

# TODAY'S STUDENTS, TOMORROW'S WORKFORCE: A Town Hall on Higher Education

**Final Report of the  
34<sup>th</sup> Statewide New Mexico First Town Hall**  
April 20-22, 2006  
Held in Santa Fe, NM

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## Executive Summary

*Today's Students, Tomorrow's Workforce: A Town Hall on Higher Education* was convened by New Mexico First on April 20-22, 2006 in Santa Fe. This town hall brought together stakeholders in the areas of higher education and economic development from all parts of New Mexico.

In order to choose a topic for this town hall, New Mexico First commissioned a statewide citizen survey in June 2005. Results from this survey, combined with feedback from members, elected officials, and community leaders, identified higher education as a universal concern.

In March 2006, the town hall was publicly announced and background report was released. These background materials included scenarios developed with significant stakeholder input, which offered glimpses of potential New Mexico futures, depending on different policy decisions that could be made today. In addition to these scenarios, the background report included summaries of focus groups held by New Mexico First in the communities of Taos, Grants, and Tucumcari. The report also contained a detailed research appendix covering the current state of New Mexico's post-secondary system, seen from a wide variety of viewpoints.

New Mexico First focuses on attaining balance between various stakeholder groups so that all necessary viewpoints are present in the discussion. To this end, full scholarships were offered to high school and college students as well as community members who indicated they needed financial support. Business representatives were actively recruited. Registrants could choose between acting as a participant (attending the full town hall and actively taking part in discussions) or simply observing.

Almost 200 people took part in the three-day event, with 122 active participants. These participants developed recommendations about what should be done to prepare New Mexicans to thrive in the 21<sup>st</sup> century economy. The central ideas in those recommendations follow:

### Increasing Standards and Collaboration

- Raise P-20<sup>1</sup> academic standards so that New Mexico's students can meet employers' needs and compete in an increasingly demanding workplace.

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<sup>1</sup> "P-20" is a term that denotes all levels of education, from preschool through graduate school. Town hall participants requested that this language be used to underscore the ultimate goal of enabling all students to go as far as they wish, realizing that for some students this might mean graduate school and for others it might mean trade school. Hopefully, it points toward lifelong learning for all. This term is used throughout this document.

- Establish *one* educational vision, measurable standards to achieve that vision, and a database to track progress and enable the exchange of data.
- The educational system should use a P-20 approach that includes school and community programs.
- Establish and maintain a statewide education system.

### Reforming NM's Systems of Higher Education

- Promote a statewide system of governance and coordination of higher education.
- Coordinate efforts and eliminate duplication among government and community organizations involved in the educational system.

### Linking Education to Economic Trends

- Establish a strategic plan enabling all of New Mexico's students to develop a career-oriented path through the P-20 educational system that aligns with economic development priorities, if they choose.
- Use long-term labor force projections to encourage students to follow career pathways that meet projected labor needs and fill high-value future jobs.
- Implement a statewide work-based assessment (e.g., Workkeys)

### Funding

- Change the higher education funding formula to place more emphasis on student performance.
- Increase financial aid for college students.
- Increase educator salaries.

### Programs to Help Students

- Evaluate contributors and barriers to student success, using lessons learned to recommend new strategies and services.
- Create a statewide support network that links educational and economic development support for all communities, particularly rural ones.
- Strengthen programs that develop and support P-20 life and career-readiness skills.
- Conduct a major public awareness campaign on the value of education.
- Support multiple learning styles through faculty professional development.

### Technology

- Establish a statewide high-speed digital network infrastructure to support learning and collaboration.

These recommendations, presented in more depth later in the full report, will be taken up by an implementation team, composed of town hall participants and led by Garrey Carruthers, Dean of the College of Business at New Mexico State University and former governor of New Mexico, and Mike DeWitte, Chairman of the New Mexico Business Roundtable and senior manager at Sandia National Laboratories. This group will spend the next 12-18 months advancing the recommendations with policymakers, community leaders, and the public.

### **About New Mexico First**

New Mexico First is a nonpartisan nonprofit organization that engages citizens in public policy. Co-founded in 1986 by U.S. Senators Pete Domenici and Jeff Bingaman, New Mexico First brings people together for two- and three-day town hall meetings. These town halls use a unique consensus-building process that enables participants to learn about a topic in depth, develop concrete policy recommendations addressing that topic, and then work with other New Mexicans to help implement those recommendations with policymakers. New Mexico First is entirely funded through donations, membership fees, town hall registrations, and contracts.

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## Final Report of Town Hall 34

### Introduction

In April 2006, New Mexico First convened its 34<sup>th</sup> statewide town hall. The topic was higher education and workforce development. This was perhaps *the* most well attended town hall in New Mexico First's history, with participant registration reaching the maximum well before the deadline. It was made clear that many New Mexicans feel an urgent need to ensure the success of future generations and our statewide economy. Town hall speakers included Governor Bill Richardson, as well as Dr. Beverlee McClure and Dr. Veronica Garcia, the two current Cabinet Secretaries with oversight into the issue of education. Business and education sector leaders also spoke.

Participants traveled from throughout the state to attend. New Mexico First ensured statewide representation by convening focus groups in three rural communities and by offering scholarships. These activities generated interest in the town hall while providing specific focus to the unique needs of rural areas.<sup>2</sup> Town hall participants included business leaders, education administrators, teachers, professors, community members, two former governors, and high school and college students. Given that the town hall's recommendations would directly impact the lives of students, New Mexico First worked hard to ensure their participation. Scholarships covered registration, food, and lodging fees for the students, some of the rural community participants, and others whose financial circumstances would have precluded their ability to attend.

### Background

When the town hall opened, the challenge given participants was as clear as it was difficult: achieve consensus on actionable recommendations that identify what needs to be done and who might do it. Speakers shared statistical trends that, if left unaddressed, would lead to a dismal future not only in New Mexico but also throughout the entire country. There is an already existing gap between the education necessary to succeed in today's workforce and the skills and degrees currently achieved by students. This gap can be seen at all levels of the workplace, from doctoral-level research jobs at Sandia

National Laboratories to the trades in the oil fields of Yates Petroleum.

The National Report Card on Higher Education (which looks at the full spectrum of post-secondary education, from job training certificates through graduate degrees) gave New Mexico an F for both Affordability and Preparation. While the state earned an A for Participation, it received a D for completion, indicating that New Mexico students enroll in college but do not finish. The report card said, "Despite substantial improvement over the past decade, relatively few students in New Mexico earn a certificate or degree in a timely manner."<sup>3</sup>

### Scenario Planning

In order to prevent the discussion from progressing solely along well-defined irresolvable differences of opinion, New Mexico First used an innovative approach: scenario planning. This proven approach used scenarios, written as short stories, to jumpstart dialogue and debate about issues – in different ways than participants might have done if viewing raw data alone. The scenarios were intended to stimulate participants' imagination by showing future worlds that could exist. Combined with expert facilitation, discussing the scenarios led to useful recommendations about New Mexico's education future. The scenarios were based on research, existing data, and stakeholder input.

Scenario planning has been used since the 1970s, when Royal Dutch Shell used it to successfully survive the oil crisis. Most famously, South Africa used scenario planning to depict a possible future without apartheid. Those leading the South African effort printed and distributed one million copies of the scenarios, enabling South Africans to envision and ultimately create what was then an unimaginable world.<sup>4</sup>

New Mexico First used the scenario process to engage citizens in the development of policy recommendations on higher education and the workforce.<sup>5</sup> The report offered

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<sup>2</sup> These dialogues were conducted in the format of a mini one-day New Mexico First Town Hall. They were convened in Gallup, Tatum, and Taos. Participants are listed in Appendix 5. Please refer to the New Mexico First Town Hall 34 background report for a synopsis of these community-based dialogues.

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<sup>3</sup> New Mexico First background report, page 34, cited from "Measuring Up: The National Report Card on Higher Education," available at [measuringup.highereducation.org](http://measuringup.highereducation.org).

<sup>4</sup> For more information on the scenario planning process, read *The Art of the Long View* by Peter Schwartz.

<sup>5</sup> New Mexico First received significant amounts of advice and support from Jack Jekowski of Innovative Technology Partnerships, who is an expert in the scenario planning approach.

four scenarios written about a fictitious Farmington family in 2026. The parents were hard-working individuals who slowly built a successful restaurant. Though far from wealthy, they provided a warm, stable, and healthy home for their children, Victoria and Robert. Both parents were proud that their children had an opportunity that had eluded them – the ability to go to college.

Each of the four scenarios depicted a world resulting from differing amounts of resources and innovation:

- Scenario I utilized abundant innovation and financial resources.
- Scenario II devoted no new financial resources, but fundamentally restructured the educational system.
- Scenario III did not significantly change the current educational model, but devoted significantly more financial resources.
- Scenario IV proposed a future without any additional resources or restructuring.<sup>6</sup>

These scenarios were not intended to be comprehensive, accurate predictions of the future; any number of different stories could have been developed based on today's statistics and what decisions New Mexicans might make. The scenarios were simply meant to stimulate imaginations and present options so that the most creative and grounded thinking could be brought to bear on the subject.

## **Common Themes and Vision**

After extensive discussions, town hall participants came to consensus on their recommendations as one large group. Participants developed their initial ideas in small groups. The ideas were combined and refined until the full group agreed to all the recommendations.

Common themes began to emerge immediately including:

- Creating a statewide culture that promotes and supports lifelong learning, since every job requires continuous learning;
- Creating high standards and expectations that support colleges as they prepare competitive students;
- Using available and future technologies to provide statewide access to information, enriching students and teachers;
- Focusing on the pedagogy of teaching (e.g. learning outcomes for today's children) by ensuring that teachers have professional development support so that they can respond to the diverse cultural and special needs of student learning;

- Ensuring that all students have access to and understand the resources available to support them in going to college while expanding programs to ensure that all students – regardless of family income – can receive post-secondary education;
- Creating alignment throughout the P-20 system and alliances between educational institutions and the business community to ensure that graduating students meet workforce needs;
- Providing mentorship for students at every level, engaging the community to support students staying in school.

From the emerging themes came a vision, providing a context for the recommendations developed by the group. Participants envisioned a fully-coordinated preschool through graduate school (P-20) educational system that engages and retains students, helping them gain the educations they need to meet the increasing demands upon workers. Participants felt that higher education must fulfill an increasingly important public obligation as the educational bridge to the workplace.

For educational institutions to best partner in this vision, town hall participants said, the K-12 educational system must coordinate seamlessly with the college and university system (including certification programs). Key components of this coordination include:

- uniform standards and expectations regarding quality and content of courses;
- easily transferable credits;
- coordinated missions; and
- communication throughout all educational institutions and between these institutions and their communities.

Visible and active support for education and lifelong learning must be ever-present, with this message coming from a collaborative community that includes students, parents, educators, and business professionals from all cultures within New Mexico.

Finally, participants specifically underscored the need for close collaboration between education and economic development initiatives. The need to understand patterns of possible economic growth was defined, so that related skills needed in the workforce are more concretely understood and can be used by both students and those who help them make their life choices.

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<sup>6</sup> For the complete scenarios and additional statistics, please refer to a copy of the Background Report at: [www.nmfirst.org](http://www.nmfirst.org)

## Town Hall Recommendations

The following table summarizes the recommendations developed by the town hall participants. The recommendations have been edited to make them consistent in format and style. In some cases, very similar recommendations have been combined in this table. To view the original language developed during the actual town hall, see Appendix B on page 11. Please see the legend on page 9 for the acronyms used.

#	Central Idea	Details	Deadline
<b>Increasing Standards and Collaboration</b>			
1	Raise P-20 academic standards so that NM students can compete with students from other places and can meet the needs of employers.	The standards should be developed jointly by HED, PED, and their schools. The standards should apply to high schools (ensuring college readiness), college degrees, and certification programs. They should draw on national and international benchmarks.	April 2007
2	HED and PED should collaborate to establish <i>one</i> educational vision, measurable standards to achieve that vision, and a comprehensive database to track progress and enable the exchange of data.	The vision should call for all students to navigate a P-20 career path. It should also honor NM's diverse culture, connect to economic development, and involve stakeholders in its development. The standards should include learning outcomes and performance metrics. K-12 standards should align with higher education needs. HED should provide financial inducements, best practices, and ongoing assessments. It should also establish uniform criteria of transferable courses.	April 2007
3	NM's educational system should use a P-20 approach that includes school and community-based programs.	School guidance counselor outreach and school programs (such as peer mentoring) should support all families but emphasize first generation and at-risk students. Community programs should attempt to reengage students who are no longer in school.	
4	Establish and maintain a statewide education system.	Attention should be paid to 1) strong public awareness through ongoing conversations in order to raise awareness and support and 2) alignment with statewide economic development and workforce development priorities to increase the value of education in our society. A state constitutional amendment may be required.	Dec 2007
<b>Reforming NM's Systems of Higher Education</b>			
5	Promote stakeholder discussions about a statewide system of governance and coordination of higher education.	The effort should be led by HED, the governor, and the legislature. The effort should involve stakeholders including workforce development and business people, and it may call for a state constitutional amendment.	2009
6	Coordinate efforts and eliminate duplication among government and community organizations involved in the educational system.	All stakeholder organizations should take part in this process. Participants may include PED, HED, Dept of Labor, Dept of Corrections, Dept of Health/School-Based Health Centers, Children Youth and Families Department, Juvenile Probation and Parole, DVR, YDI, OWTD, SER, National Indian Youth Council, Job Corps, and others.	
<b>Linking Education to Economic and Labor Trends</b>			
7	Establish a strategic plan enabling NM students to develop a career path through the P-20 educational system that aligns with economic development priorities, if they choose.	The planning process will include the governor, legislature, and tribes. The plan will be developed with input from a neutral board. These student paths will guide students toward whatever education they may need.	April 2007
8	Use long-term labor force projections to encourage students to follow career pathways that will meet projected labor needs and fill high-value jobs of the future.	The Coordination Oversight Committee, tribal leadership, and funding agencies should take the lead in this effort, with shared data by private industry, the education sector, and the government. An industry/government task force should be established to research, fund, and implement apprenticeship and internship programs to provide the hard and soft skills businesses need.	April 2007 for task force component
9	Implement a statewide work-based assessment (e.g., Workkeys)	The OWTD and PED should collaborate on this project, using the assessment to measure education and work readiness among high school and college students and guide educational work.	

<b>Funding</b>			
10	Change the higher education funding formula to place greater emphasis on student performance.	Two possible approaches: 1) Develop a strategic investment plan that changes the higher education funding formula from a solely quantitative to a more qualitative model. The effort would be convened by the LESC, the LFC and the DFA. Those parties would invite representation from the Public School Funding Formula Task Force, the Higher Education Formula Task Force, Tribal Governments, and the business sector. 2) In the short-term, state officials would change the funding formula from growth-based to performance-based. In the long-term, they would dedicate dollars to students (P-20), not institutions. Payment might occur at the end of the year, based on successful completion.	Start in July 2006
11	Increase financial aid for college students.	The HED should request funding from the legislature for merit, need, and non-need based aid to encourage students to finish degrees and certificates.	
12	Increase educator salaries.	The legislature has already begun this work and should continue to implement increases in educator salaries so that the state can retain a quality educational workforce.	
<b>Programs to Help Students</b>			
13	Evaluate contributors and barriers to student success, using lessons learned to recommend new strategies and services.	The evaluation should occur annually for three years. The research should be conducted by the OEA and the LESC, in collaboration with the PED and HED.	
14	Create a statewide support network that links educational and economic development support for all communities, particularly rural ones.	This work may take place in physical locations (i.e., schools) or virtual locations (i.e., online), but all of them should involve collaborative, two-way learning, rather than one-way lecture.	
15	Strengthen programs that develop and support P-20 life and career-readiness skills.	Programs might include goal-setting, decision-making, and alerts about available services. Efforts should target all students, emphasizing first generation and at-risk individuals.	
16	The Governor, tribal leaders, and business leaders should conduct a major public awareness campaign on the value of education.	The planning process should include additional state leaders. The campaign should create a sense of urgency about the need for students to complete school. It should also feature students of all ages and the economic value of education.	
17	Support multiple learning styles through faculty professional development.	HED should collaborate with P-20 faculty groups to identify and create a framework for teaching teachers to promote active learning. This collaboration should also establish accountability and assessment teams to determine effectiveness and level of innovation of subject-specific methods.	2008



#	Central Idea	Details	Deadline
<b>Technology</b>			
18	Establish a statewide high-speed digital network infrastructure to support learning and collaboration.	Two approaches: 1) The Governor should create a task force to plan, create, and activate a network infrastructure to support collaborative P-20 education, workforce development, and business and industry. The network should use best practices, including 2-way communication, decentralized technical and instructional resources, teaching and learning communities, and business and training development. The NM legislature should appropriate adequate funding each year for 10 years to: 1) design and build an interoperable distance learning infrastructure; 2) facilitate collaboration among higher education institutions and industry; 3) provide faculty development / training; and 4) develop appropriate courses at all educational levels. 2) HED and PED, in cooperation with all appropriate state and educational institutions, should develop a plan to use technology to bridge the gap to provide optimal learning opportunities and to create a free reliable high-speed broadband network throughout New Mexico to expand access to educational resources and counter rising transportation and environmental concerns. This plan could include virtual college, cyber-schools, and online workforce development efforts.	

### **Glossary of Acronyms Used**

DFA = New Mexico Department of Finance & Administration

DVR = New Mexico Division of Vocational Rehabilitation

HED = New Mexico Higher Education Department

K-12 = schooling, kindergarten through high school graduation

LESC = New Mexico Legislative Education Study Committee

LFC = New Mexico Legislative Finance Committee

OEA = New Mexico Office of Educational Accountability

OWTD = New Mexico Office of Workforce Training & Development

P-20 = all formal schooling, preschool through graduate school

PED = New Mexico Public Education Department

SER = SER, Santa Fe Jobs for Progress (nonprofit)

YDI = Youth Development, Inc. (nonprofit)

### **Implementation of the Town Hall Recommendations**

This New Mexico First town hall was not a destination, but rather was a launching point for statewide change. In order to ensure that these recommendations will be acted upon, New Mexico First identified Implementation Team leaders before the town hall began by asking two participants with leadership experience and influence to fill these roles. Former governor Gary Carruthers of New Mexico State University and Mike DeWitte of Sandia National Labs are heading up the implementation team, which is already 42 members strong. The implementation team is composed of participants who wanted to be involved in taking action on

the recommendations that were so thoughtfully prepared during the three-day process.

During the town hall, Governor Carruthers aimed to see policy recommendations and appropriation requests ready for the 60-day legislative session in January 2007. For this goal to be met, significant legwork must be completed by October 2006. "This is not going to be a slow moving process," promised Carruthers.

Updates on the progress of the Implementation Team will be provided to the town hall participants.

## **Appendix A: Town Hall Sponsors**

### **New Mexico First Sustaining Sponsors**

First Community Bank  
PNM  
Sandia National Labs  
New Mexico Mutual  
Wells Fargo

### **Town Hall Lead Sponsors**

Public Education Department of New Mexico  
BHP Billiton  
Sandia National Labs  
Intel  
Hatton W. Sumners Foundation

### **Additional Town Hall Sponsors**

Higher Education Department of New Mexico  
City of Santa Fe  
New Mexico Department of Labor  
Navajo Refining Company  
Bohannon Huston  
Big J Enterprises  
New Mexico Bank and Trust  
County of Santa Fe  
Jaynes Corporation  
Julian Garza, McDonald's Owner Operator

### **College and University Sponsors**

New Mexico State University  
University of New Mexico  
San Juan College  
Eastern New Mexico University  
New Mexico Highlands University  
Albuquerque TVI  
Western New Mexico University

### **Community Scholarship Sponsors**

Los Alamos National Labs  
Modrall Sperling  
BHP Billiton  
San Juan Regional Medical Center  
Arizona Public Service

## Appendix B: Full Text of Recommendations

The following table contains the actual consensus language developed during the town hall. Each of these recommendations is summarized in the body of the report on page 7.

<b>Policy Recommendation</b>
<p><b>Recommendation 1</b> By April 2007, higher education and public education institutions should raise academic standards to enhance the value of the degree, diploma, or certificate and define success by assessing student progress and readiness, benchmarking against national and international standards, and evaluating how successfully the system meets and/or exceeds employer expectations through analysis of data to meet employer needs.</p>
<p><b>Recommendation 2a</b> By April 2007, the Secretary of Higher Ed and the Secretary of Public Ed will develop a statewide vision and measurable goals for elementary and secondary education that will align with goals for higher education and will include the development of a comprehensive data system that will easily be able to exchange higher education and P-12 statewide data.</p>
<p><b>Recommendation 2b</b> The educational system shall establish standards, learning outcomes, performance metrics and an easily accessible, comprehensive statewide database to achieve the vision that all students shall successfully navigate a K-16+ career path. The New Mexico Higher Education Department and Public Education Department will develop standards to ensure the implementation of a NM vision that is inclusive, honors diverse cultures of NM, connects to economic development and involves all related stakeholders.</p>
<p><b>Recommendation 2c</b> By the end of 2007 HED and PED Articulation and Alignment task forces will align high school exit requirements and performance standards with college entrance requirements and performance standards. This alignment and articulation will ensure that high school students are college-ready. By statutory deadlines the Articulation Task Force will recommend that the Dept of Higher Education: 1) provide financial inducements and other support, best practices, and ongoing assessments, and 2) establish uniform criteria of transferable courses that meet competency standards across all institutions state-wide.</p>
<p><b>Recommendation 3</b> Utilize a P-16+ systematic approach:</p> <ul style="list-style-type: none"><li>• Led by qualified school guidance counselors and programs (i.e. school based peer-led mentorship programs) to inform, promote, and partner with available qualified community programs and services that support all students and families, emphasizing first generation and at-risk individuals; and</li><li>• Led by qualified community-based programs that partner with schools and specialize in services to reengage students in non-traditional educational strategies to successfully prepare, inform, and graduate students from post-secondary institutions.</li></ul>
<p><b>Recommendation 4</b> By December 2007, the state will amend its constitution to establish and maintain a statewide education system with attention paid to 1) strong public awareness through ongoing conversations in order to raise awareness and support of the constituency and 2) alignment to statewide economic development and workforce development priorities to increase the value of education in our society.</p>
<p><b>Recommendation 5</b> Actively promote stakeholder discussion on statewide system of governance and coordination of HE</p> <ul style="list-style-type: none"><li>○ Mandate change by constitutional amendment</li><li>○ Promote coordination through increase staffing at HED and discussion forums at institutions with stakeholder including workforce development, business, legislators, etc. and discussions at legislature and regional forums on more restricted mission-oriented focus for 2 year institutions</li><li>○ Department of Higher Ed, governor, legislature by 2009</li></ul>

**Recommendation 6**

The legislature/governor must commit itself to creating an educational redesign system, convened by HED and PED, where there is interdepartmental and community participation, based upon common educational responsibilities that strengthen community support systems, assess departmental strengths and weaknesses, and eliminate duplication (e.g., PED (Public Education Department), HED (Higher Education Department), DOL (Dept of Labor), DOC (Dept of Corrections), DOH/SBHC (Dept of Health/School-Based Health Centers), CYFD (Children, Youth, and Families Department), JPPO (Juvenile Probation and Parole), DVR (Division of Vocational Rehabilitation), YDI (Youth Development Incorporated), OWTD (Office of Workforce Training and Development), SER (Santa Fe Jobs for Progress), NIYC (National Indian Youth Council), Job Corps and others).

**Recommendation 7**

By April 1, 2007, the State of New Mexico, by declaration of the Governor and Legislature, and Tribes, shall establish a clear vision and strategic plan, with measurable goals for education in New Mexico. This vision will include the expectation that all students shall have the opportunity to successfully complete a P-20 career path that may align with economic development needs. The vision shall be developed and vetted with input from a neutral board.

**Recommendation 8**

By 2006, the Coordination Oversight Committee and tribal leadership and funding agencies will take the lead to prioritize economic development initiatives based on long term labor force projections that predict quantitative gaps in high value jobs expected to be in demand. This will be done to energize and motivate students to follow career pathways that meet projected needs. It will require the active participation and contributions of private industries. This should be accomplished using shared data among industry, education, and government. The workforce component should be activated through an industry/government task force which will within 2 years research, fund, and implement apprenticeship/internship programs to provide the soft and hard skills that business needs.

**Recommendation 9**

The Office of Workforce Development and PED should ensure broad adoption and use of a statewide work-based assessment (such as Workkeys) to measure education and work readiness among high school and college students and to guide educational work.

**Recommendation 10a**

Starting in July 2006, the LESC/LFC/DFA will convene a group composed of representation from the Public School Funding Formula Task Force, the Higher Education Formula Enhancement Task Force, Tribal Governments and the business sector to jointly write and implement a higher education strategic investment plan, to be updated annually. This plan would address the transformation of the higher education funding formula from a solely quantitative to a more qualitative model with suitable assessments, to effectively support a sustained, quality education system.

**Recommendation 10b**

The State Legislature, executive, and the higher education institutions, in the short-term, should change the higher education funding formula from growth-based to performance-based. In the long-term, they should dedicate dollars to students (from pre-K through college or career technical school), not institutions (with re-load) and/or paid at end of year, based on successful completion.

**Recommendation 11**

The HED should request funding from the legislature/governor for merit-based, need- and non-need based as an incentive to finish degrees.

**Recommendation 12**

The legislature should continue to emphasize its increasing educator salaries to attract and retain high quality educational workforce.

**Recommendation 13**

Starting in July 2006 and for the next 3 years, the OEA/LESC will evaluate contributors and barriers to student "success" to create and make recommendations for implementation of dynamic and effective strategies/structures/services that promotes student success and lifelong learning. How: collaborators with PED, HED, etc.

**Recommendation 14**

HED & PED must develop policies and strategies to develop support for New Mexico communities with special emphasis on rural communities by using existing public school, higher education, on community learning centers to provide real time, collaborative learning environments (virtual and physical), high quality distance education offerings, and project-based, entrepreneurial internships with industry to enable all students to access education.

**Recommendation 15**

Implement programs to strengthen K-16+ life and career-readiness skills (e.g. goal-setting, decision-making, making choices that help them achieve their goals). Alert students and families to available programs and services that support all students, emphasizing first generation and at-risk individuals.

**Recommendation 16**

The governor, tribal leaders, and business leaders should involve a diverse representative group of New Mexico leaders to mount and fund a campaign to raise public awareness that creates a sense of urgency about the vision and value of higher education: for students of all ages to pursue and complete educations and for citizens to appreciate the economic value of education.

**Recommendation 17**

HED makes faculty professional development part of institutional oversight for higher education to promote multiple learning styles. By FY08 – FY11 the collaboration of institutions of Higher Education and (new) public school teacher consortia will identify and create the framework for innovative and effective methodologies and strategies which promote active teaching and learning. The framework includes all populations of learners and draws upon current instructional research and publications. This collaboration will establish accountability and assessment teams which determine effectiveness and level of innovation of subject specific methods. The teams consist of faculty and teachers across the state (all 4 corners).

**Recommendation 18a**

The Governor will create a task force to plan, create, and activate a statewide digital network infrastructure to support collaborative teaching and learning (among P-20), workforce development, and business and industry. This network will use best practices, including 2-way communication, decentralized technical and instructional resources, teaching and learning communities, and business and training development. This will require substantial funding. The NM legislature should appropriate adequate funding each year for 10 years to the NMHED to establish a more coordinated state-wide distance education initiative, to 1) design and build an interoperable distance learning infrastructure 2) facilitate collaboration among higher education institutions and industry, 3) provide faculty development / training and 4) develop appropriate courses at all educational levels. In consultation with the institutions of higher education, the NMHED, PED, OWT and other appropriate agencies will support an entity that will consolidate the NM virtual college, the various P-12 cyber school initiatives, career information and on-line workforce development efforts.

**Recommendation 18b**

HED and PED, in cooperation with all appropriate state and educational institutions, shall develop a plan to use technology to bridge the gap to provide optimal learning opportunities and to create a free reliable high-speed broadband network throughout New Mexico to expand access to educational resources and counter rising transportation and environmental concerns. This plan may include virtual college, cyber-schools, and online workforce development efforts.

## **Appendix C: Town Hall Committees and Speakers**

### **Town Hall 34 Scenario Planning Group & Review Committee**

**Dr. Daniel H. Lopez**, Chair

David Buchen	Reese Fullerton	Dr. David Lepre	Mary Beth Schubert
Catherine Carlton	Bill Garcia	Herb Mosher	Nancy Stewart
Dr. Felicia Casados	Dr. Bob Grassberger	Dr. Carl Moore	Kris Swedin
Dr. Alicia Chavez	John Jekowski	Patrick Newman	Lena Trujillo-Chavez
Terri Cole	Linda Kay Jones	Suzanne Otter	Dr. Peter White
Dr. Bob Coppedge	Dr. Sul Kassicieh	Dr. Frank Renz	Heather Balas, staff
Dr. Everett Frost	Bill Knauf	Dr. Becky Rowley	Jo Carter, staff

### **Town Hall 34 Leadership Team**

**Dr. Carl Moore**, Chair

**Tony Trujillo**, Plenary Chair

**Elizabeth Neustadter**, Master Recorder

Diane Albert	Philip Crump	Kathleen Oweegon	Wendy Swedick
Stefanie Beninato	Barbara Kimbell	Charlotte Pollard	Julie True
Jo Carter	Bill Moye	Jennifer Salisbury	Jeff Weinrach

### **Town Hall 34 Speakers & Presenters**

**The Honorable Bill Richardson**, Governor of New Mexico

**Dr. Beverlee McClure**, Secretary, Higher Education Department

**Dr. Veronica Garcia**, Secretary, Public Education Department

**Patrick Callan**, Nat Center for Public Policy & Higher Education

**Dr. Steve Gamble**, President, Eastern New Mexico University

**Dr. Carol Spencer**, President, San Juan College

**Dr. Peter White**, Dean of University College, UNM

**Terri Cole**, President and CEO, Greater Albuquerque Chamber

**Mike DeWitte**, Deputy Director, Sandia National Laboratories

**Dr. David A. Lepre**, Exec Dir, Council of University Presidents

**David Coss**, Mayor of the City of Santa Fe

**Mark Lautman**, Dir of Economic Development, Mesa del Sol

### **Town Hall 34 Implementation Team**

**Garrey Carruthers**, Co-Chair

**Michael DeWitte**, Co-Chair

Larry Alei	Reese Fullerton	Mary Ann Landry	Rebecca Reiss
Toney Anaya	Carmen Gonzales	Mark Lautman	Vincent Romero
Terry Babbitt	Audrey Gramstad	Dawn D. Lewis	Emily Salazar
Toney Begay	Liz Gutierrez	Barbara Marcus	Natalie Sanchez Campos
Rebecca Belletto	Kathie Hiebert-Dodd	Laura Mulry	Lynn Slade
David Berkey	Smith Holt	Kirsten Norman	Nancy Stewart
Deborah Boldt	Lois Johnson	Jeanne O'Dean	Virginia Trujillo
Carole Brito	Patricia Joniek	Brian Ormand	Haley Wachdorf
Grace Brown	Lowell Karr	Thomasinia Ortiz-Gallegos	John Walker
Lori Carlson	Sul Kassicieh	Patricia Parkinson	Leah Wolff
Monique Chenoweth	Dan Kemme	Andrew Perkins	Lamont Yazzie
Carole Evans	Marilyn King	Alice Quintanilla	

## Appendix D: Town Hall Registrants

### Town Hall Participants

**Toney Anaya**

The Anaya Law Firm, PA  
Santa Fe

**Andres Apodaca**

Tucumcari High School  
Tucumcari

**Marvis Aragon, Jr.**

Acoma Business Enterprises  
Acoma

**Jeff Barratt**

San Juan College  
Farmington

**Jill Baskerville**

New Mexico Highlands University  
Las Vegas

**Eddie Beagles**

New Mexico Department of Labor  
Alamogordo

**Toney Begay**

New Mexico Mesa  
Albuquerque

**Rebecca Belletto**

NM Higher Education Department  
Santa Fe

**Elaine Benally**

San Juan College  
Farmington

**David Berkey**

TriCore Reference Laboratories  
Albuquerque

**Irving Berkowitz**

Albuquerque TVI  
Albuquerque

**Sam Bono**

Sandia National Laboratories  
Albuquerque

**Carole Brito**

Santa Fe Community College  
Santa Fe

**Grace Brown**

Albuquerque Public Schools  
Albuquerque

**Ross Burkstaller**

Oppenheimer Funds, Inc.  
Albuquerque

**Camilla Bustamante**

Northern New Mexico College  
Española

**Lois Carlson**

Albuquerque TVI  
Albuquerque

**Garrey Carruthers**

New Mexico State University  
Las Cruces

**Felicia Casados**

New Mexico State University – Grants  
Grants

**Kathy Chavez**

Youth Development, Inc.  
Los Lunas

**Monique Chenoweth**

TVI Community College  
Albuquerque

**Melissa Coleman**

La Puerta Originals, Inc.  
Santa Fe

**Concha Cordova**

Youth Development, Inc.  
Los Lunas

**Charles Currier**

District Judge  
Roswell

**Jenny Currier**

College Student  
Roswell

**Luci Davis**

BHP Billiton  
Farmington

**Mike DeWitte**

Sandia National Laboratories  
Albuquerque

**Jeronimo Dominguez**

UNM Extended University  
Albuquerque

**Shawn Duran**

Taos Pueblo Education Division  
Taos

**Stephanie Ellis**

New Mexico Finance Authority  
Santa Fe

**Carole Evans**

College of Santa Fe  
Santa Fe

**Claire Fenton**

Santa Fe Community College  
Santa Fe

**Steven Gamble**

Eastern New Mexico University  
Portales

**Bruce Garcia**

Pueblo of San Felipe  
San Felipe

**Isidro Garcia**

Clovis City Commissioner  
Clovis

**Reinaldo Garcia**

UNM – Valencia  
Los Lunas

**Yvonne Garcia**

Albuquerque Public Schools  
Albuquerque

**Carmen Gonzales**

New Mexico State University  
Las Cruces

**Peter Gonzales**

Hispanic Leadership Corps  
Santa Fe

**Audrey Gramstad**

Albuquerque TVI  
Albuquerque

**Janette Gurule**

New Mexico Department of Labor  
Santa Fe

**Elizabeth Gutierrez**

NM Higher Education Department  
Santa Fe

**John Hartnett**

St. John's College  
Santa Fe

**Pamela Herman**

NM Legislative Education Study Comm.  
Santa Fe

**Kathie Hiebert-Dodd**

Sandia National Labs (Retired)  
Albuquerque

**Smith Holt**

National Science Resources Center  
Angel Fire

**Lois Johnson**

Workforce Training & Development  
Santa Fe

**Rindi Johnson**

UNM – Gallup  
Gallup

**Linda Kay Jones**

Western New Mexico University  
Silver City

**Patricia Jonietz**

Ghostwrite LLC  
Santa Fe

**Lowell Karr**

Albuquerque Academy  
Albuquerque

**Sul Kassicieh**

University of New Mexico  
Albuquerque

**Daniel Kemme**

Dekker/Perich/Sabatini  
Albuquerque

**Marilyn King**

San Juan College  
Farmington

**Sharon King**

Roosevelt County Chamber  
Portales

**Vivian La Valley**

Hispano Chamber of Commerce  
Albuquerque

**Debbie Lafferty**

Dr. Dan C. Trigg Memorial Hospital  
Tucumcari

**Joe LaMendola**

Centex Homes  
Albuquerque

**Paul Landrum**

NM Higher Education Department  
Santa Fe

**Mary Ann Landry**

Albuquerque Public Schools  
Albuquerque

**Mark Lautman**

Forest City Covington – Mesa Del Sol  
Albuquerque

**Debi Lee**

City of Portales  
Portales

**Tony Lee**

APS – Four Corners Power Plant  
Fruitland

**Charles Lehman**

Northern New Mexico College  
Espanola

**Dawn Lewis**

San Juan College  
Farmington

**Marie Longserre**

Santa Fe Business Incubator  
Santa Fe

**Samuel Lopez**

Compa Industries, Inc.  
Albuquerque

**Andres Lujan**

Santa Fe Community College  
Santa Fe

**Bryan Madrid**

Navajo Refining Company  
Artesia

**Jerica Maestas**

McCurdy High School  
Espanola

**Ricardo Maestas**

New Mexico Tech  
Socorro

**Marcos Maez**

Hispanic Leadership Corps  
Santa Fe

**Barbara Marcus**

New Mexico Mutual Group  
Albuquerque

**William McCarthy**

New Mexico State University  
Las Cruces

**Susan McGuire**

Retired  
Cedar Crest

**James McLaughlin**

Santa Fe Community College  
Santa Fe

**Laura Mulry**

NM Higher Education Department  
Santa Fe

**Kirsten Norman**

New Mexico Tech  
Socorro

**Richard Nygren**

Math Science Technology Partnership  
Los Ranchos de Albuquerque

**Jeanne O'Dean**

Global Telesis 3  
Santa Fe

**Brian Ormand**

New Mexico State University  
Las Cruces

**Sheila Ortego**

Santa Fe Community College  
Santa Fe

**Antonio Pacheco**

Tucumcari High School  
Tucumcari

**Charles Pacheco**

New Mexico Department of Labor  
Santa Fe

**Lori Parrott**

Sandia National Laboratories  
Albuquerque

**Andrew Perkins**

A. J. Perkins, CPA  
Santa Fe

**Philip Pohl**

Sandia National Laboratories  
Albuquerque

**Lalita Rao**

Intel Corporation  
Rio Rancho

**Shelley Redford**

Redford Associates  
Silver City

**Ricardo Redick**

377 Air Base Wing  
Albuquerque

**Jennifer Redman**

McCurdy High School  
Espanola

**Patricia Reifel**

Eight Northern Indian Pueblos Council  
Espanola

**Rebecca Reiss**

New Mexico Tech  
Socorro

**Pauline Rindone**

Legislative Education Study Committee  
Santa Fe

**Vincent Romero**

Eight Northern Indian Pueblos Council  
Espanola

**Emily Salazar**

Albuquerque Job Corps Center  
Albuquerque

**Natalie Sanchez Campos**

College Success Network of NM  
Albuquerque

**Abad Sandoval**

Santa Fe Community College  
Santa Fe

**Lou Schreiber**

Santa Fe Community College  
Santa Fe

**Paula Schrimsher**

Intel Corporation  
Rio Rancho

**Marybeth Schubert**

Public Works LLC  
Santa Fe

**Linda Sink**

Albuquerque Public Schools  
Albuquerque

**Kimberly Sisneros**

Eight Northern Indian Pueblos Council  
Espanola

**Gloria Skeet deCruz**

University of New Mexico – Gallup  
Gallup

**Anne Stauffer**

State Budget Division/DFA  
Santa Fe

**Kurt Steinhaus**

Office of the Governor  
Santa Fe

**Nancy Stewart**

Albuquerque TVI  
Albuquerque

**Kris Swedin**

City of Santa Fe  
Santa Fe



**Sandra Taylor-Sawyer**  
CCC – Small Business Development  
Clovis

**Norb Tencza**  
Sandia National Labs  
Albuquerque

**Susie Trujillo**  
Gila Regional Medical Center  
Silver City

**Virginia Trujillo**  
Youth Development, Inc.  
Albuquerque

**Lena Trujillo-Chavez**  
Public Education Department  
Santa Fe

**Gerilyn Tsosie**  
BHP Billiton/New Mexico Coal  
Waterflow

**Len Vohs**  
Clovis City Commissioner  
Clovis

**John Walker**  
Dona Ana Branch Community College  
Las Cruces

**Deborah Wildenstein**  
Workforce Training & Development  
Santa Fe

**Arley Williams**  
NM Legislative Finance Committee  
Santa Fe

**Peter Winograd**  
Office of Education Accountability  
Santa Fe

**Leah Wolff**  
New Mexico Highlands University  
Las Vegas

**Lamont Yazzie**  
Dine College  
Tsaile

**John Ziebarth**  
Krell Institute  
Santa Fe

## **Town Hall Observers**

**Lawrence Alei**  
Intel, Albuquerque

**Ronnie Birdsong**  
Eastern New Mexico University  
Portales

**Deborah Boldt**  
Con Alma Health Foundation, Santa Fe

**Ellen Brown**  
San Juan College  
Farmington

**Laurence Brown**  
Sandia National Laboratories  
Albuquerque

**Melissa Candelaria**  
NM Indian Affairs Department  
Santa Fe

**Wyatt Caton-Lane**  
San Juan College, Farmington

**Ann Clark**  
San Juan College, Farmington

**Doug Clark**  
Jaynes Corporation  
Albuquerque

**Terri Cole**  
Greater Albuquerque Chamber of Commerce  
Albuquerque

**John Counts**  
Western New Mexico University  
Silver City

**Jozi DeLeon**  
NM Higher Education Department  
Santa Fe

**Vinny Dolan**  
Leadership Florida  
Tallahassee, FL

**Bill Edwards**  
W.P. Edwards Associates, Ltd.  
Albuquerque

**Viola Florez**  
University of New Mexico  
Albuquerque

**Reese Fullerton**  
Office of Workforce Training & Development  
Santa Fe

**Julia Gabaldon**  
Quality New Mexico  
Albuquerque

**Bill Garcia**  
New Mexico First Board  
Santa Fe

**John Garcia**  
University of New Mexico  
Albuquerque

**Therese Graham**  
Council of University Presidents  
Santa Fe

**Miguel Hidalgo**  
NM Higher Education Department  
Santa Fe

**Marilyn Hill**  
Department of Labor  
Albuquerque

**Jack Jekowski**  
Innovative Technology Partnerships  
Albuquerque

**William Knauf**  
Advanced Insights Group  
Albuquerque

**Helen Maestas**  
Office of Senator Jeff Bingaman  
Santa Fe

**Margaret McNally**  
Desert Academy  
Santa Fe

**Raymond Monteleone**  
Leadership Florida  
Tallahassee, FL

**Lillian Montoya-Rael**  
Los Alamos National Laboratory  
Los Alamos

**Diane Moore**  
SER-Jobs for Progress

Santa Fe

**Carl Oliver**  
Sandia National Laboratories  
Albuquerque

**Yvonne Ortiz**  
La Puerta Originals  
Santa Fe

**Thomasinia Ortiz-Gallegos**  
New Mexico Highlands University  
Las Vegas

**Randy Pacheco**  
San Juan College  
Farmington

**Patricia Parkinson**  
NM Public Education Department  
Santa Fe

**Carolyn Patek**  
Presbyterian Healthcare Services  
Albuquerque

**Becky Rowley**  
Clovis Community College  
Clovis

**Jennifer Sanchez**  
New Mexico Finance Authority  
Santa Fe

**Donald Sawyer**  
Marriage & Family Mediation  
Clovis

**Noreen Scott**  
Rio Rancho Economic Development  
Rio Rancho

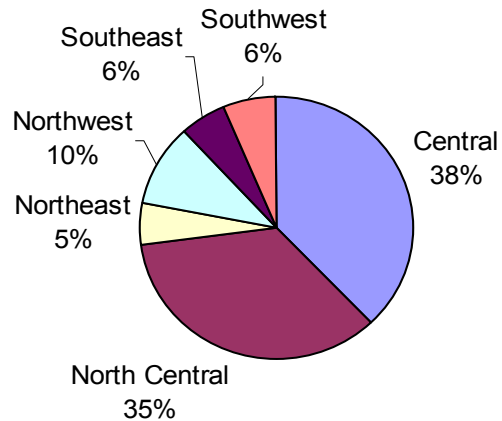
**Lynn Slade**  
Modrall Spering Law Firm  
Albuquerque

**Kathryn Tijerina**  
University of Phoenix  
Santa Fe

**Michael Yudin**  
Office of Senator Jeff Bingaman  
Washington, DC

## Demographic Distribution of Participants

The 122 town hall participants were drawn from 33 different communities around New Mexico. The map and chart below show their distribution across the state.



## Appendix E: Community Conversation Participants

The following people participated in New Mexico First's Community Conversations program, a series of small town focus groups. The program ensured that the priorities of rural communities were reflected in the background report for the town hall.

### Grants

**Dr. Felicia Casados**  
Campus Executive Officer, NMSU

**Victor Briseno**  
Grants High School Senior

**Vickie Gonzales**  
Grants High School Senior

**Stan Carlson**  
Biology Faculty Member, NMSU

**Paul Garcia**  
Automotive Faculty Member, NMSU

**Star Gonzales**  
Chamber of Commerce Director

**Mac Juarez**  
Manager, Continental Divide Electric

**Kenna Losito**  
Grants High School Senior

**Randy Roberts**  
Business Owner

**Susie Rhonderick**  
NMSU Student

**Sandee Kosmo**  
Marketing Director, NMSU

### Taos

**Dr. Alicia F. Chavez**  
Executive Campus Director, UNM

**Sunshine Duran**  
UNM Student

**Shawn Duran**  
Director of Education, Taos Pueblo

**Virginia Greeno**  
Business Owner

**Judy Hofer**  
UNM Faculty Member

**Ben Maddox**  
Business Manager

**Ned Martinez**  
Taos High School Senior

**Julianna Matz**  
Taos High School Teacher

**Arturo Mondragon**  
UNM Student

**Alex Ninneman**  
Taos High School Senior

**Tom Trujillo**  
Taos High School Administrator

**Barney Vorhees**  
UNM Faculty Member

## **Tucumcari**

**Andres Apodaca**  
Tucumcari High School Senior

**Justin Bollinger**  
Mesalands Community College Faculty

**Robby Brown**  
Mesalands CC Student

**David Buchen**  
SBDC Director, Mesalands CC

**Debbie Lafferty**  
Trigg Memorial Hospital

**Rita Martinez**  
Mesalands CC Student

**Susan Montoya**  
Tucumcari High School Principal

**Bronson Moore**  
Mesalands CC Board Member

**Antonio Pacheco**  
Tucumcari High School Teacher

**Judy Roybal**  
Mesalands CC Student

**Court Watson**  
Wells Fargo Bank Loan Officer

## **Appendix F: New Mexico First Leadership**

### **Executive Committee**

**Lynn Slade**  
Chair, Albuquerque

**Noel Behne**  
Treasurer  
Albuquerque

**Barbara Brazil**  
President  
Albuquerque

**John Cordova**  
Public Relations Chair  
Albuquerque

**William "Bill" Garcia**  
Chair Elect  
Santa Fe

**Linda Kay Jones**  
At Large  
Silver City

**Robert Jung**  
Sec./Vice Chair District I  
Albuquerque

**William "Bill" Knauf**  
Immediate Past Chair  
Albuquerque

**Dr. Dan Lopez**  
Research Chair  
Socorro

**Jim Manatt**  
Vice Chair District II  
Roswell

**Susan McGuire**  
Implementation Chair  
Cedar Crest

**Lillian Montoya-Rael**  
Vice Chair District III  
Los Alamos

**Dr. Carl Moore**  
Leadership Chair  
Santa Fe

**Bob Rosebrough**  
At Large  
Gallup

**John Strand**  
At Large  
Deming

### **Board Members**

**Brenda Brooks**  
Hobbs

**Joel Carson**  
Artesia

**Frank Chaves**  
Bernalillo

**Curt "C.J." Chavez**  
Albuquerque

**Luci Davis**  
Farmington

**Jack Fortner**  
Farmington

**Joseph Gant**  
Carlsbad

**Javier Gonzales**  
Santa Fe

**Debbie Haines**  
Ruidoso

**Jim Hinton**  
Albuquerque

**Pam Horner**  
Artesia

**Joseph Maestas**  
Santa Cruz

**Michael Martin**  
Lordsburg

**Sherman McCorkle**  
Albuquerque

**Robert McNeil**  
Las Cruces

**Carolyn Monroe**  
Albuquerque

**Malcolm Petree**  
Rio Rancho

**Bill Real**  
Albuquerque

**John Strand**  
Deming

**Dr. Sandra Taylor-Sawyer**  
Clovis

**Jim Ulrich**  
Albuquerque

## **Board Emeritus**

**Robert Armstrong**  
Roswell

**Jon Barela**  
Rio Rancho

**Kathleen Bond**  
Olathe, Colorado

**Mary Jean Christensen**  
Gallup

**Dale Dekker**  
Albuquerque

**Diane Denish**  
Santa Fe

**John Dowling**  
Gallup

**Richard Fairbanks**  
Albuquerque

**Dr. Everett Frost**  
Portales

**William "Bing" Grady**  
Albuquerque

**Carol Robertson Lopez**  
Santa Fe

**Maureen Luna**  
Albuquerque

**Tom Mills**  
Santa Fe

**Arlene Roth**  
Fort Meyers, Florida

**David Steinborn**  
Las Cruces

**Thomas Tinnin**  
Albuquerque

**A.P. Trujillo**  
Silver City

**J. Ronald Vigil**  
Santa Fe

**John Wagner**  
Albuquerque

## **Founders**

**The Honorable Jeff Bingaman**  
United States Senator

**The Honorable Pete V. Domenici**  
United States Senator

## **Ex Officio Board Members**

**The Honorable Bill Richardson**  
Governor of New Mexico

**The Honorable Heather Wilson**  
US Congresswoman-District I

**The Honorable Steve Pearce**  
US Congressman-District II

**The Honorable Tom Udall**  
US Congressman-District III

**Hon. Manny Aragon**  
President, NMHU

**Mr. David Harris**  
President, UNM

**Dr. John E. Counts**  
President, WNMU

**Dr. Steven Gamble**  
President ENMU

**Dr. Daniel H. Lopez**  
President, NMIMT

**Dr. Michael Martin**  
President, NMSU

## **New Mexico First Staff**

**Barbara Brazil**  
President

**Heather Balas**  
Associate Director

**Jo Carter**  
Researcher/Analyst

**David Duran**  
Marketing & Communications Manager

**Krista Koppinger**  
Administrative Director



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