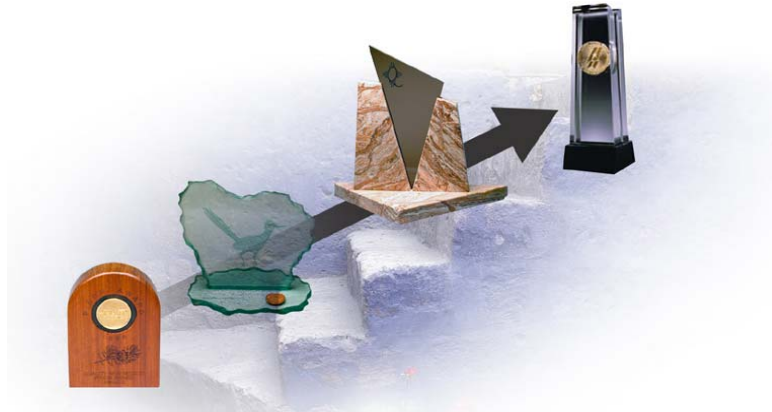


2008 Feedback Report



New Mexico Quality Awards Program 2008

Business – *Economic Competitiveness*
Education – *Higher Student Achievement*
Government – *Responsive, Effective Services*
Health Care – *Improved Patient Outcomes*
Non-Profit – *Responsive, Effective Services*



Committed to a State of Excellence

New Mexico Quality Awards 2008

Thank you for your organization's interest in pursuing performance excellence and applying for the 2008 New Mexico Quality Awards.

Your application was reviewed and evaluated by members of the Board of Examiners. The enclosed Feedback Report is a written assessment of their review. The report is specific to your organization, listing strengths and opportunities for improvement based on the Baldrige Criteria.

The Feedback Report is one of the most important parts of the NMQA process – you should consider using it as part of your organization's continuous improvement process.

The Feedback Report consists of two parts:

- Executive Summary
- a. **Most important strengths or outstanding practices**
 - b. Most significant concerns, weaknesses, or vulnerabilities
 - c. Most significant strengths, vulnerabilities, and/or gaps found in results
- Details of Strengths and Opportunities for Improvement
 - Category 1 Leadership
 - Category 2 Strategic Planning
 - Category 3 Customer & Market Focus
 - Category 4 Measurement, Analysis, and Knowledge Management
 - Category 5 Workforce Focus
 - Category 6 Process Management
 - Category 7 Results

OPPORTUNITIES FOR YOUR 'NEXT-STEPS'

NMQA Workshops/Trainings – call to schedule or check QNM website for upcoming public workshops

- a. **Working with Your Feedback Report** – focus on developing strategies and actions based on strengths and opportunities for improvement within your feedback report
- b. **Performance Excellence Learning Series (PELS)** – half-day and full-day workshops dealing with both general and specific Baldrige Criteria topics

Post-Examination Meeting - call to schedule

- A meeting with representatives of the team that examined your application for clarifying comments. Call to schedule your meeting no later than April 10, 2009.

Your participation in the New Mexico Quality Awards program is a testament to a 'State of Excellence' - strengthening quality performance in New Mexico.



www.qualitynewmexico.org

EXECUTIVE SUMMARY

On behalf of the New Mexico Quality Awards 2008 Board of Examiners, your examination team would like to thank you for submitting your assessment application as part of your journey to becoming a role model in New Mexico. The team hopes that the following identification of strengths and opportunities for improvement will be beneficial in your pursuit of continuous improvement. Your organization's participation in the New Mexico Quality Awards program is helping New Mexico become a *State of Excellence*.

a. The most important strengths or outstanding practices are:

- When the Western New Mexico University Institutional Advancement (IA) Office was first established in late 2006, IA's alumni database contained over 12,000 entries; however, mail generated from the database yielded approximately 89% undeliverable returns. In response, IA established an IA call center. IA staff re-establishes contact with alumni as information is updated in the database. As a result, attendance at alumni activities is increasing as bulletins, including email notices, are received. Using alumni knowledge and identified needs, IA staff has been able to locate other graduates, plan events, and reconnect graduates with WNMU, the parent organization. Additionally, potential donors are being identified and contacted. These contacts are yielding financial support for the capital campaign, endowed scholarships, and other IA needs. Given IA's concerns regarding current economic environment, the call center may help increase donor gifts, community contacts, recruitment of students, and community perception.
- IA identifies and prioritizes strategic challenges and strategies by conducting an environmental scan and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The use of these tools may facilitate IA's ability to identify strategic advantages and weaknesses. This may improve IA's sustainability through the capitalization of its advantages and mitigation of its weaknesses. IA demonstrates this by the growing Alumni database and the associated improvements in the accuracy of the database. The results obtained through the SWOT analysis are prioritized and assigned to staff members who revisit the action plan on a quarterly basis for relevancy, gaps, and alignment. This process may help IA in addressing strategic challenges related to the current economic crisis, growth of online learning, and sustainability.

- IA uses a variety of survey tools, such as community, employee and graduate surveys, to help determine the requirements, needs, expectations and preference of its customers and key stakeholders. IA established IA Marketing Communications Plan and Control to identify and prioritize customers, markets, strategic advantages, and strategic challenges. Results from these surveys and the parent organization's marketing plan may help IA identify opportunities for improvement, best practices, and potential new business opportunities. These tools may allow IA to make progress toward its commitment to improve the parent organization's image. By listening to the voice of the customer, IA may be able to build strong, lasting relationships with its customers and community.

b. The most significant concerns, weaknesses, or vulnerabilities are:

- While IA provides key performance measures for its campaign goal, identify the need to increase opinions among Grant County residents, and improve delivery of IA Bulletin mailings, IA did not provide key performance measures or indicators for the IA Strategic Planning Action Item Grid. No future performance measures, benchmarks, or comparative measures were indicated either. It may be difficult for IA to identify progress, the opportunity for improvement, or need for rapid change without performance measures and indicators. As an example, IA identified customer satisfaction survey tools, however, IA did not provide or describe these measures or how the information is measured and used. By determining and using key performance measures for action plans developed from strategic objectives, IA may be able to identify opportunities for improvement and best practices. It may also be necessary, for IA to be recognized as a leader among peer institutions, to have evidence of measurable success in meeting the education, research, and service needs of the populations it serves.
- Although IA has identified a strength in its Vice President for Institutional Advancement (VPIA), who possesses national recognition, community involvement, and strong servant-leadership skills, IA's organizational chart indicates this individual is not permanent but "acting." IA does not describe how it will ensure sustainability should the current VPIA no longer be in the position. As an example, IA capital campaign and dozens of endowed scholarships are dependent upon the VPIA who IA credited for an increase in funds raised of fourfold over the past three years (from an initial \$60,000 in 2006, to over \$200,000 in 2007, and nearly \$800,000 in 2008). IA may wish to develop an approach to ensure future sustainability if the current VPIA is absent or no longer in the position.

- IA provides an example of how it was able to improve processes in the bookstore using student dissatisfaction data; however, IA does not describe how key processes are designed, implemented, improved, or managed to deliver customer value, organizational success, and sustainability. Through management of processes and the use of key performance measures, IA may be able to identify best practices and opportunities for improvement in order to ensure “performance improvement is embedded in all systems”.

c. Considering the organization's key factors, the most significant strengths, vulnerabilities, and/or gaps (data, comparisons, linkages) found in its results are:

- IA increased funds raised nearly fourfold over the past three years, from an initial \$60,000 in 2006, to over \$200,000 in 2007, and nearly \$800,000 in 2008. Although IA identified a strategic challenge related to the current economic crisis which may affect donor giving, IA was still able to increase donations. This demonstrates the effectiveness of its current strategies to increase fundraising.
- When the IA was established in late 2006, the alumni database contained over 12,000 entries; however, mail generated from the database yielded approximately 89% undeliverable returns. Call center staffing, first with volunteers and more recently with contract staff, has significantly improved the number of corrected entries since 2006. Figure 7.5 indicates the number of validated Alumni database entries has more than doubled since 2006, this may facilitate more frequent and effective communication with alumni and potential donors.
- Although IA had one survey point from a Grant County Public opinion survey conducted earlier in the year, IA did not provide any other results for customer satisfaction. IA describes numerous surveys and other tools to collect customer and stakeholder information regarding their needs and requirements, however, none of these results are provided or discussed. Performance measures for customer satisfaction and dissatisfaction are also not provided. It may be difficult to assess customer satisfaction/dissatisfaction without performance measures and indicators or use of the actual results from the collection tools mentioned. By analyzing and using the results, IA may improve customer satisfaction.
- IA did not provide employee satisfaction or dissatisfaction results. It may be difficult for IA to improve employee satisfaction without a process for gathering employee input. By obtaining, aggregating and acting upon employee satisfaction data, IA may help support a culture that values individual input and achievement.

DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

Category 1 – Leadership

STRENGTHS

- IA's senior leaders participate in organizational strategic planning with the Board of Regents (BOR), President's Cabinet, and Vice-Presidents. Inclusion in the parent organization's strategic planning facilitates frequent and ongoing communication. This may assist IA with receiving and giving input from its key stakeholders.
- IA practices good citizenship through various methods, including: involving the BOR and President with alumni and local communities, participating in events for alumni and surrounding communities, and facilitating a number of forums in the community to discuss and act upon community needs. These may help IA support its value of open interaction with the community.
- In the wake of an urgent need for additional funding due to the current economic crisis, leadership allocated funds to create and staff an IA call center, and is making investments in technology that will allow them to reach more potential donors. This shows involvement of senior leaders in sustainability and may help IA increase donations and help build strong and lasting relationships with its donors.
- IA has an inclusive governing committee comprised of five participants from IA's subunit, and thirteen faculty and staff members from the greater institution. IA may benefit from this broad representation. Through interactions in this committee, individuals and departments within the institution may develop or increase their stake in IA's success.

OPPORTUNITIES FOR IMPROVEMENT

- IA encourages high performance by the president and vice-president, acknowledging it in others and demonstrating it themselves, however, IA does not describe how it communicates performance expectations or feedback to employees. A more systematic approach may help IA in reaching its vision of being recognized as a leader among peer institutions as evidenced by measurable success.
- Although IA governs itself through the VPIA, who leads with input from her staff, IA does describe how it would or does govern itself without the VPIA. IA credits the VPIA as being personally responsible for increasing donations fourfold over the past three years. It may be difficult to promote sustainability should IA not have the VPIA present.
- Although IA must comply with Affirmative Action and Equal Employment laws, and senior leaders provide acknowledgement and positive feedback as well as demonstrate ethical behavior and excellence by example, IA does not describe how it evaluates the effectiveness of its approach to ethical behavior. It does not describe how ethical behavior expectations are communicated to employees, or identify measures or indicators of ethical behavior. A systematic process for the evaluating and improving its approach to ethical behavior may aid IA in building strong, lasting relationships with key customers and stakeholders.

Category 2 – Strategic Planning

STRENGTHS

- IA identifies and prioritizes its strategic challenges by conducting an environmental scan and a SWOT analysis. Using this process, IA identified a growing Alumni database and improvements in the accuracy of the database. Tools such as the SWOT analysis may allow IA to identify its strategic advantages and weaknesses. This may improve IA's sustainability through the capitalization of its advantages and effective mitigation of its weaknesses.
- IA prioritizes the results obtained through the SWOT analysis, and assigns them to the Institutional Advancement Committee (IAC) members, who revisit the action plan on a quarterly basis for relevancy, gaps, and alignment. This documented process may help IA in addressing strategic challenges related to the current economic crisis, growth of online learning, and sustainability.

OPPORTUNITIES FOR IMPROVEMENT

- Although IA listed accomplishments in its strategic planning results, IA did not provide any information pertaining to performance measurements or key indicators it uses to measure progress on the plans. Without key performance indicators or key comparisons as a means of measuring strategic progress, it may be difficult for IA to identify trends and best practices in order to maintain sustainability.
- Although IA assigns responsibility to individuals for its identified strategies, IA did not describe how it converts its strategic objectives into action plans. It may be difficult to promote consistent performance improvement without a systematic process for converting strategic objectives into actions plans. Having a approach for developing action plans may help ensure repeatability and consistency in meeting its strategic objectives. This may also enhance the effectiveness of their performance improvement systems.
- Although IA has identified a strategy as a response to SWOT, including responsible parties and a start date, IA did not include related goals for its strategic objectives. It may be difficult to assess progress, identify opportunities for improvement or best practices without associated goals for strategic objectives.

Category 3 – Student, Stakeholder, and Market Focus

STRENGTHS

- IA prepares its marketing plan using a lengthy process of gathering promotional materials, identifying customers, markets, advantages and challenges, and analyzing the results of a public opinion survey. This approach to marketing may help IA build strong relationships with its parent organization and other stakeholders, and may enhance its success and position within the organization.
- IA uses a variety of methods to determine the requirements and needs of its customers and key stakeholders. These include various survey tools, teams to focus on specific areas of concern, and consultation with a public relations firm. Input from these sources may help IA identify opportunities for improvement and best practices, as well as potential new business opportunities.
- IA offers numerous examples of how it develops partnerships and alliances within its small community. These include: educational opportunities through its Western Institute of Lifelong Learning (WILL) Leadership Academy, assistance to business start-ups through its Small Business Development Center (SBDC), involvement with the community through event sponsorship and facilities usage, and responses to informal feedback from its community. These partnerships and alliances, as well as listening to the voice of its customers and key stakeholders, may help IA build strong, lasting relationships within its community.

OPPORTUNITIES FOR IMPROVEMENT

- IA does not describe a process for acquiring and retaining customers or for increasing customer loyalty. Developing a systematic process to accomplish these goals may help IA determine best practices and additional opportunities for improvement.
- Although IA acknowledges actions resulting from issues raised by its customers, it does not describe a process to address customer dissatisfaction. Dissatisfaction results may help IA determine opportunities for improvement in order to build strong, lasting relationships with customers and key stakeholders. Developing a process for collecting and measuring customer satisfaction and dissatisfaction may provide IA with useful information for future action plans.

Category 4 – Measurement, Analysis, and Knowledge Management

STRENGTHS

- IA uses its alumni database for fundraising, and has more than doubled viable alumni contacts in its alumni database since January 2007. IA has also expanded the database to include more details, to fine-tune targeted events and fundraising efforts. The building of this information may help IA increase donor giving.
- IA ensures the availability of hardware and software through its relationship with the parent organization's IT department. Additionally, IA has a wide range of resources available from the university including the Office of Data Analysis & Research and the Statistical Research Center. Using the available resources and providing access to information important to employees and stakeholders may assist IA in building strong, lasting relationships.
- The Data Analysis and Research office provides collection and analysis of information for IA's organization, including data relevant to IA, and a data integrity review team is in place. Additionally, IA collects and analyzes data through its website, and has planned improvements for the Statistical Research Center to store external data. This may help IA ensure data accuracy as well as assist with relevant data for means of establishing critical information about the communities served.

OPPORTUNITIES FOR IMPROVEMENT

- Although IA has quarterly meetings to update and review the strategic planning action item grid, IA does not describe benchmarking or use of competitive data and information. While there are no national standards, comparative data, trends and best practices are widely shared through conferences and committees. Using comparative data and information may assist IA to identify areas for improvements and best practices in its ongoing commitment to continuous quality improvement.
- Although IA has established the alumni database as a knowledge asset, IA did not describe how it builds or manages this knowledge asset to facilitate improvements. Additionally, IA did not describe how it builds or manages knowledge for its workforce, policies, procedures and other data collected from other tools such as post workshop evaluations or community, student and employee surveys. It may be difficult for IA to share best practices or identify priorities based on information and data without a systematic process to build and manage knowledge assets. A process for building knowledge assets may help IA achieve consistency in support of its mission and vision.
- While IA uses a variety of surveys to determine customer requirements, and scheduled meetings to review and update its strategic planning action item grid and capital campaign scorecard, IA does not describe a process by which it measures, analyzes, aligns, reviews, and improves its performance through the use of data and information. A systematic approach may assist IA in embedding performance improvement in all systems.
- Although the Office of Data Analysis and Research regularly reviews information for integrity, IA did not describe how it ensures the availability of needed data. IA has stated that it is undergoing re-design of the university website for access of information to its stakeholders. This may allow IA have better communication with all stakeholders.

Category 5 – Workforce Focus

STRENGTHS

- IA helps sustain high performance through workforce access to professional development opportunities. Examples include the Leadership Academy, Diversity Training, and various workshops. These professional development opportunities may assist employees and leaders in achieving high performance.
- IA has access to the parent's Ombuds office that assists employees with conflict resolution and the grievance process, the Crisis Response Plan, and a Staff Handbook that supports employee safety. Access to such policies and services may help promote workforce stability and may also help achieve consistent relationships with the parent organization and all of the various donors.
- IA uses several approaches for ensuring a safe and secure work environment. For example, a crisis response plan and policies that address safety are in place. This may assist IA with achieving the staff expectation of value as an employer.
- Since IA is limited by its size, employees “wear many hats” and permanent, full-time staff is augmented with contract employees, a student assistant and a volunteer. For example, IA describes changing staffing of its call center from students and volunteer to contract employees as an important factor in accomplishing its key performance measure of creating a viable database. Although IA states that capacity is a challenge, its flexibility of identifying and utilizing personal skill sets rather than adhering to rigid job descriptions, may help achieve sustainability in the area of workforce capability and capacity.

OPPORTUNITIES FOR IMPROVEMENT

- While IA drives workforce capability by identifying and utilizing personal skill sets that fit tasks rather than using job descriptions, it is not evident that there is a process for assessing workforce engagement and using results to achieve higher performance. Without a process for assessing workforce engagement, IA may not have knowledge or information available in order to identify opportunities for employees to achieve higher performance.
- Although IA has an environment that supports professional development, personal growth, creativity and recognition and a benefits package offered to full-time, permanent staff, IA did not describe how it engages, compensates or rewards its entire workforce in order to achieve high performance. Engagement, compensation, and recognition may help IA build strong, lasting relationships with its employees.
- While IA addresses workplace capacity by utilizing personal skill sets that fit tasks, workforce capacity is a constant challenge due to limited human resources. It is not evident that processes are in place to address future needs based on IA's strategic plan objectives. A systematic process to prepare its workforce for future needs may help IA in achieving its objective of imbedding performance improvement in all systems.

Category 6 – Process Management

STRENGTHS

- IA identifies five key processes and describes the relationships between them and its core competencies. For example, the development of the alumni database is a key process and is linked to two of its core values, integrity and open interaction with the community. This linkage may help IA to leverage its core competencies as it competes for donor giving, online learning, and its challenge of sustainability.
- IA's staff members, while performing their jobs, create opportunities to improve processes. Examples of process improvement are the event and workshop "Check List" and "Wrap- Up." These performance improvement processes utilize all of the components of the Plan Do Study Act (PDSA) model, help keep the workforce engaged, and assist in providing more value to its customers by achieving better performance. These activities may provide a competitive edge that is critical during an economic crisis and important for long-term sustainability.

OPPORTUNITIES FOR IMPROVEMENT

- Although IA identifies five core competencies and identifies how they are related to the organization's mission and strategic planning process, it does not describe the relationships between the core competencies and action plans. For example, IA identifies integrity as a core competency and states that all employees who access the alumni database sign confidentiality agreements and that database information is moved via a portable drive and never email. However, IA's strategic planning action item grid states "maintain an accurate, growing Alumni database" as a strategy, and does not describe its relationship to integrity. By linking core competencies to its action plan, IA may enhance performance improvement.
- While IA describes that all processes and their successful outcomes are driven by its ability to cultivate and sustain good relationships with customers, it is not evident that a system is in place to implement and manage key work processes to deliver customer value and achieve organizational success and sustainability. For example, IA describes a checklist process that was developed for economic development activities and how the activities are evaluated afterward. The information is then entered into a network website. However, IA does not describe a systematic approach for implementing and managing this process to achieve desired outcomes. A systematic approach may assist IA achieve sustainability.
- IA describes procedures for its five key processes, however, it does not describe a methodology or system to design the processes that are suppose to deliver customer value, prepare for potential emergencies, and achieve organizational success and sustainability. Alignment with its key customer requirements to ensure the delivery of customer value may help IA achieve its purpose of building strong lasting relationships with alumni, students, employees, donors, businesses, and community IA services.

Category 7 – Results

STRENGTHS

- IA reports that funds raised by the VPIA have increased nearly fourfold over the past three years, from \$60,000.00 in 2006 to nearly \$800,000.00 in 2008. This positive trend may indicate that, despite the challenge of overcoming the current economic crisis, IA has been successful in its approach to donor giving. This supports IA's mission and may help with sustainability.
- IA considers maintaining the quality of an accurate, growing, Alumni database to be essential, and reports it has more than doubled the number of corrected entries in the Alumni database since 2006. Integrating these results may help IA in developing initiatives for raising money from potential alumni donors.

OPPORTUNITIES FOR IMPROVEMENT

- While IA uses survey, evaluation and exercise tools, there are no results for customer satisfaction, customer perceived value, and customer loyalty. Providing results, segmented by key customer groups, may help IA in its ongoing commitment to continuous quality improvement.
- IA does not provide any workforce engagement results by segment, diversity or workforce groups. Identifying workforce engagement and targets measuring performance may enable IA to be recognized as a leader among peer institutions as evidence by measurable success.
- Although IA provided its strategic planning action item grid, the status provided did not provide organizational improvement nor effectiveness results. No key measures were provided to ascertain the effectiveness of strategies. It may be difficult for IA to identify improvements, or opportunities for change in its strategic planning process without key performance results that are linked with strategic planning and action plans.
- Although IA provided an Action Planning Grid that identifies strategies and shows the “status” of progress made, the results provided were accomplishment goals and did not provide organizational improvement or effectiveness results. It may be difficult for IA to identify improvements or opportunities for change in its strategic planning process without key performance results linked with strategic planning and action plans.