ULM Faculty & Staff Recruitment and Retention Committee
Summary Report of Recommendations

ULM employs a total of 883 employees with 568 staff members and 315 faculty members. As of the 2022 FY, we have 31 unclassified staff vacancies, 34 classified staff vacancies, and 22 unclassified faculty vacancies. From 2017-2022, our overall retention rate was 55%. We believe we can do better by addressing the preventable reasons that people do not choose our university or leave ULM.

According to the Work Institute's 2017 Retention Report, an organization loses 15% of an employee's salary in costs when they leave, and first year employees are at the greatest risk for leaving which illustrates the potential costs and need to focus on retention of new hires (Work Institute, 2017). Top reasons listed for leaving include: career development, work environment, management behavior, job characteristics (ownership and enjoyment in manageable work), compensation and benefits, work/life balance, and well-being. Many of these factors that contribute to turnover are preventable. This committee also reviewed results from the Great Colleges to Work For 2021 Survey which indicated areas in need of improvement. Key themes in areas in need of improvement emerged that were aligned with the findings in the literature regarding turnover and difficulties with retention. These include: compensation and benefits, career development, work environment, management behavior/administrative communication, job satisfaction with manageable workloads, and work/life balance. The following recommendations were developed through committee collaboration using faculty and staff input as well as researching initiatives and trends at comparable universities. These recommendations are also aligned with the many goals within the 2022-2027 ULM Strategic Plan.

Ranking of Immediacy	Ranking of Proposed Investment
1-2 Years - Immediate 2-3 Years - Intermediate 3-5 Years - Long-Term	1-2 Minimal 2-3 Moderate 3-5 Significant

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Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #1 **Compensation** *#1 Priority by rankings and directly related to ULM strategic plan.*	1.1	4.6	● Continue to look at the gaps between departments, men/women, market value for speciality/university pay and create equity pay gap increase plan ● Focus on staff increases when increases in funding are made available by the state ● Create cost of living raising schedule ● Benchmark our pay/raise schedule to other comparable sized universities ● Allowing flexibility in pay assignment based on marketability of skills, licensures, certifications, subspecialties *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.f*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #2 **Develop Supports for Recruitment and Retention by addressing employee family needs**	**1.3**	**1**	● Seek state and local funding and support for a lab school on or near campus for university employee children that may also be open to the community children as well, with reserved enrollment for university employees 　○ If a charter status is obtained LDOE MFP monies may be used to fund this at little to no cost to the university ● Provide daycare opportunities for employee families 　○ Increase the capacity of the current on campus daycare and reserve enrollment spots for employee priority 　○ Collaborate with additional area daycares to reserve spots and/or offer discounts to ULM employees ● Collaborate with other area private schools to offer discounts to university employees to offer school choice ● Collaborate with area realtors to develop a cohort of providers who will cater to prospective ULM employees and potentially offer discounts or special packages ● Collaborate with area businesses and service providers to solicit

			partnerships that would be willing to offer discounts to ULM employees and their families
			● Create a succinct listing of these benefits obtained through community support and assure they are communicated with current and prospective employees

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #3 **Improve/revamp onboarding training for employees including new hires and new positions**	1.5	2.8	● Assure mentoring policies are consistently implemented across colleges and departments for faculty and staff; consider some small compensation or committee release to compensate or acknowledge the mentor for their time while putting in place minimum requirements (i.e., meeting with mentee at least once per month in F/Sp, mentoring log required) - consider putting this program underneath the new Director of the Center for Faculty and Staff Development to provide oversight and accountability and/or HR personnel that owns this ● Recruitment idea: creating a virtual university and community tour to send potential faculty and staff (consider using marketing/mass comm students to create) ● New **University** onboarding should include the following topics: 　○ History of university, community, and state 　○ Overview of campus amenities, resources, (model after how hawkseekers do this with students) 　○ Introduction to community leaders, resources, amenities 　○ HR hierarchy, payroll contacts, benefit contacts, etc 　○ Specific training for supervisors that are broad/university specific (i.e., how to handle university closures, employee leave, HR legalities) ● New **College/Department** onboarding should include the following topics: 　○ Overview of our LMS tools 　○ Organizational hierarchy and staff roles within the college and any relevant committee structures 　○ Introduction and pairing of mentorship program specific to

			college and role ○ Overview of resource pages specific to college or department; direction of where to go to get answers to questions ○ Tenure and promotion and annual review process - needs to be specific and transparent process *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.c*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement

Priority #4
 	
Improve/Increase communication and transparency/reduce inundation of communication
	1.6	1.1	● Continue Warhawk Weekly communication as a <u>unified</u> communication
			● Add a monthly communication with more in depth information
			    ○ Save the dates for upcoming events (monthly calendar snapshot) to allow for better scheduling and participation
			    ○ Regular columns or updates for ULM admin
			    ○ Updates/summary from faculty and staff senate meetings
			● Communicate findings from Great Colleges survey with all F&S in a timely fashion; perhaps develop a dashboard and upload all past survey results as well. Ensure results are communicated to deans and school directors as results can be broken down by college. Use this data as a retention progress monitoring tool.
			Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.e

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Priority #5 **Revamp/Improve professional growth plans and evaluations to better capture what our jobs actually entail and provide the most appropriate feedback to support growth**	1.8	1.9	**Faculty** ● Each school director in collaboration with program directors should develop written procedures for the development of annual, measurable professional growth goals and the process through which they will be evaluated to determine if the goals have been met. The actual PG plans may be college/school specific, but should be formalized in writing and communicated with all faculty similarly to the page developed for staff. **Staff** ● Develop measurable professional growth goals that are implemented in action. Create time study analysis for the seasonality of workloads and based on the findings implement time for staff development opportunities. Noting that those will vary across departments and organizational units. For those areas that don't have the needed time allocations, review functions to shift as needed to other areas via intersecting departments. *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Intellectual Activity, Goal 3, Initiative 3.2*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #6	1.9	2.4	● Monitor job responsibilities/course and service commitments to ensure staff/faculty have feasible workloads (Columbia Uni, 2018). **Faculty** ● Work towards a 3/3 course load to improve research/service/teaching balance as well as individual relationship building and mentorship with students, **but not by simply increasing class sizes.** ○ A reduced course load cannot just involve increasing class sizes to decrease the number of classes we teach. Faculty must be added at a minimum in those areas that teach heavy course loads

			involving the core curriculum classes or those courses required for specific majors (i.e., psychology, English, math, Computer Sci, core science areas). *Simply increasing class sizes will still have those faculty grading large numbers and will not be a reduction in work.* ○ Audit additional areas where this may involve increasing faculty and make a 5 year plan to do so. ○ Assure that there is faculty input in this process, not just administrative input. Those that are directly involved need to be the ones developing the details of this plan to move to the industry standard of 3/3. **Staff** ● Discuss realistic workload and organizational culture at ULM to prospective candidates as part of the consideration process. ● Ensure there are overlapped responsibilities with another staff member as a fall back when the main point of contact is out for leave or sick days. ● Review and update positions to ensure that each have staff development time/task allotments included in the work schedule. ● Ensure that committee work has faculty and staff participation (when applicable) and that those who wish to engage in this work are not penalized by stepping up into leadership roles. *There is much value in the cross collaboration between staff and faculty as evidenced by the work that went into the development of this plan.* *Aligned with ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1 g*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #7 **Improve/revamp ongoing training for employees**	1.9	2.6	● The new Director of the Center for Faculty and Staff Development should collaborate on a frequent regular schedule with faculty and staff senate to engage in two way feedback. Also provide opportunities, such as quarterly public forums to meet with faculty and staff (at all levels/across

including new hires and new positions			departments) to provide and receive feedback (Columbia University, 2018). ● Assign a senior coworker to the new hire for initial hand holding and occasionally check in after 6 months of employment in making sure they are acclimated to the campus culture and role expectation. ● Create a strategic onboarding plan that aligns with the university's overall mission, vision and values. Not so much focused on the employee's specific department, but on the university in its totality. ● Provide ample, widely-available options for employees to provide feedback to the appropriate parties/individuals. Publicize this option to increase awareness while optimally increasing the employees' trust and confidence that their feedback is valued. *Aligned with ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.2.a*

Priority #8 **Revamp hiring process to assure we are aligned with best/current practice in higher ed**	1.9	2.1	● Society for Human Resource Management (SHRM) best practices document posted; SHRM recommends identifying (on the job posting) that the time to apply may be limited. Suggest adding a statement like "this job may be posted for 5 days" ● Emphasize that ULM takes pride in, fully supports and is committed to DEI practices throughout the recruitment/selection processes of hiring. ● Make efforts to ensure diversity amongst hiring committees by requiring that we advertise nationally. ● Structured interview processes, which promote fairness during consideration of new hires. Template questions can be provided by HR on a voluntary basis. ● Benchmark similar universities hiring practices *Aligned with ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.b*

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Priority #9 **Examine and improve promotion and tenure for faculty**	1.9	1.9	*This committee understands the P&T committee is working on this area in depth. Our only recommendation is that expectations are clearly defined and communicated to all faculty and staff.* ● Dean's and Department Chairs should ensure that there is transparency in the way decisions for tenure and promotion are made (Columbia University, 2018). ● Communicate school/department policies and job expectations clearly, early, and often (i.e. annual review, 3rd Year Review, etc.) (Columbia University, 2018).
Priority #10 **Develop/Improve Recognition programs for staff and faculty**	1.9	1.9	● Clarify awards recognition criteria; establish a webpage with university awards, submission guidelines; due dates for to ease locating and submission. ● Use electronic submission process ● Encourage departments to engage in more frequent celebrations and recognition procedures; identify specifically why the person is being acknowledged; consider awards that are truly motivating to the individuals ● Allow employees to nominate their own colleagues, not just department heads or admins ● Continue the DEI office Heartbeat Award *Aligned with ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.e*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #11 **HR-Reduce redundancies in time sheet process**	1.9	1.6	- Eliminate the requirement to do a timesheet for salaried employees. Consideration of automation for university closures, submitting timesheets as is, and the only need for entry is when there is sick or travel leave that would be unique to the individual. - Eliminate the need for Request for Leave documentation that is approved in supervisory timesheet approval.

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #12 **Be intentional about improving retention rates; conduct exit surveys, track progress on retention across departments/faculty and staff positions**	2.0	2.1	- Examine data for faculty appointments, promotions, and resignations for any disparities (Columbia University, 2018). - Focus on personal resilience and well-being. - Measure and address burnout and fund evidence-based interventions to mitigate it. - Exit surveys should be conducted by someone who was not the employee's direct supervisor, but possibly the dean (faculty) or director (staff). *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #13 **Regular teleworking opportunities for staff and faculty**	2.0	1.5	**Faculty:** - Allow remote work and flexible leave policies in order to promote healthy work-life balance. (Columbia University, 2018) **Staff:** - Allow non-facing/ backend administration staff the ability to work from home/teleworking, or hybrid work schedules where it is applicable *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.d*

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Priority #14 **Amplify communications of our achievements through strategic marketing/Improve university pride**	2.1	2.4	● Create a unified communication that amplifies the achievements of faculty and staff. Currently, we have monthly grants announcements and we are doing better about promoting achievements of the students, but not necessarily highlighting the faculty and staff work behind those achievements. The emphasis here is on "unified" communication because it feels like you have to go to several sources to learn all of these things. ● Consider a weekly newsletter or highlight that includes events, publications, recruiting efforts, service projects, and faculty and staff spotlights. Include links to events and more information to increase cross collaboration. Include community partner highlights as well as it pertains or relates to ULM and our students' achievements. ● Consider an organizational communication app (i.e., Tradewing) that would allow two-way communication channels for departments, colleges, and allow for cross collaboration between areas. This could also be another avenue to share out calendar events and faculty and staff highlights. We need to consider how people are getting their "news" in this current time. Tradewing, or a similar app, works in a "Facebook" like style that makes it very user friendly. *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: University Resources, Initiative 4.e.*

Identified Areas of Need	**Ranking of Immediacy**	**Ranking of Proposed Investment**	**Specific Recommendations for Improvement**
Priority #15 **Improve cross collaboration between faculty and staff/shared governance**	2.1	1.6	● Create opportunities for faculty/staff to participate in department and school shared governance (Columbia University, 2018). ● See note about communications and faculty highlights. ● Consider monthly offerings of in-services from staff departments to help others understand how their department works. For example, have financial aid give an overview of Finaid procedures that may impact advising recommendations, IT could give mini workshops on technology resources we have, disability services or counseling services could

			highlight what they offer, etc. These could be planned for the year with an annual in service calendar available to everyone university wide. This could be overseen by Dr. Bailey. This would reduce the silos that we are working in and improve our ability to support our students by understanding what resources are available on campus, how to access them, and to learn about tools to improve our teaching and work. *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.e*

Priority #16 **Increase partnerships with allied groups, community leaders to stay relevant to needs and collaborate for staff and faculty support**	2.3	1.9	● Establish Departmental Community Stakeholder groups and <u>*collaborate*</u> to pursue relevant scholarship, research and service (Columbia University, 2018). Incentivize research and special projects that utilize community partners to increase our service activities to the community through research and special projects. *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Community Engagement, Goal 4*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #17 **HR-Reduce paperwork**	2.3	2.0	● Explore and prepare RFPs for HR Information Systems options that specialize in digitized documents, signatures, and self-managing/service tools for employees. ● Software programs based on cloud-computing that can store and manage sensitive employee records and data. ● Automatization of basic HR functions (manual document scanning and data entry), which would provide the HR department more ample time to prioritize employee engagement, recruitment/retention efforts, etc. ● Emphasize efficient streamlining of HR activities. ● Utilize WorkFlow implementation for the hiring process to ensure timeline reduction of incorrect/unnecessary new hire, new position

			documentation. *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: University Resources, Initiative 3.d*

| **Priority #18**

HR-Improve benefits/Develop competitive EAP | 2.4 | 3.6 | **All Staff/Faculty:**

● Consider leaves and other policies on an individual basis to best meet faculty needs. Provide adequate support to faculty by way of time, resources, and administrative and technical support (Columbia University, 2018).
● Let staff choose how their sick leave hours should be compensated. There are staff who won't utilize their sick leave as much as others and having compensated those as annual leave or pay would be fair.
● Current ULM EAP links provided on HR website:
    ○ https://www.ulm.edu/hr/benefits/documents/eap-employee-flyer-3-face-to-face.pdf
    ○ https://www.ulm.edu/hr/benefits/documents/20-ways-eap-can-help-3-face-to-face.pdf
● ULM EAPs include up to three face-to-face assessment and counseling sessions per issue. While this is helpful, it can be argued that most employees would likely require more than three face-to-face assessments/sessions for a particular issue. Strong consideration should be given into providing several more face-to-face/zoom sessions. Expand upon the limit of three face-to-face assessment/counseling sessions with the current ULM EAP provider. If this is not possible, explore new EAP provider partnerships.
● The University of North Carolina at Chapel Hill has a simplistic, yet informative website that provides step by step processes their employees can take to utilize EAPs. They partner with ComPsych (links below)
    ○ https://hr.unc.edu/benefits/work-life/eap/
    ○ https://www.compsych.com/services/employee-assistance-pro |

			grams
			● Significantly increase awareness of EAP availability to Faculty and Staff. ● Provide mini-training sessions and/or request a third-party representative visit campus and hold bi-annual Q&A/informative sessions to emphasize the importance of EAPs. ● Survey current ULM employees on types of EAPs they would like to see offered. ● Give employees self assessment resources and online tools to help in times of need. ● Collaborate with ULM Self-Development, Counseling, and Special Accomodations Center to provide helpful resources/links to ULM employees. (Weekly/bi-weekly emails relating to mental health, providing tools that promote mental wellness, etc.) *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: University Resources, Initiative 2.1.f*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #19 **Increase/Improve opportunities for professional development**	2.4	3.0	● Support faculty/staff with opportunities for career development early and often, and at every stage of their careers (junior, midcareer, senior) (Columbia University U, 2018). ● Provide at least one networking opportunity each semester for faculty and staff to meet and network with each other (Columbia University, 2018) to foster cross collaboration (i.e., use the proposed Faculty/Staff Club) *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: University Resources, Initiative 2.2.a, and Initiative 2.2.f*

Priority #20 **IT-Improve Wifi**	2.4	2.5	• Conduct campus wide access point audits of where the strong and weak reception areas are. Having a plan and budget in place to address infrastructure upgrades. Put boosters in weak spots, especially in academic buildings. *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: University Resources, Essential Goal and Initiative 3.a*

Priority #21 **HR-Improve tuition support for employees/families**	2.4	2.4	• Consider process improvement to decrease time/effort involved with granting tuition exemption. Specifically, see VIII. Application and Approvals to Receive the Tuition Reduction Benefit Application Required for Each Semester. Extend to annual to save time/effort. • Consider extending employee family to one additional generation for some form of tuition waiver for retention of long term staff/faculty (i.e., "legacy" waiver) • Extend spousal support for tuition waiver. When spouses are able to further their education, it may improve the employee's overall quality of life by improving family earning potential. *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.2*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #22 **IT-Transition to digital/paperwork reduction**	2.5	2.3	• Ensure Banner Document Management (BDM) and Ellucian Workflow projects proceed without hiccup. Better project coordination with essential administrators from every department on campus to provide necessary workflow to the IT department so the project would go smoothly without wasting operational cost. *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: University Resources, Essential Goal, and Initiative 2.f*

Priority #23 **Provide pathways to leadership for staff**	2.5	1.8	● Staff Senate should work with the Faculty & Staff Development Director and HR to create pathways based on Job Functions and departmental needs *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.c, Initiative 2.2.a*

Priority #24 **Facilities update for health, safety, accommodations, and aesthetics**	2.88	4.6	● Ensure OSHA and ADA guidelines are being followed; Conduct an ADA audit of the campus and include input from students and staff with disabilities ● Collaborate,Update, and Implement Facilities 5 year plan. *Aligned with ULM Strategic Plan 2022-2027. Strategic Pillar: University Resources, Essential Goal, and Initiative 2.e*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #25 **IT-Improve technology/processing systems**	2.88	2.6	● Bring awareness to Faculty and Staff for utilizing the IT Ticketing system, as the proper channel to address any service needs when issues arise in their processing systems. ● Create a knowledge base on how to use the necessary system in tutorial format. Consider utilizing our CS and CIS students in service learning to create FAQs and video tutorials to troubleshoot common issues. House these FAQs and tutorials in an easily located location on the IT website that can be found by faculty and staff, but also linked to the IT ticket requests. ● Banner - Expand Banner training on campus beyond organization units by utilizing skilled Banner users in providing hands-on learning for other user needs. Develop an on campus user group where best practices, ideas can be discussed. *Aligned withULM Strategic Plan 2022-2027. Strategic Pillar: University Resources, Initiative 3*

Priority #26 **Provide improved supports for research (funding, space, etc)**	3.1	3.3	• Collaborate with OSPR and University Research Council to develop a list of ongoing research and research equipment available to all ULM faculty. • Provide biannual grant writing training open to everyone (faculty, staff, and students). • Complete audits for space to conduct research. Make a 5 year plan for physical improvements. Identify underutilized space that could be used now. *Aligned with ULM Strategic Plan 2022-2027. Strategic Pillar: Intellectual Activity, Goal 3, Initiative 3.2*

Identified Areas of Need	Ranking of Immediacy	Ranking of Proposed Investment	Specific Recommendations for Improvement
Priority #27 **Focus on DEI in leadership**	3.1	2.4	• Provide university/donor funds to scale Women Take FLIGHT so that all female staff and faculty may benefit from this women's leadership mentoring program. • Provide all faculty with training in cultural sensitivity and responsiveness (Columbia University, 2018). • Set DEI goals and make them a part of managers/senior leaders' performance reviews (LeaningIn.org) • Track metrics and set goals (LeaningIn.org) • Audit who is doing work that contributes to the business but is not taken into account in performance reviews, does not lead to advancement, and is not compensated. Make sure it is distributed equally between men and women (LeaningIn.org). *Aligned with the ULM Strategic Plan 2022-2027. Strategic Pillar: Faculty and Staff Distinction and Well-Being, Goal 2, Initiative 2.1.b*