

**NORTHERN NEW MEXICO COLLEGE**

**BOARD OF REGENTS MEETING**

**JUNE 25, 2015**

**I. CALL TO ORDER**

A regular meeting of the Board of Regents of Northern New Mexico College was held on Thursday, June 25, 2015 in the Boardroom of Northern New Mexico College, Espanola Campus. Regents present: Rosario (Chayo) Garcia, Damian L. Martinez, Esq., Kevin F. Powers and Melinda DeHerrera. Board President Rosario (Chayo) Garcia called the meeting to order at 8:34am.

Northern New Mexico College staff present: President Nancy "Rusty" Barceló, Ph.D.; Ricky Serna, Vice President for Institutional Advancement; Pedro Martinez, Ph.D. Provost/Vice President for Academic Affairs; Domingo Sanchez, Vice President for Finance and Administration; Chris Trujillo, IT; Sally Martinez, Executive Assistant to the Provost and Vice President for Academic Affairs; Jimi Montoya, IT Director; Jeremiah Chacon, Facilities, Evette Abeyta, Budget Analyst; Henrietta Trujillo, Director of Financial Services; Brandi Cordova, Executive Assistant to the Vice President for Finance and Administration; Ryan Cordova, Athletic Director and Men's Basketball Coach; Carmella Sanchez Director of Institutional Research; David Lindblom, Creative Director of Canal Seis; Alex Williams Senior Financial Analyst; Trish Espinosa, Administrative Assistant, Facilities Department; Tamara Trujillo; Director of Alternative Licensure Program; Stephanie Montoya; Public Relations Specialist/Staff Reporter; Terry Mulert, Foundation Director; John Waters, Director of Security and Amy Pena, Executive Assistant to the President and Recording Secretary. Northern New Mexico College faculty present: Dr. David Torres; Dr. Ivan Lopez; and Kristy Pruitt. Others present: Tim Crone, Eddie Sanchez and Rio Grande Sun Reporter.

**II. APPROVAL OF AGENDA**

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

**III. COMMENTS FROM THE BOARD**

**A. Board Committee Assignments**

**1. Audit/Finance/Facilities Committee**

Regent DeHerrera stated the Committee reviewed the goals the Committee started:

- a. **Health Services:** This will be a long term goal. The Committee has identified a room for this and would like to make it a basic place for students to go to in the Administration Building. The Committee would like complete the first phase of this by the fall semester so it is available and can be announced to students.
- b. **Safe Transportation:** This is a long term goal. The Committee will work in coordination with transportation to find out what next steps are necessary.
- c. **Library Hours:** Library hours will be worked out as soon as possible. Dr. Pedro Martinez, Provost and Vice President for Academic Affairs stated as of June 24, 2015 the hours in the Library will be expanded for the weekend. This is a result of ability of the Library to hire two more full time staff members. Dr. Martinez stated students tend

to use the Library more often on the weekend than during the weekend. Regent Garcia asked if security would correspond with the Library hours. Dr. Martinez stated this is something that will be worked out.

The Committee also discussed:

- a. **Convocation:** This topic will be discussed more as the fall semester gets closer.
- b. **Sostenga Advertising:** Sostenga is advertised to the community but it is not well advertised to the College. The Committee would like to have the College more involved in Sostenga because it shows the College in a positive light.
- c. **Tutoring Issues:** The Committee will be inviting Shaun Cook to the next meeting to discuss this issue and will report back to the Board of Regents.

Regent Herrera requested based upon feedback from members of the community and the student body, that Public Comment be placed back on the Board of Regents Agenda. Regent DeHerrera stated that this College has been part of the community for years and years and as a tight knit community that it is, the College lies in the middle and it involves all of Espanola and of Northern New Mexico and a lot of times the decisions that are made sometimes have to do with some of the comment that is made at the Board of Regents Meeting. It is very important that the Board of Regents is able to listen to what the public has to say. As a Regent, Regent DeHerrera would like to hear what the public has to say. A lot of times what they have to say drives the Board of Regent's decision as some of the topics that the Board of Regents have may in turn affect them as a whole, a group or personally.

#### **IV. PRESIDENT'S REPORT AND ANNOUNCEMENTS**

President Barcelo stated the College is having a good summer. The College had for the first time a gathering where all the scholarship recipients came together with their families. The testimonies people shared were wonderful and there was a wonderful turnout. Terry Mulert, Director of the Foundation pulled this event together and he is doing some phenomenal things for the College.

President Barcelo stated the College is busy with fall preparation, working on the orientation program. The Provost is working with the Deans on course management issues to make sure the courses are full. The College is looking at an innovative Convocation as was done last year. It was held outside and there will be a little more festivity into it and it may involve the Board of Regents. One of the things the College is exploring is that all the academic units and the staff will be walking under their banners and coming to a common space from different points on campus.

President Barcelo stated she has asked Ricky Serna and his staff to take the lead and work with the campus community on a strategic plan that will involve everyone. It is time for the College to pull together all the materials it has had in the past and to really put forth an action plan.

President Barcelo stated the Garlic Festival will take place and it is one of the few opportunities that the community will be brought to campus.

#### **V. APPROVAL OF MINUTES**

**Regent Martinez moved to approve the minutes (May 21, 2015) as presented. Motion passed unanimously.**

## VI. INTRODUCTIONS

**President Barcelo introduced:**

1. **Jeremiah Chacon, HVAC Technician, Start Date: 05/01/2015**
2. **Christopher Lopez, Education Advisor/Outreach Specialist, Start Date 05/04/2015.**

## VII. FACULTY SENATE PRESIDENT'S REPORT

Dr. David Torres stated Faculty Senate has not met.

## VIII. STAFF REPORTS

A. Provost and Vice President Report

1. Academic Initiatives

Pedro Martinez, Provost and Vice President for Academic Affairs stated there are several items the College is working on which include:

1. **Financial Literacy:** The College will have a campus wide financial literacy movement which will be called "Moments in Time." The idea behind this is to have momentum points. What are the most crucial aspects of the financial literacy that a student needs to do throughout their trajectory from day one when they come to the campus all the way to graduation. The goal is that they do not necessarily have any debt but if they do, they know how to manage it as they move into the workforce. The College wants to make sure everyone is involved, deans, chairs and faculty members. Part of what has been done; specifically with the first year experience course is to infuse activities related to scholarship as well as financial aid.

President Barcelo asked Dr. Martinez to explain to the Board of Regents why the College is doing the financial literacy. Dr. Martinez stated a year ago the College had 19% of students that had not complied with their debt. This year it went up to 25%. Dr. Martinez stated he is not trying to create any urgency, but the College has to be careful as this is a national trend. The College wants to get ahead of it and the College does not want to reach the level of 30% where the College is placed under a watch. This will impact financial aid ability. The College has to be proactive in what it does with the students.

Dr. Martinez stated the College is planning to have financial aid training for all advisers. Most advisers deal with the academic aspect and the College wants to make sure they also deal with the financial aspect and how it impacts the student. The College is trying to think about ways by which it can use tools so if a student is going to drop, the College will not allow them to drop until they have seen an adviser. There will be a warning in the system that will allow an adviser to see a student is trying to drop a class. Some of the activities the College is doing are to impact and to improve helping students make the right decisions.

2. **Advisement:** Advisement has moved under the Academic Affairs Office and Dr. Martinez has met with all the advisers. There are goals to address. One has to do with developing a more comprehensive advising plan and matrix. The College uses the Banner System and the College is going to purge all the mistakes that are there. There are advisers that are no longer with the College and students do not necessarily know who their advisers are. This is another initiative that both

Deans and Faculty will have to work with the College on to be able to complete it. The other item is how to transition students from getting the advisement they get the first year once they declare a major, how this transition is made. What happens very often in that transition, many of the students do not necessarily know who their adviser is. Dr. Martinez will charge the Faculty Senate to come up with a standardized form for advisement.

3. **Degree Works:** The College has a tool called Degree Works and the College has made it a point that it will work this year and there are not going to be excuses as to why it does not work. The Registrar's Office has made all the changes. The College has moved to make many of the degrees 60 hours for the Associate and 120 for the Bachelors. Dr. Ivan Lopez, Engineering stated he is not sure if it has been completed and the funding was not there (\$20,000 in man power) to complete it. Dr. Martinez stated Perkins decided to give the College extra money. Dr. Lopez is the director of the Perkins program in addition to his other responsibilities; he does not get compensated for this. The College spoke with Degree Works personnel and the College was trying to implement this because the College needs certain other technology to upgrade the system and since this is only used in the summer, they would not be able to provide this to the College. The time of the funding was too short to implement it. Dr. Lopez stated the money is going to be dedicated to: (1) faculty training; (2) computers for the College of Engineering loan program; and (3) software that the first year experience courses will be using to assess the non-cognitive issues they are experiencing. This feedback will provide immediate feedback to the students to assist them in implementing changes. Dr. Martinez stated the way this has worked with Perkins is that many institutions that received money did not do what they were supposed to do so they captured that money and the College was able to place an additional request.
4. **Early Alerts:** In most institutions, it is thought that the mid-term exam is where the College has an early alert. The College would like to change that culture and make sure students early on in the first few weeks are able to do what they need. If they are not attending classes, the College should be warned about it. Sometimes the midterm is not the point in which the College has the early alert. Part of this is to create a refresher course for faculty in terms of advisement. This includes: department orientation and assignment of incomplete grades (students should be withdrawing instead of receiving incomplete grades).

Regent Martinez stated his understanding is the students do not necessarily need to speak to their adviser before they register every semester. Dr. Martinez stated this is what happens during the transition. What Dr. Martinez is trying to do is to make sure that the College has an assigned number by which the student cannot register unless they have spoken to the adviser and the adviser has approved their schedule. Regent Martinez stated this would be another way to ensure students are graduating on time. Dr. Martinez stated the College has an alternate pin in Banner. Dr. Martinez asked Dr. Ivan Lopez, Chair, Engineering to explain the alternate pin. Dr. Lopez stated the Engineering Department implemented the alternate pin five years ago (spring 2010). This is a way to enforce the advisement process so the students cannot register unless they get the pin number. The only individual who has the pin number is the academic adviser who is a faculty member. This way the College can guarantee the students are taking the courses the College is suggesting the students take. This has been a huge improvement to implement the system to make sure the students graduates on time, it assists with retention and it assists in planning the schedule for the following semester. Regent DeHerrera stated this does work.

President Barcelo stated last year all new students had to be advised through the orientation program and the first experience program. Dr. Martinez stated the problem occurs when that transition takes over, when they move into the department.

Dr. Martinez asked that Carmella Sanchez present the AQIP Report to the Board of Regents. Carmella Sanchez presented the AQIP Update (attached). President Barcelo stated when the College changes the pathway, it will require Board Approval. Dr. Martinez stated the Open Pathway is described as less administrative watch from the Higher Learning Commission (HLC) so the institution decides what particular projects it will be responsible for. Regent Martinez asked what the Standard Pathway is. Ms. Sanchez stated the Standard Pathway is more of a traditional accreditation. The College does a lot of reporting in between with AQIP. Open Pathways is a lot but a little less. With the Standard Pathway the College would be left on its own and would have an accreditation visit every eight years.

President Barcelo stated the current Pathway the College is on is primarily dedicated to two year institutions and most of the four years have moved to the Standard Pathway to reflect their four year status. This is what initiated the discussion in the beginning when the College started looking at the pathways and the National Conference also verified this but they wanted the College to complete this phase before moving on to the next pathway. Ms. Sanchez stated the College started AQIP in 2002 and they are in seven year cycles and the College had to finish up into 2016 before declaring a pathway.

Ms. Sanchez stated the College submits an annual institutional updated to the HLC. They are given information on the faculty profile, student profile, program profile and they use it to produce the Statement of Affiliation which is posted on the HLC website. In the early years, the College would use the El Rito Post Office Box, in recent years; the correspondence comes to the Espanola Campus. What the HLC requested is a formal letter from the College stating this is the appropriate address to send correspondence to. This letter will be drafted and submitted to the HLC.

Dr. Martinez stated with the Electromechanical Engineering Program, the HLC had some questions prior to their approval which is the last step. Dr. Lopez was on vacation and spent evenings trying to answer the questions. The College had sent the information four months ago, but the HLC only gave the College three days to answer their questions. Dr. Martinez thanked Dr. Lopez for all his work to meet the deadline.

## 2. Early Childhood BA

Dr. Martinez introduced Professor Christy Pruitt and Tamara Trujillo from the Education Department to request approval adopting a BA in Early Childhood Education (ECE). Professor Pruitt stated in January when President Obama did the State of the Union Address he mentioned early childhood and how he was going to not only provide money to help increase the programs that are available to parents but to also support to have more preschools and more early childhood centers. The College has had a successful AA Program in Early Childhood for over ten years. This development to have a BA in ECE has come from the students expressing the need and desire to have a BA in ECE. When Dr. Joaquin Vila, Chair of the Education Department came into the College, he has been allowing the College to push this. Ms. Trujillo has been part of collecting data out in the community so the College would have quantitative support to show the College needed the program. When the College of Education faculty was addressed regarding this need, they were in support.

Professor Pruitt stated the program is aligned with the New Mexico Universal Catalog of Courses with the State of New Mexico. The College has already begun creating tools, lesson plans, the proficiency alignment and the degree plan (attached). The College did receive a substantial Grant and this Grant is going to help fund the training and mentoring that is going to take place with the ECE Program. The first graduating class is expected in 2017 if the College is able to initiate it.

Ms. Trujillo stated she is the Academic Program Planning Chair for the College of Education and that committee is comprised of tenured faculty, tenured staff, a group of people that look at academic planning for the College of Education and during the fall and spring of this academic year, the committee put together a list of local and regional early childhood centers. The committee put together a plan to go out and survey not only the alumni but directors in the early childhood centers and other prospective students that might be interested in this program. The committee collected the data from the survey and it was an overwhelming support for this program if the Board of Regents was to choose to approve it, the College would have a pipeline of students that would like to go from an AA to a BA. Currently, they have to travel to UNM or to Highlands for a BA in ECE. If the College had this program, it could retain, keep them and graduate students. Another thing to keep in mind is all the Pueblos in the area have an early childhood center and they are in dire need in progressing their staff to a BA. This would not only make their early childhood center higher in accreditation but it would fulfill a local, regional, state and national initiative. This has been presented to all the Committees at the College and all the program change forms and course change forms have gone through and received approval. It is now up to the Board of Regents to decide if the College can move forward.

Regent Martinez asked where the total hours to complete the degrees were decided. Regent Martinez stated it is 120 hours to complete the same degree at Highlands. The College needs to graduate students in two years and four years, not two and a half years or four and a half years. With 123 hours a student cannot graduate in four years. With 65-67, Regent Martinez stated it is not understood what that means. It would either be 65 or 67 and students cannot graduate in 2 years. Regent Martinez asked if the program could be aligned to make 60 hours and 120. Regent Martinez is not against this BA but is against a program that takes more than 120 hours or more than 60 hours to get a degree.

Professor Pruitt stated Dr. Regina Robbins and Ms. Trujillo went through quite a bit to get the degree that was presented to the Board of Regents passed and asked Ms. Trujillo to explain the process. Ms. Trujillo stated the committee went to Undergraduate Curriculum Committee and they are working within the parameters of the requirement of the College's general education requirements and also aligning with the State Public Education requirements and with the Early Childhood Task Force. Dr. Martinez has been in some of those meetings and they could go back to Undergraduate Curriculum Committee to get approval to reduce the number of general education courses.

Regent Martinez stated if the BA is reviewed, 38 credit hours are required by the State and 3 credit hours are required by the College. Regent Martinez asked what the 3 credit hours required by the College are. Ms. Trujillo stated she would have to review it but some of the requirements have a First Year Experience (FYE) course. Dr. Martinez stated this is a new course that was added. The College uses the categories that are required based on having the number of courses in those categories. Part of this is in order to include the FYE; the College had to change from one category to another in order to have that particular course.

Regent Martinez stated the Higher Education Department wants its Universities to graduate its students in 4 years and to do that, they want their Universities to all align and have 120 course hours to accomplish that. If the College is creating a program that is not even on line with what HED wants, the College is going to have to go back and reduce the hours in a year or two and that does not make sense. The College needs to streamline the program right now before approval and get it done correctly so the College does not have to come back and revisit it. President Barcelo stated the College probably failed in not sharing what was expected at the State level and new directions. President Barcelo stated this will be taken care of and the College needs to fall within the parameters of 120 hours. President Barcelo asked that it be reviewed and President Barcelo stated perhaps the Board of Regents could give a conditional approval based on this request.

Regent Martinez stated he would be 100% for the programs; the College needs to take them down hour wise. Regent Garcia stated it is only 1 or 2 classes hour wise.

Dr. Martinez asked David Torres, Faculty Senate President to explain the discussion. Dr. Torres stated there was a change. There are five areas in General Education and the First Year Experience Class was in Area 5 and a new area was created and the First Year Experience was placed in Area 6. With that, the overall change in hours was -1 and it increased Associate Degrees by 2. There was concern of changing some of this existing curriculum, of moving these hours around. Dr. Martinez stated in most of the programs they were 1 hour short. The target is 120. Regent Martinez stated if it can't be done, it can't be done, but the College needs to see if it can make it happen.

Regent Powers asked if any numbers were done, or if any surveys were done, what the initial enrollment would be and if there is potential for growth beyond that. Ms. Trujillo stated in the spring, the College was able to gauge a little. There are 14 students currently taking a special topics course in the area of Early Childhood Education. This is the way for the College to gauge to see how many people could immediately get into the program if it was approved to start in the fall. There are also 3 other inquiries. If it is approved the College is able to publish it and find out how many students the College can get. Professor Pruitt stated the College did create a survey and the survey was given to the students and it was 100% in favor of having a program. In addition, the College went to the Early Childhood Centers in the Pueblos and a couple of the public schools and it was extremely high, almost 100% of having the Early Childhood Education BA.

Regent Garcia stated she works with the schools, with YDI and their teachers are required to get an Associates or Bachelors and they are scrambling to go in and get education. Dr. Martinez stated right now based on the Grant that was referred to, there are 60 participants in that particular program which are the individuals who mainly come from the Pueblos but have not been able to get certification. In addition to this, the College was approached by the Bureau of Indian Affairs under PED to address 30 students from the Navajo Nation to be able to provide the same type of service because apparently an unnamed university had not fulfilled their responsibility to the program and Dr. Vila was asked if the College could do it. In addition, the College has also been working with the Certification for ESL and there are 18 students in this cohort. These are opportunities the College has to increase enrollment, not only in terms of being able to address the needs of the State and the region but the fact that if the College provides the degrees they will come.

Regent Garcia asked if these courses would be offered after school because a lot of these students will be teachers and students. Professor Pruitt stated absolutely. This is one thing the College has been great with this past year is making changes. The College has made a couple of modifications with courses that are now being offered at more optimal times or hybrid because the teachers are teaching during the day. The College is making all the efforts to make it accommodating.

Dr. Martinez asked if the Board of Regents would conditionally approve this based on the College going back and reviewing the numbers of hours so the College is able to address Regent Martinez' concerns. The College will do their best and works within the parameters of PED and New Mexico Certification Standards as well as what the College does.

Regent Martinez asked if this class needs to be open so students can register by the fall. Professor Pruitt stated yes, the College is looking at a late registration and a late start for the fall so it won't start in the traditional August start date but shortly after. There would be an initial 8 week course. After Board approval it will go to HED and then to the HLC.

Regent Martinez asked if it could be pushed one more month to see if it can be put in the parameters. If it is taken to HED now and it says 67 or 123 they are going to say no. Regent Martinez stated if a special meeting is needed to rule on this, it could happen. Ms. Trujillo stated she would like to see if the Board of Regents could have the special meeting because they would like to get it to HED as soon as possible because there is a process. Ms. Trujillo stated whatever the Board of Regents feels is necessary, if the Board of Regents could approve on condition and maybe have a special meeting. Dr. Martinez stated the College will work on it over the next few weeks to have something back to the Board of Regents.

Regent Martinez stated he wants to put the College in a position if it has to go to HED, there is a good reason. This way there is something documented. Regent Garcia stated the Board of Regents prefers the College has 60/120.

Regent Garcia stated the motion will be tabled for a special meeting.

**The Board of Regents recessed at 9:43am and was called back to order at 9:54am.**

Dr. Martinez asked Ms. Sanchez to inform the Board of Regents of the number of programs that have reduced the hours to 60/120 and when the report went to HED. Ms. Sanchez stated HED asked the College to present the changes that have been made in the curriculum in April and Faculty Senate had already reviewed the majority and there were a couple remaining, Education and BA in Music which needed to be addressed. HED contacted the College in early June and the College looked into them again and Education was reduced from 129 to 121 and the BA in Music is going to depend on the directive from the Director of Music when he/she comes so he/she can determine the accreditation criteria of what can and cannot be done. It is 100%, all of the programs have been evaluated and they either meet the 60/120 or are very close. This was submitted to HED in April along with the update. The report the Board of Regents has is not reflective of the number of hours. Regent Martinez stated as of last week HED stated only two of the courses met the 120. Ms. Sanchez has a report that Anita Gavin sent the College that was crosschecked to make sure HED had what was given to them. Ms. Sanchez will provide it to the Board of Regents. Regent Martinez asked when Ms. Sanchez is saying at 120 or really close, how many is really close. Ms. Sanchez stated it is a range. Some of the programs run from 120 to 124. It is not exactly at 120. Dr. Torres stated sometimes they can't fit it exactly at 120 so it may be one of the contributing reasons they go a little above.

Dr. Martinez stated some courses in the sciences require a lab. That is why the term "bullseye" is used. The ideal would be 120 but based on the (1) accreditation requirements; (2) the discipline in itself; (3) the requirements by the College; and (4) all those required by other entities, sometimes it is difficult to hit the bullseye. The closer the College can get to the bullseye, the better. Some of the programs at one time had 132 credit hours. Dr. Lopez stated the two Engineering Bachelor's Degrees were at 131 in 2014 and were reduced to 123. The reason why the College was unable to put in the 120 was because of the First Year Experience course. It was a new area added to the curriculum. Regent Martinez asked if students were being charged for the three hour course. Dr. Martinez stated they are and it is part of the curriculum and part of the credit hours. It was the College's initiative to make sure that students are adapted to and part of the retention efforts. The retention efforts for this particular year went up to 81%. The target is 120 but it doesn't mean if the College is not close to the target it has not fulfilled its responsibilities. Regent Martinez stated HED is not looking to be almost there and if Highlands turned 24 of its 26 Bachelor's Degree programs to 120 hours, the College needs to figure out how that happened. Regent Martinez stated Eastern has 31 of their 41 programs in 120 hours, UNM has 34. Dr. Martinez stated he suspects they probably don't have the first year experience. Regent Martinez stated if that is the reason, that is fine, the Board of Regents needs to have that information so when HED asks them why everyone else is at 120 and the College is at 123, the Board of Regents can say the College has a good reason why, to say it is working on retention. When looking at a slide, it looks like the College is not involved and is not trying to get on board.



Mr. Serna stated the timing is really good because as the College goes back into the Funding Formula discussion to try and identify how there needs to be a differentiation in the Funding Formula for the uniqueness of each institution, it is important that this play a role in that conversation. Mr. Serna knows that Eastern, Western and Highlands are the College's sister institutions and more close to the College than UNM, NMSU and Tech but there are some characteristics at the College that require the College to do some things that result in additional coursework and that is the College's retention efforts to offset the fact that 7 out of 10 of the College's students require developmental coursework.

Mr. Serna stated the effort to increase some coursework in some areas that helps students become more familiar, their expectations, their requirements and the kind of skills that they are going to need to be successful. It is worth it in the end because without some of those skills it doesn't matter how many credits they have to earn for a degree, data is showing that if the College does not give them those skills they are never going to get to 40 credit hours, let alone 60 and 120. What the College needs to do for the Board of Regents is identify and enumerate those characteristics that the College faces that require some of the additional coursework that the Board of Regents see so in discussion with HED the Board of Regents is equipped with the data and the support how the College is able to get close enough in some instances and in other instance the College is able to do exactly what they want.

Dr. Martinez stated the College also has open enrollment which is not necessarily what other institutions have as part of their model. Regent Martinez stated the College's sister schools have open enrollment. Regent Martinez stated it is going to take a while to get there but when the Board of Regents gets called to the mat, they need to know why the College only has a certain percentage versus other universities. The Board of Regents understands the very real difficulties that the school has with retention and the population it serves. Not to say the population cannot exceed, every one of the students that goes to the College can succeed and go beyond the College and become whatever they want. The Board of Regents needs to have the information to say the College is working on retention and the one 3 hour course has helped the College retain 81% of the students if that is what data says.

B. Vice President for Finance & Administration

1. Fiscal Watch

Domingo Sanchez reviewed the Fiscal Watch Reports for the Board of Regents (attached). Mr. Sanchez stated when the Audit/Finance/Facilities Committee met earlier in the week; the College presented the May Fiscal Watch Report and an estimate for June of how the month of June would end because it is year end. Mr. Sanchez stated two years ago the College got to the end of the year and was at a negative \$500,000. Currently, at the end of May, the College is sitting with \$886,000 in cash. It will drop a little as the College gets to the end of the year because the College eats away at the revenue in terms of expenditures against those revenues. The College is sitting in a good position. This is really helpful for the College in terms of paying bills as an institution and the College has gone through some really difficult times in paying bills over the years.

Mr. Sanchez stated the unrestricted is at a negative \$255,000, the College started the year at a negative \$1,860,000 in unrestricted fund balance. The College has done a good job collectively because everyone has been involved. Regent Garcia asked if this was the beginning of the fiscal year or the calendar year. Mr. Sanchez stated this was the beginning of the fiscal year (July 1, 2014). Mr. Sanchez stated despite the large reduction in enrollment (approximately 20%), the College has done a good job (with all department efforts), in living within the dollars the College is bringing in. Otherwise, there would not be these kinds of results. Mr. Sanchez thanked all the departments for working with his department.

Mr. Sanchez reviewed the revised budget (pg. 35 attached) compared to the actuals at the end of May. Mr. Sanchez stated the College had a budget of \$29M for the year and at the end of May the College brought in revenues of about \$23M. When looking at the negative it will be under the revenue amount. This is a negative fund balance but it is the restricted and unrestricted together. On expenditures, the College had \$29M and spent \$21M. On transfers out, there is a \$371,000 which should be a negative, not a positive. The fund balance is the net of these two numbers. Compared to last year, it is a big difference.

Mr. Sanchez stated in estimating June, the College looked at what was spent in the month of June and what the revenues would be in the month of June and how does it affect the fund balance. As the College looked at the numbers, currently the College is just under a negative \$300,000 fund balance. This is not the number the College is going to end with because the College has adjusting entries that are always there at the end of the year that could drive it up another \$100,000 or \$200,000. The College would have made up approximately \$1.3M or \$1.4M that it made up out of the \$1.9M.

Mr. Sanchez stated if the College is successful at least maintaining enrollment, give or take 5% of flat, the College is positioned well moving into the year but it doesn't mean the College is in the money, it means the College is positioned well to finally start looking at a fund balance. The College has discussed this for a few years. This will be the goal for the upcoming year, the College would like to generate a fund balance and meet the reserve requirements the State has for the College on the I&G.

Regent Powers stated compared to last year at this time, the College is doing much better. The staff has really done a great job over the last three years or so in cleaning up the financial management side of the house. The College is currently in a position to be able to do some things in terms of actually managing the finances instead of trying to figure out where the College is, trying to clean things up. Regent Powers stated his hat is off to everyone in the department for getting the College to the point where the College can actually start to tweak what it can do and to manage for a more efficient operation. The College is at a point where it has made some great progress keeping in mind the Board of Regents did see a decline in State revenue this year. The College made great progress toward reducing the negative fund balance in the same year it saw a cut in state appropriations. Regent Powers stated his guess is there will probably be another cut in State appropriations based on where things are so the College needs to be cognizant that there could be some tough times in the next few years in terms of the funding levels. The College needs to keep up the good work, be diligent and continue to do what it is doing and it is paying off and it will pay off more in the future.

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

## 2. Budget Adjustment Requests (BARs)

Mr. Sanchez reviewed the Budget Adjustment Requests (BARs) for the Board of Regents (attached). There are 483 BARs for the year and Mr. Sanchez stated the College used to have just 2 a year. The level of activity the budget gets in today's environment is much greater. As the College cleared its plate of a lot of the big financial issues and cleaning up of the funds, it has given the College an opportunity to tighten it up even more. The College has done a much better job this year of managing through the BARs than it did last year. Next year, the College will do a better job because the College learns more as the years go by.

Mr. Sanchez stated the College is asking for approval for 12 BARs, 7 are unrestricted increases, 1 decrease, 3 unrestricted, and 1 restricted. The first BAR is one that was not signed a few months ago.

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

### 3. Disposition of College Property

Domingo Sanchez stated the College has done a lot of work in the last couple of months regarding housekeeping. The College has had a large amount of property that in the last couple of weeks it has worked to dispose of and the College had a yard sale. The College went through all the proper approval processes with GSD or the internal processes the College has to be able to get rid of the furniture or items. Mr. Sanchez reviewed the items along with a letter from GSD (who gets right of first refusal for any property) giving their approval. The College then brings the items to the Board of Regents for their approval. The College will continue in the audit finding for fixed assets. The College has looked at this as a big house cleaning opportunity and the College is trying to find things that are missing and get them on the books.

**Regent Powers moved for approval of Disposition of Property as presented. Motion passed unanimously.**

### 4. FY 16 Capital Improvement Plan

Mr. Sanchez stated every year the College has to present to HED Capital Outlay Committee a request with a five year window of the College's Capital Outlay needs of things it will be pursuing over the next five years. The College does this every summer, this year it was moved up a month earlier. The College gets these plans approved by the Board of Regents, it is presented to the HED Capital Outlay Committee and the projects are discussed in August at a hearing. Once the College gets through the project of reviewing the five year plan, then the College is ready to talk to different people in the legislative session about whether or not the College is able to get it on the list of recommendations that HED and the LFC get together and produce before going into the session. If the College does not get their blessing, they are not likely to make a recommendation in the College's failure. Also, because they recommend a project the College has, does not mean there is going to be money for it. On odd number years, like 2015, the Legislature uses severance tax bonds to fund these types of projects. On even number years, they use general obligation bonds. The College had a general obligation bond that was approved by the voters in November which the College received. This year, in the special session, the College received another \$500,000 so it could continue modification to the General Education Building.

Mr. Sanchez reviewed the Capital Projects Request (FY16) attached. Priorities are:

1. Campus Infrastructure Improvements Phase II
2. Joseph M. Montoya - General Education Building Renovations
3. Student Housing Phase I

Although these are identified as priorities, it does not mean they will all be funded. It means it has to be in there even if the sources, the College going out and finding someone to build it for us, the College would still need permission.

The amounts for these priorities are:

1. Campus Infrastructure Improvements - \$3.5M
2. Montoya - General Education Renovations \$3M
3. Student Housing - \$12,5M

In 2016-17 the College would like to move the Business College closer to campus so the Facilities Department would move and renovations would take place. The monies that will be requested are \$5.5M.

In 2017-18, the College would like to request:

1. Eagle Memorial Expansion, Phase I - \$2.5M
2. Land Acquisition, Phase I - \$2M

In 2018-19, the College would like to request:

1. Health Science Building Addition - \$2.4M
2. El Rito Campus Improvements - \$1M

In 2019-20, the College would like to request:

1. Land Acquisition, Phase II - \$2M
2. Early Childhood Development Center - \$2M

Regent Powers stated regarding Student Housing, one of the things that needs to be noted is that there are a number of different ways a Student Housing Project could be built on campus. One is the College itself could do financing and build its own housing project. The other way would be to have a purely private project where the College would lease the ground and a private developer would come in with no strings attached would build the facility and the College would fill it up with students. There are also some hybrid versions of this, a combination of the two. These are all very commonly used in other higher education situations but Regent Powers stated in the Audit/Finance/Facilities Committee meeting, it is important that the Board of Regents need to be aware that in trying to fulfill that need, it is important that the College explore all possible avenues and Regent Powers stated in the next six months or so, the Board of Regents may be hearing proposals from various people on doing some of these types of projects. Regent Powers stated the staff should continue to hear the proposals and to gather information. The College will not be spending any money on doing this type of thing but at least the Board of Regents needs to be aware the staff will be entertaining some unsolicited proposals from interested parties that would be willing to help the College in the process of building student housing. Regent Powers stated at this point the College does not have any specific proposals on the table but there are a lot of people who would be looking at the College as a possible place to make an investment or to get involved to help the College get to the goal of on campus housing.

Regent Martinez stated Mr. Sanchez was talking about when the dorms go up, the dining facility will not be enough. Regent Martinez asked if the College has thought about putting a dining facility in the dorm building to accommodate it initially. Mr. Sanchez stated the College had talked about having kitchen facilities for some of the rooms where students could prepare their own meals. Building a facility itself within the dorms, in the Master Plan, the College had identified a building that was located in the central area that students could come to. The College wanted to locate the food facilities with the Bookstore and the Health Center because the College does not have one and it is required to have one. Currently, this is an area the College needs to address at some point as it is a federal requirement. Regent Powers asked if this could be incorporated into one plan because if the College has a dorm, if it is filled with 150 students, the College

would have to wait 2 years for a Cafeteria to be built, it really doesn't help. Regent Garcia stated this has to be concurrent. Mr. Sanchez stated the College will explore this. It is really dependent on what kind of options the College ends up pursuing. It has to be hand in hand and Mr. Sanchez is aware of it and will keep it in mind.

Regent Powers stated he is happy to see the request for the infrastructure in the Capital Plan because Regent Powers believes this is critical. If the College can get some of the infrastructure constructed for it, it will help make the numbers on the project look better. This is one of the downsides to the food service aspect of it, if the College has to include food service facilities in there; it will drive the cost per bed up again. That is a good discussion point. The College needs to look at all options and it may be a domino effect where the College would do a couple of things that would create the cafeteria or food service component. As the College progresses on the housing and it becomes clear to what and when the needs will be, the College needs to look at all options. Mr. Sanchez stated the College will not be without any food service, it will be very crowded and this is what the College is concerned about.

President Barcelo stated regarding the Overall Capital Projects, one of the things President Barcelo discussed with Mr. Sanchez is that maybe the next time the Board of Regents meets in El Rito and at the College, it might behoove everyone if some of these facilities are toured so the Board of Regents can see what is going on at both facilities. This will give everyone an understanding so when they are questioned as Regents by the state, they will have a clear sense of it. The other item that is important is how the College maintains the facilities and grounds when the College really has a limited facilities staff. These are issues facing the College because as the College builds, it also requires staffing and President Barcelo is not sure it was always taken into consideration but is something President Barcelo and Mr. Sanchez have discussed.

**Regent Powers moved for approval of the Capital Projects Request FY16 as presented. Motion passed unanimously.**

Vice President for Advancement

1. Board of Regents Bylaws

Mr. Serna stated the Board of Regents ByLaws began in 2012 and the changes are cleanup. Mr. Serna stated he has been responsible for taking feedback from the Board of Regents, making changes and ultimately following the direction of the Board of Regents regarding what kind of language changes they would like to see.

Regent Martinez stated a discussion was held regarding the find and replace. Regent Martinez stated on page 101 under remote participation, he would like it to say "the Board allows remote participation of no more than one member at a time." Regent Powers stated perhaps reference the Open Meetings Act which is approved on an annual basis which is the item that legally allows for that. Mr. Serna stated Regent Powers is correct that the Open Meetings Act allows provisions and notification for which a Regents Member can participate remotely and it will be referenced. Regent Powers stated he is not sure that the Open Meetings Act for the Open Meetings Resolution stipulates the maximum. Regent Martinez stated if the College had a full Board of Regents it could be limited to 2. Currently, it would be difficult if 2 Regents were on board remotely. If there is a Board of 5, perhaps it could be limited to two. Regent Powers stated perhaps the Board of Regents could say "a quorum must be present" and this would allow participate now and two to participate later on. Regent Martinez stated with respect to the changes made other than the find and replace, Regent Martinez does not have any other comments.

Regent DeHerrera stated it is correct to have the Public Comment Input in the ByLaws. Regent DeHerrera understands that it is not obliged to be in the ByLaws, but for her personal being, she feels this is important. Regent Garcia stated in discussion with this, the Open Meetings Act does not require Public Input and to streamline the meeting, that is why it was decided not to put in Public Input. If someone wants to present something, they should let the Board of Regents know in time and it will be placed on the Agenda. Regent DeHerrera stated she has seen before where there is Public Comment and it is cut down to 3 minutes and it has to be approved by the President before it is presented. If the Board of Regents goes by its stipulations, it already states that you write down to place your comment out there. Then the President would have the option would have the option to say yes we do or no we don't. Regent Martinez stated he would imagine if there was a huge issue that comes up, the Board of Regents would recognize that and that would be the time for public comment and put it on the Agenda (tuition increases, tuition decreases, etc.).

Regent Powers stated he would like to know what the practice is in other Boards of Regents in the State. Regent Powers would like someone on the staff to do a survey to find out what other higher education institutions do around the State with respect to public comment. If they do allow it, what are the guidelines? Regent DeHerrera stated that is where she got it, the 3 minute, she did research it and NMSU allows it at the end of their meetings, before closing. They require it sticks to the 3 minute time limit and it was on the Agenda for Highlands but she did not see it on the ByLaws. At Highlands it was at the beginning. Regent Martinez stated he would be hesitant to place in the ByLaws because the Board of Regents cannot restrict the law as far what the statute says but it can be expanded sometimes. If the Board of Regents has it in the ByLaws it will give an additional right that State Law does not give you which is Open Meeting Comments, then the Board of Regents is stuck with it until the ByLaws are changed again. Regent DeHerrera stated it is in the current ByLaws. Regent Garcia stated this is what is being changed and if it needs to be added on to future Agendas the Board of Regents can. Regent DeHerrera asked how long it has been part of the ByLaws. Regent Martinez asked when the last time the ByLaws were changed - 2013. Regent Powers stated he likes not having it in the ByLaws, State Law does not require it, State Law allows for it. Regent Powers stated if there is an issue that the Board of Regents believes needs to have public comment, a specific situation, it can be placed on an Agenda. Regent Martinez stated a notice could be put out saying "if anybody would like to present or to provide comments to the Board of Regents, they will need to let the College know at least 72 hours before the meeting." Regent Powers stated the other thing in discussing this, there is nothing in the ByLaws that states that you can't submit comment to the Board of Regents in writing outside of a meeting. If somebody has a comment or input to get to the Board of Regents there is no prohibition against them sending. Regent Garcia stated they already do in emails. Regent DeHerrera stated on the downside of that topic, a lot of times, Regent Herrera stated she knows sometimes she does not read it, she just deletes it and they may never be read. Regent Garcia stated through the faculty and student reports would be another way for items to be heard. Regent Powers stated this would be an avenue for faculty and students. In the general public standpoint, how does the general public communicate something? Regent Garcia stated this is when they could come up and say they would like to be placed on the Agenda for a certain issue. Regent DeHerrera stated this always goes back to the fact that if the public has anything to state, it is a section that says they are welcome to sit out here and fill out the proper form. If this is taken out, Regent DeHerrera stated she knows the Board of Regents is saying that they are welcome to, if they have comment that they want to specify or bring to the Board of Regents, is there anywhere they could state the Board of Regents told them they could and now they are telling them they cant. Is there somewhere where they could turn around and say you told me I can do this and I am doing it and you could easily say no I don't approve of it? According to this states as long as it is within the business of the College, it is understandable to bring to the Board of Regents and be listened to. If it is totally wiped clean, do they have anything to back them up in that sense is what Regent DeHerrera is questioning. Regent Martinez stated they could say whatever they want. They have a right to say whatever they want in a forum. The Board of Regents is just saying it is not on the Agenda. It does not kill the First Amendment right, they can

still come in and air their grievances and say what they want to say. It is just not on the Agenda. Nobody is saying you cannot make any statements regarding anything you want to talk about at this College.

Regent DeHerrera stated what she is saying is they don't have the right to come and voice their opinion. Regent Martinez stated the First Amendment gives them the right to voice their opinion. If someone came in and said something they can voice their opinion. Does it mean the Board of Regents has to sit and listen to them, no.

Mr. Serna stated regarding this issue, he has been a Regent and a School Board Member and served on some other Boards. The notion that the comments remain germane to the order of business being considered by the Board of Regents is really important. This is not to limit First Amendment rights as much as it is to limit the conversation to items that only the Board of Regents can discuss publicly, that is, it excludes personnel related matters, pending litigation matters. Meaning, the Board of Regents will not publicly speak about pending litigation. Why would the Board of Regents let Public Comment come in and address pending litigation. Language that of course requires that the comments be germane to the business going to be conducted by the Board of Regents oftentimes kind of moves the Board of Regents away from discussing matters that are not subject to public discussion from the Boards perspective. This language has been in various items as well. If someone sees an action item that they would like to chime on before the Board of Regents was to take action, that is different. Regent Garcia stated the Board of Regents cannot engage in public discussion anyway whether they are here to discuss what the Board of Regents is discussing; the Board of Regents just has to listen. Mr. Serna stated this language has been included in ByLaws as well that limits the exchange from the governing body from the public. This is to avoid Public Comment from becoming a dialog between the Board of Regents and those who are providing Public Comment. This helps facilitate cleaner meetings. Regent DeHerrera stated that this gives them purpose as well as them filling out the form, the proper form to give to the President to decide whether this is a relevant concern of the public versus this is just a complaint. Regent DeHerrera stated she understands what is being said. Regent Martinez stated the only way to resolve it is to vote.

Dr. Martinez stated people may have very distinct concerns that have nothing to do with the College itself. Someone might just simply abuse that in order to belittle or use it as their personal forum. The concept is that you carry on a civil type of discourse related to the matters of the College, not necessarily put your own manifesto in terms of that. The Public Comment should be affected to the public concerns that affect the public concerns that affect the population with respect to the College or the issues related to the College. Regent Martinez stated one way to resolve it is after each presentation is the Board President can say is there any public comment regarding this issue. Regent Garcia stated this is what the Board of Regents is trying to avoid. Regent DeHerrera stated if it is like issues that did concern El Rito and they wrote it down and said it was their concern, would you please listen. Regent Garcia stated this is when they could contact the College 72 hours before. Regent DeHerrera asked where this would be seen. President Barcelo stated an announcement goes out three days before the Board Meeting and if there is any public comment it needs to be submitted.

**Regent Garcia moved to accept the ByLaws as accepted with amendments. Roll Call vote was taken. Regent Powers - yes, Regent Martinez - yes, Regent Garcia - yes, Regent DeHerrera - no.**

## 2. Enrollment Management Report

Mr. Serna stated the President requested an organizational change that now shows the Office of Admissions reporting to the Office of Advancement and the Office of Advisement now reports to the Provost. As part of Mr. Serna becoming familiar with Enrollment, Admission and Recruitment efforts and what they are yielding over the last 3-4 years, Mr. Serna has been looking at data for a number of weeks. Mr. Serna stated

Enrollment Management is a process driven by strategic planning and data and is aimed at identifying trends within subgroup behaviors so the College can drill down into various subgroups, create strong inferences about future enrollment. It will also help the College to set goals and targets for enrollment based on realistic numbers. The process helps the College evaluate how well it is doing in the areas of outreach and recruitment. At the College, because the College is building the culture slowly of data collection, data decision making, this is specifically what the College is trying to do. In addition to strengthening the culture of data driven decision making, the College is identifying strengths and gaps in current data collection reporting efforts. The more data the College starts looking at on an annual basis, the more it will identify the need for cleaning up how the College collects data and how it reports it. The College wants to develop strategic outreach and recruitment goals so that the College is very intentional in what it is doing. The College is also identifying partnerships that strengthen the College's data collection efforts and analysis and finally the College is making connections between data and factors that may impact enrollment trends.

Mr. Serna reviewed Northern New Mexico College's Enrollment Management Report (attached). Mr. Serna stated the College is showing some upward and downward trends that are key to the College (alternative licensure, Associate's Degree in Music, Arts, Business Administration and the Bachelor's Area in Music). Mr. Serna stated the percent of students who are undeclared is also going down. This is a good thing for the College because this data does not include Dual Credit students. The College does not want students who are undeclared because it means students are not eligible for financial aid and they are nondegree seeking most of the time.

Mr. Serna stated 82% of the students who enroll at the College are from Rio Arriba and Santa Fe County. The sum of the other counties is only 18% of the total enrollment. When talking about the recruitment region, it is currently Rio Arriba and Santa Fe. Although, the College is seeing increases in Los Alamos which is growing tremendously. The College is doing a lot of work in Northern New Mexico which is the primary recruitment area.

Regent Garcia asked what the peak was on San Miguel County from 2013-2014 and what occurred. Mr. Serna stated it was a jump of 3 applicants. Looking at the total number it is 571 and 466 of those students came from Rio Arriba and Santa Fe Counties. An additional came from Los Alamos, which leaves approximately 60 students who came from other counties. Not a lot of students are coming from outside Northern New Mexico. In Rio Arriba it is more South Rio Arriba County. The College needs to be in the high schools talking to the students. The College also needs to understand how many students are graduating and how many of those students are leaving to college. The first discussion always leads towards statistics. Cuba and Dulce are in Rio Arriba County by they are not close by any means. Mr. Serna stated the yield rates in Los Alamos, Mesa Vista and Taos are really good and the College will be evaluating the activities that are being done there and how the College can transfer those to other institutions. The College is also watching the activity at Penasco High School because a year ago the College launched an innovative program at Penasco that essentially gets their students 12 credit hours a semester while also getting their high school credits. They are spending more time at the College then at their own high school. The College is watching this to see how many of these students are matriculating. This is an example of a subgroup the College is closely watching.

Mr. Serna stated in terms of the number one feeder schools, Espanola and Pojoaque comprise 70% of the enrollment, 58 out of all 84 schools that are coming out of Northern New Mexico High School are primarily coming from Espanola Valley High and Pojoaque. The schools coming in at lower yield rates will be reviewed by the College to see what is happening. Regent Garcia asked if there is any way the Board of Regents can find out how many students are going to higher education. Mr. Serna stated there is no clear way but the College is going to try to turn it into a partnership that the College is interested in tracking data with and the College will create a database that allows them to enter the transcript requests by post-secondary



institutions. If a student applies at the College, the College will go to the high school and request their high school transcripts. The College will be asking the high schools to partner with the College to report what institutions of higher education are requesting transcripts on the graduates. This will at the very least, tell the College what graduates are applying. It will not tell the College if they ultimately go but it tells the College if they are interested in going.

Mr. Serna stated the primary transfer institutions for the College are Santa Fe Community College and New Mexico Highlands University. It is important to the College to know how many credits the students attempted at their first institution and how many they earned. This will tell the College the students might have had difficulty at their institution. Mr. Serna stated the retention rate among transfer students is actually lower than high school first time any college students. The College is looking at small numbers which are significant because the schools that feed into the institution with the exception of Espanola and Pojoaque have graduating classes of less than 100. Percentages are always important. Regarding retention rates for transfer students (fall to spring and fall to fall); fall to spring retention in 2014 is about 40% meaning that the students who started in fall 2014 were retained in spring 2015. The retention on the fall dips to 0% because the College does not yet have those numbers and they will be available in August, 2015. In 2014 only 26% of the transfer cohort stayed and this is something the College needs to look at. Looking at it by high school, the numbers will be much higher, fall to spring retention went up significantly, and it is higher than it has ever been 85%. This is attributed a lot to the work that is being done in advisement, in first year retention models, the first year experience classes and also how the College keeps students from registering on their own and making changes on their own once they are registered so they do not get below required courses for the lottery scholarship, Pell grants, etc. Looking at trend data, when the fall to spring goes up so does the fall to fall. The College anticipates the fall retention will go up as well but the College will not know it until around September.

Mr. Serna stated when comparing high school students to transfer students when high school students do well, the transfer students do not do well. When the high school students don't do so well (they fell 10% points in 2013) the transfers increase by 12. What happened in 2014 when they jumped to 84%, 46% was the retention rate for transfer students. This is an anomaly because the FTAC students are the ones that come in needing developmental courses at a rate of 70% yet they are retaining much higher. The same is true when you get to developmental courses; the developmental students are not doing bad in terms of retention. Regent Garcia asked how much of that is due to the Lottery Scholarship. Normally, if you are a transfer student, you have more than likely lost your Lottery Scholarship. Mr. Serna stated this is a good point and the College is going to be looking at credits attempted versus credits earned at those transfer institution and the College has the data and is reviewing it. The College needs to see if there are a low percentage of credits earned versus credits attempted. If this is the case, the College can also do a query to show which transfers are transferring with the Lottery.

President Barcelo asked if with the transfer students, if the College has an idea of how many of them are transferring with an Associate Degree to pursue a Bachelor's Degree. Mr. Serna stated the College has this information as well as by classification.

Mr. Serna stated the percentage of Hispanic students at the institution is growing and is higher than it has been since 2009. The College is watching closely the enrollment of American Indian/Alaskan Native. These are schools like Cuba, Santa Fe Indian Schools, Dulce and the College needs to increase its efforts there. Even though enrollment is going down across the board, a percentage of American Indian students are decreasing faster than the overall enrollment.

Mr. Serna stated in 2011 students needing developmental courses outperformed all students as a subgroup. Since then it has fallen steadily. It has improved in 2013 but essentially 9% was the discrepancy between developmental coursework and the overall student subgroups. This is in line with national data that suggests when students need developmental coursework, their retention is less likely. The College is looking at 2014 data to see what the data looks like. The College needs to do a lot of work in this area to see how to increase the retention work among students who are taking developmental courses.

Mr. Serna stated for the summer the College is behind about 15% from where it was last year in summer enrollment. This is a comparison of June 22, 2015 to June 6, 2014 data. The biggest gap is in returning students.

Mr. Serna stated for a number of weeks for the fall the College was up as much as 18% and 19% when comparing fall 2015 to fall 2014 at any given day. Currently, the College is up 3% when comparing to June 2014 which is in student head count. In student credit hours which is important for funding because that is what drives tuition revenue, the College is up 1% where it was last year. The College had a conference call with colleagues from Eastern, Western and Highlands and all of them were reporting enrollment declines. Within the budget, the College built in a 10% decline. What is important to know about the fall numbers is even though the College is up 3%, the numbers are still low. Looking at FTAC, those numbers are low and should be higher. They are low because the College is not letting them register by design. Currently, the College has a lot of students who have applied, admitted and ready to register. The College is waiting for them to come to the new student orientation process. In the past, the students were able to register on their own. Now, the College is making them wait to come to orientation and the numbers will go up. The 3% is the low end and the numbers look better when throwing in the one who have applied and who are waiting for their pin or waiting to go to orientation. Regent Martinez asked what that number is. Mr. Serna stated it was 52 so it is a big number.

Mr. Serna stated regarding the student credit hour comparison, two good things are happening; (1) credit hours are up by 1%; and (2) last year the average credit hours per student was about 9.4 and the average has gone up to 10.8. This is important because this plays a roll into students graduating more quickly. This may be driven by a couple of things; (1) Lottery Scholarship requirements jumping from 12-15; and (2) the College is still offering lower division courses. Almost 80% of the College's credit hours are still 100 and 200 level courses. It does play against the notion that students are leaving for more affordable 100 and 200 level courses.

Mr. Serna stated the next steps will be:

1. Continue data mining process
2. Refine tools for ongoing data collection and analysis
3. Develop growth goals for student subgroups
4. Develop a strategic recruitment and outreach plan
5. Develop strategies for better collecting high school data
  - a. Surveys
  - b. Post-secondary matriculation data
  - c. Graduation data

Mr. Serna stated every other month the College will give the Board of Regents to answer questions they may have regarding enrollment, what the College is doing as policy makers, what is happening in high schools, etc.

### 3. Strategic Planning Overview and Timeline

Mr. Serna stated the College has been working towards a strategic planning document over the past couple of years. The President asked that Mr. Serna lead the effort to finish the process that began in 2012. Mr. Serna stated what has been done so far is:

1. Spring 2012: Strategic Visioning Committee was established and tasked with leading an effort to develop a strategic plan.
2. Spring 2012: Dr. Deborah Friedman, Chancellor at the University of Washington, led a day-long strategic visioning workshop.
3. Fall 2013: President and administrative team used the results of the strategic visioning workshop to draft a revised vision and mission that better reflected the strategic goals identified by faculty, staff and students.
4. Spring 2014: Board of Regents approved revised statements and review core values and goals (attached).

The College has done a lot of work since 2012 and more will need to be done to finish the timeline. Mr. Serna provided the Board of Regents with a timeline to complete this (attached). Mr. Serna will provide updates for the Board of Regents every other month. The College may, at some point, bring in a facilitator, if resources permit, that ensure that everyone is engaged in the process.

Regent Garcia stated this will also help the College define who it is and how it wants to be known as in the statement in the State. The Governor also asked for this from every institution so they can start guiding students to whatever institution which would better for them. This is a good start.

Regent Martinez stated it would be helpful if the College had one or two Board of Regents on each committee to give input early on so the College does not have to go back to the drawing board.

Mr. Serna stated this is absolutely right. When talking about dissemination and participation, the College is talking about students and community to the extent they can participate and Regents, Administration, etc., bringing everybody to be part of this. Clearly, the College needs to be intentional in everything it is doing. As the College understands the finances are moving in the right direction and the College can actually make decisions based on where it wants to be as opposed to limitations. This plan will guide the College in that direction so as the College starts identifying the resources it has to do the things it wants to and not just the things it can afford to do, how it will decide what it will look like. Getting the Regents involved will avoid the backtracking and back filling in February.

Regent Martinez suggested a joint working session with the Regents and the Committee as a whole initially to say where everyone thinks this institution should go. Mr. Serna stated also what will emerge from this is once the College gets to the point of identifying activities and objectives; those should be the Colleges action projects and should drive what the College does. This will also be important for the Advancement side of the institution.

President Barcelo stated it should also be connected to all of the Board of Regents committees. Also, when talking about a five year plan, the College needs to talk about the space needs and the resource needs to carry out the plan. This has to all be part of the discussion.

President Barcelo stated she does not know how to convey to the State as she has tried. There is a mentality that somehow all of higher education is the same when in fact there are 5 very distinct and unique institutions in the State of New Mexico that fulfill different kinds of needs. They certainly all have general educational requirements which are similar. President Barcelo stated she does not aspire for the College to be New Mexico Tech, she aspires for the College to be a strong undergraduate program and the College needs to talk more about its uniqueness. The College got into that a little bit when the College knows that 70% of the students require developmental course, that presents a very different kind of an institution. The College needs to do a better job of talking about the uniqueness and why it is important to the region. Regent Garcia stated this needs to be conveyed to the Governor's Office because they are trying to streamline students from high school through their counselors as to where the students would fit. Mr. Serna what the College needs to do is to show that our efficiency or efficient use of funding the College receives is increasing over a period of time. The College gets a lot of revenue per students. The College needs to show how the cost per degree is decreasing over time and the College will not get into discussions about why the College is not 120 and the other institutions are but the College seems to be doing something that is creating more value.

Regent Martinez stated HED seems to want to get rid of duplication within the schools so the College has to stake its flag in the ground and say the College is the best in the programs in the State of New Mexico, it does not matter what location it is in. It has to be part of the plan, what are the programs that are going to be the flagships for the school.

#### **IX STUDENT SENATE PRESIDENT'S REPORT**

**None.**

#### **X. OLD BUSINESS**

**None.**

#### **XI. EXECUTIVE SESSION**

**Regent Martinez moved to enter into Executive Session pursuant to:**

- (1) Limited personnel matters related to the hiring, promotion, demotion, dismissal, assignment, resignation, or investigation or consideration of complaints or charges against an employee;**
- (2) Bargaining strategy preliminary to collective bargaining;**
- (3) Threatened or pending litigation subject to the attorney-client privilege in which the College may be a participant; and**
- (4) Real estate acquisition or disposal.**

**Pursuant to provisions of NMSA 1978, Section 10-15-1(H) (2) (5) (7) & (8).**

A Roll Call vote was taken and all Regents voted unanimously to enter into Executive Session (Regent DeHerrera – yes, Regent Garcia – yes, Regent Powers - yes). The Board of Regents entered into Executive Session at 11:30am.


**XII. POSSIBLE ACTION ON EXECUTIVE SESSION**

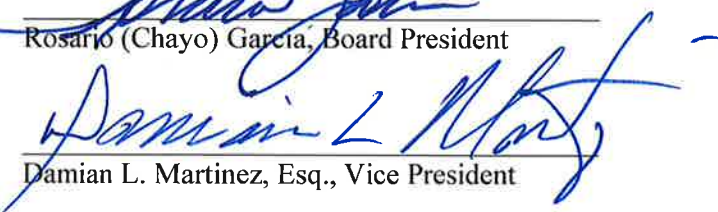
Regent Garcia moved the Board of Regents return from Executive Session. Discussions were conducted according to Section 10-15-1(H) (2) (5) (7) & (8) were discussed. Roll Call Vote was taken – Regent DeHerrera – yes, Regent Powers – yes, Regent Garcia – yes. The Board of Regents returned from Executive Session and no decisions were made.

**XIII ADJOURNMENT**

Regent Powers moved to adjourn. Motion passed unanimously. The Board of Regents Meeting adjourned at 12:14pm.

APPROVED:

  
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Rosario (Chayo) Garcia, Board President

  
\_\_\_\_\_  
Damian L. Martinez, Esq., Vice President