



## **Strategic Planning: Staff Sub-Committee**

### **Staff Sub-Committee Participants**

Ryan Greene, Chair – Senior Manager, Parking & Transportation Services  
Patrice Terrell - Associate Director, Employee Relations  
Javier Francisco- Associate Director, Enrollment Management  
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### **Introduction**

The composition of university staff has seen great change over the last decade and promises even more diversity in the coming years. Staff from multiple generations, including Baby Boomers, Generation X, Generation Y and Millennials comprise positions all over the institution and require varying styles and methods of business. Baby Boomers and Generation X’ers will begin to attrite over the next decade, and younger university leaders will begin to encompass heightened responsibilities. The rapid pace of change, expansion of required knowledge, transition in generational leaders and the increasing demands for technological competence create a press for enhanced work force adaptability, which must be measured alongside the liberal arts mission of the university. Socioeconomic status, gender, race and ethnicity, sexual orientation, and learning and physical ability also play key roles in the current and future staff makeup of Georgia College.

### **Environment**

In 2014, a total of 922 staff members were employed at Georgia College, with 57.48% identifying as “regular employment” and 42.52% being “temporary employment.” Comparatively, in 2015, 900 staff members were employed with a similar distribution of classifications. To rise as a preeminent public liberal arts institution, we must retain, attract and offer flexibility to our staff. A university’s staff workforce is a critical component in all academic and nonacademic pursuits. Staff are essential to achieving the core mission of the university. Many staff make daily, positive contributions to the overall educational experience of students. Georgia College is committed to promoting “Reason, Respect, and Responsibility” in educational leadership and in the university work environment. The institution strives to create a positive, engaged, collaborative and innovative work place, and it is imperative that Georgia College attract, retain, develop and engage these key university assets in order to reach its goal of becoming a preeminent liberal arts university.

## Goals and Objectives

Georgia College is designated as Georgia's Public Liberal Arts University and is seeking to become THE country's preeminent public liberal arts university. In order to accomplish this mission, the following goals and corresponding objectives are being recommended to enhance the staff of the university over the next five to ten years:

### Goal 1. Attract highly qualified, dedicated and diverse staff members.

#### Objectives

- a. **Enhanced Hiring Process** – In order to remain competitive, strive for the median pay in comparable staff positions for peer schools in regard to characteristics such as size, cost of living, and geographic location. Create an institutional advertising fund to ease departmental strain and help market to a national, highly diverse pool. Condense the traditional hiring timeline in order to retain attractive applicants throughout the process.
- b. **Campus Diversity Initiatives and Inclusivity** – Continue efforts to increase the diverse makeup of staff across the campus, making it a priority for years to come. Focus on holistic inclusion of all staff in order to help attract a more diverse pool while strengthening our personnel core.
- c. **Additional Employee Services:** Consider adding some additional employee services to help market the university to qualified staff. Add, promote, encourage and fund health/wellness activities for staff members, including free employee membership at the Wellness Center. Also, research the possibility of offering partial tuition credit to students of full-time staff.

### Goal 2. Retain quality staff, focusing on employment longevity and professional development.

#### Objectives:

- a. **Compensation Enhancement** – One of the key ways to retain quality employees is through fair and measured salary allotments across all university departments. Annual evaluation of position description, pay structure, current duties, and position classification are recommended, enhancing position pay wherever possible. The scope for marketable salaries should be based nationally in order to retain and attract the most qualified staff possible.
- b. **Professional Development** – Provide easily accessed, innovative and flexible professional development and cross-training opportunities for staff at all levels within the organization. Succession planning of current leaders with upcoming leaders is paramount in becoming a preeminent liberal arts institution.

- c. **Provide Employee Flexibility-** Encourage staff flexibility in order to maximize work effectiveness, such as flex time, alternate schedule programs and potential telecommuting options, being careful not to sacrifice the university mission in the process. Consider adding daycare and eldercare services to allow staff to have more available time at the workplace.
- d. **Regular Employee Hires-** According to the 2014 and 2015 staff employment data, a large percentage of staff hires are classified as temporary. The same amount of campus resources are expended for recruiting, hiring, onboarding, initially training and eventually terminating a temporary, part-time or full-time employee. It is recommended that the university focus on hiring more regular and fewer temporary staff positions to help increase retention and improve the overall composition of university staff.

**Goal 3.        Encourage staff engagement with students, alumni and the community.**

**Objectives**

- a. **Community and Alumni Engagement Programs** – Add new community and alumni engagement programs that allow staff to volunteer and interact with alumni and the local area to help strengthen important partnerships. These programs could be done in conjunction with the staff member’s line of work, partnering with the Give Center and University Advancement.
- b. **Staff and Student Interaction**—Initiate a staff and student collaboration program to incorporate “real-world” experience into the student classroom, allowing both constituencies to learn from one another. Work alongside ENGAGE to improve the campus experience for both students and staff.