

Northern New Mexico College

HLC ID 1829

OPEN PATHWAY: Mid-Cycle Review

Review Date: 6/29/2020

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Context and Nature of Review

Review Date

6/29/2020

Mid-Cycle Reviews include:

- The Year 4 Review in the Open and Standard Pathways
- The Biennial Review for Applying institutions

Reaffirmation Reviews include:

- The Year 10 Review in the Open and Standard Pathways
- The Review for Initial Candidacy for Applying institutions
- The Review for Initial Accreditation for Applying institutions
- The Year 4 Review for Standard Pathway institutions that are in their first accreditation cycle after attaining initial accreditation

Scope of Review

- Mid-Cycle Review

There are no forms assigned.

Institutional Context

Northern New Mexico College's (NNMC's) mission is "to ensure student success by providing access to affordable, community-based learning opportunities that meet the educational, cultural, and economic needs of the region." NNMC offers 15 certificates, 20 associate degrees and 10 bachelor's degrees. The College also offers an adult education program. These programs support the College's mission of open access and support the needs of the community. NNMC serves a large geographic area and offers both face-to-face and online options for students. NNMC is designated as a Hispanic Serving Institution with the US Department of Education. NNMC's service area is within one of the most underserved regions of the state, including Hispanic communities that constitute 70.8% of the population and Eight Northern Pueblos (Native American) that constitute 18% of the population. NNMC student population includes 71% (+/- 3%) of students who identify as Hispanic and 9% (+/- 1%) who identify as Native American. This is consistent with NNMC's vision as a "Hispanic and Native American-serving comprehensive institution that will be recognized nationally for cultural sustainability, quality student learning and developing economically strong communities among diverse populations."

Interactions with Constituencies

Mid-Cycle Review, no interactions.

Additional Documents

N/A

1 - Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

1.A - Core Component 1.A

The institution's mission is broadly understood within the institution and guides its operations.

1. The mission statement is developed through a process suited to the nature and culture of the institution and is adopted by the governing board.
2. The institution's academic programs, student support services, and enrollment profile are consistent with its stated mission.
3. The institution's planning and budgeting priorities align with and support the mission. (This sub-component may be addressed by reference to the response to Criterion 5.C.1.)

Rating

Met

Rationale

1. Northern New Mexico College's (NNMC's) mission is "to ensure student success by providing access to affordable, community-based learning opportunities that meet the educational, cultural, and economic needs of the region." The mission was created in 2013 and reaffirmed in 2017, with input from faculty, staff and other stakeholders. The mission will be reviewed at the 10-year cycle.
2. NNMC offers 15 certificates, 20 associate degrees and 10 bachelor's degrees. The College also offers an adult education program. These programs support the College's mission of open access and support the needs of the community. NNMC serves a large geographic area and offers both face-to-face and online options for students. Within its programs, NNMC has a partnership with a local plumber's union, an NSF grant funded Cybersecurity program, and an online RN to BSN completion program. NNMC is designated as a Hispanic Serving Institution with the US Department of Education. NNMC's service area is within one of the most underserved regions of the state, including Hispanic communities that constitute 70.8% of the population and Eight Northern Pueblos (Native American) that constitute 18% of the population. NNMC student population includes 71% (+/- 3%) of students who identify as Hispanic and 9% (+/- 1%) who identify as Native American.
3. Department heads collect budget requests from their departments, which are tied to the College's strategic plan. All budget requests flow up to the Executive Team that is responsible for prioritizing requests and creating the final budget. During this process, the Academic Affairs Vice President hosts a retreat during which all Academic Affairs requests are openly analyzed, discussed, and recommended.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

1.B - Core Component 1.B

The mission is articulated publicly.

1. The institution clearly articulates its mission through one or more public documents, such as statements of purpose, vision, values, goals, plans, or institutional priorities.
2. The mission document or documents are current and explain the extent of the institution's emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development, and religious or cultural purpose.
3. The mission document or documents identify the nature, scope, and intended constituents of the higher education programs and services the institution provides.

Rating

Met

Rationale

1. NNMC's mission is articulated on its website (homepage and mission page), in the academic catalog, on social media, the schedule of classes and its institutional fact sheet.
2. Northern New Mexico College's (NNMC's) mission is "to ensure student success by providing access to affordable, community-based learning opportunities that meet the educational, cultural, and economic needs of the region." The mission was created in 2013 and reaffirmed in 2017. NNMC focuses on academics, cultural and economic needs, which is consistent with its stated mission.
3. NNMC is designated as a Hispanic Serving Institution with the US Department of Education. NNMC also serves almost 10% Native American Students, but this percentage fluctuates between 8 and 10 every year. NNMC's service area is within one of the most underserved regions of the state, including Hispanic communities that constitute 70.8% of the population and Eight Northern Pueblos (Native American) that constitute 18% of the population. This is consistent with NNMC's vision as a "Hispanic and Native American-serving comprehensive institution that will be recognized nationally for cultural sustainability, quality student learning and developing economically strong communities among diverse populations."

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

1.C - Core Component 1.C

The institution understands the relationship between its mission and the diversity of society.

1. The institution addresses its role in a multicultural society.
2. The institution's processes and activities reflect attention to human diversity as appropriate within its mission and for the constituencies it serves.

Rating

Met

Rationale

1. NNMC serves a diverse population that close to mirrors the communities it serves. NNMC's vision is to be a "Hispanic and Native American-serving comprehensive institution that will be recognized nationally for cultural sustainability, quality student learning and developing economically strong communities among diverse populations." NMC has an office of Equity and Diversity (OED) and has a Chief Diversity Officer (CDO). OED's goal is to become a campus and community resource that helps address wide-ranging issues of equity, diversity, and justice that engage issues of access, success, and community health. It does this through three pillars of engagement – critical education, social justice, and beloved community.
2. As part of its strategic plan, NNMC has implemented the "J.E.D.I." (justice, equity, diversity, and inclusion) principles. NNMC has worked with its local partners that serve the community to launch many initiatives. These include the Grassroots Institute for Fundraising Training, NM Health Equity Partnership and the 2018 Northern New Mexico Kids Count Conference. NNMC has also planned international study abroad programs, but the 2020 trip was cancelled due to COVID-19.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

1.D - Core Component 1.D

The institution's mission demonstrates commitment to the public good.

1. Actions and decisions reflect an understanding that in its educational role the institution serves the public, not solely the institution, and thus entails a public obligation.
2. The institution's educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.
3. The institution engages with its identified external constituencies and communities of interest and responds to their needs as its mission and capacity allow.

Rating

Met

Rationale

1. NNMC serves a diverse area with high poverty rates. NNMC offers an affordable education at under \$200 per credit hour for in-district residents. NNMC offers dual-credit opportunities with local high schools and offers an adult education program, including an ESL component. NNMC also offers programs to help migrant workers further their education.
2. As a not-for-profit public institution, NNMC does not generate financial returns for investors, parent organizations or external interests.
3. NNMC engages with local businesses for advisory committees, local schools for dual enrollment, governmental entities, and the community to meet its needs. NNMC also engages with the Los Alamos National Laboratories (LANL). Numerous meetings take place between campus leaders such as the president, provost, and constituents in the community such as LANL and other business entities.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

1.S - Criterion 1 - Summary

The institution's mission is clear and articulated publicly; it guides the institution's operations.

Rationale

Northern New Mexico College's (NNMC's) mission is "to ensure student success by providing access to affordable, community-based learning opportunities that meet the educational, cultural, and economic needs of the region." NNMC serves a diverse population that close to mirrors the communities it serves. NNMC serves a diverse area with high poverty rates. NNMC serves in-district students with a tuition rate under \$200 per credit hour. NNMC's mission was created with input from many stakeholders and is communicated through multiple channels.

2 - Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible.

2.A - Core Component 2.A

The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows policies and processes for fair and ethical behavior on the part of its governing board, administration, faculty, and staff.

Rating

Met

Rationale

1. NNMC's lack of control from 2011 to 2016 led to an unspecified amount of funds being embezzled. Since that time, NNMC has hired a Vice President for Finance and Administration who holds a CPA, a Financial Comptroller, a Compliance Officer, and two staff accountants. NNMC plans to hire two additional staff accountants this year. NNMC's Board of Regents (BOR) also voted to redesign its internal control systems and voluntarily adopted the State of New Mexico's procurement code. NNMC states that findings from audits have been reduced from 41 to 13 and that more needs to be done. Through this troubling time, NNMC has been transparent and in constant communication with the Higher Learning Commission, therefore the team believes that formal monitoring is not necessary. In other issues, NNMC has numerous policies to guide the conduct of employees and the Board. These policies include Code of Conduct and a Conflict of Interest policies. All new employees are trained on NNMC's Respectful Campus policy and all employees receive Title IX training annually.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.B - Core Component 2.B

The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.

Rating

Met

Rationale

1. Requirements of all academic programs, tuition and fees, and accreditation relationships are publicly available on NNMC's website. Information on all faculty and staff can be found in the directory on the College's website. NNMC does not mention the directory, but this could be a valuable addition to their next accreditation argument. Other forms of communication include academic degree plans, the schedule of classes, and the College's mobile app.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.C - Core Component 2.C

The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity.

1. The governing board's deliberations reflect priorities to preserve and enhance the institution.
2. The governing board reviews and considers the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
3. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external parties when such influence would not be in the best interest of the institution.
4. The governing board delegates day-to-day management of the institution to the administration and expects the faculty to oversee academic matters.

Rating

Met

Rationale

1. NNMC presents meeting minutes from Board of Regents (BOR) meetings indicating that the Board's deliberations do in fact reflect priorities to preserve and enhance the institution. Decisions include granting tenure, approving budgets, approving collective bargaining agreements and approving strategic plans.
2. Board meetings are open to the public and have time set-aside for public comment. Board meetings also allow time for internal constituents to present to the Board. The Board has numerous committees, including the Student and Academic Affairs Committee that advises the BOR on all matters, activities, and policies, related to the NNMC fulfilling its responsibilities in teaching, research, diversity, community outreach, and service. Meeting minutes provided do show that the board reviews and considers the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
3. NNMC's Code of Conduct policy includes language on conflict of interest that ensures that the BOR and high-level administration act in the best interest of the institution. Board bylaws state that Board members are appointed by the governor and confirmed by the state Senate; the student member (appointed for a two-year term) is selected from a list provided by the President; no more than three board members may be of the same political party; and, appointments are for six-year terms. In addition, BOR members must abstain from any pecuniary interest that may be either directly or indirectly related to NNMC.
4. NNMC's President, is the College's chief executive officer and supervises and controls all day-to-day business and affairs. The President executes policies and implements identified goals through day-to-day management. The President serves as the Board's designated representative with respect to all matters concerning employer-employee matters, including evaluations, in accordance with college procedures. The President manages and controls college property and enters into contracts on behalf of NNMC, as authorized by the BOR. Finally, the President cooperatively participates in planning NNMC's long-term goals and serves as the BOR's

administrative arm in carrying out those goals. The BOR approves all long-term goals. NNMC is urged to include policies in this section as evidence.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.D - Core Component 2.D

The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.

Rating

Met

Rationale

1. NNMC presents its Freedom of Expression and Dissent policy. This policy states, “As an institution that exists for the express purposes of education, research, and public service, NNMC is dependent upon the unfettered flow of ideas, not only in the classroom and the laboratory but also in all college activities. As such, protecting freedom of expression is of central importance to NNMC.” “NNMC is committed to tolerating all peaceful speech activities carried out upon the campus unless those activities destroy or materially damage property, materially disrupt other legitimate college activities, or create a substantial health or safety hazard. This policy applies to all buildings, grounds, and property owned or controlled by NNMC. Speech activities protected by this policy include speechmaking, praying, the distribution of written materials, picketing, assembling in groups, demonstrating, sidewalk chalking, erecting symbolic structures, and any other actual or symbolic speech or conduct intended to communicate an idea.”

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.E - Core Component 2.E

The institution's policies and procedures call for responsible acquisition, discovery and application of knowledge by its faculty, students and staff.

1. The institution provides effective oversight and support services to ensure the integrity of research and scholarly practice conducted by its faculty, staff, and students.
2. Students are offered guidance in the ethical use of information resources.
3. The institution has and enforces policies on academic honesty and integrity.

Rating

Met

Rationale

1. NNMC has an Institutional Review Board (IRB) responsible for the protection of human participants. NNMC's IRB has at least five members with varying backgrounds. Any IRB regularly reviewing research involving a vulnerable category of participants must include at least one person primarily concerned with the welfare of these participants. Further, the IRB must include at least one scientist and at least one non-scientist, as well as at least one member who is not otherwise affiliated with NNMC. This individual should be knowledgeable about the local community and willing to discuss issues and research from that perspective. NNMC's IRB meets these requirements. In addition, NNMC's Institutional Animal Care and Use Committee (IACUC) was founded in 2018 as a response to an institutional need to participate in animal research in laboratories and in the field.
2. Students are offered guidance in the ethical use of information resources by individual faculty members, in English and Writing Intensive Courses, through library resources and meetings with library staff, and a web page dedicated to plagiarism. Policies are available in the student handbook and course catalog.
3. Policies on academic honesty and integrity are in the student handbook and the research misconduct policy. NNMC provides a document showing the process that is used to deal with violations of these policies.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.S - Criterion 2 - Summary

The institution acts with integrity; its conduct is ethical and responsible.

Rationale

NNMC had a long-term instance of embezzlement. NNMC made many process changes and findings from audits have been reduced from 41 to 13. Since then, NNMC has been transparent and in constant communication with the Higher Learning Commission, therefore the team believes that formal monitoring for this issue is not necessary. Meeting minutes from the NNMC Board of Regents (BOR) meetings indicate that the Board's deliberations do in fact reflect priorities to preserve and enhance the institution.

3 - Teaching and Learning: Quality, Resources, and Support

The institution provides high quality education, wherever and however its offerings are delivered.

3.A - Core Component 3.A

The institution's degree programs are appropriate to higher education.

1. Courses and programs are current and require levels of performance by students appropriate to the degree or certificate awarded.
2. The institution articulates and differentiates learning goals for undergraduate, graduate, post-baccalaureate, post-graduate, and certificate programs.
3. The institution's program quality and learning goals are consistent across all modes of delivery and all locations (on the main campus, at additional locations, by distance delivery, as dual credit, through contractual or consortial arrangements, or any other modality).

Rating

Met

Rationale

1. NNMC offers 15 certificates, 20 associate degrees and 10 bachelor's degrees. NNMC sets prerequisites for courses where necessary and provides developmental education when needed. NNMC's general education requirements follow the requirements of the New Mexico Higher Education Department's policies, procedures, and recommendations. This includes the recent implementation of a statewide common course numbering system. All programs are reviewed on a seven-year cycle. All associate degrees require a minimum of 60 college-level credit hours, and bachelor's degrees require a minimum of 120 credit hours. All curriculum is approved by NNMC's curriculum committee and new programs require approval of the Educational Policy Committee followed by the approval of the Faculty Senate, Provost, President, and Board of Regents in that order.
2. NNMC provides examples of learning goals for its programs. The evidence includes curriculum maps showing where each goal is assessed and the minimum level of student achievement for each goal. Most, but not all, of the examples are from programs with third-party accreditation. This evidence is sufficient, but NNMC is urged to include more examples from non-accredited programs in its next accreditation argument.
3. NNMC indicates that student learning outcomes in syllabi are the same for all modes of delivery (face-to-face, hybrid, online, and dual credit courses). NNMC provides a single template syllabus, but this does not provide evidence that all syllabi are the same. NNMC is urged to provide actual syllabi in the future and a process to ensure that course descriptions and learning outcomes are consistent. All NNMC courses use Blackboard, and all NNMC faculty who teach online and hybrid courses are required to take college-sponsored online training. Beginning in May of 2019, NNMC instituted an Online Course Review and Approval

Process where faculty need to demonstrate evidence that they are trained and qualified to teach in an online environment using the available Learning Management System and technologies. Fully online courses must demonstrate through the Online Course Review Process that they meet 85% of Quality Matters standards. All online courses taught beginning in Spring 2020 must have the full approval of the Online Review Committee (ORC) and be taught by a credentialed faculty member. This applies to all full-time, part-time, and adjunct faculty.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.B - Core Component 3.B

The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of broad learning and skills are integral to its educational programs.

1. The general education program is appropriate to the mission, educational offerings, and degree levels of the institution.
2. The institution articulates the purposes, content, and intended learning outcomes of its undergraduate general education requirements. The program of general education is grounded in a philosophy or framework developed by the institution or adopted from an established framework. It imparts broad knowledge and intellectual concepts to students and develops skills and attitudes that the institution believes every college-educated person should possess.
3. Every degree program offered by the institution engages students in collecting, analyzing, and communicating information; in mastering modes of inquiry or creative work; and in developing skills adaptable to changing environments.
4. The education offered by the institution recognizes the human and cultural diversity of the world in which students live and work.
5. The faculty and students contribute to scholarship, creative work, and the discovery of knowledge to the extent appropriate to their programs and the institution's mission.

Rating

Met

Rationale

1. NNMC follows the general education requirements as stipulated by the New Mexico Higher Education Department. This includes 22 credit hours in communication, mathematics, science, social and behavioral sciences, humanities, and creative and fine arts. In addition, NNMC's Faculty Senate requires that each content area is required to include a subset of essential skills including communication, critical thinking, quantitative reasoning, personal and social responsibility, and information & digital literacy. NNMC's General Education Committee ensures that all courses added to these requirements are appropriate to NNMC's overall mission, educational offerings, and degree levels.
2. The program of general education at NNMC is grounded in a philosophy or framework adopted from the New Mexico State-Wide General Education Taskforce. It imparts broad knowledge and intellectual concepts to students and develops skills and attitudes that NNMC believes every college-educated person should possess. This allows each institution to develop a specific curriculum for an additional nine hours. Therefore, NNMC's faculty chose two curriculum tracks, one for STEMH majors and one for all others. Both require students to take a course in speech and civics, while the third varies for each track.
3. All NNMC degree programs require students to complete the College's general education requirements, and bachelor's degree programs also require students to take a Writing Intensive Course. All courses in communications, science, and fine arts engage students in collecting, analyzing, and communicating information; in mastering modes of inquiry or creative work;

- and in developing skills adaptable to changing environments. Other skills that students are engaged in include critical thinking, quantitative reasoning, information and digital literacy, and personal and social responsibility.
4. NNMC students are required to take a course in Humanities, History, Philosophy, or Chicano and Pueblo Indian Studies. 72 percent of NNMC students identify as Hispanic and 8 percent as Native American. NNMC has an Office of Equity and Diversity (OED) that helps focus on cultural diversity, including Black History Month, Martin Luther King Day, Hispanic Heritage Month and the Gay-Straight Alliance. A variety of co-curricular activities focus on diversity and culture.
 5. Scholarly activity is one of the four criteria which is evaluated when a faculty member applies for tenure. Scholarly activity is also one of the activities evaluated in the yearly faculty evaluation. NNMC also identifies numerous student research and field experience opportunities, including the Annual Research Symposium, the New Mexico Alliance for Minority Participation Student Research Conference, and the New Mexico IDeA Networks of Biomedical Research Excellence. Creative works are also on display in student activities and club events.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.C - Core Component 3.C

The institution has the faculty and staff needed for effective, high-quality programs and student services.

1. The institution has sufficient numbers and continuity of faculty members to carry out both the classroom and the non-classroom roles of faculty, including oversight of the curriculum and expectations for student performance; establishment of academic credentials for instructional staff; involvement in assessment of student learning.
2. All instructors are appropriately qualified, including those in dual credit, contractual, and consortial programs.
3. Instructors are evaluated regularly in accordance with established institutional policies and procedures.
4. The institution has processes and resources for assuring that instructors are current in their disciplines and adept in their teaching roles; it supports their professional development.
5. Instructors are accessible for student inquiry.
6. Staff members providing student support services, such as tutoring, financial aid advising, academic advising, and co-curricular activities, are appropriately qualified, trained, and supported in their professional development.

Rating

Met

Rationale

1. Since fall of 2016, NNMC has moved from 37 to 53 lines for full-time faculty, of which, 25 have terminal degrees. Based on a study of similar institutions, NNMC increased faculty salaries to make it more competitive and reduce turnover. Faculty are required to teach 12 credit hours per semester and hold five office hours per week. Faculty also develop and update the curriculum and engage in assessment activities. Although more faculty have been hired, it is still unclear if NNMC has “sufficient numbers” of faculty members. NNMC is urged to use a study similar to the salary survey to determine how its numbers of faculty compare to similar institutions. Furthermore, the successful completion of the outstanding searches will be important to substantiating the claim that the each program is sufficiently staffed by full-time faculty.
2. NNMC gives primary consideration to the highest earned degree in the discipline. The same qualification process applies to dual credit and all college faculty. The College also considers competence, effectiveness, and professional capacity, including, as appropriate, professional licensure and certifications, undergraduate and graduate degrees, related work experiences in the field, professional honors and awards, academic and/or regional community service, and continuous documented excellence in teaching. NNMC follows the minimum faculty qualifications as required by the Higher Learning Commission.
3. Faculty members at NNMC are evaluated on a yearly basis using the process as stipulated in the faculty collective bargaining agreement. Students also have the opportunity to evaluate

- faculty performance in every class. Student evaluations are reviewed by department chairs.
4. NNMC acknowledges that opportunities for professional development have been limited due to a lack of funding. Funding is available through grants, but these are often to faculty in STEMH fields. Faculty are required to complete training to teach online, and training is completed during convocation. That being said, education is the primary focus of the College, therefore, offering more opportunities for faculty professional development is important. Before the next review, in order to show evidence that the institution adequately supports faculty development, the college may need further examples and budget decisions that show that it values professional development.
 5. NNMC faculty are required to hold five office hours per week. Faculty contact information is also available on NNMC's main website. NNMC's student to instructor ratio is 12 for lower-division courses and under 9 for upper-division. NNMC faculty also advise students. This argument could be strengthened by including policies indicating how soon faculty are required to answer communications from students.
 6. All student support service positions at NNMC have job descriptions that outline the duties and qualifications for each position. Job descriptions and interviews drive hiring decisions. Once hired, NNMC employees are provided training to improve their performance. Employee performance is reviewed for performance improvement purposes. This argument could be strengthened by indicating how performance reviews are tied to training. This is another area where more professional development funding may be necessary.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.D - Core Component 3.D

The institution provides support for student learning and effective teaching.

1. The institution provides student support services suited to the needs of its student populations.
2. The institution provides for learning support and preparatory instruction to address the academic needs of its students. It has a process for directing entering students to courses and programs for which the students are adequately prepared.
3. The institution provides academic advising suited to its programs and the needs of its students.
4. The institution provides to students and instructors the infrastructure and resources necessary to support effective teaching and learning (technological infrastructure, scientific laboratories, libraries, performance spaces, clinical practice sites, museum collections, as appropriate to the institution's offerings).
5. The institution provides to students guidance in the effective use of research and information resources.

Rating

Met

Rationale

1. NNMC provides typical student support services including, advising (required during the first year), registration, financial aid, counseling, library (with over 50 computers), accessibility services, writing center, math center, peer tutoring, tutors embedded in classes, new student orientation, and a first-year experience course. NNMC uses Blackboard as its LMS. These services are typical, but it does not indicate if they are suited to the needs of NNMC's student populations. NNMC could consider ways to determine if the support resources are sufficient to meet its students' needs.
2. NNMC provides developmental courses in English and mathematics to transition developmental students into college-level courses. Co-requisite courses have been developed in English and mathematics (MATH 100NL) to accelerate the progression of students through developmental courses. NNMC uses ACT, SAT, and Accuplacer for placement and is currently piloting multiple measures including high school GPA and high school coursework. Although placement is mandatory, there is a mechanism in place for students to appeal the placement decision.
3. All NNMC students are assigned an advisor based on their program, but generally meet with a non-program advisor during their first year. Advisors seek out students during their first semester by visiting all First Year Experience courses during the first few weeks of the semester. Some departments have mandatory advising. As in 3.D.1, the resources, policies and processes are in place, but NNMC could strengthen this argument by providing evidence from the students' perspective that advising is meeting their needs.
4. NNMC uses Banner and Blackboard. NNMC has health care simulation labs that include manikins and room replay systems to help faculty review student performance. NNMC has labs for all science related fields, including biology, chemistry, physics, environmental sciences,

and astronomy. NNMC offers numerous, program specific equipment labs to help students gain the skills needed in their respective fields. Although these are typical, this argument could be strengthened by including evidence indicating that the resources are sufficient.

5. Typically, faculty provide students guidance in the effective use of research and information resources. Students learn about plagiarism in English courses and Writing Intensive Courses. Students can also get help from library staff in research consultations. Research consultation appointments last between 30 minutes to an hour and allow students time to individually meet with library staff to refine a research topic, develop search strategies, and identify appropriate sources. Students are also given guidance in research in Research Experience for Undergraduates (REU) courses, practicums, capstone courses, and faculty-mentored projects. NNMC also has a webpage dedicated to plagiarism and how it can be avoided.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.E - Core Component 3.E

The institution fulfills the claims it makes for an enriched educational environment.

1. Co-curricular programs are suited to the institution's mission and contribute to the educational experience of its students.
2. The institution demonstrates any claims it makes about contributions to its students' educational experience by virtue of aspects of its mission, such as research, community engagement, service learning, religious or spiritual purpose, and economic development.

Rating

Met

Rationale

1. Co-curricular programs at NNMC have the purpose to transform the student experience by promoting co-curricular activities in the following areas: Health & Wellness, Social and Personal Growth, Culture & Identity, Student Leadership & Engagement, Campus and Community, and Career & Lifelong Learning. To guarantee that co-curricular programs contribute to the educational experience of students, a co-curricular assessment cycle has been developed and used since 2017, but no results are presented. NNMC identifies the library, tutoring, the Trickster publication and student clubs as co-curricular. Evidence that would strengthen this argument includes results from assessment, co-curricular assessment, and description of how co-curricular activities are identified.
2. The mission states that the institution will provide learning opportunities to meet "the need of its region, " and many of the co-curricular events and activities connect with the people and interests of the wider community. NNMC has an annual research symposium that is open for student and community participation. NNMC also offers community engagement activities such as the 2019 Espanola Community Matanza, a career fair, free concerts, and art exhibits. NNMC students and faculty engage in service-learning activities. NNMC faculty provided lessons to local elementary and middle school students. NNMC faculty have also coordinated with experts to provide speakers on various topics of interest to students and the community.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.S - Criterion 3 - Summary

The institution provides high quality education, wherever and however its offerings are delivered.

Rationale

NNMC follows the general education requirements as stipulated by the New Mexico Higher Education Department. All NNMC degree programs require students to complete the College's general education requirements, and bachelor's degree programs also require students to take a Writing Intensive Course. NNMC acknowledges that opportunities for faculty professional development have been limited due to a lack of funding. Offering more opportunities for faculty professional development is important to maintaining quality programming. NNMC provides typical student support services including, advising (required during the first year), accessibility services, writing center, math center, peer tutoring, tutors embedded in classes, new student orientation, and a first-year experience course.

4 - Teaching and Learning: Evaluation and Improvement

The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

4.A - Core Component 4.A

The institution demonstrates responsibility for the quality of its educational programs.

1. The institution maintains a practice of regular program reviews.
2. The institution evaluates all the credit that it transcripts, including what it awards for experiential learning or other forms of prior learning, or relies on the evaluation of responsible third parties.
3. The institution has policies that assure the quality of the credit it accepts in transfer.
4. The institution maintains and exercises authority over the prerequisites for courses, rigor of courses, expectations for student learning, access to learning resources, and faculty qualifications for all its programs, including dual credit programs. It assures that its dual credit courses or programs for high school students are equivalent in learning outcomes and levels of achievement to its higher education curriculum.
5. The institution maintains specialized accreditation for its programs as appropriate to its educational purposes.
6. The institution evaluates the success of its graduates. The institution assures that the degree or certificate programs it represents as preparation for advanced study or employment accomplish these purposes. For all programs, the institution looks to indicators it deems appropriate to its mission, such as employment rates, admission rates to advanced degree programs, and participation rates in fellowships, internships, and special programs (e.g., Peace Corps and Americorps).

Rating

Met With Concerns

Rationale

1. NNMC has a new procedure in place to conduct program reviews every seven years and examine programs in relation to eight areas including enrollment and fiscal data, curriculum and assessment, facilities, job placement, etc. Academic program faculty submit the template to the Provost and a review committee of academic leadership. The Provost forwards a summary and recommendation to the President and Board of Regents. The process was only approved by the Board of Regents in the fall of 2019, and the schedule proceeds for the next seven years. Additionally, NNMC contracted with Gray Associates to inform program ideas or closures. There were two examples of program adjustments following from a program review, but during a time when program review was only initiated after problems were identified. It appears that

this formal process is new, and there were not yet examples of program templates or recommendations to provide evidence that this is a regularly occurring process.

2 & 3 NNMC evaluates all credit that it transcripts, and the process is guided by the academic catalog and the statewide general education common core. As stated, NNMC accepts transfer credits from other accredited Colleges when courses are equal and accepts AP/CIE/CLEP/DSST when scores meet stated requirements. The new statewide general education model is being adopted and NNMC common courses are being aligned.

4. NNMC's Undergraduate Curriculum Committee, part of its Faculty Senate, oversees courses and programs, including updates, considering program currency every three years. minor changes, and pre-requisites. Committee members are guided by the Undergraduate Curriculum Committee Handbook with a charge to "meet documented current or projected educational needs." Program faculty ensure that student learning outcomes meet professional and accreditation standards.

The faculty handbook outlines the policy for faculty credentials that aligns with HLC guidelines and lists minimum educational credentials as well as a tested criteria policy and template that requires department chair and provost approval. These same guidelines apply to high school teachers who are certified to offer NNMC-transcribed courses, in adherence to the NM Statewide Dual Credit Master Agreement.

5. Specialized accreditation relationships appear to be appropriate, up-to-date, and in good standing. These include:
 - Associate Degree in Nursing by ACEN
 - Bachelor of Nursing by CCNE
 - Bachelor of Engineering in Information Engineering technology by ETAC of ABET
 - Bachelor of Business Administration and Associate degrees in business fields by ACBSP
 - Bachelor of Elementary Ed and alternate licensure programs by NCATE/CAEP
6. NNMC examines appropriate indicators to demonstrate the quality of its programs, for example, Graduate surveys from the last three years assessed satisfaction with various students' experience as well as their future plans. A 2019 alumni survey revealed some information about employment trends, and a new contract with GradSTAT provides information about degree, employment and salaries for over 1000 students. Additionally, some accredited programs take additional steps to track graduates and report on employment. Given that students' labor outlook and job placement are part of the new program review template, these types of assessments will receive more systematic attention going forward.

Interim Monitoring (if applicable)

Due to the fact that NNMC's program review process is new and no data have been collected using the new process, the team believes an interim monitoring report is necessary. During the next accreditation cycle in 2025 - 2026, NNMC should submit a written update of program review, with examples of completed templates and reports that are scheduled to occur between fall 2020 and 2025 - 2026. This report should include data for accredited and non-accredited programs and the

assessment of program learning goals.

4.B - Core Component 4.B

The institution demonstrates a commitment to educational achievement and improvement through ongoing assessment of student learning.

1. The institution has clearly stated goals for student learning and effective processes for assessment of student learning and achievement of learning goals.
2. The institution assesses achievement of the learning outcomes that it claims for its curricular and co-curricular programs.
3. The institution uses the information gained from assessment to improve student learning.
4. The institution's processes and methodologies to assess student learning reflect good practice, including the substantial participation of faculty and other instructional staff members.

Rating

Met

Rationale

1. After the 2016 HLC visit and report, considerable work has been done at NNMC to design and establish a thorough, faculty-led assessment process, outlined in the 2017 Committee for Learning Assessment of Students Curricular Assessment Plan. College-wide assessment centers on the four student-learning outcomes: Communication, Critical Thinking, Cultural Sustainability, and Information Competency and Research. Each course includes at least one college-level student learning outcome, and the committee has developed rubrics to assess student work. All college-wide SLOs are assessed in both upper and lower division courses in a two-year cycle. Results are aggregated and presented during an annual Assessment Day, which has been held the last of three years and contributes to documented improvement strategies. Upcoming work on the college-wide assessment includes an important integration with the New Mexico Higher Education Department model that includes common numbering, syllabi, learning objectives, and outlines five essential skills from general education. This work is being done by an ad hoc committee with planned recommendations to faculty senate in the upcoming year. Course and College SLOs are communicated to students on the syllabus, as shown on the syllabus template that was provided, but actual syllabi were not. Whereas the college-wide assessment process is established and underway, program assessment is in a much earlier stage of development. Accredited programs have stated program outcomes, curriculum maps, and a thorough plan for assessing the outcomes. Recently developed plan and report templates provide structure for this reporting for all programs.
2. Three years' worth of reports and Assessment Day agendas show that the college-wide SLOs are collected across the curriculum and used to inform improvements. There was no evidence that non-accredited programs assessed achievement of learning outcomes.

In spring 2017, the co-curricular committee developed a plan for co-curricular assessment that included six co-curricular focus areas and a timeframe for professional development on the topic

and implementation. The committee also developed forms for the plan and reporting, and faculty were trained during a retreat. NNMC provided results from numerous co-curricular assessments. These results are presented on a dashboard and reviewed during an annual retreat. Accountability for the process was strengthened by assigning this responsibility to the newly formed position, Assistant Provost for Student Affairs.

3. Assessment Day action plans from the last three years show that NNMC uses the information collected to improve student learning across the college, for example in 2019, new strategies included introducing electronic presentations in lower level courses with a rubric shared with students, or providing writing samples and assignments related to specific disciplines to illustrate the idea of audience. Five examples of course/program improvements were included from 2019. NNMC acknowledges the need for a revised program review process, including consistent documentation of improvements. The new program review process is currently being implemented. Additionally, the 2017-2018 co-curricular assessment reports include ideas for improvement but would benefit from more consistent collecting and documenting these steps.

4. The institution's processes reflect good practice and involve many faculty and staff. The newly formed Office of Assessment and Accreditation and Director of Assessment will further support the processes that have been recently developed. Faculty involvement is prominent. They serve as departmental representatives on the CSLO committee, assess CSLOs in all of their courses, serve on the ad hoc committee coordinating gen ed and CSOs, and participate in a variety of professional development sessions on assessment that include Convocation, a mandatory Assessment Day, and additional workshops.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

4.C - Core Component 4.C

The institution demonstrates a commitment to educational improvement through ongoing attention to retention, persistence, and completion rates in its degree and certificate programs.

1. The institution has defined goals for student retention, persistence, and completion that are ambitious but attainable and appropriate to its mission, student populations, and educational offerings.
2. The institution collects and analyzes information on student retention, persistence, and completion of its programs.
3. The institution uses information on student retention, persistence, and completion of programs to make improvements as warranted by the data.
4. The institution's processes and methodologies for collecting and analyzing information on student retention, persistence, and completion of programs reflect good practice. (Institutions are not required to use IPEDS definitions in their determination of persistence or completion rates. Institutions are encouraged to choose measures that are suitable to their student populations, but institutions are accountable for the validity of their measures.)

Rating

Met

Rationale

1. NNMC has goals for retention and completion that are incorporated into their 2018-2022 Strategic Direction. These goals have been developed in consideration of benchmarks and disaggregated by gender and race/ethnicity and aligned with the state Accountability in Governing Act quarterly reporting. These goals include, but are not limited to, first-time undergraduate retention of 75 percent or above and a six-year graduation rate of 30 percent or above by 2022. The Strategic Enrollment Plan (2019-2022) outlines objectives for achieving the goals.
2. The Office of Institutional Research provides data and analysis for college wide metrics, department needs, grant-specific reporting, and course/instructor information using Banner. NNMC works closely other New Mexico Higher Education Institutions in the Accountability Work Group to discuss processes and methodologies for collecting and analyzing information.
3. NNMC is pursuing programs and initiatives to improve student retention and overall student success including supportive advising, curriculum review, and in the 2019-2022 Strategic Enrollment Management Plan, action strategies that include identifying students' program of

study early, mandatory advising, mentoring program, connecting students with support staff, and expanding early alert processes. There is not yet evidence on the progress made by these planned initiatives. Future efforts include participating in the 2021 HLC Student Success Academy and becoming a member of Complete College America.

4. The Office of IR works closely with the New Mexico Higher Education Institutions in the Accountability Work Group to inform processes and methodology. The retention report and non-Returning Student analysis make use of typical reporting practices and provide cohort and program-level data.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

4.S - Criterion 4 - Summary

The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

Rationale

NNMC has a new procedure in place to conduct program reviews every seven years and examine programs in relation to eight areas including enrollment and fiscal data, curriculum and assessment, facilities, and job placement. Their credit evaluation and award processes are well-defined, and externally accredited programs appear to be in good standing with the appropriate agencies. After the 2016 HLC visit and report, NNMC has done considerable work to design and establish a thorough, faculty-led assessment process, and new resources have been devoted to supporting assessment across the College. Data are collected regularly for their four college-level outcomes. NNMC has goals for retention and completion that are incorporated into their 2018-2022 Strategic Direction and supported by their Strategic Enrollment Plan. The institution regularly reports data and has the institutional research infrastructure to incorporate data in decision making.

Despite the impressive progress since the last review in designing processes for program review and program assessment, there is not evidence that non-accredited programs have been assessed and evaluated in order to ensure quality and promote continuous improvement. Thus, the team recommends interim reporting on these processes to ensure follow-through on the plans that have been recently developed.

5 - Resources, Planning, and Institutional Effectiveness

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

5.A - Core Component 5.A

The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.

1. The institution has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.
2. The institution's resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.
3. The goals incorporated into mission statements or elaborations of mission statements are realistic in light of the institution's organization, resources, and opportunities.
4. The institution's staff in all areas are appropriately qualified and trained.
5. The institution has a well-developed process in place for budgeting and for monitoring expense.

Rating

Met

Rationale

1. NNMC has sufficient fiscal resources to support its operations. The College relies on tuition and fee revenue, state appropriations and grants and contracts as its primary revenue sources. While NNMC has faced challenges with enrollment and state appropriation, recent CFI scores (FY2018 : 2.33, FY2017: 5.55, FY2016: 4.29, FY2015: 3.3) indicate that the College is financially responsible and has the ability to continue operations and meet its financial obligations. Enrollment as measured by student head count fell significantly in the early part of this decade, dropping from a student head count of 1831 in Fall 2012 to 1052 in Fall 2015. The college saw an uptick in student head count recently, rising from 1096 in Fall 2018 to 1120 in Fall 2019. Full-time head count has risen from 550 in FY2015 to 632 in FY2018 while part-time head count has fallen from 532 to 294 over the same period. NNMC has implemented a Strategic Enrollment Management Plan, upgraded lab and student services facilities, enhanced retention efforts and is strengthening its distance education capabilities and offering to enhance recruitment and retention efforts. Audited financial statements for FY17-19 evidence state appropriations remaining relatively stable (FY17: \$10,705,100, FY18: \$10,437,600, FY19 \$10,739,000).

In 2017, NNMC started a proactive campaign to secure federal and state grant funds by incentivizing academic departments and faculty to secure funding by them to share a percentage of the indirect cost of grant awards. This approach has generated considerable success as evidenced by the college securing a \$2.5 million Title V grant in 2018, a \$1.3 million Upward Bound Grant in 2017, a \$750,000 ECMC Foundation grant in 2019 and more than \$1 million from several National Science Foundation and National Institutes of Health grants.

In an effort to reduce expenses, NNMC has eliminated a VP and executive administrative assistant position, outsourced the payroll function, reorganized the five academic Colleges into two Schools and discontinued low enrollment programs (Wildland Fire Science, Pueblo Indian Studies, Music). Review of BOR meeting minutes evidences a BOR that is highly involved in budget and fiscal oversight.

NNMC has a human resource base sufficient to support its current operations. However, the human resource base seems thinly stretched. The number of full-time faculty lines has increased from 37 in FY 2015-16 to 53 as of Spring 2020 allowing for the faculty to program ratio to rise from 1.6 in 2016 to 2.6 in Spring 2020. However, full-time administrative staff has fallen from 28 in FY2015 to 10 in FY2018 while full-time staff has fallen from 113 to 104 over the same period. Part-time staff has also shown significant reductions over the same period. These employment numbers indicate that the organizational structure has changed significantly over the last five years.

NNMC has two campuses which provide the physical infrastructure to support its operations. The El Rito campus has 9 building and is currently being renovated to house the Branch Community College's technical trades programs which will start in the Fall of 2020. The Espanola campus has 15 buildings with 45 classrooms, 47 laboratories, a gymnasium, a Center for the Arts with a capacity of 360, an Event Center with a capacity of 180, and the Little Theater with a capacity of 80. The Ben Lujan Library features options for both collaborative work and quiet study throughout the building. The Library provides study rooms, tutoring labs, meeting rooms, a computer classroom and a computer lab equipped with a smartboard, speakers, projection screen and projector.

NNMC has the technological infrastructure sufficient to support its operations. A fiber-optics infrastructure provides connectivity for all buildings with wireless internet available across campus. All full-time faculty have assigned computers, students have access to computer labs as well a laptop loan program with more than 150 computers available for students to take home at no cost. The campus community also access to Microsoft Office 365. NNMC Technology Services Banner 9, Blackboard LMS, Genius LMS and ZOOM videoconferencing. IT support includes IT Eagle Helpdesk, IT support for new employees and IT remote support. Classroom technologies are also supported which include departmental computers and equipment such as printers, smartboards, digital projectors, the NNMC Go App, and computer software/network upgrades. The Center for Distance Education has recently added a Distance Education Coordinator and an Instructional Designer to better support online learning at NNMC.

2. Northern New Mexico College is a New Mexico state public institution with no superordinate entity to which any revenues are disbursed.

3. The Five-Year Strategic Direction for the college was developed through a collaborative process led by NNMC's executive team in 2016 and 2017 and was unanimously approved by the BOR in 2017. The mission statement from 2013 was retained as part of the plan because stakeholders agreed it still reflected NNMC's purpose. The mission statement, through the implementation of the Five-Year Strategic Direction plan, has been operationalized across campus through academic program offerings, student support services, and enrollment and retention planning. The team believes the organization, resources and opportunities available at NNMC are sufficient to allow it to continue to strive to fulfill its mission.

4. The hiring process at NNMC is governed by the college hiring policy and all positions are posted with minimum qualifications and educational requirements. A search committee is formed, a screening committee is used to narrow the list of candidates and a structured interview process is completed. Two documents are used to conduct the search process. Faculty searches follow the faculty search procedures and other searches follow the general search procedures. All newly hired full-time faculty attend monthly orientation sessions led by the Provost during their first six months. NNMC is an EEO employer.

Training and professional development opportunities are offered during the fall and spring convocation period before classes begin for the semester. Beginning fall 2020, staff/faculty professional development is being moved online which will allow for convenient tracking for mandatory training such as Title IX, active shooter, purchasing processes, travel policies Blackboard/Zoom training, and grant application training. Other training is provided throughout the year such as student services staff customer service training and respectful campus policy training. In 2018, 31 faculty and staff attended the Team Spirit retreat which provided intensive training on skills for better management of existing conditions at the college.

All faculty teaching online are required to participate in online training. Faculty are also offered opportunities to participate in external conferences and seminars as evidenced by faculty participation in the ESCALA Summer Teaching Retreat in July 2019 and the New Mexico Higher Education Assessment Conference in February 2019. Evidence of faculty participation in discipline specific conferences was not presented, but is limited due to budget constraints.

Given funding limitations, evidence on staff participating in external professional development trainings, conferences and meetings was not provided. Encouraging, and supporting, staff participation in external professional development opportunities is important to ensure currency and relevancy in campus policies, practices and procedures and the assimilation of best practices across the institution.

5. NNMC has a well-developed process for budgeting and monitoring of expenses. The development of the operating budget at NNMC follows the timeline outlined in the operating budget process. Departments receive budget preparation information in late February and submit prepared requests to the Budget Office in early March. Budget hearings run through March with a completed draft operating budget submitted to the Board of Regents in late April. The finalized operating budget is submitted to the New Mexico Higher Education Department (NMHED) by May. Once the operating budget has been approved by NMHED and the State Department of Finance, the budget is loaded into the Banner systems and is available for

departments on July 1. NNMC's budget review process is followed for all unrestricted and restricted spending requests which flow through the Business Office for processing throughout the budget year.

NNMC is required to follow the State of New Mexico Higher Education Department Running Institutional Finance Schedule which provides the deadlines for both the Budget and Funding Requests, as well as financial reporting. NNMC also follows the NMHED Budget Instructions for submitting Operating Budgets and Final Budget Adjustments Requests (BARs). The Board of Regents voluntarily adopted the State of New Mexico Procurement Code appertaining regulations. By doing so, the BOR implemented oversight and review over NNMC's purchasing and contracting functions that are stricter than all other higher education institutions in New Mexico.

NNMC has a well-developed Budget Adjustment Request (BAR) process in place to monitor spending during the budget year. Internal BARs relate to requests to move funds within a given budget (line item adjustments) does not require BOR approval. BARs relating to budget transfers, budget increases and budget decreases required BOR approval. A review of BOR meeting minutes documents BAR discussion and approval as well as budget and expense monitoring by the BOR.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

5.B - Core Component 5.B

The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

1. The governing board is knowledgeable about the institution; it provides oversight of the institution's financial and academic policies and practices and meets its legal and fiduciary responsibilities.
2. The institution has and employs policies and procedures to engage its internal constituencies—including its governing board, administration, faculty, staff, and students—in the institution's governance.
3. Administration, faculty, staff, and students are involved in setting academic requirements, policy, and processes through effective structures for contribution and collaborative effort.

Rating

Met

Rationale

1. The Board of Regents at NNMC is knowledgeable about the College, meets its legal and fiduciary responsibilities and provides oversight of the Colleges financial and academic polices. The Board of Regents (BOR) is composed of five Regents who are nominated and appointed to six-year terms by the Governor of New Mexico with the consent of the Senate. The legal basis for the authority of the BOR is expressed in the New Mexico State Constitution. The control and management of NNMC are vested in the BOR, pursuant to NM Constitution, Art. XII, Sec. 13. Authority for oversight of the institution is defined in the BOR Bylaws which serve as a guide for the BOR in carrying out its constitutional responsibility for the control and management of the institution. The BOR meets monthly and the BOR delegates authority for day-to-day operations of the College to the President.

The BOR has three standing committees' responsible oversight of institutional polices, finances and academics. The Executive Team Committee is responsible for Board bylaws, institutional policy and Board training. The Student and Academic Affairs Committee is responsible for academic programs, student support and enrollment management. The Audit, Finance and Facilities Committee is responsible for institutional budgets and audits and College facilities. Each committee is chaired by a regent and co-chaired by an NNMC Vice President. The committees meet each month within the week prior to the scheduled BOR meeting. Committee information and progress is then shared with the full BOR during regularly scheduled Board meetings.

Review of BOR meeting minutes (12/7/2018, 1/11/2019, 3/22/2019) provides evidence of the BOR oversight of the institutions financial and academic policies and practices as well as evidence of the BOR active engagement in college operations.

On a monthly basis, NNMC's Finance Department prepares a Fiscal Watch Report for review

and discussion at the monthly Audit, Finance and Facilities Committee meetings. The financial report provides an overview of the institution's financial condition for all unrestricted and restricted operational funds and grants throughout the College. Although the NMHED requires all higher education institutions to submit fiscal watch reports on a quarterly basis, NNMC produces fiscal watch reports on a monthly basis to ensure that the BOR is regularly informed about the current financial condition of the institution. In addition, the BOR is also provided individual reports for the following financial areas summarized in the monthly institution-wide fiscal watch report: unrestricted funds, auxiliary programs, institutional grants, student aid, plant funds, capital projects.

Annual Board Retreats provide professional development for the Board. The retreats include a "Deep Dive" agenda item to provide members with an opportunity to develop deeper knowledge of projects, departments and programs at NNMC.

2. NNMC has the governance and administrative structures, policies, and procedures to effectively engage the college community to fulfill its mission. The institution provides multiple engagement opportunities for all internal constituencies to participate in the institution's governance. NNMC's policies and procedures are posted on its website and updated as needed. As evidence of community engagement, in July of 2019, the president held a day long retreat including all staff and faculty in which all college policies were reviewed and recommendations were shared with the policy owners.

Representatives from the Faculty Senate and Student Senate are invited to participate in monthly Board of Regents meetings. Meeting agendas are available fourteen days prior to meeting date, are open to the public and include a public comment item on all meeting agendas.

NNMC's policies and procedures are posted on its website and updated as needed. In Jul 2019, the president held a day long retreat including all staff and faculty during which all college policies were reviewed and recommendations were shared with the policies' owners.

The Provost has an academic affairs committee to vet policies and practices pertaining to academic process. The Faculty Senate participates through the shared governance process on matters affecting instructional programs and the faculty and is guided by the Faculty Senate Constitution and By-Laws. Various Faculty Senate committees provide collaborative engagement opportunities for shared governance in the work of the college. In January 2020, the Faculty Senate developed an ad hoc Sharing Governance group that meets monthly with the President and Provost to discuss policies and practices that impact NNMC.

A review of agendas and meeting minutes for various institutional committees (Distance Education, Strategic Enrollment Management, Space Utilization, Learning Assessment, and Co-Curricular Assessment) between 2017-2019 evidences a wide array of faculty, staff and administrators engaged in the work of the College. Evidence provided documenting strategic planning meetings, open forums and State of the College addresses from the President further indicates an engaged campus community. The "Ask President Bailey" link provides a means of open communication and dialogue between the college president and the students.

3. A review of the faculty senate constitution and by-laws evidences structures, policies and procedures to involve the faculty in setting academic requirements, policy and processes. The constitution and by-laws define seven standing committees of the Faculty Senate: (1) Academic Freedom, Promotion and Tenure, (2) Undergraduate Curriculum, (3) Personnel, (4) Academic

Standards, (5) President's Faculty Advisory, (6) Educational Policy, (7) General Education, and an ad hoc Honors committee. These faculty-led committees are the primary tool through which the Faculty achieves its purpose and ensures shared governance and collaboration.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

5.C - Core Component 5.C

The institution engages in systematic and integrated planning.

1. The institution allocates its resources in alignment with its mission and priorities.
2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
4. The institution plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuations in the institution's sources of revenue, such as enrollment, the economy, and state support.
5. Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

Rating

Met

Rationale

1. NNMC allocates its resources in alignment with its mission and priorities. The annual budget process incorporates both a review of its mission, vision and 2018-2022 strategic plan. The provost conducts annual budget retreats with all deans/chairpersons, and project directors to ensure an open and fair process for considering department budget priorities. A review of the agendas for the 2017, 2018 and 2019 academic affairs budget retreats evidences a collaborative process for making recommendations on budget priorities. Review of 2017-2018 and 2018-2019 Annual Reports for Academic Affairs provides evidence of increasing operating budgets for Academic affairs of 3 percent and 4.5 percent respectively providing for additional faculty and staff lines, as well as salary increases. A review of NNMC's academic budget between FY 2016 and FY 2020 evidences a 15.8 percent increase over the period. Over the same period, the unrestricted budget for instruction and academic support shows an increase of 18.7 percent.
2. NNMC engages in planning processes that include college strategic planning, capital improvement planning, budget planning and monitoring, enrollment planning, space and facilities utilization planning, program planning and review (a new process), and department level strategic planning. NNMC shows evidence of integrated planning. Goal 1 of the college strategic plan (enrollment growth) is linked to, and supported by, the Strategic Enrollment Management Plan which is linked to college budget priorities. The budget increases for Academic Affairs and the increase in new faculty lines are linked to strategic plan goals 2 (Student Success) and 4 (Team Spirit) and also linked to the budget and budgeting process. Co-curricular assessment planning resulted in funding for a Career Services Director and an Assistant Provost for Student Affairs which link to the college strategic plan and the budgeting process. The college's new multiple-use event center was part of the capital improvement plan which is linked to multiple goals in the college strategic plan. A review of academic

department level strategic plans provides evidence of close alignment with the college strategic plan.

3. NNMC has processes and forums in place to provide information and gather input from all constituent groups to be considered in planning processes. Examples at the President level include the Spring State of the College Address, annual Community Budget Forum and weekly email updates sent to both internal and external stakeholders. President and Provost reports at monthly Faculty Senate meeting also provide an opportunity to share perspectives. The NNMC Executive Team hosts quarterly meetings with community leaders, Native-American Pueblos and major employers. A review of meeting agendas (June 2019, Sept. 2019, Feb. 2020) shows evidence of collaboration on community needs and issues. Bi-monthly Academic Leadership and Finance and Administration meetings and monthly Student Affairs Leadership and Faculty Senate meetings provide evidence of stakeholder engagement in college planning processes. Further, NNMC solicits the input of its staff and faculty regarding new policies and changes to policies before they go to the BOR for approval. Monthly BOR meetings are open to the public and there is always a meeting agenda item for public input. At the academic department level, the planning process includes the input of External Advisory Committees composed of local leaders from related industries and business. Input is sought concerning curriculum changes and new program development to keep NNMC's programs current and relevant to employers in the area.

4. NNMC plans on the basis of a sound understanding of its current capacity. The annual budget process considers tuition and fee projections based upon enrollment trends and state funding allocations based on the state outcomes-based funding model which requires an annual review of graduation and course completion data over a three-year period. NNMC actively pursues federal, state and private foundation grants that meet the needs of students and external stakeholder. These efforts have met with considerable success with the audited financial statements for FY2017 and FY2019 reporting that grants and contracts encompassed 31 percent and 33 percent NNMC's budget respectively. In the Spring of 2020, NNMC established the Northern New Mexico College Eagle Corporation under the New Mexico Research Park Academy and Economic Development Act. The Eagle Corporation will seek to partner with local business entities in entrepreneurial enterprises resulting in a diversification of the college's resource portfolio.

5. The college considers emerging factors as it plans for the future. Through its former program review process for programs with identified problems, NNMC determined that, because of demographic shifts in enrollment, the Business and Nursing programs would more effectively serve the community needs if they were offered fully online. NNMC is planning to move these programs to an online modality and has spent two years developing the necessary infrastructure, acquiring technologies for effective delivery and is currently hiring an instructional designer. In response to changing demographics and workforce needs, NNMC works with external entities to develop collaborative responses. Evidence is provided by

NNMC efforts to develop a new career readiness program to add high-demand certificates and associate degrees specific to the licensure requirements for plumbers, pipefitters and related professions. This project is being pursued in collaboration and partnership with the local Plumbers and Pipefitters Union, the local Workforce Development Board, the New Mexico Economic Development Department and others. Further evidence is provided by NNMC's partnership with N3B to address attrition levels of personnel with critical technical skill sets that may occur in the Los Alamos region over the next four to seven years. This partnership is designed to develop an apprenticeship/mentoring program to provide the training needed to support ongoing and anticipated work at Los Alamos National Laboratory. NNMC's five-year agreement with Los Alamos National Laboratory (LANL) to reinvigorate NNMC's Radiation Control Technician (RCT) program to improve the available staffing pipeline of qualified RCTs to more fully meet LANL staffing requirements provides further evidence of planning that meets anticipates emerging factors. LANL has provided over \$1 million dollars in support of this initiative.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

5.D - Core Component 5.D

The institution works systematically to improve its performance.

1. The institution develops and documents evidence of performance in its operations.
2. The institution learns from its operational experience and applies that learning to improve its institutional effectiveness, capabilities, and sustainability, overall and in its component parts.

Rating

Met

Rationale

1. NNMC develops and documents evidence of performance in its operation. The Office of Institutional Research (IR) serves as a central unit for data collection, management and communication. A review of various IR reports including a report on students who leave, annual retentions reports for 2018 and 2019, annual NNMC Fact Book for 2016, 2017, 2018, 2019, Athletics Report, Course Withdrawal Analysis and the 2019 Tuition Promise Study provides strong evidence that the college develops and documents evidence of its performance. The Office of Institutional Research posts a Calendar of Reports on its website each Fall for planning purposes. IR also posts Graduate and Employer survey results, as well as other survey results, on its website which are available for public review. A review of Annual Performance Effectiveness Reports (2016, 2017, 2018, 2019), produced by the Council of University Presidents for New Mexico, documents college specific performance indicators on effective and efficient use of resources, accessible and affordable education, student progress and success and academic quality. IPEDS data are generated and used for benchmarking to evaluate key measures including cost of attendance, enrollment and graduation rates. The Provost publishes the Annual Academic Report, Retention Reports and Semester Enrollment Statistics reports. A review of these reports for 2017, 2018, 2019 provides significant evidence that the college documents performance in its operations.
2. NNMC shows evidence of learning from its operational experience and using that learning to improve. Evidence provided by the Office of Institutional Research (IR) produced Tuition Promise Study was used by the BOR to discontinue the 4-year flat tuition pledge because it showed no evidence for recruitment and retention improvements. Evidence was also provided that analysis of the Retention Study resulted in NNMC developing and implementing an integrated, campus-wide approach to first-year student retention that includes mandatory advising, a required first-year experience course and a revised new student orientation. A review of BOR meeting minutes offers evidence of financial actions taken as a result of financial audits.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

5.S - Criterion 5 - Summary

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

Rationale

NNMC has worked diligently to increase its revenue and reduce expenses to ensure its resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. NNMC uses a strategic planning process that includes input from most stakeholders to plan for the future.

Review Dashboard

| Number | Title | Rating |
|--------|--|-------------------|
| 1 | Mission | |
| 1.A | Core Component 1.A | Met |
| 1.B | Core Component 1.B | Met |
| 1.C | Core Component 1.C | Met |
| 1.D | Core Component 1.D | Met |
| 1.S | Criterion 1 - Summary | |
| 2 | Integrity: Ethical and Responsible Conduct | |
| 2.A | Core Component 2.A | Met |
| 2.B | Core Component 2.B | Met |
| 2.C | Core Component 2.C | Met |
| 2.D | Core Component 2.D | Met |
| 2.E | Core Component 2.E | Met |
| 2.S | Criterion 2 - Summary | |
| 3 | Teaching and Learning: Quality, Resources, and Support | |
| 3.A | Core Component 3.A | Met |
| 3.B | Core Component 3.B | Met |
| 3.C | Core Component 3.C | Met |
| 3.D | Core Component 3.D | Met |
| 3.E | Core Component 3.E | Met |
| 3.S | Criterion 3 - Summary | |
| 4 | Teaching and Learning: Evaluation and Improvement | |
| 4.A | Core Component 4.A | Met With Concerns |
| 4.B | Core Component 4.B | Met |
| 4.C | Core Component 4.C | Met |
| 4.S | Criterion 4 - Summary | |
| 5 | Resources, Planning, and Institutional Effectiveness | |
| 5.A | Core Component 5.A | Met |
| 5.B | Core Component 5.B | Met |
| 5.C | Core Component 5.C | Met |
| 5.D | Core Component 5.D | Met |
| 5.S | Criterion 5 - Summary | |

Review Summary

Interim Report(s) Required

Due Date

Not Set.

Report Focus

To be embedded with NNMC's Comprehensive Evaluation.

Due to the fact that NNMC's program review process is new and no data have been collected using the new process, the team believes an embedded report is necessary. During the next accreditation cycle in 2025 - 2026, NNMC should submit a written update of program review, with examples of completed templates and reports that are scheduled to occur between fall 2020 and 2025 - 2026. This report should include data for accredited and non-accredited programs.

Conclusion

NNMC has made good progress in assessment and program review. The College has created a mechanism for program review, but it is new and no evidence of using the new process for non-accredited programs was provided. Prior to the development of the new process, programs were only reviewed after problems were identified. As an example, programs would be reviewed if enrollments had decreased and the programs were in jeopardy. A healthy program review process may identify problems before programs get into trouble. The new process, when implemented across all programs will help NNMC excel in its quality improvement efforts.

Overall Recommendations

Criteria For Accreditation

Met With Concerns

Sanctions Recommendation

No Sanction

Pathways Recommendation

Eligible to choose

Institutional Status and Requirements Worksheet

INSTITUTION and STATE: Northern New Mexico College, NM

TYPE OF REVIEW: Open Pathway Assurance Review

DESCRIPTION OF REVIEW:

DATES OF REVIEW: 6/29/2020 -

No Change in Institutional Status and Requirements

Accreditation Status

Nature of Institution

Control: Public

Recommended Change: no change

Degrees Awarded: Associates, Bachelors

Recommended Change: no change

Reaffirmation of Accreditation:

Year of Last Reaffirmation of Accreditation: 2015 - 2016

Year of Next Reaffirmation of Accreditation: 2025 - 2026

Recommended Change: no change

Accreditation Stipulations

General:

The institution is approved at the following program level(s): Associate's, Bachelor's

The institution is not approved at the following program level(s): Master's, Specialist, Doctoral

Recommended Change: no change

Additional Location:

Prior HLC approval required.

Recommended Change: no change



Institutional Status and Requirements Worksheet

Distance and Correspondence Courses and Programs:

Approval for distance education is limited to courses. The institution has not been approved for correspondence education.

Recommended Change: no change

Accreditation Events

Accreditation Pathway

Open Pathway

Recommended Change: no change

Upcoming Events

Comprehensive Evaluation: 2025 - 2026

Recommended Change: no change

Quality Initiative Report: 06/02/2025

Other

Recommended Change: no change

Quality Initiative Proposal: 06/01/2023

Other

Recommended Change: no change

Monitoring

Upcoming Events

None

Recommended Change: Due next visit 2025-2026. An embedded report on the results of the program evaluation process which includes data from years 2020 until the next site visit.



Institutional Status and Requirements Worksheet

Institutional Data

| Educational Programs | | Recommended Change: |
|-----------------------|----|---------------------|
| Undergraduate | | |
| Certificate | 15 | _____ |
| Associate Degrees | 21 | _____ |
| Baccalaureate Degrees | 10 | _____ |
| Graduate | | |
| Master's Degrees | 0 | _____ |
| Specialist Degrees | 0 | _____ |
| Doctoral Degrees | 0 | _____ |

Extended Operations

Branch Campuses

Espanola Campus, 921 Paseo de Onate, Espanola, NM, 87532

Recommended Change:

Additional Locations

None

Recommended Change:

Correspondence Education

None

Recommended Change:

Distance Delivery

None

Recommended Change:

Contractual Arrangements

None

Recommended Change:

Institutional Status and Requirements Worksheet

Consortial Arrangements

None

Recommended Change:
