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Proposition: 14/20-21

Title: College of Health, Education and Social Transformation (HES)

Date Submitted: January 28, 2021

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Proposed Committee:

Assigned Committee:

Prior Approvals: Academic Deans Council

Proposal Type (please check one):

- Memorial
- Proposition to change policy (please include ARP/RPM reference(s) from <https://arp.nmsu.edu/>)
- Proposition for curriculum addition/change
- Other (please describe below)

Proposition:

The Faculty Senate approves, and recommends to the Board of Regents that it authorize, administratively combining the College of Education, the College of Health and Social Services, and the Department of Sociology, to create a new college to be named the **College of Health, Education and Social Transformation**, effective July 1, 2021. The individual units involved include: Communications Disorders (EDU); Counseling and Educational Psychology (EDU); Kinesiology (EDU); Nursing (HSS); Public Health (HSS); Social Work (HSS); Sociology (A&S); and Teacher Preparation, Administration and Leadership [consisting of the fields of Curriculum and Instruction; Educational Leadership and Administration; and Special Education] (EDU).

¹ NMSU RPM 4.00.C.1., *Academic Matters, Reservation of Authority*; NMSU ARP 2.15, *Modifying Academic Units, Part 6: Creation of New Colleges, and Part 9: Relocation or Reorganizing an Academic Unit.*

Contents

Rationale.....2
Documented Need for the College.....3
What This Proposition Does Not Do.....4
Recognized Groupings of Disciplines.....5
Sufficiency of Faculty and Enrollment.....6
Projected Enrollment Spring Semester 20216
Regular Faculty Headcount in Degree-Granting Units Before Reorganization (Fall 2020)7
Regular Faculty Headcount in Degree-Granting Units After Reorganization (Fall 2021)8
Support for Research.....9
University Financial Commitment to New College9
Opinions of Faculty and Staff Directly Affected9
Methodology10
Data11
Process and Timeline Used to Develop Proposition11

Rationale

NMSU, as a public, land-grant, research university is obligated to share the knowledge it creates and to assist and support the public in the application of this knowledge. Not only is this obligation infused throughout our mission (“extension and outreach, and public service”), but it is infused throughout our LEADS 2025 Strategic Plan and its grand challenges (“enhance student success and social mobility,” “encourage interdisciplinary thought and creativity at the edges of disciplines,” find “solutions to global challenges,” “creating healthy borders,” “transforming education,” etc.). These themes broadly speak to the work and goals of what can be called social transformation – work in which access to health care and education play outsized roles.

All NMSU campuses, branches, academic units, research stations, extension and economic development enterprises already engage in one aspect or another of this work. However, the University currently does not have a single designated ‘academic home’ for work specifically related to health, education and social transformation. Currently this work is diffused across many academic units under the leadership of multiple deans.² By approving this proposition, NMSU will create a readily identifiable focal point for its wide ranging social mobility, social justice and social transformation programs, particularly those in the context of health and education. Locating a large portion of this work under unified leadership within a new college will clearly convey

² As just one example, please see NMSU Health Programs (2019), which shows distributed administration of health-related programs. https://provost.nmsu.edu/provost-office-projects/hes/NMSU-Health-Related-Prgs-2019.pdf. Regarding education, ACES has Agricultural and Extension Education, and Family and Consumer Sciences programs; however, for now ACES programs were not considered in putting together the proposal.

that NMSU takes its public service obligations seriously. The proposed name of the college better conveys the importance of our work aimed at improving upon the social determinants of health and education. Incorporating 'social transformation' into the college name emphasizes and clearly conveys NMSU's goals and commitment to this work. This represents a new direction for NMSU in terms of its communication strategy. Currently few of the names of NMSU's colleges reflect anything other than the broad fields of study housed within them.

Bringing together related programs under a single academic leader will allow the University to realize more fully the future potential of each of the units. Administratively combining the academic programs and research support for the fields of health, education and sociology will build upon and synergistically integrate our many capabilities in these areas and will be transformational to these units and to the University. It will also allow for important administrative efficiencies and provides a new point of contact for state and community partners and constituents who also work in these areas (school districts, Burrell College of Osteopathic Medicine, etc.). It eliminates some self-imposed administrative layers. For example, there would no longer be a need to resort to formal joint appointments or burdensome buyouts that currently are occurring between colleges.

Documented Need for the College

- (1) Combining the administration of the College of Education, the College of Health and Social Services, and the Department of Sociology into a single college creates a currently missing, high-profile home for academic programs which emphasize the interrelationships and common interests among the fields of health, education and the social sciences, and centralizes support for students, faculty and staff whose efforts are aimed at improving individual, societal and political outcomes as promoted by these disciplines.
- (2) Combining the leadership and administration of these units better fosters collaboration across their disciplines by eliminating some administrative layers and brings together many programs which are integral to interprofessional education and research in these fields, thus better positioning them to seek and obtain funding for sponsored projects.
- (3) Combining the administration of these units optimally positions NMSU to be more competitive in obtaining funding for sponsored projects in support of community based research dedicated to improving the social and political determinants of education and health outcomes, in partnership with regional community health care providers, educators, agencies and non-profits. Currently we see other universities receiving multi-million-dollar awards for this type of work, while NMSU to date tends to receive smaller awards.³ Together with the leadership of NMSU Foundation, several faculty members from HSS, EDU, SOC and ACES are working on proposal development for a large, multi-year 'Transformation Grant' to support this effort. While a successful outcome of the Foundation initiative cannot be guaranteed, the initial feedback has been encouraging, and has been bolstered by NMSU's efforts to anchor this grant proposal with the creation of a new community-based research center to be linked to the new college. But to be clear, the creation of the new college is not dependent upon the immediate establishment of a research institute or obtaining a large grant. The interdisciplinary nature of the new college would by itself provide more support for broader, more impactful collaborations – not only within the education, health and social sciences, but also within

³ *Rutgers Receives \$15 Million Mellon Foundation Grant for Global Racial Justice*, <https://www.rutgers.edu/news/rutgers-receives-15-million-mellon-foundation-grant-global-racial-justice>.

other NMSU colleges with related work, and in partnership with health and education providers and other supporters working on improving and transforming our community and region.

- (4) Currently interim deans lead both the Colleges of Education, and the College of Health and Social Services, and an interim department head leads the Department of Sociology. Combining the administration of these units under the leadership of a single dean eliminates the need for a second dean salary, and over time potentially eliminates some associate dean and/or department head salaries, thus supporting efforts to reduce administrative overhead and make more of NMSU's recurring revenue available for its primary mission of teaching, research and outreach. This will also assist in efforts to flatten administration and prioritize putting more resources into faculty, staff and administrative support.

What This Proposition Does Not Do

Notably, nothing about this proposition disrupts any aspect of currently offered academic programs. For example, nothing in it adversely affects preexisting authorizations or accreditation of programs. Programs enrollments in majors and other programs of study are not affected by the proposition. Similarly, nothing contained here impacts faculty hiring or promotion and tenure standards.

The proposed administrative combining in this proposition extends only to the highest level of executive leadership and administration (dean and potentially associate deans). It does not impact preexisting departmental structures. *This is a change from the original proposal made in August 2020.*⁴

Nevertheless, there are ongoing discussions about administrative consolidation of academic units below the college level occurring across the University in virtually every college. These conversations are being driven by strategic budget realignment goals. This proposition leaves any additional consolidation of programs or units to the purview of the faculty and leadership of their colleges for planning, discussion and consideration in accordance with current policies and procedures. In other words, any lower level consolidation proposals are occurring despite the proposition to create a new college, not because of it.

Similarly, no space or location changes are proposed or would be mandated by this proposition. Any decision to undertake space changes affecting academic units within the new college will also be left to the faculty and leadership of the new college for further consideration, in collaboration with the university architect, and university leadership, and in accordance with current policies and procedures.

Finally, the door is always open for other programs from the social sciences to be part of the social transformation efforts in the future. The original proposal suggested that in view of the obvious synergies that exist with other departments and potential programs in Arts and Sciences including Interdisciplinary Studies, Ethnic Studies, Government, Anthropology, Criminal Justice, and Psychology, and other units as may come forward over time. Feedback provided during listening sessions indicated that joint appointments for faculty between the new college and Arts and Sciences would allow us to begin strengthening efforts aimed at social transformation, especially with persons whose research, teaching, service and outreach are closely aligned with socio-economic, health, and education issues.

⁴ The initial proposal recommended further administrative consolidation of some departments to create new schools within the new college to further reduce administrative overhead costs.

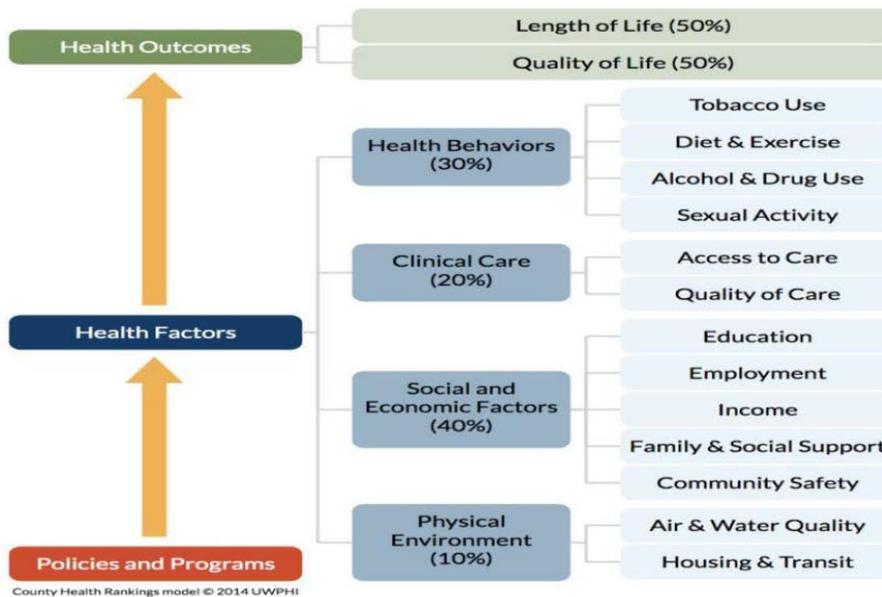
Recognized Groupings of Disciplines

The individual units/disciplines involved include:

1. Communications Disorders (EDU)
2. Counseling and Educational Psychology (EDU)
3. Kinesiology (EDU)
4. Nursing (HSS)
5. Public Health (HSS)
6. Social Work (HSS)
7. Sociology (A&S)
8. School of Teacher Preparation, Administration and Leadership (EDU) (consisting of Curriculum and Instruction; Educational Leadership and Administration; and Special Education)

There is a long-recognized, and strong connection between the fields of health, education, and the social sciences, as all are dedicated to understanding and improving upon individual and community outcomes through institutional change which seeks to influence the social determinants of socio-economic, health and educational outcomes. These interdependencies in the context of *health* are depicted on the following graphic.⁵

County Health Rankings Model



⁵ Wisconsin County Health Rankings Model, developed with input from Don Peska, MD, former Dean, Burrell College of Osteopathic Medicine. The Wisconsin County Health Rankings Model shows that quality of life and longevity are affected by four Health Factors, including: (1) Health Behaviors (30%), (2) Clinical Care (20%), (3) Social and Economic Factors, including Education (40%), and (4) the Physical Environment (10%). Each of the factors contributing to a person's health and well-being are further defined by specific conditions and behaviors, including tobacco use, access to care, personal income, educational attainment, and air quality to name a few. <https://www.countyhealthrankings.org/explore-health-rankings/measures-data-sources/county-health-rankings-model>

Grouping these disciplines together strengthens the connections between them and makes it easier for faculty in these units to undertake the transdisciplinary work needed to meet NMSU’s global challenges. There is a nexus between sociology and health and education that exists in the context of fostering policy, community, individual and institutional change. Infusing all of the instruction, research, scholarship, outreach and service in these disciplines with the broad themes and context of social transformation makes explicit to our students that the analytic capacities, professional skills, and/or other abilities they gain while at NMSU will equip them to contribute to social progress and/or economic development in New Mexico and beyond. The new college – the whole being greater than the sum of its parts – will bring desirable professional recognition and support for new emphasis on the concept of social transformation.

Sufficiency of Faculty and Enrollment

This is a proposed transfer of preexisting academic units and their programs to the new college. Starting enrollments in the new college will easily exceed the minimum standards for enrollment, and the minimum standards for sufficiency of faculty positions needed to maintain with distinction the new college’s academic undergraduate and graduate programs are already met. Before and after depictions of faculty headcounts are shown below, as are projected enrollments based on Spring Semester 2021.

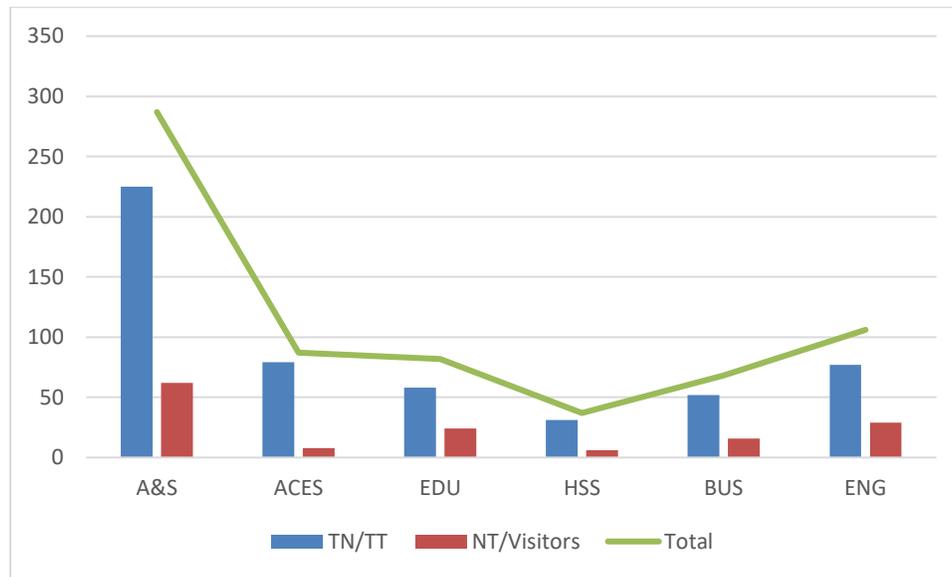
Projected Enrollment Spring Semester 2021⁶

Education	Undergraduate	1,159
	Graduate	505
Health and Social Services	Undergraduate	1,063
	Graduate	382
Sociology	Undergraduate	79
	Graduate	42
Total	Undergraduate	2,301
	Graduate	929

⁶ Enrollment data obtained from Cognos on January 17, 2021, with 12 days remaining until official census date.

Regular Faculty Headcount in Degree-Granting Units Before Reorganization (Fall 2020)⁷

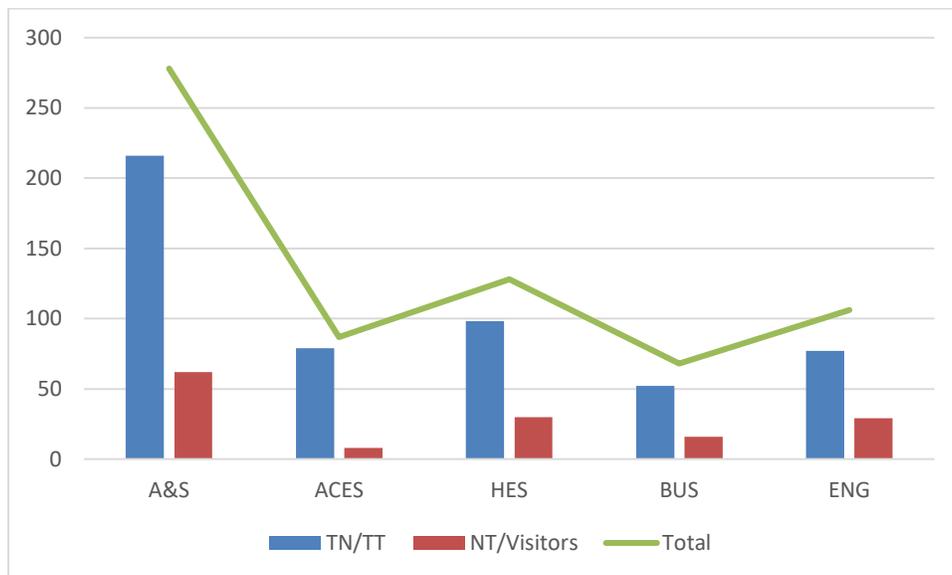
	<u>TN/TT</u>	<u>NT/Visitors</u>	<u>Total</u>
A&S	225	62	287
ACES	79	8	87
EDU	58	24	82
HSS	31	6	37
BUS	52	16	68
ENG	77	29	106
Totals	522	145	667



⁷ HRS data as of September 28, 2020; includes 9- and 12-month contract faculty for units producing academic degrees (does not include AES and CES units within ACES in order to provide more directly relevant comparisons of staffing levels of degree-granting programs). TN = Tenured, TT = Tenure Track, NT = Non-Tenured Regular.

Regular Faculty Headcount in Degree-Granting Units After Reorganization (Fall 2021)⁸

	<u>TN/TT</u>	<u>NT/Visitors</u>	<u>Total</u>
A&S	216	62	278
ACES	79	8	87
HES	98	30	128
BUS	52	16	68
ENG	77	29	106
Totals	522	145	667



⁸ HRS data as of September 28, 2020 organized as if the proposed College of Health, Education and Social Transformation is implemented; includes 9- and 12-month contract faculty for units producing academic degrees (does not include AES and CES units within ACES). TN = Tenured, TT = Tenure Track, NT = Non-Tenured Regular.

Support for Research

This proposition mandates no changes to current staffing, graduate assistantships, faculty ranks, or budgetary support other than elimination of one dean position. Immediately upon completion of the administrative reorganization, financial support for research will be at the same level as the before. However, in view of the potential to grow the level of sponsored projects awarded to faculty in the new college as described in Rationale #4 above, financial support for research is anticipated to grow over time⁹

University Financial Commitment to New College

This proposition mandates no changes to current staffing or budgetary levels other than elimination of one dean position. This should ensure the same level of financial support for the new college as in the current year.¹⁰

In addition, the Provost's Office is prepared to provide financial support to the new college to ensure it will be off to a strong start. First and foremost, will be financial support for a national search to identify an inaugural dean for the new college. It is anticipated that the work of establishing the new college, and potentially a new research institution, will be sufficiently interesting to recruit many highly qualified candidates. Also, in order to recruit a highly qualified dean, it will be necessary to provide a startup package. A decanal startup package typically includes one-time revenue to support new initiatives, and recurring revenue to support establishing some new faculty positions. The Provost's Office is prepared to offer this type of startup package to recruit a strong, experienced dean.

Opinions of Faculty and Staff Directly Affected

A vote was administered by the Office of Institutional Analytics (OIA) to gauge the level of support among the faculty and staff for the proposition. A ranked-choice voting survey, consisted of five options, was made available to all faculty and staff in the College of Education, College of Health and Social Services, and the Department of Sociology. The five ballot options are summarized below.¹¹ The survey instrument was sent via email to qualified candidates as determined by a current employee list provide by the Human Resource Services office as of December 18, 2020. The survey was distributed on January 14, 2021 and was made available until

⁹ It should be noted that last year HSS and Education started working on creating a shared service center to administratively support their research missions, as part of the strategic budget realignment initiative and to better support the common interests within their research portfolios. This effort will continue regardless of the outcome of the proposition.

¹⁰ There may be budgetary changes related to the ongoing *Budget Realignment Initiative* the University has undertaken to respond to the current budgetary shortfall created by the recent reduction in funding from the State, but those are not being driven by this proposal.

¹¹ For a fuller description of the voting process and the ballot language, please see the December 16, 2020, communication on the Provost's website. <https://provost.nmsu.edu/provost-office-projects/hes/HES%20Vote%20Memo%2012.16.20.pdf>

midnight, January 22, 2021. Five reminders were sent out during that time period. The survey was sent to 275 faculty and staff and had a response rate of 52% (142 completed).

Ranked Choice Voting Options:

- A. The College of Health and Social Services, the College of Education, and the Department of Sociology should be administratively combined to establish a new college, to be named the College of Health, Education and Social Transformation.
- B. The College of Health and Social Services and the College of Education should be administratively combined to establish a new college, to be named the College of Health and Education
- C. The health-related units in the College of Education should move to the College of Health and Social Services, and the education-related units should remain in College of Education (College of Health and Social Services becomes larger, while the College of Education becomes smaller).
- D. The College of Health and Social Services and the College of Education should be administratively combined to establish a new college, to be named the College of Health, Education and Social Transformation, and the Sociology Department should have up to one year to decide to join (phased approach).
- E. All current college administrative structures should remain unchanged.

The ranked choice voting process, which was tallied on January 25, 2021, showed a majority preference for Option A.

Methodology

The Proposal to Establish a New College, the College of Health, Education and Social Transformation, was assessed by a ranked-choice voting survey initiated by the Office of the Provost, and designed to capture insight into whether there is interest in pursuing a new college and what alternatives to the new college might be preferred. Ranked-choice voting (RCV) was used to conduct this survey. RCV is a voting system that allows voters to rank a series of choices, candidates, or other alternative options, ranking the choices in order of preference. This survey used a numbering sequence of one (1) to four (4), with one being the voter's top choice, and four the voters least favorite choice. Voters had the option to rank only one choice or up to four of the five choices available.

For any single voting option to be selected as the winning choice, it must receive at least 50% of the vote. If a voting choice receives a majority (more than 50%) of first-choice votes after the initial voting process, that option wins outright. If no voting choice receives a majority of first-preference votes, a winner is decided by an Instant-runoff. In the process of an instant runoff, the choice with the fewest number of votes is eliminated. The first-preference votes for the lowest choice are eliminated, and the second-preference choice are added to the remaining candidate they voted for.

Data

In the initial round, no one voting choice received a majority of first-preference votes. Choice A received 28% (40) first-choice votes; Choice B received 8% (11) first-choice votes; Choice C received 27% (38) first-choice votes; Choice D received 8% (11) first-choice votes; and Choice E received 30% (42) first-choice votes. This created an instant-runoff of the ranked-choice voting. Voting choice B and D were eliminated as they tied for the lowest vote count. Both B and D's first-choice votes were eliminated, and their second-choice votes were distributed to the remaining choices, respectively.

The first instant-runoff round did not produce a majority percentage for any one voting option. After the votes were distributed, the first instant-runoff round had Choice A at 37% (52), Choice C at 30% (43), and Choice E at 32% (46). Consequently, Choice C was eliminated, and Choice C's second-preference votes were distributed among the remaining two voting choices.

In the second and final instant-runoff round, a majority of 53% was reached for voting option A, to combine the listed academic units as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation.

Further analysis examining voting distributions by college, primary group (faculty/staff), and appointment types is included in the full OIA report which is attached as an Appendix.

Process and Timeline Used to Develop Proposition

1/17/20 Chancellor convenes Health Care Task force <https://provost.nmsu.edu/provost-office-projects/hes/011720-HCHS-Task-Force-charge.pdf>

6/24/20 Health Care Task Force Report released <https://provost.nmsu.edu/provost-office-projects/hes/Health-Care-and-Health-Services-Task-Force-report-6.24.20.pdf>

8/13/20 Interim Dean Cooper discusses with College of Health and Social Sciences Dean's Advisory Council (alumni and donors) that the proposition is being contemplated in view of Task Force report

8/18/20-8/19/20 Provost holds separate virtual meetings with Health and Social Services, and Education staff and faculty, and the Sociology Department faculty, and proposes they be administratively merged to create a new college; material presented at such meetings was also shared, via email, with faculty and staff in other relevant social sciences departments in the College of Arts and Sciences <https://provost.nmsu.edu/provost-office-projects/hes/HES%20Intro%208.20.pdf>

8/24/20 Provost writes to NMSU community to propose creating a new college and research center at New Mexico State University with the overall intent of repositioning health, education, social services, and the social sciences for maximum impact and future growth https://provost.nmsu.edu/Communications/Memo_to-System-8.24.20.pdf

8/24/20 Provost published project webpage, including FAQs, to share information and track progress <https://provost.nmsu.edu/provost-office-projects/hes/index.html>

8/24/20 News Release announces task force <https://newscenter.nmsu.edu/Articles/view/14377/nmsu-announces-task-force-to-examine-realignment-of-academic-units>

8/25/20 Academic Deans Council discussed proposal

8/28/20 Provost meets with faculty from Borderland and Ethnic Studies program

9/1/20 Provost launches Taskforce, chaired by Deans Cooper, Pichon and Pontelli, and charged with designing and executing listening sessions, focus groups, and surveys in order for faculty and staff in the Colleges of Education, Health and Social Services, and Arts and Sciences to express their thoughts, ideas, and concerns about the proposed concept <https://provost.nmsu.edu/provost-office-projects/hes/Memo-to-Launch-Task-Force-9.1.201.pdf>

9/17/20 Provost meeting with task force to provide charge

9/18/20 Taskforce met and selected the date of the first listening session and organized into subcommittees to do the following: 1) structure and questions for the general listening sessions, 2) number and structure of the focus groups, and 3) design of a survey; focus were offered on the dates below for these topics: 1) logistics of creating a new college 2) proposed research center 3) discussion of new college and research center 4) alternative visions for increasing collaborations and synergy across colleges)

9/25/20 Taskforce listening session (96 participants)

9/29/20 Provost meeting with faculty in Sociology Department

9/30/20 Taskforce listening session (41 participants)

10/1/20 Taskforce focus group (18 participants)

10/2/20 Taskforce focus group (20 participants)

10/5/20 Taskforce focus group (22 participants)

10/6/20 Taskforce focus group (11 participants)

10/6/20 Taskforce launches survey to seek additional perspectives and opinions on the new college and research center concept

10/12/20 The survey closed with 184 participants completing the survey. The results of the survey are summarized with in Task Force report

10/16/20 Taskforce report published <https://provost.nmsu.edu/provost-office-projects/hes/Task-Force-Report-10.16.20.pdf#findings1>

11/5/20 Provost holds Town Hall for the Faculty Senate to discuss proposal, together with Deans Cooper, Pichon and Pontelli <https://provost.nmsu.edu/faculty-senate-town-hall/index.html>

Fall Semester Interim Dean Cooper held five meetings with faculty and staff within the College of Health and Social Services to discuss the proposal

- 10/19/20 Interim Dean Cooper discussed proposal with College of Health and Social Sciences Dean's Advisory Council (alumni and donors)
- Fall Semester Interim Dean Pichon held several meetings within the College of Education to discuss the proposal: (1) TPAL, (1) Executive Council, (1) support services, (1) everyone associated with the college
- Fall Semester Dean Pontelli held several meetings within the College of Arts and Sciences to discuss the proposal: (2) separate department meetings, (4) separate meetings with relevant department heads
- 11/19/20 Provost meets with Faculty Senate Leadership Committee to discuss proposal
- 11/20/20 Interim Dean Pichon discussed proposal with College of Education Dean's Advisory Council (donors)
- 12/16/20 Provosts notifies faculty and staff in Colleges of Health and Social Services, Education, and the Sociology Department, of upcoming ranked choice voting process to share their preferences on the proposal. <https://provost.nmsu.edu/provost-office/projects/hes/HES%20Vote%20Memo%2012.16.20.pdf>
- 1/14/21 Ranked choice voting process opens, administered by Office of Institutional Analytics
- 1/14/21 Provost meets with faculty from Sociology
- 1/22/21 Ranked choice voting process closes
- 1/26/21 Formal Proposition is submitted to Faculty Senate Leadership Committee
- 1/28/21 Provost discusses proposition with Faculty Senate Leadership Committee
- 2/4/21 Provost presents proposition to Faculty Senate (proposed)
- 3/4/21 Faculty Senate votes on proposition (proposed)
- 3/24/21 Provost presents proposition to Board of Regents (proposed)



Proposal to Establish a New College: The College of Health, Education and Social Transformation.

Ranked-Choice Voting Survey Results

New Mexico State University – Las Cruces

Office of Institutional Analysis



Introduction

A vote was administered by the Office of Institutional Analytics (OIA) to gauge the level of support among the faculty and staff for the proposition. A ranked-choice voting survey, consisted of five options, was made available to all faculty and staff in the College of Education, College of Health and Social Services, and the Department of Sociology. The five ballot options are summarized below.¹ The survey instrument was sent via email to qualified candidates as determined by a current employee list provide by the Human Resource Services office as of December 18, 2020. The survey was distributed on January 14, 2021 and was made available until midnight, January 22, 2021. Five reminders were sent out during that time period. The survey was sent to 275 faculty and staff and had a response rate of 52% (142 completed).

Ranked Choice Voting Options:

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- E. All current college administrative structures should remain unchanged.

The ranked choice voting process, which was tallied on January 25, 2021, showed a majority preference for Option A.

¹ For a fuller description of the voting process and the ballot language, please see the December 16, 2020, communication on the Provost's website. <https://provost.nmsu.edu/provost-office-projects/hes/HES%20Vote%20Memo%2012.16.20.pdf>

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For any single voting option to be selected as the winning choice, it must receive at least 50% of the vote. If a voting choice receives a majority (more than 50%) of first-choice votes after the initial voting process, that option wins outright. If no voting choice receives a majority of first-preference votes, a winner is decided by an Instant-runoff. In the process of an instant runoff, the choice with the fewest number of votes is eliminated. The first-preference votes for the lowest choice are eliminated, and the second-preference choice are added to the remaining candidate they voted for.

Demographics

Demographic questions were included at the end of the survey. Respondents were asked to provide their first and last name, job title, and department. These were then matched against the employee list provided by Human Resource Services. The survey was distributed to a total of 275 faculty and staff from the College of Education, College of Health and Social Services, and the Department of Sociology. Of this population, 150 (55%) were faculty and 125 (45%) were staff members. The College of Education had the highest number of participants with 172. The College of Health and Social Services followed with 91 participants, and the Department of Sociology consisted of a total of 13 participants.

The response rate was 52% (142 completed). This included 98 faculty members and 44 staff members who entered at least one voting choice. Thirteen belonged to the department of Sociology, 56 to the College of Health and Social Services, and 73 responded from the College of Education.

Faculty consisted of Tenured, tenure track, and non-tenure track. Staff were both exempt and non-exempt.

Data

In the initial round, no one voting choice received a majority of first-preference votes. Choice A received 28% (40) first-choice votes; Choice B received 8% (11) first-choice votes; Choice C received 27% (38) first-choice votes; Choice D received 8% (11) first-choice votes; and Choice E received 30% (42) first-choice votes. This created an instant-runoff of the ranked-choice voting. Voting choice B and D were eliminated as they tied for the lowest vote count. Both B and D's first-choice votes were eliminated, and their second-choice votes were distributed to the remaining choices, respectively.

The first instant-runoff round did not produce a majority percentage for any one voting option. After the votes were distributed, the first instant-runoff round had Choice A at 37% (52), Choice C at 30% (43),

and Choice E at 32% (46). Consequently, Choice C was eliminated, and Choice C's second-preference votes were distributed among the remaining two voting choices.

In the second and final instant-runoff round, a majority of 53% was reached for voting option A, to combine the listed academic units as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation.

Data analysis in the initial round of voting included all faculty and staff from both colleges and the Sociology Department. Subsequent analysis was parsed out using demographic data provide by HRS. This included analyzing respondent's votes by employment grouping (faculty or staff) and summary organization (CoE, HSS, Sociology department).

See attached report for further analysis parsed out by faculty/staff and summary organization.

Ranked-Choice Voting - New College Preferred Choice (all Faculty and Staff)*

Please vote your preference on the proposed New College. Ranking your favorite choice as 1 and your least favorite choice as 4.

Question	Choice 1	N	Choice 2	N	Choice 3	N	Choice 4	N
A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Sociology (A&S) Teacher Preparation, Administration and Leadership (EDU)	28%	40	15.83%	22	20.49%	25	25.23%	28
B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Teacher Preparation, Administration and Leadership (EDU)	8%	11	25.90%	36	35.25%	43	18.92%	21
C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members College of Health and Social Services: Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) College of Education: Teacher Preparation, Administration and Leadership (EDU)	27%	38	20.14%	28	13.11%	16	19.82%	22
D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Sociology (A&S) Teacher Preparation, Administration and Leadership (EDU)	8%	11	25.18%	35	22.95%	28	25.23%	28
E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups	30%	42	12.95%	18	8.20%	10	10.81%	12
Total	100%	142	100%	139	100%	122	100%	111

*Initial Vote
Includes faculty and staff from all departments

Ranked-Choice Voting - New College Preferred Choice (all Faculty and Staff)**

Please vote your preference on the proposed New College. Ranking your favorite choice as 1 and your least favorite choice as 4.

Question	Choice 1	N
<p>A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups</p> <p>Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Sociology (A&S) Teacher Preparation, Administration and Leadership (EDU)</p>	37%	52
<p>B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members</p> <p>Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Teacher Preparation, Administration and Leadership (EDU)</p>	0.00%	0
<p>C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members</p> <p>College of Health and Social Services: Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) College of Education: Teacher Preparation, Administration and Leadership (EDU)</p>	30%	43
<p>D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups</p> <p>Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Sociology (A&S) Teacher Preparation, Administration and Leadership (EDU)</p>	0.00%	0
<p>E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups</p>	32%	46
<p>Total</p>		142

**Runoff Round one
 Includes faculty and staff from all departments*

Ranked-Choice Voting - New College Preferred Choice (all Faculty and Staff)***

Please vote your preference on the proposed New College. Ranking your favorite choice as 1 and your least favorite choice as 4.

Question	Choice 1	N
<p>A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups</p> <p>Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Sociology (A&S) Teacher Preparation, Administration and Leadership (EDU)</p>	53%	75
<p>B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members</p> <p>Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Teacher Preparation, Administration and Leadership (EDU)</p>	0.00%	0
<p>C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members</p> <p>College of Health and Social Services: Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) College of Education: Teacher Preparation, Administration and Leadership (EDU)</p>	0.0%	0
<p>D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups</p> <p>Communications Disorders (EDU) Counseling and Educational Psychology (EDU) Kinesiology (EDU) Nursing (HSS) Public Health (HSS) Social Work (HSS) Sociology (A&S) Teacher Preparation, Administration and Leadership (EDU)</p>	0.00%	0
<p>E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups</p>	42%	60
Total	Total	142

***Runoff Round Two
 Includes faculty and staff from all departments

Ranked-Choice Voting - Sociology Faculty

Question	N	%
A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups		
Choice 1	10	83%
Choice 2	0	0%
Choice 3	1	8%
Choice 4	0	0%
B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members		
Choice 1		
Choice 2		
Choice 3		
Choice 4		
C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members		
Choice 1		
Choice 2		
Choice 3		
Choice 4		
D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups		
Choice 1	0	0%
Choice 2	11	92%
Choice 3	0	0%
Choice 4	0	0%
E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups		
Choice 1	2	17%
Choice 2	1	8%
Choice 3	6	50%
Choice 4	0	0%

Total Sociology Faculty = 12

See section one for complete list of groups allowed to vote within each question.

Ranked-Choice Voting - Health & Social Services Faculty

Question	N	%	2nd Round N	%	3rd Round N	%	4th Round N	%
A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups								
Choice 1	9	26%	9	26%	12	35%	16	47%
Choice 2	5	15%	5	15%	5	15%	5	15%
Choice 3	6	18%	6	18%	6	18%	6	18%
Choice 4	6	18%	6	18%	6	18%	6	18%
B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members								
Choice 1	1	3%						
Choice 2	11	32%						
Choice 3	9	26%						
Choice 4	6	18%						
C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members								
Choice 1	13	38%	13	38%	14	41%	18	53%
Choice 2	5	15%	5	15%	5	15%	5	15%
Choice 3	4	12%	4	12%	4	12%	4	12%
Choice 4	5	15%	5	15%	5	15%	5	15%
D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups								
Choice 1	4	12%	5	15%				
Choice 2	6	18%	6	18%				
Choice 3	7	21%	7	21%				
Choice 4	7	21%	7	21%				
E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups								
Choice 1	7	21%	7	21%	8	24%		
Choice 2	7	21%	7	21%	7	21%		
Choice 3	2	6%	2	6%	2	6%		
Choice 4	3	9%	3	9%	3	9%		

Total HSS Faculty = 34

See section one for complete list of groups allowed to vote within each question.

Ranked-Choice Voting - Education Faculty

Question	N	%	2nd Round N	%	3rd Round N	%	4th Round N	%
A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups								
Choice 1	14	27%	15	29%	19	37%	32	62%
Choice 2	10	19%	10	19%	10	19%	10	19%
Choice 3	11	21%	11	21%	11	21%	11	21%
Choice 4	9	17%	9	17%	9	17%	9	17%
B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members								
Choice 1	6	12%	8	15%				
Choice 2	16	31%	16	31%				
Choice 3	16	31%	16	31%				
Choice 4	8	15%	8	15%				
C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members								
Choice 1	11	21%	12	23%	14	27%		
Choice 2	11	21%	11	21%	11	21%		
Choice 3	6	12%	6	12%	6	12%		
Choice 4	12	23%	12	23%	12	23%		
D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups								
Choice 1	4	8%						
Choice 2	11	21%						
Choice 3	14	27%						
Choice 4	12	23%						
E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups								
Choice 1	17	33%	17	33%	19	37%	20	38%
Choice 2	3	6%	3	6%	3	6%	3	6%
Choice 3	2	4%	2	4%	2	4%	2	4%
Choice 4	5	10%	5	10%	5	10%	5	10%

Total Education Faculty = 52

See section one for complete list of groups allowed to vote within each question.

Ranked-Choice Voting - Health & Social Services Staff

Question	N	%	2nd Round N	%	3rd Round N	%
A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups						
Choice 1	3	14%	4	18%		
Choice 2	3	14%	3	14%		
Choice 3	3	14%	3	14%		
Choice 4	6	27%	6	27%		
B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members						
Choice 1	0	0%				
Choice 2	4	18%				
Choice 3	9	41%				
Choice 4	3	14%				
C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members						
Choice 1	8	36%	8	36%	10	45%
Choice 2	6	27%	6	27%	6	27%
Choice 3	3	14%	3	14%	3	14%
Choice 4	1	5%	1	5%	1	5%
D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups						
Choice 1	1	5%				
Choice 2	4	18%				
Choice 3	1	5%				
Choice 4	6	27%				
E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups						
Choice 1	10	45%	10	45%	12	55%
Choice 2	3	14%	3	14%	3	14%
Choice 3	1	5%	1	5%	1	5%
Choice 4	0	0%	0	0%	0	0%

Total HSS Staff = 22

See section one for complete list of groups allowed to vote within each question.

Ranked-Choice Voting - Education Staff

Question	N	%	2nd Round N	%	3rd Round N	%	4th Round N	%
A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups								
Choice 1	4	19%	5	24%	8	38%	15	72%
Choice 2	4	19%	4	19%	4	19%		
Choice 3	4	19%	4	19%	4	19%		
Choice 4	6	29%	6	29%	6	29%		
B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members								
Choice 1	3	14%	3	14%				
Choice 2	5	24%	5	24%				
Choice 3	6	29%	6	29%				
Choice 4	4	19%	4	19%				
C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members								
Choice 1	6	29%	6	29%	7	33%		
Choice 2	4	19%	4	19%	4	19%		
Choice 3	3	14%	3	14%	3	14%		
Choice 4	3	14%	3	14%	3	14%		
D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups								
Choice 1	2	10%						
Choice 2	4	19%						
Choice 3	5	24%						
Choice 4	2	10%						
E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups								
Choice 1	6	29%	7	33%	7	33%		
Choice 2	4	19%	4	19%	4	19%		
Choice 3	0	0%	0	0%	0	0%		
Choice 4	3	14%	3	14%	3	14%		

Total Education Staff = 21

See section one for complete list of groups allowed to vote within each question.

Rank-Choice Voting by College (Faculty & Staff)

College		N
Arts and Sciences College	A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups	
	Choice 1	10
	Choice 3	1
	Choice 4	1
	B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members	
	Choice 1	1
	Choice 3	3
	C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members	
	Choice 2	2
	Choice 4	1
Education College	D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups	
	Choice 2	10
	Choice 3	1
	Choice 4	1
	E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups	
	Choice 1	2
	Choice 2	1
	Choice 3	5
	Choice 4	1
	A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups	
	Choice 1	18
choice 2	14	
Choice 3	15	
Choice 4	15	
B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members		
Choice 1	9	
choice 2	21	
Choice 3	22	
Choice 4	12	

	C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members	
	Choice 1	17
	choice 2	15
	Choice 3	9
	Choice 4	15
	D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups	
	Choice 1	6
	choice 2	15
	Choice 3	19
	Choice 4	14
	E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups	
	Choice 1	23
	choice 2	7
	Choice 3	2
	Choice 4	8
Health and Social Services College	A. The following academic units should be administratively combined as quickly as possible to establish a new college, to be named the College of Health, Education and Social Transformation: Eligibility to Rank this Option: All Groups	
	Choice 1	12
	choice 2	8
	Choice 3	9
	Choice 4	12
	B. The following academic units should be administratively combined as quickly as possible to establish a new college, named the College of Health and Education: Eligibility to Rank this Option: All but Sociology group members	
	Choice 1	1
	choice 2	15
	Choice 3	18
	Choice 4	9
	C. The following academic units should be administratively combined as quickly as possible into the preexisting College of Health and Social Services, i.e., the current College of Health and Social Services becomes larger; the current College of Education continues but becomes smaller: Eligibility to Rank this Option: All but Sociology group members	
	Choice 1	21
	choice 2	11
	Choice 3	7
	Choice 4	6
	D. The following College of Health and Social Services and Education academic units should be administratively combined as quickly as possible to establish a new college to be named the College of Health, Education and Social Transformation (Phase I), and Sociology should have up to one year to join (Phase II): Eligibility to Rank this Option: All Groups	
	Choice 1	5
	choice 2	10
	Choice 3	8

	Choice 4	13
	E. All current college administrative structures should remain unchanged. Eligibility to Rank this Option: All Groups	
	Choice 1	17
	choice 2	10
	Choice 3	3
	Choice 4	3

See section one for complete list of groups allowed to vote within each question.