

NEW MEXICO STATE UNIVERSITY  
BOARD OF REGENTS MEETING

December 9, 2016

Regents Room, Educational Services

NMSU Main Campus

Las Cruces, New Mexico

7:30 am

MEETING MINUTES

**Approved by the Board of Regents on March 6, 2017**

A verbatim video capture of this meeting is available at [www.panopto.nmsu.edu](http://www.panopto.nmsu.edu).

**Regents of New Mexico State University**

Debra Hicks, Chair	Hobbs, New Mexico
Mike Cheney, Vice Chair	Las Cruces, New Mexico
Jerean Hutchinson, Sect./Treas.	Las Cruces, New Mexico
Amanda López Askin, Member	Las Cruces, New Mexico
Kari Mitchell, Member	Las Cruces, New Mexico

Ex officio Members of the Board of Regents:

The Honorable Susana Martinez, Governor  
Christopher Brown, Ph. D., Chair, Faculty Senate  
Mr. Mathew Bose, President ASNMSU  
Ms. Monica Dunivan, Chair, NMSU  
Employee Council

Officers of the University:

Garrey Carruthers, Ph. D., Chancellor & President, NMSU  
Dan Howard, Ph. D, Executive Vice President & Provost, NMSU

**AGENDA**

**7:30 AM**

1. **CALL TO ORDER**- Chair Debra Hicks (2 minutes)  
All members of the Board were present. Chair Hicks called the meeting to order at 7:34 a.m.
2. **INTRODUCTIONS**
  - a. Introduction of Press, Elected Officials, and Others by Justin Bannister, Vice President of Marketing and Communications (2 minutes)  
Damien Willis of the *Las Cruces Sun News* was introduced.
3. **APPROVAL OF AGENDA**-Chair Debra Hicks (2 minutes)

Regent Jerean Hutchinson moved and Regent Amanda López Askin seconded the motion to approve the agenda. Motion passed.

4. **PUBLIC COMMENT**-Justin Bannister, Interim Vice President for Marketing and Communications (15 minutes)

Three people signed in to make public comment. They were Dr. Julie Rice, Dr. Connie Voisine, and Kayla Meyers. The topic on which they commented was a request to have the Chancellor and the Board of regents declare NMSU as a sanctuary campus.

5. **APPROVAL OF THE MINUTES**-Chair Debra Hicks (4 minutes)

Minutes of October 19<sup>th</sup>, 2016

Regent Mike Cheney moved and Regent Jerean Hutchinson seconded the motion to approve the minutes. Motion passed.

7:55 AM

6. **ADOPTION AND PRESENTATIONS OF RESOLUTIONS AND CERTIFICATES**- Chair Debra Hicks (5 minutes)

Certificates recognizing the Domenici Scholars (Dr. Kevin Boberg)

Chair Debra Hicks read the accomplishments and certificates were presented to the first class of Domenici Scholars.

7. **REGENTS' ABOVE AND BEYOND AWARD**-NMSU President Garrey Carruthers (10 minutes)

Anna Price, Associate Vice President of Finance and Administration and Controller Robert Nosbisch, Retiring NMSU Commencement Reader

Chancellor Garrey Carruthers read the brief bios for each awardee. This commencement will be the final one for Bob Nosbisch who has been a reader for 27 years.

8:40 AM

8. **RECURRING REPORTS** – Chair Debra Hicks (35 minutes)

- a. Audit Committee Update-Debra Hicks/Angela Throneberry (5 minutes)

The Audit Committee met twice since the last BOR meeting. The audited financial reports were presented on October 28<sup>th</sup>. An additional telephonic meeting was held on November 17<sup>th</sup> to review an audit finding not finalized at the time of the original review.

- b. ADI/Real Estate Report-Mr. Scott Eschenbrenner, President, Aggie Development Incorporated, Tom Hutchinson, Real Estate Committee (5 minutes).

Regents' Real Estate Chairman Tom Hutchinson stated that the committee had approved the sale of the acreage on Wisconsin Avenue. He announced the approval of the hotel design with the University Corridor group. He stated that the meeting was primarily about the campus masterplan for housing. A lot of

work has been done, but there are still many unanswered questions. The Committee had hoped to have the “P-3” letter of agreement ready for a vote at this meeting. Staff will work to “iron out the wrinkles” between now and January 20<sup>th</sup>. The Regents’ Real Estate Committee will meet on January 13<sup>th</sup>, 2017 to ascertain where we are.

Regent Cheney stated is a sense of urgency around this. Chancellor Carruthers commented that “not doing something” is unacceptable. Recruiting and retention will be affected by this,

- c. Regents’ Financial Strategies, Performance and Budget Committee (RFSPBC) Update-Chairman Adolpho Telles (5 minutes)

Committee member Bob Danley presented the Regents’ Financial Strategies, Performance and Budget Committee (RFSPBC) report. He noted new members of the committee were introduced at the meeting, the “6 Pillars” document on goals/KPIs from Vision 2020, budget cuts, the planned DASHBOARD, and coordination with the Regents’ Student Success Committee were discussed. A “work session for these two committees is planned for January or February 2017. A discussion was held about the Moody’s Bond ratings and noted that NMSU’s rating remained constant while the State of New Mexico saw a decline in its bond rating.

- d. Student Success Committee, Co-Chairs Regent Kari Mitchell and Regent Jerean Hutchinson (5 minutes)

- e. Report from the Chair, Faculty Senate, Dr. Christopher Brown (5 minutes)

Faculty Senate Chair Chris Brown asked if he could be given more information about drones. He stated that faculty use them to teach. The proposition is currently in the General Counsel’s Office. This issue should be taken seriously. It will go to the Chancellor for approval as a rule.

- f. Report from the President, Associated Students of NMSU, Mr. Mathew Bose (5 minutes). ASNMSU President Matt Bose gave an update on the Student Regent search. A list of interviewees was sent to Chancellor Carruthers with five names on it.

Chair Hicks asked President Bose to recommend a student (could be himself) to serve on the RFSPBC.

- g. Report from the Chair, NMSU Employee Council, Ms. Monica Dunivan (5 minutes) Chair Dunivan gave a brief report on the employee council forums being held.

- h. Higher Education Regents Coalition (HERC), Chair Debra Hicks

Chair Hicks requested that a place for HERC reports be added as a recurring report.

8:45 AM

9. **CONSENT AGENDA (5 minutes)**

a. Policy

b. Administrative-

1. Approval of Disposition/Deletion of Property.  
University property being recommended for disposition/deletion.  
(Senior Vice President for Finance and Administration, Angela Throneberry)
2. Approval of budget Adjustment Requests (BAR) for Fiscal year 2016.  
(Senior Vice President for Finance and Administration, Angela Throneberry)
3. Approval of Temporary Investments Report for the Quarter Ended  
(Senior Vice President for Finance and Administration, Angela Throneberry)
4. Approval of Revised Policy 4.65. Security Clearance (Department of Defense) to amend the listing of key management personnel. (Moved to Action)
5. Approval of New Regents policy 6.00, Academic Matters, Liz Ellis, General Counsel
6. Approval of Prop 24-15/16-Proposition for Curriculum Proposal for Minor Revision of Associate Science Allied Health Degree, NMSU-A
7. Approval of Prop 25-15/16-Proposition for Curriculum Proposal for Minor Revision of Associate of Fine Arts Degree – NMSU Alamogordo
8. Approval of Prop 26-15/16-Proposition for Curriculum Proposal for Minor Revision of Associate of Science, General Engineering
9. Approval of Prop 27-15/16-Proposition for Curriculum Proposal for Minor Revision of Kinesiology and Dance
10. Approval of Prop 28-15/16-Proposition for Curriculum Proposal for Minor Revision of Associate of Applied Science Degree in Business Management at NMSU-Alamogordo
11. Approval of Prop 29-15/16-Proposition for Curriculum Proposal for Minor Revision of Associate of Applied Science Degree in Business Office Technology at NMSU-Alamogordo

12. Approval of Prop 04-16/17-Proposed Changes to Crimson Scholar designation
13. Approval of Prop 05-16/17-Proposition to change Bachelors of Public Health program minimum credit requirement from 128 to 120 for degree completion
14. Approval of Prop 15-16/17-Changes in Undergraduate Catalogue to reflect decrease in minimum credit hours for specific degree programs
15. Approval of the re-appointment of Robert Macy and Roldan C. Trujillo to serve a 2-year term as non-position Directors of the Arrowhead Center, Inc. Board
16. Conferral of Degrees Fall 2016- Chancellor Garrey E. Carruthers

Regent Kari Mitchell expressed her congratulations to the faculty Senate for all of their hard work, the number of items they dealt with. She also cited the importance of the conferral of degrees. Regent Debra Hicks moved and Regent Mike Cheney seconded the approval of the consent agenda. Motion passed.

**8:50 AM**

**10. ACTION ITEMS (35 minutes)**

a.

1. Approval of an Amendment to the Regents' Financial Strategies, Performance and Budget Committee Charter (General Counsel, Liz Ellis) followed by Appointment of the new members of the Regents' Financial Strategies, Performance and Budget Committee (RFSPBC)-Chair Debra Hicks  
Regent Mike Cheney moved and Regent Kari Mitchell seconded a motion to approve. Motion passed.
2. Approval of the Campus Housing Master Plan  
Regent Kari Mitchell moved and Regent Jerean Hutchinson seconded a motion to table this item. Motion passed.
3. Approval of the Purchase Agreement for the sale of the 12.68 Acre parcel of land north of Wisconsin Avenue and west of Triviz Drive.  
ADI President Scott Eschenbrenner presented a sales agreement for the acreage on Wisconsin for 2.5 million dollars. He stated that it was his belief that we need to retain ownership of our land. It is capital dollars versus operating dollars and we will not liquidate property to cover operations. Regent Mike Cheney moved and Regent Jerean Hutchinson seconded approval of the sale. Motion passed.

4. Approval of the Vision 2020 Priorities defined by the *Six Pillars* (i.e., enrollment, retention, graduation, placement, research, and giving) and the enhanced associated Key Performance Indicators (KPI) metrics that place NMSU in the Top Quartile of Peers. Updated metrics will be immediately incorporated into the Vision 2020 Strategic Plan to ensure budget alignment for priorities, and periodic reporting to the BOR on the achievement status of the *Six Pillars* and associated KPIs.

This presentation was the prioritization of Key Performance Indicators (KPIs) focusing on being in the top quartile. 18,000 students in the “build to” capacity. This started with our August retreat. We want to drive student outcomes and investments. We want to thank staff, the Provost, and Chancellor. We can become more self-sufficient. This is a three-year track to 2020.

Regent Hutchinson reviewed the “6 Pillars” and how it came about. Our aim is to drive revenue through Student Success and enhancements. This is the Regents’ prioritization of the four aspects of what NMSU already does in these times of limited and declining revenues of the last few years.

The KPIs in the goldenrod column puts a quantitative metric to the Chancellor’s already commitment to be in the top quartile of our peers. Look at enrollment, we are looking to achieve 18,000 in student enrollment. We have been there at 18,000 before. It is aspirational, and will drive some revenues toward investments. An exception to the top quartile would be 100% experiential learning. We are working with the Faculty Senate to define what we mean by that, giving the student the ‘out of the classroom’ experiential learning through a wide variety of ways.

Another differing from the top quartile is in Research. In discussions with the Provost, we are looking to achieve 150 million in annual research. NMSU has tracked dollar amount per tenured and tenure track faculty member expenditures but other peers tack through the total expenditure amount.

Up and down the rows have been vetted through a series of processes beginning last summer with the Board of regents Retreat. It focuses on the core of what we are already doing. Vision 2020 is the strategic plan. This is a subset focus to drive student outcomes and revenues, in the same realm. Thanks to the Provost, Chancellor, and NMSU team for *Transforming* which will drive cost reductions. Vision 2020 and the 6 Pillars drive the investments for future income for the university with declining revenue. We become more self-sufficient, this is one way, and Vision 2020 is a three year plan.

Regent Kari Mitchell wanted to emphasize that this is not replacing Vision 2020 it is simply focusing on KPIs, focusing and prioritizing on the core of the university’s mission. It focuses and prioritizes specific Student Success Committee (SSC) elements of the plan. We have always targeted to be in the top quartile since its inception. We have defined the metrics, they are not changed, we defined them. Our peers are sitting at tables much like ours deciding how to “move the needle up”. With regard to our peers, we

aren't anywhere near where we need to be on 6 Pillars...not growing. We want to punctuate and bring emphasis. The point on experiential learning, 100%, we recognize there may be programs where that doesn't make sense. We are working with Chris Brown and the faculty Senate to get to 100% as a target. We engaged Chris Brown and we need to get faculty senate input, being respectful of the shared governance process. We may come back with exceptions or modification having additional shared governance work.

I want to punctuate the objective: 3 wins. The student wins when we hit these metrics. The university wins when we hit these metrics. We did some "back of the envelope math", we could have 55 million (conservative), the taxpayers win expediency and quality graduates. Outcomes are quality driven, not mass produced. We get graduates into the economy faster, with less student debt, and we are driving an economy.

The last thing I want to punctuate is we go from this approval into the **alignment of resources** in the motion of approval, this is not a resolution. This is an action taken by the Board which next step is to vet the best practices. And our job is to find how to align time and people to implement the things to drive the needle on these best practices.

Concern was articulated by the Student Success Committee (SSC) that we are comparing ourselves to the tier of institutions, we want to shoot and focus and target the best of the best and elevate our position. We are comfortable with the administration's recommendation, one action item forthcoming will be about the peers in the next calendar year.

We think this is highly ambitious. We will be pleased if these efforts over the next three year window, we see ourselves much better positioned in that top quartile. Thanks for the work. It was many hours of work with both internal and external stakeholders. We will entertain questions.

Regent Cheney thanked the SSC for the hours and hours of work. He asked about the goal of 18,000 students being built incrementally? Regent Hutchinson responded that the number actually came from Vision 2020 in 2014. The logic is that we are at that capacity in building and structurally. We could achieve toward a revenue increase stream, which would be at the max. We were there in 2012, 2010, or 2011. We were at 18,000. We can drive some revenues.

Regent Mike Cheney stated that a measure of success as you see retention increasing and graduation rates improving. He noted that as we show the good things we are doing, that we are doing the job, then we can chase the enrollment. He is not in favor of squeezing down the enrollment to just to see improved graduation rates. It is a mathematical equation. When you have the university efficient, a "good ship", you go down parallel tracks. Just to grow, is not going to be a good balance. You don't want to grow without improving.

Regent Hutchinson said that was a great comment. We are having those conversations with the provost about retention and Chris Brown on graduate on time and giving back. We have worked on 120, which helps the graduation rate. We have 80% of the programs are there (120). We have applications on retention, for every 1% we retain, it is \$800,000 worth of income. It goes hand in hand, get them here, retain them, get them out in 4 years, and find that career and job.

Regent Cheney gave kudos for staying within Vision 2020, which the emphasis is on items within that.

Regent Mitchell stated that Regent Cheney's comments are on target. We spend a lot of time on retention, a jump of 1500 students, that growth, we've invested in bringing them to campus. It is critical, you get what you measure. Maintaining quality is absolutely crucial, every graduate, every new student must be retained and graduate... this is focusing on the student life cycle. This is an interconnected metric system, not looked at in silos. If we are only good at one of these, we will not have achieved the student success we are striving for. Best practices are very interrelated and being evaluated on the student life cycle, into placement, and into the marketplace. We want them to be contributors back. It doesn't end until we get them through that cycle.

Provost Howard said he appreciates the SSC but this will take some time. It won't happen in one year. I appreciate the emphasis on research, which will make the faculty happy. Consternation will come about experiential learning. We will work with the faculty senate and have the ability to modify this based on faculty feedback.

Chancellor Carruthers stated we will have a "per faculty FTE" research measure. University of Arizona is bigger than us, we will measure, how are faculty competitive for research grants?

For Regent Mitchell, our peers come from my business background. We "bench" against other competitors, other Land Grant universities and three local competitors. A lot of discussion and reasons exist for choosing our peers. We are a Carnegie High Intensive institution. We could "bench" against private for-profits, we would really do well.

Regent Mitchell said she concurred with the Chancellor. I invite you to the conversation when we have it. It was the only area of pointed concern, I invite you to come and educate us on that process. I appreciate your noting the point about the research metric, size, compared to our peers. The SSC is supportive of the need for the dollar amount for Carnegie and for reasons of prestige. The SSC is absolutely supportive of the need to look at research and size.

Regent Cheney noted that we need to be constantly looking at our peer group and the university in the mirror. Continual improvement is something to be celebrated.



Faculty Senate Chair Chris brown joked about getting an early morning phone call from Hadley Hall. He noted he is “al in” on the 6 Pillars. He asks, “in January 2017 we are supposed to an inventory completed on experiential learning. I don’t think we meet before then. Who is responsible (for this inventory)?”

Chancellor Carruthers explained that today we are only agreeing to the one page, 6 Pillars. The strategies would be an ongoing discussion. Chair Brown noted “we cannot meet that deadline”.

Regent Mitchell said that the Provost was going to get best practices and the timeline, re: experiential learning by receiving input and a survey when we finalize it. What do we have that meets the definition (outside the classroom learning)? Right now it looks like zero to 100%. The ballpark is that we have 70 to 75% already there. The starting point for faculty senate is to say that we already have this much mass that meets the criteria. Now only a percent of growth. The survey or inventory by January 17<sup>th</sup> is just a ballpark number...survey a little more inventoried so we know what our starting point is, not a program modification.

Faculty Senate Chair Chris Brown asked about the cited best practices in experiential learning, e.g. Hotel, Restaurant and Tourism Management (HRTM) and Engineering of a 400 hour metric. I recommend about 100 hours, a 3 credit hour class weight, we have a class like that on the books for residency, internships, and a student recently got a job!

Regent Mitchell stated that on experiential learning, we look forward to working with the faculty senate in that experiential learning as a criteria is new, “Where do we want to be in 3 years?” We have looked at the 100 hour number as well and will be open to those discussions.

Regent Hutchinson said that the 100 hour (metric) came through researching other institutions. We are open to discussion but looked within our own walls. HRTM has 400 plus 400 hours experience, 100% (required), Professional Golf Management (PGM) requires an internship, or Education, Nursing, Business, Engineering, Accounting...we have a vast inventory we are pulling on. We look forward to having that discussion.

Regent Hutchinson stated (related to the research metric) that 180 million (research expenditures) would be out top quartile for the large peers. We worked on the metric, 150 million with the Provost...this is a “starting point”.

Regent Mitchell concurred, “This is a starting point”. Regent Hutchinson noted, hopefully lively (discussion). Regent Mike Cheney moved approval of the “6 Pillars” and KPIs. The motion was seconded by Regent Kari Mitchell. Chair Debra Hicks read the list of the 6 Pillars and called for a voice vote. Motion passed. Thanks.

5. (Moved from Consent, item 9.b.4. Approval of Revised Policy 4.65 Security Clearance (Department of Defense) to amend the listing of key management personnel. This policy is needed due to a federal law change. This must be in place to name a “Director of Insider Threats”. A motion was made by Regent Mike Cheney and seconded by Regent Jerean Hutchinson to approve. The motion passed.

Chancellor Garrey Carruthers explained there would be a posthumous degree conferral for slain Officer Jose Chavez. A motion was made by Regent Kari Mitchell and seconded by Regent Mike Cheney to make this degree conferral. Motion passed.

**9:25 AM**

**11. INFORMATION ITEMS-**

Fall Commencement 2016, December 10<sup>th</sup>, 10 am, Pan American Center

Board of Regents Annual Meeting, Monday, March 6, 2017

There will be a Regents’ Real Estate Committee Meeting on January 13<sup>th</sup>, 2017 and a tentative Board of Regents meeting.

**12. NEW MEXICO STATE UNIVERSITY CHANCELLOR & PRESIDENT’S REPORT, Chancellor Garrey Carruthers (60 minutes)**

*Transforming NMSU for the 21<sup>st</sup> Century*

Chancellor Garrey Carruthers presented the outcomes of the five teams charged with creating efficiencies and addressing managerial span of control issues within NMSU. Team 3 dealing with ICT will continue to review its structures system-wide.

**10:25 AM**

**13. NEW MEXICO STATE UNIVERSITY PROVOST & EXECUTIVE VICE PRESIDENT’S REPORT, Provost Dan Howard (20 minutes)**

*Preparing for Higher Learning Commission (HLC) Accreditation*

Provost Dan Howard presented the process for the upcoming HLC visit to the NMSU campus in November 2017. He thanked the people who are working on the preparations and encouraged all NMSU personnel to be available in November for the visit.

**10:55 AM**

**14. Update from the NMSU Office of Advancement-**

*Giving Tuesday (15 minutes)*

NMSU Vice President for Advancement and President of the NMSU Foundation, Dr. Andrea Tawney

Dr. Andrea Tawney and Adrian Bautista of the Office of Advancement gave a comprehensive presentation on the preliminary results for “Giving Tuesday” which was held on November 29, 2016. NMSU raised just short of 2 million dollars!

Adrian talked about his work with younger donors and education them on a culture of philanthropy.

**11:10 AM**

**15. CONFIRMATION OF PRIOR EXECUTIVE SESSIONS-** Chair Debra Hicks

**16. “GUNS UP”- Good News for NMSU!-**Chair Debra Hicks

Kudos to Dr. Green.

Regent Kari Mitchell cited Chief Stephen Lopez for his handling of a recent issue professionally.

Regent Jerean Hutchinson noted from recent news sources that NMSU lands on the list of Hispanic Serving Institutions as one of the best colleges for affordability and she noted the recent Kellogg grant awarded to the NMSU College of Education.

Chancellor Carruthers thanked the Board of Regents stating, “We are not like UNM, and we are blessed with a better environment.”

Provost Dan Howard congratulated Regent Amanda López Askin on completing her doctorate. He thanked the Honors College.

**11:30 AM**

**17. ADJOURNMENT-**Chair Debra Hicks

A motion to adjourn was made by Regent Kari Mitchell and seconded by Regent Jerean Hutchinson. Motion passed.