

**NORTHERN NEW MEXICO COLLEGE
BOARD OF REGENTS MEETING
SEPTEMBER 29, 2018**

I. CALL TO ORDER

A Regular Meeting of the Board of Regents of Northern New Mexico College was held on Friday, September 28, 2018, in the Board Room of Northern New Mexico College, Espanola Campus. Regents present: Kevin F. Powers, D. Chris Ortega, Damian L. Martinez, Esq., and Joshua K. Jaio Martinez. Board President Powers called the meeting to order at 8:31AM.

Northern New Mexico College staff present: President Richard J. Bailey, Jr.; Ricky Bejarano, Vice President for Finance & Administration; Ivan Lopez Hurtado, Provost & Vice President for Academic Affairs, Vince Lithgow, Comptroller; Carmella Sanchez, Director, Institutional Research, Tamara Trujillo, Assessment and Accreditation Coordinator; Evette Abeyta, Budget Analyst; Sandy Krolick, Creative Director, Communications and Marketing; David Lindblom, Assistant Professor FDMA/Creative Director of Canal Seis; Frank Orona, Interim Dean of Students/Admissions Director; Ryan Cordova, Athletic Director and Men's Basketball Coach; Chris Trujillo, IT; and Amy Pena, Executive Assistant to the President and Board Secretary.

Faculty Present: Dr. Heather Winterer; Joaquin Gallegos, Ellen Trabka

Others present: Jake Arnold and Jacob Mulligan, Rio Grande Sun Reporter.

II. APPROVAL OF AGENDA

Regent Damian Martinez asked if anything needed to move with respect to Student Senate or Faculty Senate in case there is somewhere they need to be.

Regent Powers stated there is one minor deviation that could be covered under Comments from the Board of Regents and that is the Athletic Department is having a media day at the College and he would like to call the meeting to order, get the Agenda finalized and maybe the Board of Regents take five minutes to meet with Athletics.

Regent Martinez stated that with respect to the Agenda it is his understanding the Faculty Handbook be removed. Dr. Lopez stated this item would be informational.

Board President Powers stated with this information, he would entertain a motion to approve the Agenda with the caveat that under Comments from the Board, Media Day be added.

Regent Ortega moved to approve the Agenda with the caveat. Second Regent Damian Martinez. Motion passed unanimously.

The Board of Regents met with the Athletic Department for approximately five minutes in the Café area.

III. COMMENTS FROM THE BOARD

A. HERC Update

Board President Powers stated HERC has not had a board meeting since the last Board of Regents meeting. It will be scheduled in the near future to start to work on the agenda for the upcoming legislative season. They will hopefully have something for the next Board of Regents Meeting.

B. HER Committee Member

Board President Powers stated the Board of Regents needs to appoint another member from Northern New Mexico College Board of Regents to the HERC Board. There are there are two board members from each institution on the HERC Board. Dr. Rhodes and Board President Powers were serving on the HERC Board. Dr. Rhodes resigned from the Board, not because of anything the Board of Regents did or said but because he left the State. He lived in Alto, NM, down near Ruidoso and left the State and was no longer eligible to serve and submitted his resignation to the Governor's Office. The Board of Regents is now back to four Board of Regents. The College needs to replace Dr. Rhodes on the HERC Board and Board President Powers stated he would not entertain a volunteer. There are four meetings a year and they are mainly conference calls. If they meet in person, they meet in Albuquerque. Regent Damian Martinez asked who is on the current board. Board President Powers stated Chairwoman Hicks, Secretary/Treasurer, Regent Salwedle, Dan Patterson, Frank Markee, Louella Montoya, UNM is currently not a member. Regent Damian Martinez stated they have their own problems. Board President Powers stated they have their first educational seminar and Regent Ortega attended. HERC is looking to have another one and looking to monitor and follow the upcoming legislative session and activities on funding Higher Education.

Regent Damian Martinez stated if Board President Powers does not get appointed to the Board of Regents for the next legislative session he would be off. Board President Powers stated that is correct. Regent Damian Martinez stated everyone on the Board not formally on the Board would be at risk to be off. Regent Ortega stated this is for the HERC Board. Board President Powers stated this is correct. Regent Damian Martinez stated it would probably be best to have someone on there to hedge those bets for purposes of continuity if the nuclear option occurs and nobody gets reappointed to the Board. Regent Damian Martinez stated that would be him as he is confirmed past next year. Board President Powers stated that most of the Regents in Board positions on HERC are confirmed at least through 2019 from other institutions. The College would be the only one that has this issue. Regent Damian Martinez stated he recognizes the College needs somebody on there and he does not necessarily want to be a part of another board based on other things not related to the College but other things he is involved in. Regent Damian Martinez stated he will bite the bullet to be on the Board with the proviso that once the College has a full board confirmed he can withdraw. Board President Powers stated this is fair. He thinks this would be true, once there are new members, the Board would reorganize and a new member could be on the HERC Board. Board President Powers stated there is a volunteer to serve on the HERC Board until such time as this Board is reorganized with new members confirmed by the Senate – Damian Martinez.

Regent Powers nominated Regent Damian Martinez to serve on the HERC Board and asked that it be voted on as a Board. Nomination passed unanimously. Regent Damian Martinez did not vote.

Regent Powers thanked Regent Martinez for volunteering for serving on the HERC Board.

C. Board of Regents Committee Reassignments

Regent Powers stated with the departure of Dr. Rhodes the Committees must be reassigned.

Board President Powers suggested Regent Ortega serve on Audit/Finance/Facilities Committee with Board President Powers and Regent Damian Martinez to move to Academic Affairs Committee to serve with Regent Joshua Martinez. Board President Powers asked if there were any problems with this. There were none.

D. Election of Board of Regents Vice President – Action Required

When Dr. Rhodes departed there was also a vacancy in officers. The Board of Regents needs to elect a new Vice President. Currently Regent Damian Martinez is Secretary/Treasurer.

Regent Powers nominated C. Ortega as Vice President of the Board of Regents. Second – Regent Damian Martinez. Nomination passed unanimously. Regent Ortega did not vote. Board President Powers stated Regent Ortega will be Vice President until next reorganization.

E. Faculty Handbook - Informational

Regent Damian Martinez stated this was reviewed in Academic Affairs Committee and it was agreed this item would be pulled from the agenda to get some tweaks on it to get a better presentation with respect to an executive summary that tells the Board of Regents what the changes are and why the changes will be made rather than going through 77 pages of stuff. There will be an executive summary to highlight the changes. Regent Powers stated it will be on the next Meeting Agenda for review. Regent Damian Martinez stated it could possibly be on the January agenda for approval. This is what the College will shoot for.

IV. APPROVAL OF MINUTES

Regent Powers stated the Board of Regents has the minutes of the August 20th meeting.

Regent Joshua Martinez moved to approve the minutes. Second Regent Damian Martinez. Motion passed unanimously.

V. STUDENT SENATE PRESIDENT REPORT

Phil Duran, Vice President for Student Senate stated as of now the Student Senate is continuing to accept applications for clubs in order to give them seed money. Student Senate will also support student ambassadors. Student Senate will meet after the Board of Regents Meeting beginning at 11:00AM.

Regent Damian Martinez asked if the College has a gaming club. Highlands University does have this club.

President Bailey commended Student Senate who is a group of students who are more vibrant than they have been since President Bailey has been at the College. There is an increase of student clubs and they meet every other week. They are doing some great things for the College. Phil is one of the College's rockstar undergraduate researchers. He is a good representation of some of our amazing students.

Board President Powers asked Mr. Duran for his major and year. Mr. Duran stated he is a senior graduating in Spring of 2019 and his major is biology.

VI. FACULTY SENATE PRESIDENT REPORT

Dr. Heather Winterer stated she teaches in Language and Letters. The Faculty Senate met September 7, 2018 and many of the committees have not had a chance to meet. Dr. Winterer reported the following:

1. Undergraduate Curriculum Committee had a training on how to read, change and preparing documents.
2. General Education Committee – Dr. David Torres brought a document which compared the humanities requirements for UNM and to consider a couple of courses of NNMC's humanities requirements.
3. Per the Board of Regents request, the subject of changing the C- and making a D a passing grade in certain situations came up. Academic Standards Committee is studying this and will be in a position to vote next week.
4. Dr. Sadia Ahmed and Dr. David Torres were voted into honors for Personnel.

Regent Damian Martinez requested with respect to the D and C- issue when the Faculty Senate comes to a decision that this be brought to the Board of Regents so they know why the decision was made and there are better communications. Regent Damian Martinez stated the Faculty and Board of Regents are a team not one against one other.

Board President Powers stated the Board of Regents is also looking forward to faculty input on the Faculty Handbook. President Bailey thanked Dr. Winterer for her work and leadership.

VII. PRESIDENT'S REPORT AND ANNOUNCEMENTS

President Bailey stated he is going to run an audible and wanted to introduce Alma Rivera of ENLACE. Alma Rivera stated she is the coordinator for ENLACE. ENLACE does not just work with latino students but with all students. ENLACE's mission is to support students who graduate from high school and go on to college and careers. Ms. Rivera moved to NNMC and is excited to be working the partner high schools and to be mentored by amazing leadership at the College. They are excited to what can be offered to the Espanola Valley and the College.

Board President Powers asked Ms. Rivera to clarify that when she mentioned that she worked with high school graduates mainly and asked how she gives support to HEP students who maybe went an alternative route and obviously graduating from the HEP program they can move into some of the other College programs. Ms. Rivera stated at the College they can offer career cruising which is a license where students that are here in College, whether they did the traditional path or GED or an alternative program this license will be able to support them in doing research into college and careers. There is a whole component on scholarships and resume building. She has been able to work a couple of the first-year experience classes at the College and would love to continue to grow that. She has been invited to attend some CAMP events and is looking forward to building the partnership at the College and it does not matter how the student gets here but it does matter that we support them to be successful here and the difference with ENLACE is they support the whole family and the culture and language is important. Board President Powers thanked Ms. Rivera.

A. Celebrate Northern

President Bailey stated the boss stole the thunder on the HEP program, the College is really excited about it. President Bailey also acknowledged Jacob Mulligan from the Rio Grande Sun who wrote a beautiful article about it and celebrated it. Board President Powers stated before he left this morning he left the house he opened up the Journal and this just jumped off the page at him and it was wonderful. It was nice to see and the article was an outstanding article and the President and Ms. Jobe's quotes were wonderful. It is great to get a story like this out that touts what the College is doing.

B. CUP/NMICC Report

President Bailey received very positive accolades from CUP and NMICC who recognized this HEP story.

The College is up in FTE and Student Credit Hour. The College is not up big but it is up. Especially considering all the other challenges higher education is having around the State. Special thanks to Frank Orona and his team and it really was an institutional effort to increase these numbers.

C. Princeton University 2018 Molecular Bio Scholars

President Bailey stated he is very proud to celebrate one of our students – Antonio Serrano who has recently been chosen as one of the Princeton University 2018 Molecular Biology Scholars. This is not a small distinction. President Bailey asked him to address the Board of Regents. Mr. Serrano stated he is currently on his third year at NNMC and is Biology Major. He started off school and didn't know what he was doing. With the right mentors they have guided him to a research route. He has really taken advantage of this to do great things. It is really all the support he gets from the College. It is nice to be here and know he has all these resources. Regent Damian Martinez asked where Mr. Serrano is from. Antonio was born in Mexico and raised in Espanola. President Bailey stated he would like to thank Mario Izaguirre Sierra for his mentorship and thanked Antonio for making everyone else look good.

D. Proposal for Community College Structure – Informational

President Bailey stated he briefed Espanola City Council on an initiative on the most common question he has received regarding bringing back the trades. This is still in the germination phase. The College is looking at bit as if it was to reintroduce key trade programs it cannot be done at \$130 per credit hour. Every Community College operates on a mill levy which allows for \$60 per credit hour. Institutionally resources are a challenge. One of the initiatives the College is looking at for the Legislature is a bill that would allow the College to embed a Community College within the College which would then allow a mill levy for the College. The bulk of the trades would be at the El Rito Campus. So far, the initial indications from the community have been unanimous in support of something like this. This will be brought to the Board of Regents for approval with assistance from a consultant. This will be a boon to the institution and community. The College approached the workforce development board for assistance with this and they came back to the College with four trades that could be started (plumbers, pipefitters, electricians and construction trades) immediately at the College are those that could start immediately in New Mexico with New Mexican citizens. This is the focus and there are external forces assisting with this.

Regent Damian Martinez asked if President Bailey has a wag on what the startup costs would be. President Bailey stated not yet but the College is confident that a two-mill levy will bring the revenues to start the programs and lower the tuition. What the College would like to do is explore as to whether or not that tax base would allow a lower tuition rate in the 100 and 200 levels courses in the other disciplines. Board President Powers stated the mill levy is one part of it. Community Colleges actually operate under a different funding formula than the four-year schools. It is the funding formula differentials that will enhance what the College can do with the traditional associate level classes. It will put the College on equal footing with other Community College in the State and allow the College to do that piece of the puzzle. The current formula works with four-year Colleges but for two-year programs it is an uphill battle. Board President Powers feels good about the folks involved in the initiative and we are looking at it in a compressive way. We are approaching it a lot differently than those things in the past. President Bailey stated this may come out controversially in the State. The States is already struggling with do we have too many institutions, do we already have too many governing boards, too many points of access. President Bailey's answer to this is no because he does not believe we should ever restrict access. The College is not going to push for a separate line item for the institution, separate President or overhead or structure. We are simply looking at a mechanism that will allow the College to offer

these programs in addition to what we do. We are not doing this in a way where the intention is to draw a dime from the other programs. The idea is to do this so there is a separate funding stream to give more opportunities to student and continue to support what the College is doing today. It works and it is making a difference. There are students in the community right now for whom introducing programs like this will be the difference for students who are not going to be in higher education and we want to be the difference.

Board President Powers stated this idea did not come overnight. This idea came about three or four years ago that tapping into the two-year funding mechanism would help our situation. Now it is time to look at it more seriously to determine if it works or not and roll out to the public for a vote.

President Bailey discussed this with HED Cabinet Secretary Damron and she approves of this, she knows what we are doing and is going to be supportive. Regent Ortega stated he thinks this is good and when he was appointed to the Board people have said they wish we could get the trades back up in El Rito again. Regent Ortega stated this was the business he was in and it is hard to find them.

VIII. STAFF REPORTS

A. Vice President for Finance & Administration

1. Audit(s) Update

Ricky Bejarano, Vice President for Finance & Admin stated regarding the audit update, the audit is moving forward although the auditors have advised the College that the audit will not meet its date it and will meet the audit by December 3. The College has also hired a contractor to assist with the audit. She was the audit manager for the College's audit last year but has moved to Carr, Riggs and Ingram and therefore under the standards is able to assist the College with the audit. She is primarily assisting the Comptroller in putting everything together that the auditors want. It is quite advantageous because she knows the work and what will be requested.

2. Fiscal Watch

Ricky Bejarano stated the College is submitting two months this month and asked Vince Lithgow, Comptroller to report on this.

Mr. Lithgow stated the activity for July was not too much because it was really the beginning of the fiscal year. Going forward into August there were nominal changes. For the months of July and August revenue increased mainly due to tuition. In August the liquidation of liabilities started. All documents encumbered for July so there will be a little bit of financial activity. Net cash position has been reduced from August to July and this is for paying bills. There have been some adjustments made for pension liabilities and it has increased from last fiscal period and it will go up another \$200,000 because now the College has to include for retiree healthcare. Regarding expenditures, the College is a little below and in total just over 11% and under the percentage basis. Mr. Lithgow stated he stands for questions from the Board of Regents.

Board President Powers stated Audit/Finance/Facilities Committee reviewed these documents and everything is as it expects. Mr. Bejarano asked that the Fiscal Watch Report be approved so it could be submitted to Higher Education.

Regent Ortega moved to approval fiscal watch reports for July and August, 2018. Second – Regent Powers. Motion passed unanimously. At this time Regent Joshua Martinez was no longer participating in the Board of Regents Meeting.

Regent Powers stated he would like thank the finance staff in that they have instituted policies, procedures, and practices to help curb expenditures to make sure they are necessary. There has been a good bit of work done at the trench levels to get the College to this point to get these kinds of results. This is actually a deliberate process to implement. Regent Ortega stated this is a lot of hard work.

3. RPSPs

Mr. Bejarano stated this is the yearly submission – Research and Public Service Projects and stated Evette Abeyta will join Mr. Bejarano for the presentation. There is one change that what was originally sent out. Regent Powers asked for further explanation of RPSP.

Mr. Bejarano stated Research and Special Project Services are similar to special appropriations. Special appropriations are a one-time deal while RPSPs are continuing sometimes. This is where the College puts everything that is not in the current operating budget.

The College is requesting Audit Support for the next fiscal year. Through the remediation what the College is doing is as it starts to cure audit findings and it is finding that when they fix one thing three or four pop up and it is becoming a longer process. Unfortunately, the underlying processes that generally are there were not there so as a result that is why the College has a disclaimer because the internal control process has to be completely redone. The College is requesting \$163,447 for this. The College came up with this because last year it had to hold positions, etc. and it was down \$163,000 to hold remediations. It did not come from the Academic side. That said it has left the College essentially hobbling.

On the Academic side the College is requesting a new program for program evaluation. The College is trying to ascertain what it will cost to bring on new programs. A part of this new program would be a system to allow the College to find out what the market it, is there truly a need, cost, what it costs other institutions with like programs, etc. This is a very good effort. Dr. Lopez stated through this the College will know what the graduates are making in terms of compensation, where they are located geographically, etc. which could help the College go in front of the State to show them the real outcomes in terms of economic outcome, in terms of economic development and in terms of students. It is three packages we are getting with this RPSP. Mr. Bejarano stated the other thing this will give the College is a cost analysis. The College cannot determine a true cost of producing a credit hour at the College, we know what the direct costs are, faculty, material, equipment, etc., specifically to the class but we do not have a mechanism right now for calculating things like electricity, allocating every single cost for that. We have to get to a point as a College what it costs exactly to produce a credit.

Mr. Bejarano stated Athletics is a continuing RPSP and the College is requesting the program be leveled out so no I&G money be taken out and also requesting additionally for more travel because the College will have to change classification within the NAIA to be able to stay within the NAIA. Regent Damian Martinez stated this was discussed in the Academic Affairs Committee and he suggested the change because of the realignment in the NAIA and the cost of travel.

President Bailey stated in the past this institution took money out of the I&G to supplement the Athletic Program and the reason why the College and other institutions in the State got in trouble is because LFC stated this should be done. The College drew a line in the sand and Athletics was held to the following revenue sources:

1. RPSP
2. Philanthropy
3. Ticket Sales
4. Student Athletic Fees

President Bailey stated this year the Athletic budget it doing that. This is the one place that was cut to meet the demand and it has done this. President Bailey can go in front of legislatures to say the College is doing what it has to do. The College is requesting money through the RPSP to hold the line but they are going to ask the State so the College does not have to ask for money from anywhere else.

Mr. Bejarano stated the Veterans Resource Center is a continuing RPSP and the College is asking for renewal.

Mr. Bejarano asked Ms. Abeyta to explain how the STEM Program Works. Ms. Abeyta stated the STEM initiative is an appropriation given to the College as a passthrough of funds. The College does not have much involvement other than it was a program that is set up and the mission is to engage STEM students. These are passthrough funds for the institution and there is a benefit for the students in this program. President Bailey thanked everyone for putting in a lot of hours to get these RPSPs completed.

Mr. Bejarano stated he is requesting approval to submit the signed document to the Higher Education Department. Board President Powers stated the document that will be submitted is the substitute to this packet. President Bailey stated the College will be at the RPSP hearings in two weeks for Audit Recovery Support and Academic Program Evaluation because they are new requests. There may be an audible and it may be Athletics because the College is asking for additional funding. Board President Powers asked if all institutions are scheduled to make presentations during that day. President Bailey stated over three days. UNM is going to be asking for an increase in their RPSP as well. The College's is going to pale in comparison to this. It will probably get lumped into this. Regent Damian Martinez asked what their plan is to request \$1.4M and then turn it over to the College because they borrowed it from the College. Board President Powers stated he does not know what their plan is but he just knows what they read. President Bailey stated the way the College is financing Athletics and the way it is managing the program is something that we can hold up as an exemplar to the State. It is not only a testament to the Athletic Department but to the institution and Business Office. Board President Powers states this just gets us back to whole and anticipates the increase that has to be included in next year's budget and anticipates the increase for next year's budget for added travel expense. President Bailey stated the collapsing division means that we may have more travel but this is far less expensive than to move the institution into a NCAA Division III or Division II because then the College would have to take the scope of this higher. Board President Powers stated regarding the discussion last year when faced with the budget crunch with Athletics due to this change in the funding process. It appears and he remembers from the discussion that NAIA was the best option and will still be the best option under this.

Regent Ortega moved to approve the RPSPs as presented and with the amended document. Second Regent Damian Martinez. Motion passed unanimously.

Board President Powers would like to know the timeslot and he would like to attend if he is available he would like to attend and speak on behalf of this. Amy Pena, Board Secretary stated this would take place on October 11, 2018 at 9:30AM, Higher Education Department.

4. Report of Actuals

Mr. Bejarano stated this is a report the College has to submit under the HED Regulations and the focus they would like to discuss is the first three pages (pages 47, 48 and 49 attached). The first two columns are the budget as originally submitted the second two columns are the budget and where landed up at the end of the year and the final column is where the College landed in actuals These are still unaudited and there will still be some adjustments. Bottom line looks like the College is ahead when revenues taken and expenditures are subtracted the College is ahead by about \$300,000. The College winds up the year essentially flat but maybe a little bit more. The beginning fund balance was about \$2.3M and that is on page 47 (attached). This is an accountant's nightmare report, it is not for accountants. It is kind of hard to put in good financial terms. Where

the College wound up (page 49 attached) is at \$2.7M. There are 100 pages of this that Ms. Abeyta did by herself with a little help from Mr. Bejarano and a lot of help from Mr. Lithgow.

Regent Damian Martinez suggested in the future if the College could point the Board of Regents where it needs to look as he reviewed all 100 plus pages. Mr. Bejarano stated pages 1-3. More importantly because it is not like any other report, like a normal financial report. Ultimately, everything does roll from the bottom up, balances up.

President Bailey asked Ms. Abeyta to tell everyone about the Report of Actuals and where and why it is submitted. Ms. Abeyta stated doing budgets for over 20 years, the State process is in September, the College submits a budget request for a State Agency. In January, the legislature happens and in May is when the College starts setting up it accrued budgets for operations in the next fiscal year. The process is very much the same for the institution for Higher Education except we do not submit a budget request, the College submits a Report of Actuals. Primarily because the College is funded through the Funding Formula. Basically, in the packet you have the three columns of data. The first is the Approved Operating Budget for FY18, the second set of columns (each column has restricted and unrestricted data) is the estimate that is submitted with the May budget packet. This is the College making the best estimate of what the College proposes will be its spending. Of course, the FY18 is the unaudited actuals and there will be some adjustments left to finalize. If you look at the numbers, the College came very close in the estimate. President Bailey stated the goal is so the State can say the College is pretty close in what it is asking for and what it has budgeted and spent and that this lays the foundation for the next fiscal year and what it is requesting. Mr. Bejarano stated yes and no. For example, the College is throwing the request into the RPSP. This is the other piece. Ms. Abeyta stated the RPSP will be for the following fiscal year.

Board President Powers stated this is for FY18, this is what is confusing, we are dealing with FY17 hangover and FY18 budget and then earlier requests for FY19. You are really expanding three fiscal years in this discussion. President Bailey stated that would be the point. The issue is things they are looking for are there these huge anomalies anywhere and what caused them. Mr. Bejarano stated these would not show up in the report because the College submits BARs so those anomalies are clear. That is what makes this process confusing because truly what Mr. Bejarano wants to see is what did you really wind up and what was the difference. This does not show you this. When the College does the submission of the middle two columns, the College has built in, netted out all the adjustments. The College will always look fine as long as it does the adjustments. The one number Mr. Bejarano looks at and the one number most accountants and finance people look at is the fund balance. The fund balance is the net assets, your capital, if you take assets minus liabilities, the basic accounting formula, that is really what the College is worth. The College is keeping a healthy fund balance and the measure against that always is the cash balance. The cash balance has not dipped below approximately \$2M since Mr. Bejarano has been here and the College is \$2.6M in fund balance because the College has other assets. This is actually healthy. At this point the fund balance is approximately 8.6% of overall budget, the College is required to carry a 3%. With this, unless there are further questions, the College would ask for approval to submit the signed document to HED with the Board President's signature.

Regent Damian Martinez moved to approve the submission Report of Actuals to HED. Second – Regent Chris Ortega. Motion passed unanimously.

5. Monthly Budget Adjustment Requests (BARs)

Mr. Bejarano stated there were not any anomalous BARs and they are primarily realignment. Regent Powers stated within the grand scheme of things, there are 19 BARS for July, August and September and asked how it is compared to last year. Mr. Bejarano stated it has been decreasing year to year. Ms. Abeyta stated there is not much of a difference for the first few months because everyone is realigning, however, the number has been reduced since the process started. Regent Powers stated it is still early. Ms. Abeyta stated the College may stay the same – 174 total bars.

Regent Damian Martinez moved to approve BARs as submitted. Second – Regent Ortega. Motion passed unanimously.

Mr. Bejarano wanted to echo what President Bailey stated about Ms. Abeyta and Mr. Lithgow to publicly recognize them because they really burned the candle at both ends. Board President Powers stated so noted. Also, we need to add the fact that not only are we in the budget, getting things cranked up for the school year we are also in the process from doing the audit. President Bailey stated he certainly appreciates the job they are doing.

6. College of Nursing and Health Sciences Course Fees – Action Required

Mr. Bejarano stated on page 189 the fees to the College are increasing from \$135.00 a semester to \$145.00 a semester and this request is merely to allow the College to recoup the additional cost. Mr. Bejarano stated if there are any questions, the Dean of Nursing, Ellen Trabka is in attendance. Regent Damian Martinez asked if these are standard pass off from Kaplan and not the College. Ms. Trabka stated this is correct and this is just standardized testing. Mr. Bejarano stated this is just a cost passthrough. Board Powers stated the Audit/Finance/Facilities Committee reviewed this. Regent Damian Martinez stated the Academic Affairs Committee also reviewed this.

Regent Ortega moved to approve the increase in fees for fall FY18. Second Regent Martinez. Motion passed unanimously.

B. Provost & Vice President for Academic Affairs

1. Review of Academic Affairs Organizational Chart

Dr. Lopez stated he only has one item for the Board of Regents which is an informational item. The College has engaged during the last month on reviewing the organizational chart for Academic Affairs. The structure at the College and this is an initiative since President Bailey joined the College it has been discussed at a high level. At this point Dr. Lopez appointed an ad hoc committee (deans, chairs and faculty members) the faculty members who are part of this committee are members of the Educational Policy Committee of the Faculty Senate which is a committee who deals with these kinds of issues. On page 192 is the current organizational chart of the College. Academic Affairs is the most complex piece. There are 26 units reporting directly or indirectly to the Provost. Just in the academic area there are currently five colleges, College of Arts & Sciences, College of Business Administration, College of Education, College of Engineering and Technology, College of Nursing and Health Sciences. When you review each college, they are not uniform in the number of faculty, number of programs and number of students below each college. In Dr. Lopez personal opinion and this is something certain faculty members also brought to his attention just after he became Provost is the feeling that there are too many colleges. When you compare the College to its sister institutions, yes, the College is a little bit of an anomaly in terms of the College it has. For example, WNMU which is the most similar to the College, has only two College, College of Arts & Sciences and College of Professional Studies. They have academic departments which in our case they are colleges, they have them as just academic departments. In the case of

Highlands who offers graduate programs they have only four colleges. Eastern, the largest one, has five colleges and one is for graduate studies. The question the College has and wants to solve is if this is the most effective and efficient organizational chart for academic affairs. Can we do better? Currently, what Dr. Lopez can tell the Board of Regents is that even the daily activity of the different deans the College has are very different. Some deans, since they do not have chairs and only have 4-5 faculty members under them, these deans are doing a lot of work typical to a chair. The typical role of a dean is to be like a Junior President for the College. Actually, it is very common to say in academia a dean has a sign in his chair that says "if you are reading this you are not doing your job." The idea of a dean is to spend a lot of time outside, just like the President, engaging in fundraising, partnerships with the high schools, etc. This is the type of job that deans generally do. That is not happening here with this structure. Many of the deans, sometimes are advising students. They are engaged in the daily activities of accreditation. Dr. Lopez stated he thinks there is an opportunity to rethink the academic structure and hopefully come with something that is more effective that is going to allow the College to fulfill its mission in a different way. These are changes that the College cannot expect to do from night to day. The College needs to make sure that anything it does is not going to put accreditation in jeopardy. It might not be something that would happen in a year because ultimately the College would have to analyze what the cost is going to be to move to a different structure. It may take several steps. The College does not know and has just engaged in this activity and had a couple of meetings and through the Academic Affairs Committee, it will be working with the Board of Regents and keep the Board of Regents updated. Regent Damian Martinez made the recommendation within the next couple of months to have a meeting similar to the finance committee at HEC. Dr. Lopez wanted to let the Board of Regents the College has just started work on this.

Regent Damian Martinez asked when the College went to five Colleges. Dr. Lopez stated it happened under the Barcelo administration. What happened at that point is the College had one dean for Arts & Sciences which makes a lot of sense because that structure has five academic units. But then the other colleges, the chairs were promoted to deans. This happened to Dr. Lopez one day he was chair and then a dean. Regent Martinez stated kind of like Provost. In this case, the difference in the job between Provost and Dean has been totally dramatic. That did not happen when Dr. Lopez moved from chair to dean, it was a title. He was not required to teach anymore because he was no longer a faculty member, he was a staff member. Besides the teaching he was doing exactly what he was doing before. The concern was, was he really a dean at that time. The question is can the College do better for the students. If the College changes this are the chances for the President to be successful going to increase when he is engaging with the donors, etc. When the President is out there, he should be with the Dean, the Dean can express the specifics and capabilities of the colleges. This is typically the case in other universities. This discussion is open and the committee is generating proposals and is looking for strengths and advantages in the proposals.

Regent Damian Martinez stated looking at the Organizational Chart there doesn't seem to be an Executive Assistant to the Board of Regents. Maybe we should throw that in there. Regent Damian Martinez stated that joke never goes like it should. Mr. Bejarano stated we do not find anything that costs money funny. Regent Damian Martinez stated he is sure there would be a hard charger out there that would like give their time to deal with Board Members, community service. President Bailey stated we will start asking. Regent Damian Martinez stated NMSU has one for their Board of Regents.

Regent Ortega asked how many people on this organization chart report directly to the Provost. Dr. Lopez stated 17. Regent Ortega stated that is a lot and 4 to 7 or 8 would be the maximum. This is how it should be in line. Dr. Lopez stated this is how it is happening at other universities. It is very hard. For example, there is a dean and if this dean is out because of illness, all the faculty will report to the Provost.

President Bailey stated there is not a solution and it has not been decided. This is why the experts are helping the College think through this. There are challenges to the way the system is set up right now and the College is looking to make this structure more effective and efficient.

Regent Damian Martinez stated as we are brainstorming this, if you consolidate Colleges and Schools, what happens to those deans and what is the function of that dean and does the College have any liability. Dr. Lopez stated this is why everything has to be carefully planned.

Board President Powers stated this is something that is going to evolve over time and Dr. Lopez will keep the Board of Regents informed of how it is progressing and how it is moving.

The Board of Regents recessed for 10 minutes at 10:12AM and returned to session 10:22AM.

IX. DEEP DIVE

A. "Where are students who drop from Northern Going" Report - Informational

Board President Powers stated there is a new item that will be a recurring item for each meeting and it is called Deep Dive. The topic will be changed each meeting. The first is into a category called: "Where are students who drop from Northern Going." The Deep Dives will all be informational in nature but will give the Board of Regents time to look into areas that will help in other areas going forward. The Provost will expand upon this particular item. President Bailey stated just a quick introduction and Board President Powers opened it correctly and President Bailey would like to give credit to New Mexico Highlands University. This is something the College shamelessly copied from them. This gives us a chance to drill down on these key issues that can really help the institution move in strategically thoughtful ways and this is one of those. President Bailey thanked Dr. Lopez and Carmella Sanchez and it is something that has to do with both recruitment and retention with emphasis on retention. Looking at when students leave the College and leave the College before they complete their academic goals. What is happening to them and where are they going.

Dr. Lopez stated this effort started around four months ago. In the College's strategic plan, the first line of effort is enrollment. Enrollment is the most important thing to solve the rest of the problems at the College (finances, student services) because the College depends so much on tuition and fees. The mission of this institution is to serve to as many students as possible. The College knows this is something it has seen after several years, the retention rate from fall to fall around 66%. This has been the fall to fall retention for several years. The question the College has never been able to respond is what is happening with those students leaving the College. There is a group of students who leave for a semester or even a year but then they come back. There is a group that is not coming back. What is going on with this group of students. The College partnered with the National Clearinghouse which is a national agency that can track students when they move from College to College. The College decided to focus on five semesters, this is fall 2015 through the fall of 2017 and took all those students in every one of these semesters that left the institution and never came back. Ms. Sanchez will present the numbers, what is going on with all these students so we can engage in a discussion.

Ms. Sanchez stated she would talk about the Clearinghouse. The College joined about three years ago and a number of institutions, actually about 98% of all public and private institutions nationally report to this National Clearinghouse. The College submits student information every semester to this huge data warehouse. A couple of years ago, the College was eligible to join student tracker which is part of student clearinghouse. Student tracker allows the College to query this huge massive database and look for our students to see what institution they are going in and out of and if they are eventually graduating. The only time we would not be able to find

one of our students would be if one of the institutions they transferred to does not participate. The question was going all the way back to fall 2015, who were the students who never came back any consecutive semesters all the way up to the spring of 2017. The cohort gave back there were 1109 students who attended the College from fall 2015 to spring 2018 who never came back.

President Bailey stated the College has to own this. The way the College gets better, some of this, especially of the Board of Regents, might not want to talk about some of these things. If we are serious about wanting to serve students, the President is proud we are airing this out. The only way we are going to reach those students is to find out who they are and why, did we do some disservice to them and or what is it that would have kept them with us.

Ms. Sanchez state with the way student tracker works, the College pulled this 1109 students, submitted it to the student tracker and they identified the students in their database and sent the College raw data saying this student was at this institution or this student eventually graduated from this institution. Of those 1109, 47 of them actually graduated from the College and never came back. They are working. 251 of the students transferred to other institutions, either private, public, two-year, four year. 780 never enrolled at any institution provided that they are not at an institution that the College was unable to query.

Board President Powers asked if all institutions in our area are part of this. Dr. Lopez believes they are. He believes the main ones are. Board President Powers stated he is thinking Taos, Los Alamos. Are there any in the area that are not? Ms. Sanchez stated not to her knowledge.

Ms. Sanchez stated 34 students' records were not found. If the 251 students who transferred to another institution 240 of those students have still not graduated at the institutions they are attending. 31, however, transferred and graduated from another institution. Of those 251 students who transferred to other institutions the top institutions they transferred to were UNM, SFCC, CNM, Highlands, NMSU and IAIA. Students who left and graduated elsewhere, 5 graduated from a New Mexico two-year institution, 19 from a four institution and 7 at NMSU.

Board President Powers asked if UNM includes Taos and Los Alamos. Ms. Sanchez stated they do not.

President Bailey stated this is a deep dive to chew on this and discuss it. As President Bailey sees it there are students who want to leave the nest a little bit, students who maybe came to the College and kind of knocking out some of their requirements while living with family members here but eventually want to transition to UNM. It makes President Bailey wonder when there are student opportunities here, it might change the dynamic a little bit.

Regent Damian Martinez asked when these transfers out go to other schools, do we know what year they are transferring out? Ms. Sanchez stated the College can absolutely obtain this.

Dr. Lopez stated some of this could be partially explained by the type of programs. SFCC and CNM offer many programs the College does not offer at the trades level, the Associate. You are going to see later some of these are programs the College do not offer. All this data, when you see 251, this includes students who were the College's students through the dual credit program. This might be students who actually were not here in this campus but were at the high school taking one or two courses under the College.

Regent Damian Martinez stated some of it could be with the community college leaving after a semester or two to take cheaper classes. President Bailey stated also to be kept in mind for every student represented in this slide there are three more that did not go anywhere. If the College could retain even a fraction of that subset then we would not be sitting here talking about 1% increase in enrollment, this is how big the group is. Dr.

Lopez stated this is really important because ultimately for the State of New Mexico this might not be good business for us. The State is winning. If the students are feeling their confidence, so be it, that's fine. The problem is the other students who are just dropping out of College. This is where the mission is and opportunity is.

Regent Damian Martinez asked what the time frame is, there is a lot of people who leave after their first semester, either go to the military or go find themselves and then come back at 21 years old, is this taken into account? Dr. Lopez stated in the way this works right now, it is five consecutive semesters, we know that they never came back but they could come back. Regent Damian Martinez stated they could be here right now. Dr. Lopez stated this is correct.

Ms. Sanchez stated of these 1109 students, 780 (70% of them) were not found in the student tracker, 780 did not transfer to our knowledge to any other institution thus far. There is 780 of 1109 who attended the College and have not gone back to a higher education institution. As Dr. Lopez stated 312 attended as a dual credit student but they have still not gone on to higher education, 458 of that 780 attended as a non-dual credit student and still have not enrolled thus far and are out there.

President Bailey stated about a year ago the College looked at percentages of students who were coming to the College or any other higher education institution from dual credit and he thought this was the case. Order of magnitude difference between students who are taking dual credit classes on the campus here at the College versus those taking it at the high school where there was either a College Professor or someone the College approved and it was nine times more likely to enter College as opposed to doing it at any high school. Regent Martinez asked if it is any College. President Bailey stated that is true but a chunk of them come to the College.

Board President Bailey asked if in this group of students, the 780, if this includes somebody who may have come to take one class. Ms. Sanchez stated it does. Dr. Lopez gave the Board of Regents a report (attached). The College has just started (inaudible) the data of the 780. The first chart states if the students were non-degree or part of one of the College, 55% were non-degree, which includes dual credit. The other is the College of Arts & Science, Engineering, Business Degree, Education and Nursing and Health Sciences. Engineering and Education have better retention. Within the College of Arts & Sciences is 16. Table one is the breakdown of College of Arts & Sciences.

President Bailey asked if Dr. Lopez, Ms. Sanchez and Frank Orona, do they think the College is more likely to retain students when they choose a specific pathway, when they declare a degree. Dr. Lopez stated this is telling the College this is not the case but the College needs to do a little better because this includes the dual credit. If you remove the Dual Credit from non-degree, it might not be the case. UNM did an analysis under student population and what they discovered is they have better retention for non-declared. The College has to do the same. President Bailey asked when students are undeclared, their adviser is happening through the advisement center. When they do declare a degree there also is a faculty advisor in the department. Dr. Lopez stated this is correct and this is something the College did not have. The College made it mandatory a year and a half ago. Every new student who is a declared student will have a faculty member in the field of that student to be an advisor. President Bailey stated the jury is still out on this and it will be an interesting study.

Regent Ortega stated some of these from what he gathers is maybe they are dipping their foot and in thinking about attending College they come here and find out this is hard and do not have money to play on the side and say they are going to find a job and go to work. Regent Ortega asked if there is there any way to track this. Dr. Lopez stated there are some answers. On table 4 (attached), this tells the number of hours earned when they left the institution and the majority of students took 0-6. In dual credit it is expected. The non-dual credit there

is 171 students who left the College between zero and six credits. In terms of money, table 6 (attached) which tells debt, when they left the College, the majority do not have debt. The others owe, so maybe to bring them back, the College has to find a mechanism. Most of the student leaving the College, they do not owe a penny. The other one that one that is really interesting (table five attached).

Board President Powers stated he finds it amazing that someone who has over 100 credit hours, almost 40 of this group had over 100 hours left. Dr. Lopez stated the College should run a degree audit and send them the diploma. This is terrible, somebody with 150 credits. Regent Damian Martinez asked if this could be a community member taking a bunch of classes. Dr. Lopez stated this is possible. Something that is interesting, in 2011, when the tuition was moved for lower division and matched to upper division, the College started losing continuing education students. Dr. Lopez does not think the majority of these students are really those community members.

President Bailey stated the other things this does not capture is life. We are looking at how we measure some of those other things. In the next couple of weeks, the College is going to send out a survey to students asking them about food and security, housing and security, domestic violence, etc., other things that can affect a student's decision about staying in College. If the College is not thinking about this holistically then he thinks, this is not a full picture. Dr. Lopez stated President Bailey hit an important point. There may be something else. If you look at GPA (table five attached), there is a big percentage with GPAs of between 0 and 1 but the largest group after that one is really people with 3.5 and above. Actually, in this group of students not coming back there are a lot of students who are high achievers. Regent Ortega stated that is over 100 with 3.5 or higher.

Regent Damian Martinez asked if any of those students who were crushing it or maybe not crushing it, C's get degrees as some people say, did any of these people start working for the College. Dr. Lopez stated the College does not know but it is something that could be easily found. These students, the College has all their information.

Dr. Lopez stated going back to where the students were (figure four attached) tells you where they were (Bachelor or Associate) degree wise.

Regent Damian Martinez stated when talking about Dual Credit, the College is assuming they never came to the College. Dr. Lopez stated not necessarily. Regent Damian Martinez stated they get out of high school and do not enroll at the College. Regent Damian Martinez asked if the College can figure it out by pulling that group of people out. Dual credit kind of skews everything and makes it look funky. If you are just talking about people who matriculate into the College as a College student non-dual credit, those numbers would be more interesting to look at than the dual credit numbers. President Bailey suggested maybe pulling it out to look at a side by side. Dual credit students are a real target audience for the College. This is why the College commits to doing it and there are a lot of Colleges in the State who shy away from dual credit even though it does not make money on it, it is a chance for the College to demystify higher education. Regent Damian Martinez stated it is a community service. Board President Powers stated given the fact you may have kids from families who have not been to higher education, a lot of the cases if your family did go to higher education the family is giving you the information you need and pushing you in that direction. If you do not have that, dual credit can be your only taste of a higher education career and it is important. President Bailey stated he thinks the numbers are still this way, it is over 50% of the College's students are first generation.

Dr. Lopez passed out the enrollment report (attached). Regent Damian Martinez asked when talking about the dual credit group that nonreturners who did not transfer (table 4), the College is saying they did not transfer in that they did not enroll in any other college in the group of colleges we are looking for. Dr. Lopez stated exactly and this is 97% of the colleges nationwide.

Dr. Lopez stated this may be more data than the Board of Regents would like but this type of data opens eyes to deans and chairs. For example, this will tell the College where the students FTAC are coming from. Table 22 (attached), first enrollment, the main feeder today is Espanola Valley High School but the second one is the HEP program. One of the reasons they are number one is one of the indicators that 97% of them are starting college and most of them are coming to the College. Regent Damian Martinez stated he assumes the College recruits heavily in Espanola, Pojoaque, Santa Fe, etc., and asked if the College has any data that shows out of the 190 people from EVHS for 2018 why they chose to go to other schools rather than their hometown. Dr. Lopez stated the College does not have this. It is not easy to track a student that leaves the College, they are not fired, basically they do not come back the next semester. The College does not have good data from the students why they are leaving.

President Bailey stated one other thing the College started a year and a half ago is the College made a conscious effort that we work with the Superintendents and High Schools and the goal was to have a personalized letter to each student graduating so when they walk the stage there is a letter welcoming them to the College. President Bailey stated he and Frank Orona they have had ups and downs in this process, there are times when they are on stage and there are times when they have not been invited to do this. The issues are being worked out and next year will be the best that they have had. The College has had students and family members who have said just having something that says welcome to Northern, congratulations on your College, here is your acceptance and the possibility of \$750 bridge scholarship, this is all that it took because the student needed to know there was a place. It is those little things that make a big difference.

Regent Damian Martinez asked if the application to the school is online. Frank Orona, Director of Admissions stated it is online and hard copies are taken to every school. Regent Damian Martinez asked how much is put into recruiting dollar wise. Regent Damian Martinez asked Mr. Orona if he is getting the support he needs, now is the time. Mr. Orona stated what has been done is the College has targeted the recruitment area over the last year because of housing. Recruits are sent Albuquerque north to the Colorado border and to the northwestern region of the State. Mr. Orona stated he thinks they can take out better material so the College can be competitive with some of the other Colleges and what they hand out to students. Sandy Krolick does a phenomenal job with what she does. Regent Damian Martinez asked if Mr. Orona has any examples of how the stuff, pick a College, does that keeps the school in mind. Mr. Orona stated the College always tries to bring back some of the materials other schools takes out. What is most glaring when the College has a faculty member who is a parent and they say here is what my son or daughter is getting from NMSU or Highlands and that helps. One of the last meetings with the Provost, they are taking some of the money in certain areas and moving it over to purchase nicer swag. It is usually controlled by the budget or lack of budget. Dr. Lopez stated he would like to praise the efforts of this team because they are underfunded. What this report is showing is they are bringing the students in; the problem is that we as an institution are not retaining them. With the little funds they have they are doing something amazing. The College needs to improve retention.

President Bailey stated on the retention side, how we communicate with students, the College is starting to do some things at the institution to think about a millennial student population that will help in that regard and give them a sense of identity while they are here. Regent Damian Martinez asked who does the website as it is one of the better one in the State. President Bailey stated Sandy Krolick does the website and the goal is to revamp the website and drag it into the 21st century. The College is doing an analysis on what that might cost, it may be in the \$25,000 range to do what it needs to do. Regent Damian Martinez stated as compared to other schools, Highlands is terrible, the College's is way better than Highlands. President Bailey stated this doesn't mean the College could make it better even though it is better than others. President Bailey asked Sandy Krolick to talk about the vision for the website. Sandy Krolick stated the website, when we track google analytics, the College finds that thousands of people use the website, probably mostly us. The students use it for class schedule and she thinks the College is lagging behind on capturing (inaudible). Highlands is trying to do it but it doesn't work. Regent Damian Martinez stated they are using like, it is like the internet was not invented at that

school. Ms. Krolick stated they have two websites. Regent Damian Martinez stated they are both horrible. Ms. Krolick stated he is correct but they attempted to create a marketing website. The College is expecting people to dig around to find the information to make a decision of where you go to College. President Bailey stated this is why the investment in the website is so important. When you look at the future of the College, the College will have more online courses for students which means the target audience for students is greatly expanded. It means Mr. Orona's job becomes more challenging because you have to figure out how to market to this. When there is student housing here, this is going to change as well.

Ms. Krolick stated one of the pieces is the mobile piece and the website, even though the College spends thousands of dollars behind it it costs \$40.00. The College had to spend a lot of money and time to make it look like it is ours. It has a terrible mobile component to it and the College needs a website built from the bottom up for the College. President Bailey stated the College is pushing for it for the FY20 budget.

Dr. Lopez stated the College is going to engage itself into the re-recruitment strategy to go after those 780 students to see if they are ready to graduate. Does the College need to come with a payment plan? Do they need money? It should be easier to bring them back than to go and bring another. The College has to be very strategic on this. The College knows who they are and this is good. This kind of outreach does good.

President Bailey asked in terms of the deep dive, is this helpful and is this something useful for the Board Meetings. The Board of Regents thought this would be good. Board President Powers thanked Carmella Sanchez and the experiment of deep diving should be kept on the Agenda. Regent Damian Martinez asked how topics will be picked. President Bailey stated right now it is ad hoc but what he would like to do is over the next year is either showcase offices, programs or departments that somehow tie in to the strategic plan. This is the opportunity to drill down and the Board of Regents can give strategic guidance in moving the College forward. Board President Bailey stated the guiding principle is to choose topics that related to the strategic plan and how to get there.

X. PUBLIC INPUT

Jake Arnold stated he has three areas to discuss:

1. Sound: Would like Board of Regents to do something about the audio in the Board of Regents meeting so everyone is able to hear. There is a white noise barrier and he asked for some kind of audio.
2. El Rito Studio Tour: Mr. Arnold invited everyone to the El Rito Studio Tour.
3. Mill Levy: The idea of creating a mill levy structure for the College. Obviously, some of the Board of Regents is very well aware Senators Martinez and Cisneros are very adequate sponsors of this legislation. He would like to remind the Board of Regents of the statute of creating Community College is it has to be one or more public school districts. The Board of Regents has to understand the voting patterns and what they might be. The Espanola School District has a good chunk of Santa Fe County. If this is the model, the Board has to look at funding.

XI. ADJOURNMENT

Regent Ortega moved to adjourn. Second – Regent Damian Martinez. Motion passed unanimously. Adjourned at 11:17AM.

APPROVED:



Kevin F. Powers, Board President



D. Chris Ortega, Vice President