

Human Capital

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Theme Group Name

Human Capital

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Introduction

The Human Capital Focus Group

Innovation

The Human Capital Focus Group discussed “innovation” as it relates to faculty and staff. The consensus was the definition of this term for our group was “thinking out of the box” with regards to recruiting, retaining and engaging employees of WTAMU. This means the university will need to assess what is currently done, be more progressive and focused toward human capital, and purposefully incorporate strategies in the strategic plan moving forward. A culture shift will be necessary in many departments of the university, and a consultant might be necessary to insure changes are implemented with fidelity. To adequately measure progress, a rating system is suggested to determine if goals have been achieved, if noticeable progress has been made or no noticeable progress has been achieved. Responsible parties must be

Human Capital

established, and parameters for data collection must be determined. Finally, reviews of the data must be conducted at appropriate intervals.

The resources which were identified as imperative to the success of these Key Ideas are as follows:

Financial resources

Legislative assistance

Time

Texas Higher Education Coordinating Board

WTAMU Grant Office

Key People

Key Idea (1)

Key Idea (1)

Place an emphasis on diversity of staff and faculty. (This would include ethnicity, education, gender and ideas.)

Goal 1:

Recruit faculty and staff from diverse geographical origins.

Action 1.1:

Complete a faculty analysis. Include industry experience, reputation of applicant's doctoral program, faculty development, disciplines and other criteria deemed necessary by department. This analysis will need to be continued.

Measurable Outcomes 1.1.1:

Completion of analysis.

Human Capital

Action 1.1:

Complete a staff analysis. Include experience, areas of expertise, education, and other criteria deemed necessary by department.

Measurable Outcomes 1.2.1:

Completion of analysis.

Goal 2:

Provide a holistic approach to recruiting and hiring.

Action 2.1:

Develop quality measures for recruitment of applicants to determine if the process is reaching the best candidates. Create a form to be completed during the hiring process to collect information about the process. For those applicants who decline an offer for employment, follow up to determine why WTAMU was not the first choice.

Measurable Outcomes 2.1.1:

Creation of form, and implementation of new addition to the hiring process. Once implemented, the outcomes should show a reduction in the declinations of offers.

Action 2.2:

Train the chair of each search committee with appropriate and best practices for hiring.

Measurable Outcomes 2.2.1:

Training program is implemented with fidelity.

Goal 3:

Partner with groups who promote the Texas Panhandle area.

Action 3.1:

Set up links on website to Chamber of Commerce, Amarillo Board of Realtors, Palo Duro Canyon, etc.

Human Capital

Measurable Outcome 3.1.1:

Accomplished and maintained. Measure the number of times the links are followed to measure the importance of this feature.

Key Idea (2)

Key Idea (2)

Encourage Engagement of Faculty and Staff

Goal 1:

Create a sense of community and culture to reduce isolation of faculty and staff as we welcome new members of Buff Nation.

Action 1.1:

Create a sense of community by allowing junior faculty and staff to serve on decision-making university committees.

Measurable Outcome 1.1.1:

The outcome should be an increased number of junior faculty serving on committees.

Action 1.2:

Provide hiring opportunities for dual career partners. This could include providing access to the university's career services for spouses.

Measurable Outcome 1.2.1:

Accomplished and maintained.

Action 1.3:

Establish a mentoring program for new faculty/staff. This should include adjunct professors and part-time staff employees.

Measurable Outcome 1.3.1:

The mentoring program is developed and implemented. The

Human Capital

number of employees who agree to be mentors and the number of mentees should be collected to measure success.

Action 1.4:

Investigate the viability of faculty/staff housing on campus.

Measurable Outcome 1.4.1:

Completion of an analysis.

Key Idea (3)

Key Idea (3)

Define WTAMU as it relates to the dynamics of both a teaching and a research institution, while developing an outstanding support staff.

Goal 1:

Establish a framework to allow for both research and quality instruction.

Action 1.1:

Investigate how other small doctoral universities have structured their faculty to insure meaningful relationships between students and faculty while conducting outstanding research.

Measurable Outcome 1.1.1:

Completion of the analysis.

Action 2.1:

Establish a model to reflect WTAMU as both a research and teaching institution, placing emphasis on both.

Measurable Outcome 2.1.1:

Model has been established and implemented.

Action 3.1:

Human Capital

Establish tenure criteria for research professors.

Measurable Outcome 3.1.1:

Compare research dollars received at 5 years and 10 years after implementation to measure increase in receipts.

Measurable Outcome 3.1.2:

Compare number of articles published at 5 years and 10 years after implementation.

Action 4.1:

Establish tenure criteria for teaching professors.

Measurable Outcome 4.1.1:

Student satisfaction.

Measurable Outcome 4.1.2:

New pedagogy developed.

Goal 2:

Provide Pathways for Advancement

Action 2.1:

Establish an internship program for faculty/staff with the department head as part of a succession plan for department leadership.

Measurable Outcome 2.1.1:

Program is established and implemented.

Action 2.2:

Provide support, including financial support, for career development opportunities in each department which would include well-communicated expectations for tenure if applicable.

Measurable Outcome 2.2.1:

Once departments have established pathways for career

Human Capital

opportunities, a survey should be conducted to determine if these pathways have been well communicated effectively.

Action 2.3:

Increase the number of faculty grant opportunities available and establish a fund to allow staff to apply for grants.

Measurable Outcome 2.3.1:

Outcomes will be measured by the increase in the total amount of grants funded.

Measurable Outcome 2.3.2:

A grant program for staff members developed and funded.

Key Idea (4)

Key Idea (4)

Establish Industry/Corporate/Academic/Educational partnerships.

Goal 1

Build relationships with local, regional industries, corporations and government entities.

Action 1.1

Prioritize contacts according to current research and areas of discipline at the university.

Measurable Outcome 1.1.1

Completion of prioritization.

Action 2.1

Establish who will be the university contact person from the college/department and provide resources to support these relationships.

Measurable Outcome 2.1.1

Human Capital

Establish this person and secure funding.

Action 3.1

Develop a plan or cooperative agreement with the outside entity.

Measurable Outcome 3.1.1

Completion of the plan

Action 4.1

Invite industry experts to visit the campus for tours, advisory boards and guest lectures.

Measurable Outcome 4.1.1

Measure number of visits by industry leaders and measure their level of participation.

Goal 2

Follow-up with employers who hire our graduates.

Action 2.1

Survey employers to inquire how prepared graduates are when they enter the workforce.

Measurable Outcome 2.1.1

Completion of survey format, distribution, follow-up and compilation of data.

Action 2.2

Use these surveys to assist in curriculum development. After distribution of data, departments meet once a year to review student preparation as seen by employers.

Measurable Outcome 2.2.1

Measure employer satisfaction.

Goal 3

Human Capital

Encourage teaching faculty to spend time with industries.

Action 3.1

Provide faculty course release for professors actively working in cooperative agreements.

Measurable Outcome 3.1.1

Measure faculty time spent with industry.

Action 3.2

Evaluate the possibility of including work in industry as consideration for tenure.

Measurable Outcome 3.2.1

Completion of evaluation and implementation of findings.

Goal 4

Establish relationships between alumni in industry and colleges.

Action 4.1

Develop relationships between faculties at WTAMU and area community colleges.

Measurable Outcome 4.1.1

Measure number of students that come to WTAMU from community colleges. Measure joint projects/research with community college colleagues.

Action 4.2

Send survey to alumni and local industries to ask about ideas of ways to partner with industry.

Measurable Outcome 4.2.1

Completion of this survey, consideration of ideas and implementation as deemed appropriate.

Human Capital

Appendices and Additional Facts and Analysis

No information submitted.