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EXECUTIVE SUMMARY

FACULTY RECRUITMENT AND RETENTION: CONCERNS OF EARLY AND MID-CAREER FACULTY

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The University of North Carolina (UNC) system is developing strategies for faculty recruitment and retention. As a first step, this project explored the expectations, perceptions, and concerns of early and mid-career faculty within the UNC system on issues related to faculty recruitment and retention in order to identify the broad range of factors perceived as supportive of or as barriers to the recruitment and retention of faculty. The research method involved in-depth interviews with a sample of recently hired and recently tenured faculty members at the 16 UNC campuses.

The results were compiled from the responses of faculty to questions about salary, benefits (health insurance and retirement), professional development, quality of life (including family support and job location), the tenure and promotion process, and campus diversity. Highlights of the findings include:

- Frustration was expressed with poor pay raises and issues of salary compression.
- Retirement benefits were found to be adequate but not health insurance benefits.
- There was limited support expressed for professional development and sabbaticals.
- Campus location and environment were viewed positively by a large number of faculty, who cited many advantages to their campus setting.
- Tenure guidelines and expectations were reported to be unclear, and faculty felt the need for support and more follow-up on their progress, and felt tenure expectations were a “moving target.”
- The majority of faculty were dissatisfied with efforts to enhance diversity by their institutions and perceived major weaknesses in several areas. Conversely, other faculty were satisfied with efforts on their campuses or felt that substantial improvements had occurred.



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