Future State Recommendations

Strategy, Communications & Marketing, and Finance Scope

September 30, 2016
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Future State Recommendations

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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)

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

### Communications & Marketing Functions (4 total)

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

*Inadvertently excluded from the review*
Specifically, these 22 positions were interviewed (continued)

Introduction – Positions Interviews (continued)

Financial Functions (11 total)

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

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Diversity of Department</td>
<td>Direct reports are very homogeneous, with most functions performed</td>
<td>Direct reports have significant diversity in functions</td>
<td>Direct reports have some diversity in functions</td>
<td>Direct reports have very limited diversity in functions</td>
</tr>
<tr>
<td>Degree of Process Standardization</td>
<td>Dept. processes are performed differently each time executed</td>
<td>Dept. processes are performed similarly each time executed</td>
<td>Dept. processes are performed consistently each time</td>
<td>Dept. processes are performed very consistently each time</td>
</tr>
<tr>
<td>Level of External Interfaces</td>
<td>Manager has extensive need to interface with people who are non-employees (~20% of time)</td>
<td>Manager has moderate need to interface with people who are non-employees (~40% of time)</td>
<td>Manager has limited need to interface with people who are non-employees (~9% of time)</td>
<td>Manager has limited need to interface with people who are non-employees (~1% of time)</td>
</tr>
<tr>
<td>Level of Internal Interfaces</td>
<td>Dept. needs the significant need to interface with other internal organs (~20% of time)</td>
<td>Dept. needs the moderate need to interface with other internal organs (~40% of time)</td>
<td>Dept. needs the limited need to interface with other internal organs (~9% of time)</td>
<td>Dept. needs the limited need to interface with other internal organs (~9% of time)</td>
</tr>
<tr>
<td>Project Maturity</td>
<td>All projects handled by one manager are consistent and changing</td>
<td>Dept. manages a case of more consistency and changing</td>
<td>Dept. manages a case of more consistency and changing</td>
<td>Dept. manages a case of more consistency and changing</td>
</tr>
<tr>
<td>Geographic Location</td>
<td>Dept. resources and work are concentrated across several locations</td>
<td>All Dept. resources and work are concentrated across several locations</td>
<td>All Dept. resources and work are concentrated across several locations</td>
<td>All Dept. resources and work are concentrated across several locations</td>
</tr>
</tbody>
</table>

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.
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.

### Structural Assessment

1. Is there an opportunity to better **integrate** positions? And if so …

2. … is there then an opportunity to perhaps **consolidate** positions?

### Teamwork Assessment

3. Is there an opportunity to better **align** the positions? And if so …

4. … is there then an opportunity to better **coordinate** the positions?
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

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)

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).
**Future State Recommendations**

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

### Strategic Planning Skills & Accomplishments

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

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

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**

- **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**

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

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”

1. **Form a Strategic Governance Council**
   - Create a high performance team with clear ground rules, guiding principles, and roles to work together
   - Create an environment where strategic positions feel ownership at the university level across departments
   - Develop strong bonds to overcome future challenges while also ‘leading the way’ for others

2. **Take Forward the “One UNM” Vision**
   - Push forward the “One UNM” mission, vision, and guiding principles
   - Identify compelling initiatives for how the Main Campus and HSC can work together for mutual gain
   - Clarify how government relations can be best aligned and coordinated using a “One UNM” approach
   - Advance initiatives with the most attractive ROI

3. **Agree on the Primary Objectives**
   - Create clear objectives at the strategic level
   - Create working teams with well defined:
     - Resourcing
     - Team roles
     - Schedules
     - Deliverables
     - Communication methods to involve key stakeholders
     - Desired outcomes

4. **Cascade Primary Objectives**
   - Create cascading objectives and clear metrics to track progress
   - Create execution teams with balanced leadership representation across Main Campus and HSC
   - Create new strategic capabilities to oversee project activity:
     - Portfolio management
     - Demand management
     - Program management

5. **Achieve Quick Wins**
   - Identify collaborative projects that point towards a positive future with increased Main Campus and HSC collaboration
   - Resource these projects with top talent to achieve rapid results along with internal / external appeal
   - Market and communicate quick wins to create a positive tone for the new strategic governance council

### Change Management

- Create a stakeholder communications and engagement plan
- Track stakeholder involvement and commitment levels across the top initiatives
- Resolve change management issues quickly to maintain positive momentum

### Project Management

- Establish a strong executive PMO to improve strategic governance
- Create side-by-side working teams between Main Campus and HSC to foster collaboration
- Track sponsorship levels and resolve issues quickly to maintain strong commitment
Draft Strategy Positions Governance Charter

Sample Charter

**Objective/s**
- 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

**Deliverables**
- 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

**Team Composition**
- The Strategic Governance Council should primarily compose those with the Strategic Planning job descriptions along with senior leadership as sponsors
- The team will probably need to meet weekly to stay connected on current opportunities along with making progress against stated objectives
- Increase revenue (including grants and new commercialized offerings)
- Decrease costs (beyond just administrative cost-cutting)

**Team Interactions**
- This team will need to 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

<table>
<thead>
<tr>
<th>Program Planning Officer</th>
<th>Executive Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office manager, special projects, planning</td>
<td>Day-to-day support for Provost &amp; Associate Provost for Curriculum (scheduling, travel, correspondence, etc.)</td>
</tr>
<tr>
<td>HR transactions, approvals, Exec. Search coordinator</td>
<td>Large-scale event/retreat planning</td>
</tr>
<tr>
<td>Compliance hotline/assurance/investigations</td>
<td>Agendas, minutes</td>
</tr>
<tr>
<td>Faculty tenure/promotion coordinator</td>
<td>Monitors, triage Provost email</td>
</tr>
<tr>
<td>Back up for Strategic Planner</td>
<td>IPRA request coordinator for Provost’s Office</td>
</tr>
</tbody>
</table>

| Admin II |
|--------------------------|---------------------------------|
| Admin support for Sr. Vice Provost, Faculty Affairs, Innovation Academy, and other Sr. Vice Provost Units | Higher Learning Commission Accreditation Liaison/Coordination/Support |
| Back up reception & events support | Coordination & Support for Student Success initiatives |

<table>
<thead>
<tr>
<th>Program Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall support to Strategic Planner &amp; Associate Provost (scheduling/events, emergency planning, regents ASAR comm.)</td>
</tr>
<tr>
<td>Space and Facility Project coord/support</td>
</tr>
<tr>
<td>Classroom Management for 6 buildings</td>
</tr>
<tr>
<td>Tracking &amp; Reconciliation of annual capital allocations (~$300K per year)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Admin I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reception &amp; gatekeeping</td>
</tr>
<tr>
<td>Limited administrative support to leadership and Financial Officer for special projects and committees</td>
</tr>
<tr>
<td>New support to Retirees Association (upgrade to Admin Asst. II in process) *new student employee will be hired to support reception duties</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Admin Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position being eliminated effective October 1. Parent Association support being transitioned to Student Affairs and Retirees Association support being assigned to role above</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Manager</td>
</tr>
<tr>
<td>Professional Consultant (on-call)</td>
</tr>
<tr>
<td>Classroom Renewal Support</td>
</tr>
</tbody>
</table>

As seen above, each role is varied and unique - with little cross-position standardization
There currently seems to be many manual tasks that could be automated. One example is the manual scheduling of rooms and people to arrange meetings (along with classrooms). Automating manual tasks via an integrated calendaring and scheduling tool (e.g., MS Outlook) might provide a positive ROI for UNM.

The current team engages in a variety of tasks without much role standardization. In some cases, positions evolve to suit the talents and interests of employees versus taking a standard approach where cross-training and career progressions are straightforward. Standardizing positions may improve efficiency and effectiveness over time.

The Provost has already accomplished a high degree of centralization. The next step is to consider if all of the current administrative tasks are essential given current budget constraints. Perhaps there are opportunities to eliminate work (or manage the ‘demand’ for current services in an effort to focus on what is most important).

With greater automation, job standardization, and demand management (e.g., reduced scope of services), there may be opportunities to reduce staffing levels over time.
Second, all HSC communications and marketing positions could report to the HSC Executive Director for Communications & Marketing

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

- Web Communications Manager
- Web Site Administrator
- Communication & Outreach Specialist
- Communication & Outreach Specialist
- Web Administrator

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.

- 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

David Harris
Exec VP for Admin

Connie Beimer
Dir, Govt Affairs
Gr 17

Renee Santillanes
Unit Admin 3
Gr 13

Vanessa Hawker
Univ Leg Analyst
Gr 16

Matt Munoz
Govt Rel Manager
Gr 14

Chamiza Pacheco
de Alas
Outreach (?)
Gr 17

Ava Lovell
Exec Ofcr Fin
Admin HSC

Ryan Cangiulosi
Strategic Planner
Gr 16

Nicole Abeyta-Ely
Strategic Planner
Gr 16

Billy Sparks
Ex Dir HSC
Gr 17

David Groth
Mgr, HSC Web
Gr 15

Rebecca Roybal Jones
Comm & Outreach
Grade 12

Erica Capling
Web Administrator
Gr 14

Terry Kelly
UNM-MMG Comm
UNM-MMG Fin

Marguerita Pacheco
Analyst Web III

Mike Richards
Exec Phy in Chief

Paul Roth
Chancellor, HSC

Shared positions may need further review
For instance, creating new titles for each strategic position is a positive starting place ...

### Current Strategic Titles

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

### Potential Future Strategic Titles

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

*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

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

Potential Integrated Strategic Planning Structure – Option 2

- 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
Future State Recommendations

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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

**Key**
- Text = Communications & Marketing Position Interviewed by Aon
- Text = Supporting Team Member to a Communications & Marketing Position

- **President** Robert Frank
  - **Chief of Staff** Amy Wohlert
  - **Dir. Media Relations** Dianne Anderson
  - **Unit Administrator** Jane Everhart
  - **Chief Marketing and Communications Officer** Cinnamon Blair
    - **Manager, University Web Communications** Matt Carter
    - **Social Media Manager** Benson Hendrix
    - **Web Designer** Brian Culbreath
    - **PR Specialist** Kate Williams
    - **Web Designer** John Sumrow
  - **Univ. Marketing Rep** Ethan Rule
  - **Univ. Marketing Rep** Robin Camardo
  - **Univ. Marketing Rep** Jana Fothergill
  - **TV Producer/Director** Ray Montano
- **Exec. Director for Communications & Marketing** Billy Sparks
  - **Chancellor** Paul Roth
  - **Administrative Officer** Nicki Garcia
    - **Strategic Support Mgr.** Michael Haederle
      - **Dir of Mktg & Media – HSC, Health Systems & UNMMG** John Arnold
        - **HSC Media Rel Mgr.** Luke Frank
          - **HSCTV Production Mgr/Director** Rebecca Gustaf
            - **Multimedia Devt Specialist** Furhana Ebner
Communications & Marketing Salary Analysis

Positions Salaries: Relative Comparisons

<table>
<thead>
<tr>
<th>Position Comparison</th>
<th>Billy</th>
<th>Cinnamon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>$150K</td>
<td>$122K</td>
</tr>
<tr>
<td>Direct reports</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Hours/week*</td>
<td>40</td>
<td>60</td>
</tr>
</tbody>
</table>

* 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 Committee**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop branding standards to represent “One UNM”</td>
<td>Create a committee to develop unified branding standards for the entire university (“One UNM”)</td>
</tr>
<tr>
<td>Allow freedom and autonomy to meet unique needs (within established guidelines)</td>
<td>Established clear protocols to encourage creativity across departments (e.g.: School of Architecture, Computer Science and Fine Arts)</td>
</tr>
<tr>
<td>Develop technical requirements, architecture, infrastructure, skills, tools and capabilities</td>
<td>Develop a centralized web development and support IT function to serve areas of the university without dedicated resources</td>
</tr>
</tbody>
</table>

- 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. HIPAA 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

<table>
<thead>
<tr>
<th>Share Information</th>
<th>Define Committee Standards</th>
<th>Improve Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Share intellectual capital that captures organizational knowledge and “know-how”</td>
<td>▪ Define and communicate the committee’s purpose and authority</td>
<td>▪ Record and manage actionable next steps</td>
</tr>
<tr>
<td>▪ Identify key interdependencies</td>
<td>▪ Clarify team-member roles and responsibilities that are aligned to member skill sets and authority</td>
<td>▪ Monitor outcomes and performance</td>
</tr>
<tr>
<td>▪ Establishing preliminary lines of authority from a sponsorship and coordination perspective</td>
<td>▪ Create a committee that possesses the necessary member skill sets, information and authorities</td>
<td>▪ Establish feedback and coordination mechanism</td>
</tr>
<tr>
<td>▪ Share current practices and lessons learned</td>
<td>▪ Share current practices and lessons learned</td>
<td>▪ Conduct anonymous surveys with internal stakeholders to track if the web council is improving results</td>
</tr>
<tr>
<td>▪ Discuss initial templates, design guidelines, and coordination protocols</td>
<td>▪ Discuss initial templates, design guidelines, and coordination protocols</td>
<td>▪ Review web pages quarterly to determine if standards and guidelines are actually being tracked</td>
</tr>
<tr>
<td>▪ Clarify when and how innovation is encouraged within guidelines</td>
<td>▪ Authorize representatives to speak on behalf of their division and function across UNM</td>
<td>▪ Track budget savings from an infrastructure and staffing perspective</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower costs with combined purchasing for advertising and media</td>
<td></td>
</tr>
<tr>
<td>Establish a single forum to coordinate communication and marketing efforts</td>
<td></td>
</tr>
<tr>
<td>Select 5-10 senior communications and marketing leaders to coordinate activities (versus a large number of ad-hoc representatives)¹</td>
<td></td>
</tr>
<tr>
<td>Establish a common approach to minimize rework, confusion, and debate about what is and is not included in communication and branding standards</td>
<td></td>
</tr>
<tr>
<td>Develop a single identity for the entire university (“One UNM”)</td>
<td></td>
</tr>
<tr>
<td>Provide better coordination and integration between the Main Campus and HSC</td>
<td></td>
</tr>
<tr>
<td>Create a positive, consistent image for the university</td>
<td></td>
</tr>
<tr>
<td>Coordinate messaging across communications channels and platforms</td>
<td></td>
</tr>
<tr>
<td>Create a common UNM story across diverse stakeholders</td>
<td></td>
</tr>
<tr>
<td>Leverage best practices from computer sciences, architecture, and visual arts</td>
<td></td>
</tr>
</tbody>
</table>

¹. Our current understanding is that there are currently three communication/marketing committees with 14 -17 ad-hoc representatives
## Sample Communication & Marketing Governance Charter

### Objectives

- 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

### Deliverables

- Create clear coordination and governance standards across the following services:
  - 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

### Team Composition

<table>
<thead>
<tr>
<th>Team Composition</th>
</tr>
</thead>
</table>
| **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

- **Meeting cadence:** Once a month
- **Meeting duration:** 2 hours
- **Meeting type:** In person
- **Meeting Location:** TBD

### Success Criteria

- 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

Current State

University President
Chief of Staff
Director, Media Relations

Future State

University President
Chief Marketing and Communications Officer
Director, Media Relations

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:

- Web Communications Manager
- Web Site Administrator
- Communication & Outreach Specialist
- Communication & Outreach Specialist
- Web Administrator

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 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

- **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.

Current Main Campus structure remains intact

Use Main Campus as model for HSC org structure

Considerations

- Aon recommends going through talent assessment and talent selection processes to fill any newly created positions
**Current State**

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

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Job Title</th>
<th>Grade</th>
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<th>Supervisor Name</th>
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<tr>
<td>Sparks, William O.*</td>
<td>Ex Dir, Comm &amp; Mktg/Hsc</td>
<td>17</td>
<td>$122,000.00 – $150,000.00</td>
<td>Roth, Paul B.</td>
</tr>
<tr>
<td>Anderson Mathis, Dianne</td>
<td>Dir, University Communication</td>
<td>16</td>
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<td>Dir, University Marketing</td>
<td>16</td>
<td>$82,000.08</td>
<td>Blair, Cinnamon</td>
</tr>
</tbody>
</table>

* 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.
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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

Chief of Staff
Amy Wohlert

Associate Vice President, OPBA
Andrew Cullen

Budget Officer
Paul Jones

Financial Officer
Lynn Craner

President
Robert Frank

Exec. VP for Administration/CFO/COO
David Harris

UNM Controller
Liz Metzger

Chief Procurement Officer
Bruce Cherrin

Chief Financial Services Officer
Julian Sandoval

Executive Project Director
Keith Mellor

Associate Controller
Unrestricted Accounting
Doug Nelson

Bursar (Students Accounts Receivable)
Marianne Presser

Chancellor
Paul Roth

Sr Exec Officer – Finance & Admin
Ava Lovell

Mgr. Division Support Svcs HSC
Linda S Pardo

Chief Budget & Facilities Officer/HSC
Bob Fondino

Chief Budget Administrator
Julie Alberti

HSC Budget Administrator
Joe Wrobel

Mgr Facilities Planner
Marisol Greener

Mgr Reporting
J Breitenstein

HSC Budget Administrator
Desire Gathings

Analyst/Programmer 2
Roy Mollenkamp

Associate Controller Contract & Grant Accounting HSC
Jason Galloway

Associate Controller Unrestricted Accounting HSC
Laura Putz

Associate Director Sponsored Projects Pre-Award Svcs HSC
Stacy Bigbie

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

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:
  a. For Ava Lovell, Bob Fondino and Mike Schwantes: Sr Executive Officer for Finance and Admin June 2016.pdf
  b. For Liz Metzger’s: Finance_Main_AllOrgCharts.pdf
  c. 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 Projects

- 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**

<table>
<thead>
<tr>
<th>Functions currently integrated</th>
<th>Functions not integrated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account Payable</td>
<td>Contract &amp; Grant Accounting</td>
</tr>
<tr>
<td>Accounts Receivable (Cashier)</td>
<td>Sponsored Projects</td>
</tr>
<tr>
<td>Bursar</td>
<td>Budgeting</td>
</tr>
<tr>
<td>Control</td>
<td></td>
</tr>
<tr>
<td>Financial Reporting</td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td></td>
</tr>
<tr>
<td>Payroll</td>
<td></td>
</tr>
<tr>
<td>PCard</td>
<td></td>
</tr>
<tr>
<td>Purchasing</td>
<td></td>
</tr>
<tr>
<td>Treasury</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Area</th>
<th>Explanation of Critical Advantage from Outsourcing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Savings</strong></td>
<td>▪ Savings typically result from the supplier’s having scale/ utilisation advantages, access to lower cost resources or greater skills, knowledge and processes</td>
</tr>
</tbody>
</table>
| **Specialization / Focus** | ▪ Allows the university to concentrate on where it has distinctive capability, scale, experience or differentiation  
  ▪ The university focuses on areas it has *relative* advantage and allows others to focus on its true academic and research mission |
| **Market Discipline** | ▪ 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**     | ▪ 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**      | ▪ 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.
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

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

- Sr Executive Officer for Finance and Admin
- Budget & Facilities Office

### Future State

- Sr Executive Officer for Finance and Admin
- Facilities Office
- Budget Office
- Budget & Facilities Office

### 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

Facilities will be split into its own department and a new lower level position could be created, focusing on Facilities.
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
- Sr Executive Officer for Finance and Admin
- Budget & Facilities Office
- Chief Financial Services Officer, Mike Schwantes
- HSC Budget

#### Future State
- A new lower level position reporting to ISS could be created, focusing on **Facilities**
- ISS (Main Campus)
- Sr Executive Officer for Finance and Admin

### 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

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

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Job Title</th>
<th>Grade</th>
<th>Annual Salary</th>
<th>Supervisor Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lovell, Ava J.</td>
<td>Exec Ofcr Fin &amp; Admin/HSC,Sr**</td>
<td>99</td>
<td>$246,800.42-$208,831.13</td>
<td>Roth, Paul B.</td>
</tr>
<tr>
<td>Metzger, Elizabeth</td>
<td>University Controller</td>
<td>99</td>
<td>$189,846.48-$174,620.16</td>
<td>Harris, David W.</td>
</tr>
<tr>
<td>Cullen, Andrew A.</td>
<td>Assoc VP,Plng, Bdgt &amp; Analysis**</td>
<td>18</td>
<td>$159,805.80-$125,000**</td>
<td>Harris, David W.</td>
</tr>
<tr>
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<td>Sandoval, Julian</td>
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<td>Mellor, Keith H.</td>
<td>Univ Treasurer</td>
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<td>$137,205.00</td>
<td>Metzger, Elizabeth</td>
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<tr>
<td>Weeks, Adam G.</td>
<td>Executive Project Director*</td>
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<td>$135,680.04</td>
<td>Sandoval, Julian</td>
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<tr>
<td>Allen, Norma J.</td>
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<td>16</td>
<td>$123,295.05</td>
<td>Cullen, Andrew A.</td>
</tr>
<tr>
<td>Tarikere, Narendra N</td>
<td>Assoc Dir,Finance Systems &amp; Admin</td>
<td>16</td>
<td>$114,914.88</td>
<td>Sandoval, Julian</td>
</tr>
</tbody>
</table>

** 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

- **“One UNM” Has a Strong Foundation**
- The Regents are supportive of a transformational agenda
- There are strong strategists on Main Campus and HSC
- Marketing has strong potential to develop common brand and web presence
- A “One UNM” strategy leverages the best across the university
- UNM is making strong progress to unify Main Campus and HSC
- The Finance function has achieved strong centralization

Great UNM Foundation to Leverage Strategically
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.
For the strategy scope, seven one-hour interviews were conducted using a standardized interview protocol …

### Interviews and Interview Protocol

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

#### 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.*

1. Is there an opportunity to better integrate positions? And if so …
2. … is there then an opportunity to perhaps consolidate positions?
3. Is there an opportunity to better align positions? And if so …
4. … is there then an opportunity to perhaps coordinate positions?

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

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

*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

<table>
<thead>
<tr>
<th>Kevin Stevenson’s Position</th>
<th>Expansion Rationale</th>
<th>Key Considerations</th>
</tr>
</thead>
</table>
| (President’s Office Strategic Planner) | - 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 | - 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 |

<table>
<thead>
<tr>
<th>Mary Jacintha’s Position</th>
<th>Expansion Rationale</th>
<th>Key Considerations</th>
</tr>
</thead>
</table>
| (HSC – Strategic Planner) | - 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 | - 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

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

**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 measurable 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**

<table>
<thead>
<tr>
<th>There were relatively few examples of current state coordination ...</th>
<th>... which makes sense given the siloed natures of both enterprises ...</th>
<th>... given these silos, there is opportunity for greater collaboration ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Only Vanessa’s role mentioned coordination between Main Campus and HSC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Most strategic positions are siloed within their own organization, for instance Kevin, Melissa, and Hannah’s roles are siloed by their respective leaders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- HSC seems to have a bit more collaboration across senior leaders, yet was still somewhat fragmented / isolated across strategic responsibilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Main Campus and HSC are fundamentally different enterprises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Silos may be acceptable since each strategic position has meaningful / impactful responsibilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- There doesn’t seem to be much conflict across strategic positions (even within a given enterprise)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Greater coordination may not be warranted at this time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Greater alignment and communication across strategic positions is recommended from a transparency and best practice sharing perspective</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- There may be ad-hoc opportunities for greater coordination, especially if a comprehensive strategic plan across Main Campus and HSC is created</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Greater coordination will drive stronger performance results as siloes are broken down</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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)

Position Recommendation
None noted

Recommendation Risk Level
None Noted
**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%

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

**Title / Classification Considerations**
- Alternative Title: Current title is a ‘catch-all.’ It captures research and coordination (yet doesn’t fit

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

**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

**Position Capability**
1. Relationship management, navigation
2. Managing-up, negotiation, tailored messaging
3. Getting things done quickly across functions
Measures of success = Stakeholder satisfaction

**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

**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)
- Recommendation Risk Level: Low – Keep classification, yet clarify current scope

- Redesign a new structure not based on people
- Recommendation Risk Level: Low – Use new structure only for succession plans
**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%

**Decision Rights:**

- Signature/Decision = 50% (acts as unofficial dean)
- Providing Advice = 50% (special projects)
- Research = xx
- Other = 0%

**Title / Classification Considerations**

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

**Salary Considerations**

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

**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)

**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

**Position Workload**

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

**Similar Positions**

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

**Organization:** Law School – Strategic Planner

**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)
**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%

**Decision Rights:**

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

**Title / Classification Considerations**

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

**Salary Considerations**

- Alternative Salary: May be a bit high given an unclear ROI

**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 lightening rod

**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

**Position Workload**

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

**Similar Positions**

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

---

### Strategy Interview: Ryan Cangiolosi

<table>
<thead>
<tr>
<th>Position Recommendation</th>
<th>Recommendation Risk Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>None noted</td>
<td>N/A</td>
</tr>
</tbody>
</table>
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%

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

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

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

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.)

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

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

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
### 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
**Recommendation Risk Level**

- **None noted**
- **N/A**
### 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%

### Decision Rights:

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

### Title / Classification Considerations

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

### Salary Considerations

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

### Primary Job Relevance / Impact:

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

### 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

### Position Workload

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

### 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

<table>
<thead>
<tr>
<th>Analysis</th>
<th>Two Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The analysis is designed to:</td>
<td>- Two functions are in scope for both the main campus and HSC</td>
</tr>
<tr>
<td>- 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)</td>
<td>- Communication &amp; marketing</td>
</tr>
<tr>
<td>- Compare direct reports against internal and external benchmarks based on job complexity</td>
<td>- Finance</td>
</tr>
<tr>
<td>Note:</td>
<td>There were two levels of analysis conducted</td>
</tr>
<tr>
<td>- The spans of control analysis is objective and does not draw data from other analysis</td>
<td>- Level 1 included: Billy Sparks and Cinnamon Blair for the communication and marketing function; Ava Lovell and Liz Metzger for the finance function</td>
</tr>
<tr>
<td>- The analysis is done by number of people reporting to a manager, not FTEs</td>
<td>- Level 2 included: 16 direct reports</td>
</tr>
<tr>
<td>- The analysis does not include dotted line reporting relationships</td>
<td></td>
</tr>
</tbody>
</table>
To accomplish this objective, Aon used a 3 step approach

### Spans of Control Analysis – 3 Steps

<table>
<thead>
<tr>
<th>1</th>
<th><strong>Collection</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Spans of control surveys were distributed to 4 participants: Billy Sparks, Cinnamon Blair, Ava Lovell and Liz Metzger (i.e., level 1)</td>
</tr>
<tr>
<td></td>
<td>▪ Participants filled out the surveys and provided scores for each direct report (i.e., level 2)</td>
</tr>
<tr>
<td></td>
<td>▪ 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)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th><strong>Analysis</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Aon scored the collected data against internal and external benchmarks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th><strong>Recommendation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Aon determined if gaps were significant enough to then recommend different spans of control</td>
</tr>
</tbody>
</table>
We sent out a spans survey for level 1 participants to fill out …

Spans of Control Survey – Completed by Level 1 Participants

Sample survey

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)

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

Participants entered scores for their direct reports in scope here
... so their responses could be scored against Aon best practices

## Complexity Assessment Framework

<table>
<thead>
<tr>
<th>Factor</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
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<td>Dept. processes are performed differently each time executed</td>
<td>Some processes are standardized, others are developed each time required</td>
<td>All dept. processes are standard, standard method is tailored for applications</td>
<td>All dept. processes are performed in the same documented way every time performed</td>
</tr>
<tr>
<td><strong>Level of External Interfaces</strong></td>
<td>Manager has extensive need to interface with people outside (&gt;50% of time)</td>
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<td>Dept. head has little need to interface with other internal organ. (&lt;5% of time)</td>
</tr>
<tr>
<td><strong>Project Maturity</strong></td>
<td>All projects handled by dept. are in early stages, conceptual, and changing</td>
<td>Dept. handles a mix of projects, most in early some in late stages</td>
<td>Dept. handles a mix of projects, some in early most in late stages</td>
<td>Projects handled are mature, established, and well understood</td>
</tr>
<tr>
<td><strong>Geographic Dispersion</strong></td>
<td>Dept. resources and work are dispersed equally across many locations</td>
<td>Dept resources and work are dispersed equally across several locations</td>
<td>Dept resources and work are dispersed across several locations, with one clearly dominating</td>
<td>All dept resources and work are in one location</td>
</tr>
</tbody>
</table>

Scores for direct reports were measured against Aon benchmarks below:

- **Level 4 (Most Complex, "Good Practice")**: Span of Control 3-4
- **Level 3**: Span of Control 4-5
- **Level 2**: Span of Control 5-6
- **Level 1 (Most Standardized)**: Span of Control 7-8

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

<table>
<thead>
<tr>
<th></th>
<th>Billy Sparks</th>
<th>Ava Lovell</th>
<th>Cinnamon Blair</th>
<th>Liz Metzger</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>John Arnold</td>
<td>Michael Haederle</td>
<td>Steve Carr</td>
<td>Bruce Cherin</td>
</tr>
<tr>
<td></td>
<td>Bob Fondino</td>
<td>Mike Schwantes</td>
<td>Matt Carter</td>
<td>Julian Sandoval</td>
</tr>
<tr>
<td></td>
<td>Kristin Gates</td>
<td>Linda Pardo</td>
<td>Argy Maniatis</td>
<td>Keith Mellon</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Doug Nelson</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Marianne Presser</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Paul Jones</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lynn Craner</td>
</tr>
<tr>
<td>Functional Diversity of Department</td>
<td>3.0</td>
<td>4.0</td>
<td>4.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Degree of Process Standardization</td>
<td>2.0</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Level of External Interfaces</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Level of Internal Interfaces</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Project Maturity</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Geographic Dispersion</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Average Rating</td>
<td>2.50</td>
<td>3.33</td>
<td>3.50</td>
<td>3.17</td>
</tr>
<tr>
<td>Number of Direct Reports</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Target Span</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Gap</td>
<td>-1</td>
<td>-3</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

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:

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

Warrants a deep dive – please see page 10
Average ratings for level 1 spans of control are essentially identical

Internal Comparison Table – Spans Across Level 1

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

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

<table>
<thead>
<tr>
<th></th>
<th>HSC Communication &amp; Marketing</th>
<th>HSC Finance</th>
<th>Main Campus Communication &amp; Marketing</th>
<th>Main Campus Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Billy Sparks Team Average</td>
<td>Ava Lovell Team Average</td>
<td>Cinnamon Blair Team Average</td>
<td>Liz Metzger Team Average</td>
</tr>
<tr>
<td>Functional Diversity of Department</td>
<td>3.5</td>
<td>3.3</td>
<td>3.3</td>
<td>3.0</td>
</tr>
<tr>
<td>Degree of Process Standardization</td>
<td>2.5</td>
<td>2.3</td>
<td>3.0</td>
<td>2.4</td>
</tr>
<tr>
<td>Level of External Interfaces</td>
<td>3.0</td>
<td>3.0</td>
<td>2.5</td>
<td>3.3</td>
</tr>
<tr>
<td>Level of Internal Interfaces</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>3.6</td>
</tr>
<tr>
<td>Project Maturity</td>
<td>3.0</td>
<td>2.5</td>
<td>2.5</td>
<td>2.3</td>
</tr>
<tr>
<td>Geographic Dispersion</td>
<td>1.5</td>
<td>2.3</td>
<td>1.7</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Average Rating</strong></td>
<td><strong>2.9</strong></td>
<td><strong>2.9</strong></td>
<td><strong>2.8</strong></td>
<td><strong>2.6</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Billy Sparks</th>
<th>Ava Lovell</th>
<th>Cinnamon Blair</th>
<th>Liz Metzger</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Direct Reports</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Target Span</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Gap</td>
<td>-1</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th></th>
<th>Bruce Cherrin</th>
<th>Linda Pardo</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Rating</strong></td>
<td>3.17</td>
<td>2.33</td>
</tr>
<tr>
<td><strong>Number of Direct Reports</strong></td>
<td>17</td>
<td>11</td>
</tr>
<tr>
<td><strong>Target Span</strong></td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td><strong>Gap</strong></td>
<td>13</td>
<td>6</td>
</tr>
</tbody>
</table>

- 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.
<table>
<thead>
<tr>
<th>Summary</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ No significant differences in spans were identified between the main campus and HSC, or between the communication &amp; marketing and the finance functions</td>
<td></td>
</tr>
<tr>
<td>▪ The spans for level 1 and level 2 were generally in line against Aon benchmarks</td>
<td></td>
</tr>
<tr>
<td>▪ The spans for level 1 and level 2 were generally in line against each other</td>
<td></td>
</tr>
<tr>
<td>▪ Of all the spans analyzed, only 3 deserved further analysis (the positions for Billy Sparks, Linda Pardo and Bruce Cherrin)</td>
<td></td>
</tr>
<tr>
<td>▪ Main campus management should consider reducing the span for Bruce’s position</td>
<td></td>
</tr>
<tr>
<td>▪ Over time, HSC management may consider increasing the span for Billy’s position by 1 direct report</td>
<td></td>
</tr>
</tbody>
</table>
Communication & Marketing Positions

Initial Findings & Recommendations

DRAFT

July, 2016

Note: This section represents preliminary findings half-way through the project. This represents working-papers and does not substitute future state recommendations.
For the communication & marketing scope, four one-hour interviews were conducted using a standardized interview protocol …

Interviews and Interview Protocol

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

**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.

1. Is there an opportunity to better integrate positions? And if so …
2. … is there then an opportunity to perhaps consolidate positions?
3. Is there an opportunity to better align positions? And if so …
4. … is there then an opportunity to perhaps coordinate positions?

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

**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.

**Key**

- Communication & marketing roles
- Position reporting to president’s office, dotted line to CMCO
- President’s office role
From a role perspective, at first glance it looks like positions have similar impacts ...

### Integrate Positions: Impact of Services Provided

<table>
<thead>
<tr>
<th>Impact of Services Provided</th>
<th>Dianne Anderson</th>
<th>Cinnamon Blair</th>
<th>Argy Maniatis</th>
<th>Billy Sparks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Staff</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Students</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Campus Community</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Patients</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Source: Role profile submitted by participants; impact and scope responsibility section
… upon closer look however, the data shows that there is no significant overlap in scope (do not consolidate)

Consolidate Positions: Scope of Responsibilities

<table>
<thead>
<tr>
<th>Scope of Responsibilities¹</th>
<th>Dianne Anderson</th>
<th>Cinnamon Blair</th>
<th>Argy Maniatis</th>
<th>Billy Sparks</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Wide</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Main Campus Academic Areas</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Main Campus Administrative Areas</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Health Sciences Center Academic Areas</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Health Sciences Center Administrative Areas</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Branch Campuses</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Department Specific</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>There were relatively few examples of current state alignment …</th>
<th>... which makes sense given the siloed natures of both enterprises ...</th>
<th>... given these silos, only limited coordination is recommended at this time</th>
</tr>
</thead>
</table>

- 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

- 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

- 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

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

… given these silos, only limited coordination is recommended at this time
In summary, the overall assessment is to focus on greater integration, alignment and coordination.

Overall Assessment: Communication and Marketing Positions

1. **Consider integration** – Potentially integrate the Director, Media Relations role into the Main Campus communication & marketing function

2. **Don’t Consolidate** – The data shows that there is no significant overlap in scope for these positions

3. **Increase Alignment** – There are opportunities for greater alignment around branding standards between Main Campus and HSC

4. **Consider Coordination** - There may be coordination opportunities around media contract negotiations between Main Campus and HSC
### 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 %

### Role Scope:
Marketing = 30 %
Communication = 50 %
Public Relations = 10 %
Other / Rest = 10 %

### Title/Classification Considerations
Duties and responsibilities are a very close match to job classification description

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

### Primary Job Relevance / Impact
2. Create marketing material to drive Hosp. business
3. Develop cohesive communication, marketing, and public relations strategy

### 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

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

### 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
### 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%

### Role Scope:
- Marketing: 0%
- Communication: 35%
- Public Relations: 65%
- Other / Rest: 0%

### Title/Classification Considerations
Job classification includes items she is no longer responsible for (from old role)

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

### 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

### 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”

### Position Workload
Average Hours/Week: 50-60 hours/week

### 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
**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% 

**Role Scope:**
- Marketing = 60%
- Communication = 20%
- Public Relations = 10%
- Other / Rest = 10%

**Title/Classification Considerations**
Current job classification description is very well aligned with this role

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

**Position Recommendation**
Better coordination between main campus and HSC on branding and contract negotiation
**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 %

**Role Scope:**
- Marketing= 40%
- Communication= 20%
- Public Relations = 10%
- Other / Rest = 30%

**Title/Classification Considerations**
Current job classification description is very well aligned with this role

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

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

**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

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

Measures of success = Positive image/perception

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

**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 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

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

### 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.

Structural Assessment

1. Is there an opportunity to better integrate positions? And if so …
2. … is there then an opportunity to perhaps consolidate positions?

Teamwork Assessment

3. Is there an opportunity to better align positions? And if so …
4. … is there then an opportunity to perhaps coordinate positions?

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

<table>
<thead>
<tr>
<th>Scope of Responsibilities</th>
<th>University Wide</th>
<th>Main Campus Academic Areas</th>
<th>Main Campus Admin. Areas</th>
<th>Health Sciences Center Academic Areas</th>
<th>Health Sciences Center Admin. Areas</th>
<th>Branch Campuses</th>
<th>Division</th>
<th>Department Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liz Metzger</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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</tr>
<tr>
<td>Andrew Cullen</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Julian Sandoval</td>
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<tr>
<td>Keith Mellor</td>
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<tr>
<td>Naren Tarikere</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>X</td>
<td>X</td>
<td></td>
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</tr>
<tr>
<td>Adam Weeks</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norma Allen</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rosa Gonzales-Rosenblatt</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ava Lovell (HSC)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Bob Fondino (HSC)</td>
<td>X</td>
<td></td>
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<td>X</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Mike Schwantes (HSC)</td>
<td>X</td>
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<td>X</td>
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<td></td>
</tr>
</tbody>
</table>

- 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)

Source: Role profile submitted by participants; impact and scope responsibility section
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 mentioned

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

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

<table>
<thead>
<tr>
<th>Position</th>
<th>What makes it ad-hoc</th>
<th>Consolidation challenge</th>
</tr>
</thead>
</table>
| Andrew Cullen (Assoc VP, PIng, Bdgt & Analysis) | - 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 |
| Natalia Koup\(^1\) (Financial Analyst) | - 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) | - 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 |

\(^1\) 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

<table>
<thead>
<tr>
<th>Participants</th>
<th>Work well together</th>
<th>Do not work well together</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norma Allen</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Liz Metzger</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Andrew Cullen</td>
<td>X</td>
<td></td>
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<td>Rosa Gonzales-Rosenblatt</td>
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<td>Keith Mellor</td>
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<td>Naren Tarikere</td>
<td>X</td>
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</tr>
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</tr>
<tr>
<td>Ava Lovell (HSC)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Bob Fondino (HSC)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mike Schwantes (HSC)(^1)</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

- 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

\(^1\) 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

<table>
<thead>
<tr>
<th>Participants</th>
<th>Mentioned strategic planning assessments</th>
<th>Did not mention strategic planning assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norma Allen</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Liz Metzger</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Andrew Cullen</td>
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<tr>
<td>Julian Sandoval</td>
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<td>Rosa Gonzales-Rosenblatt</td>
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<td>Naren Tarikere</td>
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<tr>
<td>Ava Lovell</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Bob Fondino</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Mike Schwantes</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>HSC example:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- HSC has been undergoing strategic planning assessments for years; Main Campus should consider implementing similar initiatives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Main Campus example:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Rosa (Main Campus) is responsible for both pre and post-awards services; HSC could potentially benefit from Rosa’s business practices</td>
</tr>
</tbody>
</table>
In summary, the overall finance assessment is to focus on greater alignment and coordination

Overall Assessment: Finance Positions

1. Don’t integrate – Areas where there is a significant overlap seem to already be integrated.

2. Don’t Consolidate – It is difficult to consolidate positions that are different and often ad-hoc.

3. Increase Alignment – Overall, both sides seem to be working well together (there are opportunities for greater alignment through initiatives such as mentoring between Main Campus and HSC).

4. Consider Coordination - There may be coordination opportunities around strategic planning initiatives and sharing business practices between Main Campus and HSC.
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: Seem 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 of 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 | Recommendation Risk Level
---|---
None noted | N/A
## 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
**Primary Position Responsibilities:**
1. 35% - Build an empowered organization
2. 30% - Provide financial leadership
3. 30% - Provide strategic leadership and integration
4. Budget responsibility = $1.9B

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

---

**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

---

**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 Position Responsibilities:
1. 40% - Involved in building HSC’s strategic budget
2. 40% - Managing HSC facilities
3. 10% - Involved in budget andfin. 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)

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
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 investments.
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
### 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
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
<table>
<thead>
<tr>
<th>Finance Interview: Adam Weeks</th>
<th>Organization: Finance Systems Management - Executive Project Director</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Position Responsibilities:</strong></td>
<td><strong>Primary Job Relevance / Impact</strong></td>
</tr>
<tr>
<td>1. 60% - Responsible for directing projects</td>
<td>1. Ensure accurate financial statement</td>
</tr>
<tr>
<td>2. 20% - Responsible for Banner finance system</td>
<td>2. Ensure compliance obligations are met</td>
</tr>
<tr>
<td>3. 20% - Responsible for all payroll functions</td>
<td>3. Ensure employees are paid accurately and timely</td>
</tr>
<tr>
<td>Top-3 % of job duties = 100 %</td>
<td></td>
</tr>
<tr>
<td><strong>Title/Classification Considerations</strong></td>
<td><strong>Position Capability</strong></td>
</tr>
<tr>
<td>Current position classification description is a good match; however, the component around dealing with external and internal auditors and implementing their recommendations is missing</td>
<td>1. Systems knowledge of university applications</td>
</tr>
<tr>
<td><strong>Salary Considerations</strong></td>
<td>2. Knowledge of university business cycles</td>
</tr>
<tr>
<td>Alternative Salary: Seems in-line for current responsibilities (no vetted with benchmarks yet)</td>
<td>3. Finance/accounting/compliance background</td>
</tr>
<tr>
<td><strong>Position Workload</strong></td>
<td><strong>Measures of success = Data integrity</strong></td>
</tr>
<tr>
<td>Average Hours/Week: 50 hours/week; same for direct staff</td>
<td></td>
</tr>
<tr>
<td><strong>Similar Positions</strong></td>
<td><strong>Position Recommendation</strong></td>
</tr>
<tr>
<td>Shared skill sets: Did not identify other roles with similar skills/position.</td>
<td>Consider adding to this department the ability to clarify and enforce data governance across the university</td>
</tr>
<tr>
<td><strong>Position Recommendation Risk Level</strong></td>
<td>Low - Entire university could benefit from stricter enforcement of data governance around quality, integrity and timeliness</td>
</tr>
</tbody>
</table>
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)

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**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