



OPEN SESSION

FOR INFORMATION ONLY

(No formal action is requested at this time)

1. Faculty Recognition – Steven Zeisel
Barbara Rimer, Dean, Gillings School of Global Public Health
2. [Faculty Retention Update](#)
Ron Strauss, Executive Vice Provost and Chief International Officer
3. Employee Forum Update
Charles Streeeter, Chair
4. Faculty Update
Bruce Cairns, Chair

Some of the business to be conducted is authorized by the N.C. Open Meetings Law to be conducted in closed session.

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Faculty Retention & Recruitment Update for Tenured & Tenure-Track Faculty

Analysis of Recent Data (7/1/2015 – 6/30/2016)
& Comparison with Previous Years



What are the primary metrics?

- **How many tenured or tenure track faculty members received external offers?**
- **What percentage of our counter-offers were successful in retaining faculty with offers?**
- **How many tenure and tenure-track faculty does UNC recruit from other universities?**



Numbers of External Offers for Tenured/T-T Faculty

2002-2003: 75

2003-2004: 69

2004-2005: 32

2005-2006: 48

2006-2007: 58

2007-2008: 26

2009-2010: 87

2010-2011: 110

2011-2012: 78

2012-2013: 76

2013-2014: 56

2014-2015: 53

2015-2016: 53



External Offers made to our Tenured/T-T Faculty

Breakdown of the 53 External Offers made:

28 CAS

8 SoM

5 SoPH

3 SoEd

3 KFBS

2 SoL

1 SoG

1 SoMJ

1 SoN

1 SoP



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Major competitors – Making more than 2 external tenure or tenure track offers to UNC faculty

2011-2012:

Vanderbilt (5 offers)

Duke (4 offers)

Miami (3 offers)

Pittsburgh (3 offers)

Ohio State (3 offers)

2012-2013:

Duke (4 offers)

Vanderbilt (4 offers)

Ohio State (4 offers)

South Carolina (3 offers)

NCSU (3 offers)

2013-2014:

Duke (3 offers)

Pittsburgh (3 offers)

U of Washington (4 offers)

2014-2015:

Arizona State (2 offers)

Duke (2 offers)

Ohio State (2 offers)

Penn State (2 offers)

Colorado-Boulder (2 offers)

U of Texas (3 offers)

U of Washington (4 offers)

2015-2016:

Duke (5 offers)

Emory University (2 offers)

European University Institute (2 offers)

University of Kentucky (2 offers)

University of Zurich (2 offers)



How many tenured and tenure-track faculty did we lose to external offers?

- In 2007-2008, we lost 33 faculty, 8 due to failed retentions.
- In 2009-2010, we lost 58 faculty, 29 due to failed retentions.
- In 2010-2011, we lost 78 faculty, 46 due to failed retentions.
- In 2011-2012, we lost 35 faculty, including 10 due to failed retentions.
- In 2012-2013, we lost 48 faculty, including 15 due to failed retentions.
- In 2013-2014, we lost 20 faculty, including 8 due to failed retentions.
- In 2014-2015, we lost 16 faculty, including 6 due to failed retentions.
- In 2015-2016, we lost 11 faculty, including 3 due to failed retentions.

A failed retention is a faculty member who got a counter offer and left anyway.



Which UNC Schools suffered a loss due to External Offers?

In 2015-2016, we lost 11 faculty, including 3 due to failed retentions:

9 CAS (includes the 3 due to failed retentions)

1 SoM

1 SoPH



Retention Success Rates for Tenured/T-T Faculty (stayed/total external offers in %)

2002-2003: 30%

2003-2004: 62%

2004-2005: 68%

2005-2006: 53%

2006-2007: 72%

2007-2008: 69%

2009-2010: 50%

2010-2011: 61%

2011-2012: 69%

2012-2013: 37%

2013-2014: 64%

2014-2015: 68%

2015-2016: 79%



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Counter Offers

- **Of the 53 who got external offers this year, UNC gave 39 ($39/53 = 74\%$) of them counter offers.**
- **Of those 39 we gave counter offers to, 36 ($36/39 = 92\%$) decided to remain at UNC, and 3 left anyway.**
- **3 decided to stay even with no counter offer.**



UNC lost 8 Tenured Faculty

July 1, 2015 – June 30, 2016

	<u>Male</u>	<u>Female</u>	<u>Total</u>
White/Caucasian	6	-	6
African-American	-	1	1
Hispanic	1	-	1
Asian	-	-	-
			8

7 to Universities:

Bowling Green State University
 Colorado University
 Duke University (2)
 Princeton
 University of California – Berkeley
 University of Zurich

1 to businesses/NGO:

RTI



UNC Lost 3 Tenure-Track Faculty

July 1, 2015 – June 30, 2016

	<u>Male</u>	<u>Female</u>	<u>Total</u>
White/Caucasian	-	2	2
American Indian	-	-	-
African American	-	-	-
Asian	-	-	-
Hispanic	-	1	<u>1</u>
			3

1 to universities:
University of Zurich

2 to businesses/NGO:
USAID
Unknown



7/2015 - 6/2016

**94 FACULTY WERE
RECRUITED TO UNC
WHO ARE
TENURED (18)
AND TENURE-TRACK FACULTY (76)**



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Cost of Retentions

of UNC Tenured & Tenure-Track Faculty

7/1/2015 – 6/30/2016

- **\$271,300 from Provost funds to retain 8 faculty in Health Affairs**
- **\$130,166 from Provost funds to retain 12 faculty in Academic Affairs**
- **We requested \$119,793 from General Administration in our efforts to retain 6 of our faculty, of which they agreed to fund \$102,449**
 - **\$10,000 for 1 Health Affairs faculty**
 - **\$92,449 for 5 Academic Affairs faculty**
- **Combined funds totaled \$503,915 for retention support**



Retention and Recruitment Lessons

1. **UNC exists within a competitive academic market**
2. **External offers to our faculty were down over previous years**
3. **When faculty members get raises or pre-emptive retentions, they generate fewer external offers**
4. **Counter offers work and are often successful in retaining faculty members with external offers**
5. **Carolina actively hires tenured and tenure track faculty from other universities**
6. **Annual tracking of retentions and recruitments is necessary to take the pulse of UNC's faculty**

