

University of New Mexico

**Chronological Review of
University-Wide Communications
Related to New Divisions
&
Vice President Positions**

Contents:

- Chronological Review
- Timeline Matrix of Vice President Hires
- State of New Mexico General Fund Financial Summary
- Appendix Containing Related Communications

February 13, 2009

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December 2006 State of New Mexico Reserves: \$751.2 Million (13.1% of current year appropriations)

February 13, 2007

President Schmidly visits campus for interview forums:

Regent's interview (transcript attached with noted sections flagged)

- Page 1, question regarding how to balance access with excellence, "Manage enrollment. Build a freshman class that is as diverse as you can get."
- Page 3, question regarding improving representation of women and minorities, "I created a division of institutional diversity to address..." , "Now is the time to change and improve diversity".
- Page 5, question regarding maximizing efficiency and effectiveness of administrative processes, "Have a VP for enrollment management."
- Page 7, question regarding how involved will be in day-to-day operation of Athletics, "My athletic director is also called the Vice President."

July 2007 State of New Mexico Reserves: \$730.3 Million (12.9% of current year appropriations)

July 16, 2007

Two UNM Today on-line articles: (document attached)

- *"Martinez-Purson Named New Interim Vice President for Institutional Diversity."*
- *"Babbitt Appointed Interim Vice President for Enrollment."*

July 30, 2007

President Schmidly's Monday Morning Message (document attached)

- Message contains the establishment of the Division of Enrollment Management, the appointment of Terry Babbitt as Interim Vice President of the new division, and the appointment of Rita Martinez-Purson as Interim Vice President of Institutional Diversity.

August 14, 2007

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Page 6 section **“Regents’ Goals and Evaluation Criteria for President Schmidly,
Regent Koch.”** (document attached with noted section flagged)

- Outlines the President's Goals for his first year in office and motion to approve the goals.

“UNM President’s Report – A Report to the University of New Mexico Board of Regents from the Office of the President” available in hard copy and on the President’s website. (document attached with noted section flagged)

- Page 1, column 1, paragraph 3 – “Message from David J. Schmidly”, outlines the steps that have already been taken to support student success through the new division of enrollment management and the establishment of a new office of institutional diversity that will provide strategic leadership in initiatives related to increasing and maintaining diversity within the university system.
- Page 2, column 2 – Article “Interim VPs for new divisions named”, article announces the establishment of the division of enrollment management and office of institutional diversity and names Terry Babbitt and Rita Martinez-Purson as interim VP’s in the new divisions.

UNM in the 21st Century – A New President’s Vision published and posted to President’s website. Within this document are the following passages: (document attached with noted section flagged)

- Page 11, paragraph 3 – “To ensure success in the important challenge, we will form a Division of Enrollment Management and Student Success under the direction of a Vice President. This division will take the lead in developing an enrollment plan that is consistent with our overall institutional strategy, and the core of that plan will be to improve retention and graduation rates.”
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UNM Today on-line article “Visions, Goals to be Found on President’s Web Site”. (document attached)

- This article announces that the President has posted several key documents on his website for easy access and viewing to bring more open lines of communication and bring more transparency to the operations of the University of New Mexico. The documents referred to in this article include “UNM in the 21st Center A New President’s Vision”, the goals and major milestones set for the President by the Board of Regents, and the President’s Report to the Board of Regents. The last paragraph of this article notes “President Schmidly urges university stakeholders to review each of these documents and offer suggestions via e-mail.”

President Schmidly’s Monday Morning Message – August 20, 2007 (document attached with noted section framed with highlighter).

- Paragraphs 2 and 3 – in this message President Schmidly announces the publication two documents, “UNM in the 21st Century – A New Presidents Vision” and the “goals and major milestones” set for the first year. The Article notes that these two documents can be located on the President’s website and provides a link to the website.

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“UNM Accomplishments President David J. Schmidly’s Report to the Board of Regents” is released in hard copy at the Board of Regents Meeting and made available on the President’s website. (document attached with noted section highlighted)

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- A pie chart graphic showing the progress on the Regents' goals as of October 31, 2007.

Following the report this report to the Board of Regents, the Key Indicators dashboard and pie chart was made available for viewing on the President's web site.

December 2007 State of New Mexico Reserves: \$588.2 Million (10.4% of current year appropriations)

December 17, 2007

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- Paragraph 3 contains the following passages: "...we have commenced a regional search for a Vice President for Rio Rancho Operations and Branch Academic Affairs.", "...intent is to have someone chosen by mid-February."

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- Message reminds everyone about the live webcast on April 8th and provides a link for logistical details of logging in to the webcast.
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- Article announces the launch of the initiative “that will set the course for the university for the next several years” and notes the strategic framework and “Four Strands of Priority”. Article also announces a town hall meeting on May 1 that will highlight various departmental plans to carry forth the mission of the university.

April 8, 2008

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- Pages 2, 3, 4, 5 of the meeting meetings relate to the Regents evaluation of President Schmidly's first year as President. The document outlines the process last year for setting the Presidents' goals with a timeline and that goals for year two are being set and will be released.

July 2008 Estimated State of New Mexico Reserves: \$1.008 Billion (16.7% of current year appropriations)

August 12, 2008

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- Page 3 shows the discussion and adoption of the Regents' Goals for year two. Motion to unanimously approve the President's Goals for the coming year was approved.

October 2008 Estimated State of New Mexico Reserves: \$403.1 Million (6.7% of current year appropriations)

December 2008 Estimated State of New Mexico Reserves: \$218.2 Million (3.6% of current year appropriations)

(Dollars in Millions)

December 2006
July 2007
December 2007
July 2008
October 2008
December 2008

Information is from Consensus Forecast which is provided by DFA and LFC

(Provided by Eileen Sanchez – Division of Human Resources – 2/12/09)

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	VP Rio Rancho	VP Institutional	VP Enrollment	EVP Provost
Position	December 2007	November 2007	November 2007	September 2007
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David Schmidly **Regents' Questions for Presidential Candidates**

Mission Questions

UNM's has a four-pronged mission of teaching, research, public service and patient care. How would you motivate staff and faculty to embrace this mission and move it forward?

Mission is what you do. UNM's is the same mission as OSU. Got to link mission with the vision. Got to start from the top, to get people excited about what you want to be. Then must put the two pieces together. The vision gets me excited, what UNM could be. Book called The Rise of American Research Universities, was written a few years ago, the late 90s. UNM is on the list of rising research universities as among the top 30 in the U.S., along with some heavy hitters. UNM is the only one on the list that is a minority-serving institution. This is exciting, as a place from which to build a vision.

I have a one-page vision graph. I can take that piece of paper and interact with legislators, faculty, donors, etc.

Executive leadership team has to be part of this and sign on to the vision and mission. Then comes the strategic plan. The UNM strategic plan, currently, is way too verbose and fails to measure anything. Fails to talk about how much money it will take.

The Board has to be involved and buy into the vision and mission, then the president takes it down to others.

I would like to see UNM get into the AAU. We could be the first minority serving institution in the AAU.

I want to set a real high tone of ambition. Then go get it.

How would you balance access with excellence, specifically as they relate to increasing retention graduation and retention rates, as well as making sure that the opportunity to be a student at UNM is open to as many students as possible?

That fits into the plan. But there are two other things: One is affordability. The other is student success. The four aspects are affordability, access, excellence, student success.

Excellence means research, student quality, scholarly reputation, and diversity.

How do you do that? Manage enrollment. Build a freshman class that is as diverse as you can get. I have no problem with open access as long as we are working on student success. Need to recruit good students. Start early, in 9th or 10th grade, early enough to influence what they take in high school.

Almost hit 25 ACT average at OSU. Have taken the position that if your test scores say you can't succeed we are going to help. We put a community college right on campus. Academically at-risk students can live on campus, be an OSU student, but take first 24 hours at the community college. With GPA of 2.0 or higher, can become OSU students.

I am taken by UNM's outreach centers (branches). Could perhaps use these in the summer to help students. Need a branch in eastern NM. There is money there, and a community college.

I am a product of open access. Neither parent educated. I got some breaks and made something of myself.

Wrong to take kids in and not do everything you can to help them succeed.

Have to hold people accountable. Create a ledger system, a report card to measure people, at each college. Have accountability in the system. Tie resources to where people are having success in these objectives.

Leadership Questions

Describe your model of leadership. How do you put together and utilize your leadership team? How do you delegate authority and accountability?

I teach a leadership class. 25k books have been published on leadership. Kind of like beauty, you know it when you see it, but hard to describe.

The leader's job is to: Positively influence people and situations to create value and change. This is the president's job, not to be an administrator. Build coalitions, trust and knowing how to use language.

I have put together a very good leadership team everywhere I have been. A combination of people who have been around. Had lunch with David Harris. You need people like that who have been around. Also need new blood. Need to diversify the leadership team at UNM. I am a big believer in delegating accountability and authority.

They need to be good listeners and communicators to work well with me. Need to be loyal to a team. I have a little phrase I use: POISE: Passion, Opportunistic, Innovative, Solution Oriented, E = ?

I never give across the board raises to the leaders.

UNM has three executive vice presidents, including the provost, chief financial officer, and executive vice president of the Health Sciences Center. Describe the ideal characteristics of each and how you would plan to successfully work together as a leadership team?

I just described the ideal characteristics.

Org chart – a couple of things struck me. You never give the new man the chart, and say, “Here’s the organizational chart.”

Ought to see some relationship to big-picture objectives. Should see someone responsible for diversity. I don’t see it when I look at the chart.

I have no problem with the title executive vice president. I like one person with title of senior so that when I am not on campus, that person is in charge. I was impressed with my lunch with David Harris.

Describe how you would interact with the Board of Regents. What would be your expectations of them, and what should they expect of you?

I realize you are my bosses. I pride myself on communicating openly and honestly. I don’t like people to be surprised. I make a strong pledge to you that that won’t happen under my watch. I have good judgment on what you need to be informed on.

For every board meeting, I have a Regents’ Newsletter, sent out when they get the board letter.

I expect the board to trust me until I prove I can’t do the job. There is such a need for this president to be successful. Need some stability. Need longevity and leadership. Need someone that you trust. If you hire me I have to prove my worthiness.

I’ve been doing this a long time. I know what to do. I’m not coming here to fail. Needs to be a trusting relationship. Board needs to let me know immediately if I do something wrong. Can’t fix what you don’t know.

If I think the Board has embarked on something not good for UNM, I want to be able to tell you, respectfully. This is about UNM, not Dave Schmidly.

How would you work to improve the representation and women and minorities in faculty and high-level administrative positions?

This is the one area I’m really proud of. Women and minorities are in major leadership roles in both Universities I have led.

Key factor is who do you hold accountable for these hires. Everyone needs to be held accountable.

Two female VPs, one Latino, one African American. Have increased numbers and percentages. 19.1% of faculty hires have been women.
(Gave some Texas Tech statistics, as well.)

OSU was really challenged. I created a division of institutional diversity to address the culture thing. Did “Now is the Time” to make change and improve diversity. In the midst of completing a self-study. Seeing some big changes.

African American students gave me an award last year.

At the University of New Mexico Academic Deans are evaluated by their faculty. Several of them scored below fifty percent approval rating. The faculty of one college took a vote of no confidence in their Dean. How would you handle a faculty's vote of no confidence in an academic Dean?

Dean is the most challenging job on a university campus. Where the rubber meets the road. Can't be a popularity contest. Sometimes Deans need to be agents of change. I have seen Deans who insist on following policies. Have to evaluate the Dean on more than on a vote. The provost has to evaluate the Dean. I say, if you've got a problem with a Dean, tell me. Let me handle it and get back to you. Can be a problem if individual Regents get down into the problem to try to solve it. I hate to see Regents get into this.

I would sit down with the Provost to find out why. If legitimate reason, I would ask for provost recommendation. If I agree, then we would make a change. If not, I would sit down with the faculty and be honest and straight up.

How would you lead faculty and staff to create a more customer-focused environment?

Starts at the top. My office will be the most friendly office on campus. I practice management by walking around. I tell everyone on my leadership team that you are accountable for creating a customer-friendly environment.

Universities should be student centered. Faculty don't like to be told they deal with "customers." We wouldn't be here without the students; they need to be treated with respect.

In your role as President how would you move UNM to a premiere Research Institution?

I have been a VP for research. UNM is already pretty good, on the cusp of really breaking through. Doing well in typical granting agencies. Funding climate is getting tighter. Diversification of funding sources will become more important. Private foundations. Industry partnerships.

Gotta have the toys to play in the game. Facilities and infrastructure, state of the art. Lambda rail, cyber-infrastructure.

Bottom line is, there is no substitute for the very best faculty. Work on hiring and retaining good faculty. Hire stars. Also be as multidisciplinary as possible.

People create centers and institutes. These can work or fail. U of Utah has gone to the next level. Building interdisciplinary science buildings, assigned to teams. Doing cluster hires.

Centers of excellence are a good thing. Important to have some depth.

Get social science and humanities engaged in research; they typically are not.
Could really grow research. Many opportunities with labs and Mesa del Sol.

Finance Questions

UNM receives 18% of its total operations resources through legislative appropriations. The remainder, 82%, must be raised through numerous and diverse sources. UNM owns significant lands including areas along Central Avenue, Lomas Boulevard, I-25, and Mesa del Sol. What is the best way to commercially develop these lands for new revenue generation while preserving the academic mission of the University?

Got to be entrepreneurial. Mesa del Sol is the wave of the future.

Businesses and University autocracies are different entities.

Established the center for economic development as a 501C3. It can do deals. Has to manage its risk. I am the head of this. Could do this for Mesa del Sol.

Rural Oklahoma is hurting, we created a million dollar fund to lend money.

In a large institution with an annual budget approaching \$1.7 billion and 22,000 employees, one means of achieving operational economy and better management control is to maximize the efficiency and effectiveness of all of the administrative processes by reducing unnecessary redundancies in the system. At UNM, we define “administrative processes” as those functions such as finance, facilities and real estate management, risk management, security, human resources, and IT. What is your opinion on consolidation of these administrative functions.

I discussed this with David Harris. Like that he got rid of redundancies. Every VP needs to look at their own organizations. I reallocate 2% of the budget every year. This gets people thinking seriously about what they really need.

Had good success with technology. Have a VP for enrollment management. Now scan information with new technology. Retrained people to do things of higher priority. Have improved productivity and efficiency.

I bet this campus is lit up like a Christmas tree at night. We need to look at this.

VP for finance and admin has to lead the way. Consolidation was very successful, especially since Harris accomplished this without people killing each other. He is a very talented individual.

Health Sciences Questions

The Health Sciences Center represents roughly half of all of the University's financial (850 million) and faculty activity. What is your experience with academic health sciences centers or health professional schools?

Wasn't in charge at Texas Tech, but picked up a lot.

When I went to OSU, there was an osteopathic medical school. In bad shape. I cleaned house and brought in top leadership. Called the new person "President." He hired top-notch business people.

I don't know all the ins and outs of this medical stuff. I won't pretend I do. My role at OSU was to get the finances in order. Raised salaries, hired better faculty. Has improved.

What do you think are the greatest challenges facing academic health sciences centers and how would you address them?

Finances, the economic viability and how to make it work.

Access. Quality. Will be driven heavily by technology, medical informatics, using IPODS to track medical things.

What role do you believe a teaching hospital plays within a state University? How does that role support the School of Medicine?

The learning laboratory for students, graduate medical residents. Supports every aspect of the school of medicine.

How can a teaching hospital reconcile its public mission with its academic mission?

Education piece adds to the cost, and that can be challenging. Have not experienced the uncompensated care issue. I asked David Harris. He felt like it was manageable, and how he has very careful control. You are very fortunate to have someone who understands it so well. You can go broke, if not careful.

Athletics Questions

Given the NCAA's increased emphasis on academic performance of student-athletes (Academic Progress Rate, Graduate Success Rate) and UNM's relatively poor performance in these recently released statistics, what should UNM be doing to improve the retention and graduation rates of student-athletes?

Got pretty good facilities at UNM. I was impressed. Would be nice to improve them more.

Have to get on top of academic performance issue. Has to be addressed by coaches. Be more careful with recruiting. Having said that, have you seen the playbook? A kid that knows it should be able to succeed in school.

I go in the locker rooms after games, and I know what coaches are saying. The academic piece reports to the provost, to make sure he has accountability. Graduation of football team is greater than the overall university at OSU. Have named academic captains.

Take it serious, start with the president, hold people accountable.

With the intense media attention and public focus on athletics, how involved will you be in the day-to-day operations of athletics? Additionally, how/where do you see athletics fitting into your organizational structure?

Everybody raves about Paul Krebs. My athletic director is also called the Vice President of Athletics, to make him comparable, and to make sure he is a member of the team. No islandization of athletics.

Compliance reports to me. I've never had a major NCAA violation, and I'll go to my grave saying that. I meet with my coaches every year and tell them we won't cheat.

I will think about this additional title; AD reports directly to me.
I help recruit, I help manage the players. I love athletics.

With the increase in coaches, salaries, escalating budgets, and the so called "athletics facilities arms race", how do non-BCS schools like UNM successfully compete with schools from the BCS conferences?

It's being done. Boise State, U of Utah. Have to be tenacious.

It's not all about money. It's a little harder. I think we can build a better program here than in Stillwater. Can pack the stadium. If the team gets good, you can adjust the ticket prices.

Requires that coaches are good at evaluating the talent.

Need to continue to upgrade the athletics facilities at UNM.

Don't want athletics to be the tail wagging the dog. Students need to graduate, behave themselves, don't cheat.

Fundraising Question

What has been your role in large capital campaigns? Give an example of a time when you really enjoyed asking for money and were really successful in doing so?

\$500 million campaign at Texas Tech; I was involved, but was led by the chancellor. Led the \$25 million effort to endow the college of business. Then Gerry gave money for golf course.

At OSU - Boone Pickens gift was led by the athletic director. I argued the whole gift shouldn't go to athletics. Now worth \$240 million.

\$9 million gift to name the advanced technology building. (Told stories about other athletics-related donations.) Reynolds foundation gave \$15 million, due to the clear vision.

As a sitting President, what was the amount of your annual giving campaign last year and what role did you play?

\$146 million last year. Has increased the past three years.

\$300 million endowment, not including athletics. There is about \$250 million there.

I produce "The Insider" newsletter for top 150 donors. I have a clearance system to prioritize big donor prospects for certain purposes.

I am interested that UNM is starting a capital campaign. I like raising money. There is no telling what prospects we will turn up. I'll be shocked if we can't raise money.

I'd spend 50% of my time on a serious campaign. Have to have an executive team you can trust. People like David Harris. I'm assuming he's a loyal kind of guy who you can count on to run this place

Contract Expectations

What should the term of the contract be?

4 to 5 years. UNM needs stability. Not looking to retire. Maybe in five to seven years.

What amount of total compensation would you expect to receive (base salary, differed compensation and any other perks or supplemental compensation?)

Need in the neighborhood of what I have now, and not make a move for less. I've achieved enough in my career that I shouldn't have to do that.

The contract would provide for an annual review and evaluation of your performance by the Board of Regents. What evaluation processes and criteria should be set out in the contract?

I believe in evaluation. Hope we would agree on some broad categories, and then provide a report with some numbers in it each year. Then give me feedback. Might be hard to be specific until the plan is done.

The Board of Regents would have the right to terminate the contract if in the best interest of the University. How much advance notice would you require before the

Board can terminate the contract? What amount should be paid as termination compensation?

Should be an agreed amount in a contract, as a settlement. Currently my situation is that the Board would notify me in writing and give me so many weeks to defend myself. Not a huge issue.

What is your expectation related to your ability to serve on external boards of directors and to earn outside compensation while serving as President of UNM?

Have not yet served on any paying boards. But, I've thought about it, and there could be advantages. I would donate the money to the University. I donate honoraria to the library at OSU. Not worth the money due to conflict of interest.

Other Questions

What happened at Texas Tech – the lawsuit that was dismissed?

It did not happen, I did not say those words. I am not that kind of person.

I confronted my accuser. He wavered: Said "I am haunted by the fact that I may have misunderstood." Was in external investigation, that concluded I did not say this.

Did I discriminate? Daisy Floyd never applied to be Dean (interim). This was the Provost's job. I did have a role in appointing the permanent Dean. I said OK to the two candidates, then the Provost came back with rationale for the choice.

I felt verbally raped.

Hold no animosity toward Daisy Floyd.

She dismissed the lawsuit. I wished it had gone to trial.



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New Interim Vice President for Institutional Diversity »**

July 16, 2007

Babbitt Appointed Interim Vice President for Enrollment



Interim Provost and Executive Vice President of Academic Affairs Viola Florez has announced Terry Babbitt will be the interim vice president for enrollment management at the University of New Mexico. As interim vice president for enrollment management, Babbitt will lead a division that combines the present offices of admissions and recruitment, scholarship, financial aid, and the registrar.

Photo: Terry Babbitt

“We’ve been working hard to assemble a leadership team that can manage every aspect of academic affairs,” said Florez. “I’m very pleased that an individual of this caliber is willing to step into this critical role.” A national search for this position will take place this fall.

He brings more than 15 years of experience in enrollment management at the University of Oklahoma and the University of New Mexico to his new role, including his current service as associate vice president for enrollment management.

During his tenure at UNM, the university has significantly increased its market share of New Mexico high school graduates and nearly doubled the size of its freshman classes. Babbitt holds a doctorate in Educational Leadership from the University of New Mexico.

Media Contact: Karen Wentworth, (505) 277-5627; e-mail: kwent2@unm.edu

Posted by scarr at July 16, 2007 12:42 PM



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July 16, 2007

Martinez-Purson Named New Interim Vice President for Institutional Diversity

Interim Provost and Executive Vice President of Academic Affairs Viola Florez has appointed Rita Martinez-Purson as interim vice president for institutional diversity. Martinez-Purson is currently dean of Continuing Education. As interim vice president for institutional diversity, Martinez-Purson will help to create a new office at UNM charged with providing strategic leadership in initiatives related to increasing and maintaining diversity within the University system and community.

"We've been working hard to assemble a leadership team that can manage every aspect of academic affairs," said Florez. "I'm very pleased that an individual of this caliber is willing to step into this critical role." She added that a national search will take place this fall.

Martinez-Purson brings to this position more than 22 years of senior administrative leadership, including positions as interim president of Santa Fe Community College (SFCC), human resources group leader at the Los Alamos National Laboratory, and dean of continuing education and workforce development at both SFCC and UNM.

As dean of continuing education at UNM for the past 4 years, she has managed 46 staff employees and more than 400 instructors while managing an annual budget of \$8 million.

Martinez-Purson has also been very active in diversity activities both on-campus as well as through statewide initiatives like the Diversity Leadership Council. She holds an Ed.D. in Education Administration and Leadership as well as a M.A. in Public Administration from UNM. She also held a year-long advanced leadership institute fellowship for minority-serving Institutions from 2005-06.

Media Contact: Karen Wentworth, (505) 277-5627; e-mail: kwent2@unm.edu

Posted by scarr at July 16, 2007 12:45 PM

Monday Morning Message - July 30, 2007

Good morning.

As we head into intercession and anticipate the start of the Fall 2007 semester, I want to let you know what we've been doing to make the student experience the best it can possibly be for everyone entering or returning to UNM.

One of my first directives as President was establishing a division of enrollment management and an office of institutional diversity, each to be headed up by a vice president who would be responsible for the performance of these important functions.

Enrollment Management will oversee admissions and recruitment, scholarships, financial aid, and the registrar. What that will soon mean for students is a one-stop shopping experience. We want them to spend less time getting into school and more time enjoying the challenge and the fun of collegiate life. Enrollment management will also take the lead in developing plans to improve retention and graduation rates. Too many of our students don't stick it out until graduation. We're going to find out why and change that dynamic.

Terry Babbitt will serve as interim vice president for enrollment management while a national search for a permanent VP takes place this fall. There will be no job more important than Terry's for the next several weeks as we enter the new academic year. So if he asks for your help, please give it. The executive leadership team and I will be on call to do the same.

Meanwhile, Rita Martinez-Purson, who has served as dean of Continuing Education for the past several years, has been named the interim vice president of institutional diversity. She will be calling on faculty, staff and students to engage in a dialogue that will shape the office and its initiatives. We already know we want more diversity in the administration and among the faculty. It is Rita's goal to have a plan in place by December. We'll be talking about this more through the semester.

The folks at Human Resources are gearing up for their big Sneak Preview next week. For the first time ever, most (about 99%) employees will be able to view their pay stubs online and make sure the data is accurate before the Banner HR/Payroll project goes live next January. You'll be getting more details from HR

this week. Take part if you can. It will be a good way to test the system's readiness, work out the bugs and ensure you get paid on time.

Finally, the first-ever Indigenous Soccer Cup will be played at Johnson Field all this week, with 23 Native teams from the U.S. and Canada. Go by and cheer them on.

Have a good week.

**MINUTES OF THE MEETING OF
THE REGENTS OF THE UNIVERSITY OF NEW MEXICO**

**August 14, 2007
Student Union Ballroom C 1:00 p.m.
Executive Session held 11:00 a.m. – 1:00 p.m. Sandia Room**

ATTENDANCE:

Regents present:

James H. Koch, President
Jack Fortner
Carolyn Abeita, Secretary-Treasurer
John “Mel” Eaves
Raymond Sanchez
Don Chalmers
Dahlia Dorman, Student Regent

President present:

David J. Schmidly

Vice Presidents present:

David Harris, Executive Vice President, CFO, COO
Paul Roth, Executive Vice President, Health Sciences Center
Viola Florez, Interim Provost and Executive Vice President of Academic Affairs
Michael Kingan, Vice President of Advancement
Terry Yates, Vice President for Research
Cheo Torres, Vice President of Student Affairs
Carolyn Thompson, Interim Vice President of Human Resources

University Counsel present:

Patrick Apodaca, University Counsel

Regents’ Advisors present:

Jacqueline Hood, President, Faculty Senate
Vanessa Shields, President, Staff Counsel
Joseph Garcia, President, GPSA
Ashley Fate, ASUNM
Judy Zanotti, for Lillian Montoya-Rael, President, UNM Alumni Association
Thelma Domenici, President, UNM Foundation

Others in attendance:

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

Regent Koch presided over the meeting and called the meeting to order at 1:00 p.m.

CONFIRMATION OF QUORUM and ADOPTION OF AGENDA, Regent Koch

Motion approved unanimously to adopt today's agenda (1st Eaves , 2nd , Fortner).

APPROVAL OF SUMMARIZED MINUTES OF JUNE 12, 2007 UNM BOARD OF REGENTS MEETING

Motion approved unanimously to approve the Summarized Minutes of the June 12, 2007 UNM Board of Regents meeting (1st Sanchez , 2nd Chalmers).

ADMINISTRATIVE REPORT, President Schmidly

- It has been 75 days on the job and I have been very busy. I have the regular UNM President's Report that I issue at each meeting and a Calendar Report.
- We participated in a retreat with the deans. I held my own retreat with the executive vice presidents and the vice presidents to discuss strategic planning.
- I met with Rio Rancho community leaders about higher education in that fast growing city. I also had a great meeting with the all Indian pueblo council.
- We started our statewide tour. I was in Hobbs on July 12th. Tomorrow and Thursday I'll be in Taos. We have other visits that will be scheduled between now and our next Regents' meeting.
- Since we met last, I made some organizational changes at the institution. We have established the Division of Enrollment Management, which combines the offices of admission, recruitment, scholarship, financial aid and the registrar. This will provide "one-stop shopping" to our students.
- I'm very please to introduce to you Dr. Terry Babbitt, Interim Vice President for Enrollment Management. We talked a lot about strengthening diversity at the University of New Mexico. We established the new Office of Institutional Diversity to provide strategic leadership with respect to diversity initiatives, particularly to diversifying the faculty and administration of the University.
- Rita Martinez-Purson is the new Interim Vice-President for Institutional Diversity.
- We took some step to integrate Athletics more fully into the University. We created a structure of dual reporting that emphasizes teamwork and transparency made Paul Krebs a Vice President, Athletics.
- Our special guest, Dr. Terry Yates is here, so let's recognize him. The audience applauded Dr. Yates and gave him a standing ovation.
- I have a few special announcements. One is to note the record fund raising by our Foundation this year, \$72.2 million dollars, an increase of more than 50%. In Athletics we have had the debut of the Rio Grande Rivalry. I think this will bring a lot of excitement to the state of New Mexico because we will keep score of all of all the various competitions between University of New Mexico and our sister

institution to the south, New Mexico State. Every year we will total up those points and brag about UNM winning every year.

- Next Monday the students are back and there's a different feel on campus. At any university the most exciting time of the year is that week when the students come back. The new faculty are here. We have a reception this afternoon for new faculty. We made a lot of changes we hope will benefit our students.

REGENTS MERITORIOUS SERVICE AWARD – DR. TERRY YATES, Regent Koch

- Dr. Terry Yates came to UNM in 1978 as an Assistant Professor of Biology. And since that time he has dedicated his time and his talents to the betterment of the state of New Mexico through his teaching, research, service and leadership.
- From the period of 1993 to 2004, Dr. Yates held various positions, including Chair of the Department of Biology, Director of the Museum of Southwestern Biology, and Associate Dean for Research and International Affairs for the College of Arts and Sciences. From 2001-2004, he also served as the Vice Provost for Research at UNM. Currently, Dr. Yates is the Vice President for Research & Economic Development as well as the Curator of Genomic Resources for the Museum of Southwestern Biology at UNM, and is a Professor of both Biology and Pathology. During his tenure as VP for Research & Economic Development, the University has seen growth in the total amount of research awards from \$247 million to nearly \$300 million.
- He has published 126 papers in refereed outlets, chaired 17 Ph.D's to completion, and had been the Principal Investigator or Co-Principal Investigator on grants totaling more than \$45.5 million.
- He has grown the capabilities of the University of New Mexico by supplying the necessary vision and leadership needed to make UNM one of the top research universities in the nation. We are pleased to recognize his efforts today by awarding him the Regents' Meritorious Service Award.
- Inscribed in this award is the following: "The University of New Mexico is proud to bestow the Regents' Meritorious Service Award to Dr. Terry L. Yates for Extraordinary and Distinguished Service to UNM as a Presidential Lecturer, Scientific Researcher, Mentor to Graduate Students, Published Scholar, Museum Curator, and Leader as Vice President for Research and Economic Development."
- Dr. Yates received a standing ovation.
- Dr. Yates – I am honored and humbled by this award. It's been truly my pleasure and honor to serve this great institution. I share this award with many graduate students, post-docs, and incredible staff who helped me every step of the way. I would especially like to recognize my wife and partner Nancy. We are a way better institution than we get credit for. We also are not being compared the right way. We have diversity and other unique components.
- President Schmidly remarks: I have known Terry since 1972. He was one of my first graduate students at Texas A& M. We have been friends ever since. Terry has had a great career as a scientist. He was recently recognized with the highest honor his scientific society, the American Society of Mammalogist, will bestow

on anyone, and that's honorary membership. He has served this University very well and has brought great national recognition.

- Regent Koch thanked Terry and Nancy Yates for coming today, and extended sincere best wishes on behalf of all Regents.

COMMENTS FROM REGENTS ADVISORS

Jackie Hood, President, Faculty Senate

- The faculty have returned to campus. I did go to the new faculty orientation. It was exciting to see how excited they were to be here. The faculty are ready to welcome the students back.
- We are having a Faculty Senate Retreat on August 31st. We are going to orient the faculty to the senate and the job of the senate. We are going to talk about the goals for this year. We have two major goals: ensure the structure and the operations of the senate are efficient and enhance communication with the faculty, administration and the greater UNM and business community.
- Interim Provost Florez and I are working on a shared governance document. We should have something to present to the faculty in the next few weeks.

Vanessa Shields, President, Staff Council

- We have a volleyball game (Alumni Match) this Saturday at 7:00 p.m. at Johnson Center.
- I have been appointed to the New Mexico Higher Education Advisory Board. I'll be giving feedback and working with former Provost Dasenbrock.
- Thank you for getting the lights on Johnson Field.
- Our committees are busy with different issues. Parking & Transportation are looking for alternative means of commuting to UNM. Our catastrophic leave policy is currently tabled, but we have our next Staff Council meeting scheduled for next Tuesday. Hate Crimes Task Force recommendations are being worked on.

Joseph Garcia, President, GPSA

- We spent the summer working on several committees. There will be Resolutions presented this fall. Thank you to President Schmidly for meeting with Ashley Fate and myself.
- I look forward to working in collaboration with the Regents and other departments at the University.
- The Indian Student Association is looking to applying to GPSA for funding to buy a cricket pitch. Cricket is a world-wide sport and there are a lot of students that play cricket. Hopefully we will be able to find a place on campus for a cricket pitch.

Ashley Fate, President, ASUNM

- We are so excited for the lights on Johnson. They look amazing. On Friday at 10:45 p.m., President Schmidly, myself and past ASUNM President, Brittany Jaeger, Student Regent Dorman, and I are going to flip on the switch. I invite everyone in this room to attend.
- On Saturday is the ASUNM retreat followed by the first Senate meeting. Class Crawl will be on Sunday. Classes begin on Monday followed by Welcome Back Days.

Judy Zanotti for Lillian Montoya-Rael, President, UNM Alumni Association

- I would like to refer you to the left hand column of the Alumni Association Report which is a part of our strategic plan which the Alumni Association put in place over a year ago.
- Thank you President Schmidly for taking the time a couple of weeks ago to meet with the Executive Committee of the Alumni Association. That was a very productive meeting.
- One of our goals is to strengthen collaboration with campus constituents to meet the needs of UNM. We had a Lobos for Legislation home reception this summer and it was very successful.
- The University Alumni Lettermen Association has announced their 2007 inductees into the Athletic Hall of Honor. President Jamie Koch is one of them. That event is on Thursday, September 6th.
- We are very interested in gauging students in ways that will develop some real ties with the University. During the summer there have been freshmen orientation meetings. We welcomed each of the freshmen with a little gift.
- The Alumni Association awarded 6 hundred dollar scholarships to the Bookstore during the orientation.
- We have sent a letter to all incoming freshmen about the Alumni Association.
- The Lettermen's Association also awarded 19 scholarships to athletes who are in their fifth year to help them complete their studies at the University
- The Alumni volunteers will serve free hotdogs to students, staff and faculty as part of Welcome Back days on Thursday and Friday.
- The Young Alumni will be participating in a KNME membership drive this Wednesday.
- The fall edition of the Mirage magazine went out to 120,000 of our alumni.
- The Young Alumni have started a new program in May 2007. It's called the YA Spotlight. This program highlights young alums each month who are deserving of recognition or made special contributions.
- During Homecoming Week, at the All University Breakfast, we will be giving out our Zia Awards.
- We have started an Alumniaria Award; it is going to be a personalized card sent out to alums as we read about accomplishments. It will be a congratulations card.

Thelma Domenici, Chair, UNM Foundation

- This is my first meeting as the new Chair. We were very grateful to have President Schmidly open our retreat this year. The \$72 million is an outstanding accomplishment. It represents 118% over the goal established last year, which was \$61 million. That took almost 20,000 donors.
- The Board held its annual retreat on August 2nd and 3rd. Thank you President Schmidly for your excellent motivational speech. Thank you Regents Chalmers and Sanchez for attending our reception. Our theme for the retreat was “Know Your UNM.” One of our featured luncheon speakers was Provost Vi Florez. That was a key address for us. We had two outstanding consultants with us. There was a lot of stimulating conversation.
- Our next meeting is October 26th. We are trying to get connected to all the sports at UNM. We will have a tailgate party the night before, which is a first for the Board.

Regent Koch – we are going to have a new Regents Advisor, UNM Retirees Association President Ilse Gay, will serve as a Regent Advisor. Ilse Gay was presented a letter of appointment, and thanked both Regent Koch and President Schmidly for the opportunity to serve the UNM retirees and UNM.

REGENTS’ GOALS AND EVALUATION CRITERIA FOR PRESIDENT SCHMIDLY, Regent Koch

- A copy of the Regents’ Goals and Evaluation Criteria for the President of the University of New Mexico was handed out at the meeting.
- We are not going through this here, but we are making sure everyone has a copy. When you go through this document you will be pleasantly surprised and will see how detailed it is. Then you will see the new schedule for the Board of Regents. You will notice that the Board of Regents is going to meet 7 times a year. The standing committees are going to be on a quarterly basis. Finance & Facilities Committee will meet 11 times a year. This is my 5th year on the Board. We tried doing something like this the 1st year, but didn’t get it done. We tried it again in the 2nd year. It is a real pleasure to have someone like Dr. Schmidly, who has taken the time and he has done this all himself. It is a well laid out plan. The contract we have with him requires review of this every May.
- Dr. Schmidly, the work you have put into this is outstanding. We sent him a letter on May 8th laying out the 12 items we felt were goals and issues. He came through and completed this document and it couldn’t be more complete. We really thank you.
- Dr. Schmidly – I’d like to thank the Board for all their support and the positive way we were able to work together. I’m a big believer in evaluation. It’s the only way to move an organization forward. This is the third institution where I have been president and I never had a Board work with me more positively to achieve a document that will keep us on track and move the institution forward.

Motion approved unanimously to approve the Regents' Goals and Evaluation Criteria for the President of the University of New Mexico, including the Preamble (1st Eaves, 2nd Chalmers). (**Attachment #1**)

APPROVAL OF MEMORANDUM OF UNDERSTANDING, ARTICLES OF INCORPORATION AND BYLAWS BETWEEN UNM AND ANDERSON SCHOOL OF MANAGEMENT FOUNDATION, Dean Amy Wohlert

- The Anderson Foundation is an independent charitable non-profit that was organized to benefit the teaching and scholarly missions of the Anderson School of Management. It was organized in 1985. We have been working on this Agreement since 1985. No decision before it's time, but we think the time has come. We had great support from the Office of University Counsel in crafting this Agreement. The basic tenants within this Agreement are that this Foundation complies with all University policies and procedures that are relevant. It also provides all the appropriate reports.

Motion approved unanimously to approve the Memorandum of Understanding, Articles of Incorporation and Bylaws between UNM and Anderson School of Management Foundation (1st Sanchez 2nd Eaves) (**#2 Attachment**).

REVIEW OF LOBO ENERGY, INC. CONTRACT FOR ENERGY CONSERVATION SERVICES, David Harris, EVP, COO and CFO

- On August 1, 2007 the Lobo Energy, Inc. Board of Directors unanimously approved a contract with Energy Education, Inc. of Dallas, Texas to embark upon an energy conservation program at the University that can potentially make significant amounts currently budgeted for utility expense.
- Energy Education, Inc. is a national concern that provides services in 46 states, primarily in the public education sector, and concentrates upon employee accountability as it relates to the use of facilities. This program has proved successful in other entities, and with over six million square feet of heated space, should be successful at UNM.
- This firm has provided a similar service at Oklahoma State University, and thus has a strong endorsement from OSU officials. According to company estimates, UNM could expect to accrue savings in excess of \$50 million over the next ten years and will only be paid from accrued savings.
- The President of Energy Education, Inc., Dr. William Spears, is available to answer questions.
- Dr. William Spears – It is a pleasure to be here today and we are excited to help save you almost \$58 million dollars over the next 10 years. This will contribute to your fiscal responsibility in managing the institution as well as your responsibility to the planet and our environment. The contract over a 4 year period, the total cost to the University in fees, is about \$7,699, 200.00. You will start paying that after the initial training period is completed. Then on each anniversary of the program,

your own personnel will calculate what you saved and compare that to what you spent. If you spent more than you saved, then we write you a check to make you whole. The payments are made from your existing utility budget.

- This matter is presented as an information item, but an approval from the Regents would add impetus to the program.

Motion approved unanimously to approve the Lobo Energy, Inc. Contract for Energy Conservation Services (1st Chalmers 2nd Fortner).

APPROVAL OF MEMORANDUM OF UNDERSTANDING BETWEEN UNM AND CNM, President Schmidly

- We have talked about a partnership with Central New Mexico College that would allow us to work together and utilize our mutual strengths to better serve our students. Not only on our Main Campus, but our proposed campus out in Rio Rancho. A big part of our strategy to address student success will be through this partnership with CNN.
- Dr. Katherine Winograd, the President of CNM is here with us today. We have talked through a number of ways that we can use this partnership to benefit the state of New Mexico and to make it unlike any partnership that has happened in higher education in the state.
- I am recommending to the Regents that we enter into this Memorandum of Understanding with Central New Mexico College. Kathy Winograd, President and her Board Chair, Mr. Dick Barr are both here.
- Dr. Kathy Winograd – President Schmidly and I have had a wonderful opportunity to get to know each other and to work together. We are very excited about the opportunity to continue to work together over the years to make sure we focus on the students of New Mexico. Student success is what we all focus on throughout the community. Our governing board will be taking this up at our meeting at 5:00 p.m. today.
- Dr. Winograd is on our Board of Directors of our UNM Alumni Association and was also awarded a PhD this spring from the University of New Mexico.
- Dr. Katherine Winograd – I also want to thank you for the 15 acres that will be part of our campus in Rio Rancho.
- Vi Florez had tremendous input working with Kathy and her staff to bring all of the details together.
- Regent Koch commented: this all began in the Legislature about 4 years ago, with the House Education Committee, republicans and democrats, voted unanimously for this project. We did a survey in Rio Rancho that shows over 70% of the taxpayers in Rio Rancho support this effort.
- Public Comment; Todd Hawthorn – I come from UNM,. in Rio Rancho we have a requirement that you prove your case. It is really pretty simple. I am a taxpayer in Rio Rancho. It is my district where I live, which will be asked to join CNM's tax base. In my editorial in the Journal I was very clear about the fact that I do support education. This is not a conversation about being anti-education. I am not suggesting we completely veto the circumstances. I am angry about the

representation that is being forced upon us. I am saddened that I could not speak with President Schmidly privately. There are allocations against board members at CNM of rape that have turned into charges of false imprisonment and battery. You have to be aware that this is the leadership you are asking us to accept by extending that tax base. We are not opposed to taxes, but it is a 20 % increase. You are coming to us in a time when flooding has devastated the homes and community of Rio Rancho. We are still cleaning up from last summer's rains. We approached CNM year after year after year to help us with economic development issues and were rebuffed. I'm thankful we have wiser heads at the table here and we have change at CNM. UNM, if you sign this Memorandum of Understanding, you are taking on an obligation to do, like I was taught in debate in high school and college, to prove your case. And that is to help our community with our economic problems and specifically gross receipts tax and the issues of creating an economic engine.

Motion approved unanimously to approve the Memorandum of Understanding between the Governing Board of Central New Mexico Community College and the Board of Regents of the University of New Mexico (1st Chalmers 2nd Koch) (**Attachment #3**).

COMMENTS FROM REGENTS

- Regent Fortner: Congratulations to Jamie Koch for the Letterman award from the Alumni Association.
- Regent Koch: This proposed Board schedule – this calendar year we will meet 10 times and then for the fiscal year '07-'08 we will meet 8 times. We are showing we have a President we have confidence in and that's one of the reasons we can meet less.
- Student Regent Dahlia Dorman: I want to welcome all the students back and the faculty back. As a Student Regent it is exciting to see all the new freshmen. I encourage all of the students to participate in the Welcome Back activities.

ACADEMIC/STUDENT AFFAIRS & RESEARCH COMMITTEE, Regent Abeita, Vice Chair

- No report.

ADVANCEMENT COMMITTEE, Regent Chalmers, Chair

- No report.

DEVELOPMENT COMMITTEE, Regent Chalmers, Chair

- No report.

AUDIT COMMITTEE, Regent Eaves, Vice Chair

- No report.

FINANCE & FACILITIES COMMITTEE, Regent Eaves, Chair

- The committee did not meet prior to this BOR meeting. The items that are listed on your agenda have not gone through the F & F committee process. Regent Koch and I met with President Schmidly and David Harris to discuss these agenda items. They are all items that are pretty easily approved, except for one which we are going to defer until next month.

Approval of Requests for 2008 Capital Projects and 2008 Research and Public Service Projects:

- a) Special Project and Program funding Priorities for FY 2008-09
 - b) UNMH Third Floor North, Cardiac Cath Lab Backfill Renovation
 - c) BBRP Third Floor North, Transitional Nursery
 - d) BBRP Oxygen Supply Upgrade
 - e) UNMH 4 West Audit SAC Unit Backfill Renovation
 - f) UNMH Third Floor South Orthopedic Unit Backfill
 - g) UNMH Emergency Energy Operations Upgrade
- I have reviewed these items. There is a memo in your binder from David Harris. There is also a spreadsheet of capital outlay projects.

Motion approved unanimously to approve the 2008 Capital Projects and 2008 Research and Public Service Projects (1st Sanchez 2nd Chalmers).

Approval of UNMH – INO Technologies

- Number 8 in your binder is an authorization to proceed with the contract between UNMH and INO Technologies. The contract explanation is in your binder.

Motion approved unanimously to approve the contract between the University of New Mexico Hospital and INO Technologies (1st Sanchez 2nd Chalmers).

Approval of Naming Opportunities:

- a. Geoffrey S. M. Hedrick Diagnostic Imaging Suite (UNM Hospital)
 - b. Ellis Clark Taos Moderns Gallery (Harwood Museum, Taos, NM)
 - c. Fern Hogue Mitchell Education Center (Harwood Museum, Taos, NM)
 - d. New Centennial Engineering Center Space Naming Requests
- There is a memorandum in your binders explaining each of these. They all meet the naming guidelines except for one, which is being supported with reasons other than the monetary contribution.

Motion approved unanimously to approve the Naming Opportunities (1st Fortner 2nd Abeita).

Approval of Resolution to Join the Mid-Region Council of Governments

- This is an organization that provides planning services in support to all the municipalities, school districts and water management agencies. It asks the University to participate and to benefit from this planning activity, which is especially important to the expansion to Rio Rancho. The membership fee is \$700 a year.

Motion approved unanimously to approve UNM membership in the Mid-Region Council of Governments (1st Eaves 2nd Sanchez) (**Attachment #4**).

- Item 11, Approval of Lobo Development Corporation Articles of Incorporation and By Laws from the agenda is deferred. A request to EVP Harris to schedule a meeting to discuss prior to the next scheduled F & F meeting on 9/6/07

Information Items:

- A. Preliminary Review of FY 2007-2008 Institutional Bond Sale
 - Andrew Cullen and Financial Advisors from First Southwest Company - The University has a great deal of construction going on campus. These projects are in various stages of completion. They are the result of several successful legislative campaigns and the 2005 bond issue. There are projects where future legislative financing/funding is not likely. The majority of these projects are self-sustaining. A list of all these projects has been distributed.
 - The categories of projects are: Real Estate Transactions, Infrastructure & Support, Academic Facilities and Athletics.
 - What you see is the culmination of a lot of analysis. Outstanding debt for the University is \$351 million. UNMH debt is \$543 million, which is secured by separate revenues.
 - We have done some preliminary analysis for debt service schedules related to a minimum \$50 million dollar issuance and a maximum \$110 million dollar issuance. We provided the total annual debt service and the required net revenues available to provide coverage.
 - Depending on the projects the Board of Regents decide to move forward on, we may need to capitalize interest. Preliminary, the FY 2007 net revenues will provide enough to hit that target coverage.
 - With appropriation increases, student fee increases from '05, enhanced investment earning; it looks like the net revenues will show an increase. There will be a significant increase in debt burden.
 - If the Regents wanted to move forward, at the September meeting, the Board was prepared to act on a resolution, that would enable us to submit applications to both the Higher Education Department and the State Board of Finance for their October meeting so that then actual passing of a bond issue and authorization and approval of sale could occur at the November Regents' meeting. (**Attachment # 5**)

B. Monthly Financial Report

- Ava Lovell – Summary of the Regents Consolidated Financial Report covers the 11 months of operations for the University. ING operations are about 90% conducted at Main Campus. For May, we are ending more revenue than expense of about \$14 million. For the full year we'll end positive for ING for about \$2.5 million dollars.
- Unrestricted Research Operations, those are about 50% Main Campus and 50% HSC. That operation is showing a loss of about \$1.6 million. For the full year we'll see a \$2.4 million dollar loss.
- There is a preliminary plan to reduce this debt. EVP's Harris and Flore are working with the Deans to make sure this is the right plan.
- Clinical Operations is all the patient care operations of the Health Sciences Center. We are showing \$21 million dollars favorable, but about \$14 million is non-recurring. We got a \$10 million dollar appropriation to buy equipment for the new hospital wing. \$18.6 million is a recurring amount.
- Public Service Operations shows a \$4.2 million dollar favorability. That is being driven by increased gifts. We will end the year about \$5.2 million dollars favorable.
- Student Aid is all of the need-based scholarships. We will be looking at a break-even. Student Activities is all of Student Government and Student Organizations will break-even.
- Athletics right now is causing a deficit. Auxiliaries are favorable.
- Sponsored Programs are contract and grant research and public service projects are break-even.
- Through May for the whole University we were about \$36.4 million dollars favorable. We are projecting about a \$38.7 million dollar favorable bottom line. **(Attachment #6)**

HSC – HEALTH SCIENCES, Jack Fortner, Chair

Motion approved unanimously to approval of permanent appointments and reappointments for Medical Staff (7/30/07) (1st Sanchez 2nd Abeita).

Motion approved unanimously to approval of appointments to the Clinical Operations Board – Dr. Raymond Loretto(1st Koch 2nd Eaves).

- The Katali Club was created more than 30 years ago as the Alumni Association for the medical students. All the funds raised by the Katali Club go through the UNM Foundation. Katali Club raises money for medical students scholarships, awards and other activities.

Motion approved unanimously to approve Memorandum of Understanding between the Regents of the University of New Mexico and the Katali Club: The Physician Alumni of the University of New Mexico (1st Abeita 2nd Chalmers) **(Attachment # 7)**.

Information Items:

- A. UNMH Dashboard Report, Steve McKernan, CEO UNMH
 - The patient days at the hospital are up by 6%. Discharges are also up 6% over the prior year. Outpatient clinic visits are up 3%. Our operations have gone up about 2% over the prior year. Enrollment with UNM Care and the UNM SCI program is also up \$28,000. Net margin for the hospital is \$9.5 million dollars.
- B. UNMH CEO Report – no questions.

PUBLIC COMMENT

- *Joan Mildred Elkins* – the University has lost some land. They are not aware that it is there until I want a utility easement to put electricity and a phone at my cabin. Suddenly they don't have time to take care of it or it's not in the benefit of the University. This property is on Mount Taylor. It is about a 670 acre parcel and it was deeded to the University in 1979. I have been trying to get electricity since 1965. I get the runaround. I don't think the University is aware of the 670 acres. It was donated from the Nature Conservatory for research with the Biology Department. I would like to make an offer to buy the 670 acres, since the University does not use it. They don't pay taxes on it.
- Kim Murphy – We have been working with Ms. Elkins for some time now regarding her request for an easement. Unfortunately, the conveyance from the Nature Conservatory to the University was very strict in what we could do with this property. We cannot develop or improve this property. It was just for purposes of research. The deed does contain a provision that the Nature Conservatory could relax these restrictions. Ms. Elkins produced a letter for us last Friday saying that the Nature Conservatory would be willing to consider that. This opens the door for us to explore what we can do. We would need fair market value for the value of the easement if we can grant it.
- Regent Eaves – the Public Comment session is not designed for this sort of proposal. They can make an offer through Kim Murphy and it will go through the normal process.
- Regent Koch, we have a procedure, work with Kim Murphy.
- *PhD student from Computer Science Department* – Cricket is an important sport for us, especially people from the Commonwealth. Cricket has a glorious and forgotten history in the U.S. There has been a lot of interest in Cricket all over the U.S. We know there are big leagues coming up. We are asking to promote the game and a cricket pitch. Since we don't have this facility, we have to travel to Colorado to play the matches. We travel 400 miles on the weekend one way. And all of us spend about \$1,600 on each trip just to play 2 matches. If we get a facility here, we can get a league happening here. It would be a chance for UNM to enhance its attraction for international students. We will be thankful if the Regents can push this through.

- Dr. Schmidly and Cheo will meet with the student to discuss putting in a cricket facility.
- *Frank Martin*– I’m here today to talk about issues of disability on the campus at UNM. I’ve had quite a difficult time this year trying to register. I was actually injured in an unfortunate situation last semester and I was forced to withdraw. I paid the money and I would like to register for the classes. We do have a unique opportunity at the new campus on the Westside to address some of the issues of disability with new ideas and procedures. We do have the graduation project, which is a very successful project. There is interest in developing a program that is similar to the graduation project for students with disabilities that have problems getting into essential classes. I think we need to spend money to improve the situation for students with disabilities. Regent Koch directed Frank to meet with Breda Bova in the President’s Office.

Executive Session was held from 11:00 a.m. – 1:00 p.m. in the Sandia Room.

Motion approved unanimously to close the meeting and to proceed in Executive Session at 11: 00 a.m. (1st Koch 2nd Sanchez).

- A. Discussion and determination, where appropriate, of limited personnel matters pursuant to Section 10-15-1 H (2), NMSA (1978).
- B. Discussion and determination, where appropriate, of matters subject to attorney-client privilege pertaining to threatened or pending litigation pursuant to Section 10-15-1 H (7) NMSA (1978).
- C. Discussion and determination where appropriate of personally identifiable information about an individual student, pursuant to Section 10-15-1 H (4) NMSA (1978) and FERPA.
- D. Vote to re-open the meeting.
- E. Certification that only those matters described in Agenda Item XI were discussed in Executive Session and if necessary, ratification of actions, if any, taken in Executive Session.

Motion approved unanimously to adjourn meeting at 12:50 p.m. (1st Eaves 2nd Chalmers)

Motion approved unanimously to adjourn the full Board of Regents Meeting at 3:00 p.m. (1st Sanchez 2nd, Abeita)

Adjournment

Regent James H. Koch
President

Regent Carolyn J. Abeita
Secretary/Treasurer

Attachments to Minutes Official File

- #1 Regents' Goals and Evaluation Criteria for the President of the University of New Mexico, including the Preamble.
- #2 Memorandum of Understanding, Articles of Incorporation and Bylaws between UNM and Anderson School of Management Foundation
- #3 Memorandum of Understanding between the Governing Board of Central New Mexico Community College and the Board of Regents of the University of New Mexico
- #4 Resolution of Membership in the Mid-Region Council of Governments
- #5 Preliminary Review of FY 2007-08 Institutional Bond Sale
- #6 Monthly Financial Report & Summary
- #7 Memorandum of Understanding between the Regents of the University of New Mexico and the Khatali Club: The Physician Alumni of the University of New Mexico



UNM President's Report

A report to the University of New Mexico Board of Regents from the Office of the President

Message from David J. Schmidly

It's been a very productive summer at the University of New Mexico. As you read this, UNM's executive leadership team and I are finalizing a new vision and working plan for the University – one that addresses all of the goals set out for me by the Regents. We are preparing for a fall semester that will bring both challenges and opportunities as we focus on transforming UNM into a performance-based, student-centered, scholarly-driven, community-connected institution.

My thanks goes to Human Resources Vice President Carolyn Thompson for giving us a new way of looking at the big planning meetings that have dominated these summer months. We don't have retreats at UNM any more. We have "Advances" with a capital A, which have proven to be highly successful. The leadership team is becoming just that – a team. We're forming new alliances with student, staff and faculty leadership. And we're focusing on our overarching goal of student success. In a couple of weeks, there will be 25,000-plus reminders that our students must be our first, last and consistent focus.

Steps have already been taken to support student success at UNM. The new division of enrollment management will provide a streamlined process for students seeking to come to UNM. It will also have a major stake in improving retention and graduation rates. We have also established a new office of institutional diversity, which will be charged with providing strategic leadership in initiatives related to increasing and maintaining diversity within the university system. Interim vice presidents are in place in both units so that work can proceed while we start national searches for these positions this month.

I've had several meetings with CNM President Cathy Winograd on ways our two institutions can work together to ease the transition into higher education for students who may not be fully prepared for the transition. We both have also been talking to community leaders in Rio Rancho and will soon be unveiling an ambitious higher education plan for the fastest growing city in the state.

I began my tour around the state with a highly productive visit to Hobbs on July 12. It was amazing and troubling to me that several hundred students from southeastern New Mexico head east to Lubbock, but fewer than two dozen attend New


Mexico's flagship university. We intend to reverse that trend and have already taken steps to do so.

We have established and will soon staff a UNM office at New Mexico Junior College in Hobbs. That office will be responsible for recruiting and community outreach throughout the southeastern section of the state.

My statewide travel for the immediate future includes trips to Taos and Farmington this month, Gallup next month and back to eastern New Mexico later in the fall. Our football season opens against UTEP in El Paso Sept. 1, so I'll take the opportunity to visit Las Cruces and meet with President Martin at New Mexico State when I'm there. UNM and our Board of Regents will be hosting their Regents and administrators in Albuquerque Sept. 8.

The UNM School of Law recently hosted the nineteen Pueblo governors and the All Indian Pueblo Council so I took the opportunity to greet and visit with them. I've committed to them that I would visit the Pueblos during my statewide tour and already, we have meetings scheduled at Taos, Jemez and Zuni. I also plan to visit the Navajo Nation and Apache reservations. My message to our Native leaders is that working together, we can guarantee increased student success for all American Indian students at UNM.

We look forward to the fall semester, football and the Rio Grande Rivalry. It will be great to have all of our students back on campus. They bring with them an energy that is impossible to resist.



David J. Schmidly



UNM President David J. Schmidly

Presidential Road Trip



Left: President David J. Schmidly talks with his host, Jim Maddox, at a reception in Hobbs during UNM's recent visit.

Above: President Schmidly and New Mexico Junior College President Steve McCleery talk during a visit to NMJC.

Record UNM Foundation fundraising

For the third year in a row, UNM and the UNM Foundation wrapped up a record-setting fundraising fiscal year, receiving more than \$72.2 million in gifts. 19,778 donors participated to meet this year's successful private giving goal. The dollar total represents an increase of 50 percent over last year's total of \$48 million. ■

Willman elected to AACI board

UNM Cancer Center Director Cheryl Willman has been elected by her peers to the board of directors of the American Association of Cancer Institutes, an honor that will directly involve UNM in national cancer issues being worked on in Washington by the National Cancer Institute and the U.S. Congress. AACI is the national governing board of NCI center directors and those institutions seeking the NCI designation. ■

Endowment to study N.M. economic history

Long-time champion of business in New Mexico Bob Hoffman is being honored with the establishment of an endowment at University Libraries. The Bob Hoffman Legacy Endowment will provide funds for the Center for Southwest Research and Special Collections to collect, process and preserve papers and photographs that document the economic history of the state. ■

HSC Office of Community Affairs opens satellite office

With the goal of increasing access and communication, the UNM Health Sciences Center Office of Community Affairs recently opened an off-campus office at 1720 Louisiana Blvd. N.E., Suite 300.

"We want to be easily accessible to people, and we know that navigating the Health Sciences Center campus can be intimidating to people who don't work or call here regularly," said Leah Steimel, director of the Office of Community Affairs. ■

Interim VPs for new divisions named



Babbitt



Martinez-Purson

In order to set a strong foundation for student success at UNM, President David J. Schmidly has created a division of enrollment management and an office of institutional diversity. Interim Provost Viola Florez recently announced Terry Babbitt will serve as interim vice president for enrollment management and Rita Martinez-Purson as interim vice president for institutional diversity. National searches will take place this fall.

As interim vice president for enrollment management, Babbitt will lead a division that combines the offices of admissions and recruitment, scholarship, financial aid, and the registrar.

As interim vice president for institutional diversity, Martinez-Purson will help to create a new office at UNM charged with providing strategic leadership in initiatives related to increasing and maintaining diversity within the university system and community. ■

UNM-Gallup ranked 3rd for Native American degrees

UNM-Gallup has again ranked third nationally and first in New Mexico among community colleges for awarding associate degrees to Native Americans.

The figures were announced for academic year 2005-06 in the June 18 issue of Community College Week. UNM-Gallup awarded 112 associate degrees to 28 men and 84 women. Diné College in Arizona was first in the nation with 226 associate degrees, followed by Tulsa Community College with 129. ■

RWJ Foundation Center update

The Robert Wood Johnson Foundation Center for Health Policy has named its first graduate student fellow, scholars and faculty grantees.

Omar Avendano of the Department of Economics will be the first graduate fellow, receiving \$24,000. The center also named nine graduate scholars, each receiving \$12,000 or \$6,000 scholarship awards.

Two faculty research grants of \$20,000 or less and seven of \$10,000 or less were awarded to faculty from the Departments of Political Science, Pediatrics, Economics, Family and Community Medicine, Sociology and Pharmacy.

The Robert Wood Johnson Foundation Center is a national center for health policy at UNM started with an initial commitment of \$18.5 million from RWJF. The center will work to increase the number of Hispanic and Native American scholars engaged in health policy debate. ■

Cross-cultural Cooperation



All Indian Pueblo Council Chairman Joe Garcia shakes hands with President David J. Schmidly at an AIPC meeting at the UNM School of Law.

Johnson Field lighting nears completion

President David J. Schmidly will turn on the switch to mark the completion of the Johnson Field lighting project on Friday, Aug. 17.

Student government representatives raised \$260,000 from state appropriations in the last legislative session to help cover part of the \$720,000 project costs. As President Schmidly got on board,

he promised students that Johnson Field would be lit by the beginning of the fall semester.

The lighting ceremony will begin at 8 p.m. at the Student Union Building with a parade ending at Johnson Field. The playing field will be lit with advanced anti-glare and no-spill lights. These sports quality lights are environmentally friendly and good for neighbors. ■



Yates awarded honorary member of American Society of Mammalogists

UNM Vice President of Research and Economic Development Terry Yates has been awarded honorary membership in the American Society of Mammalogists. This is the highest honor the professional society can bestow on its members. Only 84 awards have been given since the society was formed in 1912. ■



Lobos second for academics

A total of 103 UNM student-athletes were named to the Spring 2007 Academic All-Mountain West Conference team, making the Lobos second in the conference.

To be eligible, student-athletes must have a cumulative grade point average of 3.0 or better and be a starter or significant contributor on their team.

BYU led the way with 154 student-athletes named to the team, followed by UNM (103), UNLV (84) and Utah (83).



Rio Grande Rivalry debuts

UNM and New Mexico State University have announced the formation of the Rio Grande Rivalry – a points competition not only for current student-athletes, but one designed to build school spirit and pride in the alumni and fans who cheer for the Lobos or the Aggies.

"I have been part of big rivalries and there is nothing more exciting," said President David J. Schmidly.

UNM and NMSU are scheduled to conduct competitions in 12 sports, beginning with women's volleyball on Sept. 4 in Las Cruces and the 98th football game between the Lobos and Aggies on Sept. 8 in Albuquerque.

Indoor Practice Facility



Completion of the new Indoor Practice Facility is scheduled for this month. The facility provides space for all-weather football practice and will help the Lobos get accustomed to playing on artificial turf.

UNM Athletic Hall of Honor inductees

At a media conference attended by President David J. Schmidly, the UNM Alumni Lettermen's Association announced candidates for induction into the UNM Athletic Hall of Honor, to be held Thursday, Sept. 6.

The inductees are Greg Brown, Tim Garcia, Maria Gurreri, Mark Johnson, Jamie Koch and Pauline Manser. Posthumous inductees are John Bridgers and Bill Stockton.

The Distinguished Service Award will go to Weldon Hunter, track and football Letterman, 1951-1953.

Coaches of the Year are head track & field/cross country coach Matt Henry and sprint and relay coach Mark Henry.

The Male Athlete of the Year is Lars Loseth, ski and soccer. The Female Athletes of the Year are Ashley Lowery, soccer and Jodi Ewart, golf. ■

UNMH 'most-wired' for fifth year

UNM Hospital has been named one of the most-wired hospitals and health systems in the U.S. for the fourth consecutive year, and a total of five years. The accolade is based on a national hospital survey that measures the use of information technology to accomplish key goals, including safety and quality, customer service, business

processes, workforce, and public health and safety, according to the American Hospital Association.

Out of the 1,248 hospitals represented in the survey, only 100 were selected for this special recognition. UNMH is one of only 13 organizations in the nine-year history of the program that has made the "Most-Wired" list five times. ■

UNM in the 21st Century
A New President's Vision

David J. Schmidly



Based on my early introductions, review of the current strategic plan, initial transition, and meetings with a variety of University constituents, I wish to share with you some thoughts on where the University of New Mexico is currently positioned, and where, together, we will direct this institution during my tenure as University President. In addition to this brief history and vision of UNM, I would also like to share with you some thoughts on how I think we can achieve our goals, and what I can contribute to help us reach them.

What follows is a diagram that provides a framework for our plan of action while building upon the plan we already have in place. This framework depicts the various resources and activities that must be connected and aligned in order to make steady progress on our goals.

The development of this strategic framework involved the members of my Executive Cabinet consisting of the Executive Vice Presidents and the Vice Presidents. Thus, preparation of the document became a useful executive leadership development tool. As a leadership team, all of us are deeply committed to the planning, implementation, and execution of the necessary steps required to advance UNM to national prominence.

I invite each of you to reach deep into the future of what is, and will continue to be, the premier institution of higher learning in New Mexico.

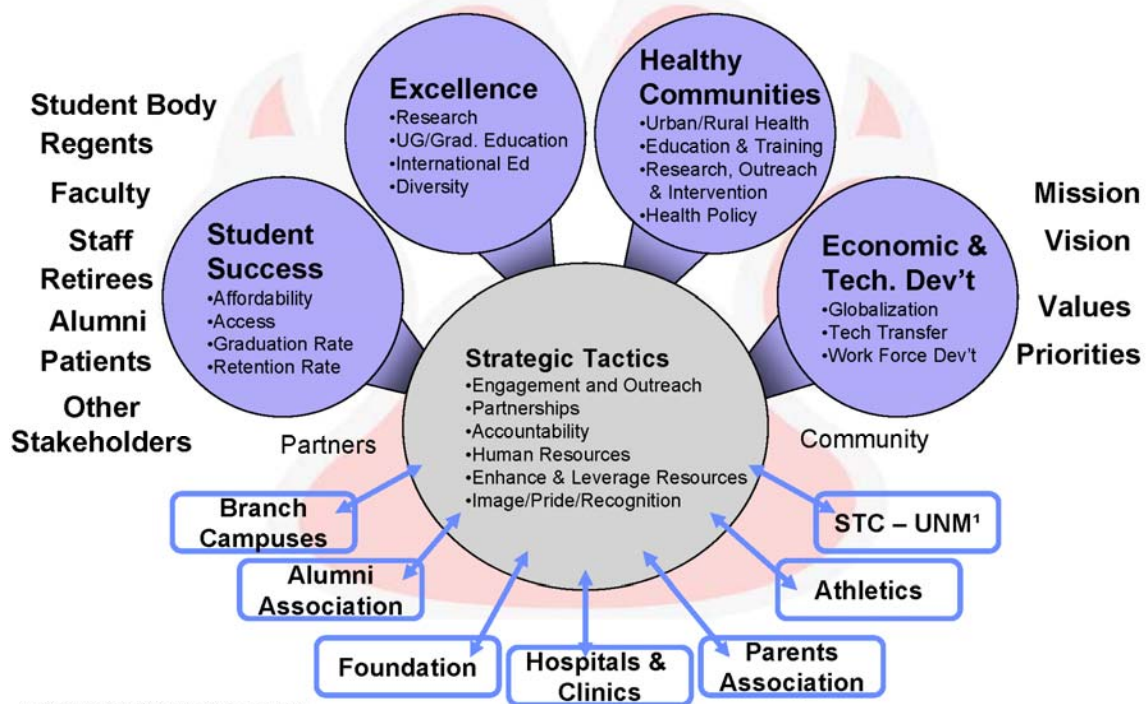
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A CONCEPTUAL FRAMEWORK

Connecting & Aligning University Assets



¹= Science And Technology Corporation

"All our dreams can come true, if we have the courage to pursue them."
-Walt Disney

NATIONAL VISION

We have a unique window of opportunity in front of us: an opportunity to reinvent ourselves and move in new, more prominent directions, but we can't wait – the window may close soon. We won't always have the advantages and opportunities we have now.

Focusing on areas of importance and opportunity for New Mexico, it is time to aspire to national standards of excellence and performance in scholarship, research, teaching, health care, and engagement

To move us in this direction, we need to develop a BHAG (Big Hairy Audacious Goal). Our BHAG should not be mainstream; rather, it should be built around our uniqueness and things that set us apart. I believe an appropriate BHAG for UNM would be to **become the first minority/majority university and the only Hispanic Serving Institution in the country to attain membership in the prestigious Association of American Universities (AAU)**. We can be as good as any of the current AAU institutions but we must do so while embracing the qualities that make the University of New Mexico unique.

As we work to achieve such recognition, knowing that it will not be easy or happen overnight, UNM can transform itself into a performance-based, student-centered, scholarly-driven, community-connected institution that will be:

- clearly recognized by the public and academic community to be among the top institutions of higher education in the country with a reputation that is appropriately reflected in national rankings;
- nationally recognized for the quality of its research, undergraduate, graduate, and professional degree programs, and patient care as well as for its ability to leverage resources and stewardship of funds;
- known by employers for providing a highly valued degree with highly sought after graduates, as a best buy in higher education, and for its graduates' ability to reason, articulate, use modern technology, and for being good citizens;
- seen as the university of choice for New Mexico's high school students and throughout the Southwest region, leading the way in developing better partnerships between higher education and public education and leveling the educational playing field among racial and ethnic groups;

- known for a high level of institutional pride among students, alumni, faculty, and staff, such that the term “Lobo” connotes a life-long bond;
- seen as a significant player in the economic development of New Mexico;
- known for reflecting the diversity of the state of New Mexico in its diversity of students, faculty, staff, and, administration; and
- known for its globalization and internationalization of academic and research programs through international partnerships, especially with Latin American and Iberian nations.

Excellence will infuse all we do at UNM: educationally, in our faculty's research and discovery, and in our patient care programs. We will do this by focusing on our reputation as a research-extensive institution where faculty discovery drives a student learning process that prepares undergraduate and graduate students to compete in a knowledge-based society and where institutional engagement improves local communities, state and regional economic development, and prosperity in both the public and private sectors.

Building the premier learning community in the state, and one of the best in the nation, will require a team approach. By building on the spirit of the University, by expecting good things to happen, and by establishing a sense of community and inclusion, we can create an attitude of trust and send a strong message of purpose that will boost institutional self-confidence. All faculty, staff, students, alumni, and friends of the University share a responsibility to create an environment that ensures collegiality, academic distinction, personal, occupational and civic achievements, and generosity of spirit that are manifestations of “simply the best” education possible at UNM. The result will be the legacy of UNM as a national leader in higher education – manifesting excellence, inspiring confidence, and engaging society. Let it be our time to achieve and stake our claim to prominence. There is much we can do by working together, supporting one another, and embracing change that will move us forward. Together we will provide programs that are charged with innovation, energy, inspiration, collaboration, and excellence.

BACKGROUND

Before we set out on our continued quest for excellence, we need to examine the benefits of reaching our goals as well as look at where we are currently.

AAU – What Is It, and What Can It Do For UNM

AAU is an organization of leading research universities devoted to maintaining a strong system of academic research and education. Its primary focus is to provide for the development and implementation of institutional and national policies in order to promote strong programs in academic research and scholarship and undergraduate, graduate and professional education.

One of the key characteristics of AAU universities is their ability to recruit and retain exceptional students and faculty. By achieving the benchmarks associated with AAU membership, UNM will be able to aggressively recruit highly qualified candidates from across the state and country, even internationally, further advancing us down the path of excellence.

How UNM Compares with AAU Member Universities

In 2005, AAU member institution students had an average ACT 25th percentile score of 23.2 and a 75th percentile score of 28.7. Students at UNM scored 19.0 and 24.4 respectively.

AAU member institutions have an average enrollment of 33,163. We have a total enrollment of 32,347. While we are lower than the average, our enrollment is higher than eight of the member institutions.

UNM is below the averages for research expenditures, yet we are not at the bottom of the list. On average, AAU members expend \$361.1 million and UNM expends \$158.2 million. The institution with the lowest research expenditures is sitting at \$24.7 million. We aren't at the top of this list, but we are well situated to be competitive in this regard.

Where UNM stands out is in our diversity. Not a single AAU member institution with an enrollment of more than 11,000 students comes close to our diversity of under represented groups. The average percentage of under represented students for AAU members is approximately 12 percent. Approximately 56 percent of UNM students are members of at least one minority group. As an AAU member, UNM would have the distinct opportunity to lead the country in diversity while succeeding at the highest echelons of research education.

Building on Our Assets

A university is defined ultimately by people, resources, and the teaching, research, service and other activities that derive from the interactions among these assets.

At UNM we have a great combination of these assets. We are the only institution in New Mexico recognized in the Carnegie Classifications as a very high research university. As the flagship university in the state, we offer 94 baccalaureate, 71 masters, and 37 doctoral level degree programs; the only professional schools of architecture and planning, law, medicine, and pharmacy in the state; four branch campuses; membership in the Mountain West Athletic Conference; and numerous museums and historic sites. Our enrollment of more than 32,000 students statewide makes us the largest institution of higher education in New Mexico.

In serving a greater metropolitan area of almost a million people, UNM enjoys distinction as one of the 76 “urban serving public research universities” in the nation. Recently, we have been invited to officially affiliate with a newly formed group, the Coalition of Urban Serving Universities (USU), committed to three initiatives of critical importance to America’s cities and the nation, namely: human capital (strengthening the education pipeline via systemic scalable partnerships with K-12 urban institutions, particularly in educational outreach programs like STEM disciplines); strengthening communities (economic revitalization of adjacent urban communities); and urban public health (outreach and intervention to reduce urban health disparities).

Finally, and very significantly, UNM is situated in a beautiful geographic location in a state and region of great people with a diverse and deep sense of cultural heritage. William Stafford said, “*Where you live is not crucial, but how you feel about where you live is crucial.*” UNM and New Mexico come out way on top in this regard.

A recent book in higher education – The Rise of American Research Universities: Elites and Challengers in the Postwar Era by Hugh Graham and Nancy Diamond – placed UNM in the top 33 nationally ranked and rising public research universities with regard to top-science, top-social science, and arts and humanities indices. UNM was singled out (p. 194) as one of the rising institutions that is not an AAU member but is competitive with AAU institutions. The table of rankings (Table 7.13 p. 194) reveals that UNM is the only university in the list of 33 that is a minority/majority institution.

It is apparent that our cupboard is not empty -- we have all the ingredients for success. It is time for us to build on our legacy and develop higher aspirations.

KEY QUESTIONS, ISSUES, AND CHALLENGES FOR UNM MAIN CAMPUS

Key Questions

As we think about the special challenges and issues listed below, 13 key questions need to be considered as we prepare to put a plan into action.

How do we connect and align the various components of UNM to achieve our goals?

How do we make UNM the institution of choice for high quality undergraduate and graduate students in New Mexico and across the Southwest?

How do we increase access to UNM academic programs and student services throughout the state?

How do we identify ourselves as the flagship university to help stimulate the state's economy, especially in rural areas of New Mexico?

How do we enhance student life and engagement?

How do we diversify our administration and faculty?

How do we attract the most talented faculty and retain them?

How do we become the employer of choice for both faculty and staff?

How do we retain and graduate more students?

How do we enhance our education, research, and technology transfer programs?

How do we make this University more user-friendly?

How do we enhance our value to the community?

How do we enhance our image in the state, country, and internationally?

As we embark on this journey of success, we must keep each of these questions in mind and ensure that, at every step of the way, we are seeking the answers.

Key Issues and Challenges

UNM and the state of New Mexico have some key issues and challenges that must be taken into account and addressed as we assess our history and plan for the future. These are discussed below, not in priority order, but simply listed alphabetically to reflect that all of them are important and many are interrelated.

Access, Affordability, and Student Success

The State Legislature has wisely provided the Lottery Success Scholarship to any New Mexico student that meets minimal scholastic requirements, thus enabling thousands of students the opportunity for a post-secondary education. While an important initiative, this has meant that many of the students attending the university are not prepared to perform at the college level and therefore must take remedial courses before enrolling in their area of study. Using NM State data, the Office of Accountability 2005 report tracked the remedial course experiences of the approximately 40-45 percent of New Mexico high school graduates who attend New Mexico colleges and universities each year (nearly 44,000 students altogether). According to this report, almost half (49%) of New Mexico public high school graduates took college remedial courses in numeracy and/or literacy. The study also found that the remediation rates were higher for Hispanic, Native American, and African American students than White or Asian students and that high schools varied in the percentages of their graduates who took remedial courses in college from a low of 16% to a high of 83%.

The Legislature has appropriated funding to acquire or build a Student Learning and Success Center to serve our at-risk student populations including our student-athletes. It is important to move forward with this facility and the programs associated with it as soon as possible.

Alignment of requirements and expectations of high school and college is an important step toward implementing a seamless, integrated statewide educational system from preschool through college, a system that ensures students' readiness for college or the workplace. Having access to effective counseling and advisors for the students and their families will be primary goals of the Student Learning and Success Center.

Access means making a UNM education available to each new generation of qualified students. As the state's flagship university, our first responsibility is to the citizens of New Mexico and their children. New Mexico needs more college graduates and well paying jobs to keep them here. For this to happen, tuition must remain affordable. UNM must compete for the very best students in the state and despite the Lottery Success Scholarship program, we will need stronger scholarship and fellowship endowments to succeed. Also, we must

work with state leadership to keep the “tuition credit” as low as possible in higher education’s budget allocation.

A major challenge for UNM is our graduation and retention rates. In 2005, the University’s beginning full-time freshmen to 2nd fall semester retention rate was 74.4 percent. Our graduation rate after 6 years is 43.4 percent. As a comparison, AAU members’ average rates are 89 percent and 71 percent respectively. We can, and need, to do better if we are to become competitive.

To ensure success in this important challenge, we will form a Division of Enrollment Management and Student Success under the direction of a Vice President. This division will take the lead in developing an enrollment plan that is consistent with our overall institutional strategy, and the core of that plan will be to improve retention and graduate rates. Under this division, we will centralize our functions of student recruitment, registration, financial aid, as well as retention and graduation programs. The purpose of this “one-stop shop” will be to improve services to students and ensure institutional accountability for improving student success. This will also provide us the opportunity to alter our recruiting strategies to begin approaching students in middle school and to focus more on recruiting the very brightest high school students in the state to attend UNM.

Finally, we must continue to offer courses and programs to sites throughout the state. New Mexico is a large and predominantly rural state. Citizens throughout New Mexico need to have the opportunity to attend UNM. Distance Education (online programs, interactive instructional television, and strategic face-to-face instruction in key locations) provides the kind of access—anytime/anyplace—to New Mexico citizens wherever they reside. This type of opportunity will likely help us with our graduation and retention rates.

Athletics

Athletics is an area of immense importance to the national image and public relations of the University as well as a source of considerable pride and bonding for current students, faculty, staff, alumni, and the local community. Athletics and academics are mutually re-enforcing. Most public universities that are strong academically also have outstanding athletic programs. It is important for UNM to succeed in the Mountain West Conference and for our athletic programs to be nationally competitive. Our programs must remain in full compliance with NCAA rules and regulations, including the Presidential Task Force on Intercollegiate Athletics. We must stress the importance of good academic performance in an effort to improve the retention and graduation rates of our student-athletes in all athletic programs. While historically the Department of Athletics has encountered funding challenges, it is important for the department to not operate with budget deficits.

A major organizational change will be instituted with regard to athletics and the overall University structure. The title of the Athletic Director will be changed to Vice President for Athletics and Athletic Director. This change will send a clear message that athletics is indeed a part of the institution and not the “tail wagging the dog.” Also, the compliance function of the athletic department will report directly to the President’s office. Also, the academic and financial aspects of athletics will have dual reporting responsibility to the Provost and CFO, respectively, to maximize integration of functions.

Great strides have been made in our Department of Athletics, but more must be done. University Athletics is like the front porch of your house: it’s not the most important part of the house, but it’s the first thing that most people see and it is our welcome mat. We need to continue to build our athletics programs and attain the goal of reaching national prominence. To reach this goal we must continue to improve our facilities, especially “The Pit” and the football stadium as well as training facilities for our student-athletes.

Budgeting and Performance Assessment

A university is a collection of talented students, faculty, administrators and staff whose basic mission is the generation and transmission of knowledge. To carry out this mission, support is required in numerous forms such as salaries, libraries, building and grounds maintenance, equipment, and student and faculty support services. All of this support requires resources and short-term and long-range planning to manage those resources.

Through its budgeting and accounting process, the University employs its resources to support those responsible for conducting the education mission. In today’s climate, resources are not growing as rapidly as the University’s needs; therefore, the method of allocating and accounting for these resources becomes ever more significant and critical. Every decision made in our resource allocation process impacts the ability to achieve our mission and speaks to our core values and ethos. Thus, in this highly resource-strained environment, the process for resource allocation becomes increasingly crucial, and our success depends as much on our ability to do more with less as it does on our ability to find additional resources.

Traditional public university accounting does not lend itself easily to the demands of this new environment. For the most part, budget allocation decisions are made from a historical perspective rather than from a programmatic one. In that sense, money flows into funds originally designed to fulfill a long-standing purpose that have been added to or modified over time. It is easy to account for the money in these funds, but this accounting method cannot be used to determine if the money was efficiently spent. Nor is it easy to change direction and address the challenges of academic units

with rapidly growing student enrollment that do not have the resources to meet instructional needs or to answer the need for the creation of entirely new or interdepartmental academic programs. Clearly there is a need for new ideas and methods for allocation of increasingly precious resources.

In order to accomplish our shared goals, the University of New Mexico must implement a more collaborative budget allocation framework. An Executive Budget Committee, consisting of the President and the Executive Vice Presidents, should review and approve all budget requests. This new performance based budgeting system will align allocations with our institutional vision.

The Executive Budget Committee would annually identify strategic initiatives that are to be addressed with institutional improvement funds. Departments and/or programs will prepare written proposals for the use of these funds that would then be reviewed by the Executive Budget Committee. The funds could be allocated on a one-time, multiple year, or permanent basis, with the Executive Budget Committee assessing progress toward the stated goals on a continual basis. All new resources available to the University not restricted for specific purposes (i.e., compensation) will be allocated through this process. In this manner we can assure that all University resources are applied toward our stated goals. In addition, we will continue the annual budget summit, which has been effective in producing collaborative results.

Community Engagement and Partnerships with Public Education

We must maintain a deep commitment to active involvement with New Mexicans as part of our fundamental mission. We must continue our heritage of providing civic service and volunteerism to improve the quality of life in the greater Albuquerque region and throughout the State. It is crucial to bond closely with our support base (students, alumni, friends, local and regional community, etc.) to support cultural and art programs.

We must develop an effective interface with post-secondary institutions for partnership initiatives with elementary and secondary school leaders in order to ensure high school and college access and success. The focus on high-need disciplines, like the education outreach programs that are a part of the STEM fields, is a commitment to work in systemic partnerships with neighboring school districts and create comprehensive plans for access programs throughout all phases of the educational pipeline. It is important to seek excellent models of systemic P-20 partnerships that are focused on measurable elements of effective teaching and learning, especially in the fields of mathematics and sciences, and the challenges associated with ensuring that every student has access to high quality teachers.

The creation of systemic partnerships will help the University focus on necessary access and success strategies that include comprehensive plans to assess college readiness, especially sophomores and seniors in high school settings, expanding college awareness programs, tutorial and mentoring programs, access to information on college scholarships, grant-aid programs available in the community, summer bridge programs, and other development programs that ensure success in college.

To ensure success in the K-12 endeavors, a new position will be established in the Division of Enrollment Management and Student Success to focus on relationships with public education and partnerships to improve the student pipeline to the University.

Diversity

At its essence, diversity is about *differences*. As such, diversity, properly valued and cultivated, can be the source of great creativity, innovation, insight, and excitement – attributes that enhance educational quality at all levels. An important source of differences lies in what might be termed “cultural diversity,” i.e., diversity based on gender, race, ethnicity, country of origin, etc. At the undergraduate level, cultural diversity provides a learning environment that reflects a breadth of concepts and thinking that enriches virtually every program. Appreciating that there *are* such differences, and that those differences give rise to different ways of understanding, beliefs, and framing problems is one of the most important things students can learn. For example, educating engineers in a culturally diverse environment prepares them well for the increasing globalization of technology by instilling an understanding and appreciation of cultural differences. Graduate and professional education benefits from cultural diversity, as it better prepares students to deal with the real-world environments of their fields.

The University is well positioned to increase our international study programs and we must continue to move forward with these initiatives. These types of programs provide our students the opportunity to study in diverse learning environments abroad, and also give people from across the globe an equal opportunity to study here at the University of New Mexico. As our world continues to expand beyond our borders, it is increasingly important to give our students the opportunity to study in richly diverse learning environments.

Particularly in a university, diversity extends to other important dimensions. Intellectually exciting problems almost always occur at the intersections of multiple fields. Interdisciplinary programs lead to new methods, new insight, and new knowledge. And while we often think of the university in terms of “teaching, research, and service,” diverse programs that artfully combine two or all three provide a rich educational milieu. Adding health care, economic development, and technology transfer further extends our diverse reach.

The challenge inherent in any dimension of diversity is having to deal with the attendant complexity. It is, however, just that struggle to understand and benefit from complexity that will make the difference between a good education and a great education.

Arguably, the University of New Mexico is positioned to be the best university in the nation to strategically combine all of the dimensions of diversity to transform education. UNM stands alone as a comprehensive university with a large population of students from underrepresented groups, a (Carnegie) very-high level of research with nationally and internationally recognized programs, strong professional schools, and the commitment to student success. By continuing to work to increase our cultural diversity, especially among faculty and administration, while taking full advantage of integrating the broad range of academic and non-academic offerings, the University of New Mexico can pursue a strategy that will lead the way for 21st century higher education.

Our report card with respect to diversity of faculty and senior executives needs to improve. We need to quit making excuses and start making progress. It appears that mentoring of minority faculty and students is weak and that retention is low. Organizational accountability is passive. We need to develop best practices and pursue special opportunities. We must address gaps in educational attainment of racial/ethnic groups.

To move in these directions, we will create a leadership position in this area that will report directly to the Executive Vice President for Academic Affairs and Provost. The Vice President for Diversity will provide leadership to bring the campus together to increase the diversity of students, staff, and faculty across all academic disciplines and units on campus.

Having this position will also bring continuity and cohesiveness to many projects that already exist on campus to address academic issues for diverse students. There are many “diversity” programs across the campus that add to the distinct richness and visibility of the academic mission of the institution. Programs such as the MARC (Minority Access to Research Careers) Program, the IMSD (Initiatives to Maximize Student Diversity), the Bridges to the Ph.D. program, and the PREP (Post-Baccalaureate Research and Education Program) offer students the opportunity to study with faculty scholars who are experts in their field, plus they provide students the opportunity to prepare for graduate school. The Office of the Vice President for Diversity will provide support to the programs and projects, plus assess the climate on campus for diverse students and faculty. It is the hope of the leadership to create a “one-stop shop” with this new division to clarify accountability and strengthen our ability to integrate all of our services and programs that address diversity issues.

Excellence

Excellence must infuse all that we do at UNM, both educationally and in our faculty's research and discovery. Research excellence is key to our national prominence and our efforts to join the AAU. But in stressing this area, we must pursue student-centered strategies, like our honors program, and we must fully integrate the arts and humanities in our efforts because they contribute to the goal of understanding ourselves and our place in the world. In a global economy, we have to approach education and research from an international perspective. This means recruiting the best faculty worldwide and encouraging international student exchange. The "Areas of Marked Opportunity and Public Engagement" selected a few years ago will need to be reassessed and reevaluated for relevancy in the current climate at the University.

In assessing our future investments, we should consider hiring clusters of faculty in key areas which the state sees as major economic development opportunities. A good example of such a program is the Film and Digital Media Program at the University of New Mexico. This is an integrated interdisciplinary academic and research program designed to give our faculty and students the necessary critical, creative, and technical skills to apply digital technologies in innovative and productive ways. It was created by linking the existing strengths at UNM in Fine Arts, Engineering, Arts & Sciences, and other schools and colleges. The Film & Digital Program will integrate filmmaking and digital media, foster a native New Mexican film and digital media industry, train the citizens of New Mexico, and foster research that contributes to the economic growth of the state.

Nothing is more important than continuing to build and strengthen our faculty. Indeed, UNM's national reputation in research is a tribute to the quality of our faculty. A recent study of scholarly productivity of faculty at U.S. universities revealed that UNM ranked 45th among public universities and ahead of several AAU institutions (e.g., Texas A&M and the University of Nebraska). We need to grow our faculty in key areas of opportunity and we must do more to retain the outstanding young faculty that we recruited and nurtured to success. This will require making faculty salaries more competitive with our peer institutions. Also, there is a major opportunity to improve recognition and reward programs for faculty who have remained at UNM and built a strong career. Finally, as we look to strengthen the faculty, we must remain vigilant to our commitment that we will diversify and recruit, retain, and equitably reward faculty from under represented groups.

The importance of sustaining and recruiting excellent professional staff to the University is important to the mission of the University. These professionals are a strong resource for the institution and provide a strong foundation for the academic work of colleges and the professional health care and education

provided to students pursuing a medical profession and to the community at large. The Health Sciences Center provides care to the entire state and these professionals are a direct link to the communities across the state of New Mexico. Promoting and sustaining the excellence among staff is critical to the work of the University; hence, UNM will provide a climate of excellence and strive to make salaries for staff more competitive with other professionals in the community.

Facilities

The first order of business must be to update the facilities master plan with an eye toward full integration and evaluation of the four separate master plans currently in existence: health sciences, intercollegiate athletics, main campus and the science & technology park. Growing success – in research, teaching and medical care – is challenging the University of New Mexico as never before. Research expenditures and enrollments have grown dramatically since the 1990s, placing severe strain on facilities that now average more than 50 years of age and are inadequate considering the University's growing needs. Integrating the four master plans will ensure the maximization of resources, lay the foundation for future expansion in all precincts of campus, and preserve and enhance the campus' unique architecture, design and aesthetic.

Concurrently, strategies must be developed to continue our ambitious revitalization efforts in all sectors. These strategies, by necessity, will require comprehensive plans for finance which embrace: appropriations from state and federal sources, internal system revenue bonds, and fundraising. Acknowledging that the state of New Mexico faces overwhelming demands on its limited resources, UNM's goal is to assume responsibility for a greater share of its capital and modernization needs. Through its 2005 institutional bond issue that addressed academic facilities, UNM secured a total amount of funding in one year that would have taken more than a decade to secure by traditional state general obligation bond means. Similarly, bold funding initiatives must be developed and implemented to continue our momentum.

Last, the University's clear and consistent message regarding the massive deferred maintenance backlog on campus has resulted in a substantial increase in building renewal and replacement funds. These revitalization funds have yielded substantial positive results in classrooms, labs and offices in the last two years and must continue to be at the forefront of our legislative efforts to ensure that we properly care for our existing assets while building new facilities for the 21st century.

Fund-Raising and Friend-Raising

As with all ambitious endeavors, achieving the goals outlined in this document requires financial resources and broad commitments from all

University stakeholders, internal – faculty, staff, and students – as well as external stakeholders – alumni, donors, and community, governmental and business leaders. An integrated external relations program and fundraising campaign achieve both aims of raising unprecedented levels of financial support as well as engaging our stakeholders in the life of the University.

The Alumni Association serves to connect UNM alumni to one another and to the University of New Mexico. The Association, with regional chapters throughout New Mexico, the country, and even in several international locations, is the University's ambassador to alumni and other stakeholders. As we share our vision and plan of action for UNM, the Alumni Association will be key to reaching out to our worldwide base of fans, supporters and stakeholders.

The University is currently working to determine its highest private funding priorities. The University's campaign goal, while not yet fully determined, will aim at a minimum, to more than double the amount of gifts received from approximately \$43 million to \$100 million annually.

We must raise money for both academics and athletics and not just the latter. Our biggest academic needs are in the areas of faculty chairs, graduate student fellowships, undergraduate scholarships, and endowments to support colleges, departments, equipment, and buildings. Our fundraising target should include private individuals, local, state and national foundations, and corporations with connections to New Mexico. Our programs that attract broad community visibility and participation should be among our fundraising priorities because so many community members care deeply about the success of these programs – such as Popejoy Hall, UNM Museum of Art, the Tamarind Institute, Intercollegiate Athletics, and KNME and KUNM.

There is urgency to begin planning and preparation for a very ambitious comprehensive fundraising campaign and to launch it as soon as possible. As we prepare the University for a comprehensive campaign, our initial efforts will focus on: articulating the University's value and distinctiveness to our stakeholders and community members; building the size and talent of the development professional staff; establishing a stakeholders' council of campaign leaders and advocates; identifying more than 3,000 new prospective major donors; engaging University leadership with potential major donors; and then launching the comprehensive fundraising campaign.

Government Relations

Interaction with our community is vital to our success. We need to build upon our relationships with our local, state and federal elected officials to support our missions. Furthermore strong ties to the business community across the state are essential. In order for us to succeed we must have the support of our

State Legislature, Governor and congressional delegation. We must also have a commitment to bilateral communication. Our State Legislature is a group of dedicated volunteers elected from throughout New Mexico and UNM's success rests upon a strong base of support from legislators in all areas of the state. Given that ours is a citizen legislature, we must strive to be a service to them. UNM Hospitals is the leading hospital in trauma care, cancer research and treatment and safety net hospital in our regions and we must have a strong relationship with the Bernalillo County Board of Commissioners and the Indian Health Services to carry out that mission.

UNM also believes in strong government-to-government relations with the tribes, nations, and pueblos in New Mexico. We must continue to work with member organizations, and look at updating and revising our current MOUs with each of the entities.

Partnerships, Collaboration, and "Coopetition"

Doing things with others, even your "competitors", makes sense if it gives you a competitive advantage. It represents another way to leverage resources and is increasingly expected by state leadership. This is an area where UNM has enormous opportunity. We should strengthen the ties and cooperative activity between Main Campus and HSC; develop a major partnership with Central New Mexico Community College (CNM) to bolster retention and graduation rates; and increase affiliations with the National Labs and others to boost research, graduate education, and technology transfer. We also want to be partners in the local and statewide economic communities, including existing and developing industries.

Ties should be strengthened to include other universities and community colleges. For example, we have an agreement in principle, although not in writing, that NMSU would offer at least two degree programs not currently offered by UNM in Rio Rancho that are needed/desired by the community. Specifically, one is the Hotel, Tourism, & Hospitality Program. Another example is the request from Santa Fe Community College for UNM to deliver a BFA that links with SFCC two-year degree programs.

We should also develop partnerships for distance classes and on-campus short-term and semester-long academic programs with students and faculty from other countries, especially Mexico, because of our proximity to that country. Other courses can be offered to our branch campus students, high school students, community college students, public school teachers, etc. Other partnerships that can be strengthened are Los Angeles/HUB City College Prep Programs, Honors Camp, Statewide GEAR-UP and National LULAC Leadership Programs.

Creating new partnerships with the communities across the state will strengthen the visibility for the University, especially in reaching out to rural communities who need the support and help by providing educational academic opportunities. Rural communities need to sustain themselves and to enhance their own schools, health care facilities, and other economic growth opportunities that “knock” on their front door.

UNM has the capacity to provide education and training to many individuals in these rural communities. Many of these students leave the community for a short while to pursue educational opportunities and then return to their homes to provide service to the community. Others cannot leave the community and need the University to go to them by providing distance education opportunities. Providing coursework on-line that lead to a degree for these communities will empower small communities to educate their own people and to grow economically in ways not determined today. Having the opportunity to get an education is critical for these rural communities and UNM will reach out and provide these opportunities.

Research

A research university must provide an environment that encourages faculty to pursue sponsored-research opportunities. Research funding is a surrogate for opportunity that benefits students, faculty, and the community. We must foster an administrative culture that supports research education.

Research is an area where we have great national credibility, and we will need to budget the necessary resources to keep our momentum and reputation. Infrastructure, equipment, and space must be maintained, upgraded, and expanded. We must address barriers to working across disciplines and do a better job of incentivizing interdisciplinary approaches. We must continue strengthening the interactions between the Main Campus and the HSC. To continue growing our research programs it will be important to continue to grow the faculty and to do a better job of retaining our very best young faculty.

While growth in the overall research enterprise has been substantial in the past decade, there are signs of stress in the management and administrative processes of research. In recognition of faculty frustration, the previous Provost appointed a Research Study Group to “lead a study to analyze the current system spanning the birth to the closeout of a sponsored project. The outcome of this study is to be a series of recommendations to improve efficiency and customer service.” The Study Group recently issued its report, commenting “There must be changes in the structure of research administration, in the allocation of resources and staffing levels, in organizational culture and attitude, and in communication and accountability.”

It is incumbent that the administration implement the major recommendations of the Study Group.

A strong research program is also critical. It impacts our ability to attract the top New Mexico high school students to attend UNM. These high-end students tend to seek out universities that offer strong young scholar programs, and universities from surrounding states have been out competing us by providing a stronger focus in undergraduate research. We should develop an undergraduate research center and enhance undergraduate research programs such as Ron McNair, Research Opportunity Programs (ROP), the PROFOUND Programs, the Robert Wood Johnson Program, Research Service Learning Program, and University College Undergraduate Research Programs in order to prepare undergraduates for graduate school and research.

Rio Rancho and the Branch Campuses

Our Branch campuses provide excellent avenues of access for students across the state, as well as enhance our diverse learning environment. It is crucial for us to continue our academic programs here, while adding necessary academic programs as the demand for them increases. We need to recognize the added value that they bring to the University as a whole in terms of the diversity of the student body.

UNM must capitalize on its relationship with the rapidly growing and expanding city of Rio Rancho. The proposed Rio Rancho Campus (UNM West) offers unique opportunities for growth and advancement of UNM. Many companies see Rio Rancho as a fast-growing city in need of a locally based major research university. In developing UNM West, we will need to work carefully with the elected and community leaders of Rio Rancho to secure a revenue stream for capital projects through an appropriate vehicle such as a mill levy or gross receipts tax.

It is time to begin implementation of the new campus, hospital, and medical school. For the general academic programs, we need to recruit a director with experience in developing branch campuses and 2+2 partnership programs. Success will require an effective partnership with CNM.

The Rio Rancho campus will provide students with the opportunity to attend courses on the west side of the city as we partner with CNM and the Los Alamos Branch campus to offer courses that lead to degrees, teaching licenses, certifications, or endorsements. Also, the opportunity for Extended University to provide degree completion programs at Rio Rancho and the UNM Branch campus locations is important to meet the access and student success goals stated in this action plan. Extended University has the capability to offer distance learning as well as on site coursework. It is important that the partnering with these various entities provide a seamless

and transparent service to students from “start to finish” of a degree completion program.

All of our branch campuses need reinvigorating and more emphasis. There are leadership challenges to be addressed and we must be very careful not to lose ground with respect to designated geographic areas of responsibility. This will require coordination with the State Secretary of Higher Education.

We also want to participate in the development of a Mesa del Sol campus south of the Albuquerque Sunport. This development will be a long-term population growth center for the Albuquerque area, and thus falls within the University's mission of outreach to its local communities.

Student Life

Enhancing student life and services on campus is important for recruitment, retention, and graduation purposes. Actions to enhance these areas can include additional funding for student activities, health and wellness programs, recreational facilities, housing and food services that are student-centered, the Student Success Center, and additional student employment opportunities. The focus on student activities should include late night alternatives to alcohol-related events.

For example, Cornell Outdoor Mall begins at the UNM Bookstore and ends west of the Student Union Building (SUB). This outdoor mall should be developed to offer opportunities and venues for student activities throughout the day and into the evenings. Appropriate lighting, inviting furniture, food courts, etc., can contribute to a variety of student activities.

The current trend for universities comparable to ours is to create a stand-alone recreational center. Because of budget constraints, this center will have to be planned for the near future instead of immediately. However, the enlargement of our current fitness facilities at Johnson Center with expanded hours and a possible outdoor swimming pool can help create much-needed additional extracurricular programs and services for our students.

La Posada Dining Hall was originally constructed without handicapped accessibility, which can be remedied in a remodeling. La Posada can be remodeled as a multipurpose student unit to provide a number of student services and extracurricular activities in addition to providing a variety of dining options. These extracurricular programs and services can include game rooms, computer pods, meeting rooms, and study areas.

Also, we need to create a Student Support/Student Health and Wellness Center, a one-stop user-friendly single facility that would have a direct and positive impact on the day-to-day services for all students. This multi-use

facility will give UNM the opportunity to provide students with a modern, well-designed and integrated contemporary support facility and system which will provide all students with a solid foundation in basic academic and “life” skills. In combination with the Student Success Center mentioned earlier, it will provide professional and peer tutoring, mentoring, advising and supplemental instruction to strengthen academic success in the classroom, and provide professional assistance in helping students set goals, adjust to university life and learning, and develop the habits of intellectual and social behavior which lead toward a degree and a fulfilling career. This concept is now the norm across college campuses and has proven to improve recruiting, retention, and graduation rates.

There is also a crucial need to improve the student housing situation and offer more opportunity for students to reside on Campus. Additionally, we need to improve the current dormitory situation, where many of the dorms were constructed in the 1950s and 60s, by renovating and/or replacing the existing dormitory inventory while increasing the available beds for students to reside on campus. A recently completed study by consultant Brailsford & Dunlavey identified demand for 1,700 new beds on campus with approximately 1,200 targeting undergraduate students and 500 targeting graduate students.

The first housing priority would be to target the undergraduate population to develop a strong community on campus. The lifestyle of students today demands apartment style residence halls that are conveniently located, affordable, and comparable to off-campus apartments.

Graduate student demand should be addressed later, and can be constructed along the perimeter of the campus. These units should be single and double occupancy, with affordability and convenience again being a prime consideration. Finally, challenges related to housing options for married students with/without families, Greek Housing and Theme Housing must also be considered in our overall master plan for housing. Students in the 21st century demand housing options, with most considering quality on-campus housing a top priority list. Our challenge will be how to finance any new construction, with the choices being institutional bonds or private partnerships. Opportunities to partner with the private sector should be pursued given the trend in the last 20 years to privatized new apartment style housing.

Technology

The information highway is the great equalizer in coping with our remoteness and relatively sparse population base. We must continue to aggressively pursue projects and programs that will keep us on the cutting edge in this area if we are to be successful in serving our students and New Mexico. Programs such as the National Lambda Rail and High Performance Computing

capability are crucial to our long-term success in this area. Students need to be provided with access to the information highway via computer pods, e-mail stations, etc.

The Science and Technology Corporation (STC) at UNM can assist us in this effort. STC was formed to protect and transfer faculty inventions to the commercial marketplace by licensing innovative technology developed at UNM, including optics, micro fluidics, and high performance materials as well as therapeutics, diagnostics, medical devices, and drug discovery tools. By supporting the development and use of emerging technologies in the marketplace and in University instruction, we will give faculty the tools it needs to further develop their instruction and research portfolios.

Technology Transfer and Economic Development

Becoming a nationally prominent research and academic institution is crucial to the economic vitality of Albuquerque and New Mexico. As one of the state's largest importers and exporters of economic activity, the University of New Mexico is in a unique position to influence the future of New Mexico and the region. We must build our programs in niche areas with the capability of contributing to local and regional workforce development and economic growth. This will require strengthening industry, national lab, and academic partnerships. Our federal initiative program should be strongly focused on projects that relate to technology development and high tech job creation.

By working with the local community, in conjunction with the legislative and congressional delegations, we have the opportunity to build Albuquerque as the technology "go to" area in the southwestern United States. The University's Science & Technology Park (STP) is poised to lead this effort. Technologies developed at the Park have already assisted in developing successful start-up companies, such as Advent Solar, Exagen, Lumidigm, and others.

In conjunction with the STP, the Mesa del Sol development offers unique opportunities for engaging the private sector in economic development. It is important for the University to partner with significant projects like Mesa del Sol as part of our community service effort to promote economic and workforce development. These partnerships will foster technology transfer, commercialization, and capital attraction, which are vital to our long-term success.

The Sandia Foundation has a special relationship with the University and potentially offers a vehicle for engaging economic development as it relates to specific projects around the campus. Working closely with the foundation, the University has successfully developed several small-scale capital projects with defined scope and short construction horizons. Similar developments

that rely on University capital are ideal projects to grow this mutually beneficial partnership.

Finally, private sector approaches to developing campus edges and gateways will stimulate local economic development, enliven campus life, and increase student and faculty recruitment and retention. These developments along the campus fringe will serve as gateway properties to provide services and amenities for both campus and neighborhood communities.

The complexity and seed capital necessary for these developments will require careful consideration, and will ultimately dictate the development structure. With this in mind, wholly owned nonprofit development, the Sandia Foundation, and university-private developer joint ventures, such as Mesa del Sol, are possible vehicles.

The Humanities and the Arts

These areas are crucial to any notion of achieving preeminence in scholarship. They help us to understand our history, the works of art and literature we create, the societies in which we live, the music we enjoy and understand, the structures of the languages we speak, and the ethical norms (judgment, experience, and values) that we live by. Supporting the humanities and the arts will allow us to increase cultural knowledge and understanding. Intercultural competency is increasingly essential in today's global economy. As we move forward, there will be many opportunities to strengthen programs in this area.

SPECIAL CHALLENGES AND OPPORTUNITIES AT THE HEALTH SCIENCES CENTER

The UNM Health Sciences Center (HSC) is the umbrella organization which incorporates the School of Medicine, the College of Nursing, the College of Pharmacy, the UNM Hospitals, and the Health Sciences Library and Informatics Center.

The success of the Health Sciences Center is measured by the degree to which it improves the quality of life for all New Mexicans through educational, research, and clinical programs. The HSC operates by forming working partnerships with communities that increase local capacity, improve relations, and provide greater access to quality, affordable health care. An integrated marketing/communications branding campaign will be a vital component of our community outreach. It will ensure that the public is educated about the vast array of services we currently provide as well as the new endeavors we are initiating. We can and must strive to better meet the many health care and educational challenges we face in New Mexico.

Since the current national health care system is dysfunctional, the HSC must be committed to serving as a resource for the state in creating evidence-based health policy. The HSC will work with providers, opinion-makers, and public officials to develop and implement a more equitable, efficient, and effective health care system while working in partnership with public and private institutions. To achieve these objectives, the HSC will further develop its state-wide network and help close the health care gap between urban and rural New Mexico and reduce health disparity.

HSC Missions:

Education

One of the greatest challenges in a majority/minority state is addressing health care disparities within particular communities and ethnic groups. The Robert Wood Johnson Foundation (RWJF) Center for Health Policy at UNM, founded in January 2007, is helping to address this issue. The Center aims to increase the number of Hispanic and Native American PhD graduates in the social sciences with expertise in health policy. It is hoped that these students can affect change in US health policy by participating as leaders in the national debate. In partnership with the New Mexico Department of Health, the Center will serve as a national resource for minority health policy research and provide a voice for Hispanics, Native Americans, and other under-represented groups in health policy discussions. The School of Medicine's Masters in Public Health (MPH) Program, a part of the core planned interdisciplinary education for the RWJF Center, is developing a 15-graduate credit public health certificate for all medical students. It is currently being piloted with medical residents and students and is expected to be fully introduced in 2010. Additionally, we will begin planning for a doctorate in Public Health.

The State of New Mexico's workforce shortage includes all health care professionals. We need to dramatically improve our pipeline programs leading to a greater diversity of our student body and faculty. We will expand the HSC's collaborative programs that are designed to identify and track youth interested in health careers, especially in rural, under-represented, and tribal communities.

In 2005, New Mexico had about 4.58 dentists per 10,000 citizens. Nationally, the ratio of dentists per 10,000 people is expected to decline from 5.83 in 2000 to 5.37 in 2020. Building on current programs in Dental Hygiene and dental residencies, a nationally recognized Oral Health Program at the School of Medicine would take about three to five years to fully establish and would seek to increase interdisciplinary oral health educational opportunities for residents of New Mexico – ultimately leading to more New Mexicans obtaining a Doctor of Dental Science (DDS) Degree.

New Mexico's average number of physicians per capita is 19.4 per 10,000 citizens compared with 22.6 nationally with 30 of the state's 33 counties designated as medically underserved. The HSC must be responsive in innovative ways to address these shortages. We will expand pipeline programs like our Combined Bachelor of Arts/Doctor of Medicine Degree Program (BA/MD). The BA/MD Program is a partnership between our College of Arts and Sciences and our School of Medicine. The program recruits highly accomplished and talented high school seniors from across the state to train to become physicians in New Mexico's medically underserved communities, with particular emphasis on recruiting Hispanic and Native American students.

The state's average number of registered pharmacists per 10,000 citizens in rural areas is 3.66. The College of Pharmacy, in collaboration with NMSU, developed the Cooperative Pharmacy Program to help alleviate the shortage of pharmacists in southern New Mexico. This program should expand to other underserved areas of the state.

New Mexico currently ranks 44th nationally in nurses per capita with 63 nurses per 10,000 citizens. The College of Nursing has significantly increased its class sizes and will seek support for expansion of its programs in rural areas of the state. With an estimated 55% of the current nurses employed in the state possibly retiring between 2011 and 2020, the College of Nursing will focus on graduating as many nurses as feasible to meet the challenges in the next decade.

Research

The HSC must expand its scientific programs to address the most prevalent diseases threatening New Mexicans. Recently, the National Institutes of Health (NIH) recognized the HSC as one of 52 health centers in the country deserving of a planning grant to create a Clinical and Translational Science Center (CTSC). Discoveries from the laboratory are tested in the controlled environment of our teaching facilities and when proven safe and effective, these cutting-edge treatments are brought to clinical practice in the community. This is an opportunity for all New Mexicans to benefit from the HSC's five Signature Research Programs: Cancer Biology; Brain and Behavioral Illnesses; Cardiovascular and Metabolic Disease; Environmental Health Sciences; and Infectious Diseases and Immunity.

Clinical

A significant challenge facing the HSC Clinical Enterprise is providing comprehensive uncompensated care while at the same time serving as the main referral facility for this region of the United States for highly complex

and specialized treatments for all who require these services. Last year alone, the HSC provided more than \$137 M in uncompensated care, up from nearly \$88 M in 2003. UNM Hospitals (UNMHs), the flagship teaching hospitals for the State of New Mexico, and the 800 clinical faculty of the School of Medicine that serve as the medical staff for UNMHs care for more than 120,000 New Mexicans each year.

Created in June 2007, the new UNM Medical Group (UNMMG) will allow the SOM faculty to pursue the following goals: examine innovative ways to expand the clinical enterprise, increase revenue, help underwrite the costs associated with uncompensated care, and greatly enhance access to both primary care and highly specialized clinical services. We will encourage the HSC to engage in a strategic planning process to identify the inpatient and outpatient needs of the communities we serve, both within and outside of Bernalillo County, making full use of the UNMHs and the UNMMG potential.

New HSC Facilities

The new UNM Cancer Research and Treatment Center is requesting additional support for the final phases of construction. Once fully funded and completed, the center will provide greater access for all New Mexicans to new, critically needed cancer treatment modalities, replace outmoded and severely overcrowded facilities, expand cancer education and training programs, and promote clinical cancer research programs in biotechnology and cancer drug discovery.

Phase One of the new Domenici Education Center for Health Education opened in January 2007. The complex is a three-phased project that creates a new learning environment for medical, nursing and pharmacy students by combining research knowledge, education, and clinical performance. While Phase Two funding has been secured, the current challenge is to secure funding to complete Phase Three. We are also looking at placing Senator Domenici's papers within this complex, and will look to move forward with this initiative with the assistance of the Senator's staff.

The UNM HSC was awarded a \$4 M grant from NIH to help fund construction of a Neuroscience Research Facility that will provide state-of-the-art facilities for established and funded clinical and basic brain and behavioral research. The challenge will be to identify an additional \$6 M of mandated matching funds to complete this facility.

The new Barbara and Bill Richardson Pavilion/UNM Children's Hospital, which opened on June 9, 2007, is a 500,000 square foot facility designed to provide state-of-the-art care to all New Mexicans. The pavilion contains all the inpatient units of UNM Children's Hospital, Carrie Tingley Hospital, three

adult critical care units, a greatly expanded adult emergency room, and the only separate Pediatric Emergency Room in the state. This will allow an increase in the HSC's inpatient capacity. Even with this new facility, New Mexico requires significantly more highly specialized inpatient and outpatient services that only an academic health center can provide. Next year, the HSC will begin planning to determine the full scope of additional clinical facility requirements.

CORE VALUES

As we continue to advance toward meeting our mutual goals, we must be guided by certain core values as we set our sights on our goals. Those core values are:

Respect for one another. Teaching respect and tolerance by example is central to our mission and should be central to the job performance of every employee. We must build a strong community – where people work together, live together, struggle together, and everyone gives his or her best so that the entire group is strengthened and elevated.

Cooperation and communication. We must open lines of communication between all areas of the University, on all levels. We must exhibit these characteristics internally before we can be known for teaching them.

Creativity and ambition. We must celebrate creativity and not reward conformity. Our employees, faculty and students should be expected to set high ambitions for their UNM experience. We must be receptive to a change in attitude about who we are and what we could become.

Pride in work ethic and a job well done. To reward successful behaviors and outcomes and to recognize and correct unsuccessful behaviors and outcomes creates a strong work ethic among employees as to how to get the job done.

Focus on intellectual and service/leadership growth in students. Understanding that intellectual development is a lifelong pursuit and that leadership in community service brings great satisfaction are lessons we must continue to teach our students.

Diversity of opinions and perspectives. We must not lose sight of the importance of the open discussion of our opinions, ideas, ideals, and perspectives.

TEAMWORK IN ACTION: WHAT WE MUST DO TO SUCCEED

Ambition and vision are great but of little value unless accompanied by a good strategy. To implement good strategy, we need to create the climate of a learning organization capable of continuous improvement – an organization built around a strong sense of teamwork and trust. I believe there are six essential tools to building better teamwork at UNM. When we come together on these six key principles, we will be better situated to implement our strategy for success.

Positive Attitude – We need to be upbeat, positive, and look to the future – not focused on the problems of the past. *“One of the biggest changes in management theory is its adjustment to postmodern culture is the recognition that attitude more than skill and information is the key to leadership,”* Leonard Sweet, Soul Tsunami. UNM as an organization does not have a strong legacy of teamwork. This will take time to develop and will require effort and cooperation on the part of key senior executives. There could be a need to use a “leadership coach” to work with individual executives as we move in the direction of this cultural transformation at the University. Additionally, the senior executive leadership retreat in July will be an important step in building a strong leadership team at UNM.

Planning and Prioritization – This must be viewed not as an exercise but as a blueprint for action that engages every unit of the campus. We must prioritize and stick with the “game plan,” and we must be willing to link resources and performance. We can’t be all things to all people. There does not appear to be a need for wholesale, massive strategic planning effort at the University. The existing plan seems to contain most of the elements needed but it will require some modification based upon reassessment and a realistic analysis of the strengths, weaknesses, opportunities, and threats at UNM.

Assessment and Accountability – We must systematically assess performance, and there must be consequences associated with how well we do our job. We will create and reinforce a culture of accountability, continuous process improvement, and transparency, with measurement- and results-driven performance. A UNM Ledger System needs to be developed that measures key performance and productivity indices over a 5 year horizon at the University. This ledger should contain data for the overall institution as well as for each of the colleges, and it should be available on-line for the public to view. The ledger will become a major management tool in allocating resources and measuring performance at the institution.

Constancy in Leadership – In the past few years, UNM has been under the direction of several Presidents. I believe it is important for the University to rally behind its leadership, giving our institution the necessary guidance it

will need to reach our lofty goals. We can't do any of this alone, and it will take strong, consistent leadership, to help us make it happen.

Communication and Public Relations – We must streamline our communications to aid in our decision-making abilities. We also need to be more proactive and reach out to media outlets and foster this relationship. Recent negative incidents necessitate a strategic review of all communication and public relations programs and procedures with an eye toward systemic changes and improvement. A national consultant should be engaged to assist with this strategic assessment, and to assist us with our national visibility and reputation.

Marketing – We have to be able to tell our story in a profound, effective, and unified manner; one that convinces people we are sincere and that our efforts, if successful, will make a real difference in their lives. UNM is the brand choice for many New Mexicans and we must ensure we are branding ourselves statewide. A marketing task force will be appointed to review existing efforts and management in this important area. The task force will include members from all elements of the institution, and it will provide a report of findings and recommendations to me before the conclusion of the fall 2007 semester.

Human Capital – If UNM is to succeed; we must create and sustain the conditions under which all of the people in the institution can succeed. Investments in our human capital, including appropriate and ongoing training; competitive and market-driven compensation for both faculty and staff; and an environment that supports wellness and productivity are all foundational to our success. Our relationships with our labor unions must be cooperative and focused on “win-win” outcomes. And, leadership must “go first” to model the expectation that it is the job of everyone to create a culture of accountability, respect, and performance excellence.

LEADERSHIP IN ACTION

“The leader is someone who leads the institution elsewhere. That’s different than just keeping the joint open.”

-Robert Galvin, former CEO Motorola Corp.

Having a strong vision for UNM is one thing. Putting it all together is another thing. To do this, the University will need a strong, and consistent team leader.

Even the greatest institutions in the world have room to become better. UNM, with its challenges, has the distinct opportunity to become one of the leading institutions in the country. With the proper leadership team and approach as

well as the alignment of the many University stakeholders, we can take UNM to new heights.

Bruce Springsteen once said, "*A time comes when you need to stop waiting for the man you want to become and start being the man you want to be.*" It is time for UNM to stop waiting for the university it wants to become and start being the university it wants to be.

At UNM, we will build a strong foundation for our goals with our leadership team and build upon that foundation as we strive to meet our secondary goals. At the end of my tenure at the University of New Mexico, I want this administration to be known for the quality and growth of UNM's students, academics, and research. I want us to be student-friendly and to achieve improvements in our graduation and retention rates. I want us to be known for our accountability, performance and efficiency, and to improve our competitiveness in athletics. Lastly, I want people to recognize this administration for having grown the prestige of the University beyond the borders of New Mexico while enhancing the depth and quality of our faculty.



THE UNIVERSITY *of*
NEW MEXICO

Preamble to the Regents' Goals for the President of the University of New Mexico

The following document sets forth the goals that the UNM Board of Regents has articulated for the President of the University of New Mexico.

The Regents recognize that these goals are very ambitious. The work required to accomplish them will be greater than the ability of just one person to accomplish and will require a strong team approach. Therefore, the Regents look to the President to ensure that a strong and capable executive leadership team is in place to help accomplish the work at hand.

The Regents also recognize that the ever-changing environment, including the potential emergence of new opportunities and challenges, will require that adjustments will need to be made to these goals over the next five years. Additionally, many of these goals will take more than five years to accomplish. Therefore, these goals should be viewed as guidelines and part of a continuing dialogue to set direction, create alignment of activities and resources, and evaluate progress toward achieving our vision of excellence for the University of New Mexico.

REGENTS' GOALS AND EVALUATION CRITERIA FOR THE PRESIDENT OF THE UNIVERSITY OF NEW MEXICO

Strategic Action Plan - Major Milestones and Benchmarks for 1st Year Aligned with Regents' Goals

Proposed Regent Goal 1. Mission, Vision, and Strategic Plan

Review and refine the mission, vision, and strategic plan for the University of New Mexico.

Comments and Timeline: This goal will require campus-wide discussion and most of the work should be completed in year one or at the very latest the first quarter of year two. Part of this goal should include the development of a Master Facility Plan that integrates the 3 existing master plans for Main Campus, North Campus, and South Campus as well as the plan to be developed for lands adjacent to the 3 campuses (see goal 8).

Tactics for Year One:

- Clarify, finalize, and publicly communicate the revised mission and vision statement for UNM.
- Establish a process for modifying the current strategic plan.
- Establish a process for developing a master facility plan that ties to the strategic plan.

Milestones/Benchmarks by 1 June 2008:

- The document "UNM in the 21st Century: A New President's Vision" will be officially released and adopted.
- A task force will be appointed and assigned to work with the President to revise the strategic plan.
- A town hall meeting will be held to publicly discuss UNM's strategic direction and facility plan.

Proposed Regent Goal 2. Accountability

Continue to develop an organizational and leadership infrastructure at UNM that creates and reinforces a culture of accountability, continuous process improvement, and transparency, with measurement- and results-driven performance.

Comments and Timeline: Work on this goal will continue throughout the five year period, but the important task of recruiting and hiring senior executives will take place in the first year, with the objective of creating an environment of leadership stability. The Provost will evaluate and recruit the Deans. The UNM Audit Committee will continue to perform a vital function to ensure financial accountability.

Tactics for Year One:

- Develop and establish the executive cabinet team as the behavioral and performance model for the entire university.
- Affirm a core set of high-level measures of performance excellence for UNM that will serve as the University's "ledger system" for evaluating and communicating performance on an ongoing basis. The ledger should also serve to align performance standards and accountabilities of individual colleges with those of the overall UNM system.
- Establish systems and processes to communicate the mission, vision, and values to every UNM employee within 6 months of their rollout.
- Determine areas of greatest opportunity and ways to leverage strengths while mitigating threats and weaknesses.

- Implement a budget strategy focused on performance to strengthen fiscal responsibility.
- Continue to make strategic use of the Audit Committee.

Milestones/Benchmarks by 1 June 2008:

- Two performance ledgers will be completed and made available on-line – one for the Main Campus and separate ledger for the HSC.
- The Executive Cabinet under the direction of the President and Executive Vice Presidents will complete and make available to the strategic planning task force a SWOT Analysis of UNM.
- The banner budget module will become operational on both Main Campus and HSC.

Proposed Regent Goal 3. Academics

Establish an integrated system of services to prepare, recruit, enroll, develop, retain, and graduate both undergraduate and graduate students at the University of New Mexico, with special focus on the recruitment of high-achieving students and national merit scholars.

Comments and Timeline: Work on this goal also will continue throughout the 5 year period. A new organizational structure will be put in place in year 1 and then progress should become apparent in subsequent years.

Tactics for Year One:

- Establish the Division of Enrollment Management.
- Develop and announce a comprehensive partnership with CNM.
- Implement changes and programs to improve retention and graduation rates.
- Fully develop the learning center concept.
- Develop “feeder” institution partners to attract the top performing students in NM.
- Open regional recruiting offices and/or functions in NM and the Southwest.

Milestones/Benchmarks by 1 June 2008:

- The Division of Enrollment Management will be fully functional and an enrollment management plan will be presented to the Board.
- An MOU will be signed with CNM that has been approved by the Boards of both institutions.
- An evaluation of the strategic importance and effectiveness of University College will have been completed.
- The new Student Success Building will be opened.
- “Feeder” pathway programs will be in place with UNM branches, appropriate NM High Schools, and Community Colleges.
- A recruiting office will be opened in eastern NM and recruiting functions will be established in southern California and along the I-35 corridor in Texas.

Proposed Regent Goal 4. Diversity of Leadership, Faculty, and Staff

Develop and execute a plan to ensure that UNM is able to recruit and retain diverse and talented leaders, faculty, staff, and students that reflect the diversity of the state of New Mexico.

Comments and Timeline: Work on this goal will continue throughout the five year period. Organizational changes and hiring of key executives will be completed in year one. Progress on faculty should improve continuously over the remainder of the 5 year period.

Tactics for Year One:

- Retain a nationally recognized higher education recruiting firm to assist with the Executive Team recruitment.

- Establish the Division of Institutional Diversity under the leadership of the Interim VP for Institutional Diversity.

Milestones/Benchmarks by 1 June 2008:

- The following positions will be permanently filled: Provost /Executive Vice President for Academic Affairs, Vice Presidents for Enrollment Management and Institutional Diversity, and the Executive Vice President for Rio Rancho and Coordinator of Branch Campuses.
- A diversity action plan and report card for the major components of UNM will be completed.

Proposed Regent Goal 5. Community Engagement

Initiate personal outreach to and active engagement with communities throughout the State of New Mexico and beyond.

Comments and Timeline: Work on this goal will continue throughout the 5 year period. Much of the effort in year 1 will involve getting to know the State, and steady progress can be expected with accumulated benefits evident at the end of each subsequent year. UNM believes in strong government-to-government relations with the tribes, nations, and pueblos in New Mexico. We must continue to work with member organizations and look at updating and revising our current MOUs with each of the entities. Two other groups also warrant engagement – parents and retirees. Both have enormous potential to contribute to UNM.

Tactics for Year One:

- A comprehensive review of public relations and communications strategies in all areas of UNM will be conducted.
- The President will become familiar with the major regions and issues regarding higher education in NM.
- A strategic marketing taskforce will be established.
- Develop and publish promotional materials that more effectively communicate the University's sincere commitment to inform, as well as engage and partner with students, parents, and the community.
- Continue expanding the fledgling Parents Association.
- Strength communication with the UNM Retiree Association (UNMRA).

Milestones/Benchmarks by 1 June 2008:

- A more centralized, strengthened, and coordinated approach to public relations and communications will be in place for UNM.
- The strategic marketing task force will produce a final report with recommendations for strengthening UNM's brand and consistency in branding.
- The President's statewide tour will be completed, including visiting as many of the pueblos, tribes, and nations as possible.
- A full-time person will be employed to support the Parent's Association.
- An annual reception will be instituted to congratulate new retirees and support members of UNMRA.
- Revise as many of the MOUs as possible with the tribes, nations, and pueblos.
- The President's office will publish an elegant annual report and promotional video that includes the main campus, HSC, and the branches.

Proposed Regent Goal 6. Legislative Role

Establish and sustain positive relationships with the New Mexico Legislature that result in beneficial support and outcomes for UNM.

Comments and Timeline: This is another goal that will continue throughout the 5 year period. Progress and momentum should be evident during each legislative session.

Tactics for Year One:

- President meets and gets to know the leaders of the state and the legislature.
- Create a comprehensive legislative approach under centralized and coordinated management, and review contracts with lobbyists.
- Develop strategic approaches for important tax elections.

Milestones/Benchmarks by 1 June 2008:

- Coordination of the legislative agenda will be vested in the office of the Executive VP for Administration who will review and evaluate contracts with lobbyists.
- Conclude the legislative session with appropriate capital funding needs, 0 tuition credit, and a 5% salary increase for employees.
- In Rio Rancho, support and assist in the passage of the fall CNM property tax, spring UNM gross receipts election, and the UNMH mill levy.
- Support a statewide GO Bond for education.

Proposed Regent Goal 7. Fundraising

Apply knowledge and expertise to design, organize, launch, and actively participate in a comprehensive fundraising strategy and executable program that produces positive results for UNM.

Comments and Timeline: Fund-raising will make up at least 30-40% of the President's annual work. The first year will be devoted primarily to planning and staffing for a comprehensive fund-raising campaign. Subsequent years should see incremental increases in funding and growth in the endowment.

Tactics for Year One:

- Meet top donors and donor prospects.
- Complete a comprehensive fundraising plan with organizational and funding strategies.
- Aggressively increase funding from the annual giving campaign.

Milestones/Benchmarks by 1 June 2008:

- Have a written plan and timetable approved by the UNM Foundation and Board of Regents for a comprehensive fundraising plan of at least \$500 M.
- Raise in excess of \$80 million in FY/08 (annual/foundations, private individuals).

Proposed Regent Goal 8. Economic & Resource Development

Develop and execute plans to fully maximize UNM's economic and resource development opportunities.

Comments and Timeline: This is another goal that will continue for the entire 5 year period. The focus in year 1 will be on getting the right structure so it is easy for the private sector to access the university. Also, STC will be encouraged to expand its activity to include working with the government laboratories. We will also stress growth in research in areas of economic opportunity in New Mexico. As these things develop, progress should be evident each year.

Tactics for Year One:

- Evaluate the organization of economic development inside UNM to provide clearer avenues for the private and government sectors to engage the university.

- Create a plan for commercial development of lands adjacent to the university.
- Plan major initiatives and cluster hires in priority areas (e.g., digital media graphics and visualization, energy and green technologies, cancer biology and treatment, space technology, and southwestern ethnic issues) that relate to federal lab and military lab capabilities as well as areas of economic opportunity in NM.

Milestones/Benchmarks by 1 June 2008:

- The role of economic development in the UNM organizational structure will be clarified.
- The role and responsibility of STC will be expanded to include more economic development activities.
- Board will approve a plan presented by the administration, using the vehicle of Lobo Development Corporation, to select a firm or firms to proceed with commercial development on land adjacent to the university with proceeds directed to debt service to support a substantial institutional bond issue.
- Hire digital media scientific team and locate them at the university by the end of the academic year.

Proposed Regent Goal 9. UNM Rio Rancho Campus

Develop the vision, curriculum, and programs for UNM's Rio Rancho campus that will serve the needs of the community and enhance the overall strength and vitality of the University of New Mexico.

Comments and Timeline: The first step is to pass legislation to allow the establishment of a new campus with a health sciences center. Since the full development of this presence will take more than 5 years, planning and development must begin immediately. We need to solidify our partnership arrangement with CNM. The success of elections regarding taxing entities is crucial, and we must begin advocating for those right away. It will be important to “get our person on the ground” in Rio Rancho so that we have a face in the community as we proceed with developing the campus. By the end of the 5 year period we should have the campus fully underway -- offering courses and degrees to resident students.

Tactics for Year One:

- Pass legislation to allow the establishment of the new campus with a health sciences center.
- Initiate Rio Rancho master plan, business plan, and operational plan.
- Assess strategies and possible partners for building a hospital as part of the RR Campus.

Milestones/Benchmarks by 1 June 2008:

- Develop the 2+2 partnership with CNM.
- Recruit and hire the Rio Rancho Executive Vice President.
- Deploy a comprehensive PR campaign for promoting taxes to support the Rio Rancho initiative.
- Develop a transportation plan that will link the RR Campus with the Main Campus.
- An assessment for a hospital campus in RR will be completed. Evaluation will include market demand analysis, physician need analysis, and financial projections.

Proposed Regent Goal 10. Health Sciences Center

Provide visible and active leadership and support in developing the future of the Health Sciences Center.

Comments and Timeline: The HSC is making bold advances and operations are currently working very well. The most important thing is to maintain the momentum that is already in place. In the first year it will be important to completely integrate the leadership teams of the Main Campus and the HSC. Subsequent years should see more cooperative ventures between the two entities.

Tactics for Year One:

- Maintain momentum in facility development.
- Expand statewide health networks.
- Strengthen the HSC translation of medical research from the laboratory to hospital and community clinical practice through HSC Signature Research Programs.
- Strengthen interaction, communication, and planning between HSC and Main Campus.
- Assess and plan for a new hospital in RR.

Milestones/Benchmarks by 1 June 2008:

- Continue the successful momentum of the UNM Cancer Center construction project.
- Institute implementation of the Health Extension Regional Offices (HEROs).
- Submit a competitive proposal to NIH for the Clinical Translational Science Center award.
- Integrate the HSC and Main Campus executive leadership teams into the President's Executive Cabinet.

Proposed Regent Goal 11. Athletics

Develop and implement a plan to improve the academic performance, retention, and graduation rates of UNM's student athletes, in all athletic programs.

Comments and Timeline: The integration of athletics into the overall university administration will do more than anything else to address this issue. That should occur in year one along with the development of a Student Success Center for athletes. Yearly improvement should occur throughout the 5 year period.

Tactics for Year One:

- Reorganize and integrate athletics into the overall university structure.
- Develop a plan to improve graduation rates and the APR of student athletes.

Milestones/Benchmarks by 1 June 2008:

- Change the title of AD to Vice President for Athletic Programs to signal the intention for full integration.
- Implement a new organizational structure for integrating athletics into the overall university structure such that compliance, financial administration, and academics have a reporting relationship to their appropriate counterparts at the university (i.e., President, EVP – Provost, EVA – Administration, VP – Enrollment Management).
- Successfully establish a Student Success Center for Athletes in the newly acquired Lockheed Martin Building.
- Approve the academic action plan for athletics.

Proposed Regent Goal 12. Relationship and Communications with Board of Regents

Propose refinements, additions, and modifications to the behavioral and structural guidelines proposed by the Regents for discussion and adoption at the August 2007 meeting, and then build the agreements into UNM's ongoing operations.

Comments and Timeline: A positive beginning in the first year is essential to success with this goal. It is important for the President to “get off on the right foot” with all of the Regents and to establish their confidence. Good communication is necessary to develop an effective and productive working relationship that reflects the responsibilities of the President and the Board.

Tactics for Year One:

- Board and President will review and agree on the appropriate roles for policy, strategy, and tactics to support the new strategic vision for the university.
- Board and President will develop a system of effective communication and feedback for advancing UNM.
- Make appropriate changes in Regent policies that will result in improvement in the effective functioning of the UNM Hospitals Board and their reporting relationship to the Regents.

Milestones/Benchmarks by 1 June 2008:

- President and Executive VPs will work with the Board of Regents on a revised plan of meeting schedules and agenda development for committee and regular board meetings.
- Revisions, updates, and appropriate adjustments in Board policies will be completed.
- Board will hold its first annual workshop to address a timely national and strategic topic in higher education that could likely impact UNM.
- Board will have completed an examination of its policy on shared governance and global compliance to clarify board, administrative, and faculty roles.

Additional GOALS for Consideration:

In addition to the items considered by the Regents, a few other significant issues are deemed to be of sufficient importance for the university to be included as part of the evaluation. These are described below and labeled according to the appropriate evaluation section of the Regents May 8th document.

Proposed Additional Goal from the University President. 3B. Research

Continue to promote research growth at UNM based on the highest ethical values and founded in the research and educational strengths of the faculty. Make our research administration user friendly and among the best in the nation.

Comments and Timeline: UNM has a reputation for outstanding programs of scholarship and research. Recently, a Research Study Group, commissioned by the previous Provost and the VP for Research and Economic Development, identified system-wide deficiencies in research administration. In year 1 it is crucial to fully implement the recommended changes of the Faculty Study Group. Also, it is important to have a plan in place to diversify our funding portfolio. If these two things are successful, we should see incremental growth in the research enterprise throughout the five year period.

Tactics for Year One:

- Improve faculty satisfaction with the research administration process.
- Diversify UNM's federal research portfolio.
- Develop closer research collaborations with the National Laboratories and other research institutions.
- Expand transdisciplinary research efforts campus wide.

Milestones/Benchmarks by 1 June 2008:

- Fully implement the recommended changes of the Faculty Study Group and the National Council of Research Administrators.
- Increase annual extramural awards to over 300 million dollars.
- Create at least one new level 3 center.

Proposed Additional Goal from the University President. 6B. Federal Relations and National Issues
Establish closer relationships with federal funding agencies and our congressional delegation. Continue to increase UNM's reputation and visibility world-wide.

Comments and Timeline: The President must spend considerable time in Washington, D.C., the first year to get to know and build confidence with the NM delegation. The landscape is changing for directed appropriations and the importance of having a strong and effective national consulting group will be more important than ever. Federal and state initiatives should be linked wherever possible to build synergy.

In serving a greater metropolitan area of almost a million people, UNM enjoys distinction as one of the 76 “urban serving public research universities” in the nation. Assuming we have been invited to officially affiliate with a newly formed group, The Coalition of Urban Serving Universities (USU), committed to lobbying in Washington D.C. to address critical initiatives of importance to America’s cities.

Tactics for Year One:

- President develops confidence of congressional delegation.
- Synergize federal relations with state initiatives.
- Make effective use of our consultants, the National Group.

Milestones/Benchmarks by 1 June 2008:

- Align federal and state appropriation strategies around broad interdisciplinary projects that connect institutional strengths with strategic economic development initiatives in NM.
- Resolve the disposition of Senator Domenici’s papers.
- Join and become an active participant in the Coalition of Urban Serving Universities.

Proposed Additional Goal from the University President. 11B. Athletics
There are other important issues that need to be addressed beyond the student success of student athletes. These relate to NCAA compliance, pricing of athletic events, and continued development of athletic facilities.

Comments and Timeline: UNM must have a compliance program that is effective and follows best practices identified by the NCAA. Also, the budget must be balanced with effective cost controls and strategies for increasing revenue. Fund-raising for athletic facilities must be a priority throughout the 5-year period.

Tactics for Year One:

- Conduct a market analysis of fan-base and pricing points for all sports. All efforts must be expended to increase revenues.
- Fully integrate athletics into the overall university structure and identify every opportunity to reduce costs.
- Balance the athletic budget.
- A comprehensive funding plan will be developed to renovate “The Pit.”

Benchmarks/Milestones by 1 June 2008:

- The athletic budget will be balanced.
- A new ticket pricing plan in basketball and football will be completed and communicated to fans.



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Open/Closure Notices | Other News Sources | Regents' Agendas**

« Hood Brings Business Sense to Faculty Senate | Main | Peer Mentoring for Graduates of Color to Host Welcome Back Event »

August 20, 2007

Vision, Goals to be Found on President's Web Site

In order to open more lines of communication and bring more transparency to the operations of the University of New Mexico, UNM President David J. Schmidly has posted several key documents on his website for easy access and viewing. To view these documents, please visit President Schmidly's Web site at: [President Schmidly](#).

During his first 80+ days on the job, Schmidly has worked with his leadership team to develop a vision document for the University titled, "UNM in the 21st Century – A New President's Vision." This document serves as a comprehensive guide to what President Schmidly sees as the future of the state's flagship university.

At their August 14 meeting, the UNM Board of Regents unanimously approved a dozen goals and major milestones for the President to accomplish. The aim of this document is to guide the president and his executive leadership team as they work on an ambitious agenda for the university and the State of New Mexico. It will also serve as the basis of the President's annual evaluation.

"I am a strong believer in evaluation," said Schmidly, "It is the only way to move the institution forward."

Additionally, President Schmidly has directed the office of Institutional Research to develop a 5-year academic ledger for the entire university. This document provides information on UNM's student body, faculty, research revenues and expenditures, fundraising data, tuition data, and others. A similar document is being completed for the Health Sciences Center.

Also available online is the President's Report, which is presented to the Board of Regents at its regular meeting. This report highlights the accomplishments of the university.

President Schmidly urges university stakeholders to review each of these documents and offer suggestions via e-mail. You can e-mail President Schmidly at: unmpres@unm.edu with comments on these documents or for any other issue.

Media Contact: Susan McKinsey, (505) 277-1989; e-mail: mckinsey@unm.edu or Jeremy Lafaver, (505) 277-1540

Posted by scarr at August 20, 2007 12:50 PM

Monday Morning Message - August 20, 2007

Good morning and welcome back!

I'm looking forward to joining everyone for Welcome Back Days activities all week. We kicked it off in grand style yesterday with the Freshman Family Day event. Today, my team and I will be dishing up ice cream out by the Duck Pond. Come by between 11:45 a.m. and 1:30 p.m. I'll look forward to meeting as many of you as I can.

This is my 81st day on the job and there are several documents my leadership team and I have been working on since day one. Now they are ready to share with the entire University community. You can find them on the President's page on the UNM website at www.unm.edu/president.

One is a vision document for UNM, which we're calling "UNM in the 21st Century – A New President's Vision." You can see what my team and I view as the future of this great university and how we're going to get there.

At their regular meeting last week, the UNM Regents approved an ambitious set of goals and major milestones for my first year. We've already made progress on some of these goals, such as last week's signing of the new partnership with CNM. It's important to note that the work plan imbedded in this document will be the basis for my annual evaluation and in turn the evaluations of the leadership team and their staffs. When it comes to the goals and deliverables for the university, we are all in this together.

With the data and expertise of the office of Institutional Research, we've developed a five-year academic ledger for the university, which gives everyone direct access to information about how UNM is doing in key areas. A similar one is currently being developed for the Health Sciences Center. We're also posting the President's Report that is prepared for each meeting of the UNM Regents. It's my update for them on the operations and activities of this university. I encourage everyone to take a look at these documents and offer your comments and suggestions by emailing me at unmpres@unm.edu. I look forward to learning your take on the promises and challenges of this coming year.

I'm developing a good working relationship with the UNM Retiree Association and have recommended that the Regents add the retirees' president to their list

of advisors. The Regents agreed that this addition will bring a wealth of institutional knowledge to their meetings.

Finally, it was wonderful joining the students Friday night when we turned on the lights at Johnson Field. Congratulations to our student leaders past and present for their work and perseverance.

Have a great week.

David J. Schmidly

UNM Accomplishments

President David J. Schmidly's Report to the Board of Regents

The First 125 Days

The 125th day of UNM President David J. Schmidly's administration was Oct. 3, 2007. The official starting date was June 1, though the president was actively engaged in preparing for his new job before that time. In the intervening four months, Dr. Schmidly has traveled to many areas of New Mexico – meeting students, parents, key government leaders, alumni, community groups and more. He has also worked with the regents and his leadership team on the vision, strategic planning and goals for the coming years at the University of New Mexico. This is a detailed summary of his activities.

Executive Accomplishments

- Appointed interim Provost/EVP Academic Affairs; launched nationwide search for position
- Established Division of Institutional Diversity
- Established Division of Enrollment Management
- Established VP for Athletics and implemented new organizational structure for athletics' compliance, academics, and finance
- Established CNM/UNM partnership: gateway program and UNM West collaboration



UNM/CNM partnership announcement

- Established UNM/NMJC partnership: gateway program and recruiting office in Hobbs
- Directed development of performance ledger which is currently out for public review
- Established weekly all-campus email messages and published President's Report for regents' meetings
- Launched a campus-wide energy savings initiative
- Signed on to the nationwide Presidents' Climate Commitment
- Joined the Coalition of Urban Serving Universities
- Named to executive committee of the

Commission on the Urban Agenda

- Held retreat with the senior executives; participated in retreat with the regents
- Released "UNM in the 21st Century: A New President's Vision"
- Charged the work of task forces in animal research compliance, Greek life, strategic marketing and safety and security.

Calendar

President Schmidly has conducted 79 executive meetings: 35 with UNM faculty, staff, students and administrators, 23 with government officials, including three with tribal leaders, nine with community groups (not including presentations and speeches), six with student groups and six pertaining to athletics.

Speeches & Presentations

President Schmidly has given 62 speeches/presentations: 20 to student groups, 18 to community groups (Rotary, Chamber of Commerce, etc.), 10 to UNM administration and governing bodies, four to alumni groups, four to government groups, and five pertaining to advancement/development activities.

Receptions/Gatherings

President and Mrs. Schmidly have attended 40 receptions/gatherings: 31 university-associated receptions, seven community receptions, and two government-associated receptions/gatherings.

Friend Raising & Fund Raising

Dr. Schmidly has been introduced to more than 23 percent of the university's top prospective donors, 26 percent of its current top donors, 19 percent of the corporations/foundations that donate

to UNM, 29 percent of the identified community leaders, and 83 percent of the constituent groups. Combined, Dr. Schmidly has met with or been introduced to 33 percent of the groups/persons identified by UNM Advancement.

Legislative Contacts

One of President Schmidly's primary goals is to meet with and build strong working relationships with the state legislature. He has been introduced to 43 percent of the members of the state House of Representatives and 50 percent of the members of the State Senate. All totaled, he has met with 51 legislators, accounting for 46 percent of the entire state legislature. This includes the leadership in the House and Senate, and the chairs of both the House and Senate Education Committees.



At Zuni Pueblo.

Travel

Dr. Schmidly has made great strides with his statewide tour to meet and greet key people throughout the state as well as throughout the country. He has traveled 12 separate times totaling approximately 18 days. His New Mexico tour has taken him to Hobbs (twice), Taos, Taos Pueblo, Las Cruces, Gallup and Zuni Pueblo, with trips planned for Roswell, Farmington, Jemez Pueblo, Los Alamos, Los Lunas and Belen before the end of the year.

Executive Meetings

UNM Administration & Governing Bodies.....	35
Government Officials.....	23
Community Groups.....	9
Athletics.....	6
Students.....	6
Total: 79	

Speeches & Presentations

Students.....	20
Community Groups.....	18
UNM Administration & Governing Bodies.....	10
Advancement/Development.....	5
Alumni.....	4
Government Groups.....	4
Total: 61	

Advancement/Donor Introductions

Top Prospective Donors.....	23%
Current Top Donors.....	26%
Corporations/Foundations.....	19%
Community Leaders.....	29%
Constituent Groups.....	83%
Total Identified Groups.....	33%

N.M. State Legislature

House of Representatives.....	43%
State Senate.....	50%
Both Chambers.....	46%

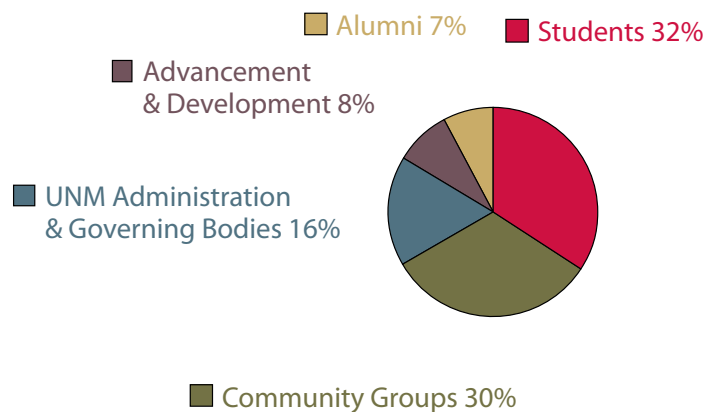
Media Interactions

Newspaper.....	15
Radio.....	8
Magazines/Periodicals.....	4
Television.....	4
Press Conferences.....	4
Total: 35	

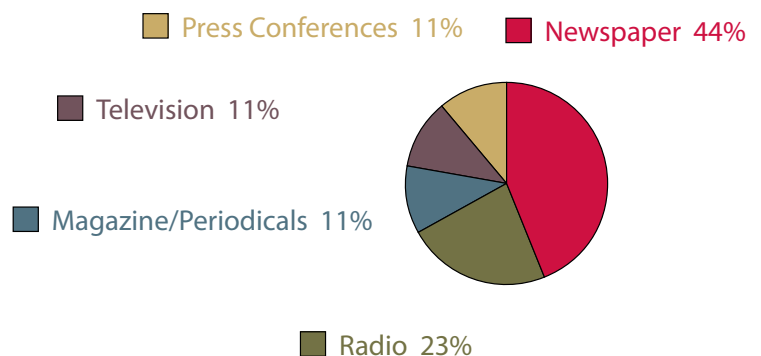
Media Interactions (by Location)

Albuquerque Metro Area.....	21
Statewide.....	14
Total: 35	

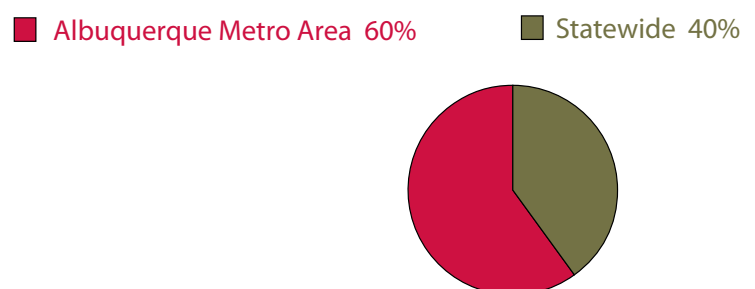
Speeches & Presentations: 61 Total



Media Interactions



Media Interactions (by Location)



The University of New Mexico

NEWS RELEASE



Contact: Ellen Wenzel, 277-7639
Media contact: Susan McKinsey, 277-1989

November 12, 2007

UNM REGENTS TO MEET NOVEMBER 14

The University of New Mexico Board of Regents will conduct its next regular meeting on Wednesday, November 14, 2007, beginning at 9 a.m. in ballroom A of the Student Union Building on the UNM main campus.

In addition to its regular meeting, the Board will go into an Executive Session from 11:30 a.m. until 1 p.m. on November 14 in the Sandia Room of the Student Union.

AGENDA

- I. Confirmation of a Quorum: Adoption of the Agenda
- II. Approval of Summarized Minutes of the 10/9/07 Board of Regents meeting
- III. Administrative Report
 - A. President's Report, David Harris, EVP for Administration
 - B. Progress Report on Regents' Goals, Carolyn Thompson, Consultant to President for Strategy and Goals
 - C. First Quarter Research Results, Viola Florez, Interim Provost
- IV. Comments from Regents Advisors
 - Dr. Jackie Hood, President, Faculty Senate
 - Vanessa Shields, President, Staff Council
 - Joseph Garcia, President, GPSA
 - Ashley Fate, President, ASUNM
 - Lillian Montoya-Rael, President, UNM Alumni Association
 - Thelma Domenici, Chair, UNM Foundation (Foundation Revenue Report)
 - Ilse Gay, President, UNM Retiree Association
- V. Appointment of Management Recommendation and Labor Recommendation to UNM Labor Management Relations Board
- VI. Comments from Regents
- VII. Consent Agenda (NA)
- VIII. Regents Committee Reports
 - Academic/Student Affairs and Research Committee, No report
 - Advancement Committee, Don Chalmers, Chair
 - Development Committee, Don Chalmers, Chair
 - Audit Committee, Raymond Sanchez, Chair
 - A. Summary of Audit Committee Meeting, 10/15/07
 - Finance and Facilities Committee, John "Mel" Eaves, Chair

- A. Disposition of Surplus Property on list dated 10/17/07
- B. Approval of Software System Acquisition: SunGard HE's Advance and IFAS
- C. Approval of Domenici Center for Health Sciences Education Phase II
- D. Approval of:
 - a) UNM Institutional Advancement – SunGard Higher Education
 - b) Hartford Life Group
 - c) Fast Staff, Inc.
- E. Approval of Report on Annual Savings and Fund Balances
- F. Approval of Real Property Purchases and Leases
 - a) Real Property Purchase: 120 Vassar SE
 - b) Lease with Option to Purchase Real Property: 1001 Martin Luther King Blvd.NE
 - c) Final Renovation/Lease Proposal from Sandia Foundation: Former Social Security Building
- G. Capital Project Approval: Renovations at Former Social Security Building
- H. Capital Project Approval: Renovations/Partial Relocation of Lands West parking
- I. Approval of Fiscal Watch Report

Information items:

- J. Monthly Consolidated Financial Report Month ending 9/30/07

HSC – Health Sciences

- A. Approval of Permanent Appointments and Reappointments for Medical Staff (11/2/07)

Information items:

- A. UNMH Dashboard Report
- B. UNMH CEO Report

Fold Out Agenda

- IX. Public Comment
- X. Adjournment

Executive Session will be held 11:30 a.m. – 1 p.m.. in the Sandia Room

Vote to close the meeting and to proceed in Executive Session

- A. Discussion and determination where appropriate of limited personnel matters pursuant to Section 10-15-1.H (2) NMSA (1978).
- B. Discussion and determination where appropriate of potential purchase, acquisition or disposal of real property pursuant to section 10-15-1.H (8), NMSA (1978).
- C. Discussion and determination where appropriate of matters subject to attorney-client privilege pertaining to threatened or pending litigation pursuant to Section 10-15-1.H(7), NMSA (1978)
- D. Discussion and determination where appropriate of personally identifiable information about any individual student, pursuant to Section 10-15-1H(4), NMSA (1978)
- E. Vote to re-open the meeting.
- F. Certification that only those matters described in Agenda Item A, B, C were discussed in Executive Session and if necessary, ratification of actions, if any, taken in Executive Session.

A copy of the agenda will be available at University Communication and Marketing (Cornell Parking Structure) at least 24 hours prior to the meeting. The agenda will also be available on the UNM web page at <http://www.unm.edu/news/Regents'Agendas.htm> no later than 24 hours before the meeting.

Individuals with disabilities in need of a reader, amplifier, qualified signed language interpreter or any other form of auxiliary aid or service to attend or participate in a Board of Regents meeting should contact University Communication and Marketing. Public documents, including the agenda and minutes, can be provided in various accessible formats and individuals who need accessible formats should also contact University Communication and Marketing.

###

KEY DASHBOARD INDICATORS OF PROGRESS TOWARD UNM Presidential Work Plan - Updated 10/31/2007 AY 2007-2011



- Done ● Good Progress ● Some Progress
● Still Pending Underlined-Progress updated since last report

07 08 09 10 11

Goal 1. Mission, Vision and Strategic Plan

Progress Indication

- Revise and modify the UNM Strategic Plan ● ○ ○ ○ ○
- Publish "UNM in the 21st Century: A New President's Vision" ● ○ ○ ○ ○
- Hold Town Hall Meetings to discuss UNM strategic directions ● ○ ○ ○ ○
- Revise the UNM Master Facility Plan ● ○ ○ ○ ○

Goal 2. Accountability

Progress Indication

- Prepare and publish the two UNM performance ledgers ● ○ ○ ○ ○
- Conduct a SWOT analysis of UNM ● ○ ○ ○ ○
- Implement the banner budget module on both Main Campus and HSC ● ○ ○ ○ ○
- Implement a system of performance-based budgeting ● ○ ○ ○ ○





















Goal 3. Academics

Progress Indication

- Establish Enrollment Management Division ● ○ ○ ○ ○
- Complete Enrollment Management Plan ● ○ ○ ○ ○
- Sign MOU with CNM ● ○ ○ ○ ○
- Establish Student Learning/Success Center ● ○ ○ ○ ○
- Establish "Feeder Pathway Programs" ● ○ ○ ○ ○
- Evaluate University College ● ○ ○ ○ ○
- Implement changes and programs to improve retention and graduation rates ● ○ ○ ○ ○
- Open recruiting offices in eastern New Mexico ● ○ ○ ○ ○
- Initiate recruiting functions in CA and TX ● ○ ○ ○ ○









































Goal 4. Diversity of Leadership, Faculty, and Staff

Progress Indication

- Complete recruitment of Senior Executives     
- Establish Division of Institutional Diversity     
- Prepare a Diversity Action Plan     
- Prepare and publish a Diversity Report Card     




































Goal 5. Community Engagement

Progress Indication





















- Establish Strategic Marketing Taskforce     
- Restructure PR function     
- Develop appropriate UNM "brand"     
- Redesign website and designate a web master     
- Publish marketing materials     
- Publish Annual Report from President's Office     
- Produce a UNM promotional video     
- Revise MOU's with Tribes, Nations, and Pueblos     

Goal 6. Legislative Role


























Progress Indication

- Create comprehensive legislative approach under VP for Administration     
- Review lobby contracts     
- Advocate important state and local tax elections     
- Develop a successful strategy for legislative session     
- Meet and develop strong working relationships with key state/legislative leaders     
- Establish 1 FTE to support Parent's Association     
- Host reception for UNM Retirees Association     


























Goal 7. Fund-Raising**Progress Indication**

- Meet top 50 potential donors     
- Hold retreat with UNM Foundation to set fund-raising strategies     
- Plan and announce comprehensive fund-raising campaign     
- Initiate “President’s Report” to share with major donors and supporters     





















Goal 8. Economic and Resource Development**Progress Indication**

- Clarify economic development in the UNM Organizational structure     
- Expand the role of STC     
- Develop a plan to select firm/firms to develop land adjacent to UNM     
- Hire digital media scientific team     
- Plan other faculty “cluster” hires     































Goal 9. UNM Rio Rancho Campus**Progress Indication**

- Develop 2 + 2 partnership with CNM     
- Recruit and hire RR Executive VP     
- Deploy PR campaign to support tax elections     
- Develop transportation link between Main Campus and RR     
- Complete assessment for hospital at RR     





















Goal 10. Health Sciences Center**Progress Indication**

- Integrate HSC and Main Campus executive leadership teams     
- Continue momentum of Cancer Center construction project     
- Implement HERO’s initiative     
- Submit competitive proposal for NIH Clinical Translation Science Center award     
















Goal 11. Athletics - Updated October, 2007**Progress Indication**

- | | | | | | |
|---|---|---|---|---|---|
| • Change title of AD to VP for Athletic Programs |  |  |  |  |  |
| • Implement new organizational structure for compliance, academics, and finance |  |  |  |  |  |
| • Establish Student Success Center for Athletics |  |  |  |  |  |
| • <u>Conduct marketing study of fan-base and ticket pricing</u> |  |  |  |  |  |
| • Balance athletic budget |  |  |  |  |  |
| • <u>Develop comprehensive funding plan to renovate "The Pit"</u> |  |  |  |  |  |





















Goal 12. Relationship and Communications with Board of Regents**Progress Indication**

- | | | | | | |
|--|---|---|---|---|---|
| • <u>Revise meeting schedules and agenda development for committees and board meetings</u> |  |  |  |  |  |
| • <u>Revise, update, and make appropriate adjustments in Board policies</u> |  |  |  |  |  |
| • <u>Hold an annual Regents' workshop</u> |  |  |  |  |  |
| • Publish Regents' Newsletter |  |  |  |  |  |

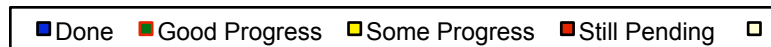
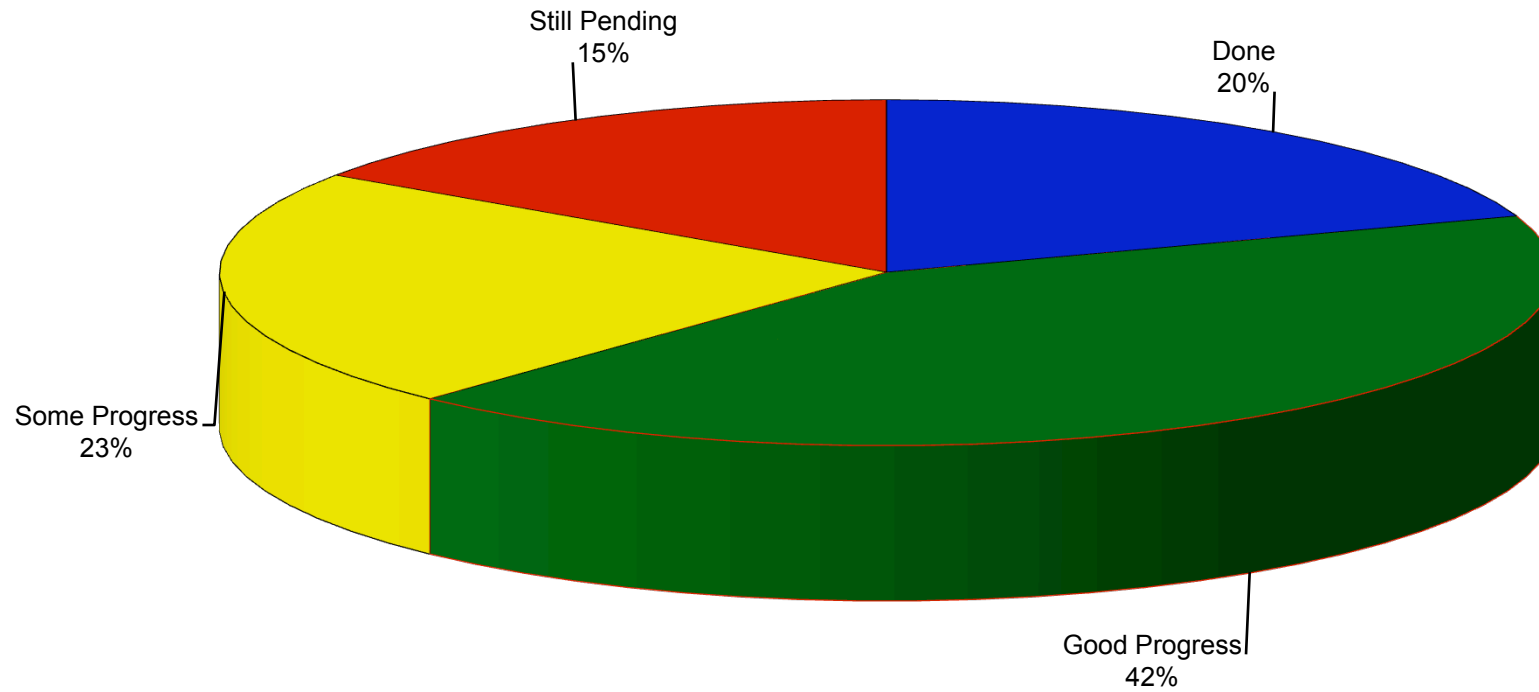
Additional Goals**Progress Indication****3B. Research**

- | | | | | | |
|--|---|---|---|---|---|
| • <u>Implement recommendations of faculty study groups</u> |  |  |  |  |  |
| • <u>Establish at least one new level 3 center</u> |  |  |  |  |  |
| • <u>Strengthen working relationships with National Labs</u> |  |  |  |  |  |

6B Federal Relations & National Issues

- | | | | | | |
|---|---|---|---|---|---|
| • President assumes leadership of Federal Initiatives |  |  |  |  |  |
| • <u>Resolve disposition of Senator Domenici's papers</u> |  |  |  |  |  |
| • Develop links between Federal Initiative projects and State initiatives |  |  |  |  |  |
| • <u>Join coalition of Urban Serving Institutions</u> |  |  |  |  |  |

Progress on Regents' Goals-As of October 31, 2007



Monday Morning Message - December 17, 2007

Good morning.

One week to go until the Winter Holiday! I first want to acknowledge the many folks who will be working over the break, on everything from the Banner HR implementation to collecting end-of-year donations to many of the other jobs that keep this university going. On behalf of everyone at UNM, thank you for your service.

Janet and I want to show our appreciation to everyone for all that you do throughout the year. So please join us at our Holiday Brunch this Wednesday, December 19, from 9:30 – 11:00 a.m. in the SUB atrium. Drop by for the food and music, and stay awhile if you can share some time with us.

Looking back on the past six and a half months, I am pleased with the work done and the progress we've made. Yet there is still much more to do. As our activity in Rio Rancho accelerates, we will need someone to be responsible not only for our interests there but also for the academic affairs at all of our branch campuses and education centers. So we have commenced a regional search for a Vice President for Rio Rancho Operations and Branch Academic Affairs. Senior Faculty Advisor to the President, Dr. Breda Bova, is chairing this search. Our intent is to have someone chosen by mid-February. We've also begun a national search for the Chief Information Officer – the individual in charge of all technology on campus.

I hope you've made plans to cheer on our Lobos at the New Mexico Bowl on December 22. Remember that students can take advantage of half-price tickets. The Alumni Association and Lobo Club have a big tailgate party planned under the tent northwest of the stadium, starting at noon. Kickoff is 2:30 p.m.

You still have time to contribute to United Way and help your community. It's a great way to kick off the holiday. Also, United Way is looking for volunteers to serve on the Community Fund panel. These are the folks who decide where the money donated to United Way goes to support Central New Mexico's most vulnerable. If you are interested, you can contact United Way directly at 247-3671.

Finally, it's a time for reflection. Losing our great friend and colleague Terry Yates this past week made me think about all of the other members of our UNM

community who will not join us in 2008. Just since I've been here, we've tragically lost a dozen students. Terry, Tim Moy, Kris Galicki and Art Guenther are among the faculty we've lost along with a number of emeriti. Many of our beloved staff members are also gone. So please, take a moment to remember your friends and colleagues who are now with us only in spirit. Be thankful for having known them.

Have a happy and safe holiday.

David J. Schmidly



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**« KNME's "In Focus" Examines the 2008 Legislative Session, Albuquerque Red Light Cameras |
Main | Paul Ré Peace Prize Awarded Jan. 30 »**

January 17, 2008

Open Forums Set for Vice President Rio Rancho Operations and Branch Academic Affairs

Open forums have been scheduled for two finalists for the position of Vice President Rio Rancho Operations and Branch Academic Affairs. The two finalists are Marc Nigliazzo and Krista Rodin. Their open forums will be held Friday Jan. 25 and Thursday, Jan. 31, respectively. Both forums will be held from 1:45 to 2:45 p.m. in SUB Ballroom A.

A five-member committee identified the two in a national search. Among other duties, the Vice President will direct and manage the strategic planning, development, and implementation of all aspects of the University's Rio Rancho campus as well as oversee and provide leadership in the direction and management of the academic and associated services of the various branch campuses.

Open Forums Schedule

**** Marc Nigliazzo, Friday Jan. 25, 1:45-2:45, SUB Ballroom A.**

**** Krista Rodin, Thursday, Jan. 31, 1:45-2:45, SUB Ballroom A.**

Posted by scarr at January 17, 2008 04:33 PM

The University of New Mexico

NEWS RELEASE



Contact: Carolyn Gonzales 277-5920
cgonzal@unm.edu

February 14, 2008

Nigliazzo Named UNM VP for Rio Rancho, Branch Academic Affairs

Marc A. Nigliazzo has been named University of New Mexico vice president in charge of Rio Rancho operations and branch academic affairs, announced President David Schmidly. He assumes the role June 1.

Nigliazzo is a UNM alumnus, earning his doctorate in English language and literature while also holding a teaching assistantship.

"We want Marc to get our Rio Rancho campus up and running. That's a huge task," Schmidly said. "He'll also be responsible for ensuring that the academic programs and services at all of our branch campuses lead to student success."

Nigliazzo will coordinate UNM's branch campuses in Los Alamos, Valencia County, Taos and Gallup, ensuring all academic programs and services are compliant with UNM's mission, goals and objectives and strategic plans. He will also direct and manage the planning, development and implementation of all aspects of UNM's Rio Rancho campus. He will serve on UNM's executive cabinet.

"I've watched the concept of the Rio Rancho campus develop and interest build. I see incredible potential for a model program, one that brings together public schools, a community college and the University of New Mexico. It will be something very special for Rio Rancho and for New Mexico," Nigliazzo said.

He has visited UNM's branch campuses virtually and in person in anticipation of assuming responsibility for their academic affairs.

"I was attracted to the opportunity because the position is not just about developing the Rio Rancho campus. I am fascinated by the constituencies each branch serves. I've been in community colleges in Texas for a long time and I am hopeful that some of the creative things we've done here will help us strengthen the branches and enhance overall university-wide initiatives. As Rio Rancho develops, we will look at broad-based concepts that work with all the branches," he said. He said he will also work to strengthen relationships with all the state's community colleges.

Nigliazzo has been president and chief executive officer of the Temple College District since 1995. He held faculty positions at Adams State College, Odessa College, Boise State University, Del Mar College and Corpus Christi State University. At Odessa he was director of freshman composition; coordinator of developmental English at Boise State; director of the English Language center, then chair of the Department of English, Philosophy and Reading at Del Mar; and vice president and dean of instruction at Galveston. In 1991, he was named president of Galveston College and served in that capacity until his appointment at Temple College.

Nigliazzo has served in leadership roles within his profession and within his communities. He is past-president of the Texas Association of Community Colleges, the Association of Texas Colleges and Universities, and the Texas Association of Community College Trustees and Administrations. He is also past-chairman of the board of the Temple Chamber of Commerce, served on the boards of the Temple Education Foundation and the Temple College Foundation. He is a member of the Temple Economic Development Corporation, the Temple Business League and the advisory committee to the Central Texas Regional Center for Innovation and Commercialization.

Nigliazzo's wife Lynn is founder, artistic director, and principal costumer for Galveston Ballet. His family also includes daughter Caryn, an emergency clinician in Durango, Colo.

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The University of New Mexico is the state's largest university, serving more than 32,000 students. UNM is home to the state's only schools of law, medicine, pharmacy and architecture and operates New Mexico's only academic health center. UNM is noted for comprehensive undergraduate programs and research that benefits the state and the nation.

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**« Students in Honors Program Win Award for Publication | Main | UNM Emeritus Distinguished
Professor Dr. William R. Miller to Open Lecture Series »**

February 15, 2008

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Photo: Marc A. Nigliazzo

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Media Contact: Carolyn Gonzales, (505) 277-5920; e-mail: cgonzal@unm.edu

Posted by scarr at February 15, 2008 03:50 PM

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Monday Morning Message - February 18, 2008

Good morning.

Once again, a senseless tragedy on a university campus reminds us of the fragility of our time here. Our thoughts and prayers are with the students, faculty and staff at Northern Illinois University. Life has irrevocably changed for them. I've sent NIU's president a message expressing UNM's condolences and support.

What happened last week in Illinois reminds us again that we must continue to work at being prepared for emergencies on campus. I have instructed our Chief of Police and members of the Emergency Operations Center to implement a campus-wide drill in the next few days. For your own understanding of the process and your peace of mind, I urge you to participate in the drill. I also urge you to sign up for the TextMe campus-wide emergency notification system if you haven't already done so. Visit <http://my.unm.edu> or the myUNM link on the UNM home page, click on the TextMe UNM icon and follow the prompts from there. Please sign up. It's important.

I want to thank everyone who worked so hard on UNM priorities during the regular session of the New Mexico Legislature. In all of my years of dealing with the legislative process, I found UNM's effort to be the most organized and effective. When the dust finally cleared last week, UNM had emerged with approximately \$5 million in new recurring dollars in the budget bill, as well as \$7.6 million in non-recurring funds. Including HSC and the branches, we also got nearly \$73 million in capital outlay, which the Governor is now reviewing.

Because new monies were scarce, compensation and the tuition credit both ended up at 2%. I appreciated Staff Council President Vanessa Shields' observation at last Friday's regents' meeting – though we did not get everything we wanted, the process has given us the opportunity to network and successfully build relationships in Santa Fe. It is a continuing process of relationship-building that we take very seriously.

We now look forward to the hard work of building the budget. The annual Budget Summit is scheduled for Friday, February 29, from 9 a.m. – noon in the SUB ballroom. I have changed the format somewhat from previous years, but what hasn't changed is the opportunity for each constituency group to be heard. If you

can't attend the summit, you can listen to it via the web. I'll have details for you next week.

This week, a number of us will be spending a lot of time in Rio Rancho, as we educate voters there in anticipation of the March 4 vote on the Higher Education Initiative. Approval of the quarter-cent gross receipts tax will be a major step toward building our campus there. We welcome Dr. Marc Nigliazzo to the team as our new Vice President for Rio Rancho Operations and Branch Academic Affairs. We have quite a challenge ahead of us in Rio Rancho, but the citizens there have shown themselves to be clear-sighted, courageous and visionary when it comes to the future of their city. We look forward to meeting many of them.

Have a good week.

David J. Schmidly

The University of New Mexico

NEWS RELEASE



Media Contacts: Susan McKinsey, (505) 277-1989, mckinsey@unm.edu
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March 27, 2008

Three Finalists for UNM VP for Enrollment Management to Visit Campus

Three finalists have been selected for vice president for enrollment management at the University of New Mexico. The candidates are Terry Babbitt, Betty J. Huff and Carmen Alvarez Brown. In accordance with UNM policy, they have been invited to visit campus for interviews with faculty, staff, students and administrators. The interview schedule follows.

If and when others are selected as finalists, they will be notified and asked to participate in the on-campus interview process. UNM will make their names known at that time.

Terry Babbitt will meet faculty, staff, students and the community during an open forum on Friday, March 28, 10:30-11:30 a.m. at the Student Union Building, Trailblazer Spirit room. Babbitt has served as UNM interim vice president for enrollment management since July.

Prior to his current appointment, Babbitt served UNM as associate vice president of enrollment management from 2006-07, director of admissions and recruitments services from 2005 to the present, and director of recruitment and outreach services from 1997-2005. He was also director of prospective student services from 1992-97 and director of alumni volunteer programs from 1993-97 at the University of Oklahoma and director of high school/college relations from 1990-92 at East Central University.

Babbitt is a lecturer in UNM's University College. He earned a bachelor's in business administration in 1987 from the University of Oklahoma, a bachelor's in education in 1989 and master's in human resources in 1992 from East Central University, and a doctorate of education in 2007 from UNM.

Betty J. Huff will meet faculty, staff, students and the community during an open forum on Monday, March 31, 10:30-11:30 a.m. at the Student Union Building, Lobo rooms A and B. Huff currently serves as assistant vice chancellor for enrollment services and management at the University of California, Santa Barbara.

From 1997-99, Huff served as assistant vice president for enrollment services at California State University, East Bay. She was also registrar at the University of Kentucky from 1995-97, executive director of enrollment services at California State University, San Marcos from 1990-95, registrar and director of enrollment services at Southeastern Louisiana University from 1988-90, registrar and director of admissions at Louisiana State University, Shreveport from 1984-87, acting dean and associate dean of students at the University of New Orleans from 1981-84, and assistant registrar at the University of Georgia from 1977-81.

Huff was selected as a Fulbright scholar in 1994. She earned a bachelor's in English in 1973 from the University of South Alabama, and both a master's in education in 1978 and A.B.D. for doctoral study in public administration in 1981 at the University of Georgia.

Carmen Alvarez Brown will meet faculty, staff, students and the community during an open forum on Tuesday, April 1, 10:30-11:30 a.m. at the Student Union Building, Lobo rooms A and B. Alvarez Brown currently serves as assistant vice president for enrollment management and director of undergraduate admissions at Florida International University.

Prior to her current appointments, Alvarez Brown served at FIU as director of admissions from 1989-2002, state articulating officer from 1990-98, associate director of admissions from 1984-89, director of international and graduate admissions from 1976-84, coordinator for international admissions from 1974-76, and admissions evaluator from 1972-1974. She also served the U.S. Agency for International Development Presidential Training Initiative for the Island Caribbean/United School of America Contractors as program manager from 1987-88 and training development specialist from 1986-87.

Alvarez Brown is proficient in written and oral Spanish and English. She earned a bachelor's in liberal studies in 1975 and master's in adult education in 1980 from FIU.

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[« Leo Romero Appointed Interim Dean of UNM School of Law | Main | UNM College of Education to Host 'The Stars Among Us Gala' »](#)

March 27, 2008

First Candidate for VP of Equity and Inclusion to Visit UNM on March 31

Cornell Thomas

Cornell Thomas, a candidate for University of New Mexico vice president of Equity and Inclusion, will be on campus, Monday, March 31. A faculty, staff, student open forum is scheduled from 8:30-9:30 a.m. in the SUB Acoma Room. Carmen Coustaut, who was scheduled for a campus visit Friday, March 28, cancelled due to illness. She will be rescheduled.

Thomas earned a bachelor's in music education from the University of Missouri in St. Louis; his master's in music education from Jackson State University; and his Ed.D. in educational administration, from Texas A&M University.

From 1990–2005, Thomas was professor in the School of Education and special assistant to the chancellor for Diversity and Community at Texas Christian University where he served also served as the university's affirmative action and Title IX officer.

Prior, he spent four years as a principal with the Dallas Independent School District, two years as an assistant principal, and six years as a teacher.

Thomas is currently vice president of Institutional Diversity at Oklahoma State University where he is responsible for institutional initiatives related to increasing and maintaining diversity within the university community and system, and fostering equal opportunity for all students, faculty and staff.

He is also responsible for assessing, developing, implementing and monitoring university-wide goals and activities designed to improve and promote educational equity and diversity, including the recruitment and retention of minority undergraduate and graduate students, faculty and personnel at all levels.

Media Contact: Carolyn Gonzales (505) 277-5920; cgonzal@unm.edu

Posted by kwentworth at March 27, 2008 05:19 PM

Monday Morning Message - March 31, 2008

Good morning.

Today is launch day for UNM's strategic framework rollout and the beginning of a series of campus engagement events that will get all of you talking about the mission, vision and values of this institution. The future begins today and we want you to be a part of it.

First, some housekeeping items: the link to the strategic framework on the President's web page can be found at http://www.unm.edu/president/documents/Strategic_Framework.pdf, while our environmental assessment, which identifies the strengths, weaknesses, opportunities and threats facing the university, can be found at http://www.unm.edu/president/documents/Environmental_Assessment.pdf.

These are the documents that will focus our discussions over the next several weeks. Later today, you will get an e-mail letter from me in which I talk about the framework and how it will help guide all of the planning each of your departments will undertake in the next few months. Finally, reserve April 8 from 3:30 p.m. – 4:30 p.m. on your calendar for a live web cast during which I will talk about how each of you can become engaged in and contribute to the strategic planning process.

As I mentioned last week, I want to focus our attention on ways I see us working together to achieve our vision for UNM's future. This week, I'd like us to think about how our individual behaviors, and especially the ways we choose to treat our colleagues and our students, communicate so much about who we are as an institution.

All the fancy words in the world about our values will not replace a smile, a helping hand, a gesture of kindness, or a respectful attitude. Every encounter and conversation each of us has every day is an opportunity to live by our principles. I would like to challenge each of us to spend some time thinking about how we can bring our values to life through our interactions with each other every single day.

Last week, we introduced our new Provost, Suzanne Trager Ortega, who we'll be seeing a number of times over the next few months as she prepares for her work here. I know you will join me in welcoming her. We're also in the middle of

campus interviews for the finalists for both Vice President for Enrollment Management and Vice President for Equity and Inclusion. Please take the time to meet these individuals. You can find out more about them at <http://www.unm.edu/~market/cgi-bin/archives/002776.html#more> and at <http://www.unm.edu/~market/cgi-bin/archives/002778.html#more>.

Finally, when the weather warms up this nicely, I start thinking about spending more time at the ballpark. Tomorrow night, April 1, is a grand opportunity for UNM students, faculty and staff to take in a baseball game. Our Lobo baseball team will play the Albuquerque Isotopes at Isotope Stadium beginning at 6:05 p.m. Show your valid UNM ID at the Isotopes box office and you can get in for only \$3. Take the time to support our home teams and enjoy spring.

Have a good week.

David J. Schmidly



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« Fulbright Scholar Meeting Set for April 9 | Main | BGPSA Presents Old School Skate Night »

April 01, 2008

Forums Set This Week for Candidates for VP for Equity and Inclusion

Two candidates for vice president for Equity and Inclusion will be on campus this week. The open forum for Josephine DeLeon, associate provost for Academic and Community Colleges, New Mexico State University, is Wednesday, April 2 from 9-10 a.m. in the Student Union Building Acoma room. The open forum for Carmen Coustaut, associate vice chancellor for Institutional Diversity and Education, University of Arkansas, is Thursday, April 3 from 9-10 a.m. in the Student Union Building Santa Ana room.

Josephine “Jozi” De Leon

De Leon began her academic career at the University of New Mexico in 1987. She earned a doctorate from New Mexico State University in curriculum and instruction with a special emphasis in bilingual special education. During her career at New Mexico State University she has served as academic department head, associate dean, and most recently as associate provost for Academic Affairs and Community Colleges.

De Leon served as deputy secretary for Academic Affairs, Research and Planning of the newly created New Mexico Higher Education Department in 2005. She completed her temporary appointment with the Higher Education Department and returned to NMSU in May 2007.

De Leon’s professional and academic experience focuses on addressing educational needs of underrepresented groups. She earned a bachelor’s in early childhood education from Fayetteville State University in Fayetteville, North Carolina. Following, she earned a master’s in educational psychology from the University of North Carolina-Chapel Hill.

De Leon is nationally recognized for her contributions to special education in addressing the needs of culturally and linguistically diverse exceptional students. She has written many articles and chapters on the subject and has presented and consulted nationally and internationally. She maintains her rank as full professor in the Department of Special Education/Communication Disorders at New Mexico State University.

Carmen Coustaut

In her current role as associate vice chancellor for Institutional Diversity and Education at the University of Arkansas, Coustaut is responsible for collaborating with campus units to develop and implement strategies and plans to enhance diversity and inclusion. She is also responsible for providing leadership to the Multicultural Center. Coustaut also holds a tenured appointment as associate professor in the Department of Journalism.

Prior to joining the University of Arkansas in January 2005, Coustaut was a tenured, associate professor at the University of Maryland, College Park, where she taught film studies from 1989-2004. Her area of expertise includes the history of the image of African Americans in film, film directing and screenwriting. She taught similar courses at Howard University from 1985-89 in the Department of Radio, Television, and Film. She was a member of the faculty in the English Department at Howard University from 1977-79 and 1983-85, and she began her career in education teaching high school English in Los Angeles from 1973-77.

Coustaut is an independent filmmaker who has received numerous grants and several awards for her work. She was a Rockefeller Scholar-in-Residence at Brown University, and a Fulbright Scholar in Mali and Senegal in West Africa.

She received a MFA in Cinema Production from the University of Southern California in 1982, a master's in education from Harvard University in 1972, and a bachelor's in sociology from UCLA in 1971.

Posted by scarr at April 1, 2008 11:51 AM

Monday Morning Message – April 7, 2008

Good morning.

I look forward to speaking to everyone tomorrow afternoon about the strategic framework for campus and how all of us working together will shape the future of UNM. Logistical details about tomorrow afternoon's webcast can be found on the President's web page along with log-on instructions at http://www.unm.edu/president/strategic_planning. We've received a number of thoughtful questions from many of you and I hope to answer them all tomorrow.

I've just about completed my first budget process at UNM and one thing I will work hard to change is the volatility that surrounds tuition. There is no way students and parents can budget and plan under the current system, and there is no incentive for students to get the job done and graduate. I want to see that changed.

At some time in the fall, I will present the Regents with a proposed five-year plan for tuition that could include innovations like guaranteed tuition or block tuition, where students would pay for the first 12 or 15 credit hours and any remaining hours would be free. Stabilize and incentivize - that's what I want to see happen in a long-range tuition plan.

UNM's Office of Accessibility Services would appreciate your input and feedback on the campus climate for individuals with disabilities. There's a survey you're invited to take online at <http://as2.unm.edu> through mid-May. It features questionnaires for individuals with disabilities and also for those without disabilities whose input about accommodations and creating a welcoming environment would be most helpful. Thanks to Accessibility Services for working to compile this vital information.

The topic of sustainability will likely come up during my webcast. Next Monday, I'll have more information about new policies for you to consider as well as UNM's new efforts on energy conservation.

Finally, a couple of kudos are in order. UNM senior Julio Romero, one of our supplemental instruction leaders at CAPS, will receive an international award as an outstanding Supplemental Instruction (SI) leader next month in Orlando, recognizing his commitment to the program and his extraordinary success with students. SI is now the largest tutoring program on campus.

Meanwhile, congratulations to the UNM charrette team focused on Community Engaged Scholarship Faculty Development. UNM was selected with 19 others from more than a hundred teams vying to participate in a national conversation at the University of North Carolina-Chapel Hill in late May. The chosen participants are truly committed to implementing campus-wide mechanisms for preparing and supporting community-engaged faculty. We are truly proud of them: Claudia Isaac (senior faculty member), School of Architecture & Planning; Marilyn Davis, University College; Matt Borrego, College of Pharmacy; and Tassy Parker (charrette team leader).

Congratulations also to Nina Wallerstein, co-charrette team leader, and many others who assisted in their success. Good job!

Have a good week.

David J. Schmidly



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Service Recognition Ceremony Set for Tuesday, April 8 »**

April 07, 2008

UNM Launches Strategic Framework and Community Engagement Initiative

Schmidly

UNM President David J. Schmidly launched an initiative that will set a course for the university for the next several years. For the past few months university leadership has worked to develop a "Strategic Framework" individual departments and programs can use as guide as they develop their plans and goals. On Tuesday, Schmidly spoke to the entire university community via a live web cast explaining what this means for the campus community and how to become more involved.

Photo: UNM President David J. Schmidly

The underlying question for all major decisions at UNM for the next few years begins with, "How does this enhance the ability of our students to be successful?"

The framework puts forth UNM's mission, vision, core values and institution-wide strategies as keys to aligning the campus toward future success.

Also included as part of the framework are "Four Strands of Priority" to focus the university's efforts:

Student Success – With a focus on affordability, access, graduation and retention rates.

Systemic Excellence – With focus on research, undergraduate and graduate education, international education and diversity.

Healthy Communities – With focus on urban/rural health, education and training, research, outreach and intervention and health policy.

Economic and Community Development – With focus on economic revitalization, community capacity building, and leadership in sustainability.

Over the next two weeks all faculty, staff and student are asked to read the Strategic Framework document and institution-wide Environmental Assessment and SWOT Analysis, hold departmental discussions and think about how to connect current and future activities to the framework. Schmidly will attend some departmental discussions.

On Thursday, May 1, Schmidly will hold a town hall meeting from 1:30 - 3:30 p.m. to highlight various departmental plans to carry forth the mission, contribute to the vision and live the values.

Schmidly said this exercise sets UNM on a specific course for the next several years so it is important for everyone to participate in the process now as it is being shaped.

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Posted by scarr at April 7, 2008 10:20 AM

“A Framework for Our Future”

**President’s Live Webcast
Tuesday, April 8, 2008 - 3:30 to 4:30 p.m.**

Good afternoon to all of you, and thank you all for joining me.

I’d like to spend the next hour with you reflecting on our future. As I do so, I am very deliberately going to use words like “our,” “us,” and “we” as I talk about the vision for that future, and the framework we will build on to help us to get there. By the end of this hour, my goal is to have issued an irresistible invitation to each of you to work with me to bring alive our hopes and dreams for the University of New Mexico.

Last Monday, I posted on my website two documents. The first is a Strategic Framework for 2008 and Beyond. The second is an Environmental Assessment that attempts to honestly identify the strengths, weaknesses, opportunities and threats we must address if we are to be successful. Today I want to talk a little about both.

As I was preparing to assume the role of President of this university nearly a year ago, I began writing a document that I ultimately titled “UNM in the 21st Century: A New President’s Vision.” I then spent much of last summer meeting with and learning from students, faculty, staff, and alumni. Thanks to you, I grew an even deeper appreciation for UNM’s history, culture, successes and challenges. It was then that I began to formulate a plan to merge the best of UNM as it exists today with a new set of aspirations for the future. It was at the conclusion of my first 125 days as President that the concept of a Strategic Framework was born: A framework upon which to build for our future. And perhaps more importantly, to provide us with some essential guiding ideas and principles that will help us all to see how our work here contributes to that future.

If you have had the opportunity to read the Strategic Framework document, you already know that it contains descriptions of UNM’s mission, vision, and core values. It also outlines some institution-wide strategies to help us achieve the vision, and what I call the four strands of priority that will focus our activities. The Regents’ Goals for the President are also included, as these provide a roadmap for our success.

I believe that these elements, when taken together, create a unifying theme that can move us from being a good institution to a great one. This is a framework which can serve to unify us, even given our complexity.

I would like to talk a little about some of the elements in the Strategic Framework, and then reflect on what they mean for all of us: For us as individual contributors, as well as for us together, as a university community.

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Our mission tells the world why the University of New Mexico exists. We are here for teaching, research, patient care, and community service. These are the four cornerstones of our purpose. These are the ways in which we serve our students, our community, our state, our nation, and the world. This is why we exist. And, every single one of us has the opportunity to contribute in some way toward carrying forth that mission. Some of us teach our students and conduct research that adds to the world's knowledge. Others of us take care of the buildings in which that teaching and research occurs. Some of us help to take care of people when they are sick. Still others of us keep offices running smoothly, books on our library shelves, and the grounds of our campuses beautiful and inviting. Everyone has a contribution to make in carrying forth UNM's mission. Every one of you is already important to this university, and can become even more so as, together, we begin to explore new ways to leverage the incredible talent that already exists here, and attract new talent that will sustain us into the future.

When I talk about "Vision," I'm really talking about our greatest aspirations for the future. In putting forth any vision publicly, we are saying to the world that this is what we are working together to become.

We are saying that we want to be **known for our diversity**, and the strength that it gives us. We want others to look to us as a model, with an environment that provides our students with opportunities to learn together, explore and embrace differing worldviews, and celebrate the value of difference.

We want to be **known as strong collaborators**, partnering with others to make it possible for our citizens, both children and adults, to have the confidence and skills to aspire to higher learning and to be successful once they reach us as students. **Access and success must go hand-in-hand.**

And, we want to become a **university of choice for the brightest students**. We will be a magnet for the best because of UNM's overall excellent reputation, and because of individual programs that we are constantly improving to remain relevant throughout the 21st century and beyond.

We want our **academic climate** to be exciting, dynamic, and passionate, known far and wide as a university that steadfastly upholds the virtue of academic freedom. We want to be known for attracting and furthering the most **innovative research programs** that create new knowledge, inspire artistic creativity, develop our economies, and improve the quality of life. We want to be known as a **catalyst and hub for international initiatives** that draw students, faculty, and collaborators from all parts of the globe. Over the next five years, it is my intention to **restore, reward, and grow the faculty**, who form the backbone of our academic and research vitality.

We want to be **unmatched as a health and wellness resource in New Mexico**. Others will look to us as models for providing the best accessibility, the best care, and the best research to prevent, treat, and cure disease.

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So, as a result of achieving this vision, we will simply be known as one of the best. Others will want to learn from us, emulate us, and partner with us. This is our future, if we are courageous enough to commit to and travel this journey together.

And as we travel that journey, we will need a strong set of core values to guide us all. Principles that inform not just what we do, but how we do it. Our core values will hold us accountable to our students, the community, and to each other. We will use these values to make decisions, and we will use them to evaluate our own behavior.

As I look around this university, I already know that we care about and uphold the value of excellence. **I am proposing that we take excellence to a new level.** The way to do this is to first look around. Where are the shining examples of excellence? How can those best practices be spread to other areas? How can we ensure that the rising tide lifts all boats?

In our values, I talk about **access with support to succeed**. I mean this on two levels. Yes, this is about our students, and making sure that our doors remain open to all, and that those who come through those doors have the help they need to thrive and graduate. But this is also about our faculty and staff. We want to attract and retain the best. To do that, we must ensure that the message of excellence is clear from the outset, and that everyone has the help they need to rise to that expectation.

This brings me to the value that I call **respectful relationships**. Treating each other with respect becomes a powerful glue that bonds us together and forms a productive and inspired culture. The way we treat each other, every single day, is critical to building the trust and team spirit that will move us toward our vision. Add to that a strong dose of **integrity**. Now we have the elements of a promise: The promise that we make to live up to the trust placed in us by students, parents, the community, and each other.

As part of integrity, we need to talk about “openness and “transparency.” We haven’t done enough of that in the past. We have been overwhelmed with open records requests, and I have been told that UNM is seen as one of the worst examples of open government in the state. Our policies are seen as attempting to “wall us off” from public scrutiny. This must change if we are to develop trust and confidence with the citizens of the state.

Another value that is critical to supporting a unified culture of excellence is **freedom**. For each of us to fully engage, we must have the freedom to ask honest questions, offer thoughtful opinions, and explore creative ideas. And, we must uphold the academic freedom that is a hallmark of all the world’s great universities.

Also as part of freedom, we need to talk about “shared governance” and the need to bring clarity to how it will work on our campus. Without that clarity, we will be slower to make progress in developing trust and good communications.

And as we work together to create a unifying culture of greatness and excellence at UNM, we must think about what it will take to sustain and renew our efforts. That is why we have added **sustainability** as one of our values. Everything we do today must take into account the well-

being of the future. And I'm talking about a value that goes well beyond recycling. I'm talking about what some Native Americans refer to as 7th generation thinking, where every important decision is made with the consideration of the effect it will have, seven generations into the future. So we must be asking ourselves, what impact will decisions about the way we educate our students, conduct our research, and build our buildings today have for a future that we cannot see and will not be a part of?

So, we have a mission that describes our highest purposes for existing, a vision for our future, and core values to guide our behaviors along the journey. Now I would like to talk about a few institution-wide strategies that will form part of the "how" – how we carry forth that mission, will reach that vision, and live our values.

The first strategy I want to highlight is "**connectivity to purpose**." I want every single one of you who is a member of the UNM community to get excited about the direction this university is going in and the potential contributions you can make to move us along the road. I want you to unleash your passion and creativity to align us and move us toward the greatness that I believe is this university's destiny.

And as we become connected, we will unleash the power of six additional strategies that I believe are critical to our success. We will actively **deepen our understanding of the diverse cultures** that come together at UNM, and we will demonstrate the value they add to society. We will **develop partnerships** with institutions and individuals whose missions complement our own, with the end result being that we are stronger and more successful together than we ever could have become individually.

We will keep our **students at the center of every major decision**. We will continuously ask, "Does this decision, action, or investment enhance the well-being of our students, and their ability to be successful?" We will **inspire each other to contribute to the vitality of this university**. I want our leaders across campus to think about ways to support **grass roots innovative thinking** that gets us closer to our vision.

We will take steps to create the conditions under which **the brightest and best innovative research** will be conducted, right here at the University of New Mexico, and then applied for the benefit of the world. One step in that direction will be to convene a group of our brightest young faculty members to brainstorm together about what those conditions are, and to begin the process of removing barriers to research excellence.

And we will commit to practices that will ensure that **all investments we make, whether of precious time, energy, or resources, are aligned with our mission, vision, and values**.

I would like to make just a few comments on the SWOT analysis that is currently posted on my website. I believe that if we are to make real progress toward our vision, we must have authentic conversations about what it will take to get there. While it is really energizing to talk about our strengths and opportunities, I know that it takes courage to talk honestly about our weaknesses and threats, especially when we have created some of them, ourselves. Sometimes we become the unsuspecting victims of our past successes. Sometimes what

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worked yesterday is just not relevant for the future. Let me tell you that I am not here to criticize where we are today, but I am here to make sure that we thoroughly understand where we are today. Together, we will determine what changes we need to make and what we must do to be successful tomorrow.

The Environmental Assessment is part of an ongoing dynamic process to help us keep an eye on all the conditions, both internal and external to us, that could have an impact on our future success. We will be updating this as conditions change, and will be asking for your help to do so.

The theme of my inauguration was “connect,” and I intend to continue that theme as we continue this journey toward our future. One way that I asked you to connect to this process was by submitting any questions you have about the Strategic Framework or the Environmental Assessment. Many of you took the time to ask very thoughtful questions, and I’d like to address some of them now.

(Pause teleprompter here. Carolyn will pose questions that were submitted for President Schmidly’s response. Segment to take about 20 minutes. After President Schmidly has responded to the last question, Carolyn will segue to next part by saying something like, “President Schmidly, thank you for taking the time to respond to the questions submitted by our colleagues.” Restart teleprompter at that point.)

Thank you, Carolyn.

At the beginning of this hour, I told you that I wanted to issue an invitation to all of you to work together with me and to connect to each other to bring these aspirations alive. And, I want to provide some next steps to encourage you to do so.

First of all, I’d like for you to read and think about the strategic framework and the challenging direction I have outlined today. Then, I ask you to think seriously about some ways you can connect and contribute, both as individuals and as members of teams. What ideas do you have for improving this university, through the work that you do? How can your efforts complement those of others? And, how can we move closer to the future we desire, together?

Then, to further explore these questions and to begin to share ideas, I am asking that every department leader across campus set aside one hour, sometime during the weeks of April 14th or 21st, to meet with their teams. I also ask department leaders inform my Strategy Office of the dates, times, and locations of these meetings. My intention is to select a few to attend personally, so that I can learn about your aspirations, hopes, and ideas for the future. How can you connect?

I have also scheduled a Town Hall meeting for Thursday, May 1st from 1:30 to 3:30 in the SUB Ballrooms. During that time, I will ask some of the departments to share their innovative ideas and activities for connecting and contributing to the future of UNM.

The specifics of how we will continue to engage each other over the next few weeks can be found on my web page and through several upcoming campus announcements.

(Slight pause as President Schmidly moves to the conclusion.)

Today only marks the beginning of our dialogue about our future. The next step is to begin thinking together about how we will make that future a reality. And when I say we, I am talking about all of us – students, faculty, staff, alums, supporters, patients, and fans. But the beginning has to be right here on the campus. We must lay out the framework for success and the strategy needed to get there. And then we must get the buy-in from our constituents.

When I addressed the Regents about tuition last week, I spoke about the need to develop a budget and tuition plan that would link to our strategic framework and for a time horizon longer than one year. I also spoke about evaluating new tuition models to incentivize student performance and success. I emphasized the need to strengthen private fund-raising so that we have access to more discretionary resources to support our elevation to national excellence.

So, in finalizing our strategic framework over the next few weeks and months, we must ensure that it is linked with the new campus master plan, a realistic budget and resource development plan, and a tuition model coupled with state resources that will allow real progress on our most important priorities. We need to work off a five-year budget horizon, in which we carefully estimate resources needed from the state, tuition, and private sources to move us forward. Remember the Spanish word, “adelante” that I used in my inaugural address!!

The key component in this five year plan must be a successful effort to “Restore, Reward, and Grow” the faculty. We should not use vacant faculty positions to run our departmental operations. We should fill those positions and put those faculty in the classroom to benefit our students. We are below our peer group in faculty salaries, and we must make up this ground if we are to recruit the best and retain the best. Finally, we need to grow our faculty and reduce the faculty-student ratio. This will help with graduation rates and with growing our research and graduate programs.

Another important step is to develop an admissions approach that will maximize student success. In our state, we cannot afford to take an elitist approach based on test scores that favors the more affluent. Rather, we must take a more holistic approach to evaluating student applicants, stressing factors such as high school performance, college preparation classes taken in high school, and leadership activities. We need to engage our new partnership with CNM so that students who have “lagged” a little in high school can still enter the university, but in a way that is more likely to maximize their chances for success. The community college route

can provide just such an opportunity. It is time to move forward with our new endeavors in this important area.

Nothing is more important to us than a new and different approach to setting tuition. Our current year-to-year approach is simply not working. In combination with the practice of “tuition credit,” used by the state to charge students for aspects of their education for which they receive no benefit, we have created a system that actually deters student success.

In looking to the future, I want us to lead the way in developing new approaches. For example, we should evaluate the possibility of implementing “guaranteed” and “block” tuition as ways of incentivizing our students to stay on track and graduate in four years. This will provide great savings to our students, their parents, and to the state. Our current year-to-year “haggling” approach is a recipe for mediocrity, and the proof is right in front of our eyes – The low graduation rates in our state and at UNM. Obviously, the combination of cheap tuition, fought over every year, combined with a regular policy of imposing tuition credit, has been a failure. And yet it has been tried over and over again. The definition of insanity is to keep doing the same thing over and over but expecting different results. It is time for a change and UNM should lead the way.

But, if we are to ask for more, and get more, from our students and the state, we must be in a position to give more. We must provide better advising to our students. We must offer more class sections that are not canceled at the last minute. Classes must be taught over the full span of the day and throughout the year, as opposed to times selected for our own convenience. And, we must correct problems, like the late submission of grades, which have serious negative consequences for our students. In short, we must become more accountable to our students and more performance driven.

Above all, we must work to improve K-16 education in New Mexico. We can no longer sit back and complain about how it is not working. We are the flagship university in the state, and we must take some ownership in solving the problem. Determining how best to do this, and finding the resources that will be required, must be a high priority over the next five years. I have some definite ideas, and I will look forward to discussing them with you in the near future.

Shortly, I hope to announce some major changes in our approach to fund-raising – changes that will make us more accountable, more successful, and more incentive-based. These changes will empower the UNM Foundation to be even more successful in raising private dollars for student scholarships and fellowships, faculty chairs and professorships, and for new facilities.

I am pleased that we will have a solid leadership team to assist in our efforts in moving forward. I am proud of the talent, experience, and diversity of this team. It includes a mixture of “old hands” who have been here for a while, and of new members recruited from inside and outside the state. Our new Executive Vice President and Provost, Dr. Suzanne Ortega, has worked at three AAU institutions. Our new Vice President for Rio Rancho and Branch Operations, Dr. Marc Nigliazzo, has served as President of two community colleges prior to joining us. Our New Vice presidents of Enrollment Management and Equity and Inclusion, who will be named shortly, have equally impressive backgrounds.

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It is crucial that over the next few months we fill the leadership void created by the death of our colleague Terry Yates. We are known for our success and excellence in research and we must not lose our momentum. We must begin the process of gradually eliminating our operating deficit in the research office, and we must create a new business model going forward that maximizes the impact of F&A resources to achieve our goals.

And as we travel this journey, we will find even better ways to communicate our progress throughout the university and beyond. We will improve our ability to work with and through the media to tell our stories, report on our forward motion, and share our successes with the broader community.

There is no reason why we cannot succeed. It's up to us to work hard, work together, and stay focused. We have all the ingredients – great people, our diversity, and our wonderful geography – to be the first minority/majority institution invited into the AAU. It won't happen overnight. It won't be easy. And, it won't just fall into our laps. It will require a good plan, a more student-centered focus, and a singularity of purpose and teamwork. Or, as Jim Collins states in his book "Good to Great," it's about getting the right people on the bus and in the right seats, and headed in the right direction. As for me, I am excited about driving that bus. I'm rolling up my sleeves and ready to work harder than ever to make UNM the best it can be. It all starts with our attitude, our strategic framework, and our willingness to work together.

Thanks for your participation today, and I will look forward to receiving your feedback, attending some of your meetings, and reading about how you will be following up with your own plans. I am excited about our direction, and I hope you are, too. Our success on this journey will take all of us, and I look forward to the progress we will make together.

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April 10, 2008

De León Named UNM Vice President for Equity and Inclusion



University of New Mexico President David J. Schmidly has announced that Josephine (Jozi) De León has been selected as the university's Vice President for Equity and Inclusion, a new position that provides strategic leadership on initiatives that increase and maintain diversity across all academic disciplines and units on campus. De León currently serves as the associate provost for Academic Affairs and Community Colleges at New Mexico State University.

Photo: Josephine (Jozi) De León

"We're looking for a system-wide program that supports inclusion, equity and diversity of students, faculty and staff," said Schmidly. "Jozi brings a wealth of experience to the position."

De León professional and academic experience focuses on addressing educational needs of underrepresented groups. She earned a bachelor's in early childhood education from Fayetteville State University in Fayetteville, North Carolina, and a master's in educational psychology from the University of North Carolina-Chapel Hill.

De León earned her doctorate from New Mexico State University in curriculum and instruction with a special emphasis in bilingual special education. During her career at New Mexico State University she has served as academic department head, associate dean, and most recently as associate provost. De León also served as an assistant professor and director of Bilingual Special Education Training at UNM from 1987 – 1992.

De León worked as deputy secretary for Academic Affairs, Research and Planning for the newly created New Mexico Higher Education Department in 2005. She completed her temporary appointment with the Higher Education Department and returned to NMSU in May 2007.

De León is nationally recognized for her contributions to special education in addressing the needs of culturally and linguistically diverse exceptional students. She has written many articles and chapters on the subject and has presented and consulted nationally and internationally.

Among several board and association appointments, De León is a former Minority Serving Institution/Kellogg Leadership Fellow and former Governor of the Division for Diverse Exceptional Learners of the Council for Exceptional Children. She has also served on the Board of Directors of New Mexico MESA and as chair of NMSU's Diversity Council.

De León will begin her duties at UNM on July 1, 2008.

Media Contact: Susan McKinsey, (505) 277-1807; email: mckinsey@unm.edu

Posted by scarr at April 10, 2008 04:00 PM

President's Report

A report to the University of New Mexico Board of Regents from the Office of the President

Message from David J. Schmidly

As I was preparing to assume the role of president of this university nearly a year ago, I began writing a document that I ultimately titled "UNM in the 21st Century: A New President's Vision." Much of last summer was spent meeting with and learning from students, faculty, staff and alumni. Thanks to them, I grew an even deeper appreciation for UNM's history, culture, successes and challenges. It was then that I began to formulate a plan to merge the best of UNM as it exists today with a new set of aspirations for the future. It was at the conclusion of my first 125 days as president that the concept of a Strategic Framework was born – a framework upon which to build for our future. And perhaps more importantly, to provide us with some essential guiding ideas and principles that will help us all to see how our work here contributes to that future.

Our major guiding principle – our mission – tells the world why the University of New Mexico exists. We are here for teaching, research, patient care and community service. These are the four cornerstones of our purpose. These are the ways in which we serve our students, our community, our state, our nation and the world. This is why we exist. Every single one of us has the opportunity to contribute in some way toward carrying forth that mission.

Our vision sets forth our greatest aspirations for the future. We are saying that we want to be known for our diversity and the strength that it gives us. We want to be known as strong collaborators and as the university of choice for the brightest students. We want our academic climate to be exciting, dynamic and passionate, known far and wide as a university that steadfastly upholds the virtue of academic freedom. We want to be known for attracting and furthering the most innovative research programs and as a catalyst and hub for international initiatives that draw students, faculty and collaborators from all parts of the globe. Over the next five years, it is my intention to restore, reward and grow the faculty, who form the backbone of our academic and research vitality. Finally, we want to be unmatched as a health and wellness resource in New Mexico.

As a result of achieving this vision, we will simply be known as one of the best. Others will want to learn from us, emulate us and partner with us. This is our future, if we are courageous enough to commit to and travel this journey together. We will need a strong set of core values to guide us all – principles that inform not just what we do, but how we do it. Our core values will hold us accountable to our students, the community, and to each other. We're talking about taking excel-

lence to a new level, providing access with support to succeed, and honoring respectful relationships strengthened by a strong dose of integrity. We're talking about diversity that enlivens and strengthens our university, freedom of inquiry and the pursuit of ideas, and sustainability that will not compromise our future for the sake of the present. We will use these values to make decisions, and we will use them to evaluate our own behavior.



UNM President David J. Schmidly

With these principles to guide our way, I have challenged every member of the UNM community to embrace the direction we are taking and to contribute to our steady movement toward the greatness that I believe is this university's destiny. Over the past two weeks, departments have explored questions like "what ideas do you have for improving this university through the work that you do" and "how can your efforts complement those of others and move us closer to the future we desire?" Tomorrow we will hear from several departments about their aspirations, hopes and ideas for the future at a Town Hall in the Student Union Building.

This is just the beginning. Over the next weeks and months, we will finalize this strategic framework, link it with a new campus master plan, realistic resource development, and a tuition model coupled with state resources that will allow real progress on our most important priorities.

It will be a busy summer. Remember the clarion call from my inaugural speech: Adelante!

A handwritten signature in dark ink, reading "D. J. Schmidly". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

David J. Schmidly



Administrative team to build student success

UNM recently completed national searches for three positions critical to building student success: provost and executive vice president for academic affairs, vice president for enrollment management and vice president for equity and inclusion. ■

Suzanne Trager Ortega, Provost and Executive Vice President for Academic Affairs



University of Washington Vice Provost and Graduate Dean Suzanne Trager Ortega was selected as UNM's provost and executive

vice president for academic affairs. Ortega is excited by the possibilities presented by UNM. "UNM is leading the way for what the great 21st century research universities must become – student centered, community engaged and enriched by the imagination and talents of the diverse students, staff and faculty who comprise it."

Ortega earned master's and doctorate degrees at Vanderbilt. Throughout her administrative career, she has continued to teach, research and publish in the field of sociology. Ortega will begin her duties at UNM on Aug. 1.

Carmen Alvarez Brown, VP for Enrollment Management



Carmen Alvarez Brown was appointed vice president for enrollment management. This new position will consolidate service

areas that impact students' progress toward degree objectives, including recruitment, admissions, financial aid, records and registration.

The vice president will work to improve recruitment, enrollment and graduation of all students.

Alvarez Brown is currently assistant vice president for enrollment management and director of undergraduate admissions at Florida International University. She brings more than 35 years experience in enrollment management. She earned bachelor's and master's degrees from FIU.

Alvarez Brown will begin her duties at UNM this summer.

Josephine De León, VP for Equity and Inclusion



Josephine (Jozi) De León was named UNM's vice president for equity and inclusion, a new position that provides

strategic leadership on initiatives that increase and maintain diversity across all academic disciplines and units. De León currently serves as the associate provost for academic affairs and community colleges at New Mexico State University. De León's professional and academic experience focuses on addressing educational needs of underrepresented groups. She earned a bachelor's from Fayetteville State University, master's from the University of North Carolina-Chapel Hill and doctorate from NMSU.

De León will begin her duties at UNM on July 1.

Energy educators make campus greener

UNM is embarking on a major energy conservation program, which will be guided by Energy Education Inc., the energy conservation experts retained by Lobo Energy. As part of that initiative, several new Lobo Energy employees, called energy conservation educators, will work with departments on conservation and publish energy conservation guidelines. The university can save millions of dollars by just paying closer attention to conservation. ■

UNM-Gallup acting director named

Management and organization expert Barry Cooney has been named acting executive director of the UNM-Gallup branch campus. Cooney will serve a six-month appointment while a national search for executive director is conducted.

In 1985, Cooney founded Alliance for Creative Management, Inc., a management and organization consulting firm that works with public and private institutions on strategic planning, internal communication development, leadership training, management development, conflict resolution and team building. In this capacity, he has worked with UNM's Anderson School of Management, College of Education and Office of the Comptroller. ■



Stephanie Moquin

Benjamin Ediger

Two students win Goldwater Scholarship

Stephanie Moquin and Benjamin Ediger, both University Honors Program students at UNM, were recently awarded the prestigious Barry M. Goldwater Scholarship. Ediger and Moquin join the ranks of 10 previous UNM students selected for this honor since 1999.

The Goldwater Scholarship encourages outstanding students to pursue careers in mathematics, natural sciences and engineering. Ediger is majoring in biochemistry and mathematics. Moquin is majoring in biology and anthropology. ■

UNM graduate programs rank high nationally



The UNM School of Medicine ranks second in the nation for its rural medicine program in the latest issue of U.S. News & World Report's "America's Best Graduate Schools" – a ranking it has maintained since 1996. The magazine also ranks the School of Medicine ninth in family medicine. The UNM School of Law ranked fifth for clinical training. The UNM College of Fine Arts ranked fifth for photography and 11th for printmaking. ■



Presidents Tom Hunter, Sandia National Laboratories, and David Schmidly, UNM, sign a memorandum of understanding to increase cooperation between the two institutions.



Lobos take MWC title by 19 strokes

UNM ran away with the 2008 Mountain West Conference women's golf championships. The Lobos outdistanced BYU by 19 strokes. Jill Trujillo was selected as the MWC Coach of the Year, and sophomore Jodi Ewart as Player of the Year.

Lobo Men finish record-setting season

The Lobo Men's basketball team finished 24-9 overall as Steve Alford set a school record for most wins by a UNM rookie head coach. New Mexico was 11-5 in the Mountain West Conference, its most conference wins in nine years. The Lobos also tied a school record with 8 road wins. Home attendance increased 1,508 a game to 14,361 for 18 home games.

Lobo Women soar into fifth MWC win

The UNM women's basketball team was 20-13 overall for its eighth consecutive 20-win season. The Lobos were 9-7 in the Mountain West Conference, finishing in fourth place. New Mexico won the MWC Tournament for the fifth time in the past six years and advanced to the NCAA Tournament for the 7th consecutive season. ■

UNM continues wireless expansion



Last year, the UNM Information Technology Services department announced expansion of wireless Internet services for parts of UNM's main campus. Wireless Internet access is now available to more than 65 percent of main campus. The project is scheduled for completion in August 2009. ■

Outstanding Seniors



2008 Clauve Outstanding Senior Award recipients. Clauve Awards are given to UNM seniors who have at least a 3.0 cumulative GPA and who have demonstrated outstanding leadership and involvement as well as academics.



Fundraising well underway

The UNM Foundation is well on its way toward meeting the 2007-08 fundraising goal. As of the beginning of the fourth quarter of the current fiscal year, fundraising totals have reached \$68,262,467, more than 85 percent of the \$80 million goal. The funds were contributed by 16,179 unique donors. ■

Forum to address N.M. health care shortage

New Mexico is facing a health care emergency with too few doctors, nurses and other health professionals to meet today's needs – and the shortage is projected to worsen in coming years.

To address these issues, the UNM Health Sciences Center Office of Diversity and UNM Hospitals, in partnership with other stakeholders throughout the state, are holding a forum May 2-3 on growing and diversifying the pool of people entering and staying in health care professions in New Mexico. The forum will bring together people from middle and high schools, col-



leges and universities, the health-care community, and rural and tribal areas to address the issues and develop solutions. ■

KEY DASHBOARD INDICATORS OF PROGRESS TOWARD UNM Presidential Work Plan - 2007/2008 Review AY 2007-2011



- Achieved ● Good Progress ● Some Progress
- Still Pending

	Aug 07	Oct 07	Jan 08	Mar 08	May 08
Goal 1. Mission, Vision and Strategic Plan					
	Progress Indication				
• Revise and modify the UNM Strategic Plan	●	●	●	●	●
• Publish "UNM in the 21 st Century: A New President's Vision"	●	●	●	●	●
• Hold Town Hall Meetings to discuss UNM strategic directions	●	●	●	●	●
• Revise the UNM Master Facility Plan	●	●	●	●	●
Goal 2. Accountability					
	Progress Indication				
• Prepare and publish the two UNM performance ledgers	●	●	●	●	●
• Conduct a SWOT analysis of UNM	●	●	●	●	●
• Implement the banner budget module on both Main Campus and HSC	●	●	●	●	●
• Implement a system of performance-based budgeting	●	●	●	●	●
Goal 3. Academics					
	Progress Indication				
• Establish Enrollment Management Division	●	●	●	●	●
• Complete Enrollment Management Plan	●	●	●	●	●
• Sign MOU with CNM	●	●	●	●	●
• Establish Student Learning/Success Center	●	●	●	●	●
• Establish "Feeder Pathway Programs"	●	●	●	●	●
• Evaluate University College	●	●	●	●	●
• Implement changes and programs to improve retention and graduation rates	●	●	●	●	●
• Open recruiting offices in eastern New Mexico	●	●	●	●	●
• Initiate recruiting functions in CA and TX	●	●	●	●	●

Aug
07

Oct
07





















Jan
08

Mar
08

May
08









































Goal 4. Diversity of Leadership, Faculty, and Staff

Progress Indication

- Complete recruitment of Senior Executives     
- Establish Division of Institutional Diversity     
- Prepare a Diversity Action Plan     
- Prepare and publish a Diversity Report Card     




































Goal 5. Community Engagement

Progress Indication

- Establish Strategic Marketing Taskforce     
- Restructure PR function     
- Develop appropriate UNM “brand”     
- Redesign website and designate a web master     
- Publish marketing materials     
- Publish Annual Report from President’s Office     
- Produce a UNM promotional video     
- Revise MOU’s with Tribes, Nations, and Pueblos     

Goal 6. Legislative Role

Progress Indication

- Create comprehensive legislative approach under VP for Administration     
- Review lobby contracts     
- Advocate important state and local tax elections     
- Develop a successful strategy for legislative session     
- Meet and develop strong working relationships with key state/legislative leaders     
- Establish 1 FTE to support Parent’s Association     
- Host reception for UNM Retirees Association     

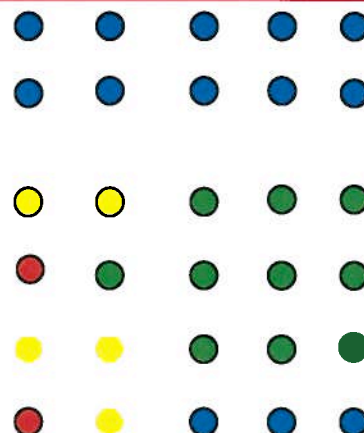
	Aug 07	Oct 07	Jan 08	Mar 08	May 08
Goal 7. Fund-Raising	Progress Indication				
• Meet top 50 potential donors					
• Hold retreat with UNM Foundation to set fund-raising strategies					
• Plan and announce comprehensive fund-raising campaign					
• Initiate “President’s Report” to share with major donors and supporters					
Goal 8. Economic and Resource Development	Progress Indication				
• Clarify economic development in the UNM Organizational structure					
• Expand the role of STC					
• Develop a plan to select firm/firms to develop land adjacent to UNM					
• Hire digital media scientific team					
• Plan other faculty “cluster” hires					
Goal 9. UNM Rio Rancho Campus	Progress Indication				
• Develop 2 + 2 partnership with CNM					
• Recruit and hire RR Executive VP					
• Deploy PR campaign to support tax elections					
• Develop transportation link between Main Campus and RR					
• Complete assessment for hospital at RR					
Goal 10. Health Sciences Center	Progress Indication				
• Integrate HSC and Main Campus executive leadership teams					
• Continue momentum of Cancer Center construction project					
• Implement HERO’s initiative					
• Submit competitive proposal for NIH Clinical Translation Science Center award					

Aug 07 Oct 07 Jan 08 Mar 08 May 08

Goal 11. Athletics -

Progress Indication

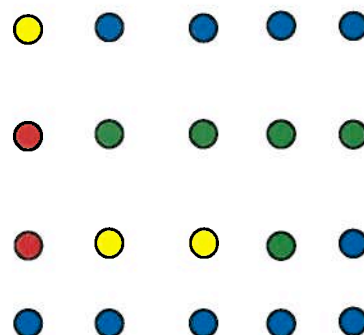
- Change title of AD to VP for Athletic Programs
- Implement new organizational structure for compliance, academics, and finance
- Establish Student Success Center for Athletics
- Conduct marketing study of fan-base and ticket pricing
- Balance athletic budget
- Develop comprehensive funding plan to renovate “The Pit”



Goal 12. Relationship and Communications with Board of Regents

Progress Indication

- Revise meeting schedules and agenda development for committees and board meetings
- Revise, update, and make appropriate adjustments in Board policies
- Hold an annual Regents’ workshop
- Publish Regents’ Newsletter

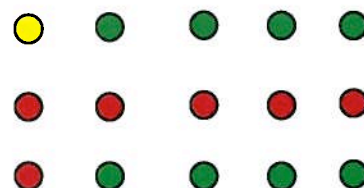


Additional Goals

Progress Indication

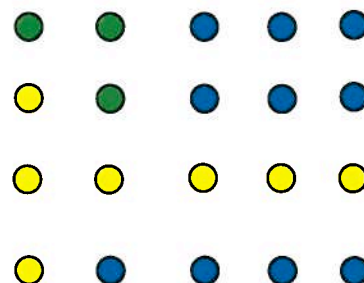
3B. Research

- Implement recommendations of faculty study groups
- Establish at least one new level 3 center
- Strengthen working relationships with National Labs



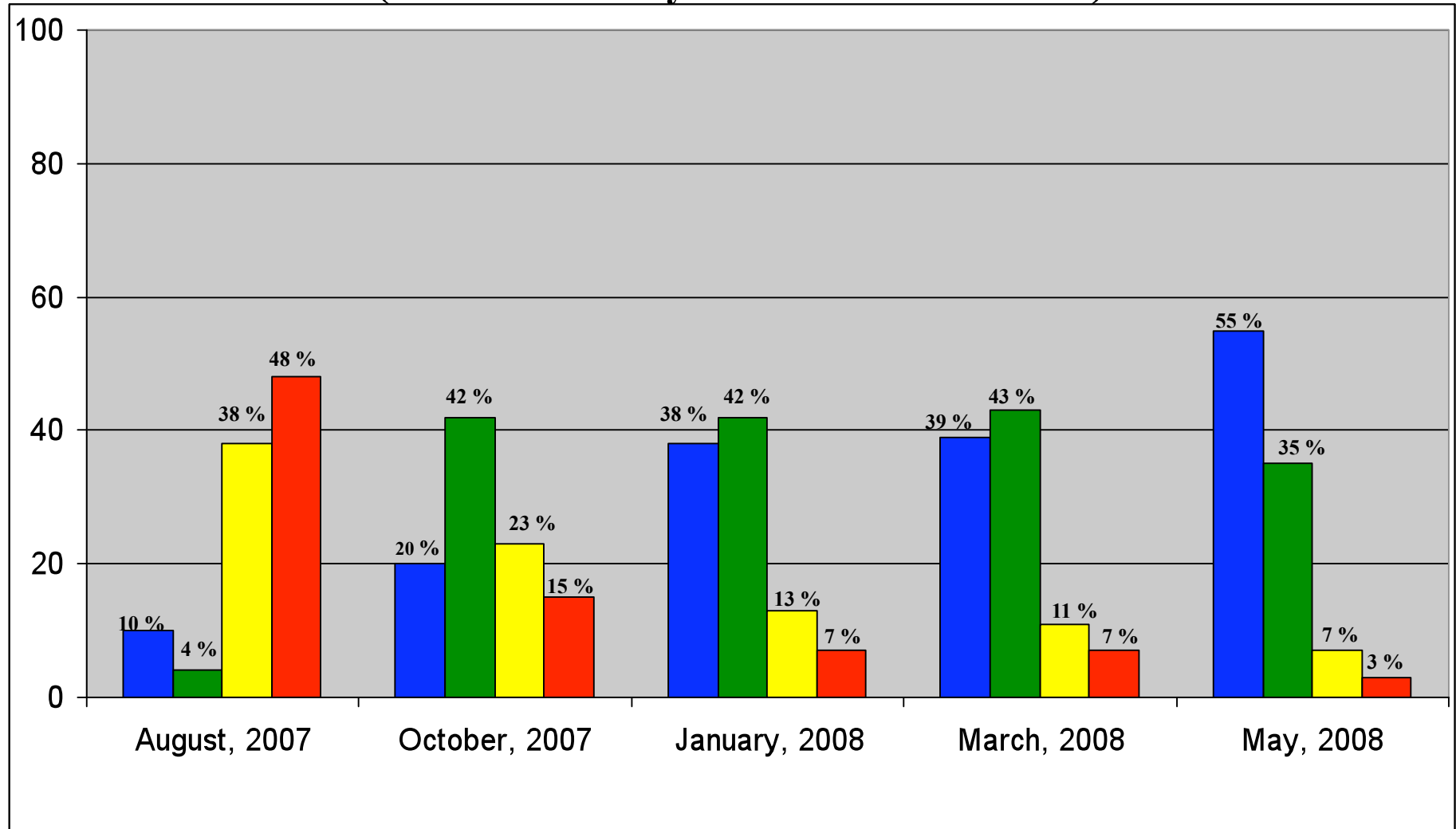
6B Federal Relations & National Issues

- President assumes leadership of Federal Initiatives
- Resolve disposition of Senator Domenici’s papers
- Develop links between Federal Initiative projects and State initiatives
- Join coalition of Urban Serving Institutions



Summary Report of Progress on Regent's Goal Elements

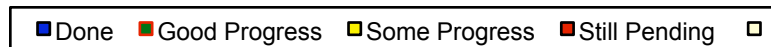
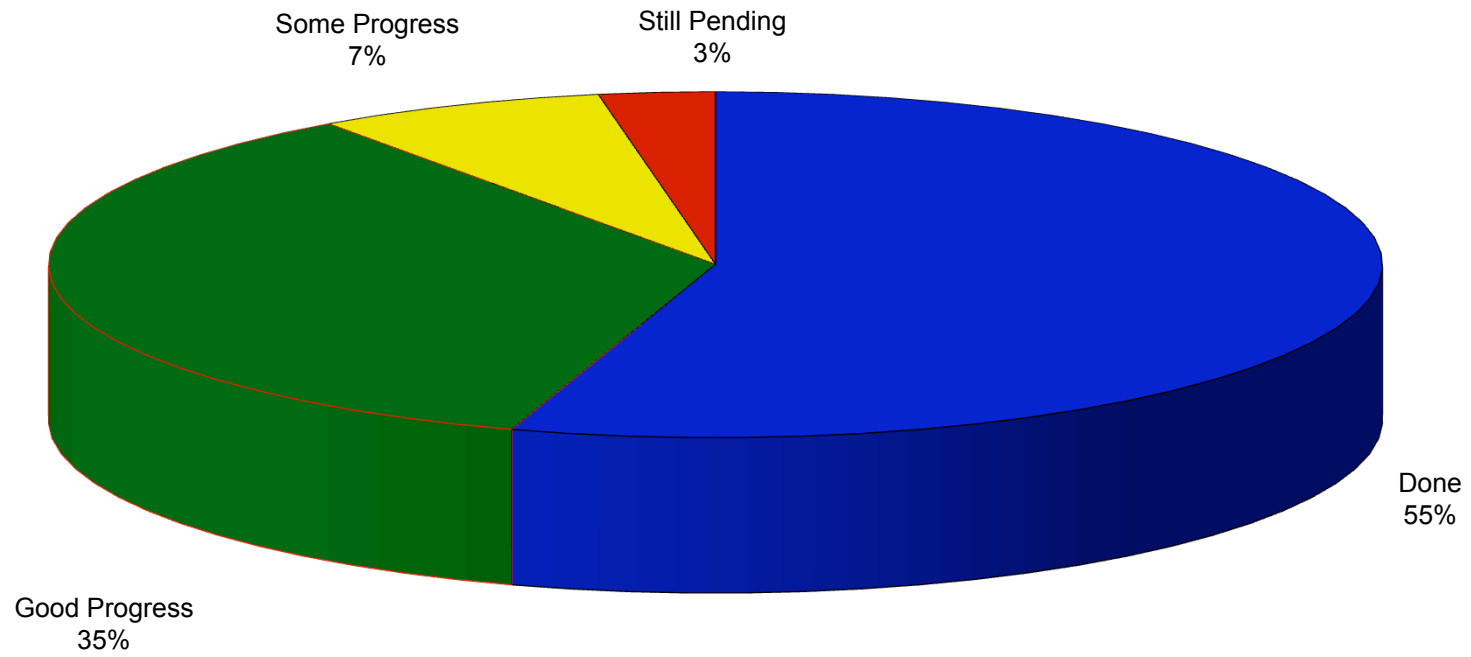
(As Listed in Key Dashboard Indicators)



Legend ● Goal Accomplished ● Good Progress ● Some Progress ● Still Pending

As of May 20, 2008

Progress on Regents' Goals-As of May, 2008



**MINUTES OF THE MEETING OF
THE REGENTS OF THE UNIVERSITY OF NEW MEXICO**

May 28, 2008

**Board of Regents Executive Session Luncheon
12:00 noon - 1:00 p.m.
Cherry Silver Room**

**Board of Regents Meeting 1:00 p.m. – 4:00 p.m.
Student Union Ballroom C**

**Board of Regents Executive Session
Immediately following the meeting
Student Union Ballroom C**

ATTENDANCE:

Regents present:

James H. Koch
Jack Fortner, Vice President
John “Mel” Eaves
Dahlia Dorman, Student Regent
Raymond Sanchez
Don Chalmers

Regents unable to attend:

Carolyn Abeita, Secretary-Treasurer

President present:

David J. Schmidly

Vice Presidents present:

David Harris, Executive Vice President, CFO, COO
Paul Roth, Executive Vice President, Health Sciences Center
Viola Florez, Interim Provost and Executive Vice President of Academic Affairs
Terry Babbit, Vice President, Enrollment Management
Steve Beffort, Vice President, Institutional Support Services
Michael Kingan, Vice President of Advancement
John Stropp, President UNM Foundation
Helen Gonzales, Vice President of Human Resources
Ava Lovell, Vice President and Comptroller
Eliseo Torres, Vice President, Student Affairs
Stephen McKernan, Vice President, Hospital Operations
Paul Krebs, Vice President of Athletics

Vice Presidents unable to attend:

Jack McIver, Vice President, Research & Economic Development
Rita Martinez-Purson, Interim Vice President, Institutional Diversity

University Counsel present:

Sandy Liggett for Patrick V. Apodaca

Regents' Advisors present:

Jacqueline Hood, Faculty Senate
Loyola Chastain, President, Staff Council
Ashley Fate, President, ASUNM
Susan Deese-Roberts, President, UNM Retiree Association
Lillian Montoya-Rael, President, Alumni Association
Maria Probasco, President, Parent Association

Regents' Advisors unable to attend:

Thelma Domenici, President, UNM Foundation
Joseph Garcia, President, GPSA

Others in attendance:

Jill Derby, AGB Facilitator
Ron Segel, Regents' Attorney, Sutin, Thayer & Browne, P.C.
Marty Esquibel, NM FOG Attorney
Matthew Hoyt, *Albuquerque Journal* Attorney
Leonard DeLayo, Executive Director FOG
Members of the administration, faculty, staff, the media and others.

Regent Koch presided over the meeting and called the meeting to order at 1:00 p.m.

CONFIRMATION OF QUORUM and ADOPTION OF AGENDA, Regent Koch

Motion approved unanimously to adopt today's agenda (1st Eaves, 2nd Fortner).

APPROVAL OF SUMMARIZED MINUTES OF APRIL 30, 2008 UNM BOARD OF REGENTS MEETING

Motion approved unanimously to approve the Summarized Minutes of the April 30, 2008 UNM Board of Regents meeting (1st Fortner, 2nd Sanchez).

PRESIDENT'S EVALUATION COMMENTS

Regent Koch This morning we did the evaluation of President Schmidly and copies of the evaluation will be available for anyone that would like to have it. We asked Jill

Derby to be our facilitator and perhaps you could present your background, etc. so that everyone will know who you are and know why we asked you to be our facilitator.

Jill Derby, AGB Facilitator Thank you President Koch, it has been a pleasure to be here. It has been somewhat over year that I have been participating in your process here at the University of New Mexico and I must say it has been a pleasure getting to know you all and your wonderful university as your president began his first year.

I work with the Association of Governing Boards and as some of you may know, that is the national association for regents and trustees across the country. One of the services that the Association of Governing Boards provides is to provide governance consultants to various universities around the country as they work on their own processes. One of the main kinds of consulting that we do has to do with presidential transition, with universities where a president is coming in and helping set up a process that works very effectively. I just want to say that our first workshop with the Board was last August when we worked the Board in the set of goals they had established for the new president. I just want to say that because I have worked all over the country with many universities and many boards that the process that the Board of Regents at the University of New Mexico set up under the leadership of Jamie Koch has been exemplary. It has been one that I have shared with a number of university boards across the country because it's a systematic approach to hiring a president, to set out and lay out a set of goals and expectations for the president and then to evaluate that president within a year on the basis of his performance in meeting those goals that have been laid out by the board of regents. So it really began with a presidential search process and the kind of leadership profile that the Board of Regents established for the University of New Mexico.

Then through the interview process the response that the president had as he was being interviewed, they put together a set of goals that was a basis for a workshop last August. The President had a chance to look over, to respond to, to make suggested timelines around and then coming back to the process this May doing essentially a performance evaluation where the President had the opportunity to report on the progress towards the goals and the accomplishments. What has been passed out to you is 1) the key dashboard indicators of progress towards those goals. One of the things I would applaud in the process is the transparency of it, the opportunity for those goals to be laid out for the entire university community and all its constituencies to see the goals and the progress that is being made and to have the President evaluated on that. One of the things we try to do as governance consultants is share best practices around the country for boards in terms of their leadership and I have to say this is a best practice. This process that has been in place that the Board of Regents instituted is a best practice that I like to share around the country. I think it is that good and that fair. One of the things you probably all know is that the tenure of presidents across the country is somewhere between four and five years. It can be very short lived because it is a very, very tough job at a time where American higher education institutions are really struggling with a great many factors. So it is particularly helpful for a president to have a set of expectations that are clearly laid out because too often presidents come in not clear about what is expected and it can create trouble down the road. So I just want to applaud the Board for its process.

One of the things we tend to expect of our presidents is a God on a good day so its really helpful that the Board laid out a very clear set of goals and expectations that the President has been able to respond to and you'll be able to look at the dashboard indicators and the chart that you have been able to see about the progress that has been made on those goals. I think you'll find that is very, very impressive.

So I just want to say thank you for giving me this opportunity. One of the primary responsibilities of any board of regents is hiring a president and evaluating this president and this board has done an exemplary job in the process that it has undertaken under the leadership of President Koch and the Board of Regents. I applaud the progress that has been made, the process that has been put in a place and it has been an honor and a privilege to be part of that. Thank you President Koch.

Regent Koch Thank you Jill for coming, I know you have got to catch a plane and we appreciate your coming and helping us this morning. Last year we did publish all of these goals and listed them out of what we would be expecting our president to do in his first year. That evaluation is available for everyone. It lays out all of the goals, it has a timeline and where we are on each one of those to complete that. We also today came up with setting out what our goals will be for next year. Those will be made public when they are all put together in August at which time, again, we will lay out what we are requesting the President to do in this next year and what we are going to be looking at to measure where he is in regards to completing his presidency. For those who may not remember, when we hired the President, all the five presidential candidates - - when we had the personal interview with each one of them in executive session it was all recorded by Carolyn Thompson. After the president was selected, all of that was made public record, anybody wants to look at that we can give you a copy of that. You will notice that what the regents did in that executive session is when they went to the university community and met with the faculty, the staff, the students, the graduates, the alumni - - to lay out what we were looking for in a president, we put those all into a form that when we had him come for his interview he wasn't aware of what those questions were going to be but we informed each one of those candidates that they would be recorded, recorded what he told us that he would do in executive session, and that started out the presidential search before he went to see all of the people that he saw at the university. That's how we developed those and so what we've done there to keep track of what we said when we originally started the recruiting of the president, what you all had asked for in the recruiting of the president, what people wanted, we wanted to make sure we captured that and then we came up with the number of goals. We had checklists for it so you can see how he has proceeded over all the many things all the way down the line. Again, in his contract, when we wrote the contract with Dr. Schmidly, it is very clear in his contract in May of each year he is to present to us a recap of all of the things that he has done in regards to the obligations and what we have requested as regents and the university community. So every year as long as Dr. Schmidly is here it is - - and you will also notice there is no bonus provisions or anything else like that, none whatsoever, in that. I would encourage you to get copies of that so you can see how we have scored him in regards to the Foundation, students, faculty, staff, all of that to where it is so that it is an open process for everybody to see how we're judging his activity and that everybody has

had an opportunity to see it. So I would hope that you all would get copies of those. If there are not enough copies, which it looks to me there is not enough now, you can go to the - - *[Ellen, there are many copies on the back table.]* So get those copies, look at it, and then in August again we will set out the same thing and do the same procedure.

Again Jill, thanks for coming, we appreciate it. You didn't tell us that you were Chairman of the Board in Nevada for how many years?

Jill Derby Three years as the Chair of the Board, 18 years on the Board.

Regent Koch So when we wanted somebody who would be a third party who has been involved in universities and could give us an independent judgment - - we appreciate you coming very much and hope that we will see here by November that you might be the new congressman from Nevada, is that correct?

Jill Derby Thank you.

Motion approved unanimously to accept the evaluation of President Schmidly, (1st Chalmers, 2nd Eaves).

ADMINISTRATIVE REPORTS

President's Report, David J. Schmidly

- Comments on his first year at the University of New Mexico. Thank you to everyone. We have had a productive year and have achieved many of the things we set out to do when we began.
- UNM graduation, awarded 2,500 degrees.
- The University received a \$100,000 donation from the Chase Foundation in Artesia to support our Poison Center; and \$50,000 to support student enrollment
- Restructuring of UNM Foundation, introduced newly appointed president, John Stropp; remarks by Mr. Stropp.

PROPOSED POLICY REVISIONS (Inspection of Public Records)

Regent Koch First of all, anybody that signed up for public comment is - - under public comment that stuff that is not on the Board of Regents' meeting - - if you're here for the next agenda item you will address us while we are discussing the next agenda item. The rules of the Board of Regents are is that public comment is intended for somebody who wants to comment on stuff that is not on the agenda, is not there on the agenda, they sure have a right to sign up to do so. But I am sure that the majority of the people that signed up are here for the next agenda item so we would want those comments on this particular agenda item which is the Inspection of Public Records. So if you signed this document and it is not for that, fine, when we get towards the end of the meeting and you did not

speak here and there was some other reason for it, you need to raise your hand and say that you had signed this public comment to comment on something else other than the agenda items.

So the way the Board has worked since I have been President of the Board, is that any time a person, advisor, group - -any one of the advisors have a question they can participate. I did send out that the advisors will not be making their advisory reports. Normally the advisors make a report of what they have been doing since the last Board of Regents, that will not be the case today. But all advisors are seated in their chairs and all advisors will participate as they normally do in the regular portion of the committee.

Before we go I wanted to explain a couple of things and then introduce you to some individuals here. First of all, a number of months ago, everybody seems to think this is something we just dreamed up to look at our open records and respond. A number of months ago there was an individual at the University named Marc Saavedra and we had some anonymous emails sent to the *Journal* in regards to Marc Saavedra and one of the things the *Journal* did was submit to the University an special request for copies of his contract stating they wanted copies of the contract so they can review it. Of course the University at that time said no, we're not going to give you copies of the contract, that we feel that's private and not to be available to the public. So as we are wrestling with that issue that was determined that Mr. Saavedra said, "I've had enough of this," and he went and picked up his own files, took them down and sat down Ken Walz of the *Journal* and said, "Here is my application, you can take a look at my application, you see what the application is." Therefore the suit did not go forward in regards to the application.

A number of years ago, a number of years ago, the Regents were choosing a new President. When they were choosing the new President they did not operate under the Open Records Act and at that time the *Journal* took the University to court and it went all the way to the Supreme Court and we lost that decision and it also had to do with applications and procedures. The legislature then at that time - - President Larry Willard who was the President of the Board of Regents went to Governor Johnson and asked Governor Johnson if he would please introduce legislation in the legislature to clearly outline the selection of a president for any of the higher educations what it would be. The legislature said very clearly that of the top five candidates, when you have the five top candidates chosen, all of the information, their application, everything would be public record and that was the case.

Then we had another incident happen right after that was solved, we had again a request that they wanted to see the files of our Audit Committee in regards to the Anderson School of Business in regards to the audit and in regards to the thirty-nine (39) day rule. The University at that time, the Regents decided that we would hire our own attorney who is a specialist in - - Ron Segel, stand up Ron, we hired Ron Segel and we asked Ron to respond that request from the *Journal* in regards to providing that as an open document. At that time what we did, we met - - myself, Ron, President Schmidly and the attorney, Peifer, for the *Journal*, we met and we asked them if they would please give us time to research that out before they take us to court. At that time Regent Eaves had

suggested that as we were looking at the issue in regard to the audits there is a question, is it open or not open, are the work papers open or not. At that time at Regent Eaves' request we asked our attorney, Ron Segel, to contact the attorney to one of the individuals who was involved in that to talk to them about what the problem could be here if the University refused to hand out that document, that we were looking very carefully that there would be a suit back to the University. Obviously that person that might have been part of that suit would have been involved in that but it was felt by the Regents that we weren't going to leave any person out dry there so we asked our attorney to visit with their attorney and determine what way we were going to handle this. How did they want to do this? What is the best way to do that? And what ended up happening was it an agreement that we would release those records to the *Journal*. At that time, however, again the University felt - - Regent Eaves and myself felt it was important that that person have an opportunity to review those records to see what those records were. The thing that we told the *Journal* was that time, which has been a number of months, is that we would resolve this problem.

The legislature introduced a law in regards to open records. Myself and Raymond Sanchez were in the legislature when that was done so the legislature introduced legislation on what the open records standards would be and what they would be. What we said to the *Journal* was that first of all, what we were going to do here at the University is that we are going to hire attorneys to go through every item there is and to determine that if we make sure that everything at the University is conformed with the laws in regards to open records, no more, no less. Knowing that this is a big issue to do so, so we asked Ron Segel and we've got here Esquibel which is with the Foundation of Open Records, we have the attorney representing the *Journal* and what we did is let's sit down the three of us and let's sit down and discuss the language that is in there that is in our Regent's manual and the faculty - - whatever it is, let's just do some research on it and determine what has to be done to make sure that we as the University are conforming with the law that was passed by the legislature, no other than the law that was passed by the legislature, that that is what we do.

We made a commitment that we would do this in May, that we would do this in May, to have this done. Also on April 30th at the last Regents' meeting on April 30th we passed out for everybody to have, a copy of what we were requesting to do and I said at that time that on the 28th of May we would discuss that. Then what we did further, about a week passed and I wanted to make sure that everybody definitely got a copy of what we were requesting so we had underlined copies, I instructed Ellen, our staff, to make sure that it was sent to the University Secretary so that everybody would have an idea of what the underlined - - what are we talking about changing. So I want to make it perfectly clear, as we go through this process is that all we are saying is we want to make sure, we're not the legislature, we want to make sure that we are conformed with the law in regards to open records.

Now the way we're going to handle this, I'm going to ask Ron Segel to give us a presentation and then I am going to ask Marty Esquibel, the Foundation of Open Governance and then we'll ask Matt to give their opinion. Then, then what we'll do after

that is if a regent wants to make a comment, that's fine, but then what we will do is we'll sit here and you can just - - we expect to have input from you, is come up, ask your question, ask whatever your question is, have a panel of our three attorneys here to answer any question that comes up that somebody wants to bring up at that time and we'll sit here and we'll try to answer those questions. It is very interesting, every time you get involved in doing something like this is, myself and Raymond understand this, I am the one that sponsored the Open Meeting Act in the legislature, I was also a sponsor of the Open Records Act and I understand, I understand how things get out of proportion on what we're really doing like are we going to give out your Social Security card, no. Are we going - - there are hundreds of exceptions and when I talked with Ron Segel, I guess it was last week or I guess it was on Monday, I asked Ron, I said Ron - - it'll take about 100 pages to list all the exceptions that are not covered by what we are doing. So I can clearly understand what everybody is here about. What I would that we would do is we want to listen to your comments, we want to listen to what it is. We are going to answer as many of those questions as we possibly can today and then we'll move on the direction of what the direction will be once the Regents have finished with that, then we'll move in that direction.

So, again, Ron if you would please outline what you did and how you went about it and then Marty after that is done, with the Foundation is what you have been doing to follow that and the Foundation of Open Government, the reason I went to them is that they are the - - they sort of watch us and police that we are doing what is right like on the Open Meetings. For example I made a mistake about two or three years ago, we had an executive session at which time I brought up the New Mexico Bowl. We shouldn't have brought up the New Mexico Bowl because that was in executive session and immediately the open records people got after it and I was wrong, I apologized for that. So what we did is we go the Foundation of Open Government, have them look at what we're doing, we asked them very clearly, don't stretch anything. We asked the *Journal* to do that, so this has been going on for about three or four months so the information we have here now, if you would, Ron, explain what you did, how you went about it and we'll go the others and any other questions in regards to - - I think Leonard DeLayo is here, is Leonard here still? Leonard if you would to make a report you're Executive Director, do that. Then we'll go to you all or those people that have some concerns about what is in here and we will sit here and we'll answer those questions and then we'll move from there, so Ron.

Ron Segel Thank you Mr. President. Members of the Board and President Schmidly, what we were asked to do several months ago, as President Koch indicated, was to take a look at university, written university policies and procedures and take a look at bringing them into compliance or perhaps more clearly into compliance if they were not, with the New Mexico Inspection of Public Records Act.

So we ended up looking at three different sets of policies to try and identify any of them that implicated the subject of open records and public disclosure of records under the Inspection of Public Records Act. What we ended up looking at were policies in the Board of Regents Policy Manual, the Universities Business Policies and Procedures

Manual and in fact one additional policy that appears in the Faculty Handbook. The objective was really pretty simple, the execution is a little more difficult but the objective was simple, which was to make certain that University policies that deal with this subject follow New Mexico law. Which means, that the things that the New Mexico law says are public records and are open for public inspection would indeed be open for public inspection and it also means that things that New Mexico law says are exempt from the right of public inspection would remain exempt and upon the making of a request by a citizen for inspection of certain records, the University would still have the right to determine whether the particular records fall into the category of public records and whether they are exempt so that all of them or portions of them if they were exempt could still be withheld or redacted if that's what the statute provided.

The Inspection of Public Records Act very broadly defines what constitutes public records and then it makes the general statement in effect that public records are open for public inspection. The statute identifies 12 different categories of exceptions to the right of public inspection and the 12th category is the catch all category, it says "as otherwise provided by law" and that's the 100 pages comes from.

The New Mexico Attorney General has for a number of years published and updated a document called The Inspection of Public Records Act, a Compliance Guide for New Mexico public officials and citizens. This is on the Attorney General's website and the current version was last updated by Attorney General King in January of 2004. In the Compliance Guide is a list, which they say is not necessarily exhaustive, of what kinds of things fall within the catch all exemptions of "as otherwise provided by law." In the Compliance Guide are listed about 50 different laws and regulations, state laws, federal laws, rules of evidence promulgated by the New Mexico Supreme Court that specify that certain kinds of information is confidential, is not to be disclosed, is privileged and that sort of thing. So if you take the 11 enumerated exemptions in the Inspection of Public Records Act, several of which include multiple things within them, and these 50 or so exemptions that are listed in the Attorney General's Compliance Guide under the heading of "as otherwise provided by law" you end up with a pretty complicated list of the kinds of things that are not subject to public inspection but the New Mexico Courts have made it clear that those are indeed the exceptions and that the rule is openness and the rule is that public records of public bodies are open to public inspection.

If I can add just very briefly to that, my impression is that the feedback that the Regents have gotten over the last month or so about these proposed revised policies sort of clusters in two or three or four areas and I'd like to mention those just very briefly. One of those concerns has to do with preliminary drafts of documents that are not yet final. That subject came up explicitly in connection with the internal audit of the Anderson Business School. There is nothing in our New Mexico Statute that addresses that subject. The Foundation for Open Government takes the position that because there is no specific exemption for drafts that drafts are indeed open to public inspection and that if drafts were not open to public inspection then public bodies could play games, in effect, to prevent documents from ever becoming final and from becoming subject to inspection. Different states treat this subject differently because basically every state has an open

records act or a freedom of information act, or whatever they call it. A number of those state statutes specifically address the subject of preliminary drafts. Our statute does not and so the approach that we have taken in these revised policies is that drafts are subject to public inspection until and unless the legislature declares otherwise by further amending the statute.

Another concern that has been raised is what about the privacy rights of individual faculty members with respect to their research notes, with respect to their preliminary data that they have gathered in their research with respect to unpublished manuscripts or not yet published manuscripts and whether those would be open to public inspection. The answer to that question is those probably would not be open to public inspection because one of the exceptions in the Inspection of Public Records Act covers trade secrets and there is certainly some authority, some legal authority, that says those kinds of matters that are preliminary matters that give the institution a competitive advantage would constitute trade secrets and would not necessarily be open to public inspection.

Another concern that has been raised has to do with identities of job candidates because as the proposed revisions have been written, identities of candidates, and this is excluding candidate for President of the University because that position is covered in a separate statute, that identities of those candidates would be open for public inspection regardless of whether the information about those candidates is in the possession of the University or in the possession of some independent contractor working on behalf of the University because the statute defines public records as the records held or maintained by the public body or by anyone else on behalf of the public body. That's a concern that has been voiced a number of times and that is again perhaps an issue for the legislature to address but until the legislature choose to address that issue, there is nothing in the Inspection of Public Records Act that would exempt that kind of information from public disclosure.

And then I think the last category of concerns that has been raised by a number of individuals has to do with personal information of University employees or other people connected with the University, things like Social Security numbers, financial data, that sort of things. Social Security numbers are specifically identified in the Attorney General's Compliance Guide as essentially exempt from public disclosure as a matter of federal law so they fall within that category of "as otherwise provided by law." Other kinds of personal information becomes a little less clear. For example, one person said, "Well, what the University needs to do is to protect personal information so as to protect individuals from stalking and from spamming." Now those very well may be legitimate concerns but those are not concerns that the legislature has addressed in the Inspection of Public Records Act and so unless a specific statute or regulation, either federal or state, exists that protects a particular kind of personal information, again, the general rule is that the information is public and is open to disclosure. One of the things that makes this difficult in a way and puts the University on the hot seat is a penalty provision that is found in the Inspection of Public Records Act because that penalty provision is very broad and very comprehensive and fairly stern. The enforcement provision says that if a person makes a request to inspect public records and the request is denied, the person can bring a lawsuit in court and as the court to require the public body to make those records

available for inspection and then the penalty provision says the court “shall award damages and costs and reasonable attorneys fees to any person whose written request ahs been denied and is successful in a court action to enforce the provisions of the Inspection of Public Records Act. So the precarious position that the University or any public body is in, is that there is no exception in here for decisions made in good faith and there are a lot of gray areas and sometimes the public body has to make an educated guess as to whether a particular request should be honored or not honored or partially honored and if the public body happens to guess wrong in the judgment of a court, and an action is filed in court to enforce the requestors rights, then this mandatory penalty provision comes into play that says the court shall award damages and costs and attorneys fees to the person whose request was denied by the public body and then is later upheld in court.

Is there anything else that you would like me to address Mr. President?

Regent Koch That’s fine.

Ron Segel Thank you.

Regent Koch Matt?

Matthew Hoyt Mr. President, would mind if Mr. Esquibel went before me?

Regent Koch Okay, yea. I said Matt, I didn’t mean Matt, excuse me. Marty knew who I meant.

Marty Esquibel Mr. President, Members of the Board - -

Regent Koch Identify who you are and your background, some of us know, so they know where you’re coming from and your experience in regards to, I think, some of this in the past.

Marty Esquibel Certainly, Mr. President, Members of the Board, Dr. Schmidly, my name is Marty Esquibel, I am an attorney practicing in private practice here for the Narvez Law Firm here in Albuquerque. My practice over the last 15 years has been concentrated on several specific areas but more importantly the areas of open access to government. Ranging from access to courtrooms, access to public records and interpreting the Open Meetings Act on behalf of several media clients as well as the organization I represent today which is the Foundation for Open Government.

Now you had, Mr. President, made reference to the Foundation for Open Government, or FOG as we are known, to be kind of a watch dog organization and that is certainly the reputation we have developed over the years but we also take pride in an effort to educate and work collaboratively with public entities to let them know about the various aspects of the Inspection of Public Records Act and the Open Meeting Act so our intent here is to work collaboratively with you, with the University of New Mexico.

First of all, I would like to commend the University and the administration and the Board of Regents for proposing changes to what has been a problematic approach to open records on behalf of the University of New Mexico. This new policy we feel, on behalf of FOG, makes a clear statement, a very clear statement, that the University does intend to adhere to the Inspection of Public Records Act. Now I would like to talk to you about three points that Mr. Segel has covered but before I do that I would like to make some reference to, Mr. President something you had mentioned earlier, is litigation that the University has been involved in the past with regard to presidential searches. Actually, there has been two lawsuits, one in 1990 and one in 1999 regarding FOG being involved in stopping and halting presidential searches because the University did not adhere to the Open Meetings Act and the Inspection of Public Records Act. In the first case in 1990 that case went to trial and mid-way through trial the University determined that it did have a major problem and entered into a consent decree with regard to future searches. In 1999 we had a full blow trial and Chuck Peifer and I handled on behalf of FOG and the *Albuquerque Journal* in which the University took the position that presidential applicants were not subject to - - their records or applications or resumes were not subject to inspection under the IPRA. It was a position that did not articulate the Inspection of Public Records Act an exception, the University took that position. We went for a one or two day trial in state district court and the district court ended up issuing a restraining order halting that search because of the position the University had taken. Now you are correct in that the University did go to the legislature, asked for a particular exception to university presidential searches, which the legislature granted that particular exception.

I think it's noteworthy for this point, because of that legislation, because of that particular legislation, your latest search didn't end up in a lawsuit and in fact served as a model for other public entities who have recently undergone searches for its leaders, namely CNM and Albuquerque Public School Board, which I serve on. Your search, the way you conducted your last search, really served as a model of openness because I think we worked collaboratively and we followed the law. So I think in crafting this policy, I think we're going down that right road, that proper road of following the law of the Inspection of Public Records Act and the Open Meetings Act.

Now, specifically, I would like to recognize three points. First of all, the policy recognizes already the many exceptions there are to the Inspection of Public Records Act carved out by state and federal law and that ranges from Social Security numbers to medical information to trade secrets, trade secrets which are addressed in a particular state statute. The policy that you are proposing does affect any of those exceptions so in correspondence I have seen going back and forth between lawyers and faculty, there seems to be this sense that there is going to be some problem. I am here to tell you that there is no need to say the sky is falling. The law is still the law and the exceptions are still the exceptions.

Secondly, we have helped provide information addressing concerns over records such as faculty research. As Mr. Segel said, if the research is private, it is not covered under IPRA. If it is University sponsored and funded it would then be analyzed under the trade

secrets exception. Automatically it does not mean it is going to be public record but the analysis would go forward to determine whether it is a public record or not.

Finally, and I think this is one of the most important parts of this new proposed policy. The policy wisely rejects this idea of suggesting the use of a counter veiling public policy as an exception to deny records. All too often we have seen that exception as a catch all, end all of rejecting a public record, counter veiling public policy. It's an excuse, it's a reason not to produce records that are some times embarrassing but nevertheless are public records. While the doctrine of the counter veiling public policy would still be available and still exist under case law, we feel that the University has used that excuse in the past not to produce public records. It has been an invitation to try and creatively come up with a public policy reason to deny access to records. Your policy doesn't do away with it but it doesn't suggest to use it in a nefarious manner.

In conclusion, on behalf of FOG and the many lawyers and members of our organization, we feel like we work collegiately with the University Counsel, Mr. Segel. We have taken a measured approach to this, we welcome the opportunity to work with the Board of Regents. Mr. Peifer in correspondence has provided a more detailed analysis and I am glad to refer you to that. In closing, we think this is a very positive step forward and again the searches that you have conducted recently has served as a model. I feel that this policy will also serve as a model to other public entities and we commend you for that. Thank you.

Regent Koch Okay Matt.

Matthew Hoyt Mr. President, members of the Board, I asked that Mr. Esquibel go first because I am here today to represent the *Albuquerque Journal* as the Foundation for Open Government and the *Journal* fully concurs with the position of FOG with regard to the policy changes proposed by this Board. The *Journal* strongly supports the proposed policy changes. The *Journal* believes that these changes are important. I think as we have explained in correspondence with you Mr. President and members of the Board that we believe these changes are important because it brings these policies into compliance with the Inspection of Public Records Act. Furthermore, those changes would signal to the New Mexicans and to members of the University community and the community at large, that this University is committed to open and transparent operations which we believe is a critical foundation of a public university.

Let me just point briefly to the litigation risk that we have heard Mr. Segel and Mr. Esquibel address previously. It has been the experience of the *Journal* that a lack of a clear policy by a public body creates a litigation risk in and of itself. We have seen in the past with other public bodies that this encourages abuse within that public body and that leads to litigation where the public body is forced to explain in open court why their policies, their own procedures, their own practices, fail to comport with the Inspection of Public Records Act. And that is of course beyond the expenses that would be incurred by public body in having to both defend that litigation and then if they are unsuccessful in defending their denial of the Inspection of Public Records Act request, to pay both their

own lawyers and the fees and expenses of the lawyers on the other side. Now again because the *Journal* fully concurs with Mr. Esquibel's comments, I have really nothing further to say. I am available of course for any individual questions and the issues and concerns that come up before this Board today and will be available to answer those questions.

Regent Koch Leonard DeLayo, could you - -

END OF TAPE – TAPE ONE, SIDE ONE

Mr. DeLayo - - the Executive Director of the Foundation of Open Government and have been in that position since November. I am also an attorney licensed to practice law and have been practicing law, I was just figuring back 36 years and I did spend 20 years on the Albuquerque Board of Education and served five times as president. In fact, one of the ironies of today is that Mr. Esquibel took my seat on that board and he is not speaking to me anymore but I certainly appreciate his service.

Members of the Board, this is an important moment not only for this university, my alma mater, but I think for the State of New Mexico. This first came about when President Koch contacted me on Mr. Saavedra's issue and we had a discussion about what was appropriate, what was exempt and what was not. Subsequent to that, Mr. Koch contacted me to determine whether or not FOG would be interested in working with the public body rather than just suing a public body to insure compliance. And I assured him at that time and stand before you today that our foundation would much rather work with people, educate people and help public entities comply with the law rather than be as Mr. Esquibel said, a watch dog group. We're here to help and this is a big step for this state and this university. In fact, when Mr. Koch contacted me I contacted our board of directors who were very encouraged that the University was taking this leadership position and hope that it would work out and we would work cooperatively. Then as the council said, use this as a model for the rest of the state. I have already contacted two other universities and suggested they do the same thing. This is a leadership opportunity for a New Mexico flagship university and I think it is a good step to be taking. Thank you.

Regent Fortner As a regent, two of the most important things we do, first is we hire a president and we've done a good job at that. The second thing is to set policy. This is an important policy decision we make as regents. Before I was on the - - got appointed to the Board of Regents, I believe in '98, and I was not on the Regents when the '99 suit got filed, that was when it was ending I think. But I was on the County Commission on San Juan County and was on there for eight years. Even coming onto the County Commission, you think of government as being secretive and that there is something to hide and really there is such distrust among the public, amongst elected officials and policy makers that this Open Meetings Act is really important. I endorse this. One of the problems that we are having in San Juan County right now is the City of Farmington wanted to hire a city manager and they wanted to keep that closed. They wanted to keep that process closed. In fact, enough that they were stubborn enough, and

I think stubborn is probably the proper word to describe their actions because the *Daily Times* there, the local newspaper, filed a lawsuit to keep it open and they objected, they lost in District Court and they are now on appeal. They then had another search and had it open which does not seem consistent with earlier policy. I look at some of the concerns that have been voiced back and forth and letters from lawyers, some of the simple concerns about personal information, I agree. The Social Security numbers and financial information are protected under certain other federal statutes but it is interesting, your voter registration is open to the public and that has public information from your home address, date of birth and other things that are just simply open if you're registered to vote. The counter veiling public policy is to be the exception rather than the rule and I agree with that. Generally, it has seemed like the counter veiling of public policy exception has been used to prevent embarrassment and that's not how it is supposed to be used. It is supposed to be used whenever there is a great public policy reason to keep records private. There is the issue of the identity of job candidates and that, of course, is written material. Not that you want to go around it but often times interviews are done orally and there is never an application that is sent. As I look at it and listen to all three lawyers discussions, I can't see anything that I disagree with and I support this.

Regent Koch What I would like to do now is first go to the advisors and any advisors have a comment? Jackie do you have a comment? Jackie if it is all right while you make the comment if you would like one of our three attorneys to respond to you, they will be more than happy to respond.

Jackie Hood Actually, would it be okay if we had Tim Lowrey come up here. I know he has been in correspondence with you?

Regent Koch Sure, is Time here? Hey Tim, how are you doing? Tim you and I have become great friends haven't we? I want to first of all, Tim it's nice to meet you. You know Tim you sent me - - I am pretty good at keeping records and as probably found - -

Tim Lowrey I have become better.

Regent Koch What I really appreciate is you sent to me an item on the 19th and I responded to you in eight hours. I took all of your questions that you have, I gave them to our attorney, I gave them to the attorney at the *Journal*, I had them all write you lengthy answers to all the questions you had and as you know our last conversation, it was a nice conversation, but I just wanted to make sure and I wanted to meet you and I thank you for taking the time and as you well know I am pretty insistent on each other getting back to one another. I just want to thank you, I appreciate the information you did, I think it was a real service for us, the Regents, for the lengthy letter you sent us before with all of your concerns and objections and I think it was important that we answered those as quickly as we possibly can so you have details so I want to thank you in advance and look forward to hearing your remarks.

Tim Lowrey Thank you very much and I appreciate your prompt response and interaction and frank discussions over the phone as well.

Regent Koch We've already got it solved, right?

Tim Lowrey Not quite. So, I am Tim Lowrey and I am here as the Chair of the Academic Freedom and Tenure Committee and I have a few remarks pertaining to this issue. First, I am here as the representative, I am the Chair but I am the representative of the UNM Academic Freedom and Tenure Committee, and as I have said before in presentations to the Board of Regents that we are an elected body of the UNM faculty and are charged with discharging the functions assigned to the committee by the UNM Faculty Handbook. From time to time we review policies of Section B and parts of Section C in the handbook and recommend appropriate revisions and we recommend these generally to the Faculty Senate and then assuming they are passed they go for final approval by the Board of Regents.

The policy changes proposed by the Board of Regents, these changes that we have just heard about, directly involved Faculty Handbook policies under the purview of the AF&T Committee. The Faculty Handbook is a legal contract between the University and the faculty, therefore, we have to have a seat at the table when policy changes are proposed that impact the Faculty Handbook. The proposed policy changes certainly meet this criteria. But before I address these issues particularly I have been directed by the Committee to state, absolutely, that the Committee fully supports the rule of law and furthermore is not above the law. Just as everyone in this room, university, state and country are not above the law. No matter what newspaper editorials imply or what opinions are expressed by anybody outside the Committee. In fact, the Committee members are all faculty at UNM and we are committed to the pursuit of truth including the rule of law and communicating that truth in law to the students in our classrooms and laboratories as well as to society in general. If we considered ourselves to be above the law we would be bad educators and bad researchers. The fact that they are responsible for educating the lawyers, judges, journalist, including reporters for the *Albuquerque Journal*, and I have had discussions with Martin Salazar.

Regent Koch You might add salesman too, we've got a couple of salesman up here.

Tim Lowrey Well actually I had included executives but I wasn't going to go on and on. I did include police, historians and scientists. Based upon what I see before me, we seem to have done a good job in this regard in the past and from what I saw at the University commencement ceremony a week ago, we are continuing to do a fine job. Furthermore, the AF&T Committee is not an advocate of secrecy and I take this opportunity restate the Committee's stance on the issue as communicated in a recent letter to the Regents to you. I quote, "We also want to comment on the difference between confidentiality and secrecy. We believe there is confusion between these two worlds. Records and documents should be designated confidential when the disclosure of their contents, for example, private financial information leading to the possibility of identity theft or inaccurate information leading to losses of reputations, would be significantly damaged and are not relevant (and this is taken from the statute) to pursuance of law in connection with a transaction of public business. Secrecy on the

other hand, generally involves concealment and may have a very negative connotation as we have heard. It is necessary to maintain the need for confidentiality of relevant records and documents without concealing information that the public has the right to know or is being kept hidden for nefarious reasons. The AF&T Committee vigorously supports the former, maintaining confidentiality, and strenuously condemns the latter.”

Now to the proposed policy changes. First of all, there are no perfect laws and no perfect policies. As my father was a state legislature in California for 22 years once told me, there are reasonable laws and policies and there are bad laws and policies. From time to time, there is need to change reasonable policies to improve them based on many reasons. In fact, AF&T Committee is charged by the Faculty Handbook which is approved by the UNM Regents with initiating changes in particular policies when needed.

There are two major issues that I have attempted to communicate to you over the phone in written form about the proposed policy changes. They concern the process involved in policy changes and the other involves the specific changes themselves. Today in the interest of time and in fact I am not a lawyer, I am the first one who is not a lawyer here, I am going to speak to the process of instituting changes to the handbook either directly or indirectly via changes to regents or business policies. My committee is convinced and we do have a member of the law school as well as our own counsel, convinced that the proper policy has not been followed. For example, there are changes proposed to policy C70 in the Faculty Handbook. As you know, policy C70 pertains to the confidentiality of faculty records. As stated in the Faculty Handbook pertaining to policy C70 and I quote, “Future policy changes must be approved by the Faculty Senate as recommended by the Academic Freedom & Tenure Committee and by the Regents.” To this day my Committee has not recommended any changes to policy C70. If we were asked by the Board of Regents we would consider them. If we agree, we would forward them to the Faculty Senate for approval. After their approval they would be forwarded to you, the Regents, for final approval. This process has not even been started. Therefore, any changes made to policy C70 by any other process would violate the Handbook.

It has become very clear, and I am almost done, over the past few days that it is in everyone’s best interest to not rush these proposed changes in any of the policies. My Committee, including me, has only been aware of the policy change proposals for about two weeks. The AF&T is a stand alone committee in the faculty governance structure of UNM and we do not exchange information with any other body because of our need to maintain “legal” confidentiality of personnel issues. We were not provided copies of the proposed policies. You had told me in a recent conversation that you had been working on these policy modifications for four months at least. There is simply not enough time for the necessary parties not originally involved to properly examine them and give in put in the near future. By that, I mean today’s meeting. As we discussed, there are complex legal issues involved that need thorough discussion and I think we have heard a good review. The AF&T counsel is currently on vacation in Italy and communication on issues like this are not really possible although he did respond to me telling me he couldn’t open any of the documents I had sent to him emailed to him in Sienna, Italy, and I wish I was there with him. There is no possible way this process could be done until

Fall 2008. I suggest the representatives and their counsel, and that means all counsel, AF&T, Faculty Senate, UNM Administration as determined by the President, the Board of Regents, FOG, lawyers from the media, form a committee to thoroughly review the policy changes during the summer, if possible. Also you could invite public comment on this during this period after you have presented the Regent's rationale for the proposed changes at the May 28th meeting which you have done. I know you would like to move quickly on the changes but the AF&T Committee is convinced that we, meaning the University, would be better served if we all had more time to confer and consult about these policies in order to achieve the best possible result for UNM. In fact, I think everyone agrees that is why we are here.

Regent Koch You are specifically identifying the confidential faculty records, right? C70?

Tim Lowrey Well that's what we are directly involved in but also as I have been advised before my counsel left, is that changes in the policies would affect C70 anyway and perhaps other policies in the Faculty Handbook. These are complex issues as we just heard about. I do have one question, however, if I could address this to Mr. Segel, I was on the phone with the Attorney General's Office this morning and I had a question in particular about the retroactivity of Policy 2.17. I think it is in the first paragraph where it said change in the policy would be retroactive. The Attorney General's Office expressed incredulity saying that in fact as you had stated there would be penalties. So if it were retroactive and the University was found not to be in compliance for IPRA inquiries that we would be subject to attorneys fees and a \$100 a day penalties. She wanted me to ask if that was in the best interest of the University to make this retroactive and she said that she had never heard of a situation like this that they were made retroactive. That is my only question.

Ron Segel Retroactivity is always a very difficult issue and the appellate courts of New Mexico have struggled for years and years and years in different cases where they have changed the rules as to how to implement their change of New Mexico law, rather to make it retroactive, whether to make it not retroactive, whether to give it what they call modified retroactivity. The retroactivity language is in there I think for one simple reason which is that if in fact the University's procedures have not been in compliance with the law, then they should be made to be in compliance with the law even retroactively. Retroactivity has always difficult as I say but if they were wrong then and they are wrong now they should be made right now as well as well as right then.

Regent Koch Okay, now who else wanted to address us?

Jackie Hood Yes, I still have comments to make. First of all, I want to say that I agree with everything Tim has said, obviously, but I also want to say to the lawyers here that if you didn't hear Tim say this I think you're not looking at this exactly correctly. No one here is saying we should not comply with the law. No one here is saying that there should be secrecy in terms of what goes on in a public institution. As a matter of fact, it should be open. No one is disagreeing with that but it's a balance between the public's

right to know and individual rights to privacy. That has always been the issue. If you go back to 9-11 that has been an issue at the national level for a number of years now. What is the right for the public to know in terms of national security in that case verses an individual's rights. Our constitution is based upon individual rights, you know that. The other thing I am concerned about is the very sort of narrow view of what job you are given here rather than to look at it a bit more broadly. Again, you are to comply with the law but is that the only consideration. Are there not other stake holders involved in this compliance with the law who should have been considered in your re-writes of these policies? For example, the people that work here. I was quite concerned to hear about people's concerns about stalking and you say, oh well if that happens, gee that's too bad. But do you want to be responsible for this? Is this some lawsuit that you want to live with in the future? Personally, I would rather have the *Albuquerque Journal* sue us for that information than have some woman come up and say that she was stalked or harmed because of a decision we made. So that is keeping people safe. I think keeping people safe should have been a consideration as well in your deliberations here.

But really what I want to talk about is transparency, openness, shared governance, and decision making processes because that really is what we are talking about here. Just to clarify, I was in the room when that policy was brought up at the Regents' meeting a month ago. That was, other than when you mentioned it Regent Koch in a meeting with us that you were going to do this a couple weeks maybe a month before that, that was the only time I had heard of it. I received the red-lined versions on May 14th which is two weeks ago today from Ellen Wenzel. I then forwarded those to Tim Lowrey of the AF&T and the Operations Committee. So my comments are reflective of the Operations Committee of the Faculty Senate. Certainly you do believe in openness and transparency and that's indeed what the policies are about but that goes beyond just saying these are the policies that we are going to do. It goes into actually talking with people. I appreciate that you talked with FOG, that is an interesting acronym, and that you talked with an outside attorney. But I also want to know what do our attorneys think, I am going to ask that in a minute. I also want to know what the faculty and staff think. You have to consider these other stake holders before you move forward with policies like this that we don't know the implications of. I think that is the key. We don't know all of the possible implications or maybe you all do and maybe the lawyers do but we don't and that is why people are here today.

C70 - Of course, as Faculty Senate President I have to reflect on that. It is very clear in the Handbook how that policy gets changed and how the approval goes. Anyone can recommend a change to a policy but it has to go through the AF&T to the Faculty Senate, then to the Regents. It is interesting, again, Mr. Segel, that that was very clearly spelled out in that policy and that was not considered when you rewrote the policy nor was it brought up until we brought it up as far as I can tell. So that again is a concern, a narrow vision of what your job was verses a broader sort of take.

The other thing I wanted to bring up, being a business professor which I often bring up, is the fact that there has been a lot of research on employee rights to privacy and the impacts of people feeling that there are specifically HR policies, they talk about HR

policies a lot and the invasion of privacy, whether it be drug testing, giving them the Meyers Briggs before you give them the job and/or spying on the person afterward. Those kinds of things go on in some corporations and what they found in fact is, again, it's a balance. That if you do that kind of thing, if people feel that they are unfairly treated or that their privacy has been exposed, that in fact productivity can go down, employee moral goes in the tank, people leave and absenteeism goes up. So again, you have to consider these factors before you move forward. What are we really doing? Have we informed people enough to move forward with this change to make it effective and to make sure there is no negative consequences.

So I agree with Tim, I think we are moving a little too quickly. It would be great if we had a few months of discussion, people understood the implications. I don't know if anything would change or not but we could follow the processes as they are laid out for both the Faculty Handbook and for Big Red, the Business Policies and Procedures Manual and I think it would be a much better outcome in the long run so I would like to advocate for that. Having more discussions before we move on with this, see what comes out of it. If it stays the same, wonderful, but change is wonderful but we'll probably end up with a better decision in the long run and more people on board and the lack of those negative consequences.

Regent Koch Okay, who else? Just come up and identify yourself.

Loyola Chastain Thank you, I am Loyola Chastain, I am the new Staff Council President. It's a tough act to follow with Jackie but I have some prepared remarks and then I have some comments we received from staff. We at Staff Council believe this whole discussion bears some careful consideration because the issue is not black and white. In fact, it appears to be very gray. The goal of these policies is to make UNM more open and transparent to the public. As individuals, we value our privacy. We don't particularly want our private information given out to the public without measures in place to protect that which should remain private. We are aware of nefarious activities such as identify theft, stalking and burglary which could take advantage of our openness to our own personal detriment. From that perspective it is important to us that there be processes and procedures in place to safeguard our data. Among the things that we believe should be kept private are home addresses, telephone numbers and other directory information of employees and references listed on applications. Social Security numbers and other personally identifiable numbers and codes, medical records and personal information listed on applications and resumes that is not relevant to the job or duties being performed.

Consider this, identify thieves obtaining a person's past work history could cause extensive damage by posing as that individual, applying for a job and having the past employers on the resume confirm work history. The person then gets the job, they buy a car in your name, rent an apartment in your name, establish credit card accounts in your name and so on. As a state and as an institution we value openness and transparency. We believe that openness and participation in decision making leads to better decisions. In order to participate in those decisions it is important that the institution make public

certain information including finances, expenditures, qualifications of those providing leadership as well as those in lower positions and rationale for the strategic decisions that are being made. In order to do this it requires access to salary books, compensation studies, budget data, resumes, etc. by staff, the public and the press. Recent inquiries by the *Journal* and other media as well as resulting institutional responses to those investigations underscore the value of openness and transparency. While painful at times, public input is helping us to make better decisions. It is for these reasons that the Staff Council Office has been allowed to own its own copy of the salary book for five years. According to this policy, the salary book would only be available in Zimmerman Library. As employees of a public institution it is our legal and ethical responsibility to make sure this information stays public. Therefore, these policy changes should make it more accessible, thus allowing the Staff Council Office to continue to receive the salary book on the monthly basis.

What will be done to insure that individuals requesting the information are not in violation of court ordered harassment restraining orders or other orders of protection? When a request is submitted for information, will it just be turned over? Will the employee also be notified? Will our information be turned over at will? Will anyone who requests to look at a resume or employment application be able to do so as often as he or she chooses without the employees knowledge? The resolved policies call for a custodian, one person for the entire university. The questions that come to mind are what kind of office and budget will this person have? If funded, where is the money coming from? How many support staff will the office custodian have to process requests? Will it be a dedicated office or something an already overburdened staff person has to pick up? We do not see that the policies give leeway for more than one and if this is the case it is likely that this one person will become bogged down pretty quickly.

I was sent an article today from *USA Today* entitled “Employment Records Prove Ripe Source for Identify Theft” which I will not read but wish you to be aware of this one statement. The top cause of identify fraud is now theft of records from employers or other business that have records on many individuals. That beats all other sources including stolen credit cards, mail theft and stolen purses or wallets.

I have some comments from constituents. I won’t read them all, I got close to 50 but I will just read a few of them for you so you can know how the staff is feeling about the policy changes.

1) Making available all applicant data as described for public inspection would deter some qualified applications who are current UNM employees from applying for promotional opportunities at UNM. If an employee knew that their manager could research any positions for which they had applied, many employees would not feel free to pursue new opportunities at other departments within UNM. This would have a negative impact on professional development for UNM staff. Would external, non-UNM applicants be subject to the same policy revisions since at the time they applied for a position they would not yet be UNM employees? If external applicants would not be subject to application of the same policy, then the hiring process would not be consistent

among all applicants. In cases where an applicant is a victim of domestic violence or stalking or in a contentious divorce situation, the private information contained on the person's application could allow the perpetrator to gain knowledge of the person's whereabouts, information about where the applicant might be working or residing or other information that could jeopardize the applicant's safety.

2) When applying for any position a candidate assumes that his or her personal information will be kept in strict confidence. Some of us may have abusive ex-spouses, harassing neighbors or someone else who would use this, our personal information, to our detriment. We have all heard of jealous boyfriends, ex-husbands, etc. going to someone's workplace and murdering their estranged beloved as nearby coworkers. Is this the type of risk that UNM wants to incur? I think not. Further, with a dramatic rise in identity theft, making such detailed information about our employment history a matter of public record increases the likelihood of our identities being stolen. Not only is this a profound and costly inconvenience to the employee, it detracts from the employee's ability to focus on work if he or she is able to show up at all. This negatively impacts the University's productivity, therefore costing our organization in moral and in finances. Further, no employee to my knowledge ever signed a statement indicating that he or she agreed to have personal information exposed. Providing such information without permission is a breach of the highest degree and could possibly result in a class action suit against the University. This too would decrease the morale of our organization and cost us financially.

3) We are required to provide large amounts of personal information when we seek employment or enrollment here at UNM. That information is provided, at least by me, only because it is required to secure employment, education or necessary financial transactions and with more than a reasonable expectation of confidentiality of that information. I never provide personal information other than in those settings. I don't even have a credit card because I won't give out personal information and I bitterly resent any considerations by those with whom I have trusted my personal information to disseminate it further.

4) With one family member already having been a victim of identity theft, complete with being arrested at his place of employment and returned six hours later after having to prove he had not been in Tucumcarri getting traffic tickets, I am just sickened to even think that the Board of Regents is considering making any more personal information available than one can currently get on line. I am appalled that especially in an educational medical setting committed to preserving the privacy of the students and patients we serve that any individual intelligent enough to be making the decisions for this entity would even consider such an action.

5) The statement "no person who is employed by does business with or has a contractual relationship with the University has a legitimate expectation of privacy or confidentiality with regard to public records concerning that person, except as specifically provided by IPRA in the proposed document is an absolutely incredible piece of rubbish. Any person employed by this University has every expectation of privacy with

their personal information on their applications are concerned. We are not allowed access to other employees applications with their personal information, at least as best as I know, by University possible. I guess by making such documents public records we can just wait for the public access designation and bypass personnel regulations. I am sure we have enough inquiring minds here at the University that someone will be able to access the public records under the Freedom of Information Act.

6) Anyone who thinks that not providing the Social Security number is protection against identity theft is naïve at best. In this day of extensive public record and online information services, a full name can be all it takes to begin the search. Anything further is just an invitation into your employees lives that is too horrifying to contemplate. Unless you plan to also eliminate the full name, address, phone number and any and all personally identifying items from the information available to the public, I cannot imagine why the Board would want to have any part of such a proposal. I urge the Board of Regents to move in the direction of their employees and the legitimate public's best interest. Until compelled by law to do so specifically, do not aide and abet in the dissemination of your employee's personal information. The federal government is moving slowly into limiting the information made available without permission to the general public and the Board of Regents should also move slowly, following all established protocols into expanding personal information obtained, especially when it was originally obtained from the individual providing it with an expectation of privacy.

7) I am very concerned about UNM sharing my application information. It contains my home address and phone number plus past work history. I have been stalked in the past and I do not want this information made public. My personal safety depends on it.

8) I would certainly not allow Social Security numbers to be released to the public under any circumstances. There must be a federal law prohibiting such. Any other information could be matched with Social Security numbers to facilitate identity theft. There have always been UNM policies prescribing the release of certain personal information about employees, e.g. home addresses and telephone numbers, and those should prescribe release of such information here. UNM administration should be reminded of the potential chilling effect this may have on potential job applications and the hostile working environment this may produce for present employees.

9) My two cents on this is that by allowing anyone, Albuquerque Journal, etc., to view candidates applications for positions, we will be opening the door to having the Albuquerque Journal and their readership determining whether or not we had chosen the right candidate for a position. As anyone who has participated in a higher search can affirm, the resume, CV application only tell a part of the story. The actual job requirements, the interview process itself and checking references need to be considered with a resume. If we allow these changes to go through we will then have to open up the rest of the recruiting process to public scrutiny. I think this is a bad move. Not having read the IPRA, I have a hard time understanding the level the University seems willing to

go with this. Surely the IPRA does not specify the items that these proposed policies have suggested.

I could go on and but they are all the same. They all have the same type of theme here that people are afraid of identity theft and stalking, etc. One thing I do want to bring to the attention of the attorneys is this one that I got.

10) I have one additional concern regarding the proposed policy changes to comply with IPRA. I am concerned about the statement in Regents' Policy 6.8 that says, "The University will generally endeavor to withhold from inspection under IPRA employees personal information including Social Security numbers." This appears to come from Section C70 of the Faculty Handbook where it was part of the original text and not revised. I'd prefer both sections read the same as Section 2.2 of Big Red Policy 3710 which as amended reads, "Although Social Security numbers are not subject to public disclosure, the University may use that information as permitted by law." For example, in communicating with the Internal Revenue Service or with insurers who require that information. 3710 gives me, as an employee, a clearer idea of what circumstances will release my Social Security number. The former statement sounds, though probably unintentionally so, that UNM will not take responsibility in the event employees Social Security numbers are accidentally disclosed to someone who shouldn't have them.

So, how can you assure us that you are protecting us? What is the University's liability if an identity theft case is brought on by improper release of employee information? Rest assured the Staff Council supports openness and transparency. The tricky thing is going to be finding the proper balance of what to disclose and how to disclose it without creating a huge bureaucracy that slows legitimate requests to the point where getting information becomes impossible. As Staff Council we have clear interest in all of these apparent conflicting goals.

Regent Koch Marty, would you respond to some of that then Matt please?

Regent Eaves Mr. President, may I ask a question? Is there a name that goes with those comments or were they purposely kept confidential?

Unidentified Speaker I'll take them.

Regent Eaves I'm sorry?

Marcus White I'll take all of them. My name is Marcus White.

Regent Eaves I don't understand what you are saying? I asked her a question.

Marcus White You're looking for a name to assign to those comments.

Regent Eaves Yes, I am asking is there a name that goes with those comments? Is there a name that goes with each of those comments?

Loyola Chastain Yes, we sent out an e-mail to the staff and staff responded, yes.

Regent Eaves Maybe you could give Ellen Wenzel copies.

Loyola Chastain We are keeping their names confidential.

Regent Eaves Copies of what you just read?

Loyola Chastain We are keeping their names confidential. [applause]

Regent Eaves I'm sorry I didn't hear you, could you give copies?

Loyola Chastain We are keeping their names confidential.

Regent Eaves Oh, you're keeping them confidential?

Loyola Chastain Yes, we told them we would keep them confidential.

Regent Eaves Okay.

Regent Koch That's fine.

Regent Eaves I just wanted to clarify it.

Regent Koch Just a second please, Matt?

Marty Esquibel I'll just very briefly, the notion that privacy rights are being stripped away by this policy is that type of sky is falling argument that I referenced earlier. It's simply, these policies are in line with existing state statutes and the Inspection of Public Records Act. Protections articulated by these folks are already in existence in the law to protect against these issues that were raised. When I hear these types of arguments I usually say can you name me one instance, in one of our 50 states, in the last 50 years, in which an open record has contributed to the types of issues that these folks have raised. Interestingly enough, it was a point raised earlier, issues about your address, I mean it's a pretty clearly established law if you're a public employee that your address and information is not protected information. But nevertheless, during this presentation I could have easily gone down to the city/county building and gotten voter information on anyone. So the expectation of privacy with regard to the concerns being articulated here are not really in line with the narrow legal issues that we are dealing with. So that would be my two cents.

Regent Koch Let me just express, I see hands going up, everybody's going to get an opportunity to come up here. So if we all just relax, I wanted to get a response so you can hear the response. Jackie still has the table. When Jackie gets through with the table, I've got a list of 12 people here. If they're not here they still can come up. I am not going to go out and recognize hands, you all can write your notes down. When I say next one we'll just sort of line up here and we'll let everybody have an opportunity to say - - if we sit here with respect for one another and listen, let everybody have an opportunity to say what they felt and that is what we're going to do. So go ahead Matt.

Matthew Hoyt Thank you Mr. President. I just wanted to point out, just hearing the overarching concern of information regarding or I should say, employee information; specifically things like names and addresses of the public university employees - - New Mexico courts have already spoken to this issue and have uniformly decided that the names and addresses of New Mexico public employees are public record. Indeed as far back as 1969 the Attorney General issued an opinion to that effect. This also appears in the current version, Attorney General King's version of the IPRA Compliance Guide, on page 26 of that manual, in which Attorney General King specifically addresses that the names, address and salaries of public employees are public record and cannot be withheld under the Inspection of Public Records Act. So some of this issue has already been resolved in the law and it has been resolved in favor of such documents being public record.

Regent Koch Okay Jackie, you still have the table.

Jackie Hood The only question that I had is I know we're hearing from a lot of external lawyer people but I wondered, I know Patrick isn't here but is our University Counsel here?

Regent Koch They are sitting right there.

Jackie Hood Do you guys have a - -

Regent Koch Sure, go ahead, you can make any opinion you want.

Sandy Liggett The Office of University Counsel submitted written comments on these proposed policy changes to Dr. Schmidly.

Regent Koch Yea, I noticed that but we didn't get copies of it. I'm sorry. If we had gotten copies of that we would have been able to do that so we never did receive - you didn't send them to us, which we would have appreciated because we didn't have that opportunity to respond to it. The only reason I got a copy is Dr. Schmidly sent it to me. If you would have sent it to us like everybody else would have done, we would have been more than happy to have the attorneys take a look at it and I would have appreciated that. So, we have - - I just briefly got it I think a day or so ago, so go ahead.

Sandy Liggett Well and our reason for sending it to Dr. Schmidly is that it has been rather unusual, the role of this office in this process. It was our understanding with the Regents having it's own counsel on this, that we weren't serving as counsel to the Board of Regents and that remains what our understanding is. But we did make comments. They are extensive, they are not comprehensive. There was simply not enough time.

As you know the Office of University Counsel has throughout the existence of this law, been charged to give advice to the Custodian of Public Records about how to handle the many, many varieties of requests that come in. I'm sorry that I don't have for you the volume but there is an enormous volume of requests that come in. Most of which are just very straight, clear, unequivocal requests that the institution responds to openly and turns over documents despite people's preference not to. I mean that is a fairly normal part of the business operations here. Over the last couple of years, there has been a growth in the request for public records, not just from the public media but from others and the extensiveness of those requests have caused our office to have to delve deeper than the court opinions and the laws that this point address and to try and identify, particularly in the area of employee privacy rights, what is it that is confidential under the law. Our goal has always been to give advice that is clear, that is consistent that regardless of anybody's agenda or politics or end result goals, that the law is the driving force in the analysis. We very much welcome getting other input into how to better improve these policies because it has been a very difficult job and it has put OUC often in the cross fire between people with different agendas and issues and that's not unusual. But I think the level of the concerns about this have really warranted the kind of review that is going on. We absolutely agree with the statement that was made by one of the attorneys here that the best way to approach public records is to have a clear policy that articulates what is open, that articulates what is closed so requestors, employees, the person that has got to handle these requests, all have the same rule book. And that has not been the case and it's not the case now.

Unfortunately, I don't think that this policy accomplishes that goal. There are some issues that are better written and more clear but where I think the gray zone and where the real discomfort for employees in particular has to do with the employee information. We do know, the guidance that is clear, has already been addressed in the existing policy manual; your name, your address, there is information that is public. But there is an awful lot of other information that the law has not yet caught up with to analyze. That's, I think, where a lot of the debate goes on here and where people's discomfort is quite extreme.

The examples that we gave in our letter to Dr. Schmidly are real examples of requests we have had. We have had requests for things like salary information, withholding information on employees. We have had requests for information about their personnel records, about their past salaries, the curious world does use a public institution to get information they would otherwise have to sue to get and it would have to be the subject of the lawsuit. There are just a lot of requestors that are thinking this is a freebie into otherwise protected information.

New Mexico law does not articulate how you deal with compensation issues, issues of withholding. Is somebody's union membership, is that public information? There are very big gaps on that and that is what I think we would look to this Board of Regents to set the policy on and I think setting policy in the gray zone is hard. It's going to be making some hard decisions. But I don't think this policy gets us there yet. It make some improvements, I think some of the procedural issues that we raised about retroactivity is a very substantial issue and I think this policy is unwise to go forward with retroactivity still attached to it. There are other very implementing type issues that people on the front line, like our Custodian of Public Records, should really be advising this Board of Regents on. These are complex, difficult issues and I will again repeat that there is no office that would be happier to have these issues clarified than the Office of University Counsel.

Can I answer, Jackie, anybody else have any other questions for me?

Regent Koch No, we appreciate your report.

Don Chalmers Could I clarify, this is the University's counsel?

Sandy Liggett That is right, Patrick Apodaca.

Don Chalmers You would recommend that we take further time to think about, because of several different issues, think about this policy?

Sandy Liggett Yes, and I think the concentration on the Inspection of Public Records Act in isolation is important and certainly needs to be looked at. But I am not an Inspection of Public Records specialist although for 15 years I have had to handle these kinds of requests and I am a higher ed lawyer and I know that laws that unusual to higher education. Most of the state agencies that have to deal with these laws don't have the complications that a university has. We've got research issues and very unique relationships contractually with other entities that really confound the analysis. I think the big policy change is a good goal but I think how you do it, the devil is really in the details here. And we've got some very able, bright people around this institution that could bring useful information to this Regents consideration.

Regent Koch Well that's why we hired Ron Segel is to look at all of our policies. I saw Patrick wasn't here because [inaudible] asked the question, he told me that he would appreciate that we - - what you said a little earlier, that is what we are hoping to do is lay out clearly what our policies are and that is what we are trying to do where it is. So thank you for your remarks. Jackie?

Jackie Hood That's fine, thank you.

Regent Koch Okay, come on up please, and if anybody else wants to just stand in line here and we'll just go right down the line and identify who you are we'll just keep moving right along.

Unidentified Speaker Sir I'm sorry, I didn't understand, is this a sign in list or are these questions directed to an individual sir?

Regent Koch Why don't you until when you come up to the microphone, I've said it about three times now.

Unidentified Speaker Sorry I was just asking what the rules were. Were you addressing to people?

Regent Koch Just a minute, just a minute - - I said a minute ago, just write down your questions and then you come up here and you're going to ask your questions at that time please so that everybody has an opportunity and if you've got some questions we sure look forward to hearing them. We have a nice young lady now who is going to ask her questions, go ahead.

Nikki Cadalados I am Nikki Cadalados, I am from the north campus and I have two questions, one for the Board of Regents and one for the attorneys. The first question to the Regents, is will a potential applicant for a UNM position, other than President, be notified of the Open Records policy, to wit that their CV or the resume will be available to anyone who requests this information? That's to you all.

Regent Koch I understand, I'm just looking at our attorney to respond, Ron.

Ron Segel I think the answer to that is that would be the fair thing to do.

Nikki Cadalados Will you have them sign a release that they are giving permission because my question now to the attorneys is, since the applicant is not as yet an employee of the University, how is it that we have an obligation to open this information to the public?

Regent Koch Okay, I think I'm going to let Mark or Matt?

Matthew Hoyt The expectation of privacy when one applies for a public position that is paid for by public funds, courts have held, their expectation of privacy is not that somehow that application for a public position is somehow going to be held secret. So it's not what the University needs to inform the applicant, it's what the applicant's reasonable expectation of privacy is. Now, with respect to what the law, the Inspection of Public Records Act has crafted out, is that there is no expectation of privacy for a public position with the exception of the University President position. So, in simply following the law, I don't think that there is a expectation that the public entity has to come back and say your application isn't going to private when specifically the law says the only application that is going to be private is one for University President. If that is a position one wants to take then that's a position one needs to take to the state legislature and say we want you to change the law to reflect that all applications for public positions are going to remain private. Short of a legislative act, I don't think it is incumbent upon the University to take that position.

Nikki Cadalados Then could I amend my question just a little bit, do you think that would be public knowledge of most individuals who are applying for the majority of the positions at this University. We heard from our staff council the absolute shock that some people had that their records may be made available. These records are already intact in the University system but with someone who is applying for a position in one of our cafeterias, would they be aware, would they understand the open policy would include their resume that they're putting in an application. I think not. I think that this is something that the public would not understand and unless it is made visible to them, it's going to be a very difficult position and I think we're going to lose a lot of valuable applications.

Regent Koch You had a comment Mel?

Regent Eaves I wanted to add something to it. Whatever policy we adopt, I am sure will be published and will be on the internet, the same as all of our policies and procedures are right now. They are available. I don't know who reads them and who doesn't, that's the responsibility of the applicant or the employee. But they will be made public so that really is not an issue.

Nikki Cadalados Thank you.

Matthew Hoyt May I make quick comment. I just want to follow up, what's important I think to keep in mind from our perspective is, under the Inspection of Public Records Act, openness is to be the rule and anything else, including confidentiality or secrecy is to be the exception. There is a public interest we believe that is advanced by allowing members of the public to understand who is applying for positions to this University. It is there University and they should have the ability to keep track of who applies to this University and the qualifications of those applicants and which applicants are accepted and which applicants are denied.

Regent Fortner And you think applies to whether it is a cook or a professor?

Matthew Hoyt Yes, that is correct because under the IPRA, the only enumerated exception is University President. So that would apply to all positions at the University level, faculty or non-faculty.

Marty Esquibel In following up on your point earlier Board Member Fortner, the City of Farmington tried to take that position as it related to a city manager that some how that position, applications for that position should be secret or not disclosed and clearly the court came back in that particular case, as it has in other cases, saying that unless the legislature has crafted out a particular exception to a position such as a university president, then no it is not secret and it should be subject to public inspection.

Regent Koch How are you young fella?

END OF TAPE – TAPE ONE, SIDE TWO

Ed DeSantis - - I take things a little more temperedly now. When I was sitting over there, it was a lot fire but now I am more relaxed. Mr. Chairman, Dr. Schmidly, members of the board, my name is Ed Desantis. I am with the University Honors Program and former president of the Faculty Senate. I have a couple of questions that precede my brief statement because of items that have just arisen. The position of the Custodian, I take it from what has been said and what has been an expressed concern, that this is not going to be a public library. This is going to be a person who will have a significant amount of professional training to do the job that that person is doing with an eye towards the law and towards ethics and also a bit of a psychologist, be able to try and figure out who it is, who is asking for information.

Regent Koch I think we can answer that, I can ask our President right here.

Ed DeSantis If you already have a job description.

President Schmidly Well previously we had designated this responsibility to Anne Murray who is a lawyer on the legal staff at the University. She has been designated as the person to the Custodian.

Ed DeSantis And will there be Dr. Schmidly an effort to find out if this is for good cause, if somebody is coming into ask for some information about a faculty member or a research project? Will it just be given because it is requested?

Regent Fortner You know Ed, I don't think the law makes that distinction.

President Schmidly Yes, one of these lawyers would be better able to answer that but the way I understand the law, you don't get into that.

Marty Esquibel Mr. President, Members of the Board, one of the misnomers about the Inspection of Public Records Act is that you don't need a reason to ask for a public record. It doesn't have to pay the freight. It simply is a public record, you don't have to determine why it is you're asking for it. I think that's based on First Amendment.

Regent Sanchez Also, the statute is pretty clear and its bothersome at the same time in that it says every person has a right, which goes back to a couple of comments that were made earlier about stalking, ex-husbands, ex-friends; and that's a statutory provision. That is not policy or regulation, that is what the law says. Every person and it doesn't say for cause or by stating a reason, it just says that every person has the right to inspect public records of the state except for the following 11 reasons, or number of exceptions.

Ed DeSantis Well as a follow up to that then, will the Custodian then have a record of who requested what and is there a time limit if they are in there looking at a folder or a

file? I mean how will they be presented the data that they are looking for? Will they have to request it ahead of time or can they walk in?

Regent Koch First of all, if you'll read what we have there, is they will set up the procedures for that. The Custodian will set up those procedures and those procedures would be set and how they would be handled. We haven't passed this yet.

Ed DeSantis I understand that and that leads to the reason why I want to address this issue of this project. I do agree with it because I think it is valuable. Not only because it's the law, but because it is valuable to the University, part of it's teaching mission also. People have a right to get some information when they are asking for it. However, I think it is imperative that the Faculty Senate be involved in scrutinizing and commenting in a constructive and positive way.

Regent Koch You are specifically commenting on C70, Confidential Records of Faculty, is that correct Ed?

Ed DeSantis Yes. But I wanted to reemphasize the importance that the Senate represents in discerning and scrutinizing documents. As you know Mr. Chairman, about a year and a half ago, Wittmeyer's committee did a remarkably fine job in modifying and improving the Faculty Handbook with respect to the branch campuses. But that took almost up to two years I think to complete that. Most recently, the matter of faculty employment outside the university and the 39 days and all that, that took a good deal of time to understand and then finally approve. I would like to remind you, Mr. Chairman, of several years ago when the members of the Faculty Senate scrutinized with great care and precision the higher education bill in the legislature and made some very important changes in it which protected the state universities. I think we benefit from that as do other universities in the state so I would ask you to keep in mind the importance of the Senate and though they are not lawyers, but they do see things in a scholarly way and may see some things through their own disciplinary background that sometimes lawyers may miss because they are only human. Thank you.

Regent Koch How are you this afternoon?

Joy Griffin I'm fine. President Koch, Board of Regents, President Schmidly, my name is Joy Griffin. I am on the Faculty Senate Operations Committee and I am also the Faculty Fellow for Office of Student Affairs and I have sat on the Faculty Senate as Operations Committee Board for two rotations and that is an elected position. I just want to clarify, for myself, some of the things I have heard here today and kind of summarize.

First of all, that the Regents attained their own attorney made me - - it was surprising to me.

Regent Koch We have had our own attorney, we had an attorney when we did Dr. Schmidly, we had our attorney in Louis Caldera. Situation sometimes, for your information, is sort of difficult for the University to might have - - their attorneys have a

different opinion than the Regents do. So the legal people we have on the - - so that's not an unusual situation to do so because we could be at different odds with where it is. So this is not something that was just done, we have done it two or three times.

Joy Griffin No, and I assume that there is probably a difference of opinion that the Regents got their own attorney and UNM Counsel had a different opinion. UNM Counsel has suggested that they have further comments that the Regents have not been able to review yet that they feel are very important for an academic institution, at present counsel may not be aware of. That the faculty and the staff and UNM Counsel have all said the same thing, that we were aware of this only two weeks ago and we don't feel like we have had the time to be able to really understand all the implications of this and we are requesting more time. That certain processes that are usually followed by the University and are well designated especially with regard to the Faculty Handbook and Big Red have been short changed. This may give the perception to some folks that the Regents want to put something through very, very quickly that has not given the stakeholders enough time to respond to with a two weeks notice. So this may be a certain perception and I am making this public so that we can look at that perception. Also the timing of this particular meeting with many of the faculty being off campus. So if you would just address that perception that some of us may have, that you have already decided as a group what you want to do and all of the stakeholders are saying that we haven't had enough time to review this and to give enough feed back to you.

Regent Koch Thank you, who is next?

Mike Carr Good afternoon Mr. Chairman, Mr. President, members of the board. My name is Mike Carr. I am the director of Information - -

Regent Koch Mike, I want to thank you. I read your letter, I just got it on the 27th, I just received it and I appreciate your letter. I am glad you're here. I also appreciate one sentence of your letter, if I could, before you make your point?

Mike Carr Especially if it is a good quote.

Regent Koch It says, "I would like to recommend that stringent annual training program be developed for both the UNM Custodian as well as UNM faculty and staff to explain the state public records law..." You know you are totally correct. We should have done this when this was passed by the legislature a number of years ago. If we had done that, and I read your letter, as I said I just got it today, if we had done that, you're exactly right. What we should have done at the time the law was passed by the legislature, not by the Board of Regents, in regards to Open Records, if we had used your last sentence here, we may not be here today. If we had taken the time to analyze that, to make sure we were with the Attorney General and everybody else in that last sentence you put is exactly right. In fact, what has to be done as we proceed, we do not want to not do that. Once whatever comes is that your last sentence is what we should do when this is all over with, whenever it is all over with, is that we should do the following; I would like to recommend a stringent, annual training program to develop for both UNM Custodian as

well as UNM faculty and staff and explain the state [inaudible]. I think when we get through with all this process and we do, then we're going to have to do that and you said on an annual basis. And what needs to be done, we need to make sure that people are informed, understand what it is, when we have new deans coming on, new vice presidents coming on. So I was very interested in your letter, so sorry to interrupt you but I used that this morning when I saw that comment which I tell you I totally agree with that last sentence.

Mike Carr Well thank you very much. If you want to go ahead and read the rest of it, I'll listen. In addition to Social Security numbers though, I would like to recommend that the policies address tax payer identification numbers which the Federal Privacy Act of 1974 does not explicitly call out. I am the Director of Information Assurance, I am in the office of the Chief Information Officer, I am also a licensed attorney and part of my role and responsibility is to give all of you advice and counsel in terms of information, security and privacy issues. While I understand voter registration records as well as property records filed in the County Records office, there is a move under foot across the country to redact personal non-public information for the very reasons that you have already heard, which is spamming, stalking, identity theft. You have received the note that I wrote so I am not going to go in much further on it but I believe there could be a narrow interpretation of the Inspection Act which would allow us to redact this information. Being the stewards of our employee data that we should be.

Regent Koch In fact, I am going to hand this to - - as I said, I am sorry I didn't get it sooner. If I had I would have responded to you within eight hours. I will hand it to Ron and everybody else. I thought your letter was an excellent letter and I appreciate your comments.

Mike Carr Thank you very much.

Regent Koch All right, we have this young gentleman who has been anxious to get there and you've got your notes all ready there.

Joy Griffin I'm sorry sir, every other public meeting I've been to they have called a role, I thought that is what I was signing a list for.

Regent Koch No, no, we're glad that - - I know that you are all ready there to you're your remarks and I have been waiting to hear your remarks.

Marcus White Okay, great, first of all, my name is Marcus White, I am staff. I absolutely understand that you guys don't write the law, the legislature does that. I absolutely understand that the destructive interference between the different branches of government often leave public officials in an impossible situation. My dad retired as the fiscal agent for the Forrest Service, I understand that really well. My point is we have listened to a lot of lawyers here telling us essentially they don't know. What the lawyers don't know, what chance do we have? I think that there is a useful model here with which to try and manage this problem. If my benefits change at all, they have to send me

an individualized statement. These are the things that changed, this is how it impacts you, Marcus White. Your contribution will go up .27 cents, your deductible will be \$250 instead of \$300, or whatever. I understand that everyone here would give everybody all the time they needed if the legislature hadn't already passed the law. I understand that too but I think the benefit model is a useful model to try and manage this problem. So I am just going to ask flat out to the Regents of the University of New Mexico, is there a motion on the floor to suspend the rules to immediately affirm the right of the staff of the University of New Mexico to an individualized statement of exactly what personal information plans to release in compliance with the Open Records law? If I decide it's just too dangerous to work for the public sector, I am not going to hold that against anybody here, honest. That is a problem with the legislature and I will invoke myself in trying to write a better law. But I think I am entitled to make any informed decision about that. So, again, I ask you, flat out, is there a motion on the floor to suspend the rules to immediately affirm the right of the staff of the University of New Mexico to an individualized statement of what information the University will release in compliance with the Open Records law?

Regent Koch We don't have a motion on the floor but we'll probably address it in a little bit.

Marcus White Thank you sir.

Regent Koch Mr. Lowrey, are you still here? Is Tim still here? Is Tim Lowrey still here?

Jackie Hood He had to leave.

Regent Koch Oh he had to leave because I saw him put his hand up. Do you know what his question was?

Jackie Hood He had a statement from a member of the Committee on Governance.

Regent Koch Did you want to read the statement?

Jackie Hood I can read it if you'd like, yes.

Regent Koch Yes, would you please because I know he had put his hand up and I wanted to make sure he has got a statement it is read to us.

Jackie Hood This is from a member on the Committee on Governance.

I come before you as a member of the Committee on Governance, one of three committees that represent the faculty and UNM shared governance structure, that includes the administration and the Board of Regents. At this present time I ask that the Board of Regents table the pending revisions to the policies in regards to the inspection

of public records and adopt the consultative process suggested by the Chair of the AF&T, Tim Lowrey, to review these changes as they pertain to C70 of the Faculty Handbook. Over the course of the years, each time policy that has been adopted that affects C70, AF&T, as part of the shared governance structure, has worked with the Regents, administration and University Counsel. I ask that we return to this model of shared governance in regards to this matter.

Regent Koch Now I still have a list of people who wanted to talk. I want to make sure, is there anybody else out there? Yes, come on up. How are you Amy?

Amy Wohlert I am Amy Wohlert, I am the interim Dean of the Anderson School of Management and I am one of those middle managers who is entrusted with enacting policies of the University and also serving the faculty and the staff who work within our colleges. What I would ask you is simply to proceed as we usually do with policy changes. For example, we recently made some changes to our cell phone use policy. You may think that is peripheral but at any rate, it impacted many of our faculty and staff. We got a suggested draft, we talked with the people who would be affected, we sent that draft back, we got changes, we again socialized that change and we arrived at a new policy that we understood and we knew how to implement. At this point, we have a sweeping variety of changes that may be very important ones for the University. But as you can tell, we don't understand completely or at least collectively, exactly how they might affect us and they certainly could have significant effects on how we conduct searches, how we maintain personnel files, how we cooperate with audits and a variety of other things that are really germane to how we do our business in the colleges. So I would ask that we take the time to discuss those implications and come up with a final set of policy changes that we can comprehend and that we can implement.

Regent Koch Thank you Amy, is there anybody else out there? Anybody else? Okay, Regents? Mel?

Regent Eaves I really appreciate all the comments everyone has made and the level of interest there is in this issue and I don't think there is anything that we have heard today that is really new. We have considered all of this, we have discussed it in great detail. I personally have done quite a bit of reading on it and we've had consultations with our attorneys, some of us have, on these issues. I met with Sandy Liggett, I am aware of her view points on it and Patrick Apodaca's. The troubling thing here that the Regents are faced with is that the statute, obviously, has been passed and the statute is very, very clear. It basically says that every person has the right to inspect public records of this state, subject to certain exceptions. Those exceptions are set forth in the statute. In addition to those exceptions, there are a number of other exceptions under state and federal law. This is not discretionary. It really doesn't make any difference if we amend the Faculty Handbook today or don't amend it today. That statute is binding. It makes no difference if the Faculty Senate has approved a statute or if the Regents have approved the statute, it's binding. Jamie earlier gave you some examples of conversations with the *Albuquerque Journal*. They were prepared to file a lawsuit over a couple of different pieces of information that had not been produced to them. We were able to negotiate that

and come to an amicable resolution of it but the fact is that we are subject to the statute. It doesn't make a bit of difference what the University Business Policy and Procedures Manual says or the Regents Policy Manual or the Faculty Senate has said and the Faculty Handbook. We have to comply with the law and those are the exceptions that we have and the other ones that are provided in state and federal law. So I hear everybody's concerns, everybody is concerned about privacy, stalking, improper uses of information, I mean this is a fact of life in today's world. None of us are comfortable about it. Obviously the statute that we are subject to as a state institution does not make exceptions of the type, in most cases, of those mentioned today. We are Regents, this is a constitutional position we hold. We have a legal obligation to comply with the laws of New Mexico and it doesn't make any difference if our policies are poorly drafted or improperly drafted - - if the laws of the New Mexico say differently, the laws of New Mexico are going to be enforced by the courts. So the Regents don't have a discretion here of doing this or not doing this and I appreciate that in the past there have been policies at this school that really do not accord with the law and that is unfortunate. And I think it is unfortunate that people here at the school have gotten comfortable living with those laws and they have taken some comfort, even the University Counsel's Office has taken some comfort, in trying to carve out exceptions that are not permitted by law. The Regents really don't have that luxury and we have a duty to the State of New Mexico and to the Constitution to do what is legal and that's exactly what we intend to try and do of all cases of issues that come before us. That's not to say we are not sympathetic with what you're saying and it's not to say that perhaps the statute could have been drafted better and perhaps the proper thing to do is approach the legislature and ask them to consider some exceptions. When we went through the process of hiring President Schmidly, the search firm we employed, and there were faculty members on the search committee who participated and they will remember what I am saying is correct. We were told that the present law which requires the disclosure of the names of the five finalists was going to really have a chilling affect on people who would apply for the job. And there are sitting presidents at other institutions who would not apply for the job and we were very fortunate, I think we have got the best candidate that we could have gotten in Dr. Schmidly but it is true that the number of applicants that we received from sitting presidents was probably less than it would have been. But that is something we had to live with. We really didn't have the choice of carving out an exception. When it comes to hiring the Provost or the Athletic Director, there is really not a lot of discretion on what we can make public and we have to interpret the law and do the best we can to comply with it and that is exactly what we are attempting to do today is to consider this issue. So after all this consideration - - Dr. Lowrey's letter of the 19th, our counsel responded right away with Jamie and we really think it is good to discuss these issues and talk about them. I think we had a great discussion today. It has been good participation.

But based on what has been said, I am going to make a motion that what we do today, we act on some of the proposed amendments that are in your book, Tab #4 and that today I will move that we make the amendments to the Regents' Policy Manual, 2.17, 6.7, 6.8, 7.2. 2.17 is the public access to university records provision. 6.7 deals with disclosure of information about candidates for employment. 6.8 deals with disclosure of information about employees. 7.2 deals with our internal auditing. Those are the ones that I would

move that we amend today as set forth in the meeting agenda which has been made public for this meeting, the red-lined versions. There is one item that I am going to move to amend also and that is 7.2 contains some language that was not intended, that's the policy on internal auditing, section 8 of that report, they are not numbered consecutively, so it is under the caption "reports" and there is language which says, about mid-way down through the paragraph, "Upon approval of an audit report by the Audit Committee or upon expiration of 90 ninety days from the date an audit report has been submitted to the Audit Committee for approval, whichever occurs first." The reason that we are doing that is because we do not want to release audit reports that have not been approved by the Committee because they would be in draft final and they would not be final. So that language my motion would remove.

The other items in 2.17, 6.7, 6.8, and 7.2 - -

Regent Koch What about 3710 and 2210?

Regent Eaves I was going to get to that. The other items in those provisions, the Regent Policy Manual, will be amended as shown in your meeting agenda book. I further move that with regard to the other policies and procedures which are contained in your meeting agenda book and those are numbered - - the Uniform Business Policy and Procedures Manual 2300, 3210 and 3710 as well as the Faculty Handbook provision C70, those four provisions I would move not be acted on today. Basically they are tabled, the motion would have them tabled and there will be, under my motion, a period between today and the date of the August 12th Regents' meeting, which is 76 days from today, during which faculty, staff, any other interested person or their attorneys may submit written comments to the Regents' office and our assistant, Ellen Wenzel, will process those comments and give them to the Regent and to our legal counsel concerning the other amendments that are proposed in the University Business Policy and Procedure Manual and the Faculty Handbook. We welcome those comments. Under my motion, counsel for the Regents will respond in writing to those comments. That will give the Regents and the President additional time to consider those comments and any further amendments to the UNM policies and procedures that they might deem advisable to comply with the New Mexico IPRA. Then at our August 12th meeting my motion would provide that those amendments would be on the agenda as action items for a vote. This comment period of about 76 days will allow the Regents and the President to further consider adoption of any other policies and procedures to insure that the University complies fully with IPRA so that public records pertaining to the University will be available for public inspection to the fullest extent permitted by law and to do so in an orderly manner. That will also give the UNM Academic Freedom & Tenure Committee and the Faculty Senate and Staff Council and whoever wants to, to engage in whatever procedures they think would be advisable to give consideration to those provisions as well. That would be my motion.

Regent Koch I have a comment, first of all, a comment on 2300, Inspection of Public Records and I have a comment on 3210, Recruitment and Hiring and to 3710, Personal Information and Disclosure. I still, I understand where you're coming from on C70,

Confidential Faculty Records because the Faculty say that they have a procedure for handling that but I still do not see why we can't go ahead with 2300, 3210 and 3710 because my understanding is what the faculty is concerned about, Timothy is concerned about, is C70. That is what my understanding is, that they say that we haven't followed the procedure for that the way it should be to give the faculty to deal with it. I don't think those other three have to do with the faculty.

Regent Eaves I am not sure that there is a second to the motion yet.

Regent Koch I know, I know there is not a second to the motion, I didn't ask for one yet. I wanted to clarify those top three.

Regent Eaves My response to that would be that there is no question that the Regents have the authority to amend our policy manual and I think that is a very firm, clear statement of the policy of the University and for everybody to consider. As far as the details of amending the other sections, this, as I said earlier, the statute applies to these other sections. The Regents, if they don't take action on these other sections today it doesn't mean the statute doesn't apply to them, it does. And certainly if we were presented with litigation alleging that we violated these statutes by those sections I think we would be faced with a real problem. The law is what it is and we are recognizing it very clearly with the amendments to the Regents Policy Manual. I think this gives additional time for people to discuss these other sections. Procedures seem to be important to the people who have spoken today. This is an attempt to give some consideration to what they have said and at the same time to say very clearly what the policy of the University is. I think it's a balance is what I am trying to propose with this motion.

Regent Koch Before I ask for a second, tell me why Inspection of Public Records, Recruitment and Hiring, Personnel Information Disclosure, you don't think we should do that now?

Regent Eaves I just think I said that, I don't know how to explain it any better than I just did.

Regent Koch So we have a motion, a second?

Regent Sanchez Mr. Chairman, for purposes of discussion I will second.

Regent Koch We have a second, okay.

Regent Fortner You know I think Marty said it pretty clear and I think Mel said - - this part of the Regent policy is simply policy and procedures that are in compliance with the Act. I do have some problem with language Mel in things you might consider. The first thing is, and I think Ron Segel said it, the very first part says, "This policy supercedes the September 12, 1996 version of Board of Regents Policy 2.17." Then it adds the language "and is retroactive." The courts still don't know what that means Mel

and they redefine retroactive and Mr. Segel said they called it modified retroactive or they'll say what can be retroactive and what can't. I would suggest an amendment that says that language is simply stricken so there is no confusion and is retroactive.

Regent Eaves I'll accept that as a part of the motion.

Regent Fortner And then I would go to 6.8 where it says in the last sentence, "The University will generally endeavor to withhold from inspection under IPRA employees personal information including Social Security numbers." I would also suggest the language rather than say "The University will generally endeavor to withhold," that it says "The University will withhold from inspection that information including Social Security numbers."

Regent Eaves I have no problem with that amendment either. I would be glad to incorporate that into the motion.

Regent Koch I would like for you to delete from your amendment, I would like to include 2300, it's in our little manual, 3210 and 3710 which is Inspection of Public Records, Recruiting and Hiring, Personal Information, that the only item that we are not going to deal with today would be the C70 Confidential Faculty Records. I think that with Confidential Faculty Records as we heard today, they want time to review those faculty - - the response to the faculty, they don't think we have given them enough time for the faculty committee to come up and change. I think what I heard from Lowrey is that they intend to do that so I would like to include, as I said from our book here which is 2300 Inspection of Public Records, Recruitment and Hiring and 3710. Do you have any problem with that?

Regent Eaves I don't have any problem with voting on all of it today and approving it as far as I am concerned. I was trying to be somewhat sensitive to the people had asked for some additional time to consider these other provisions and so I thought the Regents would make a strong statement today by amending the Regents' Policy Manual. I think it is pretty obvious that we intend to make the other amendments as necessary later. But I think, you know, giving a few days for people to give us their thoughts on C70 and on the UBPPM, to me didn't sound unreasonable. So I was trying to strike a balance. I could vote for the whole thing today, I was just trying to strike a balance.

Regent Koch The only item that I could hear in regards to the faculty is that they have a procedure for what they want to go through to run through the faculty as far as C70. I heard Lowrey come up and say a while ago that they would proceed to do that correction. That they felt that was the responsibility of the faculty to do that. I could go along with the C70 being determined and after the faculty has had an opportunity to do that, taking the word of what Dr. Lowrey said, that in August they would give to us, at least a couple weeks before the August meeting, with their revisions and comments in regards to that particular item which would allow them to do that. Further what I would suggest we do, is that if we pass this with the C70 being finalized in August, I think that it would be appropriate, this is with the Regents now, that it would be appropriate that we give a time

for the faculty, the staff, to list all the kind of questions that they have, that they have got concerns with, that they would submit into writing to us those concerns, specifically and detailed as they possibly can. Do that and give that to us so that we have that a couple weeks before in August. That we then would answer those concerns in writing so that when we had our August meeting we could have those to make sure that everybody whose has got their concerns and different issues have been answered or responded to. I think that that would go a long way in making sure that there is clarification so what is not public, what is public, but to me the law is the law. I have said it over and over again. I think that I will agree with the faculty in regards to the Faculty Handbook on the procedures that the Faculty Handbook says in regards to change the Faculty Handbook. I think that - - I respect that particular position. So I would hope that our motion would include one, two, three, four, five, six, seven in our book and number eight would be held with the instruction to Dr. Lowrey that the faculty would come back to the Regents with their written report at least two weeks before August Regents' meeting. At that time we would adopt those changes that have been recommended by the faculty.

Regent Sanchez Mr. President, may I please?

Regent Koch Yes.

Regent Sanchez Just a comment relative to what you have said and what Mel has said and what I heard. I have a question I guess first. 2300 relates to policy and procedure as I am reading it, implementing the policy and procedures, how you go about it. Just for example, page two of that down at the bottom down under Procedure for Requesting Public Records, that sets forth the procedure, not necessarily the law. But a procedure for implementing the law. What I see under the Faculty Handbook is where they want to have more say as to what that process would be and what that procedure would look like as it effects the records that are being requested and by whom. I have heard a lot of who is requesting, what is the process for requesting and what is the notice to people whose records are being requested.

The question I have of legal counsel real quick if I may, is there any prohibition in the law against the Custodian notifying the person whose records are being requested? Of the name of the person requesting that information, when it was requested and how often it has been requested?

Ron Segel I don't think it addresses that.

Regent Sanchez I don't think it is addressed but I can see.

Ron Segel You couldn't give a veto to a person but I don't see any reason not to - -

Regent Sanchez Is there anything in this procedure that says the person whose records are being requested shall be notified as to who is asking for that information and how often it has been asked for by that same person or others?

Ron Segel No, that is not in there as it is currently written.

Regent Sanchez Those are some of the things that concern me Mr. President and members of the Board. I think that we need, after listening to all of this, to be more careful about the process and procedure. I think we all agree with you Mr. President that the law is the law, they have the right to access. The question is, how do you get that access and how is that communicated to people who may be affected. If we pass 2300 without looking at the Faculty Handbook in terms of process, then we are going to have to come back at our next meeting and maybe amend that. So why not just adopt ours, leave the rest so that we can have a comment period and see if we can flush out what procedure we are going to allow to take place in order to get that information. You're not going to say you're not going to get it, we're going to give it to everybody, but at least how will we take care of the notification. It is really beginning to bother me. Some how or another, I am getting a feeling deep inside of me, and I know I'll never get the award for open meetings, believe me, historically, that will not be given to me. But the fact of the matter is, there is this gnawing in my conscience that says maybe we ought to be protecting some of our employees rights and maybe there are times where we ought to litigate [applause] an issue that we feel strongly about in terms of what information we are giving out. I don't want to disagree with you Mr. Chairman, I think you're doing the right thing, but I'd like to see the motion as articulated by Regent Eaves voted upon.

Regent Chalmers Raymond, I feel very much the same way except I feel that way about all of these things at this point. You know, everybody here has talked about they're for openness of operation and I am the same way. I am also for abiding by the law. We are not passing the law. The law is going to be there whether we do anything today or not. We are trying to craft an wordsmith a policy that has consequences and as I think we have already seen so far today, maybe some unintended consequences, at least from the conscious minds of the Regents.

We also are a university that has embraced shared governance. I think we are stepping around that at this point. I can be all for what is written down here, but the process we are going through right now I think side steps shared governance. I find it interesting our University Counsel, and I certainly respect Mr. Segel and his opinion, but I also respect our own University Counsel as well and we are getting some mixed signals there. I totally disagree that this law is clear. This law is anything but clear. It is clear until you say "except" and then you start listing the exceptions and then when you get to the last exception, it kind of says "Kings X, anything you want to except," you can try to justify that and the only thing that is clear ends up being decided in a court of law. We are trying to do the right thing here but I am very much - - the process Mel that you laid out for a comment period of 76 days, and I certainly don't want to take two years, even though we have lived with this, with IPRA on the books for ten years, I can live with it another 76 days. During that 76 days I would like to hear comments, not just from the faculty because the faculty is not the only group, university employees that have talked against this, it is the staff as well. So we need to listen to comments from faculty, from staff from other lawyers as well. We're going to pass a policy but what the words are in that policy I think we all need to understand. All of us need to understand more than we

understand today. Therefore, I am going to vote against the motion and for one reason and that is because I think it ought to apply, the waiting period ought to apply for all of these. And I think that is the prudent thing to do. I don't know enough - - we're even changing some of the words right up here, saying retroactivity, and what was the other amendment? I'm a car dealer, I'm not a lawyer but I can certainly understand a crummy process and we're going through a crummy process here. I am all for the motives of trying to clarify a policy that complies with the law and I want to be open with all of our operations that we do but I think another 76 days will make it a little bit clearer and that is why I am going to vote the way I am going to vote.

Regent Eaves Mr. President, one of the speakers, maybe more than one of the speakers a while ago said that they knew the Regents had already made up their mind and had a motion. That obviously was not very true. I don't think they understand the process the Regents have been going through.

Regent Koch The situation, first of all, is people criticize people and say that you do things behind closed doors and you've got everything set, and I really resent those remarks when I hear those remarks. I have not politicized the Board the Regents, I have not gone to them and asked them to do certain things. However, when you get into doing something like this, it is difficult. It is a difficult decision to make. It is uncomfortable to make, I understand that. It was uncomfortable to make when I did it the first time. It was uncomfortable when I helped write the open records. It was uncomfortable when I did the open records because I got beat. Because I got up on the floor of the House after my friend Raymond and the Speaker and the Minority Leader and all of them got up and said Jamie, you're the only one that can amend the Open Meeting Act. You're the only one that can amend it. Nobody else can amend it. And I have heard this same thing on and on again and it's going to be the same in 72 days, it's going to be the same thing. So what did I do? Well this nice 36 year old person got up on the floor of the House and I said, "I move that we strike the legislature from the Open Meetings Act." I lost my election by 40 votes, I should have. It's a difficult decision for us to make, I understand that. It is difficult, it's not fun. People think that being on the Board of Regents is just a hell of a lot of fun, easy. Everything I have heard here is no different than what the law says.

Sandy you made a comment and you said the same thing, "We need to make clear so everybody understands what it is." That's the problem. We have not made it clear. Then I go back to the letter that we got, which was very nice, which I read, from Mr. Carr, which was a very good letter which I will read again. The situation is, this group of Regents had nothing to do with establishing the way the University is going to - - with open records. We didn't have anything to do with that. If the Regents at that time had had the intestinal fortitude and the administration and the legal staff to say we've got a law that was passed, we didn't pass that, we have a law that is passed, we have to conform by the law. What we're doing is nothing other than do that. We can sugar coat this and say we're going to wait another 72 days, we're going to do it and obviously that might be the easy thing for us to do today. I am sure everybody here will clap real well if the vote goes that way. The letter I got from Michael Carr is a very good, interesting

letter. The situation is, I can understand one thing of all of this. I can understand the confidentiality of the faculty, I can understand that. When I say inspection of records, there is a different inspection of records maybe with the staff than with the faculty so I would presume that when the faculty takes a look at their situation there is going to be a different procedure of how that was going to be done. It seems to me that we can go ahead, potentially go ahead and say well, this - - wait another 72 hours but I can assure you if that is the case I would venture that we will have the same input we had today. I would think we'd have the same [inaudible] today. Same people today say is my Social Security number going to get out, we'll have the whole same thing again. We need to put this behind us because when Dr. Schmidly came on and Dr. Schmidly said he has never been at a university, ever, any university that has had so many requests for records. Isn't that correct?

President Schmidly Uh-huh.

Regent Koch Triple, triple at Texas Tech, trip at Oklahoma State. So we are sitting here, again, I opened up the meeting very clearly. We wouldn't have been here except for we had a disagreement with our legal staff in regard to applications on an individual named Marc Saavedra. We had a different reason in regards to the audit. My feeling is we will do whatever the majority of the Regents does. This Regents are all independent, we're all independent to make our own decisions our own ways. It's a tough decision in a lot of ways. It is not a tough decision for me. It is not a tough decision to say that's what the law says, we need to respect. When we hired Ron Segel we made it perfectly clear, go through this, change it so it's in conformation with the law. That's all we've said. Now if we don't do anything we're still the law but however if for some reason something comes up and somebody wants somebody to do that and they bring a case against us on application, guess what? We loose that, we're going to pay those costs. So we will do what is right. I would say that I can understand the faculty and the Faculty Handbook, I understand that. I appreciate that but I do not think we need to push this off another 72 days. It's not going to change. So we've got a motion and second of amendment and you want to clear up what your motion was?

Regent Eaves I think it's already clear.

Regent Fortner Can we still have some discussion?

Regent Koch You sure can.

Regent Fortner Is Amy still here? Amy can I ask you a question? When you were talking about wanting additional time for the faculty to make comments, were you primarily referring to C70 or the whole thing?

Amy Wohlert Thank you Regent Fortner. No, I was referring to the whole thing. Again, not as a matter of law but as a matter of procedure because we don't understand how to implement the consequences of the changes that are in that policy. Again, usually

when we review policy we do it with an eye to implementation so we say, what does this wording mean in practice. And we know that then when we ratify the procedures.

Regent Fortner And to take it a step further, Regent Eaves' original motion only had 2.17, 6.7, 6.8 and 7.2 - - again, to be even more specific is that part okay if you're having to make choices or you really mean?

Amy Wohler Let me think on my feet here. Of course the Regents' Manual is something aside, however, the personnel policies and faculty policies again in my mind that is not clear how they might be differentiated so it is hard for me to understand how I would implement personnel policies that you might pass here separately from faculty policies and faculty are, after all, personnel.

Regent Fortner And then Mr. Chairman, Regent Chalmers if I could follow up on something that you had mentioned. You mentioned that you object to all of this because you believe it violates the idea of shared governance. Do you also think that applies to these four sections that were included in Regent Eaves' motion?

Regent Chalmers Shared governance might be the issue in all of them but shared governance certainly in C70. But the reason I would be for all of it, I hear Raymond talk about wouldn't it be reasonable if it is not prohibited. If someone asked about my information, by golly I would like to know who it is. I should be informed and I think that would be a great policy for the Regents if that goes through. But we have not even thought about those sort of consequences. We're crafting a policy not the law. I am for the law but we're crafting a policy that is going to have consequences. We have not thought this all the way through, that is what I am saying. 76 days I think is what Mel said for comments and study of this is not going to cripple this university and we'll come out - - I would predict we will have the same general sort of policies on the table, we'll all be better informed but we're probably going to change it a little bit and it will end up being a better crafted policy. I am talking about every single one of them.

Regent Fortner A comment and then a question. My comment is every person needs their own lawyer and I have a very shrupe lawyer and he's a former car dealer.

Regent Chalmers Boy you're in sad shape. You're going to jail buddy.

Regent Fortner And then I'd ask Marty, or Matt either one, as we discuss this and there seems to be for some of us an urgency, especially on the part that Regent Eaves is discussing, do you have an opinion on what you've heard and how we're proceeding?

Marty Esquibel The only argument that I heard from the faculty is that they wanted to comport the Faculty Handbook with the law. You don't comport the law around the Handbook, you comport the Handbook around the law. If there is a procedure then I would think it makes - - if you wanted to exempt the policy, the Faculty Handbook policy C70, we could probably live with that. The rest of the information, 2300, 3210, 3710, the four areas that have been discussed have all been pretty clear and really are all consistent

with the existing law. So I really see no reason to hold off on making the decision with those. The concerns, the law is the same way it was yesterday, today and tomorrow. It's not going to change. You've gotten very competent legal counsel here who has instructed you how to follow the law. In 15 years of familiarizing myself with the Inspection of Public Records Act and the Open Meetings Act, I can tell you there is nothing here that should cause anyone any concern, any worry. I mean it's the law. All your counsel is doing in instructing you with his knowledge and expertise is to simply follow the law. So on a procedural matter if you wanted to hold off on C70, from your perspective, I can understand that. The rest I think is ready to go from the Foundation of Open Government's perspective.

Matthew Hoyt From the *Journal's* perspective I think we generally agree but I guess I have a few concerns. The first would be, it is important to understand that under the *Newsome* case, a promise of confidentiality given by a public body to someone else, whether that be an employee or some other party say in a settlement agreement or to any other entity does not create an exception to the Inspection of Public Records Act. This is very clear in the *Newsome* case. In other words, you cannot contract away a public body's duties under IPRA. That would be my first comment. So while I think I appreciate some of the concerns of the Regents, I think it is important to understand what the law says on that very issue.

On the issue that Regent Sanchez brought up,

END OF TAPE – TAPE TWO, SIDE ONE

Matthew Hoyt (continued) ...prompted by the person who is asking for these records, well then ask them why they're asking for these records. And that would be a concern and indeed the *Journal* has seen in past litigation with public bodies that public bodies treat different requestors differently sometimes. That policy is wrong under the Inspection of Public Records Act but they do it none the less. We have seen for example, the *Journal* gets treated differently when it requests a record then say a private individual. That is not how IPRA provides how requests are to be handled. Every person, includes whether or not that person is a corporation, a member of the news media, the news media itself, or an individual. So I would be concerned, I would only want to share that concern that that would not start creating a process or a policy even if it is unwritten where the Custodian would start treating different requestors differently.

With regard to Regent Eaves' amendment to strike provisions about draft audits. As I understood the motion, he would keep part of that but I do want to point out that drafts are not excepted under the Inspection of Public Records Act and because of that, the *Journal* would be concerned about any amendment with proposed changes that would seem to suggest that that is not the case. Although it has not been specifically addressed in New Mexico, it has been addressed in a number of other states. And a number of other states have addressed that and said that unless there is a specific statutory exception for drafts, drafts should not be excepted as public records. They constitute public records.

Regent Eaves Let me respond to that because that isn't at all what I said. I didn't say anything about drafts. What I said that we would not release an audit until it was approved, an audit report until it was approved. That doesn't mean the drafts aren't subject to the Act, it just says that the Audit Committee is not going to formally release an audit report until it is approved. If somebody makes a request for it then it's probably a public record.

Regent Fortner Mel, in fact, with your amendment the way it reads is "upon approval of an audit report by the Audit Committee, the full text of the report as well as any drafts...will remain public.

Regent Sanchez That remains in there, that stays in there

Matthewe Hoyt I appreciate that but I should probably point out that the Inspection of Public Records Act has a specific time frame for compliance. What would be the *Journal's* concern would be that if that provision is stricken that a public record could be withheld beyond the deadlines imposed by the Act merely because it is in the policy that that can happen so I would have that concern. I appreciate what Regent Eaves and Regent Sanchez is saying.

Regent Koch You have concern because it hadn't been approved is that right and maybe they are going to pigeon hole it? Is that what you're saying?

Matthew Hoyt Correct, I mean under the Act - -

Regent Koch Everybody talk - - so just say what you think. In other words what you are concerned about is that if there is a draft - -

Regent Fortner It will sit in draft form for eight months.

Regent Koch What you're concerned on, what you're saying is if the Audit Committee doesn't like what it is they just don't approve it. I understand where you're coming - - that's what you're saying.

Matthew Hoyt Correct, because of the three day business rule in which a public body must comply with the Act.

Regent Koch What that amendment says, the amendment they have come up with, what the amendment says that when that is proved it's all released, including drafts and everything.

Regent Eaves Do you want to go back and redraft the whole thing then?

Regent Chalmers Amen.

Regent Eaves I am at the point now where I may just vote against all of it.

Regent Fortner Hold on, let me ask Matt something. But even the way the Act reads without - - the way it reads there, the proposal, even without his amendment then it is not following what you want, is that right? Because this says “upon approval or upon the expiration of 90 days” so then at least 90 days is going to pass before even a draft would be released?

Matthew Hoyt I am sorry Regent Fortner, let me look at that really quick.

Regent Fortner What I am saying is what you’re concerned with is not addressed even if you don’t delete the language that Regent Eaves wanted?

Matthew Hoyt Well Regent Fortner, I just wanted to point out that concern. I am not necessarily speaking to the specific amendment to the policy. I just wanted to point out the concern.

Regent Koch We have got your concern noted, okay. All right, so we have a motion and a second. The motion says that, if I remember correctly, that we adopt 2.17, 670, 6.7, 6.8 and 7.2 with the amendment on 7.2 that the information becomes available when roughly when it is approved. Is that correct? Okay.

Regent Fortner And the amendments that I stated.

Regent Koch Okay, so we have a motion that - - that’s what we’ve got and we have a second, anybody else? All in favor say aye. (Koch, Eaves, Fortner, Sanchez, Dahlia) All opposed, nay. (Chalmers) So we have voted to adopt to partial of this.

Regent Fortner Hold on, now I want to make a motion that we adopt 2300, 3210 and 3710.

Regent Koch Is there a second? I guess as Chair I could second, can’t I. I’ll second it.

Regent Sanchez I thought we just adopted a motion to eliminate that?

Regent Chalmers Actually that was part of the motion.

Regent Fortner Actually you didn’t accept it as part of the amendment.

Regent Sanchez Yes it was, that was part of the original motion was that those were accepted.

Regent Koch Yea, but I am going to rule that --

Regent Eaves Specifically.

Regent Sanchez Specifically accepted.

Regent Koch I am going to rule that we have a motion and a second on those three type items and I am interested to see what the vote comes out. I think I can count pretty good, but. So, Mr. Don Chalmers?

Regent Chalmers Nay.

Regent Koch Dahlia? You're voting for either yes or no to include 230, 321 and 3172.

Student Regent Dorman Nay.

Regent Koch Jack?

Regent Fortner Yes.

Regent Koch Raymond?

Regent Sanchez No.

Regent Koch Well that's a good easy vote.

Regent Fortner Now we can move on.

Regent Koch One other thing before we do this is I would like to hear from all the Regents and just a real quick one. You know you sort of see these things. Okay, we're going to bring this back in August. We're going to bring this back in August and I think I have heard a commitment from this Regents that they are going to adopt it. I think I have heard that except for maybe one, maybe not, still sitting, that we're going to bring this back, this very thing back and we're going to adopt it. And we're going to let 72 days for this information to be provided so we will discuss this issue at our August meeting.

Regent Chalmers Mr. Chair, I don't think that you heard a commitment that we're going to pass this very thing in 76 days. We'll take up this subject in 76 days but we - - if we're not going to have an open mind to comment then why would we ever ask for comment. And I believe that is the sentiment of the rest of the Board.

Regent Eaves Mr. President, I would say as the drafter of the motion, I think what Don says is correct because I think Raymond - - there have been two or three points raised today on the procedure to do this. I mean no one on the Board of Regents is opposed to complying and we're all very much in favor of complying with the Act but there are some procedural matters on how you do it and what the procedure is and I don't think any of us are going to set still for any procedures that would some how water down or give somebody an excuse not to comply with the Act. There is nothing wrong with clarifying what we're doing so that we do our best to protect employees and that we do our best to make it a clear procedure like Amy was talking about. So I don't know what the final language is going to be. I know I am going to vote to comply with that Act as

the official policy for all parts of the University but there are some details that we do need to think about.

Regent Koch Okay, well we have discussed that at quite length.

Regent Fortner Mr. Chairman, can we take about 10 minute recess to go to the bathroom?

Regent Koch Yea, you can. I have an old trick that I have done a long time is that I never go to the bathroom and when I ran committees because I felt some of the people who probably weren't going to vote with me would get up when I would do a motion. I know Mel needs to go and Raymond needs to go and Don needs to go so the three of you go ahead and then we'll continue our process.

Five minute recess.

Back in session.

ARTICLES OF INCORPORATION OF THE NEW MEXICO COMPUTING APPLICATION CENTER, INC.

Sandy Liggett Good afternoon. I know there is a need to move this meeting along. The members of the Board of Regents were delivered documents pertaining to this item just, I believe, yesterday and we apologize for the lateness of the documents. I have extra copies if anyone would like to see it.

This is to approve the creation of the New Mexico Computing Application Center, Inc. This will be a Research Park Act company that is created under the New Mexico University Research Consortium. That entity was created and approved by this Board of Regents in 2006. That is a consortium between New Mexico State, UNM and New Mexico Tech and they have created two other Research Park Act corporations beneath them, this would be the third. This corporation is being proposed to be created by the Governor to help carry out a very high profile, high computing operation and to make it available to the New Mexico public and corporate world. UNM will be a participant in this corporation. There are no financial commitments made here by UNM or the other universities. This is literally to establish it as a corporation so that the articles can be filed and so that exemption can be filed for under 501(c)(3).

If there are any questions, we have members from the Governor's staff here who could go into more detail about what the plans are.

Regent Eaves I am just curious why this wasn't provided to us before today.

Regent Fortner It was.

Regent Eaves It's not in the book.

Sandy Liggett The reason it wasn't provided, it was sent yesterday morning - -

Regent Koch What had happened, this is the thing they called me late last week on from the Governor's office that we had approve because I guess they were getting ready to - - where is David Harris?

President Schmidly I think the issue is they need to operationalize this super computer center and they need this established to be able to operationalize it and they appropriate \$11 million dollars. Is that not the case?

Regent Koch Mel, did you hear what he said?

Regent Eaves I heard part of it.

Regent Koch I guess we have the individuals here.

President Schmidly Tom Bowles could maybe address it?

Sandy Liggett Tom, do you want to come up?

Regent Koch Did you have a lot of fun sitting through our nice little easy discussion? Did you enjoy that?

Regent Sanchez This information was e-mailed out yesterday.

Regent Koch Go ahead.

Tom Bowles We've actually been working with legal staff at the Universities in the state, continuously for the last two months to come to a common set of bylaws and articles of incorporation that everybody was happy with. That only happened Friday evening at 7:30 when we came to final closure on that. As soon as that was done, then we filed the final articles with UNM and asked that it be forwarded to the Regents.

Regent Eaves As I recall when this was discussed earlier, that was quite a while ago, and this was emailed yesterday but I was here half the day and then I went up to the Michelle Obama thing and so I haven't even had a chance to read it because I didn't get it until I came in here and obviously we have been busy here. But, tell me about the governance of this. I thought that UNM was going to be the lead entity here in this organization. Is there some provision in here for that?

Tom Bowles This is being established under the University Research Consortium so the three universities stand jointly under the existing Joint Powers Agreement as the substantiating agency for this and so all of those capabilities and rights and so on are shared among the three universities.

Regent Eaves As I remember, and it's been a while since I have seen this and as I said I didn't have a chance to read this because I didn't receive it ahead of time, but as I remember the contributions that were being made to this money wise, I thought the University was making a larger contribution than the other entities?

Tom Bowles The university has made no financial contribution at all to this other than in-kind contributions from staff within the University who have been working to support this. There has been actually no transfer of dollar funding and there is no such request from this. We have partnered - - at this point we have partnered between the State and various groups at UNM, Dr. McCabe can address that on joint proposals to the National Science Foundation in which UNM is the lead institution. In fact, UNM has been with the high performance computing center here, one of the dominant forces in moving this whole activity forward. In fact, this is largely the creation of Dr. Terry Yates.

Sandy Liggett Regent Eaves, you may be thinking of the New Mexico Lambda Rail.

Regent Koch Excuse me Sandy?

Sandy Liggett You may be thinking of the New Mexico Lambda Rail Research Park Corporation - -

Regent Eaves Could be.

Sandy Liggett In which UNM does carry a substantial - - they have a similar mission.

Regent Eaves That's the trouble with getting this stuff at the last minute, we don't have a chance to think about it.

Motion approved unanimously to approve the Articles of Incorporation and Bylaws of the New Mexico Computing Application Center, Inc. (1st Fortner, 2nd Sanchez)

APPROVAL OF HARWOOD FOUNDATION APPOINTMENTS

Sandy Liggett Regents, I know you remember that the Harwood Museum Governing Board has a unique relationship with UNM and has been structured very uniquely by the Board of Regents. One of the requirements for the Harwood Governing Board is that their members serving on their Board are approved, recommended to this Board and hopefully approved by this Board. We are at the end of the first year term for the members serving on the Harwood Board and there are three members whose terms expire at the end of this year. This memoranda is from the Chair of the Harwood Governing Board and she is recommending that two additional members be added (Phyllis Nottingham and Daniel Montoya) to the Board and that David Harris' term be extended.

Motion approved unanimously to approve Harwood Foundation appointments Phyllis Nottingham and Daniel Montoya (1st Chalmers, 2nd Fortner).

CONSENT AGENDA

Regent Eaves

- F&F meeting, consent agenda approved, Items A through G.

Motion approved unanimously to approve Consent Agenda (1st Eaves, 2nd Koch).

REGENT COMMITTEE REPORTS

Academic/Student Affairs Committee

No report.

Advancement Committee

No report.

Development Committee

No report.

Audit Committee

No report.

Finance & Facilities Committee

Regent Eaves

- Contract for UNM Center for Microengineered Materials (CMEM).

Motion approved unanimously to approve contract for UNM Center for Microengineered Materials (CMEM) (1st Eaves, 2nd Fortner).

Health Sciences

Regent Fortner

- Permanent appointments for medical staff, starting with Lance Wilson and ending with Susan Miller

Motion approved unanimously to approve permanent appointments and reappointments for medical staff (1st Fortner, 2nd Eaves).

- Permanent reappointments for medical staff, starting with Janet Brierly and ending with Richard Hoffman

Motion approved unanimously to approve permanent appointments and reappointments for medical staff (1st Fortner, 2nd Dorman)

- Permanent reappointments for medical staff, starting with Charlotte Jutila and ending with Steve Jenkusky

Motion approved unanimously to approve permanent appointments and reappointments for medical staff (1st Fortner, 2nd Eaves)

- Expansion of Privileges for Dr. Peggy Beeley to include EKG interpretations, thoracentesis, paracentesis
- Department of Orthopedics requested expansion privileges for Dr. Robert Quinn

Motion approved unanimously to approve expansion privileges as stated for medical staff (1st Fortner, 2nd Eaves)

- May 2, 2008 permanent reappointments for medical staff, starting with Bruce Dorman and ending with Victor Davis

Motion approved unanimously to approve permanent appointments and reappointments for medical staff (1st Fortner, 2nd Koch)

- Permanent reappointments for medical staff, starting with Christopher Arndt and ending with Robert Schenck

Motion approved unanimously to approve permanent appointments and reappointments for medical staff (1st Fortner, 2nd Eaves)

- Permanent reappointments for medical staff, starting with Erika Hernandez and ending with Solon Hughes

Motion approved unanimously to approve permanent appointments and reappointments for medical staff (1st Fortner, 2nd Eaves)

- Expansion of Privileges, Department of OB/GYN for Kathleen Kennedy

Motion approved unanimously to approve expansion privileges as stated for medical staff (1st Fortner, 2nd Dorman)

- **UNMH Dashboard Report and UNMH CEO Report (Tab 16)**

Steve McKernan

- Consistently up, rate of growth is accelerating
- Biggest issue is finding enough nurses
- ER is up 50% over prior year
- Discharges were up 17% for the month of April over the prior year
- Operations up 15%
- Deliveries up 11%

So business at the hospital is booming right now.

Regent Chalmers Steve, do we have enough money to make a mortgage payment on the Barbara and Bill Richardson center?

Steve McKernan Mr. Chair, Regent Chalmers, we have made that payment each and every month and we have actually, as you can see, greater cash balances than we had when we started the year.

Regent Chalmers Congratulations.

Regent Fortner Steve, it is interesting every time you give this report that you say we can't hire enough nurses and yet somehow during the legislative session that was the one part of the health sciences that really was left out. So every time you mention that, I am going to mention again so that the Regents will think of that as a priority. Remember the joint meeting we had with the Aggie Regents and we talked about it being a priority but somehow it fell through the cracks.

Thank you Steve, does anyone else have any questions for Mr. McKernan?

Regent Chalmers Your comments on nursing, Rio Rancho would be a nice place to put some nurses out there.

Regent Koch What's Rio Rancho? If we ever get funding - -

Regent Fortner We can't even get enough funding for our own program. Thanks Steve.

Steve McKernan On the activity report I was going to bring one thing to your attention which I believe Ellen handed out to you. We will be seeking changes to Regents' Policy 2.13.1, 2, 3 and 4 in the delegation of authority to the hospital board. There is a cover memo. We were going to bring this up at the August meeting but we wanted to make sure it was brought to your attention so you had time to review it. It effectively does three things. The first thing it does is changes the name from Clinical Operation Board to the Board of Trustees because there are clinical operations at the health sciences center which are not part of the main UNM Hospital and it's clinics. We wanted to make sure it was clear what the board's authority is, where it starts and where it stops.

Then we wanted to clarify the delegation of authority and add a couple of things related to HIPAA and compliance that are currently not in that delegation of authority to the hospital board.

The third thing we wanted to make sure clarified how that board reported back up to the Regents.

Regent Koch This is the report that came from Paul Roth, right?

Paul Roth Mr. Chair, Mr. President, Regents, it would go from me to the President and then the President would ultimately approve what would appear on the Regents' agenda.

Regent Koch You gave us the memo, you called me, Board of Regents, Paul Roth recommendations - - is that what we're talking about?

Paul Roth That is what we are talking about.

Regent Koch You need to explain. This is not to be voted on.

Paul Roth It is not to be voted on.

Regent Koch Dr. Roth did not get this to us quick enough to have it on an agenda item. So when I said - - is that why I thought you were going to make the report. If I knew he was going to make - - because the memo comes from Paul Roth to tell us about the Governor's recommendation to the clinic. So that's what you're doing, right?

Steve McKernan That's what I am doing right now, I apologize.

Regent Koch Well I was just confused, it says Dr. Roth was going to do that.

Paul Roth Steve and I look alike.

Regent Fortner Steve, you started it off by saying it was changes in Regents' Policy, is that what you said?

Steve McKernan There are a number of policies, 2.13, 2.13.1. 2, 3 and 4 and they have been included. We are changing them to make clarifications and those three clarifications are the ones I just went over. It would change the name of the board from Clinical - -

Regent Fortner The only reason I brought it up, these guys are real touchy about that kind of issue right now.

Steve McKernan But we wanted to make sure that the Regents were notified that we are proposing these changes and give sufficient amount of time for the Regents.

Regent Koch Yea, you know we've gone through this. People like to have 72 days notice, 60 days notice, something like that.

Steve McKernan That's why we're doing this.

President Schmidly This is 76 days notice.

Regent Koch So we're going to have to change our process on the Regents now, we're going to have to have 70 day notice before we act.

Regent Fortner That's the end of my report, thank you.

Steve McKernan Thank you Mr. Chair.

Regent Eaves I want to make a motion we approve just part of this today.

Regent Fortner Then I would like to make a motion after that.

PUBLIC COMMENT

Regent Koch What happened to the public?

Regent Eaves You wore them out.

Regent Koch Well hell, excuse my language, I had a list of all this public wanting to comment, I guess. Is there anybody from public comment that signed this big list of about 30 people that is still here? What we ought to do in the future, when I have one of these hot issues, the best way to do that and this is the way we're going to do it in August, we're going to meet - - the Regents will meet at about 1:00 o'clock, and we'll put that on the agenda about 6:00 p.m. and I'll bet you we can get it resolved pretty quickly.

So, no public comments.

Motion approved unanimously to adjourn the meeting at 1:21 p.m. (1st Eaves, 2nd Chalmers).

ADJOURNMENT

Executive Session items are included in the summarized minutes.

Regent James H. Koch

Regent Carolyn J. Abeita

President

Secretary Treasurer

Attachments are included on the summarized minutes.

BOR Minutes 5-28-08

**MINUTES OF THE MEETING OF
THE REGENTS OF THE UNIVERSITY OF NEW MEXICO**

August 12, 2008

Board of Regents Meeting 9:00 a.m. – 11:30 a.m.

1:00 p.m. – 3:00 p.m.

Student Union Ballroom C

Board of Regents Executive Session Luncheon

11:30 a.m. -1:00 p.m.

Sandia Room

ATTENDANCE:

Regents present:

James H. Koch

Jack Fortner, Vice President

Carolyn Abeita, Secretary-Treasurer

John “Mel” Eaves

Raymond Sanchez

Don Chalmers

Dahlia Dorman, Student Regent

President present:

David J. Schmidly

Vice Presidents present:

David Harris, Executive Vice President, CFO, COO

Paul Roth, Executive Vice President, Health Sciences Center

Suzanne Trager-Ortega, Executive Vice President, Provost

Marc Nigliazzo, Vice President, Rio Rancho

Julia Fulghum, Interim Vice President, Research & Development

Walter Miller for Eliseo Torres, Vice President, Student Affairs

Josephine DeLeon, Vice President, Equity and Inclusion

Carmen Alvarez Brown, Vice President, Enrollment Management

Paul Krebs, Vice President, Athletics

Steve Beffort, Vice President, Institutional Support Services

Helen Gonzales, Assistant Vice President of Human Resources

Ava Lovell, Vice President and Comptroller

John Stropp, President, UNM Foundation

Stephen McKernan, Vice President, Hospital Operations

Vice Presidents unable to attend: NA

University Counsel present:

Patrick V. Apodaca, University Counsel

Regents' Advisors present:

Alex Riebli, Vice Chair, for Ashley Fate, ASUNM
Christopher Ramirez, President, GPSA,
Howard Snell, President, Faculty Senate
Loyola Chastain, President, Staff Counsel
Susan Deese-Roberts, President, Retiree Association
Maria Probasco, President, Parent Association
Judy Zanotti, President, Alumni Association
Thelma Domenici, Chair, UNM Foundation

Others in attendance:

Ron Segel, Esq.
Charles Peifer, Esq.
Members of the administration, faculty, staff, the media and others.

Regent Koch presided over the meeting and called the meeting to order at 9:00 a.m.

CONFIRMATION OF QUORUM and ADOPTION OF AGENDA, Regent Koch
Motion approved unanimously to adopt today's agenda (1st Koch, 2nd Abeita).

APPROVAL OF SUMMARIZED MINUTES OF MAY 28, 2008 UNM BOARD OF REGENTS MEETING

Motion approved unanimously to approve the Minutes of the May 28, 2008 UNM Board of Regents meeting (1st Eaves, 2nd Sanchez).

One correction: Matt Byrnes changed to Matthew Hoyt per Regent Eaves

APPROVAL OF SUMMARIZED MINUTES OF JUNE 10, 2008 UNM BOARD OF REGENTS MEETING

Motion approved unanimously to approve the Minutes of the June 10, 2008 UNM Board of Regents meeting (1st Eaves, 2nd Dorman).

ADMINISTRATIVE REPORTS

President's Report, David J. Schmidly

- Introduction of new administrative team members at UNM; Dr. Suzanne Trager-Ortega as Provost and Executive Vice President for Academic Affairs; Carmen Alvarez Brown, Vice President for Enrollment Management; Dr. Josephine De Leon, Vice President for Equity and Inclusion; and Dr. Julia Fulgham, Interim Vice President for Research.
- Announcement of Mid-Region Council of Governments Award
- Five faculty members promoted to the rank of UNM distinguished professor.
- UNM-Gallup ranked third in degrees awarded to Native Americans
- Student athletes set new G.P.A. record, 3.11 overall
- Foundation had a record breaking year, topping \$84M in annual giving
- President's Goals and Regents' Goals

Regent Koch

- Item #7, development of comprehensive compensation plan for faculty and staff, numerous staff classifications issue
- Suggests a comprehensive plan for faculty by discipline

President Schmidly

- Has looked at both issues and are part of this objective; difficult to do compensation plan for the staff without re-examining the classification issue
- Worked with faculty on compensation plans and it is important that they be done by discipline
- Requests approval of President's Goals and Regents' Goals, with the proviso that a second statement will be added as part of this objective that clarifies that we will include a classification study as well as a faculty compensation plan by discipline as part of this objective

Motion approved unanimously to approve President's Goals (1st Chalmers, 2nd Abeita).

INSPECTION OF PUBLIC RECORDS ACT POLICY REVISIONS

Regent Koch

- Asked Ron Segel, Esq. to present the differences between what is in place and the recommendations from the task force put together by President Schmidly; address meeting between Dr. Schmidly, Regent Koch the editor of the *Journal* and Chuck Peifer, Esq.

Ron Segel, Esq.

- Regents' meeting of 5/28/08 charged with looking at drafts, consider comments from campus community, working group and attempt to harmonize comments with requirements of IPRA; consider point of view of Foundation for Open Government and *Albuquerque Journal*; consider Attorney General's Compliance Guide
- Productive and lengthy meeting with UNM and *Journal*
- Policies begin with the proposition that all documents, held, maintained, created by a public body are public documents if they relate to public business
- Some public documents are exempt from disclosure
- Provided an opt-out provision so that certain categories of information relating to employees would not be disclosed if employee becomes the subject of a request
- Provided clarification that the Custodian of Public Records will have the obligation to provide notice to an individual if there is a request that requests information of that individual
- Applications materials are public; as University practice the University will withhold disclosure of application materials until after the deadline for submission of applications has passed
- Recommendations made by task force, generally most were accepted and woven into the draft policies; declined to adopt a broad personal information category

President Schmidly

- Received and read 179 comments from faculty, staff and concerned individuals
- Duty to support the law as written and legally interpreted
- Wanted to be certain we had in place a process for logical thought, input and discussion about policies; appointed a working group
- My goal was for the University to comply with the law and at the same time protect our employee's privacy and our processes within the law
- Working group presented report and recommended policies
- Met with the Chair of the Board of Regents, lawyers, attorney for Foundation for Open Government and the Albuquerque Journal
- Revisions represent compromises; provides maximum protection to employees while keeping us in compliance with both the letter and the spirit of the law
- President of UNM Faculty Senate forwarded a resolution from the Faculty Senate Operations Committee recommending that the University adopt the working group policy as originally drafted, not modified; after much consideration, do not believe the policy presented by working group complies fully with IPRA and stands behind original recommendation to this Board
- Key provision in recommendation is opt-out provision for employees; brief demonstration provided

Howard Snell, President, Faculty Senate

- Appreciate President Schmidly's comments about our resolution; do feel that resolution stands; willing to work with what decisions the Board makes
- Curious how many times UNM itself has been sued for IPRA violations and total payout and costs dealing with those

Regent Koch

- To date, over \$400,000 in fines and legal on open records; have not won any cases

Loyola Chastain, President, Staff Council

- Thank you to the Board of Regents for postponing final vote to allow for an extended period for review and comment on policy changes
- Thank you to President Schmidly for creating and including us in task force
- Pleased by a number of provisions included in revised policies; some reservations as well

Susan Deese-Roberts, President, Retiree Association

- The Retiree Association would like to suggest clarification of retirees' information applicability to IPRA

Chuck Peifer, Esq.

- As a matter of law, there is no obligation under IPRA for a public body to keep any document, only to produce the materials that it has; so if the University were to have a document destruction policy of any kind it would not have a duty under the law to produce that which it no longer retains but that is a University policy question
- In regards to applications, always been an obligation to produce public records, not a result of any recent amendment to the act

Regent Abeita

- Date of birth information, is that specifically an item that is considered public information or is it personal information that could be included as part of the opt-out provision

Chuck Peifer, Esq.

- There is no specific mentioning of date of birth in the materials that are opt-out; some information is available to distinguish employees

Regent Eaves

- Review process has worked out well; not everyone will agree
- This particular statute is very clear
- Positive process; we are exercising our judgment

Comments in support by Regents Sanchez, Chalmers and Dorman

Motion approved unanimously to approve the IPRA Policy Revisions (the compromise which has been inserted in the books as attached to the letter from President Schmidly) (1st Eaves, 2nd Fortner).

BOARD OF REGENTS' POLICY MANUAL 1.7 REGENTS' ADVISORS

Regent Koch

- See list of Regent Advisors which has expanded in the last few years, now includes the UNM Parent Association.

Motion approved unanimously to adopt policy (1st Sanchez, 2nd Eaves).

BYLAW CHANGES TO UNM LOBO CLUB

David Sabolick, Executive Director, Lobo Club

- Recent thorough review of bylaws; presented recommended bylaw changes

Motion approved unanimously to accept changes to bylaws of Lobo Club (1st Eaves, 2nd Abeita).

COMMENTS FROM REGENTS' ADVISORS

Howard Snell, President, Faculty Senate

- Faculty Senate does not meet over summer, Operations Committee does remain active over the summer
- Materials presented, three resolutions
- Faculty Senate retreat coming up

Loyola Chastain, President, Staff Council

- June, Staff Appreciation Week
- Staff and faculty to receive free Albuquerque Ride bus passes
- Greg Johnston Memorial Concert to be held August 22nd

Christopher Ramirez, President, GPSA

- Working to move forward a child care campaign to address the waiting list, currently 604 families; ask the Board to consider part of the capital money being considered for legislative priorities is \$150,000 for planning for expansion of child care center
- Moving forward to meet with Dr. Fulghum and President regarding issues around research and fellowship funding
- Graduate students would like to be part of the compensation report
- Grateful for support by new vice presidents

Alex Reibel for Ashley Fate, Vice President, ASUNM

- Joint resolutions presented
- Retreat planning

Judy Zanotti, President, UNM Alumni Association

- Handout report distributed at meeting
- Alumni Letterman Hall of Fame Banquet, September 12th
- Homecoming, September 29 through October 9, "A Lobo's Life for Me"
- Lobos for Legislation Committee remains active
- Partnering with Parents Association
- Welcome Back Days

- Board of Directors meeting held in June, elected new board members and executive committee members
- Zia Awards to be handed out during Homecoming

Thelma Domenici, Chair, UNM Foundation

- Far exceeded goal in fundraising, over \$85M in private support
- Proud to have Mr. Stropp with Foundation, great progress
- Foundation has been incredibly busy

Susan Deese-Roberts, President, UNM Retiree Association

- Thanks to President Schmidly for recent reception held for retirees
- Preparing to affiliate with New Mexico Association of Educational Retirees
- Recognize support we have received from Government and Community Relations Office

Maria Probasco, President, UNM Parent Association

- Very active over the last few months; Board of Directors met, filled several positions
- Working to strengthen relationship with Alumni Association and Athletics Department
- Able recruit parents to open parent association clubs at three other cities; Farmington, Gallup and Santa Fe

COMMENTS FROM REGENTS

Ellen Wenzel, Board of Regents Office

- Brief update of Regents Office and establishment of one staff position, Special Assistant to the Board of Regents.
- Established January 17, 2005 by Regent Koch as President, and the UNM Regents.
- Purpose of the office is to support the Regents in their service to the University of New Mexico and to provide a clear contact point for internal and external constituencies
- Responsible for all Board of Regent meetings, calendars, formal records, correspondence, communication, appeals, etc.
- Developed Board Procedure Manual to institutionalize Office of the Regents.
- Developed Board Briefing Book to assist new Regents in assuming role as Regent.
- Board of Regents website maintains BOR calendars, committees, notices, agendas, minutes, also Regent bios.

Regent Koch

- Regents Books provided to personnel, Staff Council, Faculty Senate, and any Regent who would like a copy. Additional copies will incur a cost of \$60 for reproduction.

CONSENT AGENDA

Regent Eaves

- F&F Meeting, attended by telephone, Consent Agenda (Tab 15-23)
- Motion approved** unanimously to approve all items on Consent Agenda.
(Tabs 15, 16, 17, 18, 19, 20, 21, 22, 23) (1st Eaves, 2nd Sanchez).

REGENT COMMITTEE REPORTS

Academic/Student Affairs & Research Committee

Regent Sanchez

- Approval of Form D, Doctor of Physical Therapy (Tab 24)

Motion approved unanimously to approve Form D, Doctor of Physical Therapy
(1st Sanchez, 2nd Eaves).

- Approval of GPSA Constitutional Amendment & Student Referendum Spring 2008 Election (Tab 25)

Motion approved unanimously to approve GPSA Constitutional Amendment & Student Referendum (1st Sanchez, 2nd Abeita).

Audit Committee

Regent Sanchez

- Audit Committee met on June 9, 2008
- Approved four audits for publication

Motion approved unanimously to approve Audit Committee Report (1st Sanchez, 2nd Abeita).

Dr. Howard Snell, President, Faculty Senate

- Inadequate comparison list for staff compensation

Regent Sanchez

- Please note this is in the inquiry stage, will get another report back, we will give your suggestions and pursue and expand that

Finance & Facilities

Regent Eaves

- Use of Regents Endowment Fund FY2008/09 (Tab 27)

Andrew Cullen, Associate Vice President, Institutional Planning

- Requesting approval for use of the Regents Endowment Fund relative to Regents Policy 7.19 (spreadsheet for review)

Regent Eaves

- Primary cause is \$1M a year in scholarship funding

Motion approved unanimously to approve use of Regents Endowment Fund
(1st Eaves, 2nd Chalmers).

Regent Eaves

- Use of Winrock Endowment Fund FY 2008/09 (Tab 28)

Andrew Cullen, Associate Vice President, Institutional Planning

- Similar, asking for your approval of this spending plan (spreadsheet for review)

Motion approved unanimously to approve use of Winrock Endowment Fund (1st Chalmers, 2nd Eaves).

Regent Eaves

- RPSP for Higher Education Department (Tab 29)
- Capital Outlay Submission to the Higher Education Department

Marc Saavedra, Director, Government Relations

- Item is to ask for passage of our legislative initiatives for the 2010 legislative session

Regent Eaves

- F&F Committee unanimously approved this Capital Outlay Submission and legislative priorities

Motion approved unanimously to approve RPSP for Higher Education Department and Capital Outlay Submission to Higher Education Department (1st Eaves, 2nd Sanchez).

Regent Eaves

- Memorandum of Understanding between the University and Lobo Development Corporation (Tab 30)
- Document was amended substantially prior to F&F Meeting, approved by F&F

Motion approved unanimously to approve MOU between University and Lobo Development Corporation (1st Eaves, 2nd Chalmers).

Regent Eaves

- Approval of Revisions to Policies on Settlement Authority

Patrick Apodaca, University Counsel

- Proposed revision to two Regents Policy that deal with settlement authority; Policy 7.8 and UBPPM 2010
- Intended to accomplish change in current policy that any financial settlements be approved by the President; settlements in excess of \$200,00 also have to go to the Board of Regents
- Proposal is to give Executive Vice Presidents to approval settlements of less than \$50,000 and the \$200,000 threshold for Regent approval remains as is

Motion approved unanimously to approve revisions to policies on settlement authority (1st Eaves, 2nd Chalmers).

Regent Eaves

- Approval of Consultant Selection for Mitchell Hall Modernization Project

Roger Lujan

- Recommendation to approve the selection of Hartman Majewski Design Group to design the modernization of Mitchell Hall
- 58 year old classroom building on campus and has not undergone major renovation in 20 years
- Project budget is \$9M, to be funded by FY 2007 UNM System Revenue Bonds

Motion approved unanimously to approve selection of consultant for Mitchell Hall Modernization Project (1st Eaves, 2nd Chalmers).

Regent Eaves

- Two information items
 - Monthly Financial Report presented by Ava Lovell (Tab 31)
 - Office of Capital Projects Monthly Project Status Report presented by Steve Beffort (Tab 32)
 - Future reports will include Lobo Energy and Lobo Development Report.
 - Currently there are 167 total projects at UNM.

Regent Eaves

- Questioned why the litigation with Maloy Construction would not be on our capital Project Report, never showed up
- Litigation reports need to be more frequent. They are quarterly at present.

President Schmidly

- We will talk about that and come to that at the next F&F meeting, some ideas about how to make sure the Regents are fully informed on the projects, not only that the University is managing but also Lobo Energy and Lobo Development

HSC – Health Sciences

Regent Fortner

- Approval of Permanent Appointment and Reappointments for Medical Staff (Tab 33); **June 6, 2008** Permanent Appointments – the applicants were submitted by Performance Oversight Committee, the Medical Executive Committee and Credential Committee to the Clinical Operations Board for permanent appointments; to the Health Sciences Committee and now to the Board of Regents starting with Dr. Michael Crabtree through Dr. David Williams

Motion approved unanimously to approve permanent appointments Dr. Crabtree through Dr. Williams (1st Fortner, 2nd Chalmers).

- **June 6, 2008** Reappointments starting with Dr. Niels Chapman to Dr. James Gibb

Motion approved unanimously to approve reappointments Dr. Chapman through Dr. Gibb (1st Fortner, 2nd Sanchez).

- **June 6, 2008** Reappointments continue with Dr. Michelle Harkins to Dr. Rueben Last

Motion approved unanimously to approve reappointments Dr. Harkins to Dr. Ruben Last (1st Fortner, 2nd Sanchez).

- Department of Surgery requests expansion of privileges for Dr. Libby Watch

Motion approved unanimously to approve expansion of privileges for Dr. Libby Watch (1st Fortner, 2nd Dorman).

- **July, 2008** meeting, similar steps taken under permanent appointment beginning with Dr. Leslie Carroll to Dr. James Fanning

Motion approved unanimously to approve permanent appointments Dr. Carroll to Dr. Fanning (1st Fortner, 2nd Abeita).

- **July, 2008** Reappointments beginning with Dr. Leslie Garson through Dr. Anne Wallace

Motion approved unanimously to approve reappointments Dr. Garson to Dr. Wallace (1st Fortner, 2nd Chalmers).

- **August 8, 2008** Approval of Permanent Appointment beginning with Dr. Hilary Ford to Satyan Shah

Motion approved unanimously to approve permanent appointments for Dr. Ford to Dr. Shah (1st Fortner, 2nd Abeita).

- **August 8, 2008** Approval of Reappointment beginning with Dr. Margaret Charsley to Dr. Ismael Zamilpa

Motion approved unanimously to approve reappointments for Dr. Charsley to Dr. Zamilpa (1st Fortner, 2nd Abeita).

Regent Fortner

- Governance Recommendation for the UNMH Clinical Operations Board (Tab 34)

Dr. Paul Roth

- Last Regents meeting we had proposed some changes in Regents policy as it relates to the Clinical Operations Board, outlined in Tab 34

Motion approved unanimously to approve Governance Recommendations for the UNMH Clinical Operations Board (1st Fortner, 2nd Sanchez).

Information Items- Dashboard Report
Steve McKernan, CEO

- Dashboard Report, Tab 35

PUBLIC COMMENT

None

Motion approved unanimously to adjourn at 11:16 am. to Executive Session
(1st Fortner, 2nd Abeita).

Motion approved unanimously to re-open meeting at 11:19 a.m. to address Governance
Recommendation for the UNMH Clinical Operations Board
(1st Sanchez, 2nd Chalmers).

**GOVERNANCE RECOMMENDATION FOR THE UNMH CLINICAL
OPERATIONS BOARD – RE-ADDRESSED** (Tab 34)

Regent Eaves

- Asked Board of Regents to look carefully at this item
- History between Board of Regents and Clinical Operations Board
- Amendment to delegation is an enormous change in the relationship of the Regents to the Clinical Operations Board
- Would like the Board of Regents to be more informed regarding changes
- Has not gone before any committee, should be reviewed

Dr. Paul Roth

- Has been consulting with Regent Koch from the beginning, Regent Fortner after he received proposed changes
- Last Regents' meeting proposed changes were distributed in the form of a notice so the Regents would have time to review
- Addressed research and education issues

Regent Koch and Regent Sanchez

- Agree to further review

President Schmidly

- Brought to the entire Board at the last meeting, not discussed, with the idea that it would be discussed today
- This is about clarifying what is now the Hospital Board of Trustee as having only responsibility for clinical operations and not for research and education which was still under this board and its committees
- In the spirit of getting the language very clear and this board very comfortable with it, there is no reason why it can't be brought back through the committee

Motion approved unanimously to reconsider the action and that it be referred to committee prior to BOR meeting 9/9/08, (1st Fortner, 2nd Sanchez).

Motion approved unanimously to adjourn at 11:25 am. to Executive Session
(1st Sanchez, 2nd Eaves).

Executive Session was held from 11:30 a.m. – 1:00 p.m. in the Sandia Room.

- A. Discussion and determination, where appropriate, of limited personnel matters pursuant to Section 10-15-1 H (2), NMSA (1978).
- B. Discussion and determination, where appropriate, of matters subject to attorney-client privilege pertaining to threatened or pending litigation pursuant to Section 10-15-1 H (7) NMSA (1978).
- C. Discussion and determination, where appropriate, of potential purchase, acquisition or disposal of real property pursuant to Section 10-15-1H(8),NMSA (1978).
- D. Vote to re-open meeting

Motion approved unanimously to reopen the meeting at 1:35 p.m. (1st Koch, 2nd Sanchez).

- E. Certification that only those matters described in Agenda Item XIII were discussed in Executive Session and if necessary, ratification of actions, if any, taken in Executive Session. (1st Koch, 2nd Sanchez).

Motion approved unanimously to decline to accept the appeal to the Board of Regents filed by a former employee dated July 7, 2008 (1st Eaves, 2nd Dorman).

Motion approved unanimously to adjourn the meeting at 1:37 p.m. (1st Fortner, 2nd Dorman).

ADJOURNMENT

Regent James H. Koch
President

Regent Carolyn J. Abeita
Secretary Treasurer

Attachments:

1. Administrative Report (Tab 3)
2. President's FY09 Key Indicators & Milestone Activities
2008/09 12 Adelante Objectives Theme: Communicate
3. Alumni Association Report 8/12/08 (Tab 11)

File: Regent Minutes 8-12-08