

## **Executive Summary**

### **Goal 6: Recruit and Retain Great Faculty and Staff**

#### **Introduction**

Indiana State University will invest critical revenue and resources in the various projects noted in The Pathway to Success documents. Each goal addresses the need for change, accountability, technology, student access and success, as well as being competitive in a challenging market. However, Svinicki (2002) cogently states that when faced with these forces the best investment of time and resources is in the human capital of every institution, its faculty. "If you spend time and resources in faculty and staff development, you will get a huge return on your investment in terms of creativity, productivity, morale, and self-renewing energy (Svinicki, 2002, p. 211). This summary will provide a brief discussion of the initiatives and the intersection of the plans with the objectives of the Benchmarks.

#### **Initiative 1: Enhance the Quality of Life for Faculty and Staff**

A salary equity review was administered during the 2009 academic year with a complete analysis supplied to individual faculty, administrators, and staff. Child care options are currently under review, such as child care services being available during spring commencement. Several policies were reviewed with recommendations submitted to the various governance and administrative entities for review, specifically, new sabbatical leave policy, relocation assistance program, flexible work alternatives, and promotion guidelines to full professorship. The team has found numerous creative ways to create a sense of unity among new faculty by providing free t-shirts to encourage their participation in convocation and future commencement inducements.

#### **Initiative 2: Enhance the Development of Faculty**

Data are being collected from key faculty and administrators regarding the campus tenure and promotion process. The implementation of an e-portfolio process for tenure and promotion is being assessed and discussed.

#### **Initiative 3: Enhance the Development of Staff**

A training and development specialist is being hired to provide oversight and direction of staff skill enhancement and knowledge. Support for this new hire would include a graduate assistant who can be responsible for surveys and other assessment needs. The creation of a Staff Council should give this group a voice on campus and share what their needs and concerns are within the institution. Recognition of staff contributions will become visible via The Service Awards.

#### **Initiative 4: Expand the Diversity Found in the Composition of the Faculty and Staff at Indiana State University**

The activities implemented this year have been the on-going efforts of the University Diversity Council, the hiring of the University Diversity Officer, creation of a three year diversity plan, campus consultation with Dr. Damon Williams and senior leadership, the creation of campus affinity groups, and the collection of resources as well as research from various institutions and journals that document effective techniques for enhancing the environment for diverse faculty and staff. President Bradley held a dinner and reception for African American faculty, staff, and administrators this spring to discuss the challenges, issues, and successes encountered at Indiana State and within the Terre Haute community.

#### **Summary**

Goal 6 has four creative initiatives with specific plans of operation within each one. Overall, students who see faculty interested in learning, understanding, and intellectual enlightenment and this behavior is shared with enthusiasm in the classroom will increase student success. This is particularly true for African American students who need a support network to embrace them, therefore the hiring of African American faculty and administrators is crucial to their successful academic engagement and matriculation. Faculty and staff development opportunities give the institution an opportunity to prepare underrepresented groups for leadership positions, thus increasing retention of full time employees as well. The transformation of a culture requires that there be difficult dialogues about sensitive topics and the challenges of diversity can become “routine” with it being mission driven and embedded in the core values at every level. The documents being audited have successfully woven the discussion about diversity throughout each goal (one through six) and their respective initiatives.

Staff, administrators, and faculty are this institution’s multi-million dollar investment if they choose to stay until retirement age. Just like monitoring one’s retirement portfolio on a regular basis, the human capital should be evaluated, observed, and nurtured in a similar fashion. “Suffice it to say that money invested in human capital is a self-renewing investment” (Svinicki, 2002, p. 212).

#### **Reference**

Svinicki, M. (2002). Faculty development: An investment for the future. In R.M. Diamond (ed.). *Field guide to academic leadership*. pp. 211-224. San Francisco: Jossey Bass.