

Report on New Mexico Statewide Higher Education Master-plan (NM-SHEM) Research and Recommendations

New Mexico Higher Education Department



SUSANA MARTINEZ
NEW MEXICO GOVERNOR

DR. BARBARA DAMRON
HED CABINET SECRETARY

Presentation to the Legislative Finance Committee
December 5, 2017



Background

- **NMHED Initiatives**
 - Remediation, common course numbering, general education reforms, meta-majors, and others.
- **“Route to 66”**
- **Statewide Higher Education Master-plan Committee (NM SHEM) Created**
 - In response to Governor Martinez’ executive order, NMHED convened key stakeholders and leaders from higher education, public education, business, and the executive and legislative branches of state government.
- **NM SHEM Subcommittees Established**
 - Higher Education Governance
 - Reorganization Finance Impact
 - Legislative and Constitutional



Higher Education Governance Subcommittee Goals

Set Direction

Create clear expectations for how New Mexico's Higher Education Institutions (HEIs) will contribute to state education and economic development goals and develop a higher education governance structure that will meet those needs.

Assess Structure

Comprehensively assess New Mexico's current higher education governance structure, with the aim of enhancing systems and improving collaboration to create a more flexible system that can quickly support the current statewide goal, as well as adapt to shifting needs and goals in the future.

Define Need

Define what needs to be accomplished, including: constitutional and statute changes required for recommendations and establishment of operational and process goals to ensure that recommendations lead to a positive return on the state's invested capital

Create Pathways

Define and clearly communicate measurable expectations of academic, service, and research partnerships, grounded in the value they are expected to create.

Move Forward

Advance a New Mexico higher education governance model that is functional, sustainable, and purposeful while ensuring it has sufficient bandwidth to successfully meet the state's education and economic development goals.

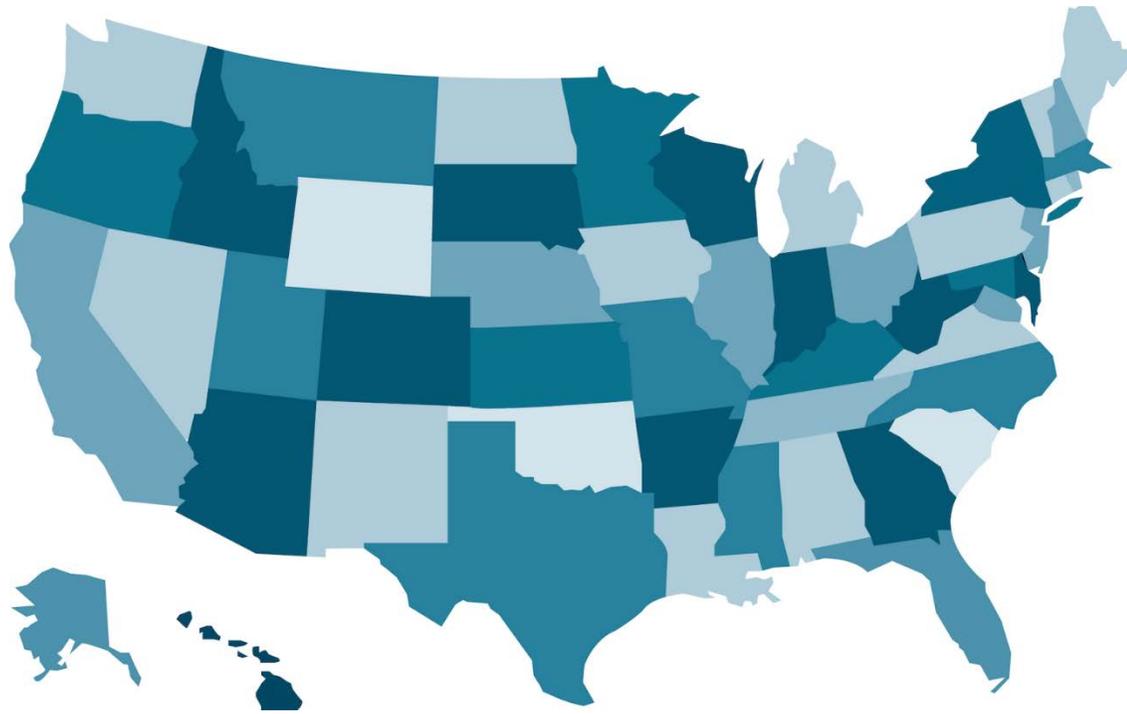


Process

- **NM SHEM & Subcommittee Meetings**
 - **August 18, 2016** (Strategic Planning Committee)
 - **September 23, 2016** (Governor's 2nd Annual Summit on Higher Education)
 - **January 5, 2017** (Strategic Planning Committee)
 - **June 28 – 29, 2017** (NM SHEM kick-start meeting)
 - **July 19, 2017** (NM SHEM – Governance Subcommittee)
 - **July 28, 2017** (NM SHEM Committee and NM SHEM – Governance Subcommittee)
 - **August 28, 2017** (NM SHEM – Governance Subcommittee)
 - **August 31, 2017** (NM SHEM – Reorganization Finance Impact)
 - **October 30, 2017** (NM SHEM – Governance Subcommittee)
 - **November 6, 2017** (NM SHEM Committee and NM SHEM – Governance Subcommittee)

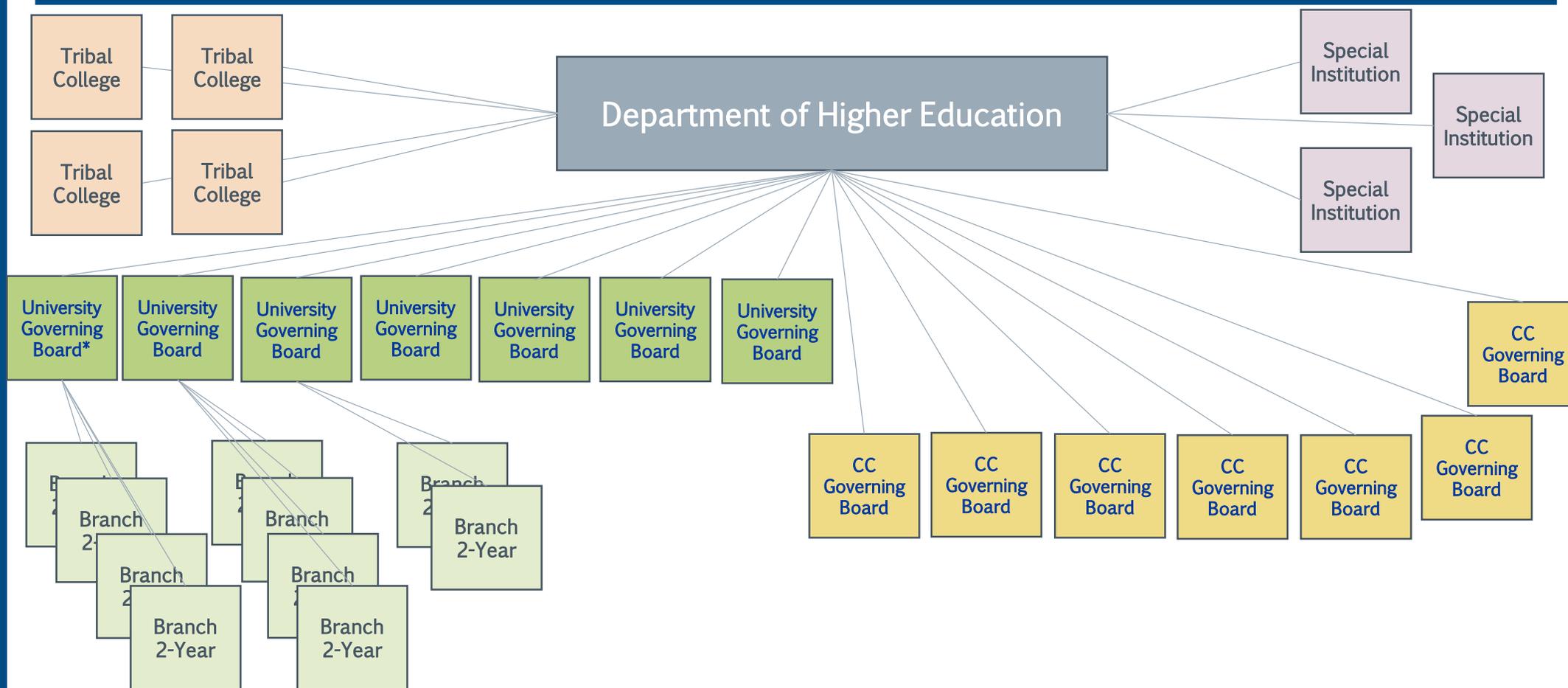


Studied Governance Structures Nationwide





Current Governance Structure in New Mexico



* UNM Main Campus and HSC



Criteria for Selection

OUTCOME CRITERIA

Does the proposed model include:

- Authority and capacity to lead HEIs to achieve state goals
- Authority and capacity to drive operational efficiency
- Recognition of differences among HEIs (mission, size, location, etc.)
- Consistency of leadership

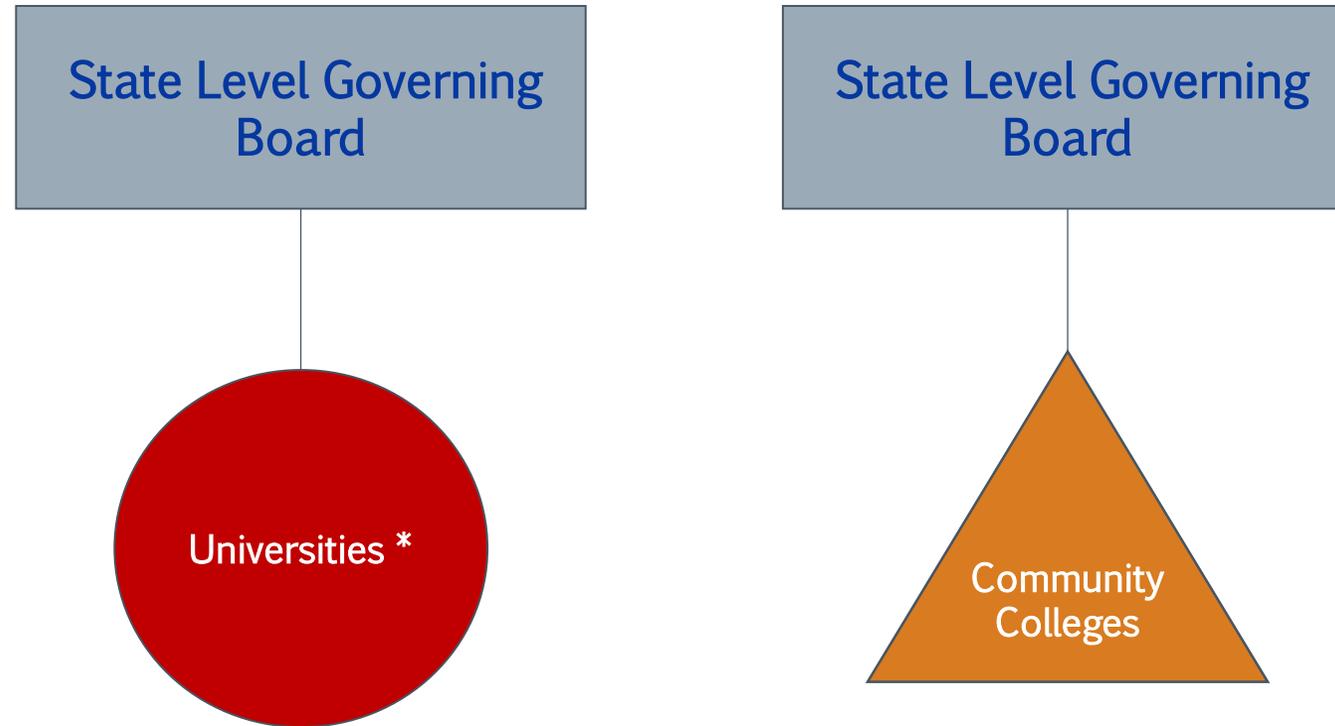
IMPLEMENTATION CRITERIA

Would the proposed model:

- Require constitutional or statutory change
- Incur significant costs to implement (monetary, time, staffing)
- Generate stakeholder pushback (legal, from existing HEI leadership, general public, etc.)



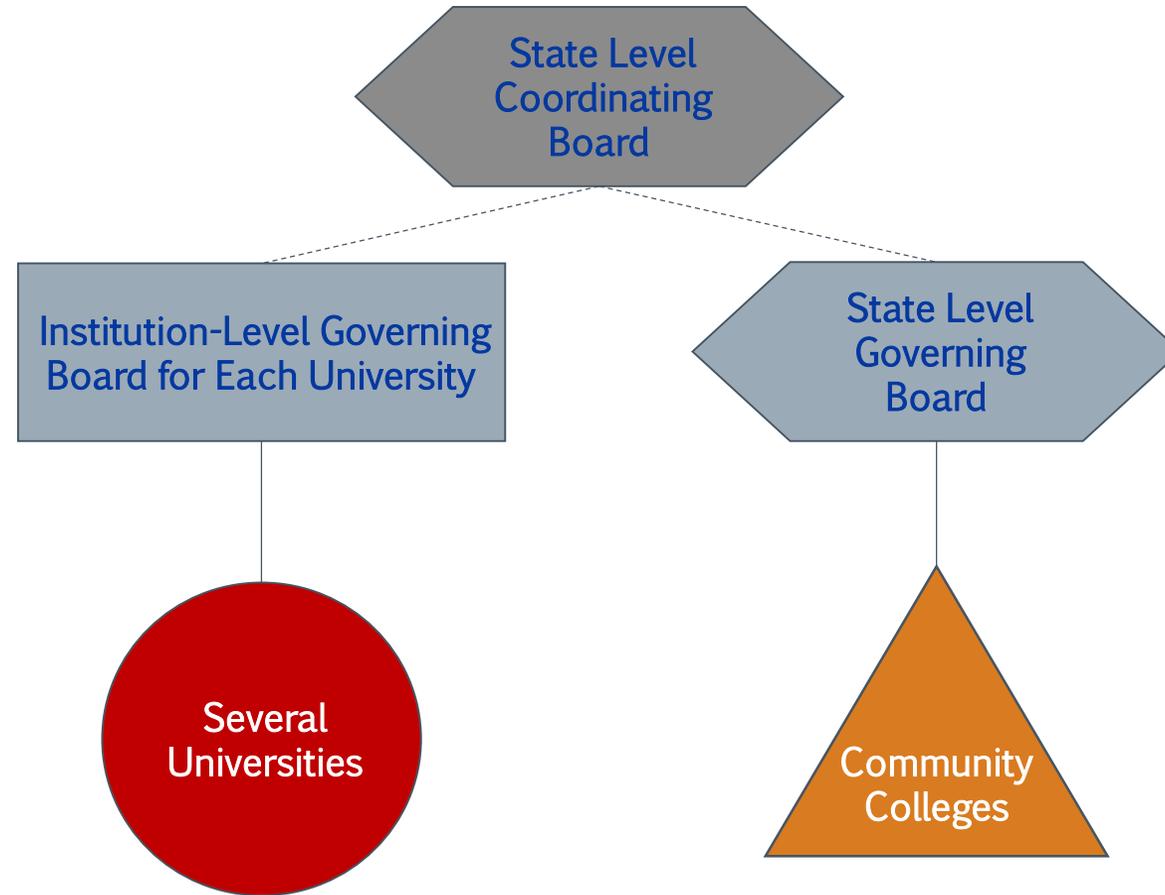
Other State Models Considered – North Carolina



**Each university has its own Board with powers delegated by state-level Board.*

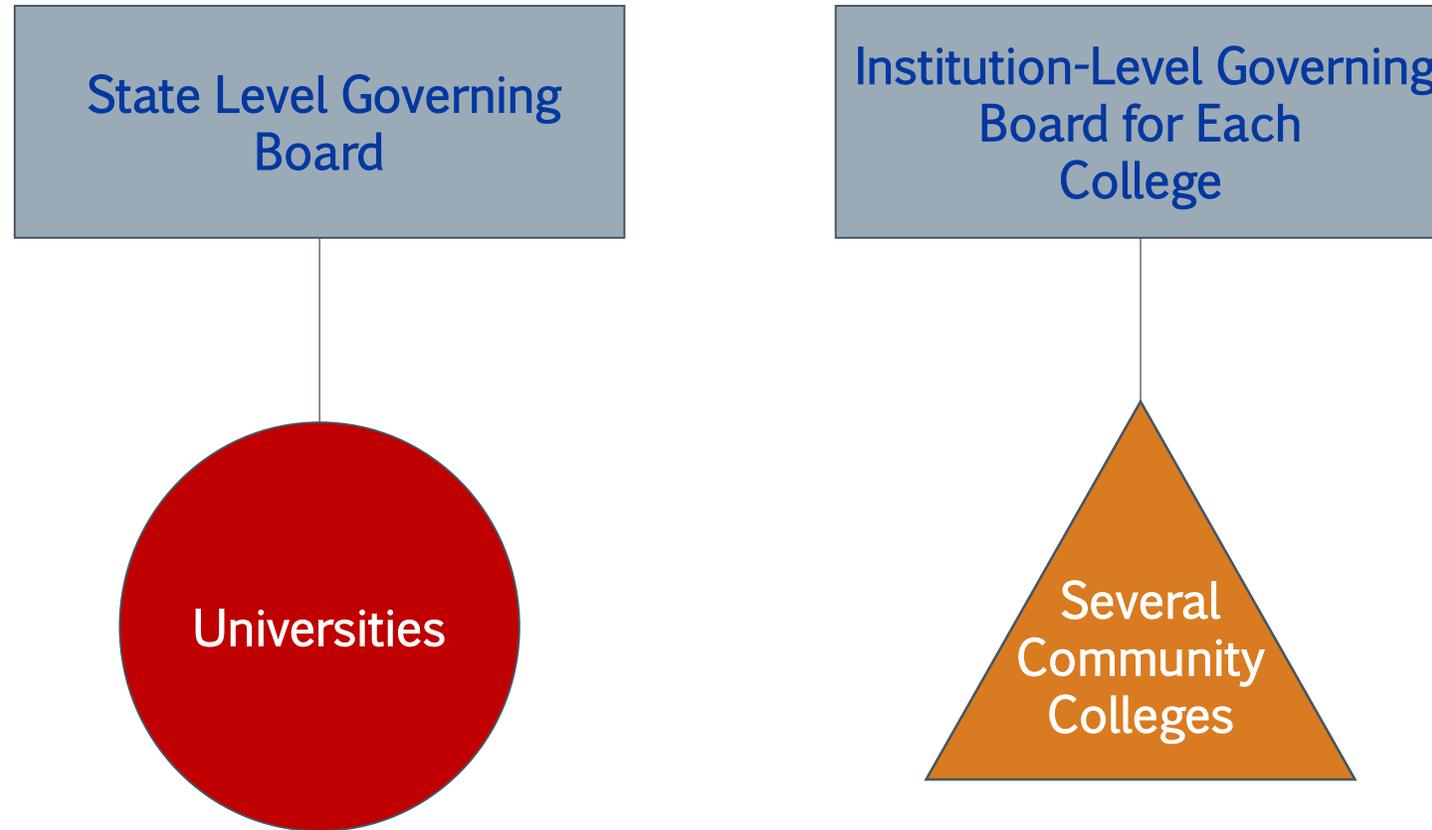


Other State Models Considered – Kentucky/Virginia



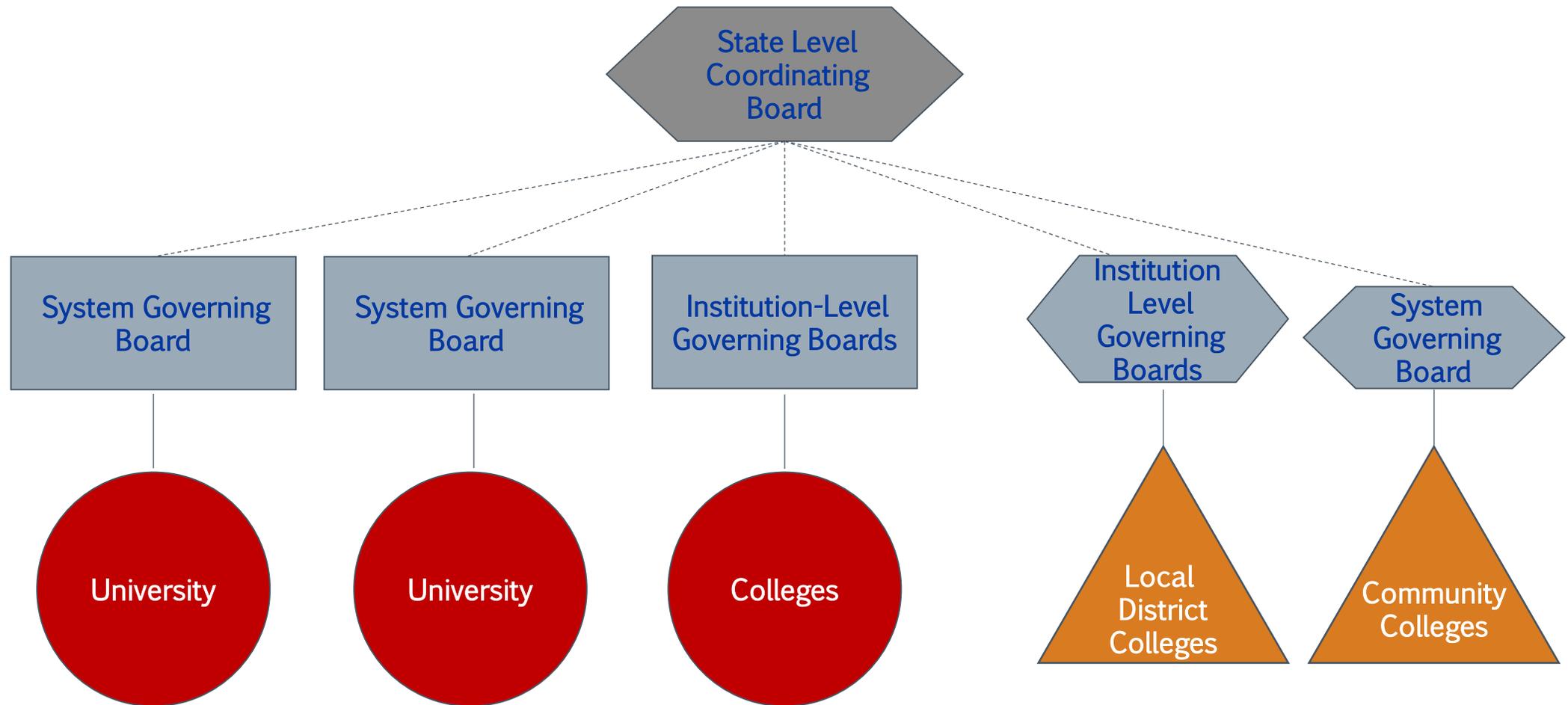


Other State Models Considered – Arizona



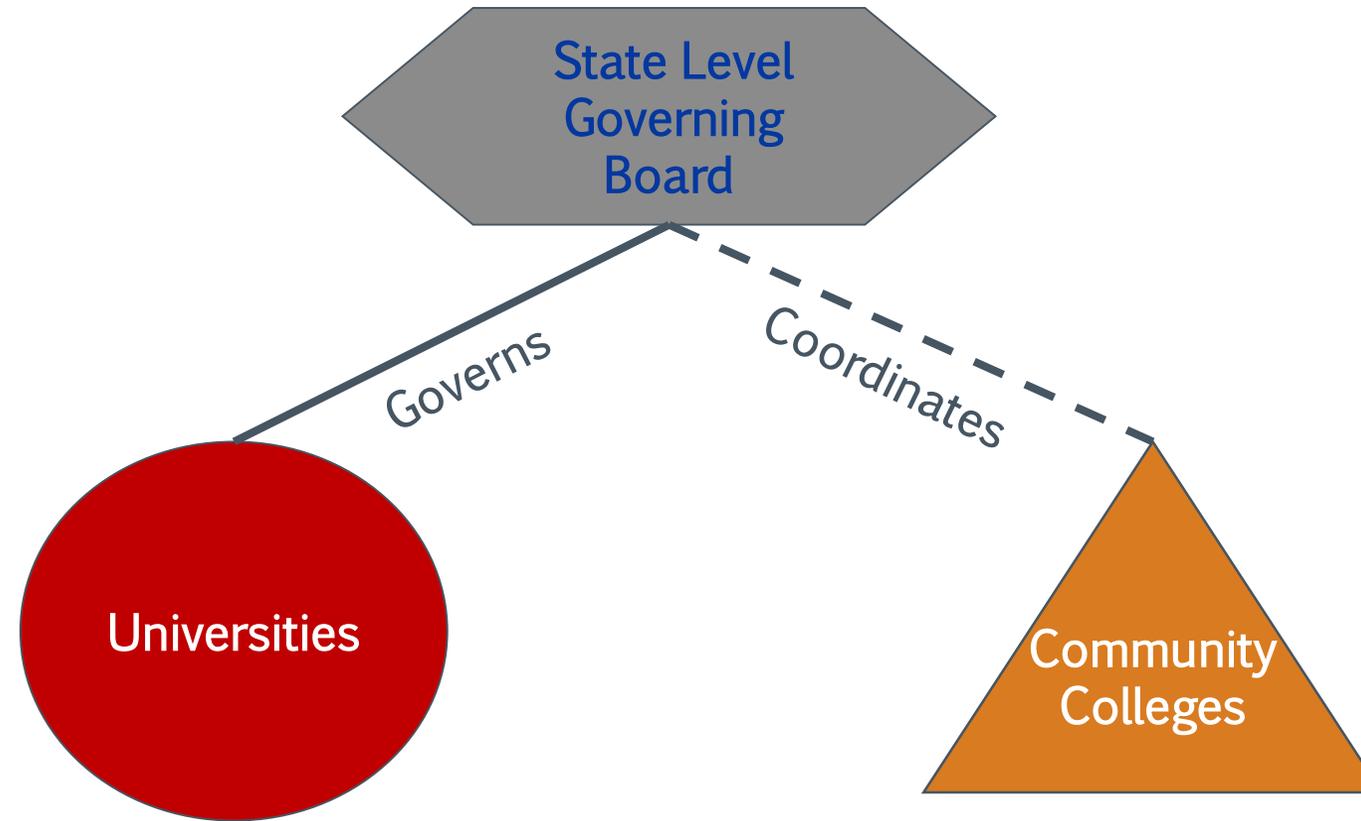


Other State Models Considered – Colorado



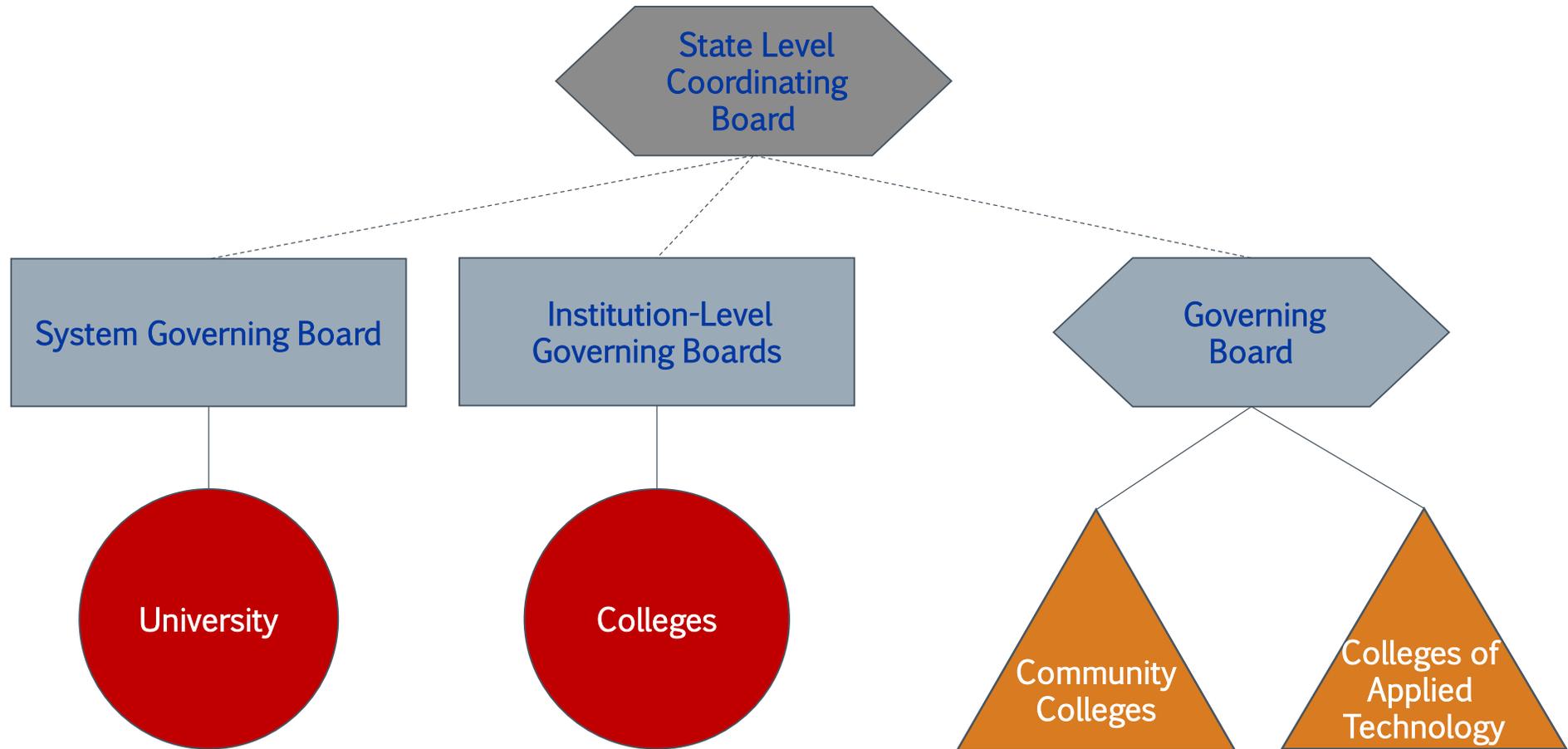


Other State Models Considered – Montana



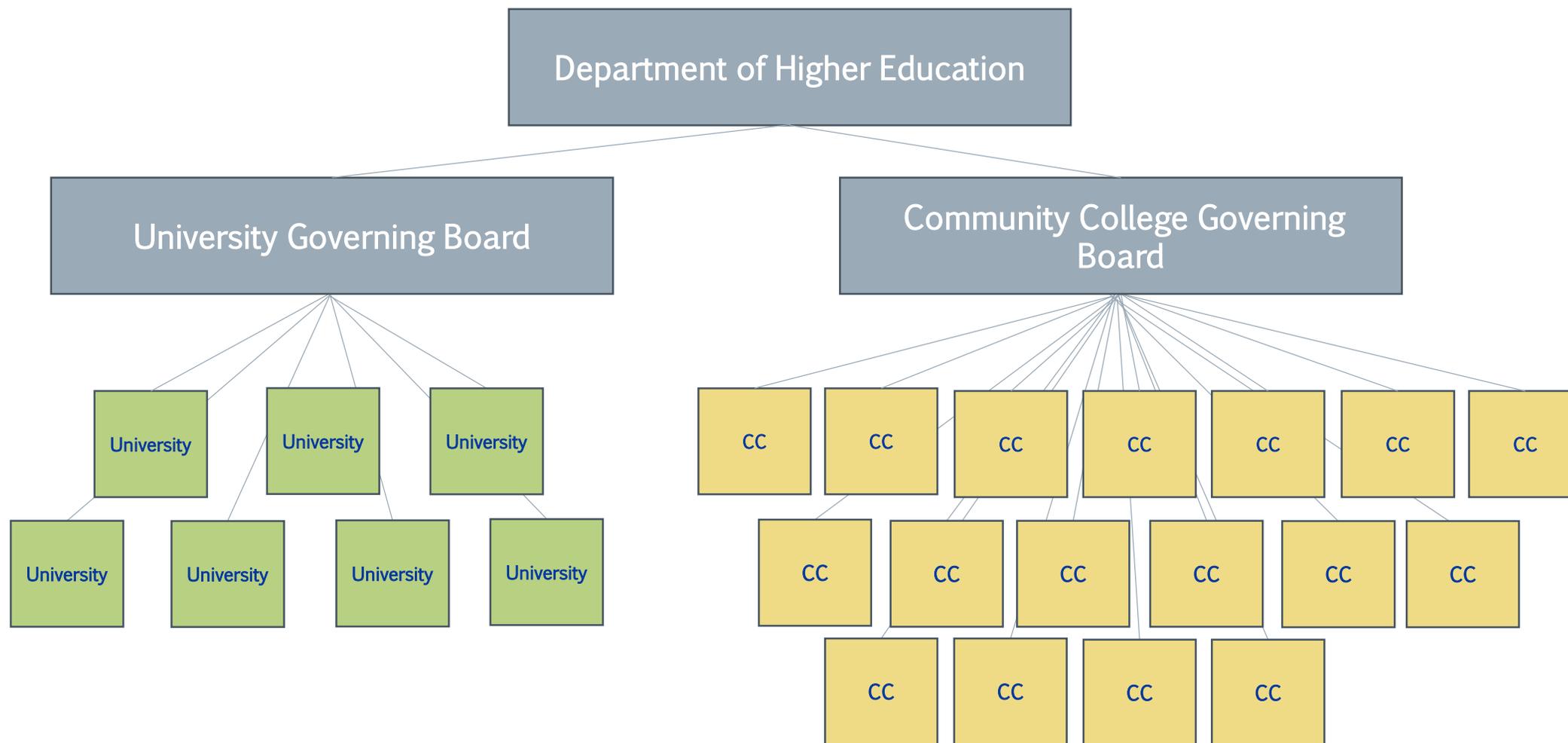


Other State Models Considered – Tennessee



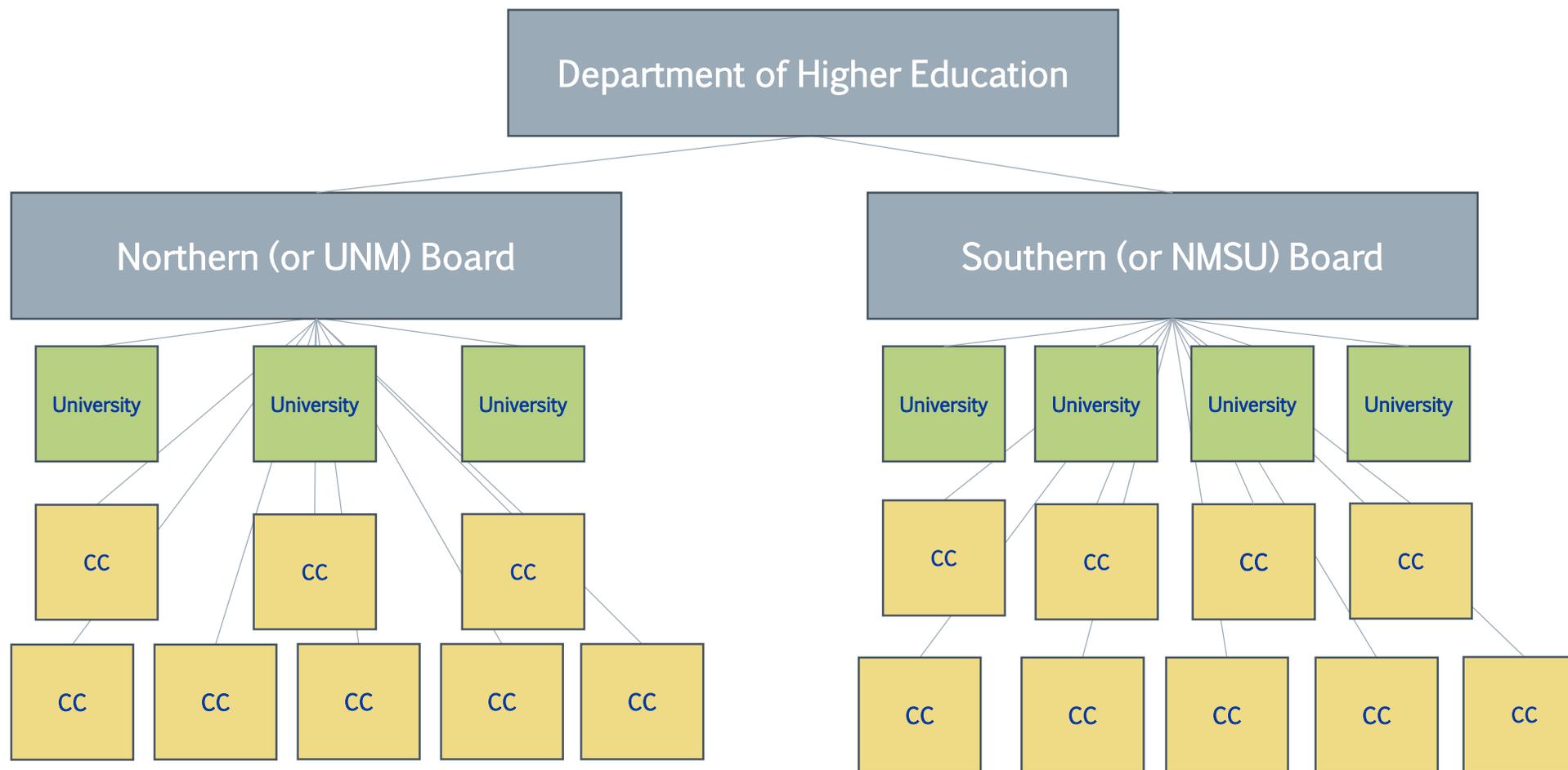


Other Model Studied – 2 Sector System





Other Model Studied – North/South System





HED Summary of NM-SHEM

- Governance structure discussed previously
- Governor Martinez and Legislatures (SJM8) asked to study governance structure
- Widespread representation ←
- No Cost Savings
- NM SHEM wanted HED to have more authority



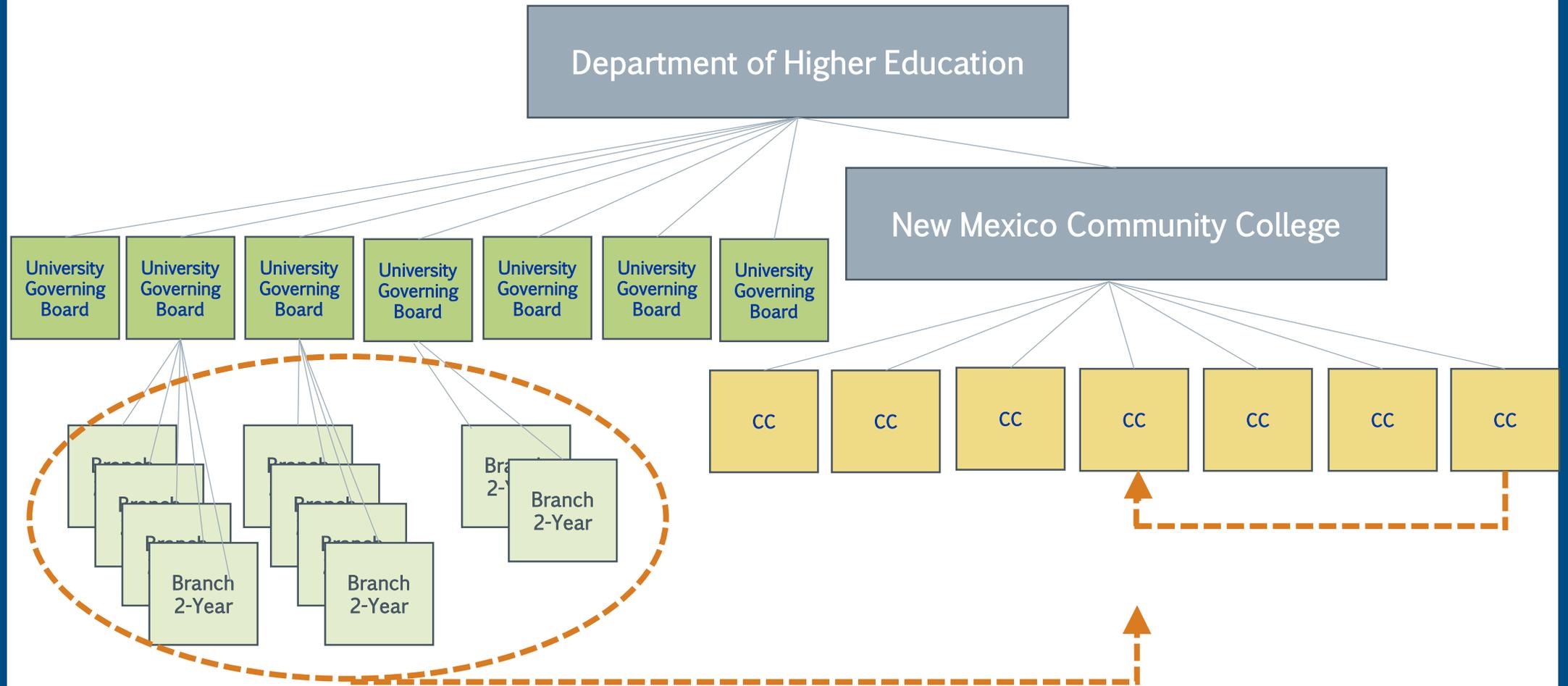


NM HED Reactions/Conclusions

1. Things that are probably not the answer for NM:
 - a) A single “superboard”
 - b) A system with one university board and one CC board
 - c) A “north/south” board structure
2. There are concerns with combining a community college with a 4 year institution; importance of the community college mission
3. In NM, universities with community college branches are not working optimally as systems
4. Many states have had success with all community colleges in a single system
5. In certain cases, the state should consider taking action on institutions before accreditation is lost and students are negatively impacted.
 - a) NMHU
 - b) NNMC
 - c) Luna



NMHED Recommendation





Increase Student Outcomes

