



**BOARD  
OF REGENTS**

**COMMITTEE OF THE WHOLE**

**December 04, 2024  
Agenda Book**

**1:00 PM Open Session  
Scholes Hall, Roberts Room**



**Board of Regents  
Meeting of the Committee of the Whole**

December 04, 2024  
Open Session 1:00 pm  
Scholes Hall, Roberts Room

**AGENDA**

- I. Call to Order and Confirmation of a Quorum, *Regent Chair Kim Rael*
- II. Comments
- III. Adoption of the Agenda
- IV. Presentation and Discussion: Healthcare Workforce – *90 minutes*  
*Garnett Stokes, President; Mike Richards, Interim EVP for Health Sciences; Stuart Livsie, Associate Director Health Sciences Capital Projects; Page Consultants Inc. Team*
- V. Break – *10 minutes*
- VI. Presentation and Discussion: Differential Tuition Background – *30 minutes*  
*James Holloway, Provost and Nicole Dopson, Assistant Vice President for Academic Resource Management*
- VII. Discussion: Public Comment Parameters - *25 minutes*  
*Kim Rael, Regent Chair*
- VIII. Discussion: Regent's Policy 3.3 – *25 minutes*  
*Kim Rael, Regent Chair*
- IX. Closing Comments
- X. Adjourn



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## Differential Tuition in Higher Education and at UNM

December 4, 2024



# What is differential tuition?

60% of public HEI's use differential tuition

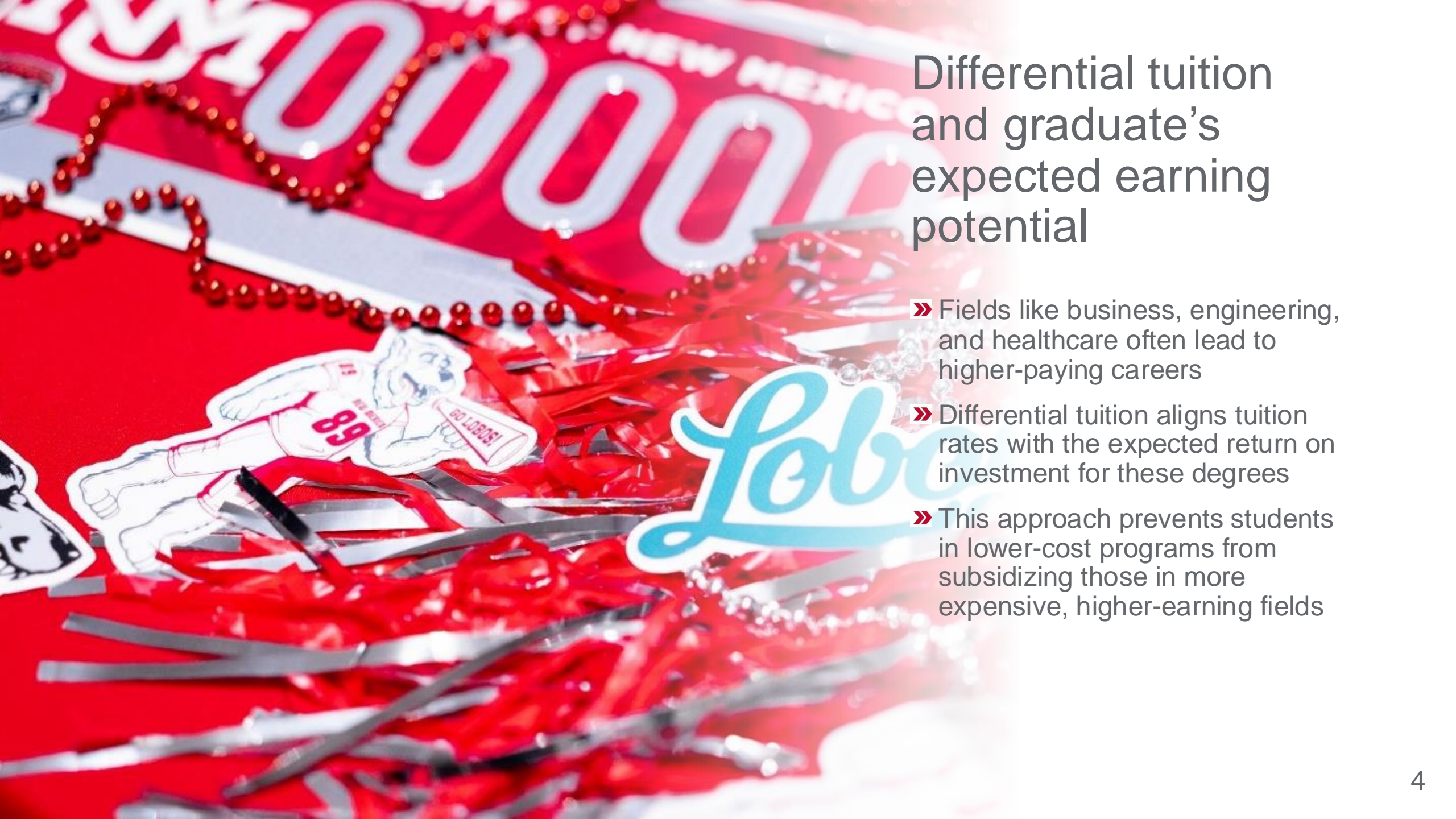
Two related and conflated concepts here:

1. Tuition can be different from program to program
  - A student in dental hygiene is charged lower **base** tuition than a student in education
  - A student in engineering is charged higher **total** tuition than a student in education
2. Tuition flows can be different from program to program
  - The tuition difference between two programs (engineering – education) flows directly and automatically to engineering to support its higher delivery cost
  - All tuition associated with Population Health flows to Pop. Health, while in Engineering only the differential tuition is directed to Engineering

The UNM model of “differential tuition” includes both elements


## Aligning tuition with program costs is a key factor in financial sustainability

- » Differential tuition ensures resource-heavy fields such as engineering and nursing are adequately funded and can grow with increased demand
- » This model allows institutions to cover costs specific to these programs without diverting resources from other areas
- » This supports quality, student success, and institutional reputation in high-cost programs



## Differential tuition and graduate's expected earning potential

- » Fields like business, engineering, and healthcare often lead to higher-paying careers
- » Differential tuition aligns tuition rates with the expected return on investment for these degrees
- » This approach prevents students in lower-cost programs from subsidizing those in more expensive, higher-earning fields



## Differential tuition ensures equitable & efficient distribution of funds

- » Flat tuition rates may *seem* more equitable by allowing students to choose programs without consideration of cost differences
- » Students in lower-cost programs subsidize high-cost fields like engineering, effectively paying more than the actual cost of their education
- » However, cross-subsidization disadvantages those who may not see high financial return, while benefiting students in higher-earning potential programs
- » Revenue from high-cost programs can support additional scholarships for students in those high-cost programs, ensuring equitable access



## What does this look like at UNM?

### Key questions

- » What differential tuition rates do we have at the undergrad level?
- » How do students know about it?
- » What if we eliminated it? Multiple scenarios will be presented.
- » What revenue impact would it have?



# What do we have now and how do students see it?

Note variation in base tuition

UNDERGRADUATE & NON-DEGREE UNDERGRADUATE								
	NM Residents				Non-Residents			
	Tuition	Mandatory Student Fees	Facility Fee	Total	Tuition	Mandatory Student Fees	Facility Fee	Total
<b>Main Campus</b>								
1 to 14 hours (per hour)	283.46	\$54.66	\$5.14	\$343.26	\$1,047.44	\$54.66	\$5.14	\$1,107.24
15+ hours (flat rate)	\$4,251.90	\$819.90	\$77.10	\$5,148.90	\$15,711.60	\$819.90	\$77.10	\$16,608.60
<b>Health Sciences (HSC) (Nursing, Pharmacy &amp; Population Health)</b>								
1 to 14 hours (per hour)	\$277.96	\$54.66	\$5.14	\$337.76	\$1,004.00	\$54.66	\$5.14	\$1,063.80
15+ hours (flat rate)	\$4,169.40	\$819.90	\$77.10	\$5,066.40	\$15,060.00	\$819.90	\$77.10	\$15,957.00
<b>School of Medicine (SOM) Health Professions and Research Education Programs</b>								
1 to 14 hours (per hour)	\$264.20	\$54.66	\$5.14	\$324.00	\$954.34	\$54.66	\$5.14	\$1,014.14
15+ hours (flat rate)	\$3,963.00	\$819.90	\$77.10	\$4,860.00	\$14,315.10	\$819.90	\$77.10	\$15,212.10
<b>Accelerated Online Programs (AOP)</b>								
1 to 14 hours (per hour)	\$394.80	\$0.00	\$0.00	\$394.80	\$394.80	\$0.00	\$0.00	\$394.80
15+ hours (flat rate)	\$5,922.00	\$0.00	\$0.00	\$5,922.00	\$5,922.00	\$0.00	\$0.00	\$5,922.00
<a href="#">RN to BSN</a> (per hour all hours)	\$362.16	\$0.00	\$0.00	362.16	\$362.16	\$0.00	\$0.00	362.16

Differential tuition. Not covered by Lottery or Opportunity

ADDITIONAL UNDERGRADUATE TUITION DIFFERENTIALS			
Per Credit Hour	Flat rate at 15+ hours	All Residencies	
<a href="#">Anderson School of Management</a> (majors & pre-majors)	\$10.52	<a href="#">Engineering</a> (majors & pre-majors)	\$15.80
<a href="#">Arts &amp; Sciences</a> (majors & pre-majors)	\$10.52	<a href="#">Nursing</a> (excludes RN to BSN Online Degree Program)	\$189.08
<a href="#">Emergency Medical Services</a>	\$61.32	<a href="#">Population Health courses</a>	\$100.00

Current tuition Fall 23 and 24

# What if we eliminated tuition differences and held-harmless based on Fall 23 enrollments?

- » Full analysis would separate in-state/out-state, full-time/part-time, students in the block vs. not, etc.
- » Analysis assumes all in-state & students taking 15+ credit hours, using the enrollment distribution of Fall 2023 across different programs, and using only one base tuition rate for HSC (rather than two)
- » Assume cost spread across all students (health and non-health) and a single new base tuition
- » No set aside of revenue for financial aid to support those whose tuition goes up (more on fin aide later)

UG-Differentials	Current w/Base & DT per semester
ASM	\$ 4,409.70
A&S	\$ 4,409.70
SOE	\$ 4,488.90
EMS	\$ 5,089.20
Nursing	\$ 7,005.60
Pop. Health	\$ 5,669.40

New Base Per Semester	Net AY Impact**
\$ 4,461.98	\$ 104.57
\$ 4,461.98	\$ 104.57
\$ 4,461.98	\$ (53.83)
\$ 4,461.98	\$ (1,254.43)
\$ 4,461.98	\$ (5,087.23)
\$ 4,461.98	\$ (2,414.83)

UG Head Count (Fall 2023)
2,376
5,731
2,146
170
1,472
79
<b>11,974</b>

Other students charged \$420 (main) and \$585 (HSC) more.

77% of students pay more  
23% of students pay less

4.9% increase in base for main  
7% increase in base for HSC  
(offset by zeroing out differential)

# Details on tuition changes for previous scenario

## Impact to Eliminate Undergraduate Differential Tuition- Spread Across All Students

	% of Total Students	# of Students	Per Credit Hour	FT (15 Hour Block)- Per Semester	AY (15 Hour Block)	% Increase/ Decrease by Student Group	
<b>77% of students will pay more</b>	49.0%	8,107	\$ 3.49	\$ 52.28	\$ 104.57	1.2%	ASM / A&S
	24.4%	4,045	\$ 14.01	\$ 210.08	\$ 420.17	4.9%	Main w/o differential
	3.3%	540	\$ 19.51	\$ 292.58	\$ 585.17	7.0%	HSC w/o differential
<b>23% of students will pay less</b>	13.0%	2,146	\$ (1.79)	\$ (26.92)	\$ (53.83)	-0.6%	SOE
	1.0%	170	\$ (41.81)	\$ (627.22)	\$ (1,254.43)	-12.3%	EMS
	8.9%	1,472	\$ (169.57)	\$ (2,543.62)	\$ (5,087.23)	-36.3%	Nursing
	0.5%	79	\$ (80.49)	\$ (1,207.42)	\$ (2,414.83)	-21.3%	Pop. Health
		<b>16,559</b>					

# Comments and implications

- » We could do a model keeping multiple base tuition rates but still cross subsidizing across Main and HSC. This would require a 5.1% increase in all base rates, retaining tuition differences and resulting in larger subsidization from Main to HSC.
- » In either model, presumably the state would have to find the funds to cover the cost for those students on Opportunity or Lottery.
- » The analysis was based on Fall 2023 enrollment numbers across all the various program, so:

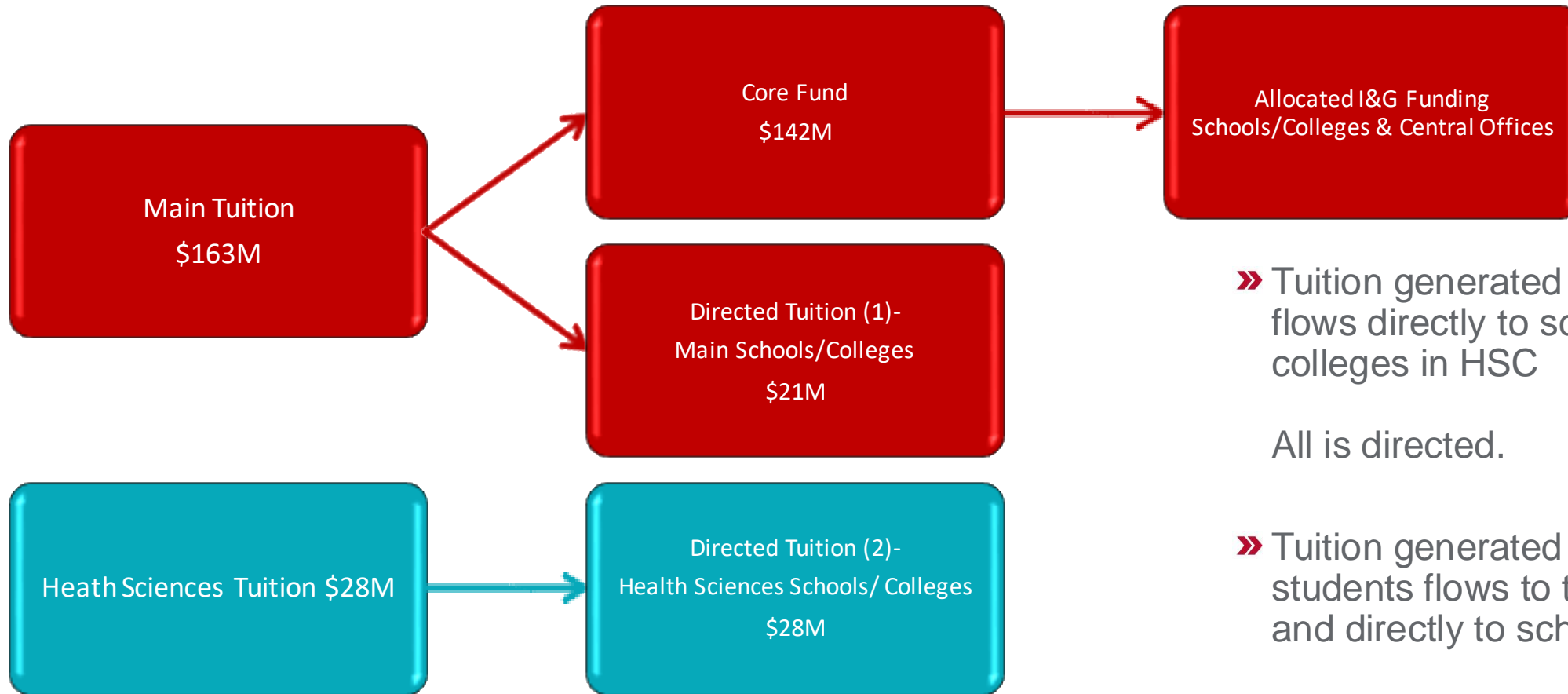
If we had implemented this model last year, we would have a \$471,000 revenue shortfall this year because of increased enrollments in higher cost programs that no longer had differentials.

Even with additional students in lower cost programs, they do not generate enough revenue to make up for the higher enrollments in high-cost programs.

- » Units have funds for financial aid set aside from differential tuition and other sources – would we reallocate these funds to other units whose base tuition is going up?
- » Engineering has a differential tuition proposal would generate \$1.8M for TAs, graders, tutors, advisors, and financial aid. Without differential as the mechanism, it would require a base tuition increase to all students of about 1.6% to provide these resources.

# Financial Flows Between HSC and Main: Current State

## UNM Main & Health Sciences Tuition Flow (FY24 Actuals)



» Tuition generated by HSC students flows directly to schools and colleges in HSC

All is directed.

» Tuition generated by Main Campus students flows to the Core Fund and directly to schools and colleges

Differential is directed, the rest goes to the Core Fund and is allocated from there.

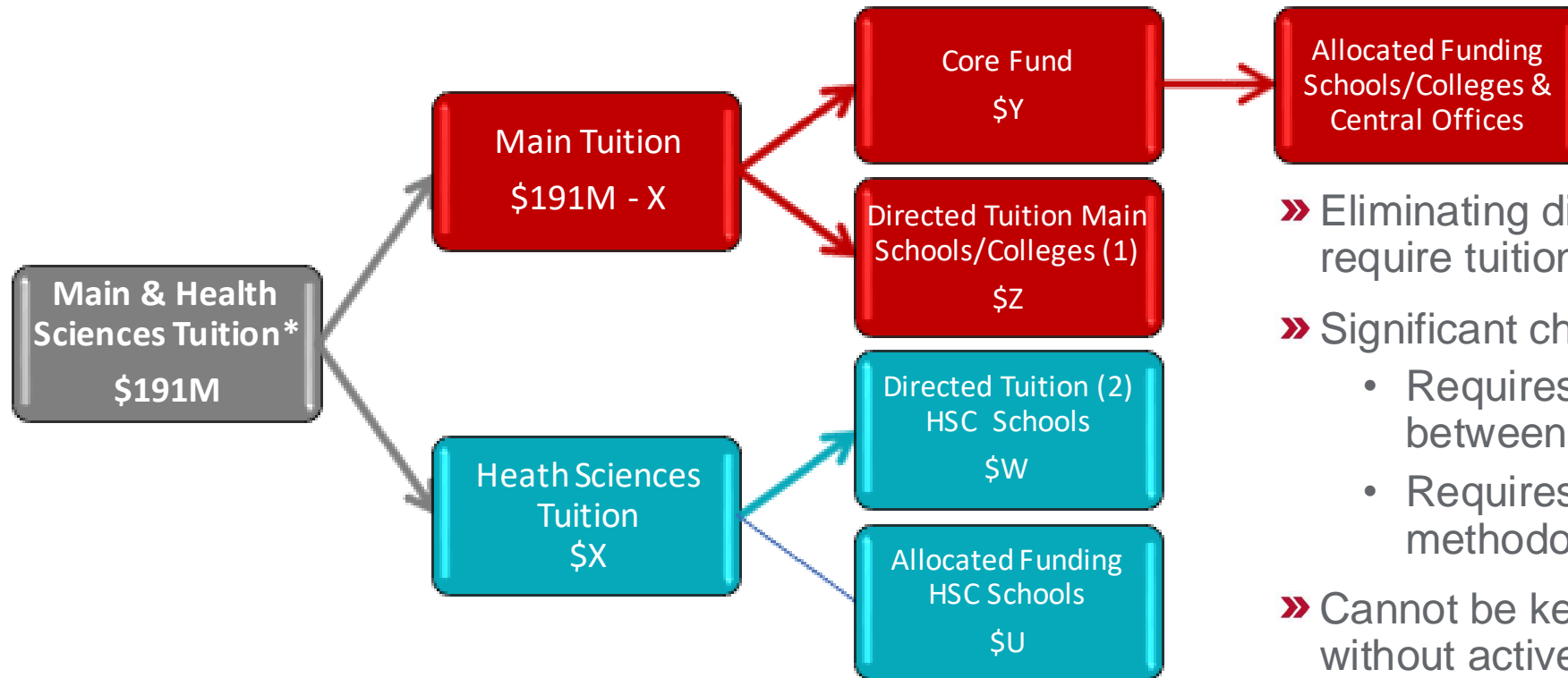
\*Tuition includes graduate and undergraduate base tuition, differential tuition, and accelerated online programs (AOP) tuition.

(1) Main Directed Tuition- only includes graduate and undergraduate differential tuition and AOP tuition.

(2) Health Sciences Directed Tuition- includes all tuition for health science programs.

# Financial Flows Between HSC & Main: Differential Eliminated

UNM Main & Health Sciences Tuition Flow (FY24 Actuals)



- » Eliminating differential tuition as above would require tuition funds from Main flow to HSC
- » Significant change to UNM budgeting:
  - Requires new allocation methodology between Main and HSC
  - Requires new internal allocation methodology within HSC
- » Cannot be kept hold harmless over time without active increases (or decreases) in base tuition

\*Tuition includes graduate and undergraduate base tuition, differential tuition, and accelerated online programs (AOP) tuition.

(1) Main Directed Tuition- includes graduate differential tuition and AOP tuition.

(2) Health Sciences Directed Tuition- includes graduate differential tuition for health science programs.

# What if eliminate differential tuition separately at Main and HSC?

» Like previous analysis but keep Main and HSC separated

UG-Differentials	Current w/Base & DT per semester	New Base Per Semester	Net AY Impact**
ASM	\$ 4,409.70	\$ 4,366.16	\$ (87.07)
A&S	\$ 4,409.70	\$ 4,366.16	\$ (87.07)
SOE	\$ 4,488.90	\$ 4,366.16	\$ (245.47)

UG Head Count (Fall 2023)
2,376
5,731
2,146
<b>10,253</b>

Other students charged \$228 (main) and \$3,329 (HSC) more.

Largest impact is on 3.3% of students (all in HSC who are subsidizing the programs with large differential tuitions)

29% of students pay more  
71% of students pay less

24% of students pay \$228 more

2.9% increase in base for main  
39.9% increase in base for HSC (offset by zeroing out differential)

UG-Differentials	Current w/Base & DT per semester	New Base Per Semester	Net AY Impact**
EMS	\$ 5,089.20	\$ 5,834.17	\$ 1,489.93
Nursing	\$ 7,005.60	\$ 5,834.17	\$ (2,342.87)
Pop. Health	\$ 5,669.40	\$ 5,834.17	\$ 329.53

UG Head Count (Fall 2023)
170
1,472
79
<b>1,721</b>

# Details on tuition changes for previous scenario

## Impact to Eliminate Undergraduate Differential Tuition- Different HSC & Main Base Rates

	% of Total Students	# of Students	Per Credit Hour	FT (15 Hour Block)- Per Semester	AY (15 Hour Block)	% Increase/ Decrease by Student Group	
<b>29% of students will pay more</b>	24.4%	4,045	\$ 7.62	\$ 114.26	\$ 228.53	2.7%	Main w/o differential
	3.3%	540	\$ 110.98	\$ 1,664.77	\$ 3,329.53	39.9%	HSC w/o differential
	1.0%	170	\$ 57.36	\$ 744.97	\$ 1,489.93	16.9%	FMS
	0.5%	79	\$ 18.68	\$ 164.77	\$ 329.53	4.9%	Pop Health
<b>71% of students will pay less</b>	49.0%	8,107	\$ (2.90)	\$ (43.54)	\$ (87.07)	-1.0%	ASM / A&S
	13.0%	2,146	\$ (8.18)	\$ (122.74)	\$ (245.47)	-2.7%	SOE
	8.9%	1,472	\$ (70.40)	\$ (1,171.43)	\$ (2,342.87)	-15.1%	Nursing
		<b>16,559</b>					



# A flat-rate tuition model could also result in management challenges



Cross-subsidizing tuition across the main campus and health science units is a radical restructure of our budget model

It will result in difficult-to-predict flows and transfers between unrelated budget units



Eliminating differentials for high-cost programs will result in revenue shortfalls if enrollment in high-cost programs increases.

Not possible to eliminate differential tuition in a hold-harmless way unless enrollments are frozen

Creates a perverse incentive encouraging administrators to push enrollment toward low-cost programs

# Summary

- Eliminating differential tuition and/or tuition differences requires increasing base tuition.
- For students with state scholarships, the increase would pass to the state via states.
- For students without the state scholarships, some students have to pay more (e.g. education), some pay less (e.g. engineering)
  - Institutional scholarship dollars are likely misaligned after a change
- There are risks to revenue generation, especially associated with enrollment increases in programs that currently have differential tuition.
- New allocation and reallocation processes would be needed, including between HSC and Main

# QUESTIONS?

**To:** UNM Board of Regents

**From:** Emily Morelli, Secretary to Board of Regents

**Date:** November 26, 2024

**Subject:** Recommendations for Board Meeting Public Comment Practices

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This memo provides recommendations for changes to the UNM Board of Regents public comment practices.

### **Background**

The Board of Regents' policy **1.3: Public Notice of Regents' Meetings**, states, in the section *Public Input at Meetings*, the following:

*An opportunity for public input regarding agenda items shall be provided at each regular meeting during Board consideration of the agenda item in question. The Board President shall determine the length of time to be allowed for public input for each agenda item, the sequence in which individuals may address the Board, and the length of time that will be allowed for each person to address the Board. The Board President may request that a group designate a spokesperson.*

The Board of Regents also allows public comment regarding items that are not on the meeting agenda.

### **Board of Regents' Current Practice**

Currently, speakers register to give public comment via email, with a cut-off of 48 hours before the start of the meeting's open session. Each speaker is allotted two minutes to comment, with no total time limit on public comment. Recently, the board has experimented with allowing comments from the first seven participants who sign up with a similar topic, for a total of 14 minutes, or, alternatively, speakers with the same viewpoint on a similar topic may organize speakers for a 15-minute block of time.

### **Existing Practices of Other Entities (City of Albuquerque, County, Albuquerque Public Schools)**

- 1) City of Albuquerque (<https://www.cabq.gov/council/find-your-councilor/public-comments>)
  - Online pre-registration form
  - In-person and virtual comments
  - Time limit for each speaker is at the discretion of the Council President, and is typically 2-minutes depending on number of registrants and length of meeting agenda
  - Published behavioral expectations and consequences in the Council Rules of Procedure (<https://www.cabq.gov/council/documents/council-rules-of-procedure-11-8-23-final.pdf>) including removal of disruptors and/or recess of meeting
- 2) Bernalillo County (<https://www.bernco.gov/boards-commissions/speak-at-a-meeting/>)
  - Online pre-registration form submission
  - No central published parameters on website, although some committees have published parameters (e.g., 25 speakers; first-come, first-served order; in-person sign up until the start of the meeting)

- 3) Albuquerque Public Schools (<https://www.aps.edu/about-us/board/board-meetings/public-comment>)
  - Online pre-registration
  - 45-minute total time limit for public comments
  - 2-minute time limit for speakers, unless more than 23 people sign up, then time is reduced to 1 minute per speaker
  - Published expectations of behavior
  - Published summary of consequences if expectations of behavior are not met (<https://www.aps.edu/about-us/policies-and-procedures/procedural-directives/b.-school-board-governance-and-operations/public-participation-at-board-of-education-meetings>), including removal of disruptors and/or recess of meeting
- 4) Public Universities (WY, ID, MI, WI, WA, OR, NV, AZ, CA, TX)
  - Time limit both total and per person; some limit to comments on agenda items only
  - Total time limit – 15-30 minutes; some did not specify total time limit, but left it to discretion of the chair
  - Per person time limits – 1-3 minutes, at discretion of chair, and mainly dependent on registration volume
  - Some publish parameters of expected behavior

### **Recommended Changes to the Board of Regents’ Public Comment Practices**

- 1) SmartSheet registration period starting at the time of the meeting notice publication (at least 10 days before the meeting) with a cut-off time of 48-hours before the open session of the meeting
- 2) SmartSheet form to include:
  - Parameters listed below (time limits, etc.)
  - Summary of expectations for public speaking with links to existing policies and codes of conduct; and
  - Acknowledgment check-off that the registrant has read the parameters and expectations.
- 3) Choose a total time limit for comments – for example, 40 minutes.
- 4) 2-minute time limit per speaker, unless more than 20 speakers register, then 1 minute per speaker up to 40 speakers (with a 40-minute total time limit). Order of speakers remains at Chair’s discretion.
- 5) Speakers who meet the cut-off parameters will be notified via email that they are registered to speak. Speakers who miss the cut-off time of 48-hours prior to the meeting’s open session and speakers who register after the cut-off of 40 speakers will be encouraged to submit written comment. An alternative to the latter would be to schedule a “spill-over” public comment listening session.
- 6) Written comment will be accepted anytime via the same SmartSheet form for registration.
- 7) The SmartSheet link, public comment parameters, and links to existing policies and codes of conduct should be published on the landing page of the regents.unm.edu website.

### **OTHER CONSIDERATIONS:**

- Allow individuals to cede their time to another speaker vs. not allowing
- Allow chair to ask groups to designate an individual to represent and comment
- Allow for a total time limit for pro and con commenters (e.g., 20 minutes per side, 40 minutes per subject matter)

*Document for discussion at 12/4/24 Committee of the Whole*

## **OPTION 1: Current Policy**

### **Section 3.3: Appointment and Termination of Key Administrators**

**Adopted Date:** 09-12-1996  
12-14-2004, 12-14-2010, 03-14-2016, 12-09-2020

#### **Applicability**

This policy applies to the appointment, dismissal, compensation, and contract amendment or non-renewal of all executive vice presidents, senior vice president, director of intercollegiate athletics, and the University's general counsel.

#### **Policy**

In addition to following the applicable administrative policies and procedures, the President shall inform the Board of Regents prior to appointing, dismissing, setting compensation, amending or not renewing the contract of all executive vice presidents, senior vice presidents, director of intercollegiate athletics, and the university's general counsel. The President shall also inform the Board of Regents in connection with the appointment, termination, and compensation of other senior or key administrative positions as appropriate, depending on the circumstances surrounding the appointment, termination or change in compensation.

With regard to the recruitment and hiring of all executive vice presidents, senior vice presidents, director of intercollegiate athletics, and the University's general counsel, the following guidelines shall be observed, consistent with University policies and procedures:

- A national search shall be conducted unless there are exceptional circumstances and the Regents have been consulted;
- A broadly-representative search committee shall be used; and
- Finalists in a competitive process for the position shall participate in interviews which include an open forum on campus for the general University or Health Sciences Center, as the case may be, community and interested members of the public.

#### **References**

Employment Contracts, [RPM 6.9](#).

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## Implementation

The President shall adopt administrative policies and procedures for the recruitment and hiring of key administrative positions, including but not limited to the positions specified in this policy. Dismissal or contract non-renewal shall be in accordance with University policies and procedures.

## OPTION 2: Revision 1 - Consultation

### Section 3.3: Appointment and Termination of Key Administrators

Adopted Date: 09-12-1996  
12-14-2004, 12-14-2010, 03-14-2016, 12-09-2020

#### Applicability

This policy applies to the appointment, dismissal, compensation, and contract amendment or non-renewal of all executive vice presidents, senior vice presidents, and director of intercollegiate athletics, ~~and the University's general counsel.~~ Policy 2.16 addresses details specifically related to the appointment, dismissal, compensation and contract amendment or non-renewal of the General Counsel.

#### Policy

In addition to following the applicable administrative policies and procedures, the President shall ~~inform~~ consult with the Board of Regents prior to appointing, dismissing, setting compensation, amending or not renewing the contract of all executive vice presidents, senior vice presidents, and the director of intercollegiate athletics, ~~and the university's general counsel.~~ The President shall also ~~inform~~ consult with the Board of Regents in connection with the appointment, termination, and compensation of other senior or key administrative positions as appropriate, depending on the circumstances surrounding the appointment, termination or change in compensation. Opportunities for consultation with the Board of Regents will be provided throughout the process of any administrative actions listed above.

With regard to the recruitment and hiring of all executive vice presidents, senior vice presidents, director of intercollegiate athletics, and the University's general counsel, the following guidelines shall be observed, consistent with University policies and procedures:

- A national search shall be conducted unless there are exceptional circumstances and the Regents have been consulted;

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- A ~~broadly-representative~~broadly representative search committee shall be used; and
- Finalists in a competitive process for the position shall participate in interviews which include an open forum on campus for the general University or Health Sciences Center, as the case may be, community and interested members of the public, unless waived by President the in consultation with the Board.

## References

Employment Contracts, [RPM 6.9](#).  
[Legal Services for the University, RPM 2.16](#)

## Implementation

The President shall adopt administrative policies and procedures for the recruitment and hiring of key administrative positions, including but not limited to the positions specified in this policy. Dismissal or contract non-renewal shall be in accordance with University policies and procedures.

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## OPTION 3: Revision 2 – Confirmation

### Section 3.3: Appointment and Termination of Key Administrators

Adopted Date: 09-12-1996  
12-14-2004, 12-14-2010, 03-14-2016, 12-09-2020

#### Applicability

This policy applies to the appointment, dismissal, compensation, and contract amendment or non-renewal of all executive vice presidents, senior vice presidents, director of intercollegiate athletics, and the University's general counsel. Policy 2.16 also addresses details related to the appointment, dismissal, compensation and contract amendment or non-renewal of the General Counsel.

#### Policy

In addition to following the applicable administrative policies and procedures, the President, with advice and confirmation by~~shall inform~~ the Board of Regents, shall~~prior to~~ appointing, dismissing, setting compensation, amending or not renewing the contract of all executive vice presidents, senior vice presidents, director of intercollegiate athletics, and the university's general counsel. The ~~President shall also inform the~~ Board of Regents in connection with~~shall also advise and confirm~~ the appointment, termination, and compensation of other senior or key administrative



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positions as appropriate, depending on the circumstances surrounding the appointment, termination or change in compensation.

With regard to the recruitment and hiring of all executive vice presidents, senior vice presidents, director of intercollegiate athletics, and the University's general counsel, the following guidelines shall be observed, consistent with University policies and procedures:

- A national search shall be conducted unless there are exceptional circumstances and the Regents have been consulted;
- A broadly representative search committee shall be used; and
- Finalists in a competitive process for the position shall participate in interviews which include an open forum on campus for the general University or Health Sciences Center, as the case may be, community and interested members of the public; unless waived by President in consultation with the Board.

## References

Employment Contracts, [RPM 6.9](#).  
[Legal Services for the University, RPM 2.16](#)

## Implementation

The President shall adopt administrative policies and procedures for the recruitment and hiring of key administrative positions, including but not limited to the positions specified in this policy. Dismissal or contract non-renewal shall be in accordance with University policies and procedures.