



“RETAINING THE BEST FACULTY”

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NACTA ?

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How to Build a Great University

- Hire the right people;
- Promote the right people; and
- Retain the right people.

Do this consistently over a period of decades and
you will be a great university!

Who Do You Want to Retain ?



Top Factors Affecting Faculty Retention *

1. Competitive salary
2. Quality of colleagues / quality of graduate students
3. Cost-of-living / affordability of area
4. Fair and equitable evaluation
5. Supportive/collegial department atmosphere

* University of California-Irvine NSF ADVANCE Grant. Note: Based on faculty responses from UC-Irvine; UCLA; UC-Riverside; UC-Santa Barbara; and UC-San Diego.

Pull versus Push

*Research on faculty retention shows that decisions to leave are frequently less about the “pull” of higher salaries elsewhere than about the “push” of frustration with non-salary factors at one’s current institution. **

* Michael Matier. “Retaining Faculty: A Tale of Two Campuses.” Research in Higher Education. Vol 31, No 1, 39-60 (1990).

What Can We Do to “Retain the Best” ? *

1. Offer competitive salaries
2. Appreciation and recognition
3. Small non-salary incentives
4. Greater discretion and flexibility in assignment

* University Leadership Council, Custom Research Brief, February 2008.

Offer Competitive Salaries

1. Starting salaries

- Hire the best – market value
- Revolving door
- Competitive (not the most)
- Explanation and context

2. Merit raises

3. Retention raises



Who are we
targeting?

Who Do You Want to Retain ?



Appreciation and Recognition

Formal Awards:

Research

- Distinguished Career
- Junior Researcher
- Senior Researcher

Teaching

- Teacher-of-the-Year
- Excellence in Undergraduate Teaching
- Innovation Funds
- Best Large Lecture Class
- Graduate Mentor
- Instructional Technology

Service

- Departmental Service
- Global Citizenship
- Faculty Governance
- Extension

VISIBLE and MONETARY

Appreciation and Recognition (page two)

Informal Recognition:

- E-mails
- Public meetings
- Newsletters and magazines
- In-person ‘thank-yous’

MUTUAL RESPECT and GRATITUDE

Small Non-Salary Incentives

- Family-friendly policies
 - ✓ Spousal accommodations
 - ✓ Childcare
- Enhance the work environment
 - ✓ Space renovations
 - ✓ Infrastructure support (e.g., library and computing support)

Small Non-Salary Incentives (page 2)

- One-time incentives
 - ✓ Summer salary
 - ✓ Research support
 - ✓ Conference travel

FLEXIBLE and RENEWABLE

Greater Discretion and Flexibility in Assignment

- Strategic teaching load reductions
- Mini-sabbaticals
- Schedule flexibility
- Strategic time investments

Take-Away Messages

1. Salaries must be competitive; adjusted for location
2. All faculty do not have to be treated the same; but treatment must be transparent
3. Reward “high performers”
4. Money is only part of the equation; focus also on non-salary factors
5. Make people feel valued and appreciated