In August 2013, the NMSU Board of Regents adopted the Vision 2020 Strategic Plan as recommended by President Garrey Carruthers. The Vision 2020 plan serves as NMSU's cornerstone strategic direction. In July 2014, an update to Vision 2020 was formally approved. The plan is designed to be a living document supported by closely aligned college and divisional strategic plans. As a result, the 2013 Administration and Finance Division Strategic Plan has been modified to ensure alignment of the division's goals and objectives with those of the university.

The following is the 2014 updated Administration and Finance Strategic Plan that aligns with NMSU's Vision 2020 Strategic Plan as updated in July 2014.
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 investment in equipment, facilities and services

Metric
1. Increase in the 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
Encourage active student, faculty, and staff engagement in Administration and Finance initiatives

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

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
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

Academics and Graduation
Provide stellar programs, instruction, and services to achieve timely graduation

Strategy
Evaluate work and academic environment to include all aspects of safety and formalize safety training programs to ensure appropriate content and delivery
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. Improve 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 customer student satisfaction ratings
2. Increase in use of support services
3. Increase in the number of student tools or services updated/promoted
Diversity and Internationalization

Provide a diverse academic environment supportive of a global society

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
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

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. Reduction in employee turnover
Diversity and Internationalization
Provide a diverse academic environment supportive of a global society

Objective Three
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 Four
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 participated

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
Research and Creative Activity
Promote discovery, encourage innovation, and inspire creative achievement

Objective One
Effectively provide administrative support to researchers through an engaged and supportive environment that enhances research

Strategy
Develop a culture that values and promotes customer service to researchers including enhanced support services

Metric
1. Improvement in customer services satisfaction ratings
2. Increase in the number of process improvement projects completed
3. Increase in the number of online resources available
4. Increase in use of support services

Objective Two
Enhance infrastructure through investment in research facility space, access, and instrumentation

Strategy
Support opportunities to create facilities and services that foster or enhance research efforts

Metric
1. Increase in the number of facilities or services identified, created, or updated

Objective Three
Enhance partnerships in support of research

Strategy
Develop a proactive process to communicate and support research

Metric
1. Increase in the number of partnerships established or outreach provided
2. Increase in the number of proposal collaborations
Economic Development and Community Engagement
*Drive economic, social, educational, and community development*

**Objective One**
Support opportunities contributing to economic development

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

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

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

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

**Metric**
1. Increase in the number of collaborations in support of 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
5. Increase in the number of communications released

**Objective Three**
Support opportunities to prepare students for the workplace

**Strategy**
Support student positions/practicums for related career 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
<table>
<thead>
<tr>
<th>Objective Four</th>
<th>Improve the Administration and Finance Division employee experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Empower decision making at appropriate levels</td>
</tr>
<tr>
<td>Metric</td>
<td>1. Reduction in the number of approval steps</td>
</tr>
<tr>
<td></td>
<td>2. Increase in employee satisfaction ratings</td>
</tr>
<tr>
<td></td>
<td>3. Increase in job-specific training to improve decision making ability</td>
</tr>
<tr>
<td>Strategy</td>
<td>Expand professional development opportunities</td>
</tr>
<tr>
<td>Metric</td>
<td>1. Increase in the number of professional development classes attended, events provided, and/or certifications awarded</td>
</tr>
<tr>
<td></td>
<td>2. Increase in the number of trainings supervisors/managers attended</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective Five</th>
<th>Increase Administration and Finance employee participation in campus activities and organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Foster a culture of team building</td>
</tr>
<tr>
<td>Metric</td>
<td>1. Increase in the number of team building opportunities promoted</td>
</tr>
<tr>
<td></td>
<td>2. Increase in the number of Administration and Finance Division employee focused events</td>
</tr>
<tr>
<td></td>
<td>3. Increase in employee satisfaction ratings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective Six</th>
<th>Improve the visitor experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Improve services beneficial to NMSU visitors</td>
</tr>
<tr>
<td>Metric</td>
<td>1. Increase in the number of tools or services updated/promoted</td>
</tr>
<tr>
<td></td>
<td>2. Increase in the number of communications released to departments and the Las Cruces community about visitor services</td>
</tr>
</tbody>
</table>
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 process
2. Decrease in the number of manual processes
3. Increase in customer satisfaction ratings

Objective Three
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 websites 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

Resource Stewardship
Optimize resources to effectively support teaching, research, and services
Resource Stewardship
Optimize resources to effectively support teaching, research, and services

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

Metric
1. Reduction in turn around time in approval processes
2. Improvement in customer survey results that indicate improvement in process changes
3. Increase in the number of decision points evaluated to ensure decisions are made at appropriate levels

Strategy
Improve supervisors’ management skills

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

Strategy
Improve communication skills

Metric
1. Increase in the number of communication trainings successfully completed
2. Improvement in customer satisfaction ratings
3. Increase in the utilization of resources

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

Strategy
Create a process that outlines the standard NMSU specific training for employee positions

Metric
1. Completion 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

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
Resource Stewardship
Optimize resources to effectively support teaching, research, and services

Objective Five
Support collaboration between departments

Strategy
Improve partnerships across campus

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

Objective Six
Continually assess Administration and Finance organizational 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”