

Guidelines for Faculty on the Process for Requesting a Retention

Relevant Campus Policy:

- [CAPM 400.220.9.c.](#): “Retention action: If a faculty member receives an outside offer of employment and time constraints set by the other institution preclude the standard academic personnel review for step or rank advancement, an abridged review file may be put forward with only a salary increase recommendation for the purpose of retaining the faculty member. **Such a file must include the following: the offer letter or other written evidence of the outside offer; a current bio-bibliography; a department letter, including a department vote; and the dean's recommendation.** In addition, A Checklist To Assure Fairness must be completed. The Campus Provost/Executive Vice Chancellor has authority to approve this type of salary increase action for retention purposes.

...The Campus Provost/Executive Vice Chancellor's decision letter will address how the salary increase for retention purposes will be taken into account in the candidate's next regular review.”

- **From the Sept 2022 [CAP/EVC Memo](#) on Preemptive Retention Offers:** “Campus policy on retention-based salary increases (CAPM 400.220.9.c.) requires written evidence of an outside offer from a competing institution. This is typically, but not always, an offer letter, and evidence of a specific salary offer is expected. **In compelling circumstances, on a case by case basis, we are willing to consider retention-based salary increase requests in which the candidate is at a late stage of the hiring process but has not yet received a formal offer.** Our goal is to support departments in retaining outstanding faculty in a very competitive hiring environment. Please be sure to consult with your dean before initiating a retention review.”

Divisional guidance on process for faculty seeking retention salary increases. After consultation with Deans, the CP/EVC and CAP, we provide the following guidelines for faculty retentions. Retention salary increases require review by the department, the dean, CAP, and then EVC approval. Retentions, including preemptive retentions, are not guaranteed or obligated, and are approved “on a case by case basis” for “compelling” reasons. In general, the later the stage, the more compelling the request.

- 1) Consult with your department chair at a late stage of the hiring process, when you have been officially named a finalist, have an informal offer, anticipate one or have an offer in hand. Documentation needs to be provided.

- 2) Department chair consults with the dean to determine if a retention salary increase is appropriate.
- 3) The department votes on the retention salary and writes a letter explaining the need for a retention with the specific salary recommendation, which could be a match or a range. The letter shall record the department vote on the retention salary. Chair submits the retention file to the dean, which must include the department's letter; evidence of the offer or evidence of the faculty member's status at a late stage of the hiring process prior to but anticipating a formal offer; and current bio-bib.
- 4) Dean adds their recommendation and submits the file for review by CAP and to the CP/ EVC for approval.

Considerations other than salary (eg research funds and partner hires):

For retention requests that include research funds and/or partner hires, it should be noted that these are neither guaranteed nor obligated, and are approved “on a case by case basis” for “compelling” reasons. As with requests for salary increases, in general, the later the stage of the hiring process, if applicable, the more compelling the request. However, you may initiate this process at any time.

- 1) Consult with your department chair. Documentation needs to be provided if applicable.
- 2) Department chair consults with the dean, copying the Humanities Academic HR Director.
- 3) If this moves forward, the dean will consult with CP/EVC on the request to identify resources. Under the new divisional resource allocation models, the division no longer retains open faculty divisions, and, in addition, the center covers start-up costs.
- 4) For partner hires: Please consult the campus policy on the partner hire process in [CAPM 100.000](#). Please be aware that partner hires in tenure track/tenured positions require a waiver of open recruitment, which can be a lengthy process.

