December 22, 2010

To: Dr. Barbara Couture  
President, New Mexico State University

From: Garrey Carruthers, Chairman  
Efficiency and Effectiveness Committee

Subject: First Report

This book is the first report of the Efficiency and Effectiveness Committee you appointed in 2010. The Committee has been a delight to work with because both the internal and external stakeholders are interested in making New Mexico State University a model of good management and stewardship.

The first tab includes the Charter of the Committee, a membership roster with telephone numbers and email addresses, and our initial listing of projects identified for review and evaluation. The Committee selected from this list 5 major projects for the fall semester:

- Redundancy
- Student Book Costs
- Expense Standardization
- Utility Costs
- Academic Organization

The full Committee met 5 times during the fall semester with each subcommittee holding a number of meetings. The participation by the committee was very good and others in the University were called in to share their expertise. The procedure and template used by all of the subcommittees for reporting and the subcommittee membership by topic are included under the second tab labeled recommendations. Note in the brief outline of the process that we are attempting to look for best practices, identify opportunities for improvement, recommend options or priorities, and to introduce continuous quality improvement to NMSU.

You will be pleased to learn that Glenn Haubold has volunteered to work with Quality New Mexico to use the Baldridge quality process in the Office of Facilities and Services. If there is sufficient buy in at OFS, I will be recommending we follow the Baldridge quality process in other units as well. Dr. Boberg is a member of the Quality New Mexico Board and will be assisting us in this endeavor.
NMSU Efficiency & Effectiveness Committee

December 2010

Recommendations
Efficiency and Effectiveness Committee
Team Members
And
Selected Priority Projects

Team Research and Report Development Process:
- Determine Problem Situation
- Literature search for best practices from any information source
- Develop NMSU’s opportunities for improvement (OFI)
- Develop actionable options to include dollar impact, cost/benefit analysis, and pro and con statements for each option
- Prioritize Team's recommendation and outline continuous quality improvement (CQI) method to assess effectiveness of the recommendations

Teams and Projects:
- Redundancy – Team Lead, Jennifer Taylor – Angela Throneberry
  o Betsy Cahill
  o Don Beasley
  o Cheri Jimeno

- Student Book Costs – Team Lead, Travis Dulany
  o Garrey Carruthers
  o Clay Doyle
  o Tammy Anthony

- Expense Standardization – Team Lead, Shari Jones
  o Mike Abernethy
  o Roseanne Bensley
  o Lori Gobble

- Utility Costs – Team Lead, Glen Haubold
  o Clay Doyle
  o Jim Peach

- Academic Optimization – Team Lead, Gary Rayson
  o Ricardo Jacquez
  o Ben Woods
  o Kiesto Lucero
  o Wendy Wilkins
  o Margaret Lovelace
  o Shari Jones
Redundancy Team Recommendations
Topic:
Review of primary administrative processes to identify redundancy of effort.

Problem Situation:
The subcommittee discussed and evaluated 25 common and routine administrative processes. Due to the significant volume of processes, the list was reduced to six (6) primary processes which generate approximately 95,000 transactions per year. The selected processes are currently manual which result in the following:

- Processing delays due to manual routing
- Duplication of data entry (form, shadow systems, Banner system input)
- Inefficient use of resources related to:
  - Tracking manual forms
  - Confirming appropriate document approvals
  - Verifying mathematical calculations
  - Filing and retrieving of originals

Best Practices:
Primary administrative transactions should be automated and interface with the enterprise systems. The processes should be established to ensure compliance with policies and procedures through the most efficient and effective method. Completion of a business process analysis should be incorporated into the overall system implementation plan.

Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:
Automation and review of the following administration processes:

1. Personnel Action Form (PAF)
2. Hiring Process
3. Labor Redistribution Form (LRF)
4. Journal Voucher (JV)
5. Reimbursement Voucher
6. Vendor Questionnaire

Team Recommendation or prioritization of options:
Automation projects already underway which require continued commitment from central resources to meet target completion dates and central support to implement recommended process improvements:

1. Personnel Action Form (PAF) – Annual volume is 16,800 documents. The EPAF project is currently underway and scheduled for completion by January 2012.
2. Hiring Process – Annual volume is 12,300 documents. PeopleAdmin project is currently underway and will be used as an applicant tracking tool for the university. This project is scheduled for completion by January 2012.
3. Labor Redistribution Form (LRF) – Annual volume is 20,300 documents. Automated solution is underway and scheduled for completion by January 2012.
The remaining processes have not yet been established as automation projects. The recommended priority for these processes is as follows:

1. **Vendor Questionnaire** – Annual volume is 2,600 documents. Although this is a relatively low volume project in comparison to other processes included in this recommendation, the current manual process is very labor intensive for departments, central administrative offices and university vendors. In addition, the current process does not have an adequate recertification process and places the primary responsibility on limited departmental personnel. Target Date: July 2011.

2. **Journal Voucher (JV)** - Annual volume is 24,400 documents. Automated solution to include electronic routing for approvals, scanned backup documentation attached and conversion to auto upload format, once approvals are complete. Target Date: July 2011.

3. **Reimbursement Voucher** - Annual volume is 18,300 documents. Automated solutions could include anything from routing for electronic approvals to a full Travel and Expense module implementation. Planned use of separate Travel Card will pull activity from this type of form to those processed through Wells Fargo expense report format. Target Date: January 2012. Note: Implementation will require funding ($TBD).

**Continuous Quality Improvement outcome measures and processes:**

- Review and evaluation of reallocated resources based on each automated solution
- Establish process to require annual review of primary administrative processes to ensure goals are achieved

**Issues considered for study but not pursued at present time:**

As previously noted, the subcommittee discussed and evaluated 25 common and routine administrative processes. Other manual processes to be considered at a later date are as follows:

- **Employee Benefit Forms** – Use to manage employee benefits and carrier administration. Banner Self-Service has been identified as a possible solution.
- **Budget Entry Form** – To establish original budget and process budget revisions.
- **Direct Pay Request** – To request certain direct payments to vendors, non-employees or organizations, which are not processed through a purchase order (agency expenditures, non-employee travel, utilities, etc.)
Problem Situation: NMSU has a significant investment in IT and a significant investment in IT support but there is inconsistent application of type of computers, computer labs and technical support from departments.

Best Practices: Utilize the ICT department to better coordinate computer purchases. Create central tracking of all labs and classroom computers and standardize practice for more efficiencies.

Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:
Standardization of computer purchases leads to better pricing and central tracking of all computers; more standard maintenance options.

Use existing resources for computer centralization.

Team Recommendation or prioritization of options:
1. Central tracking of all lab and classroom computers.
2. Study desktop maintenance options for classrooms and administration.
3. Hold purchases of computers until 1 & 2 are complete and a tighter control on central purchasing is implemented.
4. Consider implementing information commons in the library.

Continuous Quality Improvement outcome measures and processes:
Better pricing of computer acquisitions.
Standard maintenance costs and training for IT Techs.
Removal of unneeded computers and computer labs.

Issues considered for study but not pursued at present time:
Software issues
Data back-up
Specialty software


**Topic:**
Compare the job titles, number of personnel and percent of total salary by job family for different areas of the campus.

**Problem Situation:**
The number of personnel in a job family by area differs significantly. Although the mission of each area of the campus is unique, some areas seem to support job families that may be redundant with other areas of the campus that fully support a particular mission.

**Best Practices:**
The data provided was extensive. A review of the data provided questions; however, without further review, best practices are difficult to define given the time constraints of the report (see attached Appendix).

**Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:**
See attached Appendix.

**Team Recommendation or prioritization of options:**
1. Complete a review for redundancy of the job families administrative/clerical and student affairs for the areas listed in the Appendix.
2. Complete a review for redundancy of the job families in business, accounting and information technology for the areas listed in the Appendix.
3. Complete a review for redundancy of the job families in human resources and grounds and facilities for the areas listed in the Appendix.
4. Continue to explore automation procedures that would improve efficiency.

**Continuous Quality Improvement outcome measures and processes:**
1. Compare number of positions in the current structure versus number of positions and cost savings if the function were moved into the area of primary mission.
2. Evaluate timeliness, accuracy of processing, and/or reduction of service that may occur with a new staffing model.

**Issues considered for study but not pursued at present time:**
Complete an extensive review of all job families for each area of the campus. The use of an outside consultant to complete this review may be appropriate.
Appendix
Job Families

Administrative/Clerical

When reviewing this job family for the academic colleges, the number of students served is important to determine a benchmark for these areas. In the non-academic areas, the different functions within the job family also need to be considered. For example, one would assume that the functions with the job family administrative/clerical might be significantly different for Business and Finance than for University Advancement.

In all areas, the percent of total salary for this job family is typically low. However, this may be expected since the salary paid to individuals within this job family is typically one of the lowest for the university.

The number of personnel in this job family by area differs significantly. Although it is hard to discern all the job titles that would be included in the administrative/clerical area, the number of positions and the percent of expense paid to the job family calls for further review for redundancy and efficiency in the following areas:

College of Agriculture and Home Economics
College of Arts and Sciences
College of Business
College of Education
College of Engineering
College of Health and Social Services
Athletics
New Mexico Department of Agriculture
Physical Science Laboratory
Planning and Information Technology
President’s Office
Executive VP and Provost
Senior VP for Admin and Finance
Senior VP for External Relations
University Advancement
VP for Research
VP for Student Services and Extended Learning

With 13 Agricultural Experiment Stations located throughout the state, 11 positions in this job family seem reasonable. The Cooperative Extension Service offices are located in 33 counties throughout the state and these offices list 89 persons in this job family. Additional information is needed to make any observations concerning job family redundancy for the Cooperative Extension Service offices.
Grounds and Facilities

If we assume all 70 positions under Auxiliary Services are self-supported by revenue generated by the same, we would also assume that the College of Agriculture and Home Economics, New Mexico Department of Agriculture, Physical Science Laboratory and the VP for Student Services and Distance Learning create independent revenue sources to support the positions listed under in this job family.

The College of Arts of Sciences lists a grounds and facilities position funded with Unrestricted I&G funds. If this position is maintained, should it fall under operations and maintenance funding?

One area that the Agricultural Experiment Stations might pursue is having the county where the stations reside assume and/or partner with NMSU to assist with funding the positions in grounds and facilities that support these stations.

Business, Accounting and Finance

It appears all areas of the university host positions in this job family. When reviewing the academic colleges, of particular note are the higher than average positions in this job family supported by the College of Agriculture and Home Economics, the College of Arts and Sciences, and the College of Education.

Other areas of the university that support higher than average positions in this job family include the offices in Athletics, Auxiliary Services, OFS Facilities, Physical Science Laboratory, University Advancement, VP for Research, and the VP for Student Services and Distance Learning.

The Offices of the President, University Advancement and VP for Research pay 29%, 23% and 32% respectively as their percent of their total budget for this job family. Redundant processes and increased use of automation may create long-term cost savings for these offices.

Human Resources

The College of Agriculture and Home Economics and the offices of New Mexico Department of Agriculture, Physical Science Laboratory, VP for Student Services and Distance Learning, and Executive VP and Provost appear to have personnel dedicated to Human Resources. This may create duplication in service for the university.

Auxiliary Services lists two persons in Human Resources. Again, this may be a redundancy in services unless these individuals are responsible for temporary hiring of individuals for different events.

Information Technology

Some areas of the university show a high number of positions, a higher percentage of total salary or a high percentage of expense within this job family. Offices that should review this job family for redundancy include the following:

College of Arts and Sciences
Student Affairs

With the information available, it appears all the academic colleges host their own Student Affairs personnel. The amount of personnel in this job family for the colleges ranges from two (College of Engineering) to six (College of Health and Human Services) positions. The majority of funding for these positions is derived from unrestricted I&G funds.

The Executive VP and Provost’s office lists three positions in the job family of student affairs. All three positions are 100% funded by unrestricted I&G funds.

The VP for Student Services shows 111 positions and 49% of their total salary allocated to this job family. Since this job family fits the primary mission of this area, this may be reasonable. Any redundancy may occur when different offices and/or colleges outside of student services support their own student affairs personnel.
Topic: Review the use of facility space usage and allocation.

Problem Situation: Buildings use a large portion of an institution's capital budget and annual operating revenues. Inappropriate use of facilities can increase the consumption of reduced resources. There may not be effective use of our university buildings, particularly in the summer months.

Best Practices: Buildings, including usage, are highly visible components of an institution and play a significant role shaping external perceptions of an institution. Best practice means maximum and intentional use of space allocation.

Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option: There are three buildings that appear to have good summer space utilization: Jett, O’Donnell, and Hardman. Buildings not well-used in the summer could be closed and departments/services moved into other buildings for consolidation and temporary housing. When departments offer few summer classes, move the course offerings into buildings with high usage.

Beyond summer usage, add more SMART rooms in buildings currently with under-used classrooms.

Team Recommendation or prioritization of options: The subcommittee recommends the gathering of more data on space allocation and use. We hope to have a meeting in December with the Registrar and the Office of Enrollment Management.

Continuous Quality Improvement outcome measures and processes:

Issues considered for study but not pursued at present time: Same as above (Continuous Quality Improvement)
Topic: Applying limiting standards to how many administrative departments are recognized in the university, and how many supervisory positions are established.

Problem Situation: NMSU has a proliferation of departments with de facto department heads and related staff performing similar administrative functions; there is no standard as to when a function may be recognized administratively as a department, or a position as supervisory.

Best Practices: External consultants, and select universities, have established benchmarks for how many levels of approval should exist between the President and the lowest department head, and how many subordinate positions should be assigned at minimum to any one supervisor. The study was conducted by Bain & Company titled, Operational Excellence at Universities, was presented at the Education Advisory Board Roundtable on April 14, 2010.

Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:
1. NMSU should consider consolidation of administrative support for smaller departments. Support positions and associated operating budget can be eliminated.
2. NMSU should remove redundant layers of management by:
   a. Limiting organizational levels with administrative authority to no more than 4 below President
   b. Requiring at least 6 direct reports for any department head positions; consolidate smaller departments.

Team Recommendation or prioritization of options:
1. Obtain from HRS an exception report that shows potential departments for consolidation.
2. Eliminate multi-layer approvals of routine transactions.
3. Calculate hypothetical savings from standardization of support staff component to reduced number of departments.
4. Review how further automation can be used to consolidate support positions.

Continuous Quality Improvement outcome measures and processes:
3. Compare number of positions in current proposed structures should produce an overall reduced cost, when additional IT costs are fractured into overall analysis.
4. Evaluate timeliness and accuracy of processing under reduced staffing model.

Issues considered for study but not pursued at present time:
1. In-depth review of automation impact on support staffing levels.
2. Benchmark development for comparison of staffing levels.
Student Book Cost Team
Topic: Textbook sales, adoption, and purchasing

Problem Situation:
1) The best communication methods need to be determined between the NMSU Bookstore, run by Barnes & Noble (B&N), and the NMSU community, particularly faculty. Current e-mail invitations and information messages have proven ineffective.
2) Textbook adoptions are not completed on time. As of Oct. 30, only 51% of faculty had turned in their textbook selections for the spring semester. Low textbook adoption limits the NMSU Bookstore’s ability to anticipate need for the following semester, reduces the amount of books the Bookstore can buy back from NMSU students, and lowers the amount of used textbooks available to students.

Best Practices:
1) Establishing a cooperative atmosphere among students, faculty, and bookstore representatives results in a streamlined workflow and better quality of service
2) Early adoption reduces costs: Bookstore managers prefer to purchase and sell used books, as they are less expensive; however, when used books are not available, retailers are forced to sell books in other forms (new and digital), which are more expensive to students.
3) Early adoption makes NMSU compliant with the Higher Education Opportunity Act (HEOA)

Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:
1) Establish a Faculty Liaison in Each College:
   a. Pros: A faculty rep appointed for one or more years can be effective in communicating the above-mentioned issues to peers, as well as serve as an expert on textbook-related issues.
   b. Cons: With no apparent benefit to the faculty member, along with heavy course loads and tight research timetables, a representative may be difficult to find.
2) Establish a Student-Driven Initiative:
   a. Pros: The message of early adoption and sensitivity to textbook costs will be more widely received if the message comes from students.
   b. Cons: High turnover in student leadership will make it difficult to sustain this initiative. Administration would constantly have to resell the idea to students in order to gain participation year after year.
3) Reach out to Department Heads:
   a. Pros: Department heads can effectively communicate important information regarding textbooks to faculty members with whom they work. Information can be disseminated to department heads through the Department Head Academy.
b. Cons: This will place extra burden on already overloaded department heads.

4) Utilize Faculty Senate, College Convocations and Faculty List-Serves:
   a. Pros: Multi-faceted approaches to communication will help ensure that faculty receive messages.
   b. Cons: This requires extra effort from B&N representatives, and takes up valuable meeting time when other issues may be on the table.

**Team Recommendation or prioritization of options:**

1) Utilize department heads, faculty liaisons in each college, and student leadership to encourage faculty to turn in textbook adoptions on time.
   a. By providing textbook information early, B&N is able to buyback more textbooks from students. B&N also has more access to less expensive used books. Lastly, if textbook information is submitted early, students have the ability to compare textbook prices before they register for classes.

2) Encourage B&N to spend more face time with faculty and students.
   a. The subcommittee recommends B&N reps speak and answer questions at Faculty Senate, college convocations, departmental meetings, and ASNMSU Senate meetings frequently.
   b. NMSU needs to work jointly with B&N to ensure that B&N has multiple opportunities for face-to-face interaction with stakeholders. An example provided by the committee is an “Information Desk” focused specifically on textbooks.

**Continuous Quality Improvement outcome measures and processes:**

1) Recommendation: “Utilize department heads, faculty liaisons in each college, and student leadership to encourage faculty to turn in textbook adoptions on time.”
   a. Outcome Assessment: The committee will find higher rates of textbook adoption early on in the academic semester. This information is collected by B&N and can be shared with the committee

2) Recommendation: “Encourage B&N to spend more face time with faculty and students.”
   a. Outcome Assessment: Again, a higher rate of early textbook adoption is a positive sign that this recommendation is making progress. B&N will also experience increased participation in its “Faculty Appreciation Night,” more frequent interactions with students, and potentially more business from the university community.

**Issues considered for study but not pursued at present time:**

1) Encourage Textbook Uniformity in General Education Classes: Many subjects taught at introductory levels provide the same course material over several years. Continued use of the same textbook for several years could help reduce costs to students, by allowing students to avoid expensive new editions. At the very least, informing students that older versions of a particular textbook will suffice could go a long way.
Expense Standardization Team
**Topic:**
Standardization of Expenses/Review Expense Issues/Budgeting Process

**Problem Situation:**
- Certain expense and reimbursement policies are not enforced uniformly
- Certain reimbursements are now generally considered to be “employee benefits” or “perks” rather than necessary cost
- Some intra-University use requirements remove flexibility in choosing most cost-effective options
- Limited transparency and standardization in budgeting certain costs

**Best Practices:**
Purchase/costs decisions are based on a combination of need, quality of goods and services received and cost. Policies and procedures are uniformly enforced with deviations from policy subject to justification with respect to overall objectives. Use of zero-based or “bottom up” budgeting approach provides additional tools to closely monitor and control costs.

**Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:**

A) Establish expense standards for certain common expenses and apply uniformly. Incorporate established standards in the budgeting process utilizing zero-based budgeting procedure to re-establish a base budget for each department. Examples include:
   1) Mobile device reimbursement
   2) Actual expenses versus per diem reimbursement
   3) Vehicle fleet

B) Intra-University requirements

C) Purchase standards

D) Other metrics for budgeting purposes

**Team Recommendation or prioritization of options:**

A) Standards to be implemented University-wide and, where applicable, incorporated into budgeting process in order to re-establish a base budget for each department:
   1) Mobile device reimbursement—establish University-wide policy based on job position and/or support of business usage to receive mobile device on University plan or to receive reimbursement; institute limits on reimbursement amounts based on historical usage that can be supported
   2) Actual expenses versus per diem reimbursement—change reimbursement policies to require support for expenses incurred (up to specified limits) rather than per diem reimbursement
   3) Vehicle fleet
a. require that fleet vehicles (when department has a vehicle) or "rental option" from NMSU rental pool be used for travel rather than mileage reimbursement,
b. review fleet usage and consider establishing contract with local rental agency (Enterprise) which can be utilized when/if the fleet size is reduced (may not need to reduce fleet size if requirement to utilize fleet rather than receive mileage reimbursement is instituted)

B) Intra-University requirements—review areas where there are requirements to utilize/justify University resources when outsourcing could be more cost-effective:
   a. Print Portal—established for standardization but should investigate the costs passed through to the departments versus establishing printing contract with local provider; large print jobs are already outsourced from the Communications department
   b. Aramark—currently there is a policy (NMSU Policy Manual, Chapter 3, page 29 of 34) that appears to require student groups or university departments to obtain pre-approval before utilizing a caterer or food service provider other than Aramark even though contract with Aramark does not have exclusivity for other than Corbett Center and Athletic events; this policy should be amended to allow for departments to make cost-effective choices

C) Purchase Standards—establish and enforce standards for large commodity categories such as vehicles, IT equipment etc. and allow for large volume discounts for these concentrated categories

D) Other metrics for budgeting process—staff to determine other relevant metrics to be used in the budgeting process based on full-time equivalent staff, credit hours etc. as necessary to assist in re-establishing the base budget

Continuous Quality Improvement outcome measures and processes:
Enforcement of the expense and reimbursement policies established is critical. The feedback we received from staff on these cost savings ideas is generally favorable with respect to the merits of these recommendations. However, concerns were expressed about the potential effectiveness of these recommendations because policies and procedures have not been uniformly enforced in the past (many exceptions made) and due to engrained culture where departments and colleges have had significant flexibility and limited accountability other than with respect to their total budget. The use of the words "encourage" or "recommend" were noted in policy handbook with respect to certain expense areas (i.e. travel decisions, office supplies etc.) rather than "required". There is a need for comprehensive training on, and enforcement of, the current policy and any subsequent policy changes to change the current culture. A “no exceptions” approach must be adopted or these recommendations will not be effective in reducing costs.

Issues considered for study but not pursued at present time:
Airplane usage—being addressed on campus currently
Redundancy issues—being addressed by Redundancy subcommittee
Topic: Staff Efficiency—Utilization of Committees

Problem Situation:
- Utilization of search committees for non-academic hiring process is inefficient use of staff time as many positions can be screened through hiring department and HR
- Conducting business through committee has led to inefficiencies and ineffectiveness

Best Practices:
Cost/benefit analysis of policies and procedures should be conducted periodically

Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:
Elimination of requirements to utilize committees in many areas will allow for faculty and staff to be more efficient and effective in their roles. Ineffective use of time contributes to poor staff morale and encroaches on the amount of time available for interaction between faculty and students.

Team Recommendation or prioritization of options:
Undertake review of current committee structures and policies and eliminate those that are not effective; require committee organizer to quantify the “cost” of the committee and justify such cost with tangible benefits.

Continuous Quality Improvement outcome measures and processes:
Require that cost/benefit justification be performed before formation of any new committees

Issues considered for study but not pursued at present time:
None
Utility Cost Team
**Topic:**
Utility Consumption
Report #2

**Problem Situation:**
There are opportunities for reduction in the campus utility bill through energy efficiency improvements, but most of these energy conservation measures are relatively expensive even though they have a short payback. Retrofits of campus lighting, installation of direct digital controls on HVAC systems, and thermal cooling water storage are energy conservation measures that are being considered.

**Best Practices:**
Because the return on investment is very short (2 to 5 years) for many of these energy conservation measures, assistance from the local utility company or from a third party energy savings company (ESCO) may be obtained if internal funds are not available. In addition, because there are so many areas where re-lamping will save money, it is considered a best practice to survey the campus through an energy audit to insure that the most attractive opportunities are identified and funded first.

**Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:**
OFS Engineering was involved with identifying opportunities across the NMSU campus and has partnered with El Paso Electric (EPE) to evaluate additional conservation measures in the campus Activity Center. EPE offers the “SCORE Plus” program to assist customers with maximizing rebate opportunities for the installation of energy conservation equipment, and NMSU and EPE will be auditing additional buildings. A RFP for an Energy Performance Contract has been issued and this will help to gauge interest from ESCOs. The responses to this RFP are in the process of being evaluated.

**Team Recommendation or prioritization of options:**
The original priority of this committee was to re-lamp Branson library, but the stack shelves are in the process of being re-located and this could mean that the lighting would also need to be moved. As a result, the Branson re-lamping project will be accomplished in FY 2011 with a projected annual savings in excess of $100,000.

The re-lamping of the Activity Center will be funded instead with an installed cost of $47,610. El Paso Electric will provide an incentive payment of $8,473 and the annual energy savings will be $13,250 at current electric rates (calculations attached). The simple payback for these measures will be just under 3 years, and this project is believed to be typical of many others available across the NMSU campus. The committee would also like to investigate the establishment of a revolving fund that would allow for a portion of energy savings to be re-invested in additional energy savings projects.

**Continuous Quality Improvement outcome measures and processes:**
Most of the campus Auxiliary and Athletic buildings are sub-metered electrically and approximately 1/3 of the I&G buildings have sub-meters. Actual energy consumption savings
can be measured in many cases and estimated with reasonable accuracy in others. There are measurements and verification standards (M&V) that are used to adjust for weather and occupancy variations and these will be used to quantify any measures that are implemented. There are existing plans to complete the installation of sub-meters on all major campus buildings, and this project will be accelerated if funds allow.

**Issues considered for study but not pursued at present time:**

A revolving fund that provides for a portion of the utilities savings to be re-invested should be considered as measures are implemented.
### PHASE 1

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<tr>
<th>Activity Center</th>
<th>Installed Costs</th>
<th>EPE Incentive</th>
<th>Annual Savings</th>
<th>Simple Payback</th>
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<td>$8,473</td>
<td>$13,250</td>
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</tbody>
</table>

### PHASE 2

| Branson             | new fixtures w/ T5 | $294,000 | $110,475 | 2.66 |
|                     | new w/ T8          | $252,000 | $119,472 | 2.11 |

### PHASE 3

**Performance Contract**

The Utility Subcommittee consists of Glen Haubold and James Peach of NMSU, and Clay Doyle of El Paso Electric (EPE). OFS engineer Dale Harrell (NMSU grad) along with Paul Royalty and Pat Patton from EPE have agreed to serve as technical resources.

We decided to take a short, medium, and long term approach to energy savings opportunities because some projects were in various stages of development. We also agreed to involve the EPE SCORE PLUS program, which provides technical assistance, opportunity assessments, and incentive dollars for energy savings projects.

The attached spreadsheet details the initial calculations for projects at the Branson library and at the NMSU Activity Center. Additional projects may be added as the subcommittee continues work.

Also on the horizon is a possible Performance Contract. A RFP was just issued and additional details will be provided later as this initiative takes shape.

* Branson was originally Phase 1 but was moved to Phase 2 because the library shelving may be relocated in 2011
Academic Performance Team
Problem Situation: Practice of student enrollment in courses with objective of dropping one or more with a grade of “W” while maintaining “full time” status

Best Practices:

Majority of Universities appear to allow dropping of a course after the add/drop period, but require the approval of some combination of the student’s academic advisor, the course instructor, and the Dean of the College in which the student is enrolled. If students are failing at the time, the course is either not dropped or the student is given a grade of “WF” (or the like) that is computed into the GPA as a grade of “F.”

Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:

- Limitations of number of courses that can be dropped during a student’s academic career without penalty
  - Pros:
    - This would deter current practice of many students
    - Would enable students who have real interest or need for a class to enroll in it
    - Would more nearly equate census date enrollment figures with completion enrollment figures
  - Cons:
    - May penalize students who must drop a course because of unforeseen circumstances
      - This could be addressed by implementation of a appeal or justification mechanism
      - At-risk students could be more readily identified and directed toward relevant assistance opportunities and programs

Team Recommendation or prioritization of options:

It was a general consensus of the subcommittee members involved in these discussions; efforts to discourage abuses of the present system by those students not otherwise challenged should be developed and implemented. However, it became increasingly apparent that any policy changes must be cognizant of individual circumstances of those students for whom changes in course-load policy could become insurmountable barriers to their successful completion of a degree program.
Continuous Quality Improvement outcome measures and processes:

Imposition of a life-time limitation on the number of courses that can be dropped without penalty will require continual monitoring of both student enrollment statistics and degree completion rates at each level: associates, bachelors, and graduate degrees.

Issues considered for study but not pursued at present time:

Other topics that were discussed in committee included:

1. The role of the Community Colleges in addressing issues of student preparedness within some of the introductory courses (e.g., 100-level courses).
2. A systemic lack of teaching preparedness of many new faculty and graduate student assistants
Problem Situation: Four-year graduation rate is unacceptably low

Best Practices:

The majority of Universities require 12 credits for full-time status as an undergraduate and for continuation of financial aid (federal agency definition). However, many Universities clarify that semester course loads of 15-16 are required for degree completion in four years.

Opportunities for Improvement, to include options with benefit cost analysis and/or dollar impact plus the pros and cons of each option:

- Increase full-time enrollment for undergraduate students from 12 credit hours to 15 credit hours
- Decreasing minimum credit-hour degree requirement to 120 hours
  - Pros:
    - Enrollment of each student in at least 15 hours each semester would enable attainment of minimal 120 credit hours for graduation (baccalaureate) in 8 semesters (four years).
    - Total financial burden to students would be decreased through administered total tuition and associated expenses (e.g., housing, food, fees, etc).
    - Rate of entrance of graduates into the work force and into advanced degree programs would increase.
  - Cons:
    - Increased student course enrollment each semester world require increased support infrastructure
      - Increase in sections of courses offered each semester
      - Increased faculty teaching work loads
        - Increased temporary/college hires
        - Decreased research and scholarly activity production by current faculty
      - Increased or reallocation of classroom/laboratory facilities
      - Increased office space for increased faculty
    - Increased demands on ill-prepared entering students
      - Potentially increased failure rates, especially in more rigorous curricula
- Negative “quality of life” effects on students who currently work to provide the “necessities of life” for themselves and their dependents

**Team Recommendation or prioritization of options:**

- Discourage students from maintaining enrollment in only the 12 hour minimum each semester
- Increase opportunities and awareness of opportunities for student employment either on-campus or with “student friendly” businesses
- Direct students to assistance resources (Center for Student Success, Campus Tutoring Center, Supplemental Instruction course offerings, etc.)
- Increase available sections of introductory and general education courses
- Re-evaluate classroom and laboratory space utilization

**Continuous Quality Improvement outcome measures and processes:**

Implementation of either an increase in full-time course load definition will require continual monitoring of both student enrollment statistics and degree completion rates at each level: associates, bachelors, and graduate degrees

**Issues considered for study but not pursued at present time:**

Other topics that were discussed in committee included:

1. the role of the Community Colleges in addressing issues of student preparedness within some of the introductory courses (e.g., 100-level courses).
2. a systemic lack of teaching preparedness of many new faculty and graduate student assistants. (It was suggested that this might be addressed through professional development activities prior to each semester using resources made available to the Teaching Academy.)