

Voted by the CBE Faculty 1 May 2010

College of Built Environments

Procedures for Retention of Meritorious Faculty

Approved by vote of the CBE Executive Committee, 4 December 2009.

Approved with revisions by vote of College Council, 2 February 2010.

Approved with revisions by a vote of CBE Executive Committee, 15 March 2010.

Approved by CBE Faculty at the CBE Faculty Meeting, 1 May 2010.

Background:

In spring 2009, the Office of Shared Governance contacted Colleges and Schools within the University concerning the making of salary adjustments for the purposes of retaining meritorious faculty who may be sought by other institutions.

The *University Handbook* "Faculty Code" (Vol. Two, Pt. II, Ch. 24, Sec. 24-71.B.3) states:

"B. The Provost may distribute, in the course of a biennium, funds allocated by the President:

3. to retain a current faculty member, based on the recommendation of the dean. Prior to preparing a response, the dean shall first consult with the unit's chair. The faculty of each academic unit shall be provided the opportunity to cast an advisory vote on the appropriate response; alternatively, the faculty may establish, consistent with the procedures of Section 23-45, a different policy regarding the level of consultation they deem necessary before a competitive salary offer may be made. This policy shall be recorded with the Dean's office of the appropriate unit and a copy forwarded to the Secretary of the Faculty. The faculty shall vote whether to affirm or amend this policy biennially."

The College of Built Environments has no records indicating that the faculty have acted to adopt an alternate policy. The lack of a policy means that every retention offer will need to be voted on by the faculty. This places the CBE in a disadvantageous position since rapid response, or response during the summer, may be necessary to retain faculty who receive external offers, or who may receive such offers.

Therefore it is necessary for the CBE to adopt policies addressing retention. On 30 October 2009, the CBE Executive Committee directed the Associate Dean for Academic Affairs to research policies in other units and to draft policy options for the CBE. This report is the result.

Other Units

Policies from a variety of other units were reviewed. Here is a summary of a few typical approaches:

College of Engineering: The Dean is authorized to negotiate and make retention salary adjustments. The Dean is to consult with the appropriate Department Chair.

Foster School of Business: The Dean is authorized to negotiate and make retention salary adjustments; the Dean is to seek advice from the appropriate Department Chair. The Dean reports annually on such offers to the Faculty Council.

Information School: The Dean is authorized to negotiate and make retention offers and may seek the advice of the Elected Faculty Council (EFC) for retention decisions. (Salary compression and retention issues reviewed by the EFC annually using an anonymous list of faculty salaries.)

School of Social Work: Based on an agreed upon set of criteria (voted biennially by the faculty), the Dean is authorized to negotiate and make retention salary adjustments. The Dean reports annually on such offers to the Executive Committee.

Conclusion: Units typically allocate authority to make such offers to the Dean, with various requirements for consultation and/or reporting. Since the Dean routinely has contact with the Provost, it is typical to provide the Dean with the authority to respond as appropriate to retention issues when they arise, and to seek retention funding from the Provost.

Criteria: Retention Guidelines for Partnering with the Provost's Office

In January 2006, the Provost's Office developed *Retention Guidelines for Partnering with the Provost's Office*.

In preparing a request to the Provost's Office for assistance with retaining meritorious faculty who are being recruited by peer institutions, a rationale for retention should address the faculty member's teaching, research, scholarship or creative work, and service.

As defined by the Provost's Office, the strongest cases are those where the faculty member is:

1. **Highly meritorious.** The individual has a high impact as a scholar, teacher, administrator, and member of the UW community and beyond.
2. **Consistently active in all aspects of scholarship.** High merit and high impact in all aspects of scholarly and administrative pursuit (e.g., teaching, research, and service) are preferred. The individual's performance should be comparable to that of the top peers in their department/unit and nationally.
3. **Important to the success of others.** It is desirable, especially when a senior faculty is involved, that their contributions have a demonstrable broad-based effect upon the school, college or campus in an interdisciplinary context beyond their school, college or campus.
4. **Collegial.** This is a faculty member who adds to the common good of the school, college, campus, and/or the university.
5. **Doing work that has Programmatic/Strategic Impact.** The contributions of the individual fit well with the school, or college, or campus' strategic goals.

A faculty member may present evidence of an offer or an impending offer, although this is not required.

College of Built Environment Criteria for Approved Procedure

The College of Built Environments Procedures for Market-Based Salary Reviews and Adjustments should strike a balance between the need to maintain an acceptable level of equity within the faculty salary structure and the realities of the external salary market for highly sought after faculty. The CBE Procedure should enable the Dean (and the Department Chairs) to respond quickly and decisively to situations where the CBE is threatened with the loss of a valued faculty member due to a competitive salary offer(s), but should retain an appropriate level of reporting to the faculty.

College of Built Environment Approved Procedure

1. The Dean of the College of Built Environments may request that the Provost approve an increase in salary to retain a CBE faculty member who is being recruited from another university. Additionally, salary increases may be requested to preempt outside offers. In either case, the Dean must judge that the faculty member makes a contribution to the CBE that warrants the proposed salary increase according to the following policy:

1. **Highly meritorious.** The individual has a high impact as a scholar, teacher, administrator, and member of the UW community and beyond.
2. **Consistently active in all aspects of scholarship.** High merit and high impact in all aspects of scholarly and administrative pursuit (e.g., teaching, research, and service) are preferred. The individual's performance should be comparable to that of the top peers in their department/unit and nationally.
3. **Important to the success of others.** It is desirable, especially when a senior faculty is involved, that their contributions have a demonstrable broad-based effect upon the school, college or campus in an interdisciplinary context beyond their school, college or campus.
4. **Collegial.** This is a faculty member who adds to the common good of the school, college, campus, and/or the university.
5. **Doing work that has Programmatic/Strategic Impact.** The contributions of the individual fit well with the school, or college, or campus' strategic goals.

In making this judgment, the Dean will seek the advice of the individual's Department Chair, and, as appropriate, the Associate Dean for Academic Affairs.

2. The Dean will report annually, and in person, on retention-related salary adjustments to the Executive Committee and to the College Council. As a minimum, the report shall include (anonymously):

- the external salary offers reported to the Dean by individual faculty members; and
- the retention related salary adjustments negotiated either in response to an external offer or in anticipation of one.