All Students Dimension: The sixth dimension of the Foundations of Excellence is the All Students Dimension: “Foundations Institutions serve all first-year students according to their varied needs. The process of anticipating, diagnosing, and addressing needs is ongoing and is subject to assessment and adjustment throughout the first year. Institutions provide services with respect for the students’ abilities, backgrounds, interests, and experiences. Institutions also strive to ensure a campus environment that is inclusive and safe for all students.” The rationale for this dimension is that: “We believe that colleges and universities should be accountable for serving academic and social needs of all students who are admitted. Particular student needs will vary. Some needs are related to specific demographic characteristics (e.g., commuting students, honors students, academically underprepared students, adult students), and others needs are more general and will cross demographic lines (e.g., competent academic advising, assistance with academic or social problems).”

Who Are UNM’s Peers? In trying to benchmark ourselves, we select those we consider our peer institutions. Others are of course doing the same, and the link http://chronicle.com/article/Who-Does-Your-College-Think/134262/ shows some interesting behavior. “When it assesses data from comparison institutions regarding finances, research, admissions, and other measures, the university wants to look at colleges it wants to be more like. If you took a look at your actual peers, the likelihood is that you stand up pretty well with them. In order to make progress, you want to be shedding light on not just your strengths, but also your weaknesses.”

UNM Academic Leadership Academy (ALA): Development of our future leaders and succession planning is a key component to good management in any organization. On behalf of President Robert Frank, Interim Vice President for Research John McGraw, Executive Vice President David Harris, I am pleased to announce the newly conceived UNM Academic Leadership Academy, an element of shared governance at UNM and a training ground for our future academic leaders. Full professors on our campus will have the opportunity to participate in this leadership program, through which they become familiar with, and participate in, the workings of the Offices of the President, Provost, VP for Research and EVP for Administration. Applications are due October 31, 2012. For full details on the program, visit http://provost.unm.edu/documents/ala.pdf.

Student Veterans: The Veterans Resource Center (VRC) and the United States Department of Veterans Affairs (VA) have launched “VetSuccess on Campus” – a team ready to work for you! The VRC is a One Stop Shop for Veterans, Military Active Duty, Reserve, National Guard, and their family members. VRC provides a supportive environment where students may obtain assistance ranging from academic counseling to all aspects of transitions from military service. Please contact VRC at 505-277-3181 or 505-277-3184 to make your appointment.

More Information on Responsibility Center Management (RCM) & Performance-Based Budgeting (PBB): As you probably know by now, a UNM committee was formed to examine if and how RCM/PBB may be implemented at UNM. The balance in forming the committee is to be representative, yet small enough to be efficient. Let me first assure everyone that the committee will not be making decisions but rather collecting information and scenarios for the campus at large to examine. Unless a large majority of the campus community and leaders are involved in and buy into new budgeting models, they will fail before they are even tried! Remember that the concern is not to compete with each other, but rather to make the whole UNM enterprise more efficient. As such, we would be wise to recall E.O. Wilson’s maxim: “Within groups, the selfish are more likely to survive but in competition between groups, a group of collaborators is more likely to succeed.” Our intent is to make UNM better in comparison to its aspirational peers, and not to simply re-distribute a shrinking pie.

Return on Investment (ROI) with Higher Education: How do you calculate what the return on investment of higher education? At
http://www.clasp.org/resources_and_publications/publication?id=1472&list=publications_states, you can see the summary of the ROI for New Mexico. In fact, you can use the attached dashboard to calculate the monetary return on investment (State Tax, Income Tax, Sales Tax, Medicaid Savings, and Correction Savings) under different scenarios. This does not even begin to measure the non-monetary benefits!

http://www.clasp.org/resources_and_publications/flash/CPES%20ROI%20Tool/New%20Mexico.swf

**Think Probabilistically, Act Deterministically:** I read this weekend the article by Michael Lewis on the President of the Unites States after watching his interview on GPS with Fareed Zakaria. Something that I took from the interview and article are that if decisions make it up the chain, it is because they are not easy. President Obama discussed how most of his decisions are probabilistic and quoted the Heisenberg principle: “Me asking a question changes the answer.” You can read the article at: [http://www.vanityfair.com/politics/2012/10/michael-lewis-profile-barack-obama](http://www.vanityfair.com/politics/2012/10/michael-lewis-profile-barack-obama).

Chaouki Abdallah
Provost & Executive Vice-President for Academic Affairs

A PDF version of this communiqué is available at: [http://provost.unm.edu/communique/index.html](http://provost.unm.edu/communique/index.html). Your feedback and input are welcome at: provost@unm.edu or at the electronic town hall: [http://connectu.unm.edu/](http://connectu.unm.edu/). Please also see the Provost’s Blog at [http://provost.unm.edu/communique/index.html](http://provost.unm.edu/communique/index.html).