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**CAHE Focus-group Sessions**

# **Comments By Issue**

**December, 2006**

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# Comments By Issue

## Business Processes

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### Issue: Business Processes

102 Comments

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Ag Comm. needs to be reinstated. Its services were important to county programs, and are not being taken up by the new combined department.

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An index number may become arbitrarily loaded and unloaded or even eliminated, without notification  
- find out after the fact that you are running on a deficit

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Don't know how much money we have.

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Needs to know who in the Business office does what (flow chart)

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Redundancy of departments in the college and university levels.  
- e.g. H.R. department takes about forever to do its work. Could merge with university department?  
- analogous to the AgComm/Univ.. Comm. merge.

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Job announcement process better.

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In the extension offices and research stations, there are frustrations on how long it takes to fill a position. There is a lot of turnover, and the offices are understaffed. The pay may be comparable with similar positions elsewhere, but the satisfaction is low.

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Recognize that some of the inefficiencies are outside the college  
- Accounts are not loaded  
- Money shifts around inexplicably  
- Cannot make plans without accurate, consistent numbers  
- A lot of effort and attention is needlessly expended to work around the problems

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An audit to determine the source of the problems  
- Find the different problems people encounter  
- Track down the source  
- If in our power, apply a solution.

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There is a lot of frustration with budget recordkeeping. We can go the whole year and not have accurate numbers loaded.

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Lots of frustration with "banner"

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Hiring process issues.  
Took a long time to get a home economist hired (over a year).  
County people don't know why it should take so long.

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Banner has not made it more efficient

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Processes in banner not transparent. Hard to figure where the problems lie

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Business processes are not efficient.  
- Personnel has improved somewhat within the college, but not after the paperwork goes up the hill.

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There have been some improvements in the business process within the college of Ag

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We are stuck with Banner, but it is pretty bad.  
By hand, a process used to take 15 days, now takes 45.  
During the statewide process of deciding on Banner for NMSU, the vendors couldn't get it to run during a demo.

## Comments By Issue

## Business Processes

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Lack of influence with the University administration. We are not being heard there, and policies are dictated from top down to us.  
Especially in the last two years.

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Question is can we influence administration to change the emphasis of structuring the college?

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We have more in the business office to take care of less business, perhaps at the expense of faculty.

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When even the president says we should keep a set of records separate from Banner, it is clear that the system is broken.

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Frustration seems widespread and profound against Banner.  
- Feelings that NMSU is being adjusted to fit Banner, not the other way around.  
- Should be that Banner adjusts to our needs.

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Print shop is seriously backlogged, and those publications that are produced, edited and ready are not available as a pool of hard copy.

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Business processes are all extremely slow. Makes it difficult to collaborate with community or businesses. They do not want to work with the university, since they have not been paid for the last work.

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Extension specialists do not seem to be writing publications anymore. Even ones available online for printing out in the counties as-needed.  
We are not getting new information out to clients  
News releases and other publications are a major deliverable, and are part of what makes extension relevant to the state.

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Remove half of the staff (and faculty) somehow  
Pay the remainder more  
Expect much more out of them, and cull the ones who do not come up to speed.

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Redundancy of CAHE HR and NMSU HR; holds up the hiring process for TOO long and qualified personnel "get away" because of the length of time hiring process takes. In essence, get rid of CAHE HR.

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Web support has been great and helpful. Connie and Diane

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If there are overages, not able to know where it will go.  
- Answers to queries are not always the same

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Problems finding out where a budget stands.  
- Accounts not loaded  
- Can't be able to manage a program, if the budget amounts change all the time

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Applying for grants is very time-dependent, and university procedures are too slow.

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Life becomes harder when you win a grant.  
Barriers, almost punishment, are raised by higher administrator, which discourages faculty from even applying and competing.  
Need for over-justification and inflexibility of rules, for instances

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Still, nobody has their budget numbers yet.

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If funds are taken from a wrong account, you can never get them back in the correct place

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Feels like regular paperwork might be more efficient than our present computerized systems

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# Comments By Issue

## Business Processes

Bills are not being paid promptly. There seems to be an actual policy of sitting on accounts payable to keep money in our accounts for as long as possible.

Also, there is a line-item purchase process and if the amount in the item is not exactly matching the bill, there is no flexibility. In case of mismatch, the item has to be corrected. This action takes pages of paperwork and expert work.

As a result, vendors will not deal with the university.

Having accurate budget accounting is important

Efficiency went up in smoke

Many delays to getting accounts loaded not necessarily originating within the college business office.

- The status of an account or other transaction is not communicated back.

- Some of the bad feeling directed to college business office should be directed to central admin.

Banner has pushed responsibilities to the departments. Previously, this was done from a central office. It creates new load on departmental office staff.

Accounting and bookkeeping is a problem

Last year, lost \$4k through money not being transferred to accounts promptly.

Did not receive monthly statements to monitor things closely.

Working now on getting ePrint access, but not ready yet.

Very frustrated when, from higher administration there are conflicting instructions coming from overlapping authorities on how to fulfill a procedure.

Staff at the college level are not being properly informed of resources already available to them.

Competition between offices leads to withheld information to preserve fiefdoms.

E.g. not being informed of availability of ePrint

Hear from people in Hadley that withholding information is a way to preserve job security

Not a team environment.

4H Plus is an abysmal, cumbersome program.

Essential need for Record Technician support in time lapse of employee exist and hire.

Provide administrative access to Outlook calendars so much time isn't wasted calling back and forth to make appointments. Use the technology we purchased!

The process of hiring should be streamlined. I know there were some problems with personnel staff a while ago, but when our lead secretary left last November, it took 4 months for me to be transferred to that position. It took an additional 4 months for a replacement secretary to be hired for my previous position. For eight months I had to cover two positions with compensation for only one.

Vouchers still lagging

A person was given a monetary award (for recognition)

- but they had to wait for months and jump through hoops to get it.

Is the system just too hard to use? Then more training is needed.

Is the problem with the system itself? Then we need a reliable replacement

Inability to get account numbers assigned (in a reasonable time)

No longer getting money from a particular foundation, because they do not want to deal with NMSU financial problems. Checks not being processed for months, etc.

# Comments By Issue

## Business Processes

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A project funded for 1 year is funded by borrowing or deficit, then when the money is released, you have 3 months to use up the money before you lose it again.

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At one time, transactions could be handled by faculty and staff, but now all transactions have to be vetted before finalized.

- What is this protecting us from?
  - We are losing more to inefficiency than we could lose through the previous system.
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Why does every Tom, Dick and Harry have to sign off on extension paperwork for reimbursement or any other action?

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This is a major concern

- If we don't put "net 10 days" on a bill, it will go over 30 days always.
  - Want to know where paperwork is being held up, and want a way to track the status of a process we are waiting on.
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One of the most critical problems and greatest impediments is inefficiency of business processes.

- Example made of 6 months required for getting an index number
  - Leads to necessity of "borrowing" money from other accounts to stopgap.
  - Was an ongoing problem, but now we can pin the blame on Banner
  - In a bank, this is almost instantaneous.
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Other institutions can get monies from NMSU within a month, while we have to wait for 6 months to a year! Why can this not be done uniformly?

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Personnel in some administration offices need to be sent to office/etiquette courtesy and professional business procedure training. There is no need for rude or short responses to co-workers, department secretaries, faculty, any administration, staff, or maintenance employees, etc. There have been several occasions when personnel from our office have called or gone into the dean's or the director's office and been ignored, made to feel unwelcome, or received rude responses to their requests. There is a cold draft in the Dean's suite – and it's not coming from outside! There is an option on the Outlook calendar that is used college-wide, that enables us to schedule meetings with colleagues online. Why can't we use it instead of making phone calls and tying up someone's time? We can't see what is ON the other person's calendar, just view their availability. They can accept, decline, or suggest another time. Instead of fighting progress, let's use this option (which we already have) throughout the college – including the Dean's offices! Let's get away from sending emails such as this: "The dean can't do this. Call me when you want a meeting!" Elizabeth

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Current lag time in setting up accounts for grants and contracts is unacceptable. I have had two one year contracts for which the period of performance has come and gone and I have yet to get an account to spend money for these projects. It is difficult enough to win grants and contracts, performing the work without access to the funds has added an unexpected layer of complexity to my research endeavors. Potential solution = increasing transparency of accounting processes, finding ways to expedite processes. Bottom line, when the time between winning a grant and getting a fund number is greater than a year, something needs to change.

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We have fewer faculty, more business office personnel, and still things take longer to do.

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For extension, the change in ag comm was not beneficial for the counties

- programs used to be reported and promoted more effectively
  - Merge with U Comm has diluted this function
  - Agents across the state now have to take up the responsibilities for getting this information out.
  - Sun-News is the most difficult newspaper in the state for getting programs covered. AgComm used to be able to get more coverage for extension programs. Now this resource has disappeared.
  - Getting publications printed takes a long time and so it is harder to provide for clients.
  - There is nobody now to help with getting web pages out, etc. Media Productions now want to train us how to do them, instead of providing a service.
    - Our web pages are all pretty boring, compared with the material from other universities.
    - This seriously impacts our ability to promote.
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# Comments By Issue

## Business Processes

Banner was supposed to streamline processes, doing away with the chain of signatures.

- Before Banner, a reimbursement took 2 weeks. Now it takes 4-6 weeks.
- Hesitant to ask people to travel and have to cover expenses for so long.

There is no way to tell what money is available.

Accounts are not loaded in any timely manner

We have lots of staff to cover finances, but we still can't get budget data

Grant availability.

- Having been awarded a grant, the money is not available until very recently because of holdups in business office.
- Now only have a matter of weeks to use the money.
- The grant may start January 1, but have to use a "ghost account" to actually use the money.

Have not been given a report on overhead from business office since Banner has been activated.

There is no reporting available on where it is going

New faculty, without multiple accounts to borrow from, have no recourse when accounts are delayed.

While there is a mentoring process for agents and home economists, staff has no such process.

There is no training given, and some positions stay vacant for a long time, and so there is a steep learning curve.

4H plus issues

Not able to get straight answers on who to hold accountable for the holdup on getting an account set up for a grant award.

Again business office is not held accountable for delays

Need transparency on where overhead money is going

Why can't we charge rooms & meals on the procurement cards rather than pay for trips out of our pockets and have to wait to get reimbursed. The funds can be assigned when the procurement card bills come in.

All seem to recognize that the problems everyone experiences with making money available is not necessarily just a problem in the college.

Communications are not fully staffed. Big delays for getting material edited in a timely manner, and then getting things printed.

Having lost 10 or so from Ag Comm., and consolidating communications jobs together made us have to wait.

Still have not seen either increased effectiveness or increased savings.

Advising documents (academic advice on students) are charged if you want a printed copy. (supposed to be available on line, though)

Having Brook Boren in the office is speeding up filling positions

- Improvement from several weeks to less than a week for some actions.

What do you do if money is lost or misallocated, a correction is asked for of the business office. They say it will be taken care of, but no action has been done in 1.5 years.

Accountability is not applied.

Keeping extension and academics separate is to keep the budgets separate.

- But, our budgeting is now so ineffectively tracked that this is not relevant.

We have a new evaluation document [online form?] that does not allow us to spell-check within the form.

It's hard to know exactly how much money is in an account.

Where is it all going in terms of hard and soft money?

## Comments By Issue

### Business Processes

Whether problems experienced are at the college level or the university level, the college should be working on a solution and identifying where the bottleneck is.

- Dean can get a group together to identify the point of failure and work out actions to take.

Grant support (making grants?) is regarded as very good, as long as you don't leave things to the last minute

Even when things are handled by the book, paperwork disappears from the process. People we work with are not being paid by us.

There is no accountability for the person who is in charge of the paperwork, when they are the one who "loses" the paperwork.

Procurement card restrictions sometimes cause problems when approved vendor is not available. For instance, OfficeMax is not available to people in other parts of the state.

Salary can be assigned to someone's budget because their account is not loaded

- makes it impossible to manage your own budgeting and planning, if these things can be done to you

Cannot get accurate and reliable numbers on what money is available in an account.

- Sometimes find large errors in accounting

In the extension offices and research stations, there are frustrations on how long it takes to fill a position.

There is a lot of turnover, and the offices are understaffed. The pay may be comparable with similar positions elsewhere, but the satisfaction is low.

Administration of grants is a problem, where a grant may have run out before a researcher can even be able to use it

Revamp the administrative structure so that the university would more closely approach the commercial business quick turnaround for changes in agriculture by lessening the levels between the university president and the faculty and staff.

Amount of money being used to hire people is too much.

It is hard to get people hired at the level being offered.

It is also hard to maintain facilities with money available. Also money is not available in timely fashion.

General amusement when topic of fund numbers came up.

Media productions department.

- very pleased with the work done there.

There are too many 'kingdoms', which makes it hard to work together.

There are so many new policies and responsibilities are being loaded to the departments, with banner

Need a procedure so that if have a letter from a funding agency saying that the award is granted, then the university can set up an account and the investigator can start working promptly.

Cannot get firm numbers on what money is in the accounts.

Always seem to be fighting with purchasing to get things done.

There is a lot of duplication of effort for college and university, but things are not working better.

We don't have good systems in place that are easy to follow.

It is easy to get lost to do our reporting.

Other colleges don't have the same financial bottleneck. We have much higher volume of finances, and so have to structure the business office to better handle it.

# Comments By Issue

## Business Processes

It is troubling that even routine and simple transactions have to be vetted by Tim Nesbitt. Why are even these functions not delegated to other support?  
Why must Tim author everything? He has many other responsibilities, and so cannot devote the time to this as well, so there is a bottleneck.

A new line-item administrator (?) is hired, but business processes take longer than ever.

Why does it take 6 months to get an index number on Banner? This takes a matter of minutes at the bank, why so long here?

County director handles the budgets for the counties.  
- Sometimes accounts are not loaded until the end of the year, but they work on the figure of what money is 'supposed' to be there.  
- Use accounts even though they are not loaded.

It is November, and some have had no budget for over a year.

### Issue: Decision Making

100 Comments

Recognition, motivational stuff, etc are not effective without the reality that they are supposed to represent.

Feeling that telling the truth will lead to punishment, not change.

Important to include off-campus faculty and staff, and also clients, in the process.

(answer: we are starting with this process, but will be creating an ongoing process. This process will include some distance technologies and conferences to widen the inclusion)

Both are necessary

The community gives lots of positive feedback about the extension service.

Priorities for the future of hiring will differ from one county to another.  
Positions are being defined, and money is being moved without input from the counties (commissioners or advisory councils) themselves.

Grateful that these focus sessions are being done. Staff input is important, but committees are not sat by many staff.

Provide more checks and balance processing for decisions made by administration to ensure fairer representation across the disciplines.

Keep employees from around the are of their constituencies, so they can identify

Not enough involvement by those affected by decisions

Pres Martin was here at science center in 2004, and was pleased that was extending research to urban as well as traditional rural issues.

Support council feeling left out

Lowell would like a new committee of 8 to handle continuation of the process.  
-- Call for volunteers for this.  
-- Suggestion is that the committee be populated by people picked from a hat. This would be, like Jury Duty, an obligation.  
-- It would go a long way toward breaking the good 'ol boys impression that can occur.

Agents pulled into grants without being part of the decision and planning

# Comments By Issue

## Decision Making

Our ultimate purpose is to serve the state of New Mexico.

This is sometimes lost in the mix.

But the constituency is more and more not rural, but urban in this state.

We disproportionately serve a rural image.

Concern that "Extension" is being transformed into a mission of promoting the university (not necessarily serving the community?)

We have been told that we cannot do certain things by higher administration. There is frustration with the top-down structure that does not take into account the needs of the staff.

Provide more committees with external input from clients from out in the state. Including needs, funneling funding for special projects and revamping of the college in agriculture

County commissions may know what is happening programmatically, but not the details.  
- County advisory groups do not have a lot of input

Loss of Ag Communications issue is also brought up.  
- The incentive to do this was not communicated to the rest of the college  
- The decision-making process did not include faculty/staff inputs  
- Even if the decision is not going to be influenced by such inputs, an open communication with the college would have helped a lot.

Each in own districts have their own informal systems for getting input, but the college as a whole may not have a process in place.  
If the administration were willing to make the rounds, there won't be much comment going back to the college

Plan of Work:  
- Cart before the horse  
- Categories pre-listed on the survey. Seems that the survey should have been done first to find out what are issues of concern, then create a list  
- Categories did not fit the needs of the county

People are not evaluated by those they are supposed to serve. This means that the evaluations are not relevant to actual job performance.

Keith Duncan's daughter is a newspaper reporter who regularly comes into the office, and frequently writes about 4H and extension. The community is kept abreast of events and developments because of this.

It is not appropriate to use the same standards to evaluate teaching, extension and research. Can't place all three in the same process of evaluation.

Consistency needs to start at department level

Need clear understanding of how to evaluate split appointments, as well. People do not understand clearly what they are supposed to do, and may not be getting proper recognition. This is very bad for morale.

There is no consistency in the formatting of P&T criteria  
- One department may say that you need five publications  
- What counts as a "publication"? Research and extension publish in very different ways to different audiences  
- What counts as an "outreach"? Does it have to be a visit or field day, or can a website count?  
- One department may not have a written guideline at all

## Comments By Issue

## Decision Making

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Another extension person who is up for tenure, but has never interviewed for any of their positions.

This is seen as wrong among faculty/staff

Issue of fairness

Issue of viewing such people as "professional peers", and there is a set up for continued resentment among colleagues.

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Fair, non-discriminatory written performance evaluations.  
(more to be included in text chat session.)

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Being a female is a burden.

- When trying to hire for a position. A woman who was very qualified and a much less qualified man both applied. During interview process, the man was obviously not qualified. Nonetheless, they offered the man the job, and dismissed the woman as a fallback candidate out of hand.
  - It would be good to have more women in positions of authority, to change the culture.
  - Perhaps lack of objective, measurable standards contributes to this as well?
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Key to the P&T process will be buy- in of University proposed P&T process, if approved.

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Yes, it needs to happen

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Evaluations are done differently for the three extension districts.  
- Depends on who is director

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Teams of clients with the dean could develop promotional points, information and targeted projects needed to shore up and commit the college in the future.

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The promotion and tenure process seems unfair when it is divided between teaching and research as opposed to extension

- The emerging system being discussed is really trying to be fair to all
  - Anyone can go to the faculty senate website and follow the p&t committee changes being put forth by faculty senate
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There is not that much acceptance of county advisory group advice, when it comes to administrative or budgetary issues.

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Promotion and evaluation is very subjective.  
It can be difficult to make suggestions, since making it too rigid may be problem also.

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Evaluations should be more objective.  
However, it is hard to account for the differences in the kinds of outputs created by different people.  
Again, don't want to be locked in too much.

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Should be what you know, not who you know

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Need a more competitive process for filling admin positions

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Administrators and their offices, and even faculty are not connected well with the community we serve.

- Not able to project visibility of the university into the community
  - Not knowledgeable of community/constituency needs
  - Not able to find sources or funding or other cooperative resources
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If we focus outside to deal with issues we see there, instead of looking inward at inter-departmental competition, could have better collaborative projects that serve the issue better. Many of our programs are one person deep, and so there is a real need to broaden resource base.

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Being an Extension Agent, feel that we should be grassroots, but a lot of these changes are being brought about "top down" rather than having brought the grassroots "with" us.

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# Comments By Issue

## Decision Making

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Composition of advisory committee - recommend some staff representation, not just faculty.  
Not just high-level people/degreed people

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Programs could be more vibrant if there is more participation in decisions

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College better at taking external input than internal input

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Making P&T and Annual Performance documentation similar/more parallel.  
It would be helpful not to have to do reporting twice for information that is basically the same.  
- Some frustration that information of this kind is not organized in a way that can be analyzed from a central source.

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Moving people around and making new positions (for people who have retired) but not making positions available for someone to advance into.

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Extension Support council - does it exist or function anymore?  
- Used to be extension, then changed to research and extension. Finally, it seems to have disappeared  
- The council may have been too active in giving advice. For instance, giving advice on agent hiring, and were told to back off.  
If we are going to use an advisory committee, we should listen to what they have to say.

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A department head made disruptive, unilateral decisions that were very disruptive.  
The dean at that time did not correct this department head, but allowed this behavior and its consequences to continue.

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Inconsistency in applying the "hiring freeze"

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Example of creating a new major as an example of an open process.

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Disagree with feelings of disenfranchisement. At least, she has found the dean to be very approachable and sincere.

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College is doing a pretty good job.

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Being a female is a burden.  
- When trying to hire for a position. A woman who was very qualified and a much less qualified man both applied. During interview process, the man was obviously not qualified. Nonetheless, they offered the man the job, and dismissed the woman as a fallback candidate out of hand.  
- It would be good to have more women in positions of authority, to change the culture.  
- Perhaps lack of objective, measurable standards contributes to this as well?

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Being a diverse department (F&CS), our skills are often one-person deep. Each discipline is represented by a single person, so we don't offer exposure to different ideas within a discipline.

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Robbing Peter to pay Paul. Taking an FTE from AgEcon to F&CS

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Acceptance of violence between staff!  
One farm hand threatens to kill another, regularly. Cannot fire them.  
(in Artesia) a secretary had a gun held to her by a staff. No action made  
Threats of violence between students. A female student was repeatedly threatened by another student, and there was no action except to transfer the threatening student to another residence.

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There should be zero-tolerance of violence or threats.

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There is a culture of silence. People who complain are advised to keep it quiet. The victim is punished for trying to get action.

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# Comments By Issue

## Decision Making

Term limits (5 years to 10 years) for administration

- At least, let administrators have to fight for their position regularly
- Could apply to re-up for a position, but the position becomes open regularly
- To bring in new ideas/new blood.
- At the dean level, the learning curve is so long that a longer term may be appropriate.

What process can the Dean use to be a listener as well as an actor? How can he get more feedback from on-campus and off-campus?

- weekly podcast with anonymous comments
- Specifically, the science centers need means to connect to main campus.
- In past, colleges had their own radio program.
- A call-in show that may have a topic, has a different administrator in the hot seat to field callers.
- This can be adapted to new technologies of podcast, blogging, streaming audio, skypecasting

Dean's Coffee Hour is sparsely attended now. Should this continue, or will another venue work better for the college and for the Dean?

No feeling that there is no power in charge. To give names, President Martin is not accepting advocacy from the college level. The Dean can't influence how things happen, but they are being told "how things will happen".

If the only real authority is at the President level, then support should also come down from that level as well.

Numerous reports from students that things have changed in the academic dean's office to make it unfriendly. They are not reaching out to the students, and students do not want to go there anymore.

Maybe the deans need to survey the students to see if they are getting adequate service. They need to take better care of the students, or we will lose them.

Re-evaluation of recruiting effort and monies.

- seems not to be evenly distributed between the departments.
- Some departments seem to be given more attention ("growth areas"), and others are being locked in a cycle of obscurity.
- Ambassadors are not going to certain departments, and so do not learn about them (I think that is what was said)

Depends on the department head

Same concern with MOU's and other unfunded mandates

Need process for subordinate evaluation of their supervisors

Understanding the expectation for accountability of the Department Head is needed

Feeling that administrators are not listening to staff and faculty, translating expressions of new ideas or calls for help into action and change

Grants make it more difficult to determine roles and responsibilities of staff and faculty (example: ICAN & Kitchen Creations).

Current administration is trying, but the process is lacking

All administrators are supposed to be evaluated by faculty. This rule is not being followed.

In a single given semester, there were over twenty rapes on campus. These are not heard about by the public. Police do not take action, and continue to say that this is a 'safe' campus. In response to break-ins and theft, there is similar inaction and cover.

Hard to make department heads accountable for things that they don't have control over. You can't hold them accountable if something goes wrong with a program.

## Comments By Issue

## Decision Making

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Use Zoomerang to survey the college and evaluate the staff in the Dean's Office  
Survey results translated into change, even to the point of retiring recalcitrant staff.

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Are we responsive to local needs?

Does our research program respond to the true needs of the state?

- This is a highly varied state, so this is not always true. Still, in general, we seem to be responsive.

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Bernd resigned from the committee, citing time constraints. He represents the element of the college that either don't care about how things are run, or will not devote time and effort to bring about change.

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COMMENT: I am concerned with decision-making at the top of the university. We have a finance system that does not work, and has not worked for a decade and a half, so we appoint the VP for Finance from within the broken system and give that person charge over HR as well. There are other examples of promoting incompetence. The president seems to be captive of a small circle or simply not motivated to judge people by their abilities. Most are too intimidated to challenge his bad judgment.

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Hiring freeze has been a source of frustration, since we see others being appointed to new positions, while someone else has to go through a long screening process.

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Although the following comments from Bill Champion were not directed toward NMSU, they define a lot of the problems NMSU has.

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By Bill Champion November 5, 2006 NewsWithViews.com ...The late Dr. N.R.F. Maier, Prof. of Psychology, Univ. of Mich., and I developed a management performance planning and review system that proved very diagnostic of human propensities. The system exposed a startling fact: Over 95% of the managers studied were activity-oriented as opposed to result-oriented. In other words, they were focused on the activities of their jobs with minimal understanding or concern for the results they were responsible for producing. This type of manager is the most likely to become a "caretaker" and to polish the brass while the ship sinks. Keep in mind that those managers were supposedly trained in their profession, but still exhibited the above proclivities. As an important part of evaluating performance, a questionnaire was given unit managers in a division of a large food service company which asked two simple questions: First, "What results are you responsible for?" And, second, "How do you know when you have achieved those results?" In spite of specific instructions telling the subjects not to describe their activities, activities were all that were listed. And their efforts to describe how they measured their performance were seldom relevant to their list of activities. Incredible, but, true. In brief, they were asked to describe "what they were responsible for getting DONE. But they responded by describing only what they did, and couldn't evaluate that in relation to the purposes for which their jobs existed. For example, in one group less than half listed customer satisfaction as one of their responsibilities. And later, when asked, "How do you know, on a real-time basis, if your customers are satisfied?", they had great difficulty in coming up with indicators that would answer that question. It was no surprise that the division in which those managers were employed was operating unprofitably. ... Bill Champion is a semi-retired management consultant who has been active in several fields: Developing managers from "caretakers" to motivated, result-oriented achievers; Management team development; Developing and writing management training manuals; Arbitrator; Negotiator collective bargaining agreements; Active in state political arena; Contract lobbyist at Nevada State Legislature for Gaming Industry and private businesses; University Instructor in Labor relations. A graduate of Case-Western Univ. Vice president of Human Resources at original MGM Grand Hotel, Las Vegas.

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The hiring freeze is not applied evenly. People are still being hired, and it is not understood what are the criteria for deciding this?

Need to have clear communication of what the actual situation is.

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Accountability at all levels are important.

People need to have a feeling of investment in their departments, and that administrators are on board.

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Does the college have any say in whether a position is filled?

- This is signed off by the Provost.

- The decision to fill a position should be made before it is advertised, not when you're ready to make an offer

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# Comments By Issue

## Decision Making

Overall, Dr. Catlett is seen as a positive influence, and is seen as on the side of the faculty and staff.  
Overall, barriers are seen at the higher administrative level.

There is a need for better ability to work with and also push the administration. Without that, there is no feeling of empowerment, partnership, motivation.

Our dean is brilliant and articulate, but not sure what message he sends to students, faculty, staff if he assumes his job on a part-time basis.

- He still has other professional commitments that seem to be taking his attention
- This creates a perception that his commitment to the college is not whole-hearted, or that the college is not very important to him

Important for people to feel that they have a voice that is really being heard.

Not seeing real accountability being imposed on department heads and administrators.

Department Head Council Meeting agenda and minutes are never shared, unlike Regents' meetings.

- These do tend to be informational, rather than decisional, and so the agenda and minutes may be pretty dull

We seem to appoint more people than we "hire". People are being appointed without a selection process.

Loss of trust led to loss of important and valuable personnel.

Loss of a feeling of security and trust. College perceived as not protecting the department, and also not protecting its own interests in keeping these people.

"Loss of trust equity"

Dean not in his office enough to do his job

It is very hard to schedule business with him, and so essential business is not done or delayed badly

It is very difficult to get signatures and decisions made.

A concern that Lowell will not fight for the college

especially in opposition to the president

e.g. AgComm dissolution was something that people should have seen Lowell go out on a limb to oppose.

Business Office has expanded, seemingly at the expense of faculty and staff.

Aspects of the college that have been very effective have been downsized.

Dean's Complex staff are rude and build barriers

- Do not treat faculty with respect
- Need to be told that this behavior is inappropriate, need to be trained
- Need an attitude that they are working *for* the college
- Need more professionalism. e.g. Need to return calls promptly. Need to act on requests, if only to make and communicate a commitment to take action.
- Problems with lack of sense of urgency
- Problems with an atmosphere of control
- Problems with fear of failure, preventing action being taken
- Problems with delegation of work.

Need a new emphasis on the service mission of the office.

A new Alcalde extension specialist was hired and announced "small urban specialist".

There was no discernable search process.

This, during a time of perceived scarcity of resources.

There is a 'hiring freeze', but administration hires seem to go on.

- This is bad for morale

# Comments By Issue

## Decision Making

There is so much variation in extension, ag science research and faculty.

- Appreciate that there are different P&T committees for each service.
- Without this separation, would need to find a way to consider the different kinds of work done by the different services.
- Need to recognize what people do and what kind of appointment they have.

Assigning credit for interdisciplinary work. We're all very familiar with how the future of science is interdisciplinary and how NMSU wants to move toward more large multi-investigator projects. Assigning credit for these is a challenge the college and university needs to address. Currently, participating in these projects can be detrimental to promotion and tenure. The same goes for teaching / participating in interdisciplinary programs such as the molecular biology program- home depts. / faculty are not adequately rewarded for degrees, teaching time, etc. for this participation, yet this is the model that NMSU is supposed to be striving for.

Re promotion and tenure. Dean Catlett talked during our superintendents' meeting about service and extension above and beyond our research appointments as applicable. He supports our extra work and will find ways to include it in the P&T process.

That seems to be a typical philosophy in our administration. At least I hope it is.

Speaking of evaluation, is the promotion committee for non-tenure track faculty still effective?

We probably don't want any guidelines for that so we can keep it simple.

There is talk from senior administration that all faculty will be required to teach. How do we balance time so that added teaching responsibilities are not simply add ons to our work load?

Lowell wants a rotating advisory group to

- assist new administrators
- Assist and advise or train new faculty/staff
- Help maintain continuity with personnel changes (This comment fits issues C and I)

## Issue: Communication

94 Comments

Need more communications and transparency on how resources distributed, how decisions are made, how space is allocated

This would relieve the skepticism and paranoia that exists.

Communications and media production - will this continue to be broken apart?

- Jeanne states that this is already done.

University. wide extension - Hard to know where the dean stands.

- College extension goes through the dean
- University extension is through Paul

Communications concerns

- Lacking an identity for this college
- Who we are
- Where we are going
- What we are about

Without these things defined better, we cannot coordinate programs. We are often working at cross-purposes or in competition without good definition

Faculty (and staff) are not made aware that there exist ways to get information about

- faculty senate
- some committee notes
- other important decisions

Information is sometimes available, but everyone forgets later how this is done

The dean needs to stand in front of the college and say "This college is dedicated to service."

Speaking plainly, define what is meant by service, and set its importance as the primary mission

Information about decisions upcoming should be given in a timely manner.

# Comments By Issue

## Communication

Question of where do the legislative priorities come from?  
 - From a college budget committee, which most don't know about.

Lack of communication overall in the college

We are all competing with each other for resources, within college level and in university level.  
 - Takes away from projecting the picture of what we are doing to the community and to the university

Dean should go before the faculty as a whole to field questions and comments directly.  
 - Even if the answer is just "I hope to make a decision within this timeframe", followed by a call for feedback/volunteers for advice  
 - He doesn't have to know all the answers

We can always do better on this.

Good idea is for the Dean to float an idea and ask for input before actions start being taken.  
 - Message out saying "I am considering whether "X" is a good idea, and I need comments and volunteers to examine this"  
 - Then some reports on progress toward the issue.

Lack of communication and lead time given in preparation of ICAN report

Transparency

On-campus communication is much better than communication with off-campus.  
 - Off-campus personnel are usually the last to find out about things.  
 - Need a review of communications avenues to see what would be most effective  
 - They are making better use of email and listserv for disseminating information

Used to have "The Leading Object" and the All-College Conference to let everyone know what is happening.

Work life can be made more happy and productive if there is coherent and comprehensive documentation of procedures. This should include ethics training, harassment training as well.

The board and president are talking about paving the campus farm. Staff hears about this in the newspaper, not from the university.  
 - Nobody who works on that farm are part of the decision, not consulted to say how to adjust to the impact of this move.  
 - Clientele are asking what is going on, and staff are not able to answer their questions.

Hear about things "through the grapevine". Need more avenues for communications.

Extension has always been a 'good soldier' for the college and university, willing to go where told to. But, not getting clear directions now.

There is a feeling of "cluelessness" and lack of trust in the extension, especially out in the field.  
 Maybe also a feeling of aimlessness.  
 County agents are very much on their own, and do not have a connection

Used to be there; has broken down

Mention of all-college conference as a good idea, but not effective without the academic people participating

All college conference is a good thing. Is a community-building program.  
 (Dean is putting together committees to deal with these issues)

# Comments By Issue

## Communication

Proposal for an all-college research conference

- 5 minute presentations
  - 5 minutes for collaboration
  - Opportunity for exchanges and dialog with people out in the state
  - Opportunity for sharing of resources as well.
- (This idea was shot down or dropped for neglect when it first was proposed)

Morale is higher when everyone is able to get together to build collaborations.

- Meeting by Centra is not sufficient
- Having a conference to just hear speakers is not meeting the need.
- Having a place and time for everyone to actually see each other is valuable

All College conference was good for the first two years, but lacked relevance in the last year.

- Comment - Looking at the conference as a way to build connections and camaraderie.
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All-College conference was a good way for everyone to connect periodically

- Also helps with promoting an identity for the college

Out in the county offices, especially those further away, feel very disconnected. An all-college conference would be a welcome means to create this connection.

College Station tried a distance conference that worked very badly.

People miss the All-College Conference

- For getting together and building bridges and collaboration
- Not just for going through a program.

Academic research vs. commodity-based research. No communication between departments.

Need a "shell" to cover over a single commodity as an umbrella that covers the different departments that can be involved.

Example is the Chile Task Force, which coordinated this kind of interdepartmental work.

NMDA tries to do this as well.

There is a need for leadership to implement this kind of structure.

(This is an issue that can be addressed here, and we have in place some of the culture to do this)

Warning not to do this by a formal re-organization of the college. That would not help, and will create confusion.

Off-campus facilities need to offer some incentives [for more visits and collaboration with main campus faculty/staff].

You might invite us to do visiting lectures on campus. Tucumcari to LC is a long way [to travel] as well.

There are a lot of people who feel they are left out of the loop on how decisions are made.

People in the field are the last to find out about decisions.

For extension agents, would be good to get on-campus research information out to the agents.

- Would be good to have more of this information made available
- Some mechanism of communication that is not so arbitrary
- Would increase opportunities for collaboration as well

Need to go across Espina to see what resources are available

Feeling that one hand doesn't know what the other is doing.

- e.g. researchers in different departments may be working on related areas, and do not each other.
- The dean should talk with the faculty and staff, and also can then bring people together after he knows what they're about

# Comments By Issue

## Communication

Out in the state, there is a feeling of isolation between the different elements

- Extension
- Academics
- Research

Need a means for communication between these elements.

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We have had a long-term relationship with Animal and Range Sciences in the past that has been broken due to turn over. We'd like to build that back.

There was actually a connection between Corona, Tucumcari, and Clayton that followed beef cattle from birth to feedlot. It was a good relationship with several [departments] involved.

The relationships have to be voluntary, but surely we can find ways to do that.

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Agents are not visiting/communicating with researchers unless they also have an extension appointment, or the agent is an alumnus.

So, they don't know what resources are available.

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Proposal to have a consulting statistician who can work with the experiment stations. That [relations with main campus] also is a bridge that the individual has to build to meet their own needs.

- concern that, as things stand, statisticians are drawn out as it is. I would also like to see some Ag Econ w/cooperation. We can grow stuff but the bottom line is economic in nature

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All-college conference was a good way to get to know others in the college, and make connections.

However, teaching and research faculty didn't go to them. Not a feeling that there was anything there for them.

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"University-wide Extension" has not given results yet, but it is still getting started.

Being able to connect people with other faculty across campus.

Hard to know who to contact in a department, if need to find a university resource for a community client

May be able to do this within own departments, but not across the college

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Needs improvement

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For agents, someone needs to communicate with them.

For young faculty, there is no clear mission, and nobody explains it to them. So, cannot shape their priorities to fulfill that.

Mission is not incorporated into our daily work.

Strategic plan or mission is studied, reported, and just filed away.

Targets will be announced, then may change radically six months later.

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Hold a "college days"

- Present on what is going on

- Everyone can see it, and this will bring about more collaborations.

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Loss of Ag Communications issue is also brought up.

- The incentive to do this was not communicated to the rest of the college

- The decision-making process did not include faculty/staff inputs

- Even if the decision is not going to be influenced by such inputs, an open communication with the college would have helped a lot.

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Transparency is a key issue, and it has been changing with the new administration.

When people know how decisions are made, will get more buy-in and cooperation

- Dean may talk to department heads, but communication doesn't go down to staff level

- Can department heads be trained to pass on the information and improve communication?

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Some means needs to exist to encourage a culture that allows/encourages constructive criticism

- Now, criticism is seen as "bad"

- Criticism is not translated into re-evaluation and change

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## Comments By Issue

## Communication

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People are waiting for the Dean to show some guidance to the college  
Needs to get out and meet with people individually. "Manage by walking around."  
There is some belief that Lowell does not really want to be in the job.

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There is a lot of need to see decisions being made.  
(Some frustration and a perception that Lowell is not getting out, and talking to the faculty and staff)

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A Monday morning memo direct from Lowell to everyone would do a lot to open communications  
- P Gutierrez does this now

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A department head made decisions without consulting faculty members. The results were very negative and disruptive.  
Created bad feelings, and put faculty within department against each other. Students were very unhappy with this as well, to the point of wanting to change majors or even leave campus.

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It is important that the dean show leadership. This college is desperate and waiting for leadership.  
Want to know that he's working for us

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Email disseminations are overwhelming us in minutiae.  
- Press releases, etc are not relevant to everyone.  
- We become saturated with messages of low information content  
- Messages that do have important content are lost in the mix.  
==Suggestion of creating a short list of subject line tags to distinguish an important message from non-actionable messages.

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Self-directed administrative team approach  
- A great mechanism to create transparency.  
- All big decisions in CES have to be deliberated by all the department heads, who then need to request information to make decisions.  
- This spreads the information over a larger number of people  
- Disseminate a newsletter to communicate what has been done in the team meetings.

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There needs to be more transparency of processes, across the board.  
A lot of the decisions that are made are not transparent, ranging from filling positions, fate of indirect costs, etc.  
More transparency will make faculty/staff much happier, more cooperative. This is a critical issue.

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Departments can put together annual reports  
- Listing of publications annually, sorted and grouped by level of publication  
A report can go a long way toward enhancing visibility and prestige of a department.  
A mechanism for easily and routinely assembling these would be helpful

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Collecting the right information is important  
- Decisions are being made without an understanding of what is going on in the departments and programs.

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Feel that we (staff) never find out about things that are happening until it is imminent.  
The focus group process is a big step forward.

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How much can we expect the deans to become familiarized with the things that everyone is doing.  
- to give relevant assistance and facilitation  
- There is not a mechanism in place for Programmatic Review  
- Get a sense of who is working on what.

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Not getting emails returned when a message has been sent to Lowell, or getting a reply that is from Elizabeth.

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Links between main campus and the Ag Science Centers  
I thought starting back the All College Conference would be a good idea  
We appreciate the participation from main campus as well.

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# Comments By Issue

## Communication

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All-college conference last time was during first week of classes. Timing is very poor for getting good participation.

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Looking at a 5 year or 10 year future, what kind of college do we want to be?  
Deciding this deliberately, we don't have to let things just happen, and then have to adjust to it.  
Developing priorities based on a future vision gives ability to allocate resources smoothly to meet that future.

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This (hiring of administrative staff), during a time of perceived scarcity of resources

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Use of 'social networking software' to create sense of community, communication and collaborative networks.  
- Perhaps set up a website for people to create profiles with a picture, list of personal interests, etc. Then also list professional interests.  
- Maybe also have some kind of link for the students to see, e.g. so they know what the college is about.  
- The new web-based tools for this are much easier to use than the means we now have to put together faculty/staff profile pages, and also integrates well with the other communications models.

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Invited comments: How can the Dean increase transparency?  
- e.g. hiring freeze being circumvented. When ask the reason, the answer did not agree with what is actually being done.  
- Having the process or reason for decisions explained will elicit more cooperation.  
- Having the process or reason for decisions explained will prevent the feeling that it's all politics.  
- Discord can be avoided if actions are explained from the start, instead of announcing a decision or action, then explain after people become distressed.

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There is a lack of trust with the college.

Ag Comm. - IT being moved from the CAHE to a university-level mission  
Loss of reporters who had been reporting on activity in the college.

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Research results, research programs are not communicated to the agents to keep them current and to give them an idea of what human resources can be tapped from the university.

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Need ways to meet together face to face. Need to make these connections first, before distance communications (email) become effective.

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Loss of "Resources" magazine. An example of loss of communications venues

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Lowell wants a rotating advisory group to  
- assist new administrators (This comment fits issues C and I)  
- Assist and advise or train new faculty/staff  
- Help maintain continuity with personnel changes

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Morale problems because information is being transmitted by rumor.

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Changes are being made by new directors, new administrators without an understanding of what are the needs that have to be addressed. Need more communication to explain why a direction is being taken. If there is more transparency and more feedback, there will be greater cooperation to make a plan succeed.

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Hired a specialist at Alcalde, and only found out about him through a newspaper article. No information was sent to staff to inform them.

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We need more 2-way communication system

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There needs to be more transparency in whether a position is going to be filled or not.  
- Shouldn't keep a position when it is known that it is not going to be filled

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Bring back Ag Comm.; transfer has not been effective for the university or for the CAHE; lost 80%ish of staff; clientele don't know what's going on; Communications staff should have agriculture background or knowledge

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# Comments By Issue

## Communication

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If there is some logic behind hiring and its perceived inconsistencies, people need to know how it works.  
- Need to know that it is not a matter of whim

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Recent newsletters good idea

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To some degree, the communication/transparency issues might be mediated by the "rotating advisory committee" idea.

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Cited incidents of reorganization without communicating with staff paralleled in E-Stat as well.

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Morale is very low, or lowest

Being asked to do more and produce more, but with fewer resources.  
Also feeling of no transparency, or feeling of partnership.

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Suggestion of creating a College-Wide Event

College comes together once or twice a year in some way.

- Comment is that this was a good way to make connections
- MUST BE MANDATORY for everyone, so those who travel here to participate do not find that the university is not attending.
- Albuquerque would be the best venue
- If the purpose is to socialize the college, Don't bother with a polite fiction that we are discussing research.
- Don't ever get a motivational speaker, or there may be blood.

(it seems that we are looking for a way to draw together the disparate people for collaboration)

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Lack of communication

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Need more transparent mechanism for allocating resources, e.g. lab space  
- Even a short-term allocation for peak needs

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A monthly newsletter would be a good way for rank and file to see what is happening in the college.  
- Telling major points or issues being considered  
- Telling about issues that need action  
- Maybe asking for feedback?

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Admin structure and proc.  
We need to improve communication

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Issues with "All-College Conference"  
- Needs to be mandatory for on-campus as well as off-campus people. It is insulting for people to have to travel to Las Cruces, then not have main campus faculty and staff even show up.  
- The mingling of people to make connections was seen as more rewarding than the seminars

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Part of the problem is that we're all overbooked. So, if these meetings are opened up, nobody will have time to attend them.  
- Feeling that the meetings themselves are not terribly effective and relevant  
- Discouragement that their own input will be ignored anyway

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All college conference is a good thing.  
This should be continued.

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People understanding what their roles are:  
- People do not understand that their jobs are to help faculty and provide a service.  
- This leaves a bad taste when they are approached for services

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# Comments By Issue

## Integration of CES and AES

### Issue: Integration of CES and AES

47 Comments

On-campus vs. off-campus research centers. Off-campus centers have much better facilities than the on-campus centers.

Should combine research and extension departments

It would be a mistake to integrate extension departments into other departments.

Dr. Fisher stated that he viewed extension as being as critical as research in off-campus faculty. Evaluation regarding research and extension is something that combining academic and extension departments will address.

How are split appointments handled within departments at other institutions?

Didn't Greg Mullins come from such a department?

I haven't had any problem with a 3-way split but I have not had feedback from Ext Plant Sic.

Being in a department that is integrated, the two do need to be more closely linked.

- Success depends heavily on the way the administrators handle it.

- P&T for extension in general are already a problem

Integrating departments to enhance collaboration is not a good reason on its own to integrate departments.

- If people want to collaborate, and/or have structural mechanisms to encourage it, then it will happen even with separate departments.

Personality may lead to clashes during efforts to integrate extension and academic departments.

On the other hand, faculty probably cooperate with each other very well.

Split extension/academic appointments are very difficult to balance. Both sides tend to demand 100%, and this conflict makes it difficult to work.

Don't necessarily need to have acad. and ext departments merged, in order to have good cooperation

An All-College Conference is a more important and effective way to make connections. BUT as county people come to Las Cruces, university people have to give full participation to make it work.

When department has integrated, division of attention of the single department head has caused some loss for extension (or perception of loss)

- This may be a problem of adjustment period and will work out

- There has been better collaboration and communication within the department

I will say that one thing I've enjoyed at NMSU is the privilege of working as much as I want in service and extension. I think we have a responsibility at the off-campus facilities to serve our constituents beyond pure research.

A hard-core research department head may not be able to evaluate extension missions equitably.

Want to know how integration has worked out for "Home Ec" and Ag econ.

- Regardless, it is important to have rank and file support for integration

- Will fail if people are dragged into it

## Comments By Issue

## Integration of CES and AES

3D continuum

- Discovery Research
- Development Research
- Delivery of the results and knowledge

Our work is not strictly delimited between these three stages, instead it transitions through these stages continually. The extension-relevant parts of this process are also not strictly separate from the academic-relevant parts.

The same person can act in all of these stages, regardless of their appointment.

Promotion and tenure can include strict separations of staff and faculty outputs by reviewers. Depending on their emphasis and appointment, a reviewer may disregard certain types of achievements as unimportant because they are not 'academic', but are 'just extension'. This also works the other way around.

- With more collaborative work, there can be a more equitable attitude about how different achievements are valued and recognized.

Integration for purpose of saving money is not good. You won't actually save that much, by experience in an integrated department.

"Dual department heads" Extension and Academic  
Should there be a single department head?

Actual integration of extension people into academic department has been poorly implemented.

People with split appointments will be evaluated solely on the basis of the 'majority' appointment's criteria. If more extension, then extension achievements are used to evaluate for P&T.

Having seen other instances of integration, have concerns about bias against extension creeping in. This easily happens.

Every other university has integrated extension an agriculture, but the extension component is gradually waning. Extension may have to be distinct in order to maintain the important links the university has with the state.

- If integrated, this has to be guarded against, or the combined department may eventually lose an important part of its mission.
- Already, extension's importance to college mission is not as highly valued. In CA, research assignments seem to win out over extension for resources.
- Depends heavily on how administrators view extension and its value
- Might need to have separate departments, maybe under one department head, to address the two missions of extension and research

Even in departments that have integrated extension and academics, the work is still kept very separate. The integration is mostly on paper.

IA state has a model program: Research in the field is fully integrated there.

This may be a matter of carryover culture and personal preferences.

Now, extension specialists have a different system, accountability and focus than academic

- Would be better to have a good sense of what extension is about before even thinking of integration
- Not even sure that agents and specialists can define this clearly for themselves

Agents become more like specialists (having to do research, etc). Makes Agents producers of knowledge vs. transferors of knowledge

Makes specialist ineffective and takes away from Extension mission

## Comments By Issue

## Integration of CES and AES

What meant by "Integration"?

Combining departments may not be what is meant.  
Cost savings is not the goal of integration

More a matter of communication between extension and academic faculty.  
- Here, we seem to have a lot of isolation between the two  
e.g. An academic Ag econ and also an extension Ag econ?

Integration should be based on an expectation of better effectiveness, not cost savings.

NO WAY

Every system (commentor) has seen is integrated for extension and academic. Having them separate is confusing and wasteful.

integration of Extension into departments could be good to the degree that extension could be aware of the new developments, but could also take specialists out of the county

Keeping extension and academics separate is to keep the budgets separate.  
- But, our budgeting is now so ineffectively tracked that this is not relevant.

We have an awful lot of support staff, but we don't know what they're all doing.  
Is there really enough work that we need all of them?  
Money can be saved by combining extension and academics  
Why do we have almost complete duplication of effort? This inefficiency can be relieved by integrating extension and academics

Comment: We already have some cooperation, which may be hampered by "integration" of academic and extension.

The two missions are disparate enough that they need to be separate, but cooperating.

Being in the same department may not result in working together better.

Integration of extension and academic departments should be a priority.

Seen other states that have integrated these departments, and it seemed to water down the extension parts. Extension faculty/staff were evaluated on academic terms, and so changed their activities to reflect that.

Eliminate some positions, and use the money to increase salaries for the remainder

Having spoken with others who are 25% research/75% extension, they say that they actually spend 50% of their time on research, because it is more easily quantified. For the individual faculty, special care has to be taken to maintain balance in their own work.

Keeping extension and academics separate is to keep the budgets separate.  
- But, our budgeting is now so ineffectively tracked that this is not relevant.

Recruiting and retention of students  
- Extension could play a role in attracting students, in addition to academics.  
- Similarly, academics have to realize that they need to promote extension in classroom and advising.

This could bring about great efficiencies, for not having to hire twice for the same function. This could have deep implications for the college.  
AgEcon/Extension Econ merge has been a good experience.  
F&CS also has only one department head.

Reduces specialist support to agents

# Comments By Issue

## Integration of CES and AES

Keep promotion and tenure and evaluation process within CES not CAHE

Separate extension and academic are separate for evaluation purposes, some say, but this argument is not compelling. Other universities manage it.

Creates funding problems

It is better to have integration of extension and academic departments.

While having extension and research closely tied together, in some programs where the two are combined, people are more apt to talk to each other.

- Fears of dilution of extension are an administrative issue. P&T guidelines should be defined to address the two missions and evaluate them equitably.
- Have not seen this done well, but if faculty and staff can be evaluated appropriately, it may alleviate some of these concerns.

There is a real feeling that Extension is always being subsumed into something else. Brings a feeling that Extension is always the poor relation.

Split appointments: Evaluation should be proportional to the way their appointment is split.

- Question on how to evaluate the different outputs of extension vs. academic missions.
- When it is made clear in documents how activities are to be evaluated, it can work out fairly, but it has to be documented clearly.

"Departmentalization of Extension"

- better to have cooperation and collaboration than to re-structure.
- reorganization is seen as the most ineffective and inefficient action to take.
- recap of issue of getting an index number for collaborative work.

### Issue: Innovative Programs

32 Comments

Agents should be primarily driven by serving their community, not chasing grant objectives.

- Getting better at finding grants that match extension mission more closely

There should be a reward system for people who bring funds in

There should be an across-board formula for doing this

CAHE should move away from corporate funded research

Reduced work hours

- e.g. 4.5 day work week
- Business Colleges do not teach on Fridays, for instance

Our departments are pressured with higher credit-hour load than the rest of the university. (20 credit hours vs. 12)

We need to critically look at the classes that we teach, and whether we need to continue to teach them.

Teams of clients with the dean could develop promotional points, information and targeted projects needed to shore up and commit the college in the future.

We focus on re-distributing what we have, but are not going after outside money.

- e.g. CSREES money for educational programs. This is a big pot that we are not tapping in to.
- We do not take an approach of creating new resources

Why do we not go out to generate more funding for ourselves?

Holding money back to be able to address new, emerging needs. As it is, we are locked into budget allocations, and cannot respond quickly.

- This need for flexibility is perhaps best addressed by finding new money to work with.

# Comments By Issue

## Innovative Programs

Convert faculty to 9 month appointments, keeping people at the same salary.

- The money is the same, but we have the FTE available to fill, should money become available.

How to develop a new focus/new way of thinking about ag for the college

- specifically, the Oasis program was a good thing for the college and community
- Including sustainability, global issues as part of the college mission

Is there a way to reward departments that seek new outside funding?

- As it is, in the experiment stations, any effort to do something new is funded by taking from someone else. The funding pool is fixed.

If a department or program is growing, central administration should allocate resources rather than the College "fighting among ourselves" for funds. This is terrible for morale.

If we give everyone 9 month appointments, still need to be able to offer an alternative salary for some.

- Faculty would write their summer salary into new grants to cover
- Some other ways can be developed to get extra money to cover summers

How can we pull together when we are cannibalizing each other?

Feeling that hands are tied against taking initiative in pursuing outside funding.

Major issue: O & M budget has been the same \$ for county office since 1999 due to inflation we are operating on 25% less money then we had in 1999. The passing down of administrative work.

Emerging projects are very "sellable".

Difficulty is in maintaining our long-term, historical programs. They address continuing needs of our constituencies, but they do not get attention.

Should some experiment station money be held back to fund new emerging needs:

- New money is generally already targeted

Should extension agronomists be general agronomists with local or statewide responsibility or should we have statewide experts in particular fields?

- Concern about being spread too thin.

In response to changes in the makeup of the state, with new people coming from out of state, with urbanization, etc. Finding new missions without new resources.

Perception that research is not a priority to this college

- There does not seem to be a reward for bringing in large grants

AES: there is no support for innovative support unless it brings in money for the university

The new 4-H achievement levels program is a good example of thinking outside the box – especially new ideas.

We have to be careful about incorporating competitive grants into our overall programs – we become grant managers

Science center - problem with getting short-term help

Need internal positions for students (?) who will reside at the counties. Establish a CAHE internship program to assist ag Science Centers on short-term research projects.

We need to keep a balance between hard and soft dollars; need a base-budget to maintain traditional programs; need soft money to do innovative programs

Some towns in the state send kids to NMSU who are better prepared for university than others. Need to let NM towns know how they compare with others in producing university-prepared students. This may encourage them to make improvements in their schools locally.

# Comments By Issue

## Innovative Programs

We need to plan administrative dollars for every grant supported program

with increasing influx of urbanites to Lincoln county, there is more pressure. Home economist and 4-H are well received as serving this new constituency.

- there aren't enough hours to cover the area, and the people are glad for having extension staff available.
- They need more money and staff to adequately serve there.

We are losing strong state support. We will lose more of the extension service, and the state does not recognize the benefits that come from having the extension service. Is concerned about the trend of funding through grants only.

Our regular educational programs and role need more recognition.

We don't always take advantage of students available for doing research, etc.

### Issue: Recognition of Faculty and Staff

27 Comments

We offer salaries that are too low, and so we cannot effectively hire people

- If try to hire someone new at market value, they will be starting at higher rate than someone who has been here already.
- We are losing present faculty to other institutions because our salaries are not comparable.
- Exceed the budget for one new hire, and get them and keep them.
- This creates a tension that must then be addressed. (a test case?)

Things can be done to show that staff are respected.

- Provide health coverage for all
- Cover the premiums
- This shows employees that, even though pay itself is low, human value is high.

How faculty are treated in the Dean's Complex depends on who they are. There is not equitable treatment.

People are not valued in this college

- Especially staff, followed by faculty
- We can have all the ideas we can get for change, but if people are not recognized for their value, it won't go anywhere.
- In the case of student retention, if people in advising or financial aid, etc do not treat students with basic respect, you cannot retain students.
- Similarly, if staff and faculty are not treated with basic respect by (services? Administrative services?), then they will not be inclined to buy in to the work of the college.

I would like to see an increase in the wages per hour.

The attitudes of many of the agents and home economists - particularly the younger ones, as well as the on-campus faculty, toward staff is reprehensible. As a member of several outside organizations with which NMSU faculty works, it has been most interesting to watch the change in attitude toward me on the rare occasions when individuals from the aforementioned groups learn I work for Extension...as a secretary. I have actually had people terminate conversations and walk away when they learned I was not a peer with post-graduate degrees.

The Awards Program also served to introduce staff and agents

Need to have a common evaluation form that covers everything.

- As it is, cannot get recognition for extension type work by the academic evaluation criteria
  - Same is true the other way around.
- People need to know that they will be rewarded and recognized for what they do for the college, regardless of type of action being done.

Feeling that the college was not showing that these people and their work is valued.

## Comments By Issue

## Recognition of Faculty and Staff

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People are getting burned out. Maybe some celebration would be good to give some encouragement

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A possibility existed for getting \$500 bonuses, but this has not materialized at this college.

- The library currently does this.
  - The library pads the bonus so the amount after taxes is \$500
- 

If an advertised position has not generated interest after repeatedly being offered, we are allowed to apply a modest cost-of-living increase. If there is even one candidate who is marginally qualified, though, the salary level will remain low. Mechanism does not exist for attracting highly qualified staff and keeping them, instead the rules encourage accepting the lowest bid.

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Need a way to more adequately compensate support staff.

- We cannot attract new employees with the salary rates currently offered
  - Also gives a feeling that staff are of low value to the university
  - Hard to retain staff without competitive rates.
- 

I am concerned with recruitment and retention of Extension personnel.

Recruitment: I appreciate Extension's family-oriented atmosphere, good employee benefits, and the overall personal satisfaction one gets by helping people on a daily basis. However, not everyone places a high value on these personal benefits. Certainly, salaries are not a talking point for recruitment. Many Agents are planning on retiring within the next few years and I don't see an effort from the College or Extension to make our Department an attractive place to be. The AXED program is not providing us with adequately prepared graduates, both in the Undergrad and Grad program. The Grad program is, quite honestly, a joke. Yes, the distance ed. program fits fairly well into a busy Agents schedule, however, the quality of the course offerings is pathetic.

Retention: Salary increases are laughable, especially when you see 30% or more of your check going to taxes and insurance. For many of us, we live from check to check. I have college debt, rent, and a car payment- much less than most, I know. But, at the end of the month, I usually have \$250 left for food and gas. I'm not sure how others are doing it- many of my colleagues are racking up credit card debt, just to put food on the table for their families. I do not have extras, such as cable TV. I can't remember the last time I ate lunch out, went on vacation, and god forbid I have car problems that don't fit into the budget. This is not what most young Agents see as an attractive lifestyle or one that they can maintain for very long. With the ever-increasing demands of the counties, state, and University, there does not appear to be any increases in base budgets, cost of living, etc., just more demand of our time and plenty of encouragement to seek outside funding. This is not how to retain employees, just drive them away. Extension is just a jumping off point for a more financially satisfying career with industry or sister USDA agencies. Again, I am appreciative of the Extension "family" however, that support and personal satisfaction makes it difficult to pay the bills. Quite often, I ask myself, do I work to live, or do I live to work. It varies, but I sure would like to feel valued enough to make it affordable to go out to a movie every once and a while. Thank you for the opportunity to bring up my concerns and I sincerely hope that recruitment and retention are made the highest of priorities- otherwise Extension may be nearing the end of it's existence.

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We need to go back to a formal awards program (need committee to plan it, or bring back Ag. Communications to carry it out).

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If Ag Comm. is reinstated, can also have more ways to recognize faculty and staff achievements

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Encouragement of "personal recognition" by supervisors of faculty and staff is needed.

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What ever happened to Broad banding?

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There are better avenues for recognition for on-campus people than for off-campus. This is especially true for staff. Most awards by far are given to on-campus staff.

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"Good ole boy" system still exists; as far as committee participation, etc. The same people are asked to serve rather than giving others an opportunity.

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Administrators' salaries are compared nationally, faculty salaries are adjusted for our locality, and staff salaries are adjusted for locality.

The disparity is a real source of resentment.

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## Comments By Issue

## Recognition of Faculty and Staff

People would like to see some kind of formal awards program brought back.  
- This used to happen during All-College conference

There are great discrepancies in (salary), where staff are not compensated comparably to their qualifications

Broadbanding has been an issue for years, but not implemented.  
Other institutions have it in place, such as PSL, Library, others.  
Concerned that it is based on dollars, which makes necessary a pool of discretionary money to cover it.  
- We are seeing yet another study in the works.  
CES agents with MS degrees find themselves starting with shamefully low salaries.  
Other support staff work well beyond their job descriptions, but are locked in their classification  
We lose talented staff to other institutions because of this.

Aspects of the college that have been very effective have been downsized.

Equitable pay, especially among classified staff and especially at the dept. level. There is an awareness that administrative structures and staff have grown over the recent past. When measured faculty pay has come up short relative to peer institutions. The compensation for dept. level staff, while not measured to my knowledge, seems especially low. While it is difficult to judge without a good measure, there is absolutely an observable affect on morale of staff. True or not, the current impression among most staff is that administration and associated positions have prospered over the recent past relative to dept. level staff both in number of positions and compensation

Sad that we had to go with union representation in order to get the university to recognize the problems of wages and lack of recognition.  
Lack of recognition of people who lack advanced degrees. This is a bias that contributed to the need for unionization.  
Treat people like people: Don't just value them for their credentials

### Issue: Training

26 Comments

Need a mentoring system for new extension staff to walk them through the more Byzantine processes that exist.

County directors are given more authority in hiring and firing, but not given written guidelines and rules or training on how it is to be done.  
- This will lead to mistakes being made when this authority is exercised.

One-day staff training programs  
- Speed Reading, e.g. was very satisfying.  
-

What professional training opportunities are provided for Staff?  
- If staff takes a course here, don't require them to make up the time

Agent subject area training is not available.  
- Research-based information is not sent out to agents. They have to pursue it themselves on their own.  
- Clientele have access to the same publicly-available information as the agents, at least on the surface. Still, agents need to be given training to be able to get specialized or cutting-edge information.

Concern with training - Will this be yet another thing the county staff have to travel to?  
The training should go to the secretaries, who do the actual work with the computers.

Administrative people, especially in the counties, do not appear to be upgrading their skills in technology or in processes. Even if this would make their jobs easier; there are no incentives to do this, and there is no perception of leadership from higher ups.

## Comments By Issue

Would like to see more support for ag exp station faculty to go to workshops and training

- They are great opportunities that could bring more money to our programs.
- It is an investment that can bring significant funding return.
- Would be good to give faculty and staff direct support for this

How will urbanization and University Outreach affect off campus research facilities

Will we be doing research in things other than agriculture?

- There is an ongoing shift from agricultural concerns to wider natural resources concerns. How do we get the extra training and/or expertise to address these new responsibilities
- I was wondering about technology and other non-agricultural fields?
- Will new superintendents [need to] have research experience?

Staff is not trained properly or consistently, nor are they valued.

New staff jump in and flounder. In case of technologies, ICT and secretarial staff have to provide assistance. They are under-valued and overworked.

Many kudos for IT and helpdesk

Need for more training for new hires. Not trained in procedures, etc. We are trained as researchers, not as managers or administrators.

New personnel on the director level are not given training on how to manage the business processes correctly.

- Efficiency suffers
- Potential liability problem

Need for ICT Record Technician Training by region. (concern expressed that this may require county staff to travel to training, per an earlier comment about travel burden)

Leadership, communication and training for agents are important issues

In-Service Training could be offered using distance education tools, to save on travel

There hasn't been training for agents to keep them up to date

My son is at NMSU and many of his classes are mostly taught over the internet including the testing so it seems many of these extension education classes could be set up this way. which would help new employees.

How do we facilitate the process where in-service training is disseminated to a wide audience

- One station may have a great training program, and it could be made available to people around the state.
- On-farm plots: Set up plots and run studies on them. Have on-farm field days to show people the research results.
- 4H and Home Economics also have good training programs set up.

Extension education classes could be set up for internet-based distance education. Travel for training eats up money very quickly, and is disproportionately impacting extension staff out in the state

Example: On Banner launch, one department really pulled together to get everyone up to speed on how to use the system. Training was not available to all users. This initiative was effective and prevented a lot of trouble, but the people who were active in it do not receive recognition for their dedication.

It can be good to have a notebook of information and handouts in the office, to be able to answer questions if the ag agent is out at the time.

- (It sounds like some kind of knowledge base can be accumulated by the specialists and made available to the agents and their offices)

There needs to be training ongoing, so new skills and methods can be passed on to the community

- In-service training could be offered at the All-College Conference

Often, staff are neglected for opportunities for professional development

- maybe support for a mini-sabbatical for development (a month?)
- Again, this would be an investment that will pay back to the college

# Comments By Issue

Training

Need for more cross-training of staff

- To smooth transitions with personnel changes
- To carry the load when primary person is on vacation/sick, so business doesn't stop.

Centra or Polycom can be used for disseminating agent training.

When training expertise or program is available in one station, it can be made available to agents statewide without the burden of travel if these technologies are used.

Off campus have had problems with computer support needs.

Need support and onsite training

A technology trainer should be a new position

- Poll: Would the whole organization benefit if resources were channeled to support staff instead of faculty? 8/9 positive on this.

## Issue: Extension Status

20 Comments

Formal in-service training allowed for interaction between specialists and agents – promoted planning and relationship building.

Some specialists don't comprehend county work

Perception that specialists are above county staff; they sometimes demand a required number of clientele for them to come out

Need a program development discussion with specialists about grassroots needs

Good support by 4-H specialists

Pres Martin spoke in first year, he brought up putting more load on county extension offices.

These offices, with few exceptions, are stretched to the limit

- inadequate budget
- Inadequate staff
- inadequate equipment.

\* nothing has changed in order to help meet this heavier load.

Appalled that changing the name of the College is an issue, since this will cause an outlay on new stationery, etc. This money should go to more substantive needs.

Need to go back to unified (all program areas) formal in-service instead of the segregated in-services we have now.

New person has been having a positive experience working in extension.

Concern that the numerous meetings required of faculty require lots of travel. Should be moved to Centra, since this cuts a lot into county budgets.

It is unfair that all this travel is made mandatory when other methods exist.

Specialists not supportive of field staff; no training happening; no communication or lack of (Home Economics)

Concern that extension agents could lose identity as Cooperative Extension

- Lack of awareness on main campus that we have personnel who are in offices throughout the state.
- out of sight-out of mind

Extension was family; positive attitude is waning

Kudos for Jeanne as facilitator.

Very happy that all staff were invited to this, including secretaries.

(cite study that quality and friendliness of departmental secretary is overwhelmingly the factor that predicts retention and satisfaction of students)

# Comments By Issue

Extension Status

There is a real feeling that Extension is always being subsumed into something else. Brings a feeling that Extension is always the poor relation.

Extension feels like the orphan child sometimes.  
Joint programming and planning would go far to change this perception.

How to address feeling that extension staff are not fully part of the college.

Our work is not strictly delimited between these three stages (discovery, development, delivery), instead it transitions through these stages continually.

Extension (development and delivery) should not be perceived as less important or less admirable than the more academic 'research' aspects of the process.

Agents are the specialists clientele

Feelings of off-campus faculty being left out of the loop  
- Need to work on relationships between specialists and agents, for planning and interacting on programs for instance.

Impression is that Lowell is a teaching and research dean, while extension is separate. Feelings of isolation

## Issue: AES Effectiveness

18 Comments

Capital improvements and operations are limiting experiment station effectiveness.  
- The stations have outdated equipment, while growers are keeping up with the times.

Need a vehicle to express family/youth/health research needs to AES

Expansion of experiment station  
- For research  
- for public education  
- As repository of skills and instructions  
- if self-sufficiency becomes an issue, for instance. Where will people go for this information?

The Dean is looking at making more emphasis of the experiment station, and integrating into the university as a whole

Need to look at where are the best areas to develop new programs and create new positions.  
- If re-alignment becomes necessary, we will need a plan  
- A new hire is a commitment of 25 - 30 years, so new positions should be evaluated against a long-term strategy

Exp station is not effective at all.

While good ideas are available, there is often no money to devote to them.  
- Everyone may agree that some initiative would be good to implement, but action will not be taken

We should develop a plan for a future with much less funding.  
- What are we going to close or cut back?  
- We should anticipate that this will happen, and know what to do

We have to cut out a lot of trips since the price of gas is so high that reimbursements eats up our o&m really fast since it hasn't increased proportional to increased costs.  
(O&M = operations and management)

Top down research agenda is not relevant to grassroots

Research needs to be published in layman terms

# Comments By Issue

## AES Effectiveness

Effectiveness has been compromised by having to depend on soft dollars

What was the concern about effectiveness of the Agricultural Experiment Station.

Was that an individual response or the concern of several people?

My concern was whether someone thought we weren't being effective to our clientele as off campus staff

From the discussions with Dr. Catlett yesterday, there was NO impression along those lines from him

Criteria used for how AES conducts research is not relevant; it needs to be based on peer review.

Ag. Science Centers do well with grassroots planning, but not AES as a whole (e.g. use of advisory committees)

Some outlying stations have fallen into disrepair.

Need larger budget that incorporates \$\$ for research areas not funded by competitive grants. AES needs increased base budget.

Need emphasis on applied research

Would like to see more research applied for families and youth

### Issue: Overhead

17 Comments

You need all these people around, or passing the buck would be more difficult

We are seeing more hiring in administrative positions, so college is top-heavy.

Can't figure out what all these administrators are for. Their roles and functions are not defined or communicated. Also, each new level of authority leads to new and sometimes conflicting imperatives for the agents. This also detracts from accustomed services to clientele, who can only see that they are receiving less service or less-relevant service.

Nobody is happy with the high overhead. It discourages effort to pursue grants, and also damages relations with some grant providers.

Are they taking 48% of overhead from grants? It's nuts. Why should we write grants? If there's a way to give it back that would be better. Are there mechanisms for giving it back? What is going on with the 48%, where is it going?

Peeling off IDC monies

- 43%-45% is removed before it reaches the college.

- This is a disincentive for faculty to go out and get grants and contracts.

- Also frustration that this money is going to things that are not helping us

Departments are supposed to have a plan for how they are going to share indirect costs back to faculty.

Serious problems with the issue of high overhead, and delays in getting accounts.

- Possibility now that even when overhead is capped, the overhead is being re-negotiated after the award (e.g. loco weed money capped at 25% to be re-negotiated to 49% after award).

The indirect costs can take so much from a grant that the remaining money is not useful.

23% indirect costs is do-able, but 43% is too much to work with.

By number of items, 90% of items do not generate indirect costs

# Comments By Issue

Overhead

See additions to administration, but things are going slower.

Is it a problem outside the college, and out of our hands, or is it internal?

It seems like the administrative bureaucracy is growing, but the academic offices are in a hiring freeze.

Can't figure out what all the new administrators do for us. It seems like a new admin just adds another layer of paperwork without improved processes to let academic and extension get their work done.

Overhead is not just money, but is also that the organization is top-heavy

Administrators are not working 'in the same boat' as the rest of us. They are working at market value, while faculty and staff are being paid on a discount.

Observation is that new administrators come in at higher salary than their predecessor, while new faculty come in at lower salary than their predecessors.

Within the college (also at the university level), we have an excess of administrators.

Overhead accounts - overhead is pooled in a department. Some large grants can bring an overhead account to individual investigators. Having individual overhead account can be an incentive for more grant writing.

Not sure what all of these people are doing up there

## Issue: College Name

16 Comments

Who are we selling CAHE to? Constituents know Agriculture and Home Economics; we don't need a name change.

I see no need to re-name the college. Why can't we just leave it as is?

How about "A College of One" Kind of goes with "One University" and the army isn't using it any more. Or we could hire a public relations firm and spend millions on a great new slogan like "Army Strong". We could make it really long "The college of agriculture and home ec.. and animal science and plant science and wild life science and hotel management and soil science and environmental science etc." What's wrong with the name we have? Have a great and wonderful day!!!

Keep Agriculture on the name, no matter what name is chosen.

Change the name of degrees from "BS in Agriculture" to "BS". Valid or not, the "in agriculture" carries a stigma for some students and is therefore an obstacle to recruiting / retaining some very gifted students

Name of college is not descriptive. Does not pull different sectors together.

E.g. Concept of "All college conference" is good, but is not implemented well.

Call our college "The College"

It is inconceivable to me that the first-round focus group felt "revisiting the name of the college" should have ANY priority, much less be one of the two top priorities. As a former advertising executive, I know the costs involved in making a name change. NMSU has already wasted an enormous amount of money to change the logo and take away your mascot's pistols. In case nobody in the NMSU main campus ivory towers noticed, a union was formed in response to the lack of responsiveness to real-world issues such as low pay and lack of respect. Ivory tower residents' response was to dispose of agricultural land...perhaps because Michael Martin really wants to be president of an ivy league university, not a grassroots one. This is undoubtedly why Lowell Catlett wants to revisit CAHE's name...Heaven forbid there should be any ties to the land or anything so plebian as home economics. After all, the New World Order places no value on the home or family values and all U.S. food should soon come from third world countries (which will include the U.S. at the rate we are going). It would certainly be interesting to have some people with real-world experience come in to run NMSU. I guarantee things would change, heads would roll money would be made, and idiots would leave or be removed; while "producers" would be recognized, appreciated, and properly compensated.

# Comments By Issue

College Name

"Home Economics" is a problem in the name, but "Agriculture" is an important element that should be kept

College name needs to be changed.

- Encompasses too much
- Home economics name is too old-fashioned
- Only one other college nationwide still uses "home economics" in its name

Site that has a listing of colleges that have ag and life sciences combined. This list was distributed to the group.

(Append this?)

Caveat on name change: Remember the change of Pistol Pete.

Needs to change, since it is an archaic name that makes our college and its graduates look old-fashioned.

A discussion that brings to light what the departments are involved with will help suggest a new name

This kind of dialog can also serve to encourage intra-college communication

If we do not choose our own name, one will certainly be chosen for us.

The name is a metaphor for our problems:

Hanging on to old ideas, old things (e.g. home economics)

Need to get rid of the good old boys culture

We put emphasis on all the externals, and not on substance.

Our college name may have been relevant for the 1950's, but is not properly descriptive today.

- Maybe "Human and Natural Resources" would be a better name with a more modern and relevant feel.

This could be more encouraging for prospective incoming students, who may get the wrong 'old fashioned' idea of what the college is about.

- What we call ourselves also shapes how we see ourselves [and our mission]

Rename college. See what other institutions have done, propose names and then vote on it.

I'm going to be concerned if we move too far from agriculture in our name.

## Issue: Distance Education

15 Comments

Some types of training cannot be done remotely, but need a person on-site or need people to be present for hands-on.

Also much of communication is non-verbal. Facial expression is important.

Need to collaborate with rural community colleges and high schools to establish distance ed. Opportunities

Anyway, distance education also has been on my mind as well as partnering with local community colleges, like Farmington is going to do. How would lab or outdoor exercises be handled with distance education?

Developing department heads with that skill is the first step

Distance education effort is not recognized, even though distance education is supposed to be a priority of the university.

- This activity is not recognized, and the feeling is that it is not credited toward their evaluation

- Distance ed support and preparative activities could fulfill the P&T criteria for a "creative component" to their work.

- so, departments can be flexible on how work is recognized

While Centra and Polycom are appropriate for training of agents over distance, it may not be as available to the general population in rural NM.

Polycom multi-site experience was not effective for teaching. Looks good in theory, but the class itself is boring when done in this way.

## Comments By Issue

### Distance Education

We have faculty who can conduct distance education programs, but there isn't the bandwidth to support it in much of the state.

Spending money on poly com is great, but shouldn't we get the counties and stations updated.

College hasn't really put itself in a position of leadership in distance education.

- compared to other campuses, compared to other colleges on campus.

- Have not realized the potential that it has.

4-H has made recent advances in making distance training available through their state offices to their clientele.

F&CS has also done this, so it is possible to do this.

Students should be offered distance education. They are now turning to other institutions (Clovis community college, TAMU, etc)

Centra – send handouts before a session

Follow through with all the things that were promised

CAHE is behind in developing academic distance education. Need a marriage between the university and academic side of the college

Newer agents can use online tools with facility.

If available online, they can develop themselves and their programs by taking distance classes.

Know people who are taking distance courses from other institutions/other colleges, but not ours.

They would be willing to take more distance courses from NMSU/CAHE if available.

## Issue: Zero-Based Budgeting

10 Comments

Not having zero-based budget is what allows counties to exist with low O&M

What needs to happen is to increase county O&M budgets

Carryover of funds?

County money should not be taken away if it is not used up.

Promotes waste

Single agent counties would struggle more with zero-base budgets

Need carry over to support other financial needs

Restricts counties the ability to save money for larger purchases

A county with low population density may make disproportionate demands on an agent, because the effort to visit people is very high due to long distances

Looking at what is the population density in your county, and what kind of programs are you being asked to handle. Based on these numbers and the programs, money will be distributed. You don't get money just because you have always gotten it, instead you get money based on what you are expected to do.

- In some counties, plan a program and get only a few people show up. In a smaller county, can plan a program and have to make a waiting list for all the participants. Have to be very careful about how an agent's responsibilities are determined.

- On academic side, a department may have drastic changes in numbers of students, but budget currently does not change to reflect this.

Could lead to trend of County partner becoming the fiscal agent for county offices.

# Comments By Issue

## College Budget Allocation

### Issue: College Budget Allocation

9 Comments

If a department or program is growing, central administration should allocate resources rather than the College "fighting among ourselves" for funds. This is terrible for morale.

We are in this thing together

How can we pull together when we are cannibalizing each other?

AES budget is rigid. How can we develop some flexibility? Perhaps we could "hold back" some funds for use in growth areas

Several individuals stated that "new money" should be sought rather than "cannibalizing" our current programs. This creates competition, animosity, and creates poor morale.

The College/University needs to mount a major effort to fund "emerging projects" every five years. However, these emerging areas may be hard to maintain.

Inflation has eaten away at the budget

As a College, we may have to realign because base funds are getting less.

If an FTE is removed from one program in the College to support another program, it is likely a 25-year commitment because we hire faculty for 25 years.

### Issue: Advising

8 Comments

Student retention is an important goal.

- What makes the university attractive and supportive of students?
- Are faculty given credit for these activities? It is accounted indirectly in performance reviews, etc. but not compensated in time or money.
- Feeling that central administration does not see this non-teaching activity as valuable, even though it is important for student retention. The statement that retention is important is not matched by some kind of credit

According to Tim McKimmie, found in lit review that advisors are key to recruitment and retention. If advising does not count toward evaluations, faculty will not be able to devote much time to it. This can discourage retention of students. If advising is explicitly part of faculty load, then they can allocate time and resources to it without penalty.

If we make 'advising' part of faculty load, must define what constitutes advising, and what is that effort worth?

(This can be a policy determined by the departments, but is not formalized at the college level.)

The scale can be determined by how much time/effort is taken by the different activities.

Agents advise a lot of prospective students in the counties. Set them up with (on campus) faculty for mentoring. This is not "officially" advising, but it does take effort.

Concerns with electronic advising as a way that lets students drop between the cracks

Those with 4H responsibilities are already doing 'advising'. Young people in 4H often go on to NMSU, so advising is a natural part of the work.

The proposed university P&T includes provisions for faculty to get credit for student advisement

Departments can develop a scale for measuring time/effort spent on advising and other student-retention activities.

These activities can be accounted toward teaching appointment efforts, for instance.

# Comments By Issue

Curriculum

## Issue: Curriculum

7 Comments

4H students should be required to have a teaching experience in the community

We need to consciously make accommodations for non-traditional students.

- making courses available online
- evening schools
- on the job achievements for college credit

Don't have enough FTE available to teach these new, innovative classes.

- Curriculum review to decide what can be eliminated, for instance

AXED program needs to be more flexible. Overall, less rigidity in awarding degrees.

- The degree program is structured to produce public school teachers, but will not serve other goals.

For teaching units: It may be beneficial for units to offer an undergrad bachelor of science, instead of B.S. in Agriculture.

- Different departments do it in different ways, but we have these sub-grouped B.S.
- May be better to have a single B.S. degree to offer.
- May make our graduates more 'palatable' to grad schools or employers, if a specialization is not always locked in to the degree.
- May help with recruiting of new undergrads.

Need a sustainable or organic agriculture curriculum and degree

Provide an outlet for credit courses through Extension online with the ability to develop these programs into college credit, CCA and pesticide applicator and other programs. Continue to develop these outlets including online for pay courses once they continue to be used and demanded. Get up to date with other colleges currently presenting online information. These could be developed by teams through the state, which would add to esprit de corps.

## Issue: Development Office Effectiveness

5 Comments

Now at least we have one – there is activity

Office has been innovative in making contacts through the state

It would behoove the college to involve the development office (director) in what its going on. Development office needs to be an integral part of college strategic planning. New initiatives and direction will not happen if resources are not developed for them.

They do a good job

Need timely information received from this office

## Issue: Laboratory Updating

3 Comments

30 years ago, legislature gave money for upgrading equipment for the university, but no means exist formally for maintaining and upgrading  
Nothing since then

Is there a way for a lab to get new equipment from the college

- not a research lab, not on state support
- has contracts and provides a service for researchers
- SWAT lab has old equipment, and needs to upgrade but has no means to do this.
- Investment in renovation would speed up testing results
- Can college go to legislature about this? What is the process for doing this kind of thing?

# Comments By Issue

## Laboratory Updating

Lab space is not allocated on needs or performance basis.

- Some labs are extremely small, and it is very hard to operate out of them
- Other labs are large spaces, but filled with a lot of people together.

### Issue: International Involvement

3 Comments

International work has merit with bordering countries, especially since federal money is available for this.

Really need to be known as the top university for arid-lands/arid-environment studies. Need to be recognized nationally and internationally

We have too many people going too many places in the world, without real benefits coming back.

### Issue: Other

31 Comments

Sick bank time is closely guarded. Some peoples sick bank requests are turned down.

Retirement and healthcare costs are not covered for 9 month appointees?

What is role of CIP?

Mandatory 2 weeks vacation yearly

- Other vacation can be taken or "banked"

Would do wonders for morale to enforce a vacation

EFNEP/ICAN curriculum needs to be updated

Observation made that some facilities are better at the off-campus stations than on campus.

- Response: I find it hard to believe that we have better resources than main campus. At least it would surprise me.

But then I haven't been to main campus in a while

- We have better abilities to use our resources but they may not be better resources

Student credit hours and enrollment.

- Ways needed for bringing more students in and increasing enrollment.

Abandon One-University

Alumni comment; what's wrong with NMSU doing what it's good at

Preservation of agriculture lands on and off campus

Emphasis of agriculture in NM needs to remain important

We are a in flux, with upcoming retirements, etc.

When changes occur, it takes a while to reach equilibrium again, and things have a feeling of being on-edge.

Anticipate mistakes and miscommunications in the near term because of this.

More administrators can be hired, but the support staff are not growing to assist them.

College job fair

COMMENT: GET REAL! You know as well as I do that you can easily track where these comments come from.

# Comments By Issue

Other

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Hard to get calls back or other responses from across campus, if want to get information from other departments.

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Good thing about this college is that there is a service orientation. People really are committed to having their work do good for the people. This is not found at many land grant universities

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COMMENT: I have a comment on the Specialist position at CAHE. First I'd like to say that the 4-H Specialist have been very supportive and helpful which is a very sharp contrast to the specialist in Family and Consumer sciences. They don't return phone call, e-mail and seem to be CLUELESS about what we do in the counties. Since they don't teach college classes and they don't help us in the counties I just wonder what they do and why they draw a salary? Another concern I have is the appointments that have been made with out job postings. It seems like sneaky business to me to make appointments and not give other qualified candidates a change to apply and interview for the positions.

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Do we share a sense of mission?

- People have a sense of mission, but the mission objectives get lost in the daily grind. Implementing day to day business can become so much of a concern that we can lose that perspective.
  - Mission has to be made visible, so we can keep it in mind.
  - Mission should be meaningful, if we are to apply it to what we actually do.
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All faculty should have opportunity to mentor PhD students. This is needed if we want to retain and develop strong young faculty

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Infrastructure limitations are becoming an issue to expansion of personnel. It is hard to find space for new personnel

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Solution to salary problems proposed to convert all to 9 month appointments.

- Would converting to 9 month appointments apply to 100% research faculty as well?
  - Research opportunities would go to hell if we were all on 9-month appointments
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COMMENT: I supervise several staff and have a comment on the university's sick and annual leave benefits policy. I suggest combining sick and annual leave into one category, perhaps called simply "leave." Perhaps this would require that less total leave be earned compared to the present 22.68 hours earned per month (14.68 annual plus 8 sick per month). Any concern about having potentially less sick leave available for those who may need it could be taken care of with the sick leave bank (sick leave bank policy could also be revised to facilitate a doing away with the sick leave category). The reason for this suggestion is that some employees abuse sick leave. For example, calling in sick when they are not sick and scheduling/taking medical and/or dental leave for non-medical/dental activities purposes. This results in: 1)Wasted supervisor time and energy in monitoring and policing suspected abuse (which is difficult to do). 2)Lowers morale of other employees who suspect or often know that problem employees are abusing sick leave; perhaps leading some of them to abuse sick leave also. 3)Employees who abuse sick leave are at work less time than they should be (in my experience, abuse seems to come mainly from employees who have little annual or sick leave in reserve and tend to use both up at the rate it is earned). My understanding is that some institutions do not have separate categories for sick and annual leave -- perhaps for the same reasons I've listed. Perhaps doing away with sick leave might also encourage employees to take more responsibility for their own health with more thought on how to stay healthy. Thank you.

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On our hiring process there needs to be some kind of oversight to make sure the person in charge checks background more carefully. then we might eliminate a lot of problems ahead of time

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Urban Landscape Water Conservation Coordinating Committee (ULWCCC) needs more consistent meeting attendance and committee member input on web development issues related to items such as mission statement and objectives.

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Our coverage of specialties is not deep. We are one person deep for expertise, and the expertise is not very complete.

- We have a NM apple industry, but no fruit tree specialist
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Grant funding may cause people to spend too much effort chasing dollars. Also, important programs that do not lend themselves to getting grants will be neglected.

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# Comments By Issue

Other

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The deans office has become a less friendly place.

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Recently received formula for allocation of I&G money depending on student (credit hours?). This sets up for departments to fight each other, but brings in nothing new.

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Need some way to keep the catalog up to date and synchronized

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Ag Comm. changeover concerns. At this time, changing the structure back would have to be initiated by our constituents

Opinion, should have rolled Ucomm into AgComm, not the other way around.

Some of us are concerned about the changeover in Agricultural Communications. It seems that the internal publication process has slowed somewhat.

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There seems to be a change toward more staff recognition. It is a good start, and people are feeling positive about it.