Eastern New Mexico University
Budget and Planning Committee
August 18, 2021

Present   Stephanie Beinlich, Kenwyn Cradock, Clark Elswick, Benito Gonzales, Elizabeth Jackson, Jamie Laurenz, Jeff Long, Pamela Shuler, Brent Small, Scott Smart, Tamia Smith, Debra Stone, Kayla Wilson

Mr. Gonzales called the meeting to order at 1:42 pm.
Mr. Gonzales asked for nominations for a new chairperson.
Dr. Ken Cradock nominated to be chair: Motion (J Laurenz/B Small) passed unanimously.

Minutes from 4/21/21 were approved (B Small/S Beinlich) Passed unanimously.

Budget Update: Scott Smart: The fall semester started and we have fewer student then we were hoping for. We are looking at about 4 or 5 percent decline in student credit hour. Each 1 percent that we are down is approximately 200 thousand dollars plus or minus, so if we are down 4 percent that is about 800 thousand we will be short on our tuition and fees budget. Sounds like a big number, but the whole budget is manageable. We have contingency dollars that are inside the budget that we do not have allocated or anticipated toward a planned expense, so when some of these revenues drop we reduce the contingency dollars with no negative effect on the budget. We did not raise tuition and fees as we figured the student have had enough to deal with during the COVID pandemic. We also had already budgeted for a one or two percent decline in enrollment which should not have a material impact on Instruction and General. Auxiliaries are going to be the challenge. Dr Long and I are taking a look at the Sodexo contract to see if we can help them out. We have about half the number of students in the residence halls and the dining programs, the residence halls, dining and the bookstore combined would contribute three-quarter of a million dollars in net income which was put aside for repairs and things need for the auxiliary areas. Athletics is also included in the auxiliary areas, so the new turf for the girls' softball field we will be funding ourselves. When dining was running at full capacity labor costs were at about 20% of gross revenues, with the current status Sodexo is predicting labor costs will be at 71%. We are still working on the salary compression regarding the minimum wage increase, as well as asking departments to look at what they really need regarding student hires and reducing hours to give the department who are in need more money.

Legislative Update: Scott Smart: There is a large amount of general funds monies, the governor is the one who determines how this is allocated. We suspect a large amount of that will go to repair roads. We are continuing to look at the imbalance of state appropriations. I have a meeting with Senators Ingle and Munoz to work on closing the gap. We are hoping to get the state to allocate the extra monies in the GO bond allocated for the existing projects instead of new. We are not the only institution having issues with completion of existing projects due to inflation of construction and material costs.

Capital Projects and Construction Update: **Scott Smart:** We are struggling with the Roosevelt Science Center. We are having to bid this project at the worst time. With construction inflation this project went from 17 million to about 22 million. The extra 5 million is coming from the university.

Even with that increase in funds we are still about 1.5 million short. We are hoping g the state will allow the use of the extra in the GO Bond fund as mentioned above.

The next bond project we are looking at is the SAS building renovation. The state is asking us not to renovate the building but to build a new building. We would raze Harding and build the new SAS in its place. To renovate the old building the architects estimated it at 17 million. To build a new building they estimated it at 16 million. The new SAS building will be on the request for the 2022 GO Bond.

Other Reports:

Academic Affairs: Dr Laurenz: We are up and running

Student Affairs: Dr. Long: Sodexo negotiation for slight reduction of hours. You are allowed to ask students who are not masked to show documentation from Accessibility office that allows them not to be masked

ITS: Mr. Elswick: Everything is good from the technology point of view. We did make improvements in the Smart Classroom, with cameras and microphones that are movable. MFA is almost done we only have faculty left. We are trying to get everyone's email up in the cloud for more security.

Old Business:

New Business   Strategic Plan with new initiatives for 2021-2022 was reviewed by Dr. Laurenz, Dr. Long, Scott Smart and Benito Gonzales. See the plan below.

Adjournment   A motion (S Beinlich/B small) to adjourn
Next Meeting will be September 15, 2021.

Minutes prepared by
Cris Watson

Overarching objective:

Place students and student learning at the center of every institutional action and activity.

Goal 1. **High quality academic programs**.

Define and monitor achievement of student learning outcomes to enhance students' educational experience and Student Success.	*Student Research and Creativity Conference --40 student research presentations were recognized this Spring 2021.* *All academic programs conducted student learning outcomes assessments (will be reported in fall 2021).* *The ETS Proficiency Profile administered to seniors this spring showed gains in all areas over freshmen scores. Overall increase was 11 points (from 437 to 448, from a possible 500 points). The ETS writing assessment showed 81% of tested seniors earned scores of 4, 5 or 6 compared to 62% of freshmen earning scores of 4, 5, or 6 (6-point scale).*
Use Efficiency reports to monitor program accomplishments and address needed department resources. website	*Academic programs submit efficiency reports each fall. These identify learning outcomes assessments for programs, recruiting and retention efforts, faculty research and creativity, student engagement, and identify needed program resources.*
Support pedagogy, technology and up-to-date curriculum to enhance student learning in online and face-to-face programs.	***Professional development delivered by IT:*** *30,000+ views/downloads of ENMU ITS technical training & tutorials from May 2020 to May 2021* *76+ hours of technical training via MS Teams meetings from May 2020 to May 2021* *Many more unscheduled training sessions are delivered through impromptu Teams and Office phone calls; these can't be calculated because they do not appear on the Outlook calendar*

	enmu.edu/newstudent, enmu.edu/newemployee, and other short urls are full of technical training tips for students, faculty, and staff, available 24/7/365; the catalog of content is regularly updated and expanded. ***Training/Support from Distance Learning:*** *For Canvas: Support (116 sessions), orientation (44); For Blackboard: exams/databases (53), grading/" My Grades" (37), "Collaborate" (27), orientation (26), discussions (26), generating content (25), login/direct login (23), assignments (21), observer role (17), messages (11), and attendance (5). Media Site: smart classroom training (6), desktop recording (11); Zoom/Skype (11); FEC Orientation/tech assistance (17)* *Distance Learning Helpline for Student and Instructors: 2,404 issues*
Support faculty's basic and applied research, scholarship and creative activity. Support strong compensation and benefits packages for faculty and staff to retain excellent employees.	*Faculty conduct research, submit grants, author publications, and collaborate with students of research and publications. FRID (internal) funds awarded to 16 faculty ($58,953.00) for research* *ER&R institutional funds support computer software, upgrades, computer lab upgrades ($260K in 2021) and program equipment needs ($180K in 2021).* *Salary adjustments in 2021 for 2021-22 (regular employees moved to at least $15/hour; equity adjustments as needed; 2.5% increases across the board)*
Expand applied learning opportunities for students (internships, research and creative opportunities, presentations, etc.).	*Student internships during 2020-21 were limited by COVID, but 35 students did complete internships this academic year.*
Provide quality advising, monitor students' progress to degree and compliance with accrediting bodies, state and federal regulations.	• *Accreditation: Nursing (ACEN), Communicative Disorders (ASHA), and Social Work (CSWE) were all reaccredited for the maximum periods.* • *In spring 2021, the Advising Center provided workshops for 104 students at CAPP, Undeclared and Student Success Workshops.* • *In fall 2020, the Advising Center assisted 131 students in CAPP, Undeclared and Student Success Workshops.*

Graduation rates (4-year, 5-year and 6-year) 2015-2021 data being compiled.	*2014-20 6-yr FTFT cohort (bachelor's): 29.4%* *2013-19 6-yr FTFT cohort (bachelor's): 33.0%* *4-yr grad (FTFT freshmen) cohorts* *2016-20 615 students 26.3%* *2015-19 593 students 21.4%* *2014-18 620 students 20.3%* *2013-17 648 students 22.1%*

Goal 2. **A quality learning experience**.

Assess and develop student competencies for a changing world and work environment.	This is a focus for 2021-22.
Mentor students and connect them to their academic programs.	Over 35 clubs and organizations are designed to connect students to the professional aspects of their academic programs. These range from Pavlov's Hounds (psychology), Desperate Optimists (English) to Caduceus Health Society (pre-med) and CSI (counseling).
Design, enhance and evaluate co-curricular, leadership, civic engagement and other activities that enhance students' college experience.	This is a focus for 2021-22
Enhance students' preparation for entry into the workforce or graduate school; track their progress after graduation	Handshake 2020- 2021 (and see below—new initiatives); **Handshake** (launched nationally in 2013 and at ENMU in 2019) is a network of university and employer partnerships that assist students in securing part-time jobs during college and full-time jobs upon graduation. • Fall 20 Virtual Career Fair (all majors)

	• Sp 21 Education Career Fair • Sp 21 Virtual Career Fair (all majors)

Improve recruitment and retention strategies to enhance persistence and graduation.
 	
  ▪ Advising Center workshops and other workshops
  ▪ Success of out-of-state and international recruiting
  ▪ Fall to Fall Retention
	FTFT Freshmen **F2018 to F2019** **F2019 to 2020**
	
	Cohort 550 550
	
	To Spring 78.4% 79.1%
	
	To Next Fall 63.1% 61.1%
	
	Transfers **Fall 17/18** **Spring 18/19**
	
	Cohort (new students) 404 215
	
	Completed/persisted 56.9% 45.6%

Help ensure all students in the classroom and at a distance are surrounded with the technology they need to excel at their studies	Multifactor authentication/Duo in implementation Laptops for students (using CARES/federal funds) Connectivity enhancements Technical training pages: https://enmu.edu/workfromhome https://enmu.edu/schoolfromhome https://enmu.edu/newemployee https://enmu.edu/newstudent direct links: Introduction to One Drive https://my.enmu.edu/c/document_library/get_file?uuid=8f2e179f-3c8e-4b80-8146-053422a85236&groupId=3934734 One Drive on your Desktop Tutorial One Drive File Upload and Sharing Tutorial How to migrate L Drives to OneDrive

Goal 3. **Good stewardship**, **environmentally friendly** (s**ustainable) programs and efficient operations**.

Monitor and enhance campus security practices, training, and readiness.	Continue campus expansion of keyless access Emergency safety stations ("blue light" stations) installed Campus pandemic protocols maintained and city/county collaborations in place throughout pandemic The campus added a lab technician position to monitor science lab safety and reporting and filled its safety officer position
Emergency systems and training	Everbridge (campus notification) and Alertus Campus surveillance system Avigilon access control system Emergency testing of systems Training for managers
Title IX	System policy revision to Title IX to address new federal guidelines.
Assure comfort and safety of campus personnel with appropriate renovation projects.	Enhanced COVID cleaning protocols Air filters and bldg. air exchanges monitored Eddy Hall brick façade repair Roofs replaced

	Electrical line replacement at West Campus planned UTC safety (stage) repairs and roof replacement completed;
Maintain campus facilities and schedule needed improvements	Roosevelt Science Center --renovation planning underway SAS--planning for project presentation GO Bond 2022 Electrical upgrades for West Campus Apts (safety concern) Roof replacement/repair—Greyhound Arena, SAS President's house renovation ongoing
Leverage technology to increase operational efficiencies	Banner 9 fully implemented ENMU-Roswell migration into main campus instance being studied
Initiate process reviews to maximize efficiency, cost effectiveness and sustainability.	• Streamlined budget process. • System-wide common practices and procedures for purchasing, HR, and financial operations • Course evaluations (Portales) conducted online • Completed Systemwide policy review. • Completed IPRA reporting and records destruction, as required • Energy-saving efforts (solar, water/power conservation, etc.) ongoing. Solar project planned but on hold due to rising construction costs.
Develop preventive maintenance programs, recycling and food recovery program for Food Services	These measures were placed on hold during the pandemic, when food services were discontinued.

4. ENMU-Portales: Responsive Today, Preparing for the Future.

Leverage the strengths of the ENMU-Portales campus to address recruiting and enrollment challenges.	Academic Year	Academic Year FTE	Total AY degrees	UG degrees per 100 FTE	Grad Degrees /100 FTE	All Degrees /100 FTE

The University is working to maintain enrollment. Freshmen/sophomore numbers lag; senior and graduate numbers have increased over last year (report as of July 12, 2021)	19/20 3,868 1,291 30.8 39.8 32.5 18/19 3,893 1,328 38.7 40.1 30.8 17/18 4,060 1,257 30.7 49.8 34.1 16/17 4,068 1,322 30.9 44.5 33.4

Recruit, retain and support a diverse student body, faculty and staff at ENMU-Portales. ENMU's campus continues to be very diverse. Total (UG and Grad) population for Fall 2020 is 34% Hispanic, 27% White, 4.3% African American, 1.5% Native American, 2.5% Two or More Races. 14% coded as "unknown/declined to state".	**Overall ENMU FTFT Freshmen Persistence: 61.1%** **(Groups < 50 are not reported separately but are part of overall count)**

Persistence (Ethnicity)	Cohort F19 to F20	Female	Male
Hispanic (46.9%)	258	63.6%	52.3%
Native Amer (2.2%)	12	60.0%	50.0%
African Amer (7.1%)	39	41.7%	40.7%
White (34.7%)	191	69.4%	61.4%
Overall	550	65.7%	54.4%

Identify and pursue external funding opportunities.	Gift for rodeo arena enhancements ($300,000). Gift to fund the ENMU/Portales Schools Co-Teaching Project ($625K over 3 years) From July 1, 2020 - May 24 2021 38 grants submitted ($**13,234,340.10)** 15 grants funded ($3,800,265) 2 declined ($236,659.10) Pending ($9,197,416) NEH-Humanities, HSI-STEM, and TRIO-Upward Bound

Use institutional and other data and feedback to anticipate and address needs of ENMU-Portales students, staff, and faculty.

Student Satisfaction Survey (Spr 2019 – Spring 2021)

UG	F20-Spr 21	Spr20	F19
Number responding	255	38	182
Curriculum/Instruction	96.9	95.7	96.4
Support Services	96.5	90.1	96.0
Overall Satisfaction	95.8	96.3	9.1
Graduates	Spr21	Spr 20	F19
Number responding	134	24	107
Curriculum/Instruction	97.1	99.1	95.9
Support Services	95.6	93.5	94.6
Overall Satisfaction	96.8	100.0	97.1

Faculty Satisfaction survey (being compiled)

Provide ENMU-Portales campus faculty and staff with the professional development and support they need.	*Technology, IT, online instruction (see above)* *ITS Strategic Vision is transitioning to the Cloud, both the Public and Private Cloud.*
Address new and emerging issues and enhancements of System and campus ITS	*The Public cloud (what people normally think of as the Cloud), is an external data center. The Private Cloud is where things follow all the security and access protocols that the Public Cloud uses, but is in the local Data Center. Achieved and ongoing enhancements to ITS:* 1. *DUO for Multifactor authentication (MFA)* 2. *Moving from L: Drive to OneDrive for individual backed up storage (Included in our current Microsoft agreement)* 3. *Moving Network Shares to SharePoint (Included in current Microsoft agreement)* 4. *Moving to Microsoft Cloud Phone System* 5. *Putting authentication systems in the cloud* 6. *Moving Admin email to the cloud* 7. *Integrating our authentication system with Internet2 (InCommon and EduRoam frameworks)*
Encourage partnerships with schools, community groups, businesses, other higher educational institutions.	*Educators Rising* *Teacher Ed outreach (Roswell, Ruidoso, Mescalero, Bilingual Seal recipients, etc.)* *Revised "Greyhound Promise"* *2+2 System initiative* *Cybersecurity 2+2*
Build a strong network of ENMU-Portales alumni and donor supporters	*Athletics and Greyhound Club are building alumni events around teams. (two planned form fall 2021)* *Alumni contacts and donor information (Green & Silver Magazine, contacts, etc.) continue.* *New alumni director with assist with the Alumni Golf Tournament for here forward.*

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EAB Activities	EAB Activities (2020-2021): Academic Affairs • Two professional development training sessions for chairs/undergraduate program directors (October 2020) on EAB communication tools and student performance/trends. Student Athletes Progress Report (Fall 2020- two solicitations) Sept 23, 2020: 1418 sent, 1205 instructor responses (84%). 19% of student athletes marked "at risk" for one or more factors identified in campaign. Oct 28, 2020: 1841 sent, 1012 instructor responses (55%). 22% of student athletes marked "at risk" for one or more factors. • Two "Happy Holidays, and register now!" text messages were sent to non-registered students (UG) over the winter break sent to 959 UG students with declared majors and 125 Advising Center students. • Student Athletes' Progress Reporting (Spring 2021): 1,308 messages sent in Feb 2021. 906 instructor responses (69%). 18% of student athletes marked "at risk" for one or more factors identified in campaign. • Registration Fall 2021 text message campaign to non-registered (UG) students beginning May 24, every two weeks until fall semester begins; students are directed to Dean's offices for advising referrals if regular advisor is unavailable. (802 messages sent May 24), excluding pending graduates and suspended students. • EAB (June 2021) will focus on Advising Center and potential uses for platform to support that office and Retention officer's activities (Student Affairs). EAB platform still has accuracy and interface glitches with Banner, an ongoing ITS concern.

Canvas	**Canvas implementation** – The Office of Distance Learning (ODL) and ITS integrated the LMS Canvas into the ENMU system. ODL's two pilot programs with ENMU faculty and students (fall 2020, spr 2021) refined system implementation for a full launch summer 2021. Most users found Canvas easy/very easy to learn and use.
	
	 Canvas training sessions for faculty – From October 2020 to May 2021, ODL provided weekly or twice-monthly Canvas training sessions for faculty. The sessions were attended live by faculty and were also recorded for later on-demand streaming.
	
	 Canvas resources for faculty and students – In addition to training sessions, the ODL provided training and support resources for faculty and students, including:
	
	 ▪ 24/7 Canvas hotline and live chat support services
	 ▪ Orientation workshops for students and instructors
	 ▪ Course checklists for instructors – preparing, managing, ending courses in Canvas
	     ▪ Detailed, searchable guides for students and instructors
	     ▪ Training services portal – library of training videos and courses
	 Decommissioning Blackboard Learn 9 – Blackboard Learn will be decommissioned June 30, 2021. ODL will archive system data off-system and maintain one-year administrative access.

Athletics	The Greyhound Club has raised over $217,000 in sponsorships for Athletics to date (compared to $167,000 in 2019-20).

ENMU Reads	Our grass-roots marketing to the "next generation" of Greyhounds is in a partnership with 59 libraries in NM and TX. ENMU awards certificates to readers, providing bookmarks and coloring book pages to libraries. Participants are also eligible for prizes from ENMU Reads sponsors: Albuquerque Isotopes, El Paso Chihuahuas, Amarillo Sod Poodles, Domino's in New Mexico and Whataburger in West Texas. This fall/spring, 30 faculty and student groups recorded lectures or performances that were broadcast on the YouTube Golden Library account. Faculty, staff and administrators recorded "story-time" readings for broadcast this summer.
Facilities Master Plan	An RFP (with Ruidoso) is being drafted for a facilities master plan. This summer, Portales campus assesses deferred maintenance, utilities costs, etc. for capital project presentation in August 2021.
Ruffalo Noel Levitz	The Office of Distance Learning provided coordination of communication and logistics for the RNL marketing/recruiting consulting efforts currently in progress.

Slate	Recruitment CRM | Technolutions Slate
	
	When EMAS was no longer able to support the system, Enrollment Services vetted several and selected Slate as its replacement., Slate is a comprehensive platform for admissions and enrollment management. Designed and developed exclusively for higher education, Slate provides a single, unified interface to CRM, outreach and communications and online applications.
	
	Implementation Phase 1: Foundation
	
	  o Aligning three departments (undergraduate, graduate, and international) to work within one software program
	  o Mobile friendly inquiry form
	  o Mobile friendly application
	  o Application status portal (applicants can see the status of their application)
	  o Weekly reporting for Undergraduate/Graduate and International
	Next: Enhance Foundation
	
	  o Continue to work with international and graduate school on department processes for better alignment
	  o Establish baseline communication flow with international and graduate school
	  o Expand enrollment services communication flow (including texting)
	  o Implementation of events module
	  o Implementation of athletics/band/music/ portals
	 Phase two
	
	  o Move to application processing in Slate

Handshake	Handshake from 20- 21;

	- Fall 20 Virtual Career Fair (all majors) - Sp 21 Education Career Fair - Sp 21 Virtual Career Fair (all majors) - Completed meeting with Handshake IT and our IT to fully streamline single sign on and eliminate errors. - Increased local/regional employers on Handshake- by 75% from previous year- This is an educated estimate from my numbers. All regional job fair employers and school districts have been added themselves to our Handshake and I approve regional employers regularly. - Website and portal connection for students to access Handshake have been updated and improved.

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ENMU Strategic Plan 2019-2024

New Initiatives for 2021-2022

(pending campus and Regent approval August 2021)

Goal 1. **High quality academic programs**.

- new partnerships with System campuses and transfer partners (SB 77 2+2 initiative)
- innovative recruiting initiatives (summer classes, camps, etc.; hybrid offerings; special program needs like alt. licensure, workforce, etc.)

Goal 2.   **A quality learning experience**

- outreach to new student populations (international, military, at-risk, transfers)
- enhanced support systems for returning and new post-pandemic students
- new engagement strategies (summer workshops, camps, hybrid offerings, etc.)
- emphasis on inclusiveness and equity

Goal 3.   **Good stewardship**, **environmentally friendly** (s**ustainable) programs and efficient   operations**.

- reserves management
- construction project management
- Title IX and student/employee welfare issues
- transparency and accountability to campus and state stakeholders

Goal 4.   ENMU-Portales: Responsive Today, Preparing for the Future.
- statewide visibility -- System and individual campus positioning for partnerships, external funding, legislative initiatives, and enrollment
- enhanced staff/community relations to enhance partnerships and encourage enrollment
- reconfiguration of Athletics to engage community and better serve student-athletes