

Faculty and Staff

Vision

The University will attract and retain the outstanding core faculty that will lead it to preeminence in its three missions of teaching, scholarship, and full engagement in the community and the world. It will attract and retain as well the outstanding administrative and support staff and corps of faculty in other ranks (research, artist in residence, library, instructional) that will be required in order to achieve all these missions.

Goals

1. The University is committed to excellence in everything that it does. In order to fulfill this commitment it will provide the resources and offer the living and working environment needed to recruit and retain outstanding faculty and staff. Faculty and staff will receive competitive compensation and personal and family benefits, will be supported by robust programs of mentoring and professional and career development, will experience a rigorous but fair and transparent system of review, reward, and promotion, and will be engaged in an attractive, stimulating, and challenging workplace and community environment. By FY 2013 average compensation will be at or above the 50th percentile for faculty positions at our peer institutions, or for comparable staff positions in the markets in which we compete. We will continually monitor issues that impede our recruitment success.
2. Policies and practices for the hiring, retention, professional development, and promotion of faculty and staff will encourage the full participation and success of individuals from under-represented groups, while maintaining high standards of excellence. Faculty and staff numbers will be maintained at a level that fully supports the mission. The gap that exists in the rate of promotion to tenure and promotion to full professorships between women and minority males and majority males will be greatly reduced. Discipline by discipline, the diversity of faculty will approximate that of students receiving the terminal degree in that field, or will reflect availability of candidates.
3. The University's reward systems, its systems for resource allocation, and the shared vision and values of the university community will encourage balanced creative efforts towards the fulfillment of all aspects of our mission and of our strategic priorities. Specific goals related to faculty and staff accomplishments in teaching, scholarship, service, outreach, infrastructure development, and administrative efficiency are given in other sections of this Plan.

Strategies

A. Compensation, Benefits, and the Working Environment

- We will work with the Board of Regents and the Governor to raise average faculty salaries to exceed the means of our peer institutions.
- We will support the hiring and retention of outstanding faculty in priority areas.
- We will make staff salary levels, benefits, and conditions of employment competitive with those for similar positions in competitive markets.
- We will develop hiring and retention inducements such as housing support, partner benefits, day care, and assistance in finding employment for partners and spouses.
- We will work with the Board of Regents to explore the possibility of increasing the employer contribution to the Optional Retirement Plan.
- We will ensure that pay levels, benefits, and conditions of employment are fair, competitive, and

appropriate for non-core faculty, especially for those in part-time and short-term contractual positions.

- We will develop outstanding research and teaching facilities, and create an overall physical work environment that encourages efficiency and responsiveness throughout the institution. See the “Infrastructure and Academic Support” section of this Plan for details.
- We will improve the atmosphere of the institution as an intellectual community by sponsoring special lectures, conferences, and opportunities for interdisciplinary interaction and collaboration.
- We will work to reduce red tape and facilitate innovation throughout the institution. See the “Resource Allocation and Administrative Efficiency” section of this Plan for details.
- We will work to develop the surrounding community into a vibrant environment for living and working. See the “Surrounding Community” section of this Plan for details.

B. Incentives and Development

- In the University’s decentralized system of governance, faculty and staff development is largely a local unit responsibility. We will use resource allocation, based on appropriate measures that are as objective as possible, to incentivize units to achieve all aspects of the institution’s mission and strategic priorities. We will use measures of resources, unit activity, and needs to set hiring priorities to mission objectives. See the “Resource Allocation and Administrative Efficiency” section of this Plan for details.
- We will ensure that the standards used in hiring and promotion of core faculty stress excellence and put emphasis on the University mission.
- We will ensure that the post-tenure review process is carried out systematically and critically. Resources will be available to reward outstanding accomplishments, such as scholarly achievement, innovative teaching, institutional and professional service, or exemplary community engagement, as demonstrated during the review.
- A policy and a fair and equitable mechanism for reducing compensation will be established for use when performance improvement goals following unsatisfactory performance evaluation are not satisfactorily met.
- We will ensure that non-core teaching faculty are carefully selected, regularly reviewed, appropriately mentored, and retained when performance is high. We will integrate non-core faculty into the University community.
- We will maintain high standards for staff recruitment and work performance throughout the institution. The performance review and development system will provide opportunities for mentoring, performance counseling, and for reward for outstanding accomplishments.
- We will provide staff members in all categories opportunities for professional development and career growth and for leadership and advanced skills training, as appropriate. We will offer merit based compensation and facilitate promotion in place for non-exempt staff members wherever possible.

C. Fairness, Equity, Diversity, and the Campus Climate

- We will maintain the institution as a bastion of free speech, open debate, academic freedom, and respect and tolerance for diverse opinions and life styles.
- We will examine impediments to the full participation and success of individuals from under-represented groups in the ranks of faculty and staff. We will work to remove impediments and develop mentoring, community support groups, and flexible administrative rules as needed to achieve this aim and to create a highly inclusive culture within the University.