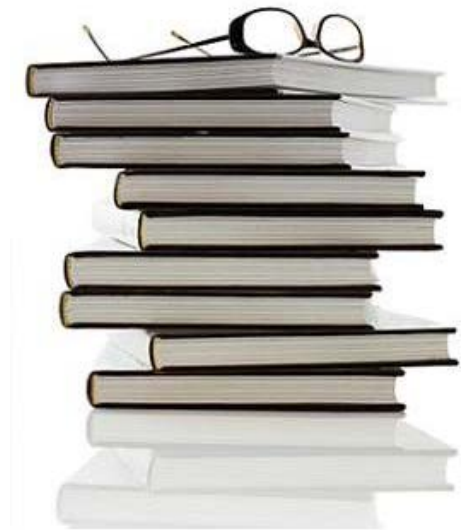


**New Mexico State University**  
**Peer Benchmarking Report - FINAL**

**Deloitte Global Benchmarking Center**  
**Deloitte Consulting LLP**

**September 14, 2015**



# Purpose of Document

The points outlined below provide important context for reading this document.

- This document “New Mexico State University Peer Benchmarking Report” is a deliverable output of Phase I of NMSU’s Staffing Study project developed by Deloitte in close consultation with University leadership and the NMSU Support Team.
- This document is one of three outputs from this 10-week study. The other deliverables include: 1. Opportunities for Cost Reduction Report, 2. Business Cases and Recommendations Report.
- The goal of the Staffing Study was to analyze staffing for administrative support functions on NMSU’s Las Cruces campus to identify opportunities for operational expenditure reductions and resource reallocations. As part of this effort, the University requested a peer benchmarking analysis.
- The scope of this initial high-level assessment included 14 Administrative Functions – General Administration, Operational Management, Advancement, Finance, HR, IT, Procurement, Facility Services, Auxiliary Services, Communications, Student Administrative Services, Research Administration, Research, Public Service and Scholarly and Creative Activities, and Educational Programs. These areas were selected in collaboration with University leadership and the NMSU Support Team.
- Contents include an Introduction to Benchmarking, Approach and Methodology, Executive Overview, and Detailed Functional Analyses for each of the 14 Administrative Functions within scope.
- The benchmarking results contained in this document are intended to be combined with the results of the detailed activity analysis (contained within the deliverable entitled “Opportunities for Cost Reduction Report”) to provide directional input to understand and identify potential opportunities to further explore in more detail in phase II.
- Please note that the gaps and opportunities identified in this benchmarking report document should not be taken alone when considering next steps forward for NMSU. Decisions about opportunities to implement should be made after careful consideration of the collective information and analysis contained across all the deliverables provided. NMSU needs to weigh the associated complexities, risks, associated costs and implementation timeframes for selected opportunities.

# Overview of Project – Goals and Objectives

The NMSU Staffing Study is a 10-week project with the following objectives, scope and outputs.

## Project Goals & Objectives

- Analyze staffing for administrative support functions on the Las Cruces campus to identify opportunities for operational expenditure reductions and resource reallocations.
- Support the best alignment of non-faculty staffing with the core mission of the University and Vision 2020 Strategic Plan within the available financial structure.
- Survey 3 peer institutions (MSU, USU, UNM) to understand Staffing levels (at FTE level) and budget data for in-scope process and to document key demographic, operational, and technology information to normalize data for comparison. Use other, comparable national benchmark data sources for additional comparison where needed.

## Project Scope

### Step 1 – Assess Current Organization

- Gather and review as-is organizational data (e.g. employee HR/Fin data by function, key transactional data by function).
- Conduct detailed analysis of employee-level engagement for core activities within a function.
- Compare current state assessment to peer institutions and national Higher Education Benchmarks.
- Document service delivery model and identify opportunity areas for consideration.

### Step 2 – Identify Organizational Improvement Opportunities

- Identify opportunities for cost reduction through improvements to service delivery model, business processes, policies, and the implementation of enabling technologies.
- Create a business case and develop recommendations.

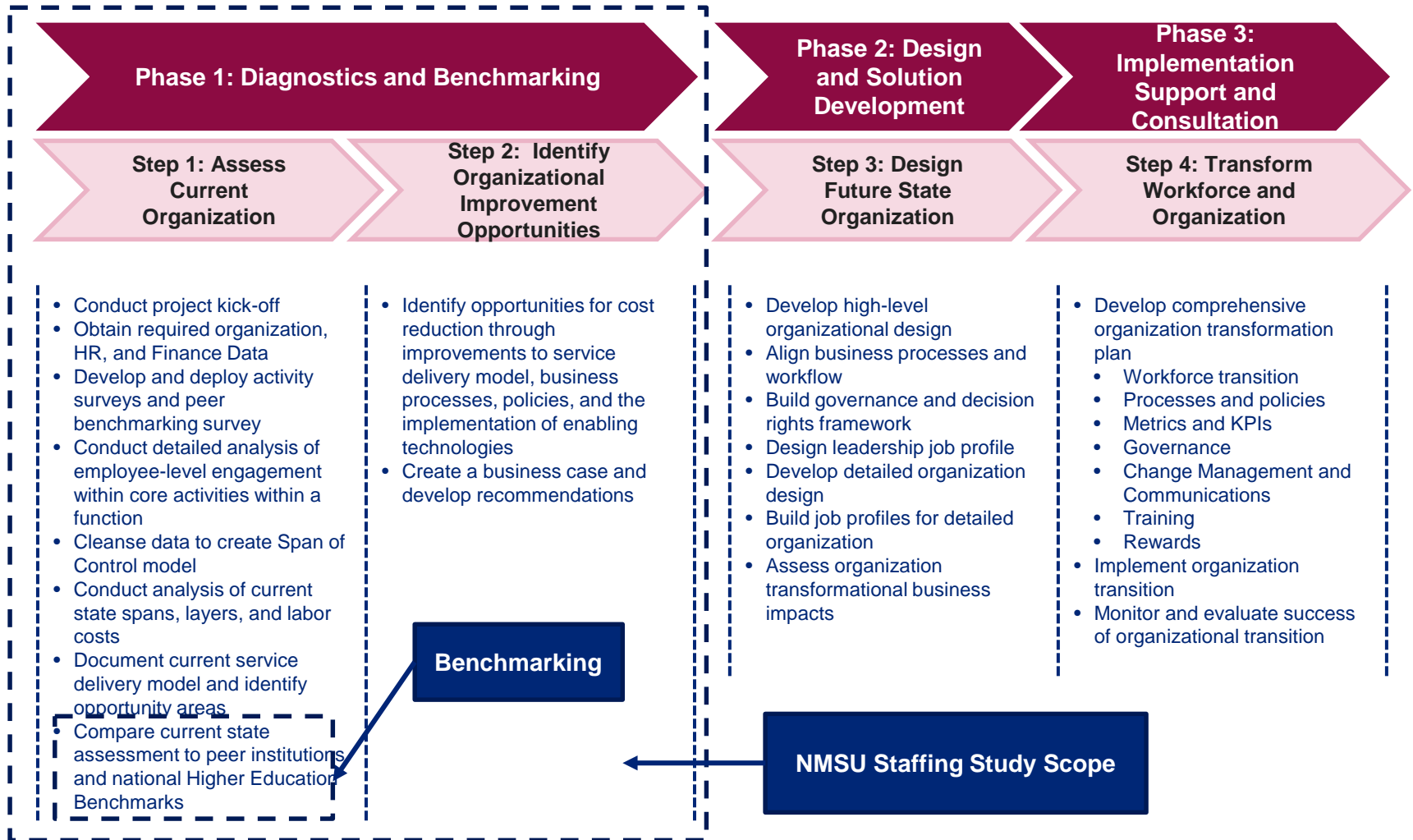
## Project Outputs

- A final report containing analysis and findings related to non-faculty staffing levels at NMSU, to review document the Current State Operating Model Analysis and Improvement Opportunities), including a list of actionable recommendations to address immediate, short, and long-term goals.
- A summary Benchmarking report of findings for each of the peer institutions.
- Business Cases for Select Improvement Opportunities.

# Approach and Methodology

# Benchmarking is one component of NMSU's Staffing Study approach and methodology.

Organizational changes should follow a four-step process from Assessment through Implementation. The NMSU Staffing Study represents the first two steps in the process. Additional analysis and design work is a key component to consider prior to implementing organizational changes.



See Appendix for more detailed view of tasks executed in support of the benchmarking

# Benchmarking provides a method by which to conduct comparisons to obtain greater insight.

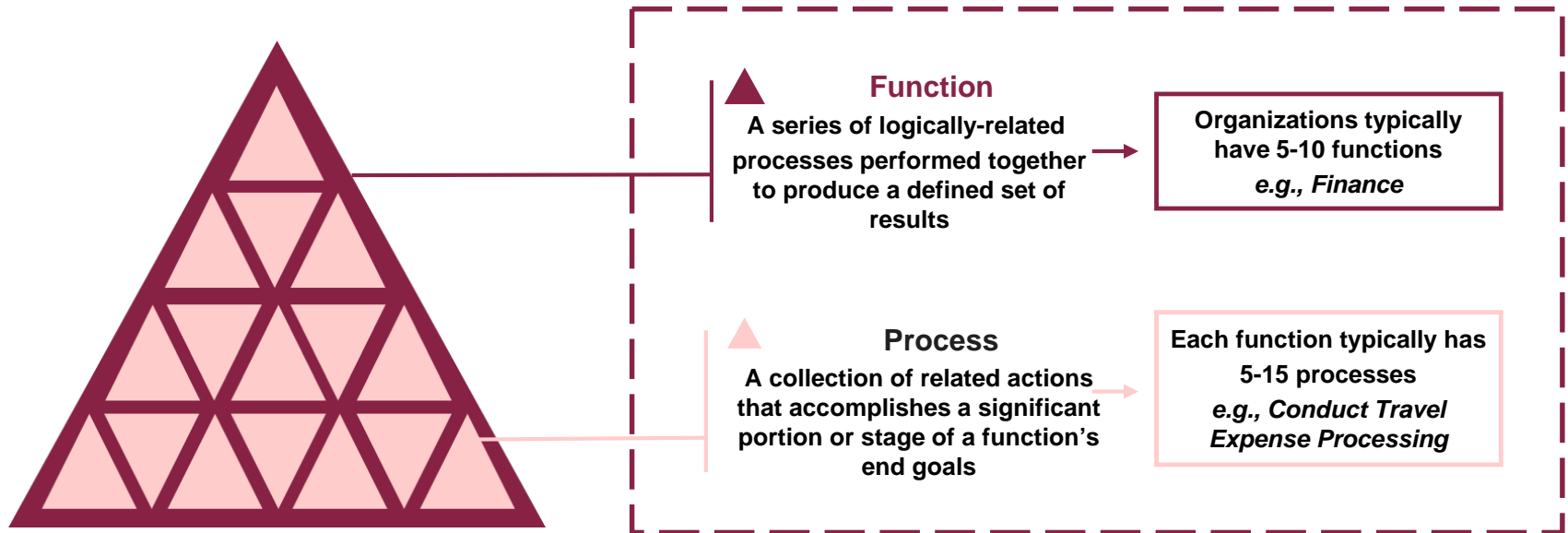
**Benchmarking** is the process of comparing one's business processes and performance metrics to those in other organizations. Benchmarking information should not be used as the sole source to identify opportunities to reduce costs, increase productivity, and raise quality. Instead, benchmarking information is best used to complement with other more direct assessments (e.g., activity analyses) to help identify opportunities.

## Benchmark benefits:

- Identifies potential opportunities for improving efficiency and effectiveness using fact-based, industry-specific data
- Qualifies opportunities for improvement; helps to guide, confirm, or correct initiatives
- Provides point of view on current organizational functioning before mapping a strategy for the future
- Creates baseline for future measurements across entire organization to track progress during complex transition

# NMSU developed an administrative taxonomy to normalize data collection and facilitate analysis.

A taxonomy breaks work performed within an organization into Functions and Processes to facilitate analysis and comparison. 14 Functions and 155 Processes were defined for NMSU.



## NMSU Administrative Taxonomy - Functions

- General Admin Support
- Operational Management Activities
- Advancement
- Facilities
- Auxiliaries
- Finance
- Human Resources
- Procurement
- Student Administrative Services
- Award Development, Compliance & Admin
- Information Technology
- Research, Public Service & Scholarly/ Creative Activities
- Communications
- Educational Programs

See Appendix for depiction of the complete NMSU Administrative Taxonomy.

# NMSU selected three peer institutions to participate in their benchmarking effort.

## University of New Mexico

Founded: 1889

Location: Albuquerque, NM

Enrollment: 28,644

University Type: Public  
Research University



## Utah State University

Founded: 1888

Location: Logan, UT

Enrollment: 27,662

University Type: Land Grant,  
Public Research  
University



## Montana State University

Founded: 1893

Location: Bozeman, MT

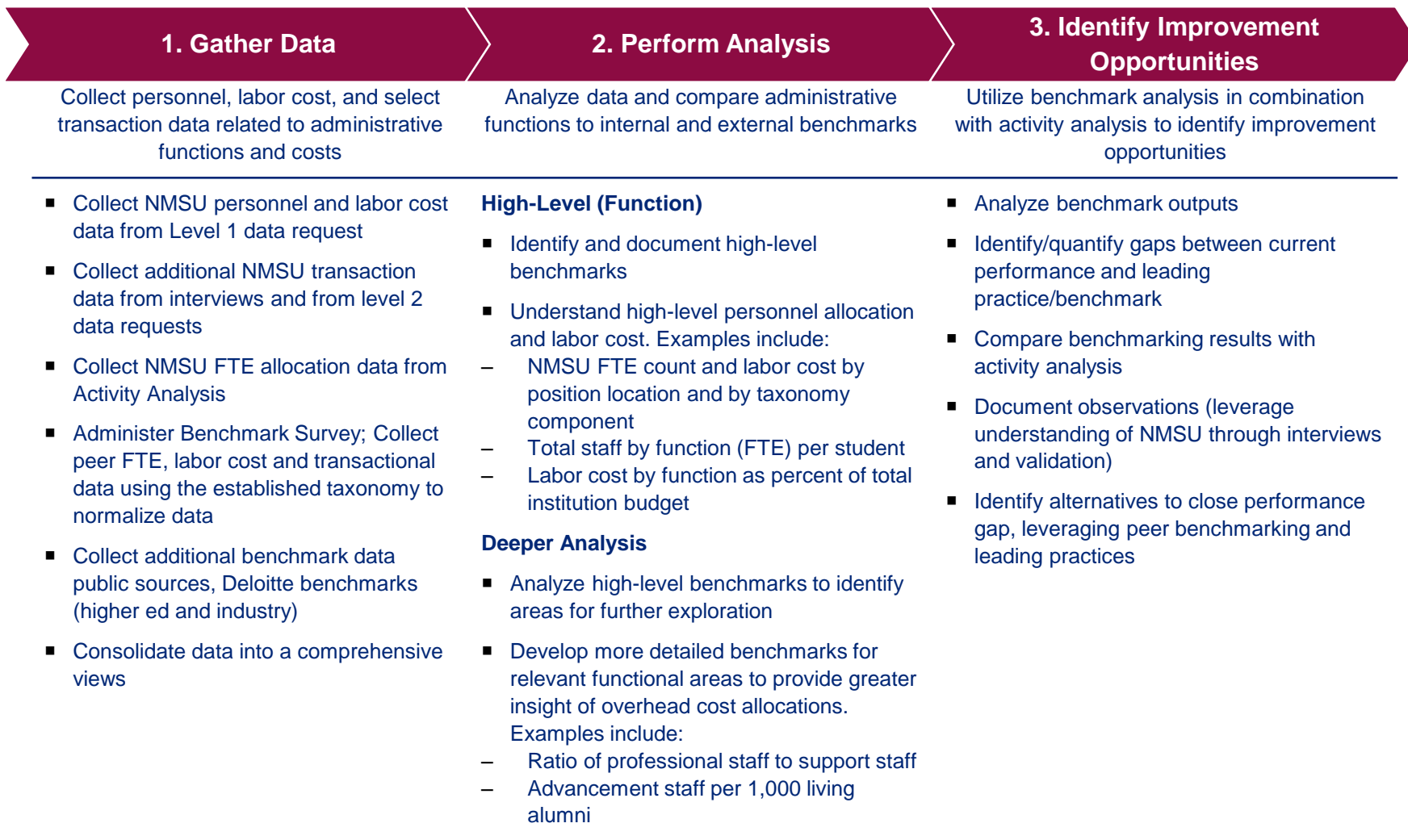
Enrollment: 15,421

University Type: Land Grant





# Benchmarking tasks leveraged the taxonomy to collect, validate, normalize and analyze data.



# An online benchmarking survey was administered to allow each institution to provide data for analysis.

## Advancement

For the following questions, please provide the information as per the below given criteria:

Finance Data: FY 2014

HR Data: October 31, 2014

Student Data: Fall 2014

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ADV01

Provide the number of FTE's specific to the following Advancement process categories.

Definitions:

*FTE: Regular non-faculty staff employees. One FTE generally equals 176 hours per month.*

*Professional FTE: Exempt FTE*

*Support FTE: Non-exempt FTE*

	Professional FTE's (#)	Support FTE's (#)
Manage Gift Accounting and Receiving	<input type="text"/>	<input type="text"/>
Conduct Prospect Research and Management Activities	<input type="text"/>	<input type="text"/>
Execute Donations and Stewardship Reporting	<input type="text"/>	<input type="text"/>
Execute Comprehensive and Capital Campaign Fundraising	<input type="text"/>	<input type="text"/>
Manage Corporate & Foundation Fundraising	<input type="text"/>	<input type="text"/>

# In addition, Deloitte was able to conduct comparison using other data sources for select taxonomy functions.

As indicated below, the use of this data has drawbacks, but also facilitates further comparison and validation of the peer benchmarking data and activity analysis outputs. The uniqueness of the NMSU taxonomy in comparison those of others sources presents a constraint in conducting a proper comparison for some functions and thus comparisons with these benchmarks should be assessed appropriately.

## Publically available Benchmarks (i.e., IPEDS EDUCAUSE)

### *Pros:*

- Readily available data
- Allows comparison to direct peers at high-level
- Accepted by Higher Education community

### *Cons:*

- Data variables are limited
- Information only available at Function level

## Deloitte's Higher Education Benchmarking Study

### *Pros:*

- All comparison are made to Higher Education institutions
- Measures costs across key operational and administrative functions (e.g., Finance, HR,)

### *Cons:*

- Data is robust but participants do not include immediate NMSU peers
- Function definitions slightly

Unless noted directly on the slide, the default source for all data and participant averages are from the NMSU peer benchmarking effort.

# The Integrated Postsecondary Education Data System (IPEDS) is a system of interrelated surveys conducted annually by the U.S. Department's National Center for Education Statistics (NCES).

## Compare

- More than 7,500 institutions complete IPEDS surveys each year. These include research universities, state colleges and universities, private religious and liberal arts colleges, for-profit institutions, community and technical colleges, non-degree-granting institutions such as beauty colleges, and others.

## Gain insight

- Provides basic data needed to describe — and analyze trends in — postsecondary education in the United States, in terms of the numbers of students enrolled, staff employed, dollars expended, and degrees earned.

**For the Benchmarking component of the NMSU Staffing Study, IPEDS data was used to provide additional comparisons on NMSU's overall staffing levels and labor costs per student FTE.**

# EDUCAUSE's Core Data Service (CDS) summarizes data for comparison across subsets of responding institutions.

In the summer of 2014, 134 public doctoral research institutions responded to the CDS's request for information on Information Technology.

## Compare

- Understand core IT metrics (e.g. Central IT spend/Institutional FTE, Central IT FTEs/Institutional FTEs) across a broad range of similar institutions
- Understand metrics on standard IT services (IT strategy, Support Services, Educational Technology, Research Technology, Data Centers) across a broad range of similar institutions

## Gain insight

- Obtain a deeper understanding of institution costs, staffing levels, productivity, and technology utilization in support of the IT function when compared across a large number of higher education institutions
- Review trend data for core and specific IT metrics

**For the Benchmarking component of the NMSU Staffing Study, EDUCAUSE CDS data was used to provide additional comparisons on core IT metrics such as NMSU's IT staffing levels and IT spend**

# Deloitte's Higher Education Benchmarking Study includes over 100 performance metrics collected from 15 public/private institutions.

## Compare

- Understanding what peer institutions are doing to realize efficiency gains in transaction-laden processes
- Relative strengths and weaknesses compared to other universities and institutions in more than 100 performance metrics
- Monetized areas of opportunity

## Identify and prioritize

- Identifies performance gaps, quantifies and prioritizes opportunities for process improvement;
- Data to help build the business case to support investment in function improvement initiatives such as more effectively targeted technology investments
- Identified and prioritized areas to help improve efficiencies & reduce costs

## Gain insight

- Fact-based, industry-specific insights and understanding to institution costs, staffing levels, productivity, and technology utilization
- Examination of functions of the utmost importance to the business, student services, and advancement leaders including facility services, admissions, finance, and procurement
- Understanding of not only where cost-cutting improvements can be realized but also where investments and efficiency opportunities exist in revenue generating areas

**Deloitte has created a benchmark which compares performance of seven key institutional, general, and administrative functions for the higher education industry sector**

# To allow for the proper comparisons, each peer's functional data was normalized and compared to the participant average.

*Peer organizations are rarely of the same size, so for comparison purposes their data needs to be normalized and compared to a participant average.*

## What is normalization?

Normalization is simply taking a data component like finance cost and dividing it by a size data component like budget.

## How does normalization help comparability?

Normalization allows for the determination of gaps (cost/percent differences) within functions between institutions which in turn can validate strong performance or identify opportunities for improvement.

Metrics	Organization A	Organization B	Organization C	Participant Average
Budget	\$1,000,000,000	\$2,000,000,000	\$2,000,000,000	
Number of transactions	50,000,000	100,000,000	100,000,000	
Finance cost	\$10,000,000	\$20,000,000	\$15,000,000	
Finance FTEs	75	150	95	
Finance cost as a percent of budget	1.00%	1.00%	0.75%	0.92%
Finance FTEs per billion in budget	75	75	48	66
Transactions per finance FTE	666,667	666,667	1,052,632	795,322

# Understanding assumptions and constraints provide further clarity on NMSU's benchmarking effort.

## Assumptions

- Functions and processes defined in the NMSU Taxonomy and incorporated into the online benchmarking tool were adhered to by all benchmarking participants in the submission of data.
- Data provided via the online benchmarking survey by all peers, to include NMSU, is valid and accurate.
- Validation of data provided by peers and NMSU successfully reconciled any discrepancies in peer data.

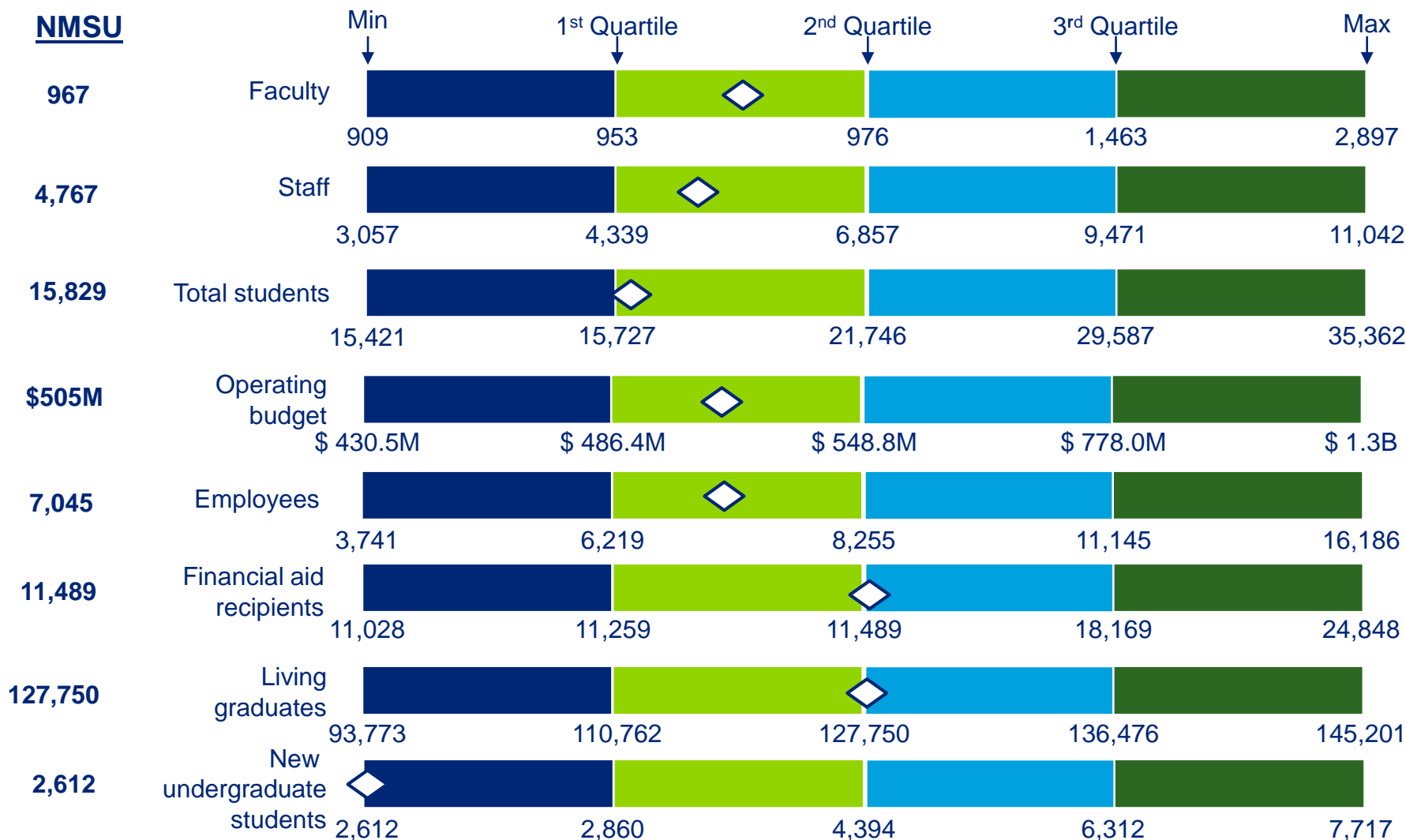
## Constraints

- Due to the 10 week timeline for the entire NMSU Staffing Study, peers were provided only two weeks to respond.
- NMSU administrative taxonomy differed in comparison to the taxonomies used by other data sources. To accommodate for the differences in taxonomies between data sources, certain processes were excluded from comparisons to facilitate the best possible comparisons.



# Executive Overview

# Amongst the four benchmarking participants there is a high degree of demographic diversity.

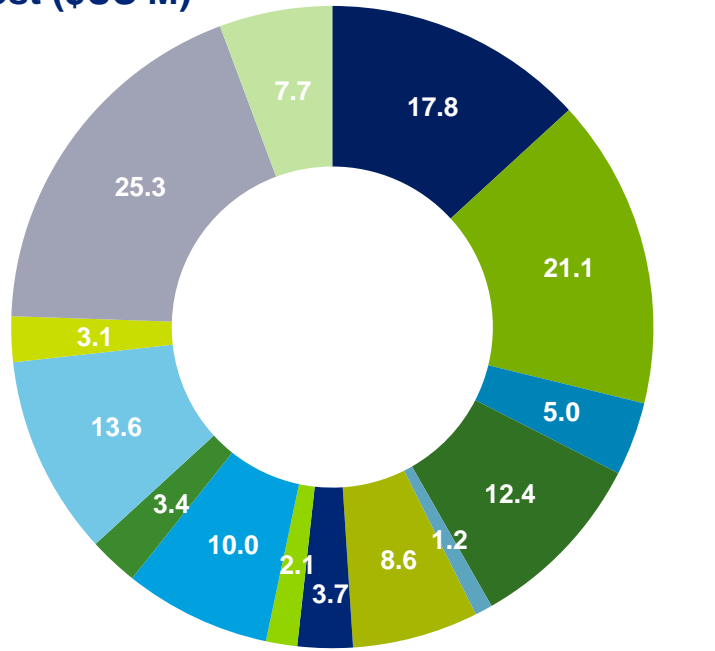


Note: All data is rounded for presentation purposes and the calculated results may differ slightly

 **NMSU, FY15**

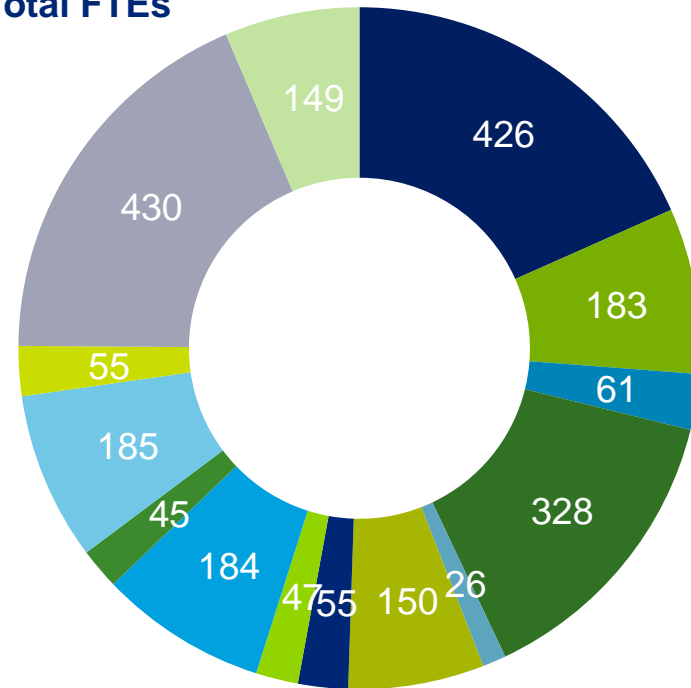
# Based on the activity analysis, NMSU spends \$135.2 million on labor and has 2,323 FTEs across the benchmark functions.

Labor cost (\$US M)



- General Administration
- Operational Management Activities
- Advancement
- Facility Services
- Auxiliaries
- Finance
- Human Resources
- Procurement
- Student Administrative Services
- Research Development, Compliance and Administration
- IT
- Communications/University Relations
- Research, Public Service and Scholarly and Creative Activities
- Educational Programs

Total FTEs



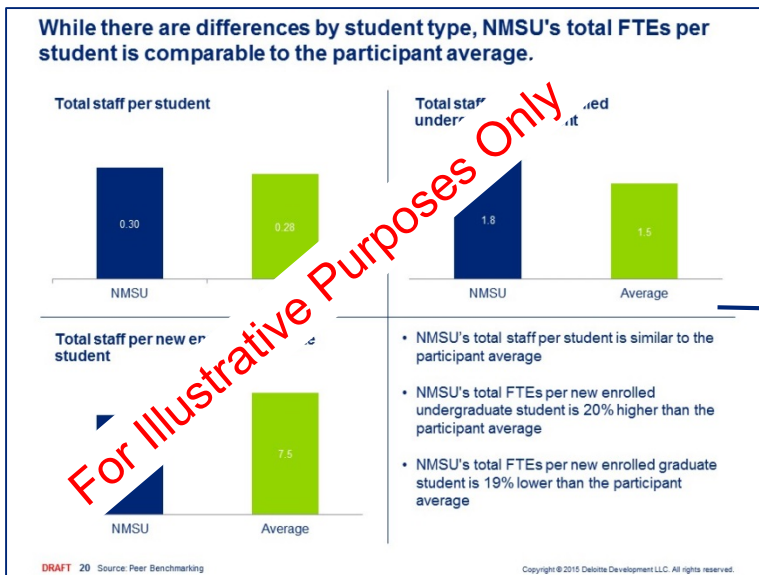
- General Administration
- Operational Management Activities
- Advancement
- Facility Services
- Auxiliaries
- Finance
- Human Resources
- Procurement
- Student Administrative Services
- Research Development, Compliance and Administration
- IT
- Communications/University Relations
- Research, Public Service and Scholarly and Creative Activities
- Educational Programs

# A combination of waterfall and bar charts present NMSU in comparison to the overall participant average.



## Waterfall Charts

Waterfall charts are a form of data visualization that helps in explaining the differences between two related data elements. The “floating bricks” represent negative or positive values contributing to the difference for each function in the taxonomy.

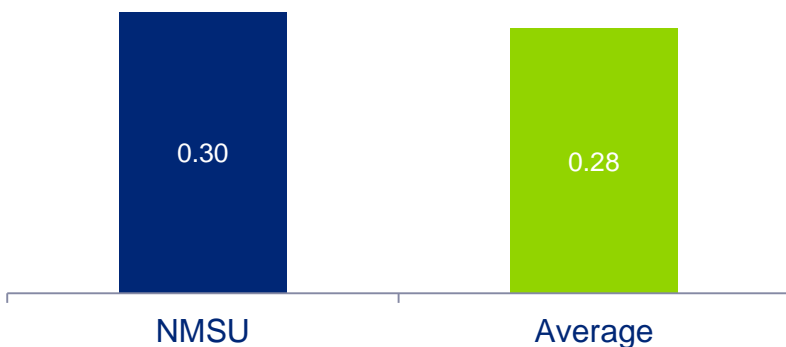


## Comparative Bar Charts

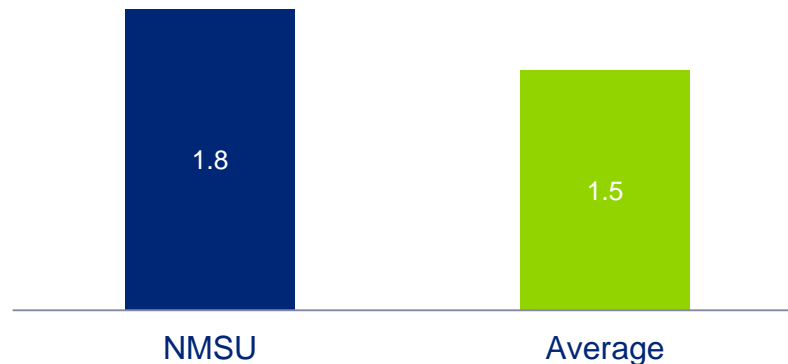
Using the normalization process described on slide 13, NMSU's data is compared to the participant average. Multiple views are presented for each function in the taxonomy. The title and accompanying text on the slide provide additional context on how NMSU compares to the average. The bullets in the right corner correspond with each chart, beginning with the top left chart and moving clockwise.

# While there are differences by student type, NMSU's total FTEs per student is comparable to the participant average.

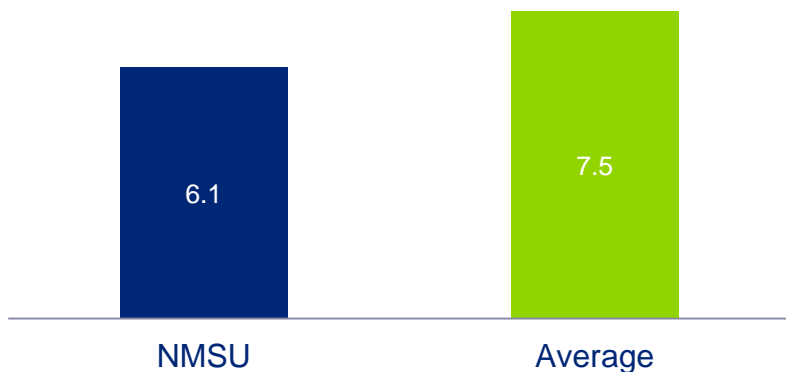
## Total staff per student



## Total staff per new enrolled undergraduate student



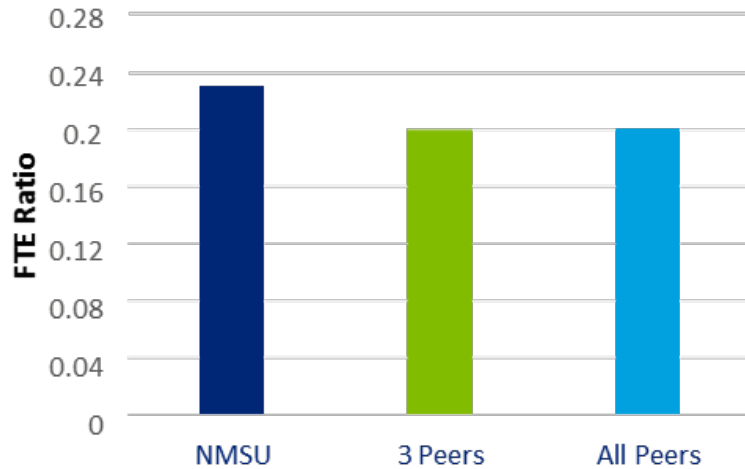
## Total staff per new enrolled graduate student



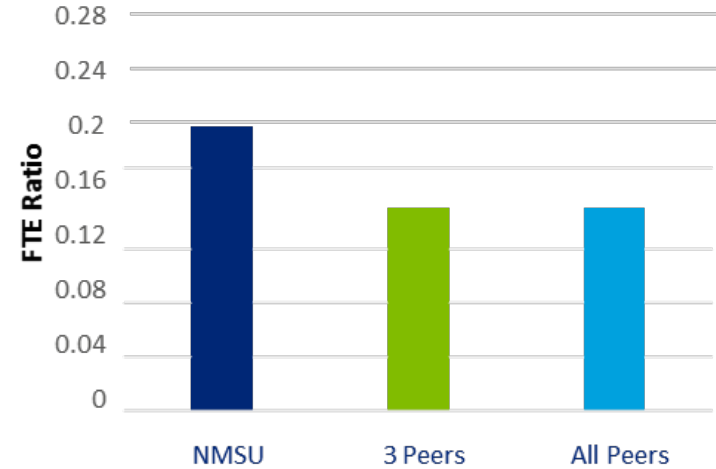
- NMSU's total staff per student is similar to the participant average
- NMSU's total FTEs per new enrolled undergraduate student is 20% higher than the participant average
- NMSU's total FTEs per new enrolled graduate student is 19% lower than the participant average

# Utilizing IPEDS data, NMSU's total FTEs per student remains comparable to the participant average.

### Total Employee FTE to Student FTE



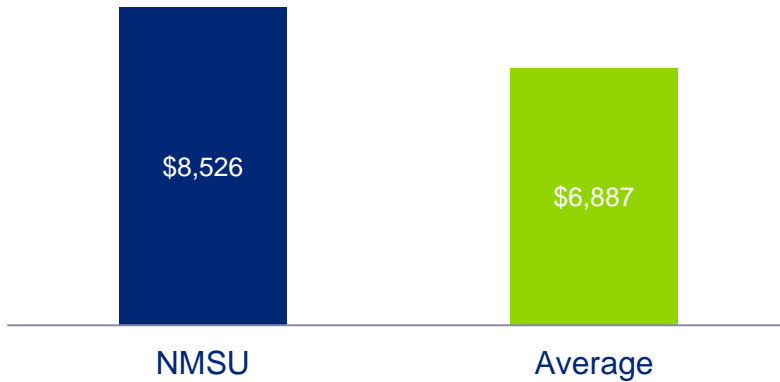
### Total Staff FTE to Student FTE



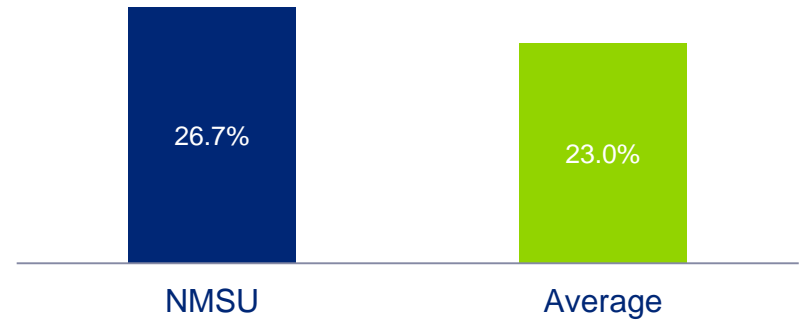
- NMSU is slightly higher than the participant average regarding total employee FTE to student FTE
- NMSU is higher than the participant average regarding total staff FTE to student FTE

# NMSU's labor costs are generally higher than the participant average.

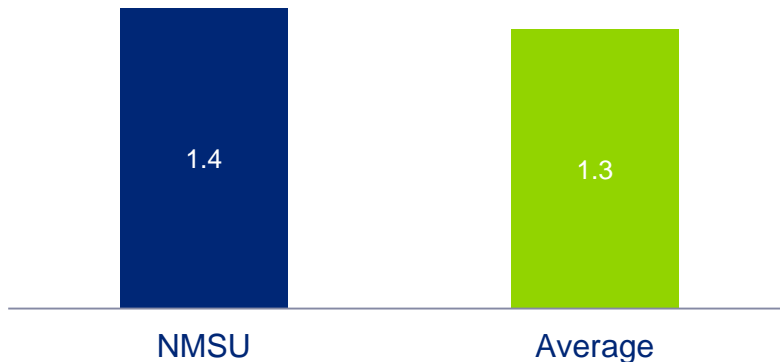
Total FTEs labor cost per student



Total FTEs labor cost as a percentage of the institution's total operating budget

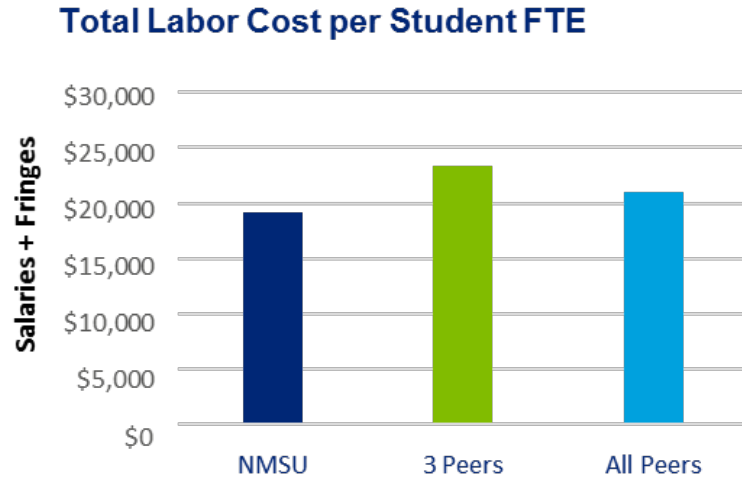


Total professional FTEs to support FTEs

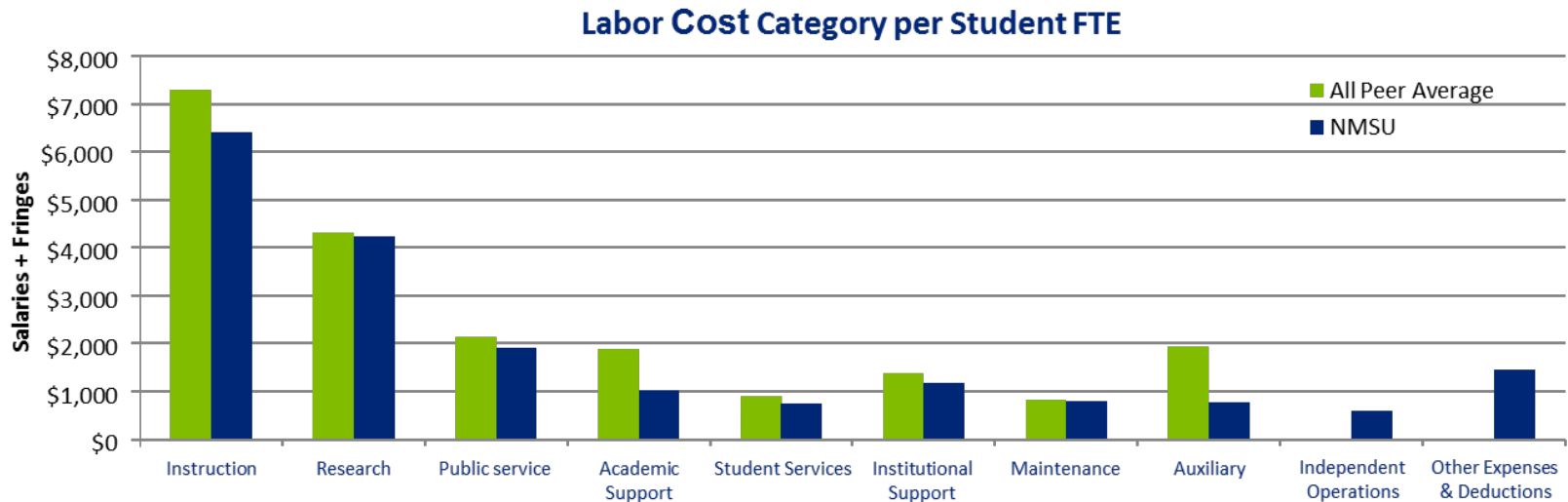


- NMSU's total FTEs labor cost per student (all students) is 24% higher than the participant average
- NMSU's total FTEs labor cost as a percentage of the institution's total operating budget (all, restricted, unrestricted) is 16% higher than the participant average
- NMSU's total professional FTEs to support FTEs is 8% higher than the participant average

# Utilizing IPEDs data, NMSU's total labor cost per student FTE is lower than the participant average.



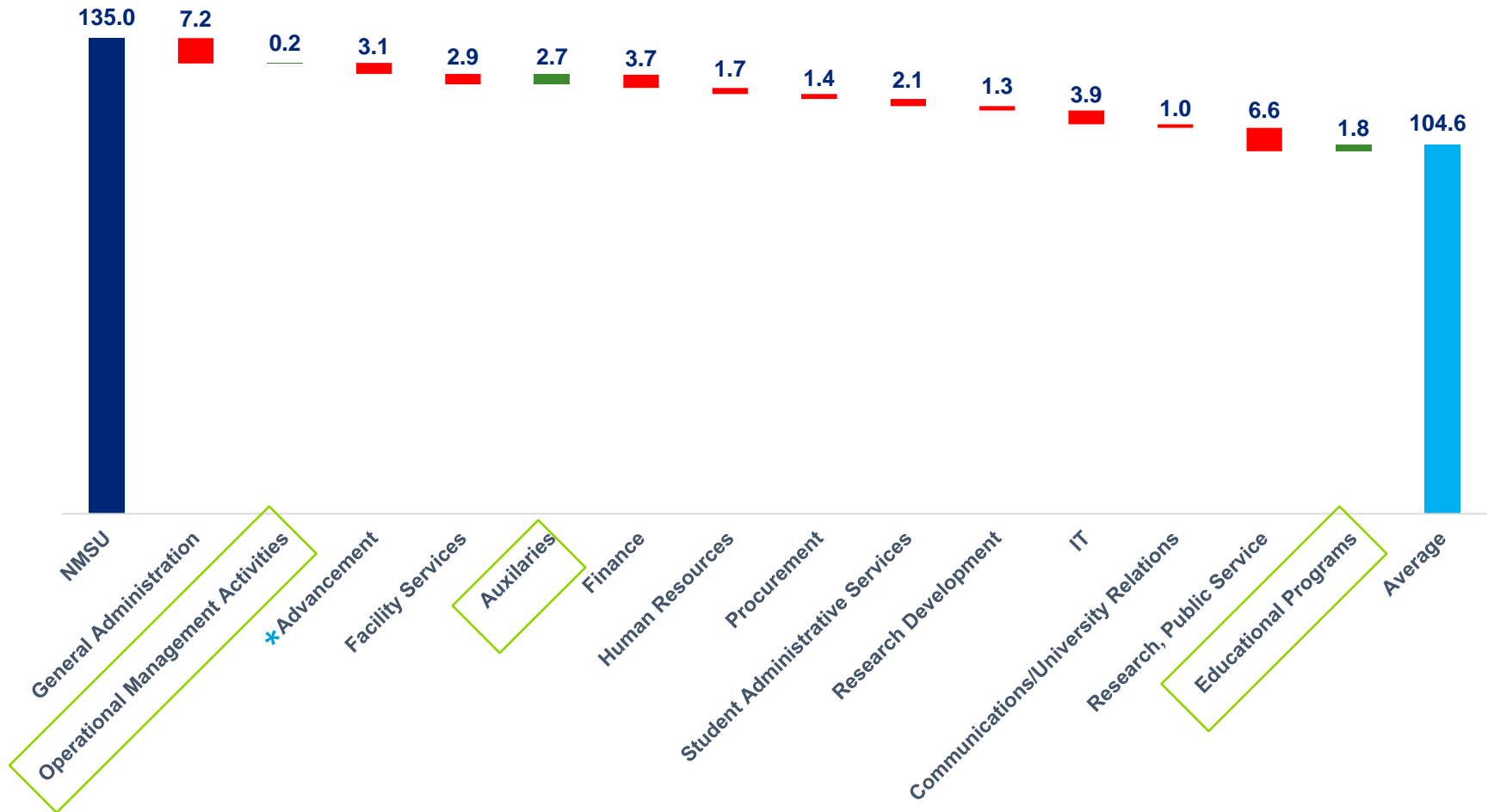
- NMSU is lower than the participant average regarding total labor cost per student FTE; however, faculty salaries are included.
- Utilizing IPEDs categories for spend, NMSU is slightly lower compared to the participant average; however, faculty salaries are likely included in some categories (instruction, research, public service)
- In FY13 – FY 15, NMSU conducted market adjustment activities for faculty salaries





# NMSU has a total labor cost variance of \$30.4 million compared to the average with all but three functions contributing to the difference.

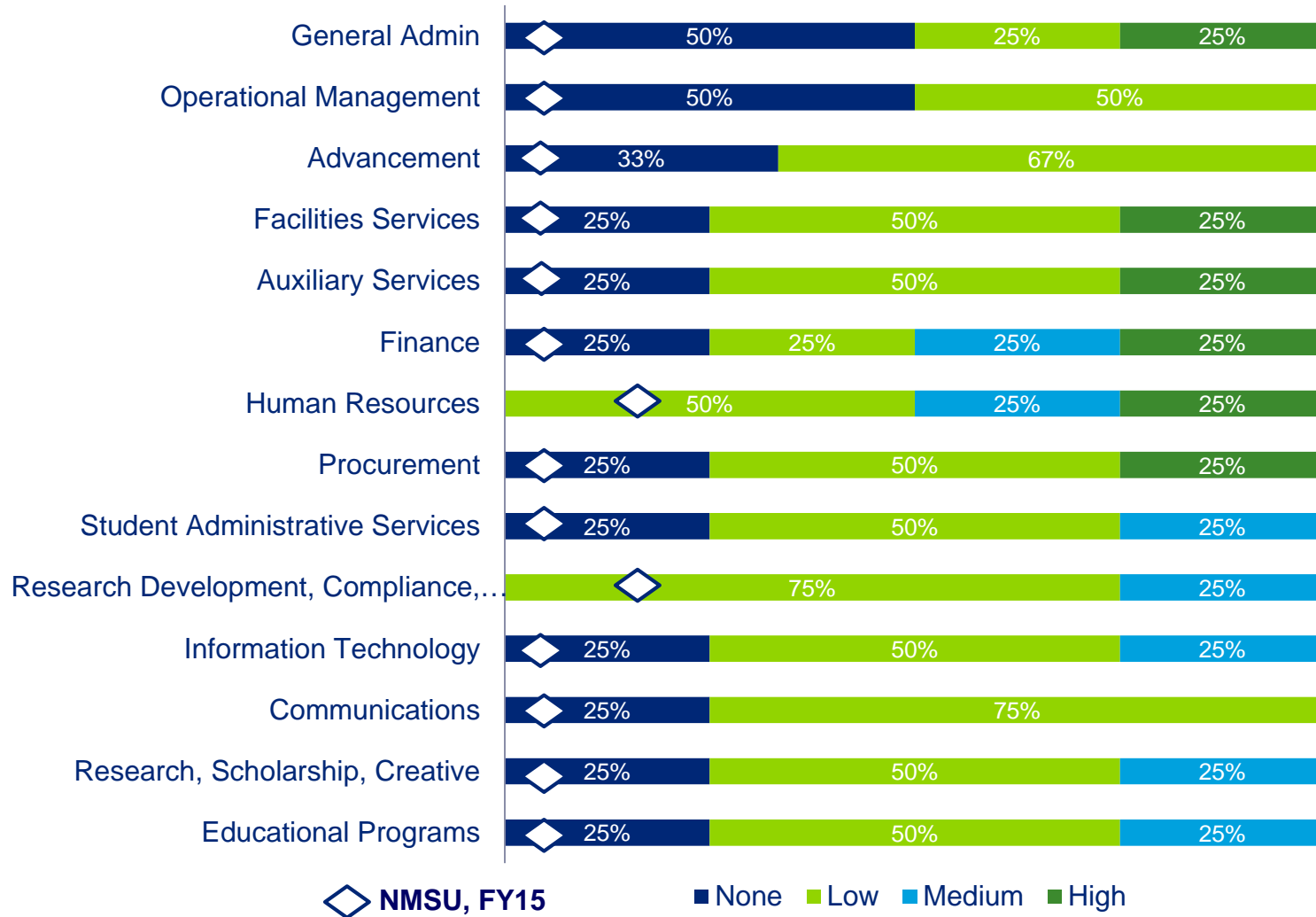
Labor cost variance to the Average by function (\$US M)



- For each function we identify the variance between an institution and the Average comparator
- Variance calculations are based on each function's primary driver / normalizer

# Peers indicate higher degrees of shared service centers on average than NMSU which may contribute to their relative cost differential.

## Degree of processing supported by a Shared services center

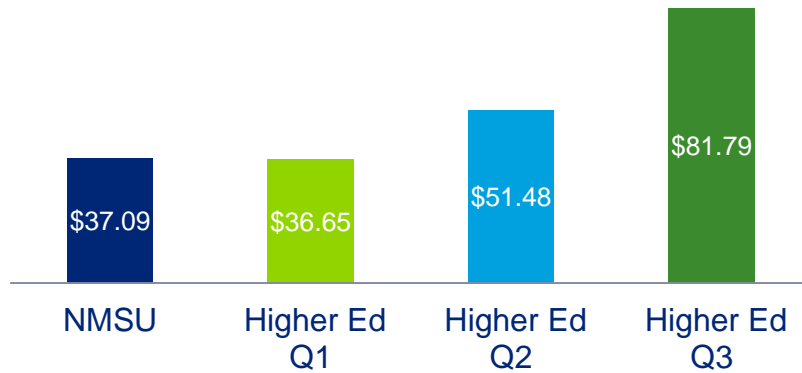


# Detailed Functional Analysis

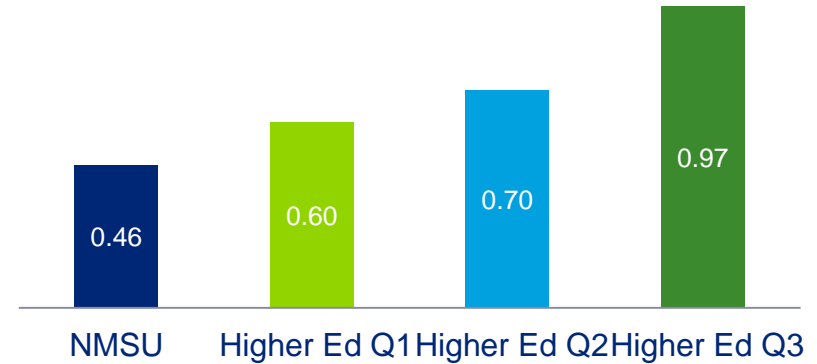
Advancement

# While lack of data prevented comparisons to peers, NMSU's Advancement function compares favorably to other data sources.

## Advancement labor cost per living graduate\*



## Advancement staff per 1000 living graduates\*\*



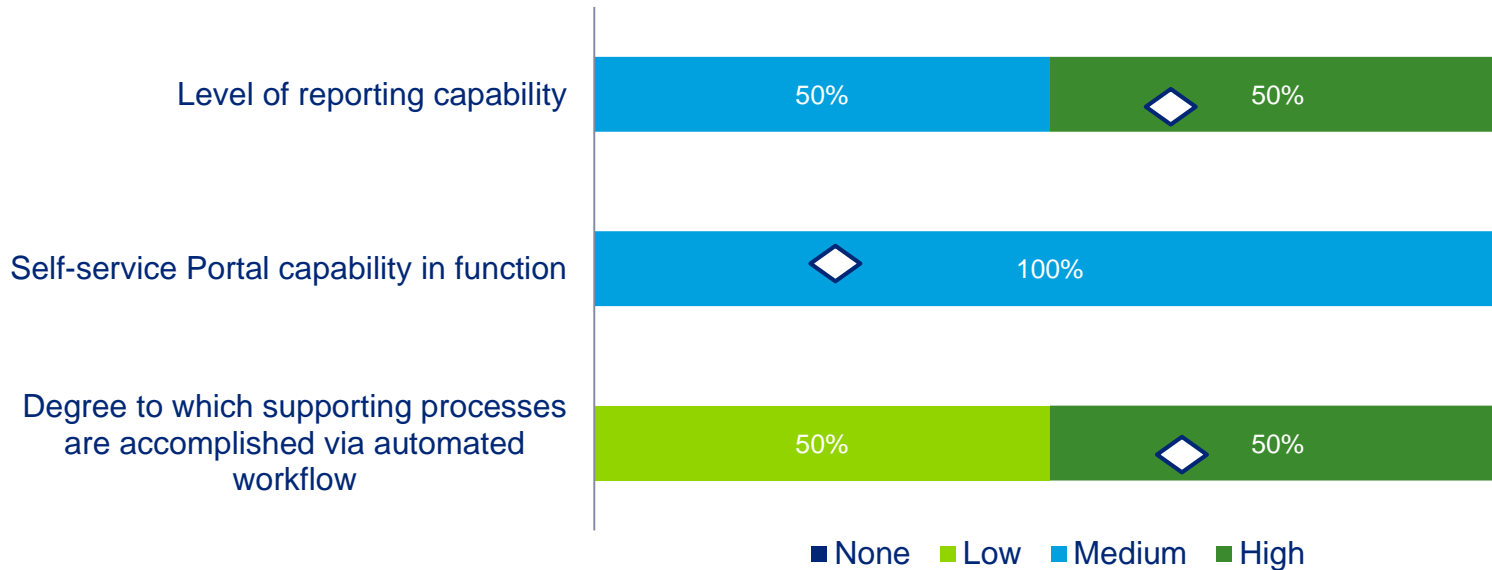
\*Sources:  
NMSU – NMSU Activity Analysis  
Higher Ed Q1-Q3: Deloitte Consulting Higher Ed Benchmarking Study

Note: To normalize data for comparison purposes the following processes were removed from the NMSU benchmarking data to allow for an “apples to apples” comparison - Manage Volunteerism, Manage University and Foundation Endowments.

- Advancement labor cost per living graduate is in the first quartile when compared to the results from the Deloitte Consulting Higher Ed Benchmarking Study.
- Advancement FTEs per 1,000 living graduates is in the first quartile when compared to the results from the Deloitte Consulting Higher Ed Benchmarking Study.

# As compared to participant responses, NMSU may have an opportunity to utilize automated workflow across Advancement.

## Advancement capabilities

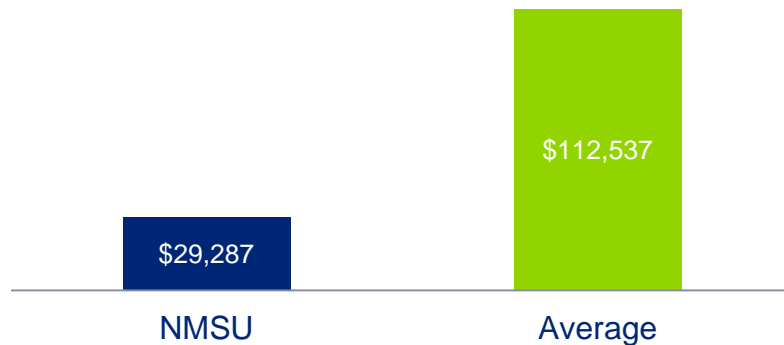


◇ NMSU, FY15

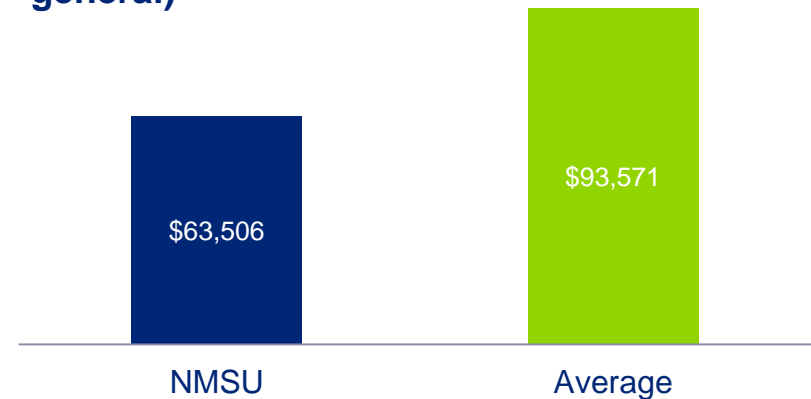
# Facility Services

# NMSU's Facility Services labor cost per irrigated acre and per building maintained is lower than the participant average.

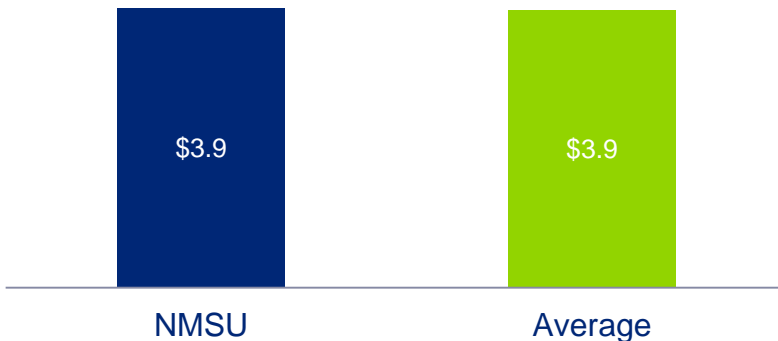
Facility services labor cost per irrigated acre (education and general)



Facility services labor cost per building maintained (education and general)



Facility services labor cost per square foot (education and general)

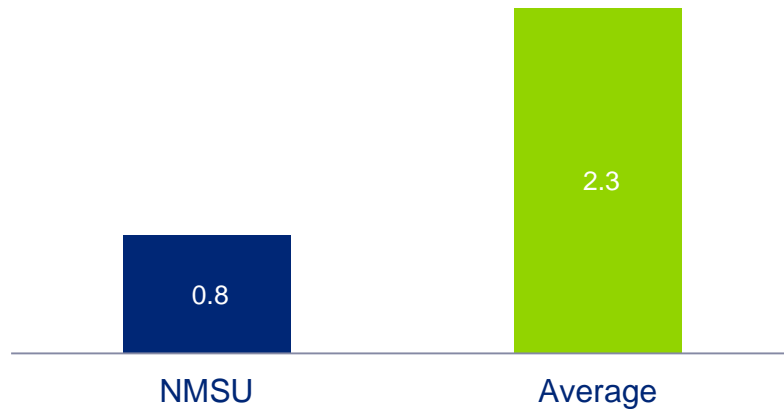


- NMSU's Facility Services labor cost per irrigated acre (Education and General) is 74% lower than the participant average
- NMSU's Facility Services labor cost per building maintained (Education and General) is 32% lower than the participant average
- NMSU's Facility Services labor cost per square foot (Education and General) is the same as the participant average

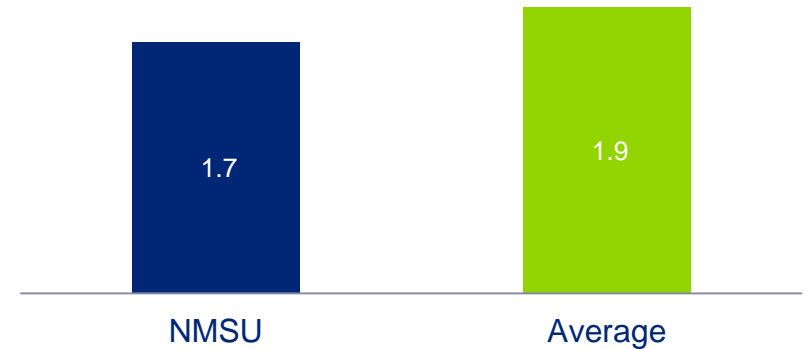


# NMSU's Facility services FTEs per irrigated acre and per building maintained is lower than the participant average.

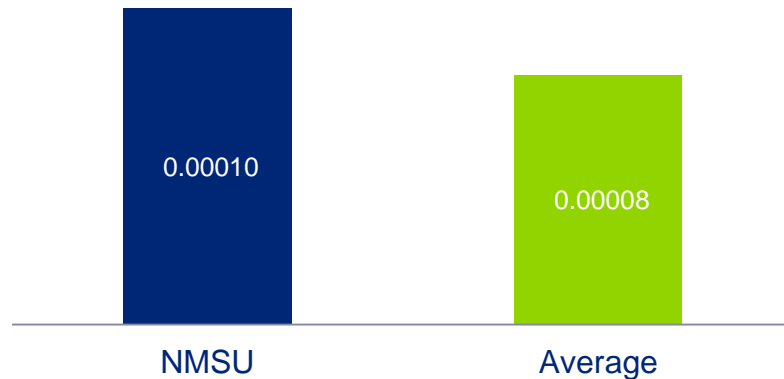
Facility services FTEs per irrigated acre (education and general)



Facility services FTEs per building maintained (education and general)



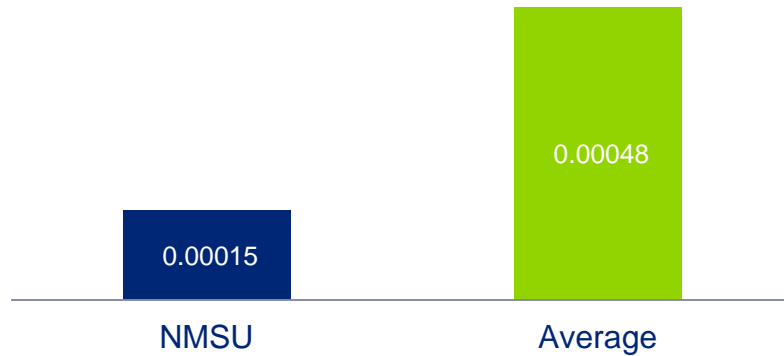
Facility services FTEs per square foot (education and general)



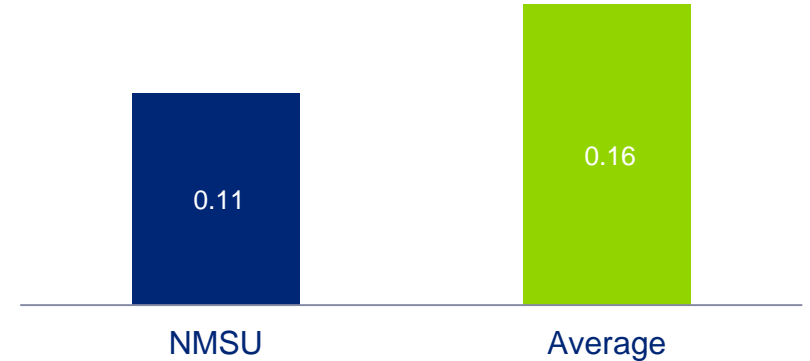
- NMSU's Facility Services FTEs per irrigated acre (Education and General) is 65% lower than the participant average
- NMSU's Facility Services FTEs per building maintained (Education and General) is 11% lower than the participant average
- NMSU's Facility Services FTEs per square foot (Education and General) is comparable to the participant average

# NMSU's Facility Services FTEs per square foot is lower while labor costs as a percentage of operating budget is higher than the participant average.

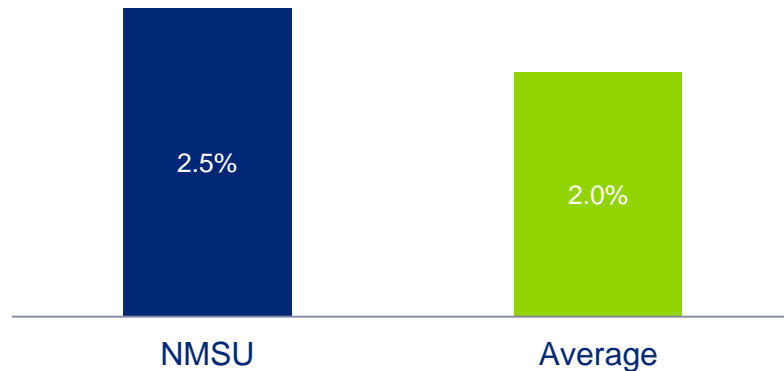
Facility services FTEs per square foot (non education and general)



Facility services professional FTEs to support FTEs



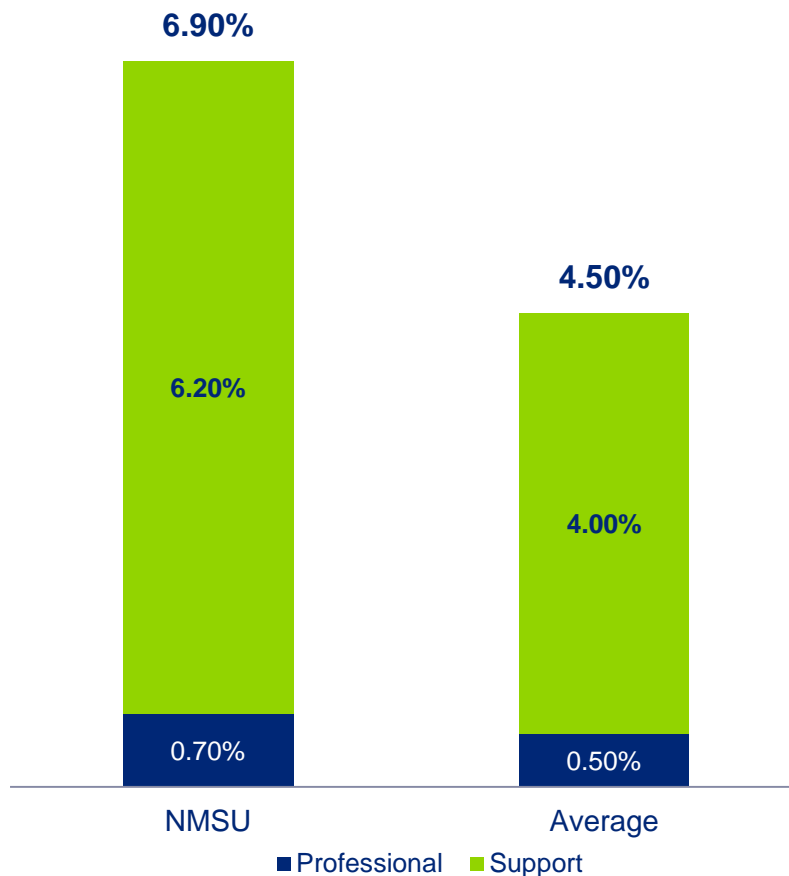
Facility services labor cost as a percent of institution's total operating budget



- NMSU's Facility Services FTEs per square foot (Non-Education and General) is 69% lower than the participant average
- NMSU's Facility Services ratio professional FTEs to support FTEs is 31% lower than the participant average
- NMSU's Facility Services labor cost as a percent of institution's total operating budget is 25% higher than the participant average

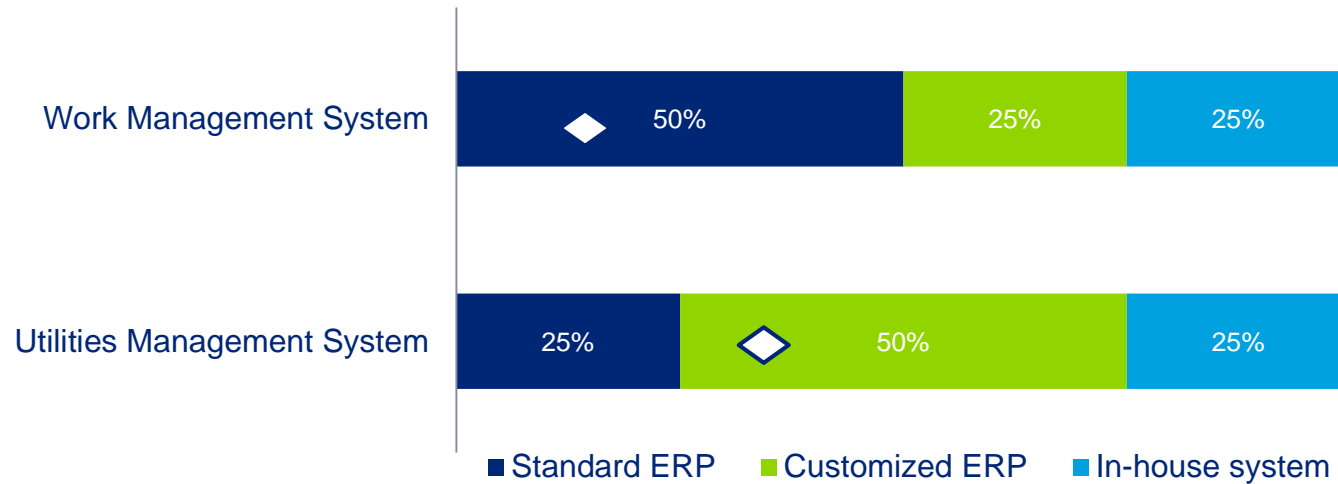
# NMSU's Facility Services total FTEs as a percent of the institution's total number of FTEs is 53% higher than the participant average.

Facility Services total FTEs as a percent of institution's total number of FTEs



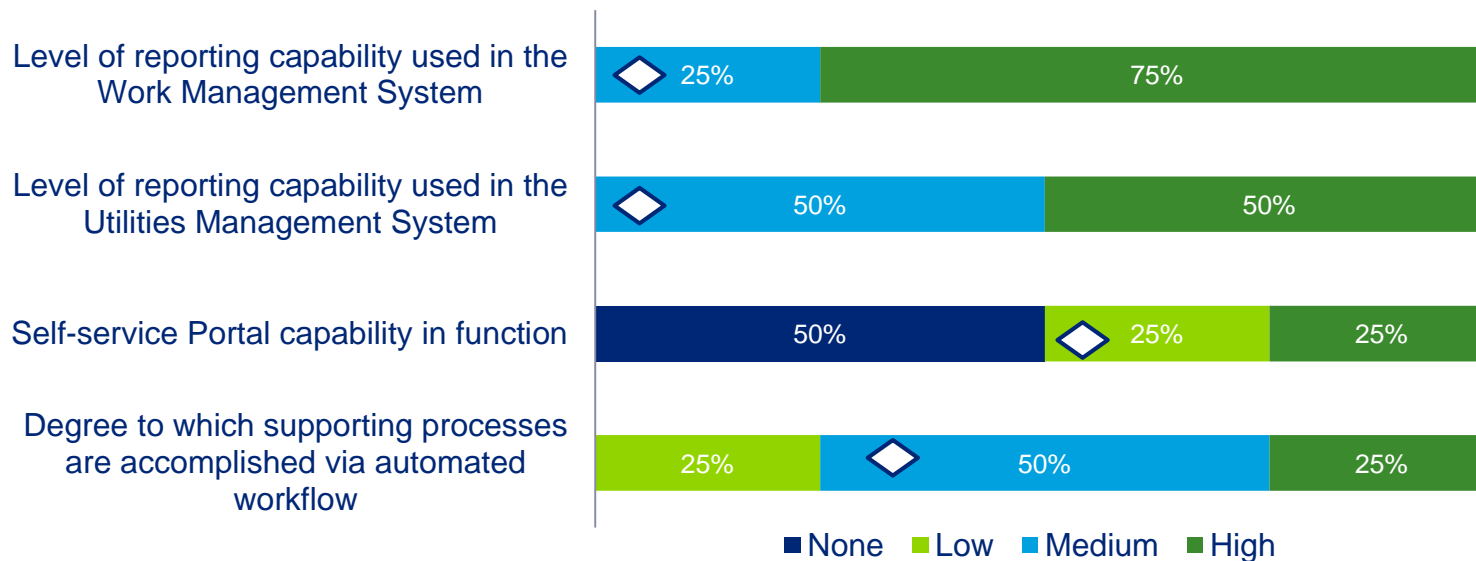
# NMSU's Facility Services uses a variety of different Enterprise Resource Planning (ERP) tools for work management and utilities management.

## Primary ERP tool in Facility Services



# All participants appear to leverage technology to support facility services, but self-service portal capabilities present an opportunity.

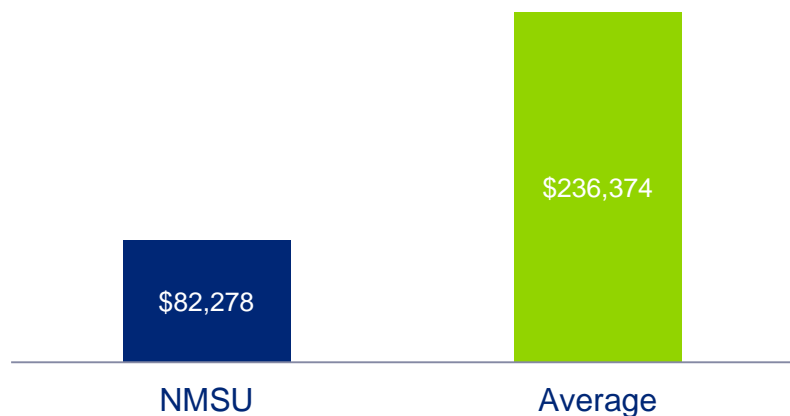
## Facility Services capabilities



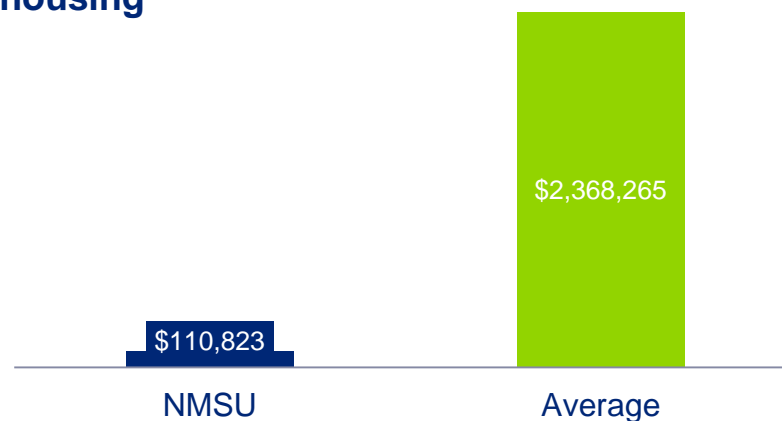
# Auxiliaries

# NMSU's Auxiliaries labor cost and FTEs per 100 individual beds is lower than the participant average.

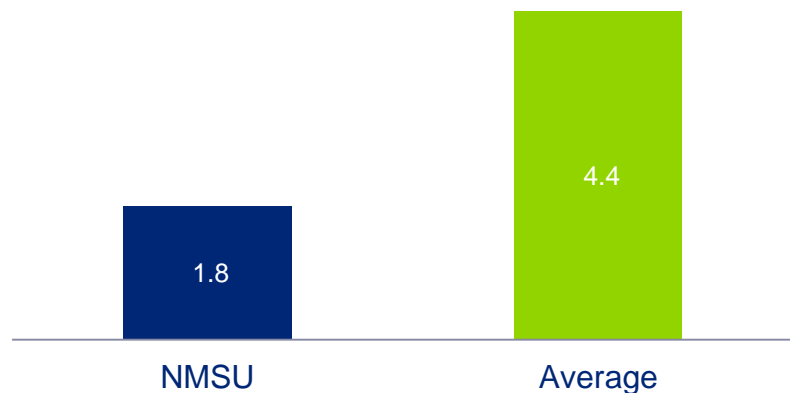
## Auxiliaries labor cost per 100 individual beds for student housing



## Auxiliaries labor cost per 100 individual units for non-traditional housing



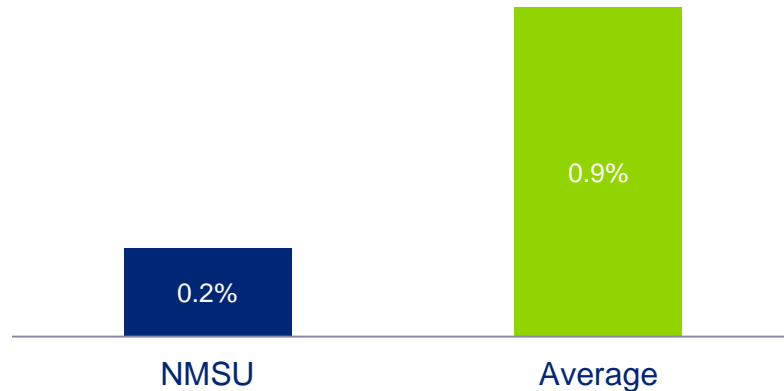
## Auxiliaries FTEs per 100 individual beds



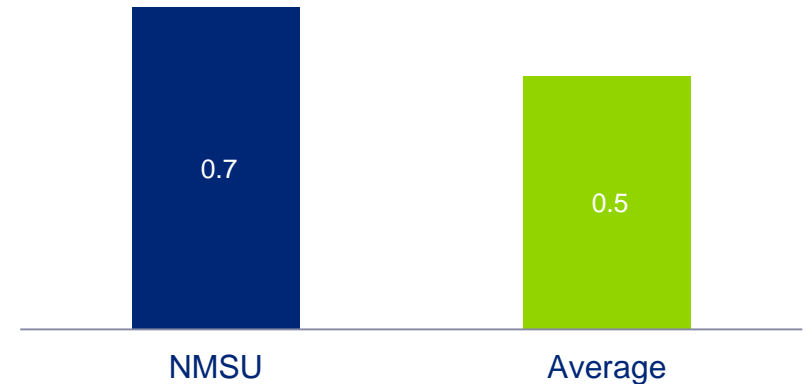
- NMSU's Auxiliaries labor cost per 100 individual beds for student housing is 65% lower than the participant average
- NMSU's Auxiliaries labor cost per individual units for non-traditional housing is 95% lower than the participant average
- NMSU's Auxiliaries FTEs per 100 individual beds is 59% lower than the participant average

# NMSU's Auxiliaries labor costs are lower while professional to support staff mix is comparable to the participant average.

Auxiliaries labor cost as a percent of institution's total operating budget



Auxiliaries professional FTEs to support FTEs

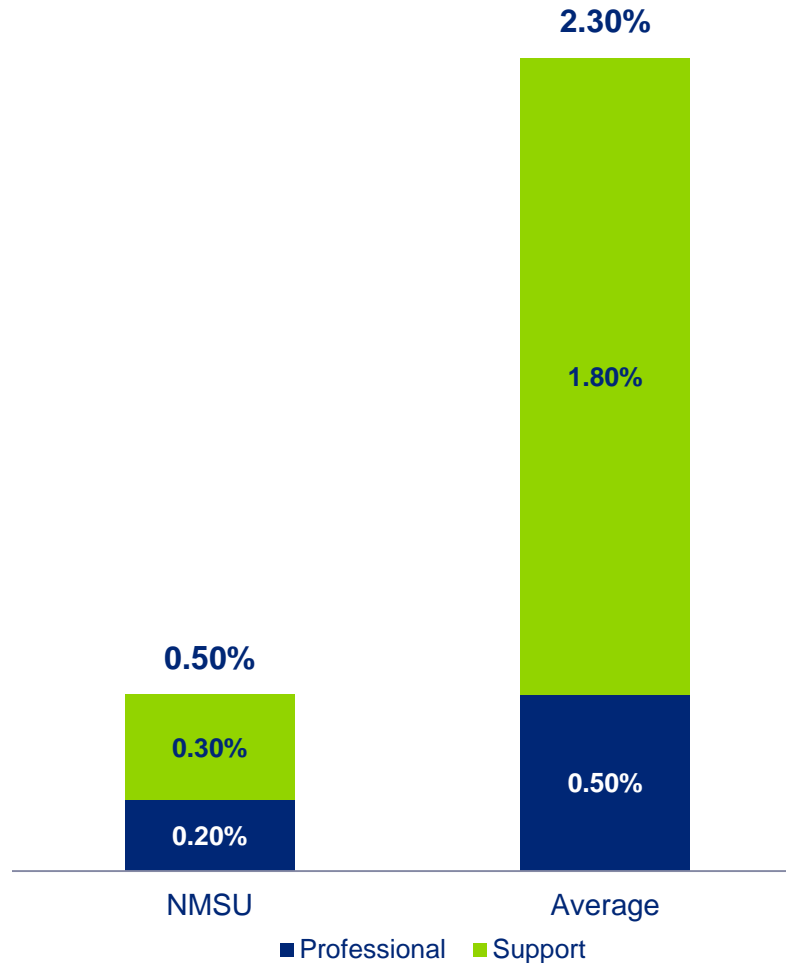


- NMSU's Auxiliaries labor cost as a percent of the institution's total operating budget is 78% lower than the participant average
- NMSU's Auxiliaries professional FTEs to support FTEs is 40% higher than the participant average



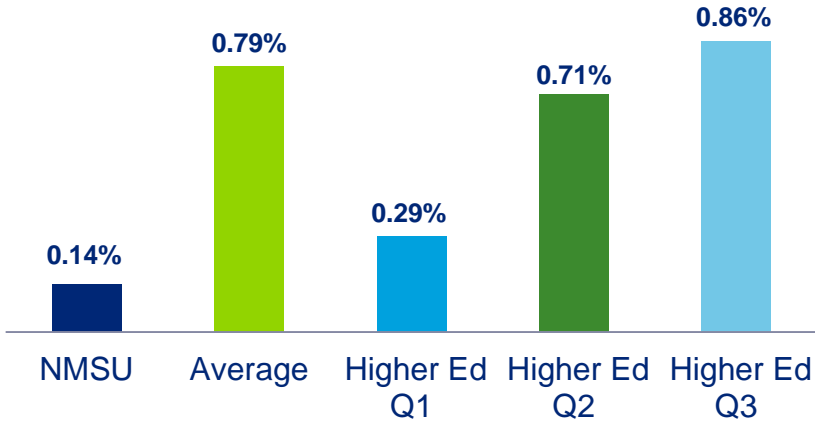
# NMSU's Auxiliaries total FTEs as a percent of the institution's total number of FTEs is 78% lower than the participant average.

Auxiliaries total FTEs as a percent of institution's total number of FTEs

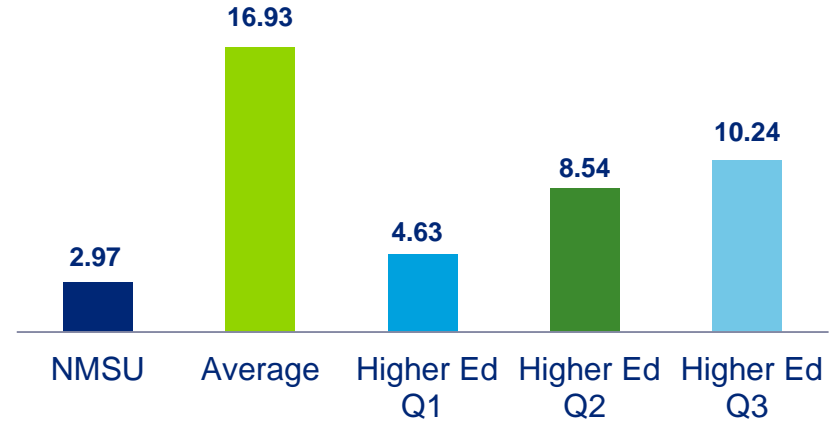


# NMSU's Auxiliaries compared favorably regardless of data source.

## Auxiliaries labor cost as a percent of budget



## Auxiliaries FTEs per \$100M in budget



- NMSU's auxiliaries labor costs as a percent of budget is in the first quartile when compared to the results from the Deloitte Consulting Higher Ed Benchmarking Study.
- NMSU's auxiliaries FTEs per \$100M in budget is in the first quartile when compared to the results from the Deloitte Consulting Higher Ed Benchmarking Study.

\*Sources:

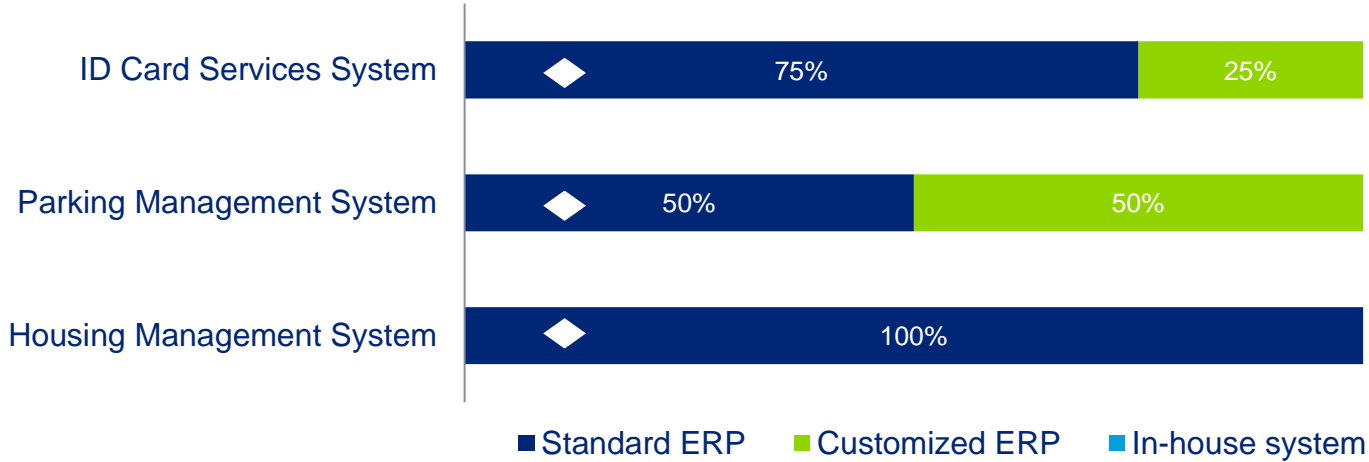
NMSU and Average – NMSU Peer Benchmarking Survey

Higher Ed Q1-Q3: Deloitte Consulting Higher Ed Benchmarking Study

*Note: To normalize data for comparison purposes the following processes were removed from the NMSU benchmarking data to allow for an "apples to apples" comparison - Oversee Bookstore Management and related Contract Management and Oversee Golf Course Management.*

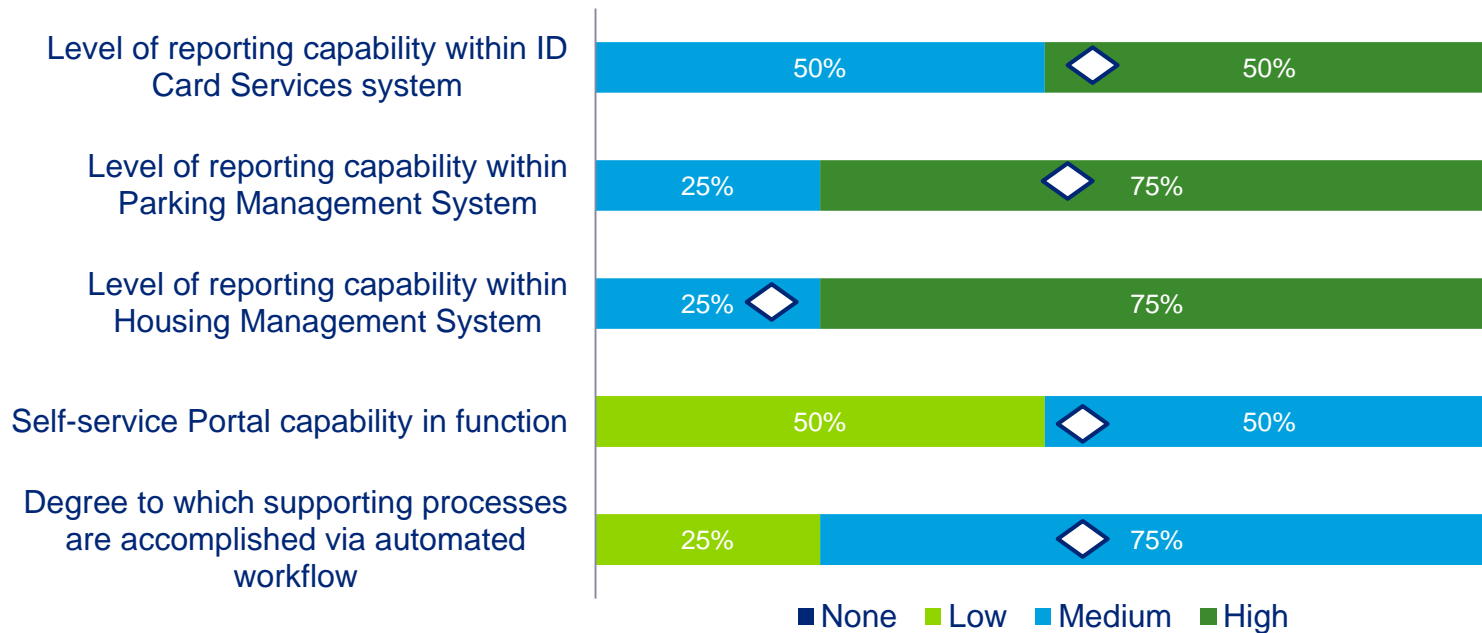
# NMSU Auxiliaries uses a Standard ERP similar to most participants.

## Primary ERP tool in Auxiliaries



# NMSU Auxiliaries may have an opportunity to utilize self-service portal capabilities and automated workflow more frequently.

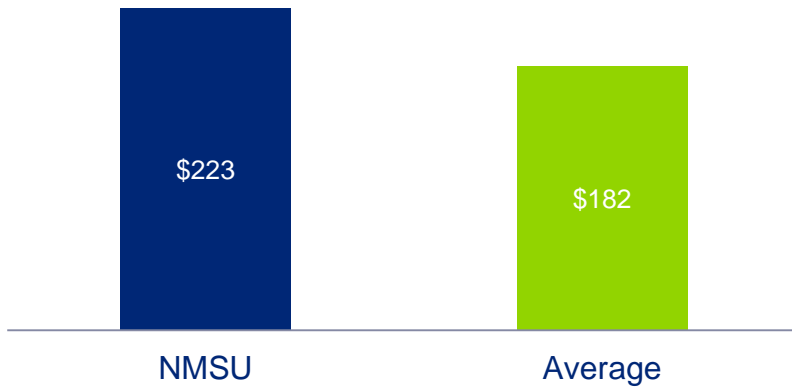
## Auxiliaries capabilities



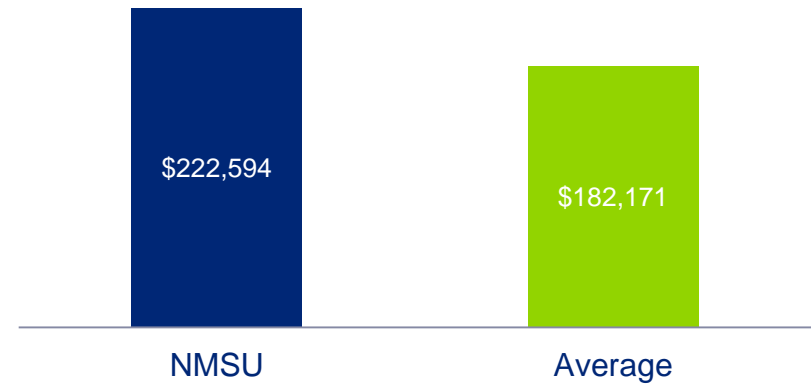
Finance

# NMSU's Finance labor cost and FTEs per AP invoice are generally higher than the participant average.

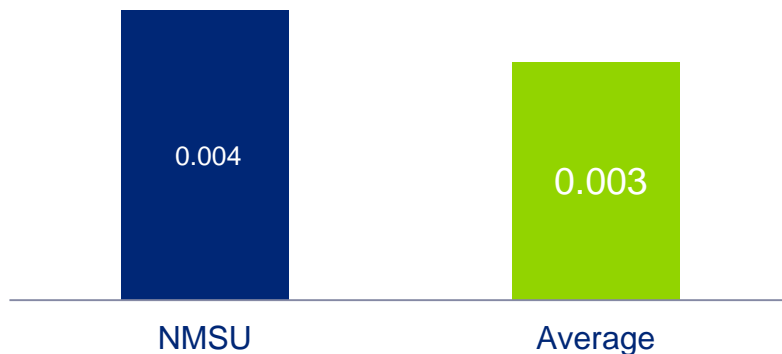
## Finance labor cost per AP invoice



## Finance labor cost per 1,000 AP invoices



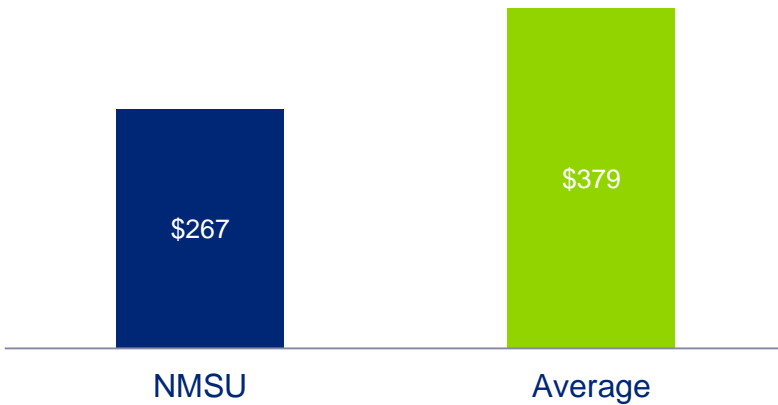
## Finance FTEs per AP invoice



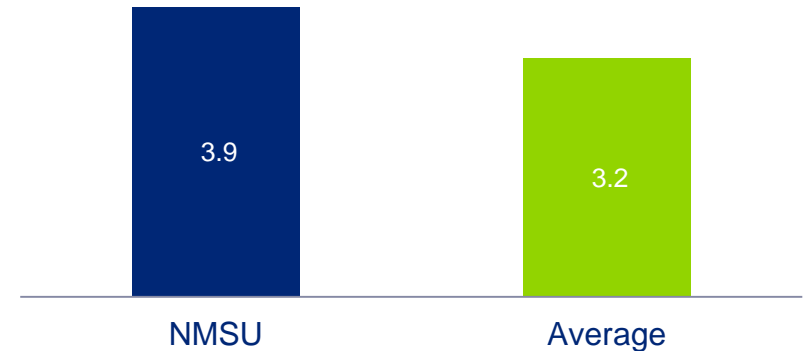
- NMSU's Finance labor cost per AP Invoice is 23% higher than the participant average
- NMSU's Finance labor cost per 1,000 AP invoices is 22% higher than the participant average
- NMSU's Finance FTEs per AP invoice is similar to the participant average

# NMSU's Finance labor cost per travel invoice/(s) is generally lower than the participant average.

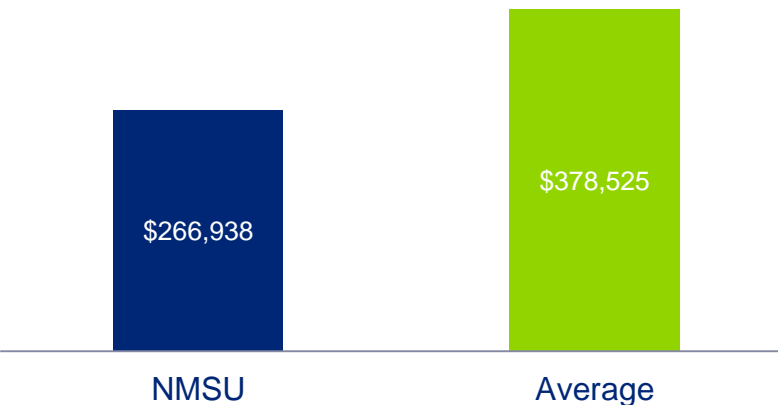
## Finance labor cost per travel Invoice



## Finance staff FTEs per 1,000 AP invoices



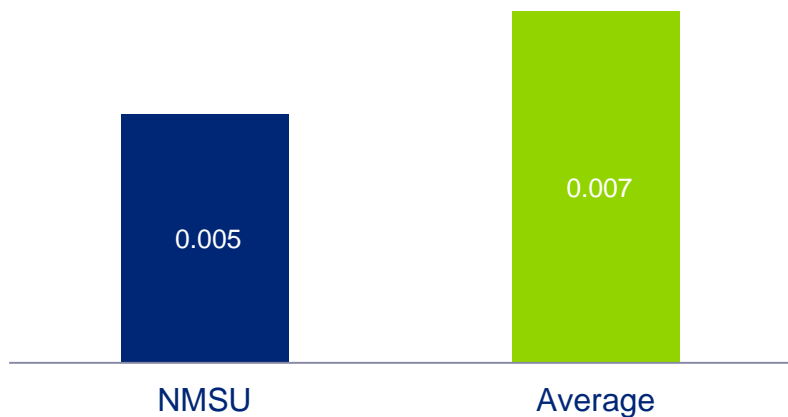
## Finance labor cost per 1,000 travel invoices



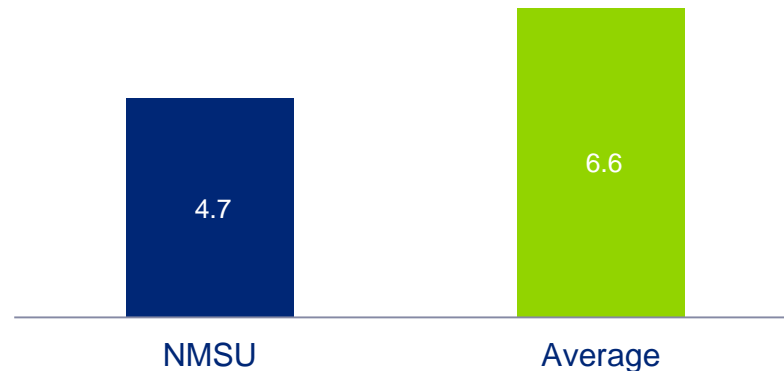
- NMSU's Finance labor cost per travel invoice is 30% lower than the participant average
- NMSU's Finance FTEs per 1,000 AP invoices is 22% higher than the participant average
- NMSU's Finance labor cost per 1,000 travel invoices is 30% lower than the participant average

# NMSU's Finance FTEs per travel invoice(s) is generally lower than the participant average.

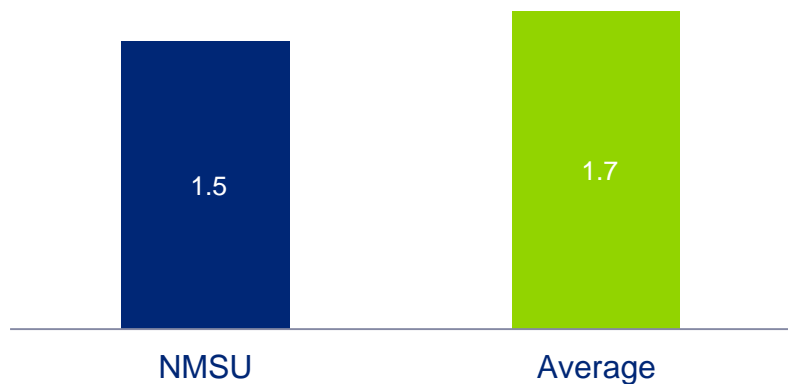
### Finance FTEs per travel invoice



### Finance FTEs per 1,000 travel invoices



### Finance professional FTEs to support FTEs

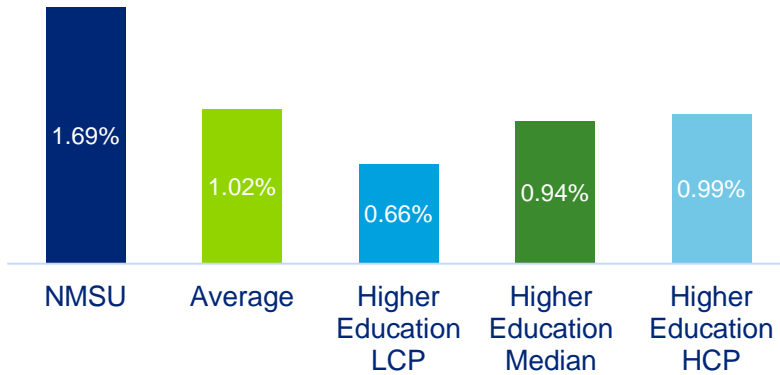


- NMSU's Finance FTEs per travel invoice is 29% lower than the participant average
- NMSU's Finance FTEs per 1,000 travel invoices is 29% lower than the participant average
- NMSU's Finance professional FTEs to support FTEs is 12% lower than the participant average

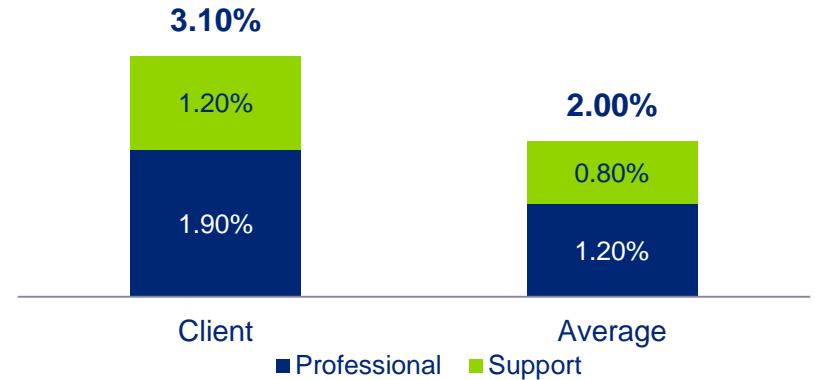


# NMSU's Finance labor cost and FTEs as percent of the institution's operating budget is comparable across all data sources.

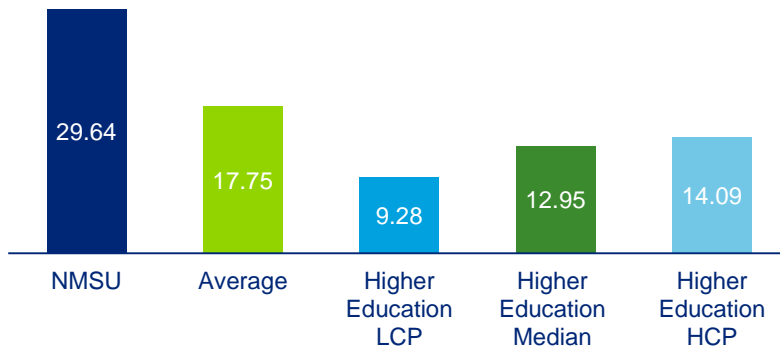
Finance labor cost as a percent of institution's total operating budget



Finance total FTEs as a percent of institution's total number of FTEs



Total Finance FTE per \$100M in Budget



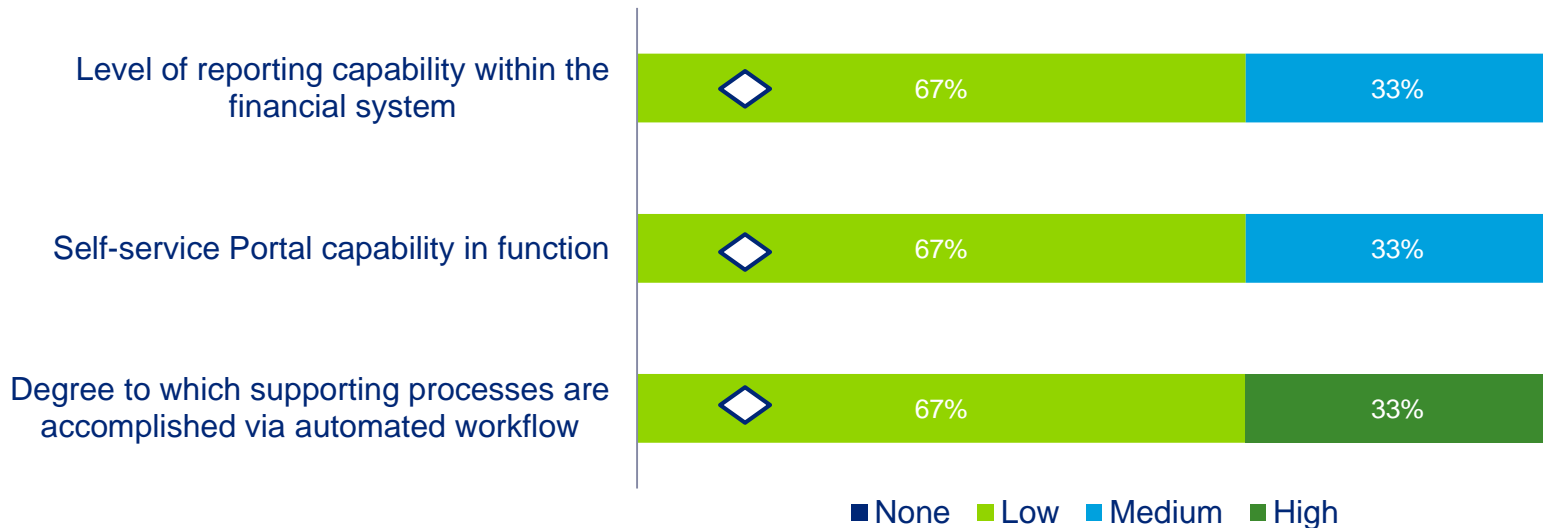
- NMSU's Finance labor cost as a percent of the institution's total operating budget is 66% higher than the participant average
- NMSU's Finance total FTEs as a percent of the institution's total number of FTEs is 55% higher than the participant average
- When we compare the NMSU labor cost as a percentage of budget and total finance FTE per \$100M in budget to the results from Deloitte's Higher Ed benchmarking study, results are consistent with the comparison to NMSU peers. (LCP – Low Cost Performer; HCP – High Cost Performer)

# NMSU Finance may have an opportunity to improve reporting, self service capabilities and automated workflow.

## Primary ERP tool in Finance



## Finance capabilities

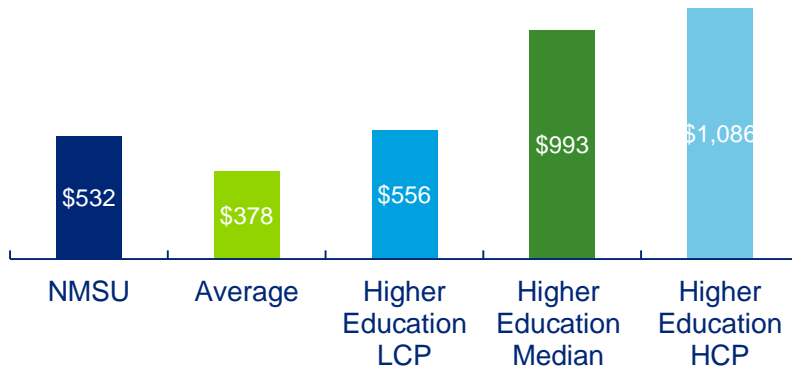


◇ NMSU, FY15

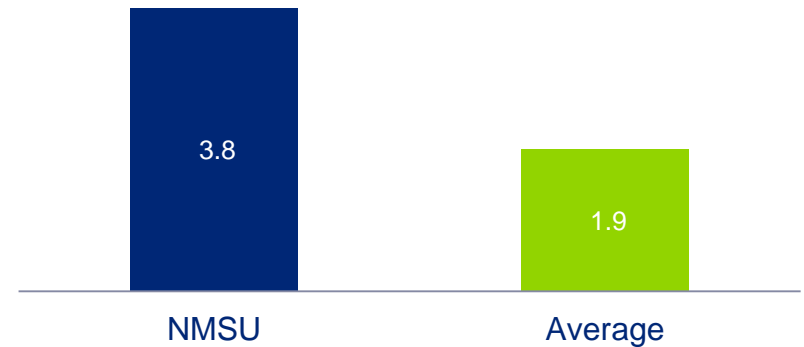
# Human Resources

# Human Resource Cost per employee is higher than the participant average, but lower when compared to other data sources.

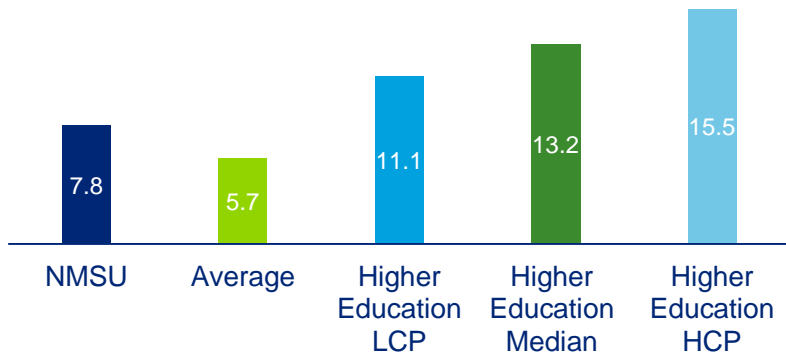
Human Resource cost per Employee\*



Human resources professional FTEs to support FTEs



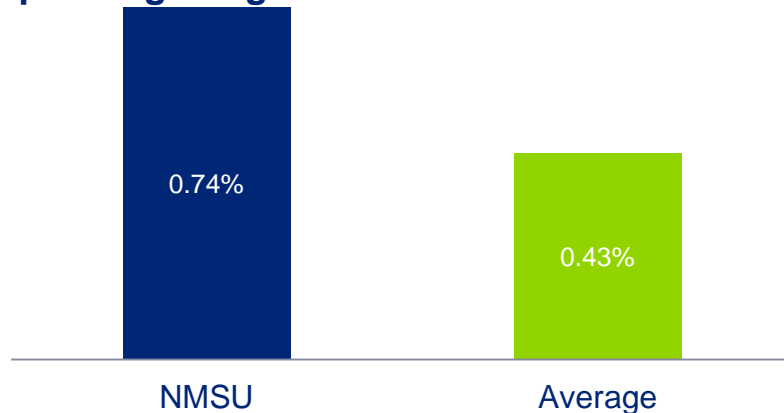
Human Resource FTEs per 1000 Employees



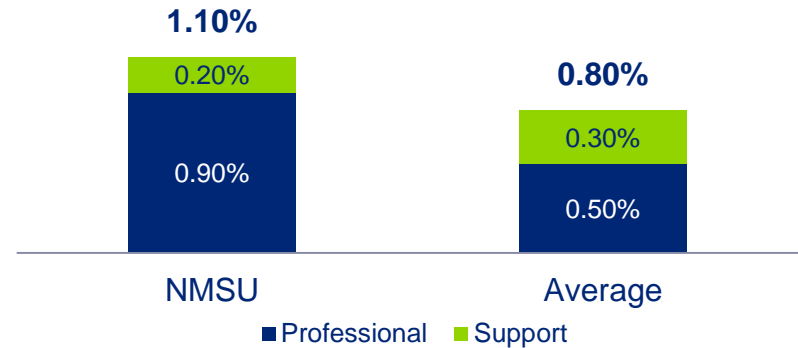
- NMSU's Human Resources labor cost per employee is 41% higher than participant average, but another data source indicates 47% lower
- NMSU's Human Resources professional FTEs to support FTEs is two times higher than the participant average

# NMSU's Human resources labor cost as a percent of the total operating budget is higher than the participant average.

Human resources labor cost as a percent of institution's total operating budget



Human Resources total FTEs as a percent of institution's total number of FTEs



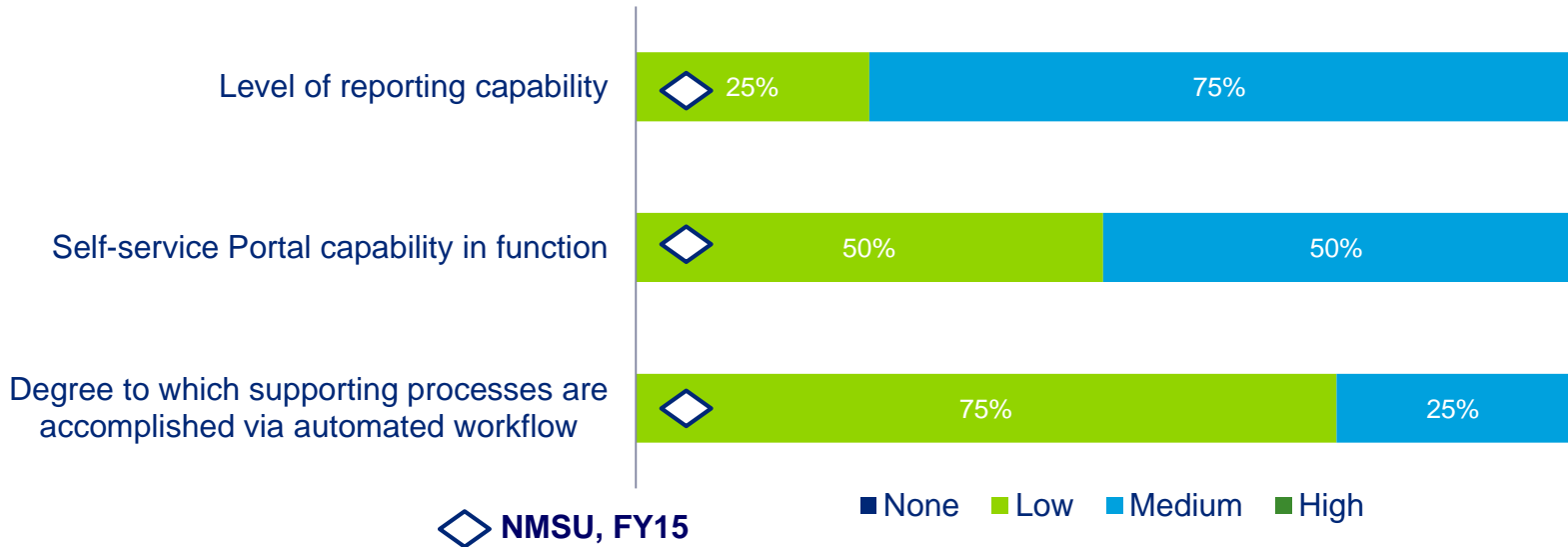
- NMSU's Human Resources labor cost as a percent of the institution's total operating budget is 72% higher than the participant average
- NMSU's Human Resources total FTEs as a percent of the institution's total number of FTEs is 38% higher than the participant average

# NMSU may have an opportunity for improvement in Human Resources reporting capability.

## Primary ERP tool in Human Resources



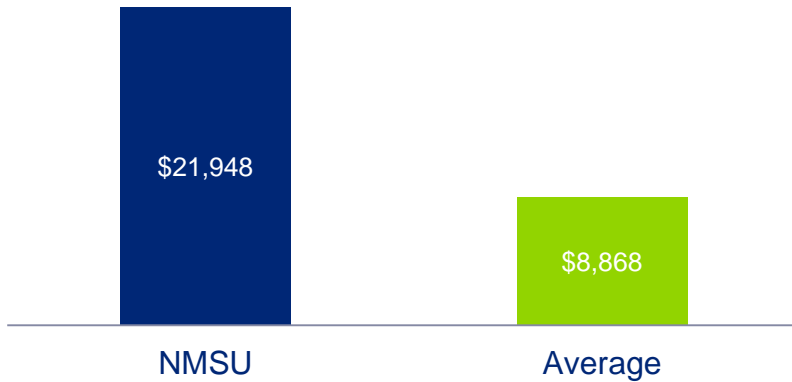
## Human Resources technology capabilities



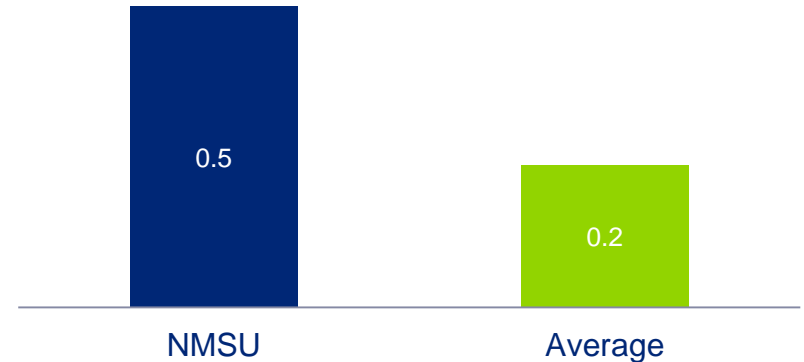
# Procurement

# NMSU's Procurement labor cost and FTEs per suppliers/vendors is higher than the participant average.

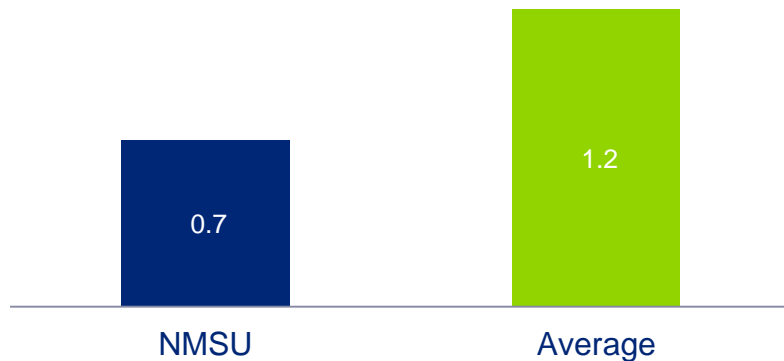
## Procurement labor cost per 100 Active Suppliers/Vendors



## Procurement FTEs per 100 active suppliers/vendors



## Procurement professional FTEs to support FTEs

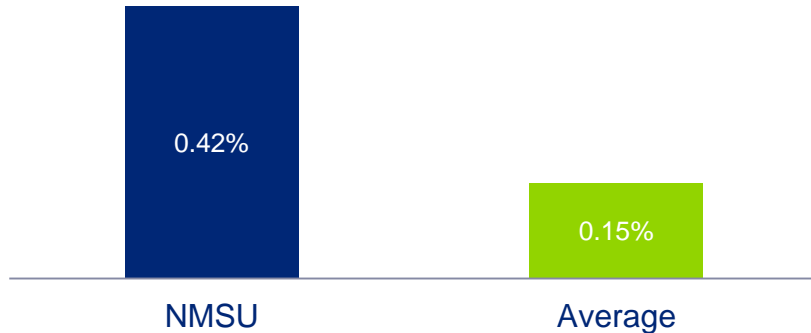


- NMSU's Procurement labor cost per 100 active suppliers/vendors is 2.5 times higher than the participant average
- NMSU's Procurement FTEs per 100 active suppliers/vendors is 2.5 times higher than the participant average
- NMSU's Procurement professional FTEs to support FTEs is 42% lower than the participant average

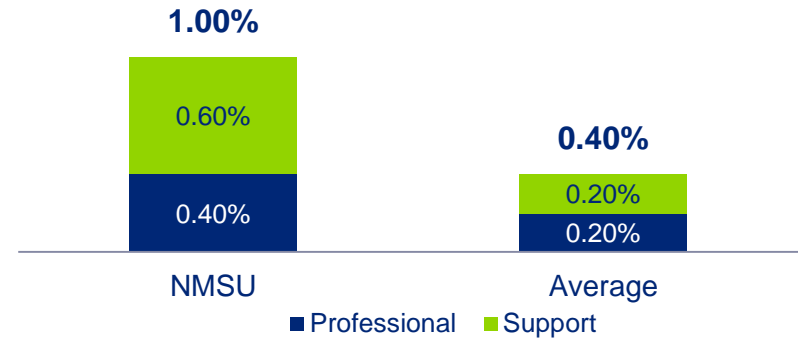


# NMSU's Procurement labor cost as a percent of the institution's total operating budget is higher than the participant average.

Procurement labor cost as a percent of institution's total operating budget



Procurement total FTEs as a percent of institution's total number of FTEs

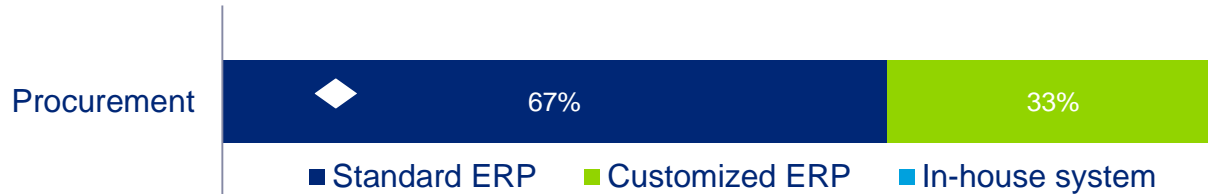


- NMSU's Procurement labor cost as a percent of the institution's total operating budget is 2.8 times higher than the participant average\*
- NMSU's Procurement total FTEs as a percent of the institution's total number of FTEs is 2.5 times higher than the participant average

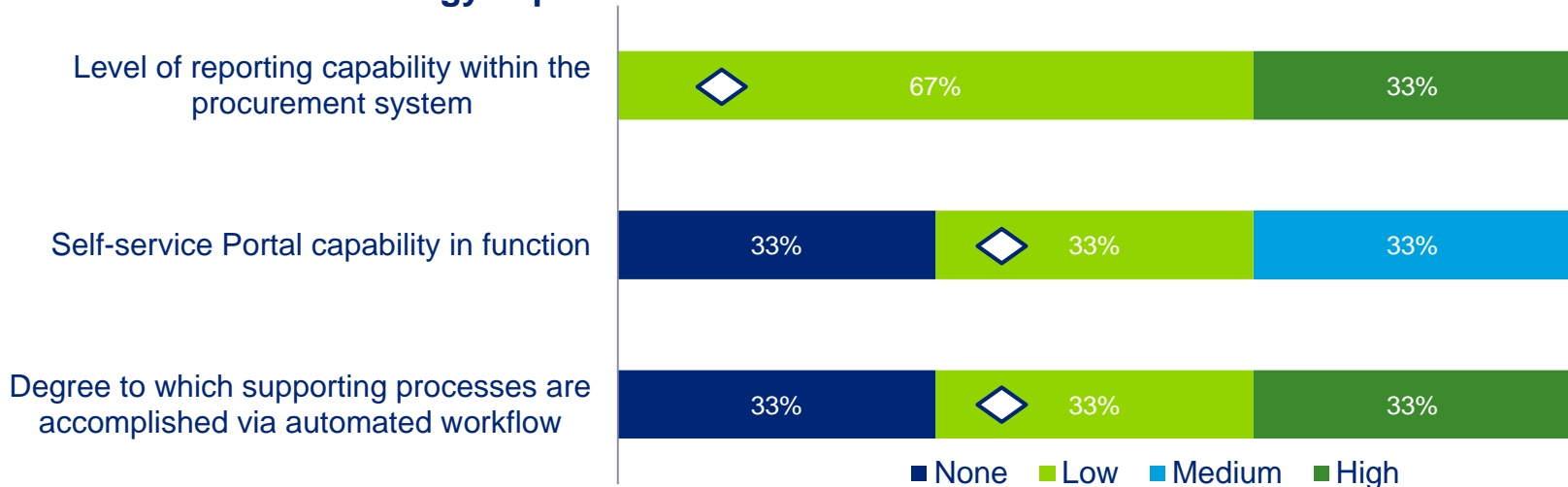
\*One institution did not enter Procurement labor cost.

# Self-service or automated workflow appear to be opportunities that NMSU should investigate as they consider changes to procurement.

## Primary ERP tool in Procurement



## Procurement technology capabilities



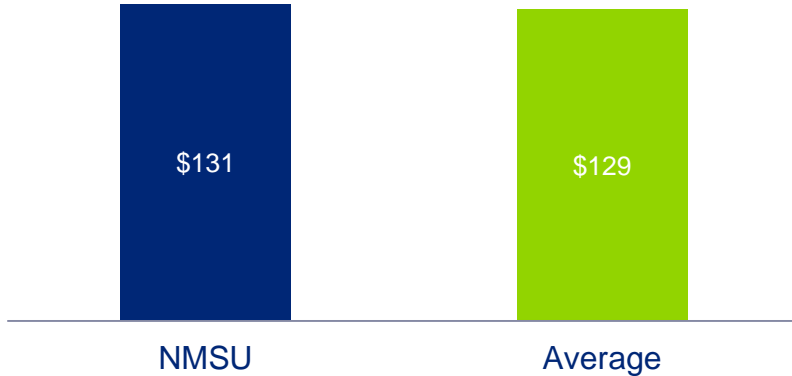
◇ NMSU, FY15

# Student Administrative Services

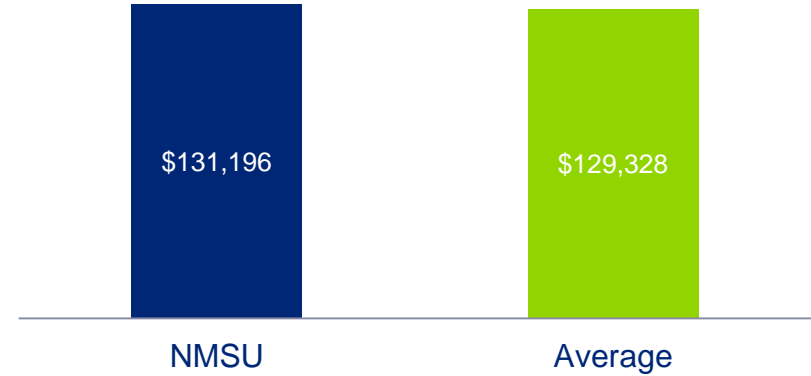
- Admissions
- Financial Aid

# NMSU's Admissions labor cost per new undergraduate student is slightly higher than the participant average.

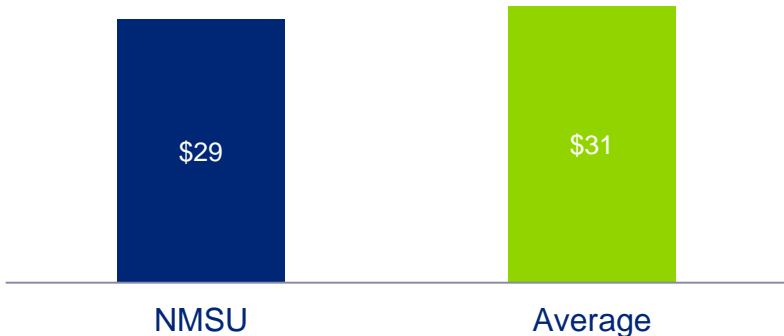
Admissions labor cost per new undergraduate student



Admissions labor cost per 1,000 new undergraduate students



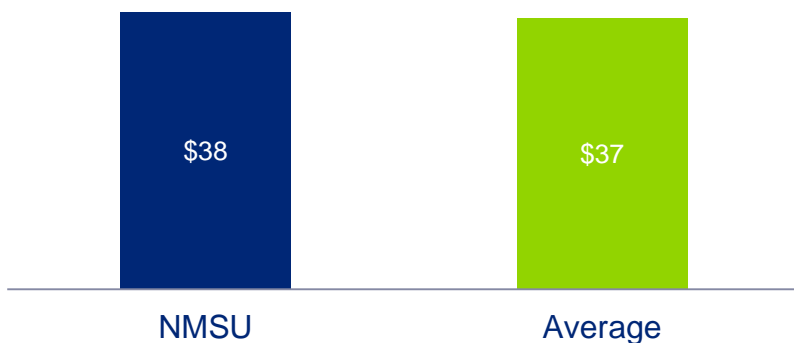
Admissions labor cost per application processed



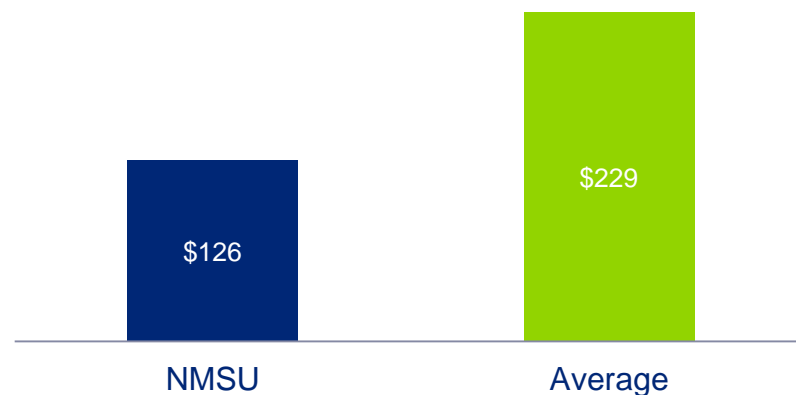
- NMSU's Admissions labor cost per new undergraduate student is 2% higher than the participant average
- NMSU's Admissions labor cost per 1,000 new undergraduate students is 1% higher than the participant average
- NMSU's Admissions labor cost per application processed (all application types) is 7% lower than the participant average

# Differences exist between NMSU Admissions labor costs per graduate and undergraduate for applications processed.

Admissions labor cost per undergraduate application processed



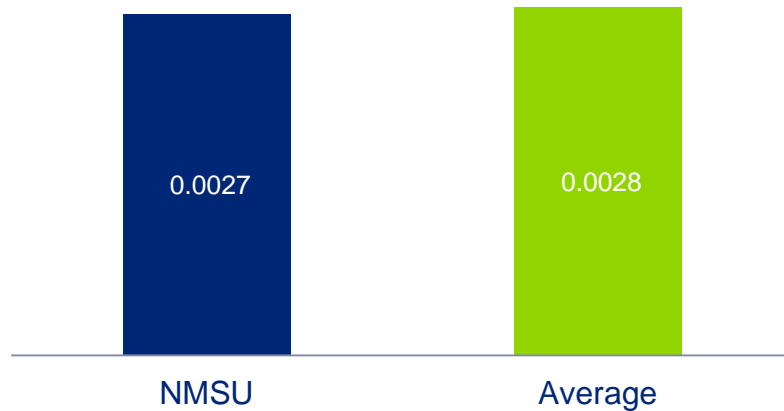
Admissions labor cost per graduate application processed



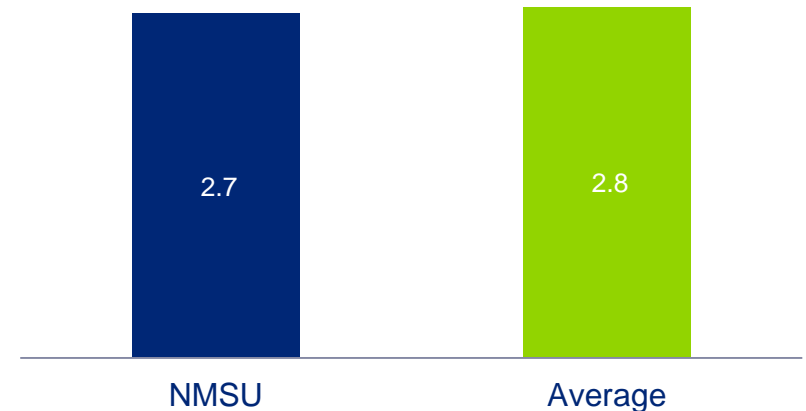
- NMSU's Admissions labor cost per undergraduate application processed is 3% higher than the participant average
- NMSU's Admissions labor cost per graduate application processed is 45% lower than the participant average

# NMSU's Admissions FTEs per new undergraduate students is lower than the participant average.

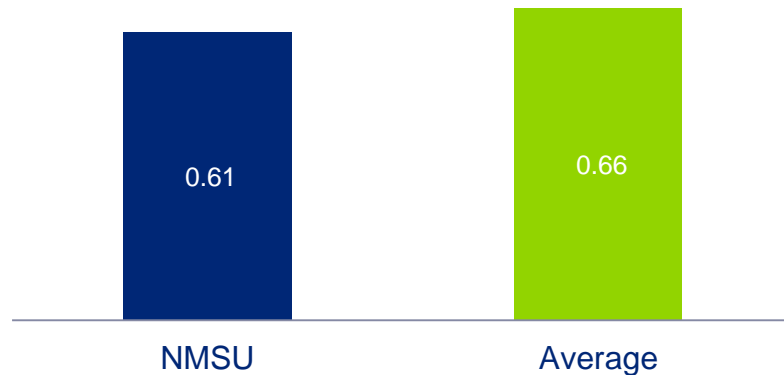
Admissions FTEs per new undergraduate student



Admissions FTEs per 1,000 new undergraduate students



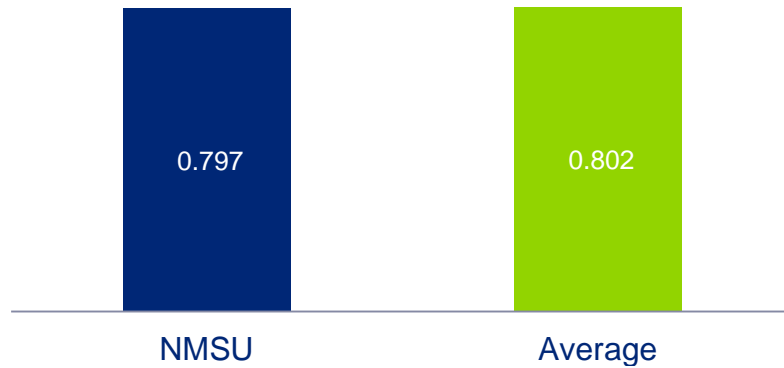
Admissions FTEs per 1,000 application processed (all application types)



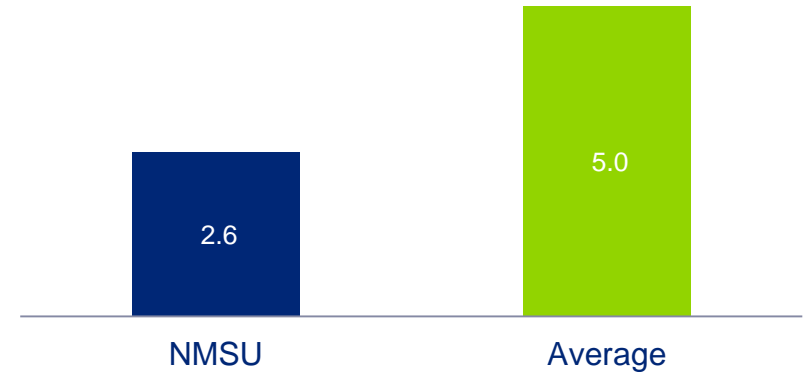
- NMSU's Admissions FTEs per new undergraduate student is 4% lower than the participant average
- NMSU's Admissions FTEs per 1,000 new undergraduate students is 4% lower than the participant average
- NMSU's Admissions FTEs per application processed (all application types) is 7% lower than the participant average

# NMSU's Admissions FTEs per 1,000 undergraduate and graduate applications processed is lower than the participant average.

Admissions FTEs per 1,000 undergraduate application processed



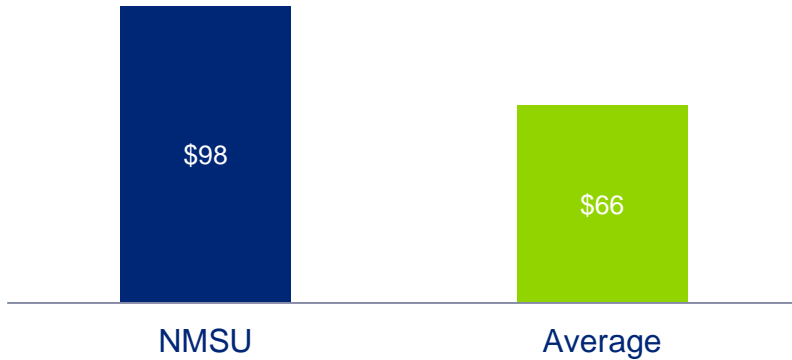
Admissions FTEs per 1,000 graduate application processed



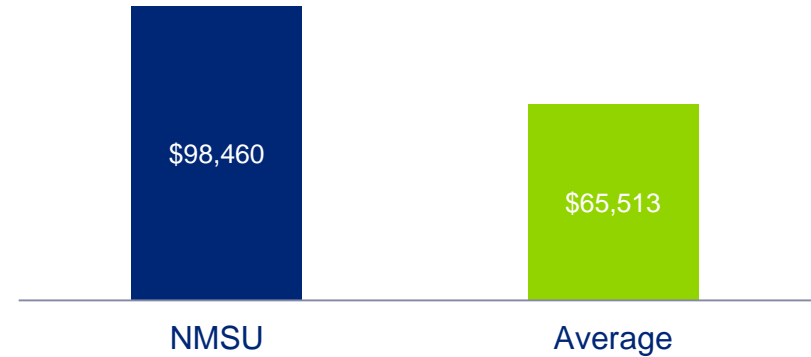
- NMSU's Admissions FTEs per 1,000 undergraduate applications processed is 1% lower than the participant average
- NMSU's Admissions FTEs per 1,000 graduate applications processed is 48% lower than the participant average

# NMSU's Financial aid labor cost and FTEs per financial aid recipient is higher than the participant average.

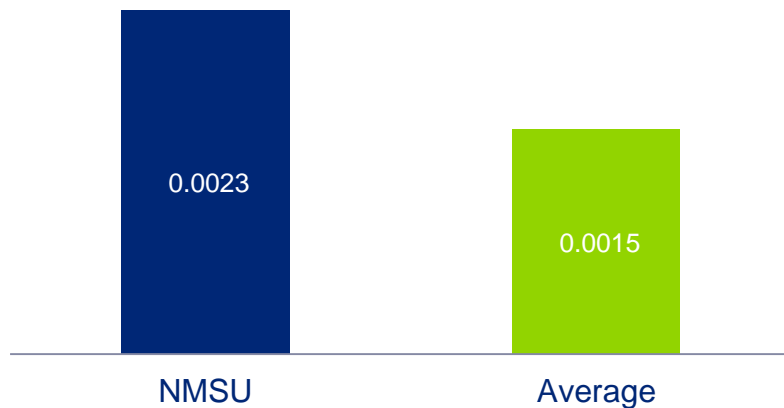
Financial aid labor cost per financial aid recipient



Financial aid labor cost per 1,000 financial aid recipients



Financial aid FTEs per financial aid recipient

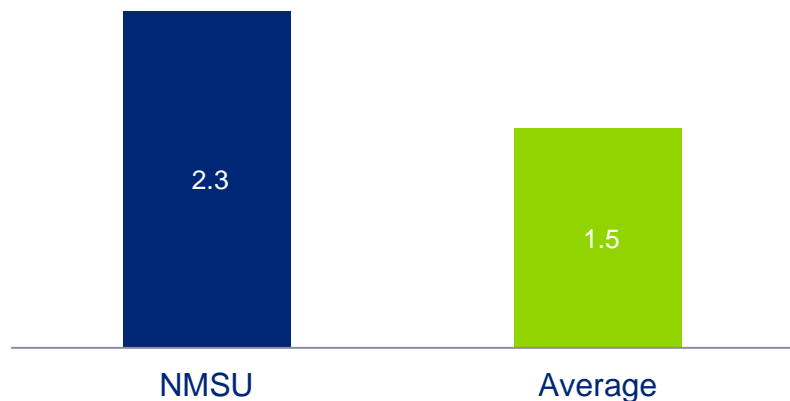


- NMSU's Financial Aid labor cost per financial aid recipient is 49% higher than the participant average
- NMSU's Financial Aid labor cost per 1,000 financial aid recipients is 50% higher than the participant average
- NMSU's Financial FTEs per financial aid recipient is 53% higher than the participant average

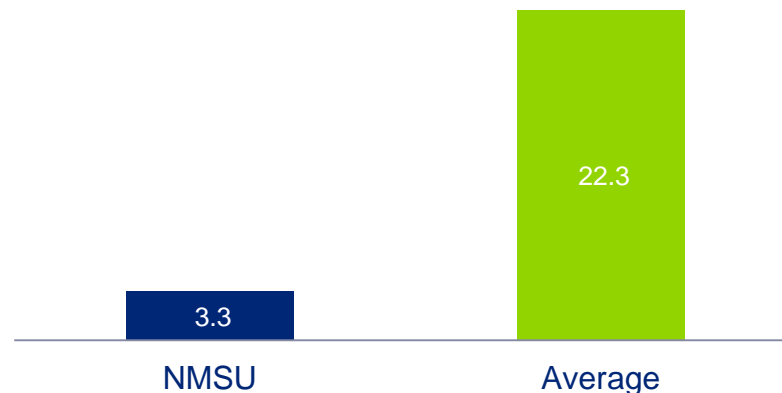


# NMSU's Financial aid FTEs per financial aid students is higher than the participant average.

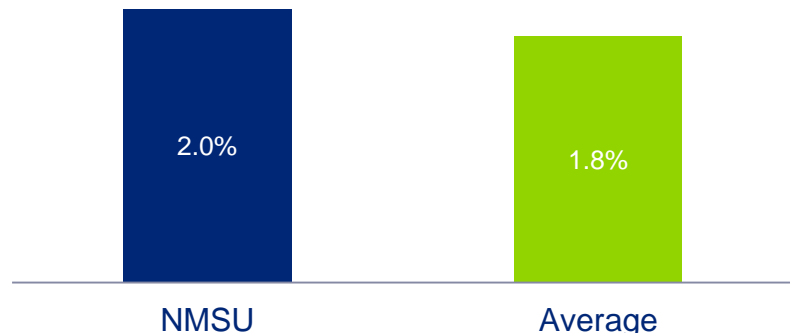
Financial aid FTEs per 1,000 financial aid students



Student administrative services professional FTEs to support FTEs



Student administrative services labor cost as a percent of institution's total operating budget



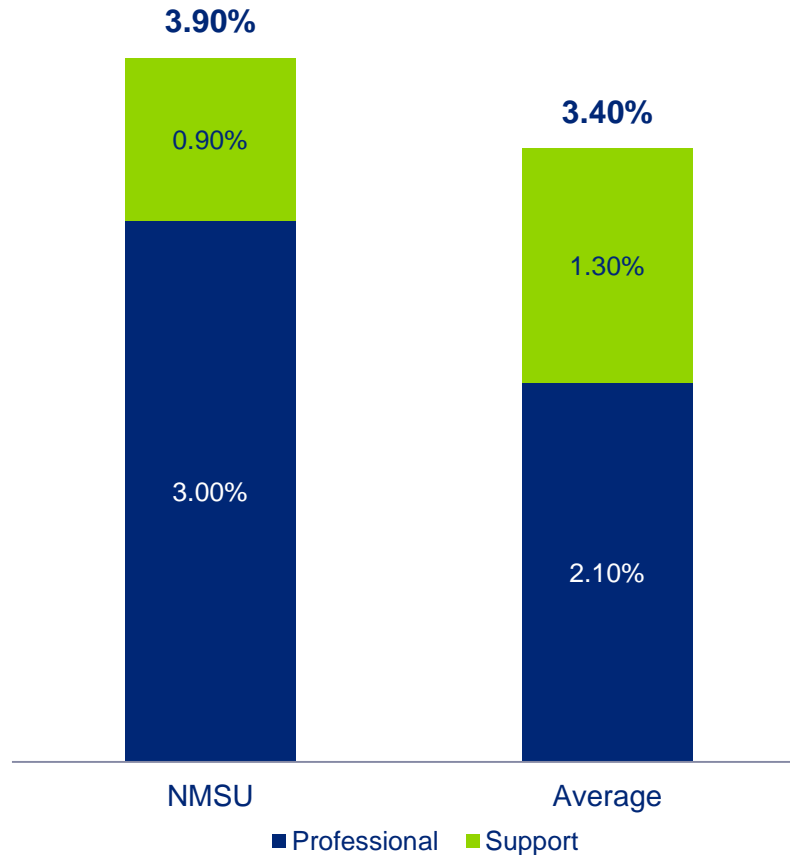
- NMSU's Financial Aid FTEs per 1,000 financial aid students is 53% higher than the participant average\*
- NMSU's Student Administrative Services professional FTEs to support FTEs is 85% lower than the participant average
- NMSU's Student Administrative Services labor cost as a percent of the institution's total operating budget is 11% higher than the participant average

\*One institution reports fractional support staff usage distorting the average results.

Average of the other two institutions is 0.9.

# NMSU's Student Administrative Services total FTEs as a percent of the institution's total number of FTEs is 15% higher than the participant average.

Student Administrative Services total FTEs as a percent of institution's total number of FTEs

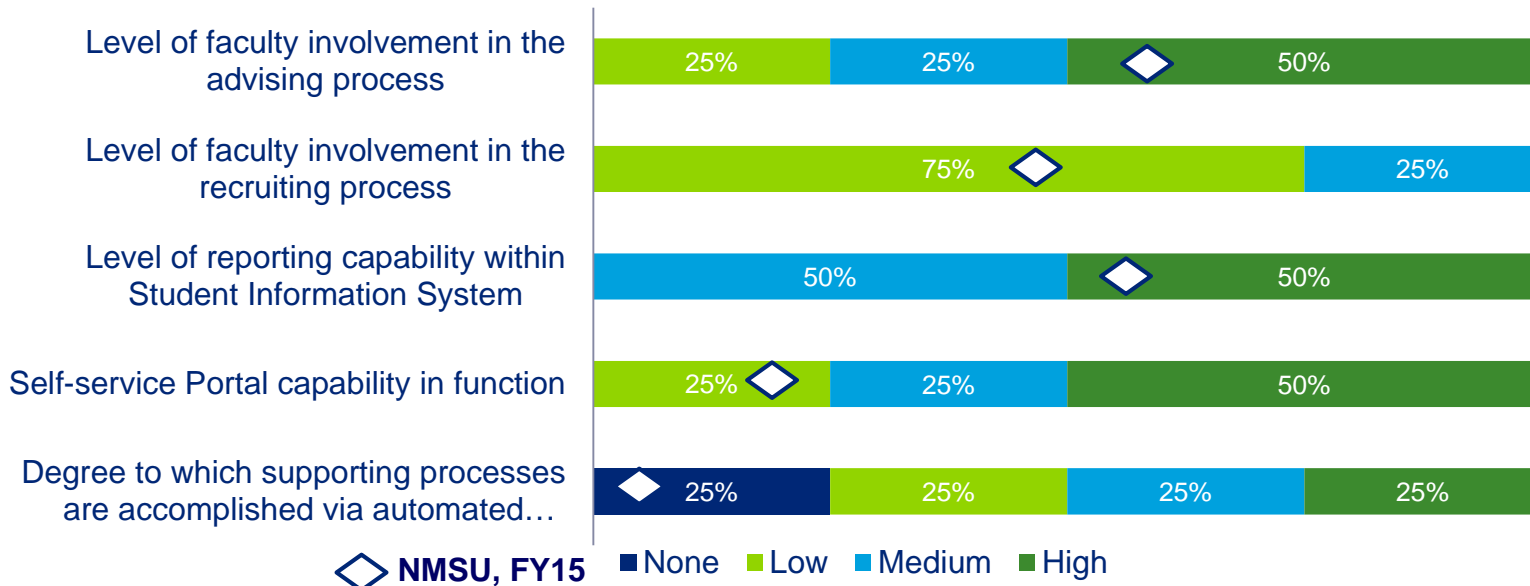


# Self-service and automated workflow appear to be opportunities to improve the student administrative service processes.

## Primary ERP tool in Student Administrative Services



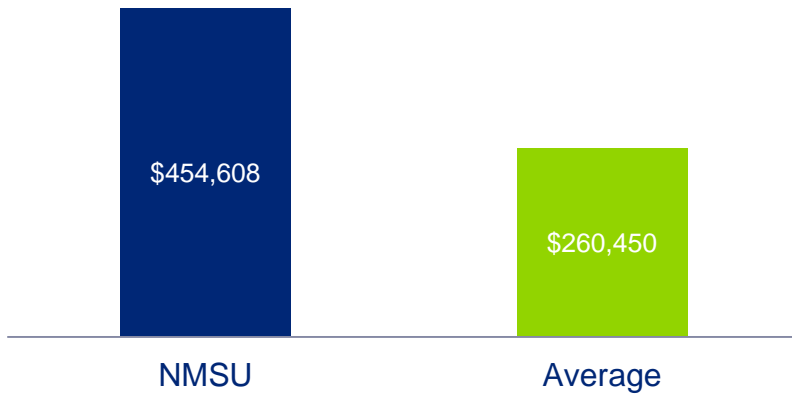
## Student Administrative Services process capabilities



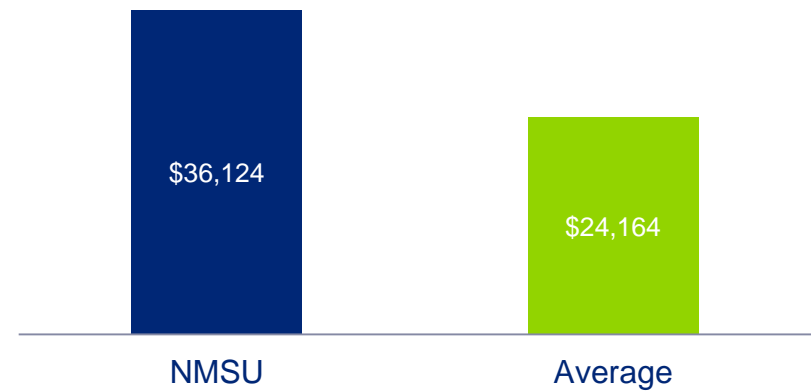
# Research Development, Compliance and Administration

# NMSU's Research labor cost per proposal submitted and administered are higher than the participant average.

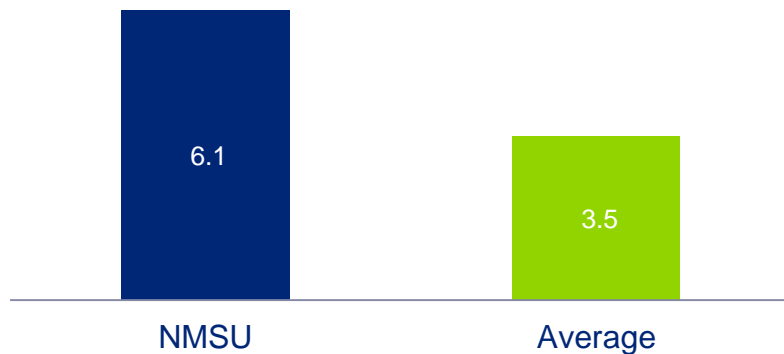
Research labor cost per 100 proposals submitted



Research labor cost per 10 proposals administered



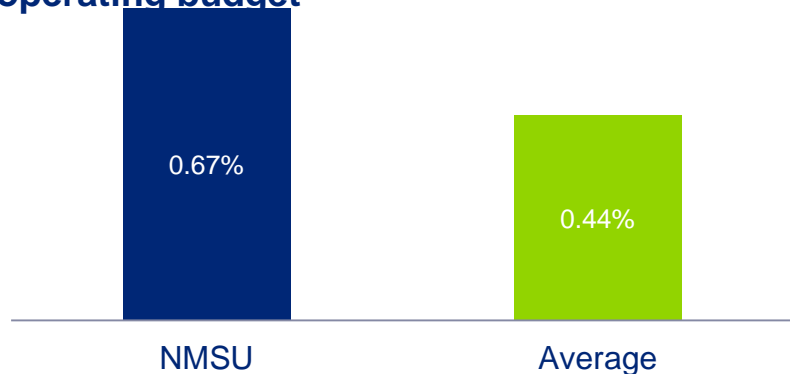
Research FTEs per 100 proposals submitted



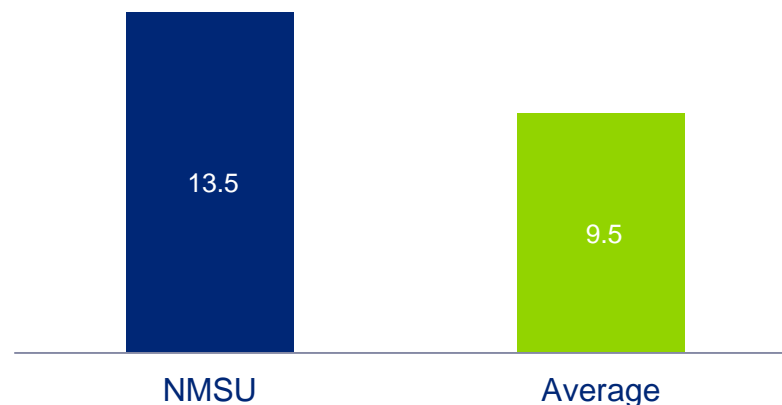
- NMSU's Research labor cost per 100 proposals submitted is 75% higher than the participant average
- NMSU's Research labor cost per 10 proposals administered is 50% higher than the participant average
- NMSU's Research FTEs per 100 proposals submitted is 74% higher than the participant average

# NMSU's Research labor cost as a percent of institution's total operating budget is higher than the participant average.

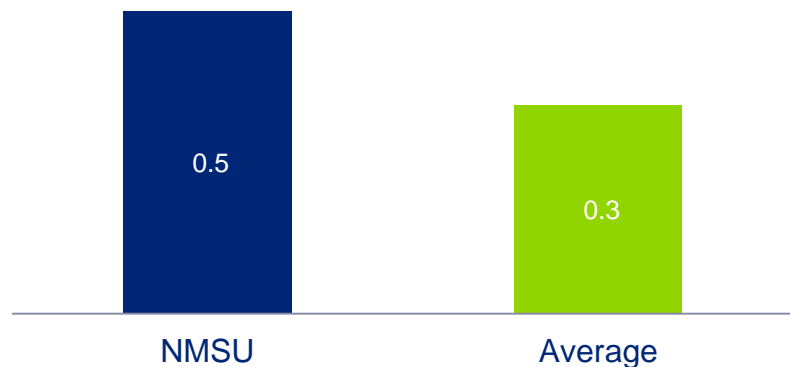
Research development, compliance and administration labor cost as a percent of institution's total operating budget



Research professional FTEs to support FTEs



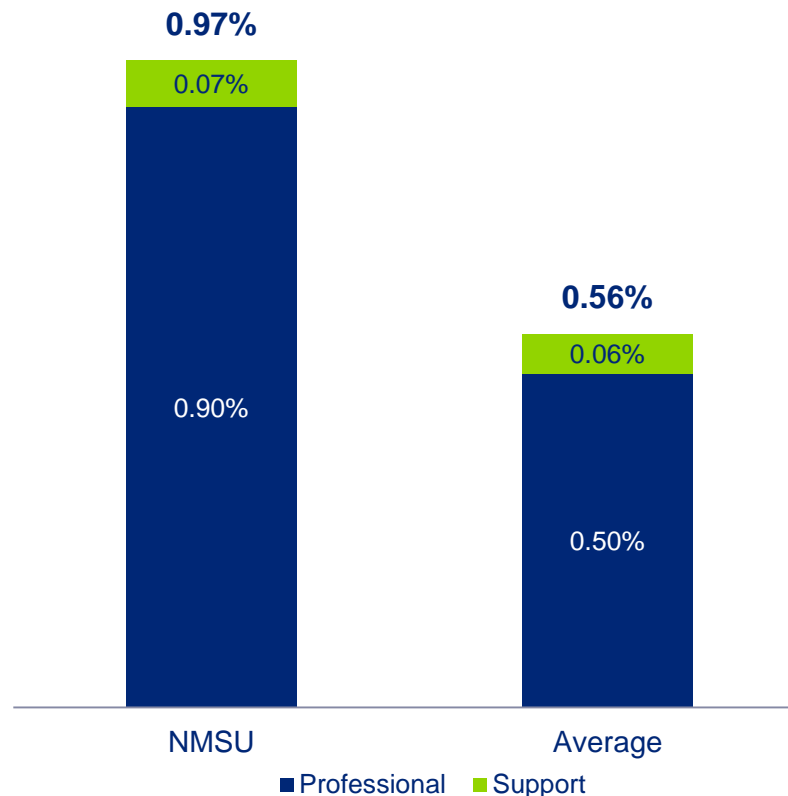
Research FTEs per 10 proposals administered



- NMSU's Research Development, Compliance and Administration labor cost as a percent of the institution's total operating budget is 52% higher than the participant average
- NMSU's Research professional FTEs to support FTEs is 42% higher than the participant average
- NMSU's Research FTEs per 10 proposals administered is 67% higher than the participant average

# NMSU's Research Development, Compliance and Administration total FTEs as a percent of institution's total number of FTEs is 73% higher than the participant average.

Research Development, Compliance and Administration total FTEs as a percent of institution's total number of FTEs

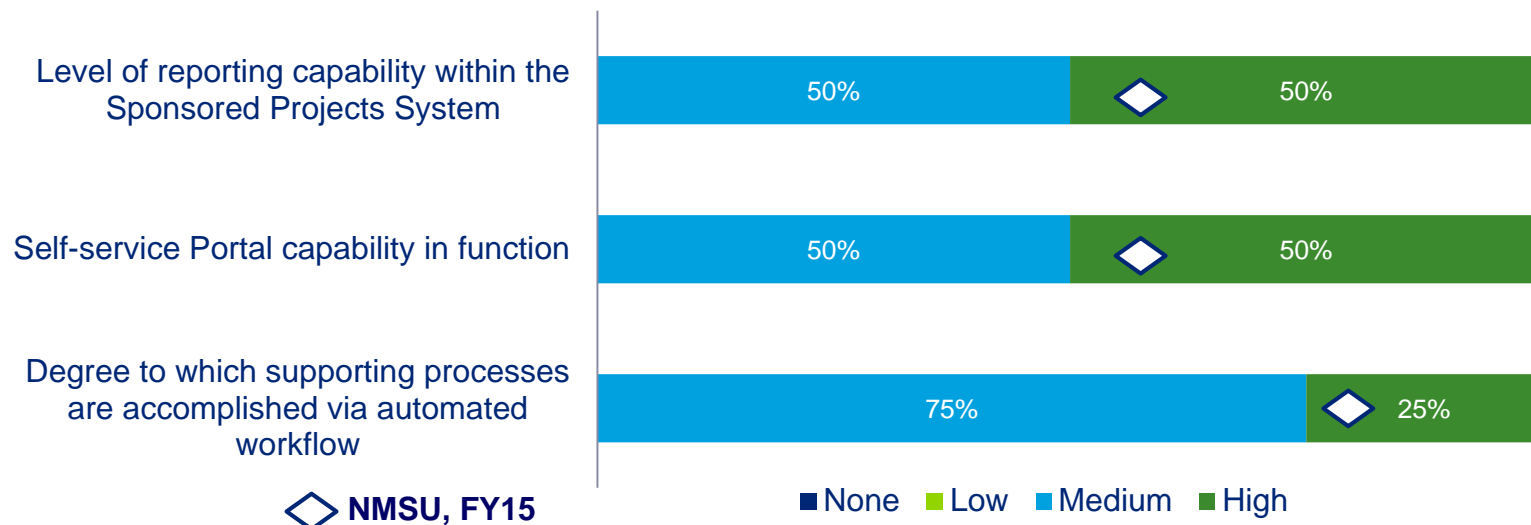


# Research Development, Compliance and Administrative process capabilities are moderate to strong across all participants.

## Primary ERP tool in Research Development, Compliance and Administration



## Research Development, Compliance and Administration capabilities





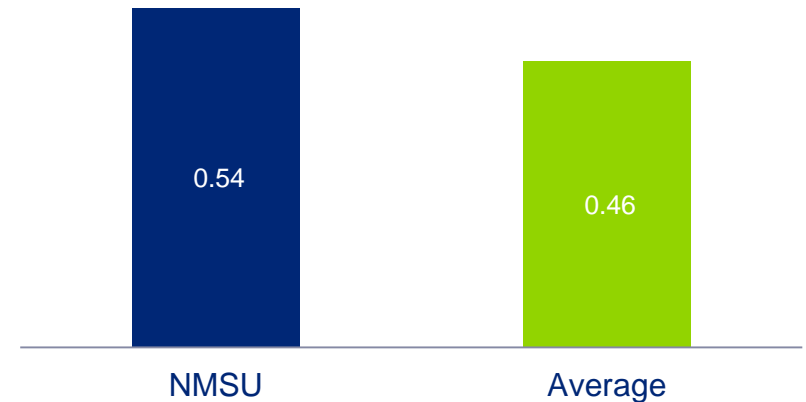
# Information Technology

# NMSU's IT labor cost and staff FTEs per help ticket is higher than the participant average.

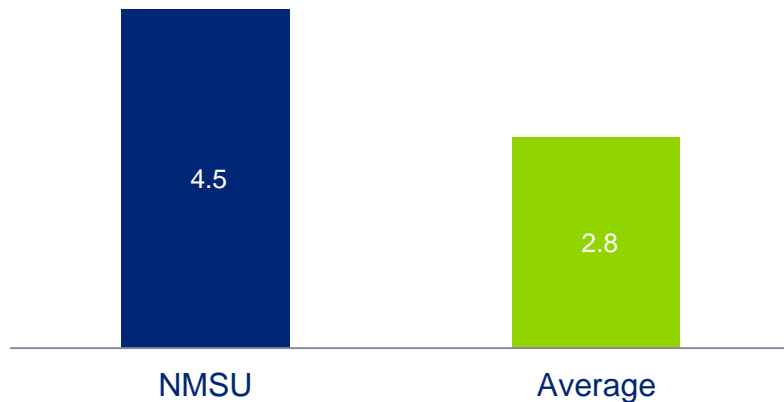
## IT labor cost per 100 IT help tickets



## IT staff FTEs per 100 IT help tickets



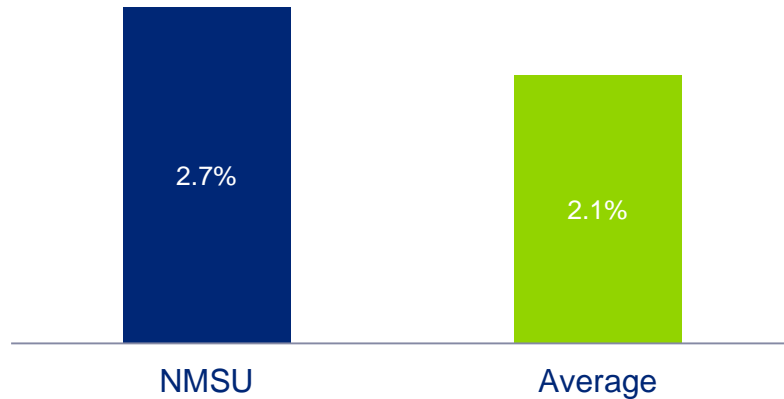
## IT professional FTEs to support FTEs



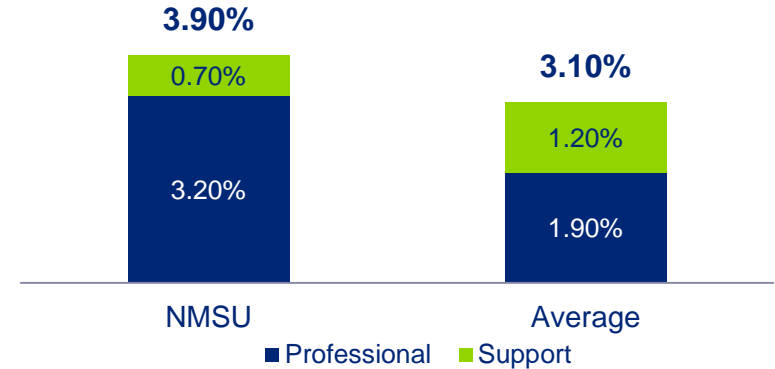
- NMSU's IT labor cost per 100 IT help tickets is 15% higher than the participant average
- NMSU's IT staff FTEs per 100 help tickets is 17% higher than the participant average
- NMSU's IT professional FTEs to support FTEs is 61% higher than the participant average

# NMSU's IT labor cost as a percent of the institution's total operating budget is higher than the participant average.

IT labor cost as a percent of institution's total operating budget



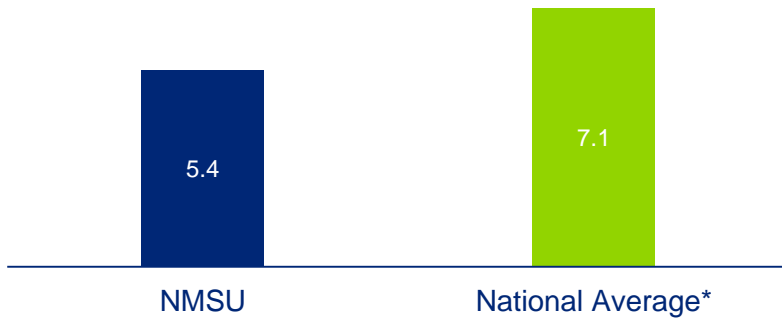
IT total FTEs as a percent of institution's total number of FTEs



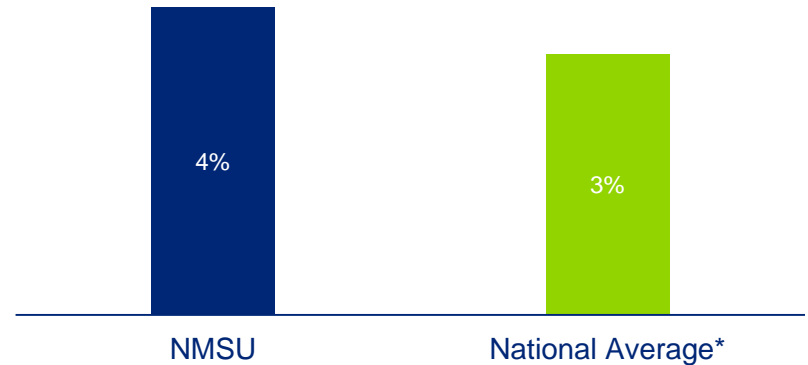
- NMSU's IT labor cost as a percent of the institution's total operating budget is 29% higher than the participant average
- NMSU's IT total FTEs as a percent of the institution's total number of FTEs is 26% higher than the participant average

# NMSU's Central IT FTEs is lower than the National Average of the EDUCAUSE data, but Central IT spending is generally higher.

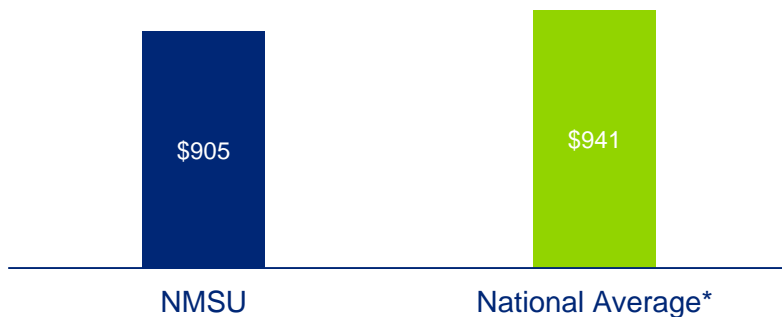
Central IT FTEs per 1,000 Institutional FTEs (students, faculty, and staff)



Total Central IT spending as percentage of institutional expenses



Total Central IT spending per institutional FTEs (students, faculty, and staff)

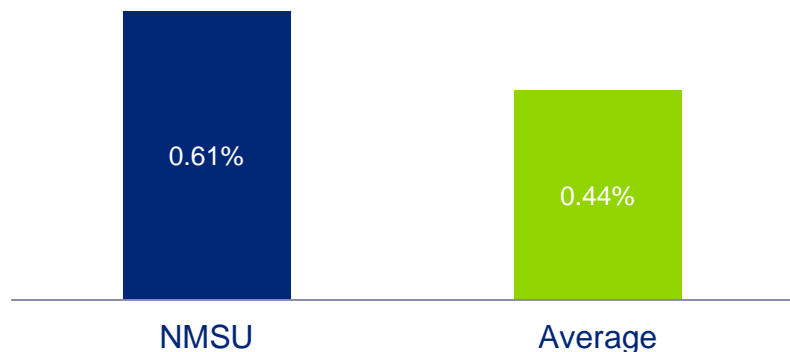


- NMSU has 24% less than the EDUCAUSE National Average for central IT FTEs per 1,000 institutional FTEs
- Total central IT spending as percentage of institutional expenses at NMSU is ~1% more than the EDUCAUSE National Average
- Total central IT spending per institutional FTEs (students, faculty and staff) is \$36 less than the EDUCAUSE National Average.

# Communications

# NMSU's Communications/University Relations labor cost as a percent of the institution's total operating budget is higher than the participant average.

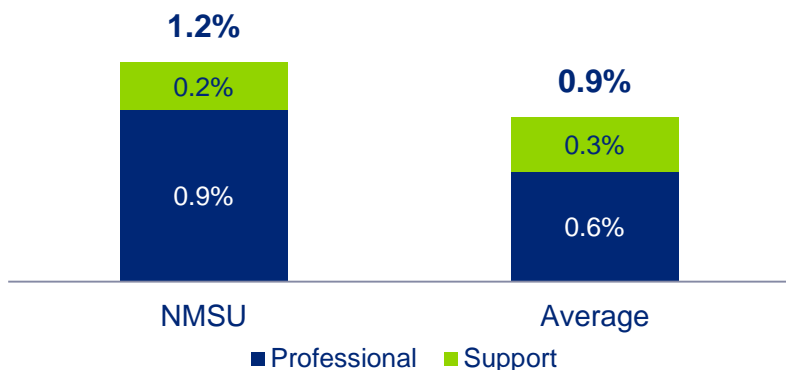
**Communications/University relations labor cost as a percent of institution's total operating budget**



**Communications/University relations ratio professional staff to support staff**



**Communications/University Relations total FTEs as a percent of institution's total number of FTEs**

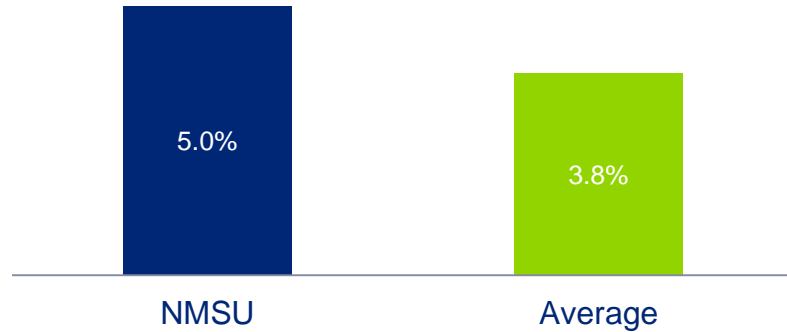


- NMSU's Communications/University Relations labor cost as a percent of the institution's total operating budget is 39% higher than the participant average
- NMSU's Communications/University Relations professional staff to support staff is 3% lower than the participant average
- NMSU's Communications/University Relations total FTEs as a percent of the institution's total number of FTEs is 33% higher than the participant average

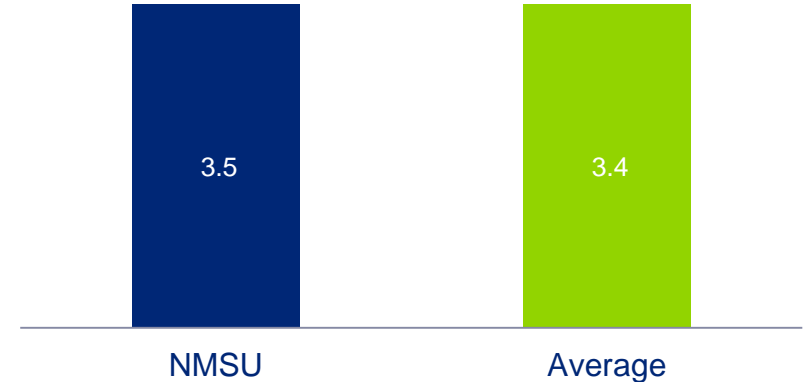
# Research, Public Service and Scholarly and Creative Activities

# NMSU's Research, Public Service, Scholarly and Creative Activities labor cost as a percent of the institution's total operating budget is higher than the participant average.

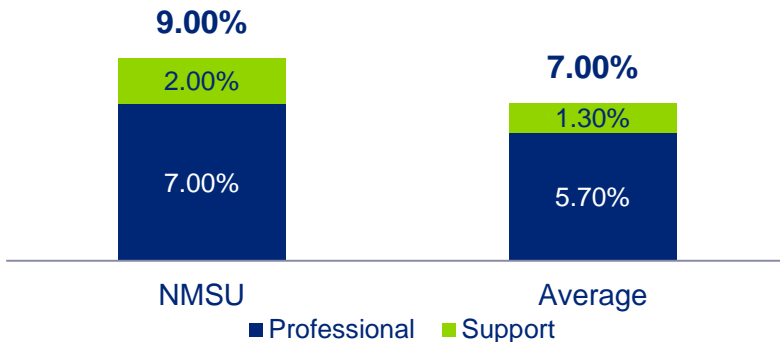
Research, public service and scholarly and creative activities labor cost as a percent of institution's total operating budget



Research, public service, scholarly and creative activities professional FTEs to support FTEs



Research, public service and scholarly, and creative activities total FTEs as a percent of institution's total number of FTEs



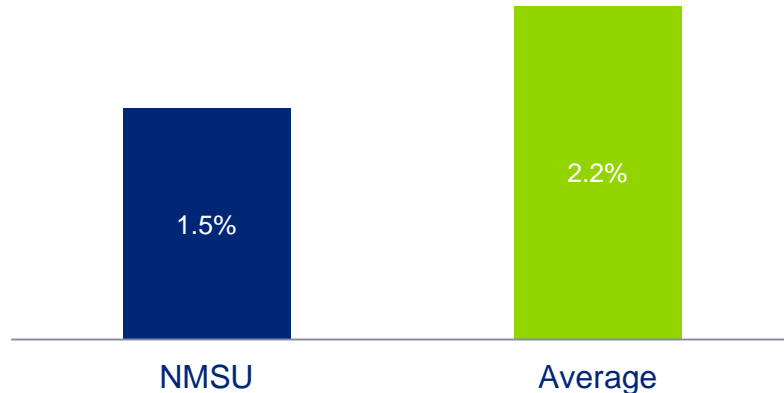
- NMSU's Research, Public Service, Scholarly and Creative Activities labor cost as a percent of the institution's total operating budget is 32% higher than the participant average
- NMSU's Research, Public Service, Scholarly and Creative Activities professional FTEs to support FTEs is 3% higher than the participant average
- NMSU's Research, Public Service, Scholarly and Creative Activities total FTEs as a percent of the institution's total number of FTEs is 29% higher than the participant average



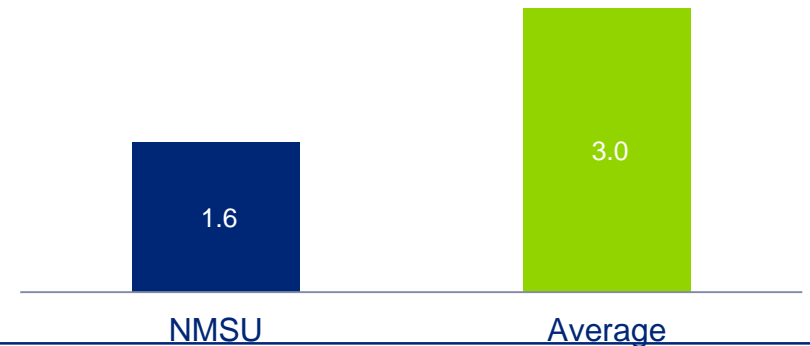
# Education Programs

# NMSU's Educational Programs labor cost as a percent of the institution's total operating budget is lower than the participant average.

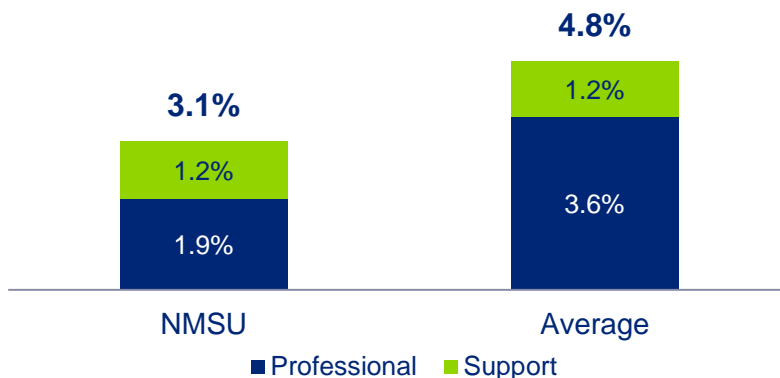
Educational programs labor cost as a percent of institution's total operating budget



Educational programs professional FTEs to support FTEs



Educational Programs total FTEs as a percent of institution's total number of FTEs

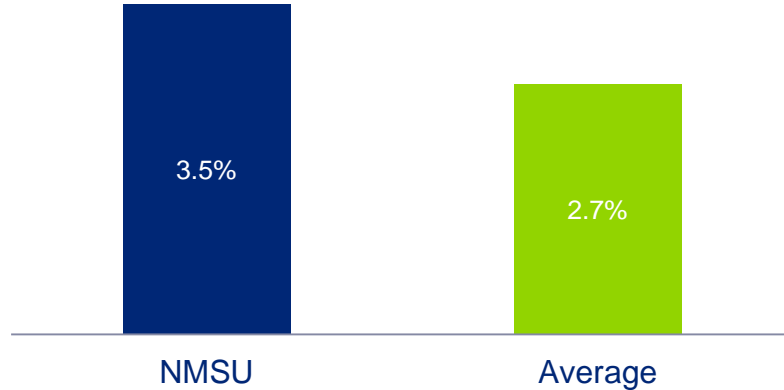


- NMSU's Educational Programs labor cost as a percent of the institution's total operating budget is 32% lower than the participant average
- NMSU's Educational Programs professional FTEs to support FTEs is 47% lower than the participant average
- NMSU's Educational Programs total FTEs as a percent of institution's total number of FTEs is 35% lower than the participant average

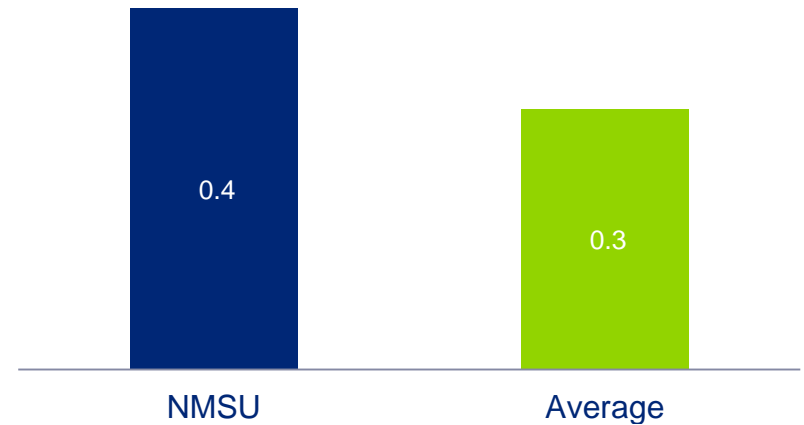
# General Administration

# NMSU's General Administration labor cost as a percent of the institution's total operating budget is higher than the participant average.

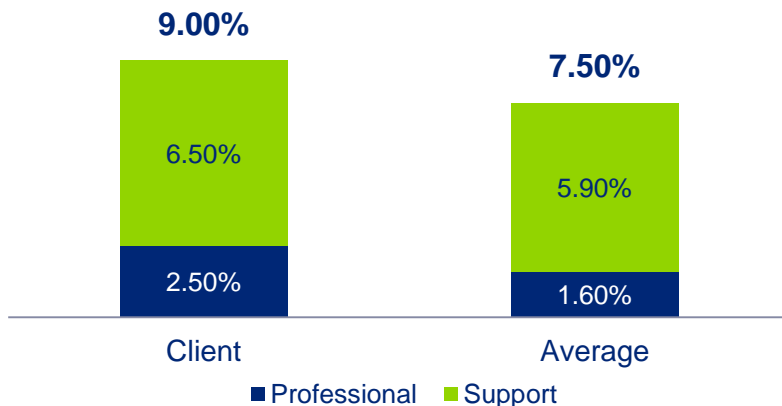
General administration labor cost as a percent of institution's total operating budget



General administration professional FTEs to support FTEs



General Administration total FTEs as a percent of institution's total number of FTEs

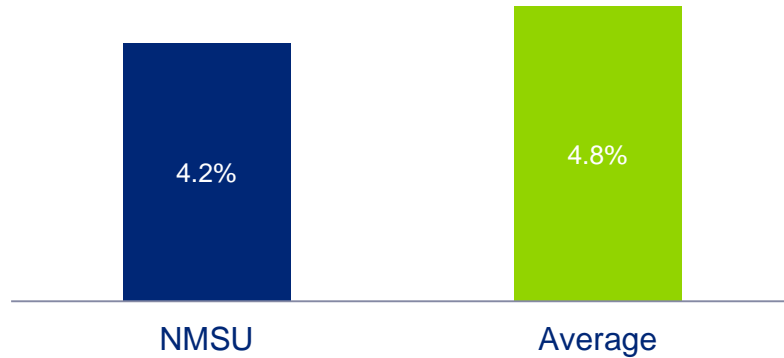


- NMSU's General Administration labor cost as a percent of the institution's total operating budget is 30% higher than the participant average
- NMSU's General Administration professional FTEs to support FTEs is 33% higher than the participant average
- NMSU's General Administration total FTEs as a percent of the institution's total number of FTEs is 20% higher than the participant average

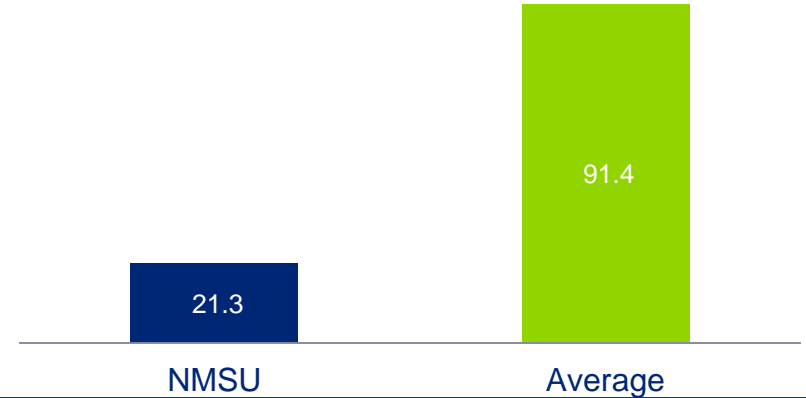
# Operational Management Activities

# NMSU's Operational Management activities labor cost as a percent of institution's total operating budget is lower than the participant average.

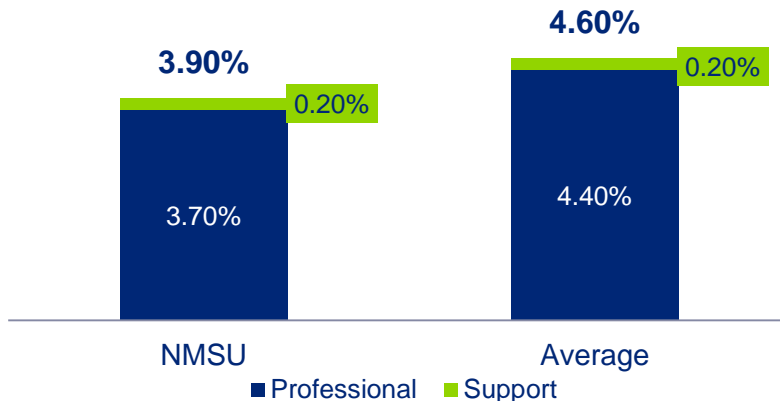
Operational management activities labor cost as a percent of institution's total operating budget



Operational management activities professional FTEs to support FTEs



Operational Management activities total FTEs as a percent of institution's total number of FTEs



- NMSU's Operational Management activities labor cost as a percent of institution's total operating budget is 13% lower than the participant average
- While NMSU has lower professional to support FTEs, cost as a percentage of budget is almost identical to the participant average
- NMSU's Operational Management activities total FTEs as a percent of institution's total number of FTEs is 15% lower than the participant average

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# Appendices



# Appendix A – NMSU Function Taxonomy

# New Mexico State University Administrative Taxonomy (1 of 3)

1.0 General Admin Support	2.0 Operational Management Activities	3.0 Advancement	4.0 Facilities Services	5.0 Auxiliaries
<ul style="list-style-type: none"> <li>• Provide Office and Operational Support</li> <li>• Process HR Transactions</li> <li>• Process Finance Transactions</li> <li>• Provide Student Support</li> <li>• Maintain Files and Provide General Reports</li> <li>• Provide Communication Support</li> </ul>	<ul style="list-style-type: none"> <li>• Direct Departments or Division</li> <li>• Manage Functions or Operations</li> <li>• Perform Strategic Planning</li> <li>• Oversee Government Relations</li> <li>• Support Accreditation and/or Assessment Activities</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Gift Accounting and Receiving</li> <li>• Conduct Prospect Research and Management Activities</li> <li>• Execute Donations and Stewardship Reporting</li> <li>• Execute Comprehensive &amp; Capital Campaign Fundraising</li> <li>• Manage Corporate &amp; Foundation Fundraising</li> <li>• Oversee Annual Giving</li> <li>• Manage Planned Giving</li> <li>• Manage Faculty, Staff, Student, Alumni Relations, Donors and Friends</li> <li>• Manage Donor Relationships/Stewardship</li> <li>• Manage Relations with External Organizations or Individuals</li> <li>• Coordinate Event Planning</li> <li>• Facilitate Marketing</li> <li>• Coordinate Communications</li> <li>• Manage Donor and Alumni Records</li> <li>• Manage University Scholarships Inventory</li> <li>• Manage University/Foundation Endowment</li> <li>• Manage Volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>• Perform Facility Development and Renovation Administration</li> <li>• Perform Maintenance</li> <li>• Manage Grounds</li> <li>• Manage Environmental Services</li> <li>• Oversee Utilities</li> <li>• Confirm Regulatory Compliance</li> <li>• Oversee Management and Development of Real Estate</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee University Parking, Transportation and Mail Services</li> <li>• Oversee University Housing and Related Contract Management</li> <li>• Oversee University Food Services, ID Card Services, and related Contract Management</li> <li>• Oversee University Conference Services</li> <li>• Oversee University Student Union</li> <li>• Oversee University Special Events</li> <li>• Oversee Bookstore Management and related Contract Management</li> <li>• Oversee Golf Course Management</li> </ul>

# New Mexico State University Administrative Taxonomy(2 of 3)

6.0 Finance	7.0 HR	8.0 Procurement	9.0 Student Admin Services
<ul style="list-style-type: none"> <li>• Execute Accounts Payable</li> <li>• Conduct Accounts Receivable</li> <li>• Manage/ Execute University-level budgeting</li> <li>• Perform department-level budgeting</li> <li>• Perform debt management Accounting</li> <li>• Perform Central Accounting</li> <li>• Perform General Accounting</li> <li>• Perform External Financial Reporting</li> <li>• Perform Rate Development and Review</li> <li>• Conduct Travel Expense Processing</li> <li>• Support External Audit</li> <li>• Conduct Internal Audit</li> <li>• Plan/Execute Tax Considerations</li> <li>• Perform Treasury Activities</li> <li>• Perform Bursar/ Collection Activities</li> <li>• Perform Risk Management</li> <li>• Administer Research Accounting</li> <li>• Manage/Execute Payroll, Time, and Attendance Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Applicant Recruiting</li> <li>• Manage Compensation Planning</li> <li>• Manage HR Benefits &amp; Payroll Data Admin</li> <li>• Perform I-9 Processing</li> <li>• Perform Visa Processing</li> <li>• Conduct On Boarding/Out Processing</li> <li>• Manage/ Execute Leave Administration</li> <li>• Perform Benefits Administration</li> <li>• Conduct Employee Relations</li> <li>• Conduct Labor Relations</li> <li>• Conduct Performance Management</li> <li>• Manage Learning and Development</li> <li>• Oversee Workers' Compensation</li> <li>• Administer Health &amp; Wellness Programs</li> <li>• EEO</li> <li>• Conduct Position Management, Success Management and Workforce Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Perform Purchasing Requirements and Supplier Evaluation and Selection Activities</li> <li>• Conduct Requisition Processing</li> <li>• Process and Maintain Purchase Orders</li> <li>• Manage Procurement Contracts and Requests for Quotes</li> <li>• Monitor and Manage Supplier Contracts</li> <li>• Oversee property casualty claims Process</li> <li>• Oversee Warehouse, Inventory, and Property Management</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Student Recruitment</li> <li>• Manage/Execute Applications Processing and Admissions</li> <li>• Onboard Students</li> <li>• Advise Students</li> <li>• Enroll Students</li> <li>• Manage Student Employment</li> <li>• Plan/Maintain Academic Calendar</li> <li>• Plan/Execute Convocation and Commencement</li> <li>• Manage/ Maintain Student Records</li> <li>• Manage, Report, and Counsel Students on Financial Aid</li> <li>• Support Financial Aid, Grants, Scholarships Application</li> <li>• Process Financial Aid, Grants, Scholarships</li> <li>• Provide Career Services</li> <li>• Manage Student Health and Wellness Programs</li> <li>• Oversee Student Conduct</li> <li>• Manage Student Life Activities</li> <li>• Provide Academic Support</li> <li>• Develop/ Maintain Course Catalogs</li> <li>• Manage Classroom Scheduling</li> <li>• Develop and Maintain Class Schedule</li> <li>• Support International Studies</li> </ul>

# New Mexico State University Administrative Taxonomy (3 of 3)

10.0 Award Development, Compliance & Admin	11.0 Information Technology	12.0 Communications	13.0 Research, Public Service & Scholarly/ Creative Activities	14.0 Educational Programs
<ul style="list-style-type: none"> <li>• Identify Grant Funding and Manage Limited Submissions</li> <li>• Provide Proposal Development Support</li> <li>• Support Grant Proposal Preparation, Review and Submission</li> <li>• Manage Award Negotiation and Acceptance</li> <li>• Support Financial Regulatory Management</li> <li>• Process Awards</li> <li>• Perform Award Project Management</li> <li>• Manage Licensing, Commercialization, and Technology Transfer</li> <li>• Manage Conflicts of Interest (COI) related to Sponsored Activities</li> <li>• Manage Research Compliance</li> <li>• Conduct Subcontractor Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Administer &amp; Manage University-wide IT</li> <li>• Program, Project and/or Service Mgmt.</li> <li>• Conduct Application Support &amp; Main.</li> <li>• Manage App. Dev. &amp; Implementation</li> <li>• Conduct Business Requirements Analysis</li> <li>• Support Data Centers</li> <li>• Provide End-user Support</li> <li>• Manage Hardware &amp; Software Acquisition</li> <li>• Support Research Computing</li> <li>• Manage Telecommunications</li> <li>• Manage IT Vendors</li> <li>• Design, Implement, Maintain Networks</li> <li>• Support IT Life Safety Systems</li> <li>• Maintain Information Security</li> <li>• Oversee Document Management</li> <li>• Perform Computer &amp; Op System Admin</li> <li>• Oversee Disaster Recovery/Business Continuity</li> <li>• Oversee Identity &amp; Authentication Mgmt.</li> <li>• Perform Database Admin</li> <li>• Administer/Maintain Data Warehouse</li> <li>• Oversee Decision Support &amp; Data Model</li> <li>• Facilitate Business Process Automation and Operational support</li> <li>• Execute Operational and Longitudinal Report Development</li> </ul>	<ul style="list-style-type: none"> <li>• Plan/Execute Communications</li> <li>• Plan/Execute Marketing</li> <li>• Plan/Execute Cooperative Extension Services and Agricultural Extension Services Publications</li> <li>• Product Broadcast Television Programs</li> <li>• Manage Public TV and Radio Stations</li> <li>• Develop News Stories and Conduct Media Relations</li> <li>• Handle Sports Information Duties</li> <li>• Provide Strategic Direction for University Website</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Research, Discovery, and/or Development Unit</li> <li>• Manage Research and Development Program</li> <li>• Coordinate Program Activities</li> <li>• Conduct Research, Scholarship, and Creative Activities</li> <li>• Provide Research Support</li> <li>• Provide Technical Support</li> <li>• Support Machining Operations</li> <li>• Develop Software</li> <li>• Support Artistic Activities</li> <li>• Manage R&amp;D Site Operations</li> <li>• Provide Training</li> <li>• Provide Agricultural Support</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Educational Programs</li> <li>• Implement Educational Programs</li> <li>• Develop Outreach Programs</li> <li>• Evaluate Educational Programs</li> <li>• Provide Library Services</li> </ul>