Faculty Retention 2010-2011

Analysis of Recent Data & Comparison with Previous Years
What are the primary metrics?

• How many faculty members received external offers?
• For how many did we provide counter-offers?
• For how many would we have wished to make a counter-offer but lacked funds to do so?
• How many faculty did we retain?
• How many faculty did we lose?
• What percentage of our counter-offers were successful?
Faculty Retentions 2002-2008 (only for those with counter-offers)
## Retention Success Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>Success Rate</th>
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<tbody>
<tr>
<td>2002-2003</td>
<td>30%</td>
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<tr>
<td>2003-2004</td>
<td>62%</td>
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<tr>
<td>2004-2005</td>
<td>68%</td>
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<tr>
<td>2005-2006</td>
<td>53%</td>
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<tr>
<td>2006-2007</td>
<td>72%</td>
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<tr>
<td>2007-2008</td>
<td>69%</td>
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<td><strong>Average 65%</strong></td>
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- In 2009-2010, we retained 29 of the 58 people to whom we made counter-offers, or a success rate of about 50%.
- In 2010-2011, we retained 32 of the 78 people to whom we made counter-offers, or a success rate of about 41%.
How many faculty received external offers?

- In 2007-2008, there were 51 such offers.
- In 2009-2010, there were 87 such offers.
- In 2010-2011, there were 110 such offers, up 115% from 2007-2008 and 26% from 2009-2010.
For how many did we lack funds for a reasonable counter-offer?

In 2009-2010, there were 7 cases.

In 2010-2011, there were 13 cases.
How many faculty did we retain?

- In 2007-2008, we retained 18 of the 51 faculty with offers.
- In 2009-2010, we retained 29 of the 87 faculty with offers.
- In 2010-2011, we retained 32 of the 110 faculty with offers.
How many faculty did we lose?

- In 2007-2008, we lost 33 faculty, 8 due to failed retentions, and 25 for whom we did not compete.
- In 2009-2010, we lost 58 faculty, 29 due to failed retentions, 7 due to lack of funds, and we let 22 others go without a counter-offer.
- In 2010-2011, we lost 78 faculty, 46 due to failed retentions, 13 due to lack of funds, and we let 19 others go without a counter-offer.
To which types of institutions did we lose our faculty with external offers?

- Public universities – 41% (AA 58%; HA 35%)
- Private universities – 38% (AA 32%; HA 23%)
- Industry/govt./etc. – 14% (AA 0%; HA 38%)
- Foreign universities – 7% (AA 10%; HA 4%)
Should we be worried?
What can we do to improve matters?

- Yes. More faculty are now willing to relocate.
- The 13 tenured/tenure-track faculty for whom we could not afford serious counter-offers and the 46 that we lost despite counter-offers together comprise only about 3% of our total tenure-track and tenured faculty, but they’re among the top 3% of our faculty. They’re extremely productive and very hard to replace, even if we have the resources to do so.
So what can be done?

- **Retentions, including pre-emptive.** This year we had authority to counter or forestall external offers.
- **Diminish the magnitude of this year’s cuts.** Smaller cut = more stability.
- **Salary increases.** Three years is a long time. Another year is more than just another year.
Questions and Comments?