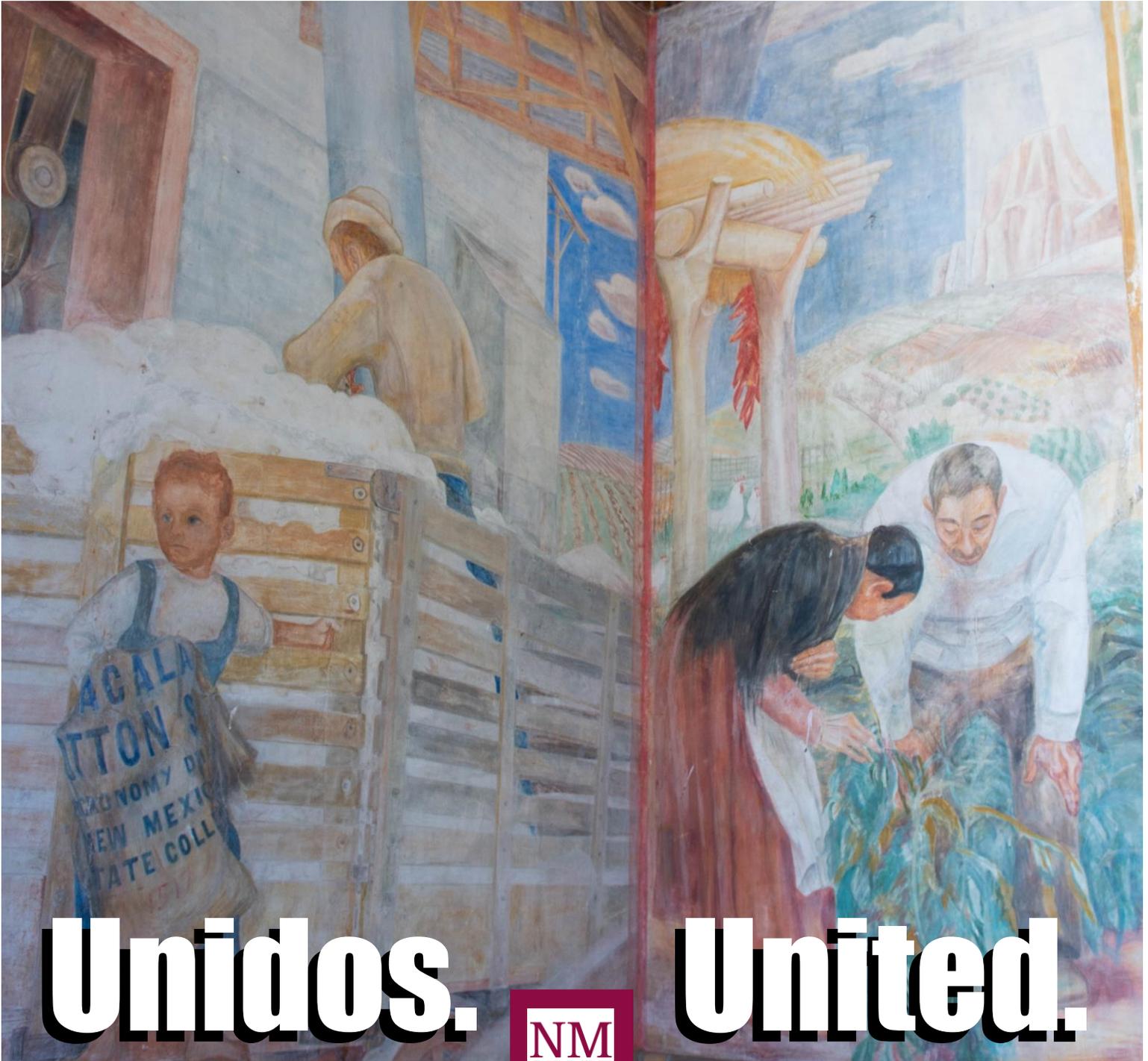


Internal Communication Report Climate Survey Action Team (CSAT)



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Internal Communication Task Force Members

- Supapid “BB” Khantee, Admissions Advisor, International Student and Scholar Services
- Becki Graham, Adjunct Faculty/Program Manager, Arrowhead Center
- Rosa De La Torre-Burmeister, Director, TRIO Upward Bound GISD/LCPS Program
- Robert Moreno, Department Head, Family and Consumer Sciences
- Sonia White, Multimedia Specialist, NMSU-Doña Ana Community College

Introduction

Digital news and social media mandates an era of timely and accurate communication. Internal and external communities want and need immediate information. As such, organizations must develop consistent, effective platforms that address this need of “instant news gratification” in a manner that not only reduces duplication, but also is concise and precise.

To respond to the need for exact, on-the-spot data, organizations must reposition themselves by re-evaluating current communication methods. The structure of new channels must deliver accurate information instantaneously, be customizable, and be easily disbursed. Effective employee communication must embrace:

- Clarity (clearly spell out the idea or message; determine what you want to do or get out of your communication; use the proper tone)
- Attention (receiver’s attention should be drawn towards the message; be organized; use visuals and stories)
- Feedback (recipient understands the message in the manner the sender intended; listen to audiences, include open-ended questions as communication is not one-way)
- Formal or informal communication (appropriately use one or the other to achieve desired results)
- Adjust medium to fit audience (customize to employee needs and preferences; follow trends; track usage of new platforms)
- Consistency (consistent with policies, plans, programs, and objectives of the organization)
- Timeliness (news should be shared with employees before they hear it from other sources; proper timing of dissemination will support in implementing plans)
- Adequacy (adequate information is essential to take proper steps and make action plans)

Executive Summary

As a system, NMSU has grown and will continue to grow, and so must the way information is distributed and consumed – particularly during these unprecedented times. Employees, students, and stakeholders respond to and rely on various forms of information delivery, making internal communication (daily emails, newsletters, and hotlines; weekly administrative communiques; biweekly town halls; monthly council meetings; departmental check-ins; and individual one on ones) seem overwhelming and ineffective.

NMSU’s Climate Survey of 2019 revealed that internal communication at NMSU is an area of concern for the institution. Research of NMSU’s current communication practices revealed that communications inform, but do not effectively communicate with employees. The communication channels are diverse, decentralized, unfeasible, and/or incorrect and all have ineffective approaches.

Page 6 of the Survey of Employment Engage Executive Summary defines internal communication as “the internal communication construct captures employees’ perceptions of whether communication in the organization is reasonable, candid and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find... [this] measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.”

The three primary statements posed to climate study respondents to determine the internal communication construct score included:

- The communication channels I must go through at work are reasonable.
- My work atmosphere encourages open and honest communication.
- The communications I receive at work are timely and informative.

Results of this area of concern mandate that NMSU's Leadership Team reexamine the system's communication platforms and provide a venue that ensures that every employee from each campus, program, and department understand how and when to use them. This report will serve as a framework to start that process.

Purpose

The purpose of this report is to define internal communication for the system, identify challenges, evaluate current communication channels and their efficacy, provide recommendations, and pinpoint key university resources and departments that are essential to the success of this initiative.

Goals

Develop and maintain a more robust communications structure to disseminate institutional information quickly and clearly that will:

- Break down organizational silos
- Increase cross-departmental collaboration and teamwork
- Enhance day-to-day operations
- Provide first-rate customer service
- Reconnect with groups across the University system
- Identify, share, and celebrate news
- Create two-way dialogue between employees and administration
- Improve employee productivity, employee experience, employee engagement, and employee retention
- Demonstrate and foster NMSU's positive environment

Objectives

- Reinforce the purpose for system-wide communication
- Develop trust and transparency from all directions
- Build platforms that respect the needs of each audience
- Become responsive to various opinions and points of view
- Promote internal unity that embraces a culture of change
- Support NMSU's mission, vision, and values
- Align with NMSU system strategic goals

Key Audiences

NMSU's internal communication sets the tone for the entire community. High-level communication must be effective and efficient for each stakeholder, including internal (faculty, staff, undergraduate/graduate/professional students, alumni, board members) and external (community, parents, prospective students/faculty/staff, donors, media, public officials, visitors) stakeholders.

Defining Internal Communication at NMSU

Internal communication at NMSU refers to the group of processes and tools used for effective information flow and collaboration among the institution's employees and administration.

Concerns, Actions, Collaborations

CONCERN 1: INEFFECTIVE AND INEFFICIENT METHODS OF COMMUNICATING WITH EMPLOYEES

Research on the various methods by which employees are able to receive campus information concluded that the communication channels were diverse, decentralized, infeasible, and ineffective. A spreadsheet listing active NMSU communication channels, including mass emails, group-specific list serves (e.g., Faculty Talk), campus signage, and town halls staged by NMSU's executive leadership was compiled, combined into clusters (e.g., social media) and identified 25 channels of communication. This demonstrates that there is internal communication, but it is sometimes ineffective and inefficient. Inadequate communication leads to a number of issues for the NMSU community, including uncertainty of where to find information, inundation of communication, and unclear or mixed messages received from the separate channels.

EXECUTIVE ACTION REQUIRED 1.1: PRIORITIZE SELECT CHANNELS, BASED ON USE AND EFFECTIVENESS, WHILE RETIRING OTHER CHANNELS

Tracking can determine which communication channels are most frequently and consistently accessed. Concurrently, querying the NMSU community regarding which communication channels they find most valuable and user-friendly would confirm their effectiveness. The combined data will determine the less-popular and ineffective channels to put aside, reducing the risk of overlooking or misconstruing important information. The NMSU community can then rely on a smaller number of more efficient, trustworthy channels for their information.

▪ **CSAT ACTION TAKEN**

CSAT Internal Communication Task Force, Marketing and Communications, and the Center for Learning and Professional Development created and is distributing a communication channel list during New Employee Orientations.

- **COLLABORATION**
Collaboration needs to continue with Executive Leadership, CSAT Internal Communication Task Force, Marketing and Communications, Center for Learning and Professional Development, Department Heads, and Employee Council.

EXECUTIVE ACTION REQUIRED 1.2: ESTABLISH AND MAINTAIN A WEBSITE WITH EMPLOYEES IN MIND

Although several channels of information are available, a centralized webpage specifically for employees does not exist. The purpose for this website is to increase employee engagement by serving as a key channel where employees can learn more about NMSU's values and legacy, get involved, connect with other departments, meet exemplary staff through formal and informal recognitions, and provide feedback without fear of retaliation.

- **CSAT ACTION TAKEN**
Creation of the "Unidos. United." website (united.nmsu.edu) is in process. See Appendix Item E.
- **COLLABORATION**
The CSAT Internal Communications Task Force is leading this initiative in collaboration with Marketing and Communications and Employee and Labor Relations. This Aggie-centered website highlights pages focused on Crimson Values, Crimson Community, Aggie Heroes, Aggie Forever, and Aggie Voice. Maintenance of the website will be a strong partnership among CSAT, Human Resource Services, and Marketing and Communications.

CONCERN 2: LACK OF TRUST AND TRANSPARENCY

Trust and transparency builds employee engagement, loyalty, and collaboration in a workplace. Unfortunately, trust is one of the three "area of concerns" in the 2019 Climate Study. Trust is what employees need and want from their leadership team during unprecedented times, particularly when working in virtual environments.

EXECUTIVE ACTION REQUIRED 2.1: ENSURE CLEAR, CONSISTENT MESSAGING ACROSS COMMUNICATION CHANNELS.

Strong efforts for transparency starts with NMSU leadership team, vice presidents, department heads, supervisors, and peers in the dissemination of information. One of the greatest risks to trust in communication is inconsistent and contradicting messaging. Particularly during times of great uncertainty, such as the current COVID-19 pandemic, audiences depend on consistency in information. Processes must exist to ensure that every communication channel contains the same message/information, at the same, to all audiences regardless of the communication channel they access. NMSU community members must feel comfortable that colleagues, supervisors, and executive leadership is providing current and factual information. There should also be an opportunity to provide feedback without fear of retaliation.

- **CSAT ACTION TAKEN**
Employee focus group sessions were scheduled and a feedback/input form was developed by Human Resources and CSAT members to obtain feedback on return to campus and campus climate survey areas of concern—trust, internal communication, and compensation and benefits. Six open sessions for faculty and staff were scheduled and five individual focus group sessions for the boards of our employee groups, including Faculty Senate, AFSME Union, Employee Council, the Diversity Council and the University Administrative Council (UAC) to gather input.
- **COLLABORATION**
This requires collaboration from Executive Leadership, Vice Presidents, Department Heads, Supervisors; Human Resources; Center for Learning and Professional Development; Marketing and Communications; Faculty Council; and Employee Council.

CONCERN 3: OUTDATED MEANS OF COMMUNICATION

With new executive leadership, NMSU's website has undergone a multitude of iterations. While this is necessary to communicate our changing university, outdated webpages have not been retired and the new pages being published replicate or contradict information on existing pages. For example, website visitors seeking information on employee climate surveys find information on a study conducted in 2014 on the website of the Office of Institutional Analysis, and for the current effort on the Office of the President's site. This leads to frustration, confusion, and spread of misinformation.

EXECUTIVE ACTION REQUIRED 3.1: CULL NMSU'S WEBSITE OF OBSOLETE AND REDUNDANT PAGES.

All units, departments, programs, and other groups owning websites will uphold maintenance procedures that include annual review of their websites and disabling or deleting those pages that are no longer relevant.

- **CSAT ACTION TAKEN**
No action taken.
- **COLLABORATION**
Collaboration needs to include Marketing and Communications, Executive Leadership, and Departments.

EXECUTIVE ACTION REQUIRED 3.2: UPDATE EXISTING AND CREATE NEW WEB PAGES WITH COMMUNICATION EFFICIENCY IN MIND.

When creating new web pages and/or updating existing, "webmasters" shall receive training regarding the purpose, design, efficiency, streamlining of content. The benefits of this strategy are threefold: cohesiveness of websites, improvement of communication efficacy, and continuous website maintenance.

- **CSAT ACTION TAKEN**
No action taken.
- **COLLABORATION**
Collaboration needs to include Marketing and Communications, Executive Leadership, and Departments.

CONCERN 4: INSUFFICIENT MULTILINGUAL RESOURCES

Diversity is one of our "Points of Pride". Although NMSU is located near the U.S.-Mexico border and designated as a Hispanic-Serving Institution, many of its communication channels are only available in English. Having English-only communication can make our employees feel excluded and dissuaded from providing constructive feedback, consequently lowering employee engagement. This can also hinder recruitment and retention of students whose parents are only Spanish speaking.

EXECUTIVE ACTION REQUIRED 4.1: AVOID ENGLISH-ONLY COMMUNICATION.

The NMSU community's diversity is one of our greatest strengths with linguistic diversity being part of this. Given the institution's proximity to the U.S.-Mexico border, communication should represent the two languages most commonly used by the community: English and Spanish. Employing as many languages as possible into all communication channels ensures that community members feel acknowledged, understood, and welcomed by NMSU. This will improve community involvement and student recruitment and retention.

- **CSAT ACTION TAKEN**
No action taken.

- **COLLABORATION**
Collaboration needs to include Marketing and Communications, Executive Leadership, Departments, and Divisions, and Department of Languages and Linguistics.

CONCERN 5: UNTIMELINESS

Timing of a message affects how a target audience reacts to the new information. Employees need to, and expect to, be informed of events or situations that would affect them directly and indirectly. Coupled with a plethora of communication channels, failure to provide information on a timely basis can result in panic, stress, and frustration. Timely communication, on the other hand, will help employees feel at ease as they will have more time to process the information, prepare for new scenarios, or make adjustments to their current plans in order to perform their jobs successfully.

EXECUTIVE ACTION REQUIRED 5.1: BE TRANSPARENT WITH NEW DEVELOPMENTS OR THE LACK THEREOF.

Guarding information on a “need to know” basis is detrimental to building and maintaining trust. Although the information may be available last minute, it is imperative that employees become aware of new and possible developments as early as possible. While it may be infeasible to provide all details in one communication piece, it is possible to disseminate certain facts rapidly and identify expected delays and/or uncertainties, as well as explaining the actions taken to find answers to areas of uncertainty.

- **CSAT ACTION TAKEN**
No action taken.
- **COLLABORATION**
Collaboration needs to include Marketing and Communications, Executive Leadership, Vice Presidents, Department Heads, Deans, Managers, and Human Resources.

EXECUTIVE ACTION REQUIRED 5.2: PREPARE TO ADDRESS QUESTIONS AND CONCERNS AS SOON AS POSSIBLE.

In addition to providing information quickly, timely internal communication also involves responding to employees’ questions and concerns immediately. Timely response helps reinforce the organization’s reliability, responsibility, and commitment to service. By receiving a quick response to their questions and concerns, employees will feel more valued and respected.

- **CSAT ACTION TAKEN**
No action taken.
- **COLLABORATION**
Collaboration needs to include Executive Leadership, Marketing and Communications, Executive Leadership, Vice Presidents, Department Heads, Deans, Managers, and Human Resources.

CONCERN 6: INCOMPLETE, INACCURATE, OR CONFLICTING INFORMATION

Providing complete and accurate information helps maintain our institution’s credibility and reputation. Internal communication often involves the pressure to disseminate the information quickly without compromising the accuracy. Regardless, as a part of a public institution committed to the highest standards and integrity, NMSU community members cannot sacrifice accuracy for the sake of promptness.

EXECUTIVE ACTION REQUIRED 6.1: ENCOURAGE INTERDEPARTMENTAL COMMUNICATION.

While our decentralized nature may complicate the communication channels, it is not without advantages. NMSU is home to experts from diverse fields who are available to share their

knowledge with the campus community members. Employees should be familiar with the available resources and contact the appropriate department for more information.

- **CSAT ACTION TAKEN**

To assist our employees, the CSAT Internal Communication Sub-Team has created a comprehensive document of NMSU communication channels and their mediums, target audiences, purposes, and language(s). See Page 10 for more details. This document is available to new employees during the New Employee Orientation and will be available on the new NMSU “Unidos. United” website.

- **COLLABORATION**

Collaboration needs to include Executive Leadership, Departments, Divisions, and Marketing and Communication.

EXECUTIVE ACTION REQUIRED 6.2: CULTIVATE A CULTURE OF OPEN FEEDBACK.

Employee feedback is crucial in identifying incomplete, inaccurate, or conflicting information. Therefore, the university must emphasize openness and trust, allowing employees to speak their minds without any fear of reprisal. By nurturing a growth mindset, all campus constituencies will feel empowered to voice their opinion, make a difference, and strive to achieve their fullest potential.

- **CSAT ACTION TAKEN**

No action taken.

- **COLLABORATION**

Collaboration needs to include Executive Leadership, Departments, Divisions, Marketing and Communication.

EXECUTIVE ACTION REQUIRED 6.3: PROMOTE AND PARTICIPATE IN PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOCUSED ON COMMUNICATION.

All employees, regardless of their positions, should be encouraged to participate in professional development opportunities that help enhance their communication skills. Supervisors should actively seek helpful resources, partake in trainings, and invite their employees to do the same. Employees should take advantage of free trainings offered by NMSU’s Center for Learning and Professional Development. Examples of communication-focused trainings include the instructor-led “Communication Breakthrough” and “New Habits for Change Management” web-based series.

- **CSAT ACTION TAKEN**

No action taken.

- **COLLABORATION**

Collaboration needs to include Executive Leadership, Vice Presidents, Departments, Divisions, Supervisors, Faculty, Staff, Students, Human Resources, Center for Learning and Professional Development, and Marketing and Communications.

CONCERN 7: INSENSITIVE AND/OR DISMISSIVE TONE.

Glib communication practices or comments by university leadership appear insensitive to the faculty, staff, and students’ commitment to the institution. Effective internal communication (written or verbal) relies on content and tone. Tone has emotional impact on employees—it can motivate them or shut them down, which affects their willingness to listen. Insensitive communication delivery, whether intended or not, damages and undermines the goodwill and trust of the university community.

EXECUTIVE ACTION REQUIRED 7: A FUNDAMENTAL LEADERSHIP CURRICULUM FOR UNIVERSITY LEADERSHIP SHOULD BE DEVELOPED AND INCORPORATED INTO EVERY POSITION HOLDING A SUPERVISORY ROLE.

Identify and implement resources that guide respectful communication, and make review of these resources mandatory for supervisors' annual training commitments.

- **CSAT ACTION TAKEN**

No action taken.

- **COLLABORATION**

Collaboration needs to include Center for Learning and Professional Development, Human Resources, Employee Labor Relations, and Supervisors.

CONCERN 8: FAVORITISM

Committees, councils, action teams, and other employee groups often appear populated with the usual “cast of characters” which leads to the perception of “favoritism” by the broader university community. This discourages faculty and staff participation and engagement and limits the diversity of voices addressing university challenges. Furthermore, by calling upon the same individuals, the university leadership may receive an inaccurate or overly narrow view of the issues and sentiment of the broader university community.

EXECUTIVE ACTION REQUIRED 8: A SELECTION PROCESS SHOULD BE UTILIZED IN ORDER TO REVIEW THE IDENTIFIED CANDIDATES BEFORE ADDING TO A COMMITTEE.

A ‘committee selection process’ needs to be developed. Identified candidates should be a diverse representation to include faculty, staff, and students from each campus.

- **CSAT ACTION TAKEN**

No action taken.

- **COLLABORATION**

Collaboration needs to include Executive Leadership, Vice Presidents, College Deans, Department Heads, and Supervisors.

Alignment to NMSU Leads 2025 Strategic Goals

STRATEGIC GOAL 4: BUILD A ROBUST UNIVERSITY SYSTEM

Objective 4.1: Be a recognized leader in valuing the inclusion of diverse participants and in recognizing diversity as an asset among minority serving, land grant, and space grant institutions.

Objective 4.2: Cultivate faculty and staff excellence.

Objective 4.3: Establish operational excellence through a metric-driven, service-oriented approach.

Objective 4.4: Identify grand challenges and mobilize the University system to executive effective solutions.

Recommended Communication Channels

NMSU Communication Channels should be clustered by mediums, evaluated annually, provided at New Employee Orientations and made available to employees on the newly created NMSU “Unidos. United.” website.

Medium	Channel	Audience	Purpose	Language
Websites	NMSU.edu	Varied: prospective/current students; prospective/current employees; donors; partners; stakeholders; general community	Varied: program information and promotion; news; technical information	English
	Newscenter.nmsu.edu	Varied: prospective/current students; parents; prospective/current employees; donors; partners; stakeholders	Promotional; "good news" stories; profiles of NMSU community members	
	NMSU@Work (https://newscenter.nmsu.edu/Stories)	Prospective/current employees	News feeds about working at NMSU; updates on construction and HR as well as Hotline; Faculty and Staff Spotlight section	
	Employee orientation (https://neo.nmsu.edu/stay-informed/)	New employees	Clearinghouse of media, communication channels for employees	
	NMSU department and program-specific websites (Refer to Official Organization Info on https://af.nmsu.edu/official-org/ and see **Safety, Student, and Helpful Resources below)	Varied: prospective/current students; prospective/current employees; donors; partners; stakeholders	Varied: departmental and program-specific information and promotion; news; technical information; other	English; Varied
	NMSU Phonebook: Person, Department, and Hierarchy Lookup (https://myaccount.nmsu.edu/phonebook)	Varied: prospective/current students; prospective/current employees; donors; partners; stakeholders	Finding contact person and/or department in the NMSU Online Directory by name or e-mail address	English
Listserv (E-mailing lists)	Hotline	Any NMSU email subscribers	Short news items and announcements	English
	Dan's Dispatch President's Communication COVID-19 Ready NMSU Hotline https://mailchi.mp/2f9e170c9046/subscribe-to-hotline-and-nmsu-leadership-communications	All NMSU Employees who subscribe	Stay informed and subscribe to receive newsletters from Chancellor and President, COVID-19 updates, and campus daily news.	
	ABCD	NMSU email subscribers at director, department head, dean, and other administrative levels	Short administrative announcements	
	NMSU group-specific list serves: <ul style="list-style-type: none"> • All Employee • All staff 	Targeted NMSU user groups	News and announcements of importance to certain user groups	

	<ul style="list-style-type: none"> All faculty Supervisors 			
Social Media	NMSU-general social media (e.g., Facebook, Twitter, Instagram, YouTube)	Varied: prospective/current students; prospective/current employees; donors; partners; stakeholders. Different age groups, depending on platform.	Varied: program information and promotion; news	English; Varied
	NMSU department and program-specific social media (e.g., athletic teams and departments)	Varied: prospective/current students; prospective/current employees; donors; partners; stakeholders. Different age groups, depending on platform.	Varied: program information and promotion; news	English
Campus Media	Earned media (print and broadcast)	Varied; readers and viewers of the channels on which NMSU media is shared	Provide connections to specific information/expertise	English
	KRWG (radio, TV, and website)	Varied: prospective/current students; prospective/current employees; donors; partners; stakeholders	Varied: campus, regional, national, and international news	
	KRUX radio (with online streaming)	Varied; student-focused	Music; athletic event broadcasts	
	Panorama (print and website)	NMSU alumni	"Good news" stories of successful alumni, donors, achievements of current students and faculty; donation requests; present opportunities to remain engaged with NMSU	
	The Round Up	Varied; student-focused	Campus-focused news	
	Billboards (print)	Prospective students; parents; prospective employees; general community	Promotional; attract students; attract community members to campus (e.g., athletic programs)	English/ Spanish
Emergency Alert System	Emergency Notification Information (email, work and mobile call/text/ voicemail)	Self-identified subscribers on https://etm.nmsu.edu/users/sign_in	Campus/system alerts (e.g., weather, closures, and other emergencies)	English
**Safety Resources	NMSU Police Department NMSU Fire Department Environmental Health Safety & Risk Management Aggie Health & Wellness Center ICT Information Security NMSU Operator	Varied; those who need assistance with safety and other health-related issues	Provide safety-related information to answer questions, address problems	English
P**Student Resources	Aggie Cupboard American Indian Program Black Programs Campus Dining Housing & Residential Life	Varied; those who need student-related information, etc.	Provide student-related information to answer questions, address problems	English; Varied

	Financial Aid			
	ICT Help Desk			
	International Student and Scholar Services			
	LGBT+ Programs			
	Military and Veterans Programs			
	Office of Experiential Learning			
	Passport Office			
	Student Accessibility Services			
	Student Information Management System (SIM)			
	Student Success Center			
	Study Abroad			
	TRIO Student Support Services			
	Tutoring Services			
**Helpful Resources	Aggie Service Center	Varied; those seeking connection with, assistance from those with specific expertise	Provide relevant information to answer questions, address problems	English; Varied
	ICT Help Desk			
	Office of Institutional Equity			
	Transportation, Parking, & ID Card Services			
	Training – Center for Learning & Professional Development			
	Team HRS			
	Campus signage, flyers, posters (electronic and printed)	Varied; those who need campus-specific information, event information; directions, etc.	Campus-focused issues, news, events	
Searchable Databases	NMSU Library	Varied; those seeking assistance from and connection with, those with specific expertise	Provide connections to specific information/expertise	English
	Experts Guide (https://newscenter.nmsu.edu/Experts)			
	ICT KnowledgeBase			
	Training Central			
Survey	Climate Survey	Current employees	Provide opportunity to assess the campus climate	English/Spanish
Contact Form	EthicsPoint®	Varied; those who need assistance with confidential reporting	Serve as reporting channels	English
	Internal Discrimination Complaint			
Town Hall	President's Town Hall Webinar	NMSU community	News; vital announcements. Currently COVID-19-focused.	English
In-Person	Employee Council	Varied; those who attend events, sit on boards, etc.	Speaking opportunities on issues that affects NMSU, bureaus, boards, and/or employee	English
	University Committees			
	Speakers' bureaus and community board service			
	Annual Evaluations			
	HR Mediation Services			
Mailings	Varied (e.g. Aggie Athletic Club and KRWG)	Donors; fans, etc.	Solicit continued donations, purchases; promotional; informational	English

Resources

LINKS

- *Survey of Employment Engagement: New Mexico State University, Executive Summary, 2019.* Report ID: 1524; pg. 6.
- *Employee Satisfaction Survey;* <https://oia.nmsu.edu/surveys-2/>
- *Focusing on our workplace – Climate Survey results;*
<https://president.nmsu.edu/focusing-on-our-workplace-climate-survey-results/>
- *Points of Pride;* https://nmsu.edu/about_nmsu/index.html
- *Peer Institutions,* <https://oia.nmsu.edu/data-reports/peer-institutions/>

DEPARTMENTS

- Marketing and Communications
- Center for Learning and Professional Development

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Appendix A: Charge from President Floros and Chancellor Arvizu



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DATE: February 21, 2020

TO: Climate Survey Action Team
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FROM: Chancellor Arvizu and President Floros

SUBJECT: Charge – Climate Survey Action Team

Thank you for your willingness to serve on the Climate Survey Action Team, which will be co-chaired by Becky Corran, Faculty Senate outgoing chair and DACC Humanities and Social Sciences Department Chair, and Gena Jones, Assistant Vice President, Human Resource Services. In partnership with the Institute for Organizational Excellence at the University of Texas at Austin, NMSU administered the survey to our faculty and staff last year. Our intent is to establish a baseline and a method for measuring faculty and staff engagement and satisfaction. We want to identify aspects of the university that are functioning well and those in need of improvement, which are key elements to achieving NMSU LEADS 2025 goals.

We are both committed to acting on the findings from the survey and will use them to improve how we work together. This team will be charged with the following:

- Identify NMSU systemwide activities to address the most pressing issues;
- Connect with groups across the University system to learn what they are doing to address such issues;
- Share these ideas so others can consider them in their areas; and
- Track improvement.

All unit leaders have been asked to discuss this survey in their areas, provide opportunities to suggest improvements where needed, and create action plans.

We will reach out to you regarding the first meeting. Again, thank you for your participation in this important endeavor.

Appendix B: Climate Study Action Team Charter

As a follow up to the Climate Survey and aligned with LEADS 2025, Building the Robust University, improvement opportunities identified across the NMSU system, as noted in our email of January 9. Volunteers on the Climate Survey Action Team will include representatives from departments across the system, representing faculty and staff from NMSU Colleges, Community Colleges, Administrative Units and groups including Faculty Senate, Employee Council and Diversity Council. The group is charged with the following:

- Identifying NMSU system-wide activities to address the most pressing issues;
- Connecting with groups across the University system to learn what they are doing to address such issues;
- Sharing these ideas so others can consider them in their areas; and
- Tracking improvement.

Sub teams may be created to work on particular issues, for example: faculty and administration trust, internal communications, benefits, etc.

Team membership will be decided by the Faculty Senate Chair, Employee Council Chair, and representatives from the Chancellor's and President's Offices, with final approval to come from the Chancellor and President.

Appendix C: 2019 Climate Study

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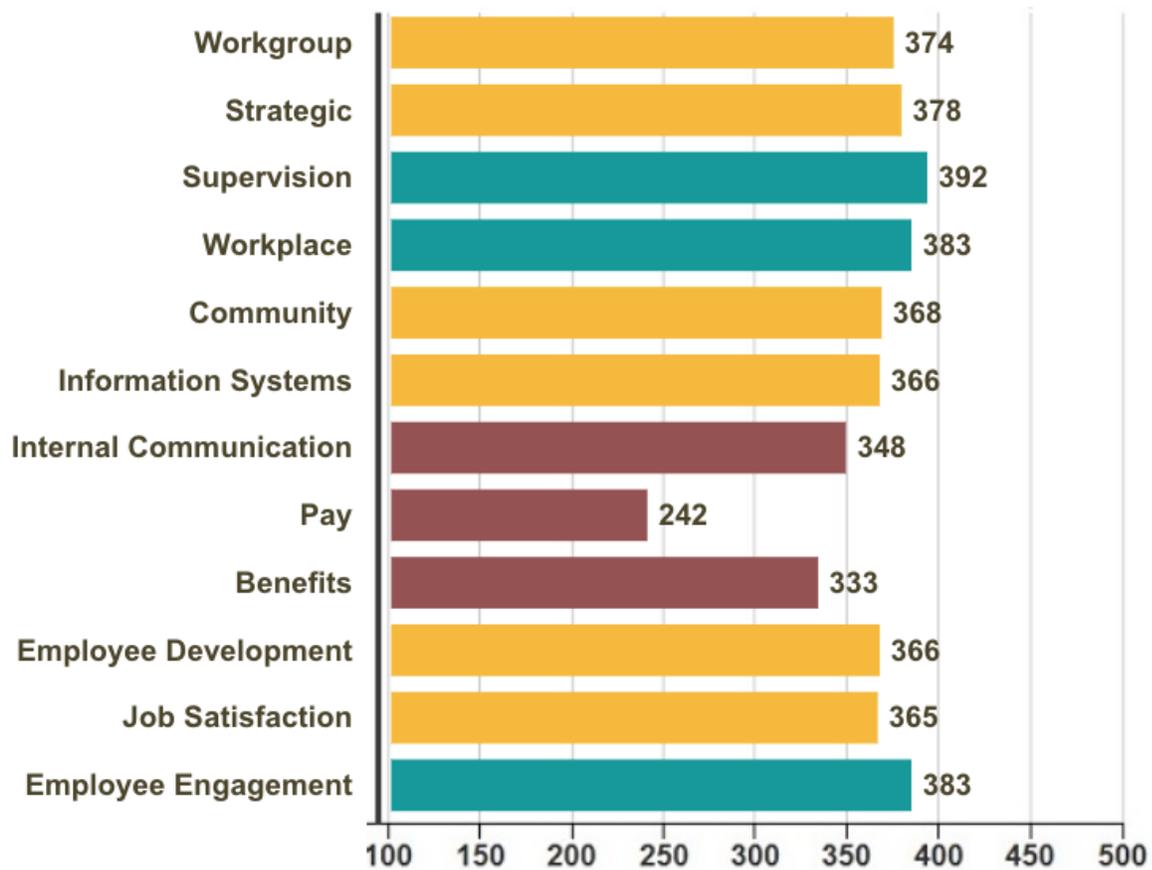
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 **EMPLOYEE ENGAGEMENT**
INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

Construct Scores



Climate Survey Summary

Climate Constructs

<p>410 Cybersecurity (CS)</p> <p>392 Supervision (SV)</p> <p>383 Workplace (WP)</p> <p>383 Employee Engagement (EE)</p> <p>378 Strategic (S)</p>	<p>374 Workgroup (WG)</p> <p>368 Community (C)</p> <p>366 Information systems (IS)</p> <p>366 Employee development (ED)</p> <p>365 Job Satisfaction (JS)</p> <p>355 Climate (CL)</p>	<p>348 Internal communication (IC)</p> <p>333 Benefits (B)</p> <p>242 Pay (P)</p> <p>(NMSU) indicates question was included for NMSU only</p>
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Item Scores >3.75 "Positive Perceptions"

- **4.33 I have a clear understanding about my work responsibilities (S, EE)**
- **4.30 I understand how to keep my computer and the institution's information safe from threats (NMSU)**
- **4.10 I feel safe working on my campus (NMSU)**
- **4.12 my institution does a good job at keeping us up-to-date on cyber security policies and procedures (CS)**
- **4.07 We receive regular & useful updates on how to keep our computer & sensitive information secure from cyber attack (CS)**
- **4.04 Research is valued in the promotion & tenure process (NMSU)**
- **4.04 My work group cooperates to get job done (WG)**
- **4.04 I know my work impacts others in the institution (S, EE)**
- **4.01 I understand how my position contributes to NMSU's vision, mission, and goals (NMSU)**
- 3.99 Harassment is not tolerated (CL)
- 3.98 Given the type of work I do, my physical space meets my needs (WP)
- 3.98 I feel comfortable reporting issues of suspected or actual violations of law or university policy (NMSU)
- 3.98 I am proud to tell people that I work for this institution (JS)
- 3.97 There are sufficient procedures to ensure the safety of employees in the workplace (WP)
- 3.93 My supervisor evaluates my work fairly (S, EE)
- 3.93 I have a good understanding of our mission, vision & strategic plan (S)
- 3.91 We develop services to match the needs of those we serve (S)
- 3.90 in my workgroup, my opinions and ideas count (WG, EE)
- 3.89 I'm given the opportunity to do my best work (S)
- 3.87 NMSU is well respected in community
- 3.81 The people I work with treat each other with respect (C)
- 3.81 Employees are ethical in my workplace (CL) be
- 3.80 The people I work with care about my personal well-being (C, EE)
- 3.79 My supervisor recognizes outstanding work (S, EE)

Crimson items scored >3.75 and are associated with "Positive Perceptions,"; Black items are neutral (scored 3.25 to 3.75); Blue Items scored <3.25 and are associated with "General Dissatisfaction". (NMSU) indicates question was included for NMSU only.

Item Scores 3.74 to 3.25

- 3.74 Support is available for the technologies we use (IS)
- 3.73 I am treated fairly in my workplace (NMSU)
- 3.73 I am treated fairly in my workplace (CL)
- 3.72 Our computer systems provide reliable information (IS)
- 3.72 Faculty and staff in my department generally display a positive attitude (NMSU)
- 3.71 My workplace is well maintained (WP)
- 3.68 My supervisor is consistent when administering policies concerning employees (S)
- 3.68 I believe I have a career with this institution (ED)
- 3.67 Our institution is known for the quality of work we provide (S, EE)
- 3.67 Learning opportunities/training are made available to me so that I can do my job better (ED, EE)
- 3.65 I have adequate resources to do my job (WP, EE)
- 3.65 I feel free to be myself at work (JS)
- 3.64 Our computer systems enable me to quickly find the information I need (IS)
- 3.63 I trust the people in my workplace (C, EE)
- 3.62 Learning opportunities/training are made available to me for professional growth/skills development (ED, EE)
- 3.61 In my workgroup, there is a real feeling of teamwork (WG)
- 3.57 Teaching is well supported on my campus (NMSU)
- 3.54 I feel appreciated and valued at work (NMSU)
- 3.53 My workgroup uses the latest technology to communicate and interact (IS)
- 3.50 The communications I receive it work are timely and informative (IC)
- 3.50 Teaching is valued in the Promotion and Tenure process (NMSU)
- 3.50 My work environment supports the balance between work and personal life (JS)
- 3.48 The communication channels I must go through at work or reasonable (IC)
- 3.48 My institution works to attract, develop and retain people with diverse backgrounds (C)

- 3.45 The amount of work I am asked to do is reasonable (JS)
- 3.45 My work atmosphere encourages open and honest communication (IC)
- 3.45 Faculty and staff treat each other with dignity and respect (NMSU)
- 3.39 My workgroup regularly uses performance data to improve the quality of our work (WG)
- 3.38 Benefits can be selected to meet individual needs (B)
- 3.36 Retirement benefits are competitive with similar jobs in the community (B)
- 3.35 Our institution communicates effectively with the public (S)
- 3.33 Our administration effectively communicates important information (CL)
- 3.29 Service, outreach and extension are well supported on my campus (NMSU)
- 3.25 There is a spirit of teamwork and cooperation in NMSU (NMSU)

Item Scores <3.25 "General Dissatisfaction"

- 3.24 I am satisfied with the opportunities I have to give feedback on my supervisor's performance (CL)
- 3.24 Health insurance benefits are competitive with similar jobs in the community (B)
- 3.22 Service/outreach/extension/leadership is valued and rewarded in the P&T process (NMSU)
- 3.20 I believe we will use this information to improve our workplace (CL)
- 3.12 Research is well supported on my campus (NMSU)
- 2.89 Leadership has realistic expectations of faculty (NMSU)
- 2.86 There is a basic trust among administration & faculty (NMSU)
- 2.60 I'm paid fairly for the work I do (P)
- 2.34 Salaries are competitive with similar jobs in the community or comparable institutions (P)
- 2.32 My pay keeps pace with cost of living (P)

Appendix D: united.nmsu.edu

united-p.nmsu.edu

Quick Links - Type a Keyword

Unidos. United.

"Unidos. United." is created with today's and tomorrow's NMSU employee in mind. Its purpose is to motivate, celebrate, and educate the campus community. This is all about *Aggie Nation*—its history, its legacy, its heroes, its culture, and your voice.

Crimson Community

Crimson Values

Aggie Heroes

Aggies Forever

Aggie Voice

NM

UNIDOS. UNITED.
Email: hrhelp@nmsu.edu | Ph: 575.646.8000 | Hadley Hall, Room 17 (map it) | MSC 3HR5
[NMSU PhotoBook](#) | [More contact info](#)

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Appendix E: Peer Institutions

The screenshot shows a web browser window displaying the 'Peer Institutions' page on the NMSU Office of Institutional Analysis website. The page features a navigation menu at the top, a breadcrumb trail, and a table listing 15 peer institutions with their names, locations, institution IDs, and website URLs.

Peer Institutions

Below is a list of NMSU's peer institutions. These institutions share many similarities with NMSU—geographically, demographically, and academically. Most data and survey reports that discuss NMSU's performance relative to that of its 'peer institutions' generally refer to this group of institutions. Click on the links below to learn more about our peers.

Institution Name	Location/Campus	Institution ID	Institution Website	Institutional Research Website
Colorado State University	Fort Collins, CO	1286181	http://www.colostate.edu	http://www.ir.colostate.edu
Iowa State University	Ames, IA	153603	http://www.iastate.edu	http://www.ir.iastate.edu
Kansas State University	Manhattan, KS	155399	http://www.k-state.edu	http://www.k-state.edu/pa/
Montana State University	Bozeman, MT	180461	http://www.montana.edu	http://www.montana.edu/opal/
Oklahoma State University	Stillwater, OK	207388	http://osu.okstate.edu	https://irim.okstate.edu/
Oregon State University	Corvallis, OR	209542	http://oregonstate.edu	http://oregonstate.edu/admin/ia/ir/
Texas Tech University	Lubbock, TX	229115	http://www.ttu.edu	http://www.irim.ttu.edu
University of Arizona	Tucson, AZ	104179	http://www.arizona.edu	http://oirps.arizona.edu
University of Idaho	Moscow, ID	142285	http://uidaho.edu	http://www.webpages.uidaho.edu/ira/
University of Nevada - Reno	Reno, NV	182290	http://www.unr.edu	http://www.unr.edu/ia
University of New Mexico	Albuquerque, NM	187985	http://www.unm.edu	http://oia.unm.edu/
University of Texas - El Paso	El Paso, TX	228796	http://www.utep.edu	http://irp.utep.edu
University of Wyoming	Laramie, WY	240727	http://www.uwyo.edu	http://www.uwyo.edu/oia/
Utah State University	Logan, UT	230728	http://usu.edu	http://www.usu.edu/iaa/
Washington State University	Pullman, WA	236939	http://www.wsu.edu	http://www.ir.wsu.edu

OUR OFFICE LINKS

