Assuring Faculty Quality

R. Michael Tanner, Provost, UIC
Presented to the Academic and Student Affairs Committee
March 9, 2010
What Attracts and Keeps Outstanding Faculty?

- Academic Strengths in Department, College, and Campus
  - Colleagues, interests, and collegiality
  - Students, including graduate programs
  - Scholarship support services
  - Compensation, recognition, and rewards
- Infrastructure quality and unique facilities and capabilities
- Recruitment strategies and opportunities
- Retention

Competitiveness in the Academic Marketplace
Recruitment

• Quality of highly ranked programs across the three campuses
• State of the art facilities
• Bright, motivated students
• Work climate (e.g. work-family balance; child care; spousal employment)
• Search Committee training
• Recruiting to create a university that values multicultural perspectives
Retention

• Proactive measures and recognition are better than reaction
• Mentoring programs
• Recognition of contributions
• Adequate infrastructure and facilities for research
• Bright, motivated students
• Retention efforts to support the university’s mission and a university that values multicultural perspectives
Impediments to Recruiting and Retaining Faculty

- Non-competitive salaries for most of this decade
- Increasing pressure to obtain salary from grants in some disciplines
- The failing and leaky pipeline that stymie efforts to sustaining a university culture that values diversity
- Crumbling buildings – deferred maintenance
- No State capital projects for over 8 years
- Increasing regulatory burden – State/National
Special Efforts to Attract and Retain Underrepresented Faculty

• Workshops on “subconscious bias” for search committees
• Financial assistance for departments hiring affirmative action candidates
• Targeted position advertisements
• Concerted climate and cluster efforts (e.g., NSF ADVANCE Grant)
• Mentoring programs
• Academic programs of particular interest to URM faculty
Are U of I Faculty Salaries Competitive?

Standing among IBHE Peers and Top Competitors

(Dollars in Thousands, FY 2009)

**Urbana-Champaign**

1st $150
2nd $130
3rd $110
4th $90
5th $70

21st $85
22nd $65

**Chicago**

1st $145
2nd $130
3rd $115
4th $100
5th $85

14th $70
25th $50

**Springfield**

1st $110
2nd $90
3rd $70
4th $50
5th $30

13th $45
15th $30
# University of Illinois IBHE Peer Institutions and Top Competitors

<table>
<thead>
<tr>
<th>Urbana-Champaign</th>
<th>Chicago</th>
<th>Springfield</th>
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<tbody>
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<td>Columbia</td>
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<td>Auburn-Mont.</td>
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Gap between Urbana-Champaign, Chicago and Private Research I Institutions
Full-Time Instructional Faculty Average Salaries
(Dollars in Thousands)

Salary Program: A Multi-Prong Approach

• State General Revenue Funds:
  Operating budget increase request -
  • Salary Competitiveness
  • Strategic Initiatives
  • Maintenance, Medicare, and Other Increases

• Tuition

• Research Grants and Contracts

• Endowments

Improvement in competitive compensation ranking requires a multi-year approach
## Firm Offers Received by U of I Tenure System Faculty

<table>
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<th>Decision</th>
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<tr>
<td>TOTAL OFFERS</td>
<td>79</td>
<td>59</td>
<td>4</td>
<td>142</td>
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<tr>
<td>Stay</td>
<td>42</td>
<td>39</td>
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<td>81</td>
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<tr>
<td>Resign</td>
<td>29</td>
<td>18</td>
<td>4</td>
<td>51</td>
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<td>8</td>
<td>2</td>
<td>0</td>
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Counter-Offer

- Approximately 50-70% of counter-offers are accepted
- Counter-offers generally are costly and often include:
  - Salary adjustment
  - Summer research support and research assistance staff support
  - Equipment purchases / upgrades
  - Laboratory (facility) modifications / upgrades
  - Implications for equity with other faculty members
- Special challenges to retaining underrepresented faculty
  - Highly competitive pipeline
  - Critical cohort of colleagues
  - Protection of time – and mentoring
- Proactive intervention is key