

Guidelines for Start-up Packages for New Faculty with Assignments in Research, Scholarship, and Creative Works

UNCOA-003

Effective Date: June 1, 2013

Office of Origin/Approval Authority: Provost

Purpose of the Policy

The guidelines that follow have been developed with input from the Provost and Senior Vice President, Provost's Leadership Team, and Senior Vice President of Finance and Administration and CFO. Principles for development included aspirations for equity, flexibility, transparency, and prudent stewardship of limited operating funds. The purposes of faculty start-up funds at the University of Northern Colorado are to (1) assist new faculty members in obtaining the necessary equipment and appropriate workload to develop a strong capacity for research, scholarship, and creative works (RSCW); and (2) recruit highly qualified teacher/scholars with RSCW agendas.

Detailed Policy Statement

Development of Start-up Packages

Staffing Planning: Consideration of the start-up package begins at the time of requesting a position. Exceptional costs can sometimes be anticipated with knowledge of competitive job markets and typical technology needs in the discipline. Deans and the Provost will discuss an expectation of costs that exceed maximum levels established in this document prior to approval of the position.

Search and Negotiating: During the hiring process, deans discuss prospects for unusual start-up packages with the Provost, particularly when maximum levels established in these guidelines are exceeded. All packages should be in writing and include the provision that disbursement of funds may be terminated after an announcement of plans for departure from the University or after inadequate performance. New faculty need to be advised in writing that start-up activities and purchases are to be completed within two-years of employment. The final result of the negotiation process should be documented on the Faculty Start-Up Worksheet (for internal use only, see attached, with the information on the package included in the candidate offer letter.

Funding and Implementing: Funding for equipment, software and professional development approved on the Faculty Start-Up Worksheet (see categories 2 and 3 below) will be established in UNC's Strategic Investment budget.¹ College Business Managers will be provided with accounting (FOAP) information to process expenditures for these items. Funds set aside for purchases of equipment and software, and completion of professional development activities will only be available for two years. Any exceptions must be justified in writing and approved by the Provost.

Funding for relocation, computers, reduced instructional load, furniture, office painting and facility renovations will be embedded in existing university processes and budgets. Additional operational and implementation details will be worked out with College Business Managers.

Standard university policies and practices for documentation and timely submission of expenditures also apply.

¹ College Business Managers should complete a budget template and submit to the Budget Office (template to be separately provided).

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Categories of Support

The following categories of expenses can be considered during negotiation with a job candidate:

1. **Relocation Expenses.** Limit relocation reimbursement to \$2500. A central pool of funds has been identified to cover these expenses (along with search costs such as advertising and travel). Business Managers will be separately provided with updated instructions and any questions can be addressed to Human Resources. Requests to exceed \$2,500 must be approved by the Provost and be a part of the hiring package essential to recruiting the candidate. At the time this document is being drafted, Human Resources is investigating contracts with other local universities that have arrangements for moving expenses. Additional questions can be directed to the Director of Human Resources.
2. **Equipment in Technology-Intensive and Non-Technology-Intensive RSCW.** For non-technology-intensive RSCW, positions may allocate support for RSCW equipment, materials, and supplies (e.g., software, laboratory equipment, computer accessories) in an amount up to \$2000. More expensive packages are permissible for faculty whose RSCW is in technology-intensive fields, provided there is an appropriate rationale approved by the Provost. When applicable, packages are presumed to support the faculty member's competitive standing in extramural funding requests. All packages must be described in writing; funds must be spent within the first two years of employment.
3. **Professional Development.** Professional development funds, not to exceed \$2000 unless approved by the Provost, may take a variety of forms, including attending specialized conferences, webinars, subscriptions, books, and summer salary. Funds must be spent within the first two years of employment.

Please Note: Inclusion of professional development in faculty start-up packages will begin with fall 2014 hires.

4. **Computers.** The University has adopted a five-year faculty computer refresh program and in general, the following guidance applies:
 - a. *If the new faculty is replacing a faculty member who had a computer still covered under the refresh policy, the incoming faculty will use that computer.*
 - b. *If this is a) a new position and no incumbent with a computer or b) an incumbent who was due a new computer under the refresh policy, then the new faculty member would get a new computer.*

The refresh program, which is managed by Information Management and Technology, is intended to provide deans with some flexibility and discretion in the specifics of annual computer purchases. Deans should work with IM&T to prioritize needs within their respective colleges.

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5. **Reduced Instructional Load.** New faculty may take the equivalent of six credit hours of reassignment for purposes of investing time in RSCW during their first two years of employment. Deans need to include these costs for adjunct replacements within their annual adjunct requests.

6. **Furniture, Painting Offices, and Facility Renovations.** Furniture and office painting are not included in start-up packages. Facilities Management is initiating an office paint and carpet refresh program which will include some flexibility at the discretion of the Deans. Furniture needs and/or any facility renovations should be included in the annual capital request process. As we transition into a more systematic approach to meeting capital needs, any urgent concerns can be raised with the AVP for Facilities Management.

7. **Graduate Assistantships.** Deans may allocate GA's from existing resources from the Graduate School, but no new requests are part of the start-up package. The Graduate Dean must approve redirection of a School or Department's GA to the new faculty member.

Offer Letter Language

For Verification by Faculty Member:

I verify that I appreciate that my start-up package is not finalized until approved by the Dean and Provost and funds will not be available to me until I have signed my contract. I realize that disbursement of funds may be terminated if I am found to be performing at an inadequate level or plan to leave the University during the first two years or my employment. I further understand that equipment, software, subscriptions, materials, and other resources must be purchased within two years of my employment. These investments from the University are governed by all University policies and restrictions. I realize that expenditures are not a gift to me but rather an investment in my program of research, scholarship, and creative works. Non-consumable equipment, such as computers, is allocated for my professional use, but I understand that it is state property. I have been advised that any relocation funds available to me must be processed within 60 days of expenditure. I also understand that I need to address questions to the Business Manager of my College and the Director of Human Resources. Finally, I agree to follow all University requirements regarding expenditures and processing.

Faculty Member (Print Name)

Date

Signature

Applicability

This policy applies to all new faculty hires with expectations in research, scholarship, and creative works, whether engaged in main campus programs, extended campus programs or a combination of both.

Contact Information

The Provost should be contacted for interpretations, resolution of problems, and special situations.

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Policy Authority

The Provost has authorized this policy, which is in force until specifically changed.

Related Policies/References

University Fiscal Rules, Moving Expense Reimbursement Procedures and related budget and financial practices in effect at the time of developing a start-up package apply. Website references include:

<http://www.unco.edu/acctservices/pdf/UNC%20Fiscal%20Rules.pdf>

<http://www.unco.edu/purchasing/asp/procedures.asp>

Implementation Procedures

1. Attached to this policy are:
 - a. Table 1: Additional information about funding sources for the categories of support
 - b. Faculty Start-up Worksheet to be used internally
2. Additional procedures and guidelines regarding start-up package funding and the process for reimbursing moving costs will be provided to College Business Managers by the Director of Human Resources.

Table 1. UNC Faculty Start-up Packages/May 2013

	<i>Faculty Start-up Allocation</i>	<i>Other Sources</i>
1. Relocation Costs (not to exceed \$2500). Funds can be used for moving or related relocation expenses, such as security or utility deposit. Receipts are required for reimbursement and must be submitted within one year of employment	N/A	Deans work with HR to access relocation costs through the central budget for search costs and to provide any information about reduced-rate contracts with moving companies (these arrangements are pending). Must be spent within first year of employment; receipts are required for reimbursement.
2. Required equipment for RSCW (software, laboratory equipment, computer accessories, licenses; collectively totally no more than \$2000 for non-technology-intensive programs of RSCW and higher for technology-intensive programs. Costs must be incurred during first two years of employment.	All plans should be made in writing. Deans consult with Provost on packages that exceed \$2000. When significant expenses can be anticipated at the time of position approval, Deans advise Provost of need.	N/A
3. Professional development up to \$2000 (e.g., might include conferences, training, subscriptions, summer salary).	Tentative plans should be made in writing. Deans consult with Provost on packages that exceed \$2000. Begins Fall 2014	N/A
4. Computer (through refresh program)	In a rare and extraordinary circumstance that cannot be addressed through the refresh program (e.g., a specialized computing need), deans discuss with Provost.	The expected procedure is that deans follow the conditions of the refresh program, which allows them some flexibility in prioritizing computer allocations.
5. Reassignment for the equivalent of two three-hour courses to be taken sometime during the first two years of service (maximum cost of \$12,000 for adjunct salary and fringe for equivalent to two three-credit-hour courses)	N/A	Deans request coverage through their adjunct instructor budgets.
6. Painting, Furniture, and Facility Renovations	N/A	Assistant Vice President for Facilities Management (Kirk Leichter) is developing an office paint and carpet refresh program and can also be contacted regarding any unusual facility needs to be included in capital planning processes
7. Graduate Assistantships	N/A	No funds are included in the start-up package, but Deans may direct an existing GA line from their Graduate School allocation to the new faculty member if approved by Graduate Dean.

FOR INTERNAL USE ONLY: Worksheet for Faculty Start-up Packages/May 2013 – Summarize in Offer Letter

Plan for Use of Resources

Amount

*Justifications for
Exceptions*

1. Relocation Costs
(\$2500)

2. Required equipment
for RSCW (\$2000)

3. Professional
development (\$2000)

4. Computer (refresh
program)

5. Reassignment (max
\$12,000 for adjunct
salary/fringe for two
(2) three-credit-hour
courses)

6. Painting, Furniture,
and Facility
Renovations (**refresh
program and capital
process**)

7. Graduate
Assistantships (**within
allocation from
Graduate School
Dean**)

Recommended by Dean

Date

Approved by Provost

Date

Copies to: Provost, Hiring Authority, College Business Manager, Human Resources