

Office of the Provost Faculty Webinar

Spring 2022

Northwestern

Today's Agenda

- Introduction
- Faculty hiring presentation
 - Resource planning and priorities
 - Strategic hiring
 - Planning and processes
 - Diversity in searches
 - Questions
- General questions

FY2023 Resource Planning Priorities

Priorities for FY2023 resource allocation reflect our commitment to sustaining and growing a breadth of excellence across the University.

- Three priority areas for investment are:
 - Targeted and strategic investments to ensure the University attracts, develops and retains our critical talent; retaining our faculty and staff are a top priority
 - Specifically, faculty and staff compensation the highest priority
 - Enhancement of our intellectual eminence through high-impact investments to drive the intellectual agenda
 - Continued funding of priority needs to maintain health and safety of our community during the pandemic

Sustaining and Building a Breadth of Excellence

Northwestern aims to sustain and expand a breadth of excellence across the University through a focus on enhancing our intellectual eminence and positioning for the future.

- Requires building on areas of strength across faculty, students, and the research enterprise, and responding to the University's dynamic landscape
- Reflected in strategic investments to support faculty hiring and retention and research growth and capital projects focused on space for research and interdisciplinary social sciences
- Looking forward, key opportunities to invest in our intellectual eminence are reflected in our resource allocation priorities and capital plan

Enhancing the University's Intellectual Eminence by Identifying and Strengthening Key Intellectual Areas

- Faculty Recruitment and Retention – Recruit and retain faculty who will help the University pursue new and exciting opportunities aligned with overall strategic priorities
- Excellence in Disciplines – Maintain and strengthen the commitment to excellence in disciplines where excellence already exists; devote resources to areas where Northwestern is on the cusp of excellence.

School and Department Actions to Sustain Excellence

- **Schools and departments employ a range of strategic tactics that aim to recruit and retain faculty and sustain and build institutional excellence.**
- These include efforts to enhance diversity and maintain the University's position as a home of new ideas
 - New endowed professorships
 - Pipeline programs
 - Cluster hires
 - Research centers
 - Cross-school hiring
 - Faculty development programs
 - Strategic promotion
 - Award programs/seed funding
 - Target-of-opportunity recruitment

University and Faculty Excellence are Intertwined

Northwestern's faculty reflect the University's commitment to excellence in and across disciplines.

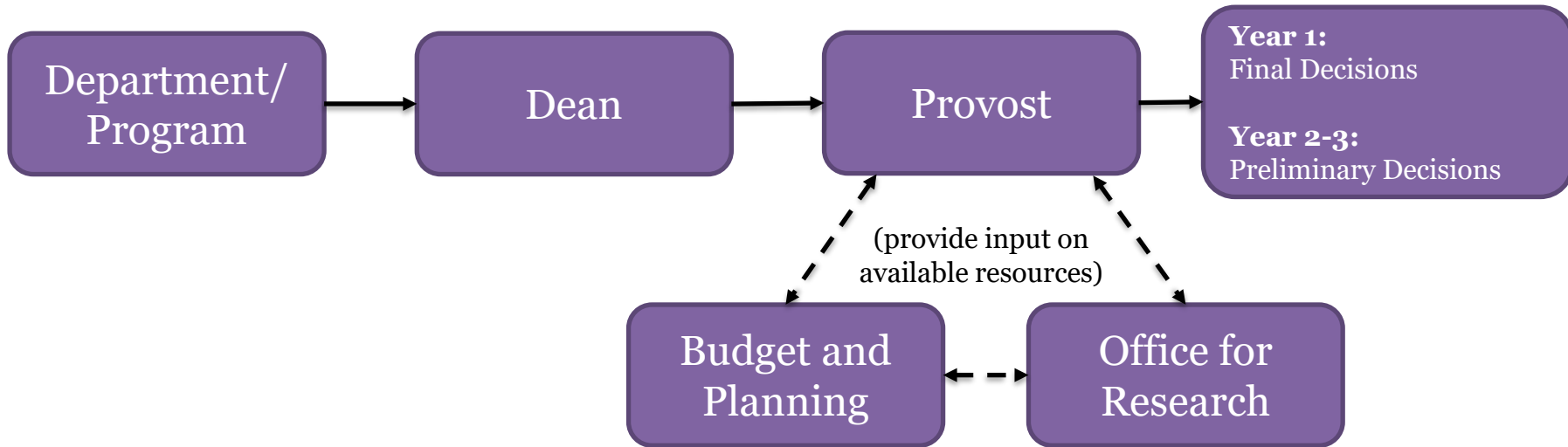
- Last year, the deans developed a three-year strategic faculty hiring plan for their schools, including plans for deployment of open lines that are consistent with academic priorities
 - Faculty retirements and delays of some searches now represents an unprecedented opportunity for the University to further invest in its faculty
 - 56 long-serving tenured faculty will retire by August 2022
 - Represents 5% of the University's tenured faculty overall
 - Historic opportunity for strategic investment to renew and diversify Northwestern's faculty

Hiring Planning and Processes

The Office of the Provost moved to a three-year faculty hiring planning model last year.

- Schools submitted proposed searches for FY2022-24 (which will yield new faculty starting in FY2023-25)
- The Office of the Provost issued decisions for Year 1 of this plan, with conditional decisions for Years 2 and 3.
- This year, the Office of the Provost will meet with the deans to finalize decisions for the coming year and add a new proposed Year 3.

Process Flow: 3-year Faculty Hiring Plan



Considerations: Academic, Financial, Operational

	Academic/ Research Priorities	Financial: Salary	Financial: Start-up/Lab	Space availability	Available Line/ Position	Teaching Need	Strategic Alignment
Tenure-Track: STEM	●	●	●	●	●	◐	●
Tenure-Track: Arts/Humanities/ Other disciplines	●	●	◐	◐	●	◐	●
Non-Tenure Eligible	◐	●		◐		●	●

Requests and Approvals: Example School

		Requested		Approved*		Rationale
		Fill existing line/position	New line/position	Fill existing line/position	New line/position	
Dept A: STEM	Tenure Track	5	1	3	1	<i>Invest in new lines based on strategic alignment; reduce backfill approvals as a result</i>
	NTE	4	1	4	1	
Dept B: STEM	NTE	3	-	3	-	<i>Approve all based on teaching need</i>
Dept C: Arts/ Humanities	Tenure Track	4	2	4	0	<i>Prioritize replacement hiring to recover from significant retirements; de-emphasize new headcount</i>
	NTE	1	-	1	-	
Dept D: Arts/ Humanities	Tenure Track	4	2	4	1	<i>Requests broadly affordable and in alignment with academic strategy</i>
	NTE	4	-	4	-	

**Note: This table shows one possible outcome of these requests, based on the provost's and dean's consideration of the factors noted on the previous slide. Depending on strategic priorities and available resources, balance between filling existing positions and approving new positions could change.*

Diversity in Searches

The diversity and excellence of our faculty is critical to Northwestern University's position as a leading research and teaching university.

- Defined as: the removal of barriers and the creation of spaces that allow individuals to engage in the full life of the University.
- Success requires concerted, well-planned, intentional actions on the part of all faculty as well as search committees, department chairs, deans, and the institution at large.

Strategy and Process Summary

- The University works daily to sustain and further build a breadth of excellence across the institution
- This is demonstrated in decisions to build on areas of strength and respond to the dynamic environment within and surrounding the University
- Action has been taken to leverage key opportunities with faculty, undergraduates, and graduate students through teaching and learning, research, innovation, and translation
- Despite the challenges presented by the recent financial constraints and the COVID-19 pandemic, we have continued move forward
- Through the three-year planning process, work is underway for continuing our upward trajectory as we focus on sustaining our momentum over the next two years
- Hiring decisions must balance the complex considerations of budget, space and other factors while considering school priorities

Questions?