

NORTHERN NEW MEXICO COLLEGE



**BOARD OF REGENTS
REGULAR MEETING
DECEMBER 10, 2021**

NORTHERN New Mexico College



NOTICE

The Board of Regents of Northern New Mexico College will hold a regular meeting on **Friday, December 10, 2021, at 9:00AM, Via Zoom** and in person at **Northern New Mexico College Espanola Campus (Event Center), Espanola, NM.**

Join Zoom Meeting

<https://nmmc.zoom.us/j/94028453371>

Meeting ID: 940 2845 3371

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Meeting ID: 940 2845 3371

Find your local number: <https://nmmc.zoom.us/u/aeexADDqna>

FINAL AGENDA

- I. CALL TO ORDER**
- II. APPROVAL OF AGENDA**
- III. PUBLIC INPUT**
- IV. COMMENTS FROM THE BOARD**
 - A. Board of Regents Subcommittee Reports
 - 1. Audit/Finance/Facilities Committee – Informational
 - 2. Academic/Student Affairs Committee – Informational
 - 3. Housing Committee – Informational
 - 4. HERC - Informational
 - 5. Interim President – Action Required
 - 6. Permanent President job description – Informational or possible Action
 - 7. Request by faculty for additional representation on search committee – Action Required
 - 8. Request by Council of Chairs for additional representation on search committee – Action Required
- V. APPROVAL OF MINUTES**

- VI. PRESIDENT’S REPORT AND ANNOUNCEMENTS**
 - A. Celebrate Northern – Informational
 - B. CUP/NMICC Report – Informational
 - C. NNMC Foundation – Informational
 - D. Eagle Corporation Update – Informational
- VII. FACULTY SENATE PRESIDENT REPORT**
- VIII. STUDENT SENATE PRESIDENT REPORT**
- IX. STAFF REPORTS**
 - A. Provost & Vice President for Academic Affairs
 - 1. Elimination of the Certificate Film Technician – Action Required
 - B. Vice President for Finance & Administration
 - 1. Fiscal Watch Reports – Action Required
 - 2. Budget Adjustment Requests (BARs) – Action Required
 - 2. Tuition and Fees Starting Fall 2022 – Action Required
- X. DEEP DIVE**
 - 1. Open Project Analysis
- XI. EXECUTIVE SESSION**
 - (1) Limited personnel matters related to the hiring, promotion, demotion, dismissal, assignment, resignation, or investigation or consideration of complaints or charges against an employee;
 - a. No items
 - (2) Bargaining strategy preliminary to collective bargaining
 - a. No items
 - (3) Threatened or pending litigation subject to the attorney-client privilege in which the College may be a participant; and
 - a. No items
 - (4) Real estate acquisition or disposal.
 - a. Discussion of disposition of property relating to Rio Arriba County project
- XII. POSSIBLE ACTION ON EXECUTIVE SESSION**
- XIII. ADJOURNMENT**

If you have completed the COVID Vaccination Protocol and wish to attend in person, please contact Amy Peña (amy.pena@nnmc.edu). Proof of vaccination will be required prior to entering Board of Regents Meeting.

In accordance with the Americans with Disabilities Act (ADA), physically challenged individuals who require special accommodations should contact the President’s Office at 505-747-2140 at least one week prior to the meeting or as soon as possible.

Faculty Senate
NORTHERN New Mexico College



November 21, 2021

Board of Regents
 Northern New Mexico College
 921 N. Paseo de Oñate
 Española, NM 87532

The trajectory that the right candidate for the presidency of NNMC will take will benefit the people of Northern New Mexico College, and Northern New Mexico, alike. Acknowledging higher education academic prowess and many other desired qualities are important to the academic force that is Northern. Inviting faculty to participate equally in the search for just such a candidate is justified, and necessary.

This letter is written on behalf of the NNMC Faculty Senate, to convey our support for two important items in regards to the presidential search committee currently being formed. Note that an electronic vote occurred on 11/21/21, with 11/19 Senate members / Committee Chairs or Co-chairs having voted, submitting unanimous responses for item #1 below; and agreement other than 3 abstentions occurred for item #2 below (11 pm):

Faculty Senate Requests

1. The faculty is the motor of the college. We create the curriculum, we teach and we guide the students to success. We are one third of the equation of shared governance, and have a vital voice in creating the conditions for us to carry out our work. A huge factor in those conditions is finding the best possible president. Therefore, we request that more faculty members be added to the Search Committee. There are five staff members on the Committee, yet only one faculty member!
2. Whether the candidate for president be from close-to-home or chosen from a national pool, we should employ professional assistance. Finding the best candidate, who fits and has the leadership skills and vision to take us to the next level, is a paramount task that a professional search firm would naturally excel at completing. As such, we support the hiring of a search firm.

Please call or email me with any questions you may have regarding these requests.

Sincerely,

DocuSigned by:

Ana Malinalli X Gutiérrez Sisneros

Ana Malinalli X Gutiérrez Sisneros, PhD, MALAS, APRN, PMHCNS-BC, AHN-BC

For the Northern New Mexico College Faculty Senate, President, 2020 - 2022
 ADN Program & RN to BSN Holistic Nursing Program Associate Professor / Clinical Coordinator
 Health Sciences / VE / Seledón Martínez Building, 103-A
 Phone 747-2296 malinallix@nnmc.edu

cc: R. Bailey, President; I. Lopez Hurtado, Provost

NORTHERN New Mexico College



December 2, 2021

Dear Board of Regents,

We, the academic chairs of Northern New Mexico College, respectfully submit our concern regarding the omission of academic chairs from the Presidential Search Committee.

First of all, we thank the Board of Regents for your commitment to upholding NNMCC's mission and vision statements and embracing continued efforts to support NNMCC's strategic goals of enrollment, student success, communication, and team spirit. We trust that these values will guide the board through the upcoming transition in the college leadership. We realize the task of conducting a search for our next President is a momentous undertaking and greatly appreciate the Board's efforts in this endeavor.

As chairs, we represent every academic department and serve a vital role integral to students, faculty, support services, and administration. We are in direct connection with students as we teach, advise, and mentor them through their academic journeys. Furthermore, we are responsible for creating, implementing, and assessing academic programs and courses. We lead and collaborate department efforts in curriculum development, assessment, grants, and accreditation. We serve on state and campus committees and create articulations with NM and out of state higher education institutions and high schools.

These responsibilities provide us with insight into student, faculty, and departmental efforts, challenges, and needs. With this insight, we believe academic chairs offer a perspective that would be invaluable to the presidential search process.

Thank you for the opportunity to express our concern and for your continued leadership in our beloved college community.

Sincerely,

Lori Franklin
Chair, Language and Letters

Ellen Trabka
Chair, Nursing and Health
Sciences

Dr. Lori Baca
Chair, Business
Administration

Dr. Sadia Ahmed
Chair, Engineering and
Technology

Dr. Sandra Rodriguez
Chair, Teacher Education

Dr. David Torres
Chair, Math and Science

Joaquin Gallegos
Chair, Biology, Chemistry and
Environmental Science

Mateo Frazier
Chair, Arts & Human Sciences



MEMORANDUM

To: Board of Regents,
Northern New Mexico College

From: Richard J. Bailey, Jr., Ph.D.
President

Date: December 10, 2021

Re: Board of Regents Meeting Minutes

Issue

Northern New Mexico College (NNMC) provides, on a monthly basis, Board of Regents Minutes from the previous month for approval.

Recommendation

Staff recommends that the Board of Regents approve the attached Board of Regents Minutes for October 22, 2021, November 9, 2021 and November 17, 2021 as submitted or if applicable, as amended.

NORTHERN New Mexico College



NORTHERN NEW MEXICO COLLEGE BOARD OF REGENTS MEETING OCTOBER 22, 2021

I. CALL TO ORDER

A Regular Meeting of the Board of Regents of northern New Mexico College was held on October 22, 2021, in the Board Room of Northern New Mexico College, Espanola Campus and Via Zoom. Regents Present Michael A. Martin, Ruben Archuleta, Porter Swentzell, Erica Velarde, and Evelyn Juarez.

Northern New Mexico College Staff Present: President Richard J. Bailey, Jr., Ph.D. Ricky Bejarano, Vice President for Finance & Administration; Ivan Lopez Hurtado, Provost & Vice President for Academic Affairs; Vince Lithgow, Comptroller; Juan Gallegos, IT; Analise Lopez, IT; Jimi Montoya, IT Director (in person), Juan Gallegos, IT (in person); Arin McKenna, Staff Writer/Reporter, Communications and Marketing; Cindy Martinez, Human Resources Admin/HR Tech; David Lindblom, Assistant Professor, FDMA / Creative Director of Canal Seis; Don Appiarius, Assistant Provost of Student Affairs, Evette Abeyta, Budget Director, John Ussery, El Rito Campus Program Director, Patty Armstrong, Dual Credit Coordinator; Sally Martinez, Executive Assistant to the Provost & Vice President for Academic Affairs; Sandy Krolick, Creative Director, Communications and Marketing, Teresa Chavez, Accountant II , and Amy Pena, Executive Assistant to the President/Board Secretary.

Others Present: Robert Trapp, Rio Grande Sun, Geno Zamora, Ortiz & Zamora, Dan Gerry, Jeff Goebel, Tim Crone

I. CALL TO ORDER

Board President Martin called the meeting to order at 9:00AM

II. APPROVAL OF AGENDA

Board President Martin entertained a motion to approve the agenda.

Regent Swentzell Moved to approve the agenda as presented. Second – Regent Juarez. A roll call vote was taken. Board President Martin – yes, Regent Swentzell – yes, Regent Juarez – yes, Regent Archuleta – yes, Regent Velarde – yes. Motion passed unanimously.

III. PUBLIC INPUT

None.

IV. COLLECTIVE BARGAINING AGREEMENT FOR NON-EXEMPT STAFF

President Bailey stated Dina Holcomb was on the line and thanked her for joining the Board of Regents Meeting. President Bailey stated for the Board's review and consideration is the Collective Bargaining Agreement for Non-Exempt staff. Ms. Holcomb has already given an overview of some of the changes involved in that already and Ms. Holcomb if there were any final things she would like to add.

Ms. Holcomb stated the parties have reached an agreement and the Board has this document in the packet and the union has ratified the agreement and they are before the Board of Regents to ask that they ratify. As she mentioned, they are very happy and pleased that the College was able to not only provide a change to the health insurance premium split between the parties to be effective on January 1st but also to increase the pay rates of the employees in this bargaining unit and those are detailed in Article 32 of the Collective Bargaining Agreement. The legislature mandated a 1 1/2% increase and that was implemented effective July 1 but in addition to that employee would have a minimum hourly rate and as well as for those employees that have been with the College at least five years, there would be a 40-cent increase for each five years of service to the hourly rate. Ms. Holcomb stood for any questions and stated they are asking that the Board ratify this Collective Bargaining Agreement so that it can go into effect.

Board President Martin asked if there were questions for Ms. Holcomb. Regent Velarde stated she does not have questions and thanked Ms. Holcomb for her work. She did say she had a quick question and it is out of curiosity. She knows that, she asked the question regarding Regent Swentzell but this is actually regarding herself and she is wondering, she knows we are still in negotiations for other portions and she is wondering if there is any way she could attend one of those bargaining and just be a fly on the wall or is it that also just not allowed. Ms. Holcomb stated this is for the negotiations, under law, we are required to have closed session negotiations, much like in Executive Session of the Board of Regents which can only have team members in attendance, not observers. Regent Velarde thanked Ms. Holcomb for that, she appreciates it. Ms. Holcomb stated they would continue to keep the Board apprised of the progress of those negotiations. Regent Swentzell stated he did not have questions and thanked Ms. Holcomb. Regent Arculeta had no questions. Regent Juarez had no questions and thanked Ms. Holcomb for all her hard work. Board President thanked Ms. Holcomb and entertained a motion to approve the CBA for the non-exempt staff.

Regent Swentzell moved to approve the CBA for Non-Exempt Staff. Second - Regent Juarez. A roll call vote was taken. Board President Martin - yes, Regent Velarde - yes, Regent Swentzell - yes, Regent Archuleta - yes, Regent Juarez - yes. Motion passed unanimously.

President Bailey stated he would like to say a special thank you to Ms. Holcomb, Mr. Lucero and everyone on the College side and he also wants to say a special thank you to Tim Crone and everyone on the union side who negotiated for non-exempt staff. Thank you for getting us to this point, we know this was a lot of work to get here and we appreciate both sides working together diligently to make this happen.

Ms. Holcomb thanked President Bailey and the Board of Regents.

Mr. Crone thanked Dr. Bailey and Ms. Holcomb and the management negotiation team. Mr. Crone stated he would also like to thank the NFEE team which was Arnold Suazo, Eliseo Romero, Tim Crone, and AFT staff member Miguel Anjel Ortiz.

V. COMMENTS FROM THE BOARD

A. Board of Regents Subcommittee Reports

1. Audit/Finance/Facilities Committee

Regent Velarde stated they had a good presentation and meeting yesterday and they will discuss further and they will have a couple of action items coming up.

2. Academic/Student Affairs Committee

Regent Swentzell stated they met on Wednesday and discussed some of the items that will be discussed later on in this meeting. Regent Juarez stated it was a very productive meeting and she looks forward to hearing more.

3. President's Evaluation Committee

Regent Velarde stated Regent Juarez and Regent Velarde met with Dr. Prather and they have an evaluation that will be done internally during Executive Session. It has been great to work with Dr. Prather and he is such a great guy when it comes to this stuff. Regent Juarez stated just that in February is when the faculty, staff, and student senate presidential evaluation will be and the president's summative evaluation will be in March.

4. Housing Committee

Regent Archuleta has reached out to a few people to get the ball rolling, get some ideas and when the Board is ready to get information, he will get it ready for the Board and getting a feel for things. Also working on a few things from a couple of years ago and getting some ideas they had back then. He is getting information from the community and different people in the past and he is excited for this. Regent Juarez stated she had nothing to add.

President Bailey stated we appreciate the leadership from Regent Archuleta and Regent Juarez. President Bailey had a meeting with the Rio Grande Sun and they may do an article about this issue too raise community awareness that everything that we brought up about how this is not just a college challenge it is also a community challenge. Housing from Santa Fe to Los Alamos and all through the Espanola Valley is a real crisis so he is glad the attention is getting put to this and appreciates the Board's leadership in making sure this becomes an initiative and an ongoing discussion.

5. HERC – Informational

Board President Martin attended the meeting on Wednesday and they had a presentation by Mark Saavedra, Executive Director of CUP. He outlined the legislative priorities for the upcoming session that HERC endorsed at that meeting. They are requesting a 7 ½ salary increase for all employees and hoping they can get that through. This year CUP and NMICC got all the colleges

together and they are going to have one report and one list of priorities for all the Colleges. They spoke a little about broadband and asked Regent Velarde to present on this.

Regent Velarde stated regarding broadband it is an interesting developing issue in the State. Besides just getting on the Broadband Subcommittee, she is also on a cybersecurity subcommittee. There is a lot of moving parts. They are trying to guide K-12 as much as they can as Higher Education. It is something we had more in place before they ever did. It is just also trying to figure out. There are so many moving pieces to it. It is not only K-12, it is local government, it is also all the different businesses that work in these rural areas that don't have good access to Broadband and then with the Broadband then comes the cybersecurity issues and not being able to then be sort of cutoff from the Broadband and be happy. It is a big heavy lift and she applauds PSFA and PSOC for doing that lift and bringing everybody together. It is a big issue in New Mexico because we are so rural and COVID really opened our eyes to how much we need that access for our students, local governments. It is just a great group of people to be involved in because it is all the way from Higher Education to K-12 to local governments and so how do we put all that money together, how do we put all of those plans and ideas together so it is one effort between all of us instead of little pockets doing their own things in places and sort of coming together at the State so it is amazing.

Dr. Swentzell stated he had a conversation with a fellow Regent from NM Military and they were asking about trainings and did not know about HERC. He does not know if they are included in HERC, NM Military does have Junior College and he feels they should be included in HERC. He knows in the past HERC provided a lot of training and support for Regents. He asked if anyone has heard of any upcoming trainings for HERC and he knows if HERC has mentioned trainings. Board President Martin stated he will bring it up and see what they can get going regarding trainings. Regent Velarde stated that HERC is the 4-year institutions really and it is a concerted effort of them. They spoke about bringing in the 2-year schools. Each have their own agendas and they may not match but to bring them together for training purposes would be amazing. Board President Martin stated he would look into that.

6. November-December Board of Regents Meeting Date

President Bailey stated one of the things we typically do because of the nature of the academic calendar and because of all of the Regents have family plans and everything else is to find a time to combine the November/December meetings. Typically, it happens right before the Thanksgiving break or right afterwards. It is really, our Executive Office Director is here and will open up the calendar and President Bailey asked the Regents to open their calendar for discussion. Board President Martin stated he is open any day. Regent Velarde asked what dates we are looking at. President Bailey stated one possibility is Friday, December 3, 2021. Regent Velarde stated it works for him. Regent Archuleta will be at a conference the first week of December. President Bailey asked about the 10th and we will shoot for Friday, December 10th at 9:00AM. All Board Members agreed. A motion was not needed for this item.

VI. APPROVAL OF MINUTES

Board President Martin entertained a motion to approve the minutes of September 24, 2021.

Regent Archuleta moved to approve the minutes of the September 24th meeting. Second – Regent Juarez. A roll call vote was taken. Board President Martin – yes, Regent Swentzell – yes, Regent Velarde – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

Regent Swentzell moved to approve the minutes for the October 12, 2021 special meeting. Second – Regent Velarde. A roll call vote was taken. Board President Martin – yes, Regent Swentzell – yes, Regent Velarde – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

VI. PRESIDENT’S REPORT AND ANNOUNCEMENTS

A. Celebrate Northern – Informational

1. President Bailey stated two of our superstar leaders Bruno and Victor are present at the Board of Regents Meeting and they have been good at getting the word out on social media on everything they do. The latest initiative is a Day in the Life of Being an Eagle. Today is a Presidential takeover of the Instagram Account and he has been doing 15 second videos and President Bailey would like to start by doing a quick Instagram post. President Bailey thanked Bruno and Victor for their assistance.
2. President Bailey gave a special thanks to Dr. Sandra Rodriguez who has become one a statewide leader in education and she recently briefed the Legislative Education Study Committee as to how to bring more teachers into the pipeline which is a critical need for the state. President Bailey would like to congratulate her for her advocacy and really not just helping Northern look good but really serve an important issue for the state.
3. CHES is the project for higher education shared services for higher education. Luna Community College and Mesalands Community College are exploring joining the consortium. This is going to open the doors for our students to access communication and courses and to stay with Northern.
4. One of the Foundation Board Members, James Owen, was recently celebrated and named Distinguished Graduate from NMSU and we are really glad he was given that recognition.

5. President Bailey would like to say a special thank you to everyone who had a hand in the 2021 commencement celebration and it went live on Saturday. There have been 720 views as of last week and there are probably more by now. Thank you to Regent Juarez for the alumni pledge. To Secretary Rodriguez for her keynote speech and every one came together. The video will be broadcast on the wall of the CFA to celebrate the graduates. When it is safe to do so and possibly in May there will be an in-person commencement celebration and we will celebrate all classes.
6. President Bailey stated registration is open for spring of 2022. Thank you to every one for the diligent efforts, there are a lot more in person classes and a lot more 8-week classes and thank you to Dr. Lopez and the entire team for getting this ready. For anyone interested in joining the team at Northern, please considering registering for classes.

B. CUP/NMICC Report

None.

C. NNMC Foundation

None.

D. Eagle Corporation Update

None.

VII. FACULTY SENATE PRESIDENT REPORT

Board President Martin asked if Dr. X was present. Dr. Lopez stated Dr. X is working with students and will be unable to report.

VIII. STUDENT SENATE PRESIDENT REPORT

Bruno Guedes, Student Senate President stated they have started to meet through Zoom and they had a retreat at Don Appiarius home. In this meeting they not only got to know each other, had an amazing lunch, a Brazilian lunch and they also got two workshops on conflict resolution and communication style. They also sponsored a virtual concert on celebrating Hispanic Heritage Month and had an amazing singer. They had students to celebrate Hispanic heritage month. It was great to have students present. Thank you to Dr. Appiarius who managed everything. They revised the Eagle Student Emergency Fund. In the last Student Senate Meeting they came up with the fund and thank you Dr. Bailey for the fund and it came from the President's Office. Student Senate will manage this. If students have any emergency not relate to tuition and fees, Student Senate will be able to help them. Next week they will have one more presentation of the speaker series which was the idea of Regent Juarez. Dr. Bailey was in the first, Regent Velarde spoke in the second and the third will be next Tuesday at 4:00PM, Dr. Don Appiarius talking about conflict resolution. The idea is to have this every month. In November, they will have Coach Cordova to talk about team work and collaboration. Also, in November there will be a presenter on domestic violence as it is domestic violence month. Thank you Dr. Appiarius for finding the speaker. All Senators have prepared a video thanks to the idea from our previous Student Senate President and

this is now being brought Administration, Faculty and Staff. Mr. Guedes would also like to invite the Board of Regents to participate in the day of the life. Student Senate approved Regent Juarez to attend the meetings as a non-voting member. Mr. Guedes thanked the Board for having him at the meeting. Board President Martin thanked Mr. Guedes for his presentation.

President Bailey stated the President talked about (inaudible) and he would like to make sure credit is given, the Student Senate is passionate advocates for this. The emergency fund is the opportunity who are struggling with some kind of emergent issue, financial issue. They go to the students for consideration about helping, it is really their design to make this work. When we looked at our own statistics, this is previous five years, but Northern had lost 800 students and when we lost those 800 students they left amid, they didn't go to UNM or some other school, they left higher education without a degree or a certificate. We do not have all the data on this and it is anecdotal but we asked them why they left because we wanted to make sure it was not our fault, or that we didn't have, or they were upset and what we found out is it had nothing to do with the College. It was that a tire went out or a child got sick or they had to get a third job to support their grandparents or, these are all things that were immediate things and they are things that were for many of us are inconvenient but for a college student they are catastrophic and it is really their genius and their heart that has led to this and they are doing this and running it on their own. There is no better role model than students who are helping other students and President Bailey would like to give credit to Student Senate for this leadership. Board President Martin thanked President Bailey.

X. STAFF REPORTS

A. Vice President for Finance & Administration

1. Fiscal Watch Reports

Mr. Bejarano called on Mr. Lithgow for presentation of the Fiscal Watch Reports (attached). Mr. Lithgow stated there are two fiscal watch reports to present to the Board of Regents. Current assets \$6.2M, student accounts receivables \$2.8M and it increased due to registrations, other receivables of about \$208,000. Total current assets are \$9.7M. Non-Current Assets have stayed static at \$38.5M. Pension related deferred outflows resources \$5.3M. Current liabilities did pick up because we are getting new bills for new fiscal year. That is \$267,000. Other accrued liabilities about \$300,000. Deferred income which is received but not yet earned \$1.5M. OPED liability about \$5.8M and Net Pension Liability about \$22M. Deferred outflows are \$4.9M and net position of about \$35.8M for capital assets. Capital projects and \$4.1M restricted for funds for the Branch College. Unrestricted is about \$756,000 for the month of August. Income statement, we are starting to pick up some activity. Revenues at 17.8%. Too note, we did receive revenues of about \$1.9M for tuition and fees and for the month of July we had a negative number because of refunds. The activities change within a one-month period. Expenses were about 11.8% so about 6% revenues collected over actual expenses. Nominal transfers out. There was very little activity for capital projects. This year to last year we are over because of HERF funding revenues came in and last year they were not appropriated by congress yet. Expenses almost \$3.5M as opposed to \$2.1M and we have had more activity due to the CARES funding. Cash flow, receipts of about \$1.9M, receipts from Grants Contracts of \$1.3M, payments to staff about \$1.9M and suppliers \$3.6M. Again, cash and cash equivalents are about \$6.2M which equates to cash in net position. For the month of September, we do see a decrease, cash and cash equivalents are down to \$5.4M. Receivables went down a little bit as we start to collect them. Loans receivables changed static. We decreased over the prior month from \$9M to \$8M. That is normal for the activity at this

time of the fiscal year. Assets are static, deferred outflows resources are static and so are the pension related items. To note, the liabilities accounts payables decreased significantly over the prior month, i.e., the reduction in cash. The deferred income also went down a little bit so there were earnings there. Non-current liabilities and the OPEB and the Net Pension Liability were static. General activities, capital projects there was activity. Related parties' restriction, some cash was used for the Branch College for operation. Expenses for the month of September, revenues overall collected 26.6% and bulk of that is tuition and fees. State Appropriations came out on target on 24%. We can see a lot of activity that we received for (inaudible). Expenses started to pick up. We are at 22%, we are still at 4.6% fewer expenses than for the fiscal year. On the income statement, we can see \$28,000 in the building renewal replacement activities for the year. Comparative to last year at this time, the bulk has to do with HERF funding and the revenues for such and related expenses. Very nominal activity comparison one year to the other for capital. As far as cash flows, the receipts from tuition and grants, grants went up from the prior month and payroll went up for the two payrolls in September. We also have more activities for paying other bills. Scholarships also went up to \$3.2M for the beginning of the Semester. Appropriations are on target, Mill Levy Distributions are on target and the heavy distributions will be December, January and May, June. The cash at the bottom of the reporting period is \$5.4M which equates to the cash at the beginning of the Statement of Net Position. Mr. Lithgow stood for questions.

Regent Swentzell asked if on the actuals for September under internal services there is a dramatic increase and asked what this is attributed to. Mr. Lithgow stated this is the transfers that for instance the budgeted amounts for copiers, telecommunications, etc. as the various departments use those services then those transfers are made out and recorded to the different appropriation units. Regent Swentzell asked what the 449% increase is, was everyone buying computers. Mr. Lithgow stated he will check this increase. Nobody was buying computers, the service charges increased. Looking at the comparative from one year to the next, last year at this time it is related to all items used in this fiscal year related to the HERF funding that the different charges were made to. There is about \$18,000 a month on that. This fiscal year is kind of an anomaly.

Mr. Bejarano stated those allocations are generally done quarterly. We try to keep them as smooth as possible. Please excuse those percentages.

Board President Martin entertained a motion to approve the Fiscal Watch Reports for August and September of 2021.

Regent Velarde moved to approval the Fiscal Watch Reports for August and September of 2021. Second – Regent Swentzell. A roll call vote was taken. Board President Martin – yes. Regent Velarde – yes, Regent Swentzell, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

2. Budget Adjustment Requests (BARs)

Mr. Bejarano stated there are no BARs this month.

3. Tuition & Fees New model for AY-2022

Mr. Bejarano called on Dr. Lopez regarding Tuition and Fees (attached). Dr. Lopez stated there are several topics combined in this item and he knows there will be several questions. The first idea is today our students are paying a mandatory tuition plus mandatory fees that are directly dependent on the number of credit hours and there is no way out of these fees. Here, one idea that we have been discussing with members of the enrollment management team and members of the business office, is to combine tuition and fees to make it more transparent the process with students. Now they will go and see well I have to pay for this tuition and this fee. If we combine them, we offer only one rate. This is only for mandatory fees. There are also program and course specific fees. We are not talking about those type of fees. What we are talking about is the mandatory fees you will see in the package. All these fees, what we are proposing is to be combined and to bring transparency to the students (inaudible). This is the first idea we are proposing.

Dr. Lopez stated the second has to do that at this point the College for the last four years has not increased neither tuition nor fees. We have been flat since 2017. The proposal is to consider an increase in this new combination of tuition and fees that will start in fall 2022. The reason they are bringing this to the Board right now and not in April or May as it has been done in the past is because this is going to take at least 9 months to communicate to the students to know the change in structure and there is also going to be an increase. Dr. Lopez thinks it is easier for students to plan now than in April or May when they do not have any choices. This is why this is coming way in advance, even before we build the budget for next year. Dr. Lopez asked if there were any questions with the idea of combination of tuition and fees before he can start explaining the increases we are going to propose. Board President Martin asked if there are questions for Dr. Lopez.

Regent Velarde stated her concern is she loved the idea as a single mom when she was a student had that been able to combine those things, she would have been able to take some more money home from her other scholarships because then she wouldn't have been paying for her fees. She worries about optics by the legislature. The finance committee, senate and house, will they see this as not favorable or will they see this us and she hates to say it, gaming the system in a sense. She loves the idea she just doesn't want to make anybody angry that has that kind of influence over us. Dr. Lopez stated in this particular case, we are not the innovators, this has already been implemented by four-year institutions in New Mexico. This has happened already. Regent Velarde understands that and she wants to make sure as Northern that we are not going to cut off our nose to spite our face. Have we received any feedback from LFC, DFA or maybe even personal legislators, to make sure we are doing our due diligence even though she knows there are other institutions that are already doing it? She just wants to make sure. President Bailey stated he appreciates the comment and it is important. It is going to sound strange; we have kind of come under fire the other way. We are the one College, we are the only College who has not raised tuition in four years and he knows there are some on the LFC who keep saying we are supplementing, we are providing tax money for you but you also have to rely on student tuition more and more. They want colleges and universities to do that. We have fought against that because of who we serve and he thinks we are on the right side of that argument. President Bailey does not think this is going to highlight us in a negative way with the LFC. Regent Velarde stated she did not mean about increasing tuition, she meant about combining our fees with our tuition, she just didn't want optics. Board President Martin asked if there were any other questions from the Regents.

Regent Swentzell stated he fully supports combining tuition and fees into one. He mentioned this in the committee meeting, as a student about a decade or so ago at Northern, there was, at the time tuition was going up quite a bit and also the addition of numerous fees, there was a perception that the college was trying too nickel and dime people by raising fees. Those sorts of perceptions, he likes the idea of putting it together in one number, especially as Dr. Lopez mentioned, these fees are not always directly tied in as part of collecting funds of the general purpose of the College.

Regent Juarez stated she completely supports; she thinks it will decrease the confusion for students as long as we continue to be very transparent about all that she thinks we are good.

Regent Archuleta stated not at the moment and thanked Dr. Lopez.

Regent Velarde stated yesterday Ms. Abeyta brought a good point regarding able to track the fees and being able to then put them to their related or associated funds and making sure how that is going to be tracked. She wants to make sure we create a good practice for this and she knows Ricky and Evette will be on top of this just so we don't get audit exceptions. She is worried this may leave us open to get another audit exception.

Mr. Guedes ask when you combine the tuition and fees (inaudible). Is this applied for online and lab fees. s

Dr. Lopez stated the fees we are talking about are general fees. Those are building and equipment renovation, student service fee, activity fee, LMS fee, Library fee, Security, fee Athletic fee and IT fee. All of these are mandatory fees students are paying. Plus, we are going to disappear the registration fee of \$29.00. That is part of this proposal. This is on top of the \$62.00. There are certain fees that are linked directly to the course. These are the Lab fees (ex., Kaplan fees, online fees). Dr. Lopez will discuss this with the next model. The online fee gets combined and there will be two tables. Dr. Lopez shared his document (attached). Right now, they have tuition and fees for a total of \$195.00. We are aligning these as well. This is the second part of the proposal for face-to-face courses. As of July, we have an inflation of 3.67. If we combine the inflation of 2017, 2018, 2019 and 2020 and the current inflation and assume the inflation remains the same which we know is not true, the commutative inflation in the last five years is a 9.4%. We have not increased one single penny in tuition and fees but our expenses have gone up. We are proposing that also with the combination of the tuition and fees, we have a 5% increase of face-to-face courses. The new rate will become \$220.00. This also includes that we are eliminating the registration fee. We are reserving the same structure so that students only have to pay the very first 12 credit hours. Between 12 and 18 it is just a single rate. Basically, we are not charging for credit numbers 13-18, that rebate is there. It is the same structure that we have kept and that is something other institutions do. With this we are also proposing the elimination of the current \$150 rate for people 55-64. That was a special rate that was proposed three years ago but it didn't do what we were expecting to happen. What happen is the number of head-counts in that segment went down and the number of courses they took went down. Instead, what we want is to cover the most vulnerable population, the seniors 65 and over. Right now, a senior for the first six credits is paying \$5.00 in tuition, this is because of State Statute, plus \$62.00 per credit. The combination is \$67.00 per credit. What we are proposing is they will pay \$5.00 per credit; no fees and we are increasing the number of credits from 6-9. That is a vulnerable population, we proposing the elimination of the segment between 55-65 which by the way, that \$150.00 was applicable only to the first class. They would pay the \$198.00 for the additional classes. Board President Martin asked how many students we have that are 65 and over. Dr. Lopez presented the age profile table to the Board of Regents. 65 and over is approximately 2% and another 1% so we are talking about 3% of the

total population so about 30 students more or less. Board President Martin asked what if we bumped it to 55, it does not look like more students. Dr. Lopez stated about 4% or 40 students. That will be the group that will be affected for the first class. They are going to see an increase to \$493.00 for the first class. The others are the same. This is for face to face.

Dr. Lopez stated what we are doing also, we are still keeping here for non-residents including international students, we are adding \$30.00 and non-residents. However, nonresidents, we have two categories, the students under the (inaudible) program, they get a special rate, the same is true is the students for New Mexico. This is the proposed rate for the (inaudible) students which resembles something in between in state and out of state tuition. It cannot exceed 150% of the instate tuition and this number is way lower than that. We are still keeping the community rate for our classes. There is no change on the \$100.00. For the military we are asking a 10% discount and they pay 90%. There is nothing special for the armed forces, we do not have a particular classification. Board President Martin asked if there were any questions on the face to face.

Regent Velarde stated she would like to get it straight if we have a new high school student coming into our campus, and let's just say the student is going to take 9 credit hours, it is 9 credit hours it will cost them over \$1,000 but yet we could have somebody age 65 or older come in and take those exact same 9 credit hours and pay \$15.00. Dr. Lopez stated that is correct and right now that is by Statute, the \$5.00 is a New Mexico Statute. We can grow the fee as much as we want for that population but the tuition is \$5.00. Doesn't this seem discriminatory towards out younger students. Our younger students are the ones struggling to find their path and seniors have explored their path and are hopefully in a good retirement place and maybe they are not. She finds this questionable. President Bailey stated he understands this, as Dr. Lopez stated it is a state law and legislative endeavor well before they got there, it has been on the books forever. The only other thing she would add. Regent Velarde is not understanding why we are lowering costs for seniors but increasing the cost for the rest of the student. President Bailey stated we are following the law, for any college in the state the tuition is \$5.00 for anyone 65 and over in any college in the stay. What we have done in the past in addition to that we have also had the fees. Dr. Lopez also stated there are other opportunities for those 18 years old, like the lottery scholarship, opportunity scholarship, or even private, foundations. It would be difficult for someone 65 and over to get a scholarship from a foundation or a private entity. He wants to think what was in the mind of the legislators when they did this. He thinks they were thinking younger students also had other ways to pay for their tuition. President Bailey stated the lottery scholarship for the last two years is funded at 100%. Any high school student who starts college within 12 months of graduating high school they will be funding through the Lottery Scholarship at 100%. Regent Velarde asked about non-traditional students like her who started at 22, now somebody like her starts college at 22, they don't have the opportunity for the Lottery Scholarship. How does that affect them as well? President Bailey stated we have to pay attention to this. The opportunity scholarship is meant for this, to close the gap. For a 22-year-old student who maybe left high school, took care of her kids, got two jobs and then started with us later, that student is not going to qualify for the Lottery Scholarship but would qualify for the Opportunity Scholarship. The beauty of that is it would cover the remainder of tuition and if they also qualify for the Pell Grant, that is also covered as well as other things. There are more opportunities than ever before and we have to do everything we can to make sure we are providing assistance. Regent Velarde asked if the opportunity scholarship is in place. President Bailey stated it is in place and has been for two years, it is not fully funded and is growing every year, it is still a work in progress and if the Governor has her way it will be funded at \$47M and it will cover every student and get them full tuition and this is the goal of the session coming up. Board President Martin asked if there were any questions before going to online.

Dr. Lopez stated regarding online courses, this is more complicated than the face to face for several reasons. Dr. Lopez showed the Board of Regents some challenges the College has. Dr. Lopez stated only 18% plus or minus depending on the semester of all the courses at Northern are online which means that they have gone through a rigorous process of peer review and they meet the standards that are set up by Quality Matters. This is an organization that reviews online that set up the Quality Standard for online instruction. We also need to comply with (inaudible) which is a nationwide organization that reviews also quality of courses. There are different set of standards because it is harder to engage a student through the online format than when you are face to face because you are missing that physical interaction. Right now, at Northern, 18%, so this tuition we are proposing is only for 18% of the courses. The other 82% was covered in the prior table. What is going on right now with Northern. By next fiscal year, there are several expenses that Northern needs to absorb or institutionalize that are today currently paid by federal grants. We have 2.5 FTE that when you combine salaries and benefits you get to the number, we also need to institutionalize the money that we are paying to our instructors to do the peer review process he was discussing and that is another \$6,000. We need to institutionalize the membership that we are required to have to teach online, this is \$8,000 and several pieces of software that we need to deliver online instruction including the Zoom license that we are using. All of these, in FY23, this is going to cost \$246,000. The proposed increase is \$65.00 from what students are paying today from online. When you combine the tuition \$198.00 plus \$62.00 for general fees that we discussed but they have to pay an extra fee of \$31.00 per credit. This makes a total of \$230.00 that students are paying right now. The proposed rate is \$295.00, this is \$65.00 and we recognize this is equivalent to a 28% increase. Northern offers approximately in one year 600 classes, plus or minus 10 or 20, only 18% are going to be affected because those are going to be online. The average size of an online class today is 16.4 students. The average number of credit hours of one course is 2.9. Why not 3? We do offer online courses that are 1 or 2 credits. When we collect tuition, not everything is ready, first of all dual credits do not pay any tuition on this, we also do not charge for any credit that happens between 12 and 18 and then we have tuition waivers for employees, for the scholarship for the pueblos, for the regents. When you take all this into account, for every dollar that charge in tuition, we only recover at the most .75 cents per dollar. This does not include those students that default. This \$65.00 are going to put us into \$250.00 of new revenue which basically covers better. This is for one year. Dr. Lopez showed the Board of Regents an analysis. As other grants are expiring, we need to absorb other personnel. If we include all the software we need to institutionalize, we have \$133,000 this is fixed cost. This the staff members we must pay if we want to offer online courses. This comes to a little below \$500,000. Then we find that we have classes, there is a variable cost because we need to hire instructors and personnel. This is the variable cost for the personnel for student services. In order to offer an online program, we need to prove to the HLC that the students have exactly the same services. For every FTE, the cost comes to around \$210.00. The variable cost in terms of credit, or a full-time faculty including benefits is \$65,000 and the low which is in the CBA we have \$227.00 value. For adjuncts which is more affordable we have \$68.00. The new tuition we are proposing is \$295.00 and we only recover 75% of that. When we do the analysis, the blue line (attached) is the cost. We start with fixed costs which is \$1M and the line is growing based on the variable cost. This is the variable projected at \$295. If this model passes today, the break-even is going to happen in around 280 FTE. Today, we already have 120 FTEs and if we take all online that we are offering today that is equivalent to 120 FTE. This model means we have to find another 160 FTE in the online world to break even. This is where comes the piece, the table for the online courses. Board President Martin asked if we have students that just do online and just do face to face or everything. Dr. Lopez stated we have students who are taking 1/2 and 1/2. We have students who are taking everything online

and we have students who do not take one single program online. It is really almost per program. For the Business Program you will see more and for Engineering it will be less. President Bailey stated he would add we have to think differently about what we did in crisis in response to COVID which is everybody went home and a professor was on Zoom and teaching the class that way. What Dr. Lopez is talking about, this happened last year, the HLC has for the first time ever to do fully online programs. There are requirements to be fully online where there is an expectation of a certain quality of the way that happens. This is where all the extra expenses come from and that process that we have to go through course by course to make sure it happens.

Regent Juarez stated we need 150 more students; her question is what is the pattern of increase in students who want to be fully online and how long will it take to get to that number. Dr. Lopez stated he feels very confident because between our traditional number of students doing online courses, for the last five years, the average was 14 students per class, right now we have 16.4 which is about a 15% increase just from the last semester when we got this approval because we were offering these courses in isolation. The Business Program, they were the College with the largest growth enrollment. Actually, most of our department's enrollment went down, this was not true for the College of Business Administration, they were offering the program online. President Bailey stated we had a survey sent out to students about a year ago and we asked how they wanted class delivery and we had about 400 responded, 1/3 of student body and 67% of them stated they wanted online learning. Regent Swentzell stated Business you could be from Ohio, take advantage of the potentially the brand new decreased out of state, it would be the cheapest in the country and that is big deal but we would really then want to grab those people from other places. Western has done that in a huge scale. Pulling people from all over because they could complete their entire degree program and not step on campus. That is where real growth potential is. Now if Business is, what other programs are going to be? It is great for local students, eventually, I could these three courses in person but this one online, that is not helping us if the whole program is not possible. The other element to that is we have the so-called great resignation ongoing right and there is a, he has been reading some of the recent articles on that, looking at the increasing whys in certificates as a retooling and recertifying and repositioning people. To what extent is Northern prepared to use those as part of the great, the retooling and response to, this has been going on since 2008, but now we have this interesting, unprecedented great resignation of people shifting around. How can we be ahead of the curve or at least on the curve to take advantage? A lot of that seems to be in the certificates. President Bailey stated he would say the strategy for us needs to be two-fold. One is we look for the programs Northern offers that are really unique and could get students from Ohio interested. The price is already affordable. Even with what is brought to the Board today it is remarkable affordable and competitive. He thinks there are things we do better than anybody, Northern has the only accredited project management program in New Mexico. That is why, that is the first one we said we are going to move this online. RN to BSN, because our nursing program looks at a more holistic view of health, that is really attractive outside New Mexico as well. We need to find the niche programs that we have that we think can be marketable beyond. The other thing we are on the verge of trying to figure out and that is that the way we have traditionally Marketing and Communications has been regionally focused, as we start thinking about those programs and some of the things we reach out, we have to think completely how we market them and where we market them. Credit to the Communications team as to how to do this differently. We are redesigning our website in the next year to put a new face on it. We are not going to forget about who we are and who we serve, we are still a regional comprehensive institution. All of the things Dr. Lopez has presented today, at the end of the it is all about how we serve this community better and this will help us do it. Dr. Lopez stated he would like to mention an (inaudible) that they need to be aware of. Today, Northern and it is true for the last five years, 98% of our students are

in state tuition. Only 2% are out of state and this is true for the last five years. This is why the strategy here is to lower the price of the non-residents or out of state students and that includes international students, this will apply international. We are increasing that to a rate of \$320.00 because the strategy is going to be to go for out of state students and try to grow this 2% that we have. Since we do not have dorms, students do not come and typically it is going to be difficult that they come massively. This strategy through online offering a great price that is more competitive than all the local institutions and non-local institutions, we are still more affordable than all the other four institutions when it comes to online.

Regent Velarde stated we are going to be rewarding our local instate students for supporting us 98% of them the last years by increasing our tuitions in order to make it more attractive for out of state students to come to our college. It doesn't sit well. She is all about supporting out community more than anything and she understands that we have big plans, projects, we have programs that we are implementing. We can't lose site, she understands we have to have big picture, five-year plans, all of that, because she was reading something this morning that really resonated with this situation and it says the goals that we are trying to reach must never be bigger than the lives we are trying to change or the people we are trying to help because once they do, we unintentionally become another obstruction to their progress. This is her issue, as far as, you guys knew bringing this, she was not going to be in favor of any sort of tuition increase, especially right now. She understands we are dealing with inflation like there is no tomorrow. She works in industry, she understands that. However, as an institution, we have support for those kinds of things. We have a lot of support federally, we have gotten monies that we have been able to then, Porter asked about that 400%, we were able to use some of that federal money to be able to support us. From her understanding, really that, we are in a good place financially. We have been really growing, we have been getting grants and Title I Grants and things that we have never received before and now we are putting this upon our students when they are at their most vulnerable. They are also dealing with inflation themselves. Not only with their everyday lives, putting gas in their cars, going to buy groceries but if we increase tuition then that means whether they get scholarships or not, because that is how Regent Velarde lived, she lived on scholarships and grants but the more her college costs the less she got to take home with her. She is a little bit worrisome of what we are doing and she understand we are giving them nine months but giving an individual nine months to prepare for this may not be enough because nine months may not be enough for them to afford this. If we are going to be one of the cheapest online out of state places, we have been that in the past. We have been pretty reasonable as far as our costs for out of state online. Her issue is she worries this is going to hurt some of our students and we may lose some of our students to attract out of state students. Regent Velarde stated personally she needs more informationally being on the Finance Subcommittee really needs some more in-depth financial information data to look at this to be able to look at this and analyze where we are financially, what our plans are and what we are going to do to students overall.

Dr. Lopez stated he appreciates very much Regent Velarde's comments. If we go through the records of the minutes, he has been one of the ones opposed in the past to any tuition increase in the past. This morning, he could not believe we would presenting this. He would like to bring a couple of things to the Board of Regent's attention. Yes, we want to attract more out of state students, let's assume we do not change the tuition rate for them, let's assume we do it more expensive for them. If we do not attract more out of state students, this means that this ticket of \$246,000 that the College has to institutionalize because the grants, yes, we are getting new grants that are funding other initiatives but these grants are coming to an end. These grants have to be institutionalized if we want to keep our current online operation. Regent Velarde asked if we have

a projected financial model of this because she didn't see it in the packet. She understands that but also as Dr. Lopez mentioned we have not been out there trying to recruit out of state students. Partially, that could be the reason for the 2%. Maybe what we need is to go out there and start recruiting and see what then those numbers look like before making it so attractive to them but on the backs of our in-state students. Dr. Lopez she accepts the criticism on that part. Regent Velarde stated no criticism whatsoever Dr. Lopez, she knows he is doing his job and she appreciates him completely. She knows that, she just likes to know a little bit more. Dr. Lopez stated if the out of students do not grow, this will be have to be absorbed anyway by the in-state students because this is something that we have to institutionalize. Other possibilities to get this money from the academic side of the house is through program elimination. Last year, the Board remembers we tried to eliminate the Bachelor of Math that had only five students, right now it only has two students. We need to find; the State is not giving us more money. Unless we find more magic to generate more revenue because we cannot use grants, they are very specific and restricted.

Regent Swentzell stated some of the dynamic growth is on the online environment in some of those other areas and as President Bailey stated our heart and soul is in Northern New Mexico and also our heart and soul resides in one of the poorest economically speaking areas in the United States. We don't have loads of cash floating around, although on the hill there is some cash and sometimes it floats down. One of the things, picking on Western because he is student there, they located Silver City and the shrinking population and shrinking mining economy they decided to go heavy on the outside students to basically support them to continue to exist as an institution and they were at the lead of that and were very successfully. They recently just cranked up their tuition for the online students because of the incredible cost. The sheet shared with us they cranked it up about 43%. They have all of these out of state students supporting the institution. We were quite a bit more expensive than they were formerly now we will be quite a bit cheaper than they were formerly. He goes to Western and he is not trying to throw them under the bus. We think about what are some of those people, he sees them in his classes who are online students from all over the place will go to Western because of the great deal it provides and because they never have to step foot on Western and getting a great deal and living wherever they want. We may be able to pull some of those students here at Northern. He is kind of throwing out an idea both to Regent Velarde and in anticipation of Ricky throwing something at him. He was thinking about perhaps approving the combining of fees and tuition for in person students and not doing the 5% increase but doing the significant changes and increases to online with the intent to really see growth in that area. This does not solve the inflation issues; it does not solve some of the other challenges but that is the market of growth. He is just throwing that out there, it is not a question it is a thing because Regent Velarde brought up a valid criticism, this is, the people we truly serve are at Northern New Mexico, inflation is hitting everybody so are we just throwing more fuel onto the fire. Hey I know everything else is costing you a lot more so school is going to cost you a lot more. Also, school is going to cost you some more. Granted it is 5%, it is \$150.00 or whatever, but it is \$150.00 that people didn't have to begin with perhaps and the question mark for outside you are also bringing it up is the elasticity of price of demand, right. We know in the past, this is not comparable, because tuition rose on a much larger scale, we could see that there was a lot of elasticity. He does not know what 5% does but we do have a lot of elasticity on that in this area as our previous experience shows. He is throwing it out there as a thing, as an idea.

President Bailey understands and sympathizes and it is why we haven't brought tuition increases to the Board of Regents in four years and we are the only school who has done that. If there is a school who has walked the walk this way it is us. As a Board of Regents, you are the fiscal agents and we will salute smartly on whatever the Board of Regents decides today. If there is modification

to this, we will go back, look at the numbers and try to figure out what we need to do. Likely, we will come back to the Board of Regents knowing here is what we pay our faculty, here is what we pay our staff, we may come back and say now we have to make these decisions. This is a conversation that we are going to have. We serve at the pleasure of the Board. Board President Martin stated it sounds like we have latitude and we don't have to make a decision at this meeting. President Bailey stated this is right. Board President Martin stated now that we have the input of the Board.

Regent Velarde stated she would like to have is a working group maybe for the meeting where we are looking at the financial model of how this makes sense for Northern. Especially, with what Porter suggested, Regent Velarde is completely behind except for the online model, the online model, she feels is like, the data behind it, she is sorry, she is an Engineer, she needs to see the data behind why we made this decision where we came down to that exact dollar amount, what it says exactly because part of the Board packet was reasoning and that may also be on the 5% increase was that we have these new programs and projects coming in and she would like to see all those numbers and she doesn't know if we need to table this until we get more information. Board President Martin asked Dr. Lopez if the Board has giving him direction as to their feelings. Dr. Lopez stated besides the communication plan of nine months for our students, strategically we want to do this as soon as possible. We knew this could be an outcome of the meeting. He thinks we still have time. The more that we wait, the less time the students will know about these decisions. He thinks that making this decision or any decision on March, April or May is going to hurt students. At this point we do have time. President Bailey stated knows that when he first got here, there were decisions made on tuition that were brought to the Board that were arbitrary, just a number. It helps that we have a Provost, just like Regent Velarde, who is an Engineer and he has ad nauseam and when Regent Velarde sees the reasoning behind the numbers that it is not arbitrary. We will share all of this with Regent Velarde. Regent Velarde stated she knows coming from Dr. Lopez it is not arbitrary. She would like to see it herself and chew on the numbers herself and see the direction and logic behind it.

Regent Juarez stated as a student she knows tuition increases are not fun but from her own perspective, she prefers to put in more hours at work and look for more scholarships rather than to not have our institution as a whole. If we were able to have wiggle room, she would vote towards that as long as the institution would be in good standing.

Regent Archuleta stated everyone has valid points and whatever everyone thinks is the best situation, it is difficult but hopefully we can come to an agreement.

Board President Martin stated he was concerned when he saw the tuition for the online was going up 28% for the in state and down 48% for the out of state. He didn't quite understand that because as Dr. Lopez stated most students were from in state. He could understand that we are trying to incorporate more students from out of state but we are competing from colleges throughout the country. He applauds Dr. Lopez efforts and looks forward to his report in November.

Board President Martin entertained a motion to table this until the next meeting.

Regent Velarde moved to table this until we get the information. Regent Swentzell - Second. A roll call vote was taken. Board President Martin - yes, Regent Velarde - yes, Regent Swentzell - yes, Regent Archuleta – yes, Regent Juarez - yes. Motion passed unanimously.

4. Late fee removal -Action Required

Dr. Lopez stated this is regardless of the prior item, we would like to propose removal of the late fee registration. The late fee registration is a fee students have to pay when they miss certain deadlines when they register for courses. What has happened in the past years, is that students are struggling to enroll at the last minute, we have waived the fee. The fact is that for a couple of years is we have not enforced it so why have something on the books that we are not going to enforce. More important, it goes to the question of who is ultimately paying this fee. Unless you are a professional procrastinator, students who have the financial means, they are going to register early. It is the students financially struggle is the one that wait until the last minute. This is a fee penalizing the most vulnerable ones. If are waving this, why have it. The proposal is to remove the fee which also causes administrative burden. Board President Martin entertained a motion to waive the late fee.

Regent Swentzell moved to eliminate the late registration fee. Second - Regent Velarde. A roll call vote was taken. Board President Martin - yes, Regent Velarde - yes, Regent Swentzell - yes, Regent Juarez - yes. Regent Archuleta did not respond to the motion. Motion passed unanimously.

XI. DEEP DIVE

1. EARTH Shot Project

President Bailey presented EARTH Shot Project to the Board of Regents which is a discussion regarding climate change.

XII. EXECUTIVE SESSION

BP entertained a motion to enter into Executive Session to discuss limited personnel matters related to the Presidential Formative Evaluation.

Regent Swentzell moved to enter into Executive Session only to discuss those matters listed on the agenda. A roll call vote was taken. Board President Martin - yes, Regent Velarde - yes, Regent Swentzell - yes, Regent Archuleta – yes, Regent Juarez - yes. Motion passed unanimously.

The Board of Regents entered into Executive Session at 11:27AM.

Board President Martin entertained a motion to return from Executive Session.

Regent Swentzell moved to exit Executive Session and affirmatively stated only the items listed on Agenda were discussed. Second – Regent Juarez. A roll call vote was taken. Board President Martin - yes, Regent Velarde - yes, Regent Swentzell - yes, Regent Archuleta – yes, Regent Juarez - yes. Motion passed unanimously.

XII. ADJOURNMENT

Board President Martin entertained a motion to adjourn.

Regent Juarez moved to adjourn. Second – Regent Velarde. A roll call vote was taken. **Board President Martin - yes, Regent Velarde - yes, Regent Swentzell - yes, Regent Archuleta – yes, Regent Juarez - yes. Motion passed unanimously.**

The Board of Regents Meeting adjourned at 12:12PM.

Approved:

Michael A. Martin
Board President

Date

Erica Velarde
Vice President

Date

NORTHERN New Mexico College



NORTHERN NEW MEXICO COLLEGE BOARD OF REGENTS SPECIAL MEETING NOVEMBER 9, 2021

I. CALL TO ORDER

A Special Meeting of the Board of Regents of northern New Mexico College was held on November 9, 2021, Via Zoom. Regents Present Michael A. Martin, Ruben Archuleta, Porter Swentzell, Erica Velarde, and Evelyn Juarez.

Northern New Mexico College Staff Present: President Richard J. Bailey, Jr., Ph.D. Ricky Bejarano, Vice President for Finance & Administration; Ivan Lopez Hurtado, Provost & Vice President for Academic Affairs; Analise Lopez, IT; Don Apparius, Assistant Provost of Student Affairs, Sally Martinez, Executive Assistant to the Provost & Vice President for Academic Affairs; Chris Trujillo, IT; Deborah Trujillo, IT; Julianna Barbee, Director, SBDC, Cheryl James, Chief Procurement Officer; and Amy Pena, Executive Assistant to the President/Board Secretary.

Faculty Present: Lori Baca, PhD

Others Present: Robert Trapp, Rio Grande Sun, Geno Zamora, Ortiz & Zamora,

I. CALL TO ORDER

Board President Martin called the meeting to order at 4:16PM

II. APPROVAL OF AGENDA

Board President Martin entertained a motion to approve the agenda.

Regent Swentzell entertained a motion to approve the agenda as presented. Second – Regent Velarde. A roll call vote was taken. Board President Martin – yes, Regent Velarde – yes, Regent Swentzell – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

III. EXECUTIVE SESSION

a. Review of College President Contract

Board President Martin entertained a motion to enter into Executive Session to discuss limited personnel matters related to review of the College President's Contract.

Regent Velarde moved to enter into Executive Session to review what is on the agenda and only that. Second – Regent Juarez. A roll call vote was taken. Board President Martin – yes, Regent Velarde – yes, Regent Swentzell – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

The Board of Regents entered into Executive Session at 4:17PM.

Board President Martin entertained a motion to return from Executive Session.

Regent Swentzell moved to return from Executive Session and affirmatively stated only those things listed on the agenda were discussed. Second – Regent Velarde. A roll call vote was taken. Board President Martin – yes, Regent Velarde – yes, Regent Swentzell – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

IV. POSSIBLE ACTION PERTAINING TO EXECUTIVE SESSION DISCUSSION REGARDING COLLEGE PRESIDENT

Board President Martin stated we have kind of a sad announcement and introduced President Bailey.

President Bailey stated there will be a video update tomorrow which will have a lot of this but President Bailey has decided to make a transition and to hand the reigns over for Northern New Mexico College and the Board is going to consider that effective January 14, 2022

Board President Martin entertained a motion to accept President Bailey’s resignation effective January 14, 2022.

Board President Martin moved to accept President Bailey’s resignation effective January 14, 2022. Second - Regent Velarde – Second. A roll call vote was taken. Board President Martin – yes, Regent Velarde – yes, Regent Swentzell – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

As the Board moves forward – Regent Swentzell and Michael Martin – Committee. Next meeting

Board President Martin stated the Board of Regents would like to thank President Bailey for his five years of service. Thank you for turning the college around and leading us in a very good spot and we wish you much success in the future. Regent Velarde stated she would like to thank President Bailey for pulling Northern out of the spot that it was in. Because of you and all your work and all your leadership and the team you pulled together and brought together, we are in a much better spot than we were when President Bailey arrived and because of that Regent Velarde thinks we are going to have an easier time being able to find more applicants. Now, being able to find somebody to fill the shoes as Regent Juarez mentioned, it is going to be a harder thing. Thank you for your service and becoming part of our community. Regent Velarde wished President Bailey the best and she really hopes that President Bailey continues to soar as an Eagle in Oregon and wherever he is headed after that and beyond.

Regent Swentzell stated he would like to echo what Regent Velarde said, he hopes President Bailey soars high as an eagle in his future endeavors. Also, to note even though President Bailey was President for five years, he believes President’s use dog years to track a time so that was a whole career, like 35 years in President years, that is not quite the same in regular time. Porter Swentzell stated he really appreciates the heart that President Bailey gave to Northern over these past years and the difficult work and decisions he made to bring the college to the point we are at right now and that because you invested so much of your time into the college, you will always be part of the story, a part of you is always here and we really appreciate that you put so much into Northern. You will always be an eagle.

Regent Archuleta thanked President Bailey for embracing our community, he fit right in, he put Northern back on the map, respectability. Everybody talks well about President Bailey, loves him. Regent Archuleta wished President Bailey good luck in his future endeavors and told him to come back and visit and good luck in all he does.

Regent Juarez thanked President Bailey for sharing his talents and his heart and passion with us for five years and she wishes it could have been more. Know that your hard work and your essence in general will be with us. Thank you, President Bailey, for changing the lives of so many students including Regent Juarez. Regent Juarez wishes President Bailey was not leaving but she is so excited to see where life takes him and know President Bailey will never be forgotten. Thank you.

Board President Martin stated as the Board moves forward to select a selection firm and come up with Interim President, he is going to appoint a working group of himself and Regent Swentzell to get started with the process and they will keep the rest of the Board informed at the next meeting. It has only been six days since President Bailey called and said he is going to make a change in his life so it has been rather sudden for the Board and will work as hard as they possibly can to find someone that is as equal or higher caliber than President Bailey. Thank you, President Bailey, for his service.

Geno Zamora, legal counsel asked if there was a motion. Regent Velarde stated we did vote. Regent Swentzell stated we did vote. Board President Martin stated Mr. Trapp stated the Board did not vote. Board President Martin asked Ms. Pena to call the vote.

V. ADJOURN

Board President Martin entertained a motion to adjourn.

Regent Swentzell moved to adjourn. Second – Regent Archuleta. A roll call vote was taken. Board President Martin – yes, Regent Velarde – yes, Regent Swentzell – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

The Board of Regents adjourned at 5:07PM.

APPROVED:

Michael A. Martin
Board President

Date

Erica Velarde
Vice President

Date

NORTHERN New Mexico College



NORTHERN NEW MEXICO COLLEGE BOARD OF REGENTS MEETING NOVEMBER 17, 2021

I. CALL TO ORDER

A Special Meeting of the Board of Regents of Northern New Mexico College was held on November 17, 2021, Via Zoom. Regents Present Michael A. Martin, Ruben Archuleta, Porter Swentzell, Erica Velarde, and Evelyn Juarez.

Northern New Mexico College Staff Present: President Richard J. Bailey, Jr., Ph.D. Ricky Bejarano, Vice President for Finance & Administration; Ivan Lopez Hurtado, Provost & Vice President for Academic Affairs; Juan Gallegos, IT; Sally Martinez, Executive Assistant to the Provost & Vice President for Academic Affairs; Cheryl James, Chief Procurement Officer; and John Ussery, El Rito Program Director; Shawn Madrid, Director of Security & Facilities; Arin McKenna, Communications and Marketing; Vince Lithgow, Comptroller; Sandy Krolick, Creative Director, Communications and Marketing; Kelly Winters, Director, Student Success; Robert Palko, Registrar; Don Appiarius, Assistant Provost of Student Affairs; Kathy Levine, Director, Financial Aid; Sara McCormick, Recruiter/Admissions; Emily Floyd, Office Manager, El Rito Campus; and Amy Pena, Executive Assistant to the President/Board Secretary.

Faculty Present: Rhiannon West, Anna X. Gutierrez Sisneros, Mateo Frazier, David Lindblom

Others Present: Robert Trapp, Rio Grande Sun, Geno Zamora, Ortiz & Zamora, Dr. Hugh Prather, Representative Susan Herrera, Jake Arnold, Tim Crone, Jose Garcia

I. CALL TO ORDER

Board President Martin called the meeting to order at 5:01PM.

II. APPROVAL OF AGENDA

Board President Martin entertained a motion to approve the agenda.

Regent Swentzell moved to approve the agenda. Second – Regent Juarez. A roll call vote was taken. Board President Martin – yes, Regent Velarde – yes, Regent Swentzell – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

III. INITIAL DISCUSSION OF SEARCH PROCESS

Board President Martin stated he would like to bring the Board of Regents up to date on things he and Regent Swentzell have been working on. They have had several conversations about the Interim President, the Search Firm and the list of potential people for the Search Committee. Board President Martin has had conversations with President Bailey and Mr. Zamora as well as President Becky Rowley at Santa Fe Community College regarding the search that they performed when they selected her. We have two items to discuss under our initial discussion of the search process. We would like to discuss the Interim President and these are Board President Martin's thoughts on

that. His qualifications on this were that Board President Martin was on the Board when Connie Valdez was selected so he has those experiences to work with and he has also served on the Search Committee when President Jose Griego was selected and Regent Swentzell can speak on his qualifications. He has served on several of these search committees. Regent Swentzell stated he has served on, he has lost track, he does not know how many higher education hiring committees he has served on but numerous. Board President Martin stated they have come up with some ideas and they are just ideas at this point and they want to present them to the Board of Regents and have a discussion with the entire Board of Regents as to how they would like to proceed. Board President Martin stated this is his personal feeling about the Interim President, he is amazed at the number of meetings he has on a daily basis with very different constituents. Board President Martin is not concerned about the overall operations of the day-to-day operations. We are very fortunate with Vice President Bejarano and Provost Lopez. They are pretty much taking care of the school and President Bailey is meeting with folks and he has a multitude of projects he is working on currently. Board President Martin's concern is if we have an internal president named, that is going to be just too much work for one person to do. Board President Martin would like to suggest to the Board and this is what Board President Martin would like to discuss. He would like to open up a two-week period where we solicit names of people who are interested in being the Interim President with the idea that they would come in for the six months that they would be the interim and keep an eye on all the projects that President Bailey is currently working on. Board President Bailey asked Regent Swentzell to speak on this as well.

Regent Swentzell stated he would not have much more to add than what Board President Martin noted which is the significant duties of the two leaders, Academics and Finance and Administration and adding additional workload onto that exceedingly thick workload that currently exists. We wouldn't want to interrupt the function of the College in any kind of significant way. This is part of the thought process and part of the discussion today.

Regent Velarde stated she thinks this is a great idea. They hit the nail on the head. Both the Provost and Ricky have that sort of taken care of on their end but it is really the heavy load of all the different projects that President Bailey is currently working on and has the college in mind in every single one of those projects and they are all great projects that if it they could all come to fruition it would not only help and benefit the college but the community in total. Being able to keep those going without any sort of stale time would be really great and to be able to support that. Regent Velarde hates to hire someone though and then they be our champion, do all these great things but in the end, we are probably just going to get somebody else, you are just kind of here for a little bit of time. She is not sure how this is going to work out or feel in that kind of sense. Just something to think about or maybe discuss.

Regent Archuleta stated he totally agrees with our fellow Regents it is an important time especially with the legislature coming up so he totally agrees.

Regent Juarez agrees with her fellow Regents, she thinks we need to keep the momentum going and as long as we are transparent with the interim, they may be interested in also running for president. Being transparent we are going to have you for x amount of months and you could possibly apply for President.

President Bailey stated his opinion and take it for what it is worth, what he sees is that most institutions that are in this place, they actually make it a requirement that if the individual agrees to serve in the role, that person commits to not running for the permanent spot. He thinks there is goodness in that in that it is a very clear directive for the Interim President that that person is there to keep the train on the track and to continue to move the institution forward to be a shepherd of the open projects that are there and to be supportive of students, faculty and staff. It also, we send a very clear message that this is not an inside track to someone who wants to be the permanent president and we allow the Regents the discretion to take the time in a transparent way to do a very thoughtful open search. This is something for the Board to consider.

Board President Martin stated he agrees with everyone else and his intent at the start was for someone to come in for the six-month period, keep an eye on all the projects, attend all the legislative session and the Board could keep a close eye on that person and help them with the multitude of tasks that President Bailey is working on. We do not need them distracted with the idea well I am also going to be applying with the Presidency. Board President Martin thinks we would make that a condition of employment, they would come on, be here for six months, we need someone with a very strong background in higher education and with a strong amount of management expertise. Mr. Zamora stated when Board President Martin had a conversation with him stated you need to really nail down the qualifications so you don't have half the Northern part of the State applying for this job. Board President Martin agrees with this and would have some conversations as to how would be the best way to define that temporary role. What the pleasure of the Board is on that.

Regent Swentzell stated he is agreeing with the statement that we need to have that job description clearly delineated. That should happen fairly soon. We have a small idea of what President Bailey has been up to, he has been a busy body, he has been a very busy body over the years and so the initial job description that President Bailey came into the institution that is probably a starting point but we know his job has transformed over the last five and a half years so it would be really important to fill in the gaps. Granted, an Interim President is not going to fulfill, some of those job duties are not going to apply, but there are going to be certain kinds of jobs that we are going to want to highlight as key. As Regent Archuleta brought up, the legislative session is coming, we may also want to, he doesn't want to get into the weeds here, having a possibility of extension of contract in case, worst case scenario, something does not go great and we need to extend the interim.

Mr. Zamora stated the entirety of the board has set some clear direction. His biggest concern is that the Board properly defines the expectations and qualifications of anyone applying for Interim President. Mr. Zamora stated as much as he would love to be President of Northern because of his love for the College he does not hold those credentials and he shouldn't be applying and he thinks that should be clear on the interim basis, here is exactly what we need and that is how you will filter through the applicants. Board President Martin asked Mr. Zamora how they should proceed. Board President Martin asked Mr. Zamora if Regent Swentzell and Board President Martin being on the Board appointed group or should we hash it out tonight. Mr. Zamora stated because this is an informational item what they have collected from the Board is feedback on a direction forward regarding starting engaging in the search process. The committee of Board President Martin and Regent Swentzell, it seems like a good general consensus that they can proceed forward to solicit interim applicants based on their criteria. The rest of this informational item discussion as it relates to interim would be the timeframe to bring that back to the Board for actual decisions on an interim.

President Bailey asked if the Board could consider President Bailey come up with an initial draft of the job description for the permanent president and this will be the focus and adjust it for expected role of interim. President Bailey asked if the Board could during the work session next Monday use that session to approve this, at least the interim to get that information out to the public and start that solicitation. Mr. Zamora stated we have more than enough time under the Open Meetings Act to get decision items on to next week's meeting. This is homework that can be done between now and then. Depending on how the search firm discussion goes, just as long as everybody understands you may not have a final permanent description because sometimes if search firms are involved, they help you update it. President Bailey stated for the permanent one it is a starting point. Obviously, the Board wants to get the, they are going to solicit interest for an Interim President they are going to need that soon. Board President Martin stated his hope is that they can name an Interim President at the December 10th regular meeting to have a month with President Bailey before he leaves for Oregon. Board President Martin thinks that is doable if we can agree with the description. Go out next Monday soliciting people to submit an application by the 3rd of December so we have a week to interview people and talk to them and also encourage people if they have someone in mind that they think would be a good President to please encourage those people to apply. We want to involve the public as much as we can. Mr. Zamora stated they are aggressive timeframes but they are appropriate ones especially if the Board can keep in mind December 10th as an Interim Decision and work its way back to achieve that goal.

Regent Velarde asked if the same committee will hire and review the interim as the permanent President or is that a different process. Board President Martin stated his thought is that the five members of the Board would interview the candidates for the interim and make that decision just as they will make the decision on who the final President will be. Regent Velarde said yes and just with the time constraints with getting that many people on board and being able to interview a lot of people, this makes a lot of sense. Board President Martin it would only be the Board taking into account who the Interim President will be and we will use the selection committee for the final decision.

Regent Swentzell stated to reiterate for those that are not Board members but are Northern members at large. He would like to reinforce what Board President Martin said that incorporating stakeholders is a key element of this process and that is part of the plan as well.

Board President Martin stated Dr. Hugh Prather reached out to him and Regent Swentzell and they had a very good conversation with him about the previous search. He has sent all the Board members the information on how that search was conducted. He has already informed us that his schedule does not allow him to conduct this search but he was nice enough to join us at this meeting in case we had a question. He has run several searches within the State. Board President Martin stated he would like to turn it over to Regent Swentzell. Board President Martin stated we have two options as he sees it and he will describe the first one. The first one is to go with a national search firm. The good part about that is that they come in with our direction on the job description of the President and we will have the search committee in place and they will come up with a form for publishing nationwide our announcement of the President's opening. They will go through those applications, weed out the people that do not meet the minimum qualifications. The people that are left over will be submitted to the search committee and that committee will be charged with ranking them and coming up with five finalists that the Board will then select the President from. The good part is they do a lot of the work but the bad part is it costs between \$30,000 and \$50,000. Board President Martin turned it over to Regent Swentzell to give him his idea.

Regent Swentzell stated in discussion with Dr. Prather and Board President Martin and considering many of the Board members have probably served on a hiring committee of some sort that many of the tasks that a search firm would conduct are things we are doing at this meeting at the moment and will be doing at the Monday meeting. We are doing a lot of that work ourselves and also in addition to that, many of the places that a national search firm will advertise are not mysterious places. There is a select group of major advertising avenues like Journal of Higher Education, Inside Higher Education and on and so forth and also, we can burrow down to some of those academic journals that serve particular populations that we are interested in focusing because of Northern's unique status as a minority serving institution. Those are not mysterious places for us to advertise at, we ourselves could very easily put the advertisement in the same place the search firm is going to place the advertisement for perhaps tens of thousands of dollars less. One of the elements that Regent Swentzell was concerned about is that a big national search firm, sure they are going to be tapping into their database of talent, they are going to be hunting down potential people who might be good for the position. They might also be ignoring some people who we might otherwise recognize and he brings up a good point of that, our current President. Depending on our search parameters, he might not have the actual qualifications might say, right, does that mean that Dr. Bailey was not a good President, he would say not at all. Sometimes national search firms may have a tendency to disregard some candidates who might otherwise make excellent leaders of a College in Northern New Mexico. As regents this is one of our most important jobs that we are put into these positions for and it is a task that has been entrusted to us, a public trust. An obligation to serve the communities of Northern New Mexico that we should not take lightly. This is Regent Swentzell's two cents. Perhaps also knowing the inner-workings of how academic searches go, you are going to find these kinds of searches in certain kinds of avenues. He would argue that we have some talented Regents in our Board and we should be able to conduct this process ourselves and potentially save tens of thousands of dollars, dollars that might be better spent in bringing candidates to the campus, setting up their flights and setting up the public forums that need to happen for stakeholder input and all of those elements. That is an option that he would like to add. Board President Martin stated these are the two options and as he understands it Board President Martin and Regent Swentzell would replace the national search firm and coordinate everything they do. Regent Swentzell stated at least the blood, sweat and tears part of that. Obviously, the full Board would be at the main decisions. The elbow grease to get the advertisements in the appropriate places and set up the systems for submitting applications and of course gathering all of those up and creating the systems for rating and things like that. President Bailey thanked Regent Swentzell for his perspective and he would also like to be very clear and we do not have an unlimited budget and that is why we are having the conversation. President Bailey stated he would like the Board to consider, advertising is the same, we know the places we would like to put that in. He does think it would put an incredibly burden on Regent Swentzell and Board President Martin who would serve in that role. We had Dr. Prather with us who he knows did a lot of the heavy lifting last time but he will say that with all respect, the search firm will do things where there will be some blind spots that the Board may not be aware of and his fear is that the board may come under fire if there is even a perception that all of the stakeholders and community stakeholders who want a voice in this process are not done. The search firm would take and lead a long series of public inputs with various stakeholders and then they are involved and very experienced in this at kind of crafting a nuance and particular job description or leadership statement that really gives clues as to what the Board really wants and that completely reflects every stakeholders input into that process. At the end of the day, that search firm serves at the pleasure of the Board of Regents. To the point about are their candidates that could be left out. That is a long sobering conversation that the search firm would have with the Board to say are you looking for an entrepreneur or are you looking for someone who has followed this exact path

through higher education. Those are conversations the search firm would have with the Board so that the leadership statement reflects that. Obviously, the Board has a very big decision to make, President Bailey appreciates the funding issue and we don't have a lot of money and he worries about the burden that this puts on those two Regents and I would ask the Board to at least consider someone who could do some of that heavy lifting for you.

Regent Velarde stated she hears everything that Dr. Prather is saying and everything that Regent Swentzell is saying as well. She does agree with Regent Swentzell because we have always heard that New Mexico is different and she heard that growing up and did not realize that until she went outside of New Mexico. Our region for her work includes, California, Nevada, Arizona and Hawaii. Hawaii and New Mexico are always the outliers. To hire a national firm that is going to cost \$30,000-\$50,000 of money we are already struggling with that we already had a presentation of increasing tuition, that kind of doesn't fit but she also hears what President Bailey is saying, because as Regent Swentzell was talking where is the divide in between them going out there and doing it and making the ultimate the decision. With that in mind, Regent Velarde thinks if we could start this out and Regent Swentzell and Board President Martin could start that process, how do we start advertising, how do we start this. As soon as applications come in maybe this is where their job stops and maybe instead of spending \$30,000-\$50,000 and she knows, believe her she has been a public employee before, she knows that our staff is way overwhelmed. Maybe we could hire somebody that would be a temp who could help us organize the applications, organize and set up those interviews so there is a stop of where Regent Swentzell and Board President Martin see beforehand and, in the end, having that decision. Regent Velarde doesn't know if that makes more sense for the Board but to be able to still drive the train. Regent Velarde feels that Northern New Mexico is such a special place, it really is different and we were really blessed to have President Bailey and have President Bailey understand our community at the depth that he did. Nobody knows New Mexico like New Mexicans, like us, like New Mexicans.

Regent Archuleta stated it is a Catch 22, it is a lot of work on two Regents but it is nicer to have a search firm. Whatever the Board thinks, it is a difficult situation right now.

Regent Juarez stated she really likes idea of having a contractor jump in which would help us meet right in the middle. Regent Juarez is also really happy to roll up her sleeves and offer her help in terms of logistics if Board President Martin and Regent Swentzell, she is offering her help if needed. Board President Martin stated the problem we have with that is we can't get the entire Board involved until the very end.

Dr. Prather stated everything shared so far is consistent with the work he did with the Board of 2015, when in December of 2015 these same kinds of discussions were being held by the five Regents at the time. They were dealing with an interim which they had in place. We hit a couple of points. Dr. Prather reviewed a slide with the Board of Regents to clarify this as it is relevant to the discussion thus far. Dr. Prather wants the Board to see the seven points that you have to invest as a Board if you do this, the search is well planned. That you create a plan as part of this process that is in writing. With these seven guiding principles you are way down the road.

1. Create a plan as part of this process in writing.
2. No surprises. You don't get in the middle of a plan and go in a different direction.
3. That it is transparent. By putting it out to begin with everybody sees here is the roadmap this is what our Regents have chosen to do to move us collectively toward the process at arriving at a new successor. Dr. Prather did not say replacement because Dr. Bailey is irreplaceable but can't be succeeded. The transparency piece builds trust but it creates the perception that La Poltica is not part of the process, the quality of the work we are going to do is our primary drive. The board has great legal counsel to guide them. The facilitation they are talking about does make sense to a degree so if that is balanced and so forth but the Regents are center in the whole thing.
4. Maximizing stakeholder involvement. Regent Swentzell said this earlier and it shows up right here and it was discussed with the Regents six years ago. Maximizing it so everybody feels that they have had an opportunity to put their best thinking behind the process.
5. Clarity. This is that clarity you are looking for and this is the clarity embedded in the plan and you are looking for the long term. The college has been fortunate in having Dr. Bailey for the duration he has been there, a minimum of five years, we were hoping for ten but we understand the opportunity that he is being faced with and that is wonderful.
6. Select for fit. Fit is that critical term about what several Board members said nobody knows New Mexico like New Mexicans. President Bailey was not a New Mexican but he had family connections to New Mexico. He understood the community, he fit and his fit was the key to his success and he hopes we can find in his successors.

The basic other thinking that he wanted to share with the Board was that the plan framework can be modified. He gave that to the Board as a word document and the college paid for it when it was developed in 2015. The Board should take that and take it apart because what you end up by doing that is allowing the Regents to stay on point. One of the other slides Dr. Prather has in there is Regents decide, stakeholders advise and helping clarify and keep that in front of everybody from the very beginning that we want to listen but the five of the Board members have to make the hard decision. In this case, the Student Regents vote counts equally to the President's vote. It is the five of the Board of Regents collectively arriving at their best thinking. Dr. Prather stated this is his short two cents worth. He thinks ideally, they have collectively come to the point where they do not necessarily need to hire a firm but we do need some facilitation, some assistance with. Dr. Prather stated he would bounce a thought off the Board of Regents because she and I held hands all the way through this. He would suggest if the Board would get some additional clerical support for Amy Pena, Amy is in an ideal position, Amy and I held, we walked completely thorough this together the last time around and he would be happy to coach her at no cost to the Regents. The college has paid staff there already and they could be used for the processing of the applications, the collection of the applications, the draft of the application. The Board approve the advertisement like in the plan but it has to be written and put together. Dr. Prather thinks Amy Pena could be a key resource to the Board because she knows the institution so well and knows the Board extremely well and he believes her trust level is right at the top and he offers his support in helping Amy with any questions or technical stuff she has. Dr. Prather knows that Geno and his firm are fully behind that at the same time, they are right there for the Board as perceived. Tony was with Dr. Prather the last time and it worked.

Board President Martin he has experienced both types of searches as a Regent and as an advisor. He felt the national search was a better total number of applicants who met the criteria that we had established. Board President Martin had a conversation with Mr. Zamora and he said last time you had one Rick and hopefully this selection process will have a room full of Ricks to select from. He thinks a decision this important; we need to spend the money and have a national search firm help us so we can get the best possible person we can get for this job.

Mr. Zamora stated he lost his dad a couple of years ago but thinks about him constantly and some of the lessons he has taught him in his life. He told him a story about two people in a circus watching this large elephant tied with a thin rope to a small stake and the question was why doesn't that elephant break the rope, pull up the stake and run down the street and the answer was from the people running circus when it was a baby elephant it was the same rope and the same stake and the baby pulled and pulled and pulled and the rope didn't break so he stopped trying. The analogy is that Northern as one of the six state colleges is growing and has grown and its reputation is now beyond a regional two-year college to an international four-year college. Students and faculty are international now. Mr. Zamora would like to share his perspective as a search committee member on four national searches. One being NMHU, National Coalition Against Domestic Violence, Big Brothers Big Sisters Mountain Region and interestingly enough St. Michael's High School in search for a President. One, Mr. Zamora does not want the word national to scare people. In each of those searches, local New Mexico people rose to the top and competed toe to toe with people that were found in national networks and in some of those instances, it was the local person that showed the most. It is a proving ground to show that we have the talent here and at the same the advantage with someone with a firm with a national reach is their network. We do rely when we put out advertisements in the exact same places, we rely on the people that respond. What his experience with these search firms there are the people that respond and then people through their network that they tap on the shoulder and say hey you didn't respond; did you know about this are you interest. This is what sort of leads to a pool of Ricks. Rick was a diamond in the rough and he has proven out Dr. Prather's process in Dr. Prather's involvement. To have that on a much larger scale and to fill the room in the finalists with Ricks the next time around is pretty important. As a committee member on those national searches, he spent a minimum of 40-50 hours if not more in each of those searches just in his role of reviewing the narrowed down groups, participating in the interviews, participating in the phone calls, the committee meetings to digest the information, review drafts, etc. and that wasn't even on the footwork that the consultant did. By the way, they did have a consultant come in with the most recent search that was far beyond the budget and we said OK here is what we can afford, what can you do for this. They ended up doing most all of it but at the same time they shaved their fees, they came in at \$30,000.

Regent Velarde asked if we have used a national firm in the past. Dr. Prather stated he does not know that the college has. He does know that he facilitated the search some 15 years ago when Dr. Maestas was selected at that search cycle and his tenure was highly regarded. His fit was ideal as well. The point that counsel made is really significant. The game has been upped; you are now moving to a bigger playing field. You are no longer a single A team, you are now up in AAA and you are moving a way that a national search, this again is the clarity in which you instruct them and the constraints with which you hold them. There again an RFP process, you will be well into the procurement requirements for an RFP for this. Mr. Zamora stated the threshold is \$60,000 to go out for RFP and he does recommend even if you don't go through a formal process that at least two to three firms be contacted. They have different processes, different cultures, etc. and he would like to say with a strong committee, the committee imposes the culture on the search firm, not the search firm on the committee. The search firms ask what are you looking for, what are the

important issues, what are the cultural understanding. He has seen that in job descriptions. Regent Velarde stated but reading and knowing are totally different things. Reading what cultural things are, us, even compared to somebody on the East Coast that has the same last name it is totally different culture and upbringing. Mr. Zamora stated 100% agreed and that is the job of the committee to understand. Regent Velarde asked if we have to go out for RFP that is some extra lead time, right? If we have to go out and RFP for and figure out the procurement process for hiring a firm if it is over \$60,000 that time, interviewing the firm, that is also going to be time and money. Mr. Zamora thanked Regent Velarde for that point. For the numbers that have been discussed they won't meet the RFP threshold.

Dr. Prather if the Board chooses to go with a search firm that would be in the Regent adopted plan, the very first phase would be selection of the search firm and then having the search firm commit. It would, it is an additional step beyond the plan the Board was sent and developed in 2015.

President Bailey stated we do have our Chief Procurement Officer on the line and asked her to do this in 30-60 seconds to give her perspective on the RFP process, she should feel free. Ms. Cheryl James stated if it is from \$20,000-\$60,000 we could best obtainable price with three quotes and that would be the easiest way. If it is over \$60,000 and going to RFP, we are talking a 30-day process of selection and with the holidays and so forth coming up we bump into dates and availability. The quickest way would be to reach out to get some quotes with set parameters like this is what we are looking at and asking each contractor the same question for the bid and ask them to put together a proposal, this would be totally acceptable and the quickest way. Regent Velarde asked if the \$60,000 including GRT. Ms. James stated GRT is not included.

Board President Martin stated when we drew up the agenda for this meeting, this is an informational item, it seems like we are getting into a decision by the Board which would be an action item and he would like to postpone this item until Monday where we could have it as an action item because we are falling outside the Open Meetings Act and can't take action on this item the way the discussion is going. Board President Martin asked Mr. Zamora if this is correct. Mr. Zamora stated Board President is correct, this is an informational item, Search Firm, not Search Firm, process and the appropriate time to make a decision would be next Monday. One thought because he was on a subgroup of this committee, to contact and speak with some firms and it was twofold. One it was to see if there were folks out there who could perform this. Two was to get an understanding from the search firm as to what they are willing to perform in what parameters and give a better understanding of whether or not there is a value ad from the search firm if you have had that initial conversation. Board President Martin is asking if Mr. Zamora is suggesting that Mr. Swentzell and Board President Martin contact the search firms before the Monday meeting. Mr. Zamora stated he is smiling because they have a lot on their plate. His recommendation is there would be value added if there were some conversations with search firms prior to then and the two of them are best situated to do that. Board President Martin asked Regent Swentzell if this was alright with him. Regent Swentzell stated yes and he does not know how we could continue and make a decision without a firm sort of contact to really understand what we are looking at when we are looking at a search firm and he thinks this would be helpful in understanding the searches. Board President Martin asked if there were any other questions from the Board of Regents.

Regent Velarde stated she was thinking as far of as in the past is there any way if we could find out before Monday if we have used a national firm in the past, just to kind of know and kind of understand the history that we have with using national firms. We already know Dr. Prather is a superstar in getting us Presidents, Sigfredo was the President when she attended. She would like to know if we have had any experience with national firms and once, we hear when or what we will know what kind of experience with the national firm results. She doesn't know if there is anyone that knows if we have ever used one. Mr. Tim Crone stated we used the same national firm twice in the past. The first time was when we hired Dr. Jose Griego in 2008 and then the second time was Dr. Barcelo in 2012. The same firm was used in both hiring. Board President Martin and Regent Velarde thanked Mr. Crone. Board President Martin stated they will check into this and it will be an action item on the Monday meeting.

IV. PRESIDENTIAL SEARCH COMMITTEE SELECTION

Board President Martin stated that he and Regent Swentzell came up with a list of potential candidates for the Board to consider and they also asked each Regent to nominate someone from the community. The Board has a list and this open meeting what is their thought on the list they came up with. They tried to include all the stakeholders and asked the Board of Regents for their thoughts.

Regent Velarde stated she thought the list was super strong. There were a lot of good names on there that she knows. One name worried her or concerned her a little because there is some history of, she knows some issues in the past, politically maybe and she remembers reading, she doesn't know the individual personally she just remembers reading about the person in the newspaper and wasn't too sure if that might not go over friendly in the end. She is not too sure about that. The other thing is she worries once the Board gets the final, in all honesty the Board is the one who is going to make that final decision but with input from the community. Even though she is a registered democrat and she completely appreciates Ms. Herrera and everything she has done for the college, she worries that if we do not have somebody on the opposite spectrum there might be some feelings in the community that there is not some sort of fairness or that it is politically one sided and she does not want to open up to having that sort of thrown at us so Regent Velarde thinks if we include her, we need to also include somebody from the other spectrum, other side, just so that we keep it fair for the community itself and we don't say we have political favors in a sense. Board President Martin stated he will clarify. Representative Herrera was his choice, she was the one that started the Foundation at Northern before she went to the LANL Foundation and has a long history with the College and he thought she would be a very good voice on the committee. That was Board President Martin's personal choice, he chose her.

Regent Archuleta stated there are a few names that he has, same thing as Ms. Velarde, Susan Herrera has been wonderful for us but again it seems politically and we just don't want that. He'd like Susan up there but maybe another representative also just to keep it fair and transparent.

Regent Juarez she has a question, it looks like a great list and asked if there was any pueblo representation on that list. She was approached by Mr. Alvin Warren from the LANL Foundation and he said he would be very interested in joining the search committee. He is from Santa Clara Pueblo. He said he or Jenny Parks, the CEO of the LANL Foundation would be happy to join. She thinks Alvin would be great.

Board President Martin stated we still need to hear from the four Regents as to who they would like to have on the committee. Regent Velarde stated if she would take the nomination, she would like to nominate Tanya Sanchez, she is on the Foundation Board, born and raised in Espanola, works at LANL and she would be a great addition. Regent Swentzell stated he would second Regent Juarez recommendation of Former Cabinet Secretary Alvin Warren. He would recommend also, because we have one Regent from Santa Clara Pueblo already and a potential staff member also, another major pueblo that we serve that he does not see representation on here is our neighbor to the North and excellent community member who could potentially serve is Nathana Byrd who is the Director for Tewa Women United, she is from Ohkay Owingeh, she is an alumna of NNMC and a former adjunct faculty. Regent Archuleta stated he was going to pick somebody from Ohkay Owingeh, they reached out from the tribal council that they would like someone from the tribal council. They are supportive of us and they want to help but he doesn't know how that would work if we go with one or two. Regent Swentzell stated he would recommend if they want someone from tribal council that the Governor appoint that individual. Regent Archuleta stated he didn't know if it would be right to have two people from Ohkay Owingeh. Regent Swentzell stated we could also consider Nathana who happens to be from Ohkay Owingeh but happens to be an alumna. Board President Martin stated it is Regent Archuleta's choice of who he would like to name. His thought was to give each Regent a chance to select someone. Regent Archuleta will speak to the tribal council to see who they recommend. Regent Juarez stated she does stand by someone from the LANL Foundation because of the relationship Northern has with them. Jenny Parks is also interested. Board President Martin asked if Regent Juarez would like to have Mr. Warren serve as her representative. Regent Juarez stated she would.

Dr. X stated she was speaking for faculty senate and asked how many faculty are on the list or how many can get on the list. Board President Martin stated one person from the faculty and that is Dr. X. Dr. X. asked if the Board of Regents would like more, there are more that are interested. Board President Martin stated he is sure there are, they tried to include everyone and they had to draw the line somewhere. Board President Martin read the potential list (attached). Board President Martin would like to move that that would be the selection committee for this new position.

Board President Martin moved that this would be the selection committee for this new position. Regent Swentzell - second. A roll call vote was taken. Board President Martin - yes, Regent Swentzell - yes, Regent Velarde - yes with the comments she made at the beginning, Regent Archuleta - yes, Regent Juarez - yes. Motion passed unanimously.

Mr. John Ussery stated he would like to see someone from El Rito itself or nominate himself as campus director to give a viewpoint from El Rito. He knows it really helped in making the decision to choose Rick in his commitment to making this campus alive again, he has done wonders and he doesn't want to see that stop. Board President Martin stated that he and Regent Swentzell will be co-chairs and he will be the competitive from El Rito.

V. ADJOURN

Board President Martin entertained a motion to adjourn.

Regent Archuleta moved to adjourn. Second – Regent Velarde. A roll call vote was taken. Board President Martin - yes, Regent Swentzell - yes, Regent Velarde - yes with the comments she made at the beginning, Regent Archuleta - yes, Regent Juarez - yes. Motion passed unanimously.

The Board of Regents adjourned at 6:05PM.

APPROVED:

Michael A. Martin
President

Date

Erica Velarde
Vice President

Date

NORTHERN New Mexico College



MEMORANDUM

To: Board of Regents - Northern New Mexico College

From: Ivan Lopez, Provost and VPAA

Date: December 10, 2021

Re: Suspension of the Certificate in Film Technician

Issue

The Humanities and Social Sciences/Arts, Film, and Media (HSS/AFM) Department has recommended the termination of the Certificate in Film Technician.

Overview

For the last three years, the Certificate in Film Technician's enrollment has been zero students. Therefore, the faculty in HSS/AFM Department Chair submitted a recommendation to terminate the program to the Educational Policy & Undergraduate Curriculum Committees of the Faculty Senate. Both committees recommended the program for termination. There is no need to teach-out students due to the zero enrollment. The Office of the Provost accepted the recommendation.

The College will still keep its Associate in Arts Film & Digital Media Arts, which has students enrolled and that has potential to grow through its articulation with the Bachelor in Integrative Studies/Self-Design.

The termination of this program will not trigger any reduction in force.

Recommendation

I recommend that the Board of Regents approve the termination of the Certificate in Film Technician.

NORTHERN New Mexico College



MEMORANDUM

To: Board of Regents
Northern New Mexico College

From: Ricky Bejarano, CPA, CGMA
Vice President for Administration & Finance

Date: December 10, 2021

Re: Fiscal Watch Report

Issue

On a monthly basis, Northern New Mexico College (NNMC) provides an institutional financial report for Board of Regent (BOR) review and approval.

Overview

The NNMC Business Office, on a monthly basis, prepares a Fiscal Watch Report for review and discussion at the monthly Audit, Finance and Facilities Committee (AF&F) meeting. The financial report provides an overview of the institution's financial condition for all unrestricted and restricted operational funds and grants throughout the College.

The fiscal watch reports are presented in the format prescribed by the New Mexico Higher Education Department (NMHED) with titles are located at the top of the page. An additional fiscal watch report is included to provide an updated budget status report for all Budget Adjustment Requests processed through the time of the monthly AF&F meeting.

In addition, the BOR is also provided individual reports for the following financial areas summarized in the monthly institution-wide fiscal watch report:

- Unrestricted funds (11)
- Auxiliary Programs (12)
- Institutional Grants (41)
- Student Aid (42)
- Plant Funds (91)
- Capital Projects (92)

Although the NMHED requires all higher education institutions to submit fiscal watch reports on a quarterly basis, NNMC produces fiscal watch reports on a monthly basis to insure that the BOR is regularly informed about the current financial condition of the institution.

Recommendation

Staff recommends that the Board of Regents approve the Fiscal Watch Report for the period ending October 31, 2021.

Northern New Mexico College

Statement of Net Position

(Unaudited and Unadjusted)

October 31, 2021

Assets	
Current Assets:	
Cash and Cash Equivalents	4,301,980
Short-Term Investments	-
AR - Student	1,653,149
AR - Other than student	288,711
Inventories	72,242
Prepaid Expenses	17,391
Loans Receivable, net	436,942
Total Current Assets	6,770,415
Non-Current Assets	
Restricted Cash and Cash Equivalents	-
Restricted Short Term Investments	-
Investments Held by Others	-
Other Long-Term Investments	-
Prepaid Expenses	-
Capital Assets, net	35,842,352
Total Non-Current Assets	35,842,352
Total Assets	42,612,767
Deferred Outflows of Resources	
Pension Related (6/30/20 balances)	5,343,118
Total Deferred Outflows of Resources	5,343,118
Liabilities	
Current Liabilities	
Accounts Payable	75,347
Other Accrued Liabilities	309,969
Deferred Income	1,535,298
LT Liabilities - Current Portion	-
Total Current Liabilities	1,920,614
Non-Current Liabilities	
Accrued Interest Payable	-
Accrued Benefit Reserves	-
Other LT Liabilities	-
OPED Liability	5,794,145
Net Pension Liability	21,959,024
Total Non-Current Liabilities	27,753,169
Total Liabilities	29,673,783
Deferred Inflows of Resources	
Pension Related (6/30/20 balances)	4,909,141
Total Deferred Inflows of Resources	4,909,141
Net Position	
Invested in Capital Assets, net of Related Debt	35,842,352
Restricted for:	
Nonexpendable:	
Endowments	-
Expendable:	
General Activities	(103,288)
Federal Student Loans	-
Term Endowments	-
Capital Projects	(34,333)
Debt Service	-
Related Entity Activities	(557,331)
Unrestricted	
Unrestricted without NFP	837,374
Net Fiduciary Position	-
Total Unrestricted (includes 6/30/20 NFP)	837,374
Total Net Position	35,984,774

Northern New Mexico College
Summary of Operating and Plant Funds
(Unadjusted and Unaudited)
Fiscal Year 2022

Operating Funds	FY 2022 Original Budget	FY 2022 Adjusted Budget	FY 2022 Actuals as of October 31, 2021	Percentage Earned/Spent
REVENUES				
Tuition & Misc Fees	\$ 4,075,814	\$ 4,075,814	\$ 1,949,501	47.8%
Federal Appropriations		-	-	-
State Appropriations	11,551,600	11,551,600	3,780,133	32.7%
Local Appropriations	3,618,941	3,618,941	112,723	3.1%
Gifts, Grants & Contracts	9,859,688	9,859,688	4,428,714	44.9%
Endowment/Land & Perm Inc	222,957	222,957	64,885	29.1%
Sales & Services	665,793	665,793	140,357	21.1%
Other	139,334	139,334	89,943	64.6%
Total Revenue	30,134,127	30,134,127	10,566,255	35.1%
BEGINNING BALANCE	7,254,447	7,254,447	7,254,447	100.00%
TOTAL AVAILABLE	37,388,574	37,388,574	17,820,702	47.7%
EXPENDITURES				
Instruction & General	21,562,484	21,562,484	5,428,047	25.2%
Student Social & Cultural	113,266	113,266	3,316	2.9%
Research	84,444	84,444	29,424	34.8%
Public Service	502,429	502,429	121,384	24.2%
Internal Services	880,574	880,574	293,525	33.3%
Student Aid	4,866,352	4,866,352	3,540,526	72.8%
Auxiliary Enterprises	910,037	910,037	109,011	12.0%
Intercollegiate Athletics	567,340	567,340	171,607	30.2%
Independent Operations (NMDA)	-	-	-	-
Total Expenditures	29,486,926	29,486,926	9,696,839	32.9%
NET TRANSFERS OUT / (IN)	230,000	230,000	50,768	22.1%
TOTAL EXPENDITURES & TRANSFERS	29,716,926	29,716,926	9,747,607	32.8%
ENDING FUND BALANCE	\$ 7,671,648	\$ 7,671,648	\$ 8,073,096	

Plant Funds	FY 2022 Original Budget	FY 2022 Adjusted Budget	FY 2022 Actuals as of October 31, 2021	Percentage Earned/Spent
REVENUES AND TRANSFERS				
Required Student Fees				
Bond Proceeds				
Gifts, Grants and Contracts				
Interest Income				
State Appropriation	\$ 2,635,000	\$ 2,635,000	-	0.0%
Debt Service Transfers				
Other				
Total Revenues and Transfers	2,635,000	2,635,000	-	0.0%
BEGINNING BALANCE	-	-	-	
TOTAL AVAILABLE	2,635,000	2,635,000	-	0.0%
EXPENDITURES				
Capital Projects	2,405,000	2,405,000	-	0.0%
Building Renewal	230,000	230,000	34,333	14.9%
Internal Service Renewal/Replacement				
Auxiliary Renewal/Replacement				
Debt Retirement				
Total Expenditures	2,635,000	2,635,000	34,333	1.3%
NET TRANSFERS OUT / (IN)	(230,000)	(230,000)	(50,768)	22.1%
TOTAL EXPENDITURES & TRANSFERS	2,405,000	2,405,000	(16,435)	-0.7%
ENDING FUND BALANCE	\$ 230,000	\$ 230,000	\$ 16,435	7.1%

Northern New Mexico College
Comparison of Operating and Plant Funds
(Unadjusted and Unaudited)
Fiscal Year's 2022 and 2021

Operating Funds	FY 2022 Actuals as of October 31, 2021	FY 2021 Actuals as of October 31, 2020	Percentage Increase (Decrease)
REVENUES			
Tuition & Misc Fees	\$ 1,949,501	\$ 2,197,426	-11.3%
Federal Appropriations	-	-	
State Appropriations	3,780,133	3,671,133	3.0%
Local Appropriations	112,723	2,400,000	-95.3%
Gifts, Grants & Contracts	4,428,714	2,600,318	70.3%
Endowment/Land & Perm Inc	64,885	25,793	151.6%
Sales & Services	140,357	157,698	-11.0%
Other	89,943	63,236	42.2%
Total Revenue	10,566,255	11,115,604	-4.9%
BEGINNING BALANCE	1,791,221	1,791,221	0.0%
TOTAL AVAILABLE	12,357,477	12,906,825	-4.3%
EXPENDITURES			
Instruction & General	5,428,047	5,055,620	7.4%
Student Social & Cultural	3,316	-	
Research	29,424	14,341	105.2%
Public Service	121,384	142,106	-14.6%
Internal Services	293,525	53,459	449.1%
Student Aid	3,540,526	1,991,665	77.8%
Auxiliary Enterprises	109,011	117,550	-7.3%
Intercollegiate Athletics	171,607	261,720	-34.4%
Independent Operations (NMDA)	-	-	
Total Expenditures	9,696,839	7,636,461	27.0%
NET TRANSFERS OUT / (IN)	50,768	35,040	44.9%
TOTAL EXPENDITURES & TRANSFERS	9,747,607	7,671,501	27.1%
ENDING FUND BALANCE	\$ 2,609,870	\$ 5,235,324	-50.1%

Plant Funds	FY 2022 Actuals as of October 31, 2021	FY 2021 Actuals as of October 31, 2020	Percentage Increase (Decrease)
REVENUES AND TRANSFERS			
Required Student Fees	\$ -	\$ -	0.0%
Bond Proceeds	-	-	0.0%
Gifts, Grants and Contracts	-	-	0.0%
Interest Income	-	-	0.0%
State Appropriation	-	-	
Debt Service Transfers	-	-	0.0%
Other	-	-	0.0%
Total Revenues and Transfers	-	-	
BEGINNING BALANCE	-	-	
TOTAL AVAILABLE	-	-	
EXPENDITURES			
Capital Projects	-	-	
Building Renewal	34,333	64,002	-46.4%
Internal Service Renewal/Replacement	-	14,491	0.0%
Auxiliary Renewal/Replacement	-	-	0.0%
Debt Retirement	-	-	0.0%
Total Expenditures	34,333	78,493	-56.3%
NET TRANSFERS OUT / (IN)	(50,768)	(35,040)	44.9%
TOTAL EXPENDITURES AND TRANSFERS	(16,435)	43,453	-137.8%
ENDING FUND BALANCE	\$ 16,435	\$ (43,453)	-137.8%

Some revenues are reported on a seasonal basis or by semester and therefore may affect the Increase/(Decrease) to Fund Balance

Northern New Mexico College

Statement of Cash Flows

(Unaudited and Unadjusted)

October 31, 2021

Cash Flows from Operating Activities	
Receipts from student tuition and fees	\$ 1,949,501
Receipts from grants and contracts	4,428,714
Other receipts	-
Payments to or on behalf of employees	(4,615,940)
Payment to suppliers for goods and services	(5,327,924)
Receipts from Sales and Services	140,357
Payments for scholarships	(3,540,526)
Other Operating Revenue	89,943
Net cash (used) by operating activities	<u>(6,875,874)</u>
Cash Flows from Non-Capital Financing Activities	
State Appropriations	3,780,133
Mill Levy Distributions	112,723
Gifts for other than Capital Purposes	-
Private Gifts for Endowment	-
Other Non-operating Expense	-
Net Cash provided (used) for non-capital financing activities	<u>3,892,856</u>
Cash Flows from Capital and Related Financing Activities	
Proceeds from Capital Debt	-
Capital Gifts, Grants and contracts	-
Purchase/Construction/Renovation of Capital Assets	(34,333)
Principal Received/Paid on Capital Debt and Leases	-
Interest and Fees Paid on Capital Debt and Leases	-
Building Fees Received from Students	-
Net Cash provided (used) for capital financing activities	<u>(34,333)</u>
Cash Flows from Investing Activities	
Investment Earnings	64,885
Net Cash provided by Investing Activities	<u>64,885</u>
Increase (Decrease) in Cash and Cash Equivalents	(2,952,467)
Cash and Cash Equivalents- beginning of year	7,254,447
Cash and Cash Equivalents- end of reporting period	<u>\$ 4,301,980</u>

*Office of the Provost***NORTHERN New Mexico College****MEMORANDUM**

To: Board of Regents
Northern New Mexico College

From: Ricky A. Bejarano, VP Finance and Administration

Date: December 10, 2021

Re: Consolidation of Tuition and Fees and Increases

Issue

Students have to pay specific mandatory fees per credit for the first 12 credits. Since they are mandatory fees, one administrative simplification for the students and the college is to combine them with the tuition.

Moreover, the consolidation of tuition and fees includes an increase in the current combination of tuition and fees. This increase compensates for inflation and for the future commitments that need to be institutionalized in distance education.

Overview

The current scheme of mandatory fees and tuition does not allow the student to maximize the benefits of specific scholarships. Also, they create additional administrative processing for the Business Office. By combining them, the processing of tuition and fees will be more efficient, transparent, and allow students to use all the funding they have in scholarships that apply for tuition alone.

The college has maintained tuition and fees frozen for the last four years. However, the inflation spike that the national economy is experienced needs to be addressed by increasing the proposed table 1 in the first appendix.

Similarly, the investments that have been made and that will continue to be made in Distance Education for the next few years require higher tuition to be sustainable in the future. The model is described in the second appendix.

Recommendation

We recommend the Board of Regents to approve the one scheme for the non-distance ed course and one scheme for the fully online courses attached to this memorandum to become effective by Fall 2022.

Office of the Provost

NORTHERN New Mexico College



Appendix 1

Consolidation of General Fees with Tuition for non-WEB (TR, HYB, RMOTE) Courses and Increase of 5%

Table 1

NEW MEXICO RESIDENTS	Current Model			New Model		
	Tuition	Gral. Fees	Total	Tuition	Gral. Fees	Total
1-11 hours, per credit hour (Part-time)	\$135.85	\$62.70	\$198.55	\$211.00	\$0	\$211.00
12 to 18 hours = block (Full-time)	\$1,630.20	\$752.40	\$2,382.60	\$2,532.00	\$0	\$2,532.00
18+ hours	\$135.85	\$62.70	\$198.55	\$211.00	\$0	\$211.00
Senior Residents Age 55+ (non-art classes)						
First 3 or 4 credit non-art class per term	\$150.00	\$0.00	\$150.00	Eliminate it		
Senior Residents Age 65+						
First (6) 9 credits	\$5	\$62.70	\$67.70	\$5.00	\$0	\$5.00
Credits after the first 9 credits up to 12, per credit	\$135.85	\$62.70	\$198.55	\$211.00	\$0	\$211.00
12 to 18 hours = block (Full-time)	NA	NA	NA	NA	\$0	\$678.00
18+ hours	\$135.85	\$62.70	\$198.55	\$211.00	\$0	\$211.00
NON-RESIDENTS (including international students)						
1-11 hours, per credit hour (Part-time)	\$504.74	\$62.70	\$567.44	\$597.00	\$0	\$597.00
12 to 18 hours = block (Full-time)	\$6,056.82	\$752.40	\$6,809.22	\$7,164.00	\$0	\$7,164.00
NON-RESIDENTS (WUE)**						
1-11 hours, per credit hour (Part-time)	\$203.78	\$62.70	\$266.48	\$280.00	\$0	\$280.00
12 to 18 hours = block (Full-time)	\$2,445.30	\$752.40	\$3,197.70	\$3,360.00	\$0	\$3,360.00
COMMUNITY RATE (for art classes)						
Per credit hour (6 hours or less)	\$80.00	\$20.00	\$100.00	\$100.00	\$0	\$100.00
Per credit hour (more than 6 hours)	\$135.85	\$62.70	\$198.55	\$211.00	\$0	\$211.00
MILITARY						
90% of the In-State/Out-of-State new tuition rate. Applicable to all categories 1-11, 12 to 18, and 18+.						

**Reduced rate of 150% of resident tuition for eligible degrees, offered through the Western Undergraduate Exchange (www.wiche.edu/wue).

Office of the Provost

NORTHERN New Mexico College



APPENDIX 2

Consolidation of General Fees with Tuition and Increases for Online Courses

Table 1 (Option 1)

	Current Model				New Model		
	Tuition	Gral. Fees	Online Fee	Total	Tuition	Online Fee	Total
NEW MEXICO RESIDENTS							
1-11 hours, per credit hour (Part-time)	\$135.85	\$62.70	\$31.35	\$229.9	\$295.00	\$0	\$295.00
12 to 18 hours = block (Full-time)	\$1,630.20	\$752.40	\$376.20	\$2,758.8	\$3,540.00	\$0	\$3,540.00
18+ hours	\$135.85	\$62.70	\$31.35	\$229.9	\$295.00	\$0	\$295.00
Senior Residents Age 55+ (non-art classes)							
First 3 or 4 credit non-art class per term	\$150.00	\$0.00	\$0.00	\$150.00	Eliminate it		
Senior Residents Age 65+							
First 9 credits	\$5.00	\$62.70	\$31.35	\$99.05	\$5.00	\$0	\$5.00
Credits after the first 9 credits up to 12, per credit	\$135.85	\$62.70	\$198.55	\$198.55	\$295.00	\$0	\$295.00
12 to 18 hours = block (Full-time)	NA	NA	NA	NA	NA	NA	\$930.00
18+ hours	\$135.85	\$62.70	\$198.55	\$198.55	\$295.00	\$0	\$295.00
NON-RESIDENTS (including international students and non-WUE)							
1-11 hours, per credit hour (Part-time)	\$504.74	\$62.70		\$567.44	\$320.00	\$0	\$320.00
12 to 18 hours = block (Full-time)	\$6,056.82	\$752.40		\$6,809.22	\$3,840.00	\$0	\$3,840.00
18+ hours	\$504.74	\$62.70		\$567.44	\$320.00	\$0	\$320.00
MILITARY							
90% of the In-State/Out-of-State new tuition rate. Applicable to all categories 1-11, 12 to 18, and 18+.							

Table 2 (Option 2)

	Current Model				New Model		
	Tuition	Gral. Fees	Online Fee	Total	Tuition	Online Fee	Total
NEW MEXICO RESIDENTS							
1-11 hours, per credit hour (Part-time)	\$135.85	\$62.70	\$31.35	\$229.9	\$275.00	\$0	\$275.00
12 to 18 hours = block (Full-time)	\$1,630.20	\$752.40	\$376.20	\$2,758.8	\$3,300.00	\$0	\$3,300.00
18+ hours	\$135.85	\$62.70	\$31.35	\$229.9	\$275.00	\$0	\$275.00
Senior Residents Age 55+ (non-art classes)							
First 3 or 4 credit non-art class per term	\$150.00	\$0.00	\$0.00	\$150.00	Eliminate it		
Senior Residents Age 65+							
First 9 credits	\$5.00	\$62.70	\$31.35	\$99.05	\$5.00	\$0	\$5.00
Credits after the first 9 credits up to 12, per credit	\$135.85	\$62.70	\$198.55	\$198.55	\$275.00	\$0	\$275.00
12 to 18 hours = block (Full-time)	NA	NA	NA	NA	NA	NA	\$870.00
18+ hours	\$135.85	\$62.70	\$198.55	\$198.55	\$275.00	\$0	\$275.00
NON-RESIDENTS (including international students and non-WUE)							
1-11 hours, per credit hour (Part-time)	\$504.74	\$62.70		\$567.44	\$320.00	\$0	\$320.00
12 to 18 hours = block (Full-time)	\$6,056.82	\$752.40		\$6,809.22	\$3,840.00	\$0	\$3,840.00
18+ hours	\$504.74	\$62.70		\$567.44	\$320.00	\$0	\$320.00
MILITARY							
90% of the In-State/Out-of-State new tuition rate. Applicable to all categories 1-11, 12 to 18, and 18+.							

All course modalities that are NOT online

Current tuition/fees combined	\$200.98	
Increase Proposed	5.0%	
New price for combined tuition/fees	\$211	Per Online Credit (Represents additional \$10/cr)

Direct Revenue from Tuition/Fees

Additional Revenue per credit from the proposed model	\$ 10	Difference between the current \$201 and the proposed \$211
% Ratio of Online Courses/Total Courses	82%	
Total # of Courses (All modalities)	608.4	(This means 108 online courses approximately)
Average Class Size in non-online Courses (headcounts)	10.4	
Average number of credit hours per non-online course	3.2	
Actual Tuition Collected Factor	0.75	After dual credit, credits between 12-18, and tuition waivers (does not assuming students who default)
Total New Revenue from Tuition/Fees	\$ 125,133	This is assuming same enrollment next year

Direct Cost for Academic Affairs

Projected Savings		
Savings from Distance Education Enterprise (assuming that tuition/fees are increased for online courses)	\$ (120,147)	This is the part that will be absorbed by the potential tuition/fee increase for online courses
New Costs		
Admissions/Recruitment New Expenses due to new proposed recruitment activities	\$ 22,500	
Additional Cost for Accessibility and Disabilities Services due to Growth of Need	\$ 40,000	
Biology Lab/Simulators (Currently Paid out of Grants that will expire)	\$ 10,000	
Lab Technician Reclassification to cover new Biology & Chemistry/Env Sciences labs	\$ 8,800	
Part-time Lab Technician for the Engineering Programs (New Position needed to maintain multiple labs)	\$ 25,600	
Business Department Instructional Costs Increase due to Enrollment Increase & Accreditation Costs for FY23	\$ 87,000	Assumes new faculty positions at \$65K
Institutional Research Software Increases due to new personnel	\$ 5,600	
Library Cost Increases	\$ 5,000	
Grant Writing Firm Costs Paid (Currently paid out of Vacancy/Prof Develop Savings)	\$ 15,000	
Title IX and Alcohol/Drugs & Retention/Training (Compliance) Software due to US Dept Visit	\$ 15,000	
Assessment Director/HLC Accreditation Liasion (including Benefits)	\$ 99,750	Position needed since it has been covered through an overload that a full-time staff did but not will not continue
Administrative Support in the Registrar's Office (Including Benefits)	\$ 46,550	Administrative support. The office has been four people and now it is only two staff with student support
Half of the 0.82 FTE Degree Works Tech Position (Including Benefits)	\$ 28,356	Half of the position has been already institutionalized
Inflation Cost (Using years 2021 numbers at 6.2%)		
Estimated increase in Cost due to current spike in inflation	\$ 250,863	This projection does not consider any salary increases, not even the New President. It is based on \$4.06M of other expenses
Total New Cost	\$ 539,871	This ignores any indirect costs (which are very real cost, for example IT expenses)

Difference Between New Revenue and Direct Costs \$ (414,739)
 Projected New Funding from the State Allocation (legislative session 2022) \$244,000 This is pending the legislative session and may be less if some of that funding is appropriated for Salary Increases

Total Difference **-\$170,739 We will not break even, even if the proposed tuition/fee model passes today**

\$786,397

Current Distribution of In-State vs Out-of-State Students

In-state % of students	98%
Out-of-state % of students	2%

	By NEXT Fiscal Year (FY 23)
Current tuition/fees combined	\$230
Increase Proposed	19.4%
New price for combined tuition/fees	\$275 Per Online Credit (Represents additional \$45/cr)

Direct Revenue from Tuition/Fees

Additional Revenue per credit	\$ 45	Difference between the current \$230 and the proposed new tuition/fee
% Ratio of Online Courses/Total Courses	27%	This will be a new effort for faculty. It is realistic but with expected pushback if there are no salary increases
Average Total # of Courses (All modalities)	608	(This means 108 online courses approximately)
Average Class Size in Online Courses (headcounts)	16.4	
Average number of credit hours per online course	2.9	
Actual Tuition Collected Factor	0.75	After dual credit, credits between 12-18, and tuition waivers (does not assuming students who default)
Total New Revenue from Tuition/Fees	\$ 261,448	This is assuming same enrollment next year

Direct Cost Associated with Online Education

2.5 Online Full-time Staff members & Eagles Tech Part time (salary+ benefits)	\$ 169,526	One Eagle Tech, One Instructional Designer, 0.18 FTE Degree Works Tech, Distance Ed Tech. These amounts will be decreased from the face-to-face analysis and Half of the Instructional Designer has been already institutionalized\
Net Increase of Instructional Cost due to the increase of online courses	\$ 23,819	These courses pay an extra stipend of \$150/cr
Quality Reviews Cost	\$ 9,000	Increases due to the increase in online courses
Memberships (QM & NC-SARA)	\$ 8,000	
Software (Zoom, Kaltura, Respondus, Genius, Watermark)	\$ 63,000	Additional Software, excluding Blackboard
Total New Cost	\$ 273,345	This ignores any indirect costs (which are very real cost, for example IT expenses)

Difference \$ (11,896) We will almost break even if the proposed tuition/fee model passes

Current Distribution of In-State vs Out-of-State Students

In-state % of students	98%
Out-of-state % of students	2%

Comments

This proposal reflects a lower increase but, in average, the cost of attendance is the same to the other proposed model because we are increasing the number of online courses Faculty are working (particularly in their online courses) to adopt OER, to lower textbook cost significantly
 If the number of out-of-state students do not increase, the cost will be covered solely by in-state students
 Increasing too much the out-of-state tuition/fees will undermine the effort to recruit more of those students and it will be harder to avoid future increases to in-state students

All course modalities that are NOT online

Current tuition/fees combined
 Increase Proposed
 New price for combined tuition/fees

By NEXT Fiscal Year (FY 23)
\$200.98
5.0%
\$211 Per Online Credit (Represents additional \$10/cr)

Direct Revenue from Tuition/Fees

Additional Revenue per credit from the proposed model \$ 10 Difference between the current \$201 and the proposed \$211
 % Ratio of Online Courses/Total Courses 73%
 Total # of Courses (All modalities) 608.4 (This means 108 online courses approximately)
 Average Class Size in non-online Courses (headcounts) 10.4
 Average number of credit hours per non-online course 3.2
 Actual Tuition Collected Factor 0.75 After dual credit, credits between 12-18, and tuition waivers (does not assuming students who default)
Total New Revenue from Tuition/Fees \$ 111,399
 This is assuming same enrollment next year

Direct Cost for Academic Affairs

Projected Savings
 Savings from Distance Education Enterprise (assuming that tuition/fees are increased for online courses) \$ (120,147) This is the part that will be absorbed by the potential tuition/fee increase for online courses
New Costs
 Admissions/Recruitment New Expenses due to new proposed recruitment activities \$ 22,500
 Additional Cost for Accessibility and Disabilities Services due to Growth of Need \$ 40,000
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Inflation Cost (Using years 2021 numbers at 6.2%)
 Estimated increase in Cost due to current spike in inflation \$ 250,863 This projection does not consider any salary increases, not even the New President. It is based on \$4.06M of other expenses
Total New Cost \$ 539,871 This ignores any indirect costs (which are very real cost, for example IT expenses)

Difference Between New Revenue and Direct Costs \$ (428,473)
 Projected New Funding from the State Allocation \$244,000 This is pending the legislative session and may be less if some of that funding is appropriated for Salary Increases

Total Difference **-\$184,473 We will not break even, even if the proposed tuition/fee model passes today**

Current Distribution of In-State vs Out-of-State Students

In-state % of students 98%
 Out-of-state % of students 2%