



**BOARD OF REGENTS
STUDENT SUCCESS, TEACHING & RESEARCH COMMITTEE**

**August 8, 2024
11:00 AM**

**UNM Main Campus
Scholes Hall, Roberts Room**

**UNIVERSITY OF NEW MEXICO BOARD OF REGENTS’
STUDENT SUCCESS, TEACHING, AND RESEARCH COMMITTEE MEETING**

**August 8, 2024
11:00 A.M.
Scholes Hall, Roberts Room**

AGENDA

- I. Call to Order**
- Confirmation of a Quorum
- II. Adoption of Agenda**
- III. Approval of Meeting Minutes from May 2, 2024**
Public Comment
- IV. Provost’s Administrative Report** **TAB IV**
James P. Holloway, Provost & EVP for Academic Affairs
- Member Comments
 - Advisor Comments
- V. Consent Item[s]:**
1. **Request approval to create an endowed chair, the “F. Michael Hart Chair in Children’s Law”** **TAB V-1**
Camille Carey, Dean UNM School of Law
2. **Request approval to appoint Professor Sarah Steadman as the inaugural holder of the “F. Michael Hart Chair in Children’s Law”** **TAB V-2**
Camille Carey, Dean UNM School of Law
- Recommendations for Consent Agenda Items to Full Board of Regents’ Agenda**
Paula Tackett, Regent, and Chair, SSTAR Committee
- VI. Strategic Discussion Item[s]:**
1. **Recruiting, Enrollment, and Resources** **TAB VI-1**
Discussion on strategic enrollment goals, barriers, and opportunities (undergrad, grad, resident, non-resident, branches) How big should we be?

*James Holloway, Provost & EVP for Academic Affairs
Dan Garcia, Vice-President Enrollment Management
Shawna Wolfe, Vice-President, Institutional Support Services*
2. **Discussion of topics for SSTAR workplan** **TAB VI-2**
Paula Tackett, Regent & Committee Chair
- Adjournment**

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**MAY 2, 2024
MEETING MINUTES**

Committee members present: *Regent and Chair Paula Tackett, Regent Rob Schwartz (via Zoom), Regent Victor Reyes, Regent and Chair Kim Sanchez Rael, Provost & Executive Vice President for Academic Affairs, James Holloway, Faculty Senate President, Cris Elder, and Staff Council President Grace Faustino*

Administration present: *University President, Garnett S. Stokes, Associate Provost for Student Success, Pamela Cheek, General Counsel, Scot Sauder; Sr. Associate, EVP for Finance and Administration, Teresa Costantinidis, Vice President for Research, Ellen Fisher; Vice President for Enrollment Management, Dan Garcia, Vice President for Student Affairs, Eric Scott, President's Chief of Staff, Terry Babbitt, Executive Director Global Education Initiatives, Nicole Tami*

Advisors present: *ASUNM President, Krystah Pacheco, GPSA President, Justin Lauriano*

Staff: *Pam B. Kirchner, Emily Morelli*

CALL TO ORDER AND CONFIRMATION OF A QUORUM

Regent Chair Paula Tackett called the meeting to order at 11:02 AM in the Roberts Room in Scholes Hall and confirmed a quorum with five members present in person and one virtually (Rob Schwartz).

VOTE TO APPROVE THE AGENDA

- **The motion to adopt the agenda passed unanimously with five committee members present and one virtually. (1st Reyes, 2nd Elder)**

APPROVAL OF MINUTES

- **The motion to approve the minutes of the March 7, 2024, regular meeting pass unanimously (1st Reyes, 2nd Holloway)**

PROVOST'S ADMINISTRATIVE REPORT

Provost Holloway submitted a written report. At the time of the meeting the report was in draft, as the events over the last two weeks have required him to attend to emergent matters. Highlights of the report: There are 4 Leadership searches underway. Three Deans and the Director of the Center for Teaching and Learning (CTL). Enrollment and Recruiting: sixteen weeks before the start of term shows strong increases in headcount and student credit hour (SCH). New student orientation reservations are about the same as last year, suggesting that new undergraduate enrollment will be about the same as last year. I will note that we have older first year students signing up for orientations; more students over the age of 21. That is an impact of the opportunity scholarship because it supports those students in ways previous scholarships did not. The FAFSA financial aid around May 15th. We believe this is earlier than other institutions in the state. HED is beginning to finalize the rules for the Opportunity Scholarship for next year. We still have concerns as to whether the opportunity scholarship will cover tuition for the first term for first term students. We recently recognized sixteen UNM faculty and graduate student instructors at the Teaching Excellence award ceremony. Nine graduate students were also recognized for completing the Graduate Teaching Academy Certificate program. Work continues on the milestone development for the Academic Affairs dashboard, which will capture progress on our key tactics under UNM 2040. The dashboard will provide measurables covering strategic planning for colleges, progress on grand

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challenges, QNM-I, ARID Institute, transforming research and learning spaces, developing intellectual capital, and student achievement. The report is attached.

Member comment related to Provost Report: None

Advisor comments: None

Cris Elder, Faculty Senate President, read a statement regarding the protests on and around campus. The statement is attached.

Regent and Chair Tackett provided the opportunity to students attending the meeting in protest to select two members of their group to speak. She afforded them a 2-minute time frame as is done in the Board of Regents meetings.

The speakers did not identify themselves.

Regent Schwartz: Expressed appreciation for those that have spoken on the issue of the ongoing protests and did so appropriately. I don't think this is the practice for many of the others involved in this issue. For that, I believe that the response of the university was completely appropriate. I am speaking now as a faculty member. I read the Instagram posts and the hate coming from Albuquerque New Mexico directed at students and administrators and others. I visited the duck pond on more than one occasion. I took the literature that was there and read it. The goal written out was to escalate until there was some sort of police response. I understand this is not a simple issue. I also respect those people who think the university should take some action to limit its involvement in Israel. That is appropriate for students to take that position. I would hope we would have a good, genuinely thoughtful discussion about it. That is what a university is for. That is what we offer, a place where people can calmly and appropriately, without destruction of property and without excluding people from other parts of the university that are important to them. We can, within our walls, have that kind of discussion. I've tried my best to start this discussion on this issue. I am in support of the university maintaining all of the operations of the university.

CONSENT ITEMS:

1. Request approval to appoint Shirley Abraham, MD as the holders of "T. John Gribble Endowed Chair for Hematology Oncology"
2. Request approval of change to GPSA – Constitution Bill No. SP24-001 Fee Adjustment
3. Request approval of change to ASUNM – Constitution Bill No. 21S
4. 2024 Spring Degree Candidates

- **The motion to approve consent items one through four passed unanimously (1st Reyes, 2nd Holloway).**
- **Regent & Chair Tackett recommended items 1 through 3 be placed as consent items to the full board. All members unanimously agree. Item four will be placed as an action item to the full board.**

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ACTION ITEMS:

1. Request approval for the “Resolution of Alignment Issues between Regents Policy Manual and Faculty Handbook – RMP 5/5 and 5/6 and FHB C130 and C140”

Provost Holloway introduced the item. Previous regents had approved changes to Faculty handbook policies C130 and C140. Those changes were inconsistent with Regent’s Policy manual 5.5 and 5.6. The regent’s policy manual has not been changed in approximately 30 years. The proposal in front of us is a request to make some minor changes to regent’s policy manual 5.5 and 5.6 to be consistent with the policies that the regents previously approved in the Faculty Handbook, C130 and C140.

- **The motion to approve the alignment changes to Regent’s policy manual 5.5 and 5.6 passed unanimously (1st Holloway, 2nd Regent Schwartz)**
- **Provost Holloway motioned to have all agenda items be placed as a consent item to the full board.**

Cris Elder requested amending consent agenda, removing the 2024 Spring Degree candidates off of the consent agenda.

Regent Reyes confirmed the following items will be on consent agenda to the full board:

1. Request approval to appoint Shirley Abraham, MD as the holders of ‘T. John Gribble Endowed Chair for Hematology Oncology’
 2. Request approval of change to GPSA – Constitution Bill No. SP24-001 Fee Adjustment
 3. Request approval of change to ASUNM – Constitution Bill No. 21S
 4. Request approval for the “Resolution of Alignment Issues between Regents Policy Manual and Faculty Handbook – RMP 5/5 and 5/6 and FHB C130 and C140”
- **The motion to place consent items 1 through 3 and action item 1 be placed as consent items to the full board. All members unanimously agree. Consent item 4 will be placed as an action item to the full board. Passes unanimously (1st Reyes, 2nd Holloway)**

DISCUSSION ITEM[s]:

Financial Aid Approach and Student Debt

Vice President for Enrollment Management, Dan Garcia: packaging of financial aid is complicated and takes a great deal of work to maintain alignment and compliance with state and federal law. Liz and her team do an exceptional job.

Student financial aid Director, Elizabeth (Liz) Amador: Provided a brief overview of the financial aid packaging strategy, scholarships, and student debt. It was noted that eligibility for NM Lottery and Opportunity Scholarship had credit hour requirements per semester. As of Fall of 2024, credit hour requirement will span the academic year. This gives students an opportunity to make up credits over the

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three semesters, Fall, Spring, and Summer. This change will assist students in keeping the lottery scholarship.

President Stokes: Inquired about the academic year start date for students. Director Amador confirmed that the academic year for students starts in August. President Stokes then asked to what extent there are classes readily available over the summer. Dr. Cheek remarked that with the new lottery qualifications, that provides more opportunity, primarily for the Arts and Sciences, to have more course offering during the summer. However, this may not be the case this summer due to the newness of this rule change. There will be more strategic offerings next summer.

Staff Council President Faustino asked when this would be available for current students.

Director Amador: Currently the changes are under informal comment under the Higher Education Department. They plan on releasing a formal draft of the rule changes next week. They then have to legally provide 30 days for comment. They informed financial aide departments that by June 25, 2024 we would have the final rule. We will then be able to communicate this to students. These changes will take affect in Fall, not this summer. The opportunity scholarship covers recent graduate learners and returning learners (non-traditional). There are different requirements for eligibility under the current code. In the proposed rules they are working to align the requirements between the opportunity and lottery scholarship. Appeal process is in place for those that may lose their scholarship. Loan indebtedness has decreased since 2019-2020. Some of this was due to lottery going back to 100 percent tuition funded. Coupled with the opportunity scholarship, loan rates have decreased. Of the graduating class, approximately 39% of students had a loan sometime during their college career. The average borrowed is approximately \$21,000. [Provost Holloway] the national number would be somewhere around \$30,000.

Provost Holloway remarked that the enrollment management team work very hard to reduce the burden on our students. A goal here, unlike other universities, is to have the amount paid by students as small as possible.

Regent Rael acknowledged and thanked ASUNM President, Krystah Pacheco, GPSA President, Justin Lauriano, and Staff Council President Grace Faustino for their service to this committee over the previous academic year.

ADJOURN

There being no further business, Regent Tackett asked for a motion to adjourn the meeting; Provost Holloway motioned; Cris Elder seconded; all were in favor. The meeting adjourned at 12:08 PM.

Cristyn Elder's Statement to the SSTAR Committee on May 02, 2024

I arrived to campus today with a feeling of dread.

The events on campus Monday night and into Tuesday morning weigh heavily on my mind.

About these events, I have talked to the provost, the president, a member of the Board of Regents, faculty, protestors, students and student leadership, and staff. I am completely disheartened by what I have heard from all of them and seen online.

Like many of you, I'm sure, I have witnessed the video of protestors entering the Student Union Building (SUB), and I have witnessed the destruction of property within the SUB by individuals who stayed behind. I have heard reports of the student who was compelled to leave the space in the SUB where he was studying, and I have talked to the students who cleaned up the damage that was left. Like some of you, I, too, feel aggrieved by students' resulting lack of access to a space that was built in their name. However, I am more dismayed and disappointed by the administration's disproportionate response to the trespassing and vandalism that took place on Monday night.

I understand that in the moment it can feel like **and, most certainly is**, difficult to decide on a response, especially one that feels like it must be made quickly. However, we have had several opportunities in my 12 years here at UNM, across different administrations, to consider an alternative reaction. I still can't get out of my mind the scenes I saw on our campus in 2017: the occupation by state troopers on horseback and others in riot gear and masks, ready to deploy teargas, with armored vehicles at the ready along UNM's campus border, as students responded in protest to the hate mongering by a political pundit speaking on campus who surely did not espouse UNM's motto to care for one another and "Protect the Pack."

Rather than invite a militarized force, armed with pepper spray, and carrying with them the opportunity for lethal force, as we have seen earlier this week at UNM and time and time again across this country's violent past and present, let it not be our future. I hope we might learn to have a different response. I do not speak for the Faculty Senate in this moment, I am simply using my privilege as holder of one of the few *elected* positions on campus, but, from my perspective, it is the occupation of state troopers— with batons, helmets, thick-soled boots, zip ties, and guns at their side— that make me, and others, feel unsafe.

Also, never mind the model we are providing for students and the rest of our campus community and beyond, as I have seen once again in this case, where student, faculty, and staff concerns are met with silence, and, even at times, condescension. Never mind the administration's failure to reach out to faculty, staff, and student leadership before deciding on a violent response. Never mind the lost occasion for conversation, debate, and promotion of an "intellectually challenging" student environment espoused as Goal Two of UNM's 2040 framework. Rather than an "opportunity defined," this was an opportunity

denied when the administration, in their response to the encampment, went from no engagement at all to endangering the lives of anyone on campus that night.

I have been cautioned about speaking out while I hold the office of Faculty Senate President, warned that the Board of Regents and the rest of the administration may not take me or the Senate seriously in response to my remarks. However, I'm not sure how much more we can be relegated to the margins, like children at the holiday kids table, so the adults can be left to discuss weightier issues. Yet, I do want to be clear. I do not speak for the Senate in this moment. I do not speak for anyone other than myself, a faculty member who had other options but **chose** this university specifically. I believe in UNM's stated vision, to "Be a global leader in realizing human potential, addressing critical community challenges, and demonstrating the power of inclusive diversity." But, as a university, I believe we lost sight of that vision on Monday night. We do have other options, ones I hope UNM's administration will explore, not just among themselves, but with faculty, students, and staff moving forward. I ask the administration to do better. Thank you.



To: UNM Regents SSTAR Committee
From: James Paul Holloway, Provost and Executive Vice President for Academic Affairs
Re: Provost's Report
Date: August 8, 2024

Five Years of Growth Under Academic Affairs

- Academic Affairs has placed an emphasis on growing enrollment (particularly at the undergraduate level) across UNM, and under the leadership of the VPEM has deployed intentional strategies to increase our new student cohorts. In this effort we have grown enrollment of new first year undergraduate students in Albuquerque from 2508 in Fall 2019 to 3564 in Fall 2023, an increase of 42%. We have grown overall undergraduate enrollment at all UNM campuses in each of the last two years, increasing from a low of 15,031 in Fall 2021 to 16,560 in Fall 2023, an increase of 10%.
- In partnership with the UNM Foundation, Academic Affairs has put a focus on fundraising as a critical source of revenue and of alumni engagement, and provided training to deans to further this goal. Academic Affairs units have grown annual giving for main campus units from \$29M in FY 2019 to \$59M in FY24, for a growth of 103%.
- Academic Affairs has also encouraged the growth of research productivity. Under the VPR's purview, research expenditures have grown from \$116M in FY19 to \$169M in FY24, a growth of 46%. Including HSC research, FY24 will see well over \$380M in total research expenditures.

Dean Appointments and Reappointments

- Dr. Maria Lane has been appointed Dean of Graduate Studies. Dr. Lane will focus on more strategic recruiting of graduate students, as well as graduate student success and preparation for their careers post-graduation.
- Dr. David Weiss has been appointed Dean of University College. University College is seeing significant growth in the demand for the critical college success courses (Critical Text Analysis and Foundational Math). At this point in time, UC has seen 45% growth, year-over-year, in student credit hours taught, and Dr. Weiss is ensuring that our student need for these courses is met. He has also been simplifying the liberal arts degree pathways, and we see growth in demand for this degree also.
- Dean Harris Smith has been reappointed as Dean of the College of Fine Arts.
- Dean Robert Gonzalez has been reappointed as Dean of the School of Architecture and planning.

The search for the Dean of the Honors College was suspended at the end of last spring term and is now relaunching.

Enrollment and Retention

As of Friday August 2, 2024 we see a 3% increase in enrollment in Albuquerque. (Note that this will be different by census date, but we can be confident in a small increase in student numbers).

Albuquerque Campus Enrollment Status	Fall 2023	Fall 2024	Increase Decrease	Percent Change
Returning	14,790	15,437	647	4.37%
Re-Admit	624	493	-131	-20.99%
Beginning Freshmen	2,697	2,775	78	2.89%
Concurrent Enrollment	6	0	-6	-100.00%
UG NM Transfers	566	577	11	1.94%
UG NON-NM Transfers	394	380	-14	-3.55%
New Graduate	719	768	49	6.82%
New 1st Professional	112	105	-7	-6.25%
	19,908	20,535	627	3.15%

We currently have 67 more international students than last year. This is a 12% increase and the result of a renewed focus and investment in international recruiting.

The Fall 2024 first year student cohort for Albuquerque is geographically diverse. We have offers of admission to first-year students *from all 50 states and District of Columbia*. We also have offers of admission to freshmen from American Samoa, Guam, and Puerto Rico. Additionally, we have offers of admission to freshmen whose addresses indicated Armed Forces Europe and Armed Forces Pacific. (Unfortunately, no offers of admission to students from the Republic of the Marshall Islands, Federated States of Micronesia, or Republic of Palau.)

Transfer Students: While transfer student numbers are basically flat this fall, we continue efforts to ensure success for these students, who comprise a significant number of our new undergraduate students each fall. Our new **Transitions and Transfer Center** will open in October, in time for National Transfer Student Day on October 25th. We are hard at work collaborating with CNM on improving opportunity and access for transfer students with logistical support from the Complete College Accelerator (an opportunity brought to us by HED Secretary Rodriguez and an extension of the partnership on transfer between UNM and CNM presidents and provosts).

- UNM’s Transfer & Transition Student Center will serve both our transfer student population (those who come to UNM from other 2-year and 4-year institutions) and our transition student population (those who come to UNM Albuquerque Campus from one of the four UNM Branch Campuses). Dual credit students are also included in the “transition” student population that will be served at the Center.
- We aim to provide services that engage students with UNM and the transfer and transition process as early as they are aware that they intend to transfer to UNM. Support will continue beyond the first semester after admission through continued opportunities to socialize, study, and learn with other transfer and transition students. Transfer- and transition-specific workshops will continue throughout the

student’s time at UNM and build toward successful completion of their degrees, preparing for success post-graduation. The center will work in tandem with a student’s academic advising unit to support transfer and transition students who are at-risk or in need of additional support.

Branch enrollments: Our important branch campuses all show healthy increases in student numbers.

	Head Count			
	Fall 2023	Fall 2024	Increase Decrease	Percent Change
Gallup Branch	1,698	1,826	128	7.54%
Los Alamos Branch	690	775	85	12.32%
Taos Branch	755	810	55	7.28%
Valencia Branch	1,324	1,605	281	21.22%

Note: these are unduplicated counts – students whose home campus is that branch. Branches serve roughly twice this many students who come from other campuses, mostly Albuquerque, as well as dual enrollment students and adult learners.

Cohort Retention: Fall 2023 first-year student retention to third semester (one year) is currently at 74%, which is a 2% increase relative to the 2022 cohort at same point in time (August 1). As more students continue to register for classes, we expect the enrollment of our largest incoming class in history to increase.

Capital Projects and Facilities

Several important facilities projects are moving forward:

- The new UNM Welcome Center has opened and is operating. Campus tours now start from here. A formal opening will occur this fall (see below for more detail).
- The former Education Building has been demolished and a lovely new greenspace created between Zimmerman Library and Travelstead Hall.
- The design for the Center for Collaborative Arts Technologies has moved to the construction drawing phase. Parking is being relocated and expanded at new locations to allow the construction site on the A lot to be cleared and ground to be broken.
- Preparation is underway for the demolition of the humanities building. We are creating swing space in Parrish Library by moving the collections down to the remote storage facility on south campus. Additional space to allow Humanities to be emptied will be made in Ortega Hall, and in various locations around campus.

On Wednesday July 31, 2024 we presented to the HED Capital Projects Committee. The presentation was in a fully One University style, and the committee made very positive remarks on this form of presentation.

14 projects were presented as capital projects for consideration in the 2025 legislative session.

CAPITAL FUNDING REQUEST PRIORITIES	ESTIMATED PROJECT COST	FY26 APPROPRIATION REQUEST
Large Projects		
) Humanities and Social Sciences Complex Supplemental Funding	\$124,862,000	\$59,000,000
) Pharmacy Building Renovation Supplemental Funding	\$66,800,000	\$28,500,000
) Integrated Computing Research, Education Data Center	\$17,250,000	\$17,200,000
) Title IX Improvements: Softball, Soccer/Track, Tennis, Golf, Basketball	\$18,500,000	\$18,500,000
) NM Law Center Building Renovation	\$16,051,031	\$15,455,728
Total Large Projects	\$243,463,031	\$138,655,728
Programmatic Projects		
) Police Headquarters	\$17,000,000	\$8,000,000
) Domenici 3T Research Center Renovation	\$5,800,000	\$2,800,000
) Armory Renovation	\$7,187,500	\$6,250,000
) Observatory and Envelope/Safety Repair Supplemental	\$17,780,617	\$12,855,617
) Workforce Training Center - Phase 2	\$5,000,000	\$3,500,000
) Student Services and Success Center Renovation	\$3,000,000	\$2,700,000
Total Programmatic Projects	\$55,768,117	\$36,105,617
Infrastructure & Deferred Maintenance		
) Open Space Design and Upgrade - Phase 2	\$3,000,000	\$2,250,000
) Facility Repair and Renewal	\$1,500,000	\$1,125,000
) Simulation & Research Equipment Request	\$1,500,000	\$1,350,000
Total Infrastructure & Deferred Maintenance Projects	\$6,000,000	\$4,725,000
UNM TOTAL	\$305,231,148	\$179,486,345

Fitz Hall: In addition, the work to expand the School of Medicine was described, and the need to replace Fitz Hall was described, along with an expected legislative ask of \$37M for design of the new facility (to be backed with \$8M of UNM funds for initial work on business planning and building programming).

Johnson Gym: On July 21, 2024, monsoon winds and rain compromised the roof over the main portion of the original Johnson Center gym. The damage included movement of the envelope, extensive damage to skylights, and significant roof failure. Preliminary assessments suggest that quality of work issues from the roof installation 17 years ago may have contributed to this failure. This damage is a considerable concern, as Johnson is used for both classes and athletics events. The roof has been temporarily stabilized and the facility is functional, an insurance claim has been filed, and an estimate is being sought to fully replace the roof. Kudos to Institutional Support Services, Facilities, and the Johnson Gym staff for their great work to address this.

The Lobo Welcome Center: Located at 720 Yale Blvd, the Lobo Welcome Center is a historically important campus building designed by architect John Gaw Meem. It is a historic single-story building with an open west-facing courtyard that has been restored to its original state with a touch of modern exterior treatment rising from the rear of the building. It reflects a typical expression of the Pueblo Revival architectural style central to UNM’s architectural identity. With interactive and passive displays, including a Formula 1 racing car designed, built, and used in competition by UNM School of Engineering students, the Lobo Welcome Center is an impressive introduction to the campus for prospective students and their families. The official opening and dedication will be in October.

Title IX Policies

The university rolled out interim policies (UAP XX, YY, ZZ) in response to the US Department of Education rulemaking that required all universities to institute new policies effective August 1, 2024. New syllabus language has been written and shared with faculty.

Wellness

UNM continues to make progress on providing acute mental health services, with the system clinical load index now down to about 104, and the CLI for SHAC alone now at 128.

Academic Year	CLI for SHAC Counseling Services only	% of student population served	CLI for SHAC Counseling Services and Mental Health Collaborative
2021-2022	203	6.50%	unknown
2022-2023	138	4.40%	125
2023-2024	128	6.10%	104

As a reminder, providing clinical care for mental health issues is less effective than improving wellness overall and decreasing the need for mental health services. For this reason, we focus also on the larger Lobo Wellness initiative.

- The goal of expanding the current short-term loan program to include options for up to 50% forgiveness by Spring 2024 has been achieved. Philanthropic support for forgiveness received significant support from Lobo Big Give and beyond.
- We provided students with rapid grants this summer to pay off bursar balances before the students would have been disenrolled and lost access to university housing.
- Social work services have been fully integrated into the Dean of Students offerings. The supervisor position has been expanded to a full time position.
- LoboEats food recovery app is fully launched and active with advertising/promotion planned for fall.
- The Lobo Food Pantry was a top performing fund with Lobo Big Give. A needs assessment and scaffolded strategic expansion plan has been completed to inform further philanthropic initiatives and opportunities.

- Planned: Decrease food waste at participating food recovery locations to below 5%. Increase food recovery locations from two to four by adding Mercado and Starbucks by June 2024. (This is in transition with the new UNM food service provider)
- The wellbeing services inventory has been completed and the report SWOT is being prepared. A campuswide wellbeing survey administered by the American Campus Health Association is being sponsored by Student Affairs this year. The combined results of the wellbeing services inventory/SWOT and the survey results will inform requests for targeted investments/expansions to inform holistic wellbeing.
- The Wellness Wagon will have an official public launch in fall 2024.
- The Lobo Oasis is complete in the SUB and will have an official public launch in Fall 2024.
- The Center for Financial Capability is targeting a major gift for expansion and enhanced physical space.
- Support for club sports has been expanded, including the reintroduction of a full-time staff member dedicated to club and intramural sports.
- Student Affairs has fully adopted the SAMHSA Eight Dimensions of wellbeing as a foundational framework for wellbeing programs.

CONSENT ITEMS



To: Cinnamon Blair
Chair, UNM Naming Committee

From: Camille Carey 
Dean, UNM School of Law

Date: July 19, 2024

Re: Creation of the F. Michael Hart Chair in Children's Law and Appointment of Professor Sarah Steadman as the Inaugural Holder

Request for Named Endowed Chair

On behalf of the UNM School of Law, we request approval to create the F. Michael Hart Chair in Children's Law. This naming request is respectfully submitted in accordance with UNM Administrative Policy 1020: Naming Facilities, Spaces, Endowments, and Programs, under Section 2.2.

The donors – David Martinez, Kelly Stout Sanchez, and Julio Romero – donated \$2.5 million to establish the F. Michael Hart Chair in Children's Law. The purpose of the endowed Chair is to promote the well-being of children and the development of children's law in the State of New Mexico through teaching, research, and scholarship. The donors wish for the holder of the Chair to teach a course in children's law once every four semesters as a condition of holding the Chair. The funds from the donors are on deposit at the Foundation.

Mr. F. Michael Hart is the one of the most highly respected children's law attorneys in New Mexico. He has devoted his 36-year legal career to protecting and advocating for children and has earned the highest level of reputation as a children's law attorney. He has served as a successful advocate on behalf of children in countless lawsuits. He has also been actively involved in the development of legislation, court rules, and evidentiary rules to benefit children's law. His service includes working with advocacy groups, associations, and government entities on improving legal protections for children. He has been one of the most predominant trainers of civil juvenile attorneys and social work groups on children's law issues in New Mexico.

Mr. Hart focused on children's issues in law school and, upon graduation, worked for two years at the State of New Mexico's Children, Youth & Families Department. Mr. Hart then started a legal practice with Roger V. Eaton in 1990 focusing on children's issues, especially civil claims for children based on sexual, physical and emotional abuse. He is now a partner at the respected law firm Martinez, Hart, Sanchez, and Romero. Mr. Hart serves as a regular resource for lawyers, judges, and legislators as well as the New Mexico Trial Lawyers Association on the

protection and rights of children. Additionally, Mr. Hart has been appointed by judges across the state as Guardian Ad Litem for children in countless cases.

Mr. Hart is a past president of the New Mexico Trial Lawyers Association and has been an active member of numerous organizations dedicated to serving victims and children, including the National Crime Victim's Bar Association, the National Center for Victims of Crime, National Crime Victims Law Institute, American Professional Society on the Abuse of Children, the Child Welfare League, and others. Mr. Hart has been honored five times as the Best Lawyers' "Lawyer of the Year" for personal injury and civil rights. He was honored by the New Mexico Trial Lawyers Association in 2018 for his career working on behalf of children and victims of sexual abuse. He has been recognized by the Albuquerque Bar Association as the Outstanding Lawyer of the Year. In 2021, the New Mexico State Bar Association awarded Mr. Hart the Justice Pamela Minzner Professionalism Award. Mr. Hart has mentored countless UNM law students and young lawyers in personal injury law with a focus on the protection and representation of children and their families.

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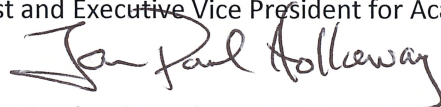
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We respectfully request the UNM Naming Committee to recognize the generosity of David Martinez, Kelly Stout Sanchez, and Julio Romero and the great work of F. Michael Hart by approving this request to name the fund as described above. If approved by the Committee, we request appropriate routing for subsequent approvals. We also seek approval and appropriate routing for the nomination of Professor Sarah Steadman as the inaugural holder of this endowed Chair.



MEMORANDUM

Date: July 24, 2024

To: Dr. James Holloway, Provost and Executive Vice President for Academic Affairs, The University of New Mexico
7/24/24 APPROVED 

From: Cinnamon Blair, Chair, UNM Naming Committee

Re: UNM Naming Committee Approval for UNM School of Law Endowed Chair Request

The University Naming Committee has reviewed and voted on the following request and recommends your approval. Copies of the request, along with UNM Policy 1020, are attached for your reference.

Request from UNM Law School:

Request approval to create an endowed chair, the **F. Michael Hart Chair in Children's Law**
(UAP 1020 3.2.6 Endowed Faculty Positions)


Request approval to appoint Professor Sarah Steadman as the inaugural holder of the "**F. Michael Hart Chair in Children's Law**"
(UAP 1020 3.2.6 Endowed Faculty Positions)

Please let me know if you have any questions or wish to discuss them in further detail.

cc: Dr. Garnett S. Stokes, President, The University of New Mexico



To: Cinnamon Blair
Chair, UNM Naming Committee

From: Camille Carey 
Dean, UNM School of Law

Date: July 19, 2024

Re: Creation of the F. Michael Hart Chair in Children's Law and Appointment of Professor Sarah Steadman as the Inaugural Holder

*Approved
Jan Paul Holloway
July 23, 2024*

Request for Named Endowed Chair

On behalf of the UNM School of Law, we request approval to create the F. Michael Hart Chair in Children's Law. This naming request is respectfully submitted in accordance with UNM Administrative Policy 1020: Naming Facilities, Spaces, Endowments, and Programs, under Section 2.2.

The donors – David Martinez, Kelly Stout Sanchez, and Julio Romero – donated \$2.5 million to establish the F. Michael Hart Chair in Children's Law. The purpose of the endowed Chair is to promote the well-being of children and the development of children's law in the State of New Mexico through teaching, research, and scholarship. The donors wish for the holder of the Chair to teach a course in children's law once every four semesters as a condition of holding the Chair. The funds from the donors are on deposit at the Foundation.

Mr. F. Michael Hart is the one of the most highly respected children's law attorneys in New Mexico. He has devoted his 36-year legal career to protecting and advocating for children and has earned the highest level of reputation as a children's law attorney. He has served as a successful advocate on behalf of children in countless lawsuits. He has also been actively involved in the development of legislation, court rules, and evidentiary rules to benefit children's law. His service includes working with advocacy groups, associations, and government entities on improving legal protections for children. He has been one of the most predominant trainers of civil juvenile attorneys and social work groups on children's law issues in New Mexico.

Mr. Hart focused on children's issues in law school and, upon graduation, worked for two years at the State of New Mexico's Children, Youth & Families Department. Mr. Hart then started a legal practice with Roger V. Eaton in 1990 focusing on children's issues, especially civil claims for children based on sexual, physical and emotional abuse. He is now a partner at the respected law firm Martinez, Hart, Sanchez, and Romero. Mr. Hart serves as a regular resource for lawyers, judges, and legislators as well as the New Mexico Trial Lawyers Association on the

protection and rights of children. Additionally, Mr. Hart has been appointed by judges across the state as Guardian Ad Litem for children in countless cases.

Mr. Hart is a past president of the New Mexico Trial Lawyers Association and has been an active member of numerous organizations dedicated to serving victims and children, including the National Crime Victim's Bar Association, the National Center for Victims of Crime, National Crime Victims Law Institute, American Professional Society on the Abuse of Children, the Child Welfare League, and others. Mr. Hart has been honored five times as the Best Lawyers' "Lawyer of the Year" for personal injury and civil rights. He was honored by the New Mexico Trial Lawyers Association in 2018 for his career working on behalf of children and victims of sexual abuse. He has been recognized by the Albuquerque Bar Association as the Outstanding Lawyer of the Year. In 2021, the New Mexico State Bar Association awarded Mr. Hart the Justice Pamela Minzner Professionalism Award. Mr. Hart has mentored countless UNM law students and young lawyers in personal injury law with a focus on the protection and representation of children and their families.

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Sarah Steadman M.S.W., J.D.
CV 2024

Academic Appointments

University of New Mexico School of Law

Full Professor, 2023-

Associate Professor, 2020- 2023

Assistant Professor, 2017-2020

Visiting Professor, 2014-2017

Adjunct Clinical Faculty, 2012-2014

Courses Taught

- Child and Family Justice Clinic (established clinic 2017)
- Community Lawyering Clinic
- Gender Identity, Sexual Orientation, and the Law
- Elder Law
- Family Law
- Business and Tax Clinic

Scholarship

Addressing The Paradox of Minor's Consent Statutes for Transgender Adolescents in Need of HIV Preventive Care (work in progress)

Then They Came for Us: Access to Justice Harms and Opportunities for Our Transgender and Nonbinary Youth 26 Scholar: St. Mary's Law Review on Race and Justice 1 (2024)

"That Name Is Dead to Me": Reforming Name Change Laws to Protect Transgender and Nonbinary Youth, 55 U. Mich. J. L. Reform 1 (2021).

It's Still Me: Safeguarding Vulnerable Transgender Elders
30 Yale J.L. & Feminism 2, 369-397 (2019).

From Out to In: The Opportunity and Need for Clinical Law Programs to Effectively Serve Low-Income LGBT Individuals
26 S. Cal. Rev. L. & Soc. Just.1 (2016).

Education

University of New Mexico School of Law

J.D., 2005. Honors: *Clinical Legal Education Association Outstanding Student Award and Clinical Honors.*

Smith College

M.S.W., 1991. (child and adolescent treatment focus)

University of Oregon

B.A., Psychology and Women's Studies, 1986.

Presentations

With Pride: 2024 LGBTQ+ Rights and Advocacy in Legal Education Summit, presenter, Gonzaga Law School (April 2024)

Health Justice Approaches: Medical/Legal Partnerships, panel presenter, Georgetown University Law Center, Health Justice Alliance Law Clinic, November 2022; April 2023, November 2023.

Gender Affirming Care (Medical and Legal), panel presenter, UNM IPE/Law Ethics Conference, October 2022.

Scholarship Work in Progress presenter, AALS Clinical Conference 2022.

Innovative Medical/Legal Partnerships, presenter, Georgetown University Law Center, Health Justice Alliance Law Clinic, April 2022.

Interprofessional Education and Competencies: Primary Legal Health, panelist, UNM School of Medicine, December 2021.

Examination and Implications of Adverse Childhood Experiences Among Youth in The N.M. Juvenile Justice System: Prevention and Intervention as Health Justice and Equity, panelist, Children's Law Institute Conference, January 2021.

Prevalence of Adverse Childhood Experiences Among Youth Incarcerated 2011-2018 in the New Mexico Juvenile Prison, panelist, New Mexico Public Health Assn. Annual Conference, October 2020.

ADOBE Multidisciplinary Program Serving N.M. Formerly Incarcerated Youth, panelist, UNM Pediatric Medicine, Fall 2020.

Interprofessional Collaboration and Child Safety Planning for Immigration Emergencies, guest lecturer, N.M.S.U. School of Social Work, October 2019.

Ethics, Values and Shared Decision-Making – Interprofessional Interactions for Improved Health Outcomes, UNM Health Sciences/School of Law, panelist, October 2019.

Breaking Out of Silos: Bridging Disciplines to Create the Next Generation of Collaborators for Justice, panelist, AALS Annual Meeting: Clinical Legal Education, January 2019.

Adolescent Development and Delinquency, panelist, UNM Dept. of Psychiatry & Behavioral Medicine, Fall 2018.

Medical-Legal Partnerships in Support of Health in Underserved Communities, panelist, UNM School of Medicine, Fall 2018.

ADOBE Program for Juvenile Justice Involved Youth, poster presenter, Wylder Medical Lecture Series, Fall 2018.

Social Change without Silos: An Interprofessional Approach to Clinical Pedagogy and Preparing 21st Century Lawyers, panelist, AALS Clinical Legal Education Conference, Spring 2018.

Protecting the Rights of Transgender Students in Public Schools, presenter, Children's Law Institute, Spring 2018.

Pro Bono

Elane Photography, LLC v. Willock (Establishing that the N.M. Human Rights Act prohibits businesses from refusing to serve same-sex couples.)

- 13-585, U.S. Supreme Court
- 2013-NMSC-040, 309 P.3d 53, Attorney for Respondent
- 2012-NMCA-086, 284 P.3d 428, Attorney for Respondent
- Second Judicial District Court, No. D-202-CV-2008-06632, Attorney for Respondent

Professional Recognition and Associations

- Nominated for the M. Shanara Gilbert Award (2021, 2022)
- Friedman Faculty Excellence Award (2019)
- National Center for Lesbian Rights (NCLR), Community Partner Award (2014)
- AALS Section on Clinical Legal Education: Membership, Outreach, & Training Committee's clinician's mentorship program, group facilitator (2021-2023)
- AALS Section on Sexual Orientation and Gender Identity Issues
- N.M. Supreme Ct. Commission on Legal Regulatory Reform (appointed Fall 2023)
- N.M. Supreme Ct. Commission on Access to Justice (appointed January 2019-2023).
- N.M. Supreme Court Committee on Adult Guardianship and Conservatorship Rules and Forms (appointed March 2018-2020)
- UNM/HSC ADOBE program, formerly incarcerated youth interdisciplinary provider, advisory committee member (2018-present)
- Faculty support, the Healthcare Advocacy Initiative of New Mexico (HAINM), a UNM Medical School student-led organization to support advocacy education initiatives among medical students
- National LGBT Bar Association and LGBT Bar Association of New Mexico, member

- UNM/HSC LGBTQ Youth Homelessness Initiative, advisory committee member
- Transgender Resource Center of New Mexico, Board of Directors (2017-present).
- Southwest Care Center, Board of Directors (2013-2017). One of the largest providers of HIV and HCV care in the Southwest.

DISCUSSION ITEMS

Recruiting, Enrollment, and Resources

Holloway, Garcia, & Wolfe



- UNM ABQ has seen steady growth of new undergraduate students for the last 5 years and increases in retention
- Has led to growth in ABQ undergraduate enrollment in the last few years
- Post pandemic the branches have seen growth as well

This has led to growth in overall undergraduate enrollment across all campuses from 19,010 in Fall 2021 to 20,882 in Fall 2023, an increase of 10%. Total enrollment grew from 25,441 to 26,814, increase of 5.4% (all levels)

- This opens the important question: how big should we be?

- Growth expands mission aligned impact
 - Growth necessitates faculty growth and so increases research volume and impact
 - Growth leads to more graduates, creating a larger highly skilled workforce
- Growth can create a richer and more creative on-campus environment
- Growth can generate resources and is sometimes used as a *long-term* strategy
- Over the last decade:
 - ASU was grown by 94% to over 140,000 students. (60% non-resident)
 - Purdue West Lafayette was grown by 35% to 52,000 (60% non-resident)
 - UC Boulder was grown by 24% to 34,000 (42% non-resident)

- UNM has decreased by 26% to our current 26,814 students
- 18% non-resident overall, 20% non-resident in ABQ

Fall 2012		Fall 2022	
ABQ	Branches	ABQ	Branches
28,644	7,609	22,630	4,184
36,253		26,814	

- Should we continue to grow, and to what size?
- What mix of undergraduate and graduate should we strive for?
- What mix of residents and non-residents should we strive for?
- What mix of online & face-to-face learning environments should we develop?
- What would be needed to grow?
 - What infrastructure would need to scale?
 - What human resources would be needed?
 - What revenue streams would support this? (Is the marginal tuition raised enough?)
- Can we grow the graduate student population?
- Can we continue to grow the undergraduate population?
 - By recruiting more students?
 - By retaining more students?

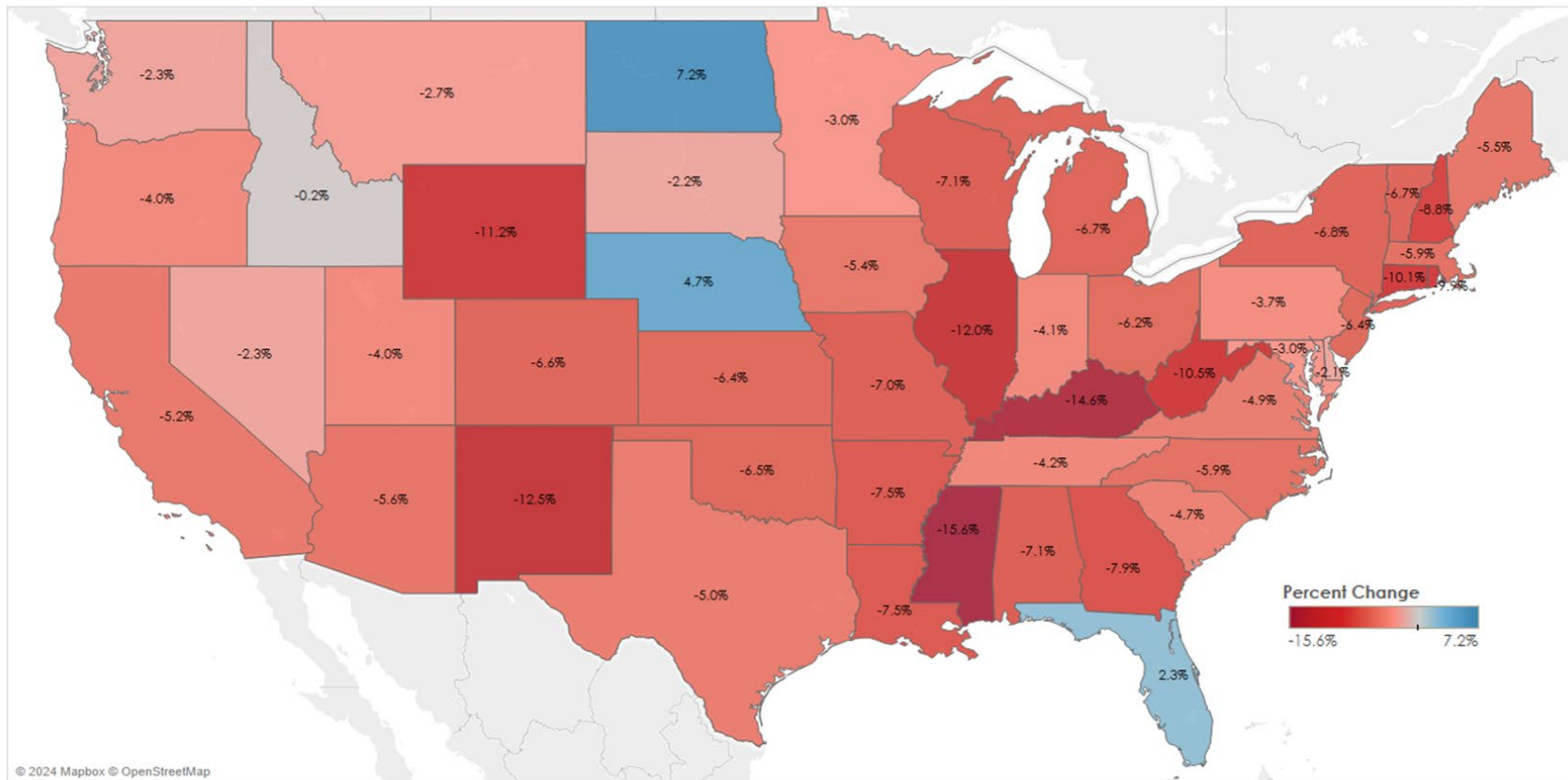
Enrollment Environment



THE UNIVERSITY OF
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Projected Change in High School Graduates

Public and Non-Public, 2024-25 to 2029-30

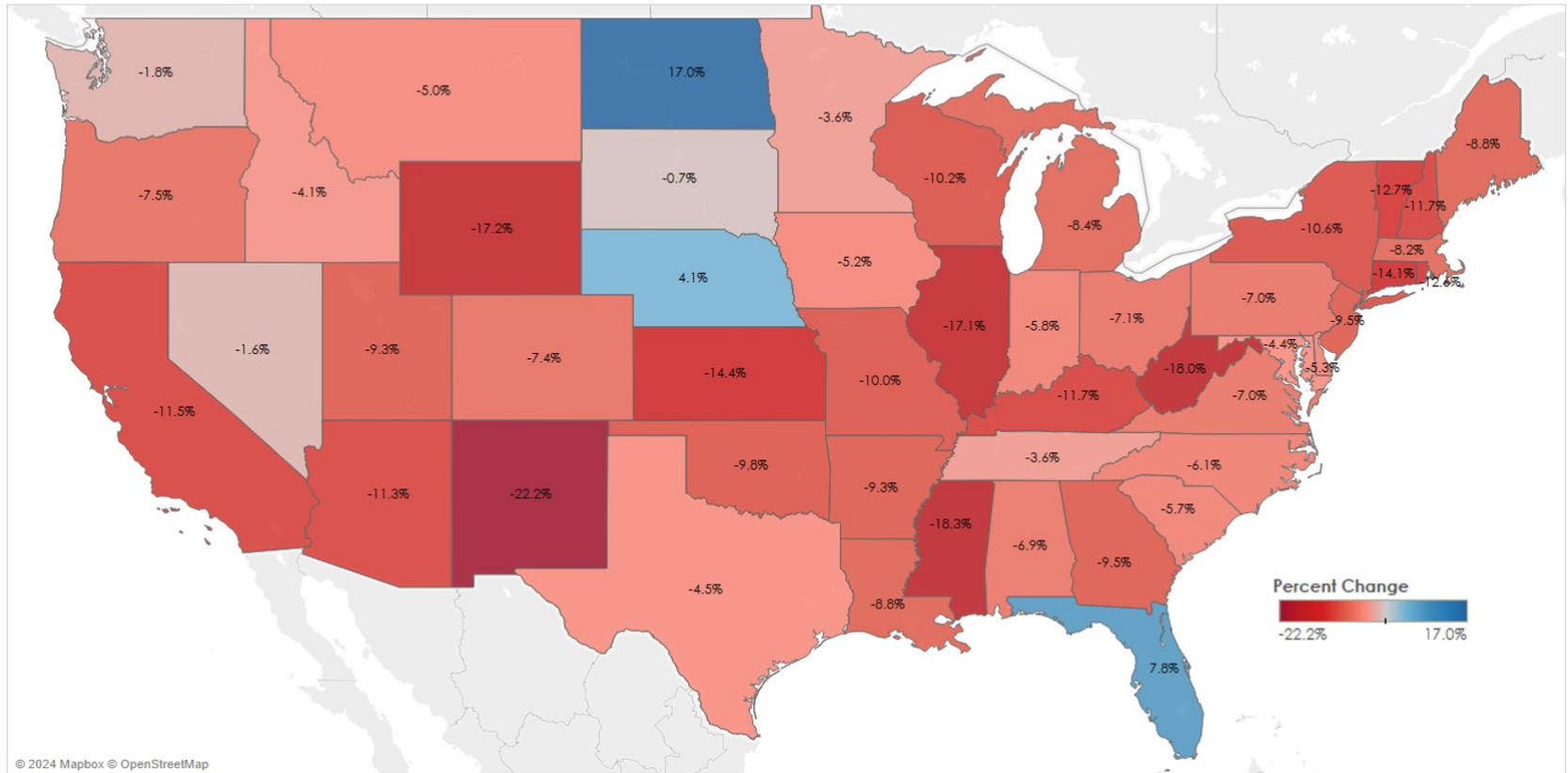


© 2024 Mapbox © OpenStreetMap

Source: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

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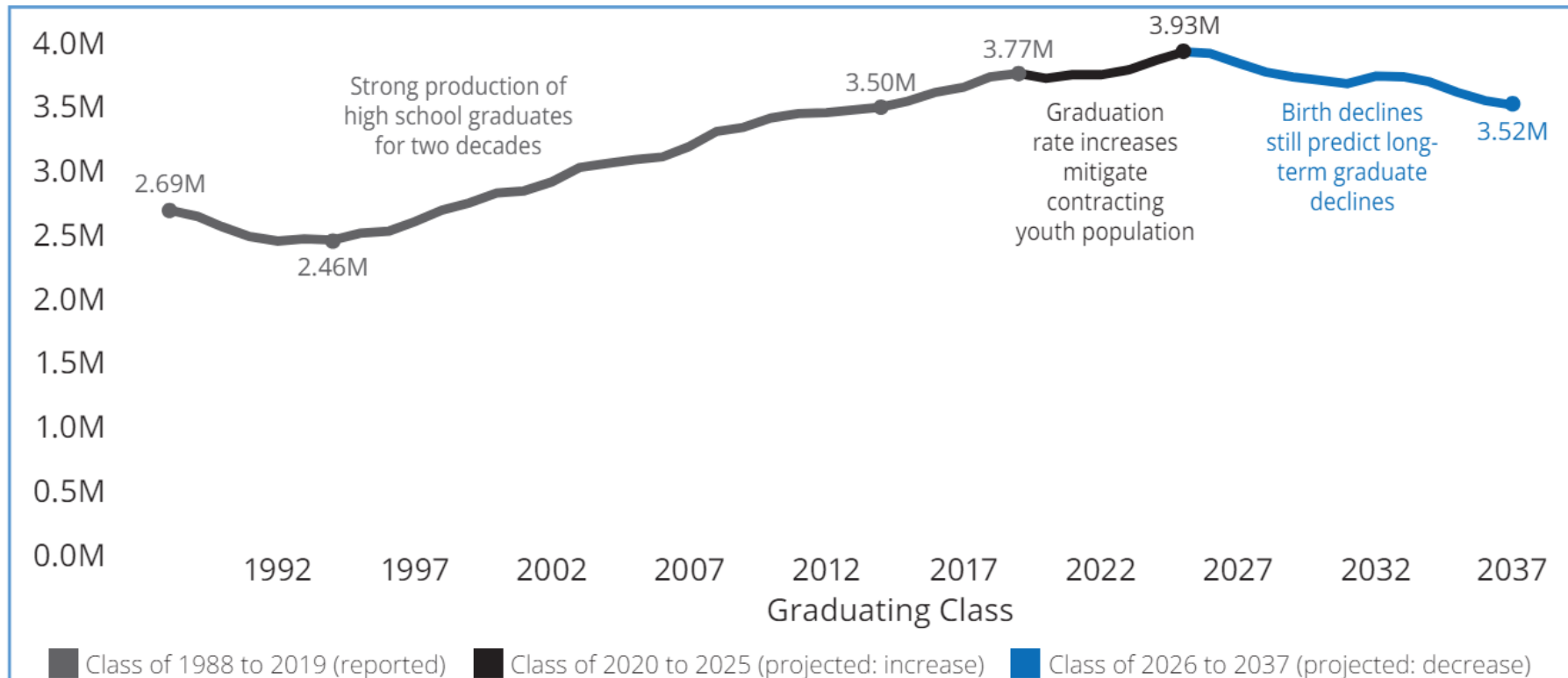
Public and Non-Public, 2024-25 to 2034-35



© 2024 Mapbox © OpenStreetMap

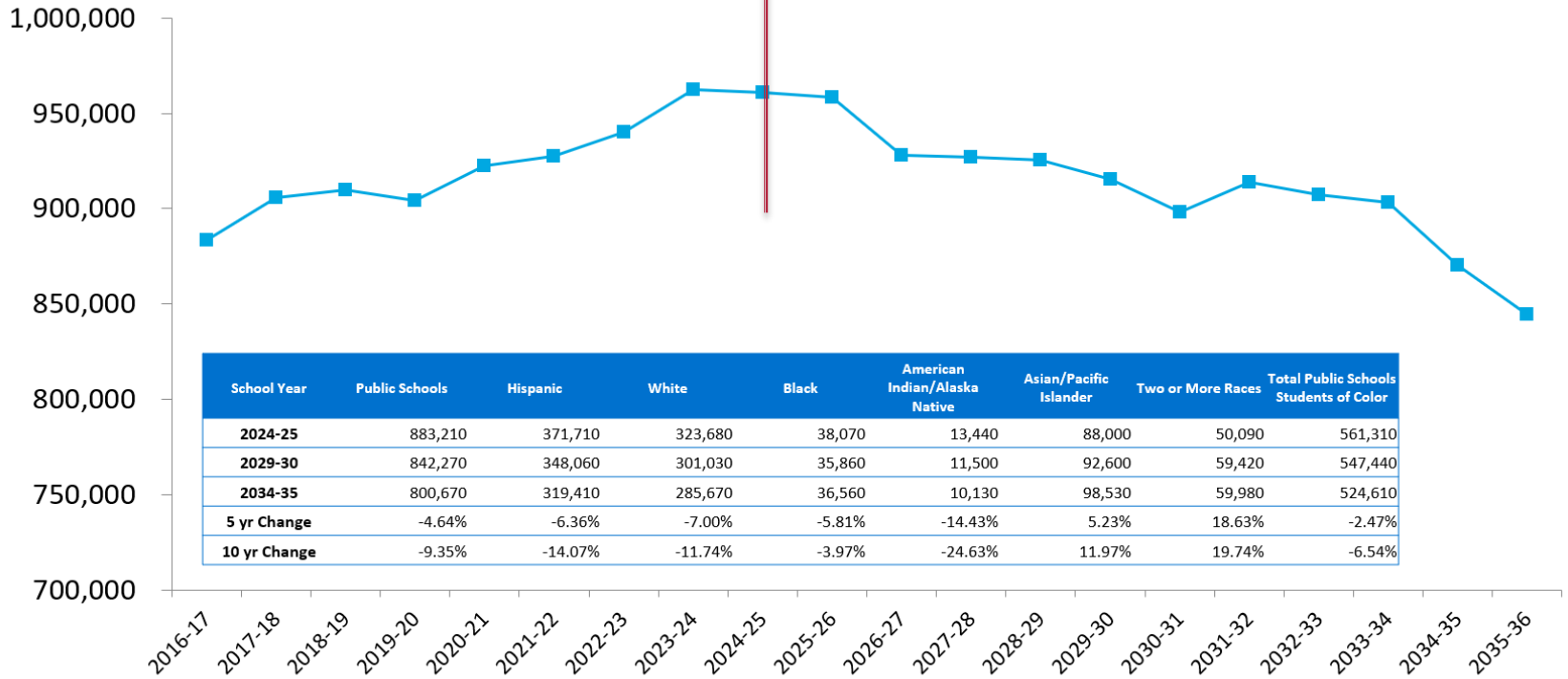
Source: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

Figure 1. Slowing Growth in Number of U.S. High School Graduates, then Decline (U.S. Total High School Graduates)



Source: Western Interstate Commission for Higher Education, *Knocking at the College Door*, 10th edition, 2020. See [Technical Appendix](#) for detailed sources of data through the Class of 2019; WICHE projections, Class of 2020 through 2037.

Projected Change in High School Graduates West 2017-36

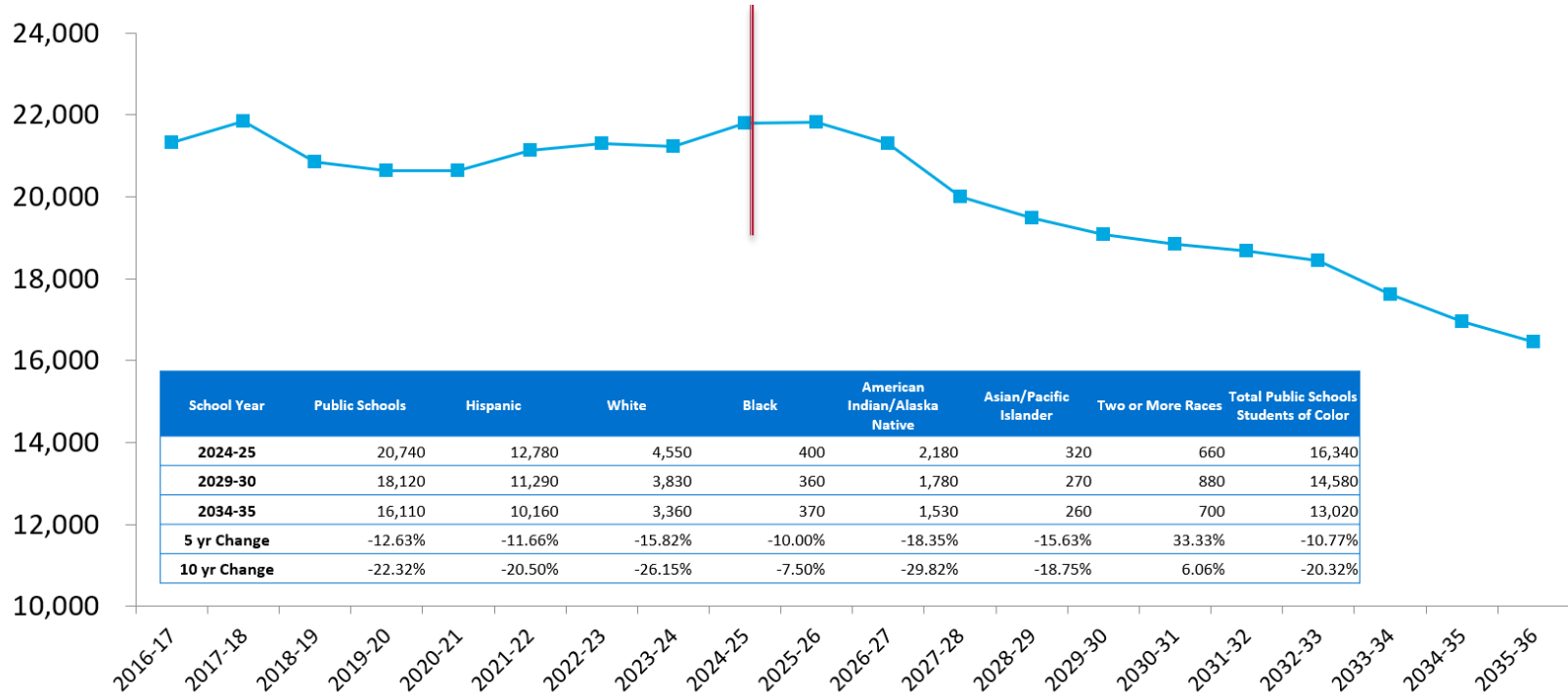


(AK, AZ, CA, CO, HI, ID, MT, NV, NM, ND, OR, SD, UT, WA, WY)

Source: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

Projected Change in High School Graduates

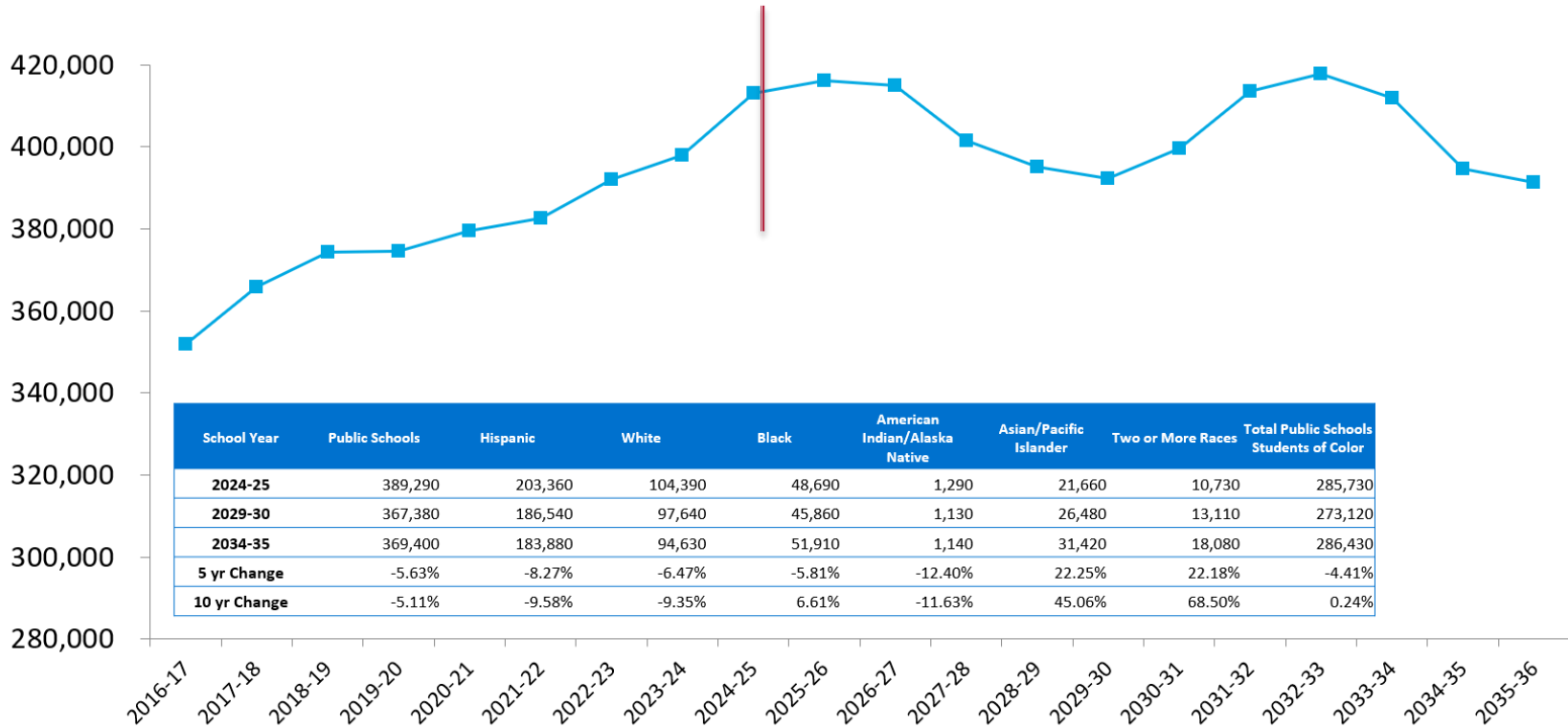
New Mexico 2017-36



Source: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

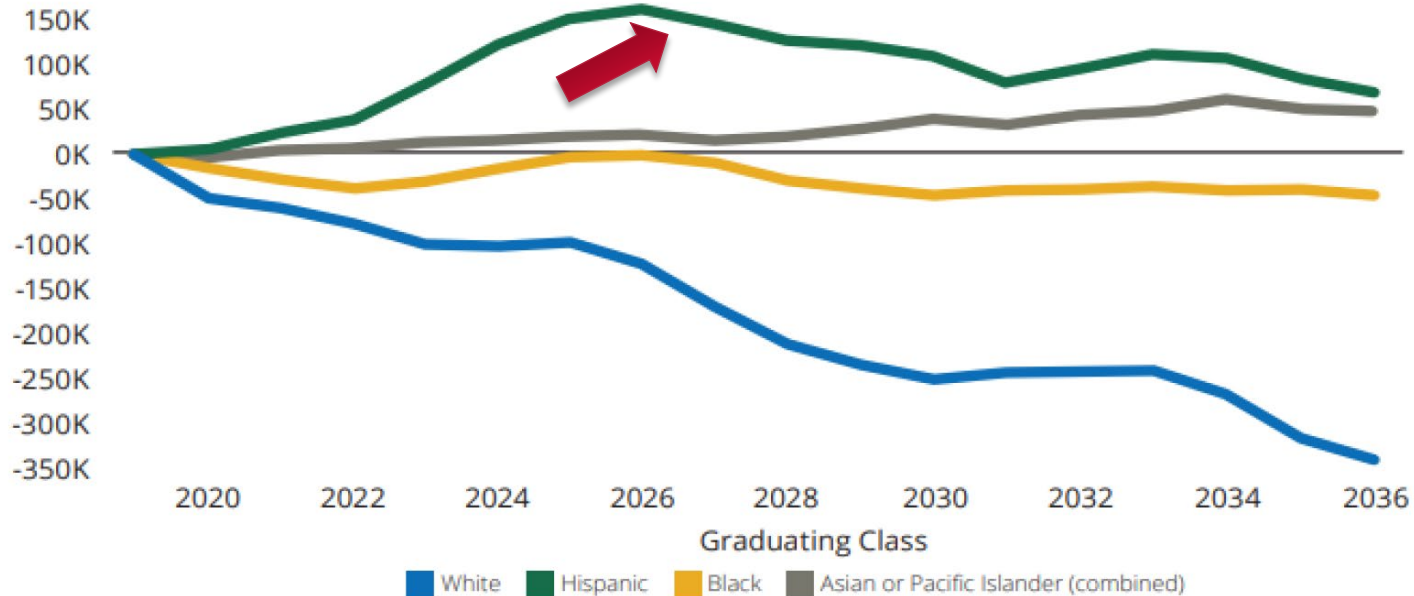
Projected Change in High School Graduates

Texas 2017-36



Source: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

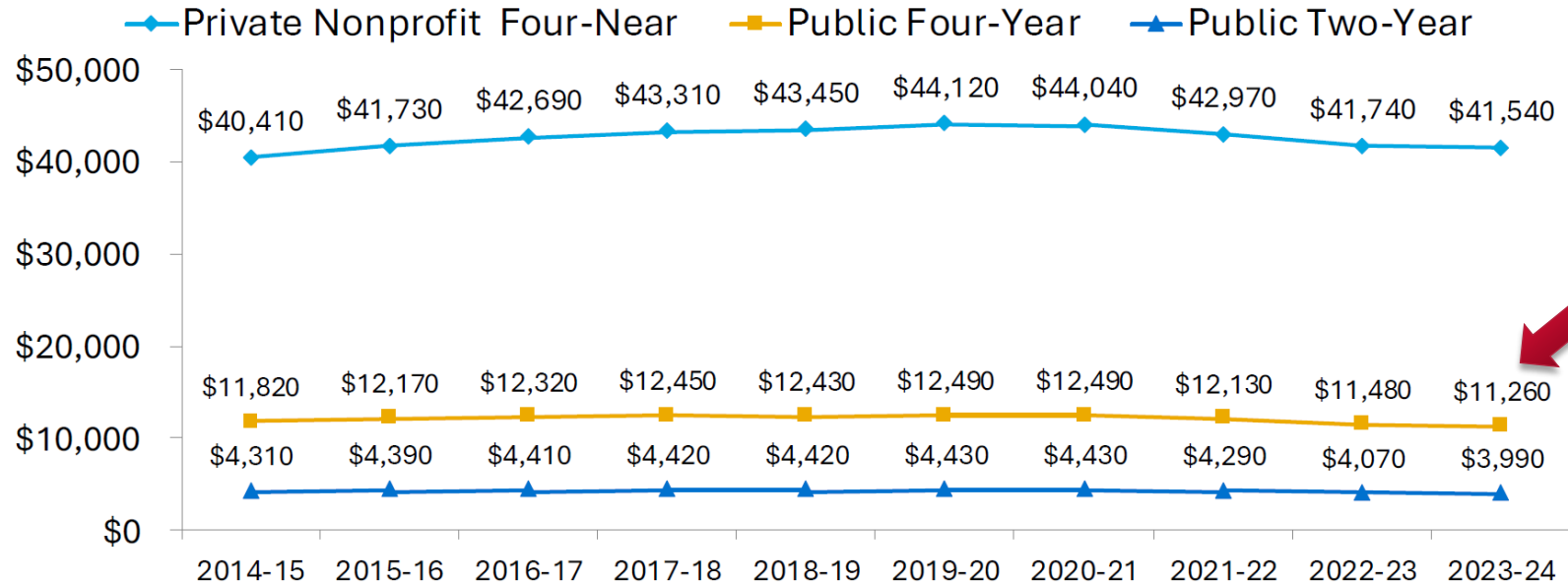
Projected Change in Number Among U.S. Public High School Graduates Compared to 2019



Source: Western Interstate Commission for Higher Education, *Knocking at the College Door*, 10th edition, 2020. WICHE projections and analysis.
Notes: Showing White non-Hispanic, Hispanic of any race, Black non-Hispanic and Asian/Pacific Islander (combined) non-Hispanic. Figure 5a shows additional race categories.

Average Tuition and Fee Charges in 2023 Dollars

2014-15 to 2023-24



- New First-Year Students
 - 75-79% from New Mexico
 - 21-25% from other states/countries (*was 15% between 2015 - 2019*)
- All Students (Fall 2023)
 - 80% from New Mexico
 - 20% from other states/countries

WESTERN UNDERGRADUATE EXCHANGE



Saves UNDERGRADUATE students on out-of-state tuition. They pay no more than 150% of in-state tuition at partner institutions across the West.

Top New Mexico WUE schools for out-of-state undergraduate students:

- ▶ **University of New Mexico (357)**
- ▶ **New Mexico State University (151)**
- ▶ **Eastern New Mexico University (141)**

Top out-of-state WUE schools for New Mexico undergraduate students:

- ▶ **Northern Arizona University (180)**
- ▶ **Colorado State University (124)**
- ▶ **University of Utah (39)**

WESTERN REGIONAL GRADUATE PROGRAM



Saves students on out-of-state GRADUATE certificate, master's, and doctoral programs. They pay no more than 150% of in-state tuition at partner institutions across the West.

Top New Mexico WRGP schools for out-of-state graduate students:

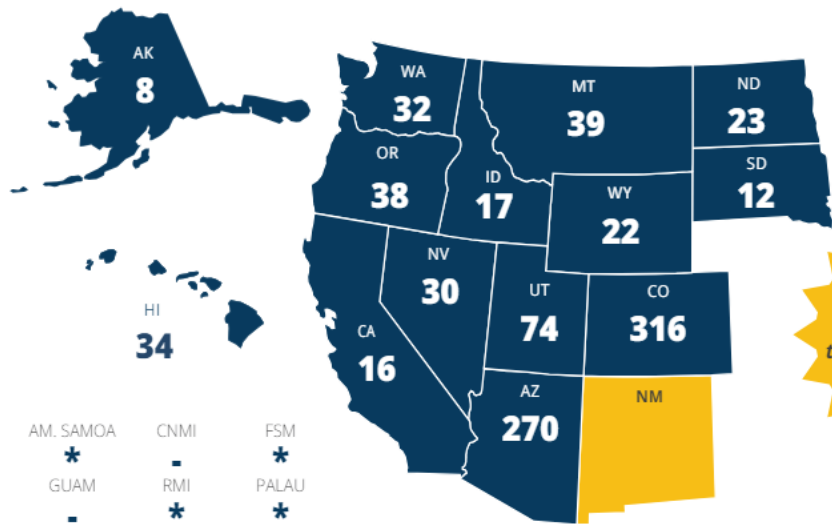
- ▶ **Eastern New Mexico University (92)**
- ▶ **University of New Mexico (11)**
- ▶ **New Mexico State University (2)**

Top out-of-state WRGP schools for New Mexico graduate students:

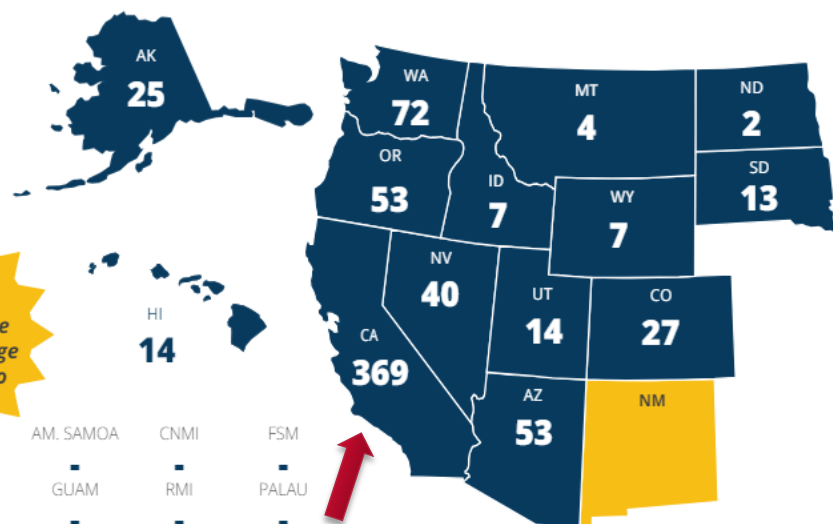
- ▶ **University of Arizona (17)**
- ▶ **University of Colorado Denver (9)**
- ▶ **University of Colorado Anschutz Medical Campus (9)**

WUE

WUE STUDENTS FROM NEW MEXICO: **931**



WUE STUDENTS TO NEW MEXICO: **700**



AM. SAMOA *
 CNMI -
 FSM *
 GUAM -
 RMI *
 PALAU *

AM. SAMOA -
 CNMI -
 FSM -
 GUAM -
 RMI -
 PALAU -

* Currently do not have any participating WUE schools.

First-Year Student Funnels 2019 - 2023

The University of New Mexico – *All Students* Fall New Freshman Admission Funnel 2019 – 2023

Status	2019	2020	2021	2022	2023
Applications	11,792	13,619	13,816	13,495	13,525
Admit	7,813	9,750	11,457	11,109	11,807
Admit Rate	66.3%	71.59%	82.93%	82.32%	87.30%
Enroll	2,594	2,790	3,076	3,509	3,611
Yield Rate	33.2%	28.62%	26.85%	31.59%	30.58%

The University of New Mexico – *New Mexico Residents* Fall New Freshman Admission Funnel 2019 – 2023

Status	2019	2020	2021	2022	2023
Applications	7,242	6,842	6,136	6,235	6,596
Admit	6,568	5,747	5,426	5,337	5,949
Admit Rate	72.9%	72.0%	88.43%	85.60%	90.19%
Enroll	2,106	2,147	2,295	2,750	2,911
Yield Rate	38.6%	42.1%	39.28%	51.53%	48.93%

The University of New Mexico – *Non-Residents* Fall New Freshman Admission Funnel 2019 – 2023

Status	2019	2020	2021	2022	2023
Applications	4,056	6,781	7,680	7,254	6,929
Admit	2,240	4,004	5,617	5,901	5,858
Admit Rate	55.2%	59.0%	73.1%	81.35%	84.54%
Enroll	488	643	781	759	701
Yield Rate	21.8%	16.1%	13.9%	12.86%	11.97%

Enrollment, 2009 to 2022: New Mexico Institute of Mining and Technology, NM and 2 more



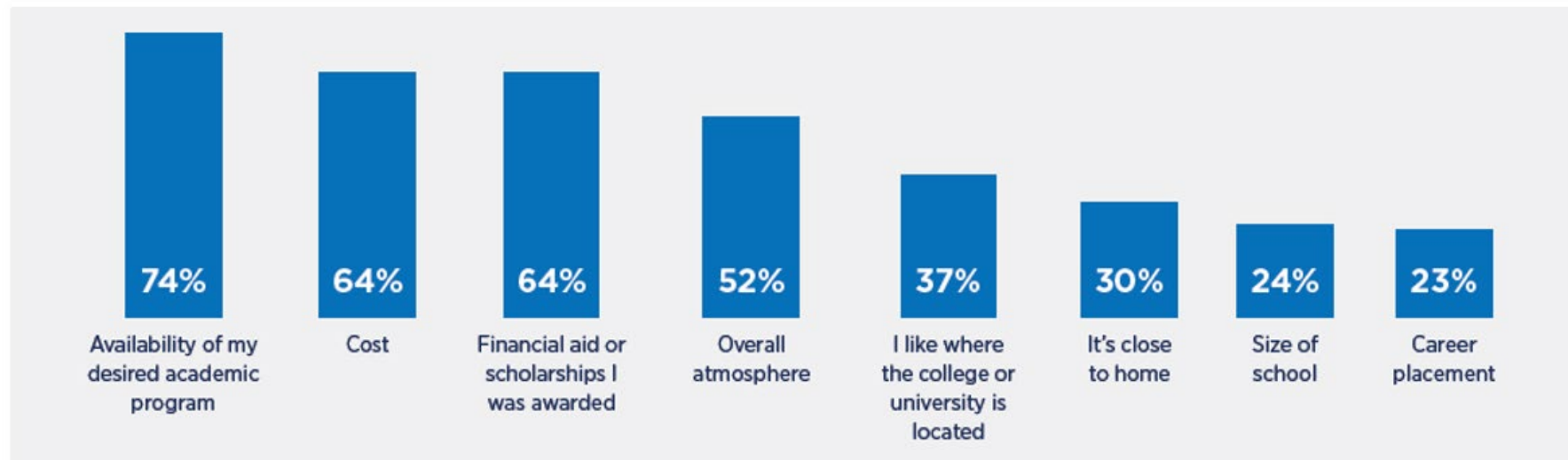
College and State
 New Mexico In...
 University of N...
 New Mexico St...

What Drives Our Approaches and Thinking




THE UNIVERSITY OF
NEW MEXICO[®]

Top reasons for choosing a college or university



Key Things For Focus – Website and Communications

Most influential sources during college search



RESOURCE	OVERALL	SENIORS	JUNIORS	SOPHOMORES
The college's website	3.99	3.91	3.91	4.08
Results from a financial aid or scholarship calculator	3.84	3.85	3.77	3.90
Statistics on salaries of recent college graduates	3.69	3.79	3.74	3.65
Videos of campus, classrooms, students, residence halls	3.75	3.73	3.70	3.86
Email from a particular school <i>Academic Program</i>	3.75	3.70	3.79	3.90
Phone calls from admissions counselors <i>Academic Program</i>	3.64	3.58	3.80	3.73
Texts or live messages from admissions counselors	3.62	3.54	3.59	3.66
Virtual reality videos	3.50	3.53	3.41	3.43
Social media posts	3.36	3.51	3.46	3.28
Virtual tours	3.51	3.51	3.59	3.78

Challenges



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NEW MEXICO[®]

- Undergraduate enrollment peaked in 2010 (18.1 million), down to 15.4 million in 2021.
- U.S. birthrate is declining: it fell by 23% between 2007 and 2022.
- Fewer international students studying in the U.S.
 - In 2022 number of Chinese students--a leading country of origin--dropped 8.6%.
- Strong economies inspire young people to enter the workforce early.
 - Unemployment is about 3%.
- Young people aren't sure college is worth the cost.

- Test optional (no requirement for ACT or SAT) -- about 80% of colleges.
- More students are applying to more colleges.
 - Only 12% apply to just one college; the Common App reported average is 5.7 schools, up 8% since 2019-20.
- Direct admission offers.
- Regional Recruiters.
 - Example: There are more than 110 in Houston and 80 in Dallas/Fort Worth.

- Research I and Flagship.
- Located in large metropolitan area.
- Statewide protections for women's reproductive rights.
- No legislative prohibitions on DEI.
- Opportunity and Lottery Scholarships fully fund mandatory tuition and fees for residents.
- Still relatively competitive in cost for non-residents.

What We Have Done and Can Do



- Improved Communications
 - Frequency, messages. Seems simple, *but if done right is powerful.*
- Effective Use of Institutional Scholarships
 - Predictive modeling and monitoring responsiveness to awards.
- Improved Admissions Priority Dates and Processing
 - Use of direct admissions to attract and prompt action.
 - Accept self-reported high school GPA, test scores.
 - Joined the Common Application.
 - Admit faster.

What Enrollment Management is Doing (and continue/plan to do at undergraduate level)

- Welcome Center
 - Opening July 2024
- Communication Flows - routinely reviewed and updated
 - Marketing messages
 - Frequency, sequence
- Regional Recruiters
 - Dallas Fort Worth, El Paso, Southern Cal
- Name Purchases
 - High school students
 - New sources that convert to applicant better?
- Effective Use of Website and Social Media
- New Salesforce CRM will be more robust
- HS Counselor Fly-Ins
- Coordinate Yield Strategies
 - Housing, Orientation, Scholarships
- Predictive modeling for retention interventions.
- Facilitate the Recruitment Coordination Council (RCC)

** Items in red text are in progress*

What We Could Consider to Expand/ Become More Competitive

- Consider expanding online offerings
 - Programs that meet demand, fit within competitive marketplace.
 - Costs (flat rate?)
- Graduate admissions and enrollments
 - Capacities?
 - Admissions processes/requirements (*recommendation letters still useful? When are offers going out--early enough?*)
- Transfer student pathways
 - Not just articulation agreements, but clearly defined curriculum pathways.
- Microcredentials? Could increase enrollments if there is demand.

- Should we continue to grow, and to what size?
- What mix of undergraduate and graduate should we strive for?
- What mix of residents and non-residents should we strive for?
- What mix of online & face-to-face learning environments should we develop?
- What would be needed to grow?
 - What infrastructure would need to scale?
 - What human resources would be needed?
 - What revenue streams would support this? (Is the marginal tuition raised enough?)
- Can we grow the graduate student population?
- Can we continue to grow the undergraduate population?
 - By recruiting more students?
 - By retaining more students?

- Housing: we have insufficient housing now, would have to grow
- Food: do we have sufficient food venue capacity?
- Learning spaces: do we have to increase? do we have the right mix?
 - General purpose classrooms
 - Learning laboratories
 - Classroom mix (large vs. medium vs. small)
 - Scheduling
- Staffing (Faculty and Staff): would require growth
 - Adding faculty requires growing staff (Note: 2023 student to faculty ratio 21 is high)
 - Research space
 - Custodial staff and maintenance staff
 - Parking
- Sustainability

- How does the SSTAR committee think about the prospect of growth?
- What questions are we missing?