



Board Budget Work Session  
April 3, 2014

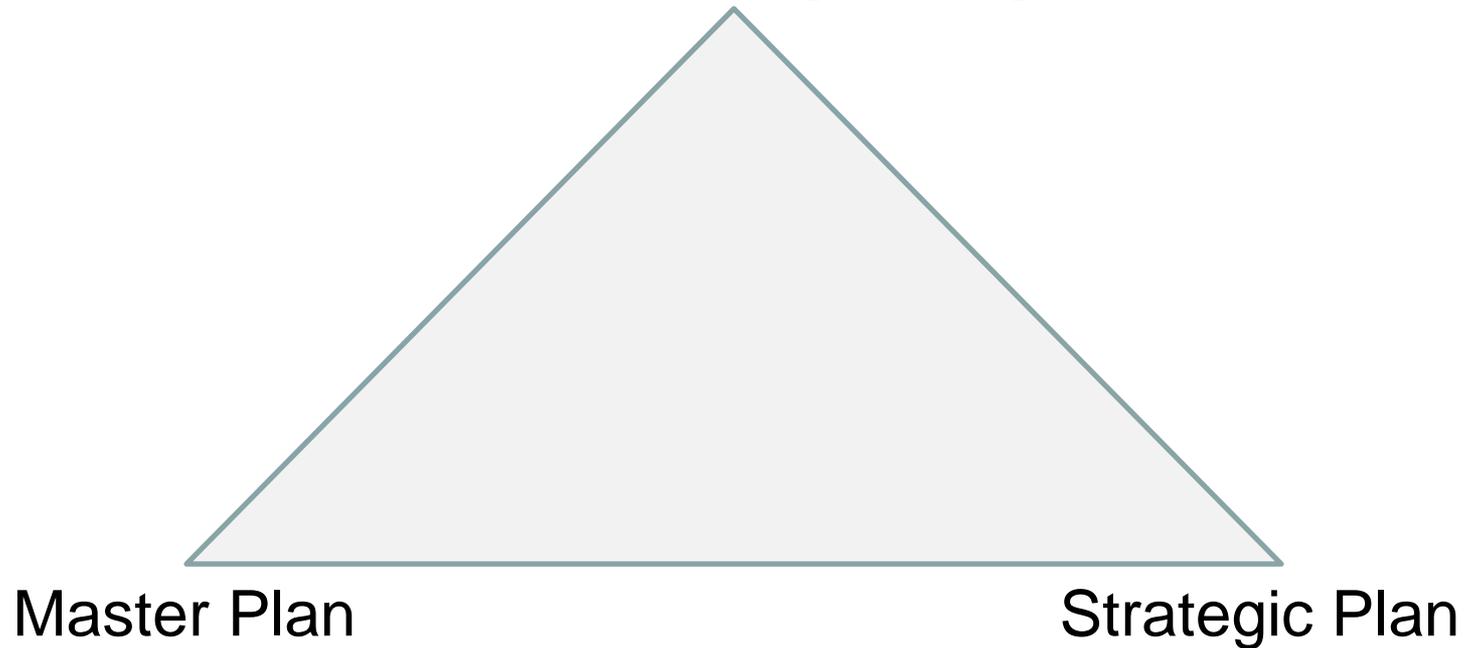
# Budget Priorities

- Conservative budget that addresses future opportunities
- Make adjustments wisely
- Plan for FY 16 and FY 17
- Honor NMJC Staff
- Tie to Board-approved Strategic and Master Plans
- Prioritize capital projects to emerging needs



# Triangulation of Plans

Annual College Budget



# Mission Statement

New Mexico Junior College as a comprehensive community college promotes success through learning.



# Vision Statement

NMJC will accomplish its Mission  
by fostering an environment of:

Excellence

Responsiveness

Effectiveness

Accessibility

Community Involvement



# Strategic Plan: Realities of the Future

- Funding pressure, reductions, unpredictability
- External requirements for accountability and effectiveness
- Changing student demographics/profile
- 2015 HLC re-accreditation (Pathways)
- Turnover in senior leadership
- HED Funding Formula Changes



# Strategic Objectives

- Student Success
- Communication
- Resource management
- NMJC as a Learning Organization
- Leadership / Faculty
- Educational Quality



# New Mexico Junior College Funding Streams

- State Funding – Formula
- Tuition and Fees
- Oil and Gas
- Oil and Gas Equipment Tax
- Mill Levy Property Taxes
- Auxiliary Enterprises
- Interest and misc fees
- Athletics



# New Mexico Junior College State Appropriations

Fiscal Year	Appropriations \$
2013-14*	6,264,200
2012-13	6,215,000
2011-12	5,829,300
2010-11**	6,324,000
2009-10	7,566,600

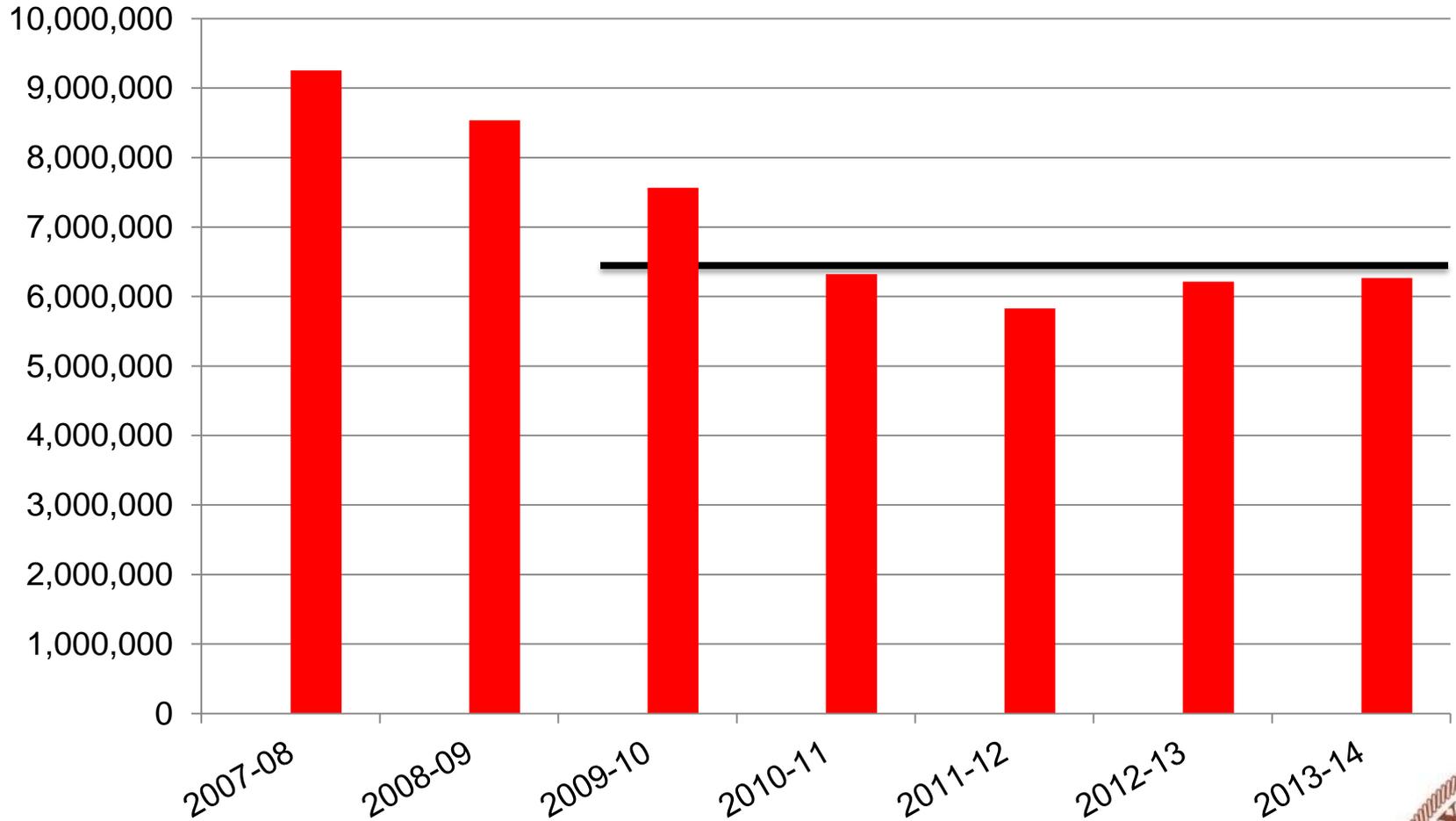
\*17% Decline over five years

\*\*NMJC Record Enrollment Year

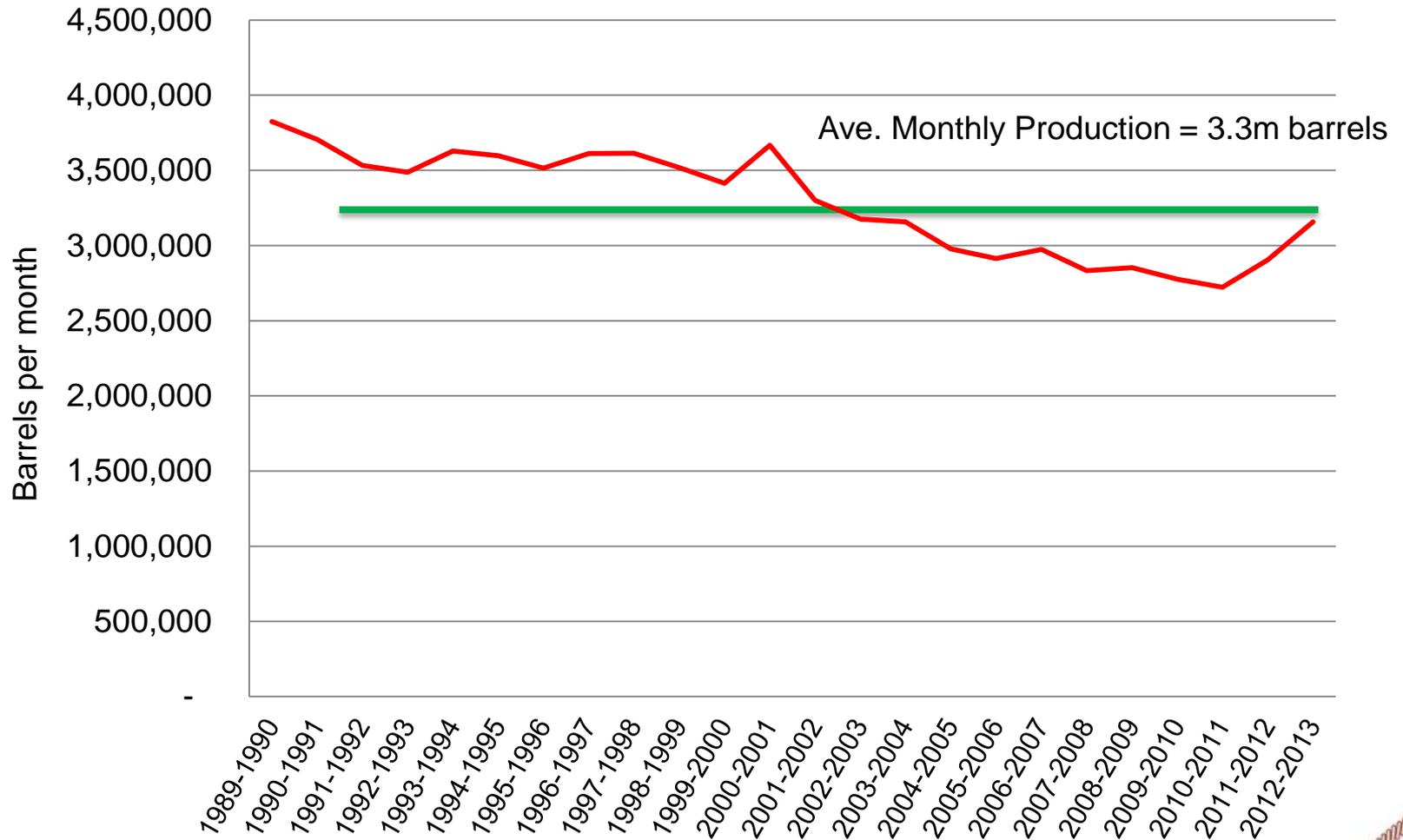


# History of State Appropriations

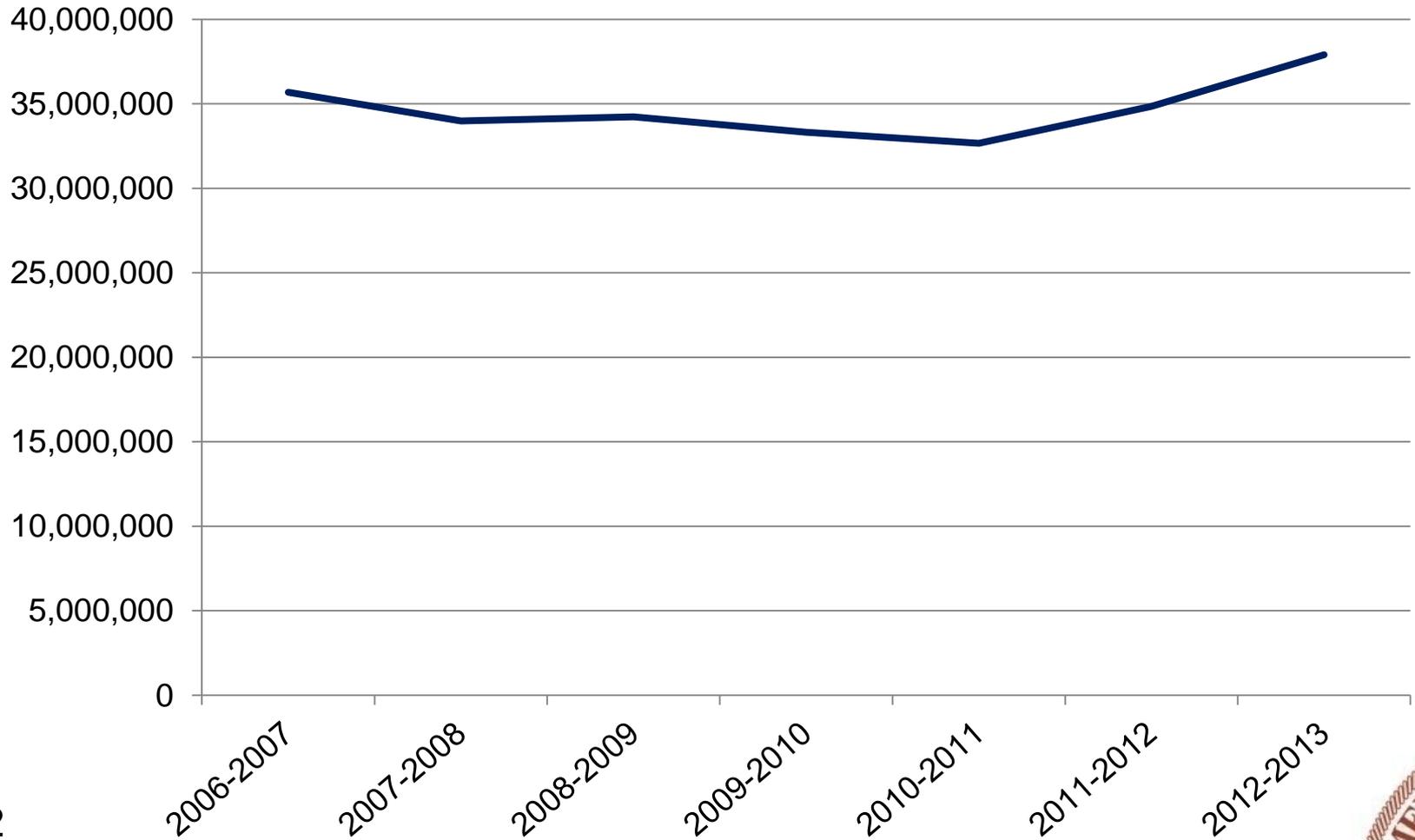
**7-year average annual collections = \$6,439,820**



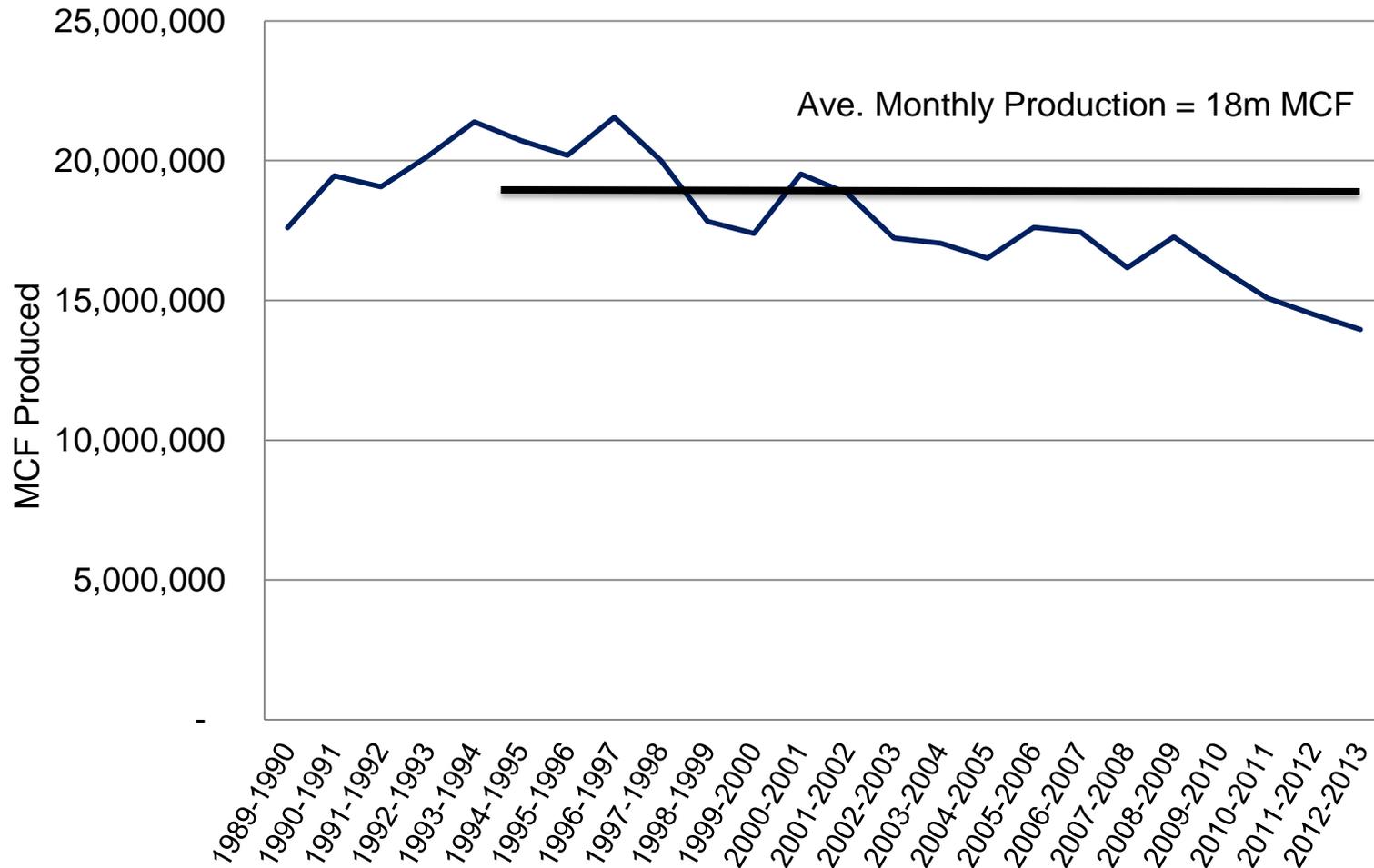
# Long-term Average Monthly Oil Production in Lea County



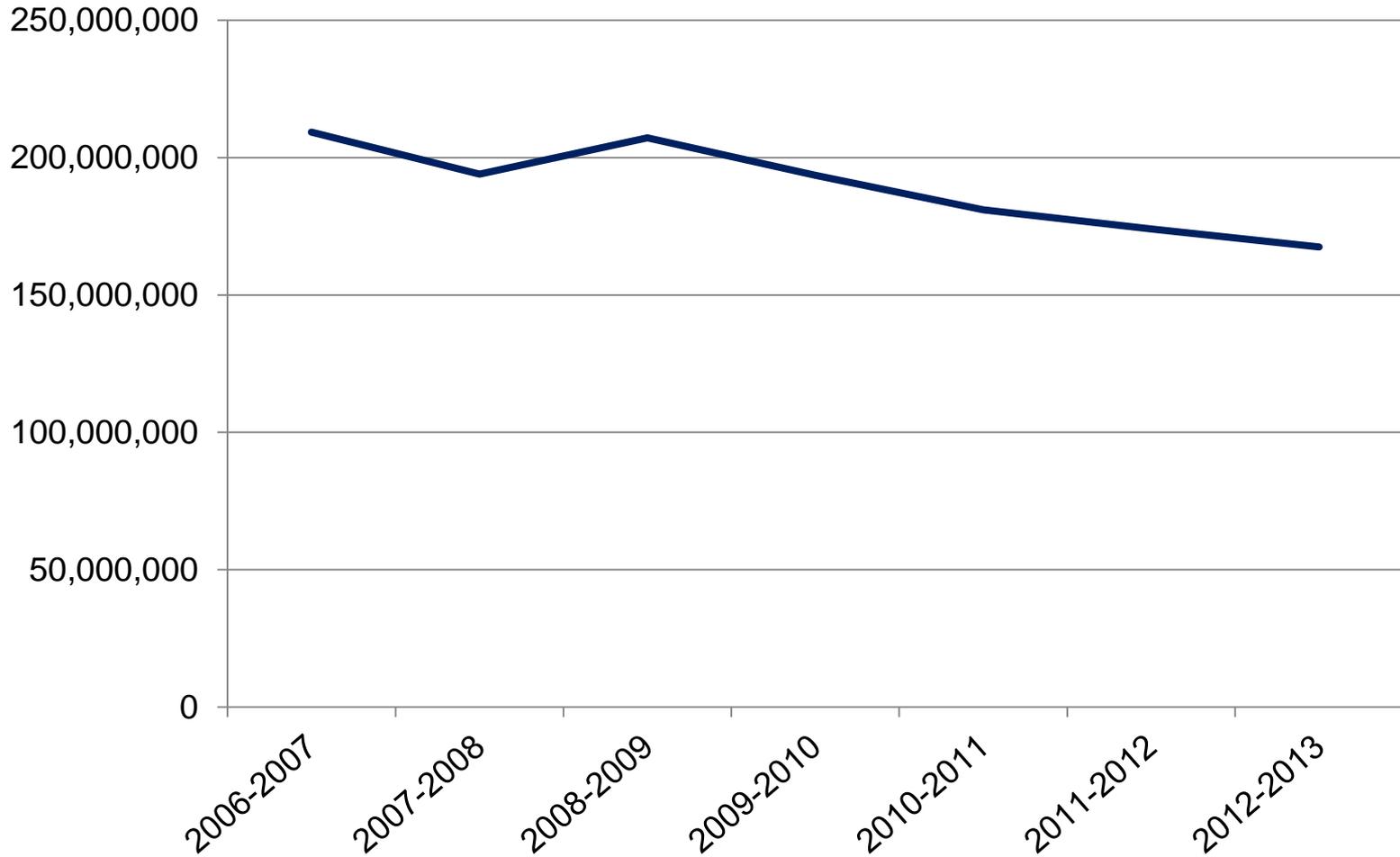
# Annual Oil Production in Lea County BBLs 2006/07 through 2012/13



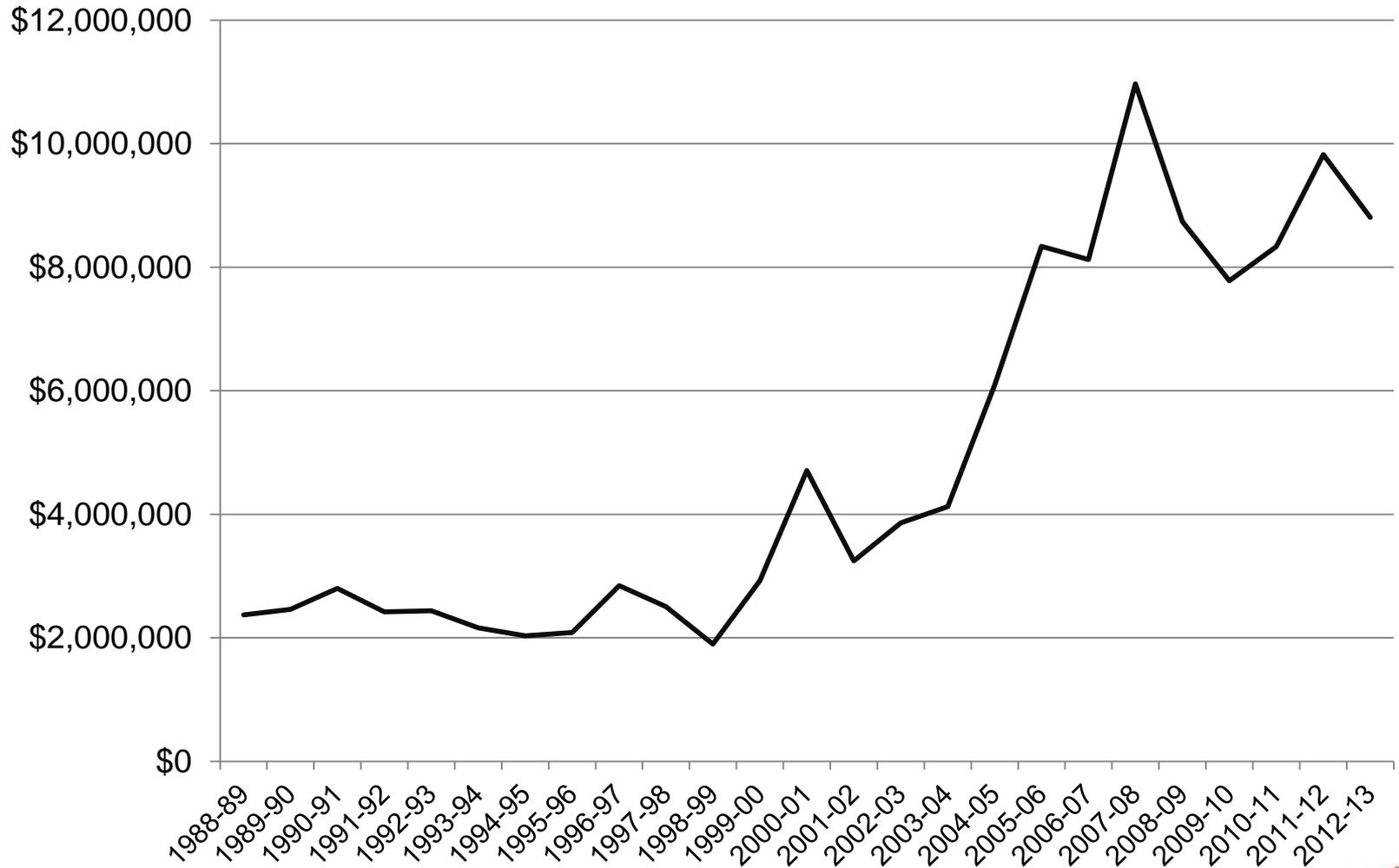
# Long-term Average Monthly Gas Production in Lea County



# Gas Production in Lea County MCF 2006/07 through 2012/13

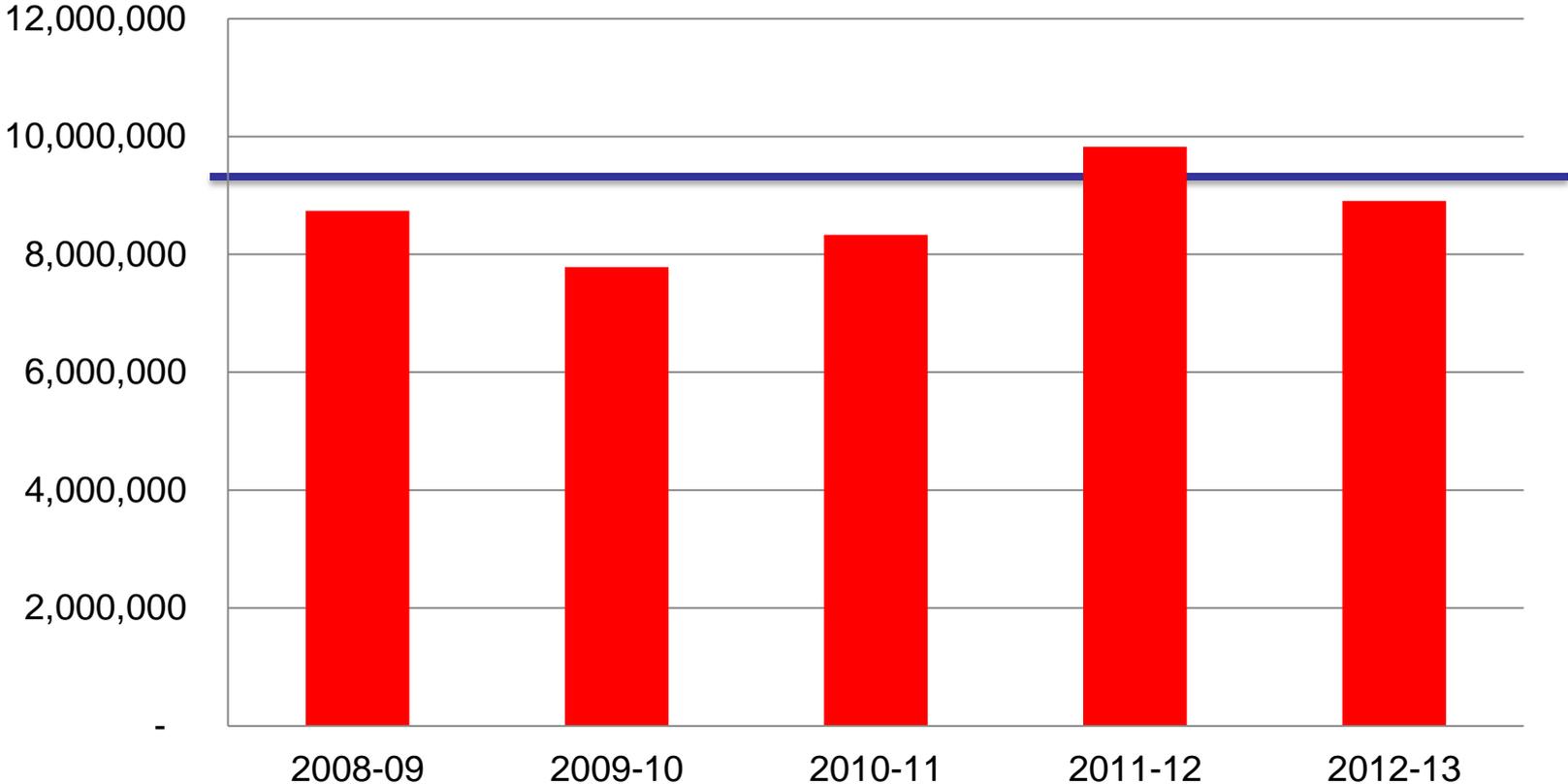


# Long-term NMJC Oil and Gas Revenue



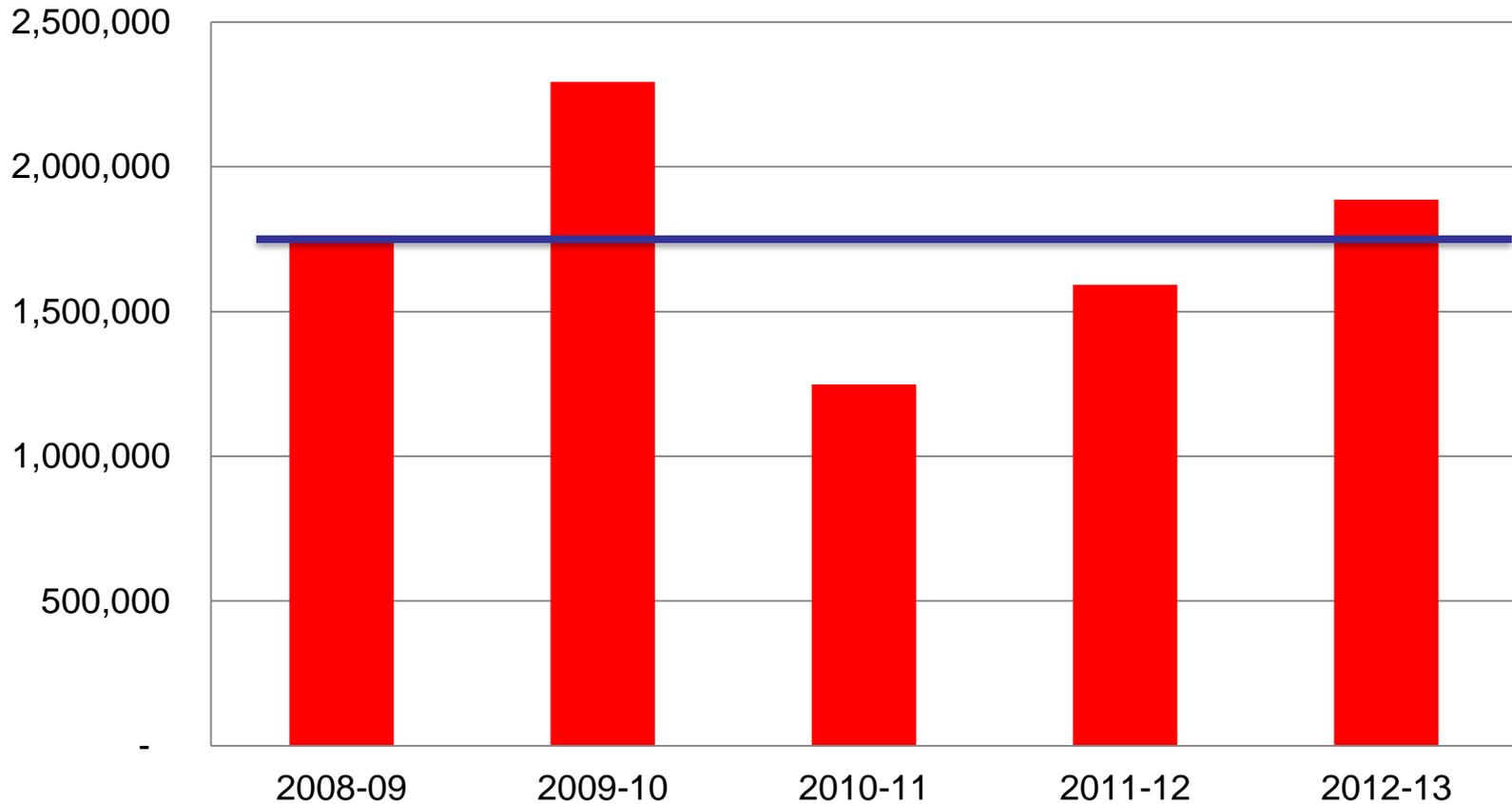
# History of Oil and Gas Revenues

**5-year average collections =  
\$8,731,307**



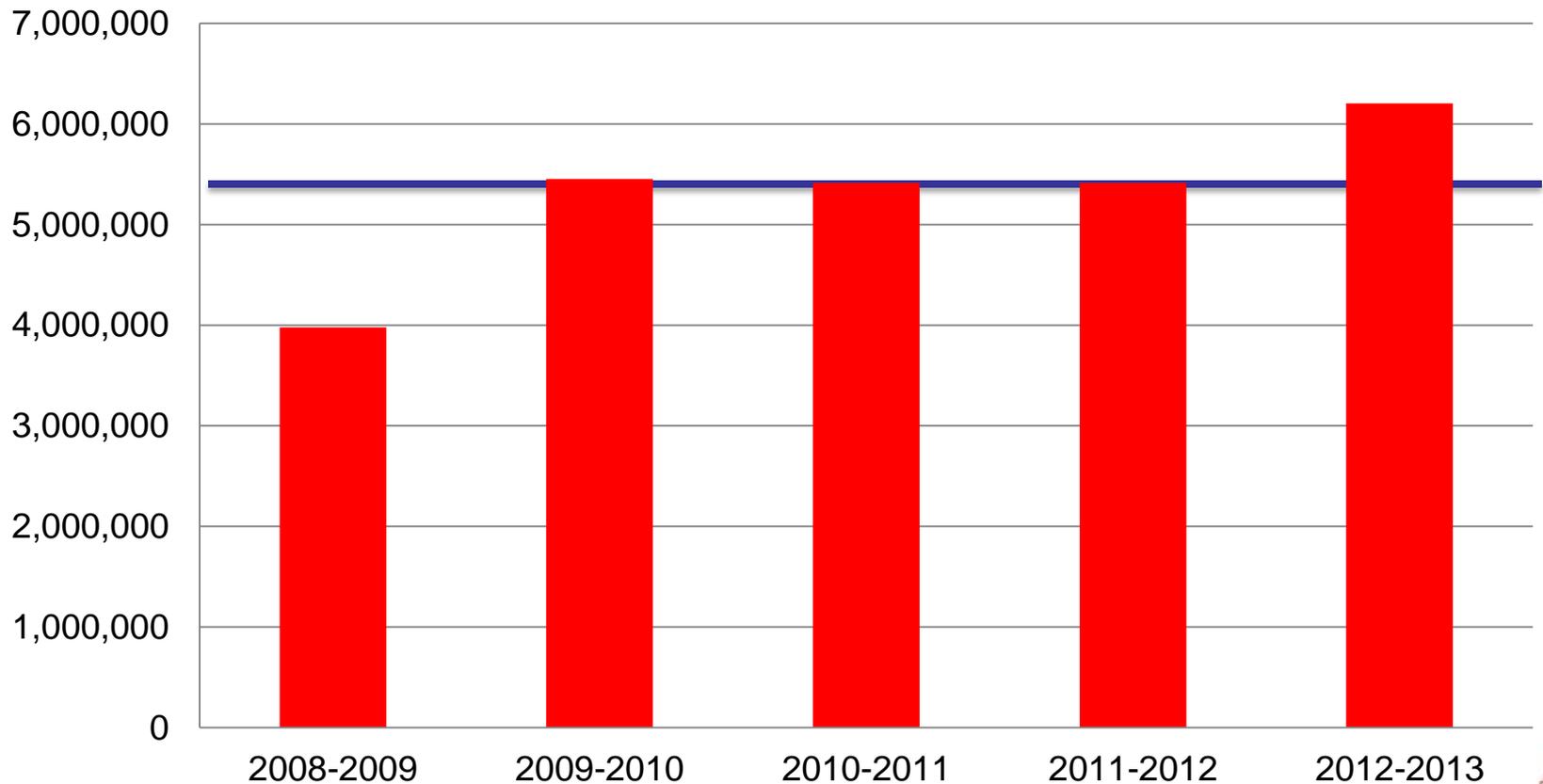
# Oil & Gas Equipment Revenue

## 5-year average annual collections = \$1,756,806

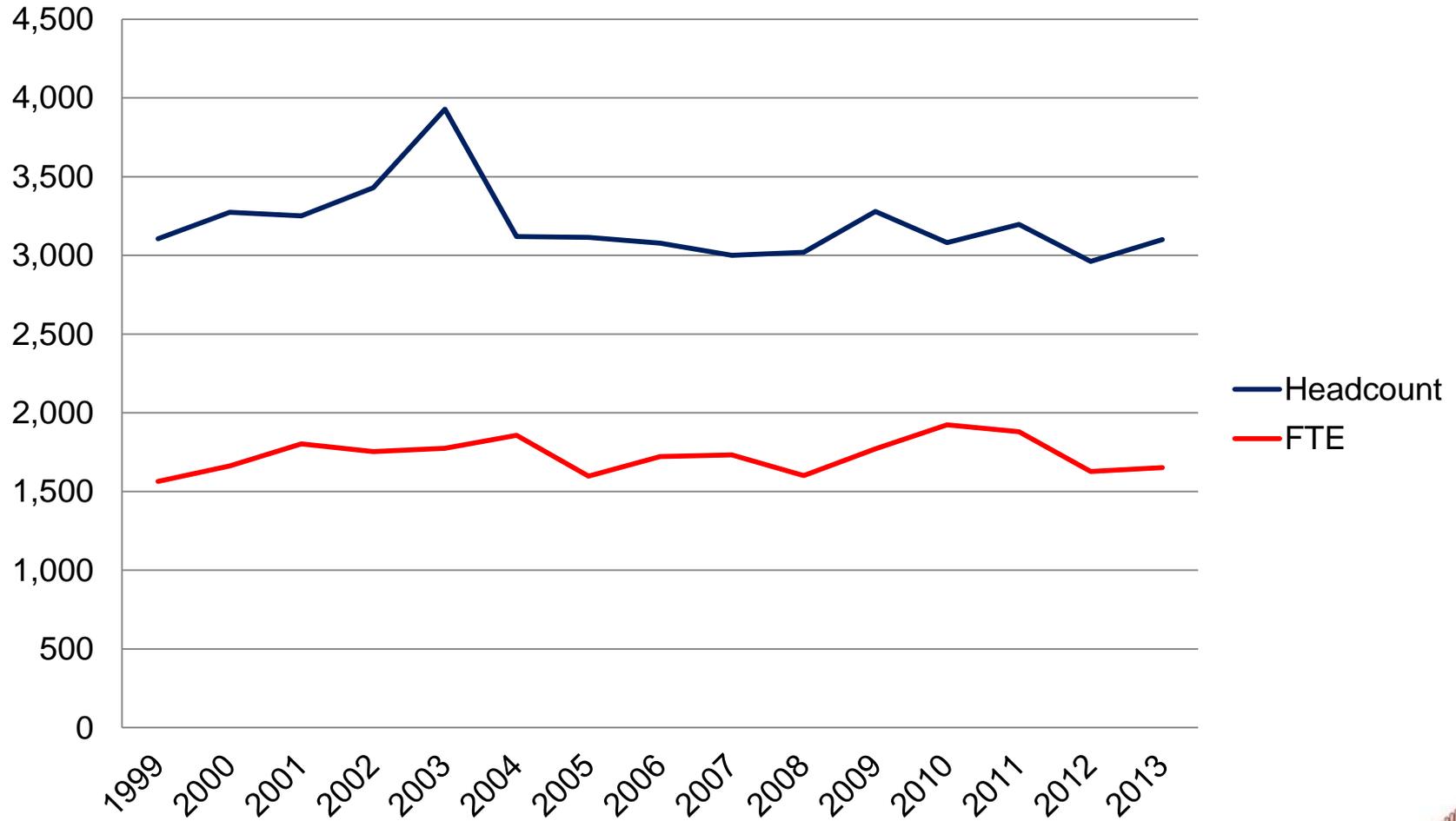


# Property Tax Revenue

**5-year average annual collections =  
\$5,292,425**



# NMJC Headcount and FTE History (based on Fall enrollments)



# Enrollment

- Funding Formula Changes
- Rural area community college
- Supply & demand drive program success
- To grow credit enrollment, we must view reality from a new set of lenses
- Sustainability depends on ability to:
  - Change
  - Growth and sustainability of Lea county
  - Meet market/proven demands
  - Focus on our Vision



# Sustainability by meeting market or proven demands

- Online Learning
- Campus Housing and closely coupled proven strategies
- Unique programs that support student interests and are high demand to drive larger than normal enrollments
- Training and Outreach (business model versus credit)
- Community Education Classes
- Continuing Education Courses (CEUs)
- Collaborative partnerships that benefit the college, the collaborating entity, and Lea County
- Proactively support Lea County economic development
- Continued diversification of Lea County Community



# Old HED Formula

	Lower	Upper	Graduate
Tier 1	\$130.30	\$286.76	\$620.64
Tier 2	\$194.67	\$448.94	\$853.92
Tier 3	\$313.85	\$515.83	\$1,364.98

- -Tuition Credit (NA)
- - 40% of Mil Levy Credit increase
- + Building Renewal and Replacement (NA)
- + Equipment Renewal and Replacement (NA)
- + Growth (NA)
- + Operation and Maintenance on Instruction and General Space (NA)
- + Student Services – Fall Headcount (NA)
- - Audit Physical Education Courses



# Performance Funding Summary

- Base Year Funding – 4%
- Base Year Funding – 40% Of Mil Levy Increase
- + \$4.75 per End-of-Course Credit Hour
- + 4.75 per end-of-course Dual Credit Hours
- + < 1 year Certificates @ \$100 per certificate
- + > 1 year Certificates @ \$200 per Certificate
- + Associate Degrees @ \$250 per degree
- + STEMH Degrees @ \$500 per STEMH Degree
- + At Risk Students @ \$575 per student
- + Momentum Pts of 30 crd. hrs. @ \$100 per student



## Example of funding calculation using new formula:

<b>Base Year – 4% (\$5,653,700)</b>	<b>-226,148</b>	<b>\$5,427,552</b>
-40% of Mill Increase		- 385,409
+\$4.75 per end-of-course credit hour		+ 218,348
+ \$4.75 per end-of-course dual credit		+ 33,079
+ <1 year Certificates (20)	+ 2,000	
+ > 1 year Certificates (102)	+ 20,400	
+ Associate Degrees (232)	+ 58,000	
+ STEMH Degrees 939)	+ 19,500	
+ At risk students (68)	+ 39,100	
+ Momentum points (30 credit hours)	+ 37,730	
Total of Performance Funding		+ 176,730
<b>New Funding Total</b>		<b>\$5,470,300</b>



# Lessons for NMJC

- Over the course of the next several years, the formula will continue to evolve. Institutional performance will become more important.
- End-of-Course completions, NMJC Degrees, Certificates, STEMH Courses and degrees , At Risk Student Success, and Retention matters.



# Facilities Master Plan

- Participation by all constituents
- Validated by 3D/I Consultants
- Board Approved in December 2005
- Provides Direction for Administration
- It takes time to Build Momentum



# Master Plan Framework

- The plan provides a facilities implementation framework for the next 25 years.
- The plan divides the 25 years into:
  - Phase 1: 2006-2010
  - Phase 2: 2011-2015
  - Phase 3: 2016-2030



# The Plan Update Provides for:

- Continued growth within the Circle by infill and expansion
- Completion of the array of possibilities outside the Circle
- Development of a “West Campus” and connection to the original Campus by pedestrian and vehicular traffic
- Retention of the existing array of parking inside and outside the Circle



# Plan Context

To continue the wonderful legacy of growing the NMJC campus with a well designed plan, and build campus facilities that maintain quality construction.



# Implementation

## Phase 1: 2006-2010

- Infrastructure – Expand Central Plant and utilities, Fiber, Utilities to West Campus
- Landscape – Prepare landscaping and way finding master plan, install new way finding system, complete Heidel Hall Courtyard, accentuate the circle, revise the parking bays, install trees around track, construct Millen Drive entrance and campus edge



# Implementation

## Phase 1: 2006-2010

- Buildings – Remodel existing space vacated for Student Center expansion for classrooms and offices
  - Cowboy Hall of Fame
  - Caster Activity Center
  - Second Floor of Library



# Implementation

## Phase 1: 2006-2010

- Buildings continued...
  - Build new Training and Outreach Center
  - Build new Campus Housing
  - Expand and Remodel Continuing Education and relocate Maintenance.
  - Expand and remodel McLean Hall



# Implementation

## Phase 1: 2006-2010

- Facilities
  - Build new parking on west campus for facilities management and new apartments
  - Complete original entrance
    - Traffic signal
    - Left turn lanes at highway
    - Landscape on north and south sides outside of circle.



# Implementation Phase 2: 2011-2015

- Establish University Center –  
2<sup>nd</sup> Floor of Library
- New Equestrian Center



# Higher Education Capital Project Prioritization

- STEMH Facilities
- Space Utilization or Instr. and General (I&G) sq ft/FTE (20%)
- Full Time Enrollment Trends/School (15%)
- Timeline for project completion (10%)
- Funding from other sources (10%)
- Green Screen for Buildings (10%)
- Facility Condition Index (FCI) (10%)
- Programmatic use of Building (20%)
- Safety (5%)



# FY15 Revenue Picture

	<b>FY14 Budget</b>	<b>FY15 Proposed</b>	<b>2014/15</b>	<b>Difference</b>
Tuition & Fees	3,684,200	3,684,200	-	-
State Appropriations	6,264,200	6,530,600	Increase	266,400
Oil & Gas	4,800,000	5,580,000	Increase	780,000
Oil & Gas Equip. Tax	1,655,000	1,655,000	-	-
Mill Levy	5,752,300	5,978,500	Increase	226,200
Auxiliary Enter.	2,198,000	2,236,000	Increase	38,000
Interest & Misc.	330,626	296,809	Decrease	(33,817)
Athletics				
	<b>24,684,326</b>	<b>25,961,109</b>	<b>Increase</b>	<b>1,276,783</b>



		2012/2013	2013/2014	2014/2015	(Decrease)	#	
<b>President</b>							
President's Office	1001	376,405	381,892	381,892	-	1	
Board	1010	18,950	18,950	18,950	-	2	
VP for Instruction	1011	97,500	101,400	101,400	-	3	
VP for Student Services	1012	96,773	100,644	95,111	(5,533)	3	Salary Dff
VP for Finance	1013	96,707	100,575	100,575	-	3	
VP for Training & Outreach	1014	97,653	101,559	101,559	-	3	
General Institutional Support	1025	213,500	213,500	213,500	-	4	
Institutional Foundation	1030	54,685	56,696	56,696	-	5	
Institutional Development	1031	31,657	32,923	32,923	-	6	
Institutional Effectiveness	1032	186,238	191,038	191,038	-	7	
College Communications	3071	286,716	291,739	298,111	39,811	8	Taylor & Salary
Computer Services	1050	898,387	954,953	954,953	(33,439)	9	K. Taylor
ELIN	1051	113,289	117,434	117,434	-	10	
Del Norte	1060	121,703	128,014	134,161	6,147	11	PT Support
Lea County Cowboy Hall of Fame	1070	52,909	9,427	9,427	-	12	
Western Heritage Museum	1071	284,583	294,276	294,276	-	13	
Maintenance	1101	655,106	648,004	716,004	68,000	14	S&E
Custodial	1102	612,486	636,237	666,237	30,000	15	S&E
Grounds	1103	147,411	198,191	215,615	17,424	16	S&E
Motor Pool	1104	13,000	13,000	13,000	-	17	
		4,455,658	4,590,452	4,712,862	122,410		



		2012/2013	2013/2014	2014/2015	(Decrease)	#	
<b>Vice President for Instruction</b>							
Office of the Vice President for Instruction	2001	1,288,827	1,294,806	1,264,593	(30,213)	18	R. Miller
Summer School	2002	293,854	293,854	293,854	-	19	
Instructional Support	2004	23,170	23,170	23,170	-	20	
Library Administration	2011	271,665	282,195	275,907	(6,288)	21	Salary Diff.
Library Services	2012	200,217	200,217	200,217	-	22	
Nursing	2045	692,188	717,998	614,538	(103,460)	23	Nursing Faculty
Learning Assistance Center	2104	76,610	85,357	98,357	13,000	24	PT Tutors
		2,846,531	2,897,597	2,770,636	(126,961)		



		Budget 2012/2013	Budget 2013/2014	Budget 2014/2015	Increase (Decrease)	Page #	
<b>Division of Public Safety &amp; Industry</b>							
Dean's Office of Public Safety & Industry	2041	242,506	248,274	258,274	10,000	25	Chair Positions
Criminal Justice	2042	46,800	48,672	48,672	-	26	
Corrections Academy	2043	48,466	50,405	50,405	-	27	
Law Enforcement Academy	2045	45,462	47,280	47,280	-	28	
Legal Assistant/Paralegal	2046	-			-	29	
EMT	2541	48,291	50,189	50,189	-	30	
Automotive Technology	2581	55,186	57,393	57,393	-	31	
Ford/ASSET	2582	120,216	124,396	123,829	(567)	32	Salary Diff
GM/ASEP	2583	127,106	131,581	131,581	-	33	
Automotive Recruiter	2584	49,005	50,541	50,335	(206)	34	Salary Diff
Culinary Arts/Building Trades	2621	5,950	5,950	5,950	-	35	
Computer Assisted Drafting	2641	4,250	4,250	4,250	-	36	
Design Communications	2643	850	850	850	-	37	
Cosmetology	2651	253,367	317,650	326,803	9,153	38	Salary Diff
Welding	2661	78,426	80,506	80,506	-	39	
		1,125,881	1,217,937	1,236,317	18,380		



		Budget 2012/2013	Budget 2013/2014	Budget 2014/2015	Increase (Decrease)	Page #	
<b>Dean of Arts &amp; Humanities</b>							
Office Dean A &H	2101	149,322	153,581	153,581	-	40	
Transitional Studies	2103	151,918	157,935	205,607	47,672	41	R. Miller
English	2121	231,408	240,544	240,544	-	42	
Humanities	2141	200	200	200	-	43	
Education/Early Childhood	2161	53,664	55,771	55,771	-	44	
Languages	2181	49,702	51,671	51,671	-	45	
Performing Arts	2221	63,755	63,553	63,553	-	46	
Music - Band	2222	69,164	71,551	71,551	-	47	
Music - Vocal	2223	3,500	3,500	3,500	-	48	
Ceramics	2321	2,000	2,000	2,000	-	49	
Drawing & Painting	2322	50,041	52,023	52,023	-	50	
Photography	2323	1,000	1,000	1,000	-	51	
		825,674	853,329	901,001	47,672		



		Budget 2012/2013	Budget 2013/2014	Budget 2014/2015	Increase (Decrease)	Page #	
<b>Dean of Business, Math &amp; Sciences</b>							
Office Dean Business, Math & Sciences	2801	157,462	162,204	162,204	-	52	
Math	2811	167,414	173,866	173,866	-	53	
Physical Education	2821	733,573	758,949	758,949	-	54	
Biology	2831	181,142	181,889	181,889	-	55	
Chemistry/Astronomy	2832	74,666	50,801	50,801	-	56	
Geology	2833	54,943	57,057	57,057	-	57	
Anatomy/Microbiology	2834	13,451	13,451	13,451	-	58	
Physics/Engineering	2835	43,245	44,885	44,885	-	59	
History/Government/Anthropology	2851	126,039	131,015	131,015	-	60	
Psychology	2852	85,618	94,266	94,266	-	61	
Sociology	2853	84,688	93,299	93,299	-	62	
Business/Accounting/Economics	2601	178,767	178,767	170,879	(7,888)	63	Salary Diff
Computer Information Systems	2642	51,818	53,665	53,665	-	64	
		1,952,826	1,994,114	1,986,226	(7,888)		



		Budget 2012/2013	Budget 2013/2014	Budget 2014/2015	Increase (Decrease)	Page #	
<b>Vice President for Training &amp; Outreach</b>							
Office Vice President for Training & Outreach	2910	11,220	11,220	11,220	-	65	
Dean's Office for Extended Learning	2901	179,767	185,783	182,869	(2,914)	66	Salary Diff
Transportation Training	2902	66,108	61,723	61,723	-	67	
Continuing Education	2903	73,143	75,708	75,708	-	68	
Events	2904	31,095	33,850	33,850	-	69	
Distance Learning	2905	138,483	141,043	174,523	33,480	70	Maint. Agree
Lea County Distance Education	2003	162,014	155,789	138,489	(17,300)	71	S&E and Travel
Workforce Training	2906	111,494	110,556	110,556	-	72	
Truck Driving Training	2909	74,930	76,938	76,938	-	73	
Entertainment Technology	2911		102,100	223,000	120,900	74	Salary and S&E
Equine Technology	2912	70,000	89,171	89,171	-	75	
Energy Technology	2913	-	97,730	97,730	-	76	
		918,254	1,141,611	1,275,777	134,166		



		Budget 2012/2013	Budget 2013/2014	Budget 2014/2015	Increase (Decrease)	Page #	
<b>Vice President for Student Services</b>							
Office Vice President for Student Services	3001	51,024	52,657	56,057	3,400	77	Travel
Counseling Office	3021	223,312	223,462	223,462	-	78	
SSS	3022	5,000	31,607	25,000	(6,607)	79	S&E
Upward Bound	3024	2,500	2,500	2,500	-	80	
Enrollment Management	3041	183,884	199,718	195,238	(4,480)	81	Salary Diff.
Student Recruiting	3042	143,348	147,360	147,360	-	82	
Financial Aid	3061	194,565	206,069	206,069	-	83	
Testing Center	2105	80,801	82,418	82,418	-	84	
Institutional Workstudy	3064	85,000	85,000	85,000	-	85	
Student Tuition Waivers	3067	450,000	475,000	500,000	25,000	85	Increase Waiver
Student Life	3081	157,373	155,874	155,874	-	86	
Residential Housing	3082	259,574	269,041	272,041	3,000	87	S&E
Security	3101	291,926	391,278	391,278	-	88	
Athletic Administration	3121	221,435	183,989	183,989	-	89	
Basketball - Men	3122	106,725	106,725	106,725	-	90	
Basketball - Women	3123	109,565	109,565	109,565	-	91	
Baseball	3124	143,272	143,272	143,272	-	92	
Golf	3125	60,833	60,833	60,833	-	93	
Rodeo	3126	173,493	179,862	179,862	-	94	
Athletic Training	3127	39,210	39,210	39,210	-	95	
Cross Country - Women	3128	122,415	122,415	122,415	-	96	
Cheerleaders	3129	22,103	22,103	22,103	-	97	
Soccer - Women	3130	70,000	-	-	-	98	
		3,197,358	3,289,958	3,310,271	20,313		



		Budget 2012/2013	Budget 2013/2014	Budget 2014/2015	Increase (Decrease)	Page #	
Business Office	4001	302,243	343,156	343,856	700	99	Degree Change
Human Resources	4010	154,057	165,337	165,337	-	100	
Telephone/Mail Services	4030	115,383	117,553	117,553	-	101	
Fringe Benefits	4011	3,825,059	3,900,059	4,054,539	154,480	102	Incr. Benefits
Bookstore	4040	1,113,128	1,116,352	1,116,352	-	103	
Food Service	4050	320,000	320,000	320,000	-	104	
Document Center	4060	48,160	49,593	49,593	-	105	
Insurance	4101	284,000	307,000	317,000	10,000	106	Inc. Property
Utilities		1,000,000	1,000,000	1,000,000	-	107	
Compensation (State Funded)					-		
ERB (State Funded)					-		
State Funded Group Insurance					-		
Salary Increase from Degree changes					-		
Debt Service		359,064	283,826	283,847	21		Diff. in pmt.
Group Insurance adjustment					-		
		7,521,094	7,602,876	7,768,077	165,201		
Proposed new positions				221,000	221,000		New positions
Compensation			-	447,190	447,190		Comp. Increase
3 % Scholarship (State Funded)		93,551	93,551	93,551	-		
BR&R		597,281	597,281	597,281	-		
ER&R (State Funded)		332,720	332,720	332,720	-		
Nursing (State Funded)		72,900	72,900	308,200	235,300		Nursing Expan.
		1,096,452	1,096,452	1,999,942	903,490		
		23,939,728	24,684,326	25,961,109	1,276,783		



Thank you!

