Work Group 6: Developing Human Capacity

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Group Charge
Our charge is to configure our faculty and staff resources to best serve Eastern students and to support institutional goals. Assess Eastern's capacity to meet current expectations and position the university for sustainability. Determine organizational or financial changes that can support our goals of an increased research focus, our goal of integrated learning, and responsive outreach to our region and the world. Recommend recruitment and development strategies that address needs across the career spectrum and that take into account faculty turnover. Reference the "Faculty Retention, Tenure & Promotion Report," Feb. 2004.

Vision: To create an academic community and campus environment promoting a culture that supports and engages faculty and staff throughout their careers.

Goals and Strategies

Goal # 1: Promote a "culture of participation and engagement" that recognizes and rewards faculty research, service and teaching activities

Strategies
• In addition to current University public rewards and recognition for teaching, establish similar public rewards and recognition for research and service contributions. For example, create additional Trustees' medals for research and service or establish Presidential Scholars to recognize faculty with outstanding research accomplishments.
• Establish formal procedures to inform the University community and the public at large of significant faculty research, service and teaching accomplishments. These procedures could include weekly calendars in the Easterner indicating faculty activities, all campus newsletters, and press releases.
• Improve and expand incentives for faculty to undertake innovative research, service and teaching activities. These incentives could include various grants, special appointments and release time.
• Develop ways to enhance communication among faculty, staff and administration about the academic objectives of the university.
• To increase greater awareness of faculty research, service and teaching activities, tenured administrators should be encouraged to participate in faculty activities.
Indicators of Success

• Creation of two new Trustee Medals: one for research and one for service to the university each year
• Establishment of annual Presidential Scholar Award for each college or school and library faculty. The recipient of the award will receive a course release and will give a campus-wide presentation once during the academic year.
• Once a year a senior administrator and a member of the Board of Trustees will meet with the faculty in each college or school and with library faculty.
• Colleges or units are regularly accredited or meet the standards of periodic external reviews.
• Annual all-employee meetings with administrative exempt, faculty, and classified staff on Cheney campus, Riverpoint and Spokane Center to increase communication across campus.
• All-college luncheons twice a year.

Goal #2: Promote a ‘culture of participation and engagement” that recognizes and rewards staff contributions to achieve the EWU mission

Strategies

• In addition to current University public awards for staff contributions, encourage additional rewards and initiatives for recognition of exemplary staff service.
• Continue and expand Quality Service Initiative activities to develop, enhance and recognize staff’s contributions to the university and student services.
• Develop ways to enhance communication among faculty, staff and administration about academic objectives of the university.
• Maintain educational opportunities for staff, such as tuition waivers in university courses.
• Support professional development and training for staff, as outlined in Article 2.1 of the Classified Staff Bargaining Agreement. Professional development opportunities could also include certificates, licensing, cross-training, etc.
• Support retraining due to technological change as articulated in Article 2.2 of the Classified Staff Bargaining Agreement.

Indicators of Success

• Annual recognition luncheons are held for classified staff hosted by the provost or president.
• Medals and Awards Committee has developed policies to create more awards for classified staff. Human Capacity Work Group recommendation is to create: in years 1-2 three awards of $500 each. In years 3-4 the three awards will be increased to $750 each; in year 5 the three awards will be set at $1000 each. Awards for staff contributions will include honorable mentions of $100.
• 90% of staff members will have the opportunity to participate in professional development or training or in at least one conference per biennium.
• Annual university-wide publication of staff and administration activities including reports on grants and contracts.
• Annual all-employee meetings with administrative exempt, faculty, and classified staff on Cheney campus, Riverpoint and Spokane Center to increase communication across campus.
• All-college luncheons twice a year.
Goal #3: Redefine faculty workloads to align with the University Mission Statement and to reflect the complexity of their colleges and departments

Strategies:
- Reconsider the current balance of research, service and teaching activities in faculty workload assignments throughout the University according to the needs of students, faculty, departments, colleges and accrediting agencies.
- Faculty Activity Plans should reflect flexibility in research and scholarship, service and teaching assignments and activities, consistent with the University Mission Statement, Academic Strategic Plan, and strengths of individual faculty members as well as College and Departmental Plans.
- Formally acknowledge University commitment to innovative faculty research, scholarship, creative works, service and teaching activities through enhancement of existing programs such as faculty development funds, summer research grants and support programs, and maintenance of adequate faculty compensation and staff support. Also continue to support and improve University and College research, service and teaching goals and objectives.
- Continue the University commitment to full-time faculty and to close interaction between faculty and students.
- Maintain appropriate levels of faculty staffing, based on quality teaching, research, service and activities that are consistent with enrollment growth, geographic expansion and professional expectations.
- Develop flexible and innovative scheduling to accommodate student needs and faculty research, service, and teaching activities and obligations, while retaining accessibility for students.

Indicators of Success
- Annual university-wide electronic publication of all faculty activities by unit, including reports on grants and contracts.
- Within four years, 100% of new or updated Faculty Activity Plans will reflect flexibility in assignment of teaching, service and research consistent with University Mission, Academic Strategic Planning, and strengths and interests of faculty members as well as needs of departments and colleges.

Goal #4: Develop hiring and recruiting practices of faculty and staff to support the Academic Strategic Plan and the university, college and departmental commitments to a culture of engaged service, research and teaching

Strategies
- Prospective new faculty should be evaluated with regard to their potential for significant research, service and teaching accomplishments not only in regard to their own professional careers but also to their Department and College Plans as well as to the University Mission and general community needs and expectations.
- Prospective new faculty should be evaluated with regard to their commitment to a culture of engaged service, research and teaching.
• Establish and implement proactive and timely hiring practices of faculty, staff and administrators.
• Innovative appointments such as joint or interdisciplinary appointments should be pursued.
• Diversity in hiring of new faculty and staff should be strongly encouraged.
• Research appointments whose work is supported by grants and contracts should be pursued.
• Collaborative programs and faculty who want to collaborate with colleagues within and beyond their departments and colleges should be supported.
• Different funding sources should be considered for financing faculty, such as grants, partnerships, or self-support.
• Grants and contracts function should be restructured to include an enlarged marketing activity.

**Indicators of Success**
• In five years there will be a 50% increase in number and total funding of external grants and contracts awarded to academic units, faculty, staff and administration.
• In two years there will be at least a 10% increase in number and total funding of external grants and contracts awarded to academic units, faculty, staff and administration.
• In five years the ethnic diversity of faculty and staff will closely approximate the ethnic diversity of the student body.
• An annual summary of faculty, administrative and staff hiring patterns will be compiled for the purpose of demonstrating timely completion of the hiring process, from the decision to hire to the actual hiring.