

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

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



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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?**



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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



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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)



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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.



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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



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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



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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



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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**



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