



UNIVERSITY OF
KWAZULU-NATAL

Attracting and Retaining Academic Staff: key challenges and opportunities

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RECRUITING AND RETAINING ACADEMIC STAFF

**The excellence of higher education is a
function of the people it is able to enlist
and retain on its faculties”**

*Bowen H.R and J H Schuster. 1986. American Professors: A National Resource
imperiled. Oxford University Press*



SUPPLY & DEMAND

A dearth of human resources is available to contribute to the production of research and knowledge in key fields, and to perpetuate the effectiveness of the university as an institution — including the theory and praxis of teaching, research and service. This translates into a situation where a new cadre of university researchers and professors is needed where posts will become available, and yet, where the supply of qualified academics is not matching demand.

Carnegie Corporation of New York



RESEARCH

- **WORLD BANK STUDY OF FIVE ANGLOPHONE AFRICAN UNIVERSITIES**
- **ONGOING RESEARCH & MONITORING BY EQUITY SUPPORT OFFICE**
 - Surveys
 - Monitoring exit Interviews/exit statistics
 - Monitoring of recruitment process



SA CONTEXT

- **IMPERATIVE (MORAL, LEGAL & BUSINESS) FOR DEMOGRAPHIC TRANSFORMATION**
- **LEGISLATED MERGERS**
- **AGING RESEARCH POPULATION**
- **HOSTILE CLIMATE**
- **FINANCIAL CONSTRAINTS**
- **UNEVEN SCHOOLING**



PUSH & PULL FACTORS

- **PAY**
- **COMPETITION FROM CORPORATE SECTOR**
- **MINIMUM REQUIREMENTS**
 - PhD unrealistic
 - Overemphasis on experience
- **INCREASED ADMINISTRATION LOADS**
- **MANAGERIALISM & INCREASING BUREACRATISATION**
- **PERCEIVED EROSION OF ACADEMIC FREEDOM**



PUSH & PULL FACTORS

- ❑ **INSTITUTIONALISED RACISM AND SEXISM**
- ❑ **RETIREMENT & TRANSFORMATION POLICIES**
- ❑ **EMIGRATION**
- ❑ **IMPACT OF HIV AIDS**
- ❑ **'SINK OR SWIM' CULTURE**
- ❑ **APPOINTMENT PROCEDURES CUMBERSOME**
- ❑ **PROMOTION**
 - ❑ Shrouded in red tape and bureaucracy
 - ❑ **CRITERIA**
 - ❑ Overemphasis on research
 - ❑ Measurement of reputation/standing
 - ❑ Doctorate



BUDGETARY AUSTERITY

- **Universities cannot compete with salary offers made by corporations**
- **Academic market place not driven by same financial incentives as corporate world**



ATTRACTIVE COMPONENTS

- Doing research and determining own research agenda
- Autonomy
- Collaboration
- Flexibility
- Contribution to knowledge production
- Generous leave
- Opportunities to travel
- Aesthetically appealing work environment
- Teaching



INTERVENTIONS

- “Grow your own wood”
- Prestige lectureships
- Mentoring programmes
- Performance management
- Leadership and management training
- Professional Development
- Administrative support
- Market subventions
- Exit Interviews
- Private Remunerative work
- EAPs
- Time Out to complete PhDs or kick start research

