

GOAL 4. BUILD A ROBUST UNIVERSITY SYSTEM

NMSU seeks to improve the University System, across the board, for faculty, staff, students, alumni, donors, stakeholders, and prospective students and their families. Cooperation throughout the NMSU system will be exemplary for university systems across the nation through efficient, effective, and empowering operations that align with our strategic goals.

This document aligns work of the original LEADS 2025 Goal 4 work done in Spring 2019 with work done by the assigned Goal 4 team in Fall 2019. Items noted (new) were added by the team and are being pursued for action. Other actions were moved or wording revised to better align with priorities. At the conclusion of this document, suggestions are made to move a set of actions to other of LEADS 2025 goals.

Priority 4.1 Improve business and operational practices and processes to achieve a culture of service and excellence. *(Originally 4.3)*

Actions

- a. Develop metric-driven decision-making processes that drive operational efficiencies.
- b. Develop and align human resource policies to support recruitment and retention of faculty and staff.
- c. Provide system-wide technology solutions that are flexible, responsive, and secure
- d. Value and promote customer service and continuous improvement and establish professional development and management training programs where and as needed.
- e. Create consistent approach to enhance customer service and meet user needs. *(New)*
- f. Fully implement eProcurement across the NMSU system. *(New)*
- g. Fully implement the student success management system for the university and community colleges. *(New)*
- h. Develop or procure an automated travel and expense system. *(New)*
- i. Streamline human resource hiring process. *(New)*
- j. To the extent possible, maximize the use of the NMSU enterprise resource planning (ERP). *(New)*

Priority 4.2 Improve staff, faculty, and student diversity, inclusion and engagement *(Originally 4.1)*

Actions

- a. Establish a system-wide approach to Diversity and Inclusion for all students, faculty, and staff. *(Revise upon determined path forward by leadership)*
- b. Collect information on institutional practices that support or constrain the success of stakeholders and design interventions to address problematic practices.
- c. Ensure staff and faculty reflect New Mexico demographics and provide processes for diversity hiring practices.

- d. Engage with other minority-serving institutions and adopt best practices.
- e. Partner with students and student organizations to address issues of diversity and inclusion.
- f. Work with leadership programs to develop and sustain capacity for addressing diversity and inclusion issues.
- g. Develop capacity to understand and address issues of inclusion and diversity at all levels of the NMSU system.
- h. Ensure adequate resources are equitably provided to diversity programs. *(New)*

Priority 4.3 Enhance professional development, training, and compensation for faculty, staff and student employees. *(Originally 4.2)*

Actions (revised)

- a. Assess pay for alignment with experience, performance and market-value in order to recruit and retain high performing employees. *(New)*
- b. Evaluate current compensation policies to ensure fair-market value for faculty and staff.
- c. Implement a performance evaluation with clear expectations strongly tied to LEADS2025 goals, with tangible effects on merit-based pay. *(New)*
- d. Support faculty and staff through professional development and programs that support their financial, mental, and physical well-being.
- e. Develop professional development programs that foster academic and professional excellence and diversity.
- f. Offer department head and manager training and development to align with the strategic plan. *(New)*
- g. Create training on culture of service and excellence. *(New)*
- h. Develop student employee learning outcomes that connect with experiential learning and career opportunities. *(New)*

Priority 4.4 Improve climate and morale throughout NMSU system. *(New)*

Actions

- a. Improve transparency, communication, and user engagement in business and operational processes and decisions. *(New)*
- b. Conduct climate survey. *(New)*
- c. Become the Las Cruces employer of choice. *(New)*
- d. Empower the individual to use their voice to implement change and advancement within their own unit. *(New)*
- e. Establish forums/town halls to create opportunities for staff, faculty, and students to speak up about issues, and also help solve problems. *(New)*

Priority 4.5 Calibrate resources, incentivize actions, and align budget with strategic priorities.

(New)

Actions

- a. Understand available resources, create an annual process to identify and request strategic investments, and develop a budget model to accomplish priorities. *(Revision)*
- b. Incentivize metric-driven unit performance *(Moved from 4.3.b)*
- c. Enable clear, transparent alignment of budget and resources with NMSU system goals *(Moved from 4.3.h)*
- d. Strive to provide adequate operational resources to units and equitably distribute workload to enhance productivity *(New)*

Priority 4.6 Optimize system-wide physical and technical resources and assets. *(New)*

Actions

- a. Identify physical assets and technological resource shortfalls to address needs. *(New)*
- b. Modernize and expand the physical infrastructure to accommodate planned growth, including agricultural facilities. *(New)*
- c. Upgrade and reallocate existing space for instruction, research, student success, and residential needs. *(New)*
- d. Ensure that current facilities projects are tied to the NMSU System Master Plan. *(New)*
- e. Create a hi-tech information and networking infrastructure to advance our academic, research, outreach, and administrative operations *(New)*
- f. Control energy consumption for all NMSU premises, plant, and equipment to improve cost-effectiveness and to protect the environment. *(New)*
- g. Develop a sustainable framework with governance and resilient processes to support the mission of the NMSU system. *(New)*
- h. Share software systems for operational and administrative services across NMSU system. *(Moved from 4.3.e)*

Priority 4.7 Establish strategic alignment with the NMSU Foundation to raise, manage, and steward private resources in support of the NMSU system. *(Originally 4.5)*

Actions

- a. Cultivate, solicit and steward private financial support from alumni, parents, friends, corporations, foundations, and others for the benefit of students and programs system wide.
- b. Build endowments to support the long-term academic and priority needs of the NMSU system.
- c. Provide sound fiscal oversight of current-use and endowment funds.

- d. Identify opportunities to support facility upgrades and renovation, including naming and matching fund opportunities.
- e. Integrate alumni engagement across NMSU strategic goals.

Goal 4 KPIs

1. **Staff, Faculty and Student Employee** Assets (satisfaction, compensation, productivity, excellence)
2. Resource development (Alumni engagement, dollars raised, increase in endowment, campaign metrics)
3. Budget alignment and productivity

Leading Indicators

For each discipline, venue, industry, benefactor or agency:

- Leadership development activities
- Diversity and inclusion
- Business process transaction completion times (e.g. hiring, procurement, travel)
- IT development and implementation cycle times
- Compliance training
- Adverse events and findings
- Employee satisfaction
- Performance evaluation
- Wage equity
- Total compensation
- Turnover rates
- Student scholarships
- Increase alumni giving
- Growth in endowment

Originally objective 4.4 actions; recommend moving to the GOALS indicated.

- i. Empower faculty and staff to identify solutions to global challenges *(To Goal 3?)*
- ii. Encourage interdisciplinary thought and creativity at the edges of disciplines. *(To Goal 1?)*
- iii. Create opportunities for students to engage in market relevant solutions. *(To Goal 1?)*
- iv. Focus on current NMSU strengths in the areas of creating healthy borders, modernization of critical infrastructure, and transforming education. *(To Goal 3?)*