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**CELEBRATING 30 YEARS AS
THE VOICE OF UNM STAFF
1990-2020**

STAFF COUNCIL STRATEGIC PLAN

FY 2020-2025



Leadership • Education • Advocacy • Diversity, Equity & Inclusion • Service

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Letter to the UNM Staff Community

June 16, 2020

Dear Esteemed Colleagues:

In 2015, Staff Council President Renee Delgado-Riley (2014-15) along with nine other Councilors created the first Staff Council five-year Strategic Plan. This document was informed by an impressive amount of data collection and a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis with all Staff Councilors. The information that went into the SWOT analysis included a review of the history of the Staff Council and its accomplishments from its launch in 1991 through 2014; a description of the Council's organizational structure, communication flow, financial overview, standing committees, and staff demographics; and most importantly findings from eleven focus groups facilitated across campus and open to all staff members. The document organized this information into five goals, thirteen objectives, and over forty activities.

Importantly, the 2015 Staff Council Strategic Plan laid out five core values driving Staff Council actions: Leadership; Education; Advocacy; Diversity, Equity, and Inclusion; and Service, the 'LEADS Model.' The Strategic Plan 2020-25 Ad Hoc committee embrace this model, understanding that it represents enduring principles. Like the Seven Generations Planning Model in Indigenous Planning and Design, we recognize the benefit of using the hard-won knowledge obtained from those before us. Chaco Canyon was developed across hundreds of years. Each generation was guided by its original core principles of planning and building, but adapted to the needs of their own time. Neighboring Indigenous communities utilize these principles even to this day.¹ In the same way, this 2020-25 Strategic Plan is guided by the core values of the LEADS model. These values will assist councilors on their journey as elected leaders for their grades and precincts. Yet the Plan is necessarily meant to be flexible. Staff Councilors can incorporate the core values in ways that match current conditions, expectations, outcomes, and leadership direction at the University.

Thus, this Strategic Plan is a 'living document.' We recommend the following ways to utilize it:

- ***The Staff Council body:*** Once a year, the Staff Council will consider the progress on each of the objectives, rating the year's actions as (substantial progress, limited progress, or requiring attention) using the Dashboard. The Council may also determine to add, edit, or omit objectives. We recommend the President-Elect direct the process as a transition into his or her term.
- ***The Committee on Committees:*** At least once a year, the Speaker, in fulfillment of his or her duty to 'Coordinate with committee chairs and the Executive Committee to facilitate Council activities,' (Bylaws, Article III, Section 5E), will help committees consider the ways they might address objectives and/or assess their progress towards meeting them.
- ***Standing and Ad Hoc Committees:*** Committee chairs and co-chairs will use the objectives to help develop your events and activities. When using the Project/ Event & Funding Request Form, refer to the Strategic Plan in your explanation of how the project/event aligns with Staff Council goals.

¹ For more information about Indigenous Planning and Design and the Seven Generation model, see: Smith, Cynthia E. "The People are Beautiful Already: Indigenous Design and Planning," Cooper Hewitt, last modified February 16, 2017, <https://www.cooperhewitt.org/2017/02/16/the-people-are-beautiful-already-indigenous-design-and-planning/>.

- *Councilors*: Similarly, councilors, in groups or singly, will use the objectives in the Strategic Plan to play their part in improving the life of constituents and all staff.

In closing, in her 2020 State of the University Address in January, President Garnett S. Stokes said, 'We are one university – one team – aligned by values, goals and transparent accountability.' We would like to take this opportunity to extend our full support to this sentiment from a staff perspective.

Councilors, we thank you for all you do to help staff and build a stronger experience for everyone in the UNM Community.

Sincerely,
Nancy Shane
Staff Council President

Members of the Strategic Plan 2020-2025 Committee, who worked diligently on this process and document throughout the Spring of 2020, including part of the period of limited operations at the University due to the COVID-19 pandemic.

- *Chelsey Begay*
- *Grace Lynn Faustino*
- *Amy Hawkins*
- *Joseph Lane*
- *Cindy Mason*
- *Mark Reynolds*
- *Nancy Shane*



Mark Reynolds, Chelsey Begay, Grace Faustino, Amy Hawkins, Nancy Shane, Joseph Lane. Not pictured: Cindy Mason.

Vision, Purpose, and Core Values

Vision

Improving the working lives of staff at the University of New Mexico²

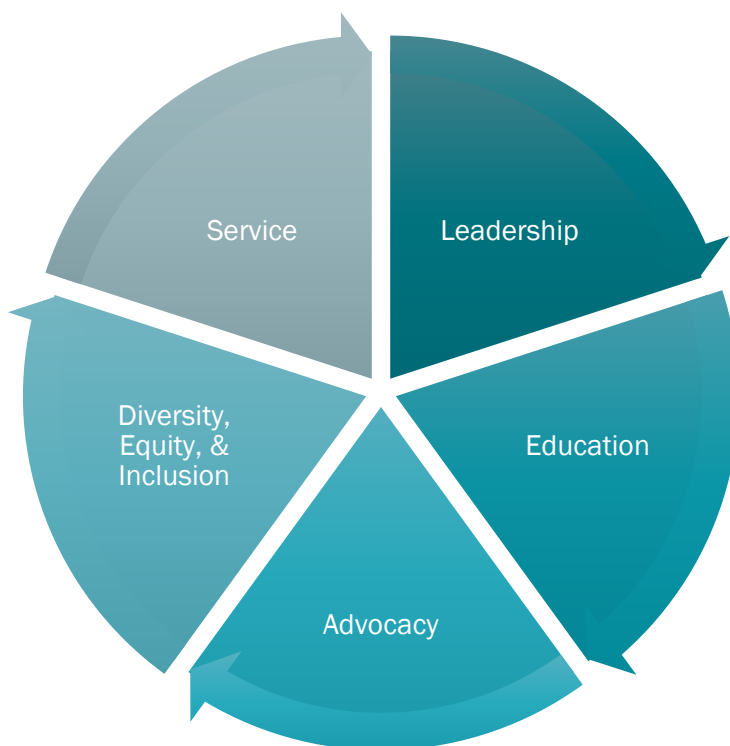
Purpose

The UNM Staff Council Constitution, Article II, Section 1, explicitly details the purpose of Staff Council:

*The purpose of the University of New Mexico Staff Council is to represent the interests of all staff, and to serve as an important source of input into the issues and decisions of the University as they relate to the general welfare of the staff of the University of New Mexico (UNM). The Staff Council shall represent UNM Staff to the University administration, and the Staff Council president shall serve as an advisory member of the Board of Regents.*³

Core Values: The LEADS Model

The original 2015-2020 Staff Council Strategic Plan released the LEADS model to highlight five core values to guide Staff Council work. The 2020 Strategic Plan Committee enthusiastically adopted this model. (We describe each component beginning on page 3.)



² This vision remains unchanged from the original 2015-2020 Staff Council Strategic Plan.

³ "University of New Mexico Staff Council Constitution," University of New Mexico, UNM Staff Council, last modified August 2, 2018, <https://staffcouncil.unm.edu/about/sc-constitution.pdf>.

Methodology

The process of creating a second Strategic Plan began in early Spring, 2020. Starting with a review of the original Strategic Plan, the Strategic Planning 2020-25 Committee used its valuable content as a baseline. The Committee kept the Core Values LEAD Model and continued the Staff Council Accomplishments, adding them for each year since 2015. The Committee kept several important components—such as the description of the University, the historical context for Staff Council, the Council’s organizational structure, internal processes, and staff demographics—in Appendix A, which provides links to the websites where one can find the most current information.

The Committee drafted descriptions for each core value and about three objectives for each. As with the original Strategic Plan, the Committee sought feedback from Staff Councilors, and heavily adjusted both the descriptions of core values and the objectives from Staff Councilors’ many worthy contributions.

On April 20th, 2020, the Committee utilized pollev.com technology to share simplified versions of the description of each core value and one of its objectives. Councilors were asked to provide feedback to the description as well as provide additional objectives. Councilors were also invited to answer a survey soliciting the same information from May 1st to May 7th, 2020. (See Appendices B and C for findings.) With this feedback, the Ad Hoc Committee revised the descriptions and objectives and presented the document to Staff Councilors on June 9th; and moved the document be adopted at the June 16th Business Meeting.

LEADS Model Descriptions and Objectives

L is for Leadership

Leadership is the art of motivating a group of people towards a common goal; leaders inspire and direct action. Staff Council seeks to improve leadership skills among members and staff. We encourage activities and workshops to address any of the following: We encourage councilors to develop interventions that will: help councilors and staff (1) develop a 'personal brand' through good soft skills such as empathy, positivity, influence, ethical reasoning, and recognition of others (2) learn from new environments and step outside of comfort zones; (3) build confidence, passion, resilience, and commitment; (4) network and connect with others; and (5) provide opportunities to make a difference.

Objective 1: The Executive Committee will provide or arrange Nuts & Bolts and/or workshops to councilors regarding leadership skills annually.

Objective 2: Staff Council will provide staff workshops, events, training, and/or resources to constituents regarding leadership skills annually.

Objective 3: Staff councilors who have served less than two full terms will demonstrate leadership skills by initiating or helping to implement new projects, resolutions, events, or other Staff Council pursuits.

Objective 4: Staff councilors who have served more than two full terms will encourage and guide less experienced councilors, committee members, and/or constituents in support of their initiatives and pursuits.

E is for Education

As an Institution of Higher Education, UNM should provide ample educational opportunities to all staff that support job promotion, salary increase, and life/work balance in the workplace. Staff Council will work to improve opportunities for staff academic, professional, and personal growth through Staff As Students and Staff as Graduates events, tuition remission benefits, and training programs.

Objective 1: The Staff Council committees will organize events that support the educational aspirations of all UNM staff.

Objective 2: Staff Council will support supervisors and managers in encouraging and empowering staff to pursue their educational goals.

Objective 3: Staff Council will continue to encourage, support and recognize staff who earn degrees and professional certifications during graduation and staff appreciation events.

Objective 4: Staff Council will work with UNM partners to provide access to training, professional development and learning opportunities.

Objective 5: Staff Council will encourage incentives that recognize the value of comprehensive career development programs for supervisor or management positions, such as the uLEAD curriculum.

A is for Advocacy

Through its committees, Staff Council will advocate for staff by seeking out and responding to ideas and concerns, representing them to the University administration, and keeping staff informed of University initiatives. In addition, the Council will continuously work for a positive staff culture and a cohesive community. The Council will celebrate staff diversity and promote the betterment of all.

Objective 1: Staff Council will create an Advocacy Committee to work with Staff Council Executive Committee and UNM Leadership to promote solutions that affect the interests, safety, and concerns of the staff.

Objective 2: Staff Council will encourage staff to express ideas and concerns to the Advocacy Committee. The Advocacy Committee is one way staff will be heard through the collective Staff Council process.

Objective 3: Staff Council will provide a two-way channel of communication for constituents to submit questions or issues both anonymously and through Staff Council public forums.

Objective 4: Through Staff Council resolutions and staff representation on University-wide committees, councilors will advocate for the creation or amendment of policies that address unequal access to staff benefits.

Objective 5: Staff Council will highlight progress on its objectives/issues.

D is for Diversity, Equity, and Inclusion

Staff Council, in alignment with the University of New Mexico's Diversity Equity and Inclusion core values, will commit to advocating and making recommendations internally within Staff Council and externally to leadership for resources and programs that improve a diverse, equitable, and inclusive work environment for staff.

Objective 1: Staff Council will continue to collaborate with the Office of the Vice President for Equity and Inclusion, HSC Office of Diversity, and Human Resources to create a more inclusive campus culture that reinforces the University's commitment to diversity through actionable strategies.

Objective 2: The Staff Council DEI Committee will continuously act as an advocate for staff by recommending solutions that address lack of diversity, equity, and inclusion, in addition to responding to bias, harassment, and discrimination.

Objective 3: Staff Council will continuously ensure that the Staff Council body is diverse, equitable, and inclusive and is representative of the demographic body of UNM by developing an active recruitment initiative to encourage staff to join and participate not just on internal staff council but also externally on broader UNM committees.

Objective 4: Staff Council will make recommendations for the continuous review of Staff Council governing documents including proposing new resolutions.

Objective 5: Staff Council will work with our partners in identifying opportunities that:

- a. allow for staff professional advancement,
- b. creates advancement opportunities for underrepresented groups and encourage participation in career ladders for all staff,
- c. provides suggestions for a holistic hiring process and candidate experience.

S is for Service

Staff Council will actively promote a diverse community of staff dedicated to advancing the University's vision, mission, and core values. Staff Council will create opportunities for staff to serve on University and community service events to help connect University groups with one another, including its branch campuses, as well as connect the University with larger New Mexico communities.

Objective 1: Staff Council will promote volunteer opportunities for staff and support recognition for volunteer services.

Objective 2: Staff council will encourage opportunities for humanitarian or animal humane philanthropy or other services supporting local, national, and international outreach agencies.

Objective 3: Staff Council will support the University in recognizing the efforts staff make toward community service.

Recent Staff Council Accomplishments

2020 (through mid-June)

- a. Resolution 2020 #1: *Support for UNM Legislative Priorities*, including endorsement of revisions to the compensation formula, a mass salary update (MSU) for faculty and staff, and an 8% increase in funding for the University overall.
- b. Received a 4% mass salary update. *The state budget is under review and this MSU may be revised in the June, 2020 Special Session of the state legislature due to the economic fallout from the COVID-19 pandemic.*
- c. Approved the creation of the Staff Council Diversity, Equity and Inclusion Standing Committee.
- d. Organized letter denouncing the racists directed towards a faculty member of Africana Studies, signed by over 430 staff members of staff as of June, 2020.
- e. Due to the pandemic, Staff Council:
 - Suspended rules in April and May to allow business meetings to be held electronically in response to the move to partial operations at UNM in March. The Council implemented online voting procedures.
 - Improved voting instruction procedures by adding Spanish-language options and by asking councilors and administrators to notify Tier 3 employees (those temporarily relieved of work duties) about the election.
 - Hosted electronic Meet & Greets between precinct councilors-elect and constituents.
- f. Resolution 2020 #2: *Addressing Climate Change at UNM*, calling for University commitment to carbon goals, triple bottom line decision-making, and higher environmental standards for construction and renovation projects.

2019

- a. Resolution 2019 #1: *Support for UNM Legislative Priorities*, requesting a mass salary update, discouraged changes to Cost of Living Adjustment formula, and an 8% increase in funding for the University overall.
- b. Resolution 2019 #2: *Parental Leave*, requesting a Paid Parental Leave policy allowing 6 weeks of leave for parents of newborn or newly adopted child.
- c. Resolution 2019 #3: *Employment of People with Disabilities*, supporting the hiring of people with disabilities, including a program to hire recent graduates with disabilities in temporary Grade 9 professional intern positions.
- d. Resolution 2019 #4: *Tuition Remission*, requesting support in encouraging supervisors to grant tuition remission for courses related to an employee's job.
- e. Received and distributed information regarding the new Mobile Lobo Food Pantry, including acceptable items and opportunities for volunteering.
- f. Presented Staff Hero awards to Provost Holloway and Vice President of Human Resources Dorothy Anderson.
- g. Presented a posthumous Staff Hero award to Alex Gonzalez for his dedication and work towards staff empowerment at UNM.

2018

- a. Resolution 2018 #1: *Support for Staff with Disabilities*, supporting the Office of Equal Opportunity in updating the University's Transition Plan and in developing a reporting system related to accessibility barriers; requesting funds for accommodations; and suggesting training.
- b. Updated the Staff Council Constitution as well as its Bylaws and adopted new rules around elections.

- c. Endorsed the University Sexual Misconduct Task Force recommendations for revising Policy 2740: Sexual Misconduct.
- d. Adopted the 2018-2019 Staff Council Priorities and Goals document.
- e. Reestablished the standing Government Relations Committee.

2017

- a. Resolution 2017 #1: *Creation of Staff Council Town Hall Ad Hoc Committee*.
- b. Resolution 2017 #2: *Security Cameras in All Campus Parking Lots*, suggesting the University put security cameras in all campus parking lots to address auto theft and car burglaries.
- c. Resolution 2017 #3: *Creation of a Sanctuary Campus at the University of New Mexico*, supporting foreign-born and undocumented members of the UNM community, including DACA students, by requesting sanctuary campus status.
- d. Hosted first Staff Research Expo.

2016

- a. Resolution 2016 #1: *Creation of Staff Councilor Engagement Committee*, encouraging involvement in Staff Council and its committees.
- b. Resolution 2016 #2: *UNM Seal*, calling upon the UNM Administration to ensure open, respectful, and safe discussion for all involved groups around the UNM Seal initiative.
- c. Resolution 2016 #3: *Shared Governance*, requesting the UNM Board of Regents adhere to the spirit of shared governance and ensure its decisions are transparent and adhere to the public interest.
- d. Resolution 2016 #4: *Winter Break Schedule*, requesting the implementation of an official holiday break of ten days, not including weekend days, during each winter break.
- e. Resolution 2016 #5: *Campus Police Officer and Security Staff Commendation*, praising UNM police officers and security personnel for their work in promoting safety, security and order on campus.
- f. Initiated the Staff Council Mentoring and Leadership program.
- g. Created the Karin Retskin Legacy Scholarship Award.
- h. Worked to reinstate tuition remission for CNM classes for particular work-related certifications.

2015

- a. Resolution #1: *Adoption of 2015 Strategic Plan*.
- b. Resolution #2: *Retain Healthcare Retiree Benefits for Future UNM Employees*, requesting UNM retain healthcare retiree benefits, rather than protecting this benefit for existing staff only.
- c. Resolution #3: *Budget Leadership Team Proposal*, requesting the Committee consider the cost of staff turnover its calculation of staff promotion and recognition.
- d. Resolution #4: *Staff Engagement Survey Data*, calling for the administration to provide more detail about the findings from the Staff Engagement Survey Data.
- e. Reviewed the MOU between Staff Council and Office of the President, Provost, VP of Academic Affairs, and the Chancellor for Health Sciences.
- f. Requested and received a \$5,000 stipend for the Staff Council President, similar to the existing stipend for the President of the Faculty Senate.
- g. Celebrated the Staff Council 25th Anniversary by planting a tree, burying a time capsule, and placing a plaque at the University Club.
- h. Updated the Staff Council Bylaws.

Annual Dashboard/ Rating Tool

Staff Council Core Values & Objectives	Adopted by: <i>Committee(s)</i> <i>Councilor(s)</i>	Measurable Outcome(s)	Completion Progress	Start Date	End Date
LEADERSHIP CORE VALUE					
Leadership is the art of motivating a group of people towards a common goal; leaders inspire and direct action. Staff Council seeks to improve leadership skills among members and staff. We encourage activities and workshops to address any of the following: We encourage councilors to develop interventions that will: help councilors and staff (1) develop a 'personal brand' through good soft skills such as empathy, positivity, influence, ethical reasoning, and recognition of others (2) learn from new environments and step outside of comfort zones; (3) build confidence, passion, resilience, and commitment; (4) network and connect with others; and (5) provide opportunities to make a difference.					
Objective 1			Empty	07/01/20	04/30/21
The Executive Committee will provide or arrange Nuts & Bolts and/or workshops to councilors regarding leadership skills annually.			Empty	07/01/20	04/30/21
Objective 2			Empty	07/01/20	04/30/21
Staff Council will provide staff workshops, events, training, and/or resources to constituents regarding leadership skills annually.			Empty	07/01/20	04/30/21
Objective 3			Empty	07/01/20	04/30/21
Staff councilors who have served less than two full terms will demonstrate leadership skills by initiating or helping to implement new projects, resolutions, events, or other Staff Council pursuits.			Empty	07/01/20	04/30/21
Objective 4			Empty	07/01/20	04/30/21
Staff councilors who have served more than two full terms will encourage and guide less experienced councilors, committee members, and/or constituents in support of their initiatives and pursuits.			Empty	07/01/20	04/30/21
EDUCATION CORE VALUE					
As an Institution of Higher Education, UNM should provide ample educational opportunities to all staff that support job promotion, salary increase, and life/work balance in the workplace. Staff Council will work to improve opportunities for staff academic, professional, and personal growth through Staff As Students and Staff as Graduates events, tuition remission benefits, and training programs.					
Objective 1			Empty	07/01/20	04/30/21
The Staff Council committees will organize events that support the educational aspirations of all UNM staff.			Empty	07/01/20	04/30/21

	Adopted by: Committee(s) Councilor(s)	Measurable Outcome(s)	Completion Progress	Start Date	End Date
Staff Council Core Values & Objectives					
Objective 2	-		Empty	07/01/20	04/30/21
Staff Council will support supervisors and managers in encouraging and empowering staff to pursue their educational goals..			Empty	07/01/20	04/30/21
Objective 3	-		Empty	07/01/20	04/30/21
Staff Council will continue to encourage, support and recognize staff who earn degrees and professional certifications during graduation and staff appreciation events.			Empty	07/01/20	04/30/21
Objective 4	-		Empty	07/01/20	04/30/21
Staff Council will work with UNM partners to provide access to training, professional development and learning opportunities.			Empty	07/01/20	04/30/21
Objective 5	-		Empty	07/01/20	04/30/21
Staff Council will encourage incentives that recognize the value of comprehensive career development programs for supervisor or management positions, such as the uLEAD curriculum.			Empty	07/01/20	04/30/21
ADVOCACY CORE VALUE			Empty	07/01/20	04/30/21
Through its committees, Staff Council will advocate for staff by seeking out and responding to ideas and concerns, representing them to the University administration, and keeping staff informed of University initiatives. In addition, the Council will continuously work for a positive staff culture and a cohesive community. The Council will celebrate staff diversity and promote the betterment of all.					
Objective 1			Empty	07/01/20	04/30/21
Staff Council will create an Advocacy Committee to work with Staff Council Executive Committee and UNM Leadership to promote solutions that affect the interests, safety, and concerns of the staff.			Empty	07/01/20	04/30/21
Objective 2			Empty	07/01/20	04/30/21
Encourage staff to express ideas and concerns to the Advocacy Committee. The Advocacy Committee is one way staff will be heard through the collective Staff Council process.			Empty	07/01/20	04/30/21
Objective 3			Empty	07/01/20	04/30/21
Provide a two-way channel of communication for constituents to submit questions or issues both anonymously and through Staff Council public forums.			Empty	07/01/20	04/30/21

	Adopted by: Committee(s) Councilor(s)	Measurable Outcome(s)	Completion Progress	Start Date	End Date
Staff Council Core Values & Objectives					
Objective 4			Empty	07/01/20	04/30/21
Through Staff Council resolutions and staff representation on University-wide committees, councilors will advocate for the creation or amendment of policies that address unequal access to staff benefits.			Empty	07/01/20	04/30/21
Objective 5			Empty	07/01/20	04/30/21
Staff Council will highlight progress on its objectives/issues.			Empty	07/01/20	04/30/21
DIVERSITY, EQUITY, & INCLUSION CORE VALUE			Empty	07/01/20	04/30/21
Staff Council, in alignment with the University of New Mexico’s Diversity Equity and Inclusion core values, will commit to advocating and making recommendations internally within Staff Council and externally to leadership for resources and programs that improve a diverse, equitable, and inclusive work environment for staff.					
Objective 1			Empty	07/01/20	04/30/21
Staff Council will continue to collaborate with the Office of the Vice President for Equity and Inclusion, HSC Office of Diversity, and Human Resources to create a more inclusive campus culture that reinforces the University’s commitment to diversity through actionable strategies.			Empty	07/01/20	04/30/21
Objective 2			Empty	07/01/20	04/30/21
The Staff Council DEI Committee will continuously act as an advocate for staff by recommending solutions that address lack of diversity, equity, and inclusion, in addition to responding to bias, harassment, and discrimination.			Empty	07/01/20	04/30/21
Objective 3			Empty	07/01/20	04/30/21
Staff Council will continuously ensure that the Staff Council body is diverse, equitable, and inclusive and is representative of the demographic body of UNM by developing an active recruitment initiative to encourage staff to join and participate not just on internal staff council but also externally on broader UNM committees.			Empty	07/01/20	04/30/21
Objective 4			Empty	07/01/20	04/30/21
Staff Council will make recommendations for the continuous review of Staff Council governing documents including proposing new resolutions.			Empty	07/01/20	04/30/21

Staff Council Core Values & Objectives	Adopted by: Committee(s) Councilor(s)	Measurable Outcome(s)	Completion Progress	Start Date	End Date
Objective 5			Empty	07/01/20	04/30/21
<p>Objective 5: Staff Council will work with our partners in identifying opportunities that:</p> <ul style="list-style-type: none"> a. allow for staff professional advancement, b. create advancement opportunities for underrepresented groups and encourage participation in career ladders for all staff, c. provide suggestions for a holistic hiring process and candidate experience. 			Empty	07/01/20	04/30/21
SERVICE					
<p>Staff Council will actively promote a diverse community of staff dedicated to advancing the University’s vision, mission, and core values. Staff Council will create opportunities for staff to serve on University and community service events to help connect University groups with one another, including its branch campuses, as well as connect the University with larger New Mexico communities.</p>					
Objective 1			Empty	07/01/20	04/30/21
<p>Staff Council will promote volunteer opportunities for staff and support recognition for volunteer services.</p>			Empty	07/01/20	04/30/21
Objective 2			Empty	07/01/20	04/30/21
<p>Staff council will encourage opportunities for humanitarian or animal humane philanthropy or other services supporting local, national, and international outreach agencies.</p>			Empty	07/01/20	04/30/21
Objective 3			Empty	07/01/20	04/30/21
<p>Staff Council will support the University in recognizing the efforts staff make toward community service.</p>			Empty	07/01/20	04/30/21

Appendix A: Information about the UNM Staff Council

UNM Staff Council homepage

<https://staffcouncil.unm.edu/index.html>

Contact information

<https://staffcouncil.unm.edu/contact-us.html>

President's Messages:

<https://staffcouncil.unm.edu/blog/index.html>

Governing documents, including the Constitution, Bylaws, and Policy 1150: Staff Council

<https://staffcouncil.unm.edu/about/governing-documents.html>

Resolutions

<https://staffcouncil.unm.edu/about/resolutions.html>

History & Accomplishments

<https://staffcouncil.unm.edu/about/history-and-accomplishments.html>

Current Staff Councilors

<https://staffcouncil.unm.edu/councilors/index.html>

Committee Information

<https://staffcouncil.unm.edu/committees/index.html>

UNM Staff Council Office

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Staff Council President

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Appendix B: Online Exercise with Staff Councilors

On April 20, 2020, the Strategic Planning Committee invited all Staff Councilors to participate in a PowerPoint Presentation and Poll Everywhere exercise. Twelve staff councilors attended in addition to six of the Strategic Plan Ad Hoc Committee members in a one-hour Zoom meeting. After a brief introduction about the Strategic Plan in general, Councilors responded as follows to two prompts about each of the five core values:

What would you add, edit, or omit from this description of the core value?
Here is one example of an objective for the core value. What are your suggestions for an objective?

Leadership

Description: Staff Council will build leadership skills in councilors & constituents. Leadership is the art of motivating a group of people toward a common goal. Leaders inspire and direct action. (12 responses, 10 unique participants)

1. Qualify the leadership skills
2. Enhance instead of build in first sentence.
3. Nice description. Interested in hearing other thoughts.
4. Pass the baton and give everyone opportunity to develop new skills.
5. The definition seems fine but I'm more interested in the application statement(s).
6. I agree with Enhance
7. Objectives will clarify I hope
8. I quite enjoy this description.
9. I like this goal, I would add something like "Staff Council will pay special attention to encouraging leadership development among those just beginning their careers at the University or those looking to grow outside of their current departments/commitments" - We want to make sure that we don't sound as if Leadership Development has to be a focus for EVERY councilor - but rather that we have the tools and networking abilities for those who are interested
10. Looks good
11. This works
12. Maybe add something about "and does so in an ethical manner" or promoting ethical ideals.

What might a Leadership objective be? Example: The Executive Committee will provide or arrange Nuts & Bolts and/or workshops to councilors regarding leadership skills annually.

(14 responses, 10 unique participants)

1. A "ladder" to Executive Committee or to chair a committee.
2. Propose a revision of bylaws
3. Guidance on motivation
4. monthly seminar series on leadership??
5. Perhaps quarterly trainings before/after business meetings on leadership-related items.
6. Develop a recruitment strategy for Inclusion
7. Promoting participation in University leadership forums such as regents meetings or town halls with the president.
8. As an aside, I would love leadership training
9. Provide opportunities for leadership such as workshops, trainings, and even possible appointments.

10. I think leadership opportunities are more readily available via sub-committees within committees.
11. To provide opportunity to work with council members who may be interested in ksa development under a particular committee or field of expertise
12. guidance on implementing/advocating for change within departments
13. To assist in working with constituents
14. The major objective of leadership is to bring the diverse group of people together towards a common goal

Education

Description: Staff Council will serve as a conduit for improving opportunities for staff academic & personal growth through tuition remission benefits & training programs, providing opportunity for promotion, salary increase, & work/life balance.

(9 responses, 9 unique participants)

1. I think this is great
2. Looks good
3. Sounds good.
4. I like it.
5. I wouldn't change anything.
6. 👍
7. I think it is fine. I am not sold on "serve as a conduit" phrasing but I don't have a better way to say it off the top of my head.
8. 😊
9. I would change "tuition remission benefits & training programs" to "Staff as Students opportunities" or something similar to capture the established "brand" of "Staff as Students." Especially as we try and develop the "Staff as Graduates" recognition, and also because it is so much more than just tuition remission & training as we get areas like Children's Campus, SHAC, Career Services, & etc. to attend.

What might an Education Objective be? Example: The Staff Council and its committees will provide opportunities for staff to attend formal, informal, and professional courses or events of special interest to them.

(10 responses, 8 unique participants)

1. In addition to staff as graduates, recognize professional certification
2. I would add "further their academic careers by obtaining undergraduate and graduate degrees"
3. Staff Council provides its members the opportunity to learn Roberts Rules.
4. Work with leadership to empower staff supervisor to encourage graduate degree
5. Something that states a way SC strives to overcome work/life balance barriers that prevent someone from seeking academics
6. Attend a conference or create a conference for university staff, add to staff networks
7. And provide time to attain it
8. help to make sure those opportunities are covered by tuition remission or reimbursement program
9. Will help staff achieve their desired level of education
10. Professional development to help with promotion and advancement

Advocacy

Description: Staff Council will work for causes, ideas, and policies that benefit Staff; seek out and respond to Staff ideas and concerns; represent Staff to UNM leadership; and keep Staff informed of University initiatives.

(8 responses, 7 unique participants)

1. "Through its committee chairs SC will work..."
2. does Staff need to be capital S?
3. perhaps include resolutions as part of this
4. SC will review proposed policy changes and voice our concerns as appropriate.
5. "...that [mutually benefit Staff and the University]; seek out.. "
6. I would add celebrate or reward staff success/achievements (Staff Appreciation Week)
7. promote resolutions
8. Advocate for diversity and Inclusion

What might an Advocacy objective be? Example: Create a formal channel for constituents to submit questions, suggestions, or recommendations with the option to remain anonymous.

(6 responses, 6 unique participants)

1. Better communicate issues that impact staff
2. Create policies that improve access to staff benefits
3. ...equal access to staff benefits
4. Actively seek input, on a regular basis (such as quarterly), from constituents on their ideas to improve the challenges they face in their working environment.
5. Value opinion of staff that are being represented equally and offer support equally.
6. Provide a resource to help staff through hurdles that they may encounter and be able to have a support partners to achieve this.

Diversity, Equity and Inclusion

Description: Staff Council will collaborate with HSC & Main Campus DEI Offices as well as the VP for HR by making recommendations to leadership for resources & programs that improve a diverse, equitable, and inclusive work environment for staff.

(3 responses, 3 unique participants)

1. This includes bias training for all members of hiring committees
2. I would add within staff council and externally
3. Perhaps add making recommendations for measurement tools (anonymous option surveys, etc.) to gage whether or not those goals are being met and to hold leadership accountable

What might a Diversity, Equity, and Inclusion objective be? Example: Develop a staff mentoring program to provide an avenue towards inclusion.

(11 responses, 9 unique participants)

1. Limit barriers to success for all staff
2. Ensure Staff Council representation on all such UNM committees.
3. Provide a platform for open discussion to gauge community wants/dislikes, etc.
4. advocate for revision of bylaws to in increase committee membership to reflect representation
5. Have the makeup of staff council reflect the constituency
6. Provide advancement opportunities for underrepresented groups and encourage participation in career ladders for all staff, not just a select few.
7. To develop feedback surveys from potential hirers about their interview experience
8. Introduce resolutions that helps underrepresented or disadvantaged staff members achieve success at UNM, such as the hiring staff members with a disability resolution.

9. Provide a platform for collaboration that brings communities together; including branch campuses.
10. Participate in development of campus climate survey
11. Promote diverse hire panels across UNM

Service

Description: SC will create a diverse community dedicated to advancing the University's vision, mission & core values. SC will create opportunities for staff to serve on its own & University-wide committees, benefiting students, faculty & staff.

(5 responses, 5 unique participants)

1. Work with leadership to create a volunteer program that recognizes staff
2. Will ensure diverse subcommittees while striving to minimize tokenization of particular groups
3. any reason for the word creates as opposed to provide? If we don't create opportunities does that mean we failed? As opposed to providing when appropriate.
4. Can the SC actually "create a diverse community" or would phrasing such as "will actively promote" be more suited to what SC can actually do?
5. work with U wide committee to offer opportunities for staff

What might a Service objective be? Example: Establish an annual round table discussion with SC Executive Committee, Committee Chairs, & interested staff to discuss Service priorities for the year.

(6 responses, 6 unique participants)

1. I think bi-annual would be nice because can do one with outgoing president and then one later with new president
2. Provide broader opportunities for staff to participate in community service opportunities as well as present additional opportunities that might not be on the council's radar
3. Something about finding a highly visible service project that Staff can participate in - whether that is volunteering more actively in commencement, or doing some type of coordinated service project during the holidays.
4. Create an annual survey to learn what staff are facing and where their priorities should be placed to learn areas that need attention to allow a meaning service initiative.
5. This idea is intriguing, but trying to have a panel of 10 Exec members, and another half-dozen (or more) committee chairs may be so large it is not efficient.
6. Bring forth community engagement opportunities

Appendix C: Survey for Staff Councilors

On May 1, 2020, the Strategic Planning Committee invited all Staff Councilors to participate in an anonymous electronic survey through Survey Monkey, particularly those who had not attended the Poll Everywhere online exercise on April 20th. The email invitation provided a brief summary of the ad hoc committee's ideas about the Strategic Plan; attached to the email was the same PowerPoint presentation that had been used for the online exercise.

The survey remained open through May 7th. The survey consisted of ten questions. No question was mandatory; and some councilors did not answer every question. Twelve staff councilors completed the survey, taking an average of 12 minutes to complete it. Here is a complete list of responses.

Leadership

- I. Please give your feedback about this description of the core value of Leadership: Staff Council will build leadership skills in councilors & constituents. Leadership is the art of motivating a group of people toward a common goal. Leaders inspire and direct action.
 1. Achieving a common goal taking into account different perspectives and strengths
 2. The definition of leadership does not seem necessary here.
 3. Good
 4. Great!
 5. I agree with the description.
 6. I like it. We need to encourage leadership and more motivation toward a common goal though.
 7. I love this. It sounds really good.
 8. I really like it!
 9. Love it!
 10. Might add ...toward a common goal or goals.
 11. Pretty solid description

- II. What might a Leadership objective be? Example: The Executive Committee will provide or arrange Nuts & Bolts and/or workshops to councilors regarding leadership skills annually.
 1. Bylaws review/study/application
 2. Committees will create leadership opportunities for councilors to plan events, write resolutions and develop initiatives to benefit staff.
 3. Each sub-committee will provide workshops at least 1 time per year
 4. Executive Committee discussing best practices on talking with constituents.
 5. Expansion of mentorship program to enhance pool of ready leaders Leadership skills development to constituents. (perhaps as a pipeline towards Staff Council membership?)
 6. I like this objective. I think it can actually list a number of workshops that are provided annually.
 7. A member of the Executive Committee will meet with each new councilor informally to discuss individual interests and goals, providing guidance on leadership opportunities and venues within Staff Council. (This could replace the mentorship program that doesn't seem to be very active.)
 8. The mentorship program
 9. Staff Council will form an ad hoc committee to work directly with EOD on ways to partner in offering leadership skills development to constituents. (perhaps as a pipeline towards Staff Council membership?)

10. Streamlining communication (we're already pretty good at that), making meetings more productive (also improving)
11. To work with EOD to develop an annual "Employee Empowerment Day" which would include 30-minute workshops in the sub for various employee development and leadership skills. This can be developed virtually/online for the foreseeable future.

Education

- III. Please give your feedback about this description of the core value of Education: Staff Council will serve as a conduit for improving opportunities for staff academic and personal growth through tuition remission benefits and training programs, providing opportunity for promotion, salary increase, and work/life balance.
 1. Good
 2. Good description
 3. I agree with the description
 4. I like this as well
 5. I think service to the university needs to be added to the council's core values. We are giving back to the institution that gives to us.
 6. Love it. It covers all the big issues.
 7. Should education just be related to formal education? Is there space for education about UNM processes/procedures and ways to educate about issues to enhance advocacy
 8. That's pretty cool
 9. This is great.
 10. This looks perfect to me.
 11. Would drop salary increase, seems barely related to education goal and also extremely difficult to influence and measure.

- IV. What might an Education objective be? Example: The Staff Council and its committees will provide opportunities for staff to attend formal, informal, and professional courses or events of special interest to them.
 1. "formal" good though
 2. formal is misspelled. otherwise looks great.
 3. Helping to ensure that classes are available when staff can take them?
 4. I don't have an idea for an objective to recommend.
 5. Perhaps develop more programming around Staff as Students such as short 20-minute workshops for staff to attend regarding certain degree programs?
 6. Professional development opportunities would be nice
 7. Provide staff access and guidance to process their concerns to the administration in a professional and successful manner
 8. Related to above: might we have specific education for councilors on how UNM budget works, or how policy office works, or grievances, etc etc
 9. Staff Council will assist in determining and developing educational opportunities for growth both of the council as well as the individual councilor
 10. The Staff Council will provide staff with opportunities and access to academic and professional development courses through events and sharing information.
 11. There is a typo in "formal" in the statement. I would advocate reallocating some money from staff awards to a Staff Council Professional Development Grant. Staff members

could apply to attend a training or conference, just like faculty do. Perhaps we could ask HR or Finance to help support this.

Advocacy

- V. Please give your feedback about this description of the core value of Advocacy: Staff Council will work for causes, ideas, and policies that benefit Staff; seek out and respond to Staff ideas and concerns; represent Staff to UNM leadership; and keep Staff informed of University initiatives.
1. can we use the word advocate or advocacy here somewhere? besides that really good statement
 2. good
 3. Good
 4. great
 5. great!
 6. I agree with the description.
 7. I like it.
 8. I would say “work for policies and opportunities that benefit staff,” rather than “causes, ideas, and policies.”
 9. Love it. Maybe this is where education comes in for advocacy, rather than above?
 10. Sounds good
 11. Very descriptive
 12. Yes! Representing staff to UNM is so important! We get overlooked a lot
- VI. What might an Advocacy objective be? Example: Create a formal channel for constituents to submit questions, suggestions, or recommendations with the option to remain anonymous.
1. Do not agree with the example statement - that may end up a complaint line, or a proxy for other official whistleblower reporting channels. Staff Council will advocate for compensation, benefits, and policies that serve the needs of all staff at UNM.
 2. Explore and create avenues to engage more non-Council staff members to serve on various standing or ad-hoc committees promoting the aspects of this core value that appeal to them erve the needs of all staff at UNM.
 3. I like the example, plus ensuring that the questions/ suggestions get routed to the right people AND get answered in a timely manner
 4. Love this.
 5. Love that idea, but also what kinds of two-way communication should we have? Formal way to update people on public info about advocacy? Area of website for issues we're working on with history, background current efforts, ways to get involved?
 6. Make sure all groups of people at UNM are represented
 7. Request Staff Council representation on all executive level search committees on main and HSC campuses.
 8. submit questions about what, exactly, and who would answer? This objective confuses me.
 9. Workshops/trainings on University processes where staff voices can be affective in shaping campus life

Diversity, Equity and Inclusion

VII. Please give your feedback about this description of the core value of Diversity, Equity, and Inclusion: Advocacy: Staff Council will collaborate with HSC and Main Campus DEI Offices as well as the VP for HR by making recommendations to leadership for resources and programs that improve a diverse, equitable, and inclusive work environment for staff.

1. Cannot find anything wrong with it
2. DEI aren't offices they are divisions on both campuses this could be limiting since we are only listing 3 units
3. And a fear free environment. No one should have to worry about getting racist threats
4. Good
5. good
6. Great
7. I agree with this description.
8. I like it.
9. Love it. I would include, if we are, "as well as UNM Administration" because we would go to Dorothy or Stokes or James or Teresa. Not just DEI or Dorothy.
10. None
11. This seems, as written, as it would be an advocacy objective. I think taking out the specific mention of HSC and Main Campus DEI offices and the VP for HR would make it a more general, standalone value. The taken-out part should be the objective.

VIII. What might a Diversity objective be? Example: Develop a staff mentoring program to provide an avenue towards inclusion.

1. Collaborate with other Staff Councils at different schools to see if UNM can learn anything from them.
2. Collaborate with various departments around campus as well as EOD to develop long term trainings and programming around diversity and inclusion. These can be done online/virtually for the foreseeable future.
3. Developing/ working with HR to offer trainings on racial biases/micro aggressions
4. 1. Diversify Staff Council by reaching out to a diverse group of staff and encouraging them to run for Staff Council positions. 2. Encourage diversity on the SC Executive Committee. 3. Work with HR to identify specific "champions," HR representatives who are identified as the go-to person for staff who identify as Latinx, African American, Asian American, Native American, LGBTQI, Veterans, those with disabilities, etc. 4. Model inclusive language in Staff Council communications, specifically with Spanish translation, and encourage other university entities to do the same. ... Love the mentoring program as well.
5. I don't have an idea for an objective to recommend.
6. I'm not sure why mentoring is the only thing listed here. Diversity in staff council to me involves encouraging more participation from staff that have leadership interests.
7. Love the above. Also, increase outreach efforts to get feedback. Also, increase inclusivity of SC processes (elections, awards, nominations for council, various ways to update people. Promote and strengthen existing policies and help develop new policies that helps recruit and retain staff that have demonstrated practices in not only working with but promoting diversity and inclusion.
8. Provide speakers with positive experience in this area to share how it worked for their organization
9. This objective is confusing, too. does it mean for all staff? what does "...an avenue towards inclusion" mean?

Service

- IX. Please give your feedback about this description of the core value of Service: Staff Council will create a diverse community dedicated to advancing the University's vision, mission and cores values. Staff Council will create opportunities for staff to serve on its own and University-wide committees, benefiting students, faculty, and staff.
1. Good
 2. Good
 3. Great
 4. Great.
 5. Great statement.
 6. I agree with this description.
 7. I like it.
 8. Strong description
 9. This is good. I also like that second half - helping people get involved
 10. Typo: cores values (core) it's ok; I think opportunities could be wider than just serving on committees, and could include things like service projects in the community, volunteering, etc. It may need to be broadened here, and the committee piece could be an objective.
 11. What about community service. The U core values specify this, not just our own bubble of s,f,&s.
- X. Finally, what might a Service objective be? Example: Establish an annual round table discussion with members of the Staff Council Executive Committee, Committee Chairs, and interested staff to discuss Service priorities for the year.
1. Again, I would suggest collaborating with EOD to develop Service/servant leadership programs, trainings, facilitations for the campus.
 2. Can't think of anything
 3. Create an annual survey to learn what staff are facing and where their priorities should be placed to learn areas that need attention to allow a meaning service initiative
 4. Great!
 5. Identify existing service efforts and make partnerships so as not to recreate the wheel. How do we participate in UNM service?
 6. Include measures of community service
 7. Just as Service is required of tenure track faculty, promote Service as a component of staff life at UNM. Ask HR to include a service question in the annual review. Consistently make staff service opportunities part of the SC emails to all staff.
 8. Provide quarterly service opportunities both on and off campus for staff
 9. Provide volunteering opportunities that benefit our communities both internal and external to UNM
 10. Putting a website or something that lists all volunteer, committee, etc opportunities.
 11. Something about finding a highly visible service project that Staff can participate in - whether that is volunteering more actively in commencement, or doing some type of coordinated service project during the holidays.
 12. This idea is intriguing, but trying to have a panel of 10 Exec members, and another half-dozen (or more) committee chairs may be so large it is not efficient.
 13. Bring forth community engagement opportunities