

December 20, 2011

To: UNM Board of Regents

From: Faculty Senate Operations Committee (Tim Ross) and The Committee on Governance (Ursula Shepherd)

Subject: Faculty Input for the Selection of the next UNM President

Leadership of the UNM faculty has reviewed the following sources of information regarding the selection of the next President of the University of New Mexico. Electronic surveys from the campus Open Forums, the subsequent web-casts from these Forums, and verbal discussions at an open faculty meeting on campus on December 16, 2011. Because the time frame during which the on-campus visits of the candidates occurred during the last two weeks of the fall semester, the amount of time available to assess faculty input was limited, the faculty leadership took on the role of providing summaries of these inputs to the Board of Regents. In reviewing the information from the faculty, we want to emphasize the importance we place on having a leader who will use the current developing collaboration between faculty and administration as the starting point for their new tenure.

The attached information summarizes the statistical inputs from faculty for each of the five candidates regarding whether the candidates are acceptable as the next President, and it summarizes strengths and weaknesses of these candidates. The survey from which we derived this summary is a 42-page document designed by the Committee on Governance, and administered by the University Secretary's office. Upon request from the President of the Board of Regents the Senate Operations Committee will provide this survey to the Board.

The summaries indicate the following. The three candidates, Professors Baker, Hoffman and Murano enjoy widespread support from the faculty, indicated by their acceptance for the position of President by a majority of the faculty responses (see attached chart). Prof. Baker's primary strengths are his apparent consensus-building style, his thoughtful and effective communication, and his collaborative attitude. Prof. Hoffman appears to have the strongest administrative experience, she is the only candidate to have been a President of a major university system for 5 or more years, and she is committed to a style of availability and visibility on campus. Prof. Murano seems committed to diversity, she appears to be prepared to link well with New Mexico communities, and stresses the importance of programs in international education.

The two candidates who did not receive majority support from the faculty (see attached chart) each pose particular concerns. These two candidates, Professors Hay and Frank, received significant bimodal responses from faculty. Each had some strong support, but each also had very strong disapproval. Many faculty felt that their management styles would be divisive and polarizing. For each of these two candidates the strong disapproval was based on information provided by colleagues at their current universities, from the press, and from their style and behaviors at their forums. The strong disapprovals produce doubt within the faculty leadership that either of these two candidates could produce effective consensus with the faculty, or with leaders in higher education in the state.

## General Introduction

What follows is a summary of the comments received from the different formats used to gather information and responses about each candidate. This information is provided in bullet format.

### Section on Each candidate

#### **Elsa Murano:**

##### Executive Forum:

Strengths: commitment to diversity, link well with nm community, no experience with HSC, not a provost

Weaknesses: question of breadth/depth of experience

##### Open Forum:

Strengths: outside of box, great deal of honesty, stressed international aspect of UNM. Good role model, dynamic, high energy, articulate, likeable, friendly

Weaknesses: academic experience, lack academic background for UNM, lack of experience with HSC, limited experience overall

##### Electronic Webcast from the Forums:

Strengths—energetic, good personality skills

Weaknesses—minimally acceptable with lack of academic experience, ability to work with BoR, limited administrative experience, appointed as both dean/president

#### **Elizabeth Hoffman**

##### Executive:

Strengths—decisive decision maker, understands how U works, stood up for academic freedom under difficult circumstances

Weakness—not good listening skills, exaggerated some claims (HSC), proposed dismantling HSC and integrating into main campus

##### Forum:

Strengths—experience in academic background, will live in the President's house, faculty centric, well grounded in academic affairs, holds faculty values, served 5 years as a university president, strong in supporting mentoring women in academics, strong in support of protest on campus

Weaknesses—low energy during presentation, C-word issue came up several times, move in with vision and bring in new administrative team, spent first 90 days getting a lot done, history of bad decisions, moved around quite a bit, not as inspiring as others, mishandled athletic situation

##### Electronic:

Strengths—intellectual heft, charming academic credentials, president of University of Colorado system, 2 PhD's, live on campus

Weaknesses—doing damage control now, not fully support students, unaware of cultural situations at UNM, personality little appeal, missing nm connection

### **Meredith Hay**

Executive:

Strengths—high energy, knowledgeable, forceful, impressive presenter, experience with HSC.

Weaknesses—no significant accomplishments since last applied for UNM president, little respect for dissent, bad leader with faculty at Iowa and Arizona, proposed consolidation of HSC and main activities, research activities would be destructive,

Open Forum:

Strengths—unbelievable change vis-à-vis other candidates, familiar with challenges of budget students, values communication, experience with large state university, excellent background, experience with budget crisis with large flagship university, apologized for mishandling crisis,

Weaknesses—lack intellectual heft, now working well with faculty (no confidence vote), considered autocratic and dictatorial, lack of good communication, generated negative reviews from college within AZ, lack of ability to work well with faculty

Electronic:

Strengths—awareness of NM, polished speaker, good experience, strong women (too strong?), had a shared governance plan in place

Weaknesses—oddly arrogant, dictatorial, fired by current president because of poor job as provost, people in AZ don't like her

### **Robert Frank**

Executive:

Strengths: great track record in building academic records, good strong ties to nm, good listening skills, excellent ideas on health care delivery issues, smart/well-spoken

Weaknesses: too quick with responses, lack of understanding of transformational change within the institution, terrible ideas about grad rates/retention, terrible ideas about keeping best here and sending weaker to CNM, dictatorial in approach, doesn't listen to faculty

Open Forum:

Strengths—pragmatic approach to dealing with difficult issues, dealt with controversial issues at KSU, ties to UNM and NM, very honest and straightforward, experience with improving retention/graduation rates, good sense of humor, person of integrity, understands the complexities of HSC

Weaknesses—arrogance, dismissive, more of a manager than leader, over aggressive, hires were all white males—not strong record in diverse hiring, made outrageous statements on research, and not good handle on non-medical research

Electronic:

Strengths—alumnus, understands problems at UNM, strong leader, engaged, can stand up to regents, good work with state legislature

Weaknesses--will bulldoze anyone in way of him getting things done, uninspiring, top-down administrator, disdain for faculty, true professional administrator who knows how to run a U but doesn't know how to interact with faculty

**Douglas Baker:**

Executive:

Strengths—thoughtful, good communication, unconventional solutions, active listener, collaborative attitude, approachable, sincere advocate for students and faculty, had done major downsizing without major opposition, "he gets it!"

Weakness—soft spoken, Idaho much different than NM, no HSC related administrative experience, storytelling styles—how will it come across with BoR or state legislature

Open Forum:

Strengths—vision of education pipeline, understands how to work with families in community, strong verbal skills, flexible, closing undergrad aspect of physics dept but didn't fire anyone and made it work, leadership to build consensus, strategic plan for higher education, remarkable accomplishments to reorg 38 programs with little negative pushback, survived 4 presidents, good experience with state leg, started alliance with state government/Idaho National Lab—raised 40m on a 1.5m investment from Gov., seems to have good understanding between being provost/president

Weaknesses—career in less known institutions, no HSC/medical experience, too general, no vision, lack of fundraising experience

Electronic:

Strengths—head of faculty senate, good communicator

Weaknesses—academic record could be stronger, experience level is less than Hoffman/Hay, no HSC experience, fundraising

# Summary results

