New Mexico State University
Branch Campus Report – NMSU-Grants
HLC Reaffirmation of Accreditation – November, 2017

Campus Overview
New Mexico State University consists of five campuses (referred to collectively herein as the NMSU-system): The main, four-year university is located in Las Cruces, NM (NMSU-LC), and four community colleges are geographically dispersed across the state. The Grants campus (NMSU-Grants) is located in the central part of the state, approximately 300 miles north of NMSU-LC. NMSU-Grants is distinguished as a designated Hispanic Serving Institution (HSI) and a Native American Serving Non-Tribal Institution (NASNTI) - one of the few public community colleges in the nation to carry both designations. These designations reflect the diverse population of the NMSU-Grants' local service area of Cibola, Catron and McKinley counties, which include the tribal communities of the Laguna and Acoma Pueblos and the Navajo Nation. Average student enrollment at NMSU-Grants is under 1,000 students.

Enrollment at NMSU-Grants includes degree seeking, non-degree seeking, and dual credit students. Although the student body includes students admitted to another NMSU-system campus who are taking one or more NMSU-Grants courses online, the NMSU-Grants student population closely reflects the demographics of the local population. A majority-minority institution, over 75% of students self-identify as either Hispanic or Native American (41% Hispanic, 35% Native American). Another 18% identify as Caucasian, 2.5% as African American, 1.2% as Mixed Ethnicities, 1.0% as Asian 1.0%, 0.2% as Native Hawaiian or Pacific Islander, and 1.0% are Unknown. Ninety-five percent (95%) of students are from New Mexico; 80% from Cibola County (service area) and 10% from McKinley County (commuting distance).

NMSU-Grants is an open admission campus, so students are not required to provide ACT or SAT scores. The average High School GPA for entering first-year students is 2.47; only 23% are above a 3.0. Many students are low income, and most are not academically prepared for college – 90% of incoming students require some level of developmental math and/or English. Median student age has decreased over the past decade as more high school students enroll in dual credit courses. The median age of students enrolled Fall 2016 was 24.5, with 30% being 17 or younger, and another 22% between 18 and 20 years old.

NMSU-Grants does not have any contractual or consortial arrangements.

History, Planning, and Oversight
The NMSU-Grants campus opened in 1968. The mission of NMSU-Grants college is to provide an "accessible quality education through innovative teaching and learning that promotes respect and service for our diverse students and community." The mission is both appropriate to its constituency and consistent with NMSU's land-grant mission to serve the educational needs of New Mexico’s diverse population through comprehensive programs of education, research, extension education and public service.

Governance
The NMSU Board of Regents (BOR) governs NMSU-Grants through the office of the Chancellor. An operating agreement between the BOR and the locally elected school board appoints the Grants Cibola County School Board as an advisory board to the NMSU-Grants campus. Advisory duties include annual approval of the NMSU-Grants operating budget for recommendation to the NMSU
BOR. NMSU-Grants has a local campus President, and NMSU-Grants faculty participate in the NMSU-system faculty governance through representation on the Faculty Senate. Faculty also participate on system-wide committees, most notably those related to general education. The Academic Vice President is a voting member of the NMSU-system Associate Deans for Academics Council (ADAC), and the Community College Vice President Council (a sub-group of ADAC), both of which meet twice monthly. The Associated Student Government (ASG) is the student government entity for NMSU-Grants and was established to provide an avenue for student access and input regarding campus administration, organization and support of student activities and assistance with various campus events.

**Budget and Revenues**

Overall funding for NMSU-Grants is through:

- State Appropriations (approximately 48%)
- Government Grants & Contracts (approximately 33%)
- Tuition and Fees (approximately 14%)
- Combined Other (approximately 5%)

Over 70% of NMSU-Grants’ budget is allocated to I&G.

State allocation for NMSU-Grants averages $3.6 million annually, plus about $ 0.9 million in restricted funds for special programs (Native American Serving, Hispanic Serving). The current total operating budget is about $4.4 million; including capital projects for 2016-2017, the total budget is about $9 million dollars. Additional information about budgeting processes is provided in the Assurance Argument.

**Planning and Resources**

NMSU-Grants allocates funds in alignment with the mission of the institution through the goals and strategies listed in its Strategic Plan. The strategies are reviewed and updated through regular meetings of the Strategic Planning Committee. Updates to the Strategic Plan are presented to the President’s Cabinet, Campus Council, and Faculty Association to ensure mission alignment and effectiveness across campus. NMSU-Grants operates on a conservative model of allocating funds. This model includes holding a reserve of approximately 15% of the instructional and general budget. The interests of students, community workforce, and faculty are central in funding decisions.

Planning and budgeting processes include input from local industries and businesses. The Grants Cibola County Schools Advisory Board serves as an advisory body to NMSU-Grants, and the Cibola County Economic Development Foundation brings awareness of the educational and business needs of the local community to institutional leadership. NMSU-Grants further meets its obligation to serve the public good by carefully considering the needs of the surrounding Native American community. Specific programs like the Dual Credit Summer Academies and those offered through the Adult Basic Education Outreach Centers and the NMSU Small Business Development Center support and strengthen the local community. NMSU-Grants specifically engages with unique constituencies to understand and address their needs through the Acoma and To’hajiilee Outreach Centers.

Additional identified needs related to instruction, facilities, and student support are considered by multiple campus constituents, including the campus’ President’s Cabinet, Strategic Planning Committee, Assessment Committee, Curriculum Committee and Campus Council. These groups advise the NMSU-Grants’ Campus President about the feasibility of requests, potential subsequent
outcomes for investment in requested resources, and alignment with strategic goals. The NMSU-Grants President ultimately determines final resource allocation, within the scope of the NMSU-system budgetary processes and guidelines.

**Oversight**

NMSU-Grants complies with all policies and procedures of the NMSU-system. The campus president is a member of the NMSU President’s Advisory Council and the University Administrative Council. The Vice President for Academic Affairs is a member of the Community College Vice President’s Council and the Associate Deans Academic Council. The NMSU-Grants strategic plan and budgeting processes are embedded within the NMSU Vision 2020 strategic plan. The University Administration and Finance Office oversees all budgetary matters. System-wide components of the Academic Catalog are maintained by the University Catalog Editor, and components limited to the NMSU-Grants campus are reviewed, and changes submitted annually, by the NMSU-Grants Vice President for Student Services.

**Facilities and Technology**

The NMSU-Grants campus and facilities are adequate to meet the needs of the campus administration, staff, faculty and students. In total, NMSU-Grants has 31 centrally-designated classrooms. Of those, more than 21 are smart classrooms (i.e. contain a console that houses a computer, desktop monitor, DVD-VCR or BluRay player, document camera, laptop connections and an A/V control system connected to a projector or large screen TV). The campus is also equipped with 3 computer labs with a total of 44 computer stations. Availability ranges from 8am-8pm throughout the week with slightly reduced hours on Fridays. The Martinez Memorial Hall is 79,197 square feet and accommodates classrooms, a student lounge, library, and faculty and administrative offices. A vocational building houses automotive, electrical and welding programs, and an adult learning center. The Fidel Activity Center includes a full-size gymnasium, and the McClure building currently houses the building trades program, the certified nursing assistant program, various labs, and classrooms. A general obligation bond secured in 2014 is funding construction of a new Teacher Education, Health Care, and Child Development Center.

NMSU-Grants has sufficient technological infrastructure to support its operations and program delivery. NMSU-system Information and Communication Technologies provides Banner integration, authentication and general technical support. The NMSU-system uses integrated modules in the Ellucian Banner enterprise resource planning software system and a combination of Ellucian’s Operational Data Store and Cognos for enterprise reporting. Companion and supplemental software packages meet additional needs, such as for human resources, procurement, facilities management, etc. Canvas is the NMSU-system learning management system and is functionally administered by the NMSU-system Academic Technology office. The Information Technology department at NMSU-Grants supports and maintains all computer and related technology.

The NMSU-Grants Library provides various pathways for accessing information on and off campus. The Library has a dedicated media room for students and faculty, as well as a multipurpose media room for campus use. Agreements with local Native American tribal communities allow distance education students access to Library resources through four outreach centers.

Students purchase books and supplies through the online Barnes and Noble bookstore associated with the NMSU-Las Cruces campus.

Technology loans programs are available to support learning for all NMSU-Grants students. Laptop computers as well as tablets are available for rent during the semester for a nominal fee. In addition
to computer technology, the math program offers a scientific and calculator loan, free of charge, to any student enrolled in math classes.

The NMSU-Grants campus offers sufficient, accessible, and lighted parking. Facilities are handicap accessible. Food service is available on campus between 7:00 a.m. and 4:00 p.m. Monday through Thursday. Vending machines offering a variety of snacks and drinks provide students and staff alternatives to the on-campus food service options. NMSU-Grants partners with the Grants/Milan Carrot Express shuttle services to offer transportation to and from campus.

**Human Resources**

NMSU-Grants has sufficient human resources to support both operations and program delivery. NMSU-Grants employs a combination of regular, temporary, full-time and part-time faculty and staff that provide high quality education and services for NMSU-Grants students.

The NMSU-Grants President has oversight of activities and operation of the campus. The Vice President for Academic Affairs, Vice President for Student Services and the Business Manager III report to the campus President and serve in the areas of instruction, student services, and finance. Additional staff support the daily operations of the institution, in areas such as registration and advising, library services, facilities and maintenance, etc.

Faculty and staff are hired in accordance with NMSU-system policy and regulations, as guided by the NMSU-system Human Relations Services (HRS). All faculty meet minimum credentialing requirements relative to their teaching assignments (including those teaching dual credit courses) and are hired through the NMSU-system HRS office. All instructors are required to present academic transcripts to the NMSU-Grants Human Relations Liaison and receive approval from the Vice President for Academic Affairs to teach assigned courses. Once the credentials of the instructor have been approved, official transcripts are forwarded to the university HRS office for filing. Currently, NMSU-Grants employs 10 tenured/tenure-track faculty, 3 college-rank faculty, and 55 temporary faculty. Collectively, these individuals oversee curriculum, determine standards for student performance, evaluate student performance, assess student learning and establish and maintain standards for academic credentialing of instructional staff. Student to faculty ratio is 14:1.

NMSU-system onboarding processes direct new employees to training and information that is required for, and/or available to, new employees. Additional orientation for newly hired NMSU-Grants faculty occurs through the Promotion and Tenure committee as well as through monthly faculty meetings. All NMSU-system employees are required to complete annual online compliance training, and NMSU-Grants upper administrators are required to participate in annual Academic Administrator Training on the NMSU-LC campus.

**Student and Faculty Resources and Support**

**Faculty**

Professional development for faculty and staff is encouraged and supported. NMSU-Grants faculty and staff may participate in professional development workshops and activities offered by the NMSU-LC Teaching Academy by traveling to the Las Cruces campus, requesting internet connection (when available), or through recorded sessions (when available). Professional development specifically for NMSU-Grants faculty members is provided through the NMSU-Grants Teaching Excellence Committee. The Teaching Excellence Committee provides resources to enhance quality teaching, opportunities for course development and improvement, information and guidance on instructional design methods, updated teaching strategies, strategies to engage students in
experiential learning, and professional development activities. Resources are also available to support faculty attendance at conferences, and NMSU-system and statewide meetings. Faculty engage in scholarly activity by presenting at conferences, writing grant proposals, and pursuing higher degrees. All NMSU employees are eligible to receive tuition assistance for up to six credit hours each semester, and salary levels are increased upon degree completion.

To support the quality and integrity of online courses, NMSU-Grants has adopted a peer review process that is based on the tenets of Quality Matters (QM). The campus has 3 recognized QM Peer reviewers who work with faculty to develop high-quality online courses. NMSU-Grants’ Distance Education Committee meets monthly during the academic year and supports training for faculty in online course development and enhancement. The committee supports redesigning and developing web-based STEM and general education courses to offer a full spectrum of courses online.

Students
NMSU-Grants is an open enrollment campus and admission requires students be high school graduates. Alternatively, students may be admitted by obtaining satisfactory scores on the English language General Education Development (GED) or HiSET® exams. Upon admission, students with English or math deficiencies are required to take developmental courses.

NMSU-Grants Student Services office provides critical student support, including the following:

• Assistance with admissions and enrollment
• New Student Orientation (held weekly in small groups during peak registration periods)
• Academic advising and registration (including on a walk-in basis) - staffed with one professional advisor and the Vice President for Student Services
• Assistance with financial aid, scholarships and default prevention education – e.g. assistance with FAFSA and scholarship applications, accessing Scholar Dollar$ for NMSU scholarships, funding college without loans
• Information about work-study employment
• Student activities – including the Associated Student Government and student clubs such as Student Business, Associated Student Nursing, Gaming, and Multicultural clubs
• College, career, transfer and employment services

To further support academic success, NMSU-Grants maintains a Writing Center, Math Center, Testing Center, and Student Success Center. Staffing includes a writing specialist, a math specialist, and a team of professional and peer tutors. NMSU-Grants participates in the CRM Advise project to identify at-risk students and provide early intervention, and uses the QuickConnect system to intervene with students who exhibit at-risk behaviors. The NMSU-Grants advisor is included in the NMSU-system advising listserv and attends advising conferences.

Additional student resources include the Library, the Pearson Vue Testing Center, two computer outreach centers located in Acoma and To’hajilee, NM, and NMSU-Grants partnership programs located in Laguna, Pinehill/Ramah and Thoreau, NM. The outreach centers and partnership programs provide Internet access, computers, and tutoring to a broad rural geographic area and to online students. Online professional tutoring is available via TutorMe. Additional learning resources are available through Canvas. Title V initiatives such as supplemental instruction, service learning, and experiential learning further support student retention and degree completion.

Educational Programs and Instructional Oversight
Academic programs at NMSU-Grants include associate degrees that prepare students to matriculate into bachelor degree programs, as well as associate’s applied science degrees, and certificate programs that prepare students for careers in various trades, technology, and health and social service fields. NMSU-Grants serves a unique population, and is well-positioned to determine the needs of its service population. Consistency across the NMSU-system regarding course and program offerings is accomplished primarily through twice-a-month meetings of ADAC and the NMSU-system Community College Vice Presidents Council, which is chaired by the NMSU-LC Deputy Provost, and includes membership by the University Registrar and the NMSU Executive Director of Accreditation.

General education (GE) courses at NMSU-Grants are consistent with the State of New Mexico General Education Common Core (NM GECC) and meet associate degree requirements. The NMSU-system aligns GE expectations through faculty collaborations across NMSU-system campuses through inclusive representation on the General Education Course Certification Committee. NMSU-Grants articulates unique and comprehensive associate degree level learning goals that align with NMSU-LC’s Baccalaureate Experience (BE) learning objectives. Learning goals/outcomes are consistent across all modes of delivery, including face-to-face, online, and dual credit offerings.

Instructional oversight is provided by the NMSU-Grants’ Vice President for Academic Affairs. Performance of teaching and academic duties is evaluated annually through performance review processes, in accordance with NMSU-system policy. Also consistent with NMSU-system policy, faculty are required to post and maintain regular office hours.

NMSU-Grants is responsible for verifying student completion of degree requirements in accordance with the defined program of study maintained by the University Registrar’s Office and encoded in the degree audit system. The university registrar awards all NMSU degrees. The NMSU Catalog Editor maintains system-wide components of the Academic Catalog; components specific to the NMSU-Grants campus are reviewed and published annually.

Evaluation and Assessment
NMSU-Grants provides clearly stated institutional learning goals for students. Each program has articulated program goals that align with the institution’s mission and goals. Annual assessment processes evaluate achievement of learning goals. Program alignment processes ensure program learning goals are aligned with and contribute to college-wide learning goals for students. In addition, NMSU-Grants has aligned their campus learning goals with NMSU-LC’s learning goals for the Baccalaureate Experience (BE), further clarifying how NMSU-Grants’ learning goals support students in moving into four-year degree programs.

NMSU-Grants has regularized processes to evaluate and improve its educational programs and offerings. Because of the unique characteristics and constituency of the NMSU-Grants campus, it has developed unique but parallel processes for regular and recurring academic program review and assessment of student learning. The NMSU-Grants Assessment Committee oversees both processes.

Recently revised, the program review process focuses on program quality and includes budgetary requests and recommendations for additional resources, supported by institutional and program data. The academic program review process uses a four-year cycle: Years 1-3 include brief annual summary reports, followed by a full program review in the fourth year. The Assessment Committee monitors program review and notifies program managers about scheduled reviews. The Institutional Research Office provides program data to program managers, who then work with assigned mentors from the Assessment Committee to develop a self-study report. The self-study is
evaluated by an internal review team and an action plan is developed through collaboration between the program manager and the review team. The full program review and action plan must be approved by the NMSU-Grants President, and action plan status reports are included in annual summary reports. At least two programs engage in the full review each academic year. Pilot participation (2015-16) in the revised process included the Mathematics, Computer Technology and Criminal Justice programs. In 2016-17 Social Services completed full review and Communications began review. By 2019-20 all academic programs will have participated in the revised academic program review process.

Assessment of student learning occurs annually, and is focused on course-level assessment. NMSU-Grants began improvements to course level assessment as part of the revised approach to program review. Through this process, it was revealed that the documentation of course level assessment was insufficient. As a result, a Student Learning Assessment Report was created. The report requires faculty to 1) describe their assessment tool(s), 2) summarize assessment results, 3) analyze findings, and 4) identify actions they will take to improve student performance. Subsequent assessments inform faculty about the effectiveness of the changes made to improve learning. For example, the math program made two significant changes in response to assessment data. First, they “flipped” Intermediate and College Algebra courses. Data from subsequent assessment cycles indicates this had a positive impact on student learning, and is used to inform additional instructional or pedagogical adjustments. In the second example, the math program incorporated supplemental instruction (SI) in developmental math classes. The effectiveness of the SI program is assessed every semester, and includes both quantitative and qualitative data. Data indicate that the implementation of SI has had a positive impact on student learning. In addition to assessment reporting as described here, instructors are required to show the alignment of course objectives with program level student learning outcomes, and institutional outcomes. Course level assessments are compiled annually and included in the Program Review Process to document student learning.

NMSU’s Quality Initiative project to improve student writing was inclusive of the NMSU-Grants campus. At NMSU-Grants, specific goals for improving writing were translated into course-level approaches, while the entire campus engaged in more global aspects of writing, choosing specifically to focus on vocabulary building across disciplines. In addition, a Title V grant was secured that funded the development of a Writing Center for NMSU-Grants students. The center supports all disciplines in the area of writing and embraces an interdisciplinary approach to learning. Through the Title V Grant, course redesigns were encouraged to include improved writing as a goal.

NMSU-Grants’ next step in the program review process is to engage non-academic programs. The Assessment Committee is currently working to establish a non-academic review process by piloting one non-academic program review this year. The Testing Center has been selected as the pilot for non-academic program review for 2017-2018. Through this process, it is the intention of the committee to establish co-curricular learning goals for the campus.

NMSU-Grants is also attentive to student outcomes. The university Office of Institutional Analysis (OIA) compiles data related to student retention and completion, and more recently has worked to track student employment upon graduation, and matriculation to higher education programs. Gainful employment rates are provided by the OIA and are posted on the NMSU-LC and NMSU-Grants websites. Retention data for NMSU-Grants reflect its student population, which is high-minority and low-income. Because of the small size of first-time entering cohorts, retention and
graduation rates exhibit wide swings from year to year. While this limits the usefulness of comparison data, it is clear that retention rates remain low.

As part of NMSU’s Vision 2020 strategic plan, NMSU-system community colleges share a common set of objectives and KPIs. NMSU-Grants includes them in the campus strategic plan, as well as unique objectives and KPIs specific to the NMSU-Grants campus. NMSU Grants has identified 19 unique objectives and KPIs to help inform campus leadership of strengths and challenges regarding student outcomes. Many of these unique objectives focus on student retention and degree completion.

Continuous Improvement
A majority of recent improvements enacted at NMSU-Grants have been aimed at improving student retention and completion, and improving the campus default rate. Toward those ends, the following have been implemented.

Increased academic support includes:
- Establishment of a Math Center (SP 2015) and Writing Center (SP 2016)
- Mandatory supplemental instruction for all developmental math courses
- Availability of online tutoring via TutorMe for all courses and ZOOM for all math courses
- Addition of selected test preparation in the Testing Center for Associate of Science Pre-nursing, and Education students
- Availability of TEP and BSN advising is available on-campus to assist students who plan to apply to education and nursing programs
- Development of a Technology Loan Program (Laptops, iPads, and graphing calculators)

To support and encourage persistence and completion, NMSU-Grants has:
- Introduced an Accelerated Program for Computer Technology
- Increased experiential learning in the form of internships and service learning to better engage students
- Increased utilization of work-study funds for student on-campus employment
- Begun recognizing students at convocation for three-year degree completion

In addition to NMSU-system efforts to improve student default rates, specific efforts on the NMSU-Grants campus include required entrance counseling, completion of a loan request form, and a consultation with the financial aid advisor before loans are awarded. Other concerted efforts include financial literacy education; increased communication and education of faculty about early alert systems such as QuickConnect, and the implications for financial aid; required exit counseling for students; increased focus on timely and accurate enrollment reporting; and continued analysis of defaulted loan data to identify defaulter characteristics.
NMSU-Grants Branch Campus Information

Established 1968

Faculty (Fall 2016): 13 regular faculty (13 FTE); 55 temporary faculty (17.8 FTE)

Four On-site Administrators: NMSU-Grants President, Vice President for Academic Affairs, Vice President for Student Services, Business Manager III

Student Services Available on-site: Academic Advising, Financial Aid, Veteran Affairs, Dual Credit, Testing Centers, Math Tutoring Center, Writing Center, Child Care Services, Library Services, Associated Student Government

There are no additional locations linked to this Campus.
The NMSU-Grants Camps functions within standard branch campus practices.

Program Enrollments: Current and Projected:

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