



UNM West
Academic Master Plan

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**Prepared by Dr. Beth Miller, Executive Director
Dr. Reinaldo Garcia, Director of Educational Services
Mr. Joe Moreno, Student Recruitment Specialist
Dr. Wynn Goering, Special Assistant to the President**

Executive Summary

Dr. Robert Frank began his tenure as President of the University of New Mexico in June, 2012. After visiting UNM West and discussing plans for the campus with various constituents, Dr. Frank asked that an Academic Master Plan be developed and submitted to him by the end of the Fall 2012 semester.

Development of this draft plan was very inclusive. Interviews were held with 30 individuals including the UNM West Advisory Council, several Deans, UNM West staff, officials with the City of Rio Rancho and Sandoval County, the Rio Rancho Regional Chamber of Commerce, the Rio Rancho Economic Development Corporation, regular and adjunct faculty who teach at UNM West, UNM department chairs, Sandoval County Small Business Development Center, one UNM Regent, Interim Vice President for Research and Economic Development, the UNM CIO, the University Planner and University Architect. Student input was provided via the annual Student Survey. Dr. Wynn Goering, Special Assistant to the President, has provided oversight for development of this draft plan and also interviewed several Deans. Input from Provost Abdallah and Associate Provost Heileman is also provided, and the Deans' Council will also review the plan.

The plan is divided into sections providing a brief history of the campus, enrollment trends and current course and program offerings, academic planning, UNM Promise, budget issues, and focus on the future. A review of documents was also completed with information about UNM's role in expanding economic development, the nursing shortage, RCM, and universities as anchors or drivers of community economic development initiatives. A glossary is included at the end of the draft plan.

Documents attached to the draft plan are:

1. Synopsis of UNM West, December 2010
2. MOA with CNM, August 2007
3. Higher Education Facilities Gross Receipts Tax Fact Sheet, City of Rio Rancho, Spring 2012
4. Higher Education GRT Fund Payments to UNM, City of Rio Rancho, Spring 2012
5. UNM West Strategic Plan, Fall 2012
6. UNM West Student Survey, Spring 2012
7. City of Rio Rancho, 2015 Population Projection, Mid-Region Council of Governments, November, 2011.

The Rio Rancho community has supported development of a new UNM West campus for several years. Citizens voted to add a ¼% increase to the gross receipts tax for the purpose of assisting higher education with building the new campus, which opened in January, 2010. The MOA between UNM and CNM marked the beginning of the "2+2" initiative in Rio Rancho. CNM offers the lower division courses and UNM West the upper division courses. Some graduate courses (MBA Core) are also offered.

Serious academic planning did not occur prior to the opening of the campus, and with the mandate to offer only upper division courses, main campus departments had to change their thinking from course offerings to degree completion and/or major or minor completion opportunities that could be established at UNM West. Although this has not been an easy task for UNM West staff, progress has been made and good partnerships developed with several departments. The UNM Deans of Education, Nursing, Management, Arts & Sciences, and Continuing Education have been most helpful. Our goal is to offer courses that allow students to make progress toward degree completion. Our courses are offered in a variety of formats—16 weeks, two 8-week sessions, Intersession, Friday and Saturday only—and have been favorably received by students and faculty.

Recommendations:

One to three years:

1. Ensure that the current 2+2 degrees with CNM are finalized so that the entire degrees can be completed in Rio Rancho. These include the dual licensure program in Elementary Education/Special Education, the General Business concentration in the BBA, the RN to BSN, and the BUS areas of Psychology, Sociology (concentration in Criminology), American Studies, and Communications and Journalism, or seven bachelor's degrees.
2. Review the MOA with CNM.
3. Understand and implement the RCM budget model at UNM West.
4. Establish a statewide center for public safety officials for training and degree completion opportunities.
5. Expand the 2+2 to area high schools (2+2+2) to encourage more students to attend CNM and UNM and to promote better communication with area counselors.
6. Research the possibility of offering the Entrepreneurship concentration in the BBA, the Southwest Studies degree, the Sustainability Studies degree, and health sciences programs at UNM West. The possibility of offering the Masters in Special Education and Education Administration should also be explored.
7. Begin planning Building 2 (focusing on STEHM programs) which will include science labs. In the short term, remodel existing space to accommodate dual-purpose labs. Funds that can be used for planning are available until approximately April, 2013.
8. Work with area transportation agencies to discuss providing services for our students.
9. Effectively communicate with the City of Rio Rancho to ensure the sustainability of the local higher education gross receipts tax.

Three to five years:

1. Expand Sustainability Studies to include Environmental Studies and Community Development with the area Pueblos. Expand Community Development to include Community Health and Wellness, developing programs needed in the Pueblo communities.
2. With enrollments of 2,000+ students, additional services will be needed in the areas of student services, library, food, police, facilities department, IT staff, administrative staff.
3. Hire five to seven full-time faculty at UNM West.
4. Create a lab where the innovative use of technology in instruction can be piloted by course designers and faculty interested in instructional technologies.
5. Building 2 complete (STEEM) housing upper division science labs.
6. Establish the School of Public Health at UNM West.
7. Hire biomedical sciences and biomedical engineering programs at UNM West.
8. Establish an Endowed Chair at UNM West.

Focus on the future:

1. Much of UNM West's future will depend on President Frank's initiatives to expand the role of UNM in economic development. We hope our campus will be tapped as a site for the "new paradigm."

DRAFT
UNM West Academic Master Plan
Fall, 2012

UNM West has been providing opportunities for students to complete courses toward degree completion for many years. With the opening of the new campus in January, 2010, UNM now has the challenge of creating a viable, thriving campus offering a variety of services to students and the community. The campus is located in the Rio Rancho City Center along with City Hall, the Santa Ana Star Center, Hewlett-Packard, CNM, and the Sandoval Regional Medical Center.

Dr. Robert Frank began his tenure as UNM President in June, 2012. He has visited UNM West several times and supports moving the campus to its full potential. President Frank requested that a draft UNM West Academic Master Plan be submitted to him by the end of the Fall, 2012 semester. This plan has been developed with assistance of the Provost, Associate Provost, UNM Deans, several department chairs, faculty, students, the UNM West Advisory Council, area Pueblos, the Special Assistant to the President, many interested citizens of Rio Rancho and Sandoval County, and UNM West staff.

The plan includes a brief history of UNM West, enrollment trends and current course and program offerings, proposed degree completion opportunities that align with the “UNM Promise,” suggested approaches for long-term campus development, and a brief discussion about creating next steps for campus development working with Rio Rancho and the surrounding communities with the goal of bolstering economic development, entrepreneurial research, job creation, and community vitality.

Brief History of UNM West

UNM established a presence in Rio Rancho in the early 1990’s, first offering non-credit courses and then lower division courses. In the mid 2000’s, serious discussions about development of a new UNM Campus in Rio Rancho began, culminating in the acquisition of 216 acres in the City Center area. Attachment 1, prepared in December, 2010, gives a synopsis of UNM West in Rio Rancho. Other historical information can be found on the UNM West web site—unmwest.unm.edu—About UNM West—History of UNM West—Reports (at the bottom).

Significant dates include:

- August 2007, the Memorandum of Agreement was signed with CNM (Attachment 2),
- the passage of HB 374 in 2007 authorizing a municipal higher education facilities gross receipts tax for Rio Rancho,
- approval of the ¼ cent gross receipts tax by Rio Rancho voters in March 2008,
- passage of HB 354 during the 2009 legislative session which approved establishment of UNM West in Rio Rancho,

- the UNM West Campus Facilities Master Plan completed in early 2009 which was approved by the UNM Board of Regents (link provided on the UNM West web site—unmwest.unm.edu—About UNM West—History of UNM West—Reports),
- August 2009 BBER report prepared for the Health Sciences Center (on web site—unmwest.unm.edu—About UNM West—History of UNM West—Reports).

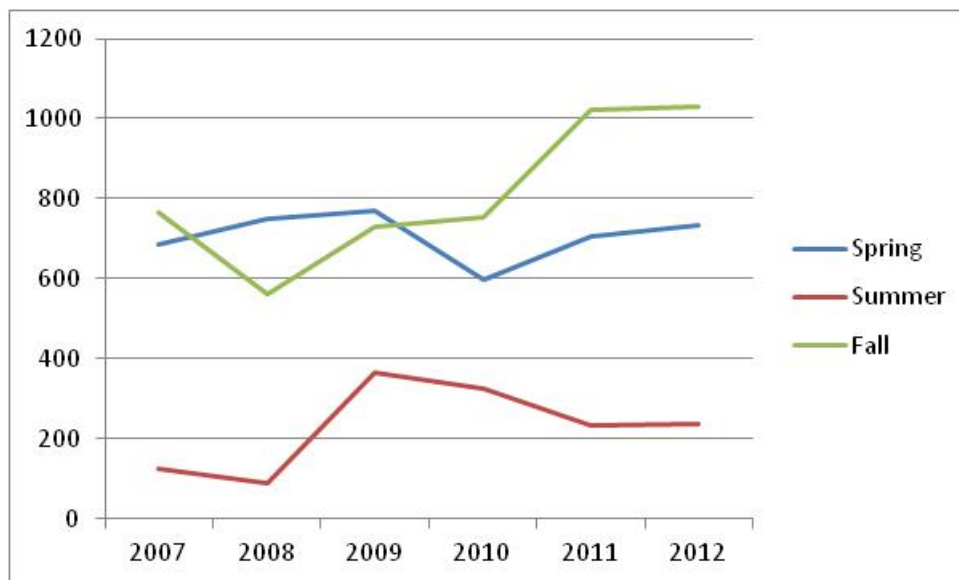
Helpful information about the Higher Education Gross Receipts tax approved by Rio Rancho voters in March, 2008 is given in Attachments 3 and 4 prepared by the City of Rio Rancho in Spring 2012: “Higher Education Facilities Gross Receipts Tax Fact Sheet” and “Higher Education GRT Fund Payments to UNM.”

The historical documentation repeatedly demonstrates the commitment of Rio Rancho citizens to supporting the presence of higher education institutions in their community with their approval of property taxes and gross receipts taxes targeted for CNM and UNM.

Enrollment Trends and Current Course and Program Offerings

Enrollment trends for UNM West are shown in the following graph, listing periods from Spring 2007 to Fall 2012. The dip in Fall 2008 enrollments reflects the MOA with CNM wherein UNM West transitioned to offering upper division (and some graduate) courses. The dip in Spring 2010 enrollments reflects the move to our new campus in the City Center which is about 12 miles north of the previous Rio Rancho location. Final Fall 2012 enrollments with the addition of the January, 2013 Intersession indicate that the total is 1029, slightly above Fall, 2011.

UNM West Enrollment 2007-2012



	Spring	Summer	Fall
2007	685	124	767
2008	748	89	560
2009	768	365	728
2010	598	325	754
2011	706	235	1022
2012	735	238	1029

**All Enrollment numbers are taken from UNM's Hyperion System.*

**Final Enrollment numbers for Fall Semesters include late starting Fall Courses and January Intersession Courses*

**Final Enrollment numbers for Summer Semesters include early starting Summer Courses (May Courses)*

**During the Fall '08 Semester, UNM West began offering almost exclusively upper division and graduate courses.*

A zip code analysis of Fall 2012 students indicates that approximately 57% are from Albuquerque, 24% are from Rio Rancho, and the rest are from other NM cities and out of state. As degree completion opportunities become available, more CNM Rio Rancho and CNM Westside students will have the option of completing their degrees at UNM West which is the optimal outcome.

Academic Planning

Meaningful academic planning for UNM West had not occurred in concert with implementation of the MOA between CNM and UNM. During the 2009-2010 academic year a Deans' Task Force was established by the Provost's office and UNM West administration. Deans of Education, Engineering, Arts & Sciences, Business, Nursing, and Continuing Education participated in a series of meetings discussing the new campus and its development. UNM was in the midst of serious budget reductions caused by the downturn in the economy resulting in limited resources available to support courses or programs at the West campus.

The MOA with CNM describes the goal of providing "seamless transitions" from CNM to UNM in Rio Rancho, otherwise called "2+2." Initial "2+2" programs in Elementary Education with dual licensure in Special Education, Management, and the RN to BSN were identified and the two institutions began collaborating on these opportunities for students. Other "2+2" programs involve targeted areas in the Liberal Arts, namely American Studies, Psychology, Sociology, and Communications and Journalism.

The above programs were among those identified in both the 2006 community Charrette and the 2009 BBER report as being important to the community. The Charrette identified degree programs in arts and sciences, education, engineering, business, and allied health with masters programs in engineering, business, public administration, and liberal arts. Employers interviewed for the BBER report mentioned programs in business administration, computer networking, and accounting as important. They also indicated interest in programs focused on new or emerging industries in the region (including film), alternative energy and high-performance computing. Several suggested that UNM West could become "a statewide focal point for demonstration of technology and education in certain programs, such as alternative energy." (Page 21)

Coordination with main campus departments has improved due to better communication from UNM West about what courses are needed to support these programs. Our enrollments are improving due to better planning and marketing of our offerings using various kinds of media. Our facility is a general purpose classroom building with no science labs which prevents us from offering upper division science courses supporting health careers and other degree programs. We are also constrained by our inability to offer lower division Core courses. Enrollments will continue to grow for a few years but will eventually taper off without an academic plan.

Of the 70 course sections offered during the Fall, 2012 semester, 69 align with the “2+2” programs. Students can progress through their degree programs taking required or elective courses. Course success rates (i.e., students who completed the course with a grade of “C” or higher or a grade of “CR” [“Credit”]) of 87% are very good (the other 13% includes students who earned a grade of “C-” or lower or a grade of “I” [“incomplete”] or “NC/R” [“No Credit”] or who dropped the course).

Two-thirds of the UNM West faculty are part time (including graduate students as well as approved adjunct instructors), with about one-third representing the regular faculty. Several ASM regular faculty teach classes in Rio Rancho each semester, and other UNM Colleges offer courses during the intersession periods taught by regular faculty on an overload basis. The College of Education offers the dual licensure program in Elementary Education and Special Education with a full-time faculty member housed at the West campus. Cost of instruction is approximately \$312 per student enrolled.

UNM West has entered into partnerships with the College of Arts & Sciences and the College of Education to provide “bridge” funding for full-time regular faculty members for three years. Throughout the duration of the agreements, the departments agree to offer courses at the West campus taught by regular faculty of their choice, some that could otherwise not be offered here because of faculty qualifications. Our goal is to ensure that students complete courses toward degree completion. The partnerships with the academic departments are working well; however, the West campus needs to move toward more permanent faculty assignments at the campus.

Continuing Education has offered many training programs in Rio Rancho over the years. The division continues to work with the City of Rio Rancho and local businesses to offer non-credit professional development opportunities for employees. Examples of offerings include customer service, computer skills, the job application process, dealing with difficult customers, and training for early childhood care providers. The training has received very favorable support from participants, and Continuing Education plans to continue offering services here. One area they may target is the home-based business owners in Rio Rancho. Approximately 1,660 of the 2,550 business permits in the City are issued to home-based businesses. This is a growing trend which could provide opportunities for Continuing Education in terms of small business support.

Several courses at UNM West are taught via ITV each semester, mostly supporting the Master's in Public Administration. The campus only receives courses at this time, and we hope to be able to broadcast courses from here soon. We also want to offer, and receive credit for, on-line courses.

UNM Promise

UNM President Dr. Frank has indicated that he wants to establish a cadre of degree-completion opportunities at the branch campuses and at UNM West. The relevant communities would be guaranteed that certain bachelors' degrees could be completed on site.

The next 1-3 years. UNM West will pursue the degrees mentioned above—Elementary Education/Special Education dual licensure, Management (General Business Concentration), Liberal Arts concentrations in Psychology, Sociology (Criminology), and Communications and Journalism. Support for offering the Entrepreneurship concentration in Management is also being researched. ASM offers core courses in the MBA program, and discussions about offering the full degree have begun. The College of Education is considering offering the Master's Degree in Special Education at the West campus, and Summer Institutes for area special education teachers are in the early planning stages. The RN to BSN is uncertain at present, due primarily to the cost differential between CNM and UNM. The program is also offered on line so that working nurses can complete the BSN as their schedules permit. The Sandoval Regional Medical Center opened in July, 2012; as their strategic plan for the "teaching hospital" component of their operation is developed, a need for program development to support the plan is anticipated. An interview with the CEO supported the need for nurses, physicians' assistants, nurse practitioners, physical therapists, pharmacists, and technicians.

UNM West has been approached by the Chair of the Southwest Studies program to consider a partnership with them. We will consider the viability of offering the degree at UNM West as part of a multi-disciplinary focus under American Studies and possibly the revamped BUS degree.

Expansion of the 2+2 to include area high schools (2+2+2) will continue to improve. Visits from area mid-school and high school students, meetings with high school counselors and open houses for students and their parents are being scheduled. We want students to understand the opportunity for pursuing higher education in their community (CNM to UNM), and we want to improve communications with area public and Pueblo school officials.

The UNM West Strategic Plan (Attachment 5) verifies the above discussion about program development and includes other areas of emphasis for the campus to pursue in coming years such as Sustainability Studies and Community Development.

A series of interviews with various constituents from the Rio Rancho and surrounding communities have been conducted by UNM West administrators, 30 in total. Those interviewed included members of the UNM West Advisory Council, (two of whom are area

public school superintendents), representatives of the area Small Business Development Centers, the Chamber of Commerce and its Visionaries group, Rio Rancho Economic Development Corporation, UNM Regent, UNM Deans of Arts and Sciences, Education, and the Anderson School, UNM adjunct and regular faculty and department chairs, Interim Vice President for Research and Economic Development (scheduled), the Chief Information Officer, the University Planner and University Architect, and representatives of Sandoval County government. Input from the Provost and Associate Provost has also been requested. The academic plan will be presented to the Deans' Council for their review and feedback.

Interview respondents are very favorable towards UNM West and the University's influence in the community. Finalizing degree completion in Elementary Education/Special Education, Management (General Business concentration and Entrepreneurial Studies), and nursing is crucial; adding other health programs is also essential. Targeted majors in Liberal Arts including psychology, sociology (criminology), and communications and journalism should be completed.

Plans to revise the BUS degree into a Bachelor of Liberal Arts with a multidisciplinary option are moving toward faculty approval during the 2012-13 academic year. Including degree options at UNM West will be relatively efficient to do, in concurrence with student demand. One superintendent mentioned that this may be a good degree for district staff wanting to advance in their careers. Integrating interdisciplinary studies with education programs (organizational management, personnel management, organizational communications, and management courses) would provide better skill development for faculty and staff. Also, the Master's Degree in Education Administration would be supported by the public schools. Currently, the only option to pursue this degree is through Highlands University located in Rio Rancho; the district would prefer UNM's degree. Several respondents mentioned that the programs offered at UNM West should enable students to successfully seek employment after graduation. Degrees should be employment specific. Interest in professional certificates in such areas as Organizational Communication are also being researched, the idea being that employees would have the opportunity to enhance job advancement by completing a 15-credit-hour certificate program.

The directors of the two area Small Business Development Centers are very enthusiastic about working with UNM West, and the opportunity to work with the Anderson School of Management. They support offering the entrepreneurship program at UNM West because Sandoval County is one of the fastest growing counties in the United States; new businesses will be developed and current ones expanded to meet the needs of the community. Business owners will need the expertise provided by the entrepreneurship degree; students could complete internships with local businesses to provide marketing, IT, and other business-related expertise.

UNM West students were surveyed in Spring, 2012; the results are included as Attachment 6. Students are able to complete needed courses at UNM West, they like the smaller class sizes, the variety of course schedules, and the good service they receive.

Transportation has been a concern for students since our new location is approximately 12 miles north of our previous location in Rio Rancho. Main campus students need 45 minutes to travel to UNM West for class; area Pueblo residents could travel about an hour. During 2009-2010, UNM Transportation Services, the Mid-Region Council of Governments, and other agencies conducted a study of transportation needs and challenges for the Albuquerque metro area, with a focus on the needed services for UNM students. At the time, the finances necessary to expand current services were not available; and although there were many UNM students in the northwest area of Albuquerque, Rio Rancho, and surrounding communities, the decision makers determined that a consistent bus or van schedule that would adequately serve the population could not be developed.

Pueblo residents request that UNM West continue to explore transportation services for their students. The Rio Metro and Sandoval Easy Express buses do not currently stop at UNM West. Our hope is that with the opening of the Sandoval Regional Medical Center, these services will expand and that stops for UNM West and CNM Rio Rancho can be established. We will continue to work with the transit companies to explore opportunities for our students.

The next 3-5 years. A program that would serve the surrounding communities is Sustainability Studies with emphases in environmental studies and community development. Area Pueblo representatives and businesses have indicated that assistance with land use, water use, conservation, food systems, personal wellness, educational programs, and improved access to technology would be most helpful to their communities. Schools of Architecture and Engineering could have a presence at UNM West without housing programs at the campus. The proximity of the campus to the Pueblos offers an advantage for considering this initiative. The idea of community wellness could also be included in the program with health and wellness programs focused on such issues as diabetes prevention, substance abuse counseling, telemedicine opportunities, and a variety of other wellness initiatives needed in the Pueblo communities. Students could complete internships with area agencies needing assistance with community development.

Another area to be included in UNM West degree-completion initiatives is community engagement, or service learning. Earlier mention of internships would address this important area of the educational process and equip students with “job ready” skills. Community engagement is also identified as a priority of the University Council on Academic Priorities, a group of UNM academic leaders convened by the Provost to discuss and suggest ways that all parts of the University can achieve mutual success.

Need for upper division science labs. In order to offer the above degree-completion opportunities for students, UNM West will need to add science courses in the near future. We will need the supporting science labs to do this. The optimal solution to this situation would be adding the second building to the campus (focusing on STEHM curriculum) that would accommodate biology and chemistry labs. Short of this, existing space in the current building could be renovated to accommodate wet and dry lab space. However, this must be a short-term priority for UNM West if the campus is to effectively move ahead with the UNM Promise.

Main campus departments should also commit to sending regular faculty to UNM West as part of their teaching load. The credibility of UNM's dedication to this campus as well as Rio Rancho and the surrounding communities would certainly be sustained by these commitments.

Budget Issues

When former UNM President David Schmidly established UNM West in the 2007-08 fiscal year, the Rio Rancho site of Extended University was converted to the new operation, operating budget included. An appropriation of \$160,000 from the President's office was also allocated to UNM West with a total budget of \$1.240 million. The allocation from the President's office is being phased out (with the 2013-14 fiscal year). With increased enrollments the budget for 2012-13 is \$1.6 million.

The UNM West budget is built on revenues from the tuition and fees generated from enrollments. The campus participated in the budget cuts caused by the economic crisis and has been frugal with expenses. Partnerships with various colleges described in the Enrollment Trends Section were seen as an immediate vehicle for improving credibility of the campus with main campus faculty. UNM West has focused on ensuring that courses offered support degree completion and that we provide excellent services to faculty and students. The campus can move toward the UNM Promise, house regular faculty, and begin offering graduate programs within the next five years with wise use of the resources it generates and support for expanded degree completion opportunities and additional facilities.

The new RCM (Responsibility Centered Management) budget process may be implemented during the 2013-14 year; it is not clear what impact this may have on UNM West. We basically use this approach for our budgeting purposes; however, when the various Schools and Colleges at UNM begin to use it, the effect (if any) on UNM West is uncertain. If we begin to receive at least a portion of the formula dollars we generate for instruction, our budget will increase substantially. There are many questions about the implications of RCM for UNM West that will be discussed with University administrators.

Enrollment projections are difficult. We have been experiencing 10-12% growth since the new facility opened, and if degree completion and some graduate programs are added, we could see marked growth to 2,000 students in a relatively short time.

As mentioned above in the UNM Promise section, we will need science labs in order to reach these growth projections. Within 2-5 years, growth would indicate the need for a second building (STEHM) that would include upper division science labs. While this building is being planned, space for the labs in the current building can be renovated. Additional student services staff, a facilities department (at the present PPD provides one janitorial staff and facility services to the campus), UNM police (instead of the current security service), bookstore services (there is bookstore space in our building but lack of revenues made it impractical to remain open), library services (permanent staff instead of one person one day a week that is

currently provided by Zimmerman Library), and food services (again, there is food service space but lack of revenues caused vendors to close) would be expanded with enrollments of 2,000 students. Currently there are six full-time and two part-time employees at UNM West who are dedicated to serving students and the community. IT services are contracted via the Field Agent program. Permanent IT staff would need to be considered with larger enrollments, and additional administrative staff would be added.

One of the questions posed to those interviewed for this plan asked what responsibility UNM has to the success of UNM West. Respondents indicated that the community is supporting UNM West through local GRT; they would like to see plans for campus expansion occurring within the next couple of years.

Focus on the Future

Many universities across the country serve as examples of linchpins or “anchor” institutions for community economic development initiatives. Research universities, local, county, and state government, the education spectrum, public and private business entities come together to develop opportunities for communities to become the leaders in creativity, innovation, job creation, and collaboration. UNM currently participates in a form of this through activities of TVC, STC, the national labs, and other agencies.

Environmental Scan Information. The City of Rio Rancho and Sandoval County are working on various projections in their planning for future growth and development.

The City of Rio Rancho population projections indicate that by 2015 there will be 94,043 residents. The attached report (Attachment 7) was prepared by the Mid-Region Council of Governments and explains the various methods used to project population trends. Although the economic downturn has slowed progress in Rio Rancho, moderate growth is expected to occur during the next few years.

Sandoval County has just completed its Rio Rancho Estates Area Plan Report and has shared a copy with UNM West. The plan identifies problem areas for the County as development activities are explored. The availability of water and wastewater systems to accommodate growth will need to be addressed. Of importance to both governmental agencies, but mostly the City of Rio Rancho, is the issue of antiquated platting (the eminent domain issue). Without the power of eminent domain, expansion opportunities for the City are severely limited. The most advantageous solution for the City would be restoration of eminent domain to the NM Metropolitan Redevelopment Act. Short of this, public and private development avenues may be combined to facilitate realistic and attainable development goals. City and County administration are very supportive of UNM West and will continue partnering with the University.

Research and Polling, Inc. recently completed a survey of the Rio Rancho community to determine satisfaction with UNM West and other issues. The results of this survey should be included with the environmental scan information.

Rio Rancho citizens have more than expressed their support for quality healthcare and educational opportunities in their community by approving mill levy and gross receipts taxes. They are now asking about next steps. How can these taxes be leveraged with other resources to move Rio Rancho and surrounding areas to another level? Focusing on health care and related research activities coupled with supporting business development is one example of realizing this goal—biomedical sciences or biomedical engineering. UNM West could certainly support the increase of allied health programs. With the Health Sciences Center presence in the community (SRMC), UNM West, CNM, RRPS, BPS, and Pueblo communities nearby, a network of partners could rally around this kind of initiative. UNM could begin this process by placing the proposed School of Public Health in Rio Rancho. As well as the above partners, relationships with the Presbyterian Rust Medical Center and Lovelace Westside Hospital could be developed.

Another idea involves the Criminology degree housed in the Sociology Department. Currently there are approximately 700 Criminology majors. Although the degree encompasses the theoretical components of criminology, practical applications of the theory could be improved. At the same time, public safety agencies across New Mexico are interested in establishing a site where continued professional development courses and activities could be housed. UNM West has been approached to become this site, we are very supportive of the idea, and discussions with the Sociology Department are in process. As well, meetings with high level public safety officials in the State will be held to determine if/how such a training center could be developed.

Serious consideration should be given to housing the Sustainability Studies program at UNM West with emphasis on community planning. Brief discussions with the Dean of the School of Architecture were positive concerning this idea, and discussions with Community and Regional Planning will be pursued. Area Pueblo communities will greatly benefit from UNM's expertise; a feasibility study would need to be completed to determine how to proceed.

Weaving the use of innovative technologies in the instructional process could be a main priority for UNM West. Course designers and faculty interested in incorporating innovative technologies in their courses could pilot their methodologies at the campus with the goal of transferring successful outcomes to main campus courses. Work of the Office for Support of Effective Teaching could be expanded to UNM West through collaborative efforts.

Another idea worth pursuing is naming an Endowed Chair for the West campus; several disciplines to be considered are Education, Management, and Health Sciences.

President Frank has the best perspective on these suggestions. As he has been exploring the University's role in creating jobs and a vibrant economy, he has stated that radical ideas and a

new paradigm are needed. UNM West would like to be one location where the new paradigm is developed.

The sooner “next steps” are identified by UNM and communicated to Rio Rancho City Government and the community, the sooner concerns on the part of all involved can be addressed. There is approximately \$50,000 available to be specifically used for planning the UNM West campus; these funds should be spent within the next six months.

UNM West is becoming a viable extension campus of the University of New Mexico. This draft Academic Master Plan has discussed the current situation with regards to course/program offerings, budget considerations, and suggestions for campus growth. We look forward to working with the main campus to develop an action plan that advances UNM West.

Glossary

ASM – Anderson School of Management

BBER – Bureau of Business and Economic Research

BPS – Bernalillo Public Schools

CNM – Central New Mexico Community College

GRT – Gross Receipts Tax

IT – Information Technology

MBA – Masters of Business Administration

MOA – Memorandum of Agreement

RCM – Responsibility Centered Management

RN to BSN – Registered Nurse (students with an Associates Degree in Nursing and are Registered nurses); Bachelor of Science in Nursing

RRPS – Rio Rancho Public Schools

SBDC – Small Business Development Center

SRMC – Sandoval Regional Medical Center

STC – Science and Technology Corporation

TVC – Technology Ventures Corporation

Prepared by Dr. Beth Miller, Executive Director, UNM West

With assistance from Dr. Reinaldo Garcia, Director of Educational Services, UNM West

And Mr. Joe Moreno, Student Recruitment Specialist, UNM West