

FACULTY/STAFF TEAM DRAFT 12.15.06

GOAL	OBJECTIVES	STRATEGIES	METRICS
<p>I.A Recruit diverse and Tier 1/Research 1-university prepared faculty.</p>	<p>1. Develop a Tier 1/Research 1-university workload policy.</p> <p>2. Offer candidates Tier 1/Research 1-university salary and benefits package.</p> <p>3. Offer candidates Tier 1/Research 1-university support packages.</p> <p>4. Develop Tier 1/Research 1-university faculty/student ratios</p> <p>5. Offer candidates Tier 1/Research 1-university benefits incentives</p>	<p>1.a At the department level, investigate similar and aspirant universities workload policies while each college develops their workload policy.</p> <p>2.a At the department level, investigate similar and aspirant universities salaries to get a comparison point for both tenured and tenure track faculty.</p> <p>3.a At the department level, investigate similar and aspirant universities support packages to get a comparison point.</p> <p>4a At the department level, investigate similar and aspirant universities faculty/student ratios to get a comparison point.</p> <p>5.a Investigate similar and aspirant universities benefit incentives which may include tuition adjustments, and wellness programs to get a comparison</p>	<p>1.a.1 The dean of each college would be responsible for the college workload policy report comparable to other Tier 1/Research 1 institutions.</p> <p>2.a.1 There should be a 5 to 10% increase each year in order to arrive at Tier 1/ Research 1 competitive salaries in 2016 as reported by the Higher Education Coordinating Board.</p> <p>2.b. Market a comprehensive Benefits package.</p> <p>3.a.1 A 10% increase each year of new faculty for receiving competitive support packages.</p> <p>4.a.1 A 5% decrease of faculty/student ratio comparable to Tier 1/Research 1 institutions.</p> <p>5.a.1 Prepare a report providing data from similar and aspirant university highlighting benefits that include Educational benefits, wellness programs, sponsored health programs offered elsewhere and develop a plan of phase in offerings.</p>

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<p>I.B Recruitment of staff with the necessary levels of education, background, and skills required to support the aggressive goals of our University.</p>	<p>1. Establish competitive salaries and benefits package to attract high quality and diverse applicant pools and target higher turnover areas.</p> <p>2. Promote fringe benefits to promote family friendly work environment in order to attract candidates that would not be recruited based on traditional benefits.</p> <p>3. Implement strategic initiatives to make UTSA more attractive and competitive as staff incentives.</p>	<p>1.a Market comparison of salaries by job titles and differences in job market relative to market and UTSA.</p> <p>1.b Development of marketing information regarding benefits package.</p> <p>2.a Identify areas that have flex schedules available, obtain institutional buy in and feasibility. Obtain feasibility to enlarge programs; onsite day care, telecommuting schedules.</p> <p>3.a Staff/family Educational benefits.</p> <p>3.b Staff/family will be informed of wellness/health benefits.</p> <p>3.c. Staff/family will have access to wellness/health centers and information.</p>	<p>1.a.1 Determine the market salary amount by no more than 10% and benchmark with other universities.</p> <p>1.b2 Develop marketing information for a total employee benefits package.</p> <p>2.a.1 Review comparable work schedules, and telecommuting policies at other institutions.</p> <p>3.a.1 Improve current Employee Educational benefits program to include family members.</p> <p>3.a.2 Research reimbursement programs at other institutions.</p> <p>3.b.1 Gather data from other institutions in regards to wellness programs.</p> <p>3.b.2 Collect information from food services to include healthy food choices.</p> <p>3.b.3 Locate local guest speakers for wellness seminars.</p> <p>.</p>

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<p>II.A Retention of faculty is important to ensure the high quality and stability of all instructional programs, increase student retention, increase outside funding possibilities, and produce cutting-edge research. A Tier 1/Research 1 institution is considered proactive in professional development when it provides opportunities for succession management. Succession management assures that the institution vision and mission are achieved.</p>	<p>1. Ensure faculty retention by providing and promoting a diverse campus climate and collegial environment.</p> <p>2. Ensure faculty retention through competitive salary and benefits packages</p>	<p>1.a Discern campus climate through Faculty Success survey and use data to determine the current baseline.</p> <p>1.b Promote diversity of thought through seminars based on funded collaborative research across campus</p> <p>1.c Increase diverse faculty so that is equitable and representative of state's population.</p> <p>1.d Increase faculty retention through mentoring</p> <p>2.a. Use Faculty Success Survey data to determine current satisfaction with salary.</p> <p>2.b Review of financial incentives offered at comparable Tier 1/Research 1 institutions will assist</p>	<p>1.a.1 Use baseline and set a 10% increase in campus climate and collegiality per year</p> <p>1.b.1 Provide funding for 10 collaborative research papers</p> <p>1.b.2 Two Diversity of Thought Seminars in which collaborative research is presented will be held annually</p> <p>1.c.1 Create an executive position designed to specifically address issues of recruitment, retention, and success of diverse faculty.</p> <p>1.d.1 Conduct Exit Interview with departing faculty, create mentoring program for the retention of diverse faculty.</p> <p>2.a.1 Use baseline data to develop a university policy that addresses equity adjustments within each college.</p> <p>2.a.2 A 10% increase in faculty satisfaction with salary.</p> <p>2.b.1 Provide a report showing comparison data</p>

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	<p>3. Ensure faculty retention through research support and infrastructure.</p>	<p>in providing baseline data. 2.c Retain quality faculty through competitive salary and benefit packages.</p> <p>2.d. Create equity adjustments for productive and successful faculty comparable to newly hired faculty.</p> <p>3.a Discern faculty's perceptions on current research support and infrastructure through Faculty Success Survey.</p> <p>3.b. Retain productive research faculty by providing research support and infrastructure such as research grants and endowments.</p> <p>3.c. Retain productive faculty by streamlining grant application process and providing staff support.</p>	<p>2.c.1 Request for lobbying a cost of living increases for faculty to legislative body.</p> <p>2.c.2 Increase of 5% cost of living in addition to merit will be met annually.</p> <p>2.d.1 Equity adjustments provided for productive and successful faculty.</p> <p>3.a.1 Provide a report on current status and set goal of 10% increase of satisfaction rate after strategies are implemented.</p> <p>3.b.1 A 10% increase in available research start-up grants will be made available to all faculty.</p> <p>3.c.1 A streamlined grant application process will be developed.</p> <p>3.c.2 A 10% increase in staff support to assist in research and grant funding endeavors.</p> <p>3.c.3 A post survey will show a 10% increase in satisfaction rate.</p> <p>4.a.1 Establish a baseline for the number of faculty trained through</p>
	<p>4. Ensure faculty retention through succession</p>	<p>4.a. Assure faculty retention by providing faculty opportunities for</p>	

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	<p>management.</p>	<p>professional growth in leadership through faculty trained in Provost's Fellows Program.</p> <p>4.b Assure faculty retention by providing faculty opportunities for professional growth in leadership Assistant Department Chairs Program, and sustained support and training for Department and Assistant Department Chairs.</p>	<p>the Fellows program, ensuring a diverse selection of fellows representative of the state demographics and use baseline to establish a 25% yearly increase faculty trained in Fellows Program.</p> <p>4.b.1 Establish a baseline for the number of Assistant Department Chairs, ensuring a diverse selection of fellows representative of the state demographics and increase the number by 10% annually of faculty who participate as Assistant Chairs.</p>
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<p>II.B The retention of high performing staff at UTSA.</p>	<p>1. Administrative Support: Promote diversity and maintain equitable support staff levels to sustain the mission of the university.</p> <p>2. Increase access and funding for educational benefits.</p> <p>3. Provide a quality technology package and good working environment.</p> <p>4. Require mandatory training before employee begins job.</p> <p>5. Require training and professional development for all employees.</p> <p>6. Develop succession planning.</p> <p>7. Provide promotional paths and opportunities for current employees.</p> <p>8. Require HR training in EEOC and Compliance modules online.</p>	<p>1.a Develop a market comparison of the ratio of staff, students, and faculty at comparable universities.</p> <p>2.a Develop a market comparison of comparable universities and increase the budget allocation of tuition available for the staff.</p> <p>3.a Provide a robust desktop computer, a laptop and internet access to facilitate working at home as necessary.</p> <p>4.a Identify baseline level of proficiency for all job categories.</p> <p>5.a Require quarterly training for all staff.</p> <p>6.a Require a succession plan for all departments.</p> <p>7.a Require the completion of appropriate training before promotion.</p> <p>8.a Require the annual completion of HR training before any pay increase.</p>	<p>1.a.1 Benchmark staff levels against other comparable universities annually.</p> <p>1.a.2 Budget for staff tuition annually. Develop an annual report detailing utilization of the funds by staff. Recognize staff educational accomplishments in the annual report</p> <p>1.a.3 Review comparable technology packages and telecommuting policies at other universities.</p> <p>1.a.4 Identify other UT System institutions standards for training.</p> <p>1.a.5 Locate industry standards for training and professional development at other comparable institutions.</p> <p>1.a.6 Identify and categorize job codes eligible for succession planning.</p> <p>1.a.7 Develop mentorship programs for all job categories.</p> <p>1.a.8 Provide and review annual report of HR training through VP areas.</p>

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<p>III.A Enhance faculty institutional engagement</p>	<p>1. Develop proactive Periodic Performance Evaluation System.</p> <p>2. Enhanced professional development opportunities</p> <p>3. Increase research incentives to faculty.</p> <p>4. Faculty strategic planning</p>	<p>1.a Create a Periodic Performance Evaluation system that is developmental in scope.</p> <p>2.a Systematic collection and dissemination of career development opportunities through VPR and TEAM offices.</p> <p>3.a Create research-rewarding annual merit guidelines.</p> <p>3.b Increase indirect returns to PI.</p> <p>3.c Hire college-level support staff to work with faculty and grant development and expenditure.</p> <p>3.d Create proactive research cultures among graduate students (conferences and publishing).</p> <p>4.a Create strategic plan policy at university level as part of annual merit evaluation process.</p>	<p>1.a.1 Benchmark periodic performance evaluation policy with Tier1/Research 1 institutions.</p> <p>2.a.1 Increase professional development opportunities by 10% every year.</p> <p>3.a.1 Departments create locally appropriate research-oriented annual merit guidelines.</p> <p>3.b.1 Increase rewards in merit and indirect returns for research by 1% per annum.</p> <p>3.c.1 colleges hire one full-time staff member dedicated to research.</p> <p>3.d.1 increase faculty research awards by 10% per year.</p> <p>3.d.2 increase graduate student conference and publication by 10% per year.</p> <p>4.a.1 All faculty create strategic plan.</p> <p>4.a.2 benchmark in year one and measure % increase in</p>

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<p>GOAL III B To promote a high level of staff employee engagement within UTSA. Employee engagement should capture the extent to which an employee is aware of, and committed to, the university and mission.</p>	<p>OBJECTIVES</p> <ol style="list-style-type: none">1. Promote and celebrate goal attainment.2. Promote group volunteerism3. Internal Promotion Policy	<p>STRATEGIES</p> <ol style="list-style-type: none">1.a To publicize and promote goals of the organization, track progress, reorganize and celebrate goals attainment.2.a UTSA leaders will identify and promote volunteerism, including providing appropriate incentives for employee participation.3.a Develop and publicize formalized career paths, and information for progression in these paths.	<p>research productivity, teaching evaluations, and service activity.</p> <p>METRICS</p> <ol style="list-style-type: none">1.a.1 Review existing performance evaluation forms and usage to further promote and track goal attainment.1.a.2 Review other performance measures and performance tracking at other UT Institutions, Tier 1/Research 1 institutions.2.a.1 Identify other institutions that offer programs of self identification of volunteer time. Attain acceptable level of employee participation.3.a.1 Identify appropriate measures reflecting a high level of internal promotional opportunities. Benchmark internal promotion policies at other UT institutions and Tier 1/Research 1 institutions.
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