



MEMORANDUM

To: Deans Council
From: Sarah C. Mangelsdorf, Provost and Vice Chancellor for Academic Affairs *scm*
Date: Friday, October 14, 2016
Subject: Summary of Outside Offers and Retention Efforts, 2015-16

Following is a summary of faculty retention efforts during 2015-16. This summary and reports from prior years are available online (<http://apir.wisc.edu/facultystaff-hiring.htm>).

Thank you for your continued efforts to provide this information, which is important in understanding and reporting about the challenges we face in retaining faculty. Wisconsin Act 32 (the 2011-13 Biennial Budget) mandates an annual report to the legislature on outside offers and retention efforts. If you have any questions about the report, please contact Allison La Tarte (allison.latarte@wisc.edu).

Tenured and Tenure-Track Faculty Retention Efforts

This report includes instances where it is known that faculty members are being recruited by other organizations or it is highly likely that they will be recruited away. Those events have been grouped into two categories, responsive and purely preventative retention efforts. It is important to note that not every instance of outside offers to recruit away a faculty member are included; instances where it was unknown that a faculty member was being recruited, or some instances when the individual did not seek to be retained are not included. Definitions of the retention effort categories and other notes about the collection of information are provided in the appendix at the end of this report.

In 2015-16, schools and colleges reported a total of 232 efforts to retain tenured/tenure-track faculty.

- Of the 232 efforts reported, 144 were responsive actions in which a faculty member was being actively recruited by another institution (62 percent).
- As a percentage of total tenured/tenure-track faculty (2,205 in October 2015), 6.5 percent were being actively recruited.
- The remaining 87 efforts were made preemptively to faculty with a high likelihood of being recruited away but there were no specific negotiations with another employer. (Table 1, page 3)

Among the 144 responsive actions, UW-Madison successfully retained 111 of the faculty (77%). At the time of this report, 29 faculty had accepted an outside offer and the outcome of 4 faculty had not been finalized. (Table 2, page 3)

- Full professors received the largest number of responsive actions, 79 out of 144 offers (Table 3, page 4). As a percentage of total faculty at the same rank, 6.0 percent of full professors received a responsive action (79 out of 1,314) compared to 8.8 percent of associate professors (35 out of 408) and 6.4 percent of assistant professors (30 out of 483).
- Salary was the most common issue reported as a consideration in outside offers and responsive actions. UW-Madison successfully retained 95 percent of the faculty where salary was provided as an issue.

- Salary information was provided for 33 outside offers. Of those 33 offers, the median salary offered was 30 percent higher than the UW-Madison salary.
- Compared to prior years, the retention rate of 77 percent in 2015-16 is slightly higher than the five-year average (74%). However, the number of responsive actions reported in 2015-16 (144) is higher than previous years. (Figure 1, page 5)

The 2015-16 collection of information contained in this report was through the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE) Recruitment and Retention database. This allowed for consistent tracking of monetary commitments made by UW-Madison to retain faculty being recruited by other organizations. In 2015-16, \$21.7 million was committed for non-salary purposes to faculty who decided to remain at UW-Madison. These funds may be used by the faculty to purchase equipment needed for their research, to employ additional staff such as graduate assistants or researchers, support summer salary, or other spending to support their research. An additional \$1.86 million was committed for salary increases.

Between 2007-08 and 2015-16, outside organizations recruited away 213 tenured/tenure-track faculty members (including 29 in 2015-16). Most faculty left for positions at other public or private universities (83 percent), while the remaining faculty left for positions outside of academia or where they went is unknown. During this time period, the University of Minnesota recruited the largest number of UW-Madison faculty away, 7 tenured/tenure-track faculty members. (Figure 2, page 5)

Retention of Selected Academic Staff, including CHS and Clinical Faculty

A total of 58 retention efforts to selected academic staff, including CHS and Clinical Faculty, were reported in 2015-16. Of the 58 efforts reported, 41 were responsive actions in which a staff member was being actively recruited by another institution (71 percent). The remaining 17 efforts were preemptive actions to staff with a high likelihood of being recruited away but there were no specific negotiations with another employer. (Table 5, page 6)

Among the 41 responsive actions, UW-Madison successfully retained 8 of these CHS/Clinical faculty (20%). (Table 6, page 6)

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Table 1

Source: Office of the Vice Chancellor for Research and Graduate Education (OVCRGE) Recruitment and Retention Database, as of August 2016

**Types of Retention Efforts to Tenured/Tenure-Track Faculty during 2015-16
By School/College**

School/College	Responsive Actions			Preemptive Action	Total	Percent Responsive
	Formal Offer	Probable Offer	Subtotal			
Agricultural and Life Sciences	1	18	19	13	32	59%
Business	4	0	4	0	4	100%
Education	3	15	18	28	46	39%
Engineering	3	4	7	0	7	100%
Human Ecology	0	1	1	0	1	100%
Nelson Institute	0	1	1	0	1	100%
Law	2	0	2	0	2	100%
Letters & Science	16	34	50	3	53	94%
Medicine and Public Health	20	21	41	40	81	51%
Nursing	0	0	0	1	1	0%
Pharmacy	0	0	0	3	3	0%
Veterinary Medicine	0	1	1	0	1	100%
Continuing Studies	0	0	0	0	0	n/a
Total	49	95	144	88	232	62%

Table 2
**Outcomes of Responsive Actions to Tenured/Tenure-Track Faculty during 2015-16
By School/College**

School/College	Retained	Left UW-Madison	Pending	Total	Percent Retained
Agricultural and Life Sciences	17	1	1	19	89%
Business	3	1	0	4	75%
Education	13	4	1	18	72%
Engineering	7	0	0	7	100%
Human Ecology	1	0	0	1	100%
Nelson Institute	1	0	0	1	100%
Law	0	2	0	2	0%
Letters & Science	40	9	1	50	80%
Medicine and Public Health	28	12	1	41	68%
Nursing	0	0	0	0	n/a
Pharmacy	0	0	0	0	n/a
Veterinary Medicine	1	0	0	1	100%
Continuing Studies	0	0	0	0	n/a
Total	111	29	4	144	77%

Source: Office of the Vice Chancellor for Research and Graduate Education (OVCERGE) Recruitment and Retention Database, as of August 2016

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Table 3

**Outcome of Responsive Actions to Tenured/Tenure-Track Faculty during 2015-16
By Title, Gender, Race/Ethnicity, and Division Affiliation**

	Number of Actions				Percent Retained	Prior Three Year Average		
	Retained	Left UW-Madison	Pending	Total		Number Retained	Total Offers	Percent Retained
Title								
Assistant Professor	25	5	0	30	83%	10	16	63%
Associate Professor	26	8	1	35	74%	20	28	71%
Professor	60	16	3	79	76%	34	47	72%
Gender								
Female	44	14	0	58	76%	18	24	75%
Male	67	15	4	86	78%	41	59	69%
Race/Ethnicity								
Minority	29	8	3	40	73%	18	24	75%
Non-minority	77	21	1	99	78%	45	64	70%
Unknown	5	0	0	5	100%	2	3	67%
Divisional Affiliation								
Biological Sciences	42	13	2	57	74%	20	28	71%
Arts and Humanities	6	5	0	11	55%	4	7	57%
Physical Sciences	21	2	1	24	88%	19	24	79%
Social Studies	42	9	1	52	81%	22	32	69%

Table 4

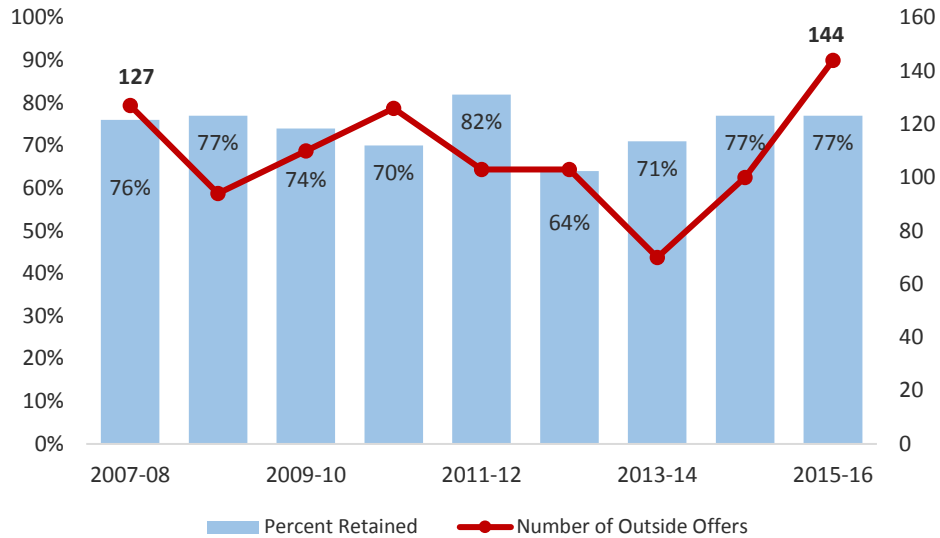
**Outcome of Responsive Actions to Tenured/Tenure-Track Faculty during 2015-16
Issues Reported¹**

	Retained	Left UW-Madison	Pending	Total	Percent Retained
Salary	38	2	0	40	95%
Research Opportunities	30	2	0	35	86%
Spouse/Partner Employment	6	4	0	10	60%
Leadership Opportunity	3	5	0	8	38%
Satisfaction with position	7	0	0	7	100%
Personal/Family Reasons	2	3	0	5	40%

¹Multiple issues may have been reported for each responsive offer.

Figure 1

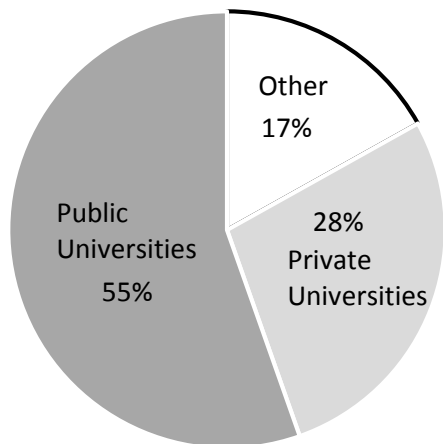
**Outcome of Responsive Actions to Tenured/Tenure-Track Faculty
2007-08 through 2015-16**



Note: Percent retained includes pending offers. The result of those offers could change the percent retained. Information has been collected on outside offers since 1983-84; however, there have been changes in definitions and the information requested. For information on outside offers prior to 2007-08, please visit <https://apir.wisc.edu/facultystaff-hiring.htm>.

Figure 2

**Successful Recruiters of UW-Madison Tenured/Tenure-Track Faculty
2007-08 through 2015-16**



- 213 faculty were recruited away between 2007-08 and 2015-16
- Over 100 universities or organizations recruited faculty from UW-Madison

Top Successful Recruiters	Number of Faculty Recruited Away
University of Minnesota	7
University of Arizona	6
University of California-Davis	6
Yale University	6
Duke University	5
Northwestern University	5
University of Illinois	5

Source: Office of the Vice Chancellor for Research and Graduate Education (OVCERGE) Recruitment and Retention Database, as of August 2016

Table 5

**Types of Retention Efforts during 2015-16
Selected Academic Staff, including CHS and Clinical Faculty**

School/College	Responsive Actions			Preemptive Actions	Total	Percent Responsive
	Formal Offer	Probable Offer	Subtotal			
Medicine and Public Health	20	19	39	13	52	75%
Pharmacy	0	1	1	3	4	25%
Veterinary Medicine	1	0	1	1	2	50%
Total	21	20	41	17	58	71%

Table 6

**Outcomes of Responsive Actions during 2015-16
Selected Academic Staff, including CHS and Clinical Faculty**

	Retained	Left UW-Madison	Total	Percent Retained
Title				
Assistant Professor (CHS)	1	11	12	9%
Associate Professor (CHS)	5	2	7	71%
Professor (CHS)	1	5	6	17%
Instructor (CHS)	0	1	1	0%
Clinical Assistant Professor	0	11	11	0%
Clinical Associate Professor	1	3	4	25%
Gender				
Female	0	12	12	0%
Male	8	21	29	38%
Race/Ethnicity				
Minority	2	6	8	25%
Non-Minority	5	24	29	17%
Unknown	0	4	4	0%
Primary Issues				
Salary	3	0	3	100%
Personal/Family	1	7	8	13%

Source: Office of the Vice Chancellor for Research and Graduate Education (OVCERGE) Recruitment and Retention Database, as of August 2016

Appendix: Technical Notes and Caveats

1. Responsive action includes staff that received a formal or probable offer. Formal offers include faculty who have an offer from another employer. Probable offers include those who have been contacted by other universities or organizations with regard to a position but UW-Madison responded before the negotiations had progressed to a formal offer. This count includes staff that UW-Madison may not have made a counter offer but wanted to, possibly because the individual did not give the school/college the opportunity to or did not want a counter offer.
2. Purely preventative action refers to individuals where no negotiations were reported with another organization but the staff member was perceived to be at risk of leaving for another organization in the future.
3. In 2008-09 we modified the request for information in an effort to improve data quality. Therefore, data for prior years may not be strictly comparable. Additionally, in 2015-16 the information was collected through the OVCRGE database with supplemental information from the deans' offices. This may have had an effect on the information provided and a reason for differences from prior years.
4. We do not have data on previously pending cases to know whether the case was resolved or remain pending.
5. What counts as an outside offer is difficult to identify and may differ by unit. Our primary focus is on responsive actions to individuals who are considering leaving and are being actively recruited by another university or organization. However, retaining faculty is best achieved by acting preemptively in cases where an individual is of great value to UW-Madison but is not currently responding to any invitations from other institutions. Academic Planning and Institutional Research (APIR) periodically provides training workshops with school/college staff to better explain the instructions of reporting. The increase of reporting preemptive actions may be related to these discussions.
6. The level of detail conveyed by the deans' offices varies. Issues such as lack of partner employment or salary may have been important but are not reported. In addition, individuals may be reluctant to report issues, such as departmental climate issues.
7. It is important to use restraint in interpreting the results by subgroup or over time, especially when the number of offers is small.