**UNIVERSITY STRATEGIC PLANNING FRAMEWORK**  
(includes WASC Work Group Recommendations)

**Part A – University Goals, Strategic Objectives, Indicators, Outcomes, and Initiatives**

**Goal 4: Develop an Excellent and Diverse Staff**

<table>
<thead>
<tr>
<th>Strategic Objectives (Aims that move us towards the goal)</th>
<th>Success Measures and Indicators (Measures that will gauge progress towards the strategic objectives)</th>
<th>Responsible Unit(s)/Person(s) for Measurement (data collection, analysis, reporting)</th>
<th>Desired Outcomes, Expected Achievements, Targets (Identify results expected)</th>
<th>Strategic Initiatives (The most effective strategies or actions for achieving the outcomes; major initiatives)</th>
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| 4.1 Recruit and retain excellent and diverse staff, supervisors, and managers; provide ongoing training and opportunities for professional growth; and plan for succession. | a) Yearly staff turnover rate  
b) Annually identifying the number of employees earning degrees, certification, or promoted within 5 yrs.  
c) Percentage of budget spent on professional development and participation rate of staff.  
d) Survey instrument for supervisor of individual taking training to determine value of training.  
e) Affirmative action plan (annual)  
f) Number and percent of Staff participating in formal training activities  
g) Number and percent of designated staff trained on PeopleSoft system  
h) Number and percent of designated staff trained on new data management systems (by Division)  
i) Identify areas of competency training necessary in each Cabinet area  
j) Identify numbers and percentages of trained employees on campus annually  
k) Identify number of eligible employees and the participation rate for available training annually | • AVP, Human Resources and Business Administrative Services  
• AVP, IRPA  
• Director, Administrative Computing Services  
• Director, PeopleSoft Training  
• University Development | • Advancement of personnel  
• Positive work-related climate.  
• Smooth transition when people leave.  
• Increased knowledge and skill development | • Professional development training (individuals)  
• Leadership training Fresno/MB – MPP group project – 30 people.  
• Quarterly training – EAP – personal/work-related topics.  
• PeopleSoft and other data system training  
• Open Forum (mid-level MPP) monthly 1 hour, 15 minutes topic /45-minute question and answer on related or other subjects |
### Strategic Objectives
(Aims that move us towards the goal)

### Success Measures and Indicators
(Measures that will gauge progress towards the strategic objectives)

### Responsible Unit(s)/Person(s) for Measurement
(data collection, analysis, reporting)

### Desired Outcomes, Expected Achievements, Targets
(Identify results expected)

### Strategic Initiatives
(The most effective strategies or actions for achieving the outcomes; major initiatives)

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| **4.2 Create a performance management system that identifies the competencies and skills necessary to achieve campus goals and priorities and promotes individual accountability for excellent performance.** | a) Return rate of addendum form with staff evaluations.  
b) Implementation of new evaluation for MPP. | • Human Resources  
• Management Staff | • 100% compliance with implementation of new MPP evaluation form.  
• 100% compliance with implementation of new form accompanying staff evaluation. | ➢ Develop new MPP evaluation form.  
➢ Development of addendum personnel forms to identify competency and skill requirements of their employee’s duties/position as related to campus goals and priorities. |
| **4.3 Ensure appropriate levels of staffing commensurate with current and future campus needs and available resources** | a) Review staffing levels by Unit  
b) Track staffing changes and distribution | • Cabinet | • Meeting Federal, State, and Chancellor’s Office requirements and deadlines  
• Adequate staffing resources for core functions  
• Meeting University goals and objectives and operational requirements | ➢ Human Resources Staff Development Initiative |
| **4.4 Recognize and reward excellent performance** | a) Report tracking employee recognitions and other commendations | • Cabinet  
• Human Resources  
• Management Personnel | • Acknowledgement of employee achievements and outstanding performance  
• Employee satisfaction, ownership and pride in work accomplished | ➢ Employee recognition program |