



NEW MEXICO STATE UNIVERSITY
BOARD OF REGENTS SPECIAL MEETING WORK SESSION
September 5, 2018 1:30pm-5:00pm

Senate Gallery, Corbett Center Student Union, NMSU Las Cruces Campus, 1600 International Mall, Las Cruces, New Mexico

Regents of New Mexico State University

Debra Hicks, Chair	Hobbs, New Mexico
Kari Mitchell, Vice Chair	Las Cruces, New Mexico
Jerean Hutchinson, Secretary/Treasurer	Las Cruces, New Mexico
Christopher Saucedo, Member	Albuquerque, New Mexico
Margie Vela, Member	Las Cruces, New Mexico

University Officials

Dan Arvizu, Ph.D.	Chancellor
John Floros, Ph.D.	President
Andrew Burke, Ph.D.	Senior Vice President
Liz Ellis, J.D.	General Counsel

MINUTES

Las Cruces Sun News, KFOX were present.

All regents present, Chancellor Arvizu, President Floros, Natalie Kellner, Adam Cavotta, Mike Rogers, Andrew Burke, Grant Fant, Gena Jones, Ermelinda Quintela, Glen Haubold, Renay Scott, Melody Munson-Mcgee, and others.

Wheless Partners were connected via Zoom and included Rich Grehalva and Bob Witt.

A. Part 1: Current state of discovery phase 1:30pm – 3:00pm

Includes six pillars metrics related to Enrollment, Retention, Graduation, Placement, Research, and Giving

1. Wheless Partners discovery phase 1:30-2:00pm

- a. Methodological Overview
- b. Observations
- c. Recommendations
- d. Open Discussion

- Rich – Discussed the qualifications and team used as part of the engagement.
- Bob- New Scholarship program was not communicated to Administration and Finance. In turn, A & F did not inform the board in a timely manner regarding this issue.

- Advertising and Recruitment were not in synch.
- VP for Student Success is in good hands. Restructuring was a move that will help ensure the success of students.
- The issue of internal communication must be addressed.
- Communication from Chancellor/President should go out to leadership to address the issue of information silos.
- Chief Marketing Officer is an important position.
- There is a new sense of urgency on campus.
- Rich – Overview of phases of engagement.
 - Discovery – Process of fact finding
 - Decide – This is the prioritization process for tasks/projects that help to address issues.
 - Act – Execute the detailed plans

Areas of concern

- Misalignment
- Execution
- Leadership

Potential Solutions

- Balanced Scorecard
- Recommendations and actions taken
- Divided by stakeholders and filters down to department level.
- Looking for commitment, not compliance
- Taskforce proposed to enable the organization to change in a more manageable way.
- Decide stage is next, but no decisions have been made regarding continued engagement.

Question: What proportion of NMSU's marketing budget is spent on traditional?

Answer: About 70% traditional and 30% digital. This is the opposite of what is recommended.

NMSU was similar to Alabama in the spring of 2003. The marketing approach should include other prospective students from other states. Bob cited California surplus of prospective Ag students was not targeted. Deans have been discouraged from recruitment, which has already changed.

Not a significant difference in the marketing materials. Send a strong signal to potential students that NMSU wants students to come to Las Cruces. Recommend having the President be front and center in going to schools and the community. If the President can do it, why can't everyone?

Mary Spiegel – Taking a look at state educational statistics to help identify where to go from here.

Hutchinson - Sense of urgency – Spring/Summer 2020 is in proposal. What can we do to impact 2019? What are the near-term opportunities?

Response: We are starting late for marketing for 2018/2019. Look at stop outs and opportunities for online learning. Military students are another potential market. High school, Early College (helps

establish regular contact and sell the student on NMSU). Look at reasons for retention and try to address those challenges.

Mitchell - Are we not using the right incentives? What can we do better to incentivize change and getting people in line with the goals and vision for NMSU?

Leaders will need to do these things:

- 1) Explain to each stakeholder groups, "this is what it will require of you."
- 2) Explain to each stakeholder groups, as the vision becomes reality, "this is what it will mean to you (as a benefit)."

Stability and focus is key to success in this area.

Saucedo - What was the feedback you received about a more collaborative approach when this was presented to NMSU internal stakeholders?

Response: Generally hesitant reaction at first, but there was evidence of increased collaboration and optimistic outlook as conversations deepened.

Mitchell - Timing and Timelines – How do you set reasonable expectations for timing some of these initiatives?

Spring enrollment, will likely be down. Fall 2019 might be level. Not expecting a significant increase.

Expectations defined by:

Output level: Tied to the steps needed to make success happen. Is there a recruiting plan, have they identified markets, etc.? Other tangible signs that steps are taken to produce metrics.

Some practices get in the way of progress: Students are allowed to register if they owe money if less than certain amount. At the end of the semester they aren't able to pay and can't register again. This is known as phantom enrollment. Students know they won't be able to continue due to not being able to pay tuition. When the university rights the debt off, it becomes part of the credit history.

Hicks - Kickstart to new administration. We accept where we have been and move forward.

Chancellor Arvizu:

- Thanked Bob and Rich. Bob provide great insight into university transformation.
- We have optimism and determination to make NMSU a world-class institution.
- We want to bring everyone along. It takes everyone to achieve the potential of our institution.
- The decline has been long in the making. To change things, we have to do something different.

Wheless: We heard observations and opinions about what NMSU must do. Useful information and

advice. Spoke to the fact that NMSU has a lot of dedicated people. Understanding the potential and make it realized.

2. Leadership Report

2:00-3:00pm

Includes six pillars metrics related to Enrollment, Retention, Graduation, Placement, Research, and Giving

- a. Overview of institutional metrics
- b. Observations
- c. Open Discussion

Review of Vision 2020 and Related Data

- Build on the 6 pillars.
- Enrollment graph shown – down 1% from last year
- Research Expenditures down – mostly due to PSL
- 4-yr graduation rate is up among flat or negative trends for other measures such as retention, graduate enrollment, and Alumni giving rate.

Hutchinson – Placement also an important consideration. Floros response - Difficult to measure and we need to decide on what tool to use.

Retention – 2016 – 2017 change may have something to do with change in academic standards for admission.

Vela - Graduate Assistantships budget – Is there are correlation between stipends and enrollment.
Floros - Haven't looked at it yet.

Comment regarding Descubre Program – Haven't looked at it.

Apply-Admit-Enroll Report– clarification that apply and admit number has more than one cause (not just not meeting requirements for admission)

Comment regarding Assistantship budget – As we build our research, this should come along with the grant dollars.

Net Tuition and fee – Need to dig deeper in the type of scholarship to be strategic about use of the resource

Research and Service – Colleges have been stable in activity for research, but PSL accounts for most of the downward trend.

Giving – Not sure how much is philanthropy and what is not.

Observations

Research – No longer tier 1. Serious risk to our reputation. Potential for undergraduate research. Security clearance takes 2 years. If we start our students off with this type of research and

clearance that puts them at a significant competitive advantage.

Post-doc (Vela) – Good indication of success of research programs

Why are we in this situation? – no good support for institutional objectives.

- Leadership and organizational challenges
- Misalignment of control and procedural impediments
- Insufficient government, industry and private support
- Lack of a clear brand and value proposition

Hutchinson – Vision 2020 was from administration and Six Pillars where a distillation that focused on student success.

Mitchell – There is a good amount of alignment with Wheless, Chancellor, and President

Break 3:00-3:15pm

B. Part 2: Strategic Objectives

3:15-4:15pm

Translate findings into actions and key metrics that align with strategic objectives to create a blueprint for success

1. Actions
2. Priorities
3. Performance Metrics
4. Open Discussion

Philosophical view – focus has been on managing deficit and become very averse to risks. Going forward, things will be different

Strategic Directions

- Improve Student Success
- Elevate Research & Creativity
- Amplify Outreach & Economic Development

Global Grand Challenges

- Modernize Critical Infrastructure
- Develop Healthy Borders
- Fortify K-16 Education

Critical Actions – Short Term

- Organization structured for greater effectiveness
- Leadership team aligned with strategic objectives
- Managed enrollment strategies driving increased enrollment and revenue growth

Critical Actions – Longer Term

- Collaborative culture supporting student success

- Data driven decisions made at the right level
- Elimination of barriers and silos
- Corporate, government and philanthropic partner network

Management Training is essential to understanding how to perform within guidelines in a service-oriented way

Sandia Labs will help with Change management training/consultation (at no cost)

Priorities

Immediate

- Assess, stabilize and improve NMSU's fiscal position

Strategic

- Create an efficient and functional administrative enterprise
- Develop an enrollment revenue stream
- Strengthen and support the academic mission

Strategic Performance Metrics

Chart of metrics, lead indicators and Variables/Dimensions shown
Status quo is not an option

Mitchell - Lead indicators may be a bit too far down stream.

Hutchinson - Metrics need to be quantifiable

Mitchell - Be careful with Activity volume as a measure

Hicks – It's important to establish a baseline

Arvizu - It may be useful to check in again before Oct. 3rd

Vela- Dual-Credit – Is part of multiple dimensions, but not mentioned anywhere

C. Part 3: Opportunities

4:15-5:00pm

Summary of opportunities and timeline for implementation

1. Implementation timeline
2. Open Discussion

Opportunities

- Out of state freshmen and transfer recruiting
- Graduate and international enrollment
- Comprehensive scholarship & tuition discounting strategy

- New residence hall supporting enrollment growth
- Size, distribution and compensation of the workforce
- Collaborative research
- Long-term strategic partnerships with single entry point approach

Timeline for Engagement with University Community

Timeline: Performance based system in a year (by September 2019)

Add on: Collect data from the community colleges about possible efficiencies in system

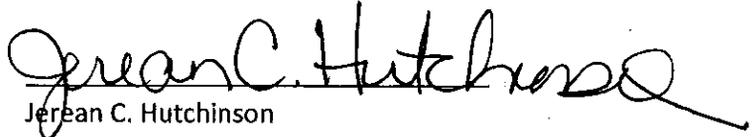
Mitchell - In reference to the timeline, be mindful of the budget cycle.

Meeting Adjourned at: 5:18 PM

Meeting Minutes Approved on October 3, 2018 by the New Mexico State University Board of Regents.



Debra P. Hicks
Board of Regents Chair



Jerean C. Hutchinson
Board of Regents Secretary/Treasurer

