



THE UNIVERSITY of
NEW MEXICO

University of New Mexico-Gallup
Business & Applied Technology Division
Calvin Hall Room 167C
750 Gurley Avenue
Gallup, NM 87301

To: UNM-Gallup Curriculum Committee

Re: Entrepreneurship Certificate Program Review

The current Entrepreneurship Certificate program is part of a response by the University of New Mexico to the State of New Mexico HB1061. New Mexico asked UNM Anderson School of Management for a strategic plan for an Entrepreneurship Program at the Gallup Branch of the University of New Mexico. This bill was introduced in 2007 by Representative Patricia A. Lundstrom.

The response was to develop a Rural Entrepreneur Institute (REI) that would work and collaborate with the Small Business Development Center and to develop a more responsive Entrepreneur Studies program. The position of REI Coordinator was established and in fall 2009 Al Henderson was hired to develop and operate the REI. By 2011 the REI had its first EXPO Conference and Workshop and Al Henderson along with Coleen Arviso of UNM Gallup and Dante DiGregorio of UNM Anderson School of Management had developed a certificate in Entrepreneurship proposal that was finally approved in June of 2013.

While Al Henderson was to operate the REI. He was asked to teach 2 to 3 courses in the business department as well. Al Henderson is an Economist therefore he teaches Economics and Entrepreneurship courses. He has been teaching three courses more recently and operates the REI. Coleen Arviso teaches the computer Science course in the pathway while Tyrell Harvey teaches the Marketing course in the pathway. Elvira Martin teaches the Management and Accounting courses in the program and the Internship course that is operated in collaboration with the Gallup Land Partnership (GLP). The GLP offers up to 15 scholarships in this program. This arrangement was initiated in 2014 and continues this academic school year funding up to \$1000.00 per student per semester.

The Johnson Scholarship is another opportunity brought to our students through this program. Al Henderson initiated this funding program in 2011 and along with Lorena Thompson who together facilitated this scholarship up until last school year when student services took it over. This scholarship is particular to Native American students being educated as business entrepreneurs or managers. The Johnson Scholarship can fund a student up to \$2500 per school year and was recently extended to the BA program as well.

This certificate pathway was brought in during the same period when business programs with non-transferable courses were being taught out. This program is gaining more popularity especially when students find out about the funding opportunities. Completers in the program have been very low. In the past students have transferred to the AA in Business Administration prior to completing this certificate. The new funding incentives may keep students enrolled in this new program until completion before transfer to an AA program. All courses in this certificate transfer directly into the AA

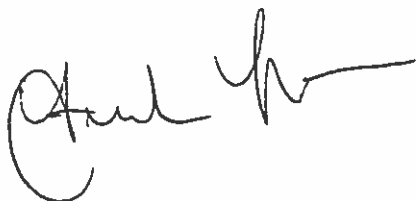
and BA except for MGMT190 Internship and MGMT 195 Entrepreneurship, although these can be used as electives in the degree programs.

The REI is very active in our community with economic development and small business startups. To initiate this component part of REI an Advisory Team was formed and with their advice REI identified areas of need for entrepreneurs and aspiring small business owners. Since 2011 two Entrepreneur Expos were planned and completed in partnerships with local businesses, community members and students. In 2013 the Expo transitioned to Change Labs with the first one held at Dine' College Shiprock campus and one more is scheduled for October 2, 2015 to be held at UNM Gallup. More recently, REI partnered in a USDA Rural Business Enterprise Grant (RBEG) with Northwest New Mexico Council of Governments (COG). During this period REI was responsible for the development of a convenience center in Church Rock NM and a hotel start up in Crownpoint NM; an estimated \$8m in upfront economic stimulus project which will generate local employment.

The REI will continue to apply for grant funding to follow up on opportunities for rural economic development. Instructional Assistant Lorena Thompson was transferred to the REI and served more as an Administrative Assistant. Lorena has recently moved on to another job position but as of today we have an opening for an Administrative Assistant to spend no less than 50% of his/her time working with REI. This position was approved by UNM-Gallup Administration and Human Resources.

As you see, the certificate pathway is tied to the REI activity where students participate in experiential type learning with the Expos and Internships. Additionally, REI has economic workshops in the summer for primarily high school students and non-credit 17 week micro-enterprise training for community members. This is usually done in collaboration with workforce development agencies. There has been no budget for these activities. Al Henderson and Lorena Thompson have solicited contributions and have a foundation type budget index to deposit into. Recently the University has placed \$3K into this budget. While this helps it is a long way from covering the costs. The costs for this activity has been primarily absorbed by the Business Department budget.

Thank you,



Frank Loera
Assistant Professor
Division Chair Business & Applied Technology
University of New Mexico-Gallup
505-928-7705
loera@unm.edu

Entrepreneurship

Entrepreneurship focuses on those aspects that relate to the creation of new businesses and managing small business. Courses in the program with an * after the course number are considered technical, vocational, occupational or developmental and may not be transferable to a baccalaureate program. Please consult with your advisor for current transferability information.

Minimum acceptable grade for courses in this program is C, not C-.

CERTIFICATE REQUIREMENTS 30 TOTAL CREDITS

GENERAL EDUCATION REQUIREMENTS 6 CREDITS

ENGL 101 Composition 1 3

MATH 120 Intermediate Algebra 3

Humanities/Behavioral & Social Science 3 CREDITS

Entrepreneurship Core 21 CREDITS

MGMT 101 Fundamentals of Accounting 3

MGMT 113 Intro to Management 3

CJ 221 Interpersonal Communication 3

MGMT 190* Special Topics 3

MGMT 195* Intro to Entrepreneurship 3

CS 150L Computing for Business 3

MGMT 222 Principles of Marketing 3

30 TOTAL CREDITS

For Humanities/Behavioral & Social requirement, students are highly encouraged to complete ECON 106 Introductory Microeconomics.

Certificate in Entrepreneurship

Entrepreneurship focuses on those aspects that relate to the creation of new businesses and managing small businesses.

Consult with your advisor for current transferability information.

Area	Semester	Grade	Credits
Writing & Speaking: (3 credits)			
ENGL 110 Accelerated Composition	_____	_____	3
Mathematics: (3 credits)			
MATH 120 Intermediate Algebra	_____	_____	3
Humanities/Behavioral/Social Science: (3 credits)			
_____	_____	_____	3
ENTREPRENEURISM CORE: (21 credits)			
CJ 221 Interpersonal Communication	_____	_____	3
MGMT 101 Fundamentals of Accounting I	_____	_____	3
MGMT 113 Management: An Intro	_____	_____	3
MGMT 190 Special Topics	_____	_____	3
MGMT 195 Intro to Entrepreneurship	_____	_____	3
MGMT 222 Introduction to Marketing	_____	_____	3
CS 150L Computing for Business Students	_____	_____	3

Total Required: (30 credits)

SUGGESTED COURSE SEQUENCING: Contact Business Management & Technology Department at (505) 863-7511.

FOR ADVISEMENT: Contact the Advisement Center at (505) 863-7706.



OUR MISSION

Create Successful Communities through Entrepreneurship

OUR PURPOSE

To serve as an experienced resource team to render advice and guidance that will strengthen the Rural Entrepreneur Institute (REI) in the

following areas:

- Entrepreneur EXPO
- Entrepreneur Scholarship Program
- Create Mentorship Programs
- Strengthen Entrepreneur Curriculum
- Training for the regional labor force
- Workshops for prospective small business owners
- Website for the REI consultation and referrals on regional economics and Business
- Collaboration and partnership on community projects

OUR VISION

Independence with a smile

OUR VALUE

Sharing knowledge and experiences

RURAL ENTREPRENEUR INSTITUTE

Accomplishments

- Entrepreneur EXPO
- Certificate of Entrepreneurship
- Business Outlook Forum
- Change Lab
- Workshops
 1. How to Finance your Business
 2. How to write a successful Grant
 3. How to Navigate the U.S. Census Data
 4. Summer College Prep Econ for High School Students
- Training Microenterprise

Business/ Entrepreneurship Scholarship

See *UMWG Financial Aide*

- Johnson Scholarship Foundation
- DI Gregorio
- Gallup Land Partnership



JSF visitors, Faculty and recipients

Summer College Prep ECON



U.S. Census Data Workshop



Change Lab



Advisory Team

- Al Henderson
- Ken Van Brott
- Pat Keptner
- Edgar Tohtsoni
- Cyndi Jarvison
- Bill Bright
- Eddie A. Kabetoney
- Jonathan Arthur
- Elaine Young



Give away at grant writing

Previous REI LOGO

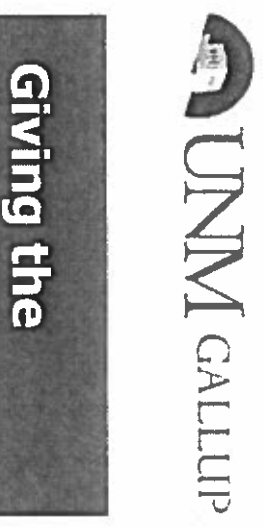
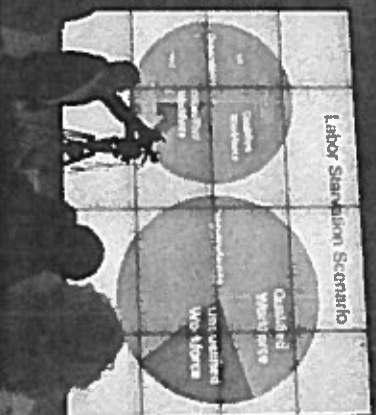
REI
Giving Entrepreneurs a Leg up

Grant writing workshop

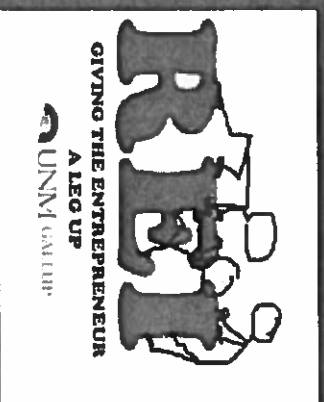
Contact Information:

UNM Gallup
Business and Applied
Technology Department
705 Gurley Ave.
Gallup N.M. 87301
Main No. (505)863-7500
Dept. No. (505)863-7511
Office No. (505)863-7634
Email: alhender@unm.edu
Website: unm.edu/gallup

Business Outlook Forum



**Giving the
Entrepreneur a
Leg up**



Change Lab



**Our Thanks to the
Volunteers**

REI Advisory Team

- Al Henderson
- Ken Van Brott
- Dan Sanchez
- Joseph Beah
- Pat Kepner
- Edgar Tohtsoni
- Cyndi Jarvison
- Paula Savers
- Robert Galen
- Eddie A. Kabetoney
- Jonathan Arthur
- Elaine Young
- Bill Bright
- Evalena Boone

UNM-Gallup

- Andrea Yazzie
- Ara Green
- Frank Loera
- Linda Begayne
- Tashina Hosteen
- Lorena Thompson

MC

Russell Pedro

Judges

- Ted Pedro
- Dan Sanchez
- Edgar Tohtsoni

**Johnson Scholarship
Foundation**

SPONSORS

National Material L.P.

Fire Rock Navajo Casino

Five Rock

Flowing Water Navajo Casino

NAVAJO CASINO

Navajo Nation Gaming Enterprise

Northern Edge Navajo Casino



Gallup Solar

GALLUP SOLAR.

NativeOne Institutional Trading

NATIVEONE
INSTITUTIONAL TRADING

Technology Ventures Corp.



Chickasaw Nation Industries



Al Henderson



Gallup Journey INC.

Teesto Chapter



Catapult Designs INC.



David Sloan Architects



Native American Home Care



Flintco



Robin Ballenger

Dyron Murphy Architect



2012

**Entrepreneur
EXPO**



October

Contact Information:

UNM Gallup
Business Management Department
705 Gurtley Avenue
Gallup, NM 87301
Main #: (505)863-7511
Phone #: (505)8637634
Email: <albender@unm.edu>

2012 ENTREPRENEUR

EXPO

The Business Management and Technology Department is spearheading the establishment of the Rural Entrepreneur Institute (REI) which will serve as a resource for individuals their own business.

The Expo is a free one day event where high school students, college students and community members will showcase their pioneering work on products and services. Cash awards will be given to the winners to help keep them moving forward.

PRESENTERS

- Welcome address:
Dr. Mangham,
Dean Of Instruction
UNM Gallup, NM
- Keynote Speaker:
David Melton,
CEO Sacred Power
Albuquerque, NM
- Luncheon Speaker:
Jim Maguire,
Managing Member
NativeOne Institutional Trading
New York City, New York

SCHEDULE OF EVENTS

Master of ceremony: Russell Pedro

9am-10am:

Welcome address

Dr. Neal Mangham

Keynote address

David Melton

Johnson Scholarship Foundation

Al Henderson

Award

10am-12-pm:

Exhibit Judging

Public Viewing

& Networking

12pm-1pm:

Lunch

Luncheon Speaker

Jim Maguire

1pm-2pm:

Workshop Presentation

(Choose One)

2pm-3pm:

Workshops Presentation

(Choose One)

3pm-3:30pm:

Award Ceremony

3:30pm-4pm:

Closing Remark

WORKSHOPS (1PM-3PM)

- Women-Owned Business
(Gurley Hall ED Conference Room)
Heather Fleming,
Catapult Design

- Protecting Your Creativity

(Gurley Hall Lecture Hall 1124)

Jovan Heusser,

Innovation Manager, STC, UNM

- Green Economy

(Gurley Hall 1234)

Bill Bright,

Gallup Solar

- Marketing Your Business

(Gurley Hall 1101)

Peter Mikelson,

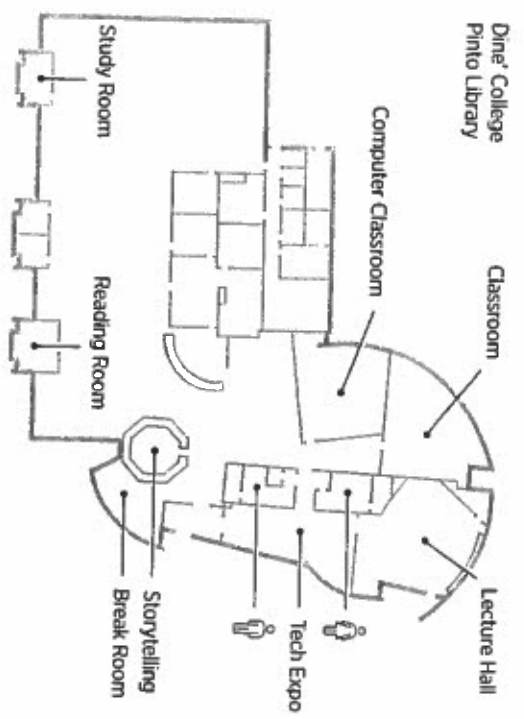
SCORE

BUSINESS RESOURCE

BOOTHS

- Small Business Development Center
- UIDA Services
- New Mexico PTAP
- Navajo Nation RBDO
- Northwest New Mexico Council of Governments
- American Indian Chamber of Commerce of New Mexico
- UNM Gallup Bachelor & Graduate Program
- Navajo Nation Workforce Development
- ACCION
- Loan Fund
- ZUNI Tourism & Main Street

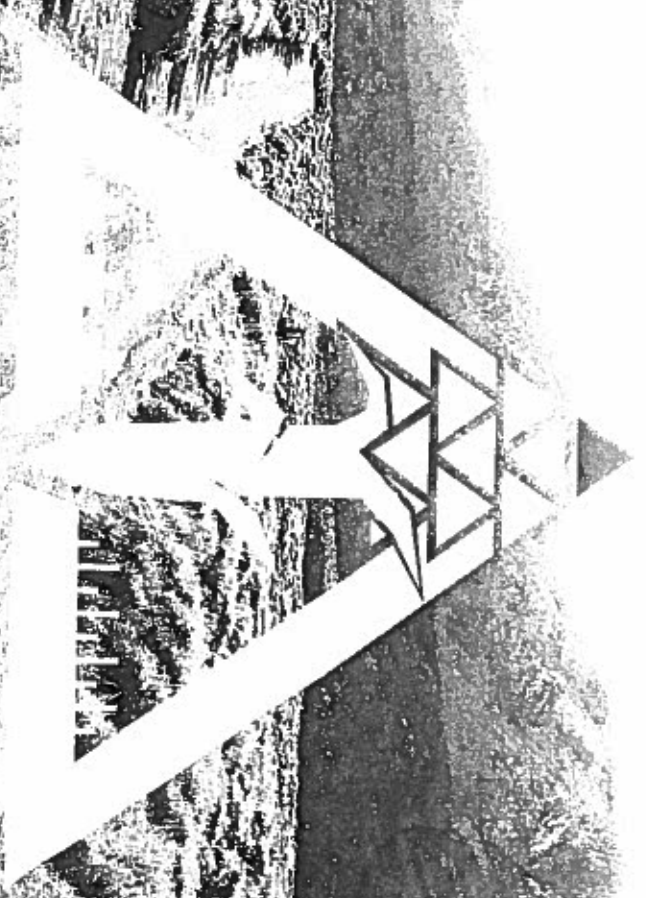
MAP



AHEHEE' - THANK YOU!

Special thanks to Lorena Thompson, Nicholas Taylor, Dave Castillo, Elaine Young, Eddie Cal, Edward Dee, Annie Lewis, and our sponsors below for helping us make it happen!

A collection of sponsor logos. From top to bottom: Grand Canyon Trust (mountain landscape), KeyBank (key icon), CellularOne (key icon and 'Live and Connected' slogan), DLR Group (square icon), UNM Gallup (mountain icon), Art Works (triangles), Global Intelligence Technologies (globe icon), REM (mountain icon), and Atkin Olshin Schade Architects (mountain icon).



SHIPROCK LABS

**GROWING STRONG COMMUNITIES
THROUGH CREATIVE ENTREPRENEURSHIP**

MARCH 28, 2014 • SHIPROCK, NEW MEXICO



WAAPIEEN - WELCOME!

Welcome to Change Labs, an experimental gathering exploring the intersection of innovation, entrepreneurship and social change on tribal lands. Initiated by Catapult Design, UNM-Gallup, and partners, we designed Change Labs to help you learn by doing and connect with potential collaborators to propel your ideas for change in our Native Communities.

Thank you for joining us!

catapultlabs.org • catapult_design • #CL2014

ORGANIZERS

Heather Fleming a heatherfleming
Founder and CEO, Catapult Design

Born in Tuba City, Heather is the CEO of Catapult Design. With a background in product design, she supports emerging social entrepreneurs around the world with design and commercialization support.

Al Henderson
Faculty, University of New Mexico-Gallup

Al is the former executive director of economic development with the Navajo Nation. He joined UNM-Gallup to help establish the New Mexico Rural Entrepreneur Institute and teach Entrepreneurship and Business Management.

Natasha Johnson
Native America Program Manager, Grand Canyon Trust

Prior to joining the Trust, Natasha was a legislative staff assistant for the Navajo Nation Office of the Speaker, and she helped address issues affecting the Navajo people at the local, state, and federal levels.

Jessica Stago
Board Member, Navajo Community Development Financial Institution
Jessica is a business management and economic development professional serving rural communities in Northern Arizona. She is a business counselor for the Native American Incubator Network and NACET in Flagstaff.

ALLDAY TECH EXPO

Stimpa Networks, pay-as-you-go energy finance innovation; **Design Build Bluff**, sustainable housing innovation; **Sarvajal**, clean water ATMs for rural communities; **Starr School Leupp**, **Shonto Energy**, renewable energy solutions; **Navajo Word of the Day**, language conservation app; **Terraform**, roadside vendor stall innovation; **Wello**, household water transportation; **MoGro**, mobile fresh foods for tribal communities; **One Degree Solar**, plug&play household solar; **Eagle Energy**, rural distribution of household energy; **dilight**, solar LED lighting; **mWater**, geolocation of broken water pumps



Nicholas Taylor
President and Founder, Diné Naat'ani Community Development
Nicholas's past experiences include working for the Native Nations Institute's Youth Entrepreneurship Camp and for AmeriCorps VISTA. He is a student at the University of Arizona pursuing a Masters in Business Administration.



Natasha Johnson
Native America Program Manager, Grand Canyon Trust
Natasha joined the Trust to pursue her passion to work with American Indian communities and help strengthen local projects while diversifying the Trust's economic development portfolio.

Roadside Vendor Innovation
3:00-3:45 & 4:00-4:45pm / Study Room

Up to 50% of the economy on the Navajo Nation resides within the "underground economy." Flea markets and roadides are grassroots hotbeds for entrepreneurship -- but can they scale? Sears, the fourth largest department store in the US, was born out of the underground economy. What lessons can we learn from their growth? Join the President of the Antelope Trails Vending Organization and the founder of Terraform to hear about their collaboration to build innovative solutions addressing the needs of roadside vendors. Help them brainstorm and think through new ideas to support this powerful segment of the Native American economy.



Eddie Cai
Founder, Terraform
Edward Calhnpblewa is a designer and developer. Project highlights include the Moenkopi Legacy Inn and Denny's in Tuba City. He created Terraform to support development projects focused on community input and ideas.



Colleen Mountain
President, Antelope Trails Vending Organization (ATVO)
Colleen has been a member of ATVO since 1995, but traditional arts have been a part of her life since she began weaving at age 12. Her organization consists of well over 150 other local artists from Bodaway/Gap community.

MENTORS

Starting a Business on Navajo / Reading Room
Jessica Stago, Board Member, Navajo Community Development Financial Institution

Building the Right Board / Storytelling Room
Ann Marie Chischilly, Executive Director, Institute for Tribal Environmental Professionals

Creating a Business Plan / Classroom
Al Henderson, Faculty, University of New Mexico-Gallup

Your Brand Identity / Study Room
Victor Pascual, Principle, DGTL.NVJO

Making the Pitch / Break Room
Laura Spiekerman, Research Analyst, Imprint Capital Advisors

- Ideas on how to capture opportunities and avoid pitfalls, and
- Discussion about how Native communities can make the most of this growing source of financing.



Alice Loy, PhD
 Director of Programs, Global Center for Cultural Entrepreneurship (GCCE)
 As co-founder of the GCCE, Alice's passion is applying entrepreneurship to social and cultural challenges. Her expertise lies in creating value for entrepreneurs entering new markets and scaling their ventures.

COMMUNITY DIALOGUES

Lighting the Way for Future Generations

3:00-3:45 & 4:00-4:45pm / Storytelling Room
 This session will explore Eagle Energy's method of combining culture with sustainable business and solar technology. By addressing a need and nurturing entrepreneurial ambition, Eagle Energy has made it possible for people on the Navajo Nation to gain access to durable and affordable clean energy options. In accordance with the social entrepreneurship aspect of the Change Labs, Adrian will discuss the educational and community-based work accomplished by the Navajo Women's Energy Project and Solar Schools in the Western Agency of the Navajo Nation.



Adrian Manyoats
 Program Manager, Eagle Energy
 Adrian organizes the Navajo Women's Energy Project and directs the Navajo Solar Entrepreneurs Program for Eagle Energy. Her personal mission is to empower indigenous women to lead by example and do meaningful work.

What Is Our Economic Policy?

3:00-3:45 & 4:00-4:45pm / Reading Room
 What opportunities have been put together, initiatives that are being planned and ideas that can be formulated into a Navajo economic policy? Become aware of lending and investment opportunities, of acquiring equity participation through Section 17 Charter, collateralize business lease and access to capital markets previously untapped. Lastly, learn about Navajo market opportunities and how Navajo businesses can be instrumental bringing businesses back to Navajo communities. Mr. Raymond Nopah, Chief Financial Officer will provide policy insights to the building blocks that induce economic development.



Raymond Nopah
 CFO, Navajo Nation
 Mr. Nopah's principal job is being the fund manager to the Navajo Nation's Business Industrial Development Fund, providing loans, guarantees and investment capital to Navajo entrepreneurs and individuals.

Community Development: Awakening the Next Generation

3:00-3:45 & 4:00-4:45pm / Break Room
 Community development in tribal communities is multi-faceted and requires a comprehensive approach. This session will expose participants to common challenges they will face when trying to initiate community development projects and will share strategies on building partnerships and pulling together a dynamic team to drive projects. It will also explore the challenges of re-immersing yourself back into the community.

FRIDAY, MARCH 28, DINE' COLLEGE PINTO LIBRARY

WELCOME TO CHANGE LABS

9:30-10am Heather Fleming (Catapult Design), Natasha Johnson (Grand Canyon Trust), Al Henderson (UNM-Gallup), Jessica Stago (CDFI)

MORNING WORKSHOPS

10:00-10:10am Workshop Pitch Session Lecture Hall

10:15-11:30am Workshop 1: Reinventing the Navajo Nation with Mobile Technology Classroom

Workshop 2: Entrepreneurial Opportunities in Small-Scale Agriculture Lecture Hall
 Workshop 3: Build Your Website Computer Classroom

LUNCH AND MENTOR MEETUPS

11:45-12:15pm Mutton Stew & Navajo Tacos

12:15-12:55pm Brand Identity Making the Pitch Business Modeling 101 Legal Identity and Board Building Starting a Business on Navajo
 Study Room
 Break Room
 Classroom
 Storytelling Room
 Reading Room

AFTERNOON WORKSHOPS

1:00-1:15pm Workshop Pitch Session Lecture Hall

1:20-2:45pm Workshop 4: Prototype The Future Classroom
 Workshop 5: Crowdfunding 101 Lecture Hall
 Workshop 6: Build Your Website Computer Classroom

COMMUNITY DIALOGUES

3:00-3:45pm Lighting the Way for Future Generations Storytelling Room
 4:00-4:45pm Community Dev: Awakening the Next Generation Break Room
 What Is Our Economic Policy? Reading Room
 Roadside Vendor Innovation Study Room

STORYTELLING PANEL & CLOSING REMARKS

5:00-6:15pm Heather Fleming (Catapult Design), Tony Skiruhnas (Grand Canyon Trust) Lecture Hall

FIREPIT

6:15-7:30pm Green Chili Stew & Smores c-hyrock NTUA

LABS

More detailed information about our lab leaders, community dialogue leaders, and lunch mentors can be found online at www.catapultlabs.org/speakers

Lab 01: Reinventing the Navajo Nation with Mobile Technology

10:15-11:30am / Classroom

Gain access to the tools and insights that the Big Guys have in order to leverage a growing number of mobile devices on the Navajo Nation to grow your business or cause. What is the right way to leverage mobile? What do my customers need? How do I design the right thing? How do I learn to build an app or find someone who does? Learn what Design-Thinking is and how it helps to minimize risk so that you can create the right solutions for your customers. Bring your questions, a playful attitude, and a problem-solving mindset!

Anisha Jain

Product Designer, Facebook

Anisha is a human-centered UX and interaction designer and a former inner city teacher from Albuquerque. She is now a Product Designer at Facebook, designing mobile and web ad interfaces for small business owners.

Byron Shorty a byronsh

Founder, Navajo Word of the Day

Byron explored Navajo Language education for two years while studying at Stanford before creating NavajoWOTD.com in 2012. He now provides mini-lessons for a growing number of Navajo language learners.

Lab 02: Entrepreneurial Opportunities in Small-scale Agriculture

10:15-11:30am / Lecture Hall

The local food movement has seen remarkable growth in recent years, and is now estimated to represent a \$4.8 billion market nationwide. In this workshop we will explore opportunities for entrepreneurship in small scale agriculture, drawing inspiration from E.F. Schumacher's "Small is Beautiful: A Study of Economics as if People Mattered" which proposes an economic model based on sustainability and respect for environmental limits. We'll take a look at examples of successful small farming businesses in unlikely places, then brainstorm our own ideas for innovative small scale local agricultural enterprises.

David Katsel

Program Director, Catapult Design

Driven by a fascination for how the design of products and services influence behavior, David's work focuses on understanding users to improve health and welfare. David is an MBA, MPH as well as an Industrial Designer.

Stacey Jensen,

North Leupp Family Farm

The North Leupp Family Farm is a cooperative farm focused on reestablishing traditional Navajo agriculture and culinary traditions, with the goal of promoting food security, sustainability, self-sufficiency and health.

Lab 03 & Lab 06: Build Your Website

10:15-11:30am & 1:20-2:45pm / Computer Classroom

Today, the need for having a website for your small business or organization becomes increasingly important. Statistics show that around 80% of global consumers use the Internet to search for and purchase products and services. In this workshop, you will learn the process of building a website from start to finish. From understanding the fundamental basics behind a website and how it works, to the planning process of your content, to building visual wireframes, then lastly, design and launch. And don't worry; experience with code is not required.

Victor Pascual

Founder, DGTI/NVJO

Victor founded DGTI/NVJO, an indigenous-owned full service design studio, and has grown its reach to include national and international organizations and earned his place on Indian Country's list of well-known designers.

Tom Wiltzius

Product Manager, Google

10 ways of identifying Tom Wiltzius: Google, product manager, Chrome graphics cheerleader, web platform advocate, electronic music lover, Stanford alum, poet, Burner, San Franciscan, human.

Lab 04: Prototype The Future

1:20-2:45pm / Classroom

Everyone can prototype their ideas. This workshop will introduce a range of prototyping practices that are useful for initially building your idea, for communicating your concept, and beyond. We aim to instill creative confidence for building low fidelity prototypes, to quickly get in front of customers for feedback. Techniques for creating a minimum viable prototype and what's next will be highlighted for mobile/web apps and physical hardware. We will introduce ideas of design thinking, rapid prototyping and making. We invite you to prototype your future.

Micah Lande

Assistant Professor, Arizona State University Polytechnic Campus

Dr. Micah Lande teaches human-centered design innovation at ASU and researches how engineers learn and apply a design process to their work. He is also the Editor-in-Chief-emeritus of Ambidextrous Journal of Design.

Noel Wilson

Product Designer, Catapult Design

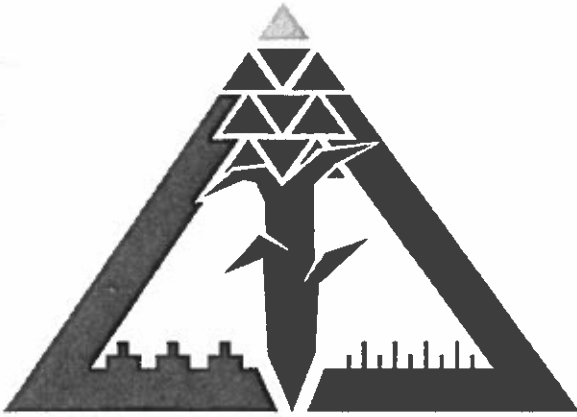
Noel all but lives out of his suitcase, spending the majority of his time wandering the globe immersed in projects, host communities, and multi-disciplinary teams addressing a broad range of design challenges.

Lab 05: Crowdfunding 101

1:20-2:45pm / Lecture Hall

The crowdfunding industry has exploded over the past 5 years and today entrepreneurs face a dizzying array of options. From Kickstarter to Crowdfunder to Indiegogo, \$2.7 billion dollars were invested or donated through crowdfunding platforms in 2012. This session will provide entrepreneurs and charitable organizations considering crowd funding:

1. An overview of crowd funding models
2. A review of the leading crowd funding sites



CHANGE LABS

OCTOBER 2, 2015
UNM-GALLUP TECH CENTER
GALLUP, NEW MEXICO

◀ REGISTER NOW: WWW.CATAPULTLABS.ORG ▶

What you can expect from
Change Labs:

Engaging, hands-on
instruction;

Exposure to new models for
doing business that honors
our culture;

A look at innovative use of
technology to build
communities

Contact: Al Henderson
505/863-7634
alhender@unm.edu

Tremendous opportunities exist in the Four Corners region of the U.S., yet, it is often reported to be impoverished; and, despite a skilled and ready workforce, many new businesses fail to register or sustain. At Change Labs 2015 we will explore how we can overcome these barriers, new ways entrepreneurs and small businesses are tackling these challenges in similar environments around the globe, and connect promising entrepreneurs with the mentors and resources they need to succeed.

Change Labs is a collaboration between:



 **UNM GALLUP CAMPUS**



Do you have an **IDEA**?
Do you have an **INVENTION**?
Do you have a **BUSINESS PLAN**?

Show it off at the
Entrepreneur Expo
on October 12, 2012

For Exhibit Application:
Contact Al Henderson
505/863-7634
alhender@unm.edu

EVENT SCHEDULE PLANNER 2014/15

PROJECT/EVENT REI-GALLUP
 ORGANIZER AL & LORENA

To replace placeholder text with your own, just click it and start typing.
 Want to try other colors for this planner? Check out the Colors gallery on the
 Design tab.

PROJECT PHASE	STARTING	ENDING		
HOW TO WRITE A SUCCESSFUL GRANT PROPOSAL - 25 PARTICIPANTS	1.3.2014	2.25.2014	NM SUPERCOMPUTING CHALLENGE 2014-2015	4.19.2015 4.21.2015
HOW TO FINANCE YOUR BUSINESS - 14 PARTICIPANTS	1.27.2014	3.11.2014	CED GARNT SUBMITTED BY MAIL	4.23.2015 4.23.2015
CO-CHANGE LAB - 150 PARTICIPANTS	9.1.2014	3.28.2014	HOW TO WRITE A SUCCESSFUL GRANT (SO FAR 22 PARTICIPANTS)	4.30.2015 4.30.2015
COLLEGE PREP-ECONOMICS - 23 PARTICIPANTS	4.25.2014	7.9.2014	HOW TO FINANCE YOUR BUSINESS (SO FAR 12 PARTICIPANTS)	5.1.205 5.1.205
CENSUS DATA WORKSHOP - 25 PARTICIPANTS	3.28.2014	10.9.2014	QUICK TOUR OF ECONOMICS UNM	6.22.2015 6.26.2015
PROFESSIONAL DEVELOPMENT WEEK-EXCEL TO STAFF	1.8.2015	1.8.2015	QUICK TOUR OF ECONOMICS NAU	7.27.2015 7.31.2015
SEMESTER BEGINS FIRST CLASS -	1.14.2015	5.15.2015	CHANGE LAB	10.2.2015
MTG. ZUNI FOR EXPO	1.15.2015	1.15.2015		
ASSJTS INSTRUCTOR TO SET UP EXCEL GRADING SHEET	1.21.2015	1.21.2015		
DONATION LETTER MAILED OFF FOR ZUNI EXPO	1.23.2015	1.23.2015		
SAFEGWAY DONATION LETTER SUBMITTED	1.26.2015	1.26.2015		
ASSESSMENT MTG	1.29.2015	1.29.2015		

SKYP CLASS	2.10.2015	2.10.2015
MTG. ZUNI FOR EXPO	2.11.2015	2.11.2015
SUPERCOMPUTING JUDGING AT MIYAMURA	2.13.2015	2.13.2015
MTG. ZUNI EXPO	2.26.2015	2.26.2015
SEEDS GRANT SUBMITTED	3.3.2015	3.18.2015
JUDGED COSMOTOLOGY STUDENTS	3.5.2015	3.5.2015
NAVAJO NATION BUSINESS DAY	4.9.2015	4.9.2015

Strategic Plan for Entrepreneurship Program UNM-Gallup

I. Introduction

The New Mexico state legislature in HB 1061 asked The Anderson School of Management (ASM) to develop a strategic plan for an entrepreneurship program at the UNM Gallup Campus (UNM-G). This document will describe the importance of entrepreneurship in the economic development process for McKinley County and surrounding areas. The document will describe the current situation in terms of programs, student demographics, and the overall economic situation, stressing the types of development that the economy will need to improve job and wealth creation.

The Small Business Administration (SBA) Office of Advocacy states that small businesses added 1.9 million jobs nationwide in the latest year studied¹. The SBA Advocacy group maintains that "Small businesses are America's job-creating dynamo and policymakers need to consider their impact on small business when they are making policy decisions."

The SBA also has data about NM's businesses, where 96.2% of employer firms are small businesses employing 58.3% of our non-farm workforce. This highlights the importance of small business to our workforce and job creation abilities².

According to the SBA³, small firms in the US represent 99.7 percent of all employer firms. They also employ half of all private sector employees and provide 45% of the private company payroll in the US. These same small companies generated 60 to 80 percent of net new jobs annually over the last decade, including 22% of the value of federal prime contracts. Small businesses were 52% home-based and 2% franchises, and they produced 28% of the US exports in 2004.

The NM economy will grow in the direction of our small businesses, and it is important for us to support the creation, enhancement and attraction of businesses to our different regions. The intent of any entrepreneurship initiative is then multi-fold:

- 1) Provide educational resources to students in our colleges that will help them in developing skills necessary for their entrepreneurial activities. The main issues here include
 - a. Opportunity recognition leading to entrepreneurial firm creation
 - b. Planning and executing on plan to provide products and/or services
 - c. Managing risks through skilled market analysis and financial management
 - d. Sharing of wealth with employees, providing economic benefits to the region

¹ <http://www.sba.gov/advo/nov07.pdf>

² <http://www.sba.gov/advo/research/profiles/07nm.pdf>

³ <http://app1.sba.gov/faqs/faqindex.cfm?arealD=24>

- 2) Work with existing firms and support organizations (such as the Small Business Development Centers, Small Business Assistance programs, Community Boards for universities and colleges, etc.) to build relationships between the educational process and real-life activities. This serves the community in many ways:
 - a. Students get real-life experience working with a company analyzing markets, examining financial information, and solving problems faced by these companies as a way for them to experience the entrepreneurial process and its challenges. Students will then be prepared to undertake these same activities with their own businesses.
 - b. Local firms get the support to enhance their capabilities and increase their revenues, creating new jobs in the community
 - c. The powerful interaction among education, business, and supporting governmental entities creates a climate that is conducive to new business creation and attraction.

II. Current Situation: McKinley County and Gallup, NM

a. Economy of the Region

The median household income in McKinley County as of 2005 was \$27,301⁴. The service area for UNM-Gallup extends beyond the county border (and indeed, beyond the state border into Arizona, as the college serves the large Navajo Nation Reservation). Students also come from the Pueblo of Zuni and from as far away as the Hopi Reservation. McKinley County statistics record that 30 percent of our residents fall below the poverty line. The City of Gallup has an unemployment rate of 8.2 percent, as compared to 3.2 percent statewide (2.5 times the state average.) The county's 8th largest employer, P&M Coal, is planning to close its mine in 2008. This will leave an estimated 380 employees without jobs, creating a significant negative effect on the McKinley County economy.

Clearly McKinley County and the region served by UNM-Gallup are struggling economically, a condition unlikely to change dramatically in the foreseeable future. The population lacks the capital, but more significantly, the experience necessary to develop and sustain successful small businesses. However, with increased help and training through our Small Business Development Center and a variety of entrepreneurial programmatic offerings from UNM-Gallup, our region can be expected to make steady gains in the number of successful and lasting small businesses that will serve area needs. Programmatic support will enable business owners gradually to build prosperity in the regional and even the global markets of the 21st Century.

⁴ CityData.com

New Mexico Economic Overview							
	New Mexico Average	McKinley County	Rio Arriba County	Bernalillo County	Sandoval County	Dona Ana County	San Juan county
Personal Per Capita Income	\$25,541	\$18,435	\$23,203	\$32,556	\$27,146	\$23,070	\$24,260
Median Household Income	\$34,133	\$27,301	\$32,935	\$43,047	\$47,745	\$30,740	\$36,821
Average Wage per Job	\$32,879	\$26,098	\$33,081	\$49,997	\$31,128	\$37,557	\$34,536
Unemployment Rate (%)	3.6	4.5	4.9	3.9	4.4	4.7	4.4
% Emplmnt Growth (2003-06)	9.9	7.9	9	9.5	15.2	12	13.6
% Population Growth (since 1990)	28.9	18.4	19.2	28	79.7	43.1	38.1
% Below Poverty Line	18.4	27.4	18.1	14.1	11.5	23	16.5
% with HS Diploma	84	65.2	73	84.4	86	70	76.8
% BA/BS or Higher	20	12	15.4	30.5	24.8	22.3	13.5
Note: While the unemployment rate for McKinley County is 4.5%, unemployment in the city of Gallup is 8.2%, with 30% of residents below the poverty line and a median household income of \$25,197							

Predominant professional employment in the region is centered in education and health services. Health services include our regional hospitals, Rehobeth-McKinley County Hospital, the Indian Health Service, and other allied health care facilities, such as physicians' offices, clinics, optometry, diabetes care, substance abuse centers, and so on. The education profession is represented by Gallup-McKinley County and Zuni K-12 school systems, private schools (Rehobeth Christian School, Gallup Catholic, and others) and Bureau of Indian Affairs schools, as well as tertiary educational institutions including UNM-Gallup, Western New Mexico University's graduate studies center, Diné College, and Navajo Technical College. Aside from employment in these two major professional areas and in legal and social services, residents are employed in the usual variety of community service industries, including a limited number of banking and financial institutions, retailing, hospitality services, two refineries, contracting, auto sales, auto repair, and the like. Many area residents still rely on farming, and a large number of residents are engaged in Native crafting and the wholesale and retail marketing of Native crafts.

UNM-Gallup's Strategic Plan, Goal 2: *Respond to Community Needs* clearly marks the high priority the college places on active participation in community development. Our Small Business Development Center (SBDC) (<http://www.nmsbdc.org/gallup/>) is vitally active in providing a range of no-cost training and consultation services to regional small businesses. The college and its Department of Business Management and Technology

(BMT) are presently discussing options for offering short college-credit-bearing courses that, while they do not lead to a certificate or degree, can be taken as limited electives within programs or alongside programs to serve the needs of students anticipating entrepreneurial enterprises or the needs of graduates who have already embarked on development of their own businesses. Small “mini-certificate” programs are also on the table for discussion as a part of a value-added approach to entrepreneurship training, coupled with existing programs and the work of the SBDC. Additionally, various programs include a variety of courses that also contribute to entrepreneurship development for students. Among these are Design and Digital Media, Cosmetology, Automotive Technology, Construction Technology, and others.

The City of Gallup issued 110 new business licenses between January and November of 2007. Typical business foci include:

- Financial services
- Recycling
- Auto-detailing
- Web-design
- Web-based advertising
- Digital media
- Jewelry retailing
- Crafts
- Sports/martial arts
- Hotel/motel
- Fast foods
- Restaurants
- Cafes
- Construction
- Remodeling
- HVAC
- Planning consultant
- Frame shop
- Wholesale jewelry
- Art gallery
- Party rentals
- Firearms/hunting
- Home care
- Window tinting
- Home health care
- Janitorial Services
- Silk-screening
- Second hand retail
- Roofing Contractor
- Truck service
- Carpet cleaning
- Floor covering
- Pre-owned cars
- Landscaping
- Billiard sales/service
- Small engine repair
- Apparel
- Reiki treatment
- Speech pathology
- Furniture sales
- Motorcycle retail
- Retail gift boxes
- Computer graphics
- Asphalt paving
- Photography
- Retail mail order
- Custom leather goods
- Non-emergency medical transport
- Security transport
- Salon and day spa
- Body modification
- Alternative energy
- Xmas ornaments retails
- Delivery services
- Propane services
- Hand-blown glass
- Radiology services
- Veterinarian
- Stained glass
- Chair massage

These new businesses, however, do not include the numerous small businesses already in operation or, more importantly, the large number of Native American crafters who produce and market their crafts across a spectrum from very small individual operations through family enterprises and licensed businesses. A report from McKinley County lists approximately 374 county business licenses issued in 2007, new and renewals, in many foci, including many of those listed above. It is clear that the service region of UNM-Gallup abounds in a wide variety of entrepreneurial enterprises ranging from the provision of the simplest services and products through more sophisticated businesses.

Data on business "deaths" or closures in McKinley County and Gallup are not readily available, as many small businesses simply cease to renew their licenses. According to Elsi Sanchez, Director of the Small Business Development Center, the closest one can get to knowing about closures is to compare year-to-year listings of business license applications, but even that information would be slim, at best. Additionally, one can reasonably expect that there are a number of people doing business in our region without benefit of a business license, deliberately or through ignorance of the procedures for obtaining this basic element of business operation.

According to the New Mexico Department of Labor statistics for 2006, the civilian labor force in McKinley County is 26,903, with 25,388 employed and 1,515 unemployed. No data is readily available that reports the number of employees of small businesses. Unemployment and the expected increase in unemployment due to the closure of the P&M Mine will continue to be a stress on the county's economic base.

b. How the Gallup/McKinley Economy can be enhanced by Small Business

The economic base of rural and remote McKinley County and the extended service area of UNM-Gallup are centered most heavily on the health care and educational entities located here, as well as a very limited number of industries, as mentioned above. Fluctuations in the number of jobs available in this primary foundation of the economy can bring about radical changes in the prosperity and development of the region. Again, a case in point is the anticipated closing of the P&M Coal mining operation.

The City of Gallup and the surrounding towns and communities are served by the usual conglomeration of services and small businesses, ranging from chain and independent restaurants, supermarkets, box and other chain retailers, and automotive services (fuel stations, auto parts, new and used car dealers). The statistics on new and renewed business licenses suggest that residents of this region are interested in starting and maintaining small businesses. Additionally, further needs assessments that UNM-Gallup wishes to carry out might predictably reveal a large number of Native crafters who would be well-served by entrepreneurship training and support, especially within the context of global marketing of their work via the Internet. Given that many residents of this region are place-bound by choice due to a variety of cultural reasons, the expansion of independent and franchised small businesses would not only create a broader and more

sound economic base, but such expansion would also provide a greater variety of goods and services to residents and visitors alike.

UNM-Gallup is the academic institution that the community first thinks of when education or training needs arise, and UNM-G will benefit greatly from partnering with The Anderson School of Management in developing a variety of flexible curricular offerings through our Department of Business Management and Technology, our partnership with the Gallup SBDC, and our Division of Community Affairs. Elsi Sanchez, Director of the SBDC, serves on the Advisory Board for the Business Management & Technology Department. BMT and the SBDC are presently exploring expanded collaborations. As we devote greater energy to building the infrastructure needed to deliver distance education throughout our region, we will be better able to reach our far flung population with realistic and concrete training and help that will enable them to establish and maintain successful entrepreneurial enterprises. Below, in the 'Current Business Needs' section, we will present the needs revealed by our residents in a 2002 survey.

c. Student Demographics

The following table shows the high percentage of Native American students, 77.4%, characteristic of the population of the UNM-G service area.

UNMG and BMT Student Demographics (as of Fall 2007)
UNM-G (Fall 2007)

Primary Ethn Cat Desc	Gender			% of total
	F	M	Total	
Amer. Indian	1425	657	2082	77.4%
Asian	21	16	37	1.4%
Black Non-Hispanic	9	5	14	0.5%
Hispanic	176	96	272	10.1%
White Non-Hispanic	141	121	262	9.7%
Other, Unknown	14	10	24	0.9%
Grand Total	1786	905	2691	
Percent of Total	66.4%	33.6%		

UNMG Resident Status (Fall 2007)

		% of total
NM Residents	1938	72.0%
Non-Resident	742	27.6%
International	11	0.4%
Total	2691	

UNMG Student Age Information (Fall 2007)

		% of total
Ages 15-17	346	12.9%
Ages 18 to 21	866	32.2%
21 and older	1479	55.0%
Total	2691	

Age Range	15 to 78
Avg Age	28

BMT (Fall 2007)

Primary Ethnicity Category:	Gender		Total	Percent of Total
	F	M		
Amer. Indian	211	70	281	87.8%
Asian	2	0	2	0.6%
Black Non-Hispanic	0	1	1	0.3%
Hispanic	10	7	17	5.3%
White Non-Hispanic	7	10	17	5.3%
Other, Unknown	2	0	2	0.6%
Grand Total	232	88	320	
Percent of Total	72.5%	27.5%		

BMT (Fall 2007)

		% of total
NM Residents	207	64.69%
Non-Resident	113	35.31%
International	0	0.00%
Total	320	

BMT Student Age Information (Fall 2007)

		% of total
Ages 15-17	51	15.94%
Ages 18 to 21	84	26.25%
21 and older	185	57.81%
Total	320	

Age Range	16 to 68
Avg Age	28

BMT Degree or Certificate Seeking Students (Fall 2007)

		% of total
Associate Degrees	242	75.63%
Entrepreneurism Certificates	16	5.00%
Other Certificates	62	19.38%
Total	320	

(Vickie Kraft, Institutional Researcher, UNM-Gallup, 2007)

In spring 2008, the BMT Department will be developing a new degree program in General Business that will offer three emphases: Entrepreneurship, Accounting, and Information Technology. The present A.A.S. in Entrepreneurism, Hospitality, and Tourism will be closed, due to insufficient local interest in the hospitality/tourism aspects of the program. An entrepreneurship emphasis will still be able to provide preparation for

students interested in applying entrepreneurial strategies in the hospitality fields, but the new degree will also cater to the needs of area business people, graduates, and program students with preparation and enrichment in the principles and practices of entrepreneurship.

UNM-Gallup's spring 2008 schedule also offers the first two fundamental 2-credit hour "mini-track" entrepreneurship courses, "Business Start-up Fundamentals" and "Grow the Business - Start-up". The following table presents graduation data for the Department of Business Management and Technology for the past year.

BMT Graduation Information (Summer 2006 through Spring 2007)			
BMT Graduates Summer 2006 through Spring 2007			
		% of total	
AA	4	21.05%	
AAS	13	68.42%	
Certificates	2	10.53%	
Total	19		
Summer 2006 through Spring 2007 BMT Graduates by Program			
		% of total	
Accounting	2	10.53%	
Administrative Assistant	3	15.79%	
Entrepreneurism, Hospitality and Tourism	1	5.26%	
Information Technology	7	36.84%	
Legal Assistant	1	5.26%	
Pre-Business Administration	4	21.05%	
Tribal Court Advocate	1	5.26%	
Total	19		
Summer 2006 through Spring 2007 BMT Graduates by Degree/Certificate			
	AAS	AA	Certificate
Accounting	2	0	0
Administrative Assistant	3	0	0
Entrepreneurism, Hospitality and Tourism	1	0	0
Information Technology	5	0	2
Legal Assistant	1	0	0
Pre-Business Administration	0	4	0
Tribal Court Advocate	1	0	0
Total	13	4	2

(Vickie Kraft, Institutional Researcher, UNM-Gallup, 2007)

The relatively low enrollments and graduation rates in BMT programs have prompted BMT's re-design of its offerings, particularly in respect to the needs for entrepreneurship training for BMT students, students in other programs (Cosmetology, Design and Digital Media, Construction, and others), and for local business people.

d. Current Business Needs

One of the initial objectives of a strategic plan for developing entrepreneurship education, training, and services at UNM-Gallup is to conduct a formal and up-to-date needs analysis to obtain better information about the precise needs perceived by the population we serve. However, a series of surveys and interviews conducted by Professor M.A. Khan from January 2001 through April 2002 reveals a rich list of perceived need for training in our region. Responses to Professor Khan's study include, but are not limited to, the following items:

- Business start-up
- Ethics, laws, regulations
- Business plan
- Global marketing of arts/crafts
- Avoiding high turnovers
- Financing
- Business location
- Pricing for profit
- Inventory control
- HR issues
- Negotiation/contracts
- Legal contracts
- Bankruptcy
- Supervision in 21st Century
- Strategic planning
- Diversity issues
- Motivation of staff
- Handling stress and change
- Managing workplace behavior
- Performance evaluation
- Conducting meetings
- Financial statements
- Business IT
- Promotion and marketing
- Customer service
- Product improvement
- Market analysis
- Using trade shows
- Quality
- Business organizational structures
- Measuring effectiveness of processes and productivity
- Buying existing businesses
- Buying a franchise
- Communication
- Leadership
- Tax issues
- Litigation

The spectrum of business interests indicated by the nature of business license applications – and taking into account the large number of Native crafters in the region – suggests that training which addresses the topics listed above (and more) would be of great value in developing sustainable small enterprises in our region.

A collaboration of BMT faculty, including local adjunct faculty, SBDC trainers, CCTE (Center for Career and Technical Education) program activities, internships, proposed and active “mini-track” programs, and distance learning collaborations would

increasingly provide a network of opportunity for entrepreneurs and aspiring entrepreneurs in our service area.

e. Other Important Issues

UNM-Gallup has the highest enrollment of Native American students in tertiary study in the United States (other than exclusively tribal colleges). This fact reflects the ethnic diversity of our region, which, aside from its predominant Native American population, is also rich in Hispanic culture.

The ancient and long standing traditional cultures of the state and of our region need to be able to compete on a level playing field in the 21st-century marketplace. Long standing traditions of crafting and trading, for example, do not necessarily prepare people to conduct business in the technological and global marketplace of our time. Note the linguistic diversity shown in the data below⁵. This data suggests that our population can be served well by culturally sensitive and comprehensive education and training that addresses effective market practice for our times. The faculty and staff of UNM-Gallup and its collaborators are well-positioned to address the needs of this population.

- 38.7% of residents of McKinley County speak English at home: 61.3% do not speak English at home.
- 5.7% of residents speak Spanish at home (of these, 70% speak English very well, 20% speak English well, 7% speak English not well, 3% don't speak English at all).
- 0.4% of residents speak other Indo-European language at home (of these, 72% speak English very well, 21% speak English well, 6% speak English not well).
- 0.3% of residents speak Asian or Pacific Island language at home (of these, 66% speak English very well, 20% speak English well, 11% speak English not well, 3% don't speak English at all).
- 54.9% of residents speak some other language at home (of these, 64% speak English very well, 25% speak English well, 8% speak English not well, 2% don't speak English at all).

McKinley County and our region are characterized as being among the poorest in New Mexico and, indeed, in the United States. Much of our population remains place bound by its own wish, tied to the land and environment by a strong cultural heritage. Yet we have a population that has demonstrated an interest in developing their abilities to establish and maintain a variety of enterprises and to compete in a global marketplace, rather than being completely dependent on large public and private business and public service entities. By offering this population a variety of ways to gain the entrepreneurial skills they need, the region will develop its economy and tax base with little sacrifice of the quality of life significant to the people who live here.

⁵ City-Data.com for McKinley County, New Mexico

III. Entrepreneurship Programs at Other Schools and at The Anderson School

- a. The following list summarizes entrepreneurship programs at other institutions with a special emphasis on those that serve majority-minority populations, as does UNM Gallup.

All instructional levels: a total of 223 schools nationwide have degree offerings in entrepreneurial studies⁶. The following examples were chosen due to their majority-minority (or near that) population characteristics⁷. The tables below offer summary information about the types of entrepreneurial studies offered at these eight institutions. More detailed information about these and additional schools is located in the appendix.

School Name (Location)	Entrepreneurship Concentration Level(s)		Total Number of Entrepreneurship Courses
	Under-graduate	Graduate	
California State Polytechnic University (Pomona, CA)		x	8
University of Arizona (Tucson, AZ)	x	x	10
Baylor University (Waco, TX)	x	x	16
St. Mary's University (San Antonio, TX)	x		18
University of Dallas (Irving, TX)		x	7
Northwood University (Cedar Hill, TX)	x		12
Southern Methodist University (Dallas, TX)		x	6
Gonzaga University (Spokane, WA)	x		12

⁶ *CollegeSource* online database

⁷ Though Gonzaga University does not serve a majority-minority population, it was added because of its comprehensive entrepreneurial studies undergraduate program and its semi-rural setting.

Entrepreneurial Studies Coursework at Select Universities Serving (Near) Majority-Minority Communities

Entrepreneurship Courses (# out of 8 schools offering)	California State Polytechnic University	University of Arizona	Baylor University	St. Mary's University	University of Dallas	Northwood University	Southern Methodist University	Gonzaga University
Venture Growth and Financing (8)	X	X	X	X	X	X	X	X
Misc. Seminars etc. (6)	X			X	X	X	X	X
Creating a Business Plan (5)	X		X	X		X		X
Introduction to Entrepreneurship (5)			X	X	X	X		X
Family Business (4)	X		X	X		X		
Marketing for New Ventures (3)		X		X		X		
New Ventures Management (3)	X					X		
Corporate Entrepreneurship (3)			X		X		X	
International Entrepreneurship (3)			X	X	X			
Law and Ethics (3)				X			X	X
Technology-based Entrepreneurship (2)			X	X				
Accounting for Entrepreneurs (2)				X	X			
Consulting (2)				X	X			
Field Studies (2)	X							X
Competitive Advantage Industry Analysis (2)		X						X
Human Resources for Entrepreneurs (2)				X			X	
Entrepreneurial Development (1)		X						
Networking (1)				X				
Social Entrepreneurship (1)			X					

b. Program at The Anderson School

Anderson Entrepreneurial BBA Curriculum

The following is suggested for the Entrepreneurial Studies Track. The suggested program above presumes that 62 hours of pre-admission requirements and free electives have been earned. As credits earned vary from student to student, please use worksheets, the Anderson website, and check with your BBA Advisor to calculate your earned pre-admission hours.

The Entrepreneurial Studies Track requires 15 hours of upper-division (300 level or above) management classes. The Entrepreneurial Studies Track is for students who expect to form their own business or work in small business with an entrepreneurial focus. The required courses are MGMT 324, 362, and 384 plus any two of MGMT 493, 495, 496. Students are encouraged to consider taking all three Entrepreneurial Studies Track electives.

Concentration Course Descriptions

MGT 324. New Venture Strategies. (3)

Examines strategies, both personal and commercial, for effectively embarking on new ventures. Focuses on phase of entrepreneurship occurring between generation of the initial new venture idea, up to and including the first commercial sale.

Prerequisites: ENGL 102 and ECON 106

MGT 384. Professional Selling. (3)

Professional aspects of the selling function in consumer and industrial markets and the role of selling in the economy. Emphasis on selling methods and applications for entrepreneurs. (Not applicable for credit toward Marketing Management Concentration.)

Prerequisite: 322.

MGT 493 Special Topics in Management – Entrepreneurship Internship

MGT 495 Managing and Operating Small, Growing Businesses. (3)

Examines principles and knowledge required for efficiently and effectively operating and managing small, growing businesses faced with resource constraints. Semester-long field cases of real businesses are the focus of study.

Prerequisites: ENGL 102 and ECON 106

MGT 496 Seminar in Entrepreneurial Financing. (3)

Focuses on the processes and knowledge utilized during the acquisition of debt and equity for growing businesses. Specific entrepreneurial financing processes, techniques and methodologies are covered.

Prerequisites: ENGL 102 and ECON 106.

c. How the program at Anderson can help UNM-Gallup

There are many activities that can be performed jointly:

- 1) Course development and delivery: Anderson can help in building the appropriate curriculum and in the first phase of the collaborative effort deliver a portion of the curriculum IF needed
- 2) Grant writing: joint development of proposals to governmental agencies and private foundations
- 3) Support the clinical approach where students and faculty from the program work with the business community on real-life projects. This supports the community and gives students experience that can lead to their development of entrepreneurial business
- 4) Anderson could help in faculty development through the PhD program.

IV. Entrepreneurship Program Plan for UNM-Gallup

It is clear that more can be done to enhance entrepreneurial activities in Gallup and McKinley County. Economic development is defined as the process of creating wealth through the mobilization of human, financial, physical and natural resources to generate marketable goods and services. Central to economic development is the ability to create small businesses, and that ability depends on multiple factors:

- 1) Markets: To be able to survive and compete, firms need to serve a market that is sustainable and one that can provide enough profits for the firm to survive. In many locales, efforts can focus on the local market alone, but in McKinley County and the City of Gallup, this approach is not always viable. The focus should be to create businesses that can sustain high-paying jobs, which in turn will create the demand for new services and products, providing incentives for more small businesses.
- 2) Support: Important factors include capital availability, educational resources, incubators, small business development centers, high speed internet connectivity, logistics, water, energy, management talent, creativity, entrepreneurial role models, other businesses in the same or related areas (clusters), and an innovative culture.

The region does not have many of these factors in place, and those needs help create its current economic situation. The strategic plan needs to provide a methodology which can be employed to enhance the strengths and solve the shortcomings inherent in the area.

Efforts by educational institutions need to be supported by efforts of government and industry to improve the situation in the region. Although we will focus our discussion on a strategic plan that outlines the educational components, collaborations with the local, state and federal government as well as local and state industries will be addressed so that the efforts produce meaningful results.

The educational component is, by definition, one in which the collaboration with the business community is necessary. This partnership can be built through a variety of means, including work on entrepreneurship projects in the community, which give

students hands-on experience with and analysis of markets, including assessment and projections about the needs of the community and the feasibility of new activities. This important clinical approach requires that students and faculty from the program work with the business community on real-life projects, fostering entrepreneurial efforts in the community and giving students experience that can lead to their development of entrepreneurial businesses. Another important issue is the ability to perform research on success factors and barriers so that business, academic and government leaders can work toward solutions through policy, funding, incentives, and other mechanisms to enhance entrepreneurship.

The best way to undertake entrepreneurial activity is to expose students to ideas through courses, cases and hands-on projects. While these are underway, a number of other activities can be established:

- 1) Grant writing: joint development of proposals to governmental agencies and private foundations to support activities in the classroom, research on barriers to entry, research on enhancing entrepreneurial startups in NM rural areas
- 2) Business plan competition, with support for new businesses as the incentive to participate.
- 3) Work with Accion, WESST Corp, the SBDC and other support groups to start more new businesses with an eye towards solving problems faced by these businesses.
- 4) Other activities such as analyses of markets, workforce development issues and cultural issues that affect entrepreneurship.

a. **Short term activities**

In the short term, courses could be offered at Anderson and transmitted using two-way audio and video to Gallup. Given the issues raised above in terms of collaboration with the community and the supporting organizations, the course instructor in Albuquerque will not have access to projects from the local businesses and as such a coordinator is needed in Gallup. This coordination could take on many different forms:

- a) The coordinator in Gallup is trained over time to assist in the development of the course projects, mentorship of students and coordination with local businesses and entrepreneurs.
- b) The faculty member from Albuquerque can travel to Gallup at set intervals to work with student groups

In Spring 2008, MGT 324 (New Venture Creation) is offered at ASM with a section in Gallup, to where lectures are transmitted. The faculty from Anderson will work with a coordinator in Gallup to experiment with the process described above.

The important aspect of this collaboration is the ability to serve multiple locations with one faculty member and a coordinator. The efficacy of this approach should be examined over time to determine if this is the best way to engage the students, community and businesses in Gallup.

b. Long term activities

There are a number of joint activities that can be accomplished in the long term. They include:

- i. Course development and delivery focused on accomplishing two major goals: enhance existing capabilities that can help the region while remedying the region's shortcomings. Note that this can only be done after research is done to identify the strengths and weaknesses in the region.
- ii. Grant writing: grant applications to agencies and foundations that support entrepreneurship in rural, majority-minority areas, economically depressed and high unemployment areas should be examined. The grants can help in offsetting the cost of programs offered.
- iii. Support the clinical approach to start new businesses, support the existing ones and attract new cluster companies to the area, increasing the number of jobs and the market for entrepreneurial activities.
- iv. Anderson Ph.D. program and faculty development: as Anderson prepares the Ph.D. program in Management of Technology, it is easy to add an entrepreneurship component to produce faculty that can serve the population of New Mexico. This enhances the ability to develop faculty who currently teach at UNM-Gallup without a Ph.D. and adjunct faculty who are interested in career development.
- v. Other activities that encourage entrepreneurship and business development in rural and indigenous areas. Examples include conferences like the recent Fostering Indigenous Business and Entrepreneurship in the Americas conference in Acoma, NM (FIBEA, see <http://fibea.mgt.unm.edu/>) These conferences can support the identification of research, development areas, and curricular issues that should be addressed.

The Anderson School is in the process of adding capacity to its entrepreneurship programs by hiring a new faculty member in entrepreneurship (expected to have a new person on board by August 2008). Over the years we have developed a cadre of adjunct faculty members who are committed to help as well. We currently have world-class programs in international entrepreneurship and in technology entrepreneurship. ASM's link to the business community in the state as well as to the agencies that support entrepreneurship is a plus.

We propose to enhance these activities. The plan for doing this is as follows:

- i. Start offering all of the entrepreneurship courses through distance education.
- ii. Offer non-credit entrepreneurship courses for interested parties in the community.
- iii. Plan to coordinate recruitment activities in high school and other venues.
- iv. Work with government and quasi-government agencies to enhance support for entrepreneurs.
- v. Implement a business plan competition in the region for students from college, high school, etc.
- vi. Offer speaker forums for entrepreneurs, academics and support agencies.

- vii. Offer support in areas such as accounting, marketing, operations and finance for individuals interested in being entrepreneurs.
- viii. Research success factors, areas of endeavor that can be successful, needs of the community, support functions and other factors that can increase small and family business development.
- ix. Support local, state and federal policy decision making in enhancing entrepreneurship in the region.

c. Implementation schedule and Responsible Parties:

The activities listed above have a cost, but this cost can be spread across many areas of New Mexico if this plan is adopted in different communities where sharing of resources, information, and lessons learned can produce results.

i) August 2008: Start offering all of ASM's entrepreneurship courses through distance education

This requires availability of technological capabilities at the receiving end. In entrepreneurship, instruction is most effective when students combine the theory in lectures with experience from working on real life projects, requiring coordinators who can support this clinical work at each one of the colleges.

Cost: faculty at Anderson with courses offered at different locations through distance education plus a coordinator at each of the branch campuses.

ii) August 2009: Offer non-credit entrepreneurship courses for interested parties in the community.

This requires analysis of needs and advertising for classes. Courses can be offered as one-day seminars every six months or so. Keeping track of attendees and the effectiveness of courses is necessary.

Cost: entrepreneurship coordinator at branch campus can help with this analysis, with guidance from faculty at Anderson.

iii) August 2008: Plan recruitment activities in high school and other venues.

Coordinators at branch campuses can do this as part of their jobs.

iv) August 2008 Work with government and quasi-government agencies to enhance support for entrepreneurs.

This requires research into existing businesses and potential entrepreneurs to determine the support needed for regional enhancement. Research could be done by the branch campus with support from the Anderson School. Grants could be written for these types of activities.

v) August 2009 Implement a business plan competition in the region for students from college, high school, etc.

This requires a champion from the local community. Anderson faculty can support this effort by sharing the experience at Anderson in running the UNM Technology Business Plan Competition.

vi) January 2009 Offer speaker forums for entrepreneurs, academics and support agencies.

This could be an activity best performed by the chair of the business department/group at the local branch campus.

vii) January 2009 Offer support in areas such as accounting, marketing, operations and finance for individuals interested in being entrepreneurs.

Students from other business disciplines could be used in this endeavor.

Coordination is required by business department chair. Community advisors could also be mobilized to do this.

viii) Research success factors, areas of endeavor that can be successful, needs of the community, support functions and other factors that can increase small and family business development.

This is a major endeavor that pays off in terms of understanding the problems, barriers and other issues that should be resolved to insure that more small businesses are created in the region. This requires careful thought and planning and should be designed by someone with experience in this area (Anderson School faculty) with support from local branch campus business instructors.

ix) Support local, state and federal policy decision making in enhancing entrepreneurship in the region.

This is the result of the research done in item viii above.

V. Budgetary Issues

The above activities require funding for two major items:

I. A faculty member at Anderson focused on New Mexico's rural, indigenous, and small community entrepreneurship who can support the branch campuses in their endeavors, can offer courses in distance education, and can perform the research necessary to solve problems across these regions. Funding for research can come from governmental agencies and private foundations, but proposals need development. The funding for this position should help communities in achieving results quickly.

II. Entrepreneurship coordinators at each of the branch campuses: one coordinator in each campus will support the Anderson faculty in part I above.

This funding request avoids duplication across NM colleges by focusing the major activity at the flagship institution but leveraging the coordinators at each campus to carry out the needs in the community. Supplying Ph.D. faculty from UNM to branch campuses is an additional path forward, and UNM should work toward a Ph.D. program in entrepreneurship to provide these new branch campus faculty members.

VI. Final comments

A number of people have contributed to this report. These include UNM Gallup director Beth Miller and Gallup staff members Christine Marlow, Elvira Stahn, and Robert Hoffman, among many others; Northern New Mexico College staff member Robert Behrendt; Anderson faculty Dante DiGregorio, Steve Walsh, Raul De Gouvea, Glen Peterson. Paul Sandoval and staff members Jennifer Bayley and Keivon Kianfar. The errors and omissions, however, in the final document remain mine.

Please address questions to:
Sul Kassicieh
ASM Endowed Chair in Economic Development
sul@unm.edu
505-277-8881.

Wednesday 21 October 2015

Dr. Matt Mingus, CHAIR
UNM Gallup Curriculum Committee

Dear Dr. Mingus,

This letter is in reference to the Curriculum Committee review of the Entrepreneurship Certificate program.

Having considered the history of the program and the paltry documentation presented, it is my recommendation that the program be *taught out*.

My reasons for this recommendation are:

1. The certificate in Entrepreneurship is a total of 30 credits but contains only 9 hours of general education, 3 English, 3 in the Humanities, and 3 Math. This is not an educational service for our students.
2. The program has low caps on classes.
3. Even with the low caps the enrolment in each class is often significantly lower than the cap.
4. Facing an uncertain financial future it is not in our best strategic interest to continue to subsidize this program from other academic funds.
5. The classes are local/vocational. The documentation states that, except for two classes of the Entrepreneurship Core (21), MGMT 190 and MGMT 195, all of the core classes transfer directly into the A.A. Degree or Bachelor's Degree. But the documentation also states that for the Bachelor's degree, the other 15 Entrepreneurship core credits are accepted only as electives. This is not a strong endorsement of the program. In visiting the Anderson School of Management, BBA Entrepreneurship Studies Concentration site, I noticed that only upper division courses are listed so I can only assume that the 15 Gallup credits are acceptable as lower division electives, as part of the Pre Administration Coursework of 55 credits.
6. I find no articulation agreement in the documentation to substantiate the transferability of any credits.
7. The documentation shows only two graduates: one AAS degree in fall 2006, and one Certificate in spring 2014.
8. The documentation does not include any evidence of job placement or student entrepreneurial success.
9. The documentation includes scant support materials to even justify this program as a local training.
10. The full-time instructor is given a two class release time to manage a rural business development program. This is not something we should subsidize from our academic budget.

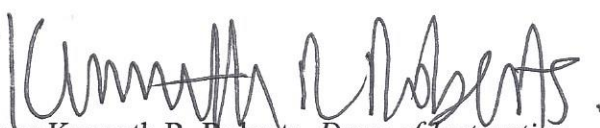


11. The documentation is poorly written and appears to be hasty in its presentation.
12. The documentation is slight on why this might be a valuable educational program and heavy on special projects such as regional conferences to promote small business.

Mr. Frank Loera, Division Chair, suggests that some of the individual classes could be retained as part of the degree option in BMT.

I suggest that the small business promotion function of the Entrepreneurship program, if it is to continue, be returned to a grant funded activity or be housed in the UNM Small Business Development Bureau. This would maintain a business partnership with the region and would more accurately reflect its function.

Truly,



Professor Kenneth R. Roberts. *Dean of Instruction.*

cc's Mr. Frank Loera, Chair, Business and Applied Technology