



## Memorandum

**To:** Ronald M. Berkman, President  
**CC:** President's Budget Advisory Task Force Members  
**From:** Geoffrey S. Mearns, Provost and Senior Vice President for Academic Affairs  
**Date:** February 10, 2012  
**Re:** Instructional Resource Methodology

*G. Mearns*

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I send this memorandum in my capacity as co-chair of the President's Budget Advisory Task Force.

For many months, the task force has worked diligently to develop a recommendation regarding a new methodology to allocate resources for the hiring of new full-time faculty. After substantial deliberation and discussion, the task force has reached a clear consensus on a recommendation, which is attached. This proposed methodology is more transparent and more data-supported than our existing process, but a large majority of the task force maintained that the Provost should retain substantial discretion to make these important determinations.

The task force considered several more self-executing models, but the task force concluded that such models did not meet the needs of our University at this time. The task force did believe, however, that a more quantitative methodology was potentially viable. Ultimately, the task force chose the more flexible methodology, but the task force is providing you with an alternative methodology for your information and consideration.

Attachments

## **Instructional Resource Methodology – Task Force Recommendation**

The purpose of this methodology is to develop a more transparent, data-supported process to guide the Provost's discretionary determinations as to how to allocate resources for the hiring of new full-time faculty.

- A. All vacant faculty positions will continue to be swept from the colleges to the Provost's Office, irrespective of the cause of the vacancy, with the exception of a vacancy created by a decision to deny tenure.
- B. By December 1, each dean will provide a report to the Provost indicating the status of the pending faculty searches and projecting the faculty vacancies, through retirement or otherwise, that the dean anticipates will occur before June 30.
- C. In January, the Provost, in consultation with the President, will determine the approximate amount of money to be allocated for faculty searches during next academic year (*e.g.*, \$2.5M).
- D. In January, the Provost, after consultation with the Vice President for Research, the deans, and PBAC, will determine how much of this total amount should be allocated for tenured/tenure-track searches and how much for lecturers (*e.g.*, \$1.75M for tenured/tenure-track searches and \$750K for lecturers).
- E. On or before February 1, the Provost will solicit requests from the deans using forms similar to the ones currently used, but modified to facilitate the prescribed evaluation process.
- F. On or before February 15, the deans will submit to the Provost their requests, which will be scored pursuant to a system that incorporates external comparison data, as well as subjective assessments.
- G. With respect to tenured/tenure-track requests, the Provost should proceed as follows.
  1. The Provost will receive recommendations:
    - (a) from the Vice Provost for Academic Planning and the dean of the College of Graduate Studies concerning relative teaching need; these recommendations will

- primarily be based on: (i) Delaware Study comparison data; and (ii) ratios of faculty to student credit hours in the affected department; in addition, the recommendations should assess possible impact on any graduate program; and
- (b) from the Vice President for Research and the dean of the College of Graduate Studies concerning the relative merits of the requests on the issue of research/scholarship/creative activity; these recommendations should be based on: (i) external data comparison (e.g., Academic Analytics); (ii) relative alignment with the college's strategic research plan; and (iii) contribution to the university's research goals.
2. The Provost should also consider the requests with respect to: (a) the dean's faculty hiring priorities; (b) the college's strategic faculty hiring plan; (c) alignment with the university's strategic objectives; (d) potential for interdisciplinary collaboration; and (e) miscellaneous factors (e.g., accreditation needs, graduation and retention rates, other indicia of quality, etc.).
  3. After all requests have been received from the colleges, copies of all requests will be provided to the deans.
  4. The Provost will then convene a meeting of the deans to discuss and evaluate all of the requests.
  5. After receiving all recommendations and consulting with the deans, the Provost will authorize a sufficient number of searches to expend the funding allocation for tenured/tenure-track searches.
- H. With respect to requests for lecturers, there would be a similar methodology.
1. The Provost will receive recommendations regarding relative teaching need from the Vice Provost for Academic Planning and the dean of the College of Graduate Studies based on: (a) Delaware Study comparison data; and (b) ratios of faculty to student credit hours in the affected department.
  2. The Provost will also consider the requests with respect to: (a) the dean's faculty hiring priorities; (b) the college's strategic faculty hiring plan; (c) alignment with the

- university's strategic objectives; (d) miscellaneous factors, such as those identified in G.2(c); and (e) potential for interdisciplinary collaboration.
3. The Provost will make decisions following the consultation with the deans, as described in G.4. and G.5. above.
    - I. The Provost may authorize a search to a different pool, after consultation with the requesting dean and the department chair.
    - J. Searches for visitors should only be authorized to deal with unanticipated needs or to provide a temporary solution to an existing need.
    - K. In very unusual cases, the Provost may decide to evaluate the merits of a faculty hiring request without resorting to the process described in Section G or Section H.
    - L. The Provost should make determinations by April 15.
    - M. In September, the Provost should provide a report to PBAC. This report should include information regarding (1) the result of faculty searches conducted during the previous academic year; (2) the number and type of faculty vacancies generated during the previous academic year; and (3) the number and type of faculty searches authorized by the Provost pursuant to this process.

## **Instructional Resource Methodology – Alternative**

The purpose of this methodology is to develop a more transparent, data-supported process to guide the Provost's discretionary determinations as to how to allocate resources for the hiring of new full-time faculty.

- A. All vacant faculty positions will continue to be swept from the colleges to the Provost's Office, irrespective of the cause of the vacancy, with the exception of a vacancy created by a decision to deny tenure.
- B. By December 1, each dean will provide a report to the Provost indicating the status of the pending faculty searches and projecting the faculty vacancies, through retirement or otherwise, that the dean anticipates will occur before June 30.
- C. In January, the Provost, in consultation with the President, will determine the approximate amount of money to be allocated for faculty searches during next academic year (*e.g.*, \$2.5M).
- D. In January, the Provost, after consultation with the Vice President for Research, the deans, and PBAC, will determine how much of this total amount should be allocated for tenured/tenure-track searches and how much for lecturers (*e.g.*, \$1.75M for tenured/tenure-track searches and \$750K for lecturers).
- E. On or before February 1, the Provost will solicit requests from the deans using forms similar to the ones currently used, but modified to facilitate the prescribed evaluation process.
- F. On or before February 15, the deans will submit to the Provost their requests, which will be scored pursuant to a system that incorporates external comparison data, as well as subjective assessments.
- G. With respect to tenured/tenure-track requests:
  - 1. 100 total points available
  - 2. 30 points for teaching need allocated by the Vice Provost for Academic Planning, in consultation with the dean of the College of Graduate Studies, based on: (a)

- Delaware Study comparison data; (b) ratios of faculty to student credit hours in the affected department; and (c) impact on any graduate program.
3. 25 points for research/scholarship/creative activity allocated by the Vice President for Research, in consultation with the dean of the College of Graduate Studies, based on: (a) external data comparison (*e.g.*, Academic Analytics); (b) relative alignment with the college's strategic research plan; and (c) contribution to the university's research goals.
  4. 15 points based on dean's priority ranking, as well as alignment with the college's strategic faculty hiring plan, as determined by deans' scores (see #8 below).
  5. 10 points for alignment with university's strategic objectives, as determined by the deans' scores (see #8 below)
  6. 10 points for potential for interdisciplinary collaboration, as determined by the deans' scores (see #8 below)
  7. 10 points for miscellaneous factors (*e.g.*, accreditation needs, graduation and retention rates, other indicia of quality, *etc.*), as determined by the deans' scores (see #8 below)
  8. After all requests have been received from the colleges, copies of all requests will be provided to the deans. Each dean will provide his/her "score" on #4, #5, #6, and #7 above. For each request in these four categories, the high and low scores will be eliminated; the mean of the remainder will constitute the scores for the request.
  9. After all requests have been scored, then the requests will be listed from highest total score to lowest score. The results will be an important, but not exclusively determining, factor in the Provost's final decision of which searches to authorize.
  10. The Provost will authorize a sufficient number of searches to expend the funding allocation for tenured/tenure-track searches.
- H. With respect to requests for lecturers, there would be a similar methodology.
1. 100 total points available
  2. 50 points for teaching need allocated by the Vice Provost for Academic Planning, in consultation with the dean of the College of Graduate Studies, based on: (a)

- Delaware Study comparison data; and (b) ratios of faculty to student credit hours in the affected department.
3. 15 points based on dean's priority ranking, as well as alignment with the college's strategic faculty hiring plan, as determined by deans' scores
  4. 15 points for alignment with university's strategic objectives, as determined by deans' scores
  5. 10 points for miscellaneous factors, as determined by deans' scores
  6. 10 points for potential for interdisciplinary collaboration, as determined by deans' scores
  7. Deans' scores compiled pursuant to process described in G.8. above
  8. Provost's decisions made pursuant to process described in G.9. above
- I. The Provost may authorize a search to a different pool, after consultation with the requesting dean and the department chair.
  - J. Searches for visitors should only be authorized to deal with unanticipated needs or to provide a temporary solution to an existing need.
  - K. In very unusual cases, the Provost may decide to evaluate the merits of a faculty hiring request without resorting to the process described in Section G or Section H.
  - L. The Provost should make determinations by April 15.
  - M. In September, the Provost should provide a report to PBAC. This report should include information regarding (1) the result of faculty searches conducted during the previous academic year; (2) the number and type of faculty vacancies generated during the previous academic year; and (3) the number and type of faculty searches authorized by the Provost pursuant to this process.