

Strategic Planning Template

Human Resources and Institutional Compliance

April 29, 2021

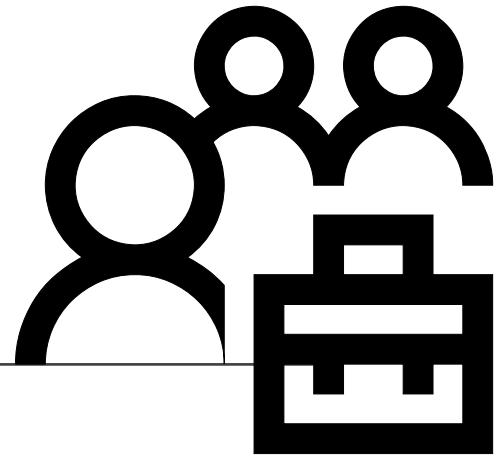


Committee Charge

Conduct an internal analysis to identify current, emerging, and new legal challenges that could impact the University. Evaluate University compliance and recommend changes to enhance institutional compliance activities. Conduct an analysis of the organization's human resources with the goal of defining and/or redefining direction and policies. Evaluate guidelines for recruitment, retention, and advancement of faculty and staff including hiring practices to advance the University. Consider the goals of the organization related to programs and processes, as well as faculty and staff development needs relative to the changing needs of the organization and the workforce. Evaluate work environment and climate surveys to determine areas of improvement. Analyze customer service data and consider potential recommendations that could improve satisfaction levels.



Data Analysis – Multiple Resources



- **Strategic Plans from peer/aspirant institutions**
- **Reports from various entities (NACUA, Dept. of Education, Gartner)**
- **Various points of Human Resources data**
- **Title IX Best Practices**
- **Employee Climate Survey**
- **Numerous other resources**



Summary of Findings

- More HR involvement is needed in the hiring process
- Employees' perception drive behavior (policy enforcement, accountability, promotion) despite reality
- Training is needed for policies and procedures
- Development is needed for managers and employees



S.W.O.T. Analysis

Strengths (S): Analysis and institutional knowledge to identify factors that set the University apart from peers.
What are the University's internal strengths?

Weaknesses (W): Analysis and institutional knowledge to identify factors that must be improved to become effective.
What are the University's internal weaknesses?

Opportunities (O): What are the external factors that can enable the University to achieve desired outcomes? What are the internal and external opportunities that might move the University closer to its vision?

Threats (T): What are the external factors, situations, or changes that could have negative impacts?

SWOT - Internal and External Assessment	
Internal	External
Strengths	Opportunities
Weaknesses	Threats



Strength: Human Resources

- Executive Leadership desires an employee-centered culture
- HR personnel are being hired with knowledge of current HR practices; personnel are encouraged to attend trainings
- Presence of a defined faculty recruitment strategy and development initiative (CITI)
- Employees are recognized through awards and appreciation programs



Strength: Institutional Compliance

- Passed SACS review with minimum recommendations
- Faculty & Staff are members of professional organizations and collaborate with peers for enhanced compliance awareness.
- Some departments are governed by professional standards and receive routine accreditation reviews.
- External positive view of compliance and legal operations



Weaknesses: Human Resources

- Lengthy recruitment process (95 days for SHRA, 135 for EHRA-NF)
- Employee relations process needs strengthening (process and approach not well documented)
- Campus-wide cross training/succession planning needed
- Supervisory/Managerial/Chair training needed
- Hiring process needs intentional support and intervention at every step (from job descriptions to onboarding)



Weaknesses: Inst. Compliance

- Lack of awareness of policies
- No strategic plans at departmental level
- Lack of training on policies, standards, operations
- Perception (policies can be violated with no consequence)
- No accountability for policy violations
- Willingness/Need to engage in unfamiliar areas without guidance or expertise



Opportunities: Human resources

- Mentorship/Cross-training program may help with employee satisfaction and succession planning
- Create a robust and flexible training calendar/program for policies and procedures
- Changing workforce and changing work environment
- HR can better partner in the hiring/onboarding process
- Need for increased focus on diversity, equity, and inclusion



Opportunities: Inst. Compliance

- Campus seeking novel ways to serve students and communities through new majors, centers, public/private partnerships
- Technology is constantly being developed to assist in business practices
- Increased utilization of best practices
- Need for increased focus on diversity, equity, and inclusion
- Policies are documented and publicly available, but there is lack of awareness



Threats: Human Resources

- High potential for grievance and dissatisfaction if employees are not educated on policies and processes.
- Lack of robust employee development program
- Experienced employees retiring or leaving (difficulty in replacing them)
- Employees may go to peer institutions for more opportunities



Threats: Institutional Compliance

- Regulations influenced/changed by political climate
- Limits of free speech continually pushed
- Workplace violence on the rise
- Cyberattacks are progressing
- Current operations do not consistently incorporate developments and best practices with review of policies and procedures



Priorities or Areas of Focus

Staff and Resource HR to provide “white-glove” service needed to address critical areas of hiring, onboarding, employee relations, and supervisory training

- *Length of recruitment process currently 95 days for SHRA and 135 days for EHRA-NF*
- *There is no formalized supervisory or managerial training*
- *Employee relations process and approach not well documented*
- *Inconsistent recruitment approach for SHRA and EHRA-NF*

Strategy and support needed to explore areas of opportunities

- *Strong sentiment of adapt or die drives higher education*
- *Institutions rush to be first or unique in offerings or experiences*



Priorities or Areas of Focus

Employee development is needed

- *WCU, NCCU, FSU have higher internal promotion for faculty and staff (employees may go to peer institutions for opportunities)*
- *Lack of robust development program impacts ability to promote*
- *Comparably low state funding to support competitive faculty salaries*
- *Experienced faculty are retiring with no succession plans*

Policies and procedures need to be reviewed and shared in a framework that *incorporates best practices and strategy*

- *Lack of departmental strategic plans across campus*
- *No formalized training process for university policies*

