

March 1, 2010

To: TTU Deans

From: Provost Bob Smith
Vice President for Research Taylor Eighmy

Cc: President Guy Bailey
Chief Operating Officer and Senior Vice President for Administration and Finance Corky Dragoo
Senior Vice President for Enrollment Management and Student Services Michael Shonrock
Vice President for Institutional Diversity, Equity and Community Outreach Juan Munoz
Chief of Staff Grace Hernandez
Associate Vice President for External Relations Mary Diaz
Senior Vice Provost Rob Stewart
Vice Provost for Planning and Assessment Valerie Paton

Re: FY2010 Faculty Hiring Offer Letter Language

As a companion memo to our strategic hiring memo from January 17th, 2010, we want to share with you language that we recommend for use in offer letters to faculty candidates. As we all recognize, we have critical opportunities to insure that our faculty hiring efforts are accomplished as wisely and strategically as possible, especially relative to the eight themes identified during our recent strategic planning efforts. Accordingly, we again have copied the TTU senior leadership because they are clearly invested in our hiring efforts and successes. You will find here suggested language for offer letters that we hope will be used as we partner in making faculty hiring one of the most important things we will do in making our strategic plan a reality.

The language has been developed for three categories of hires as noted below. Feel free to add expectations in categories not addressed here (*e.g.*, teaching, advising, publications, engaged outreach that is unique to your college or school). We also recognize there may be situations where these examples may not be applicable, especially when hiring at the Associate or Full Professor level. Nonetheless, the language reflects our high expectations for candidates hired now and for the future, and to reflect ultimately on accountability around performance, annual reviews, P&T evaluations, post-tenure reviews, faculty development, and mentoring of faculty. In any special cases, or in the cases of hiring Research

Faculty (*e.g.*, Research Assistant Professor), we will be pleased to work with you to tailor this language.

As requested in our January 17th memo, offer letters should be reviewed and approved by both of us prior to transmittal to the faculty candidate.

Traditional Hires in the Social Sciences, Humanities and Creative Arts (Particularly those at the Assistant Professor Level):

“As you know, Texas Tech is embarking on a major initiative that will position us as the next national Tier 1 research university in Texas. You will be joining our institution during a major growth phase and a period of major opportunities for all TTU faculty members. Further, you come at a time when the institution has a clear mandate, as described in our new strategic plan, around the notion of TTU becoming a great public research university. Our intent is to bring to Texas Tech outstanding and collegial faculty who fit into our academic culture, adhering to the integrated scholar model, and all with a focus on excellence in research, scholarship and creative activity.

It is the collective wish of TTU’s leadership that your focus will be on outstanding scholarship, externally funded research, scholarship and creative work (as available in your discipline), graduate student support (as applicable to your discipline), teaching, advising, undergraduate research, and national service and engaged outreach. These elements will become parts of your pre-tenure and tenure and promotion review processes that are used in your collegiate unit and during post-tenure review.

Expectations around some of the above-mentioned categories are outlined below.

Externally-Funded Research: You are expected to be successful in obtaining external support for your scholarship from organizations such as the National Endowment for the Humanities, the National Endowment for the Arts, foundations and organizations external to Texas Tech University, corporate foundations, and in some cases, the National Science Foundation, the National Institutes for Health, the U.S. Department of Education, or the U.S. Department of Health and Human Services (or their equivalents in state agencies).

Graduate Student Support: You are expected to be successful in advising, and in some cases supporting, graduate students under your supervision; especially doctoral students.

Undergraduate Research: We expect you to engage in activities through your department, the Honors College, the Center for Undergraduate Research, and other programs at Texas Tech that encourage and foster undergraduate participation in your scholarship.

Traditional Hires in the STEM Disciplines (Particularly those at the Assistant Professor Level):

“As you know, Texas Tech is embarking on a major initiative that will position us as the next national Tier 1 research university in Texas. You will be joining our institution during a major growth phase and a period of major opportunities for our faculty. Further, you come at a time when the institution has a clear mandate, as described in our new strategic plan, around the notion of TTU becoming a great public research university. Our intent is to bring to Texas Tech outstanding and collegial faculty who fit into our academic culture, adhering to the integrated scholar model, and with a focus on funded research.

As an integrated scholar, it is expected that your focus will be on federal extramural research, outstanding research and scholarship, graduate student support, teaching, advising, undergraduate research, and national service and engaged outreach. These elements will become parts of your pre-tenure and tenure and promotion review processes that are used in your collegiate unit and during post-tenure review.

Your start up package, described in the attachment, is typically provided over a three-year period on an annual basis. The funds come predominantly from the Vice President for Research and the Provost. The annual availability of these funds after your first year is subject to adequate performance review relative to the expectation outlined here and as documented in your faculty annual review and is subject to approval by the Vice President for Research in consultation with the department chair and the Dean.

Expectations around some of the above-mentioned categories are outlined below.

Externally-funded Research: As a benchmark, we expect that you will obtain significant levels of extramural research from agencies such as the National Science Foundation, the National Institutes of Health, the U.S. Department of Agriculture, the U.S. Department of Energy, etc. If your discipline has an NSF directorate that funds research in your area, we also anticipate your applying for an NSF CAREER award (or its equivalent with other federal agencies) and we expect a leveraging of such awards into other extramurally funded awards.

Graduate Student Support: You are expected to be successful in advising, and supporting graduate students under your supervision; especially doctoral students—where applicable. You are also expected to obtain support for students on research assistantships. Our focus is clearly to increase the efforts of faculty to secure external funding to support graduate student research assistantships, especially doctoral students.

Undergraduate Research: We expect you to engage in activities through your department, the Honors College, the Center for Undergraduate Research, and other programs at Texas Tech that encourage and foster undergraduate participation in your scholarship.”

Strategic Hires:

“As you know, Texas Tech is embarking on a major initiative that will position us as the next national Tier 1 research university in Texas. You will be joining our institution during a major growth phase and a period of major opportunities for our faculty. Further, you come at a time when the institution has a clear mandate, as described in our new strategic plan, around the notion of TTU becoming a great public research university. Your position is one of the first in a series of annual strategic hires whose focus is on significant extramural research for the university for this year. Our intent is to bring to Texas Tech outstanding and collegial faculty who fit into our academic culture and are true leaders, adhering to the integrated scholar model, and all with a focus on funded research. In most cases, strategic hires

are expected to bring extensive funding with them. Commensurate with being a strategic hire and the higher salaries, larger start up packages, increased F&A (indirect cost) return, and reduced teaching that accompanies such status, are expectations around research performance.

It is expected that your focus will be on federal extramural research, large funding initiatives supporting centers or programs, outstanding scholarship, graduate student support, teaching, advising, undergraduate research, national service and outreach, junior faculty mentoring, and programmatic leadership. These elements will be a part of your post-tenure review process that is used in your collegiate unit.

Your start up package, described in the attachment, is typically provided over a three-year period on an annual basis. The funds come predominantly from the Vice President for Research and the Provost. The annual availability of these funds after your first year is subject to adequate performance review relative to the expectation outlined here and as documented in your faculty annual review and is subject to approval by the Vice President for Research in consultation with the department chair and the Dean.

Further, special arrangements around increased F&A return can be explored as part of this start up offer, particularly if we can establish benchmarks around expected outcomes. We expect that such special funds would be used for special initiatives around starting a new center or institute, in helping support research faculty (*e.g.*, Research Assistant Professors), in the acquisition of major instrumentation, etc.

The expectations around some of the above-mentioned categories are outlined below. It is anticipated that your teaching load would potentially increase, assigned research space could potentially decrease, and arrangements around F&A return would be changed if performance around these measures dramatically decreased:

Federal Extramural Research: As a benchmark, we expect that levels about _____ (Our suggested range is \$300k to \$1M per year, depending on the discipline of the candidate) in annual research expenditures would be

maintained after a reasonable period associated with your move to Texas Tech and new proposals that you would be submitting. We would expect this benchmark to begin about a year after your arrival. The transfer of existing awards that you have now can count to this measure.

Large Funding Initiatives: Ideally, we are interested in your pursuing significant support for large interdisciplinary research programs or centers located in the college and we believe such activities should be continually supported. This support can come from federally competed programs, corporate sponsored research, or corporate and private foundations. The Office of the Vice President for Vice Research and Institutional Advancement will assist you here.

Graduate Student Support: You are expected to be successful in advising, and supporting graduate students under your supervision; especially doctoral students. We expect you to carry at least _____ Ph.D. students annually on research assistantships (Our suggested range is 5 to 10, depending on the discipline of the candidate). You are expected to support students principally on research assistantships. Our focus is clearly to increase the efforts of faculty to secure external funding to support graduate student research assistantships, especially doctoral students.

Undergraduate Research: We expect you to engage in activities through your department, the Honors College, the Center for Undergraduate Research, and other programs at Texas Tech that encourage and foster undergraduate participation in your scholarship.

One final note: Akin to our January 17th memo, these suggestions emanate from the discussions we have had during our strategic planning deliberations during the past several months and will benefit from our continuing conversations. We recognize that we are literally “all in this together” and we will need your best thoughts for possible modification of future guidelines. So, please know that our hope is to make our hiring partnerships as strategic and productive as possible. In all of these efforts, we will greatly appreciate and TTU will benefit from your cooperation and good will.