

**MEMORANDUM**

**To:** Board of Regents  
**From:** Board Office  
**Subject:** Annual Report on Faculty Resignations  
**Date:** January 6, 2003

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**Recommended Action:** Receive the report.

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**Executive Summary:** This annual report includes information about faculty resignations at all five Regent institutions.

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Faculty Resignations at the Regent Universities

Resignations of university faculty totaled 164 in FY 2002, an increase of six (+3.8%) from FY 2001. The current year's total is the highest number of one-year resignations since 1987.

- At the University of Iowa, the number of resignations increased from 67 in FY 2001 to 73 (+9.0%) in FY 2002.
- At Iowa State University, the number of faculty resignations increased from 55 in FY 2001 to 58 (+5.5%) in FY 2002.
- At the University of Northern Iowa, the number of faculty resignations decreased from 36 in FY 2001 to 33 (-8.3%) in FY 2002.

This is the fifth consecutive year that total faculty resignations have increased at the universities and is approaching the all-time high of 165 reported in FY 1988.

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Most Common Reasons for Leaving

- The primary reason for resigning, offered by 107 faculty members (65.2% of those who left) continues to be the opportunity to advance their careers at other educational institutions; this compares to 62.0% the prior year.
  - The second most common reason (cited by 29 faculty) is to begin employment in government, business, or private practice; this represents 17.7% of the respondents compared to 18.4% last year.
  - The third most frequent reason for resigning (cited by 24 faculty) is "personal factors," such as family needs; this represents 14.6% of the respondents compared to 19.6% last year).
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Concerns About Resignations	To university officials, the increase in faculty moving to the private sector, as well as to administrative positions at other institutions, strongly suggests financial compensation was an important factor. A growing factor is the move motivated by spousal employment opportunities.
Level of Resignations	Again, this year, the largest number of resignations was at the assistant professor level. In FY 2002, the number was 87 (53.0%). This is the second increase in two years and the highest number since 1987. Thirty-nine (23.8%) of those who resigned were associate professors and 31 (18.9%) were full professors. Seven (4.3%) were instructors.
Surveys and Interviews	Surveys and interviews of the departing faculty members indicate they are leaving to pursue greater opportunities elsewhere rather than because of dissatisfaction with the Regent universities. The continuing pattern of resignations by junior faculty suggests that the universities may need to review the strength of mentoring programs to facilitate the orientation of new faculty.
Resignations of Women Faculty	The percentage of tenured and tenure-track female faculty who resigned decreased slightly from 39.9% in FY 2001 to 39.0% in FY 2002. This is the first year since 1997 that the percentage has not increased.
Resignations of Minority Faculty	The number and percentage of resignations from racial and ethnic minority faculty members at the Regent universities decreased from 30 (19.0%) in FY 2001 to 28 (17.1%) in FY 2002.
New Locations of Faculty Resignees	One hundred and thirteen of the 164 faculty members who resigned in FY 2002 moved to a non-contiguous state (an increase from 107 last year). Twenty-four reported their next position was in a contiguous state (an increase from 19 last year). Ten indicated they planned to remain in Iowa (a decrease from 15 in FY 2001). Seventeen faculty members did not identify their new state location.
Strategies to Address Retention	Each institution's report describes mentoring and other strategies that are used to address retention rates of faculty. This year's reports for SUI and ISU mentioned the increasing significance of spousal employment as a factor in recruiting and retaining faculty. The University of Iowa report also described its experience with counteroffers. The majority of resigning faculty did not seek a counteroffer.

Special Schools      The special schools reported six resignations. Last year, the two schools reported seven resignations.

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Regent Exhibit Book      The institutional reports are included in the Regent Exhibit Book.

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**Link to the Strategic Plan:**      The Board of Regents' Strategic Plan seeks to ensure the stewardship of the State's resources, in part, through the retention of an outstanding faculty (Action Step 1.1.2.3). One means of assessment in this Key Result Area (1.0.0.0) is the annual report on faculty resignations.

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**Background:**      Regent universities reported 164 faculty resignations occurred during FY 2002. This is six more than last year (158), and only one less than the record 165 resignations in 1987. Over the past 16 years, resignations at the three universities have averaged 122 per year.

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Overall Percentage      The overall percentage of Regent university faculty resigning in relation to the total faculty was 4.1% in FY 2002, compared to 4.30% in FY 2001.

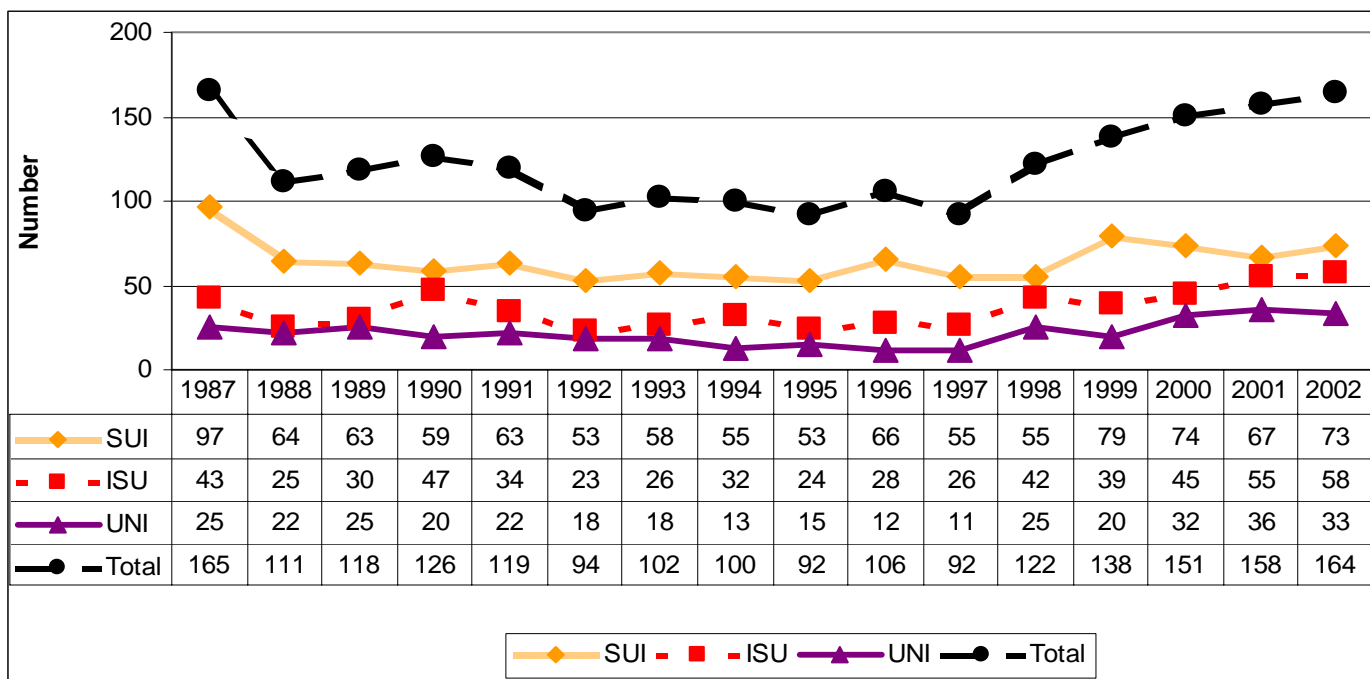
- Including the clinical track faculty at the University of Iowa, the overall percentage of resignations at SUI in FY 2002 increased to 3.6% from 3.4% the previous year.
- At Iowa State University, the overall percentage of faculty resignations increased to 4.3% in FY 2002 from 3.9% the previous year.
- At the University of Northern Iowa, the percentage of faculty resignations decreased to 5.3% in FY 2002 from 5.9% in FY 2001.

Figure 1 and Graph 1 on the following page show the combined total of faculty resignations at the three Regent universities since 1987. Table 1 (page 19) includes details on individual and total statistics.

**Figure 1**  
**Total Faculty Resignations – Regent Universities**  
**1987 – 2002**

Year	Number of Faculty Resignations
1987	165
1988	111
1989	118
1990	126
1991	119
1992	94
1993	102
1994	100
1995	92
1996	106
1997	92
1998	122
1999	138
2000	151
2001	158
2002	164

**Graph 1**  
**Total Faculty Resignations**  
**1987 - 2002**



**Analysis:**

By Rank

By rank, most of the increase in resignations this year was at the assistant professor level. Typically, most resignations are from assistant professors.

- Seven (4.3%) instructors at UNI resigned in FY 2002 compared to 11 (7.0%) the prior year.
  - In FY 2002, 87 (53.0%) of the total number of resignations were from assistant professors, compared to 77 (48.7%) in FY 2001.
  - The number of associate professors who resigned increased by four from 35 (22.2%) in FY 2001 to 39 (23.8%) in FY 2002.
  - The number of professors who resigned decreased by four from 35 (22.2%) in FY 2001 to 31 (18.9%) in FY 2002.
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By Location

The new state locations of those who resigned included the following:

- Ten faculty members (compared to 15 in FY 2001) remained in Iowa.
  - Twenty-four faculty members (compared to 19 in FY 2001) moved to contiguous states.
  - One hundred and thirteen faculty members (compared to 107 in FY 2001) moved to non-contiguous states.
  - Seventeen faculty members (the same number as the prior year) did not supply their next address; some may have remained in Iowa.
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By Gender

One hundred men and 64 women (compared to 95 men and 63 women the prior year) resigned in FY 2002. For the three universities, women faculty comprised 39.0% of the resignations in FY 2002, compared to 39.9% of the resignations in FY 2001.

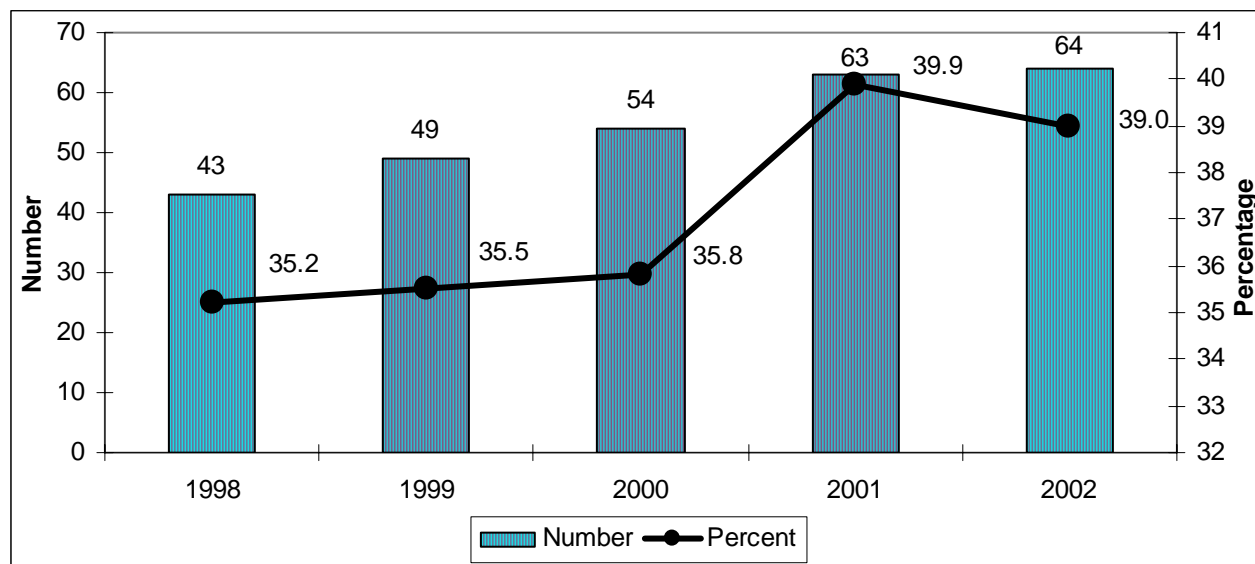
In Figure 2 and Graph 2 on the following page, “total” refers to the number of total faculty resignations, not the total number of tenured and tenure-track women on the faculty. At the universities, the total includes only tenured and tenure-track faculty. Table 2 (page 19) includes data for the special schools as well as for the three universities.

**Figure 2**  
**Number and Percent of Women Faculty Who Resigned**  
**1995 to 2002**

Year	SUI			ISU			UNI			Regent Total		
	Total	W*	%	Total	W	%	Total	W	%	Total	W	%
1995	53	17	32.1	24	11	45.8	15	NA	NA	92	NA	NA
1996	66	22	30.1	28	5	17.8	12	NA	NA	106	NA	NA
1997	55	21	38.2	26	8	30.8	11	NA	NA	92	NA	NA
1998	55	11	20.0	42	17	40.5	25	15	60.0	122	43	35.2
1999	79	21	26.6	39	19	48.7	20	9	45.0	138	49	35.5
2000	74	24	32.4	45	15	33.3	32	15	46.9	151	54	35.8
2001	67	21	31.3	55	21	38.2	36	21	58.3	158	63	39.9
<b>2002</b>	<b>73</b>	<b>25</b>	<b>34.2</b>	<b>58</b>	<b>23</b>	<b>39.7</b>	<b>33</b>	<b>16</b>	<b>48.5</b>	<b>164</b>	<b>64</b>	<b>39.0</b>

\*Number of women.

**Graph 2**  
**Number and Percent of Women Faculty Who Resigned**  
**1998 to 2002**



**By Race/Ethnicity**

At the three universities, 28 racial/ethnic minority faculty members resigned in FY 2002 (compared to 30 the prior year). This number represents 17.1% of all resignations, a decrease from 19.0% FY 2001.

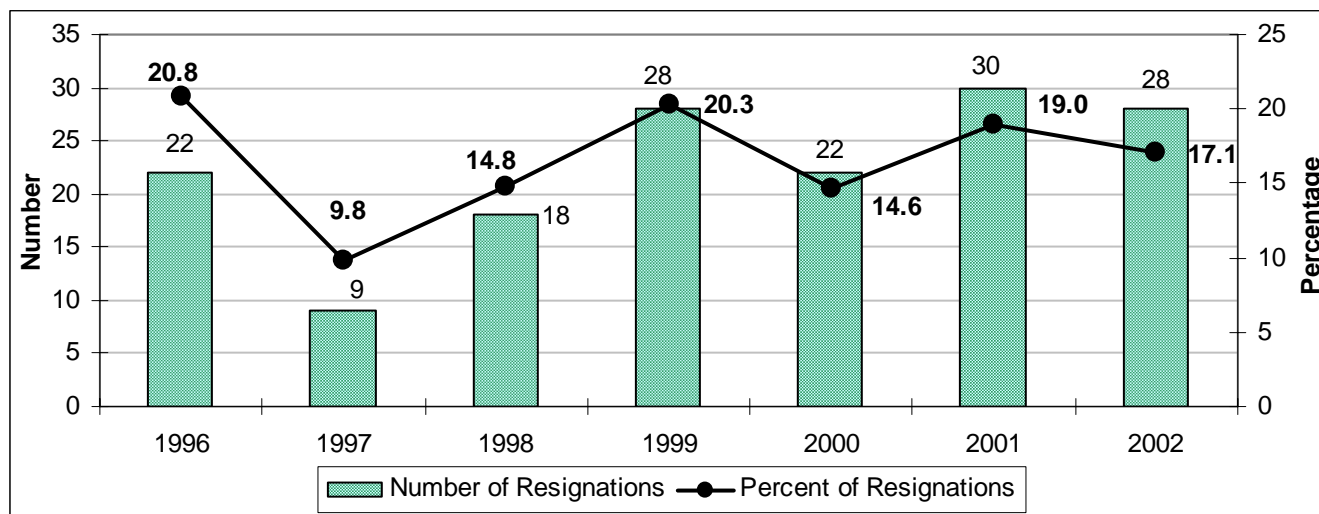
Figure 3 and Graph 3 on the following page include data for tenured and tenure-track faculty at the three universities. Table 3 (page 19) includes the numbers and percentages for the two special schools as well as for the universities.

**Figure 3**  
**Number and Percent of Racial/Ethnic Minority Faculty Who Resigned**  
**1995 to 2002**

Year	SUI			ISU			UNI			Regent Total		
	Total	M*	%	Total	M	%	Total	M	%	Total	M	%
1995	53	NA	NA	24	5	20.8	15	NA	NA	92	NA	NA
1996	66	11	16.7	28	9	32.1	12	2	16.7	106	22	20.8
1997	55	7	12.7	26	1	3.8	11	1	9.0	92	9	9.8
1998	55	9	16.4	42	7	16.7	25	2	0.8	122	18	14.8
1999	79	12	15.2	39	10	25.6	20	6	30.0	138	28	20.3
2000	74	11	14.9	45	7	15.5	32	4	12.5	151	22	14.6
2001	67	16	23.9	55	10	18.2	36	4	11.1	158	30	19.0
<b>2002</b>	<b>73</b>	<b>11</b>	<b>15.1</b>	<b>58</b>	<b>9</b>	<b>15.5</b>	<b>33</b>	<b>8</b>	<b>24.2</b>	<b>164</b>	<b>28</b>	<b>17.1</b>

\*Number of racial/ethnic minorities.

**Graph 3**  
**Number and Percent of Racial/Ethnic Minority Faculty Who Resigned**  
**1996 to 2002**



Resignations at  
Special  
Schools

- For FY 2002, Iowa School for the Deaf (ISD) reported one resignation. The faculty member who resigned accepted a principal position in Nebraska.
- Iowa Braille and Sight Saving School (IBSSS) reported five faculty resignations for FY 2002. One faculty member moved out of state, two accepted new employment out of state, and two moved to another state to be closer to family.

Resignations,  
Retirements,  
and New Hires

Resignations are one aspect of the process of faculty recruitment and retention. In order to provide a more complete view of this process, this report now includes information about retirements and new hires.

Table 4 (page 20) includes nine years of data for the Regent universities. Table 5 (page 22) provides the data for the two special schools for an eight-year period.

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Resignations,  
Retirements,  
and New Hires

- The University of Iowa had increases in the number of resignations and retirements and a decrease in new hires in FY 2002.
- Iowa State University had increases in the number of resignations and retirements and a decrease in the number of new hires in FY 2002.
- The University of Northern Iowa had a decrease in the number of resignations and an increase in the number of retirements in FY 2002. The number of new hires remained the same as the prior year.

Tables 4 and 5 illustrate the dynamics of institutional change, especially as enrollments have increased. The number of new hires in any year does not necessarily correspond to the combined number of retirements and resignations in that year. Factors that influence the totals include: the lag time in replacing faculty; hiring of part-time faculty; and needs brought on by enrollment increases.

National data suggest that the retirement rate may begin to climb in the near future. The data in Performance Indicator #12 include SUI clinical track numbers as well as “early” and “full” retirements.

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Regent Exhibit  
Book

The remainder of the report provides details about the individual institutions. Copies of each institution’s report are provided in the Regent Exhibit Book.

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**University of Iowa**  
By Rank

Thirty-four assistant professors, 25 associate professors, and 14 full professors resigned during FY 2002. As Table 6 (page 24) indicates, 28 assistant professors, 18 associate professors, and 21 professors resigned in FY 2001.

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- Reasons for Resignation
- Fifty-two faculty members (71.2%) resigned to accept positions in other academic institutions.
  - Fifteen faculty members (20.5%) resigned to accept a position in the private sector or to open a private practice or business.
  - Six individuals (8.2%) resigned for personal reasons, as noted in Table 10 (page 25).

By Location

Of the faculty who resigned, three are known to be staying in Iowa. Thirteen faculty members moved to states contiguous with Iowa and 57 moved to states not contiguous with Iowa.

- By College
- As indicated in Figure 5 below, resignations occurred in all academic colleges at SUI, except the Graduate College.
- The largest number (31) occurred in the College of Medicine; this represents 42.5% of the total university resignations.
  - The College of Liberal Arts had the second largest number (25) and percentage (34.2%) of resignations.
  - The remaining colleges had 1-4 resignations and accounted for 23.3% of the total resignations.

**Figure 5**  
**Resignations by College**  
**University of Iowa**  
**FY 2002**

College	Total # of Faculty	# of Resignations	% of Total Resignations	Resignations as % of Total College Faculty	College Faculty as % of Total Faculty
Business Admin.	90	4	5.5	4.4	4.5
Dentistry	97	3	4.1	3.1	4.8
Education	97	3	4.1	3.1	4.8
Engineering	81	1	1.4	1.2	4.0
Graduate	13	0	0.0	0.0	0.6
Law	39	2	2.7	5.1	1.9
Liberal Arts & Sci.	662	25	34.2	3.8	32.8
Medicine	789	31	42.5	3.9	39.1
Nursing	48	1	1.4	2.1	2.4
Pharmacy	48	1	1.4	2.1	2.4
Public Health	54	2	2.7	3.7	2.7
Total*	2,018	73	100.0	3.7	100.0

\*Includes clinical track faculty.

Provost's Office  
Resignation  
Survey

The Provost's Office mailed a resignation survey to the 73 faculty members who resigned in FY 2002. The return rate (58.9%) was slightly higher than last year's 56.7% return rate. Survey respondents had been at the University for an average of seven years. Women respondents had been at SUI significantly fewer years compared to male respondents. The most common reason (cited by 58% of the respondents) for resigning was obtaining a better offer elsewhere.

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Exit Interviews

In addition to the resignation survey, at least 16 resignees (21.9%) of the survey respondents were given an exit interview by their college, and attempts were made to contact all resigning faculty members regarding a confidential exit interview. Members of the Emeritus Faculty Council and the Provost's Office conducted 49 interviews.

The exit interview was organized using the broad topics of the resignation survey, and provided faculty an opportunity to expand their survey responses and to discuss other topics.

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Summary of Exit  
Interviews

- Some of the dissatisfaction with departments appeared to be a poor "fit" between the faculty member's interests and the orientation of the department of the college. For example, some sought interdisciplinary activities in departments that were more single-disciplined focused, whereas others were connected with interdisciplinary groups whose interests did not mesh with theirs.
  - Others attributed their dissatisfaction to what they perceived as a heavy-handed or poorly skilled DEO, or to departmental policies that did not align with their views, or to their department not valuing their work.
  - A number of faculty commented on the "thinness" of personnel in various areas, likely due to budget cuts; they noted insufficient clinical faculty for the workload or the need for more departmental administrative staff.
  - Most interviewees were satisfied with the University's support for research and teaching, but a number noted the lack of funds for small, start-up projects, and felt that large-scale basic-science, quantitative research was overvalued relative to smaller scale, qualitative, or clinical research.
  - Compensation issues were frequently raised as a point of dissatisfaction in the exit interviews. The concern might not have been specifically with compensation but with the fact that they were expected to do an increasing number of things without a comparable increase in compensation.
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Satisfaction  
Survey

This was the third year of the satisfaction survey. Respondents were asked to rate seven broad areas on a scale of 1 (most dissatisfied) to 5 (most satisfied). The seven areas included the following:

1. The General Atmosphere of the University and Iowa City
2. Their Departmental Atmosphere
3. The University's Commitment to Diversity
4. The University's Commitment to Excellence in Research
5. The University's Commitment to Excellence in Teaching
6. Compensation
7. Hospital Atmosphere (for health science college faculty only; this item was added mid year)

Faculty expressed the greatest satisfaction with the General Atmosphere of the University and Iowa City (Mean = 3.9) and the most dissatisfaction with Compensation (Mean = 3.1).

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Suggestions  
to Improve  
Faculty  
Retention

- Improve faculty salaries. Faculty are leaving the University primarily for better positions elsewhere – either in higher education or in the private sector.
  - Continue to work on departmental atmosphere. The Provost's Office is continuing its DEO workshop series. In addition, the Office is making available to departmental and other leaders, various administrative development opportunities through the Committee on Interinstitutional Cooperation (CIC). The Provost's Office also continues to monitor collegiate mentoring of junior faculty.
  - Increase attention to dual-career issues. Family reasons were cited more frequently this year than in the past and rose to the second most common reasons for faculty resignations. SUI's Dual Career Network was developed to assist partners and spouses of new faculty and staff in job searches and placement. Due to financial considerations, service is focused on the first year of a faculty member's employment at SUI, but with additional personnel, it could be expanded to include placement services for partners and spouses of faculty who have been at the University longer than one year and who are in danger of being recruited elsewhere because of better professional opportunities for their partner or spouse.
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**Counteroffers** Most survey respondents neither sought (79.0%) nor were made (65.0%) a counteroffer. Compared to previous years, about 12% more faculty members said they were made a counteroffer they found unacceptable, whereas only 5% said they were made what they considered an acceptable counteroffer but resigned anyway.

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**Iowa State University** ISU reports that 58 tenured or tenure-eligible faculty members submitted resignations for the period July 1, 2001 to June 30, 2002. The total number of resignations increased by three from the prior year, as illustrated in Table 7 (page 24).

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**By Rank** The largest number of resignations, 30 (51.7%) came from assistant professors. Associate professors accounted for 12 (20.7%) of the resignations. Sixteen full professors (27.6%) submitted their resignations in FY 2002. The average number of resignations during the most recent 10-year period was 37.5, which was an increase from the ten-year average of 34.0 the prior year. Compared to the previous year, the FY 2002 percentages reflect increases in resignations at the associate professor and professor levels and a decrease at the assistant professor level.

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**Reasons for Resigning** As Table 11 (page 25), indicates, 35 faculty members who resigned (60.3%) took positions at another college or university. Eight individuals (13.8%) entered government service or took subsequent employment in business and industry. The third broad category, personal/unspecified reasons, had 13 faculty members (22.4%) in 2001-2002. The remaining two (3.5%) returned to school to further their education.

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**Gender and Race/Ethnicity** Table 11 further indicates that 23 resignations (39.7%) were women. Nine racial/ethnic minority faculty members (15.5%) resigned in 2001-2002.

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**By Location** Four resignees are known to have remained in Iowa. Eight took positions in contiguous states. Thirty-four individuals chose to relocate in non-contiguous states. Twelve did not specify relocation information.

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By College

Each of the eight instructional colleges, as well as the ISU Library, noted in Figure 5 below, reported one or more faculty resignations during FY 2002. The College of Liberal Arts and Sciences had the largest number (23) and highest percentage (39.7%) of resignations. Several colleges had over 5.0% of their faculty resign, including the College of Education (8.5%) and the College of Engineering (6.0%).

**Figure 5**  
**Resignations by College**  
**Iowa State University**  
**2001-2002**

<b>College</b>	<b>Total # of Faculty</b>	<b># of Resignations</b>	<b>% of Total Resignations</b>	<b>Resignations as % of Total College Faculty</b>	<b>College Faculty as % of Total Faculty</b>
Agriculture	286	5	8.6	1.7	21.1
Business	63	3	5.2	4.8	4.6
Design	80	3	5.2	3.8	5.9
Education	71	6	10.3	8.5	5.2
Engineering	183	11	19.0	6.0	13.5
Fam. & Cons. Science	70	3	5.2	4.3	5.2
Liberal Arts & Sciences	473	23	39.7	4.9	34.9
Library	34	1	1.7	2.9	2.5
Vet. Medicine	95	3	5.2	3.2	7.0
<b>Total</b>	<b>1,355</b>	<b>58</b>	<b>100.0</b>	<b>4.3</b>	<b>100.0</b>

Retention Efforts

In several instances, counteroffers made by ISU resulted in the retention of faculty. Counteroffers may involve salary, research support, and new work opportunities. The Provost's Office has developed a process for putting together retention packages for quality faculty who are considering leaving the University.

With the establishment of the Academic Plan Pool in FY 2001, the Provost's Office has helped some departments to retain key faculty by partially funding academic employment opportunities for partners. These funds have been particularly important in hiring and retaining women and minority faculty.

Mentoring Efforts  
and Results

The mentoring program for new faculty was implemented by the Provost in 1992-1993 and was available to many of the faculty who resigned in FY 2002. Each year, a questionnaire assessing the success of the program is distributed to faculty mentors and new faculty who were mentored during the year. The respondents comment on the choice of mentor, the kinds of activities that characterized the mentoring relationships, and recommendations for improvement.

The mentoring program is effective in assisting the new faculty member's transition to the academic community. This effectiveness is enhanced when the department chair and the new faculty member collaborate in the selection of a mentor. Two mentors can often serve in complementary roles, especially for faculty engaged in multi-disciplinary scholarship and teaching. Women faculty and established members of the faculty who were 20-25 years older than the new faculty member proved to be especially helpful mentors, offering strategic guidance in networking.

Consistent involvement by the department chair is a key component in effective mentoring. The Provost's Office and department chairs are encouraging the extension of the mentoring relationship beyond the first year of the new faculty member's probationary period, and in many departments, these long-term relationships are key in the retention of new faculty.

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Orientation Events

The Provost's Office has developed an extensive series of orientation events for first-year faculty to complement the mentoring program. In the fall, during two days of orientation, new faculty focused on teaching issues and a variety of issues important for new faculty members, e.g., promotion and tenure, professional development resources, and faculty responsibilities. In the spring, there will be a focus on pedagogy.

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Exit Interview  
Results

This summer, ISU completed a multi-year study of faculty resignations. The assessment showed that, in addition to very specific reasons faculty cite for leaving (salary, partner accommodation, new challenges), there are factors in the general campus that play a role in the decision to leave the University.

Consequently, the Provost's Office is designing a survey tool for departing faculty in addition to one that will assess the climate issues for current faculty. There is also discussion about formalizing the opportunity for faculty members to meet with administration (including the Provost) when they decide to leave with the expectation that the information collected will be used to strengthen retention efforts.

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**University of  
Northern Iowa**

Thirty-three faculty members submitted resignations during 2001-2002, compared to 36 the year before.

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Reasons for  
Resigning

As noted on Table 12 (page 26), of the 33 resignations during FY 2002, 20 faculty members (60.6%) took positions in other colleges and universities. Six faculty members (18.2%) left to pursue an opportunity in government or the private sector. Five faculty members (15.2%) cited personal reasons for resigning. Two faculty members (6.0%) returned to graduate school to pursue a terminal degree. In exit interviews, the large majority of resigning faculty indicated that their experience at UNI had been a positive one.

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By Rank

As Table 8 (page 24) indicates, there were 7 resignations from instructors (21.2%), 23 from assistant professors (69.7%), two from associate professors (6.1%), and one from a full professor (3.0%).

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By Gender and  
Race/Ethnicity

As noted in Table 12 (page 26), 16 (48.5%) resignations were from female faculty members and 17 (51.5%) from male faculty members. Eight resignations (24.2%) were from minority faculty members.

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By Location

Of those faculty members who resigned and reported where they were relocating, three (9.1%) remained in Iowa; three (9.1%) relocated to contiguous states, and 22 (66.7%) moved to non-contiguous states. Five faculty members (15.1%) did not indicate where they would relocate.

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By College

All five instructional colleges at UNI, as well as the UNI Library, reported faculty resignations. The College of Education, as indicated in Figure 5 on the following page, had the largest number of resignations (10) and the greatest percentage of total resignations of any college (30.3%). Four colleges had 5.0% or more of their faculty resign: Education (5.0%), Social and Behavioral Sciences (9.2%), Natural Science (5.7%), and Library (5.0%).

**Figure 5  
Resignations by College  
University of Northern Iowa  
FY 2002**

<b>College</b>	<b>Total # of Faculty</b>	<b># of Resignations</b>	<b>% of Total Resignations</b>	<b>Resignations as % of Total College Faculty</b>	<b>College Faculty as % of Total Faculty</b>
Business Admin.	56	2	6.1	3.6	8.9
Education	181	9	27.3	5.0	28.9
Hum. & Fine Arts	155	4	12.1	2.6	24.7
Natural Science	105	6	18.2	5.7	16.7
Social & Behavioral Sci.	109	10	30.3	9.2	17.4
Library	21	2	6.1	9.5	3.3
<b>Total</b>	<b>627</b>	<b>33</b>	<b>100.0</b>	<b>5.3</b>	<b>100.0</b>

**Faculty Mentoring Programs**

Faculty mentoring activities, both formal and informal, introduce new faculty members to the university community. Such activities enable new faculty to understand university customs, policies, and procedures and assist them to integrate into the life of the institution.

During the FY 2002 academic year, budget reductions adversely affected the University's efforts to foster faculty growth, development, and retention. UNI's Center for the Enhancement of Teaching (CET), which had played a key role in mentoring and faculty development, was eliminated in Spring 2002. The Center's Advisory Committee continues to meet under the auspices of the Provost's Office to share ideas and provide suggestions for mentoring and faculty development. The Provost's Office has assumed several CET responsibilities on a temporary basis, including New Faculty Orientation.

The goal of the various mentoring efforts is to establish and maintain effective avenues of communication and support for new faculty members so that their goals and the goals of the institution can best be achieved. New faculty members report that the mentoring programs and other new faculty activities make a positive difference in their first year at UNI; that a good mentoring relationship with an experienced faculty member eases the transition to university life; and that mentoring assists in progress toward tenure.



Exit Interviews With 23 of the 33 faculty resignations occurring at the rank of assistant professor, the University believes that the budget climate is affecting its ability to retain junior faculty. Although exit interviews continue to indicate that these faculty felt welcome on their arrival and enjoyed a positive experience during their stay, many were lured by higher salaries and more attractive faculty assignments to institutions with greater financial stability.

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**Iowa School for the Deaf** The curriculum coordinator resigned at ISD in FY 2002 to accept a principal position.

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**Iowa Braille and Sight Saving School** IBSSS had five resignations during FY 2002. Two accepted employment in other states and three moved out of state to be nearer to family members.

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Recruitment and Retention Efforts A number of incentives are used to recruit and retain faculty. In addition to offering a competitive salary and benefits package, they include: reimbursement of moving expenses for new faculty, a bonus for Association for Education and Rehabilitation of the Blind and Visually Impaired (AER) certification, relocation packets for communities throughout Iowa where Outreach faculty may be residing, and summer employment. The faculty who provide itinerant services are supported with the use of a state car, a laptop computer, and a cellular phone for business use.

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Conclusions The combined percentage of faculty resignations at the Regent universities increased to 4.1% of the tenured and tenure-track faculty, which is below the national average of 4.5%. In FY 2002, at the universities, the percentage of female faculty members and the percentage of racial and ethnic minority faculty member resignations decreased from the prior year.

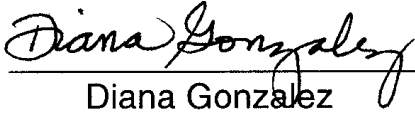
The Board of Regents and the institutions need to remain vigilant about resignations and the reasons for the resignations. The need for effective mentoring and orientation programs for new faculty continues to be of critical importance. The universities should continue to report in detail on the results of these programs.

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Performance  
Indicator Graphs  
and Data

Tables 4 and 5 (pages 20 and 22) include pertinent data. Performance Indicators #12a, #12b, and #12c provide nine years of statistics on resignations, retirements, and new hires. These data are also included in the Annual Report on Performance Indicators (G.D. 5).

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Diana Gonzalez

Approved:   
Gregory S. Nichols

**Table 1\***  
**Regent University Resignations**  
**1987 to 2002**  
**(July 1 to June 30 Each Year)**

	87	88	89	90	91	92	93	94	95	96	97	98	99	00	01	02
SUI	97	64	63	59	63	53	58	55	53	66	55	55	79	74	67	73
ISU	43	25	30	47	34	23	26	32	24	28	26	42	39	45	55	58
UNI	25	22	25	20	22	18	18	13	15	12	11	25	20	32	36	33
Total	165	111	118	126	119	94	102	100	92	106	92	122	138	151	158	164

\*The graphs for Table 1 are on page 21.

**Table 2**  
**Number and Percent of Women Faculty Who Resigned**  
**1995 to 2002**

Year	SUI			ISU			UNI			ISD			IBSSS		
	Total	W*	%	Total	W	%	Total	W	%	Total	W	%	Total	W	%
1995	53	17	32.1	24	11	45.8	15	NA	NA	NA	NA	NA	1	0	0.0
1996	66	22	30.1	28	5	17.8	12	NA	NA	NA	NA	NA	4	4	100.0
1997	55	21	38.2	26	8	30.8	11	NA	NA	NA	NA	NA	1	1	100.0
1998	55	11	20.0	42	17	40.5	25	15	60.0	3	1	33.3	6	5	83.3
1999	79	21	26.6	39	19	48.7	20	9	45.0	1	1	100.0	5	4	80.0
2000	74	24	32.4	45	15	33.3	32	15	46.9	1	0	0.0	1	1	100.0
2001	67	21	31.3	55	21	38.2	36	21	58.3	3	3	100.0	4	3	75.0
2002	73	25	34.2	58	23	39.7	33	16	48.5	1	1	100.0	5	3	60.0

(Note: In all columns, the number for "total" refers to total number of resignations in the institution, not the total number of tenured and tenure-track women on the faculty of the universities.); \*Number of women.

**Table 3**  
**Number and Percent of Racial/Ethnic Minority Faculty Who Resigned**  
**1995 to 2002**

Year	SUI			ISU			UNI			ISD			IBSSS		
	Total	RE*	%	Total	RE	%	Total	RE	%	Total	RE	%	Total	RE	%
1995	53	NA	NA	24	5	20.8	15	NA	NA	NA	0	0.0	1	0	0.0
1996	66	11	16.7	28	9	32.1	12	2	16.7	NA	0	0.0	4	0	0.0
1997	55	7	12.7	26	1	3.8	11	1	9.0	NA	0	0.0	1	0	0.0
1998	55	9	16.4	42	7	16.7	25	2	0.8	3	0	0.0	6	0	0.0
1999	79	12	15.2	39	10	25.6	20	6	30.0	1	0	0.0	5	0	0.0
2000	74	11	14.9	45	7	15.5	32	4	12.5	1	0	0.0	1	0	0.0
2001	67	16	23.9	55	10	18.2	36	4	11.1	3	0	0.0	4	0	0.0
2002	73	11	15.1	58	9	15.5	33	8	24.2	1	0	0.0	5	0	0.0

\*Number of racial/ethnic minorities.

**Table 4**  
**Tenured, Tenure-Track Faculty, and Clinical Track Faculty**  
**Resignations, Retirements and New Hires**  
**Common Data Set – Performance Indicators #12a, #12b, #12c**

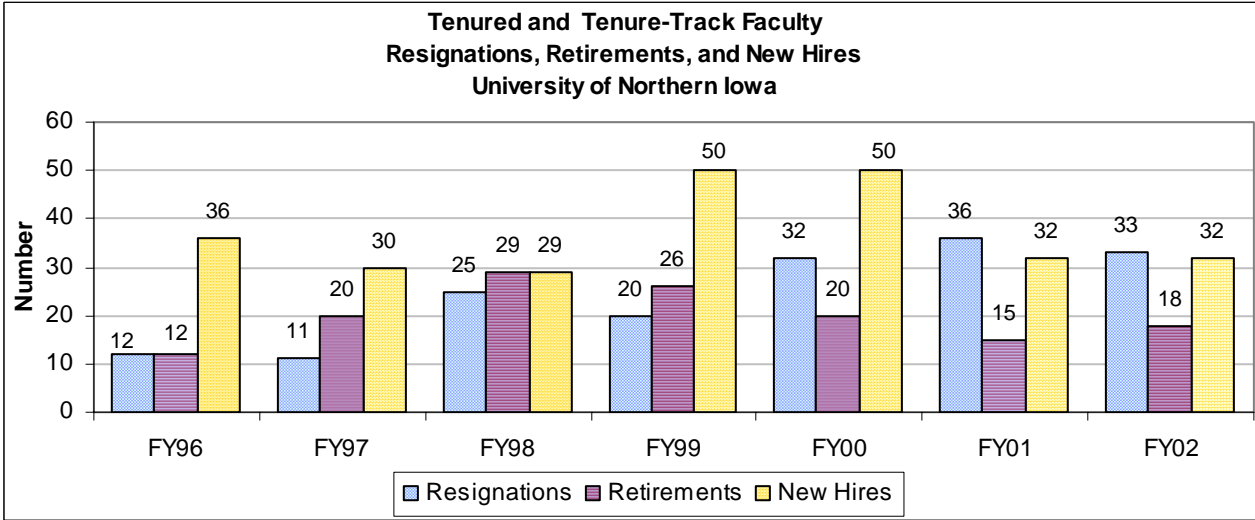
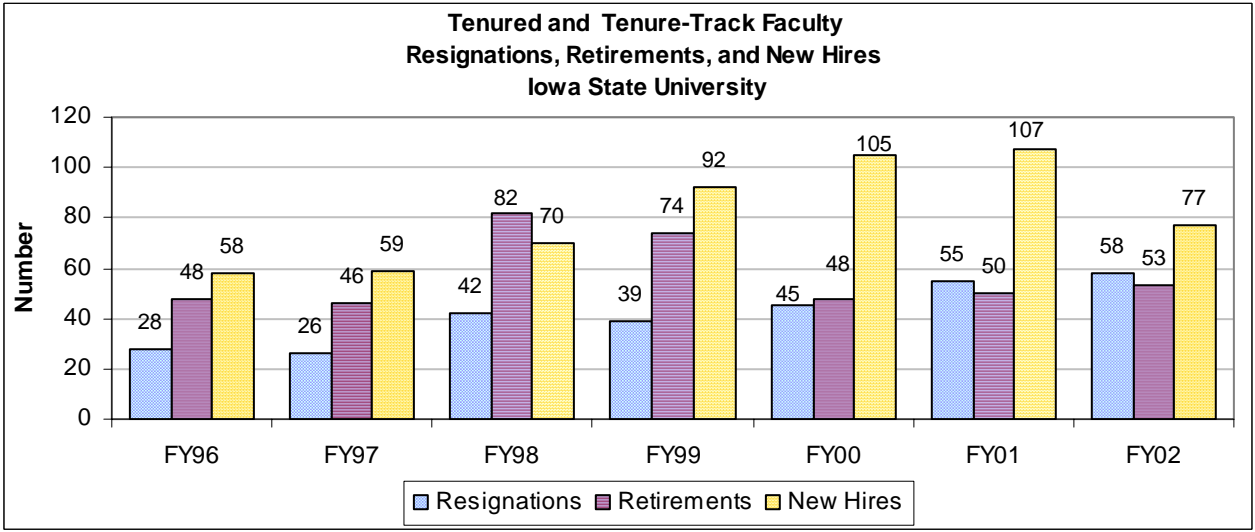
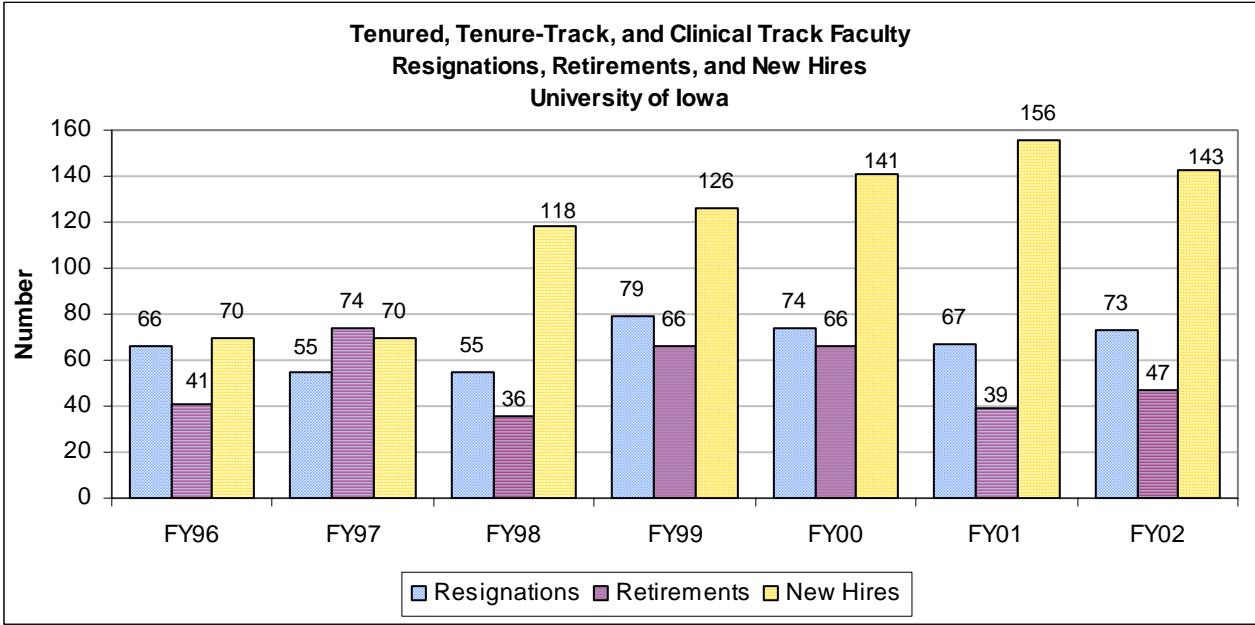
**Regent Universities**

Related Action Step - Quality	University of Iowa*				Iowa State University				University of Northern Iowa			
		No.	Total	Pct.		No.	Total	Pct.		No.	Total	Pct.
1.1.2.3												
12a Resignations	93-94	55	1783	3.1%	93-94	32	1455	2.2%	93-94	13	604	2.2%
	94-95	53	1803	2.9%	94-95	24	1455	1.6%	94-95	15	610	2.5%
	95-96	66	1789+ 49=1838	3.6%	95-96	28	1455	1.9%	95-96	12	619	1.9%
	96-97	55	1748+ 79=1827	3.0%	96-97	26	1453	1.8%	96-97	11	623	1.8%
	97-98	55	1712+150=1862	3.0%	97-98	42	1427	2.9%	97-98	25	608	4.1%
	98-99	79	1702+176=1878	4.2%	98-99	39	1439	2.7%	98-99	20	596	3.4%
	99-00	74	1702+216=1918	3.9%	99-00	45	1423	3.2%	99-00	32	593	5.4%
	00-01	67	1714+265=1979	3.4%	00-01	55	1425	3.9%	00-01	36	615	5.9%
	01-02	73	1707+311=2018	3.6%	01-02	58	1396	4.2%	01-02	33	627	5.3%
12b** Retirements	93-94	20	1783	1.1%	93-94	NA	1455	NA	93-94	12	604	2.0%
	94-95	26	1803	1.4%	94-95	NA	1455	NA	94-95	11	610	1.8%
	95-96	31+10=41	1838	2.2%	95-96	24+24=48	1455	3.3%	95-96	9+3 = 12	619	1.9%
	96-97	68+ 6=74	1827	4.1%	96-97	23+23=46	1453	3.2%	96-97	12+8 =20	623	3.2%
	97-98	30+ 6=36	1862	1.9%	97-98	41+41=82	1427	5.7%	97-98	13+16=29	608	4.8%
	98-99	52+14=66	1878	3.5%	98-99	39+35=74	1439	5.1%	98-99	10+16=26	596	4.4%
	99-00	34+32=66	1918	3.4%	99-00	28+20=48	1423	3.4%	99-00	9+11 = 20	593	3.4%
	00-01	23+16=39	1979	2.0%	00-01	25+25=50	1425	3.5%	00-01	8+7 = 15	615	2.4%
	01-02	28+19=47	2018	2.3%	01-02	22+31=53	1396	3.8%	01-02	6+12 = 18	627	2.9%
	(regular retirements + early retirements)				(regular retirements + early retirements)				(regular retirements + early retirements)			
12c New Hires	93-94	106	1783	5.9%	93-94	49	1455	3.4%	93-94	26	604	4.3%
	94-95	102	1803	5.7%	94-95	40	1455	2.7%	94-95	35	610	5.7%
	95-96	70	1838	3.8%	95-96	58	1455	4.0%	95-96	36	619	5.8%
	96-97	70	1827	3.8%	96-97	59	1453	4.1%	96-97	30	623	4.8%
	97-98	118	1862	6.3%	97-98	70	1427	4.9%	97-98	29	608	4.8%
	98-99	126	1878	6.7%	98-99	92	1439	6.4%	98-99	50	596	8.4%
	99-00	141	1918	7.4%	99-00	105	1423	7.4%	99-00	50	593	8.4%
	00-01	156	1979	7.9%	00-01	107	1425	7.5%	00-01	32	615	5.2%
	01-02	143	2018	7.1%	01-02	77	1396	5.5%	01-02	32	627	5.1%

Notes: \*For the University of Iowa, clinical track faculty are included in the total number of faculty.

\*\*Data for #12b have been amended from previous years to include early retirements.

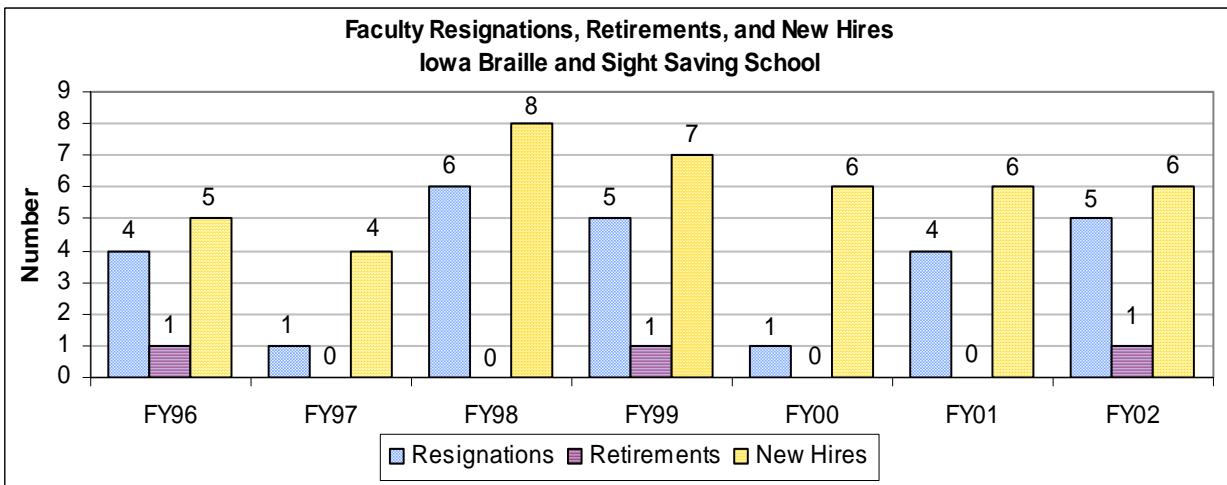
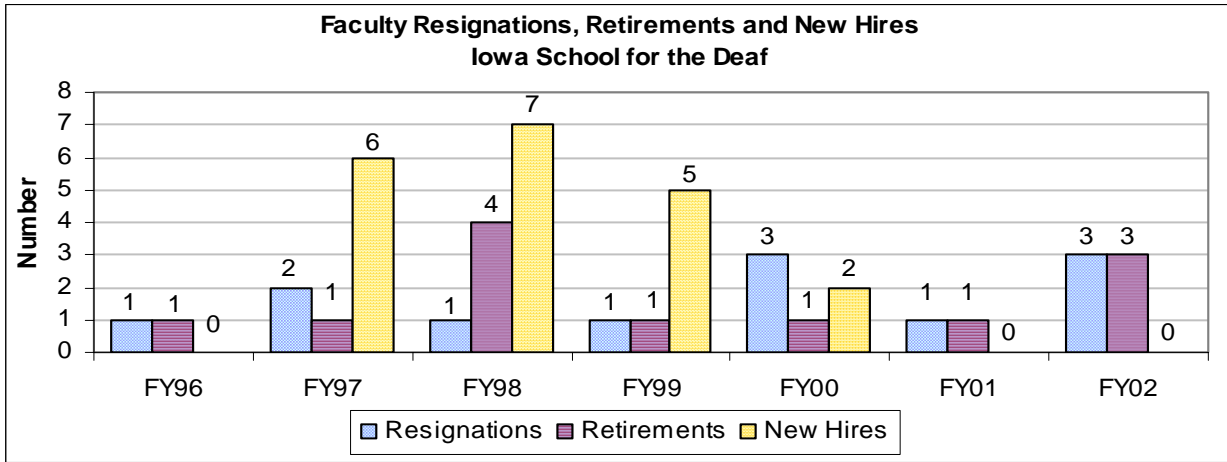
The number of faculty in this report may differ from the number of faculty included in other Board of Regents reports for a number of reasons. Some Board reports include the total number of faculty as of a date established by the federal government. Other Board reports may use figures based on a different date in either the fiscal or academic year.



**Table 5**  
**Faculty Resignations, Retirements, and New Hires**  
**Common Data Set – Performance Indicators #12a, #12b, #12c**

**Special Schools**

	Related Action Step -- Quality	ISD			IBSSS				
		No.	Total	Pct.	No.	Total	Pct.		
12a Resignations	1.1.1.7	94-95	3	54	5.5%	94-95	1	30	3.3%
		95-96	1	55	1.8%	95-96	4	31	12.9%
		96-97	2	56	3.6%	96-97	1	30	3.3%
		97-98	1	61	1.6%	97-98	6	32	18.8%
		98-99	1	64	1.5%	98-99	5	33	15.2%
		99-00	3	63	4.8%	99-00	1	34	2.9%
		00-01	1	62	1.6%	00-01	4	33	12.1%
		01-02	3	60	5.0%	01-02	5	32	15.6%
12b Retirements		94-95	0	54	0.0%	94-95	1	30	3.3%
		95-96	1	55	1.8%	95-96	1	31	3.2%
		96-97	1	56	1.8%	96-97	0	30	0.0%
		97-98	4	61	6.5%	97-98	0	32	0.0%
		98-99	1	64	1.5%	98-99	1	33	3.0%
		99-00	1	63	1.6%	99-00	0	34	0.0%
		00-01	1	62	1.6%	00-01	0	33	0.0%
		01-02	3	60	5.0%	01-02	1	32	3.1%
12c New Hires		94-95	5	54	9.3%	94-95	1	30	3.3%
		95-96	0	55	0.0%	95-96	5	31	16.1%
		96-97	6	56	10.7%	96-97	4	30	13.3%
		97-98	7	61	11.5%	97-98	8	32	25.0%
		98-99	5	64	7.8%	98-99	7	33	21.2%
		99-00	2	63	3.2%	99-00	6	34	17.6%
		00-01	0	62	0.0%	00-01	6	33	18.2%
		01-02	0	60	0.0%	01-02	6	32	18.8%



**Table 6**  
**Resignations by Rank**  
**1987 to 2002**  
**University of Iowa**

	87	88	89	90	91	92	93	94	95	96	97	98	99	00	01	02
Professor	24	15	11	11	17	7	12	10	13	14	11	13	24	23	21	14
Associate	22	18	23	11	13	12	13	18	4	12	10	19	21	19	18	25
Assistant	51	31	29	37	33	33	33	27	36	39	34	23	34	32	28	34
Instructor	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0
<b>Total</b>	<b>97</b>	<b>64</b>	<b>63</b>	<b>59</b>	<b>63</b>	<b>53</b>	<b>58</b>	<b>55</b>	<b>53</b>	<b>66</b>	<b>55</b>	<b>55</b>	<b>79</b>	<b>74</b>	<b>67</b>	<b>73</b>

**Table 7**  
**Resignations by Rank**  
**1987 to 2002**  
**Iowa State University**

	87	88	89	90	91	92	93	94	95	96	97	98	99	00	01	02
Professor	13	5	8	9	6	3	7	4	5	7	2	10	4	8	11	16
Associate	10	6	11	13	12	5	3	5	2	10	8	8	10	16	9	12
Assistant	20	24	11	25	16	15	16	23	17	11	16	24	25	21	35	30
Instructor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>43</b>	<b>35</b>	<b>30</b>	<b>47</b>	<b>34</b>	<b>23</b>	<b>26</b>	<b>32</b>	<b>24</b>	<b>28</b>	<b>26</b>	<b>42</b>	<b>39</b>	<b>45</b>	<b>55</b>	<b>58</b>

**Table 8**  
**Resignations by Rank**  
**1987 to 2002**  
**University of Northern Iowa**

	87	88	89	90	91	92	93	94	95	96	97	98	99	00	01	02
Professor	0	2	2	3	2	4	1	3	3	0	2	2	3	3	3	1
Associate	5	6	3	5	2	1	1	3	2	1	7	6	6	10	8	2
Assistant	14	13	10	13	6	13	11	9	6	9	14	14	11	15	14	23
Instructor	3	4	5	1	8	0	0	0	1	1	2	3	0	4	11	7
<b>Total</b>	<b>22</b>	<b>25</b>	<b>20</b>	<b>22</b>	<b>18</b>	<b>18</b>	<b>13</b>	<b>15</b>	<b>12</b>	<b>11</b>	<b>25</b>	<b>25</b>	<b>20</b>	<b>32</b>	<b>36</b>	<b>33</b>

**Table 9**  
**Resignations by Rank**  
**1987 to 2002**  
**Regent Total**

	87	88	89	90	91	92	93	94	95	96	97	98	99	00	01	02
Professor	37	22	21	23	25	14	20	17	21	21	15	25	31	34	35	31
Associate	37	30	37	29	27	18	17	26	8	23	25	33	37	45	35	39
Assistant	85	68	50	75	55	61	60	59	59	59	64	61	70	68	77	87
Instructor	3	4	5	1	8	1	0	0	1	2	2	3	0	4	11	7
<b>Total</b>	<b>162</b>	<b>124</b>	<b>113</b>	<b>128</b>	<b>115</b>	<b>94</b>	<b>97</b>	<b>102</b>	<b>89</b>	<b>105</b>	<b>106</b>	<b>122</b>	<b>138</b>	<b>151</b>	<b>158</b>	<b>164</b>



**Table 10**  
**Resignations by Rank, Gender, and Reasons for Resignation**  
**2001-2002**  
**University of Iowa**

Rank	Other Higher Ed.		Govt.-Private		Personal		Total		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Assistant	13	10	5	3	1	2	19	15	34
Associate	11	7	4	0	1	2	16	9	25
Professor	11	0	2	1	0	0	13	1	14
Total by Gender	35	17	11	4	2	4	48	25	73
Total by Reason	52		15		6				73
Percent	71.2%		20.5%		8.2%				100.0%

**Table 11**  
**Resignations by Rank, Gender, and Reasons for Resignation**  
**2001-2002**  
**Iowa State University**

Rank	Other Higher Ed.		Govt.-Private		Personal		Total		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Assistant	10	8	2	2	2	4	14	16	30
Associate	5	1	1	0	3	2	9	3	12
Professor	8	3	2	1	2	0	12	4	16
Total by Gender	23	12	5	3	7	6	35	23	58
Total by Reason	35		8		13				56
Percent	60.3%		13.8%		22.4%				96.6%

**Table 12**  
**Resignations by Rank, Gender, and Reasons for Resignation**  
**2001-2002**  
**University of Northern Iowa**

Rank	Other Higher Ed.		Govt.-Private		Personal		Total		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Instructor	2	1	0	1	0	1	4	3	7
Assistant	6	8	3	2	3	1	12	11	23
Associate	1	1	0	0	0	0	1	1	2
Professor	0	1	0	0	0	0	0	1	1
Total by Gender	9	11	3	3	3	2	17	16	33
Total by Reason	20		6		5				31
Percent	60.6%		18.2%		15.2%				93.9%

**Table 13**  
**Resignations by Rank, Gender, and Reasons for Resignation**  
**2001-2002**  
**Regent Total**

Rank	Other Higher Ed.		Govt.-Private		Personal		Total		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Instructor	2	1	0	1	0	1	4	3	7
Assistant	29	26	10	7	6	7	45	42	87
Associate	17	9	5	0	4	4	26	13	39
Professor	19	4	4	2	2	0	25	6	31
Total by Gender	67	40	19	10	12	12	100	64	164
Total by Reason	107		29		24				160
Percent	65.2%		17.7%		14.6%				97.6%