



## FACULTY RETENTION SALARY ADJUSTMENT

January 30, 2014

### **BACKGROUND**

The retention of nationally competitive faculty committed to excellence in research, scholarship, creative accomplishment, teaching and service is central to the academic quality and reputation of the University of Oregon. Faculty members receiving employment offers from other institutions are typically among our most outstanding.

Retention support for faculty may include, but is not limited to, salary adjustments, facilities improvements, professional development funding, and/or dual career opportunities. This document addresses only salary adjustment offers, providing an opportunity for retention salary increases for faculty under limited circumstances with appropriate documentation.

### **ELIGIBILITY AND DOCUMENTATION REQUIREMENTS**

Retention requests are for faculty who are being actively recruited by other institutions, or where there is compelling evidence that a preemptive action is necessary to prevent the loss of a valued faculty member. Retention salary adjustments should be offered judiciously, and not all faculty members with outside offers will receive retention offers. In general, retention offers will be made only in cases where faculty have demonstrated sustained academic productivity and are judged to have exceptional potential for future contributions in all three areas: research (including scholarship or creative accomplishment), teaching and service.

Departments (or other units), in consultation with the dean or associate dean, will be asked to recommend an appropriate response, if any, to an active recruitment, and to make a commitment to the financial costs. Consideration of retention salary offers should take into account such factors as:

- expected productivity and potential of the faculty member to make a significant contribution to the unit and the university,
- the weight of evidence indicating imminent departure in the absence of a salary adjustment,
- any previous retention increases awarded to the faculty member,
- implications for internal equity within the unit, and
- strategic goals of the unit, school or college, and university.

All faculty retention increases must be approved by the Provost or designee prior to extending an offer.

Requests **must** include direct evidence of recruitment by an outside institution. One of the following supporting documents must be attached to the Retention Salary Adjustment Request form:

- A written offer to the faculty member from another institution; or
- Written evidence, including email or other correspondence, that the faculty member is being actively and seriously recruited by another institution, or a search firm on behalf of an institution, at a compensation level likely to exceed the faculty member's current compensation; or
- Other strong evidence that the institution is at imminent risk of losing a faculty member to an outside institution in the absence of a retention salary offer.

## **PROCEDURE**

1. Department heads (or other unit, program or division heads or directors within schools and colleges) should notify the appropriate associate dean or dean when a faculty member is being recruited by another institution. After initial consultation with the dean or associate dean, the department head (or other unit, program or division head or director) may complete the Retention Salary Adjustment Request form if s/he wishes to pursue retention of the faculty member.

The Request form should include the following:

- a. Attached written documentation of the outside offer or imminent risk.
- b. A written narrative describing the justification for the retention increase. This should acknowledge any issues concerning compensation equity that may result if the increase is approved. **In many cases, even when there is a competitive written offer, the university may not be in a position to match the market salary.**
- c. The department must clearly identify the funding source for the increase.

The Retention Salary Adjustment Request form and any accompanying documentation are forwarded to the dean for review and approval. The signature of the dean is required on all requests.

2. The request will be evaluated within the context of school or college as well as the university's strategic goals.

If approved, the dean forwards the signed form and documentation to Academic Affairs.

3. The Provost or designee has final approval authority on all retention salary requests. Academic Affairs will notify the dean and department head of the decision about the request, and the offer will be extended as per normal hiring practices in that unit.