

ASC Advisory Team Meeting
Corona Range and Livestock Research Center
October 12, 2017

Minutes

Present: Steve Loring, Natalie Goldberg, Stephanie Walker, Jerry Sims, Dave Lowry, Jerry Sims, Shengrui Yao, Bruce Davis, Shad Cox, Steve Guldán, Shanna Ivey (for Clint Loest), Aaron Scott, Craig Ogden, Jane Pierce,

On phone: Roland Sanchez, Dina Chacon-Reitzel

Absent: Clint Loest, Dino Cervantes

1. Welcome and introductions:
 - Natalie and Steve thanked everyone for coming and welcomed them to the Corona Range and Livestock Research Center. They also thanked Shad Cox for the delicious lunch.

2. Goals for this meeting – The goal for this meeting is to develop a path forward and establish smaller working groups (subcommittees to look at smaller pieces of the overall question).
 - Survey – A survey was previously sent to the committee members asking them two questions:
 - What do you think is the primary goal of the ASC Advisory Committee?
 - What other goals/objectives do you think are important for this committee?The survey was completed to see if there was a consensus from the group as to the overall goals of the committee. The answers to the survey follow the minutes of this meeting. The survey served as an excellent discussion point for the beginning of this committee meeting.

3. Review pending items and information from previous meeting – Steve reviewed the items that were pending from the previous meeting:
 - ASC Appraisals:
 - Cost about \$5,000 apiece. It was decided that we would not do these outright, but we can do specific centers as needed. Bottom line, we own six of our ASC and we do not own the land on the other six. A handout on the ownership of the facilities was provided to the committee members prior to this meeting.
 - Budget information:
 - Funding is very different from one ASC to another – one important reason for this is that local stakeholders have worked through their legislators for resources specifically for their centers. A breakdown of the overall operations budget for each of the ASCs was provided as a handout.

- The overall annual budget for building renewal and replacement (B R & R) for the ASCs is very small. It really only allows for an emergency fund for critical needs (e.g., when a well goes down). We have worked to develop a small pool of money that can be used to work on infrastructure at the ASCs, but we generally have only had enough funding to do minor repairs (place “Band-Aids”).
- ASC Sustainability Information from each center :
 - Each of the ASC Superintendents provided a short document that outlines the needs in order for their ASC to be sustainable. These documents were provided to the committee members prior to this meeting. These documents should be helpful to the subcommittees as we begin to complete assessments of each of the centers.

4. Questions from committee members:

- Have any other AES done this type of a comprehensive review of their AES/ASC’s?
 - Wyoming and Idaho may have recently done a comprehensive review of their ASCs – **Steve will follow-up on this.** Shanna Ivey noted that Wyoming had used a survey tool to obtain input from their stakeholders. After some discussion, it was decided that this type information would be very valuable to the efforts of this committee. **Steve and Shanna will follow-up to see if they can get information on what was asked in the survey and how the survey was conducted. Natalie and Steve will work to put together a survey tool for NM – AES and our ASCs.**
 - What do other states do well? The following were some things that we know other states do:
 1. Integrate CES into their off-campus facilities. Most states used a naming system that includes both entities, for example “The Such-n-such Agricultural Research and Extension Center.” The faculty at these facility generally have appointments in both research and extension and both AES and CES contribute to the overall operations of the off-campus facilities.
 2. Commodity groups in other states dedicate significant funding to research.
 3. The size of the states in the western US provides a challenge in conducting relevant research for stakeholders. The distance between facilities can be great and the environmental and geographical differences across the state can be quite variable. This creates a need in these large states for more ASCs. Smaller states have the opportunity for fewer centers that may be able to focus or concentrate on a few specific research efforts. For example, cropping systems may be much less diverse in some states when compared to New Mexico. This allows a concentrated and collaborative effort among the faculty.
 4. Some states off-campus ASC are essentially “mini campuses” with teaching, research and extension efforts and large numbers of faculty.

- What is the cost of deferred maintenance?
 - In New Mexico, all of our ASCs have urgent needs. We have put together a list of the most critical needs at the ASCs (see information following these minutes). The committee was reminded that this is not a comprehensive list and that the Superintendents made most of the cost estimates. Generally, estimates by contractors or the NMSU Facilities & Services Department (F & S) are higher.
 - In 2012, F & S has evaluated the repair needs at six of our off-campus ASCs: Alcalde, Artesia, Clayton, Clovis, Mora and Tucumcari. The cost was staggering – over \$20 million. The cost of these repairs has gone up as time has passed.
 - It was noted that NMSU is not unique about maintenance and upkeep issues at ASCs. In 2015, The federal government conducted a survey of capital infrastructure and deferred maintenance at schools of agriculture nationwide. The report can be found at: <http://www.aplu.org/library/a-national-study-of-capital-infrastructure--deferred-maintenance-at-schools-of-agriculture/file>.
- What is the university doing to help the ASCs with labor and purchasing issues:
 - NMSU salary structure is so low that the ASCs cannot attract quality employees (people can work at McDonald's for more money). This is a serious problem for the ASCs and a hindrance to getting the work done.
 - There is a need to rewrite job descriptions to reflect the actual work needed. Additionally, the university needs to adopt a pay schedule that will enable ASCs to hire good workers.
 - NMSU also needs to adopt policies that support the work of the ASCs through providing purchasing agreements that allows for the use of local vendors. NMSU should also work with vendors to develop purchasing agreements that provides discounts to NMSU.
- Is there duplicative efforts at any of the ASCs? Can research conducted at one location benefit the greater state? This is a key question for the committee. There was a discussion that the large geographic area of New Mexico makes it hard for one location to be able to serve the needs of the entire state in some research areas. For other research areas, this may be possible.
- Does NMSU have a policy for conducting contract research (for a fee) at the ASCs? Should this be part of the role of the ASCs? This type of work is happening at many of our ASCs and is handled through grants and contracts. Almost all of our research projects have external funds supporting at least part of that work. This can lead to “mission drift,” and this is a concern; however we work very hard to ensure that the work we are doing stays attached to our mission in some way.
- How do the ASCs handle sales? This is a controversial issue. It is important that we do not compete with our stakeholders. Some ASCs have a greater opportunity to produce crops or livestock than others (land, labor, etc.). However, all of our ASCs produce commodities that can be sold and each of them has some form of a sales account. Some ASCs are almost solely dependent on sales. These resources are “unrestricted” and provides flexibility for the Superintendents for the management of their centers. These resources are often used to pay for small, but critical repairs, or for needed equipment

and supplies. We need to ensure that we prioritize research over sales and it can be a slippery slope.

5. Questions for this committee to answer:

- What is the mission of each individual ASCs (including the role of CES). Do the ASCs mission statements need to be revised?
- Are there common metrics to compare ASCs?
- Are ASC stakeholders satisfied?
- What are the intangible benefits (economic, political) of the ASCs?
- Do we need to address perception issues? If so, what are they and how should we address them?
- Are the ASC advisory boards structured appropriately? Are they functioning in a truly advisory capacity?
- Are the ASC sustainability statements adequate?
- Are any of the ASCs failing/expendable?
- What resources are needed to maintain/expand/improve research responses to stakeholder needs?
- Strategy for obtaining resources:
 - Private/public partnerships
 - Federal/state/local funding
 - Foundation funding
 - Industry funding/in-kind donations

6. Formation of subcommittees:

- There was a good discussion on how to divide into smaller groups to conduct the detailed work of the committee. There was a discussion on how we might have subcommittees work on one aspect across all the centers. For example, subcommittees could be established to work on various subjects, such as:
 - Metrics – how do we compare one ASC to another? Are there common metrics that make sense to use so that we can make a judgment that is based on data and not just on subjective options? Who is the audience for these decisions?
 - Assessment for the success of the ASCs – Are the research goals and objectives of each center meeting needs of clientele? How are the ASCs connected to the overall mission of NMSU and ACES? How are the ASCs integrated with CES and the academic programs?
 - Resources – What are the resources needs for research, operations, and infrastructure improvements across the centers? How can we increase resources for the centers?
 - Advice/input from stakeholders – How do we ensure that we are meeting the needs of our stakeholders?
 - Communication – how do we communicate our impacts? Within NMSU? To Legislators? To stakeholders and the public? To funding agencies and potential research partners? **There was a discussion regarding the loss of Ag Communications from the college. This was a significant loss to the college and**

the committee wanted to make sure the decision makers within NMSU know that they are unhappy that ACES does not have a dedicated communications team.

- Another approach emerged from this discussion and it was decided that the Team preferred to divide the ASCs into three groups and dedicate a subcommittee to assess a group of ASCs with respect to all of the above areas, rather than assess all ASCs with respect to one subject area. The ASCs grouping and subcommittees are proposed as follows: **Committee Members: PLEASE review your committee assignment. If you would like to change your assignment, please let Steve and Natalie know as soon as possible.**
 1. Northern NM Centers: Alcalde, Mora, Farmington and Los Lunas
 - Subcommittee members:
 - Steve Guldán, co-chair
 - Stephanie Walker, co-chair
 - Blake Curtis
 - Dina Chacon-Reitzel
 - Shengrui Yao
 2. South – Eastern NM Centers: Fabian Garcia, Leyendecker, Artesia, Clovis and Tucumcari
 - Subcommittee members:
 - Dave Lowry, co-chair
 - Jane Pearce, co-chair
 - Craig Ogden
 - Dino Cervantes
 - Jerry Sims
 - Aaron Scott
 3. Animal and Range Centers: Corona, Clayton and the College Ranch
 - Subcommittee member:
 - Shad Cox, co-chair
 - Clint Loest, co-chair
 - Bruce Davis
 - Roland Sanchez
7. Next Step: Subcommittee Work. Subcommittees will complete their initial assessments between Nov. 1 and March 1. Natalie and Steve are available to work with the subcommittees if desired. Subcommittee chairs should notify Natalie and Steve of their meetings/activities and whether or the subcommittee would like their participation in the meeting/activity.
8. **Next ASC Advisory Team Meeting: March 2018; date and location to be determined.**
- Agenda to include:
 - Presentation on what other states have done in this area
 - Presentation of a survey tool for stakeholder input
 - Subcommittee presentations

ASC Advisory Team Survey Responses

Q1 - What do you think is the primary goal of the ASC Advisory Committee?

1. To make the Ag Science Center farms more productive sustainable and in touch with 21st century citizens of NM. I would like to set goals that would help the farms operate more as a unit. I would like the emphasis to be positive and helpful.
2. Evaluate the current ASC programs, and facilities. Determine the long-term viability of the current structure. Provide recommendations to continue as is, change the structure to better serve the current needs of the communities and State, and or terminate programs if necessary.
3. To share meaningful public opinion. To give an advance public opinion to contemplated actions by the university.
4. To review the structure and roles of extension and research as it relates to Agricultural Science Centers. Look at effectiveness and ways to keep the ASC's viable.
5. To envision the potential roles and abilities of ASC to help AES serve the needs of its stakeholders in the future.
6. Analyze and develop strategies for funding sources outside of the college. Provide details/suggestions/impact and solutions to ACES to approach NMSU Admin, NM Legislators, industry partners, etc. for funding resolutions. Develop strategies for future cuts in funding sources.
7. Should we shut down any ASCs (which one) or keep them all?
8. To look at Experiment Station and recommend changes that can help keep it relevant in the future.
9. To recommend the best course of action for the NMSU Ag Science Centers in light of the current situation of insufficient funding to meet their infrastructure and operational needs.
10. To ensure that the ASC's are meeting the current needs of stakeholders and conducting research prevalent to the area it serves. Making sure the ASC's are properly funded and staffed and, if not, where we can best utilize the resources at hand on that center.
11. According to the Dean, this committee is to access the AES Ag Science Centers with regard to their mission, facility needs, research priorities, and funding.
12. To evaluate the strengths and weaknesses, and challenges and opportunities of all the Science/Research Centers.

Q2 - What other goals/objective do you think are important for this committee?

1. I think some people might hope for big, unique, brilliant ideas that would help achieve our primary goals. Realistically, we are probably better off pursuing many smaller achievable objectives that together would be very impactful. One objective is to identify, find or develop tools/tips/procedures to operate more efficiently/cheaply. A second objective would be to package or expand existing projects or programs in ways that would increase visibility for the farms and the College, which would also help with recruitment. If each participant came up with just 1 or 2 small ways to save money in the system or found a way to make our efforts more visible and credited in NM and beyond, it will have been worth the effort.
2. Financial limitations of NMSU and the State need to be strongly considered.
3. To assure our fellow stakeholders that their concerns are being met and to convey the unique positions that we each have. Our conclusions should be global enough to accomplish that purpose and yet concise enough to be meaningful.
4. Partnerships and other possible funding avenues to assist in the ongoing financial stress the university has concerning the physical condition of the ASC's. I do not feel we make recommendations for any closures unless we are so directed.
5. For each ASC, determine its current health and potential future health within the bounds of realistic investments.
6. Develop recommendations for AES to change mindset of each ASC to maximize income from the only variable available: enterprise sales. As well as, develop recommendations to model management of each ASC after the most successful and equalize human resource funding to provide each ASC with essential administrative and research support staff.
7. Research priorities for ASCs. Also how to balance/direct the clientele needs and faculty interests? Evaluate and recommend maintenance for ASC's structures/buildings.
8. We need to look at the underlying problems that are hindering our operations. Labor/low pay and purchasing restrictions that create inefficiencies are a couple big ones.
9. Balance the needs of local clientele, researchers, and other groups with interest in the ASCs with budgetary constraints. Investigating new funding sources to support the ASCs.
10. Given the current funding status/issues, condition of said centers and staffing problems, I believe that we do need to take a good hard look at whether or not the science center is actually benefiting the public and NMSU, or if they are merely existing. Many centers are on the verge of costly structural issues as well as current safety concerns.
11. Not sure
12. To develop recommendations to Dean Flores regarding question number 1 and also provide input on how to strengthen and increase the relevancy of the Science/Research Centers.

AES Operations Budget allocations by administrative unit FY15-FY17

| | FY15 | | | FY16 | | | FY17 | | |
|-----------------|----------------------|---------------------|------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| | State | Fed | Total | State | Fed | Total | State | Fed | Total |
| ASC Alcalde | \$ 69,738.00 | \$ 20,000.00 | \$ 89,738.00 | \$ 67,943.24 | \$ 20,000.00 | \$ 87,943.24 | \$ 65,744.66 | \$ 20,000.00 | \$ 85,744.66 |
| ASC Artesia | \$ 99,048.00 | \$ - | \$ 99,048.00 | \$ 97,067.04 | \$ - | \$ 97,067.04 | \$ 94,640.36 | \$ - | \$ 94,640.36 |
| ASC Clayton | \$ 55,047.00 | \$ 19,096.00 | \$ 74,143.00 | \$ 53,564.14 | \$ 19,096.00 | \$ 72,660.14 | \$ 51,747.64 | \$ 19,096.00 | \$ 70,843.64 |
| ASC Clovis | \$ 322,869.00 | \$ - | \$ 322,869.00 | \$ 316,411.62 | \$ - | \$ 316,411.62 | \$ 308,501.33 | \$ - | \$ 308,501.33 |
| ASC Corona | \$ 10,000.00 | \$ - | \$ 10,000.00 | \$ 9,800.00 | \$ - | \$ 9,800.00 | \$ 9,555.00 | \$ - | \$ 9,555.00 |
| ASC Fabian | \$ 15,000.00 | \$ - | \$ 15,000.00 | \$ 14,700.00 | \$ - | \$ 14,700.00 | \$ 14,332.50 | \$ - | \$ 14,332.50 |
| ASC Farmington | \$ 114,545.00 | \$ - | \$ 114,545.00 | \$ 112,254.10 | \$ - | \$ 112,254.10 | \$ 109,447.75 | \$ - | \$ 109,447.75 |
| ASC Leyendecker | \$ 30,000.00 | \$ - | \$ 30,000.00 | \$ 29,400.00 | \$ - | \$ 29,400.00 | \$ 28,665.00 | \$ - | \$ 28,665.00 |
| ASC Los Lunas | \$ 92,253.00 | \$ - | \$ 92,253.00 | \$ 90,407.94 | \$ - | \$ 90,407.94 | \$ 88,147.74 | \$ - | \$ 88,147.74 |
| ASC Mora | \$ 45,142.00 | \$ 30,000.00 | \$ 75,142.00 | \$ 43,639.16 | \$ 30,000.00 | \$ 73,639.16 | \$ 41,798.18 | \$ 30,000.00 | \$ 71,798.18 |
| ASC Tucumcari | \$ 87,441.00 | \$ - | \$ 87,441.00 | \$ 85,692.18 | \$ - | \$ 85,692.18 | \$ 84,549.88 | \$ - | \$ 84,549.88 |
| | | | | | | \$ - | | | |
| Total | \$ 941,083.00 | \$ 69,096.00 | \$ 1,010,179.00 | \$ 920,879.42 | \$ 69,096.00 | \$ 989,975.42 | \$ 897,130.03 | \$ 69,096.00 | \$ 966,226.03 |

| Center | Repair Needed | Est. Cost | Quote Source | Priority | Status |
|---------------|--|------------|------------------|----------|--|
| Alcalde | exterior stucco work on main office building, including viga and window repairs | 1-1.5 M | NMSU | H | need asbestos abatement, which drives up costs |
| Artesia | roof replacement for office building | unknown | NMSU | H | waiting for estimates |
| Clayton | proceesing barn plumbingand insulation repairs | 20,000 | superintendent | M | |
| Clayton | paint feedmill to protect elevators and sheeting | 15,000 | superintendent | M | |
| Clayton | asbestos abatement in office buiding and residence bathroom, pluss new flooring | 25,000 | superintendent | M | |
| Clayton | commodity barn | 25,000 | superintendent | M | |
| Clayton | need new equipment storage shed | 25,000 | superintendent | M | |
| College Ranch | corral repairs | 15-20,000 | superintendent | H | |
| College Ranch | storage shed & shop roof repairs | 20,000 | superintendent | H | |
| Corona | North Camp residence - kitchen remodel (cabinets, floor, counters) | 33,000 | superintendent | | |
| Corona | North Camp residence - roof replacement | 17,000 | superintendent | | |
| Corona | North Camp residence - stucco exterior | 5,700 | superintendent | | |
| Corona | HQ residence - kitchen remodel | 26,000 | superintendent | | |
| Corona | HQ residence - roof replacement | 19,000 | superintendent | | |
| Corona | HQ residence - stucco exterior | 6,900 | superintendent | | |
| Farmington | greenhouse - complete replacement | 250,000 | superintendent | | |
| Farmington | greenhouse - partial replace (option B) | 60,000 | superintendent | | |
| Los Lunas | renovate greenhouse-headhouse to be able to provide office/desk space for student/research assistant/staff positions | 75-100,000 | superintendent | | |
| Los Lunas | supplemental well for increasing irrigation capacity for new researchers | 8 - 10,000 | superintendent | | |
| Los Lunas | renovate/repair teaching lab building for wet lab usage | 15,000 | superintendent | | |
| Los Lunas | new A/C-heating units for main office building | 10,000 | superintendent | | |
| Los Lunas | acquire 80-85 hp tractor | 50-60,000 | superintendent | | |
| Mora | Main Building (MB) - re-roofing | 49,000 | NMSU | H | |
| Mora | Greenhouse - Update electrical service to greenhouse | 12,000 | superintendent | H | |
| Mora | Greenhouse - re-roof headhouse | 9,765 | NMSU | H | |
| Mora | Greenhouse - New Wadsworth climate control system | 20,000 | superintendent | M | |
| Mora | Greenhouse - Generator for GH power outages (common in rual area) | 25,000 | superintendent | H | |
| Mora | Old Housing Trailer (OHT) - install new roof over existing roof | 16,887 | NMSU | H | |
| Mora | Upgrade Chemical storage area | 6,000 | superintendent | M | |
| Tucumcari | renovate residence roof | 61,000 | NMSU | | |
| Tucumcari | conference building bathroom renovation | 8-10,000 | NMSU | | |
| Tucumcari | stabilization and renovation of residence | 28,000+ | local contractor | | estimate is two years old |