

NORTHERN NEW MEXICO COLLEGE

BOARD OF REGENTS MEETING

DECEMBER 4, 2014

I. CALL TO ORDER

A regular meeting of the Board of Regents of Northern New Mexico College was held on Thursday, December 4, 2014 in the Boardroom of Northern New Mexico College, El Rito Campus. Regents present: Rosario (Chayo) Garcia, Alfred Herrera, Kevin F. Powers, Donald Martinez, Jr., Michael Branch and Co-Student Representative Hardev Khalsa. Board President Rosario (Chayo) Garcia called the meeting to order at 8:34AM.

Northern New Mexico College staff present: Domingo Sanchez, Vice President for Finance and Administration; Ricky Serna, Vice President for Institutional Advancement; Pedro Martinez, Provost/Vice President for Academic Affairs; Bernie Padilla, Director of Human Resources; Chris Trujillo, IT; Alex Williams, Senior Financial Analyst; Carmella Sanchez, Director of Institutional Research, Sally Martinez, Executive Assistant to the Provost and Vice President for Academic Affairs; Ryan Cordova, Athletic Director and Men's Basketball Coach and Amy Pena, Recording Secretary. Northern New Mexico College faculty present: Dr. Joaquin Vila, Dean, College of Education; Ellen Trabka, Dean, College of Nursing; Sarah O'Brian, Professor, College of Education, Sarah O'Brien, Professor, College of Nursing, Kristy Pruitt, Professor, College of Nursing. Others present: Sam LeDoux, Alumni of Northern New Mexico College; and a representative from the Rio Grande Sun.

II. APPROVAL OF AGENDA

Regent Branch moved for approval of Agenda as presented. Motion passed unanimously.

III. PRESIDENT'S REPORT AND ANNOUNCEMENTS

President Barcelo stated there are a number of good things happening at the College. On December 4, 2014 the School of Art will be having a series of programs highlighting student and faculty art. Two weeks ago, the Foundation Board hosted the Annual Gala and over 375 guest attended. This assisted the Foundation in raising more than \$26,000. The number of table sponsorships was doubled and this year the College awarded \$10,000 more in scholarships. The Regents also endowed a scholarship and it was awarded to Hardev Khalsa, Co-Student Representative. During the Gala, Regent Branch also received the Richard Marquez Service Award and for the first time representatives from the Mexican Consulate attended the Gala.

President Barcelo stated the College hosted the opening of the Veteran's Center and it was extremely well attended. It included presentations by the College's Veteran Student Club and local Veterans. As part of the Colleges commitment to enhance accessibility to resources within the Center, Vice President Serna is preparing to hire a full time coordinator to oversee the Veteran's Center. A moving moment of the session was the awarding of a flag that had flown over Afghanistan that will be memorialized in the Center.

President Barcelo stated during the Thanksgiving break, the College (President Barcelo and Dr. Lopez) were present at a ceremony hosted by the Mexican Consulate. The College was invited to receive a \$10,000 Grant that was awarded to Dr. Mario Izaguirre Sierra and Dr. Izaguirre Sierra was able to use a separate Grant that he received to match the Consulate's award which will be used to provide STEM students with scholarships

at the College. It is a creative model and the College created a lot of interest by the other institutions that were present at that gathering.

President Barcelo stated over the past two months, the President has been a part of a team of Northern staff who has participated at Northern New Mexico College Days at local high schools. It has been a wonderful affair and to date the College has met with hundreds of high school juniors, seniors, faculty and staff. At these meetings the College addressed many myths versus the truths that have been discussed about the College. President Barcelo stated the conversation about the College is beginning to change and it speaks well for the institution.

President Barcelo stated Amy Pena; Executive Assistant has coordinated a number of meetings between President Barcelo with staff and faculty of the College in small groups to do the same thing as in the High Schools. To date, President Barcelo has had the pleasure of meeting with almost all of the staff and faculty and they are discussing the progress of the institution and President Barcelo is allowing them to provide feedback and express their concerns. This is giving the President some extra insight and in addition to this Dr. Vila and the College of Education faculty coordinated a gathering of Superintendents and school district staff. This event was a great success. There were presentation by Deans on program offerings, a luncheon and a dialogue on dual credit took place. There was also an overview of the Adams State partnership. President Barcelo stated the College made every effort to develop a similar partnership with the institutions within the State of New Mexico; it just did not work out. Adams State really came forth and will be working with the College on the partnership.

President Barcelo also stated the gathering of the Superintendents and school district staff was evidence that the College's work with school districts is strengthening the College's partnerships and visibility. President Barcelo acknowledged Dean Vila for providing that leadership. He has opened up new doors for the College that are incredible.

President Barcelo has also met with some of the stakeholders, business leaders, and nonprofit organizations to bring them up to date in terms of some of the things the College doing as well as addressing some of the challenges and the concerns they have. All of these meetings will set the College on a new course and providing the College with valuable information. Some of this is not new; some of it substantiates some of the information that the College already knew. What is most gratifying is the support the College is receiving from multiple stakeholders throughout the community and the College will continue to have these meetings.

President Barcelo attended a presentation that was hosted by State Land Commissioner Ray Powell to discuss how the money they provide is spent. The College has received approximately \$113,000 that is used primarily as matching funds for scholarship programs. They were thrilled the College was at the meeting and would like to sit down with the College in the future to see how they can help in terms of moving the College further in new ways.

President Barcelo stated staff is required to take leave for a total of 80 hours over the course of Thanksgiving and winter break. President Barcelo on behalf of the Board of Regents acknowledged the work of the staff by granting them two days of paid leave. The gesture in fact gave staff 16 hours of leave which was especially helpful to those who may not adequate leave.

President Barcelo stated she has been impressed with the level of productivity and progress the College has made this semester under Provost Martinez' leadership. Ricky Serna, President Barcelo has also been impressed with this year's Student Senate, their involvement in the process and their level of professionalism and commitment to enhancing Student Life.

President Barcelo stated the College will be hosting:

1. Men's Basketball Game. President Barcelo stated the women's team is 7 and 1 and what is really exciting is the number of families from Shiprock coming to support their students. President Barcelo spoke with some of the parents about their hopes for these children and also stated their appreciation for the College.
2. Holiday Potluck for Staff and Faculty on December 12, 2014.
3. Holiday Gathering in El Rito on December 12, 2014.
4. Commencement on December 13, 2014. The Keynote Speaker will be Joaquin Gallegos, an Espanola Native and Professor at the College.
5. Farolito Display on December 13, 2014 during Espanola Light Parade.
6. President Barcelo and Domingo Sanchez, Vice President for Finance and Administration introduced Jimi Montoya, IT Director. Mr. Martinez stated he is proud to say he is a native of Northern New Mexico and Mr. Martinez looks forward to working at the College. Mr. Martinez comes from the financial industry which is a little different but it will work out great.

IV. APPROVAL OF MINUTES

Regent Powers stated the location of the meeting on the minutes was at the El Rito Campus and not the Espanola Campus. Regent Garcia stated the change has been made to the minutes.

Regent Branch stated on page 22 of the minutes as it stated "the entire excerpt from this discussion was not recorded as there was an error in discussion. Regent Branch stated he does not recall talking about a double wide in El Rito. Regent Branch does recall talking about some of the deferred maintenance, especially the Jaramillo Building itself; in particular where there is paint chipping that had never been touched up. Regent Branch stated there was no need to include anything about the double wide because it was not recorded and Regent Branch does not recall what was said. Regent Branch would like that paragraph on page 22 omitted.

Regent Branch moved for approval of the minutes of October 23, 2014 as amended. Motion passed unanimously.

V. PUBLIC INPUT

Ryan Cordova, Athletic Director and Men's Basketball Coach thanked the Board of Regents for continuing to support Athletics and stated he would be giving the Board of Regents an update on Athletics. Mr. Cordova also wanted to take the opportunity to thank Regent Branch and Regent Herrera for all their support for Athletics.

Mr. Cordova updated the Board of Regents regarding Athletics accomplishments:

1. The women's team is 7 and 1 and they are going to Panhandle State and will host Panhandle State the following weekend. Mr. Cordova continues to get complimented on the athletics as far as the teams and the character of the teams which goes a long way in terms of the quality of students that are brought to the College. The women are second in their conference.

2. Cross Country attended the conference championships in Ashford, Iowa. One student finished 17th which is the second best placement for the College. Coach Gallegos took a group had to piecemeal a couple of the teams. Mr. Cordova looks forward to that program growing.
3. Golf ended the season winning the last few tournaments on the girl's side. They will start the next part of the season in the spring and will attend their second conference championship.
4. Men's basketball. This will be the first time in history, coaches vote on standings and this is the first time the College has been voted number one in the conference.

Mr. Cordova stated for the last five years Mr. Cordova has been at the College, student athletes have grown from 30 students to 90 students, two sports to nine sports and tuition and fees have gone from \$42,000 to over \$370,000. There have been 15 academic All Americans, 1 New Mexico Legislative Scholar, 2 Academic All Americans, 1 Conference MVP, 1 Freshman of the Year, 8 Conference Championship appearances (4 Men's Basketball, 1 Women's Basketball, 1 Golf, 2 Cross Country), 1 conference championship, 1 national tournament qualifier and hosting 1 conference championship (Fall, 2015). Athletics has also been named NAIA's Champions in Character Institution four years in a row (2010-2014). Mr. Cordova wanted to thank Regent Branch and Regent Herrera for sticking by athletics and to also thank the entire Board of Regents that have continued to support athletics over the last five years.

Hardev Khalsa, Co-Student Representative stated he joined the Cross Country Team in Iowa for the conference championship and Tony Gallegos drove 32 hours in four days, he has been an inspiration, is dedicated and has the drive to make a serious cross country team in the valley.

Regent Herrera stated he would like to see the statistics presented to the Board of Regents and have a copy. This information should also be sent out in a press release. Every once in a while people want to be critical of athletics and Regent Herrera has never had the opportunity to have this information available.

Mr. Cordova stated Mr. Sanchez has made a commitment to assist athletics with a decent way to travel. Mr. Sanchez stated the College is looking to address the issues with transportation.

Sam LeDoux, Alumnus of Northern New Mexico College stated asked for the Board of Regent's Support of the establishment of the College of Business. This is an incredibly important decision especially for the accreditation process for all for all of the Alumni and all of the students. It is one of the biggest programs in the school and Mr. LeDoux believes this is incredibly important because the College is pumping out a lot of the next generations business leaders and they need to be accredited. President Barcelo thanked Mr. LeDoux for his comments because this is one of the reasons it is being brought to the Board of Regents and accreditation is foremost on the College's mind and it is the fastest growing College.

VI. STUDENT SENATE PRESIDENT REPORT

Ted Koetter, Vice President for Student Senate gave the Board of Regents updates for Student Senate:

1. Student Senate hosted the half-time event at all home basketball games and is hoping to partner with Home Run Pizza to provide every participant in Student Senate Events free pizza.
2. Student Senate has been focused on the Student Regent position and has finished the application process.

3. Student Senate has been preparing the survival kits for students during the registration events taking place.
4. Student Senate will provide all participants for the registration event with free coffee, apple cider and will also be offering free lunch.

Mr. Koetter also stated the Student Senate as a body also supports the establishment of the College of Business Administration.

Regent Herrera thanked Mr. Koetter for his presentation and asked that Mr. Koetter let students know they are on the right track and doing a great job. Regent Herrera is hearing nothing but positive things in terms of the work Student Senate is doing. Regent Herrera is particularly interested in the Student Regent position and appreciates all the involvement of Student Senate.

VII. FACULTY REPORT

None.

VIII. STAFF REPORTS

A. Provost and Vice President Report

1. AQIP Report and other Academic Initiatives

Dr. Martinez introduced Carmella Sanchez, Director of Institutional Research. Ms. Sanchez presented the Board with the AQIP Update (attached). Ms. Sanchez stated at any given time the College is required to have three action projects open. On September 30, 2014, the College submitted its annual update to the Higher Learning Commission (HLC) on the three action projects that the College. They were: (1) defining and developing a comprehensive first year retention plan; (2) implementing assessment improvements; and (3) planning and development of auxiliary services. The HLC has a team of peer reviewers who go through each action project update that the College submits and reviews and approves them. These projects are ready to be completed. The College has to identify three new action projects to have opened as the College moves into the new year. These projects should be limited to six months to a year per the HLC. The College would like to complete these between December and June of 2015 and will then have a new set of action projects when the quality checkup team comes in November.

Ms. Sanchez stated the College identified some preliminary areas of interest using preliminary results of the staff and faculty survey and the student survey. The respondents were asked to rank the top three to five initiatives they felt supported the efforts of the College. Two initiatives that rose to the top were the supporting our website upkeep and expanding our professional development and training. These two initiatives will strongly support the Colleges preparation for the quality checkup visit. The third action project was identified at the strategy forum which was "strengthening our assessment efforts." At this time, the College will be submitting three action projects to the HLC on December 5, 2014.

Dr. Martinez stated there are a number of other initiatives taking place. The College held two faculty development sessions and over 90% of faculty attended. The College has been working with IT for the website and the Office of Public Relations to be able to orchestrate these items. In January the College is going to begin a series of workshops that continue to discuss student assessment, etc.

Regent Herrera stated he believes the website initiative is something that is vitally needed. The other two are just as important but this is probably the College's ongoing means of 24/7 communication with anyone in the world that wants to see what the College is about. Regent Herrera has had the opportunity to get on the website and can tell it needs some work. Dr. Martinez stated looking at the website four years ago and then again today there has been quite a change.

Dr. Pedro Martinez, Provost and Vice President for Academic affairs stated there have been a number of initiatives that the College has been trying to carry out. One that is extremely important is the credit hours for degrees. Dr. Martinez provided the Board of Regents a snapshot of the credit hours required from the College's programs (attached). Dr. Martinez stated as of December 5, 2014 all the programs will be revised to narrowing down the number of credits required to graduate the students.

President Barcelo asked if this was also a statewide initiative being recommended by the Higher Education Department (HED). Dr. Martinez stated it is and it is one of the initiatives and part of the metrics that are going to be used for funding. It is not only imperative for the College to be able to do this, it is a charge that has been given to the College and the College takes it very seriously. Dr. Martinez stated the College is close to finishing this project and thanked faculty and the Deans for being able to accomplish that particular task in such a short period of time.

Dr. Martinez stated the College has been trying to work with the "Map to Success" project. The College has over 1400 students with outstanding balances. Some of those students are carrying many credit hours and some are close to graduation in both the Associate and Bachelor's Degree. The College does not necessarily understand all the dynamics as to why they do not necessarily return back when they are so close. At one event, one of the students spoke with President Barcelo and told her she only needed one course to complete her degree. The College encouraged her to be able to come back and complete her degree. The College has been looking at the possibility of trying to work out something with that population. The College decided to run a pilot project based on two criteria: (1) those that have a balance of \$200 or less; and (2) those that have earned more than 60 credit hours. The reason this criteria was chosen is because:(1) they can come back and even if they owe they can use the present money they get through financial aid in order to pay that debt; and (2) because they are so close to an Associate or Bachelor's Degree that we want to make sure those students are able to complete their program. That particular project will help the College to develop a framework later on for a larger group of students that is out there that have not been able to complete their degree. This will allow the College be able to help bring many students complete their degree but for whatever reason they have not been able to do so.

Dr. Martinez stated the College has faculty and staff from all programs trying to make sure the initiative to have at least 50% of students register prior to the break so the College is able to have a better handle on the courses that will be offered so they are not closed and students have an opportunity to do this. The College would like to have 25% during the period before classes ended the next 25% during the last week of registration. What the College did was opened registration from 9:00AM-3:00PM and staff, faculty and advisors were there and asked students in many ways to come back and register prior to registration. It is the first initiative and the College has had a number of students, not the number expected but at least this has been a concerted effort from various offices including Human Resources, the Cafe, and Student Senate. The College is trying to work this out in a way to help the students register on time so that the courses that they need are offered.

2. Update on Recruitment and Retention Strategies

Dr. Martinez provided the Board of Regents with a list of activities Enrollment Management has been involved in (attached).

Regent Branch stated he knows when the College is visiting some of the high schools; athletics is one of the things most important to the high schools. Regent Branch asked if there is any way the students could be offered a ticket to the games. The gym is not full yet and it would be great to have some of these students see what is going on. President Barcelo stated in the presentations that have been made, the students have been invited and if they come on a particular night they would be granted free admission to the game. Mr. Serna stated leading up to the Halloween game, which is when four of the school visits had taken place; the College invited them all to come for free with their school ID on the opening game and on Halloween night. When the College visits Espanola, the students will be invited to attend the game on December 5, 2014 if they bring their school ID.

3. College of Education New Initiatives

Dr. Martinez introduced Dr. Joaquin Vila, Dean, College of Education. Dr. Villa stated he has been with the College for four months and he has been in Higher Education for 30 years and the College has been the busiest fall semester for him and it has also been the most productive. Dr. Vila presented the College with the new initiatives for academic year 2014-2015 (attached). Dr. Vila stated what the College of Education is centered on is based on the stated mission of the College. The most important concept is the College is striving to celebrate the uniqueness of Northern New Mexico's multicultural, multilingual students and communities. All the efforts of the College of Education, training, program development, outreach to request grant funding or foundation funding is centered on this aspect of the mission. The challenge is daunting and in examining the Department of Education's figures and publications the College found the schools in this area face major challenges and major problems but the College has a team and they are committed to addressing these areas. The College has been going to the schools, meeting with Superintendents and Principals, responding to requests tailored to specific needs, there are schools in the neighboring districts that are in danger of being taken over by the State with poor performance. The College is partnering with them in identifying strategies to address these areas of improvement and to enable faculty and staff to be prepared to do that. The list of requests is growing by the minute.

Dr. Vila stated graduates are 100% hired especially when they go for their internships. However, the College cannot produce enough students. There is a big demand statewide, particularly those that are endorsed in bilingual licensure or ESL. They are at the top of the list followed by Special Education for which the College has an alternative license program. The College is reaching out to Albuquerque because they seem to have a bigger need in terms of teachers so the College is trying to identify ways to assist them in training and recruiting candidates. The College also has a number of grants to support this and the new grant season is coming up in January and the College will be actively seeking funding and directly impacting scholarship availability. The College is very happy with the outcome so far.

Regent Herrera asked how popular the alternative licensure program is in this region and if it is viable in this area. Dr. Vila stated it is essential, particularly in terms of having teachers who, for example, at a visit in Taos and the Superintendent had a list on her blackboard and they needed math, science, bilingual and ESL teachers. Basically, the College has licensure programs for all of those and teachers could fill those needs of the stakeholders. Part of the College's work with other programs is the College would be able jointly pursue provision and access to a Master's Degree and added endorsement in Math, Science, Bilingual and ESL. This is like a multipronged approach, seeking to attract students as freshman who will follow the Colleges program and also the College is targeting those who are teaching and want to consider changing areas or adding additional areas of expertise or professionals that will want to pursue it. It is very important, particularly because places like Las Vegas, Clark County, Nevada hired 200 new teachers two months ago. In 2008, Las Vegas was hiring 2,000 new teachers every year; they were building an elementary school every month. The State of Iowa anticipates retirement of 60% of their elementary school teachers during the next four years. The State of California is predicting retirement of 40% of their teachers within the next four

years. Los Alamos right now has 100 teachers eligible for retirement. Dr. Vila attended a meeting with the interim director of Teacher Education for New Mexico a month ago and they are all concerned about the impact. As the recession fades away, schools are coming back and production has many States reduced or altered like Wisconsin. In the College's case, the College needs to be able to prepare teachers who will stay. The College's teachers want to stay in the area and the region. Dr. Vila stated the College trains the students, they meet the schools, the Principals, their colleagues, they love the kids, they live here, their families live here and they want to stay which is very important. This is the future and the question is if the College is going to be moving forward. Dr. Vila stated as he listens to the other Deans in New Mexico, the College is in good shape.

Regent Martinez asked if the College is doing something different than anything else in the world because Spanish in Northern New Mexico is quite different. Is the College doing something in the curriculum to address the native language because it is so different? Dr. Vila stated the College is doing multiple things. In particular the graduate programs, the College is working and making available to particularly address the linguistic and cultural diversity of the student populations and schools. Dr. Vila mentioned a Grant the College received to teach American Indians in teacher education and it addresses in this case, to begin, in Tewa, because of the availability and greater presences in the schools. The College has already designed and addressed bilingual endorsement in Tewa language and it has been very well received. This is something that has been initiated and moved forth in consultation with a number of local pueblos and tribes (see attached slide). The College is moving not only to do this but to integrate specifically emphasis in content area and instruction so science and math are not left behind.

Dr. Vila stated the College is working on a proposal for Los Alamos National Laboratories (LANL) who has spent millions of dollars in preparing teachers in math. However, some of these schools are still in trouble. The College is presenting them with an option to do Science and Math within the context that addresses the specific needs of linguistically and culturally diverse populations. This includes not only training teachers but training staff and providing the resources to help them provide for the specific needs.

Dr. Vila stated the College's efforts are not capricious or arbitrary; they are rooted in State and National standards. One of the challenges the College faces is that teacher education is highly regulated. There is a code, the law of the land, which states the College must have so many courses. The College is trying to find creative ways to still bring the number of required courses within the scope of the law. The College's students are assessed and evaluated and this helps the College move forth with the best programs the College has.

Dr. Vila stated the College has been in close conversation with Adams State University exploring possibilities to offer graduate programs. This is not something new to the College; the College had a program three years ago with New Mexico State University (NMSU) which NMSU decided not to continue. The College also had efforts directed at working with Highlands. The College is lucky to have this opportunity with Adams State. The College will be meeting with NMSU to discuss another possibility in Educational Leadership.

Dr. Vila stated the College has received requests for Bachelor's Degree in Early Childhood Education. This is mainly from the Pueblo that needs this and have the growing demand for certified teachers in Early Childhood.

Dr. Vila stated the College is considering two Master's Programs. One in Education Leadership and one in linguistically and Culturally Diverse Education and the College is working on the possibility of a doctoral program in Educational Leadership. This would be a collaboration and partnership, the College would have its name with Adams State University or the University of New Mexico.

Dr. Vila stated the American Indian Training Program's goal is to provide for an increased number of educators and the College was awarded \$400,000 initially and there would be up to three more years of this award, mostly for scholarships, program development for teachers and staff to meet the needs of the student population. One of the central tasks of this grant is the College is going to develop a model starting with the eight pueblos that is going to be applicable to the remaining number of tribes of the 22 tribes of New Mexico. This will be an all-State effort and the College is at the center of it. Dr. Vila stated 12% of the students enrolled in New Mexico are American Indian, 2.7% of the teachers presently (PED figures) are American Indian. We are gratified that the State has decided to make this opportunity available to address this.

Dr. Vila stated the College is in conversations with the Santa Fe Indian School and they are enthusiastic about the possibility of having summer programs to train students, staff and teachers at the El Rito Campus. In the past this had been something they had access to and to this day it has left a mark. The College needs to discuss the scope of the project and their contribution. This will be central to the grant activities.

Dr. Vila stated the College will work on the following program development options: BA in Early Childhood, Baccalaureate Program in Health Education which is a major area of need in terms of the communities, particularly in terms of Native American.

The College has identified a need for language instruction so teachers could become endorsed in Bilingual or ESL and the College has developed an online program that has been offered. This has increased the number of sections of Spanish available at the College and the College has had waiting lists of teachers who want to participate. The College has identified increased concern and interest in the culturally and linguistically diverse offerings and training opportunities. One of the particular benefits is the College has been able to use grant funding to support students to go to the La Cosecha which was very rewarding to all participants and a major opportunity in terms of listening, meeting major figures in the field and current projects being implemented. The College also participated in the Mesa Prieta Project where students were supplied with two day training and curriculum that provided strategies on how to best approach cultural and linguistic diversity in the classroom.

Regent Garcia stated this is all exciting and it looks like the College has turned the corner to a new beginning and now on a pathway to success of what the vision is.

Regent Herrera stated he wanted to ankle the same comments made by Board President Garcia. He sees a lot of major improvements as a result of President Barceló's leadership and the staff she has been hiring all the way through. This is really important, that interaction, that engagement, and that relationship between Higher Education and the region overall. Regent Herrera asked what the discussion has been and more importantly any potential initiatives with the whole idea of the alignment or lack thereof of the K-12 system and higher education. There continues to be that gap, particularly when students are coming, the College bound students and yet they come into developmental programs at the College. Regent Herrera knows this is a big issue not only regionally but statewide and nationally. Regent Herrera asked what discussion and initiatives are taking place in these discussions that are going to help to foster that gap that is there.

Dr. Vila stated in the visit to Los Alamos School District it was interesting to learn from the Superintendent that the population has changed. The student population from the Engineers and Scientists is going down, in turn, to be able to meet their function as public schools, students are going up from the Valley and their population is changing. They need assistance in training teachers to teach this diverse population. Los Alamos is the school district in the State that has the top qualified teachers with Masters and Doctorate Degrees. They are finding they are knowledgeable and equipped in methodologies but they are not as adapt

as addressing the specific needs of this diverse population that they did not know before. The College is making available for them training opportunities and this applies to other districts. Also, in New Mexico, the common core is implemented and the State decided to have a new testing system implemented this spring that is all online, there is some concern for rural areas that do not have the capability. The College stated it is here to assist and there have been some specific requests to train the Principals, the College is working with them and attending some of the training they are being sent to by the State. These are complex programs and they require a plan. The College cannot force the vision to anyone; it can only say it is here to help.

President Barcelo stated the College is also in discussion with the Espanola School about developing a Memorandum of Understanding (MOU) in terms of curriculum alignment and dual credit efforts. This is a critical issue and the College is still finding the students who earn their GEDs at the College seem to be more successful because of the support they are getting in terms of preparing them for the exams. The College is looking at multiple strategies to make this alignment a smoother transition for our students.

Dr. Martinez stated he predicts it is going to be a tug of war between which tests will be used for the purposes of diagnosing our students. If the State is creating a test and Colleges and Universities either use the Compass or the Occuplacer, the question is why the same one is not being offered by the public school. This is going to be the next level of discussion. Rather than waiting, the College needs to be ahead of the curve and able to answer those questions as the College develops the conversation with the Superintendents. If the College's students are being tested to exit, why doesn't the same type be used to make sure they are assigned the right courses to take?

Regent Herrera asked if the type of test administered by any College in New Mexico, who would have the ultimate say of what test is given and what it needs to consist of. What Dr. Martinez is talking about is at the heart of the kind of strategy that is really going to help out the students, when speaking of alignment, that is exactly what Regent Herrera is talking about. The K-12 system is doing their own thing and Higher Education has been doing their own thing and serving the same client. Dr. Martinez stated his observation is that in the State of New Mexico there is autonomy for every University or College and that autonomy exists in other States there is a systemic change. It comes from a Board of Governors dictating what they need to do. This is one of the problems the College has, that autonomy does not create a standardized way to handle. It is up to the College or other College what test they will use. As part of the conversation is, in terms of making that decision, what is best for the students is the final answer to be able to answer the question.

Regent Herrera applauded the College's effort in certainly wanting to nibble in this idea which Regent Herrera advocated for a long time of this P-16 or P-20 system that Regent Herrera referred to. This has to be part of that discussion. Regent Herrera would just as soon, as a community here, as a Regent, do whatever we need to do and we become the model for the State as opposed to being the other way around. Regent Herrera is not sure that he is totally sold on this idea of common core standards because you hear of College readiness being a part of this but with very little work and certainly very little articulation in New Mexico in terms of this what we are doing in the K-12 system now Higher Education needs to be part of the discussion. Regent Herrera does not believe that Higher Education was ever part of the discussion and now we have to play catch up. Learning from that experience if you take the initiative, which the College is, trying to and get ahead of the curve and try to put something in place that would fit and work with the needs of the community, this is a big plus. Regent Herrera encourages the College to do this work because the byproduct of doing this is the whole idea of the fiscal and financial needs of the institution. If part of that money that is brought in is being used in the other areas, that would be a byproduct and would address a big part of this. Regent Herrera is optimistic.

4. Approval of College of Nursing & Health Sciences Course Fee

Ellen Trabka, Dean of Nursing requested approval for a new course fee for the Massage Therapy Program (attached). The new fee is to pay for student uniforms and name tags for their clinical practicum in their spring course. This was done with the Nursing Program and instead of going through a third party, it is a lot easier and cheaper for the students and because of the low numbers it is difficult to get a company to do it through the bookstore. This is a direct cost for the student.

Regent Powers moved for approval of College of Nursing and Health Sciences Course Fees. Motion passed unanimously.

5. Approval of Establishment of College of Business

Dr. Martinez stated as the Board of Regents is aware the Business Administration Department which was the official name, started offering courses in the Bachelors of Art Degree in 2007. As of 2010 they have graduated over 100 students. The Department offers five certificates to Associate Degrees and three Bachelor's Degrees and the Dean also supervises the Cosmetology and Barbering programs. Since the College has adopted a standard structure in terms of a University, in terms of College units, Dr. Martinez seeks the approval of the Board of Regents to change the name that will be consistent for Northern New Mexico College and will establish the College of Business as one of the four pillars of the institution so to join the College of Nursing, the College of Education and the College of Engineering.

Regent Herrera asked if the Board of Regents approves the name change, how it would affect prior students and those that have graduated. President Barcelo stated she is not sure this will be made retroactive in the same way that was done with Engineering. There are issues in terms of accreditation and the other part to mention is it is not only the Baccalaureate Degree that would be going for accreditation it would also be the Associates Degree as well. This is a requirement at the National level.

Mr. Serna stated the retroactive application of accreditation is different than changing the college designation. In Engineering there was no retroactive application of it being a college. The accreditation agency retroactively accredited the College. This does not have implications for degrees for any of the College's students past and future but when the accrediting agency issues the College accreditation they may retroactively accredit degrees that have been awarded going back to when the self-study process occurred.

Dr. Martinez stated the College is coming up for accreditation within a year both for the Associate and Bachelor's Degree. At that time, that particular question will be answered.

Regent Herrera asked if this would be requested or if it would be done by the accrediting agency. Dr. Martinez believes it has to be requested but it is not uncommon for institutions to be able to retroactively give degrees to students as the College is recognized based on accreditation. President Barcelo stated it is generally only when the self-study starts and not for students earlier than that.

Regent Branch stated as a point of clarification, the College is asking for accreditation from a specific association or group and asked what that would be. Regent Branch wants this information to be clear especially for the news media to understand the College is accredited both nationally through North Central and all through the State of New Mexico. Dr. Martinez stated there are two types of accreditation in terms of the different agencies. Regardless of which one the College seeks, one particular one tends to be for Colleges and Universities who offer graduate programs. Not all Colleges and Universities are approved by that accreditation agency. The most important one is that accreditation validates the fact that type of program that is offered to students meets the standards and therefore endorses the students as being qualified

to work in those position. This is why accreditation has such a premium and it is extremely important. The College is accredited through the Higher Education Commission and is seeking specific accreditation for the College itself. President Barcelo stated the name of the accrediting agency is Association of Collegiate Business Schools and Programs.

Regent Branch moved for approval the name change for the College of Business. Motion passed unanimously.

The Board of Regents took a break at 9:52AM. The Meeting was called back to order at 10:08AM.

B. Vice President for Finance & Administration

1. Approval of Fiscal Watch

Domingo Sanchez, Vice President for Finance & Administration presented the Fiscal Watch Reports to the Board of Regents (attached). Mr. Sanchez stated these reports are required by HED and the College is required to submit quarterly but prepares them monthly. The College did submit the first quarter of the year. The reports presented are for October. Mr. Sanchez stated cash is at \$271,000, investments in the permanent fund are at \$2.9M with capital assets, and total assets are about \$39.8 M. Liabilities reflect bills the College has to pay, primarily salaries which is the large portion and includes insurances and employee related expenditures adding up to approximately \$2.5M. In terms of the fund balances (net assets) at this point in time the unrestricted fund balance is in the negative of \$482,000 and the College is starting to slow down and will get a big shot in the arm in terms of tuition. It is the cycle the College follows, there is a more positive fund balance and it comes down and it starts to go up as the College gets closer to the end of the year.

Mr. Sanchez reviewed reports (page 27 and 30) which are the same report. The report on page 27, the first column will show the original budget and the second column will show any adjustments the College has submitted to HED. Since the College does BARs, the College had been asked by the Finance Committee to do the same report but show the BARs. On page 30, the original budget was at \$28.5 at the start of the year on the revenue side and there was a beginning balance of \$4.7M. On the next column there will be a revised budget which is at \$31M with a fund balance at a negative \$1.7M. Mr. Sanchez stated on the revenue side there have been a number of grants that have come in and that is why the operating budget went up. When the College does the mid-year BAR, discussion is held as to how it is aligned and whether to increase it or not. Regent Garcia asked for a point of clarification, midyear meaning fiscal year. Mr. Sanchez stated it is mid-year fiscal year.

Mr. Sanchez stated fund balance at the beginning of the year was \$4.7M and it is now at \$1.7M. This is the audited figure and the College had talked about the transition of the fund balance the College wanted to make sure is on the books now for budget preparation purposes. The expenditures are at \$31M and the ending fund balance is at \$1.6M. Last year when the College had a negative \$1.2M fund balance, Mr. Sanchez stated the College made up \$800,000 of it and there were a few other things that brought it down. Taking the negative \$1.2M and add the \$800,000 made up last year from cutting back on expenditures; the College is back to a negative \$400,000. There were expenditures on housing, you would add \$900,000 to that and there were about \$400,000 in write offs on accounts receivables now because that was cleaned up in the audit. This is what took it to \$1.7M.

Mr. Sanchez stated on the operating budget, revenues are down when looking at actuals revenues at the end of September was at \$9.6 and it is slightly higher in October. The issue regarding the revenues is the College has said it will live within the revenues brought in and the College will start focusing on building a fund

balance. This is the goal and what the College has done is identify a number of areas that the College cut the operating budget because the revenues are much lower than the College hoped. The College created line items called contingent restricted to be able to put them in those line items to clearly see the College reduced the expenditures to match the revenues the College has. This information was shared with the Finance Committee.

Mr. Sanchez stated the fund balance at the end of September was at a negative \$881,000 and the College will continue to work on this as it gets further into the year. The College is going to do what it can to reduce expenditures but the drop in enrollment is a reality.

Mr. Sanchez stated the fiscal watch report is restricted and unrestricted funds and is made up of pieces (unrestricted, auxiliary, grants, capital projects). Mr. Sanchez reviewed the operational unrestricted activity. When compared, last year the College was at \$6M in revenue and this year is at \$5.8M. Expenditures last year were at \$4.4M and this year they are slightly up at \$4.5M. Net transfers out last year were at \$639,000 and they have been reduced. The College is trying to work with the auxiliaries in particular to stay on the operations, to minimize any transfers the College has to make. The College is not transferring out as much but it has also done a lot of clean up as well. The net increase and net assets is \$822,000 at the end of October compared to \$983,000.

Mr. Sanchez reviewed the auxiliary portion of the fiscal watch reports. Revenue is down on auxiliaries. The College was at \$598,000 last year and the revenues are down at \$467,000. Expenditures last year at this time were \$706,000 and are down to \$607,000. Net transfers, transfers in are up slightly over last year, \$150,000 compared to \$206,000. The amount of money in terms of net increase seen last year at this time was \$43,000 and is now \$67,000. The College has really tightened up the auxiliaries and they are closely monitored. The College has been very proactive in terms of working with the academic side. This line of communication is working well in terms of managing it as a team as opposed to just one department.

Mr. Sanchez stated the College had \$1.4M in revenue last year and this year \$1.3M. Because there was a drop in enrollment this would have been expected. In terms of expenditures, the College is at \$1.4M and last year the College was at \$1.2M. Last year the College was negative \$32,000 in terms of net transfers out and this year \$27,000. The net increase in assets this year is at \$8,400 as opposed to a negative \$35,000 last year. The College is dealing with the realities of what is given within operation and revenues.

Mr. Sanchez reviewed Student Aid. There was \$2.1M in revenue last year, and it is now down to \$1.9M. This went down because of the decrease in enrollment. Expenditures last year at this time were at \$2.5M and this year they are at \$2M. There was a decrease in net assets last year of \$400,000 and this year the College is at \$88,000. The College is down to approximately \$60,000 on the fund balance as of the end of the period in the Grants area.

Mr. Sanchez reviewed the final area which is the Plant. Last year the College had \$227,000 in revenue and this year the College had \$174,000. The College really pulled back on a lot of the spending this year because the College needed to get approvals for a lot of the projects, so the College essentially from the month of August through now was not doing anything. Expenditures were at \$365,000 and this year they are at \$222,000. Net transfers in last year were at \$504,000 and this year at \$371,000. In terms of net assets, the College is at \$323,000 as of the end of October compared to last year at \$416,000.

Regent Powers stated the timing of the Board of Regents Meeting is different and this is the reason there are only numbers through the end of October because the College is meeting early in the month and the two months are split. The end of November numbers were not ready for the meeting. Regent Powers stated he appreciates the fact staff is working to reduce the spending to match up better with the new reality of revenue

given the decline in enrollment. The College did plan for some decline but the decline was steeper than planned for.

Regent Powers asked Mr. Sanchez to talk about the new staff member in the Capital Projects area. Mr. Sanchez stated the College has hired a licensed architect who is also the former Director of Capital Projects for HED to help the College on this work. This is real important because it has been vacant for so long it is in the College's best interest to have someone with her qualifications, Lisa Martinez knows the ins and outs of the hallway and has relationships with all the members of the Capital Outlay Committee at HED and she has relationships with all the Board of Finance. The College was very happy she was willing to come and do this work which adds a different dynamic as to how it is approached in the College's presentations and how it is looked at.

Regent Powers applauds the College in doing this in a way the position is filled but the College has not incurred the cost of a full time employee. Regent Powers stated in the long haul this will help the College with the actual Capital Projects in that they will be more efficient and be able to stretch the Capital dollars further.

President Barcelo stated Mr. Sanchez was not able to make the last Capital Outlay Committee and Lisa represented the institution, being on board one week and did an amazing job.

Regent Herrera stated it is important to highlight for the benefit of the Board that one of the discussions during the Finance Committee Meeting was the conversation about accounts receivables. Up to this point in time it has been difficult for Mr. Sanchez and his staff to hone in on specific areas. This was one that needed the attention it now got. Mr. Sanchez mentioned there was cleanup that took place in the accounts receivable and Regent Herrera asked Mr. Sanchez to elaborate more about accounts receivables and what the effect of the work that was done on it.

Mr. Sanchez invited Henrietta Trujillo, Director of Financial Services and Alex Williams, Business Office/Senior Financial Analyst to address the receivables. Ms. Trujillo stated regarding student receivables, the College made a lot of progress and spoke quite a bit to the finance committee; the College has talked with New Mexico Educational Assistance Foundation (NMEAF) and the College is setting up an official contract where they are going to work on the collection process. The College has been working with IT and will be bringing the Director of IT on the different formats the College needs to share with NMEAF. The College is setting up a formal process for collection for all student receivables and based on State Statute the College is only allowed to go back four years for collections. If there is an official contract a payment plan, the College can go back six years. This is a significant number, over \$600,000. The College is hoping to have this in place by the end of February. One official letter will go out one more time from the College giving them the opportunity to pay the College directly and then informing them at that time if they don't receive payment by the end of January they will go out to a collection agency.

Ms. Williams stated the College wrote off about \$80,000 in collectibles that were very old and sitting on the books and the College knew they could not be collected. They cannot be written off completely so the College did at least acknowledge that they were uncollectable.

Ms. Trujillo stated there was a system problem where the dual credit was reported incorrectly, it was a \$153,000 error which was found and fixed.

Mr. Sanchez stated because the College caught up pretty well, there is now time to focus on a lot of items within the financials. This is a good place to be because it gives the College time to examine these in more detail. Mr. Sanchez was looking at the trial balance for the BAR database and there are just a handful of fund balances now.

Regent Powers moved for approval of the Fiscal Watch Report as presented. Motion passed unanimously.

2. Approval of Budget Adjustment Requests (BARs)

Mr. Sanchez reviewed the BARs (attached) for the Board of Regents. Mr. Sanchez stated the College has 200 BARs mid-year. Anytime there is an increase or decrease or transferring between the Colleges it is brought to the Board of Regents. If it is just within a department, Mr. Sanchez signs off on those. Within the operating list of BARs, there are 21 BARs that affect the unrestricted activity at the College. Of the 21 BARs, 17 are transfers fixing negative numbers between different functions and 4 amounts are increases. Mr. Sanchez stated on the restricted side of finances, there were 8 BARs. Two BARs were transfers fixing line items and there were increases.

Regent Branch stated Grants seem to be becoming more of a large part of the total Operating Budget and asked how it plays into the Budget process as to how these are being changed (Ex., moving existing personnel from existing budget to a Grant or supplement their income). Regent Branch asked if this is presented in any level (finance or to committees) to see how it is affecting the overall effect of spending money at the College. Regent Branch knows there is a process of getting these approved, but during that process of getting approval, the program itself affects the total overall operation of the budget. It is almost like an area that is excluded from the oversight.

Mr. Sanchez stated in terms of the oversight, when the College builds the Operating Budget, the College is looking at all the Grants and all the staffing associated with those Grants in the Budget review process with all the different departments. It is in that process the College identifies how those monies are going to be used and whether it is appropriate for those individuals to be paid out of a Grant. Regent Branch stated he understands this but he is talking about mid-year, mid-fiscal year and how that is affecting it. Mr. Sanchez stated once this is done, the College has a place marker and a guestimate of what budget authority the College needs for the upcoming year. When the College does the BARs (on the FTE Column of the listing of the BARS) the College can see any new positions that come in as a result of these Grants. This is where it falls on the Academic Department or the Vice President for Institutional Advancement's area because they manage it. Internally, as the College does the Operating Budget and the guestimate in the budgeting process, the College gets award letters or permission for carryovers and the College starts doing a lot of that truing up for everything in the fall. Once the College has done this, internally in the finance area, the College has a budget accountant who is working with the Academic area or the Institutional Advancement are to ensure those costs are appropriate. There are also other layers in their areas or their faculty that are managing as well.

Regent Branch stated one of the concerns discussed in changing the whole process for Grant applications was to understand exactly what happened in that project and why the College was applying for it, etc. Regent Branch stated he sees the awards that come through but the Board of Regents does not see the request process as being requested for a change. Regent Branch asked how this can be incorporated to make members of the Board of Regents more familiar with what has actually transpired. Not only is the obligation the receiving of the Grant itself but it is the future obligations that the Board of Regents has to support. For example, if the College gets a Grant that pays partial salaries during the year, maybe the fourth or fifth year is out. The part which Regent Branch has asked for before is how does the College now come back and say

implementing this grant the College is going to expect student enrollment in this particular area in order to offset those costs and make that change permanent. Regent Branch stated there is a philosophy behind what the College is doing and how it can be incorporated here so the College does not come back and Regent Branch knows the College has been surprised all of the sudden the College has a Grant end and there are employees that are still in there and the College has no money to pay them.

Mr. Serna stated one of the major changes is the College is not surprised at all. The only time the College would be is if there was an abrupt end to a Grant which has not happened. What has really changed is the forecasting that has taken place. For example, the College has begun discussions on two large Title V Grants that are ending a year from December. The College is about 14 months ahead on the financial planning for two large Grants that absorb about \$760,000 of personnel related costs. In the process of determining how much of those costs the College can and wish to absorb, the College is asking those questions. That is, of those positions, what has been the net gain, net impact to the institution by way of increased revenue, through increased enrollment, retention, successful programming, etc.? The College is having those discussions. With regards to updates on what those projects are, Mr. Serna can begin sending those to the Board of Regents on the regular basis. They will still be after the fact, the reason being, the proposals are time extremely time sensitive and they simply don't lend themselves to the schedule of the Board of Regents at least not 90% of the time. What the College is doing internally at the request of the Board of Regents is vetting those proposals internally, being mindful of a couple of things, one is how integral they are to what the College is doing, the College is not just out applying for Grants because they look good and we have a demographic that lends themselves to our awarding of them and also what the financial commitment will be for the College. The College has moved away from, almost 100%, of two things: (1) a dollar match for any Grants, the College has not yet in the three years committed any dollars as match to the institution; and (2) the obligation to sustain personnel related costs after the Grant is over. The College has moved away almost exclusively from those items because the College feels it is not fair to the staff that they accept a position with an assumption of regardless of the outcomes of those Grant activities that those positions would be sustained. On the personnel side, what the College has added in addition to that is this current year was the term contract. That is a contract that staff on Federal Grants sign that indicates to them that should funding no longer be provided by that funding agency that the College is no longer obligated to fund that position. The College was concerned with the same.

Mr. Serna stated when the College gets grand mid-year that offset personnel related costs, what the College likes to do is not decrease that departments budget because in the subsequent budget planning process, the College has to find I&G budgets to make up the difference. When the College gets budget that would swap a portion of a person's salary with I&G, the College leaves the I&G in that fund so that when we look at that budget going forward it stays in there and the College does not have to take from other departments to replace that Grant with I&G dollars.

Regent Powers moved for approval of the BARs as presented. Motion passed unanimously.

3. Capital Projects

Mr. Sanchez stated the College has gone through the process of getting authorization from HED for the different appropriations the College has. There is a Board of Finance Meeting on December 16, 2014 on the money for the finishing of the renovations for the Administration Building. The College had a \$900,000 appropriation and the College spent approximately \$400,000 and the College will be presenting this.

Mr. Sanchez stated he is meeting with staff about the \$2M for infrastructure. The College had a number of projects identified and is now starting to finalize those numbers to get better estimates. The hope of the College is in the month of February or March to get those on the Agenda so as soon as the College has the

approvals it needs, the College can go to the Board of Finance and Mr. Sanchez would like to have all these in place by May. As school ends, the College would like to begin construction. Mr. Sanchez stated one of the things being discussed is in the infrastructure, the College knew the cost of the heating and cooling and electrical would have eaten up what was left of the Bond for the Administration Building. The College is going to be leaning on that infrastructure for the heating and the cooling and the College believes it will have enough to finish up to this point which the College originally thought. The College also asked and is hoping it will be in the recommendations for Capital Outlay for the money to finish the rest of the building going to the end of the General Education Building and on the bottom floors. This would enable the College to remodel classrooms, bathrooms, tile, windows, etc. There are also areas in the labs that need to be upgraded for students. Mr. Sanchez stated the discussion held with Capital Outlay Committee was favorable in this regard because they like to finish projects that are already started. Because the College already has \$900,000 in the hallways in terms of projects, that lends itself as an argument for the College to try to finish a project.

President Barcelo asked Mr. Sanchez to discuss El Rito projects. Mr. Sanchez stated the College has in the infrastructure appropriation a number of projects on the runway for El Rito. The College will be doing some paving projects in El Rito and fixing sidewalks. The biggest concern in El Rito is the Administration Building's roof which has asbestos. This will be expensive and the College will spend a lot of money. The photos will be compelling when the College shows them, especially to committees. There other roof that is going to be on the list as well is at the College in the Nursing Building. Regent Garcia stated this will help the heating and cooling.

Regent Powers asked if anyone at HED or DFA mentioned when the \$2M will be available. Mr. Sanchez has not heard anything. If the College wanted to, it could have done construction, however, it did not. As long as the College is incurring and it has cash it is going get reimbursed. The issue for the College is that it has to watch the cash.

Regent Branch stated the Board of Regents spoke about Risk Management and it is important the College try to incorporate things that the College foresees. Regent Branch stated he can foresee two things happening in El Rito: (1) collapse of the sewer system; and (2) the water resource that comes off the river itself. The water is used secondarily now but it is also the protection water for the community. Regent Branch had hoped, but he did not get a notice about it, the College could have attended the meeting it attended last year regarding Association of Counties and other State agencies about planning future improvements, especially items like sewer and water. Regent Branch is hoping when the College is working towards the budget even though it may not be budgeted that it be part of the strategic plan in looking to do this over a period of time. If the College does not, it could have a catastrophe like the College had (luckily the College had \$500,000 in a special appropriation from BR&R) in El Rito to expand the water system. There is the whole area all the way back to the sewage area that needs to be addressed because it has a lot of metal tile that may date back to the original buildings and facilities itself. Mr. Sanchez stated he believes the Capital Outlay conference is held in March. Regent Branch stated that it had been held a month before and the College missed it. The College needs to get in this and see if there are some supplementary funds the College can use.

Co-Student Representative asked what kind of repairs are in store for the bathrooms. Mr. Sanchez stated the College does not have a lot of money but the College will do what it needs to do to maintain the bathrooms. The College will start with the bathrooms upstairs once the College gets the approvals from the Board of Finance in the March/April time frame. In February/March, the College will try to get HED and then the following month the College will go to the Board of Finance. The session is going to tell the College whether or not it is getting the money although it was very favorable to continue to go down the hall. If the College gets approved for it, they are severance tax bonds which are issued in July. The College would not have to wait for a vote; the College could start as early as this summer if they issue the Bonds in

July. Regent Branch stated items like this are regular maintenance items that should be overseen. These are things maintenance should take care of and it is a matter of their oversight.

4. Approval of Disposition of College Property

Mr. Sanchez stated this is a standing item to be kept on the Agenda and there were no items for this meeting. Mr. Sanchez stated in January, the finance staff will start preparing a lot of more disposition of assets. One of the big accounting projects will be to tackle the issue of Capital Assets. This has been a struggle because the College has had couple of people in that position and they get stolen.

C. Vice President for Advancement

1. Student Selection Process

Mr. Serna stated there are Constitutional Requirements which are minimal but they are specific. They require the involvement of the Student Senate; in fact, they specifically indicate the Student Senate President will be responsible for forwarding nominations to the President. Mr. Serna has been working as an advisor to the Student Senate and an application packet (attached) has gone out. Student Senate worked as a governing body on the minimum requirements: (1) 3.0 GPA; (2) 30 completed credit hours earned at Northern by the end of the current semester; (3) they must be enrolled with no less than 9 credit hours for each semester they are serving; (4) they will serve as an ad hoc member to the Student Senate; and (5) they must declare a political party affiliation.

Mr. Serna stated per State law and the Constitution a declared Republican cannot be appointed at this time. There will be three Republicans that remain on the Board of Regents following the expiration of terms for Regent Branch and Regent Herrera. As a result, the new Regents, both the Student and non-Student Regent must be non-Republican to comply with the New Mexico State Constitution.

Mr. Serna stated the timeline for the Student Regent is as follows:

1. 12/03/14 - Applications are made available
2. 12/16/14 - Applications Due Date
3. 12/19/14 - Interviews
4. 12/22/15 - Recommendations to be sent to the President for consideration

Mr. Serna stated this process follows what is written in the State's Constitution. The President will forward names to the Governor for appointment and the Governor will contact or a representative of her Boards and Commissions will contact the Regents to schedule interviews after which an appointment will be made and forwarded to the Senate Rules Committee.

2. Legislative Calendar

Ricky Serna, Vice President for Institutional Advancement presented and reviewed with the Board of Regents the Legislative Affairs and Activities (attached).

3. Funding Formula Update

Mr. Serna updated the Board of Regents on the Funding Formula (attached). In October there was a CUP Meeting in Albuquerque and at that CUP Meeting the Secretary of Higher Education shared with CUP that he was working with a focus group he calls the "Fab 5." In September the Secretary had given a presentation to the LFC, the LFC raised significant concerns about the funding recommendations, specifically for two year institutions. There were a number of two community colleges and branch campuses that had seen significant decreases in their recommendations for FY16. In October the Secretary shared with CUP he was working with a group of five that were going to present some changes to the Funding Formula to address the concerns of the LFC. After the CUP Meeting, the group proposed two measures approved by Secretary Garcia: (1) "Net Zero: concept for institutions showing steady growth in all measures over the past two years. This growth might not have been fast enough to keep up with the other institutions in the State and as a result they were still showing negative budget numbers. For those institutions, their negative balance was brought back to a zero; and (2) 1% stop loss for all other institutions whose budgets were in red and their loss of revenue was not going to be greater than 1%. As it turns out the College fell into the 1% stop loss category so the most recent recommendation for the College's budget appropriation for FY16 includes \$10.6M which is exactly a 1% increase from FY15. This recommendation is based on a 10% at risk and a 2% new funding. This means the College's FY15 budget is decreased automatically by 10%. That money is then redistributed based on outcomes. Last year the percent of budget that was taken right off the top was 4.5% so it has more than doubled this year. The College has been talking to some legislators about the possibility of reducing that from 10% to 8% which might be in the College's best interest but Mr. Serna believes it will be 10%. The 2% new funding means that the Secretary is recommending based on performance that higher education funding be increased by 2% to compensate those institutions for their performance over the last year.

Mr. Serna presented the Board of Regents with the FY16 budget recommendation that will be presented to LFC on December 9, 2014 (attached). Mr. Serna stated if the Board of Regents would like additional information on this they can contact Mr. Serna and he will forward the Board of Regents a workbook that has several sheets that explains the outcomes for each measure and the concept of the model.

Mr. Serna reviewed with the Board of Regents the tuition scenarios (attached). This model would combine a single rate tuition model and would lock current students into the price they are paying for their education at the current moment. This has been shared with the Vice President of Finance and Administration and both he and Mr. Serna are pleased that this model does not rely on an increase in student credit hours. This model is based on flat credit hours. It is not dependent upon growth in order to generate the same amount of revenue that the College is generating currently.

Mr. Serna stated the College has been estimating what the total tuition and fees are going to be for FY15. Currently, the College has a handle on this because the College knows what it generated in the fall but the College is estimating what it is going to generate in the spring (attached). In terms of generating flat revenues, the target is how the College can have a proposal that generates \$3.2 M. The College is estimating the spring tuition based on what the decrease is in fall tuition compared to last year. The College is making the best guess possible. Currently, if the College takes cost of attendance for a full time student (\$2,030) and divide it by 12 which is a full time student it will cost them \$165.00 per credit hour at a minimum. On top of that there are a number of students who pay a number of course specific fees. This proposal means why not charge them \$165.00 per credit hour and eliminate the separation of fees and tuition. This would combine everything into one rate which would equal \$165.00. This is basically what students are paying right now with the exclusion of any course specific fees. The model is still an incentive for students who spend a lot of money on course specific fees. In the single rate model, students would not have to pay any fees at all; they would pay one rate of \$165.00. If the College takes the rate of \$165.00 per credit hour and applies it next

year, assuming there is no growth in credit hours, the College would generate \$3.2M which is about \$60,000 less than the College is generating currently. This difference is probably what is being generated from the course specific fees.

Regent Garcia asked if the \$165.00 per credit hour would be up to 12 hours and if a student took additional credit hours what the charge would be. Mr. Serna stated the College would only charge the student through the 12th hour, after that it would stay the same. All the revenue is based on full time.

Mr. Serna stated there is another concept that could be added to this and that is what if the College locked in all students currently enrolled at the institution into that \$165.00 rate but apply a tuition increase to new students. This year in 2014, the College admitted 240 new students; those new students include new freshman students that came in, new transfers from in state and new transfers from out of state. Existing students generate about 5,760 credit hours per year and at the current rate those new students generated approximately \$657 of tuition revenue, not including fees. If the College took those 240 students and assume the College is going to have another 240 new students next year, the College can apply tuition increases to just them. For the new students, they would also have a new single rate but that rate would go up (see table attached). Looking at everything combined, what will happen when the single rate model meets the tuition lock model. By just charging all the existing students to just come back the same amount and charging new students, Mr. Serna presented a table of what would occur (attached). This table shows the College if it moved into the single rate tuition and eliminated all other fees other than general fees and locked tuition for those students, the College does not really have to grow the institution to meet the FY15 revenue projections. If the enrollment stays the same and the College adopts this model, the College will get within \$20,000 of the FY15 revenue.

Mr. Serna stated currently the fee structure for students is extremely complex and it is not that it was done on purpose it is just that it was never really taken apart and redone. The College expanded on what it had over the years. Right now the fee structure is extremely complex for the students to understand. For Communications and Marketing it is complicated to explain or to put on paper for students to understand. This makes it difficult for a student to understand what the cost would be to take a number of credits. Right now it is a case by case scenario. There is no way for the College to determine for every single student what it is going to cost. It depends heavily on the numbers of credits they take, whether they are going to take lab courses or studio arts courses and how many of those courses they are going to take. If the College moves into the single rate, this positions the College to tell students if they take 3 credits and multiply it by \$165.00 this is the bottom line, they are not going to have to pay anything else, this makes it simple for the students. As it turns out, students are not going to pay any more than what they are currently paying. For several students, they will be paying less because they will not be paying any course specific fees. The same would be true for the new students.

Regent Garcia asked if this would include the Nursing Department. Mr. Serna stated this would include every single fee. It would be the same for the every student whether they are Nursing, Engineering or a student in Humanities. It would not matter because when the College looks at what the targets are all the fees are thrown into bucket. They all go into one bucket and when the College is trying to equal out the total the College made last year versus this year all of them are in the bucket and the College knows how much it needs to generate. Again, the College would not tell the nursing students you are in a program that is more expensive than other students so they are going to pay more. It would be the same for every single student no matter what program they are enrolled in.

Mr. Serna stated this is the good balance of everything the College is trying to because it does not depend on new students coming to the institutions, it is flat enrollment. It simplifies the notion of tuition and fees for the students and what it does is give the Board of Regents the opportunity to see what happens if the Board

of Regents wishes to raise tuition. Mr. Serna stated he does not know if this will be a desire of the Board of Regents and it might not happen until March or April and the dynamics of the Board of Regents is going to change but this model allows the College to apply an increase just to new students and lock the current students into their current tuition until they graduate or until they transfer out.

Regent Garcia stated she has a problem with charging the new students more than the current students. The reason for this is that more than likely the students have lost their scholarship or they already used their Lottery Scholarship. These are the students that are pulling out of pocket to pay the tuition. The College wants to keep them here and by increasing tuition it will deter them. Mr. Serna stated that is really the discussion when tuition is raised period. There is likely going to be a recommendation based on the College's revenue and based on the College's budget situation to raise tuition to some degree. This year, the College was only one of two Colleges of all seven four year institutions in the State that did not raise tuition. The question is if the College can afford to do another year without raising tuition. If the answer is no, then the question becomes does the College raise it for everyone or does the College incentivize the current students to stay by not raising it just for them. Regent Garcia's point is a good point but it is one that the College arrives at any time the College is talking about raising tuition.

Mr. Sanchez stated the reality is when the College does not do an increase; the College never gets it back. What happens in the following year depending on how finances are is Mr. Sanchez has to ask for a 5% increase, Mr. Sanchez would have only had to ask for 3% had he gotten 2% the year before. All it is doing is compounding a problem. Mr. Sanchez stated what he likes about what Mr. Serna has done is that for the current students the College gives them a guarantee and the College also needs to talk about how long that guarantee is, they are fixed, and this is what they are going to pay until they leave. It is the new students coming in that get an increase and then they are fixed in for a certain number of years and then the next and the next. The College is at least giving students an opportunity of if they start at the College they have a fixed tuition rate, fees included for a certain number of years. They are also provided an incentive of keeping that cheaper rate and they will try to get out of the College in five years. This goes hand in hand with the 61/20 that Dr. Martinez is talking about, trying to make it more palatable and achievable to get out in those timeframes the College is talking about.

Dr. Martinez stated as a result of the structure Dr. Martinez believes the fact the College does not charge for students who take more than 12 hours, it is an incentive for them to take more credit hours as well. This means the College keeps courses open and the students might be able to finish their degree faster. Nationwide it is the 15 credit hours Colleges are pushing for.

President Barcelo stated the College also needs to make sure it has the kind of scholarship opportunities to offset any kind of rising costs as the College is going from year to year. The other thing troubling to President Barcelo is the student fees and they have the perception of being out of control. For the College to require the students, each time they graduate to pay \$100.00. There are students who have an Associate's Degree but will not walk so they will not have to pay twice. The College needs to get a handle on this. President Barcelo likes the fact that students will be guaranteed a certain amount. The issue raised is an important one the College needs to think about but the College should not exclude the extra effort it has to go to develop the kinds of scholarships that would help subsidize those kinds of efforts. This is one thing the College has not focused on that it needs to focus on.

Co-Student Representative Khalsa stated because he is a psychology student he pays less fees and asked what the incentive is for him. Because he is a psychology major he pays less fees and this is a really clever model keeping current students. Mr. Khalsa only has two years left and would not have to pay an increase. This makes him think about for the purpose of where the College stands, he understands Mr. Sanchez brings a reality to the College that the College can only go as far as the budget will allow, however,

is education to build revenue or is it a responsibility to educate people, to bring these people at lower class of economy into a more prosperous area.

Dr. Martinez stated if there is only one fee there wouldn't be a question of a certain major paying less than somebody else. That condition would be gone. From an administrative point of view, the other question is how many Psychology majors are generated at the end of the graduation versus how many other students in Engineering and Biology, etc. are generated in terms of this. From an administrative point of view there is a greater value not a lesser value but a greater value by having those numbers there as well. The flat rate will flatten those perceptions had by student. The College is not making money in terms of a greater cost; it is the fact that in order to deliver those majors, the College requires more money.

Regent Powers stated the discussion started at the meeting is leading into the budget discussions for next year. One thing Regent Powers likes about having the fee separate is that we don't set tuition and fees at levels because the College wants to. They are set at levels seen as necessary to have a balanced budget. Regent Powers likes the fees being separate because he believes it attempts to cover those true costs. The College is not arbitrarily saying it is going to charge so many dollars and the Psychology major is going to subsidize other major. If a Psychology major is paying the single tuition and his real costs are less than the Biology major he is subsidizing the Psychology major. Looking at the College's tuition and fees for the current year, it is about \$4,000, the tuition and fees a student pays for the entire year as compared to the University of New Mexico which is \$6,800. The College is a good value. Regent Powers likes the idea of some sort of guarantee mechanism for a student. They come to the College and see \$4,000 and they say UNM is \$6,800 and Regent Powers likes that. The College needs to come up with some sort of program to give them a hold harmless guarantee if they progress through on four years and get the credit hours, they can calculate their cost up front. Regent Powers is not sold on the single rate because if you do all the math you can calculate what it is. If somebody was not so comprehensive initially in comparing the College to another institution, if they looked at a single fee or a single tuition number of \$165.00 per credit hour and compared it to the actual tuition rate for Highlands or Eastern they are going to see a huge difference because the College's includes the fees and theirs doesn't. The College has to come up with a process or procedure to implement in the marketing process that would help offset that.

Dr. Martinez stated there is another aspect to that equation, which is, if the College kept it the same way what is the guarantee that next year the College will not have to raise tuition. Regent Powers stated costs keep rising, even if the College held salaries the same, just the cost of tuition and operation costs keep going up whether the College wants it or not. The College is stuck in that situation. Regent Powers believes tuition has to go up give the inflationary tendencies in the economy. The College can try to be efficient and has been efficient and try to minimize it. It would be nice if the College could keep the tuition increase at or below the general rate of inflation. Regent Powers believes to sit and say tuition is not going to go up over time it is a bit of a rose colored glasses thing. Regent Powers believes if the College can come up with a program that says to the current students, the ones who come in this year or have come in, that the College is going to guarantee the students if they are going to get an Associate's Degree or Bachelor's Degree that their tuition and fees will not rise over the period of time as long as they make progress toward the degree, the College will guarantee this for a period of time or a certain number of credits, maybe it is 4 1/2 years or 9 semesters and give them a little cushion instead of 120 it is 130 credits, if the student can make it work in there, they are guaranteed. Beyond that they are subject to the prevailing rate. Regent Powers is convinced this is a good thing to do. On the single rate, Regent Powers needs to be convinced a little further that it is a good plan.

Mr. Sanchez stated in terms of fees, the College is not tossing them out the window. One of the analogies Mr. Sanchez has described it is that it is still behind the curtain because the College needs to know what it costs for art classes, for labs, etc. It is still done, it is behind the curtain and the College would still want the

dialogue for the College to be looking at those fees. To the extent that new incoming students are coming in and the College dilutes the increases in those fees, the College is at least capturing that within that process. The concerns are raising about subsidizing, the College has known it was going to be a concern. Not every opportunity to address or move along is without issues or challenges but they are going to be minimal in terms of what the benefits are that the students are getting and what the College can guarantee them. The College is looking at it revenue neutral and overall the institutions still sees the same amount coming from every student.

Regent Powers stated it is a matter of optics and it was a matter of optics when fees were created to begin with. There is tuition and there is a fee every student has to pay. Regent Powers applauds the College into trying to bring back into focus the true total cost of the education and Regent Powers believes the single rate does a better job of this. It gives someone a really good estimate of what their total costs are right up front without having to look at the book and say plus this, plus this and plus this. It is up front and it is full disclosure. However, Regent Powers is concerned if the College is doing it this way and everyone else is doing it another way, can there be misunderstandings or can it be confusing. As long as the College can figure out a way to adequately bring it back into a comparable situation so someone can compare the College to other institutions, Regent Powers can be convinced of its worth.

Mr. Serna stated with regards to the subsidizing, the subsidy would come from enrollment growth and tuition increases. The College is taking the base price for attendance and lowering everyone down to it. Rather than taking the base price and the high end and averaging it, the College is telling everyone they are paying the bare bones now. The subsidy would come into play when students are told they have to pay different amounts per major and the College would say let's balance it out and everyone is paying the same. Some majors are going to ask why they have to subsidize the cost. This is not happening, everyone would start at the base price and the subsidy, the difference between, would come from increased enrollments and tuition. It is going to come from growing as an institution as opposed to everyone that is here is going to pay an average of a high and low.

Mr. Serna stated the College has been talking since last year on how it would be marketed. The College has already been marketing this; there are tables that show the College is the most affordable not just in fees but in total cost of attendance and the College knows what it will have to do. The College will continue to market both that the College is the most affordable but secondly it will be the simplest tuition to understand with regard to tuition and fees. The College hopes this would be the incentive for students to say not only is it more affordable but it is easier to understand that it is more affordable.

Regent Powers stated what he is hearing from the Mr. Sanchez is the College would have one rate but internally, underlying it, the College would have it broken down for the purposes of complying with State Regulations. Mr. Sanchez stated the College is trying to make sure it quantifies all these fees and their purposes, even for internal budgeting purposes. There is no way for the College to dismiss this because it would not be covering its true cost for each of these programs. Once you get down the road that argument of I'm subsidizing becomes diluted and the new students don't know anything different than what they are used to.

Regent Powers asked in terms of what the Staff and Regents would be charged with is to move into budgeting for next fiscal year would mean the College would be looking at those various components and adding those components together to arrive at the actual. The Staff and Regents would actually be building this internally with those numbers and then arrive at that number, not just magically pulling it out of the air. Mr. Sanchez stated this is how it was done this year. The other issue is if the College is able to do this, the College never wants to dismiss coming back to revisit and tweak those. The other issue is if it is marketed well, the College will be at a real advantage in terms of marketing for this. This is where the

College makes up the difference. If the College is successful at the marketing it will bring in a few new students, maybe not a lot, but anything brought in will start adding to the bottom line.

Mr. Serna stated very rarely does the fee cover the cost of the service for which the fee is being charged. The notion of not charging them more than what it costs does not come into play because the College is not charging students what it costs for the faculty to provide them the instruction. On top of that are the fees associated with the classroom, the labs and the equipment necessary to provide the instruction. One thing the College can guarantee the students is it is not charging them more than what it is costing the College to provide them with the services of instruction let alone the services of Security and equipment and things like that. This is something the College has to be mindful of as well is that the fees and tuition do not support the cost of instruction let alone all other things available to students.

Regent Branch stated the Board of Regents has been talking to the VP of Finance about relaying costs per actual income. Regent Branch's concern is close up the College needs to look at this as an overall situation before doing major changes in moving ahead with the fee structure. The College made major changes last time to come up with the dollar amount needed and it still didn't relate totally to all those fees. The College saw the feedback it got as a result of that. Now the College is changing that and it doesn't support its own services, etc., but we are going to lock that in for that group for four years. Regent Branch asked if the College wanted to do this, create a model that isn't substantiated totally by cost related items, etc. Regent Branch knows the College is not running a business here but in effect the College really is because of the dollar amounts. Regent Branch's concern is in developing this one dollar amount, does the College really know what it is doing in that dollar amount and how it is going to affect the College. The College has been very fortunate over the last few years and inflation has been very low and the College could have some inflationary years that could kill it. This is part of the Risk Management deal that the College needs to look at. Regent Branch would like to see developing this, he does not object to it, but how does the College come to a philosophical decision as to how budgeting is done. There are other things involved, look at not just those students but what is the College is providing in the future as far as the College's strategic plan. Regent Branch stated the College needs to know how to tie this in the budget and he knows the College does not have the dollars to be able to do this but philosophically the College needs to do this to decide what will be done over the next three to five years and maybe the dollar amount is "X" and the needs are "X plus Y" how does the College get additional revenues. The College needs to do some planning strategically and how is the College is going to do the Student Affairs and Academic Affairs needs and the College needs to determine at some point the College has the Colleges and some are outdated and so on and the College did this and had a lot of kick back for what it was. On the other hand, the College can't continue to do this if is going to operate. Regent Branch applauds the College for all the work that has been done and where it is, but he believes it has to go a little deeper in understanding the revenue needs to date and the projections the College has. It looks like the College is looking at hit and miss to increase enrollment, is this really going to do what the College needs to do?

President Barcelo stated she does not disagree with Regent Branch but there are some other factors to consider. Across the nation high school graduating classes are going down and institutions are becoming more competitive. They are all looking at this model because they want to figure it out, it is not so much about who comes in the front door, it about retention in the end and how many students will complete their courses and how many are actually going to graduate. The College needs to look at a lot of factors because before it used to be definitely who came in the front door in terms of enrollment. Every institution in the State of New Mexico experienced a decrease in their enrollment. The College had far more than many institutions and President Barcelo believes all of these things need to be considered. This is an important discussion the College is having because it is about maintaining enrollments. The whole issue of growth is not there in the same way. President Barcelo stated there is also a competitive factor in there as well.

President Barcelo stated the current funding formula model when it is redistributing money is a competitive model that is working against the College because the College is not on a level playing field and this is hurting the College as an institution. Regent Powers stated this is a really good point because the College is moving to this model that is going to reward completion and progress, the College needs to make sure when considering what to do with future tuition and how the College couches it, it is done in such a way the College thinks about how it is being funded. Regent Powers stated UNM will guarantee a certain tuition rate for a certain period of time; it is a matter of time before everyone goes to something like that. If the College is looking to change the tuition structure now would be the time.

Regent Herrera stated he wanted to applaud Mr. Serna on the work he has done because Regent Herrera was not sold on the single tuition model. Regent Herrera stated some of the things brought up by Regent Powers bring the same concerns to Regent Herrera. A lot of this is going to be with the marketing and the fall out and negativity that is going to arise as a result. Even if the College takes the presentation by Mr. Serna it speaks to the heart of it the first column talks about tuition increase, the mindset will be this, the increase. This is such a volatile and sensitive issue that even something as simple as this can be taken out of context and misconstrued to no end. It may in fact hurt the College than help the College. The rate in terms of the way the College has to deal with it, the single rate model will in fact add a lot of support to the idea of making it simple, being presented appropriately. The single tuition model would eliminate the discussion of people being misled. Regent Herrera likes the fact that this was based on a flat enrollment, but at the same token, that is assuming enrollment is going increase to where it is going to remain flat. If there is a decrease in enrollment what will occur? It is going to potentially going to put the College into a tailspin and Regent Herrera is a little concerned.

Regent Herrera asked Mr. Serna how the single tuition model going to be received by the State. Mr. Serna stated there are feelings and then there are statues and rules. Mr. Serna is not sure how the higher education department feels about it but there was a question raised by them and the College had a discussion (the College's legal counsel with their legal counsel) specifically about the State Statute that governs tuition and fees and it was determined that there was no violation of any statutes, rules or laws for the College to move into a single rate tuition. That does not speak to how people feel about it. The College has to separate what is best for the students and what is best for a hand full of people sitting somewhere.

Mr. Serna stated with regards to the Lottery Scholarship it probably wouldn't be in the College's best interest to act based on things as fluid as the Lottery Scholarship. The Lottery Scholarship is determined on an annual basis, their total awards. The Lottery Scholarship pays, at this point, full tuition. If the College's rate were labeled tuition then it would pay the entire rate, it would not change. If the amount changes, the students would still benefit because it is the percentage of the whole sum. Depending on who you ask students or others they may or not be happy with this.

Regent Branch asked if the Lottery Scholarship paid for fees. Mr. Serna stated it does not. Regent Branch stated the College is assuming HED would allow the College to keep the fees with it and calling it tuition. Regent Branch asked what would prevent HED from making a judgment and saying fees cost an average of 30% of tuition across the board, we will reduce the College's and we would be in the same situation. Mr. Serna stated because it is in law. The College has already had this discussion. Nothing precludes the College from combining them all into what the College would identify as tuition. They do not have the authority to do this. Attorneys for the College and HED have already discussed this. The College has an obligation to do very minimal things by way of tuition, we set it, that is what it is and then the Lottery Scholarship pays by definition "tuition." For that reason, based on the Lottery Scholarship legislation precludes any institution from raising it as much as possible.

Regent Branch stated one additional thing is a lot of what the College and Board of Regents is thinking about it is a change that the College and Board of Regents is not used to and concerned about the change, what the student would feel about this. Regent Branch believes this has been done at other institutions and asked if the College has made any determination of what the effect of this change was at other institutions, maybe not in New Mexico but in other states, over a short or long term period to see how the College could gauge what could happen to the College. If the College does not understand what it has done in other areas, it is risky for the College to do it without knowing. Mr. Serna stated the College has looked at this. Other institutions, two in particular have tried it for different reasons. The primary reason being the simplicity of what the cost is and it has been proven to do this. It is clearly now a simple multiplication problem to determine what will be paid. Mr. Serna would now know unless he asked the institutions what the implications with regards to the relationship among lawmakers. They are also going to have different variables. Mr. Serna stated the College, one year ago, started presenting the model to students asking what they thought about it and how they felt about it. The overwhelming majority was in support of the model. Mr. Serna has all this data. At the time, the students were also supporting a growth model, meaning the presentation given to them a year ago decreased the \$165 for some of them down to \$120 with the hope the College would see an increase in credit hours from 20% or 21%. Mr. Serna does not believe this will be received much differently because it does not increase the cost. Mr. Serna stated at this point that notion of saving money is offset by the notion of locking the tuition in.

Regent Branch asked if it is possible to determine from other institutions what the reaction was from the student as far as enrollment and sustaining enrollment. Mr. Serna stated he could try.

Mr. Khalsa asked if he would be granted tuition up until graduation. Mr. Serna stated for a period of time as opposed to saying it is going to be lower now with the possibility of increasing over time.

X. OLD BUSINESS

None

XI. EXECUTIVE SESSION

Regent Herrera moved for the Board of Regents enter into Executive Session to discuss update on the bargaining strategy for collective bargaining, threatening and pending litigation pursuant to 10-15-1(H)(2)(5)(7) and (8).

A Roll Call vote was taken and all Regents voted unanimously to enter into Executive Session. The Board of Regents entered into Executive Session.

XII. POSSIBLE ACTION ON EXECUTIVE SESSION

The Board of Regents returned from Executive Session by Roll Call Vote and no decisions were made on executive session and no possible action – informational only.

XIII COMMENTS FROM THE BOARD

Regent Branch stated the Foundation Dinner was a real success. There were a lot of participants and for the first time many faculty members attended.

Regent Branch stated as Regents they are vested. Regent Branch stated Regents had in the past agreed to give some or all of their per diem or whatever they received from the College to offset scholarships. All

Board members usually give \$1,000 to \$1,500 throughout the year which builds up a good scholarship. Regent Branch asked all Board of Regents to take this into consideration because even though they are already vested, there is a scholarship and Regent Branch would like to see this continued. This has been a good effort from the Board of Regents.

Regent Branch stated when the College gets to the budget, he knows the College has been taking from Peter to pay Paul and it has been done all these years. It appears until enrollment changes and circumstances change, it will continue happening. Regent Branch believes the College should not let this get in front of the philosophy behind the budget. The College should take in what the strategic plan is, which should include what it is that is going to be done with the College. The College should identify if it is going to have 3, 4, or 5 Colleges within the University is that the College needs to see what areas they need help in. The College may be able to fund portions of these during the year at the College's progresses and the College may not be able to take care of all of it. The College needs to set a goal in terms of what it is the College is going to reach in a term of 3-5 years. There are weaknesses within the departments themselves and all this needs to be identified and presented as part of the budget. Perhaps the College cannot fund it all; at least it can start to take a bite out of that particular area.

Regent Branch stated this leads to a request made by previous Boards as becoming a University. It seems normal as Northern New Mexico University but 2015 is a few weeks away and Regent Branch would like the College to look at any restrictions if there are any. Some of the conversations over the year have been that it has affected the College over the years as far as grants and the College's status. Regent Branch would like to come forward with the change to a University before he leaves.

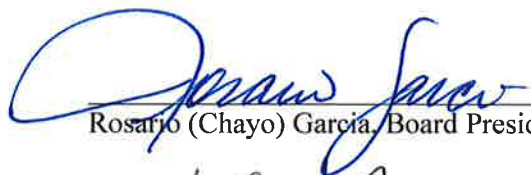
President Barcelo supports the change to a University. There are some financial implications in terms of changing the name, etc. and it can be addressed in a phase in process. President Barcelo stated that people at every CUP meeting refer to the College as a University. President Barcelo stated she believes it would enhance the College's status nationally in terms of securing Grants because right now there is a perception that a college cannot do research and the College is doing research. President Barcelo believes it is important that the College move in this direction. Regent Branch and Regent Powers agree wholeheartedly and support what the College needs to do. Mr. Serna stated he was discussing with Dr. Martinez that they might reach out to Adams State who just became a University two years ago and it is likely the Provost there would have a good sense of what was required of them to make the change.

XIV. ADJOURNMENT

Regent Branch moved to adjourn. Motion passed unanimously. Meeting adjourned at 12:30PM.

Amy Pena, Recording Secretary

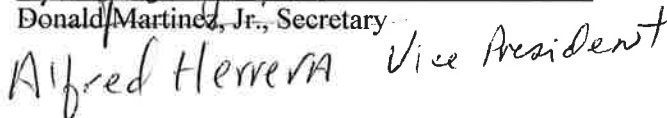
APPROVED:



Rosario (Chayo) Garcia, Board President



Donald Martinez, Jr., Secretary


Alfred Herrera Vice President