

## Retention Policy & Process Overview (September 2008)

The agreement with the UBC Faculty Association set aside monies for retention during the life of that agreement, 2006-2010. The availability of funding this year appears to be limited so the following guidelines apply.

The use of the retention fund is governed by Article 8 of the Agreement on Salaries and Economic benefits for July 1, 2006-June 30, 2010, which states, in part:

*“The University may increase salaries...for the purpose of retention. Any such increase in salary...will reflect market considerations where market is disciplinary and/or merit-based. In all circumstances, merit of the individual(s) must be demonstrated in market considerations...”*

Accordingly, Deans must provide a clear and persuasive case for each retention award including evidence that a faculty member is: a) meritorious and; b) is being lured by other institutions or; c) is likely to be lured. “Lures” might include solicitations to apply for a position, invitations to give external presentations, attend conferences, etc. where there is reason to believe our faculty member is being evaluated for an offer. Outright letters of offer are obviously a “lure”, but by the time a faculty member has an outright offer it may be too late to address the issue of retention. Thus, retention awards may be proactive (to make possible recruitment efforts by another institution less attractive) or responsive (prompted by active recruitment efforts on the part of another institution).

### 1. Proactive Retention

The Faculty is interested in ensuring that its members are acknowledged for their contributions and their impact within the academic community, as well as the needs of their department and the Faculty. While this acknowledgement often takes the form of merit awards or similar mechanisms, department heads may seek retention funds as well for selected individuals who have been or may be likely to be lured. Accomplishments and contributions in scholarship, teaching, as well as service critical to the department and/or Faculty are some key considerations in these decisions

### 2. Responsive Retention

Frequently, cases for retention involve a faculty member being actively courted by or receiving an offer from another institution. Faculty members are encouraged to advise their department head concerning these enquiries. Factors such as affordability, comparative productivity, and fairness to others are considerations. As with proactive retention, accomplishments and contributions in teaching, scholarship, as well as service are some key considerations.

A case for retention should include a letter from the department head detailing how the individual meets the established conditions, comparing the individual’s accomplishments and quality of work with other leaders within the department or disciplinary area and discussing the potential impact if the person was to leave the department and Faculty. The justification should reflect market considerations, e.g. a salary increase which the retention award would counteract. Supporting documentation might include CV, SCETS, etc. The Dean makes the decision and recommendation for funding. For responsive retention, the faculty member may be asked to

provide supporting documentation concerning the offer and/or invitations that may be related to the evaluation of an individual related to employment at another institution.

All continuing members of the Faculty Association are eligible, regardless of funding source, but must have been active on June 30 and July 1, 2008. Sessional lecturers are not eligible for retention monies.

Faculties, through the Dean's Office, may submit nominations for retention awards to the Provost at any time before March 15, 2009. In order to make determinations regarding our submissions the Dean's Office will need the Head's recommendations and documentation by January 16, 2009. Individual cases that require immediate attention before that date will be considered. All nominations from Heads and supporting documentation should be sent to Jon Shapiro, Senior Associate Dean.

The Faculty Association will receive a report of all those who receive retention awards with a summary of reasons for each case. A list of faculty members who receive awards will also be distributed to members of the unit.