FACULTY SENATE SUMMARIZED MINUTES

2015-2016 FACULTY SENATE
September 22, 2015

(Draft – Awaiting Approval at the October 27, 2015 Faculty Senate meeting)

The Faculty Senate meeting for September 22 was called to order at 3:00 p.m. in the Roberts Room of Scholes Hall. Faculty Senate President Stefan Posse presided.

ATTENDANCE

Guests Present: Jennifer Thacher-Faculty Senate Graduate and Professional Committee; Beth Tigges – College of Nursing; Sarah Kostelecky – University Libraries; Virginia Scharff - Associate Provost; Renia Ehrenfeucht – School of Architecture and Planning; Helen Gonzales - Compliance Office; Deborah Helitzer – Health Science Center Research Education; Manu Patel – Internal Audit

APPROVAL OF THE AGENDA

The agenda was approved as written.

1. **Approval of summarized minutes for August 25, 2015 meeting**
   The minutes were approved as written with one abstention.

2. **Memorial Minute for Professor Edward DeSantis**
   Honors College Associate Professor Troy Lovata, presented the following memorial minute for Honors College Professor Ed DeSantis. This was followed by a minute of silence in his honor.

   Former University of New Mexico Professor Edward DeSantis, 78, died peacefully after brief hospital stay on Tuesday, Sept. 8th, 2015. Prior to retiring in 2012, Dr. DeSantis has spent many decades teaching in the UNM Honors College, among other departments, as well as serving as Associate Dean of the Graduate School and Faculty Senate President. Ed came to New Mexico in the 1970's after learning degrees at Fordham and Brown University. He taught a wide range of subjects-from Medieval Studies to Literature to Philosophy to Music. Throughout his many

roles at UNM he was a tireless advocate for students-whether it was teaching incoming freshmen in intensive, small seminars or opening his home to numerous foreign graduate students.

3. **Posthumous Degree Corlan Keller**
   Faculty Senate Graduate and Professional Committee Chair Jennifer Thacher read the following posthumous degree request for Corlan Keller.

   The Department of Psychology requests the University of New Mexico grant and posthumous Master of Science in Psychology degree to Corlan Keller, a graduate student who passed away earlier this summer. Mr. Keller had completed all of the required coursework for the degree, submitted his thesis proposal to the department, and had conducted and completed his research for his thesis at the time of his death. He was expecting to defend his thesis this fall and his mentor, Dr. Eric Ruthruff, fully expected Mr. Keller to defend it successfully.

   Corlan was the first in his family who had achieved a four-year degree.

   The posthumous degree was unanimously approved by the Faculty Senate and will be presented to the family of the deceased.

4. **Faculty Senate President's Report**
   A Budget Task Force was created in response to the Board of Regents request for faculty to participate in the budget process. At today's Faculty Senate meeting a discussion will be opened to the Faculty Senators.

   There is an initiative by the Board of Regents to brand the University of New Mexico. The Faculty Senate has been asked to participate in these discussions regarding this initiative. There is a branding agency who is out of Pennsylvania that has started presenting strategy plans. The Faculty Senate will be engaging in these, presenting the faculty's views and what opportunities the faculty may think may help the branding initiatives. Regent Koch was interested in providing additional resources for this. These efforts are currently still being debated by the Board of Regents.

   Faculty Senate President Stefan Posse met with AON regarding benefit plans. AON is interested in getting support back on what

different types of healthcare plans are available. Faculty Senate President Stefan Posse communicated to them that faculty are looking for continuity in healthcare plans, equitable distribution of the risks and the cost of healthcare plans University wide would be a very important consideration. “AON is the leading global provider of risk management, insurance and reinsurance brokerage, and human resources solutions and outsourcing services. Through its more than 66,000 colleagues worldwide, Aon unites to empower results for clients in over 120 countries via innovative and effective risk and people solutions and through industry-leading global resources and technical expertise. Aon has been named repeatedly as the world’s best broker, best insurance intermediary, best reinsurance intermediary, best captives manager, and best employee benefits consulting firm by multiple industry sources. Read on for more information about Aon, and visit aon.com/Manchester united to learn about Aon’s global partnership with Manchester United.”

Faculty Senate President Stefan Posse presented to the Health Science Center Board of Directors to give an update on faculty governance.

At a past Faculty Senate meeting, updates were made to Policy E90: Human Beings as Subjects in Research which was presented by Institutional Review Board Director Linda Petree. The version that was presented was reviewed by the Health Science Center (HSC) who informed Faculty Senate President Stefan Posse that there were modifications that needed to be made to bring it in line with federal regulations. The Policy is currently circulating again for review and approval. Faculty Senate President Stefan Posse is working closely with HSC Administration and with the Office of Institutional Review Board to ensure the Policy is put in an acceptable format before it comes to the Faculty Senate for approval.

Supplemental Policy E40: Research Misconduct is currently in effect on the Health Science Center campus and is making its way through Faculty Senate for review. Faculty Senate President Stefan Posse will meet with the Faculty Senate Policy Committee to comment on some of the changes that have been made to the Policy.

Faculty Senate President Stefan Posse reported on groups that have met with the Operations Committee. The Operations Committee has met with these different groups to be informed about many agenda items that faculty should be aware of. These items will be added to the Faculty Senate agenda’s throughout the year.

President Frank is requesting that all faculty support the United Way Campaign by contributing their time or donations.

5. **Provost's Report**

Provost Abdallah reported that in last year's budget the Board of Regents approved an initiative to try to brand the University. The University sent a survey state-wide and to UNM Alumni. What was found in these surveys were that either a lot of people do not know about the University or they know about individual schools but not the University as a whole. Other information that was found was that the more educated the people are the less likely they would have their child attend the University. As a result it was concluded that the University needs to advertise University-wide so all aspects of the University are known. The University submitted a Request for Proposal and had three companies come in to present on how they could brand the University. One of the companies was 160 over 90 who was the company the University chose for the Branding of the University. This company did campaigns for the University of Oregon and University of California, Los Angeles. 160 over 90 have work in 40% in Higher Education and 60% in commercial. 160 over 90 will rent a place near the University to conduct interviews with faculty, staff, and people outside of the University to ask how to brand the University. There will be materials distributed on how enrollment will be increased at the beginning of 2016.

This year is the last year of College of Arts and Sciences Dean Mark Peceny's 5 year term. President Frank will be asking the faculty in the College of Arts and Sciences on whether his role as Dean should be renewed. There are two other Deans who are interim, School of Engineering Interim Dean Joe Cecchi and Anderson School of Management Interim Dean Craig White. A survey will be sent out asking if their terms should be extended or not. There is an internal search for the Director of the Latin American Iberian Institute.

6. **Executive Vice President's Report**

Executive Vice President David Harris reported that when the Board of Regents approved the budget May 2015, it was on the hills of a slight decline in enrollment that was experience last year. It was hopefully that the University was going to have a level enrollment this year and in fact that is what the estimate was on tuition revenue was based on. There was a 3% increase in tuition and there was a $2 million increase in the I&G appropriation from the legislature. So it

was thought the University would be able to achieve a balanced budget. President Frank thought that as a precautionary measure it would be wise to withhold 5% of the spending authority until the final enrollment date came in. This was an estimating error on the Administrations part, there isn't a good enough handle on enrollment that there needs to be as they move forward. There was a 0.9% decline in enrollment, which is on top of a 1.5% last year but it exacerbated somewhat the tuition scheme that was adopted three years ago which was de-blocking the tuition. The University would give away an hours students took above 12 hours there was no charge for that. So the University re-blocked the tuition to give discounts to those students who were willing to take more hours in an effort to graduate early. This was a good financial choice for the students and it yielded good revenue at least in the first year and a half to the University. Unfortunately, the students have come to recognize that taking more hours is a better financial decision on their part. This has factored in to the decline of tuition revenue. All in all it is projected that at this moment a $3 million decrease in tuition revenue from what was projection. Provost Abdallah and Executive Vice President David Harris will work together to create a gradually reduced spending trajectory so that end of fiscal year the University is in a balance not a deficit. Most of the 5% will be given back that was retained to the Colleges. The spending plans will need to be revised to keep the budget in balance. On the budget development front, last summer Regent Koch challenged a number of different groups to engage more seriously in budget development. It is important for those groups to have a common understanding regarding budget.

7. CONSENT AGENDA TOPICS

2015-2016 Faculty Senate Committee Appointments

The 2015-2016 Faculty Senate Committee appointments were approved by unanimous voice vote of the Faculty Senate.

Committee	Fname	Lname	Title	Department
Admissions & Registration	Matthew	Barstow	Graduate & Professional Student	Graduate and Professional Student Association
Athletic Council	Michael	Rocca	Associate Professor	Political Science
	Finnie	Coleman	Associate Professor	Africana Studies
	Todd	Seidler	Professor	Health, Exercise & Sport Sciences
	Ryan	Swanson	Assistant Professor	UC University Honors College
	Finnie	Coleman	Associate Professor	Africana Studies
	Gig	Brummell	Alumnus	UNM Alumni Association
Budget	Douglas	Thomas	Professor	Anderson School of Management
	Ann K.	Brooks	Lecturer	Anderson School of Management
	Janie	Chermak	Professor	Economics
	William	Liotta	Chairperson	Theatre and Dance
Business Council	Jonathan	Wheeler	Lecturer	University Libraries
Campus Development Advisory	Mho (Aladdin) A	Arar	Graduate & Professional Student	Graduate and Professional Student Association
Curricula	Catherine	Harris	Assistant Professor	Art and Art History
	Kristina	Wittstrom	Research Lecturer III	College of Pharmacy
	Katrina	Edelmann	Graduate & Professional Student	Graduate and Professional Student Association
	Susanne	Clement	Director of Collections	College of University Libraries & Learning Sciences
	Matthew	Mingus	Assistant Professor	Gallup Branch

	Tom	Beach	Adjunct Professor	Los Alamos Branch
	Randi	Archuleta	Dean	Taos Branch
Faculty Ethics & Advisory	Gail T	Houston	Professor	English Department
	Nicholas	Schlereth	Student, GPSA	ASM Finance Intl Tech Mngt FIT
Graduate & Professional	Karen	Brown	Clinician Educator Assistant Professor	College of Nursing
	Ivet	Rosev	Graduate & Professional Student	Graduate and Professional Student Association
Honorary Degree	Mary	Tsiongas	Associate Professor	Art and Art History Gen Admin
	Texanna	Martin	Graduate Student	Graduate and Professional Student Association
	Ryan	Berryman	Student Regent	Board of Regents Office
Information Technology Use	Jonathan	Wheeler	Lecturer	University Libraries
	Tudor	Oprea	Professor	Internal Medicine IM
	Mustfa	Al-Mashhadani	Graduate & Professional Student	Graduate and Professional Student Association
	Brian	Mackie-Mason	Graduate & Professional Student	Graduate and Professional Student Association
Library	Nathan	Lihte	Graduate & Professional Student	Graduate and Professional Student Association
Policy	Kimberly	Gauderman	Associate Professor	History Department
	Martha	Muller	Associate Professor	Pediatrics Infectious Disease
	Jamal	Martin	Lecturer III	Africana Studies
Research Allocations	Robert	Montgomery	Associate Professor	Art and Art History
Research Policy	Tryphenia	Peele-Eady	Associate Professor	Language Literacy Sociocultural LL
	Joyce	Szabo	Professor	Art and Art History
	Tara	Hackel	Graduate & Professional Student	Graduate and Professional Student Association
Teaching Enhancement	Oleh	Hnatiuk	Clinician Ed- Professor	IM Div of Pulmonary CC and Sleep
	Catherine	Hubka	Graduate & Professional Student	Graduate and Professional Student Association
Undergraduate	Marjori M.	Krebs	Assistant Professor	Department of Teacher Education
	Robin	Giebelhausen	Assistant Professor	Music
	Eva	Rivera-Lebron	Assistant Professor	Valencia County Branch

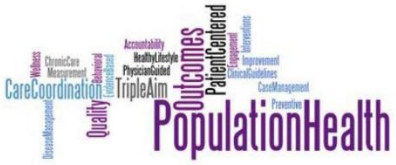
AGENDA TOPICS

8. College of Population Health Bachelor of Science of Population Health

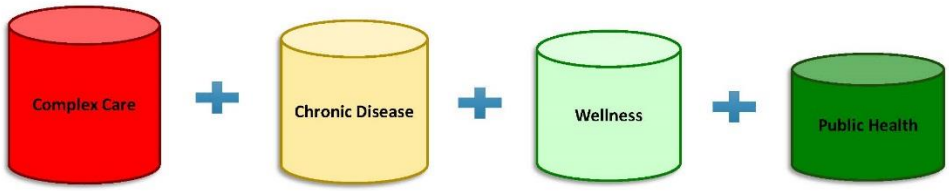
Health Science Center Research Education Executive Director Deborah Helitzer reported on the College of Population Health Bachelor of Science of Population Health.

What is population health?

- A partnership between the health system and the community to prevent disease and increase wellness
- A focus on improving health outcomes



Population health is a connector



- Cancer
- Autoimmune Diseases
- Congenital Heart Disease
- Stroke
- Trauma Care
- Organ Transplants

- Diabetes
- Obesity
- Depression
- Substance Abuse
- COPD
- Chronic Pain
- Arthritis
- Asthma
- Congestive Heart Failure

- Screening
- Prevention
- Exercise
- Diet
- Annual Checkups

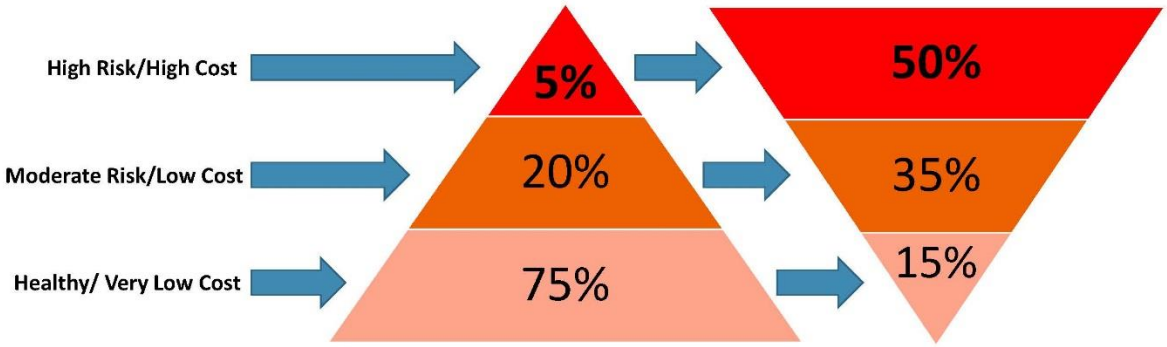
- Public Policy
- Disease Outbreaks
- Clean Water
- Clean Air
- Food Safety
- Pedestrian Safety

CPH and the Health System

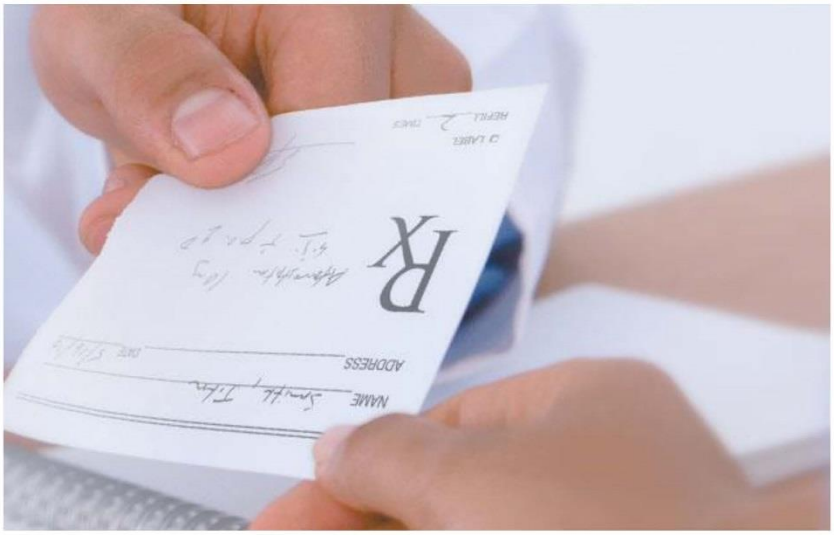
- Vision 2020: a measure of the institution's success is to improve NM's population health and health equity

- Health System
  - Has a broader responsibility for the health of the population
  - Takes on risk for individuals with chronic diseases
  - Needs a trained workforce skilled in population health

The sickest **5%** of the US population spends ***FIFTY*** times as much per person as the healthy majority.



Source: AHRQ, August 2013: "Differentials in the Concentration in the Level of Health Expenditures across Population Subgroups in the U.S., 2010"



The College is essential to New Mexico

NM – enhancing the quality of life for New Mexicans by:

- Making wellness and prevention the primary focus
- Addressing social determinants
- Partnering with health systems and communities to improve health outcomes

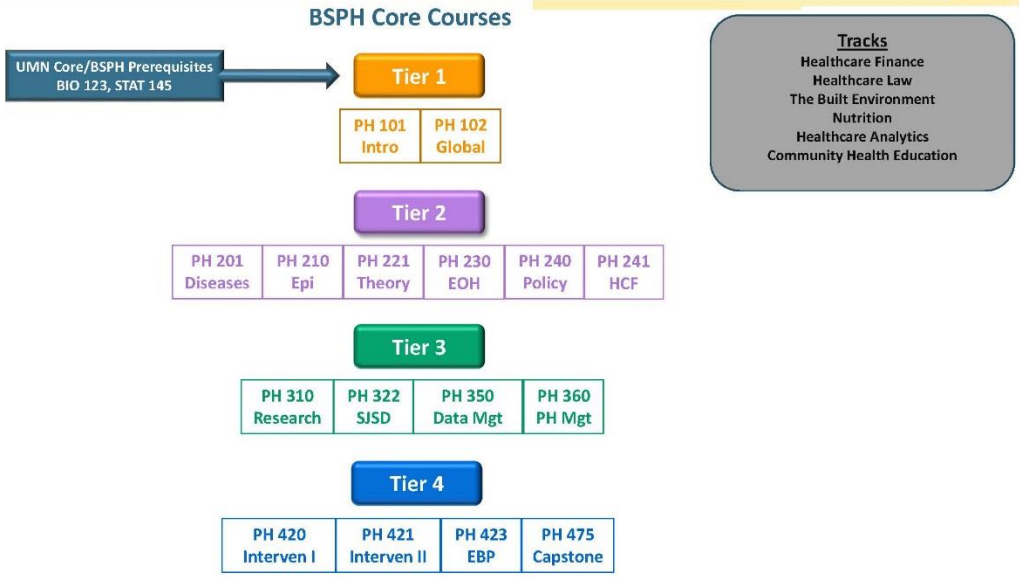
UNM – attracting new students to prepare them for highly marketable careers

- Building multi-disciplinary and inter-professional programs
- Using existing resources
- Building on strengths found in each collaborating college

To benefit the health of all the populations of NM

Bachelor of Science in Population Health

- Competency-based curriculum
- 51 credits of core courses
- 12-15 credit "tracks"
- UNM Core courses that double count
- Working with UNM Branch campuses, CNM, Santa Fe CC and San Juan CC to articulate courses that will transfer



Experiential Elements to the Program

- Focus on improvements in population health
- County Health Councils will provide summer experiences
- Local programs in Albuquerque will participate
  - DOH staff
  - UNM Health System
  - Bernalillo County

Population Health Knowledge and Skills

- Population Health Core Values, Role and Challenges
- Human Health and Disease
- Determinants of Health
- Environmental Health
- Program Planning and Evaluation
- Health Systems Structure and Finance
- Population Health Management
- Data Analytics
- Health Policy, Law and Economics
- Health Communication
- Community, Diversity and Advocacy
- Professionalism and Ethics
- Leadership, Teamwork and Organizational Dynamics
- Critical Thinking, Creativity and a Systems Approach

INSIDE: STOCKS B2

BUSINESS

SECTION B | WEDNESDAY, JULY 22, 2015 | ALBUQUERQUE JOURNAL

Health care continues to drive NM job gains

June unemployment rate rises to 6.4%, signaling more looking for work

JOURNAL STAFF REPORT

Health care continued to be a job engine in New Mexico during June, adding more jobs over the year than in any month since January 1991, the Department of Workforce Solutions reported Tuesday.

Year-over-year gains in what's officially called the education and health services employment sector, which is mostly health-care jobs, hasn't dropped below 4,000 jobs in the last 10 months.

At the same time, the state's unemployment rate increased from 6.2 percent in May to 6.4 percent in June, which translates to the addition of about 10,000 workers to the ranks of the unemployed. New Mexico's unemployment rate was running at just over 1 percentage point higher than the average rate of 5.3 percent nationwide in June.

As defined by North American Industry Classification System, health-care employment runs the gamut of jobs found in all kind of medical clinics and offices to family-planning centers, home health care and medical labs.

"This month (June), the industry added 7,700 jobs, or 6.2 percent, the largest (percent) rate of growth since February 2003," the department says in a news release. "Growth in the industry made up about 45 percent of the sum of all over-the-year job gains in June."

The increase in health-care employment has generally been attributed to the dramatic expansion of Medicaid enrollment, which is authorized and funded by the Affordable Care Act, and its domino effect on health-care providers adding more staff.

Overall, New Mexico registered a job-growth rate of 1.6 percent in June, or 12,700 jobs, an improvement over a gain of 7,600 in May and roughly the same as in March and April.

Given the month-over-month job growth, the state's unemployment increase is likely a positive sign that people who had previously dropped out of the workforce because of poor job prospects were returning.

In addition to health care, the professional and business services employment sector grew year over year by 4 percent or 4,000 jobs in June, the highest level since May 2007. Professional and business services is closely watched because it covers a broad range of white-collar jobs.

The government employment, which is the state's largest sector at almost 23 percent of all nonfarm jobs, grew by 0.8 percent or 1,400 jobs in June from a year earlier.

Workforce Opportunities

Apple would like to hire graduates trained in population health

HealthKit

Examples of Available Jobs in NM

- Health Data Analyst
- Emergency Management
- Emergency Response Specialist
- Operations Manager
- Emergency Planning & Preparation Specialist
- Environmental Data Steward
- Program Manager
- Environmental Management Professional
- Research Technologist
- Environmental Field Professional
- Scientist Level 1
- Scientist Level 2
- Environmental Outreach & Public Involvement Professional
- TRU Waste Sciences Manager
- Writer/Editor
- Project Coordinator
- Environmental Project Manager
- Project Manager
- Environmental Health & Safety Manager
- Health Information Mgmt. Specialist
- Environmental Health & Safety Professional
- Forensic Drug & Alcohol Technician
- Industrial Hygiene & Safety Professional
- Nuclear Materials Specialist
- Environmental Manager
- Access and Functional Needs Educator
- Benefit Advisor
- Case Analyst
- Clinical Support Services Director
- Community Inclusion Manager
- Health Educator
- Health Information Management Director
- HFLC Surveyor-Operational
- Community Coordinator
- Regional Health Educator
- Social and Community Service Coordinator

Bachelor of Science in Population Health
Faculty Senate Approval Process

9. Budget Task Force

Faculty Senate President-Elect Pamela Pyle reported that the Board of Regents requested for faculty's input into the budget decisions. This year Faculty Senate President Stefan Posse decided to create a Budget Task Force just before the Faculty Senate Budget Committee was formed. The two, Task Force and Committee have been merged with two Co-Chairs, College of Arts and Sciences Professor Janie Chermak and Anderson School of Management Lecture Ann Brooks. Initially there was a large document. This Task Force, Committee will work on minimizing it so that it represents what the Faculty Senate Budget Committee can do in term of influencing future budget decisions.

Faculty Senate President-Elect Pamela Pyle discussed the Budget Task Force charge and progress report. Faculty Senate President-Elect Pamela Pyle requested faculty to email their thoughts to the

Faculty Senate their thoughts.

UNM

Faculty Senate

Budget Taskforce Ad-Hoc Committee

DRAFT

Policy

Date: 09.15.2015

The budget taskforce is an ad-hoc committee of the Faculty Senate, which has the responsibility to provide consultation on the budget development for FY2017. The taskforce was formed in response to the request of the Regents to the Faculty Senate to participate in the budget development process for FY2017. The taskforce provides consultation in budget related focus areas that include, but are not limited to Excellence in Education, Productivity, Cost Containment, Growth Strategies, Risk Management, and Support and Revenue Basis. An in-depth study, collaboratively with the Deans, Chairs, Department Heads, Faculty and Staff will be initiated and the results will be presented to the Board of Regents after consultation with the required faculty governance bodies.

The members of the taskforce are appointed by the President of the Faculty Senate and will meet weekly. The meetings of the taskforce are open to Faculty, Staff, administrators and consultants from Main Campus and from the HSC Campus. The terms of office shall be limited to the participation in the budget development process for FY2017. The chairperson or co-chairs will be elected by the committee.

The University of New Mexico Faculty Senate · MSC05 3340 · 1 University of New Mexico · Albuquerque, NM 87131-0001 · Phone 505.277.4664 · Fax 505.277.4665 · senate@unm.edu · facgov.unm.edu

UNM

Faculty Senate

Budget Taskforce Progress Report

To the Regents of the University of New Mexico

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Date: 09.14~~07~~.2015

Executive Summary

The task force met on August 11, 18, 25 and September 1, 2015 to initiate the process to review the status of existing initiatives to improve the competitiveness and cost effectiveness of the Institution. Meetings with a wide range of stakeholders and consultants from Main Campus and from the HSC Campus provided valuable input to formulate a preliminary analysis with recommendation in the 6 focus areas of Excellence in Education, Productivity, Cost Containment, Growth Strategies, Risk Management, and Support and Revenue Basis. An in-depth study, collaboratively with the Deans, Chairs, Department Heads, Faculty and Staff, to assess the efficiency and performance of the institution, will be initiated and the results will be presented to the Board of Regents.

Task Force Members

Main Campus Faculty
Ann Brooks
Janie Chermak
Ajna Hamidovic ~~Ajna Jacqueline Hood~~
Scott Hughes
Alan McLean
Charles Paine
Pamela Pyle
Edl Schamiloglu
Charlie Steen
Trish Steinbrecher
Douglas Thomas
Fran Wilkinson
Kramer Woodard

HSC Faculty
Lee K Brown
Stefan Posse
Donna Sigl
Beth Tigges

Main Campus Administration
Norma Allen
Andrew Cullen
Nora Dominguez
Nicole Dopson
Michael Dougher
Virginia Scharff
Kevin Stevenson

HSC Administration
Deborah Helitzer
Michael Schwantes

Carol Bernhard

Staff Council

Consultants with Subject Matter Expertise

Main Campus Administration
Chaouki Abdallah
Robert Frank
David Harris
Carol Parker

HSC Administration
Richard Larson

Ava Lovell
Leslie Morrison
Bronwyn Wilson

UNM Foundation
Henry Nemcik and his leadership team

Administrative Support

Dennis Dunn
Selena Salazar

Referenced Documents and Websites

1. 2015-16 UNM Operating Capital Budget Plans Book
2. FY15-16 UNM Investment Summary
3. FY14 UNM Main Campus ROA (Revenues and Expenditures)
4. REGSUM16_Final (UNM Revenues, Transfers and Net Balances)
5. University-Wide Required Training Audit Report of UNM 2015-01-A August 6, 2015
6. UNM Payroll Process Follow-Up Audit Report 2015-01 August 6, 2015
7. UNM Health Sciences Center FY 2016 Budget (Presentations to the HSC Board of Directors on May 1, 2015 and to the Board of Regents on May 7, 2015)
8. UNM Recommendations for Process Improvement/Cost Containment Strategies For FY13 and Beyond, December 8, 2011
9. UNM Joint Faculty Staff GPSA Budget Proposal 2010
10. UNM Planning Committee on Financial Affairs Report November 10, 2000
11. UNM Cost Containment Task Force Final Report submitted 3/21/2011
12. EAB Daily Briefing, October 14, 2014
13. Delta Cost Project at American Institutes for Research (http://tcs-online.org/Report/Default.aspx)
14. "The Cost of Values" Kiley, K., October 8, 2012 (https://www.insidehighered.com/news/2012/10/08/changes-funding-sources-shifting-public-university-admissions)

15. "Developmentally Appropriate Practice to Promote Healthy Adolescent Development: Integrating Research and Practice". Meschke LL, Peter, CR, Bartholomae, S. Child Youth Care Forum (2011). DOI 10.1007/s10566-011-9153-7
16. "Development of the adolescent brain: implications for executive function and social cognition", Blakemore, S.-J., Choudhury, S. Journal of Child Psychology and Psychiatry 47:3/4 (2006), pp 296–312.
17. "Clinicians Are Talking About Aging Surgeons". Medscape General Surgery. Sun, G.H., July 21, 2014 (http://www.medscape.com/viewarticle/828329_2)
18. "Aging Clinicians: Opportunities And Challenges For Healthcare Employers", Olivier, B., Fisher & Phillips LLP, November 3, 2014 (http://www.laborlawyers.com/aging-clinicians-opportunities-and-challenges-for-healthcare-employers?utm_source=Mondaq&utm_medium=syndication&utm_campaign=View-Original)

Preliminary Analysis

1. *Excellence in Education*

1.1 Consider rewarding faculty members' efforts to develop student-success initiatives, entities that make decisions about tenure and promotion (at the program, departmental, and college levels), should develop and use metrics that assess faculty members' significant efforts to develop student-success initiatives. Enhance the quality and effectiveness of mentoring services provided by faculty and staff by creating mechanisms to reward faculty members to include academic support, career development, psychosocial support, mentorship, professional skills development, and sponsorship learning outcomes. The UNM Faculty is committed to ***inclusive excellence***, which the Association of American Colleges & Universities describes as its "guiding principle for access, student success, and high-quality learning. It is designed to help colleges and universities integrate diversity, equity, and educational quality efforts into their missions and institutional operations." With that principle in mind, the UNM Faculty offer a proposal for ensuring that all UNM students are given the best possible opportunity to succeed—to help them persist and graduate on time with meaningful preparation for their lives as New Mexico citizens. ~~Making student success efforts a significant consideration for tenure and promotion.~~ Currently, most departments and colleges do not make meaningful distinctions between good teaching and contributions to student success initiatives (such as program building). Rationale: If faculty is rewarded for their student-success efforts (new programs and other engagement initiatives), those who choose to will be free to devote significant effort toward these goals. This is a step toward changing the culture of UNM. Not all faculty need to work toward explicit student-success efforts, but those who do should be rewarded. ~~Proposal: To reward faculty members' efforts to develop student success initiatives, entities that make decisions about tenure and promotion (at the program, departmental, and college levels), should develop and use metrics that assess faculty members' significant efforts to develop student success initiatives. Enhance the quality and effectiveness of mentoring services provided by faculty~~

~~and staff by including/modifying accountability measures in the performance review and~~

1.2 Consider stronger mentoring and advising of undergraduate students following the example of what the History Department is doing with a systematic program to develop graduate student interest in a broad range of careers beyond academic posts. The model is furnished by the American Historical Association. Some of the implementation is accomplished through the Mellon Foundation, which is already deeply involved in some of our departments. The recommendation is to expand an existing, working program to embrace a younger group of students. Mentoring should be joined with a workshop approach to build confidence among students in skills associated with high achievement in their major course of study. Increase satisfaction, retention, and graduation of students by offering credit or student employment for peer-mentoring services.

1.3 Consider enhancing services to advise students throughout their academic career at UNM on their course selection and examine whether this reduces inefficiencies in course selection and improves graduation rates. ~~For example, the College of Education uses local advisement through the Center for Student Success. This process has eliminated much of the inefficiencies in course selection.~~

~~—~~Consider expanding UNM's student mentoring programs to improve their preparation for successful careers in industry and academia. Reach out to the local business community, other universities, and industries nationwide, to help graduates find successful employment after graduation and by their success attract more students to UNM. ~~Provide students with opportunities for field experience at earlier levels. The College of Education has students in classrooms during their 2nd semester.~~ Deploy student assignments that are immediately applicable to their planned fields and require work in these environments to meet. Consider that much of the literature on adolescent development (Meschke, et al, 2011, Blakemore, et al. 2006) indicates that late adolescents (between ages of 18-25) benefit from clear ties between academic work and the 'real world'.

1.4

~~1.5 The Faculty Senate is increasingly interested looking at many of the new, evidence based technologies and appropriate evidence based andragogy (i.e., adult learning theory) that now exist for teaching and learning. These technologies are anticipated to grow and expand at UNM, attracting additional students.~~

~~1.6~~1.5 Consider expanding mentorship programs at the UNM Mentoring Institute, the HSC Junior Faculty Mentoring Program, and the HSC CTSC Research Mentoring Training Modules (available to anyone online--to train research mentors).~~at all levels of faculty~~. Junior faculty member may be interested in joining a senior faculty member's laboratory or division to obtain experience with upper level administrative functions (e.g. compliance, keeping multiple IRB protocols current, submission and management of multi-center grants). Senior faculty member who have an interest in student mentorship may consider joining another senior faculty member's laboratory or division to provide mentorship to graduate students to enhance the graduate student training to teach introductory level

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courses. ~~Consider creating a centralized assessment of mentorship performance and a~~

~~1.7~~1.6 Work with the UNM Foundation to invite former students from UNM, who made an outstanding career in industry and academia, to give presentations to the student body at UNM on their career strategies and experiences. Initially focus on inviting former students from South America, which is traditionally a major target region for the recruitment of students.

2. *Productivity*

2.1 Consider a facilities audit and development of a 3-5 year plan to upgrade facilities, facility maintenance, trash removal and overall building efficiency on campus. Some classrooms on campus are so old that they are almost impossible to teach from, lacking Wi-Fi and decent acoustics. More space for student study is also needed. The condition of the Arts & Sciences building that are either not being addressed or can take years to be resolved due to budget issues. While efforts are being made to renovate student activity areas in Johnson Center, no plans are in place to renovate the classrooms or student instructional areas or equipment. Older buildings are often inefficient with air and dust entering through poorly maintained windows. Utility costs for the university entail $40 million so small adjustments can reap large benefits. Review the facility audit and conduct estimates of how focus on building efficiency (e.g., maintenance of windows, building temperature changes) could result in decreased utility costs.

2.2 Issues within the College of University Libraries & Learning Sciences include lack of sustainable funding for collections. The need to cover inflation for collections is analogous to utility increases. If collections budgets do not keep pace, we slowly lose buying power and collection strength, which in turn undermines out ability to sustain support in key areas and reduces our ability to support new research areas and programs. The libraries have over three million volumes. Space to properly house print collections is critical and off-site storage for lesser used materials is required. More space for student study is also needed, which off-site storage for materials will support.

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~~2.1~~2.3 Faculty, Administration and staff may work jointly to discover redundancies and inefficiencies in information technology, human resources, finance, research admin, etc. and propose Shared Services where feasible and reasonable.

Commented [SP1]: What is our explicit recommendation to Regents with this point and the next? (2.3 and 2.4)

~~2.2~~2.4 Faculty, Administration and staff may jointly review available UNM data and tools to further develop a framework of useful and easy to use tools and metrics for colleges/schools to use to link UNM and College/School strategic initiatives to budgets, performances and outcomes. These process may help to further develop quantitative financial, non-financial, academic, research and administrative metrics, such as class size, student retention, course completion rates, student FTEs, degrees awarded, cost/student, cost/FTE, cost/student credit hr., etc., to evaluate productivity. It may be of interest to highlight which programs, degrees, certificates and state or national priorities (e.g., early

childhood education and STEM) have shown a significant decline that may justify strategic expenditures in other areas.

~~2.3~~2.5 Consider establishing a faculty workgroup to conduct an objective, unbiased study of the student experience in each of the degree programs in the University, College by College, examine opportunities for growth. This analysis may include metrics, such as the number of graduates (by degree) in the last five years, the number of teaching hours (Student credit hours), the number of courses taught by tenure-line faculty, and the number of courses offered that did not fill. From this analysis, the faculty on the workgroup may develop a strategic plan to eliminate or retool the degree programs that have few graduates, few students, and few credit hours taught, considering the cost/benefit of keeping the programs versus eliminating them. This analysis should include cost of faculty, staff and other programmatic costs.

~~2.3~~ Consider the cost and benefits of compliance related services and activities. For example, establish a compliance advisory committee to advise whether the reduction of the number of policies and enhancing consultation services to the faculty to interpret policies may improve compliance and reduce faculty burden of compliance related resource allocation. Consider establishing a compliance committee under the auspices of the faculty governance to promote and provide consultation on compliance related activities to the faculty.

2.6

~~2.3 Consider improving the facility maintenance, trash removal and overall building efficiency on campus. Some classrooms on campus are so old that they are almost impossible to teach from, lacking Wi Fi and decent acoustics. Issues within the Zimmerman library include lack of funding for collections and off site storage for the more than three million volumes within the library's collection. More space for student study is also needed. The condition of the Arts & Sciences building that are either not being addressed or can take years to be resolved due to budget issues. While efforts are being made to renovate student activity areas in Johnson Center, no plans are in place to renovate the classrooms or student instructional areas or equipment. Older buildings are often inefficient with air and dust entering through poorly maintained windows. Utility costs for the university entail $40 million so small adjustments can reap large benefits. Review the facility audit and conduct estimates of how focus on building efficiency (e.g., maintenance of windows, building temperature changes) could result in decreased utility costs.~~

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~~2.4~~2.7 Consider examining the costs UNM incurs from running the branch campuses around the state. Identify if IT technologies (e.g., online learning, ITV) could meet needs in rural areas and ensure curriculum fidelity and rigor.

3. *Cost Containment*

3.1 Reach out to our peer institutions to see how they have addressed and dealt with similar budgetary pressures and the successes they have achieved in responding to these pressures

3.2 Review mandates from the New Mexico legislature that are not financially supported. For example, at the Health Science Center there is a mandate follow the medical workforce during their career. Another example is at the College of Education, which has a mandate to follow the graduates and the achievement of any students that is being taught. Examine whether UNM could engage with the New Mexico legislature to re-evaluate these mandates.

3.3 Miscellaneous possible cost saving strategies

- Collaboratively, with Deans, Chairs, Department Heads, Faculty and Staff, create possible scenarios for projected levels of budget adjustment.
- Make a self-assessment of critical/non-critical functions and prioritize spending.
- Per budget line, identify alternatives to reduce cost or increase efficiency.
- Avoid across-the-board cuts, identifying the ability of each unit to absorb the cuts
- Evaluate increased price/value competition with CNM and other institutions
- Encourage each unit to decide how to balance their budget through self-determination of strategies to save/cut costs – generate revenue.
- Competency based assessments and crediting systems (Prior Learning Assessments)

4. *Growth Strategies*

4.1 The administration in conjunction with the colleges, schools and units may consider developing a strategic plan for growth and use of resources. Stress the importance of growing UNM over the coming years as opposed to addressing UNM's finances on a year to year basis. For example, here has been no growth in the School of Engineering during the past years. UNM should attract students from the surrounding states. This would involve a four to five year plan of strategies that integrates the ups and downs of the budget, yet staying focused on a growth plan for UNM. Articulate a vision of the growth of UNM over the coming years.

4.2 Consider examining the policies that govern resource allocation towards the top-level administration. Examine whether implementation of term limits (e.g. 10 years) for top-level administrators, such as department chairs, might foster new visions and efficiencies. Reconsider the UNM graduate hiring policy and stop hiring UNM graduates into faculty positions without substantive time outside the institution *following* graduation. This would allow us to bring fresh ideas from outside into our institution.

5. Risk Management

5.1 Consider implementing a physical examination, cognitive screening, and peer assessment of clinical performance every 2 years for full-time clinical service providers beyond a certain age threshold (e.g. 70 years), as implemented by the Stanford University Medical Center, the University of Virginia Health System and Driscoll Children's Hospital (Corpus Christi, Texas) (Sun et al, 2014, Olivier et al, 2014).

5.2 Consider increasing the transparency and timely communication of compliance related services and activities. Assess whether simplifying or summarizing compliance policies and processes would result in better compliance, thus minimizing the risk and legal costs due to non-compliance. Consider establishing a compliance committee under the auspices of the faculty governance to provide consultation on compliance related activities to the faculty.

6. Support and Revenue Basis

6.1 Support the UNM Foundation and the STC (Science and Technology Center) in ~~contacting~~ working with major corporations to request institutional support. Support the STC and the CTSC to expand the Angel's Investors initiative. Enhance targeted industry-oriented training and technology development programs. Consider implementing "Incubators or Innovation Centers" – programs to enhance industry partnerships. Assess whether embedding businesses ~~in~~ across the entire university, similar to an existing HSC CTSC Biodesign program that is modeled after a program at Stanford University, and engaging business and engineering schools in creating new products and services will benefit the student's learning experience and success. Reach out to national and international businesses to employ the highly skilled workforce thus created in New Mexico.

6.2 We propose to work with the~~-~~ UNM leadership (President, Provost, deans) and the Regents to develop an agreed-upon formula that ties tuition increases to improved 3rd-semester retention rates, 4- and 6-year graduation rates, and the *total number of graduates* (to account for transfer students, who are not figured into 4- and 6-year graduation rates). If tuition increases are realized, an agreed upon share of the additional tuition dollars should be directed to the units (colleges, departments, programs) that have contributed to these improvements. Tying tuition increases to improvements in retention and to increasing *numbers* of graduates as well as to four- and six-year graduation *rates*. If retention and graduation rates continue to improve, then tuition increases will be higher than they would be if the retention and graduation rates do not increase. Rationale: The State of New Mexico needs more citizens who have earned bachelors and other degrees. When students persist and graduate sooner, UNM saves students and NM taxpayers money over the long run. However, when students graduate sooner, UNM collects fewer tuition dollars. ~~Proposal: We propose to work with the UNM leadership (President, Provost, deans) and the Regents to develop an agreed upon formula that ties tuition increases to improved 3rd-semester retention rates, 4- and 6-year graduation rates, and the *total number of graduates* (to account for transfer students, who are not figured into 4- and 6-year graduation rates). If tuition increases are realized, an agreed upon share of the additional tuition dollars should be directed to the units (colleges, departments, programs) that have contributed to these improvements.~~

6.3 Reduce university reliance on state funding. Currently UNM is heavily reliant on state funding mechanisms (33% of main campus funds come from state and local funding sources). According to the *Delta Cost Project* conducted annually by the American Institutes of Research (see: http://tcs-online.org/Report/Default.aspx), the average state and local appropriations for public research institutions is 19%. Many universities have moved from a

state-funding model to a self-sustaining model to avoid situations where economic hardship at the state level results in reduced funding and volatile budgets at the university level. In addition, such reliance often creates political ramifications at the university level when state politics and priorities shift; forces compliance with unfunded mandates; prevents elimination of certain unprofitable branches due to individual legislator or government official priorities; etc.

Proposed Studies

1. Initiate a study, collaboratively with the Deans, Chairs, Department Heads, Faculty and Staff, to assess the efficiency and performance of the institution.

Literature

Suggested readings for examples of the Media Coverage and on strategies adopted by other institutions:

1. (2015). "Giving College Administrators a Business Education." The Wall Street Journal, Wednesday, August 27, 2015 (http://www.wsj.com/articles/giving-college-administrators-a-business-education-1440628508).
2. (2015). "Do We Really Want Colleges to Be Run as Businesses?" The Wall Street Journal, Thursday, September 3, 2015 (http://www.wsj.com/articles/do-we-really-want-colleges-to-be-run-as-businesses-1441220022).
3. (2015). "Time in the bank: A Stanford plan to save doctors from burnout." The Washington Post, August 20, 2015 (http://www.washingtonpost.com/news/inspired-life/wp/2015/08/20/the-innovative-stanford-program-thats-saving-emergency-room-doctors-from-burnout/).
4. (2014). " Controlling Costs, Cost Cutting and Efficiency Initiatives at Private Colleges and Universities.". (https://www.naicu.edu/special_initiatives/affordability/news_room/)
5. (2015). "The Widspread Effects of Making Deep Cuts to University of Wisconsin System." (http://www.wisconsinbudgetproject.org/the-widespread-effects-of-making-deep-cuts-to-the-university-of-wisconsin-system)
6. Basken, P. (2015). Stirring Fear and Hope, U. of Akron Mulls an Aggressive Move Online. Chronicle of Higher Education (http://chronicle.com/article/Stirring-FearHope-U-of/231637/).
7. Dirks, N. (2015). Rebirth of the Research University. Chronicle of Higher Education (http://chronicle.com/article/Rebirth-of-the-University/229585/).
8. Gardner, L. (2015). How One Campus United Behind a Budget-Cutting Effort. Chronicle of Higher Education (http://chronicle.com/article/How-One-Campus-United-Behind-a/190027/).
9. Kelchen, R. (2015). The Landscape of Competency-Based Education: Enrollments, Demographics, and Affordability, Lumina Foundation

(http://www.luminafoundation.org/resources/the-landscape-of-competency-based-education).
10. Kelderman, E. (2012). Boon or Boondoggle? New Jersey's Merger Plan Leaves Faculty Dubious. Chronicle of Higher Education (http://chronicle.com/article/Boon-or-Boondoggle-New/131796/).
11. Merisotis, J. (2012). "The Future of Public Higher Education: Why States Should Care." (http://www.luminafoundation.org/news-and-events/the-future-of-public-higher-education-why-states-should-care)
12. Will, M. (2015). The Anatomy of an Academic Program Cut. Chronicle of Higher Education (http://chronicle.com/article/The-Anatomy-of-an-Academic/151477/).

10. Health Science Center Compliance

This agenda item was moved to the Tuesday, November 22 Faculty Senate meeting.

11. Board of Regents Audit and Compliance Committee
Internal Audit Department Director Manu Patel reported on the Board of Regents Audit and Compliance Committee.

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Audit & Compliance Committee Orientation

August 2015

Lt. General Bradley Hosmer, Chairman

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Audit and Compliance Committee (RPM 1.2, 7.3)

- A standing committee of the Board of Regents
- One member should be "financial expert"
- Meets four or more times a year
- Follows Open Meetings Act

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Audit and Compliance Committee (RPM 7.3)

- Oversight Responsibilities for University's:
  - Risk management process & Compliance with laws and regulations
  - Internal & External Audits over financial, compliance and operations
  - Main Campus Compliance program
  - Federal, state agencies audits and compliance reviews (Third party audits & reviews)

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Authority of Internal Audit & Compliance Office (RPM 7.2)

- Was established to perform a comprehensive internal audit function and Main Campus compliance program
- Has unrestricted access to all functions, records, property, and personnel
- Obtains necessary assistance of personnel & Main Campus compliance partners.

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Independence

- IA & Compliance Officer report functionally to the Audit and Compliance Committee and administratively to the University President
  - Free from interference in determining the scope of internal auditing
  - Empowered to obtain the information needed

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Independence (cont.)

- Health System IA reports functionally to Board of Trustees' Audit and Compliance Committee
- Health System Internal Audit reports administratively to the Chief Operations Officer of Health System

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Internal Audit Departments

Manu Patel, Internal Audit Director
Purvi Mody, Executive Director, Compliance and Internal Audit, Health System

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Report Functionally to the Committee

The Committee reviews and approves Internal Audit's:

- Risk based internal audit plan
- Budget and resource plan
- Work product: audit, consulting reports, etc.
- Follow up report on management's responses to audit recommendations

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Investigation of Fraudulent Activity

- University policy requires Internal Audit to conduct investigations of fraud and employee misconduct if financial
- Coordinate investigations of suspected fraudulent activities within the University
- Policy 7205: Dishonest or Fraudulent Activities
- Policy 2200: Whistleblower Protection

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IA Process of Audit Report

- Management responds to the report with 3 required elements within 10 days
- Management obtains its EVP's approval
- President approves management's responses
- Committee reviews and approves
- Report is made public except exempted information

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Standards and Ethics

- Adhere strictly to the Code of Ethics as established by the Institute of Internal Auditors (IIA)
- Abide by applicable standards made by IIA and the American Institute of Certified Public Accountants (AICPA)
- IA must have a peer review at lease once every five years – completed March 2013

12. Main Campus Compliance

Compliance Office Chief Compliance Officer Helen Gonzales reported on the main campus compliance.

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University of New Mexico
Compliance Office – main Campus

Helen Gonzales, Chief Compliance Officer

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Creation of the UNM Compliance Office

•In light of the issues that emerged at Pennsylvania State University and the subsequent publication of the Louis Freeh report, in August 2012, President Frank commissioned a review of UNM's compliance functions.

•That review recommended centralized oversight through a Chief Compliance Officer with decentralized delegation of day-to-day compliance management to "Compliance Partners". The Chief Compliance Office was created in January 2013.

•The Main Campus Compliance Office was created to conform with U.S. Sentencing Guidelines generally accepted compliance principles.

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Higher Education Regulatory Environment

- The U.S. Senate convened a Task Force on Federal Regulations of Higher Education. One finding: Vanderbilt spends 11% ($150m) of its budget on compliance.
- Association of Governing Boards "Welcome to Compliance U" August 2013 Article, "Higher education has entered an era of rapidly increasing regulatory activity at both the federal and the state level.
- "The governing board should ask for regular reports, as well as updates as appropriate, on compliance issues at the institution. Yet boards should carefully avoid trying to directly manage operational compliance matters."
- Building a compliance process and a culture that encourages working with regulators should be the principal goals for boards and other top administrations.

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Compliance Office Goals

- The Main Campus Compliance Office works proactively to facilitate & assure that management is addressing key risk areas.
  - Develop and maintain a compliance directory as a regulatory inventory with the University's key requirements and present controls. Document required reporting deadlines and available training.
  - Provide advice and guidance on compliance projects that span multiple organizations (e.g. sexual assault and minors on campus) and campus committees dealing with risk and compliance.
  - Conduct risk assessments and Compliance Partner risk reporting and mitigation processes.

- The Main Campus Compliance Office works to ensure that there is a robust ethics and compliance program that focuses on preventing and uncovering misconduct.
  - Manage the University's compliance & ethics hotline.
  - Publish hotline trends as an "early warning system" for management.

13. Adjournment

Meeting adjourned at 5:30 p.m.