Greetings from Angela Throneberry
Senior Vice President for Administration and Finance

I am pleased to present to you New Mexico State University’s (NMSU) Administration and Finance Division Strategic Plan. This plan will provide direction for the Administration and Finance Division for the next five years and will help us meet NMSU’s Goals for Success, which are the foundation of continued advancement for our university. With functional units in Human Resource Services; Auxiliary Services; Facilities and Services; Finance; and Information and Communication Technologies, our division touches all aspects of the university, giving us the capacity to effect positive changes throughout the system. We take this responsibility very seriously and kept our duty to serve university community members foremost in mind throughout the planning process.

This plan is based on input from all levels of staff in the division. In fact, the most important pieces of the plan – those that specifically lay out what we will do to meet the university’s Goals for Success – have been almost exclusively drafted by staff volunteers and university community members who utilize our services. While we incorporated other inputs, such as an environmental scan of current operations and the products of other NMSU strategic initiatives, our primary aim was to include the voices and insights of people who work with and within the Administration and Finance Division – those who are tasked with the everyday operations of our group.

NMSU faces a challenging undertaking. Budgets are limited, both on campus and across the nation. Our university is tasked with serving a population with increasingly diverse needs, in an increasingly complex environment. While the road ahead may not be easy, we know that our greatest resource – people working together toward collective goals – will make realization of this ambitious plan possible.

I want to thank all those whose dedication, vision, and hard work contributed to this plan. I look forward to continuing what we have started together, and to sharing the achievements and success I know will follow.

Angela Throneberry
On May 11, 2012, NMSU's Board of Regents officially adopted the *Building the Vision Academic Strategic Plan*, a comprehensive blueprint to realize seven strategic success goals for the university. College and division leaders were tasked with developing plans to support this initiative. The Administration and Finance Division has employed a collaborative process, which includes input from a diverse group of staff and division stakeholders, to detail how we will advance the goals of *Building the Vision*.

With five major units in Human Resource Services; Auxiliary Services; Facilities and Services; Finance; and Information and Communications Technologies – the Administration and Finance Division has a broad reach that touches a wide population of the NMSU community. This plan lays out the mission, vision, values, objectives, strategies, and metrics we will use as we work with our counterparts to advance NMSU's overarching goals of teaching, research, and service for the citizens of New Mexico.
Mission, Vision, and Values

Keeping Sight of What Matters

In formulating this plan, we recognized the importance of articulating a shared statement of purpose – a guidepost for planning to ensure alignment with NMSU’s larger initiatives.

We wanted the Administration and Finance Division’s mission statement to reflect our roles in supporting the overarching goals of the university. Our statement is:

The mission of the Administration and Finance Division is to provide New Mexico State University’s students, faculty, and staff with exceptional support services; to ensure excellence in stewardship over the resources entrusted to us by the State of New Mexico, its residents, and the university community; and to support the success of the university’s mission of education, research, extension, and public service.

From NMSU’s initiatives and the division’s mission, our vision is:

The Administration and Finance Division is an organization that is known for providing excellent service to its customers and a supportive, engaging, and fulfilling work environment for its staff.

We also worked together to identify our core values – those charges and concepts that encapsulate how we do business, how we measure success, and – most importantly – how we treat people.

The Administration and Finance Division values...

...we value exceptional service!
Planning Process  
*Success through Inclusivity*

Figure 1. Strategic Planning Process

This plan is the culmination of nine months of information-gathering and collaborative work within the Administration and Finance Division and among stakeholders throughout the NMSU community. Figure 1 provides a graphical overview of the planning process.

Initial Inputs

The strategic planning process is based on two related inputs: NMSU’s *Goals for Success* and *Building the Vision*, the university’s overall plan to realize the Goals. *Building the Vision* was created by a broad-reaching committee whose members represent the diverse campus community and details objectives, strategies, actions, and key performance indicators for each goal. This framework was instrumental in the initial planning work undertaken by the Administration and Finance Strategic Plan Steering Group.

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This plan is the culmination of nine months of information-gathering and collaborative work within the Administration and Finance Division and among stakeholders throughout the NMSU community. Figure 1 provides a graphical overview of the planning process.
Planning Process

A Steering Group consisting of division and unit leaders began meeting in August 2012 to lay the framework for the plan, formulate mission and value statements, and devise initial objectives – broadly-worded directives addressing how the division will help achieve NMSU's goals. These goals encompass student graduation, diversity, international reach, economic development, effectiveness and efficiency, a strong alumni base, and a culture of university pride. The Steering Group continued to meet throughout the strategic planning process, ensuring that consistent, dedicated leadership would characterize the process.

The next crucial element in the strategic planning process was the incorporation of an objective, third-party view of the division – an environmental scan consisting of an analysis of the strengths and challenges of the division, as seen through the eyes of its employees and stakeholders.

Environmental Scan
In October 2012, CommTech Transformations, Inc., an external consulting firm with expertise in university strategic planning, joined the division to provide an environmental scan and SWOT analysis (a look at the internal strengths and weaknesses of an organization or institution, as well as its external opportunities and threats). This work provided a “snapshot” of the current state of the division. Employees and university community members working with or served by the division met for interviews and group information-gathering sessions to discuss operations. This process was undertaken for the Administration and Finance Division as a whole, as well as for each of its composing units. Final reports on each of these components are available at http://af-strategic-planning.nmsu.edu/index.html.

Planning Teams
Inclusivity was a principal theme in this process; the personal insights and experiences of staff who work in and with the Administration and Finance Division every day were essential. The intention from the start of the process was that the majority of the plan would be generated by a large, collaborative group of division employees and those with whom and for whom they work. Shortly after the completion of the environmental scan, the bulk of the work of content generation for the Strategic Plan was underway. Five workgroups (one representing each unit of the division) began meeting in November 2012 to develop objectives, strategies and metrics for the seven university goals. Each group, which consisted of division staff and external stakeholders, held meetings to review each goal. From these areas, the strategic plan Steering Group devised the initial objectives that were passed along to the division managers and directors for review and comment, and then sent to the workgroups to serve as starting points for their activities. Workgroups modified the objectives as they saw fit, then drafted strategies (concrete actions to realize objectives) and metrics (specific measures that indicate the effectiveness of the strategies). The Steering Group compiled the workgroup responses, merging the input of the various groups into a comprehensive, coherent whole. The compiled responses were then shared with the workgroups to ensure the content and spirit of their input was captured. Edits were incorporated as necessary before the revised objectives, strategies, and metrics were offered to the division managers and directors for review. A complete draft of the plan was released to the Administration and Finance Division for review before submission to NMSU administration.
Goals for Success

DIVERSITY
Strengthen our commitment to diversity of faculty, staff and students, anchoring our path to excellence in an unwavering commitment to access and inclusion

INTERNATIONAL REACH
Focus our international reach to prepare students for a global society and expand our land-grant teaching and research missions

GRADUATION
Make graduation Goal #1 for our students and ensure demonstrable increases in student persistence in our degree and certificate programs

CULTURE OF PRIDE
Build a culture of pride in partnership and achievement in our classrooms, studios and laboratories and on our campuses, courts and fields

ALUMNI AND FRIENDS
Substantially increase our university endowment and giving

EFFECTIVENESS AND EFFICIENCY
Achieve maximum effectiveness and efficiency in serving our communities and constituencies across our university system

ECONOMIC ENGINE
Be the economic engine for New Mexico through linking and strengthening our research and economic development partnerships
Goal

Number One

“Make graduation Goal #1 for our students and ensure demonstrable increases in student persistence in our degree and certificate programs”

Objective One

Create, maintain, and continuously improve university system facilities and services that foster safe learning, teaching, research and a strong University community

Strategy

Support and identify alternative sources of funding to maximize NMSU's investment in equipment, facilities and services

Metric

1. Number of funding opportunities pursued or supported
2. Increase in the amount of funding received from funding sources

Objective Two

Continuously update technologies, services and facilities that enhance teaching, learning and research

Strategy

Evaluate work and academic environments to include all aspects of safety and formalize safety training programs to ensure appropriate content and delivery

Metric

1. Increase in the number of employees and students attending safety training
2. Increase in the number of communications released regarding safety awareness
3. Reduction in the number of incidents

Strategy

Continue to create programs to promote sustainability

Metric

1. Increase in the number of sustainability efforts
2. Increase in the number of communications released regarding sustainability awareness
3. Increase in the number of trainings provided on sustainability

Strategy

Encourage active student, faculty, and staff engagement in Administration and Finance initiatives

Metric

1. Improvement in student, faculty, and staff satisfaction ratings

Strategy

Review and provide effective training for the intended audience

Metric

1. Increase in the number of training types provided
2. Increase in the number of employee-attended trainings
Goal Number One

“Make graduation Goal #1 for our students and ensure demonstrable increases in student persistence in our degree and certificate programs”

Objective Three

*Foster a culture that values and promotes customer service*

**Strategy**

Expand and streamline services to support the university community and customer experience

**Metric**

1. Improvement in customer satisfaction ratings
2. Increase in the number of employees who attend customer service training
3. Increase in the number of off-hours services available
4. Increase in the number of trainings and web resources/documentation available

Objective Four

*Create an engaged and supportive environment that enhances academic and social success*

**Strategy**

Create opportunities for students and their families to be engaged with the campus community

**Metric**

1. Increase in the amount of feedback from family and students
2. Increase in student satisfaction results
3. Increase in the number of discounts offered to students for services and products
4. Improvement in peer institution comparison review results
5. Increase in the number of student-related communications released

Strategy

*Improve support services and structures that help ensure student success*

**Metric**

1. Improvement in student satisfaction ratings
2. Increase in use of support services
3. Increase in the number of student tools or services updated/promoted
Goal
Number Two

“Diversity - Strengthen our commitment to diversity of faculty, staff and students, anchoring our path to excellence in an unwavering commitment to access and inclusion”

Objective One
Enhance efforts to recruit and retain a quality, diverse workforce

Strategy
Improve marketing campaigns/strategies that highlight the diverse workforce and opportunities

Metric
1. Increase in the variety of recruitment outlets
2. Increase in the number of applicants from diverse recruitment outlets
3. Establishment of recruitment training for managers and number of associated trainings completed
4. Increase in the number of under-represented employees

Objective Two
Foster an environment that facilitates an inclusive institutional culture and diverse learning experience

Strategy
Support cultural awareness in the division

Metric
1. Increase in the number and types of communications released on cultural awareness
2. Increase in the number of cultural awareness activities supported

Strategy
Support a flexible work environment that promotes diversity and productivity

Metric
1. Increase in the number of alternative work schedule solutions offered
2. Increase in the number of hits on Human Resources applicant/community web page
3. Reduction in employee turnover

Strategy
Develop, implement, and educate on career path/professional development opportunities, and support civic and social engagement

Metric
1. Increase in the number of professional development trainings completed
2. Increase in the number of hits on Human Resources applicant/community web page
3. Reduction in employee turnover
Objective One
Support international opportunities for students, faculty, and staff through streamlined administrative processes

Strategy
Collaborate with international program offices to educate individuals and departments on international processes and resources, as well as improve processes between offices

Metric
1. The number of process improvement projects completed
2. Reduction in the number of errors/inconsistencies between international program processes and division processes
3. Increase in the number of online resources
4. Increase in the number of trainings offered on international processes and resources

Objective Two
Enrich the international student, faculty, and staff experience through collaboration with Student Affairs, Graduate School, and International Programs

Strategy
Instill cultural awareness in our customer service

Metric
1. Increase in the number of cultural awareness trainings conducted
2. Increase in the number of communications released on NMSU’s international focus

Strategy
Participate in international orientations to share information about Administration and Finance Division services

Metric
1. Increase in the number of orientations in which Administration and Finance participates

Strategy
Support opportunities to create facilities and services that foster or enhance the international experience

Metric
1. Increase in the number of facilities or services identified, created, or updated
Objective One
Support research and public service opportunities contributing to economic development

Strategy
Enhance support services and collaborations with Principal Investigators on contract administration

Metric
1. Improvement in customer satisfaction ratings
2. Increase in the number of resources dedicated to research and public service

Strategy
Collaborate and develop processes and policies that optimize intellectual property opportunities available for commercialization

Metric
1. Increase in the number of policies created or revised
2. Increase in the number of collaborations and partnerships with external entities
3. Increase in the number of commercialization opportunities supported

Objective Two
Enhance partnerships and infrastructure in support of research

Strategy
Seek competitive grant initiatives for Administration and Finance Division

Metric
1. Increase in the number of grant applications
2. Increase in the number of collaborative proposals submitted that support research

“Be the economic engine for New Mexico through linking and strengthening our research and economic development partnerships”
Goal
Number Four
“Be the economic engine for New Mexico through linking and strengthening our research and economic development partnerships”

Objective Three
Increase opportunities for NMSU events and services to enhance local and regional business

Strategy
Make the NMSU campus part of the Las Cruces community by maintaining and developing new local and regional partnerships

Metric
1. Increase in collaboration that supports university corridor development
2. Increase in the number of events and repeat customers
3. Increase in the number of collaborative proposals submitted that support partnerships
4. Improvement in customer satisfaction ratings
5. Increase in the number of communications released on local and regional partnerships

Objective Four
Support opportunities to prepare students for the workplace

Strategy
Support student positions/practicums for career-related paths

Metric
1. Increase in the number of career-related co-ops/internships/practicums
2. Increase in the number of tools utilized to aid in the success of student employment
3. Increase in the number of student-focused outreach events
Objective One
Re-engineer, automate and/or integrate Administration and Finance processes

**Strategy**
Enhance customer experience through improved resources, tools, and quality assurance reviews

**Metric**
1. Increase in the number of automated processes
2. Decrease in the number of manual processes
3. Increase in the number and frequency of website reviews
4. Improvement in customer satisfaction ratings
5. Increase in the number of technologies that access NMSU systems
6. Increase in the availability of self-service tools that enable on-demand capability

Objective Two
Establish and enhance training and awareness, and improve communication practices

**Strategy**
Create a process that outlines the standards of NMSU specific training for employee positions

**Metric**
1. Creation of employee survey that identifies training needs
2. Improvement in job performance rating
3. Creation of Administration and Finance new employee departmental orientation
4. Increase in the number of job-specific trainings
5. Increase in the number of standard operating procedures documented

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**Strategy**
Identify decision bottlenecks and establish the framework to empower decision making at appropriate levels

**Metric**
1. Reduction in turnaround time in approval processes
2. Improvement in process changes as indicated by customer survey results
3. Increase in the number of decision points evaluated to ensure decisions are made at appropriate level
Goal
Number Five
“Achieve maximum effectiveness and efficiency in serving our communities and constituencies across our university system”

Objective Three
Support collaboration between departments

Strategy
Create programs that foster career growth, cross training, succession planning, and employee recognition

Metric
1. Improvement in employee job satisfaction rating
2. Improvement in job performance rating
3. Increase in the percentage of employees who have been cross-trained
4. Increase in the number of individual employee training plans created to support career growth
5. Establishment of programs for formalized employee mentorships

Objective Four
Continually assess Administration and Finance organization structure for efficiency opportunities

Strategy
Review division operations and recommend organizational changes

Metric
1. Increase in the number of redundant functions identified and consolidated
2. Establishment of an automated employee “suggestion box”

Strategy
Create programs that foster career growth, cross training, succession planning, and employee recognition

Metric
1. Improvement in employee job satisfaction rating
2. Improvement in job performance rating
3. Increase in the percentage of employees who have been cross-trained
4. Increase in the number of individual employee training plans created to support career growth
5. Establishment of programs for formalized employee mentorships

Strategy
Improve supervisors’ management skills

Metric
1. Establishment of processes to measure expectations of management
2. Improvement in job performance rating of supervisors
3. Increase in the number of management trainings completed by supervisors
4. Implementation of a staff-evaluating-supervisor tool

Strategy
Improve partnerships between groups across campus

Metric
1. Establishment of a protocol to communicate process changes
2. Increase the amount of participation in functional group events
3. Development and release of documented, formalized group roles and responsibilities with contact information

Strategy
Improve communication skills

Metric
1. Increase in the number of communication trainings successfully completed
2. Improvement in customer satisfaction ratings
Objective One
Raise the level of Administration and Finance employee philanthropic awareness

Strategy
Educate employees about Foundation giving

Metric
1. Increase in the number and variety of Foundation communications relayed through Administration and Finance Division channels
2. Increase in the number and variety of Foundation giving opportunities for Administration and Finance Division philanthropic efforts
3. Increase in recognition of service partner giving

Objective Two
Support the NMSU Foundation through improved processes and systems

Strategy
Assist with data management between the Foundation and NMSU systems

Metric
1. Decrease in the number of steps in the payroll deduction giving process
2. Decrease in the number of manual processes
3. Increase in customer satisfaction ratings
## Objective One
**Improve the Administration and Finance Division employee experience**

### Strategy
*Empower decision making at appropriate levels*

### Metric
1. Reduction in the number of approval steps
2. Increase in employee satisfaction ratings
3. Increase in job-specific training to improve decision making ability

### Strategy
*Expand professional development opportunities*

### Metric
1. Increase in the number of professional development classes attended, events provided, and/or certifications awarded
2. Increase in the number of trainings supervisors/managers attended

## Objective Two
**Increase Administration and Finance employee participation in campus activities and organizations**

### Strategy
*Create an Administration and Finance Division employee action committee to advise division leadership*

### Metric
1. Increase in the amount of feedback that leads to changes in Administration and Finance operations or processes

## Objective Three
**Improve the visitor experience**

### Strategy
*Improve services beneficial to NMSU visitors*

### Metric
1. Increase in the number of tools or services updated/promoted
2. Increase in the number of communications released to departments and the Las Cruces community about visitor services

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**Goal Number Seven**

“Culture of Pride—Build a culture of pride in partnership and achievement in our classrooms, studios and laboratories and on our campuses, courts and fields”
Challenges and Successes

Challenges

Aligning University Goals with Administration and Finance Division
Developing objectives for the seven university goals was challenging, as some goals did not clearly align with the business model of the Administration and Finance Division. For example, the first NMSU goal, Make graduation Goal #1 for our students and ensure demonstrable increases in student persistence in our degree and certificate programs, required creative reflection, as the Administration and Finance Division has limited direct involvement in student learning. However, through the collaborative efforts of workgroups, managers, directors, and the Steering Group, objectives that pertained to this goal were identified, revolving around ICT support with student services, Facilities and Services with building infrastructure, and Auxiliary Services with campus life and student engagement. Another challenging goal, Focus our international reach to prepare students for a global society and expand our land-grant teaching and research mission, was addressed through hiring practices and funding in the Finance and HR units.

Inclusivity
The Administration and Finance Division felt an inclusive model for strategic plan development would strengthen both the plan and buy-in to the plan. One of the Steering Group’s primary goals for the end product was comprehensive representation of the perspectives of the diverse employees of the division. To accomplish this, staff and internal and external customers volunteered to participate in workgroups that assisted in formulating the objectives, strategies, and metrics aligned with the goals of the plan.
Challenges and Successes

This methodology presented a challenge; one seen as wholly worthwhile by the Steering Group. The Administration and Finance Division is one of the largest divisions at the university with over 600 staff members. Its five units handle wide-ranging and varied tasks, from budgeting to environmental health and safety to student residential life, among many others. The staff members of these units – with their array of job responsibilities, customer bases, and NMSU community points of contact – hold unique perspectives on how the goals of the university can and should be addressed. The Steering Group was responsible for merging the recommendations of the workgroups into a thorough, workable whole. This process involved integrating a considerable amount of text into the concise objectives, strategies, and metrics.

Further, while the workgroups addressed each goal individually, recommendations often crossed multiple arenas; for instance, suggestions submitted for “International Reach” were sometimes well-suited for the “Diversity” goal. The Steering Group was tasked with analyzing and consolidating each goal as it was processed by the workgroups, but also for maintaining a sense of the larger picture. This entailed a complicated process of creation, review, and realignment that, while time-consuming, culminated in a thorough, thoughtful plan attributable to the entire division.

Planning Process

There were several challenges associated with the planning process itself. Since the process began in the Fall 2012 semester, interruptions with NMSU’s Winter Holiday and end of semester work slowed initial progress. This was particularly problematic for the workgroups, which had just begun meeting prior to the Winter Holiday, resulting in a start-stop-restart process.

There were also different work processes employed by the various workgroups – the workgroups were encouraged to develop their own processes and procedures to identify objectives, strategies, and metrics. Not only did the workgroup processes differ from one another, but how their data was presented varied as well. This led to many instances where additional communications between the workgroups and Steering Group were needed to ensure that the submitted objectives, strategies, and metrics were understood and properly consolidated by the Steering Group.

The short timeframe allocated to complete the project was also a challenge. In addition, staff members involved were required to complete their regularly assigned duties while participating in the planning efforts. The workload made it more difficult for workgroups to meet and complete their planning tasks in a timely manner.

Successes

Plan Completion – Almost On-time

Despite the inherent challenges of developing an inclusive process while pulling together workgroups, analyzing our strengths and weaknesses, and ultimately developing objectives, strategies, and metrics under an aggressive timeline, the plan was completed within an acceptable timeframe. The collaborative efforts and unfailing support of the workgroups, division staff, managers and directors, and Steering Group pushed this plan forward during the planning process, and will continue to drive it forward as the implementation stages begin.
Challenges and Successes

Planning Themes
Five themes were identified during the planning process. The themes provide the division with a general planning roadmap that is easily understood, accepted, and followed by the division staff. In addition, the themes are easily communicated throughout the division and its many customers, and, as such, help ensure the division stays on track to reach its goals and objectives.

Broadly-Based Participation
Unlike the development of many strategic plans, which may function through a more hierarchical approach, the entire Administration and Finance Division staff had an opportunity to participate in and contribute to this plan. Many staff members who would not normally be engaged in strategic planning were able to gain planning experience and to know that their input would be incorporated in the final document. The cross-unit composition of the workgroups (i.e., each group was composed of employees from multiple units) also allowed staff members to collaborate and interact with people from other units in the division, opening the door for communication across units and helping to ensure a more cohesive division. The time spent bringing staff up to speed on the planning process was well worthwhile, given the tremendous support and generation of a wide spectrum of ideas by workgroups. The plan’s Steering Group believes that this will foster a sense of ownership of the plan by the entire staff.

In addition to the division’s commitment to extensive participation of internal staff to the development of the plan, the input of external partners was considered vital. University community members and customers of various Administration and Finance units contributed to the situational and SWOT analyses conducted early in the planning process. The participation of these division associates provided perspective on current and future operations that could not have been gleaned from those employed by the division. The Administration and Finance Division leadership wanted this plan to include as many voices as possible, which was accomplished throughout the process.

Situational and SWOT Analyses
The Administration and Finance Division understood that a third-party examination of the organization would be crucial for success now and in the future. An independent consulting firm was brought into NMSU to conduct a situational and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis throughout the division. It is the Administration and Finance Division’s opinion that attention to these factors, especially the weaknesses identified in the SWOT analysis, will contribute to the long-term sustainability and success of the division overall. (See the Appendix for the SWOT analysis results.)

Additionally, the process of completing these analyses allowed participants the chance to reflect on their own work and work environments, as well as on the division as a whole. The opportunity to reflect on the Administration and Finance Division’s mission, vision, and values set the stage for transformational planning.
Keys to Success

To achieve NMSU’s Goals for Success, the Administration and Finance Division strategic plan team identified twenty-one strategic objectives to be reached in the 2013-2018 time period. In addition to the objectives identified, several repetitive themes emerged from the many strategic and operational objectives, strategies, and metrics put forth by the division’s unit planning workgroups, managers and directors, planning Steering Group, and the division’s staff and customers. These themes, which are consistent across all seven university goals, are a roadmap for the Administration and Finance Division, and the message is clear: the path to success is based on five thematic areas.

The five themes, or Keys to Success, become the overarching division strategy that will be employed to make reaching the goals and objectives of the Administration and Finance Division a reality. The keys to success are:

• Improve internal and external communication with the division’s diverse set of stakeholders
• Streamline processes to enhance efficiency and avoid bottlenecks
• Enhance staff training and education to improve job performance and job satisfaction
• Expand collaboration across the division and engage external partners and stakeholders through expanded services
• Emphasize empowerment and recognition of staff

Communication
As the largest division at NMSU, the Administration and Finance Division must put into place an inclusive communication strategy that emphasizes transparency. One of the division’s primary challenges is the diversity of the groups it serves – students, staff, faculty, campus administrators, families, and external vendors are examples of the stakeholders with which the division regularly communicates.

A strength of the division is the breadth and depth of the organization; small changes in the communications strategy will contribute to more productive relationships with division stakeholders and serve as a segue into larger division goals and objectives.

Efficiency
Making processes more efficient will not only improve internal and external operations, it will help avoid potential bottlenecks associated with division practices. Utilizing technology resources and tools available will lessen much of the labor intensive manual processes and will streamline workflow. Consolidation or elimination of similar functions across the division will also improve efficiency and minimize duplicative services. Empowering decision making at appropriate levels will result in quicker turnaround times, faster decisions, and happier customers and employees.
Training and Education
Providing Administration and Finance Division staff with opportunities to advance their skill sets will enhance professional development, boost job performance, and create a culture that encourages personal and professional advancement. To achieve this, a training standard must be defined that focuses on enhancing job and management skills and improving customer service.

Collaboration and Engagement
Increasing collaboration and engagement was a theme that surfaced throughout the plan development process. Since the division’s interaction with campus and external entities is broad, the division again has many opportunities to positively impact how groups of people work together for the benefit of NMSU. Encouraging the division staff to engage in campus activities and organizations will foster collaboration and build rapport across campus.

Expanding engagement among Administration and Finance Division customers is also crucial. The division has relationships with numerous external businesses and customers who could enhance the directed learning experience of students and staff; together, the division and its stakeholders can work towards identifying additional partnerships with local and regional businesses to both improve the financial position of NMSU and enhance quality of life on campus. Staff mentoring and participation in social programs for students will also build collaboration across campus.

Empowerment and Recognition
The staff employed throughout the division are the backbone of the organization. This plan would not have come to fruition without the dedicated, motivated workgroups, the managers and directors, and senior administration representing all units within the division. Their input and opinions were taken into careful consideration and integrated into the plan where possible. Like any plan of this magnitude, ideas and comments were often consolidated or moved to different sections, or removed to become part of the unit operational plans. This plan would not have been possible without the unwavering support and input from Administration and Finance staff. The work involved in creating the plan is just one example of the contributions staff members make to the division and NMSU as a whole. Recognizing the hard work and dedication that the division staff brings to the organization is at the forefront of the Keys to Success. The division will develop more comprehensive staff recognition programs, realizing that a recognized staff is a happier and more productive staff.

Before meaningful change can be implemented across campus, the staff must commit to the goals and objectives proposed in this plan. To do this, the division will strive to empower decision making at appropriate levels and continue to value employee contributions.
Next Steps in the Planning Process

After the strategic plan is finalized in the summer of 2013, action will be taken to initiate subsequent planning activities required to reach the division’s objectives through the strategies and associated metrics identified during the planning process. The Administration and Finance Division will undertake the following activities to ensure that strategic initiatives become operational realities:

- Specify strategic and operational goals for success. This plan outlines the metrics, which are associated with specific strategies, that will be used to measure the division’s progress in reaching its goals and objectives. However, these metrics do not stand alone. The division must also “set the bar” and specify what will mark success or failure in its work over the five-year plan life based on these metrics. Working closely with unit planners, the division leadership will identify yearly target improvements for each unit as well as for the division as a whole. While all metrics in this plan do not necessarily apply to each individual unit, in aggregate, they contribute to the attainment of the overall objectives of the division. To set the standards for success, the division must also address the following:
  - Identification of gaps between current and target levels of improvement; or more simply, identifying where we are in relationship to where we want to be
  - Identification of the performance drivers that will most likely lead to the successful attainment of strategic objectives and goals

- Form a tracking/advising group. A group, consisting of staff members from throughout the division, will be selected to assist in the development of strategies that ensure that an efficient system is put in place to monitor plan progress as the division moves into and through its plan implementation stages. In addition, the group will be charged with working with the plan administrator, who has primary oversight of the plan, plan support staff, and individual unit leaders to ensure that unit operational plans support the division’s strategic plan. The group will engage and encourage division staff to identify work-related issues, submit ideas and suggestions to resolve those issues, advise division leadership on ways to improve the effectiveness and satisfaction of staff, and monitor progress of the division in reaching its strategic objectives.

- Modify the plan as necessary to account for circumstances that require change, such as those that will result from the implementation of NMSU’s Vision 2020 Strategic Plan. Exigencies that drove the creation of the plan, as well as the development of the specific goals,
objectives, and metrics, are grounded in a single point in time. While
the staff responsible for developing the plan and plan processes at-
ttempted to predict future obstacles that would arise with plan imple-
mentation, it is impossible to have developed a contingency for every
possible future occurrence or scenario. Therefore, Administration and
Finance Division leadership recognizes that this plan is a living docu-
ment and is willing to modify it as needed to account for circumstanc-
es that necessitate changes to the plan. The success of the division
is tied to improving efficiency, communication, training, collabora-
tion and empowerment as identified in the plan development process.
Improvement in these areas may require modification of the plan from
its current state.

• Develop communication strategies. Improved internal and external
communication, based in part on developing more comprehensive and
effective communication strategies, is imperative to the success of the
division’s plan implementation. Seeking input regarding the planning
process will motivate division staff to accomplish the plan’s objectives
and goals. The division must also ensure that progress and the efforts of
its staff do not go unnoticed by the university community.

• Prepare for the next strategic plan. The realities of planning the future
of the Administration and Finance Division require that the present-day
planners begin to actively consider the future past 2018. Preliminary
preparation for the next strategic plan will begin in 2016 and will take
into consideration the accomplishments achieved as a result of the cur-
rent plan and will account for changes in the university environment,
teaching and business technologies, funding availability, and instruc-
tional methods that are integrated into the next plan. The strategic
planning team sees the planning process as a scaffold – as we climb the
rungs to each level we build upon lessons learned to move towards new
goals and aspirations.
Appendix
Planning Team
Workgroups/Support

**Finance–Crimson Ledgers Team**
- Dennis Amador
- Cheryl Archuleta
- Kevin Boberg
- Jeanette Boehms
- Anne Comeau-Phillips
- Henry Espalin
- Alex Garcia
- Leland Kiehne
- Sharon Kirkpatrick
- Cherri Lambeth
- Genevieve Melendrez
- Diana Monteith
- Rocío Nolasco
- Maribel Palacio
- Janet Treon

**Facilities and Services–FS Team**
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**Information and Communications Technologies–Matrix Team**
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- Pankaj Sharma
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**Human Resources Services–HR Vision Team**
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- Rosemary Martinez
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- Leti Phetteplace

**Auxiliary Services–Awesome Aux Aggies Team (AAA+)**
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- Sheri Ikard
- Joanna Koliba
- Bea Kuckens
- Crystal Luchini
- Sheila Morgan
- Shacoy Parra
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- Cynthia Poor
- Gholamali Rahnavard
- Jacqueline Rivers
- Megan Shannon

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- Richard Chavez
- Fran Cordova
- B.J. Maestas
- Suzanne Montes
- Laura Padilla–Zepeda
- Anne Comeau-Phillips
- Pankaj Sharma
Planning Team
Managers/Directors and Steering Group

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Danny Bosch
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David Brockmeyer
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Curtis Ewing
Bryan Foster
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Tina Hales
Dale Harrell
Jesus Hernandez
Pam Jeffries
Bud Jones
Andrew Kaczmarek
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Leland Kiehne
Jack Kirby
Dan Koesters
Samantha Lish
Ron Logan
Alton Looney
Carlos Lovato
Art Lucero
Jake Lucero
Ralph Lucero
Diane Madrid
B.J. Maestas
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Lori Montoya
Sharon Nelson
joni newcomer
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Norma Noel
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Gary Rachele
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Randey Bamford
Shaun Cooper
Dana DeRego Catron
Lori Goble
Becki Graham
Glen Haubold
Andrew Pena
Anna Price
Minerva Rivera
D’Anne Stuart
Angela Throneberry
Planning Links

- **NMSU Goals for Success**: [http://www.nmsu.edu/president/goalsforsuccess.html](http://www.nmsu.edu/president/goalsforsuccess.html)
- **NMSU Building the Vision**: [http://plan.nmsu.edu/strategicplan/](http://plan.nmsu.edu/strategicplan/)
- **Administration and Finance Division Website**: [http://www.nmsu.edu/~boffice/](http://www.nmsu.edu/~boffice/)
- **Administration and Finance Strategic Plan**: [http://af-strategic-planning.nmsu.edu/](http://af-strategic-planning.nmsu.edu/)
## SWOT Analysis Results

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong knowledge base</td>
<td>Inefficient in our communication</td>
<td>Computerization processes automation</td>
<td>Declining enrollment</td>
</tr>
<tr>
<td>Problem solvers</td>
<td>Inflexibility</td>
<td>Evaluate internal procedures to make sure they make sense</td>
<td>Compliance</td>
</tr>
<tr>
<td>Good people</td>
<td>Priorities change</td>
<td>Become a valued leader on the campus</td>
<td>Funding</td>
</tr>
<tr>
<td>Do a worthwhile job</td>
<td>Overwhelmed/thinly staffed</td>
<td>Empower staff</td>
<td>Change of education model</td>
</tr>
<tr>
<td>Accountable</td>
<td>Micromanagement</td>
<td>Develop a positive reinforcement system</td>
<td>Turnover</td>
</tr>
<tr>
<td>Dependable</td>
<td>Too many layers</td>
<td>Training and development of the staff</td>
<td>Change in leadership</td>
</tr>
<tr>
<td></td>
<td>Forget people at the end of decisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reactive not proactive</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not customer service oriented</td>
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</tbody>
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