



The University of Georgia

Teaching Academy

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To: Professor Pamela Whitten
Senior Vice President for Academic Affairs and Provost

From: Faculty Recruitment and Retention Break-out Group: Hugh Ruppensburg, (facilitator)
Mark Abbe, Robert Cooper, Jeffrey Dorfman. Kerstin Gerst Emerson (spokesperson),
William Finlay, Martin Kagel, Ari Lieberman, Marisa Pagnattaro, Ron Pegg (recorder),
Cathy Pringle, Jayne Smith and Meihua Zhai

Re: Recommendations for Faculty Recruitment and Retention

Dear Provost Whitten,

We write this letter as the team assigned at the recent Academic Affairs Faculty Symposium to discuss how to improve the Faculty Recruitment and Retention at the University. Below you will find our suggestions, under three general categories: Foundational Issues, Mid-Career Issues, and Transformative Change. Our most important recommendation, under the transformative change heading, calls for a revised version of the President's Hiring Initiative that could significantly enhance the recruiting, retention, and research environment of the University.

- I. Foundational Issues-improvements and additions to how the University conducts recruitment, carries out promotion and tenure reviews, supports faculty, and provides for the retention of our most successful non-tenure-track instructional faculty would significantly improve the environment of the University and make it easier to recruit and retain top-rank faculty, as well as to retain faculty already here and promote their productivity. Department heads and deans already use some of these measures, but they are not applied consistently across campus.
 1. Increase the number of endowed professorships to 500 and use them for both associate and full professors. The current number of 230 such professorships is inadequate.
 - a. Use endowed professorships carefully and strategically both for external and internal appointments.
 - b. Consider the use of term endowed professorships at the associate professor level (Canadian model)
 2. Enhance and expand mechanisms of good will and support for faculty already here.

- a. Provide faculty a continuing annual fund for teaching and research support-e.g., for travel, graduate assistants, equipment, and other forms of support. Administer these funds reasonably, flexibly, and without unnecessary impediments.
 - b. Increase the number of Study in a 2nd Discipline grants.
 - c. Support professional/educational leaves of absence.
 - d. Provide opportunities for on-campus collaboration.
3. Improve the recruitment process.
 - a. Provide Foundation money for social recruitment functions (e.g., dinners with candidates) to encourage faculty involvement.
 - b. Enlist the assistance of high-profile faculty in recruiting.
 - c. Include junior faculty on search committees.
 - d. Refine the process--how to treat candidates and their schedules, how to get the best out of the process. Make sure that all faculty have an opportunity for involvement.
 - e. Provide support for partner/spousal hires--we need this support to compete with other institutions for high-quality faculty (this will also enhance retention).
 - f. Implement same sex benefits at UGA (this will enhance retention)
 - g. Upgrade maternity benefits and family leave policies (this will enhance retention).
 4. Consider changes to the promotion and tenure reviews.
 - a. Evaluate promotion-tenure unit criteria documents across the campus to ensure consistency with research aims of the University and with standards at aspirant institutions.
 - b. Make sure that PTU criteria are applied effectively at UGA.
 - c. Consider guaranteeing return of positions left vacant by a negative P T decision at any point on the tenure track. This will encourage departments and colleges to make the appropriate decisions without fear of a position's loss.
 5. Implement strategic preemptive retention strategies. Preemptively rewarding a highly successful and productive faculty member who is regarded as a retention risk would be less expensive than waiting for an actual offer from another institution.
 - a. Provide administrative funding for preemptive counter offers.
 - b. Provide internally funded titles (e.g., Franklin Professorships) and support for retention.
 - c. Make available flexibly administered operating funds to support highly productive faculty and to reward faculty for significant achievements in research, teaching, service.
 - d. Explore retention strategies for NTT faculty. These may include salary enhancements; clearly defined promotion tracks; clearly defined promotion criteria; reasonable teaching loads; travel support; consistent definition of NTT instructional faculty rights across campus; multi-year contracts; reasonable notice prior to termination.
- II. Mid-career support. Faculty in the middle years of their careers would benefit from post-tenure support in the form of mentoring, workshops, and other forms of support. Some

mid-career faculty experience "slumps" from which they may need help recovering, and others find that a change in their research and teaching, or in their preference for one of these activities over the other, confronts them with challenges which guidance from colleagues would help them surmount.

1. Implement support programs targeted at mid-career faculty--one program would help faculty sustain and energize research; another might help prepare faculty for administrative work.
 - a. These could be similar to the Lilly programs and the Senior Teaching Fellows Program. CTL, OVPR, and other units could help design and implement such programs.
2. Provide mentoring to mid-career and senior faculty.
 - a. Provide information that makes clear what the expected arc of a faculty members career might be in terms of promotions, research support, endowed professorships, mid-career job assignment changes (EFT), and retirement.
3. Provide for a "midcareer consultation" with a committee of colleagues three years after promotion and periodically thereafter.

III. Transformative change. We propose a plan that will energize and transform the University by means of a "mega hiring initiative" in targeted interdisciplinary research areas. These may be new or existing areas on the campus, but the result will be the creation of a major research initiative. This bottom-up plan would have significant faculty involvement. It would draw national attention, attract exciting new faculty to the University, and enlist the participation of faculty already here in a variety of disciplines. If approved, it could be funded from resources reserved for the next presidential hiring initiative and, in fact, would constitute a revised version of that initiative.

This plan will (1) enhance recruitment efforts because faculty considering a position at the University of Georgia often inquire about how their work will connect with other faculty on campus; (2) contribute to retention of high quality faculty involved in these projects, as it would demonstrate deliberate growth in areas of interest to them and create the kind of energy/synergy that faculty want to be a part of; and (3) increase chances to attract funding from outside agencies (state, national, international).

The plan:

- a. Issue a call for proposals 12 months in advance of the deadline;
- b. Proposals should include a minimum of 5 departments/colleges;
- c. Proposals should target a research area with the potential to attract faculty, graduate students, and external funding;
- d. Proposals should fund a minimum of 10-15 new faculty and 10 graduate students--faculty can be recruited at various levels, although at least 3-5 should be senior hires;
- e. The funded proposal(s) would create a series of initiatives and projects that would also involve faculty already at the University.

- f. If the proposals were submitted in the spring, hiring would begin in the fall and would occur over a 2-year period.

We hope you will find these recommendations useful. We would be glad to meet with you for discussion.