



Chairs Workshop #9
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April 15, 2022

Retaining Faculty

Announcements

Last workshop today

Send ideas for topics next year – Christian will reach out to you

Faculty Social Hour – April 21st 3-4:30

Teenie returning to faculty

Thank you

What if Professor X wants to discuss retention?

an offer for a position at another university

they already have an offer in hand

they are negotiating

an invitation to apply from another university

special, targeted invitation

generic

thinking about going on the job market

Your role? What should you do to help?

Communicate with the Dean

Offer guidance and support

Help the person work with school staff and the Dean

Encourage the person to stay!

Respect confidentiality (including past retentions of others)

Anything else?

Confidentiality

APM 160 Appendix A

The University must, in the appointment, advancement, and retention of academic personnel, make informed and objective judgments about their qualifications and performance...

All who participate in the multi-tiered academic personnel review process in the University will best be able to perform their functions [given] the degree of confidentiality set forth in APM 220.

Like other AP discussions and work, keep things confidential



UNIVERSITY
OF
CALIFORNIA

Senate faculty rarely leave

The University is typically responsive when retention needs arise

More and more attention is going to retention, with some focus on retaining URM faculty and women in STEM – our campus is on the front end with a recent AFD grant

Enhancing Faculty Retention: Developing a systematic process

- Is faculty a “must” or “would like to” retain member? Who decides?
- What is the potential impact on the unit?
- What type of external program/institution counts?
- Who should be looped into retention discussions and when?
- How many retention offers are allowed per faculty member?
- Under what conditions should a preemptive retention offer be considered?
- What potential biases might influence process/decision-making?
- When to start the conversation with the faculty member?
 - “The **reactive** strategy of **waiting for faculty** to bring in outside offer **both lowers morale & encourages faculty to seek external employment opportunities.**” (U. of Wash Retention Guide)
- What information can be made transparent and shared to faculty community?

Scenario: A
faculty member
who is thinking
about leaving
might consider...

- Starting an early discussion with Chair
 - They might simultaneously communicate plans with Dean or senior colleague
- Seeking an offer from a variety of institutions
- Accepting or declining external offers, regardless of original plan
- That home institutions tend to “gauge” seriousness before committing to retention efforts
- That home institutions may or may not offer preemptive retentions
- Leaving due to...
 - Resources (salary, rank, students, research funds, space)
 - Limited Career Advancement (opportunities for leadership?)
 - Climate (mission, affiliation, location, perceived sense of belonging, DEI)

Barriers to Retention and Strategies to Improve

Barrier	Strategy
Racial/Gender Isolation	<ul style="list-style-type: none">• Create Networking Opportunities• Affinity Groups• Express commitment to DEI in word and deed
Lack of Mentoring	<ul style="list-style-type: none">• Establish Mentoring Programs• Dept Chairs can also act as mentors• Create opportunities for faculty to meet/interact
Occupational Stress	<ul style="list-style-type: none">• Check workload imbalances• Provide adequate resources and support• Consider cost of living and make adjustments
Devaluation of “Minority” research	<ul style="list-style-type: none">• Recognize and reward different fields and methods of work
Perception of a “Token Hire”	<ul style="list-style-type: none">• Provide professional development to all faculty on cultural sensitivity• Establish flexible and accommodating policies
Bias in T&P process	<ul style="list-style-type: none">• Make expectations and policies clear, transparent, and available• Monitor decision-making processes and outcomes

References

- “Administrator’s advice to professors about seeking and using counteroffers,” Elisabeth H. Simmons, Inside Higher Ed, 9/21/2012
- Guide to Best Practices in Faculty Retention, Office of the Provost, Columbia University
- Current Thinking on Counteroffers: A Survey of Rewards and HR Professionals, Loyola University Chicago, Fall 2017
- Enhancing Faculty Retention, University of Illinois Office of the Provost, 8/11/2018
- COACHE Study on Faculty Retention, coache.gse.harvard.edu/faculty-retention-and-exit-survey
- Best Practices for Faculty Retention, 2008-9 University of California, Santa Cruz
- Findings from the First Ever Multi-Institutional Survey of Faculty Retention & Exit, March 26, 2018. Collaborative on Academic Careers in Higher Education (COACHE)
- Report of the UNC-Chapel Hill Task Force on Promotion and Tenure Policies and Practices, September 2020.