WEDNESDAY COMMUNIQUÉ

September 7, 2011

Lessons Learned: As we prepare to search for the next UNM president, I thought it was timely to share a passage from the book called "Reflections of a University President" by William G. Bowen, an expresident of Princeton University. When referring to university processes, he writes, "Things generally get done through a combination of extensive consultation, much persuasion, carefully constructed incentives, and some sanctions - rarely by straightforward "commands," though of course presidents and others with executive authority must make decisions and take responsibilities for them.... It relies on both trustee restraint and a general - though far from universal - understanding and acceptance of governing conventions by faculty, staff, students, alumni, and society at large." I hope the entire University community will take these insightful writings into account as they are providing input into the selection of our next president.

ABQ Journal Article: In reading the Sunday Albuquerque Journal article of September 4, 2011 titled: "UNM Cost Savings Plan Backfires," the headline may have left you with the impression that I have increased administrative costs within the Provost's Office.

Here are the facts: When hired, my overriding mandate was not to save costs but to restructure and better organize to serve the academic mission. While considering restructuring and what would make us successful, I decided that I no longer needed a vice provost for Academic Affairs, the position occupied by Wynn Goering. The position was eliminated and his many duties re-assigned to the new senior vice provost, part-time associate provosts and existing staff. However, by the time I assumed responsibilities as Provost, Dr. Goering had already signed his annual employment contract. At the same time, a need emerged in my discussions with the President for a person to oversee and manage the branch campuses and UNM West. Given Dr. Goering's extensive administrative experience, including a branch campus leadership role, he met the position criteria very well and was reassigned. As far as a long-term plan, the branch campuses/UNM West leadership discussion is on hold pending the hire of our new UNM president. Regarding costs, this position is being funded by the Provost's Office for a period of one year. However, if the position is deemed necessary on a continuing basis, future funding will be identified by the incoming president.

In terms of the short and long term Provost's Office budget, the restructuring has differing impacts. Year one, the addition of three part time associate provosts will be funded by savings from the Dean of Graduate Studies (OGS) stepping down. Additionally, we have realized savings between my own salary and that of Provost Ortega. Year two and beyond will be determined based on an analysis of the effectiveness of my restructuring plan. Assuming that I am still the Provost next year, I may, in fact, bring on one or two more faculty members to help lead the academic mission.

Bottom line, rather than calling my restructuring "A Cost-Saving Plan that Backfired," this is an on-going restructuring plan and so-far working as diagrammed! I welcome your feedback on this and/or other issues.

CAPS: For more than 30 years, the Center for Academic Program Support (CAPS) has supported undergraduate learning. Through programs such as Math and Science Tutoring, Supplemental

Instruction, Online Tutoring, and the Writing and Language Center, tutors facilitate students' understanding of not only *what* to learn, but *how* to learn. CAPS meets the needs of the UNM community by offering assistance in a variety of formats and locations to accommodate different learning styles and studying preferences. Tutors and SI leaders are UNM students who participate in CAPS' nationally certified training.

In the 2010-2011 academic year, over 6,000 individual UNM students visited CAPS for over 48,000 tutoring hours in 309 different courses and their success rates are better than students who do not use CAPS. The overall 2008 student cohort 3rd semester retention rate was 79.2%; students in this cohort who used CAPS in their first year had an 87.8% 3rd semester retention rate. The overall 6-year graduation rate for the 2003 student cohort was 43.1%; students in this cohort who used CAPS had a 6-year graduation rate of 59.3%. Over the last 6 years, the UNM student population has grown an average of 2.5% annually while the number of individual students visiting CAPS has grown an average of 13.4% annually. For more information, please visit http://caps.unm.edu/.

By the Numbers: According to the 2011 Almanac issue of the Chronicle of Higher Education, in 2011-2012 New Mexico will graduate approximately 18,485 high school students. It estimates only 6% growth in the next decade, or 19,657 high school graduates by 2021-2022. As we plan ahead, this suggests that we need to recruit more of the NM high school graduates, out-of-state and international (both graduate and undergraduate) students.

JAR: The Journal of Anthropological Research (JAR), formerly known as the Southwestern Journal of Anthropology, was founded at UNM in 1945 by Professor Leslie Spier and has been published quarterly ever since. It is one of the World's leading journals of general anthropology and one of the few remaining independent and non-profit journals in the field. JAR has nearly 1000 paying subscribers from around the world and publishes 16 major, peer-reviewed articles and approximately 120 book reviews per year. It also reviews between 50-70 article manuscripts per year.

Since Distinguished Professor Lawrence Straus took over as Editor in 1995, JAR has sponsored a twice-yearly lecture series, with eminent researchers in all branches of Anthropology. The Editorial Board is composed of active and emeritus UNM Anthropology faculty members and the Associate Editors are distinguished scholars from all subfields of the discipline at top universities throughout the U.S. The next JAR distinguished lecture will be by Professor Sally McBrearty (University of Connecticut) on "Debunking the Modern Human Revolution" from her perspective as an archeologist of the Middle Stone Age in East Africa. It will be held in the Anthropology Lecture Hall (Rm.163) on Thursday, October 20 at 7:30 p.m. For information on the lectures and subscribing, contact JAR at 277-6688 or see the website, www.unm.edu/~jar. Back issues of the publication are available through JSTOR.

A PDF version of this communiqué is available at: http://provost.unm.edu/communique/index.html

Your feedback and input is welcome at: provost@unm.edu

Sincerely,

Chaouki Abdallah

Interim Provost & Executive Vice President for Academic Affairs