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Board of Regents, Murray State University

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MINUTES OF THE MEETING OF THE BOARD OF REGENTS  
Murray State University  
November 10, 1990

The Board of Regents of Murray State University met November 10, 1990, in special session in the Board of Regents Room, Wells Hall, on the campus of Murray State University. The meeting was called to order at 8:55 a.m. by Chairman Kerry B. Harvey. Reverend Billy Hurt, member of the Board of Regents, gave the invocation.

Upon call of the roll, the following members answered present: Mr. C. Dean Akridge; Mr. J. Eddie Allen; Dr. James W. Hammack, Jr.; Mr. Kerry B. Harvey; Dr. Billy G. Hurt; Mr. M. Randy Hutchinson; Mr. Willie R. Kendrick; Mr. Thomas R. Sanders; and Mrs. Virginia N. Strohecker. Absent: Mr. Robert C. Carter.

Present for the meeting were: President Ronald J. Kurth; Dr. James Booth, Provost; Mrs. Sandra M. Rogers, Secretary of the Board; Dr. Anita Lawson, Assistant to the President for Institutional Planning; Mr. James Overby, General Counsel; members of the faculty and staff; and members of the news media and visitors.

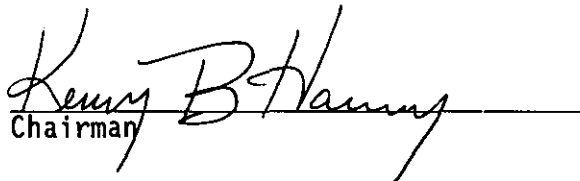
Review and Approval of the Strategic Plan

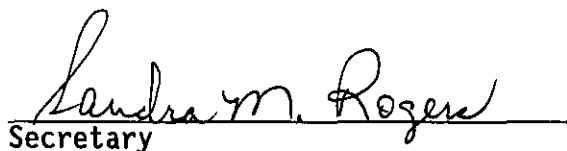
A revised copy of the Strategic Plan including the changes on October 19, 1990, was provided each Board member.

After discussion of the remaining portion of the Strategic Plan and after various suggestions were made, Mr. Allen moved that the Board of Regents approve the new Strategic Plan recommended by the President of Murray State University; support fully the major goals outlined therein; and express its complete confidence in the President and in the administrators, faculty, and staff who developed and have committed themselves to accomplishment of those goals. Dr. Hurt seconded, and the motion carried.

Meeting Adjourned

There being no further business to come before the Board, Mr. Allen moved and Dr. Hammack seconded that the meeting be adjourned. Adjournment was at 9:30 a.m.

  
Chairman

  
Secretary

Murray State University

STRATEGIC PLAN  
1990

Working Document

Approved by the MSU  
Board of Regents

November 10, 1990

MURRAY STATE UNIVERSITY 1990 STRATEGIC PLAN  
TOPIC OUTLINE AND TABLE OF CONTENTS

Goals:

I.	PURSUE NATIONWIDE PROMINENCE FOR THE DEMONSTRATED QUALITY OF THE BACCALAUREATE PROGRAM MURRAY STATE UNIVERSITY PROVIDES FOR ITS STUDENTS . . . . .	1
A.	Program Quality . . . . .	1
B.	Student Engagement in Learning . . . . .	2
C.	Comprehensive Outcomes Assessment Program . . . . .	3
D.	Total Spectrum of Student Experience . . . . .	3
E.	Close Interaction with Students . . . . .	4
F.	Services and Programs for Students . . . . .	4
G.	Diverse Student Body, Faculty, and Staff . . . . .	5
H.	Well-Prepared Student Body . . . . .	6
I.	Retention Through Graduation . . . . .	6
J.	Program Accreditations . . . . .	7
K.	Alternate Delivery Systems for Instruction . . . . .	7
L.	International Programs . . . . .	8
M.	Compliance with Mission Statements . . . . .	8
II.	PROVIDE REGIONAL EDUCATIONAL LEADERSHIP, PUBLIC SERVICE, AND RESEARCH THAT ARE APPROPRIATE TO THE MISSION OF THE UNIVERSITY, EFFECTIVELY DELIVERED, AND WITHIN THE AVAILABLE RESOURCES OF THE UNIVERSITY . . . . .	9
A.	Partnerships for Economic Development . . . . .	9
B.	Partnerships for Excellence in the Schools . . . . .	10
C.	Cultural Opportunities and Programming . . . . .	10
D.	Associate and Graduate Programs . . . . .	11
E.	Academic Outreach Programs . . . . .	11
F.	Center of Excellence . . . . .	12
G.	Management and Enhancement of the Environment . . . . .	12
III.	MANAGE RESOURCES STRATEGICALLY TO FULFILL THE MISSION OF THE UNIVERSITY . . . . .	13
A.	Resource Allocation and Budget Process . . . . .	13
B.	Institution's Level of Financial Support . . . . .	13
C.	Institutional Research, Planning, and Evaluation . . . . .	14
D.	Faculty and Staff Salaries . . . . .	14
E.	Development of External Resources . . . . .	15
IV.	NURTURE A SENSE OF COMMON PURPOSE AND VISION TO ENHANCE THE MORALE AND PROFESSIONAL VITALITY OF FACULTY AND STAFF. . . . .	15
A.	Differentiated Roles of Faculty . . . . .	15
B.	Staff Evaluation, Compensation, Promotion . . . . .	16
C.	Involvement of Campus Community in Goals . . . . .	16

Strategic Planning Task Force Members

Dr. James L. Booth, Provost and  
Vice President for Academic  
and Student Affairs

Dr. William Payne, Assistant to the  
Vice President for Academic  
and Student Affairs

Dr. Anita Lawson, Assistant to the  
President for Institutional  
Planning

Mr. Paul Bylaska, Director  
Budget Office

Dr. John Thompson, Dean  
College of Business & Public Affairs

Mr. Dannie Harrison, Assistant Dean  
College of Business & Public Affairs

Dr. Jan Weaver, Dean  
College of Education

Dr. Gary Hunt, Dean  
College of Fine Arts & Communication

Ms. Melody Weiler, Chair  
Department of Art

Dr. Kenneth Harrell, Dean  
College of Humanistic Studies

Dr. Joseph Cartwright, Chair  
Department of History

Dr. Tom Auer, Dean  
College of Industry & Technology

Mr. James Vaughan, Assistant Dean  
College of Industry & Technology

Dr. Gary Boggess, Dean  
College of Science

Dr. Coy Harmon, Dean  
University Libraries

Dr. Viola Miller, Dean  
Center for Continuing Education &  
Academic Outreach

Mr. Philip Bryan, Dean  
Admissions and Registrar

Mr. John Fitzgibbon, Director of  
Administrative Services

Dr. James Hammack, Professor  
Department of History & Faculty  
Regent

Dr. Farouk Umar, Professor  
Department of Political Science,  
Criminal Justice & Legal Studies &  
President, Faculty Senate

Ms. Donna Herndon, Director  
Alumni Affairs & Representative,  
Staff Congress

(Approved by the Board of Regents 11/10/90)

1990 Strategic Plan

Working Document

The Board of Regents and the President, working with the Provost and the Vice President for University Relations and Administrative Services, will, for Strategic Plan goals and actions steps that lend themselves to objective measurement, develop incremental levels of desirable achievement as a means of periodically assessing annual progress toward accomplishment of the Strategic Plan.

I. PURSUE NATIONWIDE PROMINENCE FOR THE DEMONSTRATED QUALITY OF THE BACCALAUREATE PROGRAM MURRAY STATE UNIVERSITY PROVIDES FOR ITS STUDENTS.

A. ENHANCE THE QUALITY OF THE GENERAL EDUCATION PROGRAM AND ALL BACCALAUREATE DEGREE PROGRAMS.

Facilitator/Monitor: President; Provost; Strategic Planning Task Force; Deans Council, Academic Council; SACS Self-Study

Action Steps:

1. Develop a statement setting forth the expected characteristics of the Murray State graduate.
2. Institute a review process for improvement of the general education program and existing baccalaureate degree programs which utilizes this statement, outcome assessment data, and academic unit self-study data.
3. Utilize this review process to produce CHE program review reports.
4. Ensure that existing baccalaureate programs comply with the Statement of Mission and Goals and Strategic Plan Goals in terms of academic quality, service to region, and resource availability.

5. Following extensive review, recommend the establishment of new baccalaureate programs that comply with the Statement of Mission and Goals and Strategic Plan goals in terms of academic quality, service to region, and resource availability.
6. In particular, the University commits itself to seeking resources to establish baccalaureate degree programs in engineering by 1993.

**B. FOSTER A CAMPUS CULTURE THAT PROMOTES HIGHER EXPECTATIONS AND STUDENT ENGAGEMENT IN AND RESPONSIBILITY FOR LEARNING.**

**Facilitator/Monitor:** Deans Council; Academic Council; Orientation Committee; Learning Committee; Student Government Association

1. Develop a university-wide consensus on high expectations for student performance.
2. To improve the bridging process for first-time freshmen and transfer students, review and make appropriate changes in current recruitment activities, Summer Orientation, 099 Orientation Classes, and the first year experience.
3. Ensure that appropriate attention is paid during the bridging process to those with special needs, including minorities, non-traditional students, and commuters.
4. Review and develop avenues that encourage models of instruction and other student experiences that promote active learning processes.
5. Conduct a campus-wide workshop/seminar for faculty to encourage interest in and understanding of the learning process.
6. Ensure that faculty contributions toward this goal are recognized in the faculty evaluation and reward system.

- C. UTILIZE A COMPREHENSIVE OUTCOMES ASSESSMENT PROGRAM TO SUPPORT BACCALAUREATE PROGRAM EVALUATION AND DEVELOPMENT AND TO IMPROVE THE QUALITY OF STUDENT LIFE.

Facilitator/Monitor: Provost; Deans Council; SACS Institutional Effectiveness Committee

Action Steps:

1. Review and further develop established plans for outcomes assessment in the academic units and Student Affairs units in terms of these goals.
2. Pursue assessment/planning cycles indicated in the plans.

- D. PROVIDE A CAMPUS ENVIRONMENT AND STUDENT AFFAIRS FOCUS THAT ENHANCE THE TOTAL SPECTRUM OF STUDENT EXPERIENCE.

Facilitator/Monitor: Provost; Vice President for University Relations and Administrative Services, Office of Student Affairs; Deans Council; SACS Educational Support Services Committee; Student Government Association

Action Steps:

1. Affirm and evaluate on an ongoing basis a university commitment to enhancing the quality of student life through close interaction of student affairs units and academic units.
2. Utilize the SACS Self-Study Review to determine any needed improvements in environment/services.
3. Consider a requirement that students attend a certain number of cultural/artistic/issue forum activities during a year.
4. Enlist all student service organizations to commit to building a multi-racial, international, intergenerational campus.
5. Improve access for wheelchairs to all University facilities.
6. Maintain campus physical facilities so as to present an image of quality.



E. PROMOTE CLOSE INTERACTION BETWEEN STUDENTS AND UNIVERSITY PERSONNEL.

Facilitator/Monitor: President; Provost; Vice President for University Relations and Administrative Services; Student Government Association; Staff Congress; Faculty Senate

Action Steps:

1. Promote and recognize mentoring relationships.
2. Recognize faculty who provide constructive interaction through rewards system.
3. Review at the unit level personnel interaction with students to determine any problems.
4. Correct identified problems in attitude toward, treatment of, and communications with students.
5. Investigate opportunities at the department level for faculty and students to engage in structured discipline-related activity.
6. Review the need for additional lounges or meeting places to facilitate interaction.

F. THROUGH EXCELLENT, EFFICIENT SERVICES AND PROGRAMS FOR STUDENTS, GUIDE AND ASSIST THEM IN PERSONAL DEVELOPMENT AND MATURATION.

Facilitator/Monitor: Provost; Office of Student Affairs; Staff Congress; Student Government Association

Action Steps:

1. Review action plans of Office of Student Affairs toward meeting this goal.
2. Provide orientation for all new employees to emphasize responsiveness to students.

3. Provide re-orientation for all campus employees to emphasize responsiveness to students.
  4. Ensure that all student services have current and sufficient information to respond to the needs of the non-traditional and minority student.
  5. Provide a job placement program that ensures each graduate the best opportunities for employment and evaluate its success annually.
- G. ENSURE A DIVERSE STUDENT BODY, FACULTY, AND STAFF AND FOSTER A UNIVERSITY COMMUNITY THAT VALUES GENDER, RACE, ETHNIC AND AGE DIVERSITY.

Facilitator/Monitor: President; Deans Council; Office of Student Affairs;  
Affirmative Action Committee

Action Steps:

1. Comply with both the letter and the spirit of affirmative action and equal opportunity and the MSU goals in Kentucky Plan for Equal Opportunity in Higher Education.
2. Promote a classroom atmosphere that recognizes individual differences and fosters freedom of thought.
3. Develop specific systems of financial, psychological and attitudinal support to improve recruitment and retention of minorities and other underrepresented populations.
4. Explore possibilities for establishing additional financial aid funds specifically for minorities.
5. Ensure that employment practices guarantee that all individuals regardless of race or sex have the opportunity to perform to their maximum potential.
6. Develop an awareness of the educational value of an international and multi-racial community.
7. Develop department, college, and unit strategies for achieving these goals.

H. ATTRACT AN INCREASINGLY WELL-PREPARED STUDENT BODY TO THE BACCALAUREATE PROGRAM.

Facilitator/Monitor: President; Provost; Office of School Relations

Action Steps:

1. Continue review in progress of student success data and admission requirements to determine if changes are indicated.
2. Review current partnership activities with public schools to enhance support of student preparation for college.
3. Promote the Honors Program.
4. Review action plans of the Office of Student Affairs to recruit a diverse, high quality student body.
5. Re-examine university recruitment strategy to ensure consistency with this goal.
6. Review scholarship policy to ensure consistency with this goal.
7. Work with public schools in region to reach Kentucky students early and increase number who choose to go to college.

I. INCREASE RETENTION OF NEW FRESHMEN AND TRANSFER STUDENTS THROUGH GRADUATION.

Facilitator/Monitor: Provost; Office of Student Affairs; Retention and Tracking Committee

Action Steps:

1. Develop more sophisticated data collection methods to enhance determination of factors involved.
2. Develop a data base to facilitate more accurate tracking.

3. Inventory and evaluate the availability of student academic support services and extend as necessary to respond to special needs.
4. Review action plans of Office of Student Affairs to increase retention of new freshmen and transfer students through graduation.
5. Develop a university-wide commitment to the concerns of all students including non-traditional and minority students.

J. SUPPORT PROGRAM ACCREDITATIONS, PARTICULARLY AT THE BACCALAUREATE LEVEL, WHICH DEMONSTRATE AND ENHANCE ACHIEVEMENT OF STRATEGIC PLANNING GOALS.

Facilitator/Monitor: Provost; Deans Council

Action Steps:

1. Review current accreditations to ensure their compatibility with Strategic Planning Goals.
2. Review costs and benefits for those accreditations that meet these goals.

K. EXPAND COMMITMENT TO ALTERNATE DELIVERY SYSTEMS FOR INSTRUCTION USING TECHNOLOGY TO ENHANCE LEARNING OPPORTUNITIES.

Facilitator/Monitor: Deans Council; Center for Continuing Education and Academic Outreach; Learning Committee

Action Steps:

1. Develop ways to further support instruction using available technologies.
2. Evaluate the instructional and cost effectiveness of alternative delivery systems.
3. In conjunction with the area's community colleges and school districts, expand the use of video/audio delivered instruction throughout the MSU service region.

L. STRENGTHEN AND FOCUS INTERNATIONAL PROGRAMS.

Facilitator/Monitor: Provost; Deans Council; International Programs Steering Committee

Action Steps:

1. Develop a coordinated plan for infusion of an international perspective into the learning experience.
2. Ensure that curriculum review groups established under this Plan give proper attention to the value of international education.
3. Review current Study Abroad/Exchange Programs in terms of these goals and recommend indicated changes.

M. WHILE FOCUSING ON THE QUALITY OF THE BACCALAUREATE PROGRAM, ENSURE COMPLIANCE WITH ALL EXPECTATIONS OF THE COUNCIL ON HIGHER EDUCATION MISSION STATEMENT FOR MURRAY STATE AND THE REVISED STATEMENT OF MISSION AND GOALS.

Facilitator/Monitor: Office of Institutional Planning; Budget Office; SACS Purpose Committee

1. Review all proposed Strategic Plan action steps before adoption to ensure their compatibility with these expectations.
2. Review compliance as a part of the SACS Self-Study.
3. Ensure compliance with the Council on Higher Education Strategic Plan when it is developed.

II. PROVIDE REGIONAL EDUCATIONAL LEADERSHIP, PUBLIC SERVICE, AND RESEARCH THAT ARE APPROPRIATE TO THE MISSION OF THE UNIVERSITY, EFFECTIVELY DELIVERED, AND WITHIN THE AVAILABLE RESOURCES OF THE UNIVERSITY.

- A. PROMOTE REGIONAL PARTNERSHIPS WITH BUSINESS, INDUSTRY, AND COMMUNITY DEVELOPMENT CONSTITUENCIES TO EFFECTIVELY RESPOND TO ECONOMIC DEVELOPMENT NEEDS OF THE REGION.

Facilitator/Monitor: President; Provost; Deans Council; Center for Continuing Education and Academic Outreach; SACS Institutional Effectiveness Committee

Action Steps:

1. Aggressively identify the needs of business, industry, and the community for economic development in the region.
2. Explore mechanism for responding to needs in this area.
3. Develop and coordinate programs and services within the capabilities of the University in response to identified needs/requests from business, industry, government agencies.
4. Seek external support for programs that respond to developing economic needs.
5. Complete a faculty/staff assessment of the expertise that is available on campus to respond to the economic development needs of the region.
6. Prepare a catalog of Murray State programs and services that contribute to economic development of the region.
7. Explore development of aquaculture facilities and programs in cooperation with regional and state agencies.

B. FULFILL THE UNIVERSITY'S RESPONSIBILITY TO JOIN IN PARTNERSHIP EFFORTS THAT FOSTER EXCELLENCE IN THE SCHOOLS OF OUR SERVICE REGION.

Facilitator/Monitor: Deans Council; College of Education; Office of Community Education

Action Steps:

1. Actively seek to identify educational needs of the schools at all levels with regard to serving these needs.
2. Ensure that all colleges participate in activities in pursuit of this goal.
3. Develop and coordinate programs and services within the capabilities of the University in response to identified needs/requests from education.

C. PROVIDE CULTURAL OPPORTUNITIES AND PROGRAMMING FOR THE REGION.

Facilitator/Monitor: Deans Council; College of Fine Arts and Communication; Office of Community Education

Action Steps:

1. Develop on-campus and off-campus cultural activities to build regional audiences and increase faculty/student participation.
2. Develop and coordinate programs and services within the capabilities of the University in response to identified needs/requests from arts agencies.
3. Promote and support the arts in public schools.

- D. ENHANCE AND SUPPORT THOSE ASSOCIATE AND GRADUATE PROGRAMS WHICH CAN BE JUSTIFIED BY SUCH FACTORS AS ENROLLMENT, QUALITY, WORKFORCE DEMANDS, AND COST EFFECTIVENESS.

Facilitator/Monitor: Deans Council; Graduate Committee of Academic Council; SACS Institutional Effectiveness Committee; SACS Educational Programs Committee

Action Steps:

1. Under direction of College Assessment Coordinators, plan for implementation of student outcome measures and other assessment measures in all associate and graduate degree programs.
  2. Institute a review process for associate and graduate degree programs based on these measures.
  3. Utilize this review as a basis for the CHE program review report.
  4. Utilize SACS departmental self-studies and CHE program review measures to study enrollment, quality, workforce demands, and cost effectiveness of programs.
  5. Improve graduate assistant stipends.
  6. Charge the Deans Council with determining appropriate enhancement and support measures as indicated by these reviews.
- E. EXPAND ACADEMIC OUTREACH PROGRAMS WITHIN AVAILABLE RESOURCES TO OFFER DEGREES TO A BROADER PUBLIC AND TO PROVIDE LIFELONG LEARNING OPPORTUNITIES FOR THE REGION.

Facilitator/Monitor: Deans Council; Center for Continuing Education and Academic Outreach

Action Steps:

1. Develop a university-wide plan for credit programs in support of this goal.
2. Develop a university-wide plan for non-credit programs in support of this goal.



F. PURSUE THE FULL BENEFITS AND CONTRIBUTIONS OF THE CENTER OF EXCELLENCE IN RESERVOIR RESEARCH AND RELATED RESEARCH AREAS.

Facilitator/Monitor: Deans Council; College of Science

Action Steps:

1. Develop a coordinated, university-wide plan to ensure that the educational benefits and enhanced reputation for excellence available through the Center are fully realized.
2. Pursue approval of additional Centers as opportunities are made available by the Council on Higher Education.

G. ENGAGE IN REGIONAL PARTNERSHIPS AND PROVIDE EXPERTISE IN THE MANAGEMENT AND ENHANCEMENT OF THE ENVIRONMENT.

Facilitator/Moderator: Provost; Deans Council; Office of Physical Plant

Action Steps:

1. Utilize unique university facilities and capabilities for meeting regional problems.
2. Participate in identifying solutions for solid waste and other waste disposal.

**III. MANAGE RESOURCES STRATEGICALLY TO FULFILL THE MISSION OF THE UNIVERSITY.**

- A. REFLECT THE UNIVERSITY STRATEGIC PLANNING GOALS IN UNIT STRATEGIC PLANS, RESOURCE ALLOCATION, AND THE BUDGET PROCESS.

Facilitator/Monitor: President; Provost; Deans Council; Unit Supervisors; Director of the Budget; SACS Administrative Processes Committee

Action Steps:

1. Update or establish Strategic Plans in each college and major administrative unit to reflect and support the goals of this Plan and the unit mission statement.
2. Review the impact of this Plan on the unique funding needs of the University Libraries for books and periodicals and affirm that meeting these needs should be a high priority when additional funding for operating expenses is available.
3. Review and restructure university budget process to ensure that resources are allocated in support of planning priorities.

- B. INCREASE THE INSTITUTION'S LEVEL OF FINANCIAL SUPPORT.

Facilitator/Monitor: Board of Regents; President; Provost; Vice President for University Relations and Administrative Services; Deans Council; Unit Supervisors; SACS Administrative Processes Committee

Action Steps:

1. Evaluate current methods of building financial support to ensure campus-wide participation.
2. Aggressively seek private funding whenever feasible.

3. Work to increase public appreciation and support of higher education.
4. Better ensure educational opportunity for talented students from lower income families.

C. STRENGTHEN THE INSTITUTIONAL RESEARCH FUNCTION AND PURSUE A BROAD-BASED CONTINUOUS PLANNING AND EVALUATION PROCESS.

Facilitator/Monitor: Institutional Planning and Research Office; Deans Council;  
Unit Managers; SACS Institutional Effectiveness Committee

Action Steps:

1. Conduct an evaluation of the function of the institutional research office.
2. Using 1990 "Statement of Mission and Goals," identify evaluation areas.
3. Identify or develop evaluation/planning process in each area.

D. IMPROVE FACULTY AND STAFF SALARIES.

Facilitator/Monitor: President; Faculty Senate; Staff Congress

Action Steps:

1. Complete presidential review of recommendations from Budget Task Force in support of this goal.
2. Pursue recommendations approved by the President.

- E. DEVELOP EXTERNAL RESOURCES (LEGISLATORS, ALUMNI, PARENTS, FRIENDS) TO MAXIMIZE FINANCIAL AND OTHER FORMS OF SUPPORT.

Facilitator/Monitor: Board of Regents Governmental Relations Committee; President; Vice President for University Relations and Administrative Services; Director of Alumni Affairs

Action Step:

Charge Vice President for University Relations and Administrative Services to develop a plan to meet this subgoal.

IV. NURTURE A SENSE OF COMMON PURPOSE AND VISION TO ENHANCE THE MORALE AND PROFESSIONAL VITALITY OF FACULTY AND STAFF.

- A. IN ACCORDANCE WITH THE UNIVERSITY AND COLLEGE MISSIONS, RECOGNIZE DIFFERENTIATED ROLES OF FACULTY AND ENSURE THAT ALL FACULTY POLICIES AND INCENTIVES REFLECT THOSE ROLES.

Facilitator/Monitor: Deans Council; Faculty Senate; SACS Educational Programs Committee

Action Steps:

1. With full faculty participation, formulate within each college a mission statement that defines roles and expectations within that mission.
2. Coordinate the development of comprehensive policy on faculty roles through the Deans Council.
3. Recognize the role of the Faculty Senate in determination of faculty policy.
4. Evaluate and expand benefit options for faculty, considering such benefits as tuition waivers, day care, faculty/staff club.

- B. IN ACCORDANCE WITH THE UNIVERSITY AND UNIT MISSIONS, ENSURE A THOROUGH, EQUITABLE SYSTEM OF EVALUATION, COMPENSATION, AND PROMOTION FOR STAFF.

Facilitator/Monitor: Vice President for University Relations and Administrative Services in conjunction with Directors; Staff Congress; Insurance and Benefits Committee

Action Steps:

1. Charge Vice President for University Relations and Administrative Services to develop a plan for meeting this subgoal.
  2. Provide updated job descriptions and consider options for resolving discrepancies in work assignment and compensation.
  3. Provide orientation for new employees with regard to job responsibilities and personnel policies.
  4. Ensure that evaluation systems establish ongoing evaluation to ensure that expectations, responsibilities are being met consistent with unit missions and goals.
  5. Evaluate and expand benefit options for staff, considering such benefits as tuition waivers, day care, faculty/staff club.
  6. Provide staff development opportunities.
  7. Provide cross-training within departments and areas when feasible.
- C. ENSURE THAT THE CAMPUS COMMUNITY -- ADMINISTRATION, FACULTY, STAFF, AND STUDENTS - UNDERSTANDS THE VISION REPRESENTED IN THESE GOALS AND IS ACTIVELY INVOLVED IN THEIR PROMOTION AND ACHIEVEMENT.

Facilitator/Monitor: President and Provost

Action Step:

Evaluate and promote improvement of communications.