



**UNIVERSITY OF NEW MEXICO  
BOARD OF REGENTS**

**Agenda**

**August 18, 2016  
9:00 AM  
SUB Ballroom C**

**The Board of Regents of the University of New Mexico**  
**Meeting in Open Session and Executive Session**  
**August 18, 2016, 9:00 AM**  
**Student Union Building (SUB), Ballroom C**  
**Executive Session-Luncheon, SUB, Cherry Silver Room**  
**AGENDA**

TAB

- I. Call to Order, Confirmation of a Quorum, Adoption of the Agenda ..... 1  
*Regent President Rob Doughty*
- II. Approval of Minutes: June 10, 2016 regular meeting ..... 2
- III. The President's Administrative Report, *President Robert G. Frank* ..... 3
- IV. Update on UNM Strategic Plan Priorities ..... 4  
*Kevin Stevenson, Strategic Planner, Office of the President*

Public Comment – comments related to items on the agenda (limit 3 min. per speaker)

Regent Advisors - comments related to agenda items

Comments from Regents

V. Regent Committee Reports

**Consent Docket**

*(Action items on Regent's Committee agendas may move to the Board of Regents' agenda as consent items; the below items are placed on the consent docket by the respective committee chairs; items on the consent docket received unanimous approval in committee; per Regents' Policy 1.2, "Any member of the Board of Regents shall have the right upon request to remove any item from the Board's consent agenda and place the item on the Board's regular agenda for discussion.")*

1. Academic/Student Affairs & Research Committee (ASAR) Consent Item, *Regent Bradley C. Hosmer, Chair*
  - a. KMP Security Managerial Group Resolution ..... C-1  
*Deb Kuidis, Manager, Industrial Security*
2. Finance and Facilities Committee (F&F) Consent Items, *Regent Marron Lee, Chair*
  - a. Approval of Disposition of Surplus Property for Main Campus for June 2016 ..... C-2  
*Bruce Cherrin, Chief Procurement Officer*
  - b. Approval of SciQuest Software Renewal – UNM Purchasing Department ..... C-3  
*Bruce Cherrin, Chief Procurement Officer*
  - c. Approval of Appointment of Alexandra Benjamin to Harwood Foundation  
Governing Board and Re-Appointment of Lucile Grieder ..... C-4  
*Marcia Winter, Chair, Governing Board, Harwood Museum of Art*
  - d. Approval of UNM Foundation Requests:
    1. AON Hewitt's Proposed 2-Year Investment Consulting Contract ..... C-5
    2. Revision to Consolidated Investment Fund Investment Policy ..... C-6  
*Henry Nemcik, Pres. & CEO UNM Foundation; Rod Harder, CFO, UNM Foundation*
3. Health Sciences Center Committee (HSCC) Consent Item(s), *Regent Marron Lee, Chair*  
*--HSC action item listed infra may be placed on Consent Docket on a revised agenda as per Committee Chair direction*

**Health Sciences Center Committee (HSCC). Regent Marron Lee, Chair**

Action Item (contingent on approval at the August 16 HSC Committee meeting)

1. Request for Approval of UNM Hospitals Disposition of Fixed Assets ..... 5  
*Steve McKernan, CEO, UNM Hospitals*

**Information Items**

2. UNM HSC Financial Literacy Program, *Janell Valdez, Assoc. Dir. of Financial Aid, HSC* ..... 6



3. UNM Health System Report.....	7
<i>Steve McKernan, CEO, UNM Hospitals; Michael Richards, Exec. Physician-in-Chief, UNM Health System</i>	
4. HSC Financial Update, Ava Lovell, Exec. Officer, Finance and Administration, HSC.....	8
5. Follow-up re: Mental Health and Community Partners, Richard Larson, Exec. Vice Chancellor, HSC.....	9
6. Update: Programs Accreditation Status, Martha McGrew, Vice Dean, FCM.....	10
7. Disposition of Tissue, Richard Larson, Exec. Vice Chancellor, HSC.....	11

**Academic/Student Affairs & Research Committee (ASAR), Regent Bradley C. Hosmer, Chair**

(No action items; see consent docket)

**Information Item**

1. Campus Conversations/Climate Update, Virginia Scharff, Assoc. Provost for Faculty Development .....	12
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**Finance and Facilities Committee (F&F), Regent Marron Lee, Chair**

**Action Items**

1. Capital Project Approvals:	
a. UNM Anderson School of Management.....	13
b. UNM Gallup Campus Lions Hall Renovation.....	14
c. UNM Valencia Campus Solar Power System Phase I.....	15
<i>Chris Vallejos, AVP, ISS</i>	
2. Approval of Alumni Association's Courtyard MOA and Operations MOU.....	16
<i>Dana Allen, VP, Alumni Relations; James Lewis, President, UNM Alumni Association; Tom Daulton, Treasurer, UNM Alumni Association</i>	
3. Discussion and Possible Approval of Budget Increase Request for Harwood Museum .....	17
<i>Marcia Winter, Chair, Governing Board, Harwood Museum of Art</i>	

**Information Items**

4. UNM Freshman Residential Living Requirement.....	18
<i>Chris Vallejos, AVP IS; Melanie Sparks, Exec. Dir. ISS; Terry Babbitt, AVP, Enrollment Management</i>	
5. Update on Main Campus and HSC Consolidation/Alignment Efforts .....	19
<i>Dorothy Anderson, VP, HR</i>	
6. Athletic Department Financial Overview – FY16 & FY17 .....	20
<i>Andrew Cullen, AVP, OPB&amp;A; Paul Krebs, VP, Athletics</i>	

**Public Comment – comments not related to items on the agenda** (limit 3 min. per speaker)

- VI. Advisors' Reports (written reports included in agenda eBook) ..... 21
- VII. Vote to close the meeting and proceed in Executive Session
  - 1. Discussion and decision, if appropriate, of strategic or long-range plans of public hospitals as permitted by Section 10-15-1.H(9), NMSA (1978)
  - 2. Discussion and determination where appropriate of threatened or pending litigation as permitted by Section 10-15-1.H(7), NMSA (1978)
  - 3. Discussion and determination where appropriate of the purchase, acquisition or disposal of real property as permitted by Section 10-15-1.H(8), NMSA (1978)
  - 4. Discussion and determination where appropriate of limited personnel matters pursuant to Section 10-15-1 (2), NMSA (1978)
- VIII. Vote to re-open the meeting and certification that only those matters described in Agenda Items VII. were discussed in Closed Session and if necessary, final action with regard to those matters will be taken in Open Session.
- IX. Adjourn

**Minutes of the Regular Meeting of the Board of Regents of the University of New Mexico**  
**June 10, 2016**  
**Student Union Building, Ballroom C**

Members present

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

Administration present

Robert G. Frank, President; David Harris, EVP of Administration, COO, CFO; Paul Roth, EVP and Chancellor for Health Sciences; Chaouki Abdallah, Provost and EVP for Academic Affairs

Regents' Advisors present

Michelle Coons, UNM Foundation; Daniel Perea, Parent Association; Glenda Lewis, GPSA; Kyle Biederwolf, ASUNM; Stefan Posse, Faculty Senate

Others in attendance

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

CONFIRMATION OF PRIOR SPECIAL MEETINGS IN EXECUTIVE SESSION

The Board of Regents met in closed session on Friday, April 22, 2016 from 10:02 to 10:52 AM in the Roberts Room 204 of Scholes Hall on Main Campus. The meeting was held in closed session under the following Open Meeting Act (NMSA 1978) exception: discussion and determination where appropriate of limited personnel matters, as permitted by Sections 10-15-1H(2). Members present in person were, Jack Fortner, Ryan Berryman, Marron Lee, Robert Doughty, and Bradley Hosmer. Regent Suzanne Quillen joined the meeting telephonically. President Robert Frank and University Counsel were present. The matters discussed were limited to those specified in the notice and agenda for the meeting. There were no matters upon which action was taken.

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

Regent President Robert Doughty called the June 10, 2016 regular meeting of the Board of Regents to order at 9:03 AM. A quorum was confirmed.

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

APPROVAL OF MINUTES

Regent Doughty asked for a motion to approve the minutes of the May 13, 2016 regular meeting of the Board of Regents.

**The motion to approve the minutes of the May 13, 2016 regular meeting passed by a unanimous vote (1<sup>st</sup> Berryman; 2<sup>nd</sup> Fortner).**

THE PRESIDENT'S ADMINISTRATIVE REPORT

President Robert Frank presented his administrative report to the Board and stated that the University has been working hard during the summer on initiatives that were discussed in the Spring. First was the implementation of the position control program to better manage positions. Second was scrutinizing all upper administrative positions.

Last summer NMSU organized an extensive survey to address how to reduce administrative costs. They looked at all administrative costs of other schools. Across the survey, we learned that administratively UNM is a fairly lean university. Generally, UNM was among the most efficient of those universities but we are still looking at where we can reduce administrative costs. An area for improvement is administrative process, such as purchasing banner modules and better management of paperwork through the University. Communication & Marketing Programs as well as Main Campus Information Technology are being reviewed for efficiencies. The results will come to the Regents as the reviews are completed.

The University is working to create a consistent identity and message about the great work done at UNM. The goal is to bring together the message of UNM and tell it more emphatically. The efforts will aid in student, faculty, and staff recruitment, as well as with alumni engagement and donor relations.

Last year the Board of Regents approved the engagement of 160over90, a national branding and marketing firm. They have been working with UNM behind the scenes over the last six months. Six months ago, the Board approved a motion to encumber \$1 million towards the branding efforts. The motion required that a plan be developed to create videos, ads, banners, and a view book to send to potential students. President Frank invited Argy Maniatis, Director of University Marketing, to present a high level plan for the branding initiative.

Ms. Maniatis presented information on the University branding efforts and stated University Communications & Marketing (UCAM) has been working with the agency, 160over90, as well as other units across campus, including the HSC and Alumni Relations, to build a strong foundation for the institutional brand.

A video was presented to the Board and meeting attendees on branding efforts that have been underway since January 2016. Ms. Maniatis added there have had 50+ training session with various departments, vendors, faculty, staff, and students across campus to give them the proper information and tools to implement the brand. Overarching marketing trends in Higher Education have been reviewed, specifically the recruitment of undergraduate students. The average person has an eight second attention span, down from 12 seconds in 2000; a goldfish has a nine second attention span. Approximately 40% of people abandon a webpage if it takes more than 3 seconds to load, and 55% of page views last less than 15 seconds. There is a finite amount time to make a distinct impression and grab the attention of those the University wants to attract. For interaction, face to face interactions will dip a bit, and social media and websites will rise. Traditional media such as print advertisement, newspapers, magazines, and billboards will take a steep decline due to analytics. Mobile is extremely important to Millennials; Millennials are between the ages of 18 to 35. Approximately 53% of Millennials would rather lose their sense of smell than their technology. Between 18 to 24 year olds, 77% of them reach for their phone when bored and 52% check their phones every 30 minutes or less. About 79% use their phone while watching television, including multiple devices such as phones or tablets. Research predicts that by 2020, network-smart devices will hit 25 billion units, up from 900 million in 2009. Technology is playing a key role in marketing, as Millennials are the demographic being targeted as undergraduate students.

Ms. Maniatis reviewed higher education advertising budgets, which have increased more than 100% over the past 15 years. Most universities have used outside agencies for branding efforts, and this is the first time UNM has partnered with a branding agency. Marketing budgets for higher education vary widely. The Agencies fees include research, data collection, design, and media strategies. On the low end, institutions are spending from \$350K to \$2.5 million. UNM is one year into the four-year contract with 160over90 and is toward the bottom at \$500K. UNM is projected to finish FY16 at spending less than \$250K to push the message out in the marketplace. If they were to get approval from the Regents, UNM would be in alignment with other institutions, It would put 4.8% into traditional advertising such as billboards, television, magazines, and newspaper. Digital advertising includes social media, apps, streaming, and websites. Experiential marketing includes working with the Alumni Association for events. Printing and production will include an undergraduate view book and a video.

Digital media is important because it can measure and focus the target on a specific audience. For success metrics, UCAM would work with institutional partners across campus to look at overall impressions, number of clicks, click-through rates, total videos views, and engaging particular audiences.

Regent Quillen inquired how they will measure impressions. Ms. Maniatis stated that they have been doing digital media for the past year and shared some statistics on how they've been successful promoting UNM. Certain areas on websites can be measured looking at Google Analytics. From June through September 2015, the click-through rates for ads on social media increased 358%. The University's name is getting out there, targeting specific audiences who are looking for higher education. Impression is awareness and that is how the target is reached. UNM needs this commitment to stabilize admission rates, increase community awareness and perception, and promote/tell the story of the institution.

Regent Berryman inquired if the budget was based on previous success we've had on specific mediums and media. Ms. Maniatis stated it is in alignment with some overarching marketing trends presented earlier, and looking at assets currently built and worked on in the past year with the agency. There has to be a comprehensive plan to target undergraduate students and increase community awareness. There are geographic regions targeted including California, Colorado, Florida, Nevada, New Mexico, and Texas. Traditional advertising is usually more expensive and harder to measure, so the effort is to get into the digital realm because it is easier to monitor.

Regent Hosmer inquired if the metrics and internet tools can aid in shaping internet behavior and focus sharply on target audience. Ms. Maniatis stated that they are working in alignment with enrollment to use all brand and marketing advertising to target specific audiences. The undergraduate view book will go out to perspective students to showcase the institution. There is ongoing effort to update websites so there is a cohesive brand experience for perspective students. President Frank emphasized branding does not stand alone but is a support vehicle, promoting raised awareness of the University, and therefore affects everything done at the University.

President Frank clarified the Board of Regents approved, at its September 2015 meeting, \$1 million from the Regents' Endowment Fund to go toward funding the implementation of the branding program, and he requested the Regents confirm the monies can now be spent.

Regent Marron Lee commented that after reviewing minutes from prior Finance and Facilities (F&F) Committee and full Board of Regents meetings, the actions at the time were contingent on the Regents' future approval.

Regent Lee motioned approval.

Student Regent Ryan Berryman agreed and provided background: the item came to the F&F Committee and it was motioned by Regent Koch to take \$1 million out of the Regents' Endowment Fund. Regent Berryman added there is still the need to develop a strategy for sustained, long-term funding as it's obvious the \$1 million will not provide that.

Regent Doughty asked if there was a second. Regent Hosmer seconded the motion.

**The motion to approve spending of the \$1 million that was already earmarked in the Regents' Endowment Fund to go towards implementation of the branding program was approved unanimously (1<sup>st</sup> Lee; 2<sup>nd</sup> Hosmer).**

PUBLIC COMMENT (no comments)

#### APPROVAL OF REVISIONS TO RETIREE ASSOCIATION BYLAWS

Kathy Guimond, President of the Retiree Association, presented the item, and requested, on behalf of the association, approval of several revisions to the Retiree Association bylaws. The primary reason for the revisions is operational efficiency of the membership committee. The revisions were approved by the Retiree Association board at its April meeting. University Counsel has also reviewed the revisions and found no issues.

**The motion to approve the Revisions to the Retiree Association Bylaws passed by a unanimous vote (1<sup>st</sup> Fortner; 2<sup>nd</sup> Lee).**

#### REGENT COMMITTEE REPORTS

##### CONSENT DOCKET

Items listed on the Consent Docket requiring Board of Regents approval:

##### Health Sciences Center Committee (HSCC) – Consent Items

- a. Request for the Nomination to the UNM Hospitals Board of Trustees - Mr. Erik Lujan
- b. Request for the Approval of the UNM Hospitals Equipment Disposition – May 2016 report

##### Finance and Facilities Committee (F&F) – Consent Items

- a. Approval of Disposition of Surplus Property for Main Campus - May 2016 report
- b. Approval of Annual Renewal of Maui Lease

**The motion to approve the Consent Docket items requiring Board of Regents approval passed by a unanimous vote (1<sup>st</sup> Lee; 2<sup>nd</sup> Fortner).**

#### HEALTH SCIENCES CENTER COMMITTEE

##### Approval of the UNM Hospitals Contract with GE Healthcare

Ava Lovell presented the item. This will be purchase of equipment to upgrade the operating room vascular and endovascular suite (Room F). The GE Discovery System equipment provides technology that will decrease the amount of radiation and contrast needed to properly image procedures as they are performed. There were three respondents to the RFP. The total cost is \$1.5 million. The source of funds is the UNM Hospital capital budget.

**The motion to approve the contract with GE Healthcare passed by a unanimous vote (1<sup>st</sup> Fortner; 2<sup>nd</sup> Doughty).**

##### Overview of the Health Sciences Center Office of Financial Aid (information item)

The item was not presented. Presentation of the material moved to the August meeting.

##### HSC Financial Update (information item)

Ava Lovell presented the HSC financial update for the ten month period ending April 30, 2016 and referred to the report that was included in the agenda eBook.

Student Regent Berryman inquired about the contingencies balances on page 3 of the report. The fiscal YTD versus the budget YTD, showing negative \$1.6 million in contingency revenue and negative \$1.9 million in contingency expenses. Ms. Lovell responded contingency expenditures are budgeted so that

additional expenditures will have received approval in the budget approval process. Specifically, \$2.2 million of contingent revenue and \$1.95 million of contingent expenditures were in the budget. The contingency is needed primarily due to volume unknowns. If there is more volume, then it will generate more revenue and expenses, and it is the expenditure levels that technically cannot be spent unless there is budget authority from the State.

#### ACADEMIC / STUDENT AFFAIRS & RESEARCH COMMITTEE

##### Approval of Form C: Commercial Driver's License for Taos

The CDL program is intended to prepare students with the knowledge and ability required to pass the CDL written and driving skills test, help students become safe and knowledgeable entrants into the commercial vehicle driver work force, and provide short-term workforce training certificates that meet industry standards and earn industry-recognized credentials for the truck driving industry. UNM-Taos is currently operating as a preferred training provider for Werner Transportation and is partnering with the Taos County Government. The program is a 15-hour program, providing lecture, lab and driving experience.

Regent Hosmer commented it is a sound proposal, and there is clearly a market for it and it will benefit students.

**The motion to approve the Form C, Commercial Driver's License for UNM-Taos passed by a unanimous vote (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Fortner).**

##### Residential Living Requirements (information item)

Regent Hosmer requested the item be deferred to the Finance and Facilities Committee's next meeting for review, at which time better data will also be available.

#### FINANCE AND FACILITIES COMMITTEE

##### Capital Project Approval: UNM CERIA Cryogenics Lab Equipment Modification

Chris Vallejos made the presentation. Regents' approval was requested for the UNM CERIA Cryogenics Lab Equipment Modifications capital project. The scope of the project is to relocate the existing cryogenic electric freezers to adjacent space and install new cryogenic, liquid nitrogen (LN2) freezers in their place. The total project budget is \$803,186 from three funding sources; \$384,186 from the National Science Foundation Grant, \$350K from FY17 BR&R (Building Renewal and Replacement), and \$69K from FY15 reserves from the College of Arts and Sciences. This project will ensure the long term preservation and security of the Division of Genomic Resources of the Museum of Southwestern Biology, which is a leader in these samples.

Regent Lee inquired if there is energy savings associated with the capital project. Mr. Vallejos confirmed there is energy savings associated with the project. There are two efficiencies that will be gained. If power was lost they could only keep powered for two days but with upgrade that time frame increases to 20 days to preserve samples. They also have 60% reduction in electricity because of the modernization of these freezers.

**The motion to approve the capital project, UNM CERIA Cryogenics Lab Equipment Modification, passed by a unanimous vote (1<sup>st</sup> Berryman; 2<sup>nd</sup> Doughty).**

##### Approval of the UNM-Los Alamos Campus Mil Rate Resolution

Dr. Cindy Rooney, CEO of UNM – Los Alamos (UNM-LA) Branch Campus made the presentation. Regents' approval was requested for the UNM-LA Branch Campus Mil Rate Resolution to move forward with a mil levy election.

UNM-LA is currently at a one mil, which is what was approved in 1980. From 2008 to 2015, UNM-LA has seen increased student head count and credit hours by 30% but is facing decreased State revenue. UNM-LA would like permission to move forward with an election for a one mil increase to the voters of Los Alamos County. This is currently the only UNM Branch Campus at one mil; the others are operating at a two mil rate.

Regent Lee inquired how many previous attempts have been made to increase the mil levy rate, and what is being done differently to assure the mil levy passes. Dr. Rooney responded there have been two prior failed attempts; 2010 and 2013. Those prior two attempts were both for two mil, the current request is for a one mil. In 2013, they lost by 246 votes. They began doing things differently in 2013 to become a better member of the community and recruit more directly from the local base. Prior to 2013, they had activities in Bernalillo, NM and all of those activities have ceased. Some of the resistance from the local taxpayers was that they felt they were supporting operations in Bernalillo, NM. They have done a significantly better job partnering with local schools through dual credit. They currently have a working group with two members of the local

public school board, two members of the UNM-LA Advisory Board, and community leaders to review dual credit in the community.

They have also partnered with local schools on Community Internship Collaboration where Junior and Senior students go to UNM-LA campus, take a one credit-hour class preparing for the work place. They work in local businesses for up to 60 credit hours, and it is supported by the Los Alamos National Lab (LANL). UNM-LA is working with the LANL to meet their workforce needs. LANL indicated they expect 30% replacement of workers in the next 5 years. It is far more than the scientists; it is also office support, technical trades, draftsmen, and welders.

Regent Berryman inquired if a mil levy increase could help alleviate future tuition increases. Dr. Rooney confirmed and stated in the past they had to cut several positions while consistently increasing tuition. They do not want to continue to increase the costs to students.

Regent Berryman moved for approval and reiterated Regent Doughty's point brought up at the Finance and Facilities Committee meeting that it still requires approval from the voters.

Regent Doughty seconded and stated his position is that if the local voters in Los Alamos County want the mil levy, it is their decision, not his.

**The motion to approve the UNM-Los Alamos Campus Mil Rate Resolution passed by a unanimous vote (1<sup>st</sup> Berryman; 2<sup>nd</sup> Doughty).**

Approval of the UNM-Valencia Campus General Obligation Bond Issuance

Dr. Alice Letteney, CEO of UNM-Valencia Campus, made the presentation. The UNM-Valencia bond counsel, Katherine Creagan of Modrall Sperling, and John Archuleta and George K. Baum, were also in attendance to address questions. The voters approved the GO Bond in 2014 for the entire \$16 million and the UNM-Valencia Advisory Board, understanding the local community and size of UNM-Valencia campus, wanted to split it into four parts. Additionally, the capital mil rate remained at 0.85 mills. The Board of Regents has already approved the first phase of \$4 million; most of those projects will be completed by September 2016. The second \$4 million that UNM-Valencia is requesting Regents approval on will go toward several projects such as IT infrastructure upgrades to meet UNM standards, security enhancements for upgraded cameras, sustainability improvements to install solar modules, and other infrastructure renewal projects for electrical, mechanical, and plumbing upgrades. The UNM-Valencia Advisory Board decided to split the \$16 million bond into four parts as it is a small campus. The Regents approved the first \$4 million bond sale in September 2014, the bonds were sold in June 2015, and the Advisory Board approved this current \$4 million sale of bonds on May 3, 2016.

Regent Berryman requested Dr. Letteney elaborate on the \$16 million GO Bond and when that came to be. Dr. Letteney responded they looked at their campus plan for the next several years and at infrastructure needs, as buildings have aged. There are four buildings on campus that were part of the original 1986 campus buildings, and these need refreshment. Infrastructure for IT is continuously ongoing. They have just completed a chiller building to help balance heating and cooling. The plan was to go to the voters and let them know that they have invested 70% of their capital expenditures from their funds, and they want to keep their campus updated. That was the argument they took to the voters and they listened to them.

**The motion to approve the UNM-Valencia Campus Obligation Bond Issuance passed by a unanimous vote (1<sup>st</sup> Berryman; 2<sup>nd</sup> Doughty).**

HSC Program Reductions FY17 (information item)

Dr. Roth presented the item and referred to several slides that were included in the agenda eBook. Dr. Roth commented the title of the item should have been Tuition Reductions and not Program Reductions. As background, HSC has adopted what President Frank and the Provost are implementing on Main Campus, the RCM model (Responsibility-Centered Management). The HSC has utilized this model for a couple of decades, starting with the School of Medicine in 1994. Several years ago, working with EVP David Harris and Provost Abdallah, we determined the amount of formula funding we would all accept, as a default on what the HSC educational programs generated, to be somewhere around \$18 million. For current fiscal year 2016, if tuition is added to that, when you add both together, it was about \$29.5 million. The HSC received \$20.4 million of those dollars. This is a way to show how these funds flow back and forth between Main Campus and the HSC. An additional \$10 million goes to Main Campus to pay for services the HSC receives, services such as utilities, Physical Plant department (PPD), and campus police. For fiscal year 2017, there will be a reduction of about \$2.4 million which was committed to Main Campus to help with the deficit. Dr. Roth outlined how the HSC managed the \$2.4 million reduction under the RCM method. If a college were to receive less tuition, the college would have to manage with that reduced revenue. For Nursing and Pharmacy, we said to the Deans, and Medicine and Population Health, the extent to which you can manage

that reduced revenue in your operating budgets, without cutting your programs, then do so. We know this is only a two-year situation, so take the rest of those balances out of your reserves. Whatever the colleges could not accommodate by either absorbing the reduced tuition in their operating budget or from balances that have accumulated up to this point, the HSC would subsidize those differences in each of the colleges.

Dr. Roth referred to a slide outlining the FY2017 tuition cuts in the four colleges. There is also an office of Interprofessional Education, which the deans committed 5% each from their different colleges to support this effort to create programs and experiences for health sciences center students to learn together, because that is how they will practice, as a team. The School of Medicine had to pull \$684K from balances; the College of Nursing, \$450K; the College of Pharmacy \$306K. Those balances reside in each of the academic departments. The College of Population Health is a new college and did not have balances; it received \$268K from HSC to fill the gap. Dr. Roth showed a similar slide for FY18, how the \$2.4 million tuition cut would affect the respective colleges. Regarding incremental State cuts. The hope is there will not be continued reduction in state funding to the universities in New Mexico. This is a big unknown and would certainly affect financial planning for fiscal year 2018. None of the programs could continue to be able to absorb that reduced tuition in their operating budgets, some will have to find revenues from other sources, others will be able to pull from reserves. For example, in the School of Medicine, there is the phrase, shared services, and this is a program not too dissimilar to what President Frank is looking at doing across the University. Dr. Roth discussed shared services as a way to address the cost side.

New tuition dollars will be important for the College of Population Health because it will be enrolling its first freshman class in FY18.

There's a commitment to return back to the previous financing, but if for whatever reason that does not happen, programs will be compromised. There would have to be class size reductions, freezes in faculty hires, there would be serious problems with respect to even maintaining the current programs within those colleges. In spite of the ability to maintain existing levels of services in each of the colleges and the ability to absorb the reduced tuition, with regard to handling the tuition cuts, Dean Ridenour, Dean of the School of Nursing, was hoping to grow the college. Hopefully by FY19, finances will be different and the Dean will be able to accommodate that growth.

Regent Suzanne Quillen commented with respect to the College of Nursing, there are about 25,800 RNs in New Mexico, 9,000 of those hold jobs in Albuquerque. It's about the fourth largest occupation in Albuquerque. Last year, the US Registered Board Nurse Workforce Report ranked the states with letter grades on how they were doing for expansion to meet this deficit in our states and in our country. Twelve states were given a grade of 'F', and New Mexico was one of them. Governor Martinez took note of this and in 2015 signed a bill to expand nursing faculty, and a year before she gave about \$1 million additional to support that. Last year, there were 79,000 qualified nursing students across the country that could not be admitted due to faculty shortages. New Mexico was one of those states. To say that we are held to where we are, really sets us back years. The average age for our faculty for nursing is 55, the professor age is 62. It takes a long time to recruit to meet demands. We are admitting only 65 new students in the Fall. We have huge demand, and this has to be one of the biggest economic drivers in workforce in our state, if not the country. Physical Therapy is the same way. In southern NM they are offering \$29,000 sign-on bonuses to cover the shortage of Physical Therapists. In the big picture of the whole university, how did we look at priorities and how did we leave nursing out, a program that was given additional funding from the Governor to address this dire need that our state is in?

Regent Marron Lee commented this had been brought up at the last board of regents meeting and at the Finance and Facilities Committee meeting, and inquired the decision as to which programs were to accommodate this agreement between Main Campus and the HSC, an agreement that was made months ago. Dr. Roth responded the process that was implemented was the one that is used routinely with respect to tuition or any form of revenue increase or reduction. A new process was not created for this. This is how budgets are managed on a routine basis. Dr. Roth confirmed it was his decision to ensure the process was implemented in a consistent manner.

Regent Lee said months ago there were discussions and understanding reached that at the time that the \$2.4 million would be covered by reserves. EVP David Harris said at the time, during first discussions in late February and early March, during discussions with HSC leadership and looking at the HSC financial books, it appeared there were more than adequate balances in all the academic units, and based on that, the request to help Main Campus on a short-term basis was made. Dr. Roth said at the time he would like to help but needed to see to what extent. EVP Harris said, clearly in his opinion, since it's a 2-year agreement only and a non-recurring type of commitment, it could come from reserve balances. The discussion was not to that detail.

Regent Doughty inquired about cuts across the board, not just those in the nursing program. EVP Harris responded that probably every program in the state that was funded with state dollars, with the exception of public education, received reduced appropriations this year. The revenues disappeared literally in a one-month period and the legislature had to do drastic things. They reduced the allotment to higher education in a much steeper way than other areas, most likely because the legislature assumed tuition would be increased to replace those state dollars, and clearly that has not happened across the state. Dr. Roth added the HSC was cut too. Comparatively speaking, it didn't hurt the HSC as much as it hurt Main Campus, and on that basis, the president and EVP Harris made the request for support for two years. After analysis, the decision was made that support could be given for two years.

Dr. Roth referred back to Regent Quillen's comments, it is absolutely true there is a shortage of nurses and this will hamper the ability to increase the workforce and provide more nurses for the State of New Mexico. Dr. Roth mentioned other programs got cut, for example engineering and this may also effect graduation numbers. Nobody is wrong in any of the statements recently made. The way HSC manages its budget is different from the way Main Campus maintains its budget. There was discussion about future scenarios. Dr. Roth said it would be foolish to not be prepared for further cuts in revenues. If worse comes to worse, and the State continues to cut, then that would be a compounding effect. EVP Harris said it would be foolish and short-sighted to start gutting programs anywhere in the University if the problem is temporary. There are obvious risks, but given history, it would be foolish and short-sighted to start cutting everything when the belief is things are going to turn around.

Regent Lee stated appreciation to those looking at shared services, what is being done at Main Campus, looking at ways to consolidate, stream line and find savings and redundancies. This is very important. Also, the pipeline of students to the HSC rests at Main Campus. Besides recruitment outside for the Medical School, we are one systemic unit that has the same goal, that which to provide the best education for the citizens of this state. Dr. Roth agreed and said that is why the decision to support Main Campus was made. The majority of students do come from Main Campus. Students come also from other higher ed institutions in the State.

Dr. Roth said that he heard what Regent Quillen said, that there will be an impact from not being able to grow nursing and other programs like physical therapy.

Regent Quillen commented that maybe Mr. Harris is correct and this is a temporary problem, but the programs that do have demand and bring revenue are getting hurt and it's going to be hard to rebound from that. We've never seen a priority list across the whole University. We've asked for it many times. Where is the demand? In the private sector, when you get cut, which we get cut every year by Medicaid and others, you have to make priorities. I don't know why we should be different in higher education. Some programs that don't have the demand, maybe we have to let go of them until the demand comes back. It seems illogical to not give the programs that have huge demand for our state enough money to expand. Especially now when we are facing a decrease in our customer base, our students.

Provost Abdallah responded. Most of the reserves reside at the lowest possible level, including the faculty reserves and the units and departments, so we are similar to the HSC in that. Regarding the cuts, academic affairs took a higher percentage cut, more than \$2.4 million in discussion. Provost said he did exactly what Dr. Roth did, and that was to look at units, and some that don't have demands were cut. We are not going to be able to offer Italian, for example. We are in the same position, and we are not able to do the same things as were doing before. When we try to live within our budget, we look at reserves, at demands, potential growth, and other criteria and created a very detailed chart for every program. Not all programs got cut the same way, in fact we tried to accommodate most of the cuts at the administrative level or at the units that are not teaching. We tried to be very strategic in all of our cuts. Regarding the budget and how we are funding higher education right now, Provost does not share Mr. Harris' optimism that this is temporary. The way the University's cost structure is going up, including a lot of the funding mandates, including increases in benefits, these are making our product much more expensive. So unless we are able to generate the money, either from tuition, through enrollment or raising tuition in a predictable manner, and/or from the state and/or from other resources, I think we are going to be here in two and three years, talking about cutting really necessary programs. With all of the comments, hopefully the conversation to be about how we are going to plan ahead for the next fifteen or twenty-five years, because we have a lot of headwinds, not just in this state but across the United States. Berkeley is facing similar problems, so is Illinois, so is Louisiana. Everyone is facing similar problems, at it's not in their case because the price of oil is going down. It is because the cost for everything else within the state, meaning the budget for higher education is being reduced because everything else is going up and therefore institutions of higher education are being asked to carry more. And now we have to carry the financial burden of branding which we did not have to do before.



Student Regent Berryman commented it seems that Main Campus' approach has been to spend either department reserves or the central reserve, increase tuition to offset cuts. Provost commented more than \$2 to \$3 million in positions has been cut in the last year or so. Regent Berryman continued that at HSC, tuition for the School of Medicine was reduced by 1%, but that had a minimal impact. What is the status of the reserves at HSC and why that approach wasn't used? Dr. Roth said that Ava Lovell could give a more detailed presentation of where the balances do reside. There are large balances in the hospital. Those funds are restricted for the purposes of hospital use, so those funds cannot be pulled out for academic programs. That leaves the balances that reside in each of the colleges and in the academic units. Regent Berryman inquired the status of the HSC central reserve. Ms. Lovell confirmed the HSC has the same mandate to maintain the reserve balances are at 3% of I&G (Instruction and General), and currently the HSC is barely making that on the I&G. The other reserves on the academic side are largely committed, due to chair packages, recruiting packages, and three-year plans. So this money is set aside. In the College of Nursing, reserve balances may be designated for scholarships only, so those funds cannot be spent on anything else. Regent Berryman inquired the balance of available reserves. There was discussion about being very close to the 3% mandate. There was discussion about reserve balances.

Regent Brad Hosmer commented the discussion has been enlightening about the budget impact as a whole. It would have been useful to have had this degree of understanding of the impact before the budget and tuition increase discussions took place. This needs to be kept in mind for next year's budget and tuition increase discussions, the need to look at penalties and costs of decisions made. This forces us to look at what little flexibility we have for income.

President Frank responded and commented that each year since he has been president there have been cuts, with only one year of raises. Every year, there has been discussion about changes in higher education. In Dr. Roth's area, in the HSC, there are cataclysmic changes. We have to do business differently. President Frank agreed with Provost, that funding will probably not get better. The model is such that the State keeps taking more of its share away from the University and the University has to go to the students. We are at a point where students cannot give much more. We have to do business differently. The silo model doesn't work anymore. To address that, there has been a major change on the focus for the budget process. The focus now is on the generation of the student credit-hour and it's driven by that. Where students enroll is where the tuition dollars are going to go. It's an entirely different model. Right now, there is a challenge in the integration of HSC and Main Campus. This year, nursing joined academic partnerships in an innovative model. They are going through an innovative and dramatic change that is going to grow the program. Until recently, there hasn't been space to educate some of the HSC students, and that space issue is being addressed. Regent Quillen made an important point that we need to pay attention to where the opportunities are. This has been an excellent conversation and we need to have more of it.

#### Scope of Analysis of Duplication of Efforts (information item)

Andrew Cullen Andrew Cullen, AVP for Planning, Budget, and Analysis, and Dorothy Anderson, VP Human Resources, made the presentation. Mr. Cullen discussed what Administration has been doing to manage more effectively the University's largest expense category, labor. This effort in large part due to the enrollment decline that the University experienced in Fall and Spring, as well as the State budget reduction.. At the direction of President Frank, the Hiring Review Process (HRP) Committee was formed, members include VP Anderson, AVP Cullen, and Amy Wohler (President Frank's Chief of Staff), along with members from the Budget Office, Provost Office, and various offices across campus. They have been working together to review and scrutinize every position that is hired on Main Campus. Through those efforts in the Fall, approximately 44 positions were eliminated equating to approximately \$1.7 million in savings. Those dollars helped meet the reduced expenditure and revenue level to move into FY17. The cleanup process resulted in another 213 positions being eliminated. When a department would like to hire for a position at UNM they do so through the Banner HR Module. What was learned is there was a real disconnect between the data that was in that module and the actual data occurring in budgets across campus. The HRP with scrutinized each and every position coming forward for hiring. The data in the two Banner modules was cleaned up so that they are now in sync.

Prior to a posting going out, which really initiates the hiring process, an HRP form is presented to the committee. Along with that, there are rules in place that do not allow for positions to be budgeted/hired above mid-point. Factors like business need, project grade, level, and salary are looked at and whether or not there are opportunities to consolidate duties with other positions within that department, school or college, and also shared service opportunities. They feel this is a very effective process to administer and is essentially position control. Mr. Cullen believes that if they keep the process in place, scrutinize every position that comes up for hiring, and keep the data clean between the HR Banner module and Banner Finance, they could identify more opportunities for savings and result in good hiring decisions. Those savings could then be reinvested in those departments, or within the larger initiatives as directed by the Regents. HSC will be folded into the HRP in the upcoming weeks.

Ms. Anderson discussed the progress of the consolidation efforts currently underway for administration functions between UNM and HSC. They began with a list of key administrative functions, approximately nineteen. When they drilled down deeper, ten of those were already well consolidated and managed by UNM Main Campus. A University-wide review of the IT department is underway, looking at Main Campus IT and also departments that IT services. The review stemmed from the KSA Study completed last year. They brought forward recommendations and TIG was the consultant selected to work on implementing those recommendations. Communications and Marketing is also under review for possible consolidation. Steve Sloate was selected and his review will be based on a stakeholder's perspective; what are the needs and how do we best meet the needs of the various constituent groups. A review on position level and organizational structure will be conducted. The Financial area is an area to look at due to the significant number of positions both at Main Campus and HSC and the possible duplication and fragmented opportunities. An external consultant will review those positions to ensure they are appropriate. There are also seven high-level strategic roles between HSC and Main Campus. Since a strategic title is very broad, it is often used as a catch all for an individual that does a tremendous variety of services for a lead position. Those positions will be reviewed to ensure they are performing consistent with the titles and salaries. HSC Legal Counsel has transitioned and Elsa Cole, University Counsel on Main Campus, will oversee both Main Campus and HSC Legal Services. Both Main Campus and HSC Compliance Offices are being reviewed by Amy Wohler to see if there are opportunities for consolidation to gain more efficiencies. The timeline is aggressive and meetings with AON, the selected consultant, have begun. AON is familiar with UNM and understands how UNM is set up with the HSC. They have done compensation and benefits work for the University, and can begin immediately. VP Anderson expects all of the efforts to be completed by the end of July 2016 for review in August 2016, with plans to implement by September 2016.

Regent Berryman inquired the ultimate goal, to label this administrative overview as a success, if it is to have everything managed by Main Campus. He believes they should respect the differences between the two. President Frank stated that is not the ultimate goal, and there are very unique functions across the University. It would be inappropriate to think that everything would be managed by the Main Campus as the HSC is very distinct. They want to look at functions and distinctions, and clarify those to understand what is distinct and what the missions are.

VP Anderson stated that Human Resources is currently operated by Main Campus, but she has a team that Ava Lovell with the HSC works very closely with that are totally focused on HSC. VP Anderson meets with them twice a year to show them they are supporting them and making sure their needs are being met.

Regent Quillen inquired about letters that were sent out to several employees and what the selection process was. VP Anderson responded the review included employees earning \$85K and above. Within that group there were 21 employees who are on typically annual contracts. If an employee receives an annual contract, they are given a title and salary that entitles that to them for the course of the year which would be July 1 through June 30. Since they were reviewed positions, they wanted to ensure that all titles and salaries were appropriate. They needed to have safe guards in place. The intent is if there is a decision made to change their title or salary, they would be provided a separate notice indicating that. Those individuals that are not on contract did not receive a notice because they are not under the same criteria.

Regent Lee inquired if they expect to see cost savings from these efforts. VP Anderson responded they expect to see better alignment and hope to see cost savings. Other functions may require additional review, but those presented were the focused areas.

President Frank commented that while they expect to see cost savings he does not believe they will be staggering. But the hope is to have UNM running as lean and as efficiently as possible.

#### Monthly Financial Report (information item)

Liz Metzger, University Controller, made the presentation and referred to the April 30, 2016 Monthly Consolidated Financial Report included in the agenda eBook. There are two months left in the fiscal year. As of the end of April, the consolidated institution is at a positive balance of \$30.8 million. The graph broke out each separate campus balance that makes up the \$30.8 million; Main Campus was \$10.2 million, Branch Campuses was \$1.3 million, and HSC was \$19.2 million. Of the \$19.2 million, approximately \$13 million was for Clinical Operations. The difference between the revenues and expenditures is a positive \$15.7 million within the I&G exhibit. The last portions of state appropriations will come in May and June. Summer tuition revenue is not reflected. Summer tuition is anticipated to be between \$2.5-3 million, and it will put the University closer to their revised budget amount for pooled tuition. This report reflects the revised budget numbers which were approved by the Regents at the last meeting; including cuts and adjustments to revenues. The Auxiliaries are being tracked and a plan is being developed for those that may have unbudgeted deficits. A report will be presented at the next meeting.

#### PUBLIC COMMENT (no comments)

COMMENTS FROM REGENTS' ADVISORS

Michelle Coons, Chair, UNM Foundation Board of Trustees, provided the Foundation's quarterly report for end of March 2016. The report was included in the agenda eBook. The Presidential Scholarship Dinner was held in April and there were over 475 guests representing over 117 majors. It was the 40th anniversary and they exceeded their goal to have 40 new scholarships. There is a total of 481 Presidential Scholars receiving scholarship money. Over the 40 years, they have 4,410 Presidential Scholarship Alums. The New Horizons Luncheon was held with over 175 guests. Tom Popejoy Society is for individuals who have given over \$50K in a period of time, with 250 guests. Calls were made by students to the new UNM donors. President Frank has established an Advancement Council to further enhance the collaboration and programming between organizations across campus. Last year 420 emails went out to more than 3 million individual email addresses. There are over \$106 million in pending bequests; donors have included UNM in their will. They believe they will meet their \$80 million goal. The campaign is at \$827 million in gifts in support of scholarships, patient care, and research. Almost \$688 million has been in cash donations. The goal has been set to strive for \$1 billion in private support by the end of 2020. There are four new Foundation trustees; Gary Dushane, Judge Bill Lang, Greg Foltz, and Dr. Cheryl Fulsome.

Daniel Perea, President, UNM Parent Association, provided an update on the associations recent activities. The marketing of the University Parent Association 2015 Holiday Ornament was successful, and raised \$3,900 in ornament sales. The 2016-2017 student scholarship application opened with a deadline of July 1, 2016. To continue fundraising efforts for the scholarship fund, the annual golf tournament will be held on September 30, 2016 at the UNM Championship Golf Course. The Parent Association participates in New Student Orientations and hosts a reception each Tuesday evening to welcome new parents. One recent initiatives is the High School Outreach Program, the goal is to be an advocate and help promote the University's values and help increase enrollment. The Parent Association intends to target feeder high schools in the surrounding metro area and meet with PTAs and other social high school parent associations. Efforts will be focused on recruiting students by means of building relationships with parents of high school students, as well as help them understand UNM's economic value and the resources available to help their students succeed.

Kyle Biederwolf, President, ASUNM, ASUNM, provided his first report to the Board. There were 46 applications for ASUNM 12 positions, so a lot of hires have taken place. ASUNM is working on several initiatives during the summer. Mr. Biederwolf will Chair the Student Fee Review Board working alongside GPSA President Glenda Lewis. They will have preliminary recommendations by November 4th and are working with Departments to ascertain their needs and wants. They are forming a Student Regent Selection Committee from the Undergraduate level. They plan to work directly with the student governments at NM Tech and NMSU as well as with the UNM Government Relations Office to discuss solvency for the Lottery Scholarship.

Glenda Lewis, President, GPSA, provided her first report to the Board. GPSA is in the middle of filling three executive committees. They have hired a Chief of Staff, Deputy Chief of Staff, and Office Manager. The Graduate Summer Scholarship ended June 16th. They are currently in the middle of compiling a new Graduate Student Orientation Packet that will be going out. Ms. Lewis introduced the GPSA Chief of Staff, Marc Narvaez. Mr. Narvaez introduced himself to the Board and added that he received his undergraduate degree from Stanford University and is working towards a Master's Degree in the College of Education.

Renée Delgado-Riley, President-Elect, Staff Council, provided a report on behalf of President Danelle Callan. Staff Council held its annual luncheon on June 2nd with 1,700 staff in attendance. The Lobo Burrito event will take place in July. Administrators will be serving breakfast burritos. Staff Council will begin a new leadership and mentoring program, they are incorporating it into their strategic plan. In May, Staff Council approved the creation of the Karen Redskin Legacy Scholarship named after a former Staff Council President battling cancer. The council is working with the UNM Foundation on a sustainable funding model for the scholarship. On May 11, Staff Council passed two resolutions; one on the UNM Seal and one regarding shared government. The hope is that Staff Council will continue to be engaged in conversations regarding issues facing the University. Staff and Staff Council are appreciative of the \$550 one-time payout approved by the Regents.

Stefan Posse, President, Faculty Senate, provided his final report to the Board. Faculty Senate had a number of requests for engagement and it was appreciated. There was wide-ranging feedback from Faculty regarding the live-in requirement, with diverse opinions that were overall positive. Faculty sees the value in it as it could enhance graduation rates. There were concerns about the major financial impact that could be posed on some students. Their recommendation is to present a Residential Scholarship to help offset costs to students with financial needs. Faculty Senate would like Administrative efficiencies to be further explored. Reducing administrative lines could put significant administrative burden on Faculty and the University.

**VOTE TO CLOSE THE MEETING AND PROCEED IN EXECUTIVE SESSION**

**The vote to close the meeting and proceed in Executive Session passed unanimously (1<sup>st</sup> Lee; 2<sup>nd</sup> Fortner). The meeting closed at 11:18 AM.**

1. Discussion and determination where appropriate of threatened or pending litigation pursuant to Section 10-15-1.H(7), NMSA (1978)
2. Discussion and determination where appropriate of the purchase, acquisition or disposal of real property pursuant to Section 10-15-1.H(8), NMSA (1978)
3. Discussion of strategic or long-range plans of public hospitals, pursuant to Section 10-15-1.H(9), NMSA (1978)

**VOTE TO RE-OPEN THE MEETING**

**The vote to re-open the meeting passed unanimously (1<sup>st</sup> Fortner; 2<sup>nd</sup> Doughty). The meeting re-opened at 12:35 PM.**

**Regent Doughty certified that only those matters described in the closed session agenda were discussed in closed session and there was no item upon which the Board of Regents needed to take action.**

**ADJOURN**

**The motion to adjourn the meeting passed unanimously (1<sup>st</sup> Fortner; 2<sup>nd</sup> Lee). The meeting adjourned at 12:36 PM.**

**Approved:**

**Attest:**

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**Robert M. Doughty III, President**

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**Jack L. Fortner, Secretary/Treasurer**

## President's Administrative Report

*will be presented at the meeting*

# Update on UNM Strategic Plan Priorities

Presentation to UNM Board of Regents  
August 18, 2016

# Strategic Plan Background

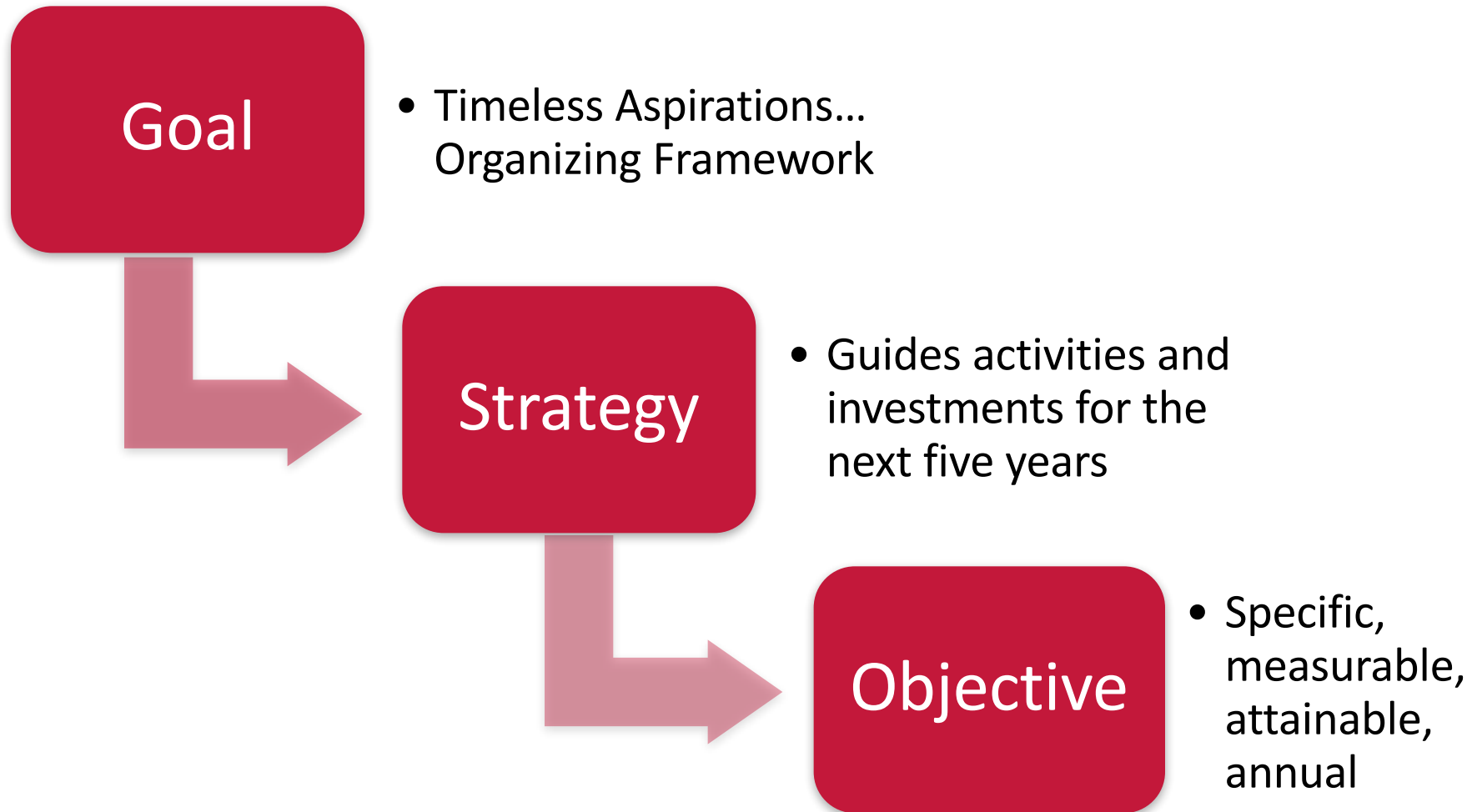
- Current plan developed in 2012-13:
  - Comprehensive planning process developed the UNM2020 Vision and Strategic Plan
  - Framework to guide UNM's priorities, investments, and strategic activities through 2020
  - Structured around 7 goals with 27 multi-year objectives
  - 2015-16 represents the final deadline for original plan objectives

# Current Plan Refresh

- Throughout 2015-16, engaged in an update and refresh of the original UNM2020 plan:
  - Defined goals, strategies, objectives, and timelines
  - Met with the President's Leadership Team to craft initial strategies
  - Met with departmental representatives responsible for implementing objectives
  - Convened campus-wide representatives to refine strategies and develop annual objectives
  - Open campus comment and continued refinement



# Plan Structure



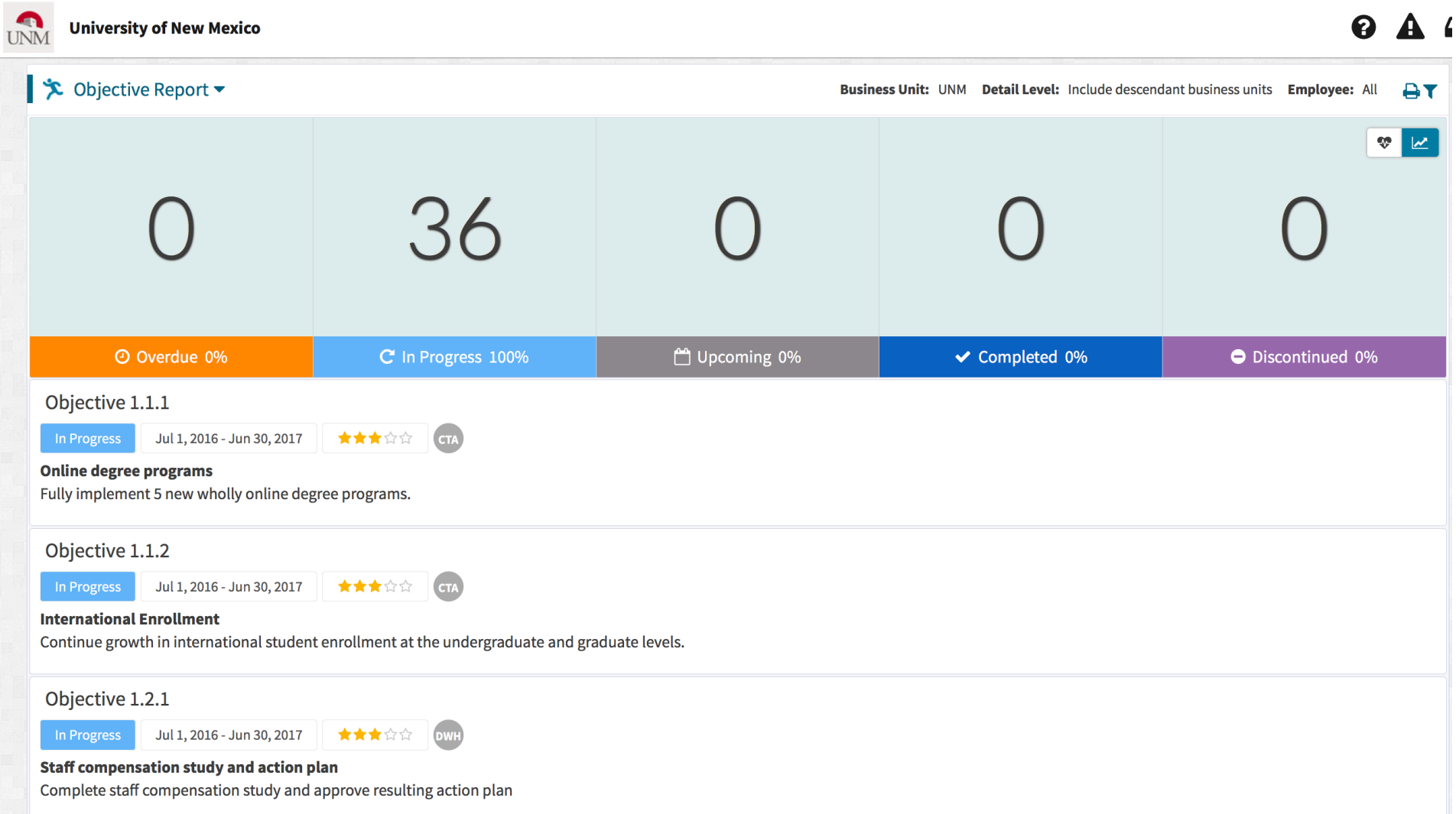
# Plan Structure - Example

- **Goal 2:** Prepare Lobos for Lifelong Success
  - **Strategy 2.1:** Increase timely degree completion
    - **Metric:** Annual retention and graduation rates
    - **Objective 2.1.1:** Achieve four-year graduation above 20%.
      - *Completion Target: Fall 2016*
      - *Responsibility: Abdallah*

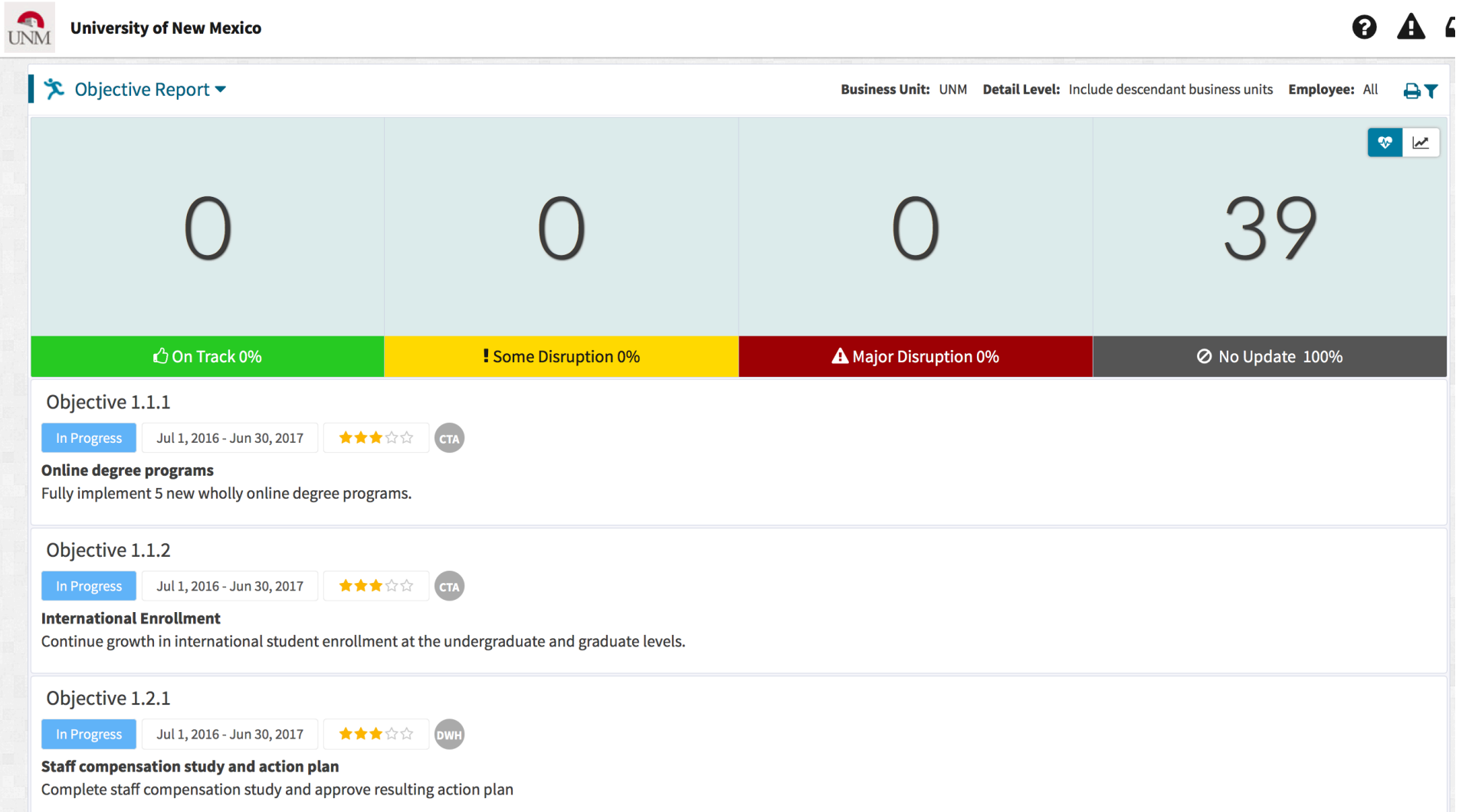
# Plan Implementation

- Objectives are updated annually, and serve as the foundation of the President's annual goals and performance plan
- In turn, objectives are the basis for the annual goals for each EVP and the President's direct reports
- Specific tactics are left to the discretion of the appropriate EVP, and typically assigned to relevant departments for implementation

# Plan Accountability



# Plan Accountability



# Plan Accountability

- Regular updates to President and Regents
  - Progress on objectives
  - Performance on identified metrics
- Basis for annual evaluation of President's direct reports
- Annual update cycle drives annual budget priorities



## **STRATEGIC PLAN SUMMARY, 2016-17**

### **GOAL 1: BECOME A DESTINATION UNIVERSITY**

#### **STRATEGY 1.1: EVOLVE OUR PROGRAMS AND CURRICULA TO ENTICE AND CHALLENGE A CHANGING STUDENT DEMOGRAPHIC**

**Metric:** Overall student enrollment

**Objective 1.1.1:** Fully implement 5 wholly online degree programs by Fall 2017.

*Completion Target: Fall 2017, Responsibility: Abdallah*

**Objective 1.1.2:** Continue growth in international student enrollment at the undergraduate and graduate levels. *Completion Target: Increases of 150 Undergraduate and 200 Graduate international students by Fall 2017, Responsibility: Abdallah*

#### **STRATEGY 1.2: OPTIMIZE FACULTY AND STAFF WORK ENVIRONMENT FOR SATISFACTION AND SUCCESS**

**Metric:** Annual faculty and staff turnover rates

**Objective 1.2.1:** Complete staff compensation study and approve resulting action plan.

*Completion Target: Spring 2017, Responsibility: Harris*

**Objective 1.2.2:** Begin implementation of campus-wide IT reorganization. *Completion Target: Spring 2017, Responsibility: Harris*

**Objective 1.2.3:** Develop and gain approval for multi-year faculty compensation plan.

*Completion Target: Spring 2017, Responsibility: Abdallah*

#### **STRATEGY 1.3: IMPLEMENT CAPITAL RENEWAL FOR CAMPUS MODERNIZATION AND REVITALIZATION**

**Metric:** Percentage of capital projects on schedule

**Objective 1.3.1:** Complete Phase 2 of 2016 bond issuance. *Completion Target: Spring 2017, Responsibility: Harris*

**Objective 1.3.2:** Maintain schedules (on-time, on-budget) for projects underway (Johnson Center, Anderson School of Management, Physics, Astronomy and Interdisciplinary Sciences, Farris Engineering Center, Smith Plaza). *Completion Target: Summer 2017, Responsibility: Harris*

**Objective 1.3.3:** Develop financing plan for future healthcare facilities. *Completion Target: Summer 2017, Responsibility: Roth and Harris*



## STRATEGIC PLAN SUMMARY, 2016-17

### GOAL 2: PREPARE LOBOS FOR LIFELONG SUCCESS

#### STRATEGY 2.1: INCREASE TIMELY DEGREE COMPLETION

**Metric:** Annual retention and graduation rates

**Objective 2.1.1:** Achieve four-year graduation above 20%. *Completion Target: Fall 2016, Responsibility: Abdallah*

#### STRATEGY 2.2: GROW TARGETED GRADUATE PROGRAMS

**Metric:** Annual graduate program growth

**Objective 2.2.1:** 10% increase in enrollment in shared credit programs (concurrent undergrad/graduate enrollment). *Completion Target: Spring 2017, Responsibility: Abdallah*

**Objective 2.2.2:** Maintain growth in advanced practice RN and graduate medical education programs. *Completion Target: Spring 2017, Responsibility: Roth*

#### STRATEGY 2.3: IMPROVE INTEGRATION OF THE BRANCH CAMPUSES WITH THE MAIN CAMPUS

**Metric:** Annual branch transfer enrollment

**Objective 2.3.1:** Increase degree completion and transfer rates at branch campuses. *Completion Target: Summer 2017, Responsibility: Abdallah*





## STRATEGIC PLAN SUMMARY, 2016-17

### GOAL 3: PROMOTE INSTITUTIONAL CITIZENSHIP AND INCLUSIVE EXCELLENCE

#### STRATEGY 3.1: PROMOTE A CAMPUS CLIMATE OF INCLUSIVENESS AND RESPECT

**Metric:** Progress on inclusive excellence scorecard measures

**Objective 3.1.1:** Develop a full strategic plan to advance a campus climate that eradicates sexual violence, promotes racial and cultural tolerance, and encourages free and respectful dialogue; begin rapid implementation as plan components are finalized.

*Completion Target: Summer 2017, Responsibility: All*

**Objective 3.1.2:** Continue dialogue and develop recommendations on potential modifications to the UNM seal. *Completion Target: Fall 2016, Responsibility: Abdallah*

**Objective 3.1.3:** Use "best practice" recruiting toolkit developed in FY16 to improve recruitment of underrepresented students. *Completion Target: Spring 2017, Responsibility: Roth*

**Objective 3.1.4:** Develop inclusive excellence scorecard and report baseline data. *Completion Target: Summer 2017, Responsibility: Abdallah*

#### STRATEGY 3.2: INTEGRATE COMMUNITY ENGAGED TEACHING, LEARNING, AND SCHOLARSHIP THROUGHOUT UNM

**Metric:** Annual increases in reported community engagement activities

**Objective 3.2.1:** Coordinate among academic departments to better integrate and grow community internship programs. *Completion Target: Summer 2017, Responsibility: Abdallah*



## STRATEGIC PLAN SUMMARY, 2016-17

### GOAL 4: ENHANCE HEALTH AND HEALTH EQUITY

#### STRATEGY 4.1: IMPROVE HEALTH AND HEALTH CARE FOR THOSE WE SERVE

**Metric:** Improve annual State Healthcare Ranking

**Objective 4.1.1:** Initiate a comprehensive community health workers program.

*Completion Target: Summer 2017, Responsibility: Roth*

#### STRATEGY 4.2: BUILD THE HEALTH CARE WORKFORCE OF NEW MEXICO BY PROVIDING A PREMIER EDUCATION

**Metric:** Reduction in counties qualifying as healthcare shortage areas

**Objective 4.2.1:** Update state report on workforce shortages and recruitment strategies.

*Completion Target: Fall 2016, Responsibility: Roth*

**Objective 4.2.2:** Initiate Population Health bachelor's degree program in fall 2016.

*Completion Target: Fall 2016, Responsibility: Roth*

#### STRATEGY 4.3: FOSTER INNOVATION AND TRANSLATE OUR RESEARCH AND DISCOVERIES INTO CLINICAL AND EDUCATIONAL PRACTICE

**Metric:** Increase funding for clinical and translational research

**Objective 4.3.1:** Recruit at least one basic science researcher per year that complements health and biomedical education and clinical efforts. *Completion Target: Summer 2017, Responsibility: Roth*

**Objective 4.3.2:** Finalize plan and begin implementation of a small business partnership initiative, modeled on the Cleveland University Circle, to support and grow local vendors. *Completion Target: Summer 2017, Responsibility: Roth*

**Objective 4.3.3:** Develop new joint Main Campus – HSC educational programs.

*Completion Target: 2 joint programs by Summer 2017, Responsibility: Roth and Abdallah*



## STRATEGIC PLAN SUMMARY, 2016-17

### GOAL 5: ADVANCE DISCOVERY AND INNOVATION

#### STRATEGY 5.1: POSITION UNM AS A 21ST CENTURY LEADER IN RESEARCH

**Metric:** Annual progress on identified research performance measures

**Objective 5.1.1:** Disseminate and begin to implement comprehensive research strategic plan for the main campus. *Completion Target: Spring 2017, Responsibility: Abdallah*

#### STRATEGY 5.2: GROW EXTERNAL FINANCIAL SUPPORT FOR RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

**Metric:** Annual research awards and sponsored program expenditures

**Objective 5.2.1:** Build on the renewed Clinical Translational Science award and Cancer Center grant to continue the trend of growth in HSC extramural funding. *Completion Target: Summer 2017, Responsibility: Roth*

#### STRATEGY 5.3: MAXIMIZE RESEARCH OPPORTUNITIES BY FULLY LEVERAGING COLLABORATION WITH THE REGION'S NATIONAL LABS

**Metric:** Growth in joint programs between UNM and national labs

**Objective 5.3.1:** Advance the proposal for Sandia National Laboratories management contract. *Completion Target: Summer 2017, Responsibility: Abdallah*

**Objective 5.3.2:** Increase the number of shared professorships with the National Labs. *Completion Target: Summer 2017, Responsibility: Abdallah*



## STRATEGIC PLAN SUMMARY, 2016-17

### GOAL 6: ENSURE FINANCIAL INTEGRITY AND STRENGTH

#### STRATEGY 6.1: DEVELOP A DIVERSIFIED, SUSTAINABLE FINANCIAL MODEL TO SUPPORT THE GOALS, MISSION, AND VALUES OF THE UNIVERSITY

**Metric:** Regular reporting and approval of budget milestones according to annual budget development timeline

**Objective 6.1.1:** Utilize the "Tuition Share" budget allocation process to incentivize revenue growth and quality improvement. *Completion Target: Spring 2017, Responsibility: Harris and Abdallah*

**Objective 6.1.2:** Continue administrative coordination, integration and consolidation between the main campus and health sciences center. *Completion Target: Spring 2017, Responsibility: Harris and Roth*

**Objective 6.1.3:** Reactivate Lobo Development Corporation and increase real estate development activity. *Completion Target: Summer 2017, Responsibility: Harris*

#### STRATEGY 6.2: ENSURE REGULATORY COMPLIANCE AND MAXIMIZE SAFETY ON OUR CAMPUS WHILE CONTROLLING COST

**Metric:** Annual progress on campus-wide risk assessment (assessment to be developed during FY17 in conjunction with Regents Audit and Compliance Committee)

**Objective 6.2.1:** Continue reorganization and integration of compliance organizations for increased effectiveness and efficiency. *Completion Target: Summer 2017, Responsibility: Frank*

#### STRATEGY 6.3: CONTINUE BUILDING THE UNM ENDOWMENT

**Metric:** Year-end endowment market value

**Objective 6.3.1:** Grow endowment to \$480M by 2020. *Completion Target: Summer 2020, Responsibility: Nemcik*

**Objective 6.3.2:** Achieve annual fundraising goal of \$80M. *Completion Target: Summer 2017, Responsibility: Nemcik*



## STRATEGIC PLAN SUMMARY, 2016-17

### GOAL 7: ADVANCE AND ACCELERATE ECONOMIC DEVELOPMENT

#### STRATEGY 7.1: LEAD THE ADVANCEMENT OF NEW MEXICO'S INNOVATION ECONOMY

**Metric:** Annual report of progress on Innovate ABQ master development plan

**Objective 7.1.1:** Begin construction on initial Innovate ABQ building and remain on track for Fall 2017 completion. *Completion Target: Fall 2017, Responsibility: Harris*

**Objective 7.1.2:** Complete Innovate ABQ phase 2 master plan and begin sanctuary renovation. *Completion Target: Summer 2017, Responsibility: Harris*

#### STRATEGY 7.2: ENHANCE UNM'S CULTURE OF ENTREPRENEURSHIP THROUGH THE INNOVATION ACADEMY AND RELATED PROGRAMS

**Metric:** Annual progress on US patents issued and start-up companies created

**Objective 7.2.1:** Generate 1,000 SCH through fee-for-credit partnership with Disney College Program. *Completion Target: Summer 2017, Responsibility: Abdallah*

**Objective 7.2.2:** Grow Innovation Academy to more than 500 Innovation Scholars. *Completion Target: Summer 2017, Responsibility: Abdallah*



The cover features a photograph of a bronze statue of a Native American man on a pedestal, set against a modern building with large glass windows. A dark red horizontal band across the middle contains the title text. The background image shows the statue in the foreground, the building in the mid-ground, and some trees in the background under a clear sky.

UNM Strategic Plan

# 2016 REPORT

THE UNIVERSITY OF NEW MEXICO



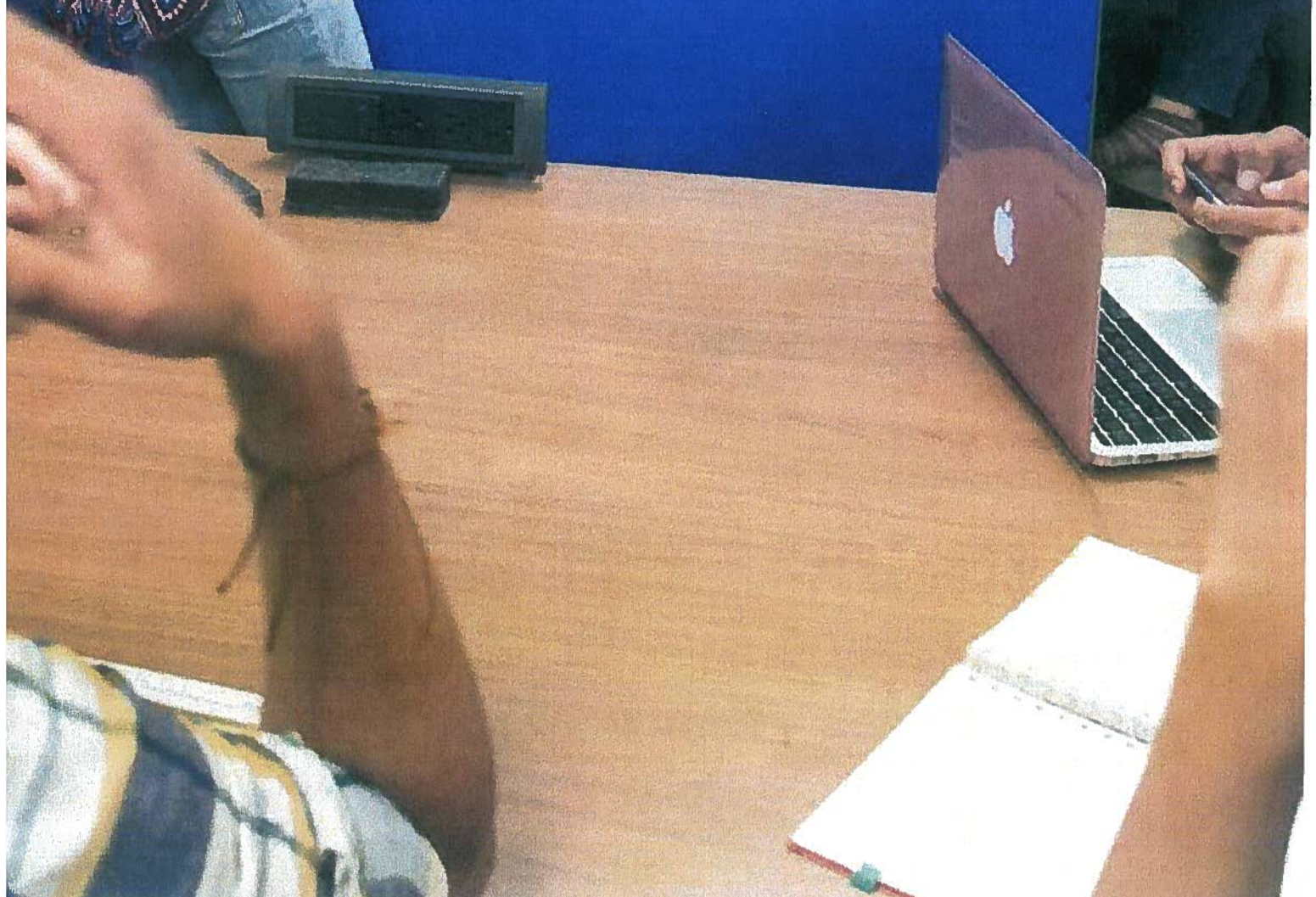
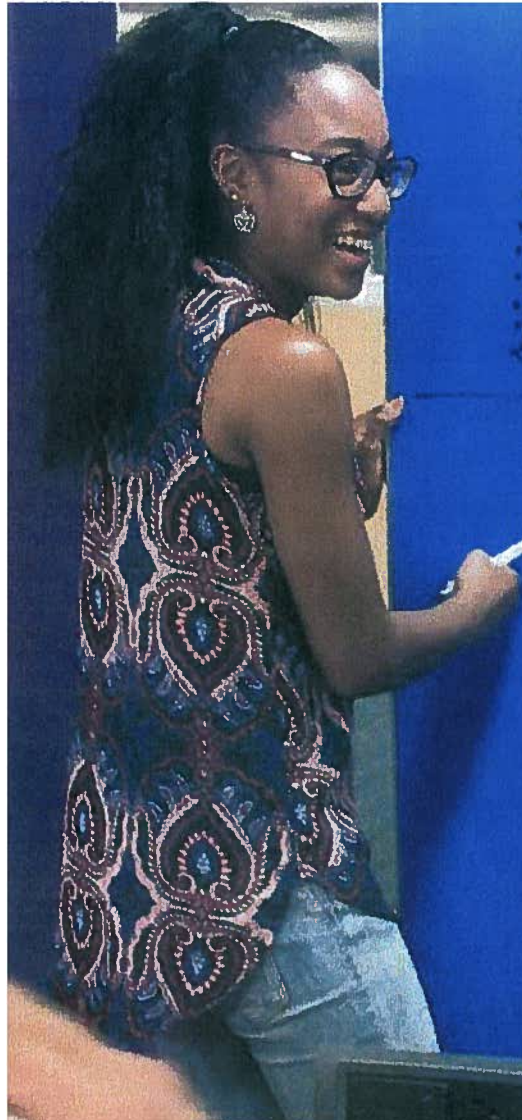
• tricuspid valve  
 • right ventricle  
 • pulmonary semilunar valve  
 • pulmonary arteries  
**LUNGS**  
 • pulmonary veins  
 • left atrium  
 • mitral valve  
 • left ventricle  
 • aortic semilunar valve  
 • aorta  
 • arteries  
 • capillaries

**LUNGS**  
 • pulmonary veins  
 • left atrium  
 • mitral valve  
 • left ventricle  
 • aortic semilunar valve  
 • aorta  
 • arteries  
 • capillaries

**PHASE I: Ventricular Filling of AV valve**  
 open  
 occurs during mid to late diastole  
 atrial contraction pushes additional blood into ventricle

**Phase 2: Systole - 2 periods**  
 1. isovolumetric contraction  
 all valves closed  
 ventricular pressure > aortic pressure  
 aortic valve opens

**Phase 3: isovolumetric relaxation**  
 all valves closed  
 ventricular pressure < aortic pressure  
 aortic valve closes







## TABLE OF CONTENTS

LETTER FROM THE PRESIDENT .....	3
BECOME A DESTINATION UNIVERSITY .....	4
PREPARE LOBOS FOR LIFELONG SUCCESS .....	6
PROMOTE INSTITUTIONAL CITIZENSHIP AND INCLUSIVE EXCELLENCE .....	8
IMPROVE HEALTH AND HEALTH EQUITY .....	10
ADVANCE DISCOVERY AND INNOVATION .....	12
ENSURE FINANCIAL INTEGRITY AND STRENGTH .....	14
ADVANCE AND ACCELERATE ECONOMIC DEVELOPMENT .....	16



# EACH OF US DEFINES ALL OF US.

WE ARE A COMMUNITY OF UNIQUE PERSPECTIVES  
EMBRACING OUR DIFFERENCES. WE ARE A  
CULTURE OF CONTRAST, NOT A CONTRAST OF  
CULTURES. UNAFRAID TO LET OUR COLORS RUN  
AND BLEND AND LET THE VERY THINGS THAT  
DIVIDE US BECOME THE THINGS THAT **CONNECT US**  
**TO EACH OTHER.** SO WE CAN **CREATE, COLLECT**  
AND **SPREAD KNOWLEDGE**—ABOUT EVERYTHING  
FROM NUCLEAR ENGINEERING AND FINE ART  
TO ENZYMATIC FUEL CELLS, REVOLUTIONARY  
MEDICINE AND FORENSIC ACCOUNTING. **WHAT**  
**MAKES US DIFFERENT MAKES US STRONG—AND**  
**A FORCE TO BE RECKONED WITH.**





## THROUGH THE LENS OF NOW AND WHEN

The University of New Mexico is more than just the state's flagship university – it is a keystone of New Mexico's advancement in education, research, health care and community services. Our current strategic plan was developed as an institutional road map, a guide to make UNM the best university it can be. And for the past four years, we have done just that.

Since 2012, we have achieved some remarkable things – record high retention and graduation rates, better prepared freshman classes, record-breaking fundraising, continued national acclaim for our faculty, and new academic endeavors such as the Honors College and Innovation Academy. Now, we are positioned to build on these successes and chart our course for the next several years.

As we reviewed our strategic plan and reflected on the many accomplishments of the past few years, we did so through a lens of “now and when” – what have we accomplished and where are we now; and what the University and our community will look like when we achieve these next steps.

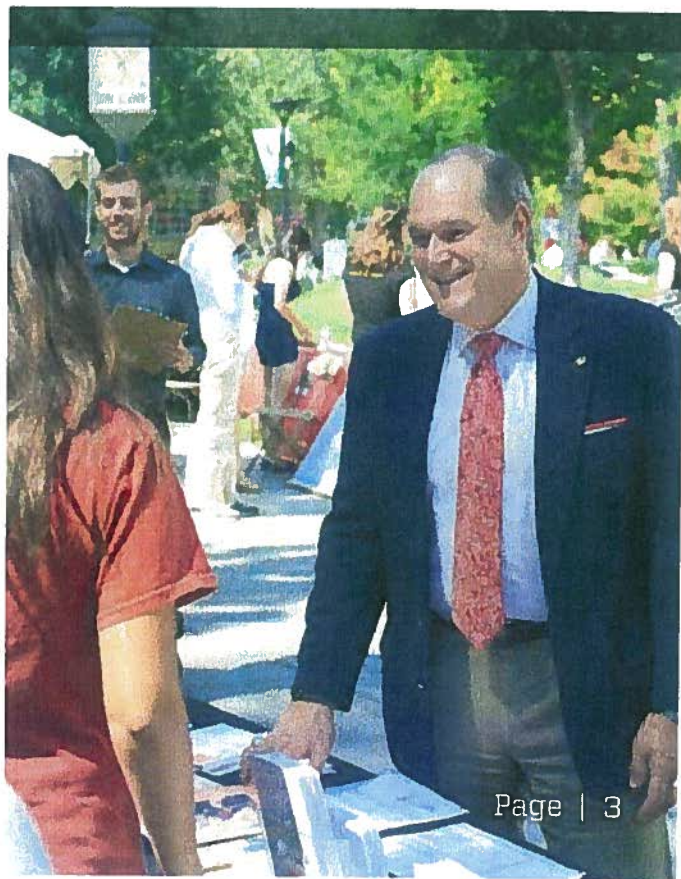
I say “when”, because we cannot accomplish these goals in the mindset of “if.” These efforts are critical to the continued success of our university and our ability to remain competitive amidst a changing national higher education landscape. Simply put, we do not have the luxury of “if.”

UNM will attract the best students and faculty *when* it becomes destination university, not *if*. The State of New Mexico's economy will improve *when* Innovate ABQ, the public-private partnership innovation district, is complete.

Looking back, we are proud of what we have accomplished, but we are not satisfied. Together, UNM's students, faculty, and staff are poised to change the world.

A handwritten signature in black ink that reads "Robert G. Frank".

Robert G. Frank





# Become a Destination University

*Be an institution that is recognized and sought out by students and faculty globally for its cultural, academic, and research distinction. This will be reflected in a diversity of people, ideas, programs, and places.*

## WHERE WE ARE

People around the world are seeking what UNM offers. A notable increase in international, honors and high-achieving students over the past four years demonstrates that clearly. By implementing our thriving new Honors College, refreshing the campus through multiple facility projects, and increasing global student outreach efforts, our institution is more attractive than ever before to those who want a top-notch education.

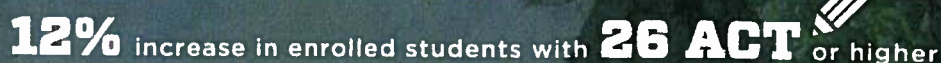
Our work doesn't stop there. To attract the best students, we must have the best faculty to teach and staff to support everyone seeking an education. In order for our faculty and staff to succeed, they have to be supported, valued and engaged. So we started asking them; is UNM a 'great place to be?' We've heard what people think about working here, and now must move forward to ensure we provide an environment where they can continue to succeed to make UNM great.



increase in international  
student enrollment since 2012



IN CAPITAL PROJECTS UNDERWAY







## WHERE WE'RE GOING

UNM is a destination university. We are the nation's only flagship university designated as a Hispanic Serving Institution, and New Mexico's only Carnegie designated Highest Research University. We will continue to evolve to keep that position in a highly competitive educational landscape. Through new curricula, programs and facilities, we will increase our reputation globally as the 'place to be.'

### STRATEGIC OBJECTIVES

Evolve our programs and curricula to entice and challenge a changing student demographic

- Fully implement 5 new wholly online degree programs by fall 2017
- Continue growth in international student enrollment at the undergraduate and graduate levels

Optimize faculty and staff work environment for satisfaction and success

- Complete staff compensation study and approve resulting action plan
- Begin implementation of campus-wide IT reorganization
- Develop and gain approval for multi-year faculty compensation plan

Implement capital renewal for campus modernization and revitalization

- Complete Phase 2 of 2016 bond issuance
- Maintain schedules (on-time, on-budget) for projects underway (Johnson Center, Anderson School of Management, Physics, Astronomy and Interdisciplinary Sciences, Farris Engineering Center)
- Develop financing plan for future health care facilities



## Prepare Lobos for Lifelong Success

*Provide an inviting and supportive campus experience, preparing students to meet their long-term goals as lifelong learners in academic and personal achievement, career, and leadership.*

### WHERE WE ARE

UNM alumni are some of the best in the world. Lobos have gone on to become industry leaders and world changers. By increasing our retention and graduation rates, we will produce more lifelong Lobos and make an even greater world impact.

To make this possible, we've redesigned some of our degree plans and implemented and enhanced the current support services available to all students. Programs like the Math Learning Lab make it possible for students to get the help they want and need to succeed academically. The Aim to Achieve initiative paves the way to a four-year graduation.

Our role is not simply to grant degrees, but to deliver the best educational tools and programs to every one of our students. We help students become lifelong learners, prepared to pursue any path they choose.



## Record High Graduation Rates

19.1% 4-YEAR DEGREE COMPLETION  
49.1% 6-YEAR DEGREE COMPLETION

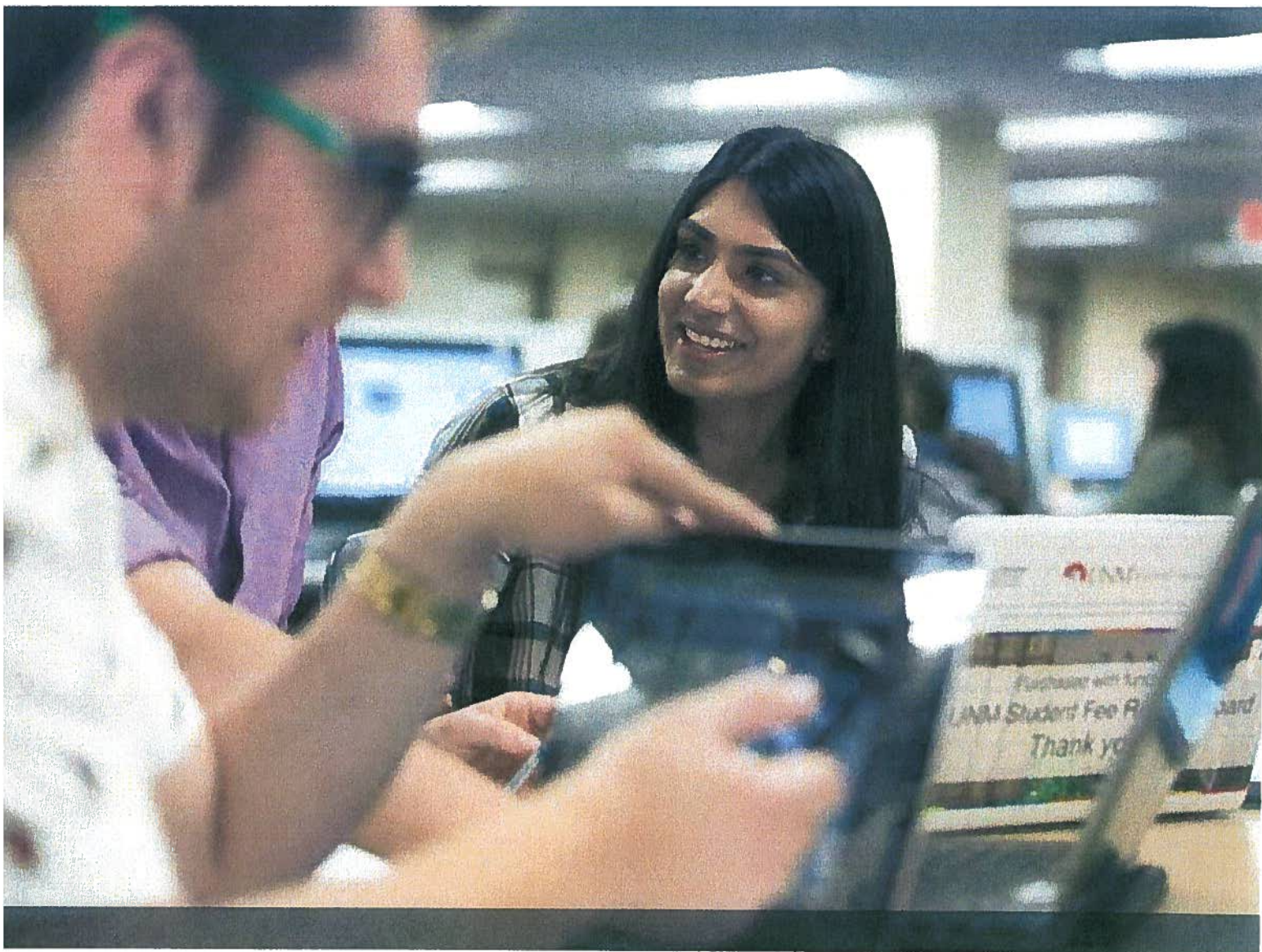
**79%** RETENTION  
OF FRESHMEN  
GOING INTO  
SOPHOMORE YEAR



**10%**

increase in doctoral degrees  
awarded annually since 2012





## WHERE WE'RE GOING

Our alumni leave UNM prepared to tackle both academic and career challenges. They go on to study in some of the best graduate and professional programs, take jobs for some of the most influential companies, or even start their own. The momentum of this academic success attracts more students. Additionally, we will introduce new paths for students to obtain higher degrees, on all our campuses.

### STRATEGIC OBJECTIVES

Increase timely degree completion

- Achieve four-year graduation above 20%

Grow targeted graduate programs

- 10% increase in enrollment in shared credit programs (concurrent undergrad/graduate enrollment)
- Maintain growth in advanced practice RN and graduate medical education programs

Improve integration of the branch campuses with the main campus

- Increase degree completion and transfer rates at branch campuses



## Promote Institutional Citizenship and Inclusive Excellence

*UNM strives to engage people of all identities, and from all backgrounds, cultures, and communities to realize that they are capable of participating in all aspects of university life. These interactions will inform institutional strategy, practices, and culture, bridge campus to community, and build knowledge and capacity to solve complex societal challenges.*

### WHERE WE ARE

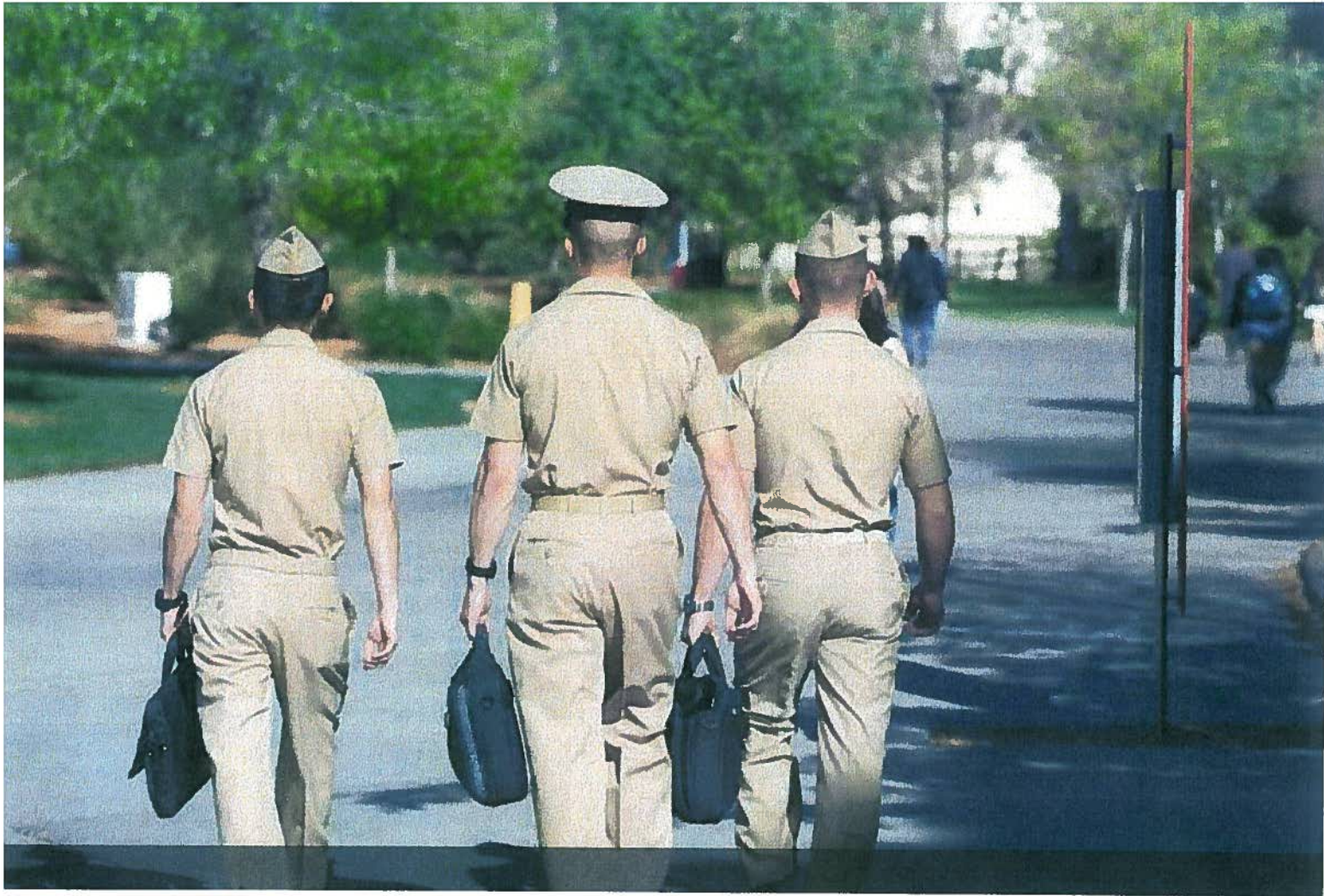
We are a community of unique perspectives and we embrace our differences. It is through our diversity in backgrounds, ideas, opinions and personalities that we are able to create, collect and spread knowledge. It is only through the open inclusion of these differences in our decisions and daily practices that we are able to achieve greatness. Still, we continue evolving our ability to balance our separate and collective identities to ensure UNM serves its mission while each individual feels at home in our UNM community.

## LoboRESPECT

Respond Educate Support Prevent Empower Consent Train

Initiated the LoboRESPECT Initiative, taking a proactive approach to addressing issues of sexual misconduct and providing support to students, faculty and staff campus-wide





## WHERE WE'RE GOING

We are building a diverse environment characterized by a respectful regard for each other and a responsibility to our community. We reflect on our past, serve our present, and strive to improve our future. This means addressing the many complex issues facing universities head-on, committed to preserving our freedom of inquiry within an environment of inclusiveness and respect.

### STRATEGIC OBJECTIVES

Promote a campus climate of inclusiveness and respect

- Develop a full strategic plan to advance a campus climate that eradicates sexual violence, promotes racial and cultural tolerance, and encourages free and respectful dialogue; begin rapid implementation as plan components are finalized
- Continue dialogue and develop recommendations on potential modifications to the UNM seal
- Use “best practice” recruiting toolkit developed in fiscal year 2016 to improve recruitment of underrepresented students
- Develop inclusive excellence scorecard and report baseline data

Integrate community engaged teaching, learning, and scholarship throughout UNM

- Coordinate among academic departments to enact a robust community internship program



## Enhance Health and Health Equity

*UNM strives to improve public health and health care to the populations we serve, working with community partners to advance health and health equity in New Mexico, and to provide an excellent education in the health sciences with a focus on the priority health needs of our communities.*

### WHERE WE ARE

Our School of Medicine, College of Pharmacy, College of Nursing and new College of Population Health are here to provide our students with the opportunity to get an exceptional education and the people of New Mexico with the highest quality of health care.

Being the #1 health care provider in a state with more than two million people is no easy feat. It requires constant innovation, top-level research, and a wealth of compassion for all of our community members. Our schools, hospital and health partners provide quality care for thousands of people, in many cases through entire lives.



# \$88,000,000

Clinical Translational Science Center funding  
MORE THAN DOUBLED SINCE 2012



## 5,878

patients transferred  
into UNM Health  
System from other  
community hospitals

# 1 OF ONLY 29

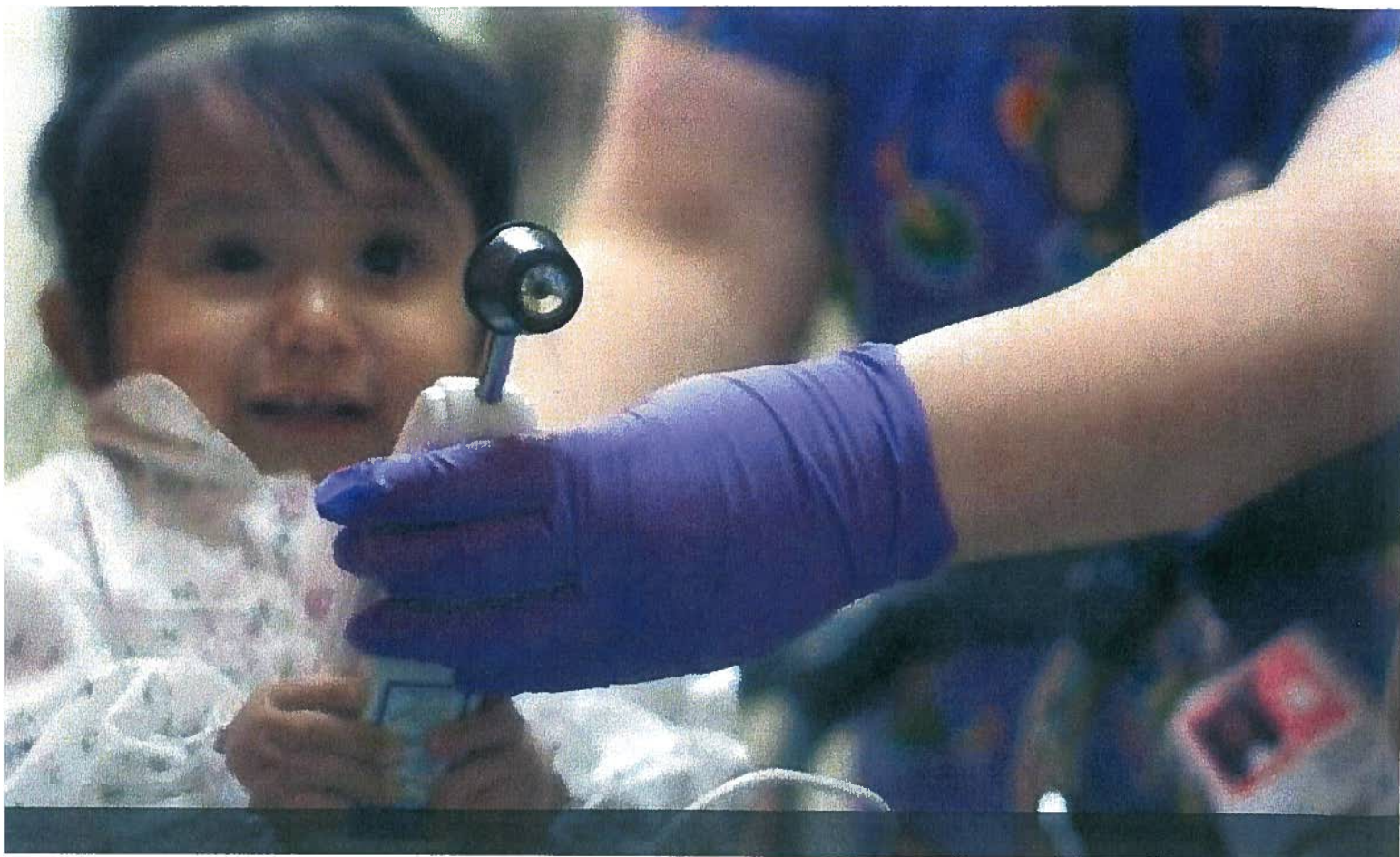
Institutions with a  
NCI-DESIGNATED  
COMPREHENSIVE  
CANCER CENTER,  
and a NIH-FUNDED  
CLINICAL AND  
TRANSLATIONAL  
SCIENCE CENTER

# \$164.5

MILLION

in Health Sciences  
Center extramural  
research funding





## WHERE WE'RE GOING

We are the primary source for health care and health advancement in our state. Our community knows that. They turn to us to solve the greatest health challenges we face. Now, more than ever, we must enhance our practices and programs to meet people's health needs in a rapidly changing health care industry.

### STRATEGIC OBJECTIVES

Improve health and health care for those we serve

- Initiate a comprehensive community health workers program

Build the health care workforce of New Mexico by providing a premier education

- Update state report on workforce shortages and recruitment strategies
- Initiate Population Health bachelor's degree program in fall 2016

Foster innovation and translate our research and discoveries into clinical and educational practice

- Recruit at least one basic science researcher per year in an area that complements health and biomedical education and clinical efforts
- Finalize plan and begin implementation of a small business partnership initiative, modeled on the Cleveland University Circle, to support and grow local vendors for hospital services and supplies
- Develop new Joint Main Campus – Health Sciences Center educational programs



## Advance Discovery and Innovation

*UNM strives to promote collaborations between university researchers and industry partners to further cutting-edge research and strengthen our research enterprise, and to advance knowledge and integrate student learning with innovation.*

### WHERE WE ARE

UNM is one of the nation's leading research universities, ranked 82nd among US universities by the Center for World University Rankings and 66th among US public universities by the Center for Measuring University Performance. With over \$300 million in contract and grant funding, people turn to us for the answers to some of the world's most complex questions. So, we work rigorously to find solutions.

This University was founded to create opportunities through education, improve the health and welfare of the people of New Mexico, and to be a leading source of high-quality scholarship and cutting-edge research. We are a constant source of information and innovation recognized across the country and around the world.

The research done by our faculty, staff and students is shaping the world we live in, in areas like neuroscience, enzymatic fuel cells, photonics, anthropology, materials science and environmental resources, to name a few.

RECORD  
HIGH

**69 U.S. Patents**

ISSUED IN FISCAL YEAR 2016

**3**

NEW MEMBERS OF  
NATIONAL ACADEMIES

**\$141,800,000**

main campus research awards  
in fiscal year 2016,  
*a 13% increase since 2012*





## WHERE WE'RE GOING

UNM will continue to enhance its research excellence, such that its culture of scholarly creativity, discovery, and innovation is recognized internationally and is a source of inspiration for all New Mexicans. Our collaborative relationships with national laboratories benefit UNM and our nation. Through stronger partnerships with these research enterprises, our students will have more learning and career opportunities, and our society will advance more rapidly.

### STRATEGIC OBJECTIVES

Position UNM as a 21st century leader in research

- Enact a comprehensive research strategic plan that significantly enhances UNM's capacity and competitiveness in world class research and creative activity

Grow external financial support for research, scholarship, and creative activity

- Build on the renewed Clinical Translational Science award and Cancer Center grant to continue the trend of growth in Health Sciences Center extramural funding

Maximize research opportunities by fully leveraging collaboration with the region's national labs

- Advance the proposal for Sandia National Laboratories management contract
- Increase the number of shared professorships with the National Labs



## Ensure Financial Integrity and Strength

*UNM operates in the context of a modern economy, raises funds through innovative mechanisms and judiciously invests them, utilizing strategies that address financial and market realities in higher education.*

### WHERE WE ARE

As the landscape of higher education in American continues to evolve, universities across the country are struggling to keep up economically. Our efforts to reduce budgets, grow investments and raise new funds have kept UNM financially stable, despite this challenging fiscal environment.

Our financial success is marked by record highs in fundraising and endowment growth. This momentum reflects the dedication of our faculty, staff, and students to the success of this institution and the excellent education it provides.

**\$12+ MILLION**

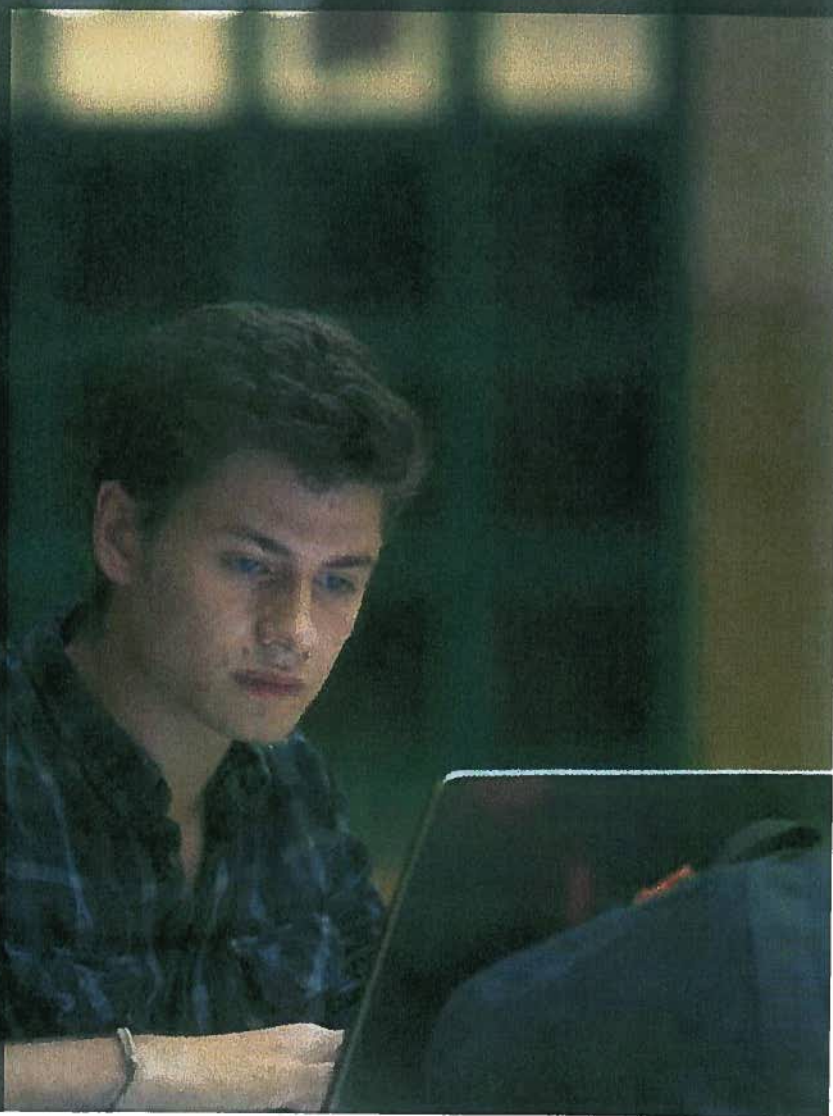
*in spending reductions and  
reallocations on main campus*

**RECORD  
HIGH** **\$90 million**  
in annual fundraising

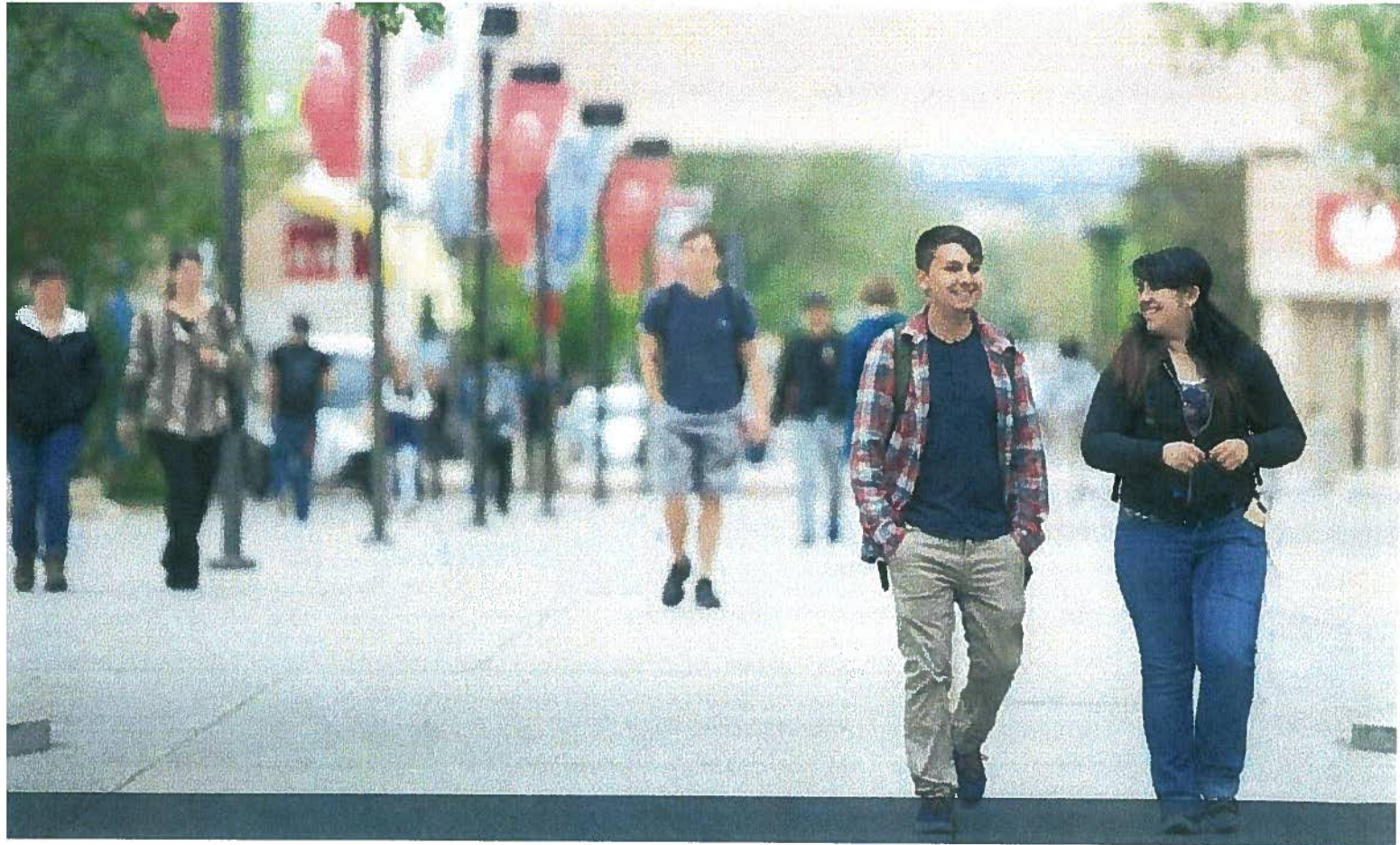


**20% Growth**

Endowment market value  
since fiscal year 2012







## WHERE WE'RE GOING

We have carefully evaluated our expenses institution wide, and implemented cost-cutting practices across the board. Financial solvency is critical. Without it, we cannot pursue our mission.

Our current financial challenges present an opportunity to redefine efficiency on our campus. It has pushed us to evolve our budget process and consolidate in ways that make sense operationally. This provides the foundation for sustainability that is required for us to serve our community, maintain access for our student body, and improve the quality of our services.

### STRATEGIC OBJECTIVES

Develop a diversified, sustainable financial model to support the goals, mission, and values of the University

- Utilize the "Tuition Share" budget allocation process to incentivize revenue growth and quality improvement
- Continue administrative coordination, integration and consolidation between the Main Campus and Health Sciences Center
- Reactivate Lobo Development Corporation and increase real estate development activity

Ensure regulatory compliance and maximize safety on our campus while controlling cost

- Continue reorganization and integration of compliance organizations for increased effectiveness and efficiency

Continue building the UNM endowment

- Grow endowment to \$450M
- Achieve annual fundraising goal of \$82M



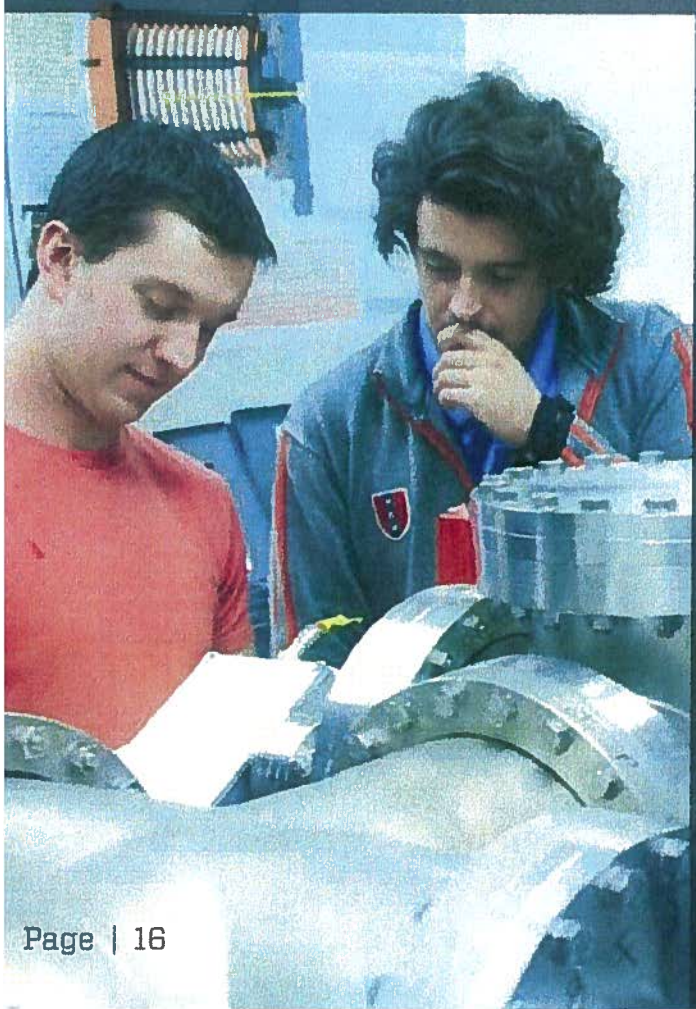
## Advance and Accelerate Economic Development

*Create public-private partnerships that build a sustainable future and strengthen the state's economy through engaged education, collaborative research, workforce development, and the acceleration of new technologies to market. Alongside faculty, students participate in innovative projects that prepare them to become the next generation of entrepreneurs.*

### WHERE WE ARE

Research and innovation serve two necessary goods: the good of the people, and the good of the economy. Discoveries at UNM improve lives. We are finding cures and solutions, and the commercialization of these discoveries has a tremendous economic impact.

Innovate ABQ, the Innovation Academy, and dozens of research centers and business partnerships are creating entrepreneurial opportunities like never before. UNM students are starting businesses before they even graduate. UNM faculty members are turning patents into companies, creating solutions we never thought possible.



**\$9** MILLION

income from technology license  
& patent reimbursements since 2012

**2,200**

students taking  
innovation classes

**232** Innovation  
Scholars

INNOVATION ACADEMY

**39** Start-up companies since 2012





The **Lobo Rainforest Building** at Innovate ABQ opening fall 2017

## WHERE WE'RE GOING

UNM is an economic driver for the state and one of the largest contributors to the Albuquerque economy. Leading the development of Innovate ABQ, Albuquerque's innovation district, will not only make UNM a destination university; it will make our city a national leader in innovation.

Our institution has a proven record of excellence in commercializing research. We facilitate business development. And by attracting some of greatest minds from around the world, UNM will continue being a catalyst for economic growth throughout our state and region.

### STRATEGIC OBJECTIVES

Lead the advancement of New Mexico's innovation economy

- Begin construction on initial Innovate ABQ building and remain on track for fall 2017 completion
- Complete Innovate ABQ phase 2 master plan and begin sanctuary renovation

Enhance UNM's culture of entrepreneurship through the Innovation Academy and related programs

- Grow Innovation Academy to more than 500 Innovation Scholars
- Enroll equivalent of 350 students in partnership with Disney College Program



THE UNIVERSITY OF NEW MEXICO  
OFFICE OF THE PRESIDENT

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REVISED JULY 28, 2016



# UNM2020

## VISION AND STRATEGIC PLAN



REVISED 8.15.16



# Become a Destination University

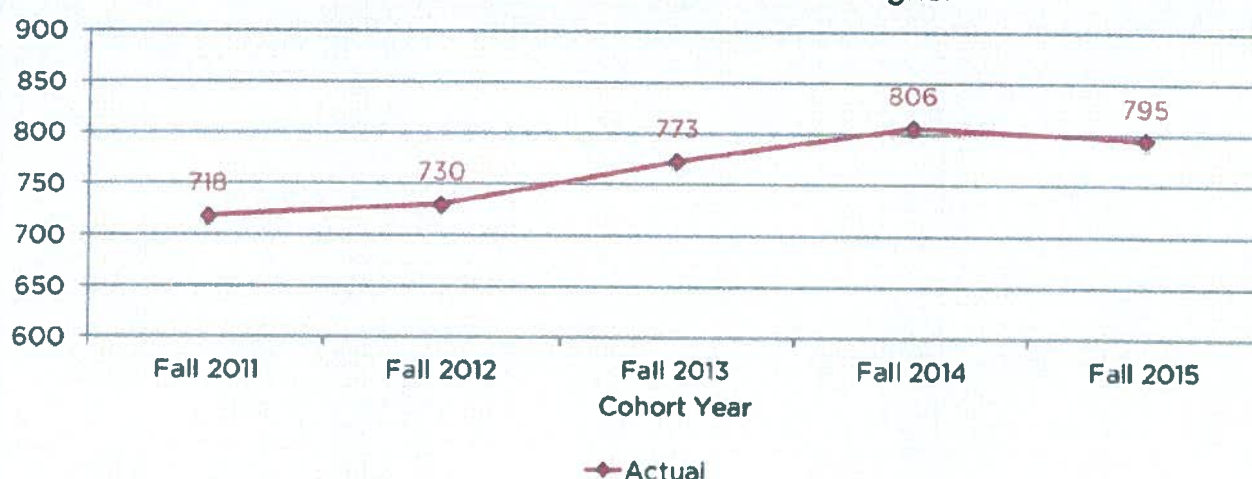
Objective

## Fully Implement an Honors College by Spring 2015

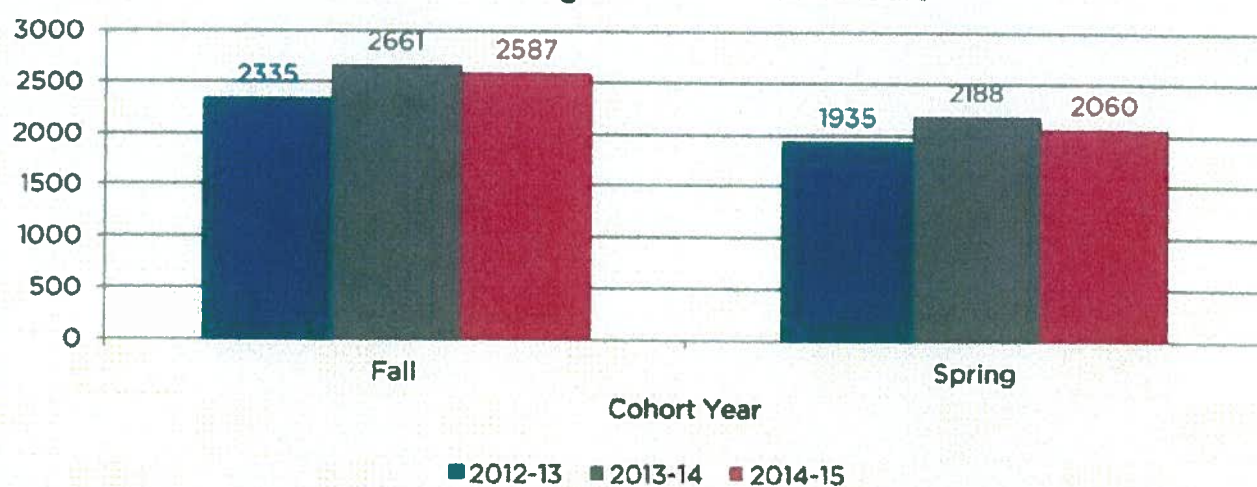
FY16  
Status

The UNM Honors College is fully implemented and thriving. After admitting a record-high number of students in its inaugural freshman cohort in Fall 2013, enrollment has remained strong and interest among students remains high. Further, the Honor College has led a steady increase in the quality of incoming freshman, with sharp increases in the number of high-ACT students as well as increases in overall incoming class GPA and ACT scores. This has been particularly evident in UNM's success of attracting New Mexico's best and brightest, with 33% of students above the 90th percentile of NM ACT test takers enrolling at UNM for Fall 2015.

### New Freshmen with ACT of 26 or Higher



### Honors College Student Credit Hours



Objective

Develop a plan which identifies amenities and resource requirements for the 'compelling case to be on campus' by Fall 2014



FY16 Status

Particularly in the past year, a new wave of campus revitalization has begun that will modernize and expand critical facilities across campus. Led by a University bond issue and leveraging state and private funding, projects are underway for construction of new facilities for Physics, Astronomy, and Interdisciplinary Sciences and the Anderson School of Management, as well as the renovation of the Farris Engineering building, Johnson Center, and Smith Plaza.

Objective

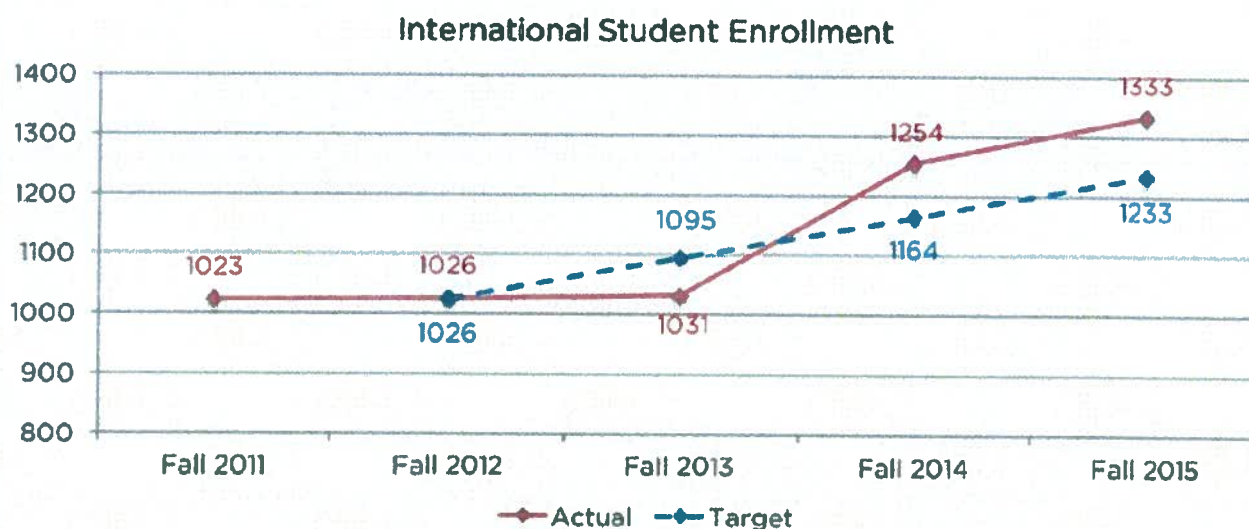
Increase international programming by 20% by Spring 2015



FY16 Status

UNM's international presence has grown steadily over the past several years, with enrollment increases at both the undergraduate and graduate levels. Overall international student enrollment has increased by 30% since Fall 2012, with a 52% increase in undergraduate students and 25% at the graduate level. Additionally, the UNM Regents approved a strategic pricing initiative to provide tuition discounts to encourage international enrollment growth through partnerships with institutions and governments abroad.

Key Performance Indicator Progress



Objective

75% faculty and staff rate UNM as 'great place to be' by Fall 2015



FY16 Status

UNM developed and conducted in depth employee surveys over the past several years, with a faculty worklife survey administered in Fall 2013 followed by a staff engagement survey in Fall 2014. Both survey exercises were largely successful, with strong response rates (35% for faculty, 46% for staff) providing excellent insight into the current perception of our work environment and actionable data that will be used to continually improve.



**Objective**  
Implement recognition and compensation programs linked to outcomes by Fall 2015



**FY16 Status**  
Building on the results and information gleaned from the faculty and staff surveys, efforts are underway to better understand and improve compensation policies and procedures for faculty and staff. The Office of the Provost has initiated a compensation and equity study for main campus faculty that is nearing completion. Similarly, UNM Human Resources is working with AON, UNM's benefit consultant, to conduct an external review of staff compensation policies and procedures and make recommendations for improvement.

**Objective**  
Develop a plan and the processes to prioritize capital allocation options in the 10-year capital plan by Spring 2014



**FY16 Status**  
This objective was completed during FY14, with the newly developed integrated planning process in place and being used for all new major capital projects.

Strategic Plan Goal:

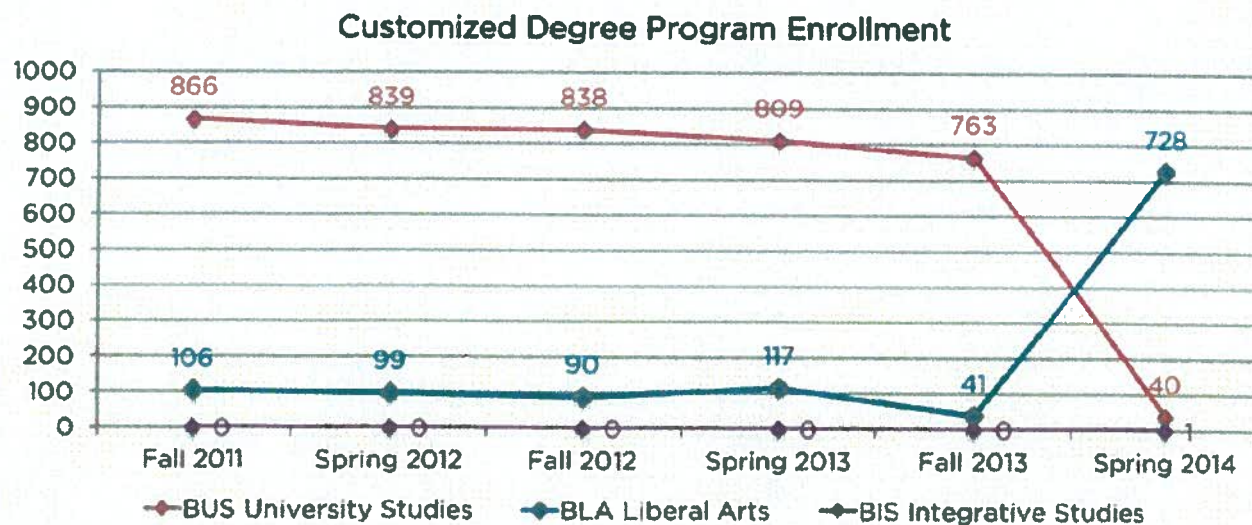
## Prepare Lobos for Lifelong Success


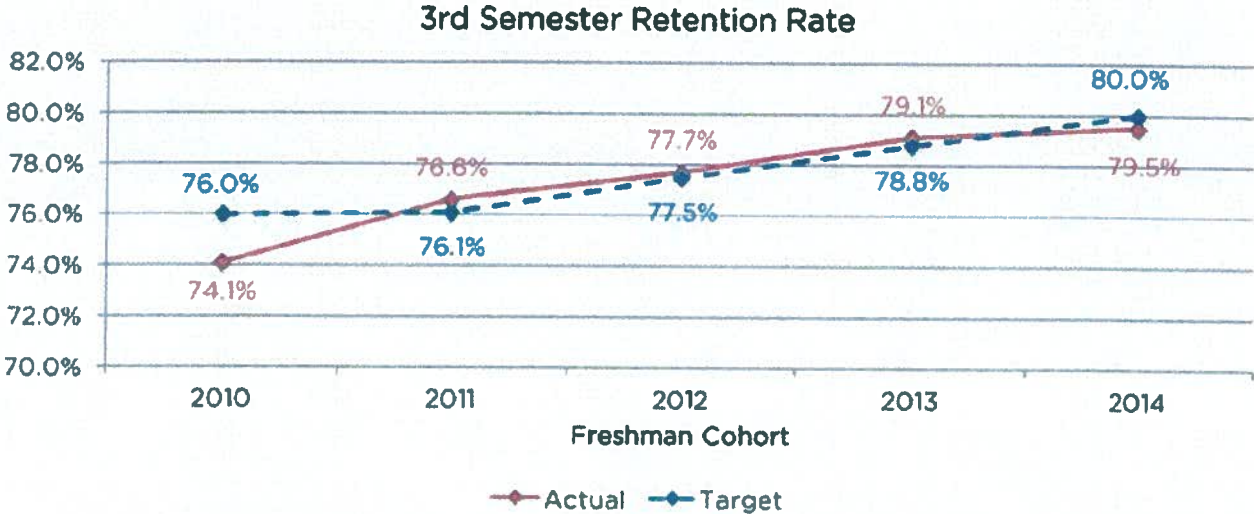
**Objective**  
Create structures and processes that allow for student degree customization by Fall 2015



**FY16 Status**  
This objective was completed during FY14, with the successful transition from the historic Bachelor of University Studies to the new Bachelor of Liberal Arts complete and the creation of the Bachelor of Integrative Studies, with the first BLA students graduating in spring 2014. Program requirements were modified to be in line with the new 120 credit hour requirement, and online degree maps for the BLA and BIS are available at [degrees.unm.edu](http://degrees.unm.edu).

Key Performance Indicator Progress



Objective	Improve retention rates to 80% by Fall 2015																			
FY16 Status	UNM achieved a record-high 3rd semester retention rate in Fall 2015, with 79.5% of freshman students returning for their sophomore year. This is a 5.4 point increase since the Fall 2011 semester (74.1%). Significant progress has been made in curriculum restructuring and redesign, including the creation of the Math Learning Lab and elimination of remedial courses, both aimed at moving students into credit bearing coursework sooner and supporting their long term success.																			
Key Performance Indicator Progress	<div><h3>3rd Semester Retention Rate</h3><table border="1"><thead><tr><th>Freshman Cohort</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2010</td><td>74.1%</td><td>76.0%</td></tr><tr><td>2011</td><td>76.6%</td><td>76.1%</td></tr><tr><td>2012</td><td>77.7%</td><td>77.5%</td></tr><tr><td>2013</td><td>79.1%</td><td>78.8%</td></tr><tr><td>2014</td><td>79.5%</td><td>80.0%</td></tr></tbody></table></div>		Freshman Cohort	Actual	Target	2010	74.1%	76.0%	2011	76.6%	76.1%	2012	77.7%	77.5%	2013	79.1%	78.8%	2014	79.5%	80.0%
Freshman Cohort	Actual	Target																		
2010	74.1%	76.0%																		
2011	76.6%	76.1%																		
2012	77.7%	77.5%																		
2013	79.1%	78.8%																		
2014	79.5%	80.0%																		

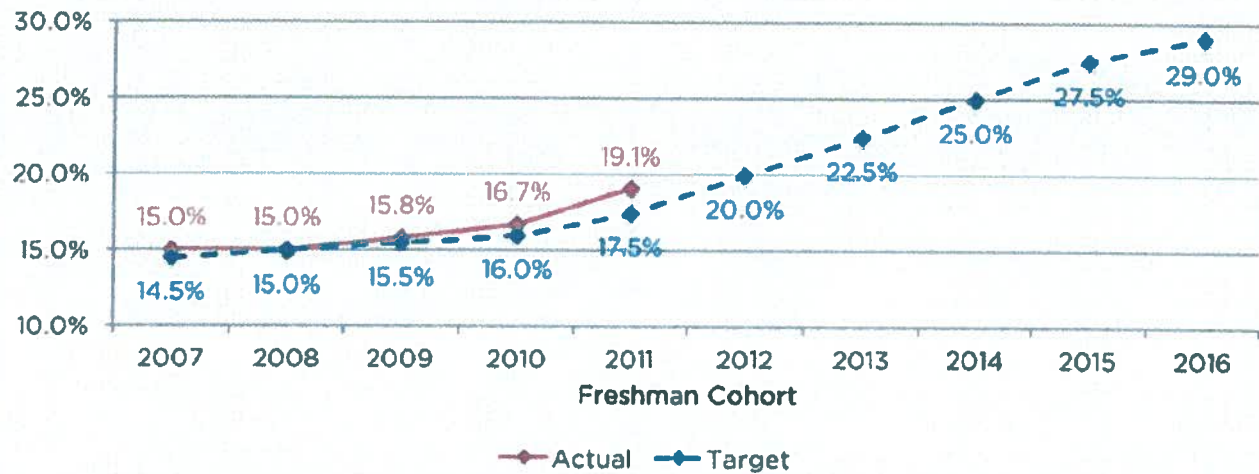


## Improve 6-year graduation rate to 50% by Fall 2015

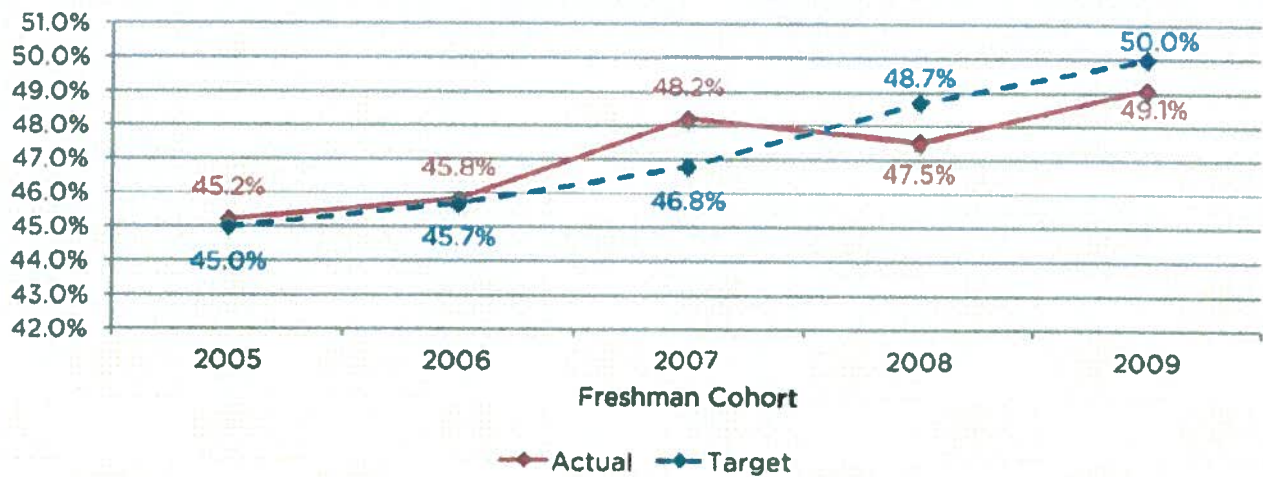


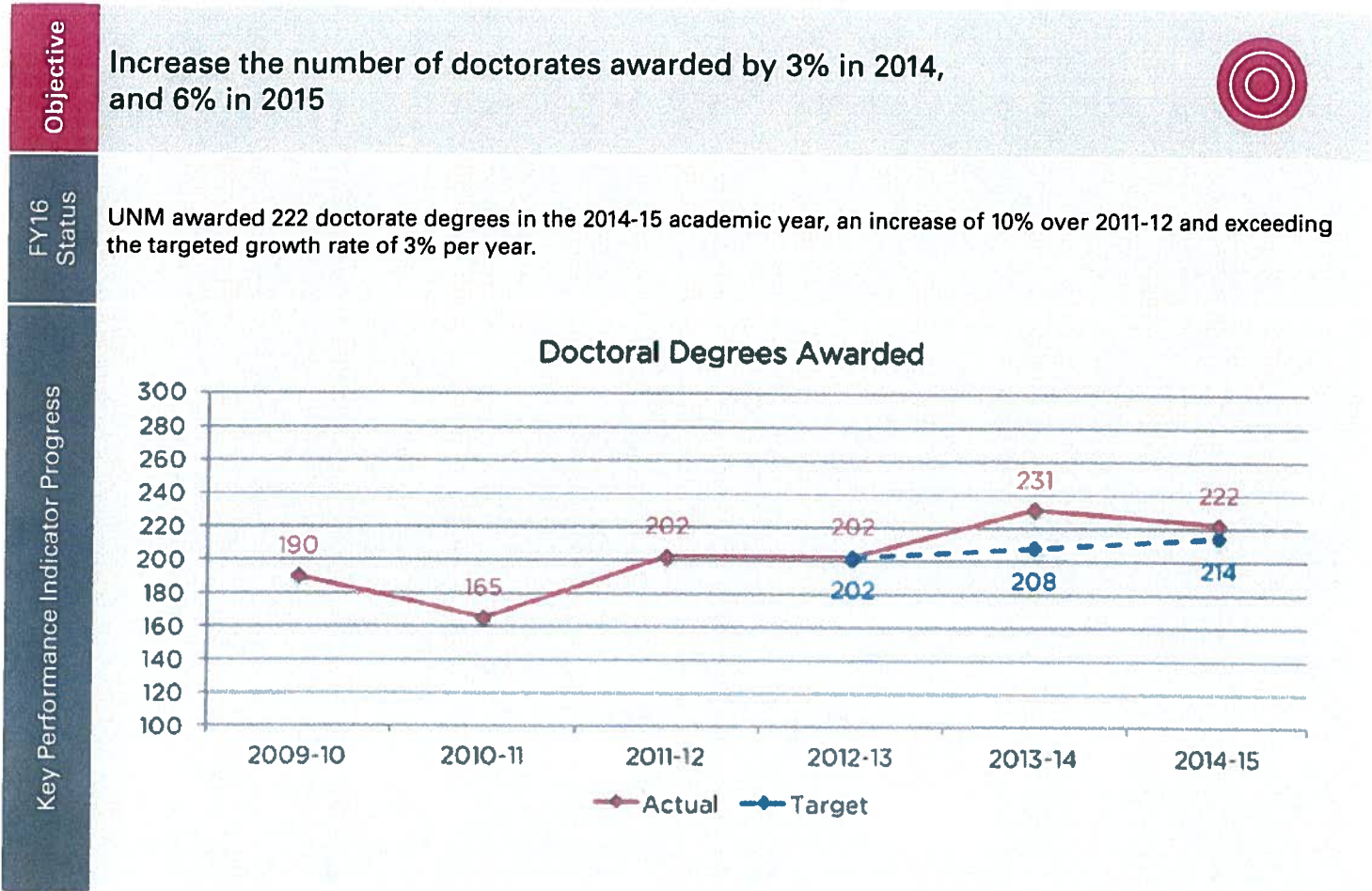
UNM continued its steady increases in graduation rates, with record high 4 and 6 year graduation rates in Fall 2015. 4-year graduation rates are 19.1%, a 4.1 point increase since Fall 2011 (15%), and 6-year graduation rates are 49.1%, a 3.9 point increase since Fall 2011 (45.2%). UNM implemented several key initiatives to increase timely graduation, including the Faculty Senate approving a reduction of required credits for graduation to 120 and the creation of online degree maps showing four-year graduation plans for each degree program.

### 4-Year Graduation Rate



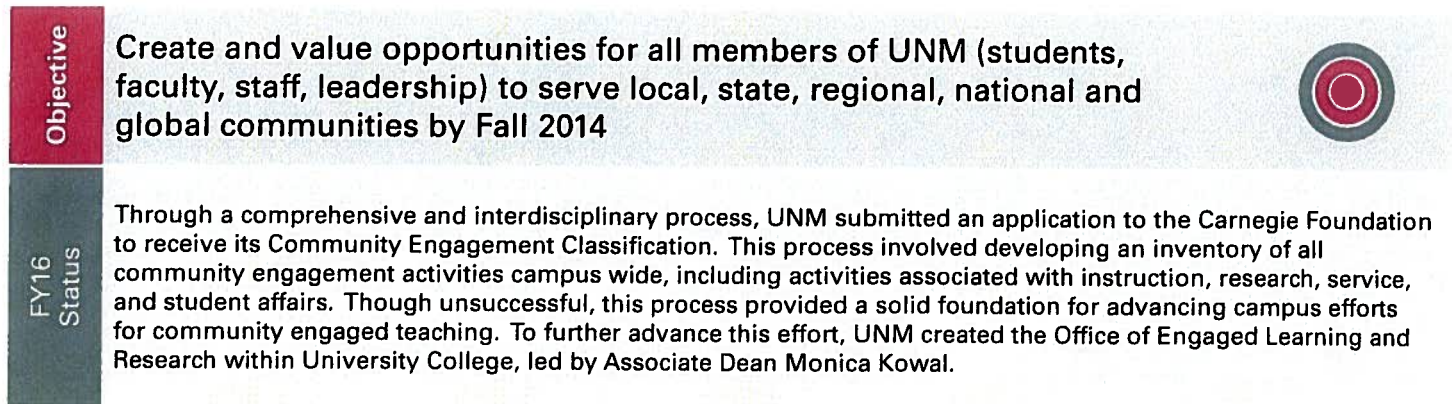
### 6-Year Graduation Rate






Strategic Plan Goal:

## Promote Institutional Citizenship







## Promote Institutional Citizenship *continued:*

Objective	Take a leadership role in cultural, social and educational revitalization of the community by Spring 2014	
FY16 Status	The redesign of the College of Education continues to move forward, with the overarching goal of taking a leading role in K-12 teacher and principal development in our state. UNM welcomed Dr. Hector Ochoa as the new Dean of the College, and received a \$1.05 million grant from the Kellogg Foundation to fund innovative work in the College of Education during AY2014-2015, oriented around capacity-building to advance the redesign.	

Strategic Plan Goal:

## Improve Health and Health Equity in NM

Objective	Deliver an integrated Health Sciences Center academic and service model by Spring 2014	
FY16 Status	The Health Sciences Center successfully established a new capital projects coordination model for HSC and UNMH and is continuing to actively work with main campus on improvements to the process. We developed and are piloting a new funds flow model, called "cost of production" to help align physician volumes and hospital statistics to improve the budget development process. In FY15, we rolled out UNM Health and successfully enrolled 1,949 participants.	
Objective	Improve public health and health care to the populations we serve by Fall 2014	
FY16 Status	HSC negotiated a contract with the Human Services Department Medical Assistance Division for development of a statewide community health workers (CHW) model and payment system. Additionally, we established contracts with Blue Cross Blue Shield and Molina to pilot population health management using CHWs in clinics with the goal of managing patient's health, resulting in healthier individuals. Care teams at clinics were trained using materials developed by Office of Community Health. Community college curriculum was fast-tracked through the Department of Health's endorsement process for certification of CHWs. The UNM HSC is actively working to expand its networks and affiliations.	

Objective

Recognized as the Premier Health Care Choice for NM by Spring 2015



FY16  
Status

UNM HSC improved access to our unique specialty care and acute-care services by creating external partnerships. We worked closely with other community hospitals to facilitate warm hand-offs of lower acuity patients. In 2015, we:

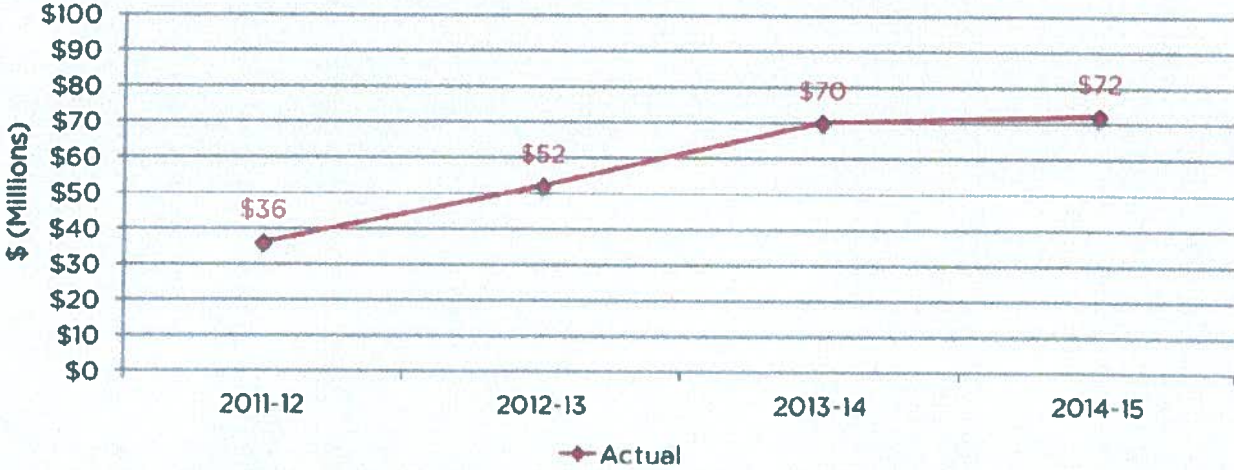

- Accepted a total of 5,878 patient transfers in our system
- Turned away a total of 820 patients who were requesting care at UNMH because we were unable to accommodate their request due to capacity constraints
- Facilitated warm hand-offs for 579 patients to our community hospital partners

Key Performance Indicator Progress

**New Mexico State Health Care Ranking**

1	Hawaii	Hawaii	Hawaii	Hawaii
...	...	...	...	...
31	Florida	Delaware	Texas	North Carolina
32	Delaware	<b>New Mexico</b>	Florida	Delaware
33	Michigan	Florida	<b>New Mexico</b>	Florida
34	North Carolina	Michigan	Michigan	Texas
35	Texas	North Carolina	Delaware	Michigan
36	<b>New Mexico</b>	Texas	Missouri	Missouri
37	Nevada	Nevada	North Carolina	<b>New Mexico</b>
...	...	...	...	...
50	Mississippi	Mississippi	Mississippi	Louisiana
<b>National Rank</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>



Objective	<p>Recognized as top institution for translation of our research into clinical and educational practice by Fall 2015</p> 										
FY16 Status	<p>We successfully achieved the renewal of the National Institutes of Health funding for our Clinical and Translational Science Center. The UNM Cancer Center received the comprehensive designation by the National Cancer Institute. These two achievements make us one of only 29 institutions in the nation with both a Comprehensive Cancer Center and a Clinical and Translational Science Award. In 2015, five new biotechnology startup companies were founded using technology licensed from the UNM HSC.</p>										
Key Performance Indicator Progress	<p><b>Clinical and Translational Science Center Funding</b></p>  <table border="1"><thead><tr><th>Fiscal Year</th><th>Funding (\$ Millions)</th></tr></thead><tbody><tr><td>2011-12</td><td>\$36</td></tr><tr><td>2012-13</td><td>\$52</td></tr><tr><td>2013-14</td><td>\$70</td></tr><tr><td>2014-15</td><td>\$72</td></tr></tbody></table>	Fiscal Year	Funding (\$ Millions)	2011-12	\$36	2012-13	\$52	2013-14	\$70	2014-15	\$72
Fiscal Year	Funding (\$ Millions)										
2011-12	\$36										
2012-13	\$52										
2013-14	\$70										
2014-15	\$72										
Objective	<p>Build the workforce of NM by providing a premier and innovative education by Fall 2015</p> 										
FY16 Status	<p>The UNM HSC successfully led the New Mexico Health Care Workforce Committee in the data gathering, analysis and production of our second annual workforce report. This critical report enables us to broadly examine medical professional shortages, as well as trends in recruitment and retention, and plan for the future workforce needs and changes in the health care system.</p> <p>Additionally, the College of Nursing matriculated 24 additional advanced practice registered nurse students into their program. The School of Medicine recruited and filled all the state funded 18 graduate medical education positions. The HSC developed a new interprofessional program and received approval from the UNM Board of Regents for the College of Population Health.</p>										

# Advance Discovery and Innovation

Objective

Create structures and processes that support collaborative and interdisciplinary team research and scholarship by Fall 2014



FY16 Status

A proposal was developed and submitted to the Faculty Senate outlining a structure for interdisciplinary programs, including guidelines for establishments, management, and elimination. Further, UNM has amended policies and procedures to increase interdisciplinary research and collaboration, such as allowing category 3 research centers to serve as the home department for research faculty.

Objective

Increase grants and contracts funding by 15% by Fall 2015

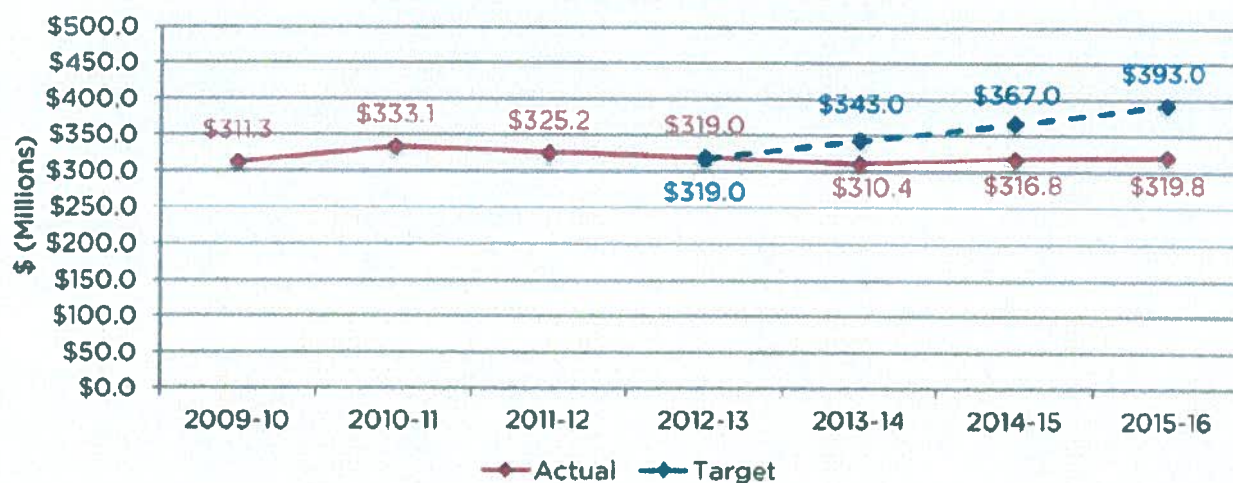


FY16 Status



Total sponsored program expenditures for FY16 totaled \$319.8M, an increase of \$3M over FY15 but still below the initial strategic plan target.

Key Performance Indicator Progress

Sponsored Research Expenditures





Objective	Initiate two nationally prominent research programs with NM labs by Fall 2015	
FY16 Status	Collaborations with the National Labs are increasing as scheduled, headlined by the successful joint hire with of Dr. Fernando Garzon with Sandia National Laboratories. UNM is actively involved in the SNL rebid process, exploring potential partnerships with five different consortia that planned to respond to the anticipated lab management RFP. Plans are currently being developed to support additional joint hires in areas of strategic research opportunity.	
Objective	Increase the number of major faculty awards by two each year (as measured by The Top American Research Universities)	
FY16 Status	In 2014, Dr. Patricia Crown, Distinguished Professor of Anthropology, was elected to the National Academy of Science, and Dr. Joel DeLisa, a member of the Institute of Medicine, joined the UNM faculty as a Clinical Professor in the Department of Orthopedics. In 2015, Dr. Mala Htun, Associate Professor of Political Science, was selected as an inaugural recipient of the prestigious Andrew Carnegie fellowship, and Dr. Arthur Kauffman, Distinguished Professor of Medicine, was elected to the National Academy of Medicine.	

# Ensure Financial Integrity and Strength

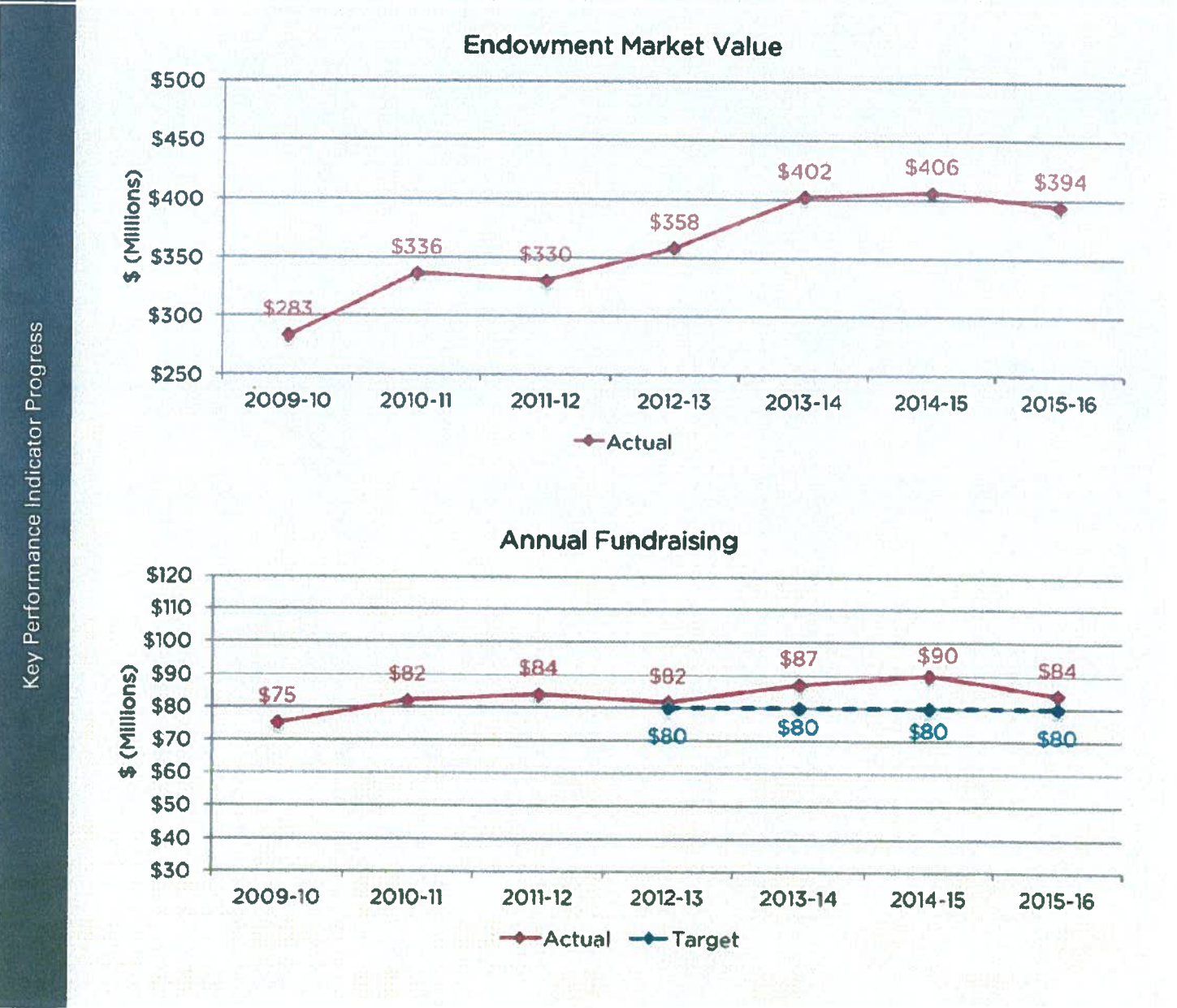
Objective

Build a \$500m Endowment by 2020





FY16 Status

The year-end value of the UNM endowment was \$394M, a decrease from prior year due primarily to adverse market conditions. Additionally, the Foundation recorded \$82M in annual fundraising, exceeding the annual target of \$80M. UNM has also seen an increase in the number of major gifts to the University in recent years, highlighted by a \$3M gift by Nusenda Credit Union to support Innovate ABQ and a \$5M naming gift for University Arena.






## Ensure Financial Integrity and Strength *continued:*

Objective	Implement process for continuous evaluation of programs for relevance and investment by Fall 2014	
FY16 Status	In fiscal years 2015 and 2016 alone, UNM made budget reductions and reallocations of over \$10M to support investment in strategic initiatives and address tuition revenue shortfalls as a result of declining enrollments. During FY16, a comprehensive hiring review process was put into place to evaluate vacant staff positions and facilitate consolidation through vacant position elimination.	
Objective	Reform revenue allocation processes, analyze expenditure efficiencies, and standardize budget development mechanics to align responsibilities and authority by Fall 2014	
FY16 Status	During the course of the past four years, UNM has gradually evolved its budget process and allocation models, culminating with the implementation of the Tuition Share process for the development of the FY17 budget. UNM has developed and implemented an improved set of data analyses and analytical tools to facilitate improved fiscal management, including a comprehensive Academic Forecasting tool that is used by academic departments across campus to project faculty workloads, course offerings, and enrollments and model the fiscal impact of various scenarios.	

Strategic Plan Goal:

## Advance and Accelerate Economic Development

Objective	Develop a culture of entrepreneurship and innovation among students and faculty with the aim of fostering economic development in NM by Spring 2015	
FY16 Status	The newly created Innovation Academy is thriving, with an initial cohort of 232 Innovation Scholars. The Innovation Academy is offering over 200 affiliated courses in its first year with 156 faculty involved and over 2,200 students enrolled. It has partnered with Fat Pipe ABQ to offer a start-up school consisting of weekly non-credit courses on entrepreneurial literacy, and is offering students an interdisciplinary minor in entrepreneurship.	



Objective

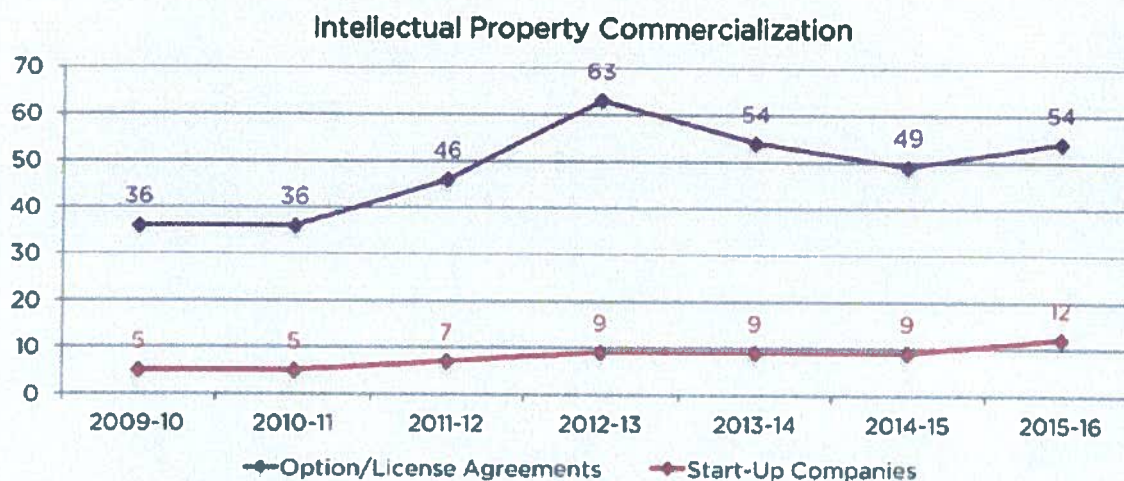
Leverage public/private partnerships with the aim of promoting economic development by Fall 2014



FY16 Status

Substantial progress has been made on Innovate ABQ, including raising over \$7.5M in external funds for purchase of an initial site and development of the project. The University successfully purchased the former First Baptist Church property at Central and Broadway to serve as the initial site for Innovate ABQ. The University and Innovate ABQ Board have broken ground on the initial building, the Lobo Rainforest building, which is scheduled for completion in Fall 2017.

Key Performance Indicator Progress



Objective

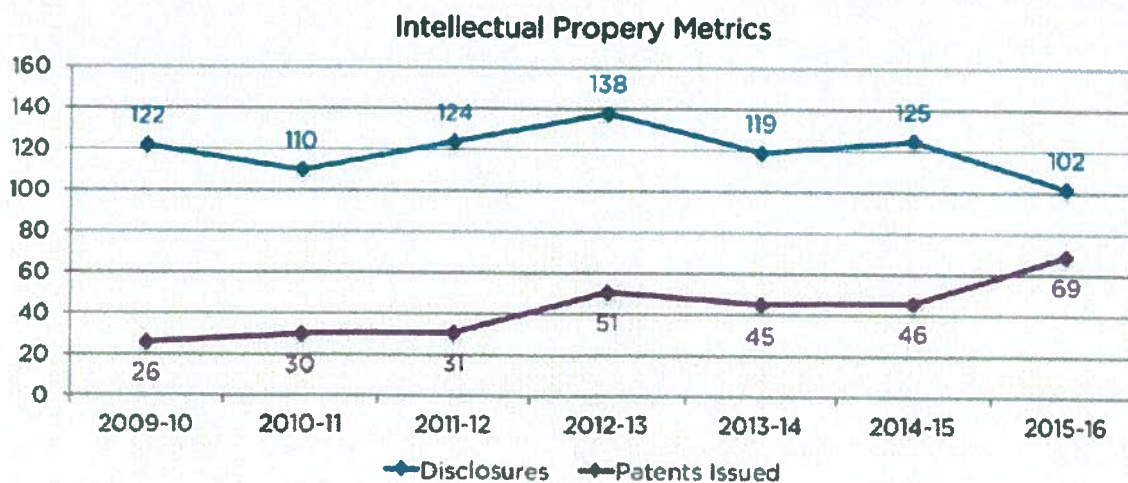
Streamline University policies to ensure the growth of its intellectual property portfolio segments having high economic development impact by Spring 2014



FY16 Status

UNM faculty have demonstrated continued success in the creation and commercialization of intellectual property, headlined by a record high 62 issued patents and 12 start-up companies.

Key Performance Indicator Progress







THE UNIVERSITY OF NEW MEXICO

**UNM2020**

VISION & STRATEGIC PLAN

[UNM2020.UNM.EDU](http://UNM2020.UNM.EDU)

## **Consent Docket**

*(Action items on Regent's Committee agendas may move to the Board of Regents' agenda as consent items; the below items are placed on the consent docket by the respective committee chairs; items on the consent docket received unanimous approval in committee; per Regents' Policy 1.2, "Any member of the Board of Regents shall have the right upon request to remove any item from the Board's consent agenda and place the item on the Board's regular agenda for discussion.")*

### **1. Academic/Student Affairs & Research Committee (ASAR)**

- a. KMP Security Managerial Group Resolution

### **2. Finance and Facilities Committee (F&F)**

- a. Approval of Disposition of Surplus Property for Main Campus for June 2016
- b. Approval of SciQuest Software Renewal – UNM Purchasing Department
- c. Approval of Appointment of Alexandra Benjamin to Harwood Foundation Governing Board and Re-Appointment of Lucile Grieder
- d. Approval of UNM Foundation Requests:
  - i. AON Hewitt's Proposed 2-Year Investment Consulting Contract
  - ii. Revision to Consolidated Investment Fund Investment Policy





**Board of Regents of the University of New Mexico  
Security Managerial Group Resolution**

Pursuant to requirements of the National Industrial Security Program (NISP), the Board of Regents adopts the following resolution:

1. Those persons occupying the following positions at the University of New Mexico (UNM) shall be known as the Managerial Group for safeguarding classified information. They shall implement the Provisions of the National Industrial Security Program Operating Manual (NISPOM).  
  
President  
Chancellor for Health Sciences  
Facility Security Officer
2. The members of the Managerial Group have been processed, or will be processed for a personnel clearance (PCL) for access to classified information, to the level of the Facility Clearance (FCL) granted to this Institution, as provided in the NISPOM (DoD 5220.22.M.) Individuals will be denied access to classified information until such time that their clearances are granted.
3. The Managerial Group hereby delegates all of the Board's duties and responsibilities pertaining to the protection of classified information under classified contracts awarded to the University of New Mexico, including the Health Sciences Center and Branch Campus locations. In addition, the Managerial Group shall have the authority and responsibility of for the negotiation, execution, and administration of the contracts, consistent with UNM policy, state, and federal law.
4. The following named members of the Board of Regents shall not require, shall not have, and will be effectively excluded from access to all classified information disclosed to the University of New Mexico. The duties and responsibilities of the Board of Regents as a policy-making body do not require access to classified contracts awarded to the University of New Mexico, and therefore need not be processed for a personnel clearance (PCL).  
  
Regent Ryan Berryman (Student)  
Regent Tom Clifford  
Regent Robert M. Doughty  
Regent Jack L. Fortner  
Regent Lieutenant General Bradley C. Hosmer  
Regent Marron Lee  
Regent Suzanne Quillen
5. Effective August 11, 2016, the Facility Security Officer will report directly to the President of the University for all matters regarding classified and export control issues.

Adopted by the Board of Regents of the University of New Mexico at its regular meeting held August 18, 2016. This resolution supersedes all previous Security Managerial Group Resolutions. A copy of this resolution will be furnished to the Defense Security Service.

\_\_\_\_\_  
President of the Board

\_\_\_\_\_  
Secretary Treasurer of the Board



**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: July 15, 2016

To: Bruce Cherrin, Chief Procurement Officer  
Purchasing Department

From: Marcos Roybal – Manager, Administrative Operations  
University Services *Marcos Roybal*

Subject: Surplus Property – Equipment Disposition – June 2016

Attached for your review and submission to the Board of Regents are the Surplus Property Disposition Detail lists for the month of June 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 (June)**

Memo	Tag Number	Org Description	Asset Description	Manufacturer	Model	Serial Number	Capitalization Date	Total Cost	NBV	Disposal Method	Disposal Date
3	139982	Physics Astronomy Department	LASER	Quanta	DCR1A	1440	1/1/1980	\$42,031.00	\$0.00	Obsolete	5/27/2016
5	N00006286	Pathology Faculty #C09	Labscan 100 plate reader	Luminex	LABSCNXS	LX1000S062032	12/1/2005	\$37,502.85	\$0.00	Obsolete	6/17/2016
3	183900	Physics Astronomy Department	LASER YAG	QuantaRay	DCR1	1780	11/4/1988	\$37,000.00	\$0.00	Obsolete	5/27/2016
1	N00026821	SOE Mechanical Engr PI #10	Reliability Test Bed	Equipment Fabricat	Equipment Fabrication	N/A	6/30/2010	\$13,607.34	\$5,824.03	Obsolete	5/27/2016
2	800083	Physics Astronomy Department	LASER DYE	PhaserCorp	DL-2100C	05-6430	7/1/1992	\$12,290.00	\$12,290.00	Obsolete	5/27/2016
4	193066	Biochemistry Molecular Biology	SPECTROPHOTOFLUORMTR	Perkin	LS50	26766	6/12/1991	\$11,420.00	\$0.00	Obsolete	6/17/2016
	N00024603	Technology Support	LCD Projector	Mitsubishi	WL6700U	BP57H1E580001042	2/24/2010	\$7,115.71	\$0.00	Obsolete	5/27/2016
	N00024607	Technology Support	LCD Projector	Mitsubishi	WL6700U	0001070	2/24/2010	\$6,839.22	\$0.00	Obsolete	5/27/2016
	N00019931	Computer Science PI #10	Server	Verari	RM2520	G94780	2/1/2009	\$6,582.50	\$0.00	Obsolete	6/17/2016
	N00019932	Computer Science PI #10	Server	Verari	RM 2520	914728	2/1/2009	\$6,582.50	\$0.00	Obsolete	6/17/2016
	N00019933	Computer Science PI #10	Server	Verari	RM 2520	914730	2/1/2009	\$6,582.50	\$0.00	Obsolete	6/17/2016
	N00019934	Computer Science PI #10	Server	Verari	RM 2520	914732	2/1/2009	\$6,582.50	\$0.00	Obsolete	6/17/2016
	N00019935	Computer Science PI #10	Server	Verari	RM 2520	914734	2/1/2009	\$6,582.50	\$0.00	Obsolete	6/17/2016
	N00019936	Computer Science PI #10	Server	Verari	RM 2520	914739	2/1/2009	\$6,582.50	\$0.00	Obsolete	6/17/2016
	N00019937	Computer Science PI #10	Server	Verari	RM 2520	914723	2/1/2009	\$6,582.50	\$0.00	Obsolete	6/17/2016
	N00019938	Computer Science PI #10	Server	Verari	RM 2520	914731	2/1/2009	\$6,582.50	\$0.00	Obsolete	6/17/2016
	N00008337	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	82062406867F89	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008339	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068724B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008340	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	82062506V6E9B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008341	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068726B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008342	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068718B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008343	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	8206240685F2B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008344	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	8206250686F6B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008346	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068746B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008347	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068738B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008348	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	82062506865AB9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008349	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	82062506873B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008350	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	82062506873D9B	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008351	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	82062506873AB9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008352	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068721B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008353	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	8206240686AB9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008354	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068716B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008355	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068717B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008356	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068707B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008357	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068742B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00008358	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	82062506873B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	5/27/2016
	N00008360	MTS Distance Education Coordination	Videoconferencing unit	WireOne	VSX 7000 Series	820625068M14B9	7/25/2006	\$6,069.08	\$0.00	Obsolete	6/17/2016
	N00012085	MTS Distance Education Coordination	VIDEO CONFERENCE UNIT	Polycom	VSX 7000 Series	820717085AFB9	6/6/2007	\$5,892.20	\$0.00	Obsolete	5/27/2016
	N00013314	MTS Distance Education Coordination	Video Unit	WireOne	Polycom VSX 7000 Serie	8207 2908D3F8B9	10/10/2007	\$5,892.20	\$0.00	Obsolete	5/27/2016
	N00013315	MTS Distance Education Coordination	Video Unit	WireOne	Polycom VSX 7000 Serie	8207 2908D4F8B9	10/10/2007	\$5,892.20	\$0.00	Obsolete	5/27/2016
	N00013316	MTS Distance Education Coordination	Video Unit	WireOne	Polycom VSX 7000 Serie	82073008D580B9	10/10/2007	\$5,892.20	\$0.00	Obsolete	6/3/2016
	N00013317	MTS Distance Education Coordination	Video Unit	WireOne	Polycom VSX 7000 Serie	82072908D3F1B9	10/10/2007	\$5,892.20	\$0.00	Obsolete	6/17/2016
	N00013319	MTS Distance Education Coordination	Video Unit	WireOne	Polycom VSX 7000 Serie	82062908D488B9	10/10/2007	\$5,892.20	\$0.00	Obsolete	6/17/2016
	N00013320	MTS Distance Education Coordination	Video unit	WireOne	Polycom VSX 7000 Serie	82072908D4E0B9	10/10/2007	\$5,892.20	\$0.00	Obsolete	6/17/2016
	229192	Biology Department	RECORDER FILM	Polaroid	PP7000	7570400	1/7/1998	\$5,675.00	\$0.00	Obsolete	6/3/2016
	243254	Valencia County Branch	TREADMILL SCI FIT	MmiFedMktg	AC-7000P	70000159	8/15/2000	\$5,350.00	\$0.00	Obsolete	6/10/2016

**Disposition Value \$400,187.20**

**Disposition Net Book Value \$18,114.03**

**Total Dispositon Items: 46**



*Center for Emerging Energy Technologies*

May 24, 2016

Andrea Mammoli  
 Professor of Mechanical Engineering  
 Director, Center for Emerging Energy Technologies  
 The University of New Mexico  
 Tel. 505 2770429  
 E: mammoli@unm.edu

Re: Surplus justification for equipment with UNM Tag# N00026821.

To: University Services

Dear University Services,

The Center for Emerging Energy Technologies was recently asked by the School of Engineering to vacate its premises (ME building 436) to make room for the Department of Chemical and Biological Engineering, during the renovation of the Farris Engineering building.

The equipment for which we are requesting surplussing was too large to exit through the door, so it had to be disassembled. Because the project for which the equipment was designed and built has ended, and because further funding to use the equipment is unlikely to materialize, re-assembly of the equipment would be a poor use of scarce resources. Decommissioning of the equipment in this case is the only rational choice.

With very best regards,

A handwritten signature in blue ink, consisting of stylized, overlapping loops and a long horizontal stroke extending to the right.

Andrea Mammoli

Asset	Description	Acq. Cost	NBV	Date
N00026821	Reliability Test Bed	\$13,607.34	\$5,824.03	2010





*Department of Physics & Astronomy*

April 7, 2016

To: Marcos Roybal, Manager University Services

Re: Surplus of UNM Asset #800083

Dear Mr. Roybal,

Asset # 800083 is a dye laser, model DL-2100C, serial #05-6430, manufactured by Phase-R-Corp, and acquired 6/1/1989 as part of a NSF grant, with a cost of \$12,290. Please see attached email from UNM Contract Grants Accounting for authorization to proceed with surplus.

Due to its age the laser is obsolete and of no further use to us for research. The laser has been stored unused in our warehouse for over 10 years, during which time it has been cannibalized for parts used in our laser labs at UNM Physics and Astronomy. We would like to send this laser to UNM Surplus Property.

Sincerely,

A handwritten signature in black ink, appearing to read "W. Rudolph".

Wolfgang Rudolph

Professor & Chair

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

277-1517

Asset	Description	Acq. Cost	NBV	Date
800083	Laser Dye	\$12,290.00	\$12,290.00	1992

*Department of Physics & Astronomy*

March 23, 2016

To: Marcos Roybal, Manager University Services

Re: Surplus of UNM Assets #139982 &amp; #183900

Dear Mr. Roybal,

Asset # 139982 is Yag laser system, model DCR1A, serial# 1440, manufactured by Quanta-Ray, and acquired 5/19/1980 at a cost of \$40,705.00. Asset #183900 is a Yag laser system, model DCR1, serial #1780, manufactured by Quanta-Ray, and transferred to UNM from NTSU on 11/1/1986 with a value of at the time of \$37,000.00. Due to their age both lasers are obsolete and of no further use to us for research. The lasers have been stored unused in our warehouse for over 10 years, during which time they have been cannibalized for parts used in our laser labs at UNM Physics and Astronomy. We would like to send the lasers to UNM Surplus Property.

Sincerely,

Wolfgang Rudolph

Professor &amp; Chair

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

277-1517

Asset	Description	Acq. Cost	NBV	Date
139982	Laser	\$42,031.00	0.00	1980
183900	Laser Yag	\$37,000.00	0.00	1988



Date: May 31, 2016

To: University Services- Surplus

From: Katherine Timm, Office Assistant;  
Dept. of Biochemistry and Molecular Biology

Re: UNM Tag# 193066 (acquisition cost of \$11,420.00)

---

This asset, a Perkin Spectrophotofluorometer, was purchased in 1991 by an Emeritus Professor who is about to retire. It was left for the department and our current faculty does not have a use for it as its software and technology is not necessary for their current research needs.

Please let this memo serve as justification for the disposal of the above listed items. If you have any questions, I can be reached at (505) 272-5148 or [ketimm@salud.unm.edu](mailto:ketimm@salud.unm.edu).

Thank you,


  
Katherine Timm, Office Assistant      Date 5/31/16

  
Sharon Pruitt, Dept. Administrator      Date 5/31/16

Asset	Description	Acq. Cost	NBV	Date
193066	Spectrophotofluorometer	\$11,420.00	0.00	1991

## MEMORANDUM

To: Inventory Control

From: Kyla Sorensen, Accountant II   
Department of Pathology, ORG 254A/B

Date: May 4, 2015

RE: Request for Sale of Pathology Equipment

UNM Tag #	Manufacturer	Model #	Serial #	Description
N00006286	Luminex	LABSCNXS	LX10005062032	Labscan 100 plate reader

The LABScan 100 was originally purchased for Dr. Thomas Williams' for conducting research on his Primate grant. Since Dr. Williams is no longer at UNM, his equipment was passed down to Pathology faculty. This piece of equipment is no longer needed and has become obsolete for conducting the most up to date research. We are asking that this equipment be sold at auction so that funds can be used to purchase more cutting-edge equipment that will have a larger and more important impact on research conducted in the Pathology department.

The Department of Pathology is requesting that the equipment listed above be removed from their inventory list. The equipment will be sold in order to purchase new equipment for the department.

Asset #	Description	Acq. Cost	NBV	Date
N00006286	Labscan 100 Plate reader	\$37,502.85	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.



The University of New Mexico  
Purchasing Department  
MSC01 1240  
1 University of New Mexico  
Albuquerque, NM 87131-0001  
Telephone (505) 277-2036  
FAX (505) 277-7774

## MEMORANDUM

To: David Harris, Executive Vice President for Administration

From: Bruce Cherrin, Chief Procurement Officer

Subject: Contract Approval

Date: July 19, 2016

The following is being submitted for approval per Regent Policy 7.4. This will need to proceed to the full Board of Regents.

### **SciQuest Software Renewal – UNM Purchasing Department**

The SciQuest software suite consists of Purchasing, Accounts Payable, Contract Management, Chemical Inventory, RFP and Bid module (Sourcing) and Vendor on-boarding and maintenance. We are adding an analytic tool this time around.

SciQuest( then called Higher Markets) procurement was delivered within the Banner proposal by Ellucian ( then SCT) in 2006. UNM and Norte Dame worked with SCT and developed the first interface between an ERP and e-procurement system.

Through the years the other modules were developed and installed. In 2008 UNM began to work directly with SciQuest. As an example, in 2012, the first version of Contract Management software was purchased in response to an internal audit request to develop and maintain a database of contracts. A newer version which contains contract authoring went live last month. We continue to streamline processes and use best practices amid reduced budgets to be responsive to our internal users, our outside vendors and comply with consistent additional rules and regulations.

**Total Cost:** The proposed contract is for 5 years. The total cost which includes a new analytical tool will be approximately \$550,000.00 with a 2% annual increase.

**Source of Funds:** Funding sources include UNM's SRS Department, IT and Purchasing



## Memorandum

TO: Board of Regents of the University of New Mexico

THROUGH: President Robert G. Frank

FROM: Marcia Winter, Chair of the Governing Board of the Harwood Foundation of the University of New Mexico

CC: David W. Harris, Executive Vice President for Administration/COO/CFO

DATE: July 8, 2016

RE: Appointment of Alexandra Benjamin to Harwood Foundation Governing Board and re-appointment of Lucile Grieder

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In May, 2007 the Board of Regents (the "Regents") adopted resolutions (the "Delegation Resolution") delegating to the Harwood Board certain responsibility for the governance, oversight, management and operation of the UNM's Harwood Museum.

The Delegation Resolution provides that the Regents shall appoint the members of the Harwood Board, including six (6) members appointed based on recommendations of the Harwood Board.

The Harwood Board recommends appointing Alexandra Benjamin to fill a three year term position open on the Board this year. Information about Ms. Benjamin is attached. The Board also kindly requests the approval of a second three year term for Lucile Grieder as allowed by the By-Laws.

We respectfully request that the Board of Regents include the appointment of Ms. Benjamin and re-appointment of Ms. Grieder to the Harwood Governing Board on the Board of Regent's agenda for its meeting on August 12, 2016.

Alexandra Benjamin  
P.O. Box 891  
Taos, NM 87571

July 8, 2016

Alexandra Benjamin, an artist, moved to Taos in 1992.

An assistant to artist Beatrice Mandelman from 1997 until her death in 1998, Alexandra subsequently became the Executive Director of The Mandelman-Ribak Foundation (MRF), a nonprofit established in 1997 by Mandelman. Alexandra managed and cataloged an inventory of more than 5000 artworks, the MRF archives and collections. In 1999, MRF launched the *Taos Oral History Project* and thru 2009, 44 interviews were filmed, documenting the Taos Moderns and the arts in Taos. In 2012 and 2013, Alexandra produced three *Oral History Project* documentaries in conjunction with museum exhibits in New York and New Mexico.

As Executive Director of MRF, Alexandra actively worked with the Harwood Museum and the University of New Mexico (UNM) to achieve in 2010, the gift to the Harwood that included funding the addition of a new gallery wing as well as the gift of an endowed core collection of Mandelman and Ribak artworks. In 2014, MRF gifted its entire collections of artworks, archives and the materials of the *Oral History Project* to UNM as a means to preserve the legacies of Mandelman and Ribak and to benefit UNM and it's programs.

Alexandra is a Board member of the Veritas Fund, Taos Community Foundation, 2015 to present.

She was elected to the Harwood Museum Governing Board, June 2016.



**DATE:** August 12, 2016

**TO:** The University of New Mexico Board of Regents

**FROM:** The University of New Mexico Foundation Board of Trustees

**CC:** President Robert G. Frank  
Mallory Reviere

**RE:** AON Hewitt's Proposed 2-Year Investment Consulting Contract

**RECOMMENDATION**

That the Board of Regents approves a 2-year extension of AON Hewitt's investment consulting contract for the term 10/01/2016 – 9/30/2018 at an annual fee of \$255,000.

**RATIONALE FOR APPROVAL**

AON Hewitt (formerly Hewitt EnnisKnupp) has served as the investment consultant to the University of New Mexico Foundation Investment Committee since 10/01/2011.

AON Hewitt was selected following an extensive RFP process including a review of the applicants' qualifications by an investment sub-committee, UNM staff, Foundation staff and an oral interview of the finalists by the entire Investment Committee and a representative from the Board of Regents.

AON Hewitt was approved by the University of New Mexico Foundation Board of Trustees and the University of New Mexico Board of Regents.

The Investment Committee has been very pleased with the level of expertise and service provided by AON Hewitt and the fees assessed for their expertise and service.

**JOINT APPROVAL REQUIRED**

In accordance with the Consolidated Investment Fund Investment Policy, the investment consultant and its fees require joint approval by the University of New Mexico Board of Regents and the University of New Mexico Foundation Board of Trustees.

On May 20, 2016, the University of New Mexico Foundation Board of Trustees approved this proposed investment consulting contract for the term 10/01/2016 – 9/30/2018 at an annual fee of \$255,000.



## **AON HEWITT'S CONTRACTS**

**First Contract:**                      **10/01/2011 – 9/30/2014 (3 Years)**                      **\$230,000/Year**

**Second Contract:**                      **10/01/2014 – 9/30/2016 (2 Years)**                      **\$250,000/Year**

## **AON HEWITT'S PROPOSED CONTRACT**

**Third Contract:**                      **10/01/2016 – 9/30/2018 (2 Years)**                      **\$255,000/Year**  
*(An increase of 2% over the 2-year contract period)*

**Prior to selecting AON Hewitt as the UNM Foundation's investment consultant, an RFP was issued through UNM Purchasing on December 1, 2010 with a due date of February 1, 2011 for responses.**

**UNM Purchasing initially screened approximately 20-25 responses for compliance with the RFP's minimum requirements and requested materials.**

**A committee of UNM Foundation staff and UNM staff reviewed 13 responses, ranked them based on a point system, selected 5 for further review by a sub-committee of the Investment Committee.**

**3 finalists were invited for oral interviews with the entire Investment Committee and the Regents' representative.**

**AON Hewitt was recommended by the Investment Committee and approved by the Board of Trustees and the Board of Regents.**

April 7, 2016

Rodney (Rod) L. Harder  
Chief Financial Officer  
The University of New Mexico Foundation, Inc.  
700 Lomas Blvd NE, Suite 100  
Albuquerque, NM 87102

Dear Rod:

The purpose of this letter is to confirm our agreement regarding the work that Aon Hewitt Investment Consulting, Inc. ("AHIC") has been retained to perform on behalf of University of New Mexico Foundation ("Client"). The services are described in the attached Schedule.

Our fee for the services is \$255,000. Fees and expenses are due and payable within 30 days of the invoice receipt date. Services will be invoiced in arrears. Interest at 9% per year will accrue after the invoice due date until payment is received.

Client may, at any time, request additions and/or changes to the services. Any changes, including any fee adjustments related to such changes, will be confirmed between our organizations in writing.

Client may terminate this agreement for convenience at the end of any calendar quarter upon 30 days prior written notice to us. AHIC may terminate this agreement at the end of any calendar quarter upon 30 days prior written notice to Client. Upon the effective date of termination, Client will pay AHIC for all fees and expenses due through the effective date of termination.

During the course of our services, Client and AHIC may share confidential and proprietary information with each other. Our respective signatures on this letter agreement will confirm that each of our organizations will continue to retain all right, title and interest in and to our own proprietary information and that we will each maintain the confidentiality of each other's proprietary information. Any analysis, reports or advice we provide you is for management use and decision-making and is not to be shared with any third parties (other than your legal counsel or auditors, as necessary) or used in any communication to employees or other third parties without our written prior consent.

To ensure we have the most up-to-date information to serve your needs, Client will submit to AHIC all information in your control or under your direction necessary for AHIC to perform the services covered by this Agreement. Client is responsible for the accuracy and completeness of any and all Client information that is submitted to AHIC. In addition, you will promptly notify AHIC in writing of any material changes and shall respond promptly to requests by AHIC for information necessary to perform services hereunder. AHIC shall be deemed to be unaware of any changes to information previously provided until new information is actually received by AHIC.

AHIC shall indemnify, defend and hold harmless the Client, the University, their officers, agents, and employees for losses, expenses, damages, demands, and claims from any and all liability based on any actual or alleged damages resulting from AHIC's gross negligence or willful action, including failure to act, constituting gross negligence and shall defend any suit or action brought against any or all of them and shall pay any damage costs and expenses including attorneys' fees, in connection with or resulting from such suit or action. AHIC agrees that it and its subcontractors will maintain general liability, product liability and property damage insurance in reasonable amounts covering the above obligation and will

maintain workers' compensation coverage covering all employees performing under any resultant Agreement/Purchase Order on premises occupied by or under the control of the Client.

Client agrees that in the absence of AHIC's gross negligence, malfeasance, or violation of applicable law, AHIC shall not be held liable for underperformance relative to the Foundation's investment policy.

AHIC warrants and represents that it is duly registered as an investment advisor under the Investment Advisors Act of 1940 and will promptly notify Client should its status change. AHIC further warrants and represents that we will not be compensated on the basis of a share of capital gains upon or capital appreciation of any funds of Client. Further, nothing in this letter agreement should be construed as any waiver of any rights Client has as a client under the Investment Advisors Act.

Client's signature on this letter agreement will also confirm Client's receipt [under separate cover] of Part 2A of the Securities and Exchange Commission Form ADV filed by AHIC.

In the event of any dispute between our organizations with respect to the terms of our engagement, this agreement will be construed and enforced in accordance with the laws and judicial decisions of the State of New Mexico.

Sincerely,

Aon Hewitt Investment Consulting, Inc.



Max Kotary

Partner

Accepted:

University of New Mexico Foundation

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_



**Schedule 1 – to the April 7, 2016 Letter Agreement by and between University of New Mexico Foundation and its affiliates (“Client”) and Aon Hewitt Investment Consulting, Inc. (“AHIC”) dated April 7, 2016 (the “Agreement”)**

All terms not defined herein shall have the meanings ascribed to them in the Agreement.

**I. Description of Services**

**Investment Consulting Services**

Aon Hewitt Investment Consulting, Inc. will provide the following investment consulting Services to Client’s Foundation (“Fund”).

<b>Investment Consulting Retainer</b>	<b>Scope</b>
■ Asset allocation study, along with review of investment policy statement and spending policy	Annual/As needed
■ Investment manager evaluation and due diligence; monitoring of investment managers and strategies	Ongoing
■ Investment manager searches and recommendations (traditional and alternative investment managers)	As needed
■ General capital market updates and research	Quarterly
■ Investment education sessions for the Investment Committee and staff	As needed
■ Performance reports	Quarterly
■ Participation in Investment Committee meetings	Quarterly
■ Ongoing research to the Investment Committee	Ongoing
■ Customized client portal for The University of New Mexico	Ongoing

**II. Fees and Other Payment Terms:**

- In accordance with Section 1 of the Agreement, Client shall pay AHIC the following fees associated with the Services described in this Schedule:

**Investment Consulting Retainer**

- The annual retainer fee is \$255,000. Fees and expenses are due and payable within 30 days of the invoice receipt date. Services will be invoiced in arrears. Interest at 9% per year will accrue after the invoice due date until payment is received. Travel for quarterly meetings and out-of-pocket expenses are included in the retainer.
- AHIC reserves the right to increase the retainer fee if the scope of services delivered to Client differs significantly from the Services outlined in this Schedule upon thirty days written notice.

**Other Projects Outside the Annual Investment Consulting Retainer**

— AHIC will quote a fee to Client for projects outside the retainer fee at the time the work is requested. An example of such a project is a custodian search.

### **III. Timing:**

- Commencement Date of Services: October 1, 2016
- Completion Date of Services: September 30, 2018

### **IV. Main Contacts at Client and AHIC for the Services:**

- **Client Contact:**  
Rodney (Rod) L. Harder  
Chief Financial Officer  
The University of New Mexico Foundation, Inc.  
700 Lomas Blvd NE, Suite 100  
Albuquerque, NM 87102  
Phone: 505-277-9551  
E-Mail: [rod.harder@unmfund.org](mailto:rod.harder@unmfund.org)

- **AHIC Contacts:**  
Max Kotary  
Aon Hewitt  
200 East Randolph Street, Suite 1500  
Chicago IL, 60601  
Phone: 312-381-1277  
E-mail: [max.kotary@aonhewitt.com](mailto:max.kotary@aonhewitt.com)

Tim McEnery  
Aon Hewitt  
200 East Randolph Street, Suite 1500  
Chicago IL, 60601  
Phone: 312-381-1290  
E-mail: [timothy.mcenery@aonhewitt.com](mailto:timothy.mcenery@aonhewitt.com)

**University of New Mexico Foundation**

**Aon Hewitt Investment Consulting, Inc.**

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**DATE:** August 12, 2016

**TO:** The Board of Regents of the University of New Mexico

**FROM:** The Board of Trustees of the University of New Mexico Foundation

**CC:** President Robert G. Frank  
Mallory Reviere

**RE:** Revision to Consolidated Investment Fund Investment Policy

### **RECOMMENDATION**

That the Board of Regents approves the following proposed revision to the Consolidated Investment Fund Investment Policy's Spending Distribution:

#### **Current Policy:**

*The UNM Foundation Investment Committee shall establish at its first meeting of each calendar year the Spending Distribution to be used for the current fiscal year.*

#### **Proposed Policy:**

*The UNM Foundation Investment Committee shall establish at its first meeting of each calendar year the Spending Distribution to be used for the following fiscal year.*

### **RATIONALE FOR REVISION**

Approving the annual endowment spending distribution for the following fiscal year at the same time that the University is developing and approving its annual budget for the following fiscal is more beneficial to the University than approving the endowment spending distribution for the current fiscal year.

### **JOINT APPROVAL REQUIRED**

In accordance with the Consolidated Investment Fund Investment Policy, all revisions to the Policy require joint approval by the University of New Mexico Board of Regents and the UNM Foundation Board of Trustees.

On May 20, 2016, the Board of Trustees of the UNM Foundation, Inc. considered and approved this proposed revision to the Consolidated Investment Fund Investment Policy.



# CONSOLIDATED INVESTMENT FUND INVESTMENT POLICY



**THE UNIVERSITY OF NEW MEXICO**

**THE UNIVERSITY OF NEW MEXICO FOUNDATION, INC.**

***Revisions:***

1989 September  
1992 February  
1995 March  
1997 February  
1999 September  
2001 May  
2002 June  
2003 October  
2004 May  
2005 October  
2010 July  
2013 November  
2014 April  
2015 June  
2016 August

## **CONSOLIDATED INVESTMENT FUND POLICY STATEMENT**

In accordance with Sections 21-1-38.B(1)(b) and 21-1-38.B(2), New Mexico Statutes Annotated 1978, the University of New Mexico Board of Regents (the “Board of Regents”) has designated the University of New Mexico Foundation Investment Committee (the “Investment Committee”) to act as the official Advisory Committee to oversee and manage the investment of both the University of New Mexico (the “University”)’s and the University of New Mexico Foundation, Inc. (the “Foundation”)’s endowment funds. The combined endowment assets of the University and the Foundation are known as the Consolidated Investment Fund (the “CIF”). The Investment Committee will apply the standards of conduct described in Sections 6-8-10 and 46-9A-1 through 46-9-12, NMSA 1978, in managing the CIF, subject to the standards set forth herein.

In accepting this responsibility, the Investment Committee agrees to follow the Consolidated Investment Fund Investment Policy (the “Policy”), which has been approved by the Board of Regents pursuant to Section 21-1-38.B(1)(c), NMSA 1978 and the Investment Committee of the Board of Trustees of the Foundation.

The Policy is to be effective June 10, 2016 and supersedes all previous versions.

The Policy governs the investment of gifts and donations to the University or the Foundation in the form of endowments, as well as quasi-endowments established by the Board of Regents, with long-term benefit objectives. All common endowment and quasi-endowment funds of the University and the Foundation will be managed through the CIF. Participants in the CIF will receive units in the pooled fund. At all times the Policy shall recognize and implement all legally enforceable restrictions and directions that may have been placed on gifts by donors and the Policy shall comply with all applicable laws and shall be changed as necessary to comply with changes in applicable law or legal advice.

### **INVESTMENT PHILOSOPHY**

The CIF has a long-term investment horizon, and allocates its assets accordingly. It is recognized that a strategic long-term asset allocation plan implemented in a consistent and disciplined manner along with the long and short-term needs of the University in carrying out its educational mission will be the major determinant of the CIF’s investment performance.

The assets will be managed on a total return basis. The Policy also recognizes the importance of preservation of capital. It is appropriate to consider alternative investment strategies if such strategies are in the CIF’s best interest on a risk-adjusted basis and are consistent with sufficient liquidity and investment risks that are prudent and reasonable, given the prevailing capital market conditions.

Risk management of the investment program is focused on understanding both the investment and operational risks to which the CIF is exposed. The objective is to minimize operational risks and realize an appropriate return for the investment risks that the Investment Committee is willing to accept.

## **INVESTMENT OBJECTIVES AND POLICIES**

**Return Goal:** The long-term objective of the CIF is to earn a return sufficient to preserve the purchasing power of the CIF for generations to come, as well as to provide for current needs. As a result, the goal is to achieve an annual total return, net of management and custodial fees, that equals or exceeds the annual Spending Distribution, the annual Development Funding Allocation and inflation as measured by the U.S. Department of Labor All Urban Consumer Price Index “CPI-U”.

**Return Measurement:** To achieve the Return Goal, the CIF assets will be invested to generate a total return consisting of market appreciation and depreciation and/or dividend and interest income. While there cannot be complete assurance that the Return Goal will be realized, it is believed that the likelihood of realization is enhanced by diversifying the assets of the CIF. Over time, the Policy will aim to achieve the Return Goal while maintaining acceptable risk levels. To accomplish this goal, the CIF will diversify assets among several asset classes. The following objectives are designed to support achievement of the Return Goal and are net of (after) investment expense:

- Total CIF assets should achieve an annualized nominal rate of return equal to or greater than that of the Return Goal.
- In general, active managers will be expected to provide returns greater than their appropriate benchmark, net of fees, while utilizing acceptable risk levels, over rolling thirty-six month periods. In contrast, passive managers will be expected to provide returns nearly identical to the appropriate benchmark, before reasonable fees, with no more volatility than the benchmark.

**Preservation of Capital:** Consistent with their respective investment styles and philosophies, investment managers shall make reasonable efforts to preserve capital, understanding that losses may occur in individual securities.

**Cash Reserves:** In accordance with the CIF’s long-term investment horizon, a fully invested position should be maintained for the overall portfolio with minimal, but sufficient cash reserves to meet all current spending and capital calls.

**Risk:** It is important that risk is defined so that the assets are managed in a manner consistent with investment objectives and strategies. The policy defines risk as:

- Overall Investment Risk - the probability of not maintaining purchasing power over the CIF's investment time horizon, net of spending and investment expenses.



- Operational Risk - the potential of loss arising from deficiencies in internal controls, human errors, physical systems failures and other business execution risks.
- Cash Flow Risk - the probability of not achieving the CIF's short term cash flow requirements.
- Compliance Risk - non-compliance with applicable State of New Mexico statutes concerning the investment of public funds.
- Interest Rate Risk - the potential for fluctuations in bond prices due to changes in interest rates and/or a duration/liability mismatch.
- Credit Risk - the possibility that a bond issuer will fail to make timely payment of either interest or principal to the portfolio.
- Reinvestment Risk - the possibility that the proceeds of a maturing or called security will be reinvested at lower yields as a result of a general interest rate decline in the bond market.
- Liquidity Risk - the possibility that the liquidity of the market for a security may decline thereby making it more difficult to dispose of the security promptly; presenting difficulties in valuation of the security; or causing the security to experience greater price volatility.

**Asset Allocation:** Asset allocation is the single most important decision which affects the CIF. Investment research has determined that a significant portion of a portfolio's investment behavior can be attributed to (1) the asset classes/styles which are employed by the portfolio, and (2) the weighting of each asset class/style. Given its importance, the asset allocation will be reviewed at least quarterly and revised as necessary.

- The asset allocation shall be determined taking into consideration a comprehensive allocation study completed by the Investment Consultant and taking into consideration the asset allocations of peer institutions as published in the NACUBO-Commonfund Study of Endowments.
- The asset allocation shall be designed to give balance to the overall structure of the investment program over a long-term horizon.
- Asset allocation decisions will not be based on market timing. However, some factors may impact the policy allocation, thereby requiring an asset allocation review and possible rebalancing. Some of these factors include a change in the assessment of the intermediate and long-term outlook for different types of asset classes and styles or divergence in the performance of the different asset classes and styles.
- In consultation with the Investment Consultant, specific target asset allocations may be established by the Investment Committee within the minimum and maximum ranges of the Policy to address current economic and/or market conditions.

Assets shall be invested within the following maximum and minimum ranges for each asset class:

## Percent of Total Assets

Asset Class	Minimum	Maximum
Domestic Equity <sup>1</sup>	10%	50%
International Equity <sup>1</sup>	10%	40%
Fixed Income/Cash	10%	50%
Illiquid Real Assets	0%	15%
Private Equity <sup>2</sup>	0%	15%
Marketable Alternatives	5%	20%

<sup>1</sup> The combined maximum allocation to domestic and international equities shall not exceed 70% at any point in time.

<sup>2</sup> A net cumulative capital allocation of up to 0.5% of total assets of the Consolidated Investment Fund as measured at the end of the fiscal year may be invested by the University of New Mexico's technology transfer nonprofit corporation, STC.UNM, in qualifying early stage venture capital investments. An investment will be considered a qualifying early stage venture capital investment if:

1. the investment is in a company created to utilize technologies transferred by STC.UNM;
2. the investment is matched on at least a 1 to 1 basis by a co-investor with experience in early stage capital ventures; and
3. STC.UNM has conducted due diligence on its own or in concert with a co-investor; and
4. STC.UNM provides the Investment Committee with reports regarding each specific early stage venture selected and quarterly updates thereafter to monitor the progress of the venture and the performance of the investment.

The University of New Mexico Foundation Investment Committee is not responsible for the evaluation, selection or management of any early stage venture capital investments made by STC.UNM with Consolidated Investment Fund assets.

It is anticipated that long-range returns for early stage venture capital investments will be equal to or better than the long-range expected return for the Consolidated Investment Fund.

**Portfolio Rebalancing:** It is desirable to rebalance the CIF's holdings periodically to minimize deviations from the Policy's asset allocation mix. The Investment Consultant shall inform the Investment Committee at the close of any quarter in which rebalancing the CIF is necessary. The Investment Committee shall review and approve any rebalancing actions and the Investment Consultant shall assist as needed in implementing such actions.

**Manager Concentration Limits:** The Investment Consultant shall identify at the close of each quarter any actively managed accounts which are in excess of 5% of total assets. The Investment Committee shall consider whether the concentration in these accounts warrants rebalancing towards a goal of 5%.

**Spending Distribution:** The Policy aims to distribute on an annual basis a percentage, established as discussed below, of the average market value of the CIF at the calendar

year-end of the previous 20 quarters (the “Spending Distribution”). The Spending Distribution shall not exceed 6% nor be less than 4% of the average market value. The Policy allows for the Spending Distribution regardless of whether the fair market value of an individual account exceeds its historic gift value, unless otherwise precluded by the donor or by law. This practice is consistent with the Uniform Prudent Management of Institutional Funds Act, and recognizes that not spending from an endowment is likely to be contrary to a donor’s intent to provide current benefits for the designated purpose.

**The Investment Committee shall establish at its first meeting of each calendar year the Spending Distribution to be used for the following fiscal year.** The Investment Committee shall strive to maintain a Spending Distribution which achieves intergenerational equity, so today’s beneficiaries do not unfairly benefit at the expense of future beneficiaries. In addition to considering this Policy and the objectives as stated above, the Investment Committee shall consider, if relevant, the following items in their annual deliberations to determine a reasonable Spending Distribution:

- The net rate of return earned by the CIF in each of the five most recent fiscal years.
- The net real (after adjusting for inflation as measured by the CPI-U) rate of return earned by the CIF in each of the five most recent fiscal years.
- Payout rates established by other university endowments as published in the NACUBO-Commonfund Study of Endowments.
- Other resources available to University and any unusual or extraordinary circumstances impacting these resources (tuition revenues, State appropriations, etc.).
- The extent to which programs benefiting from the Spending Distribution rely on these funds to achieve their goals and objectives.
- Recommendations from the CFO.
- The Spending Distribution in effect at the time of deliberations.
- General economic conditions.
- The possible effect of inflation or deflation.
- The expected total return of the CIF per the most recent asset allocation study.

**Development Funding Allocation (the “DFA”):** The Board of Regents and the Board of Trustees have agreed that a fair and reasonable uniform basis point fee applicable to all endowment accounts is an appropriate means to assist the operations of the Foundation. The DFA does not provide support for any direct costs of investing and administering the CIF, such as investment consultant fees, custodial fees and investment manager fees. These costs are assigned directly to the CIF. The DFA is subject to review and approval by the Board of Trustees and the Board of Regents as necessary.

The following items shall be considered in establishing a reasonable DFA:

- Any external costs including the Investment Consultant, custodian, and investment manager fees of managing the CIF.



- The internal (i.e., accounting, fund raising, information systems, gift administration) costs to raise funds for, manage the assets of and provide stewardship for the CIF.
- Cost Recovery Fee rates established by other university endowments if published in the NACUBO-Commonfund Study of Endowments.
- Recommendations from the CFO.
- The Development Funding Allocation in effect at the time of deliberations.
- The impact on the Spending Distribution.

**Responsible Investing:** “Responsible Investing” prescribes adopting investment policies and practices such as socially responsible investing (SRI) which avoids certain securities or industries through negative screening according to defined ethical guidelines and/or environmental, social and governance investing (ESG) which integrates those factors into the investment analysis to the extent that they impact investment performance. The CIF’s assets have been donated by generous donors to support UNM’s mission first and foremost, not to adhere to defined ethical guidelines or incorporate environmental, social and governance factors. UNM’s mission is “.... to serve as New Mexico’s flagship institution of higher learning through demonstrated and growing excellence in teaching, research, patient care, and community service.” The Investment Committee considers the endowment to be an economic resource in advancing UNM’s mission and defines its fiduciary responsibility as investing and managing the endowment assets as set forth in the Policy. The CIF’s assets shall be invested for the long-term using a diversified approach with the principal goal of generating an attractive return to provide continued support to UNM at a commensurate and acceptable level of risk. Implementation is guided by the concept of complementary managers who are responsible for specific asset categories and management styles in a diversified portfolio. Investment strategies shall not be altered or modified for reasons unrelated to achieving this objective.

**Donor Directed Investments:** The UNM Foundation’s Gift Acceptance Committee will consider requests from donors who approach the Foundation with a desire to support the important work of UNM and express an interest in having their endowment or quasi-endowment gifts invested in a cause-related way. If the donor’s gift is accepted, the Foundation’s Investment Committee will strive to identify an appropriate endowment investment vehicle outside the CIF to meet the donor’s concerns while insuring that the University’s goals, objectives and values are maintained. The restriction or designation of a particular donor shall not be imposed on any other gifts or endowment assets.

Previous donations invested within the CIF will not be considered for divestment from the CIF and reinvestment outside the CIF.

## **AUTHORITY AND RESPONSIBILITY**

### **University of New Mexico Board of Regents**

The Board of Regents shall review the performance of the Investment Committee and the CIF at least annually. The Board of Regents shall approve annually, along with the Board of Trustees:

- The Investment Policy and any changes thereto.
- The Development Funding Allocation basis point fee.
- The Investment Consultant and its fees.

### **University of New Mexico Foundation Board of Trustees**

In accordance with the bylaws of the Foundation, the Board of Trustees shall appoint an Investment Committee. The Board of Trustees shall approve, along with the Board of Regents:

- The Investment Policy and any changes thereto.
- The Development Funding Allocation basis point fee.
- The Investment Consultant and its fees.

### **The Investment Committee**

The Investment Committee has fiduciary responsibility for directing and monitoring the investment of the CIF, and is authorized to retain and solicit recommendations of qualified professionals including the CFO, Investment Consultant and Investment Managers.

The Investment Committee's responsibilities include:

- Recommending an Investment Consultant and the contract.
- Selecting an Investment Custodian and approving the contract.
- Approving investment products for inclusion in the CIF portfolios.
- Monitoring the CIF investments for compliance with all laws, rules and regulations, including but not limited to the Management of Charitable Funds Act as implemented by the State of New Mexico from time to time.
- Developing an investment policy for approval by the Board of Trustees to include an asset allocation model taking into consideration the appropriate rates of return and risk for each asset class.
- Reviewing performance at both the manager and portfolio level on a periodic basis and, if necessary, instructing the CFO and/or the Investment Consultant to conduct additional due diligence on any investment manager/product.
- Rebalancing the CIF in accordance with the asset allocation ranges.

- Providing regular reports to the Board of Trustees and to the Board of Regents, including recommendations with respect to any suggested changes in investment policies.

### **The Chief Financial Officer**

The CFO serves as an advisor to the Investment Committee, and shall assist the Investment Committee as needed in carrying out their responsibilities noted above. Additional responsibilities of the CFO include:

- Implementing Investment Committee decisions as directed.
- Working directly with the Investment Consultant as needed.
- Preparing an annual report on the CIF, including performance and allocation information important to the donor community.
- Coordinating agenda items with the Investment Committee Chair and scheduling meetings of the Investment Committee such that all important matters are brought to the Committee's attention in a timely fashion.
- Reviewing and executing, in consultation with legal counsel, all offering documents for new investment products approved by the Investment Committee.
- Providing the Investment Committee with reports comparing investment performance and asset allocation with the NACUBO-Commonfund Study of Endowments.

### **The Investment Consultant**

The Investment Consultant is responsible for providing advice to the Investment Committee as follows:

- Reviewing the asset allocation as appropriate and no less than annually.
- Monitoring the portfolios to ensure that assets remain within the designated ranges as specified in the asset allocation models, and recommending appropriate actions to address situations outside the designated ranges.
- Providing written comments and recommendations on the Policy as needed, but on no less than an annual basis.
- Assisting in selecting, monitoring, and replacing investment managers and products.
- Recommending appropriate benchmarks and peer groups with which to monitor selected investment managers.
- Providing written quarterly reports no less than quarterly to the Investment Committee on investment products and managers, including departures of key personnel, style drift, changes in investment process and any other matter requiring the Investment Committee's attention including a recommendation that an investment manager be retained or terminated.
- Disclosing any fee relationships with investment managers, advertisers, placement agents or other providers of service for the CIF.
- Presenting reports to the Board of Regents and the Board of Trustees as needed.



- Reviewing all offering documents for new investment products prior to submission to the CFO for signature.

### **The Investment Managers**

Investment managers shall:

- Act as responsible fiduciaries in all matters involving their management of CIF assets and comply with all applicable laws, rules and regulations.
- Report all activity to the CFO and Investment Consultant on a timely basis as agreed, but in no event will such report be provided on less than a quarterly basis. Such reports shall include a comparison of performance with the agreed-upon benchmark, and might include details about the holdings and strategies of the applicable product.
- Vote, or cause to be voted, all proxies on securities held by the CIF.
- Provide CFO with copies of audited financial statements covering the investment product in a timely manner.
- Make presentations to the Investment Committee when and as requested.
- Maintain a strict adherence to the mandate under which they were engaged.
- Provide CFO and Investment Consultant with a written report within five business days of the following matters: (a) change in ownership or legal entity status; (b) change in key personnel, including a change in anyone on the product portfolio management team; (c) change in investment philosophy or style; (d) civil or criminal charges filed against the firm by a regulator.
- Disclose any fee relationship with the investment consultant, advertisers, placement agents or other providers of service for the CIF.

### **The Investment Custodian:**

The Investment Custodian shall:

- Provide monthly reports detailing investment holdings and account transactions within **15** business days following the end of each month and an annual report summarizing the following within 15 business days following each fiscal year end.
- Establish and maintain an account(s) for each Investment Manager of the portfolio as requested by the CFO.
- Provide all normal custodial functions including security safekeeping, collection of income, settlement of trades, collection of proceeds of maturing securities, daily investment of uninvested cash, etc., effect trades, if applicable, manage securities lending program, if applicable.
- Prepare additional accounting reports as requested by the CFO or Investment Consultant.

## **PERFORMANCE MEASUREMENT AND REPORTING**

### **Performance Measurement**

The performance of the CIF will be reviewed at least annually to determine the continued feasibility of achieving the investment objectives and the appropriateness of the investment policy for achieving these objectives. In consideration of the CIF's goals and objectives, several standards will be utilized in evaluating investment performance as opposed to a single measure. These standards reflect several aspects of investment performance, including the specific objectives and the market indices used to measure the performance of individual Managers.

- **TOTAL FUND PERFORMANCE:** The Investment Committee expects the total assets under management to perform in the upper quartile of an acceptable comparable peer universe, over a market cycle or a three to five year period if shorter.
- **ASSET CLASS LEVEL PERFORMANCE:** Each asset class approved by the Investment Committee will have an intermediate term benchmark that is investable and a longer term benchmark that represents the investment objective in that asset class's inclusion in the portfolio.
- **INVESTMENT MANAGER PERFORMANCE:** Each Investment Manager's performance should compare favorably over comparable periods to that of other Investment Managers of a like style and discipline. The Investment Managers shall have discretion to invest a portion of the assets in cash reserves when they deem it appropriate. However, the Investment Managers will be evaluated against their peers and their predetermined benchmarks on the performance of the total funds under their direct management.

### **Conflict of Interest**

All persons responsible for investment decisions or who are involved in the management of the Foundation or who are consulting to, or providing any advice whatsoever to the Investment Committee,

shall disclose in writing at the beginning of any discussion or consideration by the Investment Committee, any relationships, material beneficial ownership, or other material interest(s) which the person has or may reasonably be expected to have, with respect to any investment issue under consideration. The Investment Committee will require such persons to remove themselves from the decision-making process.

Any members of the Investment Committee responsible for investment decisions or who are involved in the management of the Foundation shall refuse any remuneration, commission, gift, favor, service or benefit that might influence them in the discharge of their duties, except as disclosed in writing to and agreed upon in writing by the Investment Committee. The intent of this provision is to eliminate conflicts of interest

between committee membership and the Foundation. Failure to disclose any material benefit shall be grounds for immediate removal from the Investment Committee. This provision shall not preclude the payment of ordinary fees and expenses to the Foundation's custodian(s), Investment Managers, or Investment Consultant in the course of their services on behalf of the Foundation.





THE UNIVERSITY OF NEW MEXICO ♦ HEALTH SCIENCES CENTER

## UNIVERSITY HOSPITAL

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Date: July 27, 2016

To: Bruce Cherrin, Chief Procurement Officer  
Purchasing Department

From: Ella Watt  
Chief Financial Officer, UNM Hospital

Subject: Equipment Disposition – July 2016

Attached for your review and submission to the Board of Regents are the Property Disposition Detail list for the month of July 2016.

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

# Surplus Property Department Disposition Detail List 7/27/16



Asset Number	Description	Division Description	Model	Serial #	Vendor Name	Acquisition Date	Acquisition Cost	Book Value	Proposed Method of Disposal	Date of Disposal
727	Pacemakers/ Cardiac/ External	Heart Station	5388	PFG015073P	Medtronic Inc.	5/1/2001	\$4,800.00	\$0.00	Auction	After approval
1304	Monitors/ Bedside/ Blood Pressure	Pacu (Recovery Room 1)	Pro 400	010M2479030	Ge Medical Systems	11/1/2001	\$4,600.00	\$0.00	Auction	After approval
1333	Monitors/ Bedside/ Blood Pressure	Westside Family & Senior Hlth	Pro 400	010M2499136	Ge Medical Systems	11/1/2001	\$4,600.00	\$0.00	Auction	After approval
2950	Scanning Systems/ Ultrasonic	Women's Ultrasound Clinic	531841	08276WX8	Ge Medical Systems	8/1/2003	\$45,000.00	\$0.00	Auction	After approval
4198	Irrigation/ Distention Systems	Endoscopy Center	OFP	412407	Olympus America Inc.	7/1/2004	\$1,485.00	\$0.00	Auction	After approval
4264	Monitors/ Bedside/ Fetal	Labor And Delivery	129	RUX04273847PA	Corometrics Medical Systems Inc.	8/1/2004	\$15,672.02	\$0.00	Auction	After approval
4657	Electrosurgical Units/ Bipolar	Operating Room	Malis Cmc-III	RPI9115	Codman & Shurtleff Inc.	5/1/2005	\$18,833.75	\$0.00	Auction	After approval
4917	Monitors/ Bispectral Index	Operating Room	Xp Platform	C021484	Aspect Medical Systems Inc.	8/1/2005	\$9,500.00	\$0.00	Auction	After approval
5911	Auditory Function Screening Devices/ Newborn	Audiology	ALGO 3	51828	Natus Medical Inc.	5/3/2007	\$15,866.68	\$1,718.91	Auction	After approval
6327	Metabolic Carts	Pulmonary Diagnostics	Ultima Pfx	222000630	Medical Graphics Corp	11/1/2007	\$28,913.34	\$3,011.82	Auction	After approval
10407	Monitoring Systems/ Physiologic/ Acute Care	Cth Rehab-Ortho Unit	Pro 400 V2	AAX05450259SA	Ge Healthcare Usa	2/1/2006	\$4,454.00	\$0.00	Auction	After approval
12086	Monitors/ Bedside/ Blood Pressure	Sports Medicine	Accutor 4	9970-B2	Datascope Corp	4/7/1992	\$2,496.00	\$0.00	Auction	After approval
12129	Phototherapy Units/ Visible Light/ Hyperbilirubine	Newborn ICU	M0-420-Olq	907	Fiberstars	5/15/1992	\$1,831.00	\$0.00	Auction	After approval
12222	Electrosurgical Units/ Monopolar/ Bipolar	Operating Room	Force 2	F8K36288T	Tyco Healthcare Group	8/8/1988	\$4,994.00	\$0.00	Auction	After approval
12642	Phototherapy Units/ Visible Light/ Hyperbilirubine	Newborn ICU	M0-420-Olq	882	Fiberstars	7/1/1992	\$1,831.68	\$0.00	Auction	After approval
12796	Battery Chargers	Operating Room	Pro 2600	BBD48671	Hall Surgical	8/4/1993	\$2,585.25	\$0.00	Auction	After approval
13685	Infusion Pumps/ Syringe	Anesthesia	2010	33704	Medfusion Inc.	7/1/1994	\$1,895.10	\$0.00	Auction	After approval
15669	Warming Units/ Patient/ Forced-Air	Pediatric ICU	6000-1110U	J00151	Augustine Medical Inc Sub Arizant Inc.	5/1/1997	\$9,038.00	\$0.00	Auction	After approval
16801	Phototherapy Units/ Visible Light/ Hyperbilirubine	Intermediate Care Nursery	Md2000	615110	Kentec Medical Inc.	5/1/1999	\$2,331.59	\$0.00	Auction	After approval
16810	Phototherapy Units/ Visible Light/ Hyperbilirubine	Newborn ICU	Md2000	615051	Kentec Medical Inc.	5/1/1999	\$2,333.97	\$0.00	Auction	After approval
18178	Phototherapy Units	Newborn ICU	Wallaby 3	1560	Respiroics Inc.	5/1/2000	\$2,329.16	\$0.00	Auction	After approval
26604	Washers/ Flexible Endoscope	Operating Room	IE	405351	Steris Corp	5/3/2012	\$12,627.59	\$6,013.13	Auction	After approval

<b>Asset Disposition Count</b>	<b>22</b>
<b>Gross Acquisition Cost</b>	<b>\$198,018.13</b>
<b>Total Disposition Book Value</b>	<b>\$10,743.86</b>

# UNM Health Sciences Center Financial Literacy Program

Janell Valdez

Associate Director of Financial Aid

Health Sciences Center, Student Services

Available for appointments and walk-in's, HSLIC Room 130B



# What Is Financial Literacy?

- Managing Income Resources
  - Budgeting income
    - Student Loans
    - College Work Study/Student Employment
    - Scholarships
- Credit and Debt Management
  - Understanding importance of credit
  - Understanding student loan debt
    - Accrual of interest both during and after graduation
- Saving and Investing
  - Strategies for creating building assets

# Accomplishments

- Fall 2015

- Class of 2018, MD, Learning Communities, Collaboration
  - Guest speaker, Dr. Christopher Torrez – 103 participants
- "Developing a Budget" group session
  - Open to all students – Dr. Clarissa Krinsky – 17 participants

- Spring 2016

- Launched HSC Financial Aid App
  - Financial Rx
- "Five Tenants of Financial Planning" group session
  - Guest speaker, Ted Duvall, Open to all students – 30 participants
- Borrower exit counseling
  - Open to all student loan borrowers – estimate 185 participants by the end of summer 2016

# Future Plans

- Continued collaboration with Main Campus Financial Aid
  - “Whiteboard” videos, 15 second – 1 minute vignettes about financial aid and financial literacy
    - Available at various access points: websites, app, push notifications
- Peer-to-Peer mentoring
  - HSC student volunteers
- Continued expansion of App



# Overall Goals

- Provide students a framework to learn a financial literacy skill set in order to be successful during school and after graduation
- Ability for students to make informed decisions to decrease educational debt
- Enable students to choose a career path based upon aptitude and conviction, rather than financial need

# Questions?

# MEMORANDUM

**To:** UNM Regent Health Sciences Committee

**From:** Mike Richards  
Executive Physician-in-Chief

Steve McKernan  
Chief Operating Officer

**Date:** August 10, 2016

**Subject:** Monthly Health System Activity Update

The System has been involved in a variety of activities. This report is based on June 30, 2016, year-end activity compared to June 30, 2015, year-end activity.

**Activity Levels:** Patient days were about 1% less than the prior year due mostly to fewer days in the pediatric units. Obstetric days have increased 5% from the prior year. Discharges have decreased 1% overall with no change for adults, a 12% decrease for pediatrics and a 1% decrease in obstetrics. The length of stay was the same as the prior year, 1% greater this year compared to the prior year without adjustment for the Case Mix Index. The Case Mix Index aggregate Length of Stay is 3.7 days and is lower than the prior year metric of 3.8 days because of 5% increase in the case mix index.

Clinic visits show an increase of about 4% compared to the prior year. The total emergency room visits increased 4% over the prior year. Surgeries are 4% higher than the prior year and births are 2% greater than the prior year. The obstetrics activity seems to have been increasing in a positive trend.

The Medical Group RVU's are about 2% greater than the same as the prior year.

Case Mix Index, the measure of the acuity and intensity of services increased by about 5%. The measure of all activity adjusted for the Case Mix increased about 8% over the prior year. The increase in activity provided more access to the UNM Health System, notwithstanding the significant increases in demand as the result of the Medicaid expansion.

**Finances:** The UNM Health System had a 3% decrease in revenue of \$33 million to \$1,180 million. The net margin was approximately \$16 million positive net margin. Total operating expenses increased 8% to \$1,276 million. UNMH had a \$15 million margin on \$936 million in Total Revenues. The Medical Group ended with \$500 thousand in net margin on revenues of \$205 million. SRMC ended with a gain of \$4 thousand on \$80 million in revenues. The Medicare and Commercial insurance revenues have increased while Medicaid revenues have decreased. Uncompensated care dropped by 10% for this year compared to the prior year from \$180 million to \$160 million at charges. We have also been involved in an initiative to lower the billed charge structure to make the system more affordable to patients with high deductible policies. The cost to charge ratio was steady at 52%.

The balance sheet is stable. The comparisons are to year end at June 30, 2015. The cash position increased by \$1 million to \$218 million from the prior year. Patient accounts receivable were stable at \$171 million. Other receivables increased by \$30 million mostly due to payments owed by the government for Medicare and Medicaid. Accounts payable increased from \$239 million to \$263 million. UNMH and SRMC have met their debt covenant ratios.

**Network Development:** UNM Health System is working with providers in the metro area and around the state on developing a network to coordinate care for patients and to coordinate with insurance companies. The principal focus is on contracts with the post-acute providers to make sure we have better placement options for our patients. UNM is working on a major initiative with Genesis Health Care which has 11 nursing homes in Albuquerque and 15 around the state. This contract will allow UNM to access 4 beds at all times. The next stage of the contract is to develop a tight coordination of care between UNM and Genesis. There are other contracts under development that will coordinate care for other levels of post-acute care.



**Community Activities:** We are also now focused on the Mil Levy and the support that UNM will seek from Bernalillo and Sandoval County. We are engaged in a series of meetings with Bernalillo County to understand the County's requests for support of healthcare programs from UNMH. The meetings are now including the Indian Health Service and the All Pueblo Council of Governors. The focus is on metrics related to the quality, services and operations of UNM Hospital.

Sandoval County has voted to place the Mil Levy on the ballot for the full 4.25 Mills for the November election. UNM and Presbyterian are coordinating for the Mil Levy election in Sandoval County.

**Quality and Safety:** Quality indicators are stable with the prior year and have shown some improvement recently. Most of the change is due to documentation related to significant events.

The Centers for Medicare and Medicaid are releasing their Star Rating system. UNM Hospital scored a 1 star which is the lowest rating. We are analyzing the data to understand the ranking. It would appear that the low rating is a function of 3 issues for UNM. The first is the readmission rate. For the data that UNMH has had in the past, it had been rated as a good performer for this metric. CMS apparently expanded the definitions of readmissions to the hospital to include any readmission by a Medicare patient to any hospital. UNMH has many patients referred from around the state and when the patients are discharged, UNMH has a well-defined discharge plan for the patient, but if they are readmitted to another hospital for the same or different condition, UNMH would not have knowledge of that event. Additionally, the health resources in rural New Mexico are not strong which will cause patients to be readmitted. Other causes for the low rating are the number of high harm score events. Our data would indicate that this is a function of the level of documentation provided in the patient record. We have concerted efforts to improve the documentation. The third metric that scores low for UNMH is wait times in the Emergency Department. The social determinants of health are not taken into consideration for this rating. We have continued to review the hospital scores on the Hospital Compare web site and have not identified any significant disparities from the federal benchmarks. We will bring back a plan at the next meeting to explain the situation in more depth.

SRMC scored a 3 star for the system.

**Operational Improvement Initiatives:** The Studer group has been engaged to assist in using best practices in engaging the medical and hospital staff and using hard wiring processes. Their focus is on improving leadership and management practices to improve outcomes for patients in the quality and service that are delivered. The process is in the assessment phase and will soon move to the implementation phase. Additionally, the consulting company Surgical Directions has been engaged to improve throughput in the operating rooms with a focus on the clinics, peri-operative services and post-operative services. The faculty is leading this engagement.

**Clinic Access to Care:** UNM Health System has a clinic operation that will treat over 200,000 through more than 800,000 clinic visits per year. There was a briefing on overall clinic operations last month. This month the presentation will focus on the trauma orthopedic clinic that is one of the most difficult to manage because of the case loads are unpredictable and the operations needs to be so close to the diagnostic departments that it makes it hard to implement many of the best practices found in other clinics

An update will be provided on the initiatives for improving access and throughput in the specialty clinics at today's meeting.

**Strategic Planning / Replacement Hospital:** There will be a presentation on the status of planning for the Replacement Hospital for today's meeting.

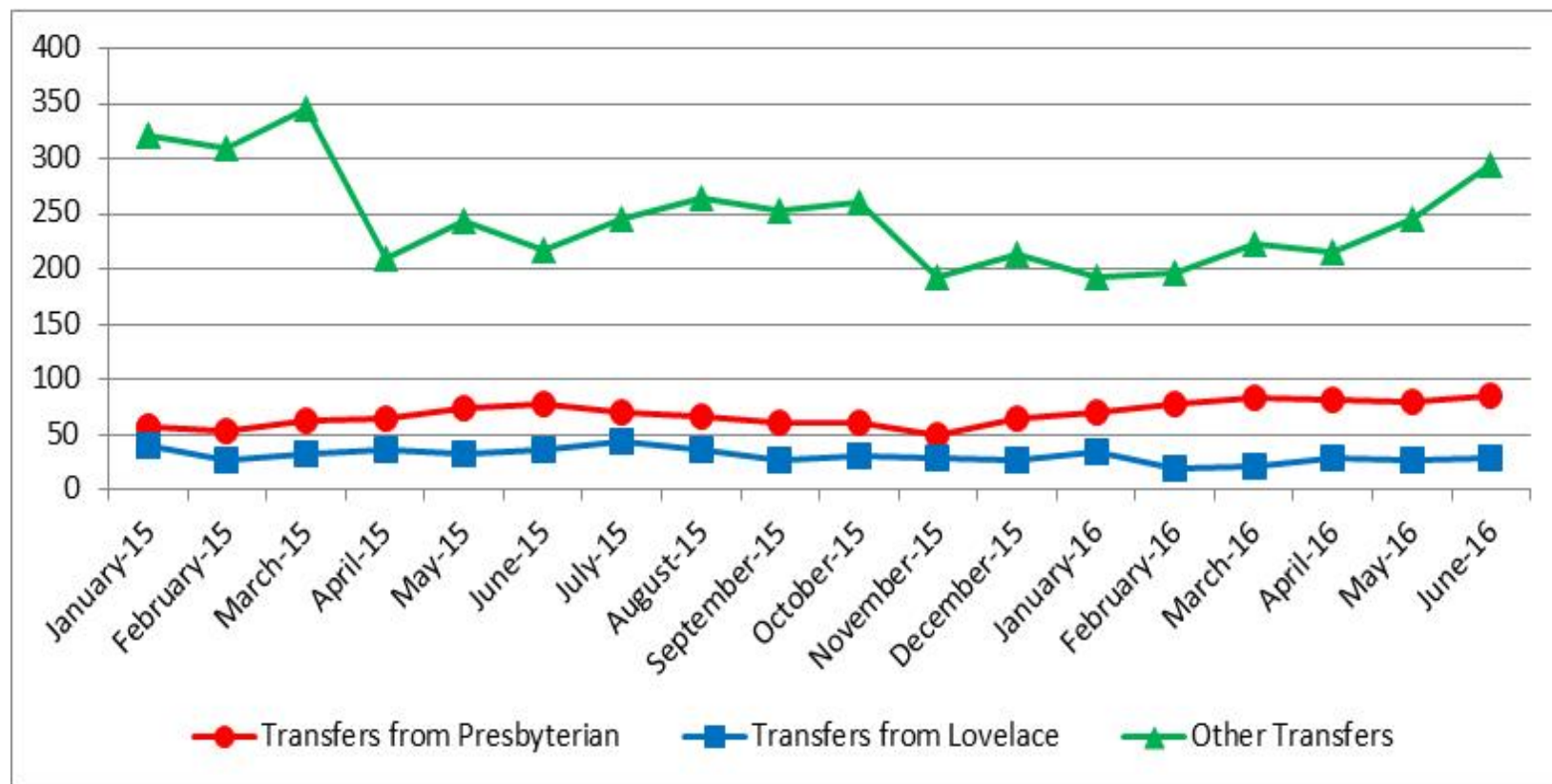
**Native American Liaison Initiative:** The UNM Hospital Board has taken the lead on interacting with the All Pueblo Council of Governors. The UNMH Board is meeting with and continuing the interactions with the APCG Health Committee. The Committee chair is developing a calendar and agenda for the group that will be shared with the APCG Health Committee to assure that it meets the initiatives of the Pueblos. One of the semi-annual meetings will be held in September with the APCG, Indian Health Service and other tribes. UNM Hospital staff has also had regular meetings with the Indian Health Service and the APCG Health Committee to review the 1952 Contract provisions and the status of the Hospitals compliance with the

Contract. The current phases of the meetings are focused on data gathering and defining the goals and outcomes for the parties.

There are also meetings occurring with the County on the Mil Levy. The Indian Health Service and the APCG Health Committee are invited to these meetings and are attending. The process is also focused on data gathering and the development of metrics to measure operational efficiency, quality outcomes and service levels delivered to Bernalillo County residents and to Native American patients.

If there are any questions on this or other matters, please feel free to contact me.

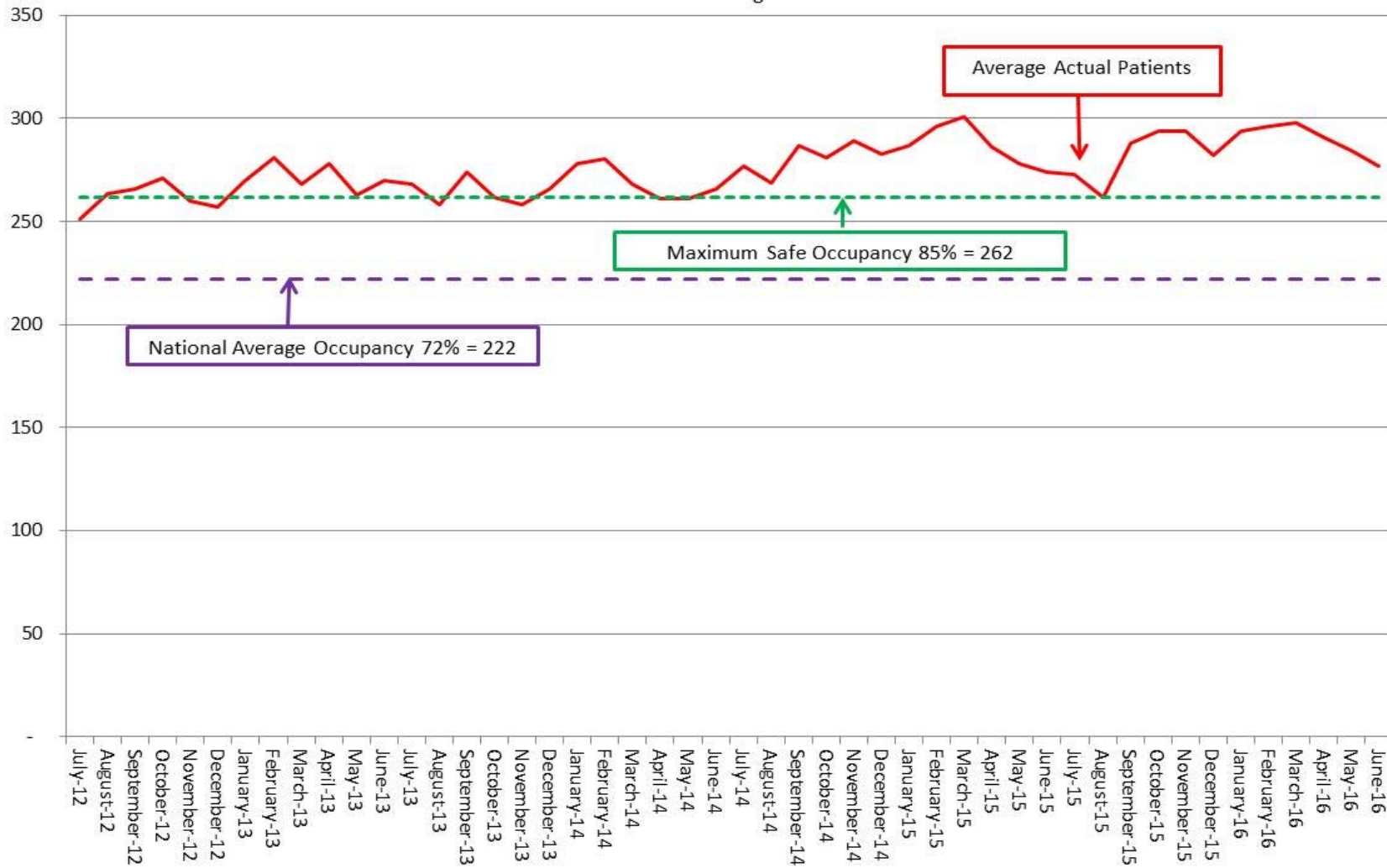
# Transfers to UNMH





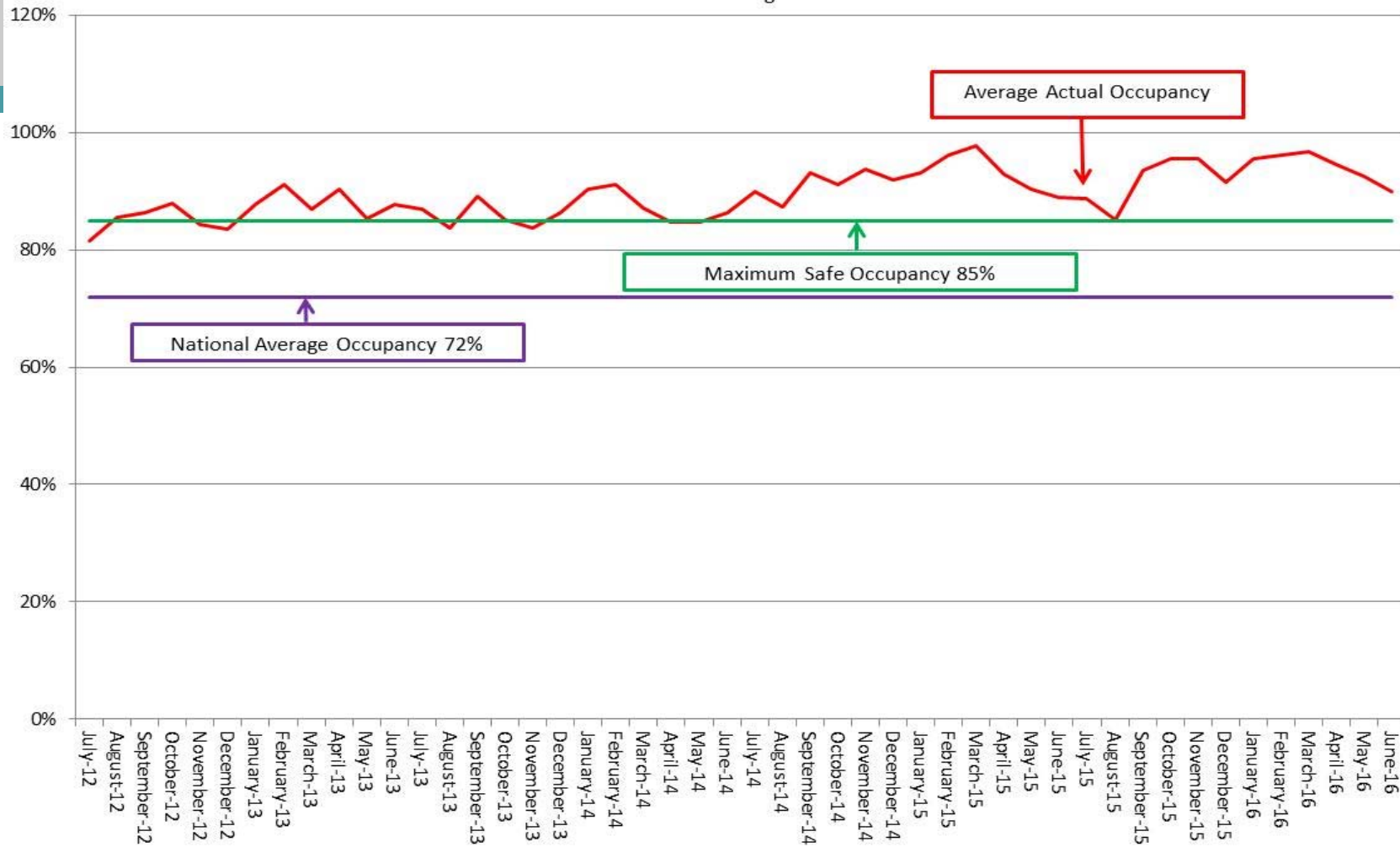
## UNMH - Average Patients in Adult Licensed Beds (by Month)

Billed Data based on Midnight Census

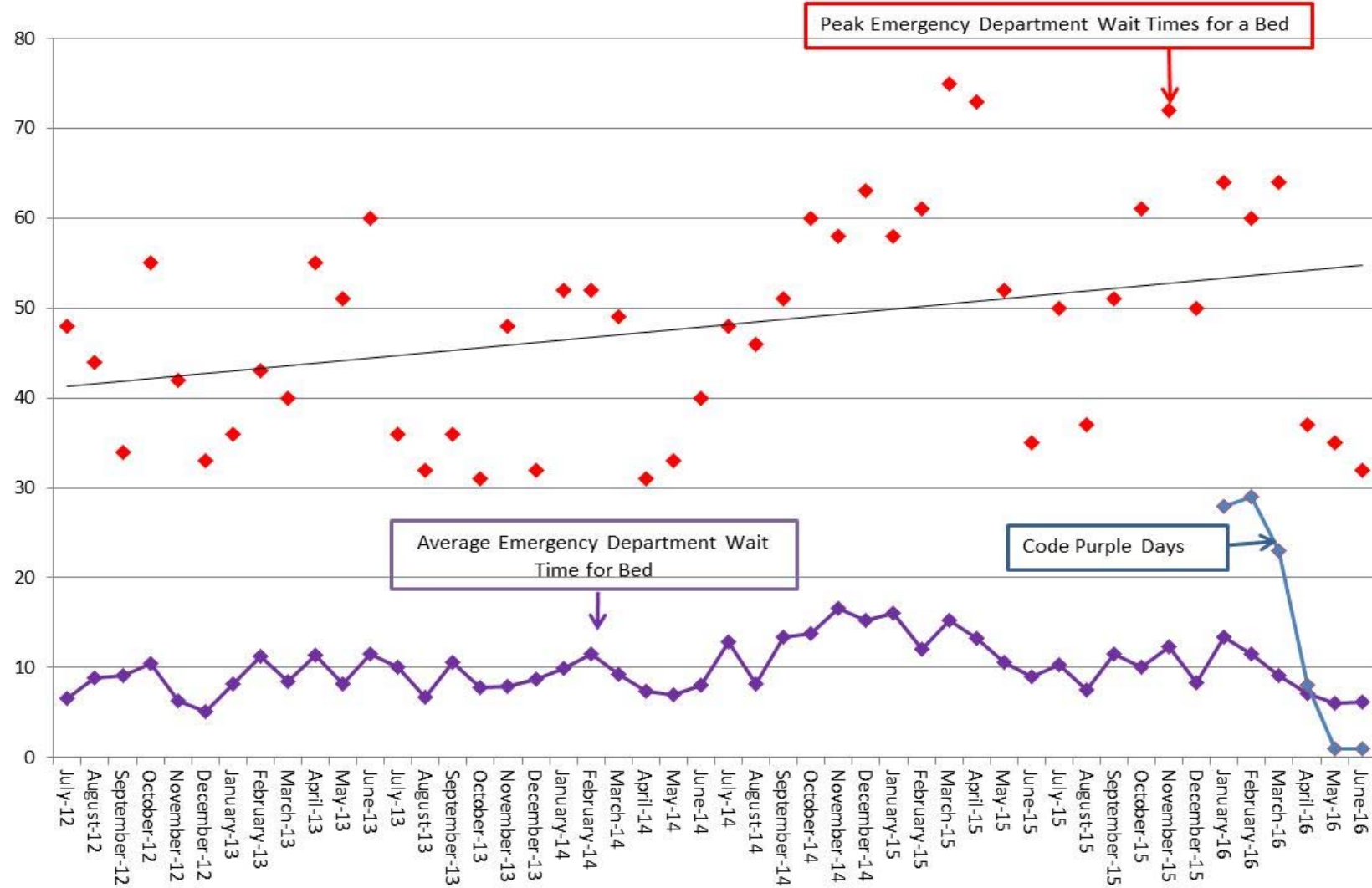


## UNMH - Average Occupancy in Adult Licensed Beds (by Month)

Billed Data based on Midnight Census

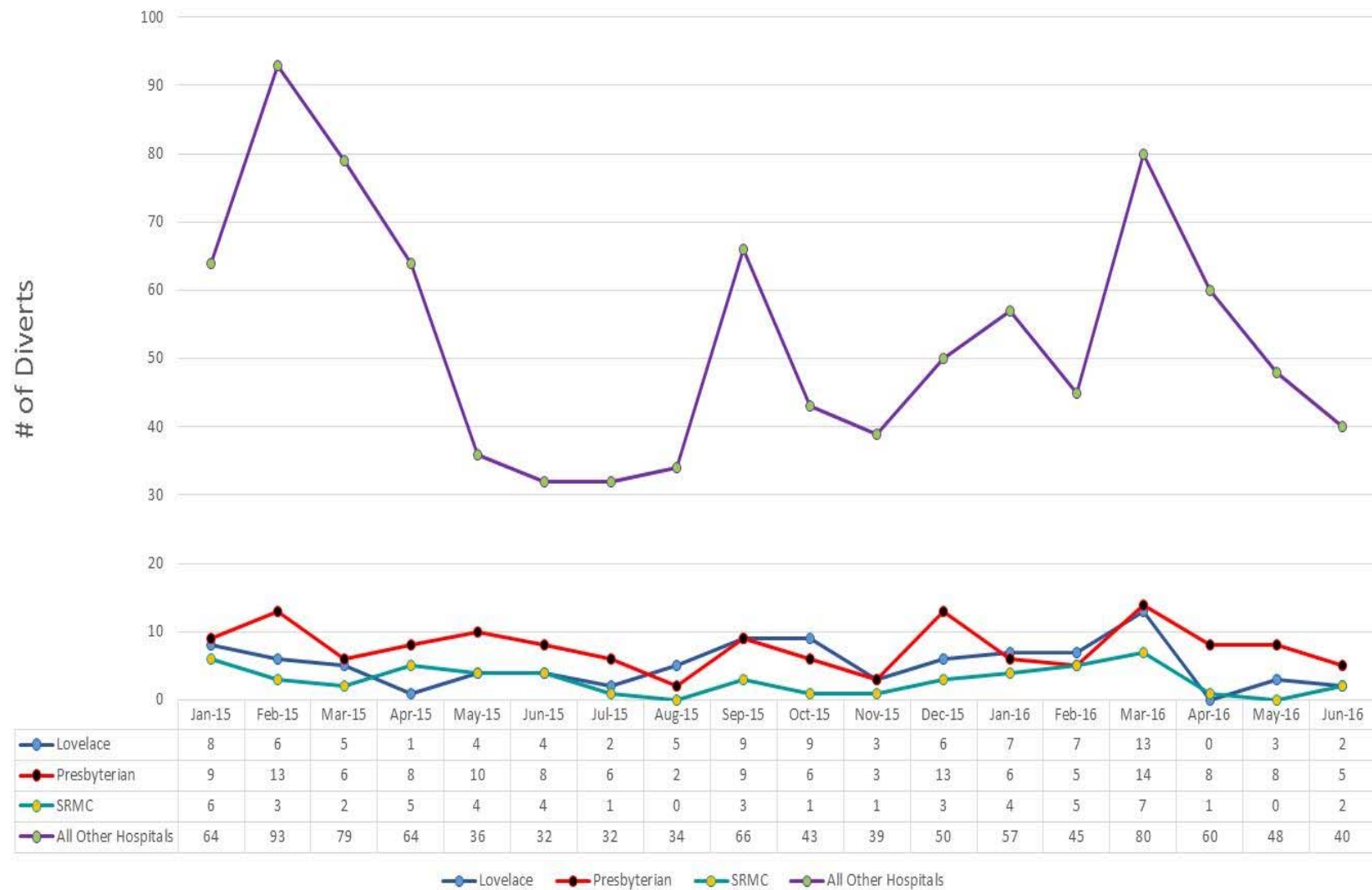


## Emergency Department Wait Times for a Bed



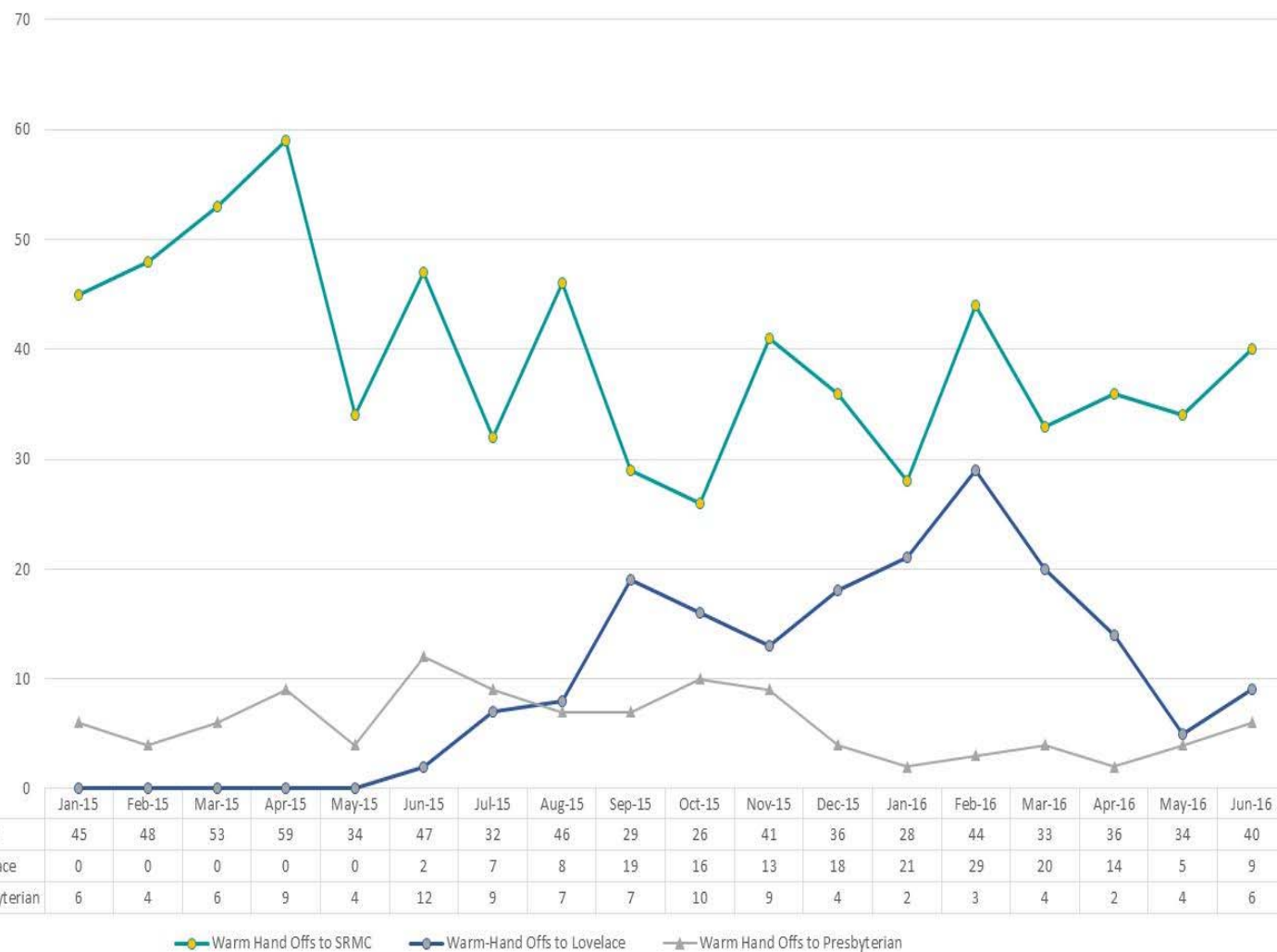


Number of Diverted Patients from UNM

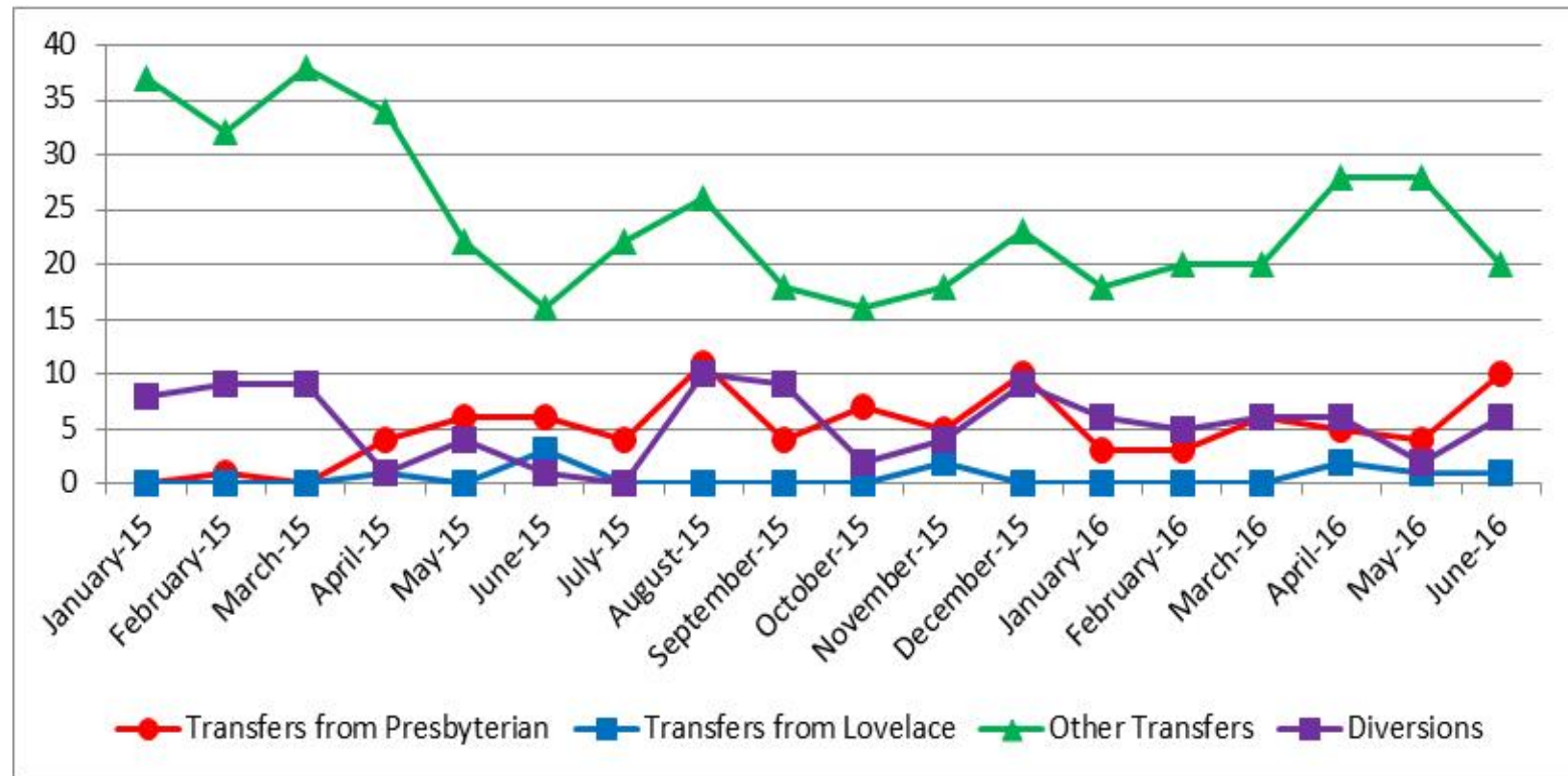


# of Warm Hand Off

Number of Warm Hand Offs



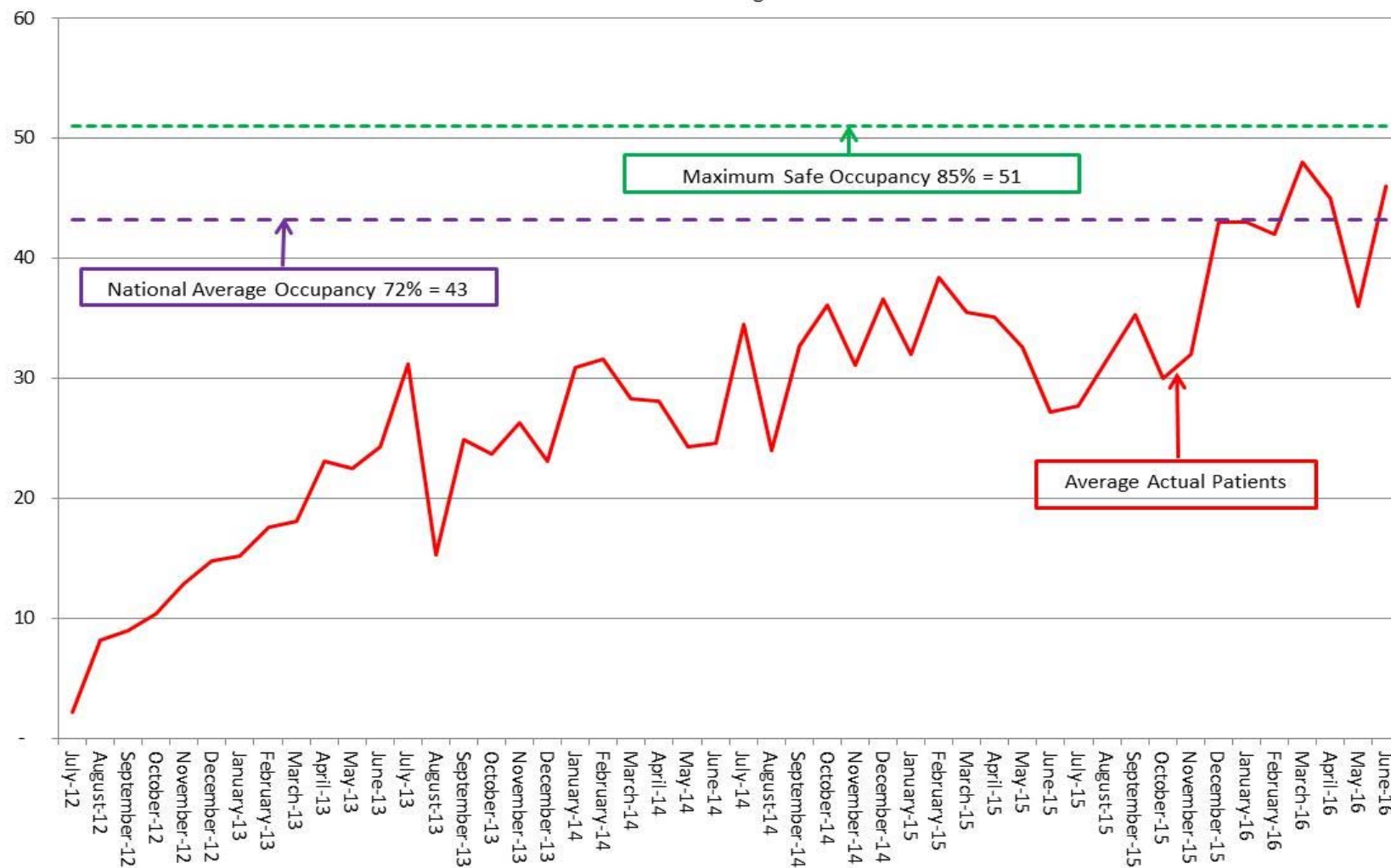
# Transfers to SRMC and Diversions from SRMC





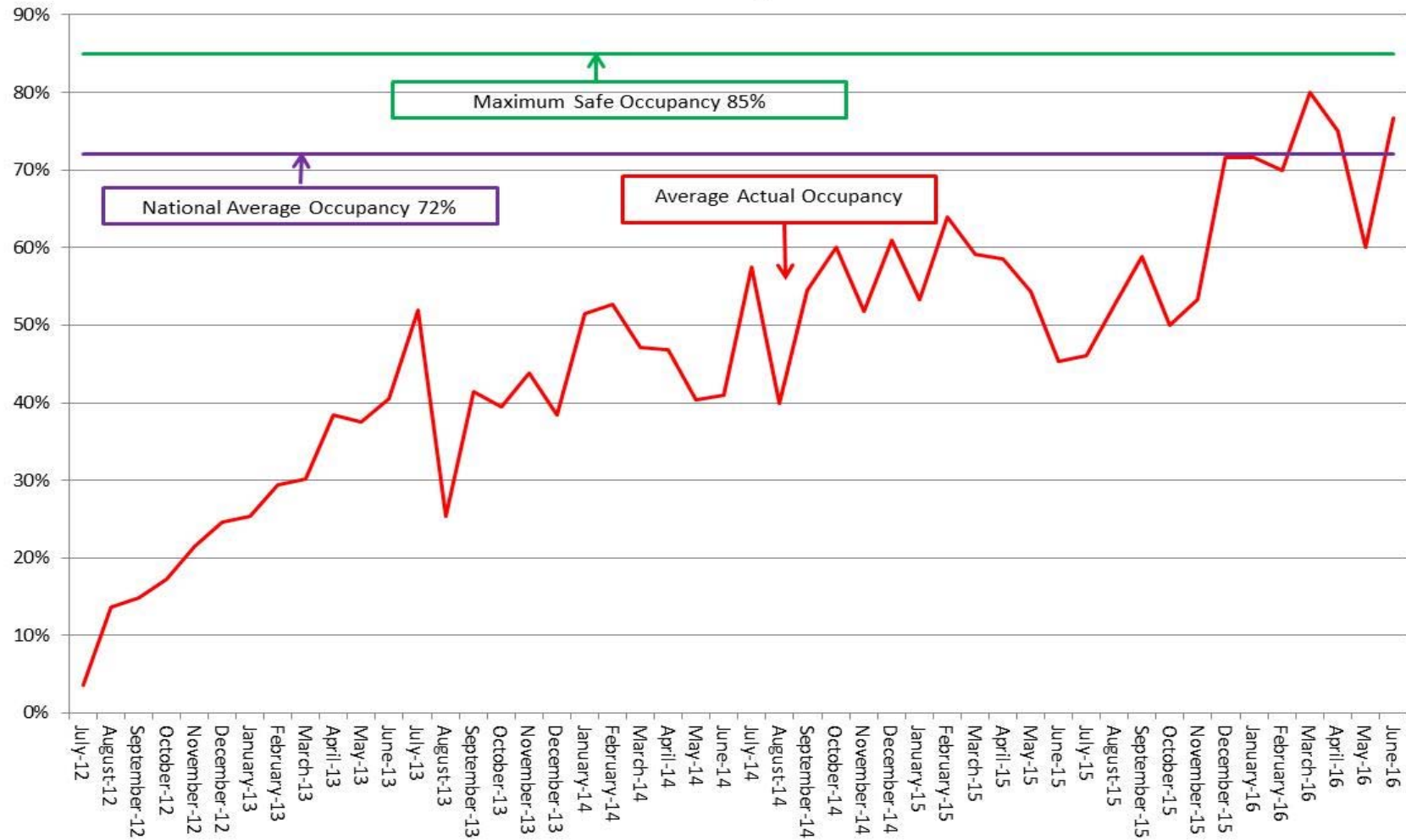
## SRMC - Average Patients in Adult Licensed Beds (by Month)

Billed Data based on Midnight Census

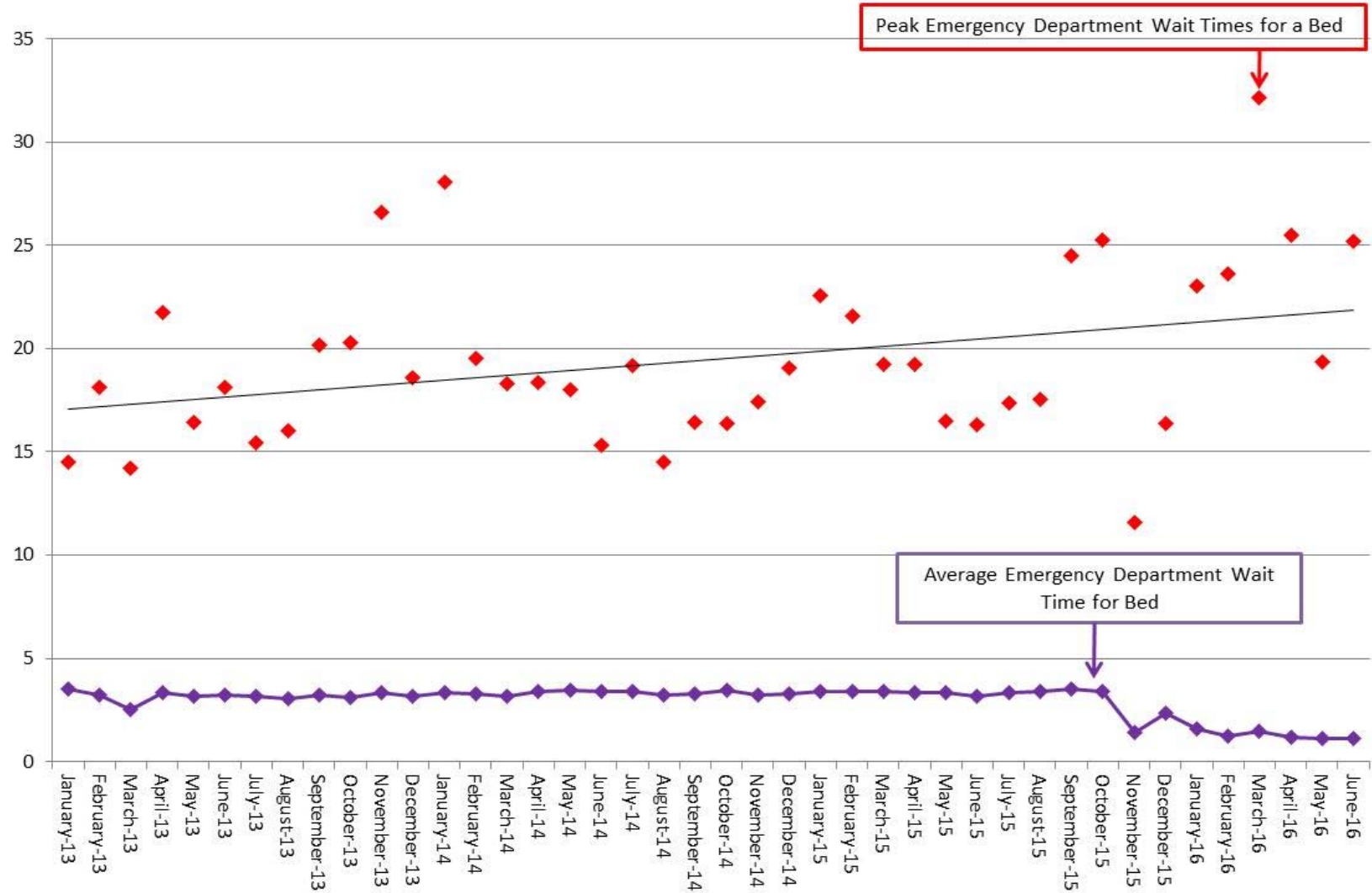


## SRMC - Average Occupancy in Adult Licensed Beds (by Month)

Billed Data based on Midnight Census



## Emergency Department Wait Times for a Bed





UNM HS Total Operations - Stats - Unaudited  
YTD June 30, 2016

	Total HS	Total HS Prior Year	FY 15 vs. FY 16		Total HS FY 16 Budget	Budget Variance
			\$ Change	% Change		
<b>TOTAL PATIENT DAYS</b>	<b>171,076</b>	<b>172,536</b>	<b>(1,460)</b>	<b>-1%</b>	<b>178,349</b>	<b>(7,273)</b>
<b>TOTAL DISCHARGES</b>	<b>28,021</b>	<b>28,224</b>	<b>(203)</b>	<b>-1%</b>	<b>31,499</b>	<b>(3,478)</b>
<b>TOTAL LENGTH OF STAY</b>	<b>6.1</b>	<b>6.1</b>	<b>(0.0)</b>	<b>0%</b>	<b>5.7</b>	<b>0.4</b>
<i>Adult w/OB LOS</i>	<i>5.9</i>	<i>6.0</i>	<i>(0.1)</i>	<i>-1%</i>	<i>5.5</i>	<i>0.4</i>
<i>CMI w/o Newborn</i>	<i>1.832</i>	<i>1.755</i>	<i>0.1</i>	<i>4%</i>	<i>1.773</i>	<i>0.1</i>
<b>BEHAVIORAL</b>						
Patient Days	26,694	27,450	(756)	-3%	27,869	(1,175)
Discharges	2,526	2,601	(75)	-3%	2,676	(150)
Length of Stay	10.6	10.6	0.0	0%	10.4	0.2
<b>OUTPATIENT VISITS</b>						
TOTAL OUTPATIENT CLINICS	802,075	771,551	30,524	4%	825,908	(23,834)
URGENT CARE	17,665	23,704	(6,039)	-25%	23,523	(5,858)
EMERGENCY ROOM	103,477	95,828	7,649	8%	94,082	9,395
<b>TOTAL OUTPATIENT VISITS</b>	<b>923,217</b>	<b>891,083</b>	<b>32,134</b>	<b>4%</b>	<b>943,514</b>	<b>(20,297)</b>
<b>TOTAL SURGERIES</b>	<b>24,082</b>	<b>23,173</b>	<b>909</b>	<b>4%</b>	<b>24,632</b>	<b>(550)</b>
<b>TOTAL BIRTHS</b>	<b>3,024</b>	<b>2,979</b>	<b>45</b>	<b>2%</b>	<b>2,987</b>	<b>37</b>
ECT Stats	2,170	1,740	430	25%		
Total Work RVU's	3,089,475	3,024,007	65,468	2.2%	3,259,307	(169,832)
Total FTE's	7,163	6,731	432	6.4%	7,227	(65)

UNM HS Total Operations - Income Statement - Unaudited  
YTD June 30, 2016  
(In thousands)

	Total HS	Total HS Prior Year	FY 15 vs. FY 16		Total HS FY 16 Budget	Cap Ini
			\$ Change	% Change		
<b>Total NET Patient Revenue</b>	<b>1,141,517</b>	<b>1,176,321</b>	<b>(34,803)</b>	<b>-3%</b>	<b>1,139,893</b>	
State/Local Contracts/Grants	3,887	3,635	252	7%	4,206	
Other Operating Revenues	34,991	33,891	1,100	3%	31,639	
<b>Total Operating Revenues</b>	<b>1,180,396</b>	<b>1,213,847</b>	<b>(33,451)</b>	<b>-3%</b>	<b>1,175,738</b>	
<b>Total Operating Expenses</b>	<b>1,276,170</b>	<b>1,179,441</b>	<b>96,728</b>	<b>8%</b>	<b>1,269,741</b>	<b>594</b>
<b>Total Operating (Loss) Gain</b>	<b>(95,774)</b>	<b>34,405</b>	<b>(130,179)</b>	<b>-378%</b>	<b>(94,003)</b>	<b>(594)</b>
<b>Total Net Non-Operating Revenue</b>	<b>111,297</b>	<b>119,768</b>	<b>(8,472)</b>	<b>-7%</b>	<b>108,594</b>	<b>(2,200)</b>
<b>Total Increase in Net Position</b>	<b>15,523</b>	<b>154,174</b>	<b>(138,651)</b>	<b>-90%</b>	<b>14,591</b>	<b>(2,794)</b>

**UNM HS Total Operations -Balance Sheet - Unaudited**  
**YTD June 30, 2016**  
(In thousands)

	Total HS	Total HS FY 2015	FY 15 vs. FY 16		Cap Ini
			\$ Change	% Change	
<b>ASSETS</b>					
Cash & Cash Equivalents	218,632	217,528	1,103	1%	209,668
Total Net Patient Receivable	170,549	171,724	(1,174)	-1%	-
Other Assets	168,925	131,376	37,549	29%	-
Total Net PP&E	350,139	364,615	(14,475)	-4%	50,300
<b>Total Assets</b>	<b>908,438</b>	<b>885,243</b>	<b>23,195</b>	<b>3%</b>	<b>259,968</b>
<b>DEFERRED OUTFLOWS</b>					
	<b>527</b>	<b>357</b>	<b>169</b>	<b>47%</b>	<b>-</b>
<b>LIABILITIES</b>					
Total Current Liabilities	263,150	239,542	23,608	10%	-
Total Long-Term Liabilities	234,235	250,829	(16,594)	-7%	-
<b>Total Liabilities</b>	<b>497,385</b>	<b>490,371</b>	<b>7,014</b>	<b>1%</b>	<b>-</b>
<b>DEFERRED INFLOWS</b>					
	<b>2,138</b>	<b>1,310</b>	<b>-</b>	<b>0%</b>	<b>-</b>
<b>Total Net Position</b>	<b>409,442</b>	<b>393,919</b>	<b>15,523</b>	<b>4%</b>	<b>259,968</b>
<i>Current Ratio</i>	<i>1.84</i>	<i>1.89</i>	<i>(0.05)</i>	<i>-3%</i>	



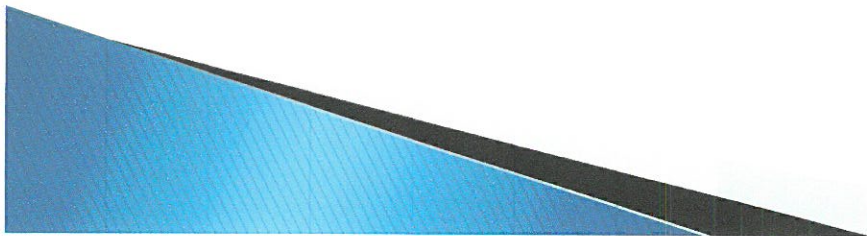
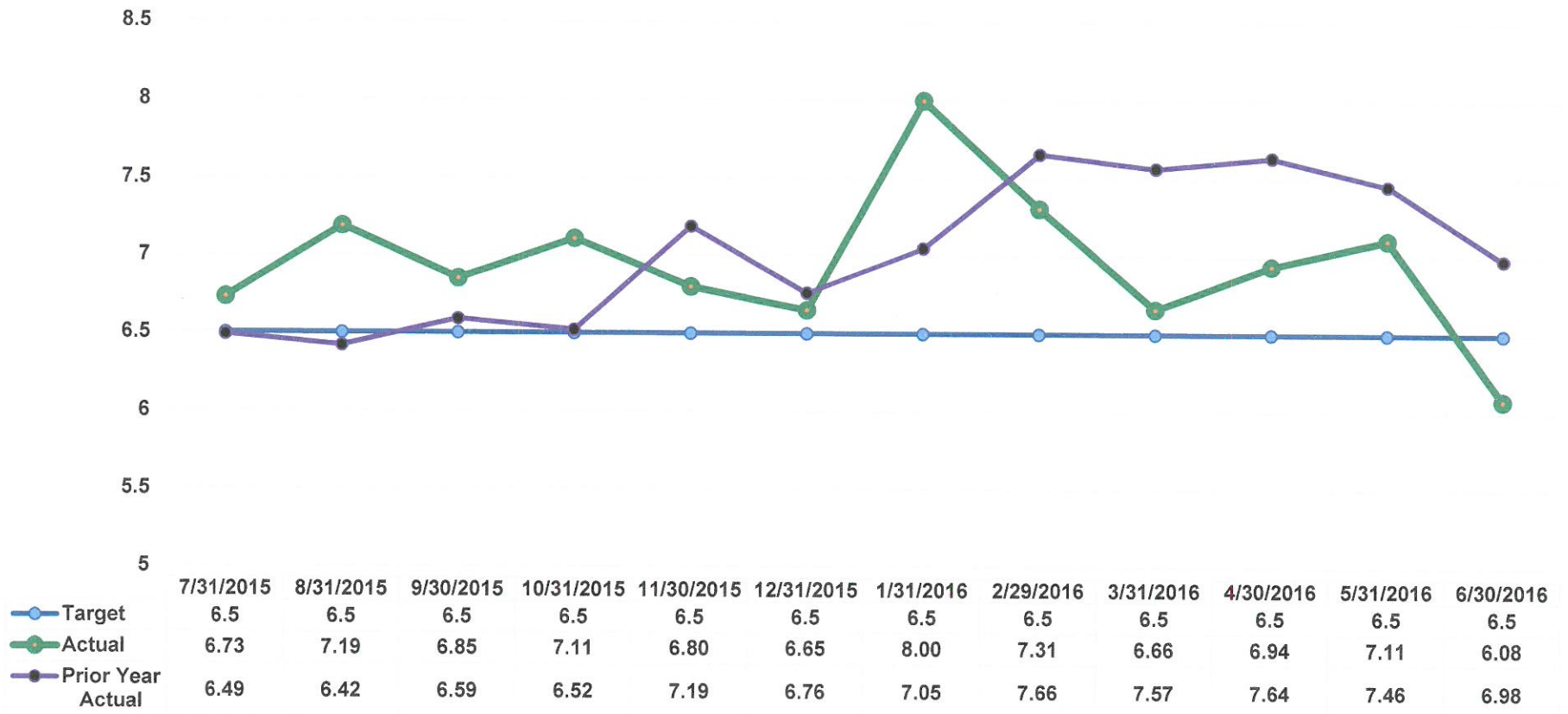
# Length of Stay Initiatives



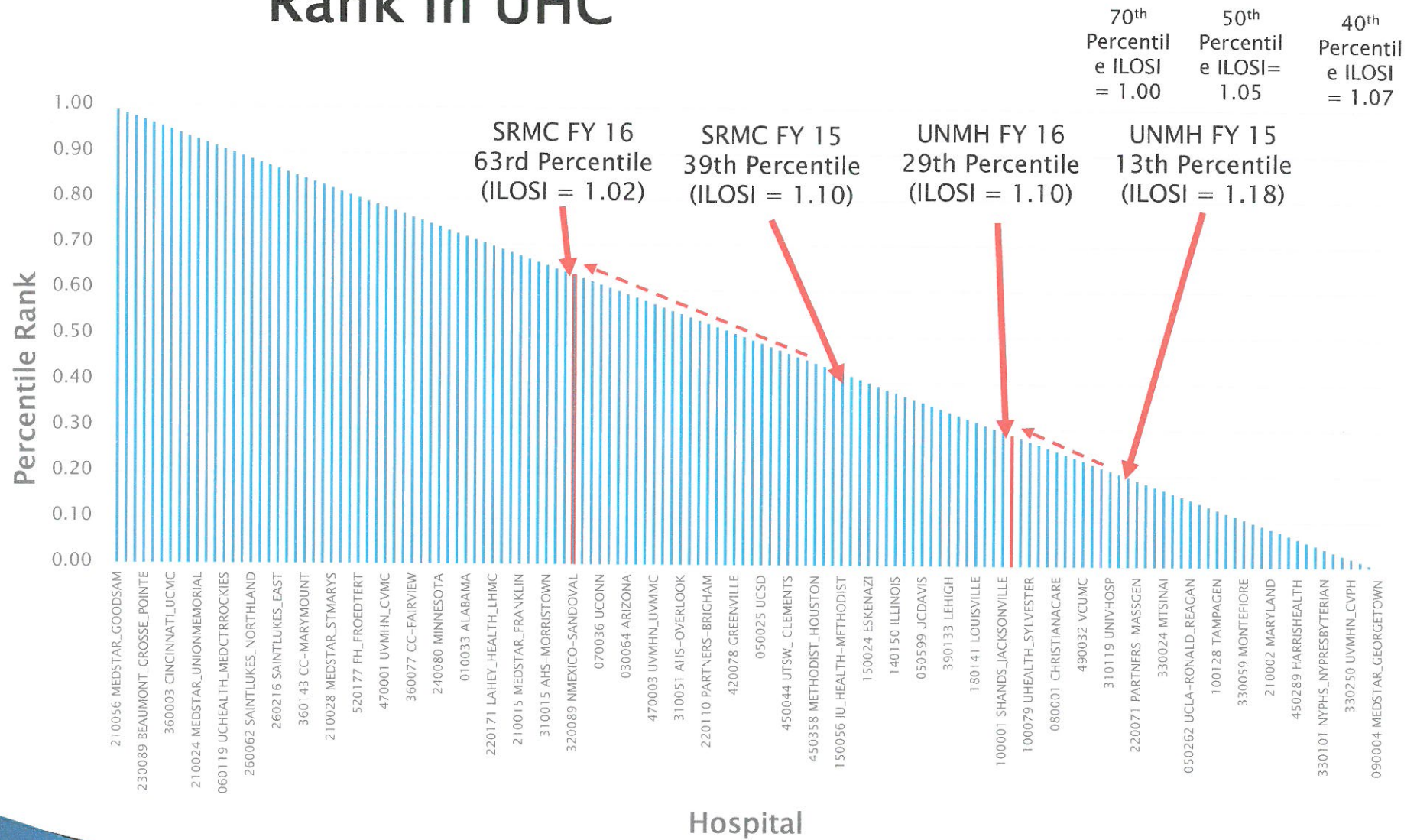
THE UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER

UNM HOSPITALS

# UNM Key Stats ALOS Adult w/o OB –FY 2016- Growth/Strategic Plan



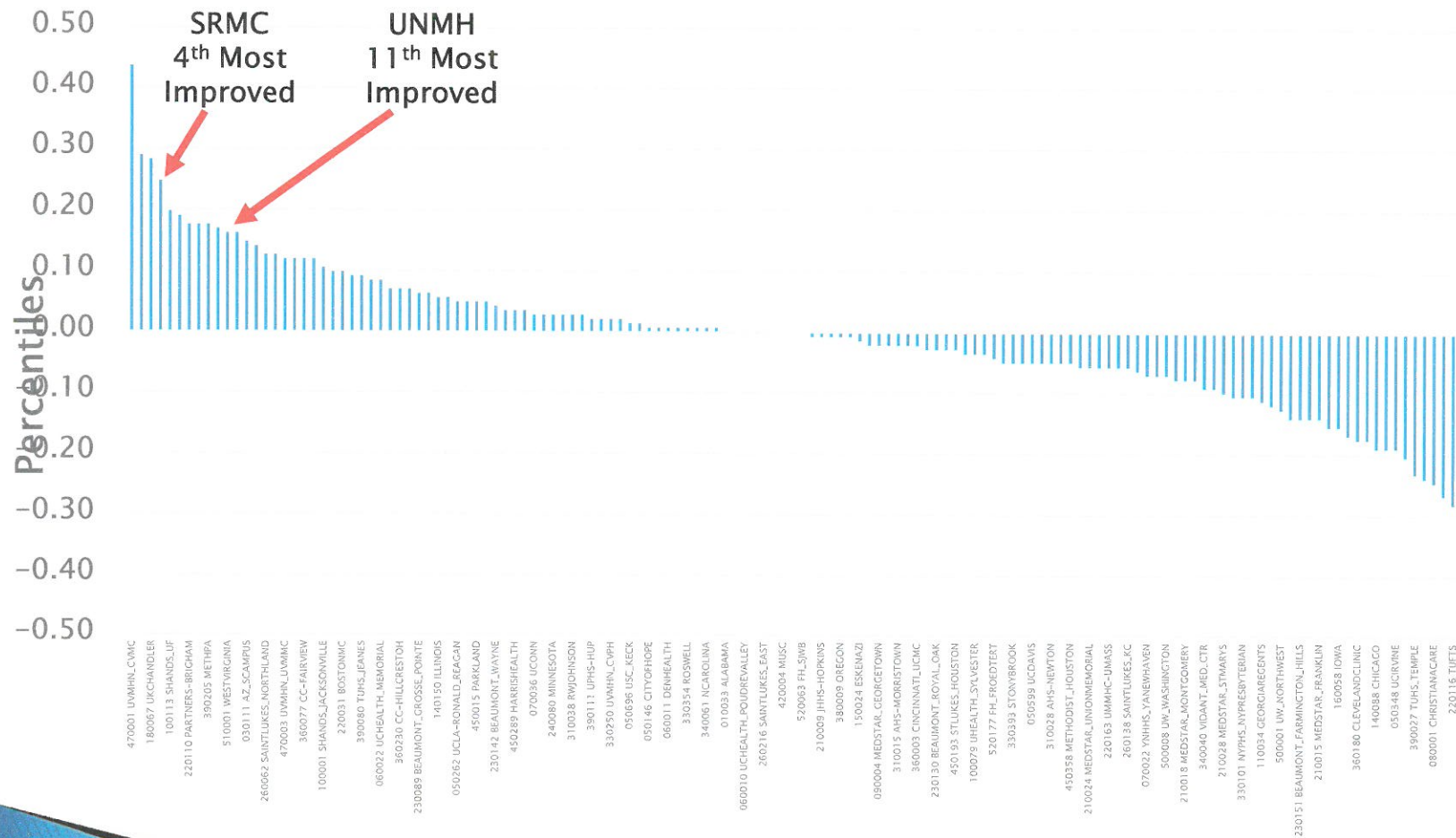
# Internal LOS Index Percentile Rank in UHC





# Percentile Change Throughput Efficiency FY 15 to FY 16

Vizient/UHC  
Data Base



UHC Hospital

Inpatient Patient Flow Dashboard FY 2017			
Metric	Target 2017	4th Quarter 2016	Status
Inpatient Adult LOS without/OB (Financial)	6.5 days	6.87 days (avg)	
LOS index (UHC)	<=1	1.1	
UNMH ED Adult			
Cycle Time: Request to occupy bed (hrs.)	7.5 hours	6.8 hours (avg)	
Transport			
Pending to complete - turnaround time	22 minutes	23.5 minutes (avg)	
Environmental Services (EVS)			
Cycle time - Avg. turn time	≤ 60 minutes	60 minutes (avg)	
Case Management			
Genesis Placement Contract	80 patients/month	61 patients/month	
Transfer Center			
SRMC Transfers	50 patient transfers /month	47 patients/month	
Lovelace Transfers	25 patient transfers /month	9.3 patients/month	
Surgical Operations			
First Case On time Start (FCONST)	90%	20%	
Operating Room Turn Around Time	≤ 30 Minutes 75% of rooms	2%	

# Questions?



THE UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER

**UNM HOSPITALS**





# **Primary Care/Specialty Clinics: Appointment Wait Times Update**

**Michael R. Gomez, MD, MS-HCA**  
**Physician Executive for UNM Health System Clinics**  
**August 16, 2016**

# Historical Clinic Wait Times

- Primary Care (Goal: Same Day-Next Day – NCQA)
  - Actual: Days to weeks
  - Challenges:
    - PCP assignments
    - Panel management
    - Changes in MCO assignments and networks
    - Provider turnover/Resident Clinic assignments
    - Scheduling template options and standardization
- Specialty Care (Goal: 10% decrease in wait times this year)
  - Actual: Weeks to months
  - Challenges:
    - Coordination with PCP's and networks
    - Prior authorization processes
    - Wait time averages affected by circumstances such as time for routine screening colonoscopy, non-urgent conditions
    - All clinics actively triage acute problems so that they are addressed in a medically appropriate and timely manner to alleviate pain, suffering and anxiety

# 5 Largest Wait Time Generators/Solutions

1. Clinical time versus education and scholarship for faculty
  2. Clinic facilities and resources – rooms, utilization and layout
  3. Electronic Health Records (EHR)/Provider workflow challenges
  4. Scheduling/staffing/staff workflow
    - Patient “No-Show” rates
    - Communication and Referral issues
  5. Complexity of problems seen at UNM
1. Re-defining and re-aligning clinical faculty providers and mid-level providers
  2. UNM Master Facilities Planning
  3. Dynamic Documentation and Workflow Improvement/Physician Experience in Clinics
  4. Scheduling Improvement Initiative-rollout 95% complete
  5. “It’s What We Do!” and Mission : Excellence for Organizational Engagement and Alignment



# HAS ANYTHING IMPROVED?

## Change in Annual Clinic Volumes

---

- Women's Services + 955 (↑1.8%)
- Surgical Clinics +2,363 (↑8.9%)
- Pediatrics-CTH-YCHC +2,753 (↑3.5%)
- Neurosciences +3,351 (↑15.8%)
- Medicine -457 (↓-2.5%) – loss of providers
- GI +1,314 (↑14.8%)
- Orthopedics +2,870 (↑7.5%)

## Change in Annual Clinic Volumes

---

- Ophthalmology +1,394 (↑5.4%)
- Dermatology -73 (↓0.4%) – loss of providers
- ENT +681 (↑10.8%)
- Other Specialties +9,023 (↑18%)
- Other Clinics -8,257 (↓9.7%) – change in structure/loss of providers
- All Clinics +31,995 (or 145 extra visits per day) (↑6.4%)



# ACCESS IS BETTER!

- But, if you are seeing more patients in clinics, why are wait times not measurably better?
- No change in facilities
- No increases in staff or providers given budget status
- The door is both larger and more open, and more patients are eagerly filling the void
- It will take continued efforts in many areas as UNM is:
  - The safety net facility – mission driven to take care of ALL New Mexicans
  - The specialty facility – mission driven to improve the lives of New Mexicans with better care and education

## Continued Efforts

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- In improving access
- In improving provider workflow
- In improving quality of care and related outcomes
- In improving patient experience in Clinics

# Adult Replacement Hospital Update

# Project Summary

- The UNM Board of Regents approved the hospital administration to proceed with planning for an adult replacement hospital.
- Through a competitive RFP process, a local architecture firm (Fanning Bard Tatum) paired with an international architecture firm (HDR) was selected to facilitate the planning phase.
- The planning phase focus is centered on:
  - Healthcare campus planning
  - Adult and Pediatric Emergency Services
  - Diagnostic services
  - Outpatient clinical office space
  - Surgical operating services
  - Adult inpatient facilities (about 300 inpatient beds)
  - Integrated behavioral health facilities



# Project Summary

- A visioning retreat was held on April 25<sup>th</sup> 2016 that included representatives from the medical staff and hospital leadership.
- An Executive Steering Committee was formed to oversee the guidance of the project and ensure inclusion. The committee consists of faculty department chairs and hospital leaders.
- The Executive Steering Committee developed a list of guiding principles to assist members of the workgroups in their participation and decision making.
- Workgroups consisting of medical staff, hospital staff and leaders were formed and met with HDR and FBT on a monthly basis.
- Over 480 individuals participated in the workgroup sessions.

# Workgroup Activity

- July workgroup session:
  - A total of 34 workgroups met with HDR
  - Total workgroup attendance was 480 individuals
  - A total of 65 physician staff attended the July workgroups
- At this time, HDR has gathered the required information from the workgroups in order to proceed with planning. As such, most workgroup meetings will be suspended until the design phase.
- Campus planning and medical office building workgroup will continue to meet with HDR in the coming months.
- Executive Steering Committee (ESC) continues to meet on a weekly basis to guide the planning process.

# HDR Questions

## Emergency Services

### **1. Will Adult and Pediatric trauma patients enter the system at the same physical receiving center?**

A: No, we will have 2 portals of entry, but 1 Trauma Program and 1 license. Adults will enter at the new replacement hospital and Pediatric patients will enter at the existing BBRP Emergency Room.

### **2. Do we include an “Urgent Care” within the new Emergency Department at the replacement hospital?**

A: Urgent Care needs to be in close proximity, but not in the new replacement hospital. Possible placement is in the MOB (Medical Office Building), which will be in the footprint of the replacement hospital. Factors for further discussion re: Urgent Care are: a separate entrance, clear access/parking for the public, separate staff (from ED), proximity to diagnostics, and Psych (behavioral health) Urgent Care access.

### **3. Will we need to provide an Observation Unit for short-stay patient care? Where would such a unit be located?**

A: We will need a CDU (Clinical Decision Unit) within close proximity to, and under supervision of, the ED. We will also need space for an inpatient OBS (short-stay) unit under supervision of the Hospitalists.

### **4. Will we separate Pediatric and Adult Psychiatric behavioral health services in the Emergency Department setting?**

A: Yes, just as above in the Emergency Services plan. Adult behavioral health patients will enter at the new replacement hospital and Pediatric behavioral health patients will enter at the BBRP Emergency Room.

## **5. Pediatrics and Cancer Services**

Will transplant services for Pediatric and Adult patients be delivered together at one site or will there be two separate sites?

A: There will be 2 clinical sites for the care delivery (replacement hospital for Adults and BBRP for Pediatrics) and one consolidated Lab Service for blood and product preparation (ie: stem cells).

# HDR Questions

## Women's Services

6. Will gynecologic surgical services stay at the BBRP or move to the new hospital?

A: GYN surgery and Urogynecologic surgery will stay at BBRP and GYN Oncologic surgery will go to the replacement hospital. Further discussion needs to occur re: support of GYN services at BBRP (appropriate number of ORs, etc.).

7. Will there be an ICU for Women's and Obstetrics at the BBRP hospital or will all patients move to the replacement hospital?

A: ICU beds will need to be maintained at BBRP. ICU Oncology patients will be at the replacement hospital ICU. Further discussion needs to occur re: appropriate number of BBRP ICU beds, ORs, PACU, and ICU support services.

## 8. Cardiovascular Center

A: Phase II Cardiac rehab will be consolidated with the Cardiac Clinics in the replacement hospital.

## 9. Volume Projections

Current Projections for Imaging needs stratified by Adult and Pediatrics:

A: Inpatient/Outpatient/ ED/ Modality – given to HDR

## 10. Building Area

Acute Replacement Hospital – Does 850,000 BGSF include the CUP (Central Utility Plant)?

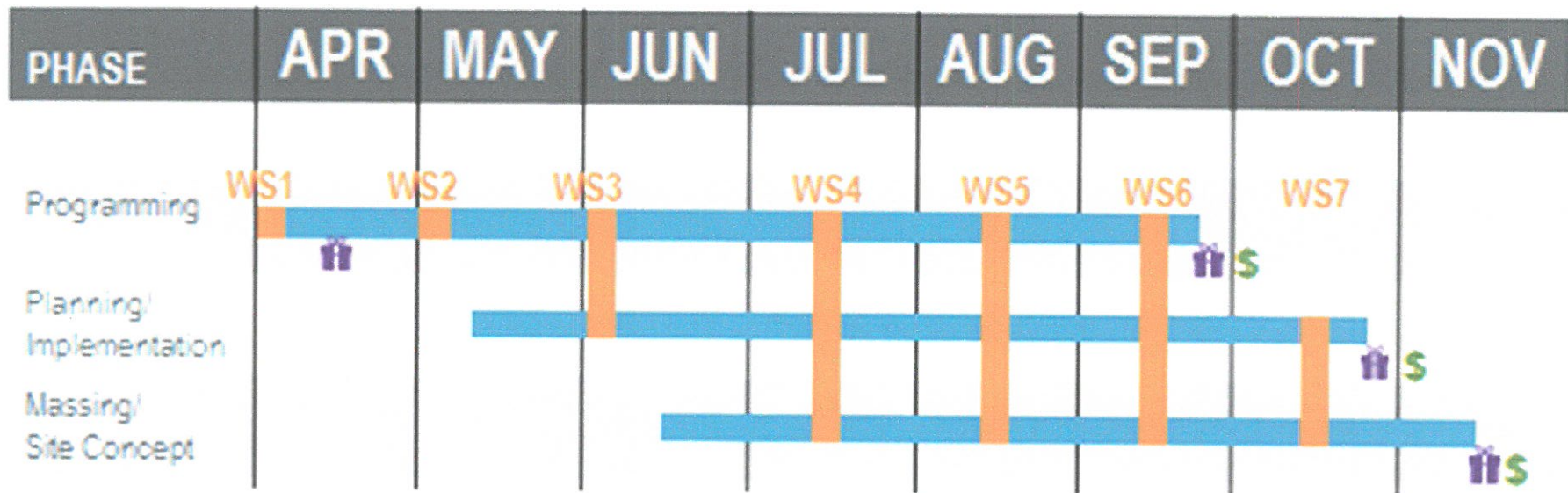
A: Yes

MOB – 290,000 BGSF or “right-size”?

A: Right-size



# UNMH Planning Project Timeline



WS = Workshop

\$ = Estimate

📦 = Deliverable

# Project Communication

- Minutes from all of the workgroup sections have been distributed to the workgroups.
- HDR will continue to meet with the Committee of Chairs and the Medical Executive Committee the weeks they are on site.
- Website development for the replacement hospital information sharing is in process.
- Workgroups will received updates at least monthly until the completion of the planning phase.

**Statements of Revenues, Expenses and Changes in Net Position Format for Regents**  
**For the eleven month period ended May 31, 2016**  
**Preliminary and Unaudited**

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

	<b>FY 2016 Full Year Revised Budget</b>	<b>FY 2016 Year-to-Date Actual</b>	<b>Fiscal YTD Favrb/(Unfavrb) Budget</b>	<b>Actual to Budget Benchmark Rate 92%</b>	<b>FY 2015 Year-to-Date Actual</b>
Instruction and General					
Tuition and Fees Revenues	15,868,073	15,712,522	(155,551)	99%	15,621,204
State/Local Appropriations	64,076,300	58,694,575	(5,381,725)	92%	59,497,900
F & A Revenues	24,500,000	22,248,635	(2,251,365)	91%	21,719,560
Transfers	1,847,540	(530,018)	(2,377,558)	-29%	4,746,829
Other Revenues	11,640,684	10,771,515	(869,169)	93%	12,115,600
Total Instruction and General Revenues	117,932,597	106,897,229	(11,035,368)	91%	113,701,093
Salaries	75,113,973	66,371,850	(8,742,123)	88%	64,947,963
Benefits	26,766,357	22,403,465	(4,362,892)	84%	20,491,590
Other Expenses	18,121,849	16,529,579	(1,592,270)	91%	19,472,970
Total Instruction and General Expenses	120,002,179	105,304,894	(14,697,285)	88%	104,912,523
Net Instruction and General Revenue/(Expense)	(2,069,582)	1,592,335	3,661,917		8,788,570
Research					
State/Local Appropriations	9,685,021	8,691,882	(993,139)	90%	8,829,624
Generated Revenues	313,622	334,422	20,800	107%	396,782
Transfers	14,032,623	11,091,380	(2,941,243)	79%	7,700,482
Other Revenues	1,194,171	1,144,330	(49,841)	96%	2,035,374
Total Research Revenues	25,225,437	21,262,014	(3,963,423)	84%	18,962,262
Salaries and Benefits	13,958,923	12,080,189	(1,878,734)	87%	11,926,614
Other Expenses	11,089,052	8,284,130	(2,804,922)	75%	7,583,529
Total Research Expenses	25,047,975	20,364,319	(4,683,656)	81%	19,510,143
Net Research Revenue/(Expense)	177,462	897,695	720,233		(547,881)
Public Service					
State/Local Appropriations	273,100	250,212	(22,888)	92%	859,192
Sales and Services Revenues	4,310,030	4,184,959	(125,071)	97%	8,510,411
Gifts	2,329,311	2,348,221	18,910	101%	1,980,446
Transfers	5,361,779	3,540,813	(1,820,966)	66%	2,023,443
Other Revenues	2,640,280	1,961,202	(679,078)	74%	2,356,241
Total Public Service Revenues	14,914,500	12,285,407	(2,629,093)	82%	15,729,733
Salaries and Benefits	4,369,137	3,458,292	(910,845)	79%	7,420,493
Other Expenses	10,858,462	7,705,155	(3,153,307)	71%	8,032,396
Total Public Service Expenses	15,227,599	11,163,447	(4,064,152)	73%	15,452,889
Net Public Service Revenue/(Expense)	(313,099)	1,121,960	1,435,059		276,844

Statements of Revenues, Expenses and Changes in Net Position Format for Regents  
For the eleven month period ended May 31, 2016  
Preliminary and Unaudited

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

	FY 2016 Full Year Revised Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 92%	FY 2015 Year-to-Date Actual
Student Aid					
Gifts	1,739,905	1,491,051	(248,854)	86%	1,196,149
Investment Income	-	-	-	N/A	-
Transfers	2,278,581	2,049,333	(229,248)	90%	1,878,690
Other Revenues	-	-	-	N/A	558
Total Student Aid Revenues	4,018,486	3,540,384	(478,102)	88%	3,075,397
Salaries and Benefits	2,101,526	1,685,002	(416,524)	80%	1,929,407
Other Expenses	2,541,323	1,560,008	(981,315)	61%	1,250,970
Total Student Aid Expenses	4,642,849	3,245,010	(1,397,839)	70%	3,180,377
Net Student Aid Revenue/(Expense)	(624,363)	295,374	919,737		(104,980)
Student Activities					
Fee Revenues	-	-	-	N/A	-
Sales and Services Revenues	61,055	74,247	13,192	122%	59,070
Transfers	18,362	13,362	(5,000)	73%	27,429
Other Revenues	4,803	3,987	(816)	83%	5,947
Total Student Activities Revenues	84,220	91,596	7,376	109%	92,446
Salaries and Benefits	11,300	1,888	(9,412)	17%	-
Other Expenses	108,432	80,425	(28,007)	74%	79,118
Total Student Activities Expenses	119,732	82,313	(37,419)	69%	79,118
Net Student Activities Revenue/(Expense)	(35,512)	9,283	44,795		13,328
Sponsored Programs					
Federal Grants and Contracts Revenues	101,897,188	94,056,541	(7,840,647)	92%	87,971,681
State and Local Grants and Contracts Revenues	16,910,853	14,401,095	(2,509,758)	85%	12,419,130
Non-Governmental Grants and Contracts Revenues	17,526,040	16,356,930	(1,169,110)	93%	19,227,266
Gifts	-	-	-	N/A	2,200
Other Revenues	1,044,578	-	(1,044,578)	0%	-
Transfers	2,454,281	1,922,409	(531,872)	78%	1,916,904
Total Sponsored Programs Revenues	139,832,940	126,736,975	(13,095,965)	91%	121,537,181
Salaries and Benefits	79,704,776	71,954,595	(7,750,181)	90%	68,287,783
Other Expenses	60,128,164	54,782,380	(5,345,784)	91%	53,249,398
Total Sponsored Programs Expenses	139,832,940	126,736,975	(13,095,965)	91%	121,537,181
Net Sponsored Programs Revenue/(Expense)	-	-	-		-



Statements of Revenues, Expenses and Changes in Net Position Format for Regents  
For the eleven month period ended May 31, 2016  
Preliminary and Unaudited

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

	FY 2016 Full Year Revised Budget	FY 2016 Year-to-Date Actual	Fiscal YTD Favrb/(Unfavrb) Budget	Actual to Budget Benchmark Rate 92%	FY 2015 Year-to-Date Actual
Clinical Operations					
State/Local Appropriations	27,401,800	25,149,342	(2,252,458)	92%	24,020,701
Physician Professional Fee Revenues	129,542,469	110,147,556	(19,394,913)	85%	113,267,464
Hospital Facility Revenues	863,924,878	796,255,228	(67,669,650)	92%	799,224,812
Other Patient Revenues, net of Allowance	160,971,445	139,942,325	(21,029,120)	87%	115,499,581
Mil Levy	93,409,257	85,625,152	(7,784,105)	92%	85,048,373
Investment Income	299,928	284,474	(15,454)	95%	15,732,560
Gifts	3,277,583	2,534,324	(743,259)	77%	3,082,376
Housestaff Revenues	37,276,638	34,161,025	(3,115,613)	92%	31,138,323
Other Revenues	25,633,785	20,004,811	(5,628,974)	78%	18,091,577
Total Clinical Operations Revenues	1,341,737,783	1,214,104,237	(127,633,546)	90%	1,205,105,767
Salaries and Benefits	718,808,726	650,305,365	(68,503,361)	90%	597,520,451
Interest Expense	3,839,325	3,529,544	(309,781)	92%	7,515,778
Housestaff Expenses	37,276,638	33,962,014	(3,314,624)	91%	31,231,777
Other Expenses	560,257,393	509,944,864	(50,312,529)	91%	550,078,394
Total Clinical Operations Expenses	1,320,182,082	1,197,741,787	(122,440,295)	91%	1,186,346,400
Net Clinical Operations Revenue/(Expense)	21,555,701	16,362,450	(5,193,251)		18,759,367
Contingencies					
Total Contingency Revenues	2,243,910	510,334	(1,733,576)	23%	-
Total Contingency Expenses	1,949,590	1,178	(1,948,412)	0%	-
Net Contingencies Revenue/(Expense)	294,320	509,156	214,836		-
<b>Net Current Revenue/(Expense)</b>	<b>18,984,927</b>	<b>20,788,253</b>	<b>1,803,326</b>		<b>27,185,248</b>

**Statements of Revenues, Expenses and Changes in Net Position Format for Regents**  
**For the eleven month ended period May 31, 2016**  
**Preliminary and Unaudited**

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

	<b>FY 2016 Full Year Revised Budget</b>	<b>FY 2016 Year-to-Date Actual</b>	<b>Fiscal YTD Favrb/(Unfavrb) Budget</b>	<b>Actual to Budget Benchmark Rate 92%</b>
<b>Instruction and General</b>				
Instruction & General Appropriations	62,945,700	57,658,208	(5,287,492)	92%
Tobacco Settlement Appropriations				
Instruction & General	607,800	559,639	(48,161)	92%
Pediatric Specialty Education	261,400	238,364	(23,036)	91%
Trauma Specialty Education	261,400	238,364	(23,036)	91%
Total Tobacco Settlement Appropriations	1,130,600	1,036,367	(94,233)	92%
Total Instruction and General Appropriations	64,076,300	58,694,575	(5,381,725)	92%
<b>Research</b>				
State Special Project Appropriations				
Cancer Center	2,675,100	2,450,837	(224,263)	92%
Hepatitis C, Project ECHO	2,130,900	1,952,350	(178,550)	92%
Total State Special Project Appropriations	4,806,000	4,403,187	(402,813)	92%
Tobacco Settlement Appropriations				
Genomics, Biocomputing, Environmental Health	979,800	898,150	(81,650)	92%
Total Tobacco Settlement Appropriations	979,800	898,150	(81,650)	92%
Cigarette Tax Appropriations	3,899,221	3,390,545	(508,676)	87%
Total Research Appropriations	9,685,021	8,691,882	(993,139)	90%
<b>Public Service</b>				
State Special Project Appropriations				
Center for Native American Health	273,100	250,212	(22,888)	92%
Out of County Indigent	-	-	-	N/A
Total State Special Project Appropriations	273,100	250,212	(22,888)	92%
Total Public Service Appropriations	273,100	250,212	(22,888)	92%
<b>Clinical Operations</b>				
State Special Project Appropriations				
Newborn Intensive Care Unit	3,330,100	3,050,913	(279,187)	92%
Office of the Medical Investigator	4,995,100	4,576,425	(418,675)	92%
Pediatric Oncology	1,295,700	1,187,075	(108,625)	92%
Poison and Drug Info Center	1,545,400	1,415,838	(129,562)	92%
Native American Suicide Prevention	99,100	90,788	(8,312)	92%
Native American Suicide Prevention (from IEF Balances)	200,000	200,000	-	100%
3D Mammography	250,000	250,000	-	100%
GME Residencies	1,796,600	1,645,987	(150,613)	92%
UNM Hospitals	13,038,100	11,951,591	(1,086,509)	92%
Total State Special Project Appropriations	26,550,100	24,368,617	(2,181,483)	92%
Tobacco Settlement Appropriations				
Pediatric Oncology	261,400	239,615	(21,785)	92%
Poison and Drug Info Center	590,300	541,110	(49,190)	92%
Total Tobacco Settlement Appropriations	851,700	780,725	(70,975)	92%
Total Clinical Operations Appropriations	27,401,800	25,149,342	(2,252,458)	92%



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - University HSC Only\***  
**2016 Fiscal Year-to-Date Summary through May 31, 2016 (Preliminary and Unaudited)**  
(In thousands)

\* UNIVERSITY HSC ONLY INCLUDES: SOM, CON, COP, HSLIC, ADMIN, RESEARCH

	University HSC FY 2016 Revised Budget 4/30/2016	University HSC FY 2016 YTD 5/31/2016 Actual	University HSC FY 2015 Year End Actual	University HSC FY 2016 YTD Actual to FY 2016 Revised Budget Benchmark Rate (92%)	University HSC FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (92%)
1 UNM MEDICAL GROUP REVENUES	129,551	109,274	125,625	84%	87%
2 UNM HOSPITALS REVENUES	171,243	148,911	142,751	87%	104%
3 SRMC REVENUES	20,717	19,230	19,679	93%	98%
4 TUITION AND FEES	15,980	15,757	15,811	99%	100%
5 CIGARETTE TAX APPROPRIATIONS	3,899	3,391	3,824	87%	89%
6 RPSP APPROPRIATIONS	20,423	18,749	19,690	92%	95%
7 I&G APPROPRIATIONS	64,256	58,857	64,907	92%	91%
8 I&G MAIN CAMPUS TRANSFERS	19,169	17,568	19,900	92%	88%
9 F&A REVENUES (OH RETURN)	24,500	22,249	24,250	91%	92%
10 HSC/UNM INTERNAL TRANSFERS	(2,271)	(2,067)	(5,578)	91%	37%
11 MILL LEVY	0	0	0	N/A	N/A
12 OTHER REVENUES	36,713	28,575	32,502	78%	88%
13 CONTRACT AND GRANT REVENUES	149,139	132,943	142,683	89%	93%
<b>TOTAL REVENUES</b>	<b>653,317</b>	<b>573,436</b>	<b>606,044</b>	<b>88%</b>	<b>95%</b>
14 TOTAL COMPENSATION EXPENSES	405,325	351,467	368,308	87%	95%
15 SUPPLIES/MEDICAL SUPPLIES	13,627	11,754	13,441	86%	87%
16 UNIVERSITY CLINICIANS PROGRAM	0	0	0	N/A	N/A
17 HOUSESTAFF	0	0	0	N/A	N/A
18 TRAVEL	5,866	4,637	5,080	79%	91%
19 STUDENT COSTS	4,006	3,196	3,024	80%	106%
20 PATIENT CARE COSTS	1,218	833	1,282	68%	65%
21 TELEPHONE/COMMUNICATION COSTS	2,329	2,153	2,277	92%	95%
22 PURCHASED SERVICES	34,064	28,520	35,628	84%	80%
23 OTHER MEDICAL SERVICES	0	0	0	N/A	N/A
24 SUB AWARDS/SERVICE CONTRACTS	819	810	1,399	99%	58%
25 O&M & LEASES	7,598	5,820	7,208	77%	81%
26 UTILITIES	5,578	4,756	5,292	85%	90%
27 DEPRECIATION	0	0	0	N/A	N/A
28 INTEREST EXPENSE	2,399	2,199	2,284	92%	96%
29 OTHER EXPENSES	4,268	3,141	2,637	74%	119%
30 CONTRACT AND GRANT EXPENSES	140,116	124,932	133,967	89%	93%
<b>TOTAL EXPENSES</b>	<b>627,214</b>	<b>544,218</b>	<b>581,827</b>	<b>87%</b>	<b>94%</b>
<b>OPERATING NET MARGIN</b>	<b>26,103</b>	<b>29,218</b>	<b>24,217</b>		
<b>NON-RECURRING ITEMS</b>					
31 CAPITAL EXPENDITURES	2,466	1,530	1,620	62%	94%
32 MEANINGFUL USE REVENUE	0	0	0	N/A	N/A
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	N/A	N/A
34 USE OF UNMMG RESERVES	0	0	0	N/A	N/A
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	3,330	3,030	1,870	91%	162%
36 NON-RECURRING TRANSFERS	15,001	16,805	9,977	112%	168%
37 HEALTH INSURANCE - OPEB	0	0	0	N/A	N/A
<b>TOTAL NON-RECURRING ITEMS</b>	<b>20,797</b>	<b>21,364</b>	<b>13,467</b>	<b>103%</b>	<b>159%</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>5,307</b>	<b>7,853</b>	<b>10,750</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - UNM Hospitals Only**  
**2016 Fiscal Year-to-Date Summary through May 31, 2016 (Preliminary and Unaudited)**  
(In thousands)

Clinical Operations

	UNM Hospitals FY 2016 Revised Budget 4/30/2016	UNM Hospitals FY 2016 YTD 5/31/2016 Actual	UNM Hospitals FY 2015 Year End Actual	UNM Hospitals FY 2016 YTD Actual to FY 2016 Revised Budget Benchmark Rate (92%)	UNM Hospitals FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (92%)
1 UNM MEDICAL GROUP REVENUES	0	0	0	N/A	N/A
2 UNM HOSPITALS REVENUES	863,925	796,255	911,756	92%	87%
3 SRMC REVENUES	0	0	0	N/A	N/A
4 TUITION AND FEES	0	0	0	N/A	N/A
5 CIGARETTE TAX APPROPRIATIONS	0	0	0	N/A	N/A
6 RPSP APPROPRIATIONS	13,038	11,952	13,117	92%	91%
7 I&G APPROPRIATIONS	0	0	0	N/A	N/A
8 I&G MAIN CAMPUS TRANSFERS	0	0	0	N/A	N/A
9 F&A REVENUES (OH RETURN)	0	0	0	N/A	N/A
10 HSC/UNM INTERNAL TRANSFERS	0	0	0	N/A	N/A
11 MILL LEVY	93,409	85,625	93,249	92%	92%
12 OTHER REVENUES	25,668	21,842	28,172	85%	78%
13 CONTRACT AND GRANT REVENUES	2,805	2,497	3,576	89%	70%
<b>TOTAL REVENUES</b>	<b>998,845</b>	<b>918,171</b>	<b>1,049,870</b>	<b>92%</b>	<b>87%</b>
14 TOTAL COMPENSATION EXPENSES	469,861	434,570	430,998	92%	101%
15 SUPPLIES/MEDICAL SUPPLIES	167,685	155,488	149,878	93%	104%
16 UNIVERSITY CLINICIANS PROGRAM	79,846	74,304	70,757	93%	105%
17 HOUSESTAFF	29,203	26,789	27,459	92%	98%
18 TRAVEL	688	663	652	96%	102%
19 STUDENT COSTS	0	0	0	N/A	N/A
20 PATIENT CARE COSTS	41,255	35,282	36,148	86%	98%
21 TELEPHONE/COMMUNICATION COSTS	3,879	3,675	3,768	95%	98%
22 PURCHASED SERVICES	50,970	41,059	48,939	81%	84%
23 OTHER MEDICAL SERVICES	39,249	40,266	36,867	103%	109%
24 SUB AWARDS/SERVICE CONTRACTS	10,582	9,612	9,927	91%	97%
25 O&M & LEASES	17,802	16,651	17,824	94%	93%
26 UTILITIES	7,776	6,614	6,670	85%	99%
27 DEPRECIATION	33,349	29,268	33,706	88%	87%
28 INTEREST EXPENSE	3,171	2,917	6,868	92%	42%
29 OTHER EXPENSES	37,747	35,975	33,997	95%	106%
30 CONTRACT AND GRANT EXPENSES	0	0	0	N/A	N/A
<b>TOTAL EXPENSES</b>	<b>993,063</b>	<b>913,132</b>	<b>914,458</b>	<b>92%</b>	<b>100%</b>
<b>OPERATING NET MARGIN</b>	<b>5,782</b>	<b>5,039</b>	<b>135,412</b>		
<b>NON-RECURRING ITEMS</b>					
31 CAPITAL EXPENDITURES	0	0	128,982	N/A	0%
32 MEANINGFUL USE REVENUE	(1,085)	(1,085)	0	100%	N/A
33 RETURN ON INVESTMENT - TRIWEST	0	0	(14,172)	N/A	0%
34 USE OF UNMMG RESERVES	0	0	0	N/A	N/A
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	0	0	0	N/A	N/A
36 NON-RECURRING TRANSFERS	0	0	0	N/A	N/A
37 HEALTH INSURANCE - OPEB	(6,811)	(6,811)	0	100%	N/A
<b>TOTAL NON-RECURRING ITEMS</b>	<b>(7,896)</b>	<b>(7,896)</b>	<b>114,810</b>	<b>100%</b>	<b>-7%</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>13,678</b>	<b>12,935</b>	<b>20,602</b>		





**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - UNMMG Only**  
**2016 Fiscal Year-to-Date Summary through May 31, 2016 (Preliminary and Unaudited)**  
(In thousands)

**Clinical Operations**

	UNMMG FY 2016 Revised Budget 4/30/2016	UNMMG FY 2016 YTD 5/31/2016 Actual	UNMMG FY 2015 Year End Actual	UNMMG FY 2016 YTD Actual to FY 2016 Revised Budget Benchmark Rate (92%)	UNMMG FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (92%)
1 UNM MEDICAL GROUP REVENUES	194,529	175,254	189,966	90%	92%
2 UNM HOSPITALS REVENUES	0	0	0	N/A	N/A
3 SRMC REVENUES	0	0	0	N/A	N/A
4 TUITION AND FEES	0	0	0	N/A	N/A
5 CIGARETTE TAX APPROPRIATIONS	0	0	0	N/A	N/A
6 RPSP APPROPRIATIONS	1,257	1,153	813	92%	142%
7 I&G APPROPRIATIONS	0	0	0	N/A	N/A
8 I&G MAIN CAMPUS TRANSFERS	0	0	0	N/A	N/A
9 F&A REVENUES (OH RETURN)	0	0	0	N/A	N/A
10 HSC/UNM INTERNAL TRANSFERS	0	0	0	N/A	N/A
11 MILL LEVY	0	0	0	N/A	N/A
12 OTHER REVENUES	11,279	9,703	10,513	86%	92%
13 CONTRACT AND GRANT REVENUES	0	0	0	N/A	N/A
<b>TOTAL REVENUES</b>	<b>207,065</b>	<b>186,110</b>	<b>201,292</b>	<b>90%</b>	<b>92%</b>
14 TOTAL COMPENSATION EXPENSES	19,164	17,603	17,473	92%	101%
15 SUPPLIES/MEDICAL SUPPLIES	0	0	0	N/A	N/A
16 UNIVERSITY CLINICIANS PROGRAM	0	0	0	N/A	N/A
17 HOUSESTAFF	0	0	0	N/A	N/A
18 TRAVEL	0	0	0	N/A	N/A
19 STUDENT COSTS	0	0	0	N/A	N/A
20 PATIENT CARE COSTS	24,065	25,166	24,266	105%	104%
21 TELEPHONE/COMMUNICATION COSTS	0	0	0	N/A	N/A
22 PURCHASED SERVICES	151,917	135,278	144,340	89%	94%
23 OTHER MEDICAL SERVICES	0	0	0	N/A	N/A
24 SUB AWARDS/SERVICE CONTRACTS	0	0	0	N/A	N/A
25 O&M & LEASES	519	487	485	94%	100%
26 UTILITIES	0	0	0	N/A	N/A
27 DEPRECIATION	477	434	419	91%	104%
28 INTEREST EXPENSE	0	0	0	N/A	N/A
29 OTHER EXPENSES	9,606	5,277	6,426	55%	82%
30 CONTRACT AND GRANT EXPENSES	0	0	0	N/A	N/A
<b>TOTAL EXPENSES</b>	<b>205,747</b>	<b>184,245</b>	<b>193,409</b>	<b>90%</b>	<b>95%</b>
<b>OPERATING NET MARGIN</b>	<b>1,317</b>	<b>1,865</b>	<b>7,883</b>		
<b>NON-RECURRING ITEMS</b>					
31 CAPITAL EXPENDITURES	0	0	0	N/A	N/A
32 MEANINGFUL USE REVENUE	0	(24)	(55)	N/A	43%
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	N/A	N/A
34 USE OF UNMMG RESERVES	2,069	1,226	6,829	59%	18%
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	0	0	0	N/A	N/A
36 NON-RECURRING TRANSFERS	0	0	0	N/A	N/A
37 HEALTH INSURANCE - OPEB	0	0	0	N/A	N/A
<b>TOTAL NON-RECURRING ITEMS</b>	<b>2,069</b>	<b>1,202</b>	<b>6,774</b>	<b>58%</b>	<b>18%</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>(752)</b>	<b>662</b>	<b>1,109</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - SRMC Only**  
**2016 Fiscal Year-to-Date Summary through May 31, 2016 (Preliminary and Unaudited)**  
(In thousands)

Clinical Operations

	SRMC FY 2016 Revised Budget 4/30/2016	SRMC FY 2016 YTD 5/31/2016 Actual	SRMC FY 2015 Year End Actual	SRMC FY 2016 YTD Actual to FY 2016 Revised Budget Benchmark Rate (92%)	SRMC FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (92%)
1 UNM MEDICAL GROUP REVENUES	0	0	0	N/A	N/A
2 UNM HOSPITALS REVENUES	0	0	0	N/A	N/A
3 SRMC REVENUES	75,650	69,270	74,755	92%	93%
4 TUITION AND FEES	0	0	0	N/A	N/A
5 CIGARETTE TAX APPROPRIATIONS	0	0	0	N/A	N/A
6 RPSP APPROPRIATIONS	0	0	0	N/A	N/A
7 I&G APPROPRIATIONS	0	0	0	N/A	N/A
8 I&G MAIN CAMPUS TRANSFERS	0	0	0	N/A	N/A
9 F&A REVENUES (OH RETURN)	0	0	0	N/A	N/A
10 HSC/UNM INTERNAL TRANSFERS	0	0	0	N/A	N/A
11 MILL LEVY	6,090	5,607	6,081	92%	92%
12 OTHER REVENUES	521	495	468	95%	106%
13 CONTRACT AND GRANT REVENUES	0	0	59	N/A	0%
<b>TOTAL REVENUES</b>	<b>82,260</b>	<b>75,372</b>	<b>81,363</b>	<b>92%</b>	<b>93%</b>
14 TOTAL COMPENSATION EXPENSES	38,829	35,589	34,376	92%	104%
15 SUPPLIES/MEDICAL SUPPLIES	16,579	14,965	15,098	90%	99%
16 UNIVERSITY CLINICIANS PROGRAM	0	103	324	N/A	32%
17 HOUSESTAFF	239	249	246	104%	101%
18 TRAVEL	38	30	33	78%	90%
19 STUDENT COSTS	0	0	0	N/A	N/A
20 PATIENT CARE COSTS	5,561	5,076	4,342	91%	117%
21 TELEPHONE/COMMUNICATION COSTS	120	112	94	93%	119%
22 PURCHASED SERVICES	3,396	2,912	3,718	86%	78%
23 OTHER MEDICAL SERVICES	565	404	864	71%	47%
24 SUB AWARDS/SERVICE CONTRACTS	1,620	1,592	1,581	98%	101%
25 O&M & LEASES	840	999	935	119%	107%
26 UTILITIES	674	558	830	83%	67%
27 DEPRECIATION	8,284	7,750	9,621	94%	81%
28 INTEREST EXPENSE	3,605	3,576	4,013	99%	89%
29 OTHER EXPENSES	1,896	1,469	2,627	77%	56%
30 CONTRACT AND GRANT EXPENSES	0	0	0	N/A	N/A
<b>TOTAL EXPENSES</b>	<b>82,246</b>	<b>75,386</b>	<b>78,702</b>	<b>92%</b>	<b>96%</b>
<b>OPERATING NET MARGIN</b>	<b>14</b>	<b>(13)</b>	<b>2,661</b>		
<b>NON-RECURRING ITEMS</b>					
31 CAPITAL EXPENDITURES	0	0	0	N/A	N/A
32 MEANINGFUL USE REVENUE	0	0	0	N/A	N/A
33 RETURN ON INVESTMENT - TRIWEST	0	0	0	N/A	N/A
34 USE OF UNMMG RESERVES	0	0	0	N/A	N/A
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	0	0	0	N/A	N/A
36 NON-RECURRING TRANSFERS	0	0	0	N/A	N/A
37 HEALTH INSURANCE - OPEB	0	0	0	N/A	N/A
<b>TOTAL NON-RECURRING ITEMS</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>14</b>	<b>(13)</b>	<b>2,661</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - Consolidated HSC**  
**2016 Fiscal Year-to-Date Summary through May 31, 2016 (Preliminary and Unaudited)**

(In thousands)

\* INCLUDES INTERCOMPANY ELIMINATIONS

**Clinical and Academic Operations**

	Consolidated HSC FY 2016 Revised Budget 4/30/2016	Consolidated HSC FY 2016 YTD 5/31/2016 Actual	Consolidated HSC FY 2015 Year End Actual	Consolidated HSC FY 2016 YTD Actual to FY 2016 Revised Budget Benchmark Rate (92%)	Consolidated HSC FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (92%)
1 UNM MEDICAL GROUP REVENUES *	194,529	175,254	189,966	90%	92%
2 UNM HOSPITALS REVENUES *	867,011	798,416	914,420	92%	87%
3 SRMC REVENUES *	75,650	69,270	74,755	92%	93%
4 TUITION AND FEES	15,980	15,757	15,811	99%	100%
5 CIGARETTE TAX APPROPRIATIONS	3,899	3,391	3,824	87%	89%
6 RPSP APPROPRIATIONS	34,718	31,854	33,620	92%	95%
7 I&G APPROPRIATIONS	64,256	58,857	64,907	92%	91%
8 I&G MAIN CAMPUS TRANSFERS	19,169	17,568	19,900	92%	88%
9 F&A REVENUES (OH RETURN)	24,500	22,249	24,250	91%	92%
10 HSC/UNM INTERNAL TRANSFERS	(2,271)	(2,067)	(5,578)	91%	37%
11 MILL LEVY	99,499	91,232	99,330	92%	92%
12 OTHER REVENUES *	60,555	47,739	54,801	79%	87%
13 CONTRACT AND GRANT REVENUES	151,944	135,440	146,318	89%	93%
<b>TOTAL REVENUES</b>	<b>1,609,439</b>	<b>1,464,961</b>	<b>1,636,324</b>	<b>91%</b>	<b>90%</b>
14 TOTAL COMPENSATION EXPENSES *	622,738	570,049	567,656	92%	100%
15 SUPPLIES/MEDICAL SUPPLIES	197,891	182,207	178,187	92%	102%
16 UNIVERSITY CLINICIANS PROGRAM	79,846	74,408	71,081	93%	105%
17 HOUSESTAFF	29,442	27,038	27,705	92%	98%
18 TRAVEL	6,592	5,329	5,765	81%	92%
19 STUDENT COSTS	4,006	3,196	3,024	80%	106%
20 PATIENT CARE COSTS	72,098	66,358	66,038	92%	100%
21 TELEPHONE/COMMUNICATION COSTS	6,329	5,940	6,139	94%	97%
22 PURCHASED SERVICES *	218,740	188,822	213,964	86%	88%
23 OTHER MEDICAL SERVICES	39,814	40,670	37,731	102%	108%
24 SUB AWARDS/SERVICE CONTRACTS	13,021	12,014	12,907	92%	93%
25 O&M & LEASES	26,758	23,956	26,598	90%	90%
26 UTILITIES	14,029	11,928	12,792	85%	93%
27 DEPRECIATION	42,109	37,453	43,746	89%	86%
28 INTEREST EXPENSE	9,174	8,691	13,165	95%	66%
29 OTHER EXPENSES	53,517	45,861	45,686	86%	100%
30 CONTRACT AND GRANT EXPENSES	140,116	124,932	133,967	89%	93%
<b>TOTAL EXPENSES</b>	<b>1,576,222</b>	<b>1,428,853</b>	<b>1,466,151</b>	<b>91%</b>	<b>97%</b>
<b>OPERATING NET MARGIN</b>	<b>33,217</b>	<b>36,108</b>	<b>170,173</b>		
<b>NON-RECURRING ITEMS</b>					
31 CAPITAL EXPENDITURES	2,467	1,530	130,602	62%	1%
32 MEANINGFUL USE REVENUE	(1,085)	(1,108)	(55)	102%	2015%
33 RETURN ON INVESTMENT - TRIWEST	0	0	(14,172)	N/A	0%
34 USE OF UNMMG RESERVES	2,069	1,226	6,829	59%	18%
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	3,330	3,030	1,870	91%	162%
36 NON-RECURRING TRANSFERS	15,001	16,805	9,977	112%	168%
37 HEALTH INSURANCE - OPEB	(6,811)	(6,811)	0	100%	N/A
<b>TOTAL NON-RECURRING ITEMS</b>	<b>14,971</b>	<b>14,671</b>	<b>135,051</b>	<b>98%</b>	<b>11%</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>18,246</b>	<b>21,437</b>	<b>35,122</b>		



**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER - Consolidated HSC**  
**2016 Fiscal Year-to-Date Summary through May 31, 2016 (Preliminary and Unaudited)**

(In thousands)

**DOES NOT INCLUDE INTERCOMPANY ELIMINATIONS**

**Clinical and Academic Operations**

	<b>Consolidated HSC FY 2016 Revised Budget 4/30/2016</b>	<b>Consolidated HSC FY 2016 YTD 5/31/2016 Actual</b>	<b>Consolidated HSC FY 2015 Year End Actual</b>	<b>Consolidated HSC FY 2016 YTD Actual to FY 2016 Revised Budget Benchmark Rate (92%)</b>	<b>Consolidated HSC FY 2016 YTD Actual to FY 2015 Year End Actual Benchmark Rate (92%)</b>
1 UNM MEDICAL GROUP REVENUES	324,080	284,527	315,591	88%	90%
2 UNM HOSPITALS REVENUES	1,035,167	945,166	1,054,507	91%	90%
3 SRMC REVENUES	96,367	88,500	94,434	92%	94%
4 TUITION AND FEES	15,980	15,757	15,811	99%	100%
5 CIGARETTE TAX APPROPRIATIONS	3,899	3,391	3,824	87%	89%
6 RPSP APPROPRIATIONS	34,718	31,854	33,620	92%	95%
7 I&G APPROPRIATIONS	64,256	58,857	64,907	92%	91%
8 I&G MAIN CAMPUS TRANSFERS	19,169	17,568	19,900	92%	88%
9 F&A REVENUES (OH RETURN)	24,500	22,249	24,250	91%	92%
10 HSC/UNM INTERNAL TRANSFERS	(2,271)	(2,067)	(5,578)	91%	37%
11 MILL LEVY	99,499	91,232	99,330	92%	92%
12 OTHER REVENUES	74,180	60,614	71,655	82%	85%
13 CONTRACT AND GRANT REVENUES	151,944	135,440	146,318	89%	93%
<b>TOTAL REVENUES</b>	<b>1,941,487</b>	<b>1,753,089</b>	<b>1,938,569</b>	<b>90%</b>	<b>90%</b>
14 TOTAL COMPENSATION EXPENSES	933,179	839,230	851,155	90%	99%
15 SUPPLIES/MEDICAL SUPPLIES	197,891	182,207	178,417	92%	102%
16 UNIVERSITY CLINICIANS PROGRAM	79,846	74,408	71,081	93%	105%
17 HOUSESTAFF	29,442	27,038	27,705	92%	98%
18 TRAVEL	6,592	5,329	5,765	81%	92%
19 STUDENT COSTS	4,006	3,196	3,024	80%	106%
20 PATIENT CARE COSTS	72,098	66,358	66,038	92%	100%
21 TELEPHONE/COMMUNICATION COSTS	6,329	5,940	6,139	94%	97%
22 PURCHASED SERVICES	240,347	207,769	232,625	86%	89%
23 OTHER MEDICAL SERVICES	39,814	40,670	37,731	102%	108%
24 SUB AWARDS/SERVICE CONTRACTS	13,021	12,014	12,907	92%	93%
25 O&M & LEASES	26,758	23,956	26,452	90%	91%
26 UTILITIES	14,029	11,928	12,792	85%	93%
27 DEPRECIATION	42,109	37,453	43,746	89%	86%
28 INTEREST EXPENSE	9,174	8,691	13,165	95%	66%
29 OTHER EXPENSES	53,517	45,861	45,687	86%	100%
30 CONTRACT AND GRANT EXPENSES	140,116	124,932	133,967	89%	93%
<b>TOTAL EXPENSES</b>	<b>1,908,270</b>	<b>1,716,981</b>	<b>1,768,396</b>	<b>90%</b>	<b>97%</b>
<b>OPERATING NET MARGIN</b>	<b>33,217</b>	<b>36,108</b>	<b>170,173</b>		
<b>NON-RECURRING ITEMS</b>					
31 CAPITAL EXPENDITURES	2,467	1,530	130,602	62%	1%
32 MEANINGFUL USE REVENUE	(1,085)	(1,108)	(55)	102%	2015%
33 RETURN ON INVESTMENT - TRIWEST	0	0	(14,172)	N/A	0%
34 USE OF UNMMG RESERVES	2,069	1,226	6,829	59%	18%
35 RECRUITMENT/STARTUP/SCHOLARSHIPS	3,330	3,030	1,870	91%	162%
36 NON-RECURRING TRANSFERS	15,001	16,805	9,977	112%	168%
37 HEALTH INSURANCE - OPEB	(6,811)	(6,811)	0	100%	N/A
<b>TOTAL NON-RECURRING ITEMS</b>	<b>14,971</b>	<b>14,671</b>	<b>135,051</b>	<b>98%</b>	<b>11%</b>
<b>NET INCOME/(USE OF RESERVES)</b>	<b>18,246</b>	<b>21,437</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

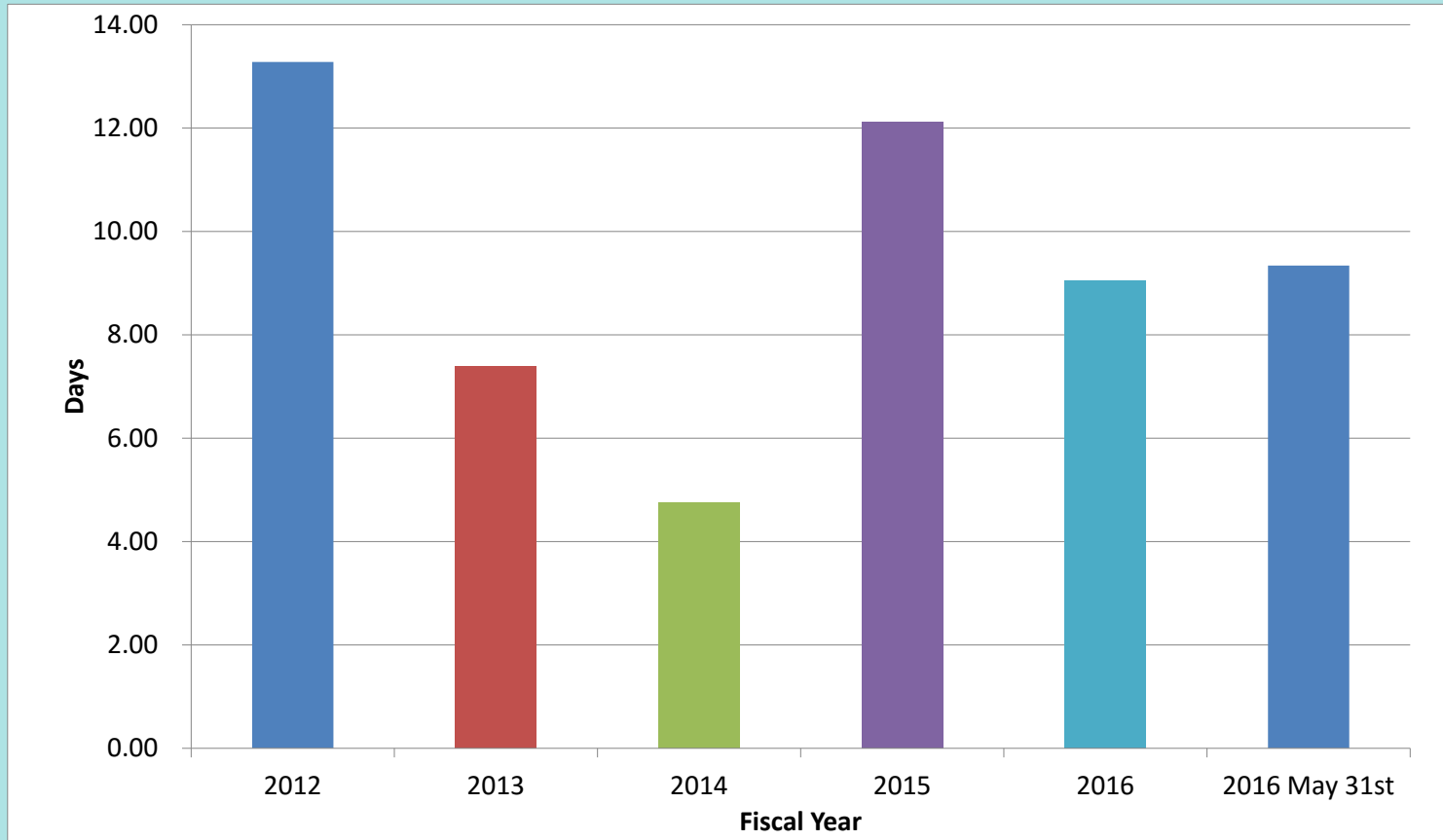
## GLOSSARY OF REPORT CATEGORIES

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
37	HEALTH INSURANCE - OPEB	NA	NA	On 12/31/15, UNMH stopped providing health insurance benefits to retired employees	NA

## UNIVERSITY HSC



FY 2012  
3rd Quarter

13.28

FY 2013  
3rd Quarter

7.39

FY 2014  
3rd Quarter

4.76

FY 2015  
3rd Quarter

12.12

FY 2016  
3rd Quarter

9.04

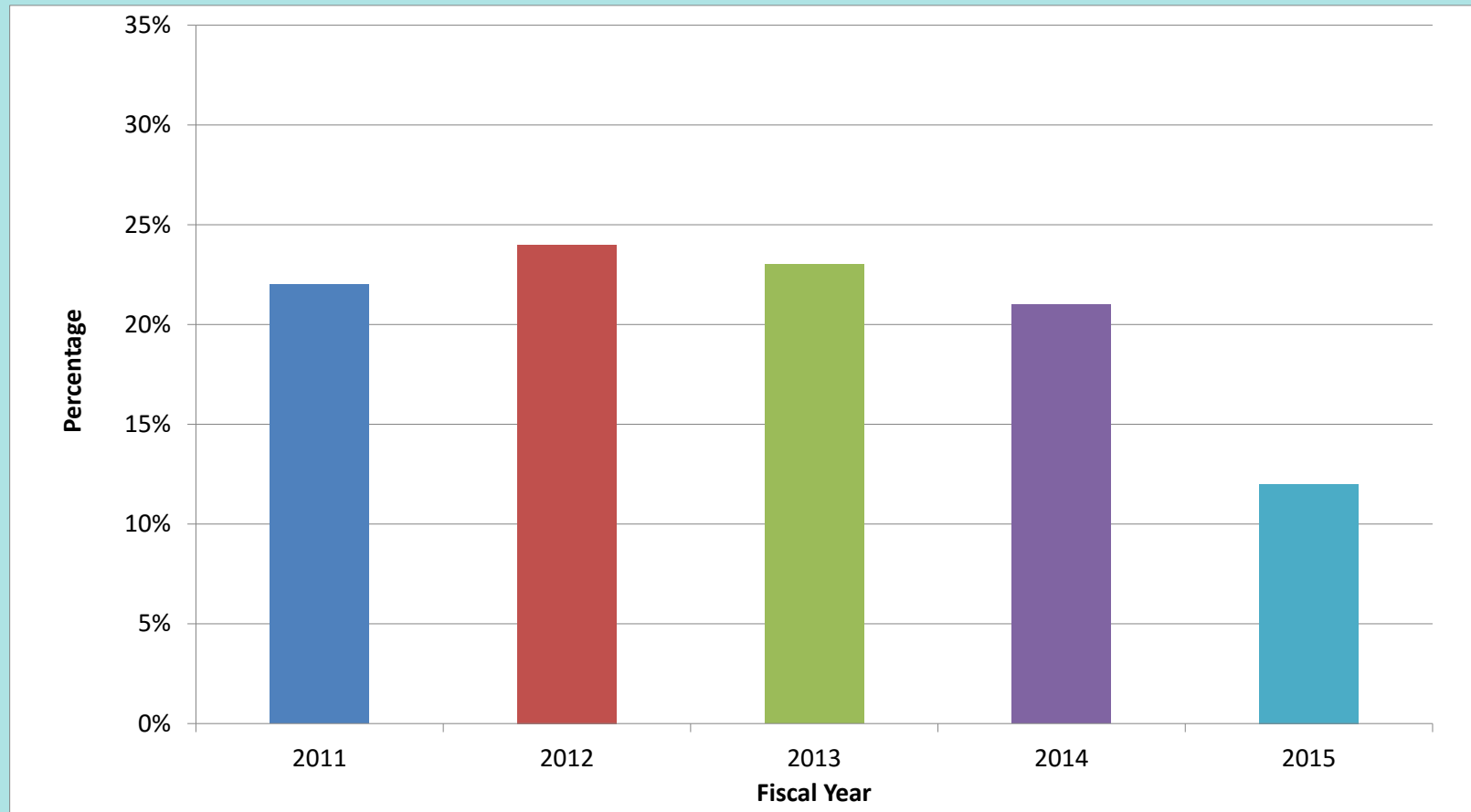
FY 2016  
May 31st

9.34

Days of Expense in Discretionary Reserves - Benchmark - 10 Days



## UNM HEALTH SYSTEM



**FY 2011**

**FY 2012**

**FY 2013**

**FY 2014**

**FY 2015**

**FY 2016  
May 31st YTD**

22%

24%

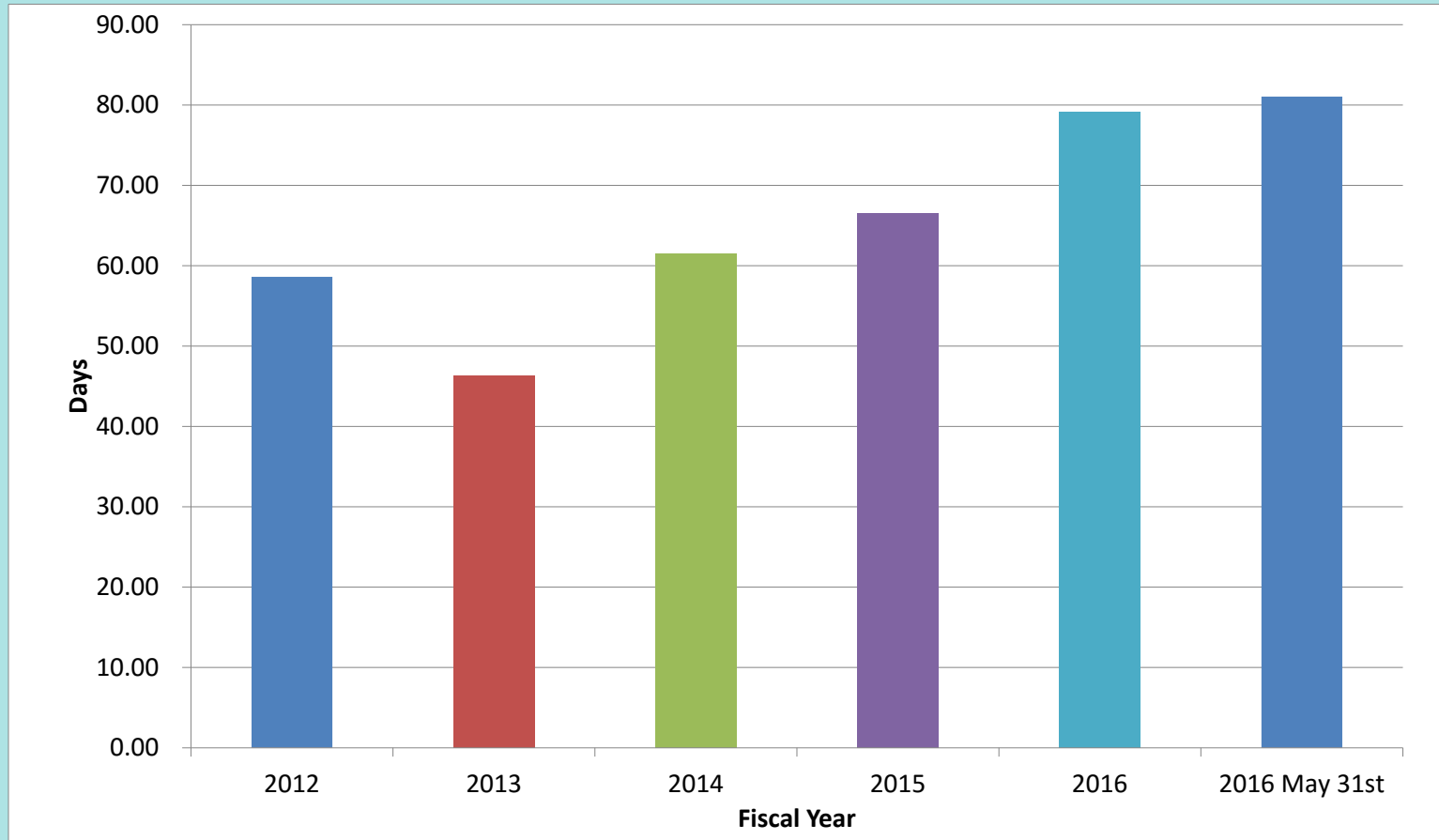
23%

21%

12%

7%

## UNM HOSPITALS



**FY 2012  
3rd Quarter**

58.62

**FY 2013  
3rd Quarter**

46.34

**FY 2014  
3rd Quarter**

61.52

**FY 2015  
3rd Quarter**

66.51

**FY 2016  
3rd Quarter**

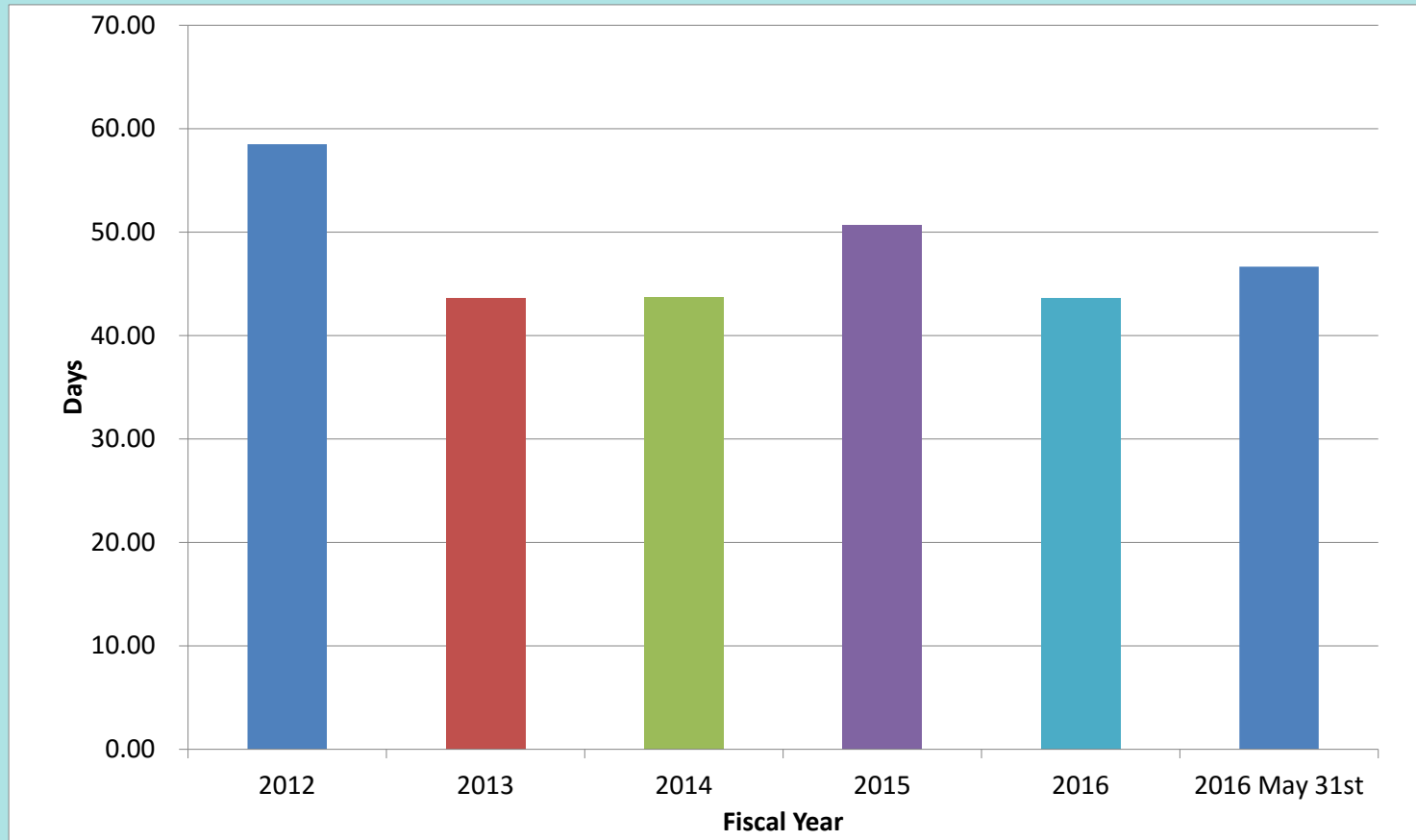
79.13

**FY 2016  
May 31st**

81.05

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  
3rd Quarter

58.50

FY 2013  
3rd Quarter

43.58

FY 2014  
3rd Quarter

43.76

FY 2015  
3rd Quarter

50.68

FY 2016  
3rd Quarter

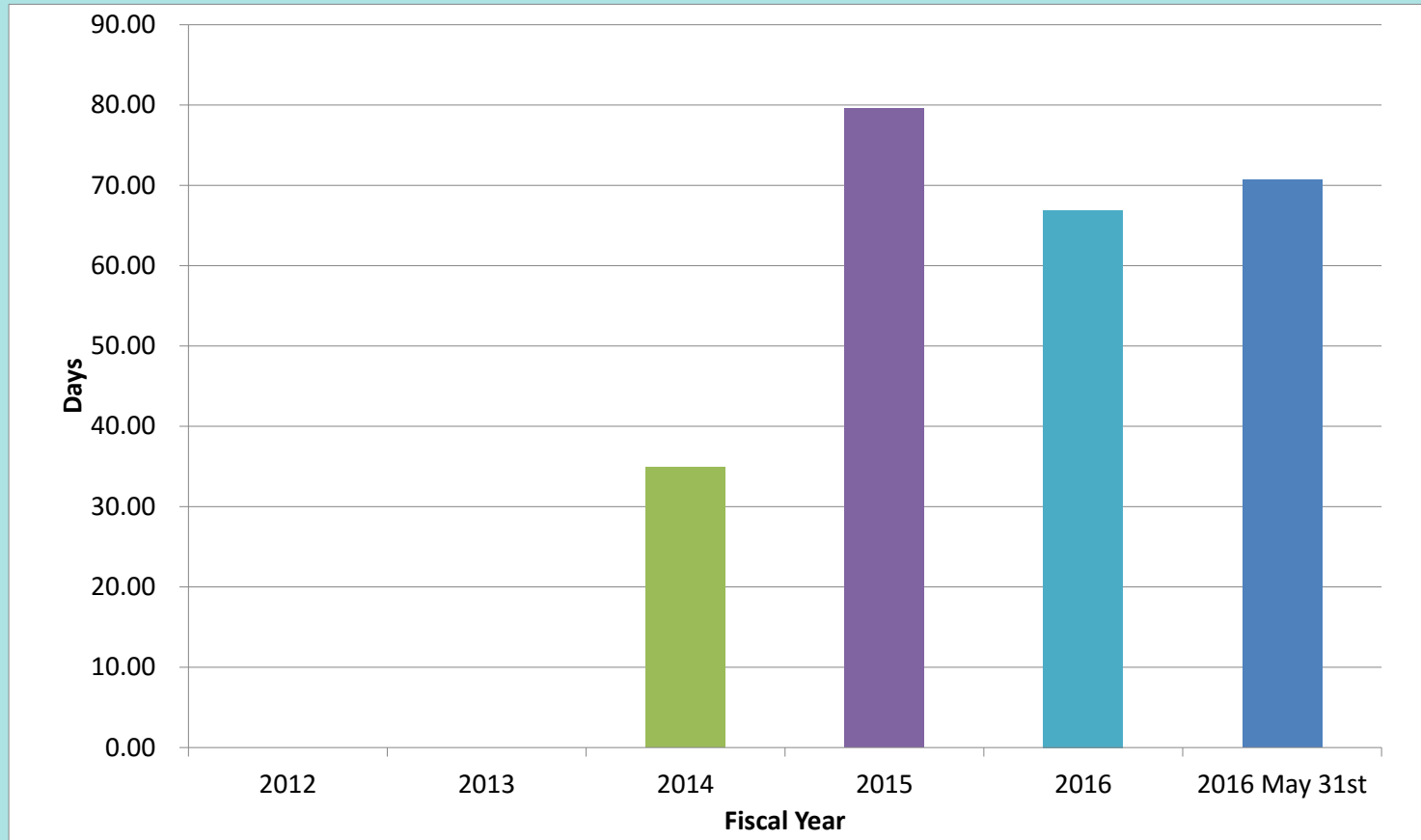
43.62

FY 2016  
May 31st

46.66

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  
3rd Quarter

FY 2013  
3rd Quarter

FY 2014  
3rd Quarter

FY 2015  
3rd Quarter

FY 2016  
3rd Quarter

FY 2016  
May 31st

N/A

N/A

34.90

79.61

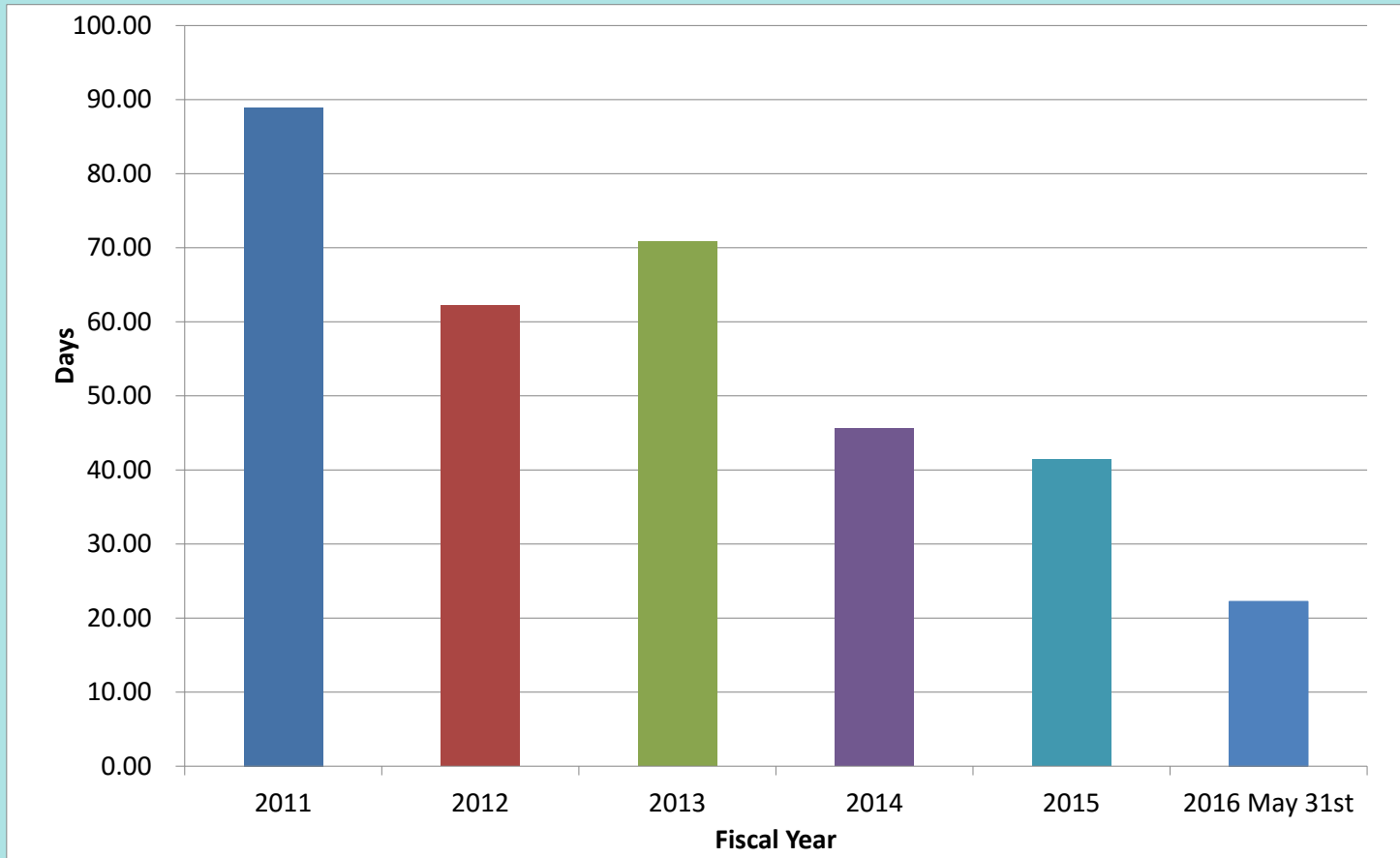
66.90

70.71

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  
May 31st**

88.93

62.23

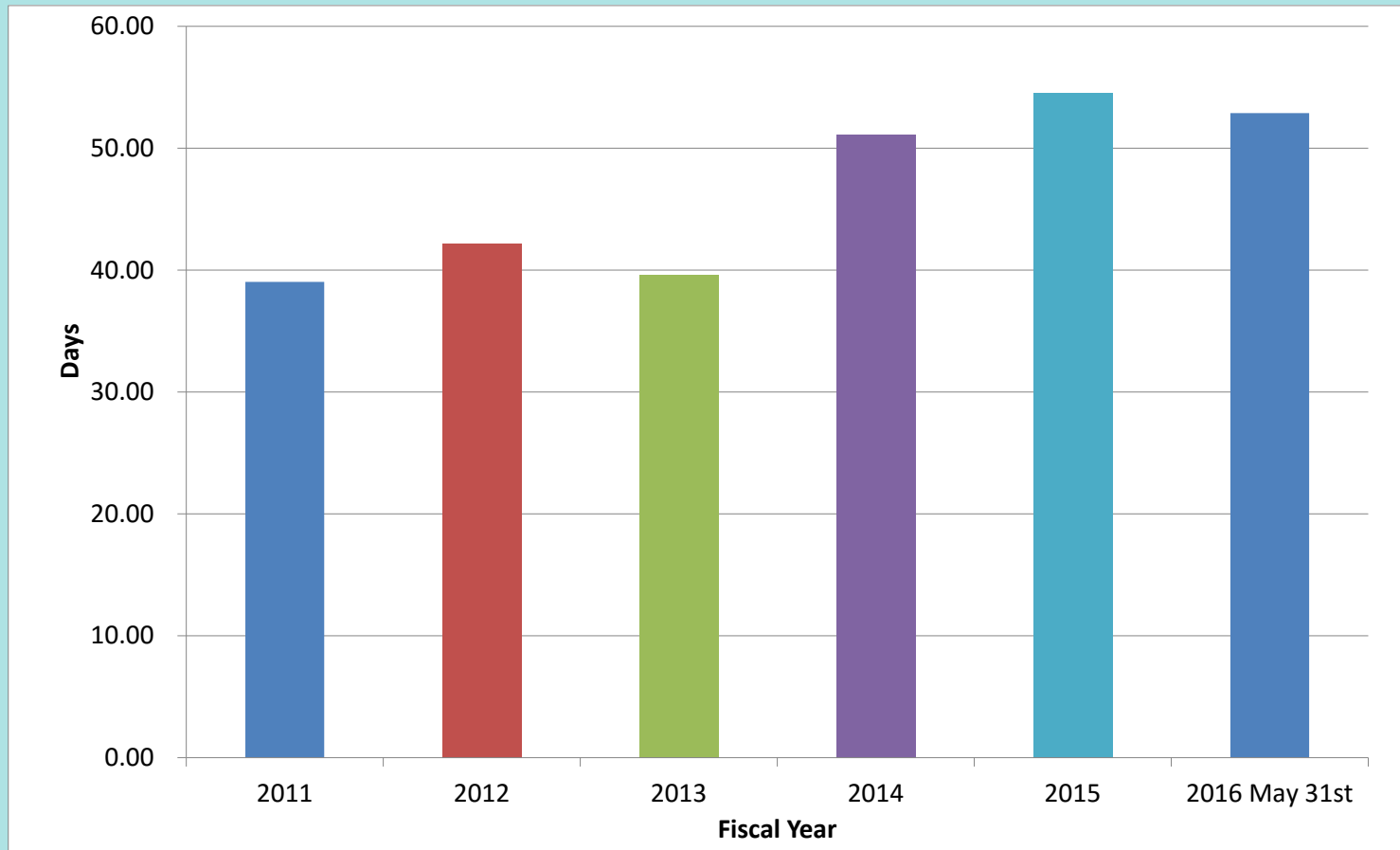
70.81

45.57

41.40

22.25

## UNM HOSPITALS



FY 2011

FY 2012

FY 2013

FY 2014

FY 2015

FY 2016  
May 31st

39.03

42.14

39.58

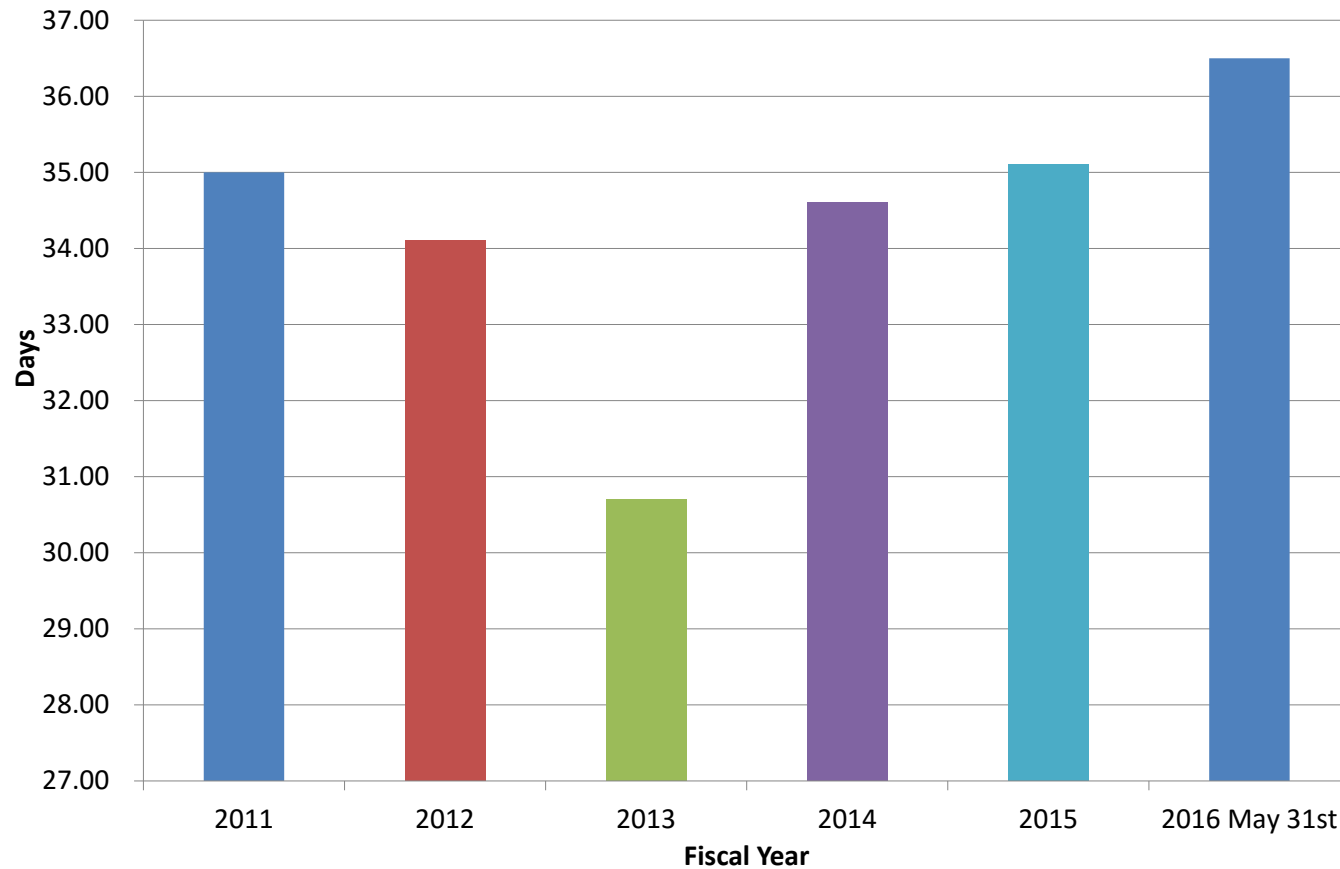
51.09

54.52

52.88

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  
May 31st

35.00

34.10

30.70

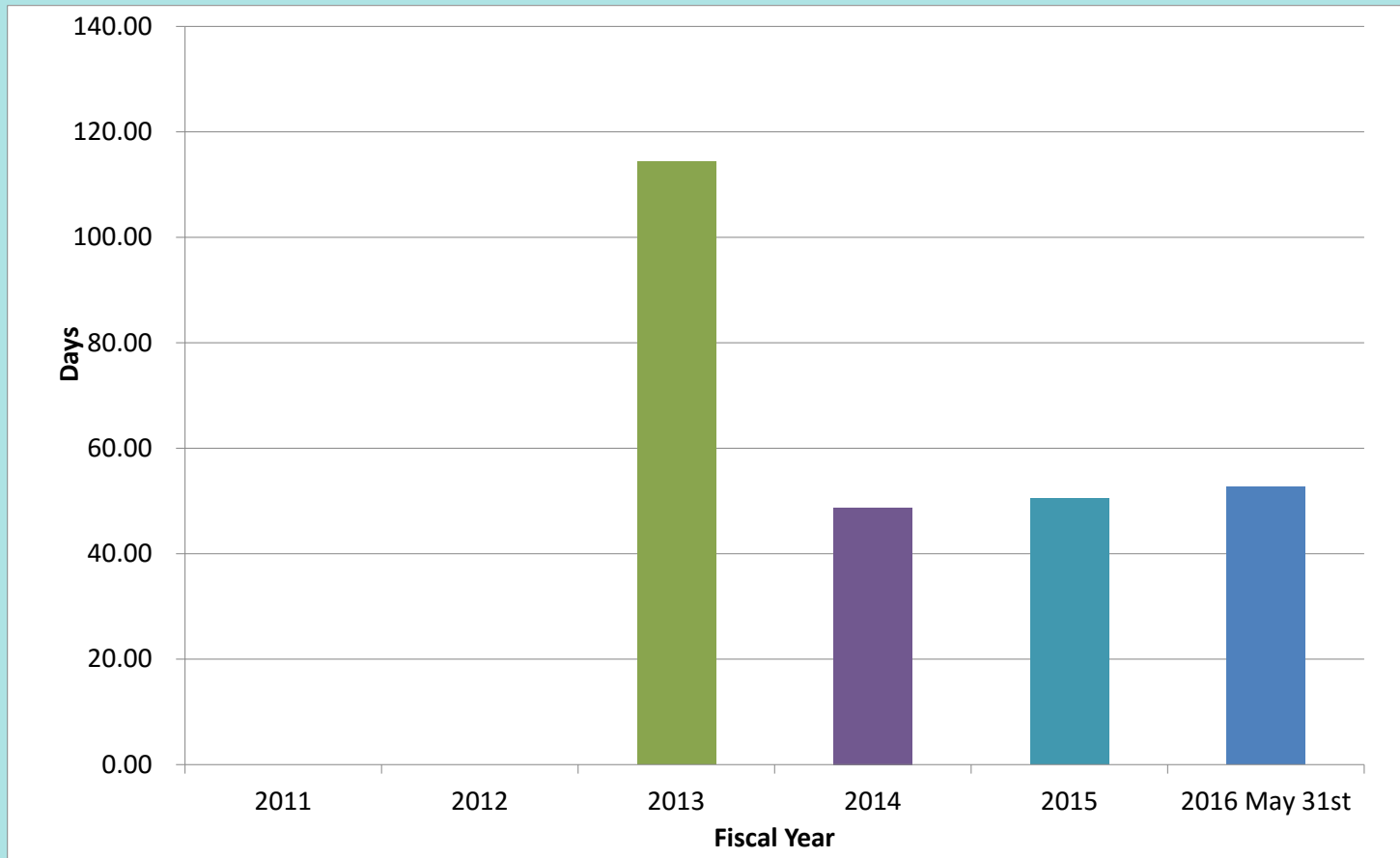
34.60

35.10

36.50

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  
May 31st

N/A

N/A

114.39

48.71

50.50

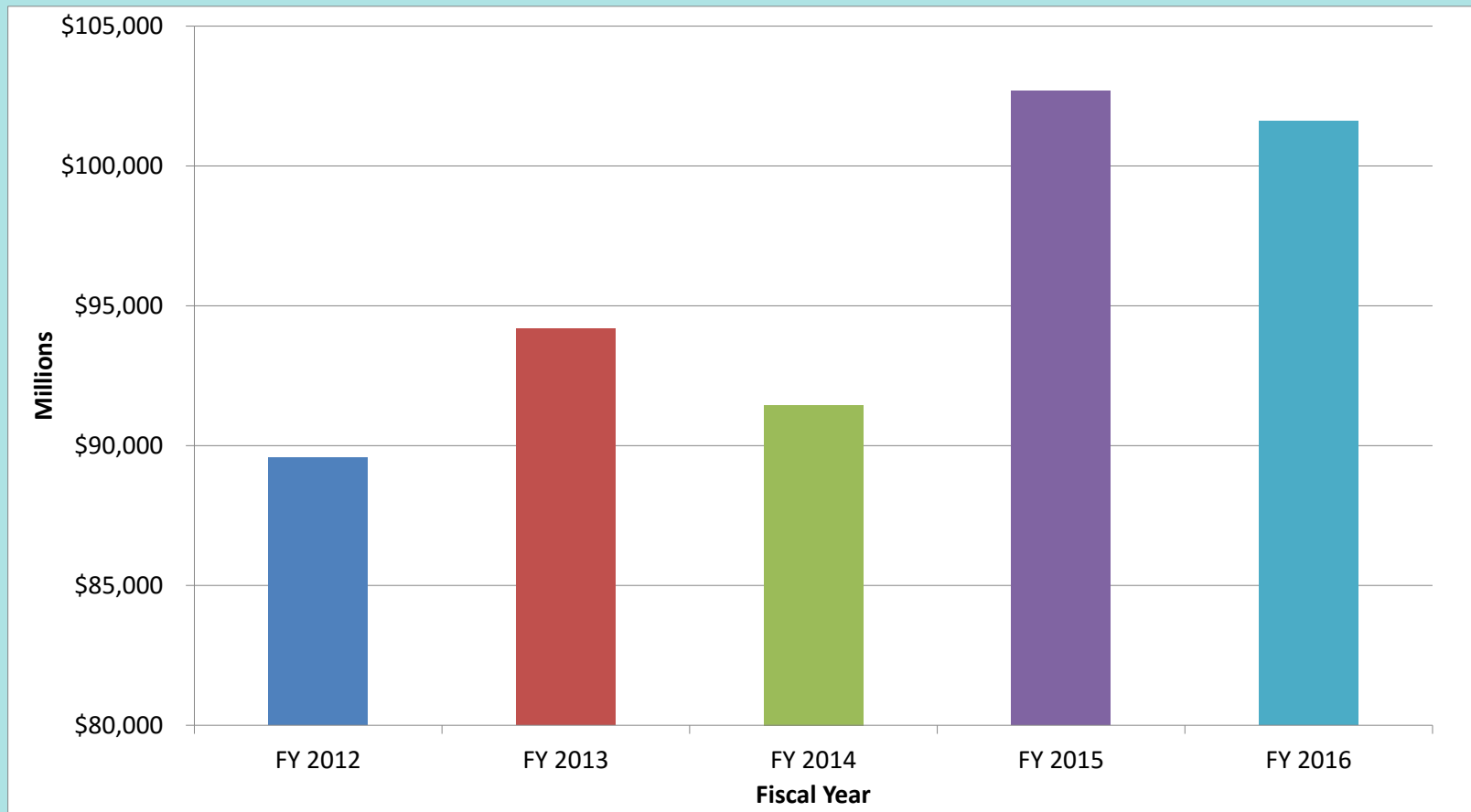
52.66

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**  
**Awards**  
(Amounts are in thousands)

**UNIVERSITY HSC**



**FY 2012**  
**3rd Quarter**

\$89,579

**FY 2013**  
**3rd Quarter**

\$94,171

**FY 2014**  
**3rd Quarter**

\$91,447

**FY 2015**  
**3rd Quarter**

\$102,678

**FY 2016**  
**3rd Quarter**

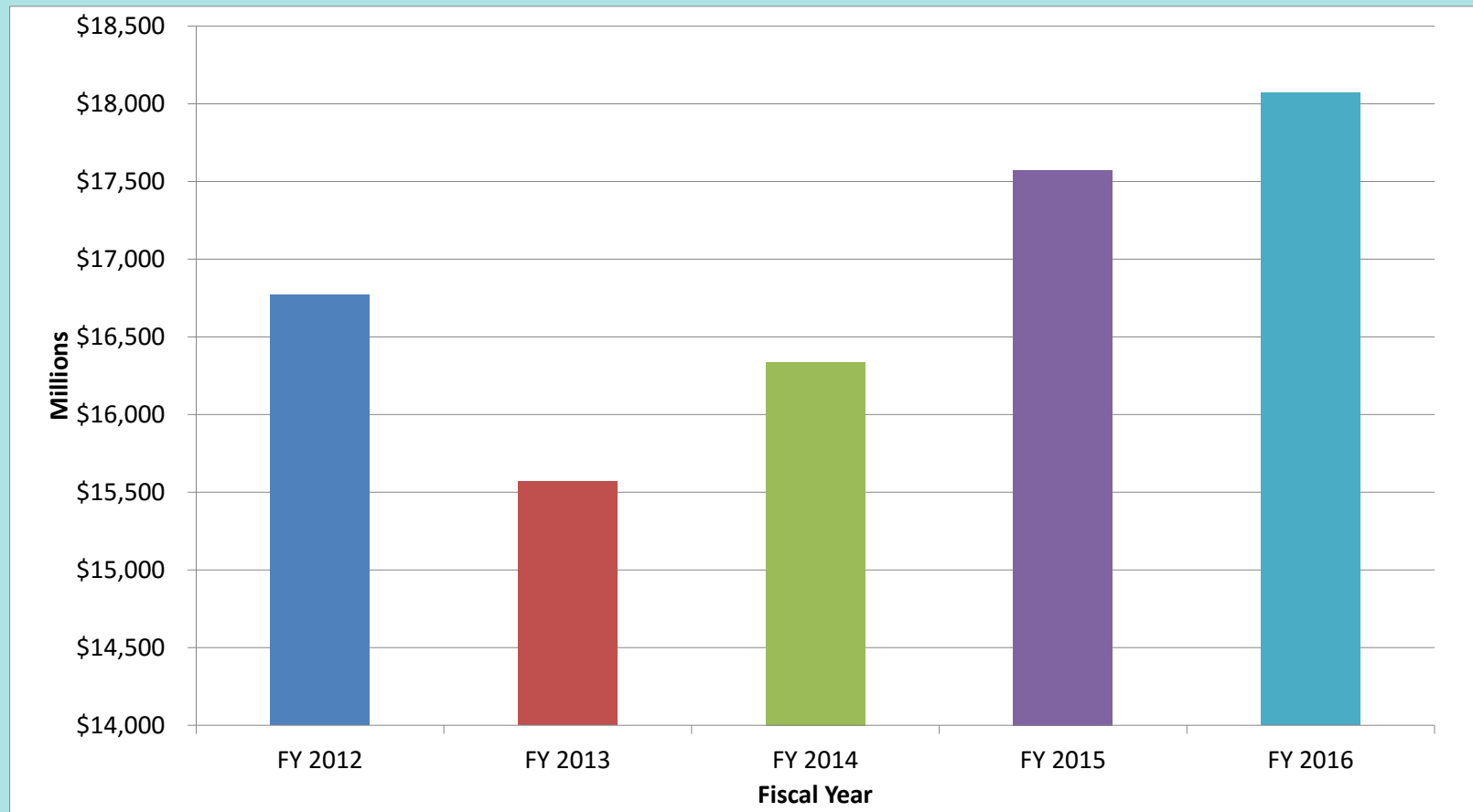
\$101,593

**FY 2016**  
**May 31st YTD**

\$129,885

**UNM Health Sciences Center**  
**Metrics - Preliminary and Unaudited**  
**Earned F&A**  
**(Amounts are in thousands)**

**UNIVERSITY HSC**



**FY 2012**  
**3rd Quarter**

\$16,770

**FY 2013**  
**3rd Quarter**

\$15,568

**FY 2014**  
**3rd Quarter**

\$16,338

**FY 2015**  
**3rd Quarter**

\$17,574

**FY 2016**  
**3rd Quarter**

\$18,071

**FY 2016**  
**May 31st YTD**

\$22,249

# UNM HSC Behavioral Health Highlights

16 August 2016

HSC Committee

Richard Larson MD, PhD

Executive Vice Chancellor

Vice Chancellor for Research

# Spectrum of Behavioral Health Activities





# Brain & Behavioral Health Institute

Bill Shuttleworth, PhD

Regents' Professor

Director, Brain & Behavioral  
Health Institute (BBHI)



# Brain & Behavioral Health Institute

While there are hundreds of different brain and behavioral health disorders, the following are some of the most common:

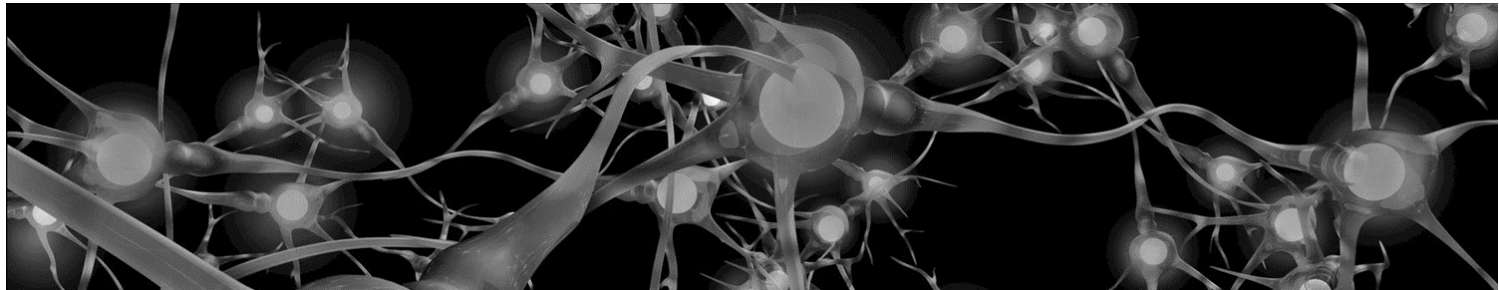
- Alzheimer's Disease
- Autism and other Developmental Disorders
- Cerebral Cavernous Malformation (CCM)
- Epilepsy
- Fetal Alcohol Syndrome
- Schizophrenia, Bipolar Disorder
- Depression, Anxiety
- Substance Abuse
- Post Traumatic Stress Disorder (PTSD)
- Multiple Sclerosis
- Parkinson's Disease
- Stroke
- Traumatic Brain Injury



# Brain & Behavioral Health Institute

Brain and behavioral disorders strike New Mexicans of all ages and from every background.

- It would be difficult to find a New Mexican family that hasn't been touched by at least one of the numerous brain/behavioral disorders.
- These disorders are devastating to families and are some of the most common and costly to society.



# Objectives of BBHI



- Create a home for BBHI in Domenici Hall.
- Become a national leader in the development of effective interdisciplinary clinical teams.
- Facilitate or establish effective partnerships between the BBHI and communities throughout New Mexico.
- Develop new, interdisciplinary research programs.





# Working with Community Partners to Develop BBHI

- Nearly 80 listening sessions and presentations across the state.
- Trips to 10 rural New Mexico communities.
- Established a coalition of 18 advocacy groups concerned about BBHI conditions.



- Collaborated on program grant applications.
- Coordinated speakers, space and support for community events.



# Examples of BBHI Progress

- UNM Center for Brain Recovery and Repair
  - NIH Grant: 9/15/15-6/30/20
  - \$11.6 million awarded

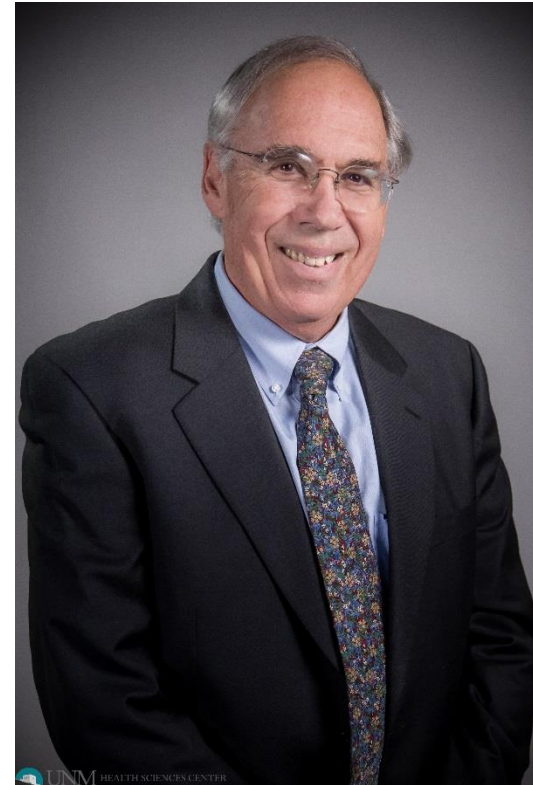


# UNM Memory and Aging Center

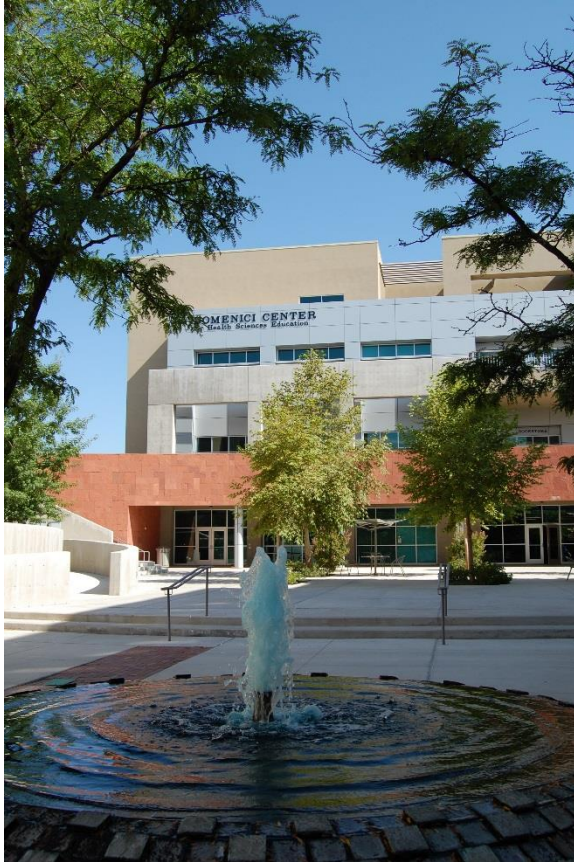
Gary A. Rosenberg, MD

Professor of Neurology

Director, UNM Memory and Aging  
Center (UNM-MAC)



# UNM-MAC Background



- There is a major need in the state for the care of cognitively impaired elderly.
- January 2016: Chancellor Roth asked Dr. Rosenberg to open a clinical care and research center for dementia.
- This is the first center in the southwest specializing in Alzheimer's disease, vascular cognitive impairment and related dementias.



# About UNM-MAC

- Provides comprehensive clinical care to patients with cognitive problems.
- A state-wide resource for basic research and clinical treatment trials.
- A major site for the training of medical students, nurses and residents who will be the next generation of care givers for elderly patients with dementia.



# About UNM-MAC

- Only center for Alzheimer's disease and vascular dementia in the Southwest.
  - In the US, there are 31 Alzheimer's disease centers funded by the National Institute of Aging; none are located from New Mexico to the Canadian border.
- Only dementia specialists in New Mexico.
  - The UNM-MAC currently has three neurologists with expertise in dementia.
  - The Center will greatly expand clinical evaluations and treatment and will be a resource for basic research and clinical trials in all forms of dementia.

# Research at UNM-MAC



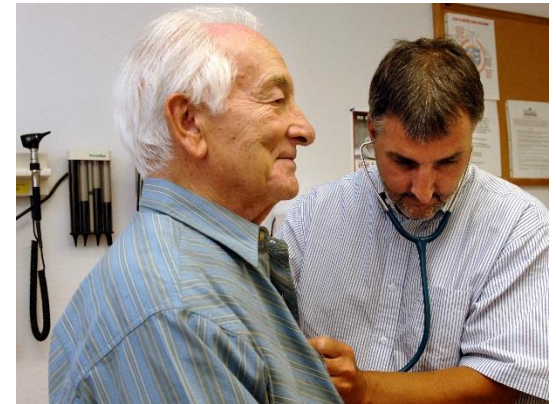
- Basic research supported by grants:
  - Development of new drugs for the treatment of Alzheimer's disease and vascular dementia.
  - NIH studies on the link between vascular disease and Alzheimer's disease.
  - Tau vaccine development for Alzheimer's disease.
- Clinical research:
  - Studies of advanced MRI imaging to better diagnose different types of dementia.
  - Participation in clinical trials initiated by drug companies.



# UNM-MAC Clinical Mission

**Clinical care site for patients with memory and other cognitive problems.**

- Assembling a team of physicians, nurse practitioners, nurses and social workers.
- Initial location in the Clinical Neurosciences Center.
  - Anticipated growth into a larger facility.
- Plan for expansion of services around the state.





# Community Behavioral Health (CBH)

Caroline Bonham, MD

Division Chief, Division of Community  
Behavioral Health

Assistant Professor, Department of  
Psychiatry & Behavioral Sciences



# About Community Behavioral Health

- Interdisciplinary team from psychiatry, psychology, epidemiology, anthropology, nursing and social work.
- Address health disparities through clinical, educational and health services research activities.
- Hire community members as research assistants who live and work in their own communities in rural New Mexico.



# Map of New Mexico Communities with Active CBH Projects

There are currently over 35 active research, evaluation, clinical and educational partnerships in communities across New Mexico.



# Current CBH Clinical Activities

- 80-100 hours of direct clinical care a month via telehealth to rural communities (addictions, child psychiatry, counseling and general psychiatry services).
- Establishment of a medical home for patients with serious mental illness to improve treatment of their medical and psychiatric conditions.
- Specialized PTSD treatment for youth who have experienced neglect, abuse or other trauma.
- Early intervention and support to individuals with the first symptoms of psychosis and their families – emphasis on helping them to stay in school or work.





# Current CBH Research Projects

- Does an intervention informed by the concept of historical trauma better treat depression amongst Native Americans compared to treatment as usual?
- Can people with personal experience of their own mental health problems be trained to deliver an intervention for substance use and PTSD as effectively as master's level therapists?
- How can we best adapt suicide prevention programs in Native American communities?
- How to improve health outcomes such as diabetes and heart disease for people with serious mental illnesses such as schizophrenia?



# Current CBH Educational Initiatives



- Education and consultation to all New Mexico Native American communities on culturally tailored best practices for suicide prevention and intervention.
- Training and consultation to law enforcement on best practices when working with people with mental health conditions.
- Mental Health First Aid Trainings to first responders who encounter youth.
- Over 100 telehealth trainings a year to providers in rural communities across the U.S. on best practices in mental health and addictions. We reach over 9,000 participants a year.

# Behavioral Health Services/ASAP

Mauricio Tohen, MD, DrPH, MBA

Professor and Chairman, Department of  
Psychiatry & Behavioral Sciences

Service Chief, UNMH Behavioral  
Health Services



# Addiction & Substance Abuse Program (ASAP)

- Comprehensive care under one roof
- Opioid Replacement: psychiatric care, psychotherapy, primary care and case management primary care clinic on site
- Close alliance with UNM clinics: Milagro and the Focus
- Transitional age youth (ages 14-21)
- Trauma
- Waitlist 21 patients
- 300% Increase in intakes since 2015:
  - 4.5 per week in 2015, 15 per week in 2016
- 5 adults, 5 pregnant women, and 5 transitional age youths/week
- September 1, 2016, preadmission screen **same day**





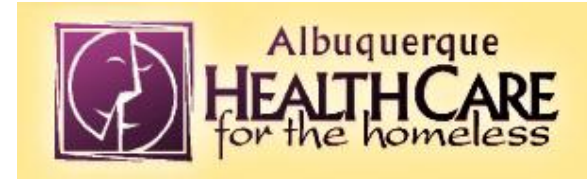
# ASAP Patients Served

- 650 patients currently under ASAP care
  - 1/2 - 2/3 dually diagnosed
  - 430 methadone maintenance treatment
  - 100 on buprenorphine
  - 64% females, 11% are currently pregnant
- 223 intakes in 2015
  - 66% were pregnant



# ASAP Community Engagement

- Suboxone providers at First Choice, Healthcare for the Homeless, Casa de Salud, Milagro Program, FOCUS and UNM Psychiatric Center.
- Work with the Bernalillo County Opioid Accountability Initiative and Indian Health Services.



# UNMH Inpatient Psychiatric Services

Beds: 32 Adult, 15 Geriatric, 35 Child

Year	Adult Inpatient Days	Child Inpatient Days	Total Inpatient Days
FY 2015	13,808	10,318	24,126
FY 2014	13,151	8,890	22,041
FY 2013	13,392	8,147	21,539
FY 2012	13,864	8,085	21,949

# UNMH Outpatient Psychiatric Services

Year	Adult Encounters	Child Encounters	Methadone/ Suboxone Doses	Total Encounters
FY 2015	101,139	23,952	139,157	264,248
FY 2014	97,731	25,687	145,553	268,971
FY 2013	92,753	23,873	151,794	278,377
FY 2012	91,792	24,274	148,011	264,077



# UNM GME Programs

# 54 Residency Programs at UNM (including dental residency)

- 46 programs
  - Continued accreditation and no citations
- Plastic Surgery
  - Initial accreditation and no citations
- Multi-Disp Pain
  - Initial accreditation and 2 citations
- Neurosurgery, Preventive Medicine, Surgery
  - Continued accreditation with 1-4 citations
- Otolaryngology, Orthopedic Surgery
  - Continued accreditation with warning 1-3 citations

*Supporting documentation for this item  
may be submitted before or during the meeting*



THE UNIVERSITY *of* NEW MEXICO

*New Mexico's Flagship University*

# UNM Campus Climate: Critical Conversations, Summer and Fall, 2016

Virginia Scharff, Associate Provost for Faculty Development and  
Interdisciplinary and International Initiatives

August 4, 2016



# UNM Seal: Public Forums

- May 12: Student Brainstorming Session, SUB Atrium, 12-1:30
- June 16: Community Forum, SUB Ballroom A, 5:30-7:30 p.m.
- July 12: Staff Forum, SUB Ballroom A, 12-1:30 p.m.
- Sept.13 : Faculty and Student Forum, SUB Lobo A & B, 12-1:30 p.m.
- Homecoming weekend: Alumni Forum on UNM Seal, Hodgin Hall, TBA.

# Native American Initiatives

- June 14, 2016: Provost and President Meeting with UNM Native American Faculty
- July 2016: Compilation of meeting notes, presentation to small working group to outline administrative responses to Native American faculty perceptions, suggestions and needs.
- August 2016: Second faculty meeting, to outline plan of action

# UNM Seal and Native American Initiatives: Presentations to Regents

- September 1 and September 9: Proposal to ASAR and UNM Regents regarding the United Nations Declaration of the Rights of Indigenous People, and designation of October 10, 2016 and a day each year thereafter as Indigenous Peoples' Day (**Division of Equity & Inclusion (DEI) and Academic Affairs**)
- November 3 and November 11: Presentation to ASAR, and President presents to UNM Regents regarding redesign of UNM Seal

# Campus Climate: Inclusive Excellence Events

- August: Library Exhibit and discussion on Library murals, sponsored by UNM Library and Division for Equity and Inclusion
- August 25: Screening and Discussion of “The Color of Fear” produced by Lee Mun Wah
- September 8: Black Lives Matter event, sponsored by Division for Equity and Inclusion, Lobo A&B, UNM SUB, 6-8 p.m.



# Campus Climate: Inclusive Excellence Events

- September 15: Gil Garcetti, form District Attorney of Los Angeles and art photographer, visits UNM to discuss finding a way through political trauma, and embracing compassion and creativity, sponsored by Office of Academic Affairs
- September 30: Diversity Symposium -, Post-secondary Education and Native American Students, sponsored by Division for Equity and Inclusion

# Campus Climate: Inclusive Excellence Events

- October 20: Black Lives Matter event, sponsored by Division for Equity and Inclusion, Lobo A&B, UNM SUB, 6-8 p.m.
- November 8: Diversity Luncheon and Luminaria Awards, sponsored by Division for Equity and Inclusion.
- November 20: Black Lives Matter event, sponsored by Division for Equity and Inclusion, Lobo A&B, UNM SUB, 6-8 p.m. Speaker: Rev. Dr. Jamie Washington

**MEMORANDUM TO ADVANCE  
COMMITTEE AGENDA ITEM TO  
THE BOARD OF REGENTS  
THE UNIVERSITY OF NEW MEXICO**

DATE: July 19, 2016

TO: David W. Harris, EVP for Administration, COO & CFO

FROM: Chris Vallejos, Associate Vice President, Institutional Support Services

RE: Requested Approval

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**RECOMMENDED ACTION:**

Recommend to the Board of Regents Finance and Facilities Committee the following:

1. Request for Capital Project Approval for UNM Anderson School of Management
2. Request for Capital Project Approval for Additional Gas Compressor at the UNM Ford Utilities Center
3. Request for Capital Project Approval for UNM Gallup Campus Lions Hall Renovation
4. Request for Capital Project Approval for UNM Valencia Campus Solar Power System Phase I

Please see attached summary and drawing.

cc: Lisa Marbury, Executive Director, Institutional Support Services  
R. Henrard, A. Coburn, C. Martinez, L. Chance – PDC  
R. Gary Smith, Interim Director, Physical Plant Department  
B. Hromas, R. Sanchez, L. Schuster – PPD

**REQUEST FOR CAPITAL PROJECT APPROVAL for  
ANDERSON SCHOOL of MANAGEMENT (ASM)  
UNIVERSITY OF NEW MEXICO  
August 1, 2016**

**REQUESTED ACTION:**

In accordance with Section 7.12 of the Board of Regents Policy Manual and as required by the New Mexico Higher Education Department and New Mexico State Board of Finance, project approval is requested for Anderson School of Management, on UNM's Main Campus.

**PROJECT DESCRIPTION:**

ASM currently occupies three buildings on the north central portion of UNM's main campus in Albuquerque. This \$24.3 million dollar project replaces portions of 45,851 sf primary residence of the Anderson School of Management built in 1968, supporting UNM's strong efforts for improved teaching. This project will be 60,727 gross square feet and will require the demolition of the 22,925sf existing west wing of ASM, adding net square footage of 37,802. The new building will be located north in a current parking lot, and extend to the west of the existing remaining east ASM wing. This project of new construction will include a four story section as well as a two story section containing classrooms, student group study rooms, student advising and career services center, student tutoring rooms, innovation center, marketing lab, behavioral lab, computer lab and support facilities, faculty and staff offices, and support spaces distributed within all floors.

The second floor of the remaining 22,925sf ASM east wing will house ASM faculty offices, and first floor will house general UNM surge space.

**PROJECT RATIONALE:**

This new facility is essential for the future of ASM and the recruitment of new students and faculty. ASM offers undergraduate and graduate degrees accredited by the Association to Advance Collegiate Schools of Business (AACSB), as well as many certificate programs and customized training. Project benefits are: Supports ASM mission and accreditation, Facilities that are competitive with peer institutions (e.g., to attract high quality students and staff), Modern state-of-the-art facilities replacing outdated spaces and building systems, Capacity to accommodate long-term program growth, Flexible/adaptable instructional and office areas that encourage learning, teaching, and collaboration, Several spaces throughout the building to provide student study and collaboration spaces, Growth in the demand for student advising will be accommodated in a new advising center.

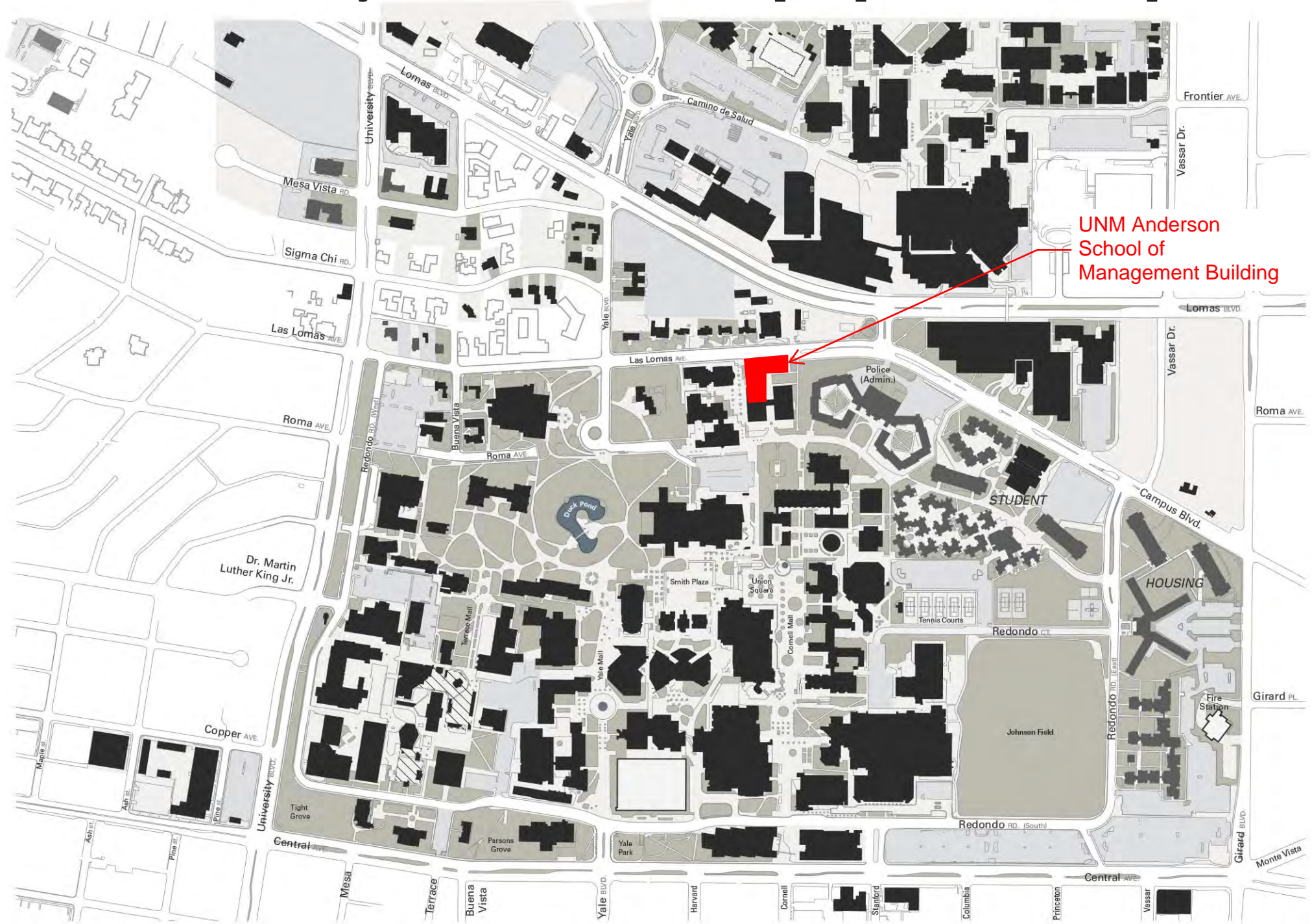
**FUNDING:**

The total estimated Project Budget is estimated at \$24,301,383.

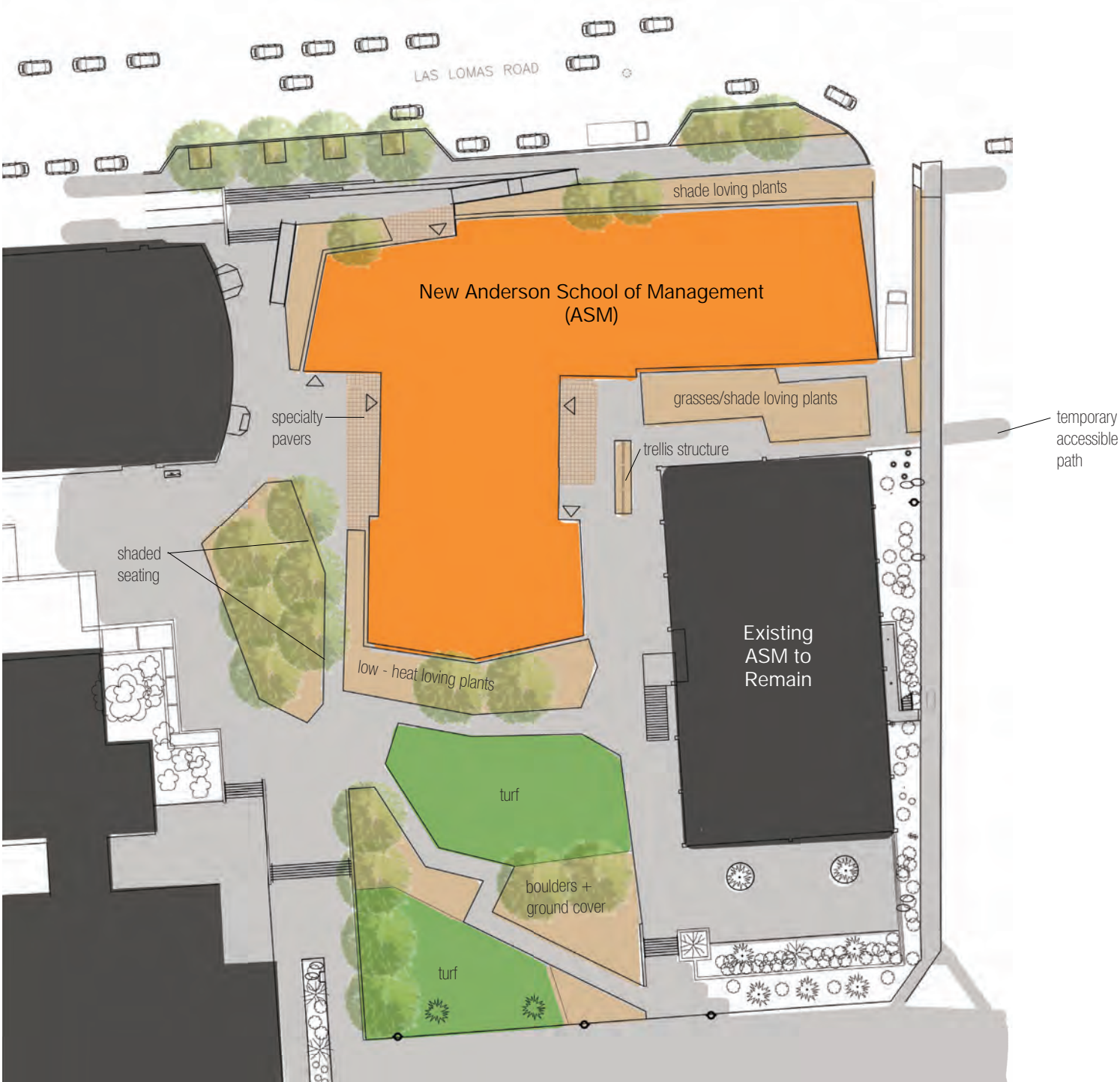
- \$ 721,500 - Severance Tax Bond, STB, awarded in 2014
- \$ 5,579,883 - ASM Donor Funds (if \$25M then this gets increased to \$6,278,500).
- \$ 18,000,000 - Institutional Bonds (should be in the index by August 31, 2016)



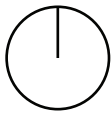
# The University of New Mexico - Albuquerque: Central Campus







UNM Anderson School of Management Building



Floor Plan



Level One

UNM Anderson School of Management Building



Floor Plan



Level Two

UNM Anderson School of Management Building



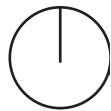


Floor Plan

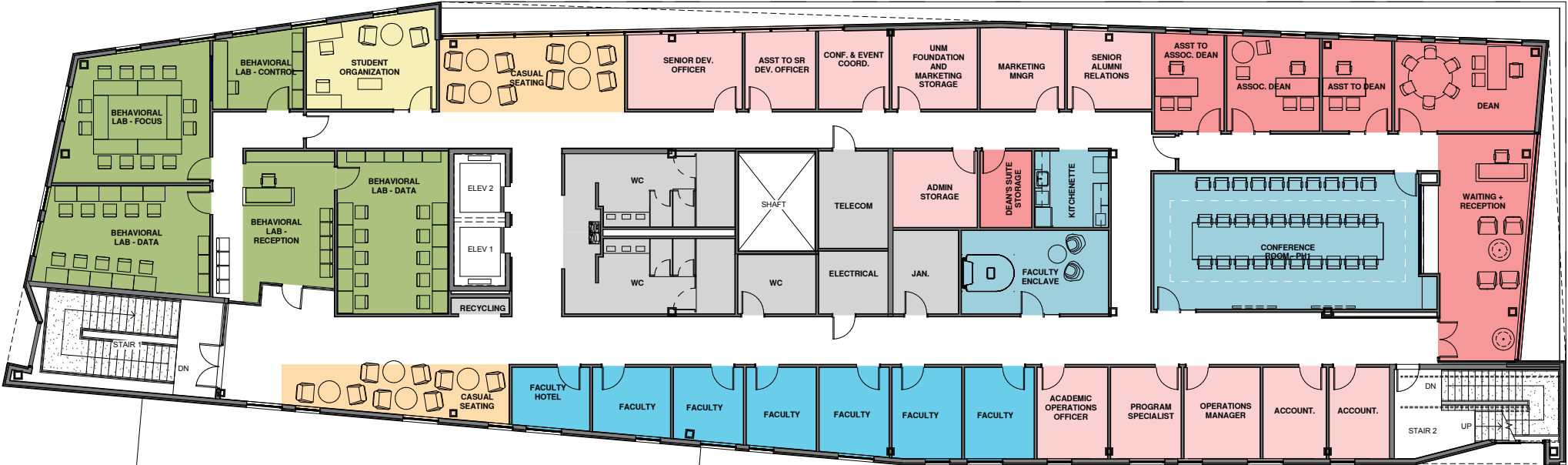


- Departments
- CLASSROOM
  - FACULTY
  - FACULTY SUPPORT
  - LOBBY
  - SERVICE
  - STUDENT SUPPORT

Level Three

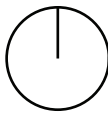


Floor Plan



- Departments
- ADMINISTRATION
  - ADVISING
  - DEAN
  - FACULTY
  - FACULTY SUPPORT
  - FOUNDATION & MARKETING
  - LOBBY
  - SERVICE
  - STUDENT SUPPORT

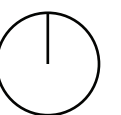
Level Four





View On Las Lomas Looking Southeast

UNM Anderson School of Management Building



**REQUEST FOR CAPITAL PROJECT APPROVAL for  
GALLUP CAMPUS LIONS HALL RENOVATION  
UNIVERSITY OF NEW MEXICO  
August 1, 2016**

**REQUESTED ACTION:**

In accordance with Section 7.12 of the Board of Regents Policy Manual and as required by the New Mexico Higher Education Department and New Mexico State Board of Finance, project approval is requested for Gallup Campus Lions Hall Renovation.

**PROJECT DESCRIPTION:**

This 5,375 gross square foot project is a renovation of the old Lions Club Hall building at the UNM Gallup Campus. The project includes correcting all of the structural deficiencies including foundation shoring and perimeter wall stabilization, as well as replacing the HVAC units, interior remodeling to accommodate the new charter school, a new metal re-roof, replacing doors and windows, new exterior stucco and paint, new LED lighting, open the porch back up to its original design, repair the existing stairs and ramp, improving the façade facing Gurley Ave, add a pop up ceiling in the lobby space and add architectural details that will bring it into the modern era of educational design. Finally, it will upgrade the finishes in the restrooms. On the east side of the building, new “sitting” steps would be added to the restored porch area, creating an inviting area to study or have lunch and enjoy the views.

**PROJECT RATIONALE:**

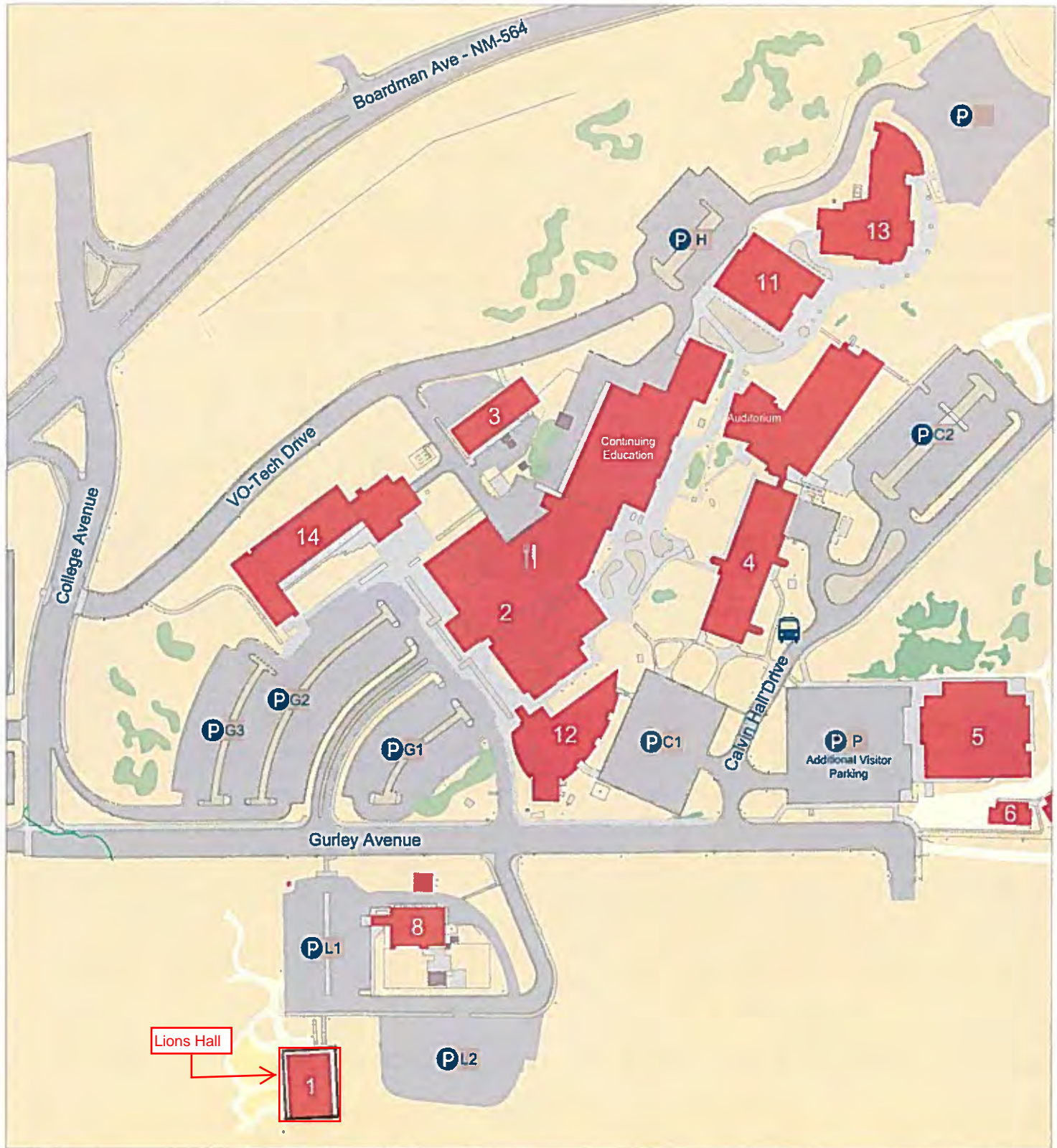
This renovation project will repair the existing building structure including the foundation and perimeter walls to make it safe and keep it from settling more. The interior and exterior remodeling will make the building acceptable to use for educational purposes and also a leasable space for UNM Gallup. The new HVAC, lighting, windows, and roof will make the building more energy efficient and comfortable for a new tenant. This building is currently unoccupied and not fit for educational purposes or for leasing. The intent is to renovate the building for use by the UNM Gallup Middle College High School which is currently in the Gymnasium and two portables.

**FUNDING:**

The total estimated Project Budget is \$1,200,000:

- \$1,200,000 is funded from 2016/2017 Reserves





- 1 Lions Hall
- 2 Gurley Hall  
Information Center | Student Center  
Campus Police | College Bookstore  
Lobo Learning Center  
Career and Job Placement  
Center  
Ingham Chapman Art Gallery

- 3 Construction Technology
- 4 Calvin Hall Center  
Classrooms | Auditorium
- 5 Physical education / Gymnasium
- 6 Middle College High School
- 8 Childcare Facility | Physical Plant  
Key Shop
- 11 Health Careers

- 12 Zollinger Library
- 13 Nursing
- 14 Student Services and Technology  
Center  
Admissions | Registrar | Bursars  
Office

-  Parking
-  UNM Building
-  Food Services
-  Bus Stop



# UNM Gallup Campus Lions Hall: 5375 gross square feet



**REQUEST FOR CAPITAL PROJECT APPROVAL for  
VALENCIA CAMPUS SOLAR POWER SYSTEM PHASE 1  
UNIVERSITY OF NEW MEXICO  
August 1, 2016**

**REQUESTED ACTION:**

In accordance with Section 7.12 of the Board of Regents Policy Manual and as required by the New Mexico Higher Education Department and New Mexico State Board of Finance, project approval is requested for the UNM Valencia Campus Solar Power System Phase 1.

**PROJECT DESCRIPTION:**

In May of 2015, the Physical Plant Department (PPD) issued an RFP for solar power installations at University facilities. The RFP was for solar power companies interested in partnering with the University. Rio Grande Solar, LLC (RGS) was the successful respondent to the RFP. The company offered to provide matching funds up to \$500,000 for solar systems installed by their company. The matching funds from RGS are provided as a gift to the UNM Foundation.

UNM Valencia will be the second project under the latest RFP, and the fifth project that UNM will complete using funds donated from RGS. The project will install an approximately 127 kW solar photovoltaic (PV) roof-mounted system on the most likely candidate Building C on the Valencia Campus. The system will be designed and built by RGS at a total project cost of \$520,000. The project is tentatively scheduled to start construction in September 2016 and to complete in December 2016.

**PROJECT RATIONALE:**

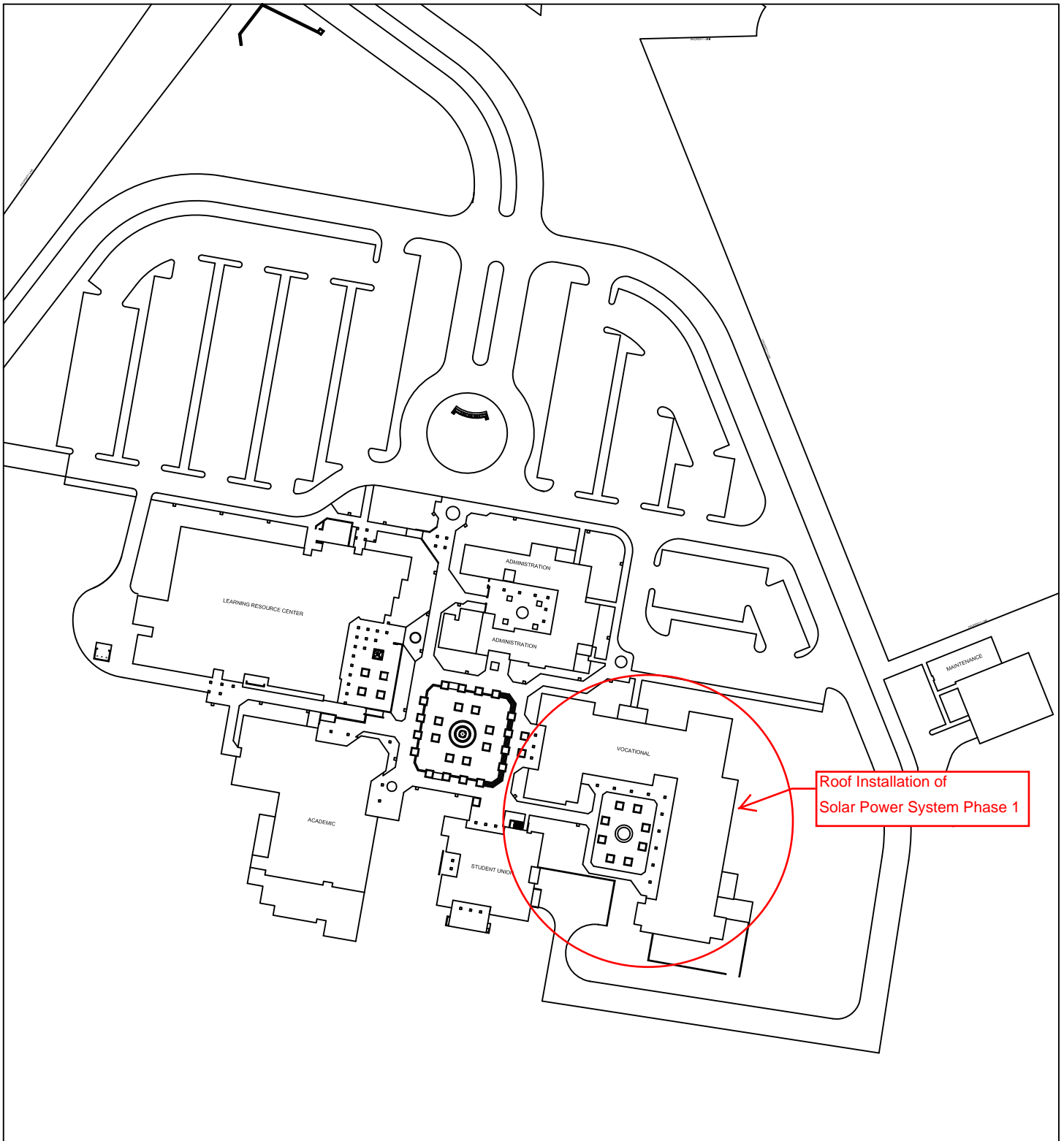
This project is recommended for approval for three reasons. First, the roof is a large open space that does not get shaded and therefore the energy output will be maximized. Second, the PV system will generate approximately 197,300 kWh per year of renewable energy which equates to approximately 8% of the total building consumption. This will reduce the utility bill by about \$13,000. Third, this project will reduce the UNM carbon footprint by 90 tons MTCDE per year. Finally, since UNM has invested more than the regulatory required 2% of its annual electrical cost on the installation of renewable energy systems, it is exempted from paying the Renewable Energy Rider imposed by Public Service Company of New Mexico (PNM), and the amounts paid are refunded to UNM by PNM. This combination of benefits yields an NPV of approximately \$343,000 over a 25 year period.

**FUNDING:**

The total estimated Project Budget is \$520,000:

- \$260,000 is funded by a Rio Grande Solar, LLC donation through the UNM Foundation using the last of the remaining donation funds
- \$260,000 is funded by UNM Valencia from local general obligation bonds

# UNM VALENCIA







*Supporting documentation for this item  
may be submitted before or during the meeting*



July 16, 2016

Regent Marron Lee  
Chair, Finance and Facilities Committee  
UNM Board of Regents

Dear Marron,

Thank you so much for meeting with us last week. We appreciated having the time to talk further with you about the Harwood Museum and especially the possibility of being on the agenda and presenting information to the Finance and Facilities Committee on August 1.

I am attaching the following documents which I hope will provide the committee with an update on the Museum along with our current needs:

- 1) Harwood Info
- 2) Letter from AAM
- 3) Facility needs
- 4) AAM needs

Please let me know if you would like any additional information in advance from the Harwood, otherwise I do hope I might be able to be placed on the August 1 agenda. I expect to be accompanied by our Director Richard Tobin, former Board Chair and current UNM Foundation board member Linda Warning, as well as additional board members.

Many thanks for your time and interest in the welfare of the Harwood Museum and I look forward to hearing back from you regarding our request.

Best regards,  
*Marcia*

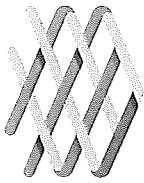
Marcia B. Winter  
Governing Board Chair



## **Things You Should Know About the Harwood Museum of Art**

- Elizabeth Harwood conveyed the Harwood Foundation to UNM in 1935.
- In 1936 John Gaw Meem began a design for a two story addition to the original house.
- In 1997 an expansion added the Agnes Martin Galley, the Peter & Madeleine Martin Gallery, the Scott Gallery, and underground collection storage.
- The 2010 expansion of 11,000 square feet, added the Mandelman Ribak Gallery, the 100 seat Arthur Bell Auditorium, doubled the collection storage space and added an archive work room. This was a \$6.3 million dollar project with \$3.1 million from New Mexico Capital Outlay, \$900,000 from UNM, and \$2.3 million from private donors and foundations.
- The Museum houses a collection of 5,000 pieces of art work primarily from Northern New Mexico artists spanning the years from 1900 to the present and representing all cultures.
- In the last 6 years, the Museum was gifted two valuable collections of art works valued at close to \$5.0 million dollars. Through a MLS Grant and private donations, the entire Harwood collection is being digitized and is available on our web site for the world to see.
- The Museum's education programs serve over 8,000 area youth, from preschoolers to at-risk teens, who take part in Harwood art programs each year.
- More than 23,000 visitors a year attend concerts, lectures, and exhibitions in the Harwood historic building. 83% are from outside Taos County.
- UNM Taos students and faculty use the Harwood as a resource center for classes and research.
- The Harwood's current exhibition "Mabel Dodge Luhan & Company-American Moderns and the West" chronicles the life of Luhan with works by the artists she brought to New Mexico. This exhibition will travel to the Albuquerque Museum of Art this fall and to the Burchfield Penney Museum of Buffalo, NY.





# American Alliance of Museums

## **Alliance Accreditation Commission**

### **Chair**

#### **Burt Logan**

Executive Director  
& CEO,  
Ohio History  
Connection,  
Columbus, OH

#### **Amy Bartow- Melia**

Assoc. Director for  
Programs &  
Strategic  
Initiatives,  
National Museum of  
American History,  
Washington, DC

#### **Ann Fortescue**

Executive Director,  
Springfield Museum  
of Art,  
Springfield, OH

#### **Lourdes Ramos**

Executive Director,  
Museo de Arte de  
Puerto Rico,  
San Juan, PR

#### **Kenneth Schutz**

The Dr. William  
Huizhig Executive  
Director, Desert  
Botanical Garden,  
Phoenix, AZ

#### **Bonnie Styles**

Museum Director  
Emeritus and  
Adjunct Research  
Associate,  
Illinois State  
Museum,  
Springfield, IL

#### **Mary Sue**

#### **Sweeney Price**

Director Emerita,  
The Newark  
Museum, NJ

#### **William Trampusch**

Gosnell Executive  
Director,  
Nantucket Historical  
Association,  
Nantucket, MA

November 2, 2015

Ms. Lacy Cantu  
Interim Director  
Harwood Museum of Art  
238 Ledoux St.  
Taos, NM 87571-7009

Dear Ms. Cantu:

After much consideration, the Accreditation Commission voted to table its decision on accreditation for the Harwood Museum of Art. We discussed your museum at great length at our October 19-20, 2015 meeting, reviewing the Self-Study, supporting documents, and the Visiting Committee's report.

The Harwood Museum of Art's exhibitions, collections, and outreach initiatives make the institution a significant asset to the University and the wider community. We commend the University administration, the newly-formed governing board, and the staff for the amazing level of work over the last six years to build stronger working relationships, streamline the governance structure, and engage the community—particularly the relationships and trust built with the local Taos community.

However, the current strategic institutional plan has expired, security practices do not meet standards, and staff capacity does not meet the demands of the enlarged facility. Therefore, we have tabled our decision on accreditation to allow the museum to develop a new strategic plan that will guide decision-making and resource allocation and address the issues below.

### Museum Security

Security should be overseen by management-level staff. The current delegation of responsibility to volunteers and two staff members also responsible for the physical plant is not adequate for the size and importance of the collection. Specific concerns are outlined in the Site Visit Report. The museum needs to create a security plan to redress this deficiency. It should include timelines, action steps, and accountability. During the tabling period we also expect to see progress made in implementation of the plan.

### Strategic Institutional Plan

A current and comprehensive plan that meets the standards (see enclosed) needs to be developed to address the following issues:

- The role of Board and Council members in securing financial support and fostering donor relationships to augment University support
- Longer-term results from the change in governance (Advisory Board to Advisory Council)

continued

- How the museum and university will fill existing open positions, build capacity to support the demands of the expanded facility, and retain staff through a competitive salary structure

We ask that you also provide an update on the director search as part of your tabling reports.

Based on the museum's track record for careful planning, its dedicated and energized staff and the governing body's willingness to make changes, we have confidence the museum can address these issues.

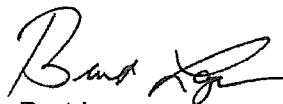
On average, 30 percent of all museums are tabled at each Commission meeting. We find that museums often use their tabling decision as an opportunity to address issues they recognize as areas of concern and to leverage change. You will be reassured to know that in the majority of these kinds of decisions, tabling issues get resolved and accreditation is awarded.

A copy of the Visiting Committee's report is enclosed, along with more information about the tabling process. During the tabling period the museum must address the issues cited above. As part of the tabling process:

- ✓ The museum must submit a progress report with relevant supporting documentation to the Accreditation Program staff **on or before April 29, 2016** for review by the Accreditation Commission at our June 2016 meeting.
- ✓ We will review the museum's final report at our February 2017 meeting and make our decision regarding accreditation based on the progress the museum has made in addressing our concerns. A specific report due date will be assigned after we review your progress report.

I encourage you to contact Julie Hart, Senior Director, Museum Standards and Excellence, at (202) 218-7712 or [jhart@aam-us.org](mailto:jhart@aam-us.org) if you have questions about the tabling process or if you would like to arrange a phone call with a Commissioner to discuss the Commission's decision.

Sincerely yours,



Burt Logan  
Chair, Accreditation Commission  
Executive Director and CEO  
Ohio History Connection

Ms. Lacy Cantu  
November 2, 2015  
Page 3

Enclosures:

Site Visit Report

What You Need to Know About: The Museum's Site Visit Report

What You Need to Know About: The Tabling Decision and Process

Guidelines for the Institution: Tabling Action Progress and Final Reports

Standards Regarding Institutional Planning

cc: Marcia Winter, Chair, Governing Board  
Rebecca Nagy, Visiting Committee  
C. Kurt Dewhurst, Visiting Committee



## Harwood's Critical Facility Needs

The historic original Harwood structure was last renovated in 1977 and has been neglected for years since. In 2011, the Governing Board identified critical repairs that needed to be done to stabilize the building. With the help of \$225.0 from Capital Outlay and additional funds from UNM, the front portal and vigas were repaired along with some work in the back to stop water damage. There are still pressing issues to address. The Harwood received \$90.0 in Capital Outlay funds in 2016 that can be used for the following needs.

- The porch of the Alcalde building has badly deteriorated wood decking, vigas, beams, and corbels. This area is currently braced with pillars and roped off as it is close to collapse. **Alcalde Repair \$175,000**
- The Harwood's visitor elevator to the second floor galleries, originally installed in 1977, is outdated and parts are no longer available. It could stop working at any time and the Harwood would be out of compliance with ADA regulation. **Elevator replacement \$100,000**
- The Harwood's educational programs serve many special needs students and there is no ADA compliant entrance into the education area. Wheelchair participants must go out the back door and travel over a dirt path ramp to enter the classroom. In inclement weather this is almost impossible. **A handicap accessible front entrance is needed. \$75,000**
- The exterior stucco is in poor condition in many locations and cracks are allowing excessive moisture to enter the adobe substrate. **Repair deteriorated stucco areas. \$50,000.**
- The State Fire Marshal recently completed a two day visit to the Harwood and critical issues will arise from that visit but the report has not yet been received.

**The Harwood requests that UNM provide a point person to work with the Harwood Director to develop and implement a plan to address these facility issues.**





## **Harwood's Quest for Accreditation from the American Alliance of Museums**

Since 2007 when the UNM Board of Regents resolution formed the Harwood Governing Board, staff and trustees at the Harwood have been focused on preparing the Harwood for accreditation. These requirements assure the Harwood is using best practices in all aspects of the operation of the museum and the care of the collection. Accreditation aligns the Harwood with the best museums in the country and leads the way to cooperation with other museums in regards to art loans. The Harwood is very close to achieving its goal, but the final steps require help from the University.

- The Harwood raises all of the funds for its public programming, children's educational programs, and exhibitions. The UNM I & G funds only cover about 60% of staffing costs. The additional minimal staffing is paid for by endowments or operating income.
- AAM reviewers have noted the need for additional staff to properly care for the collection. Specifically the need for security guards during times the Harwood is open to the public. There is no room in the budget to make this addition.
- Unlike other UNM museums or schools, the Harwood pays all utility costs from its budget. Since 2009, the Harwood I & G funding has been reduced by 8%, but utility costs have increased 42%. The increased requirements for humidification for AAM will add to that increase with an estimated cost in 2017 of \$62,000 compared to \$50,000 in 2016.
- The Harwood raised over \$200.0 in 2016 for programing and exhibitions and continues to work on raising endowments for all areas.

**To enable the Harwood to reach the goal of accreditation, we request that the Harwood utilities become an obligation of UNM and that the University provide recurring funds for a security guard. This will allow the funds previously spent on utilities to be used to address the other staffing issues noted in the AAM review.**

# Not all first-year students are engaged on campus and succeeding as well as they could.

- Students who live on campus report high rates of satisfaction.
- Students living on campus have higher rates of success than those living off campus.
- A residential requirement is not a fit for all students.

# UNM Residential Living Requirement

- Live-in Requirements Regarded as Positive for Student and Institutional Outcomes
- Several Considerations:



Capacity



Desired  
Outcomes



Safety



Affordability  
and Access



Enrollment  
Impact



Policies and  
Procedures

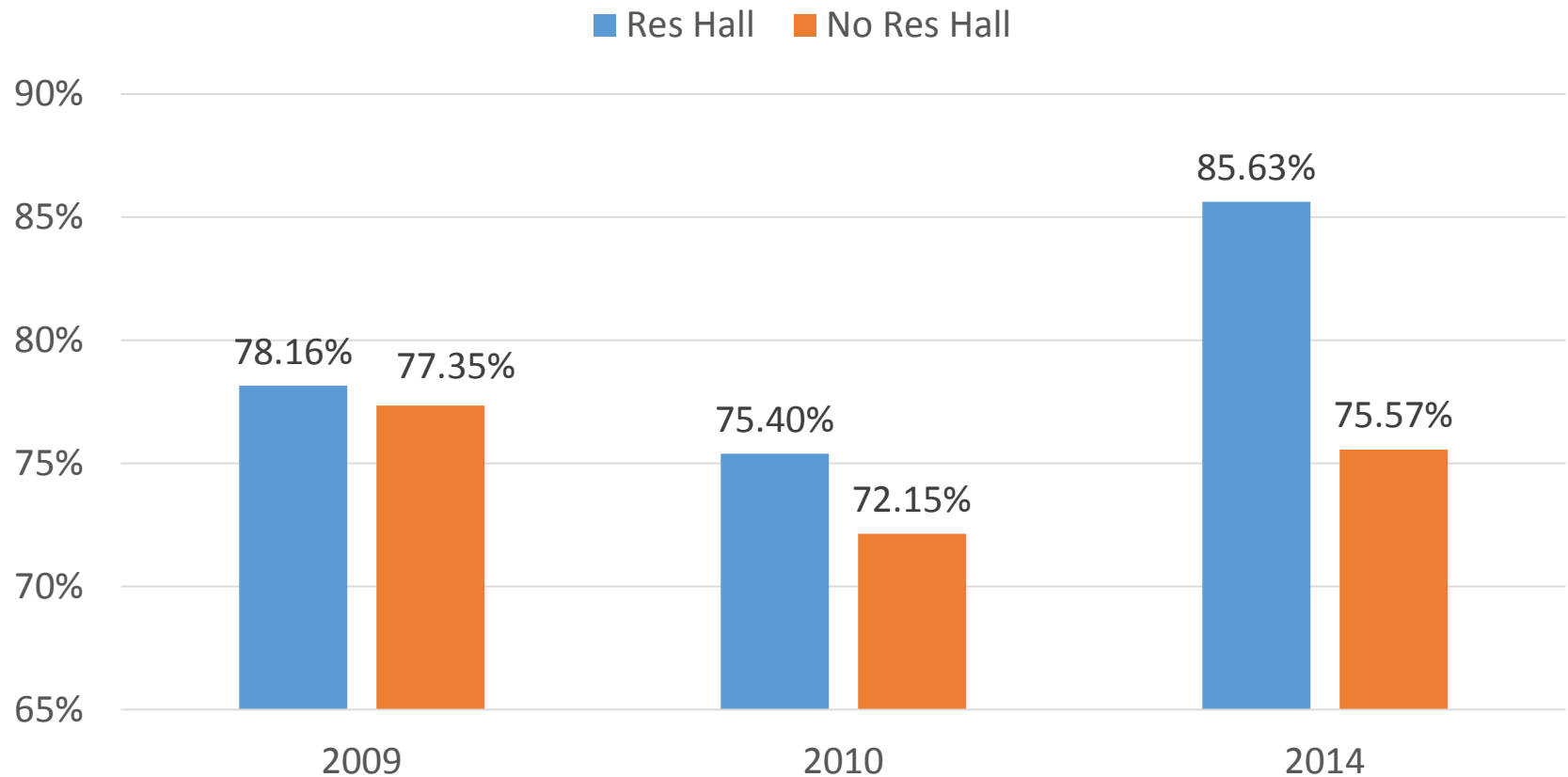
# Planning Process

- Institutional Support Services and Enrollment Management began investigating the major questions in Fall of 2015 at the request of President Frank with a goal of arriving at a recommendation.
- Milestones for data collection and analysis set for each component of the report.
- Timeline requires decision to implement by summer one year before students begin fall semester.



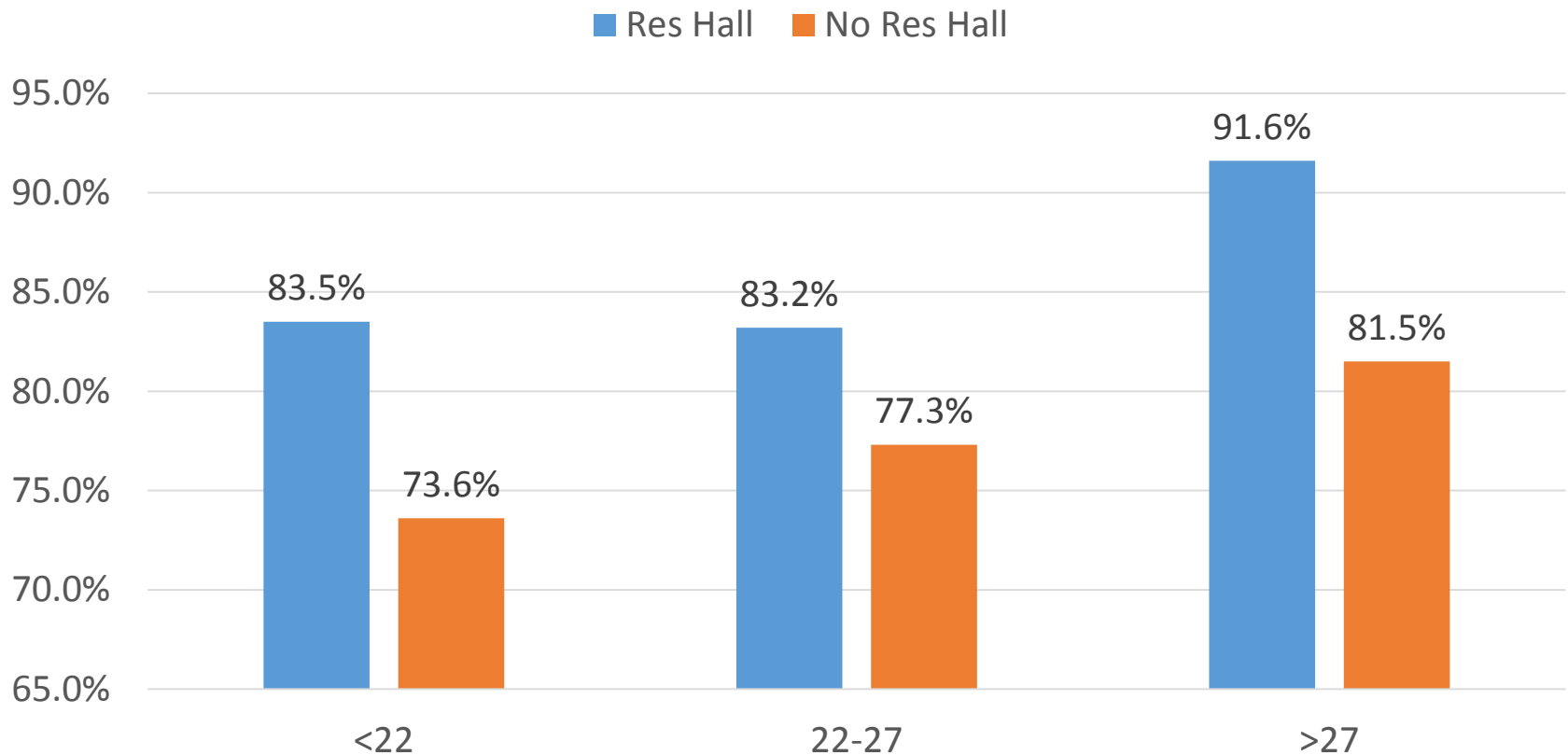
# Student Outcomes

Retention to 2<sup>nd</sup> Fall Semester – 3 Cohorts



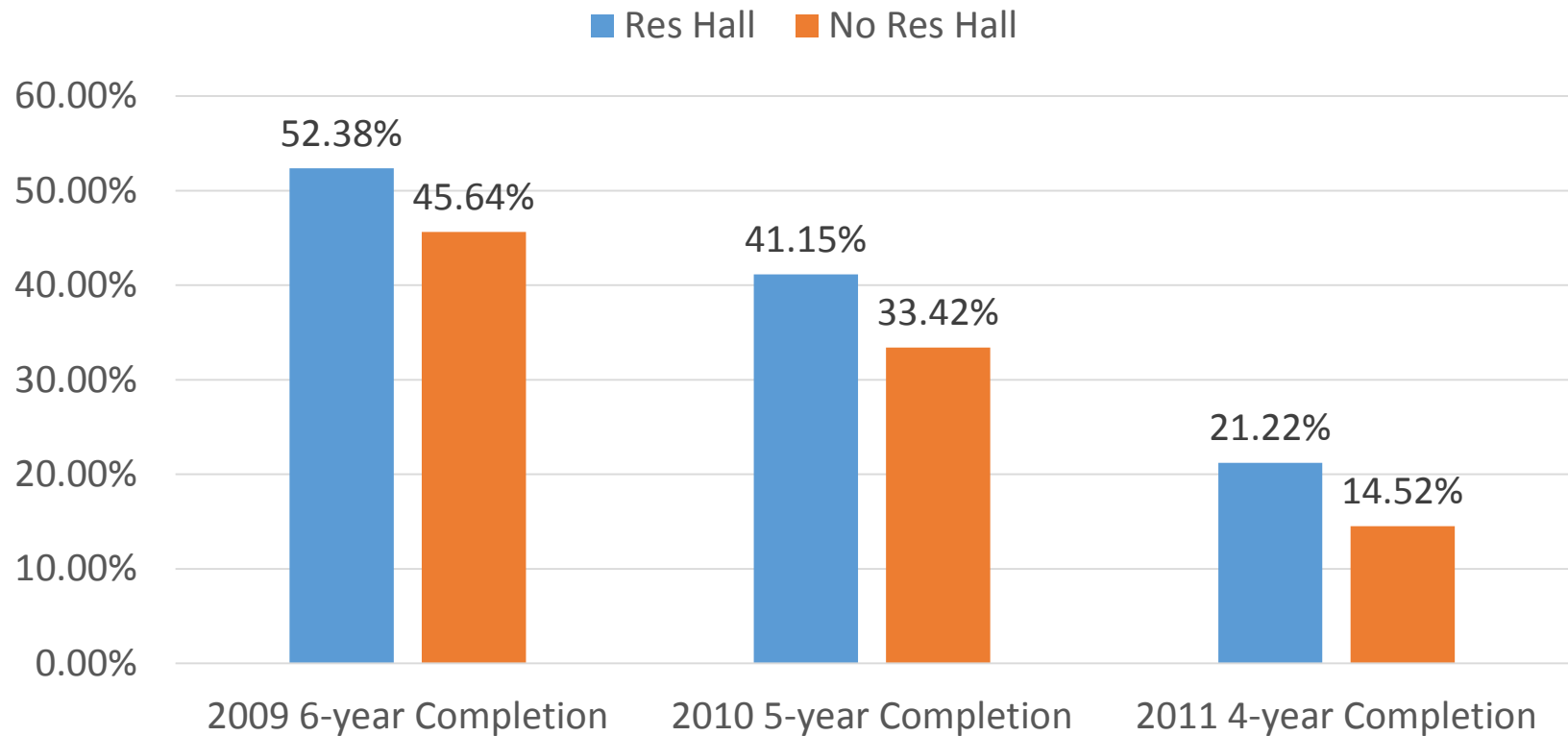
# Student Outcomes

## Retention to 2<sup>nd</sup> Fall Semester – 2014 Cohort



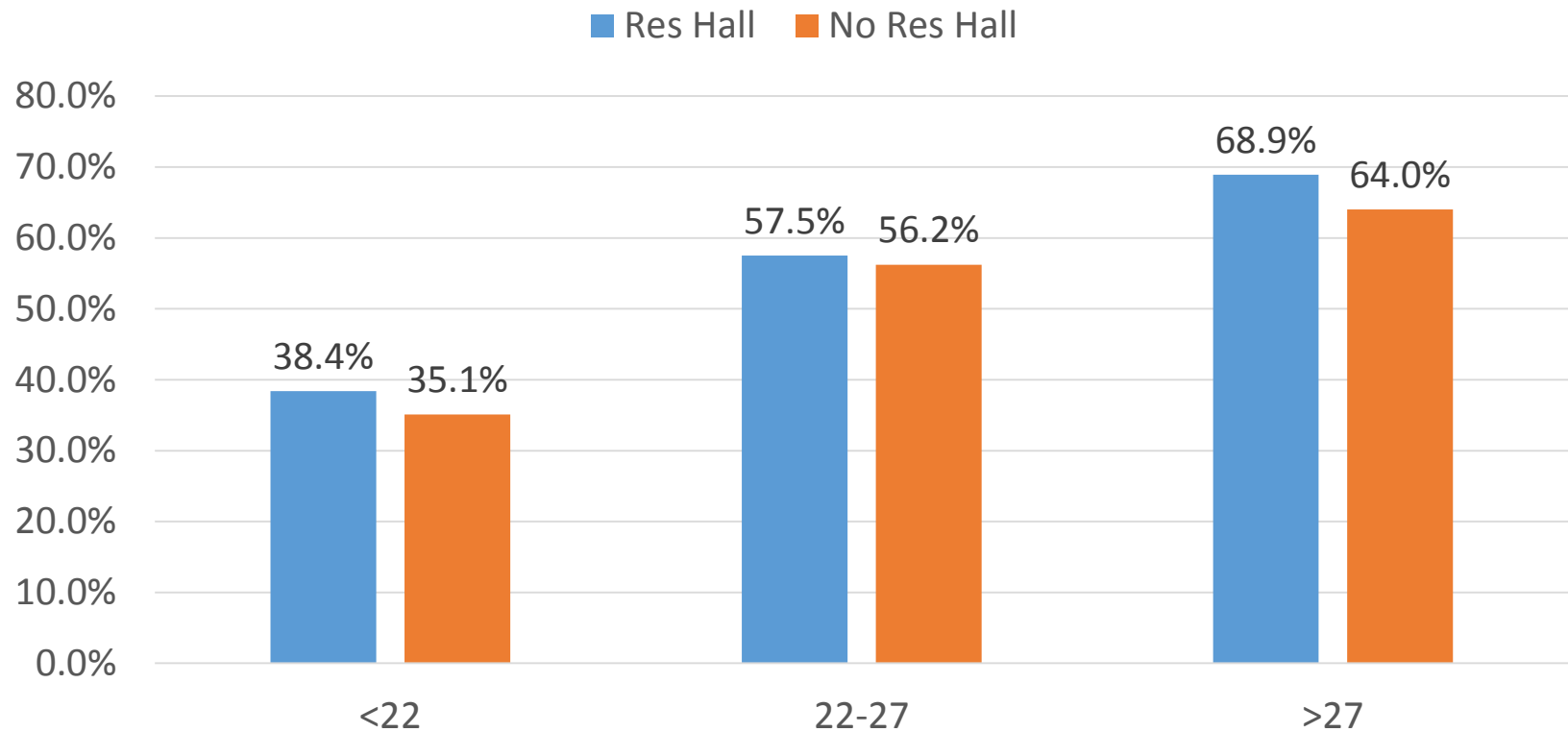
# Student Outcomes

## 6-year, 5-year and 4-year Completion Rates



# Student Outcomes

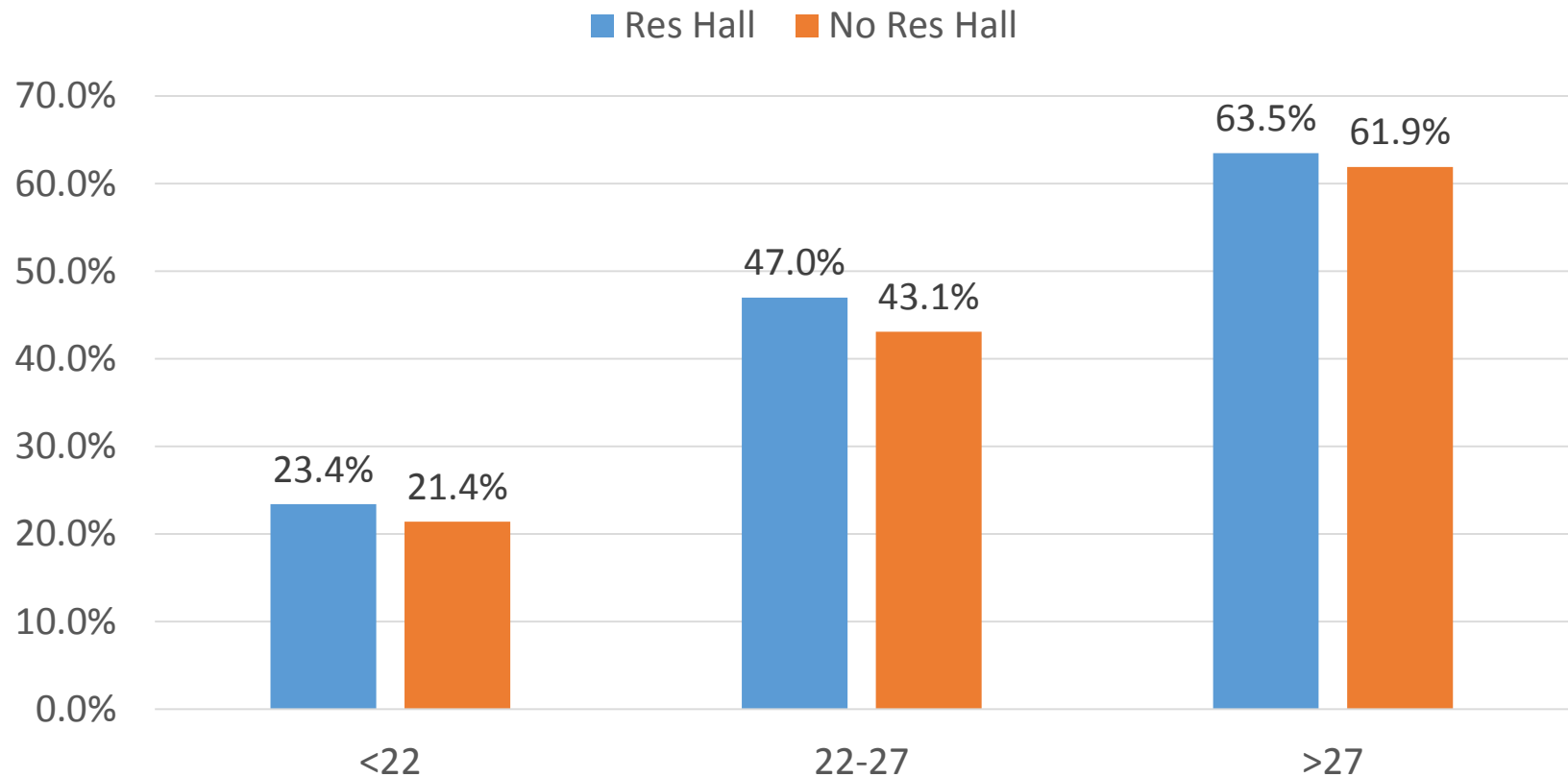
## 6-year Completion by ACT Range





# Student Outcomes

## 5-year Completion by ACT Range



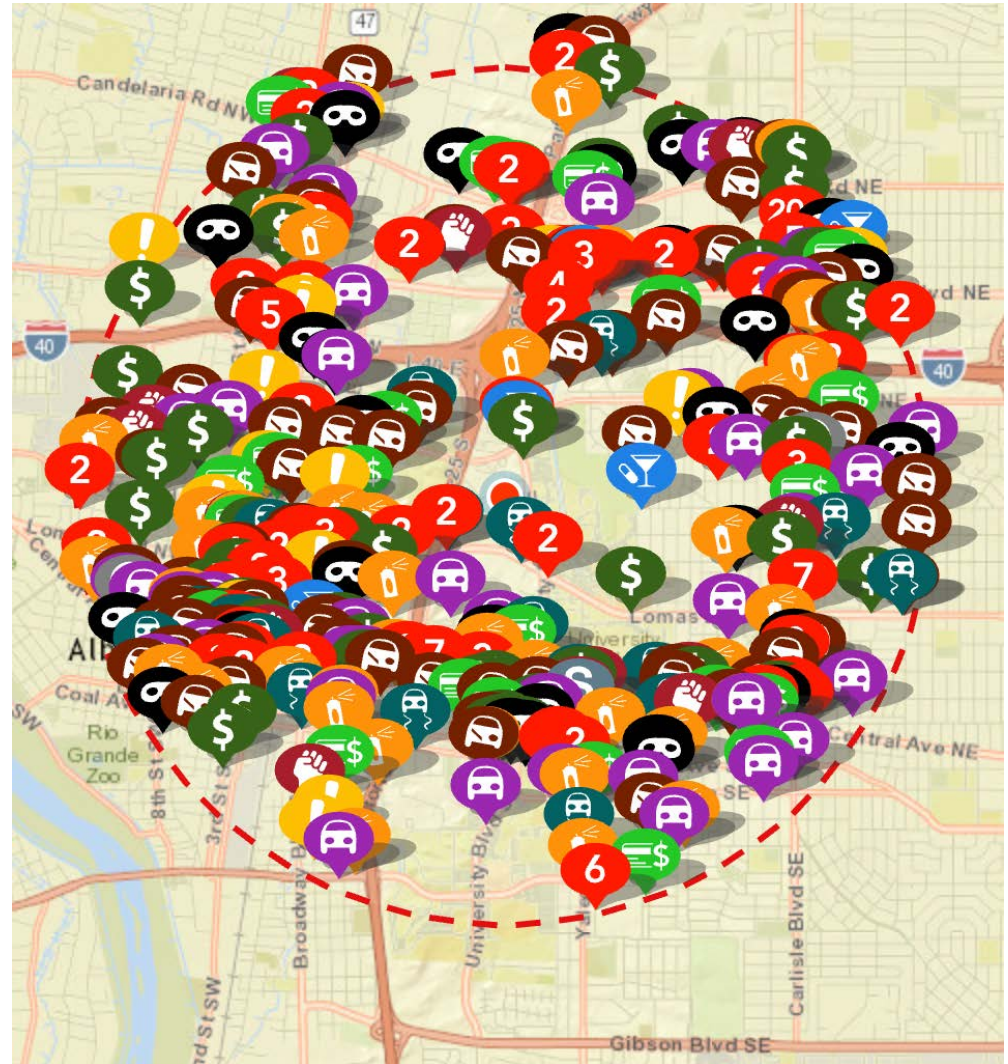
# Safety

There were 30 reported crimes on UNM campus in the most recent Clery reporting year.

In one month there were 530 reported crimes within a 2 mile radius of the UNM campus.

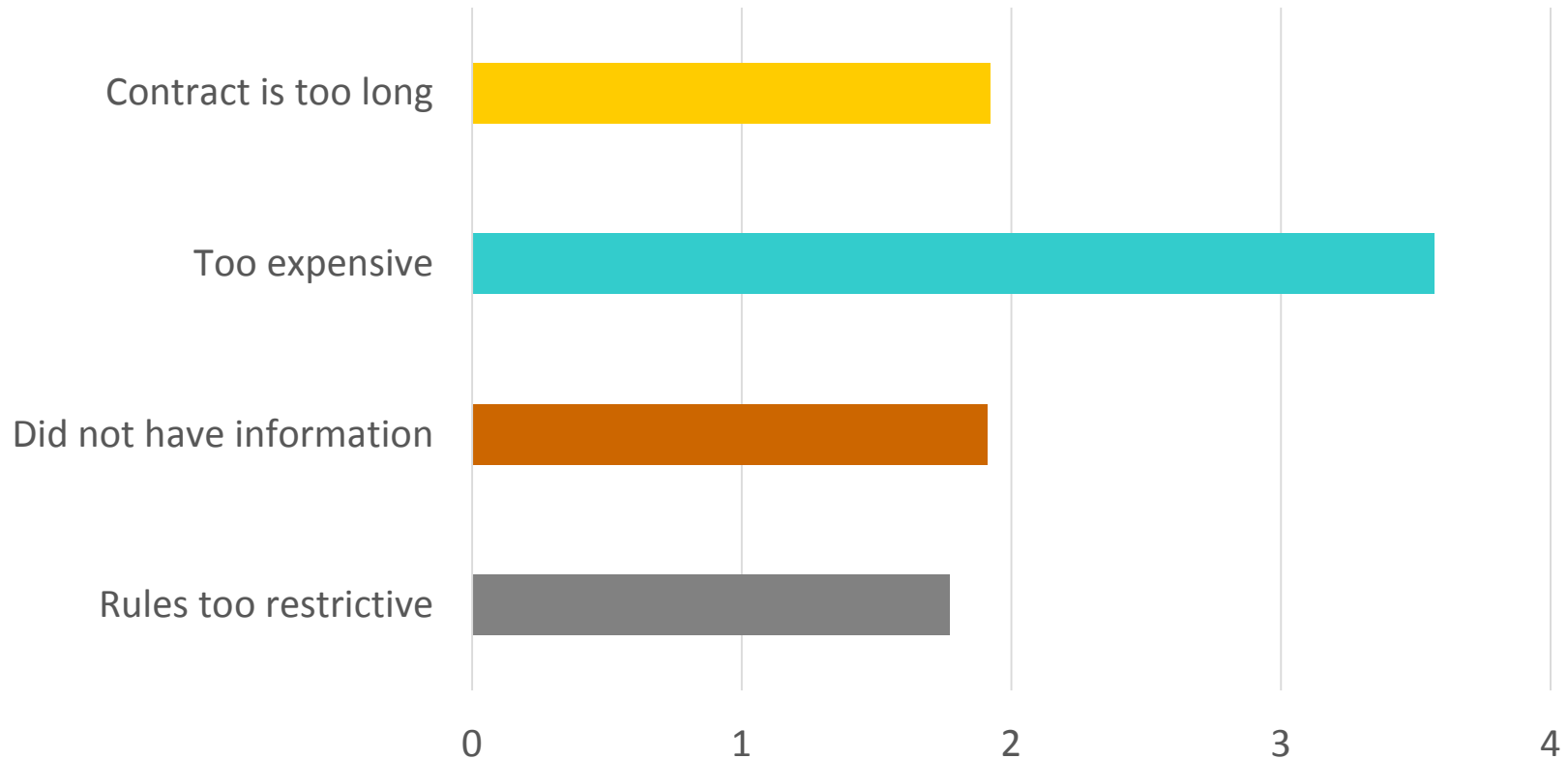
3.1.16 – 3.31.16

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



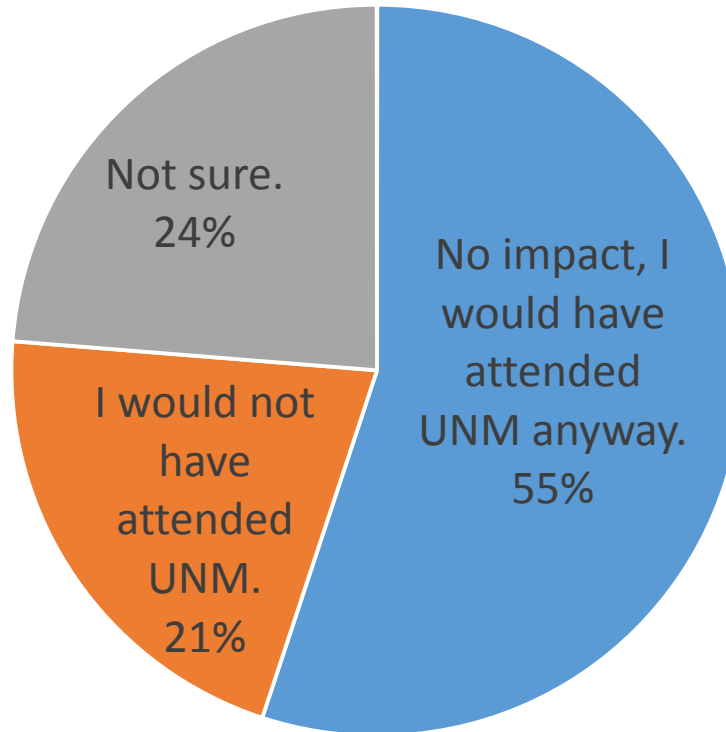
# Affordability and Enrollment

“Why did you choose to not live in UNM campus housing your first semester? Rate each reason 0 (no influence) to 4 (most influence).”



# Affordability and Enrollment

“If UNM required new freshmen to live on-campus how would that have impacted your college decision?”



# Recommendation

- Approve first-year live-in residential requirement for Fall 2017 with standard exceptions including:
  - will live with a parent, guardian or family member within 30 miles of main campus
  - will be at least 20 years of age when the academic year begins
  - is domestically partnered, married or has legally dependent children
  - has a medical or accessibility circumstance
  - will have undue hardship on their ability to attend



## **Administrative Function Overview**

### **UNM's Main Campus and Health Sciences Center Consolidation/Alignment**

**BOARD OF REGENTS – F&F**

**August 1, 2016**

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#### **Functional Consolidation Assessment**

Included below is the status of the primary functional areas under review for possible consolidation or alignment, as announced at the June 7, 2016 Board of Regent's Meeting.

- HSC Legal Counsel has recently transitioned to Main Campus where it is being managed under the direction of Elsa Cole, University Counsel. [Complete]
- Main Campus and HSC Compliance functions review is currently underway and is being led by Amy Wohler, Chief of Staff. [Underway]
- A university-wide review of Information Technology departments is being conducted in an effort to centralize enterprise services to a single provider. This review is being conducted by external consultant, TIG (Technology Integration Group). An additional review may be needed to identify further consolidation opportunities between Main Campus and HSC. [Underway with an expected completion date of September 2016]

#### **Aon Hewitt Review of Senior Positions in Communications/Marketing, Finance, and Strategic Support**

##### **June - August**

- ✓ Kick-off meeting with Aon was held and positions identified for 1-on-1 meetings were invited to an initial informational session regarding the review process and what to expect in their 1-on-1.
  - ✓ Organizational charts were provided by the employee. The charts were then validated against Banner system information and supervisor listed on most recent performance evaluation.
  - ✓ Aon consultants had twenty-two (22) senior level 1-on-1 meetings across Main Campus and HSC. These meetings were 1-1.5 hour long and comments were summarized by an Aon representative.
  - ✓ Role profile documents were then sent to these individuals to provide supplemental interview information related to their scope and responsibilities.
  - ✓ Information from the 1-on-1 meetings and the role profile were compiled into a single report. This information was then compared to goals/achievements from prior performance evaluations.
  - ✓ Communication/Marketing and Finance positions were also asked to complete a Span Analysis form to assist in identifying middle managers with limited spans of control.
  - ✓ When needed, a final set of questions was sent to each employee to gather additional information to provide clarity or to fill in gaps for all information already collected.
8. Aon to develop options for reorganization, coordination, and consolidation. This effort will result in a review and recommendation for revised org structures, titles and salaries to ensure a consistent level of pay between Main Campus and HSC based on scope and responsibilities. Recommendations will be business driven and focus on functions not individuals.

##### **September**

9. Aon to provide options to President Frank for consideration
10. Present final recommendations to Executive Vice Presidents
11. Notify employees

##### **October**

12. Aon to present recommendation to Finance & Facilities and Board of Regents
13. Begin implementation of recommendations



*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: August 1, 2016

**SUBJECT: Athletic Department Financial Overview – FY16 & FY17**

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As discussed in previous years, the UNM Athletic Department budget is a dynamic document that hinges annually upon: 1) self-generating revenues such as ticket sales, advertising and corporate sponsorships, and fundraising and 2) on the expense side, salaries, facility costs, and grant-in-aid, among others. These budget categories consistently put pressure on balancing the budget as the Athletic Departments' administration and coaches strive to recruit talented student athletes and win championships.

The Athletic Department budget is unique from other university budgets in several distinct areas. In terms of revenues, and specifically what can be described as revenue enhancements for the university, increases in tuition & fees and/or room & board actually result in higher costs when rates rise. In terms of expenditures, inflationary increases for health care and utilities are funded centrally at UNM, and thus do not impact schools, colleges, and departments that are funded with Instruction & General dollars on an annual basis. These increases, however, have a disproportionately negative effect on the Athletic Department budget given the scope of these cost drivers relative to the overall Athletic Department budget.

From a recruitment perspective, stipends to athletes in the form of *cost-of-attendance* vouchers represent a new expense category that will continue to pressure the Athletic Department budget in upcoming years. The cost for this program, which directly impacts a coach's ability to recruit talented student athletes, was approximately \$190K in FY16, but will rise to approximately \$475K in FY17. Similar to the significant salary and start-up package costs necessary to recruit talented faculty to the University of New Mexico, these costs can be viewed as an unfunded mandate for the Athletic Department.

Even with these unique challenges, balancing the Athletic Department budget is a fundamental goal of the University of New Mexico that once again has not been met in FY16. We must, and will, do better in this regard and have several concrete proposals that will assist in achieving this goal in FY17, FY18, and beyond.

With the exception of FY15, the FY16 budget shortfall follows several years of budget overages for the Athletic Department. This is the case even though steps have been taken in past years to minimize overages through internal loan agreements. The bullets below summarize three such agreements and the loan payoffs that have been made from central minor capital interest reserves to release the Athletic Department from having to fund these payments in FY17. By paying off these outstanding loans, the Athletic Department will realize approximately \$200,000 in savings in FY17, and thereafter, depending on the outstanding term of the loan.

***Financial Services***

- FY12 Operations - Outstanding Balance \$750,000: Paid-in-Full, Minor Capital Interest Reserves
- Coach Locksley Buyout - Outstanding Balance \$167,400: Paid-in-Full, Minor Capital Interest Reserves

***Institutional Support Services***

- FY15 Operations - Outstanding Balance \$350,000: Paid-in-Full, Minor Capital Interest Reserves

In addition to the payoffs of outstanding loan balances, the administration has provided financial support to the Athletic Department as it relates to debt service on Wise Pies Area – The PIT. The table below depicts the support provided in FY16, and more importantly the solutions forthcoming in FY17 that will allow for the PIT debt service to be paid in full absent any university financial support.

***FY16 Revenue Shortfall - \$1,250,000***

***Funded-in-Full with UNM Series 2001 Debt Service Reserves***

<b>FY17 Budget Projection</b>	<b>FY16</b>	<b>FY17</b>	<b>Delta</b>
<b><i>Corporate Sponsorships</i></b>			
Wise Pies	100,000	600,000	500,000
U.S. Bank	175,000	200,000	25,000
Subtotal			525,000
<b><i>Debt Service Savings</i></b>			622,000
<b><i>Net Positive Change</i></b>			<b>1,147,000</b>

The final and most critical aspect of our conversation today regarding the Athletic Department budget is the 2016 fiscal year end deficit of \$1,535,257. As the spreadsheet below details, numerous factors contributed to this deficit.

As an overview, significant revenue shortfalls in ticket sales, and to a lesser extent fundraising activities, drove the unfavorable variance in overall revenues. These budget categories often go

hand-in-hand, with successful seasons on the field/court driving ticket sales and annual giving. On the expense side, team operating and event management costs drove the overall budget variance. Although it appears gift-in-kind revenues fell short of expectations, this figure must be netted out against gift-in-kind expenditures, which were well under budget.

Description	Original Budget	Year-End Actuals	Balance
<b>Beginning Balance</b>			<b>(2,758,000)</b>
<b>Revenues</b>			
Ticket Sales	7,687,000	6,712,103	(974,897)
UNM & State Funding	6,852,200	6,775,100	(77,100)
Other Sales & Services	2,235,160	2,896,719	661,559
Advertising/Corporate Spon.	5,096,000	5,010,500	(85,500)
Fundraising/Gifts-in-Kind	5,101,000	4,901,000	(200,000)
Other Miscellaneous	5,972,528	6,996,602	1,024,074
<b>Total Revenues</b>	<b>32,943,888</b>	<b>31,810,342</b>	<b>348,136</b>
<b>Expenditures</b>			
General/Personnel	13,610,833	13,368,404	242,429
Team Operating	4,469,404	4,859,404	(390,000)
Game Guarantees	1,025,000	1,033,777	(8,777)
Event Management	2,206,282	3,015,867	(809,585)
Grant-in-Aid/Student Costs	4,467,919	5,003,903	(535,984)
Cost of Attendance	180,600	190,065	(9,465)
Utilities and Administration	2,977,520	3,366,105	(388,585)
Training Room/Gifts-in-Kind	2,315,885	2,514,211	(198,326)
Other Miscellaneous	1,690,445	1,475,545	214,900
<b>Total Expenditures</b>	<b>32,943,888</b>	<b>33,345,599</b>	<b>(1,883,393)</b>
<b>Total Operating Loss</b>			<b>(1,535,257)</b>
<b>FY2015/2016 Ending Balance</b>			<b>(4,293,257)</b>

The question we're now faced with is how to improve upon the final FY16 financial results. The answers are complex and varied, but begin with driving self-generating revenues and implementing cost-cutting strategies across the athletic department enterprise. Specific *revenue* areas of focus should include the following:

- Drive an improvement in ticket sale revenues in the three major sports, football, and men's & women's basketball
- Continue efforts to strengthen fundraising activities, both individual and corporate
- Lobby for equal UNM/NMSU grant-in-aid state appropriations (\$532,000 in-balance)
- Investigate a student fee increase which will result in UNM athletics receiving an amount of student fee revenues that is equal to the average of its Mountain West peers
- Consider adding additional "revenue" games (football and men's/women's basketball)

- Monitored alcohol sales
- Consider funding cost-of-attendance with Regent Endowment funds
- Drive an improvement in facility rental revenues related to third-party events

Specific **expenditure** areas of focus should include, but are not limited to, the following:

- Control and limit team operating and event management costs – overages must be funded with sport-specific non-endowed funds
- Eliminate non-revenue generating sports
- Continue pause & hold hiring practices
- Eliminate position – administrative and others
- Reduce scholarships for Olympic Sports
- Reduce travel costs – schedule regionally

Understanding the importance of balancing the budget immediately in FY17, while laying the foundation to pay-off the accumulated deficit of \$4.3 million, the following steps have been taken since the original budget build/submission which will improve the fiscal performance of the Athletic Department in FY17:

• Elimination of internal loan payments	\$203,000
• Modified debt service projection (\$1,147,000 total)	\$119,000
• Game guarantees	\$900,000
• Revised MWC TV Deal (effective FY18)	\$500,000

In addition to these firm modifications, the FY17 original budget contains a more conservative projection for ticket sales in football and men's & women's basketball. The Athletic Department budget was developed with reduced revenue projections for these three sports, with estimate revised downward by approximately \$900,000. It is the belief of the Athletic Department administration that this revenue figure is achievable, and depending on the success of the three teams, could be exceeded with the surplus accruing to the year-end bottom line for the fiscal year.

Finally, appreciating the fact that projecting and monitoring the Athletic Department budget is a complex matter, the Office of Planning, Budget & Analysis (OPBA) will work with Athletics in refining its chart of accounts. This will be done with the goal of automating administrative reports with live Banner data to allow for improved monitoring and reporting of activities.

In the pages that follow there are two additional reports, including 1) summary of FY16 financial activity and 2) the NCAA Membership Financial Report for FY15. The second report is required by the Federal Government for all NCAA members and differs from UNM figures by including additional estimated revenue and expense categories. This report will be discussed in more detail during the meeting. Thank you for your consideration and we look forward to hearing your thoughts in an effort to balance competitive expectations with budget realities.



# ATHLETIC DEPARTMENT FINANCIAL OVERVIEW

## Outstanding Loans

### *Financial Services*

FY12 Operations - Outstanding Balance \$750,000: Paid-in-Full, Minor Capital Interest Reserves

Coach Locksley Buyout - Outstanding Balance \$167,400: Paid-in-Full, Minor Capital Interest Reserves

### *Institutional Support Services*

FY15 Operations - Outstanding Balance \$350,000: Paid-in-Full, Minor Capital Interest Reserves

## Debt Service

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Subtotal			525,000
<b><i>UNM Series 2016 Debt Service Savings</i></b>			622,000
<b><i>Revenue/Expenditure - Net Positive Change</i></b>			<b>1,147,000</b>

## FY 2015/2016 Operations

<b>Description</b>	<b>Original Budget</b>	<b>Projected Actuals</b>	<b>Balance</b>
<b><i>FY 2015/2016 Beginning Balance</i></b>			<b>(2,758,000)</b>
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<b><i>Total Projected Operating Loss</i></b>			<b>(1,535,257)</b>
<b><i>FY 2015/2016 Projected Ending Balance</i></b>			<b>(4,293,257)</b>

**MOUNTAIN WEST CONFERENCE FINANCIALS**  
**NCAA MEMBERSHIP FINANCIAL REPORTING SYSTEM - FY15**

MWC SCHOOL		TOTAL BUDGET	INST. SUPPORT (1)	STUDENT FEES	GOVT. SUPPORT	INDIRECT SUPPORT (2)	TICKET SALES	CONTRI. NOT GIFT-IN-KIND	GIFT-IN-KIND	SALES, PARK & CONCESS.
<i>MWC Average</i>	<i>18</i>	<i>37,890,000</i>	<i>7,760,000</i>	<i>4,740,000</i>	<i>3,110,000</i>	<i>2,290,000</i>	<i>4,760,000</i>	<i>5,140,000</i>	<i>918,000</i>	<i>800,692</i>
Air Force Academy	25	-	-	-	-	-	-	-	-	-
Boise State	17	43,860,000	4,160,000	3,510,000	2,690,000	2,070,000	7,930,000	4,400,000	440,000	988,290
Colorado State	14	38,450,000	12,390,000	5,540,000	-	2,470,000	3,880,000	3,220,000	542,000	745,050
Fresno State	19	39,070,000	9,020,000	4,330,000	-	871,800	7,800,000	4,870,000	1,410,000	756,694
Nevada	15	26,950,000	1,620,000	2,620,000	4,990,000	225,300	3,780,000	4,870,000	276,800	274,559
<i>New Mexico (3)</i>	<i>22</i>	<i>42,350,000</i>	<i>3,170,000</i>	<i>4,000,000</i>	<i>2,850,000</i>	<i>1,550,000</i>	<i>6,660,000</i>	<i>8,170,000</i>	<i>2,690,000</i>	<i>1,373,000</i>
San Diego State	18	49,010,000	9,850,000	10,160,000	-	3,970,000	4,790,000	8,070,000	-	733,639
San Jose State	19	28,590,000	9,320,000	8,120,000	-	658,800	1,390,000	2,190,000	-	181,094
UNLV	16	45,020,000	1,760,000	2,840,000	7,030,000	7,630,000	5,320,000	7,300,000	1,400,000	2,420,000
Utah State	14	30,330,000	12,290,000	4,180,000	125,000	2,780,000	2,140,000	2,680,000	307,000	71,967
Wyoming	15	35,260,000	13,980,000	2,070,000	1,000,000	721,500	3,920,000	5,990,000	320,000	470,000

(1) Institutional Support: Tuition, Tuition Waivers, Transfers, Work Study, Spending Policy Distributions

(2) Indirect Facility & Administrative Support: Facility Debt Service, Administrative Services, Maintenance, Security, Risk Management and Utilities

(3) Ticket Sales do not Include Suite or Club Level Seats

## *Advisor Reports*



## Board of Regent Report

UNM Alumni Association & Alumni Relations Office

August 18, 2016

### Strategic Goals:

#### Goal: Maximize alumni and student engagement

##### Student Engagement

- **New Student Orientation** – UNM Alumni welcomed students and parents to UNM at each New Student Orientation throughout the summer.
- **International Student Orientation** – UNM Alumni welcomed new international students at their orientations
- **Welcome Back Days** – UNM Alumni volunteers will serve hot dogs and soda to students on Friday, August 26 at noon, near the Duck Pond.
- **UNM Trailblazers** (3) attended the CASE ASAP Network Conference in Atlanta, GA. August 4-6. One received the Clarence Jupiter Scholarship, with recommendations by a UNM alumnus.

##### Alumni Engagement

- **Chapters and Alumni Outreach**
  - Green Chile Roasts – Seven regional chapters will host green chile roasts or fiestas, with proceeds to benefit chapter scholarship programs.
    - August 14: Chicago Chapter Fiesta at Flo NM Restaurant, Ashland 2-4 pm – 40 attended
    - August 27: San Diego Chapter Roast at McGregor's, 11 am – 2 pm  
Austin Chapter Roast at Pease Park, 10 am – 1:30 pm
    - August 28: Las Vegas Chapter Roast at Carlito's Burritos, 12 – 5 pm  
Los Angeles Chapter Roast at Arroyo Verde Park, 12 – 5 pm
    - September 10-11: Washington DC Taco Picnic and Chile Roast, Fortuitous Farms, 11-3 pm
    - October 1: Atlanta Chapter Roast, Square Pub in Decatur, 1 – 5 pm



## Board of Regent Report

UNM Alumni Association & Alumni Relations Office

August 18, 2016

- Los Angeles Chapter at The Hollywood Bowl for Picnic and Concert, July 2: 30 alums and guests in attendance.
- Austin Chapter Ice Cream Social, July 31: 15 attendees.
- San Diego Chapter College Fair Recruitment Workshop, August 2: 8 attendees
- Salt Lake City Chapter at Top Golf Recreation, August 11
- Denver Chapter Game Watch scheduled at Choppers, September 1
- Los Angeles Chapter: KRQE did a news feature on the 6pm news with chapter leader, Gary Bednorz, discussing his efforts to promote their green chile roasts in support of their scholarship programs.

- **Regional Alumni Outreach**

- Chicago Alumni Weekend, August 12-14, 2016 featuring College of Fine Arts.
  - Friday Night at Ravinia Festival, courtesy of UNM Alum
  - Saturday Tour at Art Institute of Chicago by Dean Kymberly Pinder – 25 attended
  - Saturday All Alumni Reception at Union League Club – 40 attended
  - Sunday Chicago Green Chile Fiesta at Flo NM Restaurant – 40 attended
- Dallas Chapter held a focus group to gather feedback on new ways to successfully engage area alumni.

- **Young Alumni Chapter**

- Beer and Baseball event June 11, Hodgkin Hall Alumni Center and Isotopes Park: 85 attendees.
- Advisory Board Retreat August 27, Hodgkin Hall Alumni Center

### **Lobo Living Room**

- June 28 – Mable Dodge Lujan, Taos – 115 attended; first event held in Taos since 2010.

The UNM Alumni Association **Travel Program** includes educational trips both international and domestic for our alumni and guests. We finish out the year with the following trips.

**Country and Blues:** October 23-31, 2016 - Tennessee, Illinois, Indiana, Kentucky, Missouri

**Paris Immersion:** October 24-November 4, 2016 - Paris





## Board of Regent Report

UNM Alumni Association & Alumni Relations Office

August 18, 2016

**Holiday Markets:** December 6-17, 2016 - Paris, Luxembourg, Germany

### 2017 Alumni Travel Program:

**Pure Polynesia:** February 4-16, 2017

**Cuba: People, Culture, Art:** March 12-20, 2017

**Barcelona Immersion:** April 15-23, 2017

**Palms in Paradise:** April 24-May 10, 2017

**England's Castles, Cottages & Countryside:** June 15-25, 2017

**Switzerland:** July 5-15, 2017

**Awe Inspiring Alaska:** July 14-21, 2017

**Baltic and Scandinavian Treasures:** August 22-September 2, 2017

### Lobo Living Room

***Mabel Dodge Luhan & Company, American Moderns and the West.*** On June 28<sup>th</sup>, the UNM Alumni Association's Lobo Living Room series traveled to Taos, New Mexico where Curator Dr. Lois Rudnick talked about the art exhibit at the UNM Harwood Museum of Art. A docent lead tour of Harwood and a reception also took place. The event was filled to capacity, 115 people attended, many of whom had not attended a Lobo Living Room before.

***Trends in New Mexico Politics and the Presidential Election.*** On August 25<sup>th</sup>, New Mexico Political Analyst, Brian Sanderoff '77, will present polling stats and scenarios of the upcoming 2016 Presidential election. The event will take place at UNM's Continuing Education Center. A reception will precede the event. Attendance is expected to be around 200 people.

### GREATER ALBUQUERQUE AREA ALUMNI CHAPTER (GAAAC)

#### GAAAC Community Service

- On August 20<sup>th</sup>, GAAAC will volunteer at the **Albuquerque Storehouse** and assist local community members gather food.
- On August 25<sup>th</sup>, GAAAC volunteers will help welcome UNM students at the annual **Welcome Back Days** on campus.

#### GAAAC Recognition and Professional Development



## Board of Regent Report

### UNM Alumni Association & Alumni Relations Office

August 18, 2016

The following six UNM alumni received the **Aluminaria Award** from June-August 2016:

- David R. Muñoz, 2016 Paul Ré Peace Prize recipient and for his effort in combining engineering and humanitarian efforts.
- William M. Brown III, 2016 Paul Ré Peace Prize lifetime achievement award and for his environmental conservation and sustainability work.
- Denise Elia Chávez, Paul Ré Peace Prize lifetime achievement award and for her writing and advocacy initiative on the borders of New Mexico, West Texas and northern Mexico.
- Kyle Stepp, for overcoming health obstacles and turning his personal tragedy into triumph that benefits all those around him.
- Maureen Meyer '14, MA, for travelling to Africa on a Fulbright Scholarship to research the impact culture has on the environment.
- Susan Zannoni '09 Nursing, for her determination to integrate mental and physical health in her 25-year nursing practice in the state of New York.

#### GAAAC Social

The Greater Albuquerque Area Alumni Chapter attended a big line-up of social events over the summer:

- June 17, 7-10 pm: **Salsa Under the Stars**, *Calle 66*, at the Albuquerque Museum Amphitheatre.
- June 24, 6-9 pm: **Summer Nights Zoo Music** - Ryan McGarvey. Listen to the "Next King of the Blues." Summer Nights at the Albuquerque Zoo.
- July 16, 2-10 pm: **City of Albuquerque's annual Route 66 Summerfest** spanning one mile of Nob Hill. Stroll through Nob Hill. Look for GAAAC's table and UNM alumni giveaways.
- July 21, 6:00-9:00 pm: **The Blue Hornets** will perform at the Albuquerque Biopark's *Summer Nights at the Aquarium and Garden*.
- August 5, 6-9 pm: **Salsa Under the Stars**. The Greater Albuquerque Area Alumni Chapter enjoyed an evening of live music and salsa dancing at the Albuquerque Museum Amphitheatre.
- August 20, 7:05 pm: **Isotopes Baseball**. Isotopes play Fresno. GAAAC will sit in a designated section reserved for UNM alumni.

#### UNM Alumni Association Statewide Outreach

September 10, 3:30-5:30 pm: **UNM vs NMSU Tailgate** is scheduled at New Mexico State University in Las Cruces, NM. The Alumni Association is sponsoring this event in collaboration with the Lobo Club and UNM Athletics. Attendance is expected to be around 200 alumni.



## Board of Regent Report

UNM Alumni Association & Alumni Relations Office

August 18, 2016

### Goal: Increase alumni advocacy for UNM

#### Lobos for Legislation

##### General Obligation Bond advocacy

- June-November, 2016: **General Obligation Bond.** *Lobos for Legislation* committee is very involved in the 2016 GO Bond campaign. The committee is communicating to various community groups the importance of passing the 2016 GO Bond, that stand to benefit UNM capital projects.

### Goal: Maximize benefits of technology

#### Homecoming 2016

In support of this year's **HOWLABALOO: Let's Get This Party Started** homecoming theme, the Alumni Relations Office has started to build and execute its integrated marketing campaign for the event, which includes a cohesive look and feel to compliment the new UNM branding, a photo shoot with Louie and Lucy highlighting UNM Athletics, main and HSC campus. Alumni and community will use the new iModules platform to register and manage event attendance and the newly designed website to communicate the more than 50 campus-wide homecoming events to our audience – alumni, students, faculty, staff and the community.

In addition to Alumni sponsored events, our Homecoming registration form is accepting registrations from departments across campus. This year's registration includes:

- Alumni Weekend Events: Honors College, Earth & Planetary Sciences, Naval ROTC
- Athletics: Alumni Association Tailgate, Homecoming Football Game, Lobo Men's Soccer Tailgate and Game
- Open Houses, Reunions, Receptions: Library Student Reunion Reception, Black Alumni Chapter Awards, All Alumni Open House, Graduate Art Student Open Studios, All University Breakfast



## Board of Regent Report

UNM Alumni Association & Alumni Relations Office

August 18, 2016

- Tours: Zimmerman Library Tower Tours, Campus Sculpture Walking Tour, Maxwell Museum Tour, Office of Medical Investigator Tour, Campus Walking Tour, Art in the Afternoon Tamarind Tour

**Website:** June 1-August 8, 2016: 16,191 Page Views; Top 5 pages: 1. UNM Alumni Home Page, 2. Alumni Chapel Main Page, 3. Staff Directory, 4. Homecoming, 5. Events Calendar

**Online Community:** There were 120 new registered members to the Online Community during this period.

**Howler Statistics:** The Howler continues to average a 15% open rate, with an average of 1100 click throughs per issue.

- The July issue highlighted: Changes to our Board of Directors, Thank You Reception, Chapter Leaders meeting, Green Chile Roasts and Homecoming
- The August issue focused on: The Chicago All Alumni Weekend, Homecoming, Green Chile Roasts and Lobo Living Rooms

### The Mirage Magazine

The Mirage for Fall 2016 is in production and on time for an early September mailing. Stories include:

- First-generation college graduates at UNM
- Alumni profiles of James Lewis, Robert Ward (part of gravitational waves discovery), Simon Ejdemyr (soccer standout now doing poli sci research at Stanford), Becky Freeman (triple alum who is MWC's first on-staff athletics nutritionist), Rachel Balkovec (first female conditioning coach in Major League Baseball)
- UNM's rebranding effort
- UNM Black Alumni Chapter oral history project
- Photo-heavy story on UNM's human osteology lab, slated for renovation

**Social Media:** Social media continues its steady increase in followers and engagement through Facebook, Twitter and Instagram. Alumni interact and discover upcoming events and programs. Flickr showcases photos from all events, programs and campus activities.



GRADUATE *and* PROFESSIONAL  
STUDENT ASSOCIATION

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## **GPSA Board of Regents Meeting**

### August 18, 2016 Talking Points

GPSA 2016 Graduate Summer Scholarship Funding

- 2015: 6 applicants; 6 awardees
- 2016: 188 applicants; 45 awardees; 6 appeals/2 appeals awarded/3 rereads

Update of *Graduate Student Survival Guide*

- Funding Collaboration

Fall Semester Graduate Student “*Welcome Backs*” and New Student Orientations

Student Fee Review Board (SFRB)

Graduate Student Commons: University Libraries Collaboration

Departmental Visits: Deans/Administrators

Campus Violence Training

Appointment of GPSA Health Committee Chair/North Campus Outreach Strategy

Safe Zone Training

Volunteer Recruitment & Development

GPSA Sponsored Activities

- Swap & Sell (SUB Atrium): August 31, 10:00 a.m. – 3:00 p.m.
- Self Defense Course (Johnson Gym Room): September 8, 3:00 p.m. – 6:00 p.m.
- Volleyball (Residence Life & Student Housing): September 15, 5:00 p.m. – 7:00 p.m.
- Café GPSA (SUB Ballroom A): September 29, 5:00 p.m. – 10:00 p.m.