

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.

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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.