

## 72 – IT Research Hiring

### Action Item Template Response

#### General Action Item Information

Lead Division/Office: Pervasive Technology Institute

Action Item Number: 72

Action Item Short Name: IT Research Hiring

Dependencies with other EP Action Items: 3, 4

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#### I. DESCRIBE YOUR PLANS FOR IMPLEMENTING THIS ACTION.

The drive to achieve research distinction requires human resources beyond the community of information technology professionals. As some disciplines move their research to more advanced models of simulation, mathematical modeling, visualization, grids and gateways to vast resources, and other tools, there is a clear need for computational scientists and those with other deep skills to participate in some research and creative endeavors. While some of these skills may come from staff or other consulting personnel, dramatic advances in some disciplines may be tied to embedding computational scientists in the discipline itself.

As IU becomes increasingly successful in IT-related research it will be important to invest in maintaining and extending success. In particular, IU should invest in:

- **Retention.** As IU achieves an increasingly high profile, we are subject to recruitment of key staff by other universities. This can be done for positive reasons - such as a desire to secure talented and experienced staff and faculty from a successful environment so as to enable another institution to become successful. It can also be done for reasons of ruthless competition - competitors pulling away particularly talented individuals from IU so as to weaken our competitive position. Both of these motivations are factors, and it is particularly important to be prepared to guard against predatory hiring of IU staff. When tens of millions of dollars are in play in major grant competitions, hiring an expert away from IU for twice what they currently make can be a bargain. We of course need to count on the dedication of IU staff and faculty to the values of IU, quality of life in Indiana, etc., and fairness and equity within the overall IU community are important. However, it would be foolhardy of the university to fail to recognize the market value of a small number of particularly skilled and distinctive faculty and staff. Therefore, IU should invest in proactive correction of salaries of a select few critical staff and faculty who are at risk of predatory hiring, and establish a budget for recognizing and responding to the market value increases of such select faculty and staff in the future.
- **Recruitment.** We are in a time when the market value of faculty with particularly extensive and deep skills in information technology is extremely high. Such faculty can be expected, over time, to have higher-than-average success in obtaining federal grant funds. Indiana

University should establish a base investment in funds used to enhance recruiting success, to be used in the following way: Monies from this fund may be used to supplement the salary of a new faculty recruit for her/his first three years at IU. After that time, the contribution of monies from this fund to the salary of this recruit would end, and grant monies (direct funding or indirect cost recovery) would fill the gap between base and total funds allocated to support that faculty member's salary.

- Use of "Scientist" job category. Many universities have a well-established "Research Faculty" classification. This is similar to the IU "Clinical Faculty" category, but is more general, indicating faculty with academic rank who does research, only, and does not teach. In some cases, these faculty are granted tenure. IU has a similar category of faculty called "Scientist" (with the categories of assistant, associate, and full). In order to improve IU's research competitiveness and ability to attract talented researchers who want to devote themselves strictly to research, IU should make much more extensive use of the "Scientist" faculty category in hiring researchers.

## **II. WHAT ARE THE POLICY AND PRACTICE IMPLICATIONS OF YOUR PLANS?**

There are no new policy implications of this plan. This plan calls for changes in practice in explicitly recognizing and responsibly reacting to the competitive and fiscal challenges that IU faces as it strives to maintain and build upon its current status to become one of the great universities of the 21st century.

## **III. IDENTIFY STAKEHOLDERS.**

- Vice President for Research
- Chief Financial Officer and VP for Finance
- OVPIT
- Dean of Faculties
- Deans of all IU schools and colleges
- PTI
- IUHR