

## **Action Project 1 Charter**

### **Development of a Human Resource Assessment Plan to Proactively Meet Student Needs**

**Opportunity for the team:** The team will develop processes and procedures to measure faculty and staff workloads, and gather comparative data to insure workload manageability and equity.

**Data that led to the selection of this project:** The issue of workload equity in relation to changing student needs emerged as a provocative proposition from Conversation Day and evolved as the top priority of faculty and staff through wide participation in the multi-voting, rank-ordering, and structured discussion of those propositions. There has been significant growth in student population and non-traditional student programs over the past five years. Increased technology, progressive change, and new systems and programs have resulted in a shifting of workloads. Faculty and staff workload changes have been reactive rather than proactive. There has not been a comprehensive assessment of the impact of these changes on the capability of the staff and faculty to sustain the quality of the academic programs and student support services over the long term.

**Project Scope:** The team task is to:

1. Develop processes and procedures to measure current workload levels
2. Measure workload levels
3. Gather data regarding workload levels from institutions similar to Evangel
4. Identify and recommend a plan to eliminate duplication of efforts
5. Design an implementation plan
6. Design an assessment plan

**After the team is chartered it will:**

- Negotiate and refine any details of the charter
- Clarify Project Components -- Due to the significant task of analyzing staff and faculty workloads, it will be important to identify data needed for each group and separate processes and responsibilities to effectively gather those data from both groups.
- Establish timelines for each phase of the project
- Design and/or obtain measurement instruments
- Collect data
- Analyze data
- Identify opportunities for improvement
- Design an implementation plan
- Recommend implementation processes
- Develop an evaluation plan
- Make recommendations for improvement

**Customer Requirements:** The customer is the Evangel University community. It is the responsibility of the University to assure all community members have and maintain manageable, equitable workloads. It is important for Evangel to address this situation so that we maintain a positive work environment and to enable employees to perform their duties in an effective and efficient manner leading to increased pride and satisfaction in work.

**Team Selection Guidelines:** The team will be led by Co-Team Leaders Marilyn Quigley and Jozette Ausbury. Additional team members include Alan Jones, Marilyn Kingsriter, Gary Liddle, Mike McCorcle, Greg Morris, Nathan Nelson, Sue Richardson, Bryan Sanders, Laura Sardo, David Schoolfield, Becky Stocks, Matt Stringer, and Eloise Thomas. Team members will divide into two teams which will coordinate efforts, but work with faculty and staff needs individually.

**Reporting Structure between the team and the Campus Planning Council sub-committee:** The Action Project Manager will bear responsibility to keep the team on task and time targets. The team will provide monthly progress updates to the AQIP Steering Team Liaison, Chuck Cox, who will in turn report to the EU Strategic Planning Team and subsequently the Campus Planning Council. EU community members will be updated through monthly newsletters (Q-tips), web postings, voice mails, and departmental and campus-wide meetings.

**Project Constraints:** The team will consist of 15 members who will be empowered to gather data to analyze workloads and design processes to assure workloads are, and remain manageable as new programs, technological advances, and progressive change impact the University community.

**Authority to consult experts:** The team may consult with knowledgeable individuals within the University and at other institutions as needed. They may engage consultants with the understanding that any consultant that would require a fee will need prior approval of the Campus Planning Council.

**Authority to change processes:** The team will make recommendations to the designated AQIP contact and/or appropriate Campus Planning Council sub-committee. At appropriate intervals, the findings and recommendations will be referred to the Campus Planning Council for implementation approval.

**Deliverables at the conclusion of the project:** The team shall deliver the following:

1. Objective measures of workloads for staff. Such measures will include, but not be limited to job descriptions, number of students served, task analysis, time logs, and schedules.
2. Objective measures of workloads for faculty. Such measures will include, but not be limited to workload credit, student contact numbers, all responsibilities, including committees, advising, grading, and any responsibilities for which the faculty member does not receive a supplemental contract or stipend.
3. Comparative data regarding workloads from institutions similar to Evangel in terms of enrollment, programs, and technology.
4. Recommendations for improvement in the processes of evaluating workloads.
5. Evaluation plan to measure the effectiveness of the proposed processes and workload assignments.

**Timeline for completion of the project:** The team will develop time targets for each phase of the project; project completion no later than April 1, 2007.

**Recognition of efforts and team accomplishments:** Incremental milestones will be publicly recognized within the Evangel community through e-mails, web postings, and community gatherings. Upon completion of the project, the team members will feel satisfaction in having addressed an important issue impacting the efficiency and effectiveness of the Evangel University Community. Team members will receive recognition at the campus-wide meetings commensurate with the quality of the report.