Recruiting and Retaining Faculty at UW-Madison with a Nationally Aging Professoriate

P. Farrell
Provost and Vice-Chancellor for Academic Affairs
UW-Madison

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High-quality faculty and staff are an investment:

- Great faculty deliver great undergraduate education:
  - Teacher-scholars creating new knowledge and engaging students
  - Developing new pedagogies, new courses/majors, discontinuing others
  - Involving students in the research and outreach missions

- Great faculty attract great (prospective) graduate students: (stable 4:1 ratio)
  - Essential to faculty scholarship and to undergraduate education
  - Critical support for research mission
  - Provide talent and experience to get research ideas into practice

- Great faculty provide outstanding professional education for Wisconsin:
  - Medicine, Law, Vet Med, Pharmacy, also Nursing, Social Work and others

- Great faculty and students produce important research findings, advancing the big questions that confront society

- Great faculty can develop exceptional extramural funding: ~$600M/yr from federal sources for research; more than $1B/yr in total

- Great faculty help create economic development: 350 companies; >$1B worth of products; 4,000 jobs at the University Research Park

- Great faculty, staff, and students generate international reach, impact, and recognition
Idealized Faculty Lifecycle

- Assistant Professors

- Approx 1/3rd within 10 years of retirement

- Retirements ~3.3% of faculty per year

30-35 year professor career

Early 30’s → Late 40’s → Mid 60’s
Features of the Faculty Lifecycle at UW-Madison

- **Assistant Professors**
  - 80% of new faculty hires
- **Associate and Full Professors**
  - 20% of new faculty hires

- **Retirements**
  - ~3.3% of faculty per year
- **Total separations**
  - ~5% of faculty per year

- **Separations for other reasons**
  - ~2% of faculty per year

- **“Retirements”**
  - ~3.3% of faculty per year

About ½ the faculty is replaced every 10 years.
## UW-Madison Faculty Age Distribution

30-35 year professor career

<table>
<thead>
<tr>
<th></th>
<th>&lt;35</th>
<th>35-44</th>
<th>45-54</th>
<th>55-64</th>
<th>&gt;64</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>7%</td>
<td>26%</td>
<td>34%</td>
<td>26%</td>
<td>7%</td>
</tr>
<tr>
<td>1996</td>
<td>5%</td>
<td>31%</td>
<td>34%</td>
<td>24%</td>
<td>5%</td>
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</tbody>
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<table>
<thead>
<tr>
<th></th>
<th>1996</th>
<th>2006</th>
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</thead>
<tbody>
<tr>
<td>Average age, all faculty</td>
<td>48.4</td>
<td>49.7</td>
</tr>
<tr>
<td>Average age at time of hire</td>
<td>33.0</td>
<td>31.0</td>
</tr>
<tr>
<td>Average age at retirement</td>
<td>63.6</td>
<td>64.4</td>
</tr>
<tr>
<td>Avg years of service at retirement</td>
<td>30.6</td>
<td>32.8</td>
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</tbody>
</table>
1985: Extension faculty joined UW-Madison

1989-91: Legislation authorized 100 new faculty

1999-2003: Cluster Hiring Initiative

Faculty Headcount, 1979-2007

New hires
Leavers

Avg hires = 118
Avg leavers = 122

Trends in Hiring and Departures
UW-Madison Faculty Salaries Relative to Peer Group Median

2008 Increase Needed to Reach Peer Median

<table>
<thead>
<tr>
<th>Rank</th>
<th>Increase Needed</th>
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<tbody>
<tr>
<td>Assistant Professor</td>
<td>4.7%</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>0.4%</td>
</tr>
<tr>
<td>Full Professor</td>
<td>13.6%</td>
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</table>
Estimates of Annual Funds Released by Separations and Funds Invested in Recruiting and Retention

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Est. Salary Funds Released by Separations</td>
<td>$11.1M</td>
</tr>
<tr>
<td>Est. Investment in Recruiting and Retention</td>
<td></td>
</tr>
<tr>
<td>Salary for New Hires</td>
<td>$9.5M</td>
</tr>
<tr>
<td>Promotional and Market Adjustments</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Start Up Packages (conservative est.)</td>
<td>$5.1M</td>
</tr>
<tr>
<td>Est. Total Investment</td>
<td>$16.1M</td>
</tr>
<tr>
<td>Balance</td>
<td>-$5.0M</td>
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Estimates assume 110 new faculty hired annually to replace 110 separations and maintain 2,200 faculty headcount.
Summary of Recruiting and Retention Challenges for UW-Madison with Respect to Nationally Aging Professoriate:

If UW-Madison remains a preeminent institution, we can recruit high quality faculty to replace those who retire; first and foremost, prospective faculty are attracted to the highest quality institutions.

Challenges:

- We need to be competitive in salary and start-up packages with research intensive public and private universities (competitive peers);

- Competitive starting salaries places pressure on early career faculty salaries as starting salaries climb faster than pay plans;

- If other institutions see substantially larger retirement rates than usual, their need to replace may affect the national pool of quality faculty;

- Some departments/colleges may see significant retirements all at once due to demographics, choice…
Useful actions

• High-demand faculty fund

• Substantial merit pay plan

• Graduate student funding

• Domestic partner benefits and other low cost/no cost attractors for prospective faculty and their families (partner hires, community connections…)

• Flexibility (in hiring, career progression, retirement…)