
Tracy L. Hartzler

Professional Experience

Central New Mexico Community College, Albuquerque, NM

July 2015 to present

Vice President, Finance and Operations (4/2018 to present) and Interim Vice President, Finance and Operations (10/2017 to 4/2018).

- Work with Academic Affairs and Schools, Student Services, Enrollment Strategies, Information Technology, and Finance and Operations Divisions to ensure the College's approximate \$300 million annual operating and capital budgets and resources (workforce, facilities, IT) align with the College's vision and mission.
- Responsible for nearly 300 employees serving critical operational needs, including Budget, Business Office, Business Strategies, Human Resources, Information Technology Services, Legal/Policies, Physical Plant and Operations/Maintenance, Planning/Institutional Effectiveness, and Risk Offices. Work with many employees across the college and within the Finance and Operations Division to transform data strategy/governance and enterprise project management structures, services, and processes.
- Regularly present financial, capital, and related information to the College's elected Governing Board and Committees, particularly the Finance and Planning Committees.
- Serve as the Treasurer of the College's Foundation and Ingenuity Boards.
- Represent the College's interests on various statewide higher education finance and workforce projects, particularly those related to the state's higher education funding formula, a statewide governance structure, nursing and other workforce needs, and pension plan revisions.
- Occasionally stand-in for President at New Mexico Independent Community College presidents' meetings. As one of up to six independent community colleges that have contracted to enter a shared services initiative based in replacing many decades-old enterprise planning resources (ERP) systems, serve on a senior leader/steering committee on the multi-college ERP/shared services initiative and as the executive sponsor for the College's ERP replacement (financial, human capital management/payroll, and student information systems).
- Guide the College's appropriations, legislative and rulemaking requests before the Legislature, the Governor, and executive agencies. Work with hired lobbyist, attorneys and experts, and independent community college liaison to accomplish authorizing legislation and appropriations. In 2019, these efforts included enactment of Chapter 252 (SB 322, Session 2019), authorizing community colleges to issue education technology notes; advancing agenda for multi-college shared services project; dual credit appropriations; comment on local government election rules promulgated by Secretary of State. Meet regularly with legislators and staff, state agency leaders, and others involved in statewide higher education policy,
- Work closely with general counsel and hired counsel to direct employee relations and collective bargaining efforts; litigation; complex contracts, including Albuquerque Public Schools/Native American Community Academy/CNM facility agreement; business entity creation and operations; employee handbook and practices; legislation; finance, including local bond questions; campus security and cybersecurity policies and efforts.
- Revise and initiate changes in investment policies; participate in audits for the College, Foundation, and CNM Ingenuity.

- Coordinate financial advisors, legal and bond counsel, and staff to craft public finance strategy to fund capital and IT projects. Presented with President and others to Moody's and Standard and Poor's rating agencies for 2018 taxable and tax-exempt bond sales. Led capital and technology projects, finance and Governing Board actions in preparation for 2019 local bond election.
- Coordinated transition of the College's health benefits and risk programs from state insurance agency coverage to college-administered plans, resulting in more than \$1 million in one-time savings and improved coverage.
- Led changes to College compensation structure, transitioning to a market-based salary schedule and market-based contract employees, and policies standardizing position hiring, reclassifications, and other changes.
- Serve on numerous decision-making and process committees at the College, including the President's executive team, strategic planning, capital/IT project oversight, equity council, employee learning and future workforce needs.
- Direct staff managing college's Higher Learning Commission accreditation AQIP submission (2018) and response (due 2020); drafted and edited categories on strategic planning, fiscal management, and quality initiatives. Working with colleagues to identify the College's multi-year quality initiative.

Associate Vice President, Budget, Planning, Policy and Procedures (1/2017 to 10/2017) and Senior Budget Director (7/2015 to 12/2016)

- Led team of analysts in preparing, presenting, monitoring and amending the College's operating (\$280 million) and capital (average \$60 million) budgets, most notably during significantly declining and volatile state appropriation cycles for FY16 and FY17.
- Coordinated agendas and presented to the Governing Board and Committees, including Finance, Planning, and Capital Outlay Committees. Followed and presented to Audit Committee on human resources, payroll, and health benefits issues.
- Led many college workforce initiatives, including two early retirement incentive programs and reconciliation of thousands of employee health benefits records.
- Led staff to align collegewide and department-level performance measures and budget processes with 2015-2020 strategic plan.
- Worked with counsel, benefits staff, union representatives on simplifying health care plan premium charges and college administration of benefits.

Legislative Finance Committee, New Mexico Legislature, Santa Fe, NM *April 2011 to June 2015*
Principal Analyst (7/2013 to 6/2015), Senior Analyst II (4/2011 to 6/2013)

- Provided non-partisan budgetary analysis and recommendations and policy analysis affecting New Mexico's 25 public colleges and universities, 2 state-sponsored schools serving visually-impaired and deaf students, and the Higher Education Department.
- Responsible for formulating the Committee's annual budget recommendation (approximately \$850 million) for public higher education and staffing the Committee during the legislative interim.
- During the legislative session, served as higher education budget and policy expert before House and Senate appropriations, finance, and education committees and drafted fiscal impact reports on higher education bills and memorials.
- Participated in statewide and national higher education working groups to develop policies affecting public higher education finance, student financial aid, and college access and improving student achievement and completion.

- Provided legal counsel as needed, including on tribal gaming compact negotiations.
- Led staff in publishing annual Committee budget documents, strategic planning efforts, and staff retreat.

New Mexico Interstate Stream Commission, Santa Fe, NM

Nov. 2009 to April 2011

Special Assistant Attorney General

- Provided legal counsel on the state's property, economic, and natural resources interests.
- Drafted inter-state agency agreements administering state property, negotiated and drafted state water purchase contracts between the state and local governing bodies, and coordinated and revised a state resource management plan for Ute Reservoir.
- Worked closely with federal and state agencies and local governments to advance the state's interests in the \$500-million Eastern New Mexico Rural Water System Project.
- Coordinated and drafted agency comments on proposed federal regulations.
- Provided legal counsel on state implementation of the federal Arizona Water Settlements Act of 2004, including facilitating the state's plan to develop water available from the Gila River and administering a \$66 million water development fund.
- Completed legal work for the agency's acequia and community ditch programs.

U.S. Senate Committee on Indian Affairs, Washington, DC

June 2006 to Nov. 2009

Counsel to the Majority/Minority

- Served as counsel representing Majority Leader Harry Reid (D-NV), as Committee member and Senate leader, on national issues affecting American Indians, Alaska Natives, and Native Hawaiians.
- As the Leader's liaison to Nevada's 26 tribes, worked with national and state staff to address constituent concerns, affecting gaming, tribal membership, land designations, health care, housing, and implementation of the Western Shoshone Claims Distribution Act (PL 208-270).
- Drafted, monitored, negotiated, and helped pass federal legislation on Indian health care, including the Indian Health Care Improvement Act (became part of Affordable Care Act of 2010); Native American Housing and Self-Determination Act (NAHASDA) Reauthorization; land transfers affecting the Ely Shoshone Tribe (PL 109-432, Sect. 361), Elko Indian Colony Expansion Act (S. 3724, 110th Congress); Indian water rights, particularly the Shoshone-Paiute Tribes of Duck Valley Water Settlement (PL 111-11) and Desert Terminal Lakes Program (PL 111-85); appropriations, Indian gaming, and other issues.
- Negotiated floor amendments, legislative strategy, and agreements with Majority and Minority Senate floor staff, committee, and personal office staff.
- Monitored and advanced legislative priorities of individual Democratic and Republican Senators.
- Wrote floor statements, press releases, and constituent outreach documents.
- Worked with Senate and House committee staff, Senate and House leadership staff, and the Administration to promote the Democratic caucus' message on Native American issues.
- Staffed Indian Affairs Committee Chairman and Members on annual budget proposals, civil rights, education, ethics, fish and wildlife issues.

Hobbs, Straus, Dean, and Walker, LLP, Washington, DC

Fall 2003, Dec. 2004 to June 2006

Associate, Law Clerk

- Assisted clients with federal lobbying efforts by drafting advocacy materials, staffing meetings with Congressional and agency staff, and analyzing authorizing and appropriation legislation and regulations.
- Researched and drafted internal memoranda on federal and tribal district and appellate practice, trial and appellate briefs and motions; coordinated litigation materials.
- Researched federal employment, labor tax and Indian law to create a personnel manual for use in tribally-controlled schools.

Indiana Utility Regulatory Commission, Indianapolis, IN

Sept. to Nov. 2004

Legal Intern

- Drafted sections of, edited and cite-checked administrative judicial opinions on water, electricity, gas and telephone utility issues.
- Authored a policy paper on state-wide programs for improving energy efficiency, energy conservation, and utility rate design.

Sonosky, Chambers, Sachse, Endreson, and Perry, LLP, Washington, DC

May to Aug. 2003

Summer Associate

- Summarized congressional hearings and proposed federal legislation on Indian housing, sacred sites, and land issues for client communications.
- Analyzed state and tribal tobacco laws to recommend tribal code amendments.
- Reviewed state mining laws and drafted a client memo on an off-reservation mining application.

William Kaplin, Catholic University School of Law, Washington, DC

May 2002 to Aug. 2003

Research Assistant

- Researched and wrote case summaries for the Law of Higher Education (4th Edition) and The American Constitution (2004).
- Cases focused on campus policies and actions involving civil rights, torts, contracts, employment, accreditation, athletics, and faculty and institutional academic freedom.

College of Southern Maryland, LaPlata, MD

Summer 2002

Legal Intern

- Developed faculty and staff instructional materials on the College's policies to implement the Family Educational Rights and Privacy Act (FERPA).
- Drafted a contract between the College and its private, not-for-profit foundation regarding the receipt of private gifts.

Bishop McNamara High School, Forestville, MD

March 1999 to July 2001

Development Director

- Directed a 2-year capital campaign, raising \$4 million to build an athletic/fine arts facility, while also managing annual fund campaigns, raising close to \$200,000 annually.
- Managed permanent and volunteer staff for the fundraising program and events.
- Wrote regular alumni publications and fundraising communications.
- Hired first alumni director, expanding permanent staff.

Capital Partners for Education, Washington, DC

Oct. 1997 to March 1999

Executive Director

- Served as administrator and fundraiser for a high school scholarship-mentoring program.
- Worked with program founders and board to grow program from 25 students to more than 60 students served annually.
- Raised scholarship funds, increasing annual donations from \$100,000 to \$200,000+ in 2 years.
- Recruited and formalized orientation for mentors to students.
- Developed and administered admissions process for incoming students.
- Engaged regularly with students, families, school administrators, donors, and others to serve students and grow the program. www.cpefe.org

The College Board, Washington, DC

Nov. 1996 to April 1997

Research Assistant, Policy Analyst

- Co-authored, with L. Gladioux and W. Scott Swail, California Trends in Student Aid: 1990-1996, commissioned by the California Higher Education Policy Center

National Catholic Education Association, Washington, DC, Assistant

Sept. 1993 to Sept. 1997

- Served executive staff of the secondary school department.
- Staffed department's regular executive board meetings, the annual convention program, and professional training programs for presidents/principals, development directors, and school faith leaders.
- Worked with development professionals to publish monographs on various development topics.

U.S. Congressman Tim Roemer (IN-3rd), South Bend, IN Aug. 1992 to May 1993

Caseworker – Performed constituent casework on military, veterans, immigration and tax issues.

Education and Professional Development

Executive Leadership Year, Central New Mexico Community College *Sept. 2017 to May 2018*

Kennedy School of Government, Harvard University

July 2014

Senior Executives in State and Local Government

Congressional Research Service, Graduate Institute and Advanced Legislative Institute

2007

The Catholic University of America, Columbus School of Law, Juris Doctorate

May 2004

Graduated in top 30% of class.

Indiana University School of Law, Indianapolis, IN

Spring 2004

The University of Virginia, Curry School of Education, Master of Education

Jan. 1998

Highest Honors, Master's Program Examination, 1997; Kappa Kappa Kappa, UVA-Virginia Tech Chapter, Service Award 1998; guest lecturer, Social Foundations Program, 1997 and 1998.

Saint Mary's College, Notre Dame, IN, *Bachelor of Arts, cum laude*

May 1992

Dean's List, 6 semesters; Humanistic Studies Department Service Award, 1992

Professional and Volunteer Affiliations

State Investment Council, New Mexico, Member (July 2019, awaiting Senate confirmation)

Complete College America, New Mexico Team, Member, community college representative

Admitted to Practice Law: New Mexico Supreme Court, District of Columbia Court of Appeals, Indiana Supreme Court (inactive).

Represented or served on behalf of Central New Mexico Community College: Healthy Neighborhood Albuquerque (2017); Mission: Graduate (2016-2017); the Higher Education Department's Statewide Higher Education Management (SHEM) Committee (2017); and Think New Mexico's Research Advisory Committee, Higher Education and Workforce Development Project (2018).

As former state legislative staffer, served as staff vice chair, Education Committee, National Conference of State Legislators (NCSL), and member, Legislative Staff Education Network; vice-chair, National Association of Legislative Fiscal Officers (2012).

Other community service or volunteer roles include or have included president/officer, homeowners' association; former board member, Wheelwright Museum of the American Indian; former chair and member, St. Mary's College 1992 Reunion Campaigns; former captain and current member of many United States Tennis Association teams; former volunteer for the Southwestern Association for Indian Arts, on various federal and state office political campaigns, and with National Veterans Legal Services Program (pro bono attorney).