



Office of the Dean of Faculty of Arts and Sciences

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TOP TEN (PLUS SIX) WAYS TO RETAIN YOUNG

(AND PERHAPS EVER-YOUTHFUL) FACULTY MEMBERS

- 1. Provide mentors and guides. A newly tenured faculty member can be a mentor and a senior faculty member a guide—through administrative hurdles and campus politics.**
- 2. Provide a mandatory faculty orientation program. Group new faculty members with newly tenured faculty members as leaders.**
- 3. Encourage “affinity groups”—interdisciplinary programs, women in science, teaching partners, etc. The more connections which young faculty have, the more likely they are to stay.**
- 4. De-mystify the tenure process.**
- 5. Provide a copy of the most recent successful tenure file in the department.**
- 6. Make certain you have a pre-tenure review process which is supportive but also clear about expectations for tenure for the individual faculty member.**
- 7. Provide feedback. Ask if they have questions. Send them notes once a semester. Provide feedback. Ask if they have questions. Send notes. Repeat.**
- 8. Communicate the values of Arts and Sciences and of the institution as a whole.**
- 9. Practice fairness.**
- 10. Require pre-tenure faculty to have at least one service commitment outside their department.**
- 11. Document what your institution can do to help spouses and partners, and communicate what you can do and NOT do.**
- 12. Communicate that an outside offer is NOT the only way to get ahead.**
- 13. If you have to make a counter-offer, make the commitment a multi-year one. Make it more attractive to stay longer.**
- 14. When junior faculty members complain, work with department chairs to sort out “assistant professoritis” from real problems. If there are real problems, communicate that you know about them, and find solutions or help people live with the problems.**
- 15. Interview as many faculty who are leaving as possible, find out why they’re leaving if you can, and compile the data. Communicate this to departments.**
- 16. If all else fails, encourage faculty members to “make a decision about what you want to do with your life.” One counter-offer is enough. Making a decision is part of being a mature professional. Institutions are not long-suffering parents.**