AGENDA

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

A. Call to Order, Chair Debra Hicks
   1. Introductions - Introduction of the Media, Associate Vice President Justin Bannister
   2. Confirmation of Quorum, Chair Debra Hicks
   3. Approval of the Agenda, Chair Debra Hicks
   4. Public Comment, Associate Vice President Justin Bannister

B. Approval of the Minutes, Chair Debra Hicks
   1. Special Meeting of January 30, 2018
   2. Confirmation of Prior Executive Session of January 30, 2018
   3. Confirmation of Prior Executive Session of February 7, 2018

C. Consent Items, Chair Debra Hicks - None

D. Action Items, Chair Debra Hicks
   1. Executive Search Contract, Chair Debra Hicks
   2. Senior Management Positions, Chair Debra Hicks
   3. Budget Investment Evaluation, Chair Debra Hicks

E. Informational Items, Chair Debra Hicks
   1. Chancellor Search Committee Update, Chair Debra Hicks
   2. Strategic Partnerships, Regent Margie Vela

F. Announcements, Chair Debra Hicks
   1. “Gun’s Up” – Good News for NMSU!
   2. Upcoming Board of Regents Meetings
      Regular Meeting - Monday, March 12, 2018 @ 1:00pm
      Special Meeting - Friday, April 6, 2018 @ 9:00am
      Regular Meeting - Friday, May 11, 2018 @ 9:00am

G. Adjournment, Chair Debra Hicks
NEW MEXICO STATE UNIVERSITY BOARD OF REGENTS
SPECIAL MEETING
January 30, 2018 at 1:30pm
Regents Room of the Educational Services Building, Las Cruces Campus
1780 East University Avenue, Las Cruces, New Mexico

Regents of New Mexico State University
Chair Debra Hicks, Vice Chair Kari Mitchell, Secretary/Treasurer Jerean Hutchinson, Margie Vela

Non-Voting Advisory Members - Faculty Senate Chair Christopher Brown, Ph.D.,
Employee Council Chair Adam Cavotta, ASNMSU President Kevin Prieto

University Officials - Chancellor Garrey Carruthers, Ph.D., Executive Vice President and Provost Daniel Howard, Ph.D., Senior Vice President Andrew Burke, Ed.D., General Counsel Liz Ellis, J.D.

DRAFT MINUTES  ***NOT OFFICIAL – SUBJECT TO APPROVAL BY THE BOARD OF REGENTS***

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

A. Call to Order, Chair Debra Hicks

1. Introduction of the Media, Associate Vice President Justin Bannister
   Associate Vice President Bannister introduced members of the media.

2. Confirmation of Quorum, Chair Debra Hicks
   Board of Regents members Hicks, Hutchinson, Mitchell and Vela were present and quorum confirmed.

3. Approval of the Agenda, Chair Debra Hicks
   Regent Hutchinson moved approval of the agenda, motion seconded. Motion passed unanimously (Hicks, Hutchinson, Mitchell and Vela).

4. Public Comment, Associate Vice President Justin Bannister
   No public comment was requested.

B. Approval of the Minutes, Chair Debra Hicks

1. Regular Meeting of December 8, 2018 @ 9:00am
   Regent Hutchinson moved approval of the minutes, motion seconded. Motion passed unanimously (Hicks, Hutchinson, Mitchell and Vela).

C. Consent Items, Chair Debra Hicks

   None
D. **Action Items, Chair Debra Hicks**


   Senior Vice President Andrew Burke introduced John Kennedy of KPMG who presented the results of the audit of NMSU’s financial statements, including the university as a whole, the NMSU foundation, Arrowhead, the KRWG TV and radio stations, NCAA requirements and financial aid grant programs. KPMG issued an unmodified (clean) opinion of NMSU’s financial statements. Prior year findings were resolved.

   The reporting of Land Grant Permanent Fund assets has changed at the direction of the State of New Mexico. The State will now be reporting these assets, with a decrease of approximately $62 million to NMSU. This change in reporting was reflected in NMSU’s financial statements as a change in acceptable accounting methods. In a prior year NMSU’s position changed due to a change in pension reporting, and there will be another upcoming negative change in financial position. Despite these changes, the Composite Financial Impact (CFI) has not been significantly impacted and NMSU’s position remains relatively strong. The implementation of the Caseware system is to be lauded and diminishes potential mistakes in reporting.

   Regent Hutchinson moved approval of the audited financial report, motion seconded. Motion passed unanimously (Hicks, Hutchinson, Mitchell and Vela).

E. **Informational Items, Chair Debra Hicks**

   Chair Debra Hicks mentioned legislative movement on decoupling the lottery scholarship from tuition. Provost Daniel Howard shared the NM Senate memorial and testimonials for Chancellor Garrey Carruthers.

   Chair Hicks stated the chancellor search website is functional, the position profile and brochure are available and the search committee will meet January 31, 2018. Regent Mitchell shared the active solicitation of candidates by the Wheless Partners executive search firm. On campus visits are set to occur in April.

F. **Announcements, Chair Debra Hicks**

1. **“Gun’s Up” – Good News for NMSU!**

   The highly successful audit is to be commended, as is NMSU’s bowl game win and upcoming theatre productions.

2. **Upcoming Board of Regents Meetings**

   Monday, March 12, 2018 @ 1:00pm

G. **Adjournment, Chair Debra Hicks**

   Regent Mitchell moved adjournment; motion seconded and meeting was adjourned.
Items B-2 and B-3

Confirmation of Prior Executive Session – January 30, 2018

The Board of Regents met in closed executive session on Tuesday, January 30, 2018 in the Danny Villanueva Club of the Stan Fulton Center to discuss limited personnel matters in accordance with the provisions of the New Mexico Open Meetings Act. Those Board members who were present please certify that only matters of that nature were discussed.

Regent Hicks____ Regent Hutchinson____ Regent Mitchell_____ Regent Vela____

Confirmation of Prior Executive Session – February 7, 2018

The Board of Regents met in closed executive session on Wednesday, February 7, 2018 electronically by telephone to discuss limited personnel matters and contract legal advice in accordance with the provisions of the New Mexico Open Meetings Act.

Regent Hicks_____ Regent Hutchinson_____ Regent Mitchell_____ Regent Vela____
Board of Regents  Agenda Item Summary

Meeting Date:  Monday, February 12, 2018
Office Submitting:  Board of Regents

Action Items:

Agenda Item # _D-1_ Executive Search Contract
Presented by:  Debra Hicks, Chair, Board of Regents

Requested Action:
Approval of an amendment to the executive search contract detailing the confidentiality of candidate records attached as agenda item D-1.

Synopsis:
Per New Mexico state statute the identity and identifying information of public university presidential candidates are exempt from inspection under the Inspection of Public Records Act. This contract amendment provides for the protection of confidential candidate records for the executive search as specified by law.

Agenda Item # _D-2_ Senior Management Positions
Presented by:  Debra Hicks, Chair, Board of Regents

Requested Action:
Approval of a senior management position resolution attached as agenda item D-2.

Synopsis:
This resolution directs the administration during the transition until the assumption of leadership by the next chancellor to suspend the following actions: initiation of senior management team and coach position searches, termination of senior managers and coaches, negotiation of coach contracts, and negotiation of any other contract positions.

Agenda Item # _D-3_ Budget Investment Evaluation
Presented by:  Debra Hicks, Chair, Board of Regents

Requested Action:
Approval of a budget investment evaluation resolution attached as agenda item D-3.

Synopsis:
This resolution directs the administration of New Mexico State University to incorporate a standard and recurring evaluative component of budgetary investments.
Agenda Item: Executive Search Contract

Requested Action of the Board of Regents:
Approval of an amendment to the executive search contract detailing the confidentiality of candidate records.

Executive Summary:
Per New Mexico state statute NMSA 1978 Section 21-1-16.1 (2011) the identity and identifying information of public university presidential candidates is exempt from inspection under the Inspection of Public Records Act. The statute provides for specific guidelines for the announcement of finalists. This contract amendment protects confidential candidate records for the executive search as specified by law.

References:
21-1-16.1. State institutions of higher education; presidential searches
http://public.nmcompcomm.us/nmpublic/gateway.dll/?f=templates&fn=default.htm

Prior Approvals:
Approval of the executive search contract on NOV-13-2017

Agenda Item Approved By:

_____________________________________________  ____________________
Debra Hicks                                      Date
Chair, Board of Regents
This first amendment to the agreement ("first amendment") is entered into by and between the Regents of New Mexico State University (hereinafter, the “University”) and Wheless Partners (hereinafter, “Wheless”) (collectively, the “parties”), and is effective as of the ____ day of __________________, _______, and amends that Profession Service Contract, Contract/Purchase Order Number PO179145 ("agreement"), dated November 13, 2017, by and between the parties, by adding the following additional clauses as permitted by paragraph 13 on page 2 of 3 of the agreement:

16. That, pursuant to NMSA 1978, Section 21-1-16.1(A) (2011), the identity of or identifying information relating to an applicant or nominee for the position of president of the University (including all records that contain the identity of or identifying information) will be considered confidential, will be kept confidential, and will not be disclosed except as necessary to conduct the business of the presidential search, as permitted by law. However, all records concerning the presidential search, including but not necessarily limited to documents, papers, letters, books, maps, tapes, photographs, recording and other materials, regardless of physical form or characteristics, will be preserved and turned over to the University upon request, within ten (10) days of the announcement of the finalists by the Board of Regents of the University, or both, so that the University may retain them as required by law.

17. That, pursuant to NMSA 1978, Section 21-1-16.1(B) (2011), the names of the finalists being considered for the position of president of the University shall be announced in a public notice as required by law, and upon the date of such announcement, the identity of or identifying information relating to those finalists for the position of president of the University will no longer be considered confidential and may be disclosed as required by law and in the discretion of the University.

18. That, pursuant to NMSA 1978, Section 21-1-16.1(A), the identity of or identifying information relating to an applicant or nominee for the position of president of the University (including all records that contain the identity of or identifying information) who is not selected as a finalist will continue to be considered confidential, will continue to be kept confidential, and will continue to not be disclosed following the announcement of the finalists and the conclusion of the presidential search as permitted by law.

19. That the parties agree that nonetheless the parties shall disclose the identity of or identifying information relating to an applicant or nominee for the position of president of the University (including all records that contain the identity of or identifying information) if order to do so by a court, under the terms and conditions of such order, regardless of which party—Wheless, the University, or both—is in possession of such information at that time.
20. That the parties may execute separate copies of this first amendment which, when merged, shall be deemed to be one document, and shall be deemed to amend and be incorporated into the agreement.

IN WITNESS WHEREOF, the parties have executed this first amendment as of the day and year above written.

NEW MEXICO STATE UNIVERSITY

By: __________________________________________
    Signature          Title          Date

WHELESS PARTNERS

By: __________________________________________
    Signature          Print Name        Date
Board of Regents Meeting  
Meeting Date:  February 12, 2018  

Agenda Item # D-2

Agenda Item: Senior Management Positions

Requested Action of the Board of Regents:
Approval of a senior management position resolution attached as agenda item D-2.

Executive Summary:
This resolution directs the administration during the transition until the assumption of leadership by the next chancellor to suspend the following actions: initiation of senior management team and coach position searches, termination of senior managers and coaches, negotiation of coach contracts, and negotiation of any other contract positions.

References:
N/A

Prior Approvals:
N/A

Agenda Item Approved By:

____________________________________________  __________________
Debra Hicks  Date
Chair, Board of Regents
Resolution No. __________
New Mexico State University Board of Regents
Senior Management Position Resolution
Meeting Date: February 12, 2018

Whereas, New Mexico State University is undergoing a leadership transition, the Board of Regents of New Mexico State University hereby resolves that senior management personnel transactions will be suspended.

This resolution directs the administration of New Mexico State University to hold senior leadership and executive team positions open to aid the incoming chancellor in building a cohesive leadership team. This resolution precludes the initiation of senior management, coach, and executive team position searches. In the intervening period, positions that become vacant are to be staffed through interim appointments of a duration approved by the Chair of the Board. Senior managers arising from a search already underway will be fully informed of the “at-will” policies or the standard one-year probationary period as applicable.

This resolution also directs the administration of New Mexico State University to forego terminations of senior managers, coaches, and the executive team. Finally, the resolution suspends the administration from negotiation of coach contracts and any other contract positions.

Positions affected by this resolution include vice presidents, deans, community college presidents, athletics director, coaching staff, and directors of units such as alumni, development, admissions, recruiting, diversity, compliance, etc. The Board Chair is authorized to determine the applicability of this resolution to any specific position.

This resolution is effective upon approval and shall continue in effect until assumption of leadership by a newly appointed chancellor.

The Board of Regents of New Mexico State University hereby adopts this resolution on the 12th day of February 2018 at a special meeting in Las Cruces, New Mexico.

______________________________________________
Debra Hicks
Chair, Board of Regents

02/12/2018
Agenda Item: Budget Investment Evaluation

Requested Action of the Board of Regents:
Approval of a budget investment evaluation resolution attached as agenda item D-3.

Executive Summary:
This resolution directs the administration of New Mexico State University to incorporate a standard and recurring evaluative component of budgetary investments.

References:
Board of Regents Meeting of June 12, 2017, Item C-1 Tuition and Fee Rates and Budget Guidelines for Fiscal Year 2017-2018

Prior Approvals:
https://regents.nmsu.edu/files/2013/07/BOR-Dec-09-2016-Regular-Meeting-Minutes.pdf


Agenda Item Approved By:

______________________________________________  __________________
Debra Hicks  Date
Chair, Board of Regents
New Mexico State University is determined to make budgetary investments based on strategic priorities, and evaluate the effectiveness of investments in order to realize strategic objectives. Accordingly, the Board of Regents of New Mexico State University hereby directs the administration of NMSU to incorporate a standard and recurring evaluative component into the university budget process.

The administration is directed to capture and track activities, revenues and expenditures related to budgetary investments and to report at least annually, the effectiveness of these budgetary investments, measurable outcomes, and the relative return on investment of these initiatives.

Regent committees will review and evaluate budgetary investments on an ongoing basis as appropriate prior to consideration by the Board of Regents. The effectiveness of investments will be an input to the consideration of future investments and an element of continuous improvement.

The Board of Regents of New Mexico State University hereby adopts this resolution on the 12th day of February 2018 at a special meeting in Las Cruces, New Mexico.

____________________________________________  __________________
Debra Hicks  Date
Chair, Board of Regents

02/12/2018  Page 12 of 21
Vision 2020 Strategic Priorities
Approved by the Board of Regents December 2016
New Mexico State University

The following Vision 2020 KPIs are key metrics and critical to NMSU's future success.

<table>
<thead>
<tr>
<th>6 Pillars</th>
<th>KPIs</th>
<th>Current Performance</th>
<th>Previous Vision 2020 Target</th>
<th>Top Quarti...</th>
<th>Best Practice / Rationale</th>
</tr>
</thead>
</table>
| Graduate on Time | KPI 1 Enrollment | 14,852 Fall 2016 | UG +1.0% GR +3.0% Annually | Achieve 18,000 Student Headcount Enrollment* | "Rebuild to 18,000 Capacity. NMSU Best Practice: 2009-10,437 2010-10,546 New Markets: Texas exports 11,000 new students annually, primarily to Oklahoma."
| Enrollment | KPI 2 Graduate Enrollment | 19% FY17 | 20% | Achieve 21% Graduate Enrollment | Colorado St - 25% Arizona - 22% UNM - 22% Wyoming - 23% Idaho - 21% |
| Retention | KPI 5 Retention Rate | 71.3% FY17 | 80% | Achieve an 83% First Year Retention Rate | Georgia St significantly boosted retention with freshman learning community, advising, meta majors & block schedules. |
| Graduation | KPI 6 4 Year Grad Rate | 21% Graduating FY17 | 30% | Achieve a 39% Four Year Graduation Rate | During the last decade at Georgia State, graduation rates for African American students and White students have doubled, and rates have tripled for Hispanic students. |
| | KPI 6 5 Year Grad Rate | 39% Graduating FY17 | 45% | Achieve a 58% Five Year Graduation Rate | |
| | KPI 6 6 Year Grad Rate | 45% Graduating FY17 | 55% | Achieve a 63% Six Year Graduation Rate | |
| Get a Job | KPI 19 Experiential Learning | 8% Coop | 46% Internship | Achieve 100% Experiential Learning* | "Building upon NMSU Best Practices and significant footprint in experiential learning, the Regents’ Student Success Committee will collaborate with the Faculty Senate to finalize definitions for experiential learning. NMSU Best Practices: PGM-16 months required internship, HRTM-400 hrs work + 400 hrs internship, Engineering-many students complete 400 hrs internship."
<p>| Placement | KPI 20 Career Placement Rate | Undergrad 37 Gradate 50% First Destination Survey | UG 75% including Graduate School, GR 75% including Graduate School | Achieve an 80% Career Placement Rate (Excluding Graduate School) | Nationally: Public Bachelor grads avg 85.5% for employment + grad school, 60.6% for employment, $45,282 starting salary. Career services high performers: Dickinson St in ND, Michigan St, Florida, UT Austin, Penn St, Illinois, Purdue, Arizona St, Colorado St, Minnesota. Centers in high traffic areas, inviting atmospheres, online/distance services, career exploration, resume prep, online search strategy, interview practice, career fair prep, electronic tools, employer cultivation, networking. |
| Research | KPI 14 Annual Research Expenditure | $110M FY16 $100M Estimated FY17 | $150,000 per Tenure System Faculty | Achieve $150M in Annual Funded Research Expenditures | NMSU Best Practice: 2006 - $154.7M, 2007 - $153.7M (excludes ARRA years) 12 of 15 Vision 2020 peers cite, track, and set targets for Annual Funded Research Expenditures. Expenditure (rather than expenditures per faculty) is the metric of choice. Remaining 3 peers are developing a strategic plan, in presidential transition, or have a minimal plan absent metrics. |
| Give Back | KPI 23 Alumni Giving Rate | 6% FY17 | 8% | Achieve a 10% Alumni Giving Rate | Kansas St - 13% Washington St - 12% Texas Tech - 12% Oregon St - 10% Nevada - 3% |</p>
<table>
<thead>
<tr>
<th>Priority Initiative</th>
<th>Contact</th>
<th>Components</th>
<th>RSSC FY17-18</th>
<th>RSSC FY18-19</th>
<th>Admin as of Mar-15-17</th>
<th>Elements</th>
<th>Potential Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Student Retention - Advising, Predictive Analytics and First Year Experience</td>
<td>Jennifer Hodges</td>
<td>Centralized Advising and Meta-Majors</td>
<td>$200K</td>
<td>TBD</td>
<td>$200K</td>
<td>Centralized advising, meta-majors supportive of enhanced retention and graduation. Evaluation of 8-semester degree plans, enhanced prerequisite paths, meta major based block scheduling, optimization of centralized enrollment management course funds</td>
<td>$800K based on 1% increase in retention</td>
</tr>
<tr>
<td></td>
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<td>Meta Major Based Freshman Learning Communities</td>
<td>$120K + Use Existing Resources for Plan</td>
<td>TBD</td>
<td>$50K + $65.28 = $115.28K</td>
<td>Meta major based learning communities with Faculty Fellows, Aggie Freshman Academy, and freshman experience courses which incorporate major exploration, career discovery, introduction to experiential learning, resume building and peer mentors (leveraging models in Engineering, ACES, etc) with sunset of UNIV150 courses</td>
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<td>Predictive and Prescriptive Analytics</td>
<td>$100K</td>
<td>TBD</td>
<td>$65.3K</td>
<td>CRM Advise predictive analytics software, electronic alerts, text messaging to students, gateway and critical course identification, risk mitigation, prescriptive guided intervention, success metrics and outcomes for all student populations</td>
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<td></td>
<td>$420K</td>
<td>$380.58K</td>
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<tr>
<td>2  Student Recruitment - Marketing, Recruitment and Scholarships</td>
<td>Dacia Sedillo and Justin Bannister</td>
<td>Focused Marketing, Recruiting &amp; Scholarships</td>
<td>$600K</td>
<td>TBD</td>
<td>$500K + $50K + $31.15K = $581.15K</td>
<td>Capture Texas, Las Cruces and Military markets; junior/senior retention grants; improve website marketing</td>
<td>$800K based on 1% increase in enrollment</td>
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<td></td>
<td></td>
<td>Marketing, Recruitment and Scholarship Plan</td>
<td>Use Existing Resources for Plan</td>
<td>-0-</td>
<td>-0-</td>
<td>Develop comprehensive marketing and recruiting strategy and plan; optimize marketing resources; annual enrollment targets for colleges, departments and market segments; optimize aid throughout the academic career; define objectives and metrics; evaluate outcomes</td>
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<td>$600K</td>
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<tr>
<td>3  Career Preparation - Career Services and Experiential Learning</td>
<td>Tony Marin</td>
<td>Best Practice Career Service Center</td>
<td>Use Existing Resources for Plan</td>
<td>$200K</td>
<td>$50K + $100K + $50K = $200K</td>
<td>Develop best practice career service organization, provide academic and career advising connections; enhance relationships with industry, government and non-profit organizations; develop off-campus internships, study abroad and service learning; enhance workforce preparation and skill development; develop outcome metrics</td>
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<tr>
<td></td>
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<td>On Campus Internships and Experiential Learning</td>
<td></td>
<td>$1.1M</td>
<td>$1.1M Lottery Gap</td>
<td>Highly prepare students for the workforce through on-campus internships and experiential learning. Invest in career oriented student employment such as peer mentors, marketing interns, technical developers and business services interns. Incorporate experiential learning in each degree program.</td>
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<td>$1.1M</td>
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<td>4  Education Delivery - Online &amp; Summer</td>
<td>Dan Howard and Greg Fant</td>
<td>Enhanced Delivery through Online Education and the Summer Term</td>
<td>Use Existing Resources for Plan</td>
<td>TBD</td>
<td>-0-</td>
<td>Spearhead development of fully online academic degree programs and courses. Significantly increase summer courses and revenue. Develop incentive and revenue sharing model for online and summer courses.</td>
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<tr>
<td>Total Student Success Priority Investments</td>
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<td>$2.12M</td>
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</table>

**Administration’s Student Success Related Investments**

- Faculty Promotion Fund: $465,000
- E-Procurement Software: $278,611
- Instructional Consultants: $111,520
- Other Administrative Investments: $855,131

**Total Administration Recommended Investments**: $3.12M

**3.9% Tuition Increase**: $5.92M

**7.4% Tuition Increase**: 2.65%
## Sources/Revenues:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>State General Fund Appropriation for I&amp;G (2017 Special Session)</td>
<td>$ (1,105,200)</td>
</tr>
<tr>
<td>State General Fund Appropriation for I&amp;G (2016 Special Session made permanent)</td>
<td>(4,398,500)</td>
</tr>
<tr>
<td>Tuition and Fees Increase (6% Blended)</td>
<td>5,920,000</td>
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<tr>
<td>Enrollment Adjustment (A)</td>
<td>(5,090,000)</td>
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<tr>
<td>Other Revenues</td>
<td>409,480</td>
</tr>
<tr>
<td><strong>Permanent Budget Reduction (4.4%)</strong></td>
<td><strong>7,931,081</strong></td>
</tr>
<tr>
<td><strong>Total Sources</strong></td>
<td><strong>$ 3,666,861</strong></td>
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## Uses/Expenditures:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Ref.</th>
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<tbody>
<tr>
<td>Marketing Investment</td>
<td>$ 500,000</td>
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<tr>
<td>CRM Advise Predictive Analytics Software (Las Cruces Campus Cost)</td>
<td>65,300</td>
<td>2</td>
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<tr>
<td>Freshman Year Experience</td>
<td>50,000</td>
<td>3</td>
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<tr>
<td>Strategically Focused Scholarship Investments</td>
<td>50,000</td>
<td>4</td>
</tr>
<tr>
<td>Re-Envision Career Services</td>
<td>50,000</td>
<td>5</td>
</tr>
<tr>
<td>Career Oriented Student Employment Investment</td>
<td>100,000</td>
<td>6</td>
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<tr>
<td>Enhance Internship, Service Learning and Placement</td>
<td>50,000</td>
<td>7</td>
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<tr>
<td>Centralized Advising</td>
<td>200,000</td>
<td>8</td>
</tr>
<tr>
<td>Adjustment to Major Scholarship Funding</td>
<td>1,650,000</td>
<td>9</td>
</tr>
<tr>
<td>Housing &amp; Residential Life - Faculty Fellows Program</td>
<td>65,280</td>
<td>10</td>
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<tr>
<td>Instructional Innovation &amp; Quality Positions (2), plus Fringes</td>
<td>111,520</td>
<td>11</td>
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<tr>
<td>Site Improve Software Contract Fee (Las Cruces Campus cost)</td>
<td>31,150</td>
<td>12</td>
</tr>
<tr>
<td>Faculty Promotion Fund, plus Fringes</td>
<td>465,000</td>
<td>13</td>
</tr>
<tr>
<td>Software Solution (e-procurement, T&amp;E, Contract Management)</td>
<td>278,611</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total Uses</strong></td>
<td><strong>$ 3,666,861</strong></td>
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</tbody>
</table>

(A) - Amounts are shown net of budget adjustments already captured.

02/12/2018

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New Mexico State University - Las Cruces Campus  
Proposed Tuition and Fee Rates  
Fiscal Year 2017-2018

<table>
<thead>
<tr>
<th></th>
<th>2016-2017 Actual Tuition and Fees</th>
<th>2017-2018 Tuition and Fees</th>
<th>Proposed Increase</th>
<th>Percentage Change</th>
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<tbody>
<tr>
<td></td>
<td>Tuition</td>
<td>Fees</td>
<td>Total</td>
<td>Tuition</td>
</tr>
<tr>
<td><strong>Undergraduate Rates</strong></td>
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<tr>
<td>Resident Students:</td>
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</tr>
<tr>
<td>Hourly Rate (1-14)</td>
<td>$206.50</td>
<td>$47.40</td>
<td>$253.90</td>
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<td>Flat Rate (15 and above)</td>
<td>176.90</td>
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<td>135 Mile Texas Rate (1-14)</td>
<td>227.20</td>
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<td>135 Mile Texas Rate (15 and above)</td>
<td>194.60</td>
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<td><strong>Non-Resident Students:</strong></td>
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<td>Hourly Rate (1-14)</td>
<td>771.40</td>
<td>47.40</td>
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<td>Flat Rate (15 and above)</td>
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<td><strong>Graduate Rates</strong></td>
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<td>Resident Students:</td>
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<tr>
<td>Hourly Rate (1-14)</td>
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<td>2016-2017 Actual Tuition and Fees</td>
<td>2017-2018 Tuition and Fees</td>
<td>Proposed Increase</td>
<td>Percentage Change</td>
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<td>----------------</td>
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<td></td>
<td>Tuition</td>
<td>Fees</td>
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<td>Tuition</td>
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<td><strong>Undergraduate Rates</strong></td>
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<td><strong>Resident Students:</strong></td>
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<tr>
<td>Full Time Rate (12 CH)</td>
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<td>Full Time Rate (15 CH)</td>
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<td><strong>Non-Resident Students:</strong></td>
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<tr>
<td>Full Time Rate (12 CH)</td>
<td>9,256.80</td>
<td>568.80</td>
<td>9,825.60</td>
<td>9,942.00</td>
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<td>Full Time Rate (15 CH)</td>
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<tr>
<td><strong>Graduate Rates</strong></td>
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<td></td>
<td></td>
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<tr>
<td><strong>Resident Students:</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Full Time Rate (9 CH)</td>
<td>2,043.90</td>
<td>426.60</td>
<td>2,470.50</td>
<td>2,195.10</td>
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<tr>
<td><strong>Non-Resident Students:</strong></td>
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<td></td>
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<tr>
<td>Full Time Rate (9 CH)</td>
<td>7,127.10</td>
<td>426.60</td>
<td>7,553.70</td>
<td>7,654.50</td>
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</tbody>
</table>
### Key Metrics

- **Total Investments**: 3.9% Tuition Increase
- **Reenvision Career**: $380,580
- **KPI 23**: Achieve a 10% Alumni Giving Rate
- **Sieze New Markets, Technology Assistance**: $581,150
- **KPI 14**: Achieve $150M in Annual Funded Research Expenditures
- **Fund maintenance cost**: Enhanced Website
- **KPI 5**: Achieve an 83% First Year Retention Rate
- **Fundamentals of Current Practice and Future Plan**: $2,120,000
- **Technology Assistance**: $2,373,250

### Student Success Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Component</th>
<th>Elements</th>
<th>Purpose</th>
<th>Deliverable</th>
<th>Actual Expenditure</th>
<th>Status</th>
<th>Metrics</th>
<th>Potential Revenue</th>
<th>Estimated Actual Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Student Retention - Advising, Predication Analytics and First Year Experience</td>
<td>Centralized Advising and Metrics Mappers</td>
<td>Centralized advising, data mapping, visibility of enrolled learner and graduation, evaluation of diverse degree programs, enhanced prerequisite paths, reimagined course delivery, optimization of centralized enrollment management course load.</td>
<td>$308,800 TBD</td>
<td>$200,000 Centralized Advising</td>
<td>Director, associate director, increased operating budget</td>
<td>8 semester degree plans</td>
<td>$800,000 TBD</td>
<td>$2,000,000 TBD</td>
</tr>
<tr>
<td>1</td>
<td>Student Retention - Advising, Predication Analytics and First Year Experience</td>
<td>Meta Major Based Freshman Learning Communities</td>
<td>Meta major learning communities with faculty fellows, Aggie Freshman Academy, tailored experience courses with major exploration, career discovery, introduction to experiential learning, mentor building and peer mentorship (bridging models in Engineering, AESC, etc) with cohort of 100-150 courses.</td>
<td>$120K TBD</td>
<td>$50,000 Freshman Year Experience</td>
<td>All freshmen - 2nd/3rd year experience</td>
<td>Freshman residential learning experience</td>
<td>$50,000 TBD</td>
<td>$1,000,000 TBD</td>
</tr>
<tr>
<td>1</td>
<td>Student Retention - Advising, Predication Analytics and First Year Experience</td>
<td>Predictive and Prescriptive Analytics</td>
<td>IBM predictive analytics software, electronic alerts, feedback to managing students, gateway critical course identification, risk mitigation, prescriptive guided interventions, success metrics and outcomes for all student populations.</td>
<td>$46,700 TBD</td>
<td>$60,000 CRM Advise Software</td>
<td>Immediately identify outliers/ risks</td>
<td>Electronic alerts</td>
<td>$0 TBD</td>
<td>$0 TBD</td>
</tr>
<tr>
<td>2</td>
<td>Student Recruitment - Marketing, Recruiting and Scholarships</td>
<td>Focused Marketing, Recruiting &amp; Scholarships</td>
<td>Capture Texas, Las Cruces and Military markets, prior/current interesse pats, improve website marketing.</td>
<td>$66K TBD</td>
<td>$10,000 Marketing</td>
<td>Marketing budget</td>
<td>Serve New Markets, Enhanced Marketing</td>
<td>$10,000 TBD</td>
<td>$20,000 TBD</td>
</tr>
<tr>
<td>2</td>
<td>Student Recruitment - Marketing, Recruiting and Scholarships</td>
<td>Marketing, Recruitment and Scholarship Plan</td>
<td>Develop marketing and recruiting strategic plan, optimize marketing resources, establish annual enrollment targets for colleges, departments &amp; market segments; optimize and through owner-defined objectives, metrics, evaluate outcomes.</td>
<td>Non-Existing Resources for Plan</td>
<td>-0-</td>
<td>-0-</td>
<td>Marketing and Recruiting Strategy, Plan, Execution and Evaluation</td>
<td>$0 TBD</td>
<td>$0 TBD</td>
</tr>
<tr>
<td>3</td>
<td>Career Preparation - Career Services and Experiential Learning</td>
<td>Best Practice Career Service Center</td>
<td>Develop best practice career service organizations, provide academic and career advising connections, enhance relationships with industry, government and nonprofit organizations, develop off-campus internship opportunities, study abroad and service learning, enhance workforce preparation and skill development, develop outcome metrics.</td>
<td>Non-Existing Resources for Plan</td>
<td>$50,000 Remanion Career Services</td>
<td>Research &amp; Implementation best practices</td>
<td>Career Services Plan, Enhanced Internal &amp; External Internship, Enhanced Employer Relationships</td>
<td>$50,000 TBD</td>
<td>$100,000 TBD</td>
</tr>
<tr>
<td>4</td>
<td>Education Delivery - Online &amp; Summer</td>
<td>On Campus Internships and Experiential Learning</td>
<td>Highly specific students for the workforce through on-campus internships and experiential learning, invest in career oriented student employment such as peer mentors, marketing interns, technical developers and business services interns, incorporate experiential learning with degree program.</td>
<td>$1.1M TBD</td>
<td>$1,100,000 Major Scholarship (Shuttle bag)</td>
<td>Fund commitment made to current students</td>
<td>Experimental Learning Plan</td>
<td>$1,100,000 TBD</td>
<td>$1,100,000 TBD</td>
</tr>
<tr>
<td>4</td>
<td>Education Delivery - Online &amp; Summer</td>
<td>Enhanced Delivery Through Online Education and the Summer Terms</td>
<td>Spurred development of fully online academic degree programs and courses, significantly increase summer courses and revenue, develop internships and revenue sharing models for online and summer courses.</td>
<td>Non-Existing Resources for Plan</td>
<td>$515,500 Institutional Consultants</td>
<td>Advance quality online programs</td>
<td>Summer course offerings and marketing plans, Online degree program plan</td>
<td>$0 TBD</td>
<td>$515,500 TBD</td>
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</tbody>
</table>

### Investments

<table>
<thead>
<tr>
<th>Priority</th>
<th>Component</th>
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<td>$50,000 Enhance internships and service learning</td>
</tr>
</tbody>
</table>

### Evaluation of Outcomes

- **Direct Tuition Increase**: 2.65% Tuition Increase
- **Lost revenue, etc**: 3.5% Tuition Increase
- **Total Revenue Subsidization**: 7.4% Tuition Increase

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02/12/2018

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Retention & Graduation

KPI 5 - Achieve 83% First Year Retention Rate; KPI 6 - Achieve 39% 4 Yr Grad Rate, 59% 5 Yr Rate, 63%, 6 Yr Rate

Advising, Predictive Analytics and First Year Experience

Centralized Advising and Meta-Majors
- Centralized advising center
- Student assignment to meta-majors
- 8 semester degree plans shared with students
- Enhanced prerequisite paths
- Meta major block scheduling
- Enrollment mgmt fund optimization

Centralized Advising and Meta-Majors
- Comprehensive freshman success plan
- Freshman experience courses (meta major)
- Define objectives, metrics, evaluate outcomes

Meta Major Based Freshman Learning Communities
- Faculty Fellows (meta major)
- Comprehensive freshman success plan
- Freshman experience courses (meta major)
- Define objectives, metrics, evaluate outcomes

Predictive and Prescriptive Analytics
- CRM Advise implementation
- Creation and implementation of alerts
- Gateway/critical course identification
- Prescriptive interventions based on alerts

Re-Envisioned Math Curriculum
- Math curriculum plan
- Assessment of current models system-wide
- Research and evaluaton of best practices
- Possible consideration of math tracks based on meta major or college
- Possible consideration of placement based on student characteristics
- Define objectives, metrics, evaluate outcomes

Recruitment & Enrollment

KPI 1 - Achieve 18,000 Student Headcount Enrollment; KPI 2 - Achieve 21% Graduate Enrollment

Marketing, Recruitment and Scholarships
- Focused Marketing, Recruitment & Scholarships
  - Capture Texas, Las Cruces, military markets
  - Junior/Senior retention grants
  - Improve website marketing

Marketing, Recruitment & Scholarship Plan
- Marketing, recruitment and aid plan
  - Optimize marketing & recruitment resources
  - Annual enrollment targets for colleges, depts
  - Annual enrollment targets for market segments
  - Optimize aid through academic career
  - Scholarship $ for lottery gap and reuses of this source
  - Define objectives, metrics, evaluate outcomes
Placement & Research

KPI 19 - Achieve 100% Experiential Learning; KPI 14 - Achieve $150M in Annual Funded Research Expenditures

Career Preparation - Career Services and Experiential Learning

Best Practice Career Service Center

Career services plan
Research best practice career service organizations
Provide academic and career advising connections
Enhance relationships w/industry, govt, non-profit

On Campus Internships and Experiential Learning

On campus internships, eg peer mentors, marketing interns, technical developers, business services
Experiential learning opportunities

Educational Delivery

KPI’s 1, 2, 5, 6, 19 Recruitment & Enrollment; Retention & Graduation; Experiential Learning

Education Delivery - Online & Summer

Enhanced Delivery through Online and Summer Term

Develop fully online degree programs
Develop additional online courses
Develop summer plan-offerings, communication, etc
Increase summer course offerings and revenue
Develop incentive and revenue sharing model
Develop and action plan for Summer 2018