

**New Mexico State University  
Administrative Council Minutes  
December 9, 2008**

**1. Minutes of November 11, 2008**

The minutes of November 11, 2008 were approved as distributed.

**Old Business**

No items.

**New Business**

No items.

**University-wide Information/Announcements**

**2. Custodial Update [Ron Fisher & Glen Haubold]**

Glen Haubold, our new Executive Director of Operations at OFS, introduced Ron Fisher, Director of Maintenance Services at OFS. Ron distributed a handout regarding a change in custodial services following a year of planning and working with a consultant. Beginning January 5, four custodial teams will begin working from 5 a.m.-1 p.m, Monday-Friday. One team will work from 11 p.m.-7 a.m., Monday-Friday to handle heavy floor and carpet cleaning. Since the Natatorium, Activity Center, Student Health Center, and Children's Village get such heavy use until 10:00 p.m., the floor team will take care of these buildings.

Under the new plan, the campus will be divided into sections with a team of custodians responsible for a group of facilities rather than individual custodians assigned to a particular facility. Currently, if one custodian was on leave and the other one assigned to the same building was out sick, custodians in nearby buildings had to double-up on their workload but only had time to finish half of their duties in both facilities. With the team concept, there will be enough staff to cover when someone is out. With the campus divided into sections, we will be able to select one section at time to start moving to green chemicals. We have signed a contract with Springtime Custodial to deliver supplies directly to the buildings which will make it possible to close the warehouse and eliminate that part of the service.

Ron said they will also have some part-time custodians who will work on weekends. With the new team concept, they will be able to hit the high-use areas more than once a day. One custodian is also the equipment repair person who will work until 6:00 p.m. This person will help clean some of the high-use areas.

Ron said the custodians assigned to the team will open their buildings at 5:00 a.m. Six students will be hired to work from 10:00 p.m. to midnight Monday-Friday to lock all of the buildings. Part-time custodians will be on duty during the weekend and for special events. Currently, grounds employees unlock buildings on the weekend at overtime pay. This change will reduce those costs.

Ron has met with all of the building monitors, union representatives, and has had numerous meetings with the custodians, who seem to be pleased with the new schedule. Custodians will attend a customer service training session and team building exercise with HR on January 5, so they will begin their new cleaning schedule on January 6.

Elizabeth Titus said the Library is a high-use building and is open until midnight seven days a week. In response to a question from Elizabeth, Glen Haubold said they will assess how

the new plan is working. He also encouraged feedback at any time.

Ron said we also need to work on reducing our solid waste. The custodians do not have time to separate recycled paper from other waste. Blue recycling containers will be placed in all of the offices and everyone will be encouraged to recycle. They are working with ASNMSU to start collecting aluminum and other materials. We are hoping to grab everything that can be recycled. This should decrease our landfill tipping fees and increase our recycling efforts. Last year we received approximately \$40,000 from white paper recycling. More information about recycling will be on the web prior to January 5.

### **3. Mercer Update [Jennifer Taylor]**

Jennifer Taylor said she wanted to give an update about the timeline for faculty and staff pay adjustments. For faculty, we plan to have the final working report with proposed market adjustments for each faculty member to the deans by December 10, along with distribution guidelines. This will also include instructions regarding a separate discretionary pool of funds available to each dean for performance adjustments to include college-ranked faculty. The allocation methodology for faculty equity adjustments, which will be effective in January, was developed in part by an ad hoc committee convened by the Provost made up of faculty and academic administrators. Jennifer thanked Chris Erickson for his leadership on this committee. There will be a general notification via email to the faculty on December 11 informing them of the methodology and the timeline. The deans' response to HR about how they want to distribute the performance money is due January 6. A final memo will be sent to each faculty member on January 12 that will include all adjustment amounts, including market adjustments, if any. A separate paragraph will be included if they are receiving an adjustment out of the dean's discretionary pool. Any increase in salary will be effective January 1, 2009 and will be reflected in their January 15 paycheck. A larger share of the overall funds available was put in the faculty pool because their salaries are further away from market in total as a group.

There is a different timeline for staff. There are two groups of staff: nonunion and union. HR met with the union earlier in the year to negotiate and sign an agreement regarding salary adjustments for union members. A separate pool of funds has been set aside for them, and they have formed a Joint Pay Plan Task Force that is working with us on how they will handle their allocations. For non-union staff, we have proposed a separate allocation methodology that is similar to the one developed by the faculty group. HR will meet with ACAP and HR liaisons on December 11 to discuss the methodology. The methodology has been shared with the president, provost, deans, and other members of the leadership team. Assuming that ACAP and the HR liaisons also agree, on December 12 they will send a letter to staff that explains the methodology and timeline. We are just now receiving the staff analysis from Mercer. There is a lot of good data that may suggest we need to look at our staffing structure in some areas and levels of staffing in other areas. This review could take up to six months. However, we are currently honoring the President's commitment to make some preliminary salary adjustments in January. On January 6, administrators will receive a list for their review of their employees indicating who will get what raise. (This does not include any performance increases.) That information will be due back to HR on January 9. They hope to notify employees before January 15. Exempt employees will see the additional funds in their January 15 paycheck. Nonexempt employees, both union and non-union, will see the adjustment on January 30.

Since we have a limited amount of money for staff adjustments, we will consider adjustments at this time for staff who make \$50,000 or less. The funds will go farther for the lowest paid employees. This will include everyone who is in the union and will pick up 96 percent of nonunion, nonexempt employees. This will also include 55 percent of our

exempt employees. Seventy-five percent of our staff, including exempt employees, earn \$50,000 or less. Next year, we will look at expanding the staff salary adjustments but will only be able to fund them when we have a larger pool of money. Jennifer said according to the Mercer study, there are a number of staff employees who are not below market based on their role profiles even though they may think they are.

The second component of the staff adjustment is that only those employees who are below the 50<sup>th</sup> percentile will be considered for an adjustment, which is exactly what we are doing for faculty. The amount of increase will depend on how far away from the 50<sup>th</sup> percentile they are. Jennifer will provide this information in writing shortly.

Bob Moulton said the Faculty Senate requested that the summary data of the faculty portion of the Mercer report be made available to the faculty. Jennifer said the faculty information about rank and discipline (excluding names) will be posted immediately on HR's website.

In response to a question from Virginia Higbie, Jennifer said there is not a comparable pool for merit for staff this year.

President Cruzado said this is one of the most complex projects we have tackled together, and it can also be one of the most rewarding. One of our challenges is that the pool of money is not as big as we would like it to be. Because our salary inequities are so huge, it will take a lot of time to consistently try to address this situation. However, this is a move in the right direction. She said they have consulted with many constituents including union members, ACAP, HR, HR liaisons, faculty representatives, and Faculty Senate. She was pleased that so many individuals have had an opportunity to participate in the process. Of course, not everyone will receive a salary adjustment, but everyone at this meeting will have an opportunity to recognize and reward some outstanding individuals. Some individuals who have been loyal to the institution have been falling behind. This is the time for us to address that situation. She thanked Jennifer, her team, and all of the Council for their involvement, participation and valuable contributions.

In response to a question from Mike Morehead, Dr. Moulton said he would be very careful about sharing individual faculty salaries with other faculty, although it is public information that can be obtained from the Library. Jennifer said her hope is that the colleges would handle as many questions as possible. Mike said his intent would be just to respond to questions and to show them where they fell in the equity study. Dr. Cruzado said there will be a section in the letter to the faculty about an appeal process. She also said this will be an opportunity for leadership, to explain that we are honoring the commitments that we made and trying to be fair, understanding that we do not have the pot of money that is necessary to correct our system. But it is a step in the right direction. It will take us some years to accomplish our goal. Many employees have been extremely patient waiting for us to refine the system, which is not polished particularly for staff. But we did not want to hold our staff back waiting for the completed analysis. In response to a question from Elizabeth Titus, Jennifer said administrators will receive the data indicating what category employees were placed in. She said more judgement calls had to be made for the staff.

#### **4. NMSU Related Organizations [Jennifer Taylor]**

Jennifer Taylor said President Cruzado asked her and Nick Franklin to develop an inventory of the various organizations that exist primarily to benefit NMSU. Jennifer asked Council members to help in identifying those organizations. She said many organizations exist without official contact with NMSU. Jennifer gave the Council a definition from the Governmental Accounting Standards Board of organizations that would not be considered

related or component units. She said related organizations need to be listed on our financial statements. Jennifer or Nick need to know about any organizations that exist to benefit NMSU and do not meet this set of questions:

- Is the component unit legally separate from NMSU? If not related, answer should be yes.
- Does the university appoint a voting majority of the unit's board? If not related, answer should be no.
- Does the fiscal dependency criterion apply? Are they interwoven with our financial systems? Are they on our agency fund? Are we doing their books? If not related, answer should be no.
- Would it be misleading to exclude them from our financial statements? Are they so connected that we should know about them? What is their purpose? Do they exist just to serve NMSU? If they were to disband, would we get their assets? Or are they really, truly separate? If not related, answer should be no, they are different.

Examples of affiliated organizations are the NMSU Foundation, Aggie Athletic Fund Foundation, and Arrowhead. If there is a connection to NMSU, i.e. foundations that raise funds for our community colleges, we need to know about them. An example of an unaffiliated organization is the Las Cruces Symphony. Jay Jordan said all of the sponsored program activities and contracts, subcontracts, memoranda, teaming and such should be captured under the Office of Grants and Contracts. Jennifer said if we are doing their books or exchanging cash, we are aware of them.

Nick said they are finding that we may have many different names for the same organization. This means we are dealing with them in a lot of different ways, which may be good or bad. He also said several times a week the Foundation gets requests to pay for a variety of things. In the past, they had sufficient discretionary funds to do that. But in these challenging economic times, those funds are thinner, and some people are getting upset that we do not have the funds to cover some of these requests this year.

## **5. Executive Vice President/Provost's Report [Bob Moulton]**

Bob Moulton said the search for a new dean of Health and Social Services is continuing. They are negotiating salary and benefits with a viable candidate. The committee chaired by Tom Gale to help with the selection of two new Regents Professors is currently meeting. We expect to name two new Regents Professors at convocation in January. Thirty-one applications were received for the two available slots. This speaks well of the interest in these positions. Additional funding is needed to make more positions available.

The LFC projections received yesterday indicate that in the current year, the State of New Mexico will be \$454 million short. That projection was based on the assumption that oil would remain at \$69 a barrel, and currently it is at \$44. So there is concern about the remainder of this year and what that portends for next year. In light of this, he has asked the deans to work with their faculty, leadership teams and representative groups to prepare two budget scenarios as a contingency plan for next year – a 2.5 percent and a 5 percent rollback in recurring dollars. At this time, this is just an exercise to help us be prepared.

Dr. Cruzado said regarding the proposed budget cuts, throughout this semester we have communicated some values: transparency, communication, collaboration and shared governance which are so important in times like this. If we are called to make cuts, I want this institution to be prepared, and I do not want the decisions to be top down. We will protect our core mission and will always put people first. We need your help in identifying those projects and areas that define the mission for NMSU and what contribution each of your areas will be able to make if we are called upon to give back some of those dollars.

Jennifer said she will meet individually with the vice presidents since their operations are all different. If the Legislature comes back with a large cut, everyone will be impacted. If it is a small cut, we will try to take peripheral programs and leave operating budgets and positions untouched. We will have more information following the LFC meeting this week. We do not expect a formal recommendation from LFC and DFA to the Legislature until around January 10. Currently, it does not sound too bad for higher education. Dr. Cruzado said if budget cuts become necessary, she expects everyone to come to the table with the attitude of placing NMSU first.

Bob extended his compliments to the College of Engineering who recently signed a joint Ph.D. in Civil Engineering with the Autonomous University in Chihuahua.

## **6. Faculty Senate Update [Joe Pfeiffer]**

Joe Pfeiffer said a lot of people worked very hard on the faculty salary adjustments, but the two people from the faculty who deserve the most credit are Chris Erickson, who chaired the committee, and Bill Boecklen, who spent a lot of time cranking the numbers to see how much money certain adjustments would take and what the impacts would be.

Proposition 6-08/09 which notifies faculty whose contract will not be renewed of the reason for nonrenewal was passed by Academic Deans Council with minor improvements. The Faculty Senate did not have time to consider this item at their December 4 meeting because they dealt with a memorial, Proposition 08-08/09, as emergency legislation regarding the process of the next presidential search. They deliberately included things the Regents said they would like to do in the next search as well as some suggestions.

The main points include the following:

- The next search should be in compliance with the State's Sunshine Law, and there should be no attempts to reduce transparency. Some faculty have stated that reducing the number of candidates that have to be identified will not reduce transparency. But the next search will likely start before any changes can be made to the law.
- The search should be open to all candidates including the Interim President if she desires.
- It should be handled in as open and transparent manner as possible understanding that a lot of the search needs to be confidential.
- There should be increased faculty representation.
- No voting member of the Board of Regents should be on the search committee as this introduces the appearance of putting bias in the process. If it is important enough that the individuals who make the final decision are not members of other search committees, then this should be true of the presidential search also.

Joe will discuss the memorial with the Regents at their meeting this Friday.

Joe distributed a hand out on appointments for nontenure-track faculty. A committee has been working on defining positions for research and college faculty. College faculty are mentioned in the Policy Manual but are not defined. Upon recommendation of the department head, dean, and approval of the provost, a faculty member would be recognized as research faculty and given a hunting license to go out and look for soft-money funding. Jennifer will ask HR to respond to a question from ADAC about how this policy relates to temporary versus regular positions. The approval process will need to go through ADAC, ADC, Faculty Senate, and since there are financial implications, Administrative Council. It will likely return to this group next summer. Joe encouraged feedback from the Council.

**7. ACAP Update [Tim Nesbitt]**

Tim Nesbitt said ACAP met on November 13. At that meeting the Fringe Benefits Committee made some recommendations that will be forwarded to the president shortly. They also worked on their bylaws and considered nominations for the Roberts Awards. Their next meeting will be Thursday, December 11. Everyone is welcome to attend.

**8. ASNMSU Update [Travis Dulany]**

Travis Dulany, new Vice President of ASNMSU, said they are working on a constitution change to include the students from College of Extended Learning in ASNMSU. That will require the NMSU President's signature and a referendum. Travis also thanked Scott Moore for his open door and his assistance on a variety of issues this semester.

**Other:**

Jennifer Taylor and Tim Nesbitt encouraged Council members to participate in the interviews that are currently underway for the assistant vice president for facilities.

Mike Morehead expressed his personal and professional appreciation for the work that the Dr. Cruzado and Dr. Moulton have done this semester.

Steve Castillo announced that Jeanine Cook, associate professor in the Klipsch School of Electrical and Computer Engineering, was chosen for a Presidential Early Career Award for Scientists and Engineers. She will be honored at the White House on December 19.

President Cruzado said that funeral services will be held in Moriarity this Thursday for former New Mexico First Lady Alice King. A group from NMSU will be in attendance.

Last evening Dr. Cruzado accepted a check for \$100,000 at a fundraising event for the Domenici Institute in Carlsbad. It was a wonderful event for NMSU and Senator Domenici.

We will conclude our semester by recognizing Senator Bingaman with an honorary degree at our Commencement Ceremony on Saturday. We will also recognize and celebrate the great work of our students, faculty and staff.

Dr. Cruzado said she was thankful for the opportunity to serve as Interim President. It has been an immense privilege. She thanked Dr. Moulton for his many contributions as well as the Council. If we have accomplished something, it is because we have worked together as a team. When we look back, I hope we will consider that this has been a positive semester and more importantly a positive year for NMSU. You are individually and collectively greatly appreciated.

Dr. Cruzado said we received a letter from the Higher Learning Commission notifying us that NMSU's materials and self-study accreditation reports have been selected to be showcased at the Higher Learning Commission Annual Meeting in April. Dr. Cruzado thanked Bobbie Derlin, Cynda Clary and many faculty members for their hard work on the self study reports. These are some of the wonderful things we can accomplish together.

Next Meeting: Wednesday, January 14, 2009, 8:30 a.m., Corbett Center, Colfax Room #210