



ADVISORY BOARD

MEETING AGENDA

Monday, March 4, 2024

6:00 PM

Board Room (DAEM 207), and via Zoom

<https://nmsu.zoom.us/j/93033167426>

DACC Advisory Board Meeting

<p>Call to Order Roll Call Approval of Agenda Approval of October 19, 2023 Minutes</p>	<p>Ms. Laura Salazar Flores</p>
<p>1. Appoint Secretary</p>	<p>President Laura Salazar-Flores</p>
<p>2. Operating Agreement</p>	<p>Dr. Mónica F. Torres</p>
<p>3. General Update</p>	<p>Dr. Mónica F. Torres</p>
<p>4. Strategic Priorities</p>	<p>Dr. Monica F. Torres</p>
<p>5. Business Office Update</p>	<p>Ms. Kelly Brooks</p>
<p>6. Accreditation Update</p>	<p>Dr. Jennifer Hodges</p>
<p>7. District Reports</p>	<p>Board Members</p>
<p>8. Board Announcements and Comments Next DACC Advisory Board Meetings: May 2</p>	
<p>Adjournment</p>	

MISSION STATEMENT

DACC is a responsive and accessible learning-centered community college that provides educational opportunities to a diverse community of learners in support of academic interests, workforce development, and economic growth.

VISION STATEMENT

DACC will be a premier, inclusive college that is grounded in academic excellence and committed to fostering lifelong learning and active, responsible citizenship within the community.

DACC ADVISORY BOARD MEETING

Gadsden School Board Members Present:

Laura Salazar Flores
 Daniel Castillo

Hatch School Board Members Present:

Elva Garay

Las Cruces School Board Members Present:

Patrick Nolan
 Carol Cooper

DACC Faculty/Staff Present:

Mónica Torres	Marissa Yniguez
Gerald Giraud	Jennifer Hodges
Kelly Brooks	Mary Ulrich
Ike Ledesma	Mike Luchau
Kristi Martin	Jesse Haas
Chris Odionu	Mark Nunley
Shannon Bradley	Josie Carmona
Joe Butler	Fred Owensby

- Call to Order:** Ms. Laura Salazar Flores, President, called the DACC Advisory Board meeting to order at 6:31 PM on Thursday, October 19, 2023.
- Roll Call:** M. Yniguez called roll; participants noted above were present. A quorum of the Advisory Board was present.
- Approval of Agenda:** Motion to approve the agenda as presented made by D. Castillo; seconded by E. Garay; no discussion, all in favor; motion carried.
- Approval of Minutes:** Motion to approve April 20, 2023 special meeting minutes as presented made by D. Castillo; seconded by P. Nolan no discussion, all in favor; motion carried.
 Motion to approve April 20, 2023 meeting minutes as presented made by D. Castillo; seconded by P. Nolan no discussion, all in favor; motion carried.

1. State of the College – Dr. Mónica Torres, Dr. Gerald Giraud, Ms. Kelly Brooks, Mr. Ike Ledesma, and Ms. Kristi Martin

Key Discussion Points: M. Torres - Big and busy year; bond election is Nov. 7; celebrating 50th anniversary with a number of events going on; accreditation; opening a new digital media facility at Arrowhead Park; enrollment priorities – “Things that Matter” – access, support, completion, and efficiency; enrollment and retention numbers, we are gaining since COVID hit; discussed retention rate, credentials awarded, and state scholarships; legislative priorities – NMSU System and DACC; next move would be “Measure what Matters” – a way to measure what we say we are doing, with what we are doing.

J. Hodges – Accreditation update – 5 months and 6 days until the team visits our campus on March 25 and 26; a part of the visit will be to meet with the advisory board – typically a breakfast or lunch.

M. Torres – introduced our new interim VP of Academic Affairs.

G. Giraud – went over the six divisions that fall under the office of academic affairs; discussed cross college projects - South County SMART scheduling, which will be implemented in the Fall of 2024; reforming dual credit opportunities for GISD; discussed creative campus and media technology, partnership with NM Media Collective, and Early Childhood Education application for NAEYC accreditation; business and public services – culinary food truck, accreditation in fire science, pulling HOST under ACBSP, exploring business dual credit in Deming for business credit, also obtained an ambulance and food truck; science, engineering and math – NSF funded grant; partnering with Alta Vista Early

College High School for STEM opportunities for Latinos – research program is also being conducted; pursuing new proposals to NSF for continuing support in STEM; Advanced Technologies – new Amazon program that focuses on women; dual credit with local high schools with various technology programs; Health Science – discussed nursing pass rates; accreditation, division student success initiatives, and Costa Rica service trip; Workforce training – discussed all the programs, credentials and employees served; Career and Life Skills Academy; DACC Career expo.

K. Brooks – discussed capital outlay initiatives over the next 5 years; went over our upcoming legislative requests – Gadsden campus access roadway and supplemental request for the creative media technology building; shared photos of the renovations that have been done with previous bond funding; 2023 Local GO Bond request – asking for \$16 million dollars.

I. Ledesma – discussed enrollment, engagement, retention and completion; we are working on increasing outreach, visibility, presence, accessibility, working relationships, and data evaluation; student services provides many activities for students outside of the academic setting to assist in various ways – also provide many academic services that include success coaches, wrap-around-services, tutoring and workshops; Student Government Association – provides additional support for students; major projects include childcare facility, health and wellness clinic, fitness facilities, data literacy and training, overall engagement, and student leadership training; retention – implemented a grad campaign, degree and certificate fees have been eliminated; transition and transfer fair.

K. Martin – the college is going out for the GO Bond; shared numbers from the economic development study and how DACC impacts our community; discussed the activities of institutional analysis; creation of a better and stronger network of alumni; Fall enrollment campaign highlights; grants that have impacted our “Things that Matter” initiatives; web-enterprise highlights – launched a new website design; 50th Anniversary Presidents’ Gala; invited board members to attend.

Decision/Action: None

2. GO Bond Election – Dr. Mónica Torres

Key Discussion Points: The GO Bond information was covered in previous discussion.

Decision/Action:

3. DACC’s 50th Anniversary – Ms. Kristi Martin

Key Discussion Points: The 50th Anniversary information was covered in previous discussion.

Decision/Action: None

4. District Reports – Board Members

Key Discussion Points: C. Cooper – exciting things are happening at LCPS; will be tackling the business of engaging families and student achievement; discussed graduation rate concerns.

P. Nolan – love and respect the work of DACC; discussed some possible collaborations and conversations; push to outdoor recreation – how can we do that through DACC; invest the resources coming from the state.

E. Garay – improvements to the schools; they have a daycare for both students and employees; built an outside exercise facility where they use their own body weight; a lot of good things happening in Hatch; discussed collaborating with DACC and encouraging students to attend.

D. Castillo – shared his experience with the accreditation process.

L. Flores – NMSBA region with 12 districts – opportunity to showcase CTE programs; culinary for Gadsden High School and their mariachi program helped with the NMSBA event; November 2, Legislative Primer; Gadsden also has a bond for their election; engaging in cooperative services through a 6 year observation program to increase the graduation and proficiency rate; working with chronic absenteeism; governor is taking initiative to increase the literacy in New Mexico; thanked Dr. Torres for attending GISD board meeting and encouraged a partnership with GISD – interested in the data that would show how many students are moving on to higher ed.

Decision/Action: None

5. Board Announcements and Comments and Next DACC Board Advisory Meeting

Key Discussion Points: Tentative date for the next advisory board meeting will be sent in March and May. Commencement is Thursday, May 9; we will soon roll out a DACC app – recommendation was made that it also be in Spanish.

Decision/Action: None

Adjournment: Motion to adjourn the DACC Advisory Board meeting made by D. Castillo; seconded by E. Garay; no discussion, all in favor; motion carried. Meeting adjourned at 7:57 PM.

Respectfully submitted,



Secretary

DACC Advisory Board

Operating Agreement

between the NMSU Board of Regents and the DACC Advisory Board

Mónica F. Torres

Chancellor, NMSU System Community Colleges

DACC Advisory Board

March 4, 2024



NMSU Doña Ana Community College

Articles

Background

Article I: Definitions

Article II: Advisory Board

Article III: Community College Chancellor

Article IV: Regents Authority

Article V: Academic Matters

Article VI: Financial Matters

Article VII: Term and Termination

Article VIII: Facilities

Article IX: Entire Agreement

Article X: No Third Party Beneficiaries

Article I: Definitions

Advisory Board: “Single Board”

Advisory Committee

Chancellor

Term

Article II: Advisory Board

Constitutes the Advisory Board and the Advisory Committee

Outlines duties:

- ❖ advisory role to the Board of Regents
- ❖ operating agreement with Board of Regents
- ❖ annual operating budget
- ❖ tax levies—both certifying the tax levy and conducting the election for tax levies

Sets meetings: annual meeting with Regents, operating budget, tax levies, and other business as needed.

Article III: CC Chancellor

Establishes that the authority of the Advisory Board and the Regents to conduct search for a new CC Chancellor when there's a vacancy.

Article IV: Regents Authority

Establishes that the Regents have **full authority and responsibility** over all aspects of the college.

Article V: Academic Matters

Outlines—in broad terms—the **academic programs** that the community college will offer.

Article VI: Financial Matters

Establishes that the Advisory Board will review reports and matters of financial management of the college including the **annual budget** for the community college for recommendation to the Regents.

Describes **funding sources**: state, tuition/fees, tax levies, and other funding such as grants and gifts.

Authorizes the college to borrow money through **general obligation bonds**.

Describes that it is the Regents who set **tuition and fees** and distinguishes between in district, out-of-district, and non-resident fees.

Article VII: Term and Termination

Establishes the conditions for the duration, review, and termination of the agreement.

Article VIII: Facilities

Establishes that all college property is taken in the name of the NMSU Board of Regents.

Article IX and X

Provides additional stipulations for the agreement.

- ❖ This is the agreement, superseding other agreements
- ❖ No third-party beneficiaries

Thank you!

Questions?

Contact Information

Mónica F. Torres

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President's Update

DOÑA ANA COMMUNITY COLLEGE ADVISORY BOARD

March 4, 2024



NMSU Doña Ana Community College

Big (and busy) year for the college

- Successful bond election
- 50th anniversary events
- Construction of new Digital Media Building
- Many, many internal events in support of teaching, learning, and student support
- Reaffirmation of our accreditation status

Results from the Legislature

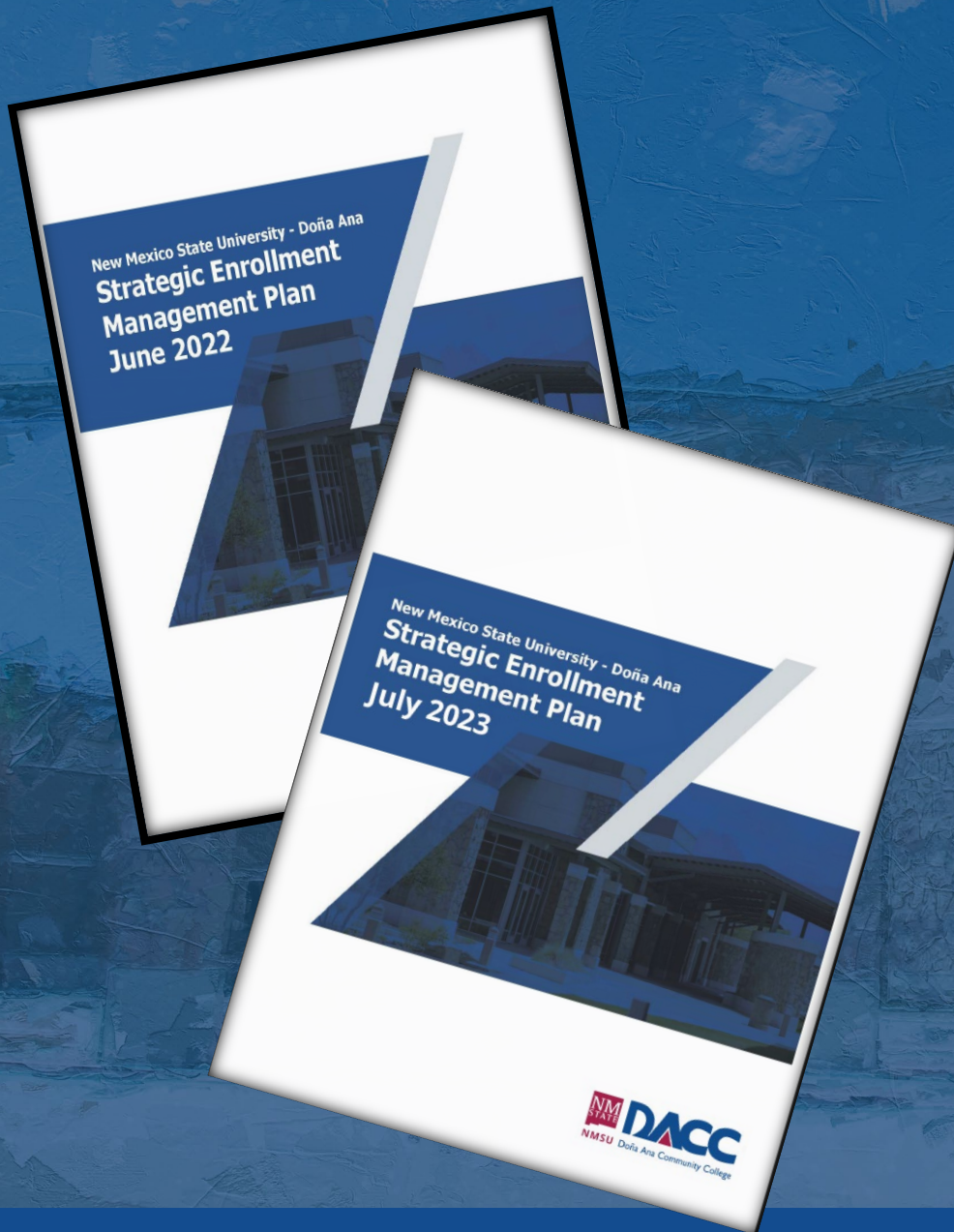
- 3% across the board compensation increase
- Additional faculty compensation
- “Wrap-around” services
- Dual credit
- Non-credit workforce training
- Integrated Basic Education/Skills Training
- Statewide GO Bond: roadway and additional entry/exit for Gadsden Center
- Higher Education Trust Fund – Opportunity

DACC Advisory Board Handbook

- Contact Information
- Operating Agreement with NMSU Regents
- DACC Campuses/Centers
- History
- Organizational Charts
- Other important information: accreditation, academic calendar, budget, facilities, etc.

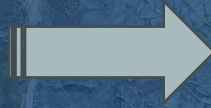
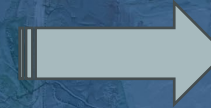
Priorities: "Things that Matter"

- Access: Increase number of community members who access our services.
- Support: Increase number of students who use college and community resources that have been shown to support success.
- Completion: Increase number of students who reach their academic goals.
- Efficiency: Adapt operations to support these results.



“Things that Matter”

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**“Measure
what
matters!”**

**-Waded Cruzado
Montana State**

DACC Things that Matter/Measures that Matter

Priority	Measures	2021-2022		2022-2023		2023-2024		2024-2025		2025-2026		2026-2027		2027-2028	
		projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual
One Increase the number of people in the communities we serve who access DACC services and resources. Connection to DACC 2025 Goals and Objectives: Goal 1, Obj 1 Goal 1, Obj 4 Goal 1, Obj 5 Goal 2, Obj 2 Goal 2, Obj 3 Goal 3, Obj 2 Goal 4, Obj 1	Enrollment Credit headcount FALL (HFD, end of term)		6,465	6,659	6,682	6,882		7,088		7,301		7,374		7,448	
	Workforce Training non-credit headcount (ANNUAL)		231		335										
	Adult Education Headcount (ANNUAL)		746		780										
	Small Business Development (ANNUAL) Business Starts		17		27										
	Jobs Created		103		126										
	Jobs Supported		655		894										
	Unique Clients		176		314										
	Community Events (ANNUAL)		5,744		7,915										
	Library Services (ANNUAL) Gate Count		25,778		30,243										
	Events/Attendance		71,966		78,1,768										
Admissions 1st time students 25+ (F&E Student Type Time of Application)		407		520											

DACC Things that Matter/Measures that Matter

Priority	Measures	2021-2022		2022-2023		2023-2024		2024-2025		2025-2026		2026-2027		2027-2028	
		projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual
Two Increase the number of students who use the college and community resources known to support student success. Connection to DACC 2025 Goals and Objectives:	Academic Support														
	individual touches/unique students														
	ARC														
	Advising														
	Career Resources		375		475										
	Computer Support														
	Library (ANNUAL)														
LibGuides Login		6,543		7,658											
Study Room Reservations		157		376											
VLIT		407		520											
Goal 1, Obj 2 Goal 1, Obj 5 Goal 2, Obj 3 Goal 4, Obj 1	Basic Needs														
individual touches/unique students															
AVANZA		445,000		412,000	424,000										
Emergency Aid															
Food Pantry															
	Financial Resources														
individual touches/unique students															
Financial Aid															
Financial Plan															
	Health/Well-Being														
individual touches/unique students															
Counseling															
Social Work															
	Student Satisfaction														
RNL SSI (even springs)															
CCSSE (odd springs)															

DACC Things that Matter/Measures that Matter

Priority	Measures	2021-2022		2022-2023		2023-2024		2024-2025		2025-2026		2026-2027		2027-2028	
		projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual
Three Increase the number of students who complete their educational goals. Connection to DACC 2025 Goals and Objectives: Goal 1, Obj 2 Goal 1, Obj 3 Goal 1, Obj 5 Goal 2, Obj 1 Goal 2, Obj 2 Goal 2, Obj 3 Goal 4, Obj 1	Course Pass Rate (ANNUAL) (DFW Rate Data File 6/23/2023) % passing with A, B, C		26,911		27,779										
	Credit Accumulation in First Semester percent; first-time freshman; Fall; FT/PT														
	0	18.07/23.79	15.58/29.14												
	1-6	9.78/37.93	10.86/39.21												
	7-11	14.40/38.28	17.00/31.65												
	12-14	46.33/0	49.70/0												
	15+	11.41/0	6.85/0												
	Gateway Course Completion in First Year percent; first-time freshman; Fall; FT/PT (Enhanced ISSR)														
	English	50/22	46/15												
	Math	38/14	34/12												
Retention - Credit percent; Fall to Fall; FT/PT; (IPEDS)	<i>Fall 2020 Cohort</i> 59/41	<i>Fall 2021 Cohort</i> 60 64/50	<i>Fall 2022 Cohort</i> 65	<i>Fall 2023 Cohort</i> 66	<i>Fall 2024 Cohort</i> 67	<i>Fall 2025 Cohort</i> 68	<i>Fall 2026 Cohort</i> 69								
Graduation Rate (HED end 2017, 2018; IPEDS website 2019)	<i>Fall 2017 Cohort</i>	<i>Fall 2018 Cohort</i>	<i>Fall 2019 Cohort</i>	<i>Fall 2020 Cohort</i>	<i>Fall 2021 Cohort</i>	<i>Fall 2022 Cohort</i>	<i>Fall 2023 Cohort</i>								
150%	14.6%	15.3%	17.0%												
200%	19.9%	20.3%													
250%	21.6%														
Other Completions HS equivalencies															

DACC Things that Matter/Measures that Matter

Priority	Measures	FY 2022		FY 2023		FY 2024		FY 2025		FY 2026		FY 2027		FY 2028	
		projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual
Four Implement practices across the college that allow us to procure results effectively and efficiently.	Grant Expenditure (BU-399 Budget Exhibit Reports by Campus)														
	Available		13,893,184		13,629,342										
	YTD Spent		5,056,758		3,405,600										
	% Spent		36%		25%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Unrestricted I&G														
	% Spent		87%		94%										
Connection to DACC 2025 Goals and Objectives:	Cost Per Credit Hour (Total I&G)														
	GSF/Student FTE (Kelly)		122.57		122.57		122.57		122.57		122.57		122.57		122.57
	Ad Astra - space utilization														
Goal 4, Obj 3	Employee Satisfaction														
	Job Satisfaction/Support Modern Think Survey		2021 Survey				2024 Survey				2026 Survey				2028 Survey
	Overall		72%												
	Faculty		66%												

DACC Things that Matter/Measures that Matter

Priority	Measures	2021-2022		2022-2023		2023-2024		2024-2025		2025-2026		2026-2027		2027-2028	
		projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual	projected	actual
Legislative Metrics in annual legislation tied to budget Connection to DACC 2025 Goals and Objectives: Goal 1, Obj 1 Goal 1, Obj 4 Goal 1, Obj 5	Enrollment Credit headcount; FALL; (HED, end of term)							8,960							
	NM High School Graduate Credit headcount; first-time freshman							1,250							
	Credit Hours Completed ANNUAL							112,000							
	Awards Conferred unduplicated; academic year							1,150							
	Graduation Rate percent; first-time, part-time; within 150%							35%							
	Retention Rate percent; first-time, full-time; to 3rd semester							60%							

enrollment

	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Headcount	7875	8054	7028	6454	6682	6849
Student Credit Hours	71099	71,614	64,594	58,347	58,977	61,351

	Spr 2019	Spr 2020	Spr 2021	Spr 2022	Spr 2023	Spr 2024
Headcount	7068	6937	5614	5346	5578	5998*
Student Credit Hours	61,856	62,162	64,594	58,347	58,977	53,624*

*unofficial

retention

	Spring 2020 Fall 2019 cohort	Spring 2021 Fall 2020 cohort	Spring 2022 Fall 2021 cohort	Spring 2023 Fall 2022 cohort
Retention from one fall to the next spring	83%	77%	77%	79%

	Fall 2020 Fall 2019 cohort	Fall 2021 Fall 2020 cohort	Fall 2022 Fall 2021 cohort	Fall 2023 Fall 2022 cohort
Retention from one fall to the next fall	57%	59%	64%	63%*

*This is an estimate based on available data.

Completions: graduation* /transfer

	2019-2020	2020-2021	2021-2022	2022-2023
Graduation Rate	17%	16%	#	#
Transfer Out Rate	16%	14%	#	#

Notes:

*First-time, full-time freshman, 150% of time (3 years for an associate degree)

#Students have not yet reached the length of time used to measure—150%.

Completions: credentials

	2019-2020	2020- 2021	2021-2022	2022-2023
Certificates (less than 1 year)	118	107	80	103
Certificates (more than 1 year, but less than 2)	384	318	289	278
Associate Degrees	1017	889	906	916
Total	1519	1314	1275	1297

Other Information about Students in 2022-2023

	Students	Effort
Dual Credit	1070	13,419 credit hours
Non-credit Training	355	35,169 hours

	Students	Dollars
Lottery Scholarship	601	\$698,546
Opportunity Scholarship	2834	\$3,358,615.80

So, where then are we?

"Measures that Matter"

Priority	Measures	2021-2022 actual	2022-23 actual	2023-2024 projected	2024-2025 projected	2025-2026 projected	2026-2027 projected	2027- 2028 projected
One. Increase the number of people in the communities we serve who access DACC services and resources. Notes: -Fall 2022-2025 +3% projected -Fall 2026-2027 +1% projected Sources of data:	Credit Enrollment headcount	Actual: 6465	Projected: 6659 Actual: 6682	Projected: 6882 Actual:	Projected: 7088 Actual:	Projected: 7301 Actual:	Projected: 7374 Actual:	Projected: 7448 Actual:
	Workforce Training non-credit headcount	Actual:	Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:
	Adult Education headcount	Actual:	Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:
	Small Business Development	Actual:	Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:
	Community Events	Actual:	Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:
	Library Services	Actual:	Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:
	Website Traffic	Actual:	Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:	Projected: Actual:

Reaffirmation of Accreditation

Accreditation Team will be on campus in March 25-26, 2024.

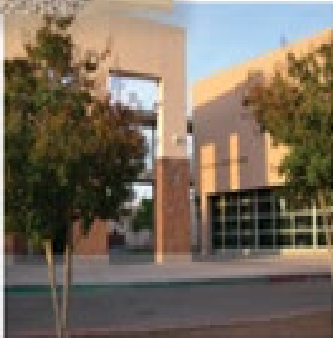
Accreditation Team will be meeting with representatives from DACC's Advisory Board and NMSU's Board of Regents

Dr. Jennifer Hodges, Associate Vice President, has been leading the effort.

East
Mesa
Campus



Workforce
Center

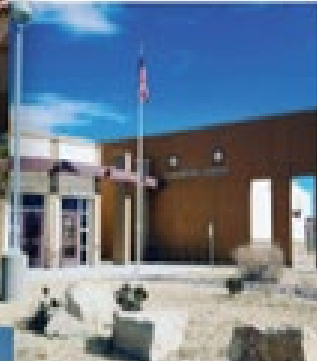


Espina Campus at NMSU

Thank you!



Gadsden Center



Chaparral Center



Sunland Park Center

Contact Information

Mónica F. Torres

President, Doña Ana Community College

Chancellor, NMSU System Community Colleges

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575.527.7511 (o)

575.640.2878 (m)

Advisory Board HLC Visit Overview

MARCH 04, 2024

Jennifer Hodges, Associate Vice President for Institutional Effectiveness





HIGHER LEARNING COMMISSION (HLC) STANDARD PATHWAY – 10 YEAR ACCREDITATION CYCLE

- 2014 – Reaffirmation of Accreditation
- 2016 – Focused Visit
 - January, Topic: Governance
- 2016/17 – Multi-location Visit
 - October 20, 2016, Hatch Center and Gadsden Center
- 2018 – Comprehensive Evaluation
- 2021/22 – Multi-location Visit
 - April 28 & 29, 2022, Espina Campus and Alta Vista ECHS
- **2024 – Comprehensive Evaluation for Reaffirmation**
 - **March 25 & 26, 2024**

CRITERION FOR ACCREDITATION

- Criterion 1. Mission
- Criterion 2. Integrity: Ethical and Responsible Conduct
- Criterion 3. Teaching and Learning: Quality, Resources, and Support
- Criterion 4. Teaching and Learning: Evaluation and Improvement
- Criterion 5. Institutional Effectiveness, Resources and Planning

- Federal Compliance Filing

THE VISIT – MARCH 25 & 26, 2024

- Pre-Visit Preparation
 - Assurance Argument
 - Evidence File
 - Student Survey
 - Federal Compliance Filing
- Visit
 - Purpose – Verify and Clarify
 - Monday, 25th, Full Day
 - Lunch with NMSU and DACC Boards
 - Tuesday 26th, Half Day
- Post Visit
 - Errors of Fact draft within 30 days
 - Institutional Action Committee
 - Within 4 to 6 months
 - Official Notification

Key Themes

- Mission Appropriate
 - Students/Community we serve
 - Programs we offer
 - How we use our resources
- Whenever and However
 - Multiple locations
 - Online v In Person
 - Dual Credit/Early College HS
- Not just collecting data, but using it
- DACC's Mission
- DACC is a responsive and accessible learning-centered community college that provides educational opportunities for a diverse community of learners in support of academic interests, workforce development, and economic growth.

Criterion that Mention the Board

- **2.A.** The institution establishes and follows policies and processes to ensure fair and ethical behavior on the part of its governing board, administration, faculty and staff.
 - The institution develops and the governing board adopts the mission.
 - The institution operates with integrity in its financial, academic, human resources and auxiliary functions.

Criterion that Mention the Board

- **2.C.** The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity.
 - The governing board is trained and knowledgeable so that it makes informed decisions with respect to the institution's financial and academic policies and practices; the board meets its legal and fiduciary responsibilities.
 - The governing board's deliberations reflect priorities to preserve and enhance the institution.
 - The governing board reviews the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
 - The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external parties.
 - The governing board delegates day-to-day management of the institution to the institution's administration and expects the institution's faculty to oversee academic matters.

Criterion that Mention the Board

- **5.A.** Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.
 - Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff and students—through planning, policies and procedures.
 - The institution's administration uses data to reach informed decisions in the best interests of the institution and its constituents.
 - The institution's administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy and processes through effective collaborative structures.

Criterion that focus on Budgeting and Planning

- **5.B.** The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.
 - The institution has qualified and trained operational staff and infrastructure sufficient to support its operations wherever and however programs are delivered.
 - The goals incorporated into the mission and any related statements are realistic in light of the institution's organization, resources and opportunities.
 - The institution has a well-developed process in place for budgeting and for monitoring its finances.
 - The institution's fiscal allocations ensure that its educational purposes are achieved.

Criterion that focus on Budgeting and Planning

- **5.C.** The institution engages in systematic and integrated planning and improvement.
 - The institution allocates its resources in alignment with its mission and priorities, including, as applicable, its comprehensive research enterprise, associated institutes and affiliated centers.
 - The institution links its processes for assessment of student learning, evaluation of operations, planning and budgeting.
 - The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
 - The institution plans on the basis of a sound understanding of its current capacity, including fluctuations in the institution's sources of revenue and enrollment.
 - Institutional planning anticipates evolving external factors, such as technology advancements, demographic shifts, globalization, the economy and state support.
 - The institution implements its plans to systematically improve its operations and student outcomes.