

Future State Recommendations

*Strategy, Communications & Marketing,
and Finance Scope*

September 30, 2016



Table of Contents

Introduction	3
Strategy	11
Communications & Marketing	30
Finance	47
Conclusion	63

Table of Contents

Introduction

Strategy

Communications & Marketing

Finance

Conclusion

The project began with a current state assessment of 22 positions across three functions

Introduction - Current State Assessment

7 Strategy Positions

4 Communications & Marketing Positions

11 Finance Positions

22 Total Positions Assessed for Current State

Data Collection Methods Shared Across Position Analysis

- Participant interviews (1-hour) – please see the next two slides for interview participants
- Detailed role profiles by participants (4-6 pages each)
- Spans and layer analysis completed for the communications & marketing, and finance functions
- Customized follow-up questions based on initial findings (4-6 follow-up points via email)
- Ad-hoc follow-up interviews with Steve McKernan, Connie Beimer, and Chris Vallejos
- Executive interviews with President Robert Frank, Chancellor Paul Roth, EVP David Harris, and Provost Chaouki Abdallah

Specifically, these 22 positions, grade 16 and above, were interviewed

Introduction – Positions Interviews

Strategic Functions (7 total)

Level 3 Org	Department	Full Name	Job Title
VP HSC Administration	HSC Office Strategy and Engagement	Cangiolosi, Ryan P.	Chief Strategic Advisor
VP HSC Administration	HSC Budget Office	Hawker, Vanessa K.	Chief Strategic Advisor
VP HSC Administration	HSC Office Strategy and Engagement	Abeyta-Elzy, Nicole J.	Strategic Planner
School of Law LAW	School of Law	Farrington, Hannah W.	Strategic Planner
VP HSC Administration	Health Systems	Jacintha, Mary A.	Strategic Planner
President Admin Indpnt Office	Presidents Office Gen Admin	Stevenson, Kevin G.	Strategic Planner
Provost Administrative Units	Provost Office Staff	Vargas, Melissa L.	Strategic Planner

Communications & Marketing Functions (4 total)

Level 3 Org	Department	Full Name	Job Title
President Admin Indpnt Office	Univ Communication & Marketing	Blair, Cinnamon	Chief Univ Mkt & Comm Officer
VP HSC Administration	VP Health Sciences Office	Sparks, William O.	Ex Dir,Comm & Mktg/Hsc
President Admin Indpnt Office	Presidents Office Gen Admin	Anderson Mathis, Dianne	Dir, University Communication
VP HSC Administration	HSC Communications	Arnold, John*	Marketing & Media Director/HSC
President Admin Indpnt Office	Univ Communication & Marketing	Maniatis, Argyro	Dir, University Marketing

Specifically, these 22 positions were interviewed (continued)

Introduction – Positions Interviews (continued)

Financial Functions (11 total)

Level 3 Org	Department	Full Name	Job Title
VP HSC Administration	Sr Exec Officer - Finance & Admin	Lovell, Ava J.	Exec Ofcr Fin & Admin/HSC,Sr
Controller	Controller Administration	Metzger, Elizabeth	University Controller
EVP Administration	Budget Office	Cullen, Andrew A.	Assoc VP,Plng, Bdgt & Analysis
VP HSC Administration	Sr Exec Officer - Finance & Admin	Fondino, Robert G.	Chf Budgt & Facil Officer/HSC
Controller	Controller Administration	Sandoval, Julian	Chief Financial Services Ofcr
VP HSC Administration	Sr Exec Officer - Finance & Admin	Schwantes, Michael D.	Chief Financial Services Ofcr
Controller	Contract Grant Accounting Main	Gonzalez-Rosenblatt, Rosa I.	Dir,Sponsored Projects
Controller	Credit Collections & Merchant Serv	Mellor, Keith H.	Executive Project Director
Controller	Finance Systems Management	Weeks, Adam G.	Executive Project Director
EVP Administration	Budget Office	Allen, Norma J.	Assoc Dir,Univ Budget Opns
Controller	Finance Systems Management	Tarikere, Narendra N	Assoc Dir,Finance & Admin

To get started, Aon conducted a spans analysis

Introduction - Aon Spans Analysis

A survey was sent to leaders to help identify target spans of control based on the current levels of: functional department diversity, degree of process standardization, level of internal/external interfaces, project management maturity, and geographical dispersion (sample survey shown below)

Sample survey

TBD Executive for TBD Team

Please score each of your direct report's teams with this survey

Which level is most appropriate for a given direct report's team?
Indicate the correct rating to the right of the matrix (in the 'ratings' column)

FACTOR	LEVEL				RATING (1 to 4)
	Level 4	Level 3	Level 2	Level 1	
Functional Diversity of Department	Direct reports are very heterogeneous, wide variety of functions performed	Direct reports have significant diversity in functions performed	Direct reports have some mix on function, perform a few different functions	All direct reports perform similar functions	
Degree of Process Standardization	Dept. processes are performed differently each time executed	Some processes are standardized, others are developed each time required	All dept. processes are standard, standard method is tailored only occasionally	All dept. processes are performed in the same way every time performed	
Level of External Interfaces	Manager has extensive need to interface with people outside (>80% of time)	Manager has significant need to interface with people outside (20%-50% of time)	Manager has some need to interface with people outside (5%-20% of time)	Manager has little need to interface with people outside (<5% of time)	
Level of Internal Interfaces	Dept. head has extensive need to interface with other internal organ. (>80% of time)	Dept. head has significant need to interface with other internal organ. (20%-50% of time)	Dept. head has some need to interface with other internal organ. (5%-20% of time)	Dept. head has little need to interface with other internal organ. (<5% of time)	
Project Maturity	All projects handled by dept. are conceptual and changing	Dept. handles a mix of projects, most are conceptual and changing	Dept. handles a mix of projects, some are conceptual and changing	Projects handled are mature, established, and well understood	
Geographic Dispersion	Dept. resources and work are dispersed equally across many locations	Dept. resources and work are dispersed equally across several locations	Dept. resources and work are dispersed across several locations, with one clearly dominating	All dept resources and work are in one location	

Although Main Campus and HSC both represent very different industries (Higher Education vs. Health Care), a comparative approach for spans and layers could be consistently applied across administrative functions like Finance and Communications & Marketing since they have similar functionally determined processes and services

Summary

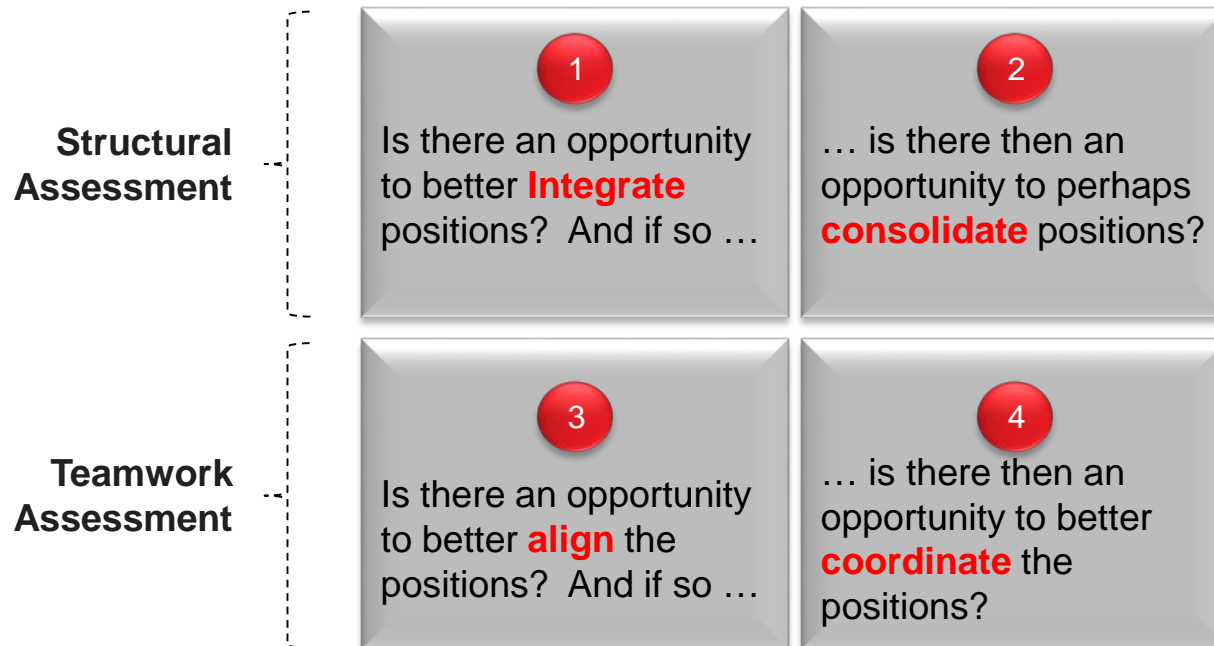
- No significant differences in spans were identified between the main campus and HSC, or between the communications & marketing and the finance functions
- The spans for level 1 and level 2 in the organizational structures were generally in line against Aon benchmarks
- The spans for level 1 and level 2 within the organizational structure were generally in line against each other
- Some opportunities for organization structure efficiency were identified from this fact-based spans and layers analysis

Interviews were then conducted to address four goals

Introduction – Assessment Goals

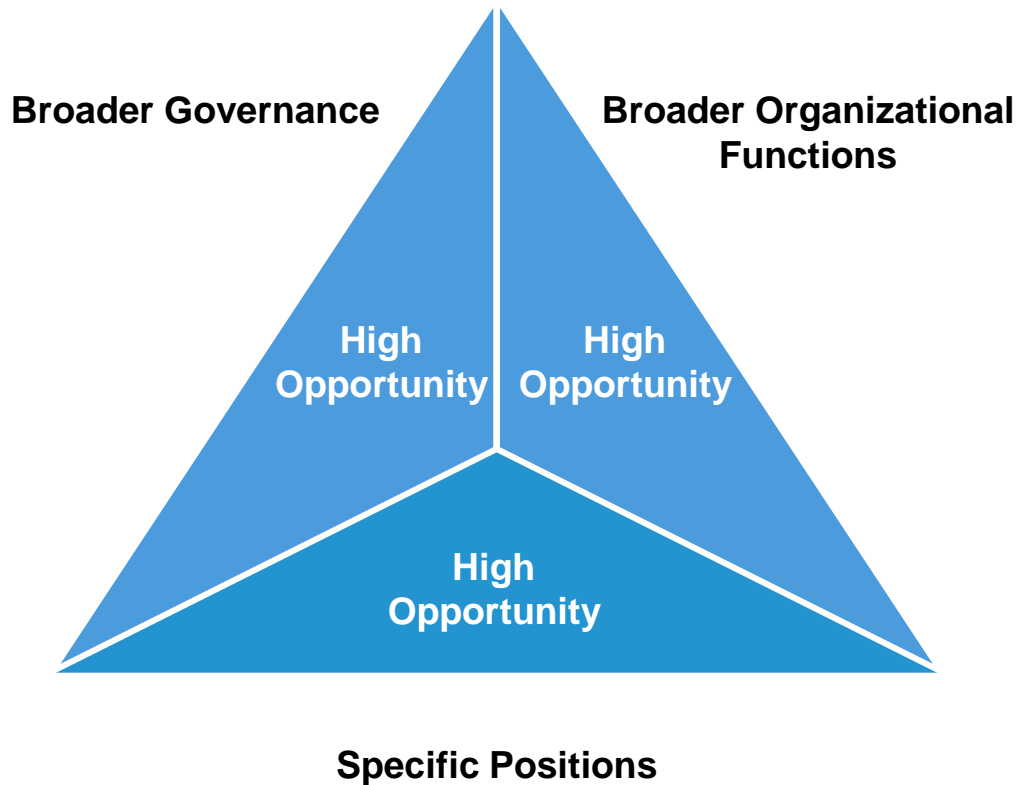
Context: a recent change by the UNM Board of Regents reconstituted the HSC Board of Directors and made the President ultimately responsible for both the HSC Entities and Main Campus.

Project Objective: to determine how strategy, communications & marketing, and finance can operate as “One UNM” to a greater extent moving forward.



Current state findings revealed opportunities at the broader governance, functional, and position levels

Introduction - Current State Findings



- The current state assessment identified opportunities for greater alignment and coordination
- From a position perspective, opportunities were identified from a title, job description, responsibilities, and reporting relationship perspective
- In addition to focusing on specific positions, future state recommendations addressed broader governance and functional opportunities
- This approach identified improvements against the four goals of alignment, coordination, integration, and consolidation to operate as “One UNM”

Future state recommendations therefore focus on broader governance and functional opportunities utilizing best practices

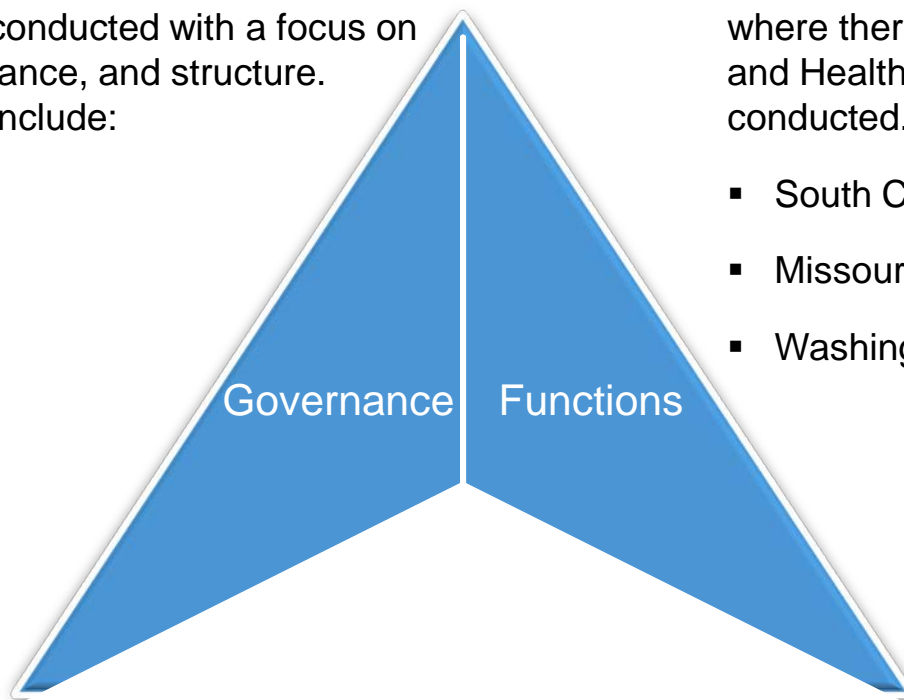
Introduction - Future State Best Practices

Interviews with prior Presidents and Chancellors were conducted with a focus on integration, governance, and structure. Prior experiences include:

- Wisconsin
- Syracuse
- Indiana
- Maryland
- Ohio State

Web searches for organizational charts where there is evidence of Main Campus and Health Sciences Integration were conducted. Relevant examples include:

- South Carolina
- Missouri
- Washington University (St Louis)



Aon also conducted extensive interviews with our Higher Education and Health Care practice leads for additional insights

Interview and Search Themes

- In general, there was considerable evidence that Health Science centers are significantly different from traditional academics.
- There are relatively few examples in other institutions where both sides have been effectively integrated - and great care should be taken before doing so. However, UNM has demonstrated great success in integrating such areas as payroll, procurement, purchasing, human resources, etc.
- It was also noted that traditional business and corporate practices may not easily translate within Higher Education (e.g., standardizing and consolidating a function).

Table of Contents

Introduction

Strategy

Communications & Marketing

Finance

Conclusion

Executive Summary for Strategy

Strategy Positions – Executive Summary

Strategy future state recommendations include positional, governance, and structural considerations

Positions

- *In the recent past, strategic planners have leveraged advanced skills to deliver significant accomplishments.*
- *Going forward, strategic planners can achieve even more with increased position clarity: titles, descriptions, org charts, and supervisory responsibility. Additionally, the Chief of Staff title will be reserved for the Office of the President as the CEO for the entire system.*

Governance

- *Aligned and coordinated strategic execution requires tight integration of leadership and organizational alignment across the Main Campus and the HSC to push forward “One UNM” by the strategy positions.*
- *From a governance perspective, a five step process is recommended using a clearly defined system wide Strategic Governance Council and charter.*

Structure

- *The administrative team supporting the Strategic Planner to the Provost could be standardized along with potentially being reduced over time with stronger automation, standardization, and demand management.*
- *All HSC communications, marketing and web positions could report to the HSC Executive Director for Communications & Marketing.*
- *All UNM and HSC government relations and initiatives could be streamlined and supported through a single office to ensure consistent messaging.*
- *As strategy positions further align and coordinate, there may be advantages to creating an integrated structure to advance “One UNM”*

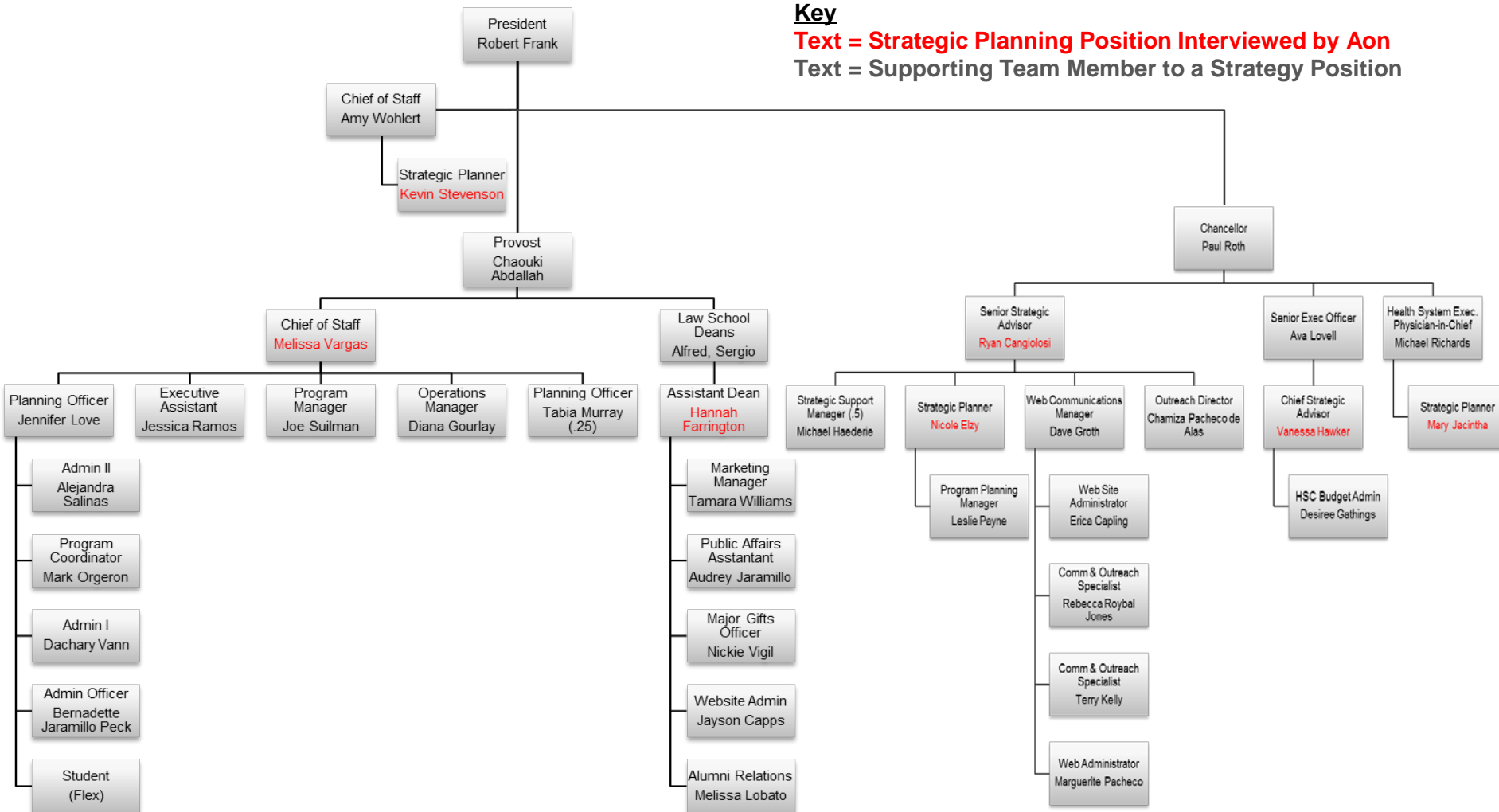
The strategy analysis includes 7 strategic planning positions along with 24 support team members

Strategic Planning Positions Along With Their Teams

Key

Text = Strategic Planning Position Interviewed by Aon

Text = Supporting Team Member to a Strategy Position



In the recent past, strategic planners have leveraged advanced skills to deliver significant accomplishments

Strategic Planning Skills & Accomplishments

Skills →	Project Management	Scorecard / Analytics	Process / Six Sigma	Stakeholder Management	ROI Tracking	Example - Significant Accomplishments
Kevin	✗			✗		Led the Share/RCM budget model across the University
Melissa	✗			✗		Turned-over 8,000 square feet to the Provost office
Hannah	✗			✗	✗	Increased the law school rankings by 11 slots
Ryan	✗	✗	✗			Overhauled 200,000 web pages (in process)
Nicole	✗	✗	✗			Led an evidence based outcomes approach
Vanessa	✗				✗	Protected state funds of \$96.6M
Mary	✗	✗	✗		✗	Reduced costs at SRMC by \$15.6M

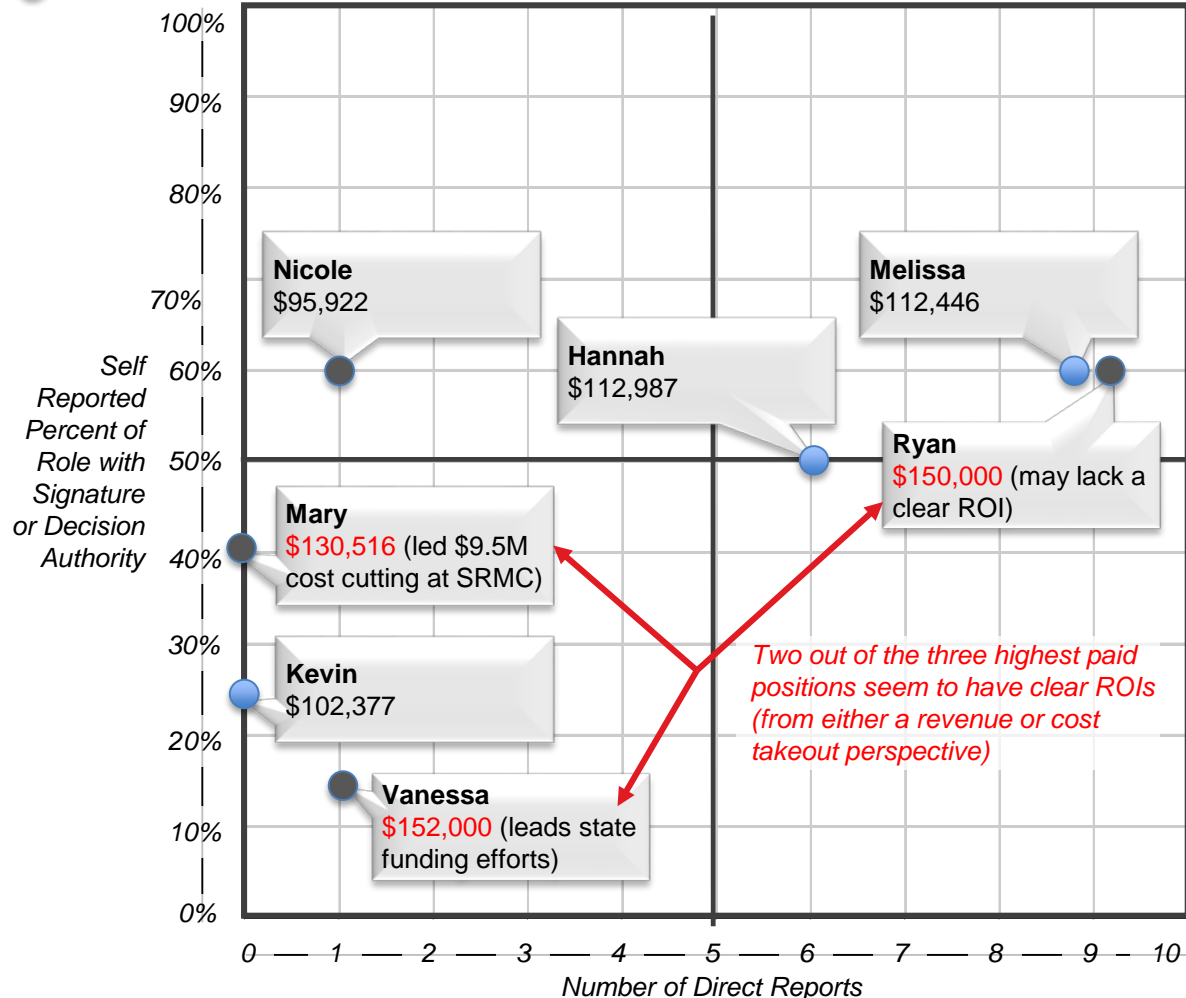
Finding Notes:

1. Participants were asked what competencies are most important for their respective positions
2. Check marks "x" indicate the competencies provided during interviews (these are not meant to be exhaustive)
3. Many HSC participants mentioned formal project management and six sigma certifications
4. Participants were asked to provide their biggest and most tangible accomplishments during the interviews
5. Findings suggest an opportunity for those fulfilling strategy positions to share best practices towards greater alignment (common approaches, similar standards, consistent reporting, advanced techniques)
6. Participants tended to emphasize the execution of strategic plans versus the creation/formation of strategy (trends analysis, stress testing, scenario planning)

Strategic Planning Salary Analysis

KEY

- Main Campus Position
- HSC Position



Findings and Recommendations

The median Main Campus salary is \$112,446 while HSC is \$130,516 (difference of \$18,070)

In general, strategic positions are not comparable relative to each other, however:

- For Main Campus, Kevin, Hannah, and Melissa's position salaries seem in line given authorization levels and team size
- For HSC, Nicole's position salary seems in line given authorization levels and team size
- Vanessa's salary seems high (for this view), however her highly specialized and valuable HSC legislative support makes her role non-comparable to other strategic planners
- Mary's salary seems high (for this view), however, her ROI savings of \$9.5M at SRMC alone makes her compensation look in-line
- Ryan's salary seemed high (for this view). He leads special projects along with being a strategic planner with a focus on the 3 year Mission Excellence program

Going forward, strategic planners can achieve even more with increased position clarity: titles, descriptions, org charts, and reporting relationships ...

Increase Strategic Planning Clarity

From Ambiguity  **To Position Clarity**

Position Titles

There is confusion between formal titles and working titles (some positions have multiple titles on an organization chart)

Create singular and formal position titles

Job Descriptions

The current Strategic Planner classification description is ambiguous and often used as a miscellaneous position to fill unusual roles (zero out of seven strategic planners thought their classification description was accurate)

Create custom strategic planning job descriptions

Organization Charts

Organizational charts are not standardized across departments often with confusing reporting relationships using solid and dotted line conventions

Create standard and clear organizational charts (with no dotted lines)

Reporting Relationships

Reporting relationships using employee data is unclear with designations for individuals who submit time cards, complete performance reviews, etc. making the supervisor unclear for others to see

Standardize reporting data with clear employee and supervisor IDs (don't use timesheet signoffs to designate a supervisor)

... as a foundational step to future leveling and transparent strategic compensation planning

With greater position clarity and project focus, strategic planners can more effectively advance “One UNM”

Focused “One UNM” Strategic Planning Activity

Too Many Current Initiatives

Strategic Planner	# of Annual Projects
Kevin Stevenson	90-120 (about 5 are high complexity)
Melissa Vargas	30-40 (about 5 are high complexity)
Hannah Farrington	40-60 (about 10 are high complexity)
Ryan Cangioli	80-120
Nicole Abeyta-Elzy	70-100
Vanessa Hawker	80-100
Mary Jacintha	15 (all are high complexity)

550+ annual projects are too many for 7 positions to effectively manage

Note: UNM needs to better define roles on projects (lead vs. participate) along with identifying a task vs. a true project

Going forward, the recommendation is to reduce the current 550+ projects into the top 25-50 “One UNM” initiatives with a clear ROI focus to increase revenue or decreased costs

UNM should conduct a systematic project portfolio inventory to understand the true effort and costs to improve alignment

Each of these projects should have strong

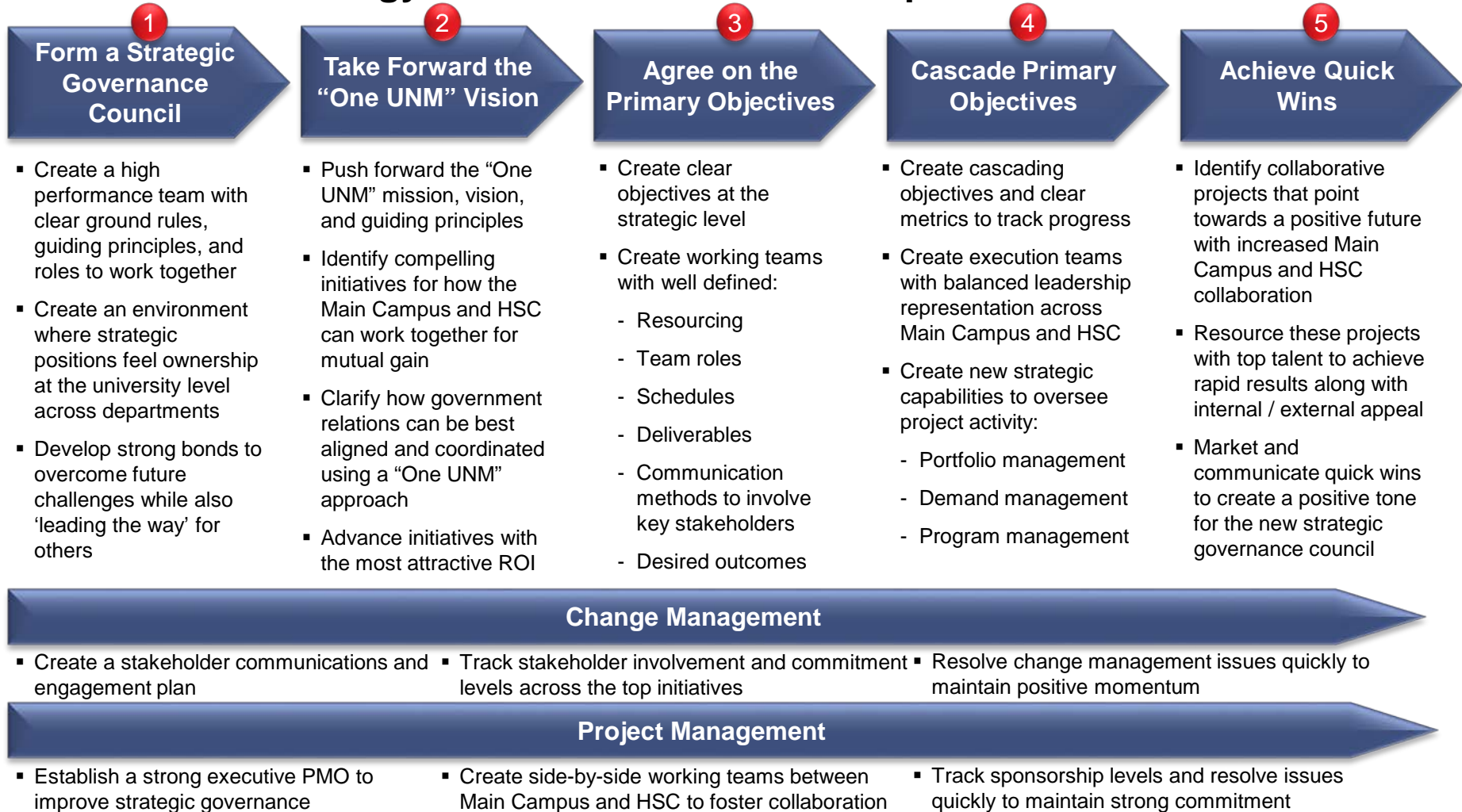
- Project Management
- Tracking Scorecards
- Stakeholder Management
- Six Sigma and Analytics (if appropriate)
- Business Cases
- ROI Tracking

With a significant reduction in projects, there is typically a corresponding reduction in budgets: travel, third-party contracts, FTEs supporting strategic planners

Annual budget savings are typically 15%-40% with reduced project efforts

From a strategic governance perspective, a five step process is recommended for the strategy positions ...

Strategy Positions Governance Steps – “One UNM”




... using a clearly defined charter

Draft Strategy Positions Governance Charter

Sample Charter

Objective/s	Deliverables	Team Composition
<ul style="list-style-type: none">▪ Push forward a positive and unifying “One UNM” strategic governance council▪ Find the right balance between an administrative, teaching, research, and community service focus▪ Identify opportunities where Main Campus and HSC can work together for mutual gain to achieve sustainable results▪ Clarify government relations expectations▪ Create execution teams with balanced leadership representation across Main Campus and HSC	<ul style="list-style-type: none">▪ Form a ‘high-performance’ team▪ Push forward the “One UNM” mission, vision, and guiding principles▪ Agree on primary objectives▪ Achieve quick wins▪ Establish a strong executive PMO to improve strategic governance▪ Create side-by-side working teams between Main Campus and HSC to foster collaboration▪ Track communication and change management effectiveness across stakeholders	<ul style="list-style-type: none">▪ The Strategic Governance Council should primarily compose those with the Strategic Planning job descriptions along with senior leadership as sponsors
		Team Interactions
		<ul style="list-style-type: none">▪ This team will probably need to meet weekly to stay connected on current opportunities along with making progress against stated objectives
		Success Criteria
		<ul style="list-style-type: none">▪ Increase revenue (including grants and new commercialized offerings)▪ Decrease costs (beyond just administrative cost-cutting)

- 
- Progress of the Strategic Governance Council should align with measurable objectives across the university
 - Objectives and expectations need to be clearly communicated amongst diverse stakeholders
 - Plan for charter changes in advance and incorporate performance, milestones, and emerging issues into clearly defined executive checkpoints
 - It will be necessary to pull in on a limited basis people who might not be in the direct reporting line in order to take advantage of the extraordinary number of highly multitalented faculty and staff at UNM

From a structural perspective, there are four considerations towards improved performance

Strategic Position Organizational Design – Considerations

- A** Standardize and potentially reduce the team supporting the Strategic Planner to Provost by potentially utilizing central resources to oversee space management and responsibility for facilities.
- B** Consider moving marketing, communication and web resources from strategic support to build a robust HSC Marketing and Communication team which will also create capacity within the existing HSC strategic roles
- C** Better align the HSC government relations functions from strategic support to Main Campus government relations - capitalize on strategic and analytical talents from HSC to benefit “One UNM”
- D** As strategy positions further align and coordinate, there may be advantages to creating an integrated structure to advance “One UNM”

First, the administrative team supporting the Strategic Planner to the Provost could be standardized ...

Team Supporting Strategic Planner to Provost – Opportunity to Standardize

A

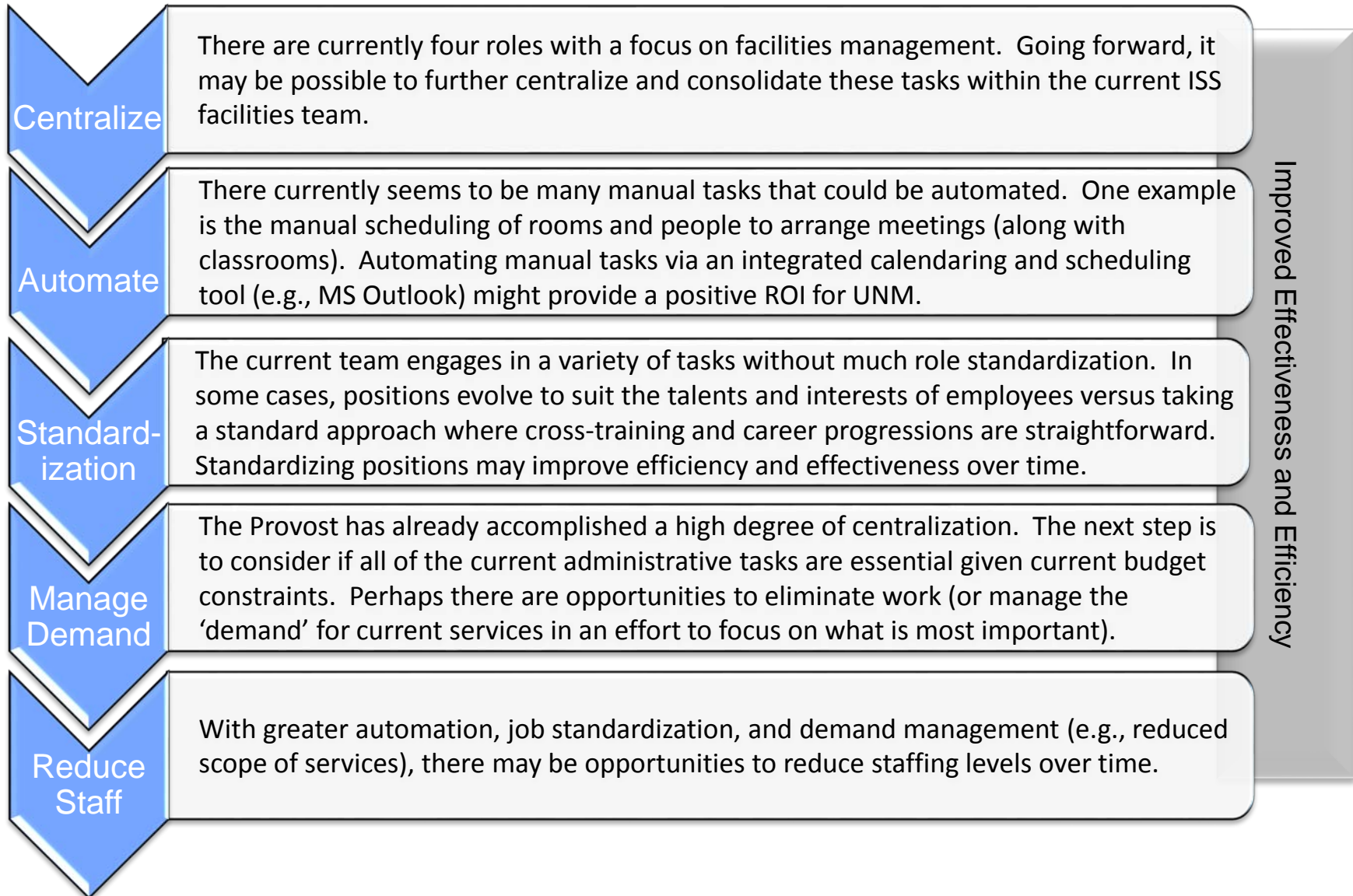
Program Planning Officer	<ul style="list-style-type: none"> Office manager, special projects, planning HR transactions, approvals, Exec. Search coordinator Compliance hotline/assurance/investigations Faculty tenure/promotion coordinator Back up for Strategic Planner 	Executive Assistant	<ul style="list-style-type: none"> Day-to-day support for Provost & Associate Provost for Curriculum (scheduling, travel, correspondence, etc. Large-scale event/retreat planning Agendas, minutes Monitors, triage Provost email IPRA request coordinator for Provost's Office
Admin II	<ul style="list-style-type: none"> Admin support for Sr. Vice Provost, Faculty Affairs, Innovation Academy, and other Sr. Vice Provost Units Back up reception & events support 	Program Manager	<ul style="list-style-type: none"> Higher Learning Commission Accreditation Liaison/Coordination/Support Coordination & Support for Student Success initiatives Weekly communication and annual report Basic press releases, editing
Program Coordinator	<ul style="list-style-type: none"> Overall support to Strategic Planner & Associate Provost (scheduling/events, emergency planning, regents ASAR comm.) Space and Facility Project coord/support Classroom Management for 6 buildings Tracking & Reconciliation of annual capital allocations (~\$300K per year) 	Operations Manager	<ul style="list-style-type: none"> College of Fine Arts Academic Operations (faculty & staff HR and direct support to Fine Arts Dean & Associate Deans) Facilities oversight (14 buildings) Special projects/mentorships for Provost's Office units
Admin I	<ul style="list-style-type: none"> Reception & gatekeeping Limited administrative support to leadership and Financial Officer for special projects and committees New support to Retirees Association (upgrade to Admin Asst. II in process) *new student employee will be hired to support reception duties 	Professional Consultant (on-call)	<ul style="list-style-type: none"> On-call consultant on operational, space and facility planning matters (works with Chief of Staff/Deans & Vice Presidents, as needed). Support to consultant provided by program coordinator
Admin Officer	<ul style="list-style-type: none"> Position being eliminated effective October 1. Parent Association support being transitioned to Student Affairs and Retirees Association support being assigned to role above 	Classroom Renewal Support	<ul style="list-style-type: none"> Positions reside in Planning, Design & Construction but support the Provost's Office on classroom renewal project management efforts. Strategic priorities determined by Strategic Planner and planning team

As seen above, each role is varied and unique - with little cross-position standardization

... along with potentially being reduced over time with additional centralization, automation, standardization, and demand management

Team Supporting Strategic Planner to Provost – Opportunity to Reduce

A

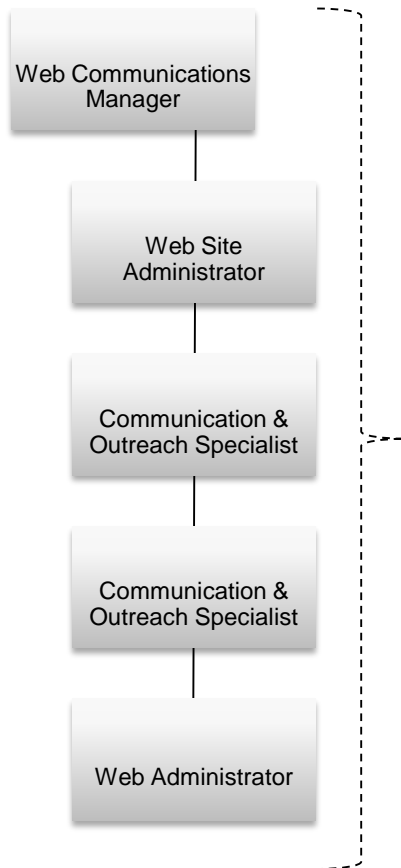


Second, all HSC communications and marketing positions could report to the HSC Executive Director for Communications & Marketing

HSC Communications & Marketing

B

These five communication and web positions are currently reporting to the HSC Senior Strategic Advisor who leads special projects



These could be transitioned to report to the HSC Executive Director for Communications & Marketing

Considerations

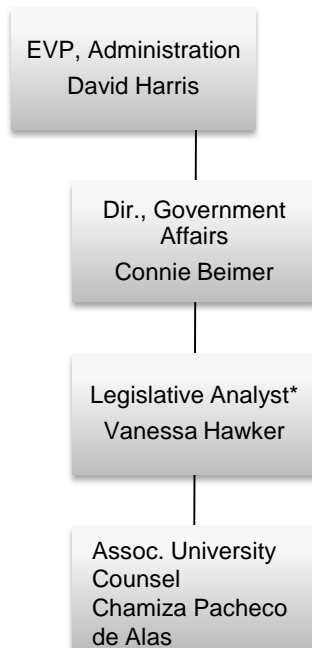
- The current communications, marketing and web positions could report to the current HSC Executive Director for Communications & Marketing and continue their support of the Mission Excellence transformation.
- Since there is strong coordination and no issues identified with the current reporting relationships, this can be beneficial in ensuring a smooth transition from strategic to communications.
- Transitioning these five resources from the strategic function will broaden their focus from projects to transformational to improve HSC's overall communication and marketing.
- As HSC completes Mission Excellence over the next few years, these roles will become even more operational and assist with other special projects or strategic initiatives, as needed.

Consolidating UNM Government Relations can benefit both UNM and HSC through stronger coordination

Strengthen Government Relations Functions – Main and HSC



Realign HSC government relation functions to Main Campus to increase effectiveness and capitalize on existing talents.



Additionally, better align Strategic Planner's reporting relationship under leader who has portfolio management and financial discipline.



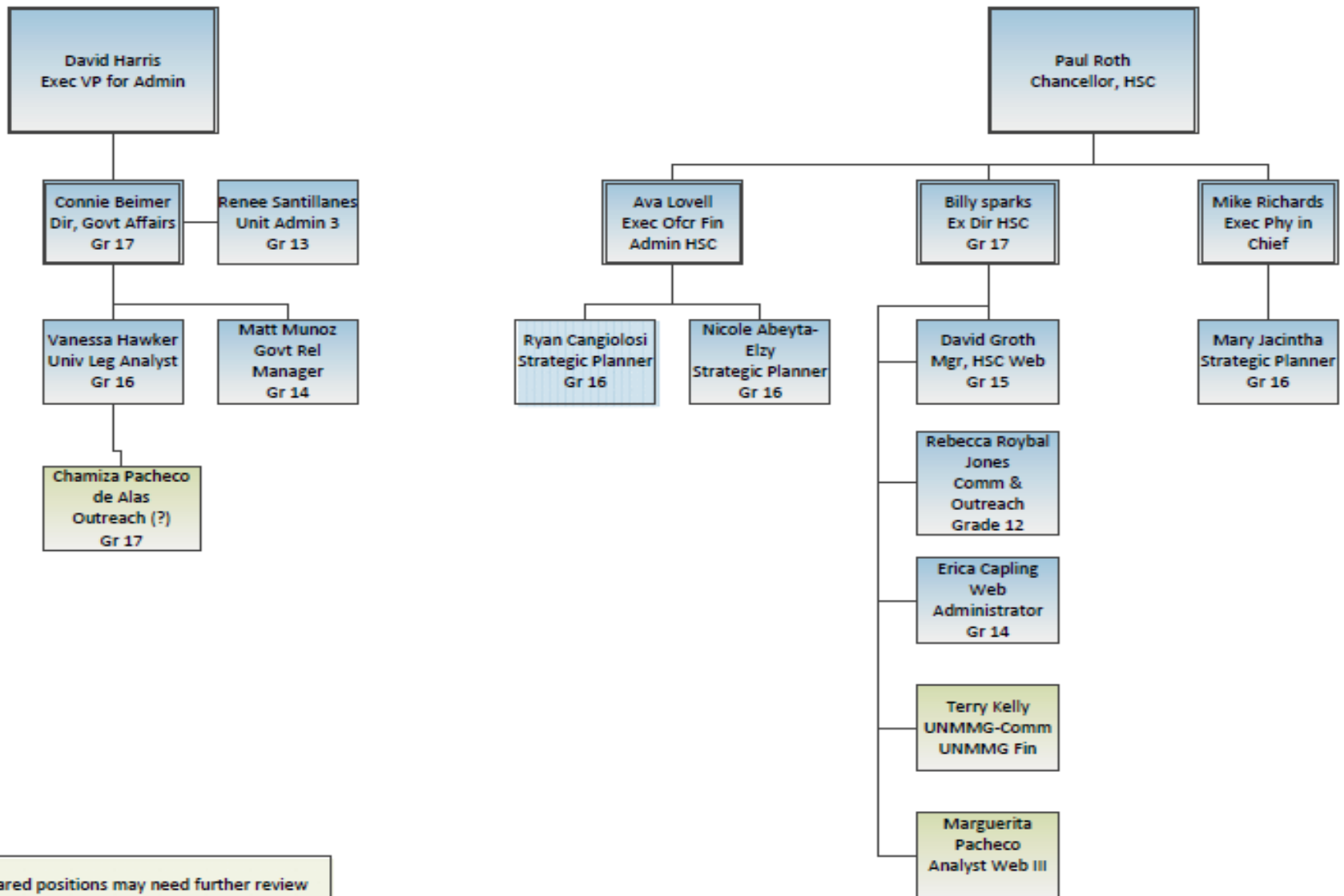
Considerations

- Vanessa will remain the functional HSC expert for legislative initiatives and community outreach efforts
- Better utilization of Vanessa's talents and skills to enhance support for both Main and HSC by focusing her work and partnering with existing Government Relations resources
- Provide a unified presence to the State of NM Legislation for "One UNM" initiatives – more consistent messaging
- Ryan's efforts can be focused on strategic initiatives capitalizing on his six sigma training and ability to drive results with Scorecard Analytics
- Single reporting of both Strategic Roles in HSC under Ava will provide for better Portfolio Management and Project Prioritization

*Create new title to reflect analyst role responsible for support to HSC and Main

Organization design option for new HSC Strategic Roles

C



For instance, creating new titles for each strategic position is a positive starting place ...

Current Strategic Titles

CURRENT

Full Name	Job Title	Grade	Annual Salary	Supervisor Name
Cangiolosi, Ryan P.	Chief Strategic Advisor	18	\$150,000.00	Lovell, Ava J.
Hawker, Vanessa K.	Chief Strategic Advisor	18	\$152,000.04	Fondino, Robert G.
Abeyta-Elzy, Nicole J.	Strategic Planner	16	\$95,922.00	Cangiolosi, Ryan P.
Farrington, Hannah W.	Strategic Planner	16	\$112,987.08	Mathewson, Alfred D.
Jacintha, Mary A.	Strategic Planner	16	\$130,516.41	Richards, Michael E.
Stevenson, Kevin G.	Strategic Planner	16	\$102,377.64	Wohlert, Amy B.
Vargas, Melissa L.	Strategic Planner	16	\$112,446.00	Abdallah, Chaouki T.

... to increase position clarity

Potential Future Strategic Titles

Full Name	Job Title	Working Title	Gr	Annual Salary***	Supervisor Name
Cangiolosi, Ryan P.	Strategic Planner	Strategic Planner, HSC	16	\$104,176.66 - \$150,000	Lovell, Ava J.
Hawker, Vanessa K.	Univ Legislative Analyst*	Legislative Analyst*, Main & HSC	16	\$105,565.68- \$131,500.00	Connie Beimer
Abeyta-Elzy, Nicole J.	Strategic Planner	Strategic Planner, HSC	16	\$95,922.00	Lovell, Ava J.
Farrington, Hannah W.	Strategic Planner - Pend review of similarly situated positions	Assistant Dean (no change)	16	\$112,987.08	Mathewson, Alfred D.
Jacintha, Mary A.	Strategic Planner	Strategic Planner, Health System	16	\$130,516.41	Richards, Michael E.
Stevenson, Kevin G.	Strategic Planner	Strategic Planner, Pres Office	16	\$102,377.64	Wohlert, Amy B.
Vargas, Melissa L.	Academic Opns Ofcr Sr*	Academic Opns Ofcr Sr. (Provost Office)**	16	\$112,446.00	Abdallah, Chaouki T.

*Create new title grade 16 to reflect legislative analyst role responsible for support of HSC and Main (Note: 1 level lower than C. Beimer).

**Existing title to be modified if needed to reflect scope related to support of Provost.

***Suggested salary ranges provide options dependent on degree of reorganization, leveling, equity, and experience, If Ryan's position is lead over Main and HSC then salary of \$150,000 is appropriate.

Fourth, as strategy positions further align and coordinate, there may be advantages to creating an integrated structure to advance “One UNM”

Potential Integrated Strategic Planning Structure – Option 1

D

Considerations

- None of these positions exist today and would require development of entirely new roles
- Main Campus would benefit from a six sigma and business case centralized function to address increasing pressures on operating expenses
- It is unclear if the Chief Strategy Officer would have one or two supervisors between Main Campus and HSC

Chief Strategy
Officer

Strategy
(form, execute)

Program & Project
Management
(standard, ad-hoc)

Six Sigma
(cost takeout)

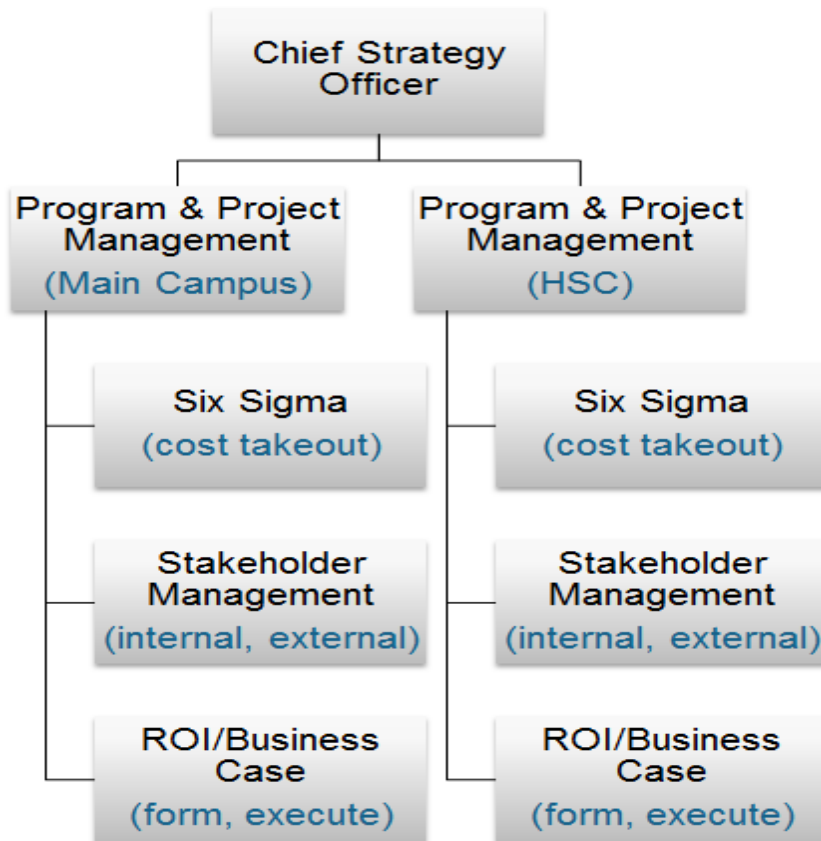
Stakeholder
Management
(internal, external)

ROI/Business
Case
(form, execute)

As an alternative, consider creating similar departments on both sides with standardized roles (yet lacking integration)

Potential Integrated Strategic Planning Structure – Option 2

D



Considerations

- The similar departments on each side increases the number of leadership positions from 6 (on prior slide) to 9 FTEs
 - It may prove too expensive to have 9 senior positions
 - Main Campus might benefit from this structure as they can ramp-up into new capabilities at their own pace
- This approach still has a Chief Strategy Officer to oversee both sides
 - A single leadership position helps ensure consistency across Main Campus and HSC (even without full integration)
 - A single leader will help to find new standardization, integration, and consolidation opportunities

Table of Contents

Introduction

Strategy

Communications & Marketing

Finance

Conclusion

Executive Summary for Communications and Marketing

Communications & Marketing Positions – Executive Summary

Communications/marketing future state recommendations include governance and structural considerations

Governance

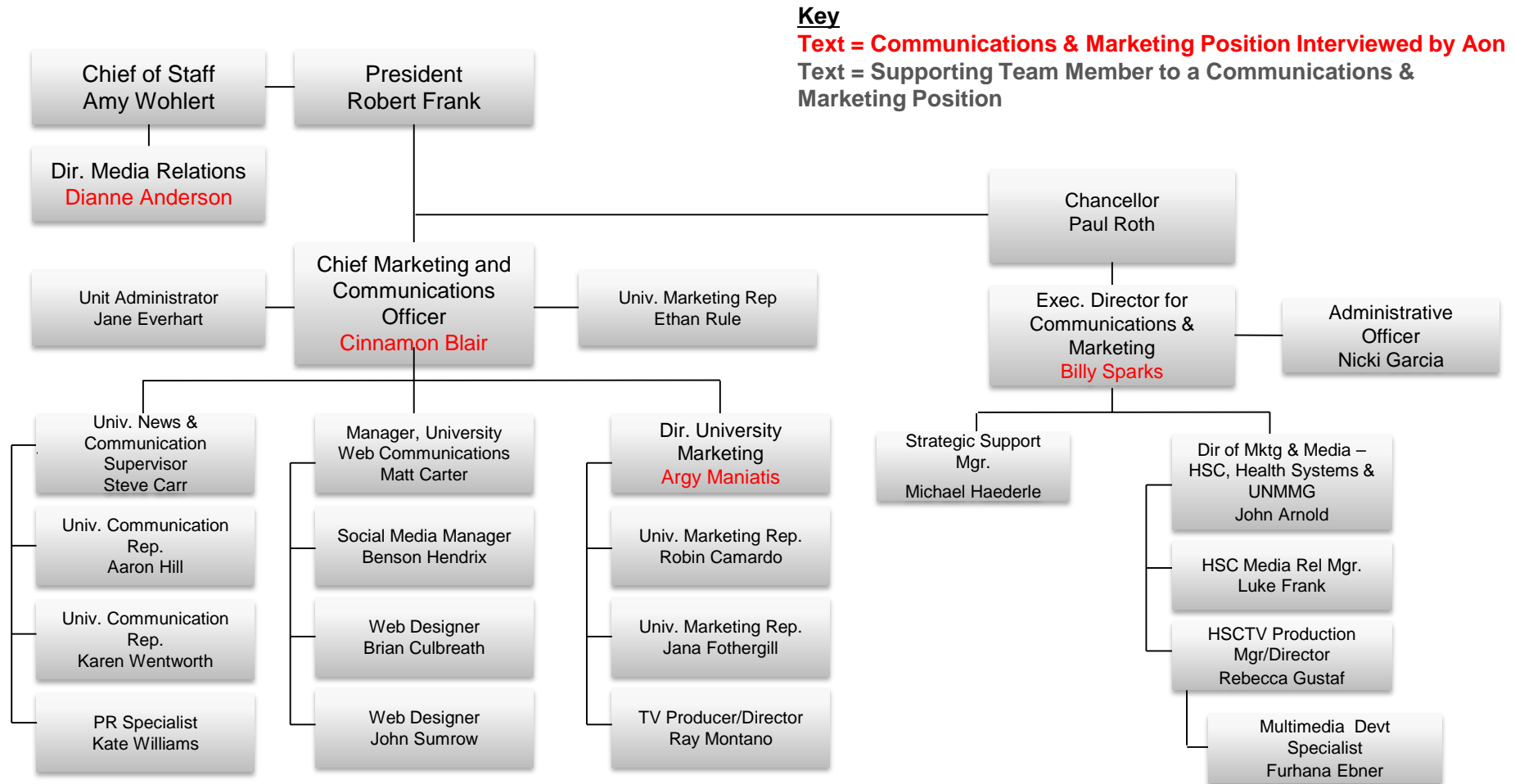
- *From a governance perspective, there are two areas of scope: (1) web along with (2) broader communication and marketing activities to include media relations*
- *For the web scope, a committee focused on brand standards, unique requirements, and IT platform is recommended using a three step approach of: (1) share information, (2) define standards, and (3) improve results*
- *Once the web committee is fully established, it can then be expanded into a broader communications and marketing scope to improve efficiency and effectiveness using a clearly defined charter*
- *Media relations should be seamlessly integrated into Communications & Marketing*

Structure

- *The Director, Media Relations could be moved to the Main Campus Communications & Marketing department - consistent with the current HSC structure*
- *A lead with two similar Communications and Marketing departments could potentially be formed to ensure consistent messaging across both entities*

The Communications & Marketing analysis includes 4 positions along with 20 support team members

Communications & Marketing Positions Along With Their Teams



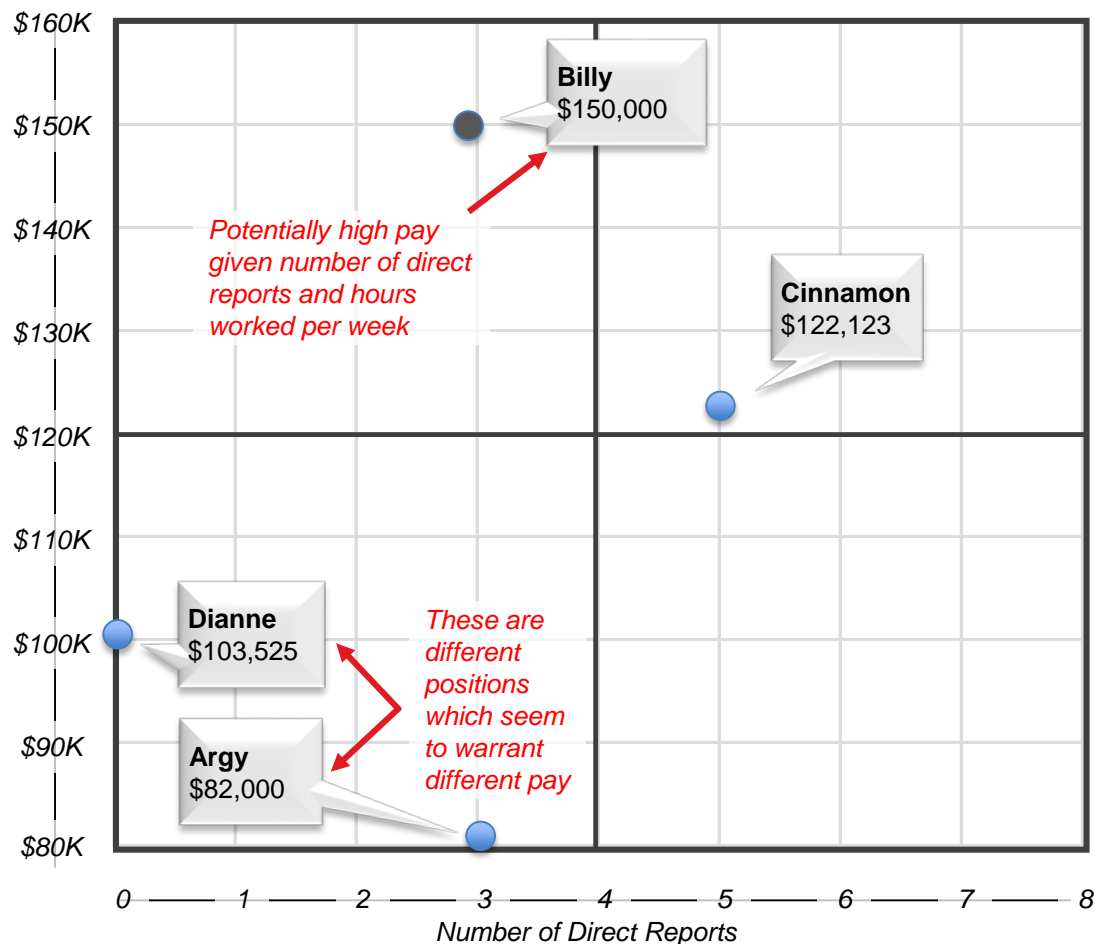
Communications & Marketing Salary Analysis

Positions Salaries: Relative Comparisons

KEY

● Main Campus Position

● HSC Position



Position comparison

	Billy	Cinnamon
Salary	\$150K	\$122K
Direct reports	3	5
Hours/week*	40	60

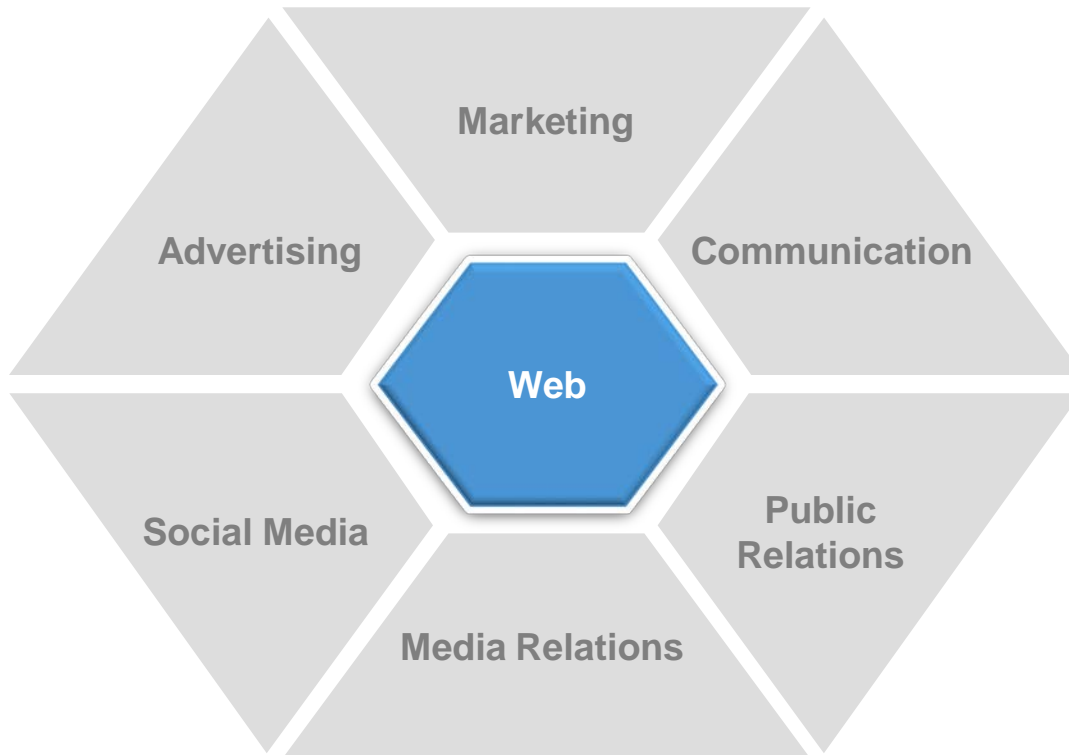
* Self reported number of hours worked per week

Based on the information provided, it seems like Billy's position receives more compensation with fewer responsibility; this may warrant further investigation

Note: During the interview Billy said he worked 50-60 hours/week; on a subsequent e-mail he clarified that it was 40 hours/week

From a governance perspective, there are two areas of scope: (1) web along with (2) broader communication and marketing activities

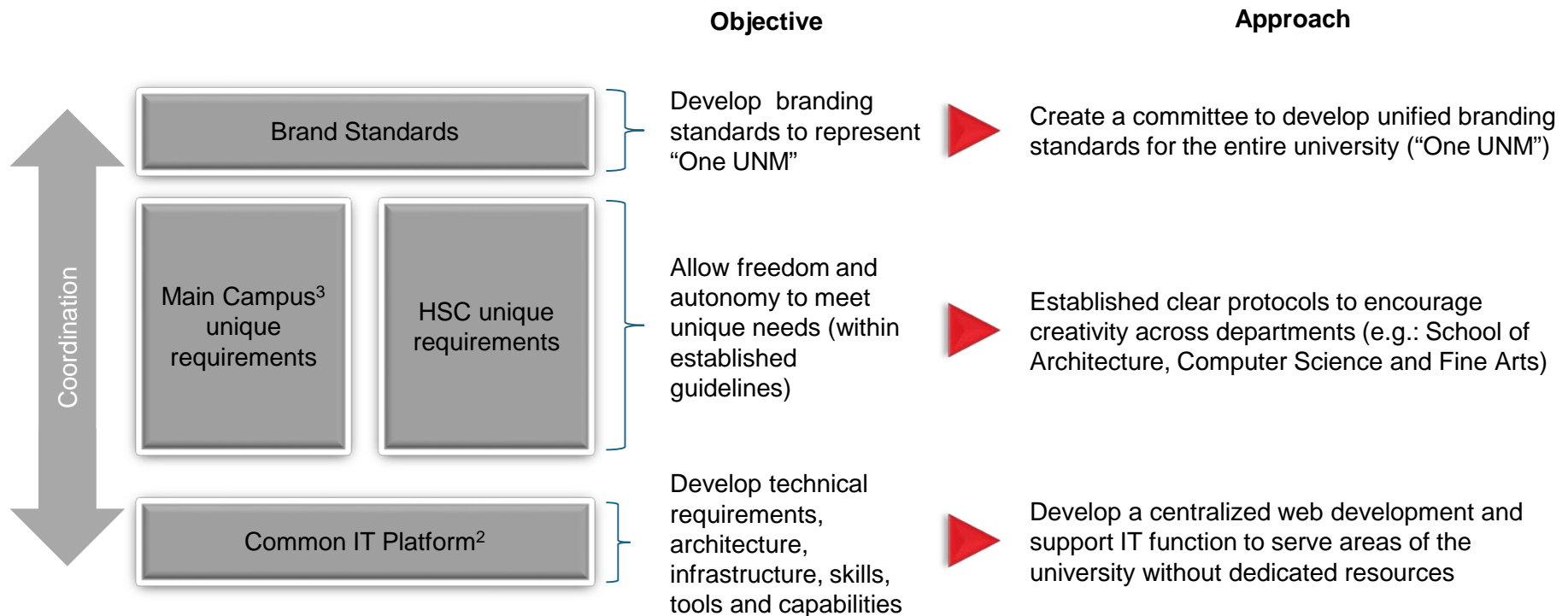
Governance – Two Areas of Scope



- Based on Aon's prior experience, it is generally best to start with a web scope for the following reasons:
 - Evaluating whether web standards are being followed is a clear and objective process
 - Creating web standards is relatively simple and straightforward
 - Implementing web standards (colors, logos, banners) are typically met with minimal resistance
- A web scope is often the best way to then expand into a broader communication and marketing governance platform

For the web scope, a committee focused on brand standards, unique requirements and IT platform is recommended ...

Web Governance Scope – Focused Committee¹



- Achieve greater speed and scale
 - Allow for faster webpage development
 - Provide faster, unified response to events that affect the university
- Decrease cost
 - Improve operational performance
 - Increase productivity
 - Decrease budgets using a consolidated approach
- Build new platform
 - Create a potential platform for online learning
 - Enhance support for technology-driven initiatives (e.g., project ECHO)

¹. During the interviews, Aon has learned that there are currently a number of communication and marketing committees but that there are some inconsistencies with the results achieved

². HIPPA and HITECH act impose certain restrictions on UNM's ability to combine internet platforms between Main Campus and HSC

³. Main Campus is meant to include all branch campuses along with athletics

... using a three step approach of: (1) share information, (2) define standards, and (3) improve results

Web Governance Scope – Recommended Steps

Share Information

- Share intellectual capital that captures organizational knowledge and “know-how”
- Identify key interdependencies
- Establishing preliminary lines of authority from a sponsorship and coordination perspective
- Share current practices and lessons learned
- Discuss initial templates, design guidelines, and coordination protocols
- Clarify when and how innovation is encouraged within guidelines

Define Committee Standards

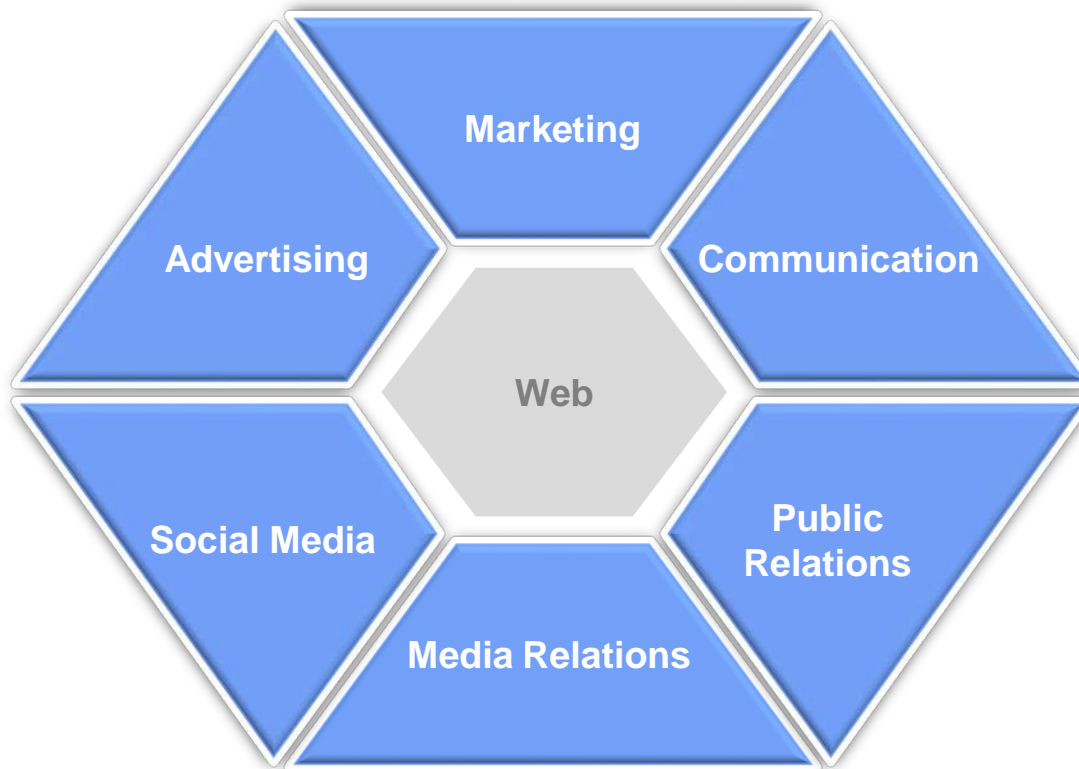
- Define and communicate the committee’s purpose and authority
- Clarify team-member roles and responsibilities that are aligned to member skill sets and authority
- Create a committee that possesses the necessary member skill sets, information and authorities
- Authorize representatives to speak on behalf of their division and function across UNM
- Establish meetings with a clear agenda and workplan to push timely objectives

Improve Results

- Record and manage actionable next steps
- Monitor outcomes and performance
- Establish feedback and coordination mechanism
- Conduct anonymous surveys with internal stakeholders to track if the web council is improving results
- Review web pages quarterly to determine if standards and guidelines are actually being tracked
- Track budget savings from an infrastructure and staffing perspective

Once the web committee is fully established, it can then be expanded into a broader communication and marketing scope ...

Broader Communication & Marketing Governance Scope



- Once the web committee is fully established and successful, it is then appropriate to expand scope into a broader focus on communication and marketing
 - There is a natural connection between web and social media
 - A broader focus will help ensure consistent messaging across platforms (e.g., social media)
- The following slides present advantages of this approach along with a sample project charter

... to improve efficiency and effectiveness ...

Broader Communication & Marketing Governance Benefits

Efficiency

- Lower costs with combined purchasing for advertising and media
- Establish a single forum to coordinate communication and marketing efforts
- Select 5-10 senior communications and marketing leaders to coordinate activities (versus a large number of ad-hoc representatives)¹
- Establish a common approach to minimize rework, confusion, and debate about what is and is not included in communication and branding standards

Effectiveness

- Develop a single identity for the entire university (“One UNM”)
- Provide better coordination and integration between the Main Campus and HSC
- Create a positive, consistent image for the university
- Coordinate messaging across communications channels and platforms
- Create a common UNM story across diverse stakeholders
- Leverage best practices from computer sciences, architecture, and visual arts

¹. Our current understanding is that there are currently three communication/marketing committees with 14 -17 ad-hoc representatives

... using a clearly defined charter

Sample Communication & Marketing Governance Charter

Objectives	Deliverables	Team Composition ^{1,2}
<ul style="list-style-type: none"> Develop a single identity and story for the entire university (“One UNM”) Increase coordination and integration between the Main Campus and HSC communication and marketing functions Create a positive public image of UNM Coordinate messaging across communication channels and platforms Improve operational performance and reduce costs of the communication and marketing departments Provide faster, unified response to events that affect the university (including social media) Create a potential platform for online learning Enhance support for technology-driven initiatives (e.g., project ECHO) Create a unifying story across the entire university along with all the stakeholders served 	<ul style="list-style-type: none"> Create clear coordination and governance standards across the following services: <ul style="list-style-type: none"> Marketing Communications Public relations Media relations Social media Advertising Unify web standards for the entire university Unify branding standards for the entire university Enhance the online learning platform to then increase revenues Identify and track potential areas of overlap to then reduce spend Track message consistency across diverse platforms Track stakeholder satisfaction 	<ul style="list-style-type: none"> Sponsors: University President (Main Campus) and EVP & Chancellor for Health Sciences; CEO, UNM Health System; Dean, School of Medicine (HSC) Chairs: Chief Marketing and Communications Officer (Main Campus) and Exec. Director for Communications & Marketing (HSC) Committee members: Two chairs plus one participant from each side (Main Campus and HSC) for each of the following 3 areas: (1) Marketing; (2) Communications, PR and Advertisement; (3) Web/Multimedia Stakeholders: All areas of the university
		Team Interactions
		<ul style="list-style-type: none"> Meeting cadence: Once a month Meeting duration: 2 hours Meeting type: In person Meeting Location: TBD
		Success Criteria
		<ul style="list-style-type: none"> Reduce operational cost of the department by xx% Reduce web development time by xx% Increase online learning revenue by xx% Achieve committee objectives within initial deadline

¹ Participants will provide representation for all areas/schools

² An alternative team composition has been recommended by Cirra on the “Marketing and Communication – An Approach to Administrative Excellence – June 2016” report

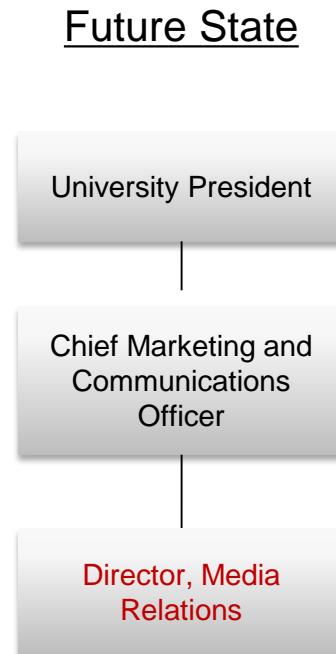
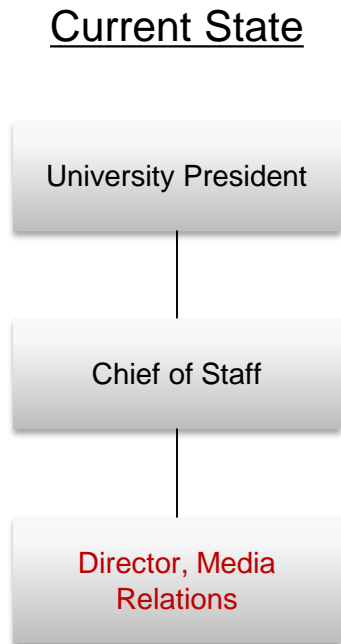
Moving beyond governance, from a structural perspective, there are two considerations

Organizational Design Considerations – Two Considerations

1. Consolidate Main Campus staffing so Media Relations reports to Chief Marketing and Communications Officer. Proceed with recommendation from HSC strategic review to incorporate web and communications functions under Exec Dir for Communications and Marketing.
2. Create a single senior leadership position overseeing two similar departments, one representing Main Campus and one representing HSC

First, the Director, Media Relations could be moved to the Main Campus Communication & Marketing department ...

Option 1a – Main Campus Communications & Marketing



Considerations

Pros

- Create a single, centralized communications area
- Reduce duplicative work across Main Campus
- Allow for better coordination with other areas of the communication and marketing department, such as social media, public relations, etc.
- Provide better workload management across the communication and marketing department

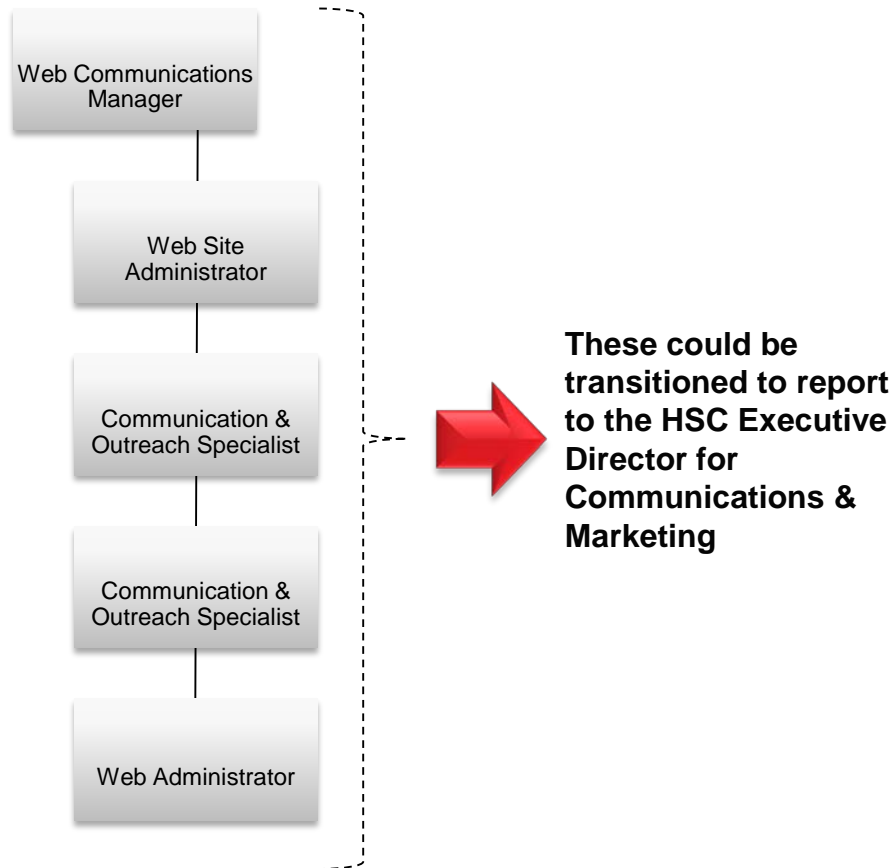
Cons

- Reduce accessibility for the office of the president

... and all HSC Communications and Marketing positions could report to the HSC Executive Director for Communications & Marketing (from prior section)

Option 1b - HSC Communications & Marketing

These five communication and web positions are currently reporting to the HSC Senior Strategic Advisor who leads special projects

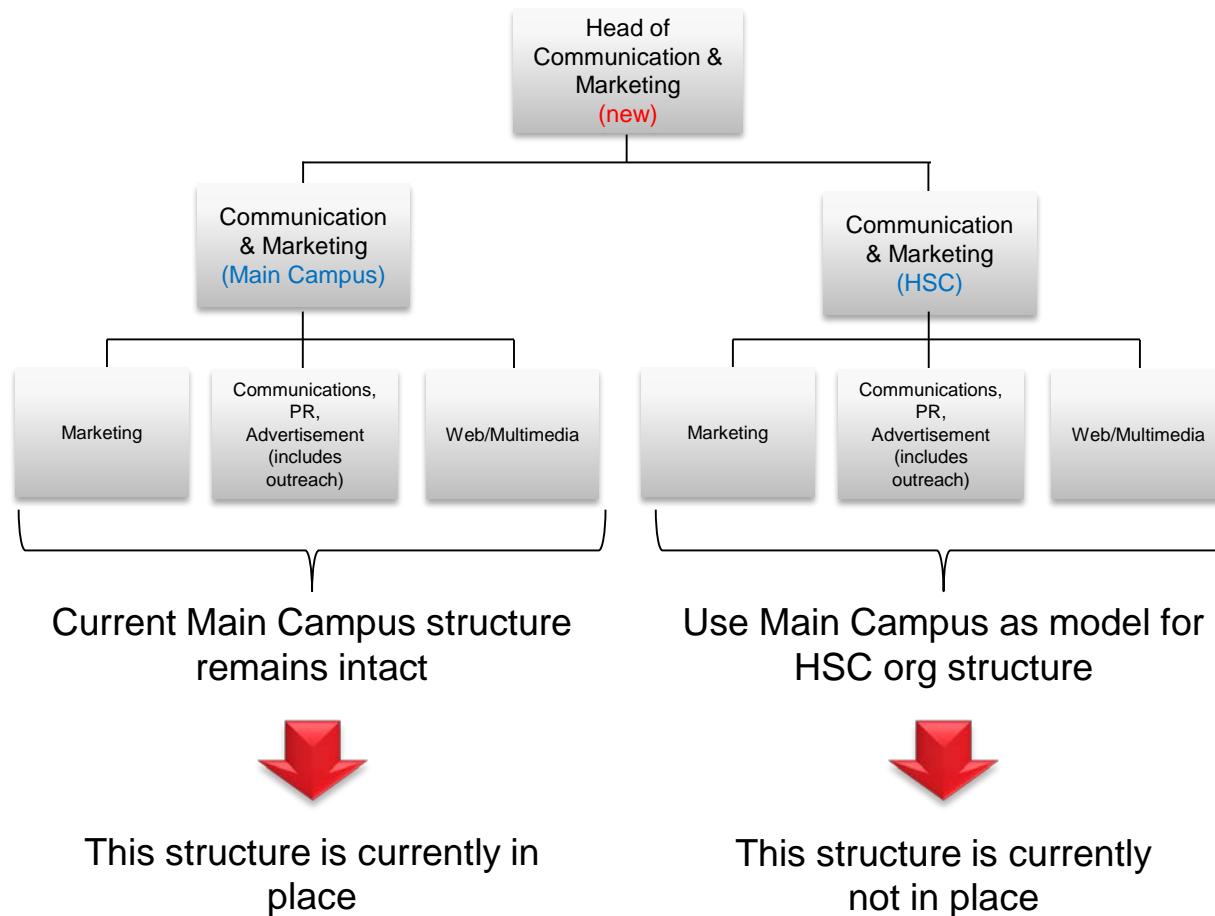


Considerations

- The current communications, marketing and web positions could report to the current HSC Executive Director for Communications & Marketing and continue their support of the Mission Excellence transformation.
- Since there is strong coordination and no issues identified with the current reporting relationships, this can be beneficial in ensuring a smooth transition from strategic to communications.
- Transitioning these five resources from the strategic function will broaden their focus from project focus to transformational to improve HSC's overall communication and marketing.
- As HSC completes Mission Excellence over the next few years, these roles will become even more operational and assist with other special projects or strategic initiatives, as needed.

Second, a lead with two similar departments could potentially be formed

Option 2 – Create Lead With Similar Departments



Considerations

Pros

- A single leader helps ensure consistency across the Main Campus and HSC (even without full integration)
- Provides single point of contact for all transactions.
- A single leader will help find new standardization, integration, and consolidation opportunities

Cons

- Having a lead with similar departments on both sides (Main Campus and HSC) creates one additional leadership position (if it is a new position)
- May cause short term disruption during reorganization
- It may be possible to work with existing talent to fill this new position without creating additional cost with an increased salary.

Aon recommends going through talent assessment and talent selection processes to fill any newly created positions

One thing to consider is current state...

Current State

Full Name	Job Title	Grade	Annual Salary	Supervisor Name
Blair, Cinnamon	Chief Univ Mkt & Comm Officer	17	\$122,123.04	Frank, Robert G.
Sparks, William O.	Ex Dir,Comm & Mktg/Hsc	17	\$150,000.00	Roth, Paul B.
Anderson Mathis, Dianne	Dir,University Communication	16	\$103,525.08	Wohlert, Amy B.
Arnold, John*	Marketing & Media Director/HSC	16	\$88,807.02	Sparks, William O.
Maniatis, Argyro	Dir,University Marketing	16	\$82,000.08	Blair, Cinnamon

... versus future state

Future State

Full Name	Job Title	Grade	Annual Salary	Supervisor Name
Blair, Cinnamon	Chief Univ Mkt & Comm Officer	17	\$122,123.04	Frank, Robert G.
Sparks, William O.*	Ex Dir,Comm & Mktg/Hsc	17	\$122,000.00 – \$150,000.00	Roth, Paul B.
Anderson Mathis, Dianne	Dir,University Communication	16	\$103,525.08	Blair, Cinnamon
Arnold, John	Marketing & Media Director/HSC	16	\$88,807.02	Sparks, William O.
Maniatis, Argyro	Dir,University Marketing	16	\$82,000.08	Blair, Cinnamon

* Suggested salary ranges provide options, if position becomes lead over both Main and HSC then higher salary at \$150,000; otherwise, salary is dependent on degree of reorganization, leveling, equity, and experience.

Future State – Communications and Marketing

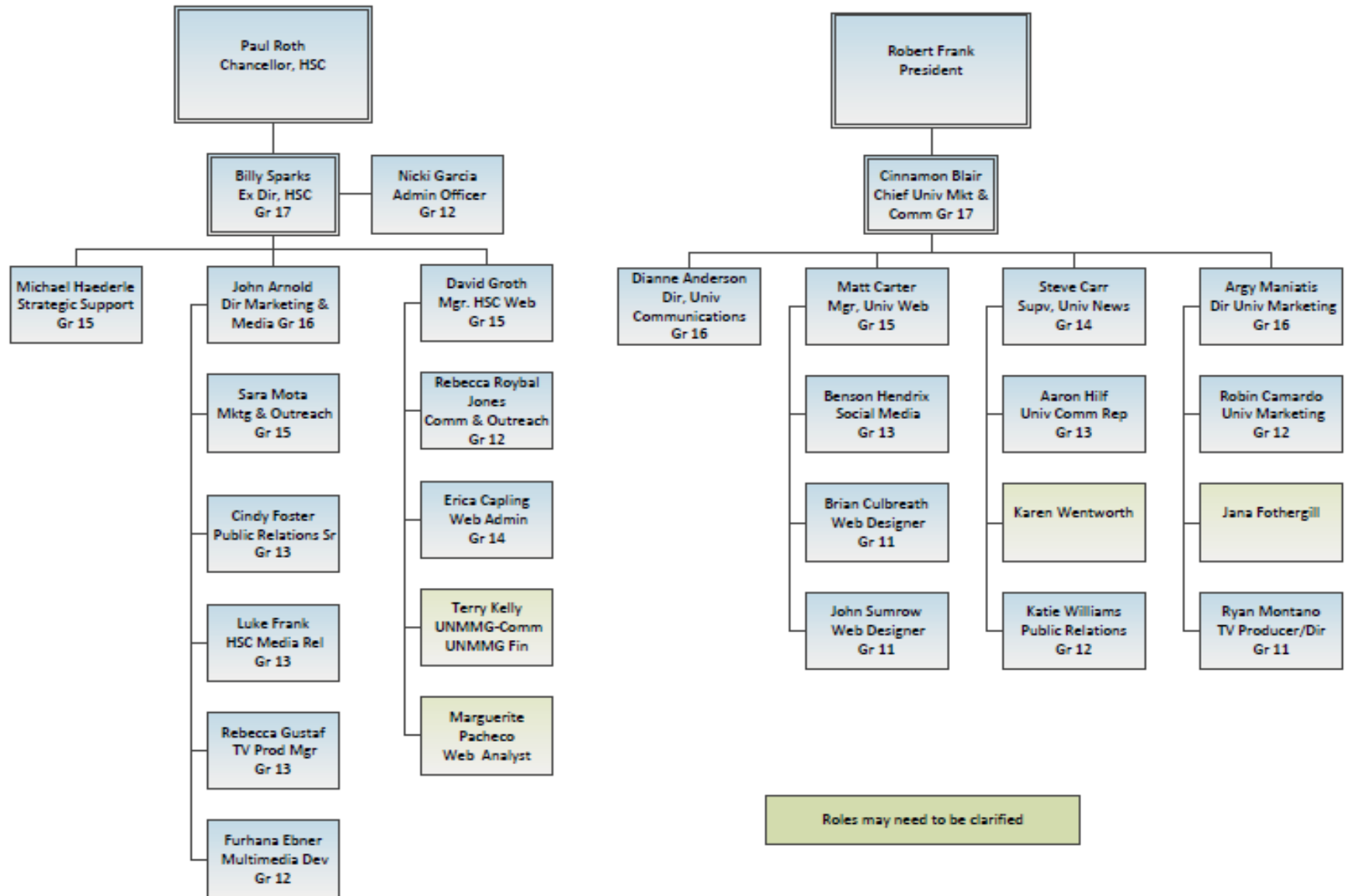


Table of Contents

Introduction

Strategy

Communications & Marketing

Finance

Conclusion

Executive Summary for Finance

Finance Positions – Executive Summary

- *UNM has achieved integration in Finance across the Main Campus and HSC academic areas*
- *To achieve significant benefits, Aon recommends the consideration of outsourcing parts of the Finance function*
- *Outsourcing in Finance can achieve step change improvements in a number of areas such as*
 - *Cost Savings; Specialization / Focus; Market Discipline; Flexibility; Technology*
- *Transactional areas are top candidates for outsourcing at UNM*
- *Moving beyond outsourcing, from a structural perspective, there are two steps to consider*
 1. *The budget functions at Main Campus and HSC could be better aligned by creating a single lead to oversee both sides; to enable a single lead, the HSC Budget and Facilities department could be split into two*
 2. *Alternatively, the HSC Budget function can be moved to the Chief Financial Services Officer and a new lower level position reporting to ISS can be created, focusing on Facilities*
- *Consideration of these steps, coupled with the integration of the finance function to date, may create an opportunity for job and compensation leveling to align UNM wide finance roles and responsibilities*
- *Suggested next steps are presented*

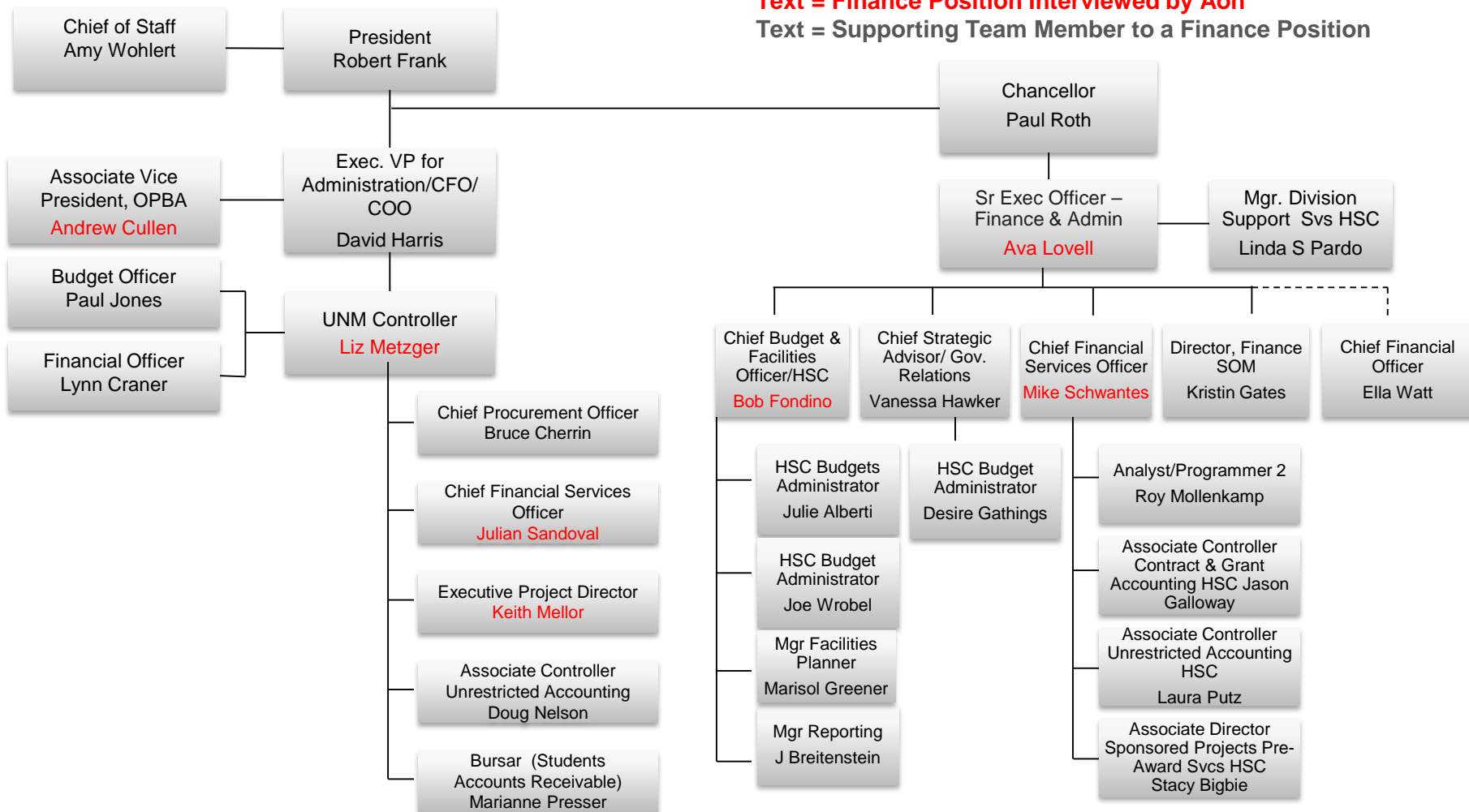
The Finance analysis includes 11 Finance positions along with support team members

Finance Positions Along With Their Teams

Key

Text = Finance Position Interviewed by Aon

Text = Supporting Team Member to a Finance Position

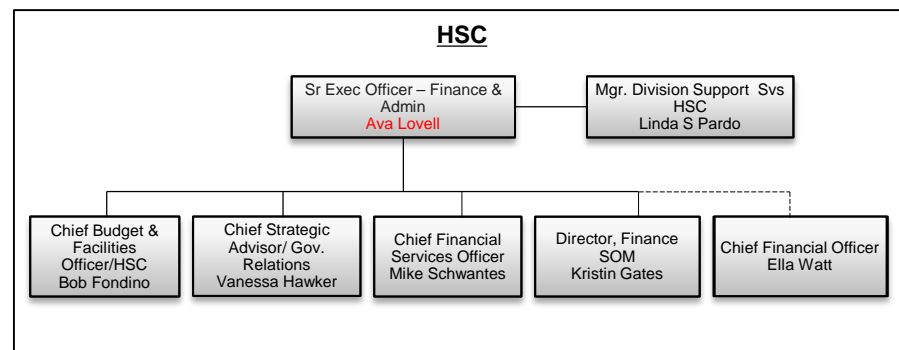
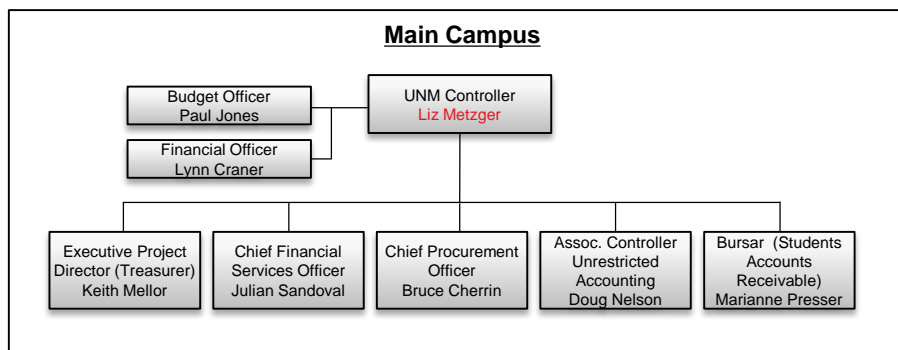


¹ Four Finance positions under the Controller are included in the analysis but not shown due to the complexity of the org charts

The integration of finance and accounting processes and services has redistributed the finance workload across Main Campus and HSC

Finance Leadership Comparison – HSC vs. Main Campus

- In comparing the financial structure, roles, and responsibilities of the different entities there are significant differences in role expectations. However, the recent change by the UNM Board of Regents to reconstitute the HSC Board of Directors has made the President ultimately responsible for the Main Campus and HSC. Part of this review includes evaluating positions to better align salaries across the Main Campus and HSC based on scope and responsibility.
- Within HSC the financial responsibilities across the School of Medicine and the Medical units (2 hospitals and one clinic) are managed by the Executive Officer for Finance and Administration, reporting to the HSC Chancellor, reporting to the President. However, some of the accounting and financial functions have been integrated across the Main Campus, the School of Medicine and the HSC Medical units (hospitals and clinic) and are no longer directly managed in this department.
- On the main campus, the integrated finance and accounting responsibilities reside with the Controller, reporting to the CFO / COO, and finance responsibilities reside with the CFO / COO, reporting to the President.
- By clarifying titling, roles and responsibilities there may be further consolidation opportunities of executive leadership in the finance function which could lead to additional leveling of specific roles and compensation.
- **This restructuring and leveling should be undertaken thoughtfully using a transparent governance process involving the key UNM executive leadership as the competitive, regulatory, transformation, and market for talent issues impacting financial planning, analysis, and strategies of Main Campus and HSC are very different.**



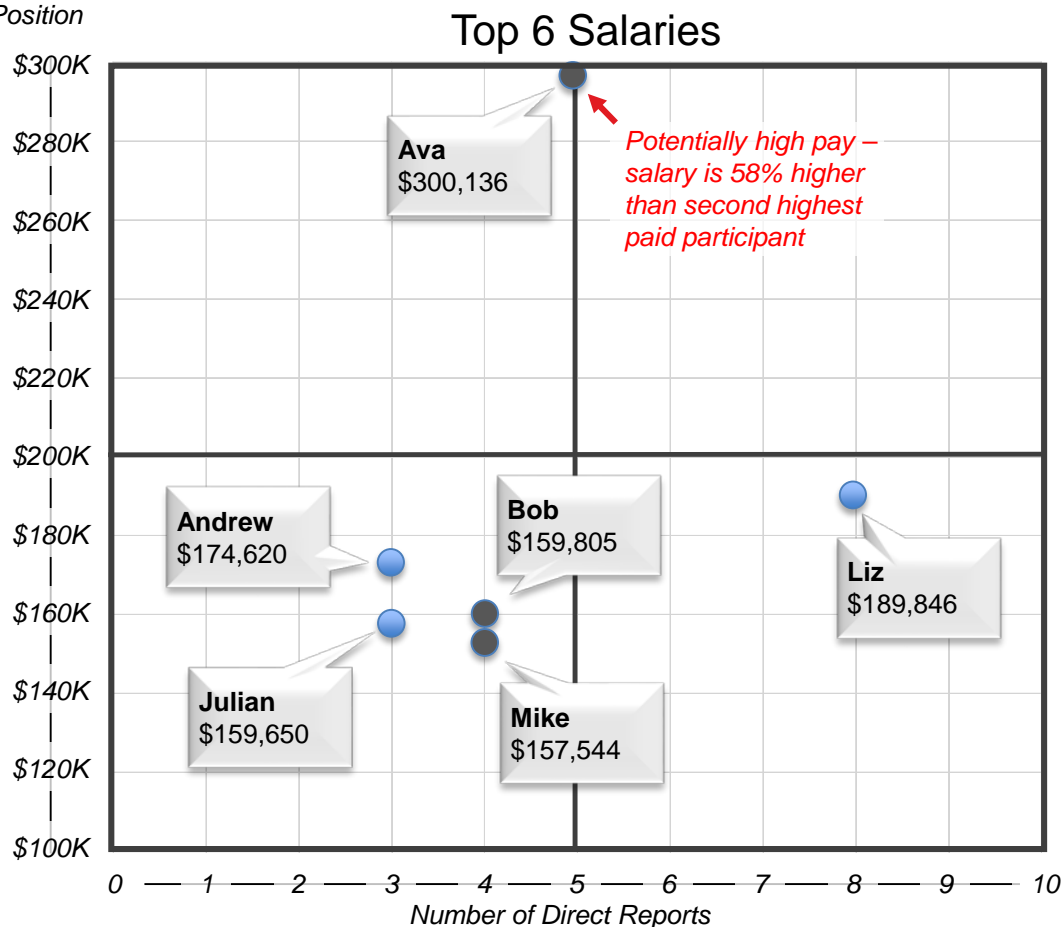
Finance Salary Analysis

KEY

● Main Campus Position

● HSC Position

Positions Salaries: Relative Comparisons - Top 6



- External benchmarks specific to Ava's role and a board approved salary adjustment may suggest this salary is appropriate; however lack of clarity and reporting and scope complicate the comparison.
- Even though these roles are different and Ava's may have the broadest scope, it is hard to justify such a comparatively high salary under current conditions.
- All 10 of the integrated finance functions and associated responsibility reside under Liz.
- Ava's role retains a degree of oversight for the HSC Clinical component; although they have a CFO (Ella Watts).
- Ava's role has four fewer direct reports than Liz's role, yet makes 58% more.
- This warrants further investigation due to reconstitution of the HSC Board and requested coordination, consolidation & leveling of entities.

Note 1: Number of direct reports were determined using information from organizational charts provided to by UNM, plus interview findings. The following files were used for each participant:

- For Ava Lovell, Bob Fondino and Mike Schwantes: Sr Executive Officer for Finance and Admin June 2016.pdf
- For Liz Metzger's: Finance_Main_AllOrgCharts.pdf
- For Andrew Cullen: 2016 OPBA Organizational Chart.pdf

Note 2: Top 6 salaries include Finance participants only

As an initial step there are coordination and position clarification opportunities that should be considered

Coordination and Position Clarification

Increased Coordination - Contract and Grant Accounting and Sponsored Projects¹

- It could be beneficial for Contract and Grant Accounting and Sponsored Projects to have better coordination and information sharing between Main Campus and HSC, such as conducting monthly leadership meetings to share best practices
- The Dir, Sponsored Projects for the Main Campus is responsible for both pre and post-awards services, allowing her to oversee the process from beginning-to-end; HSC could potentially benefit from Main Campus business practices

Greater Position Clarity

- It will add clarity to revise the job titles / working titles for two Executive Project Directors to accurately reflect their roles:
 - Keith Mellor – Change title to “Treasurer”
 - Adam Weeks – Change title to “Executive Project Director, Finance Systems Management and Payroll”
- It will add clarity to revise the job title / working title for the Assoc. Director, Finance & Admin:
 - Narendra Tarikere – Change title to “Assoc. Director, Finance Systems & Admin”

¹. Given the potential identified in these areas, additional discovery is recommended to gather further details and formulate more specific recommendations

UNM has achieved integration in Finance across the Main Campus and HSC academic areas

Finance: A Great Deal of Integration

Functions currently integrated	Functions not integrated
Account Payable Accounts Receivable (Cashier) Bursar Control Financial Reporting Inventory Payroll PCard Purchasing Treasury	Contract & Grant Accounting Sponsored Projects Budgeting

Key findings for the Finance roles:

- When analyzing the scope of responsibilities for the Finance roles, areas where there is a significant overlap between the Main Campus and HSC seem to already be integrated
- Participants seem to believe that Main Campus and HSC work well together (during the interviews, 64% of participants specifically stated that both sides work well together)
- When evaluating the finance positions, it was difficult to identify additional consolidation opportunities since the remaining positions have different responsibilities and are often ad-hoc

To achieve additional benefits, Aon recommends the consideration of outsourcing some areas of the Finance function

Consider Outsourcing Parts of the Finance Function

It is important to recognize that HSC has unique requirements from an Affordable Care Act (ACA) and clinical perspective ...

- The needs of finance within a clinical setting continue to evolve with unclear government and payer expectations
- With the increasing need for hospitals to demonstrate accountability for results, population health and reasonable pricing, it may prove difficult to outsource heavily on the HSC side
- HSC is currently considering alternative payment methods being proposed by payers – requiring advanced analysts from the finance function

... nevertheless, a great deal has already been integrated ...

- Ten finance functions have already been integrated
- A great deal of standardization and coordination has been achieved
- Interviews suggest Main Campus and HSC tend to work well together across the finance positions in scope
- UNM should be commended by achieving this degree of centralization

... most organizations achieve significant benefits by outsourcing key components within the Finance function

- Aon recommends that some areas in finance should be considered for possible outsourcing
- It is only wise to outsource after the function had been heavily standardized from a position, process and technology perspective
- Another step to complete before outsourcing is to minimize services provided by finance using a demand management approach (e.g.: reducing the number of reports generated by finance)

Outsourcing in Finance can achieve additional improvements in a number of areas

Major Benefits from Outsourcing in Finance

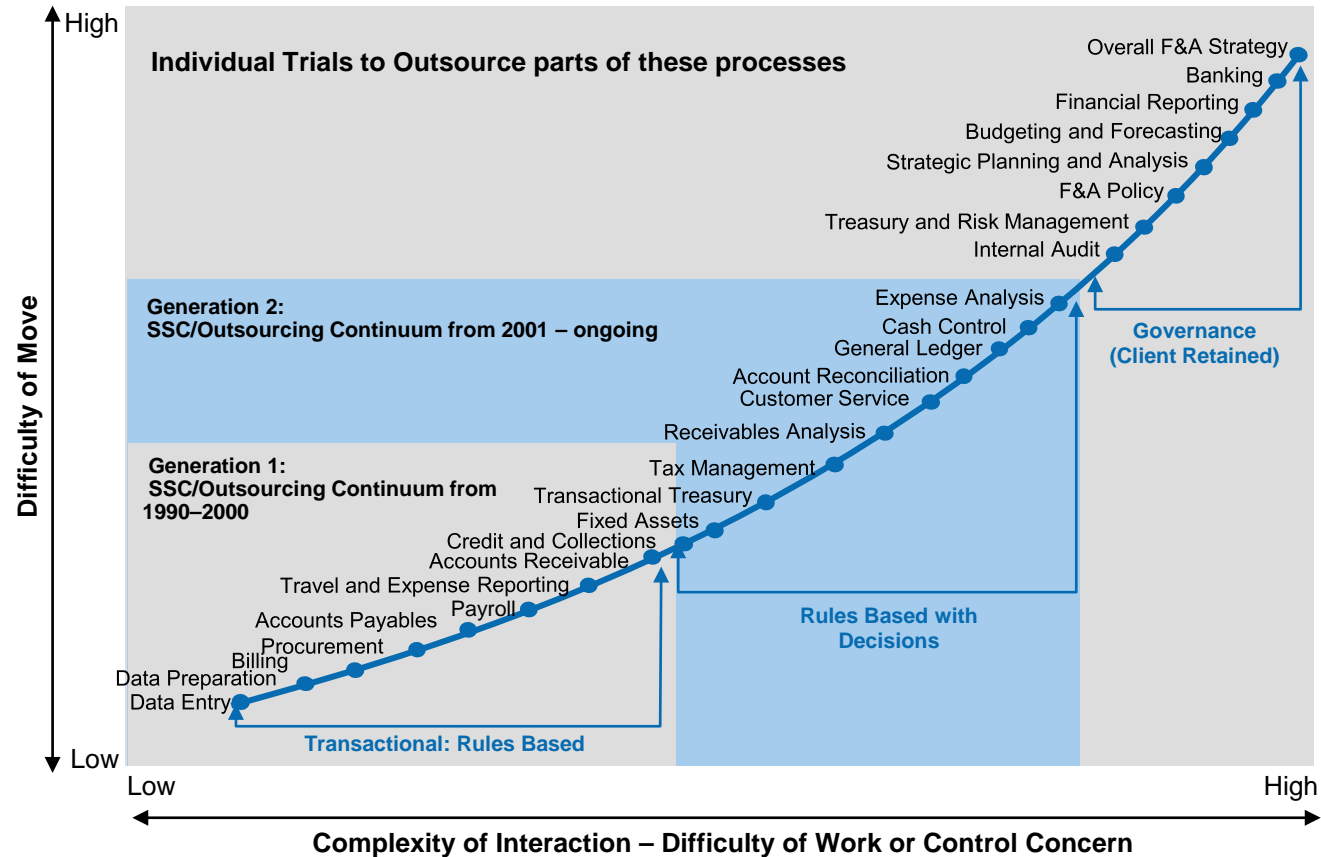
Area	Explanation of Critical Advantage from Outsourcing
Cost Savings	<ul style="list-style-type: none">▪ Savings typically result from the supplier's having scale/ utilisation advantages, access to lower cost resources or greater skills, knowledge and processes
Specialization / Focus	<ul style="list-style-type: none">▪ Allows the university to concentrate on where it has distinctive capability, scale, experience or differentiation▪ The university focuses on areas it has <i>relative</i> advantage and allows others to focus on its true academic and research mission
Market Discipline	<ul style="list-style-type: none">▪ Separation of purchasers and providers can assist with transparency and accountability to identify true costs and benefits of activities▪ Market based contracts, where the focus is on output not input, provides purchasers choice and encourages competition among suppliers and innovative work practices
Flexibility	<ul style="list-style-type: none">▪ Using an outside supplier can add flexibility to the university▪ Outside suppliers can adjust the scale and scope of activities more rapidly and at lower cost▪ Three main forms of flexibility (wage flexibility, staff number flexibility and work practice flexibility)
Technology	<ul style="list-style-type: none">▪ Some outside suppliers have proprietary access to technology or other intellectual property advantages that the organization alone cannot access▪ This technology may improve operational reliability, productivity, efficiency and long-term total costs

Within the last two decades the scope and maturity of finance and accounting outsourcing has significantly increased

Finance and Accounting Outsourcing Continuum

F&A Outsourcing

- Within the last 2 decades the service providers for finance and accounting have significantly expanded their service offerings and gained maturity
- In addition, outsourcers have fine-tuned their service delivery models to serve clients on and off-shore depending on the requirements of the individual processes
- Currently, some clients also outsource governance processes on a limited basis



The most commonly outsourced areas in Finance are: Accounts Payable, Fixed Assets, Accounts Receivable, Payroll, and Travel and Expense Reporting

Moving beyond outsourcing, from a structural perspective, there are two considerations

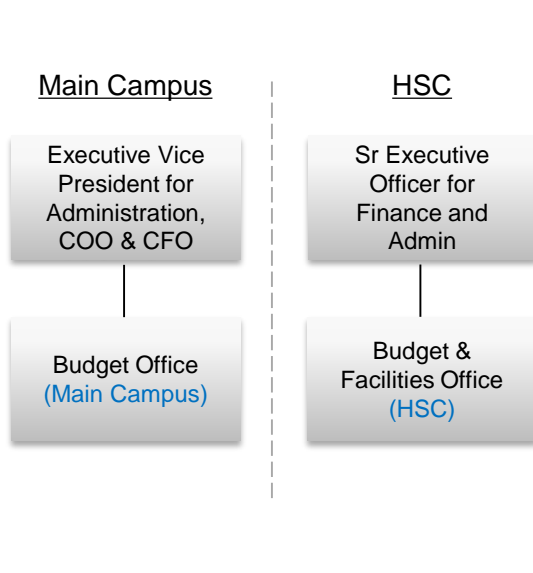
Organizational Design Considerations – Two Considerations

- 1. The budget functions at Main Campus and HSC can be better aligned by creating a single lead to oversee both sides. To enable a single lead, the HSC Budget and Facilities department could be split into two.*
- 2. Alternatively, the HSC Budget function can be moved to the Chief Financial Services Officer and a new lower level position reporting to ISS can be created, focusing on HSC Capital Projects and Facilities.*

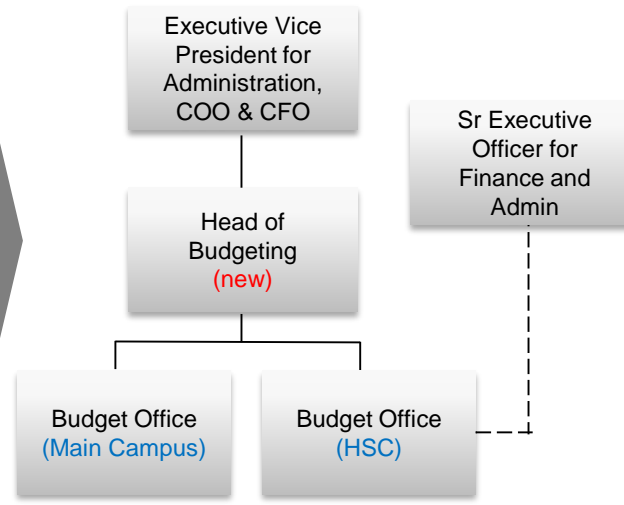
The budget functions at Main Campus and HSC could be better aligned by creating a single lead to oversee both sides ...

Option 1, part a - Create Single Budget Lead to Oversee Both Sides

Current State



Future State



Facilities will be split into its own department – see next slide for details

Considerations

Pros

- A single leadership position helps ensure consistency across the Main Campus and HSC (even without full integration)
- A single leader will help find new standardization, integration, and consolidation opportunities

Cons

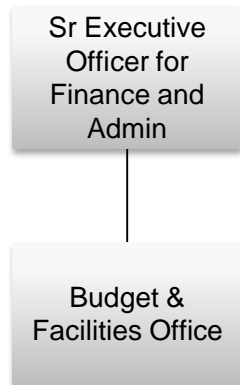
- Having a lead with similar departments on both sides (Main Campus and HSC) creates one additional leadership position
- Note: It may be possible to work with existing talent to fill this new position without creating significant cost with an increased salary

Note: Based on Aon's experience, the budget department can sometimes be part of the finance organization (versus a separate function)

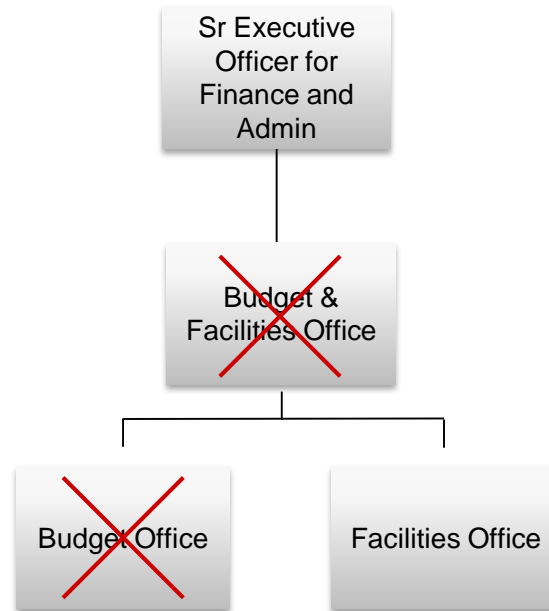
... requiring the HSC Budget and Facilities department to be split into two

Option 1, part b – Split Budget and Facilities

Current State



Future State



Facilities will be split into its own department and a new lower level position could be created, focusing on Facilities

Considerations

Pros

- Enables a head of budgeting overseeing both sides (Main Campus and HSC)
- Potential cost savings by having a lower level position overseeing facilities

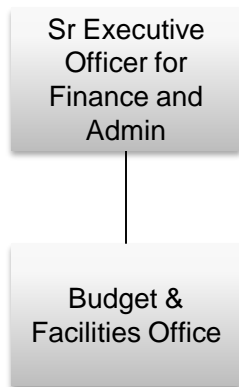
Cons

- May cause short term disruption during reorganization
- Large capital projects involving new facilities often have a budgeting component

Alternatively, the HSC Budget function could be moved to the Chief Financial Services Officer and a new position could focus on facilities

Option 2 – Move HSC Budget and Facilities Functions

Current State

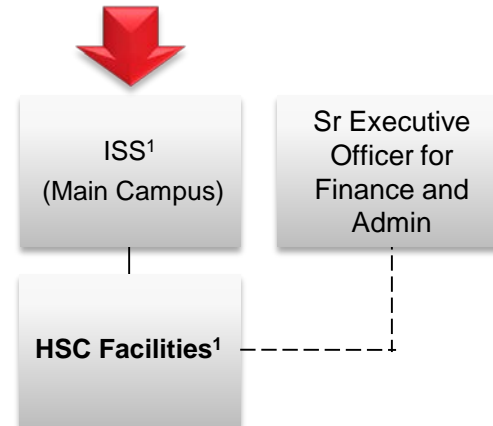


Future State

The HSC **Budget** function could be moved under the Chief Financial Services Officer



A new lower level position reporting to ISS could be created, focusing on **Facilities**



Considerations

Pros

- Potential cost savings by having a lower level position overseeing facilities
- Better coordination between HSC finance and budgeting
- Better coordination between HSC facilities and ISS

Cons

- May cause short term disruption during reorganization
- Large capital projects involving new facilities often have a budgeting component

¹. Initial high-level discovery informed this recommendation, however specific roles and responsibilities and the nature of reporting relationships and expectations (e.g.: dotted or solid lines) require further analysis and definition

Another thing to consider is current state ...

Current State

Full Name	Job Title	Grade	Annual Salary	Supervisor Name
Lovell, Ava J.	Exec Ofcr Fin & Admin/HSC,Sr	99	\$300,136.20	Roth, Paul B.
Metzger, Elizabeth	University Controller	99	\$189,846.48	Harris, David W.
Cullen, Andrew A.	Assoc VP,Plng, Bdgt & Analysis	18	\$174,620.16	Harris, David W.
Fondino, Robert G.	Chf Budgt & Facil Officer/HSC	18	\$159,805.80	Lovell, Ava J.
Sandoval, Julian	Chief Financial Services Ofcr	18	\$159,650.04	Metzger, Elizabeth
Schwantes, Michael D.	Chief Financial Services Ofcr	18	\$157,544.04	Lovell, Ava J.
Gonzalez-Rosenblatt, Rosa I.	Dir,Sponsored Projects	17	\$139,050.00	Sandoval, Julian
Mellor, Keith H.	Executive Project Director	17	\$137,205.00	Metzger, Elizabeth
Weeks, Adam G.	Executive Project Director	17	\$135,680.04	Sandoval, Julian
Allen, Norma J.	Assoc Dir,Univ Budget Opns	16	\$123,295.05	Cullen, Andrew A.
Tarikere, Narendra N	Assoc Dir,Finance & Admin	16	\$114,914.88	Sandoval, Julian

... versus future state

Future State				
Full Name	Job Title	Grade	Annual Salary	Supervisor Name
Lovell, Ava J.	Exec Ofcr Fin & Admin/HSC,Sr**	99	\$246,800.42- \$208,831.13**	Roth, Paul B.
Metzger, Elizabeth	University Controller	99	\$189,846.48	Harris, David W.
Cullen, Andrew A.	Assoc VP,Plng, Bdgt & Analysis**	18	\$174,620.16- \$125,000***	Harris, David W.
Fondino, Robert G.	Chf Budget & Facil Officer/HSC**	18	\$159,805.80- \$125,000**	Lovell, Ava J.
Sandoval, Julian	Chief Financial Services Ofcr	18	\$159,650.04	Metzger, Elizabeth
Schwantes, Michael D.	Chief Financial Services Ofcr	18	\$157,544.04	Lovell, Ava J.
Gonzalez-Rosenblatt, Rosa I.	Dir,Sponsored Projects	17	\$139,050.00	Sandoval, Julian
Mellor, Keith H.	Univ Treasurer Executive Project Director*	17	\$137,205.00	Metzger, Elizabeth
Weeks, Adam G.	Assoc Dir,Univ Budget Opns	17	\$135,680.04	Sandoval, Julian
Allen, Norma J.	Assoc Dir,Finance Systems & Admin	16	\$123,295.05	Cullen, Andrew A.
Tarikere, Narendra N		16	\$114,914.88	Sandoval, Julian

** Based on leveling due to integration with Main, and indirect reporting of HSC Clinical Services, options include salary of 10%-30% higher than the Controller. Final salary will be dependent on final organization structure determined following these recommendations.

*** Suggested salary ranges provide options dependent on degree of reorganization, leveling, equity, and experience. If Andrew's position is lead over Main and HSC then salary of \$174,620.16 is appropriate.

Future State Recommendations

Table of Contents

Introduction

Strategy

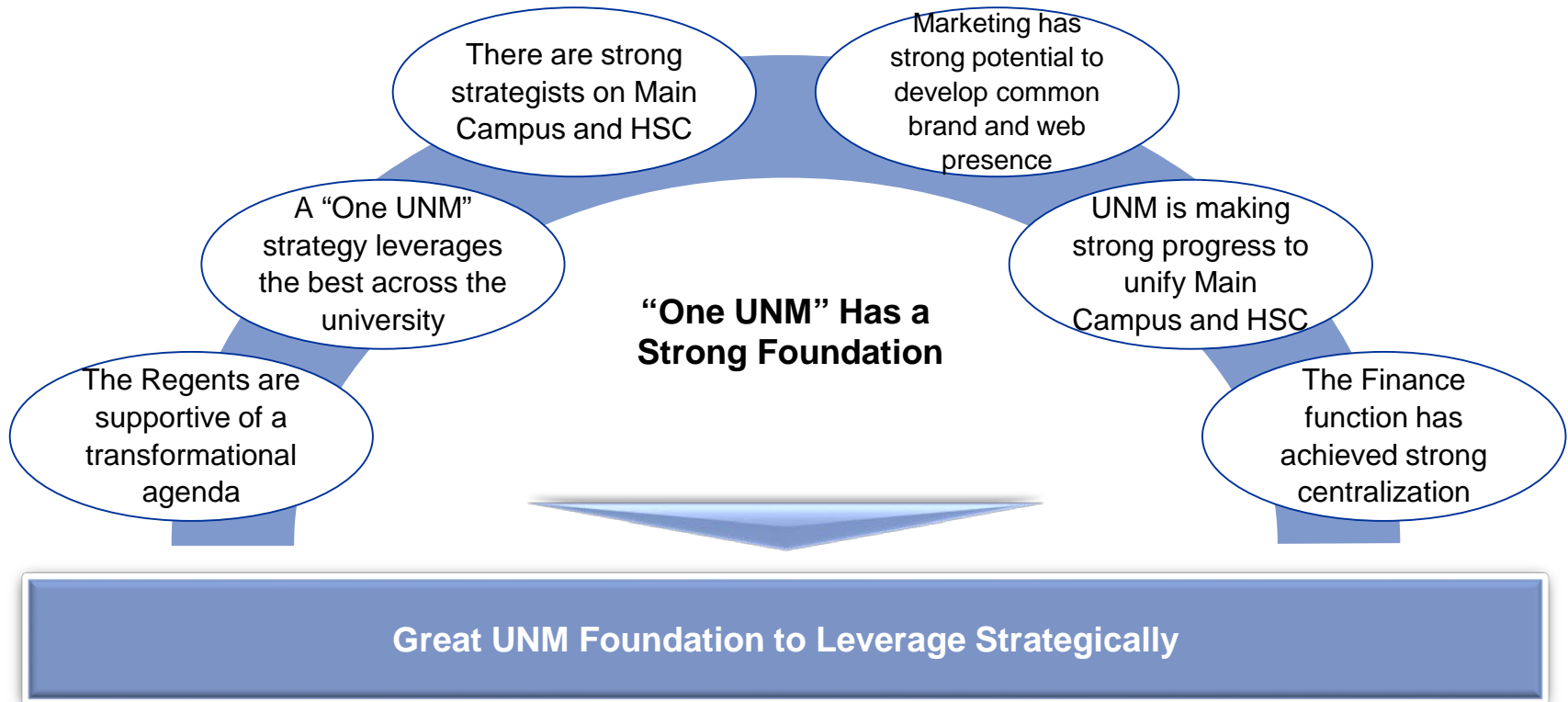
Communications & Marketing

Finance

Conclusion

Going forward, UNM has a number of strengths to leverage while pushing forward the “One UNM” strategy

Going Forward Strengths



Suggested next steps include ...

Suggested Next Steps

- Evaluate recommendations and options across each of the areas (Strategy, Communications & Marketing, and Finance) and implement top priority changes
- Determine desired organizational structure for each function and then based on this decisions, establish appropriate reporting lines, titles and salaries based on leveling of roles regardless of entity, Main or HSC
- Confirm that there are no more opportunities to standardize or optimize the finance function, specifically with regards to: Process simplification, process consolidation, Web enablement, Service and menu pricing, and SLAs and chargebacks
- Evaluate the viability to explore outsourcing some aspects of finance
 - Evaluate the cost / benefit for commonly outsourced processes and services
 - Identify areas out of scope due to regulatory requirements or practical considerations
- Continue formal evaluations of other areas for consolidation and alignment identified during this review as fragmented between Main and HSC, such as Policy Development, Safety and Risk, and Academic Officers (roles in colleges similar to Hannah Farrington).

Appendix

Note: This section represents preliminary findings half-way through the project. This represents working-papers and does not substitute future state recommendations

Strategy Positions

Initial Findings & Recommendations

DRAFT

June, 2016



For the strategy scope, seven one-hour interviews were conducted using a standardized interview protocol ...

Interviews and Interview Protocol

#	Interview Name	Organization Description	Job Title
1	Kevin Stevenson	Presidents Office Gen Admin	Strategic Planner
2	Melissa Vargas	Provost Office Staff	Strategic Planner
3	Hannah Farrington	School of Law	Strategic Planner
4	Ryan Cangioli	HSC Office Strategy and Engagement	Chief Strategic Advisor
5	Nicole Abeyta-Elzy	HSC Office Strategy and Engagement	Strategic Planner
6	Vanessa Hawker	HSC Budget Office	Chief Strategic Advisor
7	Mary Jacintha	Health Systems	Strategic Planner

Standard Interview Protocol

- Top three responsibilities (along with percent allocation)
- Level of decision authorization (along with percent allocation)
- Classification accuracy
- Position relevance
- Measures of success
- Capabilities and skills most needed for success (for their position)
- Position workload
- Similar positions (e.g., other strategic planning roles)

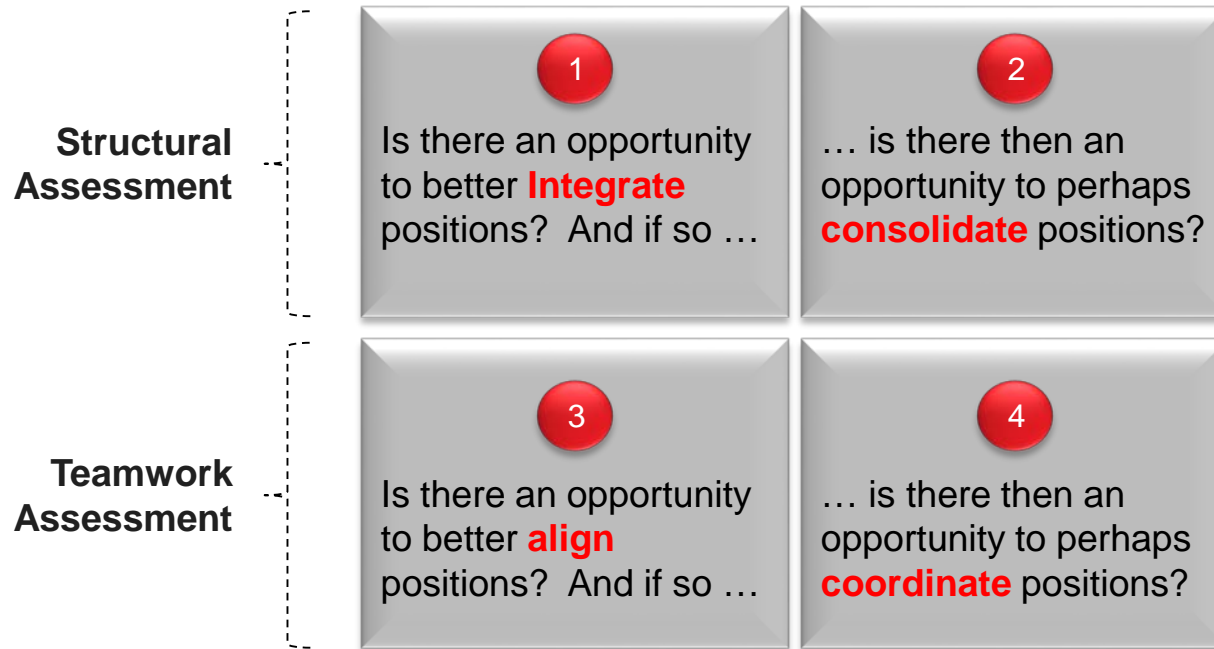
Interview Notes:

1. Interviews lasted 60 minutes and asked up to 20 questions (there was little opportunity for 'deep dives')
2. Supplementing interviews was a detailed Role Profile completed by participants on their own (asking 25+ detailed questions)
3. Interviews were conducted in-person and one-on-one (although discussions were not generally considered confidential)
4. Interviews focused on the individuals performing a strategic role (there was little focus on their direct reports)
5. Interviews focused on what the position required, not their performance or the performance levels of others
6. Questions did not focus on productivity levels, detailed work activities, or cost/budget analysis

... to answer four organizational questions

Four Organizational Questions

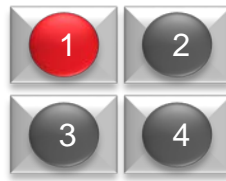
Project Objective: The reviews will focus on identifying **alignment** opportunities. As part of this process, job titles may be evaluated and opportunities for organizational **consolidation**, **integration**, and **coordination** will be assessed. *Note: this statement was presented at the 6/13 project kickoff.*



Finding Notes:

1. Interview summaries are presented in the appendix (along with the actual detailed interview guide on the last page)
2. Since position titles are generic, employee names are used to describe responsibilities (even though the focus is on positions)
3. Participants explained 'what they did' and were not directed to talk about others (e.g., their peers)
4. Supervisors of those participating were not interviewed (so findings represent the employee's own point of view)
5. Findings focus on positions (findings are not assessments of individual or team performance)
6. Findings are preliminary (they are not fully vetted across diverse stakeholders or legally defensible)

Likewise, there are no positions that are of low relevance, impact, project complexity, and workload (as self reported)



Integrate Positions: Position Impact & Complexity Analysis

Employee In A Position	Position Relevance	Position Impact	# of Annual Projects	Hours / Week	Potential To Integrate?
Kevin Stevenson	Relationships (for President)	Stakeholder satisfaction	90-120 (about 5 are high complexity)	45-50	No
Melissa Vargas	Relationships (for Provost)	Stakeholder satisfaction	30-40 (about 5 are high complexity)	45-50	No
Hannah Farrington	Transformation (rankings)	Strategy to results	40-60 (about 10 are high complexity)	60	No
Ryan Cangioli	Transformation (engagement)	Strategy to results	80-120	45-50	No
Nicole Abeyta-Elzy	Transformation (engagement)	Strategy to results	70-100	50-60	No
Vanessa Hawker	State HSC funding	Strategy to results	80-100	50-60	No
Mary Jacintha	Transformation (accountability)	Strategy to results	15 (all are high complexity)	50-60	No

Note: high complexity projects were defined as involving diverse stakeholders and lasting 6-12+ months

Since there are no positions to integrate, there are none to consolidate – in contrast, two positions should be expanded



Consolidation vs. Expansion Considerations

Kevin Stevenson's Position

(President's Office Strategic Planner)

Expansion Rationale

- Unless handled by Amy Wohlert, there is an opportunity for Kevin's position to lead efforts across Main Campus and HSC
- Beyond Vanessa working with Main Campus on funding, little collaboration was noted across strategic roles

Key Considerations

- Kevin may not have time to broaden his efforts
- If he does have time, there is an opportunity to share best practices (stakeholder satisfaction), teach skills (e.g., six sigma), and clarify ambiguous positions

Mary Jacintha's Position

(HSC – Strategic Planner)

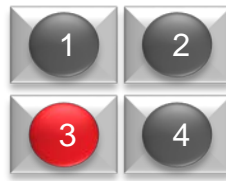
Expansion Rationale

- This position has recently expanded responsibilities in the past 1.5 years
- This position is driving significant value and ROI with six sigma, project management, and KPI scorecards
- The current position has to 'borrow' resources on an ad-hoc basis

Key Considerations

- Driving accountability with Physicians and Nurses is not a one FTE project
- This position requires complex skills working across multiple locations
- Consider adding project management and data science resources under this position (as appropriate)

From an alignment perspective, there is an opportunity for HSC to teach Main Campus (and vice versa)



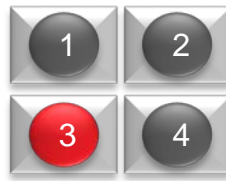
Align Positions: Core Competencies

Skills →	Project Management	Scorecard / Analytics	Process / Six Sigma	Stakeholder Management	ROI Tracking	Example - Significant Accomplishments
Kevin	✗			✗		Led the Share/RCM budget model across the University
Melissa	✗			✗		Turned-over 8,000 square feet to the Provost office
Hannah	✗			✗	✗	Increased the law school rankings by 11 slots
Ryan	✗	✗	✗			Overhauled 200,000 web pages (in process)
Nicole	✗	✗	✗			Led an evidence based outcomes approach
Vanessa	✗				✗	Protected state funds of \$96.6M
Mary	✗	✗	✗		✗	Reduced costs at SRMC by \$15.6M

Finding Notes:

1. Participants were asked what competencies are most important for their respective positions
2. Check marks "x" indicate the competencies provided during interviews (these are not meant to be exhaustive)
3. Many HSC participants mentioned formal project management and six sigma certifications
4. Participants were asked to provide their biggest and most tangible accomplishments during the interviews
5. Findings suggest an opportunity for those fulfilling strategy positions to share best practices towards greater alignment (common approaches, similar standards, consistent reporting, advanced techniques)
6. Participants tended to emphasize the execution of strategic plans versus the creation/formation of strategy (trends analysis, stress testing, scenario planning)

Likewise, there are opportunities to improve alignment clarity towards a more integrated and transparent approach



Align Positions: Similarities and Differences

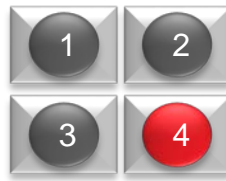
Similarities Across Positions

- Job descriptions are generic enough to work, yet this ambiguity leads to general confusion
 - Customized job descriptions for each position are recommended
 - Monthly meetings to share current initiatives and best practices are recommended across Main Campus and HSC
- Positions are an odd mix of strategic and tactical assignments (challenging to balance / schedule)
 - There didn't seem to be an overarching strategy tying all planning activity together
 - It was common for positions to be direct extensions of 1-2 senior executives (creating potential silos and points of confusion)
 - An integrated strategic plan using common execution standards is recommended

Differences Across Positions

- The Main Campus and HSC strategic positions operate in fundamentally different enterprises (with different customers, transformation objectives, and performance expectations)
 - HSC is undergoing a major and systematic transformation
 - HSC places a greater focus on project rigor, analytics, and measureable results
- The strategic positions on Main Campus tend to evolve over time based on the talents and interests of individuals (they are less rational)
 - Melissa's role is based on her diverse skills and interests (creates a succession risk)
 - Hannah's role is a work-around to a larger governance issue in the Law school (operates well beyond the current job description)

Currently, strategic positions are coordinated in a siloed manner which may be acceptable for now



Coordinate Positions: Current State Findings

There were relatively few examples of current state coordination ...

- Only Vanessa's role mentioned coordination between Main Campus and HSC
- Most strategic positions are siloed within their own organization, for instance Kevin, Melissa, and Hannah's roles are siloed by their respective leaders
- HSC seems to have a bit more collaboration across senior leaders, yet was still somewhat fragmented / isolated across strategic responsibilities

... which makes sense given the siloed natures of both enterprises ...

- Main Campus and HSC are fundamentally different enterprises
 - Silos may be acceptable since each strategic position has meaningful / impactful responsibilities
 - There doesn't seem to be much conflict across strategic positions (even within a given enterprise)
 - Greater coordination may not be warranted at this time

... given these silos, there is opportunity for greater collaboration

- Greater alignment and communication across strategic positions is recommended from a transparency and best practice sharing perspective
- There may be ad-hoc opportunities for greater coordination, especially if a comprehensive strategic plan across Main Campus and HSC is created
- Greater coordination will drive stronger performance results as siloes are broken down

Strategy Interview: Kevin Stevenson

Organization: President's Office—Strategic Planner

Primary Position Responsibilities:

1. 25% - Management of strategic plan (form/track)
2. 35% - Special projects (lead, facilitate)
3. 20% - Represent President externally (committee)
4. 20% - Addressing issues (putting out ad-hoc fires)

Decision Rights:

Signature/Decision = 25% (special projects)
Providing Advice = 60% (starts new capabilities)
Research = 15% (due diligence)
Other = 0%

Title / Classification Considerations

Alternative Title: Current title is a good match to the extent that it says anything at all - evolves over time

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact:

1. Tracks against strategic goals each May
2. Getting proposals approved to support the plan
3. Gaining commitment / achievement from others against the strategic plan

Position Capability

1. Networking and building credibility
 2. Firefighting to address issues (show progress)
 3. Working well across diverse stakeholders
- Measures of success = Stakeholder satisfaction

Position Workload

Average Hours/Week: 45-50 hrs/week (no staff reporting to him)

Similar Positions

Shared skill sets: There are many in similar roles (Amy spends more time on staff management)

Position Recommendation

None noted

Recommendation Risk Level

None Noted

Strategy Interview: Melissa Vargas

Organization: Provost Office – Strategic Planner

Primary Position Responsibilities:

1. 35% - Leadership, mgmt., navigation, facilitation
2. 50% - Facilities, space planning, events/schedule
3. 15% - Communications/PR, compliance, assoc

Top-3 % of job duties = 100%

Primary Job Relevance / Impact:

1. Gets strategic/tactical projects done with speed
2. Keeps diverse stakeholders happy
3. Organization is odd mix of services that grew-up completely on the skills/abilities of people

Decision Rights:

Signature/Decision = 60% (HR actions, facilities)
Providing Advice = 20% (capital projects)
Research = 20% (facilities, benchmarks)
Other = 0%

Position Capability

1. Relationship management, navigation
2. Managing-up, negotiation, tailored messaging
3. Getting things done quickly across functions

Measures of success = Stakeholder satisfaction

Title / Classification Considerations

Alternative Title: Current title is a 'catch-all.' It captures research and coordination (yet doesn't fit

Position Workload

Average Hours/Week: Melissa is 35-40 in the office plus 10-12 at home; her team of 8-10 is 40hrs/week

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Similar Positions

Shared skill sets: Bob Fondino has facilities, but also does budget; Vanessa is Finance focused

Position Recommendation

Consider a more accurate job description (custom)

Redesign a new structure not based on people

Recommendation Risk Level

Low – Keep classification, yet clarify current scope

Low – Use new structure only for succession plans

Strategy Interview: Hannah Farrington

Organization: Law School – Strategic Planner

Primary Position Responsibilities:

1. 30% - Change management (6th dean in 8 years)
2. 60% - Special projects (business capability skills)
3. 10% - Leadership and management development

Top-3 % of job duties = 100%

Primary Job Relevance / Impact:

1. Improved law school ranking (marketing, events)
2. Created/sustained improvements without credit
3. Implemented strategic/tactical changes for increased capabilities (web, admissions, talent)

Decision Rights:

Signature/Decision = 50% (acts as unofficial dean)

Providing Advice = 50% (special projects)

Research = xx

Other = 0%

Position Capability

1. Collaboration and fair (never combative)
2. Drive changes while also 'staying off others radar'
3. 90% humility & 10% initiative (overcome culture)

Measures of success= Project ROI tracking

Title / Classification Considerations

Alternative Title: Works well beyond the current classification (acts like a dean without a PhD)

Position Workload

Average Hours/Week: 60 hours/week for her; 40-50 hrs/week for her staff of 6

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (denied multiple efforts for a raise)

Similar Positions

Shared skill sets: She is left alone in the Law School; she creates stealth change 'under the radar'

Position Recommendation

Consider expanding this role to other schools (e.g., bring more of a pragmatic improvement focus across the university)

Recommendation Risk Level

Med – May not work well with current Dean structure (also Dean's normally require a PhD)

Strategy Interview: Ryan Cangioli

Organization: HSC – Chief Strategic Advisor

Primary Position Responsibilities:

1. 35% - Strategic advisor (Dr. Roth and core team)
2. 50% - Strategy, engagement, PR/Coms (9 FTEs)
3. 15% - Outreach to non-profits

Top-3 % of job duties = 100%

Primary Job Relevance / Impact:

1. Tracks scorecards against the strategic plan
2. Manages a diverse team (web design, comms)
3. Maintains effective external relationships

Note: May be considered a political lightning rod

Decision Rights:

Signature/Decision = 60% (special projects)
Providing Advice = 40% (major decisions)
Research = 0% (limited polling research)
Other = 0%

Position Capability

1. Driving projects/fixes to completion
2. Thinking strategically (run outcome scenarios)
3. Consulting others on complex problems

Measures of success= Weekly completion report

Title / Classification Considerations

Alternative Title: Good match, only security authority doesn't fit (yes on programs, strategies, outreach)

Position Workload

Average Hours/Week: Ryan is 45-50 hrs/week; his 9 direct reports are 40-45, the rest are 40 hrs/week

Salary Considerations

Alternative Salary May be a bit high given an unclear ROI

Similar Positions

Shared skill sets: Works a lot with Ava who focuses on administrative budgets, HR, and compensation

Position Recommendation

None noted

Recommendation Risk Level

N/A

Strategy Interview: Nicole Abeyta-Elzy

Organization: HSC – Strategic Planner

Primary Position Responsibilities:

1. 50% - HSC strategic plan (comprehensive)
2. 25% - Office of strategy and engagement/comms
3. 25% - Health system cultural transformation

Top-3 % of job duties = 100%

Primary Job Relevance / Impact:

1. Tracks stop light scorecards against plan
2. Tracks wellness program success
3. Tracks engagement and communication success
4. Drives process improvements (change mgmt.)

Decision Rights:

Signature/Decision = 60% (change management)
Providing Advice = 35% (special projects)
Research = 5% (best practices)
Other = 0%

Position Capability

1. Project management (getting certified)
2. Lean/six sigma (green belt)
3. Trusted advisory (pushing back with executives)

Measures of success= Adopted improvements

Title / Classification Considerations

Alternative Title: Fairly accurate for an academic profile (no focus on funding or campus security)

Position Workload

Average Hours/Week: Nicole is 50-60 hrs/week; her direct report Leslie is 40 hrs/week (just started)

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Similar Positions

Shared skill sets: Dr. Roth assigns directly to her for internal projects (amongst other doctors and Ava)

Position Recommendation

None noted

Recommendation Risk Level

N/A

Strategy Interview: Vanessa Hawker

Organization: HSC Budget– Chief Strategic Advisor

Primary Position Responsibilities:

1. 50% - Government relations: state, federal levels
2. 15% - Financial projections for state funding
3. 15% - Forecasting, allocation of appropriations
4. 20% - Internal/external stakeholder management

Decision Rights:

Signature/Decision = 15% (funding, not budgeting)
Providing Advice = 70% (extensive coordination)
Research = 15% (funding benchmarks)
Other = 0%

Title / Classification Considerations

Alternative Title: HR came up with something vague to make it work (it is complex and independent work)

Salary Considerations

Alternative Salary: See prior salary discussion slides where this is vetted in detail

Primary Job Relevance / Impact:

1. Recent wins for the Health Sciences Center (Poison Center, Office of Medical Investigation) that experienced the fewest cuts
2. Proper storytelling to government officials

Position Capability

1. Asking the right questions to address ambiguity
2. Getting Gov to think of the Center as a resource
3. Coordinating across diverse stakeholders

Measures of success= Clear State/HSC outcomes

Position Workload

Average Hours/Week: 50-60 hrs/week; 50-60 hrs/week for Desiree Gathings

Similar Positions

Shared skill sets: Coordinates with Main Campus for regulatory funding campaigns (same timeline)

Position Recommendation

None noted

Recommendation Risk Level

N/A

Strategy Interview: Mary Jacintha

Organization: HSC – Strategic Planner

Primary Position Responsibilities:

1. 33% - Strategic planning (alignment, execution)
2. 33% - Finance (funding, P/L and ROI tracking)
3. 33% - Operations (allocations, implementations)

Top-3 % of job duties = 100%

Primary Job Relevance / Impact:

1. Implementing 20+ balanced scorecards for results
2. Identifies and completes project on time/budget
3. Drives measureable ROI and quality metrics across the entire healthcare system

Decision Rights:

Signature/Decision = 40% (balanced scorecards)
Providing Advice = 40% (oversees 20+ projects)
Research = 20% (best practices, metrics)
Other = 0%

Position Capability

1. Breaks down silos for improved patient outcomes
2. Delivers complex projects with limited resources
3. Demonstrates strong project and analytic skills

Measures of success= Tracks with project scorecard

Title / Classification Considerations

Alternative Title: Not very accurate; Mary wrote her own for HSC use (she is more strategically focused)

Position Workload

Average Hours/Week: 50-60 hrs/ week (no additional staff)

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Similar Positions

Shared skill sets: Works with Nicole on metrics (part of the policy office)

Position Recommendation

Calculate borrowed resources on her current 20+ projects

Recommendation Risk Level

Low – Over time, consider adding to her team. She could probably use a project manager and data analyst (currently has to beg/borrow right now)

Actual Interview Guide – Strategy Scope

- 1) *Primary Responsibilities - Can you please describe your top 3 responsibilities?*
 - First -
 - Second -
 - Third -
 - Combined, what % of your total job duties do these top three represent -
- 2) *Decision Authorizations – On behalf of your direct supervisor, what is your percent allocation across the following tasks: (1) signature and decision authority, (2) providing advice, and (3) conducting research?*
 - Signature and decision authority % -
 - Impact -
 - Providing Planning / Advice % -
 - Conducting Research % -
 - Other % -
- 3) *Classification Accuracy and Position Relevance*
 - Given your responsibilities and decision authority, is your current job aligned with what's stated in your current classification description?
 - Please explain which of your major responsibilities align with this description and how?
 - What % of your time is focused on these responsibilities? (Optional)
 - How are outcomes measured?
 - What duties are outside of the primary scope?
 - What responsibilities are not directly tied to the mission? (Optional)
 - Are there any duties that you recommend should be delegated/reassigned to subordinates or team members? (Optional)
- 4) *Position Capability*
 - If you were to leave this position (e.g., win lottery), what qualifications/strengths should others possess from a succession planning perspective?
- 5) *Position Workload*
 - What does a typical work week look like?
 - What are the typical hours/week? (Optional)
- 6) *Similar Positions - Are there any counterparts to your position within the University that share similar skills and job duties (with perhaps a different focus)?*
 - Who are they?
 - In what areas? (Optional)

Interview Process

- Participants were asked not to prepare or bring anything to the discussion
- Participants were encouraged to review/edit summary findings during the discussion
 - Aon made available hand-written notes during the discussion
 - Aon verbally summarized responses before moving-on to the next question
- Participants had their own copy of the interview guide to follow along during the meeting
- In some cases, participants brought org charts that were used to supplement the discussion
 - In many cases, the org charts were new to Aon (and so proved helpful)
 - In some cases, no org chart was available and so Aon asked participants to send org charts after the fact
- Interviews tended to last the full hour

Note: This section represents preliminary findings half-way through the project. This represents working-papers and does not substitute future state recommendations

Spans Analysis – Communication & Marketing and Finance

Initial Findings & Recommendations

DRAFT

July, 2016



As part of our scope, Aon was asked to conduct spans of control analysis with two functions across the main campus and HSC

Spans of Control Analysis: Two Functions

Analysis

- The analysis is designed to:
 - Identify middle managers with limited spans of control (removing middle managers with limited spans of control can lead to cost savings while improving organizational decision making)
 - Compare direct reports against internal and external benchmarks based on job complexity

Note:

- The spans of control analysis is objective and does not draw data from other analysis
- The analysis is done by number of people reporting to a manager, not FTEs
- The analysis does not include dotted line reporting relationships

Two Functions

- Two functions are in scope for both the main campus and HSC
 - Communication & marketing
 - Finance
- There were two levels of analysis conducted
 - Level 1 included: Billy Sparks and Cinnamon Blair for the communication and marketing function; Ava Lovell and Liz Metzger for the finance function
 - Level 2 included: 16 direct reports

To accomplish this objective, Aon used a 3 step approach

Spans of Control Analysis – 3 Steps

1

Collection

- Spans of control surveys were distributed to 4 participants: Billy Sparks, Cinnamon Blair, Ava Lovell and Liz Metzger (i.e., level 1)
- Participants filled out the surveys and provided scores for each direct report (i.e., level 2)
- Aon reviewed organizational charts to determine the number of direct reports - best efforts were made to capture the most accurate view (please refer to detailed notes in the following pages)

2

Analysis

- Aon scored the collected data against internal and external benchmarks

3

Recommendation

- Aon determined if gaps were significant enough to then recommend different spans of control

We sent out a spans survey for level 1 participants to fill out ...

Spans of Control Survey – Completed by Level 1 Participants

Sample survey

TBD Executive for TBD Team

Please score each of your direct report's teams with this survey

Which level is most appropriate for a given direct report's team?

Indicate the correct rating to the right of the matrix (in the 'ratings' column)

FACTOR	LEVEL				RATING (1 to 4)
	Level 4	Level 3	Level 2	Level 1	
Functional Diversity of Department	Direct reports are very heterogeneous, wide variety of functions performed	Direct reports have significant diversity in functions performed	Direct reports have some mix on function, perform a few different functions	All direct reports perform similar functions	
Degree of Process Standardization	Dept. processes are performed differently each time executed	Some processes are standardized, others are developed each time required	All dept. processes are standard, standard method is tailored only occasionally	All dept. processes are performed in the same way every time performed	
Level of External Interfaces	Manager has extensive need to interface with people outside (>50% of time)	Manager has significant need to interface with people outside (20%-50% of time)	Manager has some need to interface with people outside (5%-20% of time)	Manager has little need to interface with people outside (<5% of time)	
Level of Internal Interfaces	Dept. head has extensive need to interface with other internal organ. (>50% of time)	Dept. head has significant need to interface with other internal organ. (20%-50%)	Dept. head has some need to interface with other internal organ. (5%-20% of time)	Dept. head has little need to interface with other internal organ. (<5% of time)	
Project Maturity	All projects handled by dept. are conceptual and changing	Dept. handles a mix of projects, most are conceptual and changing	Dept. handles a mix of projects, some are conceptual and changing	Projects handled are mature, established, and well understood	
Geographic Dispersion	Dept. resources and work are dispersed equally across many locations	Dept. resources and work are dispersed equally across several locations	Dept resources and work are dispersed across several locations, with one clearly dominating	All dept resources and work are in one location	

Participants entered scores for their direct reports in scope here

... so their responses could be scored against Aon best practices

Complexity Assessment Framework

Factor	Level				Sample scores
	Level 4	Level 3	Level 2	Level 1	
Functional Diversity of Department	Direct reports are very heterogeneous, wide variety of functions performed	Direct reports have significant diversity in functions performed	Direct reports have some mix on function, perform a few different functions	All direct reports perform similar functions	3.0
Degree of Process Standardization	Dept. processes are performed differently each time executed	Some processes are standardized, others are developed each time required	All dept. processes are standard, standard method is tailored for applications	All dept. processes are performed in the same documented way every time performed	2.0
Level of External Interfaces	Manager has extensive need to interface with people outside (>50% of time)	Manager has significant need to interface with people outside (20%-50% time)	Manager has some need to interface with people outside (5%-20% of time)	Manager has little need to interface with people outside (<5% of time)	3.0
Level of Internal Interfaces	Dept. head has extensive need to interface with other internal organ. (>50% of time)	Dept. head has significant need to interface with other internal organ. (20%-50%)	Dept. head has some need to interface with other internal organ. (5%-20% of time)	Dept. head has little need to interface with other internal organ. (<5% of time)	4.0
Project Maturity	All projects handled by dept. are in early stages, conceptual, and changing	Dept. handles a mix of projects, most in early some in late stages	Dept. handles a mix of projects, some in early most in late stages	Projects handled are mature, established, and well understood	2.0
Geographic Dispersion	Dept. resources and work are dispersed equally across many locations	Dept resources and work are dispersed equally across several locations	Dept resources and work are dispersed across several locations, with one clearly dominating	All dept resources and work are in one location	1.0

Scores for direct reports were measured against Aon benchmarks below

Most Complex

“Good Practice” Span of Control

←

→

3

4

5

6

7

8

Most Standardized

Aon Benchmark Target Spans

Depending on the scores received, Aon then identified target spans

Based on the data collected along with Aon scoring, the following results were analyzed

Spans of Control – Initial Analysis

	Billy Sparks		Ava Lovell				Cinnamon Blair			Liz Metzger						
	John Arnold	Michael Haederle	Bob Fondino	Mike Schwanles	Kristin Gates	Linda Pardo	Steve Carr	Matt Carter	Argy Maniatis	Bruce Cherrin	Julian Sandoval	Keith Mellor	Doug Nelson	Marianne Presser	Paul Jones	Lynn Craner
Functional Diversity of Department	3.0	4.0	4.0	4.0	2.0	3.0	4.0	3.0	3.0	4.0	4.0	3.0	2.0	4.0	2.0	2.0
Degree of Process Standardization	2.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	3.0	3.0
Level of External Interfaces	3.0	3.0	4.0	4.0	3.0	1.0	2.5	2.0	3.0	4.0	3.0	4.0	2.0	4.0	3.0	3.0
Level of Internal Interfaces	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	4.0	4.0	4.0	3.0	3.0
Project Maturity	2.0	4.0	3.0	3.0	2.0	2.0	2.0	3.0	2.5	2.0	3.0	3.0	2.0	2.0	2.0	2.0
Geographic Dispersion	1.0	2.0	3.0	2.0	2.0	2.0	2.0	2.0	1.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0
Average Rating	2.50	3.33	3.50	3.17	2.50	2.33	2.92	2.83	2.75	3.17	2.67	2.83	2.17	2.83	2.33	2.33
Number of Direct Reports	4	0	4	4	0	11	3	3	3	17	3	2	4	3	0	0
Target Span	5	3	3	4	5	5	4	4	4	4	5	4	6	4	5	5
Gap	-1	-3	1	0	-5	6	-1	-1	-1	13	-2	-2	-2	-1	-5	-5

Scores for direct reports

Average rating

Number of direct reports

Aon Benchmark

Gap

Warrants a deep dive – please see page 10

Note: Number of direct reports were determined using information from organizational charts provided to by UNM, along with interview findings. The following files were used as basis for each participant:

- For Billy Sparks' team: HSC Communications and Marketing.pdf*
- For Ava Lovell's team (excluding Linda Pardo): Sr Executive Officer for Finance and Admin June 2016.pdf*
- For Linda Pardo: Administrative Shared Services June 2016.pdf*
- For Cinnamon Blair's team: UCAM Org Chart 16 07 072.pdf*
- For Liz Metzger's team: Finance_Main_AllOrgCharts.pdf*

Average ratings for level 1 spans of control are essentially identical

Internal Comparison Table – Spans Across Level 1

	Billy Sparks	Ava Lovell	Cinnamon Blair	Liz Metzger
	Team Average	Team Average	Team Average	Team Average
Functional Diversity of Department	3.5	3.3	3.3	3.0
Degree of Process Standardization	2.5	2.3	3.0	2.4
Level of External Interfaces	3.0	3.0	2.5	3.3
Level of Internal Interfaces	4.0	4.0	4.0	3.6
Project Maturity	3.0	2.5	2.5	2.3
Geographic Dispersion	1.5	2.3	1.7	1.1
Average Rating	2.9	2.9	2.8	2.6
Number of Direct Reports	3	5	5	8
Target Span	4	4	4	5
Gap	-1	1	1	3

Warrants a deep dive – please see page 8

Warrants a deep dive – please see page 9

Essentially identical average ratings show similar spans of control

Internal Comparison Table – Similar Spans Across Level 1

	HSC Communication & Marketing	HSC Finance	Main Campus Communication & Marketing	Main Campus Finance
	Billy Sparks	Ava Lovell	Cinnamon Blair	Liz Metzger
	Team Average	Team Average	Team Average	Team Average
Functional Diversity of Department	3.5	3.3	3.3	3.0
Degree of Process Standardization	2.5	2.3	3.0	2.4
Level of External Interfaces	3.0	3.0	2.5	3.3
Level of Internal Interfaces	4.0	4.0	4.0	3.6
Project Maturity	3.0	2.5	2.5	2.3
Geographic Dispersion	1.5	2.3	1.7	1.1
Average Rating	2.9	2.9	2.8	2.6

} Similar spans of control

No significant differences in spans were identified between the main campus and HSC, or between the communication & marketing and the finance functions

Based on Aon benchmarks for level 1, Billy's position has a gap of -1, which Aon considers insignificant

Level 1: Gap is insignificant

	Billy Sparks	Ava Lovell	Cinnamon Blair	Liz Metzger
Number of Direct Reports	3	5	5	8
Target Span	4	4	4	5
Gap	-1	1	1	3

A gap of -1 is considered insignificant

Over time, HSC management may consider increasing the span for Billy's position by 1 direct report

Based on Aon benchmarks for level 2, Bruce's and Linda's positions have gaps of +13 and +6, respectively

Level 2: Recommendations for Bruce's and Linda's Positions

	Bruce Cherrin	Linda Pardo
Average Rating	3.17	2.33
Number of Direct Reports	17	11
Target Span	4	5
Gap	13	6

- A gap of 13 is considered significant
- Having 17 direct reports can create challenges for a finance role; there may be insufficient time to manage that many direct reports
- Main Campus management should consider reducing the span for Bruce's position

- A gap of 6 for administrative shared services is not considered significant
- Administrative assistants typically work with autonomy, requiring less supervision

There are no current cost savings opportunities based on this spans analysis

Summary and Suggested Next Steps

Summary

- No significant differences in spans were identified between the main campus and HSC, or between the communication & marketing and the finance functions
- The spans for level 1 and level 2 were generally in line against Aon benchmarks
- The spans for level 1 and level 2 were generally in line against each other
- Of all the spans analyzed, only 3 deserved further analysis (the positions for Billy Sparks, Linda Pardo and Bruce Cherrin)

Next Steps

- Main campus management should consider reducing the span for Bruce's position
- Over time, HSC management may consider increasing the span for Billy's position by 1 direct report

Note: This section represents preliminary findings half-way through the project. This represents working-papers and does not substitute future state recommendations

Communication & Marketing Positions

Initial Findings & Recommendations

DRAFT

July, 2016



For the communication & marketing scope, four one-hour interviews were conducted using a standardized interview protocol ...

Interviews and Interview Protocol

#	Interview Name	Organization Description	Job Title
1	Billy Sparks	VP Health Sciences Office	Ex Dir, Comm & Mktg/Hsc Strategic Planner
2	Dianne Anderson	Presidents Office Gen Admin	Dir Media Relations
3	Argy Maniatis	Univ Communication & Marketing	Fir, University Marketing
4	Cinnamon Blair	Univ Communication & Marketing	Chief Univ Mkt & Comm Officer



Standard Interview Protocol

- Top three responsibilities (along with percent allocation)
- Responsibility mix (along with percent allocation)
- Classification accuracy
- Position relevance
- Measures of success
- Capabilities and skills most needed for success (for their position)
- Position workload
- Similar positions (e.g., other communication and marketing roles)

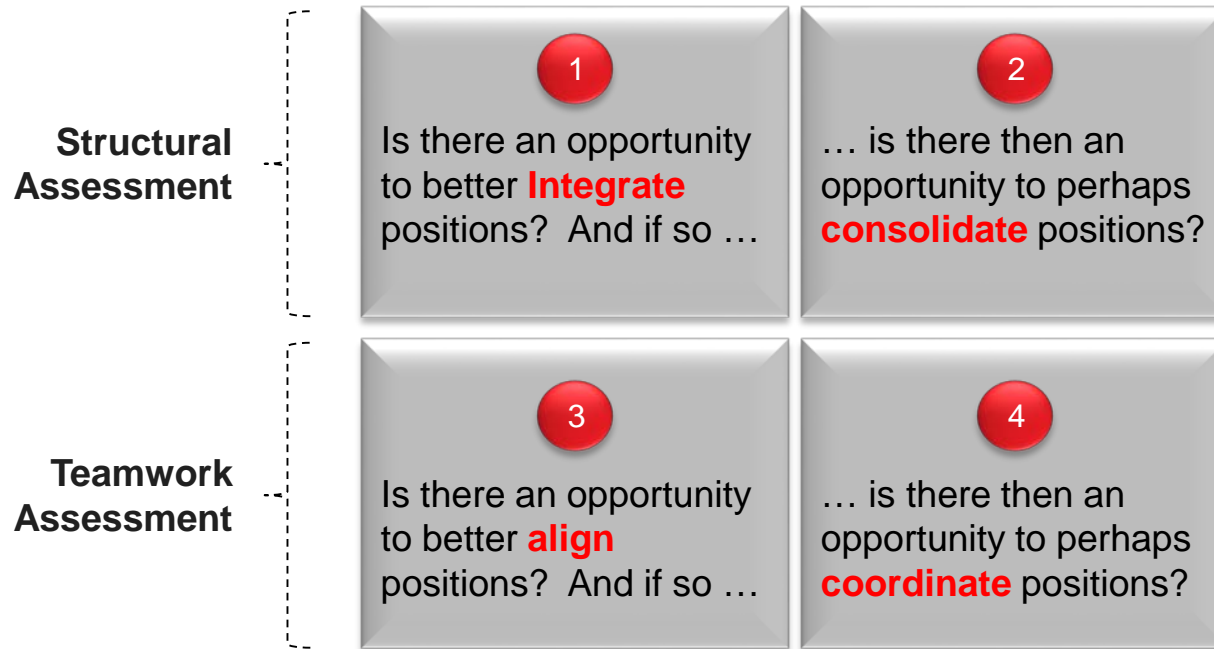
Interview Notes:

1. Interviews lasted 60 minutes and asked up to 21 questions (there was little opportunity for 'deep dives')
2. Supplementing interviews was a detailed Role Profile completed by participants on their own (asking 25+ detailed questions)
3. Interviews were conducted in-person and one-on-one (although discussions were not generally considered confidential)
4. Interviews focused on the individuals performing a communication/marketing role (there was little focus on their direct reports)
5. Interviews focused on what the position required, not their performance or the performance levels of others
6. Questions did not focus on productivity levels, detailed work activities, or cost/budget analysis

... to answer four organizational questions

Four Organizational Questions

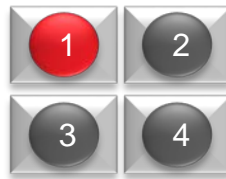
Project Objective: The reviews will focus on identifying **alignment** opportunities. As part of this process, job titles may be evaluated and opportunities for organizational **consolidation**, **integration**, and **coordination** will be assessed. *Note: this statement was presented at the 6/13 project kickoff.*



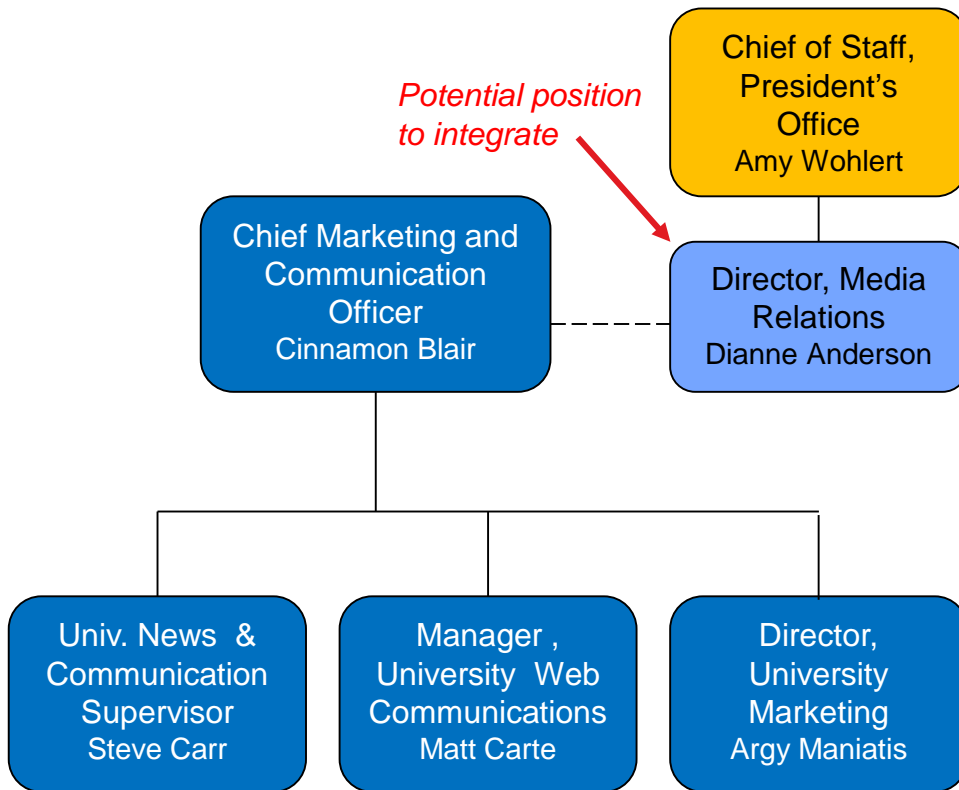
Finding Notes:

1. Interview summaries are presented in the appendix (along with the actual detailed interview guide on the last page)
2. Since position titles are generic, employee names are used to describe responsibilities (even though the focus is on positions)
3. Participants explained 'what they did' and were not directed to talk about others (e.g., their peers)
4. Supervisors of those participating were not interviewed (so findings represent the employee's own point of view)
5. Findings focus on positions (findings are not assessments of individual or team performance)
6. Findings are preliminary (they are not fully vetted across diverse stakeholders or legally defensible)




From a structural perspective, there is one potential position to integrate in the Main Campus



Integrate Positions: Main Campus



Key

-  Communication & marketing roles
-  Position reporting to president's office, dotted line to CMCO
-  President's office role

Findings and Recommendations

- From the data provided, it seems like there is an opportunity to integrate the Director, Media Relations role into the Main Campus communication & marketing function
 - Not having this position report directly to the Chief Marketing and Communications Officer (CMCO) can create inefficiencies and duplication of work across Main Campus
 - This position used to be part of the Main Campus communication & marketing function and the reason for the change in reporting relationship to the president's office is unclear
 - The CMCO mentioned the move has created "a lot of confusion" as constituents "don't know if they should contact CMCO's staff or the Director, Media Relations for media issues"
 - The CMCO mentioned that "losing the Director, Media Relations hurt us as I lost a staff member" creating additional load for the department

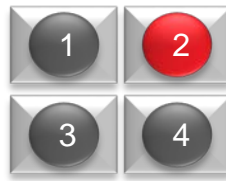
From a role perspective, at first glance it looks like positions have similar impacts ...



Integrate Positions: Impact of Services Provided

Impact of Services Provided	Dianne Anderson	Cinnamon Blair	Argy Maniatis	Billy Sparks	All roles impact these four categories
Faculty	X	X	X	X	
Staff	X	X	X	X	
Students	X	X	X	X	
Campus Community	X	X	X	X	
Patients				X	

... upon closer look however, the data shows that there is no significant overlap in scope (do not consolidate)



Consolidate Positions: Scope of Responsibilities

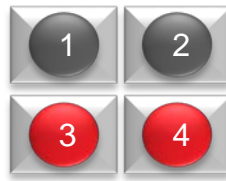
Scope of Responsibilities ¹	Dianne Anderson	Cinnamon Blair	Argy Maniatis	Billy Sparks	
University Wide	X	X	X		The Main Campus roles focus on Main Campus ²
Main Campus Academic Areas	X	X	X		
Main Campus Administrative Areas	X	X	X		
Health Sciences Center Academic Areas				X	The HSC role focuses on HSC
Health Sciences Center Administrative Areas				X	
Branch Campuses	X		X		
Division			X	X	
Department Specific				X	

Although the Main Campus scope may include branch campuses, the primary focus is on Main Campus

Note:

1. Role profile submitted by participants; impact and scope responsibility section
2. Ad-hoc institution wide decisions can potentially impact HSC

Currently, communication and marketing positions have little alignment and coordination



Align/Coordinate Positions: Current State Findings

There were relatively few examples of current state alignment ...

- Most communication & marketing positions focus on their own organization; for instance Cinnamon, Dianne and Argy's roles focus on Main Campus while Billy's focuses on the HSC side
- The CMCO and the Director, Media Relations mentioned a lack of alignment around branding standards between Main Campus and HSC
- The CMCO mentioned difficulty in enforcing marketing and communication standards across the university

... which makes sense given the siloed natures of both enterprises ...

- Main campus and HSC are fundamentally different enterprises
 - Main campus focuses on attracting students (nationwide) to the university
 - HSC focuses on attracting students (nationwide) to HSC and also bringing patients (local) to the hospital
 - There doesn't seem to be much conflict across communication & marketing positions

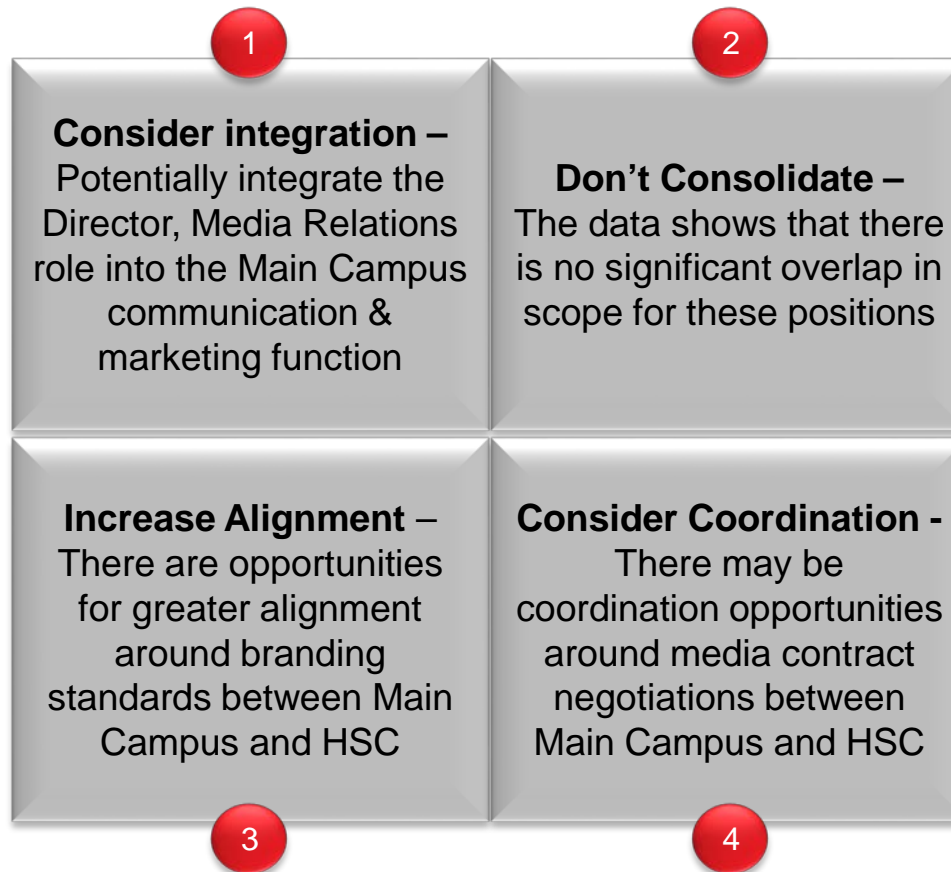
... given these silos, only limited coordination is recommended at this time

- Greater alignment and coordination across the communication & marketing positions is recommended from a transparency and best practice sharing perspective
- The CMCO and the Director, Media Relations mentioned a lack of coordination around media contract negotiations between Main Campus and HSC; better coordination may drive greater savings for both sides

In summary, the overall assessment is to focus on greater integration, alignment and coordination



Overall Assessment: Communication and Marketing Positions



Comm. & Marketing Interview: Billy Sparks

Organization: VP Health Sciences Office - Ex Dir, Comm & Mktg/Hsc Strategic Planner

Primary Position Responsibilities:

1. 50% - Create community support for HSC/UNMH
2. 25% - Provide strat./tactical guidance to leaders
3. 10-20% - Counsel leadership on media matters

Top-3 % of job duties = 85-95 %

Primary Job Relevance / Impact

1. Enhance community view of HSC/UNM Hosp.
2. Create marketing material to drive Hosp. business
3. Develop cohesive communication, marketing, and public relations strategy

Role Scope:

Marketing= 30 %

Communication= 50 %

Public Relations = 10 %

Other / Rest = 10 %

Position Capability

1. Have strong ethics (love for the institution)
2. Have accountability
3. Understand how world news relates to the univ

Measures of success = General Population Surveys

Title/Classification Considerations

Duties and responsibilities are a very close match to job classification description

Position Workload

Average Hours/Week: 40 hours/week; same for direct staff

Salary Considerations

Alternative Salary: May be out-of-line for current responsibilities (no vetted with benchmarks yet)

Similar Positions

Shared skill sets: Cinnamon Blair, similar role, but with different constituency

Position Recommendation

Better coordination between HSC and main campus on branding and contract negotiation

Recommendation Risk Level

Low - HSC and main campus could benefit from better coordination around branding and contract negotiation

Comm. & Marketing Interview: Dianne Anderson

Organization: Presidents Office Gen Admin – Dir Media Relations

Primary Position Responsibilities:

1. 40% - Handle media response & issue mgmt.
2. 35% - Promote good stories for the university
3. 15% - Help president in public facing role

Top-3 % of job duties = 90 %

Primary Job Relevance / Impact

1. Identify and manage issues before go public and create a risk
2. Protect university reputation
3. Improve community view of university

Role Scope:

Marketing= 0 %

Communication= 35 %

Public Relations = 65 %

Other / Rest = 0 %

Position Capability

1. Clear understanding of media and social media
2. Strong writing skills
3. Strong relationship building skills

Measures of success = "Daily Media Report"

Title/Classification Considerations

Job classification includes items she is no longer responsible for (from old role)

Position Workload

Average Hours/Week: 50-60 hours/week

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Similar Positions

Shared skill sets: John Arnold (media relations) and Billy Sparks (issue management)

Position Recommendation

Consider moving this role back to the Communication & Marketing department (used to report to Cinnamon, unclear why moved)

Recommendation Risk Level

Low – Role used to report Cinnamon; having it report to the president's office can create confusion & work duplication

Comm. & Marketing Interview: Argy Maniatis

Organization: Univ Communication & Marketing – Dir,
University Marketing

Primary Position Responsibilities:

1. 70% - Overseeing the branding initiative
2. 10% - Developing marketing strategy (advertising)
3. 20% - Creating content (advertising, social media)

Top-3 % of job duties = 100 %

Primary Job Relevance / Impact

1. Promote the university
2. Create unified look and feel for the UNM brand
3. Improve public perception of the university

Role Scope:

Marketing= 60 %

Communication= 20 %

Public Relations = 10 %

Other / Rest = 10 %

Position Capability

1. Strong Leader
2. Excellent writing and communication skills
3. Strong background in Public relations and media

Measures of success = Initiative effectiveness (tools)

Title/Classification Considerations

Current job classification description is very well aligned with this role

Position Workload

Average Hours/Week: 50 hours/week

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Similar Positions

Shared skill sets: Melissa Romine used to be HSC counterpart; not one person with same duties

Position Recommendation

Better coordination between main campus and HSC on branding and contract negotiation

Recommendation Risk Level

Low - Main campus and HSC could benefit from better coordination around branding and contract negotiation

Comm. & Marketing Interview: Cinnamon Blair

Organization: Univ Communication & Marketing – Chief Univ Mkt & Comm Officer

Primary Position Responsibilities:

1. 20% - Integrating marketing and communication
2. 30% - Advising president and senior leaders
3. 50% - Managing university image and reputation

Top-3 % of job duties = 100 %

Primary Job Relevance / Impact

1. Create positive image/perception of the university
2. Attract best applicants and staff for the university
3. Improve university institutional communication

Role Scope:

Marketing= 40%

Communication= 20%

Public Relations = 10%

Other / Rest = 30%

Position Capability

1. Understand integrated communication/marketing
2. Have strong communication/marketing skills
3. Have strong listening skills

Measures of success = Positive image/perception

Title/Classification Considerations

Current job classification description is very well aligned with this role

Position Workload

Average Hours/Week: 60 hours/week; same for direct staff

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Similar Positions

Shared skill sets: Dianne Anderson does media relations. Billy Sparks at HSC

Position Recommendation

Consider adding the ability to enforce marketing and communication governance across the university

Spends 30% of time on admin work (has no assistant)

Recommendation Risk Level

Low – Entire university could benefit from stricter enforcement of marketing/communications guidelines

Low – Over time, consider adding to her team

Actual Interview Guide – Communication & Marketing Scope

1) Primary Responsibilities - Can you please describe your top 3 responsibilities?

- First –
- Second –
- Third –
- Combined, what % of your total job duties do these top three represent –

2) Responsibility Mix - On average, what is your percent allocation across the following tasks:

- Marketing % -
- Communications % -
- Public Relations % -
- Research % -
- Other % -

3) Classification Accuracy and Position Relevance

- Given your responsibilities, is your current job aligned with what's stated in your current classification description?
- Please explain which of your major responsibilities align with this description and how?
- What % of your time is focused on these responsibilities? (Optional – may be repetitive to number 1)
- How are outcomes measured?
- What duties are outside of the primary scope?
- What responsibilities are not directly tied to the mission? (Optional)
- Are there any duties that you recommend should be delegated/reassigned to subordinates or team members? (Optional)

4) Position Capability

- If you were to leave this position (e.g., win lottery), what qualifications/strengths should others possess from a succession planning perspective?

5) Position Workload

- What does a typical work week look like?
- What are the typical hours/week? (Optional)

6) Similar Positions - Are there any counterparts to your position within the University that share similar skills and job duties (with perhaps a different focus)?

- Who are they?
- In what areas? (Optional)

Interview Process

- Participants were asked not to prepare or bring anything to the discussion
- Participants were encouraged to review/edit summary findings during the discussion
 - Aon made available hand-written notes during the discussion
 - Aon verbally summarized responses before moving-on to the next question
- Participants had their own copy of the interview guide to follow along during the meeting
- Interviews tended to last the full hour

Note: This section represents preliminary findings half-way through the project. This represents working-papers and does not substitute future state recommendations

Finance Positions

Initial Findings & Recommendations

DRAFT

July, 2016



For the finance scope, eleven interviews were conducted using a standardized interview protocol ...

Interviews and Interview Protocol

#	Interview Name	Organization Description	Job Title
1	Norma Allen	Budget Office	Assoc Dir, Univ Budget Opns
2	Liz Metzger	Controller Administration	University Controller
3	Andrew Cullen	Budget Office	Assoc VP, PIng, Bdgt & Analysis
4	Julian Sandoval	Controller Administration	Chief Financial Services Officer
5	Ava Lovell	Sr Exec Officer – Finance & Admin	Exec Ofcr fin & Admin/HSC
6	Bob Fondino	Sr Exec Officer – Finance & Admin	Chf Budgt & Facil Officer/HSC
7	Rosa Gonzales-Rosenblatt	Contract Grant Accounting Main	Dir, Sponsored Projects
8	Keith Mellor	Credit Collections & Merchant Serv	Executive Project Director (Treasurer)
9	Mike Schwantes	Sr Exec Officer – Finance & Admin	Chief Financial Services Officer
10	Naren Tarikere	Finance Systems Management	Assoc Dir, Finance & Admin
11	Adam Weeks	Finance Systems Management	Executive Project Director



Standard Interview Protocol

- Top three responsibilities (along with percent allocation)
- Classification accuracy
- Position relevance
- Measures of success
- Capabilities and skills most needed for success (for their position)
- Position workload
- Similar positions (e.g., other finance roles)

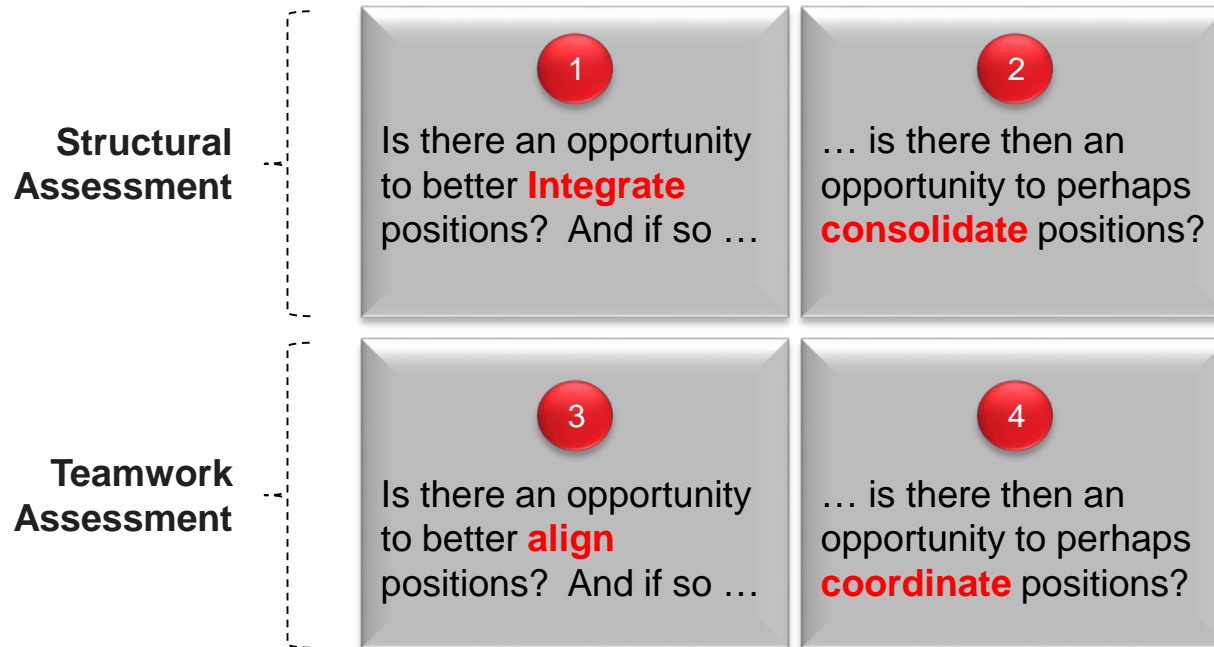
Interview Notes:

1. Interviews lasted 60 to 90 minutes and asked up to 16 questions (there was little opportunity for 'deep dives')
2. Supplementing interviews was a detailed Role Profile completed by participants on their own (asking 25+ detailed questions)
3. Interviews were conducted in-person and one-on-one (although discussions were not generally considered confidential)
4. Interviews focused on the individuals performing a finance role (there was little focus on their direct reports)
5. Interviews focused on what the position required, not their performance or the performance levels of others
6. Questions did not focus on productivity levels, detailed work activities, or cost/budget analysis

... to answer four organizational questions

Four Organizational Questions

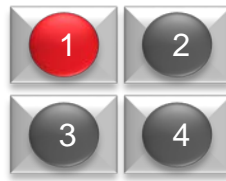
Project Objective: The reviews will focus on identifying **alignment** opportunities. As part of this process, job titles may be evaluated and opportunities for organizational **consolidation**, **integration**, and **coordination** will be assessed. *Note: this statement was presented at the 6/13 project kickoff.*



Finding Notes:

1. Interview summaries are presented in the appendix (along with the actual detailed interview guide on the last page)
2. Since position titles are generic, employee names are used to describe responsibilities (even though the focus is on positions)
3. Participants explained 'what they did' and were not directed to talk about others (e.g., their peers)
4. Supervisors of those participating were not interviewed (so findings represent the employee's own point of view)
5. Findings focus on positions (findings are not assessments of individual or team performance)
6. Findings are preliminary (they are not fully vetted across diverse stakeholders or legally defensible)

First, areas where there is a significant overlap seem to already be integrated

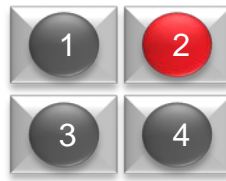


Integrate Positions: Scope of Responsibilities

	Scope of Responsibilities	University Wide	Main Campus Academic Areas	Main Campus Admin. Areas	Health Sciences Center Academic Areas	Health Sciences Center Admin. Areas	Branch Campuses	Division	Department Specific
These areas have overlap and are already integrated	Liz Metzger	X	X	X	X	X	X		
	Andrew Cullen	X	X	X	X	X	X		
	Julian Sandoval	X	X	X	X	X	X		
	Keith Mellor	X	X	X	X	X	X		
	Naren Tarikere	X	X	X	X	X	X		
	Adam Weeks	X	X	X	X	X	X		
These areas do not have overlap and therefore should remain unintegrated	Norma Allen		X	X			X		
	Rosa Gonzales-Rosenblatt	X	X	X			X		X
	Ava Lovell (HSC)	X			X	X			
	Bob Fondino (HSC)	X			X	X			
	Mike Schwantes (HSC)	X			X	X			

- Most Main Campus participants are part of the Controller Administration (includes Finance Systems Management) and Credit Collections & Merchant Services (includes treasury) organizations, which provide services for all UNM campuses and the HSC
- HSC participants tend to focus on HSC (ad-hoc HSC decision can potentially impact Main Campus)

Second, it is difficult to consolidate positions that have different responsibilities



Consolidate Positions: Difficult to Consolidate Different Responsibilities

- During the interviews, participants were asked to describe their three primary responsibilities along with the percent these duties represent
- The answers to the right represent the first primary responsibility they mentioned¹

Participants	Primary Responsibility ¹	% of Job Duties
Norma Allen	Operations team – Budgeting and reporting	40%
Liz Metzger	Department oversight/management/admin	40%
Andrew Cullen	Serve as conduit to executive leadership	35%
Julian Sandoval	Leadership/oversight/direction of core units	30%
Rosa Gonzales-Rosenblatt	Ensure compliance/internal controls	40%
Keith Mellor	Oversee and manage university banking	33%
Naren Tarikere	Oversee operating report	25%
Adam Weeks	Responsible for directing projects	60%
Ava Lovell (HSC)	Build an empowered organization	35%
Bob Fondino (HSC)	Involved in building HSC's strategic budget	40%
Mike Schwantes (HSC)	Oversee financial services	30%

These positions have different responsibilities

¹. If a participant assigned the same percent of total job duties to multiple responsibilities, the one mentioned first was considered the primary responsibility

It is also difficult to consolidate positions that are often ad-hoc

Consolidate Positions: Difficult to Consolidate Ad-Hoc Roles

Position	What makes it ad-hoc	Consolidation challenge	
Andrew Cullen (Assoc VP, PIng, Bdgt & Analysis)	<ul style="list-style-type: none"> Andrew mentioned during his interview that 20% of his position's duties are currently spent on economic development (such as the Lobo Rainforest building) Andrew also mentioned that this role has evolved over the last two years as a result of his unique skills and background 	Ad-hoc role	Both positions are in the Main Campus budget office
Natalia Koup¹ (Financial Analyst)	<ul style="list-style-type: none"> Norma mentioned during her interview that this position has been designated as a Fiscal Agent for David Harris' organization, and that it is causing inefficiencies According to Norma, the workload for the Fiscal Agent role has increased over the last 2 years and could justify a full-time position 	Ad-hoc role	
Bob Fondino (Chf Budgt & Facil Officer/HSC)	<ul style="list-style-type: none"> Bob mentioned during his interview that it is unusual for universities to combine budget and facilities Bob also mentioned that this combination evolved from his unique background 	Ad-hoc role	HSC position

¹ Even though Natalia Koup was not a direct participant of this project, the potential issue with this position was raised by Norma Allen during her interview (Natalia reports directly to Norma)

Third, Main Campus and HSC seem to be working well together

Align Positions: Main Campus and HSC Working Together

Participants	Work well together	Do not work well together
Norma Allen	X	
Liz Metzger	X	
Andrew Cullen	X	
Julian Sandoval ¹		
Rosa Gonzales-Rosenblatt		
Keith Mellor	X	
Naren Tarikere	X	
Adam Weeks		
Ava Lovell (HSC)	X	
Bob Fondino (HSC)		
Mike Schwantes (HSC) ¹	X	

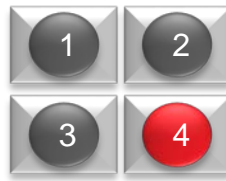
- Participants seem to believe that Main Campus and HSC work well together
- However, there are opportunities for increased alignment, such as developing mentorship opportunities - currently being done by Mike (HSC) and Julian (Main Campus)

During the interviews, 64% of participants specifically stated that both sides (Main Campus and HSC) work well together

None of the participants mentioned that Main Campus and HSC do not work well together during the interviews

¹: A good example of both sides working together is that Mike Schwantes (HSC) mentors Julian Sandoval (Main Campus) by meeting twice a month

Fourth, both sides have coordination opportunities and can learn from each other, such as the HSC strategic planning assessments



Coordinate Positions: Learning Opportunities

Participants	Mentioned strategic planning assessments	Did not mention strategic planning assessments
Norma Allen		X
Liz Metzger		X
Andrew Cullen		X
Julian Sandoval		X
Rosa Gonzales-Rosenblatt		X
Keith Mellor		X
Naren Tarikere		X
Adam Weeks		X
Ava Lovell	X	
Bob Fondino	X	
Mike Schwantes	X	

During the interviews, none of the Main Campus participants mentioned strategic planning assessments

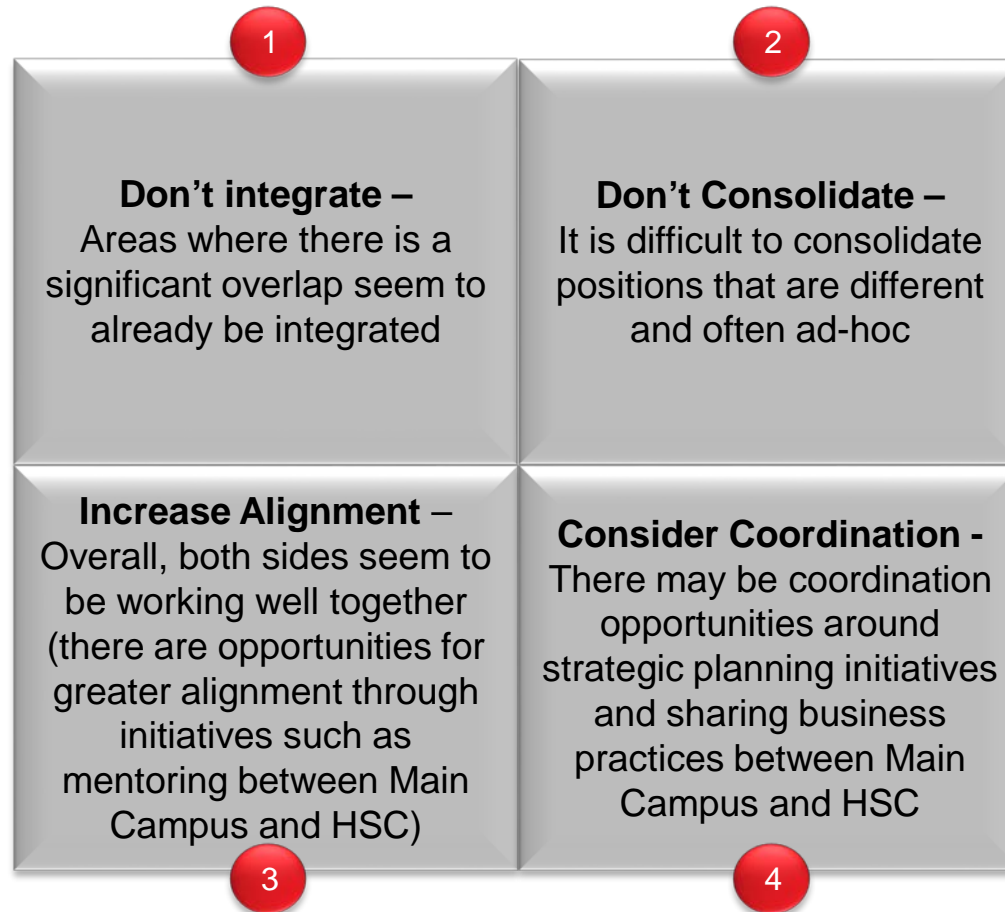
During the interviews, all of the HSC participants mentioned strategic planning assessments (such as the lean six sigma initiative)

Learning Opportunities	
<p>HSC example:</p> <ul style="list-style-type: none"> HSC has been undergoing strategic planning assessments for years; Main Campus should consider implementing similar initiatives 	<p>Main Campus example:</p> <ul style="list-style-type: none"> Rosa (Main Campus) is responsible for both pre and post-awards services; HSC could potentially benefit from Rosa's business practices

In summary, the overall finance assessment is to focus on greater alignment and coordination



Overall Assessment: Finance Positions



Finance Interview: Norma Allen

Organization: Budget Office – Assoc Dir, Univ Budget Opns

Primary Position Responsibilities:

1. 40% - Operations team – Budgeting and reporting
2. 30% - HRP Process for David Harris' areas
3. 30% - Automating budget reporting - IT

Top-3 % of job duties = 100 %

4. Budget responsibility = \$650M (excluding capital)

Title/Classification Considerations

All responsibilities align very well with the current position classification description, with the exception of the IT conversion piece

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact

1. Create budget for entire university and present to Regents
2. Create HED reports and submit on time
3. Track revenues and expenditures

Position Capability

1. Supervising and managing people
2. Driving accountability
3. Working well with several constituents

Measures of success=Budget/Expenditure/Revenue

Position Workload

Average Hours/Week: 40 hours/week; same for direct staff

Similar Positions

Shared skill sets: Nicole Dopson (Office of the Provost); no longer has a counterpart at HSC

Position Recommendation

None noted

Recommendation Risk Level

N/A

Primary Position Responsibilities:

1. 40% - Department oversight/management/admin
2. 30% - Oversight/administration of external audit
3. 30% - Collaborate with university administrators

Top-3 % of job duties = 100 %

4. Funds responsibility = \$

Title/Classification Considerations

Current position classification description is a good match; it captures everything a university controller should do

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact

1. Submit audit reports to the state audit office early to allow time to react and make changes.
2. Ensure employees in the division follow same goal
3. Assign proper resources for strategic initiatives

Position Capability

1. Effectively communicate with a variety o people
2. Prioritize according to the university mission
3. Effectively manage campus staff

Measures of success = Support university mission

Position Workload

Average Hours/Week: 50 hours/week; same for direct staff

Similar Positions

Shared skill sets: HSC Ava Lovell (similar accounting areas but broader scope) and Ella Watt

Position Recommendation

None noted

Recommendation Risk Level

N/A

Primary Position Responsibilities:

1. 35% - Serve as conduit to executive leadership
2. 35% - Provide support to office/staff
3. 10% - Manage automation of IT processes/reports

Top-3 % of job duties = 80 %

4. Budget responsibility = \$650M

Title/Classification Considerations

Overall, current position classification description is a good match; missing issuance of debt, debt service and investments, as well as economic development

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact

1. Maximize revenue for the university
2. Develop budget strategy with executive leadership
3. Optimize resource allocation and monitor funds

Position Capability

1. Possess technical and analytical skills
2. Analyze data/trends and draw conclusions
3. Understand higher education

Measures of success = Feedback (areas supported)

Position Workload

Average Hours/Week: 40-45 hours/week; same for direct staff

Similar Positions

Shared skill sets: HSC Ava Lovell (has broader scope) and Bob Fondino (has narrower scope)

Position Recommendation

None noted

Recommendation Risk Level

N/A

Finance Interview: Julian Sandoval

Organization: Controller Administration – Chief Fin Svs Officer

Primary Position Responsibilities:

1. 30% - Leadership/oversight/direction of core units
2. 25% - Contract execution (main/branches)
3. 30% - System implementation/admin/maintenance

Top-3 % of job duties = 80 %

4. Annual expenditures - \$178M (2 year avg.)
5. Contracts/grants/agreements - \$111M (2 year avg)

Title/Classification Considerations

Position classification description is a good match; it captures the role of a university's Chief Financial Services Officer very well

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact

1. Ensures faculty, staff and students are paid
2. Minimizes compliance risk
3. Ensures all vendors are paid

Position Capability

1. Understanding of systems and processes
2. Establishing collaborative partnerships
3. Possessing strong systems and accounting skills

Measures of success = Support university mission

Position Workload

Average Hours/Week: 40-50 hours/week; same for direct staff

Similar Positions

Shared skill sets: Did not identify other roles with similar skills/position

Position Recommendation

Role requires unique skills: systems and finance; could create a succession risk

Recommendation Risk Level

Low – Ensure a succession plan is in place

Finance Interview: Ava Lovell

Organization: Sr Exec Officer – Fin & Admin – Exec Ofcr fin & Admin/HSC

Primary Position Responsibilities:

1. 35% - Build an empowered organization
2. 30% - Provide financial leadership
3. 30% - Provide strategic leadership and integration

Top-3 % of job duties = 95 %

4. Budget responsibility = \$1.9B

Title/Classification Considerations

Current position classification description is a good match for the role; it captures the scope of this role well

Salary Considerations

Alternative Salary: May be out-of-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact

1. Remove barriers for employees to get things done
2. Reduce cost of Finance & Admin organization (Lean methodology/High Reliability Organization)
3. Ensure financial integrity of organization

Position Capability

1. Be mission oriented/servant leadership attitude
2. Create efficiency through benchmarking
3. Have strong financial background

Measures of success = Achieve vision and mission

Position Workload

Average Hours/Week: 55-60 hours/week; 50-55 hours/week for direct staff

Similar Positions

Shared skill sets: David Harris, but David has real estate/borrowing responsibilities for whole university

Position Recommendation

Consider better coordination between HSC and main campus

Recommendation Risk Level

Low – Ensure open coordination and communication between main campus and HSC

Finance Interview: Bob Fondino

Primary Position Responsibilities:

1. 40% - Involved in building HSC's strategic budget
2. 40% - Managing HSC facilities
3. 10% - Involved in budget and fin. reporting - HSC

Top-3 % of job duties = 90 %

4. Budget responsibility = \$1.9B

Title/Classification Considerations

Position classification description is fairly aligned; missing portion about handling funding for all commitments Dr. Roth makes as chancellor and coordinating with all schools/colleges

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Organization: Sr Exec Officer – Fin & Admin – Chf Budgt & Facil Officer/HSC

Primary Job Relevance / Impact

1. Ensure units have operating budget and tools to meet their mission
2. Ensure facilities are adequate and safe
3. Ensure reporting is accurate and timely

Position Capability

1. Possess academic health center background
2. Understand education/research/clinical budget
3. Have strong facilities background

Measures of success = Budget accuracy vs. actual

Position Workload

Average Hours/Week: 55-60 hours/week; 45+ hours/week for direct staff

Similar Positions

Shared skill sets: Andrew Cullen, Lisa Marbury, Gary Smith, Mike Chicarelli, Ella Watt and Bonnie White

Position Recommendation

Consider splitting budget and facilities responsibilities into two separate divisions - pending further analysis (seems to work well today)

Recommendation Risk Level

Med – Could be disruptive

Finance Interview: Rosa Gonzales-Rosenblatt

Primary Position Responsibilities:

1. 40% - Ensure compliance/internal controls
2. 40% - Ensure accurate reporting
3. 20% - Ensure department objectives are met

Top-3 % of job duties = 100 %

4. Funds responsibility = 2031 funds for FY15

Title/Classification Considerations

Position classification description is accurate on the pre-award side (Office of Sponsored Projects) but is missing the post-awards side (Contract and Grant Accounting)

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Organization: Contract Grant Accounting Main – Dir, Sponsored Projects

Primary Job Relevance / Impact

1. Increase number of proposals awarded
2. Optimize management of funds
3. Avoid penalties due to non-compliance or misuse of funds.

Position Capability

1. Experience with research administration field
2. Passion for the field/job (right attitude for the job)
3. Background in finance and accounting

Measures of success = Increase university funding

Position Workload

Average Hours/Week: 50-55 hours/week; same for direct staff

Similar Positions

Shared skill sets: Rena Vineyard (HSC Dir. of OSP) and Jason Galloway (HSC Associate controller)

Position Recommendation

Consider having similar role at HSC, with pre and post-awards oversight

Recommendation Risk Level

Low - HSC could benefit from having a similar role allowing for better integration between pre and post awards

Finance Interview: Keith Mellor

Organization: Credit Collections & Merchant Serv – Executive Project Director

Primary Position Responsibilities:

1. 33% - Oversee and manage university banking
2. 33% - Manage university investments
3. 33% - Oversee fin. report/disclosures/bond acct.

Top-3 % of job duties = 100 %

4. Funds responsibility = \$500M

Title/Classification Considerations

Position classification is broadly aligned; missing bond, investments, banking and financial reporting components; item 8 is not applicable, only on special projects or circumstances

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact

1. Ensure university electronic banking systems are operational
2. Ensure university liquidity (has cash to operate)
3. Ensure optimal interest rates on borrowing

Position Capability

1. Experience in accounting/fixed-income investmnts.
2. Understanding of capital markets
3. Understanding of US/Int'l banking systems

Measures of success = Optimize financial results

Position Workload

Average Hours/Week: 50-55 hours/week; 40 hours/week for direct staff

Similar Positions

Shared skill sets: Did not identify other roles with similar skills/position

Position Recommendation

Unique role with no peers; position seems to work well (treasurer for both main and HSC)

Recommendation Risk Level

Low - Ensure open coordination and communication with all departments across main campus and HSC

Finance Interview: Mike Schwantes

Organization: Sr Exec Officer – Fin & Admin - Chief Financial Services Officer

Primary Position Responsibilities:

1. 30% - Oversee financial services
2. 30% - Oversee fin/compliance of research mission
3. 30% - Direct short/long-term strategic planning

Top-3 % of job duties = 90 %

4. Budget responsibility = \$3.1M (direct)

Title/Classification Considerations

Current position classification description is a good match; it captures the role of a university's Chief Financial Services Officer well

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact

1. Ensure research/clinical funds for university
2. Protect university reputation (avoid audit issues and misuse of funds)
3. Ensure appropriate use of funds

Position Capability

1. Experience in audit environment
2. Experience with academic health center
3. Background in finance and accounting

Measures of success = Increase university funding

Position Workload

Average Hours/Week: 50 hours/week; 40-45 hours/week for direct staff

Similar Positions

Shared skill sets: Mike mentors Julian Sandoval; Julian does not have unrestricted and inter-company

Position Recommendation

Consider having role at HSC with pre and post-awards oversight

Recommendation Risk Level

Low - HSC could benefit from having a role allowing for better integration between pre and post awards, as is done in the main campus

Finance Interview: Naren Tarikere

Organization: Finance Systems Management – Assoc Dir, Fin & Admin

Primary Position Responsibilities:

1. 25% - Oversee operating report
2. 25% - Dev./support/maintain dashboards/metrics
3. 25% - Support univ. procurement/proposal/awards

Top-3 % of job duties = 75 %

Title/Classification Considerations

Current position classification description is very accurate; it captures the scope of this role well

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Primary Job Relevance / Impact

1. Ensure university can procure
2. Ensure research admin ability to submit proposals
3. Ensure departments have accurate financial picture

Position Capability

1. Hybrid knowledge/experience of IT and finance
2. Leadership skills
3. Strategic vision (for analytics)

Measures of success = Accurate data

Position Workload

Average Hours/Week: 45 hours/week; same for direct staff

Similar Positions

Shared skill sets: Deedee Romero (Student Reporting), Mike Duran (HR IT), Meifen Zhao (HSC)

Position Recommendation

Consider adding to this department the ability to clarify and enforce data governance across the university

Recommendation Risk Level

Low - Entire university could benefit from stricter enforcement of data governance around quality, integrity and timeliness

Finance Interview: Adam Weeks

Organization: Finance Systems Management - Executive Project Director

Primary Position Responsibilities:

1. 60% - Responsible for directing projects
2. 20% - Responsible for Banner finance system
3. 20% - Responsible for all payroll functions

Top-3 % of job duties = 100 %

Primary Job Relevance / Impact

1. Ensure accurate financial statement
2. Ensure compliance obligations are met
3. Ensure employees are paid accurately and timely

Title/Classification Considerations

Current position classification description is good match; however, the component around dealing with external and internal auditors and implementing their recommendations is missing

Position Capability

1. Systems knowledge of university applications
2. Knowledge of university business cycles
3. Finance/accounting/compliance background

Measures of success = Data integrity

Salary Considerations

Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)

Position Workload

Average Hours/Week: 50 hours/week; same for direct staff

Similar Positions

Shared skill sets: Did not identify other roles with similar skills/position.

Position Recommendation

Consider adding to this department the ability to clarify and enforce data governance across the university

Recommendation Risk Level

Low - Entire university could benefit from stricter enforcement of data governance around quality, integrity and timeliness

Actual Interview Guide – Finance

1) *Primary Responsibilities - Can you please describe your top 3 responsibilities?*

- First –
- Second –
- Third –
- Combined, what % of your total job duties do these top three represent –

2) *Classification Accuracy and Position Relevance*

- Given your responsibilities, is your current job aligned with what's stated in your current classification description?
- Please explain which of your major responsibilities align with this description and how?
- What % of your time is focused on these responsibilities? (Optional – may be repetitive to number 1)
- How are outcomes measured?
- What duties are outside of the primary scope?
- What responsibilities are not directly tied to the mission? (Optional)
- Are there any duties that you recommend should be delegated/reassigned to subordinates or team members? (Optional)

3) *Position Capability*

- If you were to leave this position (e.g., win lottery), what qualifications/strengths should others possess from a succession planning perspective?

4) *Position Workload*

- What does a typical work week look like?
- What are the typical hours/week? (Optional)

5) *Similar Positions - Are there any counterparts to your position within the University that share similar skills and job duties (with perhaps a different focus)?*

- Who are they?
- In what areas? (Optional)

Interview Process

- Participants were asked not to prepare or bring anything to the discussion
- Participants were encouraged to review/edit summary findings during the discussion
 - Aon made available hand-written notes during the discussion
 - Aon verbally summarized responses before moving-on to the next question
- Participants had their own copy of the interview guide to follow along during the meeting
- Interviews tended to last the full length