

# **NORTHERN NEW MEXICO COLLEGE**

## **BOARD OF REGENTS MEETING**

**JANUARY 27, 2015**

**(The Board of Regents Meeting was originally scheduled for January 22, 2015 but was rescheduled due to inclement weather)**

### **I. CALL TO ORDER**

A regular meeting of the Board of Regents of Northern New Mexico College was held on Thursday, January 27, 2015 in the Boardroom of Northern New Mexico College, Espanola Campus. Regents present: Rosario (Chayo) Garcia, Alfred Herrera, Kevin F. Powers, Michael Branch and Co-Student Representative Hardev Khalsa. Board President Rosario (Chayo) Garcia called the meeting to order at 8:42AM.

Northern New Mexico College staff present: President Nancy "Rusty" Barceló, Domingo Sanchez, Vice President for Finance and Administration; Ricky Serna, Vice President for Institutional Advancement; Pedro Martinez, Provost/Vice President for Academic Affairs; Bernie Padilla, Director of Human Resources; Chris Trujillo, IT; Alex Williams, Senior Financial Analyst; Carmella Sanchez, Director of Institutional Research, Sally Martinez, Executive Assistant to the Provost and Vice President for Academic Affairs; Dr. Frank Bruno, Library Director; Jimi Martinez, IT Director; Jerome Williams, NNMC Bookstore Manager; Stephanie Montoya, Staff Reporter/PR Specialist; Sandy Krolick, Creative Director Communications and Marketing; Bernie Padilla, Director of Human Resources; Henrietta Trujillo, Director of Financial Services and Amy Pena, Recording Secretary. Northern New Mexico College faculty present: Ana X Gutierrez Sisneros, Dr. Claudia Aprea, Dr. Anthony Sena, Dr. Ivan Lopez Hurtado, Dr. David Torres, Dr. Lori Baca, Shaun Cook, Teresa Lopez, Ellen Trabka and David Lindblom. Others present: Annette Rodriguez, Colonel Nelson Conoyer and a representative from the Rio Grande Sun.

### **II. APPROVAL OF AGENDA**

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

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

President Barceló asked everyone to take a moment and acknowledge of one of the College's favorite professors and photography instructor, Judith Vejvoda who passed away over the weekend. She was extremely popular with students, faculty and staff, made amazing contributions to the College and she was the innovator behind showing student work at the College. President Barceló has asked Provost Martinez to pull a small group to honor her appropriately in a memorial as well as purchase one of her pieces the College can display. President Barceló requested a moment of silence to honor her passing.

President Barceló stated she had a meeting with the Council of University Presidents (CUP) and it was a very productive meeting in terms of looking at enrollment issues, tuition, etc. President Barceló stated Ricky Serna, Vice President for Institutional Advancement would provide an in depth report during his presentation as he has figures CUP shared with the group which are extremely important for the Board of Regents. The CUP members also had an opportunity to meet the new Secretary of Higher Education and everyone was in agreement that she is going to bring a lot to the work of higher education. She outlined several goals for CUP that are in line with what the College is looking at in terms of excellence and in terms of doing a review

of what we mean by higher education in the State of New Mexico. It was an engaging conversation and the fact that she is a professor she will bring a wealth of information to the position.

President Barceló acknowledged former Regent Colonel Nelson Conoyer who made several contributions to the College.

President Barceló introduced Regent Branch who would address the Approval of the Charter of Academic and Student Affairs Committee. Regent Branch gave a history of how this Committee came about. Shortly after President Barceló arrived to the College, a discussion was held about the need for excellence within the College. Both within the students graduating and what the College can do to help faculty and staff themselves. In line with that, the Board of Regents discussed on several occasions if there was a need for the College to do something with faculty as far bringing in additional people and so on. The College also needed to bring up the level of knowledge for the Board of Regents. In order to do that, the College decided at that time to go from a two year to a four institution. In doing this, instead of belonging to the Association of Community College Trustees it was decided the College should move to the Association of Governing Boards of Colleges and Universities (AGB). While doing this the College had several discussions about them coming forth and assisting the College in raising the level of knowledge as far as governance was concerned within the College. It was very expensive to do this, to have them bring teams in and the College agreed on looking at their webinar program. There were five Regents coming to school on a regular basis attending webinars regarding how governing Boards throughout the country are set up, especially on a committee basis. To that point, the College basically had one committee - the Finance Committee, who dealt with budgets and financial issues that would come to the Board every month. The Regents looked at the various committees that were active among the colleges and institutions and asked where the College was going from that point. The College decided there were five areas that needed to be looked at and there were only five Regents. The question was what would be done with five committees and five Regents and if there were more than two Regents on the same committee, there would be a quorum. The Board of Regents would not want any of these committees to have any authority other than the recommended authority back to the entire Board of Regents. Five areas were decided upon: (1) Audit/Finance/Facilities; and (2) Academics and Student Affairs.

Regent Branch stated the Board needed to determine how it would govern itself. It was determined they would govern themselves with policies and procedures. These policies and procedures in many instances were Board traditions. The Board of Regents went into quite elaborate numbers of meetings and studies with staff and the Board of Regents to come up with initial policies and procedures. The thought behind this was to see how the Board can make it work better, how there could be open governance by being able to bring to issues going from the academia into the Provost's office which the Provost would be the chief staff member of this committee. The Board of Regents initiated the first committee and the policies and procedures on the Board. It was brought to point where it was ready to act on but wasn't complete. At that time there was a change in the Board Members and Rosario (Chayo) Garcia became President of the Board of Regents. At that time she appointed two chairs, one for the Finance/Audit/Facilities Committee which was Regent Powers and the Academic and Student Affairs Committee which was Regent Branch. The Charter was comprised of information both collected by staff and the previous committee plus Regent Branch took it upon himself to look at some of the major institutions in the country (University of Iowa, University of Minnesota, University of Illinois, etc.) to see what best fit what the College was doing. The first draft was distributed sometime back, although the Board of Regents did not act upon it until the new Board Members were on the Board of Regents to ensure the proposed would fall in line and any amendments requested would come forward. Regent Branch stated it needs to be understood, the Charter is a work in progress, it is not something so fixed that it cannot be amended. Regent Branch stated anyone could attend the Academic Affairs and Student Affairs Committee meetings. These meetings are held one week before the Board of Regents Meetings.

Regent Herrera stated he would like to echo the comments Regent Branch made. He stated this is a governance establishment for the Board of Regents and it is not uncommon for different boards and commissions to have working committees and it provides more efficiency in the operation and the opportunity to really engage in the discussion. This is something that is really critical when one establishes a committee because the Board of Directors of any organization is responsible for setting the framework in which the committee will operate and certainly the membership. It is always important as was done when the Charter for the Finance Committee was established to emphasize that this is a committee that does not act on behalf of the Board, it is merely a committee that provides the detailed discussion and information that needs to be vetted at that time and will review and advise the Board of Regents on whatever the members feel is appropriate at that point. Regent Herrera stated he supports this and it was long overdue, it is an organizational establishment and it will help to make this Board of Regents more efficient. Regent Herrera thanked everyone that worked on this Charter and it has been years of work.

**Michael Branch moved for approval of the Academic Affairs and Student Affairs Committee Charter. Motion passed unanimously.**

President Barceló stated the Academic Affairs Committee made a recommendation to approve a name change for Northern New Mexico College to University. It is not about a change in status. President Barceló applauded the Regents Academic Affairs Committee for this recommendation for several reasons. When this came forward, the Executive Team met and discussed the pros and cons of it at length based on informal dialogue that they have had with each other, with faculty and with staff over the years. The Executive Team has also had informal dialogue throughout the time President Barceló has been at the College about the need for the name change. President Barceló asked Provost Martinez to address issues as they relates to the academic mission of the institution and what that means for a name change. President Barceló also asked Vice President Sanchez and Serna address some of the budget implications as well as some of the public relations issues that would be addressed.

President Barceló stated since its inception in 1909 as a normal school, Northern has undergone several name changes as the institution has changed over time. In fact, in 1970 it was established as a vocational and technical school and again when the campus opened on the Espanola campus in 1970, it was renamed and assumed different responsibilities as a Community College in 1977 and of course in 2005, it became a four year institution. This is just all part of the progression in terms of growth as the needs of the community have changed, the state has changed, etc. Since President Barceló's arrival, it has continued to grow. One of the first things done during President Barceló's first year was President Barceló asked then Provost Sena to reorganize the academic units and establish them as colleges. This was done through a transitional period and there are now five Colleges, College of Education, College of Business, College of Engineering and Technology, College of Nursing and Health Sciences, and College of Arts and Sciences. These changes better reflect the mission as a four year institution and the continued commitment to providing AA Degrees as well as Certificates and also preparing students for the GED.

President Barcelo stated the term "University" is more inclusive of the Colleges in a collective way and the degrees and certificates minimizing confusion with the term College because if you say "Northern New Mexico College" and the "College of Education" it makes it sound like two different institutions. This is a confusion that has been encountered in the public, legislature, etc. President Barceló did have one legislator ask her "what are you?" "University" would also provide the institution with equal status with the sister comprehensive institutions and the Council of University Presidents (CUP) that often already refer to the institution as a University as a normal part of the conversation. The term University will enhance the institutions efforts toward maintaining and pursuing academic accreditation and excellence in the end. Given that many of the faculty, especially among new faculty are pursuing research agendas, a name change to University could serve to enhance their efforts towards securing external resources for their work and ultimately benefits the students and broader community and would place them at an equal status with their colleagues around the country. President Barceló fully supports this change.

Regent Garcia stated she would like Colonel Nelson Conoyer speak on this because she knows this has been his dream since he was on the Board of Regents and spoke often about changing it to a University.

Pedro Martinez, Provost and Vice President for Academic Affairs stated he would like to add to President Barceló's comments based on the trajectory of this institution that the term to be used "University" is long time due. As President Barceló emphasized the fact the institution has moved from departments and creating specific colleges, the expectations of faculty is known that this is not just an institution that we emphasize just teaching but there is scholarship requirements as well as service and they are coded in the tenure and promotion process. It has been well recognized prior to any attempts to change the name of this institution. It is not uncommon for many institutions throughout this nation to use the term University to indicate the breadth and depth of studies and the fact the institution continues to add more programs and those requirements. This is not unusual, this is something that is consistent, especially when the institution is classified as a comprehensive institution and of course the "College" stands out as if the institution was different from the rest of the institutions so therefore the University name change will be appropriate in terms of that process.

Colonel Nelson Conoyer, former member of the Board of Regents of Northern New Mexico College stated he did not believe the College would get to this point. Colonel Conoyer stated he has seen the College go through a lot of changes and now the College is about to take the next step up. Colonel Conoyer is proud to see such a fine group of gentleman and ladies guide the University through the challenging opportunities. Colonel Conoyer thanked the Board of Regents for allowing him to speak and he is proud of the progress made.

Regent Branch stated in 2005 when the College became a four year institution itself, in various instances of speaking with HED and the Governor's Office, this College was not going to sit still. It was mentioned to the Governor at that time that the College was not going to be caretakers but was looking forward to the future of Northern New Mexico. The Governor at that time was talking about setting a 10 year period where it would become Northern New Mexico University. Regent Branch is very proud of the people who have been involved and there have been many people beyond this administration involved in getting the institution to this point, especially the faculty and staff that have been here over the years and stood by this College. Regent Branch stated it has been a privilege to serve. Regent Branch stated contrary to what many people have said Regent Branch's term is over now after 12 years and it is time to move on to someone new. With that, Regent Branch stated he is very proud of the existing administration, the hardships they have had to go through with innuendos and mean things said by people twisting the truth and actually going out and hiding behind and commenting in blogs and so on rather than bringing their name forward and coming to this Board of Regents and Administration to initiate changes that they feel are necessary here rather than exaggerating. This does not hurt Regent Branch because he is moving on, the students that remain are the ones affected and anyone that has that attitude that what you are doing in order to discredit this College, this University, if they think it is doing anybody good other than someone's ego, it is not. What it is doing is hurting Northern New Mexico and its struggle to create greatness at this University.

Regent Powers asked if the name change was subject to any State process, application, approvals, etc. Dr. Martinez stated the College has already checked with the Higher Learning Commission (HLC) which is the College's accrediting body and it only requires notification when the College clarifies it is a name change and not a status as President Barceló indicated. Ricky Serna, Vice President for Institutional Advancement has also done other research related to the Charter and Rules and Regulations of the State of New Mexico.

Mr. Serna stated the College has been in communication with the Higher Education Department (HED) and Dave Matthews, the attorney for HED is looking into the possibility that the College may just need to introduce legislation to make the name change. As the Board of Regents knows, in official documents, there is a reference to and in some instances to the original name of the institution. It may be a matter of simply changing the name in legislation so that it is referred to now as Northern New Mexico University or that the names are interchangeable in legislation meaning that all legislation applies to Northern New Mexico College applies to Northern New Mexico University.

Regent Branch stated he did a search on the last University status change, Eastern New Mexico Junior College which was established in 1928. In 1934 they actually opened their doors as Eastern New Mexico Junior College and existed until 1940 when they had their first Baccalaureate degree program. In 1940 they instituted the change to Eastern New Mexico University.

**Regent Branch moved for approval of the name change from Northern New Mexico College to Northern New Mexico University, effective immediately. A roll call vote was taken - Regent Branch, Regent Herrera, Regent Powers and Regent Garcia all voted "yes" to the motion. The Motion passed unanimously.**

#### **IV. APPROVAL OF MINUTES**

**Regent Herrera moved for approval of the minutes of December 4, 2014 as presented. Motion passed unanimously.**

#### **V. INTRODUCTIONS**

President Barcelo asked Provost Martinez to introduce the new Director of Library Services. Provost Martinez introduced Mr. Frank Bruno, Director of Library who gave a brief background of his knowledge and background.

#### **VI. PUBLIC INPUT**

None.

#### **VII. STUDENT SENATE PRESIDENT'S REPORT**

Mr. Serna introduced Student Senate President Ariande Bito who is an Engineering Major, a freshman and a phenomenal leader. Ms. Bito stated the Student Senate is planning on doing a recruitment, lunch and giveaways for the upcoming semester. Ms. Bito invited the Board of Regents to attend the luncheon with students. Student Senate is doing their best to coordinate a lot of activities and to be active this semester and the upcoming semester. Mr. Serna asked Ms. Bito if she could give the Board of Regents feedback about the proposals that have been discussed regarding tuition. Students have been presented with the single rate model and they have feedback on that as well. Ms. Bito stated as the President of the Student Senate, she would like an economic survey to see if the current tuition is increasing the number of enrollment students. If the current tuition is helping the school enroll more students, it should not change.

Ms. Bito stated she was informed about creating a counsel higher than the Board of Regents. Ms. Bito stated she still does not know much about it and does not know how many people will be in it. Regent Garcia stated this is the first she has heard of this. Mr. Serna stated he believes Ardiani is talking about a legislative initiative that for the past two or three years someone introduces legislation for a commission that oversees

all the Boards. This usually does not last and is usually initiated by a single legislator. It has died for the past three years and what it does is create a Super Board of Regents that oversees all the Colleges and Universities.

Mr. Serna thanked the Student Senate as they were integral in the process for selecting the Student Regent. They were tougher than other institutions on the academic qualifications and the amount of time they have been at the institution before being eligible. They have also required that the Regent serve as an ad hoc member to the Student Senate so there will be a good link between that person and the Board of Regents.

## **VIII. FACULTY REPORT**

Provost Martinez asked David Torres, Faculty Senate President to give a brief report on the initiatives of Faculty Senate. Mr. Torres stated the primary initiative which the Faculty Senate looked at in the previous semester was looking at reducing the number of hours for many of the degrees from greater than 120 hours down to 120 hours for the bachelor's degrees and greater than 60 credit hours or near 60 credit hours for the associate degrees. There have been a number of programs that have reduced those hours; they have gone through the curriculum committee. Many of them have passed through the Faculty Senate or will pass through the Faculty Senate. Mr. Torres acknowledged Dr. Claudia Aprea and Lori Franklin for their efforts in managing that committee and dealing with the large number of paperwork. This is primarily what the Faculty Senate has accomplished.

Dr. Torres also stated the other item the Faculty Senate is looking at is new degrees such as an Electromechanical Degree in the Engineering Program. There are some degrees that are also passing through the Faculty Senate at this moment.

Dr. Torres stated Provost Martinez and Dr. Martinez along with Dr. Torres will be attending the HLC Annual Conference in Chicago at the end of March. Dr. Torres will be presenting some data on developmental mathematics which has been done through the EXITO Grant at the University.

## **IX. STAFF REPORTS**

### **A. Provost and Vice President Report**

#### **AQIP Report and other Academic Initiatives**

Carmella Sanchez, Director of Institutional Research stated the AQIP update how the University is going to be about how the University prepares its systems portfolio to begin to address some of the things that need to get done before the University's checkup visit in the fall - November, 2015. Components of the visit include the systems portfolio clarification and verification. The peer reviewers will look at the University's systems portfolio and identify 8-12 items they think they would like to research. They will then develop a strategy of who they would like to interview. When they arrive in November they will look at the items and they will summarize them. There will also be a systems appraisal follow up which will be a formal review with the University's leaders to ensure that the University has looked at the systems appraisal and addressed some of the issues that were raised in the strategic issues analysis.

Ms. Sanchez stated the HLC will also look at the University's organizational quality commitment, they will interact with personnel and they will assess the direction of the organizations commitment to quality improvement. They will also expect a public meeting so they can share some of their findings with the institution. This will be done during the visit in November.

Ms. Sanchez stated another component of the visit is the accreditation issues follow up. This is a formal review with the organizational leaders to look at any issues that were raised regarding the University's accreditation. The University is required to meet the five criterion of the HLC as well as address the nine categories. In the systems portfolio, the University did not have any accreditation issues.

Ms. Sanchez stated there is an opportunity for the University to have a commission relationship review. In some of the past accreditation visits, the University was proposing to add four year degrees or some other things that the University wanted to add in its stipulations of assessment. This is not something the University will be doing this year.

Ms. Sanchez stated there will also be a federal compliance review - all financial aid. They will want to meet with Financial Aid.

Ms. Sanchez stated two documents that will help the University prepare for the visit are: (1) the Systems Portfolio submitted in 2013 and (2) the corresponding systems appraisal they sent back to the University that same fall. The two documents are posted on the website. The systems portfolio is broken into nine categories, there 144 questions that have to be answered; the nine categories are broken into three parts - process, results and improvement. The systems appraisal evaluates each of those questions and gives the University a score of an O for Opportunity for Improvement, S for Strength, SS for Super Strength and OO for OO. The nine categories are: helping students learn, accomplishing other distinctive objectives, understanding student and stakeholder needs, valuing people, leading and communicating, supporting institutional operations, measuring effectiveness, planning continuous improvement and building collaborative relationships. Currently, the Provost Office and the Institutional Research Office are overseeing the assignments of the system portfolio categories to category team. The Category 1 team is composed of Deans, Provost and Academic Planning Committee Members. There is also an associated action project which is the Strengthening Learning Assessment which is being overseen by the CLASS Committee who will prepare that particular category. Category 2 is Athletics, El Rito and Foundation which consists of the Athletic Director, Foundation Director and El Rito. Category 3 is Understanding Stakeholder Needs which includes as many student services as possible. Category 4 is Valuing People which is how the institution supports the development of employees. This includes the HR Director, Convocation Organizer, Safety and Security and Facilities. The University also has an action project that is related to that which is Expanding Professional Development and Training. This team also has the Convocation Organizer. Category 5 which is Leading and Communicating - the VP for Advancement is helping with this as well as the Communication Office. There is also an action project that is associated with this which is the website maintenance and unit webpage development and there is action project team who will begin meeting on this. Category 6 is how the University supports institutional operations which are finance and budget and how this is organized so learning can thrive at the institution. This is going to include financial and budget representatives, grants accountant and VP for Finance and Administration. Category 7 is Measuring Effectiveness. The IT Director and Carmella Sanchez will address this category. Category 8 is Strategic Planning and Ms. Sanchez has asked the VP for Advancement to meet with her to give Ms. Sanchez some direction to begin to gather that information. Category 9 is Building Collaborative Relationships which is development, continuing education and other grant relationship collaboratives that are going on at the College.

Ms. Sanchez stated the College has one OO (Question: how you coordinate and align processes, organizational strategies and action plans across your institutions various levels.) in Category 8 and two SS's in Category 1 and Category 6. The rest are pretty evenly divided. The O's found in the systems portfolio primarily revolved around the University having great processes and the University has a means of gathering the results but how is the University using them. A lot of this is communicating it and Ms. Sanchez is confident because of the teams that have been established for these categories that the University will be

better to communicate the information into the systems portfolio. The goal is to have the updates to the systems portfolio meet that June 1st deadline and there is a really aggressive agenda for the spring. The University has category committee meetings scheduled over the next two weeks. The first draft is due at the end of February, there are some editors that have agreed to edit the document and the third draft will be submitted in May so the University can share it with the Board of Regents before it is posted onto the website. This will conclude phase one of preparing for the checkup visit in the fall.

Dr. Martinez stated the University is planning on a strategic plan framework and the University needs to codify it in a way that is relevant to what the University is doing. At the same time it captures some of the activities that are required to be covered. President Barcelo stated one of the confusing points is, which is true at most institutions, is the issue of accountability, how are you measuring your progress. This has been a weakness in general and the University is doing some things and they will be communicated. Dr. Martinez stated most of the comments throughout the nation in terms of the accreditation process is the basic question of what is your data and how are you sharing that and what changes are you making in terms as a result of that information. This is something the University is working on.

Dr. Martinez stated this week the University had Martin Luther King Day off and the University had a snow day. Based on this, the University was able to extend registration for students until January 27, 2015. The University will have specific numbers by the end of the day and will be able to share that information with the Board of Regents in a more comprehensive format that Dr. Martinez presented to the Board of Regents. As of January 26, 2015, the University had 1212 students registered. One of the things the University has to be careful of is when talking about numbers to tell the true story and what is behind it and Mr. Sanchez can address this more as he counts all the credit hours and multiplies it by certain factors and he is able to give a precise number in terms of where the University is. Dr. Martinez stated it is not uncommon and the University has a lot of data dating back to the last four years that there is always a drop in the number of students from the fall semester to the spring semester. It is not significant to a great degree that it will affect the University. The University has done extremely well this semester given all these factors. Dr. Martinez stated the University is seeing a large number of returning students (136); these are students who left the institution for a period of up to three semesters who are coming back. Dr. Martinez stated the University is retaining more students so the efforts related to continuing students is showing that efforts with the freshman experience, the efforts related to developmental classes, the efforts related to advisement are working. Dr. Martinez asked Mr. Serna to address some of these issues and highlight the information.

Mr. Serna stated there are a couple of areas the University is seeing significant differences on the positive side in terms of enrollment this spring when compared to the last three spring semesters and fall semesters. Those areas include new students. For example, last year the number of new students that came into the institution in the spring was 58 and this year 136, almost tripled. The University is looking at the numbers and it is attributed to the number of GED graduates who finish in December and matriculate and they are matriculating at far higher rates. The other area is returning students which are students who have come, have stopped out for at least one semester and are coming back. The number that is actually very high is in state transfer students. The University is looking at this because it is interesting to the University from which institutions they are transferring and from where they are originally. The University is exploring whether or not there were students from the valley who attending another institution for the first semester and who have transferred back for either financial reasons, home sickness, not a good fit for them, etc. The University is looking those numbers because it is not just good enough to understand that those numbers are increasing as much as why they are increasing and how it can be leveraged further moving forward. The census day has not come yet so the numbers do not freeze in time for a few more days after which they become official spring 2015 census numbers.



Dr. Martinez stated there is a smaller number in terms of dual credit. In terms of revenue, dual credit does not necessarily add to the coffers in general but it is a commitment the University has. The University has intentionally worked with school districts to be more effective in terms of how dual credit is offered. Mr. Serna has developed a particular model with the Penasco School which is the one the University would like to utilize with the rest. Recently many of the school districts utilize Perkins as a way to address their needs so they get extra funding and Perkins is looking specifically now at how high schools are using the dual credit. Rather than just being a random course that they offer to the students they are becoming stricter in terms of the criteria. For example, in the area of certificates you are looking at what the call stackable skills. If a course was offered in Microsoft last term what is that the University is offering in the next term that will enhance what students are learning and not just offering the same course over and over again. Those are some of the things that are changing and will in one way stabilize the number of students in terms of dual credit once the University aligns all the things that are happening with the format of the University.

Mr. Sanchez stated what he looks at to get a sense of how the numbers are looking for finances is really the school credit hours because this is what the University charges for. The University does have to filter out what is associated with dual credit or tuition waivers. The numbers were right on in terms of what was estimated for the second half. This is a good thing because as the University was preparing and pulling back on expenditures in the first couple of months in the year, the University was close enough that it did not need to do much more than ride the wave until the end of the school year.

## B. Vice President for Finance & Administration

### 1. Approval of Fiscal Watch

Domingo Sanchez, Vice President for Finance & Administration presented the Fiscal Watch Reports to the Board of Regents (attached).

Domingo Sanchez, Vice President for Finance and Administration presented the Fiscal Reports to the Board of Regents (attached) for the month ending December 31, 2014. The fiscal watch report is required to be approved on a quarterly basis; the University produces them on a monthly basis. After a brief overview is provided and secure approval of the Board of Regents it is then forwarded to the Higher Education Department (HED) on a quarterly basis.

Mr. Sanchez stated the cash at the end of December was at \$331,000. The University has to watch cash. The unrestricted fund balance is at \$426,000 at mid-year. After the audit the University was at a negative \$1.7M in unrestricted and the University has made up some ground. The University is watching expenditures closely and Mr. Sanchez is hoping it will be less than \$1.7M. Mr. Sanchez will give the Board of Regents a better guestimate of what the University is thinking as the operating budget is prepared for the Board of Regent's consideration and approval in April.

Mr. Sanchez reviewed (page 46) a comparison of the original budget, any budget adjustments made to the actuals for the year. Mr. Sanchez stated the first column is the original budget for the institution, the second would show the BARs approved by HED. The University submitted a BAR in the December timeframe as required and the University received approval. The numbers now in the middle column reflect what the report is trying to do. The third column is the actuals as of December.

Regent Powers asked how long it has been since the University has had a BAR approved by HED. Mr. Sanchez stated he has never seen one since he has been here. This is, however, a good sign because it also reflects the work with HED. They are doing a good job in working with the University. Regent Powers stated this is the point he wanted to make. This is a milestone that the University has gotten to the point where this is happening.

Mr. Sanchez stated as the University started out the year, the University started out with about \$28.5M and the current operating budget is about \$29.9M. Mr. Sanchez stated even though he is speaking about cutting the budget and the University has to watch expenditures, there are other things that are happening within the institutions finances like Grants. Grants that are coming in - \$2M appropriation which increases our budget. The operating budget has gone up slightly \$1.5M. When comparing the operating budget to the actual expenditures, the University is about \$13.9M, still within budget. The beginning fund balance just below the revenues is the negative \$1.7M that is reflected in the audit.

Mr. Sanchez stated expenditures at year to date are \$11.7M against the \$29M budget. The University is well within its operating budget in terms of expenditures as the institution. There are transfers out of \$371,000. This amount is primarily going into BR&R. When looking at total transfers, net transfers, revenues, expenditures, the institution has an ending fund balance of \$110,700. This is for all funds, restricted and unrestricted.

Mr. Sanchez stated the University brought in \$175,000 in revenue year to date and spent \$231,000. In total the University has an ending balance of \$316,000. As the University goes on and as the University picks up on expenditures, those numbers will start picking up. The University was seeking approvals and some after the fact approvals in order to continue moving forward with projects. These numbers will start going up as the University gets towards the end of the year.

Mr. Sanchez stated (page 47) the first column shows where the University is year to date. This page shows the same numbers as page 46 the only difference is it compares it to last year. This year, the University is \$13.9M, last year at \$14.9M. The University had expenditures of \$12.4M and is down to \$11.7M. The University has cut back on expenditures and in addition has less revenue. When looking at transfers, the University has reduced transfers this year. The University has been able to tighten up the auxiliaries and the University is trying to do what it can to minimize what is transferred out. Mr. Sanchez stated the 11 funds are important but the 12 funds are important to because if they are not doing well, the University has to subsidize them. This points how the University is trying to and has minimized transfers out in that area. Ending fund balance is at \$110,000 and it is \$950,000 at this time.

Mr. Sanchez stated page 48 breaks down how monies were flowing in and out on the balance sheet. Page 49 is the report and the University will continue to use this report which shows what the internal BARs are (real time). These numbers are slightly higher than the BAR approved in December because they include what has been done through current day. The University is at \$30M and it reflects the updated number.

Mr. Sanchez stated page 50 is the 11's and are the unrestricted; the University has to watch these funds. The auxiliaries have to hold their own and that is why they are an auxiliary. Last year at this time, the University was at \$9.6M and this year \$9.3. Expenditures were at \$6.9 and are at \$6.8 this year. Net transfers out were at \$640,000 and this year \$545,000 for all the 11 funds. Ending fund balance is at \$8480 for the 11's.

Mr. Sanchez stated page 51 is the unrestricted auxiliaries. Last year the University was at \$665,000, this year at \$590,000. Expenditures were at \$876,000, this year \$856,000. Net transfers in last year were at \$175,000, this year at \$202,000. Last year, the University had a fund balance of negative \$277,000 and this year at \$88,000. Mr. Sanchez stated the Bookstore has done a very good job of watching expenditures. The

food services moved from El Rito to Espanola is not making a lot but they are not using a lot. The University has also increased revenues in terms of the rentals and the University has really formalized rental agreements. The University is trying to minimize the opportunities for the auxiliaries to have to come to the 11's for subsidy.

Mr. Sanchez stated page 52 lists Grants. Grants last year were at \$2M, midyear the University is at \$1.86M. Expenditures were at \$2M, this year \$1.86M. The amount of Grant expenditures the University is talking about, the University is trying to ensure the emphasis of the need to spend those monies and the University will continue to do so. Total transfers out \$55,000 last year, \$43,000 this year. The bottom line in terms of fund balance is about \$8,500 at the end of December, compared to \$49,000 last year.

Mr. Sanchez explained page 53 is the financial aid or student aid. Last year \$2.5M, this year \$1.8M. This was a big drop but there was also a reduction in enrollment and within a reduction in enrollment there is a reduction in financial aid dollars hitting the books. Expenditures last year \$2.5M and this year \$2M. Transfers in last year \$16,000, this year \$172,000 net.

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

## **2. Approval of Budget Adjustment Requests (BARs)**

Mr. Sanchez reviewed the BARs (attached) for the Board of Regents. Mr. Sanchez stated the University had a milestone in terms of approval by HED of the December BAR. The University has continued to internally process BARs and is currently at 249 BARs. Mr. Sanchez presented the Board of Regents 24 BARs which he requested for approval. One is the initial budget of \$2M. The \$2M amount was approved by the voters on November 6, 2014, the University filled out the paperwork required by the State Board of Finance (BOF) and it was submitted. The BOF is looking at issuing Bonds in March and this is all on the runway. The University is also talking with the Capital Projects Consultant who is assisting in approvals from HED and BOF. The University is already identifying and hoping to take to HED requests for using some of these monies at the March meeting. If the University receives HED approval, it will then be taken to BOF and the following month it will start spending it. The University wants to start spending it quickly after school ends to avoid students being inconvenienced.

Mr. Sanchez stated all the outstanding appropriations the University has have been approved. The University is in a good spot right now and as it moves forward it will stay the course.

Mr. Sanchez stated 9 BARs were transfers, 5 were decreases in budget aligning with awards the University had and 9 BARs were increases, primarily Grants.

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

## **3. Capital Projects**

Mr. Sanchez stated the approval the University got from the BOF was for the remaining monies the University has in the Severance Tax Bond for the renovation of the Montoya Building. The University received for approximately \$500,000. In the GeoBond the University received in November, one of the requests the University will make to HED in March and the BOF in April is for the heating and cooling in the Montoya Building. Construction will not begin on the Montoya Building until the heating and cooling is approved. If the University gets these approvals, it will be hitting it hard from May to early August.

#### 4. Approval of Disposition of College Property

Mr. Sanchez stated this is a standing item to be kept on the Agenda. There were no items for Board of Regents Approval.

Mr. Sanchez stated the University is required to take the list of items it has to General Services Department. The University gives them a list, takes pictures and when they saw the disposable assets they said they do not want them. The University will now work on the next steps to dispose of the assets. The University will follow the formalities it needs to do this accurately. Mr. Sanchez will work on a formal list if necessary for the Board of Regents.

#### 5. Audit Approval

Mr. Sanchez reviewed the a14

udit (attached) with the Board of Regents. This year was the final year with the auditors - Moss Adams. Mr. Sanchez stated he wanted to publicly thank Moss Adams. When Mr. Sanchez arrived he had to coax them to come back, they did not want to return. The University told them it would do what it had to do so they could do their job. The University was fortunate that they were patient and were able to get through it. The University now has six audits with them, this was the last one. Mr. Sanchez stated they require a lot out of the University but they were great to work with. The University has put together an RFP for the upcoming audit and would like to get it out in the next week. The University will then see what companies have an interest in doing the audit. As the University hears more, Mr. Sanchez will update the Board of Regents.

Mr. Sanchez stated the audit for FYE June 13, 2013 was submitted early and the University received approvals earlier than the deadline. This was another first in years. Mr. Sanchez thanked Alex Williams and Henrietta Trujillo and all staff involved as it takes a lot of work to get it done. Mr. Sanchez appreciates all the hard work done.

Mr. Sanchez stated the audit is unmodified which is a good opinion. The University at one point had qualified federal audits in the federal review of information and the University does not have this anymore. The University has gone from 44 findings to 8 findings this year. Seven are for the University and one is for the Foundation. Of those findings, two are significant deficiencies in the area of capital assets and the capital projects approvals. Because of the process now, Mr. Sanchez stated they will be gone and the University is not deviating from the process. Capital Assets has been difficult since Mr. Sanchez arrived and the University has not really had an opportunity to focus on it. The University has a team put together and they are formalizing technically and administratively the approach to this. Mr. Sanchez will fill in the Finance and Facilities Committee on this because Mr. Sanchez does not want the committee to think we got the findings and not giving them any attention. The University is focusing on these and Mr. Sanchez will inform the Board of Regents what the University is doing now that a lot of the issues are cleared so they can focus on them. There is not anything on the audit that is not unattainable.

Mr. Sanchez stated the University had three findings that don't rise to the level of significant deficiencies, pretty benign, but still areas that need to be watched and are still important. There were also two material weaknesses which had to do with the cash reconciliations being done and reviewed timely. Even though they were completed for the audit, they needed to be done timely. This is another area that the process has been worked on and the University is making good headway.

Mr. Sanchez stated the other item found was a budget material weakness, it had to do with budget reporting or budget comparisons. The University had some anomalies at the end of the year that caused the University to get this; a big portion of this was the expenditures associated with the housing. The University should have had the presence of mind to think more about these in the budget. The difficult thing is when you get to the end of the year and you are doing your operating budget in April, you are trying to guess what you are going to end the year at and the University had not anticipated these costs as it should have. This next year the University already has a strategy as to how to guestimate those. Probably be more thoughtful of where the University believes it might spend or overspend based on history. This is part of the process. With this, Mr. Sanchez will give the Board of Regents progress reports so they know the University is doing something to address this.

Regent Powers stated he attended the entrance and exit conference and he felt that staff did a very good job working with the accountants, working through some of the difficulties that really have been present for years and years. Regent Powers stated he sees a lot of progress being made and he does see light at the end of the tunnel and Regent Powers believes the University will knock off a few of those findings again next year and when the Board of Regents comes back next year at this time to report, it will be a positive report and fewer findings. There are some of the findings that are going to be difficult to deal with that inventory is going to be a problem. Regent Powers worked at local governments for 30 years and this is a common finding for all sorts of local governments throughout the State. It is a difficult issue to deal with and Regent Powers believes there are more urgent pressing things to deal with, not saying the University will not deal with it, it is going to take more time and effort to get that off there. The other ones have a shot at going in the very new future and the Finance Committee will do their best to push it along.

**Regent Herrera moved for approval of the Audit Report as presented. Motion passed unanimously.**

**The Board of Regents took a break from the meeting at 10:18AM and the meeting was brought back to order at 10:35AM.**

C. Vice President for Advancement

1. Legislative Calendar
2. Funding Formula Update

Ricky Serna, Vice President for Institutional Advancement provided the Board of Regents with an update of the Legislative Affairs, the Funding Formula, the LFC recommendation and what the Bills look like for Northern New Mexico University. Mr. Serna stated there is one major difference in the Funding Formula between the LFC and the Executive. One of the positives for Northern New Mexico is the Funding Formula last year took a credit out for the Mill Levy for revenue from land and permanent fund. The University receives revenue from land and permanent fund and it is in the budget. Last year the Funding Formula took a credit or tax out on the revenue the University was earning from the land and permanent fund and this is good for the University because that resulted in a \$90,000 increase to what the University would have received had they taken that credit. This may be an item that some of the institutions are talking about because it was only a net positive for the University out of the four year institutions. When they took that institutional share credit, it resulted in a net positive institution except for Northern so the \$90,000 works in the University's favor along with several other community colleges. Should this item come up for the Board of Regents it is more beneficial to the University that they did not take this credit.

Mr. Serna presented a comparison (attached) between the LFC recommendation and the Executive (DFA) recommendation. The LFC recommendation as is customary has larger increases to funding across the board. None of them include a recommendation for compensation which is something the University has to point out as well. The LFC recommendation much like the executive recommendation all include increases to Athletics funding which is important. The Executive recommendation has decreases to RPSP funding but the LFC recommendation has increases RPSP funding.

Mr. Serna presented the Capital Outlay Bill (attached) for all the institutions. The University is always included in the Severance Tax Bill which is used predominantly for Capital Projects. The University had submitted a request for \$2M and the HED had recommended a \$1M appropriation. The final language in Senate Bill 157 which was introduced by Senator Cisneros is an appropriation to Northern in the amount of \$500,000. This is what the University is looking at for severance tax; it is not a lot of money. The University can look into an increase into that Bill but ultimately what happens, historically what has happened with this Executive is the Severance Tax Bill is usually sanded and shaved where it ultimately does not resolve in a tax increase. It is likely that Senate Bill 159 has been developed to avoid any sanding or shading at the final hour.

Mr. Serna presented a snapshot (attached) with Northern New Mexico University. Mr. Serna stated the Funding Formula on the LFC recommendation shows a decrease of \$3,000 which takes into account a stop loss measure that was adopted by the Fab 5 and the Funding Formula Task Force.

The LFC recommendation shows a \$3,000 decrease to the overall State Appropriation. The LFC has recommended a \$50,000 increase to Athletics funding. This came from an RPSP submission that the University submitted in April. The University is also being recommended for level funding on the Nursing Expansion Project, STEM Initiative and Veteran's Resources Center. The University is also looking at \$100,000 in new funding to support Student Support Services Initiatives. This was an RPSP the Board of Regents approved seven to eight months ago. The University is looking at an additional \$150,000 to RPSP funding. The increase in funding on the LFC side is approximately \$150,000 in the positive.

Mr. Serna stated he looked at the legislation on the House side and Senate side, general appropriation Bills, which include the LFC recommendations. What the University has to do on the Legislative side is be sure that there is not trimming that takes place behind the scenes until that Bill get sent over to the Senate side. If there are any changes the University wants to make to the full appropriations, what the University has done historically is work through Senate Bill amendments at the very end and the University works with its delegation on the Senate Finance Committee to introduce it in Senate Amendments.

Mr. Serna stated the major difference in the Funding Formula last year versus this year is that HED recommended a carve out of 10%. That was taking what the base appropriation was last year, carve out 10% off the top and that money is used to reappropriate based on performance. The LFC has recommended a 6% carve out and that difference is very important to the University. It is a difference of about \$400,000 that comes out of the University budget and gets reappropriated to all the institutions based on performance. The University went from \$1M carve out to about a \$600,000 carve out and when that gets redistributed that is where you get the negative \$300,000. The University received this information on the opening day of the session.

Regent Herrera asked if the carve out Mr. Serna is talking about if it is the number (\$10.8) and whether or not it includes the redistribution of the statewide carve out of all the institutions for the University. Mr. Serna stated it does. The formula starts with two things: (1) how much money are we going to recommend for Higher Education; and (2) how much are we going to carve out from last year's appropriation to be redistributed. They agreed that 2% new money would come into Higher Education and there would be a 6%

carve out. What they do is take 4% from last year and add 2% that comes out of new money and that is how they get to 6% that comes off of the top of last year's appropriation. All of that carve out goes into what is identified as the Performance Based Budget which is distributed among all the institution. What is good about the formula this year is for the first time since the Funding Formula has been modified; the LFC and the Executive are using the same exact formula. The only difference in the formulas is the 10% versus the 6%; they are not changing values of degrees, values of graduates, STEM degrees or at risk. All they are doing is saying they are starting at 10% on the Executive side, the LFC started with 6%. It is good to know, certainly among all the College Presidents, that there is a formula that everyone is using and the variations between the recommendations is minor and not really going to prompt a lot of discussion during the session.

Regent Herrera asked about the expense all institutions, including the University, incurs for Dual Credit or something the University does not get funding or reimbursement for Dual Credit, developmental programs, and what the take has been on the Legislative side regarding this. Mr. Serna stated the University has always received funding for developmental programs. The only institutions that don't receive funding for developmental programs are those that offer Doctorate level degrees (State, Tech and UNM). They were always tiered and valued at far less than other courses but the University always received credit for them. This year the Funding Formula took Dual Credit based upon a lot of feedback they received and they ramped up its value and not only that they took an average value of tuition across the sectors to wage those credit hours and distribute that funding in the formula. The University was pleased Dual Credit was given more attention than last year when it was valued at \$5.00 and it has not tripled. This is good for the University because it does a lot of Dual Credit. Even though the University is not a large institution, it is the primary source for Dual Credit for many of the high schools in Northern New Mexico.

Mr. Serna stated the redistribution of the 6% already occurred. It is an automatic function of the formula, \$600,000 of it is taken right away and it goes into a pot that is used to redistribute based on the metrics. Dr. Martinez asked if the University received any of the residual for the way the University performs in terms of the metrics. Mr. Serna stated all except \$3,000. They took out \$600,000 and the University recouped \$597,000 back. The University is not only being rewarded for performance, but for the performance as it is compared to other institutions. Even though the University shows improvements, if those improvements are not happening at the same rate as they are at other institutions, the University will not see that in terms of revenue and that was the rationale behind the 1% stop gap or the 0%. There are institutions showing progress but they cannot show it at the same rate as their counterparts so how is it recognized in some sort of stop gap or safety measure? The University is just below breaking even on performance.

Dr. Martinez stated it is significant to say the University did not lose \$3,000, it got back \$597,000.

Mr. Serna stated there are going to be a lot of Committee meetings over the next 60 days. The Funding Formula recommendations are going to the House and Senate side, the Senate Finance on February 4th and the House Appropriations on February 12th. Because the Funding Formulas are going through the Executive and the LFC looking identical, the discussion is mostly on the carve out. Northern New Mexico University Day at the Legislature is on February 16, 2015 at 8:00AM. The University will be representing the programs and departments, students will be there and there will be new SWAG.

Regent Herrera asked if the February 4th Senate Finance Committee was the meeting that HED is going to make the presentation on. Mr. Serna stated there are two presentations one from DFA and the second from the LFC.

### 3. View Book and Marketing

Mr. Serna gave an update (attached) on the marketing/advertising the University is doing with the name change. Mr. Serna stated several Regents have reached out to him asking about why a lot of the University successes are not getting out. Stephanie Montoya, PR Specialist stated the name change for the University was already publicized on Twitter. Sandy Krolick, Creative Director, Communications and Marketing reviewed advertising the University is doing and has done over the past four months:

1. Annual contracts with regional, printed media, Santa Fe New Mexican & Pasatiempo magazine, Taos News and Tempo magazine, and Greenfire Times. Spot ads with Albuquerque journal.
2. Online advertising - Santa Fe New Mexican monthly web ads, Taos News web and mobile, Albuquerque Journal, Los Alamos Daily post.
3. Google and Facebook advertisement via contracts through Townnews.com
4. Annual radio contracts with Hutton Broadcasting and KDCE Radio - over 300 monthly radio ads on more than six stations regionally.
5. Northern's twice monthly radio show "Live @Northern."
6. Other promotional materials: Print Flyers and brochures for colleges, departments and continuing education classes.

Regent Branch stated he is very interested in Athletics and he tries to go to as many games as possible and they are both great programs. Regent Branch stated there is little or nothing ever published about Athletics and Regent Branch made it a point to contact the New Mexican on several occasions. They indicated that the University does not send anything to them. Regent Branch asked if it is possible to tie in with a student or someone that has the talents to write up a story to release, to send this information out. At the same time, Regent Branch finds articles on the website that were from October of last year and the current dates are usually run far behind. The women's version of the website is usually more up to date than the men's. Regent Branch asked if the Athletic Department can try to do something to assist in this. Regent Branch asked if there are any funds for a student to be paid for a couple of hours to do this. The University is coming up on a National Tournament in a short period of time and nobody knows who the University is. Regent Branch is very concerned and would like to breathe enough information in this to promote it. Regent Branch has been in sales all his life and one word most used is "persistence."

Mr. Serna stated since he started at the University, Athletics has had their own web page and Mr. Serna is not sure why this is the case. It has a different host and it is the only page now that Mr. Serna's office does not have full control over. This is the reason it is outdated. The contributors to the Athletics website are the Athletics staff. One of the priorities for the website is taking the platform and moving it over to the University website so there is control over it and update it. When looking at the website, you can tell the look and feel is different than that of the University.

Mr. Serna stated with regards to the news reporters not getting the information the University has, it is sent on a regular basis. It is sent to the reporters directly and it is sent to all the editors. The goal of the University is to communicate with them at least twice a week. With Athletics specifically, they just want scores so they can list the scores among the institutions. The University needs to get better at doing this; the University does send them the press releases and communicates with them on a regular basis but does not get to pick what is covered and what is not.



Mr. Serna stated with regard to Tournament specifically it is going to be a whole issue of its own. Meetings have already been held with Mr. Serna's Department and the Athletic Department to talk about how it will be marketed. The University is not trying to do this on its own, it is working with organizations because it is not just important for what is happening at the University but what is happening at the University is important for the community. This needs to be sold as well. Ms. Montoya stated although historically the Athletics Department has taken care of their own publicity, Mr. Serna's office has recently stepped up the effort in tandem. All game scores are announced in real time as much as possible as much as providing links to streaming and a press release will be sent regarding all the information on the Tournament. There are also several publicity efforts planned to get the word out about the Tournament.

Regent Branch asked if the association itself participates in the advertising for the Tournament. Mr. Serna stated they do not and they do not provide any funding that would assist in that effort as well. On the contrary, being the host site for the Tournament is actually a financial commitment on the host institution and it includes everything from pre-Tournament gatherings to marketing, the cost associated with hospitality rooms, etc. They do not in terms of resources, it is the understanding of the University that the institutions that have qualified for the Tournament are marketing in hopes that their fan base will attend the Tournament as well. The responsibility is on the University.

Ms. Montoya reviewed social media and media/news distribution the University is participating in:

1. Presence on four social media channels: Facebook, Twitter, LinkedIn and Instagram.
2. Strategic use of social media to share College news, events and photos Boosted posts (paid for increased viewership) are able to reach up to 5,000 people.
3. Online alert service that allows the monitoring of the College coverage in print and online - evaluate the success rate of publicity efforts and gauge public opinion.
4. Feedback gathered from readers online and the nature of coverage helps determine outreach scope and strategy and frame messages that address the needs of the public and the institution.
5. Two press releases per week distributed directly to editors and beat reporters - Rio Grande Sun, Santa Fe New Mexican, Albuquerque Journal, Los Alamos Monitor, Taos News and other state and national publications depending upon subject matter (ex. STEM news, diversity news).
6. Feature stories, event listings and photos are also forwarded to these media contacts via direct email, social media and by phone.
7. Press releases and news distribution to legislators, alumni and community members via email and is shared on the College website and social media.
8. Distribute monthly newsletter to approximately 1,000 readers online and about 500 more in print editions.

Mr. Serna stated there has been a lot of frustration on the part of the University about the press releases. Even the Santa Fe New Mexican has an education section that they do on Monday. The University has impressed it on three several occasions that the University wants to be a feature on this section. The University does not get that coverage, especially locally. The local paper has said they are not going to print the University press releases. The University continues to work and send them hoping them one of them might spark an interest. The University knows all the educational reporters by name and sends everything directly to them and their editors. What gets picked up the University gets to see as well as anything that is not sent by the University. The University has a 17% or 18% open rate on all online media that the University sends out directly that goes to every Legislator and policy maker in the region and the University has added about 900 Alumni to the distribution list.

Dr. Martinez stated in terms of branding Northern New Mexico College since the term Northern is used to avoid Northern University, the University has to look for something to prevent people from now referring to Northern University which is not the name. Dr. Martinez suggested coming up with some type of jingle perhaps "A University with a true College tradition" as part of the branding. Dr. Martinez stated it is extremely important is that most Universities have some type of tradition which become well known and it is part of their tradition. These are things that create a spirit and part of the effort in terms of branding is to gather students and begin to think what is the tradition to start at Northern that will hopefully be recognized for years to come and be part of that sense of traditions that we have for universities.

Mr. Serna stated one of the efforts in doing traditions is the President had what Convocation was and that gathering for the community at large and students. Part of the efforts in establishing the office of Campus and Student Life was also to start activities. One of the things the University would like to ramp up is Homecoming which is a tradition that is absent at the University and the University would like to do it around the basketball season.

Mr. Serna stated one of the items the University has been working on is a new View Book (attached) for the institution. The timeline of the view book appeals to an audience that is interested in how far the institution has come over time and how rich the University is. Ms. Krolick also stated the students in the Viewbook are the students of Northern New Mexico University.

## 1. Tuition Proposal

Mr. Serna stated for the past several months the University and the Board of Regents has been talking about several tuition models. What has been discussed is (1) simplifying the tuition and fee structure for the students; and (2) the possibility of locking tuition in for all the students. There was an Executive Staff Retreat and discussion was held regarding the final proposal of what the University will show the Board of Regents what the tuition possibilities are for the University beginning in August.

Mr. Serna stated some of the concerns the University has seen is a reporter that doesn't understand it and says it the wrong way and some of it is people don't want to understand it. One of the things the University has done in all tuition proposals is either maintain the cost of attendance or actually decrease it. In most of the proposals, the outcome was decreasing the cost of attendance. The proposal Mr. Serna presented to the Board of Regents is aimed at not increasing the cost of attendance whatsoever but simplifying it for students.

Mr. Serna stated for a full time student the cost of attendance is \$2,030. When a student enrolls for 12 hours through 18 hours this is how much they pay which includes general fees and cost for tuition. Currently the University charges students \$113.00 for credit hour. Of the \$2,030, \$1368 is all tuition. The balance of the \$2,030 is \$662.00 which is fees. The \$662 is what confuses a lot of students because it includes 8 or 9 different fees. The proposal presented by Mr. Serna takes the \$662.00 and divides it by 12 (credit hours student enrolled for) or \$55.00 for credit hours. What has been done is the University collapsed all the fees and identified what it costs for credit hour. This proposal would collapse all the fees and charge students \$114.00 per credit hour for tuition and \$55.00 for credit hour for fees. As is done currently, students would not be charged if they were enrolled from 13-18 credit hours. This will do a couple of things: (1) it does not increase tuition; (2) it simplifies the fee structure for students so they don't have to estimate what the total cost will be for them based on all the different fees. In addition to having several fees, the rules by which the student pays those fees changes because if they take less than 6 some apply, if they take more than 3 some

apply, some stopped after twelve and some continued to 18. One of the proposals the Board of Regents may consider is this model which means the tuition stays flat, possibly for existing students only, possibly for all students, depending on the wishes of the Board of Regents for a tuition increase. The fees stay flat but they collapse into one single fee.

Mr. Serna stated the last time the University did a presentation and the discussion about locking in tuition for existing students. This proposal was discussed with the Board of Regents as well. There are other institutions that have already done this (Western New Mexico). It is an attempt to show appreciation and consideration of students who are here now and who will continue to go. Some of the questions that will need to be answered are how long they will be locked in or is there a time limit. Mr. Serna stated when looking at new students, there are four categories (1) FTAC; (2) returning students; (3) in state transfers; and (4) out of state transfers. Based on data, the University can tell how many new students can be predicted to come in the fall (400). When looking at enrollment trends the average student takes 9 credit hours. When multiplying those numbers, the 400 students generate approximately 3,600 credit hours total. This is the new credit hours the University is looking at and they are important as opposed to the number of students because this is what generates tuition. Currently the College is charging students \$114.00 per credit hour. If the University was to take a 5% tuition increase, it would be \$7.00. This is how much more money per credit hour a 5% increase would be. If you take the \$7 and multiply it by the credit hours a 5% increase would generate \$25,200 per semester. When looking at increasing tuition for just new students, the Board of Regents is looking at raising tuition  $\$7.00 \times 3,600$  credits and gets approximately \$50,000 per year. If this was done for everyone it would be approximately \$170,000. As an Administrative Team there are questions to ask, is it meaningful enough, is that worth the tuition increase, is that going to be a financially strong decision that the institution needs to be making? This is the financial breakdown on what happens when you raise tuition just for new students.

Mr. Serna stated the other issue that has not been addressed and still looms is the course specific fees. There are a lot of these fees and as a result those course specific fees generate about \$248,000 of revenue a year. The discussion about how to eliminate course specific fees starts with how you eliminate \$248,000. There is not a proposal that says this is financially prudent unless you pass it on in some other direction. This is a lot of revenue and it would not be sound to just say not to charge course specific fees. This will continue to be an item and perhaps they could be simplified further so students understand them.

Dr. Martinez asked if there are any other benefits if fees are collapsed with tuition in terms of financial aid. Mr. Serna stated for the students on Lottery there is a benefit if you combine them. The tuition stays the same again. When proposing the \$165.00 rate, it was cheaper for the students; they were saving approximately \$20.00 per semester. When you combine them together and get \$175.00 it is better for the students who receive the Lottery because it will pay more for them. If you combine it and the Lottery says it is going to pay up to \$1,600 it is another \$232.00 that students will not have to pay out of pocket. When you combine them, there is only a benefit as it relates to the Lottery Scholarship recipients. They will get more financial aid. For the rest of the students who get Pell Grants to private scholarships, it does not change.

Mr. Serna stated there are a number of possibilities and this is the simplistic. Regent Garcia would like this as an action item, especially before budget and does not want this to be a part of a budget problem. President Barcelo asked if it would help if all three models were presented to the Board of Regents as preliminary information so the Board of Regents could decide where it would like to go. President Barcelo asked Mr. Serna to put the pros and cons for each model that he has heard from various constituents.

**X. OLD BUSINESS**

None

**XI. EXECUTIVE SESSION**

Regent Herrera moved to enter into Executive Session to discuss limited personnel matters regarding employee investigation, bargaining strategy, threatened or pending litigation subject to attorney-client privilege in which the College be a participant pursuant to provisions of NMSA 1978, Section 10-15-1(H)(2)(5) and (7).

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**

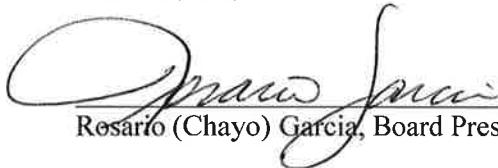
None.

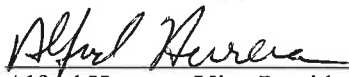
**XIV. ADJOURNMENT**

Regent Herrera moved to adjourn. Motion passed unanimously. Meeting adjourned at 12:07PM.

Amy Pena, Recording Secretary

APPROVED:

  
\_\_\_\_\_  
Rosario (Chayo) Garcia, Board President

  
\_\_\_\_\_  
Alfred Herrera, Vice President