

HR Strategic Plan

The allocation, compensation, professional development, and morale of faculty and staff are critical components of the strategic plan. Recruitment and retention of outstanding faculty and staff are essential to the ability of the University to fulfill its mission. Decisions about human resources must reflect the Mission Statement of the University, including our commitment to diversity, social justice and community.

A. Allocation of Human Resources

The University needs to develop a comprehensive staffing plan to build, develop, and sustain staffing levels that are aligned with the mission of the University and the priorities of the IWU strategic plan. This plan should outline the strategies and processes for identifying, analyzing, and retaining optimal personnel levels and allocations. Attention needs to be given to the governance processes used to determine staffing needs and to the relationship of staffing to budgeting and program reviews. The plan should include assessment and a schedule for periodic review and revision.

Allocating Faculty Positions:

Develop a mid- to long-term staffing plan for faculty:

- The Office of the Provost and Dean of the Faculty will work with the faculty to determine the optimal number of tenure lines, visiting faculty, and adjunct faculty necessary to support the academic programs of the university.
- The Office of the Provost and Dean of the Faculty will work with the faculty to implement a process for strategic curricular planning.
- CUPP will review the effectiveness of the process by which tenure lines are allocated and analyze the effect of that process on the apportionment of faculty positions.

Allocating Staff Positions:

In collaboration with the Human Resources Office and Staff Council, the university will develop a mid- to long-term staffing plan which is competitive at all staffing levels:

- With CUPA data, local labor data, and compression issues in mind, review and update the classification/compensation system for all exempt and nonexempt staff.
- Create position descriptions for all staff positions.
- Conduct a workload analysis.
- Establish and implement optimal personnel levels.

B. Compensation

For the last several years, it has been the policy of the university to provide the same increase in the salary pools for both faculty and staff. This principle of equity between faculty and staff should continue.

Faculty Salaries: The University has a long-standing salary goal to meet or exceed the 80th

percentile for each professorial rank and across all ranks of Category IIB in the AAUP's annual salary survey. **Current salaries are about 90% of the 80th percentile. The immediate target should be to exceed the current level.**

Staff Salaries: The review and update of the classification/compensation system will determine the structure of the staff salary system. More broadly, staff salaries are tied to the faculty goal because changes in salary are to be made in an equitable manner.

Benefits: Following a period of reduction of benefits, a high priority needs to be placed on maintaining all current benefits for faculty and staff, including but not limited to health care, tuition remission, wellness programs, and retirement contributions. In addition, over the next 3-5 years, TIAA-CREF contributions should be restored to 10% and matching contributions to 5%.

C. Professional Development

Provide sustained and meaningful professional development opportunities for all segments of the University. An effective professional development program enhances innovation and creativity.

Faculty: Faculty development programs require funding at a level that supports their service as a key element in creating and sustaining an intellectually vigorous university.

- Strengthen and expand existing structures: Maintain the real monetary value of the faculty development programs, including travel and grants.
- Develop new initiatives: Promote external fund-raising through targeted endowment-building (e.g., the endowment for summer fellowships) and multi-year grants (e.g. the Mellon Foundation grants for writing across the disciplines and information literacy, and recentering the humanities.)
- Foster cooperation: Expand support for professional travel focused on teaching and pedagogy, especially to venues where best practices are shared and innovative ones discussed.

Staff: A structured and consistent professional development program is not in place for staff. In collaboration with Staff Council, the Human Resources Office will:

- Create and explore funding opportunities for a professional development program: Professional development opportunities for staff of the University are central to enhancing satisfaction and effectiveness in their work.
- Develop a process: Assure that all staff members are given equal opportunity to attend professional development activities through a structured process.
- Utilize existing resources: Employ the expertise of faculty, staff, alumni, students and the IWU Associates Group to facilitate on-campus professional development programming.

D. Morale

Recognizing that the strength of our institution comes from of its people, the University must:

- Foster an environment that sustains our sense of community and reaffirms the importance of each of us as contributors to the vitality of IWU.
- Build on the success of the Kemp Foundation Award for Teaching Excellence and the Max Starkey Award by developing additional ways to formally recognize the work of individuals on a regular basis.
- Provide opportunities for all IWU employees to suggest improvements to our university, and identify a method to acknowledge and reward the best ideas.
- Cultivate growth and sustain funding of Recognition Committee activities.
- Review the current procedures for performance evaluations for exempt and non-exempt staff. Develop performance evaluations that are consistent, clear and meaningful.