STRATEGIC PLAN 2024

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MISSION, VISION, & GOALS

VISION STATEMENT

UK: Where Faculty Excel and Thrive

MISSION STATEMENT

Our mission is to provide support and resources to enhance faculty careers. We do this by partnering with units to recruit, support, retain, and develop a dynamic faculty. We offer professional development opportunities, promote leadership development, celebrate achievements in teaching, scholarship, and service. We leverage information systems to tell a comprehensive story of the faculty experience at the University of Kentucky.

GOALS

The Office for Faculty Advancement (OFA) will support an environment where faculty excel and thrive by:

1. Providing robust, consistent, transparent, supportive, and welcoming faculty recruitment and onboarding processes
2. Providing excellent resources for faculty development to ensure faculty achieve academic excellence and career progression
3. Providing robust leadership development programs to support succession planning and individual development
4. Demonstrating clarity, transparency and clarity in all actions to support faculty vitality
5. Leveraging information systems to tell a comprehensive story of the faculty experience
6. Coordinating the Faculty Affairs Work Group (FAWG) to collaborate with college actions for faculty development and advancement

TACTICS

1. Searches
    a. Ensure searches are robust and transparent.
    b. Maintain documentation of search policies and processes in cooperation with human resources and Legal Counsel.
    c. Ensure search process workflow is efficient and user-friendly
    d. Develop and monitor standards for search best practices

2. Offer Letters
    a. Ensure offer letters are clear and transparent, are compliant with title series requirements, clearly document expected responsibilities, and that expected responsibilities are attainable and aligned with promotion expectations for the unit.
    b. Partner with departments/colleges to standardize best practices, such as offer letter templates, and share lessons learned
    c. Maintain, monitor, and update faculty hiring workflow to ensure efficiency, quality, and completeness
    d. Provide periodic trainings to academic unit leaders, chairs, and Deans regarding faculty hiring processes and expectations to help ensure implementation of best practices
    e. Continually assess equity in base salaries and administrative stipends

3. Faculty Personnel Actions
    a. Set robust, efficient, and clear expectations around initial appointments at advanced ranks (expedited dossiers)
    b. Ensure faculty appointments are processed in a timely and efficient manner, in compliance with regulations and in support of academic unit needs

4. New Faculty Orientation
    a. Provide New Faculty Orientation programs that meet faculty needs, including content to support mission areas and goals of different title series and ranks
    b. Use New Faculty Orientation as a way to introduce new faculty to the campus environment and facilitate their engagement and belonging

4. New Faculty Orientation (cont.)

    c. Leverage information systems to ensure inclusion of all

    d. Partner with colleges to ensure comprehensive and inclusive programs

    e. Conduct periodic assessments to ensure program content is meeting needs and expectations

5. Onboarding

    a. Maintain and work with colleges to update a library of onboarding checklists, faculty handbook, and other onboarding resources

    b. Participate in college faculty onboarding programs at the request of the colleges

    c. Collaborate with campus administration units (Human Resources, Office for Community Relations, Office of the Vice President for Research, etc.) to promote their faculty-facing programs to new faculty

    d. Work with information system users at the college level to ensure efficient and complete onboarding of new faculty into Faculty Database, SAP, EPS, Faculty Success, and other systems as needed

    e. Collaborate with colleges to assess faculty experience at the one-year checkpoint for new faculty members to document first-year experiences and drive improvements

    f. Partner with colleges and the Office of the Provost to provide onboarding support for new senior faculty administrators (academic unit leaders, chairs, deans, and similar roles)

GOAL 2: provide excellent resources for faculty development to ensure faculty achieve academic excellence and career progression

TACTICS

1. Faculty Development Programming
   a. Provide a range of faculty development programs and trainings to meet needs
   b. Ensure access, community, and engagement for all events, with the inclusion of staff in programs where appropriate
   c. Conduct periodic assessments to ensure that programs meet faculty needs and expectations

2. Partner with the Center for the Enhancement of Learning and Teaching (CELT) to provide a range of services to support faculty teaching and educational development
   a. partner with CELT on faculty and leadership development programs as well as projects and initiatives related to faculty teaching and educational development
   b. connect faculty and department/college leadership to CELT as needed for instructional support and development activities

3. Maintain and communicate highest standards around promotion and/or tenure actions
   a. In collaboration with departments and colleges, ensure department/academic unit rules and Statements of Evidence are periodically reviewed and revised and compliant with regulations
   b. Provide regular faculty development sessions aimed at demystifying promotion and tenure processes
   c. Provide guidance and support for administrative staff, academic unit leaders, chairs, school directors, and deans in leading faculty through promotion and/or tenure processes
   d. Provide guidance and training for members of college and provost area review committees to ensure compliance with regulations and quality of dossier reviews
   e. Provide automatic notifications to academic units and pre-tenure faculty of timelines for progress to promotion reviews as well as promotion deadlines (recognizing units may opt out of these notifications)

TACTICS

1. **Design, implement, operate and assess the university component of external training programs** such as the Kentucky Council on Postsecondary Education Faculty Leadership Academy (CPE FLA) and SEC Academic Leadership Development (ALDP) programs

2. **Design, implement, operate and assess campus-based leadership training programs** such as Chairs Academy I and II

3. **Design, implement, operate and assess New Deans Onboarding and Orientation programs**

4. **Provide support and sponsorship for faculty and staff development programs** such as the Women's Executive Leadership and Development (WELD) program

5. **Design, implement, operate and assess new faculty and staff development programs in response to need**

6. **Provide platforms to facilitate networking among program alumni to build peer mentoring and support**

7. **Conduct periodic assessments to ensure that programs are meeting needs and expectations**
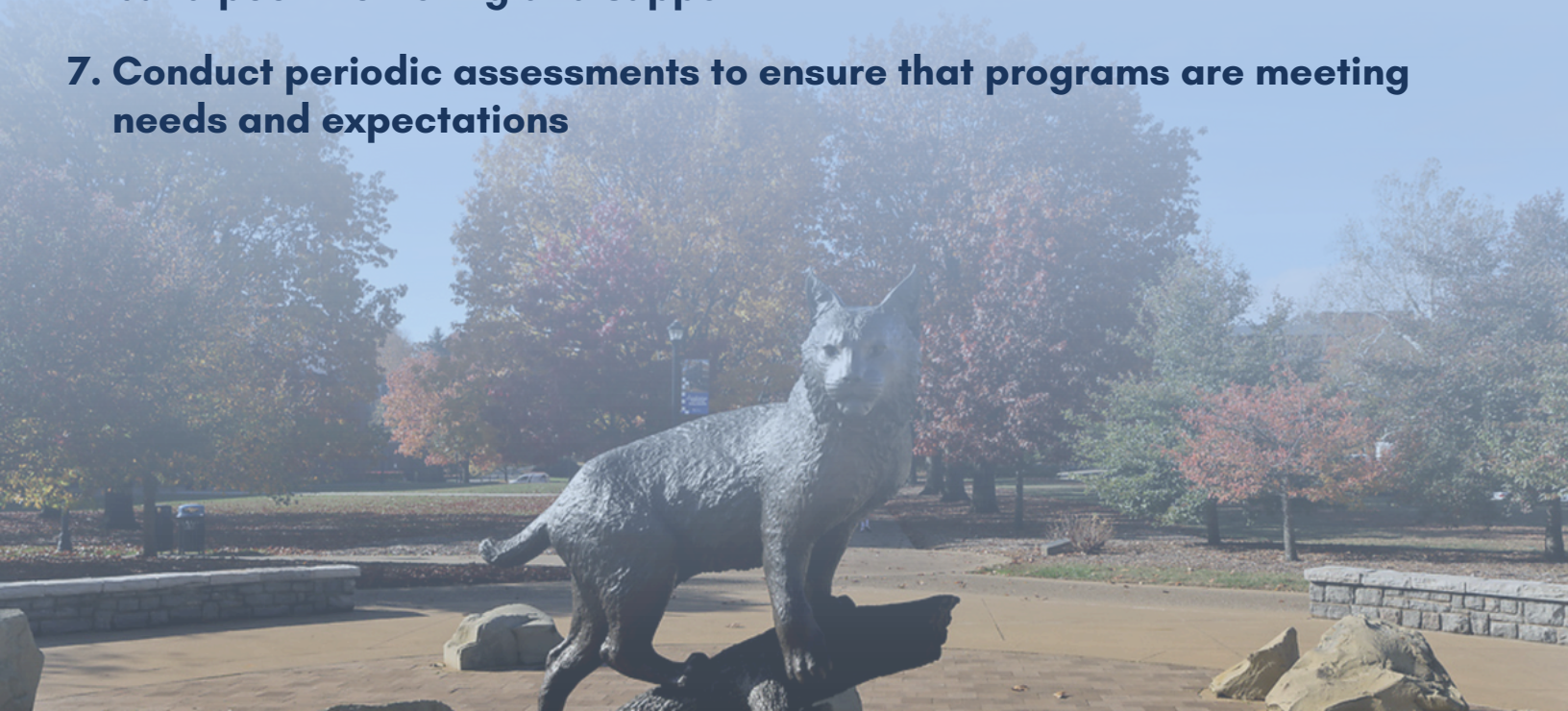
TACTICS

1. **Maximize faculty access to campus services such as counseling, elder care, and benefits**

2. **Assess and address equity**
   a. Collaborate with colleges to assess and address equity analyses in faculty compensation, appointments to administrative roles, access to faculty resources, and other topics
   b. Partner with Institutional Research, Analytics and Decision Support (IRADS) to develop a standardized yearly report with statistical significance tests around retention and career progression for faculty, disaggregated by appointment types (unit, rank, title series) and demographic groups
   c. Partner with IRADS to produce yearly reports on faculty demographics and appointments in the various title series

3. **Facilitate efficient and user-friendly workflows around leave such as family medical leave and sabbaticals**
   a. Design, implement, and monitor electronic, user-friendly, and HIPAA-compliant processes
   b. Periodically review faculty leave policies, update as needed, and communicate to ensure awareness and compliance

4. **Design, implement and operate faculty recognition and appreciation programs**
   a. Sabbatical Symposium
   b. Teaching Showcase
   c. Outstanding Teaching Awards
   d. Awards and Nominations
   e. Alumni Professorships
   f. Wethington Awards
   g. Additional programs as needed

5. Coordinate and support faculty nominations for university and external awards
   a. Partner with Office of the Vice President for Research to better track faculty awards in Faculty Success and report on these awards

6. Conduct, report out, and respond to faculty exit interviews
   a. Expand exit interview/survey process to include retiring faculty
   b. Develop and disseminate better offboarding resources for faculty (inverse of onboarding checklists)
   c. Monitor faculty exit interview data; communicate results at least annually, and use data to develop new programs or interventions

7. Build a healthy community by developing standards and accountability around professional behavior
   a. Create and lead a professional behavior task force
   b. Develop templates assessing professional behavior that can be incorporated into academic unit rules, faculty evaluation standards, and statements of evidence for promotion
   c. Collaborate with colleges to create a culture of accountability

8. Collaborate with colleges to review work/life survey data to identify areas of concern and areas of impact
   a. Partner with Human Resources and Institutional Research, Analytics and Decision Support (IRADS) to explore possibilities in better utilizing the biannual work-life survey to identify needs and gaps in faculty work-life experience

GOAL 5: leverage information systems to tell a comprehensive story of the faculty experience

TACTICS

1. Support documentation of faculty records through the Faculty Database, Effort Planning System, Faculty Success, Laborsoft, and TCE System

    a. Implement consistent validity checks on data, and coordinate with colleges to be constantly ensuring valid, timely, and complete faculty data

    b. Coordinate with UK Information Technology Services (UKITS) to ensure high levels of support for these systems

    c. Coordinate with Institutional Research, Analytics and Decision Support (IRADS) to leverage these information systems to tell a comprehensive story about our faculty and drive institutional change

    d. Provide opportunities for individual faculty to learn how to better utilize their own data to tell their career story

    e. Coordinate with OSPIE and IRADS to provide valid faculty data and tell our story to accrediting bodies such as SACSCOC and KY CPE

    f. Using Laborsoft, maintain documentation about occurrences and responses to reports of lapses of professionalism

2. Work with partner units to identify and revise policies and processes for improvement

    a. Partner with Provost Budget Office, Faculty Affairs Work Group, Policy Review Committee, Faculty Senate, and academic unit heads

    b. Periodically review and assess existing policies and procedures and recommend updates, revisions, and clarifications as needed

    c. Build and utilize electronic workflow systems for faculty actions (such as recruitment, appointments, and administrative assignments) to improve efficiency of faculty and ensure maintenance of documentation of processes

    d. Provide ongoing training and support to colleges on the implementation of faculty policies and processes

3. **Collaborate with colleges to develop standardized Distribution of Effort allocations that accurately reflect faculty workload**

4. **Work with appropriate units to develop transparent, equitable, and standardized Conflict of Interest management processes**

5. **Clearly communicate OFA programs and goals with faculty and college leaders, and facilitate quality user experience with OFA**

6. **Maintain and regularly update OFA website**

7. **Utilize FAWG, Deans' meetings, Faculty Focus, and other forums to ensure communication around all events and activities**

8. **Maintain accountability for the OFA budget and internal business procedures**

GOAL 6: coordinate the Faculty Affairs Work Group to collaborate with college actions for faculty development and advancement

TACTICS

1. **Hold regular meetings with FAWG members for bidirectional communication**

2. **Collaborate with colleges to facilitate exchange of best practices and reduce unnecessary variation in approaches to faculty actions** such as recruitment, retention, development, recognition and rewards, promotion and/or tenure

3. **Share and discuss data related to faculty actions to ensure shared awareness of potential issues and concerns and to develop collaborative approaches to ensure that all faculty across campus have access to resources and support as needed**