



November 18, 2014

**MEMORANDUM**

To: Chancellor Rebecca Blank  
Provost Sarah Mangelsdorf  
Vice Provost Michael Bernard-Donals  
Interim Vice Provost Patrick J. Sims

From: Margaret Harrigan

Subject: Faculty Tenure Rates by Divisional Committee Affiliation

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Annually, I prepare a report for the Provost, Committee on Women in the University and others that summarizes data on women and minority faculty and staff trends over time. The most recent report is found at [apir.wisc.edu/facultystaff-trends.htm](http://apir.wisc.edu/facultystaff-trends.htm), dated July 29, 2014. The Committee on Women has taken a special interest in the data on faculty tenure rates and requested additional analyses. This memo provides some additional data and analyses provided to the committee regarding faculty tenure and attrition rates.

**Conclusions:**

Compared to the other divisions, faculty hired in social studies are significantly more likely to leave UW-Madison without tenure. Since women comprise 42% of all social studies faculty on campus, this attrition rate has a significant impact on women faculty retention. Tenure rates for social studies faculty improved for those hired in the mid-2000s. However, preliminary data shows that attrition rates are increasing for social studies faculty hired since then.

A substantial amount of attrition occurs within four years of hire, particularly in social studies. Deans and departments should examine their hiring, mentoring and review practices to determine what they can do to increase retention rates. Additional data about reasons why a faculty member left could be useful in developing a response plan.

**Important points to note from the July 29 report:**

- In the past 5 years, on average 54 tenure clock extensions were granted each year. (The most common reason for an extension for both men and women is for childbirth or

adoption.) Therefore, most of the tables presented are based on tenure within nine years of hire to allow for extensions to the tenure clock.

- Those who did not receive tenure includes those who left who would have been denied tenure, individuals who would have received tenure had they stayed, and a few faculty who were still in probationary status after nine years.
- Women and minority faculty have a somewhat lower rate of promotion to tenure compared to white men. About 74% of non-minority men faculty members are promoted to tenure within nine years. In contrast, 66% of minority men faculty, 67% of women non-minority faculty, and 65% of women minority faculty hired achieved tenure. (Table 11)
- Faculty members affiliated with the social studies division are less likely to achieve tenure than are faculty in the other three divisions. On average, 57% of social studies faculty, 73% of biological sciences faculty, 81% of arts and humanities faculty, and 81% of physical sciences faculty that were hired between 1992-93 and 2005-06 achieved tenure. (Table 12)
- Women in the social studies division achieve tenure at a somewhat lower rate than men in social studies. In the same time period, 51% of women and 58% of men probationary faculty were promoted to tenure. (Table 13)

#### **Summary Points from the Additional Analyses:**

- Most attrition occurs before review by the divisional committee. Over 90% of faculty who reach the divisional committee stage of the tenure review process receive a positive tenure recommendation. (Tables 1.A and 1.B.) About 90% of women and 95% of men in the social studies division who undergo divisional committee review are approved for tenure.
- About 27% of probationary faculty leave within nine years of hire without being promoted. Of those who left, over 40% left within the first four years after hire. (Tables 2.A and 2.B.)
- Women are somewhat more likely to leave without tenure in the first four years: 11% of men and 14% of women leave without tenure within four years of hire. (Table 2.A.)
- UW Social studies faculty are more likely to leave within the first four years: 18% of faculty in social studies leave, compared to less than 10% in the other divisions. In the social studies division, 20% of women and 16% of men hired between 1992-93 and 2009-10 left within the first four years. (Table 2.B.)
- Tenure rates in the social studies division have improved in recent years (faculty hired from 2004-05 through 2007-08), with 69% tenure rates for both men and women. (Table 3.A.) However, data for the most recent years available indicate that attrition rates in this division are still a concern: 40% of women faculty and 29% of men faculty hired in 2008-09 and 2009-10 have already left.

## **Background Information for the Additional Analyses:**

### **Decisions at the Divisional Committee Stage:**

Tables 1.A and 1.B below shows the proportion of tenure promotion cases reviewed by the divisional committees between 1999 and 2013. (Note that the data represents the year that the divisional committee reviewed the case, rather than the year that the faculty member was hired.)

Most faculty attrition occurs before the divisional committee review. Over this period, about 90% of women and 95% of men in social studies received favorable tenure decisions at the divisional committee stage. In the past 6-7 years (2006-07 through 2012-13), no real difference in rates between men and women are observed – 95% of men and 94% of women were awarded tenure. A larger difference is observed in the percent of positive decisions for the period 2000-2006 (85% of women and 96% of men were approved for tenure by the divisional committee). In comparison, about 93% of tenure cases that reach the divisional committee in biological sciences and physical sciences and 97% in arts and humanities are ultimately approved (1999-2000 through 2012-13). Although few women are hired in the physical sciences division, those who reached the divisional committee stage during this period were slightly more likely to be approved for tenure than men. There are no differences in tenure rates at the divisional committee level between men and women in the other two divisions.

### **Faculty Attrition Rates:**

In order to better understand the tenure and attrition patterns, it is helpful to know why people are leaving and at what point in the tenure process they leave. However, very few termination records in the human resources data system indicate that a person was denied tenure or subject to nonrenewal – nearly all records are coded simply as “resigned”. In many cases, an individual who is told formally or informally that his or her chances of tenure are weak may choose to resign from the university rather than wait for a formal vote.

The WISELI Study of Faculty Work-Life in 2010 and 2012 asked faculty members whether they were seriously considering leaving UW within the next three years, and if so, the primary reasons influencing their decision. The data showed no significant differences on these survey items between social studies faculty and faculty in other divisions. In addition, no significant differences were found between men and women faculty within the social studies division.

Employment records do inform us when the position ended. Since most faculty are hired with a three-year initial contract, Tables 2.A examine attrition patterns for faculty at four, six, and nine years. The table shows faculty attrition for all probationary faculty members hired between 1992-93 through 2009-10. About 27% of all probationary faculty leave within nine years of hire without being promoted (of those hired 1992-93 through 2006-07). Of those who left, over 40% left within the first four years after hire. Women are somewhat more likely to leave without tenure in the first four years: 11% of men and 14% of women leave without tenure within four years of hire (for those

hired 1992-93 through 2009-10). Of those who left, 46% of women and 38% of men left within the first four years.

A higher number of Social Studies faculty leave without tenure within four years of being hired (Table 2.B). About 20% of women leave within four years of hire (of those hired 1992-3 through 2009-10); about 16% of men leave within four years of hire. In the other divisions, about 9% of men faculty and 10% of women faculty leave within the first four years.

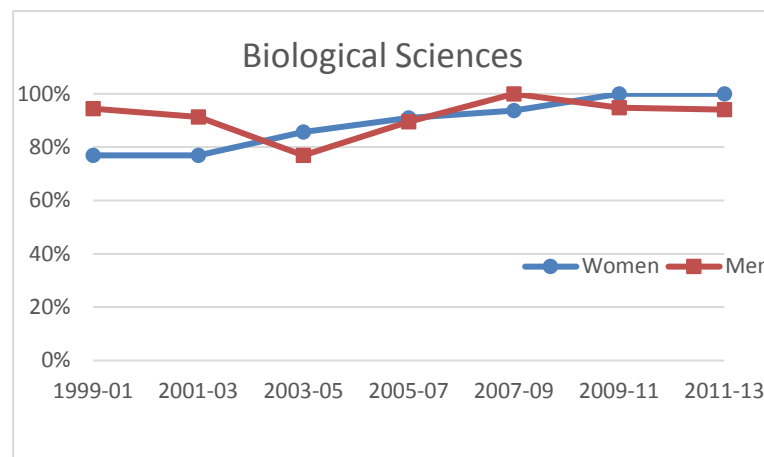
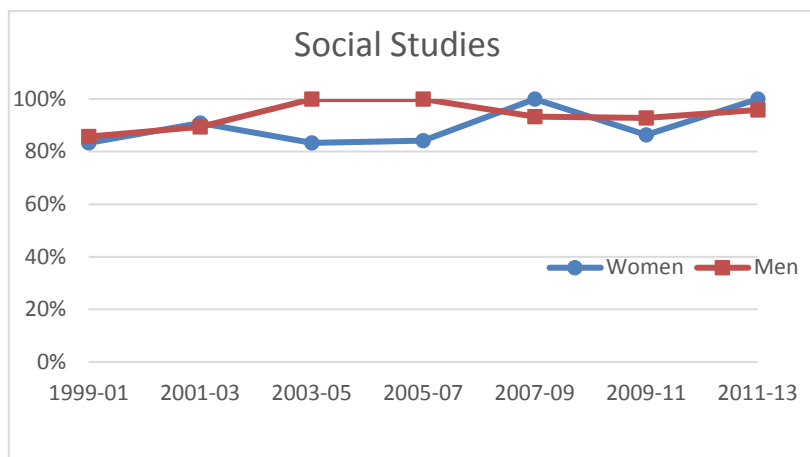
Table 3.A shows the attrition, promotion and continuing probationary rates for faculty in the social studies division for those hired between 1992-93 and 2012-13. Tenure rates in the social studies division have improved in recent years (for those hired from 2004-05 through 2007-08), with 69% tenure rates on average for both men and women. The proportion of social studies women faculty who were granted tenure increased substantially from 33% in 2002-03 to 73% in 2006-07. However, data for the most recent years available indicate that attrition rates in this division are still a concern: 40% of women faculty and 29% of men faculty hired in 2008-09 and 2009-10 have already left. Since most junior faculty are hired with a three-year contract and remain at UW until the three-year review is completed, very little attrition is observed for faculty hired in 2010-11 and later years.

ec: Jocelyn Milner, Steven Smith, Robert Lavigna, Stephen Lund, Eden Inoway-Ronnie

**TABLE 1.A**

**Tenure Promotion Decisions at the Divisional Committee Stage by Gender: 1998-99 through 2012-13**

Year of Review	Social Studies			Men			Biological Sciences			Men		
	Number Reviewed	Granted Tenure	% Tenured	Number Reviewed	Granted Tenure	% Tenured	Number Reviewed	Granted Tenure	% Tenured	Number Reviewed	Granted Tenure	% Tenured
1999-01	12	10	83.3%	7	6	85.7%	13	10	76.9%	18	17	94.4%
2001-03	11	10	90.9%	19	17	89.5%	7	6	76.9%	23	21	91.3%
2003-05	12	10	83.3%	21	21	100.0%	11	10	85.7%	13	10	76.9%
2005-07	19	16	84.2%	26	26	100.0%	16	15	90.9%	38	34	89.5%
2007-09	12	12	100.0%	15	14	93.3%	16	16	93.8%	29	29	100.0%
2009-11	22	19	86.4%	14	13	92.9%	15	15	100.0%	19	18	94.7%
2011-13	25	25	100.0%	24	23	95.8%	16	12	100.0%	17	16	94.1%
Total	113	102	90.3%	126	120	95.2%	78	72	92.3%	157	145	92.4%



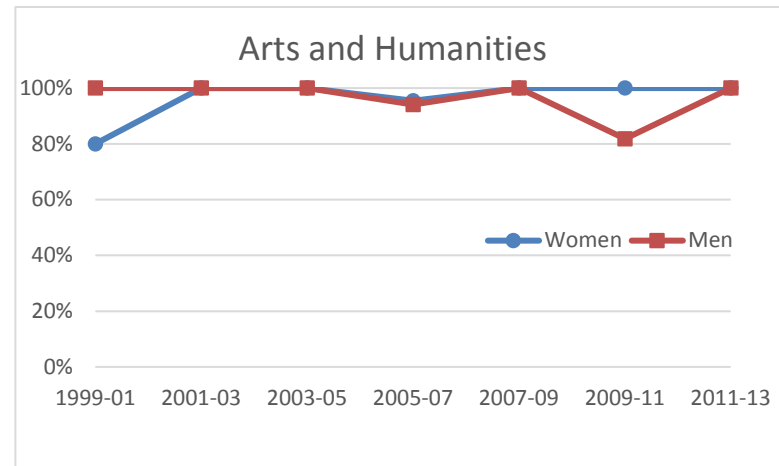
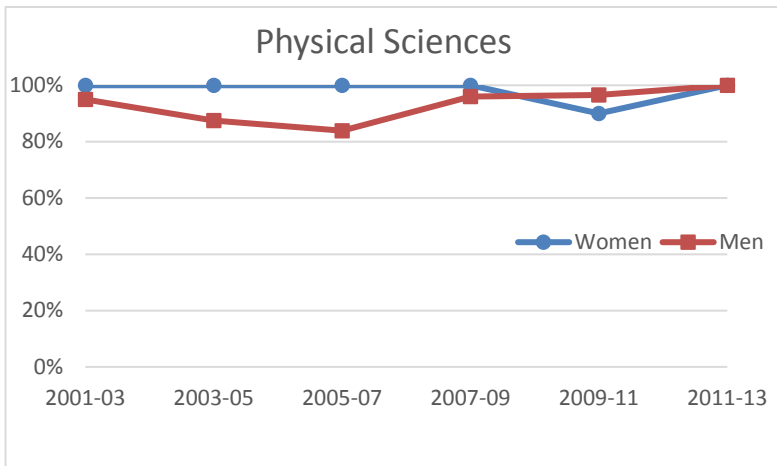
Source: Secretary of the Faculty records of Divisional Committee decisions

Notes: Data reflects the decisions made by the divisional committee during the two-year periods shown. Includes only those faculty hired with a probationary appointment. (Does not include divisional committee review of faculty to be hired with tenure.) In most cases, faculty under consideration were hired at UW six years prior to this review. Faculty with tenure clock extensions will have additional calendar years since hire prior to review.

**TABLE 1.B**

**Tenure Promotion Decisions at the Divisional Committee Stage by Gender: 1998-99 through 2012-13**

Year of Review	Physical Sciences			Arts and Humanities		
	Women	Men		Women	Men	
	Number Reviewed	Granted Tenure	% Tenured	Number Reviewed	Granted Tenure	% Tenured
1999-01	*	*	*	18	16	88.9%
2001-03	4	4	100.0%	20	19	95.0%
2003-05	6	6	100.0%	24	21	87.5%
2005-07	4	4	100.0%	31	26	83.9%
2007-09	9	9	100.0%	25	24	96.0%
2009-11	10	9	90.0%	29	28	96.6%
2011-13	6	6	100.0%	24	24	100.0%
<b>Total</b>	<b>39</b>	<b>38</b>	<b>97.4%</b>	<b>171</b>	<b>158</b>	<b>92.4%</b>



Source: Secretary of the Faculty records of Social Studies Divisional Committee decisions

Notes: Data reflects the decisions made by the divisional committee during the two-year periods shown. Fewer than four women faculty in physical sciences were reviewed in 1999-2001 and are not shown. Includes only those faculty hired with a probationary appointment. (Does not include divisional committee review of faculty to be hired with tenure.) In most cases, faculty under consideration were hired at UW six years prior to this review. Faculty with tenure clock extensions will have additional calendar years since hire prior to review.

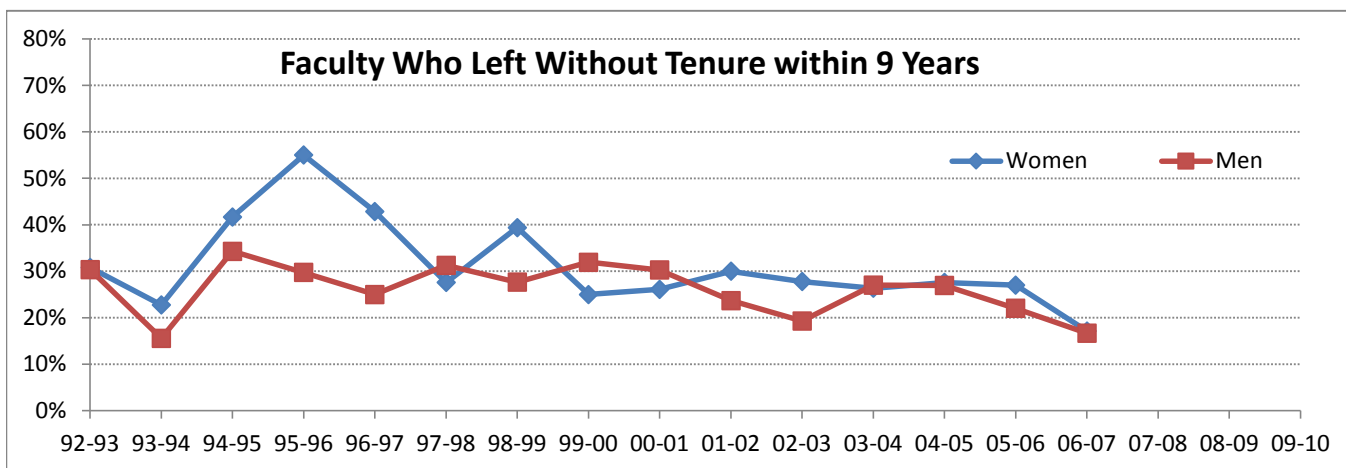
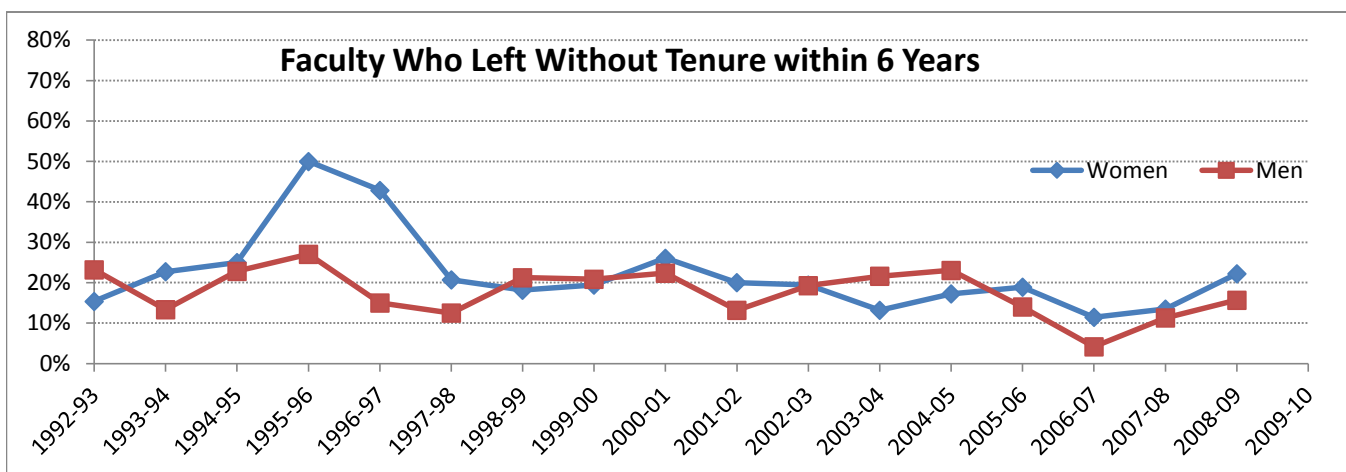
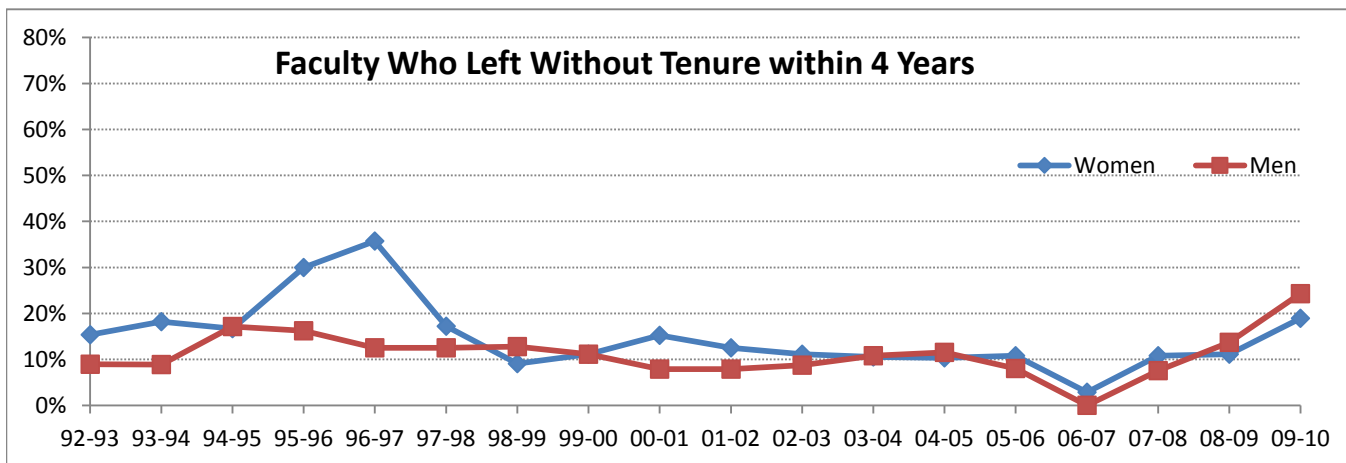
**TABLE 2.A**  
**Probationary Faculty Who Left Without Tenure: All Divisions**  
**Hired May 1992 - May 2010**

Entering Cohort	Total Hired	Women						Men						
		Left Within 4 Years		Left Within 6 Years		Left Within 9 Years		Left Within 4 Years		Left Within 6 Years		Left Within 9 Years		
		Count	%	Count	%	Count	%	Hired	Count	%	Count	%	Count	%
1992-93	26	4	15%	4	15%	8	31%	56	5	9%	13	23%	17	30%
1993-94	22	4	18%	5	23%	5	23%	45	4	9%	6	13%	7	16%
1994-95	24	4	17%	6	25%	10	42%	35	6	17%	8	23%	12	34%
1995-96	20	6	30%	10	50%	11	55%	37	6	16%	10	27%	11	30%
1996-97	14	5	36%	6	43%	6	43%	40	5	13%	6	15%	10	25%
1997-98	29	5	17%	6	21%	8	28%	32	4	13%	4	13%	10	31%
1998-99	33	3	9%	6	18%	13	39%	47	6	13%	10	21%	13	28%
1999-00	36	4	11%	7	19%	9	25%	72	8	11%	15	21%	23	32%
2000-01	46	7	15%	12	26%	12	26%	76	6	8%	17	22%	23	30%
2001-02	40	5	13%	8	20%	12	30%	76	6	8%	10	13%	18	24%
2002-03	36	4	11%	7	19%	10	28%	57	5	9%	11	19%	11	19%
2003-04	38	4	11%	5	13%	10	26%	37	4	11%	8	22%	10	27%
2004-05	29	3	10%	5	17%	8	28%	52	6	12%	12	23%	14	27%
2005-06	37	4	11%	7	19%	10	27%	50	4	8%	7	14%	11	22%
2006-07	35	1	3%	4	11%	6	17%	48	0	0%	2	4%	8	17%
2007-08	37	4	11%	5	14%			53	4	8%	6	11%		
2008-09	18	2	11%	4	22%			51	7	14%	8	16%		
2009-10	37	7	19%					37	9	24%				
<b>Total</b>	<b>557</b>	<b>76</b>	<b>14%</b>	<b>107</b>	<b>21%</b>	<b>138</b>	<b>28%</b>	<b>901</b>	<b>95</b>	<b>11%</b>	<b>153</b>	<b>18%</b>	<b>198</b>	<b>26%</b>

SOURCES: HRS EPM data system as of November 9, 2014, IADS and legacy tenure files.

NOTES: Table includes all faculty hired with probationary status between May 16 1992 and May 15 2010. For year 2006-07, data reflects an eight- year period 2006-07 through 2013-14. (Two faculty hired in 2005-06 and one man hired in 2006-07 still hold a probationary appointment) . Time until leaving is calculated as the date the person left minus the date of hire in a probationary faculty appointment, plus time on the tenure clock credits for service at another university. Years are not adjusted for extensions granted to the tenure clock while at UW-Madison. Faculty members who left without tenure includes faculty who would have earned tenure had they remained as well as faculty who would not have been granted tenure.

## Probationary Faculty Who Left Without Tenure at 4, 6, and 9 Years: All Divisions





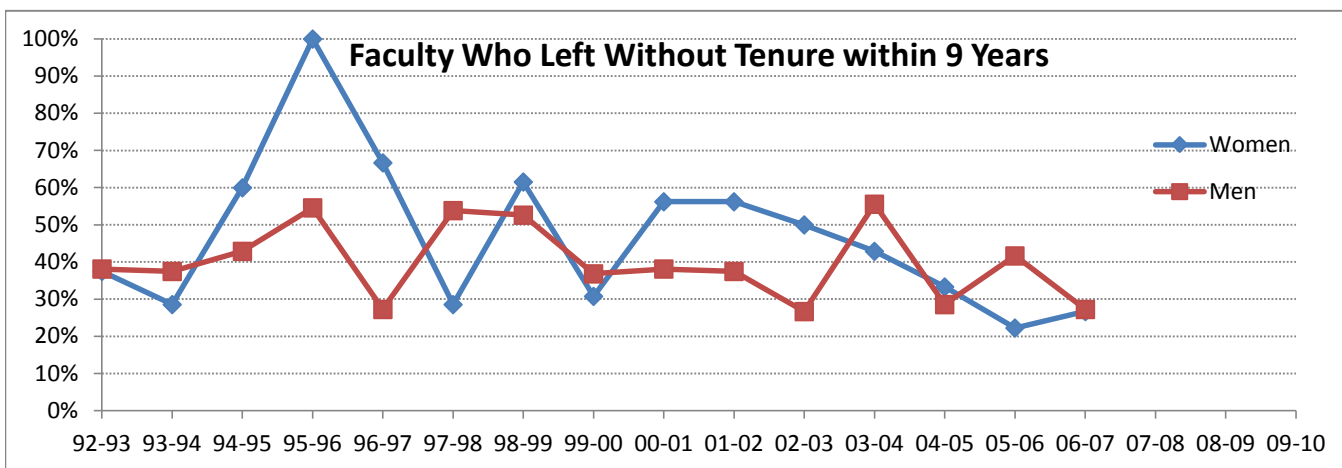
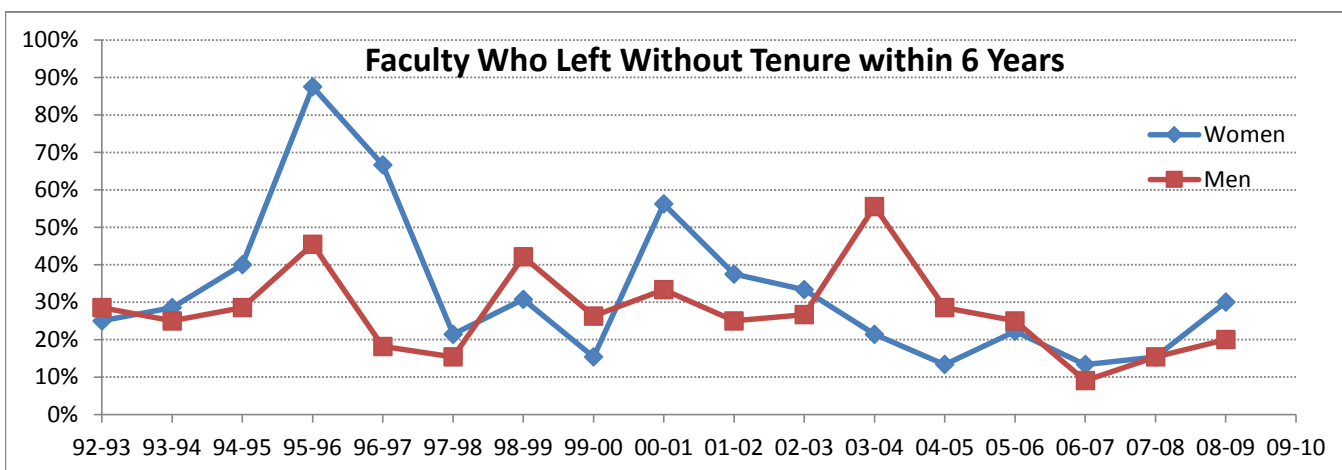
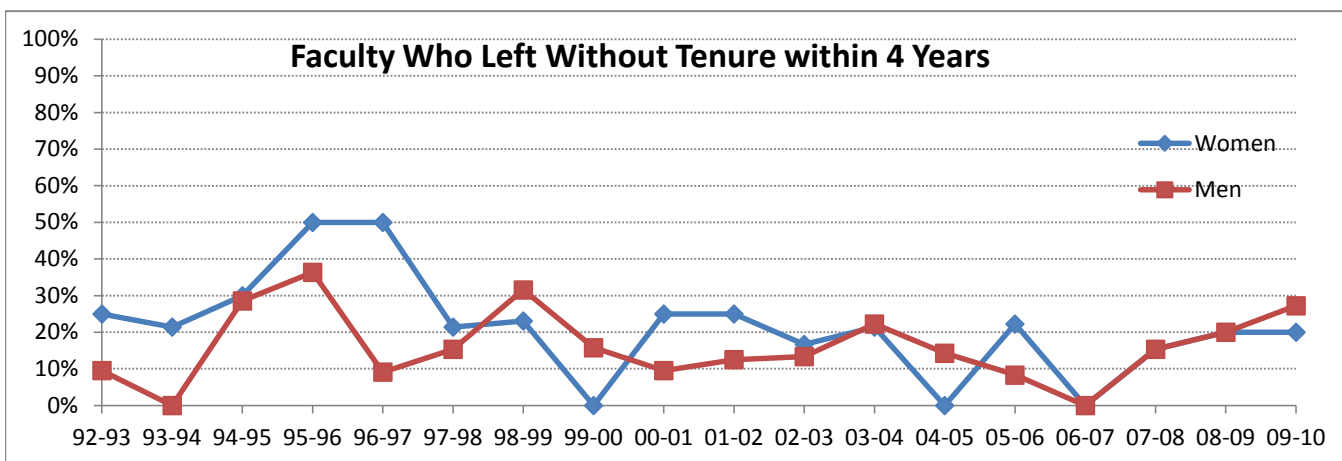
**TABLE 2.B**  
**Probationary Faculty Who Left Without Tenure: Social Studies Division**  
**Hired May 1992 - May 2010**

Entering Cohort	Total Hired	Women						Men						
		Left Within 4 Years		Left Within 6 Years		Left Within 9 Years		Left Within 4 Years		Left Within 6 Years		Left Within 9 Years		
		Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	
1992-93	8	2	25%	2	25%	3	38%	21	2	10%	6	29%	8	38%
1993-94	14	3	21%	4	29%	4	29%	8	0	0%	2	25%	3	38%
1994-95	10	3	30%	4	40%	6	60%	7	2	29%	2	29%	3	43%
1995-96	8	4	50%	7	88%	8	100%	11	4	36%	5	45%	6	55%
1996-97	6	3	50%	4	67%	4	67%	11	1	9%	2	18%	3	27%
1997-98	14	3	21%	3	21%	4	29%	13	2	15%	2	15%	7	54%
1998-99	13	3	23%	4	31%	8	62%	19	6	32%	8	42%	10	53%
1999-00	13	0	0%	2	15%	4	31%	19	3	16%	5	26%	7	37%
2000-01	16	4	25%	9	56%	9	56%	21	2	10%	7	33%	8	38%
2001-02	16	4	25%	6	38%	9	56%	24	3	13%	6	25%	9	38%
2002-03	6	1	17%	2	33%	3	50%	15	2	13%	4	27%	4	27%
2003-04	14	3	21%	3	21%	6	43%	9	2	22%	5	56%	5	56%
2004-05	15	0	0%	2	13%	5	33%	14	2	14%	4	29%	4	29%
2005-06	18	4	22%	4	22%	4	22%	12	1	8%	3	25%	5	42%
2006-07	15	0	0%	2	13%	4	27%	11	0	0%	1	9%	3	27%
2007-08	13	2	15%	2	15%			13	2	15%	2	15%		
2008-09	10	2	20%	3	30%			10	2	20%	2	20%		
2009-10	15	3	20%					11	3	27%				
<b>Total</b>	<b>224</b>	<b>44</b>	<b>20%</b>	<b>63</b>	<b>30%</b>	<b>81</b>	<b>44%</b>	<b>249</b>	<b>39</b>	<b>16%</b>	<b>66</b>	<b>28%</b>	<b>85</b>	<b>40%</b>

SOURCES: HRS EPM data system as of November 8, 2014, IADS and legacy tenure files.

NOTES: Table includes all faculty hired with probationary status between May 16 1992 and May 15 2010. For year 2006-07, data reflects an eight- year period 2006-07 through 2013-14. Time until leaving is calculated as the date the person left minus the date of hire in a probationary faculty appointment, plus time on the tenure clock credits for service at another university. Years are not adjusted for extensions granted to the tenure clock while at UW-Madison. Faculty members who left without tenure includes faculty who would have earned tenure had they remained as well as faculty who would not have been granted tenure. In some cases, faculty members left before choosing a divisional committee affiliation. In those cases, the typical division chosen by faculty in that department was used.

## Probationary Faculty Who Left Without Tenure at 4, 6, and 9 Years: Social Studies



**TABLE 3.A**  
**Attrition and Promotion Rates for Probationary Faculty: Social Studies Division**  
**Hired May 1992 - May 2013**

Entering Cohort	Women								Men							
	Total Hired	Left without Tenure		Promoted to Tenure		Still Probationary		Total Hired	Left without Tenure		Promoted to Tenure		Still Probationary			
		Count	Percent	Count	Percent	Count	Percent		Count	Percent	Count	Percent	Count	Percent		
1992-93	8	4	50%	4	50%	0	0%	21	8	38%	13	62%	0	0%		
1993-94	14	4	29%	10	71%	0	0%	8	3	38%	5	63%	0	0%		
1994-95	10	7	70%	3	30%	0	0%	7	3	43%	4	57%	0	0%		
1995-96	8	8	100%	0	0%	0	0%	11	6	55%	5	45%	0	0%		
1996-97	6	4	67%	2	33%	0	0%	11	4	36%	7	64%	0	0%		
1997-98	14	4	29%	10	71%	0	0%	13	7	54%	6	46%	0	0%		
1998-99	13	8	62%	5	38%	0	0%	19	11	58%	8	42%	0	0%		
1999-00	13	4	31%	9	69%	0	0%	19	7	37%	12	63%	0	0%		
2000-01	16	9	56%	7	44%	0	0%	21	8	38%	13	62%	0	0%		
2001-02	16	9	56%	7	44%	0	0%	24	9	38%	15	63%	0	0%		
2002-03	6	4	67%	2	33%	0	0%	15	4	27%	11	73%	0	0%		
2003-04	14	6	43%	8	57%	0	0%	9	5	56%	4	44%	0	0%		
2004-05	15	5	33%	10	67%	0	0%	14	4	29%	10	71%	0	0%		
2005-06	18	4	22%	13	72%	1	6%	12	5	42%	7	58%	0	0%		
2006-07	15	4	27%	11	73%	0	0%	11	3	27%	8	73%	0	0%		
2007-08	13	4	31%	8	62%	1	8%	14	3	21%	10	71%	1	7%		
2008-09	10	4	40%	1	10%	5	50%	10	2	20%	5	50%	3	30%		
2009-10	15	6	40%	5	33%	4	27%	11	4	36%	3	27%	4	36%		
2010-11	11	0	0%	0	0%	11	100%	18	1	6%	2	11%	15	83%		
2011-12	8	0	0%	0	0%	8	100%	13	2	15%	3	23%	8	62%		
2012-13	22	2	9%	1	5%	19	86%	17	1	6%	2	12%	14	82%		

SOURCES: HRS EPM data system as of November 8, 2014, IADS and legacy tenure files.

NOTES: Table includes all faculty hired with probationary status between May 16 1992 and May 15 2013. Faculty members who left without tenure includes faculty who would have earned tenure had they remained as well as faculty who would not have been granted tenure. In some cases, faculty members left before choosing a divisional committee affiliation. In those cases, the typical division chosen by faculty in that department was used.

**Probationary Faculty Who Left Without Tenure, by Year of Hire: Social Studies Division**

