee revenue support, the need to fully discuss all priorities and solutions takes on considerably more weight. There was brief discussion about the flat budget, the merit-based pay proposal for faculty and where that money would come from, health premiums, and online course fees. Regent Koch requested HR present a number of options regarding health premiums. President Frank commented the proposed reduction in expenditures from not filling job openings will cover the budget shortfall and not free up funds to put toward faculty merit-based pay.

Regent Koch requested David Harris present at future discussions the potential for engagement with the private sector in areas such as IT, one existing example is what the University is already doing with maintenance of the golf course.

Regent Hosmer commented that close examination of trade-offs and their relative priorities in a flat budget scenario is important. Regent Hosmer added he hopes as the budget comes forward. The benefits of a 3% tuition increase that was talked about a year ago will be considered, because the benefits of investments in areas like the academic enterprise bring high returns to the University. Regents should keep that in mind in making their final decisions on the budget.

Regent Doughty commented the tuition plan developed last year was not a guarantee for a 3% tuition increase. Regent Doughty said he is adamantly against any tuition increase and reiterated that the plan implemented last year did not have a guaranteed 3% tuition increase per year.

Student Regent Berryman reminded of the proposed changes in student fees and requested a full discussion on that in upcoming meetings.

#### UNM Capital Projects Executive Summary Report (information item)

Chris Vallejos presented the item briefly. Materials were included in the agenda eBook. There are currently fourteen active major projects in process and eight active minor projects.

#### Popejoy Hall (information item)

Thomas Tkach, Director of Public Events for 17 years, presented the item and began with an outline of Popejoy Hall's history starting in 1966, its mission, and where it stands now. Popejoy Hall is going into its 50<sup>th</sup> season. Thomas Popejoy, President of the University of New Mexico from 1948 to 1968, spear-headed the building of the venue. When Tom Popejoy retired, he was asked which facility on campus he would like to be named after, and he chose Popejoy Hall because he felt it would have the longest standing impact on New Mexicans. Popejoy Hall's main objectives are: 1) to optimize revenue from ticket sales by introducing new programming, 2) to maintain a state-of-the-art facility in order to attract great performances and audiences, 3) to make Popejoy accessible to all New Mexicans, and 4) to convince the University that Popejoy needed to start fundraising. The first year of fundraising, 2001, brought in \$856, and since then annual fundraising has increased to over \$600K. The mission of Popejoy is to make the performing arts accessible to all New Mexicans and to bring great performances to you. Popejoy is the only theater in the State that can accommodate the large touring productions. People would not be able to see these shows in New Mexico if Popejoy did not exist. Mr. Tkach mentioned a recent feasibility study and discussed the benefactors lounge, recent renovations, and a new public campaign to raise funds for other much needed improvements.

Regent Marron Lee had several questions. There was discussion about fundraising. There was discussion about the Popejoy Board, an advisory board that started out as the leadership team of community members who were concerned and wanted to support Popejoy. There are currently about 19 members on the board, they commit \$2,500 and many of them have pledged toward the current capital campaign. There was discussion about current needs to upgrade the stage because there is no wing space and it can limit the types of shows that can come. There was discussion about Broadway shows and other productions and uses of Popejoy Hall. Mr. Tkach said that one of the biggest challenges through the years has been that, since Popejoy is housed at the University, many people think it is completely funded by the University and/or is part of the College of Fine Arts, which is not true. Popejoy Hall falls under UNM's auxiliary services, similar to the Bookstore, and therefore needs to support itself through ticket sales and fundraising.

#### Branding Initiative Update (information item)

Cinnamon Blair presented the item. The branding initiative process began in June and a contract with the ad agency, 160over90, was signed at the end of August. September and October were spent in the discovery phase when the agency analyzed all past and present collateral material, website addresses, installations, and other advertising, as well as marketing research performed over the past five years. The



agency came to campus for a week and spent 4 days in intensive face-to-face interviews with a wide range of constituencies, interviewing over 300 people. In addition to individual interviews, electronic surveys were sent out to the UNM community to solicit views and input to which there were over 450 responses. In November, 160over90 presented to the Brand Steering Committee an overview of the information that had been gathered during the discovery phase. From the input, the agency distilled out common themes related to what people think about the University: 1) A sense of place--geography, climate, architecture, culture, holistic place, distinctive, historically rooted with rich past, 2) Diversity--ethnically, culturally, socially, and intellectually, the people's university, lack of homogeneity, one can still be him/herself here, 3) There is a soul and spirit to the University—UNM is seen as the heartbeat to the State, inextricably linked to the State of New Mexico, connection and commitment to the land and culture and people, 4) Understated—UNM's story is not well-told due to a poor self-concept, 5) We are at a crossroads—on the edge of who we want to be and at a point in to decide, 6) Innovation and Creativity—a snapshot of the future of America, an economic driver for the State and region, still a wild-west image that lends excitement and also says change is possible here and we can be that agent of change, 7) Always doing more with less—UNM is scrappy, resilient, tenacious, and 8) Misperceptions—commuter campus, the default university, not well understood, and 9) Fragmentation—gulf across Lomas, the need to be more united. The common themes provide insights to guide the development of the creative work. Motivating support points--location, discovery, commitment, culture, and value, will also be guiding concepts. Next steps involve the Brand Concept to be presented to the Brand Steering Committee on December 16; the Brand Strategy Rollout to the public will be presented on January 21. In February, for UNM's birthday, a more visible presentation will be made. After that, The Build Phase will be ongoing and involve building creative and narrative brand representation that will be implemented across campus. There will be involvement with Enrollment Management to provide guidance for recruiting and rapid engagement of accepted students.

Regent Koch mentioned the revenue impact to changes in enrollment and asked Terry Babbitt address that. Dr. Babbitt confirmed the value of branding, not just for recruitment, but the institution will benefit if a unified, common message is communicated by everyone. The branding exercise will bring together all the best things about the University. There was discussion about recruitment targets, demographics and strategies that have been communicated to the ad agency so they are aware of the University's plans, goals, and successes.

Regent Koch reminded of the \$1 million the Regents took out from the Regents' endowment fund to invest in increasing enrollment. He said there was discussion in Finance and Facilities Committee of the need to determine how the campaign will be funded after the \$1 million. For this to be successful, there needs to be follow-through to the Regents' \$1 million investment. Regent Koch requested a presentation be made to the Regents assessing what will happen after the \$1 million. President Frank responded in agreement and added that in order to obtain the impact that the University needs, a 3 to 5-year funding method needs to be developed, and this will be brought to the Regents.

Ms. Blair thanked President Frank and the Regents for the support and commitment they have shown, because it is going to take more than money for this to be successful. It is going to take institutional will, people believing in this and taking it forward within their aspects of the organization. These are things that cannot be paid for, and the fact that people have been very responsive to this effort has been a great part of this exercise.

Regent Doughty had questions and commented his concerns about the presentation of the concepts and whether they convey the unique qualities of UNM, a major research flagship institution promoting excellence. Ms. Blair responded and outlined the 5 motivating support points for developing the concepts and talked about the need for an overarching concept that will describe the University without taking away from its individual parts. Right now, there are pockets of excellence and pockets of success that are distributed in a way that do not coalesce. President Frank added the generic terminology presented will be developed to convey what makes UNM distinct and differentiate it from other universities in New Mexico and the region.

Student Regent Berryman requested confirmation that the \$1 million from the Regents' endowment will be used for implementation over the next calendar year. Ms. Blair confirmed that was her understanding. Regent Berryman inquired at which point in the phase the Regents will see exactly how the money will be spent. Regent Koch said the Regents are not going to give \$1 million without control and some scrutiny on how it will be spent. This will come to the Regents' Finance and Facilities Committee and the Regents with something like a budget as to how and toward what areas the money will be spent, based also on Terry Babbitt's input on where to recruit. This may occur in January or February, or earlier.

#### ACADEMIC / STUDENT AFFAIRS & RESEARCH COMMITTEE

##### Update from the Provost

Provost Chaouki Abdallah provided his report, and began with looking back at accomplishments over the past four years since he became Provost. Four years ago, there was a 3,500 cohort of high school graduates enrolled but retention rates at the time were much lower than current. As a response to that, the Board of Regents invested in the Academic Plan of the University and those investments have yielded many positive results, including awarding now more than 5,000 degrees per year. New Mexico Workforce Solutions data was discussed and on average UNM graduates who have been out of school 3-4 years are making annual salaries of \$47K. About 60% of the graduates stay in the State, which equates to \$130 million in new salaries for the State economy. Each year many graduates go on to defend the country, start businesses, teach, or go forward to graduate school in other states giving UNM a good reputation. Other accomplishments, specifically within Athletics, were discussed and include a Women's Cross Country Championship and a successful Football team. Provost Abdallah commented that during his time as Provost he has learned the value of general education and of the people such as Regents, Administrators, Deans, Faculty, and Staff, to the mission of the University. Vice President for Research, Michael Dougher, was commended by Provost Abdallah for his 36 years of exemplary service to the University as he will be retiring at the end of December 2015. While the mission of the University is difficult, it is important for everyone to strive to fulfill it.

Provost Abdallah provided an update on Academic Affairs initiatives which focus on student success and faculty strength. The challenges were demographics. At one time the University was expanding quickly and the resources could not accommodate. Due to the wide spectrum of student preparedness and faculty and staff needs, there were a number of interventions and funding requests presented to the Regents which were funded. Success outcomes from initiatives included steadily increasing graduation rates, number of degrees awarded, increase in research funding, and increase in national and international awards. This was achieved by a \$3 million per year annual investment which also went to hiring faculty and staff support. Some resources were put into preparing students who were not ready for university along with providing students at the upper end with the Honors College. The amount of credit hours required to graduate for many degrees has been reduced to 120 credit hours. The initiatives, though positive, have impacted the number of students enrolled per semester as students are moving faster through the system. More recently enrollment is going down as graduation rates are increasing.

The long-term investments are about \$1.5 million per year, for example, reimagining the College of Education which currently receives \$3 million per year in support from the Foundation, approximately \$1.2 million from the Kellogg Foundation and \$1.5 million from the ECMC Foundation. Several charts were presented which display data regarding the Academic Plan investments and benefits. The original FY2016 Academic Plan calls for \$3 million for various initiatives, however due to budget constraints, the request has scaled back to \$750K. Because of initiatives, the University is reducing the time it takes to graduate, and the graduation rate went from 45.8% to 49% in four years. Investments take time and success is not always seen immediately but continues to trend positively each year. Of UNM's Peer Institutions, the achievement gap is anywhere from 7-10%, which is a huge improvement. Those students who are most at need are doing as well because of the financial support the University is providing them. Other areas of the Academic Plan were briefly discussed, and included faculty hiring and a focus on Assistant Professors.

The University has invested \$18 million of new money into the Academic Enterprise and \$47K on average is what graduates make 5 years approximately after graduation. This is a huge return on investment in terms of salaries and a big economic impact to the State. The School of Engineering has a return on investment (ROI) of 13.5%, which is 6th in the nation. The University cannot deliver a high quality

education for a flagship institution without investing in various initiatives and research. Also, the reputation and rankings of the University are important and in many rankings UNM does extremely well. It is crucial for the University to continue to be successful and retain its top faculty members. Provost Abdallah reviewed what faculty and staff want from the University, which includes collaborative governance, job satisfaction, respect and appreciation, tenure clarity, diversity, professional development, and compensation/benefits. Many of those items do not cost anything but are important to be addressed and are being worked on.

Approval of Honorary Degrees

Regent Hosmer presented the item and motioned approval. The motion was made without saying the names of the candidates because the names must be kept confidential until the candidates are notified and have accepted their respective degrees.

**The motion to approve the 2016 honorary degree candidates as presented in the November 24, 2015 memo from the Office of University Secretary and approved at the December 3, 2015, Regents' Academic/Student Affairs and Research Committee passed unanimously (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Quillen).**

Approval of Fall 2015 Degrees

Stefan Posse presented the item and requested Regents' approval of a total number of 2,371 degree candidates for Fall 2015.

**The motion to approve the 2015 Fall Degree candidates as presented passed by unanimous vote (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Koch).**

HEALTH SCIENCE CENTER BOARD OF DIRECTORS

Consent Agenda:

Regent Doughty read the items on the HSC consent agenda.

1. Approval of UNM Hospitals Contract with 3M Consulting Services
2. Approval of UNM Hospitals Contract with Precyse Solutions, LLC

**The motion to approve the consent agenda as presented passed unanimously (1<sup>st</sup> Koch; 2<sup>nd</sup> Berryman).**

Approval of the UNM Health Sciences Center Degree Candidates for Fall 2015

Chancellor Roth presented the item and requested Regents' approval of the HSC degree candidates Fall 2015.

**The motion to approve the UNM Health Sciences Center Degree Candidates as presented for Fall 2015 passed unanimously (1<sup>st</sup> Quillen; 2<sup>nd</sup> Koch).**

Approval of the Nominations to the UNM Medical Group, Inc. Board of Directors

Regent Robert Doughty presented the item. Information about the nominees, their terms and bios, was provided in the agenda book.

**The motion to approve the nominations to the UNM Medical Group, Inc. Board of Directors as presented passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Berryman).**

Chancellor's Report

Regent Doughty asked Chancellor Roth to give his report. After President Frank's request that the Health Sciences Center (HSC) look at UNM-West and assume more responsibility there, Jamie Silva-Steele has been actively leading the effort at UNM-West and at Rio Rancho. During a recent Rio Rancho City Council meeting, the Council strongly supported the continuation of involvement and partnership with the city and the University will continue to receive funds from the higher education gross receipts tax that was passed in that community.

Over the last couple of months the HSC has been visited by The Joint Commission of Accreditation for Hospitals, the national association that accredits colleges of pharmacy, the New Mexico Environmental Department, the Center for Disease Control and Prevention, the U.S. Department of Agriculture, and The Association for the Accreditation of Human Research Protection, to review and accredit and continue to certify those programs, and Dr. Roth was pleased to say that the HSC passed all of those accreditations and has received commendation in all of them.

#### COMMENTS FROM REGENTS' ADVISORS

UNM Foundation – Laurie Moye, Vice-Chair of UNM Foundation Board of Trustees, gave the quarterly report. Fundraising highlights were reviewed and included two gifts to the School of Medicine totaling \$613K, one gift to the Cancer Research and Treatment Center totaling \$850K, one gift to the College of Engineering and University College totalling \$200K, and one gift to the College of Arts and Sciences totaling \$125K. A report was included in the EBook which detailed the Consolidated Investment Fund performance and performance of the three endowments; all are performing well. The Aria Family Foundation gifted solar panels to the University and they have made approximately \$1 million in contributions to the University over the last five years. These solar panels have saved the University \$71K in electric costs, which totals over 361Kw of reoccurring electricity annual. The panels have been installed at Continuing Education, Math and Science Learning Center, UNM West, in the future at the McKinnon Family Tennis Facility.

ASUNM – Jenna Hagengruber, ASUNM President provided a report. ASUNM has made huge strides and while they understand there will be a student fee increase in the upcoming year the students were made aware of why it is happening and understand how it will benefit them. ASUNM has made great efforts to help students stay informed on what is going on with the Lottery Scholarship, SFRB, Capital Renewal and Institutional Bonds. Ms. Hagengruber thanked the Board for supporting students.

GPSA – Texanna Martin, GPSA President, provided a report. Dean Mark Peceny received the Luminaria Award for inclusive excellence, sponsored by the Office of Equity and Inclusion. The Great American Smoke Out was a successful event and cards were passed out. Ms. Martin thanked Regent Hosmer for attending; he won the money and donated it to the GPSA. That money will be used to fund a professional proof reader for GPSA. The fall grant cycle has finished and there were four \$5K New Mexico Research (high priority) grants awarded, ten \$3K New Mexico Research (general priority) grants awarded, and 14 Professional Development grants were awarded. There were 400 total scholarships and grants that were requested, making this the most successful grant cycle. The funding comes from the annual GPSA budget graduate allocation fund, which is money used to support students.

Staff Council – Crystal Davis, Staff Council President, provided a report. Ms. Davis shared several emails from fellow staff members. One email stated the partnership between employee and employer has disintegrated and that loyalty is seen as weakness. One email stated the Regents and Administration failed to build a stable financial footing for the University which does not have room for compensation increases. One email stated on North Campus many administrators have received pay increases, while many staff has seen a loss in pay due to increases in health benefits and retirement. Many staff members are picking up the slack for gaps in staffing and many are doing two jobs with no increases in pay despite the increased work load. Non-exempt employees are not granted overtime but are being asked to get the work done for two positions and are chided if anything slips through the cracks. Staff members have sacrificed so much and morale is very low. UNM may no longer be seen as a desirable place to work and it may become difficult to recruit staff in the future. Two spreadsheets were presented and were also included in the EBook. These spreadsheets detailed how employees making \$50K and \$30K are actually making significantly less due to increase in health insurance and retirement. Ms. Davis asked that Staff be considered when making budget decisions. Also, Ms. Davis thanked the Regents for the December 2015 Premium Holiday.

Regent Fortner commented that State outcomes are not good and the price of oil barrels continues to go down. He reiterated that Staff is important to the University and their hard work is appreciated.

Faculty Senate – Stefan Posse, Faculty Senate President, provided a report. Dr. Posse thanked the Regents and Administration for including faculty in the budget discussions. The budget development process is a difficult task and solutions are hard. The Faculty Senate has two considerations for the budget process, areas of investment and identifying sources of revenue. A report on these two items will be forthcoming. The Faculty Senate is not advocating a tuition increase. There are many pockets of excellence within the

University. It is important to make these programs competitive and ensure they are not undervalued; faculty can aid in this. The University is diverse and the branding initiative will identify that. Investments in the University will help and lead to success.

PUBLIC COMMENT (No comments)

VOTE TO ADJOURN

There being no other business, Regent Fortner announced there would not be a closed session following the open session. Regent Fortner asked for a motion to adjourn the meeting. Regent Lee motion; Regent Hosmer seconded; the motion passed unanimously.

The meeting adjourned at 12:06 pm.

**Approved:**

**Attest:**

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**Jack L. Fortner, President**

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**Bradley C. Hosmer, Secretary/Treasurer**

**Minutes of the Special Joint Meeting of the Board of Regents of  
The University of New Mexico and New Mexico State University  
December 16, 2015  
Tow Diehm Athletic Facility  
University of New Mexico**

UNM Members present

Robert M. Doughty, Vice President; Bradley C. Hosmer, Secretary Treasurer; James (Jamie) H. Koch; Suzanne Quillen (telephonically); Marron Lee; Ryan Berryman

UNM Members absent

Jack L. Fortner, President

NMSU Members present

Mike Cheney, Chair; Debra Hicks, Vice chair; Amanda López Askin, Secretary Treasurer; Jerean Hutchinson; Kari Mitchell (telephonically)

UNM Administration present

Robert G. Frank, President; Chaouki Abdallah, Provost and EVP for Academic Affairs

NMSU Administration present

Garrey Carruthers, Chancellor; Dan Howard, Executive Vice President and Provost

Presenters in attendance

Representative Bill McCamley, NM House of Representatives; Greg Heileman, Associate Provost for Academic Affairs (UNM); Dustin Chavez, ASNMSU President; Jenna Hagengruber, ASUNM President

CALL TO ORDER

NMSU Regent Chair Mike Cheney called the meeting to order at 4:30 PM.

INTRODUCTIONS

The attendees in the room introduced themselves, including UNM Regent Quillen and NMSU Regent Mitchell, both of whom attended the meeting via FaceTime.

APPROVAL OF THE AGENDA

Chair Cheney asked for a motion to approve the agenda with one modification, switch agenda items 6 and 7 to allow Representative McCamley's presentation to occur before the Issues in Higher Education agenda item.

**The motion to approve the agenda as modified pass unanimously (1<sup>st</sup> Doughty; 2<sup>nd</sup> Askin).**

COMMENTS

President Bob Frank welcomed the NMSU attendees to UNM. President Carruthers thanked Regent Jamie Koch for his public service to the State throughout the many years he has known him. President Carruthers thanked President Frank for his collegiality and for the support he gave to NMSU in its efforts to gain membership for Olympic sports in the Mountain West Conference. President Carruthers recognized Provost Howard and Provost Abdallah for their collaborative work and leadership in academic matters in the State of New Mexico.

PRESENTATION: "Job Creation Performance Metrics for University Economic Development Organizations"

Representative McCamley addressed the issue of economic growth within the State to foster job creation so more students who graduate from institutions of higher education will be able to find jobs in New Mexico. The economic situation in New Mexico has a 6.8% unemployment rate, compared to a 5% national rate. The State is behind in wages, which is not fostering economic growth, and the State's biggest export is talent. Rep. McCamley encouraged greater involvement in promoting economic development to alleviate frustrations by residents or graduates who want to stay in New Mexico but are unable to do so due to the lack of jobs. Rep. McCamley serves on the Jobs Council and presented a document from that committee, the

New Mexico Job Creation Assessment, Bernalillo County Job Creation Potential report of 2014. Rep. McCamley discussed Jobs Council proposals that address economic development and encouraged greater use of performance metrics, such as jobs creation, for universities that have economic development division. He also presented a draft house bill relating to higher education, requiring reporting by certain educational institutions regarding economic-development-related programs, requiring reporting by the higher education department and asked for feedback. There was further discussion.

#### ISSUES IN HIGHER EDUCATION

Provosts Howard and Abdallah presented the item. Provost Abdallah said the universities have been collaborating on many areas in higher education, focusing on the initiatives the Governor launched pertaining to articulation and transfer. The three areas the universities are focusing on to support the initiatives introduced by the Governor and The Secretary of Higher Education, Barbara Damron, are: 1) meta-majors, 2) articulation, and 3) general education. Dual credit is another area of focus. Provost Howard discussed general education issues and efforts underway to address a revamp of the curriculum. The primary concern with the general education curriculum is its focus on content knowledge rather than transferrable skills in demand in the market place. Provost Abdallah reported that Secretary Damron expressed support to address a revamp of the general education curriculum and concurred holding a general education summit in January. All 32 institutions of higher education will be invited. Provost Howard spoke about meta-majors and the issues surrounding dual credit. Greg Heileman gave a demo of software UNM has developed to facilitate articulation, meta-majors, and general education. Regent Mitchell applauded UNM for the software and requested Dr. Heileman give a demo at NMSU. There was further discussion.

Regent Koch left the meeting at 5:10 PM.

#### UPDATE ON LOTTERY SCHOLARSHIP DISCUSSIONS

Student Regent Berryman introduced the item and the student leader presenters. Jenna Hagengruber gave a brief summary of the outcomes of the Lottery Summit which took place at UNM on October 2 where all four-year NM institutions were invited along with NM State Representatives and Senators. There was discussion about the Lottery Scholarship. Lottery sales plateaued at \$40 million for the Lottery Scholarship fund. The Liquor Excise tax contributing \$19 million to the fund is planned for sunset in FY17, and if there is no extension, the fund will see a 30% reduction. Student leaders are planning to request a 4-year extension to buy time to find a solvent solution. There was further discussion about proposed changes to the Lottery Scholarship, for example allowing for a gap year, a year to delay entry to an institution of higher education. Dustin Chavez spoke about the Undergraduate Council of University Presidents (UCUP).

#### COMMENTS

There were no further comments.

#### ADJOURNMENT

Chair Cheney adjourned the meeting at 5:44 pm.

**Approved:**

**Attest:**

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**Jack L. Fortner, President**

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**Bradley C. Hosmer, Secretary/Treasurer**

### Tab 3

## Presentation of 2015 Regents' Meritorious Service Award

*The University of New Mexico Board of Regents  
is proud to bestow the  
2015 Regents' Meritorious Service Award to  
Cheryl L. Willman, MD  
in recognition of her scientific and  
academic leadership in the  
National Cancer Institute designation  
of UNM as a  
Comprehensive Cancer Center*



Tab 4

Approval of the Pricing Resolution for the UNM Series  
2016A and 2016B Bonds

*(supporting materials will be available on or before the meeting)*

Tab 5

Approval of VPR Gabriel Lopez as the UNM  
Representative on the New Mexico Consortium Board of  
Directors

*will be presented at the meeting*

Tab 6

The President's Administrative Report

*will be presented at the meeting*

## Tab 7

### Approval of the FY15 University Consolidated Financial Statements External Audit Report by KPMG and Moss Adams.

This report is posted on the State Auditor's website and the University's Financial Services Department website at the following link. <http://fsd.unm.edu/resources/audrep15.pdf>

Tab 8  
Provost's Update

*will be presented at the meeting*



2.4.16

UNM Board of Regents Academic and  
Student Affairs and Research Committee



UNM

*Global & National  
Security Policy Institute*

# Why have a conversation about global and national security in higher education?



**Global and national security, broadly defined, in a rapidly changing world with interconnected economies and technologies is a fundamental concern in the 21st century**

- UNM rich programs in many disciplines related to national security
- Collaborative research with DOE national laboratories
- UNM is in a strong position to launch a coordinated educational and research national security program to train our future leaders and enhance our graduates competitive edge in the market place



# Why have a conversation about global and national security in higher education? Continued...



## From Global to Local

- Terrorism
- Imploding States
- Refugees
- Technology Transfer, Global Financial Investments, Trade



# Global & National Security, Broadly Defined: An Interdisciplinary Model



# Key Recommendations

## Establish a UNM university-wide, sustainable, interdisciplinary Global and National Security Policy Institute (GNSPI)

- UNM wide senior faculty committee
- Enhance UNM standing across the country in National Security
- Help UNM compete for funding & institutionalize collaboration with the national labs, national security industry, and other academic institutions
- Enhance UNM graduates' competitive edge in seeking employment

# Key Recommendations

## **Establish an interdisciplinary non-traditional, module-based, MA in Global and National Security**

- Long weekend team taught modules over 1-2 years
- Primarily students from the workforce
- Modules include international regimes, environmental security and resiliency, nuclear policy, law, global, natural resources, health, human and cyber security

# Key Recommendations



- Establish an interdisciplinary undergraduate National Security Certificate (Already in Place)
- Establish an interdisciplinary graduate National Security Certificate (Preliminary Stages)

# Key Recommendations

## Positive Responses from New Mexico Scientific Community

- Sandia & Los Alamos national labs: Possible team teaching and joint hires
- Raytheon, Northrop-Grumman: Excited about hiring more UNM graduates & developing learning opportunities for their workforce

### Other Major Universities with National Security Programs:

- East Coast: Harvard, MIT, Princeton, Tufts, Johns Hopkins, Georgetown, GW, etc.
- West Coast: Stanford, UCLA, Arizona, Colorado, Denver, etc.
- Others: Chicago, Illinois, Ohio, Georgia, Texas, etc.



# Projected Revenue and Expenses

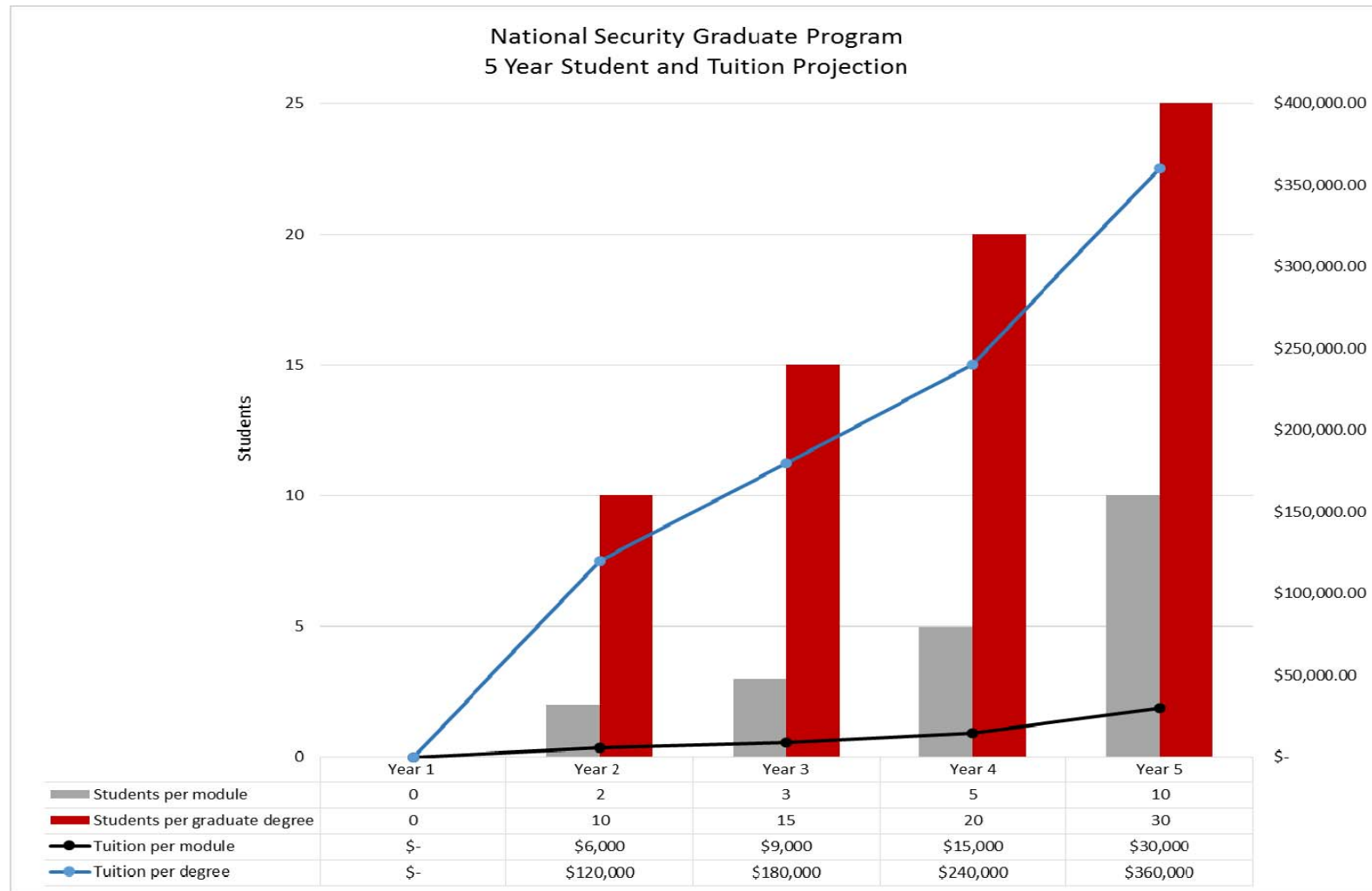
	Year 1 (1)	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>					
<b><i>Tuition Revenue -</i></b>					
Per module	\$ -	\$ 6,000	\$ 9,000	\$ 15,000	\$ 30,000
Per graduate degree	\$ -	\$ 120,000	\$ 180,000	\$ 240,000	\$ 360,000
<b><i>Other Revenue-</i></b>					
UNM Subsidy	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -
External Support	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Reserves	\$ -	\$ -	\$ 39,400	\$ 98,500	\$ -
<b>Total Revenue</b>	<b>\$ 150,000</b>	<b>\$ 276,000</b>	<b>\$ 378,400</b>	<b>\$ 453,500</b>	<b>\$ 490,000</b>
<b>Expenses</b>					
<b><i>Salary Expense-</i></b>					
Faculty	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Temporary Faculty	\$ -	\$ 72,000	\$ 108,000	\$ 144,000	\$ 144,000
Director	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Staff Support	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Fringe Benefits	\$ 27,000	\$ 27,000	\$ 27,000	\$ 57,000	\$ 57,000
<b><i>Operating Expense-</i></b>					
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Equipment	\$ 2,000	\$ 4,000	\$ 5,000	\$ 6,000	\$ 6,000
Other (travel, taxes, etc.)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Administrative Overhead	\$ -	\$ 12,600	\$ 18,900	\$ 25,500	\$ 39,000
<b>Total Expenses</b>	<b>\$ 150,000</b>	<b>\$ 236,600</b>	<b>\$ 279,900</b>	<b>\$ 453,500</b>	<b>\$ 467,000</b>
<b>Net</b>	<b>\$ -</b>	<b>\$ 39,400</b>	<b>\$ 98,500</b>	<b>\$ -</b>	<b>\$ 23,000</b>

(1) Startup year, no tuition revenue until degrees are approved

- Internal investment in GNSPI by UNM of \$50,000 per year
- External investment in GNSPI by national labs and the national security business community of \$100,000
- GNSPI should become self-supporting in 3 years based on tuition and student enrollment projections
- Proposed tuition rates are comparable to UNM professional graduate programs and competitive to other National Security programs



# Projected Revenue and Expenses



# Comments & Questions



UNM

*Global & National  
Security Policy Institute*





UNM

*Global & National  
Security Policy Institute*



# National Security Report

Prepared for the  
UNM Board of Regents  
Academic and Student Affairs and Research Committee

by Dr. Emile Nakhleh  
Coordinator, UNM National Security Programs

11.5.15

**National Security Report**

**Submitted to  
Dr. Chaouki Abdallah  
Provost, University of New Mexico**

**Submitted by  
Dr. Emile Nakhleh  
Coordinator, UNM National Security Programs**

**June 30, 2015**

## **Key Recommendations**

- 1. Establish a UNM university-wide, sustainable, interdisciplinary Global and National Security Policy Institute (GNSPI), with its own brand, to be housed in the office of the UNM Provost.**
- 2. Establish an interdisciplinary Undergraduate National Security Certificate, along the lines of the existing National Security and Strategic Analysis (NSSA) Certificate, approved by the Faculty and Regents in 2014 and currently housed in University College.**
- 3. Establish an interdisciplinary Graduate National Security Certificate, to be housed in the Graduate Studies Office.**
- 4. Establish an interdisciplinary, non-traditional (long weekend modules) MA in National Security, to be housed in the Graduate Studies Office.**

## **Background**

Following a series of discussions with the UNM Provost Chaouki Abdallah and Associate Provost Greg Heileman in the fall of 2014 about the rich, albeit discrete, national security programs offered at UNM, the Provost appointed me to explore UNM programs, courses, research, and projects, which could relate to national security, broadly defined, and recommend whether they should be placed under a broad umbrella with its own brand. The appointment was prompted by the fact that UNM offers a wealth of programs and courses related to national security, including international relations, foreign policy, public policy, the humanities, social sciences, engineering, computer science, cyber security, management, technology, leadership, human geography, health sciences, law, conflict and conflict resolution, and political economy.

Given the strength and breadth of the UNM existing programs in this area, the diversity of our students, and the collaborative research with the national labs—particularly Sandia and Los Alamos—UNM, as the flagship institution of higher education in New Mexico, is in a strong position to launch coordinated educational and research programs that would be integral to our nation's physical, human, and cyber security. Such programs would promote the development of fundamental theories, advanced analysis, and novel methods and technologies, as well as provide our students and non-traditional students from the workforce (the national labs and national security corporations, including, among others, Raytheon, Northrop Grumman, and Applied Research Associates) with the knowledge, skills, and opportunities necessary to successfully compete for careers in national security. Furthermore, the diversity of the UNM student body will bring to the national security mix language and cultural expertise and understanding, which would help our future leaders better interact with leaders from other cultures and societies.

After I was appointed in November to coordinate these programs, I held a series of individual meetings with UNM academic leaders, ranging from President Bob Frank to deans, department chairs, professors, and program directors. As a Senior Adviser to the National Security Studies Program, together with Jim Tegnalia, I held several meetings with the NSSP director, Frank Gilfeather, and members of the NSSP advisory committee. I also met with Regent Brad Hosmer and with the Chancellor of the UNM School of Medicine, Paul Roth. By early January 2015, I had met with every dean and department chair. A vast majority of the UNM academic leaders I met were enthused about the initiative, and several said, “How come you waited so long?” Once “national security” was explained as a much wider area of research and teaching than intelligence, many began to view the initiative as win-win for the students, the faculty, and the university as a whole.

## **UNM National Security Committee**

Following the myriad of meetings, which constituted the first stage of the initiative, I recommended to the Provost to appoint a high-level committee that would represent the entire university—School of Medicine, School of Law, Anderson School of Management, School of Engineering, and College of Arts & Sciences. The UNM National Security Committee, which the Provost appointed in January 2015, consisted of one Dean, one Associate Dean, six department chairs, and five professors. I chaired the committee and moderated its meetings. Half way in the semester, Bob Miller, Chair of the Biology Department, was replaced by Professor Dave Hanson (Appendix I) The committee met bi-weekly on Fridays from late January until late June. Toward the end, we also met with five representatives from Sandia National Laboratories, Raytheon, Northrop Grumman Corporation, and Applied Research Associates (ARA).

The Committee was given the following tasks:

- Identify the national security-related courses and programs in different departments and colleges that students could take in addition to their discipline majors as a certificate or a minor. Once a student takes some of these courses, on the undergraduate or graduate level and fulfill their Certificate or minor requirements, a Certificate or a minor in national security would be so indicated on the student's degree. The national security program should be interdisciplinary.
- Recommend a name and a brand of the umbrella entity and how to identify it. What is important is that such an entity should be university-wide—Arts & Sciences, Engineering, Anderson, Law, and Health Services—and should not be identified with any one department, college, or discipline.
- Recommend where such an entity should be housed. Again, the housing of

the national security entity should signal to the UNM community that it is a university entity that transcends existing stovepipes.

- Explore the possibility of establishing a non-traditional Masters degree in National Security, which would be offered to students from the New Mexico labs, national security-oriented corporations, and State and Federal Government offices in the area. Regular UNM students could also enroll in this degree program. The UNM Executive MBA degree might offer a useful model for the proposed Masters in national security.

### **Guest Reactions**

As the committee meetings were winding down, we invited senior representatives from Sandia National Labs and the national security community in Albuquerque to hear their views on the UNM national security initiative. In response to our presentation about the establishment of a national security program at UNM (Institute, certificates, minors, and a non-traditional masters degree), the representatives from Sandia, Raytheon, Northrop Grumman, and ARA generally endorsed the UNM approach and made several important points.

- They strongly supported the UNM national security initiative and the establishment of a National Security Institute at UNM and would be happy to serve on its Advisory Board.
- They thought UNM with its rich programs across different disciplines and colleges and its proximity to the national labs could over time become nationally known as a university with a recognized national security program.
- They were excited at the prospect of hiring more UNM students trained in this program and of sending more of their employees to study at UNM national security programs, especially at the masters degree level.
- They supported the establishment of a non-traditional masters degree in national security, broadly defined, that would consist primarily of a series of long weekend concentrated modules in different fields. They look to these modules to provide their employees with a broader context in policy, law, the humanities, and social sciences, which would enhance their employees' understanding of the cultures and leadership decision-making in countries they interact with. They thought a series of graduate interdisciplinary modules over one-two years, offered across long weekends, with commensurate number of graduate credit hours, should satisfy the requirements of a professional masters degree in national security. They liked the idea of having some of their professionals team-teach some of these modules with UNM faculty.

- They emphasized the need for a sustained institutional commitment to the national security initiative—administratively and financially. A “branded” entity, such as MIT Seminar XX1, would differentiate UNM from other schools by what it plans to offer in national security, broadly defined. By emphasizing nuclear technology, policy, treaties, and laws, for example, and highlighting its proximity to the national labs (Sandia, Los Alamos, and the Air Force Research Lab), the UNM national security programs would become more nationally known and more attractive to students from out of state.
- They recommended that the program be friendly to professional workers and aim at helping these professionals understand government and international policies and cultures related to defense businesses. They believed that continuing education, intellectual stimulation, and broadening thinking aspects are key to working professionals at the labs and other defense industries.
- In a recent email, a senior representative from Northrop Grumman made several key points about the UNM national security initiative: a) “The potential for UNM is very exciting and will ultimately move the University into a new level of expertise that meets Industry’s needs;” b) Although “many institutions provide basic technical and engineering skills, few give graduating students insights into the geopolitical, economical and international perspectives, and how they relate to the products that we develop;” c) “Northrop Grumman believes that the technical solution to a problem is just a part of the way forward on providing our customers high quality products or services;” and d) “Success completion of your goals will certainly better prepare UNM students to allow them to quickly integrate themselves into our various complex programs.”

## **Establishment of a Global and National Security Policy Institute at UNM**

### **Rationale**

UNM offers a wealth of programs and courses related to national security, including in health sciences, law, technology management, engineering, biology, computer science, foreign policy, public policy, the humanities, social sciences, leadership, human geography, anthropology, and political economy. Given the strength and breadth of these programs, the diversity of UNM students, and the collaborative research with DOE national labs, UNM is in a strong position to launch a coordinated educational and research initiative that could contribute to the nation’s physical, human, and cyber security.

- The GNSPI will provide UNM traditional and non-traditional students with the knowledge, skills, and opportunities necessary to successfully compete

for careers in national security, broadly defined. Certificates, minors, and degrees in national security would enhance our students' competitive edge in seeking employment in government and in the private sector. The envisioned national security architecture would also make UNM more known nationally and more competitive for national and international research, teaching, and training grants.

- In response to comments from the national security community, the name and brand of the envisioned Institute should reflect an organic connection between domestic and global national security policy, issues and concerns. This should give the Institute flexibility of course content and modes of delivery and would not limit the study of security only to nation-states but to non-state actors, non-governmental organizations, communities, different cultures, As the United States interacts with other nations, and as American educational, scientific, and national security corporations reach out to the rest of the world, a global national security institute at UNM would be the right vehicle to bring UNM into the national security field while taking into consideration global normative, social, economic, technological, and cultural and political change.

## **Scope and Mission**

To succeed, the Global and National Security Policy Institute must have its own “brand” to identify it as a national security entity within the State of New Mexico and nationally and at the same time differentiate it from other institutions. The UNM Institute’s proximity to DOE national labs with their emphasis on nuclear matters—both technical and policy aspects—should help it forge a deep and recurring relationship with the national security community, which would help in the training and employment of its graduates and in attracting non-traditional student and faculty from the local community and nationally. The GNSPI must also have a sustained, institutional commitment by UNM and its partners to national security in research, teaching, education, and training. This initiative is a win-win for UNM students, faculty, and the institution as a whole; it will certainly help nurture a deeper, long-term partnership between UNM, the labs, and the national security business community. Geographic proximity and commonality of purpose underscore the natural foundation of this collaboration. Although UNM colleges, schools, and departments will continue to be responsible for the quality and integrity of the courses and programs, which would fulfill the requirements of the national security undergraduate and graduate concentrations, minors, and degrees, the GNSPI will coordinate and streamline these programs and connect them to potential research and training funding sources. As things presently stand, students outside specific departments that offer national security related programs are not readily aware of them and do not benefit sufficiently from them.

- The GNSPI’s “value added” lies in its ability to bring together all the national security-related courses and programs in a coherent whole under a national security brand, which would be of value to the entire institution. Working with appropriate departments, the GNSPI will make sure these courses and programs are interdisciplinary in content and approach, combining the sciences, the legal and business environment, the social sciences, and the humanities, especially, languages, cultural values, and historical narratives. As such, the GNSPI is uniquely situated to oversee the interdisciplinary nature of course offerings and to streamline them for the benefit of the UNM community.
- This collaboration would allow UNM faculty and lab scientists and technology experts to team-teach graduate modules in specific fields, including, for example, non-proliferation policy, international agreements, social and cultural policies, technology transfer and management, and law.
- The DNI-funded National Security Studies Program (NSSP) would be housed in the GNSPI and would work jointly with the new Institute to make the current and envisioned national security certificate and minor available to students. In conjunction with other departments and schools, the GNSPI will work directly and cooperatively with other national security-related degree programs—for example, cyber security, information assurance, law, health, and food and water resources.
- The GNSPI will work jointly with other UNM entities and leaders in leading the UNM deepening relationship, including at the managerial level, with the national labs, the Department of energy, and other federal and state government departments focusing on national security.
- The GNSPI will be the formal entity within the University that projects UNM to the State of New Mexico and to the rest of the country as an institution of higher learning with national security programs and expertise whose graduates are qualified to compete for national security positions in government, the labs, and the private sector.

## **Operational Principles**

The UNM national security program would be grounded in partnering across the UNM campuses, schools, and departments beyond the constraints of stove piping and turf, and in employing an interdisciplinary approach and collaborative research methodologies. Creative complementarities, not debilitating competitiveness, would guide the UNM approach to national security, which would benefit current students and attract new students—both traditional students as well as students from the workforce.



- The diversity of the UNM student body should bring to the national security mix, in addition to scientific expertise and advanced research and analytics, language and cultural understanding, which would help our future leaders better interact with leaders from other cultures and societies.
- The GNSPI would foster an environment for experts from UNM, the national labs, and the private sector to participate as students and teachers in uniquely designed learning graduate modules, which would expand the horizons and contexts in which our scientists and future leaders operate.
- This collaborative environment, in addition, would encourage students and researchers to analyze the rising and ever changing national security threats and examine national workforce needs in the areas of security policy, legal environment, health sciences, cyber security and intelligence collections and analysis. It would advance the development of fundamental theories, advanced analysis, and new methods and technologies.

## **Administration**

A senior director with faculty status and an administrative assistant would manage the GNSPI. It would also have a high-level Advisory Board consisting of senior representatives from UNM, the national labs, and the national security corporations in Albuquerque and the wider New Mexico community. The Advisory Board would be assisted by a "Coordinating Committee" of faculty and outside representatives to help design graduate certificates and modules for a non-traditional masters degree in national security. The leadership role of the "Founding Director" will be critical to the success (or failure) of the Institute. The budget would cover the expenses of the director and the administrative assistant.

- It is imperative that at least initially the GNSPI be housed somewhere on the "Seventh Floor," and report to the Office of the Provost, perhaps under the direction of one of the Provost's key associates. Ultimately the Provost might decide to move the Institute to a new UNM-wide yet to be created. The central point here is that the Institute should have the imprimatur of the President, the Provost, and Chancellor of the Medical School and Health Sciences, and that it should be viewed as a UNM entity above stove pipes and departments, and not part of any specific department, school, or college.

As an expression of this envisioned long-term partnership, the University, the labs, and the national security business community would be called on to collectively provide the necessary resources (seed money) to establish the GNSPI and its certificate and degree programs. Once the University makes a budgetary commitment to the Institute, it is hoped the outside national security community would match it. Although most of the courses are already being provided at the university, the necessary expenses for the first three years (director, assistant,

instructional support, advertisement, community meetings, grant-seeking administrative support, etc.) would total approximately \$400,000 by year 3. Student tuition should generate enough income to defray most of these costs. For example, six students have already earned the national security undergraduate certificate in the first year. We expect the number to rise to 10-15 per year. Similar or greater numbers would be expected for a graduate certificate with revenues more than covering expected added costs.

Once established, the envisioned non-traditional masters degree in national security should attract a good number. The table below illustrates the projected income and expenses during the first three years of the program.

	Year 1	Year 2	Year 3
<b>Revenue</b>			
<i>Tuition Revenue-</i>			
Per module	\$ 6,000	\$ 9,000	\$ 15,000
Per graduate degree	\$ 120,000	\$ 180,000	\$ 240,000
<i>Other Revenue-</i>			
UNM Subsidy	\$ 150,000	\$ 100,000	\$ 100,000
External Support	\$ 50,000	\$ 50,000	\$ 50,000
<b>Total Revenue</b>	<b>\$ 326,000</b>	<b>\$ 339,000</b>	<b>\$ 405,000</b>
<b>Expenses</b>			
<i>Salary Expense-</i>			
Faculty	\$ -	\$ -	\$ 100,000
Temporary Faculty	\$ 48,000	\$ 72,000	\$ 96,000
Director	\$ 50,000	\$ 50,000	\$ 50,000
Staff Support	\$ 40,000	\$ 40,000	\$ 40,000
Fringe Benefits	\$ 27,000	\$ 27,000	\$ 57,000
<i>Operating Expense-</i>			
Supplies	\$ 1,000	\$ 1,500	\$ 1,500
Equipment	\$ 3,000	\$ 4,000	\$ 5,000
Other (travel, taxes, etc.)	\$ 25,000	\$ 27,500	\$ 30,000
Administrative Overhead	\$ 12,600	\$ 18,900	\$ 25,500
<b>Total Expenses</b>	<b>\$ 206,600</b>	<b>\$ 240,900</b>	<b>\$ 405,000</b>
<b>Net</b>	<b>\$ 119,400</b>	<b>\$ 98,100</b>	<b>\$ -</b>

Once the GNSPI is established and becomes self-sustained, it would work closely with UNM schools and departments, and with the labs and the national security community, to apply for research and educational grants and to have joint faculty hires in national security. This could lead down the road to hiring full-time faculty in national security in different fields of specialization, in cooperation with departments and colleges across campus.

- The Advisory Board and the Coordinating Committee would assist the director and administrative assistant in working closely with UNM colleges, schools, and departments to manage the undergraduate and graduate certificates and minors and other national security programs as well as develop and supervise a masters degree in national security, broadly defined. The GNSPI will also work with the New Mexico national security business community, the State of New Mexico, and the federal government to secure research and educational grants.

## **Undergraduate National Security Certificate**

The interdisciplinary Undergraduate National Security Certificate (UNSC) is expected to deepen students' expertise and competitive edge in seeking employment upon graduation. It may be earned by successful completion of a prescribed program of study as described in Appendix II below for students also earning an undergraduate degree at UNM. The certificate, which is currently housed in University College, is designed to provide specific knowledge and competencies to complement and extend the student's undergraduate degree and to provide exposure to a range of topics in the interdisciplinary field of national security and strategic analysis. Those competencies include knowledge of international policy and global cultural contexts, proficiency with analytical tools, and the ability to apply both in practice. The capstone course involves a demonstration of competency by the student through a coherent and critical analysis activity and academic paper based on their individual academic path and range of classes. Until the GNSPI is established, the current NSSA certificate and the proposed UNSC will continue to be supervised by Professor Frank Gilfeather and offered out of University College (National Security Studies Program, 3019 Mesa Vista Hall; e-mail: [gilfeath@unm.edu](mailto:gilfeath@unm.edu)). If a minor in national security is adopted, it too will remain in University College until the GNSPI is established.

## **Graduate National Security Certificate**

During the first year of its existence, the GNSPI's Advisory Board and Coordinating Committee are expected to finalize the work on a graduate certificate in national security. Such a certificate will initially be housed in the office of Graduate Studies.

Two types of Certificate programs could be developed. The first, and easiest to accomplish, would be an ***add-on program*** designed to give graduate students in established disciplines additional training that would prepare them for work in national security related positions. Coursework would cover topics such as international regimes and systems governing finance, banking, trade, technology, and security cooperation; international conflict and conflict resolution; civil wars and terrorism; comparative politics, law, and history; and foreign languages and cultures. The goal would be to provide students in technical fields, as well as those

in the humanities and social sciences, with a solid understanding of the contexts in which national security threats and countermeasures develop, as well as techniques for analysis of risk and policy effectiveness.

A second type of certificate program would be a ***stand alone certificate*** aimed at enhancing the skill sets of established professionals in technical, defense related fields, who need a broader understanding of international and comparative political factors, policy-making processes, and social-scientific analytical techniques that relate to the need for, and management and impact of, technologies. This would serve a constituency similar to that of a potential masters degree program, but with lesser requirements in terms of hours of coursework. To serve the intended audience, this certificate would need to be delivered to the extent possible through evening and weekend offerings, perhaps supplemented to a limited degree by online offerings. Program design would stress interdisciplinary approaches.

## **Masters Degree in National Security**

Representatives from national laboratories and defense industries in New Mexico have expressed strong interest in a masters degree that would prepare personnel who already hold advanced degrees in engineering and physical sciences fields to have a stronger understanding of the broader strategic, political/institutional, and cultural contexts in which defense, security, and technology policies are made, implemented, and have effects. Because many of the scientists and engineers who need this training are employed full-time, there is particular interest in a delivery format that is minimally disruptive of regular work obligations, perhaps following the model of the Anderson School of Management's Executive MBA program. That format concentrates classroom time over a limited number of very intensive long weekends, with home assignments in between, and is therefore more feasible for students holding regular professional positions. The committee is mindful of the time required for the review and approval process for new degrees at UNM. We note with interest the existence of an "International Security and Foreign Relations" substantive specialty within the Master of Public Policy program that already is in the final stages of state-level review, and to which the MPP program hopes to begin admitting students for August 2016. Discussions will need to be held with MPP leadership to determine whether an "executive" format—or at least steps in that direction--could be developed, and if so what the resource and program design requirements would be.

Pending the implementation of a specialized or adapted graduate degree program in national security analysis, the stand-alone certificate program described above could be an initial step, providing a more limited package of coursework related to international and comparative politics, international law, technology and policy, and comparative international history and culture.

Both the certificate and degree programs could be well served by development of interdisciplinary modules that draw on multiple perspectives to address such issues as international systemic risks, impact and management of technological change, and the interface of institutions and cultures.

Once established, the Institute's Advisory Board and Coordinating Committee would develop the national security graduate certificate and the masters degree program in cooperation with UNM schools and department and with the national security labs and industry.

The non-traditional masters degree in national security will incorporate a series of modules delivered in one-two years across long weekends (Wednesday-Saturday or Thursday-Sunday). Following are a few examples of such modules:

**International Regimes of Innovation:** Offered by the Finance, International, Technology, and Entrepreneurship (FITE) Department, this module would focus on international competitiveness as a basis for economic and, therefore, national security. Competitiveness has elements of technology development and innovation, infrastructure in all of its forms, financial capabilities to develop and execute such activities and many other interrelated factors. The module will cover:

a) International regimes of innovation and resultant economic activities; b) technology, R&D and other contributions to innovation in civilian and military products and services; c) international agreements and cooperation and their effect on competitive activities; d) financial systems and their effect on economic and national security and on competitive activities; and e) other related areas.

**International Regimes:** Somewhat overlaps with the above module, but without the emphasis on innovation, this module would focus on international interactions that take place under the frameworks of rules, institutions, regulatory frameworks, and accepted practices that are referred to in the aggregate as international regimes. Regimes combine elements of international law, international organization, norms, and administrative and bureaucratic systems. Often multiple regimes have bearing on a given set of issues and interactions. This module would require faculty contributions from law, political science, management, economics, and possibly other departments.

**Environmental Security:** Only recently have US agencies begun to take seriously the importance of environmental factors, including climate change, in shaping national security. This module would combine contributions from Earth and Planetary Sciences, Political Science, Economics, and Geography and Environmental Studies to assess the scope of challenges to human and economic security, as well as risks of conflict, associated with environmental stresses. Topics would include the extent or projected climate, physical, and ecological changes; economics of climate change impacts, adaptation, and mitigation; scope of population displacements; infrastructural requirements of climate adaptation; and empirical analysis of the impact of environment on civil and international conflict.

**Nuclear Policy and How the Legislative and Executive Branches Function:** Most graduates of UNM and most New Mexico employees have a scant knowledge of how Washington works. Some courses on how the executive and the legislative branches function would be good for both undergraduates and graduates as well as employees of the high tech community might be interested. This module should help explain nuclear policy for technical people who are employed in the labs and the national security community.

**The Rule of Law:** This module would explore the domestic and international legal constraints on nations and non-state actors during times of war or crises. Topics would include: constitutional law (such as the authorities assigned to the branches of the federal government over foreign affairs), criminal law (such as the essential elements of criminal offenses, including terrorism), national security law (such as the authority of the Executive and the role of the judiciary in times of war), international law (such as the war crimes and genocide), international human rights (such as protections for refugees and minority groups), and domestic preparedness (such as the roles of federal and state agencies in the event of a natural or man-made disaster).

**Global Health and Human Security:** This module combines the diverse fields of public health and preventive medicine, environmental studies and international law in exploring the challenges of population health in globalized world settings. Topics include bioterrorism, pandemic preparedness, epidemiological surveillance of emerging infectious diseases, non-communicable and neglected tropical diseases, social determinants of health, structural violence and the critical roles of governments, business and non-profit organizations in providing transformative leadership.

**Emergency Preparedness for Mid-Level Managers:** This module provides an overview of the dynamic world of natural and human generated disasters. Course material covers the various phases of the disaster cycle, ranging from the pre-event phase through the post-impact emergency response and longer-term recovery periods. Topics include the phases of emergency management; governance and organizational structure, disaster theory, case study of historical disasters, humanitarian assistance and the roles of military, social and economic dimensions of disasters, vulnerability, risk and protective factors, mitigation and environmentalism.

**Thinking Ahead for Emergency Response:** This module leads learners through the process of analyzing and assessing data frameworks and their usefulness in the immediate aftermath of natural or human generated disasters. Course material addresses data complexity, data accessibility, integration of environmental and infrastructural data at different scales, and the variability of data needs in dynamic and time-sensitive contexts. As a case study project, learners focus on a hypothetical

disaster scenario and assess the existing data frameworks that are currently available to emergency response teams within a given spatial extent. After completing this analysis, learners additionally conceptualize a framework for data collection, coordination and sharing that would improve response times and/or decision-making.

**Homeland Security and Global Problems:** This module provides learners with a broad, up-to-date and interdisciplinary overview of health and human security in the 21<sup>st</sup> century. Course materials cover making connections to world issues of inequality, work and trade, gender and family, access and success in education, crime, war and states of terror, democracy and human rights, ethnicity and religion, ecology, sustainability and urbanization, poverty and population health, technology and energy.

**Fundamentals of Cybersecurity:** This module covers the fundamental concepts associated with assuring the security of networked computing systems. Key security building blocks including authentication, authorization, encryption and public key infrastructure will be introduced. It also considers the differences between threats and vulnerabilities, and provides a categorization of cybersecurity attacks. Key industry and governmental security standards will be presented, and fundamental principles associated with securing a system will be articulated. Finally, the module will consider how emerging technologies impact the design and implementation of security system architectures.

**Data Science:** This course provides an overview of the key concepts associated with data science. Students will learn how to analyze data in order to gain insights and support data-informed decisionmaking. First, a background on data modeling and ingestion will be provided. This will include data “munging”, that is, the cleaning, sampling, and manipulation of raw data in order to prepare it for analyses. The module will also discuss data structures and database systems that support data analytics over large data sets and statistical analyses, regression, classification and prediction as applied to big data. Finally, the module will consider effective means for presenting analytics results, including discussion of data visualization, dashboards and visual analytics architectures.

**Understanding Resource Conflict:** This module focuses on key concepts in natural resource management, highlighting historical and contemporary case studies of resource-based conflict. Topics include: paradigms for understanding the human-environment relationship, scales of environmental governance, the special complexity of water as a fluid resource, resource dependence, the “resource curse,” intersections of political systems with resource control, and predicted scenarios for various natural resource futures including climate change.

## **Appendix I: Committee Members**

1	Steve Burd	Professor	Anderson
2	Jim Cheek	Professor	Health Sciences
3	Christos Christodoulou	Associate Dean	Engineering
4	Michalis Faloutsos	Chair	Computer Science
5	Kate Krause	Dean	Honors
6	Maria Lane	Chair	Geography & Env Studies
7	Alex Lubin	Chair	American Studies
8	Rob Miller/Dave Hanson	Chair, Professor	Biology, Biology
9	Walter Putnam	Chair	Modern Languages
10	Dawinder (Dave) Sidhu	Professor	Law
11	Bill Stanley	Chair	Political Science
12	Jim Tegnalia	Senior Adviser	NSSP
13	Emile Nakhleh	Coordinator and Moderator	

## **Appendix II: Undergraduate National Security and Strategic Analysis Certificate Requirements (Courses from UNM Catalog)**

Undergraduate national security certificates may be earned by successful completion of a prescribed program of study as described below for students also earning an undergraduate degree at UNM.

### **Application to the Program**

Students interested in the NSSA or UNSC Undergraduate National Security Certificate program must complete the application found at [nssp.unm.edu](http://nssp.unm.edu) and be accepted prior to enrolling in the gateway course, Introduction to National Security and Strategic Analysis (LAIS 309). Coursework earned prior to admission to the Certificate program will count toward Certificate requirements, if the coursework meets other Certificate requirements as described below. A new requirement: Philosophy 156: Reasoning and Critical Thinking is a prerequisite for entry into the program.

A student's program of studies must satisfy the following requirements and be pre-approved by the NSSP Faculty Committee one year prior to graduation. Students must complete one of the tracks described below or a pre-approved course of study.

An approval form is available on line and must be submitted to the NSSP office Mesa



Vista 3019 before the end of the semester in which the student is enrolled in Introduction to National Security and Strategic Analysis. Address questions to the NSSP Program Director, Professor Frank Gilfeather.

To earn the Undergraduate National Security Certificate, the student must:

1. Complete or have completed a baccalaureate degree at UNM.
2. Take a 3-credit course, Introduction to National Security and Strategic Analysis, or a pre-approved alternate course.
3. Take 9 credit hours of classes in groups A and B below with at least 3 credits from each group.
  - Group A - Political/Social Analysis
  - Group B - Quantitative Analysis
  - See additional discussion below in Courses in Group A and B for each approved track.
4. Complete a field analysis or research analysis project related to national security, strategic analysis or intelligence analysis as at least a 2-credit independent study course. Complete either a or b below as part of this requirement.
  - a. An analysis paper based on work in an approved internship or
  - b. An analysis paper based on an independent and faculty directed research project.
5. Take at least 3 semesters of a foreign language or demonstrate equivalent competency in a foreign language, or three additional courses in Group B.

### **Shared Credit Hours between Undergraduate Certificates and Degrees**

As long as courses taken for the NSSA/UNSC certificate fall within the prescribed time limits for an undergraduate degree, the University allows shared course work between undergraduate certificates and a baccalaureate degree. If the student completes the certificate in conjunction with an undergraduate degree program, the student may use courses from the certificate course work toward an undergraduate degree as long as the courses are approved as part of the degree and as part of the Certificate.

### **Courses in Group A and B**

Courses are not offered each year and some courses are topics or seminar courses. For topics and seminar courses, the National Security Faculty Committee requires approval of a specific topic. Other courses can substitute for these courses upon approval of the student's program by the committee. To encourage an interdisciplinary approach, at most 3 credits per department are allowed in each of

Group A and B. Only one course can be taken at the 100-200 level. Students need to be aware that many courses require one or more prerequisites, which may or may not count towards the Certificate, thus effectively increasing the credit hours needed to earn the Certificate.

## **TRACKS**

### **Health Security** (infectious disease, human bioterrorism)

- Intro, capstone and languages courses (see 2, 4, and 5 above)
- Group A: All courses below followed with HS
- Group B: All courses below followed with HS

### **Resource Security** (water, climate)

- Intro, capstone and languages courses (see 2, 4, and 5 above)
- Group A: All courses below followed with RS
- Group B: All courses below followed with RS

### **Energy and Food Security** (crop security, sustainability, agricultural terrorism)

- Intro, capstone and languages courses (see 2, 4, and 5 above)
- Group A: All courses below followed with EFS
- Group B: All courses below followed with EFS

Other tracks should be included in policy/international relations; humanities; technology transfer and management

### **Group A:**

#### AMST American Studies

309 T: Globalization and Social Movements (HS, RS, EFS)

American foreign Policy and the Middle East (course number and title?)

#### BIOL Biology

405 Ecosystem Dynamics (HS, RS, EFS)

419 T: Global Change Biology (HS, RS, EFS)

419 Topics in Interdisciplinary Science (requires approval per topic) (HS, RS, EFS)

#### SUST Sustainability

134 Creating a Sustainable Future: Intro to Environment, Social, and Econ Health

434 Synthesis of Sustainability Perspectives and Innovations (RS, EFS)

#### CE Civil Engineering

491 ST: Sustainability Engineering (RS, EFS)

#### EPS Earth and Planetary Science

436 Climate Dynamics (HS, RS, EFS)

#### GEOG Geography

352 Global Climate Change (HS, RS, EFS) (Also offered as EPS 352)

461/561 Environmental Management (HS, RS, EFS)

- 464/564 Food and Natural Resources (HS, RS, EFS)
- 466/566 The City as Human Environment (Also offered as EPS 352) (HS, EFS)
- ECON Economics
  - 421 Latin American Economics (HS, RS, EFS)
  - 423 Topics in Latin American Development (HS, RS, EFS)
  - 424 International Trade (RS, EFS)
  - 429 International Finance (RS, EFS)
- ANTH Anthropology
  - 339 Human Rights (HS, RS, EFS)
  - 340 T: Conservation, Environment & Indigenous People (HS, RS, EFS)
- AFST Africana Studies
  - 397 T: Global Health Policy (HS, EFS)
  - 397 T: Philosophy of Islamic Law (HS, RS, EFS)
- HIST History
  - 428 Women, War and Revolution (HS, RS, EFS)
  - 473 Indigenous Peoples of Latin America (HS, RS, EFS)
  - 350 Modern U.S. Military History, 1900 to Present (HS)
- CJ Communication and Journalism
  - 314 Intercultural Communications (HS, RS, EFS)
  - 317 International Cultural Conflict and Community Building (HS, RS, EFS)
  - 334 Political Communication (HS, RS, EFS)
- SOC Sociology
  - 461 Social Dynamic of Global Change (HS, RS, EFS)
- SOC 221: Documenting Globalization and Human Rights [Global Issues]
- SOC 306: Peace and Conflict
- SOC 307: Nonviolent Alternatives
- SOC 331: Social Movements
- MGMT Business/Management
  - 328 International Management (RS, EFS)
  - 420 Management in Latin America (RS, EFS)
  - 421 International Entrepreneurship (RS, EFS)
  - 422 Mexican Economy Markets (RS, EFS)
  - 474 International Financial Mgmt
- ME Mechanical Engineering
  - 217 Energy, Environment and Society (RS, EFS)
- POLS Political Science
  - 240 International Politics (HS, RS, EFS)
  - 340 Topics in International Politics. (HS, RS, EFS)
  - 341 International Conflict and Cooperation. (HS, RS, EFS)
  - 342 American Foreign Policy (HS, RS, EFS)
  - 346 International Political Economy (HS, RS, EFS)
  - 355 Central American Politics (HS, RS, EFS)
  - 356 Political Development in Latin America (HS, RS, EFS)
  - 357 Russian and Eurasian Government and Politics (HS, RS, EFS)
  - 329 Introduction to African Politics (HS, RS, EFS)
  - 340 Topics: International Organizations (HS, RS, EFS)

340 Topics: Insurgency (HS, RS, EFS)  
442 International Peacekeeping and Conflict Resolution (HS, RS, EFS)  
443 International Politics of Climate Change (HS, RS, EFS)  
496 Seminar: International Relations (HS, RS, EFS)

NVSC Naval ROTC

331 Evolution of Warfare

MLSL Army ROTC

402 Leadership in a Complex World (HS, RS, EFS)

AFAS Air Force ROTC

400 National Security Affairs/Preparation for Active Duty

Computer Science 151 Computer Programming for Non-Majors

Religious Studies 457: Seminar in Islamic Tradition

**Group B:**

ECON Economics

408 Economic Forecasting Methods: A Time Series Approach

ANTH Anthropology

372 Analytic Methods in Anthropology (HS, RS, EFS)

BIOL Biology

351 General Microbiology (HS, EFS)

351L General Microbiology Laboratory (HS, EFS)

410 Genome and Computational Biology (HS, EFS)

419 T: Bioenergy (RS, EFS)

419 T: Modeling Infectious Disease (HS, EFS)

419 Topics in Interdisciplinary Science (requires approval per topic) (HS, RS, EFS)

444 Genomes and Genomic Analysis (HS, EFS)

445 Biology of Toxins (HS, EFS)

446L Laboratory Methods in Molecular Biology (HS, RS, EFS)

450 General Virology (HS, EFS)

456 Immunology (HS, EFS)

460 Microbial Physiology (HS, RS, EFS)

471 Plant Physiological Ecology (RS, EFS)

478 Plant Physiology (RS, EFS)

482L Parasitology (HS, EFS)

490 Biology of Infectious Organisms (HS, EFS)

495 Limnology (RS, EFS)

496L Limnology Laboratory (RS, EFS)

GEOG Geography

381L Introduction to Geographic Information Systems (HS, RS, EFS)

483L/583L Remote Sensing Fundamentals. (HS, RS, EFS)

484L/584L Applications of Remote Sensing)

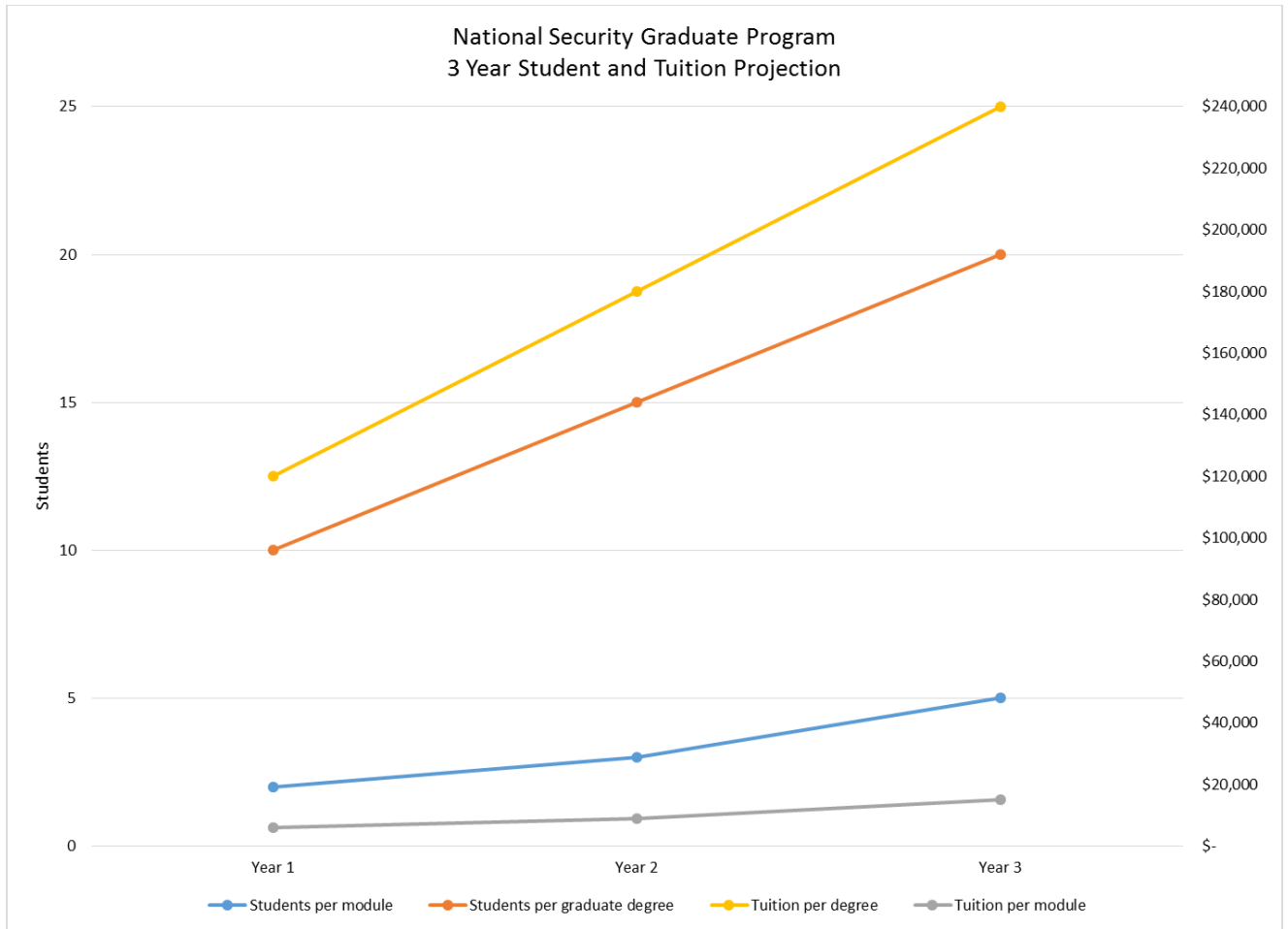
485L Internet Mapping (HS, RS, EFS)

486L Applications of GIS (HS, RS, EFS)

487L Spatial Analysis and Modeling. (HS, RS, EFS)

488L GIS Concepts and Techniques (HS, RS, EFS)  
 STAT Statistics  
     All (probably too general, HS, RS, EFS likely for many)  
 CS Computer Science  
     CS 293. Social and Ethical Issues in Computing.  
     CS 444/544. Introduction to Cybersecurity. (3)  
     CS 595 Introduction to Data Mining (3)  
     CS 595 Computer Network Modeling  
     CS 423. Introduction to Complex Adaptive Systems. (3)  
     CS 429 / 529. Introduction to Machine Learning. (3)  
 MGMT Business/Management  
     329 Data Management (HS, RS, EFS)  
 CE Civil Engineering  
     352 Computer Applications in Civil Engineering (RS, EFS)  
     354 Probability and Statistics in Civil Engineering (RS, EFS)  
     491/492 Special Topics in Civil Engineering (RS, EFS)  
     493 Special Topics – Honors (RS, EFS)  
 CHNE Chemical and Nuclear Engineering  
     451/452 Senior Seminar  
     491/492 Undergraduate Problems  
     499 Selected Topics  
 ECE Electrical and Computer Engineering  
     491 Undergraduate Problems  
     493 Honors Seminar  
     495 Special Topics  
 ME Mechanical Engineering  
     461/462 Special Topics  
     463 Undergraduate Honors Thesis

### **Appendix III: 3 Year Student Enrollments and Tuition Projections**



Student Projections	Year 1	Year 2	Year 3
Students per module	2	3	5
Students per graduate degree	10	15	20

Tuition Projection	Year 1	Year 2	Year 3
Tuition per module	\$ 6,000	\$ 9,000	\$ 15,000
Tuition per degree	\$ 120,000	\$ 180,000	\$ 240,000

Tuition Rates	Year 1	Year 2	Year 3
Rate per module	\$ 3,000	\$ 3,000	\$ 3,000
Rate per graduate degree	\$ 18,000	\$ 18,000	\$ 18,000

INNOVATE>

ABQ>

innovationAcademy



## <The iA Concept>

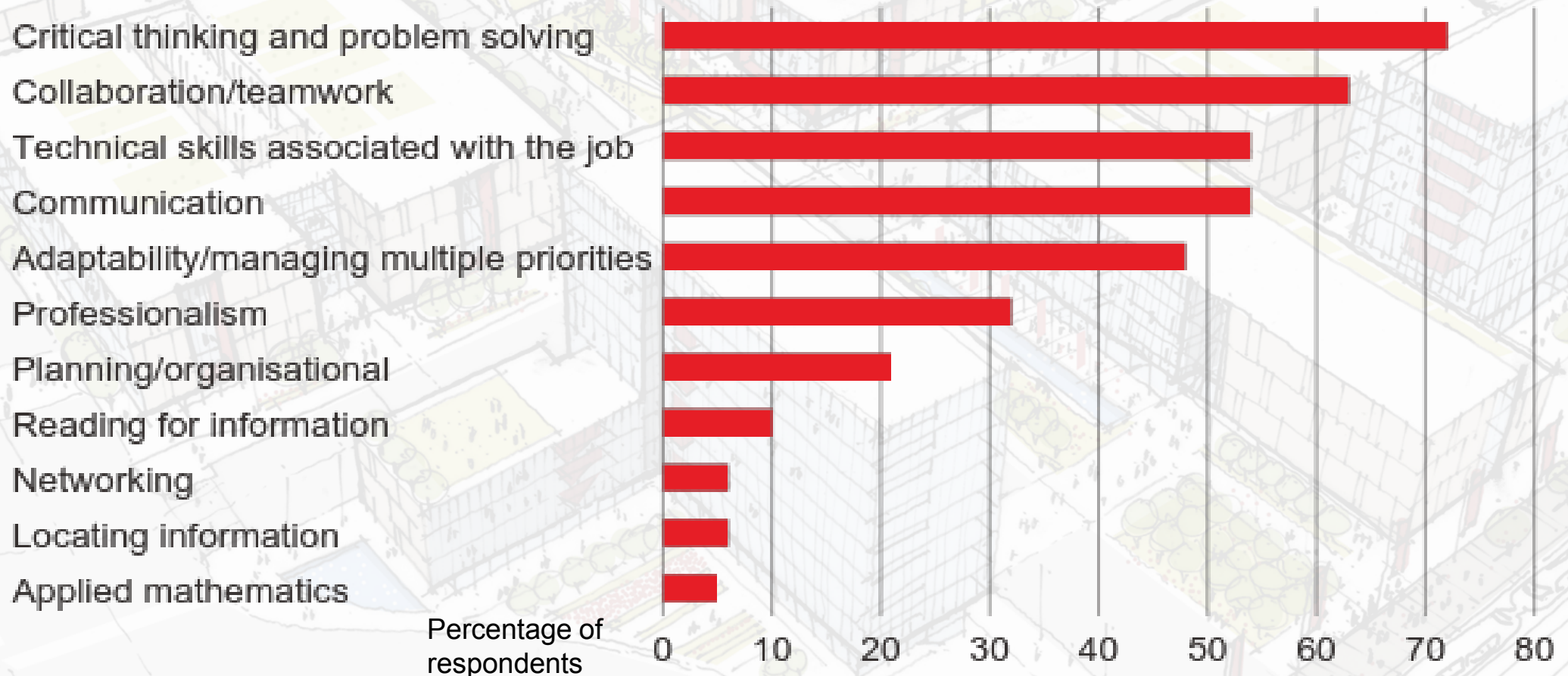
**innovationAcademy** courses develop critical thinking and problem-solving skills alongside subject-based knowledge and technical skills.

Through interdisciplinary experiences, you'll work on real problems and create new ideas.

# <The iA Advantage>

Employers need graduates with strong skills, such as critical thinking and problem-solving.  
They also demand “hard” technical skills for particular jobs.

## Most In-Demand Job Skills



# <Innovation Scholars Program>

Minimum requirements for Certificate:

1. Enroll in 1 **iA** course each year
2. Participate in a UNM Chartered Student Organization each year
3. Attend 3 of 6 lectures/workshops
4. Meet with career services to develop personalized branding & marketing of **iA** skills

\*Yearly progression that culminates in experiential capstone\*

BRONZE

SILVER

GOLD

LOBO



# innovationAcademy

## est. Fall 2015

- › **76** Fall 2015 Classes “on the books”
- › **132** Spring 2016 Classes “on the books”
- › **232** innovationScholars
  - › **1400+%** of goal
- › **156** Faculty involved
- › **2,200+** students enrolled in classes
- › Numbers growing daily
- › StartUp School
  - › Weekly non-credit/no-cost entrepreneurial literacy courses
  - › Hosted at



- › innovationSpeaker Series
  - › iScholars attend 3 of 6 throughout school year
- › Dual Credit Agreements
- › Internship Fair March 29<sup>th</sup>
- › 3<sup>rd</sup> Pitch Competition April 25<sup>th</sup>
- › Minor in Innovation
  - › Currently housed as interdisciplinary minor
  - › Proposing permanent solution
- › First student company accepted to SFid Accelerator 1/2016 (\$20k investment)
- › Financial Sustainability

# <For More Information>



You Tube



Robert DelCampo, Ph.D.

[delcampo@unm.edu](mailto:delcampo@unm.edu)

<http://innovationacademy.unm.edu>




THE UNIVERSITY of  
NEW MEXICO

University Controller  
Financial Services, Main Campus  
Phone: (505) 277-5111  
FAX: (505) 277-7662

MEMORANDUM

**DATE:** January 21, 2016

**TO:** David W. Harris  
Executive Vice President for Administration

**FROM:** Elizabeth Metzger, CPA  
University Controller 

**RE:** Two (2) Items: One (1) Action Item and One (1) Information Items for Board of Regents' Finance & Facilities Committee Meeting

*Action Item.*

The Fiscal Watch Report that is to be submitted to the HED Executive Director through December 31, 2015 will be presented at the February 4, 2016 Finance & Facilities Committee meeting. The Report contains the following information: A comparison of the approved annual operating and plant fund budgets with the current year-to-date information, a comparison of the most current year to prior-year information, a Balance Sheet and a Statement of Cash Flows.

The Report is to be reviewed and approved by the Board of Regents at the February 4, 2016 Finance & Facilities Committee meeting.

*Information Items.*

The Monthly Consolidated Financial Reports for the month ended December 31, 2015 will be presented at the February 4, 2016 Finance & Facilities Committee meeting.

In order to present the most-timely financial information at this meeting, the Fiscal Watch Report and Monthly Consolidated Financial Reports will be emailed to the committee members no less than 48 hours in advance of the meeting. Handouts will be available the day of the meeting.



THE UNIVERSITY *of*  
NEW MEXICO

---

University Controller  
Financial Services, Main Campus  
1 University of New Mexico  
MSC 01 1300  
Albuquerque, New Mexico 87131-0001  
Phone: (505) 277-5111  
FAX: (505) 277-7662

DATE: February 4, 2016

TO: Mr. Scott Eccles  
Institutional Auditor,  
New Mexico Higher Education Department

RE: Financial Status as of December 31, 2015

By signing below, the parties are indicating they are aware that timely and routine processes are in place and being followed and where appropriate, reviewed and approved by the Board of Regents related to:

- Comparison of approved annual operating and plant fund budgets with year-to-date revenues, expenditures and transfers;
- Comparison of current year-to-date to prior year's activities in operating and plant fund revenues, expenditures and transfers;
- Statement of net assets; and
- Statement of cash flow.

**University of New Mexico**

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Marron Lee, Chair, Board of Regents-F&F

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Date

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Robert G. Frank, President

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Date

---

David W. Harris, Chief Financial Officer

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Date

# The University of New Mexico

Consolidated

## Summary of Operating and Plant Funds

(Unadjusted and Unaudited)

Fiscal Year 2015-2016 as of December 31, 2015

Operating Funds	FY 2015-2016 Original Budget	FY 2015-2016 Actuals as of December 31, 2015	Percentage Earned/Spent
<b>REVENUES</b>			
Tuition and Mandatory Fees	\$ 184,414,478	\$ 176,340,870	95.6%
Student Fees	16,055,125	4,263,565	26.6%
State Appropriations	325,341,221	155,717,377	47.9%
Local Appropriations	7,671,200	1,601,464	20.9%
Endowment Income	802,462	-	N/A
Land & Perm Fund	8,825,000	4,889,725	55.4%
Gifts, Grants & Contracts	392,025,051	165,988,729	42.3%
Indirect Cost Recovery	42,712,936	21,656,530	50.7%
Sales & Services	374,610,626	208,617,682	55.7%
Other	51,325,490	20,886,622	40.7%
Use of Balance	32,899,177	-	0.0%
Total Revenue	\$ 1,436,682,766	\$ 759,962,564	52.9%
<b>BEGINNING BALANCE</b>	\$ 74,024,680	\$ 158,874,427	214.6%
<b>TOTAL AVAILABLE</b>	\$ 1,510,707,446	\$ 918,836,991	60.8%
<b>EXPENDITURES</b>			
Instruction	\$ 294,743,524	\$ 138,783,353	47.1%
Student Social & Cultural	10,786,088	5,333,469	49.4%
Research	191,111,064	101,180,742	52.9%
Public Service	380,132,889	180,019,236	47.4%
Academic Support	59,357,993	26,782,139	45.1%
Student Services	38,012,148	15,196,056	40.0%
Institutional Support	70,845,152	33,389,026	47.1%
Operations and maintenance of plant	51,786,057	23,164,235	44.7%
Student Aid	141,240,459	62,147,387	44.0%
Internal Services	682,178	-	0.0%
Auxiliary Enterprises	55,818,918	25,357,035	45.4%
Intercollegiate Athletics	33,130,309	18,035,664	54.4%
Independent Operations (clinical)	81,708,078	26,216,957	32.1%
Total Expenditures	\$ 1,409,354,857	\$ 655,605,299	46.5%
Net Transfers	\$ 27,327,909	\$ 27,765,474	101.6%
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 1,436,682,766	\$ 683,370,773	47.6%
<b>ENDING FUND BALANCE</b>	\$ 74,024,680	\$ 235,466,218	318.1%

Continued On Next Page



# The University of New Mexico

Consolidated

## Summary of Operating and Plant Funds

(Unadjusted and Unaudited)

Fiscal Year 2015-2016 as of December 31, 2015

Plant Funds	FY 2015-2016 Original Budget	FY 2015-2016 Actuals as of December 31, 2015	Percentage Earned/Spent
<b>REVENUES AND TRANSFERS</b>			
Student Fees	\$ 14,388,000	\$ 7,460,095	51.8%
Gifts, Grants and Contracts	-	684,000	N/A
State/Local Bonds	22,497,552	5,479,507	24.4%
Land, Bldg and Equipment Rent	2,013,553	1,325,976	65.9%
Other (includes UNMH Capital Initiative Funding)	17,222,530	26,308,076	152.8%
Use of Balance	27,630,717	-	0.0%
Total Revenues	\$ 83,752,352	\$ 41,257,654	49.3%
Plant Transfers	34,927,669	27,765,474	79.5%
Total Revenues and Transfers	\$ 118,680,021	\$ 69,023,128	58.2%
<b>BEGINNING BALANCE</b>	\$ 164,469,922	\$ 306,233,217	N/A
<b>TOTAL AVAILABLE</b>	\$ 283,149,943	\$ 375,256,345	132.5%
<b>EXPENDITURES</b>			
Capital Projects	\$ 45,237,208	\$ 19,222,447	42.5%
Building Renewal	27,000,000	8,482,198	31.4%
Equipment Renewal	12,500,000	529,753	4.2%
Auxiliary and Internal Service Renewal/Replacement	-	1,698,513	N/A
Debt Retirement	33,942,813	4,810,696	14.2%
Total Expenditures	\$ 118,680,021	\$ 34,743,607	29.3%
<b>ENDING FUND BALANCE</b>	\$ 164,469,922	\$ 340,512,738	N/A
<b>CURRENT OPERATING &amp; PLANT FUNDS</b>	-	<b>110,871,312</b>	

# The University of New Mexico

Consolidated

## Comparison of Operating and Plant Funds

(Unadjusted and Unaudited)

Fiscal Year 2015-2016 as of December 31, 2015

Operating Funds	FY 2015-2016 Actuals as of December 31, 2015	FY 2014-2015 Actuals as of December 31, 2014	% Variance Increase/ (Decrease)
<b>REVENUES</b>			
Tuition and Mandatory Fees	\$ 176,340,870	\$ 172,403,184	2.3%
Student Fees	4,263,565	4,356,028	-2.1%
State Appropriations	155,717,377	155,321,978	0.3%
Local Appropriations	1,601,464	2,112,381	-24.2%
Land & Perm Fund	4,889,725	4,333,622	12.8%
Gifts, Grants & Contracts	165,988,729	179,553,494	-7.6%
Indirect Cost Recovery	21,656,530	21,153,413	2.4%
Sales & Services	208,617,682	196,043,620	6.4%
Other	20,886,622	18,921,840	10.4%
Total Revenue	\$ 759,962,564	\$ 754,199,560	0.8%
<b>BEGINNING BALANCE</b>	158,874,427	152,420,432	4.2%
<b>TOTAL AVAILABLE</b>	918,836,991	906,619,992	1.3%
<b>EXPENDITURES</b>			
Instruction	\$ 138,783,353	\$ 137,861,195	0.7%
Student Social & Cultural	5,333,469	4,784,415	11.5%
Research	101,180,742	98,467,718	2.8%
Public Service	180,019,236	165,644,298	8.7%
Academic Support	26,782,139	26,927,164	-0.5%
Student Services	15,196,056	14,425,902	5.3%
Institutional Support	33,389,026	33,190,398	0.6%
Operations and maintenance of plant	23,164,235	24,207,243	-4.3%
Student Aid	62,147,387	62,745,673	-1.0%
Auxiliary Enterprises	25,357,035	27,518,685	-7.9%
Intercollegiate Athletics	18,035,664	17,461,213	3.3%
Independent Operations (clinical)	26,216,957	25,088,060	4.5%
Total Expenditures	\$ 655,605,299	\$ 638,321,964	2.7%
Net Transfers	27,765,474	25,450,292	9.1%
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 683,370,773	\$ 663,772,256	3.0%
<b>ENDING FUND BALANCE</b>	\$ 235,466,218	\$ 242,847,736	-3.0%

Continued On Next Page

# The University of New Mexico

Consolidated

## Comparison of Operating and Plant Funds

(Unadjusted and Unaudited)

Fiscal Year 2015-2016 as of December 31, 2015

Plant Funds	FY 2015-2016 Actuals as of December 31, 2015	FY 2014-2015 Actuals as of December 31, 2014	% Variance Increase/ (Decrease)
<b>REVENUES AND TRANSFERS</b>			
Student Fees	\$ 7,460,095	\$ 7,746,043	-3.7%
UNM Bond Proceeds	-	213,000	N/A
Gifts, Grants and Contracts	684,000	318,300	114.9%
Interest Income	-	933,505	-100.0%
State Bonds	5,479,507	7,040,492	-22.2%
Land, Bldg and Equipment Rent	1,325,976	1,300,418	2.0%
Other	26,308,076	1,516,156	1635.2%
Total Revenues	\$ 41,257,654	\$ 19,067,914	116.4%
Plant Transfers	27,765,474	25,450,292	9.1%
Total Revenues and Transfers	\$ 69,023,128	\$ 44,518,206	55.0%
<b>BEGINNING BALANCE</b>	306,233,217	172,731,963	77.3%
<b>TOTAL AVAILABLE</b>	375,256,345	217,250,169	72.7%
<b>EXPENDITURES</b>			
Capital Projects	\$ 19,222,447	\$ 26,016,004	-26.1%
Building Renewal	8,482,198	8,459,137	0.3%
Equipment Renewal	529,753	460,817	15.0%
Auxiliary and Internal Service Renewal/Replacement	1,698,513	1,370,253	24.0%
Debt Retirement	4,810,696	15,031,016	-68.0%
Total Expenditures	\$ 34,743,607	\$ 51,337,227	-32.3%
<b>ENDING FUND BALANCE</b>	\$ 340,512,738	\$ 165,912,942	105.2%
<b>CURRENT OPERATING &amp; PLANT FUNDS</b>	<b>110,871,312</b>	<b>83,608,283</b>	

# The University of New Mexico

## Statement of Net Assets (Unaudited and Unadjusted) As of December 31, 2015

### ASSETS

#### Current assets

Cash and cash equivalents	\$	72,695,893
Short term investments		380,580,418
Accounts receivable, net		144,014,905
Patient receivables, net		887,205
Notes receivable, net		3,010,429
Due from related parties		103,525,927
Inventories		8,753,044
Other Receivables		1,555,178
Prepaid expenses and other assets		16,412,375

**Total current assets** \$ 731,435,374

#### Noncurrent assets

Notes receivable - noncurrent	\$	9,518,905
State Investment Council		204,308,368
Investments		424,838,966
Derivative instruments		2,115,637
Due From Component Units		25,900,760
Other noncurrent assets		1,355,462
Endowed fine art		6,008,368
Capital assets, net		915,777,157

**Total noncurrent assets** \$ 1,589,823,623

**TOTAL ASSETS** \$ 2,321,258,997

### DEFERRED OUTFLOWS OF RESOURCES

Related to pensions	\$	80,044,011
Interest rate swaps		11,151,419
Loss on bond refundings		1,891,258

**TOTAL DEFERRED  
OUTFLOWS OF RESOURCES** \$ 93,086,688

Statement of Net Assets Continued On Next Page

# The University of New Mexico

## Statement of Net Assets (Unaudited and Unadjusted) As of December 31, 2015

### LIABILITIES

#### Current liabilities

Accounts payable	\$	72,278,708
Accrued compensated absences		28,995,011
Other accrued liabilities		10,353,404
Unearned revenue		31,928,494
Bonds payable - current		14,420,532
Deposits and funds held for others		11,323,931
Due to Component Units		2,653,658

**Total current liabilities** \$ 171,953,738

#### Noncurrent liabilities

Bonds payable - noncurrent	\$	376,812,834
Equipment loaned to UNM		3,634,632
Due to component units		186,340,008
Student loan program		12,271,357
Net pension liability		931,629,101
OPEB Obligation		21,853,100
Derivative instruments		11,151,419
Other liabilities - non-current		209,224

**Total noncurrent liabilities** \$ 1,543,901,675

**TOTAL LIABILITIES** \$ 1,715,855,413

### DEFERRED INFLOWS OF RESOURCES

Related to pensions	\$	98,567,401
Deferred revenue		0
Gain on bond refundings		922,162

**TOTAL DEFERRED  
OUTFLOWS OF RESOURCES** \$ 99,489,563

### NET ASSETS

Invested in Capital Assets, net of Related Debt	\$	528,675,978
Restricted for:		
Nonexpendable:		
Scholarships		116,702,505
State Investment Council		209,543,087
Grants, bequests and contributions		6,008,368
Expendable:		
Scholarships and other		2,684,304
Grants, bequests and contributions		2,608,854
Capital Projects		6,296,920
Debt Service		25,525,566
Unrestricted		(409,916,185)
Year-to-date change in net assets		110,871,312

**TOTAL NETS ASSETS** \$ 599,000,709

# The University of New Mexico

## Cash Flow

(Unaudited and Unadjusted)

For the six months ended December 31, 2015

### Cash flow from operating activities:

Payments from tuition and fees	\$ 104,667,678
Payments from grants and contracts	188,628,366
Payments from insurance and patients	157,580,977
Payments to suppliers	(192,077,102)
Payments for utilities	(10,837,691)
Payments to employees	(342,309,100)
Payments for benefits	(99,287,604)
Payments for scholarships and fellowships	(65,778,297)
Loans issued/collected to students and employees	827,686
Payments from sales and services	38,730,372
Other receipts	21,465,023
Net cash used by operating activities	\$ <u>(198,389,692)</u>

### Cash flow from noncapital financing activities:

State appropriations	\$ 155,811,612
Local appropriations	1,601,464
Other non operating payments	42,899,303
Net cash provided by noncapital financing activities	\$ <u>200,312,379</u>

### Cash flow from capital financing activities:

Interest pmts on bonds	\$ (4,112,066)
Capital appropriations	11,006,901
Local bonds	5,479,507
Bond activity	(1,102,916)
Other receipts - includes capital initiative funding	28,437,369
Capital Asset activity, net	659,602
Net cash used by capital financing activities	\$ <u>40,368,397</u>

### Cash flow from investing activities:

Proceeds from sale & maturity of investments	\$ 166,101,773
Purchase of investments	(244,713,403)
Investment income	494,247
Net cash used by investing activities	\$ <u>(78,117,383)</u>

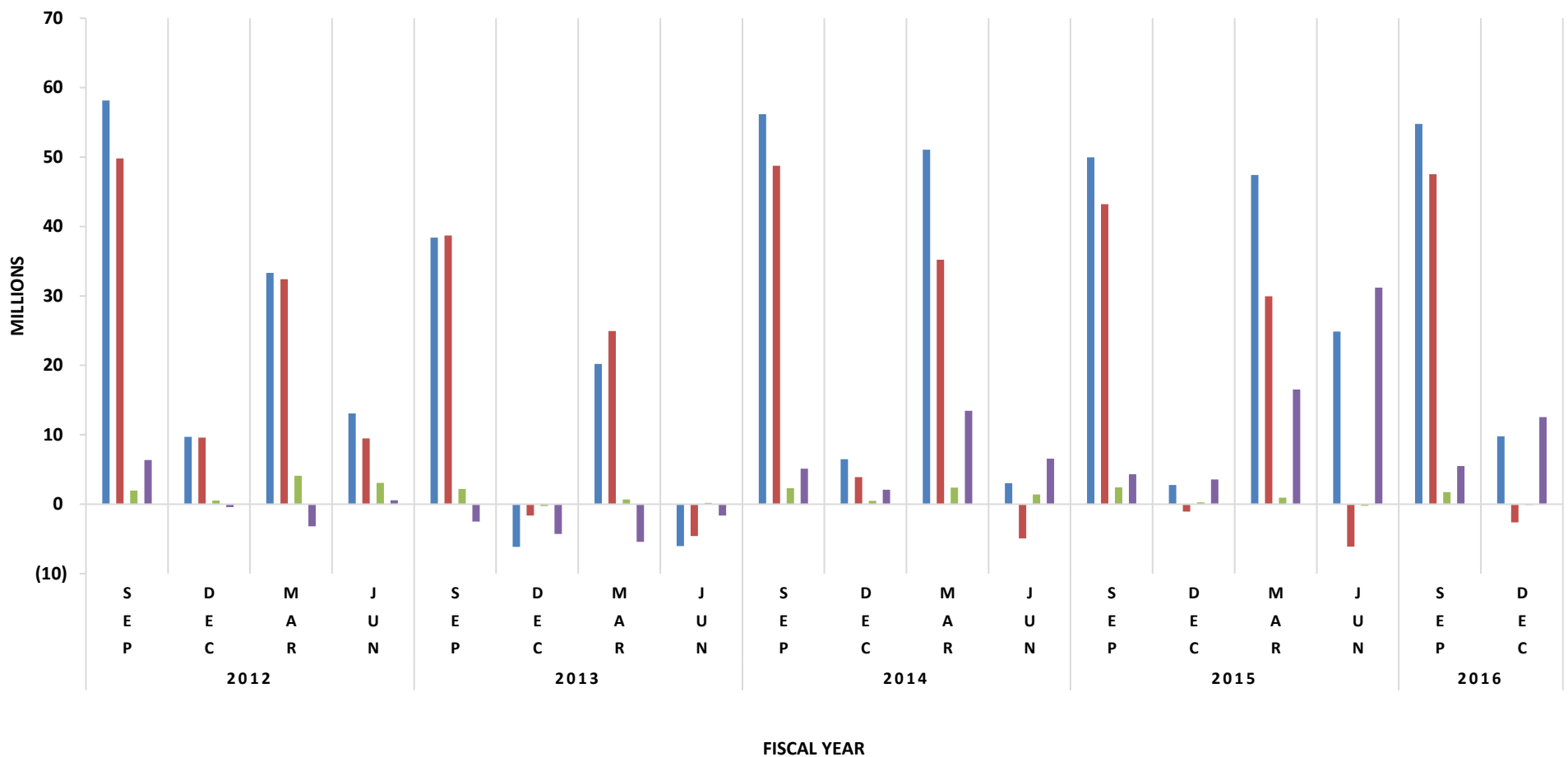
<b>Net decrease from cash and cash equivalents</b>	<b>\$ (35,826,299)</b>
Cash and cash equivalents at beginning of year	<u>108,522,192</u>
Cash and cash equivalents end of the second quarter	<u><u>72,695,893</u></u>



# THE UNIVERSITY of NEW MEXICO

## CONSOLIDATED TOTAL OPERATIONS - 5 YEAR NET REVENUE / (EXPENSE) FISCAL YEAR TO DATE AS OF DECEMBER 31, 2015

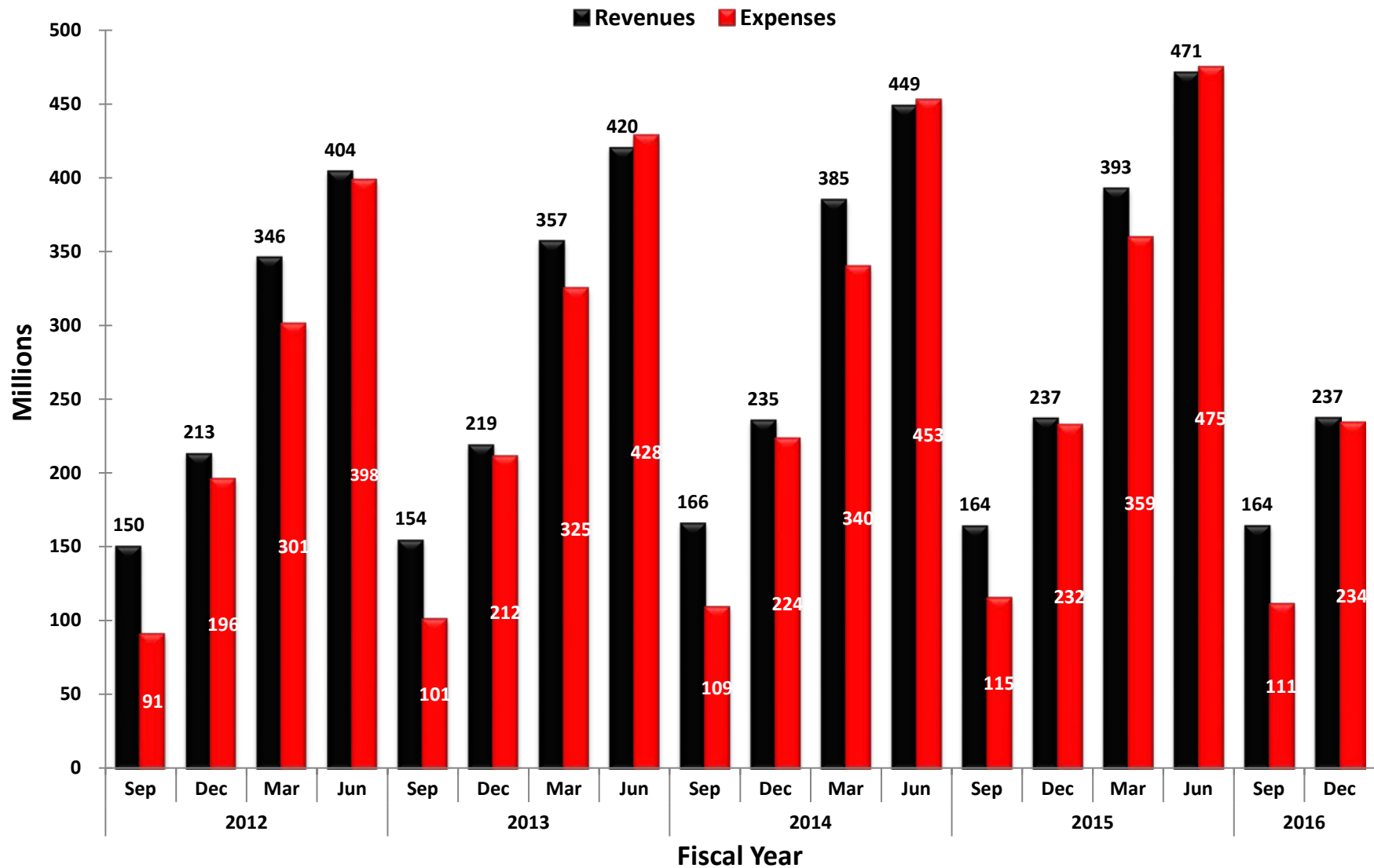
■ CONSOLIDATED ■ MAIN ■ BRANCHES ■ HSC





## YTD I&G Consolidated Revenues / Expenses (5 Year)

### Fiscal Year to Date as of December 31, 2015





**Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format**  
**For the six month ended December 31, 2015**  
**Preliminary and Unaudited**

**University of New Mexico - Consolidated Total Operations Current Funds**

	<b>FY 2016 Full Year Operating Budget</b>	<b>FY 2016 Year-to-Date Actual</b>	<b>Fiscal YTD Favrb/(Unfavrb) Budget</b>	<b>Actual to Budget Benchmark Rate 50%</b>	<b>FY 2015 Year-to-Date Actual</b>	<b>FY 2016 YTD Actual Change From FY 2015 YTD Actual</b>
Instruction and General						
Tuition and Fees Revenues						
Main Campus	157,063,135	80,102,199	(76,960,936)	51%	77,998,322	2,103,877
Branch Campuses	7,553,002	4,076,037	(3,476,965)	54%	3,780,532	295,505
HSC Campus	15,632,866	7,859,868	(7,772,998)	50%	7,257,133	602,735
Total Tuition and Fees Revenues	180,249,003	92,038,104	(88,210,899)	51%	89,035,987	3,002,117
State/Local Appropriations	285,598,700	142,799,528	(142,799,172)	50%	141,591,745	1,207,783
F & A Revenues	45,000,000	21,470,151	(23,529,849)	48%	21,010,077	460,074
Transfers	(58,871,393)	(35,151,822)	23,719,571	60%	(28,678,105)	(6,473,717)
Other Revenues	27,604,621	16,067,508	(11,537,113)	58%	13,876,278	2,191,230
Total Instruction and General Revenues	479,580,931	237,223,469	(242,357,462)	49%	236,835,982	387,487
Salaries	296,148,456	145,709,036	150,439,420	49%	143,191,535	(2,517,501)
Benefits	95,513,193	45,852,561	49,660,632	48%	45,101,715	(750,846)
Other Expenses	97,562,670	42,398,856	55,163,814	43%	44,080,327	1,681,471
Total Instruction and General Expenses	489,224,319	233,960,453	255,263,866	48%	232,373,577	(1,586,876)
Net Instruction and General Revenue/(Expense)	(9,643,388)	3,263,016	12,906,404		4,462,405	(1,199,389)
Research						
State/Local Appropriations	11,724,371	6,023,064	(5,701,307)	51%	5,924,609	98,455
Transfers	29,778,863	10,026,414	(19,752,449)	34%	7,957,600	2,068,814
Other Revenues	3,691,637	4,381,260	689,623	119%	1,949,734	2,431,526
Total Research Revenues	45,194,871	20,430,738	(24,764,133)	45%	15,831,943	4,598,795
Salaries and Benefits	27,689,670	12,036,999	15,652,671	43%	11,783,132	(253,867)
Other Expenses	21,249,865	8,552,704	12,697,161	40%	8,618,427	65,723
Total Research Expenses	48,939,535	20,589,703	28,349,832	42%	20,401,559	(188,144)
Net Research Revenue/(Expense)	(3,744,664)	(158,965)	3,585,699		(4,569,616)	4,410,651
Public Service						
State/Local Appropriations	4,083,250	2,041,627	(2,041,623)	50%	2,295,427	(253,800)
Sales and Services Revenues	19,712,224	10,565,960	(9,146,264)	54%	7,680,536	2,885,424
Gifts	9,263,134	4,780,030	(4,483,104)	52%	4,944,077	(164,047)
Transfers	4,943,830	1,800,304	(3,143,526)	36%	1,172,072	628,232
Other Revenues	5,248,256	2,291,596	(2,956,660)	44%	3,400,401	(1,108,805)
Total Public Service Revenues	43,250,694	21,479,517	(21,771,177)	50%	19,492,513	1,987,004
Salaries and Benefits	23,370,514	10,623,869	12,746,645	45%	10,794,896	171,027
Other Expenses	24,959,683	11,756,487	13,203,196	47%	9,347,173	(2,409,314)
Total Public Service Expenses	48,330,197	22,380,356	25,949,841	46%	20,142,069	(2,238,287)
Net Public Service Revenue/(Expense)	(5,079,503)	(900,839)	4,178,664		(649,556)	(251,283)

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

University of New Mexico - Consolidated Total Operations Current Funds

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
Student Aid						
Gifts	5,703,096	3,512,602	(2,190,494)	62%	3,598,450	(85,848)
State Lottery Scholarship	35,000,000	17,500,000	(17,500,000)	50%	16,645,840	854,160
Transfers	18,648,424	9,188,016	(9,460,408)	49%	10,229,777	(1,041,761)
Other Revenues	987,341	338,711	(648,630)	34%	251,544	87,167
Total Student Aid Revenues	60,338,861	30,539,329	(29,799,532)	51%	30,725,611	(186,282)
Salaries and Benefits	4,533,369	2,316,451	2,216,918	51%	2,246,160	(70,291)
Other Expenses	64,298,255	29,510,891	34,787,364	46%	28,696,279	(814,612)
Total Student Aid Expenses	68,831,624	31,827,342	37,004,282	46%	30,942,439	(884,903)
Net Student Aid Revenue/(Expense)	(8,492,763)	(1,288,013)	7,204,750		(216,828)	(1,071,185)
Student Social & Cultural Programs						
Fee Revenues	8,373,771	4,192,610	(4,181,161)	50%	4,116,837	75,773
Sales and Services Revenues	1,541,900	818,518	(723,382)	53%	743,250	75,268
Transfers	596,907	292,022	(304,885)	49%	507,722	(215,700)
Other Revenues	171,164	96,985	(74,179)	57%	107,226	(10,241)
Total Student Social & Cultural Programs Revenues	10,683,742	5,400,135	(5,283,607)	51%	5,475,035	(74,900)
Salaries and Benefits	6,181,002	2,937,604	3,243,398	48%	2,384,139	(553,465)
Other Expenses	4,768,178	2,437,835	2,330,343	51%	2,574,997	137,162
Total Student Social & Cultural Programs Expenses	10,949,180	5,375,439	5,573,741	49%	4,959,136	(416,303)
Net Student Social & Cultural Programs Revenue/(Expense)	(265,438)	24,696	290,134		515,899	(491,203)
Auxiliaries and Athletics						
Branch Campuses Auxiliary Revenues	2,635,955	1,097,314	(1,538,641)	42%	1,169,444	(72,130)
Main Campus Auxiliaries Revenues	52,022,638	27,974,505	(24,048,133)	54%	30,791,050	(2,816,545)
Athletics Revenues	35,042,424	17,309,536	(17,732,888)	49%	16,801,241	508,295
Total Auxiliaries and Athletics Revenues	89,701,017	46,381,355	(43,319,662)	52%	48,761,735	(2,380,380)
Branch Campuses Auxiliary Expenses	2,758,149	1,344,495	1,413,654	49%	1,363,489	18,994
Main Campus Auxiliaries Expenses	52,574,144	25,677,564	26,896,580	49%	28,353,159	2,675,595
Athletics Expenses	35,071,674	18,426,963	16,644,711	53%	18,021,265	(405,698)
Total Auxiliaries and Athletics Expenses	90,403,967	45,449,022	44,954,945	50%	47,737,913	2,288,891
Net Auxiliaries and Athletics Revenue/(Expense)	(702,950)	932,333	1,635,283		1,023,822	(91,489)

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

University of New Mexico - Consolidated Total Operations Current Funds

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
Sponsored Programs						
Federal Grants and Contracts Revenues	248,435,860	121,237,618	(127,198,242)	49%	117,901,968	3,335,650
State and Local Grants and Contracts Revenues	31,171,793	15,336,095	(15,835,698)	49%	13,493,163	1,842,932
Non-Governmental Grants and Contracts Revenues	33,595,771	15,463,177	(18,132,594)	46%	18,665,735	(3,202,558)
Gifts	-	-	-	N/A	67,183	(67,183)
Transfers	4,845,780	3,149,030	(1,696,750)	65%	1,501,989	1,647,041
Other Revenues	-	(655,975)	(655,975)	N/A	-	(655,975)
Total Sponsored Programs Revenues	318,049,204	154,529,945	(163,519,259)	49%	151,630,038	2,899,907
Salaries and Benefits	144,030,709	69,418,593	74,612,116	48%	66,873,029	(2,545,564)
Other Expenses	174,018,495	85,111,352	88,907,143	49%	84,757,009	(354,343)
Total Sponsored Programs Expenses	318,049,204	154,529,945	163,519,259	49%	151,630,038	(2,899,907)
Net Sponsored Programs Revenue/(Expense)	-	-	-		-	-
Clinical Operations						
State/Local Appropriations	27,559,400	13,904,696	(13,654,704)	50%	13,102,201	802,495
Physician Professional Fee Revenues	127,864,787	59,692,687	(68,172,100)	47%	60,804,563	(1,111,876)
Hospital Facility Revenues	870,849,401	428,508,253	(442,341,148)	49%	388,364,953	40,143,300
Other Patient Revenues, net of Allowance	145,451,737	69,677,837	(75,773,900)	48%	59,192,138	10,485,699
Mil Levy	93,616,857	46,608,055	(47,008,802)	50%	46,390,022	218,033
Investment Income	(5,744)	(2,871)	2,873	50%	6,388,568	(6,391,439)
Gifts	3,311,735	1,609,914	(1,701,821)	49%	2,269,876	(659,962)
Housestaff Revenues	37,301,878	18,403,647	(18,898,231)	49%	16,268,339	2,135,308
Other Revenues	19,182,945	8,126,967	(11,055,978)	42%	9,310,170	(1,183,203)
Total Clinical Operations Revenues	1,325,132,996	646,529,185	(678,603,811)	49%	602,090,830	44,438,355
Salaries and Benefits	707,463,708	341,812,785	365,650,923	48%	329,868,598	(11,944,187)
Interest Expense	3,834,245	1,917,124	1,917,121	50%	4,038,561	2,121,437
Housestaff Expenses	37,301,878	18,287,990	19,013,888	49%	17,066,734	(1,221,256)
Other Expenses	562,670,365	276,597,346	286,073,019	49%	248,931,082	(27,666,264)
Total Clinical Operations Expenses	1,311,270,196	638,615,245	672,654,951	49%	599,904,975	(38,710,270)
Net Clinical Operations Revenue/(Expense)	13,862,800	7,913,940	(5,948,860)		2,185,855	5,728,085
Contingencies						
Total Contingency Revenues	(4,406,748)	-	4,406,748	0%	-	-
Total Contingency Expenses	(4,484,985)	-	(4,484,985)	0%	-	-
Net Contingencies Revenue/(Expense)	78,237	-	(78,237)		-	-
Net Current Revenue/(Expense)	(13,987,669)	9,786,168	23,773,837		2,751,981	7,034,187

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

**University of New Mexico - Main Campus Athletics & Auxiliary Operations**

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
<b>Results of Athletics Operations:</b>						
Athletics Revenues	38,443,436	19,014,295	(19,429,141)	49%	18,593,807	420,488
Athletics Transfers	(3,401,012)	(1,704,759)	1,696,253	50%	(1,792,566)	87,807
Total Athletics Revenues	35,042,424	17,309,536	(17,732,888)	49%	16,801,241	508,295
Athletics Expenses						
Salaries and Benefits	14,271,253	7,343,611	6,927,642	51%	7,564,505	220,894
Grant-in-Aid	4,283,719	2,415,623	1,868,096	56%	2,153,112	(262,511)
Other Expenses	16,516,702	8,667,729	7,848,973	52%	8,303,648	(364,081)
Total Athletics Expenses	35,071,674	18,426,963	16,644,711	53%	18,021,265	(405,698)
Total Net Athletics Revenue/(Expense)	(29,250)	(1,117,427)	(1,088,177)		(1,220,024)	102,597
<b>Results of Auxiliary Operations:</b>						
<b>VP for Institutional Support Services</b>						
Bookstore Revenues	14,654,739	8,109,133	(6,545,606)	55%	8,613,647	(504,514)
Bookstore Transfers	(398,500)	(175,000)	223,500	44%	(175,000)	-
Total Bookstore Revenues	14,256,239	7,934,133	(6,322,106)	56%	8,438,647	(504,514)
Total Bookstore Expenses	14,256,239	7,470,512	6,785,727	52%	7,965,380	494,868
Net Bookstore Revenue/(Expense)	-	463,621	463,621		473,267	(9,646)
Faculty & Staff Club Revenues	83,000	60,141	(22,859)	72%	61,061	(920)
Faculty & Staff Club Expenses	83,000	30,652	52,348	37%	28,833	(1,819)
Net Faculty & Staff Club Revenue/(Expense)	-	29,489	29,489		32,228	(2,739)
Food Service/Dining Revenues	2,705,776	1,270,250	(1,435,526)	47%	1,635,539	(365,289)
Food Service/Dining Transfers	(297,287)	(30,000)	267,287	10%	(225,025)	195,025
Total Food Service/Dining Revenues	2,408,489	1,240,250	(1,168,239)	51%	1,410,514	(170,264)
Total Food Service/Dining Expenses	2,408,489	792,896	1,615,593	33%	928,068	135,172
Net Food Service/Dining Revenue/(Expense)	-	447,354	447,354		482,446	(35,092)
Golf Courses Revenues	2,457,250	865,475	(1,591,775)	35%	936,973	(71,498)
Golf Courses Transfers	(39,252)	(19,625)	19,627	50%	(19,626)	1
Total Golf Courses Revenues	2,417,998	845,850	(1,572,148)	35%	917,347	(71,497)
Total Golf Courses Expenses	2,417,998	1,133,304	1,284,694	47%	1,141,580	8,276
Net Golf Courses Revenue/(Expense)	-	(287,454)	(287,454)		(224,233)	(63,221)
Housing	10,468,800	5,775,675	(4,693,125)	55%	5,894,227	(118,552)
Housing Transfers	(2,508,937)	(1,767,120)	741,817	70%	(1,651,531)	(115,589)
Total Housing Revenues	7,959,863	4,008,555	(3,951,308)	50%	4,242,696	(234,141)
Total Housing Expense	7,959,863	3,944,664	4,015,199	50%	4,078,548	133,884
Net Housing Revenue/(Expense)	-	63,891	63,891		164,148	(100,257)
Other	1,093,164	(415,000)	(1,508,164)	-38%	(766,667)	351,667
Other Transfers	(1,578,520)	-	1,578,520	0%	-	-
Total Other Revenues	(485,356)	(415,000)	70,356	86%	(766,667)	351,667
Total Other Expense	66,150	-	66,150	0%	-	-
Net Other Revenue/(Expense)	(551,506)	(415,000)	136,506		(766,667)	351,667

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

**University of New Mexico - Main Campus Athletics & Auxiliary Operations**

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
Parking and Transportation Revenues	8,655,293	5,568,603	(3,086,690)	64%	5,877,988	(309,385)
Parking and Trans Transfers	(2,246,289)	(998,927)	1,247,362	44%	(1,014,687)	15,760
Total Parking and Trans Revenues	6,409,004	4,569,676	(1,839,328)	71%	4,863,301	(293,625)
Total Parking and Trans Expenses	6,409,004	3,060,292	3,348,712	48%	3,046,709	(13,583)
Net Parking and Trans Revenue/(Expense)	-	1,509,384	1,509,384		1,816,592	(307,208)
Popejoy Events Revenues	6,321,392	2,898,659	(3,422,733)	46%	4,905,996	(2,007,337)
Popejoy Events Transfers	-	-	-	N/A	143,233	(143,233)
Total Popejoy Events Revenues	6,321,392	2,898,659	(3,422,733)	46%	5,049,229	(2,150,570)
Total Popejoy Events Expenses	6,321,392	3,057,114	3,264,278	48%	5,013,968	1,956,854
Net Popejoy Events Revenue/(Expense)	-	(158,455)	(158,455)		35,261	(193,716)
Taos & Lawrence Ranch Revenues	49,404	38,267	(11,137)	77%	74,049	(35,782)
Taos & Lawrence Ranch Expenses	49,404	35,769	13,635	72%	18,546	(17,223)
Net Taos & Lawrence Ranch Revenue/(Expense)	-	2,498	2,498		55,503	(53,005)
Ticketing Services Revenues	1,077,131	681,786	(395,345)	63%	717,023	(35,237)
Ticketing Services Transfers	-	-	-	N/A	37,299	(37,299)
Total Ticketing Services Revenues	1,077,131	681,786	(395,345)	63%	754,322	(72,536)
Total Ticketing Services Expenses	1,077,131	513,813	563,318	48%	516,060	2,247
Net Ticketing Services Revenue/(Expense)	-	167,973	167,973		238,262	(70,289)
Total VP for Institutional Support Services Revenues	40,497,164	21,862,317	18,634,847	54%	25,044,499	(3,182,182)
Total VP for Institutional Support Services Expenses	41,048,670	20,039,016	21,009,654	49%	22,737,692	2,698,676
Net VP for Institutional Support Services Revenue/(Expense)	(551,506)	1,823,301	2,374,807		2,306,807	(483,506)
<b>VP for Student Affairs</b>						
Lobo Cash Revenues	91,540	53,734	(37,806)	59%	58,640	(4,906)
Lobo Cash Expenses	91,540	22,528	69,012	25%	101,032	78,504
Net Lobo Cash Revenue/(Expense)	-	31,206	31,206		(42,392)	73,598
Student Health Center Revenues	7,833,295	4,133,162	(3,700,133)	53%	3,917,203	215,959
Student Health Center Expenses	7,833,295	3,825,413	4,007,882	49%	3,843,389	17,976
Net Student Health Center Revenue/(Expense)	-	307,749	307,749		73,814	233,935
Student Union Revenues	3,270,139	1,732,984	(1,537,155)	53%	1,632,626	100,358
Student Union Expenses	3,270,139	1,628,700	1,641,439	50%	1,541,627	(87,073)
Net Student Union Revenue/(Expense)	-	104,284	104,284		90,999	13,285
Total VP for Student Affairs Revenues	11,194,974	5,919,880	5,275,094	53%	5,608,469	311,411
Total VP for Student Affairs Expenses	11,194,974	5,476,641	5,718,333	49%	5,486,048	9,407
Net VP for Student Affairs Revenue/(Expense)	-	443,239	443,239		122,421	320,818

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

**University of New Mexico - Main Campus Athletics & Auxiliary Operations**

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
<b>Provost and Other Units</b>						
Art Museum Revenues	5,500	1,607	(3,893)	29%	2,828	(1,221)
Art Museum Expenses	5,500	639	4,861	12%	183	(456)
Net Art Museum Revenue/(Expense)	-	968	968		2,645	(1,677)
CE Conference Ctr Revenues	225,000	159,496	(65,504)	71%	102,732	56,764
CE Conference Ctr Transfers	-	(33,100)	(33,100)	N/A	(30,320)	(2,780)
Total CE Conference Ctr Revenues	225,000	126,396	(98,604)	56%	72,412	53,984
Total CE Conference Ctr Expenses	225,000	119,140	105,860	53%	93,695	(25,445)
Net CE Conference Ctr Revenue/(Expense)	-	7,256	7,256		(21,283)	28,539
Maxwell Museum Revenues	40,000	25,778	(14,222)	64%	25,135	643
Maxwell Museum Expenses	40,000	6,420	33,580	16%	8,202	1,782
Net Maxwell Museum Revenue/(Expense)	-	19,358	19,358		16,933	2,425
Other Revenues	60,000	38,527	(21,473)	64%	37,707	820
Other Expenses	60,000	35,708	24,292	60%	27,339	(8,369)
Net Other Revenue/(Expense)	-	2,819	2,819		10,368	(7,549)
Total Provost and Other Units Revenues	330,500	192,308	(138,192)	58%	138,082	54,226
Total Provost and Other Units Expenses	330,500	161,907	168,593	49%	129,419	(32,488)
Net Provost and Other Units Revenue/(Expense)	-	30,401	30,401		8,663	21,738
<b>Auxiliary Totals</b>						
Total Auxiliary Revenues	52,022,638	27,974,505	(24,048,133)	54%	30,791,050	(2,816,545)
Total Auxiliary Expenses	52,574,144	25,677,564	26,896,580	49%	28,353,159	2,675,595
Net Auxiliary Revenue/(Expense)	(551,506)	2,296,941	2,848,447		2,437,891	(140,950)
Net Athletics Revenue/(Expense)	(29,250)	(1,117,427)	(1,088,177)		(1,220,024)	102,597
Net Auxiliary and Athletics Revenue/(Expense)	(580,756)	1,179,514	1,760,270		1,217,867	(38,353)
Net Branch Campuses Aux Revenue/(Expense)	(122,194)	(247,181)	(124,987)		(194,045)	(53,136)
Net All Auxiliary and Athletics Revenue/(Expense)	(702,950)	932,333	1,635,283		1,023,822	(91,489)

## **Executive Budget Summary**

### **University of New Mexico Consolidated Financial Report**

### **FY 2016 UNM Operating Budget**

This report covers current fund operations for the University, including Main Campus, Branch Campuses and HSC Campus.

**Instruction and General** operations projects a use of reserves of \$9.6M for the FY 2016 UNM Operating Budget. The use of reserves of \$9.6M is comprised of \$8.4M use of reserves at the Main Campus, a \$2.3M use of reserves at the Branch Campuses, and a favorable net margin of \$1.1M at the HSC Campus. The \$8.4M use of reserves at Main Campus is primarily due to Provost Academic Affairs budgeting \$6.7M of reserves, and Executive VP for Administration budgeting \$1.4M use of reserves. Within Provost Academic Affairs, Provost Administrative Units, College of Arts and Sciences, and Extended University budgeted the largest use of reserves.

The next block of information shows our **Unrestricted Research** operations. The FY 2016 UNM Operating Budget shows a use of reserves of \$3.7M, of which \$4.5M use of reserves is related to Main Campus and a \$756K favorable net margin is related to HSC Campus. The \$4.5M use of reserves at Main Campus is primarily due to Provost Academic Affairs' departments budgeting reserves. The departments that budgeted the largest use of reserves are, College of Arts and Sciences, College of Education, School of Engineering, and VP Research & Economic Development. At the HSC Campus, the \$755.9K use of reserves includes faculty start-up for the SOM and CTSC promotion and equipment & maintenance contracts for the VP for Research.

The third business category shown on the first page of this report is **Unrestricted Public Service**. The operations in this category include special projects funded by State Appropriations, for example Project ECHO, and non-endowed gifts flowing from the UNM Foundation to departments and many small events funded by user fees. The FY 2016 UNM Operating Budget shows a use of reserves of \$5.0M. These reserves are comprised of \$4.5M use of reserves at the Main and Branch Campuses and a use of reserves of \$585K at the HSC Campus. The \$4.5M use of reserves at the Main and Branch Campuses is primarily due to Provost Academic Affairs' departments budgeting reserves. The departments budgeting the largest use of reserves are: Provost Administrative Units, College of Fine Arts, College of Arts and Sciences, School of Engineering, University Libraries, and VP Research & Economic Development. The primary use of reserves at the HSC campus includes faculty salaries for the College of Nursing to compensate for Extended Learning and non-endowed (gifts) for UNM Cancer Center building & facilities.

Page 2 of this report begins with the **Student Aid** function. The FY 2016 UNM Operating Budget projects a use of reserves of \$8.5M. These reserves are comprised of \$8.2M use of reserves at the Main and Branch Campuses and a use of reserves of \$290K at the HSC Campus. The budgeted use of reserves at Main Campus is primarily due to Provost Academic Affairs' departments budgeting reserves in endowed spending indices for the payout of major and departmental scholarships in the new fiscal year. Those departments include: VP Division of Enrollment Management, College of Fine Arts, College of Arts and Sciences, College of Education, and School of Law. The primary use of reserves at the HSC Campus includes student scholarships for the SOM and visiting faculty salaries for the College of Nursing.

**Student Activities** are the operations of Student Government and Student organizations. The FY 2016 UNM Operating Budget shows a use of reserves of \$265K.

### **Auxiliaries and Athletics**

The FY 2016 UNM Operating Budget for Auxiliaries and Athletics projected a use of reserves of \$703K. These reserves are primarily due to a combination of Athletics budgeting a \$29.2K use of reserves, VP for Institutional Support Services budgeting a \$551.5K use of reserves, and the branch campuses budgeting a use of reserves of \$122.2K.

**Sponsored programs** operations are our contract and grant research and public service projects funded by outside agencies and companies. These operations will always record a zero net revenue over expense by the nature of their funding. The agency pays for a service or research project, and normally any unspent funds must be returned to the agency.

The next block of numbers on the third page is a summary of our **Clinical Operations**. These operations are essentially all the patient care activities of the HSC Campus, including the UNM Hospitals, SOM physician professional services, Cancer Center operations and Housestaff/Medical Residents who are being trained in the UNM and VA hospitals. The FY 2016 UNM Re-Forecasted Budget projected a favorable net margin of \$13.9M. UNM Hospitals budgeted a favorable net margin of \$7.5M. The School of Medicine budgeted a favorable net margin of \$6.4M which is primarily due to increased clinical volumes at the UNM Cancer Center and Neurosurgery and a positive net margin at Project ECHO.



## FY16 UNM Debt Service Schedule

As of December 31, 2015

\*Includes Hospital Debt

UNM Bond Issue	Fixed or Variable Rate Issue	Original Issue Amount	Outstanding Principal Balance on June 30, 2015	Principal Payment due on June 1, 2016	Interest Payment paid on December 1, 2015	Interest Payment due on June 1, 2016	FY 2016 Principal & Interest
(1) GNMA Collateralized Taxable Hospital Revenue Bonds* <b>Series 2015:</b> Interest Range .484% to 3.532% Final Maturity Year 2032	Fixed Rate	\$115,000,000	\$115,000,000	\$6,035,000 (due 6/20/2016)	\$1,920,713 (due 12/20/2015)	\$1,600,594 (due 6/20/2016)	\$9,556,307
Sub Lien System Imp Revenue Bonds (4) <b>Series 2014 A:</b> Interest Range 3.0% to 5.0% Final Maturity Year 2033	Fixed Rate	\$10,980,000	\$9,715,000	\$1,240,000	\$204,125	\$204,125	\$1,648,250
Sub Lien System Rfdg Revenue Bonds (5) <b>Series 2014 B:</b> Interest Range 0.496% to 3.280% Final Maturity Year 2024	Fixed Rate	\$3,710,000	\$3,365,000	\$360,000	\$39,216	\$39,216	\$438,432
Sub Lien System Rfdg Revenue Bonds (6) <b>Series 2014 C:</b> Interest Range 1.5% to 5.0% Final Maturity Year 2035	Fixed Rate	\$100,085,000	\$97,615,000	\$2,140,000	\$2,440,375	\$2,440,375	\$7,020,750
Sub Lien System Imp Revenue Bonds (3) <b>Series 2012:</b> Interest Range 2.0% to 5.0% Final Maturity Year 2032	Fixed Rate	\$35,215,000	\$30,545,000	\$1,380,000	\$729,525	\$729,525	\$2,839,050
Sub Lien System Imp Revenue Bonds <b>Series 2007 A&amp;B:</b> Interest Range 4.096% to 5.302% Final Maturity Year 2036	Fixed Rate	\$136,710,000	\$127,865,000	\$2,000,000	\$3,200,997	\$3,200,997	\$8,401,994
Sub Lien Sys Rfdg Revenue Bonds (2) <b>Series 2002 B:</b> Variable Rate Demand Bonds - rates reset weekly Weekly rate as of June 30, 2014 was 0.05% Final Maturity Year 2026	Variable Rate	\$25,475,000	\$19,060,000	\$1,610,000	\$364,999	\$364,999	\$2,339,998
Sub Lien System Rfdg Revenue Bonds (2) <b>Series 2002 C:</b> Variable Rate Demand Bonds - rates reset weekly Weekly rate as of June 30, 2014 was 0.05% Final Maturity Year 2030	Variable Rate	\$37,840,000	\$33,405,000	\$945,000	\$658,079	\$658,079	\$2,261,158
Sub Lien System Imp Revenue Bonds (2) <b>Series 2001:</b> Variable Rate Demand Bonds - rates reset weekly Weekly rate as of June 30, 2014 was 0.07% Ceiling of 12% Final Maturity Year 2026	Variable Rate	\$52,625,000	\$31,020,000	\$2,265,000	\$620,400	\$620,400	\$3,505,800
System Revenue Bonds <b>Series 2000 B:</b> Interest Range 5.50% to 6.35% Final Maturity Year 2019	Fixed Rate	\$6,621,671	\$1,332,234	\$410,532	\$0	\$704,468	\$1,115,000
System Revenue Rfdg Bonds <b>Series 1992 A:</b> Interest Range 6.0% to 6.25% Final Maturity Year 2021	Fixed Rate	\$36,790,000	\$13,670,000	\$2,070,000	\$410,000	\$410,000	\$2,890,000
<b>Grand Total</b>		<b>\$561,051,671</b>	<b>\$482,592,234</b>	<b>\$20,455,532</b>	<b>\$10,588,429</b>	<b>\$10,972,778</b>	<b>\$42,016,739</b>

Note: See attached matrix for funding sources.

(1) Source: UNM Hospital - UNM Hospital Principal payment is due on June 20; interest payments are due on December 20 and June 20.

(2) Variable Rate bonds reflect the actual synthetically fixed interest rate that UNM pays.

It is noted that all ranges of interest rates and final maturity dates are reflective of Serial bonds.

(3) Series 2012 bonds refunded 2002A bonds,

(4) Series 2014A bonds refunded 2003A, 2003B bonds,

(5) Series 2014B bonds refunded 2003C bonds,

(6) Series 2014C bonds refunded 2005A bonds,

# FY16 UNM Debt Service - Source of Funds

As of December 31, 2015

	<div> <div>Series 2015 (UNMH Bond)</div> <div>Series 2014A</div> <div>Series 2014B</div> <div>Series 2014C</div> <div>Series 2012</div> <div>Series 2007 A&amp;B</div> <div>Series 2002B</div> <div>Series 2002C</div> <div>Series 2001</div> <div>Series 2000B</div> <div>Series 1992</div> </div>									
Student Fees- Facility	X		X	X	X	X	X		X	X
Student Fees - IT			X	X						
Parking Services			X	X	X					X
UNM Hospital	X	X				X				X
Bookstore		X								X
Housing & Dining Services		X		X			X		X	
Building R&R		X				X				X
Real Estate Department		X	X		X	X				
Physical Plant Department			X	X	X	X		X		
Information Technologies			X	X						
Athletics					X					
KNME										X
Opto Bldg (CHTM Res Park)						X				
CRTC						X				
Continuing Education						X				
Golf Course - North & South							X		X	
HSC				X	X					
Interest on Reserve Funds	X					X	X		X	

Statements of Revenues, Expenses and Changes in Net Assets - UNM Regents Format  
For the six month period ended December 31, 2015  
Preliminary and Unaudited

Detail of State/Local Appropriations  
Consolidated - Total Operations Current Funds

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%
Instruction and General				
Instruction & General Appropriations	275,560,700	137,780,550	(137,780,150)	50%
State Special Project Appropriations	1,236,200	618,100	(618,100)	50%
Tobacco Settlement Appropriations	1,130,600	565,278	(565,322)	50%
Mill Levy	7,671,200	3,835,600	(3,835,600)	50%
Total Instruction and General Appropriations	<u>285,598,700</u>	<u>142,799,528</u>	<u>(142,799,172)</u>	<u>50%</u>
Research				
State Special Project Appropriations	6,845,350	3,422,678	(3,422,672)	50%
Tobacco Settlement Appropriations	979,800	489,900	(489,900)	50%
Cigarette Tax Appropriations	3,899,221	2,110,486	(1,788,735)	54%
Total Research Appropriations	<u>11,724,371</u>	<u>6,023,064</u>	<u>(5,701,307)</u>	<u>51%</u>
Public Service				
State Special Project Appropriations	4,083,250	2,041,627	(2,041,623)	50%
Total Public Service Appropriations	<u>4,083,250</u>	<u>2,041,627</u>	<u>(2,041,623)</u>	<u>50%</u>
Clinical Operations				
State Special Project Appropriations	26,707,700	13,478,846	(13,228,854)	50%
Tobacco Settlement Appropriations	851,700	425,850	(425,850)	50%
Total Clinical Operations Appropriations	<u>27,559,400</u>	<u>13,904,696</u>	<u>(13,654,704)</u>	<u>50%</u>

**Statements of Revenues, Expenses and Changes in Net Assets - UNM Regents Format**  
**For the six month period ended December 31, 2015**  
**Preliminary and Unaudited**

**Detail of State/Local Appropriations**  
**Main Campus - Total Operations Current Funds**

	<b>FY 2016 Full Year Operating Budget</b>	<b>FY 2016 Year-to-Date Actual</b>	<b>Fiscal YTD Favrb/(Unfavrb) Budget</b>	<b>Actual to Budget Benchmark Rate 50%</b>
<b>Instruction and General</b>				
Instruction & General Appropriations	191,264,000	95,632,000	(95,632,000)	50%
State Special Project Appropriations				
African American Student Services	72,700	36,350	(36,350)	50%
Degree Mapping	75,000	37,500	(37,500)	50%
Disabled Student Services	191,900	95,950	(95,950)	50%
ENLACE	64,100	32,050	(32,050)	50%
Hispanic Student Center	158,100	79,050	(79,050)	50%
Minority Graduate Recruitment	118,600	59,300	(59,300)	50%
Native American Studies Intervention	356,400	178,200	(178,200)	50%
Pre-College Minority Student Math & Science	199,400	99,700	(99,700)	50%
Total State Special Project Appropriations	1,236,200	618,100	(618,100)	50%
Total Instruction and General Appropriations	192,500,200	96,250,100	(96,250,100)	50%
<b>Research</b>				
State Special Project Appropriations				
Center for Regional Studies (SW Research Ctr)	988,250	494,125	(494,125)	50%
Manufacturing Engineering	561,900	280,950	(280,950)	50%
Morrissey Hall	47,600	23,800	(23,800)	50%
Resource Geographic Information System	66,300	33,150	(33,150)	50%
Utton Transboundary Resource Center	346,300	173,150	(173,150)	50%
Total State Special Project Appropriations	2,010,350	1,005,175	(1,005,175)	50%
Total Research Appropriations	2,010,350	1,005,175	(1,005,175)	50%
<b>Public Service</b>				
State Special Project Appropriations				
Athlete Brain Safe Program	175,000	87,500	(87,500)	50%
Bureau of Business Research (Census)	384,700	192,350	(192,350)	50%
College Prep Mentoring/School of Law	120,800	60,400	(60,400)	50%
College Preparatory Mentoring	171,500	85,750	(85,750)	50%
Corrine Wolfe Law Center/Child Abuse Training	171,900	85,950	(85,950)	50%
Family Development Program	568,600	284,300	(284,300)	50%
FinAid Pell Administration	70,000	35,000	(35,000)	50%
ISTEC	48,800	24,400	(24,400)	50%
Judicial Selection	23,000	11,500	(11,500)	50%
KNME-TV	1,177,300	588,650	(588,650)	50%
Land Grant Studies Program	131,800	65,900	(65,900)	50%
N. M. Historical Review	48,000	24,000	(24,000)	50%
Small Business Innovation & Research Outreach	84,400	42,200	(42,200)	50%
Southwest Indian Law Clinic	207,600	103,800	(103,800)	50%
Spanish Colonial Research Center (SW Research Ctr)	148,750	74,375	(74,375)	50%
Spanish Resource Center	41,800	20,900	(20,900)	50%
Substance Abuse Program	138,200	69,100	(69,100)	50%
Wildlife Law Education	96,400	48,200	(48,200)	50%
Total State Special Project Appropriations	3,808,550	1,904,275	(1,904,275)	50%
Total Public Service Appropriations	3,808,550	1,904,275	(1,904,275)	50%

Statements of Revenues, Expenses and Changes in Net Assets - UNM Regents Format  
For the six month period ended December 31, 2015  
Preliminary and Unaudited

Detail of State/Local Appropriations

Branch Campuses - Total Operations Current Funds

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%
Instruction and General				
Instruction & General Appropriations				
Gallup	9,531,500	4,765,750	(4,765,750)	50%
Los Alamos	1,886,000	943,000	(943,000)	50%
Valencia	5,765,700	2,882,850	(2,882,850)	50%
Taos	3,788,800	1,894,400	(1,894,400)	50%
Total Instruction & General Appropriations	20,972,000	10,486,000	(10,486,000)	50%
Mill Levy				
McKinley County	2,600,000	1,300,000	(1,300,000)	50%
Los Alamos County	667,000	333,500	(333,500)	50%
Valencia County	2,624,000	1,312,000	(1,312,000)	50%
Taos County	1,780,200	890,100	(890,100)	50%
Total Mill Levy	7,671,200	3,835,600	(3,835,600)	50%
Total Branch Appropriations	28,643,200	14,321,600	(14,321,600)	50%

**Statements of Revenues, Expenses and Changes in Net Assets - UNM Regents Format**  
**For the six month period ended December 31, 2015**  
**Preliminary and Unaudited**

**Detail of State/Local Appropriations**  
**Health Sciences Center - Total Operations Current Funds**

	<b>FY 2016 Full Year Re-Forecasted Budget</b>	<b>FY 2016 Year-to-Date Actual</b>	<b>Fiscal YTD Favrb/(Unfavrb) Budget</b>	<b>Actual to Budget Benchmark Rate 50%</b>
<b>Instruction and General</b>				
Instruction & General Appropriations	63,324,700	31,662,550	(31,662,150)	50%
Tobacco Settlement Appropriations				
Instruction & General	607,800	305,250	(302,550)	50%
Pediatric Specialty Education	261,400	130,014	(131,386)	50%
Trauma Specialty Education	261,400	130,014	(131,386)	50%
Total Tobacco Settlement Appropriations	1,130,600	565,278	(565,322)	50%
Total Instruction and General Appropriations	64,455,300	32,227,828	(32,227,472)	50%
<b>Research</b>				
State Special Project Appropriations				
Cancer Center	2,691,200	1,345,603	(1,345,597)	50%
Hepatitis C, Project ECHO	2,143,800	1,071,900	(1,071,900)	50%
Total State Special Project Appropriations	4,835,000	2,417,503	(2,417,497)	50%
Tobacco Settlement Appropriations				
Genomics, Biocomputing, Environmental Health	979,800	489,900	(489,900)	50%
Total Tobacco Settlement Appropriations	979,800	489,900	(489,900)	50%
Cigarette Tax Appropriations	3,899,221	2,110,486	(1,788,735)	54%
Total Research Appropriations	9,714,021	5,017,889	(4,696,132)	52%
<b>Public Service</b>				
State Special Project Appropriations				
Center for Native American Health	274,700	137,352	(137,348)	50%
Out of County Indigent	-	-	-	N/A
Total State Special Project Appropriations	274,700	137,352	(137,348)	50%
Total Public Service Appropriations	274,700	137,352	(137,348)	50%
<b>Clinical Operations</b>				
State Special Project Appropriations				
Newborn Intensive Care Unit	3,350,200	1,675,098	(1,675,102)	50%
Office of the Medical Investigator	5,025,300	2,512,650	(2,512,650)	50%
Pediatric Oncology	1,303,500	651,750	(651,750)	50%
Poison and Drug Info Center	1,554,700	777,348	(777,352)	50%
Native American Suicide Prevention	99,700	49,848	(49,852)	50%
Native American Suicide Prevention (from IEF Balances)	200,000	100,000	(100,000)	50%
3D Mammography	250,000	250,000	-	100%
GME Residencies	1,807,400	903,702	(903,698)	50%
UNM Hospitals	13,116,900	6,558,450	(6,558,450)	50%
Total State Special Project Appropriations	26,707,700	13,478,846	(13,228,854)	50%
Tobacco Settlement Appropriations				
Pediatric Oncology	261,400	130,698	(130,702)	50%
Poison and Drug Info Center	590,300	295,152	(295,148)	50%
Total Tobacco Settlement Appropriations	851,700	425,850	(425,850)	50%
Total Clinical Operations Appropriations	27,559,400	13,904,696	(13,654,704)	50%

**Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format**  
**For the six month ended December 31, 2015**  
**Preliminary and Unaudited**

**Main Campus - Total Operations Current Funds**

	<b>FY 2016 Full Year Operating Budget</b>	<b>FY 2016 Year-to-Date Actual</b>	<b>Fiscal YTD Favrb/(Unfavrb) Budget</b>	<b>Actual to Budget Benchmark Rate 50%</b>	<b>FY 2015 Year-to-Date Actual</b>	<b>FY 2016 YTD Actual Change From FY 2015 YTD Actual</b>
Instruction and General						
Tuition and Fees Revenues	157,063,135	80,102,199	(76,960,936)	51%	77,998,322	2,103,877
State/Local Appropriations	192,500,200	96,250,100	(96,250,100)	50%	95,189,550	1,060,550
F & A Revenues	20,500,000	9,553,454	(10,946,546)	47%	9,835,380	(281,926)
Transfers	(54,284,161)	(29,556,266)	24,727,895	54%	(29,727,209)	170,943
Other Revenues	15,612,079	7,959,175	(7,652,904)	51%	7,041,089	918,086
Total Instruction and General Revenues	331,391,253	164,308,662	(167,082,591)	50%	160,337,132	3,971,530
Salaries	200,571,473	99,604,887	100,966,586	50%	98,489,173	(1,115,714)
Benefits	66,766,292	32,008,915	34,757,377	48%	31,613,542	(395,373)
Other Expenses	72,440,919	30,456,796	41,984,123	42%	30,273,420	(183,376)
Total Instruction and General Expenses	339,778,684	162,070,598	177,708,086	48%	160,376,135	(1,694,463)
Net Instruction and General Revenue/(Expense)	(8,387,431)	2,238,064	10,625,495		(39,003)	2,277,067
Research						
State/Local Appropriations	2,010,350	1,005,175	(1,005,175)	50%	1,055,025	(49,850)
Transfers	17,200,071	4,979,026	(12,221,045)	29%	5,586,167	(607,141)
Other Revenues	738,644	894,468	155,824	121%	600,724	293,744
Total Research Revenues	19,949,065	6,878,669	(13,070,396)	34%	7,241,916	(363,247)
Salaries and Benefits	12,832,630	5,654,913	7,177,717	44%	5,146,587	(508,326)
Other Expenses	11,617,086	4,379,400	7,237,686	38%	4,584,693	205,293
Total Research Expenses	24,449,716	10,034,313	14,415,403	41%	9,731,280	(303,033)
Net Research Revenue/(Expense)	(4,500,651)	(3,155,644)	1,345,007		(2,489,364)	(666,280)
Public Service						
State/Local Appropriations	3,808,550	1,904,275	(1,904,275)	50%	1,826,775	77,500
Sales and Services Revenues	8,277,563	3,986,661	(4,290,902)	48%	4,044,158	(57,497)
Gifts	7,070,395	3,648,933	(3,421,462)	52%	3,963,226	(314,293)
Transfers	36,165	(26,558)	(62,723)	-73%	(861,227)	834,669
Other Revenues	3,868,591	1,915,772	(1,952,819)	50%	2,832,776	(917,004)
Total Public Service Revenues	23,061,264	11,429,083	(11,632,181)	50%	11,805,708	(376,625)
Salaries and Benefits	12,725,005	6,196,273	6,528,732	49%	6,556,363	360,090
Other Expenses	14,684,393	6,639,990	8,044,403	45%	4,816,644	(1,823,346)
Total Public Service Expenses	27,409,398	12,836,263	14,573,135	47%	11,373,007	(1,463,256)
Net Public Service Revenue/(Expense)	(4,348,134)	(1,407,180)	2,940,954		432,701	(1,839,881)

**Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format**  
**For the six month ended December 31, 2015**  
**Preliminary and Unaudited**

**Main Campus - Total Operations Current Funds**

	<b>FY 2016 Full Year Operating Budget</b>	<b>FY 2016 Year-to-Date Actual</b>	<b>Fiscal YTD Favrb/(Unfavrb) Budget</b>	<b>Actual to Budget Benchmark Rate 50%</b>	<b>FY 2015 Year-to-Date Actual</b>	<b>FY 2016 YTD Actual Change From FY 2015 YTD Actual</b>
Student Aid						
Private Grants/Gifts	3,934,944	2,606,505	(1,328,439)	66%	2,735,959	(129,454)
State Lottery Scholarships	35,000,000	17,500,000	(17,500,000)	50%	16,645,840	854,160
Transfers	15,990,247	7,963,856	(8,026,391)	50%	9,046,750	(1,082,894)
Other Revenues	967,341	305,599	(661,742)	32%	232,198	73,401
Total Student Aid Revenues	55,892,532	28,375,960	(27,516,572)	51%	28,660,747	(284,787)
Salaries and Benefits	2,099,249	1,471,214	628,035	70%	1,266,454	(204,760)
Other Expenses	61,772,036	28,426,122	33,345,914	46%	28,014,128	(411,994)
Total Student Aid Expenses	63,871,285	29,897,336	33,973,949	47%	29,280,582	(616,754)
Net Student Aid Revenue/(Expense)	(7,978,753)	(1,521,376)	6,457,377		(619,835)	(901,541)
Student Social & Cultural Programs						
Fee Revenues	8,143,771	4,067,918	(4,075,853)	50%	3,927,944	139,974
Sales and Services Revenues	1,502,317	778,120	(724,197)	52%	712,903	65,217
Transfers	627,995	325,610	(302,385)	52%	521,644	(196,034)
Other Revenues	166,998	96,085	(70,913)	58%	105,725	(9,640)
Total Student Social & Cultural Programs Revenues	10,441,081	5,267,733	(5,173,348)	50%	5,268,216	(483)
Salaries and Benefits	6,169,162	2,921,175	3,247,987	47%	2,370,439	(550,736)
Other Expenses	4,519,274	2,305,247	2,214,027	51%	2,477,416	172,169
Total Student Social & Cultural Programs Expenses	10,688,436	5,226,422	5,462,014	49%	4,847,855	(378,567)
Net Student Social & Cultural Programs Revenue/(Expense)	(247,355)	41,311	288,666		420,361	(378,567)
Auxiliaries						
Auxiliaries Revenues	52,022,638	27,974,505	(24,048,133)	54%	30,791,050	(2,816,545)
Athletics Revenues	35,042,424	17,309,536	(17,732,888)	49%	16,801,241	508,295
Total Auxiliaries Revenues	87,065,062	45,284,041	(41,781,021)	52%	47,592,291	(2,308,250)
Auxiliaries Expenses	52,574,144	25,677,564	26,896,580	49%	28,353,159	2,675,595
Athletics Expenses	35,071,674	18,426,963	16,644,711	53%	18,021,265	(405,698)
Total Auxiliaries Expenses	87,645,818	44,104,527	43,541,291	50%	46,374,424	2,269,897
Net Auxiliaries and Athletics Revenue/(Expense)	(580,756)	1,179,514	1,760,270		1,217,867	(38,353)



Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

**Main Campus - Total Operations Current Funds**

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
Sponsored Programs						
Federal Grants and Contracts Revenues	143,073,888	68,032,244	(75,041,644)	48%	70,641,853	(2,609,609)
State and Local Grants and Contracts Revenues	15,187,338	7,230,480	(7,956,858)	48%	6,425,938	804,542
Non-Governmental Grants and Contracts Revenues	12,397,000	6,987,910	(5,409,090)	56%	7,050,908	(62,998)
Gifts	-	-	-	N/A	67,183	(67,183)
Transfers	2,888,000	812,101	(2,075,899)	28%	(284,778)	1,096,879
Other Revenues	-	(638,244)	(638,244)	N/A	-	(638,244)
Total Sponsored Programs Revenues	173,546,226	82,424,491	(91,121,735)	47%	83,901,104	(1,476,613)
Salaries and Benefits	64,460,226	28,023,481	36,436,745	43%	27,968,481	(55,000)
Other Expenses	109,086,000	54,401,010	54,684,990	50%	55,932,623	1,531,613
Total Sponsored Programs Expenses	173,546,226	82,424,491	91,121,735	47%	83,901,104	1,476,613
Net Sponsored Programs Revenue/(Expense)	-	-	-		-	-
Contingencies						
Total Contingency Revenues	(6,994,011)	-	6,994,011	0%	-	-
Total Contingency Expenses	(7,072,248)	-	(7,072,248)	0%	-	-
Net Contingencies Revenue/(Expense)	78,237	-	(78,237)		-	-
<b>Net Current Revenue/(Expense)</b>	<b>(25,964,843)</b>	<b>(2,625,311)</b>	<b>23,339,532</b>		<b>(1,077,273)</b>	<b>(1,548,038)</b>

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

**Branch Campuses - Total Operations Current Funds**

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
Instruction and General						
Tuition and Fees Revenues	7,553,002	4,076,037	(3,476,965)	54%	3,780,532	295,505
State/Local Appropriations	28,643,200	14,321,600	(14,321,600)	50%	13,948,795	372,805
Transfers	(1,158,551)	(1,546,034)	(387,483)	133%	(1,081,260)	(464,774)
Other Revenues	591,236	542,202	(49,034)	92%	413,173	129,029
Total Instruction and General Revenues	35,628,887	17,393,805	(18,235,082)	49%	17,061,240	332,565
Salaries	22,023,294	10,302,774	11,720,520	47%	10,076,465	(226,309)
Benefits	7,065,579	3,157,267	3,908,312	45%	3,127,247	(30,020)
Other Expenses	8,931,142	3,783,275	5,147,867	42%	3,642,470	(140,805)
Total Instruction and General Expenses	38,020,015	17,243,316	20,776,699	45%	16,846,182	(397,134)
Net Instruction and General Revenue/(Expense)	(2,391,128)	150,489	2,541,617		215,058	(64,569)
Public Service						
State/Local Appropriations	-	-	-	N/A	-	
Sales and Services Revenues	362,657	299,395	(63,262)	83%	290,060	9,335
Gifts	75,750	76,293	543	101%	141,022	(64,729)
Transfers	28,000	45,453	17,453	162%	(12,644)	58,097
Other Revenues	10,000	191	(9,809)	2%	3,091	(2,900)
Total Public Service Revenues	476,407	421,332	(55,075)	88%	421,529	(197)
Salaries and Benefits	344,644	200,130	144,514	58%	199,585	(545)
Other Expenses	278,268	103,736	174,532	37%	82,625	(21,111)
Total Public Service Expenses	622,912	303,866	319,046	49%	282,210	(21,656)
Net Public Service Revenue/(Expense)	(146,505)	117,466	263,971		139,319	(21,853)
Student Aid						
Private Grants/Gifts	142,450	39,197	(103,253)	28%	66,186	(26,989)
Transfers	380,860	186,308	(194,552)	49%	193,204	(6,896)
Other Revenues	20,000	8,951	(11,049)	45%	16,212	(7,261)
Total Student Aid Revenues	543,310	234,456	(308,854)	43%	275,602	(41,146)
Salaries and Benefits	-	17,989	(17,989)	N/A	7,557	(10,432)
Other Expenses	767,660	337,109	430,551	44%	244,272	(92,837)
Total Student Aid Expenses	767,660	355,098	412,562	46%	251,829	(103,269)
Net Student Aid Revenue/(Expense)	(224,350)	(120,642)	103,708		23,773	(144,415)

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

**Branch Campuses - Total Operations Current Funds**

	FY 2016 Full Year Operating Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
Student Social & Cultural Programs						
Fee Revenues	230,000	124,692	(105,308)	54%	188,893	(64,201)
Sales and Services Revenues	6,550	7,236	686	110%	8,355	(1,119)
Transfers	(40,000)	(37,500)	2,500	94%	(39,850)	2,350
Other Revenues	-	-	-	N/A	150	(150)
Total Student Social & Cultural Programs Revenues	196,550	94,428	(102,122)	48%	157,548	(63,120)
Salaries and Benefits	7,840	16,292	(8,452)	208%	13,700	(2,592)
Other Expenses	195,958	101,755	94,203	52%	72,365	(29,390)
Total Student Social & Cultural Programs Expenses	203,798	118,047	85,751	58%	86,065	(31,982)
Net Student Social & Cultural Programs Revenue/(Expense)	(7,248)	(23,619)	(16,371)		71,483	(95,102)
Auxiliaries						
Bookstore Revenues	2,038,258	949,807	(1,088,451)	47%	1,060,599	(110,792)
Housing and Food Service Revenues	147,175	79,417	(67,758)	54%	94,995	(15,578)
Transfers	-	(10,000)	(10,000)	N/A	-	(10,000)
Other Auxiliaries Revenues	450,522	78,090	(372,432)	17%	13,850	64,240
Total Auxiliaries Revenues	2,635,955	1,097,314	(1,538,641)	42%	1,169,444	(72,130)
Bookstore Expenses	2,038,258	1,051,236	987,022	52%	1,281,294	230,058
Housing and Food Service Expenses	147,175	71,913	75,262	49%	74,166	2,253
Other Auxiliaries Expenses	572,716	221,346	351,370	39%	8,029	(213,317)
Total Auxiliaries Expenses	2,758,149	1,344,495	1,413,654	49%	1,363,489	18,994
Net Auxiliaries Revenue/(Expense)	(122,194)	(247,181)	(124,987)		(194,045)	(53,136)
Sponsored Programs						
Federal Grants and Contracts Revenues	6,909,647	3,476,874	(3,432,773)	50%	2,767,516	709,358
State and Local Grants and Contracts Revenues	2,286,045	864,058	(1,421,987)	38%	491,637	372,421
Non-Governmental Grants and Contracts Revenues	-	19,353	19,353	N/A	346,998	(327,645)
Gifts	-	-	-	N/A	-	-
Transfers	-	377,375	377,375	N/A	261,675	115,700
Other Revenues	-	(17,731)	(17,731)	N/A	-	(17,731)
Total Sponsored Programs Revenues	9,195,692	4,719,929	(4,475,763)	51%	3,867,826	852,103
Salaries and Benefits	5,611,967	2,881,540	2,730,427	51%	2,760,051	(121,489)
Other Expenses	3,583,725	1,838,389	1,745,336	51%	1,107,775	(730,614)
Total Sponsored Programs Expenses	9,195,692	4,719,929	4,475,763	51%	3,867,826	(852,103)
Net Sponsored Programs Revenue/(Expense)	-	-	-		-	-
<b>Net Current Revenue/(Expense)</b>	<b>(2,891,425)</b>	<b>(123,487)</b>	<b>2,767,938</b>		<b>255,588</b>	<b>(379,075)</b>

**Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format**  
**For the six month ended December 31, 2015**  
**Preliminary and Unaudited**

**Health Sciences Center - Total Operations Current Funds**

	<b>FY 2016 Full Year Re-Forecasted Budget</b>	<b>FY 2016 Year-to-Date Actual</b>	<b>Fiscal YTD Favrb/(Unfavrb) Budget</b>	<b>Actual to Budget Benchmark Rate 50%</b>	<b>FY 2015 Year-to-Date Actual</b>	<b>FY 2016 YTD Actual Change From FY 2015 YTD Actual</b>
Instruction and General						
Tuition and Fees Revenues	15,632,866	7,859,868	(7,772,998)	50%	7,257,133	602,735
State/Local Appropriations	64,455,300	32,227,828	(32,227,472)	50%	32,453,400	(225,572)
F & A Revenues	24,500,000	11,916,697	(12,583,303)	49%	11,174,697	742,000
Transfers	(3,428,681)	(4,049,522)	(620,841)	118%	2,130,364	(6,179,886)
Other Revenues	11,401,306	7,566,131	(3,835,175)	66%	6,422,016	1,144,115
Total Instruction and General Revenues	112,560,791	55,521,002	(57,039,789)	49%	59,437,610	(3,916,608)
Salaries	73,553,689	35,801,375	37,752,314	49%	34,625,897	(1,175,478)
Benefits	21,681,322	10,686,379	10,994,943	49%	10,360,926	(325,453)
Other Expenses	16,190,609	8,158,785	8,031,824	50%	10,164,437	2,005,652
Total Instruction and General Expenses	111,425,620	54,646,539	56,779,081	49%	55,151,260	504,721
Net Instruction and General Revenue/(Expense)	1,135,171	874,463	(260,708)		4,286,350	(3,411,887)
Research						
State/Local Appropriations	9,714,021	5,017,889	(4,696,132)	52%	4,869,584	148,305
Generated Revenues	168,200	211,321	43,121	126%	200,006	11,315
Transfers	12,578,792	5,047,388	(7,531,404)	40%	2,371,433	2,675,955
Other Revenues	2,784,793	3,275,471	490,678	118%	1,149,004	2,126,467
Total Research Revenues	25,245,806	13,552,069	(11,693,737)	54%	8,590,027	4,962,042
Salaries and Benefits	14,857,040	6,382,086	8,474,954	43%	6,636,545	254,459
Other Expenses	9,632,779	4,173,304	5,459,475	43%	4,033,734	(139,570)
Total Research Expenses	24,489,819	10,555,390	13,934,429	43%	10,670,279	114,889
Net Research Revenue/(Expense)	755,987	2,996,679	2,240,692		(2,080,252)	5,076,931
Public Service						
State/Local Appropriations	274,700	137,352	(137,348)	50%	468,652	(331,300)
Sales and Services Revenues	11,072,004	6,279,904	(4,792,100)	57%	3,346,318	2,933,586
Gifts	2,116,989	1,054,804	(1,062,185)	50%	839,829	214,975
Transfers	4,879,665	1,781,409	(3,098,256)	37%	2,045,943	(264,534)
Other Revenues	1,369,665	375,633	(994,032)	27%	564,534	(188,901)
Total Public Service Revenues	19,713,023	9,629,102	(10,083,921)	49%	7,265,276	2,363,826
Salaries and Benefits	10,300,865	4,227,466	6,073,399	41%	4,038,948	(188,518)
Other Expenses	9,997,022	5,012,761	4,984,261	50%	4,447,904	(564,857)
Total Public Service Expenses	20,297,887	9,240,227	11,057,660	46%	8,486,852	(753,375)
Net Public Service Revenue/(Expense)	(584,864)	388,875	973,739		(1,221,576)	1,610,451

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

Health Sciences Center - Total Operations Current Funds

	FY 2016 Full Year Re-Forecasted Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
Student Aid						
Gifts	1,625,702	866,900	(758,802)	53%	796,305	70,595
Investment Income	-	-	-	N/A	-	-
Transfers	2,277,317	1,037,852	(1,239,465)	46%	989,823	48,029
Other Revenues	-	24,161	24,161	N/A	3,134	21,027
Total Student Aid Revenues	3,903,019	1,928,913	(1,974,106)	49%	1,789,262	139,651
Salaries and Benefits	2,434,120	827,248	1,606,872	34%	972,149	144,901
Other Expenses	1,758,559	747,660	1,010,899	43%	437,879	(309,781)
Total Student Aid Expenses	4,192,679	1,574,908	2,617,771	38%	1,410,028	(164,880)
Net Student Aid Revenue/(Expense)	(289,660)	354,005	643,665		379,234	(25,229)
Student Social & Cultural Programs						
Fee Revenues	-	-	-	N/A	-	-
Sales and Services Revenues	33,033	33,162	129	100%	21,992	11,170
Transfers	8,912	3,912	(5,000)	44%	25,928	(22,016)
Other Revenues	4,166	900	(3,266)	22%	1,351	(451)
Total Student Social & Cultural Programs Revenues	46,111	37,974	(8,137)	82%	49,271	(11,297)
Salaries and Benefits	4,000	137	3,863	3%	-	(137)
Other Expenses	52,946	30,833	22,113	58%	25,216	(5,617)
Total Student Social & Cultural Programs Expenses	56,946	30,970	25,976	54%	25,216	(5,754)
Net Student Social & Cultural Programs Revenue/(Expense)	(10,835)	7,004	17,839		24,055	(17,051)
Sponsored Programs						
Federal Grants and Contracts Revenues	98,452,325	49,728,500	(48,723,825)	51%	44,492,599	5,235,901
State and Local Grants and Contracts Revenues	13,698,410	7,241,557	(6,456,853)	53%	6,575,588	665,969
Non-Governmental Grants and Contracts Revenues	21,198,771	8,455,914	(12,742,857)	40%	11,267,829	(2,811,915)
Gifts	-	-	-	N/A	-	-
Other Revenues	-	-	-	N/A	-	-
Transfers	1,957,780	1,959,554	1,774	100%	1,525,092	434,462
Total Sponsored Programs Revenues	135,307,286	67,385,525	(67,921,761)	50%	63,861,108	3,524,417
Salaries and Benefits	73,958,516	38,513,572	35,444,944	52%	36,144,497	(2,369,075)
Other Expenses	61,348,770	28,871,953	32,476,817	47%	27,716,611	(1,155,342)
Total Sponsored Programs Expenses	135,307,286	67,385,525	67,921,761	50%	63,861,108	(3,524,417)
Net Sponsored Programs Revenue/(Expense)	-	-	-		-	-

Statements of Revenues, Expenses and Changes in Net Position - UNM Regents Format  
For the six month ended December 31, 2015  
Preliminary and Unaudited

**Health Sciences Center - Total Operations Current Funds**

	FY 2016 Full Year Re-Forecasted Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 50%	FY 2015 Year-to-Date Actual	FY 2016 YTD Actual Change From FY 2015 YTD Actual
Clinical Operations						
State/Local Appropriations	27,559,400	13,904,696	(13,654,704)	50%	13,102,201	802,495
Physician Professional Fee Revenues	127,864,787	59,692,687	(68,172,100)	47%	60,804,563	(1,111,876)
Hospital Facility Revenues	870,849,401	428,508,253	(442,341,148)	49%	388,364,953	40,143,300
Other Patient Revenues, net of Allowance	145,451,737	69,677,837	(75,773,900)	48%	59,192,138	10,485,699
Mil Levy	93,616,857	46,608,055	(47,008,802)	50%	46,390,022	218,033
Investment Income	(5,744)	(2,871)	2,873	50%	6,388,568	(6,391,439)
Gifts	3,311,735	1,609,914	(1,701,821)	49%	2,269,876	(659,962)
Housestaff Revenues	37,301,878	18,403,647	(18,898,231)	49%	16,268,339	2,135,308
Other Revenues	19,182,945	8,126,967	(11,055,978)	42%	9,310,170	(1,183,203)
Total Clinical Operations Revenues	1,325,132,996	646,529,185	(678,603,811)	49%	602,090,830	44,438,355
Salaries and Benefits	707,463,708	341,812,785	365,650,923	48%	329,868,598	(11,944,187)
Interest Expense	3,834,245	1,917,124	1,917,121	50%	4,038,561	2,121,437
Housestaff Expenses	37,301,878	18,287,990	19,013,888	49%	17,066,734	(1,221,256)
Other Expenses	562,670,365	276,597,346	286,073,019	49%	248,931,082	(27,666,264)
Total Clinical Operations Expenses	1,311,270,196	638,615,245	672,654,951	49%	599,904,975	(38,710,270)
Net Clinical Operations Revenue/(Expense)	13,862,800	7,913,940	(5,948,860)		2,185,855	5,728,085
Contingencies						
Total Contingency Revenues	2,587,263	-	(2,587,263)	0%	-	-
Total Contingency Expenses	2,587,263	-	2,587,263	0%	-	-
Net Contingencies Revenue/(Expense)	-	-	-		-	-
<b>Net Current Revenue/(Expense)</b>	<b>14,868,599</b>	<b>12,534,966</b>	<b>(2,333,633)</b>		<b>3,573,666</b>	<b>8,961,300</b>



**University Services**

University Services Business Operations  
UNM Surplus Property  
UnivServ Shipping and Receiving  
UNM Mailing Systems  
UNM Records Management  
<http://www.unm.edu/~univserv/>

Date: December 21, 2015

To: Bruce Cherrin, Chief Procurement Officer  
Purchasing Department

From: Marcos Roybal   
Manager, Administrative Operations, University Services

Subject: Equipment Disposition – December 2015

Attached for your review and submission to the Board of Regents are the Surplus Property Disposition Detail lists for the month of December, 2015.

Consistent with UNM Board of Regents Policy 7.9 and the NM Disposition of Surplus Property Act, 13-6-1, NMSA 1978, and based upon documentation submitted by the UNM departments responsible for the equipment, I certify that the equipment identified on the monthly list is worn-out, unusable or obsolete to the extent that the items are no longer economical or safe for continued use by the University. I recommend that the items be deleted from UNM's inventory and disposed of in accordance with the above noted Regents Policy and NM Surplus Property Act.

# University Services - Surplus Property (December)

Memo	Tag Number	Org Description	Asset Description	Manufacturer	Model	Serial Number	Capitalization Date	Total Cost	NBV	Disposal Method	Disposal Date
2	N00010796	IT WSM CUSTOMER SERVICE	PLOTTER	HP	DesignJet 4500 PS	SG69TH0917	2/19/2007	\$13,895.00	\$0.00	Obsolete	12/18/2015
	235531	MTS Distance Education Coordination	CAMERA MOTION PICT	GCVideo	CPC2112AIN	9053400100003	3/5/1999	\$7,672.00	\$0.00	Obsolete	12/4/2015
1	800783	Mechanical Engineering	COMPUTER PRINTER	HewlettPac	HP2686A	2424J61127	10/24/1994	\$2,368.00	\$2,368.00	Obsolete	11/20/2015
										<b>Disposition Value</b>	<b>\$23,935.00</b>
										<b>Disposition Net Book Value</b>	<b>\$2,368.00</b>
										<b>Total Dispositon Items:</b>	<b>3</b>





*Department of Mechanical Engineering*

## Memorandum

TO: Dora Dominguez  
FROM: Ron Mckinstry  
DATE: 11/17/2015  
RE: item # 80783

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Ms. Dominguez,

I am requesting for disposal of item # 800783 HP Computer (model#HP2686A, S/N2424J61127) which is no longer in use or operable. This item has already been released for disposal by both departmental Chair Chris Hall and Chief Procurement officer Bruce Cherrin. If you have any further questions, please don't hesitate to contact me.

Thank you,

Ron Mckinstry  
Engineering Tech  
Mechanical Engineering  
277-2363

Asset#	Description	Acq.Cost	NBV	Date
800783	Computer Printer	\$2,368.00	\$2,368.00	1994

**IT - Workstation  
Management**

# Memo

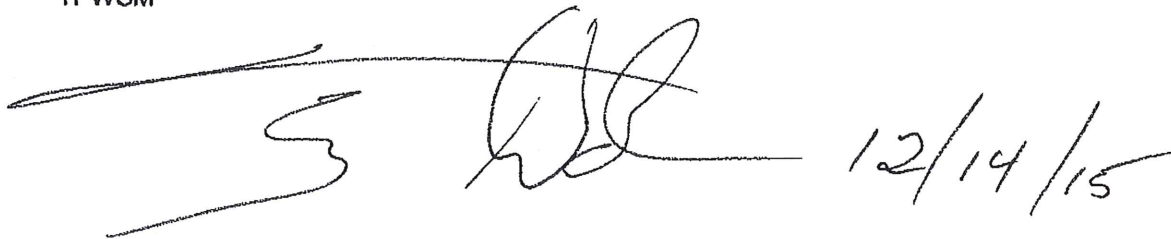
**To:** University Services  
**From:** Tony Waldron, IT- Workstation Management.  
**Date:** 12/14/2015  
**Re:** Asset N00010796

---

This asset is no longer functional and the cost of repair exceeds the replacement cost.

Tony Waldron

IT WSM

Handwritten signature and date 12/14/15.

Asset#  
N00010796

Descriptions  
Plotter

Acq. Cost  
\$13,895.00

NBV  
\$0.00

Date  
2007

# New Mexico Compilation Commission

## 13-6-1 . Disposition of obsolete, worn-out or unusable tangible personal property.

A. The governing authority of each state agency, local public body, school district and state educational institution may dispose of any item of tangible personal property belonging to that authority and delete the item from its public inventory upon a specific finding by the authority that the item of property is:

- (1) of a current resale value of five thousand dollars (\$5,000) or less; and
- (2) worn out, unusable or obsolete to the extent that the item is no longer economical or safe for continued use by the body.

B. The governing authority shall, as a prerequisite to the disposition of any items of tangible personal property:

- (1) designate a committee of at least three officials of the governing authority to approve and oversee the disposition; and
- (2) give notification at least thirty days prior to its action making the deletion by sending a copy of its official finding and the proposed disposition of the property to the state auditor and the appropriate approval authority designated in Section 13-6-2 NMSA 1978, duly sworn and subscribed under oath by each member of the authority approving the action.

C. A copy of the official finding and proposed disposition of the property sought to be disposed of shall be made a permanent part of the official minutes of the governing authority and maintained as a public record subject to the Inspection of Public Records Act [Chapter 14, Article 2 NMSA 1978].

D. The governing authority shall dispose of the tangible personal property by negotiated sale to any governmental unit of an Indian nation, tribe or pueblo in New Mexico or by negotiated sale or donation to other state agencies, local public bodies, school districts, state educational institutions or municipalities or through the central purchasing office of the governing authority by means of competitive sealed bid or public auction or, if a state agency, through the surplus property bureau of the transportation services division of the general services department.

E. A state agency shall give the surplus property bureau of the transportation services division of the general services department the right of first refusal when disposing of obsolete, worn-out or unusable tangible personal property of the state agency.

F. If the governing authority is unable to dispose of the tangible personal property pursuant to Subsection D or E of this section, the governing authority may sell or, if the property has no value, donate the property to any organization described in Section 501(c)(3) of the Internal Revenue Code of 1986.

G. If the governing authority is unable to dispose of the tangible personal property pursuant to Subsection D, E or F of this section, it may order that the property be destroyed or otherwise permanently disposed of in accordance with applicable laws.

H. If the governing authority determines that the tangible personal property is hazardous or contains hazardous materials and may not be used safely under any circumstances, the property shall be destroyed and disposed of pursuant to Subsection G of this section.

I. No tangible personal property shall be donated to an employee or relative of an employee of a state agency, local public body, school district or state educational institution; provided that nothing in this subsection precludes an employee from participating and bidding for public property at a public auction.

J. This section shall not apply to any property acquired by a museum through abandonment procedures pursuant to the Abandoned Cultural Properties Act [18-10-1 to 18-10-5 NMSA 1978].

K. Notwithstanding the provisions of Subsection A of this section, the department of transportation may sell through public auction or dispose of surplus tangible personal property used to manage, maintain or build roads that exceeds five thousand dollars (\$5,000) in value. Proceeds from sales shall be credited to the state road fund. The department of transportation shall notify the department of finance and administration regarding the disposition of all property.

L. If the secretary of public safety finds that the K-9 dog presents no threat to public safety, the K-9 dog shall be released from public ownership as provided in this subsection. The K-9 dog shall first be offered to its trainer or handler free of charge. If the trainer or handler does not want to accept ownership of the K-9 dog, then the K-9 dog shall be offered to an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 free of charge. If both of the above fail, the K-9 dog shall only be sold to a qualified individual found capable of providing a good home to the animal.

History: 1953 Comp., § 6-1-7.1, enacted by Laws 1961, ch. 100, § 1; 1979, ch. 195, § 2; 1984, ch. 47, § 1; 1987, ch. 15, § 1; 1989, ch. 211, § 6; 1995, ch. 181, § 1; 1998, ch. 16, § 1; 2001, ch. 317, § 1; 2007, ch. 57, § 4; 2012, ch. 10, § 1; 2013, ch. 9, § 1.






**University Services**

University Services Business Operations  
UNM Surplus Property  
UnivServ Shipping and Receiving  
UNM Mailing Systems  
UNM Records Management  
<http://www.unm.edu/~univserv/>

Date: January 19, 2016

To: Bruce Cherrin, Chief Procurement Officer  
Purchasing Department

From: Marcos Roybal   
Manager, Administrative Operations, University Services

Subject: Equipment Disposition – January 2016

Attached for your review and submission to the Board of Regents are the Surplus Property Disposition Detail lists for the month of January, 2016.

Consistent with UNM Board of Regents Policy 7.9 and the NM Disposition of Surplus Property Act, 13-6-1, NMSA 1978, and based upon documentation submitted by the UNM departments responsible for the equipment, I certify that the equipment identified on the monthly list is worn-out, unusable or obsolete to the extent that the items are no longer economical or safe for continued use by the University. I recommend that the items be deleted from UNM's inventory and disposed of in accordance with the above noted Regents Policy and NM Surplus Property Act.

**University Services - Surplus Property (January)**

Memo	Tag Number	Org Description	Asset Description	Manufacturer	Model	Serial Number	Capitalization Date	Total Cost	NBV	Disposal Method	Disposal Date
2	199222	Center for High Tech Materials CHTM	MONITORING SYSTEM	MdaScienif	SYSTEM 16	5160725	10/27/1992	\$43,791.00	\$0.00	Obsolete	1/15/2016
3	N00003798	UNM Mailing Systems	Postal Metering System	PitneyBowe	DM1000 System	3300076	6/23/2005	\$31,237.25	\$0.00	Obsolete	1/15/2016
3	N00003799	UNM Mailing Systems	Postal Metering System	PitneyBowe	DM1000 System	6160	6/23/2005	\$31,237.25	\$0.00	Obsolete	1/15/2016
3	N00003801	UNM Mailing Systems	Postal Metering System	PitneyBowe	DM1000 System	6162	6/23/2005	\$31,237.25	\$0.00	Obsolete	1/15/2016
1	166588	Center for High Tech Materials CHTM	DETECTOR LEAK	Alcatel		901	1/1/1985	\$17,463.00	\$0.00	Obsolete	1/15/2016
	252712	Biochemistry Molecular Biology	FREEZER	ThermoForm	Lab	476000-119	10/14/2001	\$6,588.00	\$0.00	Too Costly to Repair	1/15/2016
	240986	Electrical Computer Engineering	PROJECTOR	InFocus	SGA 900	3WW01100725	3/30/2000	\$5,310.00	\$0.00	Cannibalized	1/8/2016
	255638	Pathology Department	UNIVERSAL SOURCE	OptiQuip	Lamphouse	771	5/22/2002	\$2,958.00	\$98.29	Obsolete	1/8/2016
	267713	Center for High Tech Materials CHTM	BALANCE ANALYTICAL	Precision	Adamlab AAA250L	AE048A113215	7/13/2004	\$1,426.00	\$238.02	Obsolete	1/15/2016
										<b>Disposition Value</b>	<b>\$171,247.75</b>
										<b>Disposition Net Book Value</b>	<b>\$336.31</b>
										<b>Total Dispositon Items:</b>	<b>9</b>

## EXPLANATORY MEMO

January 07, 2016

To: Inventory Control

From: Shane Kelly, CHTM

CHTM is requesting the following item to be deleted from our assets.

UNM Tag 166588 (Alcatel Leak Detector)

This item has been cannibalized for parts and is no longer in working order.

For these reasons we ask that it be removed from our inventory.

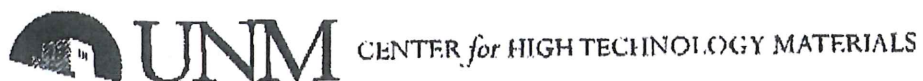
If you have any additional questions, please contact me at: 505-239-5381

Thanks,  
Shane Kelly



\_\_\_\_\_  
Signature (Director of CHTM)  
Sanjay Krishna

<u>Asset</u>	<u>Description</u>	<u>Acq Cost</u>	<u>NBV</u>	<u>Date</u>
166588	Leak Detector	\$ 17,463 <sup>00</sup>	Ø	1985



## EXPLANATORY MEMO

January 08, 2016

To: Inventory Control

From: Shane Kelly, CHTM

CHTM is requesting the following item to be deleted from our assets.

UNM Tag 199222 (MDA Scientific Monitoring System)

This item has been in use for many years, and is now obsolete and is also no longer in working order.

For these reasons we ask that it be removed from our inventory.

If you have any additional questions, please contact me at: 505-239-5381

Thanks,  
Shane Kelly

A handwritten signature in blue ink, appearing to read 'Sanjay Krishna', written over a horizontal line.

Signature (Director of CHTM)  
Sanjay Krishna

<u>Asset</u>	<u>Description</u>	<u>Acq Cost</u>	<u>NBV</u>	<u>Date</u>
199222	Monitoring System	\$43,791.00	Ø	1992



Date: January 11, 2016

To: Dora Dominguez

From: Tonya Rintala, Manager Mailing Systems

Subject: Required Memo – Surplus Property > \$10,000.00

Surplus Property,

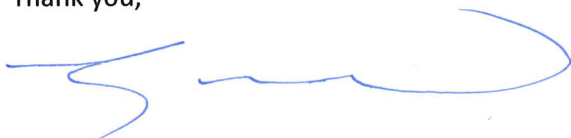
The Mailing Systems Department wishes to surplus three Pitney Bowes DM 1000 Postage Metering Machines because we have replaced them with newer postal metering technology in order to provide the UNM community with increased service and commercial rate pricing. The machines we wish to surplus were purchased over 10 years ago and became obsolete in 2016 due to rate changes and service discontinuation. The acquisition cost is listed next to each item below, we will pursue public auction with the help of Surplus Property and University Services respectively.

UNM Tag# N00003799 (acquisition cost of \$31,237.25)

UNM Tag# N00003798 (acquisition cost of \$31,237.25)

UNM Tag# N00003801 (acquisition cost of \$31,237.25)

Thank you,



**Tonya Rintala**  
**Manager, Mailing Operations**  
**MSC12 7070**  
**1 University of New Mexico**  
**Albuquerque NM 87131-0001**  
**505-277-0498 office**  
**505-277-5012 fax**  
[trintala@unm.edu](mailto:trintala@unm.edu)

Asset#	Description	Acq. Cost	NBV	Date
N00003799	Postal Metering System	\$31,237.25	0.00	2005
N00003798	Postal Metering System	\$31,237.25	0.00	2005
N00003801	Postal Metering System	\$31,237.25	0.00	2005

# New Mexico Compilation Commission

## 13-6-1 . Disposition of obsolete, worn-out or unusable tangible personal property.

A. The governing authority of each state agency, local public body, school district and state educational institution may dispose of any item of tangible personal property belonging to that authority and delete the item from its public inventory upon a specific finding by the authority that the item of property is:

- (1) of a current resale value of five thousand dollars (\$5,000) or less; and
- (2) worn out, unusable or obsolete to the extent that the item is no longer economical or safe for continued use by the body.

B. The governing authority shall, as a prerequisite to the disposition of any items of tangible personal property:

- (1) designate a committee of at least three officials of the governing authority to approve and oversee the disposition; and
- (2) give notification at least thirty days prior to its action making the deletion by sending a copy of its official finding and the proposed disposition of the property to the state auditor and the appropriate approval authority designated in Section 13-6-2 NMSA 1978, duly sworn and subscribed under oath by each member of the authority approving the action.

C. A copy of the official finding and proposed disposition of the property sought to be disposed of shall be made a permanent part of the official minutes of the governing authority and maintained as a public record subject to the Inspection of Public Records Act [Chapter 14, Article 2 NMSA 1978].

D. The governing authority shall dispose of the tangible personal property by negotiated sale to any governmental unit of an Indian nation, tribe or pueblo in New Mexico or by negotiated sale or donation to other state agencies, local public bodies, school districts, state educational institutions or municipalities or through the central purchasing office of the governing authority by means of competitive sealed bid or public auction or, if a state agency, through the surplus property bureau of the transportation services division of the general services department.

E. A state agency shall give the surplus property bureau of the transportation services division of the general services department the right of first refusal when disposing of obsolete, worn-out or unusable tangible personal property of the state agency.

F. If the governing authority is unable to dispose of the tangible personal property pursuant to Subsection D or E of this section, the governing authority may sell or, if the property has no value, donate the property to any organization described in Section 501(c)(3) of the Internal Revenue Code of 1986.

G. If the governing authority is unable to dispose of the tangible personal property pursuant to Subsection D, E or F of this section, it may order that the property be destroyed or otherwise permanently disposed of in accordance with applicable laws.

H. If the governing authority determines that the tangible personal property is hazardous or contains hazardous materials and may not be used safely under any circumstances, the property shall be destroyed and disposed of pursuant to Subsection G of this section.

I. No tangible personal property shall be donated to an employee or relative of an employee of a state agency, local public body, school district or state educational institution; provided that nothing in this subsection precludes an employee from participating and bidding for public property at a public auction.

J. This section shall not apply to any property acquired by a museum through abandonment procedures pursuant to the Abandoned Cultural Properties Act [18-10-1 to 18-10-5 NMSA 1978].

K. Notwithstanding the provisions of Subsection A of this section, the department of transportation may sell through public auction or dispose of surplus tangible personal property used to manage, maintain or build roads that exceeds five thousand dollars (\$5,000) in value. Proceeds from sales shall be credited to the state road fund. The department of transportation shall notify the department of finance and administration regarding the disposition of all property.

L. If the secretary of public safety finds that the K-9 dog presents no threat to public safety, the K-9 dog shall be released from public ownership as provided in this subsection. The K-9 dog shall first be offered to its trainer or handler free of charge. If the trainer or handler does not want to accept ownership of the K-9 dog, then the K-9 dog shall be offered to an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 free of charge. If both of the above fail, the K-9 dog shall only be sold to a qualified individual found capable of providing a good home to the animal.

History: 1953 Comp., § 6-1-7.1, enacted by Laws 1961, ch. 100, § 1; 1979, ch. 195, § 2; 1984, ch. 47, § 1; 1987, ch. 15, § 1; 1989, ch. 211, § 6; 1995, ch. 181, § 1; 1998, ch. 16, § 1; 2001, ch. 317, § 1; 2007, ch. 57, § 4; 2012, ch. 10, § 1; 2013, ch. 9, § 1.





P.O. Box 27243, Albuquerque, NM 87125

[www.innovateabq.com](http://www.innovateabq.com)

[info@innovateabq.com](mailto:info@innovateabq.com)

TO: Board of Regents, University of New Mexico  
FROM: Terry Laudick, Chairman, Innovate ABQ, Inc. Board of Directors  
DATE: January 27, 2016  
SUBJECT: Request for Approval of New Board Member, Lonnie Talbert

Presented for your consideration and approval is appointment of Bernalillo County Commissioner Lonnie Talbert to the Innovate ABQ, Inc. Board of Directors. Mr. Talbert will replace the position currently held by Ms. Maggie Hart-Stebbins. The replacement of the commissioners is based on decision made by the Bernalillo County Board of Commissioners chaired by Mr. Art De La Cruz. Please see attached copy of letter from the County Manager.



# County of Bernalillo

## State of New Mexico

### County Manager's Office

One Civic Plaza, NW, 10<sup>th</sup> Floor, Suite 10111

Albuquerque, New Mexico 87102

Office: (505) 468-7000 Fax: (505) 462-9813

[www.bernco.gov/county-managers-office/](http://www.bernco.gov/county-managers-office/)

#### COMMISSIONERS

Art De La Cruz, Chair  
District 2

Wayne A. Johnson, Vice Chair  
District 5

Debbie O'Malley, Member  
District 1

Maggie Hart Stebbins, Member  
District 3

Lonnie C. Talbert, Member  
District 4

#### COUNTY MANAGER

Julie Morgas Baca

#### ELECTED OFFICIALS

Tanya R. Giddings  
Assessor

Maggie Toulouse Oliver  
Clerk

Willow Misty Parks  
Probate Judge

Manuel Gonzales III  
Sheriff

Manny Ortiz  
Treasurer

January 20, 2016

Chairman Terry Laudick  
Innovate ABQ  
P.O. Box 91207  
Albuquerque, NM 87199

Dear Mr. Laudick:

Bernalillo County Commission Chair Art De La Cruz has made the committee assignments for 2016. The member assigned to the Innovate ABQ Board of Directors is listed on the enclosed membership list.

Sincerely,

Julie Morgas Baca  
County Manager

JMB/jab  
Enclosure



## **BERNALILLO COUNTY BOARD OF COUNTY COMMISSIONERS COMMITTEE ROSTER – 2016**

### **Albuquerque/Bernalillo County Government Commission (ABCGC)**

*Four members of the Board. Commissioners may select another Commissioner to serve as his or her alternate*

1. Commissioner Art De La Cruz
2. Commissioner Wayne A. Johnson
3. Commissioner Lonnie C. Talbert
4. Commissioner Debbie O'Malley

### **Albuquerque Bernalillo County Water Utility Authority**

*Three members of the Board and four City Councilors.*

1. Commissioner Maggie Hart Stebbins
2. Commissioner Debbie O'Malley
3. Commissioner Art De La Cruz

### **Albuquerque Economic Development-Board of Directors**

*One Ex-Officio member of the Board and an alternate.*

1. Commissioner Art De La Cruz
- Alternate:** Commissioner Maggie Hart-Stebbins

### **Bernalillo County Criminal Justice Review Commission**

*Bernalillo County Sheriff and Chair of the Board of County Commissioners or Designees*

1. Commissioner Maggie Hart Stebbins
2. Sheriff, Manny Gonzales III

### **Board of Finance**

*Committee of the Whole.*

1. Debbie O'Malley, Commission District 1
2. Art De La Cruz, Commission District 2
3. Maggie Hart Stebbins, Commission District 3
4. Lonnie C. Talbert, Commission District 4
5. Wayne A. Johnson, Commission District 5

### **Community Schools Partnership**

*Two members of the Board and County Manager or Designee*

1. Commissioner Wayne A. Johnson
2. Commissioner Maggie Hart Stebbins
3. Commissioner Art De La Cruz

### **Hispano Chamber of Commerce**

*One Ex-Officio member of the Board.*

1. Commissioner Wayne A. Johnson

**BERNALILLO COUNTY BOARD OF COUNTY COMMISSIONERS  
COMMITTEE ASSIGNMENTS 2016  
PAGE 2**

**Innovate Albuquerque Board of Directors**

*One appointment of County Designee*

1. Commissioner Lonnie C. Talbert

**Legislative Committee**

*Committee of the Whole.*

6. Debbie O'Malley, Commission District 1
7. Art De La Cruz, Commission District 2
8. Maggie Hart Stebbins, Commission District 3
9. Lonnie C. Talbert, Commission District 4
10. Wayne A. Johnson, Commission District 5

**Mid-Region Council of Governments**

**Board of Directors**

*Two members of the Board and the County Manager and alternates.*

1. Commissioner Debbie O'Malley
2. Commissioner Maggie Hart Stebbins
3. Julie Morgas Baca, County Manager

**Alternates:**

- Roger A. Paul, Deputy County Manager, Public Works
- Dan McGregor, Natural Resource Services Program Manager
- Other Commissioners

**Executive Board**

*One member of the Board and alternates.*

1. Commissioner Debbie O'Malley

**Alternates:**

- Vince Murphy, Deputy County Manager, Community Services
- Roger A. Paul, Deputy County Manager, Public Works
- Dan McGregor, Natural Resource Services Program Manager
- Other Commissioners

**Metropolitan Transportation Board**

*Three members of the Board and four alternates.*

1. Commissioner Maggie Hart Stebbins
2. Commissioner Debbie O'Malley
3. Commissioner Wayne A. Johnson

**Alternates:**

- Julie Morgas Baca, County Manager
- Roger A. Paul, Deputy County Manager, Public Works
- Dave Mitchell, Director, Operations & Maintenance
- Dan McGregor, Natural Resource Services Program Manager
- Clay Campbell, CIP Planning Manager
- Richard Meadows, Transportation Planner



**BERNALILLO COUNTY BOARD OF COUNTY COMMISSIONERS  
COMMITTEE ASSIGNMENTS 2016  
PAGE 3**

**Transportation Coordinating Committee (TCC)**

*Technical Staff-level representatives from each local member agencies*

1. Dan McGregor, Natural Resource Services Program Manager
2. Clay Campbell, CIP Planning Manager
3. Richard Meadows, Transportation Planner

**Alternates:**

- Nolan Bennett, Construction Manager
- Brad Catanach, Engineering Manager
- John Barney, Planning Manager

**Middle Rio Grande Water Resources Board**

*One member of the Board or County Manager and an alternate.*

1. Commissioner Art De La Cruz

**Alternates:**

- Sara Chudnoff, Water Resource Specialist
- Dan McGregor, Natural Resource Services Program Manager

**Rio Metro Transit District Board**

*Three members of the Board or County Manager and an alternate.*

1. Commissioner Maggie Hart Stebbins
2. Commissioner Debbie O'Malley
3. Commissioner Lonnie C. Talbert
4. Julie Morgas Baca, County Manager

**Alternates:**

- Vince Murphy, Deputy County Manager, Community Services
- Roger A. Paul, Deputy County Manager, Public Works
- Dave Mitchell, Director, Operations & Maintenance
- Clay Campbell, CIP Planning Manager
- Dan McGregor, Natural Resource Services Program Manager
- Richard Meadows, Transportation Planner
- Any other Commissioner

**Workforce Connection of Central New Mexico**

*BCC Chair or designated Elected Official*

1. Commissioner Art De La Cruz





P.O. Box 27243, Albuquerque, NM 87125  
info@innovateabq.com

TO: Board of Regents, University of New Mexico  
FROM: Terry Laudick, Chairman, Innovate ABQ Board of Directors  
DATE: January 27, 2016  
RE: Request for approval – amended bylaws

Presented for your consideration and approval are the restated and amended bylaws as adopted by the Innovate ABQ, Inc. Board on Monday, January 25, 2016. Tasked with reviewing the bylaws to provide for proper governance and structure of Innovate ABQ were the members of the Bylaws & Governance Committee, chaired by Chuck Wellborn and including Dr. Richard Larson, Jeff Apodaca, Jessica Eaves Mathews, and Carlos Perea. Legal counsel was provided by Randy McDonald. The following summary of changes is provided for your reference:

1. Article III – DIRECTORS

Amend Section 3.2: Number, Tenure, Qualifications, and Terms of the Board of Directors. The proposed amendment would provide that the number of members of the Board is set by Resolution by the Regents and that the current Board would remain in place for a three year term, with the terms staggered, beginning after the annual meeting in August, 2017.

2. Article III – DIRECTORS

Amend Section 3.14: Committees. Creation of Executive Committee and Audit Committee

3. Article IV – OFFICERS: Provide for title of Chairman and Vice Chairman; further outline role of President and support staff
4. Additional minor, non-substantive and formatting changes

**AMENDED AND RESTATED**

**BYLAWS OF**

**INNOVATE ABQ, INC.**

**a New Mexico Nonprofit Research Park Corporation**

(AS ADOPTED

201 )

Deleted: NOVEMBER 14

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**ARTICLE I  
CORPORATE OFFICE**

The principal office of the corporation in the State of New Mexico shall be located in the City of Albuquerque and County of Bernalillo. The corporation may have such other offices, either within or without the State of New Mexico, as the business of the corporation may require from time to time.

**ARTICLE II  
RESEARCH PARK CORPORATION/MEMBER**

The corporation is subject to the provisions of the New Mexico University Research Park and Economic Development Act, **NMSA 1978 Section 21-28 -1 et. seq. ("URPEDA")**.

The corporation shall have one member. The sole member of the corporation shall be The Regents of the University of New Mexico.

The annual meeting of the member shall be held following the close of the fiscal year of the corporation and within sixty (60) days of the delivery of the examination and audit required under Section 21-28-17(A) to The Regents of the University of New Mexico, but in no case later than December of each year.

Special Meetings of the member may be called by the **Chairman of the Board** of the corporation or any member of The Regents of the University of New Mexico.

Deleted: President

Notice of any meeting of the member shall be given according to the policies for giving notice for a meeting of The Regents of the University of New Mexico.

**ARTICLE III  
DIRECTORS**

**3.1 General Powers.** Subject to the provisions of the New Mexico Nonprofit Corporation Act and the New Mexico University Research Park and Economic Development Act, the business and affairs of the corporation shall be managed by the Board of Directors. Members of the Board of Directors shall be appointed to the Board by The Regents of the University of New Mexico.

Deleted: for such term as determined by The Regents of the University of New Mexico

### 3.2 Number, Tenure, Qualifications, and Terms of the Board of Directors.

(a) **The corporation shall have that number of directors as approved by The Regents of the University of New Mexico and fixed by resolution of the Board of Directors.**

The number of directors may be increased or decreased from time to time by resolution of the Board of Directors and approved by The Regents of the University of New Mexico; provided that the corporation shall not have less than three (3) directors. No decrease shall have the effect of shortening the term of any incumbent director. Directors need not be residents of the State of New Mexico. The directors may be reappointed, subject to the approval or disapproval by The Regents of the University of New Mexico. The directors shall have education, skills, experience, and interests in areas related to the development of a research, innovation and high technology business district, which areas include, but are not limited to, business development, real estate, research and development of technology, technology transfer and commercialization, banking and financing, workforce development and training, experimental and problem base learning, and **local** government. The President of the University of New Mexico shall be an ex-officio member of the Board of Directors of the corporation, with a term commensurate with such individual's term as President of the University of New Mexico. The Executive Vice President for Administration of the University of New Mexico shall be an ex officio member of the Board of Directors, with a term commensurate with such individual's employment as Executive Vice President for Administration of the University of New Mexico. Each ex-officio member shall have all rights, powers, duties, and obligations of a member of the Board of Directors, including the right to vote, and shall be counted as a director for purposes of the determination of a quorum of the Board of Directors.

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Deleted: eleven (11) directors

Deleted: The terms of the directors shall be staggered so that a majority of the directors are appointed for a two-year term with the remaining directors appointed for a one-year term.

Deleted: city

(b) **Each member of the Board of Directors other than the ex-officio members as provided for under Section 3.2(a), above, shall be appointed for a three (3) year term, with the terms staggered so that the terms of approximately one-third of the directors expire each year. Notwithstanding the foregoing, the term of each member of the Board of Directors shall expire on the date of the regular annual meeting of the Board of Directors in 2017. At the regular annual meeting of the Board of Directors held in 2017, each member of the Board of Directors then serving on the Board, other than the ex-officio members, shall be assigned a term ending on the date of the regular annual meeting of the Board of Directors in 2018, 2019, or 2020 using a random selection process so that the terms of approximately one-third of those directors will expire in 2018, 2019, and 2020. As the term of each director expires, his or her successor shall be appointed to a three (3) year term.**

**3.3 Duties and Powers.** The Board of Directors shall have control and management of the business and affairs of the corporation, subject to the provisions of the New Mexico University Research Park and Economic Development Act. The directors shall in all cases act as a Board, regularly convened, and, in the transaction of business, the act of a majority present at a meeting except as otherwise provided by law, these Bylaws, or the Articles of Incorporation shall



be the act of the Board, provided a quorum is present. The directors may adopt such rules and regulations for the conduct of their meetings and the management of the corporation as they may deem proper, not inconsistent with law or these Bylaws.

**3.4 Annual Meeting/Regular Meetings.** A regular annual meeting of the Board of Directors, for the purpose of electing or appointing **members of committees of the Board of Directors and** officers and for the transaction of any other business which may come before the meeting, shall be held in the month of August of each year, at a time and place fixed by the Board of Directors and upon notice as provided in Article III, Section 3.7 of these Bylaws. The Board of Directors may provide by resolution the time and place, either within or without the State of New Mexico, for the holding of additional regular meetings without other notice than such resolution.

**3.5 Special Meetings.** Special meetings of the Board of Directors may be called by or at the request of the Chairman of the Board of Directors or the President of the corporation at any time. The Chairman or Secretary shall, upon a written request of at least one-half (1/2) of the directors, call a special meeting to be held not more than seven (7) days after the receipt of such request. The person calling the meeting may fix the time and any place, either within or without the State of New Mexico, as a place for holding any special meeting of the Board of Directors.

**3.6 Meetings by Telephone Conference Calls.** Directors or any members of any committee designated by the directors may participate in a meeting of the Board of Directors or such committee by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation in such a meeting by the aforesaid means shall constitute presence in person at such meeting.

**3.7 Notice.** Notice of the time and place of the regular annual meeting and of any special meeting shall be given at least two (2) days previously thereto by written notice delivered by courier, by facsimile transmission, or mailed to each director at his last known post office address or by email to his last known email address. If mailed, such notice shall be deemed to be delivered five (5) days after it is deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. If sent by facsimile transmission or email, such notice shall be deemed to be delivered when sent. Any director may waive notice of any meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except that where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

**3.8 Quorum.** A majority of the number of directors shall constitute a quorum for the transaction of business at any regular or special meeting. A quorum, once attained at a meeting, shall be deemed to continue until adjournment, notwithstanding a voluntary withdrawal of enough directors to leave less than a quorum. The act of the majority of the directors present at a meeting at which a quorum is present, unless otherwise provided by law, these Bylaws, or the Articles of Incorporation, shall be the act of the Board of Directors. If less than a majority of the

directors are present at any meeting, a majority of the directors present may adjourn the meeting from time to time without further notice. **A director may not vote by proxy.**

**3.9 Manifestation of Dissent.** A director who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless his dissent shall be entered in the minutes of the meeting or unless he shall file his written dissent to such action with the person acting as the Secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the corporation immediately after the adjournment of the meeting. Such right to dissent shall not apply to a director who voted in favor of such action.

**3.10 Vacancies.** Any vacancy occurring in the Board of Directors or any directorship to be filled by reason of an increase in the number of directors may be filled by The Regents of the University of New Mexico. A director elected to fill a vacancy shall be elected for the unexpired term of his predecessor in office. Any directorship to be filled by reason of an increase in the number of directors shall **have an initial term of no more than three (3) years and expiring on the date of a regular annual meeting as determined by the Board of Directors so as to maintain the staggering of the expiration of director terms as provided in section 3.2(b), above.**

**3.11 Removal of Directors.** Any director may be removed by **The** Board of Regents of the University of New Mexico with or without cause. Any such director proposed to be removed shall be entitled to at least five (5) days written notice by mail of the proposed removal and of the meeting time and place at which removal is to be voted upon. Such director shall be entitled to appear and be heard at the meeting considering his or her removal.

**3.12 Compensation.** The directors shall not receive compensation for their services, except that the directors may be reimbursed their fees and expenses for attending meetings.

**3.13 Resignation.** Any director may resign his office at any time, such resignation to be made in writing and to take effect immediately without acceptance.

**3.14 Committees.** **The Board of Directors shall have the following committees:**

**(a) Executive Committee.** There shall be an Executive Committee of the Board of Directors consisting of the Chairman and the Vice Chairman of the Board of Directors and that number of other directors appointed by resolution of the Board of Directors such that the Executive Committee consists of approximately one-third of the total number of the members of the Board of Directors. The Chairman of the Board of Directors shall be the chairman of the Executive Committee. During the intervals between meetings of the Board of Directors, the Executive Committee shall have and may exercise all of the rights and powers of the full Board of Directors, except that the Executive Committee shall not have any power or authority denied to committees of the Board of Directors under Section 3.14(d) below.

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Deleted: filled by the Board of Directors for a term of office continuing only until the next annual meeting of directors. ... [1]

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Deleted: Absence from three (3) consecutive regular meetings of the Board of Directors, without reasonable excuse approved by a majority of the entire board, shall be construed as a resignation from the Board.

Deleted: 3.14 Chairman. At its annual meeting, the Board of Directors shall elect one of its members as Chairman of the Board, and another of its members as Vice Chairman of the Board. At any meeting in which the Chairman of the Board is not present, the Vice Chairman shall preside. In the absence of the Chairman and Vice Chairman, the Board of Directors shall choose one of its members present as temporary chairman.

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(b) **Audit Committee.** There shall be an Audit Committee comprised of at least three (3) members of the Board of Directors who are not employees of or contractors to the corporation. The members of the Audit Committee shall be appointed by resolution of the Board of Directors. The responsibilities of the Audit Committee shall be as follows:

(1) To meet, if it so desires, jointly and/or separately with the principal accounting staff person of the corporation and the independent public accountants auditing the accounts of the corporation before commencement of the audit (i) to discuss the proposed evaluation by the public accountants of the adequacy and effectiveness of the accounting procedures and internal controls of the corporation, (ii) to approve the overall scope of the audit to be made and the fees to be charged, and, (iii) to inquire regarding, and discuss with the public accountants, recent regulatory agency pronouncements, if any, which might affect the corporation's financial statements or accounting procedures.

(2) To meet jointly and/or separately with the principal accounting staff person and the public accountants at the conclusion of the audit (i) to review the audited financial statements of the corporation, (ii) to discuss the results of the audit; (iii) to discuss any significant recommendations by the firm for improvement of accounting systems and controls of the corporation, and (iv) to discuss the quality and depth of staffing in the accounting and financial departments of the corporation.

(3) To meet and confer with such officers and employees of the corporation as the Audit Committee shall deem appropriate in connection with carrying out the foregoing responsibilities.

(c) **Other Committees.** The Board of Directors, by resolution adopted by a majority of the full Board of Directors, may designate and appoint one or more other committees, each of which shall consist of two or more directors. These committees shall perform such duties and may exercise such powers as assigned to them by resolution of the Board of Directors.

(d) **Limitations on Committee Authority.** No committee of the Board of Directors shall have the authority of the Board of Directors in reference to amending the Articles of Incorporation; adopting a plan of merger or consolidation; the sale, lease, exchange, or other disposition of all or substantially all the property and assets of its business; voluntary dissolution of the corporation or a revocation thereof; amending the Bylaws of the corporation; electing, appointing, or removing any member of any committee or any director or officer of the corporation; adopting a plan for the distribution of the assets of the corporation; or altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee. The designation of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any member thereof, of any responsibility imposed by law.

(e) **Terms/Meetings. Members of the Executive Committee and the Audit Committee shall have terms expiring each year on the date of the regular annual meeting**

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of the corporation. Members of any other committee of the Board of Directors shall serve on such committee for such term as described in the resolution creating such committee, or if no such term is described, until the next regular annual meeting of the corporation.

Regular and special meetings of any committee established pursuant to this Section may be called and held subject to the same requirements with respect to time, place, and notice as are specified in these Bylaws for regular and special meetings of the Board of Directors.

(f) **Quorum.** A majority of the members of any committee serving at the time of any meeting thereof shall constitute a quorum for the transaction of business at such meeting. The action of a majority of those members present at a committee meeting at which a quorum is present shall constitute the act of the committee. A quorum, once attained at a committee meeting, shall be deemed to continue until adjournment, notwithstanding a voluntary withdrawal of enough committee members to leave less than a quorum. **A director serving on a committee may not vote by proxy.**

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**3.15. Written Consent.** Any action required by the New Mexico Nonprofit Corporation Act to be taken at a meeting of the directors of the corporation, or any action which may be taken at a meeting of the directors or of a committee, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the directors, or all of the members of the committee, as the case may be. The consent shall have the same effect as a unanimous vote.

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#### ARTICLE IV OFFICERS

**4.1 Number, Qualifications, Elections, and Term of Office.** The officers of the corporation shall consist of a **Chairman, a Vice Chairman, a President, a Secretary, a Treasurer,** and such other officers with such powers and duties not inconsistent with these Bylaws as may be approved by the Board of Directors. Any two or more offices may be held by the same person. **All officers of the corporation shall be elected annually by the Board of Directors at its regular annual meeting. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as may be convenient. Each officer shall hold office until his successor has been duly elected and qualified, or until removed as hereinafter provided.**

Deleted: and, as deemed necessary by the Board of Directors, one or more Vice Presidents,

Deleted: The President shall be elected by the Board of Directors and shall serve at the discretion of the Board, subject to the terms of the President's contract with the corporation.

#### **4.2 Chairman and Vice Chairman.**

(a) The Board of Directors shall elect a Chairman from the members of the Board of Directors of the corporation. The Chairman shall preside at all meetings of the Board of Directors and may also cast a vote on all questions. The Chairman shall:

(i) preside at all meetings of the Board of Directors;

(ii) cause to be called regular and special meetings of the directors in accordance with the requirements of the law and these Bylaws;



(iii) enforce these Bylaws and perform all duties incident to the office of Chairman; and

(iv) perform such other duties as assigned from time to time by the Board of Directors.

(b) The Board of Directors shall elect a Vice Chairman from the members of the Board of Directors. The Vice Chairman may also cast a vote on all questions. In the absence of the Chairman or in the event of the inability or refusal of the Chairman to act, the Vice Chairman shall perform the duties of the Chairman, and when so acting, shall have all the powers and be subject to the responsibilities of the office of the Chairman.

**4.3 President.** The Board of Directors shall elect a President. The President may, but need not be, elected from the members of the Board of Directors. The President shall be the chief executive officer of the corporation and shall have general charge of the business affairs and property of the corporation in its general operations. The President shall do and perform such other duties as may be assigned by the Board of Directors. The President shall receive such salary or compensation as may be fixed from time to time by the Board of Directors.

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**4.4 Secretary.** The Board of Directors shall elect a Secretary from the members of the Board of Directors. The Secretary shall:

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(a) record, or cause to be recorded, all proceedings of the meetings of the Board of Directors and any committee;

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(b) cause all notices to be duly given in accordance with the provisions of the Bylaws;

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(c) in general, perform all duties incident to the office of the Secretary; and

Deleted: and any committee

(d) perform such other duties assigned by the Board of Directors,

Deleted: c. Be responsible for the custody of the corporate books and records, except books of account for which the Treasurer is responsible; ... [3]

**4.5 Treasurer.** The Board of Directors shall elect a Treasurer from the members of the Board of Directors. The Treasurer shall:

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(a) act as the liaison between the Board of Directors of the corporation and the accounting and financial staff of the corporation;

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(b) with the assistance of the accounting and financial staff of the corporation, provide a report of the financial condition of the corporation to the Board of Directors at each regular meeting of the Board of Directors;

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(c) **with the assistance of the accounting and financial staff of the corporation,** render to the Board of Directors, whenever requested, a **report** of the financial condition of the corporation;

(d) **with the assistance of the accounting and financial staff of the corporation,** render a full financial report, based on the books and accounts audited annually by certified public accountant at the annual meeting of the Board of Directors; and

(e) perform such other duties as assigned by the Board of Directors.

**4.6 Other Officers.** Other officers shall perform such duties and have such powers as may be assigned to them by the Board of Directors. Assistant Secretaries and Assistant Treasurers, in general, shall perform such duties as shall be assigned to them by the Secretary or the Treasurer, respectively, or by the Chairman of the Board of Directors.

**4.7 Removal of Officers.** Any officer may be removed from office by the Board of Directors, at any regular or special meeting called for the purpose, when in its judgment the best interest of the corporation will be served; provided, however, that such removal shall be without prejudice to any contract rights of such officer.

## ARTICLE V CONTRACTS, LOANS, CHECKS, AND DEPOSITS

**5.1 Contracts.** The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

**5.2 Loans.** No loans shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

**5.3 Checks, Drafts, etc.** All checks, drafts, or other orders for the payment of money, notes, or other evidence of indebtedness issued in the name of the corporation, shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors.

**5.4 Deposits.** All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

## ARTICLE VI FISCAL YEAR

The corporation shall have a fiscal year which ends on the last day of June of each year.

## ARTICLE VII WAIVER OF NOTICE

**Deleted:** Keep, or cause to be kept, all the books of account of all the business and transactions of the corporation; ... [4]

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**Deleted:** Officers, other than the President, may be removed by the President when in his or her judgment the best interest of the corporation will be served; provided, however, that the removal shall be without prejudice to any contract rights of such officer(s). ... [5]

**Deleted:** The officers may receive such salary or compensation as may be fixed by the Board of Directors.

Whenever under the provisions of these Bylaws or of any statute any director is entitled to notice of any regular or special meeting or of any action to be taken by the corporation, such meeting may be held or such action may be taken without the giving of such notice, provided every director entitled to such notice in writing waives the requirements of these Bylaws in respect thereto.

## ARTICLE VIII INDEMNIFICATION

**8.1 Right to Indemnification.** Each person who was or is made a party or is threatened to be made a party to or is involved in any action, suit, or proceeding, whether civil, criminal, administrative, or investigative (hereinafter, a "proceeding"), by reason of the fact that he or she, or a person of whom he or she is the legal representative, is or was a director or officer of the corporation or while a director or officer of the corporation is or was serving at the request of the corporation as a director, officer, partner, trustee, employee, or agent of another corporation or of a partnership, joint venture, trust, or other incorporated or unincorporated enterprise, including service with respect to employee benefit plans or trusts, whether the basis of such proceeding is alleged action or inaction in an official capacity as a director, officer, partner, trustee, employee, or agent or in any other capacity while serving as a director, officer, partner, trustee, employee, or agent shall be indemnified and held harmless by the corporation to the fullest extent authorized by the New Mexico Nonprofit Corporation Act as the same exists or may hereafter be amended (but, in the case of any such amendment, only to the extent that such amendment permits the corporation to provide broader indemnification rights than said law permitted the corporation to provide prior to such amendment), against all expense, liability, and loss (including attorneys' fees, judgments, fines, taxes, or penalties and amounts paid or to be paid in settlement) reasonably incurred or suffered by such person in connection therewith and such indemnification shall continue as to a person who has ceased to be a director or officer and shall inure to the benefit of his or her heirs, executors, and administrators; provided, however, that the corporation shall indemnify any such person seeking indemnification in connection with a proceeding (or a part thereof) initiated by such person only if such proceeding (or part thereof) was authorized by the Board of Directors of the corporation. The right to indemnification conferred in this Article shall include the right to be paid by the corporation the expenses incurred in defending any such proceeding in advance of its final disposition; provided, however, that, if the New Mexico Nonprofit Corporation Act requires, the payment of such expenses incurred by a director or officer in his or her capacity as a director or officer of the corporation (and not in any other capacity in which service was or is rendered by such person while a director or officer, including, without limitation, service to employee benefit plans or trusts) in advance of the final disposition of a proceeding, shall be made only upon delivery to the corporation of an undertaking, by or on behalf of such director or officer to repay all amounts so advanced if it shall ultimately be determined that such director or officer is not entitled to be indemnified under this Article or otherwise. The corporation may, by action of its Board of Directors, provide indemnification and advance expenses to employees and agents of the corporation and others permitted to be indemnified by the New Mexico Nonprofit Corporation Act with the same scope and effect as the foregoing indemnification and advancement of

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expenses of directors and officers. **The right to indemnification conferred in this Article shall be deemed to be an inducement to each director and officer to serve the corporation as a director or officer and shall be a contract right enforceable by the director or officer that vests as of the date of the director's appointment to the Board of Directors or the appointment of the officer. No subsequent amendment to the Bylaws may diminish or reduce the rights and powers of the any director or officer, or former director or officer, or the duties and obligations of the corporation hereunder without the written consent of the director or the officer.**

**8.2 Non-Exclusivity.** The right to indemnification and the payment of expenses incurred in defending a proceeding in advance of its final disposition conferred in this Article shall not be exclusive of any other right which any person may have or hereafter acquire under any statute, provision of the corporation's Articles of Incorporation, Bylaws, agreement, vote of disinterested directors, or otherwise.

**8.3 Insurance.** The corporation may maintain insurance, at its expense, or provide alternative financial arrangements including but not limited to providing a trust, letter of credit, or self-insurance to protect itself and any director, officer, partner, trustee, employee, or agent of the corporation or another corporation, partnership, joint venture, trust, or other incorporated or unincorporated enterprise (including an employee benefit plan or trust) against any such expense, liability, or loss, whether or not the corporation would have the power to indemnify such person against such expense, liability, or loss under the New Mexico Nonprofit Corporation Act.

## **ARTICLE IX AMENDMENTS**

Subject to the provisions of the New Mexico University Research Park and Economic Development Act, these Bylaws may be altered, amended, or repealed, or new Bylaws adopted by a majority of the entire Board of Directors, at a regular or special meeting of the Board. No amendment to the Bylaws shall be effective until approved by The Regents of the University of New Mexico.

**The initial Bylaws of the Corporation were approved by The Regents of the University of New Mexico on October 10, 2014 and adopted by the Board of Directors of the Corporation on November 14, 2014. A First Amendment To Bylaws was approved by The Regents of the University of New Mexico on August 14, 2015 and adopted by the Board of Directors of the corporation on September 17, 2015. The foregoing Amended and Restated Bylaws were approved by The Regents of the University of New Mexico on \_\_\_\_\_, 201\_ and adopted by the Board of Directors of the corporation on \_\_\_\_\_, 201\_.**

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TERRY LAUDICK, CHAIRMAN

and



---

CHUCK WELLBORN, Secretary

Tab 15

Approval of Conveyance of Land to Cochiti Pueblo

*(supporting materials will be available on or before the meeting)*



*Office of Planning, Budget & Analysis*

**MEMORANDUM**

**TO:** Members of the Board of Regents' Finance & Facilities Committee

**THRU:** Robert G. Frank, President  
David W. Harris, EVP for Administration, COO and CFO

**FROM:** Monica Orozco Obando, Vice Provost, Extended University  
Terry Babbitt, Associate VP, Enrollment Management  
Andrew Cullen, Associate VP, Office of Planning, Budget & Analysis

**DATE:** February 4, 2016

**SUBJECT:** Proposed Online Delivery Fee Modification

**Background: Redefine Online Delivery Fee**

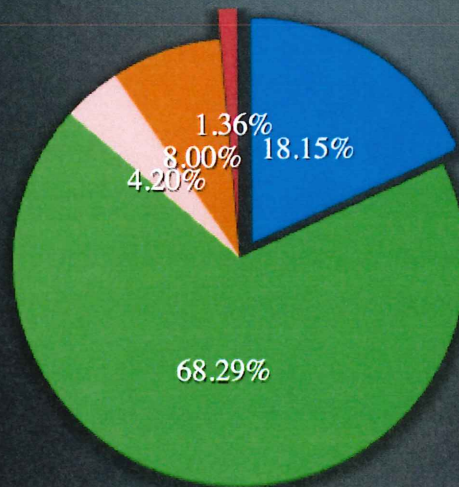
An online delivery fee of \$33/credit hour currently exists on all fully online courses. All students who take online courses pay this fee for online classes even if the students are primarily traditional, campus students who need an online class to graduate or maintain a full load. Online credit hours, like campus credit hours, are also assessed mandatory campus fees. This is due to 1) the overlap of fees for online courses, 2) the fact that the infrastructure once funded by and for online students now serves a majority of campus courses, and 3) the renewed emphasis in growing online enrollments in a competitive marketplace. A proposal was made to the Finance & Facilities Committee a year ago to redistribute the fee across all main campus credit hours. It was decided last spring that this issue would be delayed for a year and resolved during the Spring 2016 budget planning cycle.

**Discussion:**

There has been some confusion regarding usage percentages of the infrastructure we are attempting to best fund in a fair manner. Extended University staff has stated that 64% of credit hours across the UNM system, including branch campuses, utilize the "Learn" infrastructure. However, it has also presented the graphic below, which reflects what portion of total Learn utilization is attributed to main campus traditional courses, online courses, and branch enrollments. The fact is that main campus, non-online courses represent the overwhelming majority of the infrastructure use while the funding for the infrastructure is generated solely from student enrollments that represent less than 20% of its use. Furthermore, these students are also paying mandatory campus fees for these credit hours.

FY15 UNM system-wide infrastructure use:

- Main campus online
- Main campus hybrid & web enhanced
- Branches online
- Branches hybrid & traditional
- UNMW hybrid & traditional



**Recommendation:**

Although the original proposal to distribute the fee across all credit hours is logical and perhaps ideal, it is our recommendation that a compromise with student leadership be struck in order to avoid another year delay in this discussion. In accordance with the graph above, the administration suggests that 68% of the infrastructure be funded by an increase in mandatory student fees since 68% of the infrastructure usage comes from main campus, traditional courses. This 68% equates to an annual fee increase of \$89.52 for an undergraduate student taking 12 hours per semester and an annual increase of \$107.40 for an undergraduate taking 15 hours per semester. The remainder of the infrastructure costs to support Extended University will continue to be funded by an online credit hour fee of \$10 per credit hour – effectively reduced from the \$33 per credit hour fee currently charged. Since many of these online learners take traditional face-to-face courses they will continue to be assessed the mandatory campus fees as well.

We respectfully request that this compromise be accepted and made effective for Fall 2016 implementation. Thank you for your consideration.





## The UNM Regents' Endowment Fund Portfolio Quarterly Addendum

**Total Portfolio Value (12/31/2015): \$2,584,325.25**

### **Investment Total Returns**

	2nd Quarter FY 2016	FY 2016 (to date)	% Return Since Inception (2006)
<b>Regents' Portfolio</b>	6.5%	-0.9%	107.7%
<b>S&amp;P 500 Index</b>	7.0%	0.1%	101.1%
<b>Active Return</b>	- 0.5%	-1.0%	6.6%

### **Portfolio Dollar Value Weights (12/31/2015):**

As individual equity securities:	35.3%
As exchange-traded funds (ETFs):	62.5%
As cash:	<u>2.2 %</u>
	100.0%

### **Transactions During Quarter:**

10/14	Sold XLF Bought WFC, JPM
10/19	Sold NASDAQ Bought XLF

### **Disbursements During Quarter:**

**None.**

The Regents' Portfolio value on December 31 was \$2,584,325.25. Substantial volatility in international equity markets (particularly China) characterized the last quarter, and the Federal Reserve's anticipated increase in short-term interest rates occurred in December.

The energy and utility sectors continued to broadly underperform the overall market, while telecommunication services and information technology posted strong gains. The UNM Regents' Portfolio's return for the quarter was 6.5%, which was slightly below the S&P 500 benchmark of 7.0%.

Underperformance was concentrated greatest in information technology firms targeting 'Big Data', as well as existing exposure in the energy sector. The portfolio's return for fiscal year 2016 is -0.9% to date. The portfolio has a 107.7% total return since inception in 2006, which exceeds the benchmark by 6.6%. The portfolio's sector weights (see page 2) are approximately equal to the S&P 500 benchmark's sector weights. The most underweighted sector relative to the benchmark sector weight is the financial sector (underweighted by 1.5%).

In the next several months, the portfolio managers are anticipating continued low oil prices and slow increases in the target Federal Funds rate. One stock was liquidated this quarter (NASDAQ), and two were purchased (JP Morgan and Wells Fargo). Details of the portfolio's holdings are listed in the Appendix 1, and transaction details for the quarter are given in Appendix 2.



### Sector Dollar-Weights (12/31/2015):

	Regents' Portfolio	S&P 500	Delta
Consumer Discretionary	12.5%	12.9%	-0.4%
Consumer Staples	11.2%	10.1%	1.1%
Energy	5.9%	6.5%	-0.6%
Financials	15.0%	16.5%	-1.5%
Health Care	15.9%	15.2%	0.7%
Industrials	9.3%	10.0%	-0.7%
Information Technology & Telecommunication	22.4%	23.1%	-0.7%
Materials	2.8%	2.8%	0.0%
Utilities	2.8%	3.0%	-0.2%
Cash	2.2%	0.0%	2.2%

#### **Instructor, Applied Investment Management**

Reilly White (Email: reillywhite@unm.edu)

#### **Instructor, Securities Analysis**

Mary Anne Majadillas (Email: maj@unm.edu)

#### **Mailing Address**

Robert O. Anderson School of Management  
MSC05 3090  
1 University of New Mexico  
Albuquerque, NM 87131

#### **Best Performing Securities, September 30 - December 31, 2015**

SANDISK CORP	49.35%	Info Technology
BAIDU INC	36.99%	Info Technology
MICROSOFT CORP	24.72%	Info Technology
GOOGLE INC	21.22%	Info Technology
MERCADOLIBRE INC	19.64%	Consumer Discr.

#### **Worst Performing Securities, September 30 - December 31, 2015**

FREEMPORT MCMORAN INC	-33.16%	Materials
CABOT OIL & GAS	-26.15%	Energy
MICROSTRATEGY INC	-16.60%	Info Technology
NETAPP INC	-12.01%	Info Technology
TERADATA CORP DEL COM	-8.98%	Info Technology

#### Portfolio Managers

Allen, Michelle L.  
Baker, Miriam E.  
Baldonado, Marla A.  
Beguliev, Aziz  
Brink, Lonnie A.  
Casaus, Ramon S.  
Fox, Isaac A.  
Foxx, Robert T.  
Guidarelli, Anthony J.  
Herrera, Abigail  
Hoogerhuis, Roman C.  
Lujan, Isaac  
Nguyen, Khuong D.  
Ortiz, Adolfo  
Scott, Seth A.  
Unal, Alper C.  
Van Leeuwen, Joost  
Vega, Brittanie R.  
Ward, Conor A.

#### Security Analysts

Becker, Timothy Brett  
Montler, Brandon D  
Murphy, Anna E  
Walters, Justin D  
Zsiga, Rebekah Anne

## Appendix 1: Detailed Holdings (12/31/2015)

Symbol	Description	Quantity	Price (\$/Share)	Current Value	Weight
1 FCASH**	Cash	57160.47	\$1.00	\$57,160.47	2.2%
2 AAPL	APPLE INC	231	\$105.35	\$24,315.06	0.9%
3 ABC	AMERISOURCEBERGEN CORP	133	\$101.87	\$13,793.43	0.5%
4 ACXM	ACXIOM CORP	341	\$20.10	\$7,133.72	0.3%
5 ADBE	ADOBE SYS INC	93	\$91.97	\$8,736.42	0.3%
6 AMZN	AMAZON.COM INC	38	\$636.99	\$25,683.82	1.0%
7 BIDU	BAIDU INC SPON ADR REP	88	\$184.03	\$16,635.52	0.6%
8 CA	CA INC COM	248	\$28.16	\$7,082.88	0.3%
9 CAH	CARDINAL HEALTH INC	144	\$87.95	\$12,854.88	0.5%
10 CHKP	CHECK POINT SOFTWARE	330	\$79.48	\$26,855.40	1.0%
11 COG	CABOT OIL & GAS CP COM	646	\$17.59	\$11,427.74	0.4%
12 CVX	CHEVRON CORP NEW	294	\$88.85	\$26,448.24	1.0%
13 EBAY	EBAY INC	175	\$26.43	\$4,809.00	0.2%
14 FCX	FREEPORT MCMORAN INC	330	\$6.55	\$2,234.10	0.1%
15 FDX	FEDEX CORP	200	\$143.43	\$29,798.00	1.2%
16 GOOG	ALPHABET INC CAP STK CL C	26	\$741.84	\$19,730.88	0.8%
17 GOOGL	ALPHABET INC CAP STK CL A	26	\$759.44	\$20,228.26	0.8%
18 HON	HONEYWELL INTL INC	445	\$102.57	\$46,088.65	1.8%
19 IYW	ISHARES US TECHNOLOGY ETF	1173	\$105.40	\$125,546.19	4.9%
20 JPM	JPMORGAN CHASE & CO	573	\$63.62	\$37,835.19	1.5%
21 LUV	SOUTHWEST AIRLNS CO	1350	\$41.96	\$58,131.00	2.2%
22 MCK	MCKESSON CORP	57	\$194.67	\$11,242.11	0.4%
23 MELI	MERCADOLIBRE INC	65	\$109.95	\$7,432.10	0.3%
24 MSFT	MICROSOFT CORP	725	\$54.80	\$40,223.00	1.6%
25 MSTR	MICROSTRATEGY INC	77	\$171.13	\$13,805.33	0.5%
26 MU	MICRON TECHNOLOGY	673	\$14.33	\$9,529.68	0.4%
27 NTAP	NETAPP INC	200	\$26.02	\$5,306.00	0.2%
28 ORCL	ORACLE CORP	245	\$35.75	\$8,949.85	0.3%
29 PCLN	PRICELINE GROUP INC THE	10	\$1,245.37	\$12,749.50	0.5%
30 PPG	PPG INDUSTRIES	188	\$97.96	\$18,578.16	0.7%
31 PYPL	PAYPAL HLDGS INC COM	175	\$34.75	\$6,335.00	0.2%
32 QCOM	QUALCOMM INC	456	\$50.12	\$22,793.16	0.9%
33 RL	RALPH LAUREN CORP	400	\$111.56	\$44,592.00	1.7%
34 SLB	SCHLUMBERGER LIMITED	183	\$69.18	\$12,764.25	0.5%
35 SNDK	SANDISK CORP	135	\$75.96	\$10,258.65	0.4%
36 SPLK	SPLUNK INC	120	\$57.65	\$7,057.20	0.3%
37 SYK	STRYKER CORP	635	\$90.02	\$59,016.90	2.3%
38 SYMC	SYMANTEC CORP	386	\$20.84	\$8,106.00	0.3%
39 T	AT&T INC COM	1029	\$34.35	\$35,407.89	1.4%
40 TDC	TERADATA CORP DEL COM	131	\$26.25	\$3,461.02	0.1%
41 UNP	UNION PACIFIC CORP	530	\$78.97	\$41,446.00	1.6%
42 VZ	VERIZON COMMUNICATIONS	509	\$45.87	\$23,525.98	0.9%
43 WBA	WALGREENS BOOTS ALLIANCE INC	869	\$83.05	\$73,999.70	2.9%
44 WFC	WELLS FARGO & CO NEW	650	\$52.91	\$35,334.00	1.4%
45 XBI	SPDR SER TR S&P BIOTECH ETF	1548	\$67.83	\$108,669.60	4.2%
46 XLB	SELECT SECTOR SPDR TR SHS BEN INT MATERIALS	1215	\$42.74	\$52,755.30	2.0%
47 XLE	SECTOR SPDR TR SHS BEN INT ENERGY	1686	\$60.30	\$101,699.52	3.9%
48 XLF	SECTOR SPDR TR SHS BEN INT FINANCIAL	13203	\$23.37	\$314,627.49	12.2%
49 XLI	SECTOR SPDR TR SHS BEN INT INDUSTRIAL	1241	\$52.30	\$65,785.41	2.5%
50 XLK	SECTOR SPDR TR SHS BEN INT TECHNOLOGY	2850	\$42.27	\$122,065.50	4.7%
51 XLP	SECTOR SPDR TR SHS BEN INT CONSUMER STAPLES	4277	\$49.85	\$215,945.73	8.4%
52 XLU	SECTOR SPDR TR SHS BEN INT UTILITIES	1647	\$43.19	\$71,282.16	2.8%
53 XLV	SELECT SECTOR SPDR TR HEALTH CARE	2834	\$70.73	\$204,133.02	7.9%
54 XLY	SELECT SECTOR SPDR CONSUMER DISCRETIONARY	2980	\$76.82	\$232,919.19	9.0%

**Appendix 2: Transaction History**

10/14	Sold XLF (2,982 shares at \$23.03)	\$68,672.50
	Bought Wells Fargo Corp. (650 shares at \$52.84)	\$34,356.30
	Bought JP Morgan (573 shares at \$59.93)	\$34,345.61
10/20	Sold NASDAQ (1,215 shares at \$55.39)	\$67,289.66
	Bought XLF (2,764 shares at \$24.35)	\$67,304.72

Tab 18  
Branding Initiative Update

*(supporting materials may be available on or before the meeting)*




*Office of Planning, Budget & Analysis*

**MEMORANDUM**

TO: Members of the Board of Regents' Finance & Facilities Committee

THRU: Robert G. Frank, President  
David W. Harris, EVP for Administration, COO and CFO

FROM: Andrew Cullen, Associate VP Office of Planning, Budget & Analysis 

DATE: February 4, 2016

**SUBJECT: Status Report on FY17 Budget Development – Calendar and Process**

As a result of having started the budget update process in the early Fall 2015, and with state revenue estimates being revised downward, there are no new initiatives being considered at this time. Considerable work remains, however, as revenue and expense budget variables will continue to be refined leading up to the UNM Budget Summit on March 22, 2016. As a result of state budget pressures, the ongoing commitment to review/approve all staff hirings by the Hiring Review Process (HRP) committee will continue into the foreseeable future in an effort to realize salary savings.

With those facts in mind, the following table summarizes critical budget development dates:  
**FY17 Budget Development Timeline**

Date	Description
February 2016	Main Campus Mid-Year Reviews
February 9, 2016	Finance and Facilities Committee
February 12, 2016	Board of Regents
February 15, 2016	Final FY 16 Tuition & Fee Projections and 1% Numbers (Tuition & Fees and Compensation)
February 18, 2016	NM Legislative Session Ends
March 8, 2016	Finance and Facilities Committee
March 9, 2016	Governor Veto Deadline
March 14, 2016	Board of Regents
March 14, 2016	Budget Planner System Opens
March 22, 2016	Board of Regents - UNM Budget Summit*
March 22, 2016	Budget Guidelines and Allocations Released
April 5, 2016	Finance and Facilities Committee



April 25, 2016	Final Lock of Budget Planner
May 2, 2016	Budgets Due to NMHED
May 10, 2016	Finance and Facilities Committee
May 13, 2016	Board of Regents - Regents Approve Budgets

The process of developing the FY17 budget will be driven by several of the dates referenced above. The notion of a State Appropriation **reduction** is now a real possibility, so the legislative session end date of February 15<sup>th</sup> and the March 9<sup>th</sup> veto deadline will be critical in locking down the University's level of state funding. The other side of the I&G allocation, tuition and fees, will become clearer in mid-February once actual tuition and fee revenues are booked in January and analyzed for the spring and intersession enrollment periods.

Staff continues to analyze projected employee health care and utility projections with the overarching goal to balance inflationary driven expenditure increases with strategic delivery and budget practices. The Budget Leadership Team (BLT) remains active and is prepared to discuss initiatives and possible budget reduction scenarios if needed. Finally, department budget reviews will be held campus-wide in early February, providing insight into projected reserves which could buffer necessary budget reductions during FY17 if necessary. Thank you for your consideration.

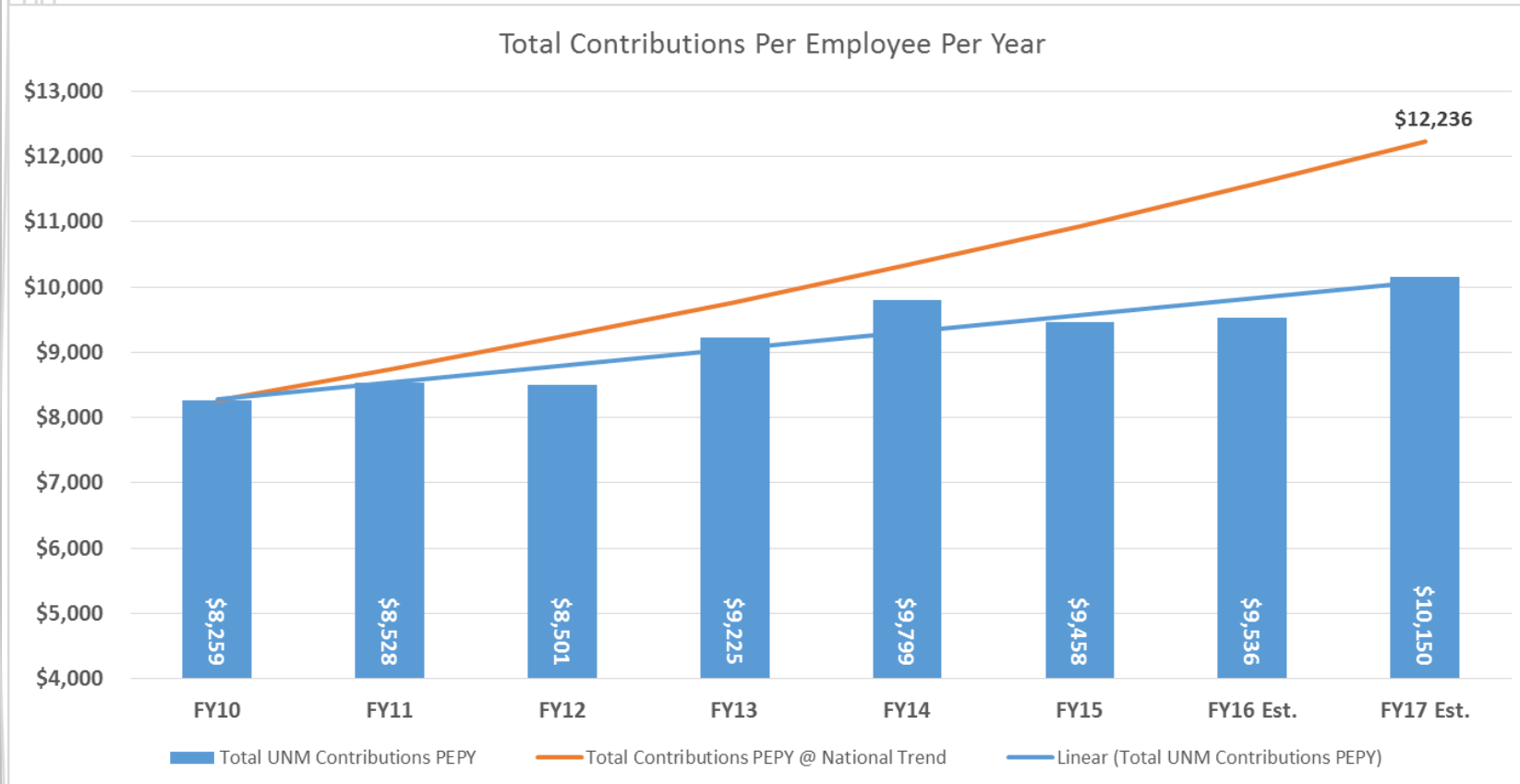
# FY 2017 Employee Health Benefits Presentation

*Presented to:  
The Board of Regents  
February 11, 2016*



# Trends

- Average UNM premium increase since FY10 has been 2.6%
- Average national trend rates over the same period of time have averaged 5.8%
  - The difference equates to a \$32.3mm savings to UNM over that period of time





# Self-Funded Health Insurance

## UNM Health Insurance Financial Information

The total contributions are detailed by UNM and employee/retiree. These contributions fund medical and pharmacy claims, excess stop-loss insurance, ASO fees, and transitional reinsurance costs.

FISCAL YEAR	UNM CONTRIBUTIONS	EMPLOYEE/ RETIREE CONTRIBUTIONS	TOTAL CONTRIBUTIONS	AVERAGE ENROLLMENT	CHANGE IN ENROLLMENT	UNM AVERAGE PREMIUM % INCREASE	NATIONAL AVERAGE PREMIUM % INCREASE*	CLAIMS COST
FY10	\$32,029,623	\$20,477,955	\$52,507,578	6,358	N/A	0%	6.2%	\$45,048,457
FY11	\$33,606,413	\$21,486,068	\$55,092,481	6,460	2%	2%	8.5%	\$50,363,630
FY12	\$33,262,273	\$21,266,043	\$54,528,316	6,414	-1%	0%	4.9%	\$54,962,042
FY13	\$37,291,301	\$23,841,979	\$61,133,280	6,627	3%	9%	3.3%	\$51,193,188
FY14	\$40,207,861	\$25,706,665	\$65,914,526	6,727	2%	6%	4.4%	\$58,208,906
FY15	\$40,150,601	\$25,670,056	\$65,820,657	6,959	3%	0%	5.5%	\$61,846,351
FY16 Est.	\$41,218,474	\$26,352,795	\$67,571,269	7,086	2%	0%	6.5%	\$62,000,000
FY17 Est.	\$43,874,030	\$28,050,609	\$71,924,639	7,086	0%	6%	7.0%	\$66,524,624

\* Based on Aon Hewitt Survey of employer groups. Represents total costs including expense. FY16 and FY17 is estimated and not yet available

# Cost Mitigation Changes

- FY 2016 Cost Mitigation
  - Moved Stop Loss to BCBS (7/1/15)
    - \$350,000 in savings
  - Dependent Eligibility Audit (7/1/15)
    - \$550,000 in projected savings
  - Rx Coalition (9/1/15)
    - \$1,900,000 in projected annual savings
- FY 2017 Cost Mitigation
  - Dependent Eligibility Ongoing Audit (11/1/15)
    - \$285,000 in projected annual savings
  - Potential plan design change options (see slide 8)
  - Plan audit of BCBS NM

# FY 17 Updated Projection

- 11.0% preliminary increase
  - Used 12 months of claims through September 2015
- Revised increase is 6.4%
  - Used 12 months of claims through December 2015
  - Claims have improved
  - Claims for March 2015 – June 2015 were unusually high, we have made assumptions related to these abnormal claim months
  - Annual trend rate used in the projection is 7.0%

	FY16 <sup>1</sup>		FY17 <sup>2</sup>		\$\$ Increase		% Increase <sup>4</sup>	
	UNM	Employees	UNM	Employees	UNM	Employees	UNM	Employees
Active Employees	\$39,546,011	\$21,963,558	\$42,093,816	\$23,378,590	\$2,547,805	\$1,415,032	6.4%	6.4%
Pre-65 Retirees <sup>3</sup>	\$2,747,545	\$2,526,669	\$2,643,859	\$2,970,153	-\$103,686	\$443,485	-3.8%	17.6%
Dependents of Post-65 Retirees	\$236,246	\$551,241	\$251,466	\$586,755	\$15,220	\$35,514	6.4%	6.4%
<b>Subtotal</b>	<b>\$42,529,802</b>	<b>\$25,041,467</b>	<b>\$44,989,141</b>	<b>\$26,935,498</b>	<b>\$2,459,339</b>	<b>\$1,894,031</b>	<b>5.8%</b>	<b>7.6%</b>
<b>Total</b>	<b>\$67,571,269</b>		<b>\$71,924,639</b>		<b>\$4,353,370</b>		<b>6.4%</b>	

1. FY 2016 Projection adjusted for current enrollment
2. 7% medical/Rx trend; 7,086 enrolled contracts; using Paid Claims (1/1/15 - 12/31/15)
3. Retiree cost share increased by an additional 5% in FY 17
4. Weighted average percentage increase, actual increases will vary by plan and by tier

# FY17 Projected Health Insurance Increase

Total Projected Increase \$4,353,370

## Employer

I&G Main	\$ 786,988
Non I&G Main	\$ 393,494
I&G HSC	\$ 295,121
Non I&G HSC	<u>\$ 983,736</u>
Total	\$2,459,339

## Employee

I&G Main	\$ 606,090
Non I&G Main	\$ 303,045
I&G HSC	\$ 227,284
Non I&G HSC	<u>\$ 757,612</u>
Total	\$1,894,031

# Benchmarking – Employee Contributions

		Benchmark A	Benchmark B
		Benefit Index Study Comparator Universities	Benefit SpecSelect™ Education and Government Public Universities
Coverage Tier	University of New Mexico  Weighted Average Monthly EE Contributions	PPO Monthly EE Contributions	PPO Monthly EE Contributions
Single	LT \$35k \$94.00 \$35k-\$50k \$140.00 \$50k+ \$190.00	Average = \$79.50 Median = \$67.00	Average = \$88.20 Median = \$66.50
Family	LT \$35k \$276.00 \$35k-\$50k \$412.00 \$50k+ \$576.00	Average = \$369.45 Median = \$384.00	Average = \$385.05 Median = \$384.00

Benchmark A – 17 employers; 21 plans  
Benchmark B – 32 employers; 46 plans

# Benchmarking – Plan Design

	University of New Mexico		Benchmark A Benefit Index Study Comparator Universities	Benchmark B Benefit SpecSelect™ Public Universities
Benefits/Provisions	Lobo Care (UNM / BCBS or PHS)	Tier 2 Network (UNM / BCBS or PHS)	PPO (In-network)	PPO (In-network)
<b>Deductible</b>			<b>Median</b>	<b>Median</b>
Individual	\$600		\$475	\$500
Family	\$1,200		\$1,050	\$1,100
<b>Out of Pocket Maximum</b>				
Individual	\$2,250		\$3,000	\$2,675
Family	\$4,500		\$6,000	\$6,000
Office Visit Copay	\$25	\$30	\$25	\$25
Specialist Copay	\$35	\$45	\$45	\$45
Inpatient Hospital	90% / 85%	70% / 75%	80%	90%
Emergency Room Visit	\$150		\$100	\$148
<b>Pharmacy Retail Copayments</b>				
Generic	\$10		Copay = \$10 Coinsurance = 20%	Copay = \$10 Coinsurance = 20%
Formulary	\$35		Copay = \$35 Coinsurance = 28%	Copay = \$30 Coinsurance = 30%
Non-formulary	\$55		Copay = \$51 Coinsurance = 50%	Copay = \$50 Coinsurance = 50%

# Medical & Rx Plan Design Changes for Consideration

- Make Diabetic Rx, subject to plan copays
  - Saves \$125,000 to the plan / \$78,125 net to UNM or 0.2%
- Change 90 days supply to 2.5 times 30 days supply costs
  - Saves \$70,000 to the plan / \$43,750 net to UNM or 0.1%
- Change the Brand Copays to a 25% Coinsurance with a minimum copay that matches current
  - Saves \$230,000 to the plan / \$143,750 net to UNM or 0.3%
- Increase the In-Network Out of Pocket Maximums to \$3,000/\$6,000
  - Saves \$900,000 to the plan / \$562,500 net to UNM or 1.2%



# Reserve and Excess Stop-Loss

Reserve components:

- Fund claims incurred but not reported (IBNR)
- Provide protection against catastrophic claims and claims fluctuation

Excess stop-loss insurance provides UNM with individual catastrophic insurance coverage above the established insurance deductible.

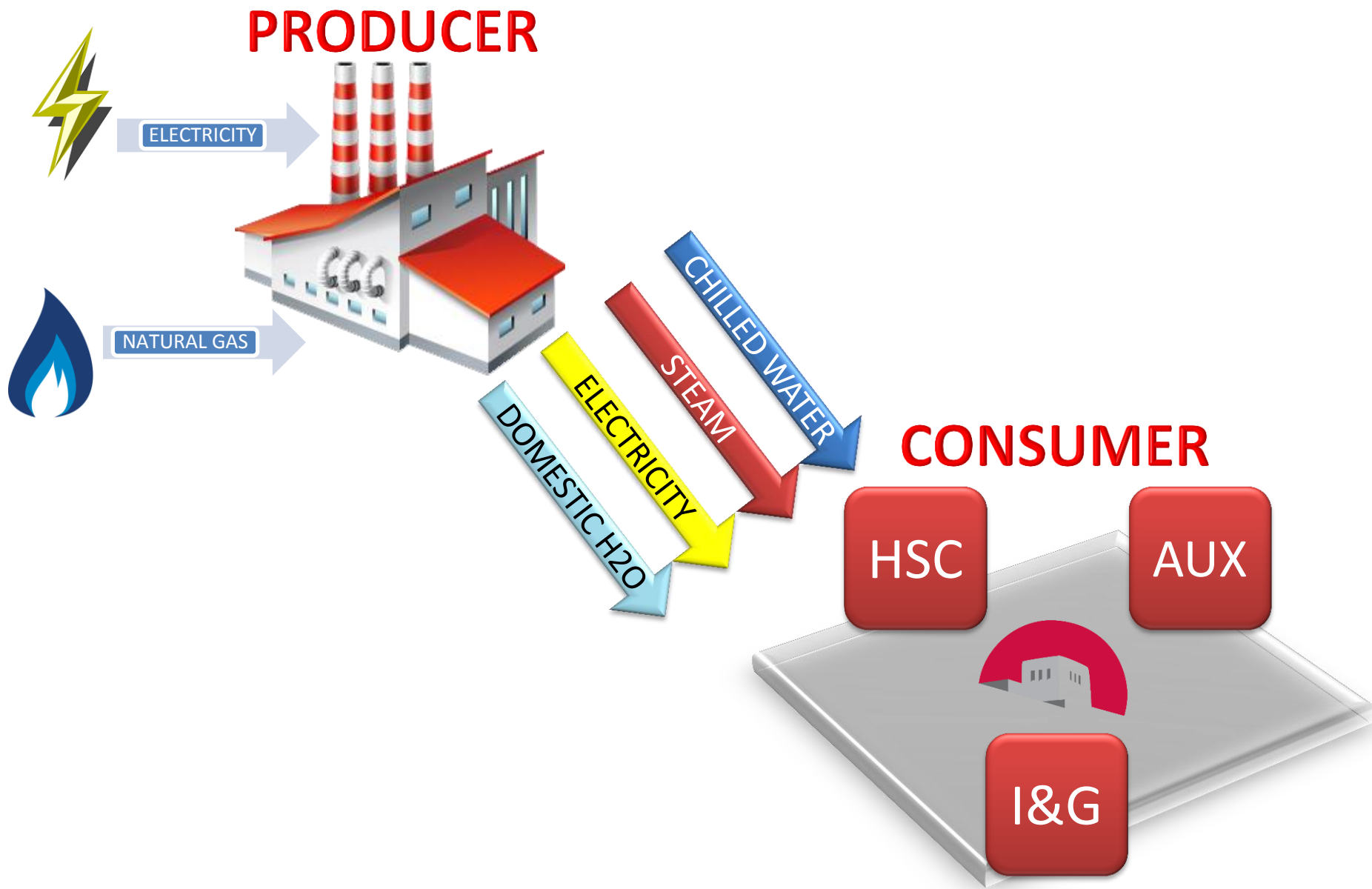
FISCAL YEAR	INSURANCE RESERVE BALANCE JUNE 30	RESERVE FUND DRAW-DOWN	EXCESS STOP-LOSS INSURANCE COST	EXCESS STOP- LOSS INSURANCE RECOVERY	EXCESS STOP-LOSS INSURANCE DEDUCTIBLE
FY07	\$ 2,823,770	\$0	\$ N/A	\$ N/A	\$ N/A
FY08	\$ 4,557,067	\$0	\$ N/A	\$ N/A	\$ N/A
FY09	\$ 8,496,827	\$0	\$ N/A	\$ N/A	\$ N/A
FY10	\$16,533,884	\$1,250,000	\$1,336,434	\$ 559,747	\$ 300,000
FY11	\$17,085,947	\$0	\$1,786,771	\$1,154,153	\$ 300,000
FY12	\$16,857,384	\$0	\$1,624,810	\$1,856,848	\$ 350,000
FY13	\$20,626,007	\$0	\$2,051,064	\$ 133,492	\$ 500,000
FY14	\$22,555,358	\$0	\$1,491,606	\$ 292,021	\$ 600,000
FY15	\$18,842,981	\$3,000,000	\$ 884,804	\$ 0	\$1,000,000
FY16	\$17,000,000 Est.	\$0	\$ 500,000 Est.	\$ TBD	\$1,000,000

# ***PROJECTIONS FOR UTILITY COSTS***

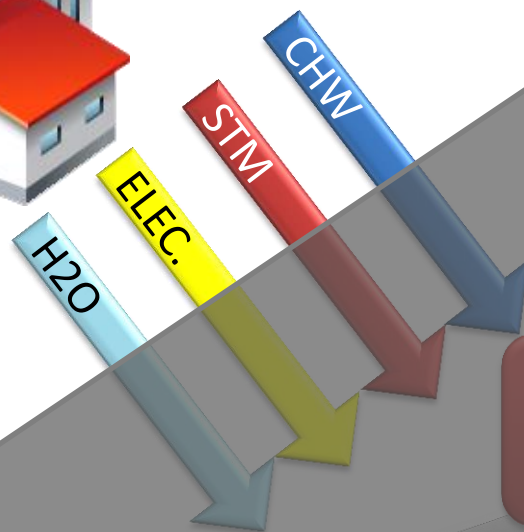
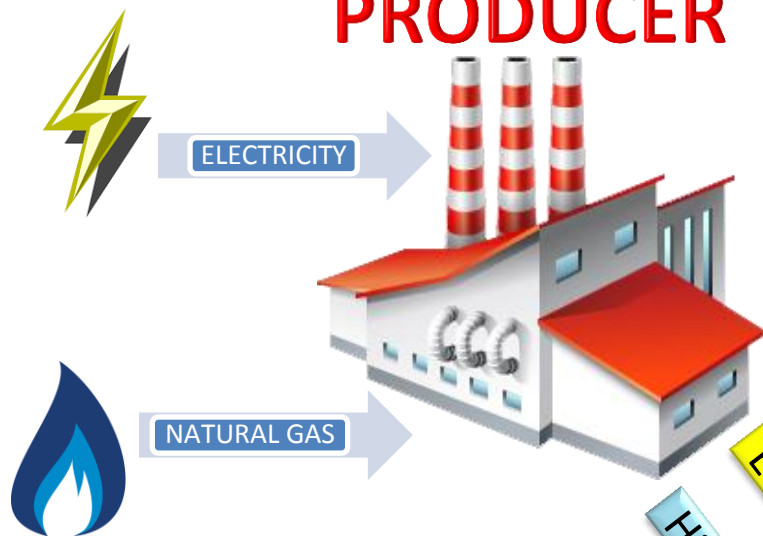


**Chris Vallejos**, AVP Institutional Support Services

**Jason Strauss**, President/CEO, Lobo Energy, Inc.



# PRODUCER



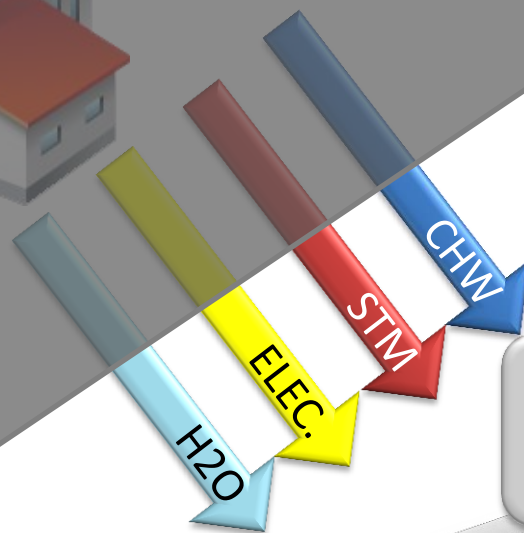
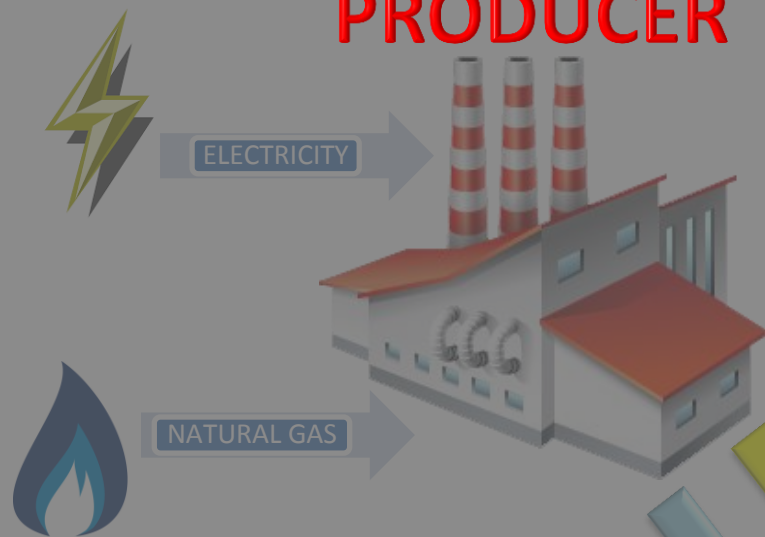
# CONSUMER



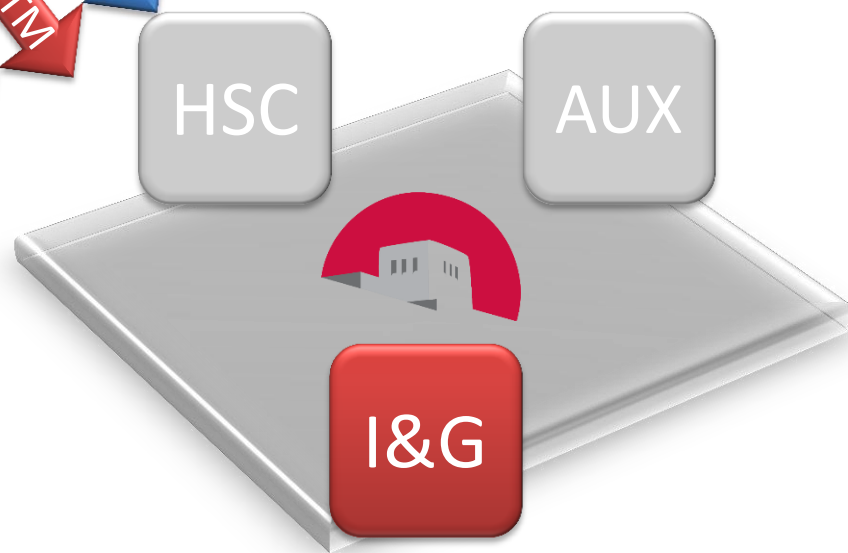
# ***UTILITIES DIVISION BUDGET STATUS***

	<b>ANNUAL BUDGET FY '15-16</b>	<b>ACTUALS THROUGH 12/31/15</b>	<b>YEAREND FORECAST AT 12/31/15</b>
<b>TOTAL UTILITY DIVISION SUMMARY:</b>			
REVENUE	<b>23,868,233</b>	<b>12,039,875</b>	<b>23,654,580</b>
TOTAL EXPENSES	<b>23,952,515</b>	<b>11,929,926</b>	<b>23,249,634</b>
<b>NET -- UTILITIES DIVISION (CURRENT FY)</b>	<b>\$ (84,282)</b>	<b>\$ 109,949</b>	<b>\$ 404,946</b>
<b>PREVIOUS FY CARRY FORWARDS</b>		<b>\$ (405,953)</b>	<b>\$ (405,953)</b>
<b>NET -- UTILITIES DIVISION (TOTAL BALANCE)</b>		<b>\$ (296,004)</b>	<b>\$ (1,007)</b>

# PRODUCER



# CONSUMER



# ***I&G BUDGET STATUS***

<b><i>I&amp;G FUNDING AND PROJECTIONS</i></b>						
	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16 YTD thru Dec 2015</b>	<b>FY16 Projected</b>
Allocation	\$16,913,386	\$16,913,386	\$16,913,386	\$16,744,253	\$16,744,253	\$16,744,253
Expenses	<u>\$18,323,642</u>	<u>\$17,598,641</u>	<u>\$17,754,163</u>	<u>\$17,709,091</u>	<u>\$8,610,213</u>	<u>\$17,124,364</u>
Variance	(\$1,410,256)	(\$685,255)	(\$840,777)	(\$964,838)	\$8,134,040	(\$380,111)



# ***I&G BUDGET PLAN***

	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
<b>Base Budget</b>	16,913,386	16,744,253	16,744,253	16,820,646	17,184,646	17,748,646
<b>Expenses</b>	17,754,163	17,709,091	17,124,364	17,759,679	17,807,200	18,259,483
<b>Annual Net</b>	(840,777)	(964,838)	(380,111)	(939,033)	(622,554)	(510,837)
<b>Funding Sources</b>						
<b>Base Budget Addition</b>	0	0	332,545	<b>364,000</b>	564,000	564,000
<b>Holdback</b>	0	0	(256,152)	0	0	0
<b>Sustainability Surcharge</b>	0	1,287,198	313,372	<b>576,341</b>	<b>58,554</b>	0
<b>Resulting Annual Net</b>	(840,777)	322,360	9,655	1,308	0	53,163
<b>Reserve Balance</b>	(287,423)	34,937	44,591	45,900	45,900	99,063

# ***QUESTIONS?***



THE UNIVERSITY *of*  
NEW MEXICO

## **Rating Agency Discussion**

**January 2016**

# Table of Contents

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- A. Overview
- B. Programs, Faculty & Enrollment
- C. Financial Condition
- D. Debt Profile
- E. UNM Hospitals
- F. Proposed Series 2016





THE UNIVERSITY *of*  
NEW MEXICO

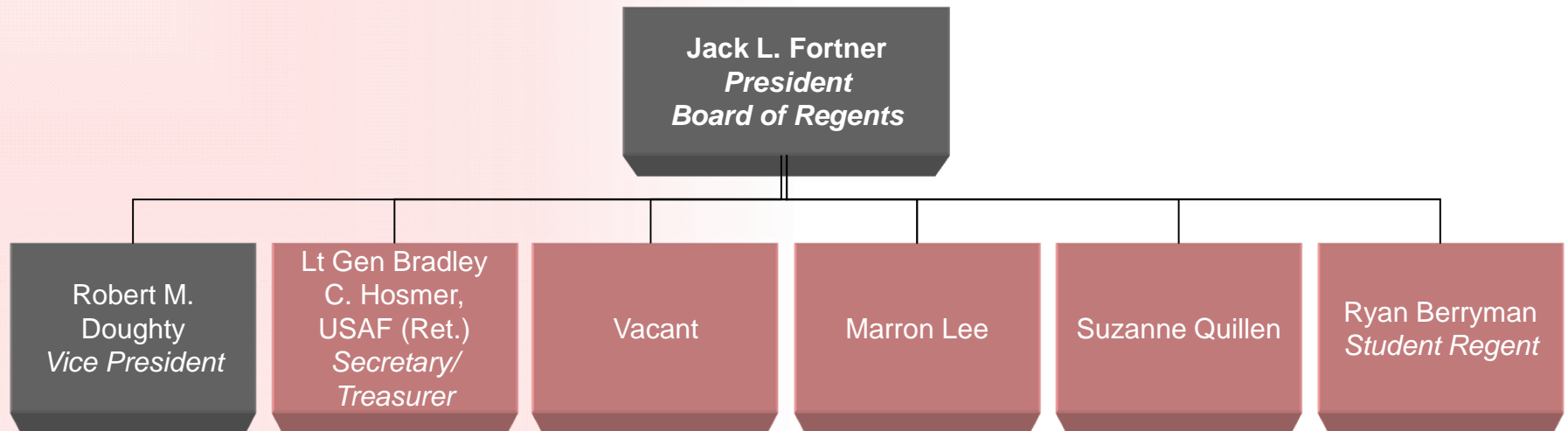
**TAB A**  
**Overview**



# Management Structure

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- The University of New Mexico is governed by a Board of Regents made up of seven members appointed by the Governor. Members serve staggered 6-year terms.



- Subcommittees of the Board of Regents include:
  - Academic/Student Affairs & Research
  - Audit and Compliance
  - Finance and Facilities
  - Health Sciences Board of Directors



# Regents

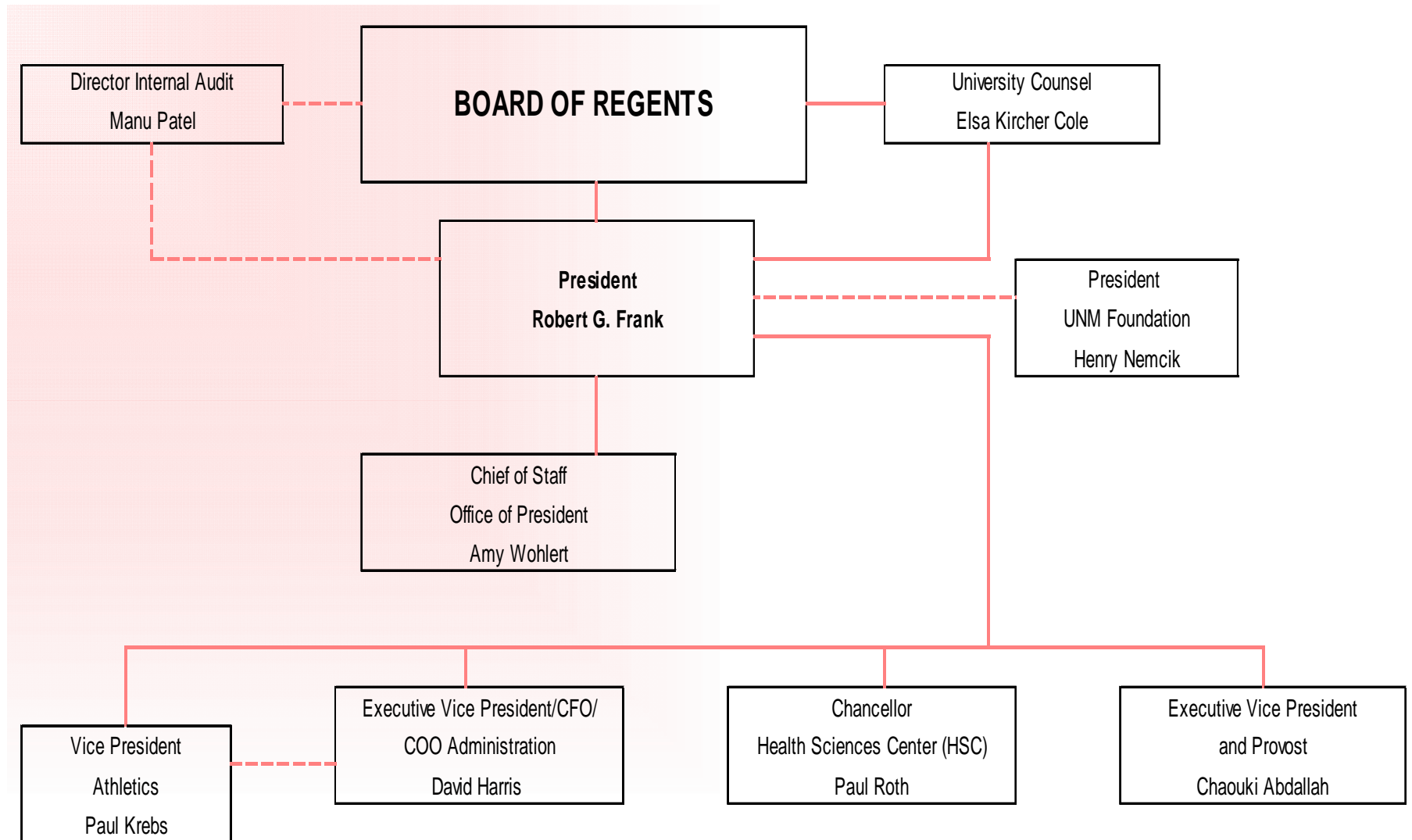
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<u>Regent</u>	<u>Occupation</u>	<u>Residence</u>
Jack L. Fortner <i>President</i>	Attorney	Farmington
Robert M. Doughty <i>Vice President</i>	Attorney	Albuquerque
Lt Gen Bradley C. Hosmer, USAF (Ret.) <i>Secretary and Treasurer</i>	Lieutenant General USAF (Retired)	Cedar Crest
Vacant <i>Member</i>	- - -	- - -
Marron Lee <i>Member</i>	Attorney	Albuquerque
Suzanne Quillen <i>Member</i>	CEO Advance Care Hospital of Southern New Mexico	Las Cruces
Ryan Berryman <i>Student Regent</i>	Graduate Student	Albuquerque





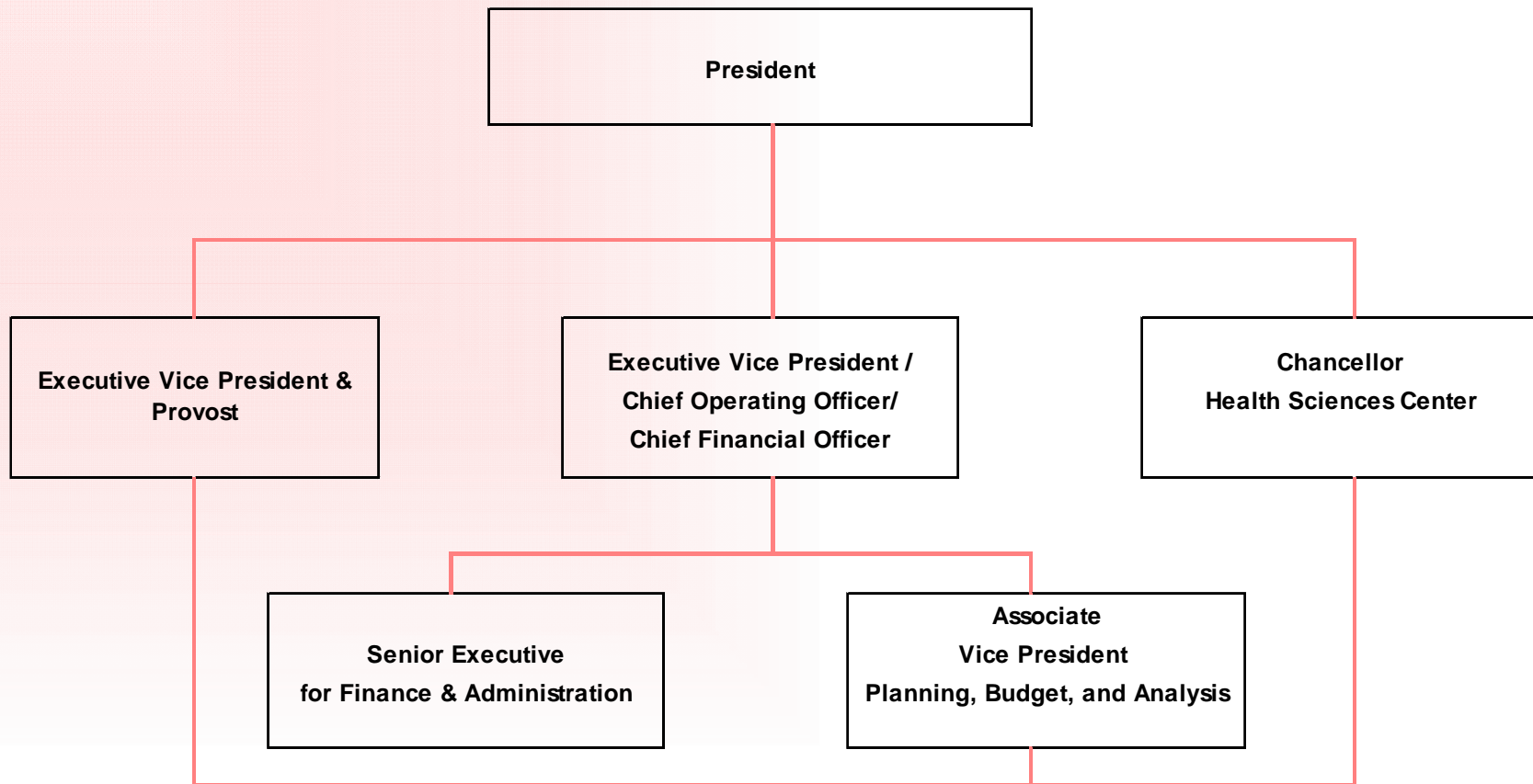
# University Structure



# Financial Administration Consolidation – Main Campus & HSC

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## Finance Cooperative Organizational Structure



# Economic Impact

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- UNM employs over 23,500\* people statewide, including student employees and employees of University Hospital
- Second largest employer in the State of New Mexico
- The University has a budget of approximately \$2.8 billion. Of that, over \$2.3 billion comes from non-appropriated sources including:
  - Earned Revenue
  - Grants/Contracts
  - Tuition
  - Sales and Services

\* UNM Hospital defines full-time as an FTE of 0.75 or greater. UNM, the UNM Foundation, and UNM Medical Group classify full-time as an FTE of 1.0.



# Notable UNM Achievements/Programs

---

## Notable UNM Achievements:

- In Fall 2015, UNM set several records for students success achievement:
  - Highest 3<sup>rd</sup> semester retention rate in UNM history, 79.5%
  - Highest 4 yr. graduation rate in UNM history, 19.1%
  - Highest 6 yr. graduation rate in UNM history, 49.1%
- More than 7% increase in beginning freshman in the Fall 2015 freshman class
  - Growth in new freshman combined with high retention rates will provide strong enrollment stability into the future
- A high portion of top New Mexico students are choosing UNM
  - 470 students (33%) above the 90<sup>th</sup> percentile of NM ACT test takers enrolled at UNM
  - 1,650 students (40%) above the 70<sup>th</sup> percentile of NM ACT test takers enrolled at UNM
- UNM faculty continue to be recognized as among the best in the world:
  - Dr. Art Kauffman, professor of family medicine, was recently elected into the National Academy of Medicine, one of the most prestigious honors bestowed on a faculty member
  - Dr. Patricia Crown, professor of Anthropology, was recently elected to the National Academy of Sciences, one of the most prestigious honors bestowed on a faculty member
  - Dr. Jeff Brinker, a member of the National Academy on Engineering, and Dr. Steve Brueck, were both elected into the National Academy of Inventors



## Notable UNM Achievements/Programs (continued)

---

- UNM is the most diverse flagship research university in the country
  - Only flagship university that is also a Hispanic Serving Institution (HSI)
  - UNM is ranked by the Carnegie Foundation as a Research 1 – A Doctoral University with the highest research activity
    - It is the only R1 in New Mexico
    - One of only four R1 institutions that are also HSIs
    - One of only eight R1 institutions in the southwest

### Notable UNM Programs:

- UNM and its programs consistently rank among the best in the world
  - US News ranks 1,365 universities. UNM ranked 189<sup>th</sup> overall and 106<sup>th</sup> public university, and as the 65<sup>th</sup> best university for veterans
  - Some highly ranked programs include:
    - #10 in clinical law
    - #35 as primary care medical school
    - #3 in rural medicine
    - #49 in earth sciences
    - #5 in photography
  - Project ECHO: A Revolution in Medical Education and Care Delivery
  - UNM Cancer Center: A National Cancer Institute Designated Cancer Center
  - Clinical and Translational Science Center (CTSC) renewal





## Branding Initiative – Contract Awarded to 160over90

---

- Research and Polling – Conduct a research study assessing New Mexico residents' perceptions regarding UNM's programs and services

*“UNM has the potential to develop a unique identity among the educational institutions in the state while simultaneously addressing perception issues and a lack of knowledge of the school. For example, many residents just aren't aware of various aspects of UNM such as, whether or not the school's internationally known programs place it among the nation's top universities, what community service activities the school participates in, or whether or not the University listens to the concerns and needs of New Mexicans.”*

- Deliberate steps to identify and clearly articulate who we are and what we stand for
- Differentiate UNM from other institutions
- Value of what UNM provides
- Emotional connection with our key audiences



## Branding Initiative – Contract Awarded to 160over90 *(continued)*

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- Goals of successful branding effort
  - Greater public awareness and respect for UNM and its academic programs
  - Achievement of enrollment goals
    - Top tier in state students
    - Bolster out-of-state enrollments, specifically from bordering states
    - Bolster graduate enrollments
  - Increased diversity and quality of our applicants
  - Increased philanthropic support; stronger ties with alumni
- Brand Strategy Rollout to entire University community – January 2016





# Innovate ABQ

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- Revitalizing the Albuquerque and State Economy
  - Building a District for Research and Innovation within the City
  - Partnership between: City/County/State and UNM
  - First Baptist Church Property – 7 acre site along Historic Route 66
- Benefits to UNM
  - Recruit and retain Students and Researchers
  - Innovation Academy – creativity/critical thinking/problem solvers
  - Business School Outreach Programs
  - Further enhance UNM Commercializing of Research Activities



## Innovate ABQ (continued)

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- Innovate ABQ Board – Preferred Developer Signet Development Team
  - Initial project to Activate the Site
  - Mixed use – 146,000 sq. ft. Residential and Retail
    - 26,000 sq. ft. of ground floor retail
      - \$22.00 per sq. ft. with 20 year terms
      - Science & Technology Corporation - \$220,000 annually
      - Innovate Academy - \$220,000 annually
      - Business School Outreach Programs - \$55,000 annually
    - 120,000 sq. ft. (4 to 5 floors) of Apartment Style student housing
      - 320 Beds (four/two bedroom, suites)
      - Current Estimates - \$600 to \$750 monthly cost per bed
      - 92% to 97% Occupancy Guarantee



## Innovate ABQ (continued)

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- Worst Case Scenario – 80% Occupied/97% Guarantee/\$750 per bed
  - ❑ \$750 times 12 month lease equals \$9,000
  - ❑ 320 beds times 97% equals 310 beds
  - ❑ 320 beds times 80% equals 256 beds
  - ❑ 310 beds less 256 beds equals 54 beds times \$9,000 equals \$486,000
- 320 beds times \$9,000 equals \$2,880,000





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## **TAB B**

### **Programs, Faculty & Enrollment**



## Academic Programs

---

- 14 colleges and schools, offering over 246 certificate and degree programs

Robert O. Anderson Schools of Management

School of Architecture and Planning

College of Population Health

College of Arts and Sciences

College of Education

School of Engineering

Honors College

College of Fine Arts

School of Law

School of Medicine

College of Nursing

College of Pharmacy

University College

College of University Libraries and Learning Sciences



## Key Programs

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- UNM's main campus offers 87 baccalaureate, 72 masters, and 38 doctoral level degree programs. In addition there are four professional degrees, four education specialist certificates, nine graduate certificate programs, five undergraduate certificate programs, and one associate degree program. UNM's four branch campuses offer a variety of associate of arts, associate of science, and associate of applied science degrees.





## Faculty

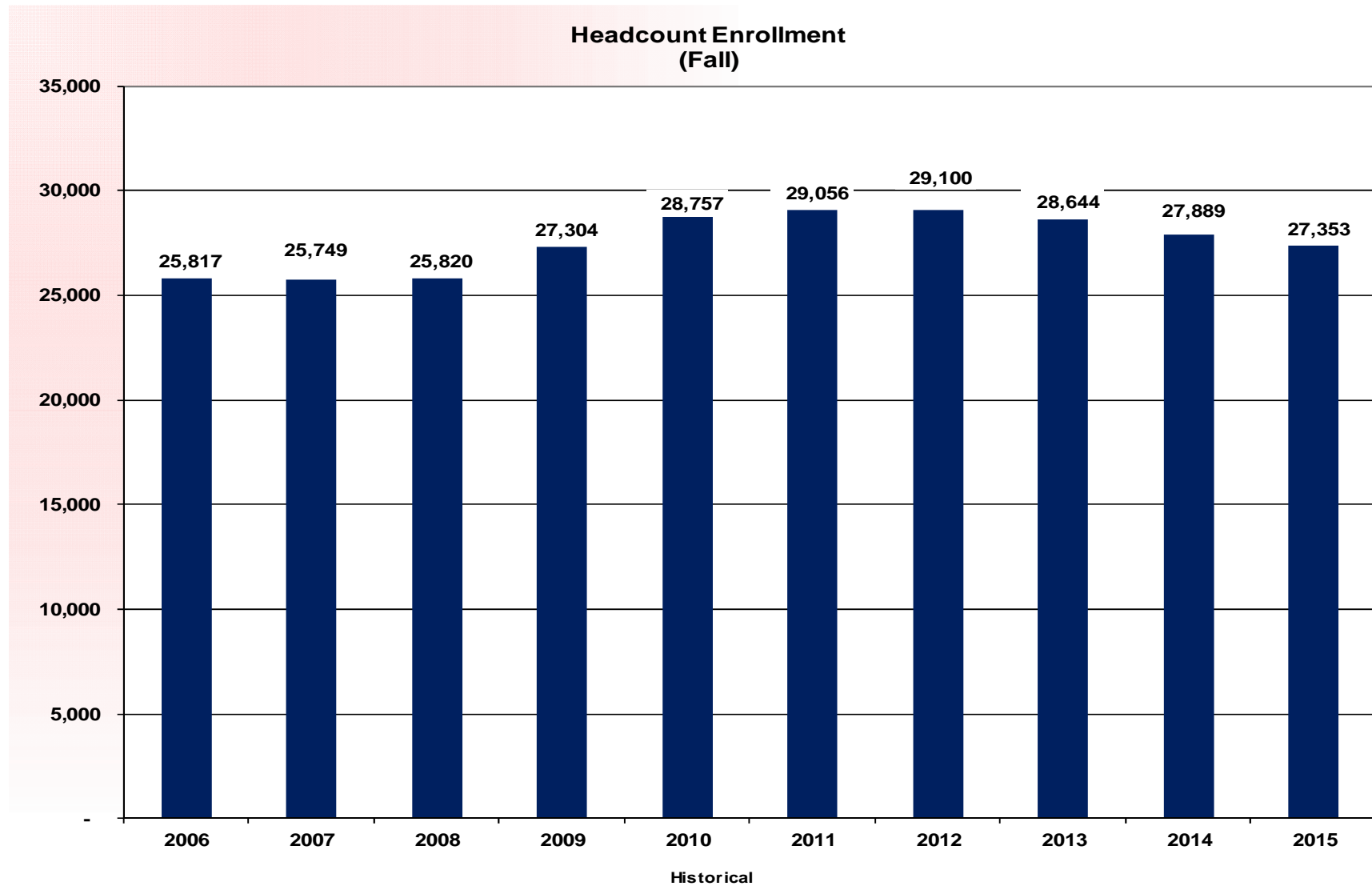
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	<u>2013</u>	<u>2014</u>	<u>2015</u>
Total Faculty	2,788	2,781	2,775
Full Time Faculty	2,016	2,059	2,170
% Full-time Faculty Who are Tenured	37.50%	37.40%	35.71%
% Full-time Faculty with Doctorates or other Terminal Degrees	84.13%	83.68%	83.46%

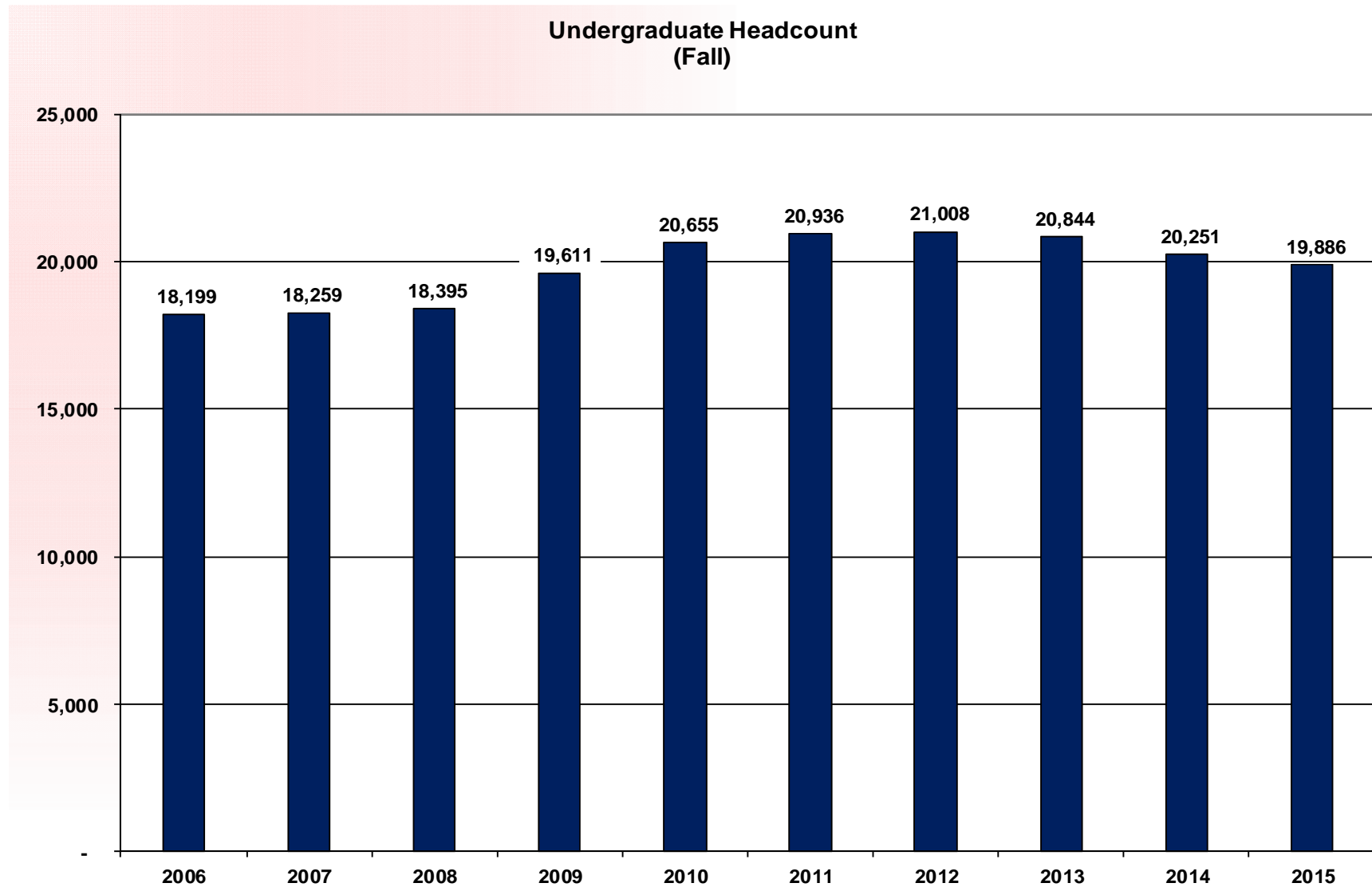




# Student Enrollment Trends

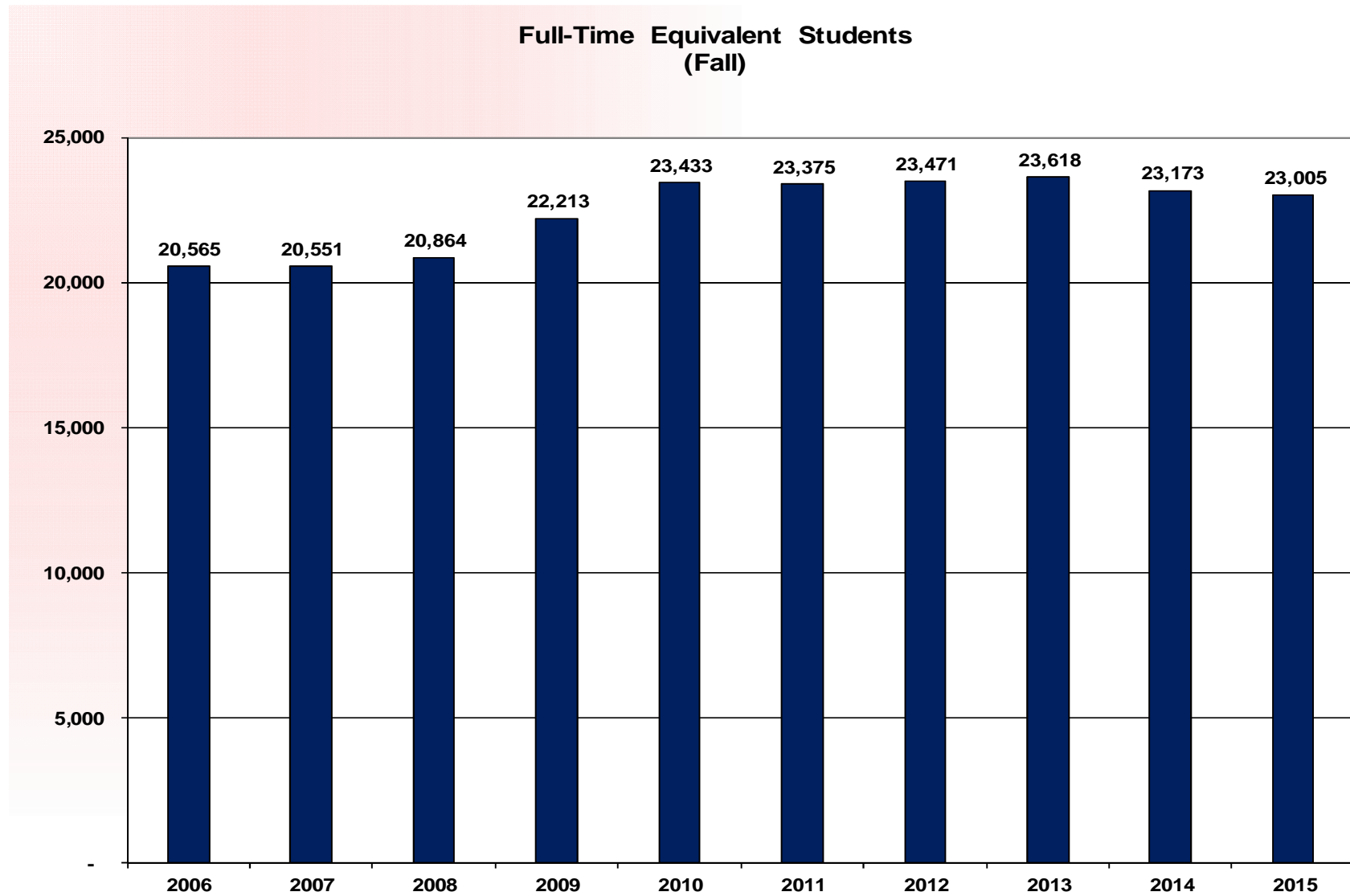


## Student Enrollment Trends (continued)



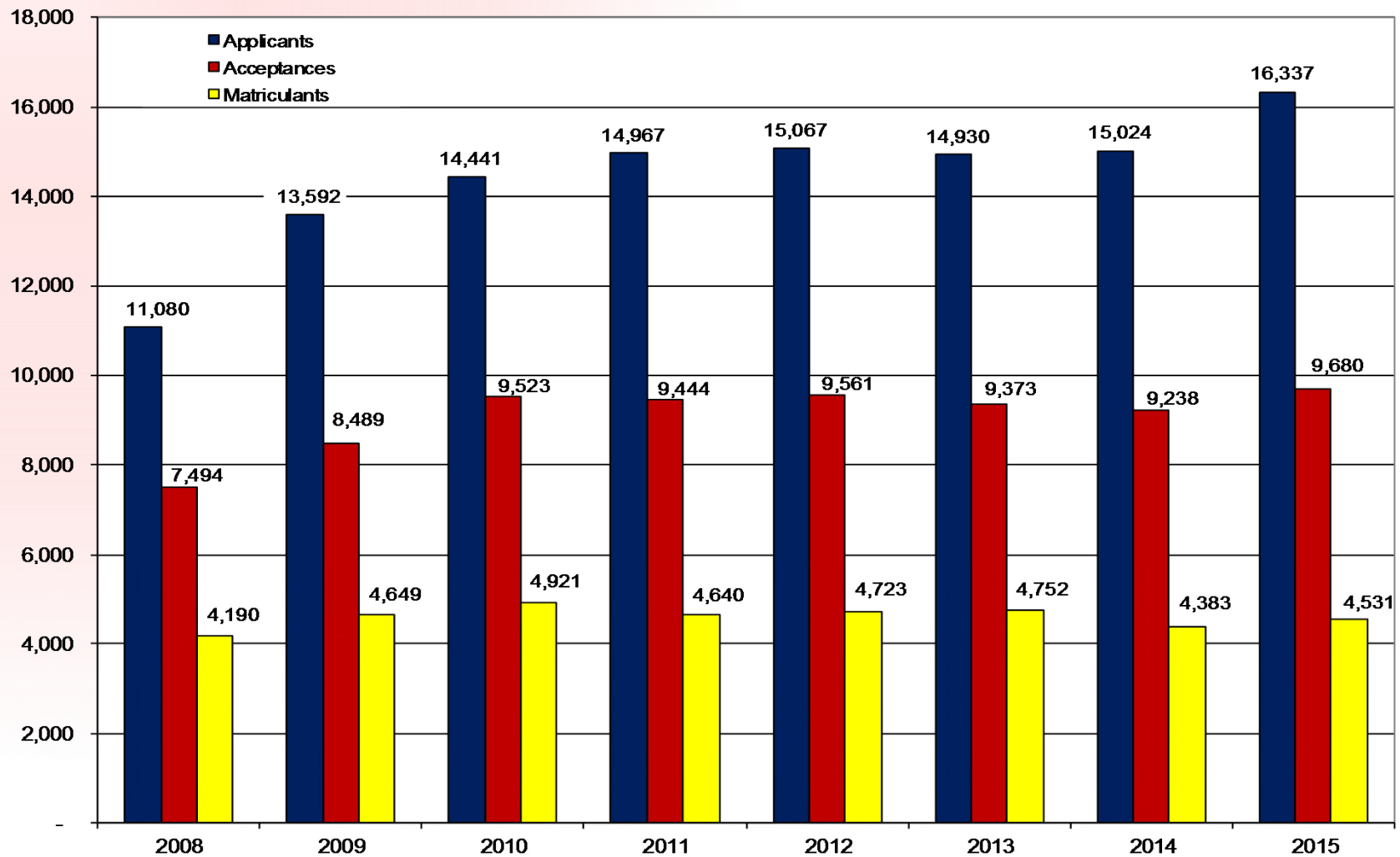
## Student Enrollment Trends (continued)

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# Demand

## Fall Admissions





THE UNIVERSITY *of*  
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## **TAB C**

### **Financial Condition**



# The University of New Mexico Revenue Sources

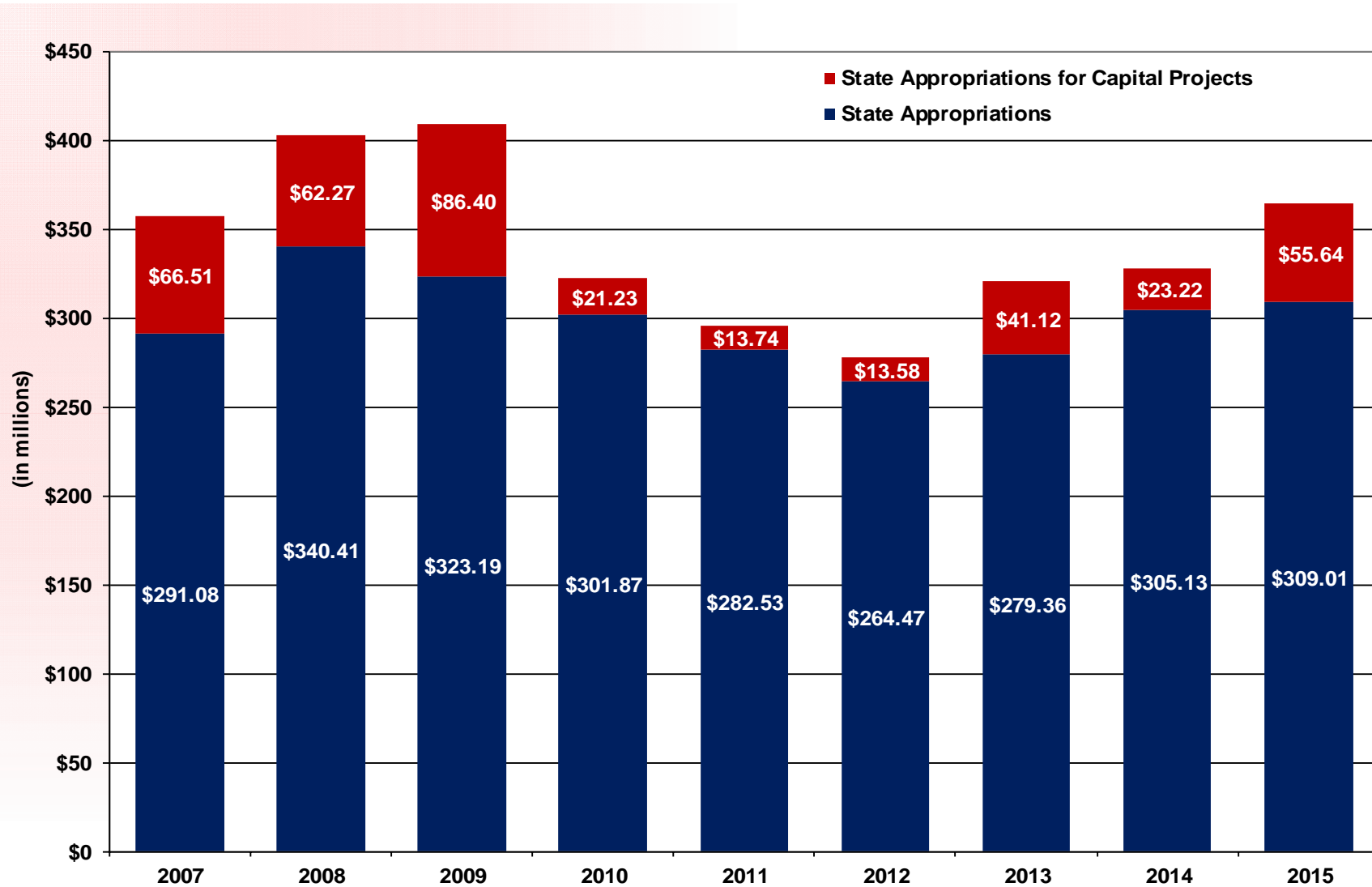
	Fiscal Year Ending June 30,									
	2011		2012		2013		2014		2015	
Tuition and Fees	\$ 121,563,133	6.57%	\$ 129,904,915	7.44%	\$ 130,300,603	7.01%	\$ 138,115,447	7.01%	\$ 134,670,377	6.26%
Gifts and Grants	383,539,969	20.72%	347,818,370	19.93%	346,565,819	18.63%	343,997,526	17.45%	348,781,842	16.20%
Clinical Operations	594,855,563	32.13%	606,659,481	34.76%	651,213,772	35.01%	695,275,922 <sup>(1)</sup>	35.28%	752,830,673	34.98%
Patient Care	102,548,431	5.54%	97,498,895	5.59%	94,724,446	5.09%	144,596,266 <sup>(1)</sup>	7.34%	264,636,778	12.30%
Sales & Services	180,744,993	9.76%	194,838,143	11.16%	219,032,452	11.78%	211,747,386	10.74%	237,601,964	11.04%
Appropriations	309,076,695	16.70%	271,922,046	15.58%	288,190,626	15.50%	300,150,920	15.23%	315,878,587	14.68%
Investment Income	70,480,180	3.81%	8,174,001	0.47%	45,472,407	2.44%	70,178,886	3.56%	11,318,098	0.53%
Other	<u>88,372,073</u>	<u>4.77%</u>	<u>88,391,056</u>	<u>5.06%</u>	<u>84,340,972</u>	<u>4.53%</u>	<u>66,712,874</u> <sup>(1)</sup>	<u>3.39%</u>	<u>86,618,512</u>	<u>4.02%</u>
Total	\$ 1,851,181,037	100.00%	\$ 1,745,206,907	100.00%	\$ 1,859,841,097	100.00%	\$ 1,970,775,227	100.00%	\$ 2,152,336,831	100.00%

- Excluding Investment Income, total annual revenues have increased \$360 million or 20.2% from 2011 to 2015

(1) As restated



# State Appropriations





# The University of New Mexico

## Balance Sheet and Capital Information

	Fiscal Year Ending June 30,				
	2011	2012	2013	2014	2015
Total Assets	\$ 2,453,789,448	\$ 2,439,592,740	\$ 2,425,695,957	\$ 2,498,813,656 <sup>(1)</sup>	\$ 2,620,770,642
Total Net Assets	1,542,653,939	1,550,810,477	1,562,356,918	1,618,025,765	809,758,198
Capital Assets Net of related debt	702,221,456	677,752,396	659,260,450	635,881,369 <sup>(1)</sup>	652,756,234
Unrestricted Net Assets	513,354,149	545,284,942	541,178,999	574,809,119 <sup>(1)</sup>	721,162,147 <sup>(2)</sup>
Expendable & Unrestricted Net Assets	563,592,020	602,350,877	608,221,184	649,662,613	781,748,004 <sup>(2)</sup>

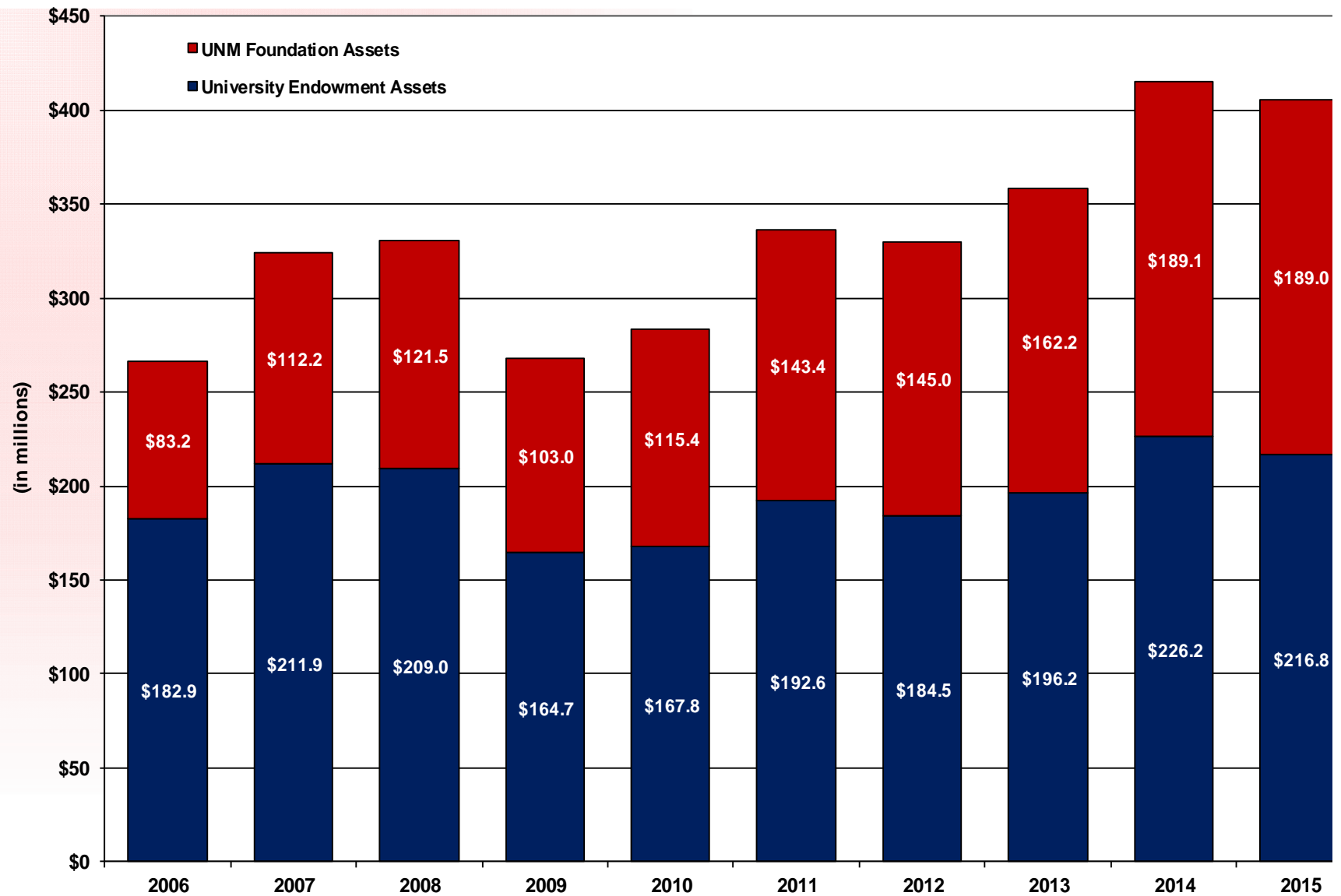
- **Spendable Cash and Investments:**
  - Under revised rating methodology, Spendable Cash and Investments are \$797,073,957 for FY 2014 and \$881,621,415 for FY 2015

(1) As restated

(2) Adjusted for pension liability and deferrals



# Endowment and Foundation Funds



# Comprehensive UNM Fundraising Campaign

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- Changing Worlds 2020: The Fundraising Campaign for UNM
  - Achieved Changing Worlds: The Campaign for UNM goal of \$675 million ahead of the December 2014 target
  - In 2012, President Frank developed the following seven University initiatives
    - Become a Destination University
    - Prepare Lobos for Lifelong Success
    - Promote Institutional Citizenship
    - Enhance Health and Health Equity in NM
    - Advance Discovery and Innovation
    - Ensure Financial Integrity and Strength
    - Advance and Accelerate Economic Development
  - Due to its success, the initial Changing Worlds Campaign was expanded to include the President's initiatives, with a new goal of \$1 billion by 12/31/2020. As of 12/31/2015 more than \$808 million has been raised, which is over 80% of the \$1 billion campaign goal
- The current endowment value was approximately \$405 million as of 6/30/15 with a goal of \$500 million to be achieved or exceeded by 12/31/2020



# Summary - Condensed Revenue, Expenses and Change in Net Assets

	Fiscal Year Ending June 30,				
	2011	2012	2013	2014	2015
<b>Total operating revenue</b>	\$ 1,239,890,100	\$ 1,249,056,681	\$ 1,289,820,354	\$ 1,325,196,880	\$ 1,596,453,783
<b>Total operating expenses</b>	1,701,068,968	1,737,050,369	1,844,715,867	1,889,106,380	2,008,638,065
<b>Operating income (loss)</b>	\$ (461,178,868)	\$ (487,993,688)	\$ (554,895,513)	\$ (563,909,500)	\$ (412,184,282)
<b>Total nonoperating revenue</b>	575,729,604	496,150,226	569,666,716	611,990,784	531,260,582
<b>Increase (Decrease) in net assets</b>	\$ 114,550,736	\$ 8,156,538	\$ 14,771,203	\$ 48,081,284	\$ 119,076,300
 Increase (Decrease) in net assets	 \$ 114,550,736	 \$ 8,156,538	 \$ 14,771,203	 \$ 48,081,284	 \$ 119,076,300
plus: Depreciation	60,046,975	65,549,289	62,904,726	60,854,840	61,088,145
plus: Interest expense	17,020,519	19,376,093	18,120,387	18,047,515	20,006,539
<b>Net Revenues Available for Debt Service</b>	<b>\$ 191,618,230 <sup>(1)</sup></b>	<b>\$ 93,081,920</b>	<b>\$ 95,796,316</b>	<b>\$ 126,983,639</b>	<b>\$ 200,170,984 <sup>(2)</sup></b>

(1) Includes \$53,163,258 unrealized gains on investments

(2) Attributable primarily to \$120 million increase of Patient Care services from FY 2014 to 2015



# Main Campus Performance Based Budgeting Strategies

---

- State Appropriations – Outcome Based Metrics
  - Based Operating – 1%
  - End of Course SCH – 25%
  - Awards – 27%
  - STEMH Degrees – 13.5%
  - At-Risk Student Degrees – 13.5%
  - Mission Specific – Research – 20%
- Enrollment/Tuition Revenues (Growth or Reduction)
  - Academic Units Metrics and Weights
    - Enrollments – 15%
    - Student Credit Hours – 15%
    - Undergraduate Rates – 5%
    - Total Degrees – 10%
    - Reserves – 10%
    - Vacancy/Vacancy Opportunities – 45%
  - Administrative Units Metrics (Academic Affairs & Administration)
    - Reserves
    - Vacancy Opportunities
    - Program Elimination/Reduction
    - Hiring Review Process
    - Shared Services and/or Program Automation





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**TAB D**

**Debt Profile**

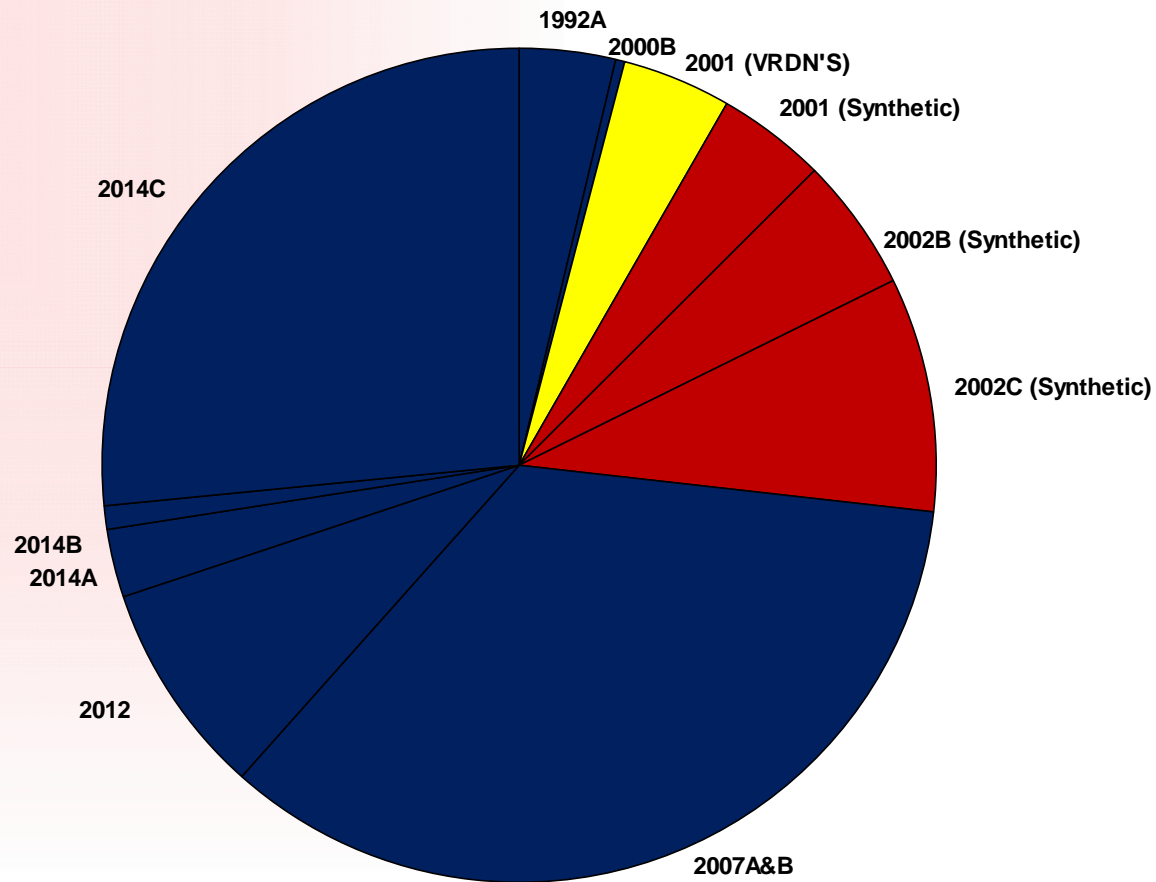




# UNM Debt Summary (as of FYE 2015)

## Current Debt Mix <sup>(1)</sup>

**77.3% Fixed, 4.2% Floating, 18.5% Synthetic Fixed**



(1) Excludes UNM Hospital





## UNM Variable Rate Debt

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- Three variable rate bond issues outstanding
  - Series 2001 - \$31,020,000 outstanding
  - Series 2002B - \$19,060,000 outstanding
  - Series 2002C - \$33,405,000 outstanding
- All three VRDN issues are backed by U.S. Bank liquidity at 35bps cost to UNM
- U.S. Bank liquidity is currently set to expire on December 29, 2017

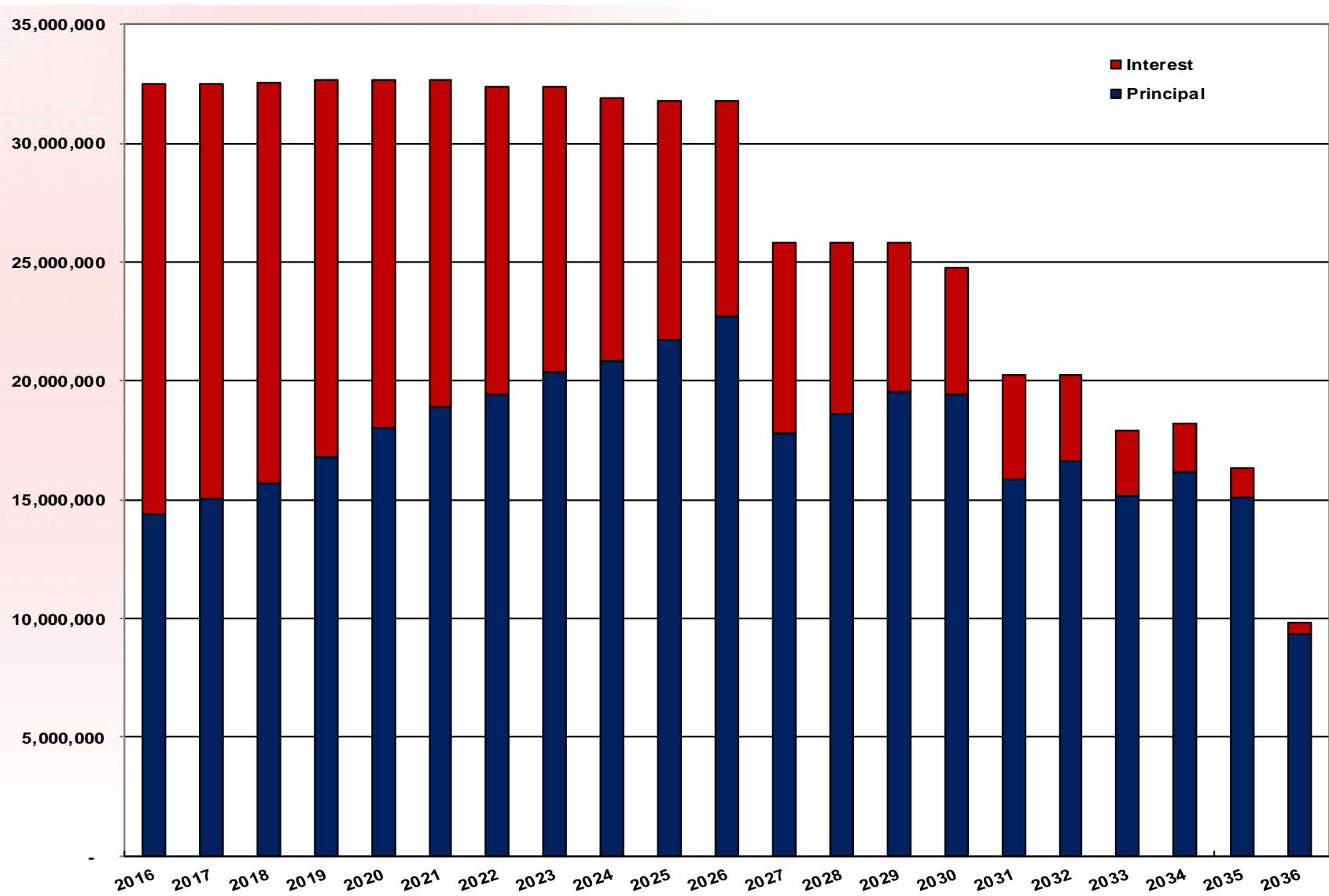


## Swaps Associated w/ UNM's Variable Rate Debt

	<u>Series 2001</u>	<u>Series 2002B</u>	<u>Series 2002C</u>
<b>Portion of VRDN's that are Hedged</b>	50%	100%	100%
<b>Current Notional Amount</b>	\$15,510,000	\$19,060,000	\$33,405,000
<b>Swap Fixed Payer Rate</b>	4.16% - 4.185%	3.83%	3.94%
<b>Swap Receipt Rate</b>	SIFMA	SIFMA	SIFMA
<hr/>			
<b>Portion of VRDN's that Carry an Overlay Swap</b>	50%	0%	100%
<b>Overlay Payer Rate</b>	SIFMA	n/a	SIFMA
<b>Overlay Receipt Rate</b>	63.55% of 5 Yr LIBOR + 31bps	n/a	63.93% of 5 Yr LIBOR + 38bps
<hr/>			
<b>Net aggregate mark-to-market underlying and overlay swaps as of 12/15/2015</b>		\$9,819,224	



# Current Outstanding Debt Service





THE UNIVERSITY *of*  
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**TAB E**

**UNM Hospitals**



# Finance and Audit Committee Dashboard Report

Year To Date as of June 2015

	YTD	YTD Budget	Prior YTD
Adult Days for UNMH	113,948	110,569	108,747
Adult Discharges for UNMH	18,179	21,143	19,707
Adult Average Length of Stay for UNMH	6.27	5.23	5.52
UHC Risk Based Adj ADULT LOS for UNMH	6.85	6.06	5.69
Pediatric Days for UNMH	41,665	41,847	40,560
Pediatric Discharges for UNMH	5,009	5,124	4,914
Pediatric Average Length of Stay for UNMH	8.32	8.17	8.25
UHC Risk Based Adj PEDS LOS for UNMH	5.44	5.18	5.29
Outpatient Clinic Visits for UNMH	488,423	507,776	483,362
Emergency Department Visits for UNMH	80,020	81,240	80,702
Urgent Care	23,704	20,946	21,423
Operations	19,460	19,421	18,654
Newborn Days for UNMH	4,899	5,000	5,266
Births	2,979	3,250	3,161
Days for all Behavioral Operations	24,126	21,687	22,041
Visits for all Behavioral Operations	146,577	150,775	140,922
UNM Care Enrollment	7,002		20,224
Net Income (Loss) for all Operations (in thousands)	\$20,602	\$6,890	\$10,310
Case Mix Index (CMI) - w/o newborn	1.773	1.659	1.659
Re-Admission Rates	8.47%	9.50%	8.62%
Days Cash on Hand for UNMH	65.19	32.38	51.34
<b>Human Resources:</b>			
FTEs (Worked) per adj Patient Day for all Operations	5.57	5.67	5.56
Hours of Care - UNMH Nursing	18.01	18.35	18.86
Paid FTE's for UNMH and BHOs	5,654	5,658	5,494
Paid FTE's for CC	148	163	111





THE UNIVERSITY *of*  
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**TAB F**

**Proposed Series 2016**





# Series 2016 Project

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\$55 million new money bond proceeds will be used for the following capital projects:

- **The Anderson School of Management (ASM) – New Facility**
  - The new building will provide approximately 65,000 gsf of classrooms, class labs, faculty/staff offices, and other student support space.
  - The existing ASM facilities are functionally outdated and energy inefficient. They are poorly insulated, and exterior access classrooms offer limited class format flexibility, while densely packed staff and faculty offices cause barriers to access for both students and professional colleagues.
- **Johnson Center - Expansion and Renewal**
  - Johnson Center is a multi-use facility which provides classes and recreational amenities to students, faculty, and staff of the University of New Mexico, as well as providing events and services for the general public.
  - The expansion will construct/renew approximately 80,000 gsf building area.
    - The project will provide greatly needed student oriented recreation such as a cardio/weight area, Multipurpose Activity Court (MAC court), multi-purpose rooms, and an indoor running track.
- **Smith Plaza - Infrastructure and Renewal**
  - The Smith Plaza project will provide for improved access, safety, and general usability. Through best practices in campus planning and sustainable design, the Plaza's renovation will revitalize an important setting for events that serve students, faculty, staff, and visitors. The project area is approximately 100,000 gsf of exterior, multi-level plaza space.





## Series 2016 Project (continued)

- The following table shows the anticipated cost and funding source for the projects:

PROJECT DESCRIPTION	PROJECT COSTS FUNDED BY REVENUE BONDS	DEBT SERVICE SOURCE
Academic Facilities		
Anderson School of Management - New Facility	\$18,000,000	Student Fees
Infrastructure and Support		
Johnson Center - Expansion and Renewal	\$35,000,000	Student/Faculty/Staff Fees
Smith Plaza - Infrastructure and Renewal	\$2,000,000	Student Fees
<b>Total Project Costs</b>	<b>\$55,000,000</b>	



## Series 2016 Project - Student Fee Analysis, with Faculty Participation on Recreation Center Project

---

- Student Fee Increase

Estimated Annual Amount	Total Yearly Increase <sup>(1)</sup>	% Increase of Tuition & Fees
\$3,000,000	\$133.68	1.89%

(1) Based on 12 credit hours

- Additionally, contribution from the University's Miscellaneous Benefits Fund for the Recreation Center Project, in proportion to the Faculty/Staff use of the facility - will provide \$480,000 toward annual debt service



# Series 2016 Projected Debt Service

Year	Existing Debt Service	Preliminary Series 2016 Net Debt Service <sup>(1)</sup>	AGGREGATE Debt Service	Coverage by Net Revenues <b>\$126,983,639 <sup>(2)</sup></b>
2016	\$ 33,640,769	\$ -	\$ 33,640,769	3.77
2017	33,578,632	3,478,313	37,056,944	3.43
2018	33,520,658	3,479,950	37,000,608	3.43
2019	33,572,698	3,480,750	37,053,448	3.43
2020	33,512,170	3,476,250	36,988,420	3.43
2021	33,430,142	3,479,750	36,909,892	3.44
2022	33,057,057	3,475,750	36,532,807	3.48
2023	32,962,632	3,479,500	36,442,132	3.48
2024	32,412,301	3,480,500	35,892,801	3.54
2025	32,179,960	3,478,750	35,658,710	3.56
2026	32,082,515	3,479,250	35,561,765	3.57
2027	25,972,278	3,476,750	29,449,028	4.31
2028	25,943,284	3,476,250	29,419,534	4.32
2029	25,901,061	3,477,500	29,378,561	4.32
2030	24,788,727	3,475,250	28,263,977	4.49
2031	20,258,500	3,479,500	23,738,000	5.35
2032	20,259,000	3,479,750	23,738,750	5.35
2033	17,932,000	3,476,000	21,408,000	5.93
2034	18,184,750	3,478,250	21,663,000	5.86
2035	16,322,000	3,476,000	19,798,000	6.41
2036	9,807,000	3,479,250	13,286,250	9.56
2037		3,477,500	3,477,500	36.52
2038		3,475,750	3,475,750	36.53
2039		3,478,750	3,478,750	36.50
2040		3,476,000	3,476,000	36.53
2041		3,477,500	3,477,500	36.52
2042		3,477,750	3,477,750	36.51
2043		3,476,500	3,476,500	36.53
2044		3,478,500	3,478,500	36.51
2045		3,478,250	3,478,250	36.51
2046		3,475,500	3,475,500	36.54
	<b>\$ 569,318,134</b>	<b>\$ 104,335,263</b>	<b>\$ 673,653,397</b>	

(1) Sizing includes all estimated costs of issuance, including assumed surety funded reserve fund. In the event a surety is unavailable, a funded debt service reserve fund would be required with an expected increase in annual debt service

(2) FY 2014 calculated Net Revenues available for debt service



## Estimated Savings – Refunding of Series 2007A & 2007B

		Year	Refund Series 2007A	Refund Series 2007B (Taxable)	Aggregate
Refund 2007A:		2016	\$ 4,088	\$ 1,255	\$ 5,342
Maturities:	2021-2036	2017	335,825	66,146	401,971
Amount:	\$ 107,560,000	2018	335,825	67,975	403,800
		2019	335,825	69,097	404,922
		2020	335,825	67,679	403,504
Refund 2007B:		2021	630,825	66,215	697,040
Maturities:	2018-2024	2022	631,075	69,735	700,810
Amount:	\$ 7,480,000	2023	630,575	71,233	701,808
		2024	634,325	68,069	702,394
		2025	632,075		632,075
		2026	634,075		634,075
		2027	630,075		630,075
		2028	629,500		629,500
		2029	634,250		634,250
		2030	632,750		632,750
		2031	630,250		630,250
		2032	631,750		631,750
		2033	632,000		632,000
		2034	631,000		631,000
		2035	633,750		633,750
		2036	630,000		630,000
			<u>\$ 11,455,663</u>	<u>\$ 547,403</u>	<u>\$ 12,003,065</u>
Net Present Value Savings			\$ 7,585,435	\$ 480,202	\$ 8,065,637
Present Value Savings as % of Refunded Amount			7.05%	6.42%	7.01%





# Historical Refunding Savings By Series

Year	Series 2012 Savings	Series 2014A Savings	Series 2014B Savings	Series 2014C Savings	AGGREGATE SAVINGS Since 2012	PRELIMINARY Series 2016AB Savings	WITH 2016AB AGGREGATE SAVINGS Since 2012	Year
2012	\$ 2,651				\$ 2,651		\$ 2,651	2012
2013	780,025				780,025		780,025	2013
2014	776,438				776,438		776,438	2014
2015	776,175	\$ 2,969	\$ 4,573	\$ 303,987	1,087,704		1,087,704	2015
2016	779,363	193,250	54,271	813,203	1,840,086	\$ 5,342	1,845,428	2016
2017	777,000	196,438	51,640	814,953	1,840,030	401,971	2,242,001	2017
2018	778,675	193,075	55,234	815,203	1,842,187	403,800	2,245,987	2018
2019	779,113	86,175	54,666	816,103	1,736,056	404,922	2,140,978	2019
2020	778,313	86,175	52,301	813,603	1,730,391	403,504	2,133,894	2020
2021	777,663	86,175	55,387	817,253	1,736,477	697,040	2,433,517	2021
2022	778,000	86,175	53,460	815,988	1,733,623	700,810	2,434,432	2022
2023	780,250	86,175	56,420	813,113	1,735,958	701,808	2,437,766	2023
2024	776,250	191,175	54,097	816,013	1,837,535	702,394	2,539,929	2024
2025	776,250	246,075		815,113	1,837,438	632,075	2,469,513	2025
2026	780,000	249,825		814,938	1,844,763	634,075	2,478,838	2026
2027	777,250	248,175		814,188	1,839,613	630,075	2,469,688	2027
2028	778,250	246,375		813,625	1,838,250	629,500	2,467,750	2028
2029	777,750	249,425		817,125	1,844,300	634,250	2,478,550	2029
2030	775,750	247,675		813,875	1,837,300	632,750	2,470,050	2030
2031	777,250	247,225		813,525	1,838,000	630,250	2,468,250	2031
2032	777,000	246,500		813,775	1,837,275	631,750	2,469,025	2032
2033		248,425		817,275	1,065,700	632,000	1,697,700	2033
2034				813,775	813,775	631,000	1,444,775	2034
2035				813,725	813,725	633,750	1,447,475	2035
2036						630,000	630,000	2036
	<u>\$ 15,559,414</u>	<u>\$ 3,437,482</u>	<u>\$ 492,050</u>	<u>\$ 16,600,352</u>	<u>\$ 36,089,297</u>	<u>\$ 12,003,065</u>	<u>\$ 48,092,362</u>	

- 2017-2032 annual savings equivalent to 63% to 69% of annual debt service on new money portion of series 2016



# Financial and Debt Measures

	<b>FYE 2014</b>	<b>FYE 2015</b>	<b>FYE 2015 After 2016 Issuance</b>
Projected Outstanding Debt	\$ 397,215,168	\$ 367,592,234	\$ 421,142,234
Projected Maximum Annual Debt Service	\$ 33,640,769	\$ 33,640,769	\$ 36,827,642
Net Revenues Available for Debt Service	\$ 126,983,639	\$ 200,170,984	\$ 200,170,984
Debt Service Coverage	3.77 X	5.95 X	5.44 X
Net Assets/Debt	407.3%	220.3%	192.3%
Expendable and Unrestricted Net Assets/Debt	163.6%	212.7%	185.6%
Unrestricted Net Assets/Debt	144.7%	196.2%	171.2%
Cash and Investments/Debt	198.2%	230.0%	200.8%
Spendable Cash and Investments	\$ 797,073,957	\$ 881,621,415	\$ 881,621,415



## Preliminary Schedule of Events

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Date	Event
September 8, 2015	F&F meeting - discuss finance plan and Parameters/Authorizing Resolution
September 11, 2015	Regents meeting - approve finance plan and Parameters/Authorizing Resolution
November 13, 2015	HED meeting
December 15, 2015	SBOF meeting
January 12 & January 13	Meetings with rating agencies
January 28, 2016	Receive ratings (anticipated)
February 11, 2016	Pricing of bond issue by underwriters
February 12, 2016	Regents adopt Pricing Resolution and approve Bond Purchase Agreement







THE UNIVERSITY OF NEW MEXICO ♦ HEALTH SCIENCES CENTER

# UNM HOSPITAL

## MEMORANDUM

April 3, 2015

To: UNM Hospital Board of Trustees

From: Stephen McKernan

Re: Planning for Replacement Hospital

UNM Hospital would like to initiate formal planning with an architecture firm to develop plan for replacement of the adult and behavioral inpatient beds for the hospital.

The current Master Facility Plan of the University identified that at some time the oldest parts of UNM Hospital that house the Operating Rooms, diagnostic services and inpatient beds along with the Adult Psychiatric Hospital inpatient beds and clinics would need to be replaced. That study identified the land west of University Boulevard and north of Lomas as the preferred location for that facility.

The current hospital has wings that were put into service in 1954, 1966, 1976 and 2004. The 2004 facility is in good condition and can be used for many years as a children's hospital, which was its original intent. The other wings have significant building deficiencies that make them difficult to deliver high quality care. The old wings are not suitable to be renovated. Many of the rooms in the old wings are semi-private, which compromises their ability to be used in many cases to provide standard level care to patients. Transferring the rooms to private status would lead to a significant reduction in capacity to admit and care for patients. The operating rooms are in the 1954 wing of the hospital and it is very challenging to provide the standard of care in the rooms because their size is too small and their infrastructure is inadequate. The rooms cannot be used interchangeably for different types of cases which would optimize utilization. The diagnostic rooms, especially for radiology are mostly in the 1954 wing and are too small, do not have adequate infrastructure and are very difficult to be retrofitted for new radiology imaging equipment.

One of the main concerns is that UNM Hospital is currently operating at a very high capacity. Because of the care demands, the hospital does not have a back-up plan for managing situations if part of the building were to fail. The hospital does not have the capability to provide much needed repairs and renovations to many of the patient care treatment areas. If there were to be a major failure in the operating rooms or the diagnostic suits, there are very few options to be able to fulfill the hospitals obligation to serve as a trauma center, transplant center, stroke center, surgical cancer center or burn center. This creates a significant vulnerability for the county and the state in its health care delivery capacity. Many hospitals and first responders depend on UNMH for these services and there is no other hospital in the state that has most of these services or capabilities.

The hospital has been preparing its finances to be able to develop this project. The hospital saved net margin and has been using the FHA insurance as the mechanism to provide the financing for the project.

The basic components of the project would be a new adult hospital with something around 300 beds, with a new emergency room, new diagnostic suites and new operating rooms and attendant support components. Addition needs that have been identified are professional office building to support the medical staff practice at the inpatient hospital. Additionally, the adult psychiatric facilities need to be replaced.

The Request for Proposal would retain an architecture firm to provide the leadership of the UNM Hospital with the steps necessary to prepare a master development plan for the replacement hospital for adult patients. The proposal would be developed so that the replacement hospital could have different phases for implementation. The proposal provides the ability for the leadership of the hospital to retain the requisite professionals with respect to the master development plan and financing alternatives. The results of that planning and modeling are to be reported back to leadership and governance at the appropriate time.

This proposal would cost approximately \$3 million. It would take about 6 months to complete and would provide the governance with cost, phasing and program plans for the facility. A subsequent RFP would be issued depending on the authority provided by governance to proceed with final design, schematics, final construction documents, bidding and construction management of the project.

Management of the hospital recommends that the board endorse the proposal to proceed with retaining an architecture firm to provide initial planning for the replacement hospital.

**UNM Hospital Board of Trustees  
Recommendation to HSC Board of Directors  
January, 2016**

**Approval**

**(1) Vendor Name:** MSI Consulting, LLC dba/Surgical Directions

**Ownership:**

Surgical Directions  
541 N. Fairbanks Ct.  
Suite 2740  
Chicago, IL 60611  
312-870-5600  
[www.SurgicalDirections.com](http://www.SurgicalDirections.com)

**Officers Information:**

President and CEO: Jeffry Peters

**Source of Funds:** UNM Hospitals Operating Budget

**Description:** Request approval for two year contract with Surgical Directions to identify opportunities to improve perioperative services system-wide in terms of clinical outcomes, operational improvements, and financial improvements. Expected outcomes are listed below:

- Improved surgeon engagement and satisfaction
- Increase in patient access to surgical care
- Decrease in overall Length-of-Stay
- Reduction in 30-day readmissions
- Improved clinical outcomes
- Enhanced recruitment and retention of both faculty and hospital staff
- Improved patient satisfaction
- Improved operational performance
- Improved financial performance

**Initiatives for Funding Request:**

- Perioperative services optimization through identified recommendations within the Surgical Directions Assessment Report
- Supply Chain optimization through identified recommendations within the Surgical Directions Assessment Report
- Ambulatory and Clinic Optimization through identified recommendations with the Surgical Directions Assessment Report
- Interim Placements – if required, to implement the recommendations within the Surgical Directions Assessment Report

**Process:** RFP # P318-15. Amendment provision established for implementation of perioperative services assessment recommendations – ‘option to renew as provided for in NMSA 13-1-150 (Multi-term Contract)’.

**Previous Contract:** What vendor was used previously? None

**Previous Term:** How many years? NA

**Previous Contract Amount:** How much did it cost? NA

**RFP Respondents:** There were six (6) respondents to the RFP:

1. Surgical Directions
2. The Chartis Group
3. Kurt Salmon
4. Cleveland Clinic
5. Navigant
6. Cerner

**Selection Criteria:**

Selection was based upon highest scores for the following characteristics:

1. The Vendor’s commitment in writing to meet the specifications described in the RFP: 20 points.
2. The Vendor’s health care experience and reputation in providing described services: 30 points.
3. Demonstrated professional ability in terms of staff assigned to search process, quality of work product, and client recommendations: 30 points.
4. Cost and Benefit services to be provided: 20 points.

Based upon above criteria, the RFP committee members reviewed and scored all vendors, completed vendor oral presentation, interview and product/software / service demonstration of written proposal submittals and selected via highest score the vendor that brought the best value to UNM Hospitals.

**Total Cost:** Total cost of \$2,253,200 for the following services:

Phase I Perioperative Strategic assessment - \$178,200

Phase II Perioperative Improvement engagement - \$1,200,000

Phase III Supply chain Optimization - \$875,000

Management approval is required before consummation of each phase.



# CHANGING WORLDS

— the CAMPAIGN for UNM —

## MEMORANDUM

**To:** Board of Directors

**From:** Bill Uher   
Vice President of HSC Development

**Date:** January 20, 2016

**Subject:** Request approval to establishing a quasi endowment with the UNM Foundation

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As prescribed by Board of Regents Policy 1030 "Gifts to the University" and University Business Policy 1020 "Naming Facilities, Spaces, Endowments and Programs", the UNM School of Medicine and its Comprehensive Cancer Center respectfully submit this proposal to create a \$750,000 quasi endowment with the UNM Foundation.

The School of Medicine and the Comprehensive Cancer Center were awarded matching funds from the State of New Mexico in the amount of \$750,000 to help establish this important endowed chair. The UNM portion of the quasi endowment will come from two sources: donor gifts and reserves from non-state clinical revenues. The newly created endowed chair will total \$1.5M.

This new endowment will be named the "Judy Putnam Dirks Endowed Chair in Gynecologic Cancer Care". Endowed chairs have allowed us to attract and retain outstanding faculty who enable us to expand clinical, research, education and outreach programs.

Thank you for your consideration of this request.



THE UNIVERSITY of  
NEW MEXICO FOUNDATION

**To:** Paul B. Roth, MD, MS  
UNM Chancellor for Health Sciences  
CEO, UNM Health System  
Dean, UNM School of Medicine

**From:** Bill Uher, VP, UNM Foundation *Bill Uher*

**Subject:** Establish Endowed Chair in the UNM School of Medicine for Carolyn Muller, MD, Professor and Chief, Division of Gynecologic Oncology, Department of OB-GYN  
**Sources of Funds for the Endowment: Donor Funds, Quasi-Endowment, State of New Mexico Higher Education Endowment Fund**

**Date:** November 5, 2015

**Cc:** Ava Lovell, BS, CPA

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In October 2015, following a competitive statewide application process among New Mexico's institutions of higher education, the UNM School of Medicine and UNM Foundation were notified by the State of New Mexico Higher Education Department (NMHED) that it had been awarded matching funds to establish two new Endowed Chairs for faculty in the UNM School of Medicine: 1) the Dana Wood Endowed Chair in Cancer Therapeutics and Early Phase Clinical Research to be awarded to Olivier Rixe, MD, PhD, Professor of Hematology/Oncology, Department of Internal Medicine; and 2) the Judy Putman Dirks Endowed Chair in Gynecologic Cancer Care to be awarded to Carolyn Muller, MD; Professor and Chief of the Division of Gynecologic Oncology, Department of OB-GYN. The total award to the UNM SOM was \$1.5 million, to be split into two \$750,000 matches for each Endowed Chair. The Dana Wood Chair has been fully established at the UNM Foundation under this program. This memorandum seeks your approval to establish the matching funding source at the UNM Foundation to establish the second Judy Putnam Dirks Endowed Chair.

The UNM School of Medicine and its UNM Comprehensive Cancer Center request permission to establish a new quasi-endowment at the UNM Foundation of \$750,000, to serve as the UNM match for the second \$750,000 state match from the State of New Mexico Higher Education Endowment Fund. This quasi-endowment is being initiated by a donor gift of \$100,000 from Mr. Lee Dirks, surviving spouse of Judy Putnam Dirks. An initial gift of \$40,000 was made to establish this endowment in December 2015 and Mr. Dirks intends to make annual contributions to the endowment of \$20,000 or more annually until his pledge is complete. The donor will also include a contingency in his estate plan to fully fund the pledge in the event of his death. The UNM Comprehensive Cancer Center will contribute \$650,000 to this endowment from reserves established from its non-state clinical revenues. Such Endowed Professorships and Chairs have allowed the UNM Cancer Center and School of Medicine to be able to attract and retain outstanding faculty to expand clinical, research, education, and outreach programs. In this case, they were essential to retain Dr. Muller, a highly skilled gynecologic oncology surgeon, who has been sought after by many other medical schools and Cancer Centers. While the Endowed Chair will be awarded in name to Dr. Muller once the quasi-endowment is created, no spending distributions will take place until the UNM component of the fund reaches the \$750,000 figure.

Thank you for your consideration of this request on behalf of Dr. Muller.

UNIVERSITY OF NEW MEXICO FOUNDATION, INC.

700 LOMAS BLVD. NE TWO WOODWARD CENTER SUITE 100 ALBUQUERQUE, NM 87102

## **Nomination to the UNM Medical Group, Inc. Board of Directors**

### **Class A Directors – Term Ending 12/31/17**

#### **Nominee from the Physician Advisory Group – Vice Chair:**

Kendall Rogers, M.D., CPE, FACP, SFHM, Associate Professor, Chief of the Division of Hospital Medicine, Department of Internal Medicine.



## **UNM Medical Group, Inc. Board of Directors – Full Membership<sup>1</sup>**

### **Class A Directors – Term Ending 12/31/17**

#### **Positional Director:**

Michael Richards, M.D., Chairman of the Board, Executive Physician-in-Chief  
UNM Health System, Professor, Department of Emergency Medicine, UNM School of Medicine.

#### **Nominee from the UNM School of Medicine Committee of Chairs:**

Martha McGrew, M.D., Executive Vice-Dean of the UNM School of Medicine, Committee of  
Chairs member.

#### **Nominee from the Physician Advisory Group – Vice Chair:**

John Brandt, M.D., Professor, Department of Pediatrics.

Kendall Rogers, M.D., CPE, FACP, SFHM, Associate Professor, Chief of the Division of  
Hospital Medicine, Department of Internal Medicine.

#### **Nominee for Community Member:**

Chris Pacheco – Community Member.

### **Class B Directors – Term Ending 12/31/18**

#### **Positional Director:**

Steve W. McKernan, UNM Health System, Chief Operations Officer, CEO, UNM Hospitals.

#### **Nominees from the UNM School of Medicine Committee of Chairs:**

Steve McLaughlin, M.D., Chair of the Department of Emergency Medicine.

Robert Schenck, M.D., Chair in the Department of Orthopaedics.

### **Class C Directors – Term Ending 12/31/16**

#### **Members from the UNM School of Medicine Committee of Chairs:**

Loretta Cordova de Ortega, M.D. Chair, Department of Pediatrics, UNM School of Medicine.

Cheryl Willman, M.D., CEO and Director, UNM Cancer Center, Professor, Department of  
Pathology, UNM School of Medicine.

#### **Nominee from the Physician Advisory Group - Chair:**

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<sup>1</sup> This list includes those members being nominated today for approval by the Regents.

Elizabeth Steele M.D., Vice Chair for Education, Associate Professor, Department of Anesthesiology.



**Nomination to the UNM Medical Group Board of Directors.**  
**Class A (Term Expiring 12/31/17)**  
**Physician Advisory Group Vice Chair**

**Kendall Rogers, MD, CPE, FACP, SFHM**

**Chief of the Division of Hospital Medicine**  
**Associate Professor of Medicine**  
**University of New Mexico Health Sciences Center**  
**Albuquerque, NM**

Kendall Rogers is the Chief of the Division of Hospital Medicine and an Associate Professor. Dr. Rogers completed medical school and residency at UNM before joining as an academic hospitalist in 2005. He is Board Certified in Clinical Informatics and Internal Medicine with a Recognition of Focused Practice in Hospital Medicine. He is a Fellow of the American College of Physicians (ACP) and Senior Fellow of Society of Hospital Medicine (SHM) and has completed advanced training in management and quality improvement, leading to a Certified Physician Executive (CPE) through the American Association of Physician Leaders (AAPL, previously ACPE.)

Dr. Rogers became Section Chief for Hospital Medicine in 2006 and Division Chief for the newly formed Division of Hospital Medicine in 2011. He has been a member of the Physician Advisory Group (PAG) since 2012. His education interest areas are in quality improvement, leadership skills, and informatics. At an institution level, he has led many quality improvement projects around VTE prevention, glycemic control, protocol driven care, and multi-disciplinary teams and communication.

Nationally, he co-authored a textbook on Clinical Decision Support that won the 2012 HIMSS Book of the Year and he has chaired the Society of Hospital Medicine's (SHM) Information Technology Committee for the past 7 years. He was a member of the SHM Health Quality and Patient Safety Committee for 7 years and served as faculty for the SHM Annual Meeting for 5 years. He speaks nationally on a variety of quality, leadership, hospital medicine, and informatics topics. He also has served as lead mentor for SHM's Glycemic Control Mentored Implementation Program since 2009, one of the three Mentored Implementation programs that led to SHM being awarded the 2011 John M. Eisenberg Patient Safety and Quality Award from the National Quality Forum and the Joint Commission.

**CURRICULUM VITAE**  
**KENDALL MUSTON ROGERS, MD, CPE, FACP, SFHM**

**DATE**

July 1, 2015

**NAME AND TERMINAL DEGREE**

Kendall Muston Rogers, M.D.

**PROFESSIONAL ADDRESS**

Department of Internal Medicine  
Division of Hospital Medicine  
MSC10 5550  
Albuquerque, NM 87131-0001  
(505) 925-0660 Office  
krogers@salud.unm.edu

**HOME ADDRESS**

4642 Los Poblanos Cir NW  
Los Ranchos de Albuquerque, NM 87107  
(505) 450-5383 Mobile  
(505) 433-2760 Home  
(505) 214-5000 Fax/Voicemail

**MEDICAL LICENSURE**

12/2004	New Mexico Board of Medical Examiners License Number: 2004MD – 0807 National Provider Identifier: 1245245703
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**CERTIFICATIONS**

12/2015	Recognition of Focused Practice in Hospital Medicine American Board of Internal Medicine
01/2015	Certification Subspecialty of Clinical Informatics American Board of Preventative Medicine
08/2005	Diplomat in Internal Medicine American Board of Internal Medicine
04/2005	New Mexico State Board of Pharmacy Practitioner Number: CS00210416
04/2005	Drug Enforcement Agency DEA Number: BR9082188

**EDUCATION**

7/2002 – 6/2005	University of New Mexico Health Sciences Center Internal Medicine Residency
7/1998 – 5/2002	University of New Mexico School of Medicine M.D.
8/1992 – 5/1997	University of New Mexico

5/1993 – 9/1993      B.A. in Biochemistry  
Albuquerque Technical-Vocational Institute  
Emergency Medical Technician – Basic

### **ACADEMIC APPOINTMENTS**

7/2010 – Present      Associate Professor of Medicine – Clinician Educator Track  
University of New Mexico School of Medicine  
7/2005 – 6/2010      Assistant Professor of Medicine – Clinician Educator Track  
University of New Mexico School of Medicine

### **EMPLOYMENT HISTORY**

7/2011 – Present      Chief – Division of Hospital Medicine  
University of New Mexico School of Medicine  
12/2006 – 6/2011      Chief – Section of Hospital Medicine  
University of New Mexico School of Medicine  
7/2005 – Present      Academic Hospitalist  
University of New Mexico Health Sciences Center

### **PROFESSIONAL MEMBERSHIPS**

2014 – Present      American Information Management Association  
2009 – Present      Health Information and Management Systems Society  
2007 – Present      Association of Chiefs/Leaders in General Internal Medicine  
2006 – Present      Society of Hospital Medicine  
2005 – Present      Society of General Internal Medicine  
2004 – Present      American College of Physicians Executives  
2002 – Present      American College of Physicians

### **PROFESSIONAL DEGREES**

2011      Senior Fellow of Hospital Medicine (SFHM)  
Society of Hospital Medicine  
2010      Certified Physician Executive (CPE)  
American College of Physician Executives  
2010      Fellow of Hospital Medicine (FHM)  
Society of Hospital Medicine  
2009      Fellow of the American College of Physicians (FACP)  
American College of Physicians

### **AWARDS**

2014      NM Regional ACP Educator of the Year  
2012      Book of the Year: *Improving Outcomes with Clinical Decision Support: An Implementers Guide*. HIMSS (Health Information and Management Systems Society). Second Edition. Published by HIMSS, AMIA, AMDIS, SHM, and Scottsdale Institute. Co-Author.

2011	2011 John M. Eisenberg Award from the National Quality Forum (NQF) and the Joint Commission (TJC). Lead Mentor: Society of Hospital Medicine's Glycemic Control Mentored Implementation (GCMI) Program.
2011	National Association of Public Hospitals and Health Systems Honorable Mention Recipient of the NAPH Safety Net Improving Patient Safety Award for Glycemic Control at UNMH
2011	DVTeam Award to University of New Mexico, national award from Eisai Inc. and the North American Thrombosis Forum (NATF)
2010	American College of Physicians Top 10 Hospitalist of the Year

#### **OTHER EXTAMURAL PROFESSIONAL ACTIVITIES**

01/2013	Member – The Joint Commission’s Inpatient Diabetes Care Expert Panel
09/2010 – Present	Physician Lead– Society of Hospital Medicine Glycemic Control Mentored Implementation Program
12/2008 – Present	Chair– Society of Hospital Medicine Information Technology Committee
03/2009 – 09/2010	Mentor– SHM Glycemic Control Mentored Implementation Program
08/2009 – 1/2012	Co-Chair– American College of Physician Executives Medical Education Task Force
05/2009 – 3/2015	Member – SHM Health Quality and Patient Safety Committee

#### **INVITED REGIONAL/NATIONAL/INTERNATIONAL LECTURES**

03/2015	Society of Hospital Medicine Annual Meeting – Washington, DC Speaker: ‘A Hospitalists Guide to Using and Improving CPOE’
10/2014	ACP New Mexico Regional Conference Speaker: ‘Update in Hospital Medicine 2014’
08/2014	UNM Anesthesia Grand Rounds Speaker: ‘Quality and Professionalism’
07/2014	SHM NM Regional Meeting Speaker: ‘Quality Improvement for Hospitalists’
04/2014	UNM Internal Medicine Grand Rounds Speaker: ‘The History of UNM Hospital’
03/2014	UNM GME Quality Retreat Speaker: ‘Key Concepts in Quality and Reliability’
02/2014	Komenoyama Hospital – Omuta, Japan Guest Speaker: ‘Inpatient Glycemic Control’
02/2014	Otemachi Hospital – Kitakyushu, Japan Guest Speaker: ‘Quality and Safety Principles in Medicine’
02/2014	Chidoribashi Hospital – Fukuoka, Japan Guest Speaker: ‘Clinical Decision Support Systems’
10/2013	ACP New Mexico Regional Conference Speaker: ‘Update in Hospital Medicine 2013’
05/2013	Society of Hospital Medicine Annual Meeting – Washington, DC Speaker: ‘Promises and Perils of CPOE’
10/2012	ACP New Mexico Regional Conference Speaker: ‘Update in Hospital Medicine 2012’



05/2012	National Content Developer (NCD) Webinar Series for the Department of Health and Human Services' Partnerships for Patients Featured Speaker: 'VTE Prophylaxis Strategies'
05/2012	Society of Hospital Medicine Annual Meeting – San Diego Speaker: 'Complexity Science in Healthcare'
10/2011	Updates in Internal Medicine Conference, Santa Fe Speaker: "Updates in Hospital Medicine"
10/2011	ACP New Mexico Regional Conference Speaker: 'Update in Hospital Medicine 2011'
10/2010	ACP New Mexico Regional Conference Speaker: 'Update in Hospital Medicine 2010'
10/2010	Updates in Internal Medicine Conference, Santa Fe Speaker: "Updates in Hospital Medicine"
05/2010	Society of Hospital Medicine Annual Meeting – Washington DC Speaker: 'First Do No Harm: Dangers of IT design and implementation'
10/2009	ACP New Mexico Regional Conference Speaker: 'Update in Hospital Medicine 2009'
05/2009	Society of Hospital Medicine Annual Meeting – Chicago Speaker: 'Leveraging Existing IT to Harness Protocol Driven Care' Panel Member: 'BOOST Project: Improving Care Transitions' Speaker: Quality Improvement Pre-Course 'Lessons from the VTE Journey at UNMH' 'Inpatient Glycemic Control Break-out Session'
11/2008	Society of Hospital Medicine VTE Expert Training Series – St. Louis Course Director: 'Principles of QI applied to VTE Prophylaxis'
10/2008	ACP New Mexico Regional Conference Speaker: 'Update in Hospital Medicine 2008'
05/2008	Society of Hospital Medicine Annual Meeting – San Diego Panel Member: 'VTE Collaborative' Facilitator/Speaker: Quality Improvement Pre-Course – Diabetes Session
10/2007	ACP New Mexico Regional Conference Speaker: 'Update in Hospital Medicine 2007'

## **CONTINUING EDUCATION**

1/2012	LEAN Leadership Training
07/2011	The Santa Fe Institute's Short Course on Complexity Science
9/2007	UHC Medical Directors Program
9/2007	UNM Mentoring Workshop
5/2006	Marine Biological Laboratory, Woods Hole, MA Medical Informatics MBL/NLM Course Fellow
7/2005 – 9/2007	American College of Physician Executives Certificate of Academic Achievement
06/2007	Leadership Skills for Medical Staff Officers
02/2007	Financial Decision Making
01/2007	Successful IT Change Management
06/2006	Managing Physician Performance

	03/2006	Taking Charge of Change
	01/2006	Physicians in Management - Negotiation
	02/2006	Physicians in Management - Influence
	02/2006	Physicians in Management - Management Skills
	02/2006	Physicians in Management – Marketing
	01/2006	Ethical Challenges
	01/2006	Physicians in Management - Finance
	01/2006	Physicians in Management - Future of Healthcare
	11/2005	Three Faces of Quality
	10/2005	Essentials of Health Law
	09/2005	E-Health Strategies
7/2005 - Present		University of New Mexico Teacher Education Development Courses
	04/2007	Problem Based Learning Facilitation Education
	01/2007	Art of Lecturing
	03/2006	Constructive Feedback: Developing Skills
	12/2005	Advanced Use of Computer Based Peer Review
	11/2005	How to be a More Effective Inpatient Attending
	11/2005	Promoting Learning through Formative Assessment
	09/2005	How People Learn

## **COMMUNITY SERVICE**

2007 – Present      Albuquerque Community Foundation  
Future Fund Member

## TEACHING/EDUCATION

### PUBLICATIONS

- 2014 Using a Mentoring Approach to Implement an Inpatient Glycemic Control Program in United States Hospitals. Robert J. Rushakoff, Mary M. Sullivan, Jane Jeffrie Seley, Archana Sadhud, Cheryl W. O'Malley, Carol Manchester, Eric Peterson, Kendall M. Rogers. Health Care: The Journal of Delivery Science and Innovation.Vol. 2, Issue 3. Sept 2014. [DOI:10.1016/j.hjdsi.2014.06.004](https://doi.org/10.1016/j.hjdsi.2014.06.004)
- 2014 How Sweet Is It? The Use of Benchmarking to Optimize Inpatient Glycemic Control. Greg Maynard, Pedro Ramos, Kristen Kulasa, Kendall Rogers, Jordan Messler, and Jeffrey Schnipper. Diabetes Spectrum August 2014 vol. 27 no. 3 212-217. DOI: 10.2337/diaspect.27.3.212
- 2014 Design and Implementation of a Web-Based Reporting and Benchmarking Center for Inpatient Glucometrics. Greg Maynard, Jeffrey Lawrence Schnipper, Jordan Messler, Pedro Ramos, Kristen Kulasa, Ann Nolan and Kendall Rogers. Journal of Diabetes Science and Technology. 12 May 2014. [DOI: 10.1177/1932296814532237](https://doi.org/10.1177/1932296814532237)
- 2014 Glycemic Control Mentored Implementation: Creating a National Network of Shared Information. Rogers KM, Childers DJ, Messler J, Nolan A, Nickel WK, Maynard GA. Joint Commission Journal of Quality and Patient Safety. 2014 Mar;40(3):111-8.
- 2012 2011 John M. Eisenberg Patient Safety and Quality Awards. Mentored implementation: building leaders and achieving results through a collaborative improvement model. Innovation in patient safety and quality at the national level. Maynard GA, Budnitz TL, Nickel WK, Greenwald JL, Kerr KM, Miller JA, Resnic JN, Rogers KM, Schnipper JL, Stein JM, Whitcomb WF, Williams MV. Joint Commission Journal of Quality and Patient Safety. 2012 Jul;38(7):301-10.
- 2012 Improving Outcomes with Clinical Decision Support: An Implementer's Guide. Second Edition. J. Osheroff, K. Rogers. Published by HIMSS, AMIA, AMDIS, SHM, and Scottsdale Institute.
- 2012 Health Informatics for Hospitalists Chapter. Essential of Hospital Medicine: A Practical Guide for Clinicians. Anuj Dalal and Kendall Rogers. Publication Date: November 14, 2012 | ISBN-10: 9814354902. Published by World Scientific.
- 2012 Redesign of an internal medicine ward rotation for compliance with ACGME duty-hour restrictions: operational challenges, education effects and professional satisfaction. Journal of Graduate Medical Education. 2012 Mar;4(1):97-100. doi: 10.4300/JGME-D-11-00092.1.
- 2011 Improving glycemic control in the hospital with a multi-disciplinary quality improvement process. [abstract 199] Rogers KM, Matonti R, Hoeppner S. J Hosp Med 2011;6(Suppl 2):S128.

- 2003 Development of a Wilderness and Travel Medicine Rotation in an Academic Setting, Darryl Macias MD, Kendall M Rogers MD; John Alcock, MD. Wilderness and Environmental Medicine: Vol. 15, No. 2, pp. 136–145.

## **POSTERS/ABSTRACTS**

- 2015 Caudell, Rogers, Lopez-Bushnell, Morris, Svanda, Blessing, Winn. Improving Patient Glycemic Control Through a Diabetes Management Mentorship Program. Western Institute of Nursing Research Conference, April 22-25, 2015, Albuquerque, NM.
- 2015 Davis, Rogers, Pierce. “Hospitalist Best Practice”: an intervention to build consensus and standardize evidence-based practice. Society of Hospital Medicine Annual Meeting, 03/30/2015, National Harbor, MD. <http://hdl.handle.net/1928/26756>
- 2014 Rushakoff, Manchester, O’Malley, Sadhu, Rogers. Using a Mentoring Approach to Implement an Inpatient Glycemic Control Program in U.S. Hospitals, American Diabetes Association’s 74th Scientific Sessions, June 13-17, 2014, San Francisco, California
- 2014 Statewide collaboration to improve transitions of care: developing a universal transfer form. Pierce, JR Jr; Pentecost, Percy; Barrett, Eileen; Rogers, Kendall. Society of Hospital Medicine, 03/25/2104, Las Vegas, NV. <http://hdl.handle.net/1928/23782>
- 2014 Ebarra, Leona, Rogers, Kendall: An Uncommon Diagnosis for Pustular Rash and Signs of Severe Sepsis Resulting in an (Inappropriate?) ICU Admission. National ACP Conference, Orlando Fl.
- 2013 Ebarra, Leona, Rogers, Kendall: An Uncommon Diagnosis for Pustular Rash and Signs of Severe Sepsis Resulting in an (Inappropriate?) ICU Admission. NM Regional ACP Conference, Albuquerque, NM.
- 2013 Rogers Kendall, Marr Lisa; Presumed Versus Confirmed Full Code [abstract]. Journal of Hospital Medicine 8 Suppl 1 :713. <http://hdl.handle.net/1928/23516>
- 2012 Plugging Gaps In Professionalism Education: A Resident-Generated Curriculum. Pablo Garcia, Rush Pierce, Kendall Rogers. RIV Oral Presentation, SHM Annual Meeting 2012. <http://hdl.handle.net/1928/23512>
- 2011 Use of an Interactive Web Site to Improve Communication and Education at an Academic Hospitalist Program Kendall Rogers, MD, Anthony Worsham, MD, John Pierce, MD, MPH. 2011 SHM Annual Meeting, Innovations.
- 2011 Improving Glycemic Control in the Hospital with a Multidisciplinary Quality Improvement Process. Kendall Rogers, MD, Rosa Matonti, RN, MSN, Susan Hoeppner, RN, BSN. Inpatient Glycemic Control Conference, San Diego, Innovations. <http://hdl.handle.net/1928/23508>

- 2010 Successful Recruiting By An Academic Hospitalist Section. Authors: Kendall Rogers, J Rush Pierce Jr; Section of Hospital Medicine. Rocky Mountain Hospital Medicine Symposium, Denver, Colorado. <http://hdl.handle.net/1928/23511>
- 2010 Academic General Internists' Research Interest, Experience, Confidence, And Perceptions Of Institutional Support J. Rush Pierce Jr., Robert R. Leverage, Kendall M. Rogers. Rocky Mountain Hospital Medicine Symposium, Denver, Colorado.

### **EDUCATIONAL ENDEAVORS**

- 03/09 – Present Society of Hospital Medicine Glycemic Control Mentor
- 07/08 – Present Teacher/Educator Development Workshop Course Director  
How to be an Effective Inpatient Attending
- 07/05 - Present Health Informatics/Management/Medical Economics Elective Director
- 07/05 – Present BATCAVE IM Code Simulation Lab Co-Director
- 04/09 Society of Hospital Medicine VTE Expert Series Session
- 08/09 – 12/12 American College of Physician Executives Medical Education Task Force  
Co-Chair
- 06/06 – 7/08 Teacher/Educator Development Workshop Course Co-Director  
How to be an Effective Inpatient Attending

### **CONFERENCES ATTENDED**

- 04/2015 SHM Annual Meeting – Washington DC
- 03/2014 SHM Annual Meeting – Las Vegas
- 05/2013 SHM Annual Meeting – Washington DC
- 03/2013 HIMSS Annual Conference
- 05/2012 SHM Annual Meeting – San Diego
- 05/2011 SHM Annual Meeting – Dallas
- 04/2011 ACP Annual Meeting – San Diego
- 03/2011 International Conference on Inpatient Glycemic Control
- 05/2010 SHM Annual Meeting – Washington DC
- 09/2009 ARHQ Annual Meeting – Washington DC
- 05/2009 SHM Annual Meeting – Chicago
- 10/2008 New Mexico Regional ACP Conference
- 05/2008 SHM Annual Meeting – San Diego
- 10/2007 New Mexico Regional ACP Conference
- 05/2007 SHM Pre-course: Quality Improvement
- 05/2007 SHM Annual Meeting – Dallas
- 04/2007 World Health Care Congress 2007 – Washington DC
- 10/2006 SHM Pre-course: Best Practices in Managing a Hospitalist Program
- 10/2006 Annual Management of the Hospitalized Patient Conference – UCSF
- 10/2006 New Mexico Regional ACP Conference
- 01/2005 World Health Care Congress 2005 – Washington DC

### **REGIONAL/NATIONAL PRESENTATIONS**

- 08/2015 Palliative Care Grand Rounds

Speaker: Quality and Safety

10/2009	ACP New Mexico Regional Conference Speaker: 'Update in Hospital Medicine 2009'
05/2009	Society of Hospital Medicine Annual Meeting – Chicago Speaker: 'Leveraging Existing IT to Harness Protocol Driven Care' Panel Member: 'BOOST Project: Improving Care Transitions' Speaker: Quality Improvement Pre-Course 'Lessons from the VTE Journey at UNMH' 'Inpatient Glycemic Control Break-out Session'
11/2008	Society of Hospital Medicine VTE Expert Training Series – St. Louis Course Director: 'Principles of QI applied to VTE Prophylaxis'
10/2008	ACP New Mexico Regional Conference Speaker: 'Update in Hospital Medicine 2008'
05/2008	Society of Hospital Medicine Annual Meeting – San Diego Panel Member: 'VTE Collaborative' Facilitator/Speaker: Quality Improvement Pre-Course – Diabetes Session
10/2007	ACP New Mexico Regional Conference Speaker: 'Update in Hospital Medicine 2007'
10/2006	ACP New Mexico Regional Conference Panel Member: Career Development in Internal Medicine
10/2005	ACP New Mexico Regional Conference Panel Member: Career Development in Internal Medicine

## EDUCATIONAL PRESENTATIONS

### Peer Education

Hospitalist Education Session: "Complexity Science in Healthcare"  
Hospitalist Education Session: "Updates in Hospital Medicine"  
Hospitalist Education Session: "Glycemic Control"  
UNM Teacher/Educator Development Workshop: "How to be a More Effective Inpatient Attending" Twice a year from 06/2006 to Present  
Hospitalist Education Session: "Meeting Management and Leadership Skills" 4/19/07  
Hospitalist Education Session: "Inpatient Diabetes Management" 6/21/07  
Hospitalist Education Session: "Hand-off and Discharge Guidelines" 2/28/07  
Hospitalist Education Session: "Advanced Effective Inpatient Attending" 11/15/07

### Medical Student/Resident Education

Morning Report: Effective Use of the EMR 1/9/13, 7/1/14  
IM Resident Review: Inpatient Glycemic Control Yearly from 2009-Present  
IM Resident Thursday School: Protocol Driven Care 8/6/09  
GME Patient Safety Retreat: 'Hand-offs for Patient Safety' 6/30/09  
PBL Tutor: CV Pulm Block Spring 2009  
IM Resident Review: Inpatient Glycemic Control 9/18/08  
PBL Tutor: CV Pulm Block Spring 2008  
Surgical Resident Conference: "Achieving Inpatient Glycemic Control" 8/22/08  
Noon Conference: "Achieving Inpatient Glycemic Control" 2/14/08

GME Patient Safety Retreat: 'Case Management and Discharge Planning' 1/29/08  
Medical Student Phase II Teaching Session: "GI Bleed" 11/13/07  
Medical Student Phase II Teaching Session: "GI Bleed" 7/31/07  
M&M Conference: "Falling through the Cracks of Consultation" 7/13/07  
Noon Conference: "A Resident's Guide to Healthcare Quality" 5/30/07  
'The Transition to Upper Level Resident' H1->H2 Orientation 6/28/07  
Morning Report: Health Law applied to Residency 2/26/07  
Morning Report: Coding and Billing 5/16/07  
Morning Report: Informatics Introduction  
Morning Report: Health Policy  
Noon Conference: PDA Use in Medicine 6/20/06  
Noon Conference: An Introduction to Coding and Billing 9/23/04

### **EDUCATIONAL MATERIALS**

UNM Hospital Medicine Wiki: [unmhospitalist.pbworks.com](http://unmhospitalist.pbworks.com)  
Medical Economics Elective: [medecon.pbworks.com](http://medecon.pbworks.com)  
Medical Student, Resident, Intern Expectation Sheet  
Discharge Summary and Format  
Hand-off Guidelines  
Health Informatics/Management/Medical Economics Curriculum Binder  
PowerTips for Teaching Attendings

### **FACULTY MENTORING**

Sheila Modi, MD  
Patrick Rendon, MD  
Holly Fleming, MD  
Becky Bair, MD  
Betty Newville, MD  
Carlos Macias, MD  
Subi Sarkar, MD

### **RESIDENT MENTORING**

Dhruv Bansal: Leadership Training for Residents  
Noe Olvera: Medical Uses for Personal Digital Assistants (PDAs) for Residents  
Natalia Chavez: Sweet's Syndrome Case Presentation  
Maya Mehta: International Comparative Analysis of Health Care Models  
Stephen Acosta: Personal Health Records



## **SERVICE**

### **HOSPITAL POSITIONS**

07/2011 – Present Chief – Division of Hospital Medicine  
01/2008 – 07/2015 Medical Director 4W Medicine SAC Unit  
01/2008 – 07/2011 Physician Leader for CPOE Implementation  
06/2007 – 1/2008 Medical Director 3E SAC Unit  
03/2006 – 6/2007 Medical Director 1W SAC Unit  
12/2006 – 07/2011 Chief – Section of Hospital Medicine  
07/2005 – Present Hospitalist

### **PATIENT CARE ACTIVITIES**

Supervising Attending on the Medicine Inpatient Ward Service

Academic Year 2005-2006 – 20 weeks

Academic Year 2006-2007 – 18 weeks

Academic Year 2007-2008 – 16 weeks

Academic Year 2008-2009 – 12 weeks

Supervising Attending on the Medicine Consultation Service

Academic Year 2005-2006 – 61 days

Academic Year 2006-2007 – 39 days

Academic Year 2007-2008 – 20 days

Academic Year 2008-2009 – 15 days

### **COMMITTEE ASSIGNMENTS**

#### National Committees

12/08 – Present Society of Hospital Medicine Information Technology Task Force (Chair)  
01/2013 The Joint Commission's Inpatient Diabetes Care Expert Panel  
05/07 – 05/2014 Society of Hospital Medicine Health Quality / Patient Safety Committee  
08/09 – 08/2012 Health Information and Management Systems Society Clinical Decision Support Task Force  
08/09 – 08/2011 American College of Physician Executives Medical Education Task Force

#### University Committees

Physician Advisory Committee

7/07 – Present Knowledge Management/Information Technology Committee  
SOM Public Policy Certificate / Education Retreat  
Resident Patient Safety Retreat Planning Committee  
Inpatient Ward Team Committee  
Resident Education Committee

#### Department Committees

Weekly Department Quality Rounds  
UNM Medical Group Meetings – Quarterly  
Coding Improvement Meetings  
Department Quality Meetings (Adult Inpatient Medical Committee)  
DoIM Medical Executive Committee  
Mid-Level Planning Meetings

Division Hospital Medicine Section Meeting  
Division ED Task Force  
Mortality Review Committee  
Multidisciplinary Mortality Review Committee  
Ward Council  
IM Med/Peds Transition Task Force  
Neuro Admit Guidelines Task Force

#### Health Sciences Center Committees

9/2005 – Present      Cerner Millennium EMR Steering Committee  
Clinical Implementation Committee  
ER Task Force  
Optimizing Patient Flow Committee  
Inpatient Leadership Council  
Adult Inpatient Medicine Committee  
Hospital Saturation Plan Meetings (Code Purple)  
Inpatient Leadership Committee – Monthly  
Rapid Response Team Task Force  
CPOE Physician Group  
Information Systems Steering Committee  
Clinical Implementation Committee  
Care Management Redesign Committee  
Inpatient Leadership Council  
Redesign Admitting Services in Cerner  
Chart Standardization Meetings  
Discharge Clinic Design Meetings  
Assigning Primary Care Patients Task Force  
Protocol Standardization Meetings  
Diabetes Task Force Meetings  
VTE Prophylaxis Task Force  
AMION Hospital Wide Call List Task Force

#### **SERVICE PRODUCTS**

Insulin Single View EMR MPage  
Subcutaneous Insulin Order Set and Nursing Insulin Administration Record  
DVT Risk Screening and Prophylaxis Ordering Form  
Admission H&P Form (Medical Resident Accept Note) – in use by all services  
Admission Guidelines with Cardiology, Heme/Onc, Peds, MICU, Neuro, Ortho, and CF  
Quick Admission Orders  
Electronic Hand-Off Sheets for all Internal Medicine Services  
Order sets for >10 Clinical Conditions



## Sandoval Regional Medical Center, Inc.

*"The Service of a Community Hospital with the Expertise of the University of New Mexico."*

### MEMORANDUM

January 22, 2016

TO: HSC Board of Directors

FROM: Dr. Paul Roth  
UNM Sandoval Regional Medical Center, Board of Directors, Chair

SUBJECT: Board Appointment, UNM SRMC Board of Directors

On January 14<sup>th</sup>, the Sandoval County Board of Commissioners approved the assignment of Ms. Maxine Velassquez, a resident of Corrales, NM to serve on the UNM Sandoval Regional Medical Center Board of Directors. She will replace Mr. Manu RainBird (formerly Mr. Manuel Cristobal).

The UNM SRMC Board of Directors requests the approval of the Governance and Nominating Committee of the HSC Board of Directors, and the HSC Board of Directors, with final approval by the Board of Regents. Ms. Velesquez' CV is attached for review.

**MAXINE R. VELASQUEZ, ESQ.**  
**831 Camino De La Tierra**  
**Corrales, New Mexico 87048**  
**(505) 980-8640 velasquezrmaxine@aol.com**

**PROFESSIONAL EXPERIENCE:**

**June 2010 to Present**

Pueblo of Tesuque  
Route 42 Box 360-T  
Santa Fe, New Mexico 87506  
In-House General Counsel

Duties: Under the direct supervision of the Pueblo Governor and Tribal Council. Advise, assist, and represent the Pueblo's tribal government administration, departments, and business entities as In-House General Counsel on a full range of legal and policy issues, including but not limited to gaming, business, personnel, land and natural resources, cultural preservation, taxation, contracts, tribal ordinances, regulations and policies, and rights-of-way negotiation. When requested by the Pueblo, advise and represent the Pueblo before all departments, agencies, committees, and other offices at the local, state, and federal level. Provide legal memoranda and reports to the Governor, Tribal Council, and the Pueblo's governmental departments and business entities. Present legal and policy issues at Tribal Council meetings. Oversee, supervise, and work collaboratively with the Pueblo's outside law firm and work collaboratively with the federal lobbying firm.

**February 2005 through February 2010**

Pueblo of San Felipe  
P.O. Box 4339  
San Felipe Pueblo, New Mexico 87001  
In-House General Counsel

Duties: Under the direct supervision of the Pueblo Governor and Tribal Council. Advise, assist, and represent the Pueblo's tribal government administration, departments, and business entities as In-House General Counsel on a full range of legal and policy issues, including but not limited to gaming, business, personnel, land, taxation, contracts, tribal ordinances, regulations and policies, water, and rights-of-way negotiation. When requested by the Pueblo, advise and represent the Pueblo before all departments, agencies, committees, and other offices at the local, state, and federal level. Provide legal memoranda and reports to the Governor, Tribal Council, and the Pueblo's governmental departments and business entities. Present legal and policy issues at Tribal Council meetings. Oversee, supervise, and work collaboratively with the Pueblo's outside law and lobbying firms. A member of the San Felipe Governor's core management team.

**June 1999 through February 2005**

Stetson Law Offices, P.C.  
1305 Rio Grande Blvd., NW  
Albuquerque, New Mexico 87104-2632  
Attorney

Duties: Represent, advise, and assist tribal governments, their subdivisions, and business entities on legal and policy matters before tribal, state, and federal forums. Legal research and writing in the areas of Indian law, including but not limited to, Indian gaming, land, housing, land-into-trust, taxation and administration. Develop tribal codes in the areas of land use, gaming, taxation, and general tribal codes. Perform legal work for tribes in the areas of property law, Indian gaming, contracts, taxation, land use, housing, business

transactions, employment disputes, and compliance with tribal, state, and federal law. Lobby the New Mexico State Legislature on behalf of tribes in the areas of Indian gaming, gasoline taxation, cigarette taxation, and capital outlay projects. Monitor state and federal legislation affecting tribes. Represented a New Mexico gaming commission on various regulatory issues and prepared comments on proposed National Indian Gaming Commission regulations.

**December 2009 through Present**

Laguna Construction Company  
P.O. Box 206  
Laguna, New Mexico 87026  
Interim Board of Director –Chairwoman

Duties: Responsible for wind down and dissolution of multimillion dollar tribally owned construction company. Work collaboratively with multiple law firms to resolve legal issues with the federal government regarding federal contracting. Quarterly reports and presentation to the Shareholder.

**January 2001 through Present**

Laguna Gaming Control Board/Tribal Gaming Regulatory Authority  
P.O. Box 225  
Laguna, New Mexico 87026  
Chairwoman – 2004 to present

Duties: Responsible for regulating three tribal casinos on the Laguna Indian reservation, to assure that the casinos comply with applicable tribal, state, and federal law. Develop and amend gaming laws and policies, administer a substantial annual budget, preside over license revocation and guest disputes hearings. Participate in government-to-government consultations with the National Indian Gaming Commission and the State of New Mexico on a range of gaming issues. Work closely with the New Mexico Indian Gaming Association and the New Mexico Association of Indian Gaming Commissioners on a range of gaming issues at the local, state, and federal level. Work collaboratively with the Pueblo of Laguna and Laguna Development Corporation to protect the interests of the Pueblo's gaming industry at the federal and state level.

**January 2010 through 2013**

All Indian Pueblo Council/Standing Committee (Now All Pueblo Council of Governors)  
2401 12<sup>th</sup> Street NW  
Albuquerque, New Mexico 87506  
Vice Chairwoman-Legislative Committee

Duties: Appointed to advocate the State of New Mexico executive and legislative branches of government on common interest Native American issues on behalf of the All Indian Pueblo Council membership.

**2013 to 2014**

AIS District Commission  
2401 12<sup>th</sup> St. NW  
Albuquerque, NM 87506  
Chairwoman, Commissioner

Duties: Assisted in the development of a newly established charter that created a governance structure for the Albuquerque Indian School land (approximately 60 acres), owned by the 19 New Mexico Pueblos (1/19) and located within the exterior boundaries of New Mexico's largest metropolitan area. Appointed by tribal leadership to the AIS District Commission to develop legal infrastructure including but not tax ordinances, law and order codes, mutual aid agreements, MOU's, and cooperative agreements with the city of Albuquerque and the State of New Mexico; all for the purpose of establishing a legal foundation for the 19 Pueblo's federal economic development corporation to create economic opportunities on the land.

**EDUCATION:**

Master of Public Administration, May 2003  
University of New Mexico School of Public Administration

Juris Doctor, May 1998  
University of New Mexico School of Law

Bachelor of Arts, Criminal Justice, May 1993  
University of New Mexico

Associates of Science, Administration of Justice, August 1990  
Allan Hancock College, California

**JUDICIAL EXTERNSHIP:**

**January 1998 through May 1998**  
State of New Mexico Second Judicial District Court  
Supervisor: Judge William F. Lang, District Court Judge

Duties: Attended civil and criminal hearings, bench trials, and jury trials. Researched issues for the court and wrote judicial opinions. Gained an understanding of the court process, the judge's duties, and the judge's decision making.

**ADDITIONAL TRAINING:**

Commission Certification Training, National Indian Gaming Association, 2007  
Mediator Training, University of New Mexico School Of Law (40 hours)

**BAR ADMISSIONS:**

New Mexico State Bar  
Member, Indian Law Section  
Member, Indian Bar Assoc. of NM

**LEADERSHIP NEW MEXICO**

Class of 2008/09 Leadership New Mexico Core Program. Program for current and emerging leaders throughout New Mexico, to enhance leadership skills, and deepen the knowledge of the challenges and opportunities facing the State of New Mexico.

Tab 26  
Chancellor's Report

*will be presented at the meeting*





**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - University HSC Only\***  
**2016 Fiscal Year-to-Date Summary through December 31, 2015 (Preliminary and Unaudited)**  
(In thousands)

\* UNIVERSITY HSC ONLY INCLUDES: SOM, CON, COP, HSLIC, ADMIN, RESEARCH

	University HSC FY 2016 Re-Forecasted Budget 12/31/2015	University HSC FY 2016 Re-Forecasted YTD Budget 12/31/2015	University HSC FY 2016 YTD 12/31/2015 Actual	University HSC FY 2015 Year End Actual	University HSC FY 2016 YTD Actual to FY 2016 Re-Forecasted Budget Benchmark Rate (50%)	University HSC FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (50%)
1 UNM MEDICAL GROUP REVENUES	127,873	63,936	59,693	125,625	47%	48%
2 UNM HOSPITALS REVENUES	155,723	77,861	75,504	142,751	48%	53%
3 SRMC REVENUES	20,717	10,358	10,337	19,679	50%	53%
4 TUITION AND FEES	15,745	7,873	7,905	15,811	50%	50%
5 CIGARETTE TAX APPROPRIATIONS	3,899	1,950	2,110	3,824	54%	55%
6 RPSP APPROPRIATIONS	20,532	10,266	10,391	19,690	51%	53%
7 I&G APPROPRIATIONS	64,636	32,318	32,309	64,907	50%	50%
8 I&G MAIN CAMPUS TRANSFERS	19,388	9,694	9,185	19,900	47%	46%
9 F&A REVENUES (OH RETURN)	24,500	12,250	11,917	24,250	49%	49%
10 HSC/UNM INTERNAL TRANSFERS	(2,108)	(1,054)	(2,367)	(5,578)	112%	42%
11 MILL LEVY	0	0	0	0	N/A	N/A
12 OTHER REVENUES	36,667	18,334	20,062	32,502	55%	62%
13 CONTRACT AND GRANT REVENUES	144,100	72,050	69,682	142,683	48%	49%
<b>TOTAL REVENUES</b>	<b>631,672</b>	<b>315,836</b>	<b>306,727</b>	<b>606,044</b>	<b>49%</b>	<b>51%</b>
14 TOTAL COMPENSATION EXPENSES	398,778	199,389	189,897	368,308	48%	52%
15 SUPPLIES/MEDICAL SUPPLIES	14,084	7,042	5,852	13,441	42%	44%
16 UNIVERSITY CLINICIANS PROGRAM	0	0	0	0	N/A	N/A
17 HOUSESTAFF	0	0	0	0	N/A	N/A
18 TRAVEL	6,581	3,290	2,272	5,080	35%	45%
19 STUDENT COSTS	2,489	1,245	1,470	3,024	59%	49%
20 PATIENT CARE COSTS	1,542	771	388	1,282	25%	30%
21 TELEPHONE/COMMUNICATION COSTS	2,268	1,134	1,160	2,277	51%	51%
22 PURCHASED SERVICES	28,309	14,154	14,138	35,628	50%	40%
23 OTHER MEDICAL SERVICES	0	0	0	0	N/A	N/A
24 SUB AWARDS/SERVICE CONTRACTS	992	496	354	1,399	36%	25%
25 O&M & LEASES	5,472	2,736	2,935	7,208	54%	41%
26 UTILITIES	5,266	2,633	2,590	5,292	49%	49%
27 DEPRECIATION	0	0	0	0	N/A	N/A
28 INTEREST EXPENSE	2,399	1,199	1,199	2,284	50%	53%
29 OTHER EXPENSES	4,126	2,063	1,768	2,637	43%	67%
30 CONTRACT AND GRANT EXPENSES	135,307	67,654	65,466	133,967	48%	49%
<b>TOTAL EXPENSES</b>	<b>607,611</b>	<b>303,806</b>	<b>289,490</b>	<b>581,827</b>	<b>48%</b>	<b>50%</b>
<b>OPERATING NET MARGIN</b>	<b>24,060</b>	<b>12,030</b>	<b>17,237</b>	<b>24,217</b>		
<b>NON-RECURRING ITEMS</b>						
31 CAPITAL EXPENDITURES	2,345	1,173	807	1,620	34%	50%
32 MEANINGFUL USE REVENUE	0	0	0	0	N/A	N/A
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	0	N/A	N/A
34 USE OF UNMMG RESERVES	0	0	0	0	N/A	N/A
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	3,062	1,531	1,498	1,870	49%	80%
36 NON-RECURRING TRANSFERS	11,278	5,639	9,896	9,977	88%	99%
<b>TOTAL NON-RECURRING ITEMS</b>	<b>16,685</b>	<b>8,342</b>	<b>12,201</b>	<b>13,467</b>	<b>73%</b>	<b>91%</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>7,376</b>	<b>3,688</b>	<b>5,036</b>	<b>10,750</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - UNM Hospitals Only**  
**2016 Fiscal Year-to-Date Summary through December 31, 2015 (Preliminary and Unaudited)**  
(In thousands)

Clinical Operations

	UNM Hospitals FY 2016 Re-Forecasted Budget 12/31/2015	UNM Hospitals FY 2016 Re-Forecasted YTD Budget 12/31/2015	UNM Hospitals FY 2016 YTD 12/31/2015 Actual	UNM Hospitals FY 2015 Year End Actual	UNM Hospitals FY 2016 YTD Actual to FY 2016 Re-Forecasted Budget Benchmark Rate (50%)	UNM Hospitals FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (50%)
1 UNM MEDICAL GROUP REVENUES	0	0	0	0	N/A	N/A
2 UNM HOSPITALS REVENUES	870,849	435,425	428,508	911,756	49%	47%
3 SRMC REVENUES	0	0	0	0	N/A	N/A
4 TUITION AND FEES	0	0	0	0	N/A	N/A
5 CIGARETTE TAX APPROPRIATIONS	0	0	0	0	N/A	N/A
6 RPSP APPROPRIATIONS	13,117	6,558	6,558	13,117	50%	50%
7 I&G APPROPRIATIONS	0	0	0	0	N/A	N/A
8 I&G MAIN CAMPUS TRANSFERS	0	0	0	0	N/A	N/A
9 F&A REVENUES (OH RETURN)	0	0	0	0	N/A	N/A
10 HSC/UNM INTERNAL TRANSFERS	0	0	0	0	N/A	N/A
11 MILL LEVY	93,617	46,808	46,608	93,249	50%	50%
12 OTHER REVENUES	23,860	11,930	12,324	28,172	52%	44%
13 CONTRACT AND GRANT REVENUES	2,902	1,451	1,404	3,576	48%	39%
<b>TOTAL REVENUES</b>	<b>1,004,344</b>	<b>502,172</b>	<b>495,402</b>	<b>1,049,870</b>	<b>49%</b>	<b>47%</b>
14 TOTAL COMPENSATION EXPENSES	465,586	232,793	226,109	430,998	49%	52%
15 SUPPLIES/MEDICAL SUPPLIES	167,952	83,976	83,058	149,878	49%	55%
16 UNIVERSITY CLINICIANS PROGRAM	79,700	39,850	39,854	70,757	50%	56%
17 HOUSESTAFF	29,224	14,612	14,642	27,459	50%	53%
18 TRAVEL	703	352	348	652	50%	53%
19 STUDENT COSTS	0	0	0	0	N/A	N/A
20 PATIENT CARE COSTS	38,144	19,072	18,281	36,148	48%	51%
21 TELEPHONE/COMMUNICATION COSTS	3,911	1,956	1,954	3,768	50%	52%
22 PURCHASED SERVICES	55,235	27,617	26,380	48,939	48%	54%
23 OTHER MEDICAL SERVICES	47,931	23,966	24,054	36,867	50%	65%
24 SUB AWARDS/SERVICE CONTRACTS	10,605	5,302	5,325	9,927	50%	54%
25 O&M & LEASES	17,995	8,997	8,924	17,824	50%	50%
26 UTILITIES	7,775	3,888	3,953	6,670	51%	59%
27 DEPRECIATION	33,336	16,668	16,128	33,706	48%	48%
28 INTEREST EXPENSE	3,166	1,583	1,583	6,868	50%	23%
29 OTHER EXPENSES	35,095	17,548	16,817	33,997	48%	49%
30 CONTRACT AND GRANT EXPENSES	0	0	0	0	N/A	N/A
<b>TOTAL EXPENSES</b>	<b>996,358</b>	<b>498,179</b>	<b>487,410</b>	<b>914,458</b>	<b>49%</b>	<b>53%</b>
<b>OPERATING NET MARGIN</b>	<b>7,986</b>	<b>3,993</b>	<b>7,993</b>	<b>135,412</b>		
<b>NON-RECURRING ITEMS</b>						
31 CAPITAL EXPENDITURES	494	247	494	128,982	100%	0%
32 MEANINGFUL USE REVENUE	0	0	0	0	N/A	N/A
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	(14,172)	N/A	0%
34 USE OF UNMMG RESERVES	0	0	0	0	N/A	N/A
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	0	0	0	0	N/A	N/A
36 NON-RECURRING TRANSFERS	0	0	0	0	N/A	N/A
<b>TOTAL NON-RECURRING ITEMS</b>	<b>494</b>	<b>247</b>	<b>494</b>	<b>114,810</b>	<b>100%</b>	<b>0%</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>7,493</b>	<b>3,746</b>	<b>7,499</b>	<b>20,602</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - UNMMG Only**  
**2016 Fiscal Year-to-Date Summary through December 31, 2015 (Preliminary and Unaudited)**  
(In thousands)

Clinical Operations

	UNMMG FY 2016 Re-Forecasted Budget 12/31/2015	UNMMG FY 2016 Re-Forecasted YTD Budget 12/31/2015	UNMMG FY 2016 YTD 12/31/2015 Actual	UNMMG FY 2015 Year End Actual	UNMMG FY 2016 YTD Actual to FY 2016 Re-Forecasted Budget Benchmark Rate (50%)	UNMMG FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (50%)
1 UNM MEDICAL GROUP REVENUES	199,794	99,897	97,116	189,966	49%	51%
2 UNM HOSPITALS REVENUES	0	0	0	0	N/A	N/A
3 SRMC REVENUES	0	0	0	0	N/A	N/A
4 TUITION AND FEES	0	0	0	0	N/A	N/A
5 CIGARETTE TAX APPROPRIATIONS	0	0	0	0	N/A	N/A
6 RPSP APPROPRIATIONS	1,265	632	632	813	50%	78%
7 I&G APPROPRIATIONS	0	0	0	0	N/A	N/A
8 I&G MAIN CAMPUS TRANSFERS	0	0	0	0	N/A	N/A
9 F&A REVENUES (OH RETURN)	0	0	0	0	N/A	N/A
10 HSC/UNM INTERNAL TRANSFERS	0	0	0	0	N/A	N/A
11 MILL LEVY	0	0	0	0	N/A	N/A
12 OTHER REVENUES	9,627	4,813	4,871	10,513	51%	46%
13 CONTRACT AND GRANT REVENUES	0	0	0	0	N/A	N/A
<b>TOTAL REVENUES</b>	<b>210,685</b>	<b>105,343</b>	<b>102,618</b>	<b>201,292</b>	<b>49%</b>	<b>51%</b>
14 TOTAL COMPENSATION EXPENSES	20,392	10,196	9,203	17,473	45%	53%
15 SUPPLIES/MEDICAL SUPPLIES	0	0	0	0	N/A	N/A
16 UNIVERSITY CLINICIANS PROGRAM	0	0	0	0	N/A	N/A
17 HOUSESTAFF	0	0	0	0	N/A	N/A
18 TRAVEL	0	0	0	0	N/A	N/A
19 STUDENT COSTS	0	0	0	0	N/A	N/A
20 PATIENT CARE COSTS	30,497	15,249	13,505	24,266	44%	56%
21 TELEPHONE/COMMUNICATION COSTS	0	0	0	0	N/A	N/A
22 PURCHASED SERVICES	148,240	74,120	75,582	144,340	51%	52%
23 OTHER MEDICAL SERVICES	0	0	0	0	N/A	N/A
24 SUB AWARDS/SERVICE CONTRACTS	0	0	0	0	N/A	N/A
25 O&M & LEASES	544	272	265	485	49%	55%
26 UTILITIES	0	0	0	0	N/A	N/A
27 DEPRECIATION	390	195	238	419	61%	57%
28 INTEREST EXPENSE	0	0	0	0	N/A	N/A
29 OTHER EXPENSES	7,323	3,661	2,877	6,426	39%	45%
30 CONTRACT AND GRANT EXPENSES	0	0	0	0	N/A	N/A
<b>TOTAL EXPENSES</b>	<b>207,386</b>	<b>103,693</b>	<b>101,671</b>	<b>193,409</b>	<b>49%</b>	<b>53%</b>
<b>OPERATING NET MARGIN</b>	<b>3,299</b>	<b>1,649</b>	<b>948</b>	<b>7,883</b>		
<b>NON-RECURRING ITEMS</b>						
31 CAPITAL EXPENDITURES	0	0	0	0	N/A	N/A
32 MEANINGFUL USE REVENUE	(100)	(50)	0	(55)	0%	0%
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	0	N/A	N/A
34 USE OF UNMMG RESERVES	2,500	1,250	979	6,829	39%	14%
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	0	0	0	0	N/A	N/A
36 NON-RECURRING TRANSFERS	0	0	0	0	N/A	N/A
<b>TOTAL NON-RECURRING ITEMS</b>	<b>2,400</b>	<b>1,200</b>	<b>979</b>	<b>6,774</b>	<b>41%</b>	<b>14%</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>899</b>	<b>449</b>	<b>(31)</b>	<b>1,109</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - SRMC Only**  
**2016 Fiscal Year-to-Date Summary through December 31, 2015 (Preliminary and Unaudited)**  
(In thousands)

Clinical Operations

	SRMC FY 2016 Re-Forecasted Budget 12/31/2015	SRMC FY 2016 Re-Forecasted YTD Budget 12/31/2015	SRMC FY 2016 YTD 12/31/2015 Actual	SRMC FY 2015 Year End Actual	SRMC FY 2016 YTD Actual to FY 2016 Re-Forecasted Budget Benchmark Rate (50%)	SRMC FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (50%)
1 UNM MEDICAL GROUP REVENUES	0	0	0	0	N/A	N/A
2 UNM HOSPITALS REVENUES	0	0	0	0	N/A	N/A
3 SRMC REVENUES	76,236	38,118	37,891	74,755	50%	51%
4 TUITION AND FEES	0	0	0	0	N/A	N/A
5 CIGARETTE TAX APPROPRIATIONS	0	0	0	0	N/A	N/A
6 RPSP APPROPRIATIONS	0	0	0	0	N/A	N/A
7 I&G APPROPRIATIONS	0	0	0	0	N/A	N/A
8 I&G MAIN CAMPUS TRANSFERS	0	0	0	0	N/A	N/A
9 F&A REVENUES (OH RETURN)	0	0	0	0	N/A	N/A
10 HSC/UNM INTERNAL TRANSFERS	0	0	0	0	N/A	N/A
11 MILL LEVY	6,117	3,058	3,058	6,081	50%	50%
12 OTHER REVENUES	510	255	249	468	49%	53%
13 CONTRACT AND GRANT REVENUES	0	0	0	59	N/A	0%
<b>TOTAL REVENUES</b>	<b>82,863</b>	<b>41,431</b>	<b>41,198</b>	<b>81,363</b>	<b>50%</b>	<b>51%</b>
14 TOTAL COMPENSATION EXPENSES	38,619	19,309	19,292	34,376	50%	56%
15 SUPPLIES/MEDICAL SUPPLIES	17,776	8,888	8,836	15,098	50%	59%
16 UNIVERSITY CLINICIANS PROGRAM	0	0	0	324	N/A	0%
17 HOUSESTAFF	238	119	119	246	50%	48%
18 TRAVEL	44	22	22	33	50%	66%
19 STUDENT COSTS	0	0	0	0	N/A	N/A
20 PATIENT CARE COSTS	4,474	2,237	2,184	4,342	49%	50%
21 TELEPHONE/COMMUNICATION COSTS	122	61	61	94	50%	65%
22 PURCHASED SERVICES	3,120	1,560	1,222	3,718	39%	33%
23 OTHER MEDICAL SERVICES	857	429	416	864	49%	48%
24 SUB AWARDS/SERVICE CONTRACTS	1,622	811	811	1,581	50%	51%
25 O&M & LEASES	894	447	447	935	50%	48%
26 UTILITIES	731	365	290	830	40%	35%
27 DEPRECIATION	8,264	4,132	4,287	9,621	52%	45%
28 INTEREST EXPENSE	3,605	1,803	1,964	4,013	54%	49%
29 OTHER EXPENSES	2,489	1,244	1,244	2,627	50%	47%
30 CONTRACT AND GRANT EXPENSES	0	0	0	0	N/A	N/A
<b>TOTAL EXPENSES</b>	<b>82,854</b>	<b>41,427</b>	<b>41,196</b>	<b>78,702</b>	<b>50%</b>	<b>52%</b>
<b>OPERATING NET MARGIN</b>	<b>8</b>	<b>4</b>	<b>2</b>	<b>2,661</b>		
<b>NON-RECURRING ITEMS</b>						
31 CAPITAL EXPENDITURES	0	0	0	0	N/A	N/A
32 MEANINGFUL USE REVENUE	0	0	0	0	N/A	N/A
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	0	N/A	N/A
34 USE OF UNMMG RESERVES	0	0	0	0	N/A	N/A
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	0	0	0	0	N/A	N/A
36 NON-RECURRING TRANSFERS	0	0	0	0	N/A	N/A
<b>TOTAL NON-RECURRING ITEMS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>8</b>	<b>4</b>	<b>2</b>	<b>2,661</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - Consolidated HSC**  
**2016 Fiscal Year-to-Date Summary through December 31, 2015 (Preliminary and Unaudited)**  
(In thousands)

\* INCLUDES INTERCOMPANY ELIMINATIONS

Clinical and Academic Operations

	Consolidated HSC FY 2016 Re-Forecasted Budget 12/31/2015	Consolidated HSC FY 2016 Re-Forecasted YTD Budget 12/31/2015	Consolidated HSC FY 2016 YTD 12/31/2015 Actual	Consolidated HSC FY 2015 Year End Actual	Consolidated HSC FY 2016 YTD Actual to FY 2016 Re-Forecasted Budget Benchmark Rate (50%)	Consolidated HSC FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (50%)
1 UNM MEDICAL GROUP REVENUES *	199,794	99,897	97,115	189,966	49%	51%
2 UNM HOSPITALS REVENUES *	876,480	438,240	429,653	914,420	49%	47%
3 SRMC REVENUES *	76,236	38,118	37,890	74,755	50%	51%
4 TUITION AND FEES	15,745	7,873	7,905	15,811	50%	50%
5 CIGARETTE TAX APPROPRIATIONS	3,899	1,950	2,110	3,824	54%	55%
6 RSPS APPROPRIATIONS	34,913	17,457	17,582	33,620	50%	52%
7 I&G APPROPRIATIONS	64,636	32,318	32,309	64,907	50%	50%
8 I&G MAIN CAMPUS TRANSFERS	19,388	9,694	9,185	19,900	47%	46%
9 F&A REVENUES (OH RETURN)	24,500	12,250	11,917	24,250	49%	49%
10 HSC/UNM INTERNAL TRANSFERS	(2,108)	(1,054)	(2,367)	(5,578)	112%	42%
11 MILL LEVY	99,734	49,867	49,666	99,330	50%	50%
12 OTHER REVENUES *	50,686	25,343	27,045	54,801	53%	49%
13 CONTRACT AND GRANT REVENUES	147,002	73,501	71,085	146,318	48%	49%
<b>TOTAL REVENUES</b>	<b>1,610,904</b>	<b>805,452</b>	<b>791,096</b>	<b>1,636,324</b>	49%	48%
14 TOTAL COMPENSATION EXPENSES *	624,834	312,417	299,695	567,656	48%	53%
15 SUPPLIES/MEDICAL SUPPLIES	199,812	99,906	97,747	178,187	49%	55%
16 UNIVERSITY CLINICIANS PROGRAM	79,700	39,850	39,854	71,081	50%	56%
17 HOUSESTAFF	29,462	14,731	14,761	27,705	50%	53%
18 TRAVEL	7,328	3,664	2,642	5,765	36%	46%
19 STUDENT COSTS	2,489	1,245	1,470	3,024	59%	49%
20 PATIENT CARE COSTS	74,657	37,329	34,357	66,038	46%	52%
21 TELEPHONE/COMMUNICATION COSTS	6,301	3,151	3,175	6,139	50%	52%
22 PURCHASED SERVICES *	214,783	107,392	107,278	213,964	50%	50%
23 OTHER MEDICAL SERVICES	48,789	24,394	24,470	37,731	50%	65%
24 SUB AWARDS/SERVICE CONTRACTS	13,218	6,609	6,490	12,907	49%	50%
25 O&M & LEASES	24,905	12,452	12,571	26,598	50%	47%
26 UTILITIES	13,772	6,886	6,833	12,792	50%	53%
27 DEPRECIATION	41,990	20,995	20,654	43,746	49%	47%
28 INTEREST EXPENSE	9,169	4,585	4,746	13,165	52%	36%
29 OTHER EXPENSES	49,032	24,516	22,706	45,686	46%	50%
30 CONTRACT AND GRANT EXPENSES	135,307	67,654	65,466	133,967	48%	49%
<b>TOTAL EXPENSES</b>	<b>1,575,550</b>	<b>787,775</b>	<b>764,917</b>	<b>1,466,151</b>	49%	52%
<b>OPERATING NET MARGIN</b>	<b>35,354</b>	<b>17,677</b>	<b>26,179</b>	<b>170,173</b>		
<b>NON-RECURRING ITEMS</b>						
31 CAPITAL EXPENDITURES	2,840	1,420	1,301	130,602	46%	1%
32 MEANINGFUL USE REVENUE	(100)	(50)	0	(55)	0%	0%
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	(14,172)	N/A	0%
34 USE OF UNMMG RESERVES	2,500	1,250	979	6,829	39%	14%
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	3,062	1,531	1,498	1,870	49%	80%
36 NON-RECURRING TRANSFERS	11,278	5,639	9,896	9,977	88%	99%
<b>TOTAL NON-RECURRING ITEMS</b>	<b>19,579</b>	<b>9,790</b>	<b>13,673</b>	<b>135,051</b>	70%	10%
<b>NET INCOME/(USE OF RESERVES)</b>	<b>15,775</b>	<b>7,887</b>	<b>12,505</b>	<b>35,122</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - Consolidated HSC**  
**2016 Fiscal Year-to-Date Summary through December 31, 2015 (Preliminary and Unaudited)**  
(In thousands)  
**DOES NOT INCLUDE INTERCOMPANY ELIMINATIONS**

Clinical and Academic Operations

	Consolidated HSC FY 2016 Re-Forecasted Budget 12/31/2015	Consolidated HSC FY 2016 Re-Forecasted YTD Budget 12/31/2015	Consolidated HSC FY 2016 YTD 12/31/2015 Actual	Consolidated HSC FY 2015 Year End Actual	Consolidated HSC FY 2016 YTD Actual to FY 2016 Re-Forecasted Budget Benchmark Rate (50%)	Consolidated HSC FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (50%)
1 UNM MEDICAL GROUP REVENUES	327,667	163,833	156,808	315,591	48%	50%
2 UNM HOSPITALS REVENUES	1,026,572	513,286	504,012	1,054,507	49%	48%
3 SRMC REVENUES	96,953	48,476	48,227	94,434	50%	51%
4 TUITION AND FEES	15,745	7,873	7,905	15,811	50%	50%
5 CIGARETTE TAX APPROPRIATIONS	3,899	1,950	2,110	3,824	54%	55%
6 RPSA APPROPRIATIONS	34,913	17,457	17,582	33,620	50%	52%
7 I&G APPROPRIATIONS	64,636	32,318	32,309	64,907	50%	50%
8 I&G MAIN CAMPUS TRANSFERS	19,388	9,694	9,185	19,900	47%	46%
9 F&A REVENUES (OH RETURN)	24,500	12,250	11,917	24,250	49%	49%
10 HSC/UNM INTERNAL TRANSFERS	(2,108)	(1,054)	(2,367)	(5,578)	112%	42%
11 MILL LEVY	99,734	49,867	49,666	99,330	50%	50%
12 OTHER REVENUES	70,664	35,332	37,506	71,655	53%	52%
13 CONTRACT AND GRANT REVENUES	147,002	73,501	71,085	146,318	48%	49%
<b>TOTAL REVENUES</b>	<b>1,929,564</b>	<b>964,782</b>	<b>945,946</b>	<b>1,938,569</b>	49%	49%
14 TOTAL COMPENSATION EXPENSES	923,374	461,687	444,501	851,155	48%	52%
15 SUPPLIES/MEDICAL SUPPLIES	199,812	99,906	97,747	178,417	49%	55%
16 UNIVERSITY CLINICIANS PROGRAM	79,700	39,850	39,854	71,081	50%	56%
17 HOUSESTAFF	29,462	14,731	14,761	27,705	50%	53%
18 TRAVEL	7,328	3,664	2,642	5,765	36%	46%
19 STUDENT COSTS	2,489	1,245	1,470	3,024	59%	49%
20 PATIENT CARE COSTS	74,657	37,329	34,357	66,038	46%	52%
21 TELEPHONE/COMMUNICATION COSTS	6,301	3,151	3,175	6,139	50%	52%
22 PURCHASED SERVICES	234,903	117,452	117,322	232,625	50%	50%
23 OTHER MEDICAL SERVICES	48,789	24,394	24,470	37,731	50%	65%
24 SUB AWARDS/SERVICE CONTRACTS	13,218	6,609	6,490	12,907	49%	50%
25 O&M & LEASES	24,905	12,452	12,571	26,452	50%	48%
26 UTILITIES	13,772	6,886	6,833	12,792	50%	53%
27 DEPRECIATION	41,990	20,995	20,654	43,746	49%	47%
28 INTEREST EXPENSE	9,169	4,585	4,746	13,165	52%	36%
29 OTHER EXPENSES	49,032	24,516	22,706	45,687	46%	50%
30 CONTRACT AND GRANT EXPENSES	135,307	67,654	65,466	133,967	48%	49%
<b>TOTAL EXPENSES</b>	<b>1,894,210</b>	<b>947,105</b>	<b>919,767</b>	<b>1,768,396</b>	49%	52%
<b>OPERATING NET MARGIN</b>	<b>35,354</b>	<b>17,677</b>	<b>26,179</b>	<b>170,173</b>		
<b>NON-RECURRING ITEMS</b>						
31 CAPITAL EXPENDITURES	2,840	1,420	1,301	130,602	46%	1%
32 MEANINGFUL USE REVENUE	(100)	(50)	0	(55)	0%	0%
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	(14,172)	N/A	0%
34 USE OF UNMMG RESERVES	2,500	1,250	979	6,829	39%	14%
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	3,062	1,531	1,498	1,870	49%	80%
36 NON-RECURRING TRANSFERS	11,278	5,639	9,896	9,977	88%	99%
<b>TOTAL NON-RECURRING ITEMS</b>	<b>19,579</b>	<b>9,790</b>	<b>13,673</b>	<b>135,051</b>	70%	10%
<b>NET INCOME/(USE OF RESERVES)</b>	<b>15,775</b>	<b>7,887</b>	<b>12,505</b>	<b>35,122</b>		

## GLOSSARY OF REPORT CATEGORIES

FINANCIAL STATEMENT CATEGORY		UNM	UNMMG	UNM Hospitals	SRMC
1	UNM MEDICAL GROUP REVENUES	Clinical revenue primarily based on Physician or Provider efforts and collection through UNMMG	Net patient services revenue including SCI & UPL from UNMMG Clinical operations	N/A	N/A
2	UNM HOSPITALS REVENUES	Revenue from University Hospital to the School of Medicine	N/A	Hospital facility revenue based on patient billings by UNMH	N/A
3	SRMC REVENUES	Revenue from SRMC to the School of Medicine	N/A	N/A	Hospital facility revenue based on patient billings by SRMC
4	TUITION AND FEES	Tuition & Fees, including tuition differentials	N/A	N/A	N/A
5	CIGARETTE TAX APPROPRIATIONS	Revenues received from the State as a calculated portion of Tax Revenue on the sale of tobacco products for use in Cancer Research	N/A	N/A	N/A
6	RPSP APPROPRIATIONS	Revenue received for current operations made available to UNM by act of NM State Legislature on an annual basis for Research, Public Service and Independent Operations	N/A	Revenue received for current operations made available to UNMH by act of NM State Legislature on an annual basis for Research, Public Service and Independent Operations	N/A
7	I&G APPROPRIATIONS	Revenue received for current operations made available to UNM by act of NM State Legislature on an annual basis for I&G operations	N/A	N/A	N/A
8	I&G MAIN CAMPUS TRANSFERS	Partial transfer of tuition and formula workload generated by Nursing, Pharmacy and SOM	N/A	N/A	N/A
9	F & A REVENUES (OH RETURN)	Revenue from recovery of indirect costs (F&A) incurred by a Contract or Grant also known as overhead return	N/A	N/A	N/A
10	HSC/UNM INTERNAL TRANSFERS	All transfers to/from HSC Unrestricted Funds excluding the I&G Main Campus Transfer and Transfers for Debt Service	N/A	N/A	N/A
11	MILL LEVY	N/A	N/A	Mil levy taxes collected on behalf of the Bernalillo County Treasurer and remitted to UNMH as required by the Hospital Funding Act.	Mil levy taxes collected on behalf of the Sandoval County Treasurer and remitted to SRMC as required by the Hospital Funding Act.
12	OTHER REVENUES	All other Revenues - not contained in any other category - Sales & Services (not Internal Service Center P18 sales), Gains on Sponsored Projects, Gifts, Endowment Spending Distributions, Investment Income, etc.	Other operating revenues and revenue received from UNM Hospitals to cover SRMC physician costs.	All other revenues not contained in any other category: Investment income, equity loss in Tricare, donated revenue, gain/loss on sale of assets, food, nutrition, catering & vending revenue, medical records revenue, rent revenue, all other non-operating revenue	All other revenues not contained in any other category: Investment income, donated revenue, gain/loss on sale of assets, food, nutrition, catering & vending revenue, medical records revenue, rent revenue, all other non-operating revenue
13	CONTRACT AND GRANT REVENUES	All Restricted Funds Revenue and Unrestricted Contract Revenue for example VA contracts	N/A	Revenue associated with restricted and unrestricted contracts and grants	N/A
14	TOTAL COMPENSATION EXPENSES	Salary, wages & benefits	Salaries and benefits considered to be operating and certain clinical expenses of UNMMG	Salary, wages & benefits	Salary, wages & benefits



## GLOSSARY OF REPORT CATEGORIES

FINANCIAL STATEMENT CATEGORY	UNM	UNMMG	UNM Hospitals	SRMC
15 SUPPLIES/MEDICAL SUPPLIES	Office supplies, computer supplies, dues & memberships, postage charges, recruitment expenses, non capital equipment, computers, food, lab supplies, uniforms, training materials, etc.	N/A	Medical supplies for: lab, radiology, blood, pharmaceuticals, biologics, implantable devices, office supplies, computer supplies, photocopy expense, forms, linen, food, uniforms, and training materials.	Medical supplies for: lab, radiology, blood, pharmaceuticals, biologics, implantable devices, office supplies, computer supplies, photocopy expense, forms, linen, food, uniforms, and training materials.
16 UNIVERSITY CLINICIANS PROGRAM	N/A	N/A	Special clinician program to support SOM	Special clinician program to support SOM
17 HOUSESTAFF	N/A	N/A	Reimbursement of patient care services provided by residents who are employed by SOM.	Reimbursement of patient care services provided by SOM through UNMMG.
18 TRAVEL	Travel - in state, out of state, foreign, business meals, rental vehicles, new employee moving expenses, vehicle fuel etc.	N/A	Travel - in state, out of state, business meals, rental vehicles, flights, ground transportation, vehicle fuel etc.	Travel - in state, out of state, business meals, rental vehicles, flights, ground transportation, vehicle fuel etc.
19 STUDENT COSTS	Student tuition/fee expense, student travel, scholarships/fellowships, housing, insurance for students, student awards, etc.	N/A	N/A	N/A
20 PATIENT CARE COSTS	Patient Care costs for inpatient, outpatient care & lab, pharmacy and x-ray services for patients	Patient Care costs for inpatient, outpatient care & lab, pharmacy and x-ray services for patients	Patient Care costs for inpatient, outpatient care including Tricore laboratory expense, OR Instruments, NM Insurance pool premiums, kidney acquisition, step down care (snf) for IV dependent patients, radiation oncology and patient assistance	Patient Care costs for inpatient, outpatient care including Tricore laboratory expense, OR Instruments, NM Insurance pool premiums, kidney acquisition, step down care (snf) for IV dependent patients, radiation oncology and patient assistance
21 TELEPHONE/COMMUNICATION COSTS	Telephone, voicemail, cellular, long distance, paging and data networking charges	N/A	Telephone, voicemail, cellular, long distance, paging and data networking charges	Telephone, voicemail, cellular, long distance, paging and data networking charges
22 PURCHASED SERVICES	Alarm fees, internet fees, architectural services, auditing services, printing/copying/binding fees, conference/event fees, honoraria, insurance charges (general liability, professional liability), legal services, electronic journals & books, consultant fees, etc.	Includes payment to UNM SOM for physician and other provider services	Recruitment, professional, legal, auditing, consulting fees, promotional/graphics, IT Hosting Cerner, Siemens and PACS, safety and risk services, equifax, laundry, malpractice and liability insurance, etc.	Recruitment, professional, legal, auditing, consulting fees, promotional/graphics, IT Hosting Cerner, Siemens and PACS, safety and risk services, equifax, laundry, malpractice and liability insurance, etc.
23 OTHER MEDICAL SERVICES	N/A	N/A	Pathology contract, physician services, Executive Medical Directors, Medical Directors, dialysis services for UNM Care patients, OMI MOU, Adult Infusion net	Physician services
24 SUB AWARDS/SERVICE CONTRACTS	Unrestricted Sub Awards, Gain/Loss on Unrestricted Projects	N/A	All service contracts	All service contracts
25 O&M & LEASES	Plant maintenance and repairs, equipment repairs and maintenance, property insurance, auto insurance, facility rent expense	Building maintenance and repairs, equipment repairs and maintenance, repair parts, equipment rent, property insurance, auto insurance, facility rent expense, and housekeeping supplies	Building maintenance and repairs, equipment repairs and maintenance, repair parts, equipment rent, property insurance, auto insurance, facility rent expense, and housekeeping supplies	Building maintenance and repairs, equipment repairs and maintenance, repair parts, equipment rent, property insurance, auto insurance, facility rent expense, and housekeeping supplies
26 UTILITIES	Natural gas, electricity, steam, sewer, water, chilled water	N/A	Natural gas, electricity, steam, sewer, water, chilled water	Natural gas, electricity, steam, sewer, water, chilled water

## GLOSSARY OF REPORT CATEGORIES

FINANCIAL STATEMENT CATEGORY		UNM	UNMMG	UNM Hospitals	SRMC
27	DEPRECIATION	N/A	The annual amortization for the furniture and equipment.	The annual amortization for the capital outlay associated with building, building improvement, fixed and moveable equipment which is based on the estimated useful lives of the assets as determined by the AHA "Estimated useful lives of Depreciable Hospital Assets".	The annual amortization for the capital outlay associated with building, building improvement, fixed and moveable equipment which is based on the estimated useful lives of the assets as determined by the AHA "Estimated useful lives of Depreciable Hospital Assets".
28	INTEREST EXPENSE	Transfers to cover debt service	N/A	Interest expense associated with the series 2004 FHA Insured Hospital Mortgage Revenue Bonds.	SRMC receives subsidy payments related to interest payments under the federal Build America Bond program. Under the program SRMC applies for subsidy funds commensurate with each bond payment, so the application for the subsidy is made semiannually. Also includes interest expense on the Series A & B Bonds.
29	OTHER EXPENSES	Banking fees, cost of goods sold, research costs, royalties, bad debt expense, other operating costs, Banner tax, etc.	Billings & collections expenses and other operating expenses of UNMMG	Programming, application, software and maintenance expenses, non capital equipment (less than \$5k), signs, dues & memberships, freight, postage, subscriptions, licenses/permits, Gap Tax, Intergovernmental Transfers for the SCI and IME, bond issuance costs, capital initiatives and other non-operating expenses.	Programming, application, software and maintenance expenses, non capital equipment (less than \$5k), signs, dues & memberships, freight, postage, subscriptions, licenses/permits, Gap Tax, Intergovernmental Transfers for the SCI and IME, bond issuance costs, capital initiatives and other non-operating expenses.
30	CONTRACT AND GRANT EXPENSES	All Restricted Funds Expense and Unrestricted Contract Expense for example VA contracts	N/A	N/A	N/A
31	CAPITAL EXPENDITURES	Equipment/furniture >\$5,000, Computer hardware, library acquisitions, etc.	N/A	This is capital initiatives in the case of UNM Hospitals.	N/A
32	MEANINGFUL USE REVENUE	N/A	Medicare and Medicaid programs provide incentive payments for hospital and physicians that make meaningful use of certified electronic health record technology.	Medicare and Medicaid programs provide incentive payments for hospital and physicians that make meaningful use of certified electronic health record technology.	N/A
33	RETURN ON INVESTMENT - TRIWEST	NA	NA	Dividend payments from investment in TriWest	NA
34	USE OF UNMMG RESERVES	N/A	To fund and support the mission of the Health Sciences Center.	N/A	N/A
35	RECRUITMENT/STARTUP/SCHOLARSHIPS	Chair and Startup Packages, Dean's Scholars/Professorships, and Recruitment Costs	N/A	N/A	N/A
36	NON-RECURRING TRANSFERS	Transfers from current unrestricted funds to plant funds or any other non-recurring transfers	N/A	N/A	N/A



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER**  
**Balance Sheet for the Health Sciences Center**  
**2016 Fiscal Year as of December 31, 2015 (Preliminary and Unaudited)**  
**(In thousands)**

	University HSC	UNM Hospitals	UNMMG	SRMC
<b>ASSETS</b>				
1 Cash and cash equivalents	19,351	143,641	16,992	10,741
2 Marketable securities	29,027	34,461	-	-
Receivables:		-		
3 Patient, net	887	142,924	28,194	11,475
4 Receivable from Affiliates	71,321	3,289	8,843	948
5 Estimated third party payor settlements	-	16,821		1,376
6 County Treasurer	-	25,533		1,717
7 Contracts, Grants and Other	19,120	3,854		2
8 Other	6,399	20,131	996	3,315
Total Current Assets	146,105	390,654	55,025	29,574
Assets whose use is limited:				
9 Held by trustee for debt service & other	-	19,767	-	13,287
10 By UNM Hospital Board of Trustees	231,509	20,776	-	-
11 Board and Other Dedicated Assets	51,054	-	20,759	-
12 Endowments	106,635	-	-	-
13 Capital Assets, net of depreciation	262,578	239,730	3,705	117,806
<b>TOTAL ASSETS</b>	<b>797,881</b>	<b>670,927</b>	<b>79,489</b>	<b>160,667</b>
<b>LIABILITIES</b>				
14 Accounts Payable	7,912	55,295	3,658	4,151
15 Other accrued liabilities	39,693	45,690	3,107	2,988
16 Payable to Affiliates	2,567	54,512	26,192	1,130
17 Bonds payable - current	891	6,035	-	3,455
18 Interest payable bonds	127	89	-	2,954
19 Estimated third party payor settlements	-	57,965	-	118
20 Bonds payable - non current	15,916	108,965	-	126,755
21 Other liabilities - non current	9,009	7,436	-	-
22 Sponsored Project and Other Deferred Revenue	23,556	-	-	-
<b>TOTAL LIABILITIES</b>	<b>99,671</b>	<b>335,987</b>	<b>32,957</b>	<b>141,551</b>
<b>NET POSITION</b>				
23 Restricted - expendable grants, bequests and contributions	108,206	15,666	-	77
24 Restricted - trust indenture and debt agreement	-	19,410	20,759	13,287
25 Committed and Dedicated agreements	331,919	-	-	-
26 Discretionary Reserve	12,314	175,134	22,068	5,752
27 Assets invested in Capital, net of related debt	245,771	124,730	3,705	-
<b>TOTAL NET POSITION</b>	<b>698,210</b>	<b>334,940</b>	<b>46,532</b>	<b>19,116</b>

Note: Under the UNMH Pavilion Mortgage, and the separate Security Agreement, UNMH and UNM Regents granted a security interest in all of UNMH's cash, accounts receivable, and contract rights to the Mortgagee (HUD).



# UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER

## Glossary of Report Categories

	University HSC	UNM Hospitals	UNMMG	SRMC
<b>ASSETS</b>				
1 Cash and cash equivalents	Funds on deposit with Financial Institution with UNM. Under the UNMH Pavilion Mortgage, and the separate Security Agreement, UNMH and UNM Regents granted a security interest in all of UNMH's cash, accounts receivable, and contract rights to the Mortgagee (HUD).	Funds on deposit with Financial Institution. Under the UNMH Pavilion Mortgage, and the separate Security Agreement, UNMH and UNM Regents granted a security interest in all of UNMH's cash, accounts receivable, and contract rights to the Mortgagee (HUD).	Funds on deposit with Financial Institution	Funds on deposit with Financial Institution
2 Marketable securities	Funds invested in securities in accordance with UNM Investment policy. Under the UNMH Pavilion Mortgage, and the separate Security Agreement, UNMH and UNM Regents granted a security interest in all of UNMH's cash, accounts receivable, and contract rights to the Mortgagee (HUD).	Funds invested in US Treasury . Under the UNMH Pavilion Mortgage, and the separate Security Agreement, UNMH and UNM Regents granted a security interest in all of UNMH's cash, accounts receivable, and contract rights to the Mortgagee (HUD).	N/A	N/A
3 Patient, net	Pediatric/Newborn Transport Services, net of estimated contractual allowances and estimated bad debt	Patient Receivable after adjustments for discounts and allowances	Patient Receivable for care provided by UNM SOM facility and other practitioners, net of estimated contractual allowances and estimated bad debt	Patient Receivable for facility costs, net of estimated contractual allowances and estimated bad debt
4 Receivable from Affiliates	Related Party Receivables for goods or services provided to UNM Hospitals, UNMMG and SRMC	Related Party Receivable from University HSC and SRMC	Related Party Receivables for goods or services provided to UNM Hospitals, University HSC and SRMC	Related Party Receivable from UNMMG and UNMH
5 Estimated third party payor settlements	N/A	Accounts Receivable for IME/GME /DSH	N/A	
6 County Treasurer	N/A	Bernalillo County Mil Levy Receivable	N/A	Sandoval County Mil Levy Receivable
7 Contracts, Grants and Other	Sponsored project receivables and other services invoiced by UNM such as OMI, Resident Physician contracts, etc.	Accounts Receivable from Contracts/UNM MG/Special Billing/Investments	N/A	Other receivable balances. Includes BAB Subsidy receivable balance.



# UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER

## Glossary of Report Categories

	University HSC	UNM Hospitals	UNMMG	SRMC
8 Other	Prepaid contractual obligations, such as library subscription services and maintenance contacts	Prepaid Expense and Inventory	Prepaid expense and inventory	Prepaid Expense and Inventory
9 Held by trustee for debt service & other	N/A	Debt/Mortgage reserve funds to include collateral and intangible assets, and total deferred outflows related to pensions	N/A	Funds held in Trustee Accounts, Mortgage reserve funds, bond debt service accounts
10 By UNM Hospital Clinical Operations Board	Funds held by the University for UH capital initiatives. Under the UNMH Pavilion Mortgage, and the separate Security Agreement, UNMH and UNM Regents granted a security interest in all of UNMH's cash, accounts receivable, and contract rights to the Mortgagee (HUD).	Investment in TriWest/Tricare Reference Laboratory. Under the UNMH Pavilion Mortgage, and the separate Security Agreement, UNMH and UNM Regents granted a security interest in all of UNMH's cash, accounts receivable, and contract rights to the Mortgagee (HUD).	N/A	N/A
11 Board and Other Designated Assets	Funds dedicated to UNM HSC unexpended plant funds	N/A	Department, SOM Investment in UNMMG and Quality Reserves	The original bond proceeds were used to purchase GNMA's which collateralize the mortgage with Prudential
12 Endowments	Balance of endowed corpus funds generating revenue according to donor intent	N/A	N/A	N/A
13 Capital Assets, net of depreciation	Property, Plant and Equipment	Land, Property, Plant and Equipment	Furniture and Equipment	Land, Property, Plant and Equipment
<b>LIABILITIES</b>				
14 Accounts Payable	Unpaid balances owed to vendors for goods and services; amounts owed to employees for expense reimbursements	Amount owed to creditors	Unpaid balances owed to vendors for goods and services; accrued payroll and other payroll benefits and taxes	Unpaid balances owed to vendors for goods and services
15 Other accrued liabilities	Payroll withholding liabilities and estimated value of compensated absences	12 Accrued liabilities to include payroll, compensated benefit, and Incurred but not Recognized (IBNR) State Coverage Insurance	Accrued payroll and other payroll benefits and taxes	Accrued liabilities to include payroll, compensated benefits and other payroll benefits and taxes



# UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER

## Glossary of Report Categories

	University HSC	UNM Hospitals	UNMMG	SRMC
16 Payable to Affiliates	Unpaid balances for services provided by UNM Hospitals, and UNMMG	Unpaid balances for services provided by University HSC	Unpaid balances for services provided by University HSC for purchased services, special arrangements, and indigent distribution	Unpaid balances for services provided by University HSC, UNMMG and UNMH
17 Bonds payable - current	Debt service payment that will be due within the next twelve months	Series 2004 Bonds payable in next year - FHA Insured Hospital Mortgage Revenue Bonds	N/A	Debt service payment that will be due within the next twelve months
18 Interest payable bonds	Interest Payable on outstanding debt	Interest Payable Series 2004 Bonds (FHA Insured Hospital Mortgage Revenue Bonds)	N/A	Interest Payable on Bonds
19 Estimated third party payor settlements	N/A	Medicare/Medicaid Settlements	N/A	Medicare/Medicaid Settlements
20 Bonds payable - non current	Outstanding balance due in the long-term for bond funding	Series Bonds Payable in the long-term (FHA Insured Hospital Mortgage Revenue Bonds)	N/A	Outstanding balance due in the long-term for FHA Insured Hospital Revenue Bonds
21 Other liabilities - non current	Estimated future cost associated with self-funded health insurance plan	Estimated future cost associated with Other Post Employment Benefits (OPEB), bond premiums and Mortgage payable	N/A	N/A
22 Sponsored Project and Other Deferred Revenue	Prepaid contract and grant revenue, tuition, and other prepaid student fees	N/A	N/A	N/A
<b>NET POSITION</b>				
23 Restricted - expendable grants, bequests and contributions	Restricted monies used in accordance with donor intent, contracts and bequests	Restricted monies used in accordance with donor intent, contracts and bequests	N/A	Restricted monies used in accordance with donor intent, contracts and bequests
24 Restricted - trust indenture and debt agreement	N/A	Restricted monies for Debt Service, Collateral, and Mortgage Reserve	N/A	Restricted monies for Mortgage reserve, Bond Debt Service
25 Committed and Dedicated agreements	Funds that have been committed for future expenditures. Dedicated funds have a clear focused purposed with for specific use.	N/A	Department, SOM Investment in UNMMG and Quality Fund Balances	N/A

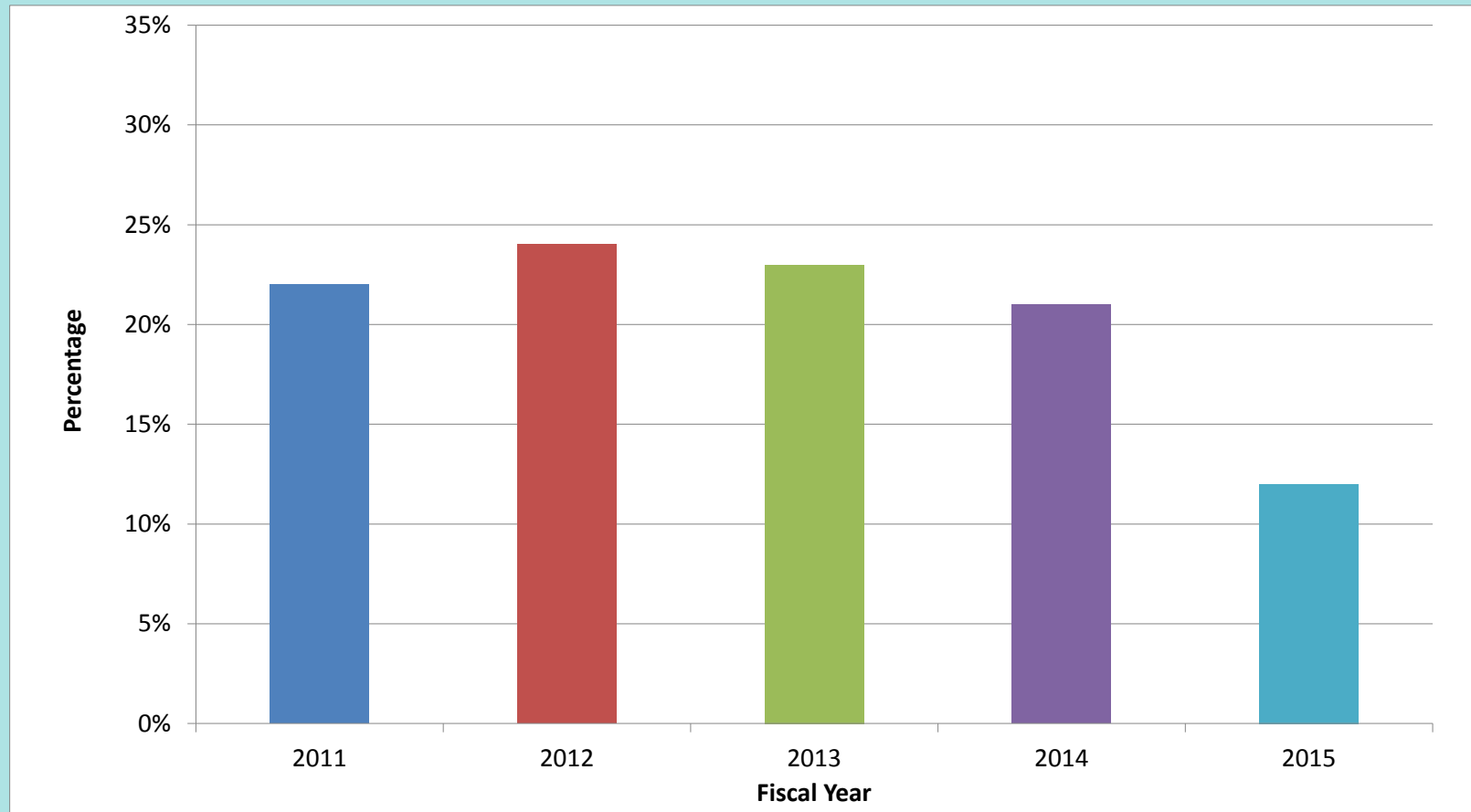


**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER**  
**Glossary of Report Categories**

	University HSC	UNM Hospitals	UNMMG	SRMC
26 Discretionary Reserve	Remaining fund balance after accounting for all restricted, committed and dedicated funds	Chief operating fund for all financial resources except those accounted for in another fund	Other operating reserves	Chief operating fund for all financial resources except those accounted for in another fund
27 Assets invested in Capital, net of related debt	Property, Plant and Equipment after adjustment for related bond debt	Property, Plant and Equipment after adjustment for related bond debt	Furniture and Equipment after adjustment for related bond debt	Property, Plant and Equipment after adjustment for related bond debt



## UNM HEALTH SYSTEM



**FY 2011**

**FY 2012**

**FY 2013**

**FY 2014**

**FY 2015**

**FY 2016  
2nd Quarter YTD**

22%

24%

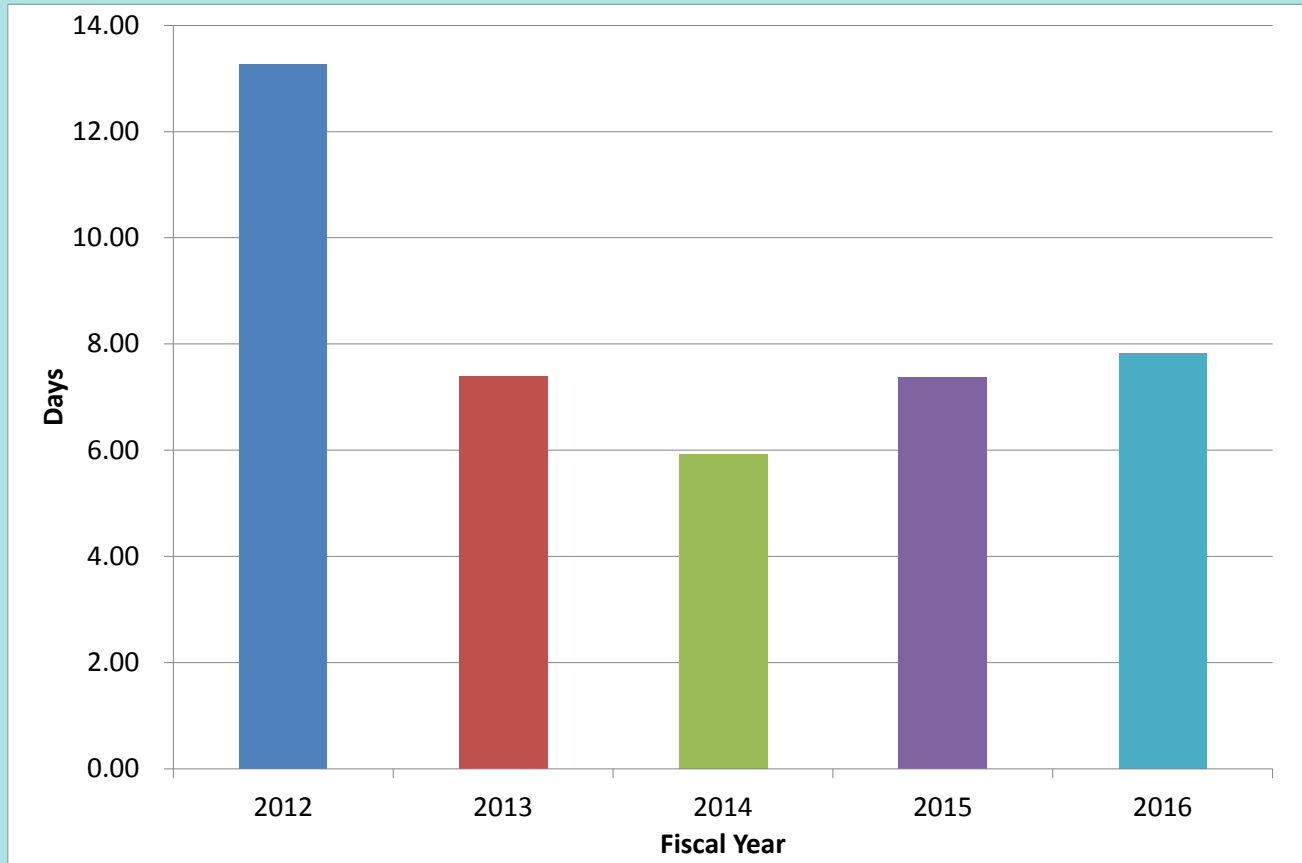
23%

21%

12%

8%

## UNIVERSITY HSC



FY 2012  
2nd Quarter

13.28

FY 2013  
2nd Quarter

7.39

FY 2014  
2nd Quarter

5.93

FY 2015  
2nd Quarter

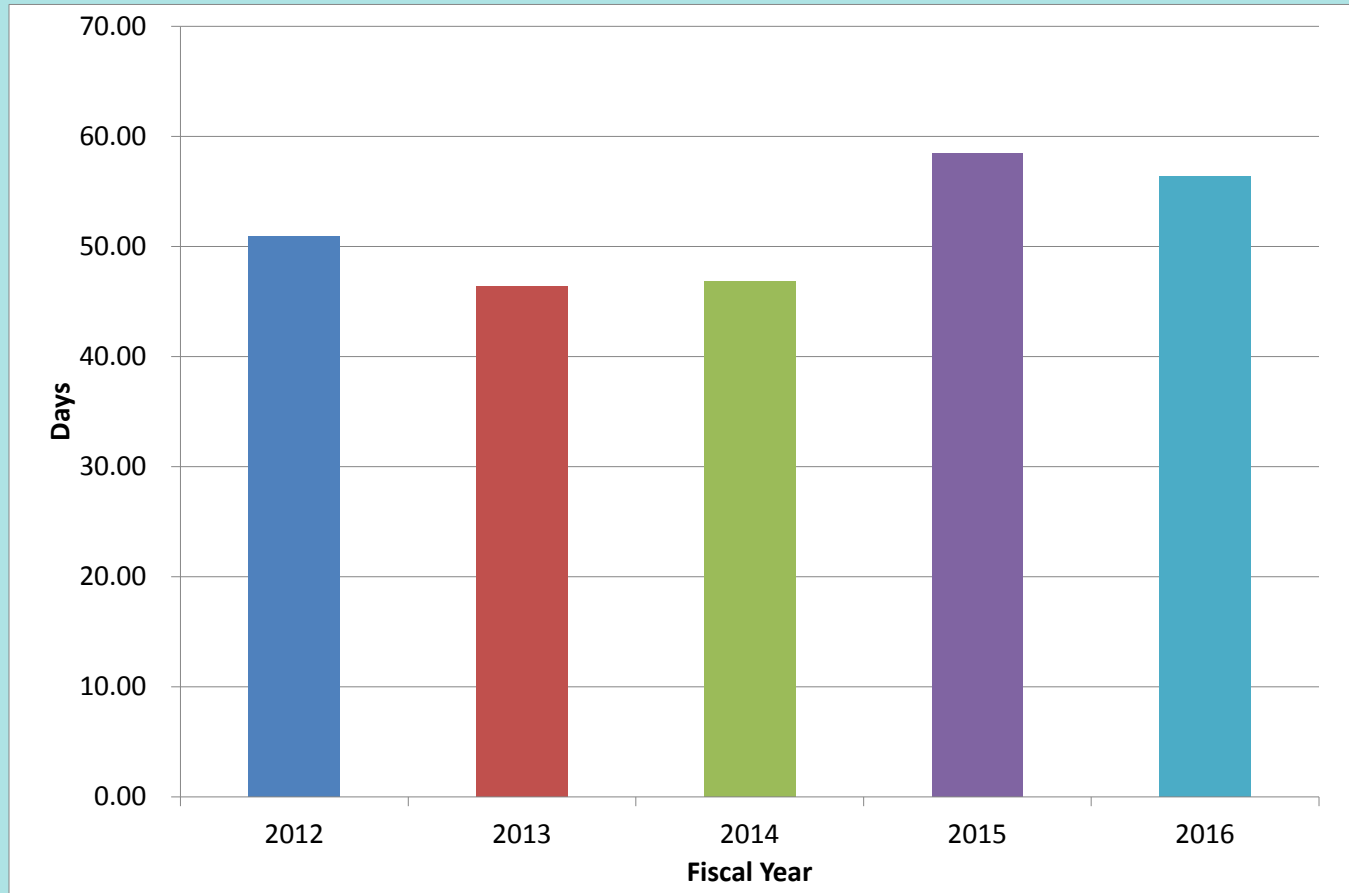
7.37

FY 2016  
2nd Quarter

7.83

Days of Expense in Discretionary Reserves - Benchmark - 10 Days

## UNM HOSPITALS



**FY 2012  
2nd Quarter**

50.96

**FY 2013  
2nd Quarter**

46.41

**FY 2014  
2nd Quarter**

46.86

**FY 2015  
2nd Quarter**

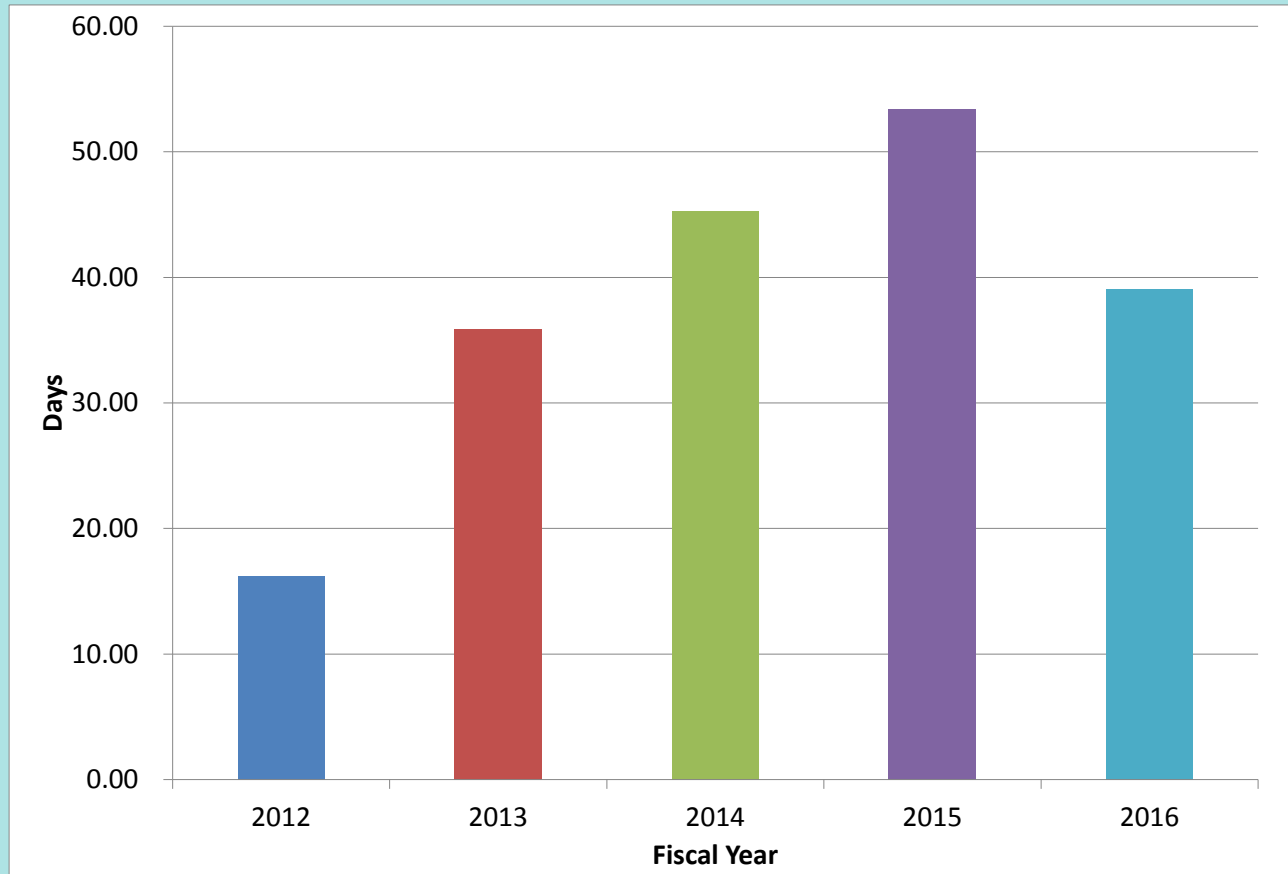
58.43

**FY 2016  
2nd Quarter**

56.35

Per Fitch Ratings, "2014 Median Ratios for Nonprofit Hospitals and Healthcare Systems" report, the "AA" credit rating group has a benchmark of 289.4 days cash on hand.

## UNM MEDICAL GROUP



**FY 2012  
2nd Quarter**

16.20

**FY 2013  
2nd Quarter**

35.90

**FY 2014  
2nd Quarter**

45.30

**FY 2015  
2nd Quarter**

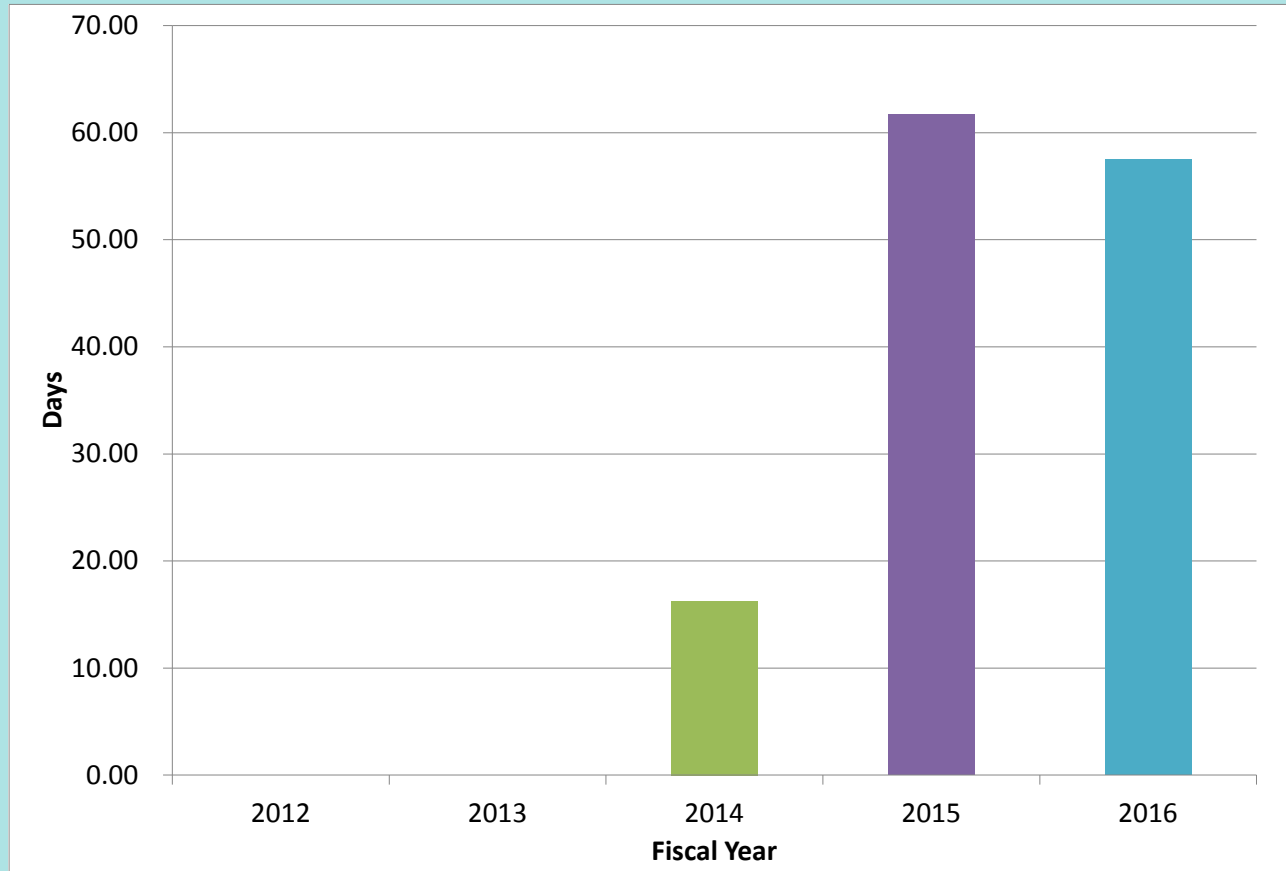
53.35

**FY 2016  
2nd Quarter**

39.03

Per Fitch Ratings, "2014 Median Ratios for Nonprofit Hospitals and Healthcare Systems" report, the "AA" credit rating group has a benchmark of 289.4 days cash on hand.

## SANDOVAL REGIONAL MEDICAL CENTER



FY 2012  
2nd Quarter

FY 2013  
2nd Quarter

FY 2014  
2nd Quarter

FY 2015  
2nd Quarter

FY 2016  
2nd Quarter

N/A

N/A

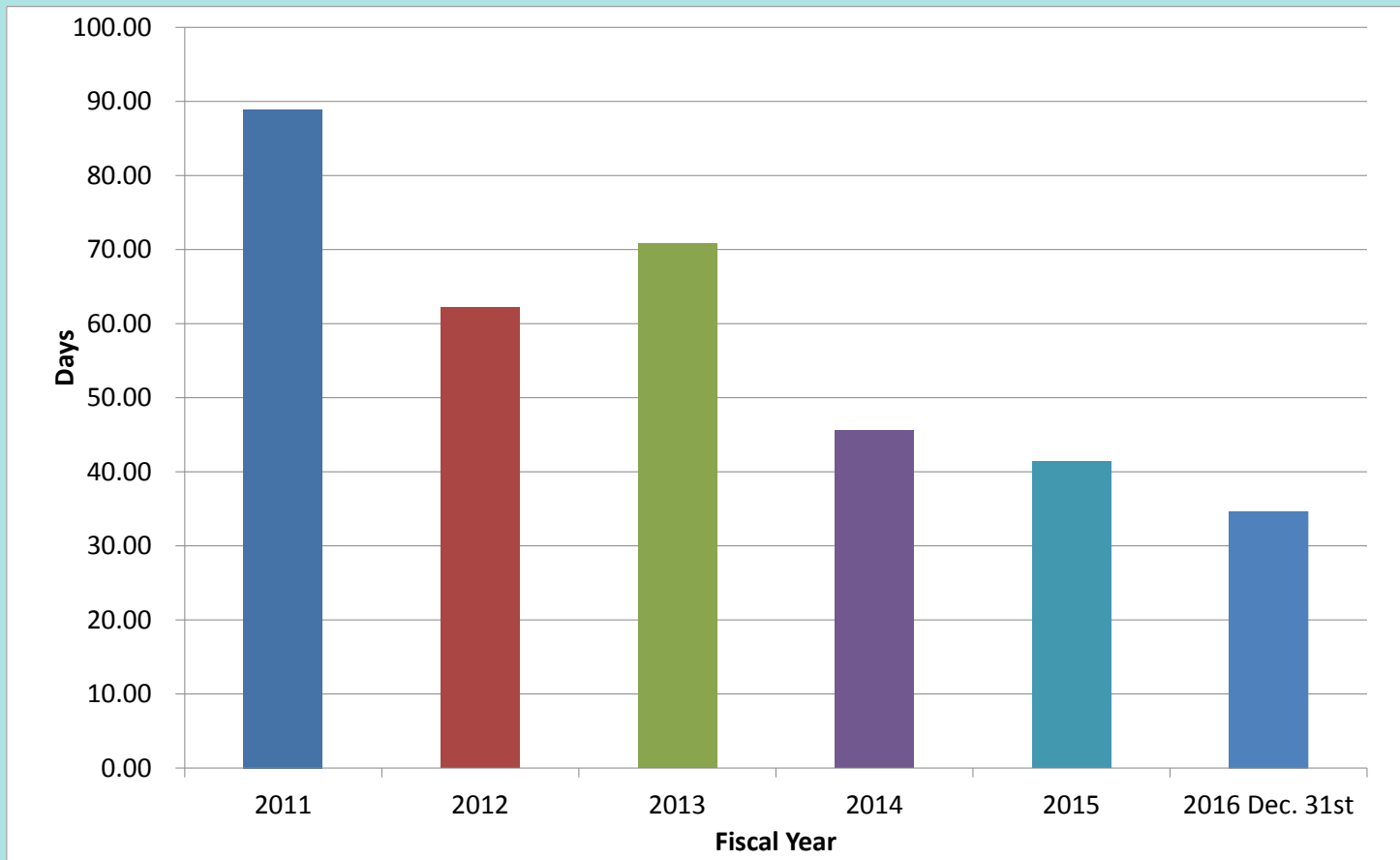
16.25

61.72

57.46

Per Fitch Ratings, "2014 Median Ratios for Nonprofit Hospitals and Healthcare Systems" report, the "AA" credit rating group has a benchmark of 289.4 days cash on hand.

## UNIVERSITY HSC



**FY 2011**

**FY 2012**

**FY 2013**

**FY 2014**

**FY 2015**

**FY 2016  
Dec. 31st**

88.93

62.23

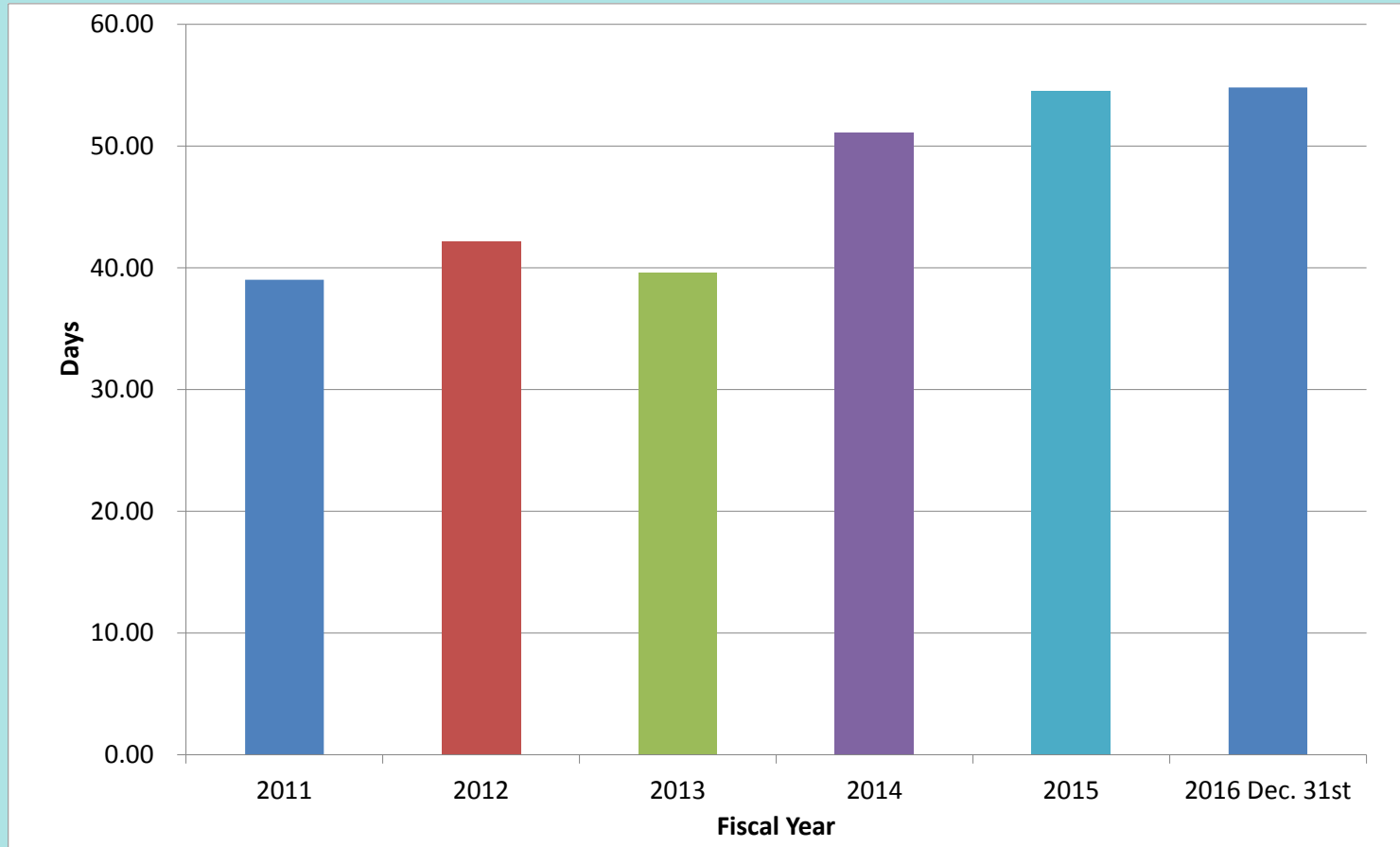
70.81

45.57

41.40

34.63

## UNM HOSPITALS



FY 2011

FY 2012

FY 2013

FY 2014

FY 2015

FY 2016  
Dec. 31st

39.03

42.14

39.58

51.09

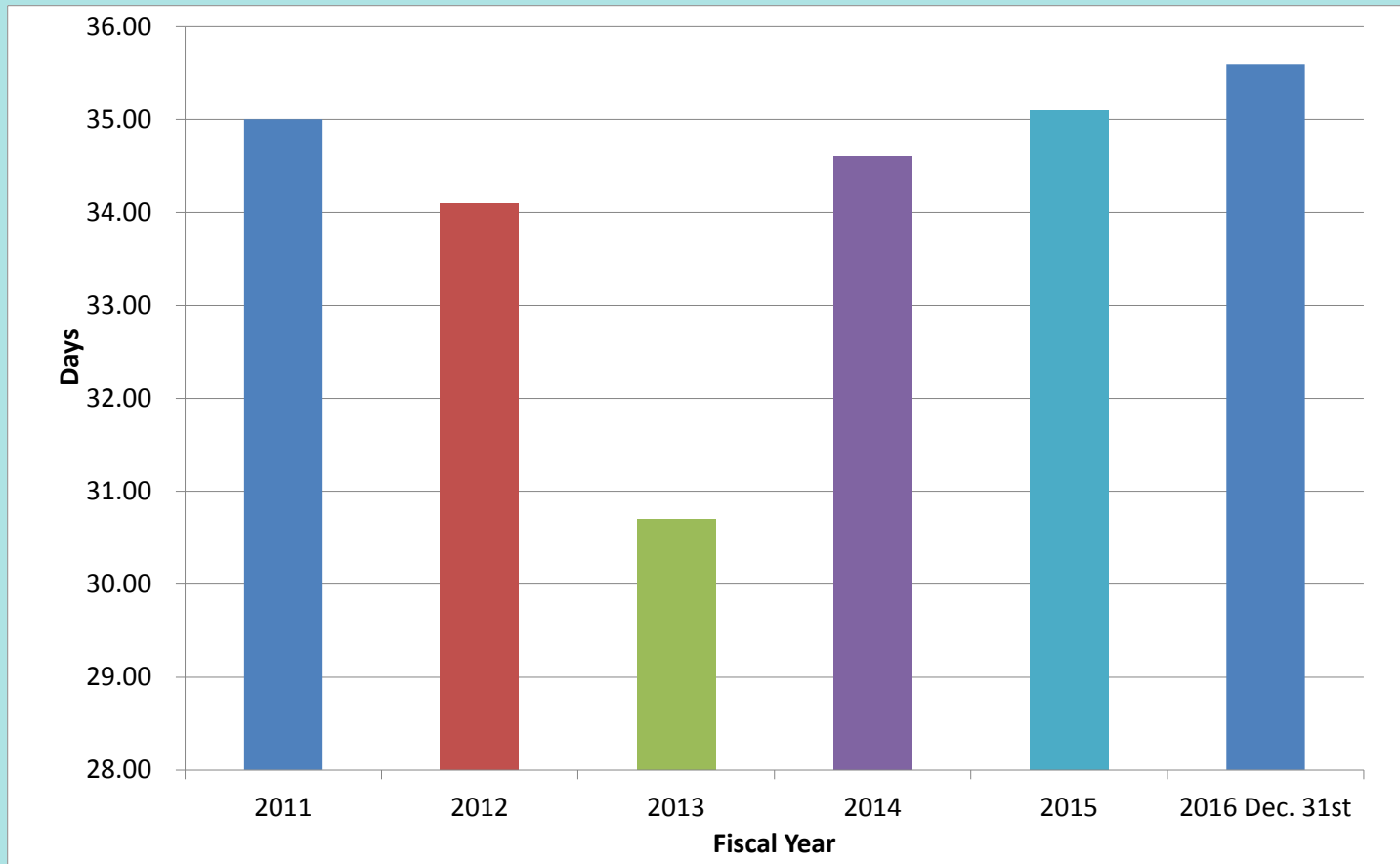
54.52

54.81

Per Fitch Ratings, "2014 Median Ratios for Nonprofit Hospitals and Healthcare Systems" report, the "AA" credit rating group has a benchmark of 47.4 days in accounts receivable



## UNM MEDICAL GROUP



FY 2011

FY 2012

FY 2013

FY 2014

FY 2015

FY 2016  
Dec. 31st

35.00

34.10

30.70

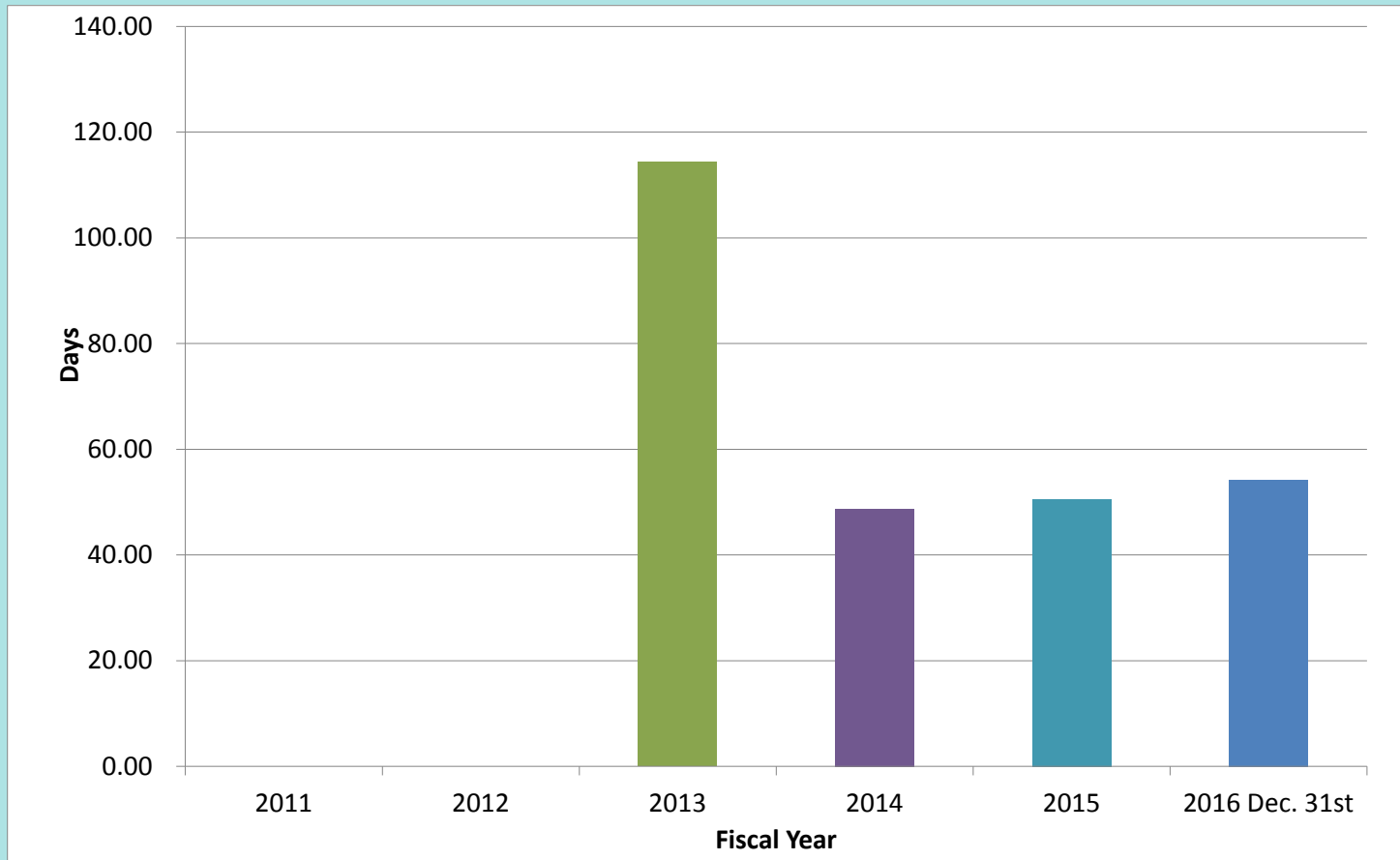
34.60

35.10

35.60

Per Fitch Ratings, "2014 Median Ratios for Nonprofit Hospitals and Healthcare Systems" report, the "AA" credit rating group has a benchmark of 47.4 days in accounts receivable

## SANDOVAL REGIONAL MEDICAL CENTER



FY 2011

FY 2012

FY 2013

FY 2014

FY 2015

FY 2016  
Dec. 31st

N/A

N/A

114.39

48.71

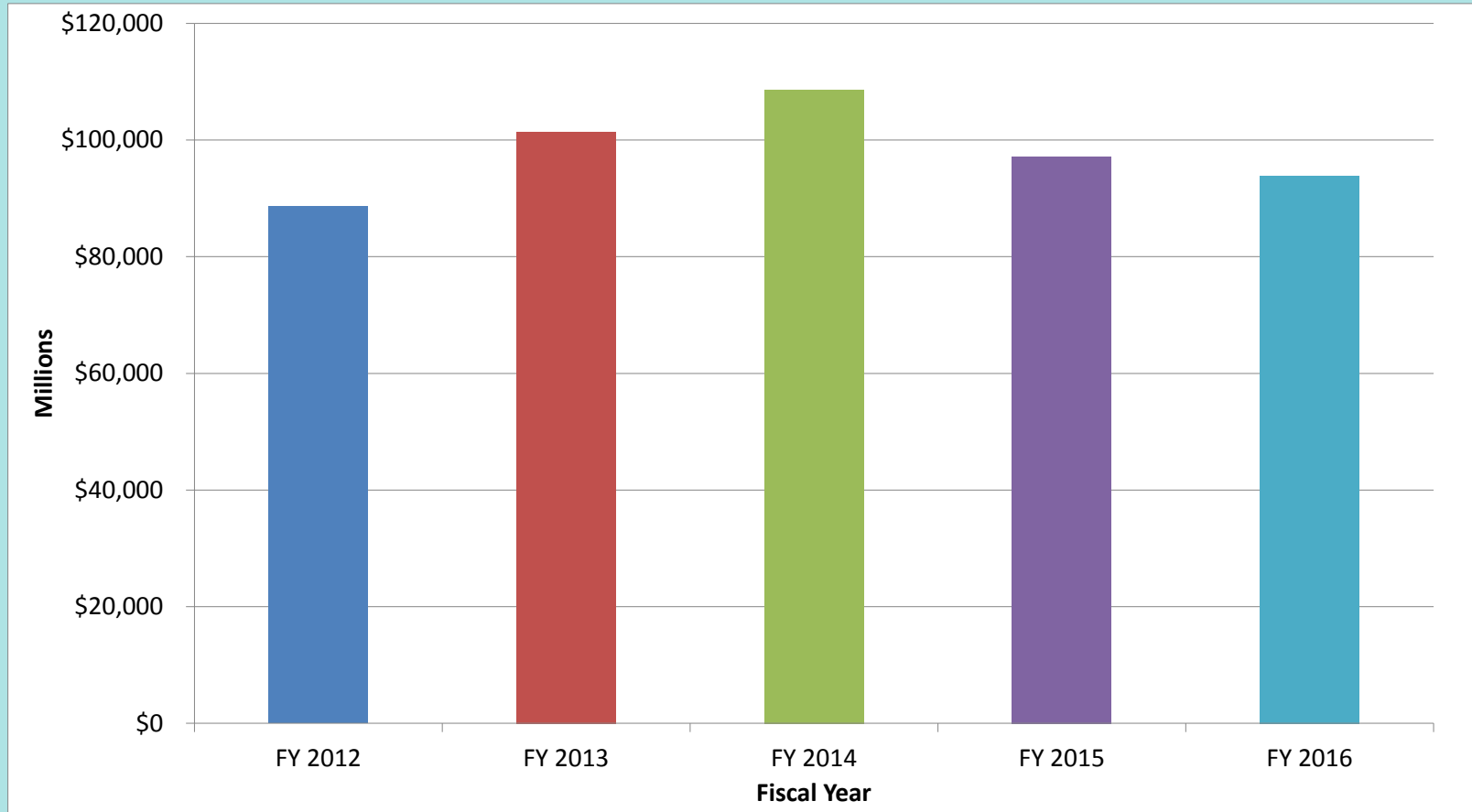
50.50

54.17

Per Fitch Ratings, "2014 Median Ratios for Nonprofit Hospitals and Healthcare Systems" report, the "AA" credit rating group has a benchmark of 47.4 days in accounts receivable

**UNM Health Sciences Center**  
**Metrics - Preliminary and Unaudited**  
**Proposals Submitted**  
 (Amounts are in thousands)

**UNIVERSITY HSC**



**FY 2012**  
**2nd Quarter**

\$88,644

**FY 2013**  
**2nd Quarter**

\$101,386

**FY 2014**  
**2nd Quarter**

\$108,641

**FY 2015**  
**2nd Quarter**

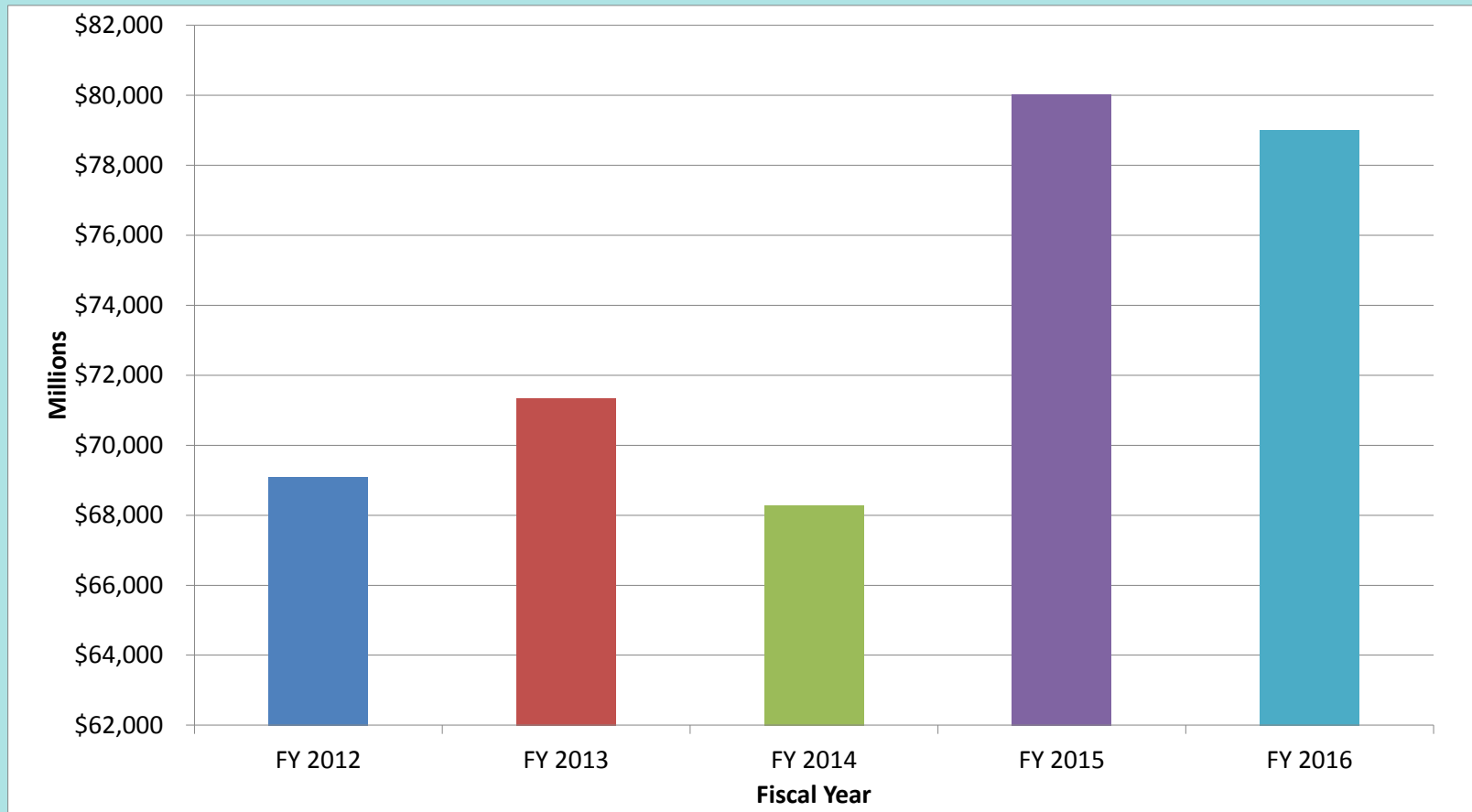
\$97,169

**FY 2016**  
**2nd Quarter**

\$93,893

**UNM Health Sciences Center**  
**Metrics - Preliminary and Unaudited**  
**Awards**  
(Amounts are in thousands)

**UNIVERSITY HSC**



**FY 2012**  
**2nd Quarter**

\$69,091

**FY 2013**  
**2nd Quarter**

\$71,338

**FY 2014**  
**2nd Quarter**

\$68,286

**FY 2015**  
**2nd Quarter**

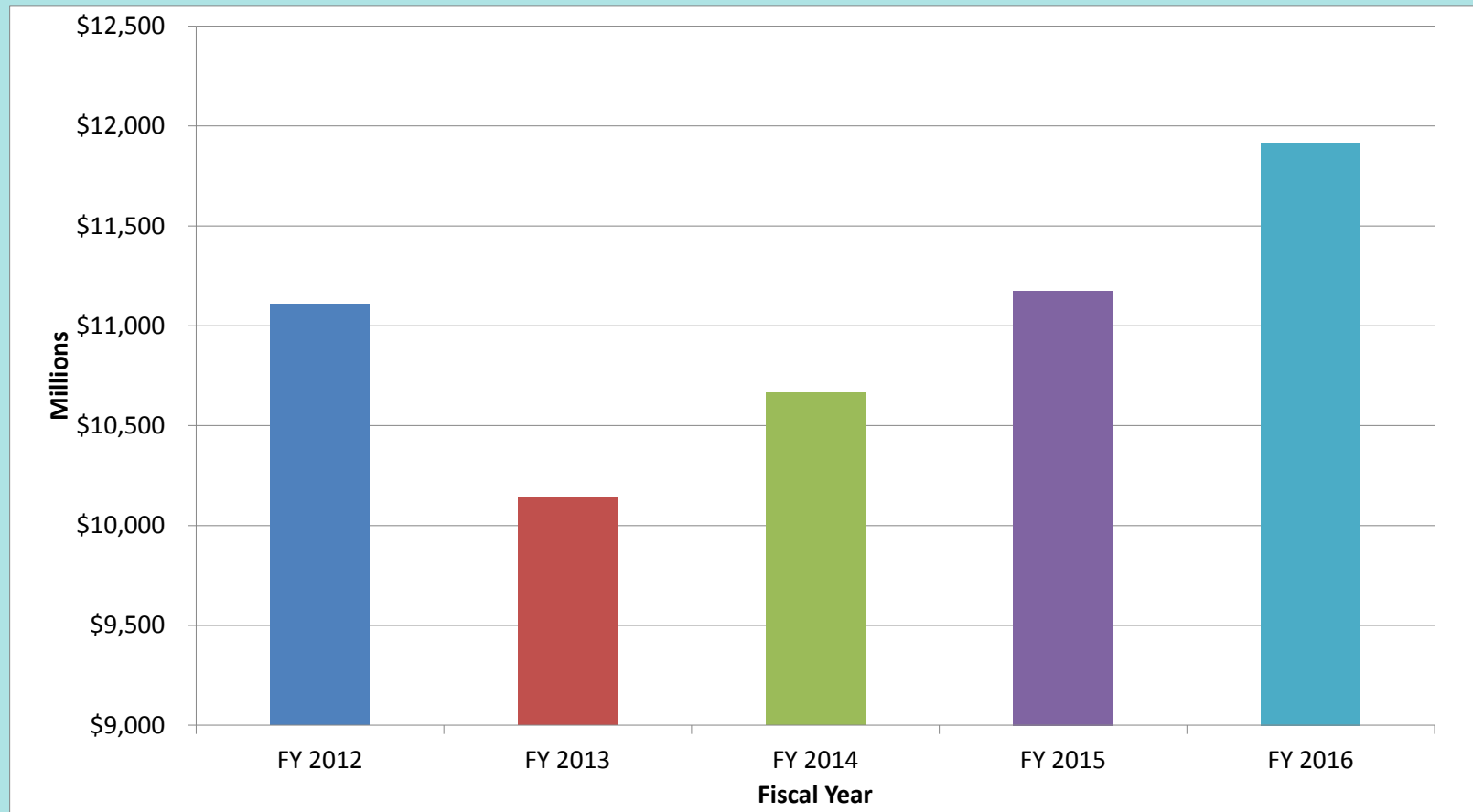
\$80,032

**FY 2016**  
**2nd Quarter**

\$79,007

**UNM Health Sciences Center**  
**Metrics - Preliminary and Unaudited**  
**Earned F&A**  
(Amounts are in thousands)

**UNIVERSITY HSC**



**FY 2012**  
**2nd Quarter**

\$11,109

**FY 2013**  
**2nd Quarter**

\$10,142

**FY 2014**  
**2nd Quarter**

\$10,664

**FY 2015**  
**2nd Quarter**

\$11,175

**FY 2016**  
**2nd Quarter**

\$11,917

## Advisor Comments/Reports



GRADUATE *and* PROFESSIONAL  
STUDENT ASSOCIATION

## **Board of Regents Meeting**

### **February 11, 2016 Talking Points**

#### **Law School Lighting**

- Made lighting more energy efficient in parking area
- Added lighting on east side outside the library windows
- Increase safety for all students

#### **GPSA Library Commons February 25th**

- Opens tentatively February 25th, 2016 tentatively at 3pm
- Designed to give Graduate and Professional Students a place to study, meet and share
- Please watch for your invitation to join us

#### **GPSA Lobby Committee**

- UNM Day at legislature
  - January 25th, 2016
  - 12 Students attended and met with many of their Legislators and UNM/ABQ Legislators
- Osteology Capital Outlay Project
  - GPSA Selection Process
    - Students submitted project ideas for review by lobby committee
  - Osteology Lab Chosen
    - Largest bone collection in the state and valuable recruitment collection for graduate students
    - Has strong ties with the community, participating in closing cold cases in the state. Also worked with law enforcements making identifications in the 2009 West Mesa case
    - Build new staircase that would allow safer and more functional access to the Bone Collection, allowing more students to use the lab, and creating a space that will be more welcoming for visiting academics
- Physics and Astronomy
  - Toured Building and met with Physics and Astronomy Students to discuss the difficulties the building presents while they conduct world-class research.
  - Took Physics students and faculty to the Capitol on 2/5 to speak with legislators about the G.O. bond to help cover costs of new PAIS building. Were able to speak with 12 legislators directly, most of whom were extremely positive and supportive (two were Aggies); Also spoke with countless staffers.
  - Working on a letter that students can send to their elected officials in support of the GO Bond Bill
- Graduate Student Day
  - GPSA joined with many UNM Departments at the Legislator to advocate for the importance of graduate student programs to UNM and the State of New Mexico





## GRADUATE *and* PROFESSIONAL STUDENT ASSOCIATION

### Constitutional Changes

- Sustainability and promotion of engagement
- Revision of entire documents
- Removing procedures and moving into the bylaws
- After approval by student body, will be brought before the Regents

### Preparing for FY2016/17 Budgeting cycle

- Hosting three budgeting workshops for chartered Graduate Student organizations not receiving PB funds: Feb 3, 8, and 12
- Budget applications due by noon on 2/26
- Will hold hearings on 3/5&6



## Board of Regent Report

UNM Alumni Association & Alumni Relations Office

February 11, 2016

### Strategic Goals:

#### Goal 1: Maximize alumni and student engagement

The Young Alumni Chapter welcomed over 200 new grads at the **Young Alumni Wine and Cheese Reception** on Wednesday, December 9, at Hodgin Hall Alumni Center. Staff and the Young Alumni Board assisted with registering new grads to receive a wallet sized replica of their diplomas, an embossed portfolio as a gift from the Alumni Association, and a commemorative wine glass from the Young Alumni Chapter.

The Association is gearing up for **Dinners for 12 Lobos**, a series of dinners hosted by alumni, with guests including students and faculty. These take place to celebrate Lobo Day at the end of February. Recruitment for dinner hosts is currently under way. Students can sign up online at [www.unmalumni.com](http://www.unmalumni.com). Students are then requested to invite their favorite faculty member to the dinners.

The student **Birthday Cake Program** is the perfect way for out of town parents and families to let their students know they are thinking of them and a wonderful way to introduce students to Hodgin Hall Alumni Center. We have been having a busy year so far celebrating with our student with cakes, cupcakes, or even a cookie cake!

The first **Donut Wednesday** of the year was February 3 with 354 students and 191 staff, faculty and community enjoying 60 dozen donuts and 12 gallons of coffee and 3 gallons of hot cocoa on a cold February morning. This event included The “Be Kind UNM” program kick off, with fun activities and giveaways. Lobo Lucy and the UNM Cheer Squad were on hand to add to add to the fun!

Since the approval of the naming for the **Karen A. Abraham Courtyard** back in September 2015, the architectural team of Baker Morrow and Associates has produced a design that will bring focus to the history of the area while honoring Abraham and her contributions to Hodgin Hall



## Board of Regent Report

### UNM Alumni Association & Alumni Relations Office

February 11, 2016

and the University. The plans include relocating class benches to an area named “The Courtyard of Classes”, redesigning of the fountain, adding additional seating, planting of new foliage, designing a more cohesive walkway, and installing history based signage. The plans are to be completed and approved by April 2016, with construction to begin soon after. The completion goal date is July 2016.

The UNM **Alumni Collaborative** continues to build partnerships and relationships across campus and increased activity in alumni outreach across campus is the result. The last meeting of the Collaborative, on November 12, included December Graduation plans, Regional Outreach opportunities nationwide, an introduction to the new “Alumni Connect” online community, shared information on alumni outreach on main, north, south and branch campuses. The next meeting of the Alumni Collaborative is scheduled for February 18 and will include a webinar presentation, “Developing a Student-Alumni Career Connections Program.”

Monthly Senior Alumni Officer meetings with representatives across main and north campus started in January. These meetings increase the collaboration between offices, create more opportunity for shared events and effective calendar sharing.

Increased interest in **alumni outreach** has been initiated by the University College, University Libraries, Fine Arts, Physician Assistant Program, Physical Therapy Program, Psychology, Public Administration, Biology, CELAC and the Global Education Office (GEO). ARO and GEO continue to work on increased outreach to international students with a Career Development Workshop scheduled for February addressing how to find, manage and close internships.

The UNM **Alumni Memorial Chapel** has also hosted some very special ceremonies and events including memorials for distinct UNM faculty, Fraternity initiation ceremonies, and many student and alumni wedding matrimones. The Alumni Chapel has held 32 chapel events since December. More strategic marketing will be done to increase the usage of the chapel through, new brochures, inserts in the graduation packets, and more advertisement placements.



## Board of Regent Report

### UNM Alumni Association & Alumni Relations Office

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The UNM Alumni Memorial Chapel advertisement was featured in the February 2016 Wedding Edition of **Albuquerque the Magazine**. This has provided the opportunity to reach out to our alumni, students and staff, through another platform and remind them that they can utilize the chapel as a benefit of having a relationship to the university. The Alumni Association also purchased a tile on the chapel's celebration wall that instructs patrons on how to purchase a tile for the wall. This should help increase the tile sales for the wall since there was no real way of communicating where to go to purchase.

The UNM Alumni Association **2015 - 2016 Travel Program** includes educational trips both international and domestic for our alumni and guests. Guests have just returned from **Jewels of Central America** (January 22-31, 2016) - San Jose (Puerto Caldera) to Cartagena where they enjoyed Central America's unparalleled ecological majesty, with its incredible wildlife, secluded white-sand beaches and emerald-green forest.

Upcoming tours:

#### **Portraits of the Past**

May 9-20, 2016 - Italy, France, Monaco, Spain

#### **Scottish Highlands & English Lakes**

May 23-June 3, 2016 - Scotland, England

#### **Costal Maine & New Brunswick**

June 22-29, 2016 - Maine, New Brunswick

#### **Country and Blues**

October 23-31, 2016 - Tennessee, Illinois, Indiana, Kentucky, Missouri

#### **Paris Immersion**

October 24-November 4, 2016 - Paris

#### **Holiday Markets**

December 6-17, 2016 - Paris, Luxembourg, Germany



## Board of Regent Report

UNM Alumni Association & Alumni Relations Office

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### Goal 2: Increase alumni advocacy for UNM

Over 8 alumni chapters hosted Lobo football **game watch parties** for the New Mexico Gildan Bowl on Saturday, December 19. The Austin and Seattle chapters hosted holiday pot luck dinners for area alums.

Chapters and alumni groups across the country hosted the annual **Lobos Coast to Coast** Men's Basketball game watch parties. The events were held on Saturday, February 6, during the Lobos vs San Diego State University. The game was aired nationally on CBSSN. Over 25 game watches from New York to Los Angeles.

The Washington, DC Chapter participated in the **2016 Capitol Hill Reception** honoring the New Mexico Congressional Delegation on Wednesday, February 3<sup>rd</sup> at the Senate Hart Building, Room 902 in Washington, DC. The event was co-hosted by President Robert G. Frank and the UNM Alumni Association. Over 150 attended the event to include Representative Michelle Lujan-Grisham and Senators Martin Heinrich and Tom Udall.

The Austin Alumni Chapter will host a **Lobo Day Speaker** event on Saturday, February 27, 2016. The guest speaker will be UNM PhD candidate, Erin Hegberg, from the Department of Anthropology. Her topic, "Blurred Lines: Four Centuries of Culture Contact, Clash, and Cooperation in New Mexico," will cover the clash between settlers and native cultures. On February 28, the Washington, DC Chapter will host former UNM professor, Gary LeFree, as their speaker. He is currently a Professor of Criminology and Criminal Justice and Director of the National Consortium for the Study of Terrorism and Responses to Terrorism (START) at the University of Maryland. The event will be held at the Fort Belvoir Officer's Club.



## Board of Regent Report

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### Goal 3: Maximize benefits of technology

The new online platform, **UNM Alumni Connect** was launched December 3. The online platform is the new Broadcast Email tool and is already in use by the entire university for contacting alumni. The platform is also the event registration tool available for alumni events. The online community, “Alumni Connect” allows alumni to review and update their information – including their current employment. This information then transfers directly to the Advance Alumni Database available to University entities wishing to contact their alumni. Alumni can also use the tool as an online directory to find classmates and people in their geographic community. Provided by iModules, this new tool will enable increased interaction and updates with our alumni. The Alumni Association and the UNM Foundation closely partnered on this successful launch.

In utilizing the **iModules** broadcast email marketing tool, over 80 emails have been sent out since the launch, representing alumni offices across campus, including Communications and Journalism, Law, Division of Continuing Education, UNM Alumni Relations, and the College of Nursing. The UNM Foundation is continuing to develop best practices for email communications, including setting restrictions on scheduling and frequency of emails. The UNM Alumni Association collected event registrations for eleven events through iModules. The online community had 107 new registered members, 145 unique logins, and 171 unique profile updates.



### **Goal 4: Invest in a strategic and collaborative communications and marketing program**

The Alumni Relations Office and Association continue to receive positive feedback regarding the content of **The Mirage** magazine and the work of **Leslie Linthicum**, Editor. The Spring, 2016 issue will be available online and mailed March 1. It includes a back-page full color ad to support the Alumni Association's new website and UNM Alumni Connect online community, as well as an article about the social media platforms where our alumni can connect. This issue's theme is "Words" and alumni stories include:

- Writer/director **Gabriel Chavez**'s intimate "More Than Words" film.
- UNM brain researcher **Vince Clark** helps schizophrenics distinguish between actual and imagined speech.
- A conversation among four alumni who are **poet laureates**.
- **George Johnson**, a New York Times science writer.
- UNM's **Scribendi** magazine.
- Writer **Daniel Abraham**'s launch of a new TV show based on his *The Expanse* series.
- Secret language research from UNM's linguistic's professor **Erin Debenport**.

Also included in this issue is a feature on **Dana Allen**, UNM's new Alumni Association Executive Director and Vice President of Alumni Relations.

**The Howler** e-newsletter is delivered monthly and arrived in email inboxes on: December 4, January 7 and February 4. There is a consistent open rate of about 14,000 alum readers, with the average of 400 web click-throughs. The next Howler will be sent on March 3. The send date for the Howler has shifted to the first Thursday of the month. This coincides with the latest marketing statistics and information showing larger audience engagement and open rates on emails received later in the week.





## Board of Regent Report

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**Social Media** platforms continue to thrive with planned and targeted communications going out on Facebook, Twitter, and Instagram. Increased likes, shares and comments have led to increased engagement on Facebook, and the Alumni Association's Instagram account is consistently seeing more engagement than Twitter.

**Facebook** has received 48 new followers in December/January and is seeing a great growth in engagement. **Twitter** has received 51 new followers in December/January and is seeing excellent engagement through retweets and favorite posts. **Instagram** has received 69 new followers in December/January.

Appendix:  
Minutes of Health Sciences Center Meetings

**Minutes of the Meeting of the  
UNM Health Sciences Center Board of Directors  
November 17, 2015**

UNM Health Sciences Center Board of Directors (the "Board") members present: Robert Doughty, III, Chair, Marron Lee, James Koch, Ryan Berryman, Ann Rhoades, Mel Eaves, Deborah Johnson.

Board members not present: Jack Fortner

UNM HSC Leadership present: Paul Roth, MD, MS, Chancellor for Health Sciences, and additional members of the Health System and Health Sciences Center leadership

Others present: members of the UNM faculty, staff and students

Chair Robert Doughty called the meeting of the Board to order at 12:16 p.m. The Chair announced that a quorum of the members of the Board was present.

Approval of Agenda

A motion was made to approve the agenda. The motion was seconded. The motion passed with a vote of 6-0-0.

Approval of Minutes of Prior Meeting

A motion was made to approve the minutes of the October 2, 2015 meeting of the Board. The motion was seconded. There was no discussion. The motion passed with a vote of 6-0-0.

Comments from Directors

Director Eaves requested to defer his comments until after the Chancellor's Administrative Report.

Chancellor's Administrative Report

Dr. Paul Roth announced that the UNM College of Pharmacy, in the celebration of its 70<sup>th</sup> anniversary, was recognized as the first health-related professional program created in New Mexico and this occurred right after WWII. A little known fact is that the College of Pharmacy

began in the late 1800s in a building on main campus. The program graduated two classes. After this, the building burned down and the program disappeared until 1945. The College of Pharmacy is the only one of its kind in New Mexico.

Dr. Roth announced that the UNM School of Medicine awarded the fourth Living Legend Award to Dr. Phil Eaton. Dr. Roth provided background on past awardees.

Dr. Roth announced that Dr. Art Kaufman was elected to the National Academies of Science, a level of distinction that only a few in the history of the United States has achieved.

Dr. Roth provided an update on the Health Sciences Center (HSC) Master Facilities Plan (MFP). His comments included clarification between the broader MFP and the project to construct a replacement hospital (identified within the MFP as the top priority), a detailed explanation of the elaborate approval process, recapped the extensive communications regarding the MFP and the replacement hospital to all interested parties, feedback received from these communications, updates on the three working groups established to vet the replacement hospital project, and plans to meet with neighborhood associations. A lengthy dialogue ensued with questions from Directors. This dialogue included reasons on why meetings to discuss the replacement hospital with government officials were cancelled, a review and outcomes from meetings of the three working groups, supplemental information requested, written reports resulting from each of the working group meetings, a report generated by Definitive Healthcare and how reports generated are utilized by investment bankers and consultants comparing data on hospitals, Medicare Cost Report and federal government audits of the report, the hire of Moss Adams who performed an audit at the request of the Regents, delays regarding the replacement hospital project, a timeline for the approval process and possible date for start of construction for a replacement hospital. Directors requested that Dr. Roth review the approval process again. Dr. Roth responded that the approval of the MFP comes first, followed by initial programming and an investigation of options for funding (this segment to take approximately 15 months), approval by the UNM Hospitals Board of Trustees, approval by the HSC Board of Directors, and approval by the Regents. Dr. Roth discussed costs associated with the initial programming. He continued the review of the approval process and stated that there would then be a specific request for the construction approval by vetting this through UNM faculty, internal administration, the UNM Hospital Finance Committee, the UNM Hospital Board of Trustees, the HSC Board of Directors, the UNM Regents, the New Mexico Higher Education Department, and to the New Mexico State Board of Finance – stating that at each step there would be the approval of two, in tandem pieces: the approval of the



construction project and the approval of the acquisition of the associated debt to fund the construction project. Discussion followed on how long the process would take, securing insurance, that after the approval process it would take about three years to construct the replacement hospital (hoping for a 2020 ribbon cutting), due to lengthy timeline the implementation of necessary operational and strategic initiatives to create as much capacity as possible in order to meet the health needs of the State's population; a planned meeting in early December 2015 with governmental officials, identifying the concerns of the Governor's office (*i.e.*, impact of utilizing cash to finance the replacement hospital on the overall bond rating of the University, any obligation of the State if there should be a default on a HUD-backed loan, the population analysis report from KSA, Centennial Care reimbursement, use of cash and borrowing for the replacement hospital project, University's bond rating, the University's security interest in all cash assets and revenue of the UNM Hospitals on the Pavilion bonds, the refinancing of HUD bonds in the last year, analyses from FirstSouthwest advisors on the questions regarding bond rating, feedback on recent internal meetings with President Frank et al, and clarification that the discussion of the Five Year Capital Outlay Plan last May was not an approval of the MFP. Discussion continued regarding a potential vote at the December HSC Board of Directors' meeting, concerns with possible impact to bond rating, possible other scenarios, next steps on investigating financing, review of the timing of the entire process, etc.

#### UNM Health System Update

Mr. Steve McKernan reported that the census remains extraordinarily high at UNM Hospitals and is stable at SRMC. Finances through the first four months are very stable for the Health System. He added that implementation of the ICD-10 project has been launched, as expected this has affected cash flow and billing, and this should level in the next few months. The Joint Commission is on site for UNM Hospitals for the UNM Hospitals' every third year survey and information will be shared on the survey status when available.

Dr. Richards reported on the remaining items in the report that surround strategic planning – the primary issue was the MFP and an additional detailed analysis on post-acute care that will be discussed further in Executive Session.

#### Public Comment

There were no individuals who signed up for public comment. Chair Doughty invited input from GPSA President Texana Martin who introduced Victoria Otero and announced recent student

activities. ASUNM President Jenna Hagengruber introduced herself; later in the meeting she announced a turkey drive to benefit students and asked for cash donations.

### Action Items

#### Request for the Approval of the UNM Hospitals Contract with Cerner (Software for Population Health Management)

Mr. Steve McKernan provided a brief background on software entitled “Population Health” which is a large repository that takes all electronic medical information as well as information and data points from outside organizations and combined that allows us to manage groups of patients; a very important tool that will cost about \$1 million in year one and about \$750,000 per year after the initial year.

A motion was made to approve the UNM Hospitals Contract with Cerner (software for population health management). The motion was seconded. The motion passed with a vote of 6-0-0 in favor.

#### Request for the Construction Approval of Eubank Women’s Health Clinic

Mr. Steve McKernan provided background on the request for the Construction Approval of the Eubank Women’s Health Clinic stating that a number of years ago UNM acquired the property that was known as the old Charter Bank building at Eubank and Menaul (~22,000 SF), a project plan for the building has been underway with a focus on constructing a comprehensive women’s health clinic at that location with good parking and good access.

A motion was made to approve the construction of Eubank Women’s Health Clinic. The motion was seconded. The motion passed with a vote of 6-0-0 in favor.

Dr. Roth interjected that this project is a construction project and as noted in previous discussions today, it will go to the Regents for approval, to HED for approval, and to the State Board of Finance for approval.

## Information Items

### UNM Health Sciences Center Strategic Plan Update

Dr. Richard Larson provided a quarterly briefing on the status of the HSC annual strategic goals. His presentation included a slide on the organization of the plan, the mission, vision and strategic goals, a review of the strategic planning process; the plan includes the highest priorities from all colleges and Health System, etc. He provided a reminder of the terminology, *i.e.*, an overall set of six strategic goals that represents our permanent aspirations, measuring of each through indicators of success, strategies that represent three to five year objectives, tactics (each with a metric) that represents the action plan for the year. He highlighted page 33 in the portal agenda showing the update relative to the HSC's plans in the first quarter of FY16. He highlighted accomplishments such as dramatically to increase community engagement through Telehealth on a number of Telehealth activities throughout the institution not only with Project ECHO but significantly increase the number of outside transfers, approval of the College of Population Health, and the annual presentation (through legislative action) of recommendations relative to the analysis of the health care workforce throughout the state (*i.e.* behavioral health issues). Dr. Larson added that some goals, related to some of the hospital metrics, that we have not yet begun to make progress with but there is a plan for success in these areas. Overall the HSC is off to a strong start.

### Overview: Real Estate Strategy on UNM Master Facilities Plan

The overview of the real estate strategy on the UNM Master Facilities Plan was tabled as Mr. Tom Neale was not available to present.

### UNM West Update

Ms. Jamie Silva-Steele provided an update of UNM West campus and ways to move academic programs related to the Health Sciences Center to the west campus. Her report included background information, clarification on strategy and a status as of this date. Background information included that the University initially developed a four-year program as a main campus extension, the City of Rio Rancho passed a gross receipts tax that established a higher education facilities fund to assist in construction, infrastructure, and development of that campus (approximately ~200 acres), in 2008 voters approved this and then reconfirmed their support in a special election in 2013, and a working group has been studying the HSC providing



programs at the campus including studying streamlining prerequisites, and to continue the expansion of educational opportunities at SRMC. Operational responsibilities fall under the oversight of Chancellor Roth both financially and operationally; all teaching programs at SRMC are part of the UNM HSC campus. She informed that there is a large community support effort in Rio Rancho and in the county, identifying HSC programs as the economic driver within the County and City; a key driver is to continue to develop the future health care workforce. Recommendations from the HSC work group are that courses are provided that enable students to complete a full learning experience in Rio Rancho, maintain and streamline core prerequisites, and set a new standard for the requirements allowing a denser learning experience within the community. Initial programs focused on are pre-Pharmacy, Med Lab Sciences, Nursing, College of Population Health, and Emergency Medicine Services. Possible future programs might be Health Informatics, Occupational Therapy, and Physical Therapy. Implementation requirements include laboratory space for basic and advanced Biology courses for (in tandem with the existing CNM facilities for the basic coursework), faculty offices, and adding simulation space. Ms. Silva-Steele continued that, as part of the Master Facilities Planning effort, the need for a new facility was identified; the site location for this building was shown. Current financing plans included a recap of the lease entered into by the Regents with a local development corporation in 2013; debt service on the bonds is approximately \$600,000 per year. She continued that the extension of the Memorandum of Understanding with the City of Rio Rancho is currently being finalized and that the City is supportive of the further development of the campus and the expanded educational opportunities (additional needed classrooms, labs, offices, simulation space, etc.). The campus core infrastructure, to include roadways, connections between buildings, utility expenses, etc., are also part of the project. Currently there methods of funding being researching through the City, a Legislative GO bond, etc. The campus planning effort will be finalized and brought to the HSC Board of Directors for approval.

#### HSC Financial Update

Ms. Ava Lovell provided an update of the HSC finances that included data on Net Cash Revenues Less Net Expenses for all Units, Net Revenues Less Expenses on all Units, Days Cash on Hand on all Units; she explained reasons for a slowdown in the UNMMG data; Days in Accounts Receivables on all Units, Research data on proposals, awards, earned finance and administrative overhead, etc.

Regent Doughty noted that the UNM Hospitals Board of Trustees Meeting Minutes for September 25, 2015 and the SRMC Board of Directors Meeting Minutes for September 23, 2015 were included as information items. No discussion.

#### Executive Session

A motion was made to close the open portion of the meeting and for the Board to convene in executive session for the reasons specified in the published agenda. The motion was seconded. The motion passed with a vote of 6-0-0 in favor.

Director Johnson joined the meeting during Executive Session.

Following the executive session, a motion was made to reconvene in open session and a certification that only those matters described in agenda item X were discussed in executive session. The motion was seconded. The motion passed with a vote of 6-0-0 in favor.

#### Adjournment

A motion was made to adjourn the meeting. The motion was seconded. The motion passed with a vote of 6-0-0 in favor.

Minutes were prepared by Patrice Martin and finalized on November 23, 2015.

Approval of Minutes:



Regent Robert Doughty, III, Chair

12-4-15

Date

Agenda Item	Subject/Discussion	Action/Responsible Person
Voting Members Present:	Debbie Johnson, Jerry McDowell, Michael Olguin, Christine Glidden, Nick Estes, Dr. Donna Sigl, Joseph Alarid, Michelle Coons, Raymond Loretto	
Ex-Officio Members Present:	Stephen McKernan, Dr. Michael Richards, Dr. Irene Agostini, Dr. Aimee Smidt, Ryan Berryman	
County Officials Present:	Mario Ruiz	
Call to Order	A quorum being established, the Chair, Ms. Debbie Johnson, called the meeting to order at 9:05AM.	
I. Adoption of Agenda	The Chair, Ms. Debbie Johnson, requested a motion to adopt the agenda.	Ms. Michelle Coons made a motion to adopt the agenda. Mr. Jerry McDowell seconded the motion. There being no objections, the motion carried.
II. Public Input	None	
III. Announcements	<p>Mr. Steve McKernan acknowledged the nurses who received recognition from New Mexico Nursing Excellence.</p> <p>Dr. Raymond Loretto introduced his Executive Secretary, Jaime Loretto, who has provided support during his time as Governor of the Jemez Pueblo.</p> <p>Mr. Steve McKernan acknowledged recertification of UNM Hospitals' Level 1 Trauma Center.</p> <p>Mr. Steve McKernan presented Mr. Jim Pendergast with a retirement plaque and expressed his appreciation for his service and noted some of his accomplishments during his tenure.</p> <p>Mr. Steve McKernan presented Ms. Erin Doles with a retirement plaque and expressed his appreciation for her dedication and service to the patients of the UNMH organization over the last 33 years.</p>	
IV. Approval of Minutes	The Chair, Ms. Debbie Johnson, requested a motion to approve the UNM Hospitals Board of Trustees meeting minutes for November 20, 2015.	Mr. Jerry McDowell made a motion to approve the minutes of the November 20, 2015, Board of Trustees meeting. Mr. Michael Olguin seconded the motion. There being no objections, the motion carried.
V. Consent Agenda	<p>Following review of the Consent Approval items, the Chair, Ms. Debbie Johnson, requested a motion to approve as follows:</p> <p>Cerner Remote Hosting</p>	Following a brief discussion regarding the consent items, Mr. Jerry McDowell made a motion to approve the Consent Approval items, as submitted. Dr. Raymond Loretto seconded the motion. There being no objections, the motion passed



Agenda Item	Subject/Discussion	Action/Responsible Person
	<p>Infor Remote Hosting</p> <p>Multi Year Renewal TomoTherapy</p> <p>Following review of the Clinical Privileging descriptions, the Chair, Ms. Debbie Johnson, requested a motion to approve, as submitted.</p>	<p>unanimously.</p> <p>Following a brief discussion regarding the consent items, Dr. Raymond Loretto made a motion to approve the Consent Approval items, as submitted. Mr. Jerry McDowell seconded the motion. There being no objections, the motion passed unanimously.</p> <p>Following a brief discussion regarding the consent items, Mr. Jerry McDowell made a motion to approve the Consent Approval items, as submitted. Ms. Christine Glidden seconded the motion. There being no objections, the motion passed unanimously.</p> <p>Dr. Raymond Loretto made a motion to approve the Clinical Privileging descriptions, as submitted. Ms. Christine Glidden seconded the motion. There being no objections, the motion passed unanimously.</p>
VI. Board Initiatives	Dr. Sara Frasch initiated a discussion regarding the revision of the Vision / Values Statement for UNMH. No action was taken at this time.	
VII. Administrative Reports	<p><b>Chancellor's Report</b> – Dr. Roth was not present to provide a report, but Dr. Richards commented briefly on the impact of post-acute care and the need to be connected to follow up on post-acute care delivery systems. UNM School of Medicine recently implemented a PMR department and residency program so this will be possible.</p> <p><b>CEO Report</b> – Mr. Steve McKernan deferred his report to Closed Session.</p> <p><b>CMO Report</b> – The CMO report is in the packet. Dr. Irene Agostini presented an update related to the physician satisfaction survey. She indicated both positive and negative feedback has been gathered and the results would be shared. Dr. Agostini and Mr. Steve McKernan noted the consulting group (Studer) would be assisting UNMH with this concern. The board members were given copies of the book <i>Hardwired Excellence</i>.</p>	
VIII. Updates	<b>Financial Report Card</b> – The financial dashboard for November was in the packet.	
IX. Committee Reports	<p><b>Performance Oversight &amp; Community Engagement Committee</b>          The Performance Oversight &amp; Community Engagement Committee met on December 17, 2015. No Community Engagement Reports were presented.</p> <p><b>Finance, Audit, and Compliance Committee</b></p>	



Agenda Item	Subject/Discussion	Action/Responsible Person
	The Finance and Audit Committee did not meet in December 2015.	
X. Other Business	None	
XI. Closed Session	At 10:52AM, the Chair, Ms. Debbie Johnson, requested a motion to close the open session of the meeting to the public.	Mr. Nick Estes made a motion to move to closed session. Mr. Jerry McDowell seconded the motion. The motion passed unanimously.
XII. Certification	<b>After discussion and determination where appropriate, of limited personnel matters per Section 10-15-1.H (2); and discussion and determination, where appropriate of matters subject to the attorney-client privilege regarding pending or threatened litigation in which UNMH is or may become a participant, pursuant to Section 10-15-1.H (7); and discussion of matters involving strategic and long-range business plans or trade secrets of UNMH pursuant to Section 10-15-1.H (9), NMSA, the Board certified that no other items were discussed, nor were actions taken.</b>	
XIII. Vote to Re-Open meeting	At 12:43PM, the Chair, Ms. Debbie Johnson, requested a motion to be made to return the meeting to open session.  The Chair, Ms. Debbie Johnson, requested a motion to be made that the Board accept the minutes of the meeting of those committees that were presented in Closed Session to acknowledge, for the record, that those minutes were, in fact, presented to, reviewed, and accepted by the Board and for the Board to accept and approve the recommendations of those Committees as set forth in the minutes of those committees meetings and to ratify the actions taken in closed session.	Mr. Michael Olguin made a motion to return to open session. Ms. Michelle Coons seconded the motion. The motion passed unanimously.  Mr. Michael Olguin made a motion to accept the minutes presented by the committees. Ms. Michelle Coons seconded the motion. The motion passed unanimously.  Mr. Jerry McDowell made a motion to ratify the actions taken. Dr. Donna Sigl seconded the motion. The motion passed unanimously.
XIV. Adjournment	The next scheduled Board meeting will be January 29, 2015 @ 9:00AM. There being no further business, the Chair, Ms. Debbie Johnson, adjourned the meeting at 12:44PM.	

Christine Glidden, Secretary  
UNM Hospital Board of Trustees

**SRMC Board of Directors Meeting Minutes**

November 25, 2015

8:00 a.m. - 11:00 a.m.

UNM Sandoval Regional Medical Center, 4th Floor Board Room

Teleconference 505-994-7187

Rio Rancho, New Mexico

<b>1.0</b>	<b>CALL TO ORDER AND CONFIRMATION OF QUORUM</b>	
	Mr. McKernan called the meeting to order and a quorum was confirmed at 8:05 a.m.	Accept as information
<b>2.0</b>	<b>VOTE TO APPROVE THE AGENDA</b>	
	Mr. McKernan presented the Agenda to the Board for review.	Upon a motion and a second, the Board voted to approve the agenda. Motion passed unanimously.
<b>3.0</b>	<b>VOTE TO APPROVE THE MINUTES OF OCTOBER 28, 2015</b>	
	Mr. McKernan presented the Minutes to the Board for approval.	Upon a motion and a second, the Board voted to approve the minutes. Motion passed unanimously.
<b>5.0</b>	<b>PUBLIC COMMENT</b>	
	None	
<b>6.0</b>	<b>BOARD INITIATIVES</b>	
6.1	<p><u>Marketing Update</u></p> <p>Ms. Melissa Romine provided a verbal update on the current Provider/Service Line Campaign which will be incorporated into the Mill Levy campaign. The detailed presentation is included in the packet.</p> <ul style="list-style-type: none"> <li>• The objective is to support the GSG Branding campaign and increase public awareness in preparation for the 2016 Mill Levy vote through detailed communication focused on UNM SRMC physicians, medical providers, capabilities and specific unique services.</li> <li>• We are partnering with UNM West in which students will create a social media plan for the mill levy campaign.</li> <li>• One of the main focuses for the Mill levy campaign will be on internal SRMC staff votes.</li> <li>• Dr. Cushnyr suggested an imaging specific campaign.</li> <li>• A discussion ensued on the importance of physician social media accounts monitored by someone which will help drive the mill levy campaign.</li> </ul>	Accept as information
<b>7.0</b>	<b>REPORTS FROM SRMC COMMITTEES</b>	
7.1	<p><u>Finance Committee</u></p> <p>Mr. McKernan provided an update from the November 19<sup>th</sup> meeting and presented the minutes of October 22, 2015 for acceptance.</p>	Upon a motion and a second, the Board voted to accept the minutes. Motion passed unanimously.

7.2	<u>Compliance Training</u> Ms. Purvi Mody provided verbal compliance training. The detailed presentation is included in the packet.	The compliance training will be added to the Board Orientation packet.  Ms. Mody will attend an upcoming Board meeting to discuss compliance in detail with Board members only.
7.3	<u>Patient Safety and Quality Committee</u> Ms. Joanna Boothe provided an update from the November 19 <sup>th</sup> meeting and presented the minutes of September 17 <sup>th</sup> for acceptance.	Upon a motion and a second, the Board voted to accept the minutes. Motion passed unanimously.
<b>8.0</b>	<b>FINANCIAL REPORT</b>	
8.1	Ms. Fernandez reviewed the SRMC Financial Dashboard for month ended October 2015 and the financials for FY16 four months ending October 2015.  Please refer to the November 25, 2015 financial presentation for detailed information.	Accept as information
<b>9.0</b>	<b>CEO REPORT</b>	
9.1	Ms. Silva-Steele presented the CEO report and provided a verbal update. The full report is in the packet.	Accept as information
9.2	We continue to monitor the finances; little changes affect our bottom line. Over the next four months we will monitor our census due to holidays and short months.	
9.3	We continue to proceed with three (3) candidates for the CMO positions. Ms. Silva-Steele and Dr. Richards will select the top candidate this week. The Board will meet with the top candidate.	
9.4	Ms. Silva-Steele provided a detailed overview on the Employee Engagement Survey which was conducted in July, with a 61% response rate. Management and Leadership are meeting with staff to begin action planning processes.	
9.5	SRMC has been selected as a Best Places to Work honoree. We will attend an Awards Ceremony on December 10 <sup>th</sup> , where we will find out if we won in our category.	
9.5	We have finalized the contract with KSA, Strategic Planning vendor. They are planning a Strategic Planning/Board retreat in mid-January.	



<b>10.0</b>	<b>CMO REPORT</b>																																																																																														
10.1	Dr. Cushnyr provided a verbal report.	Accept as information																																																																																													
	<b><u>Board Comments/Questions</u></b> • None																																																																																														
<b>11.0</b>	<b>CLOSED SESSION</b>																																																																																														
	Motion was made to close the Open Session and convene in Closed Session; the motion was seconded and passed unanimously.	Accept as information																																																																																													
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	<b>Expansions</b>				Upon a motion and a second, the Board voted to approve expansions for Doherty thru Schreiner. Motion passed unanimously.
	Doherty, Gloria CNP	Medicine/Critical Care •Limited Ultra Sound Guided Procedures	UNM		
	Hai, Hamid MD	Medicine/Cardiology •Limited Ultra Sound Guided Procedures	UNM		
	Pohl, Jennifer MD, PhD	Hospital Based/Radiology •Mammography •Telemedicine	UNM		
	Schreiner, Mitchal MD	Medicine/Gastroenterology •Limited Ultra Sound Guided Procedures	SWGI		
	<b>Resignations &amp; Application Withdraws</b>				Accept as information
	Apfeldorf, William	Medicine/Psychiatry	UNM	Resigned	
	Ewing, David MD	Medicine/Psychiatry	UNM Locum Tenens	Resigned	
	Harrington, James	Surgery/Neurosurger	UNM	Resigned	
	Kerr, Hanna MD	Surgery/Surgery	UNM	Resigned	
	Marchand, Erich MD	Surgery/Neurosurger	UNM	Resigned	
	Reyna, Jose MD	Surgery/Orthopedics	NM Ortho	Resigned	
	Palmer, Elizabeth MD	Medicine/Cardiology	CCC	Moved	
	Mr. McKernan, Vice Chairman of the Board, stated for the record that only the categories listed in Item X of the Open Agenda were discussed and/or determined in Closed Session and asked for a Motion to be made that the Board ratify the actions taken in Closed Session, which includes, but is not limited to, the Medical Staff Privileges and Committee Meeting Minutes, as presented.				
<b>13.0 ADJOURNMENT/NEXT MEETING</b>					
Motion was made to adjourn the meeting, second; unanimously approved. Meeting adjourned at 10:28 a.m.					
The next meeting will be held on December 16, 2015 at 8:00-8:30 a.m., Teleconference at 505-994-7187.					
<b>MEMBERS/GUESTS IN ATTENDANCE</b>					
<b>Board Members Present:</b> Mr. Steve McKernan Mr. Donnie Leonard Mr. Jerry Geist Dr. Brad Cushnyr Ms. Joanna Boothe Ms. Charlotte Garcia		<b>Staff Members Present:</b> Ms. Jamie Silva-Steele Ms. Darlene Fernandez Ms. Correen Bales		<b>Guests Present:</b> Ms. Rosalyn Nguyen Ms. Melissa Romine Ms. Purvi Mody Ms. Ramona Moseley	
<b>Minutes Recorded By: Ms. Geraldine Vallejos</b>					

**\*Special\* Telephonic SRMC Board of Directors Meeting Minutes**

December 16, 2015

8:00 a.m. - 8:30 a.m.

Teleconference

<b>1.0</b>	<b>CALL TO ORDER AND CONFIRMATION OF QUORUM</b>																																																													
	Dr. Paul Roth called the meeting to order and a quorum was confirmed at 8:02 a.m.	Accept as information																																																												
<b>2.0</b>	<b>VOTE TO APPROVE THE AGENDA</b>																																																													
	Dr. Paul Roth presented the Agenda to the Board for review.	Upon a motion and a second, the Board voted to approve the agenda. Motion passed unanimously.																																																												
<b>12.0</b>	<b>CLOSED SESSION</b>																																																													
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<b>13.0</b>	<b>RECONVENE IN OPEN SESSION</b>																																																													
	<p>Certification that those matters discussed in Closed Session and issuance of final action of such items including:</p> <p>Motion to ratify actions taken in closed session to include but not limited to Medical Staff Privileges and Committee meeting minutes as presented.</p> <p><b><u>New Applicants</u></b></p> <table> <tr> <td>Abeyta, Maria PA</td><td>Surgery/Plastic Surgery</td><td>UNM</td></tr> <tr> <td>Al-Hafnawi, Motaz MD</td><td>Medicine/Hospital</td><td>UNM</td></tr> <tr> <td>Bock, Steven MD</td><td>Surgery/General Surgery</td><td>UNM</td></tr> <tr> <td>Chen, Shan MD</td><td>Medicine/Nephrology</td><td>UNM</td></tr> <tr> <td>Menon, Anjali AAC</td><td>Hospital</td><td>UNM</td></tr> </table> <p><b><u>Reappointments</u></b></p> <table> <tr> <td>Argyropoulos, Christos</td><td>Medicine/Nephrology</td><td>UNM</td></tr> <tr> <td>Bruno, Alicia CNP</td><td>Medicine/Nephrology</td><td>RMA</td></tr> <tr> <td>Bustos, Jeramiah MD</td><td>Medicine/Hospitalists</td><td>UNM</td></tr> <tr> <td>Candelaria, Lionel DDS</td><td>Surgery/Oral Surgery</td><td>UNM</td></tr> <tr> <td>Crandall Cameron MD</td><td>Hospital Based/Emergency Med</td><td>UNM</td></tr> <tr> <td>Cushnyr, Brad MD</td><td>Hospital Based/Radiology</td><td>UNM</td></tr> <tr> <td>Gaffney, Robyn MD</td><td>Hospital Based/Pathology</td><td>UNM</td></tr> <tr> <td>Hagen, Jeffrey DMD</td><td>Surgery/Oral Surgery</td><td>UNM</td></tr> <tr> <td>Keiler-Green, Ashley MD</td><td>Hospital Based/Emergency Med</td><td>UNM</td></tr> <tr> <td>Lomo, Lesley MD</td><td>Hospital Based/Pathology</td><td>UNM</td></tr> <tr> <td>Lovato, Christina MD</td><td>Medicine/Endocrinology</td><td>UNM</td></tr> <tr> <td>Lucero, Liza CNP</td><td>Medicine/Nephrology</td><td>RMA</td></tr> <tr> <td>Mandeville, Katherine MD</td><td>Hospital Based/Emergency Med</td><td>UNM</td></tr> <tr> <td>Mason, Andrew MD</td><td>Medicine/Gastroenterology</td><td>SWGIA</td></tr> <tr> <td>McCormick, Anita CRNA</td><td>Hospital Based/Anesthesiology</td><td>UNM</td></tr> </table>	Abeyta, Maria PA	Surgery/Plastic Surgery	UNM	Al-Hafnawi, Motaz MD	Medicine/Hospital	UNM	Bock, Steven MD	Surgery/General Surgery	UNM	Chen, Shan MD	Medicine/Nephrology	UNM	Menon, Anjali AAC	Hospital	UNM	Argyropoulos, Christos	Medicine/Nephrology	UNM	Bruno, Alicia CNP	Medicine/Nephrology	RMA	Bustos, Jeramiah MD	Medicine/Hospitalists	UNM	Candelaria, Lionel DDS	Surgery/Oral Surgery	UNM	Crandall Cameron MD	Hospital Based/Emergency Med	UNM	Cushnyr, Brad MD	Hospital Based/Radiology	UNM	Gaffney, Robyn MD	Hospital Based/Pathology	UNM	Hagen, Jeffrey DMD	Surgery/Oral Surgery	UNM	Keiler-Green, Ashley MD	Hospital Based/Emergency Med	UNM	Lomo, Lesley MD	Hospital Based/Pathology	UNM	Lovato, Christina MD	Medicine/Endocrinology	UNM	Lucero, Liza CNP	Medicine/Nephrology	RMA	Mandeville, Katherine MD	Hospital Based/Emergency Med	UNM	Mason, Andrew MD	Medicine/Gastroenterology	SWGIA	McCormick, Anita CRNA	Hospital Based/Anesthesiology	UNM	<p>Upon a motion and a second, the Board voted to approve those providers requesting Medical Staff Privileges. Motion passed unanimously.</p> <p>Upon a motion and a second, the Board voted to approve reappointments for Argyropoulos thru Young. Motion passed unanimously.</p>
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	Minoletti, Sherry PA-C	Medicine/Hospitalists	UNM	
	Mitchell, Katrine DPM	Surgery/Podiatry	ABQHP	
	Rupp, Frederick MD	Hospital Based/Radiology	UNM	
	Saeed, Ali MD	Medicine/Pulmonary	UNM	
	Shin, Peter MD	Surgery/Neurosurgery	UNM	
	Singh, Pooja MD	Medicine/Nephrology	UNM	
	Springfield, Elizabeth AA-C	Hospital Based/Anesthesiology	UNM	
	Stepenaskie, Shelly MD	Hospital Based/Pathology	UNM	
	Syme, William MD	Surgery/General Surgery	ABQHP	
	Wachter, David MD	Hospital Based/Emergency Med	UNM	
	White, Jenna MD	Hospital Based/Emergency Med	UNM	
	Williamson, Susan MD	Hospital Based/Radiology	UNM	
	Wood, Bryan MD	Medicine/Hospitalists	UNM	
	Young, Elizabeth MD	Hospital Based/Radiology	UNM	Upon a motion and a
<b>Expansions</b>				second, the Board voted to approve expansions for Roscosky. Motion passed unanimously.
	Roscosky, Jessica PA	Surgery/Neurosurgery •Surgical First Assist	UNM	
<b>Resignations &amp; Application Withdraws</b>				Information Only
	Beckley, Akin MD	Surgery/General Surgery	UNM	Resigned
	Carter, Scott MD	Hospital Based/Radiology	UNM	Resigned
	Felberg, James MD	Medicine/Hospital Med	Medicus	Resigned
	Kieper, Kelly MD	Hospital Based/Radiology	UNM	Resigned
	Lam, Chee MD	Hospital Based/Anesth	UNM	Resigned
	Loker, Kristin CNP	Surgery/Orthopedics	UNM	Resigned
	Nuara, Michael MD	Surgery/Surgery	UNM	Resigned
	Ogburn, Tony MD	Surgery/Gynecology	UNM	Resigned
	Pack, Jeff MD	Hospital Based/Anesth	UNM	Resigned
	Robertson, Jennifer MD	Hospital Based/Emergency Med	UNM	Resigned
	Singh, Abinhav MD	Medicine/Hospital Med	Medicus	Resigned
	Walsh, Matthew MD	Hospital Based/Emergency Med	UNM	Retired

	Werner, Mark MD	Surgery/Orthopedics	ABQ HP	Does not want to renew	
14.0	<b>ADJOURNMENT/NEXT MEETING</b>				
	Motion was made to adjourn the meeting, second; unanimously approved. Meeting adjourned at 8:07 a.m.  The next meeting will be held on January 27, 2016 at 8:00-11:00am at UNM SRMC, Board Room or Teleconference at 505-994-7187.				
<b>MEMBERS/GUESTS IN ATTENDANCE</b>					
<b>Board Members Present:</b> Dr. Paul Roth (phone) Dr. Mike Richards (phone) Ms. Charlotte Garcia (phone) Mr. Donnie Leonard (phone) Mr. Jerry Geist (phone) Dr. Brad Cushnyr Ms. Joanna Boothe (phone)		<b>Staff Members Present:</b> Ms. Jamie Silva-Steele		<b>Guests Present:</b> Ms. Rosalyn Nguyen	
<b>Minutes Recorded By: Ms. Geraldine Vallejos</b>					



THE UNIVERSITY OF NEW MEXICO • HEALTH SCIENCES CENTER

# UNM HOSPITALS

## CARRIE TINGLEY HOSPITAL ADVISORY BOARD

### Meeting Minutes

September 28, 2015

CTH Board Room – 1<sup>st</sup> floor

Agenda/Subject #	Discussion				Status	Due Date	Responsible Party
Attendance September 28, 2015	<b>CTH Advisory Board:</b> Sarah Nelson-Howse, Neall Doren, Phil Prevendar, Ryan Berryman, Student Regent, Michael Shannon, Parent <b>UNMH:</b> Shawna Gonzales, finance, Doris Tinagero, RN, Maribeth Thornton, RN, Selina Silva, MD, Denise Taylor, MD, <b>Absent:</b> Erich Marchand, MD, Loretta Cordova de Ortega, MD, Thomas Long, MD				N/A		
I. Call to Order	Meeting was called to order by Sarah Nelson-Howse at 4:10 pm						
II. Approval of the July 27, 2015 Minutes.	Phil Prevender made a motion to accept the minutes as written and Michael Shannon seconded the motion.						
III. Public Input	No public input.						
IV. Reports A. Finance Shawna Gonzales	Final dashboard for 2015 given by Shawna Gonzales:				Continue to report on bi-monthly basis		
	YTD through 6/30/15	YDT	YTD Budget	Prior YTD			
	Orthopaedics	745	672	705			
	Rehabilitation	655	372	385			
	Newborns	537	648	668			
	Pediatrics	2299	2108	2194			
	Average LOS	4.76	4.38	4.46			
	Discharges	889	868	886			
	Outpatient Clinic Visits						
	2 <sup>nd</sup> Floor Peds	5,997	6336	6091			
	Ortho	12242	12406	11888			





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# UNM HOSPITALS

<b>1<sup>st</sup> Floor Peds</b>	8744	9602	9055
<b>Outreach</b>	420	436	385
<b>Operations</b>			
<u>Inpt:</u> 279	252	208	
<u>Outpt:</u> 586	379	423	
<b>Implants</b>	199	368	339

- Gross Inpatient revenue down (\$48k, or .6%) from FY14.
- Patient days were up (7%), patient mix shifted with an increase in Rehab and decrease in Newborn overflow.
- Surgical implants were down having negative impact on revenues.
- Gross Outpatient revenue down \$802k, or 6%.
  - The largest decrease was in outpatient Orthotics and Prosthetics
- Net revenue was down 1.4% due to a decrease in implant surgeries due to loss of 2 significant physicians.
- Other operating revenue consists of cafeteria revenue and the DOH Emergency Preparedness grant.
  - Increase primarily a result of the timing of receipts for grant funding. Grant is for staff attendance & training for hospital emergency preparedness including incident command classes, FEMA training, Dept of Homeland Security classes, purchase of EP supplies & equipment.
- Salaries, benefits, health insurance and tuition remission increased 3.9% due to 2.7% raise in July 2014 and 2.7% in May/June of FY16 coupled with the 1.5% increase in FTEs.
  - UNMH had fallen behind the market by skipping raises in 3 of the past 5 years. Health Insurance expense and Tuition Reimbursement also increased-making up \$100k of the \$426 increase.
- Medical Services dropped due to the charge from UNM for residents' coverage (Housestaff). CTH charged a percentage of UNM Hospital's invoice for housestaff until January 2014, when the Health Science Center began billing CTH separately for their specifically identified residents. FY15 expense reflects the entire year of housestaff specific to CTH.





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# UNM HOSPITALS

- Medical Supplies dropped \$70k or 3.6% due to the loss of surgeons who performed implant cases. With hiring of new physicians, the last two months show signs of recovery in charges associated with these types of procedures. In FY14, charges for implants averaged \$203k/month, but FY15 through April, the average was only \$149k. In May and June the charges were \$287k and \$342k respectively. The cost of the implants follows the charges.
- Increase in occupancy and equipment expenses which include building repairs and maintenance are higher due to the age of the building: sewer pipe work, pool repairs, sidewalk safety issue repair, elevator repairs, and water extraction and restoration for a flood that occurred in July 2014.
- Purchased Services and Other is the aircraft increase for the Outreach trips and other miscellaneous cost of aircraft, malpractice and liability insurance, office & dietary supplies, travel, dues and memberships. The cost of flight service increased by \$44k due to increase in Outreach trips, and Clinical Cost Share due to administrative and office support of the Health Science Center increased \$44k.
- State Appropriation increased \$281k over FY14, and for FY16 it remains the same as FY15.
- The loss on disposition of assets was an RT300 powered restorative therapy bike with functional electrical stimulation purchased in 2007 for \$16k that was not yet fully depreciated.

## Summary of Donations

• Carrie Tingley Hospital Foundation	222,982.90
• Carl C. Anderson Sr. & Marie Jo Anderson Charitable Fdn	100,000.00
• Westmeath Foundation	100,000.00
• Individual donations	16,845.00
• Fraternal Order of Eagles	5,000.00
• United Way of Central New Mexico	4,933.70
• Children's Miracle Network	4,416.03
• The United Way of Eastern New Mexico	308.13



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# UNM HOSPITALS

	<ul style="list-style-type: none"> <li>Trust - United e-way 147.86</li> <li>Grand Total <u>454,633.62</u></li> </ul> <p><b>Inpatient Services Comparison-Payer Mix as Percentage of Gross Charges</b></p> <ul style="list-style-type: none"> <li>➤ A 5% shift from indigent and self-pay into Medicaid represents about 44 discharges that would now be reimbursed at an average of \$4,338/discharge, resulting in an increase to the bottom line of \$193k.</li> <li>➤ A 4% shift out of indigent and self pay into Medicaid would result in approximately 1,080 more visits paid at an average of \$215/visit, or \$232k impact of ACA for O/P.</li> </ul> <p><b>Inpatient reimbursement rates</b></p> <ul style="list-style-type: none"> <li>➤ Rehab is reimbursing at the rate of 31.9% of charges compared to acute I/P at slightly above 50% Medicaid rates did improve as a result of the Affordable Care Act.</li> </ul> <p><b>Outpatient reimbursement rates</b></p> <ul style="list-style-type: none"> <li>➤ Slightly lower</li> </ul>			
<b>B. Interim Medical Director</b> <b>Selina Silva, MD</b>	<p>Dr. McMichael will be leaving UNM in December. Dr. Bennett has started work and already has full clinics. Adding more outreach clinics to Farmington and Roswell. Looking for locations in Gallup or Grants. Potential new outreach in Carlsbad. Gait lab will be moved to CTH. Space has been selected and we are currently writing the proposals for renovation. Will be directed by Dr. Silva and Dr. Bennett.</p> <p>The Steris radiolucent table has arrived and is now in the "ortho" room. Wonderful to have it. We have been using the laser pointers on the x-ray machine in the operating rooms and they have been working great. Less radiation exposure for the kids.</p> <p>We have started a monthly research meeting for Peds Ortho. We</p>			



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	<p>currently have 14 active research projects. Dr. Silva had a technique article accepted to the OKO Journal on Early Onset Scoliosis.</p> <p>The CTH winter conference is January 22, 2016 and the topic is Spine.</p> <p>The visiting professor is Dr. Sponseller from Johns Hopkins.</p> <p>The bench for Dr. Szalay has arrived. It is in the front of CTH near the playground. Thanks to everyone for their donation. The CTH Peds. Ortho group has invited a visiting professor: Dr. Peter Stevens to present at the Orthopaedic Grand Rounds</p>			
<p><b>B. Rehab &amp; Physical Medicine</b> <b>Dr. Denise Taylor</b></p>	<p>Wanted to remind everyone that the Statewide Train the Trainers Summit for child abuse prevention will be held October 23-24, 2015. Dr. Susan Miller has transferred to the Department of Psychiatry but continues to work in the Pediatric Chronic Pain Program. A new Chronic Pain support group has been established. There is a search for a new pediatric psychologist to serve both CTH inpatient and Outpatient programs.</p>	No follow-up		
<p><b>Executive Medical Director of Children's Services</b> <b>Dr. Tom Long</b></p>	<p>Dr. Marchand leaving have 2 weeks to search for replacement. Not sure if he wants to stay on Advisory Board. Sarah will reach-out to get status.</p>	Sarah Nelson-Howse		
<p><b>C. Executive Directors</b> <b>Doris Tinagero &amp; Mary Beth Thornton</b></p>	<p>Patient survey- 2 returned. Feel like folks are over surveyed and not participating.</p> <p>National Rehabilitation Awareness is September 20-28, 2015. Mission is to education about benefits and impact of rehabilitation; develop programs which aim to increase opportunities for the nearly 50 million Americans with disabilities. Help those who are disabled to live up to their fullest potential through rehabilitation.</p> <p>Rehabilitation often centers on interdisciplinary team approach to care by physiatrists, physical, occupation, respiratory and recreational therapists; speech and language pathologists; rehabilitation nurses, psychologists, vocational counselors and other professionals who work with patients to restore the greatest level of function or independence.</p>			





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	<p>The new RT 600 Step and Stand arrived. Newest functional electrode stimulation technology added to CTH Rehab program. Located in the inpatient Therapy Gym. Through the use of electrodes, the lower leg muscles are stimulated to move in the footplates on a virtual ground. The FES technology is used to enhance muscle tone, posture, and balance with spinal injury patients.</p> <p>Working with the CTH Foundation on a MOA. UNM and CTHF in negotiations for over a year attempting to update a MOA from 2006. The Foundation met on 9/22/2015 and chose to vote on the most recent revision. They rejected the current proposed language. A meeting was requested with Mr. McKernan to discuss the MOA. The CTH Inpatient Unit has recently begun training for Pediatric Sedations. This allows them to perform procedural sedations on the unit which were previously covered by other pediatric areas.</p> <p>Memorial bench for Dr. Szalay placed in the front CTH courtyard under the tree planted for Dr. Hoekstra.</p> <p><u>Approved Foundation Requests:</u></p> <table><tr><td>1. SLP Tests &amp; Therapy Materials</td><td>\$ 3,084.</td></tr><tr><td>2. Imagination Playground</td><td>\$ 7,710.</td></tr><tr><td>3. Performa FES Table</td><td>\$ 2,175.</td></tr><tr><td>4. Scoliosis Books</td><td>\$ 2,774.</td></tr><tr><td><b>TOTAL</b></td><td><b>\$15,743.</b></td></tr></table>	1. SLP Tests & Therapy Materials	\$ 3,084.	2. Imagination Playground	\$ 7,710.	3. Performa FES Table	\$ 2,175.	4. Scoliosis Books	\$ 2,774.	<b>TOTAL</b>	<b>\$15,743.</b>			
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<b>TOTAL</b>	<b>\$15,743.</b>													
<b>D. CTH Foundation Phil Prevender</b>	<p>Friday October 2, 2015 <u>100.3 The Peak</u> is hosting a day-long radio promotion called "Rise Up for Kids" benefitting the Carrie Tingley Hospital Foundation. Stories to include the work at Carrie Tingley Hospital. Jackie, Tony and Donnie (Albuquerque's most listened to radio crew) are going to be locked – up on a billboard until \$15,000 is raised. Donations accepted through the Foundation's website or by calling 768-5437 (KIDS).</p> <p>The Foundation has formed a partnership with Witten's Warriors; a San Juan County based organization. Witten's Warriors have raised \$128,000 for the Foundation and will be working to facilitate outreach to children and families in San Juan County and Northwestern New Mexico.</p>													



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	Area of Impact	Number Served YTD	Amount Funded YTD	Budget	Notes			
	Equip. & Support to CTH	6,370	\$103,917	\$201,000	\$15,749 Pending Approval			
	Patient & Family Assist	184	\$ 99,943	\$210,500				
	Quality of Life Programs	391	\$78,730	\$109,000				
	10-year, \$1.6 million pledge		\$80,000*	\$160,000				
	<b>TOTAL</b>	<b>6,945</b>	<b>\$362,590</b>	<b>\$680,500</b>				
<b>E. Chair</b>	Introduction: Ryan Berryman, new student regent, getting his masters from Anderson School of Management.							
<b>V. Old Business</b>	Dr. Whisler close to being approved for our board							
<b>VI. New Business</b>								
<b>VII. Vote to Close</b>	Michael Shannon made a motion to close tonight's meeting; Phil Prevender seconded the motion. No opposition, vote was unanimous. Meeting was adjourned.							
<b>VIII. Vote to Re-Open Session</b>	N/A							
<b>IX. Adjournment</b>	Meeting was adjourned at 5:30 pm.							

Respectfully Submitted by:



Jude McMullan, Temporary Executive Director's Assistant

APPROVED:



Chair



Vice-Chair



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# UNM HOSPITALS

## CARRIE TINGLEY HOSPITAL ADVISORY BOARD

### Meeting Minutes

November 23, 2015

CTH Board Room – 1<sup>st</sup> floor

Agenda/Subject #	Discussion	Status	Due Date	Responsible Party
<b>Attendance</b> <del>July 27, 2015</del> 11/23	<b>CTH Advisory Board:</b> Sarah Nelson-Howse, Neall Doren, Phil Prevendar, <b>UNMH:</b> Doris Tinagero, ED (RN), Maribeth Thornton, ED (RN), Selina Silva, MD, Denise Taylor, MD, Rich Blair, UD <b>Absent:</b> Michael Shannon, Parent, Ryan Berryman, Student Regent, Erich Marchand, MD, Loretta Cordova de Ortega, MD, Ella Watt, CFO, Tom Long, MD			
<b>I. Call to Order</b>	Meeting was called to order by Sarah Nelson-Howse at 4:00 pm			
<b>II. Approval of the September 28th Minutes.</b>	Per Sarah Nelson-Howse, meeting minutes to be tabled until next meeting.			
<b>III. Public Input</b>	No public input			
<b>IV. Reports</b> <b>A). Finance – Report YTD through July 31, 2015</b>	<b>Patient Days</b> <ul style="list-style-type: none"> <li>Newborn days down – has been slow, no need to transfer patients</li> <li>Discharges down</li> <li>Average Length of stay up due to shift in patient mix toward rehab and away from newborns coupled with the impact of long-term patients treated in Pediatrics – Maribeth indicated numbers will go down</li> </ul> <b>Outpatient Visits</b> <ul style="list-style-type: none"> <li>Specialty visits are up</li> <li>Ortho up due to catching up charge entry but also up in Aug. &amp; Sept. due to new hire</li> <li>1<sup>st</sup> Floor Peds Clinic – low, reflective of new resident</li> <li>Rehab increased inpatient and outpatient, added new FTE</li> <li>Casting numbers are not believed to be accurate due to glitch</li> </ul>			



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	<p>in moving to a new billing system and also should note information is entered manually</p> <ul style="list-style-type: none"> <li>• Radiology up, reflective of Ortho numbers</li> <li>• Surgery good in July (summer always busy)</li> <li>• Orthotics shows a huge drop, this is due to new system</li> </ul>			
<b>B. Medical Director</b>	<p><b>Clinics</b></p> <ul style="list-style-type: none"> <li>• Interim Medical Director, Dr. Selina Silva reported Dr. McMichael's going away lunch will be held on Monday, Dec. 7<sup>th</sup> at CTH Boardroom.</li> <li>• Dr. Silva announced the start of Fracture Clinics 3 half days each week (Monday, Tuesday &amp; Thursday).</li> </ul> <p><b>Surgery</b></p> <ul style="list-style-type: none"> <li>• Preparing for Winter Surge (RVS season). Last year, 67 surgeries were cancelled due to lack of beds in the hospital. Entire hospital trying to plan for a way to manage the influx of sick kids and not cancel so many cases. When surgeries are cancelled, they are actually rescheduled but some are time sensitive and you have to book them and do them.</li> </ul> <p><b>Research</b></p> <ul style="list-style-type: none"> <li>• Dr. Silva is one of the authors on a paper titled "Severity of Asynchronous Slipped Capital Femoral Epiphyses in Skeletally Immature versus More Skeletally Mature Patients" which was recently accepted for publication in the Journal of Pediatric Orthopedics. It has also been accepted for a poster presentation at the Intl. Pediatric Orthopedic Symposium in December this year.</li> <li>• Pediatric orthopedic group has continued having monthly research meetings and are making progress on projects. There are 11 active research projects and 4 in the process of IRB approval.</li> <li>• Dr. Mercer &amp; Dr. Bennett are submitting for publication in JBJS Case Connected, a report titled "Cutaneous manifestations in fingertips after supracondylar fracture of the humerus: a case</li> </ul>			





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	<p>report”.</p> <p><b>Miscellaneous</b></p> <ul style="list-style-type: none"> <li>• ICD-10 has started and there is now 100% chart review prior to any billing being sent out. This has resulted in a delay in billing and the appearance of a huge RVU drop in August. We have been reassured that they will catch up.</li> <li>• Brochures for the CTH winter conference will be mailed by the end of the month. Topic is “Pediatric Orthopedic Spine Disorders” and is proving to be very popular. Goal is the education of any health care professional with patients who have problems in their spine. Conference includes speakers on spine diseases, bracing, physical therapy and spine problems that go into adulthood.</li> </ul>			
C). Executive Directors	<p><b>Patient Satisfaction</b> – nothing significant to note</p> <p><b>Program Updates</b></p> <ul style="list-style-type: none"> <li>• Memorandum of Agreement with the CTH Foundation – no new updates</li> <li>• Joint Commission – Issues identified were eye wash stations, cardboard boxes were a concern in food areas (infection control issue). Verbal feedback was provided immediately, written report will be provided and UNMH has the opportunity to send clarification. TJC was very complimentary of Children’s units</li> <li>• CTH Inpatient therapy gym is under renovation to prepare for the installation of the gait system in the space. Once construction is complete, two of the patient rooms will begin installation of the patient lift system. Per Dr. Silva, most people get analysis before surgery, at this time we can’t offer this but this will change once gait lab system is in place. Dr. Silva and Dr. Bennett will analyze the results (will attend 1-2 gait lab courses). Have two physical therapists interested and just need an engineer (one is interested in helping temporarily). Cost of equipment only is around \$100k. Renovation will require raising the floor.</li> <li>• We continue to do winter planning for CTH/Children’s Hospital. While we do not anticipate a repeat of last winter, we are</li> </ul>			



	formulizing a plan to assist in providing the safest care for our patients while continuing to meet the needs of the community.																																	
D). CTH Foundation Phil Prevender	<ul style="list-style-type: none"> <li>Development Director left unexpectedly, we have interviewed and will extend an offer very soon</li> <li>Need someone to help with MUD</li> <li>Festival of Trees – Phil announced the 8<sup>th</sup> Annual Festival of Trees will be held Dec. 4 – 6 at the Albuquerque Convention Center. Event opens with a Gala Night Celebration on Friday, Dec. 4<sup>th</sup>. Representative Michelle Lujan-Grisham will be lighting the trees. Event is free and open to the public all day Saturday and Sunday featuring pictures with Santa, a children’s craft station, live entertainment and wonderland of beautifully decorated trees and wreathes for sale. Proceeds support the programs of Carrie Tingley Hospital Foundation.</li> <li>2015 Toy Drive – Carrie Tingley Hospital Foundation is partnering again this year with the Albuquerque Journal, various community organizations, the American Legion New Mexico Chapter and the City of Albuquerque to provide toys to the children of Carrie Tingley Hospital. The toys are to be distributed during the holidays and throughout the year to children who visit the Child-Life room at CTH.</li> </ul>																																	
2015 YTD Program Summary	<table border="1"> <thead> <tr> <th>Area of Impact</th><th>Number Served YTD</th><th>Amount Funded YTD</th><th>Budget</th><th>Notes</th></tr> </thead> <tbody> <tr> <td>Equip. &amp; Support to CTH</td><td>9,150</td><td>\$123,519</td><td>\$201,000</td><td></td></tr> <tr> <td>Patient &amp; Family Assist</td><td>239</td><td>\$146,728</td><td>\$210,500</td><td></td></tr> <tr> <td>Quality of Life Programs</td><td>557</td><td>\$95,406</td><td>\$109,000</td><td></td></tr> <tr> <td>10-year, \$1.6 million pledge</td><td>-</td><td>\$80,000</td><td>\$160,000</td><td></td></tr> <tr> <td><b>TOTAL</b></td><td><b>9,946</b></td><td><b>\$445,653</b></td><td><b>\$680,500</b></td><td></td></tr> </tbody> </table>	Area of Impact	Number Served YTD	Amount Funded YTD	Budget	Notes	Equip. & Support to CTH	9,150	\$123,519	\$201,000		Patient & Family Assist	239	\$146,728	\$210,500		Quality of Life Programs	557	\$95,406	\$109,000		10-year, \$1.6 million pledge	-	\$80,000	\$160,000		<b>TOTAL</b>	<b>9,946</b>	<b>\$445,653</b>	<b>\$680,500</b>				
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	Doris will search for Dr. Whisler's term of service letter and find out if she'd like to participate by phone.	Whisler. She will participate in meetings. UNM Board of Regents issued appointment/term of service memo on January 6, 2016.		Doris Tinagero
VI. New Business	Patient Centered Medical Home Presentation by Richard Blair			
VII. Vote to Close	N/A			
VIII. Adjournment	Meeting was adjourned at 5:02pm			

Respectfully Submitted by:

Veronica Zarrazola, Executive Director's Assistant

APPROVED:

Chair

Vice-Chair