Attract and retain quality personnel (faculty and staff).
Fully staff the university for excellence.


1. Background.

The faculty, and the staff that make their educational tasks possible, are the foundation of any quality University.
Despite the climate of financial limitations and budget reductions, maintaining our personnel at UMKC is of the highest priority.

Factual basis of the proposal (Numerical data from the Vice-President’s Office, April 2001):

- In 1999-2000, the University of Missouri employed 2241 regular faculty across all 4 campuses. This included at UMKC 144 full Professors, 156 Associate professors and a similar number of Assistant Professors.
- Historical analysis predicts that each year approximately 2.5 % of probationary faculty will leave the University, 2.5 % of tenured faculty up to the age of 62 and approximately 2 % of tenured faculty above 62 years of age. Cumulatively, based on the 1999-2000 numbers, the expected number of faculty positions that will have become open by 2003-2004 is 900, system-wide, or between 180 and 200 at UMKC. (Excluded are the 400+ Mission Enhancement positions, system-wide that have a uncertain future.) This represents forty percent of the current faculty positions that will become vacant over a period of 5 year.
- Recruitment of faculty is currently difficult as the supply is limited and starting salaries for new or transferring faculty are $20,000 - $30,000 higher than current salary levels, provided that any faculty can be found and excluding such factors as hiring with lower teaching loads and increases in start-up costs, especially for those areas with few available candidates. For some areas and disciplines like computer sciences, engineering, business, medicine or molecular biology, new salaries must be much higher in order to be competitive and hire new faculty.
- With current average salaries at UMKC of $88,100 for full professors and $64,000 for associate professors, increasing salaries for new hires by $20,000 or more will require significant raises in competitive salaries of faculty currently employed at UMKC. Otherwise, one should anticipate a sharp increase in the rate of faculty leaving UMKC (as observed during the year of the $400 raise) for other, higher paying positions at other institutions.
- At the current — or increased — rate of opening faculty positions, the foundation of UMKC as a University is at stake:
  a. At one extreme, we do not fill the positions because we do not have the funds available. This would lead to increased teaching loads for each faculty member with less time for innovation of teaching and creative teaching strategies, for research and scholarship, and for involvement in the urban community. This will impede or prevent us from reaching ANY of the visions set for UMKC. Also, under these conditions, the rate of faculty leaving UMKC will accelerate, leading necessarily to program elimination.
  b. At the other extreme, we try to fill the positions, cost-what-cost, to maintain academic programs, diversity, faculty time. E&E funds will come under more extreme pressure so that, even with faculty, we won’t have the resources to teach. This option represents, for regular faculty alone in increased starting salaries a cost of (60 positions @ $25,000) $1,500,000.
This choice implies also a competitive rise in salaries of current faculty so that, over a period of 5 years, salaries should, on average, rise by at least $20,000. This represents an average increase in salary and compensation of approximately 6%, more than the most favorable estimates of the UM System (i.e. 2 to 4 %).

- In view of the problems of UMKC with the current salary structure to maintain quality staffing at all levels, a similar situation has developed for support staff as described above for regular faculty. Positions are difficult to fill, open or are subject to high rates of turnover, incurring repetitively the costs of new training as well as problems that are caused at all possible levels by incompetent personnel. In technical fields, skilled people are the only non-renewable source. In this competitive market it is important to understand the cost of replacing trained and competent workers. If we fail to put a value on our staff and faculty, it is like a revolving door – hire, train, make them productive, fail to reward, and we loose them to our competition. We can do all the right things to make this University number one, but failure to reward and compensate could — and will — be costly. If pay and benefits do not match skill level of a person you wind up with nothing.

Additional factors that currently exist and were mentioned:
- Present faculty and staff include (some) incompetent or unproductive persons, kept in place either through hesitancy to terminate them, mis-information about firing possibilities, or tenure protection. Some of these problems “disappear” because some other department at UMKC hires the “problem”.
- In comparison with “other” institutions in the state, faculty at UMKC probably teach fewer credit hours. (However, as the only doctoral degree-granting institution, the average for UMKC and the UM System is at least comparable with other, similar institutions.)
- Even at the current staffing levels, difficulties have already arisen with offering courses that UMKC is legally mandated to offer at a regular basis because they are required for students to graduate from current degree programs.
- In all reality, many faculty and senior staff already work many more hours than one could reasonably expect with work 10 to 12 hours daily and on weekends. The extra commitment of time for exploratory or vision-related activities such as Blueprint breakthrough projects, Extended Cabinet meetings and Transformation Workshops increases this load for some, often the most committed, so that even normal, expected work may already not be done.
- A solution to hire more non-regular teaching faculty, for a class or two, especially at the current pay scales, is counter to having faculty being invested in and committed to the institution and its vision.
- Our standards must be raised. If we are looking to be leaders in the community, we should be setting the standards. For instance, the admission policy for students to UMKC should be made more selective. How can we expect a commitment to ‘life-long learning’ and attainment of excellence if we accept mediocrity, or less. One important, non-monetary way to motivate faculty is to show them reward for their teaching efforts, not to lead them to despair, time and time again.

Elements, other than straight salary dollars, that may help to hire and retain quality faculty:
- Recognize (and reward) the activities of doctoral faculty in Interdisciplinary Ph.D. programs even when they structurally fall between Academic Units or Departments.
- Invite new hires to participate in an interdisciplinary Ph.D. program.
- Assess whether non-monetary accommodation of current faculty, especially those that indicate a wish to leave UMKC (or retire), is able to retain (and motivate) them.
- Consider (by faculty), in some instances, to consolidate positions and/or programs
- Reorganize faculty positions outside of strict departmental control to facilitate non-silo, cross-fertilizing activities such as research collaborations or Interdisciplinary Ph.D. programs. Create, if appropriate, interdisciplinary positions.
- Seriously develop faculty and staff feedback procedures that are effective in identifying financial as well as non-financial incentives or impediments to retain, or hire.
- Offer operating environment incentives to compensate for less money.
• Rotate lower-division teaching assignments to include senior faculty so that new faculty are not the only ones with the (de-motivating) “chores”.
• Offer faculty the intellectual stimulation and support to create a (new) program.
• Involve faculty in all curriculum designs, including those that are developed cooperatively with students.
• Continuously reassess and adjust staff and equipment needs to support faculty needs and meet university priorities. In particular, substantially increase information technology available for teaching and research.
• Pay all staff a (competitive) "living wage".

2. Elements of UMKC’s Values that are threatened by the possibility not to fill open positions and by the possibility to fill all open positions at-all-cost, include:
   • Education First is not possible when you have no faculty to teach courses or lack faculty that are creative in the classroom, laboratory or city; or when you lack the E&E funds, buildings and IT/classroom facilities.
   • Discovery and Innovation becomes impossible without faculty that have time for research and scholarship.

3. Resource Estimate
   As argued above under #1, for each of the coming 5 years, additional annual costs of any reasonably effective solution — a combination between extremes — will certainly exceed $1,000,000 plus require a 4-6 % increase in all current salaries.

4. Measuring the outcome.

Direct measures of success include:
• Maintain, or increase, current diversity of UMKC’s program offerings.
• Fully staff all regular classes, collaborative scholarship programs (I.Ph.D.) and provide a modern research experience to all graduates.
• Increase the number of faculty (and staff) positions for academic units and programs with increased enrollment.
• Retain quality faculty who, when surveyed, will say that UMKC is worth the (realistic expectation of $10,000+) lower salary.
• Maintain and increase federal research grant funding as a measure of effective quality research, and research instruction, at UMKC.