

Georgia Southern University

LEVEL II University Implementation Plan

HUMAN RESOURCES DEVELOPMENT PLAN

Revised by the President's Cabinet

in Cooperation with the Strategic Planning Council

Spring 2009

INTRODUCTION

The accomplishment of Georgia Southern University’s Mission and Strategic Plan rests squarely on the shoulders of its human resources. A faculty, staff, and student workforce committed to the achievement of the goals and strategic objectives outlined in the Level I Strategic Plan will be one of the University’s most important resources in its drive to become one of the nation’s best public comprehensive universities over the next ten years.

MAJOR GOALS

- Recruit and retain an exemplary and diverse workforce
- Develop and administer an effective compensation and benefits program
- Provide professional development opportunities appropriate to the job position to foster continuous improvement
- Promote an organizational structure, appropriate reporting relationships, management policies, and procedures to enable the fulfillment of the University’s Mission and Strategic Plan
- Develop a workforce committed to the University’s Mission and Strategic Plan.

ACADEMIC DISTINCTION

STRATEGY 1: RECRUIT A HIGHLY QUALIFIED WORKFORCE TO FULFILL THE UNIVERSITY’S MISSION AND STRATEGIC PLAN.

Tactic 1: Utilize effective recruiting strategies appropriate to the wide variety of campus positions.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Compliance Office, All Departments	Funding for advertising	Immediate and ongoing	Viable and diverse applicant pools	Continue as ongoing

Tactic 2: Actively promote the use of the Faculty Attributes document in faculty recruitment.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Compliance Office	No additional	Ongoing	Use of document in the search process	Completed

Tactic 3: Encourage qualified non-terminal faculty to complete doctoral degrees and return to tenure-track teaching positions at Georgia Southern.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	Funding for educational leaves and development opportunities	Ongoing	Number of instructors pursuing doctoral degrees	Continue as ongoing

STRATEGY 2: DEVELOP AND NURTURE A CAMPUS CULTURE SUPPORTIVE OF THE UNIVERSITY'S MISSION AND STRATEGIC PLAN.

Tactic 1: Promote and reward the concept of engagement among all faculty and staff.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, All Divisions	No additional	Ongoing	Level of involvement	Continue as ongoing

Tactic 2: Recognize and reward faculty and staff for developing initiatives in support of the University's Mission and Strategic Plan.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, All Divisions	Funding for rewards as appropriate	Ongoing	Increased initiatives to support the Mission and Strategic Plan	Continue as ongoing

Tactic 3: Create a strategic planning program for new faculty, staff, and student leaders.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Strategic Planning Council	minimal	Ongoing	# of persons participating in program	Recommendation: review for inclusion in orientation for new faculty, staff and student leaders.

Tactic 4: Ensure ongoing understanding of human resource policies and procedures.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Academic Affairs, Compliance Office, All Supervisors	No additional	Ongoing	Fewer policy violations	Moved to Unit operations

STRATEGY 3: MAINTAIN A ROBUST COMPENSATION SYSTEM THAT SEEKS EXTERNAL COMPETITIVENESS AND INTERNAL EQUITY AT ALL LEVELS OF THE UNIVERSITY.

Tactic 1: Ensure optimum utilization of the current system by adjusting and continuously monitoring the University’s classification and salary structure.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources	Funding to upgrade salary structure	Ongoing	Implementation of the recommendations	Continue as ongoing

Tactic 2: Work with the University System for a comprehensive review of the System’s classification and salary structure.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Vice President for Business and Finance	No additional at local level assuming University System funding of initiative	Immediate	Complete	Completed through University System

Tactic 3: Monitor labor markets to evaluate salaries and maximize competitive offers.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, All Divisions	No additional	Ongoing	Reduction in salary-related job offer rejections	Continue as ongoing

Tactic 4: Address salary compression and inequity where appropriate.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
President's Cabinet, Human Resources, Academic Affairs	Funding for salary adjustments	Ongoing	Level of adjustment; decrease in salary compression and inequity	Continue as ongoing

STRATEGY 4: PROVIDE AMPLE OPPORTUNITIES FOR DEVELOPMENT THROUGHOUT EMPLOYEES' CAREERS.

Tactic 1: Provide the climate, incentives, and human resource mechanisms that encourage continuous improvement, ongoing professional and personal development, and lifelong learning for both faculty and staff.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, All Supervisors	Funding for professional development programs	Ongoing	Number of participants in development opportunities	Continue as ongoing

Tactic 2: Where appropriate, develop career pathways and transfer/promotion strategies that facilitate professional growth.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources	Funding for Job Study	Ongoing	Existence of career pathways and transfer/promotion strategies for individuals	Continue as ongoing

Tactic 3: Promote the Board of Regents' Tuition Assistant program to employees

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources	Funding for reimbursement	Ongoing	Number of participants	Continue as ongoing

Tactic 4: Encourage employees to achieve job-related professional certifications and enhance skills.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Administrative Officers	Provide incentives	Immediate	Number of participants involved	Continue as ongoing

STRATEGY 5: PROMOTE EXCELLENCE THROUGH APPROPRIATELY BALANCED WORKLOADS AND ELIMINATE UNNECESSARY DUPLICATION OF EFFORT.

Tactic 1: Periodically review and streamline work processes.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All departments	No additional	Ongoing	Evidence of efforts to streamline work processes	Moved to Unit operations

Tactic 2: Conduct a study of faculty roles and rewards. Implement recommendations.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Ongoing	Study complete	Completed Recommendation: Review study for implementation of recommendations.

STUDENT-CENTERED UNIVERSITY

STRATEGY 1: CREATE A WORK CULTURE THAT ACKNOWLEDGES THE STUDENT-CENTERED NATURE OF THE UNIVERSITY.

Tactic 1: Conduct student-centered audits to assess the quality of student interactions with all campus service units.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Divisions	Develop audit process, funding for training	Ongoing	Increase in student satisfaction, Institutional effectiveness plans, NSSE, ACT, student opinion survey	Continue as ongoing

Tactic 2: Provide opportunities for meaningful student employment where appropriate.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Departments, Student Employment Center, Human Resources	Funding for student positions	Ongoing	Number of student employees; skills development	Continue as ongoing

Tactic 3: Increase opportunities for experiential learning in campus settings.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Departments	Identification of learning opportunities	Ongoing	Increase in learning opportunities for students	Continue as ongoing

TECHNOLOGICAL ADVANCEMENT

STRATEGY 1: ENHANCE CAMPUS RESOURCES FOR FACULTY AND STAFF TO DEVELOP THEIR CAPABILITY TO APPLY TECHNOLOGY IN INSTRUCTION AND OTHER AREAS OF THE UNIVERSITY.

Tactic 1: Encourage faculty and staff to develop and enhance advanced technological skills in teaching, scholarship, and service.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Divisions	Provide incentives	Ongoing	Faculty and staff involvement	Moved to Unit operations

Tactic 2: Utilize information technology to enhance productivity and effectiveness.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Departments, Information Technology Services	Funding for new technology incentives	Ongoing	Integration of appropriate technology in all departments	Continue as ongoing; Moved to unit operations

Tactic 3: Utilize information technology to support all aspects of human resource management.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Academic Affairs, Information Technology Services	Funding for system and equipment upgrades; dedicated IT personnel	Ongoing	Use of technology in human resource management	Continue as ongoing

Tactic 4: Embrace e-commerce and e-business applications to reduce costs and improve customer service.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Business and Finance, (other departments that could benefit from e-commerce or e-business applications)	Funding for technology applications; dedicated IT personnel	Ongoing	Reduced costs, improved customer service in business transactions	Completed Recommendation: monitor for new applications

TRANSCULTURAL OPPORTUNITIES

STRATEGY 1: CONTINUE TO ENHANCE THE DIVERSITY OF THE CAMPUS WORKFORCE.

Tactic 1: Review progress toward the objectives of each department/unit's Affirmative Action Plan.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Diversity Services, All Departments	Departmental Affirmative Action plans and review procedures for use by all units	Ongoing	Evidence of efforts to increase diversity in annual reports	Continue as ongoing

Tactic 2: Increase participation in seminars and workshops related to affirmative action and diversity.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Departments, Human Resources, Academic Affairs, Diversity Office	No additional	Ongoing	Attendance at seminars and workshops	Continue as ongoing

Tactic 3: Identify talented students from under-represented groups and encourage them to pursue careers in the Academy.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Divisions, Career Services, McNair Program	Talent identification procedures	Ongoing	Increase in number of graduates from under-represented groups pursuing careers in academe	Continue as ongoing

Tactic 4: Create visiting positions to bring diverse faculty on campus for short-term residencies, thereby increasing the likelihood of their becoming applicants for permanent positions.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	Funding for visiting faculty positions	Ongoing	Number of visiting faculty positions	Continue as ongoing

Tactic 5: Develop mentoring programs for women, minorities, and persons with disabling conditions.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Divisions, Compliance Office	Provide mentoring incentives	Ongoing	Number of mentors and participants in program and retention	Continue as ongoing

STRATEGY 2: BROADEN THE INTERNATIONAL HORIZONS OF THE CAMPUS WORKFORCE.

Tactic 1: Increase the availability of international experiential opportunities.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Academic Affairs, Student Affairs and Enrollment Management	Funding for international opportunities	Ongoing	Number of faculty/staff involved	Moved to Unit operations

Tactic 2: Provide short-term residencies on campus for international faculty and staff.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Academic Affairs, Business and Finance	Funding for residencies	Ongoing	Number of international faculty and staff in residence	Continue as ongoing

Tactic 3: Increase participation in seminars, workshops, and campus events promoting multicultural understanding.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Human Resources, Campus Life Enrichment Committee, Center for International Studies, Multicultural Student Center	Support for workshops and events	Ongoing	Number of faculty and staff participating	Continue as ongoing

PUBLIC AND PRIVATE PARTNERSHIPS

STRATEGY 1: EXPLORE AND ENHANCE MUTUALLY BENEFICIAL HUMAN RESOURCE PARTNERSHIPS.

Tactic 1: Partner with area training institutions to target needed skills and to develop the next generation of trained personnel for both entry level and advanced positions.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resource, All Divisions	No additional	Ongoing	Increase in skill level of applicants; area training institutions awareness of needed skills	Continue as ongoing

Tactic 2: Investigate appropriate outsourcing opportunities that enable the University to expand or enhance the availability of high quality services across campus.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Administrative Officers	No additional	Ongoing	Number of opportunities identified	Continue as ongoing; review USG initiative utilizing ADP

Tactic 3: Develop faculty and staff abilities to acquire extramural funding.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Research Services and Sponsored Programs, University Advancement, Controller's Office	Funding for workshops	Ongoing	Number of faculty and staff acquiring extramural funding	Moved to Unit operations

STRATEGY 2: SHARE THE HUMAN RESOURCES OF THE UNIVERSITY WITH THE EXTERNAL COMMUNITY.

Tactic 1: Work cooperatively with local entities to support a diverse professional community.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Departments	No additional	Ongoing	A larger and more diverse professional community; improved retention of under-represented groups, number of local entities involved in the promotion of a diverse professional community	Continue as ongoing

Tactic 2: Encourage faculty and staff to be active participants in regional economic development initiatives.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Academic Affairs, Research Services and Sponsored Programs, University Advancement	No additional	Ongoing	Number of participants	Continue as ongoing

Tactic 3: Encourage faculty and staff involvement in the community.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Divisions	No additional	Ongoing	Level of faculty and staff community involvement.	Continue as ongoing

PHYSICAL ENVIRONMENT

STRATEGY 1: PROVIDE A PHYSICAL ENVIRONMENT SUPPORTIVE OF A HIGHLY QUALIFIED WORKFORCE.

Tactic 1: Maintain a strong commitment to safe, healthy, and productive work environments through appropriate maintenance and improvements

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Public Safety	Funding for maintenance and improvements to work environments	Ongoing	Safe and productive work environments	Continue as ongoing

Tactic 2: Increase faculty and staff knowledge of the Campus Master Plan by publishing the information and making it available on the Georgia Southern website.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant	No additional	Ongoing	Availability of information	Completed