

Presidential Search

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Introduction

- My family roots in NM are deep and profound.
- From Española, NM.
- Graduated High School from St. Catherine's Indian School in Santa Fe, NM.
- Proud Alumnus of New Mexico Tech.
- Worked my entire career in New Mexico
 - Teaching
 - Public Finance
 - Higher Education
- Deeply committed to New Mexico and the success of its institutions.
- Firmly believe in the transformational effect of higher education in people's lives, communities, and economies.



How I See The Role of the President

- Strategic Leadership
- Partnership with the Board of Regents
- Academic & Institutional Stewardship
- Financial & Operational Oversight
- External Leadership & Advocacy
- Culture & Community Builder

The President's role is to align vision, people, and resources—while delivering measurable outcomes for students, the institution, and the state.

Major Challenges Facing Small Rural Public Universities

- Demographic Decline
- Enrollment Pressure & Competition
- Limited Awareness & Branding
- Student Recruitment
- Retention & Student Success
- Financial Constraints
- Workforce & Talent Attraction
- Infrastructure Limitations
- Economic Dependency of the Institution
- Industry & Employer Access
- Research Funding Competition
- Political & Policy Pressures
- Technology & Modality Expectations
- Student Expectations Are Changing
- Perception of Rural Location



How do I approach problems or issues?



Listen

Align

Act

Deliver



Vision for New Mexico Tech

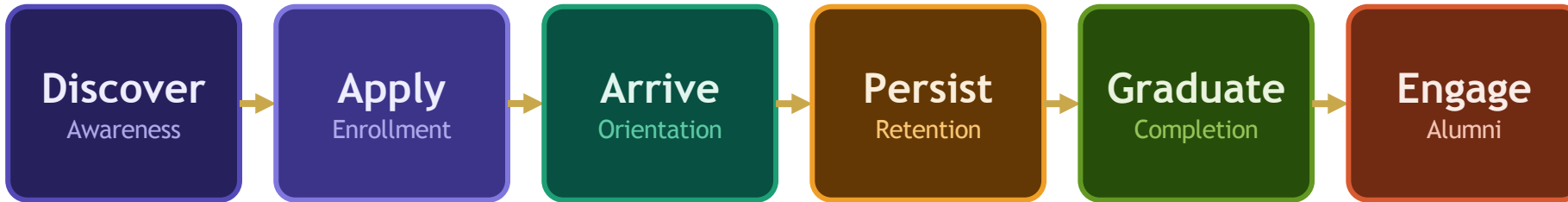
The best student-centered, research-driven, mission-focused university in a rural community.

We don't compete by being everything—we win by being distinctive.

Front and Center: *Students...* *and their experience*

*Everything we build, budget, and decide must start with one question:
what does this do for students?*

Foundations of an Exceptional Student Experience



Re-imagining the Student Experience

That means:

- Welcoming Front Door
- A strong first-year experience
- Academic & Personal Support
- Campus life - A campus culture where students feel they belong
- Career Integration
- Lifelong Connection

New Mexico Tech already excels in hands-on education.

Now we must match that with an equally strong commitment to the student experience.



Meeting the Moment in Higher Education

Challenges	Opportunities
<ul style="list-style-type: none">• Declining traditional student population• Changing expectations (flexibility, outcomes)• Competition from large research universities• Competition from online providers	<p>Lean into what cannot be replicated online</p> <ul style="list-style-type: none">• Hands-on labs• Research environments• Faculty interaction <p>Think about using online resources to:</p> <ul style="list-style-type: none">• Extend reach• Enhance flexibility• Grow enrollment in specific areas



Intended Outcomes of This Model

When NMT commits to the full student journey — *from first discovery through alumni engagement* — the result is a stronger institution: more students, better outcomes, and a growing reputation that feeds itself.



From *Student Experience* to *Research Excellence*

Our research enterprise is one of the most powerful tools we have to attract, retain, and graduate students.

Research, Innovation, and National Impact

- **New Mexico Tech is uniquely positioned at the intersection of:**

- National security
- Energy
- Natural resources
- Advanced technologies
- Applied science

- **We should continue to:**

- Expand federal partnerships
- Grow large-scale research initiatives
- Engage industry partners
- Provide students with real-world research opportunities



If we get the student experience right,
everything else—enrollment, reputation,
and impact—follows.



From *Hands-On Learning* to *Frictionless Execution*

To fully deliver hands-on, research-driven learning, we must modernize how we support it.

The Hidden Barrier to Excellence

- Legacy processes from paper-based systems
- Converted to electronic—but not simplified
- Time taken away from:
 - Students
 - Research
 - Innovation

Result:

- High administrative burden
- Slow decision-making
- Frustration for faculty and staff

We are asking highly talented people to spend too much time navigating systems instead of advancing our mission.

A Modern, Mission-Aligned University

What This Means

Processes that are:

- Simple
- Transparent
- Fast
- Accountable

Guiding Principles

- Maintain or strengthen financial controls
- Reduce unnecessary steps and approvals
- Empower decision-making at the right level
- Design systems around users, not bureaucracy

Efficiency is not about cutting corners—it's about enabling excellence.

Digital Transformation & Process Redesign

- **Map and Assess**

- Identify high-friction processes
- Engage faculty and staff to define pain points

- **Redesign (not just digitize)**

- Eliminate unnecessary steps
- Standardize where appropriate
- Clarify authority and accountability

- **Modernize Systems**

- Invest in integrated, user-friendly platforms
- Reduce duplication and manual work

- **Pilot and Scale**

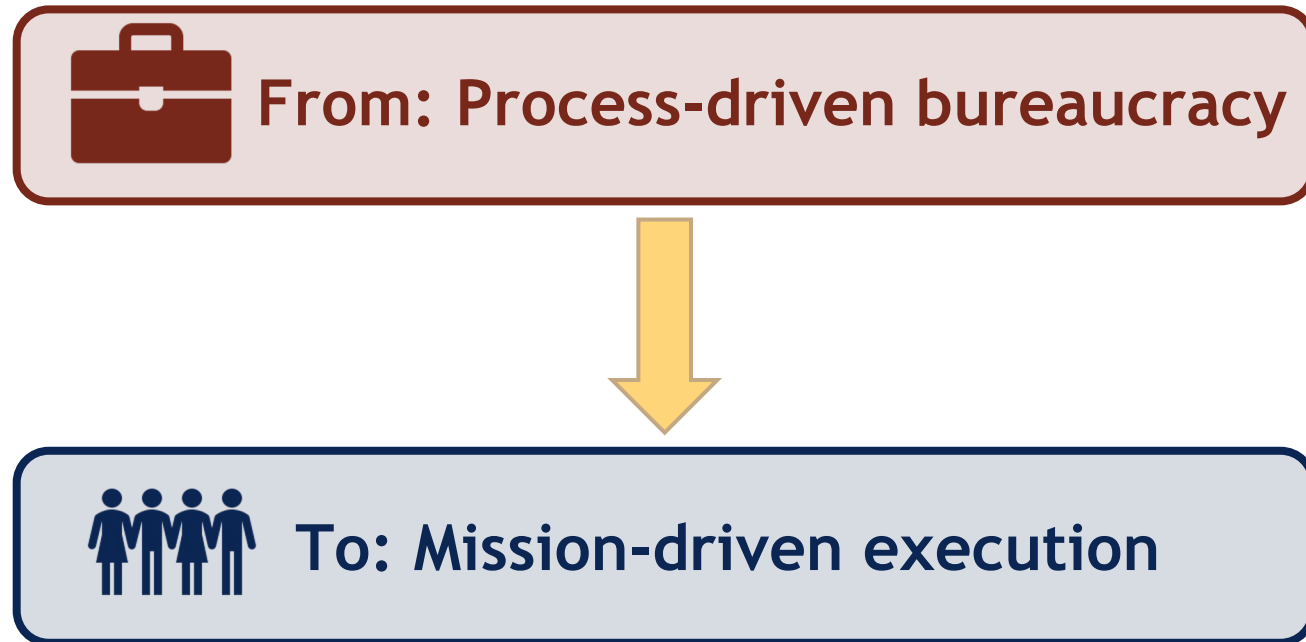
- Start with high-impact areas:
 - Hiring
 - Procurement
 - Research Administration
- Scale successful models

We redesign the process first—then apply technology.

Reclaiming Time for What Matters Most

- **More time for:**
 - Teaching and mentoring students
 - Research and innovation
 - Community engagement
- **Improved:**
 - Morale and retention
 - Institutional agility
 - Service to students

Cultural Shift

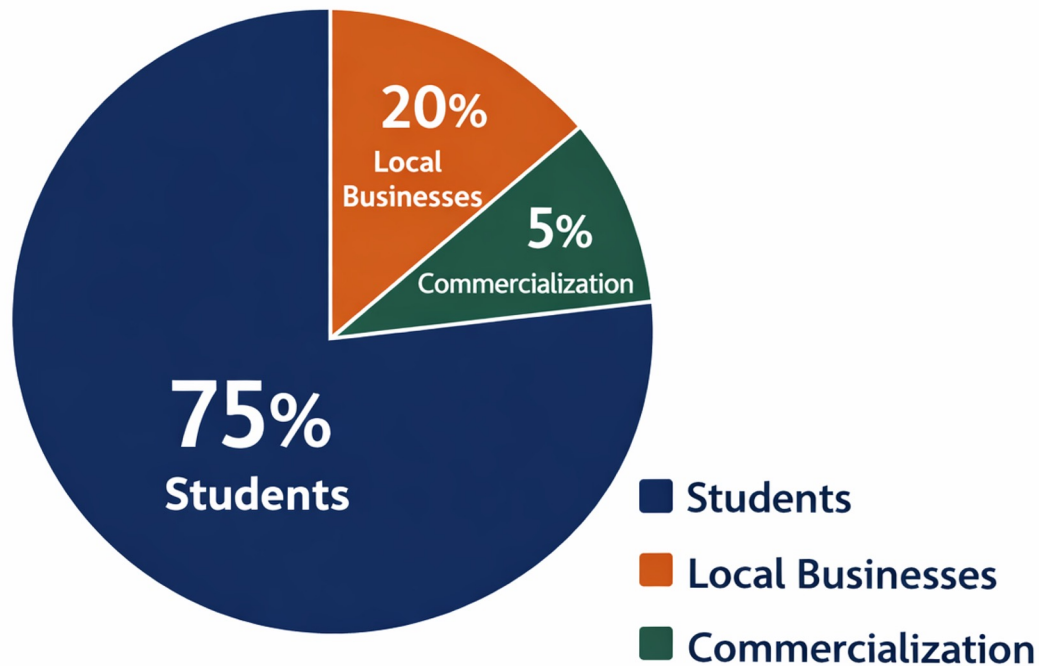


From *How We Work...* to Local Impact

When we improve how we work internally, we strengthen how we serve externally.

Economic Development

Rural University Economic Development



Talent is the Primary Driver

- Every graduate we produce in STEM fields strengthens:
 - New Mexico's workforce
 - National labs & defense
 - Private industry and startups
- Our responsibility
 - Graduate more students
 - Retain them in New Mexico
 - Connect them to employers early

Each additional student directly strengthens the Socorro economy.



New Mexico Tech & Socorro—A Shared Future

*A strong New Mexico Tech requires a strong Socorro—
and a vibrant Socorro requires a strong New Mexico Tech.*

Active, visible partner in the community

Engage regularly with:

- City and county leadership
- Schools and educators
- Business and civic leaders
- Tribal and regional partners

Focus Areas

- Economic vitality
- Education pipeline (K-12 to NMT)
- Quality of life
- Workforce development

The success of the university and the community are inseparable.



Presidential Engagement in Action

- **Structured Partnerships**
 - City of Socorro
 - Socorro County
 - Regional economic development groups
- **Align University & Community Priorities**
 - Workforce needs ↔ Academic programs
 - Community needs ↔ Research and outreach
 - Student engagement ↔ Local opportunities
- **Support Local Economic Development**
 - Grow student population
 - Attract industry through NMT capabilities
 - Encourage entrepreneurship and small business growth
- **Invest in Community-Connected Initiatives**
 - K-12 STEM partnerships
 - Internship pipelines with local employers
 - Shared use of facilities and resources

Presidential leadership means showing up, building trust, and aligning action.

The Rural University Advantage—and Responsibility

- **Reality**
 - The university is a major employer
 - A primary economic driver
 - A cultural and intellectual hub
- **Implications**
 - Enrollment changes directly impact the local economy
 - Student presence supports:
 - Housing
 - Retail
 - Services
- **Opportunity**
 - Create the best small university town in the Southwest
 - Attract:
 - Students
 - Faculty
 - Industry
 - Build a place where people want to live, work, and stay

In rural communities, universities don't just serve their regions—they help define them.



Community Partnership to *Campus Collaboration*

To serve our communities effectively, we must work together internally with clarity, trust, and shared purpose.

Working with the Campus Community

Success at New Mexico Tech will depend on partnership.

- **With faculty**—who define the academic mission
- **With staff**—who make the institution function every day
- **With students**—who are at the center of everything we do
- **And with the Board**—who hold the responsibility of governance



How I approach things...

My approach is collaborative

I believe in:

- Listening first
- Engaging openly
- Building consensus
- And moving forward together

Respecting the culture of New Mexico Tech does not mean standing still.

It means building on what makes this institution strong — while evolving to meet the future.



Closing

New Mexico Tech has a proud history....But its future is not predetermined.

It will be shaped by the **choices** we make in the coming years.

- I believe this institution can **grow**.
- I believe it can **strengthen** its national standing.
- I believe it can become a model for what a **student-centered, research-driven, mission-focused university** in a rural community can be.

I would be honored to partner with this community to lead New Mexico Tech into that next chapter.