

## CRITERIA FOR DEAN'S RETENTION OR PREEMPTIVE RETENTION ANALYSIS

Revised October 2016

### Basic Information

Provide basic information about the faculty member including:

- Name
- Rank
- Department
- Date of appointment at UCSD
- Date of next merit/advancement
- Final action and reviewers' comments at last review
- Current salary (broken down by base, off-scale and GCCP)

### Written Analysis

The analysis should address three primary areas of consideration as outlined in the questions below. Specifically it is important to understand:

- 1) the scholarly contributions of the faculty member;
- 2) the value s/he brings to the campus community;
- 3) the potential damage to the University's programs or national/international standing should that faculty member depart;
- 4) your best judgment about the real likelihood that the faculty member in question will leave if given an opportunity to do so; and,
- 5) inequity issues that may result within the department as a result of this increase, and a plan for addressing them.

Note: The questions below are meant to stimulate thinking so that the issues of quality, value, and threat are fully explored and the strongest case made. A question-by-question response is **not** required.

### Record and Achievement

- 1) How outstanding and exceptional are the research, teaching, and mentoring records of the individual?
- 2) How broadly does the faculty member's research program influence other research on campus (e.g., collaborations, interdisciplinary, and multidisciplinary research)?
- 3) How do the teaching, research, professional and public service contributions of the faculty member promote diversity and equal opportunity on campus?
- 4) If the individual is currently at Professor, Step VIII or IX, can a strong case be made for advancement to Above Scale?
- 5) In fields in which outside funding for successful research programs is the norm, does the individual bring to the campus enough research funding to support his/her research program?
- 6) As a measure of the faculty member's excellence, what has been the pattern of accelerated advancements?

### Future Potential and Estimate of Loss

- 1) What is the value or contribution of the faculty member's field to UC San Diego's mission and strength? If the faculty member resigned from San Diego, would the field be replaced? Is the faculty member the only person who does this research or possesses this expertise on the campus?
- 2) Is the individual being recruited or retained so valuable to the campus that she or he is worth two or more junior faculty?
- 3) Will the loss of the faculty member adversely impact the standing of the unit?
- 4) What would be the impact of the individual's loss to the department(s) and the campus with respect to the attraction of graduate students, and recruitment/retention of other faculty in

the research area? If the faculty member resigns, will others leave?

- 5) What is the faculty member's future potential in research? In teaching? In campus leadership? Is his/her accomplishment and impact over the most recent review cycle indicative of his/her future performance in each of these areas, i.e., there has been a change in research direction or the potential for new findings?
- 6) In the areas of teaching, research, and service, does the candidate meet the standards of "collegiality" as referenced in the APM and the AAUP Statement of Ethics?

### **Analysis of Competing Offer**

Provide information about the outside offer or external recruitment efforts that are of concern including competing institution, salary and rank being offered, details of offer, status of offer (i.e. formal, anticipated, deadline for response), other important related information.

- 1) Would the salary offered in response to the competing offer create equity problems within the department?
- 2) Is the offer from a peer institution? If it is not a peer institution, is it a peer department (explain)?
- 3) Is the offer an administrative position (and thus perhaps a "career change") and does the salary offer include a stipend or the equivalent for the administrative function? If so, provide a breakdown of the salary components, if possible.
- 4) What is the nature of the offer: tenure vs. non-tenure, indefinite or term, fiscal vs. academic year? If a conversion from fiscal year to academic year is needed, the UC standard for converting from FY to AY is 86% of salary (multiply the FY salary by .86 to get the AY equivalent).
- 5) Is the offer from a foreign institution? If so, explain how the requested UCSD salary was derived (including the conversion rate and any other factors considered).
- 6) If there is a current outside offer, is this the first outside offer? If not, how many has this faculty member brought forward? What previous retention efforts (give years and details) have been put forth on behalf of the candidate? If this is not the first retention, is there reason to believe a responsive salary increase at this time will be the last?
- 7) Discuss any spousal or partner considerations. For example, will the loss of the faculty member mean the loss of a faculty member in another department/program/school?
- 8) If this is a pre-emptive retention, what factors lead you to believe this faculty member is at risk for being recruited away from UC San Diego?

### **PROPOSAL FOR PREEMPTIVE OR COUNTER OFFER**

**In advance to the basic information and analysis noted above, the Dean shall provide the following to the EVC:**

- 1) Specific details about a retention related proposed UCSD academic review, if any. (Note: if a step increase or advancement is proposed, it must be justified by the academic record and not the outside offer.)
- 2) Specify the proposed market-off scale salary increase and/or review action (step increase, promotion, etc.),
- 3) Justification for the market off-scale salary (e.g., an outside offer letter) and proposed step increase/advancement.

### *Non Salary Resources*

- 1) Provide specific details about the proposed Non Salary – Research support proposed. Identify specific parts of the offer that would not be appropriate to be considered in a UCSD match, e.g. moving allowance.
- 2) Provide specific details about the proposed Non Salary – Housing and other personal items proposed.
- 3) If housing is an issue, discuss the specific proposal. Recognizing that an MOP loan or faculty recruitment allowance will require exceptional approval, explain the special circumstances that warrant consideration of the specific exception required.
- 4) Describe any spousal/partner proposal.

### **APPROVAL PROCESS**

After appropriate analysis and with the Executive Vice Chancellor's support, all preemptive and retention requests are forwarded to CAP for review. CAP will communicate a recommendation to the Executive Vice Chancellor who will, in turn, advise the deans of his/her final decision.