

SRAP Targeted Action Group (TAG): Staff Development

Project context and purpose:

Staff professional development is key to the college's institutional effectiveness, innovation, and adaptability. At the individual level, not only can it enhance employee effectiveness and work experience, it also can affect retention and compensation. For all these reasons, the college invests considerable resources in staff professional development. Recommendations pertaining to staff professional development were included in the reports from both the Instructional Program Review Group (IPRG) and the Non-Instructional Review Group (SRAP-NI). These recommendations, together with the overall significance of staff development to both individual and institutional effectiveness, suggested a need for additional investigation into this area of the college's operations, to assure that our staff development efforts reflect appropriate priorities related to the college's most pressing needs.

TAG team members:

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Project objectives:

This TAG team is charged with preparing recommendations to ensure that our staff development efforts are "right-sized," economical, equitable, effective, and targeted to the most important substantive areas. To accomplish this goal, the team will:

- Inventory existing staff development programs, expenditures, engagement levels, and impact on practice. Include both internal programs/experiences and external programs/experiences such as membership in professional associations and off-site conference attendance. Include financial information with each so we know how much different opportunities cost.
- Prepare estimates of how much we are actually spending on the different staff development efforts already underway, so we have a good understanding of what we "purchase" with our staff development dollars.
- Identify key needs for regular, ongoing staff training on campus, and the ways in which the college is already addressing those needs
- Prepare recommendations for any investments, reductions and/or reallocations in staff development resources that could be implemented in light of the findings of the team's research.

Key project resources

- Findings from existing surveys, such as that conducted by the Leadership to Legacy Action Learning Team 4
- Inventory of professional development opportunities provided here on campus, e.g. training for supervisors, Lynda.com (This inventory and associated professional development opportunities are currently being conducted by the Human Resource office.)
- Recommendations from both the Instructional Program Review Group (IPRG) and the Non-Instructional Review Group (SRAP-NI)
- Relevant SRAP reports at the unit level

- It is likely the group will need to survey units of the college to ascertain how professional development is budgeted for and conducted

Assumptions distinctive to this project:

In addition to the assumptions guiding all TAG projects, this project assumes the following:

- St. Olaf is a learning organization that is in a state of continuous improvement, so will continue to budget for professional development as robustly as possible
- Equitable allocation is not the same as equal allocation; some units of the college have greater need for ongoing professional development and keeping abreast of developments in the field than other units do

Intended project timeline:

- Research completed (see list of Tools and Resources) – December 15, 2018
- Report and recommendations completed – January 31, 2019