



Date: February 6, 2017
To: Deans and Assistants
From: Sarah C. Mangelsdorf, Provost and Vice Chancellor for Academic Affairs *SCM*
Subject: 2016-17 Faculty Retention/Outside Offers Data - Due August 4, 2017

Annually, we ask you to report detailed information on outside offers and retention efforts. The information is used to better understand the amount of retention pressure and major reasons behind successful or unsuccessful retention efforts (e.g., could not match salary, teaching load too high, partner offered faculty position, etc.). This information continues to be of high value and the Wisconsin Legislature requires that we report this information annually.

To report this information, please use the recruitment and retention database created by the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE), available at <https://apps.research.wisc.edu/RecruitRetention/>. As you have heard from Chancellor Blank and me, we are expecting that all outside offers and retention efforts be entered in the database through the portal. The Office of the Provost is coordinating with OVCRGE to collect all of the information on retention efforts through the database. This will minimize duplication of efforts and improve data quality.

OVCRGE is planning updates to the portal. Look for communication from OVCRGE about training on the new functions that will be available.

To evaluate our retention efforts, we need you to report using the database. Our chief focus is to collect information on both successful and unsuccessful retention efforts, including: the name and unit of the person at risk of leaving as a result of outside recruiting pressure; whether they stayed or left; and the major issues that were important in their final decision. **Report all formal outside offers and any probable outside offers, including those where there is not an intent to make a counter offer.**

Probable offers are those that you responded to in order to convince a faculty member to withdraw from a search before any formal offer occurred. Additional detail on the collection of this information is included in the attached document.

Also report any actions taken to retain faculty who are at risk of leaving for an outside offer in the future. These actions may include salary market adjustments via high demand funds or other tools; awards such as faculty fellowships or named professorships (including Vilas Distinguished Achievement Professor), flex funds grants; dual career placement efforts; or a variety of other actions. We recognize that units engage in these preventative efforts every day and may not report all efforts.

Include offers made for tenured/tenure track faculty positions (professors at all ranks and instructors). If relevant, you may enter into the database portal offers made for *nationally competitive searches* for clinical or academic staff positions.

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Thank you for your assistance in gathering this important information. Please contact Allison La Tarte (allison.latarte@wisc.edu) or Jocelyn Milner (jocelyn.milner@wisc.edu) in Academic Planning and Institutional Research if you have any questions.

Attachments (also posted at <http://apir.wisc.edu/facultystaff-hiring.htm>)

1. List of School/College contacts
2. Frequently asked questions – Outside offers/faculty retention efforts

Copies: Michael Bernard-Donals, Eden Inoway-Ronnie, Jocelyn Milner, Margaret Harrigan, Allison La Tarte, Wayne Guthrie, Mark Walters, Catharine DeRubeis, Charles Hoslet, John Lucas, Steve Ackerman, Norman Drinkwater, Jan Greenberg, Lea Jacobs, Petra Schroeder, Jessica Wipperfurth, Nick Tincher, School/College Contacts

**2016-17 Outside Offers / Faculty Retention Efforts
Frequently Asked Questions**

<p>What is the information on outside offers used for?</p>	<p>This documentation has proved useful when discussing faculty retention with the Board of Regents and legislators. The Wisconsin Legislature now requires that we provide a report on this information annually. These reports are also used in making determinations about distribution of special funds for retention efforts.</p> <p>If we can better understand the significant reasons behind a successful or unsuccessful retention effort (e.g., could not match salary, teaching load too high, partner offered faculty position, etc.) we are better able to implement or amplify successful approaches.</p>
<p>I want to look at prior year reports – how do I get access to them?</p>	<p>Reports are posted at http://apir.wisc.edu/facultystaff-hiring.htm This FAQ and related information is at the same web site.</p>
<p>Who should I contact if I have other questions?</p>	<p>Allison La Tarte (allison.latarte@wisc.edu, 890-4701) Jocelyn Milner (jocelyn.milner@wisc.edu, 263-5658) Eden Inoway-Ronnie (eden.inowayronnie@wisc.edu, 265-5975)</p>
<p>What are outside offers?</p>	<p>An outside offer occurs when a faculty member is invited to take a position at another university or organization. In addition to formal outside offers, we are interested in your efforts to retain faculty who you perceive to be at risk of leaving but do not have a firm offer. Please report actions in one of three categories: formal outside offers; probable outside offers; or purely preventive actions.</p>
<p>What positions exactly should we include?</p>	<p>Include cases involving tenured/tenure track faculty ranks: instructors, assistant, associate, and full professors.</p> <p>Also include cases in which a CHS, Clinical faculty, or academic staff member was involved in an outside offer and you recruit for this position nationally.</p>
<p>What information are we looking for?</p>	<ul style="list-style-type: none"> • Person’s name and department • Name of institution or organization actively recruiting our employee • Type of recruitment case: formal outside offer, probable outside, or purely preventive action • Whether a counter offer was made • Whether the person stayed or left • Key issues important to the decision • Anything else you want to tell us about the offer or counter offer
<p>What are “key issues important to the decision”?</p>	<p>Please list all of the issues that were important to the person in making the decision to stay or leave. Examples that have been reported: salary was primary issue, promise of tenure-track position for spouse, lighter teaching load, desire to move closer</p>

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	to extended family, opportunities for collaboration, improved research space, leadership opportunity, etc.
What counts as a formal outside offer?	Formal outside offers are made to faculty members who have received an offer, either orally or in writing, or are top candidates for a position outside UW-Madison. Include all cases we wanted to retain: if we made a counter offer and if we didn't 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. This category may include individuals who leave for positions that are significantly different from their current faculty appointment, such as senior administrative posts or industry positions.
What counts as a probable outside offer?	Probable outside offers occur when individuals are considering leaving and are being actively courted by another university or other organization. The outside offer is still in the development phase – the individual has been invited by another institution or organization to interview or give a talk but may or may not receive an eventual job offer. Although no offer has been tendered yet, the unit is acting to head off an offer before it takes place.
What counts as a purely preventive action?	Purely preventive actions are those cases when you take an action to keep a faculty member who you think might be at risk of leaving, but is not currently being courted or responding to any invitations from other institutions. He or she has likely been sought after in the past and will be again. The person may receive a market or high demand faculty salary adjustment to maintain a competitive salary, help with partner employment, or other non-salary inducements to keep him or her happy and productive at UW. Reporting actions in this category is optional.
I'm not sure which category my case falls under.	The distinction between types of offers may be difficult to draw in some cases; please use your best judgment and be consistent when confronting similar cases.
How should we report a person who is being recruited for a different kind of position, for example a senior leadership or industry position?	A person who receives a <i>bona fide</i> offer should be included under "formal outside offer," whether it is for a faculty job or other type of position. If a person is being considered for a position, but you are acting before a firm offer is made, count that under "probable outside offer." If you don't make a counter offer because the offer clearly could not be matched, report the offer and note why no counter offer was made.
Should I report cases when a faculty member received a high demand, market or equity base adjustment, critical compensation fund	Faculty members who received a market or high demand adjustment should be included in the report if the salary increase was related to retaining that person. The case may be classified as formal offer, probable offer, or purely preventive depending on the circumstances (see definitions above). Do not report any

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adjustment?	equity adjustments as retention efforts; equity adjustments are a response to inequity rather than to market forces.
How should I report faculty who retired and took a job somewhere else?	If they retired to take a position elsewhere and they would have continued to work in their regular position otherwise, include them as having an “formal outside offer.” If they had already announced plans to retire and then took up an opportunity elsewhere, report as retiring faculty.
How should I report faculty who retired and did not take a position elsewhere?	We don't require you to report these cases. If you wish to include these cases, indicate the type of recruitment case as “none” and explain that the person retired.
One of our faculty members changed tenure home and went to a different school/college at UW-Madison. Should we include them?	No. Don't report these cases.
How should we report faculty who left because they didn't get their 3-year contract renewed or didn't get tenure or were encouraged to leave?	We don't require you to report these cases. If you wish to report any individuals who you would not have kept even if no outside offer was made, indicate the type of recruitment case as “none” and explain the reason that no counter offer was made.
My report to you included more people than your summary report for my college did. Why is that?	We ask you to report about all faculty members who are being recruited away or are at risk of leaving. However, for purposes of our report to UW System Administration, we only include formal and probable outside offers. Purely preventive actions and individuals who we did not wish to retain are not included in the report to System.
How should I report cases which are still in negotiation?	If there is an outside offer on the table and the faculty member has not yet decided whether to take it, report the case as pending. If negotiations are preliminary, and no details of the outside offer or counter offer are available yet, report the case next year when information about the situation is available.

**Contact/Point Person, Additional to the Lead Dean
2016-17 Collection**

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