



2021-2026 STRATEGY MAP

NMSU STRATEGIC SYSTEM SERVICES

MISSION

Lead and support building the robust university system goal through service excellence, communications, efficiency, and safety.

VISION

As trusted partners, consultants, and subject matter experts we excel at serving and supporting the NMSU system and model best practices in higher education.

VALUES

* is NMSU value

- Service to NMSU
- Communications
- Student Centered*
- Diversity & Inclusion*
- Trust
- Collaboration
- Accountability
- Excellence*
- Leadership*

BUILD A ROBUST NMSU SYSTEM

Develop NMSU Enterprise Risk Management approach

R1

Create a culture of service, trust, excellence, accountability and safety

R2

Elevate information and communication technologies to support the NMSU community, systems and security

R3

OPERATIONAL EXCELLENCE

Improve NMSU business processes, workflows and make data driven decisions

O1

Build strength in and develop synergies between SSS and related functional units

O2

BUILD ORGANIZATIONAL CAPACITY

Enhance compensation & hiring processes to support & achieve LEADS 2025 goals

C1

Develop NMSU faculty, staff and student employees

C2

ACHIEVE NMSU STRATEGIC FINANCIAL GOALS

Increase Real Estate / Aggie Development's net revenue contribution to the University

F1

Lead strategic communications and marketing to deepen engagement and attract students, employees and community

F2

Enhance existing & build new governmental and community relationships to gain financial and political support

F3

Collaborate across NMSU to improve synergies, and save time and money

F4

= top priority

updated 04-2021



Metrics Dashboard Preview

NMSU STRATEGIC SYSTEM SERVICES

HUMAN RESOURCE SERVICES Diversity: Minorities, Veterans & Disabled Hires

Female Hired/Applied Ratio
5.1%
 1,173 hired out of 23,006 submitted applications

Male Hired/Applied Ratio
4.1%
 901 hired out of 22,126 submitted apps

Minority Hired/Applied Ratio
4.4%
 1,235 hired out of 27,779 submitted applications

White Hired/Applied Ratio
4.9%
 828 hired out of 16,795 submitted apps



Veteran Hired/Applied Ratio
3.6%
 65 hired out of 1,830 submitted applications

Non-Veteran Hired/Applied Ratio
4.5%
 1,779 hired out of 39,936 submitted apps

Disabled Hired/Applied Ratio
2.7%
 69 hired out of 2,570 submitted applications

Non-Disabled Hired/Applied Ratio
4.6%
 1,824 hired out of 39,502 submitted apps



Measure Owner: Gena Jones

Measure Description: Number of Minorities, Veterans & Disabled Hires

Formula: Number of hires, by category, as a percent of total applicants.

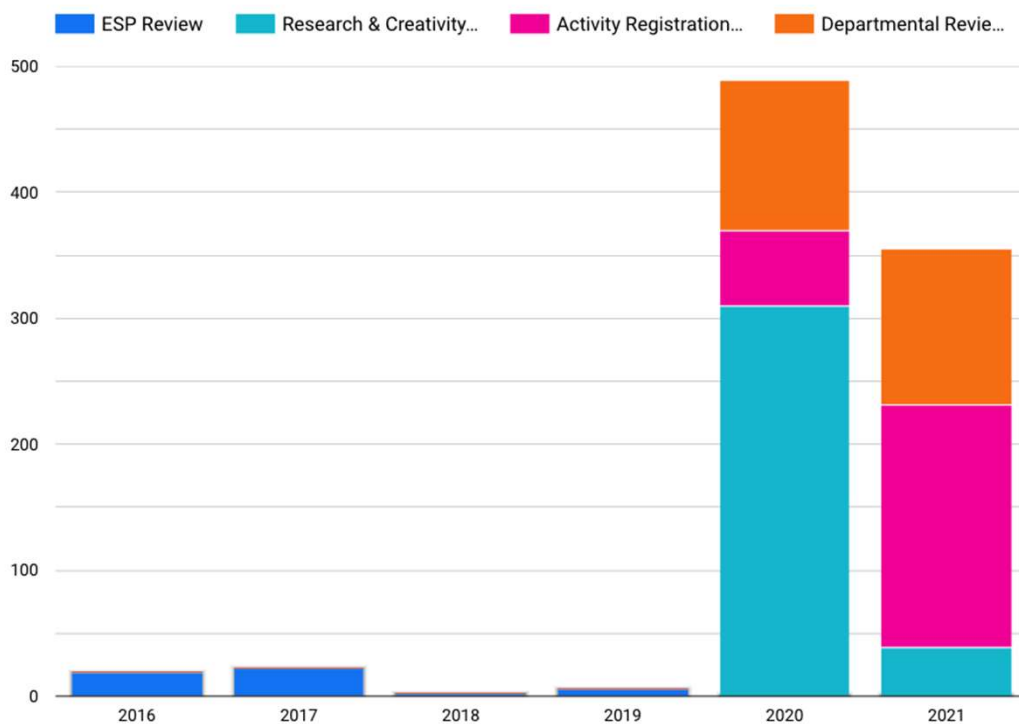
Target: Increase hires of minority, disabled and veterans by 30%

Analysis/Discussion: Female applicants apply and are hired at a greater ratio than male applicants. Minorities apply to positions at higher numbers but are hired at a lower rate than white applicants. Contrary, non-veterans and non-disabled applicants are hired at higher ratios than veterans and disabled applicants who declare being disabled. The number of veterans and disabled applicants are significantly low compared to the number of applicants overall.

Recommendations/Actions: Enhanced recruitment efforts of veteran and disabled applicants is necessary. As well, increased university focus on diversity and equity, professional development and training for hiring managers on the importance and benefits of hiring diverse individuals would be advantageous in increasing minority hires and the recruitment of veteran and disabled individuals. Equally important, is to deploy highly effective recruitment initiatives to increase the applicant pools for all categories, particularly disabled and veteran individuals.



ENVIRONMENTAL HEALTH SAFETY & RISK MANAGEMENT Safety Reviews



Note: ESP = Experimental Safety Plan
CSP = COVID-19 Safe Practices

Measure Owner: Polly Wagner

Measure Description: Safety plan reviews for higher risk operations are part of the overall EHS&RM safety program. COVID-19 safe practice (CSP) plans submitted by departments for unique programs were reviewed and adjusted for consistent implementation of best practices across the University System. New plan reviews include CSP's from Research & Creativity and Rapid Response Team, academic/departmental programs/activities (through the Activity Registration Form committee).

Formula: Count by COVID Safe Plans received, broken down by categories of Research & Creativity, Departmental, and Activity review.

Target: TBD, as the pandemic risk is lessened with vaccination rates increasing. These CSP plans reviews may no longer be needed.

Risk: In unprecedented times of change from pandemic, detailed protocols of how CSP's will be operationalized is crucial to reduce the risk of exposure to an enterprise wide issue that has potential impact on core mission across all parameters of safety, operations, reputation, finance, enrollment and compliance. Near-term risk is additional restrictions placed on in personal operations if trigger events/outbreaks exceed State of NM DOH expectations.

Analysis/Discussion: Over the past years, number and types of safety plans for review have increased dramatically with major changes related to health and safety protocols for working in the midst of a pandemic. As new data surfaces, operational plans may need additional reviews.

Recommendations/Actions: Additional temporary staff for broader span of risk assessments; new monitoring and reporting to assess new requirements within a much wider range of programs.



MARKETING & COMMUNICATIONS Social Media Performance

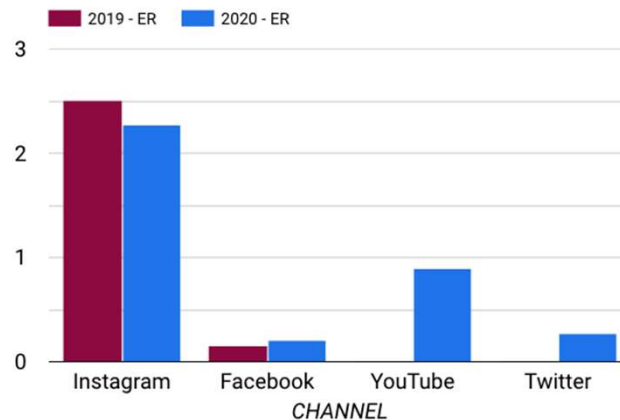
Social Interaction Index (SI)

The Social Interaction Index illustrates how strongly Facebook users engage with your page. It considers posts, comments, reactions and shares published by others on your page as well as mentions of your page in other people's and pages posts. SII is fan base neutral, which allows for a direct comparison of engagement with pages of different sizes.

	Description ▾	2019 - SI	2020 - SI
1.	Max	351.993	621.012
2.	Average	9.894	16.032

Engagement Rate (ER)

The ER illustrates how engaging the profile's content is. It is calculated as the number of interactions to each post (likes, comments) divided by the number of followers on a given day.



Measure Owner: Justin Bannister

Measure Description: The Social Interaction Index illustrates how users engage with your Facebook page and Engagement Rate looks at all social media platforms to illustrate how engaging the profile's content is.

Formula:

Social Interaction Index

$$\left\{ \frac{((likes * 1) + (comments * 3) + (shares * 9) + (fan posts * 0.1))}{\sqrt[3]{number\ of\ fans}} \right\} * 100$$

Engagement Rate is the number of interactions to each post (likes, comments) divided by the number of followers on a given day.

Target: An increase of 10 percent each year.

Analysis/Discussion: The SII has only been tabulated for the NMSU Facebook page since 2019. Since that time, the SII has seen impressive growth – likely due to the improved quality of NMSU's social media content, as well as a more engaged audience seeking information related to the COVID-19 pandemic. Engagements rates will vary from platform to platform, just as a result of their design. It's difficult for most entities to have the same kind of interaction on YouTube as we see on Instagram. We were happy to see growth in nearly each of our platforms year-over-year.

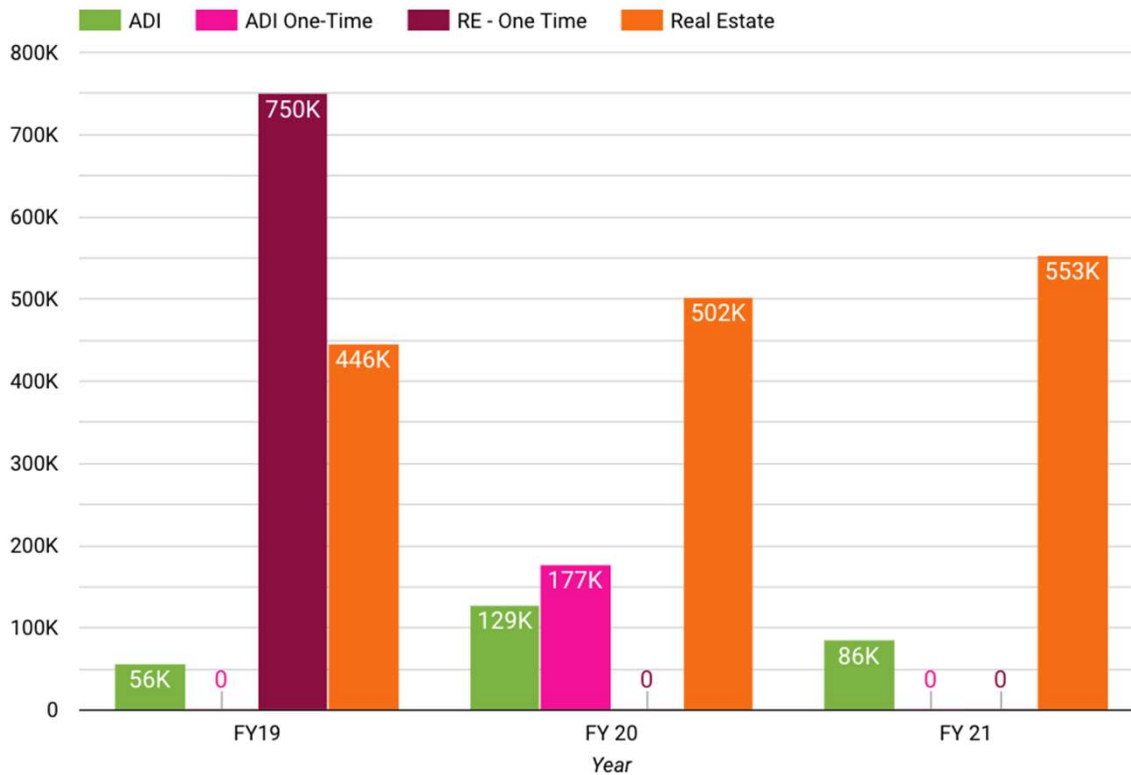
Recommendations/Actions: The more frequently we can post, the more momentum each of our accounts will gain, and the easier it becomes for our pages to grow in followers and interactions. Our team will work to increase our SII as well as our ER by 10 percent in the coming year.



Metrics Dashboard Preview

NMSU STRATEGIC SYSTEM SERVICES

Real Estate / Aggie Development Inc.



Measure Owner: Scott Eschenbrenner

Measure Description: This metric examines ADI and Real Estate net revenues for the last 3 years in addition to one-time funds obtained through the sale of NMSU real estate, land, easements, options, and water rights. Sources of revenues are generated through leasing buildings, land, easements, options, and water rights.

Formula: Revenues are recorded in Banner, with portions allocated to various units and departments.

Target: Increase real estate revenues by 10% each year.

Analysis/Discussion: Real Estate revenues are currently generated through option agreements, lease tower space, one time easement access fees, easements, right of way access, leasing of improved space, and long-term land leases.

ADI Revenues are generated through ground leasing activity to include the Marriott Hotel and short-term lease to La Calarita Construction for the University/I-25 Project.

Future revenues will be generated through investments in infrastructure at Aggie Uptown and 6.8 acre on Triviz next to Pan Am Center.

Recommendations/Actions: Continue to explore opportunities to lease NMSU real estate at the main campus, community colleges, experiment stations where there is an economic benefit to the institution. Maximize return on capital invested in infrastructure through active marketing to the private sector on behalf of ADI. Continue to seek opportunities to convert excess NMSU water rights and convert into a cash flow.