

**Minutes of the Regular Meeting of the Board of Regents of the University of New Mexico  
September 11, 2015  
Student Union Building, Ballroom C**

Members present

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

Administration present

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

Regents' Advisors present

Ann Rhoades, Alumni Association; Michelle Coons, UNM Foundation; Stefan Posse, Faculty Senate; Texanna Martin, GPSA; Crystal Davis, Staff Council; Jenna Hagengruber, ASUNM

Presenters in attendance

Terry Babbitt, AVP Enrollment Management; Amy Wohler, Chair, Naming Committee; Robert Delcampo, Director Innovation Academy; Andrew Cullen, AVP OPB&A; George Williford, UNM Financial Advisor and with First Southwest; Steve Carr, University News & Communications; Terry Babbitt, AVP EM; Monica Orozco, Vice Provost, Extended Learning; Carol Parker, Senior Vice Provost; Deborah Helitzer, Executive Director HSC Research;

Others in attendance

Members of the 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 September 11, 2015 from 7:48 to 8:46 AM in the Cherry Silver Room of the Student Union Building for discussion only of limited personnel matters as permitted by Section 10-15-1H(2) of the Open Meetings Act (NMSA 1978). Members present were Suzanne Quillen, Marron Lee, Jack Fortner, James Koch, Bradley Hosmer, Ryan Berryman, and Robert Doughty. The matters discussed were limited to those specified in the notice and agenda for the meeting.

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

Regent President Fortner called the meeting to order at 9:14 AM. A quorum was confirmed.

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

APPROVAL OF MINUTES

**The motion to approve the minutes of the August 11, 2015 special meeting and the minutes of the August 14, 2015 regular meeting passed by unanimous vote with a quorum of Regents present and voting (1<sup>st</sup> Berryman; 2<sup>nd</sup> Lee).**

PUBLIC COMMENT (No Comments)

THE PRESIDENT'S ADMINISTRATIVE REPORT

President Robert Frank presented his administrative report to the Board and referred to several slides. An update on enrollment was provided. Overall, main campus credit hours are down just under 1%. We may be seeing a return to pre-recession enrollments in our part-time and adult student population. The impact to the budget is estimated to be similar to last year's impact, partly due to decreased enrollment and partly due to students taking full 15 credit hour loads to which there is a block tuition incentive. Two years ago the University blocked tuition at 15 credit hours which was approved by the Board of Regents in order to incentivize students to be full time. In June 2015, the Administration mandated a 5% withhold of this year's

budgeted funds so the University is prepared for a decrease in enrollment and tuition revenue. EVP David Harris, Provost Abdallah and President Frank are having discussions about how to apportion the 5% withhold to cover the shortage the University will have and will come to the Board in October with more plans and details. President Frank discussed student success and stated the University's 3rd semester retention rate, 4-year graduation rate, and 6-year graduation rate all are reaching all-time highs. This is great and shows the hard work by a host of people across the University including advisors, faculty, staff and administration. UNM is no longer offering remedial classes, which is good news. They have taken IS Math and replaced it by directly enrolling students into Math 101, which is part of the MaLL (Math Learning Lab). IS English was replaced by Stretch and Studio English courses. These initiatives have moved UNM completely out of remedial courses. There was a 7% increase in beginning freshmen, and high retention rates of these students will continue to stabilize enrollment in the coming years. The incoming freshmen class is impressive and the efforts to recruit the State's best and brightest students are paying off. Of the incoming freshmen class, 470 students or 33% are above the 90th percentile of the NM ACT scores, and 1,650 students or 40% were above the 70th percentile of NM ACT scores.

The University Communications and Marketing (UCAM) team has redesigned the University's website. It now has an "Apply Now" button which saw an immediate increase on the number of applications to the University. The "Visit Campus" section has also resulted in increased visits on webpages as well. This has had a very practical positive implication for the University. Another addition to the redesign of the UNM webpage was the "UNM Proud" section which includes stories from students and faculty about their experiences with the University of New Mexico.

President Frank discussed the progress on two key university initiatives. First, the University branding initiative, the company 160over90, headquartered in Philadelphia, PA, has been selected. The University has completed the contract with them and has moved into the planning phase. They believe this will be a positive thing for the University and will help move the University forward. Cinnamon Blair, Director of UCAM, will present the branding initiative later on the agenda. The second key initiative is the institutional bond issue. This will be critical to making the University more attractive to students. The University's two student undergraduate and graduate leaders have done a fantastic job on working with students regarding the bond issue.

At the request of President Frank, Jenna Hagenruber, ASUNM President, and Texanna Martin, GPSA President, briefly commented on the student opinion and presented a memo which was made as their official opinion as both undergraduate and graduate student governments at the University of New Mexico. Three conditions of student support were discussed, which they urged to be taken into consideration. The first is that costs accrued due to the renewal project of the UNM Children's Campus are not included in the calculations of the student fee increase. They do recognize that the Children's Center is a priority for our campus and should still remain on the bond; however, based on the numbers of both undergraduate and graduate students that are utilizing this facility currently, they don't think it is a large enough percentage and proportion of students at the University to take on this fee as the student population. The next condition they feel is very important is the Johnson Center. This is a multi-use facility which is also a shared facility because everyone, including faculty and staff, is able to use it. They have requested that the cost of this particular bond be split between faculty, staff and students to ensure that all parties can have engaged in and have a benefit of the center itself. Finally, they would like the fee implementation to be all at once as they feel that would go over best with the students so they know there is only one fee increase, one time. ASUNM and GPSA solicited input from the students at forums and had really great turnout of 337 students. Out of all of those who attended the forums, 93% were in favor or were very interested in these facilities at UNM, 6% were neutral, and 1% were not in favor. The question they have been asked the most was how this bond will affect student fees. Whatever is decided by the Board will be the information they take back to the students and will share how it will be implemented.

Regent Koch inquired what the student leaders positions will be if the student body's support changes to be no longer in favor of the bond issue, as this has happened in the past.

Ms. Hagenruber stated institutional bond forums were held prior to this meeting to get feedback from undergraduate and graduate students. They have also been getting the issue out via social media and email. Both ASUNM and GPSA are 100% backing it at the current time. They did their best to explain to students how this will benefit the university and increase the value of their degrees.

Ms. Martin stated they are willing to have conversations with student who in the future may be opposed to this bond. But they have been diligent in engaging students who are particularly affected by these facilities,

and they are working on educating everyone on the importance of the bond issue to the future of the University. They have heard from student,s and they are in favor of these institutional bonds going forward. President Frank stated they have insured ASUNM and GPSA they will be involved in dialogue developing the facilities, and they aim to have a continued dialogue with the students.

The Innovation Academy was discussed, and Dr. Robert DelCampo joined President Frank on this discussion. The Innovation Academy was established Fall 2015. Dr. DelCampo was hired as the Director from ASM on March 1, 2015. There are currently 73 Innovation Academy approved classes on the books for Fall. There are 166 Innovation Scholars, which are students who have signed on to the full Innovation Academy and it is growing quickly. Students are really engaged and excited about Innovation Academy. There are 96 faculty members who are involved in delivering these courses, and many disciplines are involved. There are 1,400 students enrolled in these 73 courses which are Innovation Academy approved. A StartUp School is a non-credit program being offered by FatPipe ABQ downtown across the street from the Innovate ABQ site; it is a weekly entrepreneurial literacy program for people who have no idea what it means to be an entrepreneur. The Innovation Speaker Series had its first event on September 10. Innovation Scholars attend 3 out of 6 of the Innovation Speaker Series events over the course of the year. The Pitch Competition will be held in November for students and there will be five prizes offered of \$2,500. A minor in Innovation is currently being housed through the University College and under the existing interdisciplinary minor. In terms of financial sustainability, there is no funding directly from University tuition and fees, they are solely reliant on a planning grant from the Daniel's Fund, which is a small budget. They have an all student staff and they are going for a second round of that grant soon. They are working on several grants and collaborations including NSF, the Disney College Program, and the Air Force Research Lab. Dr. DelCampo presented the Innovation Academy website where more information can be found at, <http://innovationacademy.unm.edu>. Regent Hosmer congratulated Dr. DelCampo and all those involved with Innovation Academy on its success.

At the request of President Frank, Amy Wohlert provided an update on compliance efforts at UNM. A new Director has been hired for the Office of Equal Opportunity, and the University was successful in attracting an excellent Candidate, Francie Cordova. Ms. Cordova is a native New Mexican with extensive experience in all forms of compliance law and is also a lawyer. Ms. Cordova stated that she looks forward to this role and working for the University.

Regent Koch inquired about this year's decline in enrollment and tuition revenue and asked if they are factoring in ways to lower costs into the budget in order to make the University more efficient.

President Frank stated they have initiated a major task force to look at IT which is an area they believe is the best opportunity for cost savings. They will provide a report in October regarding cost saving initiatives and reductions. The Administration decided to conduct a 5% withhold to establish an administrative mechanism to address any shortfalls they have been anticipating, and he believes the University is well prepared.

Regent Koch stated concern about the drop in enrollment and understands the University worked hard to prevent another decline and he believes that increasing tuition will bring a further decline. The University needs to begin work on identifying potential reductions and cost savings initiatives.

Regent Doughty provided clarification that the 4-year tuition plan passed at the last budget approval stipulates a cap of 3% on any tuition increase and does not mandate or assume a tuition increase every year. Regent Doughty also stated he is against tuition increases and wants that to be stressed.

Regent Fortner asked for clarification on the percentage of shortfall on the current revenue numbers. EVP Harris stated last year the budget shortfall was \$5 million problem. This year a shortfall could be around \$3.5 million. The President has taken a prudent position in not allowing full spending authority of the budget that was approved, and this puts the University in a good position to address the potential budget shortfall.

President Frank stated clearer numbers will be brought to the Board in October as administration will better understand the magnitude at that point and be able to address proposed solutions to manage it.

#### REAFFIRMATION OF NAMING OF THE PIT – ACTION ITEM

Regent Fortner made the following statement:

We have been notified of a procedural irregularity under the Open Meetings Act around the Regents' November 14, 2014 action approving the naming the basketball arena the "Wise Pies Arena, aka the Pit." While the Regents' vote to do so was done in open session, there was a short briefing on the subject in closed session immediately preceding the vote. To correct that

irregularity the Open Meetings Law requires a summary of the comments made at the meeting at which the claimed violation occurred be provided in a subsequent public meeting.

That summary is as follows: UNM Vice-President for Athletics Paul Krebs outlined the proposal from Steve Chavez on naming the Pit: It would be done through a gift agreement for \$500,000 a year for 10 years for a payout of \$5 million. The gift and the naming of the venue as the "Wise Pies Arena, aka The Pit" would be announced before the NMSU basketball game. I now will entertain a motion to affirm the previous motion to authorize the University's Vice-President for Athletics, in compliance with existing University Policies, to move forward with the naming of the Pit.

**The motion to affirm the previous motion to authorize the University's Vice-President for Athletics, in compliance with existing University Policies, to move forward with the naming of the Pit, passed by a vote of 4 in favor with 3 abstentions; Regents Doughty, Berryman and Lee abstained (1<sup>st</sup> Koch; 2<sup>nd</sup> Hosmer).**

Regent Berryman, Regent Doughty, and Regent Lee abstained for the same reason: each was not a Regent at the time the previous motion was made.

#### COMMENTS FROM REGENTS

Regent Jack Fortner welcomed Doug Brown, former Regent and former Dean of the Anderson School of Management, who was attending the meeting. Regent Fortner congratulated the College of Nursing (CON) on its 60th anniversary and mentioned that he attended the anniversary celebration event on September 10 that also highlighted 60 graduates from the college, Terri Fortner being one of them. The college has done and continues to do a great job. Regent Fortner also remembered September 11 (9/11) fourteen years ago, it happened during a Regents' meeting. Regent Fortner thanked Regent Hosmer and all other veterans for their service.

Regent Marron Lee attended the Freshmen Convocation on August 16 and complimented President Frank and those involved as it is a great idea and an inspiring event. Regent Lee congratulated Student Regent Berryman on the welcome speech he gave at the event.

#### REGENT COMMITTEE REPORTS

##### FINANCE AND FACILITIES COMMITTEE

##### Monthly Consolidated Financial Reports (Information Item)

Regent Jamie Koch asked Liz Metzger to give her report. The report was for end of the fiscal year, June 30, 2015. On a consolidated basis, main campus and health sciences center, the year ended with a net positive \$25 million in funds for operations. This primarily due to a \$26 million positive for clinical operations netted with a \$3.4 million Instruction and General (I&G) deficit. Research (\$0.7 million), Public Service (\$0.7 million) and Student Aid (\$1.3 million) all contributed positively to bottom line operations funds. The report that was presented was included in the agenda eBook.

##### University Branding – Action Item

Regent Koch introduced the item. The University went out for an RFP in June. After consideration of a number of proposals, the branding agency 160over90 was chosen. The agency made a full presentation to the Finance and Facilities Committee earlier in the week. The Regents had already authorized \$500 K for the year to develop the branding campaign. Regent Koch asked Cinnamon Blair to present the 160over90 proposal. Ms. Blair said the agency's higher education clients range from smaller private institutions to large public research institutions such as UNM. Based on marketing research, UNM is known for its athletics, its health sciences, and some for the law school, but every other program came in under 3% in terms of recognition. She showed video clips and information related to what 160over90 has done with other universities, namely University of Florida, University of Oregon, and UCLA. There was discussion about UCLA's branding campaign that has been going on for 4 years. It felt that it needed to get the word out about its academic offerings. There was discussion about results from the UCLA branding campaign. Ms. Blair discussed the timeline of the phases of the branding process: discovery phase, brand strategy, brand concept, and brand rollout. Two concepts will be developed and the University will choose

one. Brand rollout will include town hall meetings and workshops so that everyone on campus will have the opportunity to learn about it how they can use the tools they will be given to extend the brand into their areas. This has generated a lot of enthusiasm over the past couple of weeks.

Regent Fortner asked if a branding campaign is primarily to increase enrollment or to change perception. Ms. Blair responded that it is both, the two are intertwined. It is also to compete with universities that are actively marketing and vying for market share of students, both nationally and internationally.

Regent Koch discussed the budget aspects of the process. It is obvious the University needs to increase enrollment. The proposal that 160over90 put together looks good, and \$500 K per year has been approved for the project, but there were no funds left after that for presentation. To give a little history, the Regents have the Regents Endowment Fund that holds the proceeds from the sale of Mesa del Sol, which were originally \$9 million, and there still remains \$6.6 million from that. That came from the trade of the Cochiti land for Mesa del Sol which was then sold. The funds were set aside for the Regents to use when they were needed. Regent Koch said to take \$1 million out of the Regents' Endowment Fund to be used on the 160over90 campaign, after they have presented to the Regents their branding plan and it has been approved. The funds will stay in the Foundation until it is approved. The Regents have already approved \$500 K per year to develop the branding plan, and now they have gotten that down to 2 years, so by this time next year we will hopefully be seeing their results. The \$1 million will be seed money. Regent Koch proposed that from there President Frank and EVP David Harris come up with a plan on how to continue funding for the following year to continue the campaign. If we do not do something to begin to sell this University so more people will come, then we've got a problem. Regent Koch asked Terry Babbitt to clarify some of the numbers. Right now there are about 27,000 students who pay resident tuition. There are about 1,000 who pay out of state tuition. The states where UNM is recruiting most heavily are California and other western and border states. This branding agency will bring a fresh toolbox to use for recruiting in the different areas. Regent Koch made a motion to take \$1 million out of the Regents' Endowment Fund to be used only for the 160over90 campaign but only after their plan has been presented and approved by the Regents.

There was discussion about what the \$1 million would be used for and what part of the campaign it would fund. Regent Doughty asked what percentage of the \$1 million will be used for research versus the media buy. Regent Koch clarified the \$1 million would be spent on the campaign, media and materials, that would be approved by the Regents. There was discussion about the target audience. Students are one target, but by getting the word out about UNM packaged in a clear, concise and effective manner, there will also be an increase in the amount of giving to the University. The second target will be alumni and friends of the University. The target will basically be where UNM is already recruiting and it is primarily for the traditional student which is a more stable population. There is competition for students within the state as well as for students from the border states, and UNM targets students that would be a good fit for this University.

There was discussion about brand identity and the agency's discovery process for developing that. The branding plan involves all of UNM, including the Health Sciences Center.

Regent Suzanne Quillen congratulated Ms. Blair on the work thus far and agreed that a branding campaign is needed, but also requested metrics for the return on the investment. What are expected enrollment and donor increases and other metrics? The metrics will be set up in each of the build components in 160over90's proposal, that is each of the activities proposed by the agency. The President Frank said a contract has been signed with 160over90 and the University plans to work with them for 4 years in a dynamic relationship. The markets are segmented and 160over90 will help UNM target each those segments in the best way. We will come back with metrics and plan that will take us through the next year, and Regents can look at that and let us know if you agree with the proposal for how to spend the money.

Regent Hosmer said the Regents sound more like project managers than a board. As a board member, my interest is knowing who is going to steer this operation for the University, when the criteria are going to

be established by which we judge its success, what is the track record of agency, and can we push more funds toward this if payoffs become evident. Regent Koch's motion takes care of that. The issue about how in detail it's run are better left to management. Regent Doughty respectfully disagreed and commented the information requested is necessary for making the decision to set aside \$1 million. Regent Koch clarified development of the brand will occur first and then a form of the brand will be communicated to each target audience.

Student Regent Ryan Berryman clarified that, based on the timeline, in six weeks would be the time to have the discussion about metrics and objectives, and as Regent Koch stated, \$500 K is already budgeted, but if Regents don't talk about spending more or about where the funds are going to come from, then this will end up in a file cabinet somewhere and be a useless endeavor. President Frank clarified the Regents view the vote today as an appropriation, and in the future there will be a vote again to authorize the spending of the monies.

**The motion to take \$1 million out of the Regents' Endowment Fund to be spent only on the 160over90 branding campaign and only after the branding campaign plan is approved by the Regents, passed by unanimous vote with a quorum of Regents present and voting (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

Capital Project Approval for Photovoltaic Shade Structure at the McKinnon Family Tennis Center

Chris Vallejos presented the item and the request for approval. Project cost is \$484,000 with projected savings of \$15,000 of annual electricity bill. The project will be funded \$242,000 by Rio Grande Solar, LLC donation through the UNM Foundation and \$242,000 funded from PPD Utilities.

**The motion to approve the Photovoltaic Shade Structure at the McKinnon Family Tennis Center passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Doughty).**

Approval of Consent Agenda, items 4, 5, and 7

Regent Koch read the 3 items on the consent agenda and motioned approval.

4. Approval of Request to Establish Quasi-Endowment Fund (\$25 K for SA+P CRAF+T Quasi-Endowment)
5. Approval of Appointment to the STC.UNM Board of Directors (Al Romig)
7. Approval of Appointment to Harwood Foundation Governing Board (Stephanie Bennett Smith)

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

Approval of Naming Committee Recommendation for Hodgkin Hall Courtyard

Amy Wohlert presented the request for the naming of the Hodgkin Hall Courtyard space as the, "Dr. Karen Abraham Courtyard." This request was brought forward by the executive board of the Alumni Association and approved by the Naming Committee and by President Frank. This naming is in recognition of extraordinary service over 45 years by Dr. Abraham, and particularly in her role as Associate Vice President for Alumni Relations and Executive Director of the Alumni Association.

**The motion to approve the Naming Committee recommendation for Hodgkin Hall Courtyard passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Lee).**

Approval of FY15 Year-End Undesignated Reserve Report

Andrew Cullen presented the item. This is the central reserve of the University's main campus and finished the valued at \$11.1 million which is up about \$1.5 million from last year and represents a 3.31% of the University's I&G budget of \$336 million.

**The motion to approve the FY15 Year-End Undesignated Reserve Report passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Berryman).**

Approval of Authorizing Resolution Subordinate Lien System Refunding and Improvement Revenue Bonds UNM Series 2016A and 2016B

Andrew Cullen presented the item and George Williford, UNM's financial advisor was also present. Mr. Cullen went through the 2-page summary made available in the agenda eBook. The proposal is to issue a new money bond to fund three projects: Anderson School of management Phase I for \$18 million; Johnson Center Expansion & Renewal Phase I for \$35 million; and Smith Plaza Renewal for \$2 million for total of \$55 million. Tuition cannot be used to pay debt service so an analysis of the proposed projects reveals that student fees would need to be increased to fund the majority of the debt service for the UNM Series 2016 bond issue. A one-time student fee increase, versus multi-year fee increases over time, will save about \$0.5 million per year for about 30 years. The student government leaders have communicated that students prefer the one-time fee increase. That increase would be part of the FY17 budget approval, the fee increase would be effective July 1, 2016. Part of the discussion with the students includes faculty and staff participating in part of the funding of the Johnson Center project. If faculty and staff participate, the overall fee increase would be \$129 per year versus \$150 per year if faculty and staff did not participate. Faculty and staff would pay a little over \$6 per month, or about \$75 per year. There was discussion about bonding capacity. These bonds will have the typical 10 year call option. By approving this resolution Regents are also giving the permission to refund the 2007 bonds if interest rates are favorable. The plan is to go to HED in November and the State Board of Finance in December and go into the market after the holidays, mid to late January. Historically, September and January are good months to go into the market with tax exempt bonds. Regents will approve in January the final bond pricing.

Student Regent Berryman asked for explanation as to why the Physics and Astronomy, Interdisciplinary Science (PAIS) Facility will be funded through a separate and future bond issue and also why the State will not fund Johnson Center. There was clarification that the State does not fund auxiliary units, of which the Johnson Center is considered. The University is hopeful the State will support the PAIS facility, but the University will not know that it will have the funds until after the 2016 GOB election. George Williford explained the timing of the bonds. The State approval process is one reason, also under the federal tax code, there are implications if you issue debt and can't expend it. Additionally, if the University issued a bond to fund the PAIS facility and then had to wait on approval of the State monies, the cost of carrying that additional amount would be well over \$2 million over a one-year period.

**The motion to approve the Authorizing Resolution Subordinate Lien System Refunding and Improvement Revenue Bonds UNM Series 2016A and 2016B passed by unanimous vote (1<sup>st</sup> Koch; 2<sup>nd</sup> Dougherty).**

#### ACADEMIC / STUDENT AFFAIRS & RESEARCH COMMITTEE

##### Update from the Provost

Regent Hosmer asked Provost Chaouki Abdallah to give his report. The Provost provided an update to the Board regarding Academic Affairs and followed up on some of the President's comments about student success initiatives. It takes a long time to move the ship at the University, especially in academics. When President Frank came to the University of New Mexico, from day one he focused on student success. The University is now seeing the results as presented earlier regarding the increase in graduation rates, retention and full time students. Provost Abdallah stated that when they started, the graduation rate was at 44% and now it is almost 50%. This occurred when the size of the student body increasing so the University is producing 400 more degrees per year. That is about \$20 million in economic impact to the State, or about \$50 K for each degree. That is where the investments are going. When you look at costs, it is really the value of what you are buying. The Board heard about the branding efforts and the bond issue, but ultimately it is about people and academics. People do not come to a university because it has nice buildings, although nice buildings help, they come to a university because of the reputation and academic programs. At UCLA for example, they did not freeze the academic side of the budget to do the branding campaign. Provost Abdallah, along with the faculty and staff, want to advocate this year for compensation increases because the University is falling behind in many areas. So as the University invests in these areas, Provost Abdallah wants the Board to keep in mind about the investments they made over the last four years. The results are now being seen and it is difficult when you have momentum to maintain it, but it is also difficult to start over. As you hear more about successes and improvements the University has in place, including what the Governor has been asking of higher education institutions in the State, keep in

mind that the successes are due to faculty and staff and because of the number of investments the Board approved at the University.

Summer Degree Candidates – Action Item

Regent Bradley Hosmer presented the item for approval.

**The motion to approve the summer degree candidates as presented passed by unanimous vote (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Doughty).**

Academic Dashboards (Information Item)

Regent Hosmer introduced the item. Provost Abdallah set the stage for the presentation of the Academic Dashboards. Once students come to UNM, their characteristics are available in the system, for example GPA, major, high school, and place of origin. About 4 or 5 years ago we started to focus on 4 things: 1) our curriculum, that's why we have 120 credits versus what we used to have, 2) infrastructure, like updating lab spaces or new classrooms, 3) faculty and the support they provide, and 4) funding which is the glue that takes care of everything. Outputs are the result of the 4 areas of focus, such as graduation rates, and we use metrics and feedback all the time. We measure to see if something is working, what group of students is having problems, what courses they are having problems in. This efforts in large part are to answer questions that President Frank asks or that the Regents have. Dr. Greg Heileman mentioned it has taken about 5 years to pull all the pieces together and make them work. Getting the data, finding it, cleaning it takes a lot more time that people realize. There's an analytics piece and then the dashboards for presenting the information in a way that people can use on campus. We hope to support the Office of Institutional Effectiveness, the people who do the advising, accreditation efforts, and academic program review. This is real data in front of you about what is actually happening on campus. One can dig deeper into areas of student success, faculty compensation, and institutional efficiencies. All individual names are kept private, no real names are displayed. Going forward we hope to provide key performance indicators, metrics and targets to various entities on campus such as chairs and deans based on what the data tells us. Dr. Heileman gave a live demo of the website, [informatics.unm.edu](http://informatics.unm.edu). Advisors will eventually be able to use this tool

Regent Hosmer said this represents a 4 to 5 year effort to build infrastructure that supports more informed decision making on the part of program managers, deans, students, and advisors, and this is the kind of infrastructure building that will continue to improve graduation rates and quality of degrees at UNM.

UNM Newsroom Update (Information Item)

Steve Carr presented the item. The UNM Newsroom, launched in 2013, is managed and maintained by University Communication and Marketing (UCAM) and it now has a global audience. It has 24/7 news scheduling and the ability to break the news. It is the primary source for University news and information and delivers compelling news content to external and internal audiences. It replaced printed news that was called UNM Today and makes news more accessible via technology, while cutting unnecessary printing costs. The newsroom, <http://news.unm.edu/>, has three categories of news: news for all audiences, news for internal UNM community and news for any audience with a campus-wide interest. There are subcategories including, Athletics, Economic Development, and Health Sciences Center. Mr. Carr spoke about media engagement and the future of the newsroom. The presentation material was included in the agenda eBook.

Online Enrollment Management (Information Item)

Terry Babbitt and Monica Orozco presented the item. The goals of online enrollment management are to better serve non-traditional students and to grow online enrollments in new markets. There was presentation on strategy, how the programs differ from current online offerings, academic partnerships, and planning teams. The materials were included in the agenda eBook.



KUNM Advisory Radio Board Annual Report (Information Item)

Regent Hosmer asked Carol Parker to present the item. Dr. Parker said that per the bylaws, the advisory board reports on its activities annually. The role of the board is to advise the station manager on programming and major policy changes as well as the role of community liaison. The members are elected or appointed and represent various constituencies of the University. This year they undertook a new effort to look at their programming and listenership for various programs, and that is part of a strategic planning process they are initiating. Another role is mediator of grievances between volunteers and the station manager, and the reports states there were no grievances to attend to in 2014.

HEALTH SCIENCE CENTER BOARD OF DIRECTORSApproval of the Health Sciences Center Summer Degree Candidates

Regent Robert Doughty presented the item and motioned approval.

**The motion to approve the Health Sciences Center Summer Degree Candidates passed by unanimous vote (1<sup>st</sup> Doughty; 2<sup>nd</sup> Fortner).**

Approval of the College of Population Health

Dr. Deborah Helitzer made the presentation and several slides were presented to the Board which were included in the meeting materials and e-book. Regents' approval was requested for the Health Sciences Center (HSC) College of Population Health (CPH). Population health is a partnership between the health system and the community to prevent disease and increase wellness. Population health is a connector for various issues. Complex care includes cancer, autoimmune diseases, congenital heart disease, stroke, trauma care, and organ transplants. Chronic disease includes Diabetes, Obesity, Depression, Substance Abuse, COPD, Chronic Pain, Arthritis, Asthma, and Congestive Heart Failure. Wellness factors include screening, prevention, exercise, diet, and annual checkups. Public health includes public policy, disease outbreaks, clean water, clean air, food safety, and pedestrian safety. The CPH and the Health System were discussed and for the 2020 vision, a measure of the institution's success is to improve New Mexico's population health and health equity. The Health System has a broader responsibility for the health of the population as it takes on risk for individuals with chronic diseases and needs a trained workforce skilled in population health. The College is essential to New Mexico as it will enhance the quality of life for New Mexicans by making wellness and prevention the primary focus, addressing social determinants, and partnering with health systems and communities to improve health outcomes. UNM is attracting new students to prepare them for highly marketable careers. HSC is addressing the transformation required by health reform. The overall goal of CPH is to benefit the health of all the populations of New Mexico and do their part to assure that all New Mexicans live healthy lives. The vision is to improve health outcomes and address social determinants through innovations in education, health care, research and service. The mission is to provide opportunity for New Mexicans to receive a highly inter-disciplinary and inter-professional education and enrich the workforce for the benefit of the health of our communities. The values of the College are collaborative and diverse partnerships, a culture of shared expectations of excellence, the trust of our communities to be a source of emerging knowledge and practice. Within the CPH there will be a Bachelor of Science in Population Health, there is an existing Masters of Public Health, there will be a Doctorate in Population Health, and a Certificate in Population Health for Health Professions. Population health research will focus on improvements in population health, such as translational research, disruptive innovations in health care, Epigenetics and personalized medicine, and community engaged research. Health care continues to drive New Mexico job gains. Workforce opportunities for CPH graduates were discussed and even include opportunities with Apple, which is a company that would like to hire graduates trained in population health. Examples of available jobs in New Mexico for CPH graduates were briefly discussed and including Health Data Analysts, Emergency Response Specialist, Scientists, Program Managers, Environmental Managers, Benefit Advisors, Research Technologists, Health Educator, Clinical Support Services Director, Health Information Management Director, Regional Health Educator, and many more. The CPH will bring on partnerships within the health system and UNM, and around the community and State. The College is important for UNM and State of New Mexico. It had obtained approval from the Faculty Senate, HSC Board of Directors, and needed approval from the full Board of Regents.

During discussion before the final vote, Regent Quillen commented she hopes this College will do everything that Dr. Helitzer presented but cautioned to not let the program become an advanced IT analytics-driven program without including the clinicians. The hands-on people that deal with this every day, the users, need to be part of the program. Something similar to this in the 80's failed, because the finance people were giving data driven directions. The program needs extremely effective coordination to bring together the clinicians and all of the schools and colleges within the HSC with the College of Population Health. Dr. Helitzer stated that Regent Quillen is correct and one of the things they will be doing is developing a certificate for all health profession students, which is currently in the works with the colleges of pharmacy, nursing, and school of medicine.

Regent Hosmer conveyed delight that the conversation has changed over the years. Five years ago, an informed discussion about pre-emptive care by changing behavior was shrugged off because it didn't appear profitable or useful. Today, it's coming forward, well-done, and happy to see it come.

**The motion to approve the College of Population Health passed by unanimous vote (1<sup>st</sup> Doughty; 2<sup>nd</sup> Hosmer).**

#### Approval of UNM Hospitals Contracts

Regent Robert Doughty presented the item and said the information was available in the agenda book and asked for a motion to approve.

- a. Blue Cross Blue Shield of New Mexico
- b. Ikaria – Mallinckrodt Pharmaceuticals
- c. Cyberonics Inc – VNS Therapy System
- d. Lifecell Corporation

**The motion to approve the UNM Hospitals Contracts as presented passed by unanimous vote (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Doughty).**

#### Chancellor's Report

Regent Doughty asked Chancellor Roth to give his report. Dr. Roth share three items. Recently, one of the HSC's faculty, Bill Shuttleworth, received a \$12 million grant from the National Institutes of Health to build a new signature program the HSC has been working on for several years, the Brain and Behavioral Health Institute. The institute is working closely with HSC's neuro surgeons, psychiatrists, and neuro scientists, in pursuing ways to study and then implement the best treatment for things like strokes, head trauma, and a number of other disease entities that impact, not just organically the brain but functionally, in areas of behavioral health as well. Dr. Roth mentioned the College of Nursing's (CON) 60<sup>th</sup> anniversary. A recent event was attended by 500 people, Regent Quillen and Regent Fortner were there, and Secretary of Higher Education Barbara Damron was also there. At the event, the college's history, achievements and accomplishments through the years were celebrated, as well as it being identified as one of the best value colleges of nursing in the country. The CON ranks 26<sup>th</sup> out of thousands of nursing programs in the country when you look at cost of the education and the quality of the graduates. We talk about value in our educational programs in a matter similar to how we talk about value in our health care industry. It's not just about the cost incurred on the basis of a particular treatment, but we're also interested in making sure that treatment results in high quality outcome for our patients. In the area of hospital data, in the last month, August, UNM Hospital received out of about 1,700 admissions to UNM Hospital, about a third of those were transfers from around the State: from Gallup, Las Cruces, Farmington, Silver City, and other areas. About 110 of those transfers came from local hospitals. Presbyterian and Lovelace use our hospital to provide services that are not available anywhere else in the State of New Mexico, and that is the reason we receive close to on average 500 transfers every month. Of those August transfers mentioned, 55 had to be declined.

Dr. Roth asked Steve McKernan to talk more about hospital data. This morning, on 308 adult beds, there were 302 patients in those beds, and 25 patients with emission orders in the emergency room waiting to get beds. SRMC is also pretty full. Our volumes are high, trying to get post-acute placement in this market

is very difficult because our patients are very sick. Our case mix index has gone up significantly, about up 8% over the prior year. This is a measure of the acuity of our patients compare to before. That makes it harder to get the patients out of the hospital, and when we get backed up like this, as Dr. Roth mentioned, it's hard to get patients admitted into the hospital. We have a number of initiatives, we are trying to work more closely with post-acute care providers, skilled nursing facilities, rehab hospitals, long-term acute care hospitals, home health agencies, to get our patients discharged into those services. We continue to monitor our quality indicators, mortality, readmission rate, infection rates, they are steady. Our patient satisfaction numbers are steady also. We are going full out. Value-based purchasing, a program by CMS (Centers for Medicare & Medicaid Services), penalizes hospitals that don't have high quality indicators or good activity indicators and don't have good patient satisfaction. UNM Hospital had a penalty last year related to that and partly due to the hospital being so full which affected its processes.

Regent Quillen inquired regarding the CMS national initiative on joint replacements and if UNM Hospitals foresees capacity or financial issues due to this which starts in January. Mr. McKernan responded there will be an impact and a task force is looking at this. New rules are set by the federal government for joint replacements. There will be a benchmark for costs and quality measures that will be compared to actual costs and quality measures that come in after a certain number of days. If the cost exceeds the benchmark it is the hospital that will be penalized. There was discussion about whether academic hospitals will be treated the same as non-academic, as in general their costs are a higher due to the teaching aspect. All hospitals will be treated the same, and there will be no social determinants taken into consideration. Medicare's freedom of choice rule was discussed. UNM Hospital lines up a slate of post-acute care providers, and the patient has choice of the provider, but UNM Hospital will be responsible for the quality and cost outcomes.

#### HSC Financial Update

Ava Lovell provided the year-end report to the Board. The material was provided in the agenda eBook.

#### AUDIT AND COMPLIANCE COMMITTEE

Regent Hosmer highlighted a couple items from the meeting summary report of the committee's August 18, 2015 meeting. During the internal audit process, there have been some common findings relating to both main campus and HSC, which is a benefit to having our own internal audit cover across campus. The issue was access control and will be addressed across the University. The University's hotline arrangement allows for anonymous reporting because a contractor, or middleman, is used to take the information and will pass it on to UNM anonymously if that is the wish of the caller.

#### COMMENTS FROM REGENTS' ADVISORS

Ann Rhoades, Alumni Association President, provided her first report as President to the Board. The 2015 UNM Homecoming theme has been selected, "Live Lobo and Prosper," and will run from October 11-17. The Homecoming event scheduled was highlighted and includes the Faculty/Staff Luncheon, the All Alumni Open House at Hodgkin Hall, the All University Breakfast at Hotel Albuquerque, culminating with the tailgate and Homecoming game versus Hawaii on October 17. Recipients for Alumni Awards were highlighted and include Gilbert Herrera, Cynthia Arndell, Kirk Gittings, Rene Matison, Frank McCulloch, Bette Sisneros-Ciesielski, Coleman Travelstead, and Jeff Anderson. Ms. Rhoades mentioned the search for the VP for Alumni Association and Alumni Relations is underway, and the top candidates' names will be released soon. Finally, the Alumni Association Board of Directors welcomed 8 new members from various locations in New Mexico and nationwide with diverse backgrounds.

Michelle Coons, UNM Foundation Board of Trustees Chair, provided her first report as Chair of the Foundation's board to the Regents on the current status of the UNM Foundation Endowment. The University of New Mexico launched Changing Worlds: The Campaign for UNM in 2006. Over the past 9 years, nearly 66,138 donors have contributed more than \$756.6 million in gifts in support of scholarships, patient care, research, and more. The goal is \$1 billion in private support by 2020. Specific fundraising highlights were discussed and included \$613 K for the College of Nursing, \$213 K for the University Hospitals, \$200 K for the School of Medicine and \$250 K for Popejoy Hall. The Kellogg Foundation donated

a gift of \$895 K which will go to multiple areas. The Consolidated Investment Fund was discussed and is at \$405 million market value and a 4.5% spending distribution. The Woodward Endowment is at \$46 million, the Winrock Endowment is at \$29 million, the Regents' Endowment has current value of \$28 million, and the Mesa Del Sol endowment is valued at \$6 million.

Texanna Martin, GPSA President, provided a report to the Board. Their capital outlay project was discussed and they have created a competition with the College of Arts and Sciences. The Student Fee Review Board (SFRB) is underway and mandatory applicant information sessions were held in August. The GPSA Fall grants cycle opens on September 11 and closes October 9. There will be 2 research grants, 1 professional development grant, and 1 Fall scholarship offered. The GPSA Council met on August 22 with significant attendance, appointments were made to all UNM Committees on which GPSA holds representation.

Jenna Hagengruber, ASUNM President, provided a report to the Board. The Lottery Summit will take place on October 2 and will include representation from various higher education institutions statewide in order to gain input from all of those who are impacted. The Board of Regents will receive invitations to attend. Red Rally will take place on Johnson Field on October 1 in anticipation of the UNM/NMSU football game.

Stefan Posse, Faculty Senate President, provided comments to the Board. At the Request of Regent Koch, the Faculty Senate is involved in providing input on their ideas for the University's budget process. They have a task force in place which has met and is brainstorming. Their ideas, feedback and suggestions will be presented at the October Finance and Facilities Committee meeting.

PUBLIC COMMENT (No comments)

VOTE TO CLOSE THE MEETING AND PROCEED IN EXECUTIVE SESSION

The motion to close the meeting and proceed in executive session passed unanimously (1<sup>st</sup> Doughty; 2<sup>nd</sup> Hosmer). The meeting closed at 12:29 PM.

Executive Session-Cherry Silver Room

1. Discussion and determination where appropriate of threatened or pending litigation pursuant to Section 10-15-1.H(7), NMSA (1978)
2. Discussion of purchases of more than \$2,500 that can be made from only one source or competitive sealed proposals under the Procurement Code pursuant to Section 10-15-1.H(6), NMSA (1978)
3. Discussion and determination where appropriate of the purchase, acquisition or disposal of real property pursuant to Section 10-15-1.H(8), NMSA (1978)

VOTE TO RE-OPEN THE MEETING

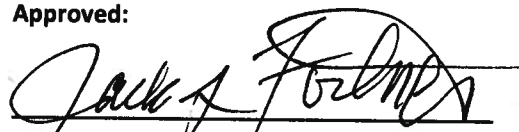
The motion to re-open the meeting passed unanimously (1<sup>st</sup> Quillen; 2<sup>nd</sup> Berryman). The meeting opened at 2:04 PM.

There was certification that only those matters described in the executive session agenda were discussed during closed session, and there were no items upon which to take action.

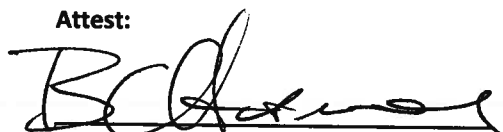
VOTE TO ADJOURN

The motion to adjourn the meeting passed unanimously (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Berryman). The meeting adjourned at 2:05 PM.

Approved:

  
Jack L. Fortner, President

Attest:

  
Bradley C. Hosmer, Secretary/Treasurer