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## **UNM West Strategic Plan Fall 2012**

### **Mission Statement**

*UNM West is dedicated to inspiring student success through quality higher education, resulting in community vitality in Rio Rancho and the surrounding area.*

### **Vision Statement**

*UNM West will be recognized nationally for graduating the leaders of tomorrow.*

### **Core Values**

- *Data-driven processes & decisions*
- *Diversity, inclusiveness and openness to differing viewpoints*
- *Excellence in education*
- *Student-centered decisions for programs & services*
- *In step with the community*
- *Integrity, trust & respect*
- *Teamwork & open communication*
- *Accessibility*
- *Innovation & sustainability*

### **SWOT Analysis**

#### **Strengths**

1. Located in Rio Rancho's "City Center" (New Mexico's third largest city);
2. Located near Intel, HP, national labs, area school districts, Pueblo communities, UNM programs and CNM;
3. Beautiful, spacious, and modern facility with state-of-the-art technology;
4. Flexible scheduling (full & short term courses offered days, evenings, Saturdays & intersession periods);
5. Ample & free parking;
6. Support of the City of Rio Rancho and the surrounding communities;

7. Flagship university (Carnegie Research Institution and Hispanic Serving Institution);
8. Professional, superlative staff and faculty;
9. Opportunity for growth (programs, planning, creating a sense of “community”); and
10. Smaller class sizes (average class size of ~13 students), for better individualized educational opportunities;
11. Ongoing academic planning; and
12. Quality student support.

### **Weaknesses**

1. Limited to offering upper-division courses, i.e., CNM/UNM agreement on lower/upper division restricts program planning and implementation;
2. Limited number of on-campus regular faculty;
3. Limited budget (i.e., dependence on local revenues and tuition & fees);
4. Need to increase advocates/support for UNM West on main campus;
5. Although academic planning has improved, there is still no clear idea of where we are going—nor does UNM (this is in part attributable to a lack of “buy in” by UNM main campus departments);
6. Limited teaching computer lab capability;
7. No science labs;
8. No wellness center;
9. Transportation for students & faculty is challenging; and
10. Lack of some student services (e.g., bookstore, limited library, financial aid, bursar, admissions/Lobo ID, food).

### **Opportunities**

1. Potential for a large student population, i.e., as a result of population growth in Rio Rancho, public schools, and surrounding areas;
2. Partnerships with city government, schools, and industry;
3. Area high schools with exceptionally high graduation rates, GPAs, and standardized test scores;
4. Opportunity for dual credit and to promote 2 + 2 + 2 programs with area school districts that will give parents, counselors, and students clear direction for their academic endeavors;

5. SRMC, HP, and other such entities increase marketing awareness of UNM West;
6. Health Science degrees and one general location for the promotion of nursing program with CNM and UNM, Hospital;
7. Opportunity to establish high demand academic programs;
8. Possibility to establish dual admission program with CNM RR students;
9. Possibility to provide book and tuition scholarships for CNM RR graduates;
10. Possibility to have full time faculty at UNM West; and
11. Expansion of incentive plan to provide greater funding for departments with an end to stimulate department offerings at UNM West.

### **Threats**

1. Lack of understanding by some UNM faculty and administrators results in challenges;
2. Slow communication with CNM and lack of a process for gathering and sharing student data needs to be remedied in order to better effect 2 + 2 transfer agreements between CNM RR and UNM West;
3. MOA with CNM adversely impacts our ability to offer lower-division core courses;
4. For-profit universities who have an established strategy, name recognition, and schedule or online options who cater to the non-traditional student;
5. Tuition increases by UNM and tuition differential between UNM & CNM;
6. Failure to effect a dynamic vision to grow UNM West's unique role; and
7. Online instruction from EU and other institutions.

## Strategic Directions, Goals and Outcomes

Strategic directions are listed I. – IV., the goals as A., B., ..., and the outcomes as 1., 2., ...

### I. Promote & provide quality academic programs.

*“Ensure & develop new quality degree completion programs in collaboration with UNM academic departments.”*

A. To work with main campus deans and chairs to develop a long-range academic plan for UNM West that will encompass both academic programming and a business plan outlining operational guidelines.

B. To create and expand 2 + 2 programs (BA/S) between UNM and CNM.

1. By the end of the 2013 spring semester progress will have been made for the creation of new programs, to include:

- a. Bachelor of Arts in Liberal Arts (formerly, Bachelor of University Studies) with concentrations TBD; and
- b. Bachelor of Interdisciplinary Studies.

2. By the end of the 2013 spring semester, the three existing 2 + 2 programs between UNM and CNM will be implemented, to include:

- a. Business Administration (awaiting 2-yr sequence toward general business BBA from Anderson);
- b. RN to BSN (under review by both UNM and CNM); and
- c. BS Ed. Elementary Education Special Education (COE offering program here; CNM is doing first 2-years).

3. By the end of the 2013 spring semester students will be able to enroll in courses required for the completion of Bachelor of Arts/Sciences degrees in the following programs:

- a. Bachelor of Arts in Criminology;
- b. Bachelor of Arts in Psychology;
- c. Bachelor of Arts in Sociology; and
- d. Bachelor of Arts in Communication & Journalism.

C. To develop new programs at UNM West that support economic development in Rio Rancho and Sandoval County.

1. By the start of the 2013 spring semester, explore the possibility of offering the following programs:

- a. Entrepreneurship Concentration within the Business Administration BA program (a feasibility study will be constructed and carried out during the 2012 fall semester);

- b. Health Sciences degree, to include dental hygiene (in process), and medical lab; and
- c. Early Childhood Multicultural Education (will initiate discussions with the COE Dean at the start of the 2012 fall semester).

Concentrations under the Bachelor of Liberal Arts:

- d. Sustainability Studies;
  - e. Public Administration;
  - f. Native American Leadership; and
  - g. Administration in the medical field.
- 2. By the start of the 2012 fall semester meet with representatives of the UNMHSC regarding partnership development in academic areas needed to support the SRMC.
- D. To invite other New Mexico universities to collaborate with UNM West in program development (2012-13 academic year).
- 1. New Mexico State University;
  - 2. Highlands University (Social Work).
- E. To revisit MOA with CNM regarding our ability to offer UNM Core Curriculum courses.
- 1. During 2012 fall semester, work with presidents of UNM and CNM to revise the current MOA between the institutions.

## II. Provide quality student services.

*“Strengthen advising, retention, outreach, and marketing strategies.”*

### A. To meet student advisement needs.

1. Throughout the 2012-13 academic year, provide advisement to current and prospective students.
2. Throughout the 2012-13 academic year, establish general advising days/times, post hours throughout building/website/Facebook.
3. Throughout the 2012-13 academic year, collaborate with Main Campus advisors on degree completion, program information, etc.
4. Throughout the 2012-13 academic year, collaborate with CNM advisors on degree completion, program information, etc.
5. Throughout the 2012-13 academic year, collaborate with CNM advisors on joint advising on 2+2 (+2) programs for CNM students/high school counselors.

### B. To create and implement an effective marketing plan.

1. Throughout the 2012-13 academic year continue to explore collaborative marketing opportunities with CNM.

### C. To facilitate transfer opportunities for students attending CNM Rio Rancho.

1. Throughout the 2012-13 academic year, work with relevant UNM and CNM staff to develop a draft plan that includes, but is not limited to, the following:
  - a. Transfer scholarships (we will work with UNM Foundation to develop plan and identify potential donors);
  - b. Dual admission (initial opportunities will be in the 2 + 2 degree programs, e.g., Nursing, Elementary & Special Education, Management); and
  - c. Shared teaching responsibilities (UNM faculty will teach transfer courses at CNM Rio Rancho and CNM faculty will teach upper-division program courses at UNM West).

### III. Strengthen relations within UNM.

*“Promote the ‘One University’ concept. Establish clear communication within the UNM community.”*

- A. To communicate to the UNM administration, faculty and staff that we are an asset to the University.
  - 1. Throughout the 2012-13 academic year meet—individually and collectively—with UNM academic administrators and advisors to maintain and improve communication regarding issues related to UNM West.
  - 2. Beginning the 2012 fall semester work with Provost to present once each semester at Deans’ Council on issues of importance to UNM West.
- B. To provide professional development opportunities for UNM West staff.
  - 1. UNM West will host at least one UNM HR workshop each semester particular staff needs for training.
  - 2. At the beginning of each calendar year each supervisor will meet with their staff as part of the performance evaluation and determine a professional development plan (i.e., training or coursework most appropriate to fulfill both current job needs and future work and educational goals).
  - 3. Staff will meet on a monthly basis for a staff meeting (discussion of on-going and new projects, meetings, etc.).

IV. *“Promote positive relations with schools, government, business, and the community.”*

- A. To collaborate with area with area school, government, business, and other local agencies to improve communications and obtain support for UNM West.
  - 1. UNM West administrators will meet on a frequent basis with school, government, business, and other community representatives to promote and gain community support for UNM West, meet the needs of the community, and to encourage development of partnership agreements when needed.
  - 2. UNM West administrators will participate in such service organizations as Rotary and provide information about UNM West continually.
- B. To explore the idea of establishing an Institute at UNM West in collaboration with the Robert Wood Johnson Foundation (RWJF) Center for Health Policy at UNM
  - 1. UNM West administrators will focus on Native American issues as they relate to public service, public policy, health policy, environmental sustainability, and other related areas.