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### University of New Mexico Board of Regents Minutes for October 16, 2018

University of New Mexico Board of Regents

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**Minutes of the Regular Meeting of the Board of Regents of the University of New Mexico**  
**October 16, 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; Rich Wood, Interim Provost and EVP for Academic Affairs; Loretta Martinez, Chief Legal Counsel; Gabriel Lopez, VP Research; Francie Cordova, Interim Chief Compliance Officer and Director of OEO; Lawrence Roybal, interim VP for Equity and Inclusion; Eddie Nuñez, Athletics Director; Eliseo "Cheo" Torres, VP Student Affairs; Dorothy Anderson, VP HR; Ava Lovell, HSC Sr. Exec. Officer of Finance and Administration; Liz Metzger, University Controller; Dana Allen, VP Alumni Relations; Terry Babbitt, Interim Chief of Staff to the President; Cinnamon Blair, Chief University Marketing and Communications Officer and Interim Deputy Chief of Staff to the President

Regents' Advisors present

Steve Borbas, President, Retiree Association; Pamela Pyle, Faculty Senate President; Becka Myers, ASUNM President; Boney Mutabazi, GPSA President; Rob Burford, Staff Council President

Presenters in attendance

Karen Brown, Honorary Degree Committee Chair, Clinician Educator, Asst Professor, College of Nursing; Jamie Silva-Steele, CEO, Sandoval Regional Medical Center; Norma Allen director, OPBA; Nicole Dopson, Director of Financial Operations; Rob Robinson, Fiscal Operations Director, Athletics

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 9:12 AM. A quorum was confirmed with six members present, in person. Regent Hosmer arrived to the meeting at 9:30 AM.

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

APPROVAL OF MINUTES

**The motion to approve the minutes of the September 11, 2018 meeting passed with a unanimous vote in favor (1<sup>st</sup> Lee; 2<sup>nd</sup> Adcock).**

PUBLIC COMMENT

Nancy López, PhD, Professor, Sociology and Director & Co-founder, Institute for the Study of "Race" & Social Justice, commented on the Faculty Salary agenda item. The challenge is to address all the different types of inequities that exist, including: comparisons with national peers; inequities across departments/fields/disciplines and college; and inequities by race-gender-class social locations and issues of academic freedom. Dr. Lopez put forth three policy option proposals for consideration to rectify the inequities mentioned.

Regent Clifford commented that he supported a bottom-up approach, with accountability placed at the department and college level. The analysis that has been done, to compare UNM to the aggregate, is not sufficiently granular to fully understand this. Regent Clifford requested the Regents receive a transcript of Dr. Lopez' comments.

REGENT ADVISORS COMMENTS

Pamela Pyle, Faculty Senate President, spoke in support of President Stokes' and Interim Provost Wood's presentations regarding faculty salaries.

COMMENTS FROM REGENTS

Regent Quillen commented regarding Dr. Babbitt's enrollment report and suggested the Board get an update on the Branding Campaign that was partially funded by the Regents' Endowment a couple of years ago. Regent Doughty concurred.

### THE PRESIDENT'S ADMINISTRATIVE REPORT

President Garnett S. Stokes focused her report on two issues: campus safety and the University's Research Enterprise. The University of New Mexico is an open campus in an urban area, and campus safety for all students, faculty, staff and visitors is a top priority. It requires a proactive approach. Due to recent issues, UNM Police Department has added additional officers and deployed a mobile video surveillance system. A UNM Security Task Force is guiding the purchase and strategic installation of video cameras and has identified 235 cameras to cover 39 parking lots. The University will seek Capital Outlay funds to cover the cost; the HED has recommended approval. A Camps Security Master Plan Project RFP went out on October 4 with request to evaluate and identify campus security concerns for the built environment. The target date for selection is November 15, with target for completion of this work to be mid-January. The Security Master Plan Report will include a vulnerability assessment and campus security evaluation; a prioritized project list and associated cost estimates; and assist in further development of safety guidelines for the campus. President Stokes discussed ideas for future consideration including hiring additional police officers and partnering with ABQ administration. Dr. Stokes addressed how the UNM Police Department (UNMPD) works with the Albuquerque Police Department (APD). UNMPD officers attend weekly briefings and monthly multi-disciplinary team meetings at APD and are members of the APD Metro Auto Theft Task Force, among other areas that support a close relationship between local law enforcement agencies. There is a focus on assuring the efforts are coordinated; campus security remains a top priority.

President Stokes addressed the second issue of her report, that of UNM as a research university with R1 classification (Carnegie Classification of Institutions of Higher Education). The R1 classification indicates a doctoral-granting university with the highest levels of research activity. There are only 81 R1s in the nation; there are 115 other universities classified as R2 or R3. UNM is one of only 10 R1s that grant medical degrees in the EPSCoR/IDeA (Established Program to Stimulate Competitive Research/Institutional Development Award) states; is one of 5 R1s among neighboring states, AZ and CO; and is one of 6 Hispanic-serving R1s nationwide. In the President's State of the University Address, Dr. Stokes mentioned the opportunity to coordinate efforts and resources to grow the research enterprise and address issues that are critical to New Mexico and the world. A mechanism for doing that, and that has been used by major public universities in the country, is called a Grand Challenge approach. The Grand Challenges approach: addresses a problem that when solved will have a significant positive impact on society; is large in scale, ambitious in scope and multi-disciplinary; has a carefully developed goal and is relevant across varied disciplines and communities; and it requires convergence of disciplines, approaches, technologies, people and policies to arrive at solutions. Grand Challenges help define the direction the institution can go. This is something that is being launched at the best public universities in the country because it allows for more effective work across interdisciplinary lines to have a greater impact to citizens of the state. As the public, along with education of New Mexico's students, as the research Flagship University, it is UNM's job to help solve the problems of New Mexico. Students need to also be involved. Grand Challenges are important catalysts for large-scale, concerted interdisciplinary interactions, and so they enhance the competitive edge for federal funding for research, enhance student, staff and faculty success and morale, and magnify the prominence of UNM as a research institution. VP for Research, Gabriel López, and VP for Research, HSC, Richard Larson, are co-chairs of UNM's Research Grand Challenges Initiative. The timeline starts Fall 2018, with communication and solicitation of faculty proposals for grand challenge topics. Selection of proposals and development of plans will take place in the spring, with implementation set for Fall 2019. Announcement of the Grand Challenges will be made in the spring; investment in those challenges will also be addressed, looking at requests for support via the Budget Leadership Team, philanthropic support and other avenues on campus.

Regent Clifford thanked President Stokes for her report and inquired regarding public safety, about 911 calls made from someone on campus, and which law enforcement agency would receive the call and which would respond to those. He asked for clarification in a future discussion about on-campus and off-campus 911 calls.

Regent Clifford commented with regard to the research issue addressing issues critical to New Mexico, and he recommended UNM supporting the area of petroleum engineering be a part of the initiative. The petroleum industry is a critical component of the New Mexico economy, contributing over a third of the state's revenues.

Regent Brasher commented about the campus safety issue, and suggested with regard to UNM working with APD, Bernalillo County, and the State Police, to look at the radio systems to ensure there is interoperability so there can be direct communications. There has in the past been a problem with that at the city and county level. In addition to that, UNM should have the regular reporting from those different law enforcement agencies, ideally two-way reporting of information so to help solve some of the problems on campus. Regent Brasher thanked Dr. Stokes for a good report.

Regent Doughty thanked President Stokes and gave his support for everything she is doing. He agreed additional resources for UNM's police department should be a budget priority.

### Action Item: Board Proclamation Commemorating UNM-Gallup Branch Campus 50-Year Anniversary

Regent Doughty read the proposed proclamation, titled, A Proclamation by the Board of Regents of the University of New Mexico in Honor of the 50<sup>th</sup> Anniversary of the University of New Mexico – Gallup. [EXHIBIT A]

Dr. James Malm, CEO of UNM-Gallup, introduced himself and others from UNM-Gallup who were present: Dr. Shirley Heying, Asst. Professor of Anthropology and Dr. Tracy Lassiter, Asst. Professor of English, Faculty Assembly Representative to UNM Faculty Senate. Dr. Malm said: "We are honored to serve and continue to serve the students and communities of Western New Mexico, Zuni Pueblo, and The Great Navajo Nation. We are proud to ride for the UNM brand. We have 50 years of dusty trails behind us and many miles to go and a bright future ahead of us. Thank you for the recognition today."

Regent Lee thanked Dr. Malm and others for being at the meeting and thanked them for hosting the Regents in June when the Board held its monthly meeting on the Gallup Campus. She congratulated them on the work they are doing at UNM-Gallup.

**The motion to approve the Proclamation Commemorating UNM-Gallup Branch Campus 50-Year Anniversary passed unanimously (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Lee).**

## REGENT COMMITTEE REPORTS

### CONSENT DOCKET

Regent Doughty addressed the consent docket. There were no requests to remove the item for discussion.

1. Finance and Facilities Committee (F&F) Consent Items
  - a. Approval of Disposition of Surplus Property for Main Campus for September 2018

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

### AUDIT AND COMPLIANCE COMMITTEE

#### Meeting Summary Report, August 23, 2018 Meeting

Regent Tom Clifford addressed August 23, 2018 committee meeting summary that was provided in the agenda eBook. The committee also met on October 15, and at that meeting the members approved the draft of the financial statement audit. It will now go to the State Auditor's office before coming back to the Regents for final approval. Regent Clifford thanked the Internal Audit Department staff and Controller's Office staff and others on the HSC side who worked with Moss Adams and KPMG. There were a few findings, but a lot of progress has been made on findings from prior periods.

Regent Clifford added that Manu Patel, director of the Internal Audit Department, will be retiring at the end of the year. Mr. Patel has been a dedicated servant of this institution and has done an outstanding job.

### ACADEMIC/STUDENT AFFAIRS AND RESEARCH COMMITTEE

#### Summer 2018 Degree Candidates

Pamela Pyle, Faculty Senate President, presented the item. Total number of degree candidates are 816; of which 84 are doctoral, 282 Master's, 378 Bachelor's, and 72 Associate's.

**The motion to approve Summer 2018 Degree Candidates passed unanimously (1<sup>st</sup> Quillen; 2<sup>nd</sup> Hosmer).**

#### Honorary Degree Candidates

Karen Brown, Chair of the Honorary Degree Committee, confirmed she would present the candidate(s) to the Regents when they were ready to discuss the item. Regent Doughty confirmed that discussion of candidates would take place during closed session, and a vote would take place after closed session in open session. Candidates' names are to remain confidential until Regents' approval and prospective candidates have accepted the degree.

### HEALTH SCIENCES CENTER COMMITTEE

#### HSC Financial Update (information item)

Ava Lovell presented the item and referred to slides provided in the eBook. The financial numbers reflect activity are through the first two months of the fiscal year, ending August 31, 2018. Total net margin for all of the Health Sciences Center is about \$6.6 million, primarily due to up-front booking of fall semester tuition and fees. This compares favorably to last year which was right at \$6 million. The hospital net margin is at about break-even, at negative \$55K, and this is normal for this time of year. The HSC Research operation has a net margin of negative \$678K, primarily due to the Cost Share transfers having already been booked for the year. Overall, the Health Sciences Center is stable.

#### UNM Health Sciences Rio Rancho Campus Update (information item)

Chancellor Roth introduced Jamie Silva-Steele, CEO of the Sandoval Regional Medical Center (SRMC), and Director of the HSC Rio Rancho Campus, to present the item. Ms. Steele presented phases 1 & 2 of the development of the campus and

referred to slides that were provided in the eBook. Phase 1 included utilization of the already existing Building #1 (formerly UNM-West campus), and Ms. Steele discussed Phase 1 initial programs put in place in Building #1, in five parts including: 1) CNM/UNM, Community Health Worker Academy Training Site and Medical Assistant Career Ladder; 2) Main Campus Outreach Center for Pre-Health Professions and Pre-Health Gateway to Science Degrees Pre-Requisites; 3) College of Population Health NM TREE Center; 4) Department of Psychiatry/UNMMG Center of Excellence for Interdisciplinary Behavioral Health Care and Education; and 5) College of Nursing cohort Sandoval County Students, Bernalillo High School, Kellogg Foundation.

Phase 2 will be for the Centers of Excellence and Building #2, an estimated 57K GSF building with total project budget of \$20 million, that will house biology and chemistry labs, simulation labs, problem based learning classrooms, computer labs, and faculty offices. Ms. Steele discussed the Centers of Excellence, planned to be academic and clinical compliments to SRMC, including the Center of Excellence for Arthroplasty & Rehabilitation; Academic Teaching, Research and Laboratory classroom and lab space; Center of Excellence for Clinic for Arthroplasty; and Rehabilitation and Wound Care Services. Total budget for programs is estimated to be \$15.68 million. Ms. Steele discussed other potential aspects of the plan, including potential opportunities for public-private partnerships, transportation services, retail and support services, and housing and hotel services.

This was presented to the City of Rio Rancho governing body, and the HSC is working very closely with the city on next steps. The final plan will come back to the Regents and also to the city governing body with an amended MOU with the City of Rio Rancho for next steps on campus development.

Regent Clifford inquired specifics about the funding. There is a Rio Rancho City GRT specifically for higher education that has been in place since the campus was established; the fund has accumulated approximately \$20 million, which can be used to fund infrastructure needs for the campus. Regent Clifford expressed concern that there be coordination with the rest of UNM Main Campus, given decline in enrollment. Dr. Roth concurred the HSC has been working with the Provost, and the academic offerings at the Rio Rancho campus would not be undergraduate courses, but courses for health professionals.

Regent Brasher inquired about the City of Rio Rancho GRT fund, what specifically it could fund and whether \$20 million would be an adequate amount for such a project. He inquired also about the public-private piece. Private developers who would have interest to develop on the property, agreements would need to be established. Regent Brasher asked if the HSC and also the City of Rio Rancho would be amenable to other forms of funding mechanisms with other, private entities.

Regent Hosmer thanked F&F Chair, Regent Lee, for keeping the Regents informed on the financials of the HSC and asked for a report next month on the performance of the mission of the HSC, including hospital operation and research. Regent Lee concurred.

Regent Brasher commented the Behavioral Health piece of this is critical, along with the transportation piece, not only for the state but also for the city.

#### FINANCE AND FACILITIES COMMITTEE

##### Approval of FY18 Main, HSC, and Branch Campuses, Categorization of Reserves Report, Pursuant to UAP 7000

Norma Allen presented the item and referred to information made available in the agenda eBook. The presentation materials supplied in the eBook are updated after feedback received in Finance and Facilities Committee. The appendices supply additional information that was requested. Reserves provide liquidity to UNM and are a foundational element to the University's bond rating. The University uses reserves to mitigate unplanned budget reductions, adapt to changes and challenges, such as healthcare reform, enrollment reductions and invest in mission-critical initiatives. Reserves are non-recurring resources used as a bridge to avoid actions that damage our mission, such as un-planned layoffs, cuts in student or community services, or lapses in infrastructure maintenance. Cash reserves are necessary because research and clinical care are cost reimbursable and universities do not have access to unsecured commercial lines of credit to bridge timing gaps between collecting revenues and operating expenditures. Ms. Allen discussed the categorization of reserves process that occurs at fiscal year-end where colleges, departments, and divisions provide system input on respective reserve balances. Those balances are then reviewed at the appropriate VP Unit level, Academic Affairs, the budget office, and the Health Sciences Center. There are three categories of reserves: committed, are funds where a formal, legally binding obligation exists; dedicated, include funds with a clear, focused purpose and documented description that identifies the entity or individual initiating the dedication; and discretionary, include remaining reserves after accounting for all committed and dedicated funds. Last year, total reserves was \$821 million; this year, \$816 million. The year to year decrease of approximately 0.63% is driven primarily by the on-campus bond projects, PAIS and Johnson Center. For this year, \$706 million of reserves are committed, \$80 million dedicated, and \$29 million remain as discretionary. Ms. Allen presented details of each of the category balances.

Regent Clifford requested detail on the \$26.6 deficit balances. The appendices provide the details. Regent Clifford requested details that foot to the \$26.6 million.

**The motion to approve the FY18 Categorization of Reserves Report as presented passed with a unanimous vote in favor (1<sup>st</sup> Clifford; 2<sup>nd</sup> Brasher).**

Monthly Athletics Report on Revenue, Expenditures and Compliance (information item)

Rob Robinson presented an overview of the report that was presented in F&F Committee, referring to materials that were supplied in the agenda eBook. The report details activity through August 31. Schedule A offers a summary of the revenues and expenses; schedule B details budgeted expenses and year-to-date actuals by sports program. Thus far, year-to-date expenses are coming less than last year's. Next month's report will depict the first full quarter and will show ticket revenues through September for football and basketball.

AD Nunez commented about the Athletic Department's budget challenges and the continuing effort to be accountable and transparent. The University has been in consultation with the Title IX consultant and other Title IX experts, and the process to achieve financial stability and Title IX compliance is ongoing. As part of the ongoing process, there is continued collaborative work with main campus to address issues and questions that have been raised. AD Nunez addressed Test 1 of Title IX regarding proportionality and recent decisions to maintain proportionality along with continuing efforts to maximize women's scholarships. All of the information that has been reviewed, assessed and proposed, the documents are posted on the President's website.

Nicole Dopson presented a review of grant and aid the impact to the entire University regarding the sports reduction proposal. Although the Athletic Department proposal focused on the impact of the department, the overall impact of the University is minimal, if not an overall wash. First, the impact is approximately 25 students, and given the roster management plan, which does not add additional scholarship costs, the overall impact is less than a 10<sup>th</sup> of a percent to the total student headcount. For the majority of the impacted students who are receiving internal discounting, who are not full-paying students, the internal scholarships could be repurposed to attract new students to offset the overall net impact of the 25 students. In the financial calculations, one of the assumptions made was that these students were not going to continue to attend UNM, which has not been substantiated. The assumption students participating in the eliminated sports would no longer attend UNM versus another institution, is speculative, especially since the majority of these students are in-state or local students. UNM's tuition and fees are lower compared to its peers and the actual amount in-state students pay is even lower when tuition is subsidized by financial aid. There were assumptions made also regarding revenues exceeding costs, and although the University is not at full capacity, capacity does vary by college and department, and costs vary based on for example lower-division versus upper-division courses. It's important to note the average annual cost per UNM student is about \$15K, and ranges. The tuition that is collected for an in-state, resident tuition, is about \$7300, less than the average cost largely because of state appropriations and other subsidies. The majority of the 25 students that were impacted were resident students, so the costs exceed the revenues. Most importantly, the grant and aid savings in the proposal represents less than 25% of the total cost savings, so in total, the \$1.1 million of cost savings for the reduction of the sports, the grant and aid piece was about \$260K. Without including the cost-saving for the grant and aid subsidies, the University is still looking at a total net savings of about \$900K. This is assuming the impact was the 25 students and not bringing in additional students through repurposing internal scholarships and internal subsidies. Looking at the overall institutional impact, looking at a potential impact of 25 students, is minimal, if it is in fact 25 students. A document outlining the details of this assessment is posted on the President's website.

Regent Brasher thanked Ms. Dopson for the presentation and added that he hoped this presentation would answer some of the questions that have recently been raised. Regent Brasher requested the web address for accessing the documents on the President's website be made available and he thanks President Stokes for making those documents available: <http://president.unm.edu/documents/athletics/index.html>

Dr. Roth announced that in an effort to support Lobo Athletes, the Health Sciences Center would sponsor a tailgate at the next football game, supplying free food, tickets and t-shirts in hopes to fill the stands with a couple hundred people.

Update Regarding 2018-2019 Enrollment Data and Tuition and Fee Implications (information item)

Terry Babbitt presented the item and referred to updated material since the presentation in F&F Committee. The enrollment decrease that the University faces is about 1260 students below the target. The current 24,393 headcount is smaller than the 2006 enrollment. Looking at historical enrollment trends: there was a steep increase in headcount after 2008, during the recession when high unemployment rates were encountered; a leveling off during 2010 to 2012; and after 2012, there was steady decline, followed by a steeper decline this past year. Regent Clifford inquired what enrollment trends looked like 10 to 20 years before 2007. Dr. Babbitt responded it had been steady growth overall with cyclical ups and downs. Regent Clifford requested to see in the future the state's historical population growth numbers alongside the data. The tuition

impact for the 1260 enrollment shortfall is roughly \$7.6 million. For every 1% enrollment shortfall, there is an approximately \$1.4 million impact.

Dr. Babbitt discussed the enrollment action plan. The Comprehensive Enrollment Task Force will look at enrollment strategies that have been fairly successful in the past, but the environment has changed. The economy is more recovered and the value of a higher education has declined, thus making new strategies warranted. Development of a larger applicant pool is needed; in its prospect development methods the University had moved toward a fit-type applicant pool to impact retention, but a broader strategy is needed. The yield enhancement is where the work lies. In the enrollment funnel, there were enough applicants and admits normally needed to meet class requirements, but the matriculation rate was much lower for Fall of 2018 than in recent past years. The last point of the action plan is to re-engage stopouts. There is a strategy in place to prioritize getting students re-engaged so they will continue toward completion of their degree.

Regent Brasher inquired about the retention policy and at what point does the University take the initiative to contact students who may be at risk for retention. Dr. Babbitt discussed the pre-registration process and different communication plans to contact students. The schools and colleges and the respective advisors can also have access to those students and be involved.

Regent Quillen inquired if the on-campus living requirement impacted enrollment. Dr. Babbitt responded there was the initial estimate that it could have effected about 100 students, but responses to a survey so far showed the on-campus living requirement was not an issue.

Dr. Babbitt discussed student retention and the specialized retention plans for pre-entry through first semester students and those for students second semester through summer prior to their 3<sup>rd</sup> semester. Regent Brasher commented this is critical and inquired if this is part faculty training. Dr. Babbitt responded as a general rule the faculty are extremely engaged in the classroom. There is a central point for information about resources that faculty can point students to when they need assistance (students.unm.edu); the schools and colleges take it upon themselves to train faculty about resources available for students. Dr. Babbitt emphasized that retention of students is of more concern than recruitment; the institution is moving more toward proactive advising.

Dr. Babbitt discussed the attrition analysis and the models used to find out what are problem areas affecting student retention. Regent Clifford mentioned the importance of offering enough sections of the gateway classes so students don't fall behind just because they cannot get into a critical class. Dr. Babbitt discussed fill-rate or bottleneck analysis, using waiting lists, and reopening sections when needed. There are over 5500 sections of classes offered; some courses have 100% fill rate on first day of registration. Regent Clifford stressed there is missing data when not capturing the students who do not enroll because they see a class is already full. Interim Provost Wood responded the ideal number for a class fill rate is probably 99%, because with a class filled to 100%, one can assume there was at least one student who wanted to get in but couldn't. Chemistry faced some challenges this year with the loss of about 6 faculty members last year. Regent Clifford recommended another avenue be put in place whereby students can communicate their class needs after they have gone online and found all of the sections of a critical class are full.

Discussion on use of Reserves as Mitigation for Tuition Shortfall/Budget Adjustment Request (information item)

Interim Provost Wood presented the item and referred to slides updated from those provided in the eBook. He spoke about two areas that affect the Academic Mission: 1) how the institution mitigates budget shortfalls, and 2) the faculty compensation picture, which would be covered in the following agenda item. The financial impact of the enrollment shortfall in Fall 2018 is approximately \$9.7 million, this includes the unrealized revenue from both tuition and student fees. If passed directly on to funded units, this would equate to nearly 6% cuts for I&G-funded budgets and approximately 12% cuts to student fee-driven budgets. The fee-funded bond payments must be protected. In many academic units, 90-95% of budget is committed to staff, faculty, and student salaries. Regent Brasher asked if some departments are at the point where they cannot provide the necessary service, and if so would the University look at finding other ways to provide the service and eliminating the department? Interim Provost responded that many are cut to the bone, and some to the marrow. Utilizing shared services is one way to address financial issues. As a need to mitigate cuts, the following principles are driving discussions: the need to absorb revenue shortfalls while minimizing damage to the academic mission; further across-the-board cuts risk serious damage since they would come on top of past cuts; approach decision with a combination of prudent fiscal planning, strategic decision-making and consideration of a mix of immediate strategic cuts plus cushioning via use of reserves. What the principles might imply for decision-making has been discussed in a variety of venues, including the Budget Leadership Team, Deans Council, Central administration meetings, Student Affairs, and at faculty meetings.

Regent Brasher brought up adjunct professors and how one with whom he spoke described herself as a migrant worker. There was a discussion on the issue of adjunct professor around the country.

Interim Provost Wood addressed a funding model that utilizes \$3.0 million of reserves, additional to the budget, to mitigate budget shortfalls. In the model, units not directly engaged in the academic mission would absorb higher cuts and units directly engaged in the academic mission would absorb lower cuts.

Regent Clifford requested the Student Aid piece be broken out as a separate line item, and it would be helpful to see if UNM can hold that piece harmless through the process. Regent Clifford also asked to see through F&F Committee, why the student aid saw a significant drop last year.

Dr. Wood addressed the current status with administration now working on a plan for the best mix of budget rescissions and use of reserves while preserving the principle of protecting student learning, student support, student success, and the research mission. The ability for UNM to invest in strategic new initiatives also needs to be protected. Regent Hosmer recommended regarding making strategic decisions, starting with the current strategic plan; it is not a bad place to start. Provost Wood agreed.

#### Faculty Salary/Retention Update (information item)

Interim Provost Wood presented the item, addressing faculty salary and retention issues, referring to slides slightly updated from those provided in the eBook. Staff compensation will be addressed in the future, as staff play a central role in all dimensions of the academic mission. The State of New Mexico supports higher education truly generously, and that support is spread out amongst 30+ institutions of higher education across the state. The challenge is sustaining a modern research university given that supporting a research mission is more expensive than other aspects of higher ed. Dr. Wood presented main campus data on faculty and added the data is a very rough diagnostic tool for getting an idea of how the University compares to its peers and with those Universities with which UNM competes for faculty. Oftentimes guiding principles and mandates come from above, but ultimate decisions on faculty salaries are always decentralized and left to departments and colleges, with some checks for accountability. Over the last 8-10 years, there have been three rounds of salary adjustments, driven by in depth econometric analyses funded by the University. Dr. Wood showed trends on faculty counts across main campus. President Stokes spoke about the drop in number of assistant professors over the last five years. Faculty counts need to be looked at in light of enrollment trends. Dr. Wood discussed three comparison groups, including CUPA, iPEDS, and AAUP, and faculty salary shortfalls below 25<sup>th</sup> percentile and the median of CUPA data. Annual systematic faculty review mechanisms are in place.

Regent Clifford asked what the total faculty payroll is now. It is roughly \$100 million for main campus for about 1,000 faculty on main campus.

UNM's academic mission is not just teaching, but teaching is one crucial component. Research and creative works are also crucial, for the state, the economy and the future, and research and creative work are dependent on a critical mass of faculty. Dr. Wood discussed trends of the ratio of total faculty to student credit hours, which has trended higher since 2011, but is lower than prior to 2009. Dr. Wood discussed UNM's peer institutions, and the other R1 research institution in the region, and outlined preliminary faculty salary comparisons based on iPEDS and AAUP data. He stressed salary decision should reward excellence, counteract any evidence of inequity, assure in place systems do not regenerate inequities and salaries are assessed vis-à-vis national discipline-specific labor markets. The focus here is how compensation helps UNM advance its full academic mission.

Regent Clifford reiterated the comparison of averages is not very helpful; a lot more analysis needs to go into this, for example cost of living data.

#### PUBLIC COMMENT

Garrett Rothstein, Bird Rides Inc., promoted the mobile based-app electric sharing scooter company, fully dock less, and headquartered out of Los Angeles, CA.

Juan J. Carzallas, a concerned citizen, spoke about the Three Peoples Murals at Zimmerman Library. These murals finished in 1939 represent the three primary ethnicities of New Mexico at the time of the commission. They are not, as some might argue a homage to white supremacy. This can easily be seen in the last of the four murals, with all three ethnicities displayed of equal size, shaking hands. Regarding professions, Adam's work was a reflection of what existed at the time. Professor Thomas Pierce felt Adams realistically and honorably represented New Mexico's primary ethnicities for their contributions to the states culture. Quoting university policies regarding freedom of academic inquiry, freedom of expression as indispensable elements of a university, and UNM does not attempt to shield people from ideas they may find unwelcome, disagreeable or offensive, Mr. Carasales asked the Regents to keep the murals as they are.

Greg Williams, Alum, UNM School of Law; Immediate Past President, Board of Directors, NM Foundation for Open Government, responded to the presentation made earlier by the Athletic Department in regard to some of the financial and Title IX issues related to cuts in the Athletic Department. It was the first acknowledgment by the Department that there may



have been a significant error in the report that was provided to the Regents as to the cost savings from this plan. An analysis of these cuts sent to the Board and prepared by an economist who specializes in this area came to the conclusion the actual error was in the neighborhood of \$800K. Mr. Williams said the financial issue has not been fully addressed, as well as the Title IX issue. He asked the Regents to continue to ask questions, to hire an independent person with expertise in financial areas, and hire an independent auditor to look at Title IX.

#### ADVISORS' COMMENTS

Steve Borbas, President, Retiree Association, spoke about the active and organized Association that is involved locally, nationally, and internationally and about valuable retiree experience and the benefits to the University from retiree involvement in the areas of teaching, mentoring, research and advisement. The Association's Board is made up of 15 dedicated individuals; members are ex-professors, deans, ex-presidents, ex-administrators and staff members. Dr. Borbas discussed the 5 committees and the areas and activities of the Association's involvement in Santa Fe, Albuquerque, and at the University.

Rob Burford, President, Staff Council, commented on recent campus safety issues. President Stokes and the Chief of Police have been working hard to address campus safety, and all of UNM can help with campus safety by being aware and reporting suspicious activity. On respectful campus, Mr. Burford reminded the importance of having proper discourse and a respectful attitude toward others who may have differing views. Outstanding Supervisor Awards will be happening in the SUB later in the day; three great supervisors have been selected out of over 90 nominations. The Gerald May nominations are due at the end of the week; this is for outstanding staff members at UNM.

Pamela Pyle, President, Faculty Senate, announced the launch of the Academics Within Borders bus project. This idea came about four years ago as a means to promote UNM as an intellectual, cultural and social resource for its communities. The first destination will be the City of Farmington; the UNM Foundation is involved, along with the local chamber and others, and representatives from several colleges will participate to ascertain areas where UNM can help; students will do the follow-up. President Pyle mentioned the Faculty Focus event in September during the President's 200-days celebration week. The search firm for the Provost search will attend the next Faculty Senate meeting to solicit faculty's input. President Pyle closed with reference to the recent Faculty Senate Statement that was voted unanimously by the Senate to send to the ABQ Journal. The faculty are committed to working together to build an inclusive and non-hostile working environment at UNM. Faculty welcome spirited discourse and a true exchange of ideas in an environment that recognizes all and each has to contribute to the betterment of UNM. Ms. Pyle requested the statement be included in the formal record for the meeting. [EXHIBIT B]

Becka Myers, ASUNM President, gave an update: October's topic of focus is on wellness. Students are working with the Women's Resource Center to reach students facing housing and food insecurities. Recent events include Homecoming and the Silent Lights which had over 2,000 students attending in the new Smith Plaza. ASUNM is working with men's basketball to enhance student engagement and is getting input from students on capital outlay proposals. Ms. Myers commented on the recent student regent application process and thanked Student Regent Adcock for participating in a recent information session. The Student Fee Review Process is also underway. ASUNM is addressing its role in creating a positive narrative about why students are proud to be Lobos, promoting the commitment to diversity and listening to the student voice.

Regent Brasher commented that as the newest Regent on the board, he wanted to repeat what he had heard other Regents say, how impressed and appreciative they are of the Staff, the Students, and the Faculty at the University.

#### Vote to Close the Meeting and Proceed in Executive Session

Regent Doughty noted the Regents' closed session agenda and asked for a motion to close the meeting and clarified 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 Hosmer-yes; Regent Adcock-yes; Regent Quillen-yes; Regent Lee-yes; Regent Clifford-yes; Regent Brasher-yes; Regent Doughty-yes vote also. Motion to close the meeting passed. The meeting closed at 12:15 PM.

●Regent Doughty left the meeting at 12:30 PM, before closed session discussions.

#### Executive Session agenda:

1. Honorary Degree Candidates – discussion
2. Discussion and determination where appropriate of potential purchase, acquisition, or disposal of real property, as permitted by Section 10-15-1.H(8), NMSA (1978)
3. Discussion, and determination where appropriate, of threatened or pending litigation as permitted by Section 10-15-1.H(7), NMSA (1978)
4. Discussion of "limited personnel matters" as defined in and permitted by Section 10-15-1.H(2), NMSA (1978)
  - a. Discussion of Goals and Metrics for the University President, Garnett Stokes, Ph.D.

5. 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

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, as follows:

Regent Lee asked for a motion to re-open the meeting; Regent Hosmer motioned; Student Regent Adcock seconded; all were in favor; motion passed. The meeting re-opened at 1:22 PM; the doors to the Cherry Silver Room were opened.

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

- a) Final action on Honorary Degree Candidate(s) (to maintain confidentiality, the vote was on "Candidate A" and "Candidate B");

**Regarding Candidate A:**

Regent Hosmer motioned approval to award the Honorary Degree to Candidate A; Regent Clifford seconded; all were in favor, with Regents Quillen, Adcock, Brasher, Hosmer, Clifford, and Lee voting in favor; motion passed.

**Regarding Candidate B:**

Regent Hosmer motioned approval to award the Honorary Degree to Candidate B; Regent Quillen seconded; the vote was 2-4-0, with Regents Quillen and Hosmer voting in favor and Regents Lee, Clifford, Adcock, and Brasher voting no; motion did not pass.

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

The motion to approve the Goals and Metrics for the University President, Garnett S. Stokes passed with a unanimous vote of 6-0-0 with Regents Hosmer, Brasher, Quillen, Lee, Clifford, and Lee voting in favor (1<sup>st</sup> Hosmer; 2<sup>nd</sup> Adcock).

- c) Action on UNM Hospital addendum to the agreement with Huron Consulting.

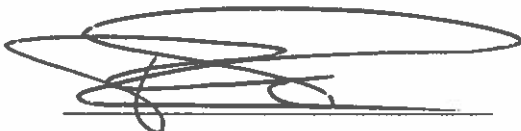
The motion to approve the UNM Hospital addendum to the agreement with Huron Consulting passed with a unanimous vote of 6-0-0 with Regents Clifford, Adcock, Brasher, Hosmer, Lee, and Quillen voting in favor (1<sup>st</sup> Adcock; 2<sup>nd</sup> Quillen).

ADJOURN

There being no further business, Regent Lee asked for a motion to adjourn; Regent Brasher motioned; Regent Hosmer seconded; motion passed unanimously; the meeting adjourned at 1:24 PM.

Approved:

Attest:



Robert M. Doughty III, President



Tom Clifford, Secretary/Treasurer

# EXHIBIT A

Exhibit to the minutes of the Oct. 16 2018 Board of Regents



## *A Proclamation by the Board of Regents of the University of New Mexico in Honor of the 50<sup>th</sup> Anniversary of the University of New Mexico – Gallup*

*Whereas*, The University of New Mexico – Gallup (UNM-Gallup) was established as a branch campus of The University of New Mexico in 1968 in response to community desire for a local college; and

*Whereas*, The University of New Mexico-Gallup, the largest of the four UNM branch campuses, serves approximately 2,200 students annually and tens of thousands throughout its history; and

*Whereas*, Ninety-four percent of UNM-Gallup students identify as American Indian, multiethnic, or a racial minority; and

*Whereas*, UNM-Gallup is a comprehensive career technical and transfer institution that offers certificates in 16 disciplines and Associate's degrees in 18 programs, and also offers diverse programs designed to meet the needs of the local population, including:

- Center for Career and Technical Education – which draws students from local high schools to enroll in high school and college classes in a variety of career and technical education areas;
- Adult Education Center – which provides instruction in high school equivalency preparation, basic skills and English as a second language;
- Workforce Development programs – which provide professionally designed classes in response to industry and community needs;

*Whereas*, UNM-Gallup strongly embraces its mission of preparing people to achieve their educational and professional goals in a context of respect for the traditions and values of the many groups it serves; and

*Whereas*, UNM-Gallup offers affordable higher educational opportunities to all students with an emphasis on open access to associate's degrees, certificates, adult education, dual and concurrent high school opportunities and lifelong learning options; and

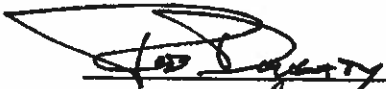
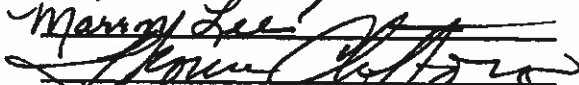

*Whereas*, the college has a strong plan of service for the next 50 years;




*Now therefore*, we the Regents of the University of New Mexico hereby recognize the fifty-year progress of the campus as a symbol of opportunity and achievement in higher education in this important community in the State of New Mexico.

*Further*, we do hereby recognize the long-time commitment to UNM-Gallup's success by McKinley County, its residents, and the leadership of the Navajo Nation, Zuni Pueblo, and other tribal entities; and hereby express our on-going support for branch/main campus collaborations that will further the mission of both linked institutions.

ADOPTED AND APPROVED this 16th day of October, 2018.

The Regents of the University of New Mexico

  
\_\_\_\_\_  
Mary Lee  
  
\_\_\_\_\_  
  
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\_\_\_\_\_  
Michael [unclear]  
  
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# EXHIBIT B

Exhibit to the minutes of the Oct.16 2018 Board of Regents



## FACULTY SENATE

October 16, 2018

To: UNM Board of Regents Members

From: UNM Faculty Senate presented by Faculty Senate President Pamela V. Pyle *PVP*

RE: September 11, 2018 Board of Regents Meeting

In our most recent Board of Regents meeting we witnessed an unacceptable breach of professional decorum that we feel must be addressed.

Our institution's commitment to shared governance hinges upon respectful and professional communications between the Regents and duly elected representatives of the UNM faculty. As a Faculty we assume that the Board of Regents, as well as the upper administration of our University, will join us in condemning demeaning personal attacks in communications on campus in general, but especially at our Board of Regents meetings - public meetings where our leaders must be cognizant of the responsibilities entrusted to them as public servants, administrators, and teachers, not only within our academic community but as models for the citizens of our State.

On Tuesday, September 11, 2018, a particularly unfortunate exchange took place between the President of the UNM Faculty Senate Professor Pamela Pyle and Regent Thomas Clifford. During this heated public exchange, Regent Clifford claimed that the Faculty Senate President had acted cowardly for not making any public statements in support of the Regents' decisions regarding cutting certain athletic programs. Since the Faculty Senate was not included in the budget making decision process for athletics, this accusation is completely unfounded. While we must expect spirited discourse, as professionals we cannot allow matters to devolve to the point where any of us feel empowered to levy personal attacks.

We hasten to add that this concerning behavior is not reserved exclusively to communications between individual members of the Board of Regents and Faculty representatives. We have observed an alarming display of disregard for members of our Legislature, student body, and community, who themselves have voiced concerns about the dismissive rhetoric and condescending tone of this Board of Regents when its decisions have been questioned publicly. This discord is reflective of the fact that many crucial decisions are made prior to sincere consultation with all pertinent stakeholders.

The Faculty Senate condemns this verbal attack and would hope that at its first convenience, the Board of Regents would offer a formal statement regarding their commitment to shared governance and their efforts to build an inclusive and non-hostile work environment here at the University of New Mexico.