

NORTHERN NEW MEXICO COLLEGE

BOARD OF REGENTS MEETING

August 28, 2014

I. CALL TO ORDER

A regular meeting of the Board of Regents of Northern New Mexico College was held on Thursday, July 28, 2014 in the Boardroom of the Montoya Administration Building on the Espanola Campus. Regents present: Rosario (Chayo) Garcia, Alfred Herrera, Kevin F. Powers, Michael P. Branch, Donald Martinez, Jr., and Michelle Montes, Student Representative. Board President Rosario (Chayo) Garcia called the meeting to order at 8:36 a.m.

Northern New Mexico College staff present: Nancy “Rusty Barceló, President; Ricky Serna, Vice President for Institutional Advancement; Pedro Martinez, Provost/Vice President for Academic Affairs; Bernie Padilla, Director of Human Resources; Chris Trujillo, IT; John Waters, Security; Carmella Sanchez, Director of Institutional Research; Sandy Krolick, Creative Director Communications and Marketing; Kathleen Sena, Registrar; Alex Williams, Senior Financial Analyst; Brandi Cordova, Executive Assistant, Vice President Finance and Administration; Ryan Cordova, Athletic Director and Men’s Basketball Coach, Ellen Trabka, Dean, College of Nursing and Health Sciences; Theresa Lopez, Director AND Nursing Program, Assistant Professor; Evette Abeyta, Budget Analyst; Sally Martinez, Executive Assistant, Provost and Vice President for Academic Affairs; Dr. Joaquin Vila, Dean, College of Education and Amy Pena, Recording Secretary. Others present: Tim Crone, Patrick Bendegue, Adrian Infante, Thomas Bullock, Daniel Chatchou, Hassan Tucker, Quincy Gause, Michael Nolan, Brandon Saiz, Will Harvey, Gabriel Martinez, Patrice Marshall, Dahl McBride, Krisha Artieda, Travana Johnson, Melanie Vigil, Lazar Cvijovic, AJ Peralta, Malik Woods Williams, Myla Wood Brown, and Estrella Padilla

II. APPROVAL OF AGENDA

Regent Garcia moved for approval of the Agenda as presented. Motion passed unanimously.

III. INTRODUCTIONS

President Barceló introduced:

Sara O’Brien	Start Date:	07/07/14	Director of AVANCE Project
Pedro Chavarria	Start Date:	08/11/14	Assistant Professor, Environmental Science
Regina Robbins	Start Date:	08/11/14	Program Developer, AVANCE Project
Dr. Joaquin Vila	Start Date:	08/11/14	Dean, College of Education
Deborah A. Torres	Start Date:	08/04/14	Legislative Liaison/Fundraiser
Candace Trujillo	Start Date:	08/05/14	Administrative Assistant – CAMP
Dr. Joaquin Vila	Start Date:	08/11/14	Dean, Education
Katie Tomarelli	Start Date:	08/11/14	Professor, Nursing
Ana Vasilic	Start Date:	08/11/14	Assistant Professor, Mathematics
Joaquin Gallegos	Start Date:	08/11/14	Assistant Professor, Environmental Science
Travis Robbins	Start Date:	08/11/14	Interim Assistant Professor, Biology
Veronica O’Halloran	Start Date:	08/12/14	Professor, Nursing

IV. PRESIDENT’S REPORT AND ANNOUNCEMENTS

President Barceló stated Convocation was an outstanding success. This Convocation was different as all the campus community was brought together in terms of the students, with a focus on the students as well as staff, including a student speaker from the College of Business. Over 400 people attended and all the feedback has been positive. President Barceló has charged Provost Martinez with the task of pulling together a committee to rethink Convocation is done. This spring, Convocation will take place in El Rito and will have an academic focus so the College is not moving away from El Rito, but just doing it differently

President Barceló stated that she has a faculty luncheon scheduled with new faculty. The College would like to make sure the faculty gets off on the best foot possible and it seems like they are.

President Barceló stated the College had the Bridge Program which is a transition program for the rising freshman who will start their first semester at the College. Some of these students need extra help and this program will assist them in getting off to a good start. One of the things the students do is put together a chat book of writings. President Barceló shared one of the writings with the Board of Regents. President Barceló stated this is what is possible when the College has faculty and staff who come together to provide these kinds of resources and teaching. These students did an amazing job and refute any type of stereotypes about the students of the College because the quality is outstanding.

President Barceló stated Dr. Mario Izaguirre-Sierra was recently recognized in the American Society for Plant Biologists for establishing a peer program that would elevate the interest in plant science and agriculture for K-12 students. President Barceló stated the College's faculty is among the best; they are always working with very little and do amazing things on behalf of the College.

President Barceló stated the commercial kitchen is up and running and Ricky Serna, Vice President for Advancement will speak more about this subject as part of his report. There are some community outreach efforts that are happening in new and exciting ways in spite of any challenges that the College might be facing.

President Barceló stated the budget was approved and one of the things the College has determined is that this year provides an opportunity to building the College's fund balance. This has to be key as was discussed in the Finance Committee. The College is going to have to start living within its resources and appropriations and has some ideas as to how to do so. The College will also be focusing on increasing the Grant spending as approved. This is an issue and the College needs to be more deliberate there. The College also needs to focus on key positions and evaluating vacant positions on a case by case basis as was shared in the Finance Committee.

President Barceló stated last month a representative from the Higher Education Department reported that the State of New Mexico expects a 15% decrease in post-secondary enrollment. The College is seeing that impact with a 17% decrease in student credit hours. President Barceló stated it is important to remember a 17% decrease in student credit hours does not translate to a 17% decrease in the budget. Tuition and fees only make up 13% of the total budget. A decrease of 17% in student tuition and fees is equal to about 2% of the College's overall budget. While the College is concerned about this decrease, it is only a small part of the College's budget and what the College is trying to do. The College will speak more about Enrollment Management and retention efforts because they are an important part of the budget planning discussions that will be held throughout the year. President Barceló has asked Provost Martinez to take the lead on Enrollment Management and has asked for a comprehensive plan that includes enrollment targets and the fiscal implications for meeting or not meeting those targets. This is going to involve participation of faculty, staff and students.

President Barceló has asked Vice President Serna to share a summary of the Advisement Office efforts for increasing retention, specifically among freshman students when he makes his presentation. There is a lot going on that the College is very excited about.

President Barceló stated the Engineering Department received ABEIT Accreditation. The College is very excited about this because some students have chosen not to come here because it was not accredited and in fact it was retroactive to 2012. The College is very excited about this and it will have a positive impact on outreach and retention efforts. In light

of this, Dr. Lopez title will change from Director to Dean effective September 1, 2014 which is in line with the accreditation process. In January, the Department of Engineering will officially become the College of Engineering which provides a more positive direction as the College continues to move towards accreditation.

President Barceló stated the College of Business is also moving towards accreditation in the spring. As part of the accreditation process and review, the College of Business has moved to JCI because they needed a building to call their home. They will be working very closely with the College's small business organization. As a result of this move, the Humanities Department was able to move as well.

President Barceló stated this is the first time the College has four new people in the College of Education. President Barceló is hoping this will bring the kind of stability the College needs and the College can really start working toward establishing the College of Education as one of the primary pillars that goes back to the original roots of the College being a normal school.

President Barceló stated the College had the MALCS Conference which brought over 300 Latina, indigenous and community individuals to the El Rito Campus. The quality of the presentations was outstanding and they went away with wonderful insights about the College with the idea being they will all be coming back. They have recommended the College host this conference every year. This conference would not have happened if the faculty, staff and students would not have come together to make it happen.

President Barceló stated the College will be setting up working meetings for the different working groups. The Board of Regents has raised some issues that should be discussed. Because they are not policy issues, the College needs to get these committees working in the area of academics and student retention and enrollment. The College will take the lead to start setting these meetings up. President Barceló has discussed this with the Provost and this was an item brought up in the Board of Regents Retreat.

V. APPROVAL OF MINUTES

Regent Herrera moved for approval of the minutes as presented. Motion passed unanimously

VI. EXECUTIVE SESSION

Regent Herrera moved that the Board of Regents enter into Executive Session pursuant to Section 10-15-1H(2)(7) and (5) of the Open Meetings Act to discuss pending disciplinary action, investigation and pending litigations. Regent Garcia requested a Roll Call Vote: All Board of Regents were in Agreement.

The Board of Regents entered into Executive Session at 10:17AM.

Regent Herrera motioned for the Board of Regents to return from Executive Session and no action was taken. The Board of Regents returned from Executive Session at 10:26AM.

VII. POSSIBLE ACTION ON EXECUTIVE SESSION

No action was taken.

VIII. PUBLIC INPUT

Patrick Bendegue, Student stated he has been to two different schools before Northern New Mexico College. He stated Northern New Mexico College is the one he likes the most. This is why he is here and this is his second year at the College. The reason he has attended the Board of Regents meeting is because he believes it would be a good opportunity

for him to express the way he feels about the living situation of the students at Northern New Mexico College. Mr. Bendegue is living at Las Lomas Apartments and he is speaking not only for the international students at the College but also the students living with him at Las Lomas Apartments. He is 100% for having dorms at the College. Not only because it would be a good opportunity for new students to have a better taste of the college life experience, but also because it is really safe. For example, people living at Las Lomas apartments are really familiar with the shooting which occurred recently. They also received a letter from the front office at Las Lomas apartments asking the tenants to be really secure. The mailboxes are being violated; some people's cars are being stolen. Mr. Bendegue is really in favor of having dorms at the College.

Adrian Solis, Student stated he is from El Paso, Texas. Mr. Solis was born in Mexico and moved to the United States when he was 8 years old. The reason he came to the College was because he is an athlete and he is also a full time student - taking 15 credits. The reason Mr. Solis attended the Board of Regents meeting is because he thinks it is a very big deal of what is going on with the dorms. Mr. Solis stated the living situation, living in Las Lomas, safety is a big concern, people are breaking into cars, people are getting shot, there are fights and people are drinking and it is not safe. Student Life is a big deal to students and when you do not have a student life, how are you going to get students to come. Mr. Solis knows it is an issue that the College can't build dorms because enrollment is low, but enrollment is not going to grow unless the dorms are built. Mr. Solis believes it would be a very nice thing to walk from the dorms to class instead of driving. Some of the girls live in Los Alamos and when it snows it is dangerous driving 20 minutes. If students could walk to class it would be awesome.

Ryan Cordova, Athletic Director and Men's Basketball Coach stated he wanted to take the opportunity to visit with the Board of Regents and to encourage them not to give up on the dorms. Mr. Cordova stated he is not addressing the Board of Regents as the Athletic Director; he is addressing the Board of Regents as the Housing Director. Mr. Cordova is the only person on campus who has to house 86 students who are paying over \$150,000 outside of the campus to live at Las Lomas and in Los Alamos. There are 45 students living in Los Alamos and 41 students living at Las Lomas. Mr. Cordova knows the Board of Regents has gone through the process, it has been presented to everyone possible and there is one opportunity left and that is to enter into a public/private partnership. Mr. Cordova encouraged the Board of Regents to look at this because there are students who are full time students (86 students) that need housing. There are 86 that have been accommodated this year alone and in Athletics, the College has gone into a different model to try to increase enrollment at the institution to try to bring in other sports and offer other opportunities for people which is not going to cost a lot of money. Currently, Athletics is bringing in over \$360,000 in tuition and fees to the institution. This is up from \$220,000 last year. Without these students being at the College and having a place to live, there are 86 of them, having to live somewhere else. There are other choices for these students to attend another institution.

Mr. Cordova fears with students living in Los Alamos, the College will lose a lot of students to UNM LA. They are already there because they are living there. The College is pushing students other places. Mr. Cordova knows it is difficult to be in the position the Board of Regents is in, but it is the job of the members of the Board of Regents and employees of the institution to make that tough decision. Mr. Cordova reminded the Board of Regents that the College is the only four year comprehensive institution in the state that does not have housing. It is one of two institutions as far as any college that does not have housing, everyone else has housing. Mr. Cordova stated the definition of insanity is doing the same thing over and over and expecting a different result. Mr. Cordova stated the College can still only recruit on a 40 mile radius. Mr. Cordova stated he does not care what Director of Recruiting the College brings in or what Registrar the College brings in, the College can still only recruit the same people, the same high schools, the same middle schools, and the same people. The College has to be able the doors in the community to the rest of the world. Mr. Cordova stated he implores that the Board of Regents looks at it. He knows the decision will be tough but that is why the Board of Regents is appointed, to make those decisions for the best interest of the institution and the best interest of the students.

IX. STUDENT SENATE PRESIDENT REPORT

None

X. FACULTY REPORT

None

XI. STAFF REPORTS

A. Provost and Vice President Report

1. Enrollment Management Report

Pedro Martinez, Provost and Vice President for Academic Affairs introduced Kathleen Sena, Registrar who gave the Board of Regents a view of enrollment and some of the efforts. Kathleen Sena stated she knows the Board of Regents is very aware of the status of enrollment and they have had the opportunity on several occasions, based on information provided to the Board of Regents and as the President made comments in her President's report, of the decrease in enrollment for the fall. Kathleen presented data to the Board of Regents (attached). This information gives the particular breakdowns in regards to enrollment status, what level the students are at and those particular types of things. Ms. Sena stated during the summer the College had the opportunity to call students who had not yet registered. Frank Orona, Director of Admissions has taken 1,577 students and identified how many students the College was able to make contact with, where the College knows some of those students are transferring to, and where the College is not continuing on with the College at this time.

Ms. Sena stated there are a couple of things that the College must remember in regards to the decrease in enrollment. One of them is the number of students that were declared in the radiologic technology program, not actually in the program. This is what they were working towards but they weren't in the program. They listed it as a major but they still had lots of courses to take. The Advisement Center has contacted all of those students. Some of the students have been able to transition into another degree at the College. Some students are looking at liberal/general arts for the moment to be able to determine which program they will take, the courses they did take at the College which were general core type of courses and then be able to move them into another academic program. The College is working successfully with the teach-out for the automotive program. Dr. Ivan Lopez is working with faculty to complete those students out of that particular program.

Ms. Sena stated the College will be doing an in depth analysis before the next Board of Regents Meeting in order to know what happened to the College's continuing students who did not come back, to be able to do a profile of those particular students and understand where the College might be able to re-energize them to be able to come to the campus and finish out their degree programs. The College is working closely with Dr. Garcia in Academic Advising to take a strong look at those particular students. The College is doing everything and as Mr. Cordova indicated the recruiters are somewhat limited with the area to which the College recruits but that does not stop Frank Orona and Tony Gallegos from being available to all of the different programs. Dr. Martinez is encouraging people to be out at as many recruiting activities as the College has going on for the Colleges, the high schools and within the communities themselves.

Dr. Martinez asked Ms. Sena with regards to the data the College is trying to analyze, to explain to the Board of Regents what some of the things the College has found that the College needs to further analyze in terms of answering who is not coming back to the College. Ms. Sena stated one of the things the College has been looking at is when courses are offered. The College thought it got a broader spectrum of courses, not just being bunched up and at times students could not take them. This needs to be moved an additional step in order for the College to be able to offer the courses. The College cannot always offer the courses exactly when the students want them, but the College can know they can be offered and there are enough students to register for those courses. The College will be utilizing the Degree Audit at NNMC. Academic Advisors have been using this and the College will send out a broadcast for other faculty and staff to view the software.

Ms. Sena is working with Brian Salter, Director, IT to develop some reporting tools the College can turn back out to the faculty to say there are these cohorts of students who need x, y and z and they should be put on the runway to be able to offer them in an appropriate timing and in an appropriate manner for them. Ms. Sena stated the College is going to be looking at the continuing students who did not return to see why they did not return. The College will do a one on one for each of these students to be able to prepare their degree audit and be able to see if the College can plug those things in.

Ms. Sena stated one thing difficult for the College is a lot of the students wait until a later period of time to register. They don't register until the week before school. One on side, the College is trying to encourage the students to register and doing everything possible from the student services side and on the academic side, they need to look at what the enrollment is and what kind of classes can the College get that will be made. Some choices must be made to cancel classes because the College does not have the enrollment. The College must look at both of these pieces and Ms. Sena believes if the College can work through the degree audit environment for the students, the College should be able to develop some cohorts so the students can be moved in a timely manner.

President Barceló stated for purposes of the record the students don't leave just because they are unhappy. Students also may leave because the College does not provide the academic opportunities they would like to transfer to another institution. The College must get a handle on this and it is important to find out what it is. President Barceló's concern is if they transfer, that is sort of a negative for the College and the College must think about how this is positioned in the future. This is a positive thing; they are continuing on with their education, they are getting grounded here but moving on to different opportunities.

Dr. Martinez stated part of the equation is Ms. Sena's observations about students who have left that are returning back. Ms. Sena stated this is a point that can be seen in the analysis and data provided to the Board of Regents. The College has students who have been gone from the College for at least a year because this is what qualifies them as a returning student. This is where the largest growth for the fall semester is, students went away for whatever reason. An analysis of students transferring back will be done as well. This is a good sign for the College - they did go but they are coming back.

Regent Herrera thanked Ms. Sena for the report and he wishes it was more positive. Regent Herrera asked what kind of work, if any, is being done with the non-traditional students, i.e., the working adults. This has been one of Regent Herrera's concerns and he asked for clarification of work being done. Ms. Sena stated the College felt it had made some in-roads in the scheduling in the spring for the fall. What the College might have not done as well as it could have is the outreach for it. The College contacted the City of Espanola and the County to determine what kind of opportunities were available for their staff to be able to take courses, release time, tuition assistance, etc. As Dr. Martinez and Ms. Sena have the opportunity to prepare over the next couple of weeks, the directions for the academic units to schedule their classes, they will do this but the other thing is the College needs to come up with marketing to reach this community. It may be the College prints, makes available or outlines on the website the evening and weekend courses the students may be able to take advantage of.

Dr. Martinez stated in addition to this, aside from the evening and weekend college, is conceptualizing a degree adults may be able to take, most likely just online, that has the ability to allow the individual to customize what they want. You can get a set of general education in addition to some of the courses. Individuals may choose 15-18 credit hours in areas that are out of their interest based on demands from their workforce and/or a choice in terms of making a transition to another type of employment. Regent Herrera stated this is a good approach.

Regent Herrera asked about online courses in a general sense. He stated there was an article from UNM with an outrageous number of students who are enrolled as part of their online class program. Regent Herrera stated according to the article, they are having a hard time accommodating students with their online classes. Regent Herrera asked Dr. Martinez and Ms. Sena to speak about online classes and if this is something the College can start doing. Ms. Sena stated one of the things UNM entered into is a course available for anyone all over the world to be able to register for. This is

one they had high enrollment for. In the Higher Education environment there is a lot of concern about the validity of those courses, students taking them but not really knowing that they are going to apply to a program that they are taking at another school. There are a number of schools that have started in on this that have actually pulled away from this type of educational experience. One of the things being heard and one of the things that will come to be of benefit to the Colleges students, specifically students who have to take the freshman year experience course, is to be able to incorporate the ability to understand and how to move through an online course. Sometimes this is the best alternative for a student but if they don't have all the necessary resources available to them it is difficult for them. There are some things that Ken Dvorak and Peter Snyder have been talking about to do some better education not only for faculty but for the students to be successful. This is another student services area that needs to be strengthened.

Mr. Serna stated what is described as the non-traditional student is not very non-traditional at the College. The majority of the students still have to work, most of them full time to provide for their families. When talking about this group of students, they are not left behind because they probably make up a majority of our students. With regards to online classes, there are accreditations processes that the College needs to move through in order to jump on the bandwagon with the online programs. The question the College asks itself on a regular basis is if the College can go as far as accrediting agencies will let the College go. Does this benefit a student if they are only able to do a program online? Mr. Serna stated when he speaks about the Board of Regents retreat summary, this was one of the three areas the Board of Regents wanted the College to address as a Board, expanding availability of courses to nights and weekends and looking at the course schedule and offering courses Monday, Wednesday, Friday. If you take the typical three credit course, right now as it stands, the College could not have anybody take an hour out of their day from the City for example take one of the College's course because most of them are offered only two days a week, one hour and fifteen minutes. Even if the College was to expand the schedule to Monday, Wednesday, and Friday, the College could have somebody from the City take the class from 11:00AM-11:50AM and call it their lunch break and still come and take a class. The College needs to make these options available. With online, the College needs to explore the Higher Learning Commissions processes and move through them before just moving in that area. In terms of accessibility, the College needs to start looking at why courses fell off the map in the evenings and on the weekends so the College can offer programs exclusively face to face or hybrid but also exclusively at times when they are not at work.

President Barceló stated there is also a quality control issue the College is taking a hard look at in terms of how the College is teaching these courses so the College does not have the glitches. It is always not just about the students not being able to do things. Right now the College has a requirement for faculty if they want to teach online, they have to go to Blackboard training. There is some reluctance, people are busy but it is a reality of the situation. The College needs to do more and the College knows it does. This is now part of a specific goal out of the Retreat and the College is moving in this direction and Dr. Martinez is working on this.

Dr. Martinez stated President Barceló was making reference to the issue of training and quality matters standards that the College must have for courses. Teaching a course online and not simply pasting and having someone to do this requires at least so that the College meets the standards for the content and being able to deliver the course based on those standards. What this means is that the faculty needs to get the training and secondly that the College get people to be enthusiastic about doing or being able to offer courses online. Courses online are not as easy as people think they are. Sometimes when you start of they require more work in terms of being able to handle the electronic environment. The College must get students to think differently in the way they have been used to in terms of taking classes. Discussion boards, study groups and those things are also available electronically but it requires students to be trained to do so.

Regent Garcia stated the College also needs IT support for the students and faculty.

Michelle Montes, Student Representative stated on behalf of students, online classes will really benefit a lot of students. A lot of students around the campus are non-traditional students, they have jobs, they have families and online courses would give them opportunity to stay home. Ms. Montes has a lot of classes with non-traditional students and she

hears their difficulties. This will be beneficial to push forward to the online courses and students would appreciate the opportunity to take online classes. Master's Degrees are offered online and students can go to the institution they graduated from and graduate and walk.

Regent Branch stated everyone appreciates the fact that scheduling of these particular classes is most important. Not only in retaining but expanding enrollment. Regent Branch's concern is speed and how these will be implemented, will the College be able to utilize this in the spring semester in order offset any loss at that particular time and gain and how the College will market it. One of the problems the College has had is it is the best kept secret in the North. Regent Branch stated the College needs to be proactive in the letter writing to the New Mexican and Albuquerque Journal to make them aware there are people who are interested in this College and what is going on. Regent Branch appreciates the effort toward this and this is a big step for the College to move ahead and stop the erosion of loss of number of students and turn it around. It could possibly be done next semester if the College puts a fire under the program itself.

Ms. Sena stated she is hoping what would be an opportunity is as the College rolls out Degree Audit at NNMC to the students, it is a tool the students will have available to 24 hours a day, 7 days a week. At that point in time, the ability for the students to go have a conversation with their faculty and ask when courses are going to be offered. If the faculty member gets a feel from this standpoint from the student, before all the pieces are in place, it is another mechanism that the College would be aware that a particular course would need to be offered.

President Barceló offered a caution, spring is the ideal but President Barceló would like to make sure when the College enrolls in a program like this that everyone is properly trained so there is not the frustration. The College has to work out all the issues because the College has run into this before. All faculty and staff must become familiar with this.

2. AQIP Report

Carmella Sanchez, Director of Institutional Research stated the College has scheduled the Strategy Forum the third week of September. Everyone is registered and ready to go. The College has a pre-work homework assignment and the team has met to identify some possible areas that the College might focus on at the strategy forum. They have asked the College to think about a couple of campaigns to address. One has to be a specific category. The College will focus on helping students learn. The other campaign will be geared towards assessment and curriculum. Another part of the assignment is to reflect on lessons learned from the College's most successful action project. After discussion, the College decided one of the really good action projects that was successful was the College's security action project. They have asked the College to review the systems portfolio again so the College can address any challenges it has found. They have also asked the College to develop 8-10 questions that the College would like answered. The team brainstormed and came up with really good questions. One of the best questions was from President Barceló - how are the performance based measures being used to address AQIP? How are the model and the funding formula going to interact and how can the College utilize both the best?

Ms. Sanchez stated after the strategy forum, on September 30th the action project updates are due. The College has three action projects that are open at any given time under the AQIP model. One being assessment which is about 75% done, the other is retention of first year freshman which is about 85% done and the other is development of auxiliary services which is about 50% done. With the results of the strategy and some of the information that the College will be gathering they should be submitted.

President Barceló stated the points in terms of the issues that are going to be addressed has involved discussion with the Deans and the Academic Planning Committee. Dr. Martinez stated very often for the report the background is missed, what has taken place, there is a great deal of activity that is required and the College conceptualizes it in a few words and sentences. The College met with the Deans, Chairs and one of the things was to refine, as the Board of Regents knows the AQIP is really about validating the quality of instruction that the College gives to the student and what is it the College does to accomplish this. To form a framework, the College looked at two projects that Deans and Chairs and Faculty felt were important. One of them was strengthening curriculum and strengthening assessment. Under each category, the College has determined who the champions are to continue in that momentum. Under assessment will be the Provost

and under curriculum will be the curriculum committee that will come once the faculty senate has been reconstituted and members of the senate join that particular committee. Under all the categories there are specific benchmarks that address each of these so the College looked at, for example, in terms of curriculum, the amount of time students must complete in order to graduate, issues related to financial aid, maximum time completion, other issues related to course development and the same thing in terms of assessment. There are particular activities common to assessment, peer review, what kinds of assessment does the College have, etc. There are many categories under this that are subsumed under those two projects. Part of this really the most important one is communicating with one another so that the College knows what kind of work is being done by the curriculum committee and what kind of work is being done in the assessment aspect via the Provost Office but actually the faculty and department themselves and to be able to share this particular information. There are some challenges and one found is the fact that faculty were using a tool called Weave which is a depository of the assessment. That will allow Ms. Sanchez as the coordinator of this project to be able to bring in the information because when the team comes to the College, they will sit down and they will be asking for the information. The College has to find a way by which this information has logic behind it and that information is easily accessible by clicking a link and being able to provide this information. Dr. Martinez stated the College has found a gap and what has happened is that particular tool has not been used lately and therefore there are other ways to deposit information. The College is looking at something that is simple, logical and not cost additional funding.

3. Faculty Senate

Dr. Martinez stated the faculty returned a week before classes started and the College had the faculty assembly. It was an opportunity for the College to outline the goals that are set up for academic affairs for the upcoming year. Part of this was understanding the things the College needs to work on and what are the priorities in terms of things outside of the classroom aside from teaching classes. There is no senate at all at this point so it had to be reconstituted. Dr. Martinez requested David Torres, Professor to galvanize groups of people to be able to move forward. The first thing the group decided to do was the departments themselves will elect their Senators. Once they have been elected, most of which have already been done, they will be able to vote on a President. Once they have a President, then they can have the different types of committees that will be available to their jobs. They have about 12 committees and the College has requested to see if they could collapse some of the committees and combine them so there is the maximum number of people participating in them.

4. Faculty Handbook

Dr. Martinez stated this is one of the priorities under what is called shared governance. To what extent does the College come together as a group and are able to be part of the decision making process. One of the things found, is the handbook has certain challenges in terms of either clarifying policies or following policies or revising policies that need to be clarified. One specifically is the tenure process. The lack of clarity and direction has caused some challenges in the past. These are some of the things they will do. The Provost guides but the faculty has the power and they are really the ones who make the decisions in terms of being able to come with guidance and being able to have discussions about that. Dr. Martinez stated this has become the priority for the Faculty Senate this year.

B. Vice President for Finance & Administration

1. Approval of Fiscal Watch Report

Alex Williams, Senior Financial Analyst stated the College presented the Fiscal Watch Report to the Finance Committee. Ms. William reviewed the documents presented to the Board of Regents (attached). Regent Powers stated for the Board of Regent's information, the committee did review a number of reports (fiscal watch report and projects adjustment reports) and voted to move them on to the full Board of Regents. Regent Powers stated some of the numbers reflect some stark differences from this year to last year when comparing them. There is not any real significant difference between this year and last year with one exception, the cutoff date, and the date of the last day of the summer

session last year fell in July and this year it fell in August. Consequently, some of the numbers this year do not reflect the revenue that the numbers reflected last year. That is not a significant development, it is not something is out of whack, it is a timing issue and it will correct itself for next month's report.

Regent Branch asked for clarification about the payment for the prepaid insurance as it was one lump sum. Regent Powers stated the finance staff is in the process of finalizing all of the 2013 numbers in order to provide a report to the State, a Report of Actuals that need to be approved by the Board of Regents and need to be sent the Higher Education Department. They are making good progress on it and anticipate they will be ready with that report prior to the actual date it is required to be submitted to the state.

Regent Garcia stated she was excited about the College getting approved by HED and kudos to everyone's hard work. Regent Branch stated it is the earliest in past history that the College has had an approved budget in August. Most of the time because of the lack of inaction of HED and DFA, it just stayed in limbo and the College went to the Legislature in January without any approved budget. It is difficult for staff to deal with Legislators without an approved budget. This year the College is ahead of the game and it is all because of the staff and the extra work that they have done and the Chair of the Finance Committee elaborated that the College has gotten all the nuts and bolts together regarding the financial situation.

Regent Powers stated in terms of the Colleges financial reporting the news was good, the College is on top of things with respect to financial reporting. Where the College needs work is with respect to the financial numbers, in particular, revenue. The real work in the future has to be with respect to the revenue numbers and what drives that revenue number is enrollment. Regent Garcia stated the College is not in the red and this is another hurdle the College had to go through.

Regent Powers stated with respect to the numbers (through July 31) it is one month out of twelve out of the fiscal year. The College has time to react to things that have occurred. There is plenty of time to deal with those developments. Everyone is very optimistic and the College can in fact live within its means and address some of the goals it has financially during this current fiscal year and from that standpoint everyone is optimistic for a good year.

Regent Branch stated Domingo Sanchez stated everyone in the department is so busy doing what is needed to do to catch up; there was not enough time to think and see how the College got there in certain areas. Right now, the staff is spending the time at revising systems, looking at what needs to be revised and updated and the finance department is working.

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

2. Approval of Budget Adjustment Requests (BARs)

Evette Abeyta, Budget Analyst stated in the submission of the BARS there are only four BARS and the majority are all Fiscal Year End cleanup BARS. On page 34, the BAR was a grant award that was awarded late in the fiscal year so the College has to recognize when it is received. The funds will roll forward into the next fiscal year.

Regent Herrera stated the BAR area is an area where the Board of Regents had discussions regarding HED and one of the items discussed was raising the question about BARS and how often the institution needed to submit BARS to HED. There was not a lot of guidance and clarity as to when the College could do that. This is an area where the Finance Department has really taken the bull by the horns and really has refined and done amazing work with the BAR. By the same token, the College has BARs which is the way it should be. This is the way the College monitors resources. Unfortunately, the same cannot be said about the work that needs to be done at the State level. These BARs do need to have some sort of approval during the year. Regent Herrera does have concern and the Finance Committee discussed this subject. When the auditors come in to audit the institution, they are going to be auditing the College on the BARs that have been approved through the entire process. Not so much those approved by the Board of Regents. It could come to pass if the auditors do this, right off the bat, the College will have audit findings that reflect that the College did not do too

good of a job in maintaining the budget or activities against the budget. Their point of reference is going to be the BARs that have been approved all the way through and since the BARs have not been approved all the way through, the College is at a disadvantage and will be compared against something it shouldn't be compared against. The College continues to be concerned about BARs in general and Regent Herrera stated the College is doing a fantastic job and they are going to continue to push the envelope at the State level to get this processed defined.

Regent Powers moved to approve the BARs as presented. Motion passed unanimously.

3. Risk Management

Regent Branch stated discussions were held regarding Risk Management about a need for the College to look forward at all aspects of Risk Management. The President acknowledged the fact that the College needs to move forward and identify the needs and areas of concern for the College. One of the items Regent Branch brought up was the status of the facilities in El Rito. There is an old septic system that is going to create a major problem for the College. The College needs to do an assessment of the septic system. Also, the water system needs to be checked. These are two things that stand out but there are other things lurking behind closed doors and the College needs to make a plan for them.

C. Vice President for Advancement Report by Ricky Serna

1. Legislative Affairs – 2015 Session
2. Board Retreat Review
3. Bond C

Ricky Serna, Vice President for Institutional Advancement presented a PowerPoint Presentation for the Board of Regents (attached). The 2015 Session starts on January 20, 2015 and this is a 60-day session. The Board of Regents met the Legislative Liaison for the College. This position is not a new position, when the Foundation Office had a vacancy, while running a comprehensive search; the College brought someone in as a legislative liaison to help the College. The College dedicated fewer resources for this position as was dedicated for the Foundation Director position.

The Legislative Luncheon has been scheduled for September 9, 2014 at 12:00PM. Mr. Serna asked all Board of Regents to save that date. Northern New Mexico College day has been set for the Legislature. All academic departments will have the Rotunda available to showcase programs and opportunities at the College. The College will have the press conference at noon and the Board of Regents will be introduced at that time.

The College is getting ready for a couple of interim committee presentations, the LESC and LFC and the Agenda item presented to them is the Dual Credit and the fiscal impact the Dual Credit has at the College. The LESC and LFC have requested the College present.

As done in the past, the College will partner with CUP for a couple of legislative priorities. One will be a statewide increase to Athletic programs for comprehensive institutions. Right now, the College is looking at \$100,000 new funding to the Athletic Program. The College is also looking at drafting collectively a bill that would bring funding for academic infrastructure. The College is working with CUP to identify a dollar amount and will collectively addressing those priorities with the other comprehensive institutions. The College is also working on the research and public service project. The College will be looking at recurring funding for the Veteran's Affairs office which is being implemented right now. The College is also exploring a student success services line amount. Both Eastern New Mexico and Highlands University receive annual legislative support for their student support services. The College is looking at \$2M in Capital Outlay. The College will be looking at recurring funding for nursing enhancement. Last year the College received \$250,000 for Nursing and the College will be going after that in addition to recurring funding for the STEM initiative. Dr. Martinez is working on RPSPs, he is working with the academic department to draft and propose additional RPSPs and working on the vetting process and they will be brought to the Board of Regents for approval in September and they are

due the first part of October. The College is also working on the Bond election. The College has as part of its relationship with the CUP has at its disposal a marketing firm for Bond C. They are working with the College on a mass distribution of rack cards that the College will develop. They will help the College on drafting and even providing language to assist and provide Op Ed pieces that will be run from the President. The College will run newspaper ads and has built a billboard through November 5. The College will be doing radio ads across Northern New Mexico. If the Bond passes the College will received \$2M.

Mr. Serna stated after the Board Retreat it was asked that the College summarize essentially what the Board of Regents discussed and what was most important. The College identified three areas (attached):

1. Develop Ongoing Program Review making sure programs are competitive.
2. Preparing students for high demand
3. Ensuring students are prepared for the workforce.

The College will be looking at ongoing program review, especially among the Certificate and two-year programs to be sure that they are meeting the needs of the workforce, especially within the region and the State.

Mr. Serna stated it was discussed about enhanced course available, how to increase online course offerings, evening and weekend and courses and how to increase the number of courses being offered on a Monday, Wednesday and Friday format. This is not just for working students, a lot of the schools with dual credit programs are hoping the College can offer Monday, Wednesday and Friday classes.

Mr. Serna stated discussion was held regarding increasing accessibility and this has a lot to do with affordability. Some of the ideas the College is going to be investigating and reporting back to the Board of Regents on are the possibility of implementing some or all new ideas that may come up in the process of locking tuition for students for four years, the possibility that the student starts paying one rate that the College would lock them at that rate for up to four years. The College also spoke about reintroducing the single rate tuition model and how that might have an impact on marketing the institution creating affordability.

Mr. Serna stated it was also discussed at the Retreat how the College might become more competitive especially regionally by differentiating the College's rate for CT courses when compared to non-career technical educational courses. The College will be doing a study on this.

Mr. Serna stated discussion at the Retreat included the possibility of reducing the eligibility age for the senior rate which is now a State mandated rate that begins at 65.

Mr. Serna stated the College will be looking at how effective the community rate was and what the outreach efforts of the College was in bringing the artists back to take the 85 course that were offered at a significantly reduced rate.

Mr. Serna asked that the Board of Regents contact him if anything was missed by way of action items from the Board of Regents Retreat.

Mr. Serna shared with the Board of Regents a list of good news for the College (attached). All these items will be sent out as press releases.

Mr. Serna stated as part of Enrollment Management and understanding what the numbers are doing to the budget is retention. Not just because those numbers are numbers in the right now for the spring semester and subsequent years but also in funding formula language, retention is a major issue. Mr. Serna stated he wanted to share as oversight for the

Academic Advisement Center at the College, some of the things that the College has done to create a more programmatic approach to retaining students. Those include:

1. Modifications to automatic disenrollment dates (only three were done this semester); the College did not just identify dates but identified students. The College is unique in being able to look at these lists. The College was able to do mini-campaigns identifying students who had made payments against their accounts but did not set up the payment plan. The College was able to pull them out of the mix and in that effort the College was able to get them enrolled. There was one week where the College saved 52 students who are currently attending.

2. Assigned Academic Advisors - Every student, when they are admitted and registered are assigned an Academic Advisor. They are locked into this Advisor for the entire first year and registration holds are placed on these students so those students cannot make changes to their schedules or their degrees or their majors without the Academic Advisement counsel. The College also requires that Advisors meet with their students at minimum three times per semester whether they are doing well or not doing well as a proactive approach to empowering them to understand the registration process and advisement process. During these meetings they are reminded of the resources available to them on an ongoing basis.

3. First Year Experience Course - For the first semester ever, the College is offering a First Year Experience Course to all students regardless of their placement. This is very important to first year student retention because they work on transitional skill building and it is a place to captivate the College's students to really address any concerns there are with students (Title IX training, preregistration, interaction with faculty and peers, etc.). There are 80% of the new freshmen who are in this course.

4. Early Alert System - The College now has an Early Alert System which is a simple process. Faculty has students in class and they notice things like lack of attendance, homework struggling, etc. The College has a system and form where faculty fills out this form and they alert quickly. This form is submitted to Academic Advisors automatically who in turn contacts the student and coordinates a meeting to identify solutions for the barriers.

5. Enhance cross-training and communication - The College is trying to work on the Academic Advisement side along with the faculty and faculty advisors and department heads. Some of the things that are being done that have not been done in the past are communicating with Banner. Whenever meetings are held with students or anything is done with a student, the College is communicating more with Banner and it immortalizes the actions and processes. The College is talking a lot about this as the College is working more with students, communication is taking place, especially with the Provost, how the course schedule is impacting course availability with students and how it is making it possible or not possible or not difficult to register students. Meaning, when should classes be offered based on the student's availability relative to other courses the College knows they need to take at the same time. This is helping the College eliminate a lot of schedule conflicting. The College is talking about the possibility of looking at courses that are required and consolidating the content of those courses into one course so students are not taking multiple credits. One of the areas HED is asking the College look at is the number of credits required for students to graduate. There are some programs like Nursing and Engineering and others where this cannot be changed because of accreditation. There are other programs where they are asking the College try and roll back into something like 100 credit hours so that students can graduate faster and get them to leverage Title IV funding through their programs.

Regent Garcia asked Student Representative Montes for her feedback on the presentation. Ms. Montes stated personally it has been a little frustrating because there are a lot of freshman who have looked up to her to help them with their schedule. Ms. Montes stated she did not know there was a hold and found out there was one the first week of school. Ms. Montes stated it is true that students don't like the class or the Professor is too hard on them so they drop the class. With the new Lottery changes that students have to keep the 15 credit hours, it will help them stay on track. Ms. Montes stated with incoming students, they are all great to have.

Regent Herrera stated this sounds like this is all new and the College has not done this in the past. President Barceló stated the College used to have one Advisor. Mr. Serna stated when he arrived in 2011 there was only one person responsible for Academic Advising. Their sole responsibility was to advise all students. This person retired and Mr. Serna stated the College was left to develop a Center for Academic Advising. Over the course of a year, the College leveraged a lot of federal grant dollars aimed at first year retention and started developing the Office of Institutional Advisement. In addition to this office, the College now has an Advisement Manual which enables everyone to be on the same page. As new staff and new advisors come in, the consistency is maintained. This is new as predominately a commuter campus, there might not have been a need for this office but there is now.

Regent Herrera stated it is vital in terms of everything Mr. Serna covered. Regent Herrera asked if the course Mr. Serna was referring to is an actual course and if it is part of the student's degree program. Mr. Serna stated right now the College is requiring anyone that transfers with less than 12 hours is required to take a first year experience course. This is an initiative that the College has been working on as part of the Title V Grant. Now the College has a good First Year Experience Coordinator who not only has had experience in teaching these courses but they have been linked with Student Ambassadors to create mentoring components for the students. The course is about students transitioning from high school or not having been a college student to being a college student. This course helps to develop college level students. President Barceló stated an important point to make is generally the first two years are done by Advising but then faculty kick in as the students get more and more involved in their major. This advising effort is also very connected to the faculty because typically that is their responsibility but there needs to be some coordination. The typical freshman may change their major six times in the course of a month and faculty can't always adapt to that but the College wants to make sure the students have their general education courses.

Dr. Martinez stated he believes prior to this year, the course was probably under a different set of rubrics. What the College is trying to do is create a syllabus of record that makes sure that all students regardless of what freshman year experience course they are in they are exposed to the same series of activities. This will be presented to the Faculty Senate to make sure the course itself stays within the boundaries of what the College considers to be the activities that Mr. Serna has described. Last year there was a lot of chaos about this particular course and faculty members claiming it was infringement of academic freedom if they were told what to teach. Dr. Martinez stated this was a misrepresentation of what academic freedom is and the College might need more discussion and understanding of what this means. These are some of the challenges the College has encountered. Throughout the nation, the freshman year experience is codified into a course and students with the ability. This is more important for students who are first generation students that very often are not sophisticated about and have not had the experiences in order to navigate a complexity of a college or university and the nuances because they are coming from a high school and that transition is quite different. This course helps students to understand offices that are available to them.

Regent Herrera asked if the Academic Advisors have to be trained to be Academic Advisors. Regent Garcia stated this is a critical component of trying to be an Advisor. Mr. Serna stated the whole point with developing a manual was to get the College thinking about what the responsibilities are, identifying those responsibilities and the gap between them and how well the College can fulfill them. Academic Advisors do a lot of cross training so everyone is aware of all processes (CAMP Program specialization, etc.). The College has the expertise because the various programs have a different focus but now the College wants everyone to be the same. The College does not want a student to think it can get more services in one office than another. They should be able to get the same services no matter what office they walk into for assistance. The Advisors are full time staff, they are trained and the manual helps them identify what needs to be done and how well it can or cannot be done. The only thing lacking in addition to the ongoing training is the physical space renovation.

Student Representative Montes stated the graph received from Ms. Sena shows the College's residency. The College has more non-residents than residents from last fall. This class helps them, there are a lot of students coming in, first time away from home that do not know how to handle money, their classes and who have always had their parents pushing

them. Ms. Montes stated when she came in she did all this. This course will keep them on the right track and will help them graduate in four years.

Mr. Serna stated there were two areas where the College saw enrollment increases. One was returning students and the other was out of state transfers. Underscoring the importance of residence halls, the College struggles in finding homes for a lot of the students, but secondly issues like homesickness and depression when students find themselves hours away from family or home. The course also helps in this type of transition.

XII. OLD BUSINESS

Regent Garcia stated she directed the College to place this item on the Agenda. Regent Garcia stated she would like to add the Residence Halls to the next Board of Regents Meeting. The Board of Regents really needs to address what the Board of Regents is going to do going forward.

Regent Garcia offered a suggestion that the College speak with Santa Clara regarding their new apartments. Regent Garcia stated the College may be able to work with them.

Mr. Serna stated the College has discussed creating a repository; a place for a landlord might be able to go on and list their posting in the interim. This is a major issue and challenge for the College. Transportation also becomes an issue for students. Some of the other things the College will do are to pursue Santa Clara apartments and identify locations that are student friendly. The College is trying to find some solutions in the surge of out of state students and the increase in athletes. The College still has students that believe the Nursing Program is the best in the State and the Engineering Program is the most affordable. Students will come and will need to find a place to live and the College needs to assist them in doing so.

Regent Branch asked about the possibility of students living with families and this was brought up before. Regent Branch asked if there is a way to identify host families. Mr. Serna stated this is a great idea and the College needs to look at all the alternatives. Dr. Martinez stated most colleges and universities do not like to endorse private housing for obvious reasons, because if they are endorsed, then the College becomes responsible for the liability that may be created in any type of situation. Ideally, if the College has its own Residential Hall then the College has control about the safety of the students. Once they go someplace else, it is another issue. Dr. Martinez stated the College must be careful in this area.

Regent Branch stated he is not trying to have the College acknowledge and certify these, he is saying merely the availability within the community. Regent Branch stated with awareness within the community, people might come forward because it is so difficult in Espanola. Regent Herrera stated the repository is exactly what Regent Branch is talking about.

Student Representative Montes stated the students want a Student Life. Even the non-traditional students who are from the community want the Library to be open until midnight and not 9:00PM. Building dorms would change this and students want a Student Life. They want to be able to go to the dorms and come back; they want a cafe that is opened past 2:00PM. The students want something that is open and available to students and also being athletes, they want more people and there are a lot of people who will not come because there is not housing. Ms. Montes would like people from other states and countries to come experience the institution and community.

XIII. COMMENTS FROM THE BOARD

Regent Herrera stated he knows the Board of Regents has worked really hard and the staff and administration has worked hard on the notion of dorms and Regent Herrera knows it feels like the College has hit a stone wall. Regent Herrera stated he is optimistic and he believes the College needs to dig under it, go over it and work around it and he is glad to hear that

Regent Garcia brought up the notion of under Old Business that the Board of Regents deciding what will be done with the dorms. Regent Herrera stated he personally would like to go on record that he is still very concerned about the fact that the College has not been able to move it past the last step and he would be one that would want to entertain that possibility. Regent Herrera asked if the Chair of the Finance Committee would be able to tackle another stab or have an idea come back to the Committee again for the next Board Meeting to toss around some more ideas or information. Regent Herrera stated he knows the College was on the verge of doing this recently and it might be time to attempt this again and anything from let's not do anything to maybe we want to do this. Regent Herrera stated the first thing that comes to mind when talking about dorms is the time constraint and Regent Herrera feels the more the College talks and don't do what the College would ultimately end up doing it just bites into the time frame. This is the only concern. If the Board of Regents talks about it at the next meeting and it will take another two or three months before it goes with any sort of information.

Regent Powers stated he would certainly think it would make sense to put this on the Audit/Finance/Facilities Committee Agenda for next month to look at some of the options. Regent Powers stated he was quite pleased to see some people come and stand up in public and say they want the dorms. This is a very good sign and there was a proposal that made it pretty far along until it ran into the State Board of Finance, their lack of approval. Unfortunately, as an institution, the College cannot build a dorm without that approval. The College may be able to benefit from private enterprise building a dorm and having it made available for the College's use without approval. But as of right now, if the institution itself wanted to build a dorm, it would still have to get the approval. Regent Powers stated it needs to be looked at again and there has been interest expressed by private enterprise companies that would be willing to work with the College and build something on behalf for use. The College needs to explore that closer and Regent Powers agrees time is of the essence. If it is feasible, if the College has someone willing to do it and it is going to take months to get it completed.

Regent Branch stated one thing the College needs to try to see if the College could get a private enterprise to do this. Of course, along with this is the private enterprise trying to make the College or require the College to give certain guarantees for this, which the College cannot do because the College would have to go back through the approval process. Regent Branch stated the discussion level needs to go beyond the College back to HED and all the way up. Regent Branch stated the College needs to sit face to face and have some discussion regarding what has happened regarding the dormitories. It is not just now, it is situations that occurred before. It is not that the College has not made the effort it has had a lot of obstacles come up. Regent Branch believes if you sit across the table you will get a sincere response as to where the College is. Regent Branch stated it is hard for him not to believe the College went all the way to the Board of Finance and HED did not know anything about this. Regent Branch stated it is hard for him to understand that they would not know that the College was having difficulty, they are making the recommendation to the Board of Finance on the College's behalf and he would like to see some interaction between the Administration or some of the Regents with HED to find out what they are expecting for the College to move ahead. Regent Branch stated on the residential deal with the public/private, the College will lose a lot when it does not have control as to how the College incorporates this as part of campus life, some of the requirements the College has because it is like building an apartment building, whether it is on campus or off campus. Regent Branch does not know for sure if the College enters into a contract, if the College does lease properties that it does not have to report to the Board of Finance for approval.

Regent Powers stated these are all items that need to be reviewed.

Regent Garcia stated this was an exciting meeting. It has turned everything around and Regent Garcia stated she is excited the College is turning to the direction that it wants to go to. Regent Garcia stated once people start knowing what the College is doing, how it is getting accredited, all the good news, including the accreditation for Engineering, the catalog for 2016 is ready and online and ready to go for the next semester, Coach Cordova's hosting of the NAIA Tournament, the Presidents MALCS Conference. Regent Garcia is still hearing from community business that they have received so much from the conference and they have gotten so much economically from the Conference. The College is turning the right direction and Regent Garcia stated once the College starts getting all this good news and positive feedback to the community, people are going to come back.

Regent Branch stated what Regent Garcia stated is a small portion of what is actually happening. Regent Branch and Regent Garcia have been on the Board for a long time and can see the change that has occurred from totally community college that really had no systems placed, no policies and procedures to follow, things were decided on the cuff by two people in the administration, there hadn't been an open government. This is an amazing change and what is more amazing is that the word is not out and Regent Branch hopes the College can get this out. There are so many things that are so positive. So many professional moves that have been made within the College during the period of time, it is tremendous change of what has occurred. Regent Branch is proud of what has happened and he knows the College gets shot at a lot but that is because people do not like change and there have been major changes occurring and it is for the positive.

Discussion was held regarding Northern's role in the media and discussions will take place in the future.

XIV. ADJOURNMENT

Regent Herrera moved to adjourn. Motion passed unanimously. The meeting adjourned at 3:06PM.

Amy Pena, Recording Secretary

APPROVED:

/S/

Rosario (Chayo) Garcia, Board President

/S/

Alfred Herrera, Vice President