

March 27, 2006

To: Deans

Fr. Gerald E. Lang
Larry Hornak

Re: Goal Two of the 2010 Plan

First we want to thank you, on behalf of the Implementation Team, for the comprehensive reports we received relative to Goal One. While we are still analyzing your reports, it is clear our faculty are providing many wonderful opportunities for our students. Such faculty-student interactions and the multiple enrichment opportunities that are available for our students form the heart of the 2010 Plan. We need to find a way to readily quantify these data for our annual report card and to market this aspect of the institution to prospective students. As indicated in the presentation at a recent Deans' council meeting, our continuing challenge is to find "Waldo" – to identify what is most important.

Goal Two focuses on our ability to recruit and retain high-quality faculty. One objective focuses on **compensation**. A good discussion occurred at the last Deans' Council as to offering competitive salaries to new hires and the implications to other recently hired faculty. You have a synopsis of that discussion. Please begin to take those general discussion points and consider how you might implement them in a recruitment/retention strategy for your college/school. For deans in the general university, Provost Lang will be following up with you later during the spring semester.

A second objective is to find better ways to enable productivity. One tool that is available to each dean is the use of the **differential workload paradigm**. We assume you are supportive of a different workload for each faculty member, once tenured, taking advantage of the individual's interests and strengths as matched to institutional needs. But the question remains, is the concept of a different workload being implemented?

- How is the use of differential workloads being assessed?
- Do the annual evaluations within departments recognize differential workloads
- Are effective performance evaluations being written?

As merit is based on performance, it is critical that our faculty are rewarded appropriately for the quality of their contributions.

The third and final objective related to Goal Two concerns ways that each discipline can develop or enhance its **national reputation**.

- How many faculty in your college/school have a national reputation as determined by a national honor or award? How is that reputation measured and validated?
- Please list the names of such faculty and the accompanying honor or award.
- Is the college/school actively attempting to increase the number of its faculty with national reputations? If so, how are you doing so?

Please send your response electronically to gelang@mail.wvu.edu by April 28.

Again, we thank you for your serious commitment to the success of the 2010 Plan. It is only through your commitment to find “Waldo” that we can change and become more successful.

Cc: Implementation Team