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Introduction

This document describes the process that the staff of the Administration and Finance Division will use to develop the Administration and Finance Strategic Plan (AFSP). The plan, set around the framework of President Couture's *Seven Goals for Success* and the principles set forth in NMSU's *Building the Vision,* will focus divisional efforts, over the next five years, for supporting NMSU's commitment to education, public service, extension, and research.

Approach

The process from which the AFSP will be developed employs an inclusive approach that encourages volunteer participation of inter- and intra-divisional staff, from groundskeepers, custodians, and administrative assistants to assistant professors and division managers, to senior administrative leaders and college deans. This approach creates a planning environment that allows frontline staff to work together on an effort that will result in the most important aspects of the ASFP – the objectives, strategies and metrics. To ensure success in the planning effort and engagement of all areas of the university community, the process is open, inviting, and accessible to employees at all job levels.

In order to develop an actionable, inclusive plan and guarantee its timely completion, structure and direction are built into the process to guide planning without dominating it, while minimizing distractions and maximizing efficiency of those who are ultimately charged with developing the substance of the plan.

Division of Labor – The AFSP process requires contributions from three groups: a Steering Group, Unit Workgroups representing each business function within the division, and the university population at large.

The general responsibilities of each group are:

- *Steering Group*. This group, which consists of senior divisional staff, provides direction, structure, support, and preliminary input into the planning process – information that Unit Workgroups will require for completion of their tasks. The Steering Group also compiles the AFSP, distributes it to various reviewing bodies, and finalizes the plan.
- *Unit Workgroups*. Unit Workgroups are staffed with volunteers from within various units and those external to the unit. The Workgroups are charged with taking input provided by the Steering Group and determining how the unit will meet the goals of the university. (See Appendix A - *Unit Workgroup Staffing*.)

- *General university population* – The general university population, comprised of staff and faculty from all areas and levels of the university, reviews the initial AFSP and provides input and direction.
- *Non-university community* – The non-university community comprised of external customers and stakeholders will be provided the opportunity to review and comment on the initial AFSP.

Plan Process

The AFSP development process is divided into two phases: Planning and Development and Review and Approval. (See Appendix B - *Proposed NMSU Administration and Finance Strategic Plan Process Diagram*.)

Planning and Development. The early stages of the Planning and Development phase are dominated by pre-planning events in which the Steering Group designs the process by which the AFSP is to be developed, determines who will be involved in plan development and how that involvement will take place, and creates the project timeline and design for communicating planning activities.

Following pre-planning, the Steering Group will gather data about the division's operations through an external review conducted by CommTech Transformations, Inc., and combine the data with other forms of initial input that will be used in the planning process. This includes the division's mission and values as well as NMSU's goals. The input is then provided to five Unit Workgroups which will use the data to develop the objectives necessary to meet NMSU's goals, the strategies for reaching the stated objectives, and ultimately, the metrics that will determine success or failure of the plan. While the Workgroups complete their development endeavors, the Steering Group will develop AFSP content that is more static in nature, including the plan structure, table of contents, and introductory content.

The objectives/strategies/metrics will then be reviewed by the Steering Group, improved upon if possible, and then reviewed by both the Steering Group and Workgroups in an iterative selection and prioritization process.

Review and Approval. Once the Workgroups and Steering Group complete their selection of objectives, the chosen objectives will be integrated into an initial AFSP draft. The draft will be released for public review and comment by the university population and non-university community. The plan will be updated to reflect the public input and will then be presented first to university administration for review and comment. Upon final consideration of all input, the plan will presented to the university President for review and final approval.

Initial Timeline

The initial timeline for AFSP planning activities is as follows:

1) **August through mid-September**
   a) Plan process development
   b) Identify groups
      i) Develop structure
      ii) Recruit Workgroup members
      iii) Set rules
   c) Communication strategy outlined
      i) Initial communications
         (1) Internal to employees
         (2) External request for participation
   d) Initial strategic plan static content design
      i) Structure
      ii) Table of Contents
      iii) Layout format
   e) Commission external review (situational and SWOT analysis) by CommTech Transformations Inc.
   f) Complete initial web site design
   g) Invitation to staff to join Workgroups
   h) Invitation to externals to join Workgroups
   i) General communications to university
   j) Development of divisional mission and values
   k) Summary of process to President (**Sep. 15 – hard deadline**)

2) **End of September**
   a) SVP's' plan introduction to division
   b) Preliminary objectives defined by Steering Group
   c) Plan web site goes live
   d) Data to Commtech prior to situational analysis

3) **October – Mid December**
   a) Commtech begin situational analysis
   b) Review situational analysis results
   c) Introductory Workgroup meeting held
      i) Schedule
      ii) Task overview
      iii) Rules
      iv) Expectations
      v) Training
   d) Workgroup meetings (begin mid-October)
      i) Workgroup reviews and development starts
         (1) Preliminary mission/values, objectives, and internal and external review and other input provided to workgroups
         (2) Approves, modifies, or rejects preliminary objectives and creates new ones.
            (a) Develops strategies, metrics, etc.
   e) Passes objectives/strategies/metrics to Steering Group

       i) Workgroup strategy development
         (1) Rationale
         (2) Measures for success
            (a) Tools
         (3) Frequency
- f) Steering Group reviews of mission/values, objectives/strategies/metrics from Workgroups
  - i) Mission/values and objectives established in plan
- g) Steering Group and workgroup gathers to review O/S/M
  - i) Accept/modify
- h) O/S/M readied for placement in plan

4) **Mid-December – end of January**
   a) **Process update to President – (December 15 - hard deadline)**
   b) Finalize production of initial plan
   c) Ready plan for review

5) **February – June**
   a) Plan open to general university community for comment (Jan/Feb)
   b) Plans with UEC edits to UAC for comment (Feb – May)
   c) Final draft executive plan submitted to President – (**June 1 – hard deadline**)
   d) Approved plan presented to BOR (June 20 – hard deadline)
   e) Post to website as **complet**e

Group Composition

a) Five Workgroups representing Administration and Finance functional units

    i) Facility Services

    ii) Finance and Budget

    iii) Auxiliary Services

    iv) Human Resource Services

    v) Information and Communication Technologies

b) 13-15 members in each Workgroup

    i) 1 Workgroup leader

    i) 1 Administrative support

    ii) 4 Members from the other functional units (1 from each)

    iii) 4-6 Members from within the unit (e.g., if work group is Auxiliary, 4-6 Auxiliary staff)

    iv) 3 Members of the university community who are external to AF

b) Members are volunteers only

c) No manager-level or above in Workgroup with the exception of Workgroup leader and external members