



HLC Accreditation Evidence Document

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

Office of Origin: UNM Branch Campuses

Description: A self-study undertaken by the Valencia 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.

Date: 2018

University of New Mexico Valencia 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 our 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?

UNM Valencia students are currently 60% female and 68% Hispanic, with an average age of 22. The most popular majors are General Science, Integrative Studies, Liberal Arts, and Business Administration. 82% of our students are from Valencia County, with 11% from Socorro County, and then a smattering from Bernalillo and other counties. Moving forward, we still see the Valencia County population base as our main body of potential students, to include local high school students, students with some college but no degree, and adult students who have never attended college before.

- 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?

As a branch community college, UNM Valencia offers both transfer and career technical programs. However, only 15% of the student body is enrolled in a career technical program, whereas 85% of degree-seekers are enrolled in transfer-based programs. Thus, our main mission is to transfer students to a four-year institution to further their education, and the vast majority of our transfers go to UNM main campus. In general, we aim to provide access to higher education that many of the people in our county have never had. We want to encourage learning, and help students understand the benefits of going to college. In that way, our mission dovetails with that of the state flagship institution.

UNM Valencia deals with a rural population that may be in a lower socio-economic situation. 65% of our students are on some form of financial aid, and 45% of our students receive Pell Grants. Many, if not most, of them are first generation. We take great pride in being an open enrollment, access institution, whose goal is to educate the community.

2. Governance

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

UNM Valencia has a Faculty Assembly, which is made up of all faculty members, either full-time or part-time. The assembly has several elected officials: President, Vice-President, Secretary, Treasurer, and two At-Large members. The assembly also sends a representative to all main campus Faculty Senate meetings. The assembly has a number of official committees, such as Faculty Development and Curriculum, which are designed to keep faculty informed of, and actively engaged in, important campus developments.

The Faculty Assembly president represents the faculty at important administrative meetings such as those of the Advisory Board (elected by the local community), Strategic Planning Committee, and Budget Committee. Additionally, the CEOs of each branch campus are members of the President's Executive Cabinet at main campus. In this way, the leadership bodies within each branch campus are tied together, as are the faculty governance bodies of main and branch campuses.

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

UNM Valencia strives to serve the community as a part of our mission. A recent example of shared governance is our new Manufacturing associates degree program. Word of the need from new employers in the community for such a program first came to our Community Education department, which then brought the idea to the Administrative Leadership team on campus. The Leadership team (specifically the Dean of Instruction and the Director of Student Services) then brought the idea to the faculty, whereupon the appropriate faculty members began to work on the curriculum. After curricular development, the program was presented to the local curriculum committee (an official committee of the Faculty Assembly), which gave support to proceed with the approval process. At this point, local governance merged with main campus governance through the full curriculum workflow approval process, whereby approval from the main campus Faculty Senate and the Board of Regents is required. All of this work culminated in full approval of the program in the spring of 2018.

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

UNM Valencia maintains a fiscal management system that is both specific to the mission and vision of the Valencia County community in which it resides, but also functions as an integral part of the larger university. Budget models for higher education institutions in New Mexico are formatted under a specific structure dictated by the Higher Education Department, and the fiscal management of UNM Valencia is monitored and controlled

not only by a staff of fiscal personnel on the Valencia campus, but also by the larger fiscal operations on main campus. This not only creates an environment that allows for flexibility in the academic needs of the students and faculty, but also maintains the internal controls and policy environment that is the fiscal agency structure of a research university. Revenues specific to the Valencia Campus operations, including mil levy support, are collected locally and are available to fund operations. State appropriations that fund UNM Valencia are determined by an institution-specific appropriations act that has a performance formula model that rewards institutions for hard work and strong numbers. Expenditures are processed through a rigorously-controlled purchasing process that is audited annually. UNM Valencia has an operating agreement with UNM Main Campus and is charged a 3.6% administrative fee, which provides for the fiscal and other services to which we have access.

- How is adherence to the academic mission assured?

UNM Valencia's academic mission is foremost in the work that we do. That mission is assured in part by the presence of the Dean of Instruction on major committees and leadership teams across campus. Faculty members play a leading role in committees, grants, and activities across campus. Particularly important in this regard is the voice of faculty in the strategic planning process, where academic goals are prominent.

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

Ethics in delivering the academic mission is assured through the multiple layers of oversight within the academic decision-making process. Changes to programmatic or curricular offerings, for example, must be approved at both the local and the main campus level by multiple groups, including various curriculum committees and academic leadership. Academic hiring decisions, likewise, must be approved both locally by the hiring committee and Dean of Instruction and at main campus by the Office of Faculty Affairs and Services and the Provost's Office to ensure qualified faculty and academic staff. Branch campuses adhere to all ethics policies of main campus.

Ethics in the financial systems is assured through a collaborative budget development model that involves budget changes to be reviewed from the local department level through the UNM Board of Regents. Expenditures are managed at the department level, but processed through a centralized purchasing, payroll and revenue processing system that requires multiple checks and balances to assure policy conformity and ethical handling of transactions. UNM has strong whistle-blower protection policies for reporting fiscal irregularities that provide for a safe reporting process of concerns. Access to financial data is open to all employees who wish to have direct access to ledgers and transaction details, and no single transaction is possible without review by multiple layers of accounting staff both locally and at the main campus processing departments.

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

There are many opportunities for faculty, staff and administration to represent campus needs to our various constituencies. The Leadership team members on campus all interact with HED in various ways, whether it be to obtain approval for a capital project or to provide input on HED initiatives. (The Dean of Instruction is a member of the statewide curriculum committee, for example.) Most offices on campus are represented at main campus, whether it be through membership in committees (the Provost's Committee on Academic Success, Executive Cabinet, Deans' Council, etc.) or as members of affinity groups such as those for Advisors, Registrars/Branch Registrars, etc. Many members of the governance bodies at UNM Valencia hold membership in local community groups. This is critical in order to maintain ties to our community and understand local needs. Some groups represented currently include: Belen Chamber of Commerce, Valencia County Hispano Chamber of Commerce, Central New Mexico Workforce Connection Board, and Mission: Graduate.

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 both in print and online. The UNM Valencia Instructional Council Policy Manual, which contains instructional policy, for example, exists both in hard copy and online. The main campus Faculty Handbook and Board of Regents Policy Manual are typically accessed online. Likewise, the UNM Valencia catalog and the student Pathfinder are online documents.

- How are degree and certificate requirements published?

Degree and certificate requirements are available both in print and online. This information is available online in the UNM Valencia catalog, but also in print form in the UNM Valencia Advising Office.

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, and the campus has local control of its security and policing. To mitigate security risk, UNM Valencia has an independent police department with four officers, a full campus-wide surveillance system, and plans to install elaborate campus safety enhancements in the near future that far exceed what is traditionally found on a small campus. 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 in the event of a significant loss.

3. Faculty Credentials and Promotion:

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

Faculty members are evaluated in a number of ways. Of course, division chairs and the Dean of Instruction review candidates for appropriate credentials prior to a recommendation for hire to the Office of Faculty Affairs and Services. However, all faculty have written authorization for every course they teach. UNM Valencia uses a "Course and Instructor Approval Form" that lists every course that an instructor teaches, plus a notation of where the credentials are housed and the approval from their division chair for each course. The Dean of Instruction also reviews and signs the approval.

- 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 stored both in hard copy and electronically. Hard copy faculty files, which contain the original credentials, are located in a secure area of the Academic Affairs Office. Also, the Academic Affairs Office scans all faculty documents into our secure Academic Affairs folder on the network.

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

Dual credit instructors receive the same scrutiny as any other faculty member. Appropriate credentials are required, reviewed by the division chair and Dean of Instruction, and archived.

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

Like with other faculty members, these credentials are kept in faculty files and on the network.

- 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?

UNM Valencia, as do the other branches, follow main campus criteria for tenure and promotion (or simply promotion for lecturers). UNM Valencia has developed a set of guidelines and a dossier review form that help faculty members understand what is required of them as community college faculty members to meet the necessary criteria outlined by main campus. Each campus has such guidelines. The UNM Valencia Promotion and Tenure Committee reviews each applicant's dossier, discusses the candidate in accordance with dossier review form, and makes a recommendation to the

Dean of Instruction. The Dean then makes a recommendation to the campus CEO, who makes the final recommendation to the Provost.

4.a. Curriculum and Assessment

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

The UNM Valencia Curriculum Committee is instrumental in this process. If, as indicated above with the Manufacturing program, an educational need is identified that would require an addition to the curriculum, that need comes before the Curriculum Committee, which is comprised of faculty and student services members plus a student representative. If approved, work then begins to make such additions. On the other hand, periodically the Curriculum Committee identifies the need to either make changes or deletions to existing curriculum. This revelations normally come through the annual program review cycle. If a program review leads to the recommendation of a change or program deletion, the Curriculum Committee will vote on that issue.

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

Once such a change has been approved by the Curriculum Committee, 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. Those forms are also approved by the Dean of Instruction before proceeding to the main campus workflow approvers.

- 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 Valencia engages in annual assessment on both a core course level and a program level. The campus CARC supervises both processes, with reports being submitted to the CARC for review by the appropriate division chair for either the program or the core course. After review, the CARC provides feedback to the chair for continuous quality improvement within the process. All programs (whether degree or certificate) are assessed annually, as are all core courses.

- 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 APRs?

All programs have either been reviewed or are on the schedule to be reviewed in our seven-year cycle. All program documentation completed up to this point has been uploaded to the digital repository. Older reports are archived locally by the Dean of Instruction and in a Curriculum Committee folder on the UNM Valencia network.

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

The UNM Valencia Curriculum Committee is very efficient in its work, scheduling curricular change items during the fall semester and program reviews during the spring semester. Our committee chair attends Faculty Senate curriculum committee meetings, which keeps us informed. The fact that the entire approval process takes approximately a full academic year does present challenges, however.

- How do you determine workforce needs and how does this contribute to your development or cancellation of vocational certificates and courses?

As seen above in the Manufacturing example, workforce needs are sometimes communicated directly from the business to the campus. In other cases, campus leaders ascertain needs from Department of Labor data, or from more local groups such as the Central New Mexico Workforce Connection board or the Valencia County Pathways to Employment group. We also work very closely with our local school boards to get their input as to the needs of their graduates. The presence of UNM Valencia staff on all three of our local chambers of commerce also provides excellent opportunities to gain information about workforce needs, including the arrival of new business and industry in the community.

- 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 deactivation of our Office and Business Technology program as an example. Program review revealed an almost non-existent enrollment in the program along with the belief of the division chair that the curriculum was outdated and that any valuable content was now available in other programs and courses.

- What is your advisor-to-student ratio? (If there are questions about the definition to use to determine this ratio, we can discuss those at the meeting.)

UNM Valencia utilizes a Staff-Advisor model. Currently we have an Academic Advisement Specialist, a Student Success Manager, and a Senior Academic Advisor working caseloads of approximately 350 degree-seeking students each. During peak advisement times, our Test Administrator and Career Services Manager also assist in meeting the needs of the students and the campus.

4.b. Student Grievances:

- Do you have a transparent student grievance procedure that students can easily find and follow? (Note here as well that we are working on an application for tracking, collecting, and storing student grievances. We will discuss in more detail at the meeting.)

*UNM Valencia uses the Student Grievance Procedure as accessed in The Pathfinder – UNM Student Handbook. Issues that would be referred to the main campus Dean of Students' office/Student Conduct Officer are administered at UNM Valencia by the Director of Student Affairs. Issues that would be referred to the Provost's office are administered at UNM Valencia by the CEO's office, unless they are academic in nature, in which case they are administered by the Dean of Instruction's office. Issues that would be referred to the main campus Student Conduct Committee are administered at UNM Valencia by the Student Affairs Committee. *The Dean of Instruction's office is currently preparing to compile academic complaints for the forthcoming grievance application.*

- Where is the statement of the grievance procedure housed?

The Student Grievance Procedure is housed on the UNM Valencia website as well as on the unum.edu website for all UNM students.

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

As a small campus, we have very few grievances. We keep a written record of those that are filed, which would include all of the above categories of information. As an illustration, in the past ten years, the Student Affairs Committee has convened twice.

- Where do you store/archive this information?

An electronic file is maintained on the network, within the Student Affairs drive, to include a recorded electronic copy of the hearings.

- Do you analyze this student grievance information?

This process requires that the Director of Student Affairs have an active role throughout the process, as this position serves as both Dean of Students and Conduct Officer at UNM Valencia. The few times when we have had to deal with Code of Conduct issues, to include convening the Student Affairs Committee, the information has been archived and thus far we have not found that there are any trends identified.

- 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.

During the period of AY 2015 to AY 2018 we did not have any grievances filed that were not able to be resolved via the Informal Resolution 2.2 portion of the student grievance procedure.

5. Financial Responsibility

- Who is responsible for budget management and oversight (both at department/unit level and for overall branch)?

Budget management falls on the officers of the campus, with the Director of Business Operations and CEO ultimately responsible for its development, reporting, and management. Department-level management varies based on the oversight levels preferred by the campus officers, and in many cases, budget authority is given to individual department heads and staff. In other cases, the officer in charge of a given area, such as business operations, manages budget collaboratively with the department manager. Reporting of budget and fiscal performance lies with the Director of Business Operations, who interacts with main campus budget officers and Higher Education Department officials with regards to 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 Valencia Advisory Board on a quarterly 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 Valencia 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?

Fiscal activity is monitored and reported across the entire campus through shadow systems and monitoring at the department level, officer level, and Business Operations level. Budget availability and specific transaction/business purpose is reviewed at multiple levels to assure purchases and travel are needed and appropriate.