

Theme 5: Faculty and Staff – Strategic Action Plan

Thematic Goal: Foster a work environment that encourages creativity, excellence, and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration, and is respectful, trusting, fair, and collegial for all.

Assumptions: ■ *Faculty and Staff* refers to our total workforce which includes faculty, unclassified professionals, classified staff, post-doctoral fellows, GTAs, GRAs, GAs, and student workers at all university locations. ■ *Institutional Support* refers to the start-up package, technology, equipment, and facilities necessary to support effective job performance and productivity. ■ University human resources (HR) processes and services include those currently supported by the Division of Human Resources, Affirmative Action, and Academic Personnel. ■

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
I N P U T S & R E S O U R C E S	<p>What we plan to do...</p> <ol style="list-style-type: none"> 1. Recruit and retain a highly talented, diverse workforce through strategies such as: <ol style="list-style-type: none"> a) focusing on strategic areas in which we need increased capacity, b) ensuring compensation (including non-monetary) for all employees comparable with our benchmark institutions and regional employers, c) providing individuals with the <i>institutional support</i> necessary for effective job performance and productivity, d) implementing programs to improve work/life balance, and e) supporting dual-career hiring efforts. 2. Develop strategies to achieve and maintain an optimal number of faculty and staff comparable with our benchmark institutions. 3. Implement annual performance evaluation processes and measures to clarify and align expectations with individual strengths as well as institutional and departmental needs and hold ourselves accountable. 4. Review and recalibrate promotion and tenure (P&T) policies in every unit to make sure they are: <ol style="list-style-type: none"> a) appropriate for our vision, b) flexible in their definition of scholarly and creative work, and c) value and recognize lifelong learning, community service/engagement, mentoring, collaboration, teaching, advising, and/or research, as appropriate. 5. Identify additional incentives to reward the achievement of excellence and attainment of our 2025 Vision. 6. Provide career-long learning opportunities to meet the evolving needs of our workforce, including: <ol style="list-style-type: none"> a) implementing comprehensive mentoring programs for faculty and staff, b) encouraging professional development, and c) reviewing and improving internal training programs, as needed. 7. Review, revise, and revamp university human resources (HR) processes and services to facilitate the recruitment, retention, and development of a highly qualified, high performing workforce. 8. Implement new and innovative methods for communicating and sharing best practices and services across the university. 9. Develop strategies that are responsive to the changing demographics of our student and workforce populations and address the needs for English proficiency and multicultural and global competencies. 10. Continue to reaffirm our tradition of shared governance and promote transparency, timely communication, and inclusive participation. 	<p>What we expect to happen in 1-5 years...</p> <ul style="list-style-type: none"> • Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas • Efficient, effective, and integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time • Career-long learning recognized by the university and its employees as a shared value and responsibility • Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission 	<p>What we expect to happen in 6-10 years...</p> <ul style="list-style-type: none"> • Total compensation competitive with aspirant university and regional employers for all employees • Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs • Successful recruitment and retention of a talented and high performing, diverse workforce 	<p>What we expect to happen in 11-15 years...</p> <ul style="list-style-type: none"> • Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers • Stable funding available for recruitment and retention of top level faculty and staff • Optimal number of faculty and staff comparable with our benchmark institutions