



**UNIVERSITY OF NEW MEXICO  
BOARD OF REGENTS**

**Budget Summit**

**Agenda**

**May 24, 2017  
1:00 PM  
School of Law, Bratton Hall**

**The Board of Regents of the University of New Mexico**  
**Fiscal Year 2018 UNM Budget Summit**  
**May 24, 2017**  
**1:00 PM**  
**School of Law, Bratton Hall**

**Agenda**

- Introduction and Legislative Update- *Interim President Abdallah*
  
- Main Campus - *Craig White, Dorothy Anderson, Terry Babbitt and David Harris*
  - Budget Overview and I&G Scenario
  - Budget Savings Initiatives – *Norma Allen, Nicole Dopson and Dorothy Anderson*
  - Athletics-*Brad Hutchins, Vahid Staples*
  - Tuition Proposal – *Terry Babbitt*
  - Student Fee Review Board Proposal
  - Differential Tuition Requests
    - School of Engineering
    - School of Law
  
- Health Sciences Center - *Paul Roth and Ava Lovell*
  - Budget Overview and I&G Scenario
  - Differential Tuition Requests
    - Emergency Medical Services
  
- Branches - *Craig White*
  - Los Alamos-Tuition/Fee Proposal
  - Valencia-Tuition/Fee Proposal
  
- Advisors' Comments
  
- Public Comment – comments related to agenda items (limit 3 min.)
  
- Comments from Regents
  
- Approval Tuition and Fee Rates
  - Main Campus
  - Branches
  - Differentials

# FY 18 Budget Summit

## Main Campus Budget Overview

May 24, 2017

# Introduction

## Interim President Abdallah

# 2017 Legislative Update

- Total Higher Ed General Fund \$779,295.1
- Total UNM \$291,832.3
  - 1% decrease
  - 37.45% of Higher Ed Appropriation
- Main Campus \$184,552.6
- HSC \$88,181.2
- Branches \$19,098.5
- Main Campus breakout:
  - I&G 175,823.2
  - Athletics \$2,617.3
  - KNME \$1080.2
  - All Other-RPSPs \$5,031.9

# Historical State Appropriation Budget Reductions

- Approximately \$43 M (-12.84%) decrease since Fiscal Year 2009
- Approximately \$30.2 M (-9.37%) below Fiscal Year 2008

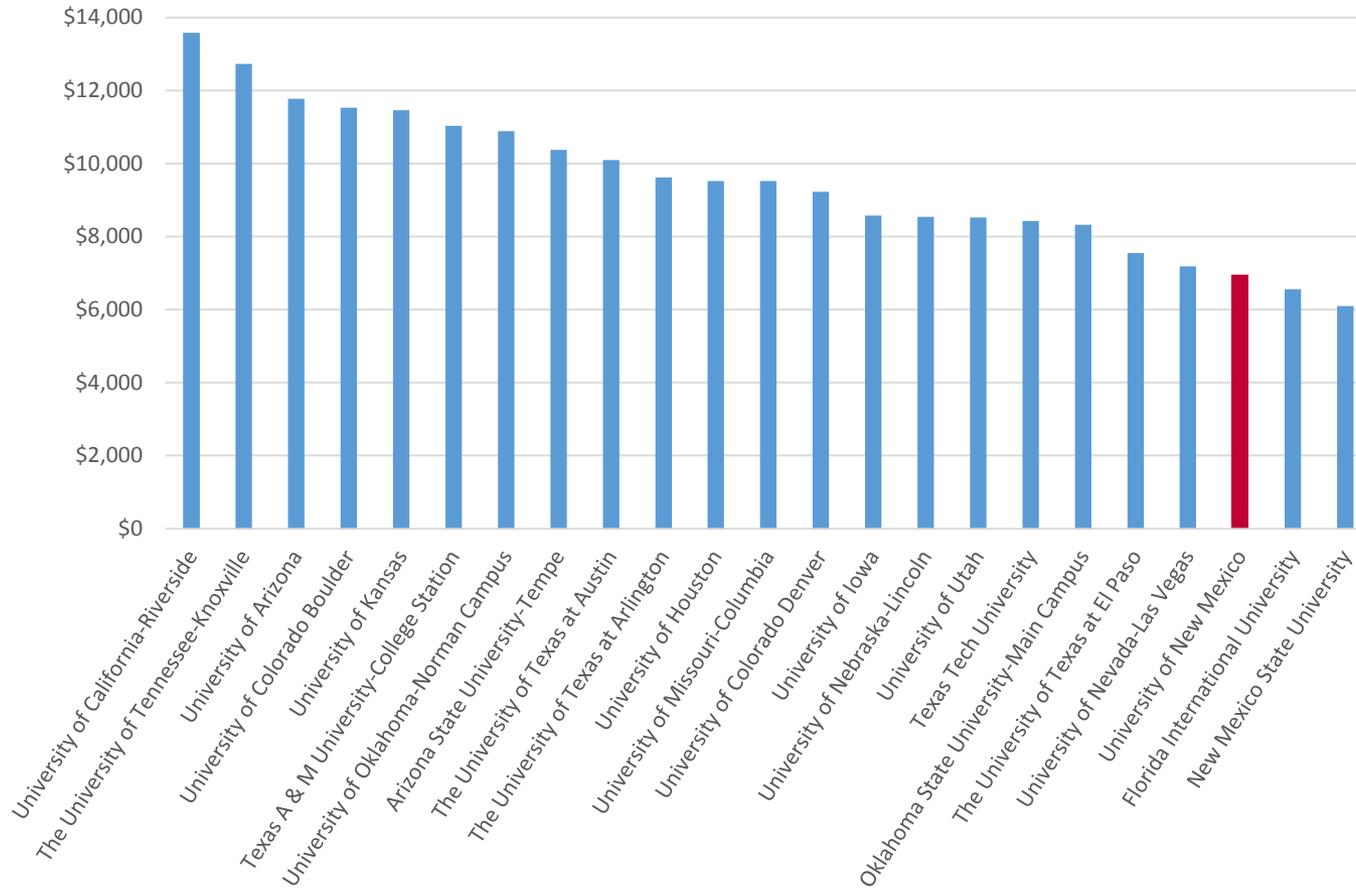
## UNM State Appropriation History

Rounded to Thousands

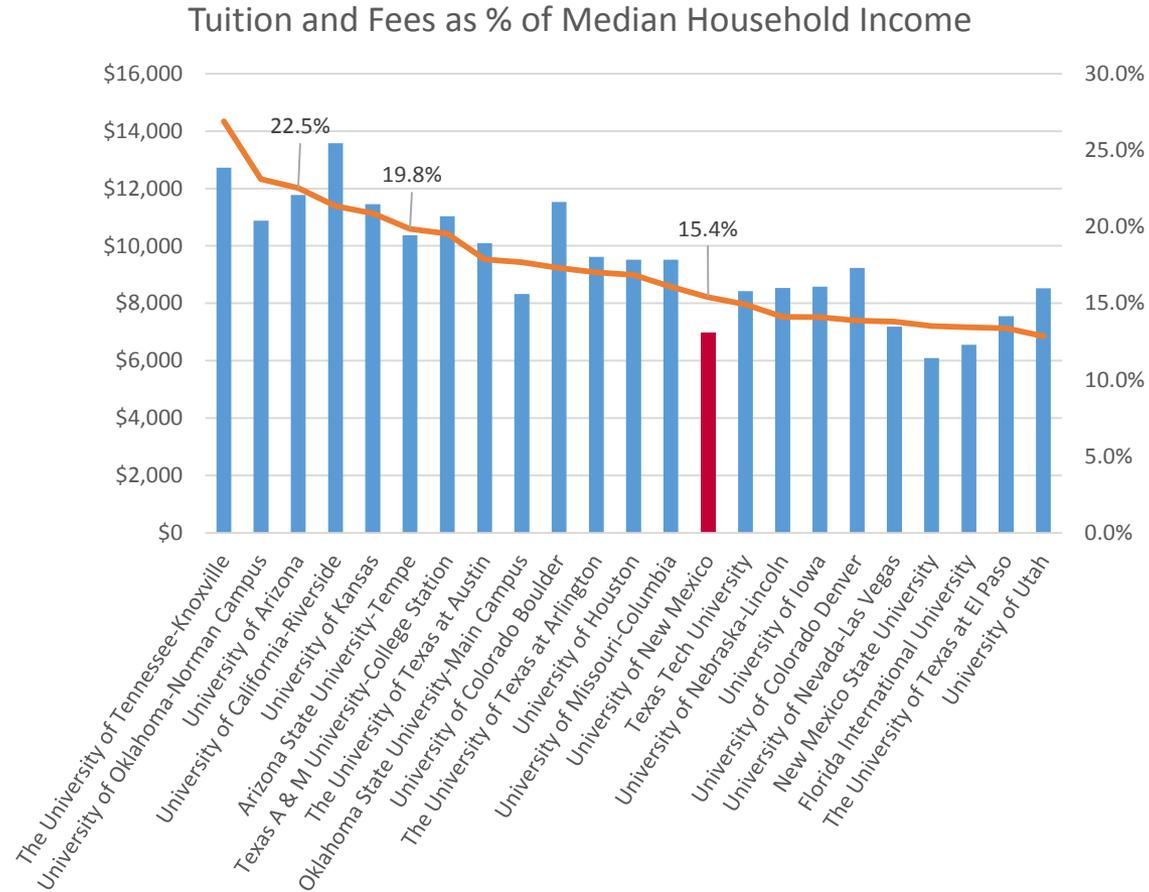
UNM	FY 2008	FY 2009	FY 2018	FY 09 to FY 18	FY 09 to FY 18	FY 08 to FY 18	FY 08 to FY 18
	Original Budget	Original Budget	Original Budget	\$ Change	% Change	\$ Change	% Change
Main Campus	206,465.1	211,787.1	184,552.6	(27,234.5)	-12.86%	(21,912.5)	-10.61%
Health Sciences Center	95,432.0	102,409.7	88,181.2	(14,228.5)	-13.89%	(7,250.8)	-7.60%
Branches	20,114.5	20,646.0	19,098.5	(1,547.5)	-7.50%	(1,016.0)	-5.05%
<b>Total</b>	<b>322,011.6</b>	<b>334,842.8</b>	<b>291,832.3</b>	<b>(43,010.5)</b>	<b>-12.84%</b>	<b>(30,179.3)</b>	<b>-9.37%</b>

# Peer Tuition & Fee Rates

UNM Peer Institution Tuition and Fees 2016-17



# Peer Tuition & Fees as % of Income



# FY 18 Budget Overview and I&G Scenario

Main Campus						
Budget Recommendation Summary						
FY 18 Budget (In Thousands)						
	Fiscal Year 2017 Original	Change	Fiscal Year 2017 Revised	Change	Fiscal Year 2018 Original	% Change
<b>Revenues</b>						
State Appropriations	186,231	-9,312	176,919	-1,593	175,326	-0.9%
Tuition Revenue	134,308	-1,500	132,808	-3,174	129,633	-2.4%
Mandatory Student Fees	35,137	-275	34,862	2,875	37,737	8.2%
Miscellaneous Revenues and Transfers	-10,522	2,116	-8,406	-1,451	-9,857	17.3%
One-Time Use of Reserves	0	0	0	1,000	1,000	N/A
<b>Subtotal Revenues</b>	<b>345,154</b>	<b>-8,971</b>	<b>336,183</b>	<b>-2,343</b>	<b>333,840</b>	<b>-0.7%</b>
Health Sciences Center Transfer	-16,844	338	-16,506	70	-16,437	-0.4%
<b>Total Sources of Funds</b>	<b>328,309</b>	<b>-8,633</b>	<b>319,677</b>	<b>-2,274</b>	<b>317,403</b>	<b>-0.7%</b>
<b>Expenses</b>						
Base-President/Administration	7,317	-251	7,067	-25	7,042	-0.3%
Base-Academic Affairs	171,716	-5,363	166,353	768	167,121	0.5%
Base-EVP for Administration	43,046	-1,540	41,506	376	41,881	0.9%
Base-Must Funds (Fringes, Insurance, etc.)	53,909	-617	53,292	-73	53,219	-0.1%
Utilities	17,185	-587	16,597	587	17,185	3.5%
Mandatory Student Fees	35,137	-275	34,862	2,875	37,737	8.2%
Fixed Costs - Health Care	0	0	0	955	955	N/A
Department of Justice Compliance	0	0	0	168	168	N/A
Faculty Promotions	0	0	0	280	280	N/A
President's Initiatives	0	0	0	700	700	N/A
<b>Total Use of Funds</b>	<b>328,309</b>	<b>-8,633</b>	<b>319,677</b>	<b>6,612</b>	<b>326,289</b>	<b>2.1%</b>
<b>Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-8,886</b>	<b>-8,886</b>	

# Budget Savings Initiatives

- **I&G Expense/Cost Reductions**
- **Main Campus Hiring Moratorium  
Vacancy Savings**
- **Consolidations and Reorganizations**

**FY18 EXAMPLE OF SUBCOMMITTEE RECOMMENDATIONS (in thousands)**

	Amount	Committee/Subcommittee	Fund Type
<b>Revenue Enhancements - Recurring</b>			
Tuition Options (Model Changes):			
Current Tuition Model + \$23 per Credit Hour for All Upper Division +5% Tuition Increase for Graduate Students +\$23 per Graduate Credit Hour for Hours That Currently Do Not Have a Differential (80% of \$7M)	5,589	Tuition and Fee	
<b>Total Revenue Enhancements</b>	<b>5,589</b>		
<b>Expense/Cost Reductions - Recurring</b>			
Food and Business Meals	551	Cost Reallocation	I&G Only
Travel and Per Diem (25% of I&G Total)	640	Cost Reallocation	I&G Only
Administrative Overhead - Public Service	200	Cost Reallocation	
Administrative Overhead on Research and Public Service Projects (RPSPs) 5%	252	Budget Development	
UNM Cellular Options (Basic Phone Plan or Reimbursement up to \$50)	79	Cost Reallocation	All UNM
50% Reduction of Sick Leave Sell Back - I&G 25% of total (estimated). Full Elimination in FY19.	100		All UNM
Reduction in Foundation Allocation	128	Budget Development	I&G Only
Alumni Relations	213		I&G Only
Graduated Leave Accrual - Version 2: No savings until FY 19	0	Budget Leadership Team	All UNM
Dispute Resolution and Faculty Ombudsman - Move to Misc. Fringe	238	Cost Reallocation	I&G Only
Upper Administration Salary and Workforce Reductions	200		
<b>Total Expense/Cost Reductions</b>	<b>2,600</b>		
<b>Workforce Reduction Options - Recurring</b>			
Reorganization/Attrition (estimated)*	696		
<b>Total Workforce Options</b>	<b>696</b>		
<b>Potential Resources and Cost Savings to Offset Projected Shortfall</b>			
	<b>8,886</b>		
FY 18 Projected Shortfall	-8,886		
<b>Net Total</b>	<b>0</b>		

Notes:

\* Regular Faculty Average for 1 FTE: \$82,000. Regular Staff Average for 1 FTE: \$50,000. Regular staff includes exempt, non-exempt and administrator positions.

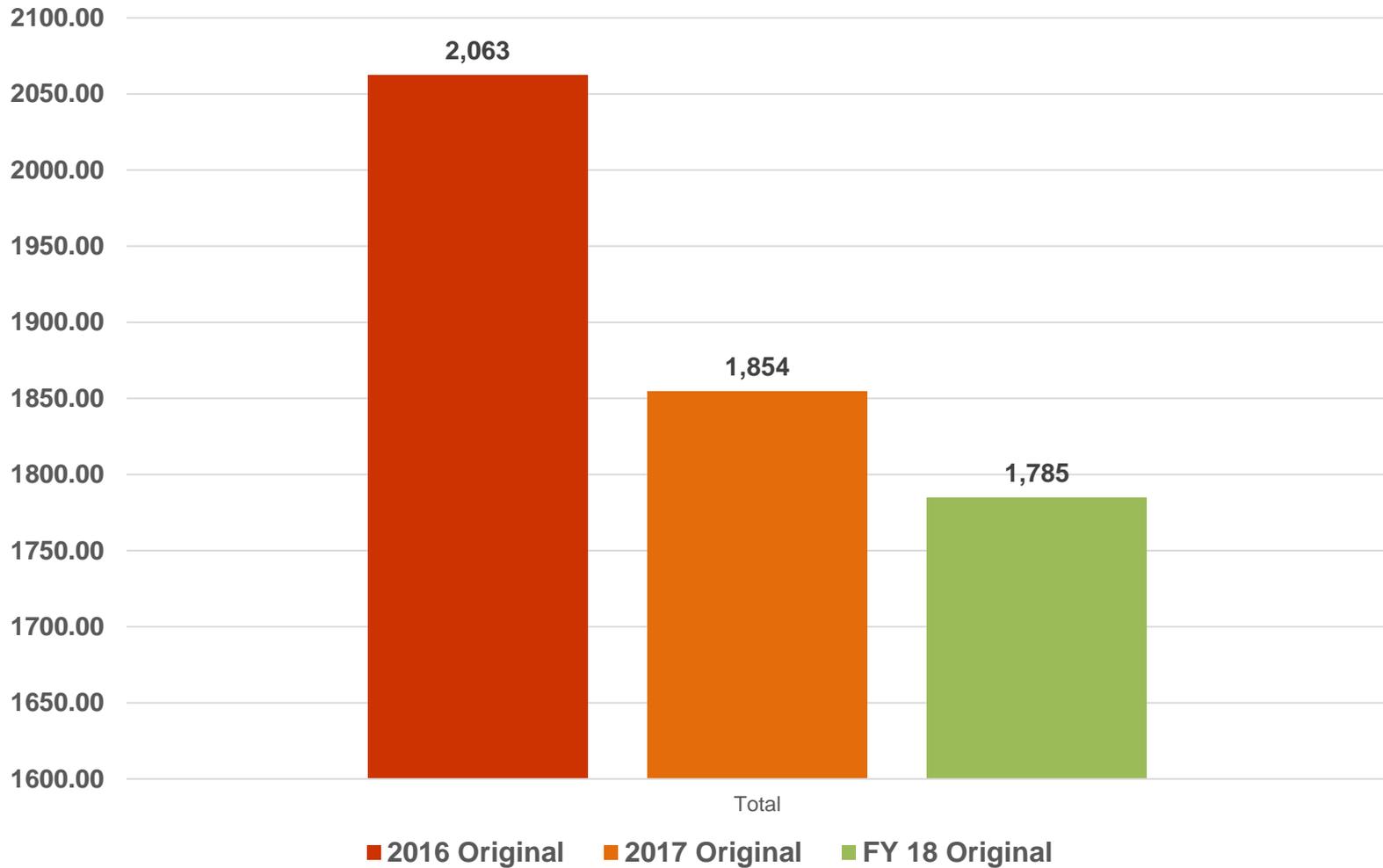
## Vacancy Savings

- **Academic Affairs**-A majority of staff vacancy savings was pulled back centrally for positions in FY17. The total amount to date (March 2017) is \$1,843,636. Academic Affairs has eliminated 66.36 FTEs permanently; 40 of these positions were vacant in the prior fiscal year and absorbed by the original FY17 budget reduction. The remaining 26.36 FTE were eliminated throughout FY17, which amounts to \$1,046,711.
- **President's Organization**-\$214,868 vacancy savings (3.5 positions) for the FY 17 mid-year pullback and FY permanent 18 budget reduction
- **EVP for Administration**-\$956,935 (14 positions) were eliminated and these savings were applied to meet the FY 17 mid-year pullback and the permanent FY 18 budget reduction. Also, in order to meet the FY 18 preliminary budget, an additional workforce reduction of \$110,551 was applied to EVP for Administration.

**Consolidation and reorganization savings also contributed to budget reductions. The following are the most significant efforts:**

- Consolidation of Center for Teaching and Learning, Graduate Resource Center and the Center for Academic Program Support (total savings \$80K)
- Extended Learning Field Centers reorganizing to Division of Enrollment Management (total savings of \$320K)
- Consolidation of fiscal services through the Academic Affairs Fiscal Shared Service Center (total savings \$1.3M)
- Reorganization of UNM West to the Health Science Center (total savings \$1M)
- IT Efficiencies and Effectiveness Initiatives-6 positions eliminated/repurposed

## Main Campus Staff I&G Budgeted FTE



***ATHLETICS DEPARTMENT  
BUDGET SUMMIT PRESENTATION***



Board of Regents' Meeting  
Wednesday, May 24, 2017

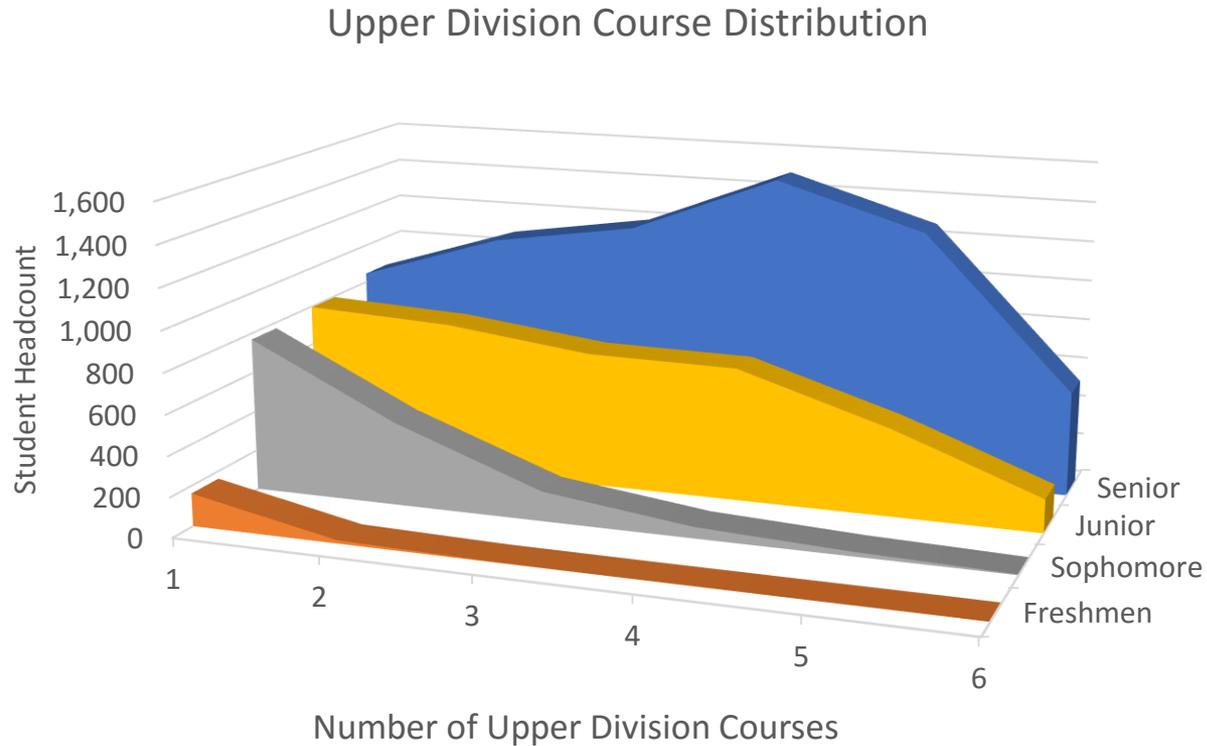
# FY'17 & 18 ATHLETIC DEPARTMENT BUDGET

The University of New Mexico					
Athletic Department					
	FY17 Budget	FY17 Actuals	FY18 Budget		
			Changes		
<b>Revenue:</b>					
NCAA/Mountain West Conference	5,450,392	6,650,392	(250,392)		5,200,000
Media Rights/Sponsorship	4,990,500	4,990,500	(300,000)		4,690,500
Men's Basketball Tickets	4,800,000	3,943,079	(600,000)		4,200,000
Student Fees	4,000,000	3,980,078	(120,000)		3,880,000
Fundraising	3,000,000	3,480,000	100,000		3,100,000
State General Fund	2,782,900	2,643,800	(165,600)		2,617,300
Football Tickets	2,000,000	1,219,857	(100,000)		1,900,000
Facility Rental/Merchandise/Misc/GIK	2,861,376	2,564,428	(179,750)		2,681,626
Game Guarantees/Hawaii Travel Subsidy	1,075,000	1,125,000	25,000		1,100,000
Concessions	900,000	900,000	-		900,000
Parking	690,000	562,977	(65,000)		625,000
Special Events	683,000	745,695	2,000		685,000
Licensing	500,000	500,000	25,000		525,000
Commissions	450,000	450,000	-		450,000
Women's Basketball Tickets	400,000	317,565	(70,000)		330,000
Other Sports Tickets	147,000	110,000	(32,000)		115,000
Transfers to/from Campus	(258,472)	104,528	112,429		(146,043)
Naming Rights	-	-	300,000		300,000
Training Room Billing	-	-	200,000		200,000
<b>Total</b>	<b>34,471,696</b>	<b>34,287,899</b>	<b>(1,118,313)</b>		<b>33,353,383</b>
					-
<b>Expenses:</b>					
					-
Personnel	13,827,526	13,394,526	(295,000)		13,532,526
Grant-in-Aid	4,978,647	5,201,067	137,525		5,116,172
Sports	5,883,763	6,441,992	(585,000)		5,298,763
Events Management/Facilities	2,184,782	2,084,498	(7,276)		2,177,506
Administrative	7,596,978	7,263,627	(248,562)		7,348,416
<b>Total</b>	<b>34,471,696</b>	<b>34,385,710</b>	<b>(998,313)</b>		<b>33,473,383</b>
<b>Net</b>					
	-	(97,811)	(120,000)		(120,000)

# Strategic Tuition Planning

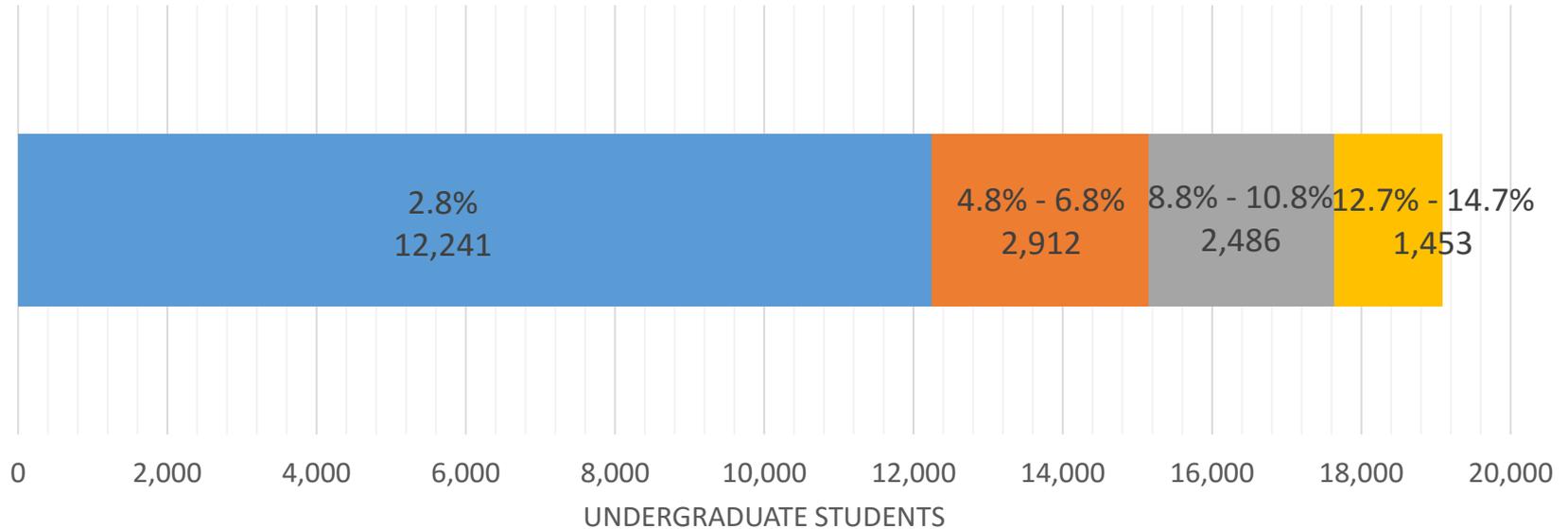
- Differentiation in higher education pricing is an essential element for consumers and institutions.
- Aligning price with costs and affordability brings transparency and supports access to universities.
- Upper division courses in the major (300 & 400 level) are of higher value for content expertise and also taught by tenure track instructors in much smaller classes.
- Maintaining lower costs in the first year mitigates other big ticket items such as room & board; minimizes loan default damage; and builds momentum during post-secondary students' most vulnerable time.

# UNM Undergraduate Course Loads by Level



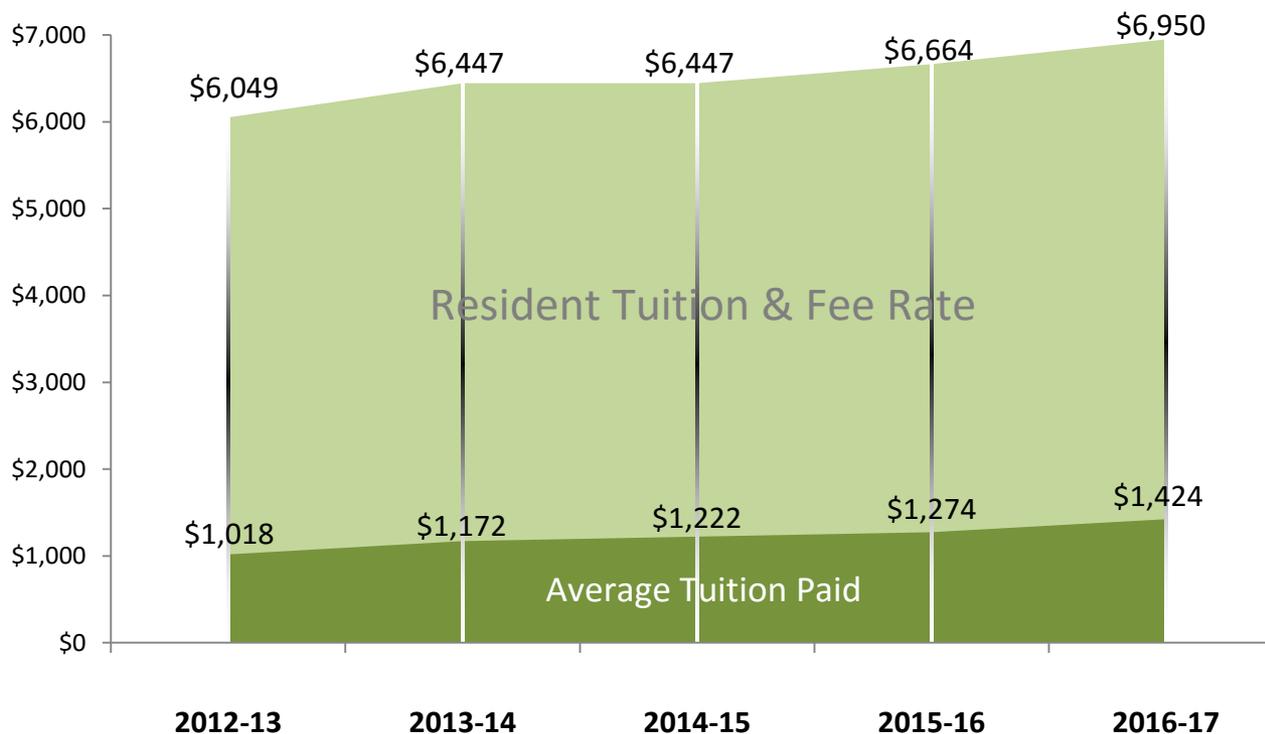
# \$23 Per Credit Hour Upper Division Premium

Percent Tuition Increase & Number of Students Impacted from \$23 Premium Curriculum Charge After Financial Aid Initiative



# UNM Affordability

Average Net Tuition and Fees Paid by Degree Seeking Undergraduates



# Graduate Premium

It is critical to retain higher value for graduate programs by applying the same premium curriculum charge as undergraduate. The graduate proposal is 5% tuition increase; \$23 per hour premium curriculum charge for graduate programs with no differential including Arts & Sciences, College of Education, College of Fine Arts, University Libraries and University College; and a fee Increase of \$4.64 to \$68.20.

<b>Annual Graduate Impact of 5% Tuition Increase &amp; \$23 Premium Curriculum Charge for Schools and Colleges With No Differential Tuition</b>				
	<b>Current</b>	<b>Proposed</b>	<b>Difference</b>	<b>% Change</b>
<b>6 Hours</b>	\$3890.16	\$4378.21	\$488.05	12.5%
<b>9 Hours</b>	\$5835.24	\$6567.32	\$732.08	12.5%
<b>12 Hours</b>	\$6483.60	\$7297.02	\$813.42	12.5%

# FY 18 Main Campus Proposed Tuition & Fees

## (Per Credit Hour)

RESIDENT					NON-RESIDENT				
UNDERGRADUATE									
	<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>		<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
Tuition	\$248.36	\$248.36	\$0.00	0.00%	Tuition	\$856.22	\$856.22	\$0.00	0.00%
Fees	\$57.78	\$62.00	\$4.22	7.30%	Fees	\$57.78	\$62.00	\$4.22	7.30%
Total	\$306.14	\$310.36	\$4.22	1.38%	Total	\$914.00	\$918.22	\$4.22	0.46%
GRADUATE									
	<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>		<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
Tuition	\$260.62	\$273.66	\$13.04	5.00%	Tuition	\$879.88	\$923.88	\$44.00	5.00%
Fees	\$63.56	\$68.20	\$4.64	7.30%	Fees	\$63.56	\$68.20	\$4.64	7.30%
Total	\$324.18	\$341.86	\$17.68	5.45%	Total	\$943.44	\$992.08	\$48.64	5.16%

**THE UNIVERSITY OF NEW MEXICO  
 MAIN CAMPUS  
 FY 2017-18 STUDENT FEES**

Undergraduate Resident Annual Cost			
% Increase		Dollar Increase	
12 Hours	15 Hours	12 Hours	15 Hours
7.30%	11.75%	\$101.28	\$195.60

Requestors of Student Fees	FY 2016-17		FY 2017-18		FY 2017-18		FY 2017-18	
	Budget		SFRB - Recommendation		BLT - Recommendation		Recommendation	
	Original	Revised	Increase (Decrease)	Budget	Increase (Decrease)	Budget	Increase (Decrease)	Budget
	A	B	C	B + C	D	B + D	E	B + E
<b>Student Activity Fees</b>								
Student Health and Counseling	4,578,571	4,542,737	135,834	4,678,571	135,834	4,678,571	92,306	4,635,043
New Mexico Union	2,358,960	2,340,498	18,462	2,358,960	18,462	2,358,960	(3,485)	2,337,013
UNM Childrens Campus	378,764	375,800	2,964	378,764	2,964	378,764	(560)	375,240
Center of Academic Support (CAPS)	332,965	330,359	22,606	352,965	22,606	352,965	19,322	349,681
UNM Public Events (Popejoy)	180,000	178,591	(13,591)	165,000	(13,591)	165,000	(15,126)	163,465
Recreational Services	837,704	831,148	6,556	837,704	6,556	837,704	(1,238)	829,910
Student Govt. Accounting Office	179,808	178,401	21,407	199,808	21,407	199,808	19,548	197,949
Global Education Office	49,116	48,732	384	49,116	384	49,116	(73)	48,659
LGBTQ Resource Center	131,759	130,728	5,281	136,009	5,281	136,009	4,016	134,744
Women's Center	107,000	106,163	837	107,000	837	107,000	(159)	106,004
Career Services	32,858	32,601	257	32,858	257	32,858	(49)	32,552
KUNM	62,222	61,735	487	62,222	487	62,222	(92)	61,643
Community Learning & Public Service	112,000	111,123	877	112,000	877	112,000	(165)	110,958
American Indian Student Services	95,750	95,001	749	95,750	749	95,750	(142)	94,859
Project for NM GS of Color	50,160	49,767	(39,767)	10,000	(39,767)	10,000	(39,860)	9,907
Music Bands	73,000	72,429	571	73,000	571	73,000	(108)	72,321
Theatre and Dance	31,651	31,403	(4,285)	27,118	(4,285)	27,118	(4,537)	26,866
El Centro De La Raza	174,369	173,004	1,365	174,369	1,365	174,369	(257)	172,747
African American Student Svc AASS	91,768	91,050	(4,282)	86,768	(4,282)	86,768	(5,089)	85,961
CASAA/COSAP	19,234	19,083	(138)	18,945	(138)	18,945	(314)	18,769
Student Activity Center	31,120	30,876	244	31,120	244	31,120	(46)	30,830
College Assistant Migrant Program	35,000	34,726	274	35,000	274	35,000	(52)	34,674
College Enrichment Program	25,000	24,804	196	25,000	196	25,000	(37)	24,767
Graduate Resource Center	90,000	89,296	704	90,000	704	90,000	(133)	89,163
Medicine Bow - HSC Campus	9,646	9,571	(9,571)	0	(9,571)	0	(9,571)	0
Parking & Transportation Services	0	0	50,000	50,000	50,000	50,000	49,535	49,535
<b>Subtotal - Student Activity Fees</b>	<b>10,068,425</b>	<b>9,989,626</b>	<b>198,421</b>	<b>10,188,047</b>	<b>198,421</b>	<b>10,188,047</b>	<b>103,634</b>	<b>10,093,260</b>
<b>Graduate Allocation Fund (GAF)</b>								
GPSA Graduate Scholarship Fund	46,760	46,394	366	46,760	366	46,760	366	46,760
GPSA Student Research Grant	89,134	88,436	698	89,134	698	89,134	698	89,134
<b>ASUNM/GPSA</b>								
ASUNM - Accounting office	40,162	39,848	314	40,162	314	40,162	314	40,162
ASUNM	850,000	843,347	6,653	850,000	6,653	850,000	6,653	850,000
GPSA	300,950	298,594	2,356	300,950	2,356	300,950	2,356	300,950
<b>Debt Service/Other</b>								
Debt Service-ERP Project Fee	2,352,180	2,333,770	18,410	2,352,180	18,410	2,352,180	18,410	2,352,180
Debt Service-Facility Fee	14,689,317	14,574,350	3,114,967	17,689,317	2,704,967	17,279,317	2,704,967	17,279,317
Univ Library Acquisitions	800,000	793,739	16,261	810,000	16,261	810,000	8,725	802,464
IT Initiatives	1,900,000	1,885,130	14,870	1,900,000	14,870	1,900,000	(2,807)	1,882,323
Athletics	4,000,000	3,968,694	(88,694)	3,880,000	(88,694)	3,880,000	31,306	4,000,000
<b>Subtotal - GAF/Debt/ASUNM/GPSA</b>	<b>25,068,503</b>	<b>24,872,302</b>	<b>3,086,201</b>	<b>27,958,503</b>	<b>2,676,201</b>	<b>27,548,503</b>	<b>2,770,988</b>	<b>27,643,290</b>
<b>Total - MC/HSC Current Funds</b>	<b>35,136,928</b>	<b>34,861,928</b>	<b>3,284,622</b>	<b>38,146,550</b>	<b>2,874,622</b>	<b>37,736,550</b>	<b>2,874,622</b>	<b>37,736,550</b>
<b>SFRB - One Time Funding</b>								
LoboRESPECT	0	0	40,000	40,000	40,000	40,000	40,000	40,000
ENLACE - Division of Equity and Inclusion	0	0	95,000	95,000	95,000	95,000	95,000	95,000
Libraries	75,000	75,000	(60,000)	15,000	(60,000)	15,000	(60,000)	15,000
Information Technologies	20,000	20,000	(20,000)	0	(20,000)	0	(20,000)	0
LGBTQ Resource Center	7,500	7,500	(2,500)	5,000	(2,500)	5,000	(2,500)	5,000
Parking & Transportation Services	50,000	50,000	(50,000)	0	(50,000)	0	(50,000)	0
Center of Academic Support (CAPS)	37,500	37,500	(37,500)	0	(37,500)	0	(37,500)	0
Community Learning & Public Service	19,201	19,201	(19,201)	0	(19,201)	0	(19,201)	0
SFRB Website	0	0	2,000	2,000	2,000	2,000	2,000	2,000
Medicine Bow	17,000	17,000	(17,000)	0	(17,000)	0	(17,000)	0
Green Fund, Office Sustainability	0	0	17,788	17,788	17,788	17,788	17,788	17,788
<b>Total - MC/HSC SFRB One Time Funding</b>	<b>226,201</b>	<b>226,201</b>	<b>(51,413)</b>	<b>174,788</b>	<b>(51,413)</b>	<b>174,788</b>	<b>(51,413)</b>	<b>174,788</b>
<b>Grand Total - Main Campus/HSC</b>	<b>35,363,129</b>	<b>35,088,129</b>	<b>3,233,209</b>	<b>38,321,338</b>	<b>2,823,209</b>	<b>37,911,338</b>	<b>2,823,209</b>	<b>37,911,338</b>

Note: 0.93% adjustment (reduction) to Student Activity Fees

# FY 18 Main Campus Graduate Differential Tuition Requests

## RESIDENT

## NON-RESIDENT

### School of Engineering

<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
\$0.00	\$50.00	\$50.00	N/A	\$0.00	\$50.00	\$50.00	N/A

In addition, a differential tuition of \$100 will be assessed on hours 1-6 of dissertation.

### School of Law

<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
\$352.34	\$352.34	\$0.00	0.00%	\$527.05	\$527.05	\$0.00	0.00%

This request is to expand the current differential tuition for the Juris Doctor (JD) program to the new Master of Studies in Law (MSL) program.



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# **UNM School of Engineering Graduate Differential Tuition Proposal**

**Joseph L. Cecchi  
Jim and Ellen King Dean of  
Engineering and Computing  
School of Engineering  
Board of Regents  
Budget Summit  
May 24, 2017**



## Rationale for graduate differential tuition

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- The revenues of the UNM School of Engineering (SOE) have not kept pace with the rising costs of delivering high-quality, research-driven graduate engineering and computer science degree programs
- It is increasingly difficult to recruit and retain outstanding research-active faculty who are successful in bringing in external research funding and are the foundation of excellence in the graduate education we deliver
- We also face challenges recruiting high-quality graduate students who are the main “workforce” of our robust research enterprise, while earning their MS and PhD degrees
- **Unique among UNM’s graduate programs, 70-80% of our MS and PhD students are supported either by their companies, as TAs, or in most cases, by tuition and stipend support from faculty research contracts**

## Proposed Graduate Differential Tuition

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- In accordance with UAPPM Policy 8210:2.2, the School of Engineering proposes graduate differential tuition of \$100/credit hour to be phased in over two years
- The proposal translates into an average differential tuition of \$1200/year for the typical graduate course load of 6 credit hours/semester – 12 credit hours/year
- SOE's graduate engineering and computer science programs are among the only professional graduate programs at UNM that do not have differential tuition

## Faculty research contracts and grants provides the largest source of graduate student support

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- School of Engineering faculty generate > \$33M/year in external research contracts and grants, leveraging the \$16M/year in our I&G funding by more than a factor of two
- A major use of this external research funding is to support graduate students, including tuition, fees, and a stipend.
- Additional support comes from employers, TAs, GAs, and PAs, leaving only 20-30% of graduate students unsupported
- With the proposed 20% financial aid set aside, the amount of differential tuition that unsupported students would pay would vary from zero to about \$33/credit hour, depending on the number of unsupported students

## Comparison of (AY 17-18) UNM graduate tuition to 22 peers (AY 16-17) for 6 cr hrs/sem – 12 cr hrs/year

Institution	(AY 16-17) Base Tuition/ Year	Total Engineering Tuition/Year
UNM	\$3,127	\$4,327
22 Peer Average	\$5,150	\$5,693

- The proposed resulting SOE graduate tuition is ~24% below the AY 16-17 average of our 22 peers, which places UNM 15<sup>th</sup> in tuition among the 23 schools

*However,*

- SOE ranks 10<sup>th</sup> out of the 23 schools in annual research expenditures/faculty
- SOE ranks 12<sup>th</sup> out of the 23 schools in the current US News graduate program rankings

## Financial impact on faculty research contracts/ grants for supporting graduate students

Faculty compete in the national market for graduate students, using their research funding to provide a package that includes tuition, fees, and stipend. Here is a typical example for SOE:

Category	Current	With Differential Tuition	Change
Tuition	\$3,127	\$4,327	\$1,200
Fees	\$763	\$763	0
Average Stipend	\$27,330	\$27,330	0
F&A (51%)	\$13,938	\$13,938	0
Total	\$45,158	\$46,358	\$1,200

**This represents a 2.7% increase for the current \$45,158 level of support for the package**

## Comparison of salaries for SOE MS and PhD graduates

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Data below show the average salary for SOE MS and PhD graduates working in New Mexico compared to the average for all of UNM for 2007-08 cohorts, six years (2014) after graduation\*

Degree	Average salary 6 years after degree earned
SOE Masters	\$87,300
All UNM Masters	\$58,600
SOE PhD	\$102,000
All UNM PhD	\$87,300

# More on salaries

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Data below show the early career and mid-career average salaries for MS and PhD graduates for the programs in SOE \*

Degree	Early Career Average Salary	Mid-career Average Salary
MS (SOE programs)	\$75,400	\$120,800
PhD (SOE programs)	\$87,100	\$129,300

# The proposed graduate differential tuition for SOE would be the 3<sup>rd</sup> lowest at UNM

UNM Program	Differential Tuition/Credit Hour
College of Nursing – Doctorate	\$366
Law	\$352.34
College of Nursing – Masters	\$249
Anderson School of Management (MBA)	\$183.70
Physical Therapy-Doctorate	\$164
Masters of Occupational Therapy	\$140
Speech and Hearing Sciences – Masters	\$119
<b>School of Engineering (proposed)</b>	<b>\$100</b>
Architecture and Planning - Masters	\$74.63
Public Administration- Masters	\$50

## Proposed uses of the differential tuition

- All of the differential tuition revenues will be allocated to graduate educational expenses
- Actual allocation will depend upon budget needs, except for need-based aid which will be 20% of the total
- Here is an example of a differential tuition budget:

Category	Estimated Annual Expenditures
Need-based Financial Aid Set Aside (20%)	\$240,000
Faculty Expense (Recruitment and Retention)	\$400,000 - \$500,000
Support staff expense (TA/RA/GA)	\$270,000 - \$370,000
Graduate student recruiting	\$80,000 - \$120,000
Operating Expenses	\$60,000 - \$120,000
<b>Total (Based on average values)</b>	<b>\$1,200,000</b>

## Outside offers for SOE faculty FY15-17

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- 7 successful retentions
  - 1 Assistant Professor
  - 1 Associate Professor
  - 4 Professors
  - 1 Distinguished Professor
- 8 unsuccessful retentions
  - 3 Assistant Professors
  - 2 Associate Professors
  - 2 Professors
  - 1 Distinguished Professor
- 1 offer pending
  - 1 Distinguished Professor

## Faculty and Student Engagement and Consultation

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- 7/2015 – 11/2015 and 7/2016 – 4/2017 - extensive discussion at School of Engineering Leadership Council Meetings (chairs and associate deans) - Chairs discussed with their faculty and students
- Presented and discussed at the 12/7/2015 School of Engineering Faculty Assembly – chairs and faculty want flexibility in allocating funds
- Town Hall for faculty and students held 4/3/2017 to discuss proposal – attendees understood the need for differential tuition and the value proposition for increasing the quality of our graduate programs

# FY 18 Branch Campus Proposed Tuition & Fees

(Per Credit Hour)

RESIDENT					NON-RESIDENT				
<b>LOS ALAMOS</b>									
	<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>		<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
Tuition	\$79.00	<b>\$82.00</b>	<b>\$3.00</b>	<b>3.80%</b>	Tuition	\$219.00	<b>\$227.50</b>	<b>\$8.50</b>	<b>3.88%</b>
Fees	\$1.50	<b>\$1.50</b>	<b>\$0.00</b>	<b>0.00%</b>	Fees	\$1.50	<b>\$1.50</b>	<b>\$0.00</b>	<b>0.00%</b>
Total	\$80.50	<b>\$83.50</b>	<b>\$3.00</b>	<b>3.73%</b>	Total	\$220.50	<b>\$229.00</b>	<b>\$8.50</b>	<b>3.85%</b>
<b>VALENCIA</b>									
	<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>		<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
Tuition	\$71.50	<b>\$74.50</b>	<b>\$3.00</b>	<b>4.20%</b>	Tuition	\$200.24	<b>\$210.00</b>	<b>\$9.76</b>	<b>4.87%</b>
Fees	\$3.75	<b>\$3.75</b>	<b>\$0.00</b>	<b>0.00%</b>	Fees	\$3.75	<b>\$3.75</b>	<b>\$0.00</b>	<b>0.00%</b>
Total	\$75.25	<b>\$78.25</b>	<b>\$3.00</b>	<b>3.99%</b>	Total	\$203.99	<b>\$213.75</b>	<b>\$9.76</b>	<b>4.78%</b>
<b>GALLUP</b>									
	<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>		<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
Tuition	\$70.10	\$70.10	\$0.00	0.00%	Tuition	\$185.76	\$185.76	\$0.00	0.00%
Fees	\$10.40	\$10.40	\$0.00	0.00%	Fees	\$10.40	\$10.40	\$0.00	0.00%
Total	\$80.50	\$80.50	\$0.00	0.00%	Total	\$196.16	\$196.16	\$0.00	0.00%
<b>TAOS</b>									
	<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>		<u>Current</u>	<u>Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
Tuition	\$75.00	\$75.00	\$0.00	0.00%	Tuition	\$195.00	\$195.00	\$0.00	0.00%
Fees	\$3.00	\$3.00	\$0.00	0.00%	Fees	\$3.00	\$3.00	\$0.00	0.00%
Total	\$78.00	\$78.00	\$0.00	0.00%	Total	\$198.00	\$198.00	\$0.00	0.00%



## DIFFERENTIAL TUITION REQUEST

College/School: Law Department/Program: Master of Studies in Law Degree

Contact: Alfred Mathewson Phone: 277-4700 Email: mathewson@law.unm.edu

Level: Undergraduate  Graduate

Proposed Differential to be applied as: by student type (major):  by course:

*For Main Campus units, all new differential tuition will be charged by student type (major) and will follow the tuition block.*

Requested Differential Tuition (shown as an amount per student credit hour):

Student Type	Current Differential	Proposed Differential	Increase/Decrease or New Differential
Residents	\$0	\$352.34	\$352.34
Non-Residents	\$0	\$527.05	\$527.05
Other	\$	\$	\$

Effective Academic Year: 17-18

*If the differential tuition request is approved it will be applied in the following academic year beginning in the fall semester.*

**Rationale for Request:** *Please provide a detailed explanation on the reasoning for the increase/decrease or new differential tuition. Please refer to policy UAP 8210 2.2 for qualifying justifications for differential tuition.*

This request is not for an increase, a decrease, or new differential tuition. Rather, it is a request to expand the coverage of the law school's current differential tuition for the Juris Doctor (JD) program to the law school's new Master of Studies in Law (MSL) program, the enrollment of which is capped at 8 FTE students (full-timers plus part-timers). Except for one new course developed for the MSL program called "Introduction to U.S. Law, Procedure, and Legal Education," MSL students take the same courses as JD students. The introductory course is taught by a law professor. Therefore, the cost of instruction for the courses taken by students in both programs is the same, so the rationale for the current JD differential tuition applies to the MSL program to the extent described below.

The JD is a professional program that competes in expensive regional and national markets that require more resources to remain competitive, including the ability to attract faculty who demand higher salaries and who will now teach both JD and MSL students.

The tuition differential supports the school's curriculum, which provides students with high-quality instruction and requires a low student-faculty ratio.



**Because the law school's program requirements are geared toward meeting JD licensure requirements, the excellent instruction in the JD program will redound to the benefit of the MSL students.**

**Market Analysis:** *Please provide detailed information on whether the college/school or department/program cost of instruction is markedly higher than the university average program costs or market conditions warrant additional tuition.*

See explanation above. The law school must charge a tuition differential to provide the curriculum, faculty, and student support services that allow it to compete with its peers.

**Student Consultation:** *A preliminary request should be submitted to the Provost Office (Main Campus) or Chancellor's Office (Health Sciences Center (HSC)) no later than October 1<sup>st</sup>. Per policy it must be posted to the unit's website no later than October 1<sup>st</sup> to allow for at least 30 days of constituent comment prior to final submission to the Provost or Chancellor by November 1<sup>st</sup>.*

*Please provide an explanation on how you plan to communicate the proposed differential tuition request to students, and the feedback you have already received from students on this request, if any.*

The Law School will post a notice on its website to inform students of the proposed expansion of its current JD program tuition differential to the new MSL program. No feedback has been received so far.

**Accountability/Budget Information:** *Please provide budgetary information about how the revenue generated will be expensed. It is highly encouraged to set aside a portion of the revenue generated by the differential for financial aid (see policy UAP 8210 2.2.2).*

**Financial Aid Set Aside Amount: 10%**

**Proposed Annual Revenue**

Differential Tuition (per student credit hour)	\$352.34 resident \$572.05 non-resident
Projected # of Student Credit Hours ( <u>all student credit hours</u> taken by student majors in the program).	100
<b>Total Revenue</b>	<b>\$35,234</b>

**Proposed Annual Expenditures**

Financial Aid Set Aside (%)	\$3,523
Faculty Expense	\$8,700
Advising Personnel	\$4,052 TA Support



Support Staff Expense	\$13,512
Operating Expenses	\$5,467 Recruitment Costs
<b>Total Program Costs</b>	<b>\$35,234</b>

***Please provide a detailed explanation on how the revenue will be used for this program:***

Revenue will be used to pay the part-time program director, the part-time program coordinator, the JD-student teaching assistants, faculty and administrative support, recruitment costs, and need-based financial aid awards.

The 10% financial aid set-aside for the MSL program is greater than the 2.6% set-aside for the JD program because the law school retains both base and differential tuition revenue generated by the MSL program in accordance with the approved Form D New Graduate Degree proposal (incorporated herein by reference) that established this degree pursuant to UNM's Responsibility-Centered Management budget model.

The law school will adapt its procedures for need-based scholarship awards for JD students to MSL students. See the next section regarding other sources of financial aid for MSL students.

***Student Access and Affordability: Please explain how student access and affordability will be addressed.***

**UNM School of Law is one of the most affordable law schools in the Mountain West Region and in the country. Each year, the National Jurist/PreLaw Magazine ranks law schools around the country on overall value, which is calculated based on tuition, cost of living, average indebtedness after law school, bar passage rate and employment success. In 2015 UNM School of Law was ranked 6th in the nation for value.**

**UNM Law School's tuition is significantly lower than most other law schools. Tuition for full-time students (12-18 credits) in the 2016-17 academic year is \$16,236.48 for residents and \$35,291.76 for non-residents. 2016-17 tuition for part-time students is \$676.52 per credit hour for residents and \$1,470.49 per credit hour for non-residents. Most if not all MSL students are expected to be residents. University support allows the law school to maintain its low tuition.**

**Our affordability is a big factor for applicants. Many students choose UNM not only because of our great academic programs, but for our incredible value. Applicants are smart consumers who are very conscious of cost and overall value of their degree.**

**MSL students apply for financial aid through UNM Graduate Studies for sources other than the need-based set-aside described in the previous section. Some part-time MSL students may work for companies that pay all or part of their tuition. UNM personnel who are eligible for the Employee Tuition Remission Benefit may enroll part-time in the MSL program and use this benefit to pay for base and differential tuition plus mandatory fees for up to 8 credit hours per semester and up to 4 credit hours per summer session.**



**These financial aid sources and our comparatively low tuition enable students to afford the MSL program and benefit themselves and their employers in the short and long term through the knowledge and skills they acquire.**

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**Peer Comparison Chart:** *Please complete the Excel peer comparison spreadsheet. If the peer institutions listed does not have a similar college/school or department/program add an institution that most closely resembles your unit. Please note this adjustment below.*

**Of the 22 peer universities listed in the UNM Peer Comparison spreadsheet, only 9 had masters of studies of law programs. We have added 8 public universities that have masters of studies in law.**

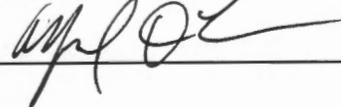
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**Other Information:** *Please provide any additional information that supports this request for differential tuition.*

**The proposed annual revenue and expenditures are based on year 1 of the Law School's projected tuition differential revenue and expenditure. These amounts account for the tuition differential portion of the total revenue, and the revenue is based resident tuition differential amount only. Please see attached report for the year 2 through year 5 projections.**

**Dean/Director Approval:**

**Printed Name:** Alfred Mathewson

**Signature:**  **Date:** 9/30/16

**Attachment for UNM School of Law Master of Studies in Law  
Tuition Differential Request Six-Year Enrollment Projection**

Year	Full-time Students @ 30 CH/year		Part-time Students @ 10 CH/year		Credit Hours	Tuition Differential Revenue @ \$352.34/Ch
	New	Returning	New	Returning		
1*	n/a	n/a	n/a	n/a	n/a	
2	1		7		100	35,234
3	3	0	1	7	170	59,898
4	5	0	1	8	240	84,562
5	5	0	7	2	240	84,562
6	5	0	0	9	240	84,562

Estimated Program Costs Covered by Tuition Differentials	Year 0 FY16	Year 1 FY17	Year 2 FY18	Year 3 FY19	Year 4 FY20	Year 5 FY21
Director SAC	\$ 10,000	\$4,990	\$13,543	\$18,377	\$18,300	\$18,300
Faculty Support		\$1,748	\$3,724	\$7,351	\$7,320	\$7,320
Faculty Fringes	\$ 2,900	\$1,962	\$5,060	\$7,564	\$7,558	\$7,558
TA support		\$2,876	\$3,900	\$5,293	\$5,270	\$5,270
Graduate Fringes		\$1,176	\$1,750	\$2,607	\$2,851	\$2,851
Administrative Support	\$ 10,000	\$9,987	\$13,543	\$18,377	\$18,300	\$18,300
Fringe Benefits	\$ 3,500	\$3,525	\$4,835	\$6,616	\$6,661	\$6,661
Recruitment Costs	\$ 25,000	\$5,467	\$7,553	\$9,921	\$9,844	\$9,844
Financial Aid at 10%		\$3,523	\$5,990	\$8,456	\$8,456	\$8,456
<b>Expense Totals</b>	<b>\$ 51,400</b>	<b>\$ 35,254</b>	<b>\$ 59,898</b>	<b>\$ 84,562</b>	<b>\$ 84,562</b>	<b>\$ 84,562</b>



The University of New Mexico  
2016-17 Tuition Projections

College: School of Law  
Program: Masters of Studies in Law

Graduate Resident

	Resident	Tuition (1)	Differential for Peer College/Program (2)	FY 2016 Projected Tuition @ 2% Increase	Proposed Differential	Total Proposed Tuition	
	<b>University of New Mexico</b>	\$ 4,443	n/a	n/a		\$ 4,443	
	<b>Peer Median</b>	\$ 20,716	n/a	n/a	n/a	\$ -	
1	Arizona State University*	\$ 31,200		\$ 624	n/a	\$ 31,824	
2	Florida International University*	\$ 20,716		\$ 414	n/a	\$ 21,130	Juris Master
3	New Mexico State University*			\$ -	n/a	\$ -	No MSL Program
4	Oklahoma State University*			\$ -	n/a	\$ -	No MSL Program
5	Texas A&M University* Full-Time	\$ 22,000		\$ 440	n/a	\$ 22,440	Masters in Jurisprudence
	Texas A&M University* Part-Time	\$ 11,800		\$ 236	n/a	\$ 12,036	Masters in Jurisprudence
6	Texas Tech University*			\$ -	n/a	\$ -	No MSL Program
7	The University of Tennessee			\$ -	n/a	\$ -	No MSL Program
8	The University of Texas at Arlington*			\$ -	n/a	\$ -	No MSL Program
9	The University of Texas at Austin**			\$ -	n/a	\$ -	No MSL Program
10	The University of Texas at El Paso*			\$ -	n/a	\$ -	No MSL Program
11	University of Arizona*	\$ 28,857		\$ 577	n/a	\$ 29,434	
12	University of California-Riverside			\$ -	n/a	\$ -	No MSL Program
13	University of Colorado-Boulder**	\$ 29,708		\$ 594	n/a	\$ 30,302	
14	University of Colorado-Denver**			\$ -	n/a	\$ -	No MSL Program
15	University of Houston**			\$ -	n/a	\$ -	No MSL Program
16	University of Iowa **	\$ 14,758		\$ 295	n/a	\$ 15,053	
17	University of Kansas*			\$ -	n/a	\$ -	No MSL Program
18	University of Missouri-Columbia*			\$ -	n/a	\$ -	No MSL Program
19	University of Nebraska-Lincoln*	\$ 13,975		\$ 279	n/a	\$ 14,254	Did not provide MSL tuition
20	University of Nevada-Las Vegas			\$ -	n/a	\$ -	No MSL Program
21	University of Oklahoma-Norman Campus*	\$ 20,531		\$ 411	n/a	\$ 20,942	
22	University of Utah**			\$ -	n/a	\$ -	No MSL Program
23	University of California-Hastings*	\$ 46,685		\$ 934	n/a	\$ 47,619	
24	Cleveland Marshall*	\$ 31,884		\$ 638	n/a	\$ 32,522	
25	Indiana University (IUPUI)	\$ 25,315		\$ 506	n/a	\$ 25,822	
26	University of New Hampshire*	\$ 33,185		\$ 664	n/a	\$ 33,849	
27	The Ohio State University*	\$ 22,818		\$ 456	n/a	\$ 23,274	
28	University of Pittsburgh*	\$ 52,452		\$ 1,049	n/a	\$ 53,501	
29	Washburn University*	\$ 21,670		\$ 433	n/a	\$ 22,103	
30	University of Illinois Urbana-Champaign*	\$ 53,340		\$ 1,067	n/a	\$ 54,407	

(1) Tuition is based on full time status (15 credit hours for graduate tuition per semester) Fall and Spring semesters

(2) Please indicate the peer's differential tuition based on the college/program your unit is comparing to.

\*includes student fees

\*\*rates vary depending on field of study



The University of New Mexico  
2016-17 Tuition Projections

College: School of Law  
Program: Masters of Studies in Law

Graduate Non-Resident

Non-Resident	Tuition (1)	Differential for Peer College/Program (2)	FY 2016 Projected Tuition @ 2% Increase	Proposed Differential	Total Proposed Tuition	
University of New Mexico	\$ 15,002	n/a	n/a		\$ 15,002	
Peer Median	\$ 22,000	n/a	n/a	n/a	\$ -	
1 Arizona State University*	\$ 39,200		\$ 784	n/a	\$ 39,984	
2 Florida International University*	\$ 20,716		\$ 414	n/a	\$ 21,130	Did not provide non-resident tuition
3 New Mexico State University*			\$ -	n/a	\$ -	No MSL Program
4 Oklahoma State University*			\$ -	n/a	\$ -	No MSL Program
5 Texas A&M University* Full-time	\$ 22,000		\$ 440	n/a	\$ 22,440	Per webpage, slightly higher than resident tuition
6 Texas A&M University* Part-Time	\$ 11,800		\$ 236	n/a	\$ 12,036	Per webpage, slightly higher than resident tuition
7 Texas Tech University*			\$ -	n/a	\$ -	No MSL Program
8 The University of Tennessee			\$ -	n/a	\$ -	No MSL Program
9 The University of Texas at Arlington*			\$ -	n/a	\$ -	No MSL Program
10 The University of Texas at Austin**			\$ -	n/a	\$ -	No MSL Program
11 The University of Texas at El Paso*			\$ -	n/a	\$ -	No MSL Program
12 University of Arizona	\$ 28,857		\$ 577	n/a	\$ 29,434	
13 University of California-Riverside			\$ -	n/a	\$ -	No MSL Program
14 University of Colorado-Boulder**	\$ 36,512		\$ 730	n/a	\$ 37,242	
15 University of Colorado-Denver**			\$ -	n/a	\$ -	No MSL Program
16 University of Houston**			\$ -	n/a	\$ -	No MSL Program
17 University of Iowa **	\$ 14,758		\$ 295	n/a	\$ 15,053	
18 University of Kansas*			\$ -	n/a	\$ -	No MSL Program
19 University of Missouri-Columbia*			\$ -	n/a	\$ -	No MSL Program
20 University of Nebraska-Lincoln*	\$ 31,390		\$ 141	n/a	\$ 31,530	Did not provide MSL tuition
21 University of Nevada-Las Vegas			\$ -	n/a	\$ -	No MSL Program
22 University of Oklahoma-Norman Campus*	\$ 30,956		\$ 619	n/a	\$ 31,575	
23 University of Utah**			\$ -	n/a	\$ -	No MSL Program
24 University of California-Hastings*	\$ 46,685		\$ 934	n/a	\$ 47,619	Same as in-state tuition
25 Cleveland Marshall*	\$ 54,324		\$ 1,086	n/a	\$ 55,410	
26 Indiana University (IUPUI)	\$ 44,163		\$ 883	n/a	\$ 45,046	
27 University of New Hampshire*	\$ 36,885		\$ 738	n/a	\$ 37,623	
28 The Ohio State University*	\$ 59,328		\$ 1,187	n/a	\$ 60,515	
29 University of Pittsburgh*	\$ 60,632		\$ 1,213	n/a	\$ 61,845	
30 Washburn University*	\$ 33,820		\$ 676	n/a	\$ 34,496	
University of Illinois Urbana Champagne*	\$ 53,340		\$ 1,067	n/a	\$ 54,407	Same as in-state tuition

(1) Tuition is based on full time status 15 credit hours for graduate tuition per semester) Fall and Spring semesters

(2) Please indicate the peer's differential tuition based on the college/program your unit is comparing to.

\*includes student fees

\*\*rates vary depending on field of study



THE UNIVERSITY *of*  
NEW MEXICO

SCHOOL *of* LAW



Differential Tuition Request for  
**New** Master of Studies in Law  
Daniel Ortega, J.D., Program Director

# Generalized Need for Legal Education

“The need to navigate and understand the U.S. legal system has **grown sharply** with the rise of the regulatory state over the past 50 years. Today it is increasingly important for workers in the knowledge economy to **understand how laws and the regulatory environment can affect goals and strategies** in their fields. . . .

**Virtually every sector** of today’s economy would benefit from employing workers with more than superficial knowledge of the law.”<sup>1</sup>



<sup>1</sup> Carol A. Parker, *Legal Education for All (or More Than Just Lawyers)*, The Chronicle of Higher Education (September 9, 2013).

# Purpose of MSL

- » The MSL is a **condensed education** about law and the legal process.
- » It is a **graduate degree**, not a professional degree.
- > **Primary goal:** To enhance the skills of mid-career professionals and recent college graduates through law courses relevant to current or future jobs.
- > **Secondary goal:** To enhance the J.D. program through law students' interactions with MSL students from a variety of fields likely to be encountered in law practice and other jobs.



# ABA Standards Require Small MSL Program

- **ABA Legal Education Standards** require that MSL enrollment be limited to avoid interfering with the law school's ability to operate the JD program in compliance with the Standards.
- **MSL enrollment goal of 8 FTE students** (part-timers + full-timers) avoids major change in 9:1 student:faculty ratio.
- **Employed part-timers** are likely to outnumber full-timers.
- **NM residents** will outnumber non-residents given the expected high percentage of part-timers.



# Impact of MSL

- **First new degree** at the law school since its founding in 1947
- **More access** to legal education in NM
- **More diverse** life experience among the student body
- **Keep talented students in NM** for in-state jobs
- **Enhance skills and performance** for current job/promotion or new job
  - Understand job-related court cases, statutes, and regulations
  - Learn how the legal system addresses particular situations
  - Learn legal principles applicable to job or areas of interest
  - Understand how the law works



# Curriculum

- **30 credit hours**
  - Full-time (3 semesters)
  - Part-time (up to 8 semesters)
- New 4-credit MSL **Introductory Course**
- **Self-Designed MSL:** Students choose from *existing* upper-level JD courses relevant to their current or future jobs (some courses limited to JD students).
- **Optional Concentrations:** 15 credit hours of Indian Law or Natural Resources-Environmental Law
  - Required: Indian Law; Electives
  - Required: Administrative Law + Nat. Res. Law or Env. Law; Electives
- MSL graduates **can't** take bar exam or practice law.
- ABA does not allow MSL credits to be applied to a JD degree program.



# Nature of Request and Rationale

- » *Not* requesting increase, decrease, or new differential tuition
- » Rather, apply *current* JD differential to *new* MSL
- » All MSL law courses are taught by JD faculty, so **cost of instruction is the same** for both degree programs.
- » JD program competes in expensive markets that **require more resources** to remain competitive.
- » Excellent 9:1 student:faculty ratio promotes **high-quality instruction.**



# Differential

Residents: **\$352.34** per credit hour

Non-residents: **\$527.05** per credit hour

Annual differential revenue:

**\$35,234** @ 100 resident c.h. per year

**\$84,662** @ 240 resident c.h. per year (8 FTE)

No feedback on differential request was received from students or prospective applicants.

# Expenditures

<b>10% Fin. Aid Set-Aside:</b>	3,523
Faculty expense:	8,700
Tutors:	4,052
Support Staff:	13,512
Student Recruitment:	5,467
<b>Total:</b>	<b>\$35,234</b>

# Other Sources of Financial Aid 10

Graduate Studies: Loans, Work-Study, Assistantships, Scholarships

Tuition Assistance Programs:

UNM Tuition Remission

Sandia National Laboratories

Tribal Governments

Other Employer Programs

# Access and Affordability



**7<sup>th</sup> Best Value** Law School in 2016  
according to preLAW Magazine

**2016-17 tuition:**

Full-time: \$16,236 residents; \$35,292 non-residents/academic year

Part-time: \$677/credit hour residents;  
\$1,470/credit hour non-residents

# Jobs – Anecdotal Evidence from Internal UNM Letters of Support

- **Center for Native American Health** (MSL will enhance understanding of legal system for **Native American self-governance in healthcare** and benefit medical and public health students.)
- **Dept. of Economics** (Ph.D. students in environmental economics with an MSL will have **rare expertise that will benefit New Mexico.**)
- **Health Sciences Center** (MSL graduates' reading, writing, and analytical skills would enhance the performance of **compliance personnel** and of **case managers** for developmentally disabled persons, and would improve **rural physicians'** health care for disabled patients.)
- **Native American Studies Program** (MSL will serve Indians' needs for law programs that enhance their **ability to lead, build, and sustain their communities.**)
- **Water Resources Program** (MSL complements the Masters in Water Resources program and furthers efforts at UNM to **enhance collective strengths** in natural resource and environmental areas.)



# Jobs – Anecdotal Evidence from External Letters of Support

- Albuquerque Hispano Chamber of Commerce (MSL would be an excellent addition to **business community's** workforce-education opportunities)
- Leadership Institute at the Santa Fe Indian School (Former tribal governor, councilor, and judge observes that MSL will **enrich the understanding of complex areas of the law** as Indian communities evolve.)
- NM Tribal-State Judicial Consortium (There is **high interest** in MSL among lay judges and advocates, councilors, police officers, and probation officers.)
- NM Environment Department (Clients with an MSL concentration in environmental law would have an **advantageous collaborative relationship** with their attorneys.)
- Sandia National Laboratories (MSL graduates who can interpret statutes and regulations and conduct investigations and interviews would **help SNL meet its compliance duties** regarding environmental protection, export control, equal employment opportunity, ethics, safety, health, etc.)



# FY 2018 Budget Planning

May 24, 2017

**Paul B. Roth, MD, MS, FACEP**  
**Chancellor**  
**UNM Health Sciences Center**

**Ava J. Lovell, MHA, CPA**  
**Senior Executive Officer**  
**for Finance & Administration**  
**UNM Health Sciences Center**

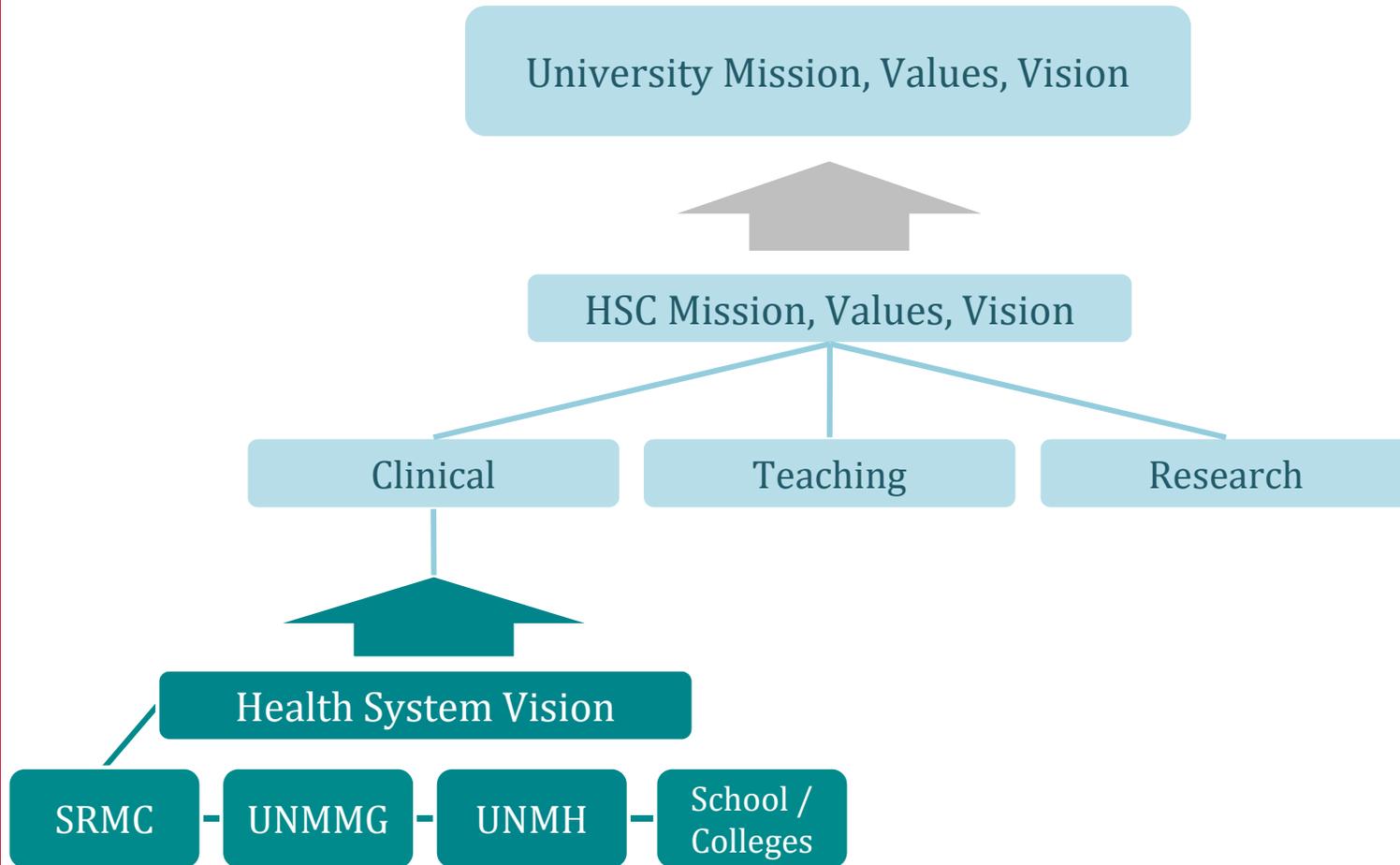


# Introduction

Paul B. Roth, MD, MS, FACEP  
Chancellor  
UNM Health Sciences Center



# Strategic Framework: Integration with the University



# UNM Health Sciences Center

## Vision

The University of New Mexico Health Sciences Center will work with community partners to help New Mexico make more progress in health and health equity than any other state.



## Mission

*We will:*

Provide an opportunity for New Mexicans to obtain an excellent education in health sciences.

Advance health discovery and innovation in the most important areas of human health.

Ensure that all populations in New Mexico have access to the highest quality health care.

## Values

Our mission is guided by our values of:

- Excellence in education, patient care and research
- Commitment to service, quality and safety
- Integrity and accountability
- Respect and compassion for all people
- Teamwork and collaboration
- Providing hope for those we serve

## Strategic Goals

1. Improve public health and health care to those we serve
2. Build the workforce of New Mexico by providing a premier education
3. Translate our research and discoveries into clinical or educational practice
4. Provide the environment to enable our people and programs to do their best
5. Deliver high quality clinical care and service while being accessible to all New Mexicans
6. Nurture and embrace an environment of diversity, integrity and transparency

# Issues & Challenges

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## Academic

- Educate more quality health care professionals with shrinking budget
- Preparing for School of Medicine LCME Accreditation
- Cost of keeping up with latest technologies/software
- Highly competitive faculty and staff employment market
- UNM West Health Sciences Center strategies
- More competition for limited research dollars
- Continue building College of Population Health
- Recruit Deans for 3 Colleges (CON, COP, CoPH)

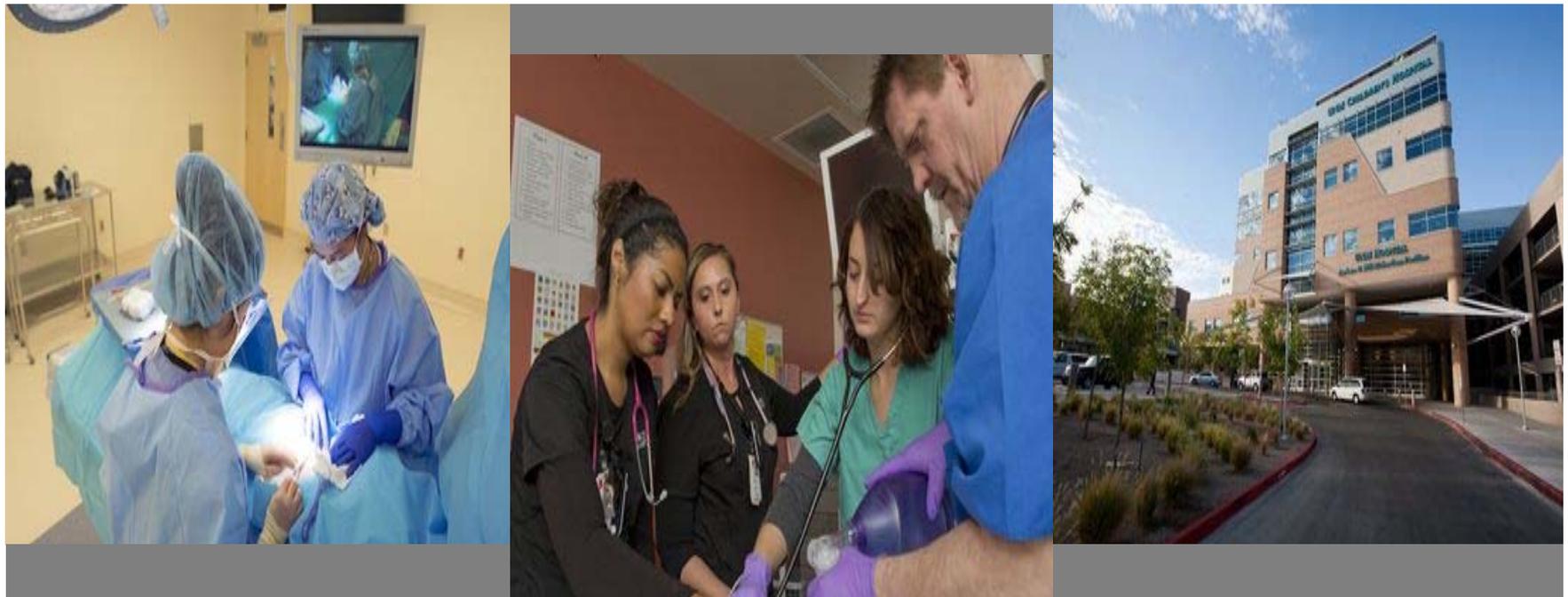
## Health System

- Transforming UNM Health System into a top performing academic health system, with top star ratings for quality, service and engagement
- Risk based contracting
- Loss of SRMC Mill Levy funding in FY 2018
- Reductions in Medicare and Medicaid reimbursements
- Inpatient care capacity constraints
- Age of facilities and Inefficiencies of buildings and maintenance costs
- Highly competitive employment market
- Rapidly evolving Information Technologies needs

# Budget Planning FY 2018

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May 24, 2017



Ava J. Lovell, MHA, CPA  
Senior Executive Officer  
for Finance & Administration

# UNM HSC Academic Enterprise

## FY 2018 – Financial Assumptions

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### Revenues

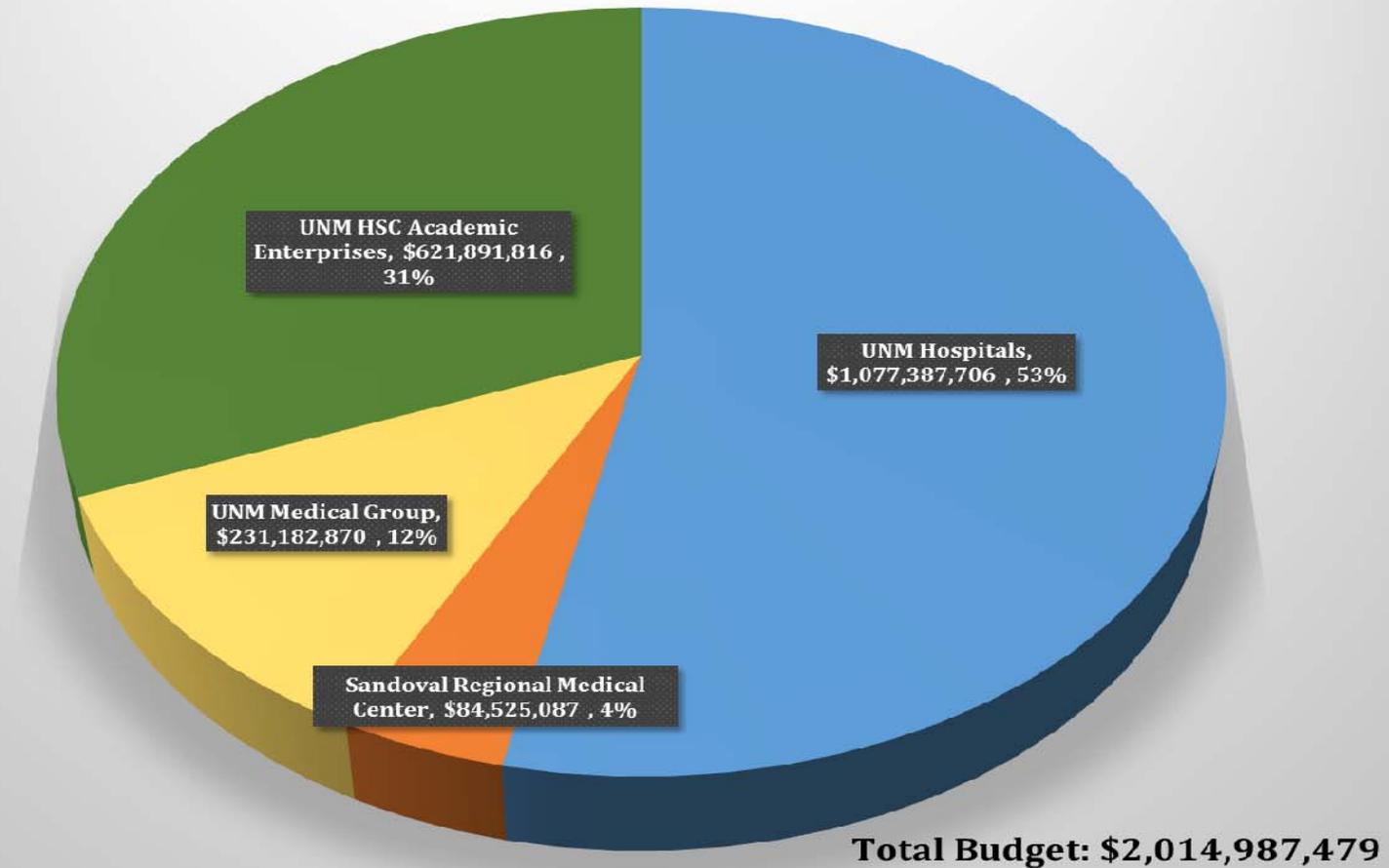
- Decrease in overall State Funding (General Fund Line Items) totaling 1.0%

### Expenses

- Salary increases for HSC Faculty - adjust to 25<sup>th</sup> percentiles where possible (approximately \$3M)
- Group Health Insurance increase 4.6%
- HSC utilities increase 0.2%
- Utilities and Operations/Maintenance for Health Education Phase 3
- College of Pharmacy Dean search and start-up package
- College of Nursing Dean search and start-up package

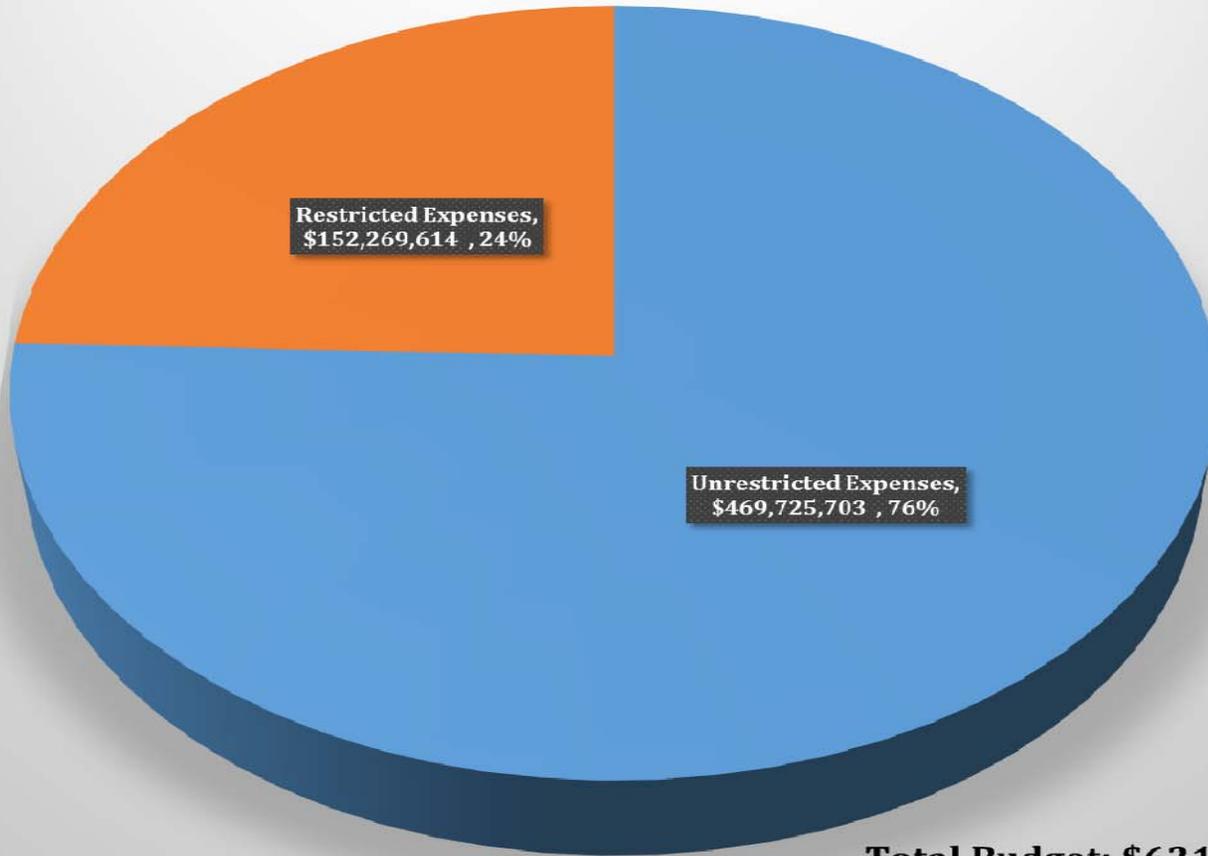
# UNM Health Sciences Center

UNM HEALTH SCIENCES CENTER  
FY 2018 Expense Budget



# UNM HSC Academic Enterprise

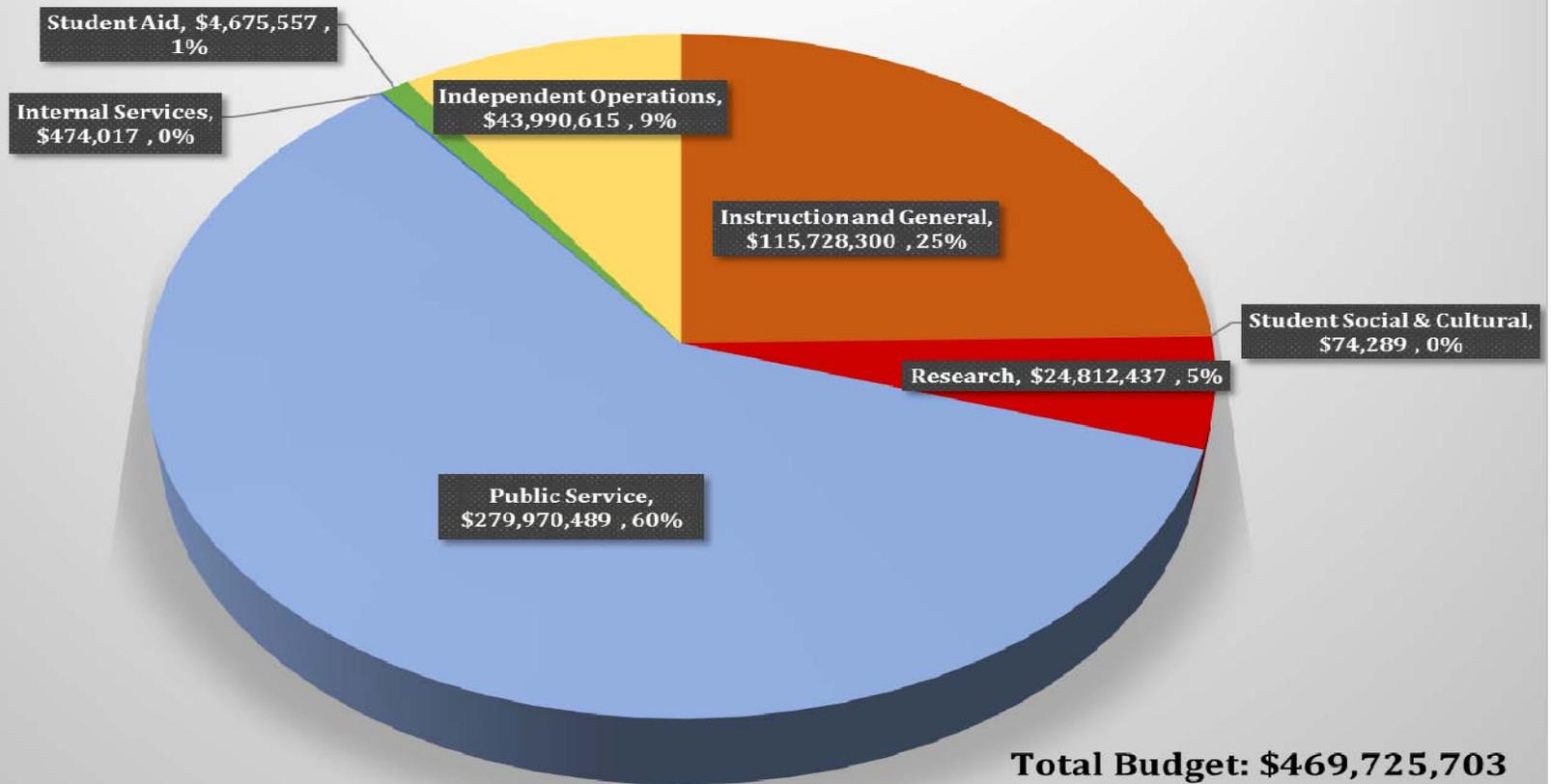
HSC Academic Enterprise  
FY 2018 Expense Budget



Total Budget: \$621,891,816

# UNM HSC Academic Enterprise

HSC Academic Enterprise (Unrestricted)  
FY 2018 Expense Budget



# HSC FY 2018 General Fund Appropriations\*

General Fund Appropriations	FY17 Original	FY17 Special Session	FY18 HB 2	% Change
HSC I&G	60,816,400	57,775,600	57,201,100	6%
<b>SPECIAL PROJECTS</b>				
Cancer Center	2,625,800	2,494,500	2,469,500	6%
Carrie Tingley	5,198,100	4,938,200	4,888,800	6%
Children's Psych	7,115,600	6,759,800	6,692,200	6%
Hepatitis C, Project ECHO	2,091,700	1,987,100	2,017,200	4%
Native American Health Center	268,000	254,600	252,000	6%
Native American Suicide Prevention	97,300	92,400	91,400	6%
Newborn ICU	3,268,800	3,105,400	3,074,300	6%
Nurse Expansion	1,076,400	1,022,600	1,012,300	6%
Nurse Education, Graduate	1,610,500	1,530,000	1,514,700	6%
Office of the Medical Investigator	5,005,000	4,754,800	4,707,200	6%
Pediatric Oncology	1,271,800	1,208,200	1,196,100	6%
NM Poison & Drug Info Center	1,548,400	1,471,000	1,456,200	6%
Residencies, General Surgery/FCM	327,300	310,900	307,700	6%
Residencies, Internal Medicine	1,042,500	990,400	980,400	6%
Residencies, Psychiatry	393,600	373,900	370,100	6%
<b>Special Projects Subtotal</b>	<b>32,940,800</b>	<b>31,293,800</b>	<b>31,030,100</b>	<b>6%</b>
<b>Total General Fund Appropriations</b>	<b>93,757,200</b>	<b>89,069,400</b>	<b>88,231,200</b>	<b>5.9%</b>
*Excludes \$2,859,100 of Tobacco Settlement Appropriations that were not cut from FY17				

# UNM HSC Academic Enterprise

## Unrestricted I&G Scenario

UNM HSC Campus  
Budget Development, Unrestricted I&G  
Fiscal Year 2018  
Summary (in thousands)

		Current			Proposed		
Sources of Funds:		FY17 Original	Changes	FY17 Revised	Changes	FY18 Original	
<b>State I&amp;G General Fund:</b>							
1	State Appropriation I&G Pooled Base	66,216	-1,631	64,585	-3,175	61,410	1
2	HSC State Appropriation Change: General Fund 5% Rescission FY17; 1% cut FY18	-1,631	-1,544	-3,175	2,575	-600	2
3	<b>Subtotal State I&amp;G General Fund</b>	<b>64,585</b>	<b>-3,176</b>	<b>61,410</b>	<b>-600</b>	<b>60,810</b>	3
<b>Tuition:</b>							
4	MD, Differentials, Online	14,882	-394	14,488	733	15,221	4
5	Base amount generated per 2014 MOU/Base amount per 2016 MOU (FY16 Tuition)	9,089	2,067	11,156	0	11,156	5
6	Projected Incremental Tuition FY13 - FY17 (Amount retained by Main)	2,433	-58	2,375	0	2,375	6
7	Adjustment: EMS Differential \$60 per credit hour		0	0	191	191	7
8	<b>Subtotal Tuition</b>	<b>26,404</b>	<b>1,615</b>	<b>28,019</b>	<b>924</b>	<b>28,752</b>	8
<b>Student Fees:</b>							
9	Starting Base	2,565	60	2,626	85	2,711	9
10	<b>Subtotal Course</b>	<b>2,565</b>	<b>60</b>	<b>2,626</b>	<b>85</b>	<b>2,711</b>	10
<b>Net Transfers To/From Health Sciences Center Transfers and Main Campus:</b>							
11	Health Sciences Center Formula Transfer from Main	17,973	-9,171	8,802	978	9,781	11
12	Health Sciences Center Tuition Transfer from Main	0	11,156	11,156	0	11,156	12
13	HSC Tuition True-up	313	0	313	-313	0	13
14	HSC Tuition Prior year tuition increase (enrollment growth)	826	0	826	-826	0	14
15	HSC Tuition rate increase	221	0	221	-221	0	15
16	FY17 5% rescission; FY18 formula	-452	12	-440	244	-196	16
17	Health Sciences Center I&G Transfers to Main	-3,444	84	-3,360	0	-3,360	17
18	FY17 5% rescission; FY18 cut	84	53	137	-79	59	18
19	Reverse Tuition transfer from Main recognized as HSC Tuition	-9,089	-2,067	-11,156	0	-11,156	19
20	Health Sciences Center Tuition returned to Main Campus per agreement 3/17/2016	-2,433	58	-2,375	0	-2,375	20
21	<b>Subtotal Transfers to Health Sciences Center from I&amp;G Base</b>	<b>4,000</b>	<b>125</b>	<b>4,125</b>	<b>-217</b>	<b>3,908</b>	21
<b>Miscellaneous</b>							
22	RCM Assessment - Institutional Support	26,014	-4,216	21,798	-4,291	17,507	22
23	F&A Revenues	24,000	0	24,000	300	24,300	23
24	F&A Transfers to Research	-24,000	0	-24,000	-300	-24,300	24
25	Other Self Supporting Revenues	3,912	65	3,976	-976	3,000	25
26	Transfer to Plant	-444	-2,059	-2,503	2,059	-444	26
27	Transfers to I&G Supported RPSPs (Locum Tenens, Integ Med, Telehealth, YCHC, IRHJ, Healthy Neighborhoods ABQ, etc.)	-4,500	138	-4,361	4,361	0	27
28	Transfers from RPSPs for Overhead	1,435	-72	1,364	-1,364	0	28
29	Transfers to Student Aid (State Scholarships)	-193	-41	-234	41	-193	29
30	Transfers for Cost Share			-149		-146	30
31	<i>One-Time Use of Reserves</i>	0	780	780	-402	378	31
32	<b>Subtotal Miscellaneous</b>	<b>26,224</b>	<b>-5,405</b>	<b>20,669</b>	<b>-572</b>	<b>20,102</b>	32
33	<b>Total Sources of Funds:</b>	<b>123,778</b>	<b>-6,780</b>	<b>116,849</b>	<b>-380</b>	<b>116,282</b>	33

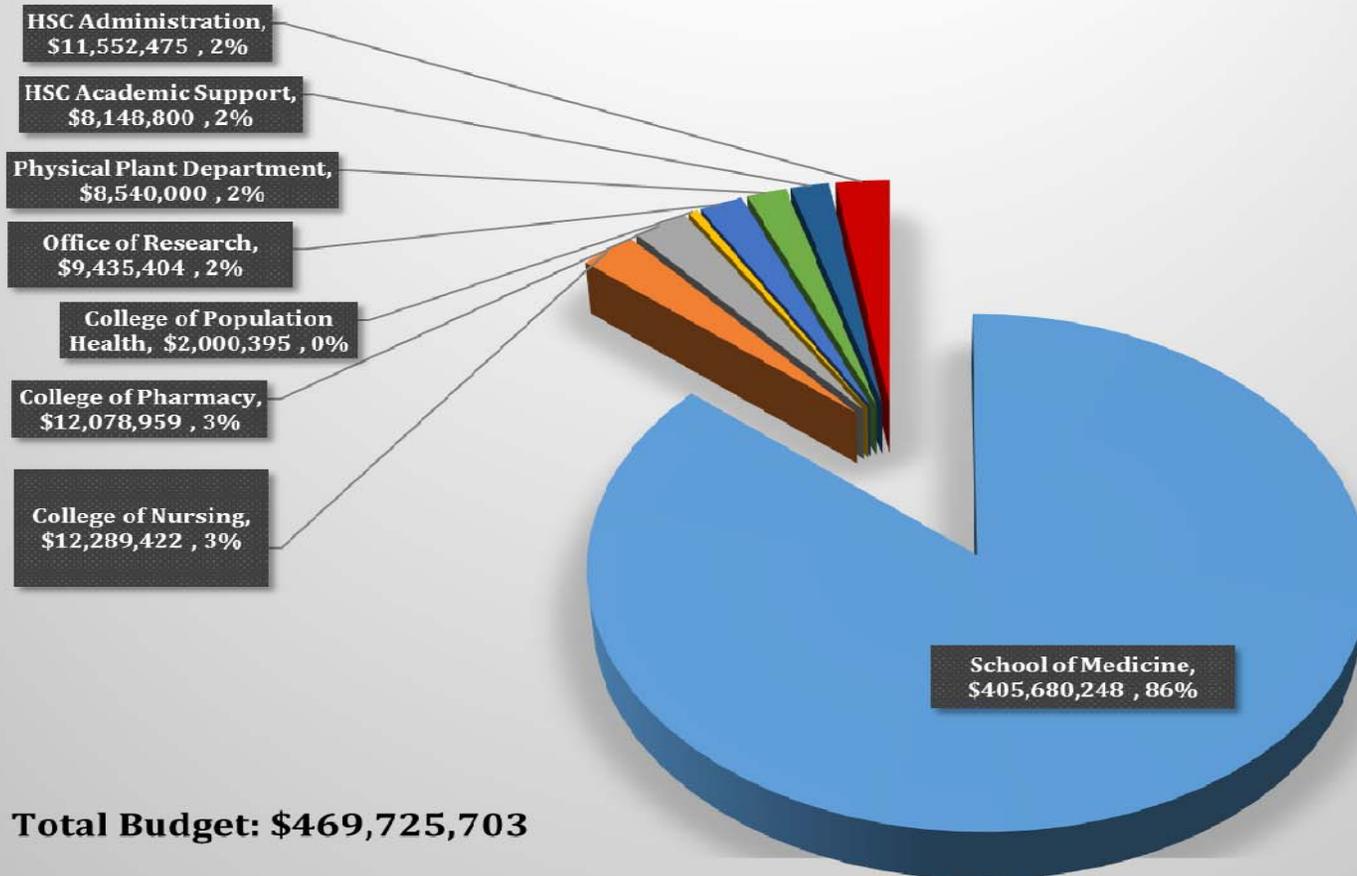
# UNM HSC Academic Enterprise

## Unrestricted I&G Scenario cont.

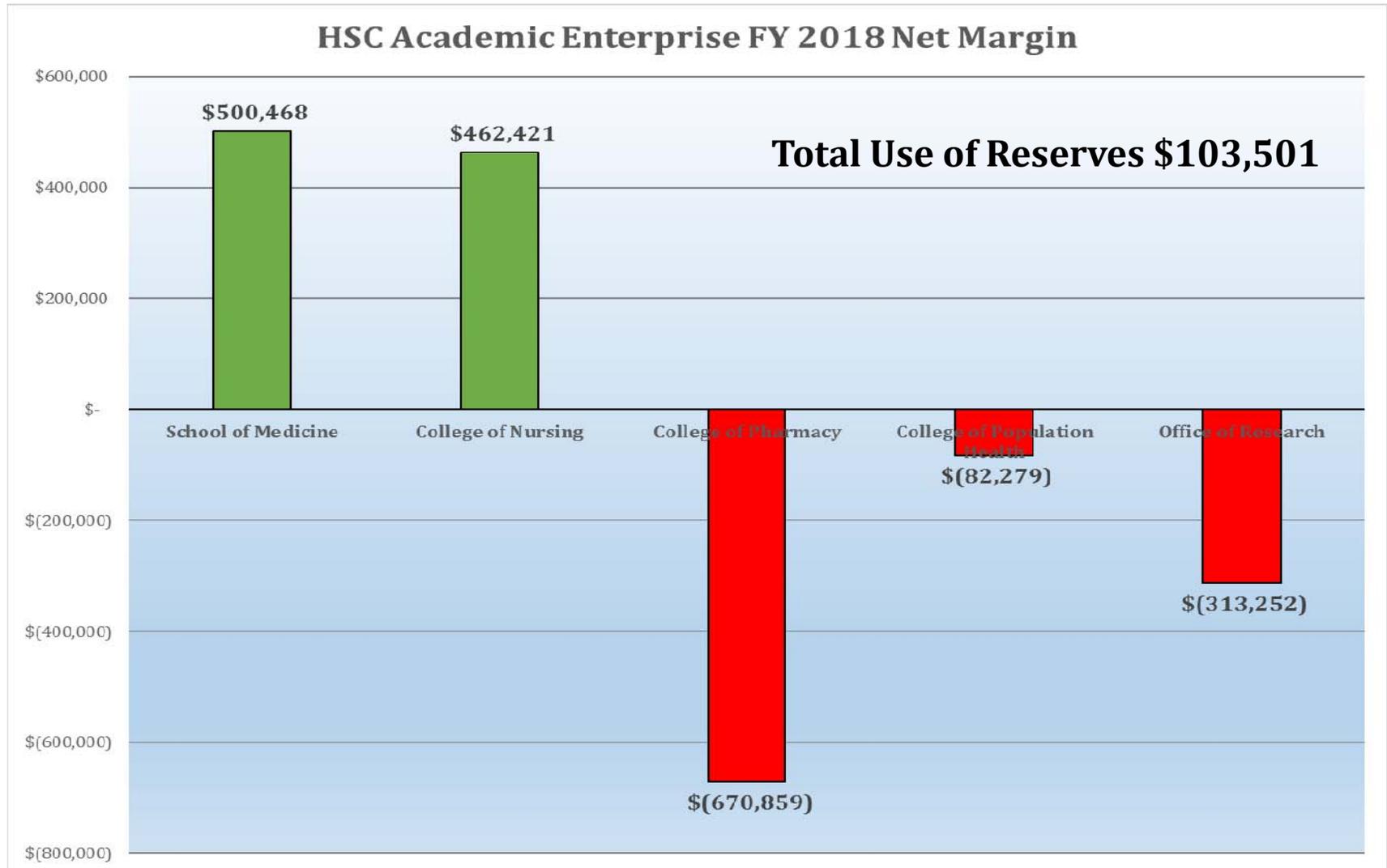
		Current			Proposed	
Uses of Funds:		FY17 Original	Changes	FY17 Revised	Changes	FY18 Original
<b>I&amp;G Expenditure Budget:</b>						
35	Expenditure Base	88,211	-6,354	81,857	3,657	85,514 35
Fixed Costs:						
36	Health Care	7,176	-963	6,213	-464	5,749 36
37	Utilities	3,891	752	4,644	-581	4,063 37
38	Property & Liability Insurance	1,974	222	2,196	32	2,228 38
39	Pooled Fringe Benefits	17,840	-645	17,195	-428	16,768 39
Funding Priorities:						
FY17 Priorities						
40	Institute for Resilience	106	0	106		40
41	College of Population Health	1,672	0	1,672		41
42	LoboRESPECT Advocacy Center	52	-3	49		42
43	UNM West	291	0	291		43
FY18 Priorities						
44	Domenici III, Utilities, O&M				471	471 44
45	Net recurring salary and benefits savings				-531	-531 45
46	Net recurring non-salary reallocations				-689	-689 46
47	<b>Subtotal I&amp;G Expenditures</b>	<b>121,213</b>	<b>-6,989</b>	<b>114,224</b>	<b>1,466</b>	<b>113,571 47</b>
Course Fees:						
48	Expenditure Base	2,565	60	2,626	85	2,711 48
49	<b>Subtotal Mandatory Student Fee Allocations and Requests</b>	<b>2,565</b>	<b>60</b>	<b>2,626</b>	<b>85</b>	<b>2,711 49</b>
50	<b>Total Uses of Funds</b>	<b>123,778</b>	<b>-6,929</b>	<b>116,849</b>	<b>1,551</b>	<b>116,282 50</b>
51	<b>Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 51</b>

# UNM HSC Academic Enterprise

## HSC Academic Enterprise (Unrestricted) FY 2018 Expense Budget



# UNM HSC Academic Enterprise



# How does UNM Compare with Peer Universities Regarding Administrative Costs?

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- IPEDS data was used to compare UNM (including HSC) with twenty UNM-identified peer institutions.
- Integrated Postsecondary Education Data System (IPEDS) is the federal Department of Education's National Center for Education Statistics' (NCES) core postsecondary education data collection program.
- Information is collected annually from all providers of postsecondary education in enrollment, program completion and graduation rates, institutional costs, student financial aid, and human resources, and others.
- The IPEDS Data Center is a web-based data system allows the general public to access and evaluate institutional data using customized data sets, downloadable full data files, and statistical and trend analyses reports.

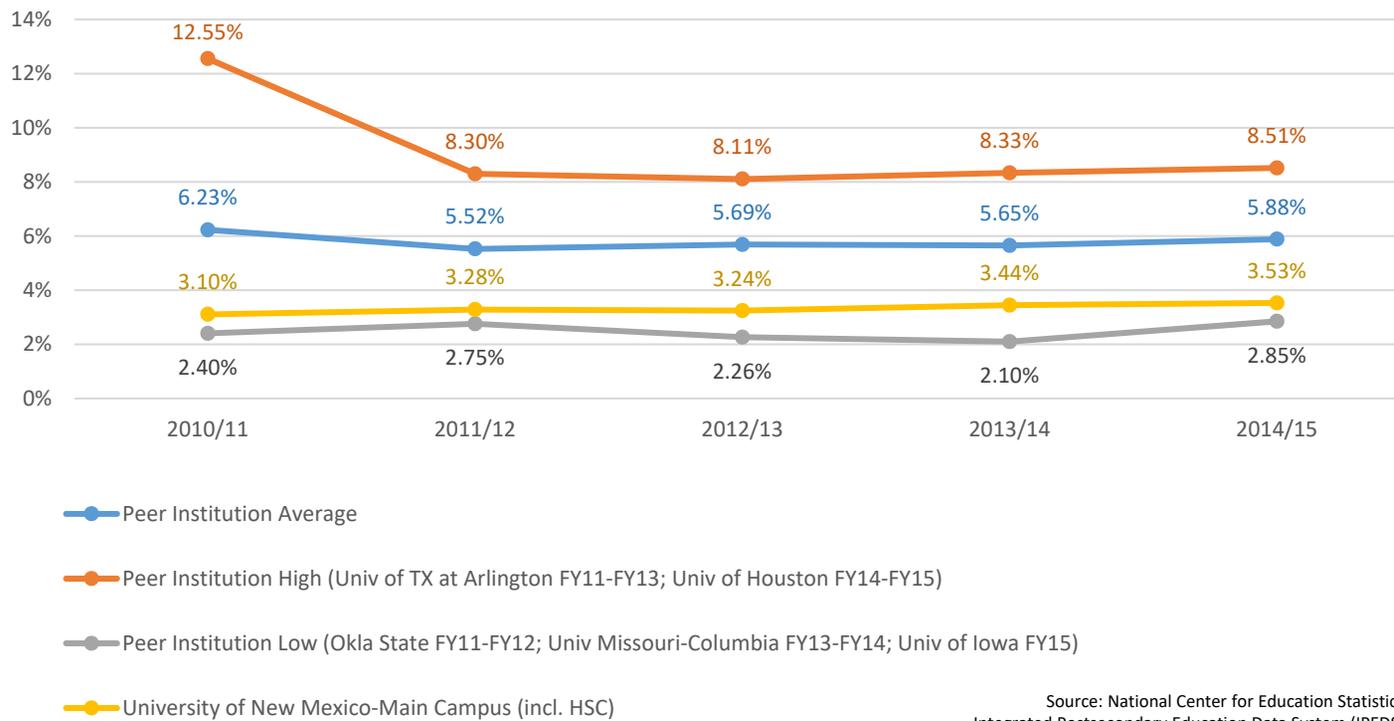
# Institutional Support Expenses

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Includes expenses for the day-to-day operational support of the institution:

- General administrative services;
- Central executive-level activities concerned with management and long range planning;
- Legal and fiscal operations;
- Space management;
- Employee personnel and records;
- Logistical services such as purchasing and printing;
- Public relations and development; and
- May also include IT expenses related to institutional support activities

# Institutional Support as Percent of Total Expenditures



Note: Includes an allocated share of O&M/Plant per the IPEDS methodology

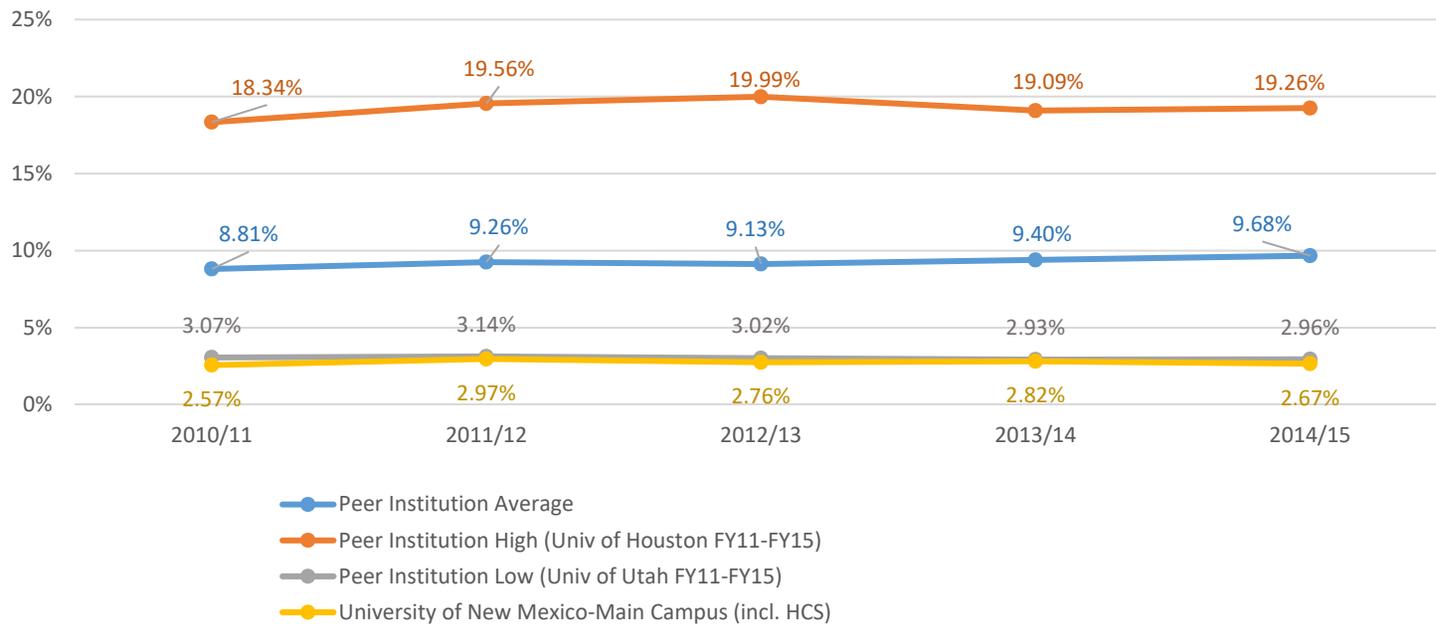
# Academic Support Expenses

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Includes expenses of activities and services that support the institution's primary missions of instruction, research, and public service:

- Retention, preservation, and display of educational materials (for example, libraries, museums, and galleries);
- Organized activities that provide support services to the academic functions of the institution (such as a demonstration school associated with a college of education or veterinary and dental clinics if their primary purpose is to support the instructional program);
- Media such as audiovisual services; academic administration (including academic deans but not department chairpersons);
- Formally organized and separately budgeted academic personnel development and course and curriculum development expenses; and
- May also include IT expenses related to academic support activities

# Academic Support as Percent of Total Expenditures



Source: National Center for Education Statistics  
Integrated Postsecondary Education Data System (IPEDS)

Note: Includes an allocated share of O&M/Plant per the IPEDS methodology

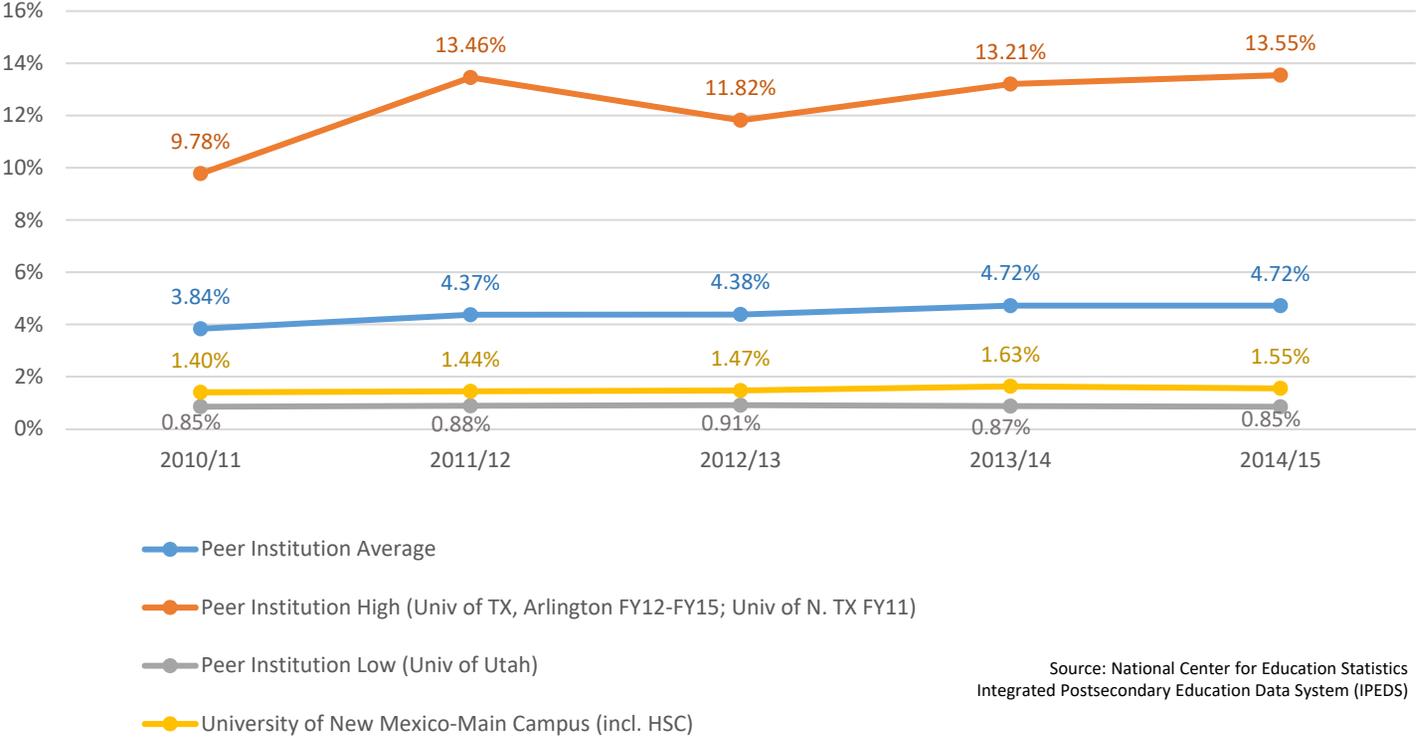
# Student Services Expenses

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Includes expenses for admissions, registrar activities, and activities whose primary purpose is to contribute to students emotional and physical well-being and to their intellectual, cultural, and social development outside the context of the formal instructional program:

- Student activities, cultural events, student newspapers, intramural athletics, student organizations, supplemental instruction outside the normal administration, and student records;
- Intercollegiate athletics and student health services may also be included except when operated as self-supporting auxiliary enterprises;
- May also include IT expenses related to student service activities

# Student Services as Percent of Total Expenditures



Source: National Center for Education Statistics Integrated Postsecondary Education Data System (IPEDS)

Note: Includes an allocated share of O&M/Plant per the IPEDS methodology

# FY18 How are savings applied to Institutional Support Mandatory Costs?

---

**Institutional Support** New costs to be absorbed by reallocation of current cost savings

- *Mandatory*
  - Insurance (Group Health, Gen Liability, Property): \$158,000
  - Microsoft License Fees: \$44,700
  - Utilities Inflation: \$211,900
  - Utilities, Health Education Bldg. III: \$300,000
  - Operations & Maintenance, Health Education Bldg. III: \$170,900
  - Audit Fees (new contract): \$30,000
  
- *Expansion/Reductions (significant)*
  - Healthy Neighborhoods ABQ: \$257,000
  - Democracy Collaborative: \$80,000
  - Center for Innovation in Health & Education: \$122,550
  - Office of Population Health Management: \$120,000
  - University Counsel, legal nurse consultant and new Claims Management Attorney: \$196,300
  - Net Recurring Salary/Benefits Savings: **(\$531,200)**
  - Net recurring non-salary reallocations **(\$628,950)**

Total new costs: \$1,160,150

# FY18 How are savings applied to enhance HS Initiatives?

---

**Health System Strategy & Planning** cost savings reallocated to absorb additions

- *UNM Health Plan & Strategic Initiatives and Savings*
  - Eliminate three positions for salary savings: **(\$504,219)**
  - Add Executive Director of Medical Economics \$263,500
  - Reduce Transfer Center FTE expansion **(\$409,000)**
  - Add Strategic Initiatives Physician and Manager \$568,600
  - Above nets to \$81,119 additional cost

# FY18 How are savings applied to fund the Clinical Enterprise Needs?

---

**Medical Service** needs are funded through a combination of facility and professional revenue enhancements, and volume increases

- *Faculty/SOM Medical Service Gaps in 2018*
  - Anesthesiology faculty retention and FTEs \$535K
  - Urgent and Critical Care (ED) \$225K
  - Dermatology MOHS and LOO \$220K
  - Internal Medicine LOO and FTEs \$1,058K
  - FCM LOO and FTEs \$344K
  - Surgical Services Increase \$2,160K
  - Support for Neurology and Palliative \$217K
  - OMF Surgery \$195K
  - Pediatric Urology \$67K
  - Faculty Salary 25<sup>th</sup> percentile \$2,000K
  - Above Totals \$7,021K

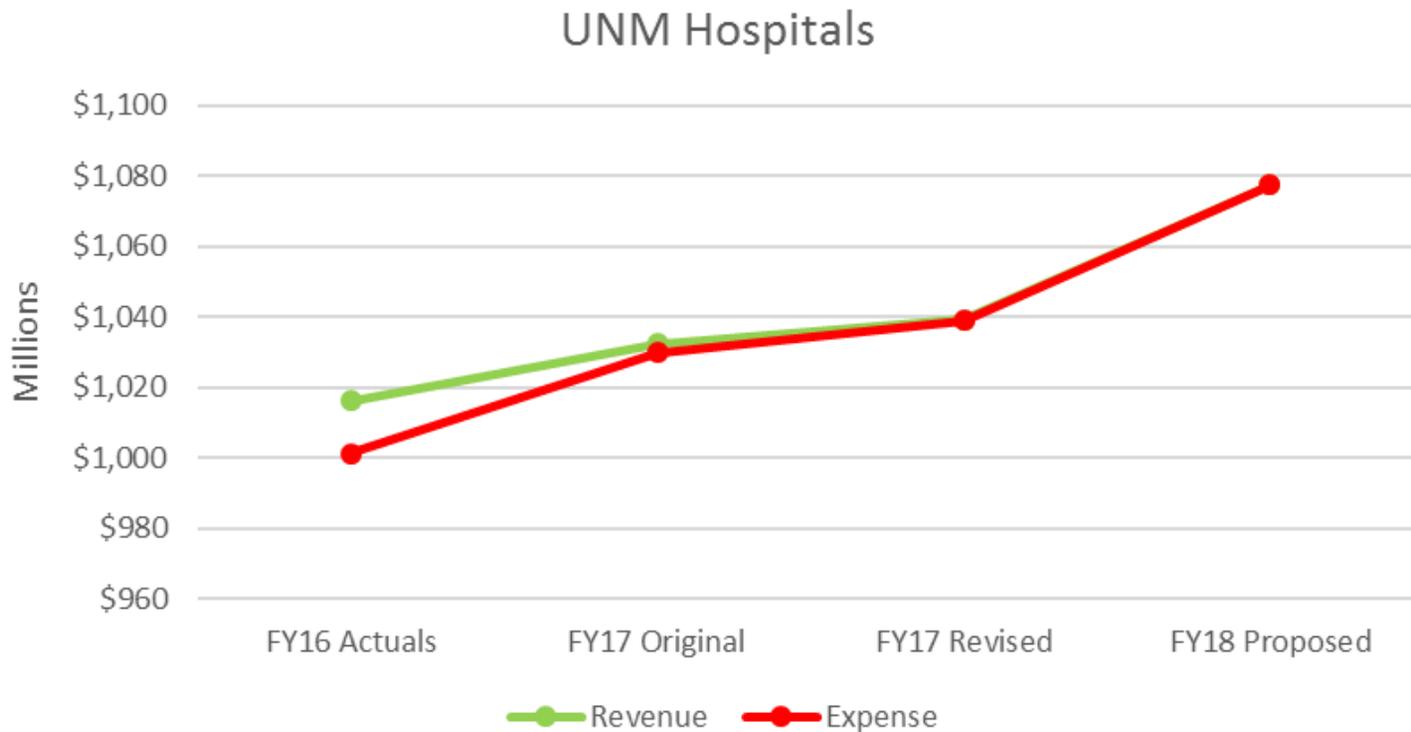
# FY18 How are savings applied to fund the Clinical Enterprise Needs?

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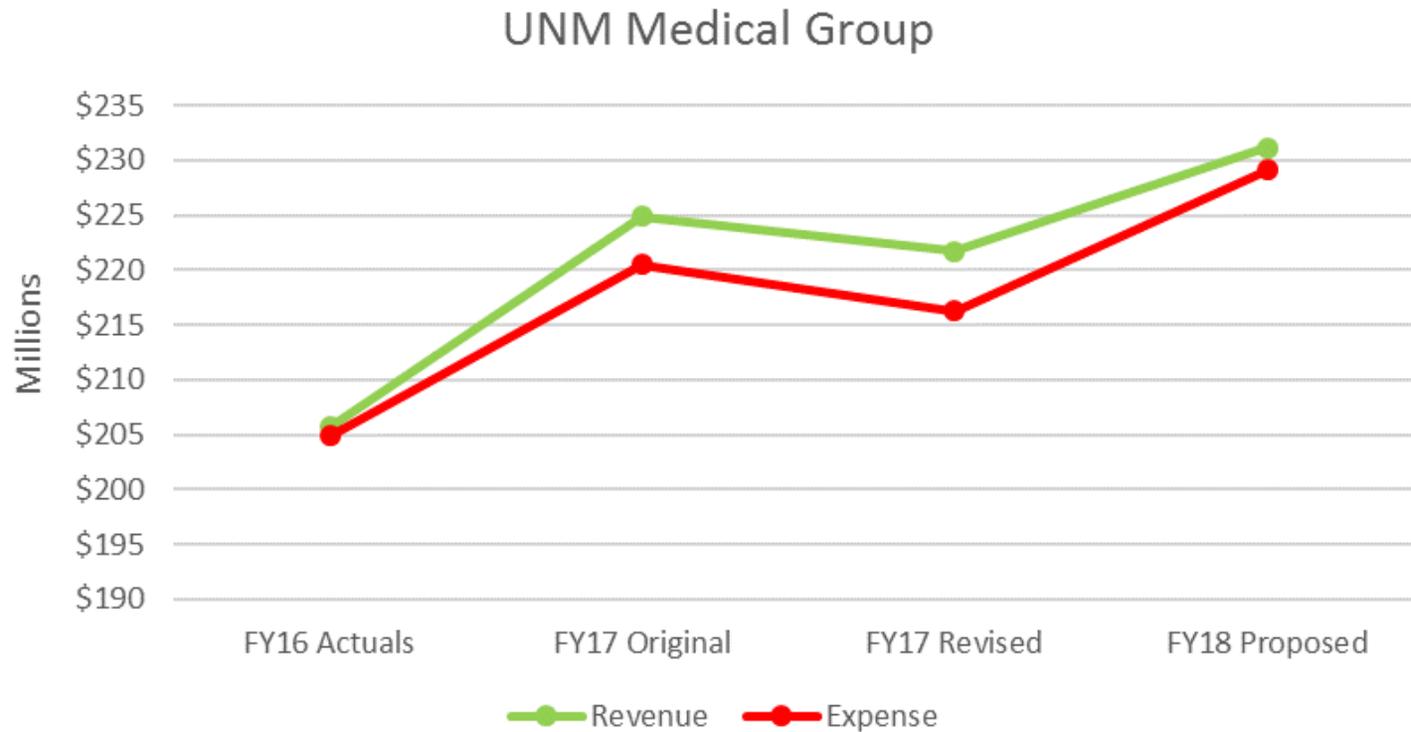
**SRMC** budget adjustments are a combination of cost and program reductions, and revenue enhancements

- Mil Levy Loss **(\$6.2 million)**
- Operating Revenue enhancements \$5.9 million
  - *Discharges incr 384 (9.4%) Surgeries incr 687 (16.9%); IV Radiology incr 88 procedures (4.5%); Outpatient incr 4,579 visits (11.2%); Add PET CT 500 procedures;*
- Cost savings due to FTEs reduction (49) \$4.5 million
- Cost increases due to volume increases and program changes **(\$4.2 million)**
- The net margin for SRMC is breakeven

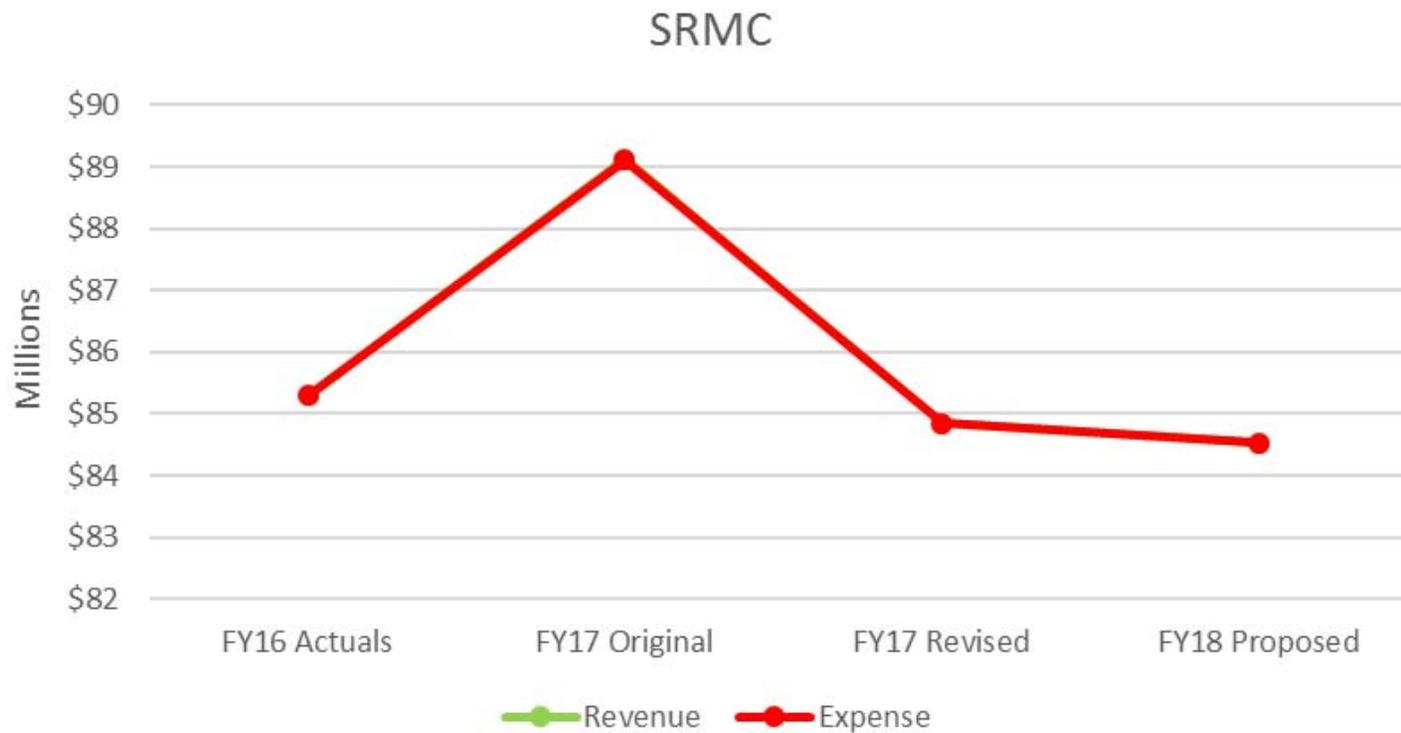
# UNM Hospitals FY16 Net Margin has disappeared due to Medicaid cuts from HSD and Molina/United contracts



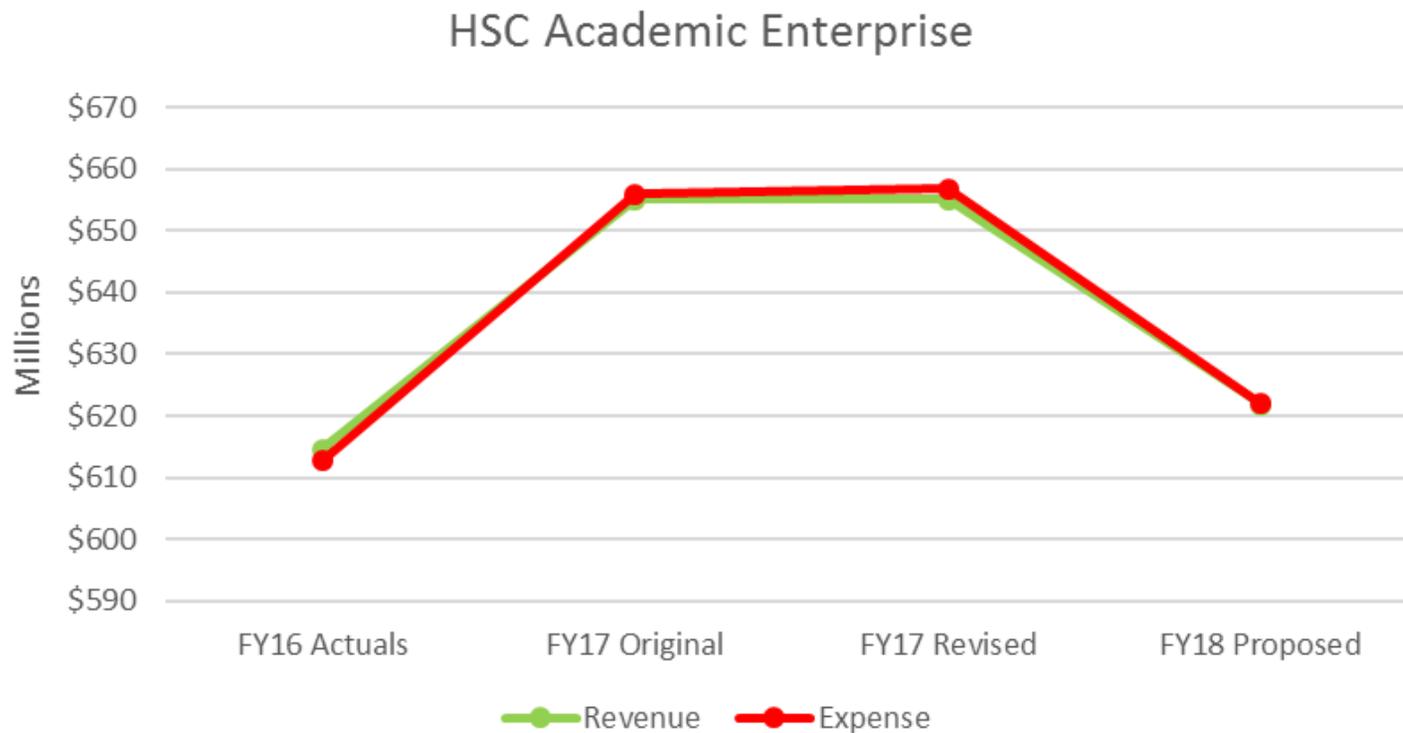
## UNM Medical Group FY17 Net Margin is Driven Completely by Nonrecurring Meaningful Use Revenue - Used to Invest in the Lovelace/UNM Rehabilitation Facility



## Sandoval Regional Medical Center Net Margin Has Remained Breakeven but Revenues and Expenses Will Decline in FY18 Due to the Loss of the Mil Levy



## HSC Academic Enterprise FY17 and FY18 Net Margin Are in the Red Primarily Due to State Appropriation Cuts



# UNM HSC Academic Enterprise

## Faculty Salary Funding Gaps

	<u>SOM 25<sup>th</sup> (1)</u>	<u>SOM Target (1)</u>	<u>SOM 50<sup>th</sup> (1)</u>	<u>CON (2)</u>	<u>COP (3)</u>
Professor	\$1,007,349	\$2,574,909	\$4,697,598	\$59,908	\$51,907
Associate Professor	694,195	1,872,379	3,448,903	65,113	137,923
Assistant Professor	<u>896,836</u>	<u>2,228,837</u>	<u>4,360,666</u>	<u>66,900</u>	<u>16,441</u>
<b>All Ranks</b>	<b><u>\$2,598,380</u></b>	<b><u>\$6,676,125</u></b>	<b><u>\$12,507,167</u></b>	<b><u>\$191,921</u></b>	<b><u>\$206,271</u></b>
<b>FY 2018 Budgeted Faculty Salaries</b>	<b><u>\$188,562,928</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>\$6,140,111</u></b>	<b><u>\$4,545,629</u></b>

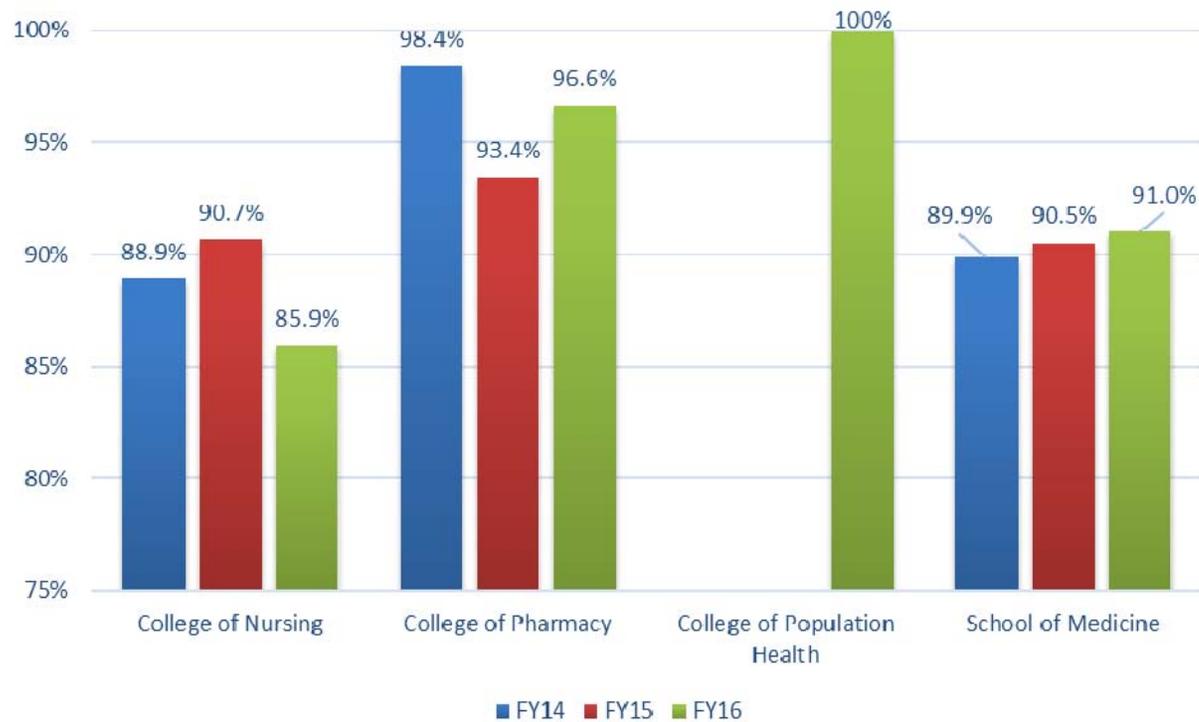
(1) Data is based on FY16 Actuals and FY16 Benchmarks for the 25th and 50th Percentile from the American Association of Medical Colleges (AAMC). The SOM target data is based on the midpoint of the 25<sup>th</sup> and 50<sup>th</sup> percentiles from the AAMC.

(2) Data is based on FY17 Actuals and FY17 Benchmarks for the 50th Percentile from the American Association of Colleges of Nursing (AACN).

(3) Data is based on FY17 Actuals and FY17 Benchmarks for the 50th Percentile from the American Association of Colleges of Pharmacy (AACP).

NOTE: At the HSC, there are three parts to Faculty Compensation under the FIBCI – base, supplement and incentive. Supplement and incentive compensation are at risk based on performance and are about 30% of total compensation.

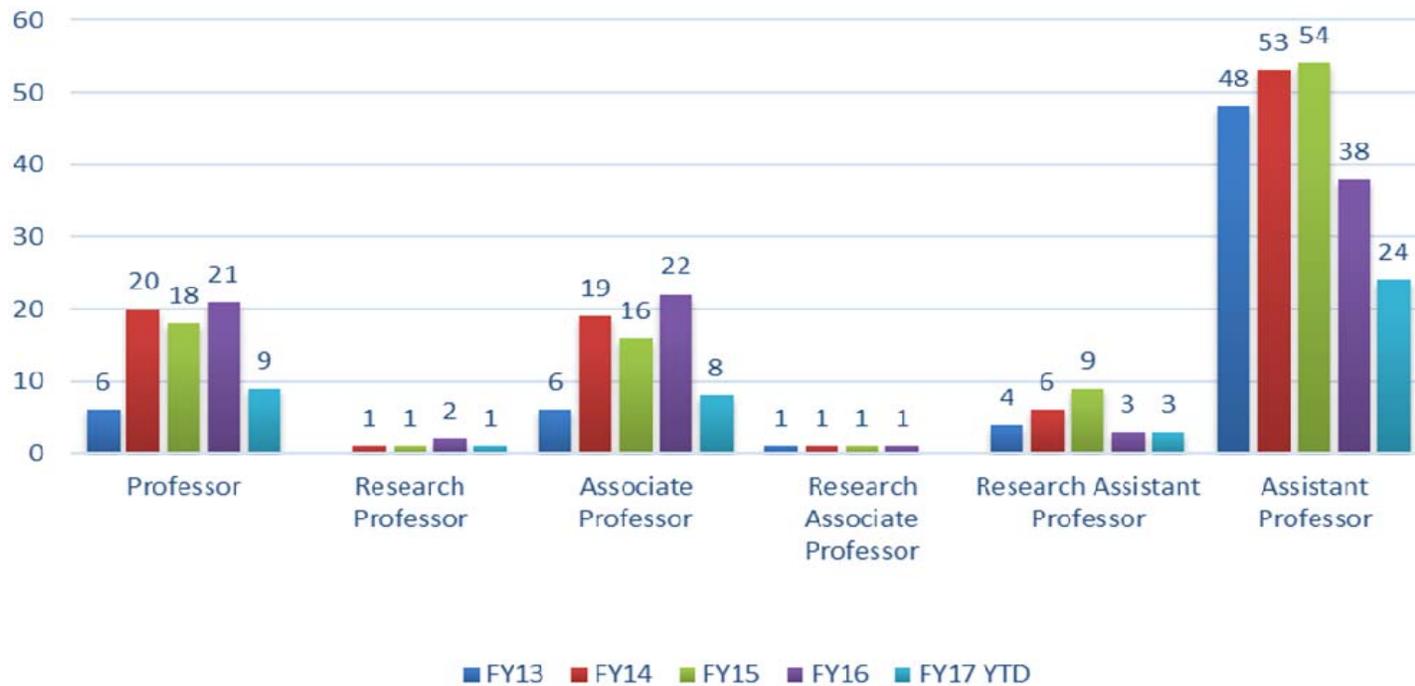
# Faculty Retention Rates FY14 to FY16



Source: HSC Academic Affairs

Notes: Excludes visiting/temporary faculty. Retention rates calculated by dividing total remaining faculty in a given year by the total headcount of faculty employed during the year. College of Population Health was part of School of Medicine through FY16.

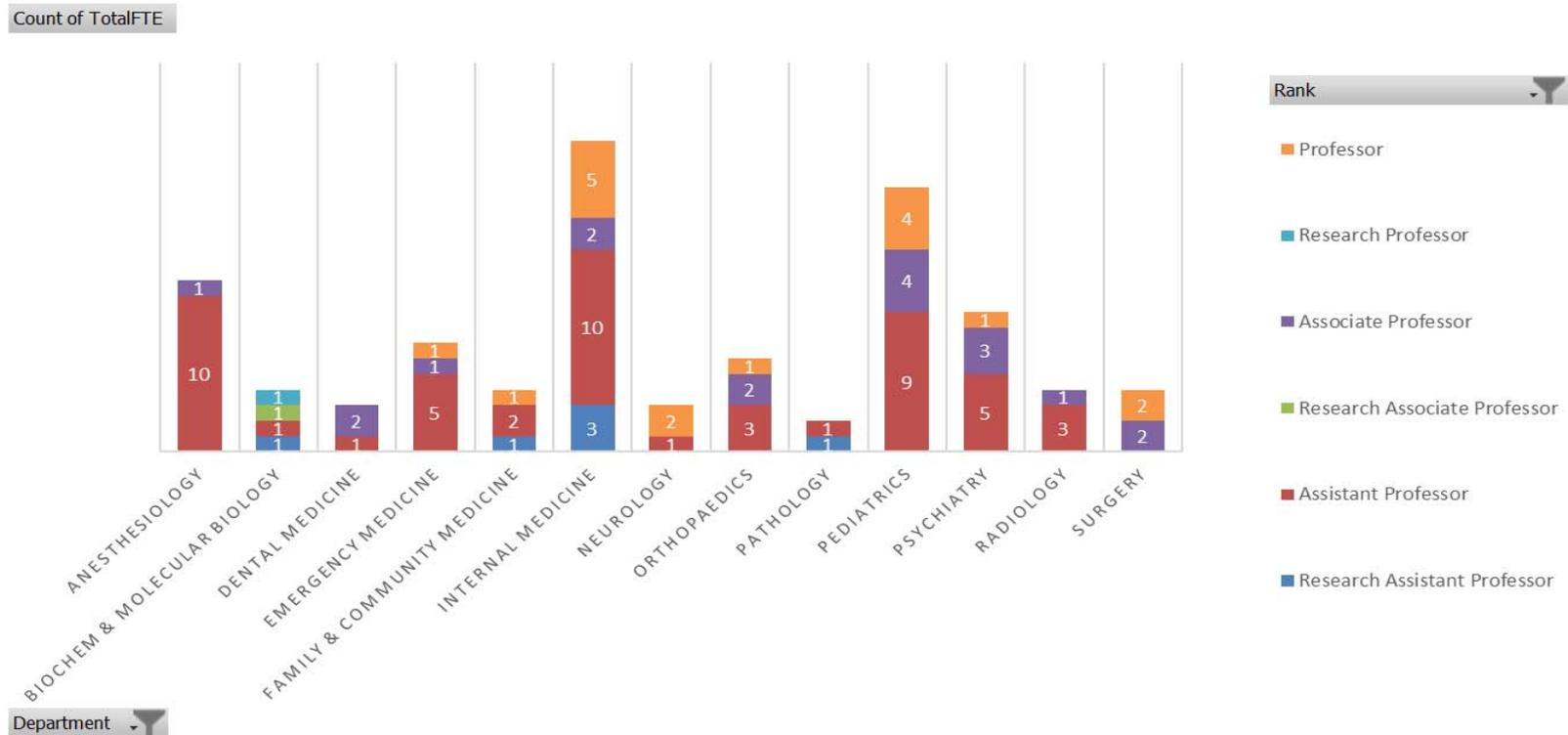
# SOM Faculty Departures by Selected Rank FY13 to FY17 (YTD)



Source: HSC Academic Affairs

Note: Excludes visiting/temporary faculty, returning retirees and lecturers.

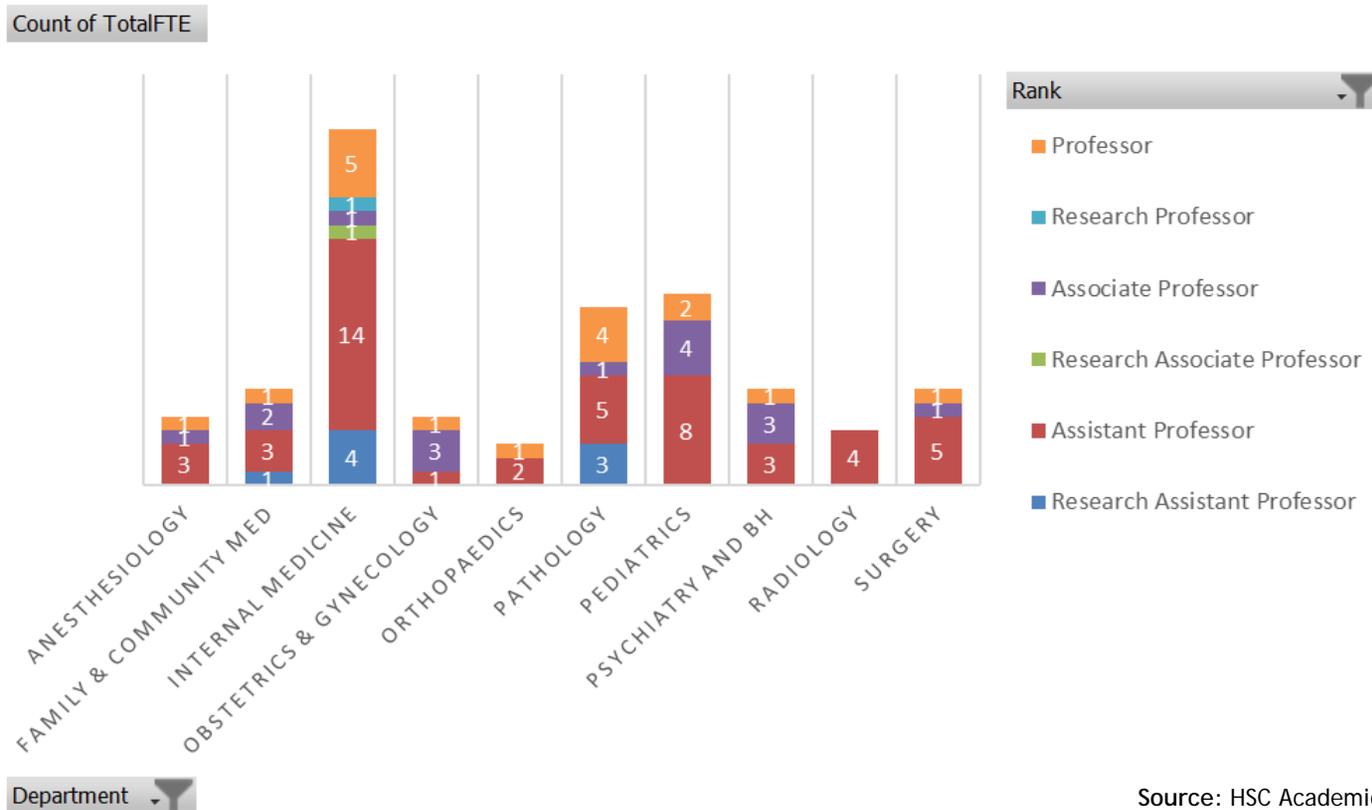
# FY14 Departures by SOM Department and Rank



Source: HSC Academic Affairs

Notes: Excludes visiting/temporary faculty, returning retirees, and lecturers.

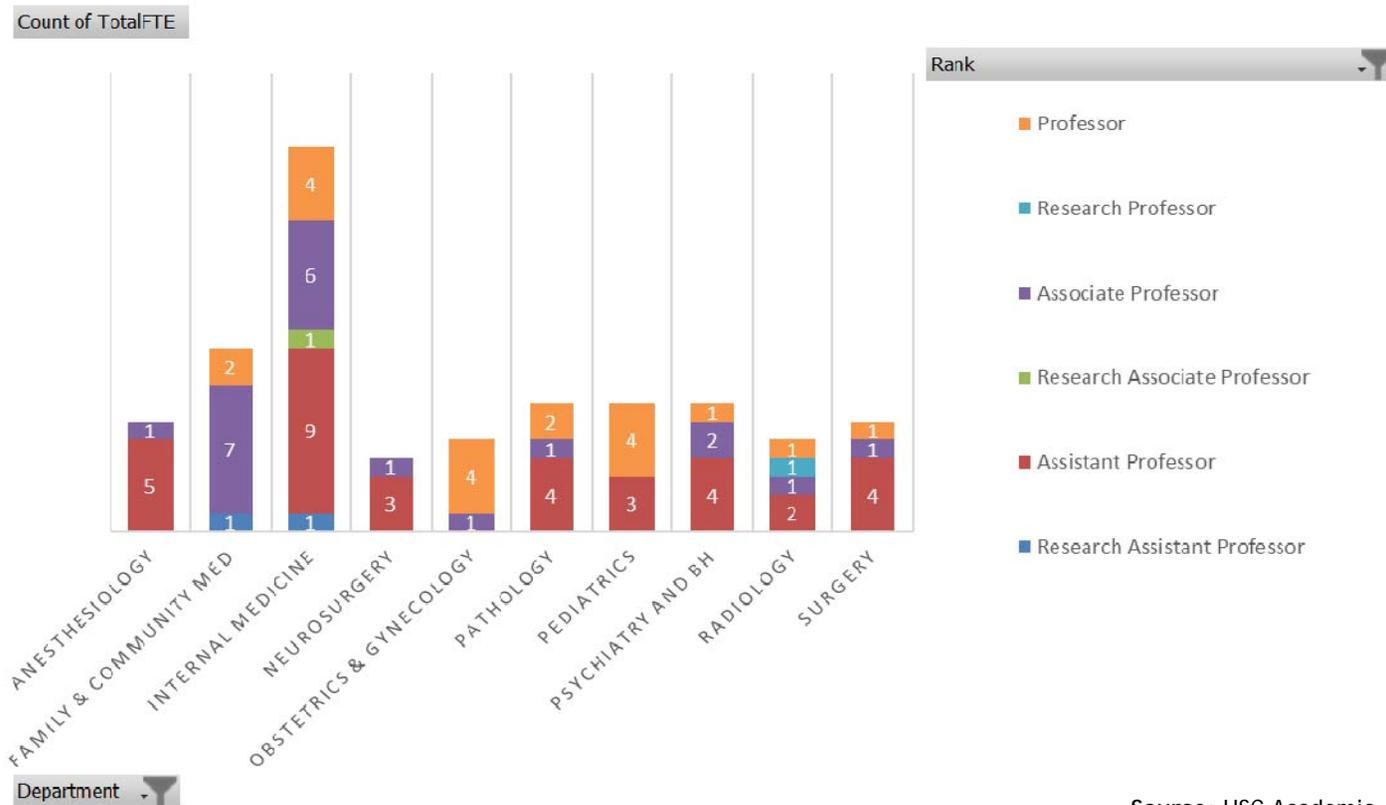
# FY15 Departures by SOM Department and Rank



Source: HSC Academic Affairs

Notes: Excludes visiting/temporary faculty, returning retirees, and lecturers.

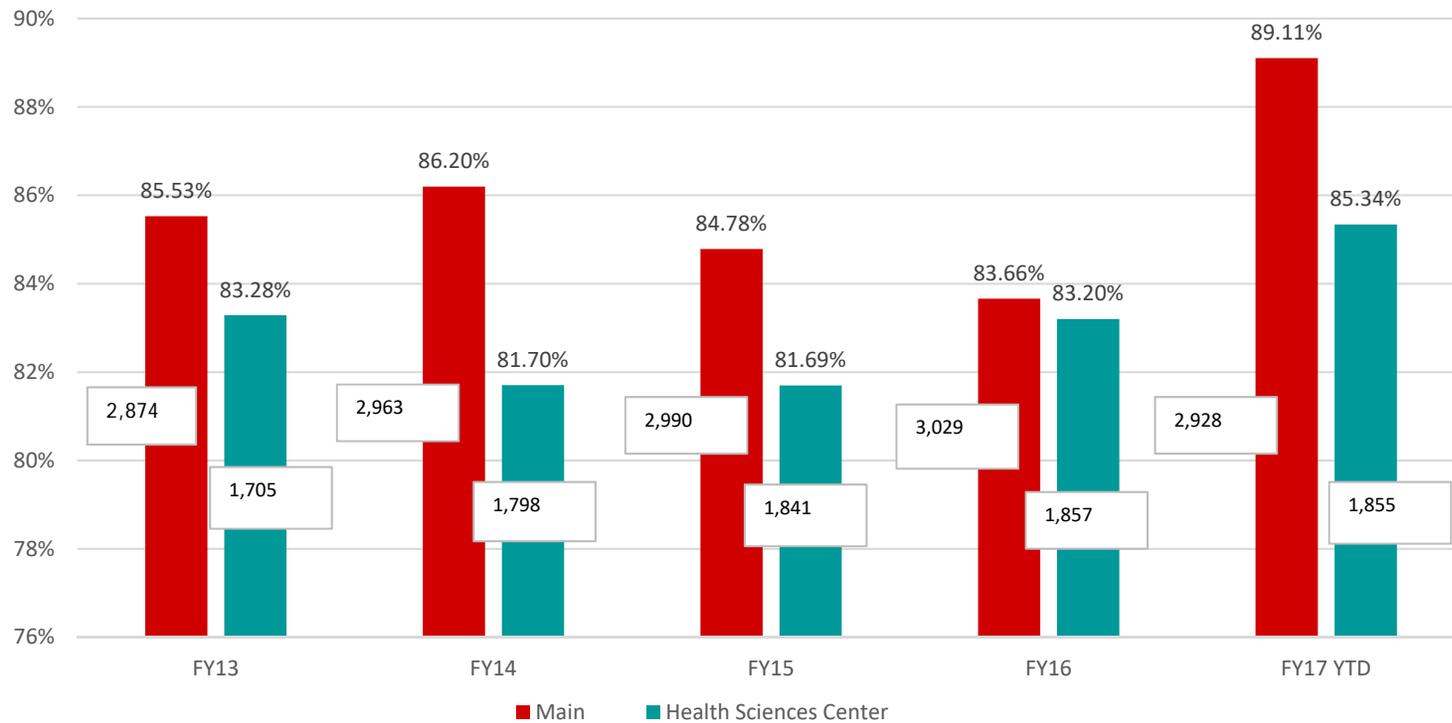
# FY16 Departures by SOM Department and Rank



Source: HSC Academic Affairs

Notes: Excludes visiting/temporary faculty, returning retirees, and lecturers.

# Staff Retention Rates FY13 to FY17 (9-months)



**Notes:** Rate determined by number of departures and active employees as of Oct 31 of each year (text box reflects total active staff). FY17 is understated because it does not include surge in end-of-year contracts. Excludes branch campuses and UNM Medical Group.

# UNM HSC Academic Enterprise

UNM Health Sciences Center FY 2018 Beginning Reserves Summary				
FY16 Ending Reserves by Division	Category	FY17 Beginning Reserves	FY17 Projected Net Margin	FY18 Projected Beginning Reserves
<b>SOM</b> \$35,015,692	Committed	21,592,237	<b>(14,349)</b>	<b>\$35,001,343</b>
	Dedicated	11,269,311		
	Discretionary	2,154,144		
<b>CON</b> \$4,956,498	Committed	991,463	<b>(28,591)</b>	<b>\$4,927,907</b>
	Dedicated	3,965,035		
	Discretionary	0		
<b>COP</b> \$5,246,708	Committed	1,783,239	<b>(576,242)</b>	<b>\$4,670,466</b>
	Dedicated	3,350,212		
	Discretionary	113,257		
<b>CoPH</b> \$(33,178)	Committed	0	<b>151,299</b>	<b>\$118,121</b>
	Dedicated	(33,178)		
	Discretionary	0		
<b>Research</b> \$3,707,415	Committed	585,726	<b>(1,227,554)</b>	<b>\$2,479,861</b>
	Dedicated	2,668,512		
	Discretionary	453,177		
<b>Adm &amp; Academic Support</b>	Committed	8,543,892	<b>0</b>	<b>\$11,962,584</b>
	Dedicated	2,418,807		
	Discretionary	999,885		
<b>HSC Total</b> \$60,855,719	Total Committed	33,496,557	<b>(1,695,437)</b>	<b>\$59,160,282</b>
	Total Dedicated	23,638,699		
	Total Discretionary	3,720,463		

# UNM Hospitals

## FY 2016 Actuals to FY 2017 Revised Budget - Revenue Changes

- Decreased reimbursement rates from Medicaid FFS and Medicaid MCOs – (\$33.7 million)
- UNMH volume increases - \$26.1 million
- Revenue Cycle improvements - \$22.6 million
- Cancer Center volume increases - \$3.2 million
- Cost report settlements – \$1.4 million
- Payback of Medicaid Disproportionate Share funding for FY 2015 in FY 2016 due to increased coverage of patients - \$18.2 million
- Net decrease in IME and related IGT – (\$8.7 million)

# UNM Hospitals

## FY 2017 Revised Budget to FY 2018 Projected Budget - Revenue Changes

- UNMH volume increases - \$16.5 million
- Revenue Cycle improvements - \$14.7 million
- Additional Revenue Cycle improvements – \$3.0 million
- Cancer Center volume increases - \$8.1 million
- Medicare reductions (market basket decreases, DSH reductions, packaging and bundling of services) – (\$2.8 million)
- Prior year Medicare settlements received in FY 2017 – (\$3.2 million)
- No reductions in reimbursement from Medicaid or Medicare Advantage projected. However, there is continued pressure from payers to move to value-based models to include:
  - Shared savings models
  - Subcapitated Payment for Defined Populations (primary)\*
  - Shared savings (ACO, PCMH, Obstetrics – reductions in C-Sections)\*
  - Bundled payment models for bariatric, maternity, pneumonia and colonoscopies\*
- Impact of pending GRT bills unknown at this time

\* Based on January Medicaid Waiver Committee

# UNM Hospitals

## Revenue Roll forward

	FY 2017 Revised Budget	FY 2018 Projected Budget
Operating Revenue prior fiscal year end	\$ 897,544,372	\$ 926,714,916
Payer Decreases due to reduced Mcaid Rates	(33,704,162)	-
Volume Increases	26,113,582	16,481,633
Revenue Cycle Improvements	22,579,331	14,716,510
Additional Revenue Cycle Improvements	-	3,000,000
Cancer Center Revenue Increases	3,226,889	8,086,020
Medicare Enacted Cuts	-	(2,811,500)
Prior year cost report settlements, non recurring	1,424,622	(3,180,354)
Prior year DSH reversal, non recurring	18,203,574	-
IME Increase	8,513,543	-
GME Increase	10,980,060	-
IME IGT Increase	(17,166,895)	-
GME IGT Increase	(11,000,000)	-
Operating Revenues fiscal year end	<u>\$ 926,714,916</u>	<u>\$ 963,007,225</u>

# UNM Hospitals

## FY 2018 – Financial Assumptions - Operating Revenue by Payer

	<b>FY 2016 Actuals</b>	<b>FY16 % of Total</b>	<b>FY 2017 Revised Budget</b>	<b>FY17 % of Total</b>	<b>FY 2018 Projected Budget</b>	<b>FY18 % of Total</b>
Medicare	\$ 215,116,785	24%	\$ 223,946,203	24%	\$ 230,409,045	24%
Medicaid	374,523,238	42%	377,910,457	41%	392,070,384	41%
Commercial	244,746,458	27%	247,151,112	27%	262,220,211	27%
Gov't, USPHS/IHS, Other	38,080,839	4%	53,756,129	6%	55,062,303	6%
Other Operating Revenues	25,077,052	3%	23,951,015	2%	23,245,282	2%
<b>Total Operating Revenues</b>	<b>\$ 897,544,372</b>	<b>100%</b>	<b>\$ 926,714,916</b>	<b>100%</b>	<b>\$ 963,007,225</b>	<b>100%</b>

# UNM Hospitals

## FY 2018 – Financial Assumptions - Operating Revenue – Medicaid

	<b>FY 2016 Actuals</b>	<b>FY 2017 Revised Budget</b>	<b>FY 2018 Projected Budget</b>
Medicaid	\$ 320,405,558	\$ 309,320,897	\$ 323,546,657
Indirect Medical Education	65,920,643	62,208,889	62,143,056
Graduate Medical Education	6,400,611	6,380,671	6,380,671
Disproportionate Share	(18,203,574)	-	-
<b>Total Medicaid Revenues</b>	<b>\$ 374,523,238</b>	<b>\$ 377,910,457</b>	<b>\$ 392,070,384</b>

# UNM Hospitals

## FY 2018 – Financial Assumptions

### Expenses

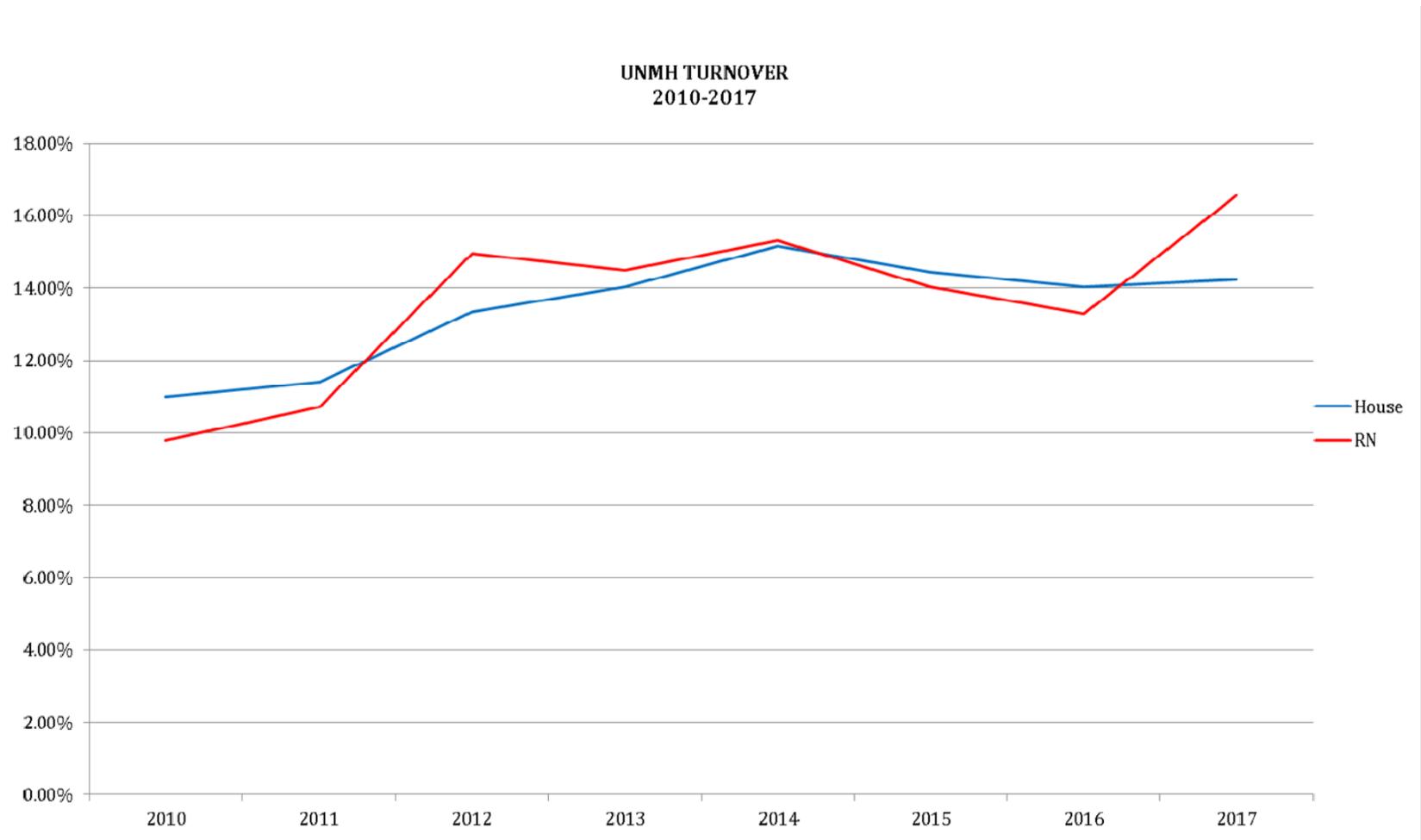
- Compensation and Benefits - \$17.3M:
  - Cancer Center expanded infusion suite FTEs; Expansion of fast track at Metropolitan Detention Center; 4ACC Backfill & Women’s Health Clinic (Eubank) - APPs, RNs, MAs ; Pediatric salary agreements

	UNMH	ABQ*	U.S.*	% UNMH Lower than ABQ	% UNMH Lower than U.S.
Registered Nurses	\$41.88	\$44.64	\$45.44	-6%	-8%
Licensed Practical Nurses & Surgical Techs	\$20.90	\$26.74	\$26.62	-22%	-21%
Nursing Aides, Orderlies and Attendants	\$13.98	\$18.30	\$18.65	-24%	-25%
Medical Assistants	\$15.69	\$18.57	\$21.11	-16%	-26%
Other	\$26.95	\$33.01	\$34.75	-18%	-22%
Total	\$30.63	\$34.64	\$36.23	-12%	-15%

\* 2013 Wage Index adjusted to 2018 by estimated CPI

# UNM Hospitals

## FY 2018 – Financial Assumptions



# UNM Hospitals

## FY 2018 – Financial Assumptions

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### Increased Expenses

- UCP/Housestaff/Medical Services – \$10.2M
- Medical Supplies – contracted vendor increases and Cancer Center volume increases - \$7.9M
- Other Expenses(i.e. Equip., Purch. Serv., UCP Costs) - \$4.3M

### Non Operating Revenues and Expenses

- Mill levy – 2.4% increase
- State Appropriations – anticipated 1.0% decrease
- Interest Expense – decrease as per debt service schedule

# UNM Hospitals

## Projected Income Statement

	FY 2016 Actuals	FY 2017 Original Budget	FY 2017 Revised Budget	FY 2018 Projected Budget	FY 2017 Revised to FY 2018 Budget % Change
<b>Total Operating Revenue</b>	\$ 897,544,372	\$ 922,243,587	\$ 926,714,916	\$ 963,007,225	3.9%
<b>Expenses:</b>					
Salaries & Benefits	473,622,590	485,633,955	496,287,226	513,656,169	3.5%
UCP /Housestaff / Medical Services	169,394,592	171,890,446	175,129,359	185,305,353	5.8%
Medical Supplies	160,792,949	166,617,232	177,082,561	185,018,668	4.5%
Equipment /Occupancy /Depreciation	96,847,294	95,133,770	85,414,280	86,468,032	1.2%
Purchased Services /Supplies /Other	65,738,423	72,499,712	73,047,494	74,521,872	2.0%
Health System	13,669,479	12,929,136	8,539,088	8,539,088	0.0%
Health System Non Recurring	-	-	1,613,074	-	-100.0%
Health System UCP	8,126,098	10,400,099	8,857,388	10,066,839	13.7%
Neonatal Transport	-	-	-	500,000	
Institutional Support	8,703,029	10,067,142	8,569,388	9,069,388	5.8%
<b>Total Expenses</b>	\$ 996,894,454	\$ 1,025,171,492	\$ 1,034,539,858	\$ 1,073,145,409	3.7%
<b>Total Operating Gain (Loss)</b>	\$ (99,350,082)	\$ (102,927,905)	\$ (107,824,942)	\$ (110,138,184)	2.1%
<b>Non Operating Revenue and Expenses</b>					
Mill Levy	95,849,349	93,569,483	95,977,992	98,276,636	2.4%
State Appropriations	13,038,299	12,798,000	12,158,100	12,036,500	-1.0%
Interest Expense	(3,182,592)	(3,141,496)	(3,171,978)	(3,120,622)	-1.6%
OPEB	6,811,182	-	-	-	
Other Non Operating Revenues	3,028,302	3,920,006	4,310,445	4,188,942	-2.8%
Other Non Operating Expenses	(1,190,714)	(1,476,162)	(1,250,088)	(1,239,139)	-0.9%
<b>Total Non Operating</b>	114,353,826	105,669,831	108,024,471	110,142,317	2.0%
<b>Increase in Net Position</b>	\$ 15,003,744	\$ 2,741,926	\$ 199,529	\$ 4,133	-97.9%

# Sandoval Regional Medical Center

## FY 2018 – Financial Assumptions

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### Revenues

- Operating Revenue increases \$5.9M
  - Inpatient – 384 additional discharges per year
  - Surgical – increase of 687 cases (16.9%)
  - Interventional Radiology – increase of 88 procedures (4.5%)
  - Outpatient – increase of 4,579 visits (11.2%)
  - Addition of PET CT – 500 procedures
  - Increase in Radiology referrals– 416 procedures (4.5%)
  - Closure of IP Behavioral Health unit Feb 2017 – (\$900K)
  - Non-recurring meaningful use funds received in FY17 – (\$546K)
- Impact of loss of \$6.2M Mil levy

# Sandoval Regional Medical Center

## FY 2018 – Financial Assumptions

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### Expenses

- Salaries & Benefits – decrease of \$4.5M
  - FTEs budgeted at 453 - \$5.1 M decrease
    - Full year impact of decrease in IP Behavioral Health FTEs – 20 FTEs
    - Additional decreases to meet targeted cost savings – 19 FTEs from 470 target.
- Lab/Outside Physician Costs/Midlevels - \$74K increase
- Medical Supplies – increases due to budgeted volume increases \$1.4M
- Equipment/Occupancy/Depreciation – increase of \$1.1M
- Purchased Services/Other – increase of \$1.7M
- Bond Interest Expense, net – increase of \$144K

# Sandoval Regional Medical Center

## Projected Income Statement

	FY 2016 Actuals	FY 2017 Original Budget	FY 2017 Revised Budget	FY 2018 Projected Budget	FY2017 Revised to FY2018 Budget % Change
<b>Total Net Patient Revenue</b>	\$ 76,623,661	\$ 80,544,479	\$ 75,690,084	\$ 82,011,643	8.4%
Other Revenue	551,577	517,339	1,057,990	608,698	-42.5%
Total All Other Revenue	551,577	517,339	1,057,990	608,698	-42.5%
<b>Total Net Revenue</b>	\$ 77,175,238	\$ 81,061,817	\$ 76,748,073	\$ 82,620,341	7.7%
<b>Expenses:</b>					
Salaries, Wages and Benefits	38,554,122	39,768,254	36,936,505	32,474,169	-12.1%
UCP/Midlevels	659,856	-	121,101	571,907	372.3%
Housestaff	263,687	239,373	488,000	-	-100.0%
Tricare Lab Services	2,835,511	2,914,538	2,908,544	3,106,281	6.8%
Other Medical Services	3,380,020	3,440,372	3,782,785	3,696,413	-2.3%
Medical Supplies	15,997,678	17,169,986	18,181,288	19,558,624	7.6%
Service contracts/non capital equipment	2,893,275	3,768,585	2,808,062	3,401,840	21.1%
Occupancy	1,507,620	1,496,907	1,460,985	1,640,924	12.3%
Depreciation	8,456,101	8,368,033	8,340,823	8,690,823	4.2%
Purchased Services	3,374,966	3,833,431	1,888,985	3,609,699	91.1%
Other Supplies	916,154	1,002,626	817,121	762,009	-6.7%
Other	566,482	534,309	375,563	458,822	22.2%
Total Expenses	79,405,472	82,536,414	78,109,759	77,971,510	-0.2%
<b>Operating Margin</b>	<b>\$ (2,230,234)</b>	<b>\$ (1,474,596)</b>	<b>\$ (1,361,686)</b>	<b>\$ 4,648,831</b>	<b>-441.4%</b>
<b>Non Operating:</b>					
Mil Levy	6,152,531	6,089,549	6,152,531	-	-100.0%
Bond Interest Expense	(5,869,675)	(5,468,788)	(5,732,481)	(5,547,025)	-3.2%
BAB Subsidy, Interest Inc on GNMA, Mtg Int	1,971,959	1,971,717	1,946,273	1,904,746	-2.1%
Non Operating Expense (MIP)	(20,832)	(1,100,864)	(1,003,301)	(1,003,301)	0.0%
Total Non Operating	2,233,983	1,491,614	1,363,022	(4,645,580)	-440.8%
<b>Increase in Net Position</b>	<b>\$ 3,749</b>	<b>\$ 17,018</b>	<b>\$ 1,336</b>	<b>\$ 3,251</b>	<b>143.4%</b>

# UNM Medical Group

## FY 2018 – Financial Assumptions

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### Revenues

- Volume growth of 5.5%
- Revenue cycle improvements of \$1.0 million
- No other reimbursement changes

### Expenses

- Purchase of Physician services/salaries increase of \$9.5 million, or 6%
- Overhead cost increase (2.9%) was held to 50% of patient service revenue increase (7.7%)

# UNM Medical Group

## Projected Income Statement

	FY 2016 Actuals	FY 2017 Original Budget	FY 2017 Revised Budget	FY 2018 Proposed Budget	FY 2017 Revised to FY 2018 % Change
Patient Revenues	\$ 187,679,370	\$ 201,003,292	\$ 196,624,234	\$ 211,871,015	8%
Other Revenues	18,550,851	21,542,708	21,481,023	17,524,606	-18%
Total Revenues	206,230,221	222,546,000	218,105,257	229,395,621	5%
Purchased Services	153,391,796	160,683,033	157,179,786	166,642,378	6%
Clinic expenses	22,754,704	27,870,305	27,870,305	27,012,796	-3%
All other costs	28,731,109	31,934,662	31,182,619	31,590,476	1%
Total Costs	204,877,609	220,488,000	216,232,710	225,245,650	4%
Total revenues less costs	\$ 1,352,612	\$ 2,058,000	\$ 1,872,547	\$ 4,149,971	122%
Less restricted and designated reserves			(395,000)	(4,123,316)	
Net margin before non-recurring items	\$ 1,352,612	\$ 2,058,000	\$ 1,477,547	\$ 26,655	-98%
Meaningful Use Revenue/other non-recurring	(526,480)	2,346,000	3,616,089	-	-100%
Increase in Net Position	\$ 826,132	\$ 4,404,000	\$ 5,093,636	\$ 26,655	-99%

# Questions?



TO: UNM Board of Regent's Finance and Facilities Committee

FROM: Steve McLaughlin, MD, Regents' Professor and Chair Department of Emergency Medicine  
Lindsay Eakes, MBA, NRP, EMS Academy Director, Paramedic Programs Director

RE: **EMS Differential Tuition Request Information**

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The UNM EMS Academy is designated by statute as the lead Emergency Medical Services training agency for New Mexico. As are many departments, we are passionate about our mission which is to provide outstanding prehospital medical education and educator training. We educate prehospital providers such as EMTs and Paramedics who serve in our local communities and throughout the state of New Mexico. We are seeking tuition differential of \$60 per credit hour to support the EMS Bachelors of Science degree. This additional \$60 per credit hour in comparison to 10 EMS or similar degrees would still have the UNM EMSA in the lowest 3 for tuition costs, and well below the median of all compared institutions.

Our program has seen a significant increase in graduates and retention in the last several years, over 35%, and we expect that number to keep growing. Additionally our job placement rate within three months of graduation exceeds 99%. We understand the increasing cost of education and burden it has placed on students which is why we have partnered with local EMS services to provide employment opportunities that not only ease financial burden but also increase our students' success in the program. It allows them to work part-time while going to school, and the employer works around their school schedule, contributes to their education, and the students gain experience in the EMS field. Upon successful program completion, the graduates are offered fulltime positions. We have also set aside 10% of the tuition differential revenue for student financial aid.

We request this necessary increase to support faculty expense, support staff, operating expenses and simulation equipment. All are necessary for training our future EMS professionals. Additionally, increasing accreditation standards, required physician involvement and specific instructor- student ratios require these items that I've mentioned, to produce competent entry-level providers to care for the people in our communities.

Ensuring sustainability, being fiscally responsible and retaining the established quality of our nationally recognized program are our highest priorities, we feel tuition differential will provide us with the necessary resources to ensure these are accomplished.



MEMORANDUM

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

FROM:  Steve McLaughlin, MD, Regents' Professor and Chair Department of Emergency  
Medicine  
 Jan Veesart, MD, MS, EMS Academy Director  
 Lindsay Eakes, MBA, NRP, Assistant EMS Academy Director, Paramedic  
Programs Director

RE: **Differential Tuition Request- Final Submission to Chancellor Roth**

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This serves as final submission of the differential tuition request to Chancellor Roth per the request guidelines. The initial submission was approved by Steven McLaughlin, Department Chair and Chancellor Roth and was then posted by October 1, 2016 to the department website <http://emed.unm.edu/EMSA/> for a full 30 days of constituent comment. There were no constituent comments to note nor any adverse reactions to the proposal. The request and associated details remains the same for final submission. The originally signed request is attached for final review including supplemental market analysis.



## DIFFERENTIAL TUITION REQUEST

College/School: School of Medicine Department/Program: Emergency Medical Services

Contact: Lindsay Eakes Phone: 505-272-5757 Email: lireilly@sallud.unm.edu

Level: Undergraduate  Graduate

Proposed Differential to be applied as: by student type (major):  by course:   
For Main Campus units, all new differential tuition will be charged by student type (major) and will follow the tuition block.

Requested Differential Tuition (shown as an amount per student credit hour):

Student Type	Current Differential	Proposed Differential	Increase/Decrease or New Differential
Residents	\$ 0	\$ 60	\$ 60
Non-Residents	\$ 0	\$ 60	\$ 60
Other	\$ 0	\$ 60	\$ 60

Effective Academic Year: Fall 2017

If the differential tuition request is approved it will be applied in the following academic year beginning in the fall semester.

Rationale for Request: Please provide a detailed explanation on the reasoning for the increase/decrease or new differential tuition. Please refer to policy UAP 8210 2.2 for qualifying justifications for differential tuition.

The primary reason for the differential tuition is the higher costs associated with providing a professional Emergency Medical Services Bachelor of Science degree (EMS BS) with NREMT eligible paramedics which utilizes experienced medical clinicians to provide high quality didactic instruction and includes extensive skill labs, high fidelity simulation, clinical training and field experiences for its students. The UNM EMS Academy is one of 12 institutions nationwide that offers an EMS BS degree and based on a recent survey of 10 institutions offering a similar degree, only one of these institutions charges less tuition & fees than UNM EMSA. Primary instruction for the EMS BS program utilizes several ABEM credentialed Emergency Medicine physicians some who hold EMS sub-specilization who provide a level of didactic instruction greatly superior to many other EMS BS programs in addition to the highly credentialed program faculty. In order to remain competitive with these other universities, EMSA must provide a sophisticated up-to-date technology based education to students utilizing high fidelity clinical simulation equipment and extensive clinical training opportunities. In addition to traditional classroom didactics provided by EM physicians and faculty, the program utilizes high fidelity simulations training necessitating additional skill lab proctors (providing a 1:6 instructor to student ratio in all skill labs) and clinical/internship preceptors to provide oversight to EMS BS students on clinical rotations and internships. Student tutors provide an additional resource and student directed learning to ensure student success in this highly demanding program.



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**Market Analysis:** Please provide detailed information on whether the college/school or department/program cost of instruction is markedly higher than the university average program costs or market conditions warrant additional tuition.

The EMS Academy surveyed 10 peer institutions at the time of the request for differential tuition. Our tuition (even including the requested differential tuition) is lower than most of these other schools and currently UNM EMSA ranks as the second lowest in tuition (\$/credit hour) and tuition + fees charged.

Please see the attached data sheet.

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**Student Consultation:** A preliminary request should be submitted to the Provost Office (Main Campus) or Chancellor's Office (Health Sciences Center (HSC)) no later than October 1<sup>st</sup>. Per policy it must be posted to the unit's website no later than October 1<sup>st</sup> to allow for at least 30 days of constituent comment prior to final submission to the Provost or Chancellor by November 1<sup>st</sup>.

Please provide an explanation on how you plan to communicate the proposed differential tuition request to students, and the feedback you have already received from students on this request, if any.

We will communicate the differential to incoming students through the advisement process, on our paramedic program application and we will provide the differential tuition on the tuition schedule available through the Bursar's Office website. Additionally, when students seek advisement and wish to discuss tuition rates, the advisor will address the differential tuition and its effect on the student based on the credit hours being taken.

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**Accountability/Budget Information:** Please provide budgetary information about how the revenue generated will be expensed. It is highly encouraged to set aside a portion of the revenue generated by the differential for financial aid (see policy UAP 8210 2.2.2).

Financial Aid Set Aside Amount:   10  %

**Proposed Annual Revenue**

Differential Tuition (per student credit hour)	\$60
Projected # of Student Credit Hours (all student credit hours taken by student majors in the program).	3180



<b>Total Revenue</b>	190,800
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**Proposed Annual Expenditures**

Financial Aid Set Aside (%)	10% = 19,080
Faculty Expense	\$ 85,660
Advising Personnel	\$ 10,000
Support Staff Expense	\$ 29,000
Operating Expenses	\$ 47,060
<b>Total Program Costs</b>	<b>\$ 190,800</b>

*Please provide a detailed explanation on how the revenue will be used for this program:*  
**EXPLANATION OF TOTAL EMS PROGRAM CREDITS/YEAR:**

**\*Pre-Paramedic:**

EMT-Basic (EMS 113), Intro to EMS (EMS 120), EMT Basic (EMS 142) = 13 credits/student x 90 students/ = 1,170

**\*Paramedic Core Courses**

Semester I: (EMS 309, EMS 310, EMS 311, EMS 312, EMS 341, EMS 351) = 17 credits/student x 30 students = 510

Semester II: (EMS 320, EMS 321, EMS 400, EMS 331, EMS 342, EMS 352) = 16 credits x 30 students = 480

Semester III: (EMS 454) = 4 credits x 30 students = 120

**\*4<sup>th</sup> year:**

required EMS courses: 2 (EMS 469, EMS 470) = 6 credits x 30 students = 180

24 credits hours (choice of track with associated required courses and electives) = 24 credits x 30 students = 720

**TOTAL EMS CREDIT HOURS PER YEAR = 3,180**

**PROPOSED ANNUAL EXPENDITURES BREAKDOWN:**

Faculty expense( expense/year): \$85,660

Physician faculty/year: \$37,260; Lab/simulation instruction/year: \$22,400; Clinical education/year: \$26,000;

Support Staff (expense/year): \$29,000 (see breakdown next line)

Student Tutors/year: \$19,000; Internship preceptors/year: \$10,000

Operating expenses (see breakout next line): \$47,060

Semi-Durables (replaced every 2 years): \$4000/year; Durables/high fidelity simulation equipment (\$430,601 replaced every 10 years): \$430,601/10 = \$43,060/year

The revenue will be used to support the additional cost physician and faculty salary, provide partial funding for the EMS Academy Academic Advisor, student tutors, preceptors and proctors needed to support the skills labs, simulation, clinical experiences and



field internship all critical to the EMS BS training curriculum. As noted above, this amount is necessary for the UNM EMSA to be competitive in the the EMS educational community on a national level.

**Student Access and Affordability:** *Please explain how student access and affordability will be addressed.*

The UNM EMSA will initially set aside 10% of the differential amount for financial assistance. This funding opportunity will be relayed to students as a means to ease potential burdens from the increased tuition.

**Peer Comparison Chart:** *Please complete the Excel peer comparison spreadsheet. If the peer institutions listed does not have a similar college/school or department/program add an institution that most closely resembles your unit. Please note this adjustment below.*

**Please see attached spreadsheet**

**Other Information:** *Please provide any additional information that supports this request for differential tuition.*

The EMS Academy was the 10<sup>th</sup> of now over 650 paramedic programs to be accredited nationally. Our pass rates on national certification and licensing exams exceed the national average by nearly 20%. The UNM EMSA has had over 99% job placement post graduation consistently for over 4 years. Additionally, the EMS Academy does not currently receive any of the tuition collected by the University of New Mexico for the EMS BS program.

**Dean/Director Approval:**

**Printed Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

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

*McLarty Paul B. Lett*  
*Paul B. Lett*  
*9/30/16*

SURVEY OF PEER INSTITUTIONS OFFERING A SIMILAR BACHELOR DEGREE IN EMERGENCY MEDICAL SERVICES/EMERGENCY MEDICAL CARE

	Resident (in state) Full-time per credit hr AY 2016-2017	Tuition (min 12 cr hr)	University Fee/sem	Tuition + Fees
UNIVERSITY OF NEW MEXICO	\$248.36	\$2,980.32	\$57.78	\$3,038.10
Peer Median	\$357.00	\$4,284.00		\$4,974.50
1 University of South Alabama	\$317.00	\$3,804.00	\$145.00	\$3,949.00
2 Western Carolina University	\$385.38	\$4,624.50	\$350.00	\$4,974.50
3 George Washington University	\$570.00	\$6,840.00	\$0.00	\$6,840.00
4 Univ of MD Baltimore County (UMBC)	\$341.83	\$4,102.00	\$1,530.00	\$5,632.00
5 Central Washington University	\$191.58	\$2,299.00	\$597.00	\$2,896.00
6 Creighton University	\$1,092.58	\$13,111.00	\$832.00	\$13,943.00
7 Eastern Kentucky University	\$357.00	\$4,284.00	\$185.00	\$4,469.00
8 University of Pittsburgh	\$927.92	\$11,135.00	\$465.00	\$11,600.00
9 University of Texas HSC San Antonio	\$277.67	\$3,332.00	\$463.00	\$3,795.00