Goal 6 Employee Success

Attract and retain great employees

Goal Six

Employee Success

Attract and retain great employees

	BASE 2015	ACTUAL 2016	GOAL 2021	VISION GOAL
Diversity index gap between students and faculty*	14	16	*5*	*No gap*
# of minorities among executive group	7/44	10/46	*10*	*Match student body*
# of minorities among staff	58/502	60/549	*75*	*Match student body*
# of African American and Hispanic/Latino faculty	34	32	*46*	*Match student body*
% of female full professors to total full professors	32%	31%	*35%*	*Match faculty*
New faculty hires obtaining tenure in seven years	39%	56%	*45%*	
Annual Turnover rate of Exempt and Non-Exempt Staff less than median of peer Institutions	TBD	TBD	*<*	*(NEW)*
NSSE quality rating of educational experience (four-point scale)**	3.05	3.05	*3.20*	

*As measured by the gap between the *Chronicle of Higher Education's* Diversity Index for students and for faculty: http://chronicle.com/interactives/flagship-diversity.

**Quality rating based on student responses to National Survey of Student Engagement question on rating entire educational experience at this institution. (4-point scale from 1=poor to 4=excellent.) Survey is administered every three years.

GOAL SIX

Team Members

Goal Co-Chairs:

Willie Banks

Josh Powers

Initiative Chairs:

Initiative 1 – Leah Reynolds

Initiative 2 – Leah Reynolds & Tami Weinzapfel-Smith

Initiative 3 – Josh Powers

Initiative 4 – Susan Powers

Initiative 5 – Molly Hare

Initiative 6 – Tami Weinzapfel-Smith

Goal 6 Committee: Co-Chairs plus Initiative Chairs

Goal 6 Initiative Committees: Each initiative has specific persons/partners who have/are assisting or providing input to the initiative (e.g., FCTE Advisory Board, Council on Inclusive Excellence, Staff Council, HR staff, AVPs, Deans, department chairs) but at present there are not “initiative committees” per se.

GOAL SIX

Goal Benchmarks

1. ***Diversity index gap between students and faculty***
   Provides a relative measure that can also be nationally normed.

2. ***Number of minorities among executive group***
   Focuses attention on importance of diversity among institutional leadership.

3. ***Number of African American and Hispanic/Latino faculty***
   These are our largest and/or fastest growing student sub-populations and thus especially important to have that diversity reflected in the faculty.

4. ***Percentage of female full professors to total full professors***
   We wish to be intentional about supporting women to full professor.

5. ***New faculty hires obtaining tenure in seven years***
   Important to evidence support for faculty through to tenure and reduce early departure.
6. ***Median annual turnover of exempt and non-exempt staff equal to or less than peer universities***
   This is a new benchmark to replace the old one. Annual turnover is a better measure for staff and can now be compared to national CUPA data.
7. ***NSSE quality rating of educational experience (four-point scale)***
   This measure is the best proxy we can identify to date that assesses impact on students.

GOAL SIX

Feedback from Stakeholders' Meeting

Communication about Initiatives and Impact
Employee success is of high interest to the ISU community. Hence, communication about activities and impact, and to welcome input, is important.

Professional development should be part of our DNA
Not all supervisors value professional development, either in-house or externally. It should be emphasized and modeled.

Re-vision the supervisor related initiative to one that emphasizes leadership so it is more inclusive
We have already done this and met with Staff Council for their input. While this is not a substitute for what Leadership ISU was (folks also continue to lament that loss), it has the potential to meet an important need for both supervisors and staff.

Attention needed to the culture and climate as it impacts feelings of belonging among our diverse faculty and staff
More faculty/staff professional development around diversity/inclusion issues is needed so we all have greater insights into how our behaviors/actions affect others.

GOAL SIX

Initiatives

Current Goal Initiatives:

1. Implement search committee training and development
2. Strengthen the partnership between Human Resources, Equal Opportunity/Title IX Office, and Academic Affairs
3. Support teaching excellence through predoctoral fellows program for career launch of historically underrepresented faculty
4. Establish a department chair leadership program
5. Mentor faculty on the pathway to full professorship
6. Create leadership development, team development, and talent development programs

New Goal Initiatives:

- No change in initiatives

GOAL SIX

Initiative Benchmarks

Initiative 1:

- **Participant rating of training:** Search comm. training on diversity/inclusive excellence helps diversify faculty/staff.
- **Number of new diverse hires:** Measure of actual progress toward diversifying the faculty/staff.

- **Initiative 2:**
- **Supervisor training provided annually Y/N:** Training/development for supervisors is essential for progress diversifying faculty/staff
- **Assess. of superv. knowledge on policies/good practice:** Provides insight on what supervisors know with regard EEO/Title IX policy/practice.

Initiative 3:

- **Participant evaluation of program:** Pre-doctoral fellows input to improve program satisfaction; enhanced likelihood of perm. hire.

- **Student ratings of quality of educational experience in courses taught by pre-doctoral fellows:** An assessment of teaching impact on student learning for program improvement and positioning predoctoral fellows more strongly for permanent hire.

GOAL SIX

Initiative Benchmarks

Initiative 4:

- **Six chairs attend external training annually Y/N:** Investment in department chairs enhances their leadership/work mgmt. skills.

- **95% of chairs attend annual special consultant training:** In-house training for all chairs enhances their leadership/work mgmt. skills.

- **Chair rating of personal confidence in chair role: Annual needs assessment strengthens program activities and emphasis.**

Initiative 5:

- **Participant rating of program:** Assessment of program for facilitating effort/activity toward full prof. among female faculty.

- **Percentage of program participants w/ intent to pursue full professorship within 2 years:** Measure of impact of investment in women at assoc. professor level toward full professor.

Initiative 6:

- **Participant rating of program:** Assessment of HR led leadership and team dev. program for enhancing skills/abilities.

- **Reduction in number of annual staff grievances:** Measure of impact of investment in supervisory excellence.

GOAL SIX

What's Next?

Launch of Leadership Development Certification, Team Development, and Talent Management Programs through HR

Curriculum utilizes DISC system materials. Mix of primarily face-to-face elements with some on-line elements. Set to launch August/September. Some worry that this may not adequately serve non-exempt staff.

Launch of Pre-doctoral Fellows Program

Placed on hold this year with plans to launch this Fall. However, need to settle on number of predocs, salary, and extent of teaching requirements to make the position appropriately attractive.

GOAL SIX

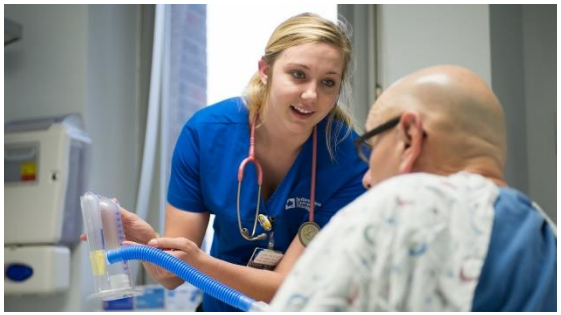
Budget Needs

No change to funding amounts for Initiatives 1, 2, 3, 4, & 6
Funding for these initiatives is sufficient for activities.

Initiative 5: ***Mentor faculty on the pathway to full professorship***
Increase in funding needed to accommodate numbers as well as the integration of a writing retreat experience. Total request: $14,050.

TOTAL BUDGET REQUEST: $35,550

THERE'S MORE TO **BLUE.**



A STRATEGIC PLAN FOR INDIANA STATE

2016-2021