

Strategy 2.3 Enhance faculty and staff support structures.

Initiative 2.3.1 Update philosophies, policies, and practices to align with current employment and marketplace realities.

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Update faculty and staff handbooks to ensure philosophies, policies, and practices are clearly stated and consistently communicated.	AVPHRS; VPAAR	August 2025	May 2026	-Review and update annually. (# of updates made to each handbook) -Distribute handbooks annually to employees (Page views of faculty and staff handbook.)
Clarify and simplify, if needed, staff roles, step levels, compensation, and promotion paths, and ensure supervisors understand staff pathways.	AVPHRS; VPAAR	August 2025	May 2026	-Published documents outlining roles, step levels, compensation, and promotion paths -Include module in chairs and supervisor training
Educate the campus on how CUPA data are utilized, which schools are included, and why.	AVPHRS; VPAAR	August 2025	May 2026	Details added to the web to more clearly outline the process (e.g., FAQ, CUPA link).
Make recommendations for the use of “midpoint” language as the way to describe the salary ceiling for many roles on campus.	AVPHRS; VPAAR	August 2025	May 2026	Completion of task.
Establish the framework (bylaws, leadership, and meeting schedule) for a Staff Senate to begin in AY 2026-2027	AVPHRS; VPAAR	August 2025	May 2026	Completion of task

Initiative 2.3.2 Vigorously pursue competitive compensation rates for employees.

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Articulate a vision for attaining competitive compensation for faculty and staff.	AVPHRS; VPAAR; VPBF	August 2025	May 2026	Communicate the vision to the campus community.
Identify compensation policies that attract, motivate, and retain staff and faculty.	AVPHRS; VPAAR; VPBF	August 2025	May 2026	Completion of task that includes communication of identified policies to the campus community.
Explore CUPA and similar available data to ensure faculty salaries align with market.	AVPHRS; VPAAR	August 2025	May 2026	Report comparing utilization of tenurable, non-tenurable, and adjunct faculty by degree program with appropriate dataset.
Develop a strategy to improve adjunct faculty training and explore strategies for increasing adjunct pay.	AVPHRS; VPAAR; Chairs	August 2025	May 2027	--Develop/Revise training for adjuncts across the University to be implemented fall 2026. -Report outlining funding strategies for increasing adjunct pay.

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Report on impact of market salary increases so far that includes identifying constituencies who benefitted (with a focus on fairness) and assessing compression and inversion impact of changes.	AVPHRS; VPAAR	August 2025	May 2026	Report on number of employees receiving market salary adjustments, Number of employees earning above, below or at “mid-point”
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Initiative 2.3.3 Create robust onboarding and ongoing professional development programs that include transition plans for all roles.

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Refine onboarding and offboarding processes for faculty and staff with a focus on effectiveness and specialized training for some roles (i.e., faculty for certain committees, staff working with budgets and related computer systems needed).	AVPHRS; VPAAR; VPFSI; Deans; Provost	August 2025	May 2027	-Onboarding/Offboarding materials -Exit meeting data
Execute a satisfaction survey for all faculty and staff and share results with campus community.	AVPHRS; VPAAR; VPFSI	August 2025	May 2026	Survey Report
Refine training and mentoring programs to ensure they are comprehensive and meaningful and Include faculty and staff in the development.	AVPHRS; VPAAR; VPFSI	August 2025	Ongoing	Training developed (by May 2026)
Develop proactive leadership succession planning and training (Deans, Chairs, Program Directors, Coordinators, Schedulers).	AVPHRS; VPAAR; VPFSI; Chairs	August 2025	Ongoing	-Develop handbook for program coordinators/ directors. -Continue to refine the Leadership on Deck.