

Strategic Plan – Initiative Work Plan FY2014

Initiative Name: Enhance Staff Development

Date: 3/28/2013

Goal # Six

Goal Chair(s): Daniel Bradley

Initiative # Three

Initiative Chair(s): Wil Downs

Thesis Statement

The purpose of the eLearning Resources project is to offer a campus-wide online learning solution for faculty, staff, and students.

1. Introduction/Background – What?

A campus online training solution would provide software, technology, and soft skills training through access to just-in-time learning. With constant access to high-quality learning resources, faculty, staff, and students at Indiana State can learn at their own pace, keeping their technology skills up-to-date and competitive in today's workplace.

Currently, Indiana State University uses At Hand Solutions (previously Macau) for their campus computer-based training resources. At Hand Solutions is hosted internally on outdated servers and the training materials are not kept up-to-date with the latest software versions and applications. The campus usage is relatively low and is not successfully serving the needs for faculty and staff development or student training. In order to offer professional training resources to the campus, the recommendation is for the purchase of a new online tool SkillSoft, in order to better serve campus, meet the demands of evolving technology and software, and directly support the University's Strategic Plan.

The committee has identified the following goals:

- G6-I3: Expand HR Training and Development resources
- G6-I2: Enhance the development of faculty
- G6-I4: Continue effort of Office of Diversity training and initiatives
- G1-I3: Provide students with additional skills for career preparation
- G6-I3: Consolidation of training efforts, resources, and costs
- G3-I2/G6-I3 & I2: Provide online training resources for self-directed learning to faculty, staff, and students
- G1-I3: Improve overall Student Success
- G2-I3: Provide foundational and professional training for student employees
- G2-I9: Integrate learning resources into current IT environment for easy access to users and for the use of gathering and reporting data

We expect this effort to have campus-wide impact. Potential examples of the level of impact are:

- Diversity Training for new employees is approximately 100 to 150 per year
- Diversity Training for those employees taking the Supervisor Certification series is approximately 100
- Sexual Harassment Training for new employees is approximately 100 to 150 per year, not including new student employees

Strategic Plan – Initiative Work Plan FY2014

- Sexual Harassment Training for those employees taking the Supervisor Certification series is approximately 100
- IT certification prep and professional skills training for 7 to 10 staff consultants and 20 to 30 student employees
- Expansion of student leadership roles and compensation by providing tiered training system for 20 – 25 student IT consultants
- Push foundational and professional training completion and certificates to students' co-curricular record
- Alternative vehicle for distance education
- MOOC centered delivery to compliment external video clips

2. Proposal/Purpose/Justification – Why?

Skillssoft would give departments, HR, and supervisors, a way to assign courses to different users or groups, assess learning outcomes, and customize training to fit a variety of needs. Skillssoft has both a large course selection in technology and soft skills training. The courses are broken down into beginner, intermediate, and advanced levels. Skillssoft would provide a learning consultant that would work with each unit to develop tailored courses and training materials that meet specific requirements. With Skillssoft, the University would also have the option to upload internal training materials and utilize the tool for workshop registration, tracking, and reporting. This tool would allow for one centralized training site for the campus.

3. Discussion of Past Years Results – Benchmark Successes?

This is a first year initiative.

4. Work Plan, Next Fiscal Year – Action Steps – Process – How?

Planning	Due Date
Build Project Documents	4/15/2013
Review and Complete Contract and Service Level Agreement	5/1/2013
Define 1 st Year Goals and Benchmarks	5/30/2013
• Human Resources	5/30/2013
• Academic Unit: Built Environment	5/30/2013
• Academic Unit: Department of Human Resource Development	5/30/2013
• Office of Information Technology	5/30/2013
• Office of Diversity	5/30/2013
Implementation	
Project/Technical	
Build implementation plan and schedule	4/15/2013
Build ISU application instance	6/1/2013
Integration with IT Environment/Testing	6/15/2013
Design learner group structure	6/1/2013
Build Training Plan/Schedule	7/1/2013
Training	8/1/2013
Build Communication and Marketing Plan	7/1/2013

Strategic Plan – Initiative Work Plan FY2014

Implement Communication and Marketing Plan	9/1/2013
Go Live to Campus	9/1/2013
Hand-off Application Ownership to GA/Functional Areas	10/1/2013
Launch Marketing Campaign	10/1/2013
First Semester Assessment Complete	1/3/2014
First-Year Assessment Complete	5/15/2014
HR/Diversity	
Develop tool structure, views, groups, users with Learning Consultant	6/1/2013
Establish Program Review Process	7/1/2013
Training	8/1/2013
Launch Faculty/Staff Marketing Campaign	10/1/2013
First Semester Assessment Complete	1/3/2014
First-Year Assessment Complete	5/15/2014
Built Environment	
Develop tool structure, views, groups, users with Learning Consultant	6/1/2013
Establish Program Review Process	7/1/2013
Training	8/1/2013
Launch Student Marketing Campaign	10/1/2013
First Semester Assessment Complete	1/3/2014
First-Year Assessment Complete	5/15/2014
HRD	
Develop tool structure, views, groups, users with Learning Consultant	6/1/2013
Establish Program Review Process	7/1/2013
Training	8/1/2013
Launch student Marketing Campaign	10/1/2013
First Semester Assessment Complete	1/3/2014
First-Year Assessment Complete	5/15/2014

5. Reporting and Deliverable Schedule – When?

There will be two methods for project status reporting delivery.

- Bi-weekly status meetings with core implementation team
- Bi-weekly status reports via email to all stakeholders

The following is a tentative, high-level deliverable schedule.

- | | |
|---|------------|
| • Delivered Decision Analysis Document | 10/11/2012 |
| • Built Project Plan | 2/22/2013 |
| • Build Technical Requirements and Evaluation/Checklist | 4/15/2013 |
| • Identify Resources and Define Roles/Responsibilities | 4/15/2013 |
| • Complete Technical Evaluation | 4/15/2013 |
| • Build Implementation Plan and Schedule | 4/15/2013 |
| • Complete Requisition | 4/15/2013 |
| • Complete/Sign Contract | 5/1/2013 |
| • Define 1 st Year Goals and Benchmarks | 5/30/2013 |
| • Identify Certification and Degree Program Impact | 5/30/2013 |
| • Build Training Plan/Schedule | 7/1/2013 |

Strategic Plan – Initiative Work Plan FY2014

- Build Communication and Marketing Plan 7/1/2013
- Launch Marketing Campaign 9/1/2013
- Launch Training Website and Workshops 9/1/2013
- First Semester Reporting/Assessment 1/3/2014
- First-Year Reporting/Assessment 5/15/2014
- Second-Year Reporting/Assessment 4/1/2015

6. Budget – How Much, a General Discussion of Funds Use?

The project will require funds to purchase the new online learning tool for ISU. The costs of this new online learning tool (SkillSoft) will not require purchase of hardware, only software licenses, funding for a graduate assistant to help maintain software, and a small marketing budget to promote the new tool to staff, students, and faculty.

Item	Y1 Estimated Costs	Y2 Estimated Costs
SkillSoft	\$62,345	\$62,345
Graduate Assistant	\$13,766	\$13,766
Marketing/Promotional	\$1000	\$500
Total	\$77,111	\$76,611

7. Stakeholders and Management Plan – Who?

Pilot Sponsors and Champions

Name	Role	Title
Karl Burgher	Built Environment Lead	CSO and Professor
Cindy Crowder	Human Resource Development Lead	Chair and Associate Professor
Elonda Ervin	Diversity Lead	Diversity Officer
Tami Weinzapfel-Smith	Human Resources Lead	EMP Relations and Immigration Director

Implementation Team

Name	Role	Title
Sarah Edwardson	Project Manager	IT Project Manager
Wil Downs	Initiative Owner	Associate VP Human Resources
Lisa Spence	Technical Task Lead	CIO and Associate VP Academic Affairs
Scott Walden	HR Task Lead	HR Training Specialist/Program Manager

This effort will take communication, coordination, and ownership to be successful. For this type of project, it is sometimes useful to have that ownership embodied in a single coordinator. For this application, we have chosen not to take this approach. This is a pilot, and it doesn't make sense to make that commitment. Second, it may not take that, and we are going to try to do this with the least hard-dollar cost impact. Finally, this is a campus-level product that should have impact in many different areas, so establishing "ownership" in one person may not even be appropriate.

Strategic Plan – Initiative Work Plan FY2014

With this in mind, we are not proposing salary dollars for a person in our cost proposal. However, it is important to note that there are several key personnel from different areas who will have to function in that ownership role. It will take time to do this, probably at the level of between .1 and .25 of an FTE in each of several different areas (e.g. Extended Learning, Human Resources, OIT, Career Center). We will assess this committee approach to ownership and coordination as we review the success of this effort at the end of the pilot year.

8. Outcome Assessment & Future Testing

SkillSoft will be purchased for a two-year trial period. During this time, semester and yearly usage numbers will be reported out to all stakeholders. Reporting will be separated to determine student, staff, and faculty usage. Data will include the number of courses completed, name/type of course, certification prep courses completed by students, and any other relevant data that can be extracted from SkillSoft. These reports will help stakeholders determine if an additional contract past the two-year trial is beneficial to the University.

9. Line Item Budget Discussion that tracks Budget Templates ...

Line Item 40:

Operational - Software

Based on a 2-year contract

Intended audience = 11,830 FTE (students, faculty & staff)

SkillChoice Complete Package

This package includes access for all faculty, staff, and students to Skillsoft's vast collection of learning modules for IT skills, well-being essential series, desktop software skills, MS Office training, business and soft skills, certification prep courses, and a large collection of eBooks.

Additional Optional Collections:

Legal Compliance Collection

This include access to training materials regarding:

Ethics, Harassment, Diversity, Wage & Hour, Privacy, Government Contracting, Fraud, Workplace Violence, PCI, EEO, HIPAA

1 GB of Hosting Space

To allow offices or departments on campus to house and deliver their own content or training materials via Skillsoft, hosting space will need to be purchased. Although 1GB of hosting space is not enough for the entire campus to host internal training materials, this will give ISU the ability to test this feature during the trial period to assess the

Strategic Plan – Initiative Work Plan FY2014

value of and need for this additional publishing tool.

Instructor Lead (ILT) Module

This additional module will allow for ISU to manage all training workshop registration (offered via online or on-campus) through SkillSoft. The ILT module allows instructors to create courses, register attendees or allow them to register through the software, assign course materials, notify attendees, deliver and collect training evaluations (pre designed evaluations or custom built), and have one database to house/report workshop registration information.

Y1 = \$62,345

Y1 = \$62,345

TOTAL = \$124,690

Line Item 41:

Operational – Marketing and Promotional Expenses

\$1,500

During the first year and into the second year, an aggressive marketing plan is recommended to educate faculty, staff, and students of this new eLearning resource and encourage campus to utilize this tool. Marketing materials may include Statesman Ads, direct mail pieces for faculty and staff, mouse pads, pens, and fliers.

Line Item 21 & 25:

Graduate Student Tuition Waiver and Stipend

\$27,532

To help manage accounts, groups, reporting, training and marketing of SkillSoft during the first two years, we are proposing to hire a graduate student for both the AY13-14 & AY14-15. This includes a 20 hours/week stipend and tuition waiver for both academic years.

Grand Total = \$153,722

Project: eLearning Resources

Start Date: 3/1/2013

Client: Lisa Spence and Wil Downs

Program Manager: Scott Walden

Project Manager: Sarah Edwardson

Thesis Statement: The purpose of the eLearning Resources project is to offer a campus-wide online learning solution for faculty, staff, and students.

Introduction/Background – What?:

A campus online training solution would provide software, technology, and soft skills training through access to just-in-time learning. With constant access to high-quality learning resources, faculty, staff, and students at Indiana State can learn at their own pace, keeping their technology skills up-to-date and competitive in today's workplace.

Currently, Indiana State University uses At Hand Solutions (previously Macau) for their campus computer-based training resources. At Hand Solutions is hosted internally on outdated servers and the training materials are not kept up-to-date with the latest software versions and applications. The campus usage is relatively low and is not successfully serving the needs for faculty and staff development or student training. In order to offer professional training resources to the campus, the recommendation is for the purchase of a new online tool SkillSoft, in order to better serve campus, meet the demands of evolving technology and software, and directly support the University's Strategic Plan.

The committee has identified the following goals:

- Improve overall Student Success
- Provide students with additional skills for career preparation
- Provide foundational and professional training for student employees
- Expand HR Training and Development resources
- Enhance Faculty and Staff Development for career advancement
- Continue effort of Office of Diversity training and initiatives
- Consolidation of training efforts, resources, and costs
- Provide online training resources for self-directed learning to faculty, staff, and students
- Integrate learning resources into current IT environment for easy access

We expect this effort to have campus-wide impact. Potential examples of the level of impact are:

- Diversity Training for new employees is approximately 100 to 150 per year
- Diversity Training for those employees taking the Supervisor Certification series is approximately 100
- Sexual Harassment for new employees is approximately 100 to 150 per year, not including new student employees
- Sexual Harassment for those employees taking the Supervisor Certification series is approximately 100

- IT certification prep and professional skills training for 7 to 10 staff consultants and 20 to 30 student employees
- Expansion of student leadership roles and compensation by providing tiered training system for 20 – 25 student IT consultants
- Push foundational and professional training completion and certificates to students' co-curricular record

Proposal/Purpose/Justification – Why?:

Skillsoft would give departments, HR, and supervisors, a way to assign courses to different users or groups, assess learning outcomes, and customize training to fit a variety of needs. Skillsoft has both a large course selection in technology and soft skills training. The courses are broken down into beginner, intermediate, and advanced levels. Skillsoft would provide a learning consultant that would work with each unit to develop tailored courses and training materials that meet specific requirements. With Skillsoft, the University would also have the option to upload internal training materials and utilize the tool for workshop registration, tracking, and reporting. This tool would allow for one centralized training site for the campus.

Work Plan – Action Steps – Process – How?:

- Build Project Documents
- Define 1st Year Goals and Benchmarks
 - Human Resources
 - Academic Unit: Built Environment
 - Academic Unit: Department of Human Resource Development
 - Office of Information Technology
 - Office of Diversity
- Review and Complete Contract and Service Level Agreement
- Build implementation plan and schedule
- Integration with IT Environment/Testing
- Build Training Plan/Schedule
- Build Communication and Marketing Plan
- Go Live to Campus
- Launch Marketing Campaign
- Launch Training Website and Workshops
- First Semester Assessment Complete
- First-Year Assessment Complete

Reporting and Deliverable Schedule – When?:

There will be two methods for project status reporting delivery.

- Bi-weekly status meetings with core implementation team and clients
- Bi-weekly status reports via email to all stakeholders

The following is a tentative, high-level deliverable schedule.

- Build Decision Analysis 10/11/2012
- Build WBS 2/15/2013
- Build Project Plan 2/22/2013
- Build Technical Requirements and Evaluation/Checklist 3/1/2013
- Identify Resources and Define Roles/Responsibilities 3/15/2013
- Complete Technical Evaluation 3/22/2013
- Build Implementation Plan and Schedule 4/1/2013
- Complete Requisition 5/1/2013
- Complete/Sign Contract 5/1/2013
- Define 1st Year Goals and Benchmarks 5/15/2013
- Identify Certification and Degree Program Impact 5/15/2013
- Build Training Plan/Schedule 7/1/2013
- Build Communication and Marketing Plan 7/1/2013
- Build Testing Analysis Document 8/1/2013
- Launch Marketing Campaign 9/1/2013
- Launch Training Website and Workshops 9/1/2013
- First Semester Reporting/Assessment 1/3/2014
- First-Year Reporting/Assessment 4/1/2014

Budget – How Much?:

SOFTWARE

Based on a 1-year contract. Pricing based on 11,500 FTE

SkillChoice Complete Package \$57,269

Additional Optional Collections:

Legal Compliance +\$6,015

1 GB of Hosting Space +\$1,310

Instructor Lead (ILT) Module +\$944

TOTAL \$65,538/year

This effort will take communication, coordination, and ownership to be successful. For this type of project, it is sometimes useful to have that ownership embodied in a single coordinator. For this application, we have chosen not to take this approach. First of all, we don't think we can afford it. Secondly, this is a pilot, and it doesn't make sense to make that commitment. Third, it may not take that, and we are going to try to do this with the least hard-dollar cost impact. Finally, this is a campus-level product that should have impact in many different areas, so establishing "ownership" in one person may not even be appropriate.

With this in mind, we are not proposing salary dollars for a person in our cost proposal. However, it is important to note that there are several key personnel from different areas who will have to function in that ownership role. It will take time to do this, probably at the level of between .1 and .25 of an FTE in each of several different areas (e.g. Academic Affairs, Human Resources, OIT, Career Center). We will assess this committee approach to ownership and coordination as we review the success of this effort at the end of the pilot year.

Stakeholders and Management Plan – Who?:

Sarah Edwardson	Project Manager
Lisa Spence	CIO and Associate VP Academic Affairs
Yihua Bai	Evaluation Committee Member
Wil Downs	Associate VP Human Resources
Scott Walden	HR Training Specialist
Heather Rayl	Evaluation Committee Member
Susan Kiger	Evaluation Committee Member
Cindy Crowder	Evaluation Committee Member
Kristie Bigler	Evaluation Committee Member
Tami Weinzapfel-Smith	Employee Relations and Immigration Director
Randy Hargis	Tech Lead

Pilot Sponsors and Champions

Karl Burgher	Built Environment
Aaron Brink	Office of Information Technology
Cindy Crowder	Department Human Resource Development
Elonda Ervin	Office of Diversity

Outcome Assessment & Future Testing – How Well?:

SkillSoft will be purchased for a one-year trial period. During this time, semester usage numbers will be reported out to all stakeholders. Reporting will be separated to determine student, staff, and faculty usage. Data will include the number of courses completed, name/type of course, certification prep courses completed by students, and any other relevant data that can be extracted from SkillSoft. These reports will help stakeholders determine if an additional contract past the first year trial is beneficial to the University.

Strategic Plan – Initiative Work Plan FY2014

Initiative Name: Enhance Staff Development

Date: May 31, 2013

Goal # 6 Goal Chair(s) President Daniel Bradley, Diann McKee

Initiative # 3 Initiative Chair(s) Wil Downs

Thesis Statement: *To provide learning opportunities that assist in the continued growth of the University by maximizing the performance of individual ISU employees, teams and departments. We provide learning opportunities in employee skill development, supervisory and management skills, leadership and business team development, diversity awareness, and customized departmental training.*

1. Introduction/Background – What?

Continue and enhance the implementation of the Training and Development Curriculum.

2. Proposal/Purpose/Justification – Why?

Our training and development programs are designed to improve individual and organizational performance in addition to assisting Indiana State University in achieving its overall institutional goals. These programs are designed to assist employees in gaining greater knowledge of the university's operations and how their work affects the university's mission, vision, and values.

3. Discussion of Past Years Results – Benchmark Successes?

There have been almost 900 employees that have participated in the Sycamore Service program since its implementation through November 2012.

In addition to Sycamore Service, employees have participated in other various training workshops offered by the Department of Human Resources, such as Staff Council Grievance Training, and ATS Performance Evaluation Training.

To assist in the continued development of our employees, we are requesting additional resource dollars to continue to offer programs in the following areas:

- a) **Customer Service-** Continued sessions of the current "Sycamore Service" Class offered once a semester, and the development of a follow-up customer service class called; "*Sycamore Service Too!*". This program will reinforce the need for superior service that we provide for our internal and external customers including topics that were not covered in the current class. Continuous program costs include printing of workbooks and breakfast or afternoon snack.
- b) **Supervisor/Leadership Training-** To increase participation in the Supervisor Certification program by offering more opportunities to take additional courses in the traditional classroom setting and E-learning (online) format. Workbook costs for traditional classroom sessions average \$50 per person. The new Skillssoft online program will also enhance this curriculum. Topics include:

Strategic Plan – Initiative Work Plan FY2014

- *Time Mastery Profile* - Time Mastery Profile is a unique tool that provides people with a complete, self-directed assessment of their current time management effectiveness. Learners then use the built-in workbook as a framework to develop customized strategies for skills improvement.
- *Effective Discipline* - Introduces you to learning effective techniques for addressing problem behavior. Using communication skills, you will learn how a manager works to preserve the individual's self-respect and encourage the best kind of discipline - self-discipline.
- *Essential Skills of Communicating* - Helps you learn the latest techniques in developing effective communication skills-improving their performance and increasing the productivity of the team and the organization.
- *Essential Skills of Leadership* - Focuses on building a foundation that enables team leaders to manage their team toward to a shared goal: achieving the organization's strategic objectives. Throughout the workshop participants will review case studies, participate in group discussions, practice new skills and receive immediate feedback.
- *FMLA/ADA/Workers Compensation Overview* - As a supervisor, or potential supervisor of the University, you are responsible for knowing basic legal information that may affect your employees' well-being. This course gives you a brief policy overview of three very important topics to help you make necessary decisions and act accordingly to the immediate needs of your employees.
- *Sexual Harassment and Diversity in the Workplace* - Indiana State University has long been committed to the principles of nondiscrimination and is firmly and unequivocally committed to the creation of a culturally diverse community. In preventing discrimination, we work in partnership with the Offices of Affirmative Action, Diversity to provide the ISU community with proactive training and tools that eliminate potential harm and prevent workplace disruption. This includes ongoing support with the "Ba-fa, Ba-Fa" cultural simulation course offered through Diversity.
- *Supporting Change* - Helps you learn to understand and to interpret change. By understanding it, managers can more clearly communicate change to their team. This clear communication helps to reduce misunderstanding and anxiety. It also helps the change initiative gain acceptance more quickly - minimizing lost productivity and decreased performance.
- *Coaching Job Skills* - Designed to help you learn how to effectively coach individuals through a process of observation, analysis and communication. By carefully planning one-on-one discussions, managers can have the greatest impact and gain individual commitment to achieving results.

Strategic Plan – Initiative Work Plan FY2014

- *Communicating Up* - Learn the importance of effective communication as a leader so that a desired result is achieved with your team.
 - *Delegating* - Helps you master the skills needed to effectively assign work to others. By clearly communicating expectations and encouraging participation and involvement, you can use delegating to develop team members' skills and abilities.
 - *Developing Performance Goals and Standards* - Unless managers and team leaders are successful in spelling out the organizations specific goals, their team members are not going to know how to meet those objectives. This module shows trainees how to establish specific, measurable, attainable, results-oriented, and time-framed performance goals. It then illustrates the steps that gain team member agreement and commitment to those performance goals.
 - *Discovering Diversity Mastery Profile* - Designed to help individuals look honestly at themselves to identify attitudes and behavior that stand in the way of teamwork, the Discovering Diversity Profile provides a safe way to explore the complex, powerful issues surrounding diversity.
 - *Improving Work Habits* - Helps new leaders learn to clearly and specifically communicate the nature of the problem. It provides a process for working with the individual to develop a plan for addressing the issue while maintaining self-esteem.
 - *Managing Complaints* - As the leaders on the front line, managers and team leaders are often the first to hear team member complaints. Though sometimes they may seem unimportant, each complaint should be addressed and resolved. This module shows how to resolve simple complaints and identify the hidden agendas that so often underlie the chronic grievances.
 - *Providing Performance Feedback* - This module shows the way evaluation is done by the experts. First, relevant performance standards are established. Then the team member's own performance evaluation is solicited. This accomplished, the stage is set for a summary evaluation that will be clear and credible to the team member.
- c) **Basic Computer Skills/GED** – We have partnered with the Bayh College of Education as well as the Vigo County School Corporation to offer employees an opportunity to learn basic computer usage skills. In the future, we will be requesting funding to develop a scholarship program to assist employees in obtaining a General Education Diploma (GED).
- d) **“Webinar Wednesdays”**- These sessions take place during one Wednesday of each month, highlighting different topics of interest to the campus-community.
- e) **Passport to Achievement Program**- The “Passport” is a pocket-sized document with a cover and several inside pages that are designed to resemble an actual passport for travel. It is an effective and useful tool in the ongoing campaign to facilitate continued learning of all

Strategic Plan – Initiative Work Plan FY2014

employees of the University. By using this Passport, employees are able to keep track of training and personal development throughout your ISU career, and use this new tool to help guide you in making location selections for educational destinations

- f) **DISC (Personality Profile Testing)**- Personality clashes among employees, supervisors and managers can have a negative effect on the team. The DISC training workshop is a fun and quick method designed to give your team members the tools and people skills they need to understand and appreciate the differences in the people they work with. The DISC model is comprised of four primary behavioral styles: D, I, S and C. Each style is very different, and each style comes with built-in conflict toward each of the other styles.
- g) **Employee Development Library and Resource Center**- We offer an employee training library that houses professional development materials available for "check-out" at no cost. This library also offers self-paced computer testing stations for enhancing job skills. We would like to expand these offerings by adding new materials for self-development for the new year.
- h) **Graduate Assistant**- We have requested a Tuition Fee Waiver and Stipend for a Grad Assistant who has a concentration in analytical curriculum. The GA will act as a supplemental resource to continue with our training initiative classroom sessions and will also help in the development of other programs to meet our benchmark goal.
- i) **Local and National Training Exposure** – Due to the positive work that we have accomplished in our customer service initiative, we were invited to present at the CUPA Midwest Conference in May. This has brought the University exposure on a national level. By having this opportunity, we were able to share our other training initiatives with colleges and universities who are now using us as a model for training at their schools. We hope to have more opportunities in the future to represent ISU and the great work that is happening through the strategic plan initiatives.

4. Work Plan, Next Fiscal Year – Action Steps – Process – How?

All employees are surveyed at the conclusion of a training workshop. This will help us determine over time if the program was beneficial in:

- Decreasing turnover
- Decreasing recruiting and training costs
- Increasing productivity
- Increase customer service levels
- Increasing positive employee commitment
- Decrease in employee relations issues

The above factors should indicate a positive correlation in reaching the University's employee retention goal of 60% of staff after 6 years of service as outlined in the University's benchmark initiative. Furthermore, by offering this curriculum, we will reinforce the University's commitment to enhance the ability to recruit and retain great faculty and staff in order to realize its goals and fulfill its mission.

Strategic Plan – Initiative Work Plan FY2014

5. Reporting and Deliverable Schedule – When?

In FY 2013-2014 we will continue to employ the following action items:

- Evaluate training needs assessment survey results and analyze data
- Meet with Training and Professional Development Advisory Committee to discuss data results
- Training program delivery
- Launch the Passport Program and Training and Development curriculum to the ISU community
- Work with campus partners to facilitate and promote various training programs within the curriculum

6. Budget – How Much, a General Discussion of Funds Use?

Estimated General Training Program Costs - \$50 (workbooks, materials, etc.) for 25 employees per class x 2 classes per month = \$30,000 per year

NEW Orientation Program Continuing Costs + \$6,000 per year

Food (light breakfast or snacks) - \$1,500

Total Amount Request for Training Program Costs = \$37,500

7. Stakeholders and Management Plan – Who?

Scott Walden; Training and Development Specialist

Graduate Assistant (currently open position)

Erica Myers; Employee Relations and Training and Development Specialist

(Currently Vacant); Director of Affirmative Action

Elonda Ervin; Director of Diversity

Candy Barton; Director of Staff Benefits

Jon Glick; Controllers Office

Strategic Plan – Initiative Work Plan FY2014

Tami Weinzapfel-Smith; Director of Employee Relations, Employment, Immigration, and Training and Development

Other training partners as needed

8. Outcome Assessment & Future Testing

We will continue to evaluate the effectiveness of the training and development programs by offering evaluations at the conclusion of all sessions, solicit feedback, and record employee attendance in all sessions using the Banner system. The goal is to be able to track individual employee development and offer advice on career advancement and educational opportunities to enhance their current positions. We will continue to compile data by soliciting a needs analysis on the interests of future training programs for the entire campus community. One such assessment was completed on the overall effectiveness of the “Sycamore Service” program, and based on this feedback, we are using this information for the creation of our second customer service class; “Sycamore Service TOO!”

9. Line Item Budget Discussion that tracks Budget Templates ...

Cost of Tuition Fee Waiver (9 credit hours)	\$2,808
HR Grad Assistant	\$12,600
NEW Orientation Program	\$6,000
Professional Development and Supervisory Certification Courses	\$31,500

Total = \$52,908