

**NORTHERN NEW MEXICO COLLEGE
BOARD OF REGENTS MEETING
MARCH 27, 2014**

I. CALL TO ORDER

A regular meeting of the Board of Regents of Northern New Mexico College was held on Thursday, March 27, 2014 in the Boardroom of the Montoya Administration Building on the Espanola Campus. Regents present: Michael P. Branch, Rosario (Chayo) Garcia, Alfred Herrera, Kevin F. Powers, Donald Martinez, Jr. and Michael Branch. Also present Co-Student Representatives Michelle Montes and Hardev Khalsa. Board President Rosario (Chayo) Garcia called the meeting to order at 8:05a.m.

Northern New Mexico College staff present: Nancy “Rusty Barceló, President; Ricky Serna, VP for Institutional Advancement; Anthony Sena, Provost/Dean, College of Arts & Sciences; Bernie Padilla, Director of Human Resources; Brian Salter, Director, IT; Kathleen Sena, Registrar; Alex Williams, Senior Financial Analyst; Carmella Sanchez, Director, Institutional Effectiveness, Ryan Cordova, Athletic Director and Men’s Basketball Coach; Andy Romero, Director of Facilities; John Waters, Director of Security; Chris Trujillo, IT; and Tim Crone, Northern New Mexico College Union Representative. Others present; Jason Lewis, Student, Jamie Salazar, Student, Jessie Wilburn, Student, Janice Rivera, parent of Jessie Wilburn, Tony Ortiz, Attorney for Northern New Mexico College, Tim Pitcher, Monument, LLC, Sam LeDoux, Student Senate Representative; Representative from the Rio Grande Sun, Student Athletes: Ashton Johnson, Adrian Enfante, Quincy Hester, Christian Barraza, Michael Nolan, Stephen Ylovich, Rodney Coles, Eric Garcia, Kevin Moore, Michael Levine, Daniel Chachu, Patrick Bendegue, AJ Peralta, Mario Quitano, Jack Ballard, Women’s Basketball Coach and Interim Golf Coach, Myla Woods-Brown, Patrice Marshall, Kretia Artieda, Clarence San Jon, Demetria Clichee, Amber Tso, Estrella Padilla, Travona Johnson, Michelle McBride, and Michelle Montes.

II. APPROVAL OF AGENDA

President Barceló recommended the following changes:

1. Vice President’s Report to be moved after the Approval of Minutes; and
2. The Student Senate Report would follow the Vice President’s Report.

Regent Herrera moved for approval of Agenda as amended. Motion passed unanimously.

III. INTRODUCTIONS

President Barceló introduced:

Barbara E. Arnold	Start Date:	3/1/14	EOC Educational Advisor/Outreach Specialist in Taos
Carlos Quintana	Start Date	3/17/14	Groundskeeper

IV. PRESIDENT’S REPORT AND ANNOUNCEMENTS

President Barceló stated she requested Ryan Cordova, Athletic Director and Men’s Basketball Coach to attend the Board of Regents Meeting to introduce the men’s and women’s basketball teams. President Barceló stated she had the privilege of attending the men’s basketball game in Branson Missouri. The team showed how proud they were of the College and the seriousness of how they played and it comes across of how they engage with each other, the other teams and the public. President Barceló stated she would like to compliment both coaches on how they have brought the students along and how they bring their teams to the College as students first.

Ryan Cordova introduced the student athletes to the Board of Regents. Mr. Cordova stated there were a number of firsts for both teams:

1. This is the first year the College won the conference tournament;
2. This is the first year more than one player on the all-conference team;
3. This is the first year there were three players on all tournament;
4. This is the first time one player is Tournament MVP;
5. This is the first time the College has two players on the All American Team;
6. This is the first year for the College to make it to a national tournament; and
7. This is the first time a player was named to All American Team Honorable Mention (Matthew Brito)

Mr. Cordova also stated:

1. The champion of character for the College is Rodney Coles; and
2. The men's team has averaged over a 3.0 GPA in the first semester.

Mr. Cordova introduced Jack Ballard, Women's Basketball Coach and Interim Golf Coach. Mr. Ballard stated the women's team also had a lot of firsts.

1. This is the first time the women's basketball team had a first all-tournament team player;
2. This is the first time the women's basketball team has American honorable mention; and
3. This is the first time the women's basketball team started and finished with the same team members in a season.

Mr. Ballard also stated when at the tournament in Atlanta, Georgia, the College's team received a lot of support from the administration after they noticed how the team carried themselves, their humility and quiet strength. Mr. Ballard stated he appreciates the opportunity and appreciates all the Board of Regents does for the programs.

Mr. Cordova thanked the Board of Regents for keeping athletics going because of few years ago the Board of Regents was ready to scrap the Athletic Program and a lot of credit has to go back to the Board of Regents for sticking it out and putting a lot of faith in Mr. Cordova, in the community and in the state.

President Barceló stated though there was some disappointment in how far the teams got in the tournaments, the character that each student brings to the campus makes them champions. President Barceló thanked both teams for paving the road for others because they are helping to build the program. Regent Garcia congratulated and thanked both teams for their hard work and success.

Regent Branch stated the Board of Regents was not really scrapping the Athletic Program. The Board of Regents was disappointed in the program and the direction originally set by the Board. The recommendation from Academics was the College needed to look at the Academic side. If a student was going to play ball they had to be able to graduate and the College wanted to involve more students from the region and this was not happening. The College is proud that students are able to participate in the program.

Regent Branch stated he video streamed the games and the comments made by the national broadcasters were positive about the school, the achievements of the program and the students.

Co-Student Representative Khalsa stated he had classes with Student Athletes and he looks at the Student Athletes as leaders and his own teacher and congratulated the athletes.

President Barceló stated the Governor did sign off on the College's budget and only had a couple of questions. The College should take great pride in the progress that was made this year and the funding of the budget requests made. President Barceló has sent a letter to Secretary Garcia thanking him for his support of the College because he does play a key role. This is all reflective of how far the College has come and President Barceló stated she is very impressed with the College's team and especially Ricky Serna, Vice President for Advancement who put the team together. Mr. Serna stated there was only one line item veto for instructional supplies, otherwise everything was successful. The College received the following: Nursing - \$250,000, Veteran's Center \$125,000, Athletics increase \$64,000 and \$27,000 increase to operating budget.

President Barceló stated at the senior level she will bring positions to the Board of Regents. Dr. Pedro Martinez has agreed to serve as Provost and will start July 1, 2014. He is putting final items on his contract and is already engaged in some meetings regarding policy and budget issues.

Regent Herrera moved for approval of the appointment of Dr. Pedro Martinez as recommended by President Barceló. Motion passed unanimously.

Regent Branch stated this is an excellent selection and after listening to Dr. Martinez and having dinner with Dr. Martinez he is very impressive and will be a great addition to the College. President Barceló stated she was very impressed with the search committee who took their responsibility seriously and worked for the common goal. President Barceló believes Dr. Martinez will bring a new surge of energy and ideas to help with the academic priorities.

V. APPROVAL OF MINUTES

Regent Garcia moved for approval of minutes as presented. Motion passed unanimously.

VI. PUBLIC INPUT

Jason Lewis, student stated his concerns regarding tuition increase. He requested clarification of collapsing fees and whether or not students would be able to see exactly what fees would be. Mr. Serna stated when speaking to the focus groups, the College would identify where all the fees would go. The College can show it in a way where it is less confusing to the students. Regent Martinez asked Mr. Lewis if he was a degree seeking student. Mr. Lewis stated he is studying mechanical engineering and welding.

Jamie Salazar, student stated she attended a focus group and is realizing the College is trying to acquire more students. She stated the College is concerned with the money part but students are not receiving the classes that are needed. It is very difficult for students getting their classes and asked if the College could assure they would receive the classes they need. Mr. Serna stated this is the part the College is talking about increasing student credit hours by department. The College offers very few upper division courses. Regent Barceló stated the College is taking a hard look at this and Kathleen Sena is taking the lead on this issue and addressing this concern. Regent Martinez stated he is concerned about the decline in non-degree seeking students and part time students. The College needs the feedback of the students and Regent Martinez supports the students.

Jessie Wilburn, student stated a lot of students are two year students and a lot of these students would come back for their degree if the College took more time addressing the requirements and addressing where they are at in their degree. Regent Garcia stated the College is addressing this issue and working on more advisement for the students.

Janice Rivera, Jessie Wilburn's mother stated she represents students with disabilities and fixed incomes. She would like to see the College assisting these students so they are able to have jobs in the community. Ms. Rivera stated if she would like to have higher education, she could not afford to come to the College. Her son was barely able to attend with the Lottery and Pell Grant. Ms. Rivera is on a fixed income and there are many expenses for students and community members who cannot afford to take courses at the College. The concern with the tuition increase was that it was presented within a certain price range, certain classes were offered and now some of those courses are not offered. The College is now getting unattainable for many students.

VII. STUDENT SENATE REPORT

Sam LeDoux, Student Senate Vice President stated the Student Senate contributed \$1,000 to the American Indian Student Organization to attract Native Roots to play at the College. The Student Senate has received complaints about pot holes at the parking lot near the gym and it has been a continuing issue. Michelle Montes stated the parking lot issues have been resolved. The Student Senate contributed \$1,000 for September Shoes which will be at the Center for the Arts. Mr. LeDoux and a group met with Mr. Serna regarding the presentation on differential tuition and this group was expressing concerns regarding the State funding. Mr. LeDoux agrees with Regent Branch that the College should speak with HED

regarding their concerns. Mr. LeDoux stated he agrees with Regent Herrera that the College needs to be cautious when raising tuition because the Lottery Scholarship is a finite amount. Mr. LeDoux requested that future tuition proposals are reflective of the 15 hours credits students will be required to take which would be a real reflection of what the students would have to pay. Students still have concerns regarding the differential proposal before deciding whether to endorse or oppose it. Mr. Serna stated the reason the tuition is showed at 12 hours is because the students do not pay after the 12 hour credit is met.

Student Regent Khalsa stated Room 207 in the GE Building has issues with lighting and a hole in the roof. President Barceló stated this would be addressed with the Facilities Department.

VIII. FACULTY REPORTS

None.

IX. STAFF REPORTS

A. Provost and Vice President for Academic Affairs Report

1. AQIP Report

Dr. Anthony Sena, Provost and Vice President for Academic Affairs stated the College received a letter from the Higher Learning Commission stating their seven year cycle is going to change to an eight year cycle in the fall. The College was scheduled for reaffirmation this fall and because of the change in schedule they were also planning for next fall as HLC did not feel this was fair for the College to have this reaffirmation twice. This help the new Provost get ready and familiarize himself more. This will also give the College time to decide if it wants to continue with AQIP or perhaps look at the new pathway model which is more traditional accreditation.

Carmella Sanchez, Director, Institutional Effectiveness stated this will give the College an opportunity to take a look at the student learning assessment activities. This could mean 6-8 months of extra time to respond to the recommendations given to the College in the systems appraisal.

President Barceló stated Dr. Ivan Lopez, Dean of Engineering will be representing President Barceló at the Higher Learning Commission Meeting next month because it will conflict with the HACU Conference the President will be attending.

2. Enrollment Management Report

Kathleen Sena, Registrar reviewed the outline presented to the Board of Regents (attached) which is a list of items the Enrollment Management is working on.

Ms. Sena stated the College is concerned about recruitment efforts from the standpoint the College is not seeing the numbers coming in as a freshman class or coming in as returning students. Ms. Sena is not in a position to give concrete data with regard to this. Ms. Sena has put a report in place in order for the College to take snapshots and understand the situation the College finds itself in. Ms. Sanchez has taken a role in developing reports that come from Ms. Sena's previous institution to keep the Board of Regents and Deans and Chairs informed as to where the College is in terms of recruitment activities. Ms. Sena stated right now the numbers do not look good and it makes her apprehensive. The College is going to be engaging in an extensive calling campaign and looking at two groups of students. Ms. Sena has also begun to engage in many discussions with the new Director of Academic Advising. The Director of Academic Advising is taking all suggestions and all ideas given to her regarding academic advising. As this environment is strengthened, then some of these calling campaigns will not be necessary. The College will retain the students; provide the services to the students, provided the academic resources and courses they need to complete their degree in a timely manner.

Ms. Sena stated the calling campaigns taking place are: (1) to the students who did not return to the College to let them know the College wants them to be successful, giving them registration dates, resources, etc.; (2) to those students who did not return in the spring from the previous fall. Some of the reasons these students did not return are financial, academic jeopardy and the potential that they might have been suspended. The College will let them know they want them to be successful, they want them to come back, they will provide them with dates and provide them with resources; and (3) to those students who did not return in the spring of 2013 and didn't return for fall or spring. They are still eligible to register and they do not have to reapply. This group of individuals were contacted last fall but will be called again to let them know the College is here for them and will encourage them to return.

Ms. Sena stated Frank Orona and Tony Gallegos continue to go to the high schools. Ms. Sena has given them more direction to be able to go into the classrooms, to work with counselors, to make presentations, to set up an office time if need be and to advertise that the College will be on their campus. This will give the students an opportunity to meet with students, councilors and parents.

Ms. Sena stated the College is encouraging programs to come visit the College, sit in the classroom, and get a feel of what is expected of students. The College is holding Senior Summits which are opportunities for students who have not considered college or are not sure what they want to do when they graduate in May. This will give them the opportunity to see what the College has, what the opportunities there are, to answer questions of why Northern, why me and why now. Janelle Garcia, Director of Advising is currently working on this program.

Ms. Sena stated Frank Orona and Tony Gallegos are working with UNM-Taos, UNM-Los Alamos and Santa Fe Community College to be able to identify and work with the students who are finishing their two year degrees through their institutions and encouraging them to be able to come to Northern to get their Baccalaureate Degree. The difference between the College and other colleges is this College offers a wider variety of degrees with a true classroom experience and not only online programs.

Ms. Sena stated numbers are not looking stellar at this time. The College is initiating the following: (1) the College does not admit a student until it sees the 8th semester transcript that identifies that they have graduated, the College is now looking at the 7th semester transcripts. This allows the College to begin getting students in, doing more planning, and working with students to get their compass tests. The College will provide two study sessions on campus for the compass test. The College will then go back into the schools to take their Compass tests and get students placed. If the College can find some of the students and identify them, the College can encourage them to participate in the summer bridge program.

President Barceló stated she has asked Ms. Sena and the Enrollment Management Committee to work on deadline dates and incentives (ex., if students register by May 1, you will be guaranteed a \$100 book award). There are some models for the College to look at and Ms. Sena stated this is critical because some of these dates are necessary for scholarship requirements.

Regent Branch requested clarification of what is offered above and beyond for students who have disabilities or senior citizens. President Barceló stated they pay the same tuition and often times they qualify for special dollars. Verna Trujillo, Disability Director is responsible for accommodating the students with disabilities. The financial piece is more difficult because the students have to rely on state or federal funds. There are some funds available but they are limited.

Regent Branch requested incentives for senior citizens and people the College would not normally reach because the College's capacity is greater than it currently has and it could be an additional revenue source the College can look at. President Barceló stated this could be an additional revenue source but students do not see the College as a place of destination but as their only choice. The College needs to let students see when they come to the College they come for a quality education. This will happen down the road as things change and the things that are changing will make a difference.

President Barceló stated the College has a capacity to do interesting things with students with special needs and Verna Trujillo, Disabilities Director sees this as well. Dr. Sena stated it is difficult for students with special needs to have monetary adjustments but senior citizens do get a special rate. Ms. Sena stated senior students do get a special rate of \$5.00 per credit hour. Ms. Sena stated there were students who did qualify for this special rate but when fees were calculated in they would amount to approximately \$200.00 so students were not able to afford the courses.

Ms. Sena stated the College had a successful meeting with Superintendents and Councilors. There was a road block when a question came up if the College would take 9th and 10th graders. After reviewing the state statute it only identifies high school students. The College will open this up and the College will see if some of the courses for these 9th and 10th graders can be taught in the high schools and students will not bussed to the College. This would keep some of the College's classrooms space open and some of these students are not in a class with older students.

Ms. Sena stated the College had a successful meeting with the Principal and Gear Up Director of Penasco High School. They have a plan put together which is well laid out with their students to have their juniors and seniors on campus at least two days a week to take their curriculum to lead to an Associate Degree.

Ms. Sena stated the College will have a dual credit summit. This will bring councilors up to speed so they have the requirements they need to meet and forms filled out necessary to enroll in the College. Frank Orona and Tony Gallegos will also assist in this summit.

Ms. Sena stated Jacob Pacheco, Director of Financial Aid is at a conference for an update of the Lottery Scholarship and will report back to the Board of Regents.

The Registrar's Office will go live with Degree Works April 7, 2014. This program will be for students to have access to 24 hours a day to know what type of courses they need to take, have taken and what they will take to get their degree. Students will receive an email to confirm degree they are working on.

Ms. Sena Stated the summer and fall, 2014 schedule is completed. Dr. Sena and Ms. Sena have had the opportunity based on data from Ms. Sanchez to identify the courses are distributed out to the four days the College teaches courses. The College has broadened some courses to Fridays and evenings. The College will be, based on information from Ms. Sanchez, identifying how and when the courses have been offered and will be able to see when and if courses should be offered.

Regent Branch requested clarification on whether or not certain classes needed for graduation are being reviewed. Ms. Sena stated this is the intention of Degree Works and the first population to take an analysis of and develop a matrix. The College can guarantee if a student needed a course to graduate it was not cancelled. Further down the line as matrixes are developed, the College will take a look at this.

President Barceló has also asked Ms. Sena to identify and reach out to students who are 6-10 credits away from a degree. Ms. Sena stated the analysis will need to be done for this.

Regent Branch requested clarification if programs, academic or otherwise would be reinstated at El Rito. Dr. Sena stated this was a directive of the President. Dr. Sena stated some of the courses did well (specific to the arts) but other courses offered (calculus) did not do well. Dr. Sena stated at its peak, there were approximately 200 students a semester. Dr. Sena stated the College will need to be more selective of the types of courses offered at El Rito. Unless the College gets some dual credit population, it may not make a lot of sense at this time. Regent Branch stated if there is any way to determine any of the programs that did work and reinstitute them it should be something the College should look at. Dr. Sena stated there are programs that the El Rito Campus offers itself to that would work (fine arts, language). Students could go there as a destination but to bus students would not be a wise idea. Ms. Sena stated there would need to be a cohort for the El Rito Campus. Ms. Sena stated once the College has everything in order it will look at courses for the El Rito Campus.

Regent Martinez requested clarification of what programs are left in El Rito. Dr. Sena stated heritage arts and environmental science are the courses being offered at this time. President Barceló stated the language institute will also be offered at the El Rito Campus. There are ideas that will need to be developed and Ms. Sena stated the College will speak with the academic units to look at some of the courses that would benefit a continuing education environment for those individuals who would need to get CEUs. Dr. Sena stated a number of continuing education is being offered, they are not credit courses per se but they are keeping with the mission of El Rito.

President Barceló and Domingo Sanchez met with some of the woodworkers and they were concerned with the lack of attention that was paid to the quality of machines. Mr. Sanchez started fixing the machines and making it a workable space. Bernie Padilla, Director of Human Resources stated some of the issues were a matter of safety. The College spent approximately \$8,000 on making all adjustments and everything is now fully operational.

Regent Branch stated he goes to El Rito occasionally and there are deferred maintenance items which can be completed in minutes or hours. These are maintenance items that are being overlooked and an assessment needs to be completed of the El Rito Campus. Mr. Padilla stated the College had a sit down with every employee at El Rito and the biggest concern was there is no supervisor at the facility. Mr. Sanchez created a Supervisor position, had interviews and the College was unable to find the right fit. The job is currently open and if anyone knows anyone interested they should contact Mr. Padilla. Once there is a Supervisor, some of these issues should be fixed.

Regent Martinez asked if there is the capability of someone being available for registration. Ms. Sena stated there is someone on campus students can speak with.

Regent Herrera requested clarification on the college placement exam. Ms. Sena stated this is the compass test and they have been done since dual credit. There are, however, a variety of tests that the College might be able to accept. Some schools do different tests to create the curriculum for the students. The College helped all the schools to have the ability to set up the compass tests for students. In order to create success for the compass tests, the College does offer assistance.

Regent Herrera requested clarification on what courses the degree seeking students need. Ms. Sena stated this is the plan for the College. This will take a lot of analysis and it will take a lot of analysis to understand the degree programs. Once the system goes live, the College can determine how to retrieve the data.

Ms. Sena stated the College uses Sun Online if there is a student or students that need a course that can be offered at another institution online that is not offered at Northern, the students will work with the Deans to register for these courses. Dr. Sena stated courses can also be offered as Independent Study or if there is a competency in another department that is available for the students it will be accepted. Ms. Sena stated the College needs to do a better job letting students know this resource exists.

Ms. Sena stated the College Ilege has developed three workshops for staff the week of April 14th in order for all staff at the College to participate to find out who, what, where, when and why of each department. There will also be a workshop on the special programs for all staff. Additionally, there will be a workshop on the College's initiatives.

Regent Powers requested clarification on what Ms. Sena stated regarding enrollment. Ms. Sena stated the assumptions made by Mr. Serna were based on flat enrollment. The goal and expectation of the College is that no current student registered at the College walks away without being registered for classes. This will allow Ms. Sena to guarantee the classes will be made. There will be some attrition but this is the goal for the College for this year. Ms. Sena stated the best thing for the College is to increase student credit hours. Ms. Sena and Mr. Serna have met extensively on this subject.

Dr. Sena stated the faculty are at par or better than any Dr. Sena has worked with at any other institutions. Some Regents have firsthand knowledge of the faculty members. Dr. Sena will reiterate this often, the faculty has done a great job.

B. Vice President for Finance and Administration (Alex Williams presented for Domingo Sanchez, Vice President for Finance & Administration)

1. Budget Preparation Update

Ms. Williams stated the College is in the process of gathering data for the budget process. The budget is due on May 1, 2014. There are three weeks of data gathering and two additional weeks of review. The College will visit particular areas as needed. There is a special meeting being requested to present the budget as a whole to the full Board of Regents prior to the Board Meeting.

2. Approval of Fiscal Watch Report

Ms. Williams stated cash is up and the College has dropped a lot on receivables. The restricted short term investments (State Land Grant) does not change and nor is it spendable. The capital assets (majority of total assets) are \$39M and payables (standard ongoing) will fluctuate from month to month. Accrued liabilities (payroll) \$1.4M or \$1.5 each month. Deferred revenue varies depending on whether or not the College receives money before spending it. The net assets (amount invested in capital assets) are the assets themselves and the loans are the amount of Perkins Loans. The College has a negative amount for the general restricted expended activities which means the College has not billed the Federal or State agencies from expenditures the College has made. As of February, the College was tweaking numbers to charge. The College has a positive \$500,000 of unrestricted net assets.

Ms. Williams stated the College has created a report per Regent Herrera's request which (internal only) which is the accumulation of the BARs made by the College. Original budget was \$30.8 in revenue and \$30.1 in expenditures. The College would produce a slight increase in the operating funds. In the plant funds, the College had \$1.8 to receive and \$1.1 to expend and also had some BR&R expenditures as well. Those expenditures were anticipated to be funded by transfers in. The total revenue is up about \$1M which has to do with the \$2.3M of additional grants the College did not have finalized when the budget was written. The total expenditures in the revised budget are \$31.6M so the college is still under the anticipated revenue because it needs to build fund balance.

Ms. Williams stated the State Appropriations is higher because of the General Obligation Bond which was unspent last year and it was added to this year's amount. The capital projects amount is high because it is expended this year. The BR&R is expected to be funded by the transfers in. The College is tracking where it should be on the grants; they are a little bit lower than expected. The appropriations are where they should be. The percentage amount is around 67%. The College is bringing in \$20M and has spent \$18.7 in tuition.

Ms. William stated the actuals on plants; the College expected to spend \$3M and has spent \$1M. This amount will be spent in May. The College has brought in less revenue as compared to last year but the College has spent quite a bit more on operating costs. Regarding capital costs, the college has brought in more and spent more than last year.

Ms. Williams stated the College has brought in \$12M and last year the College brought in \$11M. This is due to the increase in fees. The expenditures are \$9.8 and last year they were \$10. The transfers in and out are hard to compare because several things have been done differently.

3. Approval of Budget Adjustment Requests (BARs)

In the Board packet there are many BARs which have already been signed. Ms. Williams was unable to comment on the BARs.

Regent Branch asked that Mr. Sanchez provide only those things that are changing in the BARs. This will eliminate the length of the BARs Report.

4. Capital Projects Update

There are 3 capital project funds active in fiscal year 2014, in addition to finishing up the Ben Lujan Library Remodel and the pending housing project.

The 2012 General Obligation Bond was for 2 million for a variety of health and safety projects on both campuses. Less than \$100 thousand was spent in fy13. Another \$600 thousand has been booked as spent for this year, but the majority of the projects are finishing up this month.

The Severance Tax Bond 2013 has funded the remodeling to the Montoya Building. The total amount of the bond was \$900 thousand. We have booked expenditure of about one-third of that but again, the projects themselves are expected to wrap up within April and May.

The 2013 General Fund Appropriation Re-Authorization for \$145 thousand was for IT Infrastructure needs and is mostly spent. The projects themselves will be completed within the month.

C. Vice President for Advancement

1. Legislative Affairs

Mr. Serna stated he would not go into additional detail about legislative affairs because President Barceló did cover this information.

2. Institution/Board Policies and Bylaws

Mr. Serna stated approximately two years ago it was determined that the College's policies were in need of being updated, looked at and reviewed to see that they were still in compliance with the local, state and federal drivers with which the College needs to be in compliance. The College consulted with the institutions legal counsel for guidance and the College adopted a policy framework from another institution. The College developed the process and policies for approving all of the Board's new policies or policy revisions. The College has a policy review committee comprised of representatives from various departments and the committee takes the policy someone is proposing, makes sure it does not conflict with other policies or procedures, vets it for 30 days with the campus community as required and once this is complete, the committee incorporates any changes that are recommended. Upon completion it will be brought to the Board of Regents for approval. By the time it gets to the Board it has been reviewed by the Committee and campus community for at least a month and is ready for the Board's input. If the Board makes any changes or suggestions, they will then be taken back for revision or the Board can approve them contingent upon those changes. In the past year, the College has been able to complete two series of policies and now anticipates there will be seven. These will be presented to the Board of Regents for approval. The Board will also, as members of the campus community, have an opportunity to provide feedback during the 30 day vetting process.

3. Differential Tuition

Mr. Serna stated when the budgeting process began there were discussions immediately about whether or not the institution would need to increase tuition for 2015. At that time, Mr. Sanchez indicated there was a strong likelihood there was going to need to be an increase and that increase would rest heavily on the ability to hold flat enrollment. In discussions with the Enrollment Management Committee it was probably going to be very unlikely to sustain the enrollment. Mr. Serna needed to determine whether or not a tuition increase would yield an increase in revenue overall and if that tuition increase was not in fact larger than what the College anticipated the enrollment increase to be. Mr. Serna presented the Differential Tuition Presentation (attached) and explained each slide to the Board of Regents.

Mr. Serna stated he has, over the past month worked on a proposal which was presented to Deans, Directors, President Advisory and student focus groups. This proposal would increase tuition through collapsing fees, reducing the overall net cost of attendance and provide a target in the increase in enrollment. Approximately 2-3 months ago, the College prepared an analysis of enrollment trends from 2012-2013, there was a 57% decline in first time anytime college students,

an 18% decrease in overall freshman enrollment, 51 non-returning seniors (students with over 100 credit hours), 54% decline in non-degree seeking students (community members taking six or less hours, who did not want to earn a degree, more non-traditional students). When looking at spring 2013 to Spring 2014 the College saw a 15% decline in the overall student credit hours in the institution. There was only one category where there was an increase, returning students (came for one semester, left for one semester and came back again). The Board prompted the analysis be completed to determine if the increase in tuition and fees for academic year 2014 had an impact on any of the above measures. There was a notable increase in fees when 2013-2014 cost of attendance was compared. There was also a 14% increase in tuition but the dollar amount was not significant, the percentage was. The College went from \$100.00 to \$114.00.

Over the past several months, Mr. Serna met with students and discussed their concerns. Some of those concerns included billing, fee structure, paying for resources the students do not access (athletics, IT). In a focus group, students concern was that if they paid more they would receive more services. The reality is the College became too unaffordable for some students.

Mr. Serna presented a table of what the College has done since 2013 in terms of cost of overall attendance. The College is not on the table in 2004 because the College was below the chart when it was a Community College. In 2005 and 2006 when the College started increasing tuition steadily the goal was to support the cost of becoming a comprehensive college. The three research institutions are at the top (UNM, NMSU and New Mexico Tech), the College is at the bottom. Of the four comprehensive institutions Western is the most expensive to attend, NM Highlands is the most affordable and the College was closest to them in 2013. In terms of percentage, the College has been increasing their percentage by far. The College is catching up to what it costs to run a four year institution and College is racing to catch up with the expenditures to run a four year institutions.

Mr. Serna stated the College has now established goals. One of the most important goals is to strengthen state government relationships. The concerns were rampant, the cost of attendance, late fees, and hidden fees. The community spoke to Regents and Legislators who called and had concerns that the College did something that was not in the best interest of the students and community. With this, the College wanted to sustain and enhance affordability. The College needed to develop a strategy to increase the student credit hour growth and support the mission of the college. The College always wants to get bigger as an institution, but needed to figure out the methodology to arrive at a target. With a traditional increase it is a hope for retention at best. The proposal Mr. Serna presented provides a strategy so the College could have an increase enrollment target, increase tuition revenues, simplify fee structure and pay attention to the funding formula (increase funding formula revenues). There are three strategies associated with the proposal:

1. Community Rates (already approved by the Board of Regents) - \$100.00 per credit hour cost for select studio arts students (non-degree seeking and taking less than 6 credit hours);
2. Introduce a single rate, differential tuition model inclusive of all fees; and
3. Increase student credit hours by 25%.

Regent Powers requested clarification of whether or not there would be a problem with combining the fee and tuition for State funding purposes. Mr. Serna stated if Regent Powers is referring to the tuition credit the Legislature imposed, this has not been done for three years and this tax was dropped when the funding formula came into play. This is the motivation behind keeping courses for credit instead of making them as continuing education which would make them more affordable. They would not help the College keep the credit hours and the College needs the credit hours. When talking about credit hours, every student is important and the College should not just worry about full time students.

Mr. Serna explained a traditional tuition increase (attached) for most institutions, meaning the tuition will be raised by a certain percent, hope enrollment stays flat and then the College can calculate what the increase in revenue will be. The College's enrollment is going down by approximately 15% and to assume the college is going to stay flat is not really sound thinking. Mr. Serna explained if the College had an 8% decline in full time enrollment, 60 students then revenue would drop by \$70,000. If the College does not increase tuition at a rate higher than enrollment decline you are going to decrease revenue. The College would have to increase tuition by 16% to show an increase in revenues. The College needs to do something different other than assuming everyone will keep coming if the tuition keeps going up.

Mr. Serna stated in Fall 2013, the College had 12,407 lower division credit hours and the College should have earned about \$1.4M in revenue and in the upper division the college had approximately \$231,000 in revenue. This is minus dual credit because it is non-fundable. Ideally tuition should have been \$1.6 M but it was \$1.3 because of tuition waivers to employees and children of employees. The College makes about 15% less than the estimated revenue. This adjustment needed to be made in calculations because when taking into account tuition waivers, Mr. Serna would not lowball the College in this proposal.

Mr. Serna stated the proposal for the College would be the following:

1. A single rate;
2. Collapse all fees with tuition and make one rate;
3. Increase fundable credit hours by 25%;
4. Rates would be \$160.00 per credit hour for 100 and 200 level courses;
5. Rates would be \$165.00 per credit hour for 300, 400 and 500 level courses;

Mr. Serna stated when the rates are separated it gives the College the flexibility to tweak the rates separately.

Mr. Serna stated with flat credit hours (with the new rates), the College would generate more in revenue and the total would be approximately \$4.3M minus waivers (15%) which would be \$3.6M without dual credit although the revenue target for the College is \$4.6 million. This year the College generated \$2.6M total revenue in tuition and another \$2M in fees which means the fees are double the tuition. The College has doubled the cost of attendance with fees. If the proposal is going to be financially sound, the College needs to come up with \$4.6M. There are two things that could be done to reach the \$4.6M, (1) continually increase the cost of credit hour; or (2) use the \$4.6M as a target for increasing student credit hours. This is what was done in this proposal and this model gives the College a target.

Mr. Serna stated the proposal states the increase needs to be 25% in order for the College to net an increase in total revenue. The question of whether or not the 25% is unreasonable had to be determined. The 25% increase in total credit hours takes the College back to where it was a year ago, therefore this would be reasonable. If the College increased the total student credit hours by 25%, the net revenue would be \$4.7M which is \$110,000 more than where the College is current year. This is more than the College would hope to generate if the College would increase tuition 5% with flat enrollment.

Mr. Serna stated if the College was to adopt this model it would:

1. Reduce the cost of attendance (net) for students;
2. Create a differential between upper and lower division courses;
3. Eliminate all institutional fees (course specific or general fees (transcripts, graduation, registration, etc.); and
4. Increase tuition by \$110,000.

Students are currently paying \$2,030 per tuition (best case scenario). This cost only includes general fees and does not include course specific fees. The cost with this model would be \$1,915.20 (lower level rate), saving of \$230.00 per year. The model collapses all fees, eliminates all other institutional fees and if a student is enrolled all lower division courses they would save \$114.00 per semester. For upper division courses, students will pay \$2,030 but if they have upper division the fees will still keep climbing. With this model the students would save \$46.40 per semester, annual savings of \$92.80 plus when graduating there will not be any fees associated. Mr. Serna stated instead of charging customers more, charge more customers less.

The College has been working on Banner Programming to ensure this model will work on the community rate. Mr. Serna has met with student focus groups and staff regarding this model. Both groups are giving positive input and ideas on how to improve the model. The College also needs to develop a recruitment plan and with this model and everyone will have a role. When talking about student credit hours, specific departments can address the need. The recruitment department will identify the role for everyone.

President Barceló stated this is in line with the retention efforts of the College. President Barceló had a robust discussion in Cabinet regarding this model and they all agreed every department must get on board. All areas of the College must also be enhanced (advising, teaching, etc.). Dr. Pedro Martinez suggested working with the departments on credit hours and establishing a way to reward those departments who do have an increase in credit hours. This is a much broader conversation, everyone is connected and accountable. This model was overwhelmingly supported.

Mr. Serna stated the lottery scholarship will pay the cost of tuition and if this model is used at the College, the lottery scholarship would pay for the whole cost of attendance for the students. Mr. Serna stated that everyone will not be pleased and those the College would like to please are the students as it focuses on them. The College will meet with legislators and they will hopefully see this as a positive plan and positive model. This is all to the benefit of the students as they will pay less out of pocket. Students care to see where their money is going but they don't care to see how it is getting there. The College could prepare a bill for students showing where their money will go and what it goes to.

Mr. Serna stated this model will be shared at Faculty and Student Senate. This model would also need to be marketed correctly so students would see the overall net cost is lower. Regent Powers requested clarification of how the fees are assessed. Mr. Serna stated part time students pay fees per credit hours and full time students pay fees up to 12 credits. Regent Powers stated this would be less confusing for students. Mr. Serna stated if the students had a simple calculator they could figure out what they will be paying. Currently until students register they will not know the exact fees their will pay (labs, course specific). Also, depending on what the student is majoring in will affect what they will pay.

Regent Branch asked what assurance the College could explain to the students that HED is not going to respond to this stating we are hiding fees. Mr. Serna stated he would contact HED regarding this model. Mr. Serna cautioned the Board about asking HED for their blessing because sometimes when asking, the Board is also relinquishing the power they have as Regents to set tuition and cost of enrollment and this is the power the Board has. The College can ask the HED if this tuition would be lottery scholarship eligible. In terms of doing this, it is the Board's responsibility and power to do so. Regent Branch stated the focus groups are the most important part of doing this as the College was not able to do so in the past. Regent Branch would not like existing students to look at this negatively. This could also be used by the recruiting for staff when they are speaking with students. Mr. Serna stated the College is not hiding the fees, it is collapsing the fees and making it simple for students and overall decreasing the costs. This would mean the College is the most affordable in the State.

Regent Herrera stated this is one of the models used for thinking outside the box. Regent Herrera likes the approach of making it simpler for the students. Regent Herrera stated the Regents will need to digest this model, it is a matter of learning it and it could be confusing when first reviewing it. Regent Herrera stated he has mixed feelings in terms of the model but it may be that he needs additional information. Regent Herrera is concerned with the reaction at the State level and beyond. The College would be questioned on the Lottery end. On the public education side, it used to be called "formula chasing." This may be called "lottery chasing." It will impact the funding formula with the idea that they no longer take credit for it. Overall this is the right approach and the College is moving in the right direction.

Regent Herrera requested clarification regarding dual credit courses and how the parent is responsible for course specific fees. If the College is collapsing everything calling it tuition, Regent Herrera requested clarification if these fees would go away altogether. Mr. Serna stated dual credit would not be responsible for any fees. Also, the model would have only one impact on the funding formula. The funding formula impact would have the 25% increase to credit hours. The College would be growing as an institution, increasing students and increasing credit hours. The Legislature and the HED have recommended something that did not make it into the session; this is decoupling the Lottery Scholarship from tuition by applying a rate across the board. Moving forward if it is decoupled, it would not make a difference of what is charged. In the 2015 Session it may be decoupled so tuitions will not pay with annual computations. The responsibility of the College is to answer to those above the College to explain where the College is going with this.

Regent Herrera stated the same way the Legislature a number of years back eliminated taking credit for tuition, it still leaves the exposure if they change their mind if they are looking at all the tuition at the Colleges. They could go back and take credit for some of the tuition. Regent Herrera applauded the efforts of the Enrollment Committee and stated it is disappointing to hear part of the discussion has not yielded strategy wise in terms of increase in enrollment. Regent Herrera is hopeful enrollment can increase because the more it is increased the less of the tuition increase discussion will be held. Regent Herrera stated he would like the College to focus heavily on enrollment.

Mr. Serna stated in New Mexico there are no other models in the State of New Mexico but there are others around the country. Mr. Serna stated this proposal will only work if enrollment is increased. If costs are simply increased, enrollment will not increase. The College has been trying to figure out why enrollment is going down. For community members it was unaffordable and the College brought it down. For students, it was a lack of communication, the overall costs and other confusion. This proposal will give the College something to sell rather than just telling the students to come and raising tuition more. Regent Herrera encouraged Mr. Serna to continue the focus groups as it is important to have the input of the students.

X. COMMENTS FROM THE BOARD

Regent Garcia stated Committee Members would need to be selected for the following Committees:

1. Academic Affairs Committee
2. Finance Committee

Regent Herrera requested volunteers for each Committee. Regents volunteered as follows:

1. Academic Affairs Committee
 - a. Michael Branch
 - b. Donald Martinez
2. Finance Committee
 - a. Kevin Powers
 - b. Alfred Herrera

Regent Garcia requested the Board schedule a Board Retreat as soon as possible. The Board of Regents agreed to the next Board Retreat on May 3, 2014 beginning at 9:00AM in the Board Room of the Espanola Campus. Regent Garcia and President Barceló will prepare the Agenda and it will be posted for the Board Members. The primary discussion for the retreat will be the Goals for the College and where does the College go.

Regent Martinez requested Board Meetings be held at both the El Rito and Espanola Campuses. It was agreed by the Board of Regents that there will be two Board Meetings at the Espanola Campus and one Board Meeting at the El Rito Campus. Staff from the El Rito Campus is to participate in the Board Meetings.

Discussion was held regarding the time the Board Meetings will be held.

Regent Powers moved to change the time of all future Board of Regents Meetings to 1:00PM. Motion passed unanimously.

XI. EXECUTIVE SESSION

Regent Herrera moved the Board of Regents enter into Executive Session pursuant to Section 10-15-1H2, H7 and H5 of the Open Meetings Act to discuss limited personnel matters, legal matters related to the Provost Search and issues related to Title IX and the Consultant Contract. Motion passed unanimously.

President Barceló requested her Executive Team and Director of Human Resources be part of the discussion as well as Tony Ortiz and Tim Pitcher.

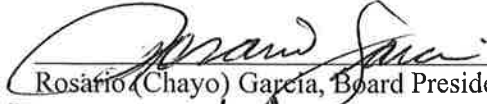
The Board of Regents entered into Executive Session at 9:35AM and returned to order at 12:55PM.

XIII. ADJOURNMENT

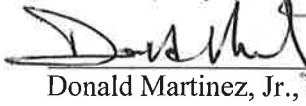
Regent Martinez moved to adjourn the meeting. The meeting adjourned at 2:30PM.

Amy Pena, Recording Secretary

APPROVED:



Rosario (Chayo) Garcia, Board President



Donald Martinez, Jr., Secretary