



2022-23 Annual Report

Achieving Virginia Tech’s vision of becoming a global Top 100 land grant university requires an accomplished, successful, world-class faculty. Faculty Affairs plays a pivotal role in helping faculty realize their potential: “We support faculty success and empower faculty excellence.”

This annual report summarizes our key accomplishments for last year as well as our goals for the coming year. To put them in context, Appendix A describes Faculty Affairs’ mission, staffing, and responsibilities and Appendix B provides a summary of the university’s faculty-related strategic goals and recent trends.

I. Key Accomplishments

Faculty Affairs supports faculty recruitment, advancement, and retention, including managing critical initiatives like work-life liaisons and the dual career program. We support faculty development with mentoring grants and writing retreats, we manage the promotion and tenure process, and we help foster a culture of faculty recognition. Additionally, Faculty Affairs collaborates with colleges on faculty retention strategies, assists in conflict resolution, promotes diversity and inclusion, and participates in university governance processes. In this section, we summarize some of our key accomplishments in these areas.

• Recruitment, Advancement, and Retention

- [Dual Career Program](#). Working in conjunction with Human Resources, the Dual Career Program continues to be an integral part of the recruitment effort with 72 new dual career candidates joining the program in 2022-2023. A total of 42 participants found employment this fiscal year with 79% securing roles within the university. Participation numbers continue to rise as recruitment efforts revamp to pre-pandemic levels.



- [National Distinction and Merit Program](#). This was the second year of the legislature and governor authorized a five percent raise pool. VT proceeded with a program that was divided into a four-percent merit pool and a one-percent national distinction pool. National distinction pool eligibility continued to allow for (merit-based) compression and other adjustments.
 - As shown in Appendix B, the raise pool marginally improved Virginia Tech’s salary percentile compared to peer institutions, which aids in both recruitment and retention efforts.
 - Faculty Affairs reviewed merit recommendations across all colleges and provided feedback to college leaders to assure equity and fairness in the process.
- [Elements and eFARS](#). With the cross-institutional adoption of the Elements faculty activity system in 2021-22, this past year was a time of transition for Elements oversight and support. The University Libraries agreed to take on faculty support role, though during this past year support was shared between the Libraries and Faculty Affairs. Going forward, Faculty Affairs will remain involved in the Elements implementation team in an advisory capacity.

- [Promotion and Tenure](#). The University Promotion and Tenure Committee recommended 95 tenured and tenure-track faculty members for promotion: 52 candidates for promotion to associate professor with tenure; 33 candidates for promotion to full professor; nine for tenure at the currently held rank of associate professor; and one for tenure at currently held rank of professor. These recommendations were forwarded to the Board of Visitors for their review, and all were approved at the June 2023 meeting. Promotion and Tenure Summary historical data for 2010-2023 can be found [here](#).
- [Faculty Retention](#). Provost’s Office funding for faculty retention, managed by Faculty Affairs, continues to be a critical tool for helping colleges retain key faculty. The table below shows the number of new retention actions by year (“Number of 1st Year Payouts”), where the lack of hiring during the pandemic artificially suppressed retention actions in FY21 and FY22. As expected, there was an increase in the number of 1st year payouts in FY23 that aligns with renewed competition for retaining faculty post-pandemic.

Year	2017-18 (FY18)	2018-19 (FY19)	2019-20 (FY20)	2020-21 (FY21)	2021-22 (FY22)	2022-23 (FY23)	2023-24 (FY24) to date
Number of 1st Year Payouts (new commitments)	30	11	37	17	8	24	16
Number of 2nd Year Payouts	0	0	2	36	17	7	22
Number of 3rd Year Payouts	0	0		2	35	15	6
Total \$ paid out for all commitments	\$161,847	\$45,426	\$181,455	\$292,370	\$326,969	\$330,995	\$281,610

Support provided one-time as base.

● **Professional Growth, Leadership Development, and Faculty Excellence**

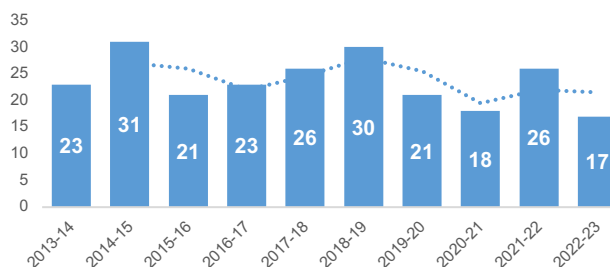
- [Mentoring Grants](#). Of 122 eligible faculty members, 91 received a New Faculty Mentoring Grant in 2022-23. As a matching program, Faculty Affairs provides \$750 per recipient (for a total of \$68,250), which was matched by the colleges, to provide \$1,500 to each faculty member.
- [Writing Programs](#). Faculty [Writing Retreats](#) were held both in person and virtually in 2022-23, with a total of 111 participants across all retreats. Forty-six faculty attended a writing retreat for the first time in 2022-23. Participants came from every college, with the largest number coming from CLAHS, followed by COS and CALS.

In addition, Faculty Affairs supported nine Faculty Writing Groups with [grants](#) of \$2,000 each. This past year, one group focused on language-sciences, another for women faculty of color, a group connecting faculty from Blacksburg and the greater Washington DC metro area, and a group focused on interest in dance, music, and performance in addition to groups that formed from connections made at past faculty writing retreats.
- [Mid-Career Mentoring Summit](#). Toward the goal of addressing the professional development needs of mid-career faculty, Faculty Affairs and the Office of Inclusion and Diversity partnered on hosting the Mid-Career [Mentoring](#) Summit led by the National Center for Faculty Development and Diversity. More than 40 faculty participated from across the university, and evaluation feedback indicated a desire for additional programming to address mid-career mentoring needs.
- [New Department Head Orientation Program](#). Faculty Affairs planned and implemented an orientation program for new department heads who started last academic year or this year. The initial offering was a one-day workshop, led by other department heads and facilitated by Faculty Affairs, that provided participants with critical information about their duties and functions to help them be immediately functional and effective. Seventeen new department heads attended this workshop, and additional training opportunities are being considered for follow up sessions throughout the coming year.

- [Support to Department Heads Council](#). Faculty Affairs provides staff support to the Department Head Executive Council (DHEC) as well as advice and support. This past year, Faculty Affairs worked with the DHEC to revise their leadership structure from a co-chair model to a chair/vice-chair model.
- [Academic Leaders Program](#). Faculty Affairs has paused this program for the year, both to consider how we might redesign it and to focus on the new department head orientation program that was launched in fall of 2023. Going forward, we will be looking at how a revised Academic Leaders Program can augment the new department head orientation program and how it might support academic unit succession planning.

- **Academic Life, Job Satisfaction, Work-Life Balance, and Recognition**

- [Modified Duties Program](#). Seventeen requests for modified duties support were approved for 2022-23, the majority of which were related to the birth or adoption of a child (12). This is in line with historical norms compared to the prior year when we were coming out of the pandemic.



- [Work-Life Liaisons](#). This is a highly impactful recruitment-focused program, especially for women faculty and URM faculty. Work-life liaisons conducted more than 340 meetings last year (~110 hires x 3 candidates per hire). The group also continued work advocating for faculty in support of issues and concerns expressed by liaisons including housing affordability and childcare issues.
- [Tenure Clock Extensions](#). In 2022-23, 63 tenure clock extensions were granted, 26 of which were related to impacts from the pandemic. Last year was the final year in which automatic extensions were granted due to COVID, though some impacts of the pandemic continue to be felt and will result in a few additional pandemic-related extensions. Going forward, the number of requests is expected to move closer to pre-pandemic averages (about 33 per year).
- [Pre-tenure Pandemic Course Release Program](#). Last year 55 requests for course relief were received and 50 were approved. In total, \$182,250 in funds were provided, including matching college funds. The largest number of approved requests was from CLAHS faculty (22), followed by COS (12), PCOB (9), AAD (4), COE (2), and CALS (1).
- [Dependent Care Travel Grant Program](#). The primary objective of the dependent care travel grant program is to reduce the barriers to caregivers for professionally related travel. In partnership with, and piloted by COS, CLAHS, and CNRE, private sources of funds were identified for the program so that eligible faculty may receive as much as \$1,000 per academic year towards dependent care-related expenses while attending professional academic events away from home. In 2022-23, COS and CLAHS continued the program. Conversation will occur in 2023-24 around interest in centralizing the program to expand access to all colleges.
- [Faculty Awards and Recognition](#). Toward the institutional priority of advancing external faculty awards and recognition, Faculty Affairs engaged in several initiatives. First, Trish Dove collaborated with us as a Faculty Fellow, focusing on increasing the number of faculty inducted into the National Academies. Additionally, we organized an awards team, a group tasked with supporting the identification of potential faculty awards and facilitating the nomination processes in collaboration with departments and colleges. We engaged a consultant, Michael Lairmore (Dean Emeritus, UC Davis), in a review of existing processes and resources during a campus visit during the summer of 2023. Based on his findings, he developed a set of recommendations for infrastructure and processes needed to move the university forward toward the goal of Global Top 100. Faculty

Affairs will collaborate with the Office of Research and Innovation on the review and implementation of these recommendations. Finally, we established the use of special leaves as a tool for faculty who may not be eligible of a research leave to take leave to pursue prestigious and highly prestigious fellowships.

- [New Faculty Welcome](#). New Faculty Welcome provides important “start-up” information for new faculty, networking opportunities, and interaction with college leadership. This year’s event was held on August 18th and included afternoon teaching and research workshops, followed by a reception. More than 250 faculty members participated in the 2023 program.
- [Women’s Center](#). The Women’s Center conducted a year-long mission, vision, and values process, based on recommendations from the 2021-22 [external review process](#). The goal was to increase the access and engagement with our programs and services from faculty, staff, and students from marginalized communities. The center now has new [mission and vision statements](#), and our advocacy and support services are now known as the [CARES Program](#) (Campus Advocacy, Resources and Education for Survivors).

CARES Program staff provided advocacy and support services using a hybrid model to more than 144 students, faculty and staff who were impacted by sexual violence and an advocate is present for embedded office hours on the Roanoke Campus to increase access and engagement for VTSCOM. All CARES Program staff served on subcommittees for the President’s Sexual Violence Culture and Climate Work Group.

In addition, the center continued to support faculty and staff (and students) who are caregivers, as this role often disproportionately impacts women, by: serving as a resource for employees with family caregiving responsibilities; serving on the advisory board for Early Childhood Education Initiatives; serving on the advisory board for Engagement Center for Creative Aging (ECCA); maintaining the Working Parent listserv of 300+ VT Parents; and coordinating Kids Night Out, Little Hokie Hand me Down, and the AWARE program.

The center also led the process for the installation of Virginia Tech’s [new Institutional Representatives \(IRs\)](#) to the [Virginia Network](#). This is a presidential appointment and [IRs](#) serve liaisons between VT and the Network, and facilitate networking and mentoring programs on the campus in support of women professionals.

- **Governance and Senior Administration**

- [University Governance](#). Faculty Affairs supported the [Commission for Faculty Affairs](#) and was engaged with Faculty Senate, the [Department Heads Executive Council](#) and Forum, and the Council of College Deans.
- [Board of Visitors Support](#). Faculty Affairs supported the Academic, Research, and Student Affairs (ARSA) Committee and contributed to agenda preparation for other BOV committees. This work included: quarterly, annual, and off-cycle review, approval, and preparation of faculty personnel actions for ARSA (and, as appropriate, the FaRM committee), closed and open session ARSA agenda assembly, writing resolutions, and coordinating presentations.
- [Senior Recruiting and Administration](#). Faculty Affairs supported the successful hiring of the new Dean of Pamplin College of Business and the new Dean of the College of Architecture, Arts, and Design. Faculty Affairs coordinated reviews of three senior administrators, two in the fall of 2022 and one in the spring of 2023.

II. Plans and Goals for the Coming Year

Faculty Affairs is continuing our strategic planning effort to fully define our plans and goals for the coming year as well as into the future. Faculty Affairs' goals will be designed to support the university's [strategic plan](#) and the Provost's Office [goals and priorities for the academic enterprise](#).

- **Strategic Plan-related Goals for 2022-23.** In advance of finalizing the Faculty Affairs strategic plan, the office already has established the following Faculty Affairs goals. These are organized around their support of the university's strategic priorities and the Provost's Office crosscutting goals. They all support Virginia Tech's goal to become a top 100 global land grant university.

[Strategic Priority:](#) Advance Regional, National, and Global Impact.

[Crosscutting Goals:](#) (1) Elevate faculty productivity and impact of scholarship, (2) Secure more extramural funding in support of research, and (3) Implement plans for developing faculty to achieve national distinction.

- In coordination with the Office of Research and Innovation (ORI), continue to expand Virginia Tech's capabilities for nominating and promoting faculty for major external awards.
- Continue to create and promote policies that incentivize and support faculty achievement and facilitate faculty external engagement and recognition, such as the use of special leaves to allow faculty to accept prestigious fellowships.
- On behalf of faculty, continue to advocate for policies and procedures that do not constrain faculty in their external engagement opportunities, or that require faculty to have to deal with unnecessary and unproductive bureaucratic processes.
- In coordination with ORI, the Office of Inclusion and Diversity (OID), and the colleges, continue to create and execute programs that recognize and celebrate faculty excellence.
- Continue to define and execute support programs for mid-career faculty that attend to both professional development and intellectual community-building, such as high visibility President's and/or Provost's seminar series, various mentoring programs, and public intellectual/public-facing scholarship program(s).
- Complete the revision process for departmental/college P&T expectations documents.
- Complete the transition of eFARs management responsibility to University Libraries.
- Complete the external compensation review in response to Office of Federal Contractor Compliance Programs requirements. Use the results to provide information about faculty compensation.

[Strategic Priority:](#) Elevate the Ut Prosim Difference.

[Crosscutting Goal:](#) Continue to increase representational diversity of faculty and staff.

- Continue to deepen Faculty Affairs relationship with and support of OID, college diversity officers, the various faculty caucuses, and faculty identity groups.
- In collaboration with OID, college diversity officers, faculty caucuses and identity groups, and senior leadership across campus, continue to advance and enhance the diversity of Virginia Tech's faculty, including implementing programs to help improve URM faculty retention, and working to create an inclusive and welcoming campus environment for all faculty.
- Monitor trends to help assess faculty recruiting and retention effectiveness, both overall and by various identity groups.
- Pursue external partnerships that allow building a rich network for recruiting diverse faculty members (e.g., ACC universities, APLU partners).

Strategic Priority: *Be A Destination For Talent.*

Crosscutting Goal: *Foster an environment in which all individuals can thrive.*

- Continue all current programs that support faculty recruiting, development, advancement, and retention previously described in Section I.
 - Implement in-person faculty exit surveys, conducted by a subset of work-life liaisons, to better understand and characterize the reasons faculty leave Virginia Tech. Once sufficient data is collected, create, and implement mitigation measures to minimize the loss.
 - Complete faculty work-life study (being conducted by two Department of Psychology faculty on behalf of Faculty Affairs), use the study to determine gaps in current programs, and propose new programs to close the gaps.
 - Continue the [Pre-tenure Pandemic Course Release Program](#) and renew it for 2023-24.
 - Assess performance of the Dependent Care Travel Grant program; if successful, seek to broaden participation with other colleges.
 - In collaboration with OID and HR, create and provide recruiting guidance for departments, including DEI best practices, to improve processes.
 - Analyze the 2023 [COACHE survey](#) results. Determine additional actions to build on VT's competitive strengths as well as work to address any opportunities for improvement.
 - In coordination with the Faculty Senate, assess and revamp the faculty reconciliation process and other efforts associated with faculty concerns and grievances.
 - Refine the New Department Head Orientation program to best support skills training and development for new department heads.
 - Continue to investigate and address major barriers for faculty recruiting faculty and satisfaction, including childcare and caregiving initiatives, affordable housing, spousal/partner employment, K-12 excellence, research infrastructure and facilities, and local healthcare availability.
 - Launch the Pop-up Faculty Club.
- **Other Faculty Affairs Goals for 2022-23.** The following goals indirectly support the university's strategic priorities by advancing university governance and Faculty Affairs engagement and performance.
 - Complete Faculty Affairs strategic plan and then develop proposed future structure and resource needs for the Faculty Affairs office.
 - Launch Faculty Handbook review process including identifying revisions; determine and implement university-level handbook administration and management plan.
 - Hire a permanent HR Division Director and supporting HR generalist, hire a new project director for dual career, and reconfigure the dual career program so that the dual career project director is full-time in and co-located with Faculty Affairs and the dual career counselor is full-time in HR.
 - Continue to expand communications from Faculty Affairs to various constituencies across campus.
 - Implement system within Faculty Affairs to set and assess individual annual goals and achievements.

Appendix A: About Faculty Affairs

Achieving Virginia Tech's vision of becoming a global Top 100 land grant university requires an accomplished, successful, world-class faculty. Faculty Affairs plays a pivotal role in helping faculty realize their potential: *"We support faculty success and empower faculty excellence."*

Mission, Vision, and Core Values. Faculty Affairs' vision, mission, and core values are:

- *Vision:* The faculty at Virginia Tech is a community of thriving world-class scholars.
- *Mission:* We cultivate a university environment and culture that promotes the excellence, professional success, and personal well-being of Virginia Tech faculty.
- *Core Values:* We are supportive, proactive, and collaborative. We empower excellence, support success, embrace individuality, and we advocate for faculty.

Personnel. In 2022-23, Faculty Affairs consisted of 12.7 employees:

- 5 full-time A/P personnel: R. Fricker, R. Gabriele, A. Hogan, B. Lockee, and E. Plummer.
- 5 full-time staff: A. Craft, L. Farrier, C. Hutchison, L. Sullivan, and J. Taylor.
- 2 part-time employees: K. Eriksson (20%, emeritus faculty) and C. Piché (50%).
- 3 part-time (50%) A/P personnel with primary appointments in other units: B. Greenwald, AIE; S. Leftwich, HR (dual career); L. Taylor/S. Leftwich, HR (division director).
- 1 full time A/P person with primary appointment in HR: C. Keating.
- 1 graduate assistant: E. Kim.

In December of 2022 Leah Taylor, the HR division director for the provost areas, left VT for a role at Radford University. Sara Leftwich stepped in to serve as interim division director until a permanent replacement is selected. In April 2023 we were able to hire Ken Eriksson to assist with dispute resolution and reconciliation. In July, Amy Hogan left Faculty Affairs for another position in the university.

In addition, Rachel Gabriele was promoted to associate vice provost, and Cyndi Hutchison and Leslie Stevens were both promoted to project directors as A/P faculty. In the coming year, we will hire a permanent HRDD for the Provost Office, hire a new program assistant to help us expand our support for faculty, and reconfigure the dual career program so that the dual career project director is full-time in and co-located with Faculty Affairs and the dual career counselor is full-time in HR.

Note that even with the temporary decrease in personnel capacity last year, Faculty Affairs continued to make substantial and sustained contributions to the Provost's Office and Virginia Tech in support of faculty.

Roles and Responsibilities. Faculty Affairs at Virginia Tech, on behalf of and in support of the Provost, is engaged in a wide range of activities and has substantial responsibilities related to the university's faculty and academic mission. The list below briefly describes some of our responsibilities.

1. **Faculty Recruiting.** Faculty Affairs supports our academic units in their recruitment and selection of new faculty members. In conjunction with HR, Faculty Affairs is responsible for managing the policies and operational procedures to facilitate successful faculty recruiting. Faculty Affairs also manages critical programs in support of successful hiring, including the work-life liaisons program and the dual career program.
2. **Faculty Development.** Faculty Affairs supports the professional growth and career development of faculty members, including providing resources and professional development opportunities. Key programs managed by Faculty Affairs include new faculty mentoring grants, writing retreats, guidance for the peer evaluation of teaching, and mid-career mentoring initiatives. Faculty Affairs

also offers several programs to assist faculty with work-life balance, including the modified duties program, tenure clock extensions, and the dependent care travel grant program.

3. Promotion and Tenure. Faculty affairs plays a central role in the promotion and tenure (P&T) process. This includes managing the administrative policies, including the Provost's guidance and the various dossier templates and forms, and supporting the University Promotion and Tenure Committee. In addition to P&T for current faculty members, Faculty Affairs also manages the process for approving the award of tenure to newly hired faculty.
4. Faculty Recognition. Faculty Affairs supports the establishment of a culture at Virginia Tech that promotes the recognition of faculty. For example, in conjunction with the Office of Research and Innovation, Faculty Affairs is establishing a Virginia Tech Awards Office to promote the external visibility of faculty. Faculty Affairs also oversees the evaluation of faculty members by academic units, including reviewing annual merit recommendations to the Provost by senior leaders.
5. Faculty Retention. Faculty Affairs works closely with college deans and department heads to retain faculty in the challenging employment marketplace of higher education. This includes helping to ensure that Virginia Tech is competitive in terms of faculty compensation and benefits, has a reputation and programs that attract new faculty, has a compelling and appealing environment which retains current faculty, and has the resources to counter offers from other institutions.
6. Senior Leader Recruiting, Development, and Evaluation. Faculty Affairs supports the Provost in senior searches and represents the Provost in reviewing and supporting the hiring and appointment of direct reports to academic senior leaders. Faculty Affairs also manages the periodic review process for the Provost's direct reports and supports a variety of senior leader development opportunities.
7. Conflict Resolution. In consultation and coordination with college and department leaders and the Faculty Senate, Faculty Affairs assists in resolving disputes or conflicts among faculty members or between faculty and the administration. In this process, Faculty Affairs works closely with academic leaders, university counsel, the Office of Equity and Accessibility, the Ombudsman, and HR, as well as Faculty Senate leadership and individual faculty members, to appropriately resolve a variety of issues.
8. Diversity and Inclusion. Faculty Affairs works with the Office of Inclusion and Diversity, college diversity officers, faculty caucuses and identity groups, and senior leadership across campus to advance and enhance the diversity of Virginia Tech's faculty. This includes promoting effective recruiting practices as well as helping to create an inclusive and welcoming campus environment for all faculty. Faculty Affairs also monitors trends to help assess our faculty recruiting and retention effectiveness.
9. University Governance. In support of the Provost, Faculty Affairs works with the Board of Visitors, and particularly the Academic, Research, and Student Affairs (ARSA) Committee, to manage faculty personnel processes and approvals by the Board. Faculty Affairs also works closely with the Faculty Senate, the Commission on Faculty Affairs, the Department Head Executive Council, and the Council of College Deans on all manner of internal governance issues. Faculty Affairs manages the Faculty Handbook. And, in conjunction with senior leadership, university counsel and HR, Faculty Affairs helps ensure that the university complies with relevant laws, regulations, and other standards pertaining to faculty employment.

Appendix B: Faculty-related Strategic Goals and Associated Trends

The Virginia Tech strategic plan has multiple faculty-related goals that fall under three of the four university strategic priorities. To put Faculty Affairs' annual report in perspective, particularly our plans and goals for the coming year, Virginia Tech's performance over the past five years as shown in the University Data Commons (UDC) is presented here.

Strategic Priority: Advance Regional, National, and Global Impact							Percentile change since FY18
Faculty	2028 Goal	FY18	FY19	FY20	FY21	FY22	
Extramural Expenditures (\$M)	\$410M/yr	\$312M	\$320M	\$325M	\$331M	\$368M*	+17.9
Awards (number)	400/yr avg	**	**	**	332	TBD	n/a
Publications (number)	4.5K/yr avg	**	**	**	3,562	TBD	n/a
Citations (number)	45K/yr avg	**	**	**	unk	TBD	n/a

* Estimated ** Not shown in UDC

Discussion. Per the UDC, substantial progress has been made in extramural funding, but there is only one year of information on the other measures and so it is not yet possible to assess Virginia Tech's progress towards its other goals.

Strategic Priority: Elevate the Ut Prosim Difference							Pct point change since FY18
Faculty	Goal	FY18	FY19	FY20	FY21	FY22	
URM							
• Percent of all faculty	12% by 2028	7.5	8.1	8.5	8.4	8.6	+1.1
• Percent of new hires	no goal	10.6	12.3	9.7	11.7	10.8	+0.2
Female							
• Percent of all faculty	40% by 2028	36.0	37.1	37.6	37.9	35.8	-.02
• Percent of new hires	no goal	40.4	42.3	46.9	44.4	36.7	-3.7

Discussion. Per the UDC, modest progress is being made towards increasing faculty diversity, but we are not on track to meet our 2028 URM goal. To achieve it would require a one percent increase in the percentage of new URM faculty year-over-year for the next six years. Achieving the female faculty goal is more likely if the dip in the percent of new hires in FY22 is an anomaly and we return to our performance in the years prior to it.

With the 2023 survey, we included several custom questions aimed at learning about faculty's experiences with diversity and inclusion on campus. From those questions we learned:

- 48.2% of faculty are satisfied with VT's efforts to recruit and retain a diverse faculty.
- 50.3% of faculty are satisfied with their college's efforts to recruit and retain a diverse faculty.
- 54.2% of faculty are satisfied with their department's efforts to recruit and retain a diverse faculty.
- 59.4% of faculty believe their department is a place their faculty feel free to express their views and opinions to their colleagues.
- 67% of faculty feel knowledgeable about the resources and support available to them if they have concerns or issues related to discriminatory behavior.
- 58.1% of faculty feel comfortable raising concerns or issues related to diversity, equity, and inclusion with leadership.

Strategic Priority: Be A Destination For Talent

<i>Faculty</i>	<i>Goal</i>	<i>FY17</i>	<i>FY18</i>	<i>FY19</i>	<i>FY20</i>	<i>FY21</i>	<i>Change since FY17</i>
Salaries (percentile)*	50 th by 2024	27 th	29 th	23 rd	30 th	33 rd	+6
Satisfaction career advancement (percent)	75% by 2024	52.5	--	--	--	71.1	+18.6
Satisfaction, work-life balance (percent)	75% by 2024	65.6	--	--	--	67.9	+2.3

* - As provided by the Budget Office; the UDC is out of date for these percentiles

Discussion. While the university has made some progress in salary percentiles, we are not on track to meet the 2024 goal of being at the 50th percentile. That said, we have had two good years of substantial raises, with another two percent to come in January 2024. We hope this will result in a more substantial increase in the salary percentile. Also, since the 2013 administration of the COACHE survey, we have seen a marked increase in satisfaction with salaries (from a mean of 2.77 out of 5 in 2013 to 3.2 in 2023), in part due to VT’s consistent merit program when other schools have struggled.

Career satisfaction and work-life balance are trending in the right direction, at least as measured by the HR Climate Survey, though those results are dated and there is no information in the UDC for FY18-20 to judge whether this is a trend or a blip. The 2023 COACHE survey results are just in, so in the coming months we will have a better sense of faculty satisfaction. Note that with the 2023 survey, Faculty Affairs worked with Analytics and Institutional Effectiveness (AIE) to develop a dashboard in the UDC where college leadership can review the COACHE results from the last 3 cycles for their college and departments. This will allow units to use this data to better inform discussions about their strategic priorities.