

**Minutes of the Regular Meeting of the Board of Regents of the University of New Mexico**  
**September 11, 2018**  
**Student Union Building (SUB) – Main Campus**  
**Open Session - Ballroom C**  
**Executive Session – Cherry Silver Room**

Members present

Garrett Adcock; Michael Brasher; Tom Clifford, Secretary/Treasurer; Rob Doughty, President; Brad Hosmer; Marron Lee, Vice President; Suzanne Quillen

Administration present

Garnett S. Stokes, President; Paul Roth, Chancellor for Health Sciences; David Harris, EVP for Administration, COO, CFO; Rich Wood, Interim Provost and EVP for Academic Affairs; Alfred Mathewson, Interim Chief Legal Counsel; Ava Lovell, HSC Sr. Exec. Officer of Finance and Administration; Liz Metzger, University Controller; Dana Allen, VP Alumni Relations; Lawrence Roybal, Interim VP for Equity and Inclusion; Eddie Nuñez, Athletics Director; Tim Gutierrez, AVP Student Services for Cheo Torres, VP Student Affairs; Dorothy Anderson, VP HR; Terry Babbitt, Interim Chief of Staff to the President; Cinnamon Blair, Chief University Marketing and Communications Officer and Interim Deputy Chief of Staff; Gabriel Lopez, VP Research; Francie Cordova, Interim Chief Financial Officer and Director of OEO; Michael Richards, Vice Chancellor, Clinical Affairs, HSC

Regents' Advisors present

Rob Burford, Staff Council President; Pamela Pyle, Faculty Senate President; Becka Myers, ASUNM President; Boney Mutabazi, GPSA President; Steve Borbas, President, Retiree Association; Laurie Moye, Chair, UNM Foundation Board of Trustees

Presenters in attendance

Francie Cordova, Interim Chief Compliance Officer and Director of OEO; Chamiza Pacheco de Alas, Exec. Project Director, Office of the Chancellor, HSC; Rob Robinson, CFO, Athletics; Nicole Dopson, Director of Financial Operations; Henry Nemcik, Pres. & CEO, UNM Foundation; Kenny Stansbury, CFO, UNM Foundation; Tim McEnery, Associate Partner, AON Hewitt; Tom Neale, Director, Real Estate

Others in attendance

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

CALL TO ORDER, CONFIRMATION OF A QUORUM, ADOPTION OF THE AGENDA

Regent President Rob Doughty called the meeting to order at 9:11 AM. A quorum was confirmed with all seven members present, in person.

Before the agenda was adopted, the following modifications were put forward:

- 1) Regent Marron Lee clarified the first Finance and Facilities Committee information item, Monthly Athletics Report, would be presented.
- 2) Regent Suzanne Quillen requested the following information items be presented:
  - a. Health Sciences Center Committee, *HSC Financial Update*; and
  - b. Finance and Facilities Committee, *Presentation Regarding a Recent Lobo Development Corporation Action to Relocate the AIMS Program to New Space*.

**The motion to approve the agenda as modified passed with a unanimous in favor (1<sup>st</sup> Lee; 2<sup>nd</sup> Brasher).**

APPROVAL OF MINUTES

**The motion to approve the minutes of the August 17, 2018 special meeting passed unanimously (1<sup>st</sup> Lee; 2<sup>nd</sup> Adcock).**

PUBLIC COMMENT

Eliberto Calderon, President, UNM Student Veterans Association, commented on the F&F action item, and spoke in favor of the RPSP (Research and Public Service Projects) proposal for Veteran Student Services.

Richard Rockett, Student Veteran, spoke in favor of the RPSP proposal for Veteran Student Services and emphasized the need for a Veteran Bridge Program.

Manny Herrera, Student Veteran, spoke in support of UNM Student Veterans Association and its importance to student Veterans on campus and asked the regents to support the RPSP proposal for Veteran Student Services.

Christopher Gutierrez, spoke on behalf of the Student Veteran Retreat Team and the positive impact the annual summer retreat affords the veterans who attend.

REGENT ADVISORS COMMENTS (no comments)

COMMENTS FROM REGENTS (no comments)

THE PRESIDENT'S ADMINISTRATIVE REPORT

President Garnett S. Stokes opened her report highlighting two research successes: the National Science Foundation's recent award of a \$6.4 million grant to the Sevilleta Long-Term Ecological Research Site, and NIH funding for UNM's Clinical and Translational Science Center, first awarded in 2010 and renewed in 2015. There are only 60 universities across the country that receive this funding, the largest award the NIH provides. President Stokes discussed some of the results of the Community Image and Perception Survey that was conducted this last spring and compared the results to a 2014 survey, done prior to the University's branding campaign. The survey was conducted by random sample telephone of 1,150 people, and questions on perception of quality of education and reputation were ranked on a scale of 1 to 10. Fifty-four percent rate UNM's education quality at high or excellent, a 0.1 increase from the prior survey; 52% believe UNM is New Mexico's best university. What UNM is best known for has changed slightly to now include engineering, research, nursing, and diversity to add to the most prominent notables recognized in both surveys, which are UNM Hospital and Athletics. For overall impression, 66% have a good impression of UNM. One major challenge, not unique to UNM, is an overall questioning of the value of a college degree. Increasingly across the country and in New Mexico is found a sharp decrease in the percentage of people who believe that a college degree is necessary. Only 35% believe it is a necessary component for success; this is an 8% decrease since 2014 and 21% decrease since 2006.

President Stokes chose as key issues for this month's report, trends in faculty counts and faculty compensation. Dr. Stokes presented five-year faculty count trends for Main Campus and for Health Sciences Center (HSC). Main Campus has seen a 10% drop in tenure-track faculty over the last five years. Most concerning is the 26% drop since 2015 in assistant professors, most likely primarily attributable to the serious funding cuts to the academic mission and corresponding decisions to not fill vacant faculty lines. At the HSC, there is more stability and even some growth in the faculty. The faculty are largely clinical educators, but also tenure-track faculty. Numbers show for the HSC the Associate Professor rank is outpacing the Assistant Professor rank, largely due to retirements. The cuts to Academic Affairs on Main Campus have been about \$25 million over a ten-year period and about \$10 million at HSC. One-time rescissions since 2010 equal \$15 million for Main Campus and \$1 million for HSC. President Stokes addressed competitiveness of faculty salaries and displayed graphs of faculty salaries by college below the 25<sup>th</sup> percentile, creating a \$2.2 million shortfall from the 25<sup>th</sup> percentile. From the median, salaries are at a \$6.3 million shortfall. For HSC, there's a \$2.5 million gap below the 25<sup>th</sup> percentile and a \$16.3 million gap below the median. The comparative data is from the CUPA (College and University Professional Association), adjusted to include only Research I & II universities and exclude higher-cost schools in California and the Northeast, so the data should be relatively conservative. If benefits are factored in at around 30%, the gap for both Main and HSC to get to 25<sup>th</sup> percentile is roughly \$6.2 million, in recurring dollars. Dr. Stokes clarified that she wanted to increase the awareness of the extent to which there is work to do to get the University up to nationally competitive salaries for faculty. Recruiting and retaining the very best faculty is one of the most important things UNM can do to best serve the State of New Mexico so to offer students of this state a top level education and also be a driver for economic development in the state. The median salary range is probably what the University should aim for. With regard to retention, Main Campus loses every year through attrition about 3-4% of its continuing faculty, and the HSC loses on average 7-8%. Junior faculty who are more mobile, and tenured mid-career faculty at their highest point of productivity, are the most vulnerable to offers from other institutions.

President Stokes talked about university efforts to address faculty compensation issues, including investments in startup and retention packages, mostly at HSC but also some on Main Campus, as well as increased funding for faculty promotions and retention; working closely with UNM Advance to improve campus climate; acknowledging faculty accomplishments; and engaging in faculty non-compensation retention efforts.

Dr. Stokes announced she would be delivering her 200<sup>th</sup> Day State of the University address on Monday and reiterated the importance of prioritizing critical issues that need to be addressed for the future of the University, and recruitment and retention of faculty has to be among the highest of priorities.

Regent Clifford thanked President Stokes for the presentation and commented the report is helpful but somewhat of a blind side, because as he had not seen the data beforehand. It is also not the complete picture; the enrollment decline also needs to be considered and revenue is based on enrollment whether it's tuition and fees or I&G funding. The turnover rate is not surprising and is similar to businesses. The only way to fund increased compensation would be to increase tuition and fees and the state's student population is not in a position to take on significantly increasing tuition and fee loads. There are other challenges with regard to the quality of the product and the value we are delivering to our students.

President Stokes agreed and added that in order to understand where we are headed, it's important to know where we are. With regard to turnover rates, it's important to understand where turnovers are occurring; they can be very expensive to the University when there are high upfront investments in faculty members who end up leaving a few years down the road.

Regent Hosmer addressed comments on the declining perception in the value of a college education for one's future. If these kinds of mis-impressions are allowed to stand, they become effectively facts. They are not facts, they are wrong. He encouraged a look at research available, from the OECD at the Hoover Institution at Stanford University and others, which looks at outcomes for like-cohorts, with and without a college education. If none can be found that appear to apply to New Mexico, Regent Hosmer suggested it would be well-put to fund a small study locally, using the New Mexico population. These so-called facts are pernicious, and they cannot be allowed to stand.

Regent Quillen added to Regent Clifford's comments about faculty numbers and stated is easier to look at 'where we are', but we do not often discuss 'where we need to be', based on our business model. It is like looking in a vacuum when looking at the numbers decrease. Some of this was intentional. President Frank had an initiative to right-size the University when the last big drop in enrollment was seen, so not replacing some positions was also strategic. The Higher Education (HE) model is a different business model, but money in and money out is still valid, and if UNM does not have enough students to support faculty, that's a problem. Dr. Stokes concurred and added looking across the University it is clear there have been concerted investments made to at least maintain stability in some key areas associated with success for the University; however, in some colleges, it is not clear why the drops have been as substantial as they are, so there is much more to be understood here. The efforts to right-size are common in HE now, but of concern is that people talk about right-sizing; however, when it comes to actually trying to manage reductions, it's often more across the board than strategic. A process needs to be engaged in to look at effects of decisions made to date.

Regent Quillen agreed and added that discussion of priorities has been lacking in the decision process. There are competing priorities, for example Athletics, faculty, buildings and maintenance. To answer the question: what are the priorities of the University, this needs to be addressed. President Stokes concurred.

Regent Lee inquired with respect to HSC salaries, if the Medical Group portion were included. Dr. Roth responded the Medical Group is just a vehicle to collect money, and the funds flow back to the medical school in the form of faculty salaries.

Regent Doughty inquired with regard to the \$25 million cuts to Academic Affairs over a ten-year period, what part of that can be attributed to tuition revenues and what part to the decrease in funding from the State. David Harris responded the bulk of the cuts were through appropriation reductions. Total cuts incurred by the University are around \$70 million, of which \$25 million would have impacted Academic Affairs. President Stokes clarified the cuts would have been offset by other funds through the years, so the net appears as a lower number. EVP Harris added that over the last six years, any increased tuition has gone almost exclusively to support Academics. Regent Hosmer inquired if the \$25 million over ten years was in actual or real dollars, and if actual, the current real number would be more like \$30 million. Regent Clifford commented over the last four years enrollment is down almost 10%, so personnel cannot be added if enrollment is decreasing. Regent Clifford requested follow-up and input with regard to male enrollment down almost 20% over the last four years. President Stokes responded these numbers are also reflected nationally with regard to who is choosing to get an education.

Presentation (information item): UNM Office of Equal Opportunity Procedures, Staffing, and Annual Data

Francie Cordova presented an overview of UNM's Office of Equal Opportunity, and as the OEO director, and also UNM's Interim Chief Compliance Officer as of September 1, opened with information about her personal career background. Ms. Cordova is a Native New Mexican and obtained her law degree from UCLA and has been practicing law in both New Mexico and California since 1990. The vast majority of her work has been government related, also Civil Rights and compliance, and Ms. Cordova worked as an attorney in the NM AG's office, also with the State's Human Rights Division, and then as director for eight years. More recently, Ms. Cordova was the Assistant Chief Counsel for the California Hospital System and has been at UNM for three years. Three years ago, UNM also hired a full-time Title IX coordinator and a full-time Clery coordinator. The national and local question on sexual harassment and prevention and response has continued to be topic of focus. The Office of Equal Opportunity is the independent and neutral campus entity designated to ensure compliance with all University policies that apply to civil rights including investigations of any allegations of civil rights violations. Ms. Cordova talked about continuing work that started three years ago with efforts to refine OEO processes, including getting the word out about what OEO does and making the OEO office and services accessible to the community. OEO has important partnerships within the community, including with the Dean of Students, the HSC and UNM Police. Ms. Cordova talked about office staffing levels and the importance of recruiting and retaining talented staff, mostly with JD degrees. Data management is now done with a modified EthicsPoint system to capture trends in compliance and show hotspots on campus. Ms. Cordova discussed the wide breadth of OEO activities. It usually gets pigeonholed into the sexual harassment piece, because those are the biggest number of complaints it receives, but OEO investigates and accesses intake claims of discrimination from faculty, staff, students, and even visitors and prospective employees and prospective students on all of the protected statuses that exist in federal and state law and are encompassed in UNM policy. The protected status list is long and includes

among others, age, color, gender, gender identity, physical or mental disability, pregnancy, religion, spousal affiliation and veteran status. Basically, any person on campus falls under at least one of the protected statuses. Ms. Cordova outlined UNM's Civil Rights Policies which include, #2740, Sexual Misconduct; #2720, Equal Opportunity, Non-Discrimination and Affirmative Action; #2200, Reporting Misconduct & Retaliation Policy; #3110, Reasonable Accommodation for Employees with Disabilities; #2310, Academic Adjustments for Students with Disabilities; and #2215, Consensual Relationships and Conflicts of Interest. Whistleblower reporting and EthicsPoint is tied to the OEO. The OEO does not sanction or discipline, and the office does not want to have a say in sanctions, but remain neutral. The OEO does look at whether sanctions remain fair and equal across the board. The sanction function is given to those who have authority: for Students, would be Dean of Students; for Faculty, would be Provost or Deans; and for Staff, would be the Supervisor.

Ms. Cordova discussed office workflow and stressed that almost 100% of the OEO work is done with live people, in contrast to the current mode of operation for the EEOC, which is done mostly by paper. About 90% of the cases originate from persons coming directly to the OEO, via in person, calls, emails, and also the hotline, which is seeing an increase in activity most likely primarily due to more awareness of its availability. When cases come to the OEO, it first has to determine if the case is Civil Rights related involving one of the protected statuses.

Regent Hosmer inquired the actual length of time on average to handle a case versus what according to best practices the OEO would strive for. Ms. Cordova responded the average time is roughly five months, depending upon complexity of the case, scheduling, and staffing; there are about 100 cases open at any given time. There was discussion about best practices and specialization of investigators for Title VII, Title IX, and ADA or disability work, for which the target is 180 days. There are cases that could happen more quickly, so 140 to 180 days would be the general target for Civil Rights cases. Regent Hosmer inquired comparison to peer institutions. Looking at peer institutions, the case turnaround time is similar to UNM's, with even much bigger staffing levels. It was agreed that shortening the case time is better for involved parties.

Ms. Cordova addressed data since 2011 on numbers of total complaints and cases by year. At the end of 2015, there was a concerted outreach to the UNM community, and the number of complaints rose significantly from 2015 to 2016. Last year, saw almost 659 cases, and this year, two-thirds of the way through there have already been 456 cases. Ms. Cordova showed 2017 and 2018 breakdowns of total complaints by allegation type, the most frequent being sexual harassment, which is common amongst peer institutions and nationally. Also shown, was a breakdown of outcomes of formal and informal cases. The OEO tries to resolve some of the formal cases in the informal/formal process which can include educational conferences and monitoring for 90 days. Some formal investigations end up in policy violations and some in no policy violations. UNM is a 'no compel' university, meaning people come into the office voluntarily, the OEO has no subpoena power. Some universities are 'compel' universities.

Ms. Cordova touched on best practices and further vision for the OEO, including an advocacy and support model. When a claimant and respondent come in with support people, for example Advocacy Center, Women's Resource Center, the LGBTQ Resource Center, the process goes much more smoothly. Resource development is also important; such resources as the SHAC and CARS (Counseling Assistance & Referral Services) may warrant expansion. More resources are needed for faculty and staff. Bystander intervention and empowering messaging are also very important.

Regent Quillen inquired how the data now is being used. Ms. Cordova responded there have recently been campus climate surveys among students to set a baseline and outline the more troubling areas on campus or among certain populations. The results are showing there are more vulnerable communities that are more often hit with types of claims like sexual harassment and sexual assault, and there are places where more likely these would happen. Using the results of the data, programming can be built to address certain areas.

Regent Doughty thanked Ms. Cordova for her presentation.

## **REGENT COMMITTEE REPORTS**

### **CONSENT DOCKET**

Regent Doughty addressed the consent docket. There were no requests to remove items for discussion; however, Regent Hosmer requested the board receive an update on the status of the Honors College in due course.

1. Health Sciences Center Committee (HSC) Consent Item
  - a. Request for the Approval of the UNM Hospitals Disposition of Assets
2. Finance and Facilities Committee (F&F) Consent Items
  - a. Approval of Disposition of Surplus Property for Main Campus for August 2018
  - b. Approval of Replacement of UNM Student Family Housing Hydronic Piping
  - c. Approval of Project Construction for Anderson East 1<sup>st</sup> Floor Honors Remodel

**The motion to approve the items on the Consent Docket passed unanimously (1<sup>st</sup> Lee; 2<sup>nd</sup> Hosmer).**

HEALTH SCIENCES CENTER COMMITTEE

Request for Approval of the 2019 HSC Research Projects and Public Service Projects (RPSP)

Chamiza Pacheco de Alas presented the item and referred to material made available in the agenda eBook. This year's process looked for lining up the RPSP requests with the vision and mission of the HSC, addressing the needs of New Mexico. The Vision: to work with community partners to improve the health of New Mexicans more than any other state; The Mission: to provide an opportunity for New Mexicans to obtain an excellent education in Health Sciences, to advance health discovery and innovation in the most important areas of human health, and to ensure that all populations in New Mexico have access to the highest quality health care. The following four proposed RPSPs were chosen and developed to fit within the framework of the HSC's vision and mission and ongoing statewide outreach activities:

1. Comprehensive Movement Disorders Center - \$1.3 million
2. Successful Aging Initiative - \$2 million
3. Child Well-Being Initiative - \$1.8 million
4. Behavioral Health/Substance Abuse Initiative - \$1.7 million

Ms. Pacheco de Alas reviewed each of the proposals [EXHIBIT A] and provided details on cost breakdowns, staffing levels, and partnerships. All of these also have an ECHO component. Regent Hosmer inquired for each of the proposals, the expected outcomes, including for each program numbers of people currently being served and those expected to be served after implementation. Regent Hosmer emphasized the proposals would be much more compelling if the outcomes and incremental outputs are included. Ms. Pacheco responded the proposals going to the Legislature would include more detail.

With regard to the Comprehensive Movement Disorders Center, Regent Hosmer inquired the expected time of completion. Ms. Pacheco responded the plan is to break ground in 2020 and have the center up and running by 2022. In addition to this RPSP request, there is a \$3.5 million capital request that went to HED, and the other \$3.5 million of capital, the HSC would put in.

With regard to the Successful Aging Initiative, estimates are that by 2030, 26% of the New Mexico population will be 65 or older. This will make NM second only to Florida as the second oldest state in the country. This proposal aligns with the State's Alzheimer's Disease Plan that is currently in place. Regent Quillen inquired if this would be a clinic and how it would be comprehensive. Ms. Pacheco responded the Center for Gerontology will be one piece and will be a more academic enterprise. Another piece is more clinical. The Center for Geriatrics, which will also have a research component.

With regard to the Child Well-Being Initiative, Regent Lee commented this falls not only the area of the juvenile justice system but also the foster care system, and inquired if partnerships with other entities like the Corinne Wolfe Law Center have been considered to provide training in legal aspects. Ms. Pacheco responded there is a partnership with UNM's Institute Resilience, Health, and Justice and added a comprehensive package will be put together to summarize what the University is already doing and partnering opportunities with community, state and local partners that will be critical to address this important area. Regent Lee added the New Mexico Sentencing Commission has data that would be useful; it is a neutral entity that has a juvenile subcommittee that looks at these issues. Regent Brasher inquired if there is some gross receipts funding from Bernalillo County for this. Ms. Pacheco responded the ADOBE program has a grant from the mental health gross receipts tax to implement the program in Bernalillo County. Regent Brasher inquired if other counties would have a mil levy program that could provide funding for this. Ms. Pacheco responded she would investigate that. Regent Hosmer reiterated that more detail should go to the Legislature on how the money will be spent.

Regent Clifford commented the topic of RPSPs is more important for HSC than Main Campus because of the much higher funding levels and reiterated his view that RPSP proposals should be managed and prioritized through the University's budget process. It is impossible to know where each of these proposal ranks within the budget. With RPSPs being earmarked funds, they are funds the University does not control. There was discussion about total RPSP funding, new RPSPs versus existing. Chancellor Roth responded Regent Clifford's points were extremely well-taken.

Regent Quillen inquired if RPSP funds compete for I&G funding. There was discussion about funding and the history of RPSPs. The majority of RPSP funding will generally go to faculty and staff salaries to effectively run these programs.

With regard to the Behavioral Health/Substance Abuse Initiative, Regent Brasher inquired if Sandoval County would provide financial support for this. Ms. Pacheco responded that Sandoval County provided financial support to some of the programming that is going up at UNM West campus. Rio Rancho is also building complementary programming in Sandoval County. This specific proposal is not what the HSC would expect Sandoval County to provide support to, and that is why there is an RPSP request for this. The proposal is for a medical home for behavioral health, which flips the behavior health

medical model and so would provide medical services beyond solely behavioral health services. This model would bring the services to where the patients are in their behavioral health home. Ms. Pacheco outlined details of the model with staffing cost breakdowns and details of the ECHO components, including Opioid ECHO and Crisis Intervention Team ECHO. Dr. Roth added that separate from this program, which has a heavy educational component to it, with respect to the Behavioral Outreach Center for Excellence, Sandoval Regional Medical Center (SRMC) and the Sandoval County Commission has voted to place a mil levy on the ballot this November in support of the SRMC to support predominantly two expansion programs out of that hospital: 1) so it can be a level III trauma center to deal with the immediate areas of trauma victims, and 2) to build a behavioral health and opioid programs that will be a specific clinic out of the hospital, and these programs will be working in tandem if there is fortune to receive both the State and the County funding.

Regent Brasher stressed the importance of addressing alcohol problems, as his constituents confirm this remains an overarching area of concern. Dr. Roth and Ms. Pacheco concurred and added alcohol, opioids and methamphetamines are the three primary substance abuse disorders. There was discussion about the difficulties with treating those with the meth substance abuse disorder.

Regent Hosmer motioned approval of the HSC RPSP proposals, subject to the amendments talked about earlier in the discussion, and requested the Regents receive a copy of the submission. There was discussion.

Regent Clifford commented with respect to total funding for existing RPSPs, the LFC's budget table shows total for HSC is about \$30 million, this funding was flat last year, except for \$500K increase to the Office of the Medical Investigator. What we are saying is that all of these programs are going to grow at a rate that comes out of the legislative budget debate on higher education and the question is, how can that be the right rate of growth for each of the programs? That does not make sense as a budget priority-setting process, that there is the request for these new programs and the rest of the programs are to remain the same or grow at an overall incremental rate. Chancellor Roth concurred and added the HSC is simply complying with the State's process. However, since RPSP funds are restricted, UNM is motivated to advocate that RPSP funding be moved over to be a separate line item for the I&G, which would provide more flexibility. In almost all of the RPSPs, the HSC has had to subsidize and bring other sources of revenue into those RPSPs in order to not just allow for growth but to sustain the currently level of output and productivity of those programs. Regent Clifford stressed that UNM is not proposing any changes to existing RPSPs except for an average growth rate, and what UNM needs to do is supply the legislature the information they need to make the proper appropriations to these programs. Chancellor Roth concurred with regard to existing RPSPs and made note of a few, including Carrie Tingley Hospital and the Child Psychiatric Hospital, both of which have many other sources of revenue that help sustain those clinical enterprises, and the Office of the Medical Investigator (OMI), for which there were specific capital requests this year and last for additional support. The Neonatology Program is one that clearly deserves a separate look and the HSC will do so going forward.

Regent Clifford reiterated his point that line items usually are not the right amount of money for the given need and once you get that line item, oftentimes that's all you get and it's very hard to get that number adjusted. These priorities should be set here on HSC campus and should not be part of this process.

**The motion to approve the 2019 HSC Research Projects and Public Service Projects passed with a vote of 5-2-0; Regents Adcock, Doughty, Hosmer, Lee, and Quillen voted for; Regents Brasher and Clifford voted against (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Quillen).**

#### HSC Financial Update

Ava Lovell presented the June 30, year-end numbers for the Health Sciences Center. The materials were provided in the eBook. The financial numbers were presented by unit. The UNM HSC Academic Enterprise (schools, colleges, and research) ended the year with a net margin of \$11.9 million, largely due to one-time occurrences and roll-overs, including a \$2 million gift; F&A revenues were up about \$3 million; in addition, there were cost-containment measures. The net margin for UNM Hospitals ended the year at a positive \$28.4 million. This is a 2.2% margin, shy of the preferred 2.5% margin, and is driven mostly by the specialty contract pharmacy revenue which was a big focus. Behavioral Health operations also had a positive net margin, which hasn't been seen in years, but the team worked hard on revenue enhancement and cost-containments. The mil levy was up about \$3.5 million and there were Medicare and Medicaid cost reports from 2016 that allowed for \$12 million. For the UNM Medical Group, the year-end had about a \$1.5 million positive net margin, which was largely driven by a successful first year for the Lovelace/UNM Hospital Rehabilitation joint venture and salary savings. The Sandoval Regional Medical Center (SRMC) had a net margin of \$924K, even though surgical volumes are lagging behind budget, the hospital received the benefit of Medicaid DSH re-allocation payments relating to uncompensated care provided in prior years. Additionally, Meaningful Use Revenues of \$911K were recorded through June. Overall, the HSC saw a net positive of almost \$43 million for last year.

Ms. Lovell clarified with regard to existing RPSPs for HSC, the total is \$30 million, \$18 million for the academic side and \$12 million for the hospital side.

Regent Quillen thanked Ms. Lovell for the overview and said the news was good about SRMC and asked to hear more about the SRMC. Ms. Lovell responded the strategy has been in some respects to move an entire program there, for example the Total Joint Program. This can also relieve heavy patient loads at UNM. The U.S. News & World Report identified the SRMC as having the best orthopedic program in the State of New Mexico. Dr. Roth added they are developing programs that add comprehensive community health services and hospital services to Sandoval County and are working with the Pueblos and other communities. There is some triage of lower acuity patients, mostly from outside of Bernalillo County, from UNM to SRMC and also to Lovelace, and at this point, SRMC is at full capacity. Regent Quillen commented that

Regent Clifford requested Ms. Lovell explain why the public service, both revenues and expenditures are down about 50%. Ms. Lovell responded public service related funds are oftentimes in the form of unrestricted contracts, for example for Project ECHO and/or grants with private donors, the timing for those expected contracts can be difficult to project. Ms. Lovell agreed to give Regent Clifford more details.

Regent Quillen commented the year-end looks good and inquired how the financials look so far in the new fiscal year. Ms. Lovell responded just now closing out the second month into the year, everything is at about breakeven, and there is preparation for the upcoming more difficult season for healthcare. The budget for this year was done knowing there may need to be a complete re-budget after the first six months, due to Centennial Care 2.0 and contract negotiation outcomes. Dr. Roth added this year's budget has built into it ongoing efforts at reduced costs of healthcare delivery, the numbers were conservative in potential savings, so the current expectation is to be at a 1-2% margin at the end of the year.

#### UNM Health System Report

Michael Richards presented his health system report that was presented at the HSC Committee and included some year-end highlights. First, Dr. Richards introduced Kate Becker, UNM Hospital's new CEO. Ms. Becker has been on the job eight weeks at UNMH, and even in this short tenure has already shown to be a transformative leader for the HSC. Ms. Becker brings with her an outstanding career with great breadth, she came to UNM from St. Louis University where she was president of St. Louis University Hospital. Ms. Becker has a Master's in Public Health Administration from St. Louis University and a Law Degree from Chicago-Kent. Regent Lee welcomed Ms. Becker.

Dr. Richards presented his Health System Activity update representing unaudited year-to-date June 2018 activity compared to audited year to date June 2017 activity. Addressing quality of care, utilizing Vizient data for benchmarking against peers through June 2018 indicates UNMH continues to show improvements in quality with 11 out of 16 metrics improved year over year. At UNMH, Severe Patient Harm Events decreased 20% as compared to prior year. This marks the second year of 20% decreases in those events. Hospital acquired infections and surgical infections, which has been a national issue, decreased 47% compared to prior year. At SRMC, there is improvement in 11 out of 12 of the quality metrics. Severe harm events also had significant improvement with a 33% decrease compared to last year, and hospital acquired infections and surgical site infections have decreased by 40%. This represents focused work on the part of all of the medical providers and staff who have been initiating a whole series of patient improvements. The Medical Group has had a transition in the major metrics used for looking at physician performance. In 2015, there was a new law called MACRA (Medicare Access and CHIP Reauthorization Act) which bundled all of the physician quality programs into one new program called the Merit-Based Incentive Payment System (MIPS). UNM physicians, through the UNM Medical Group reporting system, received a 100% score on that quality program for this last year.

On health system activity levels, total inpatient days for regular admissions has remained flat. This was expected due to being at full capacity on the inpatient platform; however, there has been about a 1.6% increase in the total number of hospital days, in part due to increase in some patients classified as observation status. Adult patients were about 3% increase. Total pediatric days are down 9%, but admissions are up 4%, reflective of being able to provide needed care for that patient group in a shorter number of days. The biggest growth in the health system is in the outpatient clinic: There has been a 6% increase in the overall system activity, almost all attributable to work that has been done in specialty clinics and in the emergency department. If slightly rounded up, the 1 millionth outpatient visit mark was reached this year, a really important milestone for the health system. The emergency department visits saw an increase of 12% in visits through both the ED and Urgent Care sites. Surgical volume had a slight dip, largely due to remodel of one of the UNMH ORs and a decrease in community physician surgical volume at SRMC. Another number that has not been reported as a growth number for quite some time is total births at UNMH which went up 4% this year, even with number of births remaining relatively flat within the community.

On the financial side, overall the clinical delivery system saw a 2% increase in total revenues and total expenses went up only 1% year over year, which led to the overall health system margin of about 2.2%.

Another item presented to the HSC Committee was information on the modern medical facility for UNMH. The multi-disciplinary team has selected the architectural firm that will take UNM into the next phase of the project. The architectural firm that helped with the programming and planning was HDR, and their services will continue to be used over the next

several weeks. Regarding the SRMC mil levy that will be on the November ballot, the SRMC will be the only hospital that will be within this mil levy ballot decision and it will be for 1.9 mil, which would generate approximately \$6 million of revenue. The intent would be to use those revenues to create a Level III Trauma Center at SRMC and to build out behavioral health services.

#### FINANCE AND FACILITIES COMMITTEE

##### Approval of the FY20 Research and Public Service Projects (RPSP)

Interim Provost Rich Wood introduced the Main Campus RPSP proposal and referred to slides updated to those that were provided in the agenda eBook. **[EXHIBIT B]** The request was for approval of six (6) new RPSP and four (4) expansions of existing RPSPs.

##### New RPSP Requests:

1. Veteran Student Services – \$290K
2. UNM Press - \$300K
3. Engineering, Technology, Computer Internship Program - \$159K
4. Honors College EUREKA Program - \$134K
5. New Mexico Communities Collaboration - \$600K
6. Undergraduate Research Center and Statewide Consortium - \$293.5K

##### Expansion Requests on Existing RPSPs:

1. El Centro de la Raza - \$122,993 expansion for total, \$259,293
2. American Indian Student Services - \$67,300 expansion for total, \$400,000
3. Utton Transboundary Resource Center - \$150,000 expansion for total, \$471,900
4. Athletics - \$1,504,300 expansion for total, \$4,145,800

Dr. Wood addressed the process for selecting the Academic Affairs proposals. Under former Provost Chaouki Abdallah's leadership, of the 27 requests that were received, they were reviewed based on five (5) categories: 1) direct link to the University's mission, 2) impact, scope of students served, 3) realistic budget, 4) internal and external impact, to community and state-wide, and 5) coordination with existing programs. The Provost's leadership team ranked submissions and selected top priorities which were submitted to Executive Leadership. Dr. Wood discussed the State's higher education I&G funding formula and the prioritizations built into the formula to reward improvement in outcomes relative to past-performance. The proposed programs will drive success on the performance incentives that are built into the formula. High impact practices are all about engagement: tutors, mentoring, advising structures, and internships. Dr. Wood discussed each of the Academic Affairs proposals, including their mission and plan, the population that will be served, budget and collaborations with other programs. The total Academic Affairs request is \$2,907,639 in funding (excluding the Athletics RPSP request).

Eddie Nunez presented the RPSP for Athletics. Nicole Dopson was also available to answer questions. The focus of this request is to build on long-term sustainability in the Athletics Department and to help align it with the University's mission overall and address national trends. The \$1.5 million additional RPSP request is geared toward the following priorities: first, to address some of the landscape changes within the industry. The National Athletic Trainers Association, in collaboration with the NCAA, has come up with certification requirements and guidelines that raise the stakes for all institutions to address athletic training needs, going away from full-time graduate assistants to full-time employees. One of the main drivers is due to more emphasis on mental health, athletic training, risk, and liabilities. This is an extremely important area of which athletics needs to be aware. The second priority is geared toward long-term sustainability, including rising cost of attendance and the need to address gender equity within the department. The third priority is to look at future grant and aide and how they are changing, with the effort to build opportunity to address areas like summer school costs, which currently are not budgeted for and build other enhancement programs to address athlete well-being. Significant strides have been made in the drug policy and program area, but there needs to be continuing education for both students and coaches in that area and in Title IX areas also. Again, addressing long-term sustainability, team travel and recruiting costs are continually on the rise. Both areas have not been addressed over the last several years, and UNM has continued to fall further behind. The Athletic Department is engaging in fundraising more than ever, but this will be an opportunity to catch up in those areas. Equipment is another area that needs to be addressed.

Dr. Wood added this unified proposal comes from Main Campus, and Nicole Dopson, Director of Financial Operations, was present to answer any questions.

Regent Hosmer requested more information on the Athletics RPSP, including how the current \$2.6 million funds are currently being spent and on what the additional \$1.5 funds would be spent. Regent Hosmer also requested specifics on what the outcomes would be, and added that defining the outcomes may be difficult, but an attempt to outline expected

improvements is warranted. Dr. Wood responded the proposals that will be submitted to the Legislature will include detailed budgets and metrics on which progress will be measured.

Regent Brasher added that type of information would be made available in a normal budget hearing. One of the issues here is the budget process at the University is one where the problems, the needs, the interests of the institution and the community are addressed. And out of that, goals are set to respond to those, and then the budget is developed to make the goals possible. So this budget policy document has already been considered, and so now there is another process about which it is not clear. Regent Brasher inquired if all of the projects have already been released to the Legislature, asking for their approval and support. Dr. Wood responded the projects have not yet been sent to the State because they have not yet been approved by the Regents. Regent Brasher inquired if any of the projects have come from the Legislature for this process. Dr. Wood responded that some of the Main Campus requests, being expansion requests, are already existing RPSPs that the Regents approved in prior years, and then were funded by the Legislature. The first four RPSPs presented are new requests that come from within UNM entirely.

Regent Brasher wanted clarification that, if each of these programs is a direct line-item appropriation, do they remain in the State Budget every year? EVP Harris, responded the appropriation process only applies to a single year. Regent Brasher drew attention to the fact that these programs call for additional staffing, and inquired what happens when a project is no longer funded. Dr. Wood responded the funding is typically rolled over to the next year, unless there are across the board budget cuts. But they are each subject to the will of the Legislature. Regent Brasher asked for clarification, that typically they would continue year after year, if they are a direct line item? EVP Harris said at one time there was a continuing resolution provision in the General Appropriation Act, but a number of years ago that was deleted, so in effect, House Bill 2 only applies to a single year. There are some supplemental appropriations that would apply to the current year, but they would expire at the end of the fiscal year and we would be dependent on new appropriations.

Regent Brasher stated that when we do this policy document as a Board, we should be looking at these things. This is not the preferred process, and the likely outcome is that we are not really taking a good look at budget time, at all the problems and needs, and deciding where the funds need to go. Worthwhile projects, the ones that Dr. Roth talked about, are wonderful projects, and some of these here also, although it is not clear how the money will be spent. Frankly, that's the detail the Regents need: where the money is going to be spent; can you do what you say that you are going to do? What are the metrics, and what are the performance outcomes with the program in place? Regent Brasher reiterated it isn't to say some of these programs aren't wonderful and necessary for the community, the question is whether we have enough money to do it. Dr. Wood responded that each of the proposals has been vetted and more detail can be provided. Regent Brasher said that level of detail could come to the Regents before the meeting, and then there may not be as many questions.

Regent Lee added this is not the first time Regents have asked for more detail regarding the whole RPSP process and input. The Regents do not need to be in the minutia, they need to be briefed.

Regent Hosmer commented the homework has been done, although seeing an example would be useful. But the troublesome thing about the Athletics RPSP is that it has a particular burden of proof, given the recent history with the Athletic Department budget. It can be expected a mandate for evidence justifying this RPSP. Additionally, there is very little in the material about outcomes. Even if the homework has been done, output needs to be addressed in some fashion.

Regent Quillen commented to AD Nunez regarding the Athletic RPSP expansion and the total amount, when referring to quotes from the recent Finance and Facilities Committee meeting, "If we don't get this amount, more sports will be cut," is disappointing. There is nothing about that in the presented material. The whole purpose of the recent decision on sports cuts was to stabilize the department. There is not anything written in this proposal about more cuts being a consequence if these funds are not received. This is a lot of money, \$4 million.

Regent Lee commented to AD Nunez if this would shore up Athletics and how it would do that. The specified needs, for example travel, those costs are going to increase. The department does not even know how much the charters are going to cost this year, nor does it know its recruiting budget. All of these tie into having a successful, thriving, professional, collegiate, athletic enterprise. Regent Lee added it has been her concern, and still remains, that false hope is given. The money cannot be left on the table; we are boxed in, and we need to ask for the money within the confines of what we have been given. But what are the outcomes that we are promising? Again, there is a decline in male population attending college, there are needs due to the \$25 million cut from the institution. These are going to be the pressures, so the hope is that we will be smart and honest in our ask and that we don't make commitments for our ask that we can never keep.

Regent Hosmer inquired if the F&F Committee approved this as presented. Regent Lee responded it was approved with a 2-1 vote. There was discussion about additional information that would be provided to Regents.

Regent Clifford, reiterated his same concerns that he spoke of during the HSC RPSP discussion. These are specific line-item amounts, and with respect to Athletics, it's not enough money and needs to be leveraged with other monies to properly conduct the program. And now we are going to create several new programs, which we are committing to the public that we will operate in an efficient manner. We have no idea if these are the right amount of money, probably not, as these are very large needs. This is just a plug, like a down-payment on an unfunded liability that we have going forward. And we won't get more than these amounts from the Legislature, furthermore, these won't go away. We never recommend that any be removed. That would be a way to save money - to say this program isn't adequately funded, can we take this money and use it someplace else more effectively? That doesn't happen either; these seem to live on in perpetuity. It's just bad budgeting.

Regent Lee asked AD Nunez to respond to Regent Quillen's comment. If we don't figure out a way to run our enterprise appropriately, what is going to happen in 3 to 4 years? AD Nunez responded that part of the process they have been going through in revising the budget, the sport accessing, has been moving in a direction to get to a place that is sustainable. What has been presented at this meeting is addressing those needs that currently exist, as Athletics has been working with the University to revise budgets. More detailed budget numbers are available. With respect to the future, there are national trends that could have a very significant impact on the way UNM does business. Not just today, but in the next 4 to 5 years. There remains uncertainty because some of these issues are still in the court systems. AD Nunez said he would like to do everything possible to get Athletics into a position where it can sustain itself, through all mechanisms possible, including state funding and donors. While there is possibility UNM will be looking at its sports again in the future, the effort now is to do everything possible so to not have to be in that position again. Regent Lee brought up the Title IX compliance issue and the growing gap between male and female attendance at the University and emphasized the importance of treating female athletes on an equal playing field. AD Nunez, responded some of this proposal addresses this with cost of attendance. Some of the deficiencies noted in the Title IX report will be addressed in capital outlay requests.

Dr. Wood addressed Regent Clifford's comment that there is never recommendation to sunset an existing RPSP, and he advocated for creating a process that would look at how to roll some existing RPSPs into I&G, like HSC efforts, and also analyze whether a particular program should be discontinued.

Regent Lee asked for a motion; Regent Doughty motioned approval; Student Regent Adcock seconded.

Regent Brasher inquired if this had to be acted upon at this meeting. EVP Harris said this was already deferred from the last meeting, and the deadline for submission is end of September. EVP Harris added this process performed over the summer was in response to budget instructions received from the Higher Education Department. Initially, Capital Outlay Requests were brought forward; this is the second part, and these are components of the budget ultimately. We are at the front end of the budget appropriation process, trying to put ideas forward that the Executive and the Legislature will consider for funding. There are going to be extensive hearings and much opportunity to talk about these things. At this point, these are not the budget, but just components of the appropriation process.

Regent Hosmer requested that if the Board approve this request that the Regents see a follow-on report which does two things: 1) specifies in more detail, the way in which the funds will be spent, and 2) what the proposer believes will be the outcome of the result, in fairly concrete terms. There was discussion about the request and being up against the calendar to vote. During the vote, Regent Quillen said she would like to see metrics and more information about the Athletics proposal.

**The motion to approve the FY20 Research and Public Service Projects for Main Campus passed with a vote of 4-2-1; Regents Adcock, Doughty, Lee, and Quillen voted for; Regents Brasher and Clifford voted against; Regent Hosmer abstained (1<sup>st</sup> Doughty; 2<sup>nd</sup> Adcock).**

#### Monthly Athletics Report on Revenue, Expenditures and Compliance

Rob Robinson presented an overview of the report that was presented in F&F Committee and referred to materials that were supplied in the agenda eBook. The report supplies actuals through July 31, the first month of the fiscal year and is the proposed template to be used going forward. Schedule A is a summary of revenues and expenses; Schedule B are revenues and expenses broken down by sport. Mr. Robinson discussed Schedule A. The first column is the approved FY19 budget, the second column will be the revised budget as adjustments are made throughout the year. There will also be a month-by-month snapshot of revenues and expenses as they are incurred. Besides showing comparisons of budget to revised projected numbers, there will be comparison of month to prior year same month, and year-to-date versus prior year-to-date numbers. This is in an effort to spot trends and variables and to give more transparency in reporting.

AD Nunez commented about the excitement of a new year and the startup of practices. He mentioned the athletes who were on here before the start of the semester helped out during move-in day at the dorms on Main Campus. Everyone, including coaches, realize the benefits of having those types of connections with our students. AD Nunez talked about efforts to right-size each of the departments and units within Athletics, as well as restructuring Lobo Club, for which he hopes a

proposal will be brought to the Regent the next month. This is an effort to expand the whole area of fundraising and also ticketing. AD Nunez mentioned the restructuring of the drug policy that occurred last year and ongoing efforts to educate in that area and also the department's efforts to work with auditors and comply with all requests.

Regent Quillen thanked Mr. Robinson for his report broken down by sport.

UNM Foundation Advisor Report and Consolidated Investment Fund (CIF) Endowment Report

Laurie Moye, Chair of the UNM Foundation Board, introduced Kenny Stansbury, the Foundation's CFO, and Tim McEnergy of AON, who would provide the update. The report for June 30, year-end: total raised for the year was \$87.2 million in gift commitments from over 7,700 generous donors. This brings the total for the Changing Worlds 2020 campaign to over its \$1 billion goal. In total, there were over 75,000 donations that make up the over \$1 billion in private support. Other highlights include a \$4.2 million request pledge to support the Art Department; two endowed gifts, one for the HSC School of Medicine \$145K for an endowed professorship, and the Comprehensive Cancer Center received \$210K realized request that added to the endowed chair for the Cancer Center. Those two gifts were part of \$15.1 million of endowed gifts which help to grow the endowment this year to \$455 million. The endowment also saw 8.2% growth this year. Of the total \$455 million endowment, the Regents institutional endowments total \$110 million. The three Regents institutional endowments provide core scholarship and programmatic support on an annual basis for UNM's operations in the annual amount of about \$4 million.

Tim McEnergy of the professional investment consulting firm, AON Hewitt, reported on the performance of the Foundations investment portfolio as of June 30 and provided information on the portfolios asset allocation and the different roles asset allocations play in the context of the overall portfolio. He referred to slides that were made available in the agenda eBook. The portfolio has seen strong performance over 1, 3, 5, and 10-year periods. UNM has ranked in the 26<sup>th</sup> percentile over the last year as compared to 570 peers with endowment and foundation funds less than \$1 billion. Regent Clifford asked for clarification, and there was discussion about hedge funds, asset classes, betas, forecasts, inflation assumptions, and the fund's liquidity. Mr. McEnergy said everything, aside from private investments, which are about 20% of the portfolio, everything can be liquidated within a quarter, or in some cases with hedge funds, within a couple of quarters. Regent Clifford thanked Mr. McEnergy for his report.

Regent Doughty asked follow-up questions to Mr. Stansbury. First, why the Regents' Endowment, currently valued at around \$27 million, pays such a high DFA (Development Funding Allocation), when the Foundation is not raising money for that corpus, and why the Woodward Endowment does not pay a DFA. Mr. Stansbury responded the DFA is 1.85% on most UNM endowments, with the exception of the Woodward Endowment, funded by the Sandia Foundation. In 2012, the Board of Regents agreed to no longer charge the Sandia Foundation the DFA for the Woodward Endowment. The DFA is an endowment fee that is a common way to fund foundations' operations and is a practice seen nationally with nearly all foundations. Regent Doughty inquired about the University's funding toward the Foundation. Mr. Stansbury said 55% of total funding of the Foundation comes from the endowment fee and provides the foundation of its annual budget. The University provides additional budget funding through a fundraising contract. Regent Doughty said he didn't think it was fair to the University that the University pays the Foundation so much money through the DFA, and the Foundation does not do anything to increase the funds that are in those corpuses. Mr. Stansbury responded the purposes of the Regents' endowments are to provide scholarships and core funding for programs. The Foundation is actively fundraising for those; about \$15.1 million was raised this year to add to UNM's overall endowment, and more than half of the total endowment distribution goes to scholarship funding.

Regent Doughty asked what the Regents' Endowment, which includes proceeds from the sale of Mesa Del Sol, receives in exchange for the DFA that is charged to it. Henry Nemcik responded that what Universities received with these funding models is a fully funded development operation that bring in funds to benefit the University, last year's gifts were \$87 million. Regent Doughty said that part of the funding to the Foundation is paid by the University. Mr. Nemcik explained the Foundation is funded two ways, one is a surcharge, a fee for service the University pays of one-half of one percent of University expenditures, and there is a DFA charged on total endowment, which includes the Regents' Endowments. Regent Doughty inquired that since a DFA is charged to it, what service is provided to the Regents' Endowment. Mr. Nemcik said there is no direct support for that account. Ms. Moye responded the Foundation provides management of the endowment.

Regent Doughty inquired why the Foundation does not have a dedicated fundraiser for Athletics. Mr. Nemcik responded there are five people currently assigned to Athletics, people assigned to the Lobo Club. Regent Doughty asked who within the Foundation is dedicated for major gifts for Athletics. There was discussion about fundraising efforts by those on Lobo Club and fundraising efforts outside of ticket sales revenues. Regent Doughty said there should be a dedicated person within the Foundation that is specifically tasked with major gifts and fundraising outside of ticket sales funds. Mr. Nemcik concurred, and added the new model will address that, and he would defer to the President and the committee report. Regent Doughty said he wanted a dedicated fundraiser for Athletics over and above the employees the Foundation already

provides, and that was what the committee recommended. Mr. Nemcik said that would take the Foundation's budget into the negative for the year, but he would work with the President to come up with a solution for this.

Presentation Regarding a Recent Lobo Development Corporation Action to Relocate the AIMS Program to New Space

Tom Neale presented the item. The Albuquerque Institute for Mathematics and Science (AIMS) is a Charter School that has been an occupant at the Science and Technology Park since 2010 and is currently split into two locations at the tech park: 15K sq. ft. at 933 Bradbury and 14.7K sq. ft. at 1155 University Boulevard. The 933 Bradbury location is co-occupied with UNMH. Currently, a plan is underway to relocate AIMS out of 1155 University and expand them into 933 Bradbury. The expansion at Bradbury will give AIMS a total of about 32K sq. feet. Total project cost is \$1.5 million and funding will be provided in the form of a loan from Lobo Development to pay for the construction and relocation of AIMS. The redeveloped area will cost around \$102 per sq. foot. The director of AIMS is favorable in co-locating into one facility. The 14.7K sq. foot space that will be freed up at 1155 University will be backfilled for institutional uses. There is a challenge to deliver the completed space to AIMS by the end of the summer, before the beginning of the next academic year. Using the UNM Capital Project process, delivery of the finished space is estimated to be July 15, 2019. This approach requires the approval of the Board of Regents, Higher Education Department and State Board of Finance. Lobo Development Corporation, as a University Research Park and Economic Development Act Corporation, has the ability to streamline the construction approval and delivery process. It is estimated that the project could be delivered by May 15, 2019. Lobo Development also owns the leasehold improvements of 933 Bradbury. If this method is chosen, staff would brief the Higher Education Department.

Regent Quillen inquired the lost rent revenues at Student Success in the AIMS relocation and also the additional costs that will be incurred to renovate the space at 1155 University for Athletics offices. Mr. Neale responded AIMS currently pays about \$15.50 per sq. foot rental rate and will pay roughly the same in the new location, but the new rental will go to amortize the cost of the \$1.5 million debt service for that expansion. Regarding renovations at Student Success for Athletics offices, Mr. Neale said he thought it would be a nominal cost to renovate the spaces for Athletics. Regent Clifford inquired the planned use for the space in the Student Success building. Mr. Neale said he thought it would be to co-locate Athletic offices. Regent Clifford responded the Regents had a long discussion about that last year and were told that could not happen for various reasons, and now all of a sudden that can happen.

Regent Clifford inquired in what sense this is consistent with the purposes and mission of the Lobo Development Corporation. Mr. Neale responded one of the primary missions is to support public-private partnerships to develop underutilized land and other real estate resources for the University. In this instance, 933 Bradbury was acquired by Lobo Development back in 2014. Under the Research Park Act, the entity is allowed to acquire real estate, lease real estate, finance real estate, and assist in public-private partnerships in areas that fall outside the normal operations of the University.

Regent Brasher said that was exactly the problem he has with this whole thing, and if he had the chance to vote on it, he would vote no, but this is an information item.

Regent Lee asked AD Nunez to address some of the issues with recruitment and NCAA rules. AD Nunez said this was originally discussed to consolidate his department. The reality is when the high school was placed there, there are some issues with compliance with having high school students next to student athletes. One side of the building is utilized for academic support for athletes, so there are a lot of student athletes going in and out of the building. Regent Lee clarified this is an NCAA recruitment issue.

Regent Quillen inquired if this had been an action item. Mr. Neale responded that generally, the leasing activity at this level does not come to the Board of Regents for approval but was presented to make the board aware.

Regent Clifford inquired about UNMH moving out of 933 Bradbury. Mr. Neale said there are two critical paths, one is to relocate UNMH occupants currently at 933 Bradbury to an acceptable space. There is space available in the Science and Technology Park that could be suitable and would provide for a low cost relocation. The other critical path is working with AIMS leadership to ensure that what is proposed is acceptable to them. Regent Clifford said State approval is required whether it is done formally or informally. People in Santa Fe need to know what UNM is doing.

Regent Hosmer commented the AIMS school is a jewel in UNM's crown and the University should do everything it can to support it.

Regent Brasher inquired charter school occupancy guidelines and whether they eventually need to acquire their own facility or operate from a public-school facility. David Harris said he would follow-up on that.

Regent Clifford inquired if this is contingent on AIMS approval. Mr. Neale responded in the affirmative.

PUBLIC COMMENT

Karen Brown, Assistant Prof. College of Nursing; Chair of the 2018 Honorary Degree Committee, spoke on behalf of the committee and urged the regents to close out last year's Honorary Degree cycle and put this on the agenda to vote on the candidates that were moved forward in the spring for regents' consideration. The 2019 Honorary Degree cycle has begun with the nomination phase closing out in a month. The regents have many responsibilities and one of those is approving or denying the candidates proposed by the Honorary Degree Committee. Community members spend a lot of time on their nomination packets and are also anxious to know the outcome of the Honorary Degree Committee selection. Dr. Brown urged the regents to consider policy changes if they are not in agreement with the current process.

Regent Doughty responded he has been in contact with President Stokes on this issue; it will be on the next agenda.

Regent Lee said the regents will address the policy issue to look at this not being annual, but something that is less frequent so to not dilute the honor.

Steve Bishop, Associate Professor Foreign Languages Literatures; Member, Honorary Degree Committee, commented this is not the first time the Honorary Degree Committee meetings have been cancelled at the last minute, or rescheduled; recommended the regents consider a process whereby they would pass on the early stages of the process, if incapable of attending, and rely on Board of Regents' final approval for the process.

Eleni Bastea, Regents' Professor of Architecture and Director, International Studies Institute, SAAP Architecture Program, commented about honorary degrees and quoted from the Higher Learning Commission's (HLC) 2009 report about the Board of Regents, the UNM executive team and shared governance concerns. The issue at hand is the award of honorary doctorates according to Regents' Policy 1.6. The first honorary doctorate was awarded in 1924, and it has continued as an institution without interruption of the process since then. Not only is it an honor for the recipient of the degree, it also shines light to UNM that it recognizes these people from New Mexico and beyond. Dr. Bastea demanded the Board comply with the Regents' Policy 1.6 in awarding honorary doctorates once again.

Greg Williams, Alum, UNM School of Law; Immediate Past President, Board of Directors, NM Foundation for Open Government, addressed the Board regarding the recent sports reductions in the Athletic Department. One of the stated reasons for the cuts was to ensure UNM's compliance with Title IX. On August 22, a letter was sent to AD Nunez and Sara Cliffe, the Title IX Coordinator, explaining how the recent decisions actually move UNM further away from Title IX compliance. A separate letter was sent to Mr. Nunez related to the financial aspects of the cuts and provided an analysis on these issues. Not only does UNM's plan not save the \$1.5 million that it purports to, it is several hundred thousand dollars less than that. Mr. Williams called on the Regents to put these issues on the agenda for its next meeting.

#### ADVISORS' COMMENTS

Pamela Pyle, President, Faculty Senate, shared examples of positive collaborative activities happening at the University to address efficiencies or to better the community as a whole. The ingredients for successful collaborations being, shared goals, respect for all voices, a desire to work together, and a belief in a common mission. Some teams are working with the Provost's office to streamline the curricular process; some are working with government relations to align faculty expertise with the needs of the state and provide legislators for pertinent data as they go forward in the session; there are also efforts to increase recognition of faculty successes. There has been collaborative work with the President's Office to organize events in honor of President Stokes' 200 days in office, including the second Faculty Focus. The Honorary Degree process is an area needing better communications; it is an important process involving community members who have a vested interest in the outcomes. Ms. Pyle requested the Regents address reconsidering the process after the Board takes the vote on the current proposed candidates.

Regent Clifford inquired if the faculty has taken a position on the approach to the Athletics budget. Ms. Pyle responded the faculty weighed in behind the scenes because most of the faculty were gone during the summer. Faculty said time and time again, why we don't consider the Holy Grail: belonging to the Mountain West Conference and look at cutting other sports like football. A lot of the faculty wanted to stay with soccer. Regent Clifford clarified his concern is that there has been no public statement by the faculty in support of the effort to have the Athletics program retire its debt which was a specific request made last winter. Ms. Pyle responded she wrote an email to the Regents expressing appreciation for the decision, but did not receive a request to issue a public statement. In general, the faculty is happy that debt is being looked at. Regent Clifford said we are losing this battle in Santa Fe, and it would be helpful if the faculty were to weigh in. Ms. Pyle asked how that could be done constructively, because faculty was not at the table. Regent Clifford responded what was said last winter was honored, and now [leadership] has accepted a great deal of criticism for the decision. For the faculty to dodge now, it is almost cowardly for the faculty to hide from its responsibility and allow [leadership] to take the heat from legislators. The Regents have taken the action that was requested, and the faculty are not stepping up now when difficult choices have had to be made. Ms. Pyle responded the faculty thought it was helping President Stokes by letting her make a decision she thought was important. The faculty did not have the facts and the Senate was not in session during the summer. Ms. Pyle said she is not privileged to speak on behalf of the faculty when she has not spoken to the faculty and added she can take

this back and see if the faculty as a whole would like to make a statement. Regent Clifford asked Ms. Pyle about her contract in representing faculty. Ms. Pyle responded she works the whole year, but her Senators do not. Regent Clifford inquired about email surveys that have been done in the past. Ms. Pyle responded many of the faculty are not in the country during the summer and would not answer emails.

Regent Doughty referred to President Stokes' earlier comments about \$25 million that has been cut from Academic Affairs, and inquired what has been the faculty's discussion on that? Ms. Pyle responded she had been told those cuts were over a 5-year period, and faculty are terrified by the talk of more cuts, because they are at bare bones, and added the loss of UNM's assistant professors as reported by President Stokes is a red flag.

Regent Brasher commented this is a serious point and said he would like to hear from faculty.

Vote to Close the Meeting and Proceed in Executive Session

**Regent Doughty drew attention to the Regents' closed session agenda, asked for a motion to close the meeting, and said he would take a roll call vote; Regent Lee motioned to close the meeting; Regent Brasher seconded the motion; the following votes were taken: Regent Adcock-yes; Regent Hosmer-yes; Regent Clifford-yes; Regent Quillen-yes; Brasher-yes; Regent Lee-yes; Regent Doughty was a yes vote also. Motion passed.**

Executive Session agenda:

1. Discussion re appeal of administrative action that involves personally identifiable information about an individual student, as permitted by Section 10-15-1.H(4), NMSA (1978);
2. Discussion subject to the attorney-client privilege, and determination where appropriate, pertaining to threatened or pending litigation in which the University of New Mexico is or may become a participant, as permitted by Section 10-15-1.H(7), NMSA (1978);
3. Discussion of "limited personnel matters" as defined in Section 10-15-1.H(2), NMSA (1978), as permitted by Section 10-15-1.H(2), NMSA (1978) as follows:
  - a) Discussion of Goals and Metrics for the University President, Garnett Stokes, Ph.D.; and
  - b) Appeal of Elimination of Manager, Information Systems/Student Services, Accessibility Resource Center Position;
4. Discussion, and determination where appropriate, of strategic and long-range business plans or trade secrets of public hospitals, as permitted by Section 10-15-1.H(9), NMSA (1978), as amended.

\* Regent Hosmer and Regent Clifford had to leave the meeting before end of closed session; Regents Adcock, Brasher, Doughty, Lee, and Quillen were present for discussion of all items and for the votes after the meeting re-opened.

Vote to re-open the meeting and certification that only those matters described in the Closed Session Agenda were discussed in Closed Session, and if necessary, final action on matters discussed in Executive Session that are required to be taken in Open Session

Regent Doughty asked for a motion to re-open the meeting; Regent Lee motion; Regent Brasher seconded; all were in favor; motion passed. The meeting re-opened at 4:01pm; the doors to the Cherry Silver Room were opened.

Regent Doughty certified that only those matters described in the closed session agenda were discussed and final action with regard to three (3) matters would be taken in open session:

- a) Final action on student appeal;

**The motion to remand the case (regarding a student) to OEO passed unanimously with Regents Adcock, Brasher, Doughty, Lee, and Quillen voting in favor (1<sup>st</sup> Lee; 2<sup>nd</sup> Quillen).**

- b) Final action, if any on limited personnel matters;

**The motion to decline consideration of the appeal of the elimination of the Manager, Information Systems/Student Services, Accessibility Resource Center Position passed unanimously with Regents Adcock, Brasher, Doughty, Lee, and Quillen voting in favor (1<sup>st</sup> Lee; 2<sup>nd</sup> Adcock).**

- c) Action on UNM Hospital consulting agreement with Huron Consulting.

**The motion to accept the UNM Hospital consulting agreement with Huron Consulting passed unanimously with Regents Adcock, Brasher, Doughty, Lee, and Quillen voting in favor (1<sup>st</sup> Lee; 2<sup>nd</sup> Adcock).**

ADJOURN

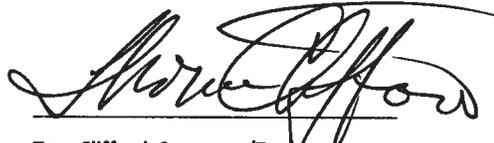
**There being no further business, Regent Doughty asked for a motion to adjourn; Regent Lee motioned; Regent Adcock seconded; motion passed unanimously; the meeting adjourned at 4:04 PM.**

**Approved:**

**Attest:**



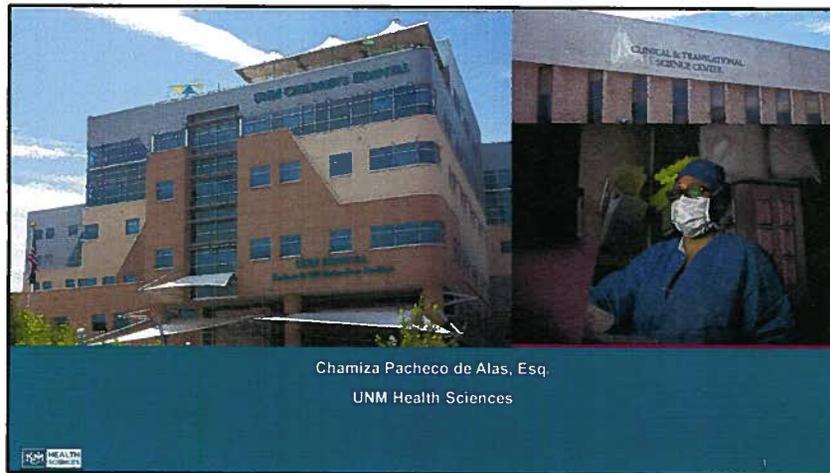
**Robert M. Doughty III, President**



**Tom Clifford, Secretary/Treasurer**

# EXHIBIT A

(exhibit to Minutes of the Sep.11 BOR)

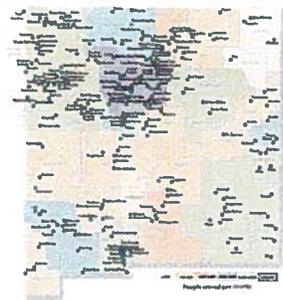


 VISION	 MISSION	 VALUES
<p>THE UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER WILL WORK WITH COMMUNITY PARTNERS TO HELP NEW MEXICO MAKE MORE PROGRESS IN HEALTH AND HEALTH EQUITY THAN ANY OTHER STATE.</p>	<ul style="list-style-type: none"><li>• PROVIDE AN OPPORTUNITY FOR NEW MEXICANS TO OBTAIN AN EXCELLENT EDUCATION IN HEALTH SCIENCES.</li><li>• ADVANCE HEALTH DISCOVERY AND INNOVATION IN THE MOST IMPORTANT AREAS OF HUMAN HEALTH.</li><li>• ENSURE THAT ALL POPULATIONS IN NEW MEXICO HAVE ACCESS TO THE HIGHEST QUALITY HEALTH CARE.</li></ul>	<ul style="list-style-type: none"><li>• EXCELLENCE IN EDUCATION, PATIENT CARE AND RESEARCH.</li><li>• COMMITMENT TO SERVICE, QUALITY AND SAFETY.</li><li>• INTEGRITY AND ACCOUNTABILITY.</li><li>• RESPECT AND COMPASSION FOR ALL PEOPLE.</li><li>• TEAMWORK AND COLLABORATION.</li><li>• PROVIDING HOPE FOR THOSE WE SERVE.</li></ul>

UNM HEALTH SCIENCES

3

## HSC OUTREACH



In 2015 we had **579** activities in **246** communities that included:

- Education
- Patient care
- Community research
- Telehealth sites

UNM HEALTH SCIENCES

4

# EXHIBIT A cont.

(exhibit to Minutes of the Sep.11 BOR)

## Proposals

- Comprehensive Movement Disorders Center \$1.3M
- Successful Aging \$2M
- Child-Well Being Initiative \$1.8M
- Behavioral Health/Substance Abuse Initiative \$1.7M



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## Comprehensive Movement Disorders Center

- Approximately 5,000 New Mexicans with Parkinson's, another 5,000 with other type of movement disorder requiring clinical treatment.
- Programmatic funding to establish a comprehensive movement disorders center to provide curriculum to train medical trainees in movement disorders and to provide treatment for those afflicted with movement disorders.
- Types of movement disorders include Ataxia, Dystonia, Essential Tremor, Parkinson's Disease, Dyskinesia, Tics, Restless leg syndrome, Huntington's Disease, Tourette's syndrome, among others



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## Successful Aging



- Population served includes everyone in the state, either as they age, or as they care for loved ones who are aging
- Prepares students and trainees to deal with the demands of a rapidly aging population
- Plan to adequately support New Mexico's quickly aging population through a multi-faceted and evidence-based approach with cross-campus collaboration. The HSC and UNM Main Campus have formed an integrated effort to address the geriatric need.
- This proposal builds our geriatric care, including physicians and nurse practitioners, in our outpatient geriatric clinics and those needing specialized dementia care.
- It extends these clinical and educational efforts throughout the state using Project ECHO and includes new collaborative effort with the UNM West campus to build our geriatric research and workforce to keep geriatric patients at home longer.
- The gerontology center will utilize resources across all UNM, including the Colleges and Schools of Architecture and Planning, Business, Engineering and Education.



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## Child Well-Being



- NM consistently ranks last or second to last in child well-being.
- Approximately 350 children seen each year by Child Abuse Response Team, which currently consists of one doctor. Other consults turned away because of capacity.
- 50% of cases are medically screened out as not being abuse/neglect
  - Families still need services and navigation
- Approximately 150 at risk children seen by the ADOBE program at the YDDC, provided wrap-around services to address trauma and ACEs and to reduce recidivism and future criminal behavior, including child abuse
  - Expand program to Valencia and Sandoval counties, see another 100-150 children
- Project ECHO-Build a state of the art Child Well-Being ECHO to train providers statewide in recognizing the signs and risk factors for abuse/neglect and treating trauma in children.



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# EXHIBIT A cont.

(exhibit to Minutes of the Sep.11 BOR)

## Behavioral Health/Substance Abuse

- The Behavioral Health Outreach Center of Excellence focuses on capacity building for behavioral health care in rural NM and providing expertise to enhance existing services. This initiative will be housed at the UNM West.
- Will be a model behavioral health home and leading entity in psychiatry outreach in Sandoval County.
- The Center of Excellence will expand our ECHO efforts to include: the Opioid ECHO program that will teach rural providers to prevent and to treat opioid use disorder in their own communities in order to improve the health of patients and communities and reduce overdose deaths and the Crisis Intervention Team (CIT) ECHO which teaches law enforcement officers de-escalation techniques in order to avoid officer-involved shootings and to improve relations between law enforcement officers and the community.

THANK YOU

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QUESTIONS?

# EXHIBIT A cont.

Program	New FY20 Request	Description	Population Currently Served	Projected Populations Served	Planned Outcomes	Potential University and Community Partners
<b>Comprehensive Movement Disorders Center</b>	\$1.3M	Programmatic funding to establish a comprehensive movement disorders center to provide curriculum to train medical trainees in movement disorders and to provide treatment for those afflicted with movement disorders. Types of movement disorders include Ataxia, Dystonia, Essential Tremor, Parkinson's Disease, Dyskinesia, Tics, Restless leg syndrome, Huntington's Disease, Tourette's syndrome, among others	FY 18: 800 patients with movement disorders with .5 physician time allocated. Each patient seen approximately 1-2 times per year.	800 new patients seen approximately 2-3 times per year (total of 1600 total patients)	<ol style="list-style-type: none"> <li>Increase number of clinical and translational research projects and trials conducted at UNM for patients with Movement Disorders</li> <li>Increase number of grant proposals submitted for program support</li> <li>Increase number of movement disorders related health care professionals trained and practicing in NM</li> <li>Increase Number of community presentations and educational programs provided</li> <li>Increase the number of publications and presentations of scholarly work as measured by percentage points.</li> <li>Increase of number of patients treated</li> </ol>	<ol style="list-style-type: none"> <li>Department of Neurology</li> <li>UNM Hospital</li> <li>Parkinson's Association</li> </ol>
<b>Successful Aging</b>	\$2M	This proposal requests funding from the State to adequately support New Mexico's quickly aging population through a multi-faceted and evidence-based approach with cross-campus collaboration. The HSC and UNM Main Campus have formed an integrated effort to address the geriatric need. This proposal builds our geriatric care, including physicians and nurse practitioners, in our outpatient geriatric clinics and those needing specialized dementia care. It extends these clinical and educational efforts throughout the state using Project ECHO and includes new collaborative effort with the UNM Health Sciences Rio Rancho campus to build our geriatric research and workforce to keep geriatric patients at home longer. The gerontology center will utilize resources across all UNM, including the colleges of architecture, engineering and education.	Center for Geriatrics: 1600 patients. ECHO-0 Center on Memory and Aging: 1000	Center for Geriatrics: 3200 new patients (total of 4800) ECHO- 60 additional learners Center on Memory and Aging: 800 new patients (total of 1800)	<ol style="list-style-type: none"> <li>improved quality of care, health, and well-being of citizens and communities in NM, resulting in reduced incremental per capita health care costs</li> <li>Decrease the serious statewide shortage of geriatrics caregivers and thereby enhance access and quality of care for elderly cognitively impaired New Mexicans</li> <li>create and implement new technologies to enhance the ability for our Seniors to live longer and, "age in place."</li> <li>improvement in NM economy through the development of multiple small and large healthcare and non-healthcare businesses</li> <li>convene regularly scheduled Geriatrics tele-ECHO sessions to aid in te co-management of geriatric patients.</li> </ol>	UNM Colleges of: Medicine, Nursing, Pharmacy, Population Health, Engineering, Architecture, Arts and Sciences <ol style="list-style-type: none"> <li>Project ECHO</li> <li>Community organizations serving the elderly</li> <li>state and city agencies</li> <li>UNM Health Sciences Rio Rancho Campus</li> <li>The Alzheimer's Association</li> </ol>
<b>Child Well-Being</b>	\$1.8M	Children in New Mexico experience some of the lowest levels of child well-being in the country and the highest levels of mistreatment. Per the 2018 Kids Count Data Book, New Mexico ranks 50 <sup>th</sup> in Well-Being. Our kids experience higher rates and more types of Adverse Childhood Experiences (ACEs), including child abuse. In Fiscal Year 2017, there were over 8,500 substantiated cases of child-maltreatment in New Mexico and 2,100 children were survivors of domestic violence. Science has taught us that childhood trauma can have both immediate and lasting health effects on a person's life. Given the Health Science's Center's vision to improve the health of all New Mexicans, addressing the critical state of child well-being in New Mexico is an important step in meeting our vision and the needs of the state. In designing the initiative, we examined successful programs already in existence at the HSC and then re-imagined how these programs could work in lockstep unison as part of a new initiative to improve child well-being. The focus of the initiative will be on treating children who are victims of abuse and neglect and ensuring that the 50% of children and families who are medically screened out for abuse and neglect receive the services they need from community providers; addressing trauma in children and juveniles who have experienced abuse, neglect and other ACEs; and using Project ECHO as a modality to replicate expertise in these two areas statewide amongst doctors, nurses, teachers and others that interact regularly with children, and thus improve the well-being of children across New Mexico.	FY18: 350 patients seen by CART; FY18 150 served by ADOBE	CART: 750 new patients (1100 total) seen for abuse and neglect evaluations. Approximately 350 screened out patients will also be seen by additional social workers. ADOBE program: 100 new youth Project ECHO: 60 participants. In addition, Project ECHO will effectively highlight areas for system improvement thus strengthening the quality of the learning for both the specialist team as well as the learners.	<ol style="list-style-type: none"> <li>to protect children and youth that are at-risk due to adverse childhood experiences with measurable improvement in outcomes</li> <li>to protect children and youth from abuse and neglect with measurable improvement in outcomes</li> </ol>	<ol style="list-style-type: none"> <li>UNM Department of Pediatrics</li> <li>Para Los Niño's</li> <li>Project ECHO</li> <li>UNM Hospitals</li> <li>College of Education</li> <li>All Faith's</li> <li>CVFD</li> <li>DVRC</li> <li>SafeHouse</li> <li>Barrett House</li> <li>NM Sentencing Commission</li> <li>Institute for Health, Resiliency, and Justice</li> <li>Foster Care</li> <li>UNM Law School</li> <li>county, city, state agencies</li> </ol>
<b>Behavioral Health Outreach Center of Excellence</b>	\$1.7M	The Behavioral Health Outreach Center of Excellence focuses on capacity building for behavioral health care in rural NM and providing expertise to enhance existing services. This initiative will be housed at the UNM Health Sciences Rio Rancho Campus. It will be a model behavioral health home and leading entity in telebehavioral health and other psychiatry outreach in Sandoval County. The center of excellence will expand our ECHO efforts to include: the Opioid ECHO program that will teach rural providers to prevent and to treat opioid use disorder in their own communities in order to improve the health of patients and communities and reduce overdose deaths and the Crisis Intervention Team (CIT) ECHO which teaches law enforcement officers de-escalation techniques in order to avoid officer-involved shootings and to improve relations between law enforcement officers and the community. The Behavioral Health Outreach Center of Excellence focuses on capacity building for behavioral health care in rural NM and providing expertise to enhance existing services.	Currently serving zero patients as the clinic is brand new	In the first year the clinic would be able to see approximately 7400 primary care patients. Through this program and the support of the legislature, we believe that we can serve 200 unique behavioral health patients in the first 12 months of operations. Along with an additional 60 learners through Project ECHO.	<ol style="list-style-type: none"> <li>support current efforts to integrate behavioral health and primary care by partnering with the SRMC Family Practice Clinic</li> <li>address behavioral health workforce shortages by capacity building through Project ECHO</li> </ol>	<ol style="list-style-type: none"> <li>Department of Psychiatry</li> <li>UNM Hospitals</li> <li>Sandoval Regional Medical Center</li> <li>City of Albuquerque</li> <li>City of Rio Rancho</li> <li>Bernalillo County</li> <li>UNM Health Sciences Rio Rancho Campus</li> <li>Project Echo</li> </ol>

# EXHIBIT B

(exhibit to Minutes of the Sep.11 BOR)



RESEARCH & PUBLIC SERVICE PROJECTS REQUESTS  
FOR FY 20

RICHARD L. WOOD, INTERIM PROVOST

## UNM Mission

*The University will engage students, faculty, and staff in its comprehensive educational, research, and service programs.*

*UNM will provide students the values, habits of mind, knowledge, and skills that they need to be enlightened citizens, to contribute to the state and national economies, and to lead satisfying lives.*

*Faculty, staff, and students create, apply, and disseminate new knowledge and creative works; they provide services that enhance New Mexicans' quality of life and promote economic development; and they advance our understanding of the world, its peoples, and cultures.*

*Building on its educational, research, and creative resources, the University provides services directly to the City and State, including health care, social services, policy studies, commercialization of inventions, and cultural events.*



## UNM Vision

*UNM will build on its strategic resources:*

- to offer New Mexicans access to a comprehensive array of high quality educational, research, and service programs.*
- to serve as a significant knowledge resource for New Mexico, the nation, and the world; and*
- to foster programs of international prominence that will place UNM among America's most distinguished public research universities.*



## The University for New Mexico

*Pursuing excellence and equity in everything we do*



# EXHIBIT B cont.

(exhibit to Minutes of the Sep.11 BOR)

## RPSP Process

Campus call for priorities (new and expansion requests) – total of 27 requests rec'd

Provost's leadership reviewed based on these criteria:

1. Direct link to University mission (values, knowledge, skills to contribute to the national and state economies)
  - UNM 2020 (recruitment, retention, graduation)
  - Grow targeted undergraduate/graduate populations
  - Integrate community engaged teaching, learning & scholarship
  - Enhance UNM's culture of entrepreneurship through innovation (workforce development)
2. Impact (scope of students served)
3. Realistic budget
4. Internal & external impact (community & state-wide)
5. Coordination with existing programs

Provost's leadership team ranked submissions and selected top priorities

Recommendations were submitted to Provost who submitted them to Executive Leadership



## State Funding Formula Prioritization

*Incentives reward improvement in outcomes relative to past performance (improvement over time)*

### State Outcomes/Performance Incentives

1	25%	End of course student credit hours
2	28%	Number of degrees awarded
3	13.5%	Number of STEMH degrees awarded
4	13.5%	Completion of degrees by at-risk students
5	20%	Mission-specific measures (for UNM: essentially research)
	100%	



## Summary Chart

RPSP	Request	State Performance Outcomes Met
Veterans Student Services	\$290,000	Direct: 1,2,4 Indirect: 3
UNM Press	\$300,000	Direct: 5 Indirect: Increased production of trade books, including textbooks, improvement of state student outcomes, state profile and identity
Engineering, Technology Computer Intern Program	\$159,000	Direct: 3 Indirect: 1, 2, 4, 5
EUREKA Program	\$134,000	Direct: 3, 5 Indirect: 1, 2, 4



## Summary Chart

RPSP	Request	State Performance Outcomes Met
New Mexico Communities Collaborative	\$600,000	Direct: 1, 2, 3, 4
Undergraduate Research Center & Statewide consortium	\$293,500	Direct: 3, 5 Indirect: 4, studies of high impact practices like undergraduate research indicate higher retention and improved outcomes for at-risk students
Hispanic Student Services	Expansion: \$112,993 Total: \$259,293	Direct: 1, 2, 4 Indirect: 3
Native American Student Services	Expansion: \$63,700 Total: \$400,000	Direct: 1, 2, 4 Indirect: 3



# EXHIBIT B cont.

(exhibit to Minutes of the Sep.11 BOR)

## Summary Chart

RPSP	Request	State Performance Outcomes Met
Utton Transboundary Resource Center	Expansion: \$150,000 Total: \$471,900	Direct: 1, 5 Indirect: 4, studies indicate that programs with regional and community connections engage at-risk students and contribute to retention and degree completion
<b>Total (Academic Affairs)</b>	<b>\$2,907,693</b>	
Athletics	Expansion: \$1,504,300 Total: \$4,145,800	Direct: 5



## Athletics:

Expansion of \$1,504,300 (Total \$4,145,800)

**Mission/Strategic Plan:** Develop student-athletes as future leaders from recruitment throughout the student-athlete experience to graduation and beyond. Provide support academically, athletically and socially to student-athletes through a variety of intercollegiate programs. Aim to lead the conference in academic and athletic achievement and market the university in a positive light both nationally and internationally.

**Population Served:** Provide opportunities for more than 450 student-athletes in a wide array of NCAA Division I intercollegiate programs. Strive to serve as a source of pride for the university, community, and State of New Mexico.

**Budget:** Additional cost of attendance funding to address gender inequities, certification of athletic trainers to serve as full-time employees, escalating travel costs associated with team travel and recruiting travel, equipment renewal/replacement, initiatives geared towards student-athlete success and overall development.

**Collaboration/Coordination with other programs:** The Department impacts the State of New Mexico economically, culturally and socially. Offers a sense of community and provides entertainment opportunities for New Mexicans, the alumni base, and students. Additional collaborators include: Governor's office (True Summer Reading Program); APS, NM Activities Assoc., Special Olympics, United Way, Toys for Tots, etc.

**These additional resources will enhance the experience of the student athletes and represent progress towards sustainability.**



Thank you!

Questions?



## Veteran Student Services

New request: \$290,000

**Mission/Strategic Plan:** Improved education, quality of life, research opportunities, graduation rates for our student veterans.

**Population Served:** 1,200+ self-identified veterans (not including family and affiliates)

**Budget:** Program design, support, staff and equipment; Wellbeing program support including academic and holistic transition program; Professional development funding

**Collaboration/Coordination with other programs:** VSS will integrate programs and services:

- Veterans Resource Center (Veteran community events)
- Accessibility Resource Center (mitigating students with disabilities)
- CAPS (academic support)
- Career Services (transition from UNM to professional life)
- Organization, Information and Learning Sciences (academic program design)
- New Mexico Department of Veteran Services (Veteran services)
- New Mexico Division of Vocational Rehabilitation (Disabled person services)
- New Mexico Veteran Integration Center (Housing)



EXHIBIT B cont.  
(exhibit to Minutes of the Sep.11 BOR)

## University Libraries, UNM Press:

New request: \$300,000

**Mission/Strategic Plan:** Considered the "Press of New Mexico," publish significant scholarship/research from faculty at UNM, the State and the World. Provide education and excellent on-the-job training opportunities in all phases of publishing

**Population Served:** Prior to FY18: ~75 new titles published/year; FY18, UNMP "right sized" to ~50 new titles/year

**Budget:** Support for the "Trade Book" publishing program of more broadly marketable books. Budget is primarily for staff salaries, costs directly associated with publishing, additional titles, and administrative costs

**Collaboration/Coordination with other programs:** UNMP regularly publishes books that preserve and examine the cultures, languages, arts, histories, and natural resources of the State.

UNMP NM history textbooks to satisfy the State's mandatory 4th, 7th, and 9th grade requirements

There are many areas of potential collaboration with the Department of Cultural Affairs and the Indian Pueblo Cultural Center, to produce children's books in native Pueblo languages, which do not exist.



## Engineering, Technology, Computer Internship Program: New request: \$159,000

**Mission/Strategic Plan:** Student success and workforce development via 50 paid internships/year with an additional goal of 12 degrees completed/year. Economic development in the State as many tech and engineering employers prefer to train interns before hiring. Lessen the technical-talent brain drain for New Mexico

**Population Served:** 50 students/year (~half female and underrepresented minorities)

**Budget:** Stipends for students to participate, staff support and related costs

**Collaboration/Coordination with other programs:** Coordination across six departments in the School of Engineering and the UNM Career Services department



## Honors College: EUREKA Program:

New request: \$134,000

**Mission/Strategic Plan:** STEM pipeline program designed to increase the number and diversity of students (especially from rural NM communities). Better prepare students for the rigors of STEM fields. Entice students from wider backgrounds into honors, thus diversifying Honors College

**Population Served:** 100 participants per year. These students would be high school juniors, primarily from rural and student populations traditionally underrepresented in STEM fields.

**Budget:** Scholarships. Salaries, instructional materials, residence costs

**Collaboration/Coordination with other programs:** Leverages existing resources within Honors (leadership, administrative support, facilities) and the STEM academic disciplines. Also, Student Affairs departments to collaborate as needed, including ethnic centers, Accessibility Resources Center, and Women's Resource Center.



## New Mexico Communities Collaborative: New request: \$600,000

**Mission/Strategic Plan:** Better connect/strengthen relations among UNM and the wider communities it serves and from which its students come. Support student success through academic leadership and community engagement opportunities.

**Populations Served:** Diverse student, community and business partners across the State

**Budget:** Student and faculty stipends, grad student mentors, staff, supplies/equipment, travel

**Collaboration/Coordination with other programs:** UNM departments including Native American Studies (NAS), Chicano/Chicana Studies (CCS), and African Studies (AS).

CCS/CPP: the College Preparatory Program

NAS/EPPE: Deep collaboration with tribal communities in NM.

GHS GC: Builds and extends community partnerships with key community institutions including, but not limited to UNM's Ethnic Studies and Student Services Programs, Enrollment Management/Recruitment and Admissions, College Enrichment Program, The Division for Equity and Inclusion/Men of Color Initiative, Albuquerque and Rio Rancho Public Schools, government agencies and religious and civic organizations.



## Undergraduate Research Center and Statewide Consortium: New request: \$293,500

**Mission/Strategic Plan:** Improve pathways to undergraduate research for underrepresented and transfer students; increase the number of undergraduate research opportunities, including those with national labs and regional employers; expand New Mexico's STEM workforce through improved retention and STEM-persistence rates, especially for students traditionally underrepresented in STEM.

**Population Served:** ~3,000 UNM students annually through classroom options, and ~500 UNM students annually through co-curricular options (including internships, mentorships, and industry research placements). Through the statewide consortium, increase the number of two-year students who transfer to NM four-year colleges by 150 in the first two years.

**Budget:** Staff (3 positions); faculty and staff stipends; supplies

**Collaboration/Coordination with other programs:** URC will help to coordinate the many silo-based research programs at UNM and across the state, and create more consistent and user-friendly pathways for students. URC is a joint project of OVPR, OSA and Honors.



## Hispanic Student Services: El Centro De La Raza: Expansion of \$112,993 (Total \$259,293)

**Mission/Strategic Plan:** El Centro is central to recruitment & retention of Hispanic/Latino students (~42% of UNM student body), the majority of whom fall under the categories of "at risk" and underrepresented students. They focus on student success and a sustainable statewide impact via three of the four UNM identified cornerstones of purpose: Educate and encourage students to develop the values, habits of mind, knowledge, and skills needed to contribute to the state and national economies; Lead satisfying lives; Discover and disseminate new knowledge, and creative endeavors that will enhance life for all New Mexicans.

**Population Served:** Serve ~1,100 students annually. Made over 14,000 contacts with students and their families through outreach and retention initiatives at UNM and across New Mexico. Goal to increase to ~15,000 contacts in 2020.

**Budget:** Staff, scholarships, program expenses, supplies, equipment. Additional funds can restore critical programs such as the freshman mentoring program, and further support initiatives such as our undergraduate and graduate research programs including allocation of resources to El Centro's data collection objectives and outreach strategies including an improved online presence.

**Collaboration/Coordination with other programs:** Campus partners include the Division of Equity and Inclusion, Enrollment Management and the Office for Diversity at Health Sciences. Off-campus partners include El Puente de Encuentros, La Plaza Institute and the New Mexico Dream Team. The expansion request will further facilitate and grow these collaborations.

Helps compete for funding from the U.S. Department of Education such as the High School Equivalency Program and the College Assistance Migrant Program.



## Native American Student Services: Expansion of \$67,300 (Total of \$400,000)

**Mission/Strategic Plan:** Provide Native American programs through the American Indian Summer Bridge (AISB) Program; Targeted American Indian Outreach & Recruitment; Student Development/Student Success. Goals are to increase participation and success of these programs and students.

**Population Served:** American Indian Summer Bridge (AISB) Program: To date, 389 participants from 14 states and representing 51 Tribal Nations have been served. Targeted American Indian Outreach & Recruitment: FY18 resulted in 105 school/community/tribal visits & events state-wide -- direct engagement with 5,000+ students & parents. Annual American Indian Junior Day and American Indian Senior Day programs yield approximately 600 student attendees and direct engagement at UNM Student Development/Student Success: AISS Sidekicks Mentorship and the AISS Ambassador Programs engage 150 students annually.

**Budget:** Funds to expand outreach/student support by approximately 20 percent per program; Existing allocation funds staff, mentors/coaches and program expenses

**Collaboration/Coordination with other programs:** Campus-wide partners (Enrollment Management & Admissions, New Student Orientation, Registrar's Office, Residential Life & Student Housing, Academic Affairs, etc.)



## Utton Transboundary Resource Center: Expansion of \$150,000 (Total \$471,900)

**Mission/Strategic Plan:** The Utton Center uses a community-based approach to work across international, state, tribal, local and disciplinary boundaries to advance the sustainable and equitable management of water, land, and other resources in New Mexico and across the West. It conducts policy and legal research, convenes experts, fosters collaborative problem-solving, conflict resolution, and provides UNM students with significant educational and career development opportunities.

Building upon existing relationships with New Mexico Tech, NMSU, WNMU and Highlands, the Utton Center will expand and strengthen connections among New Mexico's water experts.

**Population Served:** Attracts students to the UNM School of Law who want to pursue a career in natural resources law. It currently engages eighteen research assistants from across the UNM campus (e.g. Chemical Engineering, Geography, and Water Resources). The Utton Center supports traditional New Mexico communities.

**Budget:** Expansion funding will allow the Utton Center to employ an additional ten research assistants and fill a vacant staff attorney position, that will enable the Utton Center to fulfill pending requests for assistance from the New Mexico Land Grant Council, the Taos Valley Acequia Association, Western Landowners Alliance, among others.

**Collaboration/Coordination with other programs:** The Utton Center currently collaborates with Civil Engineering, the Water Resources Program, the Center for Water and the Environment, the Land Grant Studies Program, the American Indian Law Center, and Community and Regional Planning.



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**University of New Mexico Main Campus FY20 RPSP Project Highlights**

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**New RPSP Projects:****1. Veteran Student Services, Student Affairs**

*New Requested Amount \$290,000.00*

**Mission/Strategic Plan:**

- **Veteran Bridge Program (VBP):** create and operate a summer program that initiates the transition of student veterans and their affiliates into university life.
- **Professional development/empowerment of student veterans and their affiliates by:**
  - **Education:** develop and conduct workshops that guide the transition into academic life (veteran orientation day, buddy-up tutoring and camaraderie-building events).
  - **Quality of life:** promote healthy and holistic lifestyles by conducting programs focused on camaraderie, mindfulness, and self-care. In Collaboration with the Student Veterans Retreat.
  - **Research:** initiate research to identify the needs of the veteran population and design programs to address those needs.
  - **Graduation rates:** doubling the graduation rate is a priority

**Population Served:**

- There are 858 student veterans utilizing federal VA education benefits certified by the Veteran Resource Center.
- Self-identified veterans that are utilizing other education funding sources or paying out of pocket; not including veteran affiliates (family members: spouses and children) on the UNM campus.

**Budget:**

- Program design and support
- Staff positions: VBP Program Operations Director VBP Planning Officer/Coordinator and Program Coordinator/Workshop Curriculum Designer.
- Well-being program support: UNM Student Veteran Retreat (academic and holistic transition program).
- Professional development funding: conferences and training.
- Professional equipment: projector, projector screen (conference, symposium and workshop equipment).

**Collaboration/Coordination with other programs:**

- VSS will work with existing university resource and service programs in addition to community organizations to integrate programs and services, including: Accessibilities Resource Center (mitigating students with disabilities), CAPS (academic support), Career Services (transition from

UNM to professional life), Organization, Information and Learning Sciences (academic program design), New Mexico Department of Veteran Services (Veteran services), New Mexico Division of Vocational Rehabilitation (Disabled person services), New Mexico Veteran Integration Center (Housing).

### **Integrate, Enhance and Expand Existing Programs**

- UNM's Veteran's Resource Center provides functional services and events to student Veterans that will be augmented and complemented by this student-driven program linking quality of life strategies to academic retention goals.

## **2. University Libraries, UNM Press**

*New Requested Amount \$300,000*

### **Mission/Strategic Plan:**

- The core mission of UNMP is to publish significant and important scholarship and research from faculty at UNM, across the state, the nation, and around the world. Another important mission has developed over the decades to publish popular books about the history and culture of New Mexico. This has widened to include all kinds of books about New Mexico, its geography, its people, and its cultures, often beautifully illustrated. Today, UNMP publishes well over half its books in this role as the State's publisher, or the "Press of New Mexico."
- UNMP provides education and excellent on-the-job training opportunities and real-life work experience for students and interns who are employed in all phases of publishing including editorial, book design, marketing, business, information technology, and fulfillment

### **Population Served:**

- Prior to FY18: ~75 new titles published/year
- FY18, UNMP "right sized" organization and staffing; now 50 new titles/year
- 500+ UNMP titles received national, regional, and local reviews over the past three years
- As the State's largest book publisher, UNMP provides publishing opportunities for New Mexico writers, artists, photographers, and poets that they may not have otherwise

### **Budget:**

- The RPSP funding will support the "Trade Book" publishing program of more broadly marketable books and expand it to create a fully realized "Press of New Mexico." The project will enable UNMP to produce about 15 Trade books a year of popular interest to the people of New Mexico, and increase that number in coming years. Funding primarily for staff salaries, costs directly associated with publishing the additional titles, and some UNMP administrative costs

### **Collaboration/Coordination with other programs:**

- UNMP regularly publishes books that preserve and examine the cultures, languages, arts, histories, and natural resources of the State. For example, UNMP published New Mexico history textbooks to satisfy the State's mandatory 4th, 7th, and 9th grade requirements, including a

Spanish edition of the 4th grade text. A closer relationship with the Public Education Department could also prove fruitful. There are many areas of potential collaboration with the Department of Cultural Affairs. Beyond State government, there are many local entities that may prove to be productive partners. Recently, a suggestion came forward to partner with local Pueblo governments, and in particular the Indian Pueblo Cultural Center, to produce children's books in native Pueblo languages, which do not exist. The possibilities for statewide engagement are limitless. If the RPSP is funded, UNM will mandate that the Press pursue such engagement.

### **Integrate, Enhance and Expand Existing Programs**

- The RSPS funding for the UNM Press will not only enable the Press to establish a Trade division to publish books of popular interest concerning New Mexico, but will strengthen, enhance and improve the editorial and publishing infrastructure of the whole organization to support research in areas where UNM is a leader (Anthropology, Geography, etc.) and hone the public service role of the press.

### **3. School of Engineering, Engineering, Technology, Computer Internship Program**

*New Requested Amount \$159,000*

#### **Mission/Strategic Plan:**

- RPSP focuses on student success and workforce development via 50 paid internships for students each year
- 50%-70% of those interns should get a repeat internship on their own and land a permanent position in the same company
- Allows for a minimum of 12 degrees completed per year; It will help retain 50 undergraduate students in the School of Engineering (SOE)
- Bears a direct impact on economic development in the City, County, and even the State as many tech and engineering employers prefer to hire and train an intern before making grander decisions on a permanent hire.
- Helps reduce technical-talent brain drain from New Mexico.

#### **Population Served:**

- 50 students per year, with approx. 50% underrepresented minority and female students

#### **Budget:**

- The requested funds pay student interns a stipend to participate in an internship, staffing cost with fringe benefits and other miscellaneous project costs

#### **Collaboration/Coordination with other program:**

- Coordination across 6 departments in the SOE and will be managed centrally under the SOE Dean's office Engineering Student Success (ESS)
- Collaboration with Career Services

**Integrate, Enhance and Improve Existing Programs**

- The ETC (Engineering, Technology and Computer) Internship Program will integrate with and enhance existing efforts by the six engineering departments at UNM to improve retention, graduation, and academic success of the SOE undergraduate students. This Internship Program builds on the successful Science, Technology, Engineering, and Mathematics Talent Expansion Program (STEP) funded by the National Science Foundation (and which is coming to an end).
- This program also supports economic development in the State. The program provides small businesses with interns for 2 months (businesses pay for one month; no other entity at UNM or in the State fills this need. This program helps small businesses develop better products as students get real-world experience, especially students from underrepresented groups. In addition, we strengthen our corporate relations with these same businesses for, once they become successful, they hire more UNM students. This addresses brain drain from the state.

**4. Honors College, EUREKA Program**

*New Requested Amount \$134,000*

**Mission/Strategic Plan:**

- STEM pipeline program designed to increase the number and diversity of students (especially from rural NM communities) who apply to and complete STEM degrees at UNM
- Designed to increase and diversify the STEM workforce. At the same time, this program will better prepare students for the rigors of STEM fields by introducing them to research, critical thinking and academic success skills, thus improving UNM's retention and graduation rates
- Entices more students from wider backgrounds into honors, thus diversifying Honors College

**Population Served:**

- 100 participants per year; high school juniors, primarily from rural populations and from student populations traditionally underrepresented in STEM fields.
- Program prepares 100 NM students per year to enroll in and eventually graduate from high-demand STEAM-H degree programs in New Mexico, including at least 75 underrepresented NM students and encourages Honors College freshman year participation.
- Goals: within two years, 80% of participants will enroll in STEAM-H degree programs at colleges or universities in New Mexico; within six years, 70% of participants will graduate with STEAM-H degrees from colleges or universities in New Mexico; within eight years, 60% of participants will attend grad school or be employed in STEAM-H jobs within New Mexico

**Budget:**

- Funds will be used for salaries (primarily program coordination, faculty summer contracts, honorariums for guest speakers and student resident assistant salaries); scholarships (50% of participants to receive full scholarship for the program, and 25% to receive travel scholarships to attend); supplies and instructional materials; and residence costs (room and board)

**Collaboration/Coordination with other programs:**

- Proposed program leverages existing resources within Honors (leadership, administrative support, facilities) and the STEM academic disciplines (labs and tech-based resources) to achieve its goals. Honors will also reach out to Student Affairs departments to collaborate as needed, including ethnic centers, Accessibility Resources Center, and Women's Resource Center.

**Integrate, Enhance and Expand Existing Programs**

- The overall goal for the EUREKA Program will be to increase the number of underserved and rural population students who choose to attend UNM rather than other institutions. The EUREKA Program will partner with UNM colleges, schools and academic departments to develop content for summer bridge experiences that target rising high school sophomores and juniors. EUREKA will also work with Enrollment Management and Student Affairs departments to better recruit and support students underrepresented in STEM fields. EUREKA will work with regional STEM employers to provide introductory research experiences for participants once they have enrolled at UNM. EUREKA will be coordinated by Honors College, which will leverage its highly-collaborative and interdisciplinary network to strengthen and expand UNM's STEM-H outreach experiences, especially for underrepresented and rural students.

**5. New Mexico Communities Collaborative**

*New Requested Amount \$600,000*

**Mission/Strategic Plan:**

- Three academic units sponsor this request: Native American Studies (NAS), Chicano/Chicana Studies (CCS), and Africana Studies (AS). Project will better connect UNM to the wider communities it serves and from which its students come. Collaboratively, UNM will strengthen its relationships with communities and organizations to support student success through academic leadership and community engagement:
- NAS: The External Partnerships in Projects of Excellence (EPPE) program will establish strong and on-going partnerships with ten institutions around the state that serve Native American communities, groups, organizations and the general public. Institutions may include Navajo Nation Human Rights Commission, Diné Policy Institute, Eastern Navajo Diné Against Uranium Mining, Tesuque Pueblo Farm, New Mexico Indian Affairs Department, All Pueblo Council of Governors, Department of Diné Education, Southwest Tribal Institutional Review Board, and any of the 23 tribal governments located in New Mexico. Agreement between the institution and NAS will allow students to create, conduct, and share projects
- CCS: The College Preparation Program (CPP) builds pathways for New Mexico high school students to colleges and universities in the state, leading to greater post-baccalaureate academic success, retention and graduation rates. In addition, the program enhances

participants' leadership development, student-to-student relationships, and student-to-faculty mentoring relationships across six Albuquerque high schools and UNM

- Africana Studies: Go To High School Go To College STEM Education Initiative (GHS GC-STEM): Establishes institutional and community partnerships throughout the state of New Mexico to improve retention, graduation rates, and economic success of this under-represented group

**Population Served:**

- CCS/CPP: The project completed the 2016-2017 and 2017-2018 academic years with a 95% completion rate, which is higher than the general reported UNM completion average. Participants reported a positive increase of knowledge related to the content and their awareness of college curriculum. In addition, the initiative enriched the teaching and learning environment at participating high school campuses and at UNM and created greater academic synergies among staff and students at public high schools and UNM. 112 students completed a post-program survey: 83% reported that this is their first time taking a college credit curriculum, 91% visited the UNM campus for the first time, and 63% had never visited a college classroom before the program. 91% reported increased knowledge of the historical development of communities of color in the U.S.
- NAS/EPPE: The project will have impact for Native American students at UNM, Native communities, groups, and organizations, and the general public statewide. With these external partnerships, Native communities, groups, and organizations will work with other entities at the university and on state-wide level to address challenges faced by Native communities. Native American undergraduate and graduate students will want to participate and help student projects as well as maintain the relations that have been developed. Community involvement is a recognized high impact practice helping students stay in school to completion of degree.
- GHS GC: By building and engaging university and community partnerships, GHS GC provides this underrepresented group "the values, habits of mind, knowledge, and skills they need to be enlightened citizens, to contribute to the state economies, and to lead satisfying lives" (from UNM mission). Furthermore, this project "provides services that enhance students' quality of life by creating economic opportunities that advance their understanding of the world, its peoples and cultures."

**Budget:**

- Travel and lodging for faculty, students, and others for research work
- Supplies for research work involving surveying, coding, interviewing, etc.
- Equipment for research work such as laptops, software, licensure, etc.
- Student stipends and graduate student mentors
- Faculty summer stipends and a staff program specialist

**Collaboration/Coordination with other programs:**

- CCS/CPP: Public high schools—the College Preparatory Program has led to greater enrollment in academic programs at UNM and contributes to increasing the number of high school students enrolling at UNM. As the cohort progresses through the educational pipeline, we aim to

measure and outline how the College Preparation Program Initiative has qualitatively impacted their college retention and graduation.

- NAS/EPPE: Deep collaboration with tribal communities in NM. The Native American Studies program at UNM has been recognized as one of the best programs among Native, Indigenous, or American Indian Studies programs across the United States by national publications. It is one of a few national programs with both a B.A. and M.A. degree delivered through multiple formats: in-person, synchronous online, and fully online. It is also a department made up of entirely Native American faculty and staff, who represent communities in the Southwest. Project will allow greater collaboration beyond NAS.
- GHSGC: Builds and extends community partnerships with key community institutions

#### **Integrate, Enhance and Improve Existing Programs**

- NM Communities Collaboration enhances and improves our existing departments by creating new linkages and expanding them to diverse NM communities across the state. The proposal establishes new partnerships and builds on existing ones between UNM students, faculty, and staff and the communities based on the communities' needs and interests. By creating greater connectivity through existing networks and programs to public constituencies, the RPSP will improve graduation outcomes among students who benefit from community engagement. The partnerships also strengthen a pipeline for students from diverse communities to enter UNM and enhances their connection to UNM through this initiative and through our departments' existing programming efforts. The partnership shores up the existing resources and develops new links between UNM academic units and social and cultural institutions throughout the state. New resources will enable personnel to reach out and support the academic aspirations of New Mexicans.

#### **6. Student Affairs, Undergraduate Research Center and Statewide Consortium**

*New Requested Amount \$293,500*

##### **Mission/Strategic Plan:**

- Creates a UNM undergraduate research center that will increase the number of undergraduate research opportunities with national labs and regional STEM employers. This proposal will also expand New Mexico's STEM workforce and increase retention and STEM-persistence rates, especially for students traditionally underrepresented in STEM (rural, low-income, first-generation, students of color).
- By building a *statewide* undergraduate research consortium, this proposal will improve mobility of students between NM colleges and universities, and create stronger pathways for community college students to engage earlier in cutting-edge research.
- Creates model to build statewide capacity in undergraduate research

##### **Population Served:**

- Will serve more than 3,000 students annually through classroom options, and more than 500 students annually through co-curricular options (including internships, mentorships, and industry research placements). We anticipate that these research engagements will improve

retention STEM degree persistence rates for participants by 3% in the first year, and 6% in the second and third years. Since undergraduate research strategies have been demonstrated as particularly effective for underrepresented students, we anticipate improving retention and STEM-persistence rates for these participants by 5% in the first year, and 10% in the second and third years. Through the collaborative efforts of the consortium members, we anticipate increasing the number of two-year students who transfer to NM four-year colleges by 150 in the first two years

**Budget:**

- Project funds three positions:
  - Executive director to build collaborative programming at UNM, and to network with other colleges to build the consortium
  - Training coordinator to create statewide undergraduate research training modules that better prepare students to participate in research, especially those in regions without large research infrastructures
  - Part-time data coordinator to work with NM colleges and universities to collect and analyze impact on retention, STEM-persistence, transfer and graduation.

Project will also fund faculty and staff stipends throughout NM's colleges and universities to contribute content to the training modules, as well as travel, for staff and administrators to build the consortium + supplies for hosting annual statewide meetings

**Collaboration/Coordination with other program:**

- URC will help to coordinate the many siloed research programs at UNM and across the state, and create more consistent and user-friendly pathways for students to find their way to those programs

**Integrate, Enhance and Expand Existing Programs**

- URC will contribute to and be informed by numerous cross-institutional initiatives, including the undergraduate student research conference, the OVPR undergraduate research resource website, the Provost general education faculty fellows initiative and the Provost STEM-H workgroup. By working with UNM's divisions (including Student Affairs and Enrollment Management) and UNM's student and academic success departments, URC will help build better pathways to research for undergraduates. By collaborating with UNM's colleges, schools, research centers and individual faculty labs, UNM will increase the number of on-campus co-curricular research engagements available to students. URC will also work closely with national labs and regional STEM employers to increase the number of off-campus research engagements for students. Finally, URC will partner with New Mexico's two-year colleges, four-year colleges and universities, and branch campuses to establish a statewide undergraduate research consortium. Through these connections, URC will ensure that services are not duplicated, and that successful initiatives are improved and expanded to provide more students with quality research experiences.

**Expansion RPSP Projects:****1. Student Affairs, Hispanic Student Services (El Centro de la Raza)**

*Expansion Requested Amount \$112,993; Total Amount Requested \$259,293*

**Mission/Strategic Plan:**

- El Centro is central to UNM's recruitment & retention of Hispanic/Latino students (~42% of UNM student body), the majority of whom fall under the categories of "at risk" and underrepresented students. This is accomplished via strengthening their academic and professional development opportunities, support services, research, mentoring and strategic relationships within academia and community stakeholders. We focus on student success and a sustainable statewide impact via three of the four UNM identified cornerstones of purpose:
  - Educate and encourage students to develop the values, habits of mind, knowledge, and skills needed to contribute to the state and national economies
  - Lead satisfying lives
  - Discover and disseminate new knowledge and creative endeavors that will enhance life for all New Mexicans

**Population Served:**

- Served over 1,100 students with one on one support, projected to increase to 1,200 by 2020
- Made over 14,000 contacts with students and their families through outreach and retention initiatives at UNM and across New Mexico. Projected to increase to 15,000 contacts in 2020
- ~75% of the students served are New Mexico residents and they hail from across the state representing 25 out of 33 counties

**Budget:**

- Funding pays for full time and student staff, fringe, student scholarships and programming expenses, including operational costs such as supplies and equipment
- Restore critical programs such as our freshman mentoring program, and further support initiatives such as our undergraduate and graduate research programs
- Bolster El Centro's data collection objectives and outreach strategies including our online presence

**Collaboration/Coordination with other program:**

- El Centro works with various partners on and off campus to maximize and leverage resources to serve students. Campus partners include the Division of Equity and Inclusion, Enrollment Management and the Office for Diversity at Health Sciences. Off-campus partners include El Puente de Encuentros, La Plazita Institute and the New Mexico Dream Team. The expansion request will further facilitate and grow these collaborations
- Works for co-sponsorship by variety of other programs. For example, the Division for Equity and Inclusion works co-funds the Summa Academia Fellowship to support graduate students
- Helps compete for funding from the US. Department of Education such as the High School Equivalency Program and the College Assistance Migrant Program

**Integrate, Expand and Enhance Existing Programs**

- El Centro de la Raza is asking for an expansion request both to maintain current programs and to serve more students. Specifically, the funding will allow the hiring of an FTE who can focus on improved outreach to facilitate connecting with campus and community partners, leverage programming for our students, facilitate data collection and assessment, and increase grant and foundation development. Further, this expansion will enhance the first-year experience of students by reestablishing a mentoring program which could not be sustained due to completion of grants funds ending and budget cuts. These areas combined will allow us to increase the number of UNM students served to over 1,200, and to expand contacts across the state to 15,000.
- El Centro provides meaningful and personalized services, which include financial support, programmatic support, extracurricular activities, academic guidance and advocacy, professional development, networking and academic enrichment in a way that welcomes and appreciates Latino students and their diverse cultural background(s). As the Latino/Hispano population continues to grow, the need to expand services such as those provided by El Centro will be instrumental to ensure that universities, UNM in particular, retain and graduate students who are predicted to play a key role in our state and nation's advancement. This is critical especially at UNM since, according to the spring 2018 Enrollment Data, 42.63% (10,194) of students identified as Hispanic. Overall, UNM continues to be successful in enrolling large numbers of Hispanic students, however, there is still a high need to provide intentional support to retain, graduate, and transition Latino/Hispanic students.

**2. Student Affairs, Native American Student Services**

*Expansion Requested Amount \$67,300; Total Amount Requested \$400,000*

**Mission/Strategic Plan:**

- **American Indian Summer Bridge (AISB) Program:** AISB is the University's only premier retention initiative for American Indian students. The AISB participant retention rate is 82% as compared to 72% for non-AISB participants. The average AISB GPA is 3.73 (2015-2017).
- **Targeted American Indian Outreach & Recruitment:** AISS leads the only comprehensive targeted American Indian recruitment effort on behalf of the University
- **Student Development/Student Success:** AISS implements comprehensive holistic academic & student support services; advanced leadership opportunities; integrated service-learning; and expansive networking/mentorship initiatives

**Population Served:**

- **American Indian Summer Bridge (AISB) Program:** To date, 389 participants from 14 states and representing 51 Tribal Nations have been served. FY20 Expansion Request will support an annual cohort of 30 students, doubling the number of students served from the previous year

- **Targeted American Indian Outreach & Recruitment:** FY18 resulted in 105 school/community/tribal visits & events state-wide – direct engagement with 5,000+ students & parents. FY20 Expansion Request will elevate prospective student engagement by 30%. Annual American Indian Junior Day and American Indian Senior Day programs yield approximately 600 student attendees and direct engagement at UNM –Main Campus. FY20 Expansion Request will increase student attendance by 20%
- **Student Development/Student Success:** AISS Sidekicks Mentorship and the AISS Ambassador Programs engage 150 students annually. FY20 Expansion Request will accommodate an increase in student participation of 20%

**Budget:**

- **Operational Components of the American Indian Summer Bridge (AISB):** Cohort recruitment, campus room & board, credit-bearing course instruction, academic advisement, student support services, program supplies, student development & student success initiatives
- **Staff Positions & Salaries:** (1) Program Manager, (1) Program Analyst, (1) Student Programs Specialist, (1) Student Recruitment Specialist, (2) AISB Faculty, (4) AISB Residential Advisors, and (2) AISB Tutors/Academic Coaches

**Collaboration/Coordination with other programs:**

- AISS collaborates with campus-wide partners (Enrollment Management & Admissions, New Student Orientation, Registrar’s Office, Residential Life & Student Housing, Academic Affairs, etc.) but initiates, implements, and finances 100% of the AISB Program operations

**Integrate, Enhance and Expand Existing Programs**

- Incorporating UNM’s Four Strands of Priority (Student Success, Systemic Excellence, Healthy Communities, and Economic & Community Development) that connect, align, and activate the University’s mission, vision, values, and strategies is deliberate and intentional. AISS places particular priority in the area of Student Success. The Sidekicks Mentoring Program, AISS Ambassador Program, Student Success Leader Program, AISS Transfer Student Outreach, High School Junior & Senior Visitation Recruitment/Outreach programming, American Indian Heritage Month activities, and Nizhoni Week activities sustain and demonstrate the department’s commitment to enhancing our student’s abilities and opportunities to experience success. Programming efforts focus on improving the access, retention, and graduation rates of the UNM American Indian student community. The American Indian Summer Bridge (AISB) Program is the primary example of the department’s focus on establishing academic and research opportunities for students. American Indian students at UNM represent significant range with respect to tribal affiliation, abilities, perspectives, and aspirations.

### **3. Utton Transboundary Resource Center**

*Expansion Requested Amount \$150,000; Total Amount Requested \$471,900*

#### **Mission/Strategic Plan:**

- Utton Center conducts policy and legal research, convenes experts, fosters collaborative problem-solving, conflict resolution, and provides UNM students with significant educational and career development opportunities
- The Utton Center uses a community-based approach to work across international, state, tribal, local and disciplinary boundaries to advance the sustainable and equitable management of water, land, and other resources in New Mexico and across the West

#### **Population Served:**

- The Utton Center helps to attract students to the UNM School of Law who want to pursue a career in natural resources law. All of our recently graduated research assistants have been offered jobs in their field of choice and have stayed here in New Mexico
- The Utton Center currently engages eighteen research assistants from across the UNM campus (e.g. Chemical Engineering, Geography, and Water Resources). Expansion funding will allow the Utton Center to employ an additional ten research assistants from UNM
- The Utton Center works closely with the State Legislature, judiciary, and multiple state and federal agencies. The Utton Center will expand the research and policy development services it provides to include facilitation and mediation services for major water disputes
- The Utton Center supports traditional New Mexico communities. Funding our vacant staff attorney position will enable the Utton Center to fulfill pending requests for assistance from the New Mexico Land Grant Council, the Taos Valley Acequia Association, Western Landowners Alliance, and others

#### **Budget:**

- Funds will be used to fill a vacant staff attorney position, a vacant administrative assistant III position, and to hire an additional ten research assistants

#### **Collaboration/Coordination with other programs:**

- The Utton Center currently collaborates with Civil Engineering, the Water Resources Program, the Center for Water and the Environment, the Land Grant Studies Program, the American Indian Law Center, and Community and Regional Planning
- Funding the vacant staff attorney and administrative assistant position will allow the Utton Center to expand its role as a nexus for water experts working throughout higher education. Building upon existing relationships with New Mexico Tech, NMSU, WNMU and Highlands, the Utton Center will expand and strengthen connections among New Mexico's water experts

**Integrate, Enhance and Improve Existing Programs**

- The Utton Transboundary Resources Center serves as a nexus for UNM and other HED programs and academics who focus on natural resource management issues, particularly water management. As the only law and policy center focused on natural resources within HED, the Utton Center provides support to and partners with a wide variety of other programs and departments. The Utton Center has an established partnership with the Water Resources Program, Civil Engineering, and the Center for Water and the Environment. Together we host a biennial water conference that draws hundreds of participants. The Utton Center provides support to Community and Regional Planning through annual lectures. The Utton Center is currently working with the Land Grant Studies Program and Chicano/Chicana Studies to develop cross-cutting curriculum about land grant and acequia issues.
- At the law school, the Utton Center provides consultation services to the new Environmental Law Clinic and guest lecture services in water and administrative law. The Utton Center also hires approximately eighteen research assistants from across campus every semester. Our RA's have come from Geography, the Water Resources Program, the new Masters in Law Program, and even Chemical Engineering.
- Outside of UNM, the Utton Center has partnered on projects with NMSU's Water Resources Research Institute, the Bureau of Geology at New Mexico Tech, and is exploring a new partnership with the Santa Fe Community College. The Utton Center is also currently exploring a partnership with Albuquerque Public Schools to establish a pipeline summer program to help disadvantaged students develop an understanding of the value of attending UNM. The current expansion request will allow the Utton Center to provide more of these types of services and engage in even further reaching partnerships to enhance the educational opportunities for our students and the scholarship opportunities for our faculty.

**4. Department of Athletics**

*Expansion Requested Amount \$1,504,300; Total Amount Requested \$4,145,800*

**Mission/Strategic Plan-**

- The mission of our athletics department is to "Develop Lobos for Life!" Our universal approach to developing future leaders from the first recruitment, to the experience as a student-athlete, to the graduation, and then to the continued to support of our program upon graduation. We assist our student-athletes academically, athletically and socially through a number of programs during their time at UNM. Our overall athletics program has both a national and international reach with respect to exposure and recruitment. Additional resources will bring parity with NMSU's appropriation, which will generate resources needed for Title IX compliance and increases in rising student costs, which include cost of attendance, equipment renewal and replacements, and team travel

**Population Served-**

- The department sponsors multiple Division I intercollegiate athletic programs for men and women
- Provides opportunities for over 450 student athletes
- The department set a program record with 200 Academic All-Mountain West selections for the 2017-2018 school year
- UNM had a 3.19 S GPA for the Spring 2018 semester, and 11 programs recorded top-five program GPAs. This marked the 21st semester running that we have, as a department, been at or above 3.0.
- UNM won one National Championship in women's country and won one MW conference championship in women's cross country

**Budget-**

- Additional cost of attendance to address gender inequities
- Certification of athletic trainers as full-time employees
- Equipment renewal and replacement for student training rooms and other student related equipment needs
- Address rising travel costs associated with team travel and recruiting travel
- Student-Athlete success/development initiatives

**Collaboration/Coordination with other program-**

- The University of New Mexico Athletics adds tremendous value to our University, the City of Albuquerque and the State of New Mexico. Our program is a great source of pride and spirit for the students, faculty, staff and our entire state. On an annual basis, hundreds of television and radio hours are dedicated to broadcasting Lobo games and promoting the University as a whole
- The UNM Athletic Department has an annual economic impact of nearly \$30 million that directly affects local businesses
- The core of UNM's academic mission is community service through institutional support of social, cultural and economic development to enhance the quality of life for all New Mexicans. UNM Athletics supports and promotes the Governor's New Mexico True Summer Reading Challenge. Also, the Athletic Department offers a variety of services which are unique to the University. This includes hosting special events for free or by offering reduced rental rates valued at over \$200,000 annually for the following:
  - Hosting graduation ceremonies for UNM, CNM, all APS, and Los Lunas high schools
  - Hosting NM Activities Association State Championship events at The Pit, Lobo Field, Track Stadium
  - Hosting events for non-profit organizations like Special Olympics, United Way, Susan G. Komen Run, and Toys for Tots