



## MEMORANDUM

Date: October 24, 2017  
To: Deans Council  
From: Sarah C. Mangelsdorf, Provost and Vice Chancellor for Academic Affairs *SCM*  
Subject: Summary of Outside Offers and Retention Efforts, 2016-17

Following is a summary of faculty retention efforts during 2016-17. This summary and reports from prior years are available online (<https://apir.wisc.edu/faculty-staff/recruitment-and-retention/>).

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](mailto: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 2016-17, schools and colleges reported a total of 132 efforts to retain tenured/tenure-track faculty.

- Of the 132 efforts reported, 92 were responsive actions in which a faculty member was being actively recruited by another institution (70 percent).
- As a percentage of total tenured/tenure-track faculty (2,154 in October 2016), 4.3 percent were being actively recruited.
- The remaining 40 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 92 responsive actions, UW-Madison successfully retained 68 of the faculty (74%). At the time of this report, 23 faculty had accepted an outside offer and the outcome of 1 faculty had not been finalized. (Table 2, page 3)

- Salary was the most common issue reported as a consideration in outside offers and responsive actions. UW-Madison successfully retained 89 percent of the faculty where salary was provided as an issue.
- Salary information was provided for 28 outside offers. Of those 28 offers, the median salary offered was 25 percent higher than the UW-Madison salary.

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- Compared to prior years, the retention rate of 74 percent in 2016-17 is equal to the ten-year average (74%).

Faculty retention rates were notably lower than the prior three-year average for the group of assistant professors (68% compared with 75%), minority faculty (63% compared with 76%), and faculty in the physical sciences division (62% compared with 86%).

Beginning in 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 2016-17, \$15.4 million was committed for non-salary purposes to faculty who decided to remain at UW-Madison. These funds come from the Wisconsin Alumni Research Foundation, private gifts and indirect cost recovery from federal research awards. They 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 \$1.1 million was committed for salary increases.

Between 2007-08 and 2016-17, outside organizations recruited away 232 tenured/tenure-track faculty members (including 23 in 2016-17). 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, 8 tenured/tenure-track faculty members. (Figure 2, page 5)

### **Retention of Selected Academic Staff, including CHS and Clinical Faculty**

A total of 37 retention efforts to selected academic staff, including CHS and Clinical Faculty, were reported in 2016-17. Of the 37 efforts reported, 27 were responsive actions in which a staff member was being actively recruited by another institution (73 percent). The remaining 10 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 27 responsive actions, UW-Madison successfully retained 10 of these CHS/Clinical faculty (37%). (Table 6, page 6)

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Source: Office of the Vice Chancellor for Research and Graduate Education (OVCRGE) Recruitment and Retention Database, as of August 2017

Table 1

**Types of Retention Efforts to Tenured/Tenure-Track Faculty during 2016-17  
By School/College**

<b>School/College</b>	<b>Responsive Actions</b>			Preemptive Action	Total	Percent Responsive
	Formal Offer	Probable Offer	Subtotal			
Agricultural and Life Sciences	2	9	11	25	36	31%
Business	2	0	2	0	2	100%
Education	1	3	4	1	5	80%
Engineering	1	0	1	0	1	100%
Human Ecology	1	1	2	0	2	100%
Nelson Institute	0	0	0	0	0	n/a
Law	0	2	2	0	2	100%
Letters & Science	20	20	40	3	43	93%
Medicine and Public Health	19	9	28	8	36	78%
Nursing	0	0	0	0	0	0%
Pharmacy	0	0	0	1	1	0%
Veterinary Medicine	1	1	2	2	4	50%
Continuing Studies	0	0	0	0	0	n/a
<b>Total</b>	<b>47</b>	<b>45</b>	<b>92</b>	<b>40</b>	<b>132</b>	<b>70%</b>

Table 2

**Outcomes of Responsive Actions to Tenured/Tenure-Track Faculty during 2016-17  
By School/College**

<b>School/College</b>	Retained	Left UW-Madison	Pending	Total	Percent Retained
Agricultural and Life Sciences	10	1	0	11	91%
Business	1	1	0	2	50%
Education	4	0	0	4	100%
Engineering	1	0	0	1	100%
Human Ecology	1	1	0	2	50%
Nelson Institute	0	0	0	0	n/a
Law	0	0	0	0	n/a
Letters & Science	28	11	1	40	70%
Medicine and Public Health	20	8	0	28	71%
Nursing	0	0	0	0	n/a
Pharmacy	0	0	0	0	n/a
Veterinary Medicine	2	0	0	2	100%
Continuing Studies	0	0	0	0	n/a
<b>Total</b>	<b>68</b>	<b>23</b>	<b>1</b>	<b>92</b>	<b>74%</b>

Source: Office of the Vice Chancellor for Research and Graduate Education (OVCERGE) Recruitment and Retention Database, as of August 2017

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Table 3

**Outcome of Responsive Actions to Tenured/Tenure-Track Faculty during 2016-17  
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
<b>Title</b>								
Assistant Professor	25	11	1	37	68%	15	20	75%
Associate Professor	21	5	0	26	81%	20	28	71%
Professor	22	7	0	29	76%	44	57	77%
<b>Gender</b>								
Female	35	10	1	46	76%	31	40	78%
Male	33	13	0	46	72%	48	65	74%
<b>Race/Ethnicity</b>								
Minority	15	9	0	24	63%	22	29	76%
Non-minority	49	14	1	64	77%	54	71	76%
Unknown	4	0	0	4	100%	3	4	75%
<b>Divisional Affiliation</b>								
Biological Sciences	29	9	0	38	76%	28	39	72%
Arts and Humanities	9	2	1	12	75%	5	8	63%
Physical Sciences	8	5	0	13	62%	18	21	86%
Social Sciences	22	7	0	29	76%	29	37	78%

Table 4

**Outcome of Responsive Actions to Tenured/Tenure-Track Faculty during 2016-17  
Issues Reported<sup>1</sup>**

	Retained	Left UW-Madison	Pending	Total	Percent Retained
Salary	16	2	0	18	89%
Research Opportunities	8	2	0	10	80%
Spouse/Partner Employment	2	1	0	3	67%
Leadership Opportunity	1	2	0	3	33%
Satisfaction with position	2	0	0	2	100%
Personal/Family Reasons	0	3	0	3	0%

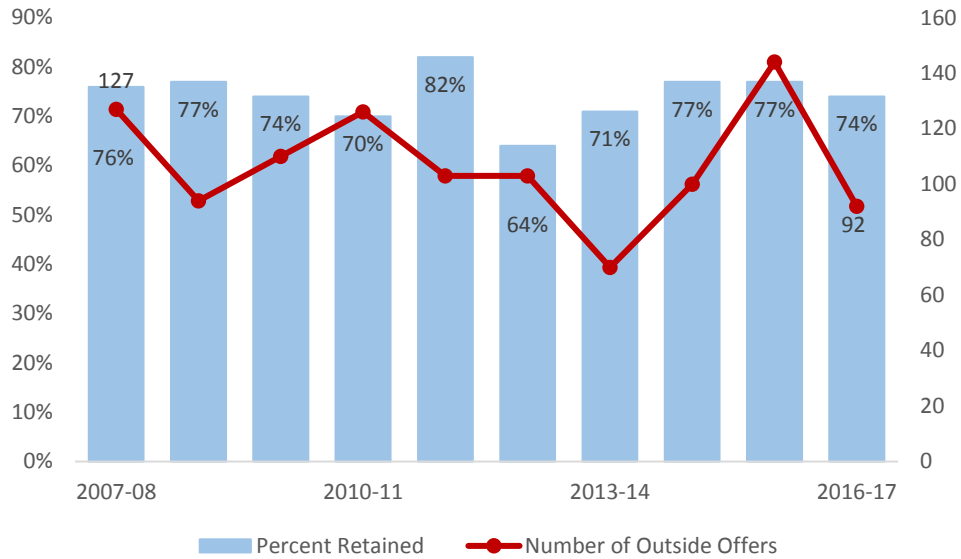
<sup>1</sup>Multiple issues may have been reported for each responsive offer.

Source: Office of the Vice Chancellor for Research and Graduate Education (OVCERGE) Recruitment and Retention Database, as of August 2017

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Figure 1

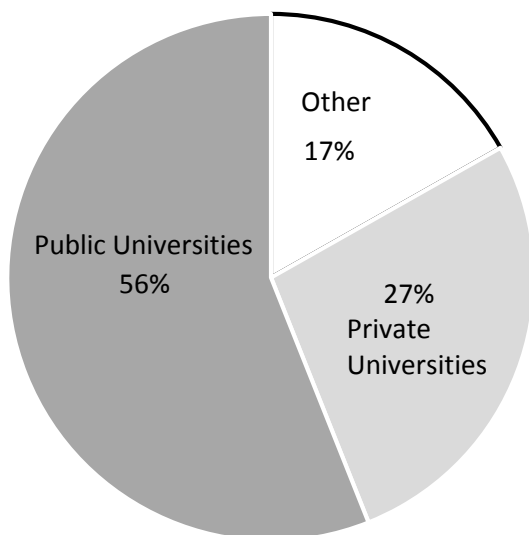
**Outcome of Responsive Actions to Tenured/Tenure-Track Faculty  
2007-08 through 2016-17**



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/recruitment-and-retention>.

Figure 2

**Successful Recruiters of UW-Madison Tenured/Tenure-Track Faculty  
2007-08 through 2016-17**



- 232 faculty were recruited away between 2007-08 and 2016-17
- Over 100 universities or organizations recruited faculty from UW-Madison

Top Successful Recruiters	Number of Faculty Recruited Away
University of Minnesota	8
University of Arizona	6
University of California-Davis	6
Yale University	6
Duke University	6
University of Michigan	6

Source: Office of the Vice Chancellor for Research and Graduate Education (OVRGE) Recruitment and Retention Database, as of August 2017

Table 5

**Types of Retention Efforts during 2016-17  
Selected Academic Staff, including CHS and Clinical Faculty**

<b>School/College</b>	<b>Responsive Actions</b>			Preemptive Actions	Total	Percent Responsive
	Formal Offer	Probable Offer	Subtotal			
Medicine and Public Health	5	21	26	10	36	72%
Veterinary Medicine	0	1	1	0	1	100%
<b>Total</b>	5	22	27	10	37	73%

Table 6

**Outcomes of Responsive Actions during 2016-17  
Selected Academic Staff, including CHS and Clinical Faculty**

	Retained	Left UW-Madison	Total	Percent Retained
<b>Title</b>				
Assistant Professor (CHS)	4	4	8	50%
Associate Professor (CHS)	3	3	6	50%
Professor (CHS) <sup>1</sup>	2	0	3	67%
Clinical Associate Professor	1	8	9	13%
Clinical Professor	0	1	1	0%
<b>Gender</b>				
Female	2	9	11	18%
Male <sup>1</sup>	8	7	16	50%
<b>Race/Ethnicity</b>				
Minority	2	3	5	40%
Non-Minority	7	10	18	39%
Unknown	1	3	4	25%
<b>Primary Issues<sup>2</sup></b>				
Salary	4	0	4	100%
Satisfaction with position	7	5	12	58%
Personal/Family	0	10	10	0%

<sup>1</sup>One case was pending at the time of report.

<sup>2</sup>Multiple issues may have been reported for each responsive offer.

## 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, beginning 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.