

## **ADVANCE Quarterly Leadership Workshop**

**Spring 2016**

### **Feedback on Faculty Retention Strategies**

You are anticipating a faculty retention situation in your unit.

#### **What are some possible options you could offer the faculty member that require no new resources?**

- Office; recognition, shout-out, lecture series; teaching release. End date on everything.
- Adjust teaching load or flexibility in creating a new, innovative course. Personal meeting with the Dean.
- Lower teaching load; nominate them for an award; nominate you for a leadership position. Recognition is more important than pay. Recognition on committee.
- Leadership options, teaching, temporary promotion.
- Title/position recognitions; nominate faculty; reward for good teaching evaluations.
- Space upgrade – office and lab? Space for support staff. Administrative support can be increased if there is a need. Sabbatical. Leadership, influence over issues of interest, nominate for awards or speaking opportunities.
- Committees – strategic planning. Office/cosmetic changes. Dean meeting. Teaching load/type.
- Space; protected time/less teaching; ancillary support; recognition; endowed position; promoting career; less service; sabbatical; help with child care; invited lectures; access to luminaries.
- Class schedule; public acknowledgement; existing endowments; sabbatical priority; leadership roles/opportunities; priority on childcare lists; encourage to participate at national and international meetings and on committees.
- Scheduling of courses; recognition on email/news; sabbatical priority; leadership positions; national committees; priority listing for childcare; connections with others; awards nomination; course release; graduate student memberships; conference support; colloquium speaker
- Office space; research shout-out – weekly; teaching schedule
- Travel money; recognition in faculty meetings; nominate faculty for awards.
- Modified teaching load; award nomination; leadership opportunities; recognition committee – search out awards, etc. and proactively develop nominations.
- A better office; teaching assignment flexibility.
- Contacting directors of other units; support for their research goals.

#### **What are some possible options that would require a little bit of resources (<\$25,000)?**

- Fellowship (small); speaker series; travel funds
- Leverage the advantage of excellent colleagues on campus with funds to catalyze interaction with them (lab equipment, workshops). Also aligns with College goals for interdisciplinary collaborations.
- Travel money; summer support; professorship – future promise; recognition at end-of-year awards.
- Summer salary; travel/research funding; hourly student support. Small conference, retreat.
- Summer salary; reserve funds; RA support.

- Financial support for developing new teaching materials, lab, travel, professional dues, registration. RA support. Cost for improving space. Organize a small conference. Short-term coverage of at-risk salary.
- Reputation workshops; shared instrumentation; collegiality; special seminars; team building.
- Discretionary account; travel/meetings; sabbatical; research funds; improve space/new space; endowed position; assign RAs; relieve from duties (e.g., teaching)
- RA/TA; support for grad students; travel/other discretionary funds; space/improvements; buy-outs for teaching; support for a conference/meeting. Invite their ideal mentor to come give a colloquium and network them.
- Support graduate students; travel funds; discretionary funds for research; space.
- Fellowships; 1 month summer salary.
- Travel money; summer support; guaranteed merit increases for some number of years.
- Matching funds for facilities that will increase interactions; fund a conference or workshop.
- Summer salary; parking spots; conference funding.

### **What is your unit's retention policy?**

- We have an elected Faculty Council that votes and approves retention requests. Then the Chair has the power to negotiate with the Dean and the faculty.
- Chair consults as appropriate and makes a recommendation to the Dean.
- Anything that involves a faculty line (e.g., committing to search in a particular area) goes to the entire faculty for a vote. All else is for the Chair to negotiate in consultation with the executive committee.
- Vote on policy every two years. Faculty code. Transmit to Dean. Faculty meeting minutes. Documenting final deal with department staff for permanence of record-keeping. Time limits on terms.
- Not well-established. It should be: consultation with faculty; negotiation with the Dean.
- Faculty input is sought whenever possible, but often the speed required leverages the "advisory" nature of recommendations to upper levels. We have no "written" policy. Usually not a discussion of details [or] exact salary.
  - *Maybe share different departments' policies or retention procedures?*
- Need to develop, and to share!! Retention policies from those willing to share. [emphasis in original]
- "Whenever possible" otherwise chair has authority. No specifics discussed but discuss the person and their importance to the department (our level of commitment). Faculty input is advisory to the chair, who is advisory to the Dean.
  - *Please compile current retention policies and distribute to attendees!*
- When approved, compile policies from other departments.
- Consultation with votes cast to gauge level of support for retention; director leads negotiation and keeps program chair informed.
- Consultation? Then chair negotiates.
- We don't have one.

### **What could be done to preempt your star faculty from interviewing at other institutions?**

*Note: Several survey respondents crossed out the word "star" in this question.*

- Treating people well all the time; having a non-dysfunctional department.

- What can you do for faculty whose value is great, but local (e.g., curriculum reform, etc.) and are underpaid?
- Rising star; pre-emptive retention; how to make star faculty loved at home – value the area.
- Tell them you love them and want them to stay. Recruit colleagues to do the same.
- Make person feel wanted (preemptive). Right away, let them know you intend to do your best to retain them.
- Trying to improve quality of academic life for faculty while maintaining success of unit.
- Pre-emption; value/respect; distinguished professorship (University-level endowment)
- Respect; recognition; support and fairness in nominating fellowships, scholarships, chairs
- Groom them (need to understand what they want); value that research area
- Support center initiatives