

Administrative Operating Guidelines for Faculty Retention

Revised: 11/28/2018

Provided below are a set of guiding principles used for consideration in circumstances of faculty retention and counter-offers:

- Wherever possible, we will address significant equity or market concerns through the AMCP process, with the understanding that a) annual holistic salary review is preferable to ad hoc requests; b) the university has moved to allowing exceptions to AMCP aggregates to be handled on cycle rather than off; and c) counter offers should not be the only mechanism for addressing salary compression.
- We will only consider creating retention packages for faculty who are negotiating with institutions that are of equal or greater quality—we won't negotiate to retain faculty who receive offers from institutions or departments we do not consider to at least be our equal, keeping in mind that there are highly ranked departments in some institutions that are not in our immediate peer group (AAU, CIC, or top 20 public).
- We will consider providing counter offers when we have a solid offer in hand to counter or, at a minimum, have in writing some evidence that the faculty member is being pursued by a peer institution. We will try wherever possible to receive matching salary adjustment funding from the Office of Academic Affairs, which provides such funding only when there is written evidence (letter or e-mail) of an actual offer.
- In general, the college expects that faculty members who negotiate and accept a counter offer are acting in good faith and will not pursue repetitive offers. The history of previous counter offers will be considered in deciding whether to counter, with particular attention to the most recent three years.
- The salary components of counter offers are usually proportional to the offer from the other institution. In deciding whether to match an offer exactly, we should keep in mind the following: effective date; cost of living in the location of the recruiting institution as compared to central Ohio; additional pay (e.g., through summer funding or administrative attachment); and equity considerations among faculty in rank within the unit.
- The effective date of salary adjustments in counter offers should generally be September 1 of the following academic year (i.e., the same as the effective date for AMCP). Where appropriate, salary adjustments can be phased in over more than one year.



- In considering the elements of a counter offer, the chair and/or dean should take into account factors beyond salary that may be motivating the faculty member to look elsewhere and the extent to which they can or should be addressed by the college. Such factors could include: endowed or named chair; administrative appointment; increased research funds; less teaching; spousal accommodation; space; career trajectory, including promotion; GA support. Counter offers addressing these issues should be targeted and creative and may in some cases be in lieu of or in addition to a salary adjustment. Increased research support or teaching releases should be committed very carefully and must always be time-limited.
- Counter offers that involve a promotion can be handled either by a) indicating that the faculty member can go through the promotion process the following year, on the regular schedule; or b) conducting an off cycle review. Off cycle cases require a vote of the faculty and chair and the submission of external letters but do not require review by a college P and T panel. Further details regarding the process for expedited off cycle reviews are available on the college's Appointments, Promotion and Tenure page. Off-cycle promotions do not receive 6% central PBA funding if they are requested to take effect at any time other than June (the date when promotions are annually taken to the Board of Trustees for approval).
- We generally do not make counteroffers to accommodate "lifestyle" choices. For example, increasing someone's salary because he or she wants to move closer to family or live on the West Coast instead of the Midwest usually amount to a short-term fix. Rather, we want to use our retention dollars to make our salaries more competitive or to make the faculty member more productive in her or his research and teaching.
- The college will make every effort to authorize a faculty search within two years if the department decides not to negotiate a counter with a peer institution. In essence, departments should be thoughtful about retention negotiations without fearing loss of the faculty position.
- Decisions about whether to make counter offers are made by the executive dean in consultation with the divisional deans. Letters detailing the terms of the offer should be routed to OAA for approval and must include both internal salary data (where the faculty member's salary is in relation to others in rank) and any available benchmark market data. The deans' council will receive reports about approved counter offers on a monthly basis during the academic year.



Faculty Counter-Offers and Salary Appeals Funding Effective for FY16

Faculty compensation and retention are key drivers in the College's ability to maintain and improve quality toward research, teaching, and service. It is of fundamental importance that we work together to evaluate counter-offers in order to retain our best faculty, and to review salary appeals for faculty in accordance with the College's POA. These guidelines are set forth to establish cost-sharing for faculty counter-offers and salary appeals, effective for FY16.

Guidelines and Procedures

- Throughout the year, faculty counter-offers will be evaluated on a case by case basis. Department Chairs will present those cases to the respective Divisional Dean for College consideration, and subsequent approval by the Executive Dean and OAA.
- Faculty salary appeals are reviewed in a similar manner by the College according to its Patterns of Administration - Appendix C, College of Arts and Sciences Faculty Salary Appeals Process.
- In general, counter-offer and salary appeal differentials will be shared 50/50 by the department and the College.
- When the effective date of the counter-offer or salary appeal coincides with AMCP, the department will be expected to provide at least the aggregate AMCP as set by OAA, with remaining funds, up to 50% of the differential, originating from the department's AMCP pool or, in exceptional cases as approved by the Executive Dean, existing PBA budget. The College will then provide a match (50%) to make up the full differential in funding. All exceptions to increases outside of AMCP must also be approved by OAA.

