



Office of the Provost

MSC 3445
New Mexico State University
P. O. Box 30001
Las Cruces, NM 88003-8001
575-646-2594, fax: 575-646-6334
provost@nmsu.edu

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MEMORANDUM

From: Carol Parker, Provost and Senior Vice President for Academic Affairs

To: Faculty and Staff of the Colleges of Education, Health and Social Services, and Department of Sociology

cc: Faculty Senate Leadership Committee
University Administrative Council Members
Calixto Melero, Director, Office of Institutional Analytics

Re: Request for Participation in Ranked Choice Voting on a Proposal to Establish a New College:
The College of Health, Education and Social Transformation

I write to request your participation in a ranked choice voting process intended to elicit your opinion on the merits of the recent proposal to administratively consolidate the following academic units to establish a new college, *The College of Health, Education and Social Transformation*, to be led and administered by one dean. The results of the voting will be shared with the Faculty Senate as part of a formal Proposition which I plan to submit on February 4, 2021. Undertaking this vote is a precondition of submitting a formal Proposition to the Faculty Senate. After the Faculty Senate review, the Board of Regents will need to consider the proposition as well.

The academic units involved in the voting will be:

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)

Separate ballots will be issued and analyzed for nine separate groups:

- All Regular Faculty in the Colleges of Education, and Health and Social Services, and in the Department of Sociology (tenure stream and college track appointments) (three groups in total)
- All Contingent Faculty in the Colleges of Education, and Health and Social Services, and in the Department of Sociology (research, term and temporary appointments) (three groups in total)
- All Regular Staff employees in the Colleges of Education, and Health and Social Services, and in the Department of Sociology (three groups in total)

Rationale for Establishing a New College

- (1) Each of the disciplines involved are integral to interprofessional and transdisciplinary education and research in fields that contribute to efforts to transform and improve societal outcomes. Consolidating the administration of these units into a single, high-profile college would create a focus point for units at NMSU that emphasize the relationships and common interests between the fields of health, education and the social sciences; as well as support NMSU student, faculty and staff efforts aimed at improving individual, societal and political outcomes as developed, disseminated, and promoted by these disciplines.
- (2) Consolidating the administration of these units would bring many of our education, health, and social science programs into a single college, more easily fostering collaboration across these disciplines, reducing self-imposed administrative layers that must be navigated, and repositioning these disciplines for maximum future impact and program growth.
- (3) Consolidating the administration of these units would eliminate the need for one dean salary. Presently, interim deans lead both Education and Health and Social Services. Assuming a new college is approved, I could immediately initiate a search for a new dean to lead it and to further assist with the administrative restructuring that would result.
- (4) With the assistance of the NMSU Foundation, and a multidisciplinary faculty steering committee, we are actively working on proposals and engaging with multiple foundation partners to secure a large, multi-year, Transformation Grant, to establish a new Research Center. The new center will focus on improving the social and political determinants of education and health outcomes in our region, in partnership with community health care providers, educators, social service agencies and non-profits. While a successful outcome of this effort cannot be guaranteed, the initial feedback has been encouraging. Securing a transformation grant would anchor the research and community engagement missions of the new college for years to come by providing additional means of supporting broad collaborations – not only within the education, health and social sciences, but also with other academic units in NMSU colleges.

Voting Methodology

The Office of Institutional Analytics (OIA) will implement the balloting and analyze and report the results. Ranked Choice Voting will be used, i.e., each voter may cast up to four votes ranking their preferences among the options presented; no single option may be repeatedly ranked to attempt to weight it more heavily than other options. *The Ranked Choice Voting ballot OIA will administer is attached as **Appendix A**.*

All voters must be identifiable, i.e., no one may vote anonymously in order to ensure eligibility to vote, and to ensure that the voice of individuals in any one unit or in combination, may not override the voice of individuals in other smaller units or combinations. Quorums will not be used for this ballot but the total percentage of eligible voters who participate will be reported.

The Ranked Choice Vote outcomes will provide insight into not only whether there is interest in pursuing the proposed new college, but also whether alternative combinations are preferred. Such alternatives would include: (1) retaining both the Education and Health Colleges, but moving all health programs to the Health College (Education College becomes smaller; Health College becomes larger), or (2) combining Education and Health Colleges into a single unit but leaving Sociology in Arts and Sciences, or perhaps including Sociology and other potential social science units as part of a later, phased approach that would require additional voting in the future; or (3) encouraging individual faculty to seek joint appointments in various colleges. Offering alternative combinations was a recommendation that came out of the Fall Semester 2020 listening sessions.

Voting Timeline

The proposed timeline is as follows:

December 15, 2020. Explanatory memorandum and sample ballot released

January 14, 2021 to January 21, 2021. Ranked Choice ballot is available for voting (OIA conducts)

January 28, 2021. Formal proposition is reviewed by the Faculty Senate Leadership Committee (FSLC)

February 4, 2021. FSLC presents the formal proposition to the Senate for committee assignment

Additional Information

College Name. It is important to know if the proposed name has support. But if not, please recall that the name of a college can always be changed at any time in the future. Please focus on the substance of the proposal.

Academic Unit Restructuring. The initial proposal to establish a new college included concurrent restructuring to create schools in lieu of departments. Given feedback received during the Fall 2020 Semester, any additional restructuring should occur as separate conversations, subject to a process

directly involving the immediate stakeholders. In other words, the faculty and administrative leadership in the academic units can determine how best to internally organize themselves within their colleges, e.g., schools vs. departments, and/or whether any other novel internal combinations are desired.

Implementation Timeline. How much time is required for implementation depends on which administrative and organizational combinations are ultimately approved by the Board of Regents, and when. However, there is a pressing administrative need to resolve the question of permanent leadership for the units involved in this proposal.

Budget Impact. Aside from any adjustments that result from the ongoing budget realignment efforts, no change to units' current revenue allocations are contemplated. Budgets would simply be consolidated as well, in alignment with how organizational units themselves are consolidated.

Space. Understandably, many have asked if they would have to move to another building if a new college is created. At the present time, there is no accompanying space plan or proposal for the new college, and it is anticipated that everyone will initially stay where they are. The question of optimal program and office locations will evolve naturally, dependent on many factors: what final administrative and organizational combinations are made, who is involved, and what future space priorities develop based on academic program proposals, whether or not a research center is created, and perhaps most significantly, whether we begin to think about space differently in a post-COVID environment that appears likely to include more remote work and more hybrid instruction than has been the case prior to the pandemic. Any future space proposals would be reviewed by the NMSU Space Committee.

Joint Appointments. Faculty in other academic units from across the campus would be encouraged to consider a joint appointment with the new college to foster more collaboration. A joint appointment is shared by two or more academic units, including sharing of workload allocation and base contract compensation. The workload assignment can vary, e.g., it might involve a 50/50 workload split, or it might include some other proportion. A joint academic appointment might encompass two or more academic units, or it might include research centers. The units involved are jointly responsible for supporting the faculty member in successfully balancing their obligations, but one unit must be identified as the administrative home. The respective deans would need to approve joint appointments.

Supporting Materials

- New College Project Webpage, <https://provost.nmsu.edu/provost-office-projects/hes/index.html>
- Ranked Choice Voting, [https://en.wikipedia.org/wiki/Ranked_voting#Ranked_Choice_Voting_\(RCV\)](https://en.wikipedia.org/wiki/Ranked_voting#Ranked_Choice_Voting_(RCV)). You may recall ranked choice voting was used by the City of Las Cruces for its 2019 mayoral election.
- New College [Task Force Report 10.16.20](#)
- New College [Task Force Charge Letter and Membership 9.1.20](#)
- [Memo: Creating a New College and New Research Center at New Mexico State University 8.24.20](#)
- New College [Concept Introduction 8.20.20](#)
- Health Care Task Force Report [6.24.20](#)
- Health Care Task Force Charge Letter and Membership [1.17.20](#)
- NMSU System Health-Related Programs ([2019](#))
- ARP 2.15. Modifying Academic Units
- RPM 4.0, C. Academic Matters

APPENDIX A – REVISED Ranked Choice Ballot Options

Ranked Choice Voting will be used, i.e., voters may rank up to **four options** from among those presented. Voters do not have to exercise all four ranking options; however, no single option may be repeatedly ranked to attempt to weight it more heavily than other options.

These options will be available to the various groups:

- 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:***

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)

Eligibility to Rank this Option: All Groups

- 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***

Communications Disorders (EDU)
Counseling and Educational Psychology (EDU)
Kinesiology (EDU)
Nursing (HSS)
Public Health (HSS)
Social Work (HSS)
Teacher Preparation, Administration and Leadership (EDU)

Eligibility to Rank this Option: All but Sociology

- 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**

Communications Disorders (EDU)
Counseling and Educational Psychology (EDU)
Kinesiology (EDU)
Nursing (HSS)
Public Health (HSS)
Social Work (HSS)
~~**Teacher Preparation, Administration and Leadership (EDU)**~~

Eligibility to Rank this Option: All but Sociology

- 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):**

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)

Eligibility to Rank this Option: All Groups

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

Eligibility to Rank this Option: All Groups