

# Transforming NMSU Into a 21<sup>st</sup> Century University

Report to the Legislative Finance Committee

April 15, 2016

New Mexico State University  
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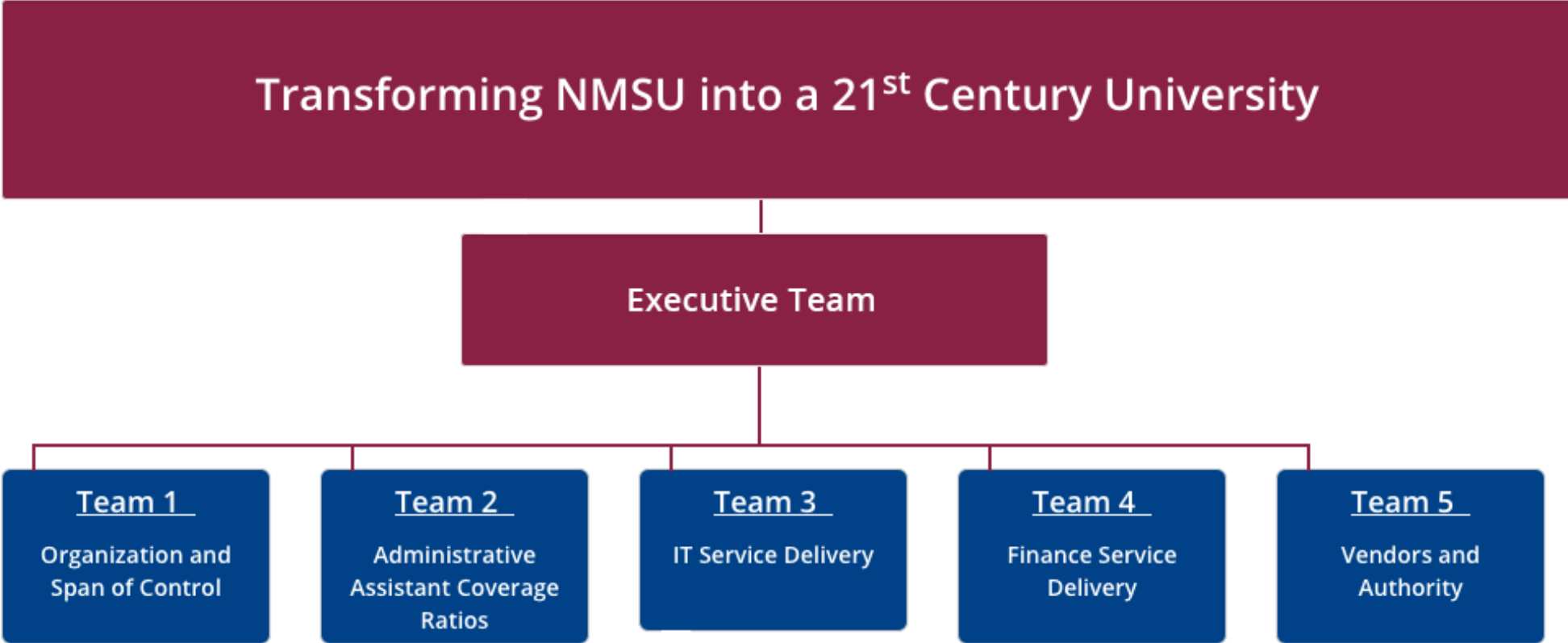
## Goal

To transform NMSU into a 21st century university that can sustain itself through good times and bad in order to address the higher education challenges of:

- Decreasing state support
- Increasing costs of delivering educational services
- Declining enrollment
- Shrinking federal research funding

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## Project Teams



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## Team 1 – Organization and Span of Control

### Problem Situation:

- NMSU has higher levels of direct reports at the top, fewer at the middle
- Span of control average is 3:1
- Too many management layers

### Expected Outcomes:

- Reduced management layers from up to six to no more than four
- Establish a standard for staff-to-manager ratios between 8:1 – 12:1
- Create a strategy and guidelines for self-study
- Propose and develop ideal organizational structure that meets guidelines and properly classify all jobs

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## Team 2 – Support Staff Coverage Ratios

### Problem Situation:

- Administrative assistant-to-principal levels as low as 1:1

### Expected Outcomes:

- Resurvey staff
- Standardize staff-to-support-staff ratios, prefer 13:1
- Realign support staff
- Review position reclassifications and revisions

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## Team 3 – IT Service Delivery

### Problem Situation:

- High level of fragmentation
  - 99.41 FTE decentralized
  - 81.78 FTE centralized

### Expected Outcomes:

- IT services, funding and service level agreements strategy
- IT governance and data governance
- Optimal IT organization structure using shared services model

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## Team 4 – Finance Service Delivery

### Problem Situation:

- High level of fragmentation
  - 76.09 FTE decentralized
  - 73.50 FTE centralized
- Too many touches, not enough use of technology
- Travel – Deloitte case

### Expected Outcomes:

- Establish finance shared service model
- Standardize processes and reports
- Optimize use of technology

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## Team 5 – Purchasing Vendors and Authority

### Problem Situation:

- Staff purchasing broadly distributed
- Too many people taking actions
  - 36.24 FTE decentralized
  - 10.33 FTE centralized

### Expected Outcomes:

- Spend analysis
- Preferred vendor use
- Service level agreements
- Purchasing centralization



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## Currently Under Review

- Office of University Advancement
- Office of Facilities and Services

## Next Steps

- Recommendations will be made by summer/fall 2016
- Plans will be implemented by the end of the year