



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Faculty Retention 2010-2011

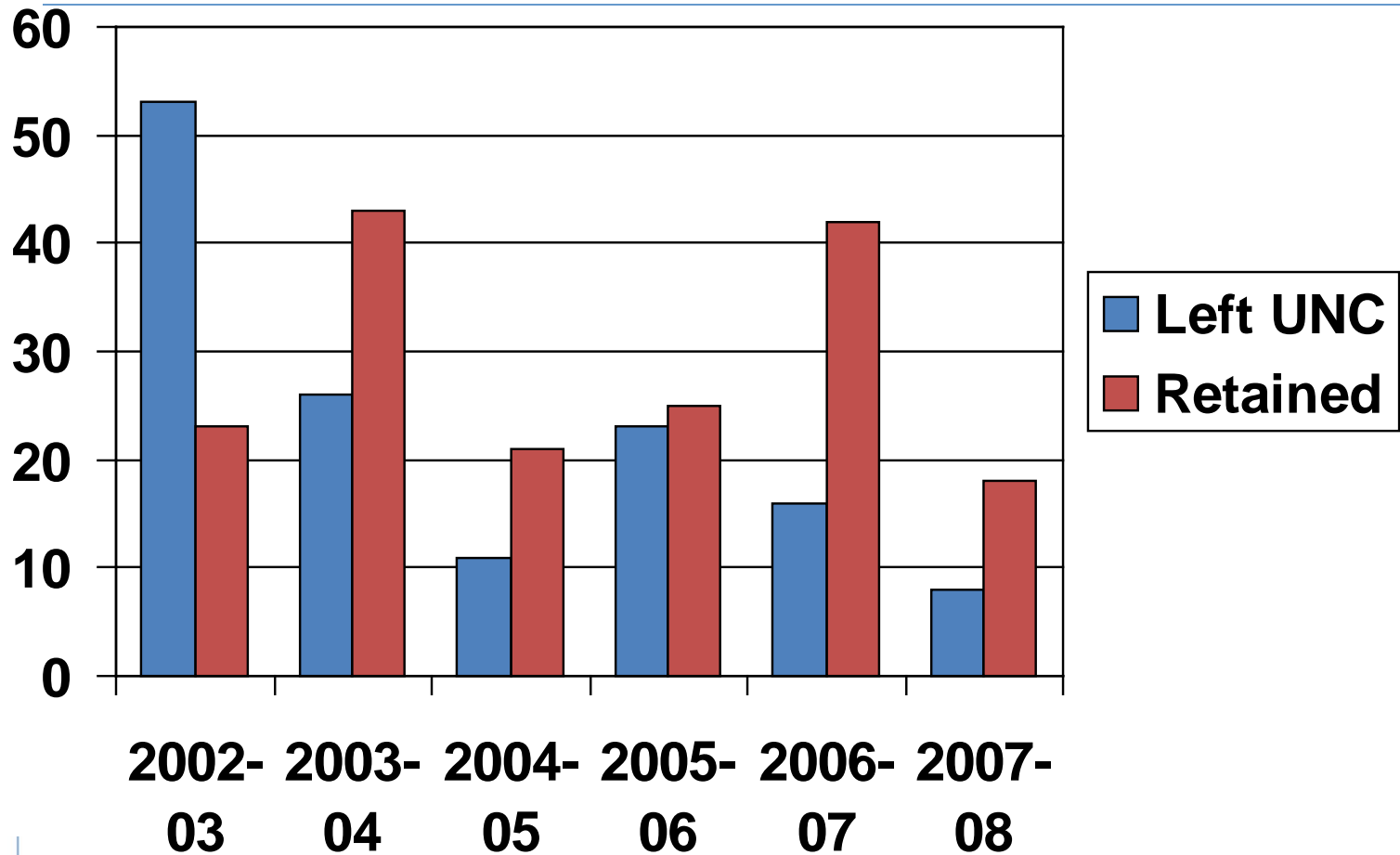
**Analysis of Recent Data &
Comparison with Previous Years**

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

2002-2003: 30%

2003-2004: 62%

2004-2005: 68%

2005-2006: 53%

2006-2007: 72%

2007-2008: 69%

Average **65%**

- 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%**.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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.





THE UNIVERSITY
of **NORTH CAROLINA**
at **CHAPEL HILL**



THE UNIVERSITY
of **NORTH CAROLINA**
at **CHAPEL HILL**



THE UNIVERSITY
of **NORTH CAROLINA**
at **CHAPEL HILL**



THE UNIVERSITY
of **NORTH CAROLINA**
at **CHAPEL HILL**



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Questions and Comments?



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL