



# FLYING BLIND:

## Using Data to Make Future-Focused Organizational Decisions & Investments

With a core mission of advancing higher education for health science and health care professionals, analyzing student data is a fundamental responsibility. The story of our effectiveness, however, cannot be told without careful consideration of the **workforce** which supports the mission. Despite living in a digital era of data management, gaps in analysis of key workforce indicators are evident.



### Recruiting

1. What is the average time needed to recruit a new faculty member?
2. What is the average cost to recruit a new faculty member?
3. What is the average time needed to recruit a new leader?
4. What is the average cost to recruit a new leader?
5. What is the average time to recruit an underrepresented minority faculty member?
6. How should we best prepare for searches?
7. How should we prepare search teams?
8. What are the best practices from our search efforts?
9. How are we attracting candidates?

### Retaining

1. What is the average time in each rank for a male faculty member?
2. What is the average time in each rank for a female faculty member ?
3. What is the average time in each rank for an under-represented minority faculty member?
4. What factors underpin equitable time in rank?
5. How many employees are promoted to higher titles/roles within the organization?
6. What is the workload of the average male faculty member in a department? Female? Under-represented minority?
7. What metrics are used in promotion?
8. How is scholarship defined? (Boyer, 1991)

### Performing

1. What is the average performance level of a faculty member at UNMC?
2. What is the average performance level of a staff member at UNMC based on our values?
3. How are skills and performance (not values) evaluated?
4. What metric can be used to reliably measure the workforce's ideal performance?
5. What investments should be strategically invested for progressive growth in our workforce?
6. What dashboard can be utilized to help develop faculty/staff careers?
7. What inter-rater reliability can be pursued to assure equitable evaluation of performance?