

Report of the

Chancellor's Task Force on Rewards and Recognition

A Task Force (membership appended) was established to review the status of activities and resources that pertain to Faculty Rewards and Recognition, as well as strategies to enhance these activities.

An initial meeting was held January 28, 2009 at which time a specific charge was given to the committee by Paul Terranova and Steve Warren. That charge was to address whether KU (includes KU and KU Medical Center) should develop a broader set of standards and metrics as the basis for recognizing, acknowledging, and rewarding faculty for discovery and innovation. It was anticipated that a white paper of ~2-5 pages would result from the committee activities.

Discussion at the meeting centered around three major topics, with data accumulated later.

1. Recognition of Faculty via Distinguished University Professorships and Endowed Professorships.
 - There are currently ~75 University Distinguished Professors, with seven located at KUMC and the remainder at KU. The roster of individuals currently holding a UDP is appended.
 - There are 80 Endowed Professorships, with 47 at KU and 33 at KUMC. The list of current holders of various named EPs is appended. The majority of these are rotating or term-limited, most typically a five-year term. There are currently seven vacant positions.

The most likely reason for the limited number of University Distinguished or Endowed Professorships is the financial restraint imposed by the need for large endowment balances in order to maintain annual disbursements.

2. Recognition of Faculty via Teaching Awards and Research Awards
 - There are numerous Teaching Awards annually awarded to faculty at different academic levels (assistant, associate, full professors). These also include various monetary supplements. While the W.T. Kemper Awards for Teaching Excellence awards have been well received by the faculty, they will end in the near future and will need to be replaced. Typically, 20 such awards are granted annually. Nine Chancellors Club Teaching Professors are awarded annually. Other awards recognizing excellence in teaching include the following, usually awarded to one to three individuals annually:
 - Chancellor's Club Teaching Awards
 - Chancellors Distinguished Teaching Award
 - H.O.P.E. Teaching Awards
 - Byron T. Shutz Award for Distinguished Teaching
 - Silver Anniversary Teaching Award
 - Ned N. Fleming Trust Teaching Award
 - TIAA-CREF/ING Excellence in Teaching Award
 - Wally and Mary Steeples Faculty Award for Outstanding Service to Kansas
 - George and Eleanor Woodyard International Educator Award

- Thelma and Edward Wohlgemuth Faculty Scholar Award
 - Meredith Docking Young Faculty Scholars
 - Archie and Nancy Dykes Teaching Award
 - Chancellor's Club Career Teaching Award
 - Chancellors Distinguished Teaching Award
 - Ruth Bohan Teaching Professorship
 - School of Medicine Executive Dean's Distinguished Mentoring Awards
- There are also a number of Research Awards awarded annually. At KUMC four Faculty Research Investigator Awards are typically awarded annually. One Chancellors Club Research Award is awarded. There does not appear to be a single clearing house for similar awards on the Lawrence campus.

Annually, four individual Higuchi Research Achievement Awards are designated for four specific areas of activity.

- Balfour Jeffrey Award – Humanities and Social Sciences
- Olin Petefish Award – Basic Sciences
- Dolph Simmons Sr. Award – Biomedical Sciences
- Irvin Youngberg Award – Applied Sciences

There was discussion that a valuable use of Faculty research awards would be to reduce or free-up time from teaching. This could be achieved through mechanisms of summer salary support, sabbatical awards (a fellowship that would provide for the non-university half of one full year salary), and fellowships to a mentor for graduate student support.

3. Other Forms of Faculty Recognition

- Additional means of publicizing and recognizing faculty achievements include weekly newsletters. There was consensus that recognition should extend to co-investigators as well as principal investigators. Likewise, this should include acknowledgement of awards or recognition in teaching, research, and service.
- One form of recognition by peers and the institution is Promotion and Tenure. There was discussion about whether the current standards for P&T were either too narrow or were being interpreted too narrowly by P&T committees. While this might be most obvious in the area of research (e.g., no recognition of patents, inadequate credit for co-Principal Investigator efforts, lack of recognition as independent investigator for individual projects within a program project grant), there was concern that similar narrow definitions might unfairly impact faculty activities in teaching and service.

A general consensus was reached that there were two primary reasons for enhancing recognition and reward for faculty achievements. First there is the pragmatic purpose of increasing faculty productivity by providing support for activities, release time, etc. Institutionally this also achieves the goal of helping to retain valuable faculty, both by monetary reward and by public recognition. A second major reason is simply to reward and acknowledge valuable contributions to the institution, particularly by individuals with a long history of service. While this may not transfer specifically to increased productivity on the part of the awardee, it is likely to have a positive effect on faculty morale and may therefore enhance general faculty productivity and retention.

Recommendations of the Chancellor's Task Force on Rewards and Recognition

The committee recommends increasing rewards for research to satisfy two university-wide goals.

1. One goal is to develop awards and rewards that will increase research productivity. The purpose here is not to merely honor past achievements, but to provide resources, including time, to increase the scale and value of future research efforts. We recommend two initiatives that should expand the KU research enterprise:
 - Increase the number and distribution of *Endowed* and *University Distinguished Professorships*. This should be among the highest priorities for university fund raising. The goal of these distinguished professorships would be to provide resources in terms of reduced teaching, funding for doctoral students and postdoctoral fellows, and other forms of support. Distinguished professorships provide an opportunity to attract the best researchers to KU, but, as importantly, to reward the many top scholars who have made their careers at KU.
 - Create three- to five-year competitive research fellowships for faculty at all academic levels. These fellowships, like distinguished professorships, would provide enhanced support and time for research, but, unlike distinguished professorships, would be for a limited time. Faculty would compete for these time-limited fellowships through a rigorous peer-review process. These fellowships could be associated with sabbatical leave proposals (i.e., to provide support for the non-university half of one full year salary).
2. A second goal is to provide more recognition and visibility for research accomplishments.
 - Develop a *Research Excellence Award* similar to the Kemper Teaching Excellence Awards. It is premature to suggest the number of annual awards or the amount of money associated with them. As with the Kemper, we recommend that the awards provide high visibility to the recipients. We suggest that the award selection process be transparent, even if the granting of the awards remains a surprise.
 - Examine current publications and other public relations efforts to seek ways to *highlight research accomplishments*. Many major research projects involve teams of researchers, and we suggest greater attention should be given in publicity to Co-I's and team members rather than placing a singular spotlight on the PI or team leader.
3. Additional ideas to be considered, that have less to do with recruitment and retention of faculty than with simply recognizing the accomplishment of faculty.
 - While an increase in awards and professorships requires identification of additional funds, enhanced recognition can be achieved at minimal expense. A specific target could be those faculty who achieve national recognition, e.g., through receipt of a prestigious award from a national professional society. Options range from an annual dinner with the Chancellor for all faculty that are so recognized, to a monthly reception or ceremony, to a focused ceremony or reception within the faculty member's department. For the latter, timing the ceremony to receipt of the national award would probably maximize the impact and appreciation by the faculty member. Such an approach may be particularly

appropriate when the award is for lifetime achievement and a body of work, rather than one specific and recent accomplishment. “Applications” for recognition could be initiated either by the individual faculty member or by the department which should best appreciate the value of the accomplishment. This need not be restricted to research accomplishments but could include teaching and service recognition at the national level. Bottom line: there is no reason our faculty should be accorded greater honor off-campus than they receive within their academic family.

- Within the academic family, one area where we could improve recognition is when faculty transfer to emeritus status. This event typically signals a long service to the University, as well as a desire to continue to contribute. While “retirement parties” should remain the province of individual departments, the University could sponsor a ceremony to celebrate all faculty who are being “promoted”. Minimal expense and no additional long-term commitment; but a well-deserved acknowledgement of their dedication to the University.

Composition of the Chancellors Task Force on Rewards and Recognition:

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