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Memorandum

January 17, 2008

From: Patrick V. Farrell, Provost

To: Academic School/Colleges Deans and Directors

Subject: 2007-08 Report on Faculty Retention/Outside Offers

Note: the instructions have changed since last year's request.

In recent years we have engaged in an annual collection of detailed information on outside offers in order to allow us to analyze patterns in faculty retention. I am now asking you to compile and to send to me by August 18, 2008 information on 2007-08 outside offers and retention activity. Our goal is to use this information to better understand the major reasons behind a successful or unsuccessful retention efforts (e.g., could not match salary, teaching load too high, partner offered faculty position, etc.). **The information you provide will be used in making decisions about distributing any funds earmarked for faculty retention.**

Please identify an individual in your unit who will be responsible for entering the relevant information on the collection spreadsheet and returning it by August 18, 2008. Attached is a list of current school/college contacts: they are copied on this memo. If the contact person should be changed, please let Jocelyn Milner know and forward this message to the person who will be responsible for providing the information. If the spreadsheet information is submitted by an individual other than the lead dean, lead deans will be requested to verify the final data set.

Include in your report offers made for tenured/tenure track faculty positions: instructors, assistant professors, associate professors, and full professors. Also include CHS and clinical faculty. If relevant, you may include reports on *nationally competitive searches* for academic staff positions.

The collection spreadsheet is designed to record information on "pre-emptive" and "responsive" retention offers as well as cases for faculty who left and for whom no retention offer was made ("no counter-offer") and includes a field for identifying each of these cases:

"Responsive" retention offers are made to faculty who have received an actual outside offer, either orally or in writing, or are about to receive such an outside offer. Also include faculty members who you wanted to retain but to whom you didn't actually make a counter-offer because the faculty member indicated they didn't want a counter-offer or because the outside offer was so attractive that it clearly could not be matched.

"Pre-emptive" retention offers are made to faculty who you know are "looking around," and so you do something explicitly to keep the faculty member here (e.g., increased salary, more space) even though they may not have received an actual offer or even have gone for an interview. The distinction between responsive and pre-emptive offers may be difficult to draw in some cases; please use your best judgment.

"No counter-offer" refers to cases in which the individual has an outside offer but you didn't make a serious counter-offer: individuals you didn't really want to retain or who were leaving for a clear career change (e.g., to take an administrative position elsewhere).

When you respond to this memo, please let me know your general impression of how faculty retention has gone in the past year in comparison to the recent past. What was your biggest or most troublesome issue in the past year? Were recruiting and retention issues more or less challenging than the previous year? Have you implemented specific changes to improve the situation? Have you tried any strategies that are different than in the past? If yes, do you have any evidence that these strategies are effective or ineffective?

Let me know if you have questions about this request for information. Alternatively, contact Jocelyn Milner (jlmilner@wisc.edu, 263-5658) or Margaret Harrigan (harrigan@vc.wisc.edu, 263-7141). This request and the attachments are posted at http://apa.wisc.edu/Faculty_Recruiting_Retention/index.htm.

Thank you for your assistance in gathering this important information. This information has proved useful when discussing faculty recruiting and retention with constituencies like the Board of Regents and legislators and I thank you for making sure the information gets to us in a timely and complete manner.

Attachments

1. List of Contacts
2. Outside Offers Collection Spreadsheet.
3. A printable form that includes the information requested in the spreadsheet. The printable form may be useful for jotting down information on retention efforts as they arise.
4. Frequently Asked Questions – Faculty Retention and Outside Offers

Copies: Eden Inoway-Ronnie
 Jocelyn Milner
 Margaret Harrigan
 Lindsey Stoddard-Cameron
 Laurie Beth Clark
 School/college Contacts