VPA 2013-14
Faculty Renewal Plan

Prepared by: VP Academic Office
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1 2013/14 SFU FACULTY RENEWAL PLAN

1.1 INTRODUCTION

This document describes the Faculty Renewal Plan for 2013/14. It is intended to provide an outline of the current status of the faculty complement and proposed activities regarding recruiting and retaining faculty. The supporting appendices:

- Indicate the status of special Chairs (e.g., Canada Research Chairs (CRC), Endowed Chairs),
- Report on the incentive funds employed to retain faculty (e.g., number of new Retention Awards).

The proposed plan will help SFU to achieve the goals contained in the Five Year Academic Plan 2013-2018.

1.2 FINANCIAL RESTRAINT

SFU continues to experience significant inflationary pressures which are not being funded either by the provincial grant or tuition increases. SFU has also been impacted by the 2012 Provincial Budget Speech that removed funding from the post-secondary sector. In addition, there is growing uncertainty regarding the effects that the population shift (expected over the next decade) will have on SFU’s future domestic undergraduate enrolments and on our continued ability to attract international students. Finally, there is on-going volatility that continues to threaten the market value, spending allocations and income stabilization of SFU’s endowment fund. All these pressures will have a direct impact on future recruitment planning initiatives at SFU.

Funding for the eight teaching Faculties continues to be allocated using the revenue-based Faculty Allocation Model (FAM). The model distributes a portion of the revenue received by the University (tuition, grant, and indirect costs of research) to the Faculties based primarily on the University Enrolment Plan.

The goals contained in the Five Year Academic Plan 2013-2018 make the continued recruitment of faculty an imperative for SFU. It is important that an appropriate balance of teaching and research faculty members is maintained and that the approved positions contribute to the research strengths of the academic units. The annual faculty renewal planning process provides a strategic opportunity to direct resources to specific research areas.

All requests for academic positions for 2013/14 were reviewed by the Vice-President Academic to ensure that they supported the goals outlined in the Faculties’ five year plans. Before including positions in this plan, the Vice-President, Academic also considered student:faculty ratios, the ability of the Faculties to fund the positions under the FAM and the potential contribution of new positions to strategic research areas.
For fiscal 2013/14, all Faculties expect to undertake searches. Growth will predominantly take place in the Beedie School of Business (BSB), Applied Sciences (FAS) and Science. However, it is unlikely that all the proposed positions will be filled in fiscal 2013/14 due to the time needed to conduct full searches.

Excluding seven discretionary positions, the Faculty Renewal Plan for 2013/14 calls for the recruitment of 49.00 continuing (CFL) Full Time Equivalent (FTE) faculty. Of the proposed positions, 25.00 are carried forward from the 2012/13 renewal plan and the remaining 24.00 are new. The plan is summarized in the table below.

Table 1: 2013/14 SFU Faculty Renewal Plan – by Faculty

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Projected 2012/13* FTE at March 31, 2013</th>
<th>2012/13 CFWD</th>
<th>2013/14 New</th>
<th>2013/14 Projected Attrition**</th>
<th>2013/14 Projected Net Additions</th>
<th>Projected 2012/13 FTEs</th>
<th>Proportionate Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Sciences</td>
<td>95.50</td>
<td>5.00</td>
<td>4.00</td>
<td>(2.00)</td>
<td>7.00</td>
<td>102.50</td>
<td>7%</td>
</tr>
<tr>
<td>Arts &amp; Social Sciences</td>
<td>297.50</td>
<td>1.00</td>
<td>5.00</td>
<td>(3.00)</td>
<td>3.00</td>
<td>300.50</td>
<td>1%</td>
</tr>
<tr>
<td>Beedie School of Business</td>
<td>83.30</td>
<td>7.00</td>
<td>3.50</td>
<td>10.50</td>
<td></td>
<td>93.80</td>
<td>13%</td>
</tr>
<tr>
<td>Communication Art Technology</td>
<td>81.50</td>
<td>2.00</td>
<td>3.00</td>
<td>(1.00)</td>
<td>4.00</td>
<td>85.50</td>
<td>5%</td>
</tr>
<tr>
<td>Education</td>
<td>66.40</td>
<td>0.00</td>
<td>0.50</td>
<td>.50</td>
<td></td>
<td>66.90</td>
<td>1%</td>
</tr>
<tr>
<td>Environment</td>
<td>49.00</td>
<td>2.00</td>
<td>1.00</td>
<td>3.00</td>
<td></td>
<td>52.00</td>
<td>6%</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>34.00</td>
<td>3.00</td>
<td>0.00</td>
<td>3.00</td>
<td></td>
<td>37.00</td>
<td>9%</td>
</tr>
<tr>
<td>Science</td>
<td>232.80</td>
<td>5.00</td>
<td>7.00</td>
<td>(1.80)</td>
<td>10.20</td>
<td>243.00</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>939.90</td>
<td>25.00</td>
<td>24.00</td>
<td>(7.80)</td>
<td>41.20</td>
<td>981.20</td>
<td>4%</td>
</tr>
</tbody>
</table>

**The Projected known 2013/14 attrition data from Academic Relations at February 19, 2013

The 2012/13 carried forward positions represent either concluded hires with 2013/14 start dates or searches in progress with expected 2013/14 start dates.

The 2013/14 new positions represent those positions expected to be recruited and filled in 2013/14. If all positions are filled, the maximum faculty complement for 2013/14 will be 988.20 CFL FTEs (939.90 filled + 41.20 projected net additions + 7.0 discretionary CFL FTEs). It should be noted that on average over the past seven years, 28.75 faculty members left the University annually.

Of the 49.00 FTEs identified in the renewal plan, 6.00 will be funded by a combination of internal and external sources amounting to an annualized salary and benefit cost of $1.072 million. The other 43.00 will be funded from SFU’s own internal funding sources, amounting to $4.881 million.
The Plan includes four proposed searches for vacant CRCs: one in the Faculty of Environment (FENV), two in the Faculty of Science (SCI), and one in the Faculty of Applied Sciences (FAS).

The 2013/14 Faculty Renewal Plan also includes three proposed searches for Endowed Chairs. They are:

- Faculty of Health Sciences - BC Cancer Foundation Cancer Survivorship Chair
- Beedie School of Business - Beedie Entrepreneurship Chair
- Faculty of Science - Shrum Chair

The table below shows the split between the internally and externally funded FTEs.

**Table 2: 2013/14 SFU Faculty Renewal Plan – Internally vs. Externally Funded FTE**

<table>
<thead>
<tr>
<th>Faculty</th>
<th>SFU Funded</th>
<th>Combination of External &amp; Internal Funding</th>
<th>Total FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Sciences</td>
<td>8.00</td>
<td>1.00</td>
<td>9.00</td>
</tr>
<tr>
<td>Arts &amp; Social Sciences</td>
<td>5.00</td>
<td>1.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Beedie School of Business</td>
<td>9.50</td>
<td>1.00</td>
<td>10.50</td>
</tr>
<tr>
<td>Communication Art Technology</td>
<td>5.00</td>
<td>0.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Education</td>
<td>0.50</td>
<td>0.00</td>
<td>0.50</td>
</tr>
<tr>
<td>Environment</td>
<td>2.00</td>
<td>1.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>2.00</td>
<td>1.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Science</td>
<td>11.00</td>
<td>1.00</td>
<td>12.00</td>
</tr>
<tr>
<td><strong>Total Projected FTE</strong></td>
<td><strong>43.00</strong></td>
<td><strong>6.00</strong></td>
<td><strong>49.00</strong></td>
</tr>
</tbody>
</table>

Last year’s Plan included 54.25 original positions and 7 discretionary. A total of 32.25 original positions were filled, leaving 22 positions unfilled. Most of the unfilled positions have been carried forward to the 2013/14 plan and are included in the 2012/13 carry forward total.

Of the 7 discretionary positions, 6 positions were allocated in 2012/13. Two of the positions were filled, one in the Faculty of Arts and Social Sciences (Economics) and the other in the Faculty of Science (MBB). The position in Economics was awarded to handle capacity issues and the position in MBB was a targeted search in Genomics. The remaining 4 discretionary positions are in the process of being filled and are carried forward to the 2013/14 plan. They are included in the 2012/13 carry forward total.
The Table below shows the projected new faculty start-up costs associated with the 2013/14 Faculty Renewal Plan.

### Table 3: 2013/14 SFU Faculty Renewal Plan – Start-up Costs by Faculty

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Total FTE</th>
<th>Projected Total Start-up Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Sciences</td>
<td>9.00</td>
<td>360,000</td>
</tr>
<tr>
<td>Arts &amp; Social Sciences</td>
<td>6.00</td>
<td>95,000</td>
</tr>
<tr>
<td>Beedie School of Business</td>
<td>10.50</td>
<td>325,000</td>
</tr>
<tr>
<td>Communication Art Technology</td>
<td>5.00</td>
<td>0</td>
</tr>
<tr>
<td>Education</td>
<td>0.50</td>
<td>0</td>
</tr>
<tr>
<td>Environment</td>
<td>3.00</td>
<td>40,000</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>3.00</td>
<td>30,000</td>
</tr>
<tr>
<td>Science</td>
<td>12.00</td>
<td>380,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49.00</strong></td>
<td><strong>1,230,000</strong></td>
</tr>
</tbody>
</table>

The Table below shows the total projected compensation-related costs associated with the 2013/14 Faculty Renewal Plan.

### Table 4: 2013/14 SFU Faculty Renewal Plan – Projected Costs by Faculty

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Annualized Salary</th>
<th>Market Differential</th>
<th>A10.06 Stipends</th>
<th>Benefits at 18%</th>
<th>Total Salary &amp; Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Sciences</td>
<td>730,434</td>
<td>170,271</td>
<td>15,000</td>
<td>164,827</td>
<td>1,080,532</td>
</tr>
<tr>
<td>Arts &amp; Social Sciences</td>
<td>448,985</td>
<td>80,000</td>
<td>0</td>
<td>95,217</td>
<td>624,202</td>
</tr>
<tr>
<td>Beedie School of Business</td>
<td>871,537</td>
<td>622,500</td>
<td>0</td>
<td>268,927</td>
<td>1,762,964</td>
</tr>
<tr>
<td>Communication Art Technology</td>
<td>344,229</td>
<td>30,000</td>
<td>0</td>
<td>67,361</td>
<td>441,590</td>
</tr>
<tr>
<td>Education</td>
<td>45,588</td>
<td>0</td>
<td>0</td>
<td>8,206</td>
<td>53,794</td>
</tr>
<tr>
<td>Environment</td>
<td>263,344</td>
<td>0</td>
<td>0</td>
<td>47,402</td>
<td>310,746</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>292,388</td>
<td>26,955</td>
<td>0</td>
<td>57,482</td>
<td>376,825</td>
</tr>
<tr>
<td>Science</td>
<td>963,979</td>
<td>57,000</td>
<td>82,455</td>
<td>198,618</td>
<td>1,302,052</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,960,484</strong></td>
<td><strong>986,726</strong></td>
<td><strong>97,455</strong></td>
<td><strong>908,040</strong></td>
<td><strong>5,952,705</strong></td>
</tr>
</tbody>
</table>

The $5.953 million reported for the total compensation-related costs, includes the costs associated with both the internally and externally funded proposed positions.
1.3 PROPOSED MOTIONS

Motion 1:

That the Academic Operations Committee, acting under delegated authority, approves the University’s request to recruit 49.00 Full Time Equivalent (FTE) faculty positions, excluding academic positions associated with the hiring of senior academic administrators.

It is expected that:

- 43.00 positions will be funded from SFU sources.
- 3.00 positions will be funded from external sources.
- 3.00 positions will be funded from a combination of internal and external sources.

Motion 2:

That the Academic Operations Committee, acting under delegated authority, approve the University’s request to further expand the faculty complement by up to seven (7) positions during the 2013/14 fiscal year should strategic opportunities arise for the University.

Such opportunities may include the possible conversion of existing limited-term appointments to continuing, unanticipated student demand in critical areas, or the recruitment of prestigious candidates in areas of strategic importance.

The Table below shows the amounts associated with Motions 1 and 2 that have been included in the Budget for 2013/14.

Table 5: Budget for Faculty Expansion Requests for 2013/14

<table>
<thead>
<tr>
<th>Recurring Costs</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annualized Base Salary</td>
<td>3,960,484</td>
</tr>
<tr>
<td>Annualized Market Differential</td>
<td>986,726</td>
</tr>
<tr>
<td>Annualized Stipends</td>
<td>97,455</td>
</tr>
<tr>
<td>Annualized Benefits at 18%</td>
<td>908,040</td>
</tr>
<tr>
<td><strong>Total Recurring</strong></td>
<td><strong>5,952,705</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>One-Time Costs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment Costs (assume same as 2012/13)</td>
<td>575,000</td>
</tr>
<tr>
<td>Relocation Support</td>
<td>150,000</td>
</tr>
<tr>
<td>Start-up Costs</td>
<td>1,230,000</td>
</tr>
<tr>
<td><strong>Total One-Time</strong></td>
<td><strong>1,955,000</strong></td>
</tr>
</tbody>
</table>

**Total Recurring & One-Time Costs** 7,907,705
2. **APPENDIX 1**

### 2.1 CANADA RESEARCH CHAIRS (CRC)

The Canada Research Chairs (CRC) program was established by the federal government in 2000 with a mandate to create 2,000 new research chairs across Canada over a five year period. Chairs were allocated to each University based on the previous three years success with the federal granting councils: NSERC, SSHRC, and CIHR.

There are two types of Chairs:
- Tier I – 7 year renewable, $200K per annum
- Tier II – 5 year, renewable once, $100K per annum

Currently, SFU has been allocated 45 CRC Chairs of which 38 are filled. There are 13 CRC Tier I Chairs valued at $200K each and 25 CRC Tier II Chairs valued at $100K each for a total of $5.1M. CRC allocations are based on SFU’s share of the Tri-Council research funding. Of the 38 filled, the allocations are 5 CIHR, 15 SSHRC and 18 NSERC.

Canada Research Chairs were phased in over time and have grown from 39 in 2007/08 to 45 in 2012/13. We strive to increase the representation of women in Chair appointments. Currently, 34% of the CRC Chairs are held by women. The table below shows the CRC appointments by Faculty and year.

**Table 1: Canada Research Chair Filled FTEs by Faculty and Year**

<table>
<thead>
<tr>
<th>Faculty</th>
<th>2007/08</th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Sciences</td>
<td>4.5</td>
<td>3.5</td>
<td>3.5</td>
<td>3.5</td>
<td>3.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Arts &amp; Social Sciences</td>
<td>9.0</td>
<td>8.0</td>
<td>8.0</td>
<td>7.5</td>
<td>6.0</td>
<td>6.0</td>
</tr>
<tr>
<td>Beedie School of Business</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Communication Art Technology</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Education</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Environment</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>2.5</td>
<td>4.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Science</td>
<td>15.0</td>
<td>15.0</td>
<td>17.0</td>
<td>18.0</td>
<td>18.5</td>
<td>15.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39.0</strong></td>
<td><strong>37.0</strong></td>
<td><strong>39.0</strong></td>
<td><strong>39.0</strong></td>
<td><strong>42.0</strong></td>
<td><strong>38.0</strong></td>
</tr>
</tbody>
</table>

*The 2012/13 data were drawn at January 23, 2013.*
Chart 1 shows the distribution of CRC appointments between the Faculties. Science accounts for 41% followed by Arts and Social Sciences at 16%.

Chart 1: 2012/13 Percentage of Canada Research Chair Appointments by Faculty

The numbers indicated in the table above do not include Chairs that are currently vacant and awaiting nominations and/or final approval from CRC. The following table lists these Chairs.

Table 2: Canada Research Chair – Unfilled Chairs - Pending

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Agency</th>
<th>CRC #</th>
<th>Tier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Sciences</td>
<td>NSERC</td>
<td>1470</td>
<td>1</td>
</tr>
<tr>
<td>Applied Sciences</td>
<td>NSERC</td>
<td>1473</td>
<td>2</td>
</tr>
<tr>
<td>Arts &amp; Social Sciences</td>
<td>CIHR</td>
<td>231</td>
<td>2</td>
</tr>
<tr>
<td>Environment</td>
<td>NSERC</td>
<td>1462</td>
<td>1</td>
</tr>
<tr>
<td>Science</td>
<td>NSERC</td>
<td>1467</td>
<td>1</td>
</tr>
<tr>
<td>Science</td>
<td>NSERC</td>
<td>1482</td>
<td>2</td>
</tr>
<tr>
<td>Science</td>
<td>CIHR</td>
<td>1861</td>
<td>1</td>
</tr>
</tbody>
</table>
2.2 ENDOWED CHAIRS

In 2012/13 the BC Leadership Chair in Multimodal Technology for Healthcare Innovation was filled by Dr. Ryan D’Arcy effective September 1, 2012.

2.3 BC LEADERSHIP CHAIRS (LEEF)

SFU has been awarded five BC Leadership Chairs, of which all are filled: Salmon Conservation and Management, Pharmaceutical Genomics and Bioinformatics, Cognitive Neuroscience in Childhood Health, Development and Proactive Approaches to the Reduction of Violence among Children and Youth and Chair in Multimodal Technology for Healthcare Innovation (completed in 2012/13).
3 APPENDIX 2

3.1 FACULTY RETENTION AWARDS

In 2002, the Retention Fund was established to minimize the loss of key faculty members to other universities or employment in the private and public sector. The total amount of funding allocated to this program in any fiscal year must not exceed 1.0% of the SFUFA salary base.

As at January 23, 2013 a total of 4 new awards were made in 2012/13.
4 APPENDIX 3 – SFU CFL FACULTY PROFILE FROM IRP

For information pertaining to SFU’s faculty profile including demographics of the existing complement, new hires, and departures from 2005/06 to 2012/13 please refer to the IRP website.