Academic Workforce Recruitment and Retention

November 6, 2008
What Influences our Ability to Attract and Retain a Talented Workforce?

- Competitive pay and benefits
- Strong operating budgets
- Capacity to support capital requirements
- Strong academic reputations
- High quality student populations
Academic Workforce Recruitment and Retention Challenges

Key issues affecting recruitment and retention

- State economic conditions – reality check
- Implications of an aging workforce – challenges and opportunities
- Salary comparison with peer universities and colleges – Wisconsin’s below the peer average
State Position Vacancy approval process now in effect

$3.1 billion shortfall in revenue for 2009-11 biennial request and growing

Significant national fiscal uncertainty: effect varies from state to state based on local economies

States throughout the country are reducing higher education budgets
Aging of the Faculty

Faculty Age 55 and Above National vs. UW System

- National Faculty Age 55 and Above
- UW System Faculty Age 55 and Above

Graph showing the percentage of faculty age 55 and above from 1985 to 2007 for both national and UW System faculties.
Aging of the Faculty

1997-98 UW System Faculty Age Distribution
- Age <40, 15.1%
- 50-54, 33.1%
- 55 & >, 33.1%

2007-08 UW System Faculty Age Distribution
- Age <40, 16.2%
- Age 55 & >, 39.0%
- Age 40-49, 27.5%
- Age 50-54, 17.3%
Aging of the Academic Staff

1997-98 UW System Age Distribution
Academic Staff & Limited Appointees
(50% or more appointment)

2007-08 UW System Age Distribution
Academic Staff & Limited Appointees
(50% or more appointment)
Recruitment and Retention: Challenges

- National and regional competition for hiring faculty and staff
- Loss of faculty/staff leadership
- Anticipated constraints in state funding
- Maintaining continuity in access to quality instructional and support programming
Recruitment and Retention: Opportunities

- Availability of positions through increasing retirements over the next decade
- Strategic realignment of resources to meet future program requirements
  - Expand support for more diverse workforce
  - Expand access
Where Does UW Stand?

- Faculty Salaries – use of peer universities to compare salaries
- The UW System compares the median of peer university salaries to UWS university salaries
- The Compensation Advisory Committee in May found that UWS salaries would reach the peer median with adjustments of 7.78% in 2010 and 2011
Where Does UW Stand?

- Academic Staff Salaries – we are in the middle stages of developing a peer based model that should be available for next year’s request

- Challenges with the model have included getting reliable matches for positions, ability to verify data, and timing for follow-up – there is far less data available when compared to the faculty model
What Are the Sources of Funds for Salary Adjustments?

- State – General Program Revenue (GPR)
- Tuition
- Recruitment and Retention Fund
- Base Reallocations
How are Funds Allocated: What is the Basis for Adjustments?

- Performance – evaluations supporting strong and/or solid performance
- Merit and market adjustments
- Equity and other considerations
- Across the board – when funding pool is 2% or lower
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<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tr>
<td>November 6</td>
<td>Board discussion</td>
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<td>November 20</td>
<td>State revenue projections</td>
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<td>December 4</td>
<td>Board action to approve 2009-11 Pay Plan</td>
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<td>Mid-late Dec.</td>
<td>President forwards Pay Plan to Office of State Employment Relations (OSER)</td>
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<td>OSER presents biennial compensation plan to Joint Committee on Employment Relations (JCOER) for approval</td>
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<td>Passage of executive budget and approval by JCOER prior to implementation</td>
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Questions/Comments?
• **Patrick (Pat) Farrell, Provost, UW-Madison** – campus study on aging of the faculty and implications for recruitment and retention challenges

• **Chris Sadler, Professor and Faculty Senate Chair, UW-Stevens Point** – faculty recruitment and retention challenges and the impact on students and the Growth Agenda

• **Donna Dahlvang, Academic Staff Chair, UW-Superior** – the role academic staff play in access and success for students and the impact of recruitment and retention challenges on students.