

Presidential Performance Review				
Name of President: Hector Balderas				
Evaluation Period: July 1, 2023 - June 30, 2024				
	Highly Effective (3)	Effective (2)	Needs Improvement (1)	Comments:
Category 1: Multi-Tasking Leadership:				
Job Description: The President also serves as President of the NNMC Branch Community College and as Ex-Officio Member of the NNMC Foundation with voting rights. Working with the Board of Regents, the President will develop administrative policies and procedures and implement them. In the role of CEO of multiple entities, the President will serve as the 24/7 face of NNMC on campus, in the community, and with local, state, and federal agencies and officials.				
Duties and Responsibilities:				
Effectively manages staff and students of the College and Branch Community College.				
Maintains and/or increases program offerings and enrollment through the Branch Community College.				
Establishes, maintains, and raises the profile of NNMC with local, state, and federal officials and agencies.				
Attends local, regional, and national meetings and events to promote NNMC, its programs, staff, and students.				
Performance Indicators:				
1.1 Increase student enrollment by 2% in student credit hours and 2% in headcounts, measured by the end-of-term enrollment for full Academic Year 23-24 compared to the baseline of Academic Year 21-22.				
1.2 Develop a comprehensive marketing plan to target NNMC as a higher education of choice by Fall 2023.				
1.3 Deploy a full new institutional Website by Spring 2024.				
Category 2: Board Relations				
Job Description: The President is the sole employee of the board and is responsible for keeping the board advised on policy development and the impacts of changes in federal, state, and local laws pertaining to higher education. Working through the Board, the President will develop and administer the strategic plan to ensure that NNMC fulfills its mission and vision. Provide periodic written updates from the President to the Board updates on status of significant projects. In coordination with the Board President, the President will organize periodic planning retreats which may include Board trainings.				
Duties and Responsibilities:				
Effectively communicates with all members of the Board and effectively works with the Board at all Board meetings.				
Anticipates events and issues which may require Board awareness and attention.				
Advises the Board of educational trends, best practices, and legal developments and recommends appropriate policy issues to the Board for their consideration.				

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Through strategic planning, works with the Board to establish and implement a clear mission, strategic vision, and attainable goals for the College.				
Effectively plans and administers least one annual retreat with the Board and President including College priorities and training regarding Board and President roles.				
Performance Indicators:				
2.1 By the Fall 2023, execute the "Soaring to New Heights Strategic Plan 2028" to include a revised mission, vision, values, behavior statements, and strategic goals (strategic plan will be developed inclusive with the board of regents, faculty, staff, and community). Communicate and deploy the new comprehensive strategic plan for implementation.				
2.2 Design and deploy communication plan by Fall 2023 that will keep all NNMC stakeholders (regents, students, faculty, staff, and members of the community) informed.				
Category 3: Financial Stewardship				
Job Description: NNMC's operating budget is approximately \$30,000,000, funded by state appropriations (\$16,000,000), federal sources (\$12,000,000) and \$2,000,000 from other sources. Between the Española and El Rito campuses there is significant deferred maintenance. Northern has a limited endowment. That said, NNMC has been an effective steward of its resources, finding ways to get things done within its budget. The President will ensure the alignment and integration of the operating budget with the College's Strategic Plan. To build a secure future, the President will need to demonstrate financial competence and ability to assess risks, loosen or tighten fiscal controls as conditions demand, and make the case with the New Mexico State Legislature for increased funding. The president will need to be an adept fundraiser and capable of building the infrastructure to support grant seeking and future capital campaigns. Building on existing partnerships, the President will find and develop effective community partners for ventures designed to improve both NNMC and the surrounding region.				
Duties and Responsibilities:				
Effectively manages the finances of the College and demonstrates financial competence.				
Provides meaningful and accurate financial reporting to the Board at its meetings.				
Manages timely compliance with the annual audit process.				
Identifies capital asset infrastructure needs including facility maintenance, repair, and upgrade.				
Proactively pursues funding increases through the New Mexico Legislature.				

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Proactively pursues funding through federal funding sources, public and private grants, and other sources.				
Develops effective local, regional, and national partners to assist with improving the college and surrounding geographic region.				
Performance Indicators:				
3.1 Determine capital outlay, campus beautifications, priorities, and present a plan to address deferred maintenance priorities based on funding availability. The first phase of capital outlay projects will be completed by the end of Spring 2024.				
3.2 Design and implement timely audit contracting engagement and reduce risk of repeat findings. Manage audit progress for timely submission to the State Auditor.				
3.3 Increase legislative and grant funding overall by 2%. Measured against the baseline of the total amount received in Fiscal Year 2023.				
Category 4: Fundraising				
Job Description: Regularly attends meetings of the Foundation. Communicates and advocates NNMC's financial needs to the Foundation. The Foundation has been working to develop a culture of philanthropy through a series of initiatives including active retention of donors, increasing unrestricted giving and developing business and professional relationships. The President will communicate a passionate vision for the college that inspires donors. Coordinating activities with the Foundation, the President will take ownership of fundraising goals, strategies, and tactics. The President will aggressively seek to build and strengthen relationships with all constituents, including students, alumni, faculty and administration, the community, local, and statewide businesses and foundations.				
Duties and Responsibilities:				
Effectively develops and executes a fundraising plan for the College, including necessary capital campaigns.				
Prepares and communicates a strong fundraising message that motivates donors and philanthropy to support College priorities.				
Coordinates fundraising priorities and events as needed with the Foundation to ensure successes in these area.				
Makes progress toward seeking and building relationships with all College constituent groups.				
Performance Indicators:				
4.1 Increase the aggregated cash and in-kind donations issued to Foundation by 2% compared to the last ten-year average.				
Category 5: Post-Covid Realities				

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Job Description: For much of the COVID crisis, NNMC was a remote operation. Enrollment and retention were impacted. Operational efficiency was impaired. Athletic competition was limited. Nationally, most colleges were similarly impacted. Northern is recovering from the pandemic, but so is everyone else. Because NNMC is small and underfunded, because its mission focuses on those most in need of educational services, and because Northern is so important to the economy of the region, the President will find ways for NNMC to be a beacon in leading its community forward in the post-COVID world.				
Duties and Responsibilities:				
Develops health and safety pandemic plans for on campus and remote work and learning options.				
Identifies and implements the appropriate balance of on campus and remote learning options to maintain student enrollment and engagement.				
Identifies and implements the appropriate balance of on campus and remote support services for students and staff.				
Performance Indicators:				
5.1 Develop comprehensive guidelines for remote and hybrid work by Fall 2023.				
Category 6: Re-Introduction of Trades Education				
Job Description: NNMC has begun the restoration of the trades program and the reopening of the El Rito campus, backed by a levy approved by area five school districts that created a Branch Community College. Organizationally, the President of NNMC is also the President of the Branch Community College. Financially, the two educational institutions are effectively intertwined. Functionally, the President will be responsible for the two trade programs that have been initiated and that are being attended by local high school students participating in dual credit courses and with increasing the number of participating NNMC students.				
Duties and Responsibilities:				
Develops and implements trades programs at the El Rito Campus.				
Develops and implements trades programs offered through the Branch Community College.				
Consults and collaborates with trades organizations to establish the curriculum for trades programs.				
Increases the numbers of enrolled dual credit high school students in offered trades programs.				
Performance Indicators:				
6.1 Increase by 15% the Technical Trade number of courses offered to dual credit students at high schools that are part of the Branch Community College from the baseline of Fall 2022.				

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Category 7: Athletics				
Job Description: Pre-COVID, NNMC effectively used its athletic programs to recruit and retain both student athletes and the friends who came with them. COVID changed the calculus and generated talk of building residence halls so athletes could live on campus. However, 90% of students reside within 10 miles of the main campus, and oversight entities such as NM Higher Education Department are wary of colleges building new structures that require significant financial resources to operate. Accordingly, NNMC does not have bond funding capability. The President will carefully assess athletic programs and their role in recruitment, retention, and graduation and be prepared to make adjustments to ensure continued success.				
Duties and Responsibilities:				
Provides the numbers and demographic information of students recruited to participate in athletics at the College.				
Provides the numbers and demographics of student athletes enrolled at the College.				
Provides the retention and graduation rates of student athletes.				
Maintains and explores the expansion of athletic programs at the College.				
Creates efforts to identify permanent housing solutions for student athletes.				
Continues the development of athletic facilities sufficient to support athletic programs.				
Performance Indicators:				
7.1 Implement the first phase of the Student Success Center (One-Stop-Shop Model) by the Spring 2024 and plan, design and complete the first phase of customer service training for student services personnel by Fall 2023.				
7.2 Increase average funding opportunities by 3% for athletics from the baseline funding opportunities of Fiscal Year 2022.				
Category 8: Proposed Projects and Community Perceptions				
Job Description: On December 15, 2021, the Board of Regents was presented with a list of open presidential projects, shortly before the the-previous permanent president left to take a new position. The projects reflected an entrepreneurial vision and included major initiatives with projections of millions of dollars in new revenue. The President will need to carefully review each project for viability. Stakeholders will need to be engaged: securing support and funding for the projects that will move forward, and explaining why other projects will not be pursued. The President will consider the work performed by the previous interim president in coordination with the Board regarding priority projects for 2022-2023 and 2023-2024.				

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Duties and Responsibilities:				
Provides an inventory and viability assessment of the list of pending presidential projects.				
Develops a prioritized list of projects with recommendations for continuation, withdrawal, or addition of projects.				
Performance Indicators:				
8.1 All pending community projects from former administrations will be assessed and evaluated for feasibility by Fall 2023.				
Category 9: IT Improvement and Website Overhaul				
Job Description: An RFP has been completed and work has begun on a website overhaul. The campus was able to take its courses online during COVID and is now evaluating its future in online and hybrid education. The President will lead the evaluation and resourcing of technical upgrades necessary to ensure that NNMC remains competitive in the changing education landscape.				
Duties and Responsibilities:				
Develops an IT plan to upgrade and modernize the technology infrastructure of the College to support operations and educational offerings.				
Implements integrated safety and security technologies to provide for a safe and secure campus for students and staff.				
Identifies and implements necessary website redesigns and upgrades to support educational needs; provides adequate information to prospective students and the public to market the College and its offerings.				
Performance Indicators:				
9.1 Deploy a full new institutional Website by Spring 2024.				
9.2 Perform a cybersecurity assessment to evaluate the cybersecurity posture and identify vulnerabilities, risks, and potential threats, and create an action plan to address pending funding availability.				
9.3 Implement an access control system to improve school safety. This system will be used to limit access to certain areas of the school to authorized individuals only. Access can be granted through the use of keycards or mobile devices, and all entrances and exits can be monitored.				
9.4 Identify and build information technology capabilities to support the vision, strategies, and strategic goals of the college.				
Category 10: Diversity and Inclusion				
Job Description: NNMC's mission and service area both require a commitment to promoting diversity, equity and inclusion in all its endeavors. Talk is not enough. The President must be a leader in DEI, setting an example through personal conduct and by taking actions to ensure that Northern fulfills its commitment.				
Duties and Responsibilities:				

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Develops a DEI plan to identify opportunities to implement curriculum, activities, and events to increase diversity, equity, and inclusion at the College.				
Tracks and reports DEI demographic information relating to the College's students, faculty, and staff.				
Participates in DEI activities involving the College and regional community.				
Performance Indicators:				
10.1 Revise, develop, and implement current administrative policies and procedures by Spring 2024. Equity, diversity, and inclusion will be addressed through this exercise.				
Category 11: Community Partnerships				
Job Description: NNMC's relationship with the community it serves has gone full circle, from being scorned to becoming a source of community pride. The potential for successful college/community partnerships is enormous. Carefully develop, nurture, and implement relationships that can promote positive fiscal and social outcomes. The President will build on the positive response of the community, actively develop, and nurture positive relationships. The President will also focus on the "how" of the relationships, ensuring that promises are not made that cannot be fulfilled. This means the President will be prepared to redefine perceived commitments, carefully negotiate future agreements, and sometimes say "no." How the President does these things will determine how far and fast NNMC can address community needs.				
Duties and Responsibilities:				
Develops a diverse set of community partnerships that benefit the College and the greater regional community.				
Collaborates with community groups to bring appropriate programming and events to College campuses which support the educational objectives of the College.				
Collaborates with community groups to identify events and activities which would be beneficial for the College's attendance/participation and which would support the educational objectives of the College.				
Performance Indicators:				
11.1 Partner with 3 key stakeholders to develop strategies to benefit from strategic relationships that enhance student success.				
Surveys				
Annual surveys will be developed between the Board of Regents Evaluation Committee and the President to acquire feedback from the Northern New Mexico College community stakeholders related to the implementation of the "Soaring to New Heights Strategic Plan 2028." Results of the surveys will be listed here by stakeholder group as well as aggregated into a single weighted score.				
Students				
Faculty				
Staff				

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Foundation Board				
Local Community Leaders				
State and Federal Community Leaders				
Summative Rating				
Overall Summary				
1. Multi-Tasking Leadership				
2. Board Relations				
3. Financial Stewardship				
4. Fundraising				
5. Post-Covid Realities				
6. Re-introduction of the trades				
7. Athletics				
8. Proposed projects and community perceptions				
9. IT improvement and website overhaul				
10. Diversity and inclusion				
11. Community Partnerships				
Performance Indicators				
Summative rating:				
Significant Achievements:				
Areas for Growth:				
President's Comments:				
Board Comments:				
President's Signature				
Board President's Signature				