

**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**

**Fall 2004**

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, Compliance Office, All Departments	Funding for advertising	Immediate and ongoing	Viable and diverse applicant pools

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Academic Affairs, Compliance Office	No additional	Ongoing	Use of document in the search process

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Academic Affairs	Funding for educational leaves and development opportunities	Ongoing	Number of instructors pursuing doctoral degrees

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, All Divisions	No additional	Ongoing	Level of involvement

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, All Divisions	Funding for rewards as appropriate	Ongoing	Increased initiatives to support the Mission and Strategic Plan

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Strategic Planning Council	minimal	Ongoing	# of persons participating in program

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, Academic Affairs, Compliance Office, All Supervisors	No additional	Ongoing	Fewer policy violations

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources	Funding to upgrade salary structure	Ongoing	Implementation of the recommendations

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, Vice President for Business and Finance	No additional at local level assuming University System funding of initiative	Immediate	Complete

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, All Divisions	No additional	Ongoing	Reduction in salary-related job offer rejections

Tactic 4: Address salary compression and inequity where appropriate.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
President's Cabinet, Human Resources, Academic Affairs	Funding for salary adjustments	Ongoing	Level of adjustment; decrease in salary compression and inequity

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, All Supervisors	Funding for professional development programs	Ongoing	Number of participants in development opportunities

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources	Funding for Job Study	Ongoing	Existence of career pathways and transfer/promotion strategies for individuals

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources	Funding for reimbursement	Ongoing	Number of participants

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, Administrative Officers	Provide incentives	Immediate	Number of participants involved

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

Tactic 1: Periodically review and streamline work processes.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All departments	No additional	Ongoing	Evidence of efforts to streamline work processes

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Academic Affairs	No additional	Ongoing	Study complete

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Divisions	Develop audit process, funding for training	Ongoing	Increase in student satisfaction, Institutional effectiveness plans, NSSE, ACT, student opinion survey

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Departments	Funding for student positions	Ongoing	Number of student employees; skills development

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Departments	Identification of learning opportunities	Ongoing	Increase in learning opportunities for students

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Divisions	Provide incentives	Ongoing	Faculty and staff involvement

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Departments, Information Technology Services	Funding for new technology incentives	Ongoing	Integration of appropriate technology in all departments

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, Academic Affairs, Information Technology Services	Funding for system and equipment upgrades; dedicated IT personnel	Ongoing	Use of technology in human resource management

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
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

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Compliance Office, All Departments	Departmental Affirmative Action plans and review procedures for use by all units	Ongoing	Evidence of efforts to increase diversity in annual reports

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Departments, Human Resources, Academic Affairs, Compliance Office	No additional	Ongoing	Attendance at seminars and workshops

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Divisions, Career Services, McNair Program	Talent identification procedures	Ongoing	Increase in number of graduates from under-represented groups pursuing careers in academe

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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Academic Affairs	Funding for visiting faculty positions	Ongoing	Number of visiting faculty positions

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Divisions, Compliance Office	Provide mentoring incentives	Ongoing	Number of mentors and participants in program and retention

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

Tactic 1: Increase the availability of international experiential opportunities.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, Academic Affairs, Student Affairs	Funding for international opportunities	Ongoing	Number of faculty/staff involved

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, Academic Affairs, Business and Finance	Funding for residencies	Ongoing	Number of international faculty and staff in residence

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
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

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resource, All Divisions	No additional	Ongoing	Increase in skill level of applicants; area training institutions awareness of needed skills

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Administrative Officers	No additional	Ongoing	Number of opportunities identified

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Academic Affairs, Office of Research Services and Sponsored Programs, University Advancement, Controller's Office	Funding for workshops	Ongoing	Number of faculty and staff acquiring extramural funding

**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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
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

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Human Resources, Academic Affairs, Office of Research Services and Sponsored Programs, University Advancement	No additional	Ongoing	Number of participants

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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
All Divisions	No additional	Ongoing	Level of faculty and staff community involvement.

**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

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Physical Plant, Public Safety	Funding for maintenance and improvements to work environments	Ongoing	Safe and productive work environments

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.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>
Physical Plant	No additional	Ongoing	Availability of information

**ORIGINAL HUMAN RESOURCES DEVELOPMENT PLAN  
TASK FORCE MEMBERS**

**RON CORE, CHAIR**

**SAM BAKER**

**TOM CASE**

**ROBERT HANEY**

**MARCIA JONES**

**SUSAN NORTON**

**CONNIE PALFY**