

University of New Mexico  
STAFF COUNCIL MEETING  
February 17, 2015  
SUB, Lobo A&B

**Members Present:** Marcos Abeyta, Joaquin Baca, Brad Beck, TC Chavez, Mary Clark, Marjorie Crow, Crystal Davis, Renee Delgado-Riley, Tyson Eakman, Danielle Gilliam, Chris Grotbeck, Christopher Gutierrez, Gene Henley, Sarah Kieltyka, Joanne Kuestner, Joseph Lane, Cindy Mason, Marie McGhee, Kathy McKinstry, Patricia O'Connor, Melissa Pacheco-Armijo, Jodi Perry, Stella Ramos, Joni Roberts, Carla Sakiestewa, Deanna Sanchez-Mulcahy, Jennifer Trujillo, Lisa Walden and Tish Young.

**Members Excused:** Amanda Bassett, Gloria Carol, Pam Castaldi, Josh Clifford, Dina Estrada, Janisha Garcia, Mike Gatchell, Lisa Gilmore, Mark Reynolds, LaNika Staton, Kathy Turner, Gina Urias-Sandoval, Chelsea Beth Walker and Daniel Weems.

**Members Absent:** Danelle Callan, Jarrett Hines-Kay, Charlotte Jaramillo, Ana Lombard, Amber Lucero, Shawn McGee, Michele Navarrette, James Patton, Ann Rickard and Candyce Torres.

**Parliamentarian:** Adam Hathaway, Professional Registered Parliamentarian, excused.

**Call to Order:** at 1:04 p.m. by Speaker, Mary Clark.

**Approve Agenda:** approved with changes.

**Approve Minutes from 1/20/15:** approved.

**Guest Speaker**

UNM President, Bob Frank spoke to the Councilors and answered questions from Councilors and constituents.

**Constituent Comments**

No comments.

**President's Report, President Renee Delgado-Riley**

President Delgado-Riley stated that some of the goals she is focusing on as her presidency winds down are the creation of written procedures and processes for the Staff Council, a community engagement policy, an outstanding supervisor's award and a review of the staff engagement survey data, which will be released in March.

President Delgado-Riley said that she traveled to Santa Fe to engage the legislators on behalf of UNM staff.

President Delgado-Riley presented a Staff Hero Award to Glenda Johnson.

**Executive Committee Report, President Elect, Crystal Davis**

During the past month, the Executive Committee took the following actions: approved an invoice from UCAM in the amount of \$3000 to pay for Staff Council website redesign services, approved a monthly committee chairs meeting/training which will be facilitated by Jodi Perry, approved the idea of designing and purchasing a Staff Council 25<sup>th</sup> anniversary commemorative pin and formed an independent task force to review all of the Staff Council's award programs. In addition, the Committee discussed a funding request submitted on behalf of the Events Committee. This request was sent back to committee for further clarification but was eventually withdrawn by the Events Committee Co-Chair.

**Speaker's Report, Speaker Mary Clark**

Speaker Clark recommended that Andy Kalin be appointed to the vacant Precinct 6 seat. This was approved by the Council.

**Treasurer's Report, Treasurer Cindy Mason**

The Staff Council's mid-year budget projections have been completed. Treasurer Mason stated that funding requests for FY16 should be submitted as soon as possible.

**New Business**

On behalf of the Rules & Elections Committee, Chair, Karen Mann presented the Proposed Grade Representation Report and moved to approve the report. The motion was seconded and approved by the Council (attached).

On behalf of the Staff Council Strategic Planning Ad Hoc Committee, Councilor Henley moved to adopt Staff Council 2015 Resolution #1, Adoption of the 2015 Staff Council Strategic Plan. The motion was seconded and approved by the Council (attached).

**Committee Reports**

*HSCS, Jodi Perry* – The Committee has been instrumental in getting more wellness classes offered on the north campus. The Committee is in the process of formalizing their goals for 2015 using the data provided by the Staff Council focus groups that centered on issues related to the north campus. The Lovin' on Little Lobos Donation Drive was very successful.

**Councilor Comments**

No comments.

**Meeting adjourned at 2:18 p.m.**

**Minutes submitted by Kathy Meadows, Administrative Officer, Staff Council Office.**

**Staff Council meeting minutes can be accessed by going to <http://staffcouncil.unm.edu>.**

Proposed Grade Representation  
 Submitted by Karen Mann, Chair, Rules & Election Committee  
 2/17/15

# employees	grade	# counselors	rounded	2013 election	current
359	gr 2-5	2.33	2	2	0
416	gr 6-7	2.70	3	3	2
440	8	2.86	3	3	4
275	9	1.79	2	2	2
646	10	4.19	4	4	4
541	11	3.51	3	3	2
581	12	3.77	3	3	2
518	13	3.36	3	3	2
514	14	3.34	3	3	3
278	15	1.81	2	2	2
289	gr 16-20	1.88	2	2	2
Total			30	30	25

4,857  
 Total # employees 4923  
 Less non graded (66)  
 # graded employees 4,857

range for number of reprs- + or - 15%			
1 repr	2 reprs	3 reprs	4 reprs
138	275	413	550
186	372	559	745



UNM Staff Council 2015 Resolution #1

Name: Adoption of 2015 Strategic Plan

Author: Renee Delgado-Riley, President, Staff Council (2014-2015), Chair, Staff Council Strategic Planning Ad-Hoc Committee

Presented to Staff Council on February 17, 2015

Council Action: **ADOPTED**

1. WHEREAS the University of New Mexico Staff Council is focused on improving the working lives of staff; and,
2. WHEREAS Staff Council nurtures leadership, education, advocacy, diversity and service (LEADS); and,
3. WHEREAS Staff Council is celebrating its 25<sup>th</sup> Anniversary as an organization; and,
4. WHEREAS in order for Staff Council to better achieve its goals of supporting University of New Mexico Staff, a strategic plan is necessary to ensure sustainability; and,
5. WHEREAS the goals of the Staff Council are to represent constituents through two-way communication of policies, information, etc., serve UNM staff by strengthening the collective UNM staff 'voice', highlight the many UNM staff and Staff Council contributions to UNM, foster leadership at UNM and in the community, and, partner with UNM shareholders in efforts aimed at improving UNM staff well-being; and,
6. WHEREAS a Staff Council Strategic Plan will help improve employee morale and productivity, and will aid in the retention of our valued University staff, thus positively impacting student success and the overall University climate;
7. THEREFORE BE IT RESOLVED that the Staff Council of the University of New Mexico supports the current Strategic Plan and shall be adopted by the Council for the next five years. An implementation plan will be presented to committee chairs and Councilors during the spring of 2015.
8. Copies of this Resolution shall be sent to the Board of Regents; Robert Frank, President of UNM; David Harris, Executive Vice President of Administration; Dorothy Anderson, Vice President of Human Resources, Chris Vallejos, Associate Vice President of Institutional Support Services (ISS) and Lisa Marbury, Executive Project Director, ISS.



**Dear UNM Colleagues:**

I have truly been honored to serve as your Staff Council President this past year. I am pleased to present to you the Staff Council Strategic Plan, which outlines our strategic goals and initiatives for 2015-2020. This presentation is coupled with the 25th anniversary celebration of Staff Council. Staff Council has grown tremendously in the past quarter of a century. Our goal is that this strategic plan will serve as a guide for Staff Council to best support your collective voice. We hope this strategic plan will demonstrate our commitment to UNM staff in the past, present, and future.

Thanks to our constituents for supporting the UNM Staff Council. It has not always been easy. We need your help to be successful, and we value the contribution of all UNM staff. Our past accomplishments demonstrate how important your input is in getting the administration to listen to and value us.

Sincerely,

Renée Delgado-Riley, Ph.D.

*Staff Council President (2014-2015)*

---

**Vision:**

Improving the working lives of staff at the University of New Mexico.

**Mission:**

Staff Council nurtures leadership, education, advocacy, diversity and service (LEADS) by:

- Focusing on the development of leadership skills, aptitudes, and behaviors necessary to succeed in lifelong learning and viable career pathways
- Communicating with constituents, faculty, students, and the administration in order to promote the well-being of every staff member at UNM
- Providing UNM staff a support structure and forum to address issues of concern
- Providing opportunities for staff to work with people and organizations across the University and in our community

**Core Values:**



**Strategic Goals**

**& Activities**

**Represent constituents through two-way communication of policies, information, etc.**

---

**Objective 1.** To provide Staff Councilors and Staff Council Committee chairs with tools to effectively engage its constituents.

1. Institute internal Staff Council service awards
2. Create accountability system with commitment to Staff Council goals
3. Perform an environmental scan to identify, evaluate, and implement improvements to the existing Staff Council structure/system
4. Provide clear expectations and training for Staff Council (guidelines for communication with constituents)

**Objective 2.** To provide Staff Councilors and Staff Council Committee Chairs with tools to effectively engage in Staff Council.

1. All Staff Councilors and Staff Council Committee Chairs will sign Statement of Commitment
2. Develop quarterly Committee Chair leadership development
3. Encourage Staff Councilors to do eight hours of professional development per year
4. Review committee goals

**Objective 3.** To provide a mechanism for transparency by using tools and existing survey data as one mechanism for staff feedback.

1. Annual Staff Council Report
2. Focus groups
3. Establish committee communication and reporting process
4. Speaker or appointed Executive Committee liaison will attend all committee meetings
5. Implement budget process for accountability

**Serve UNM staff by strengthening the collective UNM staff 'voice'**

---

**Objective 1.** To establish formal process for sharing feedback on staff issues.

1. Market suggestion box online (BLOG)
2. Quarterly SC Town Hall meeting (one at UNM main, one at HSC North) Presentations by Executive, Committee Chairs and feedback session
3. Encourage Branch Campus liaison to host Town Hall meeting
4. Staff meetings with administrators

**Highlight the many UNM Staff and Staff Council contributions to UNM**

---

**Objective 1.** To provide a consistent voice on the many contributions of Staff Council through the website and social media.

1. Website SC President Blog
2. Website and Social Media (Facebook, Twitter, Instagram, YouTube, etc.)
3. eNews

**Objective 2.** To promote awareness and acknowledge the many faces and contributions of UNM staff through the website and social media.

1. Tuesday Staff Spotlight (Website)
2. Staff Recognition Awards/ Outstanding Supervisor Award (Collaborate with other Committees and Departments that recognize Staff)

**Objective 3.** To promote the programs, people, and activities that support overall staff well-being through the website and social media.

1. Staff Hero Awards

---

### Foster leadership at UNM and in the community

---

**Objective 1.** To establish program of ongoing leadership development.

1. Partnership with Employee & Organizational Development (EOD)
2. Promotion of Supervisor Evaluations
3. Promotion of ongoing leadership training and development

**Objective 2.** To promote best practices in leadership at the institution.

1. Establish Outstanding Supervisor Award
2. RESPECT & Kindness Campaign

**Objective 3.** To create a process for serving the local and New Mexico community.

1. Promote flexible work schedules for community engagement
2. Alignment with the SC Events Committee annual community service projects

---

### Partner with UNM shareholders in efforts aimed at improving UNM Staff well-being

---

**Objective 1.** To promote the awareness of the needs of UNM Staff and solutions to address the needs.

1. Annual Needs Assessment (with input from town hall quarterly meetings UNM, HSC; Surveys)
2. Promote the maintenance of staff benefits
3. Encourage equitable benefits with faculty
4. Encourage equal access to benefits (i.e., tuition remission, paid leave, flexible work schedules, wellness, etc.)
5. Establish steering committee on staff well-being
6. Involvement in campus wide opportunities for respect and kindness
7. Staff engagement events

**Objective 2.** To create a process for improving career pathways at UNM.

1. Environmental scan of current gaps in career pathways (partner with HR)
2. Identify strategies and solutions for improving career pathways
3. Promote 5-year compensation plan

**Objective 3.** To create a systematic partnership and collaboration across institution branches (*Main, North, South*).

1. University-wide committee appointments
-

## Staff Council President Initiatives

### Community Engagement Leave

---

Coordinate with HR, the Policy Office, and the Administration to identify ways to encourage UNM Staff to participate in community engagement.

### Outstanding Supervisor Award

---

Recognize staff and faculty supervisors who provide leadership in creating work environments that facilitate work/life balance, professional development, and effective leadership to support the overall University core purpose and values.

### Supervisor Evaluations

---

Develop a plan to discuss the possibility of future supervisor or 360 evaluations at UNM in order to shift the culture of management/leadership to be more transparent and effective.

### Strategic Plan

---

Develop a strategic plan for the UNM Staff Council in an effort to have a sustainable guide to achieving the organizational goals and objectives.

---

## Committee Initiatives

### Campus Environment

---

Beautification of Campus

### Communication & Marketing

---

Branding Support  
Website & Social Media Maintenance  
Technical Editing Support

### Ethics

---

Ethical Interpretation & Support to Policies

### Employee Life

---

RESPECT & Kindness Campaign  
Parking & Transportation Issues  
Parental Leave

### Events

---

Event Facilitation Process Development  
Event Planning & Staff Appreciation Month  
Collaboration with Communications and Marketing Committee



---

### Government Relations

---

Tracks and reports on legislative issues that affect the university staff  
Makes recommendations to the Staff Council concerning legislative issues  
Encourages & support staff in exercising their civic rights and responsibilities

---

### Health Sciences Center Staff (HSCS)

---

Coordinates HSCS Events  
Builds a sense of community among HSC staff

---

### Rewards & Recognition

---

Coordinates Gerald May Award process  
Coordinates Jim Davis Award process  
Coordinates PAWS Award process

---

### Rules and Elections

---

Develops election procedures for the annual Staff Council election  
Sets, with Council approval, campaign guidelines

---

### Student Success

---

Improve upon the existing events

- Staff as Students: Spring and Fall
- LOBORrito Breakfast as a part of SAM
- Read to Me Book Drive
- Collaborations on food drive and “Be Kind” campaigns sponsored outside of SSC

Recognize Staff as Students  
Support events/activities throughout campus that contribute to student success  
Establish Staff Scholarship Program

---

## Focus Group Analysis

Focus groups were conducted on the UNM main campus in Albuquerque, New Mexico in fall 2014. Participants were invited through their Staff Council representatives and via eNews. Participants were asked to give recommendations and encouraged to be open. The sessions were constructive, and the following themes emerged as important:

### Emerging Themes

#### Lobo Pride

Staff in general feel proud to work at the University and appreciate the campus climate because of the students. There is a strong commitment to student success and the mission of the University to improve the lives of New Mexicans. Staff members are proud to be Lobos.

### *Recommendations*

Administrators and Staff Council should continue to nurture the feeling of Lobo Pride by providing more opportunities for recognizing individuals who exhibit examples of Lobo Pride. To promote the current Staff Council PAWS (People Appreciate Wonderful Staff) Award, the President's Office should be invited to present this award. It is presented each month to one staff employee who provides exceptional service to the UNM community. This employee exemplifies University values and shows initiative beyond their basic job requirements. The Staff Council Rewards and Recognition Committee selects a recipient from candidates nominated each month by members of the UNM community. The deadline for nominations is the last Friday of each month at 5:00 p.m. Recipients are presented with a plaque, a certificate, and a "goody bag" of various gifts. In addition, they also receive a complimentary lunch for themselves and a friend at the UNM Faculty and Staff Club as well as a ten-dollar gift card for use at any of the food venues in the Student Union Building.

More staff recognition programs are important and can be a strong outward expression of the Administration's sentiment toward staff. The President should continue to highlight people and departments in his weekly emails, and the Provost should follow suit.

### **Benefits**

Although some issues with the high expense of healthcare were expressed, staff overall appreciate the generous educational and other benefits of working at UNM.

### *Recommendations*

Administrators and Staff Council should continue to empower staff to use their benefits and grow academically, personally, or professionally through tuition remission, health & wellness programs, personal enrichment classes, and engagement activities. Administrators and Staff Council should promote the many UNM staff benefits via websites, social media, and the UNM News Minute. Administrators should also be more sensitive of the changes in benefits, as it is a very delicate topic for many staff on campus. More communication on the HR website would be helpful in regards to benefit changes. Staff Council needs to help facilitate this correspondence and direct staff to these resources, as staff is worried about benefits disappearing.

### **Respect and Trust: Leadership Culture**

Staff, in general, does not feel respected or trusted by administrators and Human Resources. There is a climate of distrust of employees. There is a lack of respect and customer service among staff across campus. There are few examples of departments that feel like they are valued and trusted by supervisors, etc. The restriction of benefits (i.e., tuition remission, etc.) may be aligned with policies and business needs, but it creates a tense working environment in which employees are not happy and feel a sense of helplessness.

Staff rate the leadership and management culture as poor because there are not effective and supportive managers/leaders. The supportive leaders are difficult to find. Staff does not feel there are viable career pathways for being promoted and advancing, thus exacerbating this poor culture.

### *Recommendations*

Administrators and Staff Council should continue to empower supervisors to promote more flexible work schedules so staff can be empowered to take courses, engage in activities, etc., which will make them better-rounded employees and, thus, create productivity and efficiency in the workplace.

UNM needs more viable career pathways for staff and to work harder on keeping the talent in place in order to have a productive and efficient employee base. There is a lot of employee turnover, and more attention paid to working to keep excellent staff members needs to be a priority.

The Administration should be more present with staff, such as by working with Staff Council to host monthly meetings with the President, Provost, and VP for HR along with a sample of staff from across the institution.

The Administration and Staff Council needs to work holistically and collectively with campus constituency groups to host a RESPECT campaign focused on providing workshops and town halls aimed toward raising awareness about respect in the workplace and empowering staff to be respectful.

### **Human Resources (HR)**

Staff feels that the HR, Banner process, and technology are cumbersome and outdated. The current training offered is not efficient or practical for actually getting tasks completed. When staff reaches out for help, there is not one central location or 'one-stop' for support. When staff do get in contact with someone, there is a lack of customer service, and HR gives the impression that they do not trust staff. HR's motivation seems to be fear-based. Staff feels that HR leans too much on the management side but really should be neutral, especially with regard to benefits. Overall, the EOD Training is a waste of time, according to employees; learning is not taking place, and the training should be more engaging. Lastly, annual performance reviews are necessary and important, but staff feel they are not taken seriously and there are no incentives or motivation to have a good performance review.

#### *Recommendations*

Human Resources should be more transparent with its information on its website and via social media. There needs to be more updated job aids available for Staff and a stronger connection to Finance System Management (FSM), as most job responsibilities incorporate both areas for daily job processes. This solution will decrease the time staff spend on multiple calls and emails to complete a task. HR needs to rebuild the level of trust among staff by being friendlier and having customer service training. HR should institute a 'Dear HR' online question submission and, through weekly correspondence, answer a sample of questions along with having a more engaging correspondence overall. The trust can also be enhanced through having individuals respond in a more timely fashion rather than just ignoring employees who ask questions. Each campus department should work with HR to create a fair and valuable performance evaluation that is holistic and has built in processes for feedback and action.

### **Policies**

Staff feels that every policy is interpreted differently depending on the leader or manager. In general, staff does not believe that any policies had "teeth" behind them. Staff does not understand the policy processes and are confused how to find policies as well as how to interpret them better.

#### *Recommendations*

The communication around policy revisions, development, or other changes should be on the Policy Office website. Staff Council needs to do a better job connecting to the policy website on their website to help facilitate these communications. Staff desires to have a core of ethics promoted at the institution, including education about these ethics.

### **Inequity of Staff**

Staff feels that they are inferior to other constituency groups, especially in comparison to faculty. Not only is there an annual salary inequity between staff and faculty, but staff feels like the Administration does not care about their well-being. Staff feel 'invisible' and do not feel like what they do matters in the eyes of administrators. Staff mentioned that UNM has promoted a 'caste system', with staff in the lower ranks and faculty above them, and this system has perpetuated a culture of low employee morale.

#### *Recommendations*

Administrators should work on promoting both staff and faculty, realizing their qualitative differences but recognizing their unique strengths and contributions to the University mission. No single constituency group should be considered more important, as they each contribute greatly to the University. More time and emphasis needs to be placed on the cost of employee turnover as only faculty are a funding priority in administrative conversations. Staff does not feel that the Administration cares if they leave or stay. It is recommended that a study be conducted on staff retention at UNM in order to identify best practices for promoting and recognizing good work ethic. Staff feels Staff Council is doing a great job of engaging staff, but staff wants the administration to work more with Staff Council in many of its efforts.

# SC STRATEGIC PLAN 2015



# STAFF COUNCIL STRATEGIC PLAN

FY 2015-2020

*Leadership . Education . Advocacy . Diversity . Service*

# TABLE OF CONTENTS

## Contents

To Our Constituents _____	ii
Executive Summary _____	iii
Strategic Plan Process _____	1
External Factors _____	1-2
Institutional Goals _____	2
Internal Factors _____	2-3
SWOT Analysis _____	4
Historical Context _____	5-8
Organizational Structure _____	8-12
Financial Overview _____	12
Standing Committees _____	12-15
University-Wide Committees _____	15
Staff Demographics _____	15
Focus Group Analysis _____	16-18
Strategic Goals & Activities _____	19-20
Implementation Strategies _____	21-28
Strategic Evaluation _____	29
Contact Information _____	30
References _____	31
Appendix A: Focus Group Questions/Guidelines _____	32-33
Appendix B: Focus Group Timeline _____	34
Appendix C: Staff Councilor Feedback, June 2014 _____	35-36
Appendix D: Staff Councilor Feedback, March 2014 _____	37-39
Appendix E: Staff Councilor Feedback, November 2013 _____	40
Appendix F: Staff Council Strategic Plan Timeline _____	41

## To Our Constituents

### Dear UNM Colleagues:

I have truly been honored to serve as your Staff Council President this past year. I am pleased to present to you the Staff Council Strategic Plan, which outlines our strategic goals and initiatives for 2015-2020. This presentation is coupled with the 25th anniversary celebration of Staff Council. Staff Council has grown tremendously in the past quarter of a century. Our goal is that this strategic plan will serve as a guide for Staff Council to best support your collective voice. We hope this strategic plan will demonstrate our commitment to UNM staff in the past, present, and future.

Thanks to our constituents for supporting the UNM Staff Council. It has not always been easy. We need your help to be successful, and we value the contribution of all UNM staff. Our past accomplishments demonstrate how important your input is in getting the administration to listen to and value us.

Sincerely,

Renée Delgado-Riley, Ph.D.  
*Staff Council President (2014-2015)*

I want to thank the following individuals for their support in the process:

### SC Strategic Planning Committee

- Baca, Joaquin
- Castaldi, Pam
- Espinoza-DeVault, LaNika
- Gilmore, Lisa
- Hines-Kay, Jarrett
- Lane, Joseph
- Meadows, Kathy
- Reynolds, Mark
- Sanchez-Mulcahy, Deanna

### Focus Group Attendees

### Staff Councilors

**Kathy Meadows, SC Administrative Officer**

## Executive Summary

We as the Staff Council, with our accomplishments of the past, are building upon our success in creating new policies that we are able to add to the overall UNM official policy manual for the improvement of all UNM staff members. We, the UNM Staff Council, do our best to support all Staff Councilors and their constituents. This document is the result of a 15-month strategic planning process of the UNM Staff Council. The Strategic Planning process consisted of facilitated discussion with Staff Councilors, Executive Committee members, and with UNM staff members through focus groups. The discussions focused on reviewing the Staff Council's strengths, weaknesses, opportunities, and threats, along with various issues pertaining to UNM staff. Questions about engagement, leadership, and the quality of life were addressed. The purpose of this strategic plan is to provide guidance and direction on what the UNM Staff Council should focus its energy, time, and talent in the next five years. The 15-month process included:

### *Internal Assessment*

- Conducting discussions with UNM Staff Councilors and committee chairs at 3 regularly scheduled meetings
  - SWOT Analysis
  - Mission Development
  - Mission/Vision/Core Values

### *External Assessment*

- Coordinating 11 focus groups on UNM main, north, and south campuses to gain feedback from staff on Staff Council and any issues pertaining to staff engagement, etc.

### *Management & Leadership Planning Sessions*

- Employee Organization & Development (EOD) strategic planning session with Executive Committee
- Strategic Planning Ad-Hoc Committee formation and discussions

### *The Implementation Plan*

- Developed based on feedback from Staff Councilors, emerging themes from focus groups
- Measures and timelines provided by Staff Council

### *Review*

- The 5-year plan will be reviewed in May and December of each year

The discussions and process provided valuable information about the importance of Staff Council and the power of a collective voice. Based on this process, these strategic goals will address the needs of UNM Staff:

1. Represent constituents through two-way communication of policies, information, etc.
2. Serve UNM staff by strengthening the collective UNM staff 'voice'
3. Highlight the many UNM staff and Staff Council contributions to UNM
4. Foster leadership at UNM and in the community
5. Partner with UNM shareholders in efforts aimed at improving UNM staff well-being



*The report was written by Renée Delgado-Riley, Ph.D.*

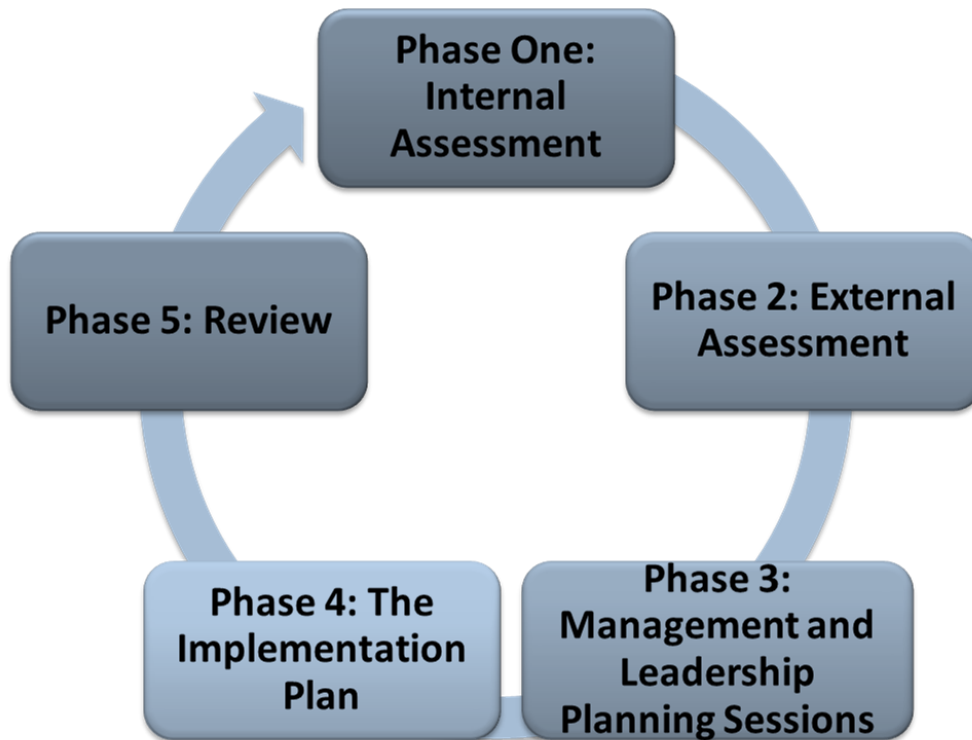
*A number of individuals contributed to the project. The Staff Council Strategic Planning Committee, the Executive Committee and the 2013-2014; 2014-2015 Staff Councilors and Committee Chairs.*

*We thank the many staff for their dedication to participating in the Fall focus groups and help on the project.*

*Copyright © 2015*

*Albuquerque, NM: The University of New Mexico*

## Strategic Plan Process



Source: "The Road to Success: How to Manage Growth" by Mendy Kwestel, Michael Preston, and Plaster.

## External Factors

The University of New Mexico (UNM), New Mexico's flagship university, is the state's largest public, four-year, degree-granting institution. Located in Albuquerque, with branch campuses in Los Alamos, Gallup, Valencia and Taos, UNM's total enrollment is 36,722 students (Fall 2012). As a Hispanic-serving institution, UNM represents a cross-section of cultures and backgrounds. Of UNM's total student population, 38.8% are Hispanic and 10.9% are American Indian. In Fall 2012, Hispanic students comprised 43% (8,604) of 21,008 undergraduate students (and 49% of incoming freshmen) enrolled on main campus (*UNM Office of Institutional Analytics, 2012*). UNM enables access through adoption of only moderately selective admissions, admitting ~68% of applicants. This practice assures opportunities for traditionally underrepresented students but also promises a student body mirroring New Mexico's socioeconomic challenges. Over a third of UNM undergraduates are Pell Grant recipients, the largest proportion of any public flagship research university (*Harper, Patton & Wooden, 2009*). 44% of incoming freshmen are first-generation students (*UNM Freshmen Orientation Survey, 2010*). UNM's Carnegie Basic Classification is Research University with Very High Research Activity. UNM is one of only four Carnegie RU/VH universities in the nation also designated as a Hispanic-Serving Institution. UNM is the only U.S. state flagship university that is also a majority-minority undergraduate institution. With a unique cultural and

academic landscape, the staff at UNM are highly skilled and diverse economically, thus making Staff Council a body that represents all the diversity of UNM staff life.

## Institutional Goals



## A View to the Horizon

### STUDENTS: THE LOBO EXPERIENCE

- Mass Customization for Student Success
- Renowned Honors College & Superior Degree Programs
- Networks for Academic, Civic, Professional & Social Engagement
- Culturally Dynamic & Inclusive Environment
- Compelling Motivation to be on Campus

### INSTITUTIONAL CULTURE

- Culture of Integrity
- Culture of Social Responsibility
- Culture of Mutual Respect
- Culture of Innovation

### LEADERSHIP & GOVERNANCE

- Trusting & Informed Partnership between Leadership & Regents
- Dynamic, Diverse and Effective Leadership
- Highly Effective Distributed University System

### FACULTY & STAFF

- Balanced Quality of Life for Faculty & Staff
- High Level of Staff & Faculty Cooperation
- Recognition & Compensation Programs Linked to Outcomes

### TEACHING & LEARNING

- Competency-based Learning
- Committed to Lifelong Learning
- Balanced Scholarship
- Innovative & Diverse Pedagogies



### HEALTH SCIENCES

- Integrated HSC Academic & Service Model
- National Model for Public Health & Care of Diverse Populations
- Premier Health Care Choice for NM
- Top 50 Academic Health Science Center in Total Research Funding

### DISCOVERY & INNOVATION

- Leader in Interdisciplinary Teaching & Research
- Superb Research Infrastructure to Enable Discovery, Innovation & Technology Transfer
- Double Grants and Contracts as Compared to 2012

### STRATEGIC PARTNERSHIPS

- Robust public/private Relationships for Economic Development
- Strong Relationships with Other Educational Institutions
- Multi-Disciplinary Partnerships Among Arts & Sciences

### MARKET POSITION & BRAND

- Destination University Recognized & Sought out by Students & Faculty
- Effective/Programmatic Brand Management
- Globally Relevant

### INFRASTRUCTURE & FINANCIAL PERFORMANCE

- Aligned Resources & Values
- Stronger Endowments/Foundation
- Fiscal Transparency
- High Performance Infrastructure

## Internal Factors

### Vision

Improving the working lives of staff at the University of New Mexico.

### Mission

Staff Council nurtures leadership, education, advocacy, diversity and service (LEADS) by:

- Focusing on the development of leadership skills, aptitudes, and behaviors necessary to succeed in lifelong learning and viable career pathways

- Communicating with constituents, faculty, students, and the administration in order to promote the well-being of every staff member at UNM
- Providing UNM staff a support structure and forum to address issues of concern
- Providing opportunities for staff to work with people and organizations across the University and in our community

## Goals

1. Represent constituents through two-way communication of policies, information, etc.
2. Serve UNM staff by strengthening the collective UNM staff 'voice'
3. Highlight the many UNM staff and Staff Council contributions to UNM
4. Foster leadership at UNM and in the community
5. Partner with UNM shareholders in efforts aimed at improving UNM staff well-being

## Core Values



## SWOT ANALYSIS

Three sessions around strategic planning were facilitated with Staff Councilors in November 2013, March 2014, and June 2014 to discuss Strengths, Weaknesses, Opportunities, and Threats (SWOT). The matrix below was developed based on these conversations. These sessions focused on how to identify one's weaknesses within Staff Council and develop realistic solutions using its strengths.

In addition, conversations with the Strategic Planning Ad-Hoc Committee provided a set of better articulated expectations of Staff Councilors and committee chairs. These will provide clearer direction for the professional and leadership development internally within Staff Council.



## Historical Context

### Regent's Charter

The University of New Mexico  
Board of Regents' Policy Manual

**6.12 Subject: UNIVERSITY OF NEW MEXICO STAFF COUNCIL**  
Adopted: September 11, 1996

**Applicability**

This policy applies to all regular University staff employees employed at least half-time.

**Policy**

The Board of Regents has approved the creation of the University of New Mexico Staff Council. The purpose of the Staff Council is to represent all staff as defined above, 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. 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. The Staff Council shall make recommendations regarding conditions of employment and shall work toward improving wages, hours and conditions of employment for the staff.

UNM staff may participate, as individuals, in the Staff Council notwithstanding their employment in a position subject to a collective bargaining agreement. The Staff Council shall not supersede or replace collective bargaining units officially recognized by the University, nor shall it have any authority with respect to University collective bargaining agreements.

**Implementation**

The Board of Regents approved the Constitution of the UNM Staff Council on September 8, 1992. The Constitution provides for 60 members elected from among eligible staff employees. Copies of the Staff Council Constitution, amended as of August 1993, and the Bylaws are maintained by the Department of Human Resources and the University Counsel.

**References**

UNM Staff Council Constitution and Bylaws, Staff Council [UBPPM Policy 1150](#)

Comments should be sent to [BRPM@UNM.edu](mailto:BRPM@UNM.edu)

In 1970, the staff at the University of New Mexico decided to form the University Staff Association (USA). The organization never gained formal recognition, but it served to educate staff about the need for a unified voice on campus. As a result of this initiative, the Communication Workers of America (CWA) began to recruit members to their union. In 1972, University officials formally recognized the union. In 1985, UNM President Tom Farer, recognizing that he needed staff input, called for the creation of a Personnel Advisory Committee to be composed of staff officials from personnel and the administration. When Dr. Farer resigned, the proposal was shelved. It was not until 1987 that non-union staff decided that they needed a means of directly communicating their concerns to the administration. The USA was resurrected, and a membership drive was undertaken. USA discussed the need for a formal non-union staff association with President May and Vice President David McKinney. In March of 1988, President May created the Staff Council Study Group.

The group was charged with determining if there was a need for staff representation and, if so, what form of representation. To obtain feedback from staff, public hearings were conducted in November 1988. A formal proposal was presented to Vice President McKinney in November 1989. The UNM Board of Regents approved the creation of the UNM Staff Council in December 1989.

The Staff Council Study Group developed election guidelines and conducted the first election of Staff Councilors in the summer of 1989. The first meeting of the Staff Council was held on July 11, 1990. Secretary of the University Anne Brown opened the meeting, and the President of UNM, Richard Peck, addressed the body. The first Staff Council meeting dealt with how to conduct/rules for the election of officers and the Council Bylaws. The first Staff Council officers were elected in September of 1989. One of the first tasks of the Staff Council Executive Committee was to create council committees and seek members. The committees established included Communications, Benefits, Career Development, Rewards and Recognition, Bylaws, and Constitution.

An offshoot of the Staff Council Study Group was the Committee on Staff Recognition, created by President May in 1989. It was charged with finding new ways to promote and recognize the many contributions of our staff. The committee presented its recommendations to the President in July 1989. These recommendations included support for the proposed Staff Council and their bylaws, a committee on ethics, a career development program, a resource center for staff, a sick leave bank, and a staff community service award.

One of the first things the Staff Council Executive Committee did was review the recommendations from the Committee on Staff Recognition. Council committee chairs met with the Executive Committee and developed a work plan for council committees. Some of the issues addressed at the first few council meetings were: representation on the search committee for the Director of Personnel, endorsement of a resolution calling for a van to transport children at the Child Care Co-op, creation of an advisory board to the personnel office, creation of an Ethics Committee, and representation on the UNM 2000 Plan.

Some of the issues/resolutions initiated in 1991 include: the use and terms of tuition waivers, retirement benefits for temporary employees, and the development of a benefits survey and a recognition award program for staff. Since 1991, the Staff Council has accomplished a lot and provided a UNM staff voice on many key issues.

### **Staff Council Accomplishments**

**2014:** Initiated a strategic planning process to ensure sustainability and better goal direction. Participated in the Retiree Healthcare Task Force that developed a plan to address UNM's liability for retiree healthcare benefits. Initiated a process to develop a community engagement leave policy under flexible work schedules. Developed an Outstanding Supervisor Award, funded by the President's, Provost's, and Chancellor's Office, to recognize staff and faculty supervisors who provide leadership in creating work environments that facilitate work/life balance, professional development, and effective leadership to support the overall University core purpose and values. Staff Council redesigned its website to provide a better platform for staff engagement and direction to campus resources (i.e., HR, etc.). Staff Council President developed a goal to make the Staff

Council more transparent and communicate via YouTube videos and emails. Staff Council reached 600+ likes on Social Media.

**2013:** Participated in the Retiree Healthcare Task Force that developed a plan to address UNM's liability for retiree healthcare benefits.

**2012:** Approved a resolution outlining a five-year compensation plan for staff. Received permanent funding for the Gerald W. May Outstanding Staff Award.

**2011:** Established the Health Sciences Center Staff Committee. Revised the charge of the Faculty Staff Benefits Committee to allow for equal representation of staff and faculty. Established the PAWS Award. Assumed management of Staff as Students.

**2010:** Established Student Success Committee. Revised the Career Ladder Policy to allow two career ladders. Established Operation Gratitude Donation Drive. Expanded Staff Appreciation Week to Staff Appreciation Month. Created the Staff Hero Award.

**2009:** Council meetings began being videotaped.

**2008:** Supported the continuation of Long Term Care Insurance for staff. Established the Happy Tails Donation Drive for Animal Humane. Successfully lobbied for Spring Break alignment between UNM, CNM and APS.

**2007:** Advocated for the proration of the Dependent Education benefit for part-time staff. Revised the Catastrophic Leave Policy to help achieve solvency. Established the Greg Johnston Summer Concert.

**2006:** Sponsored the first, state-wide Staff Summit and was the founding member of the state's first Higher Education Staff Association (NMHESA).

**2005:** Successfully lobbied to raise UNM's minimum wage to \$8.00 an hour.

**2004:** Established Staff Appreciation Week, with daily events geared toward recognizing staff. Participated in the first UNM Budget Summit.

**2003:** Work+Life Committee issued the Council's first strategic 12-page report to the administration resulting in the formation of a campus-wide Work+Life Advisory Board, updates to the Paid Time Policy, and creation of the Work+Life Manager Award. Established the UNM Retiree Association.

**2002:** Unanimously supported the option for staff to "opt out" of the Catastrophic Leave Program.

**2000:** Established a Staff Council Office and a full-time staff person was hired to support the Office.

**1999:** In collaboration with CIRT (IT), developed the first "all staff" listserv.

**1998:** Amended Inclement Weather Policy to align the messages faculty and staff received about



working hours.

1997: Established Staff as Students initiative encouraging staff to pursue degrees.

1996: Dispute Resolution Center established. Staff Council requested the administration equalize the number of hours of annual leave given to exempt and non-exempt employees.

1995: Requested feedback and mandatory training for supervisors.

1994: Facilitated first Staff Council Town Hall. Staff Services Office established.

1993: Supported Domestic Partners Policy.

1992: Adopted a Resolution in support of establishing a Catastrophic Leave Policy. Established an Annual Staff Appreciation Picnic.

1991: Adopted Resolution to increase the number of allowable credit hours for employees and include children and spouses to tuition remission policy. Gerald W. May Outstanding Award created to recognize staff.

## Organizational Structure

The Staff Council provides a forum for non-faculty staff to address issues of staff concern and to make those issues known to the University. The staff is a full partner with other UNM employees and students in providing input into the decision making process (governance) of the University. The Staff Council is made up of elected officials representing both job grades and precincts (organization codes/campus location). Staff Councilors are elected for two-year terms, and Staff Council governance is made up of a president, president-elect, speaker, treasurer, and four at-large members (two grade representatives and two precinct representatives) that make up the Staff Council Executive Committee. The Staff Council is governed by its constitution and bylaws.

### **Expectations of Staff Councilors & Committee Chairs**

- To act in a responsible professional manner as a representative of the Staff Council in accordance with Staff Council and University policies and procedures, bylaws, and constitution
- To be an advocate for improving the working lives of staff at the University of New Mexico
- To communicate and represent constituents through two-way communication of policies, information, etc.
- To maintain objectivity and a collective Staff Council voice
- To treat all persons with respect, fairness, and courtesy
- To nurture leadership, education, advocacy, diversity, and service (LEADS)
- To attend all monthly Staff Council meetings and actively participate in a minimum of one committee
- To maintain an active commitment to Staff Council by following through with support

- To participate in ongoing training and professional development
- To maintain commitment to the goals of Staff Council

## **Roles & Responsibilities**

### *Staff Councilor*

- Acts in a responsible professional manner as a representative of the Staff Council in accordance with Staff Council and University policies and procedures, bylaws, and constitution
- Advocates for improving the working lives of staff at the University of New Mexico
- Communicates and represents constituents through two-way communication of policies, information, etc.
- Maintains objectivity and a collective Staff Council voice
- Treats all persons with respect, fairness, and courtesy
- Nurtures leadership, education, advocacy, diversity, and service (LEADS)
- Attends all monthly Staff Council meetings and participates in a minimum of one committee
- Maintains an active commitment to Staff Council by following through with support
- Participates in ongoing training and professional development
- Maintains commitment to the goals of Staff Council

### *Precinct Representative*

- Is elected in even-numbered years, with a 2-year term
- Represents and advocates for the respective precinct at staff venues

### *Grade Representative*

- Is elected in odd-numbered years (30 grade levels represented), with a 2-year term
- Represents and advocates for the respective job grade at staff venues

### *Staff Council President*

- Serves as the spokesperson for the Staff Council
- Represents the staff and the Staff Council
- Advocates for staff issues, concerns, and positions before the Board of Regents, the President of the University, the University community, and the New Mexico Legislature
- Serves as an advisor to the Board of Regents
- Sits on the Regents Academic, Student Affairs, and Research Committee
- Chairs and sets the agenda for the Staff Council Executive Committee
- Has one vote on the Staff Council Executive Committee
- Appoints members of the Staff Council to serve as liaisons to the Faculty Senate, the student governments, the Alumni Association, and the UNM Retiree Association
- Appoints or nominates, as appropriate, staff representatives to University-level standing committees and search committees and to joint staff-faculty committees, in consultation with the Executive Committee and with approval of the Staff Council

- Serves as an ex-officio, non-voting member of all Staff Council committees, with the exception of the Ethics Committee. May appoint a designee to be the ex-officio representative on his/her behalf
- Facilitates open lines of communication between the Staff Council and the University community
- Performs other duties as directed by the Staff Council

### *President-Elect*

- Serves as an advisor to the Staff Council President
- Succeeds to the Office of the President if the Staff Council President is unable to complete her/his term; if the President-Elect succeeds the presidency, the Staff Council shall elect a new President-Elect at the next regular meeting in the same manner as was used for the original election
- Serves as a member of the Executive Committee and has one vote
- Represents the Staff Council to the University if the Staff Council President is unable to perform in an official capacity for a short time
- Performs such other duties as may be assigned by the Staff Council President or the Staff Council

### *Staff Council Speaker*

- The Speaker's primary responsibility is to use Robert's Rules to preside at all Staff Council meetings, to keep order at meetings, to make sure that business is conducted efficiently and professionally, and that the will of the Staff Council is carried out. Additionally, the Speaker:
- Serves as a voting member of the Executive Committee
- Works with committee chairs to assure that committee business and requests are brought to the Executive Committee and that the outcomes are communicated back to the committee chairs
- Appoints committee members and make recommendations to fill vacant Staff Council seats

### *Treasurer*

- Develops and recommends accounting procedures for approval by the Staff Council
- Assures adherence to accounting procedures
- Provides quarterly and special request fiscal reports to the Staff Council
- Serves as a member of the Executive Committee and has one vote
- Serves as an ex-officio member of the Staff Council Finance Committee
- Performs such other duties as may be assigned by the President, Speaker, or Staff Council

### *Grade-at-large*

- Serve as members of the Executive Committee, each having one vote.
- May be designated by the President to serve as *ex-officio* members without vote on any Staff Council committee, except the Ethics Committee
- Assumes other responsibilities as may be assigned by the President or the Staff Council
- Represents the grade levels at the executive committee

## *Precinct-at-large*

- Serves as members of the Executive Committee, having one vote
- May be designated by the President to serve as *ex-officio* members without vote on any Staff Council Committee, except the Ethics Committee
- Assumes other responsibilities as may be assigned by the President or the Staff Council
- Represents the precincts at the executive committee

## *SC Administrative Officer*

- Is responsible for weekly e-news and liaison between the community and Staff Council
- Sits on Executive Committee and provides information regarding SC policies, etc.

## *Committee Chair*

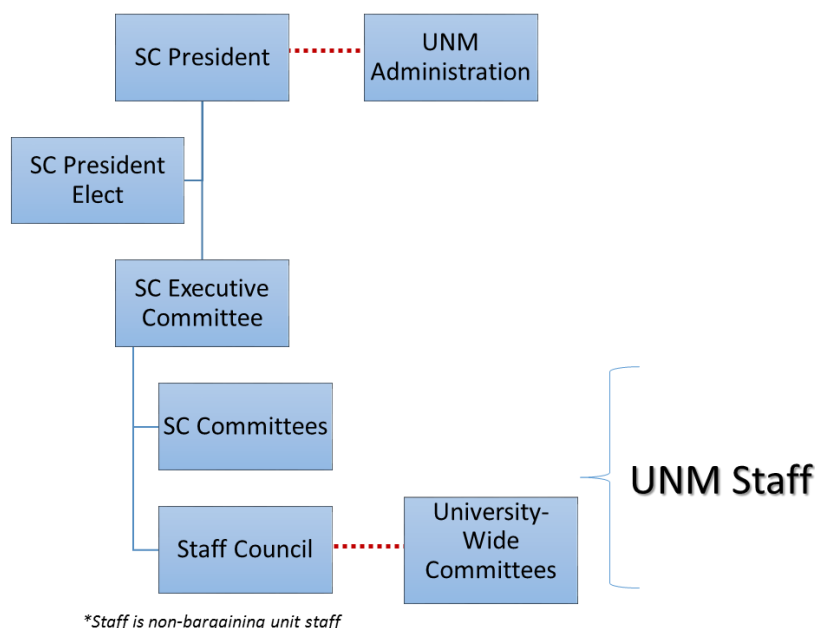
- Elected by members of each Staff Council committee.
- Tracks membership and attendance on the committee and reports to the Speaker when members have quit the committee
- Resignations from committees should be submitted to the President or the Speaker, as appropriate, and the appointing authority shall report resignations or other vacancies to the Staff Council at the next regular meeting of the Council
- Makes monthly reports, first to the Executive Committee and then to the Staff Council

## *Ex-Officio*

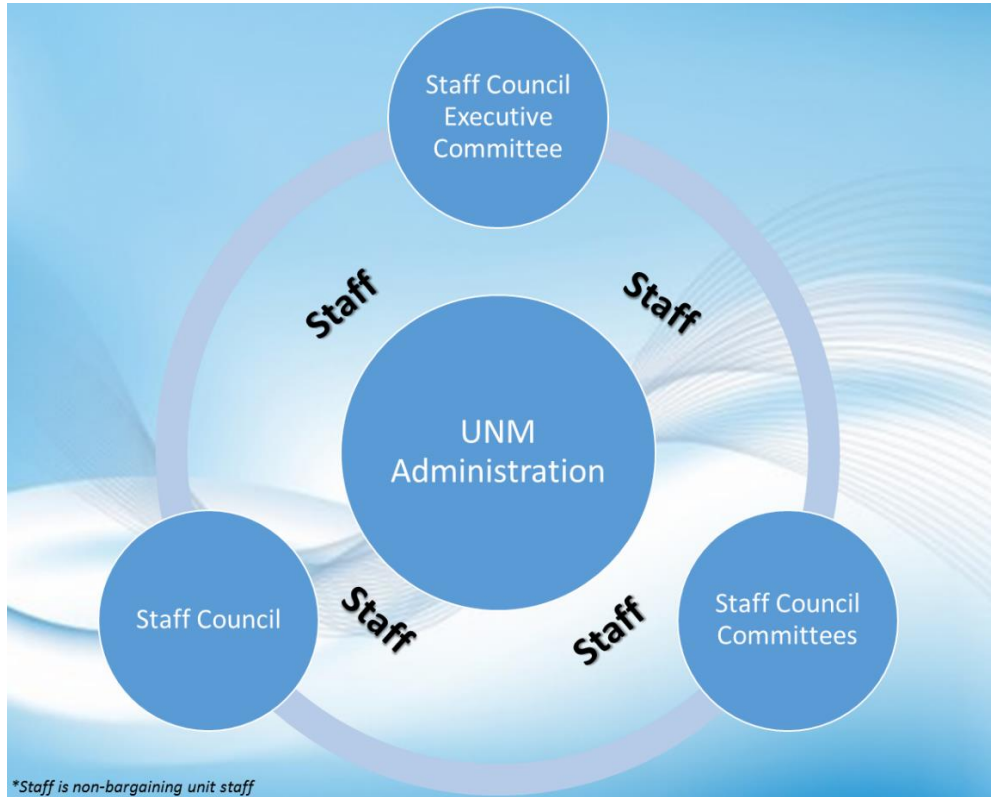
The title of Past President shall be assumed by the President from the year prior after a new President is elected. The Past President:

- Serves on the Executive Committee as an ex-officio, non-voting member
- Serves as an advisor to the current President
- Performs other duties as may be assigned by the President

## Organizational Chart

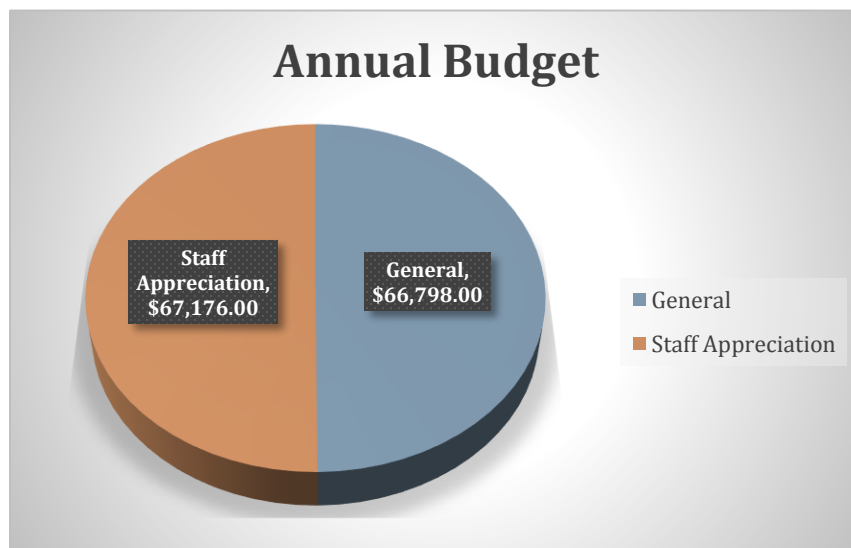


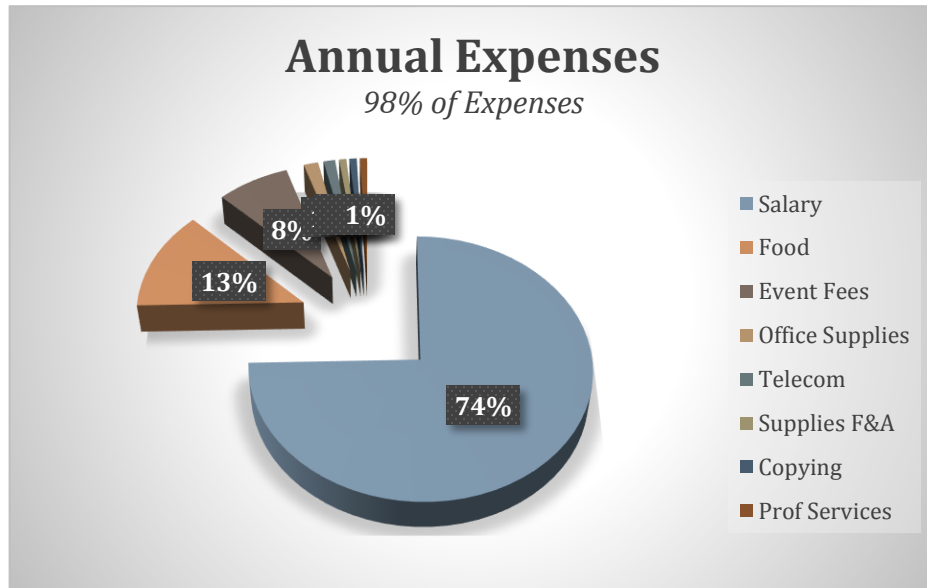
## Communication Flow



## Financial Overview (Institutional Support Services)

The Staff Council receives an annual budget of \$134,000 for staff engagement, events, and operations.





## Standing Committees

### Campus Environment

The Campus Environment Committee addresses issues concerning the general and overall environment of campus including safety, sustainability, parking, and emergency preparedness.

*Goal:* Beautification of Campus

### Communication & Marketing

The Staff Council Communications and Marketing Committee provides communications and marketing services for Staff Council and its committees, and develops processes and procedures for Staff Council to communicate internally within the Council as well as publicly with UNM staff and other UNM entities.

*Goals:*

- Update the committee charge to reflect changes in Staff Council needs, technology, as well as committee resources
- Complete website renovation
- Establish recommendations and procedures for Staff Council's use of social media

### Ethics

The Ethics Committee maintains the Council's Code of Ethics. Members are appointed by the Staff Council Speaker.

*Goal:*

- Ethical Interpretation & Support to Policies

### Employee Life

The Employee Life Committee will serve as an advocate for equitable staff compensation, career development and mentoring, employee wellness, and policy review.

*Goals:*

- RESPECT & Kindness Campaign
- Parking & Transportation Issues
- Parental Leave

## **Executive**

The Executive Committee meets regularly to discuss current issues of relevance to staff between Staff Council meetings. The Staff Council President reports on activity from external and campus-wide committees. The Speaker reports on activity from internal Staff Council standing and ad hoc committees, including funding requests. The Executive Committee sets the agenda for the monthly Staff Council meeting. Other issues commonly considered by Executive Committee include policy changes; appointments to campus-wide committees and initiatives; compensation, retirement, and other benefits; and strategic planning for Staff Council activities.

### *Goal:*

- Facilitate strategic goals

## **Events**

The Events Committee will be responsible for receiving new event proposals, evaluating new event proposals, organizing events, collaborating with the Communications & Marketing Committee on marketing events, recruiting volunteers for events, conducting a debriefing session after each event and reporting back to the Staff Council. In addition, the Events Committee will also be responsible for evaluating recurring events, conducting a debriefing session after each event, and reporting back to the Staff Council. Creation of an Events Committee is in no way meant to remove activities from committees that currently manage events that are directly aligned with their committee charge.

### *Goals:*

- Develop event facilitation process
- Coordinate event planning and Staff Appreciation Month
- Collaborate with Communications and Marketing Committee

## **Government Relations**

The Government Relations Committee formulates, advocates for, and helps implement activities, literature, and programs educating the governmental and general communities about staff issues, including proposing possible remedies to problems generated by those issues.

### *Goals:*

- Track and report on legislative issues that affect the university staff
- Make recommendations to the Staff Council concerning legislative issues
- Encourage and support staff in exercising their civic rights and responsibilities

## **Health Sciences Center Staff (HSCS)**

The HSCS Committee addresses issues that relate to staff within the Health Sciences Center (HSC). Membership on the committee is restricted to and optional for HSC staff. The committee also develops proposals that improve the lives of staff within the HSC by focusing on their shared

concerns and enhancing the role and visibility of HSC staff.

*Goals:*

- Coordinate HSCS events
- Build a sense of community among HSC staff

## **Rewards & Recognition**

The Rewards & Recognition Committee sponsors programs and activities that strengthen staff commitment to the University by rewarding and recognizing staff as a vital part of the UNM community.

*Goals:*

- Coordinate Gerald May Award process
- Coordinate Jim Davis Award process
- Coordinate PAWS Award process

## **Rules and Elections**

The Rules and Elections Committee reviews and makes recommendations on all proposed amendments to the Staff Council Constitution, Bylaws, General Rules, and Special Rules of the Council.

*Goals:*

- Develop election procedures for the annual Staff Council election
- Set campaign guidelines with Staff Council approval

## **Student Success**

The Student Success Committee addresses issues that relate to staff participation with all facets of student success. The committee cooperatively develops proposals that improve the lives of staff on campus by focusing on improving the shared concerns that directly contribute to student success and engagement.

*Goals:*

- Improve upon the existing events
  - a. Staff as Students: Spring and Fall
  - b. Loborrito Breakfast as a part of SAM
  - c. Read to Me book drive
  - d. Collaborations on food drive and “Be Kind” campaigns sponsored outside of SSC
- Recognize Staff as Students
- Support events/activities throughout campus that contribute to student success
- Establish Staff Scholarship Program

## **University-Wide Committees**

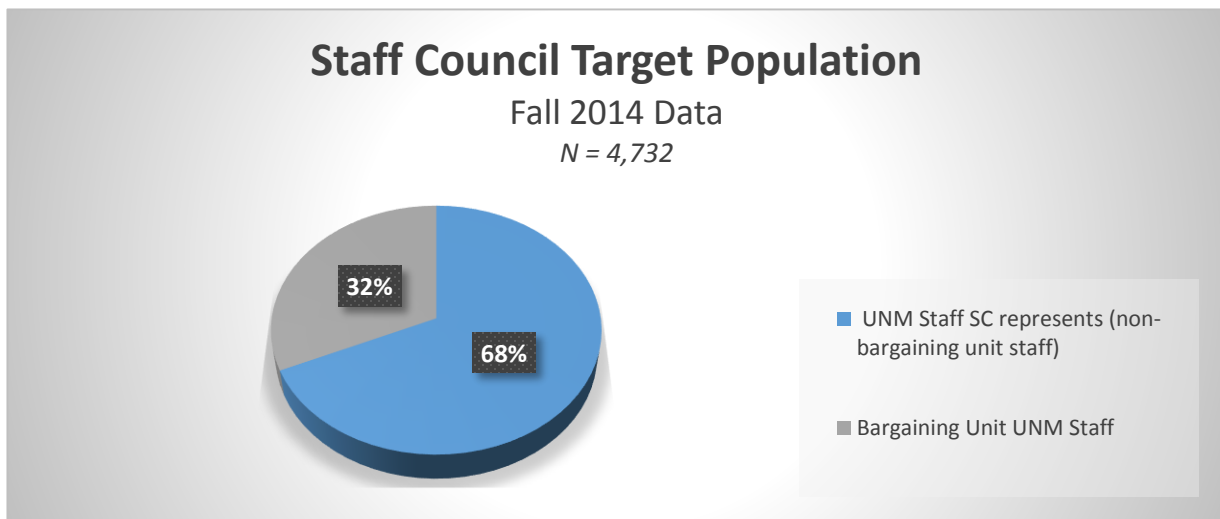
University-wide committees have UNM Staff Council representation. University-wide concerns are most frequently addressed at the committee level before they are presented to the administration or the regents for final approval.

1. 2014 Homecoming Steering Committee



2. CommUNITY Council
3. Faculty Staff Benefits Committee
4. Faculty and Staff Club Advisory Board
5. UNM Campus Climate Survey Committee
6. HR Rewards & Recognition Committee
7. IT Cabinet
8. KUNM Radio Board
9. Provost Committee for Staff
10. Recreational Services Advisory Council
11. Search Committee (OEO Director)
12. Search Committee (VP for HR)
13. Student Conduct Committee
14. Tuition Fee Policy
15. Veteran's Task Force
16. UNM Emergency management committee

## Staff Demographics



## Focus Group Analysis

Focus groups were conducted on the UNM main campus in Albuquerque, New Mexico in the Fall 2014. Participants were invited through their Staff Council representatives and via eNews. Participants were asked to give recommendations and encouraged to be open. The sessions were constructive and the following themes emerged as important:

### **Emerging Themes**

#### ***Lobo Pride***

Staff in general feel proud to work at the University and appreciated the campus climate because of the students. There is a strong commitment to student success and the mission of the University to improve the lives of New Mexicans. Staff members are proud to be Lobos.

#### *Recommendations*

Administrators and Staff Council should continue to nurture the feeling of Lobo Pride by providing more opportunities for recognizing individuals who exhibit examples of Lobo Pride. To promote the current Staff Council PAWS (People Appreciate Wonderful Staff) Award, the President's Office should be invited to present this award. It is presented each month to one staff employee who provides exceptional service to the UNM community. This employee exemplifies University values and shows initiative beyond their basic job requirements. The Staff Council Rewards and Recognition Committee selects a recipient from candidates nominated each month by members of the UNM community. The deadline for nominations is the last Friday of each month at 5:00 p.m. Recipients are presented with a plaque, a certificate, and a "goody bag" of various gifts. In addition, they also receive a complimentary lunch for themselves and a friend at the UNM Faculty and Staff Club as well as a ten-dollar gift card for use at any of the food venues in the Student Union Building.

More staff recognition programs are important and can be a strong outward expression of the Administration's sentiment toward staff. The President should continue to highlight people and departments in his weekly emails, and the Provost should follow suit.

#### ***Benefits***

Although, some issues with the high expense of healthcare were expressed, staff overall appreciate the generous educational and other benefits of working at UNM.

#### *Recommendations*

Administrators and Staff Council should continue to empower staff to use their benefits and grow academically, personally or professionally through tuition remission, health & wellness programs, personal enrichment classes, and engagement activities. Administrators and Staff Council should promote the many UNM staff benefits via websites, social media, and the UNM News Minute. Administrators should also be more sensitive of the changes in benefits, as it is a very delicate topic for many staff on campus. More communication on the HR website would be helpful in regards to

benefit changes. Staff Council needs to help facilitate this correspondence and direct staff to these resources, as staff is worried about benefits disappearing.

### ***Respect and Trust: Leadership Culture***

Staff, in general, does not feel respected or trusted by administrators and Human Resources. There is a climate of distrust of employees. There is a lack of respect and customer service among staff across campus. There are few examples of departments that feel like they are valued and trusted by supervisors, etc. The restriction of benefits (i.e., tuition remission, etc.) may be aligned with policies and business needs, but it creates a tense working environment in which employees are not happy and feel a sense of helplessness.

Staff rate the leadership and management culture as poor because there are not effective and supportive managers/leaders. The supportive leaders are difficult to find. Staff does not feel there are viable career pathways for being promoted and advancing, thus exacerbating this poor culture.

### ***Recommendations***

Administrators and Staff Council should continue to empower supervisors to promote more flexible work schedules so Staff can be empowered to take courses, engage in activities, etc., which will make them better-rounded employees and, thus, create productivity and efficiency in the workplace.

UNM needs more viable career pathways for staff and to work harder on keeping the talent in place in order to have a productive and efficient employee base. There is a lot of employee turnover, and more attention paid to working to and keep excellent staff members needs to be a priority.

The Administration should be more present with staff, such as by working with Staff Council to host monthly meetings with the President, Provost, and VP for HR along with a sample of staff from across the institution.

The Administration and Staff Council needs to work holistically and collectively with campus constituency groups to host a RESPECT campaign focused on providing workshops and town halls aimed toward raising awareness about respect in the workplace and empowering Staff to be respectful.

### ***Human Resources (HR)***

Staff feels that the HR, Banner process, and technology are cumbersome and outdated. The current training offered is not efficient or practical for actually getting tasks completed. When staff reaches out for help, there is not one central location or 'one-stop' for support. When staff do get in contact with someone, there is a lack of customer service, and HR gives the impression that they do not trust staff. HR's motivation seems to be fear-based. Staff feels that HR leans too much on the management side but really should be neutral especially with regard to benefits. Overall, the EOD Training is a waste of time, according to employees; learning is not taking place, and the training should be more engaging. Lastly, annual performance reviews are necessary and important, but

staff feel they are not taken seriously and there are no incentives or motivation to have a good performance review.

### *Recommendations*

Human Resources should be more transparent with its information on its website and via social media. There needs to be more updated job aids available for Staff and a stronger connection to Finance System Management (FSM) as most job responsibilities incorporate both areas for daily job processes. This solution will decrease the time staff spend on multiple calls and emails to complete a task. HR needs to rebuild the level of trust among staff by being friendlier and having customer service training. HR should institute a 'Dear HR' online question submission and, through weekly correspondence, answer a sample of questions along with having a more engaging correspondence overall. The trust can also be enhanced through having individuals respond in a more timely fashion rather than just ignoring employees who ask questions. Each campus department should work with HR to create a fair and valuable performance evaluation that is holistic and has built in processes for feedback and action.

### ***Policies***

Staff feel that every policy is interpreted differently depending on the leader or manager. In general, staff does not believe that any policies had "teeth" behind them. Staff does not understand the policy processes and are confused how to find policies as well as how to interpret them better.

### *Recommendations*

The communication around policy revisions, development, or other changes should be on the Policy Office website. Staff Council needs to do a better job connecting to the policy website on their website to help facilitate these communications. Staff desires to have a core of ethics promoted at the institution, including education about these ethics.

### ***Inequity of Staff***

Staff feels that they are inferior to other constituency groups, especially in comparison to faculty. Not only is there an annual salary inequity between staff and faculty, but staff feels like the Administration does not care about their well-being. Staff feel 'invisible' and do not feel like what they do matters in the eyes of administrators. Staff mentioned that UNM has promoted a 'caste system', with staff in the lower ranks and faculty above them, and this system has perpetuated a culture of low employee morale.

### *Recommendations*

Administrators should work on promoting both staff and faculty, realizing their qualitative differences but recognizing their unique strengths and contributions to the University mission. No single constituency group should be considered more important, as they each contribute greatly to the University. More time and emphasis needs to be placed on the cost of employee turnover as only faculty are a funding priority. Staff does not feel that the Administration cares if they leave or stay. It is recommended that a study be conducted on staff retention at UNM in order to identify best

practices for promoting and recognizing good work ethic. Staff feels Staff Council is doing a great job of engaging staff, but staff wants the administration to work more with Staff Council in many of its efforts.

## Strategic Goals & Activities

### **Represent constituents through two-way communication of policies, information, etc.**

---

**Objective 1.** To provide Staff Councilors and Staff Council Committee chairs with tools to effectively engage its constituents.

- 1. Institute internal Staff Council service awards**
- 2. Create accountability system with commitment to Staff Council goals**
- 3. Perform an environmental scan to identify, evaluate, and implement improvements to the existing Staff Council structure/system**
- 4. Provide clear expectations and training for Staff Council (guidelines for communication with constituents)**

**Objective 2.** To provide Staff Councilors and Staff Council Committee Chairs with tools to effectively engage in Staff Council.

- 1. All Staff Councilors and Staff Council Committee Chairs will sign Statement of Commitment**
- 2. Develop quarterly Committee chair & leadership development**
- 3. Encourage Staff Councilors to do eight hours of professional development per year**
- 4. Review of committee goals**

**Objective 3.** To provide a mechanism for transparency by using tools and existing survey data as one mechanism for staff feedback.

- 1. Annual Staff Council Report**
- 2. Focus groups**
- 3. Establish committee communication and reporting process**
- 4. Speaker or appointed Executive Committee liaison will attend all committee meetings**
- 5. Implement budget process for accountability**

### **Serve UNM staff by strengthening the collective UNM staff 'voice'**

---

**Objective 1.** To establish formal process for sharing feedback on staff issues.

- 1. Market suggestion box online (BLOG)**
- 2. Quarterly SC Town Hall meeting (one at UNM main, one at HSC North) Presentations by Executive, Committee Chairs and feedback session**
- 3. Encourage Branch Campus liaison to host Town Hall meeting**
- 4. Staff meetings with administrators**

### **Highlight the many UNM Staff and Staff Council contributions to UNM**

---

**Objective 1.** To provide a consistent voice on the many contributions of Staff Council through the website and social media.

1. **Website SC President Blog**
2. **Website and Social Media (Facebook, Twitter, Instagram, YouTube, etc.)**
3. **eNews**

**Objective 2.** To promote awareness and acknowledge the many faces and contributions of UNM staff through the website and social media.

1. **Tuesday Staff Spotlight (Website)**
2. **Staff Recognition Awards/ Outstanding Supervisor Award (Collaborate with other Committees and Departments that recognize Staff)**

**Objective 3.** To promote the programs, people and activities that support overall staff well-being through the website and social media.

1. **Staff Hero Awards**

---

## **Foster leadership at UNM and in the community**

**Objective 1.** To establish program of ongoing leadership development.

1. **Partnership with Employee & Organizational Development (EOD)**
2. **Promotion of Supervisor Evaluations**
3. **Promotion of ongoing leadership training and development**

**Objective 2.** To promote best practices in leadership at the institution.

1. **Establish Outstanding Supervisor Award**
2. **RESPECT & Kindness Campaign**

**Objective 3.** To create a process for serving the local and New Mexico community.

1. **Promote flexible work schedules for community engagement**
2. **Alignment with the SC Events Committee annual community service projects**

---

## **Partner with UNM shareholders in efforts aimed at improving UNM Staff well-being**

**Objective 1.** To promote the awareness of the needs of UNM Staff and solutions to address the needs.

1. **Annual Needs Assessment (with input from town hall quarterly meetings UNM, HSC; Surveys)**
2. **Promote the maintenance of staff benefits**
3. **Encourage equitable benefits with Faculty**
4. **Encourage equal access to benefits (i.e., tuition remission, paid leave, flexible work schedules, wellness, etc.)**
5. **Establish steering committee on staff well-being**
6. **Involvement in campus wide opportunities for respect and kindness**
7. **Staff engagement events**

**Objective 2.** To create a process for improving career pathways at UNM.

1. Environmental scan of current gaps in career pathways partner with HR
2. Identify strategies and solutions for improving career pathways
3. Promote 5-year compensation plan

**Objective 3.** To create a systematic partnership and collaboration across institution branches (*Main, North, South*).

1. University-wide committee appointments

## Implementation Strategies

Goal 1: Represent constituents through two-way communication of policies, information, etc.

*This goal will develop a strong foundation of professional development and service internally within the Staff Council in order to best support the everyday working lives of UNM staff*

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G1: Objective 1.</b> To provide Staff Councilors and Staff Council Committee chairs with tools to effectively engage its constituents.	<b>1.a.</b> Institute internal Staff Council service awards	<b>1.a.</b> Annually in July	1.a. Awardee list, process	<b>1.a.</b> Executive Committee, Rewards & Recognition, All Staff Councilors
	<b>1.b.</b> Create accountability system with commitment to Staff Council goals	<b>1.b.</b> By Jan. 2015	<b>1.b.</b> Attendance rosters at meetings, committee meetings and buddy reports	<b>1.b.</b> Executive Committee, All Staff Councilors <b>1.c.</b> Executive Committee
	<b>1.c.</b> Perform an environmental scan to identify, evaluate, and implement improvements to the existing Staff Council structure/system	<b>1.c.</b> Ongoing	<b>1.c.</b> Reacting to problems, early systematic approach, aligned approach, integrated approach	<b>1.c.</b> Executive Committee, Rules & Elections
	<b>1.d.</b> Provide clear expectations and training for Staff Council ( <i>guidelines for communication with constituents</i> )	<b>1.d.</b> Ongoing	<b>1.d.</b> Development of Expectations for Staff Councilors, Chairs, etc.	<b>1.d.</b> Executive Committee, Communications & Marketing



# SC STRATEGIC PLAN 2015

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G1: Objective 2.</b> To provide Staff Councilors and Staff Council Committee chairs with tools to effectively engage in Staff Council.	<b>2.a.</b> All Staff Councilors and Staff Council committee chairs will sign Statement of Commitment	<b>2.a.</b> Annually in May	<b>2.a.</b> Signed Statements of Commitment	<b>2.a.</b> Executive Committee, Rules & Elections
	<b>2.b.</b> Develop quarterly committee chair and leadership development	<b>2.b.</b> Spring/Summer/Fall	<b>2.b.</b> Attendance at trainings	<b>2.b.</b> Executive Committee, All Committee Chairs
	<b>2.c.</b> Encourage Staff Councilors to do eight hours of professional development per year	<b>2.c.</b> Ongoing	<b>2.c.</b> Staff Councilor reflection in Dec and May	<b>2.c.</b> Executive Committee
	<b>2.d.</b> Review of committee goals	<b>2.d.</b> June	<b>2.d.</b> Committee reports; committee member feedback	<b>2.d.</b> Executive Committee, All Committee Chairs

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G1: Objective 3.</b> To provide a mechanism for transparency by using tools and existing survey data as one mechanism for staff feedback.	<b>3.a.</b> Annual Report	<b>3.a.</b> Fall	<b>3.a.</b> Data and Accomplishments	<b>3.a.</b> Executive Committee, Communication & Marketing
	<b>3.b.</b> Focus Groups	<b>3.b.</b> Fall	<b>3.b.</b> Themes from Focus Groups	<b>3.b.</b> Executive Committee, Ad-Hoc Committee for Strategic Planning
	<b>3.c.</b> Establish committee communication and reporting process	<b>3.c.</b> By Spring 2015; Ongoing	<b>3.c.</b> Process/Feedback on Process (committee reports)	<b>3.c.</b> Executive Committee

	<b>3.d.</b> Speaker or appointed Executive Committee liaison will attend all committee meetings	<b>3.d.</b> Ongoing	<b>3.d.</b> Speaker/Liaison attendance at meetings	<b>3.d.</b> Executive Committee
	<b>3.e.</b> Implement budget process for accountability	<b>3.e.</b> Ongoing	<b>3.e.</b> Treasurer reports; # of funding requests	<b>3.e.</b> Executive Committee

## Goal 2: Serve UNM staff by strengthening the collective UNM staff 'voice'

*This goal will use methods of gaining feedback and insight from constituents and help organize it in a strategic manner to share with shareholders.*

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G2: Objective 1.</b> To establish formal process for sharing feedback on staff issues.	<b>1.a.</b> Market suggestion box online ( <i>BLOG</i> )	<b>1.a.</b> Ongoing	<b>1.a.</b> # of Suggestions	<b>1.a.</b> Communications & Marketing, Administrative Officer
	<b>1.b.</b> Quarterly SC Town Hall meeting ( <i>one at UNM main, one at HSC North</i> ) <i>Presentations by Executive, Committee Chairs and feedback session</i>	<b>1.b.</b> Quarterly	<b>1.b.</b> Feedback	<b>1.b.</b> Executive Committee, Committee Chairs
	<b>1.c.</b> Encourage Branch Campus liaison to host Town Hall meeting	<b>1.c.</b> Once a year	<b>1.c.</b> Feedback	<b>1.c.</b> SC Branch Campus Liaisons; Executive Committee
	<b>1.d.</b> Staff meetings with administrators	<b>1.d.</b> Monthly ( <i>President, Provost, VP HR</i> )	<b>1.d.</b> Feedback	<b>1.d.</b> Executive Committee, Administrators

## Goal 3: Highlight the many UNM Staff and Staff Council contributions to UNM

*This goal will market and communicate the many accomplishments of the Staff Council and UNM staff in order to showcase the value of staff.*

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G3: Objective 1.</b> To provide a consistent voice on the many contributions of Staff Council through the website and social media.	<b>1.a.</b> Website SC President Blog	<b>1.a.</b> Once a Month	<b>1.a.</b> # of publications, statistics	<b>1.a.</b> Executive Committee, Communication & Marketing
	<b>1.b.</b> Website and Social Media ( <i>Facebook, Twitter, Instagram, YouTube etc.</i> )	<b>1.c.</b> Ongoing	<b>1.c.</b> # of publications, statistics, meta-data	<b>1.c.</b> Executive Committee, Communication & Marketing
	<b>1.c.</b> eNEWS	<b>1.d.</b> Weekly	<b>1.d.</b> # of publications	<b>1.d.</b> Executive Committee, Communication & Marketing

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G3: Objective 2.</b> To promote awareness and acknowledge the many faces and contributions of UNM staff through the website and social media.	<b>2.a.</b> Tuesday Staff Spotlight ( <i>Website</i> )	<b>2.a.</b> Spring 2015	<b>2.a.</b> Staff Spotlight numbers	<b>2.a.</b> Executive Committee, Communication & Marketing
	<b>2.b.</b> Staff Recognition Awards/ Outstanding Supervisor Award ( <i>Collaborate with other Committees and Departments that recognize Staff</i> )	<b>2.b.</b> Ongoing	<b>2.b.</b> Awardee List	<b>2.b.</b> Executive Committee, Rewards & Recognition, Student Success, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G3: Objective 3.</b> To promote the programs, people, and activities that support overall staff well-being through the website and social media.	<b>3.a.</b> Staff Hero Awards	<b>3.a.</b> Ongoing	<b>3.a.</b> Awardee List	<b>3.a.</b> Executive Committee, Rewards & Recognition, Employee Life, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )

## Goal 4: Foster leadership at UNM and in the community

*This goal will focus on identifying areas of best practice around leadership and promote the efficacy of such programming and management.*

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G4: Objective 1.</b> To establish program of ongoing leadership development.	<b>1.a.</b> Partnership with Employee & Organizational Development (EOD) to develop a continual training and development program for Staff Councilors to participate in for growth and lessons in leadership	<b>1.a.</b> Fall 2014; ongoing	<b>1.a.</b> Signed MOU	<b>1.a.</b> Executive Committee, EOD Staff
	<b>1.b.</b> Promotion of Supervisor Evaluations	<b>1.b.</b> Spring 2015; ongoing	<b>1.b.</b> 360 Evaluation in place	<b>1.b.</b> Executive Committee, Employee Life
	<b>1.c.</b> Promotion of ongoing leadership training and development	<b>1.c.</b> Spring 2015; ongoing	<b>1.c.</b> Attendance; Supervisor Feedback	<b>1.c.</b> Executive Committee, Employee Life, Student Success

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G4: Objective 2.</b> To promote best practices in leadership at the institution.	<b>2.a.</b> Establish Outstanding Supervisor Award	<b>2.a.</b> Fall 2015	<b>2.a.</b> Award Process; Awardee list	<b>2.a.</b> Executive Committee; Rewards & Recognition, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )
	<b>2.b.</b> RESPECT & Kindness Campaign	<b>2.b.</b> Ongoing	<b>2.b.</b> List of workshops; # of attendees	<b>2.b.</b> Executive Committee; Employee Life; LOBO CARE Model; Dean of Students, VP Student Affairs, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G4: Objective 3.</b> To create a process for serving the local and New Mexico community.	<b>3.a.</b> Promote flexible work schedules for community engagement	<b>3.a.</b> Fall 2015	<b>3.a.</b> Community Engagement database, Policies	<b>3.a.</b> Executive Committee, Events, Communications & Marketing, Campus Environment, Health Sciences Center Staff (HSCS), Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )
	<b>3.b.</b> Alignment with the SC Events committee annual community service projects	<b>3.b.</b> Fall 2015	<b>3.b.</b> Events committee	<b>3.b.</b> Executive Committee, Events committee, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )

Goal 5: Partner with UNM shareholders in efforts aimed at improving UNM staff well-being

*This goal will focus on establishing a process for improving staff well-being through institutional and community partnerships*

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G5: Objective 1.</b> To promote the awareness of the needs of UNM staff and solutions to address the needs.	<b>1.a.</b> Annual Needs Assessment ( <i>Input from town hall quarterly meetings UNM, HSC; Surveys</i> )	<b>1.a.</b> Ongoing in Fall	<b>1.a.</b> Assessment data	<b>1.a.</b> Executive Committee, Committee Chairs, HR Staff ( <i>Staff Engagement</i> ), Shareholders ( <i>President's, Provost's, Chancellor's Offices</i> )
	<b>1.b.</b> Promote the maintenance of staff benefits	<b>1.b.</b> Ongoing	<b>1.b.</b> Interactions; Database	<b>1.b.</b> Executive Committee, Employee Life, Government Relations, Connection to Faculty/Staff Benefits, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )

	<b>1.c.</b> Encourage equitable benefits with faculty	<b>1.c.</b> Ongoing	<b>1.c.</b> Interactions; Database	<b>1.c.</b> Executive Committee, Employee Life, Government Relations, Connection to Faculty/Staff Benefits, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )
	<b>1.d.</b> Encourage equal access to benefits ( <i>i.e., tuition remission, paid leave, flexible work schedules, wellness, etc.</i> )	<b>1.d.</b> Ongoing	<b>1.d.</b> Interactions; Database	<b>1.d.</b> Executive Committee, Employee Life, Government Relations, Connection to Faculty/Staff Benefits, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )
	<b>1.e.</b> Establish steering committee on staff well-being	<b>1.e.</b> Ongoing	<b>1.e.</b> Steering Committee meetings; Database	<b>1.e.</b> Executive Committee, Employee Life, OMBUDS Staff, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )
	<b>1.f.</b> Involvement in campus wide opportunities for respect and kindness	<b>1.f.</b> Ongoing	<b>1.f.</b> Committee appointments; campaigns, taskforces	<b>1.f.</b> Executive Committee, Employee Life, All Staff Councilors, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )
	<b>1.g.</b> Staff Engagement Events	<b>1.g.</b> Ongoing	<b>1.g.</b> Events	<b>1.g.</b> Executive Committee, Events Committee

# SC STRATEGIC PLAN 2015

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G5: Objective 2.</b> To create a process for improving career pathways at UNM.	<b>2.a.</b> Environmental scan of current gaps in career pathways by partnering with HR	<b>2.a.</b> Ongoing	<b>2.a.</b> SWOT analysis	<b>2.a.</b> Executive Committee, Employee Life, HR Staff
	<b>2.b.</b> Identify strategies and solutions for improving career pathways	<b>2.b.</b> Ongoing	<b>2.b.</b> Recommendations	<b>2.b.</b> Executive Committee, Employee Life, HR Staff
	<b>2.c.</b> Promote 5-year compensation plan	<b>2.c.</b> Ongoing	<b>2.c.</b> 5 year compensation plan; presentations	<b>2.c.</b> Executive Committee, Employee Life, Government Relations, HR Staff, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )

Objective	Activity	Timeline	Measure	Responsible Parties
<b>G5: Objective 3.</b> To create a systematic partnership and collaboration across institution ( <i>Main, North, South &amp; Branches</i> ).	<b>3.a.</b> University-wide committee appointments	<b>3.a.</b> Ongoing	<b>2.a.</b> Appointments	<b>2.a.</b> Executive Committee, All University-wide appointees, Shareholders ( <i>President's, Provost's, Chancellor's Offices &amp; HR</i> )

## Strategic Evaluation

The Staff Council Strategic Plan will be reviewed annually. If Staff Council is achieving its objectives, there are internal measures of progress that need to be shared via the website and with constituents and administrators.





## Contact Information

KATHY MEADOWS  
ADMINISTRATIVE OFFICER



**Tel** 505.277.1532  
**Fax** 505.277.1313  
scouncil@unm.edu

## UNM Staff Council

2500 Campus Blvd NE  
MSC02 1560  
**Tel** 505-277-1532  
**Fax** 505-277-1313  
<http://staffcouncil.unm.edu/>



## References

Dean of Students and College Enrichment & Outreach Program. (2010). *University of New Mexico Freshmen Orientation Survey*.

Harper, S.R., Patton, L.D., & Wooden, O.S. (2009). Access and equity for African-American students in higher education: A critical race historical analysis of policy efforts. *The Journal of Higher Education*, 80(4), 389-414.

Office of Institutional Analytics. *UNM Factbook (2012-2013)*. Retrieved from [http://oia.unm.edu/documents/factbook\\_docs/2012fb\\_updated.pdf](http://oia.unm.edu/documents/factbook_docs/2012fb_updated.pdf)

## Appendix A: Focus Group Questions/Guidelines

Good afternoon, and welcome to our session. Thanks for taking the time to join us to talk about issues that impact UNM Staff. My name is Renée Delgado-Riley, and assisting me is \_\_\_\_\_. We're both with the UNM Staff Council.

Staff Council serves as the voice for staff at the University of New Mexico through policy advocacy, community involvement, and education. We are here to help enable staff to realize their full potential and impact their quality of life.

These focus groups are designed to gather information and feedback from you (our constituents, UNM Staff) in order to develop strategies to better serve you through Staff Council.

There are no wrong answers but, rather, differing points of view. Please feel free to share your point of view even if it differs from what others have said. Keep in mind that we're just as interested in negative comments as positive comments.

We will be on a first name basis, and we won't use any names in our reports. You may be assured of complete confidentiality. The reports will go back to the Staff Council. Then, the information will be compiled and sent to UNM administrators

Let's find out some more about each other by going around the table. Tell us your name and where you work and...

**1.** What's the general work environment like for staff at UNM in regard to having the necessary support to be able to get your job done in the best way possible?

*Probe: Some key issues we are interested in include being included in decision making, having the proper autonomy and authority to make decisions, having access to the information you need, and having support from your management.*

- 2.** How would you rate the quality of the supervision, management, and leadership you receive at UNM? Why do you rate it that way? Do managers or supervisors understand and appreciate the job that you do and the challenges you face? Why or why not?
- 3.** Given what you see every day, what would you want to be different?
- 4.** What are the 3 most important issues to you/that you would like to see Staff Council address?

5. We would like to know how to make our campus more supportive to UNM Staff, and want to hear your thoughts on how we, Staff Council, could do that.
6. Is there anything else we haven't discussed yet that you think is important for Staff Council to know about as we consider ways to better support the quality of life for UNM staff?
7. Suppose that you had one minute to talk to the President of UNM, what would you say?
8. What can you do to better support UNM Staff? What can I do better to support UNM Staff?
9. What would make you want to get more involved with Staff Council?

# SC STRATEGIC PLAN 2015

## Appendix B: Focus Group Timeline

<b>LEADS Together: Staff Council Strategic Focus Groups</b>	
<b>Dates and Times of Courses:</b> <b>Facilitator: Renée Delgado-Riley</b> <b>Note Taker: Kathy Meadows</b>	
<b>Date: 9/25/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: Main Campus: Los Vecinos Conference Rm; Mesa Vista Hall, 3<sup>rd</sup> Floor, 3046</b> <b>Co-Facilitator: Deanna Sanchez-Mulcahy</b>	<b>Date: 11/11/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: North Campus: Domenici West Rm B114</b> <b>Co-Facilitator: Mark Reynolds</b>
<b>Date: 9/30/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: North Campus: Domenici West Rm B114</b> <b>Co-Facilitator: Jarrett Hines-Kay</b>	<b>Date: 11/19/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: Main Campus: Women’s Resource Center, Mesa Vista Hall 1160</b> <b>Co-Facilitator: Deanna Sanchez-Mulcahy</b>
<b>Date: 10/7/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: South Campus: Student Support Services Center (SSSC), Classroom 1002</b> <b>Co-Facilitator: Lisa Gilmore</b>	<b>Date: 11/20/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: North Campus: Domenici West Rm B114</b> <b>Co-Facilitator: Joaquin Baca</b>
<b>Date: 10/16/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: Main Campus: Women’s Resource Center, Mesa Vista Hall 1160</b> <b>Co-Facilitator: Pam Castaldi</b>	<b>Date: 12/2/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: Main Campus: Parish Library Classroom 210</b> <b>Co-Facilitator: Joe Lane</b>
<b>Date: 10/23/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: North Campus: Special CDD Session; Room 105 East</b> <b>Co-Facilitator: Joaquin Baca</b>	<b>Date: 12/4/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: Continuing Education Building, 1634 University Blvd., South Rm 109</b> <b>Co-Facilitator(s): Mark Reynolds/LaNika Espinoza-DeVault</b>
<b>Date: 10/30/14</b> <b>Start Time: 12:00pm</b> <b>End Time: 1:00pm</b> <b>Location: Main Campus: Parish Library Classroom 210</b> <b>Co-Facilitator: Joe Lane</b>	

## Appendix C: Staff Councilor Feedback, June 2014

*\*indicates the more popular responses*

### WHAT BUSINESS ARE WE IN?

- Advocating for staff\*\*\*
- Communicating decisions, changes
- Two-way communication\*
- Advocating and supporter of staff
- Disseminating Information
- Service: advocacy, recognition of staff, providing communication
- Advocates
- Listening Body
- Mentorship/ Development
- Cheerleaders for staff, positive
- Celebrate staff, non-adversarial
- Voice of Staff
- Place people come to ask questions
- Education

### WHAT SETS US APART FROM OTHERS IN THIS BUSINESS?

- Support higher education
- Keep things running
- Student success staff-specific
- Democratic nature
- There's no one else
- We feels it's important to run for SC and rep. our peers
- Only org on campus that can speak for staff formally
- Inclusive and collaborative (don't have to be staff councils)
- Focus staff at university
- Two-way communication \*
- Unique position in representing staff
- Multiple voices for staff

### WHAT DO OUR CUSTOMERS WANT FROM US?

- Want to feel heard
- Concise communication
- Results orientated

## SC STRATEGIC PLAN 2015

- Tell employees what mission is
- Orient them to mission of University of New Mexico
- Communication about what is important to impact certain groups
- How can staff help with student success
- Information
- Voice
- Information
- Support
- Proactive Participation
- Consideration
- They don't know what our roles are
- To be a resource, does anyone know what we do?
- Some don't think SC does anything helpful
- To feel comfortable asking questions, having discussions
- More money and benefits
- Quality health insurance
- Professional development opportunities
- Want staff events and recognition

### WHAT ARE THE MOST IMPORTANT THINGS WE DO?

- Advocacy \*\*
- Communication\*\*\*
- Let Staff know with what does in in state legislature
- Communicating information from the top down
- That staff are not alone, that we are part of a bigger group \*
- Departments aren't alone
- To feel encouraged and be included
- Inform Staff
- Advocate\*\*
- Celebrate- cheer on
- Representation on a larger level
- Communicate regents

## Appendix D: Staff Councilor Feedback, March 2014

### WHAT IS STAFF COUNCIL TO YOU?

1. S.C. is a body that meets and discusses things that affect the staff at UNM.
2. A group of elected staff members who speak for staff.
3. Staff council is a way to work together to improve working conditions.
4. S.C. is an organization that works for the good of UNM staff and students.
5. An advisory body that monitors evaluates and protects staff interest.
6. SC to me is the representative body of the staff for concerns and issues. Also provides recognition and fun events for staff.
7. SC represents my voice to the administration and the regents. It provides a clear voice for issues among constituents.
8. Represents all staff to the administration and regents as well as to the greater UNM community.
9. I believe SC is a group of devoted employees interested in having a hand in what is going on around campus as well as standing as an open voice for and by the employees.
10. SC is an opportunity to be involved with UNM's decision making and to network with staff all over UNM.
11. The voice of UNM support staff
12. Represent staff to the administration
13. The voice of the staff
14. Voice of staff, representative of staff
15. Communication conduct between staff and administration
16. Advocate for staff equity
17. Voice of the staff to administration
18. A place to work together to better the image of staff and work toward making UNM a better place to work.
19. Represents the staff voice: push and pull conversations
20. Keeps staff engaged in university policies, procedures, and changes.
21. A positive place where my concerns and the concerns of my constituents can be heard.
22. Keeps staff informed
23. Ensures staff interests are protected
24. An opportunity to meet and work with some nice, dedicated and honorable folks.
25. Look for ways to continue to provide easy and effective ways for staff to access resources available. (tuition remission)
26. Recognize the work and encourage UNM to recognize the work of staff.
27. Helps me see the diversity of voices regarding impact issues that staff face
28. Crucial communication link to UNM, to the president and regents.





## SC STRATEGIC PLAN 2015

16. Get answers for you
17. Be more visible throughout UNM
18. A voice for the staff at UNM presenting out ideas and opinions to the board of Regents as well as being a guide and resource to other staff members throughout the campus.
19. Provide opportunities for professional and leadership development and give me a network of colleagues I can rely on when I need help.
20. Needs to be more inviting to constituents.
21. Proved recognition to outstanding employees.
22. Provide more committee feedback.
23. Provide a mechanism to show staff value and promote that value.
24. Keep staff in the know about campus happenings.
25. Staff council can work with UNM HR to help them become more transparent and user friendly
26. A safe place to bring concerns.
27. More marketing of staff council to all staff so that groups do not feel isolated.
28. Make me feel like I make a difference to the UNM Big Picture. Me as an individual means something to the UNM community.



## Appendix E: Staff Councilor Feedback, November 2013

WHAT ARE THE STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS TO STAFF COUNCIL?

See page 4

## Appendix F: Staff Council Strategic Plan Timeline

