Title: Self-Study for HLC Assurance Argument: Gallup Campus

Office of Origin: UNM Branch Campuses

Description: A self-study undertaken by the Gallup Campus to report on information relevant for the HLC accreditation process, including the assurance argument. This includes information on student populations, and the relationship of the local administration to the main campus.
University of New Mexico – Gallup Campus
Self-Study for Higher Learning Commission Assurance Argument

In preparation for the Higher Learning Commission reaccreditation site visit on March 4-5, 2019, we would like to solicit a branch campus self-study. Some information on branch campuses is already included in the most current draft of the HLC Assurance argument. However, we feel that specific responses to the detailed questions below will provide greater assurance of quality to the HLC accreditors as they review UNM branches and as they conduct focused visits to UNM-Taos and UNM-Gallup.

Please submit a report that addresses these questions by August 1 to Joe Suilmann (suilmann@unm.edu) and to Pamela Cheek (apcurriculum@unm.edu). There is no need to be exhaustive and comprehensive. Indeed, brevity is most helpful, given that the HLC Assurance Argument has an overall word limit. Your answers below should be supported by evidence. Please include evidence when you submit this questionnaire. Evidence might consist of specific data very briefly summarized, links to online documents or fuller data presentations, accompanying documents that we can then include in the overall evidence library.

Thank you for your help with this.

1. Profile

   • How would you describe your current students? Your potential students?

   The demographics of UNM-Gallup students are currently 62.7% female, 74% American Indian, and an average age of 27. 56% of our students are part-time, and while most are from the greater McKinley County area, 13.6% have Arizona residency. Through the increased availability and usage of online platforms, the spring 2018 semester allowed for head counts that included students from multiple counties in New Mexico, other states and even other countries. Please refer to UNM Fact Book (pg. 23). It is predicted that our potential students will continue to come predominantly from McKinley County and will include dually enrolled high school students, traditional first time freshmen and adult students returning or entering into college for the first time.

   • How would you describe your branch? What are its specific attributes, its niche, its goals and its challenges? What is its relationship with UNM’s overall mission?

   UNM-Gallup, as a chartered branch community college, functions as both a career and technical education hub and a transfer center. Our mission spans to
meet the needs of multiple groups and takes into account the fact that approximately 90% of our students are the first in their families to attend college and our service area is defined as one of high poverty. As a community college, we serve a very diverse population that allows students from all walks of life to start, continue or finish their education. We emphasize strategic priorities that include instructional excellence, diversity, inclusion and linkages to economic priorities. We pride ourselves on our ability to provide access that allows students to achieve their educational and professional goals within a context of respect, support and curricular relevance while removing barriers that impede success. This closely aligns with the overall UNM mission and promotes an environment of engagement for students, faculty and staff.

2. Governance

- What is the structure of your system of shared governance?

The Faculty Assembly at UNM-Gallup acts for the entire faculty in coordinating faculty governance. In cooperation with the UNM Faculty Senate, the Gallup Faculty Assembly exercises the faculty’s responsibilities for education, care of students and contributions to the academic excellence of the institution. Elected officials of the Assembly include President, Vice-President, Secretary, and 3 Operations Committee members. Additional committees include Student Affairs, Budget Review, Curricula, Long Range Planning, Library, Ethics and Academic Freedom, Teaching Excellence and College Assessment. All committees report regularly to the Assembly. The policies and procedures by which the Gallup Faculty Assembly is organized are found in the Constitution and Bylaws.

Two representatives from Faculty Assembly represent UNM-Gallup at regular meetings of the UNM Faculty Senate to allow for additional shared governance between campuses. The CEO, Director of Business Operations and Director of Student Affairs also have regular agenda positions at all Faculty Assembly meetings to allow for continuous and transparent communications.

- Can you give specific examples of how shared governance has been used to develop new policies or programs?

In response to community response and desire, UNM-Gallup’s newest program is Emergency Medical Services where students may obtain either a certificate or an associate’s degree. Design and implementation of this program was a recent example of shared governance. When need for this program was communicated to campus leadership, the chair of Education, Health and Human Services presented a plan to the Executive Director to introduce the certificate program. The plan was presented to the Curriculum Committee for review, then to departmental chairs and senior leadership (specifically the Dean of Instruction
and Director of Student Affairs) and finally to all faculty members. With approval, curriculum development began which included the involvement of the UNM Curriculum Committee. With their approval, the certificate and most recently the associate’s program received full approval of the UNM Faculty Senate and the Board of Regents. Our initial students graduated from this program in spring 2018.

- What is the structure of your system of fiscal management?

Through a carefully managed system of local and university-wide oversight, the UNM-Gallup budget is monitored and managed in support of the institutional mission and goals. The specific budgeting system for institutions of higher education is determined by the New Mexico Higher Education Department. Management of the university budgets is then passed to the main campus and down to the branch campuses. Under the direction of the Director of Business Operations and a trained fiscal management team, internal controls oversee all financial systems including budgeting, procurement, policy alignment and financial analysis. Mil levies are presented to the county voters as required by law and are distributed and expensed per governmental designations. State funding is allocated to UNM-Gallup based on specific performance-based standards that emphasize student persistence and completion. Through an operating agreement with the UNM main campus, UNM-Gallup is charged a 3.6% fee which covers administrative expenses such as payroll, legal, sponsored projects and information technology services.

- How is adherence to the academic mission assured?

The institutional and academic mission of UNM-Gallup figures prominently in all decisions regarding coursework, support services and campus operations. Academic goals are firmly embedded within the UNM-Gallup Strategic Plan. Faculty and staff members were represented in the development of the strategic plan and will also be involved in the strategic plan refresh scheduled for fall 2018. Key faculty representatives and the Dean of Instruction are involved at all levels of campus development to allow for careful adherence to both the academic mission and the campus-wide vision.

- How does this Branch Campus support and assure ethics in delivering the academic mission and in fiscal management?

The academic mission of UNM-Gallup is ethically supported through multi-layered approval processes that oversee all aspects of curricular development or program alterations. Local and main campus approvals are required for all changes, additions or deletions regarding academic programming. Posting,
selection and hiring of all academic positions likewise follows a prescribed policy as mandated by main campus and requires the search committee and the Dean of Instruction to work closely with the UNM Provost’s office and the UNM Office of Faculty Contracts.

The ethical delivery of financial services is governed by stringent processing guidelines that rely on multiple levels of review and approval. Expenditures and budget adjustments are initiated and approved at the branch level, but must then pass through several approvers at main campus to assure accuracy, adherence to policy and relevance to program needs. This process is true for both restricted and unrestricted funding expenditures. The viewing of transaction and operational data is readily available to all UNM employees and any appearance of discrepancies can be reported in a protected manner.

- How does the governance of this branch campus interact and communicate with HED, UNM-Main, and the immediate communities that the branch serves?

Communications between state, university and local stake-holders takes place often and regularly through a system that encourages all UNM-Gallup faculty, staff and administrators to represent the campus. The Chief Executive Officer represents UNM-Gallup to HED as needed to inform, collect information or ask for approval for new projects. The CEO is often accompanied by members of the leadership team on these visits to HED. With a recognition of the value of collaboration and shared services, UNM-Gallup communicates and partners regularly with key departments on the UNM main campus to provide and supplement academic and support services. Elected members of the UNM-Gallup Faculty Assembly travel to the UNM Faculty Senate meetings to share and bring back information. Staff members consult with counterparts in areas including, but not limited to, student services, marketing/communications, human resources, employee health promotions and fiscal management through service on committees and councils.

Community communications occur through regular publication of information in print media, radio announcements and programming, digital displays and newsletters. Members of the leadership team provide campus representation on local boards and service organizations including Rotary International, Chamber of Commerce, Gallup Executive Director’s Alliance, Big Brothers/Big Sisters, and Battered Families.

2b. Communication of Policies, Procedures, Curriculum, Degree Requirements

- How do faculty, students, and staff access the policies and procedures that affect them?
Many policies and procedures are available to faculty, staff and students in print and digital format. The Faculty Handbook is available online as are the University Administrative Policies and Procedures Manual and the Board of Regents Policy Manual. For students, the Student Code of Conduct and student Pathfinder are both available digitally.

- How are degree and certificate requirements published?

Degree and certificate requirements are published both online and in print formats. Program information is available on the UNM-Gallup website and in printed form through various registration and advisement materials.

2c. Risk Assurance

- Do you have any systems or strategies for managing risk that are independent from those at UNM-Main? If so, please explain how they operate and who bears responsibility for them.

Risk is managed locally by inspection and process review on a regular basis. To mitigate physical risk, campus facilities are managed by local physical plant staff to assure safety. In addition, the campus has local control of its security and policing. To mitigate security risk, UNM Gallup has an independent police department with three officers, a campus-wide surveillance system, and plans to upgrade to a high resolution, high capacity camera system. To mitigate financial risk, the campus has reserves that would allow the campus to operate for up to a year without state funding, and can handle most major events that would impact facilities. The campus is insured through the state insurance pools and is fully covered to protect against liability issues or significant loss.

3. Faculty Credentials and Promotion

- How do you assure that faculty have the requisite credentials to teach courses?

Faculty are evaluated in a variety of ways both prior to and during their instructional time at UNM-Gallup. Search committee members work closely with the division chairs and Dean of Instruction during the posting and hiring process to ensure that qualified candidates have the requisite credentials to teach courses. The Office of Faculty Contracts further reviews those credentials before a contractual agreement is entered into with faculty members. Transcripts,
licensure and curricula vitae are carefully scrutinized and are available for review at any time.

- Where do you store/archive faculty credentials? Please note, we are close to launching a credential tracking system centrally that will also cover branches.

  Faculty credentials are carefully cataloged in a secure manner within the office of the Dean of Instruction and Human Resources. All original documentation including transcripts, licensures, curricula vitae and all other manner of credentialing are stored as hard copies.

- How do you assure that faculty teaching dual-credit courses have the requisite credentials?

  Dual credit instructors are assessed in the same manner as all other faculty on the UNM- Gallup campus. Required credentials and qualifying materials are reviewed by division chairs and the Dean of Instruction.

- Where do you store/archive faculty credentials for faculty teaching dual-credit courses?

  The same storage requirements are used for dual credit faculty as for regular faculty members. Files are kept in secure files within the office of the Dean of Instruction and within the Human Resources Office.

- What are your criteria for determining whether faculty may receive tenure and promotion and how do these criteria compare with those at the other branches and at UNM-Main?

  Main campus criteria for rank, tenure and promotion are adhered to by UNM- Gallup. Criteria include a dossier review and assessment by the Dean of Instruction who then puts forth recommendations to the Chief Executive Officer. Final recommendations are then made to the Provost. Code 3 assessment includes on-campus reviewers, while Code 6 requires 6 outside reviewers.

4. Curriculum and Assessment

- What is your process for determining the need for changes or additions to the curriculum?

  The UNM- Gallup Curriculum Committee is instrumental in this process. If an educational need is identified that would require an addition to the curriculum, that need comes before the Curriculum Committee. If approved, work then begins to make such additions. If, through the process of annual review, the Curriculum Committee
identifies the need to modify or delete existing curriculum, the Curriculum Committee will vote on that issue.

- What is the process for actually making a change to the curriculum?

  Once the Curriculum Committee has approved such a change after a presentation from the requesting division chair, the appropriate Form A, B, or C will be put into the main campus Curriculum Workflow. Division Chairs typically enter the forms, with accompanying information if a new program or course adoption is being recommended. Before proceeding to the main campus workflow approvers, the Dean of Instruction also approves those forms.

- What is your process for evaluating and assessing AA programs, general education courses, certificates and courses (on the program and certificate level and on the course level)?

  UNM Gallup engages in annual assessment for both core courses and programs. The campus College Assessment Review Committee (CARC) supervises both processes, with reports being submitted to the CARC for review by the appropriate division chair or program coordinator for either the program or the core course. After review, the CARC provides quality improvement feedback to the chair or program coordinator. All degree and certificate programs and core courses are assessed annually.

- Are all of your programs up to date on Academic Program Reviews? Have you uploaded all current assessment reports and Academic Program Reviews to UNM’s digital repository using guidelines provided by the Office of Assessment? Where do you house older assessment reports and APR’s?

  All programs either have been reviewed or are on the schedule to be reviewed in our seven-year cycle. Program documentation has been uploaded to the digital repository. Older reports are archived at UNM Zollinger Library.

- What are some of the challenges you encounter in managing curriculum needs and changes:

  The UNM Gallup Curriculum Committee schedules curricular change items and program reviews throughout the academic year. The fact that the entire approval process takes approximately a full academic year does present challenges. Additional challenges are due to the HED requirements of a 60-credit degree as these changes necessitate program accreditation approval.
• How do you determine workforce needs and how does this contribute to your development or cancellation of vocational certificates and courses?

*Workforce needs are communicated directly from businesses to the campus. In addition, the presence of UNM Gallup staff on several industry related advisory boards brings industry needs forward. In other cases, campus leaders ascertain needs from Department of Labor data, or from local groups such as the Northern New Mexico Workforce Connection Board and the Greater Gallup Economic Development Corporation. We also work very closely with our local schools to get their input as to the needs of their graduates.*

• Can you provide one or two examples of successful implementation of curricular changes based on assessment findings?

*If we include program review in the assessment category, then we can point to the identified need to move from having occasional Emergency Medical classes to the implementation of an EMT Basic, Intermediate, and AS program.*

*On another level, student assessments have generated data on the low math, and English skills of entry-level students. To assist students, I-Best Instructors were hired and mentors were brought into math classes. In addition, the Center for Academic Learning (CAL) was enlarged, providing greater capacity to assist students in gaining needed skills.*

• What is your advisor-to-student ratio?

*The UNM-Gallup advisement staff consists of 3 academic advisors and one Student Success Manager. This calculates to approximately 500 students/advisor. General advising is done by alphabetic assignment of students to an advisor. Supplementary advising is also done by the Accessibility Resource Center, TRIO Student Support Services and the Nursing department.*

4b. Student Grievances

• Do you have a transparent student grievance procedure that students can easily find and follow?

*Student grievances are addressed using the student grievance procedures as outlined in the UNM Pathfinder – Student Handbook. Issues regarding student conduct are addressed by the Director of Student Affairs. Grievances regarding academic issues...*
are referred to the Dean of Instruction’s attention, while general student grievances are addressed by the Chief Executive Officer. Many times, these three administrators work together to ascertain the cause of the grievance and possible solutions. The Faculty Committee on Student Affairs also hears student grievances and acts as a liaison between students, staff and administrators.

- Where is the statement of the grievance procedure housed?

  The statement of grievance procedure and the student code of conduct are housed on the UNM-Gallup website.

- Do you collect regular data on student grievances (kind of grievance, date initiated, who addressed grievance, brief notes on resolution, date closed?)

  Records of all student grievances are confidentially kept within the Office of Student Affairs and include all pertinent information including dates, personnel involved and notes on the nature and processing of the grievance.

- Where do you store/archive this information?

  Electronic and hard copies of student grievances are stored within the Office of Student Affairs.

- Do you analyze this student grievance information?

  The Director of Student Affairs at UNM-Gallup functions as both the Conduct Officer and the Dean of Students. Grievance procedures generally are processed in that office and are dealt with using UNM policies and procedures. The most common trend identified is that of plagiarism which is addressed through a combination of education and advisement of academic consequences.

- Please identify any trends or patterns in student grievances from AY 2015 to AY 2018 and explain whether you are implementing changes to address these and, if applicable, what changes you are making.

  Issues that lead to conduct interventions are addressed at all New Student Orientation sessions to educate students on what is required from them as UNM-Gallup students as well as their rights and responsibilities. The overall number of student grievances remains small, but each is considered important and dealt with accordingly.

5. Financial Responsibility
• Who is responsible for budget management and oversight (both at department/unit level and for overall branch?)

Budget management is overseen by campus leadership, with the Director of Business Operations and CEO ultimately responsible for its development, reporting, and management. While department level managers have oversight of their individual budgets, the Director of Business Operations retains authority over all approvals and modifications and works collaboratively with departments and divisions to determine compliance to University policies. Reporting and analysis of budget and fiscal performance lies with the Director of Business Operations, who interacts with main campus budget officers and Higher Education Department officials in regards to all fiscal matters.

• What entities receive fiscal reports and according to what calendar?

The primary reporting for the branch occurs with three entities: the NM Higher Education Department, the UNM Board of Regents, and occasionally with the Securities and Exchange Commission. The NM Higher Education Department requires quarterly reporting for fiscal watch, and annual reporting of actual expenditures, as well as a review of mil levy revenues and fund balances. The Board of Regents receives fiscal reports for all of UNM on a monthly basis through the Facilities and Finance Committee as a part of the overall reporting for UNM, and periodically the Securities and Exchange Commission requires disclosure due to our bond debt. Other reporting occurs with the UNM Gallup Advisory Board on a monthly basis. Additionally, the UNM Provost’s Office annually reviews and reports reserves, class course fees and their use, and the use of reserves on an individually requested basis. Moody’s Investor Service requests an annual report to review our bond rating, and occasionally we report to the NM Board of Finance, usually as a part of a capital project request. Fiscal activity at UNM Gallup is public information and can be requested by anyone with a business purpose to review it.

• What systems of audit or oversight are in place to ensure financial ethics in addressing the academic mission?

Financial activity at UNM-Gallup is monitored and reported across the campus through departmental reporting and approval processes that go from department to division chair to Director of Business Operations. Availability of funds, appropriateness of business purpose and transaction procedures are reviewed per UNM policy to ensure necessity and Budget availability and specific transaction/business purpose is reviewed at multiple levels to assure purchases and travel are needed and suitable.