

100 Talents

SUMMARY

Initial Charge

The University of Miami's (UM) key product is knowledge created through research, scholarship, the arts or other methods. The application of knowledge to the world can lead to technological advances, innovation, new evidence and discoveries to advance the public good. The University of Miami's ability to generate groundbreaking knowledge will be elevated by the addition of 100 endowed talents over a ten-year period. The 100 endowed talents may include a combination of new and existing senior faculty, visiting faculty, and junior faculty.

Guiding Principles

The working group was charged with articulating principles for the candidates, recommending improvements to the recruitment and recognition of chairs, and developing a framework for the different levels of chairs.

The talents under consideration by UM should be candidates who:

- Enrich student learning as well as that of the faculty and our University community.
- Enhance the academic reputation of the University of Miami attracting more high-quality applicants.
- Enhance existing strength in teaching, research and service or address areas of need.
- Represent colleges and schools that are not traditional recipients of endowed chairs.

Proposals

To continue to attract faculty of the highest caliber to the University of Miami, the University should:

- Strengthen controls for the recruitment and management of endowed chairs.
- Review advancement policies for endowed chair funding levels.
- Consider endowed chairs for colleges and schools that are not traditional recipients.
- Consider additional temporary faculty housing options.
- Clarify the multiple levels of endowed chairs. Standardize nomenclature.
- Review the appointment mechanisms for visiting faculty.

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Introduction

An endowed chair attracts, retains and rewards outstanding faculty who have distinguished themselves through their teaching, research, scholarship and creative work. Appointment for an endowed chair or a named professorship recognizes continuing scholarly achievement and distinction. The endowment provides invaluable continued financial support through a sizeable gift designated by a donor. While chaired positions traditionally are awarded to senior faculty, chaired positions can exist on a rotating basis for junior faculty or visiting faculty. In President Frenk's inaugural address, he presented the bold initiative to endow 100 Talents by the centennial of the University of Miami.

The principles that have guided the process for considering talents include:

- New talents provide an opportunity to enrich student learning as well as that of the faculty and the greater University community.
- Recruitment of talent and new systems to recognize talent will enhance the national and international academic reputation of the University of Miami and attract more competitive applicant pools.
- Strategic recruitment of talents will strengthen areas of teaching, research and creative work where the University of Miami is a leader or has the opportunity to be a leader. This initiative should also address areas that require greater depth, particularly in core disciplines fundamental to a comprehensive university.
- With approximately 75% of current endowed chairs residing in one school, this initiative is an opportunity to increase endowed chaired positions in underrepresented colleges and schools.

An ideal candidate

When considering the recruitment of new talents, an ideal candidate should have characteristics that are emblematic of a distinguished role of an endowed chair. These candidates, which may be existing UM faculty, will have, at minimum, the following qualities:

- Demonstrated ability to and interest in engaging deeply with students, fellow faculty members and the greater University community. Ideal candidates will have a genuine interest in Miami.
- Possess the skills and knowledge to strengthen the department, serving as a central member of their department and a key player in its growth and in the growth of their faculty colleagues. Ideal candidates will help attract other talented faculty to their department.
- Demonstrated excellence in their discipline exemplified through recognition as a renowned academic, artist, or practitioner in their field or a national academy membership. Candidates with strength in multiple fields are desirable as well as candidates with an interest in problem-based research or teaching.
- Serve to enhance existing areas of academic strength at UM, areas in which UM aspires to grow and/or address current areas where greater depth is needed, especially in core fields crucial to a thriving, comprehensive university.

Infrastructure for 100 Talents

Proposal 1: Strengthen controls around recruitment and management of endowed chairs

The hiring process for endowed chairs varies based on the different levels of recruitment. The Faculty Manual has a clear process outlined for senior faculty and junior faculty recruitment. For visiting faculty recruitment, however, ambiguity in the Faculty Manual leads to appointments that occur outside the formal University hiring process. This represents a lost opportunity for recognition despite having renowned individuals as members of our University community.

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Recommendation: The Faculty Senate and Office of Faculty Affairs review the Faculty Manual hiring processes with respect to endowed chair recruitments at all levels and update the Faculty Manual as appropriate.

A review of the current endowed chairs at UM reveals a number of positions remain unfilled. This represents a lost opportunity as funds to offset salary or faculty expenses may not be in use. Additionally, review of the current floor funding level for endowed chairs, the minimum amount needed to fund a chair, shows that our minimum thresholds are low for an institution of our quality. With the charge to recruit 100 talents, ensuring that the funding levels appropriately cover the cost of new and existing recruits is critical to retention and the success of these talents.

Recommendation: The Division of Advancement and Office of Faculty Affairs conduct a review of floor funding levels with aspirational peer institutions and adjust the floor funding level accordingly.

Proposal 2: Culture of Belonging

The addition of new talent offers an opportunity to further the culture of belonging work started by the Culture Transformation Initiative. This advances UM's desire to be an exemplary university by serving as a model to our community. In creating an environment where individuals are valued and their contributions are valued, the focus can be the creation of knowledge through research, scholarship and the arts.

Recommendation: Candidates for endowed chairs help the University achieve excellence through a culture of belonging by supporting the goal of diversity, tolerance, and inclusion.

Proposal 3: Endow chairs in colleges and schools that are not traditional recipients

Approximately 75% of endowed chairs at UM reside in one school according to the list of current endowed positions. The 100 Talents Quad reached out to the deans of UM's schools and colleges and it is clear there are a number of unique endowed chair opportunities. Allocating 100 chairs to one discipline or allocating the chairs uniformly across the University would be a lost opportunity. Instead, allocation of new chairs should be part of a larger overall strategy with consultation from the deans. The work of the IDeA Lab Quad, BASIC Quad, and Educational Innovation Quad can inform a coordinated strategy. The strategy, from the 100 Talents Quad perspective, should strengthen current and future areas of strength while addressing areas of weakness. We should apply this strategy to both undergraduate and graduate education and research. For example, the transformational gift by the Frost family represents an opportunity to build strength in the sciences and engineering.

This broad strategy for our 100 Talents can lead to endowed chairs in the following areas:

- Artificial Intelligence and Digital Systems
- Arts and Humanities
- Environmental Studies
- Global Studies (Africa, the Americas, Asia, Middle East)
- Marine Biology and Oceanography
- Science and Engineering
- Urban and Migration Studies

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Recommendation: Endow chairs in colleges and schools that are not traditional recipients

Proposal 4: Consider visiting chairs as part of the 100 Talents

Visiting chairs represent a unique opportunity to bring renowned faculty to benefit UM's faculty and students. Visiting appointments should be on a term-limited basis and can be recurring. Recurring visits allow faculty to develop deeper ties to a department and the broader University community and can lead to, when appropriate, recruitment of these individuals into full-time positions. For example, a small number of visiting chairs could come to campus for 6-7 weeks annually over a three-year period. These individuals could teach a full course during their visit and be active faculty members holding office hours, participating in faculty affairs, and acknowledge UM for work produced during their visitation. Consideration should also be given to non-traditional academics for visiting chairs and the mechanisms to facilitate their appointment.

Often, visiting chairs retain status at their primary institution, and UM should ensure that visiting chairs include and acknowledge UM in their work. Visiting faculty appointments can be a recruiting opportunity, but must not serve as a retirement option for faculty members with little interest in active participation in the University community. The lack of temporary faculty housing is a significant deficit in recruiting faculty who have short-term engagements with the University, and UM should consider temporary housing as it manages its real estate investments for both visiting faculty and growing executive education programs.

Recommendation: Office of Faculty Affairs and Faculty Senate review the appointment mechanisms for visiting chairs and update the faculty manual.

Proposal 5: Levels of professorships

An endowed chair can attract, retain and reward outstanding faculty who have distinguished themselves through their teaching, research, scholarship and creative works in a number of ways:

- Visiting chairs offer the opportunity to attract distinguished faculty for brief visits that greatly enhance the University experience. Potential challenges include the lack of recognition for a visiting chair due to individual having primary ties with another institution.
- Senior faculty are tenured professors who serve as core faculty for a department and serve a key role in cluster hires. For example, the title of University Distinguished Professor is for select senior faculty who have attained the rank of full professor and hold an appointment in more than one department. Potential challenges include: senior faculty may not be productive after recruitment and/or retain strong historical ties to their prior institution.
- Junior faculty, associate or assistant professors without tenure, represent a special opportunity to recognize faculty whose career holds great potential and who can strengthen the foundation of a department. Funding for junior faculty will end upon receiving tenure so that other junior faculty may benefit from endowed funding as well. Funding should be on a rolling and renewable basis. Potential challenges include: junior faculty may not receive tenure or may not have their funding renewed.

Recommendation: Endow a mix of 100 senior, junior and visiting chairs with the majority allocated to senior faculty. Standardize the nomenclature for the mix of chairs for ease of recruitment.

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Endowed Chair Characteristics

	Responsibilities	Appointment	Endowed Funds Length	Endowment Evaluation	Desired Outcome	Potential Challenges
Senior Faculty (50-60 chairs)	Mentors faculty, staff, and students. Engages with community. Continues to teach, pursue research, and/or creative practice.	Tenured	5 years, renewable	Yearly evaluation with Dean and Provost	Potential academy members and senior faculty who have renowned standing in their field that will serve as a core faculty member for one or more departments.	May not be productive after recruitment. Hires may not be the most qualified. Lack of recognition due to individual having historical ties with another institution.
Junior Faculty (20-25 chairs)	Mentor to faculty, staff, and students. Engages with community. Teach; pursue research, and/or creative practice.	Tenure track	Rolling appointments 5 years, renewable	Yearly evaluation with Dean and Provost	Junior faculty with potential to blossom into talent and strengthen foundation of a department.	May not get tenure. May not be awarded continuation of funding.
Visiting Faculty (20-25 chairs)	Mentor to faculty, staff, and students. Engages with community. Teach; pursue research, and/or creative practice.	Non-tenure	Variable depending on circumstances	Variable evaluation depending on purpose of appointment	Renowned individuals who do not want to leave their primary institution but can enhance university experience.	Hiring may not be the most qualified. Lack of recognition due to individual having primary ties with another institution.

Submitted for consideration by:

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