

# NORTHERN New Mexico College



## NORTHERN NEW MEXICO COLLEGE BOARD OF REGENTS SPECIAL MEETING April 6, 2022

A Special Meeting of the Board of Regents of Northern New Mexico College was held on April 6, 2022 Via Zoom. Regents present: Erica Velarde, Porter Swentzell, and Evelyn Juarez. Board President Martin and Regent Archuleta were not able to attend.

Northern New Mexico College Staff Present: President Bárbara M. Medina, Ph.D.; Vince Lithgow, Vice President for Finance & Administration; Ivan Lopez Hurtado, Ph.D., Provost & Vice President for Academic Affairs; Juan Gallegos, IT; Chris Trujillo, IT; Michael Rivera, Veterans Resource Center; Sandy Krolick; Creative Director, Communications & Marketing; Ryan Cordova, Athletic Director and Men's Head Basketball Coach; Arin McKenna, Staff Writer/Reporter, Communications & Marketing; Kenneth Lucero, Director, Human Resources; Sally Martinex, Executive Assistant to the Provost & Vice President for Academic Affairs; and Amy Pena, Executive Office Director.

Others Present: Geno Zamora, Ortiz & Zamora, Dr. Richard Wueste, AGB, Representative Susan Herrera, Willie Williams, Jake Arnold, Bruno Guedes, Student Senate President, Joe MistyLake, Dr. Richard Wueste, AGB, Robert Tierney, Tim Crone, Kathy Keith, Rebecca Estrada, and Robert Apodaca.

Faculty Present: Melanie Colgan;

### I. CALL TO ORDER

Board President Martin called the meeting to order at 9:01 AM.

### II. APPROVAL OF AGENDA

Board President Martin entertained a motion to approve the agenda.

**Regent Swentzell moved to approve the agenda. Second – Regent Archuleta. A roll call vote was taken. Board President Martin – yes, Regent Velarde – did not respond, Regent Swentzell – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.**

### III. PRESIDENTIAL SEARCH

Board President Martin stated we called this meeting today so we could have Dr. Richard Wueste with AGB give us an update on the search. Dr. Wueste stated he is here to answer questions. Board President Martin asked that he give the Board of Regents an idea of the timeline and the visit in April. Dr. Wueste stated they took on the project with the notion of doing a complete search which involves spending some time on the campus, talking with all the critical people that are involved. Making sure that they have heard everything that has to be said, reading all the background materials and producing a profile that will speak to the current market for presidents as it exists right now which has been impacted by COVID, it has been impacted by the fact that a

significant number of people are reaching retirement ages and there are a lot of positions open and there are all sorts of problems that have changed the market for people. With this profile, the goal here is to put together a document that will be attractive in the marketplace. It is a marketing piece. We have nothing in there that would discourage anybody but we want to very clearly identify the challenges and opportunities that are consistent with this position and to make sure that we understand and the candidates understand the qualities and characteristics that are necessary to meet those challenges and opportunities. This is the format that is generally used these days as opposed to the more traditional human resources description that goes in the file and the reason is because candidates of quality want to know what is actually going on. They want to be directed where they need to be doing their research. Years ago, we would have run a very basic ad that was mostly a job description. People would have read two to three paragraphs, said to themselves, I can do this job and sent in an application. You as a committee would have found yourself looking at 150 applications and trying to whittle them down. The world is changed now and people can do a significant amount of research on their own and they can find out about a school and in many cases, they will self-select out of the process which is fine with us because if they are not excited about things, if they don't see a real opportunity here, we don't need them here anyway in the process. We also presume there will be people that will talk to us and virtually any viable candidate will have a conversation and in that talking they will try to answer their questions as completely as possible. The goal is they are making an informed decision to apply because they are ready, they are able to do that. As a result, we expect for searches like this to see pools that are more in the vicinity of 30, maybe 35 candidates, rather than larger numbers of candidates. Of those candidates we expect roughly half of them will be people that we call frequent appliers. They apply for every job that is open and will want to be looking at them and they will be telling the College that these candidates are A's, B's or C's. The A being they checked off all the boxes and they are somebody you really want to look at very carefully. B meaning that there may be some questions that aren't necessarily deal killing questions but they are going to be there and so when you have read the application if you find yourself saying this is a pretty good person but I really would like to know more about x, y or z you shouldn't be surprised. They will mark the C's which mean they probably should not have applied with the idea being that they want the college to see everything. They do not want the search committee to be denied any information on any candidate or applicant but they want to help to arrange for time. If time is short, we definitely want to be looking at the A's and B's, the C's you could probably survive without spending too much time on. We have the profile out there and, in that process, we are also producing the basis for our rating of candidates. They are going to draw up ten items from the profile that we consider the most important characteristics and most important things they need to be talked about and they will be evaluating candidates based on that so the profile serves a second purpose as well. They are telling people who they consider to be on (inaudible) to apply based on the information in front of you with the understanding we are going to be evaluating based on that information. If we are asking for it, we want it, we follow through, we don't change our mind half through. When we are evaluating and discussing candidates, we are always looking at the facts, we don't let our emotions get involved, we don't let our own constituencies get involved, we don't let our own personal agendas get involved. We are prepared to act in a fiduciary matter with the understanding that we have to do a fair and complete evaluation of candidates. We have this profile, within a couple of weeks of having the profile the search has been announced. We have an ad plan that has been approved and we are targeting people in specific areas. The most obvious place is we will be talking to the Chronicle of Higher Education and Inside Higher Education where they have found that if you use the higher priced ads for them, you can draw significant numbers of candidates. They may draw as many as 50% of the people in those ads and in follow through to those ads. They will probably be sending out about 1,000 letters to various people who they consider to be good nominators of other candidates or potential people

to nominate themselves. Dr. Wueste has 45 colleagues and most of them have been college presidents and as a consequence they have fairly good networks and will be using that. Dr. Wueste will be using a trained LinkedIn recruiter which means he has access to the 11,500 people in his personal network plus anyone else who is in LinkedIn and they will put in characteristics and look for people who would match them. Then, they decide who they will reach out to. The last presidential search Dr. Wueste did he had to go through 651 of those mails and ended up with 17 people he thought worth contacting and ended up with 7 applicants out of that. It is a process where they do play six degrees of Kevin Bacon where they talk to somebody who knows somebody, who knows somebody, who knows somebody and finally find somebody who might be interested in the position. The whole process and the whole building of the profile and the use of the profile to attract candidates is based on the notion that this is a special position. This is a position that people should want to be interested in. They should see it, they should say this excites me, I have looked at the challenges and opportunities, this is something I want to do. We are looking for people who have the ability and energy to be on this job 24/7. The reality is if they are doing the job well, they will go to the supermarket and have a conversation in the frozen food aisle because people will know them and want to talk to them and they will be aware of the fact, Dr. Wueste worked in Alamosa for a number of years, he knows the area, it takes a long while and you could be there for 25 years and you are not a native. You are still going to have to prove yourself worthy of conversation and demonstrate that you understand and you are prepared to listen and pay attention to the community. They will be looking for people who are open to that, that aren't Napoleon on a white horse and are going to tell you what to do and aren't people that woke up one morning and said I deserve to be president, I'm going to apply for that position. Rather that they are interested in you and willing to take the time to know you and work with you. They have announced this position and allow about 6 weeks to recruit somebody. They try to set this up around calendars. We are beginning at a time when we are dealing with graduations and other things where people have high positions in academic institutions need to be on campus. Boards like to meet around the time of graduation. Graduation ceremonies are not a good time for a sitting president or provost to decide that they are going to be off interviewing with you. They are going to try to make sure they are working around those things. Whenever there is a holiday, we would like to have the candidate seeing that holiday as a time they can use to complete their application. Not a time that is a deadline that they are running up against and they finally decide they don't have time to do this. We allow that time half through that we will have a training session for the search committee. We need to talk about the ethics of search, confidentiality, what it is if you thought you were representing a constituency or you thought you were coming in as an independent thinker with your views on how things should be run or anything else that would get in the way of you being a true fiduciary for the school. By the fiduciary it means that you are looking at three things. You are looking very carefully at whether this person can earn the money that is necessary to run the operation. If you can't pay the bills, you don't have a school. The second thing is are you committed as a fiduciary to the mission and vision of the school. This is an education institution. This is not an organization that is running auxiliary enterprises for the fun of it. This is a place where we are dealing with student learning and it is paramount and we have to have that in the front of our thinking throughout the process. Last but not least we need to make sure we are looking at the ethical and moral standards of the institution and we are obeying them. The chair is the only person that speaks for the committee. We do not engage committee members with outsiders who might have opinions. We want them to be as free to make an honest decision based on the facts of the case. The fact that we go through this and introduce you to ShareFile which is their secure resource for applications. All applications will come in through there. You will be able to look, rate and submit ratings for tabulation to be put together so on the day the application deadline occurs we would have already scheduled a meeting that will occur a few days later where we will decide at that point

who we want to move forward. Because we have done a careful and rigorous rating we will be in a situation where we will be able to dismiss a large number of people who just shouldn't have applied very quickly. We will also find a couple of people that are just magnificent and want to move them forward and won't spend a lot of time talking about them. The rest of the people is where we will spend our time and we will come up with a group, usually about 8 because you can do four interviews in a day without getting totally exhausted. We will look for a number around 8 that will be semi-finalists and they will be invited to interview. Most likely, today, the committee is together and he would be there with the committee and they are bringing the candidates Via Zoom or some other medium. After two years of COVID most people have figured out how to do an interview Via Zoom, how to engage people, how to not waive their hands like crazy, how to be comfortable and calm and to be able to modulate their voice. They get pretty good at it. AGB works with the candidates, they don't prep them for the interview but we will provide them with information so they know how to use Zoom and how to talk with candidates and how to reflect and answer questions when they are talking through a collection of boxes on a screen. When the candidates are notified within a week to two weeks of the time that the applications have closed, we have decided and interviewing candidates. At the end, we will decide who is moving forward as finalists and that completes the work of the committee. The committee will not be let out of the two-day interview sessions without making up their mind on this, this is what has to be done. The goal is that with the understanding of the committee you are doing an awful lot of hard work. You have to read, rate, and be prepared for meetings. There is a meeting for training, to select semi-finalists and both are 2-3 hours at most and a two-day session where you have to commit from fairly early in the morning to fairly late in the afternoon interviewing 8 finalists and which are going to move forward. They try to keep the meetings very focused, very precise on an agenda because we know you are putting in an incredible amount of work and don't want to waste time and want it all focused and productive. This is the most important thing; this is the most important search committee you are going to have. This is the most important thing and decision a Board makes. That is why they want to make sure the description they are sharing with the world makes sense and will give a person a real opportunity to figure out what is going on, know where they need to go to get more information, know enough that they should be talking to Dr. Wueste so he can answer questions and then putting together an application that consists of a letter of interest, not a cover letter, not a biography but a letter that connects their CV with what the college is asking for and shows their experiences, who they are, what they believe what they have done matches up with what the college said it needs. They are going to be asking them to review with Resume and CV and if it is one of those things, academic CVs become monster our 60-page affairs. If you have ever had to achieve tenure, you have put together an awful lot of material along the way. It is hard to remove those things and they will tell the candidates, consider putting a page executive summary on the front of the resubmit. You do not want the committee to be looking at something while muttering to yourself while they rejected me but if they would have only looked at page 42, paragraph 3, line 4 they would have seen that I did that. Write an executive summary and say you have asked for this in the profile, here is where you will find information on that. AGB tries to make sure it as easy on the committee as possible but with the understanding you are going to put in a lot of effort. This is not a simple task and at the end of it Dr. Wueste hopes you are able to have a big party together to celebrate the fact that you have a success.

Dr. Wueste stated how AGB works is around that process where they try to move everything as quickly and as focused and as direct a manner as possible with a great deal of rigor because AGB has been around for 100 years now. They are the membership organization that Boards of Trustees and Presidents join to understand how governance works, to try to work on business strategies and how to keep the boat afloat and make sure you are doing the educational job you have promised to

do and make things better. We recruit people only because we have had so many people come to us and say you know how boards work, you know how schools work, you must be in contact with those people, can you help us. When they formed AGB, the search group built around the notion that the best people to do it are former executives, most being former college presidents who have some sense of how academia works. Most of them have worked outside of academia and have a sense how the real world works so they are in a position to try to pull those things together. They are in a position to draw upon a databased that has about 80,000 entries in it to try to find the best academic candidates but also to reach out to nontraditional candidates. When Dr. Wueste started out in universities because he was in the HR office first and then moved to procurement and services and then moved up from there, he had been working about 15 years before teaching his first course, 20 years before he had written his first book. It was one of those situations where he was considered a non-traditional candidate. Now when we say nontraditional, we are talking about some people who have never worked at a university. Their total experience is they went to school at some point, 20% of the presidents right now are people who would be considered under that definition of nontraditional. Their success rate is not particularly good right now so they want everybody to know the limits. You have to be prepared to be out there to be persuasive to work with people to listen and to understand that you hired a faculty and staff who are all certified smart people. They are all people who have had careers where they advanced and moved forward by learning how to question everything. To imagine they walk through the door and keep their mouth shut and just do their jobs. Know they are going to be active and you need to be working with that. They will encourage the nontraditional candidates to look seriously at things but they will also help them understand that these are the things that have to be done and this is how to move forward. Secondly, you may have some internal candidates and we have a special protocol for those candidates because it is presumed, they have the inside tract. They don't, they carry baggage. You know them, somebody said no and somebody remembers that and doesn't like it. They will work carefully with the internal candidates and make sure they are competing on a level playing field. The second reason they do a special protocol for them is if they don't get the job. They want to be sure the internal candidate can return to the job without flaming out. They maintain confidentiality throughout the search process in the same way because we don't want the outside candidate to lose their job because they want this job, we don't want an internal candidate to flame out because it turns out they didn't get the job. They will also be reaching out and spending as much time as necessary with people so they have all questions answered and they will ask questions. One of the questions if they have had the talk and, in this case, have you sat down with your family and make sure they understand you are applying for a position that is a 24/7 job. This is not a commuter position; family must come out and live in New Mexico and they are going to be part of the community and everyone has to be prepared for that. They take every step seriously so the candidate is not in the position where they are a semifinalist, a finalist, gets an offer and suddenly says they are not sure they want to take this job. They try to make sure all those things are taken care of because again at the center of everything is this is a job and school that matters. They are looking for an expect to find people that understand that and are excited about that and prepared to bring their family out and make a difference for years to come. When it is wrapped up you have an offer have someone in place and ready to go. It is a lot of work but it is worth it and AGB's goal is to make sure you spend your time in the most productive way possible. In a way to guarantee that they find somebody that really knows what they are getting into, is really enthusiastic about it and showing they are truly capable of doing the job and everyone is proud to introduce the person as the next president. Board President Martin opened the meeting up to questions.

Regent Swentzell thanked Dr. Wueste for joining the Board meeting and for providing the overview and for giving the background for the approach. Regent Swentzell asked Dr. Wueste to clarify because we have had a slate of applicants already and just to clarify that status. Dr. Wueste stated as it stands, he has read through all the applications. One of the things before moving forward, he wanted to see what we were getting. Because he will tell the Board while you had a job description out there, it is not a job description that would operate in today's market to attract people. He wanted to see if it turned out that the description of duties and responsibilities was bring people in. Out of about 40 applications there were about 9 he would give a second look; 4 or 5 he would have been comfortable referring to the committee as reasonable strong candidate. None of them having addressed about the school as it operates. The letters that they wrote were restatements of their CVs. or they were biographical sketches of who they are. When we talk to candidates, we tell them quite frankly the search committee doesn't care about your journey through life except as is relevant. The committee doesn't need I worked here and I worked there and I worked there because it doesn't tell them how you will be able to do this job as described. The letters tended to be a bit of a disappointment. We had a lot of people that Dr. Wueste knew from other searches, they are called frequent appliers and they apply to every position that is around and he has no idea why they believe this time it will work. We add this collection. What we want to do is make sure that they all understand and they will work with the college to come up with. method to properly, diplomatically and respectfully thank them for taking the time to make an application, share with them the new profile so they can see how things may have changed to offer them the opportunity to either leave the credentials in the pool or to relook at them and consider how they would like to rewrite their letter of interest or focus their attention on things so they have the opportunity to be fully considered. He expects to have conversations with people who will be a bit irate. It is his job to listen to them, to sympathize with them and to tell them we are very interested in their willingness to be considered and if they want to be considered in the best possible light here are some things you may want to think about. We will give everybody the chance to say I sent it in that is what I am, that's it. If they'd like to do some reworking on it, we will give them some understanding on how to improve their chances and give them a chance to compete. We will not lose anybody that has already applied who, unless they decide they want to drop off and it is possible somebody reading what is actually going on into the detail of how do you deal with two campuses, solar array, community issues and on and on and on may turn around and say that is not really the job I'm interested in. If you want to stay in, we are going to keep you in and give you every opportunity to compete.

Regent Velarde thanked Dr. Wueste for all the work and the description and it does make things clearer. Regent Velarde asked if we went to expand the search and went another round, is it at an increased cost of what we have negotiated or part of the existing contract. Dr. Wueste stated when AGB responded to a request to put a proposal forward, we said that we would be happy to do the search and our based cost would be at the low end of \$65,000. In talking with the college's people, he came to the conclusion that the college did not have that kind of money around and they then get to a dual reason, the (inaudible) if you are not happy with that then let's withdraw. Basically, Dr. Wueste has two problems, he is in love with the area, he worked in Alamosa for years and is in love with the Interim President who was his Dean of Education and is a remarkable person of strong will who is exactly the kind of person he likes working with because she would tell him when she thought he was full of it and explained to him how to do it right and he hopes he was smart enough to listen. The combination of those two things it came down to his company saying well guess whose hide it is coming out of if we do it at \$45,000 and he said Well mine and welcome to reality. This is a labor of love for Dr. Wueste, the college is getting the full service of the firm. He has a research associate working with him to cover all the basis. The college's costs in addition are

the advertising the college chooses and approves and will pay for. They have a contract with a group to get the lowest rate. If you bring candidates to campus that is a cost to absorb and Dr. Wueste's travel as approved is something that is an additional cost. Otherwise, everything that goes into a search, searching for candidates, putting together a profile, interviewing and talking with candidates, being where he needs to be is covered with the cost. In addition, they also provide a transition service for presidential searches they have learned presidents fail within the first six months on the job. They will want to work with the Board to form a transition group, transition committee with the idea being we want to be prepared if you have a new president, especially from an outside area all the introductions to the right people are being done, all the right meetings are set up, all of the experience they need to be worked on. They offer a personality profile test they suggest no group ever use to select the candidate but can be used to help a candidate who has been selected. Understand where the strengths and weaknesses are because no candidate is going to be perfect and we want that transition for the Board to know this person is really strong dealing with the community, a little less strong dealing with the numbers. We want to make they have the right associations and they are engaged to be able to brought up to speed in every area that they need to be brought up to. Something as simple as to how the New Mexico legislative session works and how the short session makes huge decisions in a very short period of time. Somebody needs to know that ahead of time and be prepared to handle that all the way through. That becomes one of the things they do with transition. If nothing else they also offer just the opportunity on those days when you realize being the president of the school can be a really lonely situation because you are always on. Everything you do is on the record. Sometimes it would be nice to talk to somebody that has been a president to say this is what I'm looking at, here is what I think I want to do, do you think that will fly and they can spend a little time on the phone. If Dr. Wueste does not know the answer, he has colleagues that will. That would be the final thing they would add and it would not be an extra cause. That is just something because he wants to get invited back to the school five years from now to celebrate the success of the president. He doesn't want to talk about doing another recruitment. Board President Martin asked if this answered her question. Regent Velarde stated it did, it did in a roundabout way but he gets the jest of it. There are going to be increased costs, costs associated with advertising, travel and however, the contract we currently have with AGB, the \$45,000, the awesome steal price, that we got from AGB and we appreciate that and appreciate Dr. Wueste loving our institution enough to provide us with that. Regent Velarde asked if that will go up. Dr. Wueste stated it will not go up. Regent Archuleta did not have questions and thanked Dr. Wueste. Regent Juarez thanked Mr. Weste and the search committee for the thought and all the detail that has been put into detail in this process. At the same time, Northern, its students, staff and faculty deserve all the thought and all the attention to detail that is being put into finding our future leader. Her question is now that the job description was edited and the profile was edited to better fit the market, what is the new timeline and by when do we hope to have a President. Dr. Wueste stated it would probably be the summer when you are making a decision. Probably by the end of April within two weeks they will have the search launched and now beginning to middle of May and add 6 weeks for recruitment and now you are approaching July 1st, operating on, we will have semi-finalists and interviewed by end of July and by the beginning of August you will have people arranging to come to campus, we will have finalists. Close to beginning of the year. Out of fear doing another round (inaudible) answer for you, the one thing you need to be comfortable with is the fact four schools that are unique and have particular (inaudible), there will be some issues sometimes with contracts. If somebody has a contract, we have to work with that, we do not encourage people to break their contracts. If they break it for this position, they will break it on you. We have to be realistic about that and be realistic about somebody's ability to negotiate themselves out of a job if they have made a commitment. An awful lot of people are employed at will or at circumstances where their institution is going to be

comfortable working with them so that we are not worried too much about a start shortly after the semester begins but with the understanding that it might take a little bit longer. That is one of the reasons we asked if the interim president is willing to stay a little bit longer to make sure that we have somebody placed in a good transition. Regent Juarez thanked Dr. Wueste. Board President Martin stated the Board did check with President Medina and she did graciously accepted our offer to stay on for a few more months. Thank you for that. Board President Martin opened the meeting up for questions up from the Search Committee.

Joe Garcia Mistylake stated he is from Ohkay Owingeh and is the head councilman there. What he would like to see is not Dr. Wueste, he stated it would be nice to know who the search committee is. He is not on the Board of Trustees but he was recruited from outside the organization. He trusts he was approved to be on the search committee because that is why is here. He never met the rest of the search committee and it is a hard endeavor and will be really really tough. He remembers the College when it transitioned from a technical institute to community college and then from a community college into a college that it is now. He worked at the college for 8 years running the Engineering and Electronic Department. That program has risen up and he is a tech guy. He would like to know the committee and what the intentions are for the rest of the meetings. He has not had any meetings with anyone other than welcome to the search committee and just general information but none that the group has gotten together. It would be good for us, he does have a lot of questions, not questions so much but more information Dr. Wueste has provided. It is well intended and well thought out. He would like to commend everyone on what has been done thus far. The process he thinks is going to work and with all of that thank you for allowing him time. Board President Martin thanked Mr. Garcia and Ms. Pena will send him a list of the committee. The committee has not met since February when the job description was finalized. We will get him the names and as soon as something is set up, we will let him know.

Ryan Cordova thanked Dr. Wueste for the information and he thinks Dr. Wueste is going to be a great fit for our search as far as our representative in regards to searching for a new president. When the interim president was advertised it was with the stipulation that they would not have any interest or they would not pursue any interest in the full-time position. This is a question for Dr. Wueste and for the Board. How does you feel about allowing or recommending the current interim president applying for the full-time position and also to the Board if they would consider changing that to invite Dr. Medina to apply for the position? Dr. Wueste stated from the search response, they are neutral on and would say the Board is who decides what the conditions are so they don't offer an opinion one way or the other on that. They would say if the Board did change its mind, they again have the right to make an outright appointment or go through a search. If it is a search, they would ask that this is an open search and that the interim president would be then a candidate. Unless the Board decided that is what they wanted to do in which case he would get a call saying they would no longer require your services. Mr. Cordova stated that is not what he is trying to do. Dr. Wueste stated they are AGB and want to make sure boards operate well and they do not want to interfere with the boards authority to do things. Mr. Cordova stated absolutely. Board President Martin stated he can speak to that point. When it was decided to hire an interim president, they wanted someone to come in for a short period of time to take care of all the projects that President Bailey was in charge of and they were pretty much adamant as a Board at that point that that was an interim position, that is still his feeling but he cannot speak for the rest of the Board.

President Martin asked if Sandy was still on the meeting. Sandy Krolick stated there is a webpage for the Presidential Search and she is happy to update it with the new profile and for all the

committee members are also on that site. Dr. Wueste stated they always suggest a webpage because the goal is everybody knows what is happening with the search. We want to maintain confidentiality of candidates but otherwise we want to make sure everybody can see we are doing things; we are moving towards something. Here is the information you need to be able to see. Excellent that you have it. Board President Martin stated Dr. Wueste will be in Espanola on the 28<sup>th</sup> and 29<sup>th</sup> of April and meeting with students, faculty and staff. He will be here on the 27<sup>th</sup> through the 30<sup>th</sup> so as early you want to run on Thursday and Friday to as late as you want to run. He has made it clear he would like to see both campuses and walk them. He would like to see where repairs need to be made and what the deferred maintenance would be He would like to talk to students, faculty, staff and community leaders. If there are people who have been particularly critical in the past of the College, he would like to talk to them to see what they have to say. If there is someone who doesn't have an official title but if they are not board, things are not going to work, he would like to speak with them. These are called listening sessions because he takes notes and listen to people as they tell him what they think is important for them to hear and for them to incorporate. They do not want to be in a situation where he leaves the campus and somebody is saying nobody asked me or I don't think this search is valid because I was never involved. Make sure they are all involved and make sure we get everybody we need to get.

Board President Martin asked if there are any other questions. President Medina thanked Dr. Wueste for his clarity around the process. She is disappointed as am sure many people are in the sense in extending her service not that it has been a bad job but it is a big job and it is wearing and taxing on your energy and she knows he ordered her to stay, what did he tell her to do that she still had to listen to him even though he is her former president. President Medina stated she would like to thank Ryan for his confidence and for his kind remarks. Dr. Medina fully entered this as an interim. She has been at this business for 42 years. She would like to attend to her family and to her life interests and passions and she is having a heck of a ride as a former colleague of hers who is now President at Adams told her the other day that your prayer life drastically changed when she became president and Dr. Medina fully concurs with that sentiment and thanks both the college, the Regents for their warm welcome, their continued support, the staff and the faculty and the students have become really close to her heart and work really hard for this institution and her plan is to continue to keep the train on the tracks and she will be a friend of Northern for life and will carry out this duty and she will stay on her post until she is relieved of that post and she looks forward to a very productive search. Presidency are come what magical and she hopes that we move forward with confidence in the process and hopefully move forward with confidence with her colleagues at Northern are moving forward every day, we are not waiting to be productive, we are not waiting to be responsive to our students and we are not waiting to move Northern to its highest potential. We will continue to do that and continue to be thankful for everyone's support in the transition. She is wise enough to know that you plant a seed one day and you don't pull it up the next day to see if it is growing. Sometimes things take a little more time than one had hoped but we all adjust and move on. Thank you again Northern for your support, thank you Regents for your support and Ryan thank you for your confidence in my leadership, it is deeply appreciated.

Board President Martin thanked Dr. Wueste and he looks forward to seeing him on April 28<sup>th</sup> and 29<sup>th</sup>. Dr. Wueste thanked the Board of Regents.

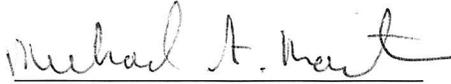
#### **IV. ADJOURN**

Board president Martin entertained a motion to adjourn.

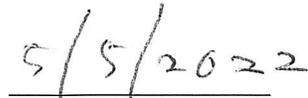
Regent Swentzell moved to adjourn. Second – Regent Juarez. A roll call vote was taken. Board President Martin – yes, Regent Velarde – yes, Regent Swentzell – yes, Regent Archuleta – yes, Regent Juarez – yes. Motion passed unanimously.

The Board of Regents adjourned at 9:50AM

APPROVED:



Michael A. Martin  
President



Date



Erica Rita Velarde May 10, 2022 17:02 MDT

Erica Velarde  
Vice President

Date

# Minutes

Final Audit Report

2022-05-10

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