

UNM Board of Regents Special Meeting Minutes

Tuesday, May 31, 2011, 8:30 a.m.

University House

Present: Regents Jack L. Fortner, President, Don L. Chalmers, Vice President, Carolyn J. Abeita, Secretary/Treasurer, James H. Koch, J.E. Gene Gallegos, Bradley Hosmer.

Unable to attend: Student Regent Jacob P. Wellman

Others in attendance: Dr. Breda Bova, Chief of Staff to the President, Carolyn Thompson, Strategist Office of the President, Susan McKinsey, Director University Communications, James Monteleone, reporter Albuquerque Daily Journal, Richard Wood, Faculty Senate President Richard Moore, Los Jardines Institute.

1. Confirmation of a quorum and adoption of the agenda at 8:44 a.m. Motion:
1st Fortner 2nd Chalmers

Setting goals for the final year of President Schmidly's Presidency:

Regent Fortner consulting with President David J. Schmidly agreed meeting will remain open until the performance review.

Rich Wood: talks about the growing success and momentum of shared governance.

DJS: outlines items in book, invites comments.

Gallegos: how was the interim provost selected?

DJS: outlines process, with interim to serve at least one year.

Gallegos: agreement to select recommendation of the committee.

DJS: appoint who I want to, but did listen to committee, chose the best candidate.

Met with selection committee which strongly recommended Professor Abdallah and reviewed hundreds of comments from the faculty; process of due diligence and decided it was in the best interests of the University to choose Professor Abdallah.

Gallegos: contract?

DJS: one year.

Koch: one year contract, so new president will not be bound by the contract and will in no way prohibit new president.

Chalmers: practical standpoint, new president will not have a new provost on day one, but will practically not want another interim.

Gallegos: needed clarification that nothing binding beyond one year.

Hosmer: what were the top criteria?

DJS: strong academically and focused on academic mission; energy vision and hit ground running; interviews made clear Abdallah met criteria and had overwhelming recommendations of the faculty All other VPs on one year contract so new president will have opportunity to shape the organization.

Wood: looking for transformative leadership.

DJS Goals:

13 key objectives to work on as President.

Goal one: Mission, Vision, Strategic Plan

Officially adopt the campus master plan; shared with neighbors for transparency; intention to have plan brought forward for approval after the beginning of fiscal year.

Hosmer: what is content?

DJS: outlines physical development.

Gallegos: premature to adopt at next meeting as we need to get more presentations and see what is really there especially for new Regents.

DJS: wait for new president for adoption?

Koch: master plan started 8 years ago, so important to look at it, but we want it finished not wait for new president.

Chalmers: good to show candidates for the president, too long already, need to be adopted this year

Doing things backwards; sometime during the year

Fortner: review it in June/July and adopt around September

DJS: submit to board for review

Koch: Board of Finance critical because of lack of master plan.

Hosmer: useful to put in date so regents can track; try to make goals more specific with date and description and makes a better guidance document; going into last year, what is your vision for the University? Need more attainables to determine direction for next several years.

Chalmers: vision like being invited into AAU as first minority serving University- outcome very measurable.

DJS: developed strategic framework when I got here; AAU invitation part of vision with benchmark criteria; goal areas of student success out of line of AAU because of low graduation rates and recruiting national scholars where we have made a lot of progress; downward slide on graduation rates stopped but minimal.

Research and excellence of academic reputation – exceed many in AAU highest research of any Hispanic serving institution.

Healthy Communities - major HSC serving Hispanic and native populations.

Engagement and economic development role of flagship.

Goals all build off of the strategic framework and vision.

As result of today's conversation, flesh out goals and bring back to Regents in August.

Hosmer: helpful to keep specific criteria like from AAU which have value.

Chalmers: should have those benchmarks in front of us at all times.

Hosmer: these should become decision criteria.

DJS: didn't have current financial constraints since budget has impacted growth of the faculty.

Hosmer: not possible for U to have concrete objective with parts of goal that require funding.

DJS: lots of strategies; new admission criteria implemented this fall; could be jump of 2 – 3 percent in grad rates reported this fall; long range challenge.

Goal Two: Accountability

Progress made in shared governance in strategic budgeting; build on momentum and continue to improve on the process; strategic budget template.

Need to start process earlier; bogged down in tuition/fee discussion so need longer term process of setting those; advance progress this year, far into fall semester, with longer term look.

Board's tuition and fee policy that hasn't been revised in several years; working on revision to bring to the board this fall.

Fortner: what are you thinking?

DJS: what should be good starting point for a flagship; know tuition substantially below Arizona, Colorado, Texas; benchmark could be being 18-20 percent of those states since that is where per capita income is; then you look at what that can do.

Fortner: now lower than NMSU; is that a bargain or just getting by?

Chalmers: can we expect to deliver on promise without resources; true budget process is living within budget; don't spend what you want to spend; set tuition so that a parent can depend on what will have to pay, depending on tuition credit This totally changes budget process

Gallegos: fee process is broken not even on the chart compared to MWC SFRB will never recommend fees, we cannot starve departments that depend on fees; pacifying who is the loudest is no way to budget. How can budget when you don't look at grants and contracts? All dollars need to be part of the process.

DJS: move process to the fall; hard to predict F&A and restricted grant money but can look at average to see how much and how spent. Allocated that money to run research enterprise and some used to offset state cuts. Should take a look at F&A.

Fortner: SFRB lot of give and take but not done well because of needs not addressed. Do other MWC schools have SFRB?

DJS: not aware of any public institution that doesn't have input from students but final decision on central administration and the board

Fortner: getting lots of complaints and shouldn't they be directed to SFRB to see consequences?

DJS: need to advance process since this is a game of tradeoffs; one way to look at fees is to benchmark against peer institutions: at Oklahoma, tried not to have tuition and fees greater than average of Big 12 and legislature agreed to keep a certain level of funding but deal went south with economic downfall. But tried to get agreement with legislature to avoid large swings in funding.

Abeita: need to keep in mind when redoing tuition/fee policy Agree that parents need to know what the budgeting process is.

Koch: legislature won't change and tuition is a problem. Lottery scholarship is a factor. Need to look at tuition and change fee structure – level tuition and fees pick up other items. Need to adjust fees.

DJS: problem is that fees change dramatically depending on the degree.

Hosmer: big number needed for needed tuition and fees, but won't be readily accepted; so what is reasonable as annual figure for increase to put into budget process?

Gallegos: we have to be sensitive to the economic climate.

Hosmer: suggest possibility for policy – shorter term is the annual digestible increase longer term a rationally calculated structure. That approach gives us time to develop basis and gives us chance to build case for the University, and to earn increases it with better performance that has to be funded. Look what we've done.

DJS: need to look at tuition/fee policy and needs to be a gradual adjustment; exceptional circumstances; AASA committee works thru this through and forwards recommendations thru F&F and full board.

DJS: do Regents want anything done on organizational structure and title changes or wait for new President?

Gallegos: tough decisions made below VP level when departments non-functional. Need to make tough management decisions sooner rather than later.

DJS: three VPs put in abeyance. Not hard to move from VP structure.

Fortner: accountable to public and legislature and at this point, they are unhappy with top-heavy administration. Make recommendation to us on possibilities

Gallegos: not just cosmetic but economic.

Fortner: got to tell story about what people do and how they compare at other universities.

Chalmers: need to go forward on all fronts. New normal for funding but principles of lean management need to be looked at. Continued evaluation.

Koch: need to move ahead and reduce costs where possibly can

Fortner: with shared governance all recommendations must also be reviewed with faculty

DJS: progress being made for recommendations early in academic year.

Chalmers: take deeper dive into numbers of staff is that real?

Hosmer: consider adding implementation goals and include dates to strategic planning.

Goal Three: Academics and Student Success

Interim Provost needs to take look at operations of the provost office which has already begun

Koch: have had issues with provost office for two years. Make sure we see something in writing about what changes will be made.

Fortner: is anyone making a change?

DJS: Holder to leave end of June, with deputy provost to be chosen by provost and also interim, has to be internal search.

Koch: streamline budget in area where no real change has occurred. Look at both replacing and cutting costs. Try to streamline.

Abeita: will everything be on the table.

DJS: establish plan for Honors College. Current provost with plan before departure to be taken up by interim.

Hosmer: product and date? See phased plan by certain date?

Chalmers: overhead?

DJS: dean and new faculty.

Chalmers: from budget is this a good time.

Gallegos: not working from ground zero.

Chalmers: need to go going in the budget implications do we have the money?

Hosmer: Plan for Honors College across a few years, reinforces the need for a multi-year budget for UNM.

DJS: need to determine fate of University College. Preliminary plans supposed to come to me before departure of current Provost.

Abeita: need to know implications for current students including advising.

Hosmer: need date.

DJS: could see higher retention and graduation rates since closer to their degrees.

Fortner: what is wrong with having University College?

DJS: need evaluation to determine if producing intended results.

General discussion about the University College curriculum

DJS: propose that plans on Honors and University College come before AASA and Faculty Senate needs voice on curricular issues.

Fortner: wants to know who else will have specific concerns?

DJS: have always focused on graduation rates; this has been biggest disappointment and biggest weakness at UNM.

Hosmer: useful to establish target numbers five to ten years out?

Chalmers: all goals important but not all goals created equal, need to prioritize.

Gallegos: this seems to be an area of shared governance since graduation rates depends a whole lot on the faculty.

DJS: faculty involved in development of plan with more advising, streamlined registration and enrollment. I do not see overnight changes.

Hosmer: do goals set here filter down thru the University to become output goal for provost, etc.?

DJS: late June/July senior executives have review of goals

Hosmer: evaluation of people responsible should be attached

Gallegos: economic drive so need to be some consequences

Chalmers: whole organization needs to live the goals

Hosmer: need to pick top two or three.

General discussion of graduation rates and strategies to implement.

Hosmer: would it not be useful to track remediation problem that tracks back to Colleges of Education?

DJS: partnerships with K-20 to work on issue and improve success of students in ABQ, Rio Rancho and Bernalillo; grant to help look for best practices for the pipeline; UNM should be in the lead.

Koch: partnership with CNM had pushback from University College; how is that working?

DJS: kicks off in full bloom with admissions; more students in Gateway (16 to 132).

Put student in best position to succeed Not elitist to say you should go somewhere else.

Gallegos: need three good goals, not 33.

Chalmers: consider a top ten.

DJS: allocation of \$2 million for new faculty and also salary compression

Gallegos: skeptical with economic situation if people coming in at much higher salaries.

DJS: allocate by college and needs for a plan that should be shared thru AASA.

Hosmer: academic activities more successful with output goals. Should these be established for academic mission – example is remediation as ultimate goal for college of education. Make academic activity more focused and effective.

DJS: goal 6 includes funding formula revision that includes outputs for workforce development also building in graduation and retention rate.

Hosmer: let's lead effort, not push but pull. Get HED on board.

Discussion of admission rates

Goal 3B – Research

Federal funding cuts of great concern, so developing bridge funding plans while grants being established; need startup funding for new faculty hires; job creation with the labs (OK State opportunity on solar).

Goal 4: Diversity of Leadership, Faculty and Staff

Equity and Inclusion assessment (one year to go)

DJS responding to Gallegos questions:

Created with DJS to address issue of lower performance in minority students and address faculty need for diversity. Seem some improvements in student success and recruiting but budget situation has caused us to reevaluate if this is the best most efficient way to achieve the goals
Hosmer: any other criteria for the evaluation?

DJS: better performance of some ethnic centers. Brought in outside consultants and conferring with African American faculty and leaders.

Fortner: office has also taken on advocacy role for students who feel they are discriminated against.

Chalmers: with budget, can we afford to have someone totally devoted to this function?

Goal 5: Community Engagement:

Strategy to educate citizens about flagship.

Work on report card of key indicators and what to do with them – output (Regent Hosmer suggestion).

Expand publication of Mirage.

Chalmers: should not be killing trees, so goal should be to expand reach through.

Internet; tweak toward efficiency and green UNM.

Fortner: goal to make campus paperless; electronic in twelve months.

Koch: need to incorporate with Foundation in order to get cost efficiency.

Evaluate UNM Today distribution to include possibility of Journal/New Mexican insertion.

Chalmers: need to move U toward electronic delivery to save money.

Goal 6: Legislative Role

Suggestion of Regents to eliminate tuition credit goal since it cannot be successful.

Chalmers: may not be realistic, students, etc. are bored with it.

Abeita: need for an education process.

DJS: would rather be able to explain credit to students.

Discussion tuition credit

Goal 6B – Federal Relations

Waiting to see how feds return to earmarking; highway bill; going to D.C. in June for Homeland Security program to propose for directed earmark – engage in planning.

Hosmer: let's make the goal say "achieve" a partnership.

Goal 7: Fundraising

Mentioned major gift that needs to be kept confidential. More 7-figure gift pursuit in NY; calls for Microsoft and in CA with Dean Brown; advance capital campaign in a big way.

More time on radar with fundraising.

Goal 8: Economic and Resource Development

Rapid redesign for Continuing Education.

Goal 9: Rio Rancho and Branches

Will develop more specific goals for Rio Rancho.

Continue to have leadership problems in Gallup.

Gallegos asks that it be made more specific – no "reaches full potential".

Fortner: contacted by Gallup people supportive of current leadership.

Fortner will join in trip to Gallup

Discussion Gallup issues

Goal 10: Health Sciences Center

Complete Sandoval County Regional Medical Center and assist Dr. Roth in launch of HSC Board of Directors.

Abeita: establish parameters and performance evaluation criteria.

Koch: document to be signed off from Regents to see if board to be selected with regent input; go back and review minutes.

Chalmers: change in having F&F oversight but needs to be evaluated; totally separate decisions may not be what we want.

Gallegos: need to review how this working in December

Report on transition needs to be included in goals. Discussion of new structure

DJS: LFC doing audit of the HSC to address how funds distributed

Goal 11: Athletics

Legal challenge to the Bowl Championship Series; MWC interested because outperforming BCS but getting fraction of the proceeds; file suit to challenge legality. Trying to get AG interest.

Conclude discussions with APS with expanding facility sharing.

Goal 12: Relationship with Regents

Ready to help or not help.

Goal 13: Technology

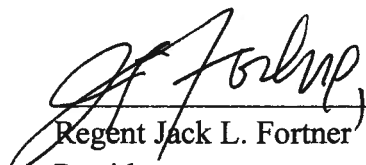
Complete phase 2 of redesign.

Chalmers: 34 goals; I am interested in seeing priorities to the top ten. Also have Regents review to see where everyone wants to consider and compare at meeting. Start with ten and cut back from there.

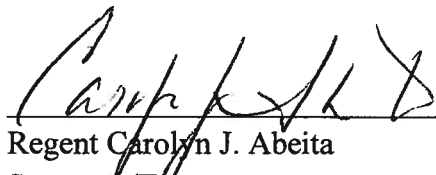
DJS: will do ranked 10

Hosmer: and where feasible put a date

- 2. Vote to close the meeting and proceed in Executive Session at 12:10 p.m. Motion: 1st Fortner 2nd Abeita
- 3. Discussion and determination where appropriate of limited personnel matters pursuant to Section 10-15-1(2), NMSA (1978)
- 4. Vote to re-open public meeting at 1:44 p.m. Motion: 1st Chalmers 2nd Abeita
- 5. Certified that only those matters described in Agenda item 3 above were discussed in Executive Session and if necessary, ratification of actions, if any, taken in Executive Session. Motion: 1st Chalmers 2nd Abeita.



 Regent Jack L. Fortner
 President



 Regent Carolyn J. Abeita
 Secretary/Treasurer