

Office of the President

September 9, 2019

Dear HLC Institutional Actions Council Members:

Luna Community College is grateful for the opportunity to respond to the recommendation of the IAC panel that our group appeared before on Aug. 12, 2019. The institution's team enjoyed meeting with the IAC hearing committee and its members. The hearing committee was well-chosen, its members fair in their questioning and mindful and respectful of our responses during the hearing. Their concerns with shared governance, our governing board and our enrollment and financial challenges were understandable, and we addressed these concerns to the best of our ability. The campus community has been briefed on the hearing, and the institution feels that the committee acted appropriately, professionally and thoroughly in reviewing our post-site visit response, for which we are grateful.

With respect to Core Component 2A not being met, we concur with the IAC hearing committee's rationale concerning the governance of Luna Community College. The faculty, staff and student senates and academic leadership have drafted resolutions (previously submitted to HLC) related to this subject and are working toward ratification and presenting them to the Board of Trustees during the board's October meeting. The groups will post the resolutions on the institution's website once they are ratified. The IAC committee asked about clear evidence to support improvements in morale among the employees of the institution. In order to improve upon anecdotal evidence presented at the Aug. 12 hearing, between Aug. 30 and Sept. 4, 2019, a campus climate survey was distributed to all employees of the institution, including those at the off-campus sites, to address the issue of campus morale (**Exhibit A**). The institution has 210 combined full-time, adjunct and hourly employees and of that total, 124 received surveys that were individually handed out with 100 surveys returned (80.6 %). A group of volunteer staff and faculty compiled the results of the survey. The purpose of the survey is twofold: first, it will provide data about campus climate and measure the existing sentiments of employees, and second, it will provide a basis from which to make improvements going forward. Now that the fall semester has begun and all faculty are under contract, the drafted Board of Trustees policies 1520 and 1600 (previously submitted to HLC) will be taken up by the Shared Governance Council for review and distribution to the institution's employees via their respective senates and group representatives. Once the policies have been reviewed by college employees and a consensus given through shared governance, the policies will go to the governing board at either the October or November regular meeting for approval and adoption.

With respect to Core Component 5A (not met), LCC concurs with the IAC hearing committee's rationale, in that the institution has not demonstrated strong evidence of a financial plan to

support its strategic plan. A tangible financial plan is being established with the help of an outside entity that can assist in developing an unbiased plan to maintain the stability of the institution and its ability to sustain itself over a minimum of five years. Because the enrollment decline over the past several years has not been addressed in relation to the fiscal liability of the institution, these trends in declining enrollment have significantly reduced the institution's revenue. Meanwhile, the cost of doing business has increased, given that the institution has not increased tuition and or fees during the time of enrollment drops. The institution will use its fall 2019 semester student enrollment numbers to help establish reasonable target projections for the 2020-21 academic year through the 2024-25 academic year and to assess the need for fiscal overhaul. The institution is pleased to report that as of census day, Sept. 6, 2019, there was a 7 percent headcount increase from the same time last fall and a 4 percent increase in student credit hours also in comparison to last fall (**Exhibit B**). Since we are currently still in the process of addressing our financial challenges via our transformation plan, the institution agrees that Dec. 31, 2019, is an appropriate time for interim reporting to occur, documenting whether the institution has stabilized its ongoing financial resource base funding and has assessed the development of a long-term plan for funding. The institution recognizes that it has failed to meet Assumed Practice D.3. The institution is working on addressing its long-term financial sustainability and will have a working plan within the next six months.

The facilities master plan is a priority for the institution. The institution in September of 2016 entered into an agreement with Yearout Energy Services to perform an investment grade audit at a cost of \$82,415. The audit was completed and certified by the State of New Mexico's Energy, Minerals and Natural Resources Department in October of 2018. The institution will use the outcomes of this energy audit to serve as the first phase of its facilities master plan. The audit report, once obtained by the institution, will provide data and recommendations on utility cost savings, operations and maintenance cost savings, recommendations on deferred maintenance and capital renewal needs, assess the improvement of indoor learning environments, assist on improving equipment and system reliability and equipment standardization. The institution will evaluate the audit plan and determine next step with its facilities master plan. If the institution can improve on its energy efficiency, it will also help with its financial stability and sustainability.

With respect to Core Component 5B, now met with concerns, the institution concurs with the IAC's revised designation. The new policies that are to be adopted by the LCC Board of Trustees during its October meeting will ensure better engagement between the governing board and the campus community. The board will continue to make strides in developing a better relationship with the campus shared governance groups. As the institution moves forward with its new policies and procedures, it will monitor itself to ensure that polices are taking hold and that a good relationship continues to evolve between the governing board and the campus community. Prescribed training for the board, particularly with regard to financial oversight and long-term planning, will greatly improve the way in which the board oversees the educational and financial stability of the institution. Given that all seven (7) board seats are up for election, there is an opportunity for learning, growth and cohesive direction made possible by a newly elected board come November. The Foundation continues to meet and progress on its mission to assist students with scholarship funding. The Foundation has had two more meetings, Aug. 23 and Sept. 5, since the institution reported the Foundation's first meeting (**Exhibit C**). Also, as mentioned in the

prior response, revised Foundation bylaws and new Memorandum of Understanding with the institution will allow for greater accountability from the Foundation as it is re-established.

With respect to Core Component 2D (met with concerns), we concur with the IAC hearing committee's rationale. The institution and the LCC Board of Trustees are committed to freedom of expression and dissent. The institution has drafted a display board to show the process for filing complaints and voicing concerns (**Exhibit D**). These display boards will be placed throughout the institution and off-campus sites to inform employees, students and community members that they have avenues to express any concerns they have related to the institution. As part of our recent annual employee orientation week held in early August, LCC employees heard a presentation promoting freedom of expression and dissent and discussing its usages on campus. In addition, the institution brought in experts to present on diversity and inclusion, student recruiting strategies as well as approaches for student advising and strategies for student success (**Exhibit E**).

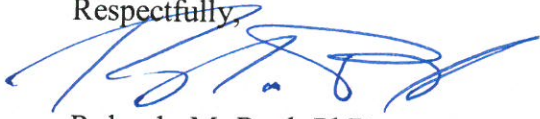
With respect to Core Component 5C (met with concerns), the institution concurs with the IAC's continued determination given that many of the required processes have recently been implemented and require additional time to allow for action to be taken through newly acquired data, and for appropriate decisions to be made to improve the state of the institution. The institution agrees that an environmental scan is pertinent to the strategic planning process. The environmental scan will help the institution and its governing board with ongoing tracking and occurrences associated with the college – both internal and external matters that bear on the institution's success now and in the future. With the aid of the Strategic Planning and Institutional Analysis committees, the institution will utilize both quantitative and qualitative changes to make the appropriate decisions as to the success of the institution. Key indicators specific to the institution will be identified so that the appropriate goals and strategies can be clearly stated, marking the success of the institution. The institution will use environmental scan as an ongoing assessment of industry demands and workforce trends to shape the institution's academic programs and overall strategic planning.

With respect to Core Component 5D (met with concerns), the institution concurs with the continued determination given. Both the institution and its governing board need to make sound decisions based on the data gathered about the institution's future. As implied, budget planning will require continued training and evaluation on the part of the various departments and the finance administration. The institution will rely on its data gathering group to assist with data analysis to understand patterns and trends within the workings of the institution. The institution will continue to improve on its data gathering to support the future decisions of the institution. It should be noted that the newly proposed Board Policy 1520 and the emphasized presence and participation of shared governance representatives at Board meetings is evidence of commitment to data-driven decision making.

Luna Community College would like the Higher Learning Commission to note that even though the institution has been placed on Show Cause and then on probation, with all the negative publicity this institution has had to endure, the most recent enrollment trends show signs of stabilization (i.e. Fall 2018 to Spring 2019 remaining level; Summer 2019 showing a 14 percent increase over Summer 2018; and Fall 2019 showing a 7 percent increase over Fall 2018). These indicators give the institution continued hope that it will return to a level of normalcy and continue to serve the rural areas of northeastern New Mexico.

Thank you for your time and attention.

Respectfully,

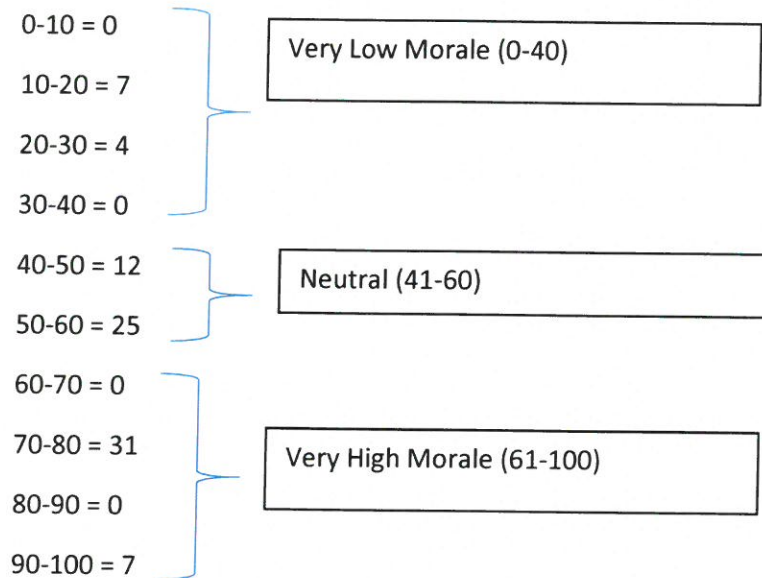


Rolando M. Rael, PhD  
President, Luna Community College  
366 Luna Drive  
Las Vegas, NM 87701

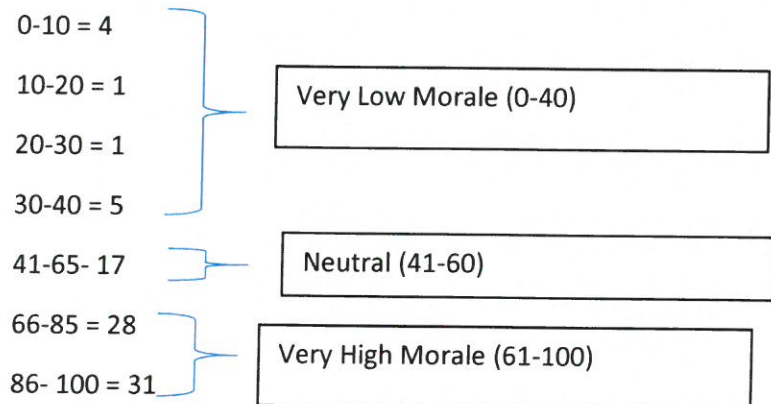
## Exhibit A

Who would you rate the overall morale among employees? (On a scale of 0-100, with zero being the lowest morale and 100 being the highest morale)

### At the College Level



### At the Department Level



The data listed above from the campus climate survey indicated that at the College level, very low morale was at 13%, with very high morale at 44%, and what was considered neutral feels about morale was 43%. Therefore, the data indicated that 87% had an indifferent opinion or high opinion of morale at the College level. At the department level, morale was very high at 71%, and very low at slightly below the College level at 11%. The data from the survey at the department level indicated that 89% had an indifferent opinion or high opinion of morale at the department level.

Exhibit B



Luna Community College  
Fall 2019 Enrollment Report

Friday, September 06, 2019

Census Day

Year	Student Head Count			Student Credit Hours		
	2018	2019	% Change	2018	2019	% Change
9/6/2019		1144	7%		7622	4%
9/7/2018	1066			7319		

By Classification	2018	2019	% Change	2018	2019	% Change
New Freshman	174	93	-47%	2203	1151	-48%
Freshman	139	193	39%	1343	2089	56%
Sophomore	283	272	-4%	2171	2175	0%
High-School	168	209	24%	924	1323	43%
Non-Degree	298	371	24%	661	836	26%
Home Schooled	4	6	100%	17	48	100%
<b>Totals</b>	<b>1066</b>	<b>1144</b>	<b>7%</b>	<b>7319</b>	<b>7622</b>	<b>4%</b>

By School District *	2018	2019	% Change	2018	2019	% Change
East Las Vegas	350	421	20%	2192	2528	15%
West Las Vegas	331	326	-2%	2251	2142	-5%
Santa Rosa	67	81	21%	428	552	29%
Springer	51	46	-10%	168	201	20%
Mora	94	110	17%	880	835	-5%
Maxwell	5	11	0%	14	54	0%
Out-of-District	117	104	-11%	1108	952	-14%
Out-of-State	44	40	-9%	498	539	8%
International	0	0	0%	0	0	0%
Wagon Mound	6	5	-17%	38	31	-18%
<b>Totals</b>	<b>1065</b>	<b>1144</b>	<b>7%</b>	<b>7577</b>	<b>7834</b>	<b>3%</b>

By Location **	2018	2019	% Change	2018	2019	% Change
EWEB	161	261	62%	809	1302	61%
Main	866	911	5%	6157	6036	-2%
Off-Site	84	70	-17%	398	237	-40%
Springer	67	60	-10%	190	180	-5%
Santa Rosa	8	21	0%	24	73	100%
<b>Totals</b>	<b>1186</b>	<b>1323</b>	<b>12%</b>	<b>7578</b>	<b>7828</b>	<b>3%</b>

\* Home School Classification added Summer 2010

78 Summer classes have been cancelled

\*\* Student may be registered at more than one location/campus

6 Students are subject to Disenrollment

**Exhibit C**  
**Meeting Minutes – August 23, 2019**  
**Luna Community College**  
**Foundation Board**

**I. Meeting Opening**

This was a regular meeting of the Luna Community College Foundation Board. Meeting took place in the offices of the President of Luna Community College. It was called to order at 1:31 pm on August 23<sup>rd</sup>, 2019.

**II. Roll Call**

Members Present: Jonathan Madrid, Eva Artschwager, Matt Martinez  
Ex-officio: Rolando Rael; Guests: Jesse Gallegos, PR; Michael Montoya, FA.  
Members Absent: Roger Gonzales, Reina Fernandez  
The meeting was presided over by acting president Jonathan Madrid

**III. Minutes** of the last meeting, circulated by Pres. Rael, were reviewed.

**Motion** - to approve the minutes was made by Matthew Martinez; seconded and carried in vote; minutes approved.

**IV. Open Issues**

**a. Scholarship Form:**

Jesse presents changes on scholarship form

- “Sept” to “September”; add “minimum”; Michael Montoya in FA office to accept applications
- Additional requirements appear on old website – linked to from current (new) site
- Discussion:
  - In contrast the recently discusses application, the previous guidelines ask for a one page letter from student about financial hardship.
  - additional questions as response to need for more “data” from HLC; validity of this as relevant “data”
  - Separation of processes for Helen O’Brien scholarship funds with Foundation role limited to disbursement of funds

**Motion:** Mathew suggests that information about Helen O’Brien scholarship be sent to the committee working on the new application; that the Helen O’Brien scholarship be removed from the Foundation application; that the Foundation scholarship be strictly needs driven.

**Motion Tabled pending input from Michael Montoya in Financial Aid office**



**b. Food Bank**

Additional presentation information from Jesse, Mathew; discussion; suggestion from previous meeting that \$1000 go to the LCC food bank with Foundation as fiscal agent; Jonathan points to the need for by-laws, MOU, and policies before we can allocate funds or take financial actions.

**Motion:** by Matt to take following actions at next meeting:

- approve the money to food bank
- approve final version of financial aid application
- approve disbursement policy for scholarship funds
- approve financial policies as adopted from UNM template
- approve job description executive director
- approve by-laws and MOU

**No vote; motion tabled**

**c. Scholarship Application process – presentation by Michael Montoya**

Matt: Goal is to approve process at Sept 5<sup>th</sup> meeting; make scholarship available by Sept 6<sup>th</sup>; provide two weeks for application completion before beginning review.

Process outline and review (see separate draft LCC Foundation Scholarship Process document).

**V. Other business**

- a) Items and actions for next meeting (SEE BELOW)

**VI. Adjournment**

Time: Approx. 3:00 p.m.

Facilitator Name: Jonathan Madrid

Minutes submitted by: Eva Artschwager

Minutes approved by:





Action Items	Owner(s)	Deadline	Status
Going through Boxes STILL OUTSTANDING	President Rael	8/15/19	Have Admin. Assistants organize Foundation items on LCC campus PENDING
Advertise Scholarships on social media STILL OUTSTANDING	President Rael	TBA	Have Jesse and David start the process of getting the word out on social media for scholarships PENDING
Get with Donna on Exc. Director STILL OUTSTANDING	President Rael	8/15/19	See if College can assist with in-kind and/or financial assistance with key personnel PENDING
Craft resolution for Bank signature authority STILL OUTSTANDING?	Jonathan Madrid	8/15/19	A resolution will be drafted and approved by board members to allow for 2 directors to have signature authority on bank accounts PENDING
Maxine Hughes -Nursing Helen O'Brien Scholarship			
Francisco Apodaca - LANL Funds and STEM Club Chess Initiative			
Foundation Attendance to next BOT meeting (Sept. 10, 2019)			
Scholarship Application	Board		

# Express yourself.

Need to voice your concerns about your Luna experience? Whether you have complaints or compliments about LCC, you have avenues to express yourself.

If there is a problem or issue that requires a closer look, we will strive to help resolve it. Your comments will be directed to the appropriate department or individual for further review and action if necessary.

Thank you for being a valued part of the Luna community.

## Speak out!

To voice your opinions — including positive, negative and neutral comments about your Luna experience or specific aspects of it, please use the FEEDBACK link, which can be found at the bottom of the Luna home page, [www.Luna.edu](http://www.Luna.edu). You may submit Feedback items anonymously if you wish.

For work-related problems, complaints, suggestions or questions, please discuss with your direct supervisor before attempting to meet with administration above the director level. The Office of Human Resources may also assist in resolving work-related issues and grievances. For more details, see student and employee handbooks.



Exhibit E



**Faculty/Staff In-Service Week Schedule, Fall 2019 (August 12 - 16)**

Day	Time	Event	Location
Monday 8/12	8:00 am – 1:00 pm	<b>Prep Time/Department Meetings &amp; Trainings/Committee Meetings</b>	Home Campuses/Main Campus
	8:30-9:30a	<b>Sexual Harassment Training by Carolyn Chavez “Mandatory – All Staff Attendance Required”</b>	AH Auditorium
	9:30-10:30p	<b>Title IX Training by Matt Griego</b>	AH Auditorium
	10:30-11:30 p	<b>Active Shooter Training by Matt Griego “Mandatory – All Staff Attendance Required”</b>	AH Auditorium
	1:00 pm	<b>Curriculum Committee Meeting</b>	
	2:00 pm	<b>Faculty Senate Meeting</b>	
Tuesday 8/13	8:00 am – 8:30 am	<b>All-Faculty Meet-and-Greet</b> Hosted by Faculty Senate and the Office of the Vice-President of Instruction	Main Campus TECH102
	8:30 am-9:00 am	<b>Classroom Management</b> Faculty and Directors	Main Campus TECH102
	9:00 am-10:00 am	<b>GenEd Assessment Plan Workshop</b> Faculty and Directors	Main Campus TECH102
	10:00 am-11:00 am	<b>Diversity and Inclusion</b> All Faculty, Directors, and Staff	Main Campus Nursing Auditorium
	11:00 am-12:00 pm	<b>Recruiting, Training, and Presentation</b> Mike Kloeppe All Faculty, Directors, and Staff	Main Campus Allied Health Auditorium
	12:00 pm	<b>Lunch on your own</b>	

**Exhibit E**

	1:00 pm-4:00 pm	<b>Prep Time Department Meetings &amp; Trainings/Committee Meetings</b>	Home Campuses/Main Campus
Wednesday 8/14	9:00 am-9:30 am 9:30 am-10:15 am 10:30 am-11:45 am 11:45 am 12:45 pm-2:15 pm 2:30 pm-5:00 pm	<p><b>NACADA Professional Development Networking and Coffee</b> Faculty, Advisors, and Directors</p> <p><b>Keynote Address: Effective Academic Advisement</b> <b>Dr. Joanne Damminger</b></p> <p><b>Workshop #1: Components and Resources for an Effective Advising Program</b></p> <p>Lunch on your own</p> <p><b>Workshop #2: Approaches for Effective Advising: Strategies for Student Success</b></p> <p>Prep Time/Department Meetings &amp; Trainings/Committee Meetings</p>	<p>Main Campus MEC Atrium</p> <p>“</p> <p>“</p> <p>Main Campus MEC Atrium</p> <p>Home Campuses/Main Campus</p>
Thursday 8/15	9:00 am-10:00 am 10:00 am-11:30 pm	<p>FERPA Training “Mandatory-All Staff Attendance Required”</p> <p><b>Major Code Updates, College Scorecard, Grading and Registration</b> Faculty, Advisors, and Directors</p>	<p>Nursing Auditorium</p> <p>Nursing Auditorium</p>

**Exhibit E**

	<p>11:30 am-12:00 pm</p> <p>12:00 pm</p> <p>1:00 pm-2:00 pm</p> <p>2:00 pm-5:00p m</p>	<p align="center"><b>R&amp;C Committee Update</b> All Faculty, Directors, and Staff</p> <p align="center"><b>Lunch on your own</b></p> <p align="center"><b>ADA Training</b> All Faculty, Directors, and Staff</p> <p align="center"><b>Prep Time/Department Meetings &amp; Trainings/Committee Meetings</b></p>	<p align="center">Nursing Auditorium</p> <p align="center">Nursing Auditorium</p> <p align="center">Home Campuses/Main Campus</p>
Friday 8/16	<p>9:00 am-10:00 am</p> <p>10:00 am-11:00 am</p> <p>11:00 am – 5:00 pm</p>	<p align="center"><b>Presidential Address</b> All Campus</p> <p align="center"><b>Freedom of Expression</b> All Campus</p> <p align="center"><b>Prep Time/Department Meetings &amp; Trainings/Committee Meetings</b></p>	<p align="center">Nursing Auditorium</p> <p align="center">“</p> <p align="center">Home Campuses/Main Campus</p>

**\*While the agenda is created for organization, some events may be subject to change. Updates will be sent out as needed.**