

Hamilton College
Strategic Planning: Preliminary Report. February 2008
Subcommittee on Faculty and Staff Recruitment and Development

Our charge is to examine the recruitment and development of all employees of Hamilton College in order to identify and prioritize issues to be addressed over the next five years.

Currently, approximately 42% of faculty members are age 50 or older, and 26% of all other employees are age 55 or older (24% of administrators, 27% of staff, and 30% of M&O). The expected high turnover of employees across the board at the College has significant cultural, financial, and strategic implications including the following:

- Erosion of the experience base in all areas of staffing
- Retirement benefits to be managed and paid to retirees
- Recruitment, hiring, and development of new employees
- Retention of current employees

In our assessment, this situation presents short-term challenges and long-term opportunities for the College. In the short term, the loss of such a significant number of employees means that the College needs to plan proactively for the transitions between retiring, continuing, and newly hired employees; to develop guiding principles and procedures around recruitment, retirement, and development that are specific to each employee group and yet general enough to ensure equity across groups; and to recruit and retain diverse and talented employees.

Our Subcommittee has worked over the past month to gather background information on recruitment and development. We have met with Vice President of Administration and Finance Karen Leach, Director of Human Resources Steve Stemkoski, Associate Dean of Faculty Patrick Reynolds, and Assistant Dean of Faculty for Diversity Initiatives Steve Yao. We have reviewed data on hiring and retention at Hamilton, employee diversity, and teaching loads at comparable colleges; we have also read the 2005-06 College Community Opinion Survey and minutes from Staff Advisory Committee meetings.

Based on our work thus far, we have identified the following issues that seem to span various employee groups on campus:

- Workload
- Salary and benefits
- Opportunities and support for professional development and advancement
- Spousal/partner hires
- Diversity
- Quality of the workplace
- Evaluation standards and processes
- Employee morale

The particulars and priorities of these issues often manifest themselves differently in each employee group.

Our next step is to meet with members of various employee groups to solicit additional input. Our goals are to gather more information related to recruitment and development and to prioritize the issues on which to focus our work. By June we expect that we will be able to “flesh out” the issues and identify general and specific priorities.

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