Draft PIC Expectations, Rewards, and Incentives
Initiative for Review, Revision, and Costing

This initiative would create and fund the operation of two special commissions that will investigate the appropriateness, structure, implementation, maintenance, value, and cost of a system of defined expectations, rewards, and incentives for faculty and, separately, for staff. In this context, "rewards and incentives" for faculty encompass merit raises, tenure and promotion processes and criteria, recognition awards, loading models, and creative ("thinking outside the box") alternatives yet to be explored- all of which should drive the faculty in a direction commensurate with the university's mission, vision, and goals. The commissions' deliberations should not be limited to practices and structures currently in place. The commission's recommendations will include clearly defined expectations and tenure and promotion criteria, appropriate checks and balances, and means for ongoing assessment and reevaluation. The assessment component will become a standard measure of individual, departmental, and institutional success toward attaining WPI's goals; hence, the rewards and incentives structure must reflect the ultimate goals and vision of WPI. A well-designed expectations, rewards and incentives system will create a dynamic, flexible, intellectually rich environment that encourages creativity and experimentation and that enables a good quality of life among faculty at all levels of seniority. In addition, the role of a revitalized reward structure as a recruitment and retention tool for a talented and diverse Faculty should not be underestimated.

In addition, PIC recommends that an equally important need exists to examine rewards and incentives for the WPI staff. In this context, "rewards and incentives" encompasses equity and merit raises, recognition awards and perhaps other structures yet to be created - all of which should drive the staff in a direction commensurate with the university's mission, vision and goals. In today's booming economic environment, hiring and retaining competent staff is a significant challenge for any organization. With unemployment hovering at 4% many staff (especially those with technical expertise) have left WPI to take positions in industry that promise better salaries, benefits or career paths. Replacing these individuals is costly to the university. WPI should offer competitive and comprehensive salary and benefit packages designed to help recruit and retain the best qualified staff.