

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.	AVPHR VPAAR	August 2025	April 2027	-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.	AVPHR VPAAR	August 2025	April 2027 and ongoing	-Published documents outlining roles, step levels, compensation, and promotion paths -Include module in chairs and supervisor training
Establish the framework (bylaws, leadership, and meeting schedule) for a Staff Senate to potentially begin in AY 2027-28.	AVPHR VPAAR	August 2025	April 2027	- Framework is subject to approval by new President.

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.	AVPHR VPAAR VPBF	August 2025	Ongoing	Communicate the vision to the campus community.
Identify compensation policies that attract, motivate, and retain staff and faculty.	AVPHR VPAAR VPBF	August 2025	Ongoing	Completion of task that includes communication of identified policies to the campus community.
Implement adjunct faculty training	AVPHR VPAAR Chairs	August 2025	January 2028	-- Training launch for adjuncts across the University fall 2026 – Number of adjuncts completing.
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.	AVPHR VPAAR	August 2025	Ongoing (annually reported)	-Report on constituencies who benefited from market adjustments. -Report on the impact of market salary adjustments other Tennessee institutions of higher education. (complete April 2027)
Explore strategies for increasing adjunct pay.	Provost's office	August 2026	April 2027	-Analysis of adjunct pay at other higher education institutions in the regional area.

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).	AVPHR VPAAR VPFSI Deans Provost	August 2025	April 2027	-Onboarding/Offboarding materials -Exit meeting data
Execute a climate survey for all faculty and staff and share results with appropriate constituents.	AVPHR VPAAR VPFSI	August 2025	May 2026 April 2027	Survey Report with Recommendations (administered every 3-5 years)
Refine training and mentoring programs to ensure they are comprehensive and meaningful and Include faculty and staff in the development.	AVPHR VPAAR VPFSI	August 2025	Ongoing	Training developed (by May 2026)
Develop proactive leadership succession planning and training (Deans, Chairs, Program Directors, Coordinators, Schedulers).	AVPHR VPAAR VPFSI Chairs	August 2025	Ongoing	-Develop handbook for program coordinators/ directors. -Continue to refine the Leadership on Deck.