

**New Mexico Highlands University**  
**Board of Regents Retreat**  
**September 12, 2008**  
**9:00 a.m.**  
**Margaret J. Kennedy Alumni Hall**  
**Agenda**

**1. Institutional Overview (Who we serve and what we do.)**

- Organizational chart
- College of A&S/SOE reorganization
- Faculty distribution/numbers
- Academic programs/locations
- Accreditation update
- Enrollment trends
  - Main campus
  - Centers and change in where students are counted
  - Fall 2008
  - International enrollments
  - Ethnicity data
  - Enrollment and graduation rates by program
  - Other
- Retention
  - Trends
  - Open admissions/Conditional enrollment
  - Diagnostic testing/Contract for Success/Developmental Courses
  - Voluntary System of Accountability (VSA)
- Athletics
- Grants and research activity
- Research and Public Service Projects (RPSP's)

**2. Strategic Planning (Where are we, where are we going – an initial discussion.)**

- Brief history of planning at NMHU
- Current Strategic Plan
- Possible directions/thoughts/process

**Working Lunch**

- Specific opportunities
  - Educational technology trends
  - Development at the Centers
    - a. Farmington market study
    - b. Santa Fe
    - c. Rio Rancho
  - Capital priorities
    - a. Fiscal overview
    - b. Campus Master Plan
    - c. Going “green” implications

- d. Facilities: new and major renovations
- e. Equipment/fleet/technology
- f. Bond issue and other potential funding sources
- Golf Course
  - a. Start-up and operational overview
  - b. Well and other improvements
  - c. Residential and commercial development
- Other

**3. Other projects/policies update**

- Campus security
- Campus Police Policies and Procedures
- Staff Policy Manual
- Research Handbook
- Research Park Corporation/patents
- Faculty Handbook
- On-line systems

**4. Executive session**

**5. Adjourn**

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The New Mexico Highlands University Board of Regents held a Retreat on Friday, September 12, 2008 in the Margaret Kennedy Alumni Hall on the New Mexico Highlands University's main campus in Las Vegas, New Mexico. Chairman Gonzales called the meeting to order at 9:20 a.m.

**Attendance**

Board Members Present: Mr. Javier Gonzales, Mr. Jesus Lopez, Ms. Nancy Long, Mr. Leveo Sanchez, and Ms. Sherry Salas.

Chairman Gonzales asked those in attendance to introduce themselves and the department they worked in.

**Present**

Dr. James Fries, President; Ms. Judy Cordova-Romero, Vice President for Student Affairs; Dr. Bill Taylor, Vice President for Finance & Administration; Dr. Linda LaGrange, Associate Vice President for Academic Affairs; Mr. Lawrence Trujillo, Associate Vice President for Finance and Administration; Dr. Roy Lujan, Dean, College of Humanities & Fine Arts; Dr. Alfredo Garcia, Dean, School of Social Work; Dr. Charles Swim, Dean, School of Business; Dr. Michael Anderson, Dean, School of Education; Dr. Tom Ward, Dean, College of Science & Mathematics; Assistant; Dr. Jean Hill, Director, Institutional Research; Dr. Joe McCaffrey, Interim Vice President for Advancement; Mr. Ed Manzanares, Director, Athletics; Mr. Max Baca, Director, ITS; Ms. Marisol Miranda-Greene, Director, Facilities Management; Mr. Sean Weaver, Director, University Relations; Dr. Maureen Romine, Chair, Faculty Senate; Mr. Lew Granados, Director, Rio Rancho Center; Dr. Steve Martinez, Director, Santa Fe Center; Ms. Evonne Tafoya-Roybal, Director, EOS; Mr. Vincent Garcia, Coordinator, Raton Site; Ms. Nicole Parra-Perez, President, Student Senate; Ms. Susie Maestas, Executive Administrative, Office of Academic Affairs

**Others Present**

Ms. Tina Clayton, Director, International Education

Chairman Gonzales announced that Ms. Carolina Lopez was involved in a motorcycle accident over the weekend. President Fries indicated that Darlene Tapia was also recovering from surgery. He said that Dr. Rivera sends his apologies for not been able to attend. Dr. Rivera is still recovering from his illness. Dr. Joe McCaffrey announced that Dr. Doyle Daves broke his collar bone. Chairman Gonzales requested that these individuals be kept in our thoughts as they recover.

Chairman Gonzales commended the Board members for attending. He said that he was hopeful that this Retreat would create a dialogue that would provide a broader insight into issues discussed today.

President Fries announced that the Board of Regents Retreat was being audio taped. He indicated that there were no agenda items for action by the Board. He also stated that the agenda items could be discussed in any particular order. President Fries stated that it was good to have the Center Directors present. He said that this Retreat was a good opportunity to review a broad array of data.

**1. Instructional Overview**

President Fries announced that the first item on the agenda was the Organizational Chart. He indicated that he has initiated a search for a Vice President for Advancement. The Vice President for Advancement will be someone who has extensive fund raising, alumni, and public relations experience. Chairman Gonzales asked what the timeline was to fill this position and if there were funds available. Dr. Fries indicated that the timeline to fill the position will begin during the Fall 2008 Session and that there are funds in the budget for this position. **(Attachment 1)**

Chairman Gonzales asked about the Reorganization and if it was officially approved by the Board of Regents. Dr. Fries said that the Reorganization took place in the summer. As a result, the College of Arts and Sciences was divided into two Colleges, one is the Humanities and Fine Arts and the other is the College of Science & Mathematics. Dr. Roy Lujan and Dr. Tom Ward are the Interim Deans. **(Attachment 2)**

As part of the reorganization, Dr. Fries reported that the Center Directors and Educational Outreach Services now report to Dr. Linda LaGrange, Associate Vice President for Academic Affairs.

Dr. Linda LaGrange indicated that the Dean's Council, which consists of the Deans and Center Director's, held a meeting last week and will meet monthly at the various Centers.

Chairman Gonzales asked in terms of the Deans and the Center Directors, who handles the academic issues. Dr. LaGrange responded that in the past, the Center Directors were filling in a void, but with the Dean's Council, the Deans will now have more input into what the needs are. Dr. LaGrange stated that Dean Anderson is already making improvements by traveling to the various sites to see precisely what is needed, build programs and make improvements as needed.

Dean Anderson said that communication in the Santa Fe and Rio Rancho Centers has improved. He said that he has been going out to the different schools in the Albuquerque, Santa Fe and Rio Rancho areas, as well as Las Vegas and addressing the needs at the various sites.

Chairman Gonzales stated that coordination; undoubtedly is a challenge, because Deans have to balance the needs on the main campus, as well as be apprised of what is happening around the State. Chairman Gonzales said that the Center Directors are in a unique position in that they understand the role in the communities that Highlands is serving. Chairman Gonzales noted the importance of clarity between the Deans and the Center Directors in terms of the academic programs being offered.

President Fries said that one of the biggest problems that existed at the University when he arrived was the lack of communication and effective coordination of systems between the main campus and the Centers. The list of student complaints was lengthy. Dr. Fries indicated that few faculty were located at the Centers; however, he has seen many positive changes take place. President Fries said that enhancing communication and dialogue between the Deans and Center Directors is the key. President Fries stated that this will impact the way the University serves its students and identifies growth opportunities at the Centers. There have been an increasing number of students taking courses via ITV and that is due in part to the coordination of classes at the various sites. It enhances the quality and consistency of courses being offered.

Dr. Joan Lucero-Sisneros stated that she could not have implemented changes in Farmington without the support of the main campus. She feels that there is an open line of communication that has been very supportive.

Dr. Joe McCaffrey said organization geographically and functionally is a classic problem studied in Business Schools, but as long as you have good communication, organization isn't the impacting factor. What is really important is that there is maintenance of standards when personnel are hired and promotion takes places.

Dr. Stephen Martinez, Director at the Santa Fe Center reported that they have initiated some student support services for students that include student writing workshops and funding for graduates. On the technology side, he said ITS and EOS support the Center with the resources they need.

Mr. Max Baca, ITS Director, stated that not all systems are in place, but they are working towards completing that process. Regarding rural areas like Raton and Espanola, ITS is working at improving the seamless technological support required.

Dr. Maureen Romine, Chair of the Faculty Senate, reported that the Faculty Senate committee is concerned about ITV services becoming centralized at Sininger Hall. There is a desire to have these services offered at different buildings, not just Sininger Hall.

#### **Full-time Faculty and Bargaining Unit**

Dr. Fries reported that the list includes part-time and full-time members of the faculty totaling 149.5 FTE, which translates to twenty more compared to Fall Session 2006 and includes 50 new faculty.

Chairman Gonzales asked about the number of faculty. While it is a sensitive subject, he would like to know what efforts are being made by Administration to recruit qualified Hispanic faculty.

President Fries responded that the searches for faculty conducted this past year targeted minority applicants, but did not result in any major change in the percentage of Hispanic faculty.

Dr. Taylor stated that Highlands was the only University with applicants for the Minority Doctoral Fellowship Program this year and that several current faculty have come through the program

President Fries indicated that the Minority Doctoral Program is open to current faculty and students. The University commits to hold a tenure-track position for the doctoral candidate, while they complete their Ph.D. They are supported financially through a program that the Higher Education Department (HED) operates. The faculty member or student is expected to return to the University to teach for the number of years they received financial support. The program has been very successful.

Chairman Gonzales stated that larger institutions are the ones that are hiring the qualified Hispanic faculty, which makes it difficult for the smaller institutions. Dr. Roy Lujan, Dean, College of Humanities & Fine Arts, responded that there are approximately 5-6 students in the current program and at least two teaching on campus.

Regent Leveo Sanchez stated that while it is important to hire good faculty, those that comprise the selection committee are equally important. If only certain philosophies are represented, it weakens the selection process and the best candidate(s) will not be selected.

Regent Jesus Lopez affirmed that while this issue is a sensitive subject, the University needs to be vigilant about having a faculty and administration that reflect the populous of this University. Chairman Gonzales requested that the administration monitor this issue.

Regent Sherry Salas requested that the Search and Screen Committee include students in their faculty searches.

### **Adjunct Faculty**

President Fries reported the number of per-course instructors has been reduced due to the hiring of the new faculty. He also noted that the University increased the per-course salary of \$721.00 per credit hour to \$800.00 this year.

### **NMHU Degree Programs by Site**

President Fries reported that there are very few programs in the arts and sciences offered at the Centers. Most of the programs offered are from the Professional Schools, (School of Business, School of Social Work and the School of Education). Dr. Fries stated that there is a potential for enrollment at the Centers in some programs in the arts, sciences and humanities.

Chairman Gonzales asked Dr. Fries how he would describe Highlands University to a prospect. Dr. Fries responded by saying that Highlands University has three strong

professional schools, and a number of strong programs in the arts and sciences as well. Dr. Fries stated that most locations where the University has Centers already have 2-year institutions. Therefore, Highlands' role at the Centers would be upper-division and graduate courses

Chairman Gonzales asked for input from the Regents on this issue. Chairman Gonzales said that it important to develop/define programs that are in line with what the University wants to become and include these ideas in the budget planning process.

Regent Nancy Long responded by saying that a large part of the spectrum is to look at what the demands are as times change. Regent Long said that Highlands University has traditional strengths, but has the potential to develop new programs.

Regent Leveo Sanchez said that in reviewing the University's Vision, in the Strategic Plan, Highlands could not be considered, a "premier Hispanic Serving Institution" in the United States, but could be considered a good University; one that is competitive, not only in New Mexico, but across the country. Regent Sanchez said that traditionally, Highlands was well-known throughout the country as a very good institution. He said it is very important that Highlands offer programs that will allow students an opportunity to compete in the job markets that are available. At one time, surrounding states like Southern California, Colorado, and Arizona would recruit students from the School of Education. He went on to say, that the University had one of the most outstanding Art programs in the Southwest. Regent Sanchez said that this University should focus on the programs where it does well and expand on them.

Regent Jesus Lopez indicated that what never changes is the need for classical disciplines. Social Work and Education have also been important offerings at the University. Traditionally, Highlands was a University that concentrated in the classic disciplines. This University was known nationally for producing graduates in the Sciences, Liberal & Fine Arts. Highlands was known for its advanced course offering in Modern Foreign Languages. Regent Lopez said that it is crucial that students know how to speak and write English well. He said that job markets and demographics change, but if students are prepared to speak and write well, they will be able to succeed in the job market.

Associate Vice President La Grange asked that the Center Director's briefly comment as to how they would like to see the University move forward.

Dr. Joan Lucero-Sisneros, Farmington Director said it was important to establish stability and reinforce the programs that are currently offered and build upon that.

Mr. Lew Granados, Rio Rancho Director, said that there are no Arts and Sciences programs offered there. He said increasing available space would increase the number of students. Mr. Granados said he would like to see the implementation of a 5-year plan.

Dr. Stephen Martinez, Santa Fe Director, said that within the Santa Fe/Espanola valley, HU offers the highest quality in the School of Education. Dr. Martinez said that he had approached the School of Business about the possibility of an Entrepreneurial Institute. This is a way of life in northern New Mexico. He said that Casino and Hotel Management is completely lacking in the State of New Mexico. Dr. Martinez said he came up with a curriculum that includes 21-credit hours. Another opportunity that Highlands University could offer is in the Film Industry.

Chairman Gonzales said that Santa Fe is not served by a 4-year public institution and has the ability to be a growth opportunity for the University.

Mr. Vincent Garcia, Coordinator, Raton Site said that he received a letter from Michael Moldenhauer, President of the Horse Racing in Raton, commending him for his support and efforts. The letter of support that Mr. Garcia sent to Mr. Moldenhauer, endorsed the educational component of their endeavor. Mr. Garcia said he met with directors from the Correctional Facilities in Springer and Clayton that want courses offered to their employees. In the future, they want to offer courses to the inmates as well.

Ms. Evonne Tafoya-Roybal said the University should look into offering electronic degrees. Chairman Gonzales said that online degrees, is a huge industry.

President Fries reported that the number of students participating in ITV courses this Fall compared to last year is up 400-500%. Technology has increased tremendously and the University needs to be prepared to respond to that demand.

At this point, Chairman Gonzales requested a 10 minute break.

After reconvening, Chairman Gonzales asked what is being done to improve campus life for students now and in the future. He asked Athletic Director, Ed Manzanares about his vision for the Athletic programs.

Mr. Manzanares responded that the Athletic program increased their budget for scholarships. He said there are currently 420 student athletes on campus. Out of the 186 students that showed up for the football camp, 171 students remained. He said new coaches were hired in Volleyball, Men and Women's Basketball, and Rodeo as well as football. Mr. Manzanares indicated that if the University is successful in athletics, it will improve campus life.

Regent Leveo Sanchez stated that the greater number of students in athletics, the better the retention, which in turn increases the rate of graduation. Mr. Manzanares said that in 2001, the University was ranked second in the country in their graduation rates per capita. He said that student athletes have certain requirements to attend the University. The NCAA has rules that the athletes have to abide by in order to play.

Regent Sanchez asked what percentage of the budget is dedicated to athletics. President Fries said that athletic funding is a separate appropriation. Dr. Fries commented that with

420 student athletes on campus, one out of every four undergraduate students at the main campus is an athlete.

Dr. Hill, Director of Institutional Research stated that the reason the retention rates for athletes are higher for freshmen is because student athletes make a commitment to the University.

Regent Nancy Long commended Mr. Manzanares for their good recruiting efforts. Mr. Manzanares said that the financial aid packets being offered attract more freshmen.

Regent Sherry Salas asked how many of the student athletes were on scholarships? Mr. Manzanares said he would research that information. Dr. Roy Lujan said that he is the Faculty Athletic Representative and noted that the University is in compliance with NCAA rules.

Chairman Gonzales commended Mr. Manzanares and the Athletic department for their efforts in building up the Athletic programs and the positive media attention the University has received. Chairman Gonzales extended an invitation to the coaches to attend a Board of Regents meeting.

Chairman Gonzales asked Vice President Bill Taylor where the University will be 5-10 years from now. Dr. Taylor responded by saying that the key to the University's future is growth. Dr. Taylor said that enrollment at the present time can be increased up to 1000 students based on the facilities available and not have to use up a lot of the University's funds. He said that twice as many students can be placed in the current classrooms without additional cost. Reviewing data is going to be the key to the University's enrollment growth. Dr. Taylor indicated if the University can add revenue without additional cost, it will place this institution in a very positive financial state. The projects that are currently being added to the University will have an impact on the University's overall appearance. It will enhance recruitment, because there will be more housing facilities. The Student Union Building will also dramatically impact the University. Dr. Taylor said that plans are in process for stabilizing and restoring the historic Trolley building to house the Media Arts program.

Regent Sherry Salas asked Dr. Taylor if the plan was still to renovate the Media Arts department. Dr. Taylor responded by saying that the capital request list submitted to HED included renovating the media arts department, another was the Trolley building. The media arts department asked for a tour of the Trolley building and they requested to have that building instead of renovating the media arts building. Dr. Taylor said that the projects were combined. Given the fiscal outlook of the State, any funding received will be fortunate. HED requested that the University use GO bond money, if approved, to stabilize the building.

Regent Lopez asked Dr. Taylor about funding in the GO Bonds. Dr. Taylor responded saying that \$9 million can be used for infrastructure purposes. The plan is to continue

placing new boilers in each building, repave parking lots, fix roofs and other items that fall into the purview of infrastructure.

President Fries added that the GO Bond involves \$10.8 million for the University, \$4.5 million for Luna Community College, and \$10 million for the State Hospital. The \$10.8 million includes the \$9 million for infrastructure projects, plus \$1.8 million for the continued remodeling of the Laura Shields Building. President Fries indicated that approximately \$5.6 million has been spent remodeling the Science Annex and certain features of the Laura Shields Building. The \$1.8 million of the GO Bond is critical to continuing that project. The plan is to convert the Laura Shields building into large classrooms and a home for some of the sciences that don't require fume hoods. President Fries said that they have approached the NM Delegation for additional federal monies to complete the project.

Regent Lopez asked Sean Weaver what University Relations is doing to promote the bond issue. Sean responded by saying that there is a campaign being launched in early October.

Regent Lopez shared information about Dr. Laura Shields noting that she was a great friend to his mother and a great professor at the University. She lived at the dorms and would work around the clock at the University. Regent Sanchez also mentioned another great professor in the sciences, Dr. Michael Emerson.

Chairman Gonzales asked what can be done to positively shape the image of the University with all the good things happening. Mr. Weaver said that the University Relations office is printing stories regarding various accomplishments at the University and positive stories on students etc. Mr. Weaver said that the Alumni Office is going to send out an *Alumni Magazine*. This magazine will promote positive things happening at the University. Chairman Gonzales indicated that he would like to see the University promoted more in-depth. He said that the sixty-day Legislature was approaching and would like the University promoted during that time. Chairman Gonzales commended Rick Loffredo for the changes made to the website.

President Fries indicated that in promoting Highlands, the environment in which the University is operating is changing. President Fries indicated that historically, Highlands has been northern New Mexico's University. He said that he has attended two meetings where the President from Northern New Mexico College (NNMC) has publicly indicated they intend to change their name to Northern New Mexico University. They have approval for six baccalaureate programs, and are planning seven additional programs. They intend to start Master's programs in Education and Mechanical Engineering. President Fries said it would be difficult to market the University as northern New Mexico's university if there is going to be an institution named, Northern New Mexico University. President Fries stated that Northern New Mexico College is planning a new residence hall through public-private partnership. They have very ambitious plans. President Fries said it's important that these plans be discussed in-house. President Fries

said he believes that the University is northern New Mexico's University and how to promote that is an issue.

Chairman Gonzales noted that the key is to elevate the University's name. Chairman Gonzales indicated that the University's role in the northern region is to serve students in that area. President Fries asked for feedback from the Board regarding how to respond to this very political issue. President Fries indicated that this University has been in existence for 115 years. He said that he has made statements at public meetings about the University being northern New Mexico's University and it did not go unnoticed by President Griego.

Regent Lopez offered his view on this issue by stating that without diminishing the efforts of Northern New Mexico College, he feels that their Board of Trustees or the Administration cannot change their name and status from a college to a university without Legislative action. Mr. Max Baca indicated that the Legislature granted Northern New Mexico the status of becoming a college. Regent Lopez noted that the universities in New Mexico were all established at the same time by our founding fathers and addressed the demographics of the entire State. Regent Lopez said that Highlands was picked as the university to serve northern New Mexico.

Mr. Max Baca, ITS Director, reported that President Griego indicated that they plan to pursue becoming a university in 2009. He said that during the 2009 Legislature a Bill will be introduced stating that they want to become a university. Regent Lopez asked if the University would oppose those efforts.

Mr. Stephen Martinez, Director at Santa Fe, said that he is in the Espanola area two times a week and has begun circulating his staff while there. The politics are complex, but he keeps reminding President Griego that there's room for both institutions to offer their services. He said that he and Paul Martinez, CESDP create a presence there, but need to be a little more aggressive in their marketing efforts. Dr. Martinez said that there are several people in Espanola and the Rio Grande Corridor that are committed to Highlands for historical reasons. He suggested that the University continue to do what it has been doing for the past 115 years and not walk away.

President Fries said that the tax payers of New Mexico would be impacted by this effort because it would be very expensive for Northern to expand to a University. Demographics reflect the projection for high school graduates in New Mexico will decline 8 percent. President Fries stated that New Mexico has a total of 22 institutions of higher education and six, 4-year institutions not counting Northern New Mexico College.

Chairman Gonzales said it is the University's responsibility to maintain a presence in Espanola and find ways of delivering the best academic programs. Chairman Gonzales said that there are clearly two issues involved, one is the political aspect and the other is that Northern does not have the potential to offer what New Mexico Highlands University does. Chairman Gonzales asked if it was possible to differentiate between

Northern New Mexico College and the University being called, northern New Mexico's University.

President Fries responded by saying that this University has 115 years of exposure and many alumni in that area. There is a significant distinction between a college and a university. If they change their name to a university, the competition will increase during the legislative cycle.

Regent Leveo Sanchez said that from Espanola's point-of-view the issue is economic. If they are successful in changing to a university and adding programs and facilities, it will create more jobs in that area.

Lawrence Trujillo, Associate Vice President for Finance, offered some historical insight into this issue by stating that at the time Northern wanted to become a college, they made an agreement to offer a Bachelor's in Teaching, but they have since expanded their offerings into other areas. Mr. Trujillo said that the political ramifications are uncertain.

Regent Leveo Sanchez indicated that the University at one time had an image of turning out inadequate students and that programs were not accredited. Mr. Max Baca responded that all the programs are accredited. He said there is a marketing effort that needs to be implemented further, but that the University was doing everything right. He said he feels that Highlands programs are being duplicated by Northern.

Regent Nancy Long asked Mr. Baca how much opposition the University put up when Northern became a college. Mr. Baca affirmed there was opposition led by Board Chair, Toney Anaya.

Vice President Taylor indicated that what is being missed is the scope of what NMCC wants to do. It's beyond name change; they want to be the university that serves from Santa Fe to the Taos area.

Chairman Gonzales said this institution, through good times and bad, has served northern New Mexico and has earned the right to be called, "northern New Mexico's University." He said that we have an obligation to the history of this institution that we continue to offer programs there. Chairman Gonzales stated that this issue isn't about not seeing NNMC succeed, because they have a right to serve their community, it's about State resources and providing the best education and this University is capable of doing that. Chairman Gonzales encouraged everyone to unite and be proactive and work at making this University's presence known in Espanola and the surrounding regions.

Mr. Stephen Martinez said that the University has an opportunity to approach former law makers who could provide consulting services to the University. He said these people could assist the University in the Legislative effort. In addition, he said there are alumni in that region who are strong supporters of Highlands.

Regent Jesus Lopez said that a potential reaction at the Legislature will be that the University fears opposition. He said it is a very serious decision that the University needs to make and should place this item on the agenda for discussion. Chairman Gonzales asked that a meeting be set up with Northern.

Mr. Lawrence Trujillo pointed out that State Revenues are dwindling. The long-term impact will affect the University's Master Plan.

Chairman Gonzales indicated this University will continue to offer the services it has for the past 115 years.

## **2. Strategic Planning**

After reconvening from a lunch break, President Fries said that strategic planning is a key issue. He indicated that the current Strategic Plan will be reviewed and modified this year and that he would appreciate feedback from the Board regarding the current plan. President Fries noted that no formal changes to the existing plan have been adopted.

Regent Leveo Sanchez said that about six years ago, there was a disagreement between faculty, the Board of Regents and others in reference to labeling the University, "the premier Hispanic Serving Institution." It created problems with alumni and many no longer wanted to be part of the University. Regent Sanchez stated that this University should build upon what it does best before venturing out into new areas. He said there ought to be a focused effort to modify the Strategic Plan.

Chairman Gonzales stated that he would like to hear from other Regents regarding the existing Strategic Plan. Chairman Gonzales said that we are a Hispanic Serving Institution capable of becoming a premier institution of higher education open to all.

Regent Jesus Lopez said his view of the University is more fundamental. He said that after the tumultuous times the University has experienced, the key is to establish the University's stability and continuity, which can only be demonstrated over time.

Chairman Gonzales said he would like to revisit the Strategic Plan. He said that many important statements were made today regarding the Strategic Plan. He commended the group around the table for their vibrancy and interest in building up this University.

### **Draft Planning Thoughts**

President Fries provided a list of issues to be considered in the planning process. Issues such as open admissions, conditional enrollment and retention are significant factors as well as increasing graduation rates. In terms of enrollment, the University needs to identify goals for the main campus as well as the Centers. President Fries indicated that online programs are also a growth opportunity and that ITV has become a big delivery technique at Highlands. Regarding International students, President Fries said that this institution charges the lowest tuition in the State and should be able to bring in more students. In terms of facilities, Dr. Fries said there is an RFP out to work on a Campus

Master Plan, to include the Centers. President Fries asked the Regents if there were other major issues they would like the University to address.

Chairman Gonzales said that open enrollment brings in some students that are not prepared to be successful. Over the next five years, how is the University going to invest in developmental programs. In reference to doctoral programs, Chairman Gonzales said he didn't see a need to pursue. He indicated that it was important to integrate our Master Plan with the Centers.

Regent Leveo Sanchez suggested that the University build up the International program. Regent Sanchez said this was an area of potential growth; it would give our students another view of the world, and enhances the University.

Regent Nancy Long commented on the issue of doctoral programs. She asked if there was an increase in research funds by having doctoral programs.

President Fries reported that the School of Social Work and New Mexico State University are considering a joint effort to offer a doctoral program.

### **Fall Semester, 2008 Enrollment Summary Report**

President Fries reported that Item 7 provides some history of the fall enrollment on main campus and the Centers. Dr. Fries indicated that the University is in a period of enrollment growth and wants to continue in that path. In Item 8, President Fries reported that the overall Student Credit Hours (SCH) generated totaled 3.3% beyond the credit-hour generation for the Fall 2007 Session. President Fries stated the State Funding Formula is based on student credit hours within enrollment bands around a base year. The HU base-year is 2006-2007. At the end of the Spring Semester, the University will be able to determine if it falls above of the band. If enrollment goes up by 3% or more, than a new base-year is established and the University is granted more funding. President Fries indicated that student credit hours can drop up to 5% without a decrease in state funding. However, President Fries said it is important to exceed 3% and the University is in a good position to do so. President Fries said that working harder on retention is the key. President Fries said that summer and fall numbers do exceed 3% and spring enrollment will be critical.

Chairman Gonzales asked President Fries what exceeding the band meant for the University. He responded that it would increase funding by \$600-800k.

### **Retention**

President Fries noted that Dr. Jean Hill provided a report on the retention rates for new freshmen. Chairman Gonzales asked Dr. Hill about the current efforts for increasing enrollment. Regent Sanchez followed by stating that he was alarmed at the fact that only 14.3% of those graduating began as first-time freshmen. Dr. Hill responded that half of the degrees awarded on the main campus last year were for graduate students. Dr. Hill indicated that a lot of effort has gone into increasing retention of first-time freshmen. Dr. Hill stated that they have looked at what is being done nationally, including First-Year

Experience, Learning Communities and the idea of Academic Advisement and Development Courses. Dr. Hill said that this year's retention of new freshmen is about the same as a year ago. Dr. Hill reported that the National Student Clearing House, which Highlands is just joining, allows you to track where students are transferring.

In reviewing six year graduation rates for first-time freshmen, in the fall 2000 and 2002 cohorts, Dr. Hill said they are up by 6-7%. The goal is to go up higher. Dr. Hill said that they will continue putting more effort into Learning Communities. Full-time instructors have been hired to teach the developmental courses and to advise and mentor students. Dr. Hill indicated that what would help with retention is to require ACT scores of all students. Taking the ACT shows some effort by students toward career planning.

Dr. Hill indicated that students that are doing poorly between fall and spring are transferring. Dr. Hill asked that the University not lose sight of the graduate students. Many of the graduate students are first-time generation graduate students.

In terms of scholarships, Dr. Hill recommended that students who are close to a degree but dropped out be offered a scholarship. She said that many students don't return because of financial hardship. Regent Sanchez suggested that the scholarships be better targeted, inclusive of those offered by the Foundation. President Fries said that the Hope Scholarship has contributed to the growing number of freshmen.

Chairman Gonzales asked Ms. Thomasinia Ortiz-Gallegos if she had anything to add to the issue of retention. Ms. Ortiz-Gallegos responded that they are in the process of identifying at-risk students. They are also providing peer advisors to help students. And they have discovered that many of the students who leave the University do so because of personal reasons.

Vice President Judy Cordova-Romero reported that any incoming students having to enroll in Math and English 100 courses are being asked to sign Enrollment Success Contracts. Another problem facing many students is that they lack motivation and are failing to attend their classes.

Dr. Maureen Romine asked that the University not lose sight of the good students, while concentrating on the at-risk students.

Ms. Marisol Greene, Facilities Director, said that after teaching in the high school setting, she has observed many of the students are not prepared to enter college and suggested that incoming freshmen be taught remedial courses.

### **3. Other projects/policies update**

Chairman Gonzales stated that the Capital Projects would be the last item on the agenda for today and that the board would go into Executive Session immediately after discussion of this item.

President Fries reported that Item 28 includes a list of anticipated and/or partially funded programs. President Fries reported on the following projects:

- Burris Hall remodeling is not included in the list because it is almost done.
- New roof on Connor Hall has been completed
- Media Arts Trolley building-stabilization, clean-up and a new roof is estimated at \$1.5 million. At a meeting of the HED Capital Projects Committee, it was recommended that if the GO Bond passes this fall, part of the \$9 million in infrastructure be used to stabilize the building. President Fries indicated that there appeared to be strong support for including funding for renovation in next year's GO Bond cycle.
- The Old Las Vegas Hospital includes 61,400 sq. ft. of space on 3.245 acres of land. This building was appraised a year ago at \$1,680,000, which President Fries indicated is approximately \$27 a sq. ft. Regent Sanchez asked what the building would house? President Fries responded that there are various possibilities, such as the Child Development Center, an incubator center for patents that will be commercialized, and/or the Nursing and other health programs.
- Regent Lopez asked why the Felix Martinez building is a priority. President Fries responded that the \$3.5 million has been appropriated. The plan is to provide a One-Stop Shop for students with centralized administrative services.
- The GO Bonds include \$1.8 million for the Laura Shields Science Building and federal sources have also been approached for another \$1.8 million to complete the project.
- Student Center – plans and project costs must be determined, the university has \$6.3 million and it is considered a very high priority project. President Fries asked the Regents if the University should commit to full funding or build in phases. President Fries reported that an architect should be selected soon.
- Natatorium needs major repair.
- Campus Master Plan, should include planning for the Centers.
- Rodeo Facility - in the process of obtaining an appraisal on the facility currently being used.
- Golf Course – the University has approximately \$3.4 million invested there and additional improvements are needed.
- Early Childhood Development Center needs to be replaced
- Center Facilities – have a proposal to do an Educational Needs Assessment in the Farmington area and will need direction from the Board to proceed with the process. Rio Rancho and Santa Fe are also strong possibilities.
- Family/Married Student Housing Units – old and in need of upgrades.
- Athletic Turf – add artificial turf to the baseball and softball fields.
- Property Acquisitions – the University is evaluating the need to acquire certain properties.
- Boiler Replacement Plan – main campus – can be finished if GO Bonds are approved.
- Campus Roofs – Wilson Complex, Natatorium and the Industrial Arts building are roofs in need of repair.

- Fleet Replacements – The current fleet is old and looking at the possibility of buying Hybrids.
- Equipment Renewal & Replacement – The ER&R Funding Formula is only funded at 46.5% and additional funds are needed.
- Technology Funding – On the academic side, one possibility is to place a smart board in every classroom on campus. The cost is approximately \$0.5 million.
- Golf Course Commercial & Residential Development – Dr. Fries indicated that he would like direction on this project.
- Campus-wide Parking – Will be considered as part of the campus master plan process.

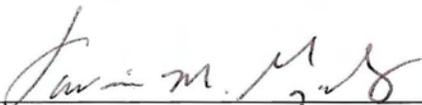
#### 4. Executive Session

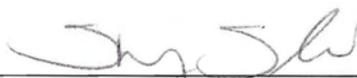
Executive Session – (1) Limited personnel matters related to the hiring, promotion, demotion, dismissal, assignment, resignation, or investigation or consideration of complaints or charges against an employee; (2) bargaining strategy preliminary to collective bargaining; (3) threatened or pending litigation subject to the attorney-client privilege in which the University may become a participant; and (4) real estate acquisition or disposal. Pursuant to provisions of NMSA 1978, § 10-15-1 (H)(2)(5)(7) & (8). Vice Chair Nancy Long made a motion to adjourn into Executive Session. Regent Lopez seconded the motion. Roll call was taken, voting in favor were: Chairman Gonzales, yes; Regent Lopez; yes, Regent Sanchez; yes, Regent Salas; yes and Regent Long; yes. Motion carried and the Board went into Executive Session at 3:10 p.m.

Vice Chair Nancy Long moved to come out of Executive Session into Open Session. Regent Lopez seconded the motion. Roll call was taken, voting in favor were: Chairman Gonzales, yes; Regent Lopez; yes, Regent Sanchez; yes, Regent Salas; yes and Regent Long; yes. Motion carried and the Board and the meeting was called to order at 4:50 p.m.

#### 5. Adjournment

Vice Chair Long moved to adjourn. Regent Lopez seconded the motion. Motion carried and the meeting adjourned at 5:00 p.m.

  
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Chairman Javier M. Gonzales  
NMHU Board of Regents

  
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Secretary/Treasurer Sherry Salas  
NMHU Board of Regents