

**STRATEGIC PLAN**  
**POLICY & PROCEDURES**  
**OFFICE OF GOVERNMENT RELATIONS**



THE UNIVERSITY *of*  
NEW MEXICO

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**STRATEGIC PLAN FOR  
OFFICE OF GOVERNMENT RELATIONS  
THE UNIVERSITY OF NEW MEXICO**

***EXECUTIVE SUMMARY***

The goal of the Office of Government Relations is to build broad based support to advance the mission of The University of New Mexico. This kind of support should include university internal and external constituencies by utilizing government to government relations to develop efforts to increase public funding that will leverage private funding and continue to manage substantive policy language at all three levels of government to enhance the mission of the university. This goal is in four areas: Local Government, State Government, Federal Government and Community. Through a well organized University wide effort that is promoted by top management can meet the goals and objectives that are established.

**Processes**

Through better coordination of the State and Federal processes a more strategic effort on both fronts can occur saving time and resources. The two processes should closely mirror one another to reflect the universities mission through government relations effort to develop relations with State, Federal elected and government official along with staff to gain success in State and Federal appropriations and substantive processes that will advance UNM. University goals are set early in the process that apply broadly then the strategic vision set by the Executive Management Team can transcend both processes. Furthermore, through the integration of the State and Federal Priority setting processes in one office the University community will be able to visualize common themes and goals.

*State Process*

1. Send letter to campus community about legislation priority process (timelines, meetings, input, etc.)
2. Executive Management Team to set University criteria for state and federal priorities (Week after 20 day period)
3. Solicit for Proposals based on EMT Focus Areas
4. Meet with Deans, VPs, AVPs and constituent groups to discuss process and list to concerns and priorities
5. Proposals come to OGR and are then sent to EVPs for evaluation and ranking
6. Constituent groups are met with to discuss preliminary findings
7. EMT reviews first draft of priorities and they are reworked
8. Hearings with campus community about priorities (optional)
9. EMT final review and priorities are set
10. Priorities go to Regents for adoption (August)
11. Rework or addition to priorities and final review by EMT (if needed)

*Federal Process*

1. July meet with EMT to discuss Federal Priority Process and find complementary areas of interest with State
2. Solicit for Proposals with Timelines in August
3. Evaluate proposals with EMT (October)
4. Hold campus hearings (October/November)
5. Final Priorities set by EMT in November

**Strategic Implementation Plans**

The Office of Government Relations will work with each Dean and EVP to develop a Strategic Action Plan that relate to Federal, State and Local levels.

**Federal**

1. NM Congressional Delegation and Staffers
2. Other State Delegation that have a strong common interest with UNM
3. NM National Center for Public Policy
4. Constituent Services

**State**

1. Governor’s Office
2. Cabinet Secretaries
3. Legislature
4. Legislative Finance Committee
5. Department of Finance and Administration
6. Higher Education Department
7. Constituent Services

**Local**

1. City and County Governments (e.g. Architecture and Planning)
2. Community Involvement\Outreach
  - a. Identify various other entities that each college collaborates and partners with throughout the State
3. Demonstrate each college’s fund raising for research and development.
4. Show costs/benefits to funding the university capital, OPBUD, program expansion and new program requests
5. Constitute Services

**Evaluation**

The OGR will establish benchmarks, goals and evaluation criteria for the State contract lobbyist and evaluate performance on regular intervals. OGR will work with OVPRED to develop benchmarks, goals and evaluation criteria for Federal contract lobbyists and evaluate performance on regular intervals. Both State and Federal contract lobbyist will be required to submit monthly reports, respectively.

OGR will reconcile, evaluate, oversee and manage the assessment of all capital outlay and special project line items funded by the legislature with both Main and HSC budget offices along with the office of Institutional Support.

**BUDGET & LEGISLATIVE STRATEGY  
OFFICE OF GOVERNMENT RELATIONS  
THE UNIVERSITY OF NEW MEXICO**

**1. VISION**

The Office of Government Relations will be recognized by internal and external constituencies, and other organizations as:

- ❑ Knowledgeable and proficient about Local, State and Federal political issues as well as legislative and budgetary processes;
- ❑ Informed about UNM and related policy substantive issues;
- ❑ Responsive to requests for assistance by external and internal stakeholders; and,
- ❑ An effective advocacy operation to advance the universities mission.

**2. Mission**

The Office of Government Relations serves as the central resource for campus and unit-based relationships with Local, State and Federal elected officials, community and opinion leaders.

The Government Relations staff is dedicated to:

**Creating Awareness**

- Establishing UNM as a resource for community and business development
- Strengthen visibility of the HSC as the States center for medicine

**Building Relationships**

- Facilitate opportunities for UNM to develop strategic relationships with legislators, alumni, community and business leaders
- Engage UNM in collaborative partnerships with business and community leaders

**Generating Support**

Create opportunities for New Mexico residents and businesses to invest UNM and the University Health Science Center as a high level research university and medical center

**3. THEMES**

Student Success \* Excellence in Research \* Economic & Community Development \*  
Healthy Communities

**4. INTRODUCTION & BACKGROUND**

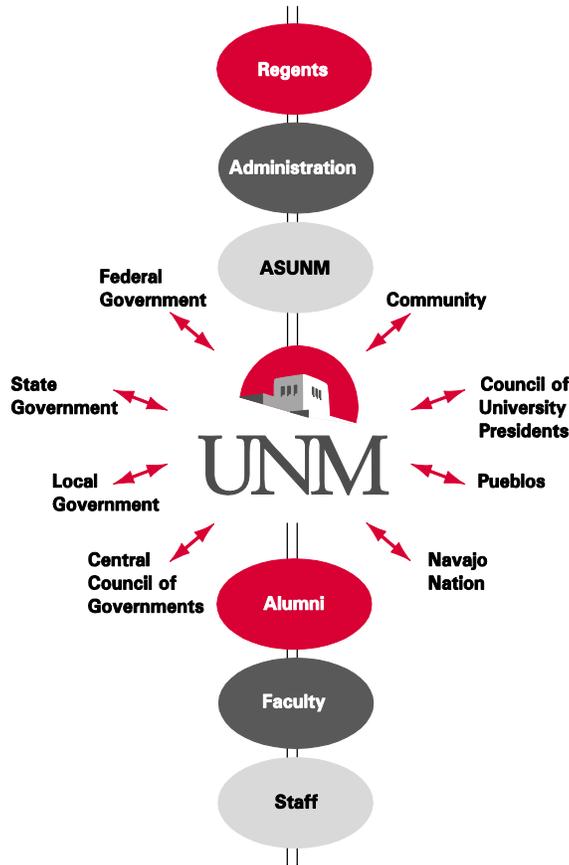
The Office of Government Relations reports to the Executive Vice President for Administration and is responsible for facilitating, coordinating and maintaining all University interaction with the federal, state and local government, including the federal, state or local executive branches and executive agencies; the Congress; the State Legislature; Bernalillo County Commission; City of Albuquerque and City of Rio Rancho Councils, Central Council of Governments; and any federal, state or local public or private entity whose primary responsibility is interacting with or influencing the federal, state or local government. In addition, the office works to develop and maintain a positive image for the University, and works to strengthen the lines of communication by serving as a liaison between the University, the business community and the community at large.

**5. OBJECTIVES**

- a) Integrate intergovernmental relations program;
- b) Include internal & external constituent groups (i.e., regents, administration, students, staff, faculty, alumni and community); to promote and gain support for UNM
- c) Build relationships with elected and appointed officials.

**OVERALL STRATEGY**

- a) Develop a unified and coordinated message and develop legislative action and marketing plans to strengthen our message;
- b) *Engage* state legislative interim committees through presentations, sponsoring events, host meetings on campus and campus tours; Communicate, collaborate and coordinate with partners to plan briefings, receptions, recognitions, forums, events and meetings.
- c) Connecting legislators, executive staffers, and congressional staffers to the campus. Finding areas of interest and fostering it; and



**6. COORDINATION AND TRACKING OF PLAN ACTIVITIES**

The following chart (attachment #1) identifies specific tasks, assignments of duties and timing of activities to implement the legislative and budget strategy. The Office of Government Relations will orchestrate, track and coordinate the strategy and messages. The constituent groups will be asked to take the lead or supporting roles in the various activities and will be identified.

University leadership must be allowed to utilize the current political process to advance our efforts at the local, state and federal levels of government and community in the areas of Student Success, Excellence in Research, Economic & Community Development and Healthy Communities. We must be constant in the pursuit of our goals as well as work towards improving the process. We are to be optimistic yet aware and realistic of obstacles that can impede our efforts. We are to reach out for new alliances within the State Executive, Legislative, Judicial branches and Congress. We must always acknowledge our friends within those areas and be appreciative of their vigilance and support. **(IN PROGRESS)**

**7. PROPOSED POLICIES**

The Office of Government Relations is in charge of advancing the University's interests at all levels of federal, state and local government. The following policy guidelines for working with University units will achieve a coordinated and effective institutional advancement program.

- To inform the Office of Government Relations of all planned contacts and correspondence with elected officials and policy-making employees of federal, state and local government, including those who are alumni or friends of the University. Those items which pertain to sponsored research should be coordinated with the Vice President for Research.
- To consult the Office of Government Relations on any verbal or written statements made on behalf of the University that concern federal, state or local policies, legislation or regulations.
- To advise the Office of Government Relations on any activities, conferences, seminars, lectures or projects that involve the community and/or impact the University area.
- Faculty or staff members who contact federal, state or local policy-making employees as experts in a specific field, or who act on behalf of themselves or another organization, should include a disclaimer which clearly states that they are not acting on behalf of the University.
- The Byrd Amendment (Section 319 of P.L. 101-121) generally prohibits the use of Federal funds for lobbying members of Congress, their staffs, or employees of Federal agencies in connection with the awarding of specific contracts and grants. Researchers are advised to consult the Vice President for Research & Economic Development to plan lobbying contacts, particularly with Congress. The Office of Government & Community Relations and The Office of the Vice President for Research & Economic Development are the University's designated points-of-contact concerning federal lobbying.
- Any activity conducted with the expressed intention of influencing the passage or defeat of legislation, the approval or disapproval of any legislation, the adoption or rejection of any rule, legislation or policy, or the appropriation or allocation of state funds must be reported to the Office of Government Relations. The Director of Government Relations should be advised when faculty, staff and/or students plan to lobby New Mexico State or local agencies/departments, the legislature and its staff, or the executive branch on behalf of the University.
- New Mexico State Lobbyists Regulation Act states, "Each lobbyist or lobbyist's employer who makes or incurs expenditures or political contributions for the benefit of or in opposition to a state legislator or candidate for the state legislature, a state public officer or candidate for state public office, a board or commission member or state employee who is involved in an official action affecting the lobbyist's employer or in support of or in opposition to a ballot issue or pending legislation or official action shall file an expenditure report with the Secretary of State on a prescribed form or in an electronic format approved by the Secretary of State. The expenditure report shall include a sworn statement that sets forth:

The cumulative total of the expenditures made or incurred, separated into categories that identify the total separate amounts spent on:

- Meals and beverages
- Miscellaneous entertainment expenditures
- Gifts and
- Other expenditures

**8. GENERAL RESPONSIBILITIES EXPECTED BY LOBBYIST OF OGR:**

- Feedback from Members of Congress, Administration, Executive, Legislators and staffers
  - Advice and recommendation of tactics on how to approach
- Feedback from those who have common interests and oppositions
- Feedback from other Lobbyists that represent opposing interests
- Give realistic expectation of what commitment members of congress and legislators have made to UNM
- Continue to learn UNM priorities
- Notice of events that can benefit or affect UNM
- Provide information to Federal, State, and local Government as it pertains to UNM

**ROLES AND RESPONSIBILITIES WITHIN THE DIVISION**

	ROLE	RESPONSIBILITIES
Marc H. Saavedra	<ul style="list-style-type: none"> <li>Local Government</li> <li>State Government</li> <li>Federal Government</li> <li>Cities &amp; Counties</li> <li>Internal Point of Contact</li> <li>Liaison with VPR<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>State Priorities</li> <li>Federal Priorities<sup>1</sup></li> <li>Regents</li> <li>President, Vice Presidents and Deans</li> <li>Association of Commerce &amp; Industry</li> <li>Hispano Chamber of Commerce</li> <li>Legislative Hearings (determination)</li> <li>Legislative Relations</li> <li>Bernalillo County</li> <li>Cities of ABQ &amp; Rio Rancho</li> <li>Association of Counties</li> <li>NM Municipal League</li> <li>Central Council of Governments</li> <li>Association of Commerce &amp; Industry</li> <li>Educational Retirement</li> <li>Substantive HSC related legislation</li> </ul>
Tanya Giddings	<p>Internal Assignments</p> <p>Legislative Branch</p> <p>Executive Branch</p> <p>Other Higher Education Institutions</p> <p>Student Workers</p> <p>Web Management</p>	<ul style="list-style-type: none"> <li>Budget Office (Main &amp; HSC)</li> <li>Office of Institutional Support</li> <li>Deans &amp; Directors</li> <li>Legislator Relations (Building Bridges)</li> <li>House Bill 2 (Budget Bill)</li> <li>Finance &amp; Appropriations Committees</li> <li>Legislative Agency Staff</li> <li>Special Projects Management &amp; Assessment</li> <li>Cabinet Secretaries</li> <li>Agencies</li> <li>DFA Staff</li> <li>Staffers</li> <li>Build relations on state and federal priorities</li> <li>Train and Oversee Student Workers</li> <li>Office Student Internship program and Coordinate other Student Internships</li> <li>Maintain OGR website</li> </ul>
Renee Santillanes	Administrative and clerical support to the Government	<ul style="list-style-type: none"> <li>Liaison &amp; Office Manager for Director, Government Relations Officer and UNM</li> </ul>

<sup>1</sup> OVPR & OGCR will work jointly on coordinating Federal Priorities

	Relations and Community Outreach and Development Division	Constituents <ul style="list-style-type: none"> <li>• Scheduling Coordinator</li> <li>• Manage, track and report on budget</li> </ul>
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**ROLE OF STATE CONTRACT LOBBYISTS**

	ROLE	RESPONSIBILITIES
Joe Thompson	Lobby program funding & capital House and Senate Members Local Government	<ul style="list-style-type: none"> <li>• Capital Outlay funding</li> <li>• City Council</li> <li>• County Commission</li> <li>• Athletics</li> <li>• Alumni</li> <li>• Economic Development</li> <li>• Substantive HSC related legislation</li> <li>• Tax &amp; Revenue Committees</li> </ul>

**9. GENERAL RESPONSIBILITIES EXPECTED BY LOBBYIST OF OGR:**

- Feedback from Members of Congress, Administration, Executive, State Legislators and staffers, Local elected and Government Officials
  - Advice and recommendation of tactics on how to approach
- Feedback from those who have common interests and oppositions
- Feedback from other Lobbyists that represent opposing interests
- Give realistic expectation of what commitment members of congress and legislators have made to UNM
- Continue to learn UNM priorities
- Notice of events that can benefit or affect UNM
- Provide monthly status reports and meet at least twice a month
- Develop action plan with Director of OGR and Gov't. Rel. Specialist staffer
- Track appropriation legislation for special projects and substantive language legation during the interim and legislative session.

**10. COLLEGE/SCHOOL STRATEGIC ACTION PLANS**

**Federal**

1. NM Congressional Delegation and Staffers
2. Other State Delegation that have a strong common interest with UNM
3. NM National Center for Public Policy

**State**

1. Governor's Office
2. Cabinet Secretaries
3. Legislature
4. Legislative Finance Committee
5. Department of Finance and Administration
6. Higher Education Department
7. Interim legislative committees

**Local**

1. City and County Governments (e.g. Architecture and Planning)
2. Community Involvement\Outreach
  - a. Identify various other entities that each college collaborates and partners with throughout the State
3. Demonstrate each college's fund raising for research and development.
4. Show costs/benefits to funding the university capital, OPBUD, program expansion and new program requests

**TIMELINES FOR ACTION**

MONTH	STATE	FEDERAL
<u>2008</u> July August September October November December	Set Legislative Priorities Implement plan for priorities Make asks & get commitments Have all legislation and capital bills drafted and matched with sponsors	Work FY09 federal priorities at agencies, prioritize and set FY10 federal priorities
<u>2009</u> January February March April May June July August September October November December	60-day Session Reconcile legislative actions Develop legislative criteria of Request proposals for LFAs Set legislative priorities Develop and implement plan Make asks & get commitments Have all legislation and capital drafted with sponsors	Develop FY10 Priority Books Deliver and brief delegation and staff about FY10 Priorities (EMT) Submit FY10 request letters to members of congress Work FY10 Priorities with agencies RFP for FY11 Priorities Work FY10 federal priorities at agencies, prioritize Finalize FY11 federal priorities
<u>2010</u> January February March April May June July August September October November December	30-day Session Develop legislative criteria Request proposals for LFAs Set legislative priorities Develop and implement plan Make asks & get commitments Have all legislation and capital drafted and matched with sponsors	Develop FY11 Priority Books Deliver and brief delegation and staff about FY11 Priorities (EMT) Submit FY11 request letters to members of congress Work FY11 Priorities with agencies RFP for FY12 Priorities Work FY11 federal priorities at agencies, prioritize Finalize FY12 federal priorities
<u>2011</u> January February March April May June July August September	60-day Session Reconcile legislative actions Develop legislative criteria of Request proposals for LFAs Set legislative priorities Develop and implement plan	Develop FY12 Priority Books Deliver and brief delegation and staff about FY12 Priorities (EMT) Submit FY12 request letters to members of congress Work FY12 Priorities with agencies RFP for FY13 Priorities Work FY12 federal priorities at

October November December	Make asks & get commitments Have all legislation and capital drafted with sponsors	agencies, prioritize Finalize FY13 federal priorities
<b><u>2012</u></b> January February March April May June July August September October November December	30-day Session Develop legislative criteria Request proposals for LFAs Set legislative priorities Develop and implement plan Make asks & get commitments Have all legislation and capital drafted and matched with sponsors	Develop FY13 Priority Books Deliver and brief delegation and staff about FY13 Priorities (EMT) Submit FY13 request letters to members of congress Work FY13 Priorities with agencies  RFP for FY14 Priorities Work FY13 federal priorities at agencies, prioritize Finalize FY13 federal priorities



**Director for Government Relations  
2012 Organizational Structure**

