

## **Perspectives on UNM Vice Presidents – Number, Salaries and Rationale**

Organizational structures of universities typically reflect the mission, scope and size of the institution as well as the magnitude of the budget.

No two institutions are alike and there are no set standards of organization. One size does not fit all when it comes to the administration of universities.

### **UNM complexity**

- There is a main campus in Albuquerque with four branch campuses and a new start-up campus in Rio Rancho. Collectively, these sites serve nearly 33,000 students, making UNM the largest four-year university in New Mexico.
- UNM has the only schools of medicine, law, pharmacy and architecture in the state, and the medical school conducts operations in 125 different sites in New Mexico. In addition, UNM has several museums on the main campus, a large art museum in Taos and a major field station at the Sevilleta near Socorro.
- UNM enrolls 48% of the state's college students and makes up 42% of the state's entire higher education budget. Additionally, UNM confers more than 80% of the doctoral and professional degrees in the state.
- UNM is the only Research I (very intensive research) university in the state with nearly \$330 million in research contracts and awards in 2008-2009.
- UNM is a major economic driver in New Mexico – second largest employer in the Albuquerque region and fifth largest in the state. For every \$1 the state appropriates to UNM, the university leverages at least \$5, making UNM an excellent investment for New Mexico taxpayers.
- The UNM budget exceeds \$2 billion with less than 20% coming from state appropriations. While it is not a corporation, it has many complex business operations including several supportive components formed under the NM Research Park Act (STC.UNM – the science and technology corporation; Lobo Energy and Lobo Development.)

UNM is a large, complex organization that requires a talented administrative team to operate, oversee and maximize the leverage potential of its resources.

### **Numbers of Executive Vice Presidents and Vice Presidents**

Six serve the main campus:

- Provost and EVP for Academic Affairs
- VP Student Affairs
- VP Enrollment Management

- VP Research
- VP Equity & Inclusion
- VP Athletics (title change from Athletic Director)

Seven serve the Health Sciences Center:

- EVP for Health Sciences
- Deputy EVP for Health Sciences (1/4 time emeritus)
- VP Community Health
- VP Translational Research
- Hospital Operations
- Diversity
- Clinical Affairs

Four serve both the main campus and HSC:

- EVP for Administration
- VP Institutional Services (includes real estate and auxiliaries)
- VP Human Resources
- VP Finance and Controller

### **Evolution of Structure**

The current administrative structure evolved over the terms of three UNM Presidents. President Louis Caldera established the three EVP positions. Interim President David Harris consolidated administrative services between the main campus and HSC. President David J. Schmidly added two vice presidents for strategic purposes – to strengthen student recruitment and retention and to improve the recruitment of minority faculty and students – and changed the title of athletic director to VP for Athletics to fully integrate athletics into the university.

President Schmidly was very clear about the rationale for the new VP positions when he interviewed and after he arrived at UNM. All of the additions and changes were approved by the Regents in an open meeting of the Board as was the entire organizational chart. The positions were filled by national searches before or shortly after Schmidly prepared his first budget at UNM and before the current economic meltdown. Occupants of the positions have three-year contracts with annual performance reviews and assessment of goal achievement. Changes can and will be made if goals are not being achieved.

Three of the four vice presidents who serve both the main campus and HSC were promoted from associate vice presidents to VPs by the EVP for Administration in 2007 because of their increased responsibilities as part of the administrative consolidation. They provide services for both the main campus and the HSC. At most universities with a medical school, these services are duplicated and not shared. UNM actually achieves a savings as a result of this structure.

When President Schmidly arrived at UNM in 2007, most of the vice presidents were white males. Now there is a diverse group that includes seven women and four of Hispanic descent.

### **Salaries**

The salaries of all but two of the vice presidents are below the salary averages for UNM's peer institutions. Two have salaries barely above the peer average. If you consider the proportional difference between the average salary of main campus faculty (\$83,444) and the average for the president and the vice presidents (\$271,474), the multiplier is 3.253. It is important to remember that most faculty are paid for 9 months and most administrators for 12 months. If you look at similar comparisons for Albuquerque Public Schools, the multiplier for the same comparison is 3.202 (average teacher salary of \$44,282 with an average \$141,794 salary for administrators.)

It is important to note that UNM administrators are overall not the highest paid employees of the university. Of the highest 250 salaries at UNM, 229 are faculty (almost all from HSC), 14 are administrators and four are coaches.

Salaries of the vice presidents are not all paid from formula appropriated state funds, or the I&G funds. Rather, they are apportioned among several funding sources depending on the duties of the position. Examples include the following:

- VP for Athletics is paid strictly from Athletics.

- VP Research is paid from F&A funds generated by research.

- VP Institutional Support is paid by I&G and auxiliary revenues.

- VP Human Resources is paid by both main campus and the HSC.

- VP Finance is paid by both main campus and the HSC.

The total salaries of the vice presidents amount to \$4,295,229, funded as follows:

- \$1.5 million (35%) from main campus I&G (0.73% of total main campus budget)

- \$1.1 million (25%) from HSC (0.99% of total HSC I&G budget)

- \$1.7 million (40%) from other sources

Under President Schmidly's tenure, funding to pay salaries for the vice presidents increased by 11.8% (\$506,870) from \$3,788,359 to \$4,295,229.

UNM continues to evaluate its organizational structure with the goal being to right size the administration as appropriate for the financial times, recognizing the importance of having talented people in the right functions. UNM is committed to running an efficient, streamlined organization that focuses on the priorities of student success through investing in its faculty, and in leveraging the talent of its faculty and staff to advance economic development and the well-being of all New Mexico citizens.

