



HLC Accreditation Evidence Document

Title: Advisement Structure Study

Office of Origin: Human Resources

Description: A collection of documents relating to a study done collaboratively by the HR and Provost offices for the Office of Advising Strategies. The study was undertaken with an eye towards the 2019 HLC accreditation review of the university (pg. 17), and involved an evaluative review of advising at the university as whole, including a survey of advisors. The documents included here are: the original Compensation Project Request to HR (pgs. 2-4), a template of the survey given to current advisors and other relevant staff (5-16), a flyer announcing the study (pg. 17), a slide show giving an overview of advisement survey findings (18-61), and another presentation giving a comprehensive overview of the study (62-77).

Date: 2018

COMPENSATION PROJECT REQUEST**Section I. Requester Details**

Requester:

Title:

Phone:

Dept:

Date:

Email:

Section II. Nature of Request

Describe the nature of the issue, situation or opportunity:

What are the top three (3) desired business outcomes of engaging in this project?

1.

2.

3.

Describe the key success factors that will be used to measure the success of this project (if known).

What are the assumptions/constraints to this project?

Section III. Desired Timeline

When would you like the final deliverable to be completed? (approximately)

Unknown

Please list the desired time line for key milestones (if known):

Milestone

Desired Delivery

What important considerations should be taken into account for project scheduling? (if any)

Section IV. Budget

What is the overall estimated budget to implement this project? (if known)

Unknown

What will be the source of funds?

What budgetary approvals are needed and from whom?

Funds dedicated to specific activities (if applicable/known):

Section V. Stakeholders

Describe the primary stakeholders who may be impacted by this project and/or have a substantial interest in the outcome.

Name/Group

Stake in the Project

Who will be the Executive Sponsor for this project?

Name:

Title:

Phone:

How frequently does the Executive Sponsor want to be informed of project updates?

Who will be the designated liaison to the Executive Sponsor? (if known)

Section VI. Additional Considerations

Please note any additional thoughts, notes, or considerations to be taken into account with this project.

Section V. Request Submission

Thank you for your interest in working with HR Compensation to initiate this project. To close this initiation request, please sign below. *If this is your first time using a digital signature, please go to the HR Forms page and open "PDF Digital Signature Set-up Instructions."* Once complete, hit the "Send" button below to send this request to HR Compensation.

Signature

HR Compensation Updates (HR Use Only)

Logged in Database:

COMP Action#:

Assigned to:

Advisement Survey Questions

Legend:

***Required fields**

Blue Text indicates instructions for how a field should be built

Bold Black Text indicates the recipients of a particular survey

ACADEMIC ADVISEMENT

Recipients: Sr Academic Advisor, Academic Advisors, and Coord, Program Advisement

1. ***Indicate your personal information.**

This is not an anonymous survey. It serves in place of the Position Review Questionnaire (PRQ) form and will provide valuable information regarding your specific job duties and responsibilities.

- a. Name (First, Last):
- b. UNM ID #:
- c. Department/School:
- d. Title:
 - i. Dropdown Options:
 1. Academic Advisor
 2. Academic Advisor, Senior
 3. Coord, Program Advisement
 4. Coord, Student Advisement
 5. Mgr, Academic Advisement
 6. Student Success Specialist
 7. Student Success Specialist, Senior
 8. Student Programs Advisor
 9. Student Programs Advisor, Senior
 10. Student Programs Specialist
 - ii. *Dropdown will lead employee to the position-specific questions.*

Next Screen

2. ***Please provide a brief summary regarding your regular duties, in your own words.**
(Character limit – 1000)

Next Screen

1. ***Indicate the percentage of time you spend advising each respective student population.**
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.
 - a. Undergraduates
 - b. Graduates

Next Screen

2. *Indicate the extent of time spent performing the following duties:
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.

%	Duty/Responsibility
	Conducting face-to-face advisement sessions with students regarding advisement such as appropriate academic schedule, choice of major, number of hours that may be taken, probation, suspension, etc.
	Processing advisement paperwork (e.g. certifying graduation requirements are met, filling out financial aid information, cleaning up degree audits, etc.)
	Analyzing academic records, as well as triaging issues before submitting them to faculty and/or higher-level staff for review (e.g. assessing transfer work from out-of-state institutions, requirement changes for a program, etc.)
	Presenting on advisement issues at workshops and orientations (e.g. new student orientation, department orientations, graduation workshops)
	Providing input on the development of advisement and recruitment programs and materials
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>

Next Screen

3. What is your current student load?
To obtain the student load for your position, consult with your immediate supervisor.
- a. Primary load: _____(e.g. first majors)
 - b. Secondary load: _____(e.g. second majors and minors)
 - c. Describe your responsibilities as they relate to your secondary load. **(Character limit – 1000)**

Next Screen

4. *Do you supervise other staff?
Supervision entails hiring, firing, directing, and performance managing others. This does not include acting as a lead to lower-level staff.
- a. No, I do not supervise others.
 - b. Yes, I supervise others.
 - i. _____: # of students, _____: # of staff
 - ii. _____: # of direct reports, _____: # of indirect reports

Next Screen

5. Is there anything else we should know about your regular duties and responsibilities?
(Character limit – 1000)

Recipients: Coord, Student Advisement

- 1. *Indicate your personal information.

This is not an anonymous survey. It serves in place of the Position Review Questionnaire (PRQ) form and will provide valuable information regarding your specific job duties and responsibilities.

- a. Name (First, Last):
- b. UNM ID#:
- c. Department/School:
- d. Title:
 - i. Dropdown Options:
 - 1. Academic Advisor
 - 2. Academic Advisor, Senior
 - 3. Coord, Program Advisement
 - 4. Coord, Student Advisement
 - 5. Mgr, Academic Advisement
 - 6. Student Success Specialist
 - 7. Student Success Specialist, Senior
 - 8. Student Programs Advisor
 - 9. Student Programs Advisor, Senior
 - 10. Student Programs Specialist
 - ii. *Dropdown will lead employee to the position-specific questions.*

Next Screen

- 2. *Please provide a brief summary regarding your regular duties, in your own words.
(Character limit – 1000)

Next Screen

- 3. *Indicate the percentage of time you spend advising each respective student population.
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.
 - a. Undergraduate
 - b. Graduate

- 4. *Indicate the extent of time spent performing the following duties:
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.

%	Duty/Responsibility
	Serving as the first point-of-contact for lower-level advisors for complaints, complex issues, and questions about routine procedures

	Participating in meetings with leaders in the School/College
	Presenting the School/College to the campus community (e.g. participating in the Provost Council of Advisors, task forces, or committees)
	Scheduling and coordinating the work of lower-level advisors and advisement staff
	Conducting face-to-face advisement sessions with students regarding advisement, such as appropriate academic schedule, choice of major, number of hours that may be taken, probation, suspension, etc.
	Creating materials regarding an academic programs, such as course catalogs, guides, or other support materials
	Deputizing for a School/College's respective Advisement Office Manager in their absence
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>

Next Screen

5. *Have you been assigned a specific academic program(s) within your School/College? (e.g. designated liaison for an academic program, performing recruitment, outreach, policy development duties for that program)
- No
 - Yes – Describe the nature of your duties and responsibilities as it relates to the program(s).

Next Screen

6. What is your current student load?
- To obtain the student load for your position, consult with your immediate supervisor.*
- Primary load: ____ (e.g. first majors)
 - Secondary load: ____ (e.g. second majors and minors)
 - Describe your responsibilities as they relate to your secondary load. (Character limit – 1000)

Next Screen

7. *Do you supervise other staff?
- Supervision entails hiring, firing, directing, and performance managing others. This does not include acting as a lead to lower-level staff.*
- No, I do not supervise others.
 - Yes, I supervise others.
 - ____: # of students, ____: # of staff
 - ____: # of direct reports, ____: # of indirect reports

Next Screen

Is there anything else we should know about your regular duties and responsibilities?
(Character limit – 1000)

Recipients: Mgr, Academic Advisement

1. *Indicate your personal information.

This is not an anonymous survey. It serves in place of the Position Review Questionnaire (PRQ) form and will provide valuable information regarding your specific job duties and responsibilities.

- a. Name (First, Last):
- b. UNM ID#:
- c. Department/School:
- d. Title:
 - i. Dropdown Options:
 - 1. Academic Advisor
 - 2. Academic Advisor, Senior
 - 3. Coord, Program Advisement
 - 4. Coord, Student Advisement
 - 5. Mgr, Academic Advisement
 - 6. Student Success Specialist
 - 7. Student Success Specialist, Senior
 - 8. Student Programs Advisor
 - 9. Student Programs Advisor, Senior
 - 10. Student Programs Specialist

ii. *Dropdown will lead employee to the position-specific questions.*

Next Screen

1. *Please provide a brief summary regarding your regular duties, in your own words.
(Character limit – 1000)

Next Screen

2. *Indicate the percentage of time you spend advising each respective student population.
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.
- a. Undergraduate
 - b. Graduate

Next Screen

3. *Indicate the extent of time spent performing the following duties:
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.

%	Duty/Responsibility
	Overseeing all operations of an Advisement Office for a School/College and ensuring compliance to University requirements

	Approving advisement actions as the designated signing authority by the Dean (e.g. suspensions, probations, graduations, Dean Lists, etc.)
	Developing and monitoring annual operating budgets for the School/College Advisement Office
	Directly supervising advisement staff (i.e. work allocation, training, hiring, firing, performance management, etc.)
	Participating in decision-making for the College/School, to include assessing desired advisement outcomes and developing strategies to promote four-year graduation rates
	Evaluating advisement programs and services to ensure alignment with accreditation requirements, which may include participating in the accreditation process for the respective School/College
	Developing and negotiating partnerships with other colleges, community partners, or institutions (e.g. creating MOUs with programs at CNM)
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>

Next Screen

4. *Do you supervise other staff?
Supervision entails hiring, firing, directing, and performance managing others. This does not include acting as a lead to lower-level staff.
- No, I do not supervise others.
 - Yes, I supervise others.
 - ____: # of students, ____: # of staff
 - ____: # of direct reports, ____: # of indirect report

Next Screen

5. *Describe the student population in your respective School/College in terms of student load.
- Overall number of students enrolled in your college:
 - Undergraduate: ____
 - Graduate: ____
 - Total student load to whom you provide direct advisement:
 - Primary load: ____ (e.g. first majors)
 - Secondary load: ____ (e.g. second majors and minors)

Next Screen

6. Is there anything else we should know about your regular duties and responsibilities?
(Character limit – 1000)
7. Is there anything else we should know about the nature of your School/College?
(e.g. complex accreditation requirements, additional regulatory compliance issues, etc.)
(Character limit – 1000)

INTEGRATED ADVISEMENT (STUDENT AFFAIRS)

Recipients: Senior Student Program Advisor, Student Program Advisor

1. *Indicate your personal information.

This is not an anonymous survey. It serves in place of the Position Review Questionnaire (PRQ) form and will provide valuable information regarding your specific job duties and responsibilities.

- a. Name (First, Last):
- b. UNM ID#:
- c. Department/School:
- d. Title:
 - i. Dropdown Options:
 1. Academic Advisor
 2. Academic Advisor, Senior
 3. Coord, Program Advisement
 4. Coord, Student Advisement
 5. Mgr, Academic Advisement
 6. Student Success Specialist
 7. Student Success Specialist, Senior
 8. Student Programs Advisor
 9. Student Programs Advisor, Senior
 10. Student Programs Specialist
 - ii. *Dropdown will lead employee to the position-specific questions.*

Next Screen

2. *Please provide a brief summary regarding your regular duties, in your own words.
(Character limit – 1000)

Next Screen

3. *Describe the targeted student population you support.
(Character limit – 250)

Next Screen

4. *Indicate the extent of time spent performing the following duties
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.

%	Duty/Responsibility
	Conducting face-to-face advisement sessions with students regarding student success (e.g. how to navigate various University systems, working with academic advisors, accessing campus resources, etc.)
	Carrying out outreach activities to promote and advocate for and to students from the targeted population
	Coordinating activities that promote student retention (e.g. student mentor programs, tutor services, study skill workshops, social and cultural programming, etc.)

	Advising student groups (e.g. team building, strategic planning, leadership, time management, and problem resolution)
	Problem solving with individual students (e.g. helping a student develop a time management plan to improve academic performance, advising students on balancing academic and personal demands, etc.)
	Representing the program to external agencies (e.g. presenting to potential partners who may support the missions of the program, providing reports to funding agencies, etc.)
	Participating in program planning efforts with higher-level staff (e.g. identifying program improvement opportunities, compiling reports for leadership, etc.)
	Preparing grant proposals to fund student programs and services
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>

Next Screen

5. Describe any specific student populations assigned to you (e.g. a designated scholarship cohort; a subset of the targeted, underrepresented population served by your department's program; etc.). If you do not support a specific student population, enter "n/a" below.

(Character limit – 1000)

- a. What is your current student load? (e.g. 175 students in the designated student population you are assigned to support)

Next Screen

6. Is there anything else we should know about your regular duties and responsibilities?

(Character limit – 1000)

Recipients: Student Programs Specialist

1. *Indicate your personal information.

This is not an anonymous survey. It serves in place of the Position Review Questionnaire (PRQ) form and will provide valuable information regarding your specific job duties and responsibilities.

- a. Name (First, Last):
- b. UNM ID#:
- c. Department/School:
- d. Title:
 - i. Dropdown Options:
 1. Academic Advisor
 2. Academic Advisor, Senior
 3. Coord, Program Advisement
 4. Coord, Student Advisement
 5. Mgr, Academic Advisement
 6. Student Success Specialist
 7. Student Success Specialist, Senior
 8. Student Programs Advisor
 9. Student Programs Advisor, Senior
 10. Student Programs Specialist
 - ii. *Dropdown will lead employee to the position-specific questions.*

Next Screen

2. *Please provide a brief summary regarding your regular duties, in your own words.
(Character limit – 1000)

Next

3. *Describe the targeted student population you support.
(Character limit – 250)

Next

4. *Indicate the extent of time spent performing the following duties:

Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.

%	Duty/Responsibility
	Developing programs geared toward recruiting and retaining students within a targeted population
	Overseeing day-to-day operations and activities of a student program(s)
	Serving as the primary point-of-contact for matters relating to the student program, to both the campus community and external entities
	Conducting face-to-face advisement sessions with students regarding student success (e.g. how to navigate various University systems, working with academic advisors, accessing campus resources, etc.)

	Analyzing data and compiling reports regarding programmatic efforts for higher-level leadership
	Developing and implementing strategies to promote program activities (e.g. implementing strategies to generate funding/develop grants)
	Compiling reports for external agencies/constituencies regarding grant-funded activities
	Supervising personnel performing programmatic activities
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>

Next Screen

5. What is your current student load ratio? (e.g. 330 students: 1 advisor)

Next Screen

6. What is the total dollar amount from grant funding associated with the program(s) you oversee?
If your program(s) are not funded through grants, indicate \$0 in the field below.
- a. \$ _____
7. Which of the following apply to your role as it relates to grant funding? Check all that apply.
- a. Write and submit grant proposals
 - b. Review and approve grant proposals for submission
 - c. Monitor activities to ensure compliance with stipulations in the grant(s)
 - d. Serve as the main point of contact for the grant agency
 - e. Other: (Provide a description – [Character limit: 35](#))
 - f. None of the above

Next

8. Is there anything else we should know about your regular duties and responsibilities?
[\(Character limit – 1000\)](#)

OTHER

Recipients: Student Success Specialists, Senior Student Success Specialists

1. *Indicate your personal information.

This is not an anonymous survey. It serves in place of the Position Review Questionnaire (PRQ) form and will provide valuable information regarding your specific job duties and responsibilities.

- a. Name (First, Last):
- b. UNM ID#:
- c. Department/School:
- d. Title:
 - i. Dropdown Options:
 1. Academic Advisor
 2. Academic Advisor, Senior
 3. Coord, Program Advisement
 4. Coord, Student Advisement
 5. Mgr, Academic Advisement
 6. Student Success Specialist
 7. Student Success Specialist, Senior
 8. Student Programs Advisor
 9. Student Programs Advisor, Senior
 10. Student Programs Specialist

ii. *Dropdown will lead employee to the position-specific questions.*

Next Screen

2. *Please provide a brief summary regarding your regular duties, in your own words.
(Character limit – 1000)

Next Screen

3. *Indicate the percentage of time you spend advising each respective student population.
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.
 - a. Undergraduates
 - b. Graduates

Next.

4. *Indicate below the top seven (7) duties and responsibilities you regularly perform. Also indicate the percentage of time spent on each duty.
Note: The total must equal 100%. Percentage of time should be based on a 40-hour workweek. For example, an average of 4 hours a week on a particular duty should be noted as 10% time-effort. If any of the following do not apply to you, simply put 0% in the column.

%	Duty/Responsibility
	<i>(Blank) Provide a detailed description</i>

	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>
	<i>(Blank) Provide a detailed description</i>

Next Screen

5. Describe any specific student populations assigned to you (e.g. a designated scholarship cohort; student athletes in a specific sport; etc.). If you do not support a specific student population, enter "n/a" below.

(Character limit – 1000)

- a. What is your current student load? (e.g. 175 students in the designated student population you are assigned to support)

Next Screen

6. ***Do you supervise other staff?**

Supervision entails hiring, firing, directing, and performance managing others. This does not include acting as a lead to lower-level staff.

- a. No, I do not supervise others.
- b. Yes, I supervise others.
 - i. ____ : # of students, ____ : # of staff
 - ii. ____ : # of direct reports, ____ : # of indirect reports

Next Screen

7. Is there anything else we should know about your regular duties and responsibilities?

(Character limit – 1000)



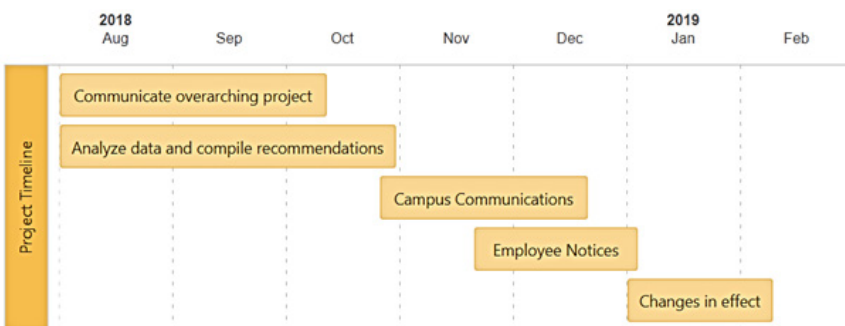
PURPOSE OF THE STUDY

As the University prepares for the 2019 Higher Learning Commission (HLC) Accreditation review, special attention has been given to the University’s aggressive goals to increase retention and graduation rates. This extends to a review of advisement personnel, who contribute significantly and directly to student success. The Provost Office and UNM Human Resources will be working collaboratively to evaluate advising units to meet the following.

GOALS

- To ensure each school/college has consistent organizational structures and support, and that we are meeting our students’ needs while also being budget conscious
- To align job classifications performing duties that directly impact student success
- To retain and recognize advisors across the institution, acknowledging the vital role they play in the University’s retention and graduation goals

TIMELINE



IMPACTED CLASSIFICATIONS

ACADEMIC ADVISEMENT

Mgr, Academic Advisement
 Academic Program Support Mgr
 Academic Advisement Specialist
 Coord, Student Advisement
 Coord, Graduate Academic Advisement
 Sr Academic Advisor
 Academic Advisor

INTEGRATED ADVISEMENT

Dir, Student Affairs/Lg Branch
 Dir, Student Affairs/Sm Branch
 Student Success Manager (Branch)
 Academic Success Mgr/Law School
 Academic Student Success Manager
 Mgr, Student Success
 Student Programs Specialist
 Coord, Program Advisement
 Sr Student Program Advisor
 Student Program Advisor
 Student Success Specialist, Sr
 Student Success Specialist
 Sr Student Success Assoc/Branch
 Branch-Student Success Assoc

INTERNATIONAL ADVISEMENT

Mgr, International Education
 International Advisement Specialist
 International Program Advisor

QUESTIONS?

If you have questions, reach out to our Project Team Members:

- **Office of Advising Strategies:** Laura Valdez, lvaldez@unm.edu or (505) 277-2666
- **Office of Student Affairs:** Tim Gutierrez, tgutierr@unm.edu (505) 277-0963
- **Provost Office/Academic Affairs:** Jennifer Love, provost@unm.edu or (505) 277-2611
- **HR Compensation:** Stacie Jackson, comp@unm.edu or (505) 277-2754

Stay up-to-date on the study at hr.unm.edu/compensation/advisement-structure-study.

Advisement Survey Findings

4/24/2018

Survey Summary



- Surveyed approximately 100 individuals in 10 job classifications
- Excluded graduate advisors, branch campuses, and international advisors
- Obtained supervisory feedback for all respondents
- 100% response rate

Survey Summary

Academic	Integrated	Other
Academic Advisor, Grade 9	Student Program Advisor, Grade 9	Student Success Specialist, Grade 12
Sr Academic Advisor, Grade 11	Sr Student Program Advisor, Grade 10	Sr Student Success Splst, Grade 13
Coord, Program Advisement, Grade 12	Student Programs Specialist, Grade 12	
Coord, Student Advisement, Grade 13		
Mgr, Academic Advisement, Grade 14		

Academic Advisement Classifications

Academic Advisors



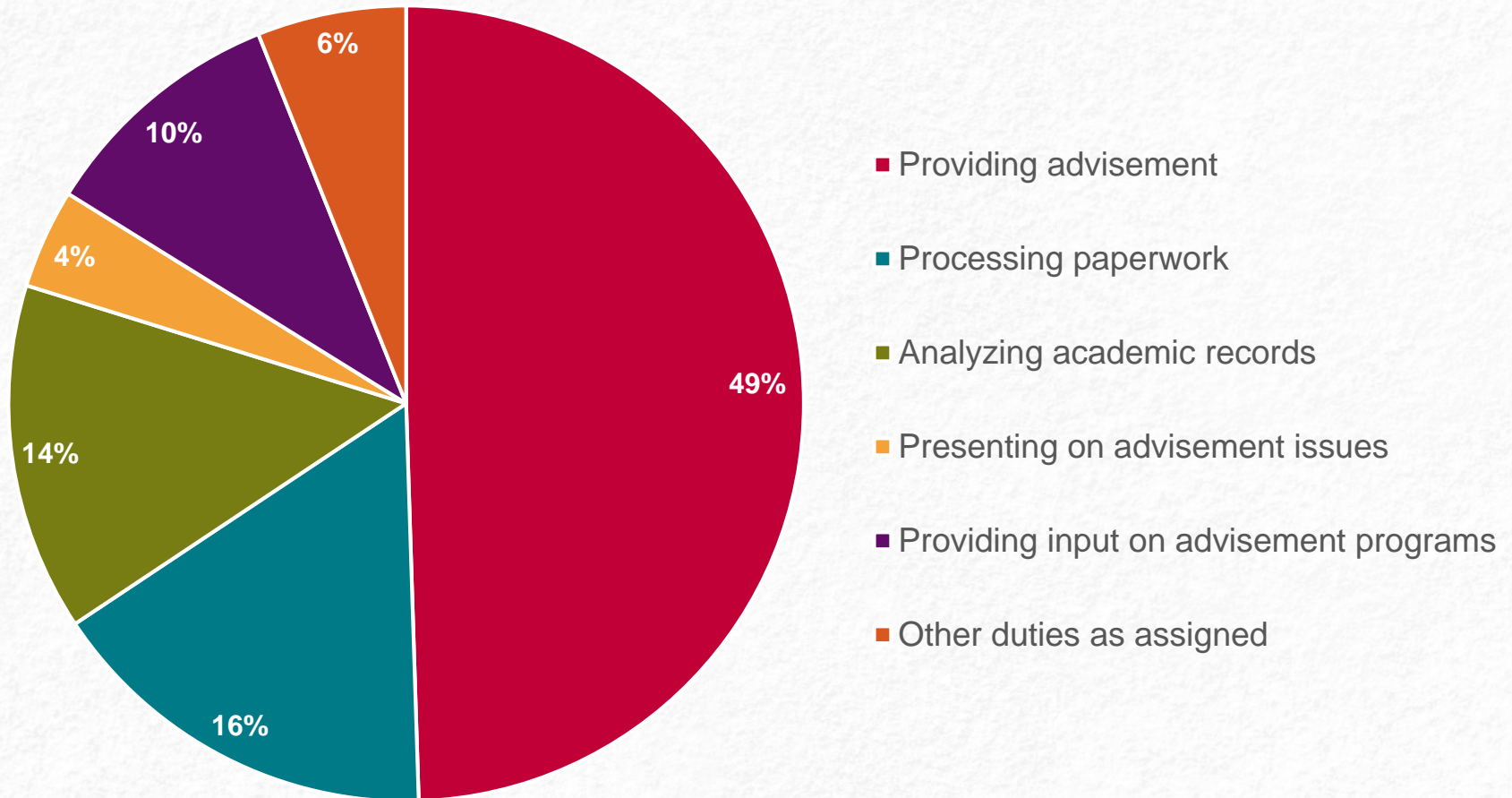
Academic Advisors

Expectation:

- Provide academic advisement to students within an academic school or college
- Analyze academic records
- Process academic paperwork, such as certifying graduation, filling out financial aid information, cleaning up degree audits, etc.
- Present on academic issues, which may include presenting at graduation workshops, NSO, department orientations, etc.

Academic Advisors

Duties & Responsibilities



Academic Advisors

- Academic Advisors **do not supervise**
- The average loads are **258 primary, 40 secondary**
- Primarily support undergrads **(90% undergrad, 10% grad)**
- No concerns regarding misclassifications; however, important to compare to Senior Academic Advisors



Senior Academic Advisors



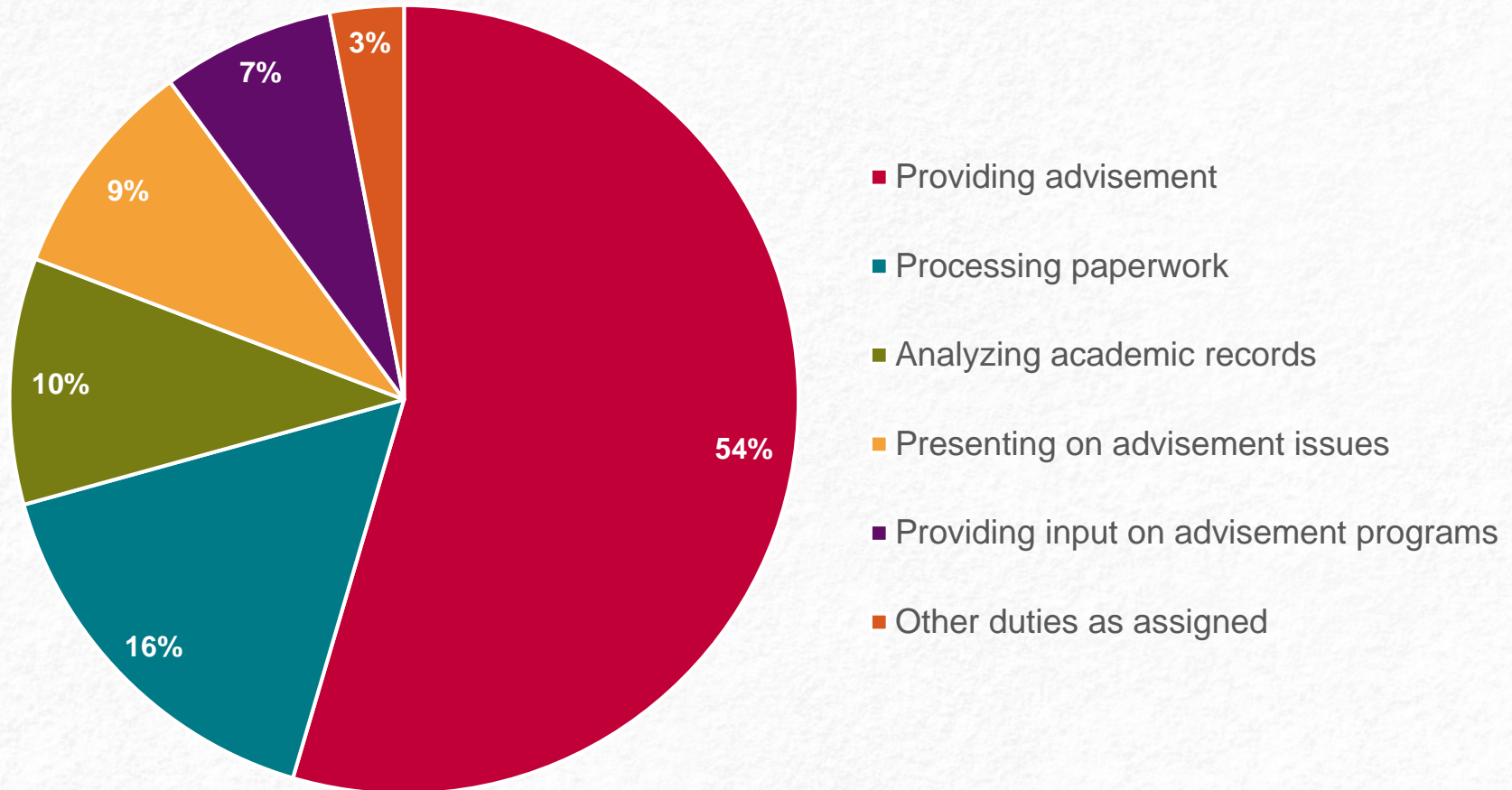
Senior Academic Advisors

Expectation: (Same as advisors)

- Provide academic advisement to students within an academic school or college
- Analyze academic records
- Process academic paperwork, such as certifying graduation, filling out financial aid information, cleaning up degree audits, etc.
- Present on academic issues, which may include presenting at graduation workshops, NSO, department orientations, etc.

Senior Academic Advisors

Duties & Responsibilities



Senior Academic Advisors



- All but one **do not supervise**
- The average loads are **367 primary, 137 secondary**
 - Higher loads than Academic Advisors
 - By comparison, Academic Advisors have 258 primary and 40 secondary
- Primarily support undergrad (**91% undergrad, 9% grad**)

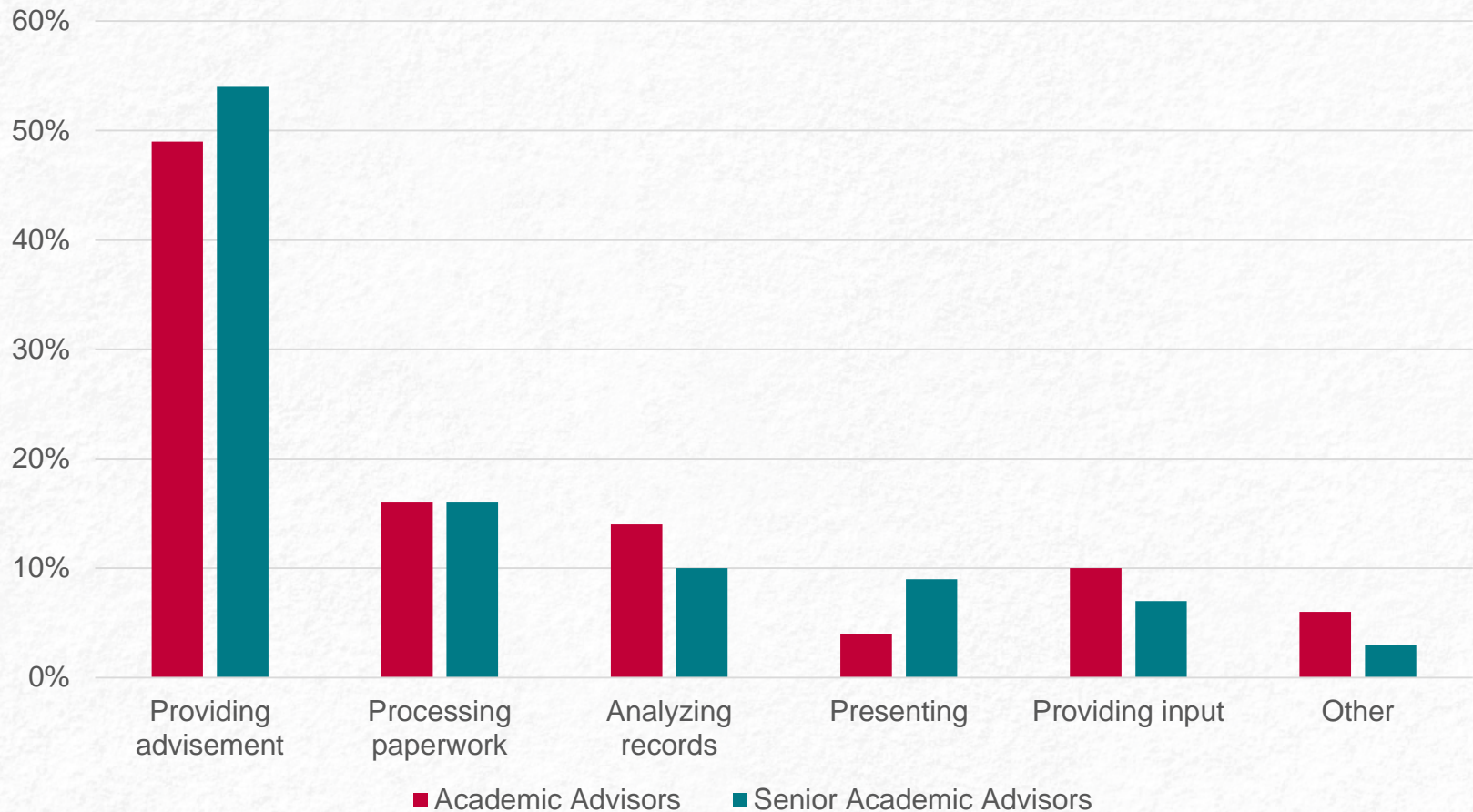
Senior Academic Advisors

- Five (5) incumbents may be misclassified due to:
 - Less time spent on advisement (15-30% compared to > 45%)
 - More time spent on activities such as:
 - Recruitment
 - Projects
 - Presentations/workshops
 - Curriculum development
 - Providing input on processes
- Further assessment will be needed



Advisors vs. Senior Advisors

Comparison between Classifications



Coordinator, Program Advisement

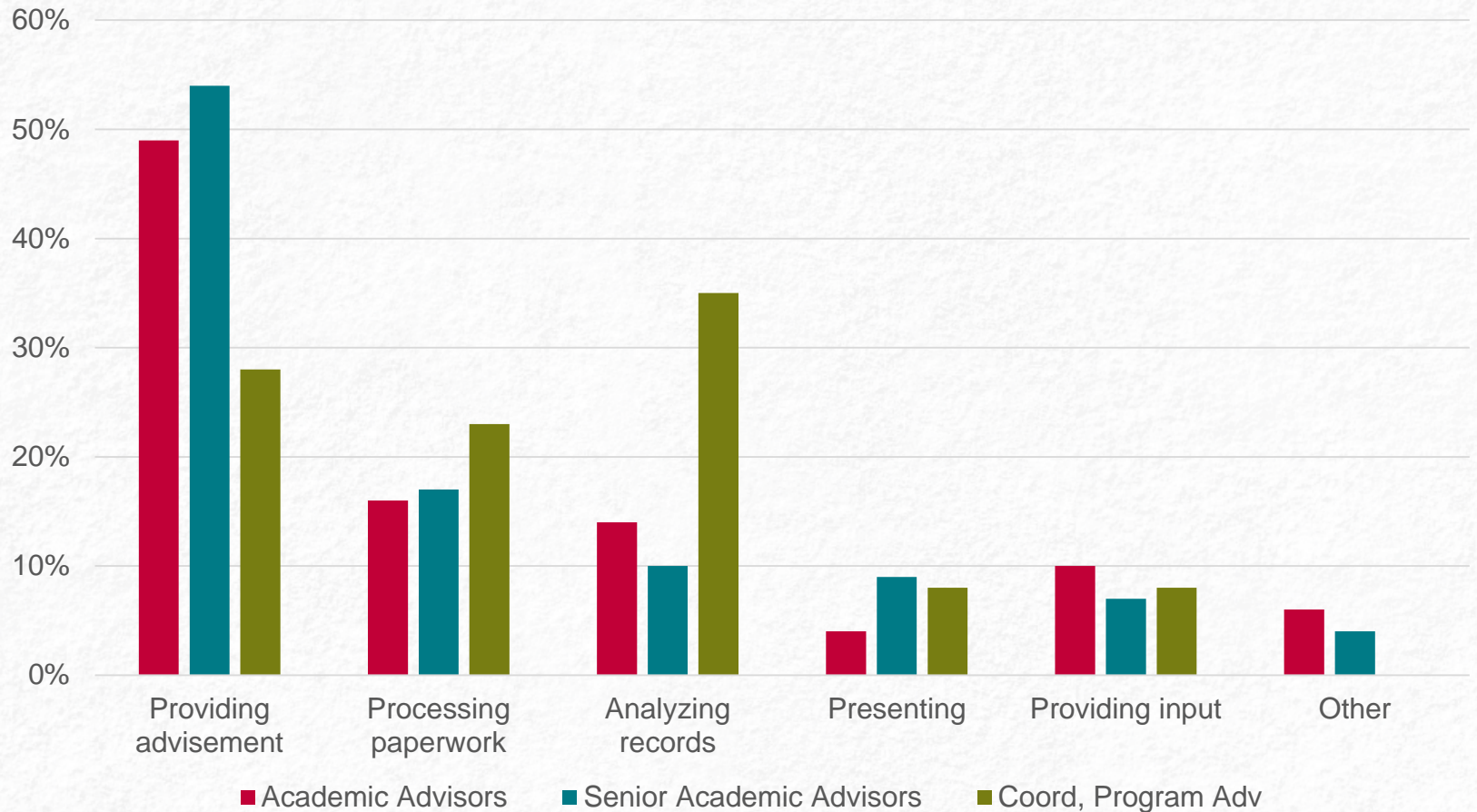


Coordinator, Program Advisement

- Only three (3) incumbents
- Two may be better classified as Sr/Academic Advisors; however, their duties focus a little more on analyzing student records than conducting face-to-face advisement sessions
- One (1) may be misclassified:
 - 60% time is spent supervising others and leading projects
 - 30% time is spent collecting data and developing goals for the unit
 - Need to learn more about relationship between this position and the Mgr, Academic Advisement for the unit

Comparison to Advisors

Comparison between Classifications



Coordinator, Student Advisement



Coordinator, Student Advisement

Expectation:

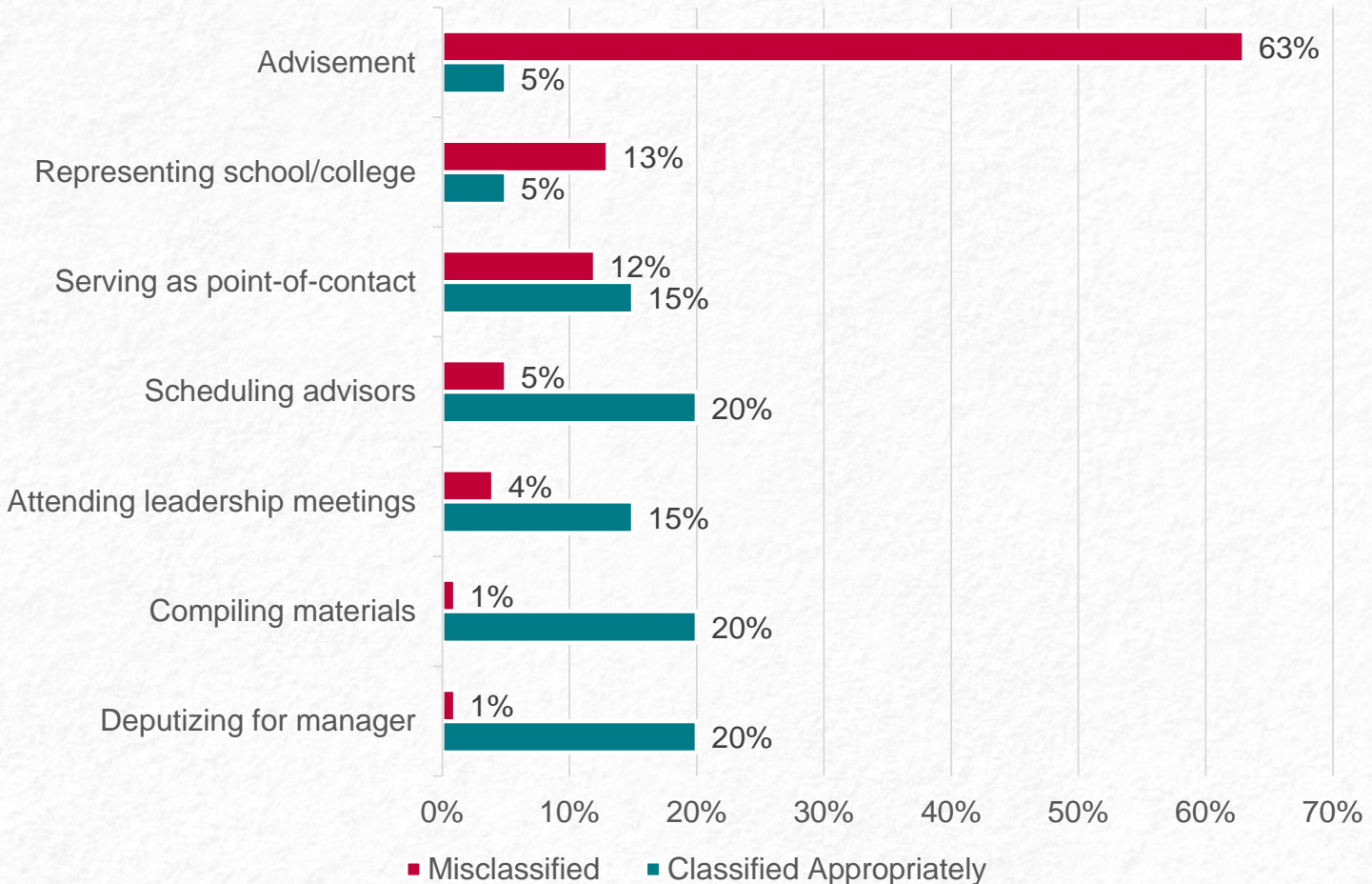
- Provide functional supervision and leadership to lower-level advisors
- Serve as the first point of contact on escalated issues, such as complaints and/or complex problems
- Attend management-type meetings and represent the department in committees and task forces
- Deputize for advisement center managers, as needed

Coordinator, Student Advisement

- Only four participants in the survey
- Primarily support undergraduates (**92% undergrads, 2% grads**)
- **Very different student loads** between them:
 - 400:1, 288:1, 50:1, 0:1
- Two (2) have indications that they may be misclassified:
 - Significant time-effort on face-to-face advisement sessions
 - Very little time spent deputizing for manager, developing program materials, scheduling advisors, or attending leadership meetings
- Two (2) may be appropriately classified

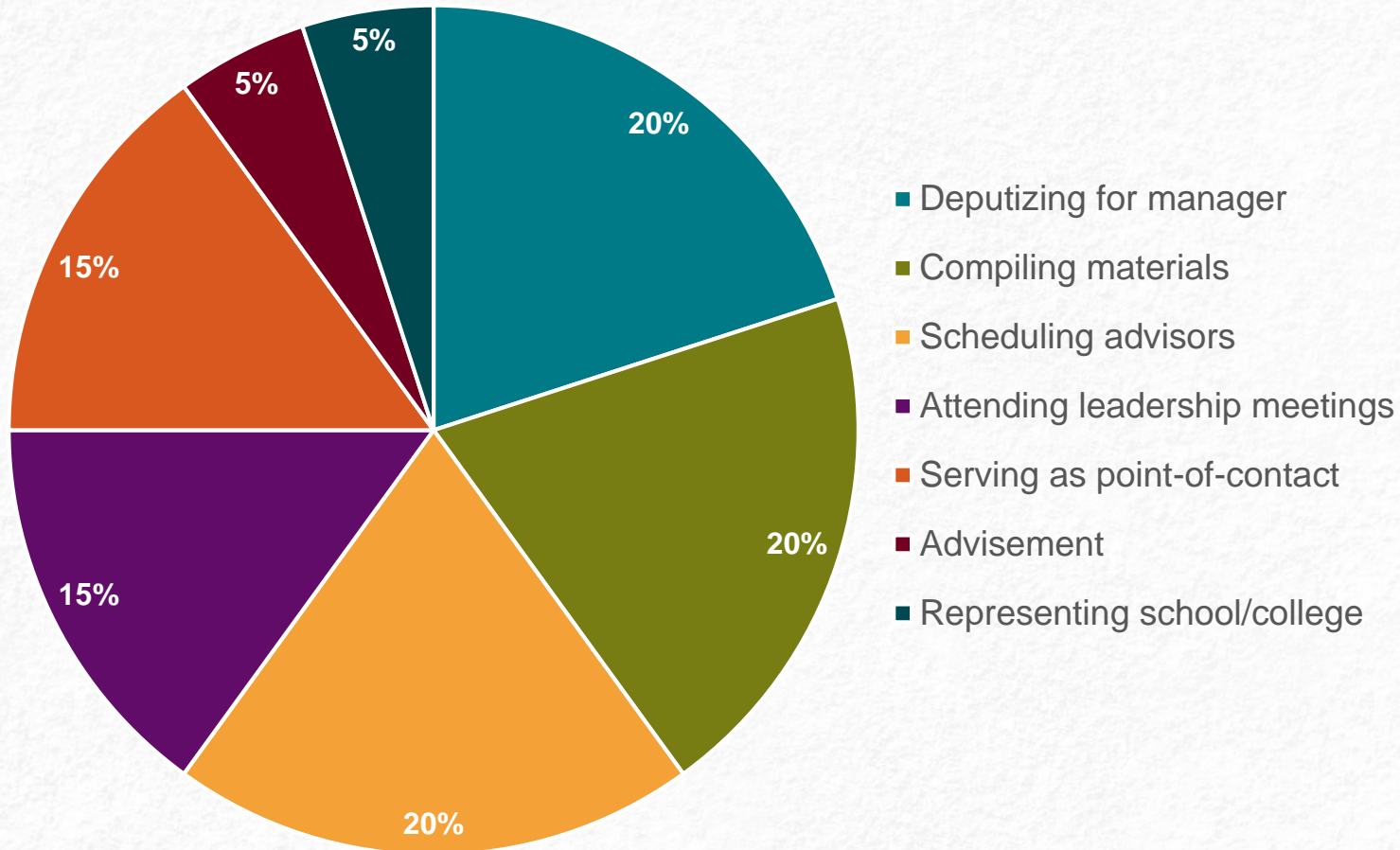
Coordinator, Student Advisement

Duties and Responsibilities



Coordinator, Student Advisement

Duties and Responsibilities



Mgr, Academic Advisement



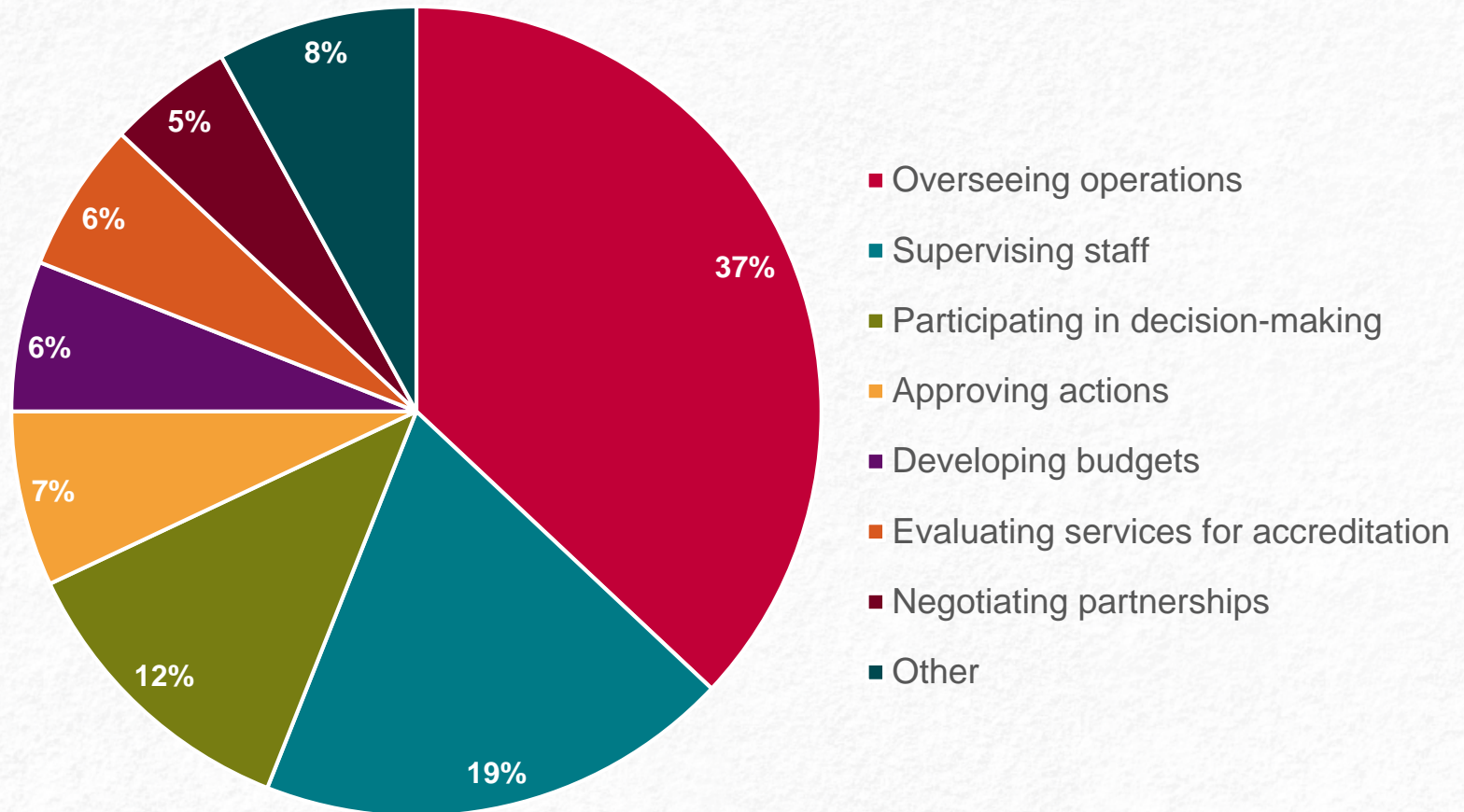
Mgr, Academic Advisement

Expectation:

- Oversees all operations within an academic advisement unit, to include staffing, supervision, budget development, etc.
- Participates in decision-making at the School/College level, to include assessing desired outcomes, developing strategies to promote four-year graduation rates, and evaluating programs to ensure alignment with overarching strategies
- Represents the respective Dean in matters related to academic suspension, probation, Dean's list designations, etc.
- Develops and negotiates partnerships

Mgr, Academic Advisement

Duties and Responsibilities



Mgr, Academic Advisement

- More likely than their staff to advise graduate students:
 - 85% undergraduate, 15% graduate
- All supervise staff, on average:
 - 6 student employees, 12 staff employees
 - 6 direct reports, 12 indirect reports
- Schools/Colleges have 3695 undergrads/1634 grads, on average
 - May need to reconsider classifications in Athletics (400 undergrads/0 grads)
- Participants indicated loads of, on average, 926 primary, 133 secondary

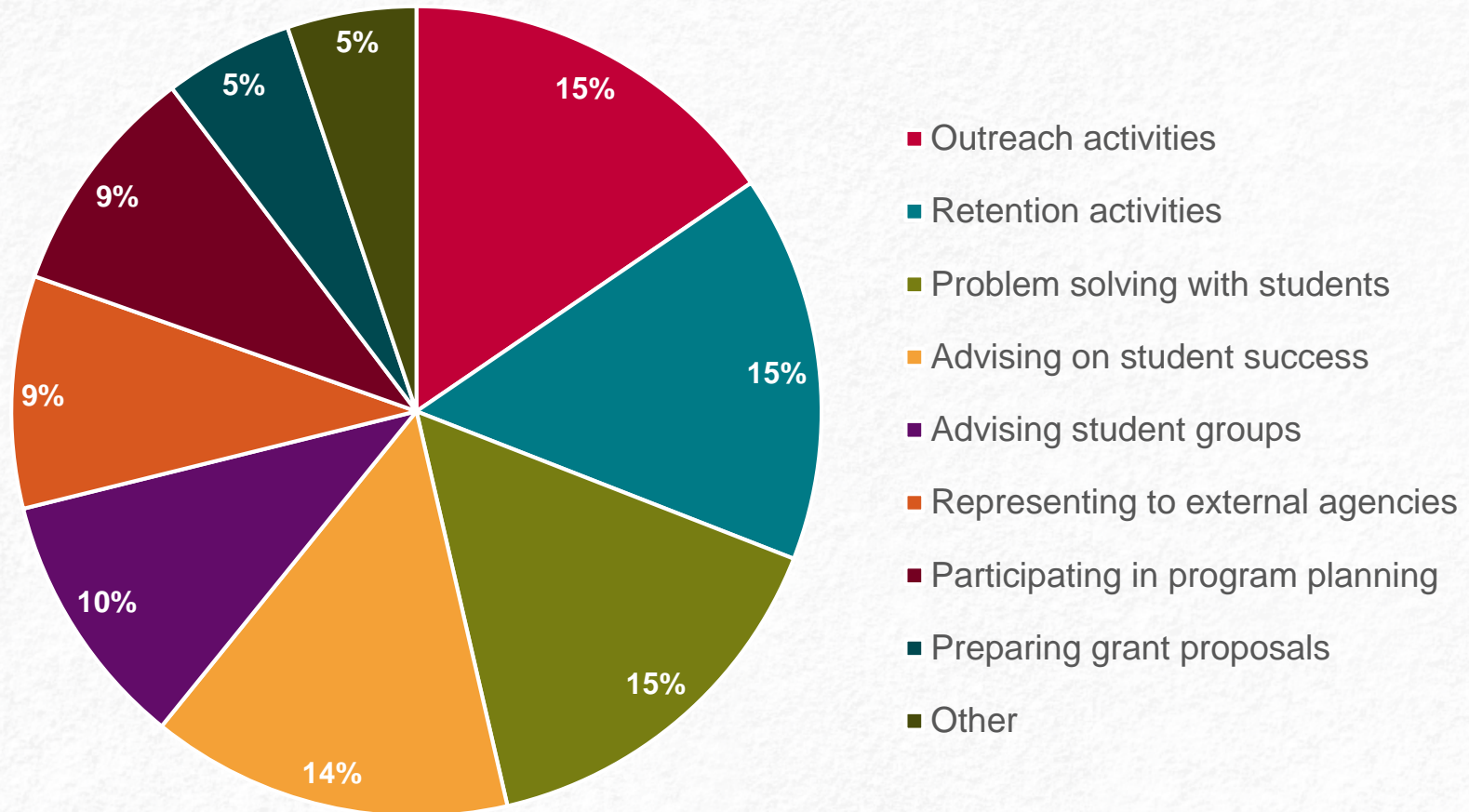
Integrated Advisement Classifications

Senior Student Program Advisors



Senior Student Program Advisor

Duties and Responsibilities



Senior Student Program Advisor

- Average load is 238:1
- May warrant re-writing the job description to clearly reflect primary and secondary duties
- May also want to include language around providing specialized support to defined sub-groups of the population (7/12 do so)
- Two (2) incumbents may be misclassified, pending further review:
 - One (1) spends significantly more time on recruitment than any other duty (30% time effort)
 - One (1) spends more time on program planning (15%) and less time on advisement (5%) compared to peers.

Student Program Advisors



Student Program Advisors

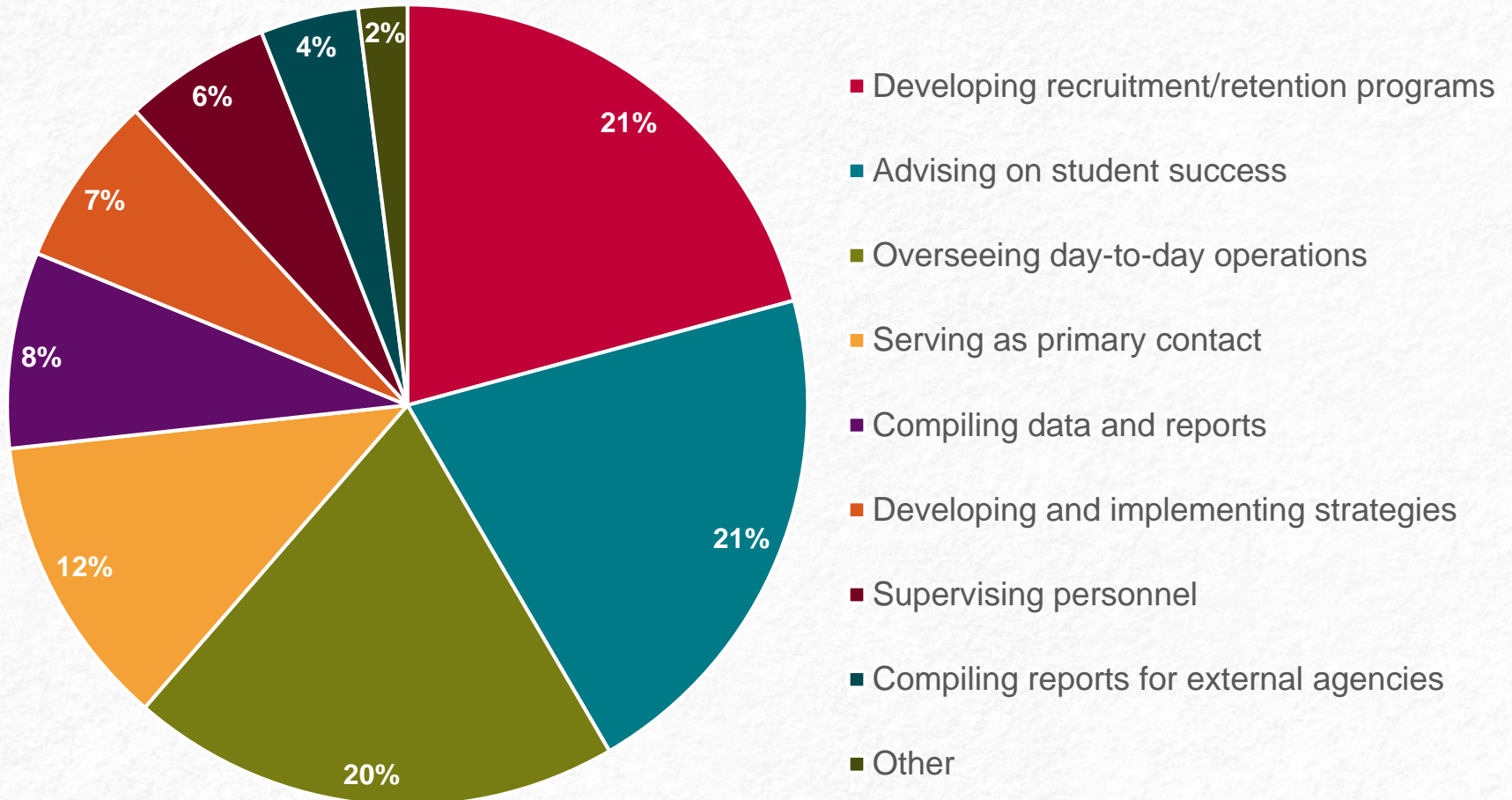
- Only two (2) participants
- Two may be misclassified:
 - College of Nursing
 - 70% time spent on advisement
 - Supports a sub-set of an academic program, rather than an underrepresented, targeted population
 - May be more appropriately classified as a Sr/Academic Advisor
 - El Centro de la Raza
 - 45% time spent on liaising with external agencies
 - Job primarily entails recruiting students, liaising with external agencies, and developing outreach/informational materials
 - May be more appropriately classified in a recruitment or outreach classification

Student Program Specialist



Student Program Specialist

Duties and Responsibilities



Student Programs Specialist

- Average load is 217:1
- Not all supervise; may warrant indicating “may supervise” in job description
- Only three (3/11) indicated duties related to grant-funding
 - Grant sizes are around \$250K for 2/3 and \$935K for 1/3
- Two (2) incumbents may be misclassified:
 - One (1) spends more time gathering data, contributing to strategy development/implementation, supervising others, and working with external agencies than others in the classification
 - One (1) may do more academic, rather than integrated advisement (located in an academic program); however, further assessment will be needed

Student Success Classifications

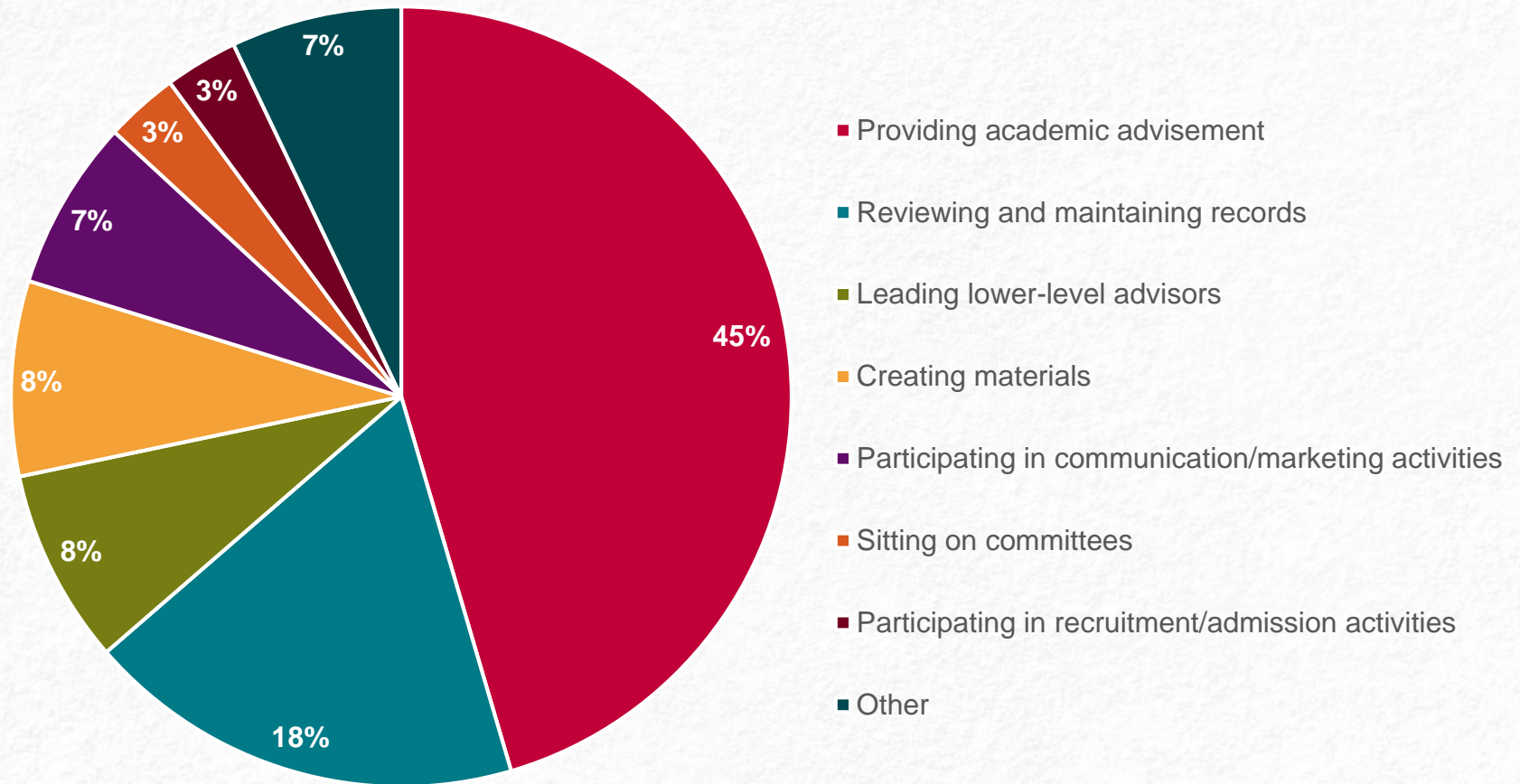
Student Success Specialists (Both)



- 2 Seniors + 5 Success Specialists
- No distinctions between Seniors and lower-level specialists
- Remove 1 Senior + 1 Success Specialist due to possible misclassification
- 1 Senior + 2 Success Specialists in Athletics distinct from the 3 Success Specialists in Academic Areas

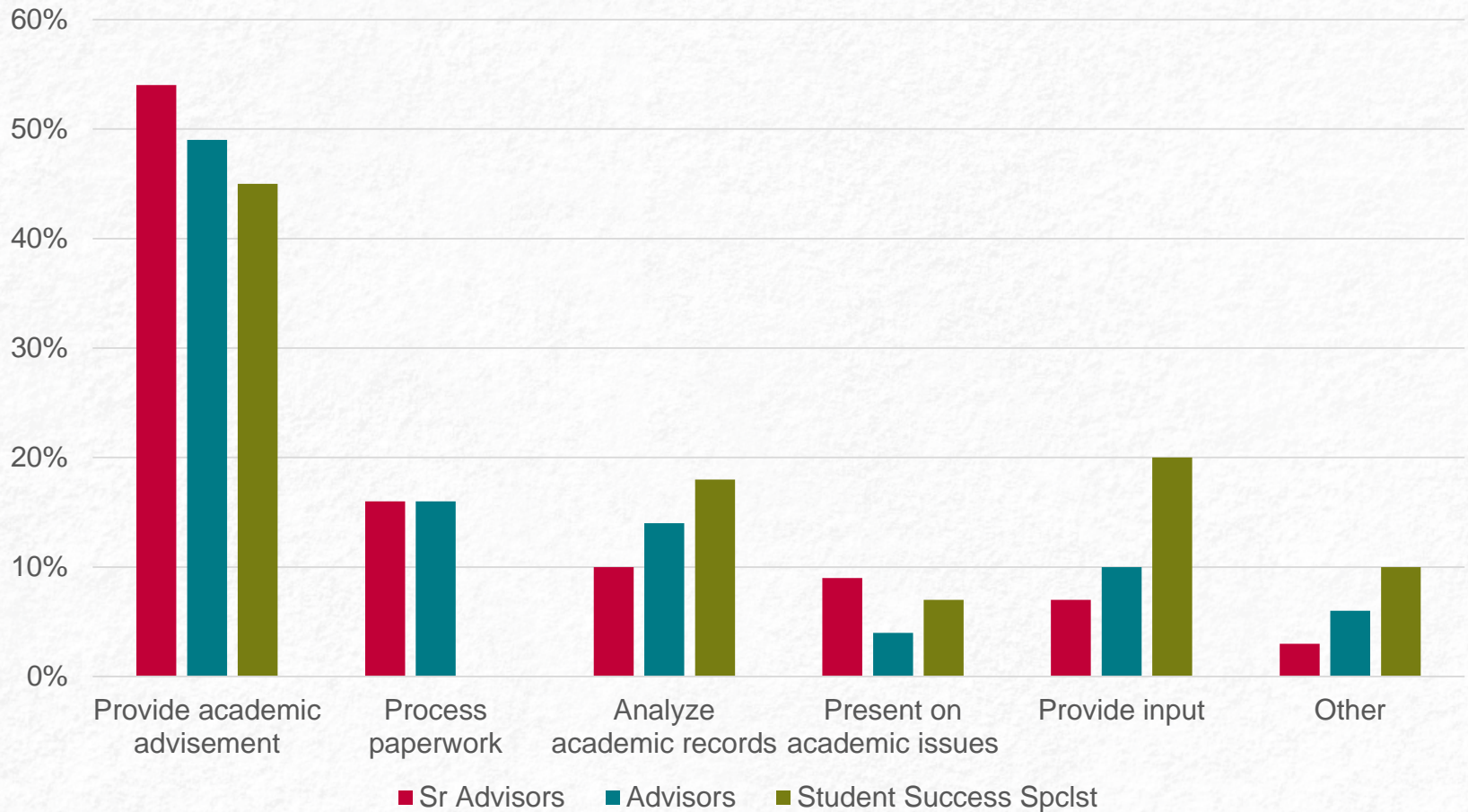
Student Success Specialists (Academic Areas)

Duties and Responsibilities



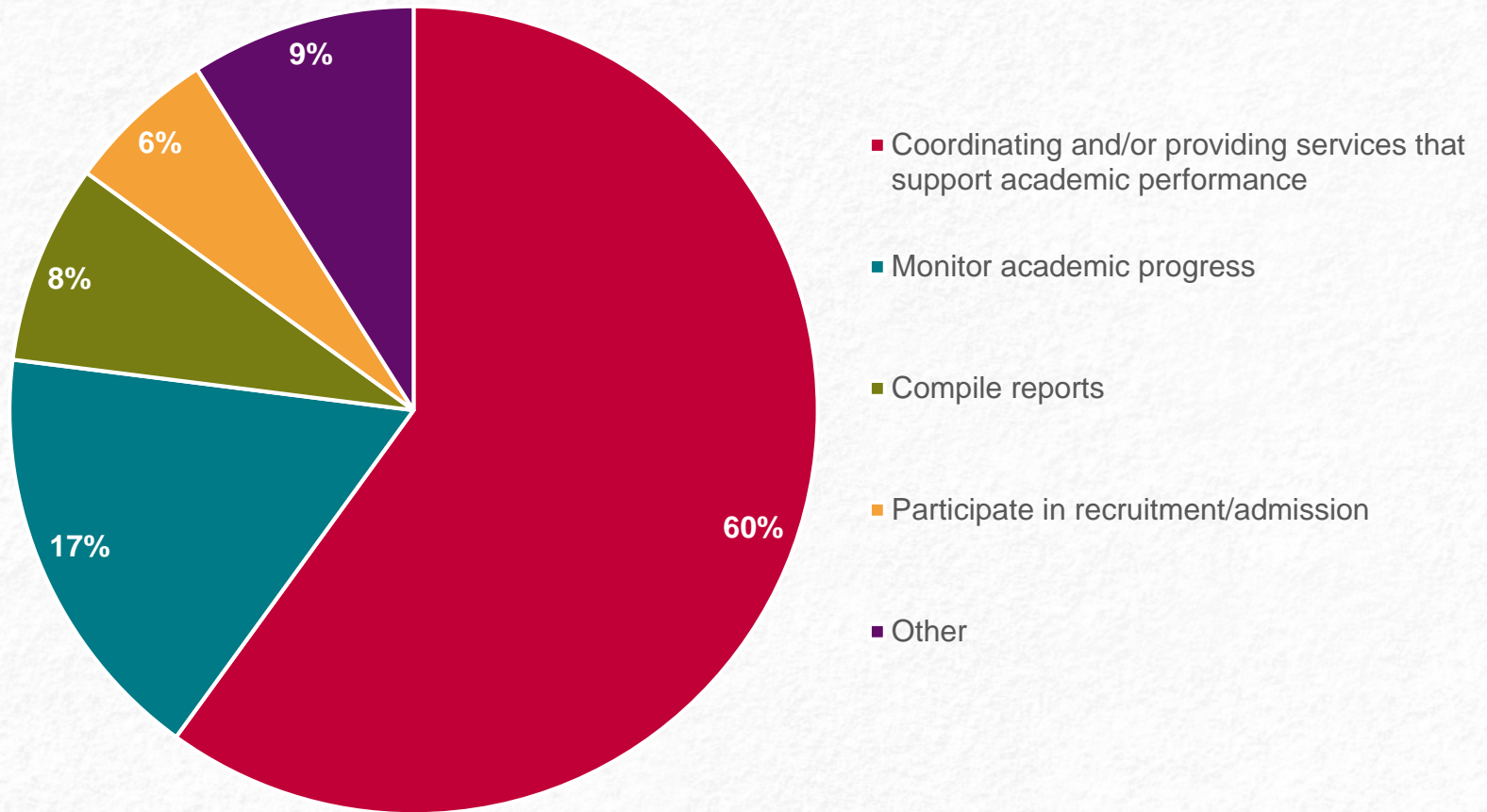
Comparison to Advisors

Duties and Responsibilities



Student Success Specialists (Athletics)

Duties and Responsibilities



Comparison between Academic Areas and Athletics

Academic Areas	Athletics
Provides academic advisement	Coordinates/provides services to support academic performance
Reviews and maintains academic records	Compiles reports regarding a student's academic standing/progress
Analyzes academic records	Monitors academic progress by collaborating with academic advisors and faculty
Participates in recruitment/admission activities	Participates in recruitment/admission activities

Next Steps

Next Steps

- Evaluate responses by department
- Begin drafting desired structure and/or various structural options
- Assess impact of desired structure and path to implementation
 - Union impact and involvement
 - Cross-walking employees
 - Change management with departments
- Develop action plan for implementation and associated task items, such as:
 - Edits to job descriptions
 - Proposed changes to current employees

Questions?

HR Compensation
comp@unm.edu

Advisement Structure Study

PRESENTED BY THE STRUCTURE STUDY PROJECT TEAM



Background and Approach



Summary of Project Background



- 2009: HLC provided feedback on quality of advisement
- 2009-2016: Major changes implemented to advisement services
- 2016: Provost Offices engaged HR to review classifications
- 2017: Project stalled due to leadership changes; however, it was reinitiated by Associate Provost Pamela Cheek
- 2018: Extensive internal and external research conducted and project overview shared at September 20th PCA Meeting

Project Approach



- ✓ Collaboration across academic and student affairs areas
- ✓ Executive buy-in gained from Regents (ASAR), Provost, Deans, and other high-level leaders
- ✓ Sampling of employees and supervisors surveyed for on-the-job expectations
- ✓ Researched peer institutions and relevant market data
- ✓ Published a webpage and fact sheet outlining study and timeline
- ✓ Obtained resumes and equity grids to evaluate internal equity

Summary of New Structure



Advisement Job Families



We found three (3) major categories in which advisement work falls, which include:

1. Academic Advisement
2. Student Success Support
3. International Education

Advisement Job Levels

Across those job families, similar and consistent job levels were evident, which include:

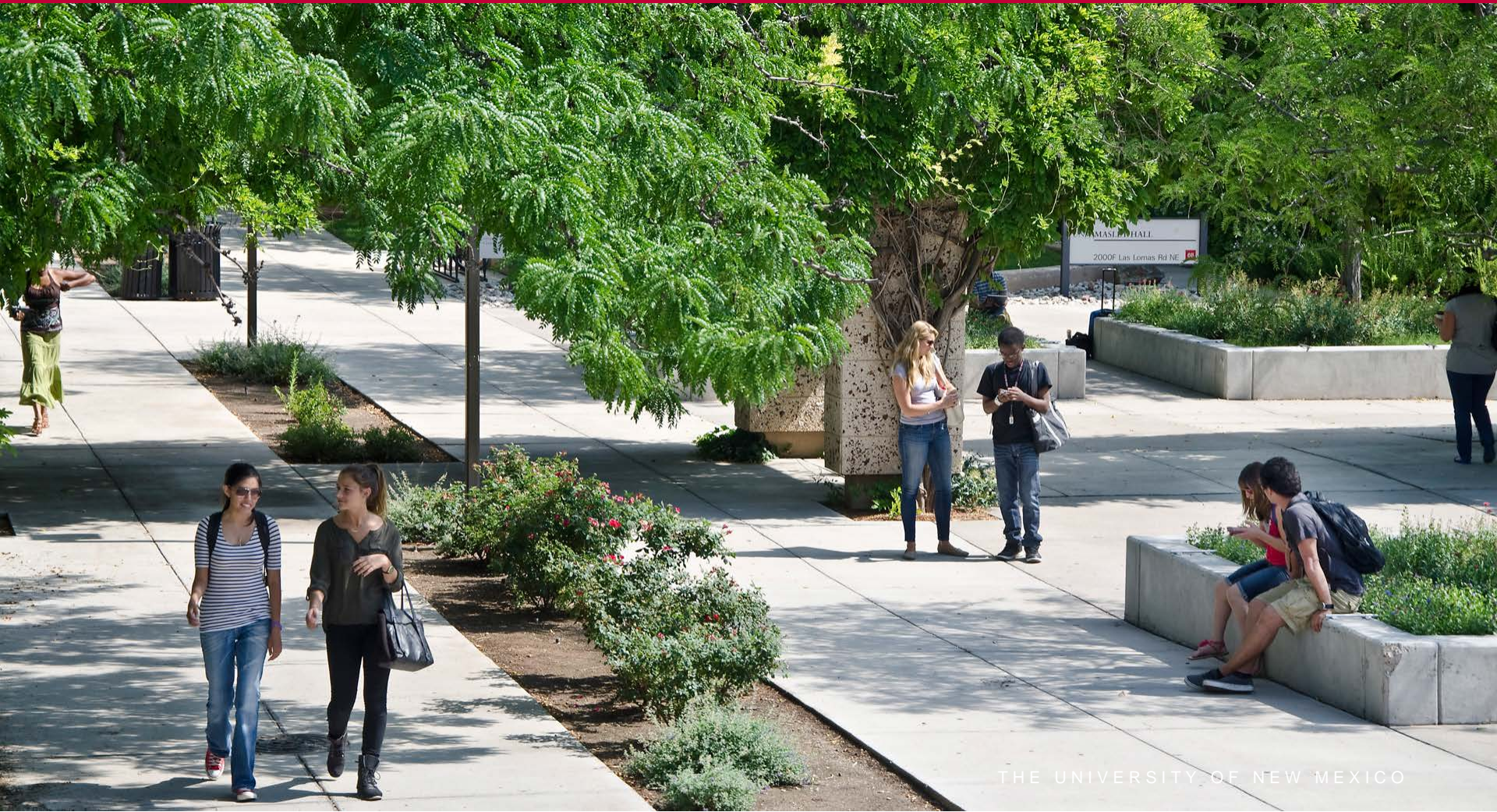
- Manager
- Supervisor
- Senior-level
- Entry-level



Proposed Structure

Academic	Student Success	International
Mgr, Academic Advisement	Mgr, Student Success	Mgr, International Edu
Supv, Academic Advisement	Supv, Student Success	Supv, International Edu
Academic Advisor, Sr	Student Success Splst, Sr	International Edu Advisor, Sr
Academic Advisor	Student Success Splst	International Edu Advisor

Summary of Duties and Responsibilities



Advisement Job Families

Academic	Student Success	International
<p>Provides advisement to students within an academic school, college or program regarding academic progress toward degree attainment</p> <p>Entails monitoring, reviewing, and processing academic paperwork and analyzing student records</p>	<p>Supports students within a defined population with needs unique to the population of interest</p> <p>Participates in recruitment, outreach and advocacy efforts, as applicable</p> <p>Provides a range of advisement/guidance related to financial aid, program admission, learning strategies, etc.</p>	<p>Provides advisement to international students and scholars regarding global education programs</p> <p>Ensures compliance with regulatory standards and processes appropriate paperwork</p> <p>Interacts with international partners and federal agencies</p>

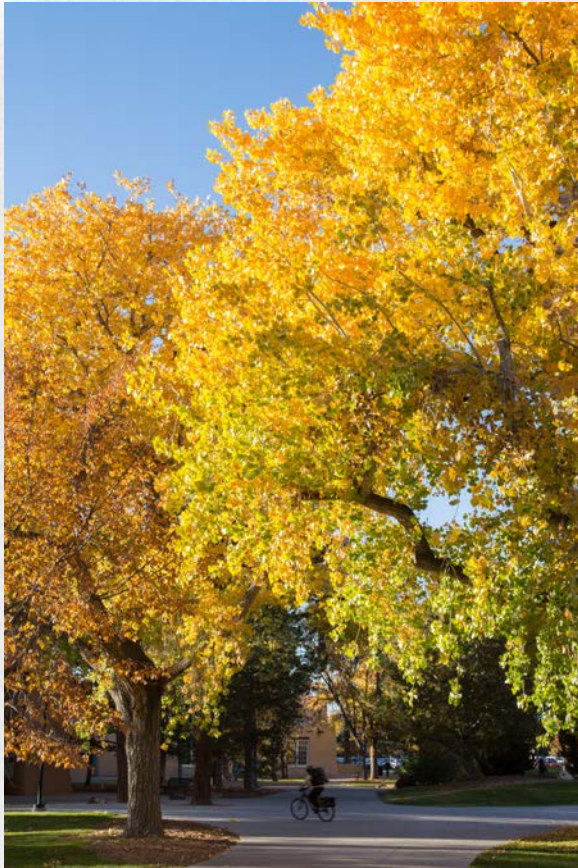
Advisement Job Levels

Entry	Senior	Supervisor	Manager
<p>Responds to routine inquiries and concerns</p> <p>Works under the direction and guidance of higher-level advisors</p> <p>Supports department activities as a developmental role</p>	<p>Provides advisement, consultation, and guidance directly to students</p> <p>Guides and trains lower-level advisors</p> <p>Contributes to department presentations, workshops, and activities</p>	<p>Supervises a team of advisement personnel, providing guidance and direction in day-to-day operations</p> <p>Resolves escalated issues</p> <p>Represents the organization to internal constituencies</p>	<p>Manages all operations associated with the unit</p> <p>Participates in organizational decision-making and direction</p> <p>Represents the organization to internal and external constituencies</p>

Next Steps



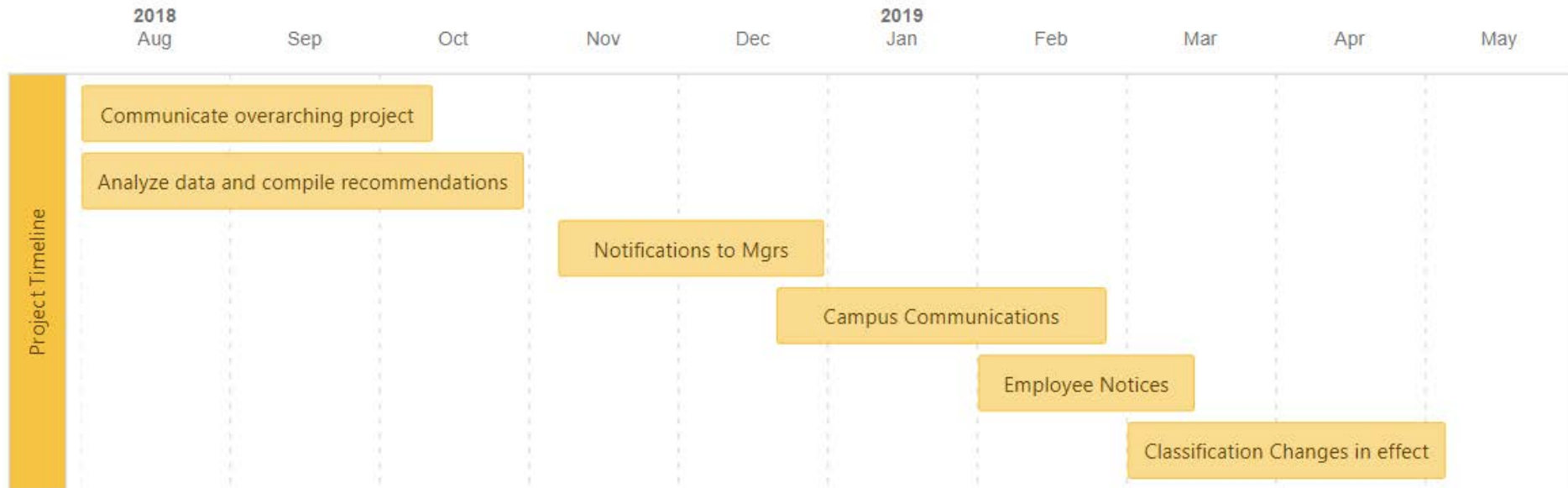
Next Steps - Crosswalk



- Evaluate crosswalk information and ensure new classifications are aligned
- If not aligned, utilize the Abbreviated PRQ and submit by **January 18, 2019** for review.
- If not aligned with any positions in the job family, complete a regular PRQ and submit to your HR Consultant as soon as possible.

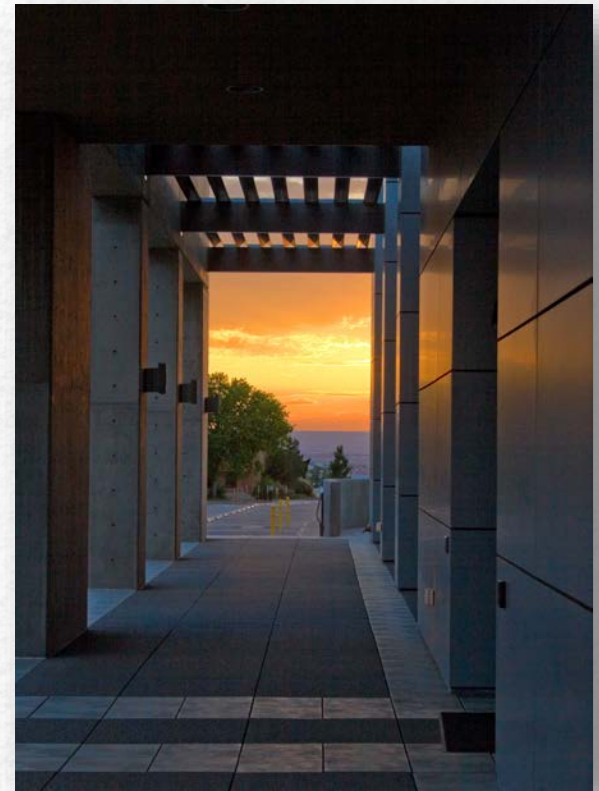
Next Steps - Implementation

Project Website updated with current implementation timeline plan, which includes:



Next Steps - Implementation

- Classification changes dependent on the University's negotiation with the US-UNM collective bargaining unit for represented titles
- Per [UAP #3500](#), employees who fall below the minimum salary of their new salary grade will be brought up to minimum.
- Contact HR Compensation if you have any individuals not captured in the scope of the study, but you feel should move into the new classification structure



Questions?

