

SIMON FRASER UNIVERSITY
Senate Committee on University Priorities
Memorandum

TO: Senate

FROM: John Waterhouse
Chair, SCUP
Vice President, Academic

RE: 2008/2009 Faculty Renewal Plan
(SCUP 08-13)

DATE: March 17, 2008

At its March 12, 2008 meeting SCUP received for information the 2008/2009 Faculty Renewal Plan. It is attached for the information of Senate.

encl.

OFFICE OF THE VICE-PRESIDENT, ACADEMIC AND PROVOST

MEMO

ATTENTION: Senate Committee on University Priorities

FROM: John Waterhouse, Vice President, Academic

RE: 2008/2009 Faculty Renewal Plan

DATE: March 4, 2008

Attached is the 2008/09 Faculty Renewal Plan. This document is forwarded to the Board of Governors and provides a summary of faculty recruitment activity over the past five years as well as planned hiring for the upcoming academic year. This report places our academic hiring activity within the context of student enrolment growth, new strategic initiatives and diversification of the faculty complement.

Cc: Glynn Nicholls, Director, Academic Planning and Budgeting
Gayle Myers, Director, Academic Relations

SFU Faculty Renewal Plan/Report

2008/09



SIMON FRASER UNIVERSITY
THINKING OF THE WORLD

SFU Faculty Renewal Plan/Report

2008/09

1. INTRODUCTION

The annual Faculty Renewal Plan provides the Academic Operations Committee and the Board of Governors with an outline of the activities and achievements around recruiting and retaining faculty. These efforts are essential to ensure that SFU remains a top ranked institution.

The objectives of this document are to:

- briefly describe the context within which faculty recruitment is being undertaken.
- report on the success achieved in the recruitment of faculty in 2007/08
- advise on the status of special Chairs (CRC, LEEF).
- provide analysis on faculty trends (gender, nationality).
- outline the recruitment plan for faculty for 2008/09.
- report on the funds required to attract and retain faculty including Market Differentials and the Retention Fund for 2008/09.

The approval of this plan by the Academic Operations Committee and the Board of Governors will allow SFU to move ahead on achieving the Academic Goals contained in the Three Year Academic Plan 2007 – 2010.

2. PLANNING CONTEXT

a. Enrolment Growth

SFU has managed a high level of enrolment growth over the past decade. This trend is expected to continue into the foreseeable future as a result of the Provincial enrolment target of an additional 25,000 higher education seats by 2010/11. This growth is reflected in Table 1 where SFU's total Full Time Equivalent number of students is expected to exceed 22,490 in 2008/09 which represents a 7.22% increase over 3 years.

Table 1 – SFU Student Complement

Academic Year	Undergraduate FTE	Graduate FTE	Total FTE	Annual % Growth	Growth 2006 - 2008
2001/02	14,664	2,334	16,998		
2002/03	15,800	2,566	18,366	8.0%	
2003/04	16,029	2,609	18,638	1.5%	
2004/05	16,790	2,555	19,345	3.8%	
2005/06	17,422	2,767	20,188	4.4%	
2006/07	17,932	3,045	20,976	3.9%	7.22%
2007/08*	18,386	3,336	21,722	3.6%	
2008/09*	19,013	3,477	22,490	3.5%	
2009/10*	19,421	3,609	23,030	2.4%	

* Senate approved Enrolment Plan April 12, 2007

b. Faculty Complement

The faculty complement has grown to accommodate this enrolment growth and maintain an acceptable faculty:student ratio. Table 2 indicates the projected growth in the budgeted number of faculty (Full Time Equivalents) as well as success in filling the budgeted positions.

The high cost of living in the Lower Mainland, particularly the cost of housing, continues to present a challenge in faculty hiring. Last year 20 units of rental accommodation on campus in the Verdant development were purchased by the University to assist incoming faculty with accommodation. Shortages of suitably qualified candidates, combined with high salaries paid in the U.S., other Canadian Universities, as well as the private sector, also pose challenges in attracting faculty, particularly in Business Administration and Health Sciences.

This environment partially explains why SFU has only 94% of the budgeted positions filled by January 15, 2008.

Table 2 – Budgeted Faculty Complement (FTE)

Academic Year	Budgeted Faculty Complement	Filled Faculty Complement (Jan)	Vacant Faculty Complement	Increase in Budget FTE	Growth 2006 - 2008
2001/02	716.53	676.05	40.48		
2002/03	721.53	677.71	43.82	0.70%	
2003/04	733.93	708.58	25.35	1.72%	
2004/05	796.83	741.81	55.02	8.57%	
2005/06	940.04	827.32	112.72	17.97%	
2006/07	965.83	873.08	92.75	2.74%	3.47%
2007/08	983.83	923.38	60.45	1.86%	
2008/09	999.38*			1.58%	

* Excludes the 10 discretionary positions requested for 2008/09

For the period 2005 – 2008, when student enrolment is expected to grow by 7.22%, the budgeted faculty complement will only grow by 3.47% because of insufficient funding. The implications of this misalignment between the faculty complement growth and student enrollment growth are bigger class sizes and a less personal form of teaching which may impact academic quality negatively.

Assuming that all budgeted positions are filled, the budgeted Student to Faculty ratio, which is currently at 22.08:1, is budgeted to increase to 22.50:1. See Table 3. If, however, all budgeted positions are not filled, the student:faculty ratio will increase further.

Table 3 – Budgeted Faculty/Student Ratio

Academic Year	Student FTE	Budgeted Student/ Faculty Ratio	Filled Student/ Faculty Ratio
2001/02	16,997.80	23.72	25.14
2002/03	18,365.80	25.45	27.10
2003/04	18,637.60	25.39	26.30
2004/05	19,345.30	24.28	26.80
2005/06	20,188.00	21.48	24.40
2006/07	20,976.40	21.72	24.03
2007/08	21,722.00	22.08	23.52
2008/09	22,490.00	22.50	
2009/10	23,030.00		

c. Retirements and the impact of the abolition of mandatory retirement

As a result of an agreement with the Faculty Association in May 2007 following a passage of legislation ending mandatory retirement, 14 of the 16 faculty scheduled to retire in August 2007 elected to continue working. Three of these 14 opted for 'reduced workload' of 50%. Consequently, only 3.5 FTEs needed to be replaced, rather than the 16 expected. However, in December 2007 one more expected retiree did retire.

The timing of these decisions meant that three new faculty members had been hired into the positions projected to fall vacant due to scheduled retirements.

The impact of these actions had a significant budget impact:

- The savings resulting from retirements in 2007/08 were reduced by \$345,654.
- Budgeted expenses for the Faculties were increased by \$539,108 by having to continue with the existing faculty rather than replace the retirees at the faculty entry level (aP4).
- The total impact of this legislation in 2007/08 amounted to an increase of \$885,000.

Moving forward in an era with no mandatory retirement will require very careful planning and monitoring. The new agreement with the Faculty Association requires that faculty members must give at least 12 months' written notice of retirement or election of a phased retirement plan. Once received, the notice is irrevocable.

d. Financial Restraint

SFU continues to experience very significant inflationary pressures that are not being funded either by the provincial grant or tuition increases. These pressures have a direct impact on our recruitment efforts. A number of actions were agreed to by the President and Vice Presidents to ensure a balanced budget for 2008/09 including a second consecutive 2.5% budget cut applied directly to the Faculties. All positions that had been vacant for 2 or more years were eliminated. In addition, some Faculties have had to adjust their recruitment plans by reducing the number of vacant and/or new positions they had been planning to fill. This reduced recruitment level will, unless corrected in the near future, have a negative impact on teaching quality.

e. Strategic priorities for SFU

The two areas of strategic importance are the growth of the Surrey campus and the Faculty of Health Sciences. Student growth is focused in those areas and this decision has been translated into additional funding for 2008/09, safeguarding faculty recruitment.

3. RECRUITMENT REPORT FOR 2007/08

Since 2001 SFU has hired 460 faculty members across all Faculties. With a total budgeted faculty complement of 984 for 2007/08, almost half the current faculty complement has less than 7 years service at SFU.

The numbers of new starts are shown in Table 4 below. The number for 2007/08 covers the period to January 2008.

Table 4 – Faculty Starts Summary

Academic Year	Number of New Starts	Budgeted Faculty Complement (FTE)	New Starts as % of Faculty Complement
2001/02	47	716.53	6.60%
2002/03	59	721.53	8.20%
2003/04	65	733.93	8.90%
2004/05	77	796.83	9.70%
2005/06	86	940.04	9.10%
2006/07	83	965.83	8.59%
2007/08 to Jan	53	983.83	5.39%

a. Gender

The proportion of women being hired continues to increase and reached 43.4% in 2006/7. The proportion of females within the total faculty complement has reached 33.6% as shown in table below.

Table 5 – Changes in Proportion of Women in Faculty Complement

Academic Year	Proportion of Women in Total Faculty Complement	Female Representation in New Hires
2001/02	28.80%	30.20%
2002/03	29.80%	35.00%
2003/04	28.60%	29.20%
2004/05	30.20%	46.80%
2005/06	32.30%	40.70%
2006/07	33.37%	43.37%
2007/08 (as of Jan15, 2008)	33.66%	41.51%

b. International Hires

Due to the shortage in qualified Canadian PhDs, SFU continues to have to go further a field to attract the best faculty. Table 6 shows the proportion of new hires who are neither Canadian citizens nor permanent residents. The number of non-Canadian appointments continues to rise and has now reached 37.74% of all new hires. The University does, however, remain committed to giving priority to suitably qualified Canadians/permanent residents.

Table 6 – Proportion of Canadian/Permanent Resident Hiring

Academic Year	Work Classification for New Hires by Year of Appointment	
	Canadian Citizens/Permanent Residents	Non-Canadian
2001/02	81.30%	18.80%
2002/03	67.80%	32.20%
2003/04	60.00%	40.00%
2004/05	71.40%	28.60%
2005/06	69.80%	30.20%
2006/07	63.89%	36.14%
2007/08 (as of Jan15, 2008)	62.26%	37.74%

c. Faculty Rank

SFU continues to hire predominantly into the tenure-track ranks (88%) with 64% of all new hires being at the Assistant Professor level. The chart below shows the hiring pattern of 2006/07 compared to 2005/06 and 2004/05 and Table 7 indicates the hiring at each level, both for tenure track and other teaching appointments.

Faculty Hiring by Rank 2006/07, 2005/06 & 2004/05

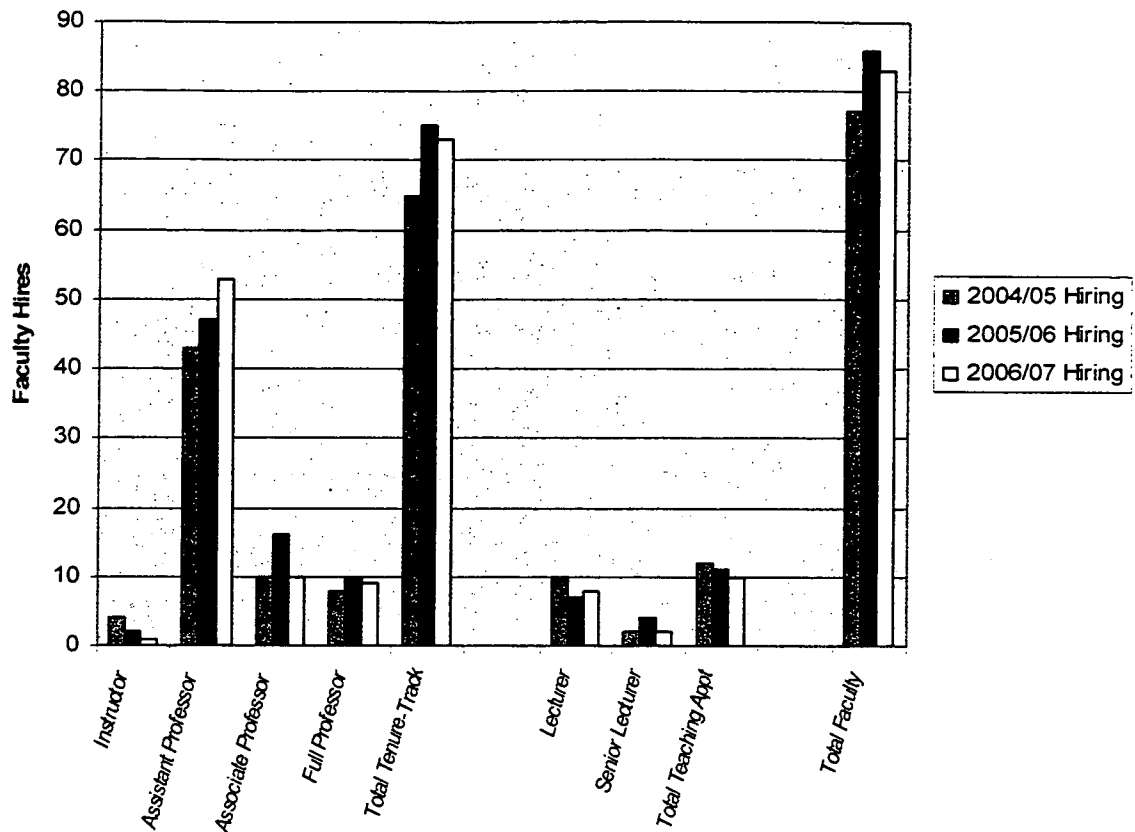


Table 7 – 2006/07 Hiring by Rank

Rank	FTE	% of 06/07 Hiring
Instructor	1	1.20%
Assistant Professor	53	63.86%
Associate Professor	10	12.05%
Full Professor	9	10.84%
Total Tenure-Track	73	87.95%
Lecturer	8	9.64%
Senior Lecturer	2	2.41%
Total Teaching Appt	10	12.05%
TOTAL FACULTY	83	100.00%

d. Research Chairs

SFU currently has filled 39 Canada Research Chairs. A further 4 chairs are available bringing the total to 43. The filling of three CRC are included in this Faculty Renewal Plan. The table below provides an overview of how these Chairs are distributed across the Faculties.

Table 8 - Summary of CRC Allocations

Faculty	Currently filled			Chairs Available			TOTAL
	Tier 1	Tier 2	Total	Tier 1	Tier 2	Total	
Applied Sciences	6	5	11				
Arts & Social Sciences	3	7	10				
Business	0	1	1				
Education	2	0	2				
Health	1	1	2	1		1	
Science	5	8	13		3	3	
Total	17	22	39	1	3	4	43

Of the 5 BC Leadership Chairs awarded to SFU, three are filled: Salmon Conservation and Management, Pharmaceutical Genomics and Bioinformatics, and Cognitive Neuroscience in Childhood Health and Development. Two searches are underway for the remaining two chairs in Multimedia Communications and Proactive Approaches to the Reduction of Violence among Children and Youth.

4. ATTRITION & RETENTION 2007/08

Although only 2 faculty members retired in 2006/2007, the number of faculty lost through attrition was very close to the attrition experienced in 2005-2006. There was a very significant increase of more than 50% in 2006-07 of those leaving for 'Other' reasons. Of the 33 faculty members in this category, 3 died, 6 took early retirement, 23 resigned and 1 had reached the end of his contract. Of the 23 that resigned, 4 left for reasons around tenure and promotion, 10 left for health/family reasons, 6 left to take up positions at highly prestigious institutions and the remaining 3 left for unspecified reasons.

The following table provides an overview of attrition for the past six years.

Table 9 – Faculty Attrition

Academic Year	Attrition			Recruitment (FTE)
	Retirement (normal retirement age)	Other (resignation, death, early retirement)	Total	
2001/02	19	14	33	47
2002/03	23	16	39	59
2003/04	21	18	39	65
2004/05	21	5	26	77
2005/06	13	21	34	86
2006/07	2	33	35	83
6 Year Total	99	107	206	417
6 Year Average	16.5	17.8	34.3	69.5
2007/08 (anticipated attrition)	9	14	23	53 (already started)

The table below provides the attrition data by gender for the same time period.

Table 10 – Faculty Attrition by Gender

Academic Year	Male Faculty			Female Faculty		
	Retirement	Other	Total	Retirement	Other	Total
2001/02	17	8	25	2	6	8
2002/03	18	10	28	5	6	11
2003/04	18	10	28	3	8	11
2004/05	17	3	20	4	2	6
2005/06	10	17	27	3	4	7
2006/07	2	20	22	0	13	13
Total	82	68	150	17	39	56
2007/08 (anticipated)	6	10	16	3	4	7

In 2002 the Retention Fund was established to minimize the loss of key faculty members to other universities or to employment in the private and public sector. Funding for the Retention Fund Program is determined annually as part of the University budget process and the total amount of funding allocated to this program in any fiscal year must not exceed 1.0% of the SFUFA salary base.

The following table provides the distribution of new Retention Fund awards for the years 2002/03 to 2007/08 (to date) in number of awards and by total dollar value. A further 20 awards were renewed in 2007/08 totaling \$393,735 with an average allocation of \$19,687.

Table 11 – New Retention Fund Allocation by Faculty by Year (Feb 19, 2007)

Faculty	Data	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Applied Science	Number	22	20	2	1	3	9
	Amount	\$386,612	\$226,000	\$75,000	\$20,500	\$52,300	\$139,274
Arts & Social Sciences	Number	3	4	8	3	3	5
	Amount	\$45,000	\$46,857	\$78,300	\$26,400	\$32,000	\$35,000
Business	Number	9	2	1	1	3	2
	Amount	\$122,500	\$23,500	\$25,000	\$10,000	\$70,000	\$25,000
Science	Number	1	7	6	3	9	2
	Amount	\$25,000	\$87,500	\$81,293	\$35,000	\$131,000	\$22,000
TOTAL	Number	35	33	17	8	18	18
	Amount	\$579,112	\$383,857	\$259,593	\$91,900	\$285,300	\$221,273

5. MARKET DIFFERENTIALS 2007/08

Market differentials remain a very important component of faculty remuneration and are imperative in attracting the high calibre of faculty SFU requires to meet its teaching and research objectives. The market for suitably qualified faculty is very competitive particularly in the disciplines associated with Business, Economics, Applied Sciences, Health Sciences, and other selected fields. Previously Market Differentials were budgeted and allocated by the Vice President Academic but as of 2008/09 budget responsibility has been delegated to the Faculties.

Incremental market differentials totaling \$1,078k, for 46 individuals for the 2006/07 were provided.

The following two tables provide an overview of how Market Differentials were distributed among the new hires and across the 6 Faculties.

Table 12 - Overview of Market Differential Distribution for 2006/07 New Faculty hires

Faculty	New Faculty with MD	New Faculty without MD	Total New Faculty	% of New Faculty with MD			
				2006/07	2005/06	2004/05	2003/04
Applied Science	11	3	14	79%	57%	100%	87%
Arts & Social Sciences	9	26	35	26%	21%	60%	33%
Business Administration	5	0	5	100%	100%	100%	100%
Education	2	8	10	20%	16%	50%	0%
Health Science	9	0	9	100%	57%	75%	-
Science	10	0	10	100%	55%	73%	80%
Total University	46	37	83	55%	43%	67%	63%

Table 13 - Monetary Value of Market Differentials by Faculty

Faculty	Number of Faculty			Amount of Market Differential (\$)	
	2004/05	2005/06	2006/07	2006/07	
				Median	Total
Applied Science	16	8	11	\$30,900	\$265,428
Arts & Social Sciences	9	7	9	\$15,000	\$245,435
Business Administration	6	6	5	\$35,000	\$138,390
Education	4	1	2	\$5,190	\$10,379
Health Science	3	4	9	\$20,600	\$227,400
Science	14	11	10	\$14,507	\$191,315
University 2006/07			46	\$20,300	\$1,078,347
				2005/06	
				Median	Total
University 2005/06		37		\$20,012	\$902,319
				2004/05	
				Median	Total
University 2004/05	52			\$15,354	\$951,756

6. FACULTY RENEWAL PLANS FOR 2008/09

The academic goals contained in the Three Year Academic Plan in 2007 make the continued recruitment of faculty an imperative for SFU but difficulties in attracting qualified faculty are expected to remain for the period covered by this plan.

The Faculty Renewal Plan for 2008/09 has been constructed by adding a number of hiring categories together. These being;

- 'Previously Approved Positions' that are expected to be filled during the year.
- 'Vacant (or soon to be vacant)' faculty positions that are to be filled during 2008/09.
- 'Growth' related positions. Growth is accommodated in two ways, through new positions that require additional funding and new positions that are externally funded.

6.1 Impact of the 2.5% budget cut.

The impact of the 2.5% budget cut to all Faculties resulted in hiring plans being reduced from 107 positions to the 61 positions included in this report. These cuts are detailed in the table below.

Table 14 - Positions cut due to budget constraints

Faculty	Faculty Recruitment 2008/09			
	Initial Prediction (Oct 07)	Post Budget Prediction (Jan 08)	Cut positions	Cut positions as a % of Initial Prediction
Science	16	11	5	31.3%
Business	8	4	4	50.0%
Education	7	1	6	85.7%
Arts & Social Sciences	30	18	12	40.0%
Health Science	20	16	4	22.0%
Applied Science	26	11	15	57.7%
Total	107	61	46	43.0%

6.2 Previously Approved Recruitment

As shown in the Table below at least 23 positions that were either approved by the Board of Governors or the Vice President Academic for 2007/08 have not been filled to date but will be filled during the balance of 2007/08 or during the 2008/09 year. Searches for these positions are proceeding.

Table 15 - Positions Approved in 2007 but unfilled.

Faculty	2008/2009				
	*Projected Salary April 1, 2008	Hiring 2008/2009	Expected Market Diff	Total Est. Start Up (inc PRG)	VPA Share Start Up
Science	\$0	0	\$0	\$0	\$0
Business	\$207,083	4	\$200,000	\$60,000	\$50,000
Education	\$0	0	\$0	\$0	\$0
Arts and Social Science	\$238,803	5	\$0	\$73,000	\$60,000
Health Science	\$371,118	9	\$180,000	\$510,000	\$290,000
Applied Science	\$204,147	5	\$53,000	\$330,000	\$182,500
Total	\$1,021,152	23	\$433,000	\$973,000	\$582,500

* Non annualized salary (Estimated start date to year end)

6.3 Vacant or 'Soon to be Vacant Positions to be filled

Currently there are at least 8 vacant positions and 4 positions that will become vacant during the year. These 12 positions are to be filled. Table 16 details this.

Table 16 - Vacant or 'soon to be vacant' positions

Faculty	2008/2009				
	*Projected Salary April 1, 2008	Hiring 2008/2009	Expected Market Diff	Total Est. Start Up (inc PRG)	VPA Share Start Up
Science	\$91,056	2	\$20,000	\$400,000	\$210,000
Business	\$0	0	\$0	\$0	\$0
Education	\$51,333	1	\$10,000	\$30,000	\$20,000
Arts & Social Science	\$301,677	7	\$51,751	\$122,500	\$105,000
Health Sciences	\$0	0	\$0	\$0	\$0
Applied Science	\$56,708	2	\$40,000	\$225,000	\$120,000
Total	\$500,774	12	\$121,751	\$777,500	\$455,000

* Non annualized salary (Estimated start date to year end)

6.4 Positions for Growth

To support the strategic areas of Health Sciences, the Surrey campus as well as the new undergraduate curricula (WQB) and the genomic initiative (GSI) a further 14 positions (13 FTEs) are required. It is proposed that these be funded from the Operating Budget of the Faculties.

Table 17 – New positions to be funded from the Operating Budget

Faculty	2008/2009				
	*Projected Salary April 1, 2008	Hiring 2008/2009	Expected Market Diff	Total Est. Start Up (inc PRG)	VPA Share Start Up
Science	\$266,595	6	\$57,500	\$170,000	\$115,000
Business	\$0	0	\$0	\$0	\$0
Education	\$0	0	\$0	\$0	\$0
Arts & Social Sciences	\$119,086	3	\$0	\$52,500	\$45,000
Health Science	\$127,000	2	\$0	\$0	\$0
Applied Science	\$119,086	3	\$90,000	\$330,000	\$180,000
Total	\$631,766	14	\$147,500	\$552,500	\$340,000

* Non annualized salary (Estimated start date to year end)

In addition to these 14 a further 12 positions which are externally funded will be recruited. These positions include 3 Canada Research Chairs, 2 LEEF Chairs, 1 CTEF Chair and the Autism Chair funded through Health Canada. These are shown by Faculty in the table below.

Table 18 – New positions that are Externally Funded

Faculty	2008/2009		
	Hiring 2008/2009	Total Est. Start Up (inc PRG)	VPA Share Start Up
Science	3	\$250,000	\$140,000
Arts & Social Science	3	\$417,500	\$227,500
Health Science	5	\$150,000	\$100,000
Applied Science	1	\$510,000	\$125,000
Total	12	\$1,177,500	\$492,500

6.5 Total Recruitment

In summary, the addition of the three categories totals a hiring plan of 61 positions (60 FTEs) for all Faculties and is detailed in the table below.

Table 19 - Total Recruitment for 2008/09

Faculty	2008/2009				
	*Projected April 1, 2008	Hiring 2008/2009	Expected Market Diff	Total Est. Start Up (inc PRG)	VPA Share Start Up
Science	\$357,651	11	\$77,500	\$820,000	\$465,000
Business	\$207,083	4	\$200,000	\$60,000	\$50,000
Education	\$51,333	1	\$10,000	\$30,000	\$20,000
Arts & Social Sciences	\$659,566	18	\$51,751	\$665,500	\$437,500
Health Science	\$498,118	16	\$180,000	\$660,000	\$390,000
Applied Science	\$379,940	11	\$183,000	\$1,390,000	\$607,500
Total	\$2,153,691	61	\$702,251	\$3,625,500	\$1,970,000

* Non annualized salary (Estimated start date to year end)
Externally Funded Salaries are excluded

1. **The University is seeking the approval by the Academic Operations Committee of the Board of Governors to recruit 61 positions (60 FTEs), excluding academic positions associated with the hiring of senior academic administrators.***

Of these positions:

- 23 positions (23 FTEs) are positions that were previously approved but not filled
- 12 Positions (12 FTEs) are currently vacant or will become vacant during the year
- 14 Positions (13 FTEs) are new positions required to support the strategic interests
- 12 positions (7 FTEs) are new positions that will be funded externally

2. **The University is also seeking approval by the Academic Operations Committee of the Board of Governors to further expand the faculty complement by up to 6 FTE during the 2007/08 fiscal year should strategic opportunities arise for the University.***

Such opportunities may include spousal appointments to ensure the University is successful in its recruitment activities, unanticipated student demand in critical areas, or opportunities for prestigious appointments.

This request is supported by the following amounts that have been included in the Budget for 2008/09, the total being \$7.9 million:

- Recruitment Costs \$.7 million
- Relocation Support \$.7 million
- New Market Differentials \$.7 million
- Start Up, P R Grants and Renovation Costs \$ 3.63 million
- Base Salary Cost \$ 2.15 million for 2008/09

7. CONCLUSION

One of the main Goals of the Vice President Academic's – Three Year Academic Plan is to ensure that faculty resources are in place and supported to enable SFU to meet its research and teaching commitments and objectives. The current financial situation makes this very difficult and should the revenue of SFU not be increased substantially our teaching resources may become misaligned with the student enrolment growth and this may put our teaching quality at risk.

* Approved by Academic Operations Committee March 20, 2008.