

**FACULTY/STAFF  
THEMATIC GROUP**

**FINAL DRAFT**

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# FACULTY/STAFF THEMATIC GROUP

- GOALS:
- I. RECRUITMENT
    - A. FACULTY
    - B. STAFF
  - II. RETENTION
    - A. FACULTY
    - B. STAFF
  - III. INSTITUTIONAL ENGAGEMENT
    - A. FACULTY
    - B. STAFF

## **I - A. OBJECTIVES:**

### **RECRUITMENT - FACULTY**

The recruitment of a diverse faculty is one of the most critical first steps in developing a successful experience for the institution and for the incoming faculty member. To ensure this success, the institution needs to be clear and strategic in its' directional objectives and its' movement towards a tier one status. This will assist in the recruitment of a diverse faculty that will be able to aid with the successful accomplishment of these goals. Additionally, faculty will be clear on the expectations of their role at the institution if they decide to accept a position at UTSA by having knowledge of the strategic objectives of UTSA.

The following items have been identified as possible areas that would enhance the successful recruitment of new diverse faculty to UTSA: (1) the development of a workload policy that is reflective of a Tier 1/Research 1 institution, (2) offering competitive salaries, (3) offering competitive support packages, (4) faculty/student ratios reflective of a tier one institution, (5) and benefit incentives.

#### 1. WORKLOAD POLICY

1.a. The University of Texas at San Antonio is in the process of developing a university workload policy that is reflective of the movement to a Tier 1/Research 1 institution. However, the institution is in the process of transition and the need for flexibility is needed as we move to the 2016 desired workload policy.

1.b This new policy will potentially incorporate the reduction in course loads for new untenured faculty to aid in the development of their research agenda.

1.c. Additionally, for tenured faculty, the option of potentially specializing in teaching or research as an emphasis would also serve as a recruitment tool for senior faculty.

MEASURE:

1.a.1. A report indicating that all departments have created a workload policy.

1.a.2. The dean of each college would be responsible for the college workload policy report comparable to other Tier 1/Research 1 institutions.

2. COMPETITIVE SALARY

2.a. The Provost office recently submitted comparative data from the Higher Education Coordinating Board which reported other Tier 1/Research 1 institutions related to salaries. Based on this information, the FY 2006 statewide faculty salary for the ranks of full, associate, assistant, and instructor rose 3.54 percent over the average in FY 2005. As a recruitment strategy, UTSA must ensure the institution is offering salaries that are reflective of the expectations for a Tier 1/Research 1 institution when attempting to attract faculty that meet the academic background desired. This report will serve as a guide for statewide comparisons.

2.b. Additionally, adjunct Faculty salaries must be comparable to local higher education institutions such as ACCD, St. Mary's, and other public/private schools when attempting to attract this critical work source.

2.c. Market Benefits packages offered to faculty to ensure competitiveness with other major universities. Include a comprehensive listing of all benefits, faculty are eligible to receive. This listing would include, holidays, sick leave accruals, state paid portions of insurances, and many other benefits offered.

MEASURE:

2.a.1 There should be a 5 to 10% overall budget increase each year in order to arrive at Tier 1/ Research 1 competitive salaries in 2016 as reported by the Higher Education Coordinating Board.

2.c.1. Develop marketing information for distribution to faculty regarding the complete benefits package eligible by faculty.

3. COMPETITIVE SUPPORT PACKAGE

To recruit faculty, the university will need to offer a competitive support package that would attract a diverse faculty.

3.a. Support areas needing to be addressed include travel funds, administrative support, (Infrastructure support, Grant writer, etc.), integrated technology, office space, GA/GRA support, start-up funds, and other support initiatives.

MEASURE:

3.a.1. A 10% increase each year from previous year funding for new faculty for receiving competitive support packages.

4. FACULTY/STUDENT RATIO

4.a. Faculty/student ratio has been identified as a crucial area when trying to recruit new faculty to an institution. The ratio should be comparable to what is offered at other Tier 1/Research 1 institutions.

MEASURE:

4.a.1. Determine student ratio for tenure/tenure track faculty

4.a.2. A 5% decrease of faculty/student ratio comparable to Tier 1/Research 1 institutions.

5. BENEFITS INCENTIVES

To recruit excellent faculty, one of the areas of prime importance involves the benefits incentives. Beyond the usual health benefits offered by most institutions, the following options were generated as strategic initiatives which may make coming to UTSA more attractive:

5.a. Faculty/family will qualify for up to 6 hours per academic year for tuition reimbursement;

5.b. Faculty/family will be informed of wellness/health benefits: and,

5.c. Faculty/family will have access to wellness/health centers.

MEASURE:

5.a.1. Improve the current Employee Educational Benefit program to include family members and additional hours per academic year. Research Employee Educational Benefits offered at other UT institutions to gain best practices.

5.b.1. Information to include healthy food choices by food services, guest speakers and brown bag seminars regarding health related issues. Staff wellness programs to include weight loss programs, other benefits such as free flu shots.

5.c.1. Review current application status for joining Recreation Center and offer to extended family members.

## **I – B. OBJECTIVE: RECRUITMENT – STAFF**

The University of Texas at San Antonio future success will be very dependent on our ability to recruit staff with the necessary levels of education, background, and skills required to support the aggressive goals of our University. The following strategies have been identified as mechanisms ensuring positive Staff recruitment: (1) competitive salaries, (2) flexible work schedules, and (3) staff incentives.

Market Benefits packages offered to employees to ensure competitiveness with other major employers. Include a comprehensive listing of all benefits employees are eligible to receive as an employee. This listing would include holidays, vacation and sick leave accruals, state paid portions of insurances, and many other benefits offered.

### 1. COMPETITIVE SALARY PACKAGES

Provide competitive salaries to attract a high quality and diverse applicant pool to the university.

- 1.a. Use Market Comparison of salaries by job titles to provide competitive salaries.
- 1.b. Consult with internal departments to target higher turnover areas in order to establish specific strategies to improve recruitment.
- 1.c. Provide a comprehensive listing of employee benefits eligible for eligible employees.

#### MEASURE:

- 1.a.1 Conduct market comparison of salaries by job titles and differences in job market relative to market and UTSA to determine the amount by no more than 10%.
- 1.a.3 Develop marketing information for distribution to employees regarding the complete benefits package eligible by employees.

### 2. COMPETITIVE FAMILY FRIENDLY WORK ENVIRONMENT

Promote flexible work schedules, on-site child care, and telecommuting schedules.

- 2.a. Identify areas that have flex schedules available, obtain institutional buy in and feasibility where work schedules can be arranged in order to attract qualified candidates that otherwise would not be recruited based on a traditional working schedule and maintain current employees.
- 2.b. Identify areas to see if telecommuting schedules would benefit the university.

MEASURE:

2.a.1 Review comparable work schedules across the university, other UT components, and outside industry to determine best practices for flexible schedules.

2.b.1 Review telecommuting policies at other UT institutions, and private sector to determine which factors could become telecommuting policies.

3. STAFF INCENTIVES

To recruit excellent staff, one of the areas of prime importance involves the benefits incentives. Beyond the usual health benefits offered by most institutions, the following options were generated as strategic initiatives which may make coming to UTSA more attractive:

3.a. Staff/family will qualify for up to 6 hours per academic year for tuition reimbursement.

3.b. Staff/family will be informed of wellness/health benefits.

3.c. Staff/family will have access to wellness/health centers and information.

MEASURE:

3.a.1. Improve the current Employee Educational Benefit program to include family members and additional hours per academic year. Research Employee Educational Benefits offered at other UT institutions to gain best practices.

3.b.1. Information to include healthy food choices by food services, guest speakers and brown bag seminars regarding health related issues. Staff wellness programs to include weight loss programs, other benefits such as free flu shots.

3.c.1. Review current application status for joining Recreation Center and offer to extended family members.

**II - A. OBJECTIVE: RETENTION – FACULTY**

Faculty Retention is important to ensure the high quality and stability of all instructional programs, increase outside funding possibilities, and produce cutting-edge research. In combination, these outcomes result in recognition for the university. The committee has developed a Faculty Success Survey to discern issues impacting retention. The following strategies have been identified as mechanisms for ensuring faculty retention: (1) campus climate and collegial environment, (2) competitive salary and benefits packages, (3) research support/infrastructure, and (4) succession management.

1. DIVERSE CAMPUS CLIMATE and COLLEGIAL ENVIRONMENT

The campus climate should be one that promotes diversity of thought as well as diversity in number. When there is equitable and representative faculty on a campus, there is greater likelihood of faculty retention as well as student retention and success.

Mentoring has been shown to be an effective strategy in increasing the retention of diverse faculty. Collegiality promotes faculty collaboration and community; hence research productivity and quality increases. Specific strategies include:

- 1.a. Create a Faculty Success Survey to discern campus climate and to determine the current baseline:
- 1.b. Promote diversity of thought through seminars based on funded collaborative research across campus:
- 1.c. Increase diverse faculty so that there is equitable and representative of state's population:
- 1.d. Increase faculty retention through mentoring.

**MEASURE:**

- 1.a. Using the baseline from data collected from the Faculty Success Survey, a 10% increase in campus climate and collegiality per year.
- 1.b.1. Provide funding for 10 collaborative research papers.
- 1.b.2. Two Diversity of Thought Seminars in which collaborative research is presented, will be held annually.
- 1.c. Create an executive position designed to specifically address issues of recruitment, retention, and success of diverse faculty.
- 1.d.1 Conduct Exit Interview with departing faculty
- 1.d.2. Create a mentoring program for junior and diverse faculty to increase retention.

**2. COMPETITIVE SALARY AND BENEFIT PACKAGES**

To retain quality faculty, salary and benefit packages must continue to be competitive. As new faculty are hired at higher salaries, productive and successful faculty should also be considered for equity adjustments. Specific Strategies include:

- 2.a. Use Faculty Success Survey data to determine current satisfaction with salary.
- 2.b. A review of financial incentives offered at comparable Tier1/Research 1 institutions, will assist in providing baseline data.
- 2.c. Retain quality faculty through competitive salary and benefit packages.
- 2.d. Create equity adjustments for productive and successful faculty comparable to newly hired faculty.

**MEASURE:**

- 2.a.1. Using this baseline data, develop a university policy that addresses equity adjustments within each college.
- 2.a.2. A 10% increase in faculty satisfaction with salary.
- 2.b.1. Provide a report showing comparison data.
- 2.c.1. Request for lobbying "cost of living" increases for faculty to legislative body.
- 2.c.2. A 5% cost of living increase in addition to merit will be met annually.
- 2.d.1. Equity adjustments provide for productive and successful faculty.

### 3. RESEARCH SUPPORT/INFRASTRUCTURE

To retain productive research faculty, research support and infrastructure must be addressed through research grants and endowments. Infrastructure support must streamline application process and provide staff support. Specific strategies include:

- 3.a. Use data collected from Faculty Success Survey to discern faculty's perceptions on current research support/infrastructure.
- 3.b. Retain productive research faculty by providing research support and infrastructure such as research grants and endowments.
- 3.c. Retain productive faculty by streamlining grant application process and providing staff support.

#### MEASURE:

- 3.a.1 Create a report on current status and set a goal of 10% increase of satisfaction rate after strategies are implemented.
- 3.b.1. A 10% increase in available research start-up grants will be made available to all faculty.
- 3.c.1. A streamlined grant application process will be developed.
- 3.c.2 A 10% increase in staff support to assist in research and grant funding endeavors.
- 3.c.3. A post survey will show a 10% increase in satisfaction rate.

### 4. SUCCESSION MANAGEMENT

A Tier 1/Research 1 institution is considered proactive in professional development when it provides opportunities for succession management. Succession management assures that the institution vision and mission are achieved. Thus, to assure faculty retention, faculty should be provided opportunities for professional growth in leadership through (a) faculty trained in Provost's Fellows Program, (b) Assistant Department Chairs Program, and sustained support and training for Department and Assistant Department Chairs. Specific strategies include:

- 4.a. Assure faculty retention by providing faculty opportunities for professional growth in leadership through faculty trained in Provost's Fellows Program.
- 4.b. Assure faculty retention by providing faculty opportunities for professional growth in leadership Assistant Department Chairs Program, and sustained support and training for Department and Department and Assistant Department Chairs.

#### MEASURE:

- 4.a.1. Establish a baseline for the number of faculty trained through the Fellows Program, ensuring a diverse selection of fellows representative of the state demographics and use baseline to establish a 25% yearly increase for faculty trained in the Fellows Program.

## **II – B. OBJECTIVE:**

## **RETENTION – STAFF**

Staff retention is important to ensure the high quality and stability of employees within the university. Productive employees maintain high standards and achieve the overall goals and objectives of the university. The following strategies have been identified as mechanisms for ensuring staff retention: (a) administration support and technology package, and (b) career development and job training.

### **1. ADMINISTRATION SUPPORT & TECHNOLOGY PACKAGE**

The university should promote diversity as well as equitable and representative staff at all campus locations. Maintaining good staff employees requires efforts to enhance their education, improved technology advancements, and an overall good working environment. These benefits improve the longevity and productivity of the employee to the institution.

1.a. Provide necessary training for all levels of employees through professional development, technology updates, and job specific training.

#### **MEASURE:**

1.a.1. Determine industry standards for training and other comparable institutions as well as other UT institutions.

1.a.2. Determine a “Phase In” educational process to ensure required, and supplemental training is achieved.

### **2. CAREER DEVELOPMENT & JOB TRAINING**

2.a. Identify and document key leadership and administrative support personnel with plans for continued employee succession. Provide both promotional and lateral opportunities for current employees.

2.b. Identify and develop training modules for specific categories of employees so that there will be continued success by the following:

- Offer mandatory training before employee begins job.

- Offer training in harassment and proper interviewing questions.

- Offer modular based training.

- Offer web-based training

- Certain job skills may require mandatory training.

#### **MEASURE:**

2.a.1. Identify and categorize job codes eligible for succession planning.

2.a.2. Develop mentorship programs for eligible job categories.

2.b.1. Identify industry and other UT institutions standards for general employee training.

2.b.2. Identify areas of specialized training within job categories.

### **III – A. OBJECTIVE: INSTITUTIONAL ENGAGEMENT - FACULTY**

National surveys show that faculty productivity tends to drop off after they receive tenure. A key issue facing faculty is how to keep their careers moving in a productive, proactive manner throughout their tenure at the university. The following strategies have been identified as mechanisms to maintain institutional engagement: (1) Periodic performance evaluation, (2) Professional development opportunities, (3) Research incentives, and (4) Individualized strategic plan for faculty development.

#### **1. PERIODIC PERFORMANCE EVALUATION**

UTSA developed its current periodic performance evaluation system approximately 10 years ago. The current Periodic Performance Evaluation process is a simple evaluative system that makes it difficult to enter into any form of critical, proactive discussion about levels of performance or career development.

1.a. The current system does not provide any policy-driven mechanism to enter into a dialogue with faculty about career development problems, nor is there any way to help faculty before they encounter career threatening problems. An alternative to the current passive evaluation system is a developmental system that would more critically evaluate performance in teaching, research, and service – allowing both for reward to those who continue to craft productive careers and open a dialogue and paths of intervention for those who are facing obstacles in the full realization of their potential. Such an approach could reward faculty, for example, with base salary raises much akin to raises received at tenure or promotion to full professor. Such an institutionalized incentive could potentially go a long way to encouraging continued productivity and performance, along with careful stewardship of career development. For faculty experiencing productivity that is less than what the institution might expect, career development plans could be developed and institutional resources applied in the aid of career development. In this scheme, Periodic Performance Evaluation would be a combination of backward review coupled with future-oriented strategic planning, thus encouraging faculty to focus on continuous improvement and development.

#### **MEASURE:**

1.a.1. Each department will develop performance evaluations that are reflective of comparable standards at other Tier 1/Research 1 institutions. The dean of each college would be responsible for the college workload policy report comparable to other Tier 1/Research 1 institutions.

#### **2. PROFESSIONAL DEVELOPMENT OPPORTUNITIES**

2.a. Independently, or in conjunction with a revised Periodic Performance Evaluation, the university should support more systematic collection and dissemination of career

development resources and opportunities for faculty. Such activities would be distributed among such offices as the VP for Research and TEAM. Funding should be available on a competitive basis for faculty to attend various career development conferences and workshops.

MEASURE:

2.a.1 Increase professional development opportunities by 10% each year.

### 3. RESEARCH INCENTIVES

3.a. The annual review process will be the centerpiece for a research incentive program at the university. Additional incentives might include enhanced indirect monies returned to PIs; extraordinary research activity that was rewarded in addition to standard merit allocations; hire full-time staff in colleges to help identify grants for faculty and work with faculty to write successful grants.

MEASURE:

3.a.1 Increase research incentive by 10% each year.

### 4. INDIVIDUALIZED STRATEGIC PLAN FOR FACULTY DEVELOPMENT

It is assumed that faculty, have clear and well-thought through career goals and pathways to success. This may be true for some, but for others careers often unfold in less predictably and opportunistic ways. If those opportunities unfold positively, then careers move along productively. The alternative is, of course, problematic for career development and success. Career strategic planning would ask faculty to plan out their career goals over a specified period of time (e.g., three years) for research, teaching, and service. This is meant to help faculty better outline their career objectives and the pathway to best obtain those goals. It also provides an avenue by which faculty members can openly discuss the resources and support they will need to reach those goals.

4.a. Research: Faculty should propose a research plan that includes the kinds of products that are anticipated from those efforts. This should include: (1) the research program and its timeline; (2) the tools needed to get the job done (e.g., external sources of funding, graduate student assistance, lab space); (3) scholarly products and their potential quantity; (4) any resources that the faculty member will need, but does not currently have.

4.b. Teaching: Faculty should propose their planned teaching load and the course rotation they anticipate covering. Faculty should note such things as new course preparations or anticipated retooling of a course through the integration of new forms of technology or needed upgrades as knowledge advances in a particular field.

Faculty should also include any needed resources that they currently do not have in developing their teaching portfolio, especially working with ethnically diverse student populations.

4.c. Service: Faculty should propose their planned service profile at the departmental, college, university, and national level as applicable. Any needed resources in these efforts should be noted.

MEASURE:

4.a-c.1. Each faculty will have an individualized strategic plan identifying goals for faculty development addressing research, teaching and service.

### **III – B. OBJECTIVE**

### **INSTITUTIONAL ENGAGEMENT - STAFF**

The University of Texas at San Antonio will endeavor to promote a high level of staff employee engagement within UTSA. Employee engagement captures the extent to which an employee is aware of, and committed to, the university and the mission. Engaged employees are more likely to "go the extra mile" to achieve success, provide assistance to coworkers or customers, and provide ideas and suggestions valuable to the organization. Not surprisingly, organizations that have engaged employees are more likely to be successful. The continued growth and success of UTSA will require engaged employees. The following strategies have been identified as mechanisms of attaining institutional engagement for staff employees: (1) promote and celebrate goal attainment, (2) promote group volunteerism, (3) and effective internal promotion policy.

#### **1. PROMOTE AND CELEBRATE GOAL ATTAINMENT**

UTSA leaders will strive to publicize and promote goals of the organization.

- 1.a. Tract employee progress through effective performance evaluations.
- 1.b. Recognize and celebrate goals attainment.

MEASURE:

- 1.a.1. Review existing performance evaluation forms, and usage to be determined if there are additional ways to further promote and track goal attainment.
- 1.a.2 Review other performance measures and ways of tracking performance at other UT institutions, Tier 1/Research 1 institutions so guidelines can be within standards.
- 1.b.1 Recognize university wide goal attainment and celebrate with recognition to those who helped support the initiatives and goals.

## 2. PROMOTE GROUP VOLUNTEERISM

Group volunteer efforts are effective ways to increase teamwork and build employee engagement.

2.a. UTSA leaders will identify and promote volunteerism, including providing appropriate incentives for employee participation.

MEASURE:

2.a.1. Attain acceptable levels of employee participation (volunteer hours, or other appropriate measure per benchmarking).

2.a.2 Identify other institutions that offer programs of self identification of volunteer time.

## 3. INTERNAL PROMOTION POLICY

3.a. Develop and publicize formalized career paths, and internal promotion policy information for progression in these paths.

3.b. Staff employee will have a better idea of the opportunities available to them, and what type of development is needed to progress within the organization.

MEASURE:

3.a.1. Identify appropriate measures reflecting a high level of internal promotional opportunities.

3.a.2. Identify and benchmark internal promotion policies at other UT institutions as well as Tier 1/Research 1 institutions and develop at policy specific for the use of UTSA.