



Mexico. The meeting was recessed and reconvened at 2:00 p.m. on Sunday, May 5, 2013, at the President's Residence in Las Cruces, New Mexico. Those board members who were present hereby certify by roll call vote that only matters of that nature were discussed in closed meeting.

The motion to adopt this statement, upon being put to a vote, was passed and adopted on the following recorded vote: Chair Cheney, Vice Chair Gonzales, Secretary/Treasurer Pino, Member Mitchell, and Member Banegas. Five Regents present having voted in favor of said motion, said motion carried, and said statement was adopted.

The Board of Regents of New Mexico State University met in executive session at 3:00 p.m. on Monday, May 6, 2013, at the Corbett Center Quay Room on the Las Cruces Campus to discuss selection of the next President of New Mexico State University in accordance with Section 10-15-1H, paragraph (2) of the New Mexico Open Meetings Act. Those board members who were present hereby certify by roll call vote that only matters of that nature were discussed in closed meeting.

The motion to adopt this statement, upon being put to a vote, was passed and adopted on the following recorded vote: Chair Cheney, Vice Chair Gonzales, Secretary/Treasurer Pino, Member Mitchell, and Member Banegas. Five Regents present having voted in favor of said motion, said motion carried, and said statement was adopted.

## **5. ACTION ITEMS**

### **a. Naming of NMSU President**

Regent Cheney read the following statement:

"In October of last year, when the Board entered this journey, we began with one unified goal – conduct an open and earnest search to find the best possible candidate to lead our university at this point in time. We realized immediately that we must insure we clearly understood the type of environment the next President will operate in - for how they compete in that environment will likely determine how successful the institution can be under their leadership.

Thus our first step was to listen, to learn from others– achieved through a series of listening sessions held around our state. The Board acknowledges and thanks each of you that made the effort to attend and participate in these sessions and you should each know that your input was valued.

With this knowledge we were then able to craft a description of the skills, attributes and experiences that we believe will enable our next President to succeed. That criteria, which has remained in the forefront of our search is as follows; NMSU's President will be an experienced and successful, visionary leader with significant accomplishments in the key areas described below. It is strongly preferred that the accomplishments and experience of the candidate is obtained in a land-grant university. It is also preferred that the candidate have experience with the unique aspects of the State of New Mexico and a deep appreciation of the diverse culture and interests of our state.

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**Leadership:**

- Held a top leadership position with a demonstrated record as a change agent
- Possess a strong business acumen and ability to apply business methodology within the higher education arena
- Create a culture of accountability, ownership, and sustainability

**Creates Collective Engagement and Impact:**

- Possess a demonstrated track record in creating and leading complex higher education systems
- Possess a demonstrated track record of cultivating strong relationships and connectivity with a diverse set of stakeholders
- Possess a demonstrated track record in creating continuous collaborative initiatives and a common focus with diverse stakeholders
- Possess a demonstrated track record of creating an environment that fosters and rewards a collaborative culture.

**Resource Development - Fund Raising:**

- Has a demonstrated track record of ensuring an environment that maximizes the potential dollars available from donors, and alumni.
- Has a demonstrated track record in developing and sustaining a university as a leader in generating research dollar awards
- Understands the uniqueness of the New Mexico legislative process and has a demonstrated track record in creating bipartisan support for higher education funding
- Has a demonstrated record in maximizing the return on investment of the athletic programs.

**Land-grant University Experience:**

- Strongly preferred with an academic emphasis in agriculture or engineering programs, which have been NMSU founding heritage.

**Appreciation for New Mexico's Culture:**

- Possess a deep appreciation for and understanding of New Mexico's unique and diverse culture.

Once this list was compiled we focused our full attention on the presidential search process. By their very nature public searches in New Mexico are complex and challenging undertakings. We believe they are made even more so, and to some degree, detrimentally impacted, by current state statute that mandates a significant focus on five finalists being publically named. In today's world, allowing ones name to circulate as a candidate for a position can potentially have negative repercussions at home and we acknowledge and thank those who were committed enough to our institution's future to take that risk as part of our process.

Regardless, our intent, effort and execution of the process remained true to our original vision. Careful attention was given to creation of a search committee, agile enough to respond efficiently to the task at hand, yet at the same time, diverse in thinking, to bring multiple perspectives and honest debate to the table. Many stakeholders were engaged with varying views and perspectives, including staff, faculty, students, alumni, donors and university administration.

Two important decisions were made at that time which had a profound impact upon the manner in which this search would be conducted. The first was the naming of Mr. E. Larry Lujan to chair the search committee. His impeccable credentials and ethics

insured a process, which we can all take pride and comfort in. The second was the designation of Mrs. Ruth Prescott to provide prime administrative support to the process. Her breadth of experience and skills resulted in a seamless process that has flowed smoothly from start to finish.

We next made the conscientious decision that the use of a professional search consultant was of paramount importance in insuring we were reaching out to every potential candidate. The firm of AGB, led in this effort by Dr Bob Lawless, former President of Texas Tech University, was a sound and beneficial investment in insuring that we made every possible effort to seek candidates and to create an air of confidence that the search was to be professionally conducted. Tim Ketelaar, Chairman of the Faculty Senate, was on the search committee and validated that this process was very open and was conducted in an appropriate and effective manner.

As the search went into motion we were blessed to have a firm and steady hand on the rudder of our university under the superb leadership of Dr. Manuel Pacheco. He not only provided great leadership to the university, he also provided invaluable knowledge and guidance to this board as we worked our way through the search process and for that, we are each eternally thankful. His presence gave us the confidence to continue to move forward in a lengthy and deliberate search.

This past April, after extensive efforts, phone calls and contacts by Dr. Lawless and others, there were over 50 candidates who had submitted their name and documents seeking the presidency of our university. The search committee met after reviewing each submission independently, and after debate and consideration, reached consensus on 11 semi-finalists to interview for the position. Those interviews and deliberations were conducted at an off-site location over the course of 2 days. Conscientious search committee members flew out on Easter Sunday, showing one example of the extreme dedication this passionate group of people showed as they donated their time, energy and talent to NMSU. Each candidate met face to face with the search committee and the search committee had the opportunity to question them on details in their backgrounds and experience. The strength and capabilities of our search committee and consultant are reflected in the five outstanding individuals that were then invited to campus as finalists for the position.

These five finalists each honored our university by their interest and willingness to participate in the final public interview sessions. Each possesses unique skills and they are among the best and brightest professional educators and researchers our nation has to offer. The on campus interviews offered opportunities for our university community, indeed the entire state to participate, if not in person, then through the use of multiple web sites and web videos, both live and recorded, of each candidates forums. In addition, the university constituencies were afforded the opportunity to meet and interview the candidates.

Repeated requests were made to our university community for participation, either in person or online. Some special individuals did so and for those of you that made the effort to join us at the public forums and public receptions, we are thankful at the generosity of your time and efforts. Repeated requests were also made for input. We want to thank each of you that took the time and made the effort to share your thoughts on each candidate's capacity and capability to lead our institution. Those

inputs were made a part of the packages each board member had available for use in their consideration of the five finalists.

On Thursday, Friday, Sunday and again this afternoon, this board has been in closed deliberation and discussion of the candidates. We went back to the beginning to insure that our course was staying true to achieve what we set forth to do when we began. We looked back on the listening sessions and what was learned from them. We reviewed again the criteria we established as a basis for selection. We weighed the inputs received from so many of our fellow Aggies, all of whom care deeply about this school and from whom there was varied and diverse opinions on the candidates strengths and capabilities. Finally, each of us independently studied and considered the finalists we met, which brings us to today, at this place and time, where, as regents we meet to conduct the final step in this process to select the next President of New Mexico State University."

Regent Banegas thanked all the stakeholders and the incredible amount of input that was received from the public. It was encouraging to see all the passion from Aggies across the country offering their input on this decision from the listening sessions all the way through to the interviews. He thanked the search committee that gave a incredible pool of finalists, which speaks volumes of our institution. The finalists were such high integrity, high profile, and well accomplished people. This did not make the Regents job very easy. Regent Banegas also thanked his fellow regents for their input. They had very passionate and thoughtful discussions and deliberations. At the end of the day, the regents went back to the five criteria they received from the public describing the position of the NMSU president and what is expected of him. Regent Banegas believes that Dr. Carruthers met those five criteria in the best manner.

Regent Mitchell emphasized the process. She knows there is a lot of speculation on this search being "fixed." She agrees with Regent Banegas that they started this conversation with nothing but hope, opportunity and challenge. They sat and listened. She mentioned that they went all over the state to hear over 258 people let the regents know what they passionately wanted. The regents have personally put in a significant amount of time to making sure there was not one bias or point of view that would affect their decision. She was overwhelmed and deeply touched by the passion this university has. There were over 600 comments that came in throughout the search process.

Regent Mitchell stated that the candidates that the search committee brought forth were an impressive slate and the Regents spent hours deliberating, talking, investigating and looking into all types of different scenarios. At the end of the process, she went back to the criteria and looked at the credentials, background and also the challenges and opportunities ahead of us. She mentioned that there are some unique opportunities to leverage the community colleges, the extensions, the coops, the statewide foot print and outreach, to truly touch New Mexicans and put them in a place to be more educated and employable to advance the wealth of New Mexico. She believes that Dr. Carruthers has the opportunity and the network to overcome some of these challenges. She realizes that he is not a perfect candidate and that he has weaknesses. She looks forward to the team that will be developed and the leveraging of the staff that exists that can compliment his weaknesses.

Regent Mitchell emphasized the team approach that it took to get to this effort, the leveraging of each others' point of views and the leveraging of the amazing resources

we have here. She stated that no one person is going to build longevity in this organization and that we cannot always be independent at the helm. It sustainability and viability is based on what's inside the institution. She hopes this brings out more of the organization.

Regent Cheney mentioned that all of the candidates had some outstanding qualities and skill sets in many different areas. He said that we were fortunate to consider the candidates, to talk to them, learn from them, and hear about the great things that are going on here at New Mexico State University. This is a huge opportunity to start shining the light on those things in a more positive fashion. There are so many good things that NMSU is doing. He also was looking at the future, what can be accomplished and who already has a jump start on this. Stakeholders kept talking about stability in the listening sessions. In Regent Cheney's mind, stability is not necessarily one leader at one position for twenty five years. It is incumbent upon this board to be more actively involved. It is incumbent upon the new leader to create a leadership team that can accentuate their strengths and help us build a culture that can be sustained. We will have leaders from time to time that will take advantage of other opportunities elsewhere. This next candidate is going to have to be the one to help build the structure of stability. With Dr. Carruthers, a life long New Mexican, he's been a student, he's been a faculty member, he's been in Santa Fe, he's a very generous donor to this university and represents as many stakeholders as one can expect to represent. Regent Cheney believes that he is a very positive individual who can lead us into the next few years.

Regent Pino believes the search process undertaken by NMSU is unprecedented, beginning with the public outreach sessions, continuing through the search committee process and all the way up to the on campus interviews by stakeholder groups and the board. It has been an inclusive process as can be. Regent Pino stated that we are now at the final stage of appointing a president. Each of the five candidates considered by the board came with their own approach to the leadership, governance and future of the university. Each came with their own life experiences of triumphs and losses that led them on the path to our university. None were able to match every expectation expressed by the public, but all had qualities that befit a president of an institution like ours. In the end, only one candidate can emerge to lead us into the future.

In Regent Pino's evaluation, the person who best fits that task is Dr. Dan Howard. Regent Pino said that he is the candidate that is the best suited for the type of leadership needed for the future, both academically and administratively. With twenty years at this institution, he knows NMSU and the greater community of New Mexico. Dr. Howard is committed to a long term engagement. He is known by faculty and staff and understands the mission of a land grant university. He has demonstrated the intellectual capability to move forward and bring the university with him. This is Regent Pino's preference. It may not be a preference to the entire board. After this process is done, Regent Pino's allegiance is still to the renewed success of this university and all of his actions will be dedicated to that purpose. He will work with the new president and continue to work cooperatively with the board for the brighter future of NMSU.

Regent Gonzales personally thanked Regent Cheney for his leadership during this process. Regent Gonzales knows that Regent Cheney was giving up his time and efforts to make sure that this process could be viewed from the outside and that people could

know with confidence that we were going to interview five very strong and capable candidates that could lead the university forward. The most critical role as regents is to select a president, and to select the right president. More importantly, during this time in the history of our university, we need an individual who can steady our ship, develop a vision on what our land grant institution is for our state and can help move us forward.

With that, Regent Gonzales rises in support of Dr. Dan Howard, who he believes certainly fits what this university needs. Dr. Howard has twenty years of experience at NMSU. He was an Assistant Professor, a Regents Professor of Biology, Department Head of Biology, and Interim Associate Dean for Research in the College of Arts and Sciences. He enjoys the respect of the faculty and the administration across NMSU who he worked with and interacted with during the more than two decades that he was at NMSU. This level of respect is critical for a new president in order to avoid yet another situation where we find ourselves having to backpedal and redo the process of having to select another president. He is certainly an individual who can help regain the respect of the campus and wider community. He has served in the critical administrative role at the College of Liberal Arts and Sciences at the University of Colorado-Denver since 2008.

During Dr. Howard's time at UC Denver and his role as Dean, the College has added new tenure track faculty positions and avoided layoffs in spite of the declining financial support from the state of Colorado. Since he joined the College as Dean, six new academic programs have been added and research has increased significantly, bringing a higher level of respect than ever to a College, which has translated into more interest from students, potential faculty and higher levels of research funding. Dr. Howard's personal research is highly respected and active and has been supported by the National Times Foundation for well over twenty years. He is considered a true scholar by other academics which is supported by the higher level of publications he has had in peer reviewed journals over the years.

Dr. Howard is passionate about teaching, research and administration. That passion led to his being named a Regents Professor at NMSU and has guided his efforts at recruiting students to UC Denver. NMSU has experienced an unusually high turnover in the president's position and we all know that. This has resulted in low morale on our campus and cynicism by employees across the campus and likely confusion and lower respect for its governance by those outside the campus community. Regent Gonzales has no doubt that Dr. Howard has placed transparency, communication and shared governance in places of critical importance in his administration at UC Denver something badly needed at this time of transition in the governance at NMSU. Dr. Howard is at the point in his career where he would bring the strengths of a professor, a researcher, an administrator and a respected member of his community to NMSU, which needs all of those characteristics in its' next president. We need a president who will finally stay awhile. We need stability at the president's position and Dr. Howard is someone who we all know will stay and grow the University for Years to come and reposition it in a place of respect and credibility that is so desperately needed now.

After having said that and knowing how the votes will go, Regent Gonzales reaffirms what Regent Pino said, in that he pledges his 100% support to the new president of the university. Regent Gonzales also stated that it is always healthy in our great democracy where not everyone has to get along to go along. It is important that the Regents

support the new president, commit 100% of their time and effort to the president's success and make sure our university enjoys some of the brighter days ahead that is so badly needed.

Regent Cheney could not be more proud of this board in terms of courage and conviction each one brings to the table. It's a value in a governing board to have good strong debate and you can see why there were so many meetings and so much conversation. There is a lot of passion around the skill sets of these five individuals and the strengths that are brought to our table and what the university needs today.

Regent Mitchell moved and Regent Banegas seconded to name Garrey Carruthers as the next President of NMSU. Regents Cheney, Mitchell and Banegas voted yes, whereas Regents Pino and Gonzales voted no. The motion passed.

## **6. OTHER / COMMENTS**

Dr. Timothy Ketelaar, Faculty Senate Chair, thanked the BOR for allowing faculty input in the search process. As one who served on the search committee, this was a legitimate and very rigorous national search. The quality of the five finalists speaks volumes. As chair of the Faculty Senate, Dr. Carruthers love for New Mexico and NMSU is beyond reproach. Dr. Ketelaar invites all his faculty colleagues to welcome him as the next president if the negotiations go well. Those faculty who feel that they still have a lot to say about the future of NMSU, Dr. Ketelaar would like them to now channel their energy to helping our next president select an absolutely superb provost to serve as our Chief Academic Officer and possibly as an individual who may be considered as a successor at some point in time.

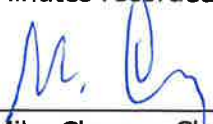
Ms. Breeana Sylvas, ASNMSU President, thanked the BOR for their hard work in this process. She also thanked the students for their input and wished the new president success.

Ms. Monica Dunivan, Employee Council Chair, thanked the BOR for the opportunity to sit on the search committee and the Employee Council looks forward to working with Dr. Carruthers.

## **7. ADJOURNMENT**

There being no more business the Board of Regents adjourned at 4:34 p.m.

Minutes recorded by Carolyn Aragon.

  
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Mike Cheney, Chair  
Board of Regents

  
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Isaac Pino, Secretary / Treasurer  
Board of Regents