

**NORTHERN NEW MEXICO COLLEGE**

**BOARD OF REGENTS MEETING**

**OCTOBER 23, 2014**

**I. CALL TO ORDER**

A regular meeting of the Board of Regents of Northern New Mexico College was held on Thursday, October 23, 2014 in the Boardroom of Northern New Mexico College, El Rito Campus. Regents present: Rosario (Chayo) Garcia, Alfred Herrera, Kevin F. Powers, Donald Martinez, Jr. and Michael P. Branch. Board President Rosario (Chayo) Garcia called the meeting to order at 8:36AM.

Northern New Mexico College staff present: Domingo Sanchez, Vice President for Finance and Administration; Ricky Serna, Vice President for Institutional Advancement (Via Skype); Pedro Martinez, Provost/Vice President for Academic Affairs; Bernie Padilla, Director of Human Resources; Chris Trujillo, IT; Brian Salter, Director of IT; Alex Williams, Senior Financial Analyst; Carmella Sanchez, Director of Institutional Research and Amy Pena, Recording Secretary. Northern New Mexico College faculty present: Mario Izaguirre-Sierra, Assistant Professor, Biology; and David Torres; Faculty Senate President and Chair, Math and Science Department. Others present: Ralph Chapoco, Rio Grande Sun and Mr. Serrano, El Rito Community Member.

**II. APPROVAL OF AGENDA**

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

**III. INTRODUCTIONS**

Introductions will be done at the next Regular Board of Regents Meeting held at the Espanola Campus.

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

1. Dr. Mario Izaguirre-Sierra – New Research and Outreach Opportunities in the Biology Department

Dr. Pedro Martinez, Provost and Vice President of Academic Affairs introduced Dr. Mario Izaguirre-Sierra who presented new research and outreach opportunities in the Biology Department (attached). Regent Branch thanked Dr. Izaguirre-Sierra for his enthusiasm and asked if other colleges are aware of the activity going on at Northern New Mexico College and the enthusiasm at the College. Dr. Izaguirre-Sierra stated they are aware and they receive emails regarding the activities going on. Regent Branch asked if the individual colleges, the other Deans are aware. Dr. Pedro Martinez, Provost and Vice President for Academic Affairs stated this information is shared with the Deans and also this information is on the College's website. The College is configuring a page that will have everything that faculty has done and put it in a fashion that shows the accomplishments of the faculty.

Regent Herrera thanked Dr. Izaguirre-Sierra for his presentation and stated this is indicative of the initiative and proactive thinking that is coming from the faculty. Regent Herrera appreciates the fact that Dr. Izaguirre-Sierra is able to leverage monies, which is really important. In addition to this, the communication, the putting information out, Regent Herrera stated he is glad there is going to be something on the webpage. This is the kind of information that does not get out from the College and it is really important and significant for a College of this size that has limited resources and almost limited space. Regent Herrera applauded the efforts that everyone is putting in and the enthusiasm. Regent Herrera is pleased to hear there are students working on their Ph.D.'s. and LANL is going to continue to take notice. Regent Herrera also applauded the efforts of Dr. Izaguirre-Sierra for the work at Valles Calderas.

**V. APPROVAL OF MINUTES**

**Regent Herrera moved for approval of the minutes of September 22, 2014, September 30, 2014 and October 3, 2014 as presented. Motion passed unanimously.**

**VI. PUBLIC INPUT**

None.

**VII. STUDENT SENATE PRESIDENT REPORT**

Christopher Garcia, Student Senate President thanked the Board of Regents for allowing him to present to the Board of Regents. Mr. Garcia stated a call out was done in September for members of the Student Senate via Broadcast and via word of mouth. In this, there were only four applications for positions. On October 3, 2014 there was a gathering, instead of an election and there were approximately 35 students, faculty and staff present. During this meeting attendees gave input and a consensus was reached to appoint Christopher Garcia as President, Ariadne Bito, Vice President, Alicia Rodriguez, Secretary, Aneisha Rodriguez, Treasurer, Bryanna Alice, Sentinal, Theodore Koetter, Report, Edgar Velador, Senators, Kristen Montoy and Maria Orosco.

For the first meeting on October 9, 2014 there were priorities that needed to be discussed which were changes to the By-Laws. The By-Laws did not state that members must serve a year on Student Senate to run for President. This was changed because none of the current members of the Senate had served a year. The process of Chartering started on October 9, 2014 and forms were prepared for potential clubs and organizations and for funding for those clubs and organizations. Student Senate built its budget of \$25,000 and will work on it as a Senate to get it all together.

For the second meeting, Student Senate started event planning. Student Senate will be having an open house to get more students involved and they are also planning on working on more involvement with Athletics which is growing at the institution. Because the Student Senate is new, they are working closely with Ricky Serna, Vice President for Institutional Advancement and Brooke Espinosa, Student Activities Coordinator who are their sponsors. Because most members have not served before, all members are becoming more familiar with Robert's Rules of Orders. Mr. Garcia thanked the Board of Regents for allowing him to speak and Mr. Garcia stated he looks forward to working with the Board of Regents.

Regent Martinez stated he applauds the Student Senate for their efforts and asked if with regards to the By-Laws if there could be a representative from the El Rito Campus. Mr. Garcia stated the Student Senate changed the By-Laws regarding El Rito because there are not many students on campus. Regent Martinez asked if there was a possibility of having an advisor. Mr. Garcia stated this would be brought up for discussion with Student Senate. Dr. Martinez stated the way the College has operated with El Rito is that there a lot of continuing education students and in general those students are not necessarily, thought they take classes, they are not considered full time students and involved in this activity. There is also the age gap between the students, although that should not preclude anyone from participating. These are the challenges the College has and this issue was changed in the By-Laws.

Regent Herrera thanked Mr. Garcia and everyone in Student Senate and stated Student Senate is an important function of the College. Regent Herrera would like to see a lot more involvement and a lot more communication and input with the Administration and the Board of Regents. A lot of times the Board of Regents passes policy and would like to think it has a direct impact on the students because ultimately Administration and the Board of Regents is here for the students benefit. If the Board of Regents and Administration does not hear back and does not have that communication and that engagement, that involvement, it is not a completely closed circuit in terms of what the College should be involved in and what the College should be talking about. Regent Herrera applauds the Student Senate's efforts and would encourage the Student Senate to take a look at the Agendas and see what is on there and be ready to react in some cases, not just the things that the Student Senate wants to bring forward but also the things that are ongoing.

Regent Branch stated the College is in the process of creating a Regents Committee on both academic and student affairs. Dr. Martinez is heading the staff effort and the committee is in the process of developing their rules and formulating a charter. Participation is going to be much greater on the Regents side as a result of the Committee. Regent Branch stated the Student Senate and Student Ambassador participation is really important. There was an occasion where the Board of Regents had meetings at other institutions and they were really impressed to see students coming forward and the knowledge those students had regarding what was happening on the campus. This was a welcome by the students themselves, which it is all about.

Regent Branch stated Student Senate needs to remind the Board of Regents sometimes about things that need to be vetted, students should have every opportunity to understand changes the Board of Regents is making and have input on those changes. The Academic Affairs/Student Affairs Committee will be a good sounding board for this. Regent Branch stated with the upcoming election, the Board of Regent will have a Student Regent which is very important. Regent Branch would like the Student Regent to be on the Student Affairs/Academic Affairs Committee. This has not yet come through the Board of Regents but Regent Branch's feeling is that the Student Regent should be on this committee. Regent Branch thanked Mr. Garcia for his presentation. Regent Garcia encouraged students to go out and vote so the College could have a Student Regent.

Regent Herrera stated the College has the Scholarship Dinner coming up and Regent Herrera purchases a table and invited students (4) to sit at his table. Mr. Garcia stated he is going to meet with Student Senate and they will be discussing a purchase of a table for the Foundation Dinner. Regent Herrera asked that his invitation be forwarded on to anybody and Mr. Garcia should work with Mr. Serna on this invitation.

## **VIII. FACULTY REPORTS**

### **A. Provost and Vice President for Academic Affairs**

Provost and Vice President for Academic Affairs Dr. Pedro Martinez stated he would like to speak about three initiatives that are coming from the Faculty Senate:

1. Part of the charge given to the Faculty Senate was to be able to revise courses to be consistent with one of the metrics that would be used for funding. Associate Degrees should be close to 60 credit hours and not beyond 120. Dr. Martinez stated he is surprised by the pace and the speed they have completed this. By the next meeting, most of the College's Associate and Bachelor's Degrees should be close to the target of meeting the metrics that was given.
2. Dr. Martinez stated the Tenure Committee has worked and has come up with a template for all the departments to follow for the process of retention and promotion. This template addresses the issues of the three areas the College usually uses to evaluate faculty and they have suggested so as to standardize what those areas are and what the evidence is to show in order to put those things in the portfolios.

Dr. Torres, Faculty Senate President stated Dr. Martinez covered most of the items for Faculty Senate. Dr. Martinez stated the range of some of the credits, some of the Associate Degrees are 76 credit hours and some of the Bachelor Degrees have anywhere from 128-136. So the idea is to come to as close to the 100. The target is 120, not a magic number but it is the target to come as close to the 120, both for the Associate Degrees in terms of 60 credits and 120 credits so that students do not necessarily take more credits than they have to.

Regent Garcia asked when this would be applicable and what students will be able to use this. Dr. Martinez stated when it is vetted through the Faculty Senate, it will come to the Board of Regents for final vote and it is projected for next year (fall 2015). Dr. Martinez stated there is a great amount of work that is required, the collaboration that is required in the departments and to certain degree the civility and order they must have in order to accomplish this. Dr. Martinez stated he believes the College will be the first that does this.

## 1. AQIP

Dr. Martinez stated the Board of Regents has heard many times the word AQIP and AQIP is what gives the College the accreditation or validates what the College does for an accreditation agency which is the Higher Learning Commission housed in Chicago, Illinois. Dr. Martinez stated Carmella Sanchez has been the point person for the College during the last four years and has been consumed with reports and being able to capture the information and she has done an excellent job in terms of being able to do this. However, Ms. Sanchez cannot do this alone; this is collective work from faculty, staff and departments. Dr. Martinez reviewed the AQIP Accreditation process (attached).

Dr. Martinez stated one of the things most people think is accreditation is an event, it only happens every so many years and after that there is no activity. This is the impression that institutions give. In this sense, the College continues to work on this so later on the College is able to form a framework of what the College's strategic plan will be.

Regent Branch stated if the SLAC is changed to the Committee for Learning and Assessment of the Students, it would be CLASS.

Regent Garcia stated in Chicago Carmella was the shining star and Dr. Ivan Lopez did excellent work. All the pre-work done that week and from then until now is just amazing. Dr. Martinez stated he does not take credit for this; it is the faculty that has been involved and as well as the help of the Faculty Senate. Dr. Martinez stated this year there is a different type of climate; it is more collaborative it is more focused in terms of what the College needs to do in terms of academics and it carries over to the work that the Committees have been able to accomplish. Regent Garcia stated it was a lot of work and it was good. Regent Garcia thanked Ms. Sanchez for all her work.

Dr. Martinez stated the College wide outcomes are what drives curriculum as will. Regent Branch stated the President has been talking about changes regarding accreditation, leaning towards a change from AQIP and asked how this change has progressed. Dr. Martinez stated there are different models. The Higher Learning Commission has changed itself, different models by which the Universities can provide. The College is looking at is a model that talks about continued progress.

The Higher Learning Commission currently has two accreditation models for institutions to choose from. These are AQIP and PEAQ. AQIP is a continuous improvement model and PEAQ is more traditional 10 year model.

In 2015-16 the HLC will move to three accreditation models. Open Pathways, Standard Pathways and AQIP Pathways. Open Pathways is a continuous improvement model, Standard Pathways is more traditional model and AQIP continues to offer continuous improvement model for 2 year and 4 year schools. The college will decide which pathway it would like to be on in 2015.

## 2. Update on Recruitment and Retention Strategies

Dr. Martinez stated one of the things the College has done in collaboration with the Vice President for Advancement is to create short term courses, 8 week courses after the midterm and worked with the advisers so that students who usually during that particular period of time tend to get into trouble. Either they have not been attending one class or they are having difficulty and tend to drop. Rather than dropping the classes and waiting for next term to be hurt by not being able to meet the requirements of the New Mexico Lottery, the College created the courses so if indeed a student is in trouble with a particular course, they have the opportunity to drop that course and begin anew with those courses. The College has created 8 week courses for those students, such courses as History of Film, Sociology, PowerPoint, courses that have credit (3 credit hours). Part are General Education Courses so that they would not necessarily simply be just taking additional courses as well. The College did this as a pilot for this year; the College has learned from this and from mistakes will improve it as well. This is one of the initiatives the College is to help the students; the College calls it the "Recovery."

Dr. Martinez asked Dr. Torres to address Gatekeeper courses - math. The College's students have difficulty in terms of being able to accomplish a task that great and the fact the College provides remediation in these courses, at one time the College had 3-4 courses and students continue to delay by being able to accomplish that. The Department of Mathematics came up with an idea. Dr. Torres stated the College actually has these courses in the Catalog and they are in the new Catalog as well. These courses are called "Problem Solving Methods", Math 129 and Math 151. It is these courses which discuss topics like conversions, graphs, geometry, logic, reasoning and how to calculate interest. They are intended for people not going into STEM majors. These courses were offered in fall 2012 and spring 2013 and unfortunately there was not a large enrollment in these courses (4 students). A lot of students did not take advantage of these courses and they were discontinued because the College was not seeing the enrollment to offer these courses. If the College was to offer these courses, they are going to need more advertising and advising as they need to make a minimum enrollment. Some departments do list the Math 151 in their degree plans but again they will need to be promoted and advertised so students are able to take advantage of them. Other colleges do offer similar courses, UNM has Survey Mathematics, NMSU has Math Appreciation and Eastern has Liberal Arts Math and they are using these courses for non-STEM majors.

Dr. Torres stated the College needs to open its eyes to other ideas that are important. Dr. Martinez stated the idea is to maybe create a pathway for those that are going into the STEM disciplines to take the Algebra course because it will be required course. Those that are not math majors can take these courses and continue as most institutions only require one course in math.

Regent Martinez asked with regards to these courses, if it would be a possibility to take these courses offsite campus (Tierra Amarilla). Dr. Martinez stated if talking about the Dual Credit, this is part of the framework the College wants to use, both Mr. Serna and Dr. Martinez have been working with Superintendents and visiting Districts in order to fine tune what the College is doing with Dual Credit. Dr. Martinez stated there is a lot of confusion regarding Dual Credit. The College has a program for Penasco where they come to the College for their courses. The idea is rather than delivering a course at the high school where the College does not know the rigor of those courses that those students might be able to come to the Campus. The courses can be delivered in different ways; they can be delivered as an online course once it is designed.

Regent Herrera applauds the efforts of trying to come up with a pathway to help the students wherever the College can. Sometimes institutions become an obstacle to students instead of helping students move along and the whole notion of one size does not fit all by any means. Regent Herrera stated one of the things he struggles with is when it comes to the preparation of students and students being able to enter any college, one of the things Regent Herrera harps on is what is the relationship between what is the expectation of the college is, be it math or any other class, what is the relationship between that level of expectation and what is going on in the public schools. Regent Herrera still contends that the College does not have the whole notion of seamless education between K-12. Regent Herrera bases this on what he gathers from people he talks with where the public schools teach them one concept and they learn that and they are good at it and then they come to the College and it is like day and night. They do well in the school district and then come to the College and they cannot do well enough to enter into college. Regent Herrera asked what the College is doing to bridge that gap because this is a big void the College continually has, not only at this College, but also statewide and nationally.

Dr. Torres brought up a recent discussion he had with Mr. Serna and the EXITO Grant, there has been some thought of one of the College's employees going to high schools to set up scholarship writing programs with the students. Dr. Torres was thinking of also going and maybe trying to go to the schools as well and show them the College's curriculum and this is what the College is teaching in its courses. The College does not want to intrude in the programs but wants to show them what the College expects of its students. The College needs to open this discussion with K-12 and the Higher Education Department because there is a disconnect and it needs to be fixed. If the students stay in these developmental courses, they lose out on a semester or two semesters before they start the regular college level courses, it delays them.

Dr. Martinez stated there is a division between the expectations of College in terms of the students and the type of skills the students bring in. Very often students lack basic fundamental classes when they come to the College. The College has created a system by which the College gives students a diploma and it becomes the College's problem because they might not necessarily have the competencies. The College is trying to address this issue by being able to create courses that students would be able to complete without necessarily having to drop out because they find it difficult.

Regent Garcia stated she is in the behavioral management services field and sits in a 5th grade class. The teacher is teaching them Algebra in the 5th Grade, she is already teaching them concepts on math that are phenomenal. What they are doing at Ohkay Owingeh is taking the teachers and having them go to workshops. The teachers get excited about teaching and get excited about new concepts, so maybe the College is thinking this wrong, instead of going to the students, the College should go to the teachers and have workshops for them and get them excited so they can teach their students.

Regent Branch stated Regent Herrera stated the College has been talking about this for some time. Regent Branch asked how the College actually, instead of conceptualizing, will put this in effect. The College has a limited number of school boards that work with the College in the area, Superintendents themselves, and Regent Branch believes the College needs to bring them together to be part of the institution and the College has to be part of their schools. Regent Branch does not know how to do this and coordinating it is a matter of assigning someone the job to do it. At the State level, if they see it is working, as long as they have the authority within those school boards to be able to funnel those particular courses in such a way there is alignment, it is going to be really difficult to get it at the State level but if they have the liberty within the School Boards to enact this, it is to the College's advantage to do it because there is a high percentage of students coming to the College that Math or English are the most difficult for them. They might have excelled in high school at these particular areas and then come to the College, all of the sudden it is a stone wall. The communication with the Superintendents is important especially where the College is doing dual education.

Dr. Martinez stated in December when the Board of Regents meets again they will hear about an initiative that is taking place at this moment with the Superintendents and the College and also a Grant that they were funded for \$400,000 per year and that project will be working with Tribal Nations.

Regent Herrera stated the fact is that part of the difficulty with education overall is this lack of pathways, lack of seamless education from K-20 and this is a real problem. During discussions Regent Herrera has had with some Superintendents they tell him local Board of Education has the authority as Regent Branch mentioned, to adopt and have control over the curriculum they are teaching at their level. Regent Herrera stated he knows above all that, from the State Level, there are superimposed requirements, i.e., the common core standards that all are required to follow but nonetheless within that framework there is still that ability for the College to do those things we are talking about.

Regent Herrera stated if the College sits back for the State to do it, the State is not going to do it. This discussion has been held for decades and it is not going to get done. Where it can get done and where the College can make a difference is at the local level. The College is not going to do it as policy makers but the College can set the expectation with the Board of Regents and local Boards of Education together with their Administration. One of the things the College can do and Regent Herrera encouraged the College to work with the Superintendents through whatever level, at a minimum, the College can adopt a resolution that would establish a framework for the College to work in its own local level in a P or K-16 initiative that is the level of expectation the College has as policy makers. The College has the authority and the ability to set the framework and the level of expectation and if the College can at least bring that to the forefront and it passes the Board of Regents and the other School Boards at least the marching orders are there and the level of expectation is there. This is within the College's prerogative and authority and it is not doing this right now. If the College is going to do some testing or provide some curriculum, why can't the College provide something that is expected at the College level, provide it at the Junior or Senior level so they are ready to come to College. What this does is move the developmental funding the College has to provide to students, not from the College level but into the K-12

environment. This starts to bridge the gap. Regent Herrera's point being, if some sort of Resolution could be brought forward by the Superintendents, nothing elaborate, one page resolution, this would be a start.

Dr. Torres stated there are changes on the horizon because when he attended a conference, what they are trying to do Statewide is to have students learning these common core standards in high school. What happens is they will administer a test and if they score a 4 or 5 on the test they will be placed into College Algebra and they don't have to do the Compass testing. This is on the horizon and hopefully some of the high school students will score the 4's or 5's and the worry is they may not and they would have to go back on the same track as before.

### 3. Approval of the Establishment of the College of Engineering

Dr. Martinez stated due to the changes which occurred, especially with the College's certification courses, many were reorganized, instead of being standalone courses or programs they will go into the Department of Engineering (welding, drafting, etc.). Dr. Ivan Lopez who is the chair of this Department became the keeper of those courses so they could be aligned with the programs the College had. What the College is looking at is the possibility of being able to have the College's students, who simply come for Certificates, explore the fact that some of those Certificates are aligned with Associate Degrees and going on to Bachelor Degrees. Based on the concept the College has three other Colleges, once that department was able to get the accreditation it got back in September, the College wants to continue to make sure it has four pillars of education and the fourth pillar would be the School of Engineering. Dr. Martinez asked the Board of Regents to approve the fact that the department will become a College and Dr. Martinez believes it is ready.

Regent Branch stated that once the College is going to have the College of Engineering, the effort has to be done again to carry this information back to the media. The information must be rehashed and announced again to the media. Regent Branch corresponded with the New Mexican recently, in particular about this issue. Regent Branch spoke with the Editor and they agreed, if the College contacts their people in Education regarding this, they will bring it forward. Regent Branch believes this needs more effort because students are going to miss out if they are not aware of how proud they could be with an accredited College here. This attempt should be made again and again until it is published because it is very important.

Regent Powers asked if there is any process that needs to be done through the State Level to do this. Dr. Martinez stated the College could simply tell the accreditation agency and the Higher Learning Commission that it is no longer a Department but it is a College. There is no change in the program itself it is simply changing the title.

Regent Herrera asked Dr. Martinez to talk about the fiscal implications, positive and negative and if this moves the College along the path of getting University Status. Dr. Martinez stated in terms of being able to answer, Engineering is a discipline that is more expensive because of the equipment and the space and in some of the things they are going to need. It is not yet official and President Barcelo will share that information with the Board of Regents, right now the Chemistry Department was receiving a special grant from LANL for three years and that is the way LANL works, it jump starts programs. The College received a letter indicating they will be terminating this type of support, nothing to do with the accomplishments because they have been able to accomplish everything very well. The College put together a proposal for the College of Engineering so that the next project will be this for LANL. They do have some other things in mind, however, Dean Ivan Lopez gave Dr. Martinez a list of some of the equipment they needed and to the College's surprise, LANL stated they could provide the College with the equipment without necessarily being part of the support system. The College is waiting for the final response. LANL stated Socorro asked for some simple equipment and LANL ended up giving them \$1M equipment for their support. LANL did agree they would assist the College with the type of help that is needed to jump start the program. Dr. Lopez is looking at integrating the mechanical and electrical engineering into one which will require permission because no other State institution has that type of program. In order to answer the question, part of the responsibility and stewardship of the College is the College is limited with resources and part of this also relates to the number of students the College has. As the College begins to increase enrollment, perhaps the College will be more in tune with the things that it actually needs. The College has the needs and wants and it tries to

address the needs rather than the wants. Part of the stewardship is the responsibility of faculty to be involved in looking at the Grants that enhance the College's resources. Every department, every faculty member, academic affairs, has an implied responsibility to be able to go, rather than throwing their arms in the air and saying they can't do it, where they have limited resources it provides an opportunity to find those resources out there as has been seen.

Regent Powers stated it is important to point out the funding formula proposals that have been floating around; most of them do reward STEM specifically. The funding formula recognizes STEM is more expensive and its importance. One of the forms of that formula not only rewards STEM but also in terms of science courses, it gives additional credit for that. There has been some criticism that it double counts, double rewards. Dr. Martinez stated it provides more than a regular student based on the tier. Regent Powers stated it all depends on which one they ultimately go with.

Dr. Martinez stated what gives University status is the types of programs that the College has and the quality the College has. Dr. Martinez was at a prior institution that moved from a College to University, part of that is including the possibility of having graduate programs. There might be some challenges there but it is not impossible.

**Regent Branch moved for approval of the College of Engineering and Technology and staff is to look into the formalities of approval. Motion passed unanimously.**

#### 4. Approval of faculty request for leave without compensation

Dr. Martinez presented the request from Dr. David Barton for leave without pay. This is part of what is done in Academia, provide opportunities for faculty to continue their scholarship in some way and in order to do this sometimes they have to leave the campus and be able to engage in specific projects. Dr. Martinez highly recommended this leave.

Regent Branch stated he and Regent Powers spoke about this and asked if Dr. Barton's intention was to return. Dr. Martinez stated he assumes his intention is to return, however, anyone has the capability of looking for employment someplace else if they want to but he does not believe this should preclude him in any way from being able to request this especially when there is not any compensation involved. Regent Branch stated he is aware it is a request for no compensation but on the other hand, the Board of Regents needs to look at the value of these people who do have value at the College as a full time professor there is a number of dollars and being that it is in the middle of the term, the College is talking about maybe using adjuncts for some of his courses. There is actually an automatic savings, on the other hand, in the long term expectations from the Board of Regents and Administration regarding positions, especially when they gain tenure. Regent Branch asked if some amount of compensation be offered as an incentive and also showing the faculty itself that the College is behind them securing additional education and providing better for the College's students.

Regent Powers stated he read the package and he was thinking about this request. Regent Powers asked the Provost if the College had any type of program and the College does not. Regent Powers would like to explore the possibility of doing something specifically for this case and he would also like to explore for the long term to implement a program where the College can have some money available in the budget to partially compensate professors to go forward and do things that further their academic credentials and further the credentials of the College. Regent Powers believes the College should look into this and other institutions may have a formal process where they can apply. Dr. Martinez stated some Colleges have an endowment or they can create an endowment for this purpose. It would be ideal if the College could begin with one per year with the condition that they are going to come back, otherwise they are going to have to return whatever they received.

Regent Martinez stated he would like to see this Endowment happen. Regent Martinez stated working and knowing Dr. Barton, he has a total commitment to the College and this region; he feels the College will not lose him.

Dr. Martinez stated it raises the bar for other faculty to be involved in this type of aspiration.



Regent Branch stated staff members could also try to increase their education to provide better services. Obviously, the College would like a commitment from them so the College is not educating someone so they can move somewhere else. Regent Branch would like this consideration to be taken.

Bernie Padilla, Human Resources Director stated this process was vetted with Dr. Barton and he went to Human Resources originally. The College does have a provision already in place in the policy. Based on what he articulated to Mr. Padilla, he needed a leave of absence that was more directly beneficial to him and indirectly beneficial to the College. It did not fit the sabbatical criteria. Dr. Barton and Mr. Padilla did discuss in detail when he would leave and when he would return. As far as Mr. Padilla knows there is no guarantee that he will come back but the discussion took place, he is aware of it and he did indicate to Mr. Padilla that he intended to come back. Mr. Padilla stated the College has a process in place for sabbatical but it does not address staff.

Regent Powers stated this helps, but for the future, he would like to look into this to have something available. Regent Powers stated this is very important going forward for this institution that the College does whatever it can to raise the academic standards and improve the teaching experience and make this institution better going forward for the students that attend. The College has spent a lot of time in the last few years trying to deal with the economics of the situation and the finances of the institution, moving forward, the College needs to focus on getting our program to a point where students want to come to the College because it is a better place and Regent Powers stated this is all part of the discussion. Regent Powers commended Dr. Martinez for what he is doing and the College needs to start paying more attention to that.

**Michael Branch moved for approval of leave without compensation for Dr. David Barton. Motion passed unanimously.**

**The Board of Regents took a Break at 10:17AM and Regent Garcia made a call to order at 10:44AM.**

B. Vice President for Finance & Administration

1. Approval of Fiscal Watch Report

Domingo Sanchez, Vice President for Finance and Administration stated he has three items on the Agenda and the Approval of Disposition of College Property was not ready and the College would like to keep it on the Agenda in case there are items for future Board of Regents Meeting. There are always items in the process and Mr. Sanchez would like to keep this item open.

Mr. Sanchez reviewed the Fiscal Watch Report (attached) and Mr. Sanchez stated he wanted to remind the Board of Regents the College is required to submit a quarterly report to the Higher Education Department so the report presented is for September 30, 2014 and after the report is reviewed and approved by the Board of Regents, it will be submitted to the Higher Education Department.

Mr. Sanchez stated he would like to highlight a few things on the Fiscal Watch Report, cash is at about \$500,000, restricted short term investments are at \$2.9M and it is the State Land Grant Permanent Fund. The College cannot touch the State Land Grant Permanent Fund but the College receives the earnings on it and carries on the books. In terms of receivables, they are down, the College has been meeting with Northern New Mexico Educational Loan who does collections for most of the other Colleges and they will be working with the College on collections. The College learned a little bit in terms of meeting with them on how far back you can go and collect with people, the College can only go back four years in terms of collections. One important piece of information shared with the College, if the College sends letters for anything older than four years and it is acknowledged, the clock starts ticking over again. The College is going to be working with this group on its strategy and the College will bring more information to the Board of Regents. The College is trying to get more aggressive about the receivables now and have brought them down a little.

Mr. Sanchez stated the Unrestricted Fund Balance is at \$79,000 and it is still positive, last time it was presented it was at approximately \$1.5M but the College had expenditures that the College wrote off for the dorm that hit that, the College had some AR that it had to right off, bad debt and that brought it down to \$79,000. Cash and unrestricted fund balance this month is still positive.

Mr. Sanchez gave an overview of page 47 and 48 (attached), one is a comparison of revenue expenditures at this time last year and one shows the budget. The College's budget is at \$28M and the College is at \$7.9M in revenue. This is all funds, anything and everything the College has. The fund balance, in terms of overall fund balance, beginning fund balance reflects \$33M but this is because the College is following the format required by HED. The actual fund balance for the whole institution, available balance is \$6.4M. After expenditures, the College is at -\$183,000. In this budgeting process that number is going to shake out and it will be what it is really supposed to be. In Mr. Sanchez' opinion, this is an exaggerated number.

Regent Powers asked with respect to these numbers, when looking at the original budget, revised budget, the tuition and miscellaneous fees were budgeted for \$4.7M and the College is at about \$2M, is there any significance to that or is it one of those situations where it is the formula that is prescribed by the Higher Education Department. Regent Powers stated he knows there was a decline in enrollment which was in the 15% area, so if you look at \$4.7M versus \$2M, that is more like 150%. Mr. Sanchez stated when looking at the budgeted numbers, it's really like a credit card limit. What the College is saying in the Operating Budget, we would like to bring in \$6M and if it all came in, these are the expenditures that would go along with that revenue for the College to live within the budget. The reality is the College is either going to make more than what it budgeted for so it could exceed the original credit card limit asked for or it could make less. The Budget Adjustment Request (BAR) process the College goes through helps the College align the budgets in that regard. With regard with the formality, the BAR limit, when the College goes to the Higher Education Department in December, the College is required to submit a mid-year BAR. At that point in time with the mid-year BAR we are saying we need to adjust our limits for revenues and expenditures either up or down. In the case of last year, the College reduced some and some of them might have gone up. It depends, in the bucket of the BAR if there are restricted funds, there are auxiliary funds, there are grants, and financial aid, so the College is looking at this at mid-year and adjusting it quarterly. There is absolutely nothing wrong with leaving it exactly the way it is, even the whole year, if, the College is living within the authorized limits of expenditures and revenue throughout the whole areas of the College. The likelihood of this happening is not very great. There will be some adjustments. On the federal side, when the BARs are presented, the College had an additional \$2.6M in budget that the College is asking for. In this case, the College may still be under the approved operating budget for the federal amounts and the College will be matching those at mid-year to see if the College is still under that number or does the College need to ask for authority to increase the limit for the expenditure of federal funds in December. The College is not there yet, so it cannot make that determination. The College is way under what is budgeted but the big issues is if the College can keep expenditures in check with the revenues coming in.

Regent Powers stated as of right now, the College's expenditures are less than the revenues. Mr. Sanchez stated this is what the College is trying to make sure it follows closely. Mr. Sanchez stated the other thing is the College has already looked at revenues and they are not as pretty as the College would like them to be for the current year. The College has already been proactive in a number of areas that have been cut. Mr. Sanchez has worked with the Executive Team, Vice Presidents, President Barcelo and Human Resources and they have all be engaged in the dialogue of what the College will be freezing or cutting in terms of the different areas. In Finance Committee, Mr. Sanchez will be presenting these at the next meeting. The College has already identified those, created restricted contingent/restricted accounts for salaries, benefits and for anything else that is an expenditure other than salaries and expenditures. The College has already prepared BARs to move those monies into those restricted line items so a query could be done on the system and quantify the dollars have been set aside for the College to know it is not going to spend it. The College has had to cut a lot given the state of the revenue. The College is not waiting, nor does it not like to wait too long because this needs to be handled early. The College has been talking since it has been seeing revenues in August formalized everything in the last couple of weeks and has prepared all the BARs and the money moved, especially the salaried positions, so the College ensures that they are not touched.

Mr. Sanchez reviewed the Capital Outlay, the College budgeted \$1M and is about half way there. The College has spent a lot of the monies that the College had for Capital already and went to State Board of Finance and received approval for what the College had already done. The College has a couple other requests into the Higher Education Department that Mr. Sanchez was told were going to be heard in December. The College has what is left of the Capital projects at the Higher Education Department for approval. One of those will be taken forward to the State Board of Finance which is the Administration Building. The College has not spent the threshold yet, but the College will take the whole project to them to get approval. On the Capital Projects side the College brought in \$490,000 in reimbursements and spent \$518,000 and there is a negative ending fund balance and there are still some monies the College needs to collect. The Department of Finance and Administration (DFA) is actually holding some of the reimbursement requests pending the Tuesday meeting.

Regent Herrera stated the anticipation that the Board of Finance was going to hear the request in November is not going to happen and they will hear the request in December. Regent Herrera asked what this does because obviously the College is not expending any money until it receives approval, time-wise, Regent Herrera would like to know what it does to the project or the work the College has to do. Mr. Sanchez stated he spoke with staff about it and the College is fine with the delay because we are going into winter and the money that is left is primarily related to things outside (fencing, security). It is not affecting the College in a bad way. With the finishing of the Administration building, the hope was that the College was going to see the referendum approved in November and then the College could address the heating and cooling portion of that in that phase. The College will have to go ask for permission to do that of course and then move forward. The College is not in a position until it gets approved to go forward and the College has done what it can up to this point.

Mr. Sanchez stated in a comparison of this year to last year (page 48), last year, the College, in September, was at \$8.7M and this year at \$7.9M. The College had a reduction of approximately 17% in enrollment. The tuition is down 20% because all the same economies or charges are not being captured from the student. It is not a penny to penny percentage-wise drop. Last year the College was at \$1.M beginning fund balance and there were a number of write ups but this year the College is starting at a negative \$1.5M. As an institution as a whole, the College is at a negative \$183,000 so far. On Plant Funds, revenue is up a little and spending is up a little because the College started pushing the issue of those appropriations that the College had because it wanted to get them spent.

Regent Herrera stated with regards to the \$183,000 ending fund balance in comparison to last year, it would be fair to say the College has \$371,000 budgeted for this year, in comparison to the \$382,000. Regent Herrera asked if this would also increase the \$183,000. Mr. Sanchez stated it would but the math, until the College starts looking at transfers, it is always subject to go up or down depending on what is seen. Regent Herrera asked if some of this or most of this transfer out is going to the auxiliary account or that and others. Mr. Sanchez stated it is going across several but the amounts are quite a bit reduced, it is not just one area they go to, it is actually several. Regent Herrera stated the revenue is also decreasing by 9% but the expenditures are decreasing by 12%, Regent Herrera stated he is glad to see it is what it is as Mr. Sanchez stated but it is also important to point out that the less of an impact in the instruction in general part, the academic side of things, this is important to note because Regent Herrera would like to see a 12% reduction overall and most of it is coming out of the academic side of it. If the College does not do the work on the academic side the College does not get the revenue on the other side. It is important to keep this in check and Regent Herrera sees it being kept in check here in terms of higher reduction in expenditures than in revenue and that is a plus but also it is not hitting the instruction that hard.

Mr. Sanchez stated in the Unrestricted Funds (page 50), the College has revenue this year of \$4.8M compared to last year of \$5M and it dropped about 3 1/2%, expenditures are at \$3.2M, just about where it was last year. Last year at this time the College had transferred \$639,000, this year the College is only at \$25,000. What the College has done in a large way is to start squeezing hard on the auxiliaries and all the transfers the College had to make. The College had a lot of Capital Outlay over expenditures historically and the College was really watching those closely. This does not mean the College will never have any over expenditures, especially in Capital type projects but the College has cleared the table of a lot of these old debts and the College is not in the same positions and it is really watching the dollars. The College is going to

try to minimize these transfers every opportunity it gets. The net increase compared to last year \$1.2M and this year \$1.7M.

Mr. Sanchez reviewed the auxiliaries (page 51), last year the College was at \$549,000 and this year only at almost \$400,000. Some of the auxiliaries were shut down and they generated some revenue (ex. Child Care). On the expenditure side the College was at \$624,000 last year and is now at \$496,000 and this has to do with the fact that the College has the offset of the savings of those expenditures. Last year the College had transferred into the auxiliaries \$174,000 and transferred out \$29,000 but the net was College transferred in \$145,000 from the auxiliaries and this year they have not received anything really to speak of. At some point the College might have to give them something in some of these areas but the College is not there yet. For this early in the year, the College is meeting quite a bit with auxiliaires and Mr. Sanchez is meeting with them every month when he receives the trial balance and looking certain reports so the College can monitor and they can talk about what is going on, what are they doing, what can be capitalized on to cut costs. Last year the College was at \$70,000 plus and this year the College is at negative \$102,000 and there is still a ways to go and Mr. Sanchez will continue to monitor it.

Mr. Sanchez stated in Grants (page 52) the total revenues this year are down but not a lot compared to last year, the College is at \$978,000, expenditures are at \$948,000. On Student Aid (page 53), when looking at revenues for last year, the College had \$1.9M and almost all of this was in student aid grants and stipends and this year the College is down to \$1.6M. The College also sees that that line item went from \$1.9M down to \$7,000 and there is a \$1.5M under Government Grants and Contracts. What occurred is the College is now aligning the reporting line items that are prescribed with the Higher Education Department. The Higher Education Department requires the College to use Governments, Grants and Contracts and when the College has the opportunity to start making some of these reporting adjustments and line items, the College is changing line items and just switching it. That is why there is such a reduction in one line item and an increase in the other line item, this is just a change in the name of the line item for reporting purposes. Expenditures when compared to last year are down by almost 20%, the College is at \$1.9M and there are no transfers in as of this time and the net is a reduction of \$300,000 in the net assets on student aid right now.

Mr. Sanchez stated in Capital Projects (page 54) there was a transfer in of \$500,000 and this year the College is at zero and the College will be living within the numbers to ensure the College stays within appropriation. It is getting tighter and the College has done the worst of the write offs and the hope is that the College can get the enrollment moving. If so, the College will see some positive gains. MR. Sanchez stated when the College ended the fiscal year, it made up out of a \$1.2M deficit before it had the other issue to deal with approximately \$800,000.

Regent Herrera asked if the \$500,000 (page 54), if this was part of the clean up and asked where the money came from. Mr. Sanchez stated the College had to take it out of unrestricted and filled the gap. The College essentially zeroed out a lot of these accounts out. By the same token, there were some that had some positive fund balances that after the research was done were put into the unrestricted. There will be a little give and take both ways but what the College was trying to work toward was zeroing out as many of these funds as possible.

Regent Herrera asked about the \$371,000 (page 48), if an amount needs to be seen when going through pages 51 and 51. There are some transfers in and out and there are net transfers. Regent Herrera asked if those amounts should be reflected as part of the overall revenue and expenditure. Mr. Sanchez stated he would need to discuss this more with staff and will report back to the Board of Regents.

Regent Branch stated the College has been talking over the last couple of years about fund balances and so on. Regent Branch asked if there any time at the Finance Committee level that it can give an overview of the total overall affect as to what the situation really is. We know as it progressed and a number of funds were reduced, but to see the enormity to understand it, Regent Branch would like it sometime and it does not have to be in exact numbers, in generalities to find for the Board of Regents own edification. Mr. Sanchez stated he does have the information so he can prepare this for the Board of Regents.

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

2. Approval of Budget Adjustment Requests (BARs)

Mr. Sanchez stated that right now the College is at BAR 137 and there is a lot of activity and last year the College at 390 and right now the College is on track to beat that number, maybe by a few. Mr. Sanchez wanted to point this out because the Board of Regents wanted to get a process in place and it is a lot of work the College does in this area to make sure the budget is in alignment. Mr. Sanchez reviewed the BARs presented (attached). There are 21 BARs which Mr. Sanchez presented to the Board of Regents. There are 21 BARs and out of those 21 BARs, 12 are restricted funds and 9 are unrestricted funds, 10 are transfers, 2 are initial budgets, 8 are increases and 1 is a decrease. If it is a maintenance regular BAR, Mr. Sanchez will sign off on it. If the College is transferring money from a department to a department or doing a budget increase or decrease or if it is a new budget, it will be brought to the Board of Regents.

Mr. Sanchez stated the College has about \$2.6M in new funds or grant funds that the College is asking the Board of Regents to approve and they range in the number on the BARs. Mr. Sanchez stated there are a number of activities that are submitting grants and getting grants. When the BAR limit was discussed in the Board of Regents Meeting, the College has this starting to go up against the limit. When the College gets closer to December, the College will get those and if it is looking like the College needs to ask for an increase, it will. If it looks like the College wants to decrease it, the College will think about it strategically. Mr. Sanchez stated the only concern he has about decreasing it, so long as the College is watching the expenditures and tracking revenues is what if the College nails a big Grant and Mr. Sanchez is exceeding the budget authority the College receives.

Mr. Sanchez stated there is another BAR he would like to address (BAR 66). These BARs should always net out but on this BAR (page 65), revenue is slightly less than the expenditures. The revenue is at \$95,000 and the expenditures are \$98,000 and this did not balance because on the system, the budget uploaded was out of balance in this area. The College is bringing it in check so that the revenues in this budget equal the expenditures and this will be fixed. All other BARs are in balance.

Regent Herrera asked if the Higher Education Department has approved the College's BARs for last year. Mr. Sanchez stated they have, they sent the College a letter and in the letter they approved the College's Operating Budget and the End of Year BAR. That is good for the College in the budgeting process because now that the College has it in writing, they should align. If the College can get them to approve the mid-year BAR before the Budgeting process starts, the College will start seeing some better alignment of the budgets.

Regent Herrera asked for clarification on the \$1M reduction of the IS Computer Service. This is an alignment to what Higher Education department is expecting on the way the College Reports. Mr. Sanchez stated this is correct. What the Higher Education Department is asking, in internal service controls, the way the College handled it is, the College did transfers in and transfers out and it works, but what they like to see is a revenue and expense rather than transfer in and transfer out. The College is just going to do what they ask. It is not that complicated either way, the math works the same way. The ultimate goal is to give the Higher Education Department what they want.

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

3. Approval of Disposition of College Property

None required.

## C. Vice President for Advancement

### 1. Legislative affairs – 2015 Session

Ricky Serna, Vice President for Institutional Advancement reviewed the PowerPoint presentation (attached). Mr. Serna stated after the Board of Regents approval, the College submitted the RPSPs to the Higher Education Department and to be sure there were no oversights on making appearances for hearings, the College called the Higher Education Department to see if they wanted the College to present anything in person. The Higher Education Department stated any of the existing RPSPs were not going to be reviewed and they were going to hand select some they wanted to host hearings on and they did not hand select those given by the College. The College is waiting to hear back from them on a list of statewide recommendations on the RPSP submissions. Mr. Serna will forward those to the Board of Regents once they are made available.

Mr. Serna stated the College has been placed on the LESC Agenda for November so the College can provide a comprehensive presentation on Dual Credit and its impact to the College's Operating Budget. The College had a good discussion with LFC staff and shared with them some of the College's concerns and some of the things the College brought to their attention raised their eyebrows with regards to the percentage of the College's Operating Budget that gets absorbed by the Dual Credit tuition waiver. This discussion will be on November 20th and it is a four day meeting and will take place in Santa Fe. Mr. Serna will make sure the Board of Regents is aware of the meeting time and location.

Mr. Serna stated on October 22, 2014 the Provost and Mr. Serna attended a CUP Meeting and received another update on the Funding Formula. It is nearing completion or at least overall consensus, at the LFC presentation last month there were some concerns raised primarily by the two year institutions about the formula and how it worked relative to small institutions. Right now the Funding Formula Task Force has shrunk down to a group of 5 and they are working on final revisions to distributing funding only for two year institutions. The College essentially understands what this means for the College but once they make adjustments to the two year schools; they will release the final draft of the Funding Formula.

Mr. Serna stated in the CUP meeting priorities were also discussed that will be collaborated as a group of four year institutions. One of them is a request for a 3% increase in compensation from the State of New Mexico. This past year a 3% increase was approved for State Employees but for institutions of higher education that package only included a 1.5%. CUP will also be pushing for a compensation package that is based on prior year actual salary. Mr. Serna stated Mr. Sanchez can confirm that last year when the College received the 1.5%, the College was still short about \$80,000 in terms of actual expenditures. On top of that, the College had to absorb the cost for benefits. Sometimes when the College receives this compensation, the College ends up spending far more out of the Operational Budget to cover the difference between their estimates and the College's actuals and benefits. The College will also be working on \$8M for IT upgrades Banner training, fiber expansion to increase bandwidth, \$20M for deferred maintenance, another increase to athletics funding (\$100,000) and all of the institutions across the State have agreed that there needs to be required changes to the State's whistleblower law.

Regent Herrera asked if the fiber expansion is talking about the expansion within the institution or about conductivity or a combination of all. Mr. Serna stated this is a statewide project and would improve the Rio Grande corridor so it would be include fiber expansions throughout the Rio Grande and the Eastern part of New Mexico. It is beyond the boundaries of an institution. Mr. Serna stated when the fiber was installed it was a partnership that the hardware be purchased by the State of New Mexico and the fiber by the institution. It is actually a collaborative between the institution and the State Government.

Regent Powers stated the Funding Formula Steering Committee is meeting on October 24, 2014 to hear some of the comments and perhaps vote to move it forward. Mr. Serna stated there is general consensus with the Steering Committee. What happened at LFC were some concerns, there was data presented that showed performance outcomes for a lot of two year institutions and some saw positive performance outcomes but were seeing decreases in their overall operational budget. This prompted a number of concerns from Legislators who asked Dr. Jose Garcia to go back the drawing board and justify that and that prompted the smaller committee that is meeting to address this. Regent Powers stated the Funding Formula Steering Committee will hear their findings at the meeting on October 24, 2014.

## 2. CTE Tuition Proposal Review

Mr. Serna stated at the Board Retreat the Board of Regents requested the College look at things that might work towards increasing overall enrollment. At the last Board of Regents Meeting, Mr. Serna talked about the Single Rate Tuition Proposal and for this meeting Mr. Serna shared with the Board of Regents the second option, which is a tuition rate for CTE Courses (attached) and what might the College be able to do with tuition. Mr. Serna stated by showing the Board of Regents a regional tuition comparison. These are based on in-state tuition. The reason Mr. Serna is comparing the College to two year institutions is not because they are apple to apple, they are not, the College also reminds students the College is a four year comprehensive institution and we compare our rates to other comprehensives. For the purposes of determining how the College is priced relative to other institutions in CTE courses, Mr. Serna is using the schools in the presentation (attached). Santa Fe Community College offers the lowest tuition per credit hour, then UNM-LA, then UNM-Taos and then of course the College. The College is not that far above them considering we are a four year institution. Mr. Serna reviewed the table (attached) of the cost per credit hour when including all fees for students. The cost for credit hour for a Northern New Mexico College student is approximately \$166.00 and in that factor all fees are included. When students are looking at CTE courses or programs or two year programs, when they make tuition comparisons as close as Santa Fe Community College they can get those courses for about 1/3 of the cost.

Mr. Serna presented the question if the College can reduce the cost for CTE courses and sustain per credit costs for non-CTE courses (attached). If the College reduces the cost for CTE courses, the College has to answer the question if it wants to do the actual courses or should it be done for all the CTE majors. Mr. Serna is suggesting if a student is taking an English class for a CTE degree and an English class for a four year Degree, should they pay two different prices, they probably shouldn't. They are getting the same English class that anyone else is. The proposal suggests that the College reduce just the rate just for the CTE courses. The proposal would collapse tuition into a single rate and the College would have to increase student credit hours significantly. Many of these proposals are based on the notion that the College needs to grow enrollment. Of course, what the College would need to identify a minimum enrollment to make sure that if the costs for these courses is decreased that the College identifies how many students need to be in a class for these classes to be cost efficient.

Mr. Serna stated the programs that the College is looking at are a group of Certificate and AA Degrees that the College identified as CTE programs. Most of the CTE programs matriculated to AA Degrees, after that there are no four year degrees for them. Mr. Serna has been working with Dr. Lopez on this proposal because Dr. Lopez oversees all the CTE programs with the exception of Barbering and Cosmetology which is overseen by Dean Baca in the College of Business. Mr. Serna and Dr. Lopez came to a consensus of which programs would be eligible.

Mr. Serna showed the Board of Regents what has been happening with the CTE programs for a couple of years (attached). In almost every single program, the College saw declines, some large overall. Mr. Serna reviewed student credit hours (attached), which has fluctuated with the CTE programs and some of them have remained flat, some have gone up and down.

Mr. Serna reviewed graduation data (attached). Many of the programs are not graduating more than 4 or 5 students every single semester. This is something the College wrangled with a year ago when the College made recommendations for program discontinuation. For the most part, not all the programs have graduates since 2012. Only five programs have had graduates since 2013.

Mr. Serna stated given the data presented (attached), Mr. Serna reviewed the revenue generation from all of the courses (attached). In the spring 2014, the most current full semester, the College generated about \$133,000 revenue. If the College is going to be talking about reducing tuition for these courses, the target revenue is going to be about \$133,000 which has dropped from \$138,000 in the fall 2012. Given this information, Mr. Serna reviewed the final table (attached) which shows how much the College needs to increase the student credit hours to get down to a rate that is comparable to the two year institutions that neighbor Northern New Mexico College. The College would need to get the rate to about \$80.00 per credit hour and to do this the College would need to increase the student credit hours by about 90% to get to 91% of the total revenue generated in 2014. If the College was to lower the rate to \$100 per credit hour, the College would need to increase the student credit hour by 70% from 790 to 1,350. The last table of the presentation (attached) is what the Board of Regents might want to look at if the College was to proposal reducing the cost of student credit hours because if the College wants to break even in terms of revenue, the Board of Regents would see what that growth in student credit hours would need to look like in order for the College to get a break-even point. The College would not start seeing close to 100% until the College would get to about 80% of the total student credit hours. If the College wanted to get down to a rate that is more competitive with a two institution, the College would almost have to double the amount of credit hours it is currently generating from the CTE programs to break even.

Mr. Serna stated the other thing that is unpredictable in terms of revenue generated by Certificate and AA Degrees is the Funding Formula revenue. That value changes every year and it is hard for the College to gauge how much revenue the College is generating from these two year programs from the Funding Formula because it seems to change every year. Many of the College's certificate programs are at the bottom of the matrix the Higher Education uses to fund degrees. The College does not really take into account the Funding Formula revenue because it fluctuates but this table (attached) in terms of student credit hour which is what the College would need to generate.

Dr. Martinez asked if in the model the cost of delivering the courses would be and if the College is assuming that cost will remain the same, even with the increases in students. Mr. Serna stated it is currently and this is known from the data the College looked at a year ago when recommendations were made to program discontinuations was that none of these programs include full time faculty. Assuming that the College continues to run the programs on adjunct faculty, the cost would remain the same moving forward and that it why it is easy to determine what an average course load should look like for these courses. The College would try to determine how much it costs to break even for the cost of adjunct faculty.

Mr. Sanchez asked Mr. Serna if he has quantified the expenses and not just the expenses of the adjuncts but also the operating and capital costs associated with the equipment compared to the revenue they will generate. Mr. Serna stated he has not estimated this because it was not estimated in the total revenue less expenditures when estimating what they are generating now. The expenditures would go up because the College will serve more students; the College might need more lab equipment, more technology. Mr. Serna has not taken this into consideration; however, just on revenue generation altogether, in order to break even in some instances, the College would have to almost double the student credit hours to lower the rate.

Dr. Martinez asked a value question which is not in terms of revenue, if someone asked why would you want to increase the number of students and not be able to deliver the services that they need. Should the College remain the same, in terms of being able to, with the present revenues they are getting or should the College risk trying to get double the number when that goal might not be achievable? Mr. Serna stated the other question is our enrollment in Certificate Programs driven by the market. We also need to determine whether or not these programs are meeting the economic needs of the region. The College has to separate what the workforce need is of course from what the community needs are, they are two different things even though they are equally valuable. There is some community members that really



have an interest, that want to take the courses, but the other part of that is what is the workforce saying in terms of what they need. This was seen in Automotive Technology, clearly there was a community interest in the area but when looking at degrees and what the workforce needed, there was a clear disconnect. Another question is how the College evaluates whether the programs are valuable to the local and regional workforce so that it would make sense to invest in the programs because we would actually be preparing them for jobs.

Mr. Sanchez asked if the College would invest in these over other academic programs and what the priority is. Dr. Martinez stated this is the nature, this is a different opportunity for students who are either looking for short term employment, there is a value in terms of that, these are not students who are going to spend 4-6 years to be able to get that degree. Based on the economics of this region, it gives them an opportunity to upgrade their economic status based on income by obtaining a Certificate. Mr. Sanchez stated his concern is that if the College is going to invest in something like this and the credit hours is almost double, Mr. Sanchez is concerned when you have limited resources or fund balances, is the College going to dilute the resources available when you start weighing the priorities of the accreditation we are going after and the resources that the College has that are limited. Dr. Martinez stated this is the dilemma in having a two and four year program. The College has to always consider whether or not the programs are relevant in terms of workforce as well. To what extent there are needs in that particular area.

Regent Garcia stated if the College doubles, there would be two students instead of one that would graduate. It is all perspective and is it even viable that we are having these discussions based on the numbers of students, not percentages. If the College has 80% of enrollment, that means another 2 students depending on the program. Dr. Martinez stated perhaps for illustration using raw numbers might create a better picture of what this means. Mr. Serna stated he agrees and when talking about full time students, baseline student credit hours is 198, that is equivalent to 53 full time students. When looking at the big picture, that is 53. Total students that the College has, it represents 6% of total full time students at the College are in these student credit hours. For some perspective, this is the number of students Mr. Serna is talking about.

Mr. Serna stated the College received a Grant for \$400,000 from the Public Education Department for American Indian Education training. The College heard about this last week and it was submitted approximately one month ago. Mr. Serna congratulated the College of Education for their work on preparing this and getting this award. Mr. Serna will be sending out a press release on October 23 or October 24.

Mr. Serna stated the Coffee Shop at Northern will be opened in the Library. It was managed by an external entity and the College is going to work through the Bookstore to open up the Coffee Shop and bring it under the oversight of the institutions.

Mr. Serna stated Mr. Sanchez and Mr. Padilla worked with Cariños Charter School to get them an interim home at El Rito. The College was glad it was able to help.

Mr. Serna stated a couple of weeks ago as part of the commitment to increase student and campus life at Northern, there was a reorganization of existing staff and with existing resources launched the Office of Student Life. The College created a position of Coordinator of Student Life, Brooke Espinosa who previously worked in Admissions. Mr. Serna and Ms. Espinosa have worked very closely to reconstitute the Student Senate and are working as their primary advisers to get them up and running. They have almost tripled in size as compared to last year so the College has a good student voice. They are going to place a key role in vetting Student Regent nominations beginning at the student level.

Mr. Serna stated the College is prepared for the Veteran's Center grand opening which will take place on November 13, 2014.

Mr. Serna stated the Scholarship Gala will take place on November 15, 2014 and the Board of Regents should have received invitations. The College has added a component to the Gala which is a dance at the end of the event.

Mr. Serna stated the College is continuing to work on Grants and on October 22, 2014 submitted for \$500,000 in Grants to the National Science Foundation so the College should hear back from those in a month and a half. These are collaborative partnerships with Engineering, the College of Education and Biology and Chemistry Departments.

Mr. Serna stated the College is making the final push for the ballot items. The College distributed over 1,600 pieces of media this week on Bond C, there were three live remotes for Bond C and the Amendment II to the Constitution. A letter from the President was sent to the Editors of seven different papers across the State of New Mexico because Amendment II to the Constitution which allows the College a Student Regent is something everyone will vote on.

Regent Martinez asked how long Carinos School will be at the El Rito Campus and what type of revenue will it bring in as this is a good thing for the Campus. Mr. Sanchez stated the length of time they have identified is 6-8 weeks, it may be until December, which is the sense Mr. Sanchez is getting. The money the College is bringing in is approximately \$16,000 per month.

Regent Martinez asked regarding Student Senate, if there is some way to get representation from the El Rito Campus on Student Senate whether it be one student or an Adviser. Mr. Serna stated there are not students exclusive to El Rito. Right now there are Continuing Education Courses only in El Rito and actually in the Bylaws originally for Student Senate there was a spot reserved for a student from El Rito but right now there is not any El Rito exclusive students. Any student is eligible so long as they are in good standing and taking 6 credit hours. As the College pushes for increasing Student Senators, the College will be having open houses and will be inviting anyone interested. As it stands in the Bylaws, Continuing Education students are not eligible because they are not for credit students.

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

None

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

**Regent Herrera moved for the Board of Regents enter into Executive Session to talk about limited personnel matters related to dismissal, investigation, consideration or complaints against an employee also to discuss issues related to bargaining strategy in collective bargaining also threatening or pending litigation subject to attorney-client privilege in which the College may become a participant and this is all pursuant to 10-15-1(H)(2)(5)(7) and (8).**

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

#### **XII. POSSIBLE ACTION ON EXECUTIVE SESSION**

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

**XIII COMMENTS FROM THE BOARD**

Regent Garcia reminded the Board of Regents there would not be a November meeting, there will be a November/December Meeting on December 4, 2014 at 8:30AM at the Espanola Campus.

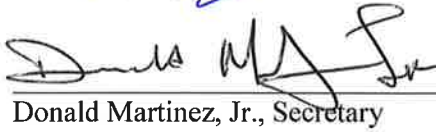
**XIV. ADJOURNMENT**

**Regent Branch moved to adjourn. Motion passed unanimously. Meeting adjourned at 12:29PM.**

Amy Pena, Recording Secretary

APPROVED:

  
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Rosario (Chayo) Garcia, Board President

  
\_\_\_\_\_  
Donald Martinez, Jr., Secretary