



**NEW MEXICO STATE UNIVERSITY BOARD OF REGENTS  
REGULAR MEETING  
May 11, 2023 at 8:00 AM**

The hybrid meeting will be held at the Regents Room in  
the Educational Services Building,  
1780 East University Avenue, Las Cruces, NM  
Webcast at the following address:  
<https://regents.nmsu.edu/regent-meetings/>

**Regents of New Mexico State University**

Chair Ammu Devasthali, Vice Chair Christopher T. Saucedo, Secretary/Treasurer Garrett Moseley, Dina Chacón-Reitzel, Deborah Romero

**Non-Voting Advisory Members** - Faculty Senate Chair Gaylene Fasenko, Ph.D., Employee Council Chair Susanne Berger, ASNMSU President Kaleb Herndon

**University Officials** – Interim Chancellor Jay Gogue, Ph.D., Provost Alan Shoho, Ph.D., Vice Chancellor Ruth A. Johnston, Ph.D., General Counsel Roy Collins III, J.D.

**MINUTES**

**A. Call to Order, Chairwoman Ammu Devasthali**

Chairwoman Devasthali called the meeting to order at 8:01 AM.

**Pledge of Allegiance**

Chancellor Jay Gogue led the Pledge of Allegiance

**1. Introduction of the Media and Elected Officials, Associate Vice President Justin Bannister**

Associate Vice President Bannister noted that there were no media or elected officials present.

**2. Introductions, Chairwoman Ammu Devasthali**

Chairwoman Devasthali introduced the next item of business of introductions and asked Chancellor Gogue if he had any introductions he would like to make.

Chancellor Gogue stated his wife was present Susan Gogue.

**3. Confirmation of Quorum, Chairwoman Ammu Devasthali**

Chief of Staff Adam Cavotta noted that all 5 Regents are seated in the board room and a quorum is confirmed. Other members of our administration that are present in the board room include Interim Chancellor Jay Gogue, Provost Alan Shoho, Vice Chancellor Ruth Johnston, and General Council Roy Collins.

**4. Approval of the Agenda, Chairwoman Ammu Devasthali**

Regent Chacón-Reitzel moved to approve the agenda, Regent Moseley seconded, all were in favor, motion passed.

## **B. Awards and Recognitions**

### **1. Proclamation in Honor and Memory of J. Paul Taylor, *Chairwoman Ammu Devasthali***

For the first proclamation Chairwoman Devasthali recognized Mary Helen Ratje and her family.

Chairwoman Devasthali read the proclamation as follows.

#### **NEW MEXICO STATE UNIVERSITY BOARD OF REGENTS PROCLAMATION**

WHEREAS, J. Paul Taylor and his wife, Mary Helen, were both alumni of New Mexico College of Agriculture and Mechanic Arts, now known as New Mexico State University; and

WHEREAS, J. Paul Taylor spent more than 30 years serving the children of Las Cruces as a teacher, principal and associate superintendent in the Las Cruces Public Schools; and

WHEREAS, Mr. Taylor served nine consecutive terms as the Democratic representative for District 33 in the New Mexico Legislature, where he was called “the conscience of the New Mexico Legislature”; and

WHEREAS, Mr. Taylor was a delegate to three national Democratic conventions, and served on the boards of several non-profit organizations in the community; and

WHEREAS, Mr. Taylor was recognized with numerous honors and awards throughout his lifetime, including the National Education Association’s New Mexico Honor Award for outstanding service to the profession in 1985 and the National Association for Bilingual Education Pioneer in Bilingual Education Award for significant contributions to the education of linguistic minority children in the United States in 1992; and

WHEREAS, Mr. Taylor was dedicated to his work as a Legislator and as an advocate for New Mexico history, arts and culture, serving three terms as a member of the Museum of New Mexico Board of Regents; and

WHEREAS, the annual J. Paul Taylor Social Justice Symposium at NMSU is named in his honor, and is an expression of NMSU’s land-grant mission and its devotion to an issue of concern to Mr. Taylor, the state, and region; and

WHEREAS, Mr. Taylor’s love for the town of Mesilla inspired him to help protect the town’s historic integrity and rural nature by crafting ordinances as a Mesilla Trustee, and the town is now listed in the New Mexico State Register of Cultural Properties and the National Register of Historic Places; and

WHEREAS, Mr. and Mrs. Taylor and their family generously donated their historic adobe home in Mesilla and two adjoining stores to the Museum of New Mexico as a State Historic Site in 2003; and

WHEREAS, Mr. Taylor was recognized by NMSU in 1985 with an honorary doctorate and in 2006 with the NMSU Foundation’s Branding Iron Award for his outstanding contributions to New Mexico State; and

WHEREAS, Gov. Michelle Lujan Grisham described Mr. Taylor as having the “true heart of a servant, always striving to make New Mexico a better place to live for future generations”;

NOW THEREFORE, BE IT PROCLAIMED in official session that the Board of Regents recognizes,

celebrates, and honors Mr. Taylor's lifelong work to promote history, the arts, culture and education in New Mexico, and his passion for improving the lives of New Mexicans.

PROCLAIMED, this 11<sup>th</sup> day of May 2023, in Las Cruces, New Mexico.

Chairwoman Devasthali recognized Ms. Ratje and invited her to address the board.

Ms. Ratje stated, "We are very grateful for this proclamation. He loved New Mexico State, many of us are graduates, in the family of New Mexico State, a couple of us with master's degrees and hire, and his love for the university and his love for going to the interviews with the committees that were open for the presidential awards at the university, where he attended many meetings and I was lucky enough to be with him. So, we, the family thank you for the proclamation as we are Aggies."

**2. Proclamation Recognizing the Service of Former Regent Neal Bitsie, Chairwoman Ammu Devasthali**

Chairwoman Devasthali stated, "We will be having a tree planting ceremony tomorrow at 9 a.m. in Regent Grove, which is the grove of trees just west of this building. We will be presenting this proclamation to him there. I will read the proclamation into the record."

**NEW MEXICO STATE UNIVERSITY BOARD OF REGENTS  
PROCLAMATION**

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

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

WHEREAS, Neal, as student regent, served on the Regents Student Success Committee; Regents Financial Strategies, Performance and Budget Committee; and the Arrowhead Center Inc. Board of Directors as position director; and

WHEREAS, he served as secretary/treasurer during his tenure on the board and routinely advocated for his fellow classmates, championing the importance of student accessibility to mental health services on campus; and

WHEREAS, his curiosity and willingness to learn encouraged him to take advantage of every opportunity to explore the varying functions of our vast university system; and

WHEREAS, Neal, as a voting member of the board, participated in several university budget votes to identify critical facility and infrastructure requirements necessary to best serve our institution, as well as issue revenue bonds aimed to benefit student service areas across campus; and

WHEREAS, during his two-year term, the board approved Smoky Torgerson and Mary Kay Papen as honorary degree recipients; and

WHEREAS, Neal participated in the 2021 and 2022 commencement ceremonies, and delivered memorable closing remarks during the 2023 NMSU Outreach Conference; and

WHEREAS, in true Aggie spirit, Neal consistently showed his support for NMSU athletics, attending the 2022 Quick Lane Bowl in Detroit, Michigan and the 2022 men's basketball WAC tournament in Las Vegas, Nevada;

and

WHEREAS, Neal graduated in May 2022 with a Bachelor of Science in Physics and is currently pursuing a Master of Business Administration at NMSU. Throughout his undergraduate career, he was actively involved in several student organizations including the Sigma Chi Fraternity, Atomic Aggies, NMSU Rotaract Club, ASNMSU, Engineering Student Council and Aggies Without Limits; and

WHEREAS, Vice President of Student Success Dr. Renay Scott noted the significance of Neal's collaborative work with the Division of Student Success to ensure an improved student experience at NMSU for his fellow Aggies; and

WHEREAS, Neal Bitsie's term on the Board ended on December 31<sup>st</sup>, 2022.

NOW, THEREFORE, BE IT PROCLAIMED in official session that the Board of Regents of New Mexico State University thanks and commends Neal Bitsie and wishes him great success in his future endeavors.

PROCLAIMED, this 11<sup>th</sup> day of May 2023, Las Cruces, New Mexico.

### **3. Proclamation in Honor and Memory of Frank and Delicia Trambley, Regent Dina Chacón-Reitzel**

Chairwoman Devasthali recognized Dr. Leslie Edgar, Associate Dean, to make a brief statement before Regent Dina Chacón-Reitzel reads the next proclamation.

Dr. Edgar stated, "Good morning and thank you on behalf of the Agriculture Experiment Station and the College of Agriculture. We are grateful for the opportunity to be able to recognize the Trambley family; they were a part of donating the Mora, not donating but engaging in a long-term lease with us at the Mora Research Station in the early 1970's. Since that time, we've engaged in forestry research and so the Trambley's were ranchers, they were farmers, they were business owners. They were a huge proponent of the acacias in making sure that we forever preserved the land in that region. And so, we're grateful to recognize them. We invite all of you to join us on June fourteenth where we'll recognize their living daughter, Josephine Meadows with this proclamation, and we'll also hang a proclamation, a copy of this proclamation in the research Center there at Mora. So, we are grateful for them and we hope that the Regents and the larger community understand the true importance that their work provided for us, especially in the College of ACES and their legacy that will continue, and every single seedling that we plant and we're grateful to celebrate with you and with the upper administration who are so important in allowing us to purchase this property, so thank you."

Regent Dina Chacón-Reitzel read the Proclamation.

### **NEW MEXICO STATE UNIVERSITY BOARD OF REGENTS PROCLAMATION**

This proclamation is an honor and memory of Frank and Delicia Trambley.

WHEREAS, Frank and Delicia Trambley provided unwavering dedication and support to New Mexico State University's John T. Harrington Forestry Research Center; and

WHEREAS, Frank and Delicia played a significant and irreplaceable role in the local community of Mora, New Mexico as business owners, ranchers, bakers, mayordomos of the acequias, farmers and more; and

WHEREAS, their unparalleled generosity served as their guiding motive to selflessly support the John T. Harrington Forestry Research Center; and

WHEREAS, Frank and Delicia's legacies will be commemorated with each tree that is planted in the great state of New Mexico hereafter; and

WHEREAS, Josephine Meadows, the daughter of Frank and Delicia, and her husband, Michael Meadows, maintain the Trambley legacy through their continued support of the John T. Harrington Forestry Research Center.

NOW, THEREFORE, BE IT PROCLAIMED in official session that the Board of Regents of New Mexico State University respectfully honor the lives and memories of the beloved Frank and Delicia Trambley; and

BE IT FURTHER PROCLAIMED, that the Board of Regents of New Mexico State University hereby express on behalf of the citizens of New Mexico, deep appreciation and gratitude for Frank and Delicia Trambley, and their generous gift to give back to the land they so deeply loved.

PROCLAIMED, this 11<sup>th</sup> day of May 2023, Las Cruces, New Mexico.

C. **Approval of the Minutes and Confirmation of Prior Closed Sessions, *Chairwoman Ammu Devasthali***

Chairwoman Devasthali moved for approval of items C.1 to C.4 in a single motion to approve the minutes for January second, March tenth, April seventh, and April tenth. Regent Mosley seconded the motion. All were in favor and the motion passed.

Chairwoman Devasthali asked Adam to please proceed with confirmation of prior closed executive session.

1. **Special Meeting Minutes January 27, 2023**
2. **Regular Meeting Minutes March 10, 2023**
3. **Special Meeting Minutes April 7, 2023**
4. **Special Meeting Minutes April 10, 2023**
5. **Confirmation of Prior Closed Session on April 25, 2023**

Adam Cavotta stated, "The Board of Regents met in an online closed executive session at 6PM on April 25, 2023. The closed meeting was called to discuss pending litigation and is permitted under the Closed Meeting Exemption of the New Mexico Open Meetings Act NMSA, Section 10-15-1 Subsection H7 and discussion of limited personnel matters concerning individual NMSU employees as permitted under New Mexico Open Meetings Act and NMSA Section 10-15-1, Subsection H2. The board members who were present please certify that only matters of that nature were discussed."

Regent Romero? – Yes

Regent Chacón-Reitzel? – Yes

Regent Mosley? – Yes

Regent Saucedo? – Yes

Regent Devasthali? - Yes

## D. Advisory Member Reports

### 1. NMSU Faculty Senate Report, Chair Gaylene Fasenko

Faculty Senate Chair Gaylene Fasenko begins her presentation, “Thank you, madam chair, Distinguished Board of Regents and NMSU leadership and guests present both in house and on Zoom. It has been a privilege and an honor to serve as Faculty Senate Chair on behalf of my faculty peers. I look forward to continuing this leadership role during the next year.”

“The Faculty Senate report for January to May 2023 activities, as Chairwoman Devasthali stated, it is in the meeting binder, and starts on page 46, and rather than simply reiterate these activities, I would like to spend a bit of time this morning to highlight issues of concern that faculty would like addressed as NMSU moves forward. These four issues can be found on page 49 and 50 of the Binder.”

“I am very pleased to say, that one of our issues, the third issue of concern, the status of hiring an OIE Director is being addressed to a certain degree after Faculty Senate leadership met with Interim Chancellor Gogue, Provost Shoho and Vice Chancellor Johnston a few days ago. We really appreciate your action on that.”

“The fourth issue of concern of outdated, vague NMSU administrative rules and procedures is being worked on and I will be committing a large portion of my time this summer to working with Ermelinda Quintela to shepherd policy revisions that Faculty Senate have provided through the approval process.”

“The second issue that we respectfully suggest needs our attention is a re-examination of NMSU priorities. We, as an institution, have strayed from our state admission, vision, and values. The faculty have hope, great hope, that under our new academic leadership of Interim Chancellor Gogue and Provost Shoho, there will be a realignment, so that future decisions on behalf of NMSU are based on these mission vision and values. But I will note publicly here that we all need to commit to this. We cannot rely on just our leaders to do so. As a community, as a village we all must do this.”

“NMSU has had some really hard lessons in the past year about what happens when we stray from our priorities.”

“The American philosopher, George Santayana said, “Those who do not remember the past are condemned to repeat it.”

“And on that note, I’d like to address the main issue of concern that faculty have, and that is a lack or a history of, lack of accountability and rewarding NMSU employees who create a toxic workplace environment. I respectfully ask our new NMSU leadership to set a new norm of holding people accountable for behavior that contributes to toxic workplace culture and the significant reduction of faculty and staff morale. This is affecting faculty and staff retention and recruitment, and most importantly, this unfortunately does affect our students and community who deserve the very best we can give.”

“Finally, I want to mention that this past year I have deeply appreciated working with NMSU leadership and in particular Chairwoman Devasthali. What you do not see behind the scenes is, she is a tireless worker and advocate on behalf of NMSU and our students. The other day though, when Dr. Devasthali and I met, we were contemplating how to move NMSU forward in a national culture that no longer seems to respect kindness. When she asked me how we do this I really could not answer.”

“But again, I look to the American Philosopher, George Santayana. He is also attributed to saying the following, “The world is not respectable, it is mortal, tormented, confused, diluted forever, but it is shot through with beauty, with love, with glints of courage and laughter, and in these the spirit blooms timidly and struggles to the light amid the thorns.”

“I offer that NMSU can be that light. We have the opportunity, in our small but very important university, to

be a very special place of higher learning that sets us apart from other academic institutions, being a Hispanic and minority serving institution and First Gen institution, and I will lead faculty at the best of my ability to help obtain that.”

**2. Associated Students of NMSU Report, *President Kaleb Herndon***

ASNMSU president is not present, so no report at this time.

**3. NMSU Employee Council Report, *Chair Susanne Berger***

Employee Council Chair, Susanne Berger stated, “Distinguished members of the Board, Chancellor Gogue, Provost Shoho and Vice Chancellor Johnston; I am reporting on activities from January through April.”

“Employee Council held elections in January 23 for members with the term ending in February 23 during the Feb. 9<sup>th</sup> meeting, Employee Council welcomed 9 new voting members and 10 new alternate members. We had as you can tell, quite a few people that had to resign early and left NMSU, so that’s why we had a rather large influx on new members. We are now again fully staffed with 21 voting members and 16 alternate members. There are two changes in the executive committee, Sean Kardar replaced Erin Wahl as recording secretary and K.T. Manis replaced Krystal Espinoza as website coordinator. We are excited and happy to have our new members join us.”

“Our Founders Day event, Thursday, April 27<sup>th</sup>, was a great success. Founders’ day is a time to celebrate our heritage and to honor the history of our university as well as the Aggies who have contributed to NMSU’s mission of fostering, learning, inquiry, diversity and inclusion, social mobility and service to the broader community. This year we presented the Aggie Legends Award to the family of the retired Animal Science Professor, the late Dr. Neil Burcham. The Individual A Mountain Award, was presented to Marissa Fowler, while the Team A Mountain award was presented to the Office of Student Involvement in Leadership Program, SILP.”

“A big thank you to our Interim Chancellor, to Provost Shoho and to Vice Chancellor Johnston for joining us on this occasion. Thanks to everyone who’s here, and unfortunately, I know you had other obligations, so the regents couldn’t join us.”

“The Committee for Compensation Position, and great review continues to discuss the new pay scale and new great mapping of positions. We are also reviewing suggestions on how to make NMSU the employer of choice in Las Cruces and in Doña Ana County.”

“Compensation and employee retention continue to be concerns for faculty and staff. The Employee Council plans to present the results of their discussions by fall to senior administration. So, we’re working diligently in this group. We are gathering information from our peers, and we will present in the fall our thoughts on that. Thank you to NMSU leadership, thank you to the distinguished members here of the Board of Regents for working with us and having a brief listening and hearing to employee’s council’s voice.”

Chairwoman Devasthali stated, “Today we have deferred the reports by the affiliated entities, however you will find the written reports from Arrowhead Center and Aggie Development Incorporation in your packet and those will be read into the record.”

**E. Affiliated Entity Reports**

**1. Aggie Development Inc. Report, *President & CEO Scott Eschenbrenner***

**2. Arrowhead Center Inc. Report, *Director & CEO Kathryn Hansen***

**F. Public Comment, Associate Vice President Justin Bannister**

Associate Vice President, Justin Bannister, "Madam Chair, Board of Regents, we have a number of folks who have signed up for public comments today. As a reminder, public comment is provided so members of the community have an opportunity to give input to the board of Regents. Please note that in compliance with the New Mexico Open Meetings Act, the Board is prohibited from acting on any items that do not appear on the agenda, except in the case of an emergency. Consequently, regents will not take into account for action any communication made in public comment unless that matter is already on the agenda and for consideration at today's meeting. Each individual addressing the board is asked, please state their name and please keep their comments to within 3 minutes. I will let you know when you have 30 seconds remaining."

"The first speaker today is Barbara Hubbard."

Community member, Barbara Hubbard, "I guess I'm the oldest one here, so I can be slow if I want. I just came to represent the students. They are my love, my passion and anything that you all decide today will affect the future of this institution. I opened the doors of Pan Am in 1968, and I came to Las Cruces in 1954. I've watched this university grow. But my main essence of all of this is I've had many calls and I hate it when they say I'm not going to even put down that I graduated from New Mexico State University. So, let's be careful about what we decide today and who we decide it for, I'm betting on the students. Thank you."

Justin Banister, "Next, we have Wanda Bowman."

Community member, Wanda Bowman, "Hi, my name is Wanda Bowman, I am a local donor and supporter of our university students. I have students working for me and I've been active with this university since we moved here over 50 years ago. I know a lot of what we're talking about is Mario working as the AD and Mario has worked very hard for us. I've been to meetings the last 3 or 4 weeks and Mario has been to every one of them. I feel that he needs our support, and we need a good athletic department and someone who will continue to clean it up. Thank you."

Justin Banister, "The next person on the list is Mickey Clute."

Community member, Mickey Clute, "Madam Chair, regents. Thank you for the opportunity to speak. I'm here solely to voice my very strong support for Mario Moccia. I think, over the past 7 years he has shown what leadership is. We're talking about leading through tough financial times, tough operational times and we're talking about growing the athletic department during those times. He has done all those. He has raised financial support to a point that I had never thought we would get to. I have been around probably not quite as long as Barbara Hubbard, I graduated in 1968. Since that time, I have been an active supporter, donor, and member of many boards at the university. I can tell you that what I have seen from Mr. Moccia, in his leadership capacity, is the best that I have seen since I graduated. I will also tell you in closing, that leadership is action, it is not just a title. Thank you."

Justin Banister, "The next person on our list is Dr. Paul Grindstaff."

Community member, Dr. Paul Grindstaff, "Madam chair, board, university leadership and guests. I appreciate the opportunity to visit with you all. My name is Paul Grindstaff, I am a business owner, I am a donor, I am a booster. Sixteen hours ago, I was in Gallup with a group of Aggies speaking with them with coach Kill raising money. I work with athletes; I am a chiropractor, I treat them, I own businesses here and in other states. I also represent A Mountain Sport which is the NIL collect which helps our athletes and like my colleagues, I am here in support of Mario. I just wanted to point out that, you know, the metal of a leader isn't measured by how you navigate the shop over smooth waters. It's measured how you navigate the storm. And, like Barbara said, we're here for the students. I have a student here with me, there's a student regent here, some of you know the significance of that and I just want to put out there that my capacity in other service opportunities, I've served on Faculty Athletics Boards and Southern Methodist University. I'm the Vice president of the Foundation Board of another University



in New Mexico, and I get how it works. And there's an opportunity for collaboration between faculty and athletics. I suggest and I hope that we recognize that opportunity and cease it, rather than being in an adversarial relationship. So, thank you for everyone's time."

Justin Banister, "The next person on our list is Ramijo Martinez."

Community member, Ramijo Martinez, "Good morning, I'm Ramie Martinez as most people know me and this is my daughter Marissa. I'm here to support Mario Moccia, not only as the athletic director but as a person, as a man."

"In 2016 I asked Marissa, "where do you want to work, what do you want to do when you graduate from high school?" and she said to me, "I want to work at New Mexico State University."

"Now, we are not affiliated in any shape or form with New Mexico State University, but we used to attend every football game and we have not missed a football game in more than 10 years."

"In 2016, when Marissa graduated from high school, we approached one of the coaches from the football team about, maybe giving Marissa an opportunity to work in the athletic department in some form or another. Well, they didn't know what to do and so we put our heads together and everything, and what happened was the coach and Mario Moccia got together and all that, and they created a job for Marissa in the weight room to work with the football team. Now, we appreciate everything that this university has done for us, especially Mario. And like I said I'm not here to talk about Mario as the AD, but as a person. What he has done, he has given Marissa an opportunity to thrive, to flourish, and to have self-esteem, and to just expand her horizons and everything."

"Now, due to all this, like I said, we were never affiliated with New Mexico State University, but through the efforts Mario has given us and the opportunities that Mario has given Marissa, we decided to become members of the 1888 Society to leave part of our estate to New Mexico State University Athletics. We also became donors; we've become members of the AAC, the Goal Line Club, the 6 Man Club, the Diamond Club; and all because of what Mario has done for us. And we think that is our opportunity and our obligation to give back to this New Mexico State University, especially to the Athletic Department. And like I said, everywhere we go, everyone knows who Marissa is and I think some of you all know Marissa. And everywhere we go, everybody always says, "Oh, you are the young lady that works for the football team." And you know that we say yes and thank you because we've had the opportunity to impact this university in a positive way. But I just want to say Mario has been this nice, considerate, compassionate, loving man, and we respect Mario, and we are honored to call Mario not only our friend but know that we love him as part of our family for everything that he's done for us. In closing I would like for Marissa to say something about Mario please."

Marissa, "Mario Moccia is my special friend."

Justin Banister, "The next individual on our list is Ms. Marci Dickerson."

Community member Marci Dickerson, "Thank you, Regents, for many of you that may not know, my grandmother was actually the very first female to letter in athletics at NMSU, it required the participation in points in 10 sports so needless to say we bleed crimson in our family. She was also the last person with any athletic ability in our family short of my child who plays for NMSU baseball. Our family has been involved in NMSU with all of the members of my family, every single one of my grandparents graduated from NMSU, as well as my parents and myself, and now my children."

"We have watched NMSU athletics do very, very well. We watched NMSU athletics stumble. We have watched years in which the community participation and the donor participation was very, very small, and certainly under Mario Moccia's leadership, we have seen that grow. The amount of money that is being brought in from the community has certainly skyrocketed, the amount of public participation; we see that in our restaurants, you know we see that at the games has certainly skyrocketed it and I think that definitely goes you to the leadership of

Mario Moccia. I certainly can understand that people were concerned with what happened with the basketball team and people were concerned with reactions. But we all have to remember that, like each and every one of you, and every other faculty and leadership of the university, rules are in place. Procedures and policies are in place and those procedures and policies are not dictated by the athletic director, but by the University leadership and those have to be followed. And I believe that Mario followed those and did exactly, whether we like how this went down or not, I think that we've all learned from some things, but I think Mario certainly led the team through chaos very, very well and we came out on the other side with still some very strong public participation."

"We've got a renewed, you know, Sherry Jones has done an amazing job leading the basketball donors, and I think that she's got a great number of donors that are very excited for the future; and I think that's what's important, is how I know that the baseball, the group that supports baseball certainly is very impressed and you know would like Mario to continue. And I think that's what's really important to look at here, is where are we going in the future and who is the best leader? And certainly, Mario has proven himself, and I think that you know the contract is already in place and should certainly be continued, thank you for your time today."

Justin Banister, "Madam Chair, Russell Allen has signed up."

Community member, Russell Allen, "Good morning, how are you? I didn't know I was going to be doing this, but you know my family has been strong supporters of the athletic department, and that has been through our engagement and our friendship with Mario."

"We're firm believers that the athletic department is what brings family to a university. It's what brings all the fans together, specifically football. Whether you could be an engineer, or you can be a concrete worker, you can all come together to a game and root for the same team. I believe that Mario has brought that atmosphere to Las Cruces and as you can see, the supporters back here and from all the, I mean, unfortunately, we have to look at support in dollars; and if you see it, the dollars that Mario has raised for the athletic department is phenomenal from what it was before. It's tough being on top, being the leader. You're responsible for all those things that happen underneath you. However, it's how you deal with them after the fact, because you can't know every aspect that's happening down below. But when you find out, what are your actions that you do, and I believe that Mario has taken those actions, necessary actions when appropriate."

"I believe that our community has been blessed by his employment and his dedication to the University, even up above his first love of baseball. And you know, I'm proud to call him a friend and I think he is a great asset for this university, so thank you."

Justin Banister, "Madam Chair, Christina Chavez-Kelly has signed up."

Community Member, Christina Chavez-Kelly, "Good morning, Chair Devasthali, Regents, Dr. Fasenko, Miss Berger, Dr. Gogue, Dr. Shoho. I am Christina Chavez-Kelly. Proud alum of the class of 1975, former Senior Assistant to the President for nine NMSU presidents and former Assistant Vice President for Diversity and Research Outreach. I retired from NMSU after 25 years of service. After my retirement, I established the Christina Chavez-Kelly endowed scholarship, which has been awarded to several outstanding students in the College of Arts and Sciences. I am here today to thank the regents for appointing Jay Gogue as Interim President of NMSU."

"The regents aren't often thanked for what they do so I think it's about time that we take this opportunity to thank you. I had the honor of working for Dr. Gogue from 2000 to 2003 and it's a pleasure to see you today. During that time, he accomplished numerous achievements in the State of New Mexico. For those individuals who do not know President Gogue, please rest assured that he is the right leader to help NMSU during this difficult time."

"President Gogue understands NMSU's mission of education, research, extension and outreach. He is a champion of public service. President Gogue is committed to NMSU being our state's Land Grant and Space Grant University and a Hispanic serving institution. While our president over 20 years ago, he fostered learning, inclusion, diversity,

social mobility, and service to the broader community before those things were popular phrases. He understands shared governance and team building. He understands our faculty, staff, students, alumni, and donors; many of whom are here in the audience today. He knows how to interact with our elected officials at the city, county, state and federal levels. Finally, he knows how to raise money as has been shown while he was here, in Houston and Auburn. I urge you to give President Gogue sufficient time to make the necessary corrections for our institution so we can read positive headlines in every media outlet across the US and the globe. Welcome home President Gogue, mil gracias regents, for hiring a true leader of my alma mater, thank you.”

Justin Banister, “Madam Chair, two individuals did sign up last evening and they have just arrived, so Jag Cheema is next on the list.”

Community member, Jag Cheema, “I am Jag Cheema and I moved here in 1988 to Las Cruces. I am not a New Mexico State graduate. I came from Texas, Texas A&M, Corpus Christi. Since we’ve been here, my wife and I, we love this town, love the school and what everybody has done. I know I met Dr. Gogue a long time ago. I may have had dinner at your place. But we came here to support our athletics and Mario. When we came here on the first day, I said we needed to buy some good football tickets, in 88 and I said where can I get some? Everybody in the party turned around and looked at me and said “you must be new” so he said go out there and get any seat you want we’ll get you that. So, I figured we didn’t have anything. So, it took us a long time before we built, and this is the fifth athletic director I have seen. But I like to see what he has done for the school. He has made a tremendous amount of changes, he brought a lot of good coaches. Yes, he brought in one bad coach. When you hire so many people, you’re going to hire somebody bad, the idea is, what do you do with it when you get a bad one. He corrected it, now we need to move on. And we can’t judge a person or the department for one mistake. I think if we did that, we have to fire a lot of deans and professors that the department has, and we will never have anybody working. We need to think this through before we do anything else.”

“Since he has been here, matter of fact, I know for a fact that he has 2 jobs, paying him \$150,000 more than he is making here and he turned it down because he wants to be here, and that’s a great compliment to the school to the regions, the whole thing. So, I just came here to support Mario, I came to support athletics. It’s done wonders for us. And notice, when we went to the first-time bowl game in Tucson, border check had to just turn everybody on to just go, they couldn’t stop traffic. That was the best thing to ever happen to us in a long time. So, I urge you to think about that, what he has done and what he has accomplished and leave it on a positive note. Thank you very much for your time.”

Justin Banister, “Lastly, we have Royal Jones.”

Community member, Royal Jones, “Thank you all. Congratulations, President Gogue, on your recent appointment. My name is Royal Jones, I am a businessman here in town. My dad graduated from this school in 1958, and we then settled in Anthony. I went to school in Anthony, TX and I’ve been a longtime supporter of athletics and this school in many, many ways from donations of equipment, moving your teams around and all kinds of things. I’m probably one of the largest donors to New Mexico State sports and I’ve been around from Lou Henson, when I was in high school, I came here to practice with Lou Henson and his wife; great people. You’ve done a great job; we’ve done a great job around here of keeping sports going and making this small school getting nationwide notoriety.”

“Okay, this year, yes, we had some bad notoriety, but you can’t blame the one guy; I mean how many people has he hired? As Jack pointed out, we’ve hired great people, and we have to keep them here. We as athletic supports have done a lot of things that you don’t even know about. Take what Coach Jans, you think he stayed here, he stayed here because he loved it; he wants to come back! He still has his house but when he got offered \$2.5 Million Dollars to leave here when you are making \$300k, and even though some of us were paying him extra. I was paying a little on the side, maybe he was a consultant for MVT.”

“You know, I mean, we all do what we got to do to get people to stick around here because you’re not going to stay here, when people throw that kind of money at you. A great guy like Mario gets the money thrown at him all

the time, but guess where he went to college? Here! He bleeds this, he believes in the color, he believes in this school. He is for everything that we can do, and he does everything in his power to make this better. Look what we got now, look at Jerry Kill. You want to see somebody who's got a winning spirit? Jerry Kill is that man, who got him here? Mario. The school can only do so much, so it takes the rest of us, a lot of the people in this room are great supporters of New Mexico State athletics."

"Yes, we know that the school part is most important, but you know what? If you are an athlete, Neil McCarthy pointed this out to me. One time he was frowned upon because his graduation rate was low. He says, these basketball kids come in here, they want to be in the NBA. The NBA pays way more than any degree that we're going to pay here and guess what, you can still do it if you don't make the NBA, you're not kicked out of school. You just got to pay for it now. You can always go back and get an education anytime in your life. So, some of these kids are coming in here, and they are putting us on the map, and they are doing what they want to do and all of us want to see the Pan Am full, we all want to see the football stadium full. We want to see ourselves in some bowl game winning and that's going to bring in more students. It's going to bring more athletes; it's going to keep putting New Mexico State on the map. Thank you."

Justin Banister, "That concludes public comment for today."

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

Regent Mosely made a motion on the consent agenda as presented. Regent Chacón-Reitzel seconded the motion. None opposed, consent agenda items are approved.

- 1. Las Cruces: Hadley Hall Office Renovations, Associate Vice President Raghu Raghavan**
- 2. Las Cruces: Agricultural Science Center, Corona Range and Livestock Research Center Cabins, Associate Vice President Raghu Raghavan**
- 3. Access Easement for Pattern Wind Energy at Corona Ranch, Special Assistant to the President Scott Eschenbrenner**
- 4. NMDOT Acquisition – University Avenue, Special Assistant to the President Scott Eschenbrenner**
- 5. EV3 Charging Station Lease Agreement, Special Assistant to the President Scott Eschenbrenner**
- 6. Arrowhead Park: Operations and Management Assessment Agreement, Arrowhead Park Executive Director Wayne L. Savage**
- 7. Arrowhead Park: DACC Creative Media Technology Ground Sublease Agreement, Arrowhead Park Executive Director Wayne L. Savage**
- 8. NMHED Quarterly Financial Certification Report, Chief Budget Officer Kimberly G. Rumford**
- 9. Disposition/Deletion of Property, Associate Vice President D'Anne Stuart**
- 10. Memorandum Concerning the Establishment and Operation of NMSU Global Campus, Interim Chancellor Jay Gogue**

**RECESS @ 8:56 FOR 10 MINUTES**

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

**1. Authorization for Conferral of Degrees and Certificates, *Provost Alan Shoho***

Provost Alan Shoho, "Thank you, madam chair and members of the Board of Regents. I have the honor and pleasure to bring to you an action item regarding the conferring of our spring 2023 degrees and certificates. Just want to share that we have 1,432 students getting their bachelor's degree, 544 getting their graduate degree, and another 745 who are getting their associate degree or certificates at our community colleges."

Chairwoman Devasthali, "I would just like to say congratulations to all our Aggies who are graduating. We are so proud of our students, and we know that you will go out into the world and do great things. We only ask that you come back and visit us from time to time, so that we can to, share in all your wonderful achievements."

"I want to give the other regents an opportunity to congratulate our students and to make a few remarks."

Regent Saucedo, "Thank you madam chair, I would simply like to congratulate but also point out as I did last year, that this graduating class had a very interesting experience. They were students still going through COVID. They were having to navigate things that most in this room, obviously Garrett you're excluded, you had to navigate this. They had to navigate things that we did not, and I am just so pleased to see so many were able to do so, but also to recognize that you know they did have extra challenges. So, very pleased with these numbers and very excited for the students and wish them the best of luck."

Regent Chacón-Reitzel, "Madam Chair, I too want to congratulate the student for this wonderful, wonderful accomplishment. I remember this day, many, many years ago. I always say I graduated in the dark ages from New Mexico State University. But I remember that day like it was yesterday actually, and all of our families coming down to be with us as and support us and wish us well; and I especially want to thank the parents for the support that they gave those students, the faculty that helped those students all the way through, when they were having trouble, quite often, it is just the difference of one kind faculty member taking a few minutes to make a difference for those students to get them over that little bump in the road."

"I want to thank the employees, all the employees at New Mexico State University, no matter where you go on this campus, everybody, including every employee from grounds keepers all the way up to the top always take time. It's a very student-centered campus and I here that over and over again, and I experienced it myself when I went to undergrad and graduate school here. There are so many people to thank that made this day possible for those students and while it is a big day, it's just the beginning and I do pray that these graduates go on to do wonderful things in the world and are blessed with all of the blessings that God could give them. And so, I wish them well and I just want to congratulate the parents, it's a big day for everybody. Thank you"

Regent Moseley, "I'd also like to give my congratulations to my fellow graduates this spring term, for those graduating, I remember coming in my freshman year, going through one semester, getting to March and then not coming back to school for another year and a half. I also want to give a lot of thanks to the faculty and staff and professors who worked really hard on that transition that first semester transitioning through COVID and doing everything they could to ensure student success and that their needs were being met. I wish all the best to all of the graduates and I know they are going to accomplish great things. And I know that we'll all be really proud of them as they walk past that stage, and I just like to give my congratulations."

Regent Romero, "I am very proud of all the students and what they've accomplished. But I am also very proud of the faculty that help support them to come to accomplish all that they've done. You know I am kind of biased even though I didn't graduate from NMSU, I have lots of family members including my daughter who graduated a couple of years ago, she graduated when it was still kind of awkward. So, it's so nice to see that we're back in the environment of some kind of normalcy and that this graduating class gets to experience that, I'm sure that's going to be something that they are going to remember. I hope that many of them stay in New Mexico and help to contribute to New Mexico and I am sure that we are going to see many more students come to New Mexico State because we are a good institution, we have so much to offer. We are

truly a college community and campus and so I hope that draws more student to New Mexico when they see this graduating class and what they have done and know they can to it too. Thank you.”

Chairwoman Devasthali moved that the Board of Regents authorize the Conferral of Degrees and Certifications for spring 2023, Regent Saucedo seconded the motion, none opposed.

The conferral of spring 2023 degrees and certificates is approved.

## **2. Operating Budgets for Fiscal Year 2023-2024, Chief Budget Officer Kimberly G. Rumford**

Chief Budget Officer, Kim Rumford, “Good morning, madam chair and distinguished regents. I’d like to start with an overview of the process, some of which applies to both the operating budget and the estimated actuals which are in the bars at the end. The budget adjustment request. I’ve included in the beginning, just an overview of the State level and the budget process after it leaves NMSU on slide 2, and so, that’s the state level process and then the next one is the timeline for the budget from HED. This is the timeline for NMSU, and we will go through this part kind of quickly. Then we will talk about who is involved. This slide reflects the roles and responsibilities for the development of the instruction and general budget.”

“There are many areas where inputs have changed for the I&G budget, in addition to these formal input areas such as academic and administrative units where we maintain processes and communicate needs, the student fee review boards involved in the require fees portion of the budget. University systems budget committee reviews and provides input on the I&G budgets and is involved in the RPSP budget hearing recommendation which is the research and public service pieces that go to the State for funding request.”

“The Faculty Senate provides feedback and input, NMSU leadership proposes budget to the regents and then we have the RFSPC, Regent Financial Strategies Committee, which represents regents in depth review of the budget and then of course the Board of Regents are involved in the approval of the budget and in addition to that we’ve also done discussions or listening sessions with each of the units, the division leaders and academic colleges and their other representatives they would want in attendance as well to find out what their needs are and to help prioritize what needs to take place.”

“In February, we put materials together for the departments and we send it out to all the business manager folks out in the areas and then they use that information to actually give us amounts for the non-I&G units, so they tell us what they think they are going to spend for the rest of this year and next year’s projections because they are the ones who understand what’s happening. They know what grants they are going to receive, or what other expectations they may have; but we make sure it also includes all of the money from the State or anything else that we are aware of. So, it is very much a group project to get that done and the community colleges actually prepare their own estimated, actuals, and operating budgets for the year as well. But we also provide what we think the legislature is going to have for raises for the year, here is what is going to happen with our fringe rates and other types of information to help them build those budgets.”

“This next one is actually the expenditure authority and actually what we seek approval for from the regents. This is the total amount of spent for the fiscal year 24 by campus. The actual forms that get approved are included in your supplemental information on the last four pages. But what we are going to talk about today goes into a little more depth to give you an idea of what’s included in these amounts, but the current funds are all of the different funding areas except for the plant funds which are indicated separately. So current funds, think about like operation type of activities.”

“The combined sources and uses for the current funds, and again this excludes the plant funds. This shows all the different sources of income and then it also shows the areas that we spend those funds in and it compares the original budget that was approved last year for fiscal year 23 and the original budget that we are proposing for fiscal year 24.”

"In terms of the most significant changes are seen in Federal Appropriations. The only areas that receive federal appropriations are the Ag Extension Services and Cooperative Extension Services. Those are the only areas that would be seeing the increases related to the Federal Appropriations. For State Appropriations, you will see a significant increase there, which is related to a variety of things including the 6% compensation increase that we received. We also got a 1% increase on our base budget, plus we received some special appropriation line items and also a faculty special compensation line and a student wrap around service line within our appropriations. And then they also received many other appropriations that were onetime funds but most of those are included in the fiscal year 23 budget because we can draw those down in the current fiscal year so they are not necessarily reflected in the 24 original budget, some of the expenditures are but the appropriations would not have been."

"In terms of uses, the instruction and general budget, again, you will see a significant increase in there, and that again is related primarily to our appropriation budgets. And then we also saw various tuition increases from enrollment increases that we had on the Las Cruces Campus, it was primarily NMSU Global income that was increased. And then each of the community colleges also had increases in enrollment for the year as well."

"In research we also have anticipated increases in grant funding plus we received appropriations for the Ag Extension Service and their RPSP units as well. So, you will see that the increase in research is related to those areas."

"Public service had increases primarily due to appropriations for Anna Age 8 and the Cooperative Extension Service, as well as federal grants or contracts increases in Cooperative Extension, and also with Arrowhead."

"Student aid saw a significant increase primarily on the restricted side. You are all aware of the Opportunity Scholarship, and those show up in the restricted state appropriations grant area for student aide, so we saw a significant increase in Opportunity Scholarship awards. So that accounts for the 20% increase you see in financial aid, so our students are really getting a nice benefit from that. And then, additionally on athletics, you see an increase there, and their increase is due to a combination of appropriation increase as well as the Conference USA Membership increase for revenues in that section."

"That covers the highlights of the major increases for the sources and uses. And again, that was combined campuses, but next is the Las Cruces campus, and many of these are the same as what we saw in the combined campuses but as Las Cruces is the largest it drives most of those changes as well."

"In terms of the expenditures, this is the instruction and general only, portion of the budget and it shows the operating budget for 23 vs. 24, and the percentage change that you see helps you visualize how the funding is spent for instruction and general. Some of the highlights are for the significant increase, most of which we have already talked about previously, such as increase in utilities and then you also see increases in all of the across salaries continuum here so, faculty salaries had an increase and part of the change is because in the fiscal year 23 budget, some of the items were not included in the salary portion but were instead included in an allocated, because we didn't know who they were going to so we could not put them in the right place at the time."

"But this year, since it's a 6% across the board we were able to allocate. So, you'll see the 6%, plus some of the compensation from last year all included in the change from 23 to 24. Hopefully that makes sense, if not I can expand on that a little."

"And then other areas, when we receive new funding and don't know how they're going to spend it yet, it gets put into supplies and expense and that's why you see the significant increase in supplies and expenses. So, for example, the NMSU Global funding that we receive from the state at \$10,500,00.00 dollars, that revenue is recorded in fiscal year 23 because we are going to draw it down in May or June. So, we'll get it in this fiscal year and then we budgeted to spend about \$5 million in fiscal year 23 and the other \$5 and a half million in

fiscal year 24 and that \$5 and a half million for fiscal year 24 is reflected in the supplies and expenses budget.”

“Also last year we received \$5 million for public health and much of that has not yet been spent, so the remainder of that is also included in supplies and expenses for fiscal year 24 as well. So that’s why you’ll see a bigger increase for those with one time funding in addition to all of the other new things as well.”

“Unallocated would include some of the things where we don’t know exactly how it’s going to be allocated out yet. For example, the piece where we said that the new faculty special compensation appropriation, and the student wraparound services appropriation. We don’t know how that is going to be allocated yet so that’s put into the unallocated account as well. So, in terms of the community colleges, you’ll see a lot of the same trends as you saw with the Las Cruces and the other.”

“All 3 community colleges have seen an increase in enrollment and higher education, tuition, and fees. All three receive increases in appropriations for fiscal year 24 to include the compensation increase. The 1% on top of the base special faculty compensation, student support and there are also additional line-item appropriations for Doña Ana and Alamogordo, for health care related needs such as dental and nursing. And then, all three showed a significant increase in government grants and contracts which is in the form of primarily financial aid from the state funded Opportunity and Lottery Scholarships as well as Federal Pell Grants. And then Doña Ana also received additional federal grants such as Title 3 and 5; and all 3 of the community colleges actually received Title 5 funding.”

“In terms of uses, all three show the corresponding increase in instruction and general and student aid related to the revenue streams. First off is Alamogordo, and that’s in line with the items that I had mentioned, and then this is Doña Ana, again in line with those items that I mentioned, and lastly is Grants.”

“I have some additional supplemental information; but that concludes the presentation, and I am open for questions.”

Chairwoman Devasthali, “Thank you Dr. Rumford, I do have a question for you, and it is on the Las Cruces Campus unrestricted current funds slide, when you said that some of the funds went into supplies and expenses, and one of them was the funding for NMSU O, wasn’t NMSU O’s funds supposed to be separated and not put into any general fund? Was that done or was that not done?”

Dr. Rumford, “So, the \$10,500,00.00 dollars was specifically budgeted in that unit. The other revenue for the tuition, a lot of that is in the unallocated new additional money is in the unallocated account. So, the \$3.6 million in the new revenue from NMSU Global is included in the unallocated line item.”

Chairwoman Devasthali, “What else is in that unallocated, is it only NMSU Global? I am trying to figure out why that was not separated?”

Dr. Rumford, “Well, it’s all still part of the NMSU budget, so it wouldn’t be a separate campus at this point.”

Chairwoman Devasthali, “Because that was the request that we had made when this was started setting up NMSU Global and become a more formalized version right? We had specifically instructed the Chancellor, I know that I had, I don’t know if we had done that in an actual meeting. I think we did when we were talking about objective statements with the Chancellor, that NMSU O needs to be separated; those funds need to be separated. It doesn’t seem like that happened.”

Dr. Rumford, “Well, in terms of reporting to the state, it’s still a part of the Las Cruces Campus, and so it has to be included in the overall budget for the Las Cruces Campus at this point, until it would become officially its own campus which includes accreditation and HED approval.”

Chairwoman Devasthali, “So internally you haven’t separated it? It’s all in one pot?”

Dr. Rumford, “No, internally we’re separately tracking the NMSU Global funds and we’re in the process of completely separating it, but it still needs to be included in the budget that we submit to the state.”



Chairwoman Devasthali, "I understand that, does anyone else have questions?"

Regent Chacón-Reitzel, "I just want to make sure I am understanding. So do they have full access to all of the funds, because that was the point of reinvesting that money so that they could continue to grow and so forth. I am not quite sure when they have this separate index or if they have access to that from last year and this year does it?"

Dr. Rumford, "They have a set budget for NMSU Global, and we are increasing that for the additional new revenues that came in which is, right now 3.6 million, so they have access to the 3.6 million for the new fiscal year; and we've also invested other areas of funds for them. So, the total revenue for NMSU Global has not been fully pushed to NMSU Global because it was part of the overall budget for the university and funds many other areas as well, but they've received an equal amount of funding from other sources."

Chairwoman Devasthali, "I guess I'm not understanding this, just to follow up on what Regent Chacón-Reitzel said; you are tracking the revenues that are coming from tuition for NMSU Global right? And the expenses also, that NMSU Global has, which is paying faculty salaries etc.?"

Dr. Rumford, "Yes"

Chairwoman Devasthali, "Were there savings from revenues in 2022 and 2023? What is the delta between what was received in revenues and what was spent? And, what happened to that difference? Where did that money go into the general fund?"

Dr. Rumford, "The revenues from NMSU Global comes into the general fund and then we give an allocation out to NMSU Global."

Chairwoman Devasthali, "So, by that standard, there should be more than 3 million dollars?"

Dr. Rumford, "Yes ma'am."

Chairwoman Devasthali, "And so, I am trying to find out what happened with the savings."

Dr. Rumford, "Well, they received more than 3 and a half million in their budget before the new 3 and a half million that we're budgeting for the revenues, so they already had."

Associate VP Finance & Business Services, D'Anne Stuart, "Let me back up madam chair, I think I understand the question you are asking. So, what happened with NMSU Global when they started, it really was acting like any other academic department which receives some component of an I&G budget. The directive that I think you are saying was provided to separate those revenues for Global specifically and then track the expenses; no, that was not done. So, what happened over the last year is that all those online courses have now been coded so those courses were coded in the general revenue that goes into the funds. We now have all courses coded that are online courses. However, not all the expenses for all those online courses reside in Global. So, we just uncovered this recently as we've tried to do exactly what your directive was. We were not fully aware of that directive in the budget office, so Kim was operating the way the university normally operates. So, I think in all fairness to the Central Budgeting office, she understood that it would be the incremental revenue that would be separated, not the revenue that was already exactly as you just said, included in the University base budget, in part of that allocation to all the colleges. So, we've separated out, we now have the revenue, we know what the revenue is from our online courses. The next step is to identify some of the coursework that may still be provided by campus and not NMSU Global, and expenditures are in the colleges. So, it's not as straightforward as all the revenues here and all the expenses that are here. So, we are spending some time doing that. We've set up a new pro forma to get to exactly to know what the revenues are from Global to understand and make decision on the online courses that are online coursed, but still being delivered out to the academic colleges and what expenses should be funded, if any, to the colleges out of those funds."

"But right now, that Global, the NMSU online revenue, was incorporated into the general operating budget

and not separated out for NMSU Global. So, our intent, and I think in the MOU, you may have seen, we put a deadline of December of this year to work through those details and have that plan for that separation.”

“You know there are larger conversation of what the structure is. Is this a separate campus? But our immediate is to really do that financial proforma, know what, where the costs sit, make sure that each unit is appropriately funded, and come up with that model and start isolating those revenues for reinvestment.”

“Our commitment to Global is that, through other funding sources is to make sure that they are fully funded because I think, you know, from Dr. Kollmann’s perspective, and rightfully so, I am generating this revenue and I want to reinvest, it’s that simple, and our intention is to make it that simple for her while we fix the complexity within the budget separately. And I know I don’t have all the answers, but what we uncovered as we’ve tried to develop this. Last year’s budget was not developed with Global separate and this year’s budget unfortunately, was not separate other than the incremental revenue.”

Regent Chacón-Reitzel, “I guess I can understand the complexities of starting a new entity and what it takes to kind of get it all settled and situated in the budget and so forth. But in my estimation, there seems to be some inequity in the fact that those resources, if I understand it, were spent elsewhere and not given to, you know, a new entity that needs that initial investment to be able to get going. And so, I think we’ve left it at a disadvantage if that’s the case, could you let me know if there is an opportunity for us to make good on that and establish the money that was not given to online from last fiscal year.”

Associate VP, D’Anne Stuart, “Yes, it would seem that way on face value, but we have augmented, so I think it’s in the permanent recurring tuition revenue that isn’t being allocated. But funds are being allocated through one-time sources to make sure that Global can be whole and continue those operations. Our commitment is to continue to fill that gap until we can make this transition. So, while it may appear to be a disadvantage, I don’t think, from our perspective, that that’s the intent. The intent is to make sure that the full funding is available from whatever source we have available. It will probably continue once until we have this plan in December and can start segregating those revenues. We understand that this is a priority of the University, of the Regents, and of the State. And this is an exciting time; so, we fully support putting that model in place, and we’ll make sure that the funding is adequately there for Global to continue its operations until we have this really ironed out.”

Regent Chacón-Reitzel, “I have a follow-up comment madam chair, we’ve seen this happen before, where somehow there is this disconnect between what the board has decided and what actually happens, and I’m not quite sure why that happens, but I think we need to address it and fix it and somehow make sure that the commitments that this board makes are carried out all the way through to the university and in the budget office. So, you know, I guess I would recommend that we come up with some process or some recommendations from you all as to how we’re going to make sure we communicate directly as it’s not happening through the board meetings. So whatever else we have to do an I’d also like to extend the opportunity for us to have, the board to have, for you all to give us updates on how this is happening, and any of the things that we request be done and let us know how its progressing, because we move on to a million other things, all of us do, and we don’t know what actually happens. And it really should not me in the next fiscal year when we find out that these things happen, she should be able to correct the and move on and make sure we are giving the money and the resources to those departments that we are committed to. So that would be my recommendation.”

Chairwoman Devasthali, “I do still have questions but am going to allow the other regents to make some comments. Go ahead Regent Romero.”

Regent Romero, “I think I share the same concerns, I think the frustrations from our point of view is that we don’t see the information, we’re not seeing what the revenue for Global and what the budget is for Global. And so, that’s hard as a board regent for us to vote on something that does not have the type of information. I’ve got some other questions about the budget, when I look at it, it just does not make sense to me and those

are the things that need to come up. I do think that Regent Chacón-Reitzel does bring up some valid points about communication and so you know, new to finance committee and I think that's an opportunity for us to set up some processes to figure out how we can better communicate so that we're assured that whatever direction the board has shared with the chancellor and with your office are fulfilled. Again, really uncomfortable making decisions on information that we don't have and so there's some big gaps, I think, that still need to be addressed and so madam chair, not sure if this is appropriate time or not but I think I would like to move that we table this until we're sure that we see the budget that makes us all very comfortable with especially when it comes to Global. It's really hard for us to vote. You know the chair spent a lot of time in Santa Fe this year pushing to get additional funding for Global and then for us to see that we don't have any. We don't have a plan. We, from the Board of Regents' point of view, don't see a plan for Global and so, we can't go back and ask for more money. Which we probably will need, because we don't know what we are asking for and so it puts us in a really awkward position. I don't think December is reasonable to be honest with you. Budgets are due to the Higher Education Department sometime in October. Those are the budget requests that need to be, or November, that's the time that we should have the universities budget in place for consideration for the Governor, and then that rolls into the legislature, and this a 30-day session. So, it's a lot more compressed. So, we need to make sure we have our ducks in a row before we walk in there. So, I don't know what we can do to speed up the process, but I do think that December is too slow, in my opinion."

Chairwoman Devasthali, "Before we make a motion, I would like to give Regent Saucedo and Regent Moseley an opportunity to weigh in on this."

Regent Moseley, "I do have a question that is a little unrelated. But on our materials in front of us, it says GA/TA student salaries with a -14.99% change and then on the projector it says -.31%. Is it the numbers on the projector that reflect the budget proposal? Are those the correct numbers?"

Dr. Rumford, "Yes, the ones on there, I revised that page, and you should have received a new page for it. But his is the correct allocation. There was not a reduction in our investment for Graduate Assistants."

Regent Moseley, "Thank you, I would like to echo my fellow regents' remarks that in the financial strategies meeting, I didn't feel like we had enough time to ask questions and enough time to get those answer to those question and dive a little further into some of the different areas that we would have like to have, specifically on allocated funds. So, I think this is a good opportunity going forward to see how maybe we can get ahead of this and work together to make sure we have plenty of time to get a really refined budget proposal."

"And I really thank you guys for all of your hard work and I think it's a good start now, planning for the next year on how we can get out ahead of this and be as effective as possible to ensure we both can ask question and have answers to those questions, and be able to navigate from there."

Regent Romero, "One follow up question please. And so, in my world, my previous world, sources and uses usually balance. And I am not seeing that. Can you tell me why? Is that because of the special appropriations that are budgeted for FY23 that aren't rolled over into FY24?"

Dr. Rumford, "Yes ma'am."

Regent Romero, "Okay, so I guess we can have further discussions about that, because I am not sure that's the appropriate way to do that."

Dr. Rumford, "So, they generally balance, but because, like I said, the ten and half million for NMSU Global, we budgeted to spend five million in FY23 and five and a half million in FY24, but all of the revenue is in FY23 so that means we're spending down more than that in FY24. So, the revenue and expenditures aren't in the same fiscal year for that particular appropriation and then the same with some of the public health. So, when we get the large appropriations that you can spend over more than one year, when we receive the revenue then you will see the mismatch on that."

Regent Romero, "That is definitely something I would like to work with your group on."

Associate VP, D'Anne Stuart, "I agree, we want to get the funding plan for Global done as quickly as possible. We are creating a team as we speak. I am soliciting our cost accounting, our accounting and our budget team to work on that because they have not been involved in that effort. I would like to reiterate Kim's point that the numbers won't change. So, the budget remains the budget. It's just how we reflect NMSU Global within the budget at that point in time. So, I would propose approving the budget as submitted and then let's do a budget adjustment once we have those details because it really doesn't change any of the overarching budget numbers, amounts that you would be approving. I don't know if that would be an acceptable compromise. I know that Kim's team has done an incredible amount of work to get this into the HED format, and again, we really would be revising the allocation of the budget, not the budget itself. Does that make sense?"

Regent Romero, "Madam Chair, it does. But I think we want some assurances. From the Board of Regents point of view. It sounds like we've got the budget that is required to be submitted to the Higher Education Department, but I think internally we should have a budget that shows what Global is going to look like and how it's going to tie to that budget. And so, until we get that I think it's still appropriate to.... may I?"

Chairwoman Devasthali, "Regent Moseley has a question and then we can make that motion."

Regent Moseley, "So, I was really pleased to hear that some of the unallocated funds will be going to wrap around services for students. Is that correct?"

Dr. Rumford, "Yes"

Regent Moseley, "Do you know how much of that figure will be going towards wraparound services from the unallocated?"

Dr. Rumford, "\$487,100 was the amount of that appropriations for Las Cruces Campus and each campus received their own appropriation for that purpose."

Regent Moseley, "Do you know which office will be administering the funds?"

Dr. Rumford, "We're waiting actually for HED guidance on what it is that we can or cannot spend that on before we make any kinds of distributions."

Regent Moseley, "Ok, thank you. And once again, I just really want to say I am really pleased to see that we have that much going to wrap around services. I think it will be really impactful, so thanks."

Faculty Senate Chair, Dr. Fasenko, "I just have a quick general question. What is the approach to determining the faculty needs in each college and how that is reflected in the budget? Like how we've lost a lot of faculty, and there is a need to replace those faculty and possibly expanding because we are growing. What's the approach taken?"

Dr. Rumford, "For the vacancies, those are under the control of the deans of the college to determine how to distribute or utilize the funds that are already within their budget, which would include the vacant faculty lines. And with respect to new faculty lines, the deans are in communication primarily with the provost, but also, as I have indicated; we've had other listening sessions on that as well. And then the provost has his own process, and he is new, so he'd have to explain his process for determining priorities on that. But there is some additional funding for the academic side included in the unallocated amount as well."

Dr. Fasenko, "So, there is reach? The budget committee does reach out to the deans and ask what your needs are?"

Dr. Rumford, "Yes"

Chairwoman Devasthali, "Before we move on to the motion, I do have some remarks."

"I am a little disappointed that when regents give a very specific directive, that it doesn't seem to be coming down to you all, and you all are not finding out about what it is that the regents have directed you to do. That is something we need to fix, and how we fix that is going to be something that we need to be talking about with you, Chancellor and Provost; because it is not acceptable that the regents send down a direct order and it is not followed, as it seems to be in this case."

Regent Romero moved that approval of the budget is tabled at this time, Regent Chacón- Reitzel seconded the motion. All were in favor, motion passed.

### **3. Budget Adjustment Requests (BAR's) for fiscal year 2022-2023, Chief Budget Officer Kimberly G. Rumford**

Dr. Rumford, "The Budget Adjustments Request are the BARs as HED refers to them, are prepared by the budget office and we actually take the estimated actuals that are prepared for the non-I&G which are prepared by the units across campus as well as by the community colleges and the instruction and general side is prepared by the budget office. Based on those estimated actuals, the BARs reflect the ending balances for those estimated actuals and actually how they are prepared. So, people estimate how much they're going to spend for the rest of this year, annualize it, and then you put in a little cushion, because the BARs are critical to obtaining budgetary authority from the state. And so, we need to build in a cushion on top of that in case something else comes up so that we can cover it, and they and their budgetary authority is actually by exhibit. Each area has its own approved budgetary authority. I build in cushions on top of what is submitted by everyone. So, for Instruction and General, actually for all areas, I do an average of a 10% cushion on top of everything else that's already put in there. And plus, we put in anything else that we are aware of. So, for example on instruction I put in for that 10.5 million for NMSU Online Global; I budgeted 5 million in expenditures for this fiscal year so that they could spend what they needed to for this year. They may not spend that much this year and will still have that money available the next year if they don't. But we need to have the authority there so they can if they need it. And as I indicated, I put in a 10% cushion across each exhibit. Even though fund balances look like they've shrunk a lot, I really don't think in the end the fund balances will shrink that much, but we have to have the cushion in there for authority if we don't and we exceed our budgetary authority, then that is an audit finding and LFC would not be very happy with us either. I wasn't going to display the exhibits, but I can if you'd like, or if you have questions about them? But it is based on the current year budget, and what people have been working on this year."

Chairwoman Devasthali, "Thank you Dr. Rumford, any questions from the board?"

Regent Romero, "So, when I was at DFA I got to sign off on all of these budget adjustment requests for all institutions across the state, so I am very familiar with these. What I would like to know is, some of these you are increasing rather significantly, so I am just trying to figure out, where is that money coming from? This is part of what I didn't understand, How and where does that money come from to increase the budgets so that you can fulfill the rest of the fiscal year?"

Dr. Rumford, "So, for the Non-I&G areas, they would have to have a matching or corresponding revenue to go with that. So, when I build in a 10% expenditure increase, I also build in that equal amount of revenue on those areas because they don't necessarily know exactly what's going to happen. So, if they're saying, "I think I might have some grants", they're kind of estimating which ones they would or would not receive. But if they receive something large you want to make sure we can accommodate that for them as well. So, I build on revenue and expense at the same time on each of those with the cushion."

Regent Romero, "Okay, so madam chair, do you ever look at, take a snapshot of what you built in, as far as the budget is concerned and what they actually end up spending, and how much is actually left over at the end?"

Have we ever done that?"

Dr. Rumford, "For restricted, as they spend, they get the revenue. So those are always even. And then we do review fund balances actually every month. And then we do prepare the actuals at the end of the year and we've done comparison. I've done comparisons on what their actuals were and what they estimated to see how closely aligned they are, and it appears that people have the hardest time budgeting for the restricted side to be honest with you. And I think it is because you have a bundle of grants out there or grant requests/proposals, and they don't know exactly which ones they will or will not get. So restricted seems to be the most challenging on the areas to budget for."

Regent Romero, "So, madam chair, I think at some point it would be very helpful to the finance committee and to the board, to have that information so we can see what was actually balanced, I mean budgeted, and then what was adjusted and then what the balance ended up at; so that we see a fund balance report at the end of the fiscal year."

Chairwoman Devasthali, "I do have a question for you Dr. Rumford, the 5 million that you said you have budgeted for NMSU O; have you received the money from the State?"

Dr. Rumford, "No ma'am."

Chairwoman Devasthali, "No money has been received yet of the 10.5 million?"

Dr. Rumford, "No, not yet. So, there is a draw down process, but first they go in and do some sort of coding at the DFA side and then we can do the drawdowns on it and that's usually later in May that we can do the drawdown on it. So, it should be very soon. But we've already made that available to NMSU Global to spend because we know it's coming. We're confident that it's coming once it's signed by the Governor. So, we've setup the funding index so that they can go ahead and start working on that."

Chairwoman Devasthali, "Something that I would like clarification on is the unspent balances. That is what Regent Romero was talking about because we never really know what happens with the unspent balances and at the end of the year. Does it get rolled into the general fund? The regents would like to know at the end of each year what are those unspent balances so that we can set some priorities on how that money is spent."

Dr. Rumford, "Madam Chair, for the NON-I&G units, those definitely stay with those units, with that source of funding. So those are never taken centrally for anything that is not I&G and I&G, there is a piece, we have some central funds that do come back central and then there's also a carry forward process with the units where the colleges keep a percentage and then anything in excess of that comes centrally."

Regent Moseley, "Do you know from this past fiscal year and may the prior year, how much of those funds actually did come back centrally?"

Dr. Rumford, "Yes"

Regent Moseley, "What would that number be?"

Dr. Rumford, "I would have to go back and look at the different years, but last year I believe about 4 million. But we first use that money to cover certain things that are not necessarily budgeted or not budgeted enough. So, for example, legal fees, there is a budget for legal fees, but things often exceed that budget and so we cover that centrally with the carry-forward funds first and then there are other things, like student accommodations

we are required to provide to students and they have a set budget too, but it is another budget that is difficult to predict and we have a few of those that are difficult to predict. So, they are not necessarily budgeted for how much they spend because of the nature of this, and we cover those items first. Then we have some incentive programs that we fund, and then it is determined by the Strategic Executive Budget Team on how the approval comes through for other items.”

Regent Moseley, “Okay, thank you. Then, for the I&G units, it’s 3% of their total budget that they get to keep in the unallocated balances, right?”

Dr. Rumford, “For the last 2 years it was reduced down to those levels because we had a budget cut that year before and we still have structural deficit we are trying to cover. So, it was reduced to that level. The plan this current year that’s ending is to have them keep 4%, but I don’t think it’s made that. I don’t think that is a recommendation that hasn’t made it all the way through all the approval process on campus yet. But the proposal right now is to increase that to 4% and so we want to take it back up to the previous level. Previously we were at 6%.”

Regent Moseley, “Thank you. And, then for the Non-I&G units they get to keep the entire unallocated balance within their department?”

Dr. Rumford, “Correct, for example, the ASNMSU budget, it just keeps rolling forward, anything that is not spent there.”

Regent Moseley, “My next question would be why is there a distinction of the I&G units keeping a certain percentage and then the Non-I&G units keeping the entire percentage?”

Dr. Rumford, “Because the I&G budget is the operating budget of the university, and has a large number of competing priorities, I would say to keep us afloat.”

Chairwoman Devasthali, “Kim, I was told at one point that those unspent balances, part of that is sometimes or oftentimes used to pay summer salaries for faculty. Is that a fact?”

Dr. Rumford, “So, the summer salaries are not budgeted in the colleges oftentimes and so we do have an incentive program for summer and if they’re teaching summer classes, and if they meet some set criteria which is minimum enrollment accounts for the classes, the central office will take those carry forward funds and reimburse the college for the cost of the faculty for that class, plus a little piece of a net revenue for that, so that’s one of the incentive programs. The other incentive program that we have is for teaching classes online. So, supporting the NMSU Global effort. “

Regent Chacón-Reitzel, “Dr. Rumford, you mentioned executive team that makes that decision based on how those extra funds will be spent and so forth. Who is on that team? And when does that happen? “

Dr. Rumford, “Those meeting are actually every 2 weeks, and it is Ruth, Renee Scott, Provost Shoho, Luis Cifuentes, Linda Scholz, and Leslie Cervantes.”

Regent Romero moved to approve the budget adjustment request for fiscal year 22-23, Regent Moseley seconded the motion, all were in favor motion passed.

#### **4. Authorization of Alamogordo Community College (NMSUA) District General Obligation Bond Election November 7, 2023, NMSU Alamogordo Vice President for Business and Finance Antonio Salinas**

Vice President for Business and Finance, Anthony Salinas, "I have members of the Advisory Board for NMSU Alamogordo, who also have their primary duties as the Alamogordo Public School Board as well, so they act in our capacity as an advisory board. I also have the superintendent of the Alamogordo schools and the deputy superintendent."

"Also on zoom, we have two members of the architectural consulting research firm that both us and Doña Ana used, John Petronas and Andy Aguilar as well as Eric Harrigan from RBC Capital Markets who will be presenting our bonds that we are going to be coming forward with, and Kathy McKinney, who is with a Modrall Sperling, our bond council."

"So, I am going to go ahead and start with the presentation I gave to the Advisory Board back in April."

"Beginning with current endowments. I just want to give some of our private gifts that we have partnered with, Alum Gordo; we have P&M, Dollar General, South Risk Range Services, who is one of our grantees that gave us \$75,000 to be allocated at \$25,000 per year for this year, next year and the fiscal year 25 and that will be used for ET, IT Assistance."

"We are also partnering with General Champion Regional Medical Center to start our new ADM program, and I forgot to add that it is going to be a 5-year allocation of \$150,000 per year, so it is actually \$750,000 that General Champion is helping us out with to get this program up and running."

"We also received a \$30,000 check just a couple of days ago from the New Mexico Film to help with program of graphic arts and in our arts and sciences."

"These are our endowments that we currently have in the total dollar amount of \$789,990. This added to the current endowment funds brings us to \$1.7 million which is 1 million more than when I first started 17 years ago. So, we have done really well for a small community campus with our endowments and current use funds."

"Next, we have restricted grants and contracts; we have Soft Risk Rain Services, New Mexico Film, Give Back Program, Adult Ed, Small Business Development, Title 5, President Excellency and so forth. 2 million dollars in financial aid coming out to 3.8 million in restricted grants and contracts."

"These are some of the current plant projects that we have going, and I am also going to discuss the projects that we need."

"We just completed the library elevator for \$400,00. We are starting the Physical Plant renovation for \$891,000 with the 21 GO Bond. We have 2 allocations that we are going to combine together to replace the Science Center HVAC system, we are trying to get away from boilers and chillers since they just do not work in Alamogordo due to the caliche we have in the water, and it builds up in the pipes and does damage."

"We will be starting the Rovic renovation, we asked for 1 million from the state and we are adding another 1.7 million from our own funds, but the project is actually going to be about 4.2 million. So, we are going to have to add another 1.5 million to that project and it will depend on if the state helps us with that 1.5 million or if I will have to use this ask in the local General Obligation Bond to meet that 1.5 million, we need."

"We did a study from Bridgers and Paxton on the HVAC systems on all campuses, and it came out that we needed 7.3 million to fix all the chillers and boilers and HVAC systems on our campus."

"We did our 5-year master plan with Architect Research Consultants and some of our buildings received an F meaning they need to be torn down and rebuilt."

"We received a D for our faculty office, and we receive 3 Cs for Academic Support, the Art Center and Roved Fine Art Center."

"As I stated earlier, we will be using 4.2 million towards the Aerobic Center, for the classroom building we are



going to the state this year for a 7 million dollar ask and we will add 3 million of our own funds to match it and hoping with the local GO bond to add another 5 million to make it a total amount of 15 million.”

“We had wanted to add the Art Center and the Faculty Offices to the project but due to construction costs we had to delay and may have to phase it in.”

“This is the Row Vic Center that we will be doing this year. The 4.2 million projects as stated will need 1.5 to be added to that, and I wanted to shoe you its intention was for theater arts program that we had on campus, but we no longer have a theater arts program; so, we are trying to renovate this into an auditorium and will be coming back to you for a name change.”

“Next, we have the timeline on the election we are trying to get on and it’s kind of backwards. We are trying to get approval from the BOR and then from the Advisory board next week which is why they are here on zoom for questions and to back this up. The resolution and the question going to the bond voters in November based on what the module has put together for us.”

“Next, this will be the classroom building that we are hoping to use 5 million of the local GO Obligation Bond. We have 4 different wings that are no longer ADA compliant, but they are grandfathered in because they were the first buildings built on the campus back in 1968. So, we are out of compliance not only for ADA but for electrical and HAVC as well.”

“This is a 3-D picture of the classroom once it is built, so this is our GO Bond ask of 7 million this year form the state and we are going to match 3 million form our fund balances and then we are hoping to get 5 million from our local General Obligation Bond with approval from the BOR and our Advisory Board next week; and that is our 5-year plan for NMSU Alamogordo, I am open for any questions.”

Erik Harrigan, Manager Director RBC Capital Market, “There is a presentation in your packet, and I will summarize. For the Alamogordo Branch College. The last time they had a GO Bond Election was in 2008. Those bonds are getting ready to mature this upcoming August of this year in 2023, at which point the college will not actually have any outstanding debt and if you look at your presentation, it does provide a history of the Colleges assessed valuation. It has averaged about 2.5% over the last 5 years, roughly 2 and 3 quarters. If you look at over the last 10 years, and for purposes of projecting our capacity, the anticipated tax rate. We have assumed 2% growth over the next couple of years and then 2.5% long term growth.”

“What we looked at in conjunction with the college, was providing for an election and the amount of 15 million. We did run an anticipated tax impact analysis, and the tax rate will actually fall to 0 for the next year. If approved by voters at the November election, the projected tax rate would be \$1.05 and that equates to approximately \$35 per \$100,000 of home value in annual property taxes of the life of the borrowing. Historically, the college has had a .60 cent tax rate in place to service its debt.”

“If you compare that historical tax rate to the \$1.05 tax, it is approximately a \$15 increase for a \$100,00 of home value. With that I am open for questions and if there are none, I will turn it over to Kathryn McKinney.”

“Since we cannot hear Kathryn, I will not that the resolution that will be passed is similar form to what was done in 2008. It calls for the question to be presented to voters at the November 2023 election. Prior to that we will be going to HED for their approval at their June meeting, and with that I am happy to answer any additional questions.”

Regent Saucedo moved on authorization of the Alamogordo Community College, District General Obligation Bond election for November 7, 2023, Regent Moseley seconded, all were in favor and motion passed.

**5. Authorization of Doña Ana Community College (DACC) District General Obligation Bond Election November 7, 2023, DACC President Mónica F. Torres**

Chancellor of NMSU Systems, Dr. Torres introduced Vice President of Business and Finance Kelly Brooks who

will be leading the presentation.

Vice President of Business and Finance, Kelly Brooks, "I am here again with Erik Harrigan, who is our bond advisor, Katheryn McKinney, our Bond Counsel, and John Petronas and Andy Garcia with architectural research consultants who are the ones who help us prepare our master plan and have been doing so since 1994. So, I will let Eric do the update for DACC."

Erick Hannigan, "Essentially a similar process that we just went through. But there are some kinds of subtle different nuances that I would like to point out we do have DACC a history of assessed valuation on the current tax year which is 2022. The college did see a strong growth in their tax base of over a 5%, the college has a .75 cent tax rate in place to service its debt. The college does use a cycling program which is a little bit different than Alamogordo Branch, as the proposed issuance of these bonds are just continuing to maintain the historical tax rate that they have had in place of .75 cents. The question will be asking for an amount not to exceed 16 million, which is the same amount that voters authorized 4 years ago."

"So, the college does have several bonds outstanding in 2015, 2018 and 2021. The debt service declines which allows for the college to add additional general obligation bond debt, to continue to maintain that .75 cent tax rate that is has in place is only 10% bonded to capacity. All community colleges are limited to 3% of their assessed valuation, the college has a legal capacity of 150 million. The bonds are expected to be sold over 2 series and the amount of 8million each with the first, and in 2024 and then the following issuance 2 years later and with that happy to answer questions."

Regent Romero, "So, there will be bonds issued in 2024 and then bonds to be sold 2 years later?"

VP, Kelly Brooks, "Yes, basically we do. We will sell them in 2 separate bond issuances."

Regent Romero, "Is that standard practice?"

VP, Kelly Brooks, "Yes, that has been our standard practice for more than 18 years since I've been at the college. So, we do it in 2 separate bond issuances and that is the cycling approach that Mr. Harrigan referenced. So, we go for a bond every 4 years and that funding helps us fund our capital needs and meets our financing strategy for that 4-year period and we sell it in basically 2 halves, so that the first half funds the first 2 years and the second half funds the latter 2 years."

Regent Romero, "I am interested in the bond question if you could provide that information to me?"

VP, Kelly Brooks, "It is not in the packet, but I can provide it to you. I will move on with the presentation on our bond now, as I mentioned, our strategy, our capital financing strategy has been in place since 1994, where we look to what our bonding capacity is to basically strategize and prioritize our capital needs for the cycle that I sin place, and the importance of that is that we are basically balancing what we can get through the local support of our community through the local tax levy as well as use that to leverage support from the state to match those funds and support our capital needs. Each cycle is 4 years long and that's how we fund our capital needs for that time period, the biggest part of planning for what we bring forward for that, is how we are going to spend the 16 million dollars is the development of a facilities, master plan for that cycle. This year our master plan also included a facility, condition, assessment of all of our facilities, so that we were basically prioritizing where the needs were putting those dollars to where the needs are. This slide gives you an idea of the cycles that we are referring to. You can see that since 1995 to our current planning cycle, that this next election would cover the funding for 2023 to 2026. Although our master plan also does a preliminary look forward to the next cycle of 2027 2030. But we are not asking for funding approval for that at this point in time. It is truly just for the 2326."

"This is just again to demonstrate the facilities master planning process that we go through and the actual facilities master plan that we have brought forward today has actually been being worked on the better part of this entire year. It is an all-inclusive process. Again, looking at our facilities conditions."

"We also have a campus-wide process where we solicit input from all of our departments and all of our units, we also seek input from our constituents and our students and the community at large."

"So, the key drivers for us in our next cycle of planning for the facilities master plan. The first one being obviously the enrollment decline, and the second one being hybrid instruction. The impact of the pandemic and the impact on online instruction has had a big impact on what our planning would be going forward. We know that DACC will continue to grow, but at a slower pace, so we know that is going to impact enrollment going forward. And we know now, because of the pandemic, because of the shift, we have significant capacity that DACC didn't have the luxury prior to the pandemic. We were pretty stretched in our facilities, so we're not seeking to extend capacity in the same degree we were historically, because we now have this capacity, that now we can address that with renovation."

"One of our biggest priorities for our Southern campuses is updating our Sunland Park campus. We have 2 portables out there and we are looking to eliminate those portables and replace them with classrooms in extending that campus by adding classrooms to that, so based on projected costs, and again, this project wouldn't happen until 2024 or get under way until 2024."

"But we are looking for 8 million this bond to go towards that, and with that 8 million we are looking to leverage the state to contribute 4 million for a 12-million-dollar project, which would add about 7,500 square feet to the Sunland Park campus to allow us to remove those portables."

"In addition to that, our biggest priorities have been basically what I would call pools of expenses. We have a need for security and safety updates, infrastructure improvements. Classroom upgrades an IT upgrade. So, our funding the remaining portion of our 16 million would go into those pools of expenditures. Also, we had an IT master plan that we completed 2 years ago that is also informing part of this process, and a classroom renovation master plan to kind of identify what the priorities were for upgrading our classrooms."

"In terms of facilities or actual construction, the Park project is the only one for this particular bond cycle, and we are looking again, to replace those portable classrooms with permanent classrooms. We also look to the next funding cycle, where our future priority is in a physical plan facility at our East Mesa Campus, which has been an ongoing need. And so that still within our priorities. With that, I stand for questions."

Regent Saucedo, "What are the portables being used for today? And is that a service, a class that could go online?"

Kelly Brooks, "So currently those portables are used as overflow classrooms, and actually, as result of the pandemic are not currently scheduled. We haven't reached pre-pandemic levels yet, but they are always last to be selected because of the dust that gets in and the age of these portables they have challenges with providing adequate wi-fi and connection to those portables, they are last to be chosen and first to move out of if another space opens. But the idea is that we do have anticipated growth in that region with the Santa Theresa business community out there, we have had several needs that we've been unable to meet just because of the limitations."

"Our current Sunland Park campus is just over 17,000 square feet, so it's not large and we have just been challenged with being able to meet the needs that we have on that campus, the portables we looked at revamping the portables, investing in updating them and the cost was significant enough that it doesn't make

sense to renovate them. But we do have planned need, for that classroom space we are limited on that campus. In terms of could courses go online yet. So that's something we absolutely are navigating. We're trying to make sure we're providing what our particular students are looking for. I will say, in our southern campuses, what we have been seeing is the demand has been more for in-person than online, but that is a balance we are trying to find post pandemic."

Chancellor, Monica Torres: "Madam Chair, may I respond to Regent Saucedo as well? I think there are a couple of things happening in Sunland Park that are really important. One, is a DACC fact, is that we're at the top of the list in terms of efficient use of space when it comes to gross square footage per student FTE. Sunland Park is the most efficient of the efficient right? And so, per-pandemic there was need for additional space there. To the second thing, Kelly noted is that we are doing more and more work with the industrial park in Santa Theresa, Union Pacific just funded us to do online short-term training in logistics and manufacturing, and we anticipate that we're going to see many, many more. We are also doing forklift training for them, and I think we are interested in moving a truck out there for truck driving, part of our truck driving academy. So, post-pandemic, anytime we are going to come to you and to the state saying we need a facility we have to make sure that have a really good argument that there is a special case for a facility given what happening with online instruction. And I think Santa Theresa and the efficiency of that campus historically brought us to believe that we could make that case."

Regent Saucedo," Thank you, Madam Chair, so it sounds to me, Dr. Torres, that it's a great deal of occupational education. Would that sound accurate in those locations?"

Dr. Torres, "Yes, Regent Saucedo, we are going to see more and more career technical education out there as we team with the industrial park."

Regent Saucedo moved on the authorization of the DACC District General Obligation bond election, November 7, 2023, Regent Moseley seconded it. All were in favor, motion passed.

Point of order:

Regent Romero moved to remove the item from the community college budget discussion from the Las cruces discussions and that we go separately. Regent Saucedo seconded the motion all in favor and none opposed, motion passed.

Regent Romero moved to approve the budgets for the community colleges as submitted. Regent Chacon-Reitzel seconded the motion. All were in favor, and none opposed, the motion passed.

## **6. NMSU System: Five-Year Facilities Plans, Associate Vice President Raghu Raghavan**

Associate Vice President Raghu Raghavan, "Thank you for the opportunity to present. Let me introduce my team, Director of Utilities, Pat Chavez, Executive Director of Projects, Robert Herrera, Assistant Director of Projects Dicky Apodaca, and Jose Loera."

"This is a flow chart of our capital request process; I won't read through all the items, but this is the way the planning process flows."

"So, the capital request priorities for the 2024-25 general application bond. Here is the Creative Media Institute building at Arrowhead, the Enrollment Management Center, KRWG Building again at Arrowhead and the Ag Science Center. For the 2025-2026 cycle we are asking for the technology infrastructure building which includes the data center for critical infrastructure, such as our water wells and infrastructure upgrades, such

as for our steam distribution. The timeline for our camp annual capital outlay funding request. I won't read all but this is just for information. So, one of the larger projects is the creative campus CMI building at Arrowhead. This new construction, and then also the KRWG TV building at Arrowhead, and the admission and enrollment management center at the center of campus. The location of our admission and enrollment management building at the center of campus at the plaza. For the CMI, the Creative Media Institute. This is the facility side plan. This is a rendering of the new Creative Campus, new building."

"Again, the creative media and the adaptive reuse of the Milton Hall and the new student welcome center. This is again a map, of the one-stop-shop for students, visitors, and families; and more renderings of the adaptive use of Milton Hall, the new KRWG building at Arrowhead, and the ask for the Ag Science Center renovation, which is desperately in need of upgrades."

"So, we're in the process of updating our master plan to align it with the NMSU strategic plan, the central driver is reimaging in the historically out of campus. Repurposing the centrally located buildings and the defining the memorable places on campus that represent the heart of our identity. So, this is a summary of our master plan s that are finished close to completion, and those that re due to start. Any questions?"

Regent Romero, "In looking at the 5-year master plan, I am remembering our conversation about Global and them needing office space, but I do not see it anywhere on this and just knowing the process; you are going to go to Legislature in January 2024, have to go to the voters in November 2024 bonds may be spoiled in December 24 but not available 2025, which means that Global is way down the list. It's not going to be included as far as I can see. So, when was this plan developed? And why wasn't Global baked into that 5-year plan?"

Associate VP Raghavan, "So the ask for NMSU Global is in the 2026-27 GO Bond Cycle, that's my understanding."

Regent Romero, "Which means that the funds won't be available for Global until 2029."

Ruth Johnston, "You can see that NMSU Global campus building is intended for 2026 GO Bond for 80 million."

Regent Romero, "Again, bonds won't be sold or available for that project until 2029. I don't know enough about how the priorities were developed, and what that process is to know how or why it was not considered."

Chancellor, DR. Kollmann, thank you for sharing when that would be available to us, we would need that before that time."

Ruth Johnston, "We do have many different planning processes under way. Looking at how to repurpose space. I'm not sure what we can do in the short term, but we are defiantly committed to doing whatever we need to do to provide Global with the space that's needed."

Regent Romero, "So, in 25, requesting money for plan and design for the Global office space. So, then you will have an idea of how much money is needed for the building when you go in task with the construction money for the office space. So, I think you need to start putting a little seed in. You know the powers that be in Santa Fe, that's going to be needed at some point. So, that's a good way to start that discussion."

Regent Chacon-Reitzel, "I have a question regarding the Ag Science Centers and some attention to the discussion that we had in the Real Estate Committee about the 5-Year Facilities plan and originally, we had our

real estate committee 2 weeks ago. There was no AG Science Centers in this master plan, and I am happy to see it inserted and 5 million in there. But I would like the rest of the board to understand the kind of work that needs to be done to the ag science centers because I don't think this is enough. And I was wondering if maybe Dr. Edgar can approach, so we can get more from her."

Associate Dean, Dr. Edgar, "Thank you for the opportunity. We do have 87 million and deferred maintenance of our agricultural science centers. We know we have 510 million of deferred maintenance on the main campus, and so I appreciate the effort to recognize the centers. If you look at need alone, we should represent at least 17% of the requests from my perspective and granted it's my perspective. But we do have tremendous need at our research centers. We're grateful for the opportunity we had from the Real Estate Committee meeting to work directly with facilities and integrator request this year."

Regent Chacon-Reitzel, "I know you are not prepared with pictures, but it is probably something that the other Regents need to see for the kind of condition that the Ag Experiment Stations are in. Which are going to be vital for us to be able to reach one of our main objectives of our strategic plan which is to get our R1 designation back and they are in such woeful shape. It is embarrassing to ask our scientists to do the kind of research that we need in those conditions. What disturbs me is going back to the theme that we had earlier is that in the past, in past years it's been the chair of the Real Estate Committee for 4 years now and we have talked about deferred maintenance since then, and not to see it on this maintenance plan is really, we go back to that theme that there are priorities, and they have been designated by the BOR and then they don't show up, and you know we're kind of busy people. I go back to the same thing. WE shouldn't be relied on to bring that stuff forward, when we say it's a priority it needs to be a priority, and we don't chase something new and shiny and find millions of dollars for that new shiny thing, we are not taking care of the deferred maintenance, that's so important. I'll also say, coming from rural New Mexico myself how important those centers are to the communities, but to the whole of the state, they are bringing extremely important research forward and to agriculture. We know it's an extremely important industry in this state, so I am happy to see at least 5 million. I'd like to see more, and I'd like it to be a priority because we lose track of it, and there was a lot of discussion in the real estate meeting as to why, why isn't it there? Why do we have to do this again? Why, and I am going to come back to you Raghu, and you are new to the process but there is a problem with communication, and you know when we discuss it, and it is supposed to be there it should be there. So, I guess, I'm not sure you can answer that Raghu but maybe you could address it? How can we fix that? And Leslie is 5 million enough? But I will let you talk about the process first Raghu."

Associate VP, Raghavan, "As you know, I am new to this, and I stepped into the middle of the planning process for this year itself. I really do appreciate you bringing up deferred maintenance. We must address it. It is considerable not just at the AG Science Centers, but here on main campus and at the branch campuses also. We must address the question of deferred maintenance or else we will be in trouble. A conservative estimate as presented at the BOR Real Estate Committee meeting of our deferred maintenance is anywhere between 500 million to 600 million dollars. Now as far as the planning process goes, this planning process we need to review it to ensure that proper priorities are always addressed. What I can say is that I will commit to ensuring that a planning process is inclusive and transparent. That much I will commit to and so that it addresses the needs of the state as you mentioned. So, I will commit to that. I do need some time to work on this process though."

Dr. Edgar, "And madam chair, members of the committee from the Ag Experiment Station side, where we know this is a difficult decision for our new AV and his team. We've worked closely with OFS to be able to use the funding we've received in the past to meet the most critical priorities that our research centers sure do. I wish I was sitting here today and asking for the 87 million that we need, but so do many of our other facilities. But I do want to reiterate my appreciation for the board and for the understanding of the importance of these

centers in our state. This is where the Land Grant Mission meets its role and our researchers are really working in very dilapidated facilities, and yet they're still engaging with communities. They're engaging businesses and we're meeting the research needs of the state through these centers. I know Raghu is in a difficult position and I want you to know we're working closely with his team, and we are appreciative of your understanding of ensuring that it's part of our plan. We're trying to finalize our master plan as we have been for some time. So, we're hoping to get those finalized with the next couple of months and I would love to show you so many really depressing photos at any time. Please let me know and I will share them. This master plan will be critical for us as we work on our federal initiatives as well. We hope money gets loaded into the Farm Bill for the Research Facilities Act. That way we can be ready to ask for money for our remote stations is by this master plan. So, we are preparing and not just asking the state for support, but for our federal counterparts to also add funding where needed."

"Briefly, I have worked closely with my AG Experiment station counterparts. We have drafted a recommendation for additional funding and 3 titles of the Farm Bill. That includes not just research where we typically as state experiment stations receive funding, but also in our conservation title and in the internet title as well. Because we do have critical issues with broadband, as you know in the Ag Experiment Station we are adding. By June 30 will have 215 weather stations across the state. That's great, but if we can't get data into a central location to be able to analyze that data and use it, that's a problem. And my researchers are going out into the field at our research stations to pull data to be able to make decisions because they literally must drive out there and plug in, so we are asking for additional opportunity for modification in the farm bill. We've worked closely with our senators, and they are currently dropping marker bills. You may have seen on that would benefit our Mora research stations specifically where we would gain access to funding in the conservation title. To get capital to grow the seedlings. We need, as not just a part of our research at the Morris Station, but our larger initiative with the New Mexico Reforestation Center."

"Part of our request is for housing for our students and visiting professors to come and to collaborate with us on research, so as part of our request is not just to meet the deferred maintenance but it's also to help us meet our housing needs. This year, where we received 5 million in needs for the Ag Experiment Stations, at our Ag Science Centers, 1 million of that will be used for housing. So, next year's request is to expand the housing opportunities at those centers. Well out Farmington Research Center is on the Navajo nation. As I just put a little plug with the only 1862 that has a research station on a sovereign nation. We need to expand housing. That is critical for us, our Clovis station, which is the powerhouse of our central state. In agriculture we must expand housing there, that funding for last year will cover that. The funding for this year will cover research stations' housing to be able to house some additional students. So that is important for us. We're also in the process of finishing negotiations to bring in an excellent scientist that will be at our Alcalde Center. We are recommending in this request to take down some very dilapidated buildings that are already falling, that are currently housing some equipment and build a research lab, so that the researchers that we're bringing into that station actually have capacity to do the research that they need. The other modifications are for demolition at the college ranch, these buildings are falling. They are dangerous so this will allow us to demolish that building and then allow us to expand that center. Then we can continue to make improvements at Farmington, and we also have to do additional work at the Leyendecker site. This is our new campus site just 7 miles away and there are some significant needs there in that office building we want to address with this 5 million."

Associate VP, Raghavan, "I just want to state, in response to your question about planning, the capital plan has to dovetail with the educational master plan, so I will look forward to a master plan coming from the provost office, the educational master plan, so we can work in sync and dovetail together."

Regent Chacon-Reitzel moved to approve the 5-year facilities plans as presented, Regent Moseley seconded,

all were in favor, and none opposed motion passed.

**7. NMSU LEADS 2025 Goal 5: Build an Online Global Campus, Associate Vice Chancellor for Digital Learning**  
*Sherry Kollmann*

Associate Vice Chancellor for Digital Learning, Dr. Kollmann, “The first thing that I want to just talk about and give a brief recap on, with Goal 5, is that s we started building this last year, my team and I developed 2 north goals, which we presented to all of you with those true north goals. We had already set KPIS. So, as we moved along in this process, we are able to also illustrate that we did achieve those KPIS. And it’s just to prove that what we are doing is what we say we’re doing. Also, as of this morning, we have achieved our last one, which was bringing in 1,090 new students. As of this morning we have brought in 1,111 students. So, my team has worked very diligently on that, but just proud to say that they did reach all of their KIPs for last year. Moving along, the other thing that I want to mention is that as we propose this, Dr. Linda Scholtz and I did work with all of the colleges and we also went to each of the community colleges to make sure that people knew what we were doing; and that there was buy in and that we also received their feedback, so we could integrate it into what we are presenting to you today. I will also say, we added one additional step that the other goals didn’t do. But we wanted to make sure that faculty were included in this.”

“So, Dr. Fasenko did send out the plan ahead of time, not too much ahead of time, but ahead of time. And we did receive 45 comments from faculty as well, so just to let you now that they were involved in this process as well.”

“So, for building NMSU Global campus, I am going to take this at a high level. I know all of you have, in your packets, the outline as well as the presentation. But there are a couple of key things for when we moved in this direction. To begin with, first and foremost, we have over 300,00 individuals, adult learners, and the State of New Mexico, who have some level of education. They have some college credits, but they have never completed their education, and that is a huge population in our rural state. When we talk about rural communities. They also need to have access to higher education quality online education.”

“Right now, in our state, most of the mega universities are populating this space in the State of New Mexico. It’s over 50,000 students, are taking online programs elsewhere, and essentially what that means for our State is that the tuition dollars are leaving our state but the debt we are incurring in our state. So, it is incredibly important that we start narrowing that gap and become the online leader of choice in our state. And just for background, as I was part of a mega university before, it’s actually how we target different states for those that do not have an online leader.”

“And so, I can report, and I’ll have more information for you within the next 6 months, sharing with you how we are minimizing that the one we are focused on minimizing that the one we are focused on minimizing at the moment is Grand Canyon University, because they are not only here in the online sense. They are also in our backyard with our traditional campus as well. But more to come on that as we look at that as a driver for us.”

“Our strategic objectives overall. So, there are 4 of them for this goal 5. The first one is providing access to quality higher education programs regardless of location, and again, just reminding everyone how rural our state is, and to be able to be present in those rural areas, but also in our Native American communities, where in the past we’ve always asked them to come to us. It’s time for us to go to them, and actually provide the education that they are asking of us.”

“We also are looking to scale enrollment growth across our state and beyond, any of you heard me discuss the 10,000 marks. That is where we are going to grow. That will be our optimal place for enrollment, for NMSU Global. And we are on our way to achieving that.”

“The third one is, establishing an educated workforce throughout New Mexico and beyond part of this also in



the influence's economic development of our state. We need to make sure that we can educate our individuals and our citizens for organizations to look at our state, to actually come into so another key driver for us is also partnering with those organizations that are currently in our state, but also having conversations to larger organizations that are looking at our state to reside in."

"Number 4 is producing financial sustainability for the NMSU system, and I think, as you look at memorandum that were in your packets. We have every intention, along with all of you BOR, to make sure that we do have funding available so that you can identify priorities for our university or across our university, two of those that I just wanted to point out that we're in your packet, are faculty salaries. I think all of us agree that is an area that we have to do better in, and also, for the graduate student's compensation. As we can realize that budget, some of these items we'll be able to address with NMSU Global."

"I'm looking at the strategic focus. This is just high level to give you a quick recap, we are really looking at what we've built, this quality online education that's first and foremost. So, you know there's always been a stereotype about online education, and part of that was driven by the fact that these for-profit models are about were out there and it was essentially a degree mill. That is absolutely not what we want to do here at New Mexico State University. What we are doing is growing this organically and with our faculty. So, as I go through this you will see there is a section here where I address a faculty compensation as well."

"The next one is operational capacity and excellence that doesn't mean just for our students. That also means internally and with how we partner with the different colleges, the deans and the staff right here on campus."

"The next one is innovative solutions. We want to make sure that we are ahead of the game. There are many different areas where we here, ASU is first to market on different items. But we can change all of that. We have a very talented team that come right here from Las Cruces, New Mexico, that are driving a lot of these initiatives. Many of them had these ideas, even prior to me coming, and what we're doing is just realizing their vision. And so, it's a heartwarming to see all of the different initiatives that we're able to move forward and address, not only for Global but also for the Las cruces campus and the system as well."

"And then the last one, of course, is this sustainable growth. We want to make sure that as we put this in place, regardless if I am sitting in this chair or someone else is, that this maintains long after I am gone as well. So, the first one that I want to talk through is the quality online education. So, this has many different assets that we want to address. The first one is student success outcomes. First and foremost, we need to make sure that we are pulling that data so that we can take a look at how our students are succeeding, and we need to do that in real time, so that we can create the necessary intervention strategies for our students, and our faculty, then would have access to that. But the other piece that we need to address is the sense of belonging. A lot of people relate this directly to the campus, the face-to-face campus. But that's not true. Research shows that the level of sense of belonging is just as important in an online environment as it is in face-to-face classroom. And so, what we are doing is connecting and creating different opportunities for individuals to connect with each other, whether it's in their community, NMSU Global has a significant number of students that are in the Albuquerque area and creating that space where they can get together discussed, to have those study groups is something that we are moving towards as well."

"Student Persistence, so when we talk about the sense of belonging, the natural piece of that once we create that sense of belonging for our student is that actually then coincides with student persistence and retention. And just to clarify student persistence, that is term over term. We need to make sure that we are looking at the data for our students every single term, and making sure that they're persisting, and if they are not persisting, we need to have the data to be able to dig into it to find out why they are not persisting. So, then that influences the retention which is then the year over your number that we look at, and that is something as a

university. We need to continue to look at and have it at the forefront of our mind. My team in particular looks at this every single week and we have the discussions. Many of you heard that as we build NMSU Global, a lot of this is data driven and there's a science to this. A lot of that science is having accurate data and looking at that data very consistently, and then asking the questions of the people facilitating it. And those are things, whether it's the wrap around services or its the faculty. We have academic advising, mentoring and career services. That is a key part of persistence and retention. So, we build this one key feature that we will have, are actually pods, and its actually bullet too. And so, what we do is create small teams of people that then facilitate that wraparound service, so then that student, because it's generally broken down by alphabet. But then that student has the admissions person, the advisor, the mentor in there and it has the financial aid person and all of them know what each other is doing. The conversation that they're having and how we can move those students to graduation. And so, that is another thing that's a little distinguished in our area as we move these students forward because it is a higher touch model. We do need to always have everyone on the same page because their phone calls zoom sessions, those types of things where you're not interacting with them face to face."

"The other key piece of this is the first-year experience. So, as we established the first-year experience, we are looking at those courses that are potentially barriers for some of the students. And then what we're doing is we are interviewing and looking at different faculty, what they're teaching philosophy is, because some faculty have a natural gift to go the extra mile, to do extra phone calls with our students, so we need to make sure that we do in this first year experience is align those faculty that have that teaching philosophy in those courses. Because if you align a faculty member who would prefer to teach a master's level course, or work with students who are more self-directed, that is never going to work. These students will not persist, and so we are looking at aligning the faculty with the students in that."

"The last thing I want to point out is bullet number 3. It is incredibly important, as is that we collaborate with the office of institutional effectiveness. We need to make sure and track course completion rates and identify the courses where students are achieving 75% or below where we are taking action, creating intervention strategies. And then looking at how courses are designed for these adult learners."

"The next piece of achieving the quality online education is looking at faculty workload and productivity for us in the online space. We want to make sure that we have a decent ratio between faculty and students. So, having 150 students in a class does not work. Research has shown that over and over again it also puts a lot of strain on that faculty member where they're having to do more and more and not giving the appropriate tie for them to work with each of the individual students, because for our students to feel that sense of belonging, then have to make a connection with that faculty member. And in an online space you can't do that with 100 online students, and I can tell you that from experience. I still teach, and I do that because I want to make sure that I am still present, and I know what currently is happening in the classroom. So that I have these conversations I myself don't become outdated. And the evolution of our online students."

"Continuing with faculty workload, the other piece that I want to point out is development. It's the last bullet development of standard recruiting and hiring practices in collaboration with the associate dean's department has in each of the academic colleges. Basically, what we need to be able to move forward on this right now is a lot of the processes are just to add seats in different courses, but as you add seats you are adding additional responsibility to each of those faculty members. And so, what we're doing is creating policies and procedures so that we're creating additional sections. And we have this information well in advance. You just have to be looking at the marketing data and the enrollment data to know. When do you add one or two additional seats, or when do you add another section so that the faculty is not being overloaded with additional students."

"Next, is about faculty turnover rate and the number of full-time versus part-time faculty. Most institutions that

are moving forward with a global campus really focus on utilizing adjuncts term over term. That is not our model. That model, I think, reduces the quality of online education. There are some instances where that works really well, but overall, what we are looking to do is create yearlong contracts at the minimum for some of these whether they're professors of practice, faculty of practice, whichever term you like to use. Even adjuncts, because again, as we talk about students needing a sense of belonging so do our faculty, because if our faculty do not feel committed to NMSU they won't be committed to our student in that online classroom. So, we are making sure that we are moving forward. Whether it is the yearlong contract with an adjunct, a professor of practice or a college track faculty to move us into a very different space than the other universities who have done this before us. Faculty compensation, I have to give a ton of credit to those faculty who have helped move some of this forward off of a \$1,000 stipend. They were doing this, as a quality check and they were doing all of this work for \$1,000 and most universities, this is closer to \$8,000 to \$10,000."

"What we are able to do with the 10.5 million dollars that we received from the state is, we are now able to compensate the faculty who are willing to take a 16-week program or course and move that into an 8-week course. We are able to compensate them now, \$5,000 for doing that work. I can tell you that I myself, did one this past semester, and it's a lot of work, and we are asking a lot of people to do that without much compensation. So, I am very pleased that we were able to get that 10.5 million, so that we can set a standard for rewarding our faculty for moving this forward for our institute. One of the things that we have noticed, or at least I've noticed over the last 3 years here is that we were putting individuals into online courses without core shells being developed. Some of them new online education some didn't. So, we are putting in place and with this goal is we're going to have the do a 20hr session where we know exactly what we want the to do, how we want them to do it. Have discussions with them and it'll be paid because we want to make sure that any person, we put in front of our students have been properly trained because they're communicating with them. We want to make sure that you know their productive environments, some content and some of the courses can be highly emotive issues for some people, and so we want to make sure they know how to address that and be professional at all times. As we move to operational capacity and excellence. One of the things that we have to instill in the Global Campus as a service level agreement. As we move forward with it with a number of different units, we need to continue moving forward with different service level agreements. You know we compete with some of these other online providers or universities, their average response time is about 3 minutes. So, if you put in a request for information, you will get a phone call within 3 minutes. We are not there yet, and we probably will never be at that 3-minute mark in full transparency where we want to get that to the same day. So that the students know that we are there, that we care about them and that we are interested in them actually becoming an Aggie."

"The next KPI that I want to make sure that we put in place right from the beginning is making sure that we are kind, compassionate, that we are listening to the needs of all our stakeholders at all times. As you are in startup mode, which is what we are. Sometimes you can lose track of that, and you can be very forceful and just want to move things forward. I don't want that for us and I don't think as you meet more of my team, they don't want that either. And so, we want to make sure that we are partnering and I listening to the needs of our stakeholders internally and externally."

"Moving on to innovation and or innovative solutions. One thing we want to make sure that we do and prior to this last year we didn't really have any funding to be able to pilot different programs. We've had faculty over the years, come to us and ask us to pilot a number of different technologies that would create efficiencies for them, teaching and in their classroom. But we weren't able to do that because of the funding issues. So, this year, thankfully we are able to conduct some pilots in collaboration with our faculty so that we can look at 2 things. One is creating efficiencies for our faculty. And then the second piece of that is optimizing the learning for students and so, as long as we have those 2 things set, we can move forward with some of these pilots and then move those to implementation. The other thing that I will note on this is as we do that this stuff then

doesn't just reside in Global. It Actually benefits the entire NMSU system as we move forward with these. The next one is the immersive experience. We received a grant from Meta University that we have fully launched. I want to make sure that as we do this, that as we move towards more cutting-edge technology, that technology is not hindering learning. So, often we have technology, and we use technology just for the sake of technology. But what we're not doing is keeping in mind how that's influencing and impacting learning that's taking place. And so, we have the instruments that we are going to be deploying to make sure that is front and center as we move forward with this. The other piece of that is the engagement satisfaction. So, piggy backing off of Metaversity just again, it is making sure students are engaging in it, that there is a level of satisfaction with is for anyone who's ever taught in an online environment. Discussion boards are just the vein of most people's existence, and one of the things we want to be able to do is to develop a new way of doing that right. We can create different learning models. We can integrate different technologies, so that it is more engaging for our students and that it does optimize learning as they are engaging in that aspect of it. And then, the last grouping here is sustainable growth. Website, engagement, and conversion. So, for us, the website is everything that is our front door. It's the first thing people see for NMSU Global, so it is a vital piece. And what we are doing is working on revamping that website to make sure that our conversions are there. Again, part of this is having insight into where our perspective students are navigating how long they're spending on the page. So, it is very data driven and with that information we are then able to do target marketing, we are able to see if we need to invest more in a certain area. So, if we know we have a lot of engagement in the Albuquerque area, we can then do more target marketing it the Albuquerque area. So, as we optimize our website, we will also be able to see then how many conversions we've received from that. And then the website effectiveness for us, our website is attracting visitors, and again, it is that first impression. So, we are making sure that we are tracking everything from how many appointments are set through the website to the various programs that they are looking at. So, all of that data basically informs us as we move forward, and we also have goals that are set out by every single program as well. So, this is just one component, but it is the first component we see and we also then get to look at how our marketing efforts have made an impact. And so, if we need to be agile and make changes, we can then do so."

"And then, our last page is enrollment. So, you know for us we will achieve a 45% year over year growth. And we will do so up until we hit that 10,00 mark. These numbers are not typical especially today, most universities do not see these kinds of numbers. Speaking with a lot of my peers in the industry, they are still surprised at just how low our marketing acquisition costs are. Most people were there so we call it a MAC, marketing acquisition costs. Many people are spending in the thousands of dollars just to get students to apply, we're spending about \$265, so that tells us also that our brand that Justin and Melissa have worked diligently on for many years, is actually working and we're benefiting from that as we move forward with NMSU Global. The other thing I want to mention is the increased number of applications and admits and then appointments, all of these have to align. So, if we know today that we are only seeing a 25% in applications, well we know we're not going to hit the mark. So, again everything we do with this data and how we're looking at this on a day-to-day basis and then we're making those changes needed to ensure that we're hitting the mark just as we did last year, when we said we would hit the 1,090 enrollments, and we exceeded that this year. Before I conclude, I would like to thank Leslie Cervantes, Clayton Abbey and Madam Chair for your help. Now I stand for questions."

Faculty Senate Chair, Dr. Fassenko, "One thing that has come to the forefront since I put out the survey to get feedback and thank you for asking for that feedback. Two things that faculty really hold near and dear to their hearts is academic freedom and the ability to decide what they put in our courses, and how we put that intellectual property so moving forward, faculty have asked me to ensure that there will acknowledgement of those two things in writing, so that we can feel comfortable about moving forward with you on this journey."

Vice Chancellor, Dr. Kollmann, "Yes, Madam Chair and Dr. Fassenko. We're working with Ermelinda on that now, to make sure that is in writing, so that faculty can feel confident in that and how we proceed."

Regent Chacon-Reitzel, “Earlier when there was a reference to the pandemic, and the wreck it caused and the reference to the lack of broadband in rural New Mexico, and how we cannot be very dependent on broad band in rural New Mexico. So, when I was thinking about that, I was wondering the extension offices in the 33 counties, and the 11 Ag Experiment Stations are all across rural New Mexico, which we hope we have a lot of those folks attending our Global Campus. Do you have any plans for incorporating them?”

Vice Chancellor, Dr. Kollmann, “Yes, we are already working with some of the extension centers and part of what we are doing, is in rural New Mexico, I am working on some of those initiatives. A lot of those folks need to be able to learn on their phone, or they don’t have the computer, or they are in the field, and they need it in real time. So, the on-demand side of digital learning has been working with a lot of individuals and building out micro learning courses for them. And so then, having those stack into a credential and a full micro credential. We’ve been doing that and it’s the College of Ag who are the first initiators of that and moving that forward.”

Regent Romero moved to approve the NMSU Leads 2025 goal 5, Build an online Global Campus as presented by Dr. Kollmann, Regent Chacon-Reitzel seconded, the motion, all in favor and none opposed, the motion passes.

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

**1. Summary of Revisions to the Administrative Rules and Procedures of NMSU (ARP) for the period March 1, 2023 – April 30, 2023, Senior Administrator for Strategic System Services and Operational Policy Administrator Ermelinda Quintela**

Sr. Administrator, Ermelinda Quintela, “So, I did submit, and it is in your binders. Actually, this is just an administrative and procedure new student immunization and documentation, requirement and screening requirements. So, unless you have questions, and for the interest of time I will stand for questions.”

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

Report will be read into the record.

**K. Report from the NMSU System Chancellor, Interim Chancellor Jay Gogue**

Interim Chancellor, Jay Gogue, “I just want to say thank you, I certainly appreciate your leadership that comes from the entire campus and our branches throughout NMSU. It has been a busy first month. Provost and I have visited about a third of most of a third of the academic departments on campus. We usually talk about several reports. One of them is a federal report, another one is a report that looks at teaching loads versus research. I would just conclude by saying that very good people, very student committed and very interested in the whole collaborative community effort, and it comes out, not only from the students, but it comes out from the faculty and staff. So, it’s been a positive first month. Thank you.”

**L. Announcements and Comments, Chairwoman Ammu Devasthali**

**1. Good News for NMSU!**

Regent Moseley, “I would like to recognize the New Mexico State University National Agriculture Marketing Association (NAMA) for taking first place at their nationwide conference. I believe it was the first time NMSU won or placed, in over a decade, so big shout out to them. I know a lot of people on the team. They worked extremely hard. Also, the NMSU Sigma Ki Fraternity raised \$20,000 for cancer research while supporting their brother Kyle Richardson. I am also a part of this fraternity. Kyle Richardson suffered from stage 4 cancer, Hodgkin’s lymphoma when he was 16. He beat it and it has recently come back. Knowing him personally, he is a true warrior. You will never see him with a frown on his face. He always has the most positive attitude and is truly an inspiring person

and really embodies what it means to be an Aggie. I am happy he has a community around him to support and congratulations again to all of our graduates.”

**M. Adjournment, Chairwoman Ammu Devasthali**

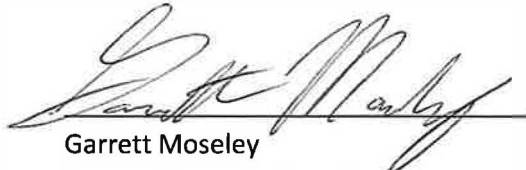
Chairwoman Devasthali, “Congratulations to all the graduates and we are adjourned.”

11:44 am.

**Meeting Minutes Approved on December 7, 2023 by the New Mexico State University Board of Regents.**



Ammu Devasthali  
Board of Regents Chair



Garrett Moseley  
Board of Regents Secretary/Treasurer