

New Mexico Highlands University
Board of Regents Special Meeting
January 13-14, 2023

The New Mexico Highlands University Board of Regents held an in-person special meeting on January 13-14, 2023. The meeting was held live at the Santa Fe Higher Education Center, Room 147, 1950 Siringo Road, Santa Fe New Mexico. The university made every effort to accommodate members of the public as stated in the January 09, 2023 meeting announcement/agenda. The meeting was livestreamed via Zoom Platform. Members of the public were able to access the livestream through the following link:
<https://nmhu.zoom.us/j/99373471046>

Meeting ID: 993 7347 1046

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Call to Order – Chairman Marchi called the meeting to order at 9:03 a.m.

Roll Call - Board Members present: Mr. William Garcia, Mr. Frank Marchi, Ms. Danelle Smith, and Dr. Frank Sanchez and Mr. Christopher Ulibarri.

Administrative Personnel Present: Dr. Sam Minner, President; Mr. Max Baca, Executive VP of Finance, Administration, and Government Relations; Dr. Roxanne Gonzales, Provost and VP of Academic Affairs, Dr. Theresa Law, Executive VP of Student and Donor Engagement; and Dr. Kimberly Blea, Dean of Students.

Others Present: Mr. Robert Anaya, Staff Advisory Senate Chair, Ms. Patricia Ives, University Legal Counsel, and Ms. Maria Sena, Senior Executive Administrative Assistant. Numerous faculty, staff, students, community members, and the general public participated in the meeting as it was streamed via ZOOM.

Approval of the January 13-14, 2023 Agenda

Regent Ulibarri moved to approve the Board's meeting agenda for January 13-14, 2023 with the request made by Chairman Marchi. Regent Sanchez seconded. A roll call vote was taken, voting in favor: Regent Garcia, Regent Sanchez, Regent Smith, Regent Ulibarri, and Chairman Marchi. Motion carried.

Approval of the Minutes from December 05, 2022

Regent Garcia moved to approve the minutes from the December 05, 2022 meeting as presented. Regent Ulibarri seconded. A roll call vote was taken, voting in favor were: Regent Garcia, Regent Sanchez, Regent Smith, Regent Ulibarri, and Chairman Marchi. Motion carried.

January 13, 2023

Board Professional Development

Kickoff and Connecting

Chairman Marchi stated that the purpose of this meeting was to obtain professional development facilitated by Mr. Howard Teibel from Teibel Education Consulting Services and that no action items or any decisions would be made by the Board during this meeting. The purpose of this retreat was to discuss and identify key issues that can be taken to transform the University, the community, and the future of the students.

Regent Garcia introduced Mr. Teibel from Teibel Education Consulting. He initially met Mr. Teibel at the Higher Education Research Consortium (HERC) retreat in April. His approach is to teach collaboration. He looks for right answers and proper balance.

Discussion on Feedback informing the Retreat

Mr. Teibel discussed the answers to the survey that was submitted by the participants. He stated that concerns included transparency, an inclusive Presidential search process, addressing the need for Social Work degrees, analyzing of our remote Educational Centers, the Foundation Comprehensive Campaign, improving the Human Resources functions, and what the post COVID model would look like.

He discussed moods as a social phenomenon. He provided skills to develop a productive mood which included awareness of the mood and exploring with curiosity.

He stated the ways to ensure a productive and satisfying experience includes listening, thinking beyond your area of individual concerns-what is good for the whole, assuming and bringing goodwill, curiosity, exploring versus debating opinions, navigating together, developing more trust across the group, understanding consensus, and how to operate in the different roles.

Discussion on the State of Higher Education

Mr. Teibel indicated that the pandemic has revealed underlining dysfunctions in Higher Education. The education costs outpaces inflation. He stated that there would be fewer high school graduates and the concern would be where would Universities obtain their students. He indicated that some pandemic revealers include diversity, equity, and inclusion, mental health, and the great resignation or reassessment.

He stated that over the last twenty years' higher education is shifting from traditional students to adults, part-time, first generation, and native students. Since the pandemic the emerging normal included fully online and hybrid learning, supporting the whole person mental health, lasting demand for faculty and staff, and lower cost degree programs.

Strategic concerns include academic transformation, inclusion and diversity, enrollment and retention, ethics, and integrating the institution and community student success.

Mr. Teibel stated that the retreat was not about taking action, but to discover issues in the conversation. The retreat will help navigate the conversation and explore opinions or assessments. The mood would be relaxed, curious, and open to possibilities. The benefit will be building trust to source creativity and invention.

Discussion on Envisioning our Future at NMHU

Mr. Teibel discussed cultivating a vivid vision for New Mexico Highlands University. Areas of discussion included automation of processes to create efficiencies, digital standardized testing, fully online learning, and hybrid learning.

Discussion on Strategic Thinking and Areas to Focus On Over the Next 3 Years

Mr. Teibel stated that the strategic plan should be a vehicle or living artifact. It includes multiple levels of details, responsibility, deadlines for implementation.

He stated that everyone needed to play a role in some way. It is ongoing communication, multiple shifting time horizon, and a culture change.

The Evolution of Strategy in Education:

Then: a five-year plan with periodic updates/revisions, multiple levels of details, responsibility, deadlines, and implementation. Now: a plan with ongoing communication, multiple shifting timelines, continuous (re)creation, a few universal baselines, universal responsibility, and culture change.

He provided sample of concerns from the HERC retreat. Concerns included decrease in enrollment and pipeline not changing, unfunded mandates, lack of modern infrastructure, shrinking support from legislature, need for support for mental health for students, brain drain, unequal educational attainment, and New Mexico has the lowest population growth rate in the Southwest.

Mr. Teibel provided an exercise to determine long-term initiatives/programs that have strategic importance to promote for a deeper discussion on day two of the retreat.

Initiatives included:

- Enriching the student experience;
- Revitalizing of the main campus (renovation, technology, security);
- Recruiting/retaining top talent;
- Reviewing academic programs and developing of programs based on external factors and possible resources-what can we be good at;
- Building campus community outcomes (retention and graduation rates);
- Addressing housing needs in Las Vegas;
- Creating a student ready institution (focusing as an institution to welcome and navigate students);
- Exploring and expanding sources of revenue (don't depend on state funding);
- Utilizing Technology (classroom of the future);
- Emerging Leadership (faculty, staff, admin) (new president and leadership of institution); and
- Surviving and thriving.

End of Day Discussion on Retreat

Mr. Teibel asked for recommendations for day two of the retreat. Recommendations included:

1. How does Highlands develop best practices for a presidential transition and search? How do we develop a process and decide what we're looking for in a new president?
2. How does Highlands improve trust between the institutional communities? (faculty, staff, admin, students, and regents)
3. How does Highlands take the crisis it has faced, fires/floods, and create programs to address both mental health and environmental issues?

The meeting recessed at 4:58 pm until Saturday January 14, 2023 at 9:00 a.m.

January 14, 2023

Call to Order – Chairman Frank Marchi called the meeting back to order at 9:03 a.m.

Board Professional Development

Discussion regarding Collaboration with the Campus Community

Mr. Teibel talked about “disagree and commit”. He stated that disagree and commit is if you have a conviction on a particular direction even though there is no consensus. He indicated that this strategy is to accelerate decisions.

Discussion on Defining Shared Goals

Mr. Teibel discussed the shared decisions making article *A Voice, a Vote, or a Veto*. The Regents execute on its fiduciary and legal responsibility to govern the institution and ensure that the faculty and administrators are part of the process. The administration interprets the right balance of engagement from boards, faculty, staff, and students. They are invited into key conversations around programs/initiatives that affect them.

He stated there was three core elements for shared governance. It includes structures, processes, and engagement.

Insights included:

- Notion of power-unique power and the dynamics;
- Recognizing buying power;
- Producing customer satisfaction;
- How much has the dynamics changed for faculty; and
- How do we think going forward about allocating resources?

Discussion on Commitments, Activities, and Wrap-Up

Focus Area 1: Developing a process and evaluating what we’re looking for in a new President.

Discussion with participants occurred regarding the process for hiring a new President for the University. Topics included selecting a leader who will move the institution in the right direction and executing a leadership selection process that will bolsters the institution’s strength.

Participants agreed that qualities of the next President should include highly developed interpersonal skills, an appetite for data and analytics, experience in strategic planning, the ability to speed up and then pivot, and the recognition that they don’t have to go it alone.

Core skills for this position include budget and financial management, fundraising, and management of senior staff.

Next steps for the Presidential Search include:

1. Developing language for the kind of President Highlands is looking for;
2. Identifying a professional search firm to work with;
3. Building the search committee;
4. Developing a formal charge to the search committee;
5. Defining the timeline for the process;
6. Conducting interviews;
7. Introducing/involving the community in the interview process; and

8. Conducting the vote.

Mr. Teibel indicated that it was very important to develop a transition plan for the current President.

Focus Area 2: How do we improve trust between the institutional communities? (faculty, staff, admin, students, and regents)

Discussion with participants occurred regarding improving trust between the institutional communities. Mr. Teibel indicated that cultivating trust on teams has four levels. Level one(Avoiding)-Fear which includes hiding politeness, conflict avoidance, and resentment; level two (Debating)-Certainty which includes right/wrong, positions, attack/defend, and anger; level three (Inquiring)-Openness which includes curiosity, concerns, interests, and discovery; and level 4 (Partnering)-Belonging which includes shared commitments, caring, intimacy, and friendship.


Focus Area 3: How do we take the crisis we have faced, fires/floods, and create programs to address both mental health and environmental issues?


Discussion with participants occurred regarding addressing the issues that arose due to the fires and floods in the area. Participants agreed that the natural disasters exacerbated the underlying disparities and inequities in the community. They felt that a lack of engagements in the crisis might lead to missed opportunities for both internal and external communities.

Possible initiatives included engagement with students, faculty, and other internal and external communities, development of programs that address the crisis including the NM Reforestation Center, and increased healthcare and economic development in the community.

Adjournment

With no further business, the meeting adjourned at 4:02 p.m.


Chairman
NMHU Board of Regents


Secretary/Treasurer
NMHU Board of Regents