

# Survey on Academic Recruitment and Retention

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**The Association  
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Universities**

# Overview

- **ACU and Policy Research Unit**
- **Context of Survey**
  - Global issues and trends
  - Respondents
  - Research questions
- **Key findings**

# Introduction to the ACU

- **Membership organisation**
- **490 members across 35 countries**

## **Human Capacity Development**

CSFP

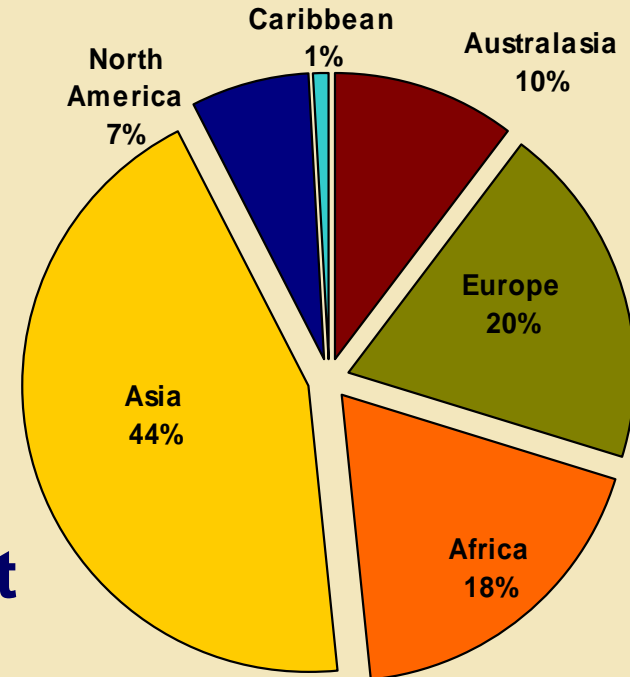
HE Networks

## **Policy Research Unit**

Research projects – incl. HR Survey, Academic Salary survey

Benchmarking

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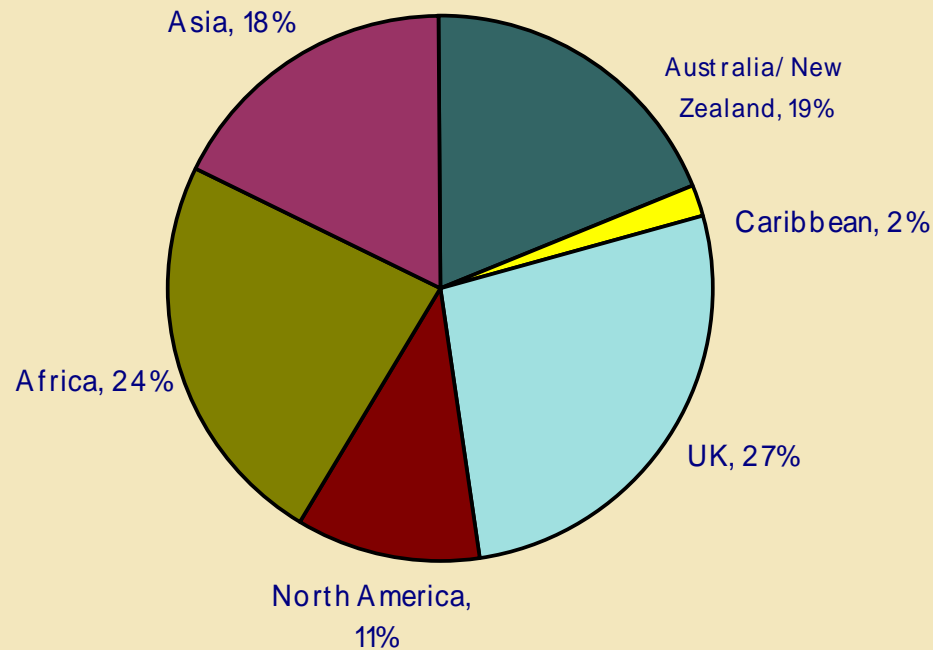


# Context of Survey – ‘a global picture’

- **Expansion and globalisation of HE**
  - $\frac{3}{4}$  of respondents report an increase in the number of academic staff
  - Increase in the level of competition (esp. business, law, sciences)
- **Academic mobility and ‘brain drain’**
  - Positive and negative impacts
  - Net inflow in UK and Australia
  - 23,000 African academics are lost to the continent each year (World Bank)
- **Increased demand for academic staff and the ‘ageing professoriate’**
  - Increase in average age of academic staff – ( $\frac{1}{2}$  responding institutions)

# Who Responded?

- **Responses - 123 institutions from 27 countries**



## **Development Status (UN HDI)**

High development ~ 59%

Medium development ~ 29.5%

Low development ~ 11.5%

# Research Questions

- What HR structures and strategies are in place?
- To what extent is academic recruitment and retention a problem for institutions?
- What factors affect the recruitment and retention of academic staff?
- Where is competition from academic staff coming from?
- What initiatives have been adopted to try and address recruitment and retention challenges?

# Key findings: Human Resource Function

- **HR Structures**

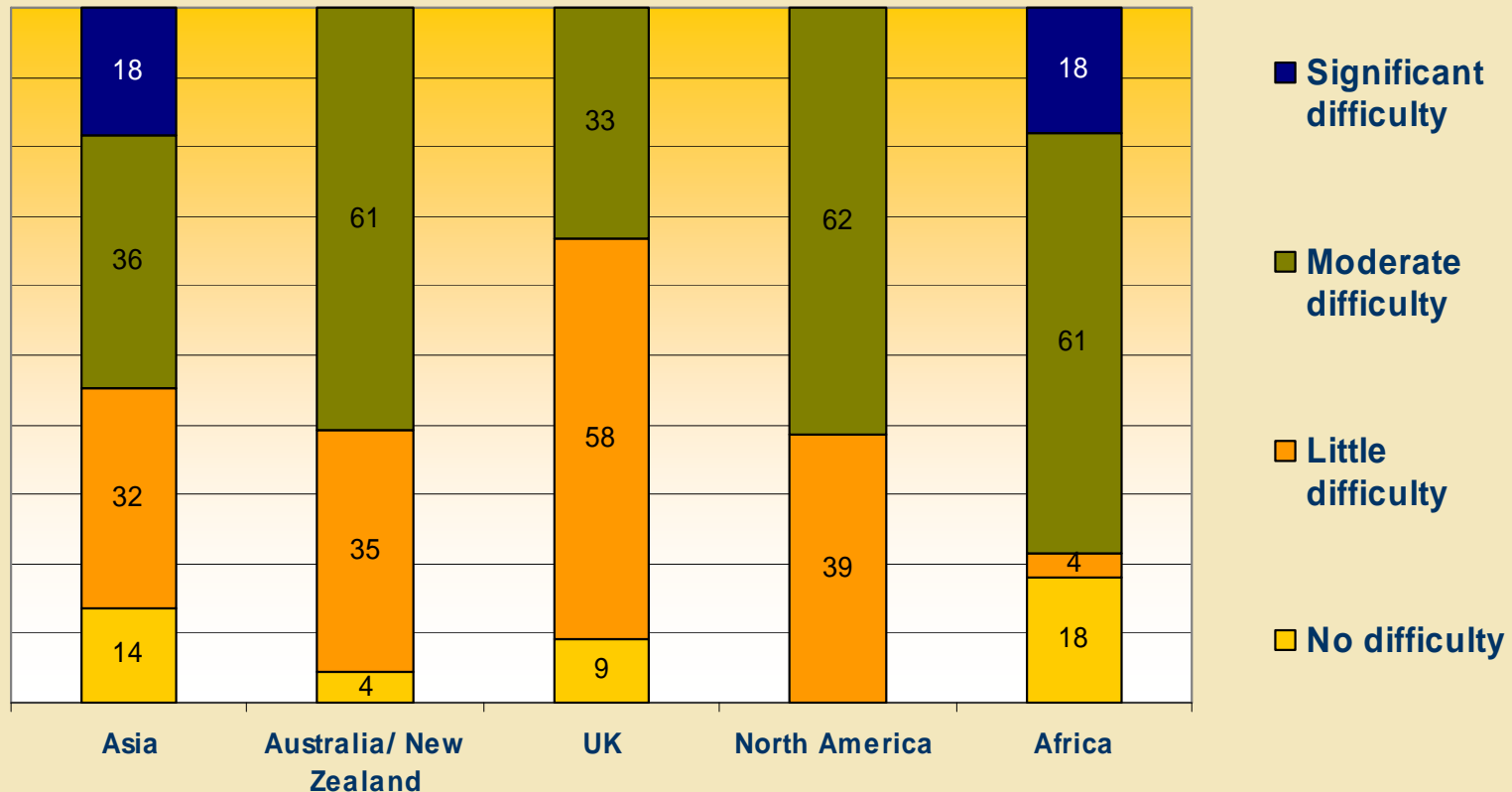
- 91% of institutions have an HR office and an HR manager
- 80% of HR managers have previous work experience outside of HE - 62% have previously worked in the private sector
- Nearly 70% of HR Managers are part of the senior management structure/team

- **HR Strategies**

- 73% of institutions have an HR strategy
- 80% of have had an HR strategy in place for less than 7 years

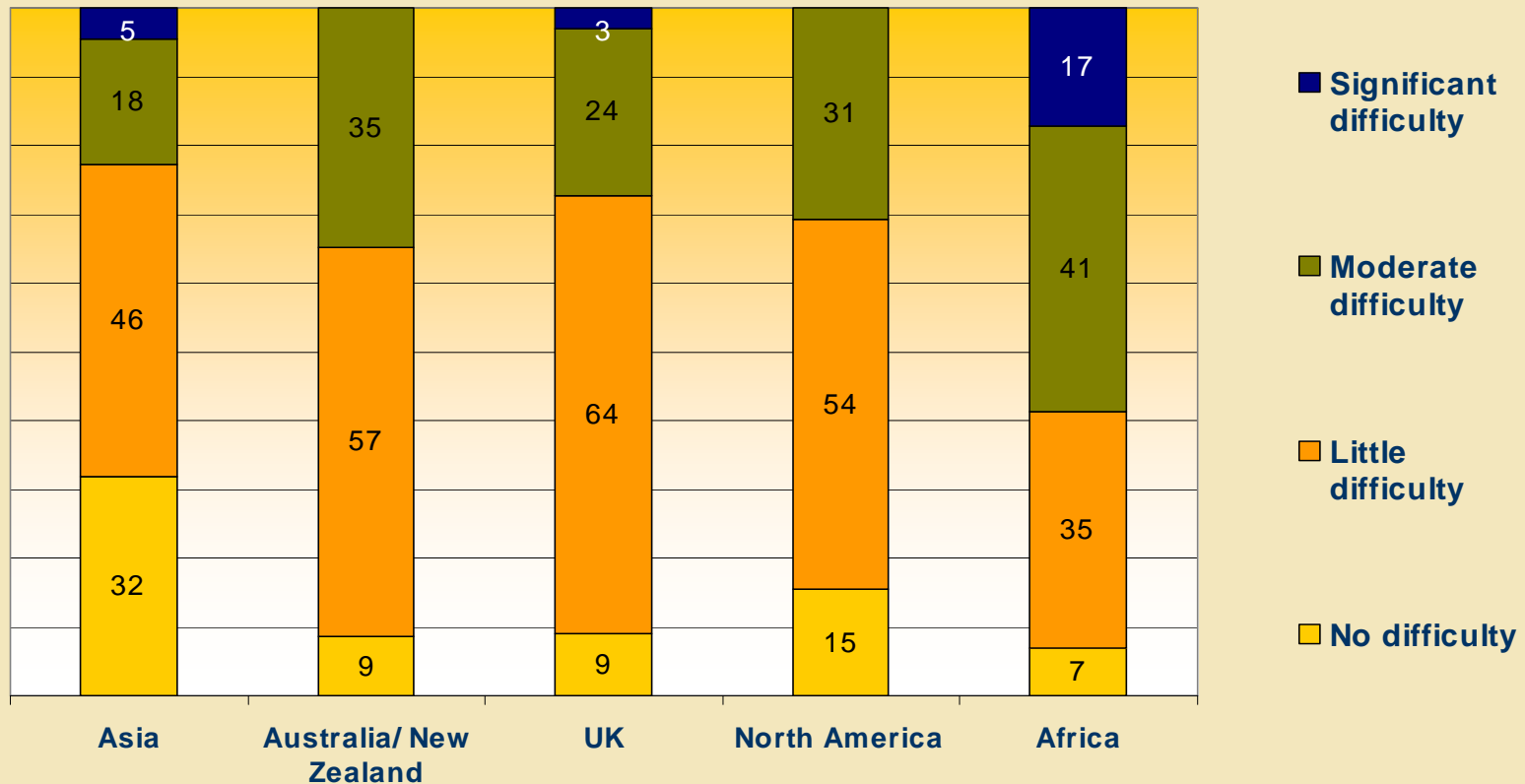
# Key Findings: Recruitment and Retention Trends

- Regional recruitment trends (%)

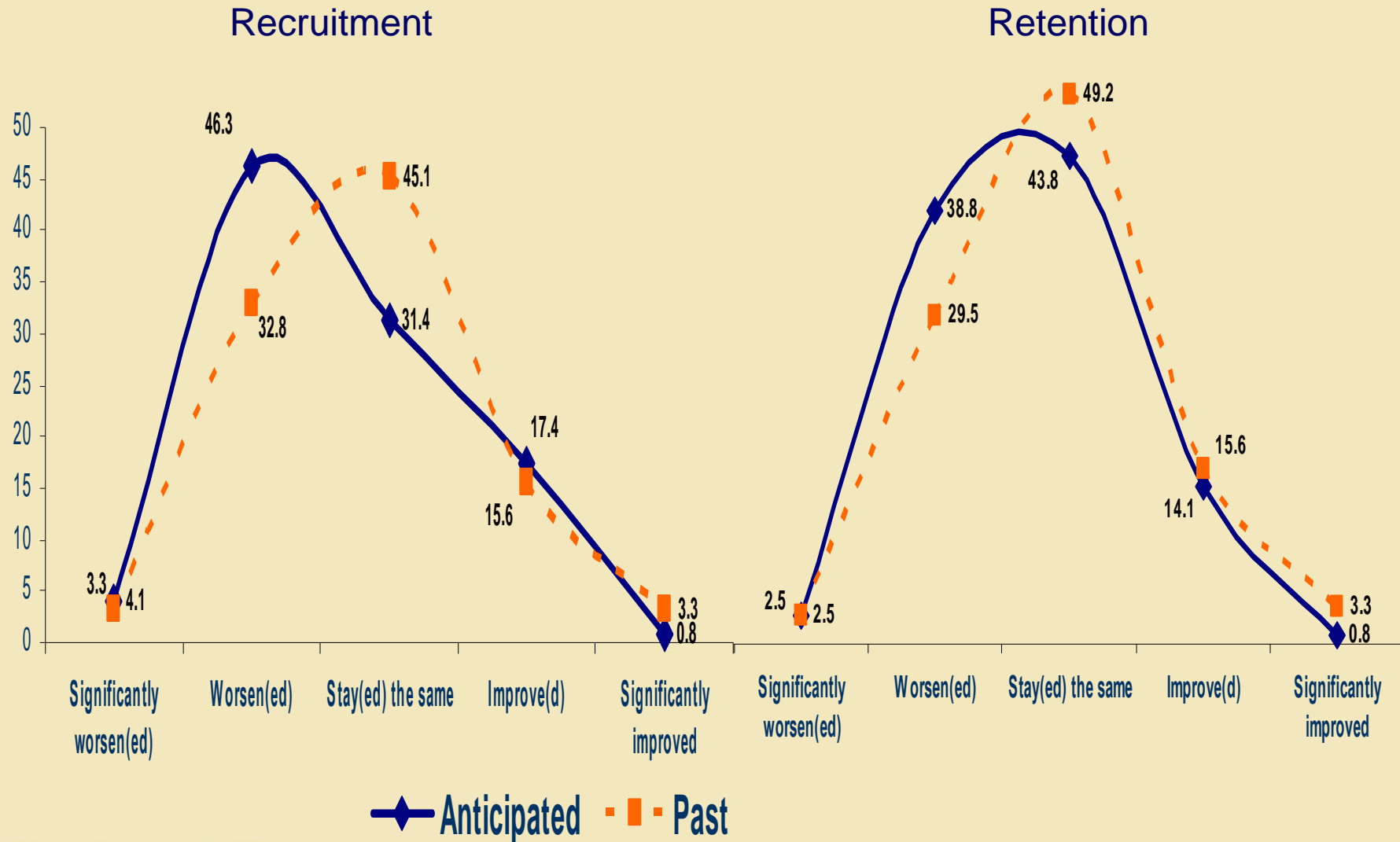


# Key Findings: Recruitment and Retention Trends

- Regional retention trends (%)



# Key findings: Past and Anticipated Trends



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## Key findings: Critical Discipline Areas

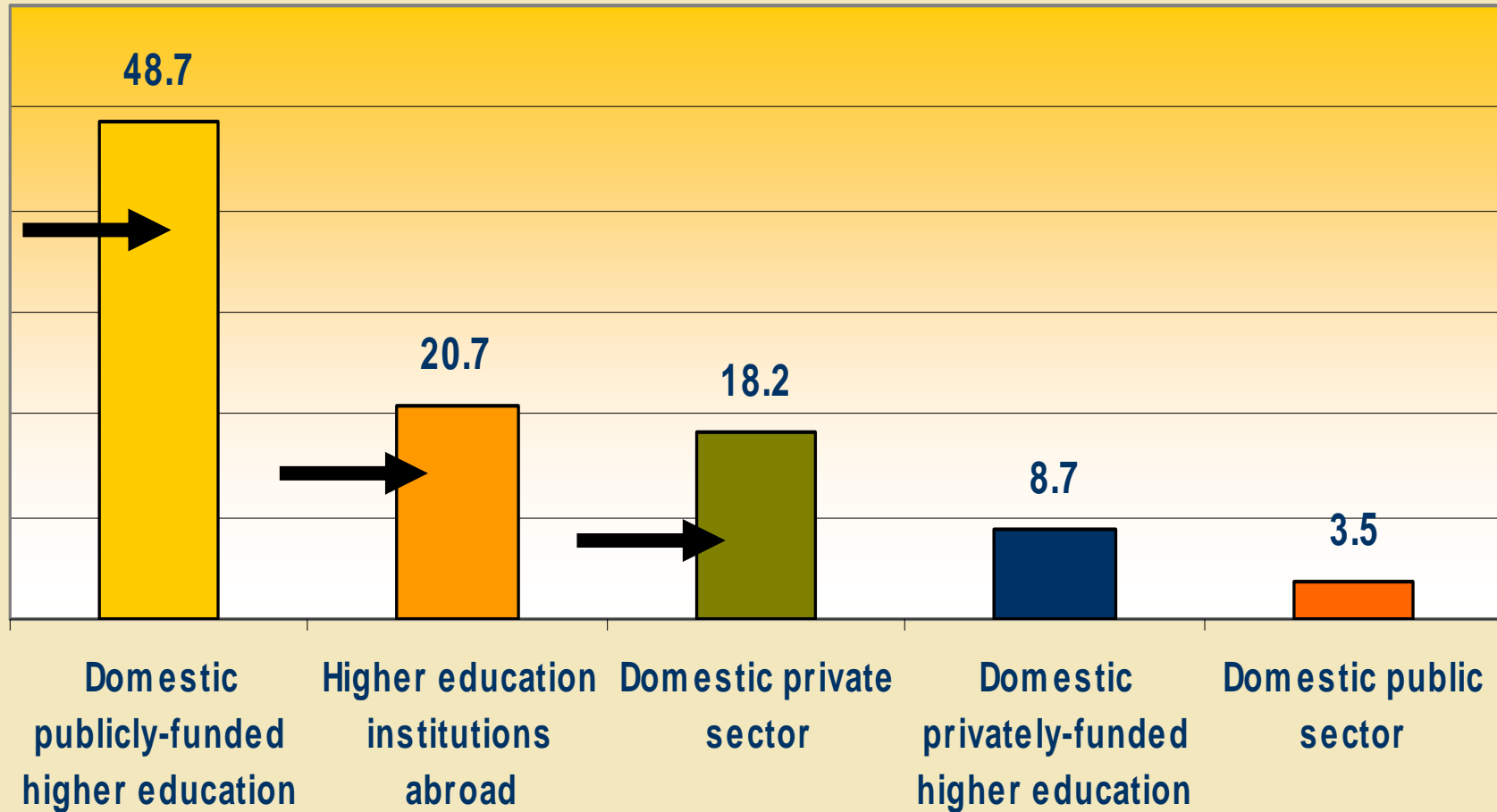
Recruitment	Retention
1. Business Studies (57%)	1. Business Studies (61%)
2. Engineering Sciences (54%)	2. Medical and Clinical Sciences (45%)
3. Medical and Clinical Sciences (53%)	3. Engineering Sciences (42%)
4. Mathematics and Physical Sciences (46%)	4. Information and Communications Technology (35%)
5. Information and Communications Technology (39%)	5. Chemical and Biological Studies (28%)

# Key findings: Impacting Factors

- 1. Pay level**
- 2. Research and teaching infrastructure and resources**
- 3. Increased teaching pressures**
- 4. Increased administrative workload**
- 5. Increased research pressures**
- 6. Lack of promotional opportunities**
- 7. Loss of prestige in the academic profession**

# Key findings: Competition and Academic Mobility

Level of competition (strong/very strong)



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# Key findings: Initiatives

## Recruitment

	Financial Incentives	Non-financial Incentives
Offered	56.8	48.1
Not Offered	38.3	37.1
In Planning	4.9	14.8

## Retention

	Financial Incentives	Non-financial Incentives
Offered	56.0	43.4
Not Offered	40.4	47.4
In Planning	3.7	9.2

## And Finally...

- Difficulties relating to the recruiting the retaining academic staff are not uniform
- Situation is not critical for the majority of institutions but greater challenges anticipated in the future
- Responses are diverse but increasingly strategic
- *What are the challenges facing your institution?*
- *What strategic approaches is your institution adopting to meet the needs of academic recruitment and retention?*
- *How does your experience vary from some of the trends identified in the survey?*

# Thank you

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