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.

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.

**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.

**Goal #4:** Develop hiring and recruiting practices 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.
- Innovative appointments such as joint or interdisciplinary appointments should be pursued.
- Research appointments whose work is supported by entrepreneurial pursuits of 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.