



**NEW MEXICO STATE UNIVERSITY BOARD OF REGENTS
REGULAR MEETING MINUTES
May 14, 2021 at 9:00am**

Regents of New Mexico State University

Chair Ammu Devasthali, Vice Chair Dina Chacón-Reitzel, Secretary/Treasurer Arsenio Romero, Christopher T. Saucedo, Neal Bitsie

Non-Voting Advisory Members - ASNMSU President Mathew Madrid, Faculty Senate Chair Julia Parra, Employee Council Chair Joseph Almaguer

University Officials - Chancellor Dan E. Arvizu, Ph.D., President John D. Floros, Ph.D., Provost Carol Parker, J.D., Vice Chancellor Ruth A. Johnston, Ph.D., Senior Vice President Andrew Burke, Ed.D., General Counsel Roy Collins III, J.D.

MINUTES

The Board of Regents meeting is available by webcast through the link at <http://panopto.nmsu.edu/bor/>

A. Call to Order, Chairwoman Ammu Devasthali

The Board of Regents met in the Board Room of the Educational Services Center at New Mexico State University in Las Cruces, New Mexico on May 14 2021. Chairwoman Devasthali called the meeting to order at 9:03am.

Pledge of Allegiance

NMSU ROTC Cadet Jonah Haven lead the Pledge of Allegiance. Cadet Haven is studying Geomatics Engineering. Cadet Haven is a freshman and a contracted ROTC student.

1. Confirmation of Quorum and Roll Call, Chairwoman Ammu Devasthali

The Chief of Staff confirmed the quorum and took the roll call.

Chairwoman Devasthali, Regent Chacón-Reitzel, Regent Romero, Regent Saucedo, Regent Bitsie, Chancellor Arvizu, and President Floros were present in the Board room.

Virtually present were:

ASNMSU President Madrid

Faculty Senate Chair Parra

Employee Council Chair Almaguer

Provost Parker

Vice Chancellor Johnston

Senior Vice President Burke

General Counsel Collins

2. Approval of the Agenda, Chairwoman Ammu Devasthali

Chairwoman Devasthali made a motion to amend the agenda to move the action items after the lunch break and to move consent item 7, the lease for Corona Ranch to item 1 as an action item. Vice Chairwoman Chacón-Reitzel seconded the motion. All were in favor. Motion passed.

3. Introductions, Associate Vice President Justin Bannister

Associate Vice President Bannister introduced two guests at the meeting, Teresa Provencio Boberg and former Chancellor Gary Carruthers. Teresa Provencio Boberg is the wife of Kevin Boberg, who was honored today. Former Chancellor Gary Carruthers is in attendance for the honoring of Kevin Boberg.

Chairwoman Devasthali welcomed both Teresa Provencio Boberg and former Chancellor Carruthers as well as extending her condolences.

4. Public Comment, Associate Vice President Justin Bannister

Associate Vice President Bannister reported that there were a few individuals who signed up for public comment and added the disclaimer that public comment is provided so that members of the community have an opportunity to give public input to the Board of Regents. Each individual addressing the Board was asked to state their name and keep their comments to within three minutes.

Jamie Bronstein was the first individual with public commenting and stated, "I've been teaching in the history department here since 1996. As I thought about what I was going to say today, I realized that I have many concerns to bring to your attention, but the overarching theme of my comments, is that the administration, with a couple of isolated exceptions, has given NMSU employees no reason to trust them. You may have heard that the graduate employees of NMSU are unionizing under the auspices of the International Brotherhood of Electrical Workers. NMSU doesn't provide tuition remission or health care for graduate workers, a bare minimum that is provided by all competitive graduate programs. The graduate workers didn't trust that without legal pressure the administration would do the right thing. It's a matter of trust and the administration failed. You may have heard the Faculty Senate voted down the provost's proposal to merge colleges. Faculty have very real concerns about issues of tenure and promotion, the impact on students and staff, and the fact that alternative proposals that emanated from the faculty involved were completely disregarded without due consideration. Now, the proposal is being railroaded through without those concerns being answered. It's a matter of trust and the administration failed. You're all familiar with the situation that transpired in Carlsbad. For reasons that nobody could fathom, the Chancellor made the executive decision to get rid of the college presidents, breaking whatever trust existed between NMSU and the branch campuses. Policies have been instituted to shift enrollment from the branch campuses to the main campus. Sure, that makes it look like the main campus hasn't lost enrollment and that makes for pretty Power Points, but the faculty on those branch campuses wonder whether their local students, about whom they care deeply, are being sacrificed. It's a matter of trust and the administration failed. Finally, the campus administration keeps studying the campus through repeated polling, surveys, external audits and a sort of black box assessment conducted by grey associates. Then refusing to either share or explain the results, or even the intentions behind those reviews with the participants. Town halls are not dialogues. Shared governance needs to be more than just a performance of asking questions and then ignoring the answers. Regents, I would encourage you to connect directly with stakeholders beyond the administration. Be the people we can trust. Thank you for your attention."

Dr. Christopher Aiken was the next individual who gave public comment and stated, "I am Dr. Chris Aiken from

the Department of Kinesiology in the College of Education, I want to publicly state my excitement for and support of the proposed merger of the College of Education and the College of Health and Social Services. There are two main points that I want to bring up in my statement. The first is that the proposed merger will lead to increase the efficiencies across the campus and the second is that there will be increased research opportunities that I believe will lead to increased funding opportunities. As a faculty member I've had 4 department heads in 4 years and 3 deans during that time. The potential for permanent leadership is a big draw for this proposal. A dean with a vision for allied health fields as well as education will ensure that we can more fully contribute to the goals and missions of the university. Combining resources of the two colleges will allow for less overlapping curriculum and research equipment in the health fields. Currently students pursuing education and health science may take physiology, community health, and nutrition from 3 different colleges. Bringing these individuals together will make us a more efficient entity, while saving budget, which can be invested in research and student success. The allied health fields are spread across campus and faculty have to work hard to find individuals in which they may collaborate. We see that funding agencies are more supportive of interdisciplinary research; however, the connections for this research do not come from the current alignments. By combining departments like Kinesiology or Communications Disorders from the College of Education with the School of Public Health from the College of Health and Social Services will provide increased research collaborations that should lead to increased extramural funding. I've heard many of my colleagues discuss a loss of identity with this merger. We need to bring together allied health fields to create a new identity that focuses on inventive community health research and works towards improving health disparities in our community. We can do that, while also focusing on improved education and fighting for social justice across the state. Thank you for your time."

Kim O'Connell was the next person who gave public comment and stated, "I am Kim O'Connell and I am part of the Department of Kinesiology in the College of Education. I would like to first echo many of the things that were already said by Dr Aiken. He spoke very well about the importance of the merger and the positive aspects of this merger. I too would like to publicly state that I am in support of the merger between the College of Education and Health Sciences. The benefit to not just the clinical sciences programs, but also to the educational programs is significant. To bring all clinical sciences into the same school and arena allows for all allied health care students to have a better aspect with one another. It also allows for increased opportunity for inner professional education, which is something that all clinical science students need in their current preparation. And this is just the tip of the iceberg. The collaboration, not just between students, but also clinical faculty. As Dr Aiken previously stated, funding and opportunities for research are significant. I think we all have learned to understand the value of education in the healthcare arena, particularly in the last year. It has become desperately important that education is a huge part of global health and the combination of the College of Education with Health Sciences, Public Health, Communication Disorders, Kinesiology, Nursing. There's so much untapped potential here that can happen if they are brought under the same umbrella. I do believe it will require strong leadership to see this through. And the idea of permanent leadership under a new dean to lead this school is exciting and definitely something that is going to allow an increased community impact, not just here at NMSU, but across the state and potentially the nation. Thank you for allowing me to speak."

Blanca Araujo was the next person who gave public comment and stated, "I was a person who served on the task force and heard a lot of different opinions. But I am in support of the merger. I am a big proponent of change and, while I believe we are doing great things in the College of Education, I believe we can do things differently and better. The merger would allow us to head in the direction for change, which would be beneficial. Merging would allow us to learn about each other together and collaboration with other colleges would give us room for innovative and fresh ideas. I would love to see our pre-service teachers working with Social Work to learn how to promote and improve the social and emotional well-being of our K-12 public school students and their communities. I enthusiastically support the merger's focus on social justice, especially during these tumultuous times. And as a Hispanic Serving institution, NMSU should be leading

instruction and social justice, research and teaching. Partnering teacher education with social work will provide a better opportunity for pre-service teachers to learn about critical social issues at the forefront of society today, such as poverty and racism. The merger would make this possibility more accessible. Thank you for listening.”

H. Prentice Baptiste was next who gave public comment and stated, “I am H. Prentice Baptiste, a professor in the College of Education, school and teacher preparation and administration leadership. Thanks for providing this opportunity for me to share my opinions and concerns regarding the merger of the College of Education and the College of Health and Social Services and the Department Sociology to form a new college entitled the College of Health, Education and Social Transformation. My support for this merger is with some reservations. However, I am definitely not in support of another kind of proposal, which would place the College of Education in the College of Arts and Sciences. However, my support of the merger of the College of Education and the College of Health and Social Services comes with the following caveats. The merging of the two colleges must take place in the equity environment, thus faculty, staff and students must be treated equally with resources. The transition of the merger must facilitate the faculties of both colleges to have conversations for developing professional relations. It's been stated that the provost wishes to begin to search for a dean for the new college this summer with a goal of naming a dean in January for the new college. This is not a good idea. For the following two reasons, many faculty members are not available during the summer to be a part of a search for a dean. Therefore, because of their summer ties in terms of working with scholarly activities and teaching courses during the summer. Another reason that this is not a good idea is that your best candidates for a deanship for a new college are usually not available to begin in January. They are usually available at the end of a long semester, such as beginning in the summer. I would like to also add that I think that the fall semester should be devoted to provide faculty, staff and students of both colleges to begin developing a philosophy, mission and goals for the new college. My thanks to the Board of Regents providing this opportunity for me to share my support and concerns regarding the merger of the College of Education and the College of Health and Social Services. Thank you.”

Azadeh Osanloo was the final individual who gave public comment and stated, “Good morning, I'm honored to speak on request of Regent Dr. Arsenio Romero and I appreciate the invitation, given my expertise in leadership, policy, and social justice. For context, I was department head of Ed Leadership Inaugural Co-Director of T-Pal and one of the architects of T-Pal merger with together 3 departments in the College of Ed: Special Ed, Teacher Ed, and Educational Leadership. Today I want to offer some points of reference and comparison. When we created T-Pal, we were required to follow ARP 2.15A precisely and exactly. We needed to meet with all stakeholders. We met individually with staff twice. We had 10 different meetings with students disaggregated by department and by upper and lower division. We met with Graduate Council twice. We got approvals from all 3 departments individually, the college governing body, dean, associate dean's known then as A-DAC, the Deans Council and then, and only then, were we allowed to present at Faculty Senate. The Dean did not approve the proposition before department heads, as was the case this time. The hierarchy of the policy and processes allowed us to fold in stakeholders from the bottom up, gardener buy-in, consensus building, shared governance, and aim for transparency. It took almost two years. It was not perfect. It was flawed and there are still many growing pains three years later. Conceptually, the merger presented today can and might even be a great idea. Practically, this can and should have been done in a more thoughtful and inclusive manner. At the very least, it should have been done with the inclusion of the people who claims to benefit the most the students. Policy is in place for many reasons, most importantly, to protect the most vulnerable populations. On a campus, that is students, staff and early career in college faculty. When you circumvent policy, you can inadvertently harm those stakeholders. If you are aiming to create a college of social transformation, then you must consider the implications of diluting and undercutting policy that is grounded in shared governance, trust and accountability. For me the question before the board today is not if the merger is a good idea or a bad idea. The more salient question is ‘who is required to follow policy and who is not?’ Does policy only apply to certain people on this campus and what

are the long-term implications of that? And with your decision today, will you be creating a two-tiered cast system where students, staff and faculty are required to follow a strictly hierarchical and policy driven system, while others are not held to that same standard? Lastly, please know, faculty are not afraid of change. They're educators. With their teaching and research, they are agents of change. What they might be apprehensive of is a system that perpetuates inequity, inconsistency predicated in the guise of a College of Social Transformation. Again, Dr. Romero, thank you for the invitation to speak today. Madam Chair and Board, good luck with your decision."

B. Awards and Recognitions, Chairwoman Ammu Devasthali

1. Proclamation in Memory of Kevin Boberg, Kathryn Hansen

Director Hansen read the proclamation, as follows:

WHEREAS, Dr. Kevin Boberg spent more than 30 years serving New Mexico State University and was the idea man behind some of its most impactful economic development and community engagement projects; and

WHEREAS, Dr. Boberg, along with Garrey Carruthers and Kathryn Hansen, helped launch Arrowhead Center, the university's economic development and technology commercialization engine, in 2004; and

WHEREAS, Dr. Boberg was first to hold the Garrey E. and Katherine T. Carruthers Chair in Economic Development in the College of Business; and

WHEREAS, Dr. Boberg negotiated on behalf of the university to put the state's first Early College High School on the NMSU campus; and

WHEREAS, Dr. Boberg assumed the role of NMSU's vice president for economic development in 2013; and

WHEREAS, Dr. Boberg helped lead a team effort to secure the partnership deal that brought the Burrell College of Osteopathic Medicine to the NMSU campus; and

WHEREAS, he led the 2015 effort to earn a Community Engagement Classification for NMSU from the Carnegie Foundation for the Advancement of Teaching; and

WHEREAS, Dr. Boberg also led the effort to earn NMSU an Innovation and Economic Prosperity University designation from the Association of Public and Land-grant Universities; and

WHEREAS, he was a mentor for the Domenici Public Policy Conference Student Panelist program and helped create the Domenici Scholars program, guiding students as they researched and prepared questions for prominent national public policy figures, and helping create additional opportunities for them as they launched their careers; and

WHEREAS, Dr. Boberg was also generous in supporting students financially, creating the Fagin Fund Current Use Scholarship in 2015 to support undergraduate students.

NOW, THEREFORE, BE IT PROCLAIMED in official session that the Board of Regents recognizes, celebrates, and honors Dr. Boberg's work to create economic opportunity in the Borderland region and his passion for improving the lives of NMSU students.

PROCLAIMED, this 14th day of May 2021, in Las Cruces, New Mexico.

Former Chancellor Carruthers commented about Kevin Boberg, “Thank you for the opportunity to comment about Dr. Kevin Boberg. I met him when I became Dean of the College of Business. At that time, he had ideas and visions of doing something about economic development, innovation and the training of students to go into business and as a consequence in our collaboration, we began to discuss that. I went to the Rice University with a Regent, who asked him to go down there. We looked at the Rice Alliance as potentially a pattern of what we might set up at New Mexico State. Rice Alliance was a collaboration between the College of Business and the College of Engineering. The engineers would invent things. They would take it to the College of Business. They would develop business plans and pitch sheets. Then they would hold, in Houston, a large meeting in which many people would show up as potential investors. They would make their pitches and they had a number of businesses created on it. We knew we weren't Houston, but we knew we could do something in Burrell community. So, we began to work on Arrowhead Center. Kathy Hansen, Kevin Boberg, and himself created the Arrowhead Center and, in my view, that's what established Kevin Boberg in the love of his life, which was to do economic development and mentor students into economic development kinds of activities. He was quirky. He was brilliant. He was creating. He was persistent. He had some of the best ideas. He had some of the worst ideas, but he never was lacking ideas. Kevin Boberg drove the rest of us to what you now have, an Arrowhead Center and Domenici scholars and some of the other great things he did. You need to understand, he never wanted credit. When I named him chair holder of the Gary Carruthers and Catherine Carruthers chair, he did not want to do that. He did not want to go to the ceremony. When he went to the ceremony, he told me later, ‘I can’t even remember what happened there. I was so nervous.’ I told him, ‘You still have the chair anyway.’ That’s the kind of guy he was. He never really wanted credit for what he did. But he did so much for New Mexico State University. In my time, he’s been one of the greatest contributors to the status of New Mexico State University of anybody I’ve ever known. Thank you for letting me say a few words about Dr. Kevin Boberg, my good friend.”

Teresa Provencio-Boberg commented about Kevin Boberg, “I would like to thank you so much for the opportunity to be here to recognize and honor Kevin. It means everything to me. So, thank you so much. It’s amazing and NMSU meant everything to him, the students, his colleagues. So, thank you, Madam Chair, Madam Vice Chair, the Board and administration. Thank you so much.”

2. Proclamation Recognizing Luke Sanchez for his Service as Regent of New Mexico State University, Chairwoman Ammu Devasthali

Chairwoman Devasthali read the proclamation as follows:

WHEREAS, Luke Sanchez has served faithfully as a member of the Board of Regents of New Mexico State University for two years; and

WHEREAS, in his role as student regent, he worked closely with student government, serving as an advocate for NMSU students and promoting student success; and

WHEREAS, Luke, as a regent of the NMSU system, served on the Arrowhead Center Inc. Board of Directors and on the New Mexico Higher Education Regents Coalition, where he advocated for the formation of a student regent coalition. He was chair of the Regents Student Success Committee for one year and lead the process to revise the Regents Student Success Committee charter, demonstrating collegiality when engaging with the Regent Student Success committee as reflected in the drafting of the updated charter; and

WHEREAS, he served as secretary/treasurer of the Board of Regents during his tenure on the board and championed the recognition of staff that planned and executed commencement ceremonies and events; and

WHEREAS, his light-hearted sense of humor was a bright spot during many campus events. He danced with fellow regents, the Chancellor and former Employee Council Chair Sonia White during one of the Employee

Appreciation picnics and intended to start a regent dance team; and

WHEREAS, he participated in a marketing initiative that highlighted his NMSU Aggie Experience, a 30 second video project that has garnered more than 1.9 million views on YouTube; and

WHEREAS, he was the driving force behind the revitalization of the community garden that continues to develop into a source of fresh produce and recreational space for all students; and

WHEREAS, Luke majored in biology and was a student research scholar with NMSU's Howard Hughes Medical Institute and with the College of Arts and Sciences Discovery Scholars Program, where he worked with a team of biologists under the supervision of Jennifer Curtiss in the Drosophila (fruit fly) Research Lab. The team looked into the effects of environmental stress on eye structure and function using flies as a model; and

WHEREAS, NMSU Chancellor Dan Arvizu noted that in an act of selfless dedication to others, and preparation for his future career in medicine, Luke worked as a medical scribe at Mountain View Regional Medical Center in Las Cruces and later, during the COVID-19 pandemic, at Presbyterian Santa Fe Medical Center; and

WHEREAS, Luke graduated with a Bachelor of Science degree in biology in December 2020 and plans to attend medical school starting fall 2022; and

WHEREAS, Regent Sanchez's term on the Board ended on December 31st, 2020.

NOW, THEREFORE, BE IT RESOLVED in official session that the Board of Regents of New Mexico State University thanks and commends Luke Sanchez and wishes him great success in her future endeavors.

RESOLVED, this 14th day of May 2021, Las Cruces, New Mexico.

Regent Chacón-Reitzel commented about former Regent Luke Sanchez, "I had the privilege and the honor of serving with Luke on the Board of Regents. I wanted to take this opportunity to let Luke and the world know how much we appreciated him and his leadership. He is one of the finest young men I've ever met. You know, they say if you want something done, you give it to a busy person. There was no one busier than Luke, but he always had time to do more and that's his nature. It was a huge benefit to all of us on the board, but also to the whole university and especially the student body, which he so loved. So, we'll miss Luke, but we're so very proud of his future. I just want to remind him of a promise I coaxed out of him in a car ride one time, that when he becomes a big famous doctor that he comes back to New Mexico to take care of all of us old people. So, we're holding him to that."

Regent Romero commented about former Regent Sanchez, "Luke, I just wanted to take this opportunity also to say thank you for what you've done for NMSU and the students here. You know, when I got to meet you, it's been a little over a year now, I was so impressed with who you are. So, if you're listening today, I want you to know that. First, I want to say thank you, but I also want to say that I want to continue to follow you on your next adventure and how you're going to continue to impact this university and the state of New Mexico. Like the Vice Chair just said, I do know that you're going to continue to care for us. It's just going to be in a different way, so thank you for what you do please stay in contact with all of us, and good luck as you continue on to your life's experiences, thank you."

C. Approval of the Minutes, Chairwoman Ammu Devasthali

1. Regular Meeting March 24, 2021

Regent Romero made a motion to approve the minutes for the March 24, 2021 Regular Meeting. Regent Chacón-Reitzel seconded the motion. All were in favor. Motion passed.

2. Special Meeting April 5, 2021

Regent Bitsie made a motion to approve the minutes for the April 5, 2021 Special Meeting. Regent Chacón-Reitzel seconded the motion. All were in favor. Motion passed.

3. Special Meeting April 15, 2021

Regent Saucedo made a motion to approve the minutes for the April 15, 2021 Special Meeting. Regent Romero seconded the motion. All were in favor. Motion passed.

4. Confirmation of Prior Executive Session of April 26, 2021

The Board of Regents met in closed executive session at 1pm on April 26 2021. Due to the public health emergency issued by the governor, that meeting was held online. The executive session meeting was held to discuss threatened and pending litigation as permitted under the closed meeting exemption of the New Mexico Open Meetings Act NMSA section 10-15-1 subsection (H)(7). Those members of the board, who were present, were asked to certify by roll call that only matters of that nature were discussed.

Members certified by roll call that only matters of that nature were discussed, including: Regent Devasthali, Regent Chacón-Reitzel, Regent Romero, Regent Saucedo, and Regent Bitsie.

D. Regent Committee Reports

1. Real Estate Committee Report, Regent Dina Chacón-Reitzel

Regent Chacón-Reitzel gave the report for the Regents Real Estate Committee. The last meeting of the Real Estate Committee was on April 27. That was the only meeting to occur since the last Real Estate Committee report that was given to the Board on March 24. The Aggie Development Incorporated Board of Directors also met on that day. The committees heard several items, which are on the consent agenda and as action items. The committees voted to bring forward for the full Board's approval, items G-3 through G-8 on the consent agenda, with item G-8 being brought forward from Aggie Development as well as G-7 being moved as an Action item. The annual capital outlay and master planning process, five-year facility plans that is item H-5, and Assistant Vice President for Facilities and Services, Luis Campos and University Architect Heather Watenpaugh will provide a presentation and stand for questions on the process and the plan. The annual capital outlay plan is due on June 1 to the New Mexico Higher Education Department and the Regents Real Estate Committee voted to bring this item forward to the full board for approval before submitting to HED later in the month. Item G-7, the Corona Ranch project lease, was moved to action items for further discussion.

2. Regents Audit Committee Report, Regent Ammu Devasthali

Chairwoman Devasthali gave the report for the Regents Audit and Risk Committee. The Regents Audit and Risk Committee met on April 21 in a special meeting and approved the selection of the firm, Moss Adams, as the university's external audit services firm, contracted through a request for proposal process to perform required annual financial statement audits for the state auditor. Moss Adams has a four-year term serving as an external auditor, with a maximum renewal of two terms. The committee also heard a presentation from a co-sourced internal audit from Clifton Larson Allen, who provided an overview of enterprise risk management and detailed some upcoming internal audit activities that the firm would coordinate with NMSU audit services. The next regular Audit and Risk committee meeting is scheduled to occur on May 26 and this will be the entrance conference for the annual financial statement audit process.

3. Financial Strategies, Performance and Budget Committee Report, Regent Christopher T. Saucedo

Regent Saucedo gave the report for the Regents Financial Strategies, Performance and Budget Committee. The Regents Financial Strategies Performance and Budget Committee met once since the last report to the Board and that was on May 1 2021. Topics on the agenda included an overview of the budget that was made

to provide information to the new regent members on the committee. Also discussed, were the potential financial implications of the proposed college merger that is as an action item (H-1) for today's meeting. In addition, several budget related items are on the agenda for today's meeting that were also discussed, items H-2 through H-4. Materials with information for these items include additional documents that were requested at the committee meeting. The expenditure categories for I&G Athletics were included as well as some additional information comparing the budget for expenditures for 2021 - 2122.

4. Student Success Committee Report, Regent Arsenio Romero

Regent Romero gave the report for the Regents Student Success Committee. The Student Regent Success Committee met once on April 19 in a special meeting to discuss the proposed college merger of the College of Education, the College of Health and Social Services, and the Department of Sociology to create a new college to be named the College of Health, Education and Social Transformation. Part of the duties and responsibilities of the committee is to hear proposals to create, reorganize, relocate, or eliminate an academic organizational using unit, such as a college. This committee did recommend that this matter come to the full board for consideration. The Provost will provide a presentation about the proposal action item H-1. A complete set of materials was provided. Mrs. Rebecca Lescombes was welcomed as the new community member and voting member. Mrs. Lescombes attended her first meeting on April 19 and has already made an important contribution to the work of the committee. The next meeting is scheduled to occur on May 27.

E. Advisory Member Reports

1. NMSU Faculty Senate Report, Chair Julia Parra

Faculty Senate Chair Parra gave the Faculty Senate report. Faculty Senate addressed 21 propositions for the report submitted. A few summary points are included in order to better represent the range of activities engaged in by the Faculty Senate and to better align with ASNMSU, the NMSU system and the Board of Regents. Several propositions were developed and passed to A) restructure senate committees and B) revise types of legislation to include bills, resolutions, memorials, as well as joint legislation under the overarching term of proposition. Additionally, an ad hoc task force is approved by the Faculty Senate to update and pilot the Faculty Talk forum in Summer 2021. Faculty Senate thanks Susan Beck for her service as Vice Chair. She was tireless in supporting the Faculty Senate during pandemic times and they welcome Amy Lanasa as incoming Vice Chair, starting May 18.

2. Associated Students of NMSU Report, President Mathew Madrid

ASNMSU President Madrid gave the ASNMSU report. ASNMSU was able to successfully hold their annual Spring Fling events, most of which being virtual as well as annual elections for President, Vice President, and Senators. President Madrid was pleased to report that he was officially re-elected by the student body to serve a second term as ASNMSU President. President Madrid introduced the incoming ASNMSU Vice President, Ethan Ortiz-Ulibarri. Vice President Ortiz-Ulibarri is a sophomore here at NMSU, who is studying agricultural business and economics.

President Madrid reported that ASNMSU is underway with transitioning to new student leadership and will hopefully have everyone hired by June 1, 2021. Following that, they will begin focusing on Fall programming, which will include welcome back events and homecoming. President Madrid recognized the hard work from everyone at Facilities and Services and Housing. As of yesterday, the replacement of appliances has officially begun and should be completed over the next few days. Xeriscaping and landscaping will also begin later this summer. Fourteen homes will be able to be completed under the current budget that was allocated through the legislative session in 2020. The rest of the homes should be completed with capital outlay funds that should be available towards the end of this year from the 2021 legislative session.

Regent Chacón-Reitzel commented that she is pleased to hear of the progress of the housing project. That project was brought before the Board of Regents a couple of years ago from a mother who was distressed of the quality of the veteran's housing that NMSU was offering at the time. It became a grassroots effort to improve the housing. The leadership was the students. Regent Chacón-Reitzel continued by stating that it was remarkable how they turned out to volunteer on those work days to do that kind of repair and updating some of those homes as well as hearing that they were at the legislature advocating for funds to further this project. Regent Chacón-Reitzel said, "I think it speaks beautifully of the leadership and the work and the sincere care that you have for fellow students, the veterans at New Mexico State University. They surely deserve a beautiful place to live, as all the students do. I commend you for the leadership in following through on that project because I think it's really remarkable what you all have accomplished. Thank you so much."

Chancellor Arvizu added that the housing project is an exemplar of student leadership and all students. There were more than 160 volunteers, most organized by Student Services organizations.

Regent Bitsie added that he commends the leadership and taking on the housing project initiative. Regent Bitsie said, "Great leaders don't set out to be leaders. They set out to make a difference. It's never about the role. It's always about the goal. That is something that's constantly seen and brought to the spotlight through ASNMSU." Regent Bitsie went on to ask if there would be any opportunities to volunteer throughout the summer. President Madrid answered that there are no current plans to hold any such events during the summer months. However, with the new student leadership and Directors of Community Outreach, they are hopeful to hold another similar event in the fall semester. President Madrid will keep the Regents posted if they can hold such an event.

Chairwoman Devasthali stated that she has heard from more than one legislature that sending students to advocate when they need something is always beneficial because they always listen to them.

President Floros recognized and welcomed the new leadership of the student body and congratulated President Madrid for his second term.

3. NMSU Employee Council Report, Chair Joseph Almaguer

Employee Council Chair Joseph Almaguer gave the NMSU Employee Council report. Chair Almaguer reported that Employee Council is gearing up to start planning a 'Welcome Back Employees' event in August. Employee Council will begin planning the Employee Appreciation picnic that will occur in October. Employee Council is in communication with health experts on campus to gather ideas on how to ease the anxiety and help staff as NMSU transitions back to a more conventional semester. Employee Council's Benefits Committee is researching the benefits that NMSU offers compared to peer institutions. The goal is to become the flagship institution in New Mexico. Employee Council wants to help attract and retain employees from leaving NMSU to UTEP or UNM. Due to the benefits package that they offer, we feel that we are the employer of choice and can meet this goal with the upper administration. This will help to align with LEADS 2025 and building a robust university. Employee Council will be surveying employees on how they would like to gather in 2021 and how Employee Council can best support every employee. Chair Almaguer said, "We want employees to know that Employee Council is open for everyone and we are always looking to have more members."

F. Affiliated Entity Reports (Deferred, written reports only)

Chairwoman Devasthali stated that as a result of a full agenda today, they have deferred the oral reports by the affiliated entities Aggie Development Inc, NMSU Foundation, and Arrowhead Center. The written reports for each of these organizations are in binder.

1. **Aggie Development Inc. Report**, *President & CEO Scott Eschenbrenner*
2. **NMSU Foundation Report**, *Vice President Derek Dictson*
3. **Arrowhead Center Inc. Report**, *Director & CEO Kathryn Hansen*

G. **Consent Items**, *Chairwoman Ammu Devasthali*

1. **Disposition / Deletion of Property**, *Senior Vice President Andrew Burke*
2. **Temporary Investments Report for Quarter Ended December 31, 2020 and March 31, 2021**, *Senior Vice President Andrew Burke*
3. **Las Cruces: Women's Soccer Stadium Lighting and Security Upgrades (\$575,000)**, *University Architect Heather Watenpaugh*
4. **Las Cruces: Pan American Center Video Scoreboard Improvements (\$1,000,000)**, *University Architect Heather Watenpaugh*
5. **Lease Amendment with Central New Mexico Community College at Albuquerque Center**, *Special Assistant to the President Scott Eschenbrenner*
6. **Early College High School Lease - NMSU Alamogordo**, *Special Assistant to the President Scott Eschenbrenner*
7. **Ground Lease Agreement with Maverick Inc. on the Corner of University Avenue and Las Alturas Drive**, *President & CEO of ADI Scott Eschenbrenner*
8. **Spring 2021 Degree and Certificate Conferral**, *President John D. Floros*
9. **Access to Classified Information Resolution**, *General Counsel Roy Collins III*

Regent Chacón-Reitzel made the motion to approve the consent agenda as amended. Regent Saucedo seconded the motion. All were in favor. Motion passed.

Regent Bitsie made a motion for a 10 minutes break. Regent Saucedo seconded the motion. All were in favor. Motion passed. The Board went into recess at 10:03am.

BREAK (10 MINUTES)

Chairwoman Devasthali called the meeting back to order at 10:13am and reported that Regent Romero stepped away, but will return.

H. **Informational Items**, *Chairwoman Ammu Devasthali*

1. **Summary of Revisions to the Administrative Rules and Procedures of NMSU (ARP) for the period March 25, 2021 through May 14, 2021**, *General Counsel Roy Collins, III*

Chairwoman Devasthali reported that there have been no updates to the ARP since the last quarterly meeting.

2. **Update on Agricultural Modernization and Educational Facilities**, *Chancellor Dan Arvizu*

Chancellor Arvizu began his report by stating that they are working with the Dean of ACES, Rondo Flores and his team, as well as a couple of regents to build an advisory council to assist with stakeholder engagement and refine the vision and future. Chancellor Arvizu asked President Floros to give an update.

President Floros gave an update regarding Phase 1 and Phase 2 of construction. Phase 1 includes the feed mill, food science learning and safety center, which includes the meat processing pilot plan, a big part of the

biomedical research building as well as demolition work. The project was advertised for bid on March 7, 2021 and closed on April 15, 2021. Currently, they are validating the bid to move forward. The start date could be as soon as June 7, 2021 with the hope that it could be completed in 363 days. The completion date would be June 5, 2022, which will allow them to schedule classes in the new building in Fall of 2022. Both sites that will be demolished are being prepared for demolition. Phase 2 includes the second part of the biomedical research building, student learning and outreach center, and other smaller projects as needed. The design services proposals were completed on May 18, 2021. The selection committee and evaluation criteria have an upcoming notification in June. They estimate that the duration of Phase 2 will be 575 calendar days with an anticipated completion date of January 2023. President Floros noted that they were following older processes and procedures that they have in place. However, as they move forward, they're going to change to what's called, 'construction manager at risk method,' which will bring the contractor into the project earlier and change things a great deal. The contractor will be involved in design. They will have a better handle on costs and feedback on construction, which will shorten the whole project timeline.

In regard to the Advisory Board mentioned by the Chancellor, most of the membership have been identified. All the members of state and AG industry are represented. There is a meeting being planned for later this summer to start board meetings.

In 2020, their agents, faculty, and staff throughout their corporate extension service have reached more than half a million New Mexicans. They have approached all kinds of topics including, economic development, community development, human nutrition and other health related issues, agriculture, food, environmental stewardship, family and child development, mental health, and family financial resources. More than half a million New Mexicans have been connected with NMSU's extension services.

The Aggie Next Step Program, which was implemented last year, strengthens the pathway from all of their 4-H students into university, particularly New Mexico State University. At this point, 4-H uses a pre-admission step in which every 4-H student that goes through a special program is pre-admitted into NMSU. It is hopeful that this is support an increase in enrollment at NMSU and 4-H. Currently, they have 40,000 people as part of the program within 4-H and 6,000 are active members. They're working with the CDC and State Department of Health to provide vaccination education all throughout the state. They're helping people administer vaccines through the Department of Health, particularly vaccine clinics with agricultural workers. The nutrition education program has reached 200,000 New Mexicans annually. Through the improved nutrition and physical program, it is estimated that the state saves about \$10 million in health-related expenses. Extension Services is holding webinars on the topic of drought and a series on ranch management.

Chairwoman Devasthali commented that she appreciated the report and is impressed with the work by Extension Services, especially in such diversity. Chairwoman Devasthali would like future reports to include an update on what Extension Services and experiment stations are doing.

Regent Chacón-Reitzel agreed with the request of a regular report from the Ag Complex and Ag Enterprise at all of the Board of Regents meetings. It's the original mission of the land grant university that we offer the extension, teaching, and research components to New Mexicans and to our students. It's important enough to ward some time on our agenda each time. Regent Chacón-Reitzel appreciated the update from the President and Chancellor on Ag Modernization and continued stating, "I would just say from the Ag community, I've been out in the state quite a bit in the last few weeks and every chance I get I try to update everybody about the exciting news on campus. They're excited to be able to see something happening. I think they've been a little impatient, maybe I have been too, to see some progress on that front. I'm glad things are moving. I'm looking forward to that committee. I think bringing all those folks together can go a long way to informing the stakeholders about all the good news on campus and where we're moving. Also, it looks to the future. I think your approach to hear what we need to hear right now, but also to be thinking about agriculture in the future is a positive thing and I am looking forward to all of that discussion." Regent

Chacón-Reitzel commented to President Floros that she is pleased that the campus and administration is allowing the projects this summer to go on and some of the camps and so forth, all within COVID standards. The New Mexico Beef Council is involved in all of them. They're sponsors for the youth ranch management camp and the US Beef Academy and the Dairy consortium, which is working with students from age 13 to college age, not only in New Mexico, but many from across the country coming for those events. There's been a long wait for those wonderful projects to come back online. Regent Chacón-Reitzel hopes that the President and Chancellor go out and attend some of those events. They're exciting teaching opportunities. Regent Chacón-Reitzel stated, "They transform students and I've seen that with all of my involvement in all of those projects. My question is, 'will we have the state 4-H conference on this campus?' It's a huge opportunity for students throughout New Mexico to come and participate in the conference. It's a big highlight for kids growing up in 4-H. I was wondering if there are plans to have it on the campus this summer. Has that decision been made? I know it's been delayed because of COVID."

President Floros answered that that information is not known at this time; however, now that vaccines have been approved for you, they'll look into that. Depending on how quickly that conference can be organized, it might be able to be accommodated.

Chancellor Arvizu added to the last conversation regarding the assets that NMSU has in agriculture and agricultural programs. The agriculture infrastructure of this country is woefully inadequate and underfunded and has been for many years. There are estimates at the national level that deferred maintenance has not been high on the priority list. There are estimates, upwards towards \$12 billion or more across the country in terms of agricultural infrastructure. The post-COVID world is different than the pre-COVID world and it provides opportunities. There is a significant opportunity with agriculture, specifically with land usage management processes that could be a tremendous help and support for things that relate to carbon management.

I. **Report from the New Mexico Department of Agriculture to the Regents of New Mexico State University (Board of Agriculture) (Deferred, written reports only), Cabinet Secretary & Director Jeff Witte**

Chairwoman Devasthali reported that the oral report from the NMDA is deferred to a written report due to a full agenda. This report will be reflected in the record for the meeting.

J. **Report from the NMSU System Chancellor to the Regents of New Mexico State University, Chancellor Dan Arvizu**

Chancellor Arvizu stated that he attended the DACC commencement drive thru and that it was a wonderful event. They had a series of those, five or six of them. Students would come in, then their names would be announced, and they walked across a small stage. They were handed a tube with a segregate diploma and they take a picture there. The family gets to drive up. There was one car per student, but unlimited occupancy in the car. Chancellor Arvizu said, "So, being good Aggies, some of ours were decorated with balloons and posters, and those kinds of things. What was so uplifting was our vehicle fleet of all pick-up trucks was exhausted last night because what happened was that people would come, the cab would have a few adults in it, then the bed of the truck would be full of kids or students. Everyone was happy about their parent or sibling or whoever that got the certificate or associate degree. It was very uplifting. Lots of tears. Lots of joy. Lots of pictures. It reminds us of why we're here and just how much this means to so many people. I thought that was an important take away for me personally."

Vice Chancellor Johnston gave an update on COVID. Vice Chancellor Johnston extended her gratitude to all Aggies over this last year, plus. People are happier. People are not having to wear masks outdoors. People are still very much concerned about safety. As COVID is winding down, they're starting to get conflicting information and are trying to sort through that as quickly as we possibly. They aren't having to spend quite as much time on COVID. Some of the committees are able to go to monthly meetings. Vice Chancellor Johnston gave a shout out to the entire university system, especially facilities and services as well as dining and housing. Vice Chancellor Johnston reported that many people have been vaccinated, but those records are held with the Department of Health.

NMSU does not have a complete and accurate count of who's been vaccinated, though they pay attention to what the state is reporting. Dona Aña county is doing well and almost every county that NMSU has a branch campus in are doing really well. A safety plan is required for all NMSU activities on an off campus, which is reviewed by Environmental Health Safety and Risk Management. They have been very successful in working with Jon Boren and 4-H and all of the ACES Groups to come up with very creative solutions so the students, faculty, and staff can be safe. They have an amazing amount of activity going on as things are opening up and people are feeling safer. The Environmental Health Safety and Risk Management Group have done well as has Aggie Health and Wellness, who has had to work with vaccines and negative testing. Faculty and the Dean of Students want to provide a normal experience for students. There's a sense of optimism around COVID. They are beginning to make plans for the fall semester. August 2nd is the date in which they want to have all services actively working. As they have learned from the pandemic, some groups have been more productive working remotely. They're looking to senior leadership to work with all their various staff areas to figure out what is the best thing for various units based on their missions. Vice Chancellor Johnston reported that there will be a town hall next week regarding 'return to campus.' Everyone is extremely creative and flexible. They are looking at their policies in terms of 'how to support people and the 'work from home' or hybrid work. There will be 800 graduates in person for the commencement today and tomorrow. There will be streaming available. The branch campuses will have some events and some of those will be streamed. There will be some pinning ceremonies or smaller group settings, all of which have been reviewed for COVID safe practices. The ticket limit is two per graduate.

Chairwoman Devasthali commented that the adaptability and creativity of the celebrations is wonderful and amazing. Chairwoman Devasthali closed her comment by saying, "there is an atmosphere of the hope of things opening up. My hope is that when we come back after the summer break, we'll really see signs of a rejuvenated and new NMSU. I'm really excited to see that."

Regent Chacón-Reitzel stated that she is aware of incentives across the country to encourage students to get vaccinated, such as scholarships. Regent Chacón-Reitzel asked if they are looking into any type of give-a-way for vaccinations.

Vice Chancellor Johnston answered that they're giving away t-shirts. The students who are vaccinated and are wearing them helps to encourage other people. There are no other plans at this time for other incentives. However, one of the things that is working well is that Lori McKee at Aggie Health and Wellness goes to where the students are: to Corbett, to the athletes, to residence halls to set up vaccination stations. That is helping quite a bit because if you see a friend get vaccinated, you're a little bit more willing to be vaccinated. As students come back to campus in the fall, we'll again go to where they are to provide vaccinations. There's a lot of debate around the United States about give-a-ways regarding equity and how to get everyone something that's safe and fair.

President Madrid added to Vice Chancellor Johnston's statement by stating that ASNMSU isn't planning on providing any promotional items for students in terms of the vaccine. President Madrid echoed some of the sentiments that Vice Chancellor Johnston shared and stated that it's something that ASNMSU has had to consider when giving away promo items to encourage students to either vote or take part in elections. However, President Madrid is open to this discussion once their new Public Relations Director begins. There will be opportunities for ASNMSU to help in that charge if it's something that they collectively feel comfortable in doing.

President Floros began his report by stating that the past year has been treacherous and the university has done responded and acted well towards the pandemic as well as what NMSU has accomplished. President Floros congratulated Vice Chancellor Johnston, her staff, and other people who have worked throughout the year to make the university and community safer. Because of this, NMSU positivity rates have been lower than surrounding communities and the state. However, there is anxiety from people about coming back. NMSU will be coming back slowly throughout the summer. The university will be fully open on August 2, 2021. The last town hall meeting will be next week. They will be addressing that topic and provide more information. A survey to students was completed in Fall 2020. There were 4,200 students who participated. The question was, 'what kind of teaching format would you like? Face to Face, online, or hybrid?' The results of that survey were that about

half of our students wanted classes to be face to face and of the other half, it was split equally into online and hybrid. The same survey was completed a month ago for the next fall. Just over 3,000 students took part in that survey. The results were split into thirds: 1/3 Face to Face, 1/3 Online, 1/3 Hybrid. President Floros continued by saying, "This is not to be misconstrued that only a third of students are coming back for online classes. The students are coming back. They like the campus. They want to be here, but they also want the flexibility of having some of their classes' hybrid, so that if they don't want to show up this particular day in a face-to-face class that they can actually have the experience, still listen to the lecture, and so on and so forth. Or, to have the flexibility that some of their classes are online, so that they could take classes that they couldn't take otherwise. So, it's interesting how our student population has shifted and we as a university are also shifting to accommodate that. What our students want, but at the same time, we understand that the face-to-face lecturing and the ability of our students to be there physically present, have hands on experiences, in many cases make a big difference to our ability to educate those students and their ability to learn and to be successful in their life. So, this is just a little bit of information about our students." President Floros reported that they ran a poll at one of the town halls in March. Of those that responded, 91% said they were already vaccinated or planned to get vaccinated and only 9% said, 'no and I have no plans to get vaccinated.'

President Floros stated that among the many units on campus that have had a tough time this past year, Athletics is one that dealt with financial as well as physical challenges. NMSU teams couldn't compete or practice here. Although there were many limitations, they're coming out with a positive and hopeful view of the future. Faculty and staff have worked hard to do the right thing by students and the university. Many people have gone out of their way to help a student, fellow faculty/staff member, or the university. President Floros announced that Director of Creative Writing and professor, Connie Voisine, received the Guggenheim fellowship award. This is the John Simon Guggenheim Memorial Foundation that provides those fellowships to very few individuals that excel in scholarship, such as artists, writers, scientists, historians, and other scholars. It is a very prestigious award that one of faculty has received this past year for her scholarship and for her excellence in her area. NMSU will be launching the Aggie Accelerator program in August. This program is to help high school students transition to college. Students will stay on campus face-to-face to study math and English, particularly because they know that those are two tough classes for high school students, especially this year.

President Floros announced another program in which they are providing technology grants to first time students at NMSU to obtain a tablet and possibly a computer. This program is designed to help students understand the information, hardware, and information technology issues as well as to become digitally literate, improve their technological skills, and understand how to use that technology to be successful at NMSU and in the future.

Chairwoman Devasthali congratulated Connie Voisine on the prestigious fellowship award. Chairwoman Devasthali is excited to hear about the Aggie Accelerator program that will help high school students transition to college as well as pleased to hear about the technology grant that will provide students with a tablet. NMSU faculty, staff, students, and administration have done well in rising up to the challenge of COVID.

Chancellor Arvizu stated that he appreciated President Floros and his team for their investments early in digitalizing many of the processes that NMSU needed to be an expert at. Chancellor Arvizu continued by saying, "Had we not made the progress on the digital assets that we invested and on having a strategy and plan with very specific metrics that we could measure progress against we would not have been in the position to meet the challenges of the pandemic. So, I think a lot of credit goes to those early decisions because frankly, we would not have been in a position to take advantage of that. So, again, shout out to the President and the team. Very proud to be a part of this team because they do extraordinary work."

President Torres gave her report on DACC. President Torres extended her gratitude to Chancellor Arvizu for attending their graduation ceremony. It's the first of five from each of their divisions. President Torres went on to say, "I'm thinking the person he's thinking about is a young woman. My job was to welcome them to the staging area to congratulate them and to smile and point them to the picture place where they were supposed to stand for their picture. A young woman walks up and I look at her directly in the eye and said, "Congratulations, I'm so

happy for you. You could see immediately, she started tearing up, just crying and very proud of what she had done. As the Chancellor said, this is the moment we get to see 'this is why we do what we do.' So, thank you very much Chancellor for attending." President Torres reported what DACC did in terms of support during the pandemic. DACC had an iPad distribution project in which they gave iPads to students who needed them. Also, DACC faculty are doing training in 'how to use iPad apps to support instruction.' DACC started a 'Thrive at DACC website, which helps gets students to the right resources at college, the system, and the community. They increased their professional development for faculty, particularly as it came to improving the quality of online instruction. DACC enhanced their internal and external communications. They participated in a couple of major activities on equity and diversity that really helped them think about 'what it means to be an equity minded organization.' Many students who attend community colleges are in the 'at risk social and economic circumstance' category. This was exacerbated by COVID. Online instruction and services provide a tremendous amount of benefit to students. However, there are some programs and some students who need in-person interactions to succeed. Some employees thrived in a remote working environment and others struggled with it. As DACC moves forward, the two words that they're using are, 'intentional' and 'incremental.' President Torres said, "If we think about the intentionality, 'how do we balance online and in person services and instruction to meet a full range of needs that we know exists in our community?' even as the ground beneath us continues to shift, there are still tremors." President Torres reported that, effective today, she will launch at Plática on their campus or online, a formal process wrestling productively with these questions. The most critical part from her perspective is unit level discussions where they will ask them to reflect on 'who they serve, how they benefit from online services, how they benefit from in-person services, and how do they shape their services around the answers to these questions.' Their goal is to have more interactions, effective August 2nd. They're also thinking about 'what does it mean to have a productive, healthy work environment?' President Torres continued to say, "We not only need to be productive, that's expected of us as an institution, but 'how do we also become a healthy environment and support that environment for our employees?' So, all of that would lead to thinking about 'how are we using intentionality to move forward?'" Regarding the 'incremental' piece, they had a few in-person classes and services in the spring. In the fall, they'll have more in-person classes and services.

The Chancellor signed an agreement with Beyond Reality to bring a virtual augmented reality platform to the NMSU system to support teaching, learning, and workforce development. The inaugural training class is between 30 and 40 people. About 15 or 20 from DACC and about 15 or so from the College of Education at NMSU. The goal is to expand this not only to teaching and learning within the system, but to their local and regional partners to expand the use of this powerful tool for teaching, learning, and workforce development. They are doing more Integrated Education Training (IET), which integrates high school equivalency study with workforce training.

Executive Director Van Winkle acknowledged that this year has been a difficult year for everyone, but in some ways, it's magnified for the 3 smaller campuses. Executive Director Van Winkle said, "When you take into consideration of losing \$1, that's a lot different in the budget structure in the smaller campuses verses the main campus, or for example, losing one student or gaining students. Each movement, one way or another, is magnified because of the size of the campuses. The reason I suggest this is because I think it's real important to understand the work and the wonderful work that's been going on at the three smaller campuses through really difficult times." In Alamogordo, the early college academy will be established in the fall semester. Public schools will have 30-50 students in the first cohort. They've established an MOU with a group called 100% OTERO, which is a group of local interested people who are working under a model similar to the socio-ecological model from 'Anna Age Eight,' in which to remove barriers for students in order for them to get quality education regardless of their age. They will be located on campus. The Title V grant will help underserved minority students attend college and to be successful. They hired a marketing director and two Student Success Coaches. Executive Director Van Winkle said, "The local enrollment for the summer, local enrollment and I emphasize 'local' is steady and I'm happy to report that the local enrollment for the fall is up and we're hopeful that trend will continue until the beginning of the fall semester." Executive Director Van Winkle reported that return to campus is going on presently and almost the entire campus is back, in terms of staff. The completion of return to campus is August

2nd. Alamogordo, Grants, and Carlsbad have purchased a professional virtual commencement package together. Alamogordo will have their commencement at 6pm.

Executive Director Van Winkle reported that the Grants indoor Ag project will have a ribbon cutting on September 10th. Marlene Chavez-Toivanen and the Vice Presidents on that campus have been working with the local hospital to find some financial support for the campus in some of the new programming of the medical professions, such as phlebotomy. They've gained \$40,000 from the local hospital, which is fantastic for Grants. They are working on the intergovernmental agreement between NMSU Grants and NMSU Corrections. They signed an MOU with Small Wonders Daycare, which is a renewal of a contract. Local enrollment is slightly up for the summer and it's significantly up for the fall. All employees in Grants have returned to campus.

Executive Director Van Winkle reported that Carlsbad is working to become an independent campus. The final touches for the final plan for independence, which is required by the Higher Education Department, are being put into place. That should be completed by the end of May. They've been given permission by the HED Secretary to have conversations with the two business offices to begin discussing how purchasing and procurement might be transferred to the Carlsbad campus. At Carlsbad, five faculty were promoted this year and one tenured on that campus. The local enrollment numbers for Carlsbad are steady for both the summer and fall. Commencement is being held virtually on all three of these campuses and as Associate Vice President Ruth Johnston reported, there will be an in person pinning ceremony for the nursing program in Carlsbad. Carlsbad will also be having a parade today at 9pm from downtown to the campus to honor their graduates.

Chairwoman Devasthali asked if the Alamogordo campus offers GED classes. Executive Director Van Winkle answered that there is an adult education program and they award those degrees. The commencement ceremony will honor the students who have been through that program.

Chairwoman Devasthali asked if the 100% Otero is only for high school students.

Executive Director Van Winkle answered that it's for all students who are finding barriers such as food insecurity, transportation, or healthcare, to an education. This group will try to mitigate some of those problems. This program also helps non-traditional returning students. It's a community organization to help anyone who's interested in education.

Chairwoman Devasthali commented that she would like to continue involving the CEOs of the other campuses.

Regent Chacón-Reitzel stated, "I'm going back to the virtual augmented platform discussion, and it sounds exciting. It's wonderful, but I keep thinking when I see that that there's so many opportunities for online education and supplementing that and making it better for our students. I'm reminded that so many of our students do not have good connectivity in the state. So, we could go far for this, but we may need to go a little further in encouraging the broad band connectivity. I was wondering if you or the other presidents in the state are involved with Higher Ed or with the state officials to encourage that. I do see an opportunity for the campus to be able to work with those students or do a survey or a poll to collect some data on how many of those students when they went home were unable to continue their education or that it was extremely limited. Coming from rural New Mexico, I recognize that that is such a barrier. So, I wonder what our role is in the university in that whole broad band issue."

Chancellor Arvizu proceeded to answer Regent Chacón-Reitzel's question. Broadband is an infrastructure issue that has been well recognized in the state of New Mexico for decades. This year in the legislative session there was a much stronger sense of urgency that something needs to be done, continue to talk about it, and study the problem. It does have challenges because it isn't strictly a public decision to make. It has to be done through the private sector because much of our broad band services are provided by private sector participants. The rules and regulations of how they participate in the development of infrastructure is what needs to be addressed. There is good connectivity in public institutions and schools. There is not good connectivity in the community of some rural areas. Chancellor Arvizu has been engaged in the network that is the former National Science Foundation

Directors and the former National Science Board Chairs. There's a group of somewhere between 12 and 15 individuals that have been called on regularly to advise on major bills that are being proposed, both in the Senate and the House. There's one called the Endless Frontiers Act, sponsored by Senator Schumer and Senator Young, who is a republican from Rhode Island, that is bipartisan. It is a massive spending bill that would create an environment for a lot of deployment of basic research SNT as well as 'how do you get that research into the marketplace, deployment, and creating regional hubs and ways in which you can establish supply chains for critical infrastructures and industries in the future?' It's an enormous bill, hundred-billion-dollar kind of bill. There is an equivalent bill in the house, the NSF Futures Bill. It is co-sponsored by representatives, Hayley Stevens, Bill Foster, and Don Buyer, three members of the House Science Community. It's less in terms of spending, but similar in terms of 'we're going to focus on science and technology, deployment, underserved communities, and infrastructure.' Additionally, the White House is pushing a couple of major pieces of legislation. One will be the budget. One will be an accompanying bill to go with it. One is called the Infrastructure Bill. The White House and the President are proposing that one. There's another one called the Family Friendly Bill. Each of those, as a starting point, are \$2 trillion dollars. New Mexico has developed a network called, the North Rio Grande Corridor Correlation or Collaboration, which is the directors to two national labs and the four universities along the Rio Grande quarter, UNM, NM Tech, NMSU, and UTEP. They've agreed to put together a plan and program that will focus on how to get regional collaboration and cooperation to be in a position to accept that huge amount of resource that may be coming our way in a regional context. There are two important meetings are coming up next week. One meeting is at the end of the week with the Legislative Finance Committee. It's going to be here on NMSU campus. It's a series of meetings that they have around the state. NMSU will be presenting. They want what the update is relating to COVID. They want to focus on 'what's the future of learning?' 'What's the new approach that we're going to look at in terms of the future of learning through the entire ecosystem?' Early childhood education through high school and post high school education. There's a strong indication that they want to add four more years to public education that the public pays for, 2 years on the early side and 2 years on the after high school side. President Biden's proposal is that all of that should be public education and should be free. It's an interesting concept and one that has a lot of similarities in things that New Mexico cares about. Where that goes, is not clear, but recognizing the movement is in that direction. They're working with Senator Ben Ray Lujan as well as Senator Martin Heinrich. There is a provision for the Community Projects Program, otherwise known as bringing back earmarks, and it's working its way through Congress. This may be a bit controversial, because they were taken out and now they're putting some earmarks back for certain circumstances. Each Senator and Congress person is asking for projects. NMSU is working with senators to say 'what do we have that we can propose that they might be able to champion on our behalf?' They each get an opportunity to submit 10 projects. NMSU is trying to be collaborative in the ways they put things forward. Key messages that Chancellor Arvizu wants to promote to the LFC next week is the idea that education should be part of each of those pieces. There are assets in the state, such as natural minerals, oil, gas, wind, solar. NMSU has an additional capacity that most states don't have in terms of federal spending and research institution with an incredible intellectual horsepower. Those are assets that this state has and NMSU needs to take those assets and put them in a package that makes us a compelling receptacle for the investment that the federal government will make if their concerns and objectives are about 'how do you harmonize who benefits from the investment that federal government makes by making sure that the underserved communities also get a piece of that action and then participating both in creating infrastructure and wealth and the opportunities and think of this as a 'jobs conversation.' It's not strictly about jobs, but right now we're recovering from a pandemic and we need to make sure that our citizens have an opportunity to either go back to work if they've been in work, to find new work if their job has gone away or to ultimately have the education to meet the needs of the new industries that are coming our way. The Bridge is the local community business leaders and they advise on 'what should the state be doing?' 'What should the university be doing?' and 'What should the community be doing?' in terms of helping economic development in the region. They've done a series of round tables. Those round tables have said, 'here is what's going on in value added agriculture, in things that relate to AI, aerospace, and space, national defense, logistics and transportation like down on the border. They concluded that there are three people looking for a job

for every job that's available. The problem is that we don't have qualified people for the ones that are demanding. So, there are needs and no expectation of how to do that. They are looking at, 'what programs do universities actually provide?' 'Are we actually doing the things that are necessary to fill those jobs that presently exist?' If not, NMSU should tailor those to make that happen. Chancellor Arvizu continued by saying, "So, as we think about the ecosystem and again, it's not just about the STEM disciplines at the higher end, it's everything, the entire ecosystem. Some of the new creative infrastructure jobs that are going to be out there don't require a four-year degree or a Ph.D. Some of them are technical kinds of things. Good jobs, but that whole ecosystem still needs to be developed. So, as we're thinking about our branch campuses, 'how do they participate in this restructuring of the investment that the national federal government will make in our local regions and out in the state partner with us. We need to think again about 'what works for us?' 'What works for New Mexico?'" One thing that is exciting is NMSU Online and On-Demand. This will give micro credentials that are necessary for certain job types, whether it be cyber security, AI, or something that relates to the normal CTE curricula. Some of those micro credentials could get a credential for a certain kind of competency and they're stackable so that you get several competencies in a broader certificate that will count toward having a degree at some point in the future. It gives more and more options for all our citizens, some who are looking for another job, some who are looking to upscale their present capabilities, or for those who are trying to enter a marketplace for jobs that don't yet exist, clean energy being one of them. They have another meeting next week with ICREW. It's a partnership we have with them. It stands for Innovation and Commercialization of the Regional Energy Workforce. NMSU has an EDA grant that has sponsored the work that this collaboration between ourselves and members of that particular community. They've had a call for proposals and we've had literally dozens of proposals that have come forward. Many of them very compelling. Some of them in the Ag world and some of them in the engineering world, some of cyber area. They have got a machinery that's starting to crank up to meet the needs of what these future opportunities are. They accommodated fairly significant budget cuts. They've had voluntary retirement programs and a few involuntary layoffs, but that has put NMSU in a budget condition that allows them to be sustainable for the future. The economy is rebounding, so they're done with budget cuts. Chancellor Arvizu said, "We still have to go through the process of refining those and we still have the process of 'how do we allocate the stimulus money, which the LFC is also asking us about. It's meeting some incredibly important gaps. Without the stimulus money, I'm not sure where we would be.'" Recurring budgets need to be one that they can afford and can build upon. NMSU is going through a budget realignment disposition so that their budget reflects their priorities."

Regent Saucedo asked Executive Director Van Winkle to elaborate on "local enrollment" and compare the steady local enrollment to the decrease in overall enrollment.

Chancellor Arvizu proceeded to answer Regent Saucedo's question. NMSU has done some accounting that is not precise or accurate for many years. NMSU has what is referred to as, 'swirl.' Any student who takes a course at any of the NMSU campuses is counted as a head count for that institution. So, in other words, if a class is offered in Alamogordo and a four-year student on the main campus takes that class, they are counted as a head count in Alamogordo and at the main campus, resulting in a duplication of head count. In some cases, they've had where a student was taking a class at three different campuses and were counted three different times. There have been reasons for why that has been done and, in some cases, it was a good thing. However, it has been done to the degree that branch campuses were teaching gen ed courses that probably should have been taught on the main campus. They have tried to correct those things in order to more precisely measure and account for. Nationally, branch campuses and two-year programs were hit incredibly hard. Something on the order of 13-14%, nationally. For underserved communities, specifically African American, Latinx, and Pell Grant eligible low-income people. Those numbers are like 20%. They're much bigger. And NMSU serves that demographic. Much of the drop that was seen in the branches was due to that factor. NMSU branch campuses focus on services that they can provide to their community, such as mill levies. They invest in their community and expect that return to that community. Early college high school is one of those kinds of things and certainly the students that are part of that community that are eligible for face to face, that's what they want to count."

Executive Director Van Winkle responded by stating, “There’s just a couple of things. The only thing that I think might have been left out of the conversation or the statement Chancellor is the student credit hours. So, what I tried to present as the local enrollment and the reason I framed it that way was because part of our funding formula is based upon student credit hours. So, for example, last summer at this time, we were still registering students from the main campus on our community college campuses and therefore, those students were allowed to take courses into the fall, which generated student credit hours. Those credit hours helped the funding formula for each of those campuses. Now that we’ve made this change to serve our more local communities as the Chancellor was describing, I’ve tried to emphasize that we’re comparing apples to oranges because we’re still using part of that main campus student credit hour as measuring against what we are looking for or the trend going into the fall. So, I simply looked at the numbers and took the main campus, who in the past had been taking classes at the community colleges, taking them out of the scenario so we could see what the ‘new baseline’ would look like for the smaller campuses. So, I’m really pleased that each of the smaller campuses are holding their own well going into the fall without the main campus student credit hours. And so, that was what I was trying to report. Now, on paper it still looks like the numbers and the enrollment are smaller at the branch campuses. Well, technically they are because we just don’t have the participation of the main campus students, but from the local standpoint, it looks like our enrollment is picking up a little bit. Now, part of it is probably because the pandemic is letting up a little. I also want to give kudos to those campuses because they’re marketing. They’re advertising to the local students the advantage of starting at a community college. And the last thing that I’ll mention is that it’s not just early college high school like the Chancellor was mentioning, but it’s all dual credit students. There’s a difference there because that adds to the numbers a bit because not everybody is in early college high school.”

Regent Saucedo stated, “Yeah, I appreciate that comment and I really like the term ‘new baseline.’ I also like that with this new baseline, it does seem the focus of the needs of that local community, whether it’s Alamogordo or Grants, which obviously have very different communities.”

Chairwoman Devasthali stated, “I just had a couple of comments. I’m excited to be part of the national conversation in terms of looking at the whole ecosystem and first of all, seeing how we can bring resources to our state, but also extending the conversation to bringing in proposals from different sectors of the economy and seeing what we can present on the national stage to say ‘this is what we need.’ I also really appreciate the fact that we are starting to pay more attention to our system as a whole and paying attention to what other needs, in terms of economic development, job creation in the communities in which our branches reside, where they live. I feel that we did not have that kind of emphasis in the past. We looked at those branches more as feeders to main campus. It’s important that those communities support those branches and therefore, they are right to expect that we will provide the kind education, be it certification, be it associate degrees, that they need in their communities to create those jobs to fulfill their needs. So, I’m excited about that. I am also very eager to learn more about this NMSU Online and On Demand. So, I’ll definitely be asking more questions of you, Chancellor at one of our updates. In terms of the ‘one-time money’ as far as the HEERF money that’s coming in, I think we all realize that it’s one term money and therefore, it’s important that we make those big investments in infrastructure for our system because we know it’s not going to keep coming. So, those big investments that we may not be able to make every year, to make that this time and use that money strategically and use it to the best advantage. So, I’m glad you’re looking at it that way as well.”

President Floros gave two updates. NMSU is not holding the large conference 4-H here on campus this summer, but there are several regional conferences, smaller sizes, that will be meeting face to face. The second update is that more than 1,000 graduating students have chosen to walk through for commencement. They’re going to hold it at the football stadium. Unfortunately, they had to make plans early on that only allow two people per student invited to come in the audience. They’ve heard some complaints about that and they sympathize with the families. They understand that this is a great time for the family to come together and celebrate. It’s just impossible for them to change at this point. We just don’t have the staff and ability to change everything logistically to have more than two people per student.

Chairwoman Devasthali stated, "Thank you. I appreciate that. I know I had some questions from parents saying, 'could we get more tickets?' We didn't know what the situation was going to be, so we had to plan for the worst-case scenario. So, I think people will understand that."

Chairwoman Devasthali moved that they recess for lunch and watching the Outstanding Graduate Virtual Reception and return at 2:30pm. Regent Bitsie seconded the motion. All were in favor. None were opposed. Motion passed.

BREAK FOR LUNCH AND VIRTUAL OUTSTANDING GRADUATE RECEPTION

Chairwoman Devasthali called the meeting to order at 2:31pm.

K. Action Items, Chairwoman Ammu Devasthali

1. Corona Ranch Mineral Lease Extension, Special Assistant to the President Scott Eschenbrenner

Regent Chacón-Reitzel stated, "As the Chair of the Real Estate Committee I mentioned this morning that we met on April 27th. But, I asked for this item to be moved to action because I wanted to clarify the motion and make sure it was on our Board of Regents Record. It was the wishes of and the vote of the Real Estate Committee. The motion was made that the Real Estate Committee present this item to the Board of Regents and that all the funds collected from this lease that they are referring to today go to the Corona Ranch. Regent Chacón-Reitzel moves that the lease that we are referring to today go to the Corona Ranch. I wanted to make sure that all the regents on the Board were aware of that recommendation and that motion at that Real Estate Committee on April 27th."

Assistant General Counsel Scott Field informed the regents that there is a letter, dated November 5th, 2020 from the Chancellor to Vice President Burke that directs these funds to go to the College of ACES for the furtherance of the Corona Ranch Research Mission. There is documentation of the Regents Real Estate Committee's desires and it's been taken administratively.

Regent Chacón-Reitzel stated, "I so move that the proceeds from the Corona Ranch Lease, that the lease be signed and that the proceeds go to the Corona Ranch."

Regent Bitsie seconded the motion. All were in favor and none opposed. Motion passed.

Chancellor Arvizu stated, "Madam Chair, may I make a comment? I want to make sure that I'm following explicit direction from the regents. In the case of the Corona Ranch, that project, which has been in the works for years, was negotiated with the understanding that that will be the case. That the revenues would move to the ranch itself. It would be good to know how the regents feel about other such projects. I would offer that one size does not fit all. In some cases that makes sense, in other cases that might not. So maybe there needs to be some sort of a discussion maybe at the Real Estate Committee regarding that policy and any amendments that we want to make on that policy because I know there'll be other things that'll be coming up in the future. That one was already set in motion and pre-determined based on previous discussions and previous commitments, but that's not true of things going forward. It might be worth it to have a conversation regarding 'what is the desire and strategic approach that you all can endorse? I can offer that we could bring you a proposal or two, maybe some options and then you can look at that from the perspective of 'what makes sense for the institution?' So, I just wanted to leave that as a place holder, just so that there's no confusion on what we're going to do next time around. I didn't follow through on the administrative solution to that one, but for the expectation and understanding that it already has been negotiating. Going forward, that's a clean slate. So, maybe we can talk about that."

Chairwoman Devasthali stated, "Thank you Chancellor and I think that's a very good point because the land holdings for the university are for the benefit of the entire system and sometimes it can apply to one thing and other times to something else. So, there is no one size fits all."

Regent Chacón-Reitzel stated, "Madam Chair. I have a comment. I think the reason I wanted to clarify is that the Corona Ranch has put forth some proposals for some research and education opportunities to expand and they've been working on that Corona Ranch. I know because I've been there and I'm familiar with that facility and the research that they do. I would say that this ranch, the ranch manager went out and came up with this project and sought this project. We're asking our Ag entities and the College Ranch, the Corona Ranch, and some of the others to almost be self-sustaining because they have so much need and are not receiving a lot of funding. So, I think it's important to encourage them when they seek these types of projects to allow them to keep it because it's not about having a load of money that's not put to good use. Certainly, they have been trying to get money and find ways to do the research and the education projects that they can grow on that facility. So, I think it's important that they're self-sustaining. That's why I think it's so important these funds stay there. There's so much more need than there are resources."

Chairwoman Devasthali stated, "Agreed. And I think this is a good topic for discussion and we should make sure that it gets on the agenda."

2. Proposal to merge the College of Education, the College of Health and Social Services, and the Department of Sociology, to create a new college to be named the College of Health, Education and Social Transformation, Provost Carol Parker

Provost Parker stated that NMSU has a tremendous opportunity right now for the university that has not previously been there and that has to do with the fact that we're in a point in time where the leadership of the College of Education and the College of Health as well as a number of the faculty administrators in those units as well as the Department of Social Services are interim. That means that the decision whether to administratively merge these units or not would allow us to move forward with the emerged college and hire a new dean who could provide leadership for this unit in a way that would be very little disruption. If NMSU doesn't do this now, this opportunity is not likely to come around again for many years. They perceive that there are a number of opportunities that would be at hand if these schools joined forces and had a unified mission and vision. It would position what are currently small units in a way, by coming together, where they would become larger. They would have something to scale and would become much stronger in terms of their ability to contribute to the research mission, in terms of growing enrollment in their programs and contributing to our community. Fundamentally, health and education are critical components of improving the quality and conditions of life in our region. These disciplines share that in common.

Provost Parker continued by saying, "I want to assure you that this is functionally an administrative merger only. There is no proposal that would impact any of the current programs, any of the current academic holds of the faculty, none of the current standards for faculty hiring, none of the current standards for faculty promotion and tenure, contrary to some information that you have heard. Literally, it is an administrative merger. Combining disciplines and fields of study in a transdisciplinary way is a trend that has been occurring in higher ed for the last two decades or more."

Provost Parker stated that in the context of combining health and education for example, she can point to five examples that she's aware of other universities where they merged health and education and had good outcomes from doing so. Utah State University did such a merger almost 13 years ago and their dean reported to Dean Pichon that through the course of developing this proposal they subsequently received \$15 million worth of grant awards by putting together interdisciplinary grant teams and successfully competing for now. One of the main benefits that we will immediately receive is aligning all these related disciplines under a single dean. Currently, the units in the proposal report to three different deans and they do a lot of collaboration of course, but those administrative boundaries add extra layers to navigate. They have upwards

of 42 distinct health programs across the system of NMSU for example. They want to foreground and solidify an emphasis on health.

Provost Parker said, "Earlier today we heard the Chancellor talk about a lot of funding opportunities that are available that are coming on the horizon and certainly health and education and social transformation, social welfare is definitely going to be good candidates for extramural funding and this repositioning will make us more competitive I believe in seeking those funds." Provost Parker stated that it also will allow NMSU to redouble its efforts in terms of collaborating with the Burrell College of Osteopathic Medicine. The merger will fundamentally make the units more financially sustainable. This merger would eliminate one dean position as well as probably a couple of associate dean positions. They want to shift those savings into more faculty to try to grow enrollment in these units. There are benefits to students. There will be more opportunities for experiential learning and to create novel multi-disciplinary degrees in the future. There certainly should be more opportunities for interdisciplinary undergraduate research as well as graduate research and thus more funding support for our graduate students.

Provost Parker stated that there are benefits to the faculty by helping with their collaboration across disciplines and the expectations it will allow to field interdisciplinary research proposals. Those same benefits will accrue to graduate students in particular when they work on those proposals. Provost Parker stated that there are benefits to the community. They anticipate that there will be additional funding opportunities for community-based research and community engagement. They have a group of faculty who have been putting together a proposal, which has the potential for several million dollars in funding that would benefit the work faculty and students are doing in the regions to improve health and education outcomes. These are the grand challenges that they've identified in LEADS 2025. Fielding teams to work on these problems requires multi-disciplinary and trans-disciplinary approaches and of course education and health feature prominently in their goals. They put together a taskforce in early 2020. It identified a number of opportunities within the community where NMSU could contribute to improving outcomes. That taskforce has yet to be operationalized. They know there are additional opportunities there, but they are looking for a decision on this proposal, which will determine how they move forward and tackling some of the opportunities that the taskforce identified. Data from the department of public health and state of Wisconsin shows that health outcomes, the clinical care of people receive, are only influenced about 20% of one's health outcomes. Also, 40% of one's health outcomes are influenced instead by social and economic factors, including their educational attainment levels. Their aspirations are for more community-based research in these fields, a community-based research center, probably or possibly associated with this new college and hopefully funded by some extramural funding. This would go a long way in helping NMSU retain their Carnegie designation of a community engaged university.

Provost Parker continued by stating that these units are small. Some units have as few as nine or ten or eleven faculty and they have their own faculty administrator. It's hard to say 'what is the proper size of a department?' That's an esoteric debate Provost Parker has had years with individuals. A unit could be too small, potentially and not yet traction or it could also be too big and begin to fragment and not retain cohesion. It's quite expensive to have leaders from multiple departments. There will be 135 regular faculty involved in this merger. There are two larger colleges, Arts and Sciences and Consumer Environmental Sciences. There are several much smaller colleges. If Education and Health were combined, they would move up, becoming well balanced. There are opportunities for economies at scale. They have eliminated a lot of administrative barriers. It would be more cost effective. For example, right now if you measure the cost from faculty to dean ratio, the dean in education costs three times more per faculty member than does Arts and Sciences. Health and Science costs five times more than does Arts and Sciences. So, in total by doing this shift and by eliminating one dean and two associate deans we will save \$660,000 and that can be invested back into the new college and into new faculty lines to support the growing and enhanced mission of the unit. This will create a higher profile college that can attract a lot of attention. NMSU can market and recruit students in new ways. They can create new interdisciplinary programs. So, unbalanced, I see an upside for the academic

programs themselves in the future. Similarly, there's quite a big upside on the research mission. Deans Cooper and Pichon have worked hard in the last many months looking at how they could improve their grant proposal submittal rate if they joined forces. Currently, being small colleges, they don't have the staff, the depth of staff that they need to fill very large proposals for one thing or to do as many proposals as they might like. They have discovered that if they work together and shared staff, they believe that they would begin to be able to support very large proposals and more importantly increase the amount of the awards. Right now, they receive about a million dollars a year between them in indirect cost recovery. If they were to double the amount of their rewards, they could expect to have more like \$2 million a year in indirect costs recovery. This is part of a repositioning and taking advantage with a few moves where they can change the financial profile of these units. Currently, the units in the aggregate are contributing about \$2 million in gain off their SCH delivery. They would like that to be more. They want to grow enrollment. If they eliminate those administrative positions, they save \$660,000 there. If they double their indirect cost recovery, hopefully within a few years and, of course, Nursing is in this unit, and they have already acted to provide a tuition differential, which should yield more than \$640,000 a year as well, suddenly they're up \$2.3 million above where they are now, just by doing a little bit of repositioning in a thoughtful way. That makes these units much stronger. There were many meetings. A webpage was created and published accruing information and all times. A taskforce led by Deans Cooper, Pichon, and Pontelli were instrumental in getting input. That taskforce consisted of faculty from all the units affected. All the listening sessions and focus groups that they held are on the webpage. There were 208 who people attended those sessions and 184 people responded to their survey. The outcome of that was, in fact, a significant revision of the proposal. Before the proposal was formally written, Provost Parker did a survey of 138 individuals, faculty members and staff. They were given five options and asked which was their top choice and second choice. When they analyzed the results of that, there definitely is support for this merger. There were different perspectives between health and education. For example, the top choices of the faculty of the health disciplines, 69% of them said their top choice is to be together in a single college, all these units that focus on health. The faculty would like to be in a college together instead of split across two; however, they were divided on how to do that. So, 30% of the faculty in total favored the merger, 39% favorite combining all of the health, but not joining forces with education. In other words, 39% of them would prefer that education stay separate and much smaller than it is now. In comparison, the faculty in the education fields were evenly split, 42% of them supported the merger as proposed 42% wanted no change at all. Sociology very strongly favored joining the new college. In response to this, and in response to the task force, Provost Parker modified it and made this into a very simple proposition. No impact to any of the students in enrolled majors. No impact in any accreditation or HED authorization concerns. No impact in anyone's promotion and tenure. No faculty positions eliminated. No staff positions eliminated, except potentially three of the currently interim faculty administrators. Therefore, Provost Parker proceeded and submitted the formal proposition as required by the policy to the Faculty Senate on January 28. Faculty Senate proceeded to get input itself, as required by the policy. It was referred to the scholastic Affairs Committee. There have been additional webinars and did a survey. The Faculty Senate survey of the faculty in the affected units showed support for the proposal, 62 of the faculty favored it, 33 did not. We had 12 abstain and 21 not vote. The Deans Council unanimously recommend approval. The scholastic Affairs Committee of the Senate recommended 'do pass' with amendment. Faculty Senate did not recommend passage based on their procedural concerns. The President recommends approval and the Chancellor recommends approval.

Provost Parker continued by saying, "There were no procedural defects in this process. And this process is governed, of course, by the Regent Policy Manual itself and by the ARP. Initially rules and procedures, in this instance, Chapter 2 Number 15, which governs creating new academic units. Okay, specifically as to new colleges, the Faculty Senate needs to make a recommendation, the deans and the Chancellor. The criteria that 2.15 spells out for propositions for new colleges was very carefully followed and in every requirement in that policy is in the proposition that was submitted. I note also that section 2.15 states at the very beginning that an attitude of flexibility and reality and feasibility needs to be maintained into in applying these criteria.

Now, specifically, there is an issue in Appendix 2.15A and that is the process that you heard described this morning by Professor Osanloo and that is not required. That is not a mandatory process. And as I mentioned when T-Pal was created, that was a much more ambitious project because it involved changing the tenure homes for faculty, whereas my proposal does not require that. I first spoke with the Senate last fall about the process and that 2.15A, in my opinion, was inapplicable because on its face, it clearly was applying to different circumstances than we had here. I, in fact, went to the General Counsel's office and obtained an opinion on that. As Provost, I am the Rule Administrator of this policy. I'm responsible for its execution, implementation, and interpretation. My opinion was that that appendix did not apply and it was not mandatory. The General Counsel's office confirmed that and I know that General Counsel Collins is here with us today if you would like to have any further discussion on that. I can assure you, process was proper and, as I mentioned, the process was very thorough and went on for months. People had dozens of opportunities to weigh in. The deans were integral to this process. The deans had numerous meetings with the faculty in their department level meetings. I do have the deans with me today to present if you have any questions on the input they received. So, in an effort to be helpful I have proposed a potential motion for the board to consider, if you find that of value."

Chairwoman Devasthali asked Provost Parker what input was provided by students and if there were any forums with students from these colleges and sociology. Provost Parker responded that they did not hold separate student forums, but they were initially invited to some of the listening session with the task force. This was because the focus of the merger is on the administrative component. It was assumed that colleges were talking to their students about it. ASNMSU was not approached.

President Floros added that what the Provost is suggesting is purely an administrative change. The effect on students will be minimal, if any. If they do make changes as they go forward, they will go back out to faculty, staff, and students.

Chairwoman Devasthali asked, "How is the staff affected by this at this point? There won't be any impact on the staff?"

President Floros stated, "There will be no impact on the staff. The impact may be they will have to join forces in some offices because both colleges are very small. And they may have one or half an individual that does this particular task. Now, they may have a full individual dedicated or two or whatever the case. The major change we're putting in front of you is elimination of administrative position. Elimination of one of the deans and possibly some associate dean positions and that's really the only change and the name and bringing those two colleges together in an administrative structure that will be more efficient."

Regent Romero stated, "Madam Chair, if I could maybe make a couple of detailed questions along that frame. We've heard that we're looking at possibly being able to minimize the number of deans, possibly associate deans. I know that there's other support staff within that structure. So, across the two colleges, how would they be affected. I think if I'm hearing you right, there may be some joining of forces. One of my concerns is, 'is anybody at risk of losing their position or moving their positions? I'm thinking of some of the office support staff, some of the HR type of staff. What do some of those other support staff look like, as we start to combine these colleges?"

Provost Parker stated, "If I may, and I might ask Deans Cooper and Pichon add to this as well because they've been working and thinking about this. I would imagine that there will be growth in these colleges. Staff will be needed. We have no need to reduce any staff position to save additional money as a result of this merger. The university went through the budget realignment process last fall and into early spring semester. Both the College of Education and the College of Health Sciences, as they currently exist, submitted their permanent budget reductions and none of those included any staff elimination that I'm aware of. I believe they were all based on eliminating vacant positions. Deans, do you have anything to add or perhaps give the example of the combined forces supportive research and how the staff will be deployed?"

Dean Cooper stated, "Good afternoon, everyone. This is actually a case of strength in numbers. The current budgets and the colleges are crippling. We can we can really only afford marginal initiatives. The numbers of staff are not sufficient to run the needed infrastructure and the services. So, definitely the staff aren't going to be going through eliminations because we have looked at models with combining colleges, we're actually going to be much more productive. So, with that productivity and like Provost Parker mentioned, the proposals in IDC, we've developed models that can better serve the faculty to actually include more staff to get specialists that they really need in the areas. I think the repositioning is going to enhance the services with combining the talent that we already have, but we've also planned a model in sharing. For example, a research center that we will add more talent by other staff that will be much needed that both colleges have not ever had and that's why we have marginal numbers."

Regent Romero stated, "I've seen this model evolve over time and I've seen definitely some of the strengths be added to it as we've gone through this process. Along the same lines, my question still is 'what is this model going to look like?' You talked about some of the models that are out there. And I'm curious on a couple of things, are there some examples of what the organizational chart is going to look like as we join these colleges? And one of the bigger questions that I've continued to ask is, as we look for a dean, I don't mean this literally, but who is this person going to be? What kind of strengths are they bringing? As we are starting to combine really different areas when it comes to education, but also on the side of nursing and medical sides of things. Let me rephrase that. Are there some examples of what those models look like when it comes to an organizational chart? What is that job description going to look like?"

Provost Parker stated, "We have an exemplar in our meeting this afternoon. We have Dean Pontelli, who heads up a multi-disciplinary college with 24 departments currently spanning arts, humanities, social science, and the physical sciences, where he himself is a computer scientist. So, the org chart, I would refer you to 'what does Arts and Sciences look like?' You have a dean and two associate deans. One for academics, one for research, and below that you have the departments and research centers and all of the rest. I will definitely use the services of a national search consultant for a search like this. It's vitally important that we find somebody who has a track record getting extramural funding and/or foundation support for community-based research. That's the kind of experience that we must have. It's not negotiable. I believe this opportunity will be very compelling to individuals who understand this energy between these fields and are themselves attracted to opportunities to build and create and grow. So, in other words, I want a builder and I want somebody who can elevate the research and community-based components of these programs. Those are the parts right now, as Dean Cooper mentioned those are the types of programming that these smaller units are more challenged to do currently. They're definitely producing their degrees for teaching, of course. They are producing doctoral and master's students, but we need to grow that and by joining forces they will have more capacity to provide the infrastructure to create those initiatives. So, that's what we will be looking for in the dean. And you might find it surprising, but there are individuals, and I can think of a couple of them that I myself have met over the years networking at conferences. There are individuals who have health and education in their background. It's actually not that uncommon. Because there are all of these connections that pre-exist in between these fields. So, it's not essential that we find somebody who has a foot in both camps, if you will, but it is essential that we find somebody who can elevate this new unit in concert with our goals in our strategic plan of growing enrollment and getting R-1 designation."

Regent Romero stated, "Provost, as you are talking about this national search for a dean, in your mind, who will be with you along that journey to be able to make some of those decisions? How do we continue to get that feedback from our local staff and faculty? And Madam Chair as discussed, even students. What's your idea for what that team is going to look like to help with that decision-making process?"

Provost Parker stated, "It will be similar to any dean search advisory committee. We'll have representation from every academic unit. That is per policy. That's not negotiable. There shall be representation from every academic unit. There will be representation of staff as well. There will be representation of students, typically

at least one undergraduate and one graduate student representative. There will be members of the community on the search. The dean searches are typically chaired by another dean, one of the other deans in one of our colleges. I anticipate that would be the case as well. And, as I mentioned, we will use the resources of the search consultant and recruiter. This is vitally important because it's highly likely our dean does not know yet that they want this job. We need the recruiters who contact and persuade them to take a look and share with them the opportunities that are here that they may not know of. That's a lot of work and that's why we use consultants for these high-profile searches. The best people are highly desirable and highly likely are already very happily employed somewhere. And that's what I want. I want somebody who's very successful, very much in demand and then we have to convince them that there's a wonderful opportunity here if they would join NMSU and that's what the recruiters help us with. Otherwise, we're just fishing with ads and that certainly is inadequate to get the caliber of person I believe we will attract by this opportunity. This is exciting. It's novel. The University has positioned itself. We have ambitious goals that will attract ambitious people, who want to help move the needle and who are very interested in health, educational attainment and social transformation and social justice and community-based work. I saw Dean Pichon had her hand up. I'm not sure if she wanted to add something."

Dean Pichon stated, "It was to address some issues regarding the staffing in the office, but I don't know if you need additional information on that at this time."

Regent Romero stated, "I think the clear picture I have of what that's going to look like. I think that would definitely help me for sure of what that organizational chart's going to look like, not just from the deans associate deans, but even just the overall organization of what those departments may look like. Do you have any additional information?"

Dean Pichon stated, "The information that I was going to add was to ease your concerns about the staffing. One of the things that has happened during the pandemic is that we've lost some positions and in our conversations with the College of Health is that we've found that if we're able to combine, we call our office Educational Research and Budgeting and they call their office Finance, but what we're learning is that if we can pull our resources together, we don't necessarily feel the impact of some of the losses that we've had because we can repurpose some of the positions that we have and individuals can be cross trained in particular areas, and so we have learned that through this process of talking with one another, and this is to provide support for faculty regarding research opportunities that we can become more efficient and likely be able to increase our budgets. We've also not been able to hire a digital person in our college because of budget constraints; however, when talking with that Dean Cooper, what we learned was we could take half of our salary for that position, half of her salary for that position for an individual. So, we're beginning those practices of really seeing how we can work more efficiently together. And what I am seeing is that there will not necessarily be a loss of administrative staff or support in being able to do this. The real elimination would be at the deans' level, which wouldn't necessarily impact the students, the faculty or the staff."

Chairwoman Devasthali stated, "Provost Parker, I want to go back to the reference you made to the College of Arts and Sciences here at NMSU. I am from that college, well I graduated from that college. And I know that, in fact when I was there it was probably more than 24 departments. It is a huge college. It's really hard to wrap your arms around all of the departments and some of the departments are small and some are larger. Oftentimes the larger departments tend to attract more attention than the smaller ones. So, I want to go to, and I cannot read these page numbers, I think it is 170. It's regular faculty who would be included in the new college. It gives the numbers here. I'm looking at the different departments, and I can see the natural synergy between some of them. For instance, nursing, counseling and education psychology, social work, even kinesiology, communication disorders, public health. I can see all of these being so related, then I look at education leadership and administration with six faculty and that is a very small number, so this person that you would hire to be the dean will have to be somebody who is, not just that they have the domain expertise, but has to be somebody who would be able to bring all of these disparate departments together and give

them equal attention and importance. I wonder if some of the reticence on the part of some of the faculty, particularly from education, maybe because they would be a very considerably smaller piece of this college. So, perhaps some kind of reassurance that everybody will get an equal opportunity to participate in this search would go a long way towards bringing people along, because it is after all about, not a top-down kind of thing, but bringing people along so everybody has by in."

Provost Parker stated, "A couple of points of clarification perhaps. The slide on page 170 is a headcount, if you will, by discipline. It does not reflect the current administrative organization. For example, curriculum and instruction, which includes special ed in that headcount and educational leadership and administration. Those together create what we have referred to as T-Pal, Teacher Prep and Administration Leadership, were merged over the course of last four years into a school. So, they used to be departments. Through that process, they became the school of T-Pal. T-Pal has a director, currently interim. If we proceed with this merger and we have one Dean to unify these units, that school of T-Pal would need to fill that directorship. So, T-Pal would have its own director, instead of a department head. This is in response, also to Regent Romero's wanting to know what the org chart would look like. Now the dean and the associate deans at the top, if you will, and then each of these units have a head of some sort and we have a school of public health. Currently, they have a director. They have been led administratively by the Director of Social Work, the School of Social Work, so that director's doing double duty currently because obviously there's a total of 24 faculty and they're quite related. We have the directorship of T-Pal, which constitutes C-28 34 faculty, nursing is 33. We start to see that the further organization below the dean does create some cohesiveness. So, I just want to make sure that it's clear, this is a headcount by field of study. It's not a reflection of how they're currently organized. So, sociology is smallish, sociology, communication disorders are really the two smallest in units, who currently have separate leadership. Was that fully responsive to your question? Oh, you also mentioned representation on the search and, yes, absolutely. It would be my preference, my goal, to have the disciplines represented on the search. Not merely to have the way they're currently organized, in other words, because Public Health and Social Work share a director right now. I would not propose that they only get one representative. I think both of those disciplines would want to have their own representative. That still is a reasonable sized community for a dean. We only have about nine disciplines here, so that's not that many."

Regent Bitsie stated, "I have two questions, well I guess just one. It tags along with what Regent Romero and what Regent Devasthali said about the search for the dean itself. That's one of my biggest anxieties is the process in the search of the dean and incorporating faculty in that process somehow. One of my biggest fears about this is, I would hate to see a dean come in who is extremely qualified, but who doesn't have the vision of the faculty and brings in their own vision. And I think that can happen, in fact if faculty are not involved in the process. That's one of my biggest anxieties is bringing in a dean who butts heads with the faculty. That goes along to my second question. I imagine that these two colleges have somewhat differences in their tenure process. How is this merger going to affect professors who are currently in that process, who have applied for tenure, who have been here for four or five years? And now, if this college merges, how is this going to affect their tenure process in any way because I imagine the two colleges are a little bit different in terms of qualifications?"

Provost Parker stated, "With regard to the dean search, what you described is the definition of a successful search. We don't want to hire someone who does not have the soft skills, the people skills to build consensus to move the college forward as a collective. So, it's always a concern in any search for leadership. Are they a good fit, if you will, for the culture? So, that's why you have broad representation on the search advisory committee, so that they can vet all of the candidates and we have extensive vetting that goes on in multiple layers and interviews and extensive background checks and reference checks. It's quite helpful having the consultants involved in that. But, beyond that in terms of reference checks, I personally always make my own reference calls for anyone who reports to me. So, it's critically important that we hire someone who's a good fit because if we don't have someone in the current pool, we keep looking. We don't settle. We have in our leadership right now, obviously the colleges want permanency, but we aren't going to compromise or settle."

We have to get the right person and the other thing you mentioned, promotion and tenure. We have three layers of review. We have the department review and every department has their own promotion and tenure standards that the faculty put together, which are sanctioned by the dean and by me. They operate under those. So, those stay in force and are going to be fully applicable to anybody who's currently on the tenure track or anyone's who hired while those are enforced. The faculty change them from time to time. The colleges have their own level of review and the college proposals will potentially become unified or we could continue to have distinctions for field of study or discipline, but that would be something that the faculty would decide as a group. It's not something that's imposed on them. I see that prompted a couple of deans to put their hands up."

Regent Saucedo stated, "I'm going to ask in a second here that you discuss appendix 15 to the material and I ask that because this is some of the supplemental information that the Finance Committee asked that you provide and before you do that though, I want to at least explain my thought process and why at the committee level I asked for this information. I appreciate that it was provided and I'm interested in it. At our last meeting, we talked about differential tuition and we looked at engineering. We also looked at nursing and one of the slides presented to us was what I remembered being, essentially national statistical cost per student for each discipline. And I went back and I was correct in that it was a national group, in other words, it was not NMSU specific. But as I mentioned at that meeting, what was striking to me the next degree, if you will, up for possible differential tuition was education. I even stated at that time that it seemed to me that education was a very poor candidate for differential tuition. In other words, I do not think it's a good idea to raise tuition for teachers or elementary teachers or what have you. So, at least in my mind that says, 'what do we do to help bring the cost down, but that was speculation. So, I asked for basically a breakdown, if you will, of tuition and fees for the various programs as being proposed. So, if you could, Madam Provost, could you please talk about appendix 15 because I found it very useful and I appreciate you providing the committee's request. And maybe starting with page 323 and 324."

Provost Parker stated, "Certainly, happy to do so. Let me get to page 323. While I do that, I will say that I completely agree with you. I don't think that education programs are good candidates for tuition differentials. No one should infer from looking at a snapshot in time the amount of tuition that comes out of a given unit that they are a candidate for differential. The chart that you mentioned references some data, called the Delaware Cost Study and it showed that the most expensive programs to produce were nursing and engineering, nursing being the highest, then business, but education was right behind business, which often surprises people. What those programs have in common are very high standards for accreditation. And of course, engineering and education have licensure requirements as well. They have experiential learning requirements as well. All of those are labor intensive, if you want to use that expression. It requires more faculty to produce those degrees because the students get more high touch, if you will. So, with that as background and assurances no one wants education to have a differential. What we do as a university is, 'if everybody had to live on what they earned' or 'what they raised,' we wouldn't need a university. We just have a wide array of separate colleges, who could go their own way. By joining forces, we have the ability to supplement the revenue that some programs generate because it's important to our mission. It's important to our community and certainly education is extremely important to our community, our region, our state and our nation. So, we augment the revenue that comes in through tuition. So, what Appendix 15 represents is a very narrowly focused slice of data from the most recently completed fiscal year that shows how much revenue the programs in this new college generated just from tuition and fees and then how much of that we actually netted. After we made certain tuition discounts and we also have institutional aid. As a university, we put about \$20 million a year in I&G into additional scholarships. So, these data track every student. We aren't looking at data by department per say, we're looking how much every student who took a class that was offered by these departments, how much we paid, how much we netted. And then, we also subtract the instructional costs, which is essentially the salaries of faculty, not including any research grant buy out. A lot of faculty will buy out some of their teaching mode with grants. So, if there was any kind of grant buy out, it

was not included because that's a different source of revenue. Oh, you were wanting to look at the units that were in fiscal year 20 at least. They were not covering their direct costs of instruction with the revenue they directly generated. We have three units in this proposed college. Of the nine units, three of them require additional subsidy. Those are the educational units, curriculum and instruction, the educational disciplines, educational leadership and nursing, which we discussed previously. Then, the other six are running a positive contribution to the university. So, they're helping generate revenue that we can use for our other operating costs or even, we're not currently budgeting this way, but we are researching and analyzing whether we will start to set up our colleges as cost centers so that they can be more in control of their outcomes. You want to put together a college that is as self-sufficient as possible. In looking at these nine disciplines, we see that if they are combined they would be able to support each other and they will still show positive contribution of more than \$2 million adjust from the tuition and fees that we'll net. Is that responsive to your question, regent?"

Regent Saucedo stated, "I appreciate that and yes, it is. The main question I had in my mind is if in fact curriculum and instruction and educational leadership and administration in fact were run as a deficit. I appreciate that. I find that rather relevant."

Provost Parker stated, "If I may, the point to take away from this is that it would be unwise in my opinion to create a small college of just education. That's why I'm proposing the merger. There's a lot in common in these fields. The health faculty need and want to be combined in a unit. I do not favor allowing health to continue, but moving all of the health units out of education over to health sciences and leaving education stand alone. They are much stronger together. Much stronger together than they would be with that configuration. That would be a pretty bad configuration for education, but even as it is there much stronger together than if we leave them in their current configuration either."

Chairwoman Devasthali stated, "Before we go on to the next question, I want to make sure if the deans had something that they wanted to add to the previous conversation. I don't want to go too far along. Do they still want to add something? Dean Pontelli, was it?"

Dean Pichon stated, "Thank you. I wanted to respond to Regent Bitsie's comment about promotion and tenure. We are guided in the colleges by ARP Chapter 9 with regard to our promotion and tenure documents and we have to update those on a regular basis and usually what happens is if new faculty come in, they come in under the document that's in place in the college or in the department. That usually follows them. If there are any changes to the document, the individual usually has the opportunity to elect to stay with the one that they came in under or they may like to move to the newer document that's in place, and so we do have structures in place that address that. And, as I stated, documents in the department level, at the College level, are revised regularly. Usually, every three years and the ones at the department level are driven by the department, and the one at the College level is driven by all of the departments within the college. That's what I wanted to add in regard to that."

President Floros stated, "Thank you Madam Chair. I just wanted add a couple of comments to some of the questions that I heard. Provide an additional perspective. You're all asking very insightful questions and we have a lot of information that we probably did not even put it in front of you. Recently, this crossed my desk of the top 10 departments in the university in terms of students and when you compare that top 10 departments in terms of students, 10 years ago 2010 and 2020, education had two departments in that list. It was elementary education and secondary education, both in the top 10. Ten years later, in 2020, none of those were part of the top 10 list. Now, we've lost a lot of students at the university as you all know. We shrunk about 20 plus, maybe 25% from the high of 18,500 students on the main campus and down to 14.2 back in 18. Some of those colleges have lost more than others and education is one of them. Now we have a responsibility and the state is really pushing us hard to recruit a lot more students into our educational programs because we need more teachers, elementary. We need more teachers and middle school and high

school. Obviously, we have a responsibility to respond to that and raising tuition is not one of those ways, but putting that combined college in a position to have more flexibility financially. It will provide for more of those opportunities to recruit and maybe in a few years to create more programs that are more liked or more attractive to prospective students, particularly when it comes to education and health related issues. We have examples, nationally of universities that have gone down this path. They combine those colleges of health related and education related disciplines. Now that those new colleges, years later, they're really thriving in terms of students as well as in terms of research and outreach. So, this was one of the things I wanted to say.

President Floros continued saying, "The other part of it was the issue of the cost of each one of our units. Recently, I presented a picture in my update of the overall budget of the university and if you listen to that you will know that the university today has less money than 10 years ago, that's overall budget. We have roughly about \$500 million as our Las Cruces campus budget and that's what we had 10 years ago. We declined in terms of enrollment; therefore, less tuition. We declined in terms of state support; therefore, less money coming from the state. We declined in terms of research and our competitiveness there. So, less money coming into that way. So, we have declined, over time, with the exception of the last couple of years, where we turn things around. We didn't grow enrollment yet, but we stopped reducing enrollment. We brought in additional money from students, from tuition and fees. We brought in additional money from the state until last year, when they took it all back. We've brought in additional money from research, which has really contributed significant in the growth but we're back up to about \$500 million. When you look at the College of Education it's suffering, just like the College of Health and Social Services, just like all of our colleges are suffering, but the suffer is not uniform. Some colleges have lost a lot more students, but not as many faculty and staff. Other colleges have actually not lost many students as matter of fact, maybe they have grown, but they lost faculty and staff. So, we're trying to readjust a lot of those things as we move forward. And the final note, I wanted to say about PNT and you heard the Dean speak about PNT and how we're going to hire the new dean. The PNT process is pretty well outlined. We're not changing anything in that respect. The faculty will not be going to see any changes in their PNT process, just like the staff were not you know should not worry about losing their job because of this merger. The hiring of the new dean, we have a procedure in place to hire not only this particular dean or any dean. Any position that we have, we put together search committees that are representative that we try to address all the issues out there. We include faculty, staff, and students. We include other colleges in this particular case that are overlap or have interest in this new college. All this is going to take place and I just wanted to provide my assurance that this will happen in that respect as well. The final thing I wanted to say is, regardless of what decision you make, we need to move. We need to hire one dean or two deans because both of these colleges have been in turmoil for long enough. So, that's another urgency issue that I wanted to put in front of you. We need a decision, one dean or two deans, one college or two. We need to move forward."

Regent Chacón-Reitzel stated, "I do see the potential for this merger and I certainly appreciate all the work that has been done and consideration given to this merger and the research. It's apparent that the health units that are spread across the campus would benefit from this merger. It sounds like there's a split in the faculty in education, but there are some definite advantages for education. I think what was mentioned was the research. Also, the fact that perhaps this college is being supplemented by the rest of the university, which that's fine. That's not a problem. That happens. It's an important mission. There's certainly an important need for educators in the state. There is a huge gap in what we need to produce in the way of teachers. I'm also encouraged by the fact that, if I understand that slide correctly, that every land grant university in the nation, has this sort of thing, except for one has this model of the health sciences with education, and I think that encourages me to say that this is a successful model. What I see here is probably some trust issue, but not trust issue, that we've heard earlier. I think it's just the education college saying 'we don't want to be lost' in this college. There's such an important need. How do we assure that this education college and that the importance of this mission in educating the future teachers in the state are not lost? How

do we assure the faculty and students that this won't happen? I think we can all see the potential, but if the potential is never realized that's what everybody's worried about. It's always the devils in the details. I guess I'm sitting here thinking, us as regents, the state, faculty, students, that this will be a good move for the education college because I think you've really provided a very compelling case as to why this merger is needed administratively and so forth. There's this mistrust that maybe it's just some reassurance that we need that this will be a priority when it's in the larger college and not by itself. I don't know who could answer, if that's Dean Pichon or if that's Provost Parker or maybe the President, but I guess, I just want to hear something and I want some assurance for the education faculty and for those that of course across the state care about this."

Provost Parker stated, "I think one of the best descriptions of what has to happen next was provided by Professor Baptiste this morning from education. He described, actually, the next steps that would occur. There has to be, next, conversation, convenings, facilitated or otherwise where the people in this new unit, this new college, come together and start to form their own mission, principles, and values as a new unit. That process will be critically important and it's my intention to provide robust support for that process. That's how they will establish trust and start to see the outlines of their future. There's kind of a chicken and egg component to this. It's been a little difficult to forge ahead conversations like that because this merger hasn't been endorsed. I know some have said, 'well we need to have all that conversation first.' I'm thinking, 'how can we have that conversation until we have the green light to do it.' Because otherwise, it's just an academic discussion. So, that's been a little awkward, but that's absolutely what will happen this coming year and in years to come. It will take several years to create the vision of what the faculty, staff, and students will do together. The lead dean hire will be important because we'll start that this year, but they need to take up the mantle and then continue forward with the faculty."

Dean Pichon stated, "I would just add that I think we're starting these conversations now. We're trying to understand better what our benchmarks are, what our impact has been within the K-12 community as well as figuring out what are our next best steps moving forward. We've been in touch with our community partners regarding initiatives that we can be working on. Just the other day, I received an e-mail from one of our donors in the college and he wanted to talk about whether or not we would be interested in working toward an Early Childhood Center of Excellence and Research. We have a donor, who's already participating and we have the Glass Institute. So, how do we build momentum around initiatives like this? How do we encourage more of these initiatives to come forward? So, I think that's going to be a part of our conversation and I think it's something that needs to happen for education to continue to survive and thrive is that we have to become more innovative in our ideas about moving forward and as some of the other faculty mentioned earlier, the opportunities for growth are so great, especially when we start collaborating with other units as Dr. Blanca had mentioned earlier about working with social work. We have, also, our Autism Diagnostic Center in there. We have our counseling programs in there. How do we get all of these individuals working together? How do we generate excitement among our undergraduate students about educational opportunities? I think we have the opportunity for those conversations, especially as we move further away from interim leadership to permanent leadership because I think that people will begin to see the light at the end of the tunnel and they'll be able to get re-excited about moving forward."

Chairwoman Devasthali stated, "Thank you Dean Pichon. I want to say, Provost Parker, that all the information that you have provided to us has been very useful. I don't really see a lot of objection to this merger. I think there's a sense of anxiety among the regents about how the process is going to work. I'm really heartened to hear you say that the process will happen within. That the stakeholders of these colleges that are going to merge and the departments that's going to merge, it is they that will bring forward the process. It will not be something that's imposed upon them. It is something that they will come up with themselves and therefore will be more acceptable to everybody. I want to ask Regent Romero if he has any other questions?"

Regent Romero stated, "Madam Chair, I think I'm ok. I think through our conversation we've answered a lot of it. I know I do have some questions and thoughts about how the process works. I think much of it will be worked out as we move forward. I got a lot of thoughts down and I think when we're ready, I might have an idea for a motion."

Faculty Senate Chair Dr. Parra stated, "I absolutely appreciate this conversation and the in-depth questions that have been addressed. I too am heartened at the information that we received today and I would actually recommend to faculty to watch what has occurred today. I think that many of their questions might be answered and they would be more informed as to how this is proceeding and so on. I do think that there are a couple of issues at hand, the feasibility of the merger and I do think that faculty trust and confidence is something that we should not ignore though. I understand the refute that this is a minority of faculty issue. I would ponder that though this might be true, does that mean it should be ignored? I posit that the answer is absolutely not, this would be a micro invalidation. Something is going on. If it is ignored, it festers. I posit that this is happening now, and I recommend that we all step up to work on this, I am personally dedicated to supporting how to figure this out and what we need to do and again I thank everyone for this really intense conversation."

Chairwoman Devasthali stated, "Thank you Dr. Parra. I agree with you that we should not ignore any of the concerns, no matter how minor we might think it is, but it is very important to pay attention to all concerns, so they don't grow into bigger concerns."

Chancellor Arvizu stated, "I appreciate the robustness of this conversation. I appreciate that it's been discussed at two of our regent committees. You have taken this issue extremely seriously, as we have. I think that it exposes some of the challenges that we're all facing. Among the most important ones, I think trust and accountability, because we spent a lot of time at the very beginning putting ourselves in position to have a strategy, objectives, and a set of metrics that we could measure to understand progress, and a willingness to make the necessary pivots and accommodations as conditions change."

Chancellor Arvizu continued by saying, "I'll take you back to my inaugural speech when I first got here. I made three statements and in those statements I said, my vision for this institution is we all recognize we are all trying to make the institution better. We're all on the same page in terms of our ultimate outcomes. We want it to be a vibrant university that we'd like to call it 'the flagship', but certainly the idea that it continues to have greater entanglement. Three of the things that I wanted to see done was, first challenge the status quo, 'just because it's always been done like that,' let's not fall into the trap of 'that's the way we do it here.' Let's examine all the assumptions that have gotten us to those previous decisions and go forward. The second thing and you've heard me say these words is, 'explore the art of the possible.' In other words, let's think creatively about what the kinds of things are we can do. And I think in this process you've seen some creative ideas. Seeing the Provost start with a plan and adjust that plan as input provided additional context. I think that's important. Also said, 'let's, as an institution, act like entrepreneurs.' The three key things that entrepreneurs do first of all, is they think big, they try small and fail fast. Meaning, that as conditions warrant, you pivot, change, make the accommodations. So, I think those philosophies are still alive and well. We're going to refine our strategy and our plan. But frankly it has served us exceptionally well for the first three years and now we say, 'Ok, conditions are different. Post-pandemic. What does that mean for our KPIs and all the things that we're focused on.' So, I see this as one of those issues. Clearly there's work to be done and there's work to be done in terms of relationship building. I think you've all challenged us in 'what are the roles of both the regents and of the administration and of the faculty in the context of providing the services that we all care about, which is 'how do we make sure that we meet the needs of our students?' And that is ultimately our focus. The impact of meeting the needs of the students is we get greater economic vitality, economic development, job creation, and we make the institution and the environment better. All of those things lead me to conclude that we really need to examine what we have inherited in terms of the RPM, Regents Policy Manual, and the ARP, Administrative Rules and Procedures. Quite frankly, I think there's a little

bit of confusion sometimes because policy has crept into that document. The role of the regents is to set policy. The role of the administration is to implement the policy that the regents have set. And ultimately the faculty can provide input so that we get the right frame of mind in terms of the decisions that we make. I see that practiced today. I see it in this particular conversation. I want to relate to you that the philosophy that we've come in with has not changed. We are still actively interested in making sure that we make this institution the best that it can be and that means bringing everybody along. Now, we all know that not everybody agrees on every topic. We've learned that we have a very polarized society. Our Aggie community, to some degree, is divided in terms of values and perspectives around a variety of issues. This one is more of an administration level. Now, we can quibble with the policy or the process that has been brought to the floor. 'What does it really mean and have we followed those?' I would implore you to look at the merits of the case. What is actually contextually the most important thing for the institution? Forget process for a minute and just think, 'what are the outcomes that we're looking for and is this step moving in the direction to help us get those out. I want to be clear about the fact that we're going to follow the direction of the regents. Regents set the policy and administration implements that. Collectively we all care about the institution, but we all have our roles and responsibilities. When we talk about shared governance, I think we need to have a conversation. I think that there are in fact, some disconnects in terms of 'what people believe are the tenants of shared governance.' I don't think that we ought to retreat from that as a conversation. We need to have that conversation and we need to have it in a way in which every voice is heard and ultimately evaluated so that we have good decision quality information on which to proceed. Again, we won't bring everybody along because not everybody will agree on everything. I think, people of good will, who have the same objective of what we want to accomplish in institutional strategies. So, I just want to lay that philosophical piece out there. Hopefully it will help provide some additional flavor for 'what are we doing to build the trust relationship?' I think we do have motivations that are aligned, but there's work to be done relative to roles and responsibilities and I know that we will have that conversation at a future time. I wanted to bring in there to punctuate the point that this decision made today and the urgency that the President has suggested is important because it helps us move forward. We have an understanding that we do care."

Chairwoman Devasthali stated, "Thank you Chancellor. I agree with the part about the processes, but I think that we need to apply that in an equitable manner. If we are willing to overlook certain things in the process on one side, then we shouldn't hold, say the faculty, to process on the other side. So, we have to apply that standard in an equitable way."

Vice President Ortiz-Ulibarri stated, "I have a statement on behalf of President Madrid, if that's ok that I read it to everyone. He said that he personally supports the merger, but he understands the concerns of the faculty, namely the Faculty Senate, in the sense that the policy wasn't followed, to the extent that it should have been. He also continued to say "I don't know if there is a reason enough that the savings would be reinvested in students and, ultimately, making sure that the curriculum is improved, then I would understand." And same goes for me. I completely agree."

Regent Saucedo stated, "Actually I think it touches on this point as well and perhaps this is more a pointer, even a question for Counsel on clarification. I've heard process. However, what I've also heard and certainly perceived is a communication issue, perhaps more than anything else. I see that perhaps different as process. When I think of process, I think, ultimately, is the question properly before this Board. I have heard nothing to say that it's not. I have looked at the ARP myself. I've looked at the appendix, but more importantly, I understood that this was raised to counsel and that it is properly before us. Perhaps a clarification on that issue is necessary as General Counsel does advise the Board. I say that because I want to make sure we're not confusing words or terms here. Lack of communication, I get it. I've heard that and certainly appreciate those comments and I think everyone in this room has heard that and understands that's very different than, 'is it properly before us?' I see those as two very different things. So, Madam Chair, if appropriate maybe we could hear from Counsel to tell us if it is properly before us."

General Counsel Collins stated, “Madam Chair, Regents Saucedo, and members of the Board, this question is not exactly one of first impression. However, it is of somewhat difficult in articulating in this setting. This office has refrained from chiseled sides as much as trying to understand exactly what the intent was in the policy as written to the extent that the policy administrator proceeded in the way that the policy administrator described it today. It seems clear that there was communication, whether there was a sense of need for approval as opposed to advice from the Faculty Senate is yet another issue. My understanding, fundamentally, on the Regents Policy Manual is that the role of the Faculty Senate is essentially advisory. It’s not that you search the role of the regents. In fact, it’s one that you consult and gain the brain trust that’s available and Faculty Senate in particular as you implement these plans, but certainly as it’s written there is a role to the extent that Faculty Senate was consulted. I’m not really sure what the remaining questions is.”

Regent Saucedo stated, “I think that answers the question for me. I will tell that is the way I read the appendix as well. In other words, Faculty Senate is advisory. So, I see that as this question is before and I haven’t heard anything contrary to that. Again, recognizing communication was clearly an issue here and I wanted to take out the ‘perhaps’ because I’ve heard it enough to conclude that communication was an issue. That being said, I thought it was important to point out that we make sure that we understand what we’re talking about and what we’re voting on.”

Regent Romero stated, “I’m going to start by giving some of my thoughts and move into the motion. Then with the motion I’ll be talking about some additional proposed requirements. First, I want to say thank you to the Chancellor, President, Provost and for the wonderful presentation today. I have spent many hours reflecting on this and I’ve gotten to see this presentation evolve over time. I can see that evolution happen to where many of the details and questions are being answered. I also think about how this is going to support me in my day job when it comes to the need for strengthening the College of Education for the output for elementary teachers, secondary teachers. That’s information I know about, but every time I hear about it, it intrigues me because I need those teachers. I need them, greatly. There’s not nearly enough to be able to fill the demand and the need. I’m reflecting on that slide about some of the staff in those colleges, specifically the department for SPED teachers. That’s one of the smaller departments in the College of Education and I know that on a regular basis that we’re lucky if we have one or two come out with a degree from that and they’re very highly sought after. Some of the questions that I’ll be having, not only as a regent, but as a public education employee throughout our state, is ‘how will this merger be able to support more teachers coming out to support those departments?’ So, I agree that we have a tremendous opportunity in front of us to join these colleges. I’ve seen this proposal evolve over the last few months. One of the Board’s responsibilities is to create policy with the expectation that that policy is followed by all. I do recognize that this policy, at times, can be interpreted differently. However, policy that leaves out key stakeholders does not adhere to transparency and can undermine the integrity of shared governance. This points to disconnect and I think that’s the communication piece. Moreover, the fact that students and staff were left out is a concern to me. The NMSU community needs to be brought along during these types of initiatives. So, with that I’d like to make a motion that the Board of Regents of New Mexico State University proceed to approve the creation of The College of Health, Education, and Social Transformation that would be effective July 1, 2021, but with also doing the following: that I do recommend that a steering committee be created and established that will be comprised of students, staff, and faculty. I’d also like to see a detailed organizational chart and a job description for the dean. Together, this steering committee will be the body for the proposed merger and have regular updates to the Board of Regents. As we move toward the search for the dean, that same committee must include students, both undergraduate and graduate, staff college track as well as tenured and untenured faculty. There must be an inclusive representation by all.”

Regent Chacón-Reitzel stated, “I’ll second that motion.”

Chairwoman Devasthali stated, “Thank you Regent Chacón-Reitzel. Any discussion?”

Regent Saucedo stated, "I have a question Madam Chair. Regent Romero, I just want to be clear, the job description, would that be, per your motion, approved by the steering committee?"

Regent Romero stated, "Yes sir. I believe so. In my thinking that's exactly what I'm thinking."

Regent Saucedo stated, "And the steering committee, would include students, faculty, and would that be staff as well? And obviously administration?"

Regent Romero stated, "Correct."

Regent Saucedo stated, "What role would the regents have with that if any?"

Regent Romero stated, "I think as we move forward to this process, in my mind, I've been able to see this evolve over time. I'd like to continue to be part of the conversation when it comes to those updates. I'm interested in the details of how this moves forward. I'm still interested in what expertise this team is going to bring. I have some other questions about, and I think they're going to be answered. I think these are all things that are going to happen, but like accreditation for the colleges, 'what does that look like?' I have some questions about how we're going to see the increases for the output and expectations for each of these colleges. I mentioned special education because that is a department that needs to be given attention and is needed by our state to be able to work with our students across New Mexico. So, I think that the regents can definitely continue to be part of the conversation and get those regular updates to see how this is going. I think what I've heard is that the Provost talked about this being something that would be implemented over years. So, what I don't want to see is that we vote on this today, and then we don't hear about it again. I want to be able to be continually updated on how things are going."

Chairwoman Devasthali stated, "I agree with Regent Romero that we need updates on how this is going because this is too important of a merger for us, not to be at least updated on a regular basis about how it's going, not that we want to be part of the committee on anything to get the updates."

Regent Saucedo stated, "Madam Chair, may I? First of all, thank you Regent Romero. I appreciate that answer and I can tell you why I agree with the steering committee. I agree with the steering committee idea, the composition of the committee, and so on and so forth. Updates, I would appreciate something clear as to, at some point in time, 'are we going to be voting on something yay or nay?' In other words, I prefer clear lines of where we are, what we vote on, what we do not. Putting in the motion the steering committee and the job description seems appropriate to me, but then we turn it over, if you will. So, I guess the continued updates seems appropriate but without decision making, I'm not sure what that is. In other words, 'the purpose of it.' But at the same time, to have then decision making, I'm not sure what we're approving. So, I'm looking for clarification on that, if you don't mind."

Regent Romero stated, "I think I understand what you're saying. Maybe the updates don't need to be part of the motion. It's just maybe an agreement that we have to be able to get those updates."

Chairwoman Devasthali stated, "Yeah, I think we should clarify the motion because the updates are something that we will want, but it's not something that needs to go into the motion."

Regent Saucedo stated, "And I'm comfortable with that. Thank you."

Regent Romero withdrew his motion and stated a new motion, "I make a motion that the Board of Regents of New Mexico State University to approve the creation of the College of Health, Education, and Social Transformation that would be effective July 1, 2021 and through that motion we also create a steering committee that would be comprised of students, staff, and faculty. Within that, some of the work that they will be doing is creating a detailed organizational chart and job description of the dean."

Regent Chacón-Reitzel stated, "I'll second that."

Chairwoman Devasthali asked, "Any further discussion?"

Regent Saucedo stated, "I apologize, I just thought of another one. I think it's a good idea to clarify this now as opposed to later. Two points, is this steering committee advisory only? Is that correct? Also, with the job description, approved by the committee, advisory or does the committee approve?"

Regent Romero stated, "My first thought to that is the steering committee needs to be able to be a part of that process and have some teeth into what they're doing. I do believe that we have faculty, staff, and students that could contribute to this in a positive way. My first thought is that, no it's not just advisory. They would help do the work to make this happen. Thoughts about that?"

Chairwoman Devasthali stated, "I just worry that that's tying the hands of the Provost too much, by making it so prescriptive. I would rather have the advisory committee that makes the recommendations and approves the job description."

Regent Bitsie stated, "Madam Chair, with the advisory committee subject, if they were not an advisory committee, something that I would want to see is that the faculty and staff get compensated for their time, if it's not just an advisory committee and they have input. The faculty and staff, if they're not just an advisory committee, and has some authority behind it I would want to see these faculty and staff compensated for their time."

Chairwoman Devasthali stated, "Thank you Regent Bitsie. Go ahead Regent Chacón-Reitzel."

Regent Chacón-Reitzel stated, "I think we will be tying the hands of our administration if we get too detailed on this. I think 'advisory' means that they're included in the discussion as to what that dean's position looks like. I mean, what will work for them, they're included in the discussion. They're not the search committee, which the search committee is an entirely different ballgame. I think that they could be very effective in the advisory committee for that purpose of giving everybody an opportunity to participate in that decision to deal with some of those issues and the concerns that we're hearing today. I think we need to be really careful not to be too restrictive and not allow the administration and those professional folks that do these things all the time and not give them the leeway to do that. I don't think we want this so scripted. We want advisory and to me and that says, 'they provide that input and then that search committee makes those decisions.'"

Chairwoman Devasthali stated, "I agree with that. I want the advisory committee to provide input, but I don't think they should be the ones making the decision and saying, 'this is what we want you to do.'"

Regent Romero stated, "Madam Chair, Vice Chair, just for point of discussion is that we're calling this a steering committee and that's the term I used. When I think of steering committee, this is a committee that helps make decisions and helps guide the conversation and what the actual outcomes and plan is going to be. So, with that, I think this gets back to the other issue that we have here is that there's been a disconnect with bringing along some of the staff, faculty, and of course students. I think what my attempt here is to be part of this community in the decision-making process. I'm just going to push back a little bit on that and say that I think that there is a need for a steering committee to actually have the ability to make some of those decisions, along with the Provost."

Chairwoman Devasthali stated, "So, when we put it in the motion as a steering committee in answer to Regent Saucedo's question, we're talking about a steering committee that has, as you said, more teeth to it, than an advisory committee. So, we're making a distinction between steering committee and advisory committee."

Regent Saucedo stated, "Madam Chair, if I may make a comment and perhaps a friendly amendment, which may not be friendly. They don't work. I appreciate Regent Romero's comments. I also agree that the communication issue is something that needs to be addressed. I heard that today. In my opinion, everybody heard that today. The steering committee I think has teeth in that the message of the communication issue

was heard. So, in my opinion, the committee and its work, its opinions will be heard. Perhaps, and I wouldn't expect to be followed exactly, but I would think, this is almost a challenge, to say 'please involve others.' So, here's my friendly amendment and please reject it if you think I'm going too far. Instead of a steering committee, we phrase it and it be an advisory committee and have that power of being an advisory committee."

Chancellor Arvizu stated, "Madam Chair, may I offer a perspective? What I'm hearing you all debate has to do with trust and accountability. I think what you're suggesting is maybe some things relative to communication and relative to making certain that all voices are heard are maybe some deficiencies in the process. I think there would be people on the side of the Provost's team that people would disagree with. I will accept that as a legitimate mechanism to try to deal with. I will invite the regents to think about the meeting we had not too long ago in Albuquerque that talked about roles and responsibilities. The roles of regents are to set policy and to think about who should implement that policy. That's what you're asking us to do. The role of the administration is to implement the policy. When you get into the role of having decisions taken out of the administrators' hands, then you've taken on responsibility to make that decision. So, I resonate with questions that Regent Saucedo was asking because it does begin to cross the line a little, in my estimation. I'll speak candidly. Again, we will follow your guidance, not that there's going to be any push back from us, but I suggest that how we hold administration accountable for implementing your strong desires. That we improve communication and the input from the various stakeholders. That clearly can be done through a body, whether you call it a steering group or an advisory body is less important in semantics, than it is 'what is their role?' And if their role is to make the decision, then that is different than their role is to ensure what is being brought forward before the decision process is actually implemented has passed your desire. Then you have a couple of choices, one is to take that decision personally back to the regents or to trust the administration to follow through on making sure that your desires are met. What I can offer is that, we will slavishly follow those desires. But I strongly suggest that you let us do that. It's 'we trust the administration to do this.' If we're not following your guidance, then I think it is time to call us on the carpet and say, 'We didn't expect that. We didn't want that to happen and it seems like you've ignored us' or something of that nature. So, I think there's a couple of ways to handle this. I think one of the ways is to have those updates at the committee meetings. If something alarms you, then you talk to the administration. If it looks like it's on the right track, then 'objective met.' You keep your role as a body whose job it is to make sure that the policy that you desire is being followed. It's our responsibility to make sure we're meeting your needs. And again, your primary role is policy, hire and fire and if I'm not following your instructions precisely, then there's a conversation we need to have. So, I would just offer, give us an opportunity to think this through and be better at communication and making sure all the voices are heard and to give you regent updates in the committees and perhaps even at the full board so that you are comfortable that we're headed down the right track and that you put some milestones that say, 'milestone x' or 'milestone y' we're going to do an evaluation. At that point, you get an opportunity to review and suggest where we are. So, I'm thinking out loud to some degree, but wanted to include that pretty important element of 'what are our collective roles and responsibilities?' and 'how can we accomplish those without compromising what I think are important tenants of how administrations and the board should be done. So, thank you for the opportunity say something."

Chairwoman Devasthali stated, "Thank you Chancellor. So, where are we with the motion? We are in the discussion phase now."

Regent Romero stated, "First, I want to say thank you to the Chancellor. I think he was getting his ideas out. I think that's what my intent was here too, to get some ideas out and what we've heard today. Also, with Regent Saucedo with your amendment, I could agree with that. I think that it's important that we have the voices through this process and I do trust the leadership. I think we have two issues here. We've got this wonderful idea of combining the colleges and we have an issue of shared leadership. And as I've been going through this process, I've been thinking about how these two issues are being put together and how can we

separate them and hopefully have them move forward as combining the colleges and improving the shared leadership that opportunities. So, I would be ok with your amendment.”

The Chief of Staff restated the motion with that in mind, “The Board of Regents move approval of the proposed merger of the College of Education, College of Health and Social Services and Department of Sociology to create a new college named the College of Health, Education, Social Transformation effective July 1, 2021 provided that an advisory committee be formed consisting of faculty, staff and students to help formulate job description and also develop an organizational chart for implementation to include regular updates to the Board of Regents.”

Chairwoman Devasthali stated, “So, we have a motion and a second. All in favor say ‘I.’ There’s no opposition, so motion passes.”

3. Corona Ranch Extension Lease Agreement

Assistant General Counsel Field had a point of order and stated that it wasn’t clear whether or not a vote was taken on the extension of the Corona Ranch Mineral Lease and suggested to withdraw any pending motion and make a new motion, just so the record could be clear as to how the board would like to proceed on that extension.

The Chief of Staff restated the motion from Regent Chacón-Reitzel, “Board of Regents moves approval of the Corona Ranch Mineral Lease Extension provided that the revenues are directed back to the Corona Ranch.”

Regent Saucedo seconded the motion.

All were in favor. Motion passed.

4. Transfer of Uncollectible Accounts to Inactive Status, Senior Vice President Andrew Burke

Senior Vice President Burke requested approval of the transfer of uncollectable accounts receivable to reserve for inactive accounts for fiscal year 2020- 2021. State law precludes the university from writing off uncollectable accounts. Accordingly, they request approval to transfer accounts deemed uncollectable in the amount of \$2,860,000 and change. This is in the binder on page 333 to the reserve for inactive accounts. The amount transferred is offset by recovery from prior year transfers of about \$1.2 million, resulting in a net impact of \$1,638,966 to the reserve for inactive accounts. In addition, they assessed 570 about \$3,000 in deferred payment charges. The total uncollectable accounts transferred represent approximately 1.98% of the related tuition housing and other fee revenue. Page 334 includes a comparison between the current fiscal year right off and the previous fiscal year right off and the transfer to inactive status has gone down from 3.1 million the previous year to 2.8. The different payment charges have also gone down. \$602,000 to \$570,000 in recoveries from prior year transfers has gone up significantly actually, \$832,000 to \$1,187,000. So, it’s the net of those numbers that ends up being right off. In the middle of that particular page, it indicates transfers compared to the total student charges for about 10 fiscal years, maybe a bit more. The transfer percentage peaked in 2012-2013 at 2.76% and it’s down to about 1.98%. Of the \$2.8 million over all of the transfer to inactive status, about 2/3 of its tuition. The next largest piece is related to auxiliary services.

Regent Chacón-Reitzel made a motion to approve the transfer uncollectable accounts receivable to reserve inactive accounts for the fiscal year 2020-2021.

Regent Saucedo seconded the motion. All were in favor. Motion passed.

5. Final Budget Revision Adjustment for Fiscal Year (BAR), Senior Vice President Andrew Burke

Senior Vice President Burke requested approval of budget adjustment requests (BARs) for FY20-21. These are submitted to the Higher Education Department on an annual basis. They request approval from the Board of Regents to adjust their expenditure budget authority to align with our estimated actuals to adhere to the rules

of New Mexico Higher Education Department and state statutes. The majority of the adjustments and their significant amounts are intended to provide spend authority to monitor each of the functional categories or basic fund groups within their budget and if by chance an amount on the expenditure side was exceeded in a basic fund group, they would end up with an audit finding. Much of the document and amounts that are shown are procedural to provide spend authority and not necessarily a true reflection of how they will end up in terms of fiscal results. There are unrestricted and restricted BARS for each campus showing revenues, expenditures, transfers, and balances. Restricted BARS show anticipated HEERF expenditures and incorporate lost revenue amounts for auxiliaries and athletics. That's the process they're using to account for and build HEERF dollars into our budget as they report them out as expenditures at the end of the fiscal year. They're including the HEERF 1 and the HEERF 2 in these BARS on the restricted side. On the Las Cruces campus on the unrestricted side, one item of note is a transfer from I&G to Financial Aid of \$900,000 approximately. This was a transfer, budget wise, from graduate assistant budgeted to Financial Aid to provide scholarships to grad students during the fiscal year. There's also a slight change from what was presented at the May 1st RFSPBC meeting. The state needed to sort out whether a \$120,000 state appropriation was non-recurring or recurring. Interestingly enough non-recurring appropriations that come out of legislative session were able to be recorded in the current fiscal year; therefore, that spending can start a little early. They made one adjustment to the Carlsbad campus.

Regent Saucedo asked Senior Vice President Burke why the HEERF money was placed in the particular category that it was. It seems like it can and will be used for different purposes as appropriate with its restricted use.

Senior Vice President Burke responded that with the HEERF guidance that is coming up from the Department of Education, there are some options for lost revenue that's a little bit different and in some cases, there is revenues that is included in the BARS related to that. The restricted increase in both revenue and expenditures for the HEERF dollar show up in instruction and that is the classification that the HEERF dollars they've received have been placed within by the Department of Education. Rather than spreading those HEERF dollars, they carry them the way their classified by the federal government. The expenditures will show up there, but there will be different purposes for those funds. The Chancellor mentioned interest in ICT infrastructure and those will be captured there as they move forward to expand, particularly the HEERF 3 dollars that they just found out what their amount about this week.

Chairwoman Devasthali stated, "Thank you. That clarification helps. Does anybody have any other questions? If there are no more questions, I would like a motion for approval of the budget adjustment request for 2020-2021."

Regent Saucedo made a motion to approve the budget adjustment request for 2020-2021 and it was seconded by Regent Bitsie. All were in favor. Motion passed.

Regent Bitsie made a motion for a 5-10 minute recess. Regent Chacón-Reitzel seconded the motion. All were in favor and none were opposed. Motion passed.

Chairwoman Devasthali called the meeting back to order at 5:10pm.

6. FY2022 Operating Budgets, Senior Vice President Andrew Burke

Senior Vice President Burke requested approval of the operating budgets for 2021-2022 and in this case, it's for their five campuses: Las Cruces, Alamogordo, Carlsbad, Dona Ana, and Grants. They submit individual budgets to the state and Higher Education Department for approval. On the summary page, there is a list of the total expenditures, which include both current funds and plant funds. The comparisons, tables, and graphs that we are providing are to the original budget that was approved for FY21. The governor and the legislature approved a budget that included a salary increase and some additional funds through the formula. The comparisons are to that original budget. The comparisons do not include the reduction that occur in the

June session of the legislature. The sources and uses document for the Carlsbad campus, the \$120,000 state appropriation adjustment was made since they put it in for FY21. It's taken out for FY22. The current funds for both unrestricted and restricted for the Las Cruces campus totals \$499.8 million. When plant funds are added, because they have a couple of larger projects from NMDA and College of ACES, there is an additional \$46 million. The total for the current funds is \$597,508, with an additional plant fund of \$66,966 million. The overall budgets that they're asking for approval is \$664,474,577. According to the pie charts, 82% of the opposed expenditure budget is at the Las Cruces campus, with Dona Ana being the next largest percentage at 11% and the three smaller community colleges making up the difference. On slide 6 in this presentation, you can see there's some slight differences in tuition fees. This is the combined campus and state appropriations that are being shown as declining again to the original budget that was approved. They've got some adjustments to private used grants and contracts, about 12%. In looking at the combined campuses and separating out the Las Cruces campus the tuition differential amount is included, so it's up slightly. They relate to the overall combined campuses. There are declines related to the state appropriation reduction and the comparison to the FY21 budget. Research is at 22% and \$110 million of the budget. Public service is at \$51 million. There is a lot of financial Aid, which is at \$79 million. This is for all campuses. There are three budgets that are about the same size, auxiliaries, intercollegiate athletics, and independent operations or (NMDA). The academic services fee of \$4 million that was discussed at the last meeting has been removed from the sources and uses. The total sources at \$9.7 million.

Senior Vice President Burke commented on the nursing and engineering differential tuition listing to Regent Saucedo's questions and Provost Parker's analysis about the College of Education. There is probably a disproportional, compared to others, number of graduate programs. If those numbers are disaggregated they might look a little different from undergraduate.

Senior Vice President Burke went on to say that the uses include \$4 million in compensation, investment in the Foundation of \$900,000, and \$1.25 million set aside for strategic investments. A small investment, but the first investment out of the permanent I&G budget for Graduate Assistant Scholarships in the amount of \$400,000. They bring in IDC at \$16 million. They had transfers out for deferred building renewal and equipment. The athletics transfer comes out of here. For instructional and general budget, the unrestricted side totals 77% for expenditures by category and compensation. One big change that was made, due to the Foundation agreement, was the removal approximately \$2 million worth of compensation. That's why there is an increase in supplies and expense. Computer services are heavily weighted on the comp side. The percentage of comp is much higher than 76% the amounts that would be included because of this switch related to the Foundation and the amount of comp within computer services are considered. The unallocated amount of \$14 million, which is a large amount, is due to the process we use. About half of it is sources and uses. Those funds are allocated. Also, there are contractual arrangements for advising and recruitment that they tend to pool there before they are allocated out, just under \$2.5 million at the beginning of the fiscal year. There are incentives built into the budget, approximately \$2 million for instructional, online courses, as well as for the summer session. They have some prior year investments included of about \$1 million and as part of the internal budget process. They do position management, which makes up the difference. They're going to work more on our internal budget model. This slide indicates the percentage of instruction verses the other basic fund groups or functional categories for the I&G budget at 60%. That's a pretty respectable number in terms of an allocation to instruction. ACES is by far, a big amount as well as Arts and Sciences and PSL at \$23 million. This categorizes where research dollars are coming from within the university. On the public services side, \$26 of the \$51 million is in CES, so that bodes to the importance of cooperative extension service and the significant contributions it makes. College of Education is the next big public service provider in terms of budget and programs at \$9 million. They did some reductions in professional salaries and they've got some increases in supplies and expenses. In looking at the ten or so auxiliary budgets that they have rolling up as summary units in their HED budget. The overall budget, including the unrestricted and restricted funds is about \$20.9 million.

Regent Saucedo requested that Senior Vice President Burke write down expenditures for student aid for the next committee meeting. There was a \$5 million increase this past year. Regent Saucedo asked where that is coming from.

Chief Budget Officer Kim Rumford stated that \$2 million of it is in the Pell grant, on the Pell grant line item for the main campus. Another million dollars is in New Mexico Success Lottery Scholarships. Other state programs are about \$2 million worth. It's all the Pell grant and state aid adjustments. The only change to the unrestricted side, which is the additional investment of \$500,000 that the regents approved last month for the graduate scholarships. The rest of the changes are unrestricted in either Pell or state programs.

Regent Saucedo stated, "That's the only question I have. Dr. Burke, we talked during committee and we agreed we'd work on this in future committees. I'm looking at pages 11 and 12 or 387 and 388. Basically, with tuition and fees for undergrads and grads by credit hour and semester and what we were discussing was basically, some information as to the number of students paying the resident rate or the Texas rate or the non-resident rate. How many students are actually paying full non-resident rate as opposed to one of the other rates? And Dr. Burke, you made a comment, which I appreciate, you mentioned that looking at the College of Education it would be of interest to us if we were to see the graduate and undergraduate numbers. I think you expressed that the graduate numbers are a significant percentage of that group. Would that be possible in future meetings to take a look at that, not only, in other words, the numbers for the university as a whole that are paying these rates, but break them down a little bit. It sounds like perhaps that information is available, am I correct?"

Senior Vice President Burke stated, "Chair Devasthali, Regent Saucedo, the analytical work is being provided by an outside consultant. As we work with them we could certainly look to part some things out. I think your broader question is 'how many students are in a particular tuition category?' And that is something we can certainly do by graduate and undergraduate and discern. I've seen those numbers and we just need to come up with a report format that will be easy to explain that will show, as an example, international students. I think we have more at the graduate level than the undergraduate level and they tend to be the students we have that pay full ride either with sponsorship with their home country or otherwise. So, I think as a team we'll be able to come up with a report that will show that information and correlate a little bit to these rates that you're seeing on the tuition and fee tables. We can work on that."

Regent Saucedo moved to approve the operating budget for fiscal year 2021-2022. Regent Romero seconded the motion. All were in favor. Motion passed.

7. Annual Capital Outlay and Master Planning Process, Five Year Facilities Plan, Associate Vice President Luis Campos, University Architect Heather Watenpaugh

Vice President Campos requested approval of the 5-year Capital Plan that is required by the stated Higher Education Department.

University Architect Heather Watenpaugh continued with the presentation and stated that the 5-year Capital Outlay Plan is required for approval for HED for summer hearings. The top three projects that will be presented at the summer hearings include a replacement of Thomas and Brown for the College of Engineering. The total cost is a \$25 million request. This includes, removing Thomas and Brown and replacing it with a multidisciplinary learning lab to support all of the colleges. The second request is a nursing expansion for health and education renovations in O'Donnell Hall and Health and Social Services. That request is a \$15 million request. The third priority for the Las Cruces campus is for the Chemistry building. It is an HVAC and ventilation upgrade for code compliance. This is a \$5 million request. For the community colleges, they are a 5-year facility plan. The top requests for the community colleges are all infrastructure upgrades, except for the request for Carlsbad, which is new construction. Alamogordo is for the Fine Arts roof replacement and some repairs to that facility at \$1.5 million. The request for Carlsbad is a \$4 million request for a new facility,

a vocational trade center building, an energy building that will be combined with \$4 million from institutional funds and \$4 million from industry funds for a total of \$12 million request. There is \$4 million of it coming from the state, a \$12 million project. DACC has two requests, both infrastructure and improvements in their master plan. One is at the Espina campus for \$650,000 and the other is at Sunland Park Center roof replacement for \$500,000. At the Grants campus, they're looking to make code upgrades to the interior of Martinez Hall. Martinez Hall improvements and the Small Business Development Center roof for a total of \$1.5 million. This year they had 20 meetings that included 40 stakeholders. They identified themes that aligned with the Strategic Plan and came up with their Aggie identity and then met with the Provost. In February, they presented to the President's Executive team and discussed their findings. In March, they shared their information with UAC. In April they shared this larger presentation with Regents Real Estate and they're here in May seeking approval of the 5-year facility plan, which is required by the state, in order to make the June 1st deadline, which is the summer hearing submittal and all of the forms are listed there. After that, they have a July 1st deadline where they take the information that was submitted for the summer hearings and input it into DFA's website for all of the campuses, including NMDA. At the end of July or early August, they have the actual summer hearings. This year that will be on August 13th and in mid-August, as a follow up to the summer hearings, they have a re-submittal process with HED for the summer hearing documentation. So, just briefly, the three projects that they'll be presenting for the Las Cruces campus include replacement facility physically in the same location as the Thomas and Brown, so they will abate it, demolish it, and replace it with a state-of-the-art facility from maker spaces, multi-use labs, and on the second-floor capstone and lab spaces. The overall square footage will be reduced. Nursing Expansion for Health and Education, they are focusing on the needs for nursing and HHS. They will be creating a nursing skills simulation lab, expanding to 1st and 2nd floor, and looking at required renovations at the rest of that facility and O'Donnell Hall for their space needs. The last of the top three priorities for the Las Cruces campus is the Chemistry Building HVAC and ventilation upgrades including fume hoods. This is a band-aid fix for that facility in order to be able to safely teach chemistry courses in that facility.

Regent Chacón-Reitzel made a motion to approve the 5-year facilities plan, NMSU projects, and all capital lists. Regent Romero seconded the motion. All were in favor. Motion passed.

L. Announcements and Comments, Chairwoman Ammu Devasthali

1. "Gun's Up" – Good News for NMSU!

Regent Chacón Reitzel gave a Gun's Up to the NMSU graduates.

Regent Saucedo gave a Gun's Up to Tennis, Golf, Baseball, Softball, and Volleyball teams. They were record setting champs and made the tournament.

Regent Romero gave a Gun's Up to the graduates of NMSU.

Chairwoman Devasthali gave a Gun's Up to the Aggie Family for doing a terrific job over the past year.

M. Adjournment, Chairwoman Ammu Devasthali

Chairwoman Devasthali entertained a motion to adjourn the meeting. Regent Bitsie motioned to adjourn. Regent Chacón-Reitzel seconded the motion. Meeting was adjourned at 5:43pm.

Meeting Minutes Approved on December 9, 2021 by the New Mexico State University Board of Regents.



Ammu Devasthali
Board of Regents Chair



Arsenio Romero
Board of Regents Secretary/Treasurer