Faculty & Staff Success: Funding Requests

February 2019

Driving Factors related to funds that have been allocated to Faculty and Staff Success

1. **$7.5M** of funding as been allocated to support **Faculty and Staff Success** out of the $260M investments previously communicated by President Choi

2. Funds will only be available **one-time over a five year period**, but **can be either operating or capital expenses**

3. To the extent funding requests are OPEX that will extend beyond the 5 year period, it is the expectation that savings will be identified to **fully fund these investments going forward**

4. There is **no presumption of when or how funds will be distributed over the five year period** (e.g., $2M per year, $5M in first year, $1M in years after, etc.)

5. Funds will be **available beginning July 1, 2019 through June 30, 2024**, however there may be circumstances that warrant strategic investments or new programs to launch earlier in 2019

President Choi indicated during his State of the University presentation how these investments will be utilized

Investments in faculty and staff success
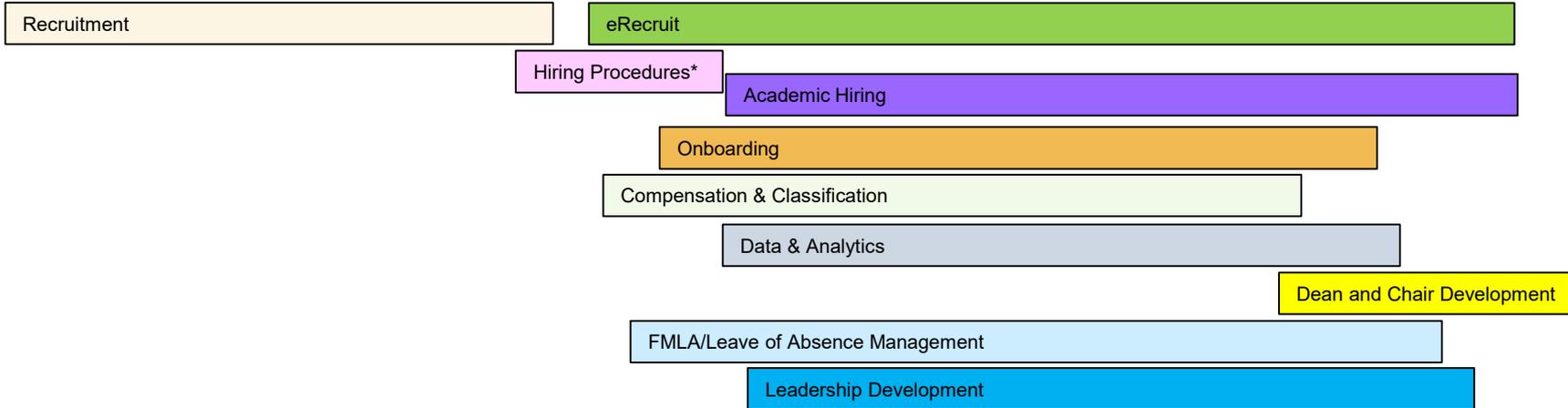
- Become an employer of choice
- Leadership development
- Effective recruitment and onboarding

High-level <u>Faculty & Staff Success</u> timeline for gathering information related to Funding Proposals

	2018								2019	
	Spring	**Jun**	**Jul**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**
Key Constituent Meetings/ Feedback	- Voice of Customer Survey (April) - Collaborative Design Session (5/2)		- BOC Resolution on Leadership Development (7/27)	- Employee Value Proposition (EVP) Working Sessions (8/14, 8/23)	- President Choi – State of the University Address (9/14)	- EVP Vetting (10/9, 10/11, 10/17, 10/19, 10/29)	**- HRC Funding Session (11/19)** - EVP Vetting (11/13)	**- HRC Funding Session (12/17)**	**- HRC Funding Session (1/14 & 1/30)**	**- HRC Funding Session (2/5 & 2/25)** **- Quarterly HR Team Call (2/12)** - Vetting with Leadership Groups

Taskforce Activities

Recruitment	eRecruit	
	Hiring Procedures*	Academic Hiring
	Onboarding	
	Compensation & Classification	
	Data & Analytics	
		Dean and Chair Development
	FMLA/Leave of Absence Management	
	Leadership Development	

HRC developed a set of <u>guiding principles</u> for determining how to allocate funds to support these Faculty and Staff Success initiatives

1. **Result in a direct impact to the success of faculty and staff** - examples include:
   a. Enabling greater individual or departmental performance
   b. Supporting personal or professional growth
   c. Improving and/or reducing burden of administrative processes

2. **Enable UM's Employee Value Proposition** - ensure initiatives improve employee engagement, pride, sense of belonging, and create a high-performing culture

3. **Align with UM's Compacts and strategic goals** - prioritize programs that directly enable or support faculty and student success areas communicated by President Choi ("employer of choice", professional and leadership development, recruiting and onboarding, rewards and recognition, personal well-being)

4. **Impact on a broad set of stakeholder groups** - ensure initiatives do not only impact a small group of stakeholders; while initiatives do not need to impact each campus equally, having an impact on all campuses is preferred

5. **Prioritize the top 3-5 ideas that will deliver *significant* impact** - rather than several initiatives or projects that only result in marginal improvements

Criteria for Evaluating and Prioritizing Funding Needs

Prioritization Criteria

1

Strategy

How does the project align with our strategic goals and vision?

Subcriteria Examples:

- Alignment to strategic goals
- Strategic advantage
- Importance to students
- Importance to faculty and staff

2

Value

What benefits can be delivered and measured for this project?

Subcriteria Examples:

- Impact to enrollment
- Impact to students, faculty or staff
- Efficiencies or cost savings
- Improved service or customer impact
- Improved or modernized processes

3

Risk

What are the risks of taking the project on? What happens if we don't take the project on?

Subcriteria Examples:

- Regulatory / compliance requirements
- Impact on student or employee satisfaction, retention or ability to recruit
- Dependencies with other initiatives
- Feasibility (likelihood of success)

4

Level of Effort

What is the level of effort required to implement the project?

Considerations:

- Ease of implementation
- Number of resources / teams
- Estimated project cost

Leadership Group Vetting Sessions

Identified Proposals are being further vetted with the following groups in February:

- IFC: 2/5
- UMAO: 2/14
- President's Staff: 2/18
- ISAC: 2/20
- GO's/Sr. Leaders: 2/28

Identified Proposals for Funding

1. **Learning and Leadership Development**
   a. Faculty – Development Grants
   b. Academic Leaders (Deans/Chairs) – Leadership Development
   c. Staff – Development Grants
   d. Staff Leaders – Leadership Development - Foundational, Mid-Level and Senior Level

2. **Recruitment**
   a. Staffing (recruiters and sourcers)
   b. LinkedIn Recruiter Licenses
   c. Skill Survey (Referencing Checking)
   d. Job Postings & Vendor Partnerships
      i. Textio
      ii. Inside Higher Education
      iii. Job Exchange/MissouriDiversity.com
      iv. Diverse Issue in Higher Education

3. **Learning Management System (LMS) (**on premise option)
   a. Areas impacted by this investment include:
      i. Leadership Development
      ii. Recruiting & Onboarding
      iii. Faculty Success
      iv. Career Development
      v. Learning & Development
      vi. Data & Analytics

4. **Offboarding/Exit Interview Software**

"Business Case" for New Funding Proposals (1 of 2)

Funding Proposal	
Project Name	Proposed title or name of project
Scope	Identify the project scope, including all campuses that may be impacted.
Background / Description of Opportunity	Details around the identified problem / need and why this program / initiative has been recommended as the best solution.
Funding Amount	Total investment required over the five-year period
Funding Type	Whether the investment need is operating expense or a capital expense
Funding Duration	Expected timing of funding needs and whether the proposal requires a one-time funding need or is a recurring expense
Budget Allocation	How the requested funds will be allocated across UM system office and each of the campuses.
Budget Detail	List of expenses that reflect the total investment needs. Include details around initial investment needs vs recurring / ongoing needs and description estimate timeline. Identify when the initiative / program is expected to meet its targeted objectives and/or ROI.
Anticipated Benefits / Objectives	Objectives and anticipated benefits specifically relating to the organizational need. Provide detail around why this program / initiative will enable UM to meet its strategic goals.
Impact on UM's Employee Value Proposition	How this project or initiative aligns with the UM culture and supports the UM desire to become and "Employer of Choice"

Funding Proposal	
Estimated Savings	Opportunity for savings (if applicable) -- including near-term savings and long-term savings
Estimated Opportunity Costs	Estimated cost to the organization if this program / initiative is not funded (qualitative or quantitative)
Stakeholder Impact	Key stakeholders and degree to which they are impacted by this program/ initiative. Include description of how stakeholder may be negatively impacted if no action is taken.
Associated Risks / Dependencies	Potential risk and dependencies associated with the program / initiative and detailed plan for mitigation.
Implementation Plan	Plan for implementing the program / initiative that corresponds with the timeline for funding needs over the five-year period.
Resource Requirements for Implementation	Estimated resource needs to execute the initiative (e.g., Small taskforce of 3-5 team members, Large taskforce of 10-15 team members, Outside vendor, etc.)
Plan to Institutionalize	Approach to institutionalize the project across the entire UM organization to create a lasting and sustainable change. Specify the actions that must be taken to integrate the objectives into the UM culture and structure.
Performance Measures	Description of KPIs/metrics or measures to measure the success of the project (include both qualitative and quantitative as applicable).
Plan to Measure Success	Plan for measuring progress and ROI.