



**NEW BRUNSWICK FACULTY COUNCIL**  
**FACULTY AFFAIRS AND PERSONNEL POLICY COMMITTEE**

**SUMMER 2010 FACULTY RETIREMENT SURVEY**

**Introduction**

The Faculty Affairs and Personnel Policy Committee (FAPPC) was charged with gauging the attitude of faculty on campus towards retirement. The FAPPC, acting on the assumption that many faculty members are not aware of several facts about retirement, decided to take advantage of the access given by a survey instrument to provide information, as well. The survey was thus renamed an "Information Exchange with NB Faculty on Retirement". The FAPPC met several times to discuss the process. A survey was created and circulated to committee members by e-mail for comments, additions and corrections. Subsequently the survey was posted on the web by the Center for Teaching Advancement and Assessment Research (CTAAR) and was tested on the membership of the NBFC who responded at a rate of 50%. There seemed to be no problems and an e-mail<sup>1</sup> was sent to all NB faculty at the end of the Spring '10 semester. A reminder was sent at the beginning of the Fall '10 semester. The overall response was 20%.

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<sup>1</sup> Dear colleague:

The New Brunswick Faculty Council (NBFC) through its Faculty Affairs and Personnel Committee has been looking into issues of retirement incentives for faculty ever since the demise of mandatory retirement. We believe that most colleagues are not even aware of the opportunities already afforded by the University for easing out into Professor Emeritus status and for formulating a plan for rewarding retirement years.

The full council decided, in its last meeting of the year, to survey all NB faculty and to first "test drive" the survey among NBFC members. This first phase is now complete, with a response rate close to 50%. The quoted very low 8% of responding faculty who are aware that retirees can continue to serve on GSNB committees is a result from that phase. We are now expanding our response base to all NB faculty and challenge you to top the 50% response rate.

The survey is doable in less than 5 minutes. Unless you have already responded as a NBFC member, we ask you to fill out the "survey" found at <http://ctaar.rutgers.edu/surveys/nbfc.html>

The survey is, of course, anonymous. The Center for Teaching Advancement and Assessment Research (CTAAR) will tabulate the data and forward them to us.

It is actually more of an information exchange where we outline what is available and we find out in turn the extent of faculty awareness as well as what else might be important to faculty contemplating retirement.

A final note of caution: it has been made clear to us that the latest plan was a one-time deal and that, as far as the administration is concerned, they are not planning for a similar or different plan in the near future.

Nevertheless, the NBFC, based on your input, will continue to propose retirement incentives to the administration and push for their adoption.

Thank you for taking part in this important information exchange.

Paul Panayotatos Chair, Faculty Affairs and Personnel Committee, NBFC

The text of the e-mail, at the suggestion of EVPAA Furmanski, contained a disclaimer making clear that the, then, recent buy-out plan was a one-time deal and that, as far as the administration is concerned, they are not planning for a similar or different plan in the near future.

The survey was headed by the following paragraph:

*New Brunswick Faculty Council Information Exchange with NB Faculty on Retirement  
This survey is completely anonymous. You may leave blank any question you feel is not relevant or you simply do not wish to respond to. Please also note that there are "NOT SURE" and "N/A" (Not Applicable) boxes. You may go back and modify your responses at any time before you click "Submit Survey".*

There were three parts: Part I contained factual information about retirement and gauged the responder's previous awareness. Part II contained the questions to be used in order to understand what is important and what not with respect to retirement and Part III contained questions to gauge the composition of the sample and certain financial data.

### **Sample**

Out of 2,096 faculty, 424 (20%) responded. Sixty percent responded after the initial solicitation and the remaining 40% after the reminder. More than half of the responding faculty members have over 20 years of service at Rutgers and 154 or 36% have over 25 years.

The breakdown with respect to academic title was as follows: 3% Instructors, 11% Assistant Professors, 27% Associate Professors, 37% Full Professors, 18% Professors II and 4% checked "other". In comparison, the breakdown for NB faculty is 15% Instructors, 20% Assistant Professors, 26% Associate Professors, 24% Full Professors and 13% Professors II. Thus the sample is more heavily weighted towards Full Professors and Professors II, as should be expected, as these ranks probably hold more faculty members who are contemplating retirement. Indeed the sample of the cohort with 25 years of service is 1% Instructors, 0% Assistant Professors, 23% Associate Professors, 53% Full Professors, 23% Professors II and 0.05% checked "other".

One hundred fifty-nine (38%) respondents also wrote comments. At 64%, this percentage of respondents with over 25 years of service was much higher, 98 of which wrote comments. Some comments in the survey expressed appreciation<sup>2</sup> for the information and the committee chair also received several e-mail messages expressing similar feelings. There was one critical comment<sup>3</sup> and one critical e-mail message<sup>4</sup>.

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<sup>2</sup> n.a, I am 60 as of June 2010. Thanks for all the info, this was very informative.

-This form is very helpful because it contains so much information that I was totally unaware of. Thank you!

-Nicely crafted survey. Thank you.

-Please keep working to get us new options for retirement. Thank you

-I am not currently eligible or interested in retirement. But I found this survey interesting nonetheless.

<sup>3</sup> I get several surveys sent to me each month. I cannot keep track of which ones I have filled out or not. YOU should keep track and only send reminders to those who have not yet filled out. It is a big pain to get all these emails.

<sup>4</sup> Complained that "making the retirement attractive was over the top"

**Results and discussion**

The results of the questionnaire are as follows.

*PART I :*

*Did you know...*

*1. That Rutgers University confers Professor Emeritus status on all retired faculty members who have served in a full-time professorial position at the university for ten years or more, regardless of rank?*

27% Yes      62% No      12% Not Sure

*2. Rutgers University confers emeritus status on all retired faculty members who have served as a full professor at the university for at least five years, plus at least five years in a professorial capacity in another accredited university or college?*

9% Yes      76% No      15% Not Sure

*3. That most faculty need at least 25 years of service before they can collect full health benefits upon retirement?*

66% Yes      28% No      6% Not Sure

*4. That tuition remission is available to retired faculty members (but not their spouses) and to their dependent children or stepchildren?*

10% Yes      67% No      10% Not Sure

*5. That retirees are eligible to ride the campus bus system in the New Brunswick area?*

42% Yes      50% No      8% Not Sure

*6. That if you are a retired employee of Rutgers University, you do not need to purchase a membership for access to Rutgers Recreation (Gym)?*

19% Yes      71% No      10% Not Sure

*7. That if you are not able to maintain your computer account through your department, you are eligible for a "guest account" through the Rutgers Computing Services (RUCS) if you had 10 years or more of service at Rutgers?*

18% Yes      73% No      9% Not Sure

*8. That retired faculty may retain their Rutgers Federal Credit Union accounts, and may open an account even if not a member before retirement?*

24% Yes      64% No      12% Not Sure

9. That University dining halls on all campus are open to retirees?

28% Yes      60% No      12% Not Sure

10. That retirees may use the golf course?

20% Yes      65% No      15% Not Sure

11. That retired faculty may use their ID card to obtain library services?

47% Yes      41% No      11% Not Sure

12. That for retirees parking permits are free(!)?

13% Yes      82% No      5% Not Sure

13. That retirees can continue to hold membership in the Graduate School New Brunswick and serve on GSNB committees?

19% Yes      72% No      9% Not Sure

### **Comments on Part I**

The overall average of “yes” responses in questions 1-13 was only 27%.

Note that the only question where the response to “Did you know” was affirmative at a rate more than 50% was that on needing at least 25 years of service to collect full health benefits.

Less than 20% of responding faculty members knew:

- That some full professors can attain emeritus status after only 5 years of service (9%)
- The rules about tuition remission (10%)
- That parking is free (13%)
- About access to RUCS (18%)
- About access to the gym (19%)
- That retirees can continue to serve on GSNB committees (19%)

In conclusion, this survey served indeed as an information exchange and educated on the average 15%<sup>5</sup> of the faculty in NB on the above issues. Unless the 80% of NB faculty members who did not respond are substantially more aware of rules and benefits that apply to retirees, there is significant lack of awareness among faculty and efforts to reach them are in order.

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<sup>5</sup> (100%-27%) of the 20% who responded

*PART II.*

*What would be important to YOU that might tip the balance towards a decision to retire:*

*14. A lump sum offer*

Average: 3.90

4% Completely unimportant

6% Somewhat unimportant

13% Neither unimportant nor important

42% Somewhat important

28% Very important

7% N/A

*15. Taking a “No return sabbatical”, where a faculty member can retire immediately after the sabbatical*

Average: 3.55

7% Completely unimportant

10% Somewhat unimportant

18% Neither unimportant nor important

44% Somewhat important

15% Very important

7% N/A

*16. Overall monetary issues*

Average: 4.54

3% Completely unimportant

2% Somewhat unimportant

3% Neither unimportant nor important

22% Somewhat important

69% Very important

1% N/A

*17. Having access to a retirement “coach” to walk you through the process*

Average: 3.59

8% Completely unimportant

11% Somewhat unimportant

15% Neither unimportant nor important

41% Somewhat important

23% Very important

2% N/A

*18. Retaining office space*

Average: 3.43

16% Completely unimportant

10% Somewhat unimportant

16% Neither unimportant nor important

30% Somewhat important

26% Very important

3% N/A

*19. Retaining Lab/studio space*

Average: 2.56

31% Completely unimportant

7% Somewhat unimportant

13% Neither unimportant nor important

15% Somewhat important

10% Very important

24% N/A

*20. Being allowed to mentor undergraduate students*

Average: 2.70

30% Completely unimportant

10% Somewhat unimportant

20% Neither unimportant nor important

24% Somewhat important

9% Very important

7% N/A

*21. Being allowed to mentor MS/PhD students*

Average: 3.29

19% Completely unimportant

6% Somewhat unimportant

17% Neither unimportant nor important

30% Somewhat important

21% Very important

6% N/A

*22. Being allowed to conduct research*

Average: 3.92

9% Completely unimportant

4% Somewhat unimportant

14% Neither unimportant nor important

24% Somewhat important

43% Very important

6% N/A

*23. Ability to access the Rutgers Purchasing system*

Average: 2.77

29% Completely unimportant

10% Somewhat unimportant

20% Neither unimportant nor important

24% Somewhat important

11% Very important

7% N/A

24. *Being allowed to submit grant proposals*

Average: 3.43

16% Completely unimportant

9% Somewhat unimportant

15% Neither unimportant nor important

24% Somewhat important

29% Very important

7% N/A

25. *Assurance that the vacated line you will be vacating will remain in the Unit*

Average: 3.92

7% Completely unimportant

4% Somewhat unimportant

18% Neither unimportant nor important

25% Somewhat important

40% Very important

5% N/A

26. *Assurance that the vacated line you will be vacating will remain in the Department*

Average: 4.08

6% Completely unimportant

4% Somewhat unimportant

15% Neither unimportant nor important

21% Somewhat important

49% Very important

5% N/A

27. *Assurance that the vacated line you will be vacating will remain in the group within the department*

Average: 3.45

14% Completely unimportant

5% Somewhat unimportant

23% Neither unimportant nor important

19% Somewhat important

26% Very important

13% N/A

28. *Overall non-monetary issues*

Average: 3.84

1% Completely unimportant

7% Somewhat unimportant

19% Neither unimportant nor important

46% Somewhat important

21% Very important

5% N/A

29. How interested would you be in retiring and getting rehired as a PTL with reduced salary and teaching responsibilities, e.g. one semester per year?

Average: 3.18

20% Completely uninterested

10% Somewhat uninterested

13% Neither interested nor uninterested

40% Somewhat interested

13% Very interested

4% N/A

30. How interested would you be in retiring and getting rehired with guaranteed employment for a period of e.g. five years maximum as a PTL with reduced salary and teaching responsibilities, e.g. one semester per year (“phased retirement”)?

Average: 3.37

17% Completely uninterested

9% Somewhat uninterested

12% Neither interested nor uninterested

36% Somewhat interested

22% Very interested

4% N/A

31. How interested would you be in retiring and getting rehired as Research faculty and be grant supported when and if you obtain grants?

Average: 3.16

20% Completely uninterested

10% Somewhat uninterested

13% Neither interested nor uninterested

30% Somewhat interested

18% Very interested

10% N/A

32. Did you know you can negotiate starting with your chair and eventually with your dean on practically any of the above?

32% Yes      54% No      14% Not Sure

### **Comments on Part II:**

Questions 14-31 were weighted 1-5 (from “Completely uninterested” to “Very interested”) so that “3” is neutral (“Neither interested nor uninterested”). Averages are important, but looking at the distribution of the responses is also crucial.

There were only two questions with average over 4.00.

At 4.54, importance of monetary issues at retirement, is not unexpectedly “very important”.

The only other question with average over 4.00 was the one asking about the importance of retaining the vacated line in the department. 70% of the responding faculty consider it important or very important. Almost half consider it very important. At an average of 3.9 question 25 which deals with keeping the line within the Unit is next, and this high importance is in line with



the response to keeping the line in the department. Loyalty to colleagues at the local level is also supported by several comments<sup>6</sup>, on occasion despite disagreement with institutional policies<sup>7</sup>.

Also at an average of 3.9 issues raised in questions 14 and 22 are considered by responding faculty as important. A *lump sum offer* is considered at least important by 60%; 67% consider *being allowed to conduct research* at least important with 43% considering it very important. Note that 51% consider at least important *Being allowed to mentor MS/PhD students*.

67% consider *overall non-monetary issues* at least important.

*Having access to a retirement "coach"* and *Taking a "No return sabbatical"* are next with the latter being considered at least important by 59%.

Between neutral and somewhat important are the responses to questions dealing with *Retaining office space* and *Being allowed to submit grant proposals*; however, 29% consider the latter very important. Similar average is seen on question 30 on *phased retirement* where 58% claim to be at least somewhat interested and 22% very interested. This was also reflected in several comments<sup>8</sup>. From the comments it seems that there is policy in at least one unit<sup>9</sup> not to grant phased retirement agreements.

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<sup>6</sup> -My particular field is down to three full-time faculty; another departure would be devastating  
 -The recent buy out offer was impossible for me because I had made commitment to teach in the fall of 2010 and I consider them important. As a matter of personal honor, I cannot accept an offer that come on such short notice  
 -The people I work with depend on me for many roles, training and activities.  
 -I spend a lot of time mentoring younger faculty  
 -I love teaching and I am committed to my students  
 -Even if I could afford to retire, which I can't, I would not do it, because that would be a betrayal of both my own beliefs and my younger colleagues  
 -I have committed to directing doctoral dissertations for the next five years  
 - my chair as well as other profs in my department have indicated that they would like for me to stay on for a while longer, given that the dean has indicated that our department will not be allowed to hire, even though our student enrollment is robust and continuing to grow.

<sup>7</sup> -this university has no sense of the assets they have in faculty at my age who still have energy, ambitions and fine rapport with our students  
 -I want to continue contributing to the educational mission of the university, despite the continuing deterioration of the resources available to my department and the misplaced priorities of the administration  
 -Rutgers administration can't be trusted to uphold a signed contract - how can it be trusted on any of these promises?  
 - So, I have lots of incentive to go on teaching .... and writing books -- that actually make a lot of money that makes me rather independent of an oblivious and unresponsive administrative hierarchy

<sup>8</sup> - I will be 70 this year. I might be interested in some sort of phased retirement plan  
 - the only way I will take retirement even though I am now 67 is if the university offers a good phased retirement plan, not the nonsense they have been offering  
 - Uncertainty about being able to continue to teach on a reduced schedule and with office space  
 - I would be interested in a half-time position at half pay in a few years, but not at PTL pay  
 - I have no plans to retire, although I would be interested in arrangements to allow me to "buy out" a semester every so often while retaining my right to return to full-time, full-paid duty. The nearest to this sort of arrangement was the Union proposal about phased retirement at 50/50  
 - I need positive inducements. I think that an arrangement like that described in question 30 would be sufficient inducement, i.e., half time duties at half salary for a fixed interval of time. This is preferable to a lump sum payout because it gives the individual a chance to get use to working less and cushions the trauma of sudden retirement

Less than neutral were the responses to questions 23, 20 and 19, in decreasing order, on *Ability to access the Rutgers Purchasing system, Being allowed to mentor undergraduate students and Retaining Lab/studio space*. Note, however, that the latter is not applicable to a substantial portion (24%) that presumably do not have such a space to retain to begin with, but that it is at least important to 25% of the responding faculty.

**PART III.**

*Some information about yourself:*

33. *Current academic position:*

- 3% \* Instructor
- 11% \* Assistant Professor
- 27% \* Associate Professor
- 37%\* Full Professor
- 18%\* Professor II
- 4% \* Other

34. *Do you now have 25 years or more of service at RU?*

36% Yes      64% No

35. *Do you now have 20 years or more of service at RU?*

52% Yes      48% No

36. *Do you now have 15 years or more of service at RU?*

61% Yes      39% No

37. *Did your retirement account (e.g. TIAA/CREF) take a significant hit in the recent years?*

72% Yes      14% No      9% Not Sure      5% N/A

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- Concern about going from full-time employment, which I enjoy, to no employment, with which I am unfamiliar. I would prefer a "soft landing" option of up to three years of part-time employment at RU to phase in retirement activities
  - I could probably retire, or at least move to phased retirement of some kind
  - I would rather go part time than fully retire
  - The most attractive inducement for me would be a "phase-out" plan over several years in which I gradually reduce teaching and departmental responsibilities.
  - I would like to be employed half time, but that seems impossible.
  - I still love teaching especially undergraduates and research/writing, and the university (foolishly in my view) will not allow me to go half-time (half of my salary could support at least two assistant professors) AND keep my tenure, chair, research funds, etc. Stupid policies make for stubborn professors.

<sup>9</sup> -My School ( the business school) does not allow for phased retirement.  
 -Phased retirement is not available in my school

38. *What percentage of its maximum value would you say your retirement account holds currently?*

Average: 75%

4%\* 20% or less  
 4%\* 40%  
 17%\* 60%  
 37%\* 80%  
 8%\* 100%  
 26%\* Not Sure  
 4%\* N/A

39. *What recovery of your account would you consider acceptable for making retirement plans? At what percentage of the maximum value it has ever held?*

Average: 114% but note that mode is “not sure”

1%\* 60%  
 6%\* 80%  
 15%\* 100%  
 16%\* 120%  
 15%\* 140% or more  
 34%\* Not Sure  
 12%\* N/A

#### **Comments on questions 37 to 39**

72% of faculty estimated that their retirement account took a “significant hit” in recent years. The average loss was 25%. The mode was a loss of 20%. Note, however, that a full 25% of the responding faculty members lost 40% or more. Consider further that, on average, faculty members would wait until their retirement accounts reach and surpass by 14% the maximum value they have ever held. Note also that a full 34% are not sure what value they would consider “acceptable for making retirement plans”.

40. *If you are currently eligible for retirement would you please briefly share with us, in the space provided, the main reasons for not retiring?*

All comments are appended to this report, grouped according to the different cohorts on the basis of service at Rutgers. As expected, the major concern for those with less than 25 years of service is lack of health benefits. Looking only at comments from faculty that have at least 25 years of service at Rutgers one can loosely group responses as follows:

By far the most recurrent reason for not retiring is quoted as “Love my work”, “Enjoy what I am doing”, “Having too much fun” which appear in various forms in 66, or 67%, of the comments. Specifically “love of teaching” appears in 35, or 53%, of these comments, while “enjoyment in research/writing” appears in 21, or 32%, of these comments.

Surprisingly “Need the money”, “Have to pay the mortgage”, “Can’t afford to retire”, is a distant second with only one third (22) such comments, or 22%. Insecurity about the national/global economy appears in only 5 comments.

Twelve faculty members indicated they would take some form of phased retirement and one indicated he/she already did. One faculty member commented that he tried to make an arrangement with his/her department but the overall attitude was negative<sup>10</sup>. As mentioned before at least one unit (RBS) is reported as not offering phased retirement as a matter of policy. Troubling is also the comment that at least one department chair advises faculty not to retire expecting that the line will not be filled<sup>11</sup>.

“Don’t know what I would do with my time” appears 6 times<sup>12</sup>.

### **Conclusions**

The first part of the survey has achieved the goal of providing information to at least those who completed the questionnaire. On the average, only 27% of the responding faculty were aware of the items mentioned in Part I. Although the distribution of responders was somewhat weighted towards higher ranks, and presumably longer service at Rutgers, a significant portion of the 80% of NB faculty members who did not respond already have, or will soon have, 25 years of service. It is questionable whether these faculty members are substantially more aware of rules and benefits that apply to retirees, and it behooves us as a faculty body to extend efforts to reach them and to recommend to the administration to do the same.

The notion that “faculty will retire when their CREF account recovers” is put in question by Parts II and III of this survey. Although the retirement accounts of most faculty took a hit during the latest downturn of the economy, monetary issues are NOT the prime concern of faculty with 25 years of service. Rather, not wanting to stop doing an enjoyable job is the prime consideration, and three times as likely mentioned in comments than monetary issues. Continuing to teach, following by continuing to do research/writing emerges as a major

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<sup>10</sup> Got very close with current buy-out. Tried to negotiate with dept. for 3 years of space for research and office. Got told that I could take hat in hand and beg each year but no deal. Move into grad student type office immediately. Space is not tight, so this was a vote of non-support for retired person --as I suspected. Do not feel this is personal -- have had friendly support and been major part of dept administration. It is more a policy issue. All our emeritus faculty are faceless and have constant challenges for space,etc. Thus far they have all been moved upon retirement to unpleasant 8x8 offices, if that -- no matter how often they work at RU and no matter how many grad stud or post docs they have. Would need Dean over-ride and would still be uncomfortable. As lab is very active and has grants/contracts, that was the tie-breaker.

<sup>11</sup> my chair as well as other profs in my department have indicated that they would like for me to stay on for a while longer, given that the dean has indicated that our department will not be allowed to hire, even though our student enrollment is robust and continuing to grow

<sup>12</sup> - I still enjoy research and teaching, and don't know what I would do with my time otherwise.  
 - I do like my job, and it is not overly burdensome right now. I am not clear what I would do with myself without those responsibilities.  
 - I fear that if I stop, I will have less intellectual and artistic stimulation, and will decline more rapidly  
 - Also, I'm simply waffling about whether and when to make such a major life change  
 - My love of teaching, high energy level and lack of outside interests  
 - My current research and service are the most interesting things I can do now, and retirement seems boring by comparison.

consideration. Some form of phased retirement seems to be the “soft landing” incentive that could tip the balance for several faculty members. It seems, however, that for this to work the option of negotiating such an arrangement needs be publicized widely and, in addition, there is need to have chairs and deans buy into it. This is particularly important for those faculty that want to retire while still active in research, especially experimental research, and will continue to need space and resources. Such commitment by chairs is not going to happen if chairs are not reassured that the line will be replaced. A stark result of this survey is that prospective retirees have a fierce loyalty to their departmental colleagues and need the same reassurance in order to retire.

**NBFC Faculty Affairs and Personnel Policy Committee 2009-2010**

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## APPENDIX I: ALL COMMENTS

## COMMENTS OF FACULTY WITH 25 YEARS OF SERVICE

1. 1)Enjoy the job 2) Worried about having enough income during retirement-each year of employment is one less year of retirement and increases the amount in retirement fund 3) Ignorance about retirement issues, especially experience of those in similar situations who have retired and their experiences
2. I like my job
3. I enjoy teaching and need the salary
4. Why should I stop doing the things I like best in order to do things I like well enough but not as much?
5. professional and monetary reasons
6. My job is the best thing I have in my life.
7. Several years of major mortgage payments left. Most aspects of the job are still rewarding.
8. Especially as an elder, teaching is fun and one can finally spend time focusing on teaching. What joy! Not just get another grant in --- get another grant combined with the associated complexity of the administrative processes associated with such a life style. Oh joy to focus on teaching - a privilege never allowed at this research university. This is finally a time of payback for me to the students. Projects to accomplish that are best negotiated through Rutgers. e.g, erection of national or state plaques. Association with national organizations which are best completed through association with Rutgers. As side thought is of being able to help with things "historic" - departmental, college or university level. The younger generation of administrators are busy and reasonably effective, but they lack experience for instance in tracking down former students, post docs, faculty for key events. The Foundation tries hard but much of their materials are sadly dated. Just how does a former faculty or staff member, or post doctoral worker get on to the the university mailing list. Currently a faculty member retires, and whosh they are deleted administratively from the prime university lists. Some administrator has this as a duty. Quick get former workers off the list - success is measured by a clean sheet. Yet this objective completely defeats the whole purpose of maintainin good contact university contact information. It hardly needs to be said that when addressing such more senior persons, such data can be extremely useful for fund raising.
9. I enjoy what I'm doing and my colleagues continue to value my contributions. Also, I spend a lot of time mentoring younger faculty.
10. I LOVE what I do. I started my career very young and am not ready to retire despite 30 years of service.
11. I am in good health and I want to continue contributing to the educational mission of the university, despite the continuing deterioration of the resources available to my department and the misplaced priorities of the administration (e.g. gladiator sports).
12. I love what I am doing. I am in good health. I believe I am contributing to the department as a teacher and researcher.
13. Advising PhD student, not yet 65. couple more papers to write, family issues, especially unstable national economy. Not clear to me where a nest egg would be safe enough, also not clear how to transition to living off income from assets.
14. I love teaching and I am committed to my students

15. 1. enjoy teaching 2. enjoy recognition and reputation 3. physically fit and optimistic 4. enjoy working full-time (not knowing what better else to spend time) 5. aggravating political foes in department/university (by not retiring and outlasting them)
16. I still love teaching especially undergraduates and research/writing, and the university (foolishly in my view) will not allow me to go half-time (half of my salary could support at least two assistant professors) AND keep my tenure, chair, research funds, etc. Stupid policies make for stubborn professors. I believe that I will actually be hard to replace -- in all aspects of my work -- but this university has no sense of the assets they have in faculty at my age who still have energy, ambitions and fine rapport with our students. Their hard work goes unnoticed and accomplishments are virtually ignored -- unless they are from minority groups. So, I have lots of incentive to go on teaching (except graduates whom I've trained for decades and enjoyed but have received little recognition or reward, except the great success many have earned) and writing books -- that actually make a lot of money that makes me rather independent of an oblivious and unresponsive administrative hierarchy.
17. I like what I do too much.
18. I am a full professor, but do not have tenure. I have supported my self and several junior faculty and staff on federal grants for many years. I mentor undergraduate and graduate students and bring in a fair amount of indirect costs to the university. But, I am not eligible for sabbatical or any retirement incentive. It was thus largely a waste of my time to complete this survey.
19. N/A
20. I would seriously consider retiring if it was not the case that I am currently paying the tuition fees for a son attending NYU (sophomore year) and that I have recently developed a new line of research. The latter justification is more important to me than the former. Call it "second breath."
21. I enjoy the teaching and research work I do.
22. I am still very happy with the work that I do, and I consider myself too young to retire at this time, but I will consider retirement within the next few years with the appropriate incentives.
23. Enjoy teaching. Can't afford to retire now
24. The questions about rehiring as a PTL don't provide enough information for me to evaluate what they would mean. I would like to be employed half time, but that seems impossible. I enjoy teaching. My parents have lived into their 90s, so reliance on savings rather than a pension could be a disaster.
25. 1) Not yet affordable. 2) I want for sentimental reasons to complete 50 years at RU--i.e., 4 more years but could be bought off my high horse.
26. 1. Desire to bring certain research and publishing projects to fruition. 2. Desire to increase my retirement account. 3. Concern about opportunities for/satisfaction with an alternative life program after retirement.
27. I love my teaching and contact with undergraduates. I am developing new courses, am undergraduate adviser for my department, and working on a research project funded by NSF. Moreover, my department has been cut by 1/3 over the past ten years by attrition; people who leave are not replaced except by minorities who are hard to hire. My particular field is down to three full-time faculty; another departure would be devastating. I also live in New York City, and the commute is annoying, although not a

serious problem. I will be 70 this year. I might be interested in some sort of phased retirement plan.

28. I like what I am doing.
29. My best work is still ahead of me.
30. I love teaching and can make a contribution.
31. I still look forward to teaching. I need the money. I will be looking for the market to rebound AND being offered a large lump sum payment starting in 2015.
32. I enjoy my job and if I work longer my retirement pension will increase as I am in the federal CSRS system
33. Still having fun most days- have 32 years in But budget cuts and uncertain budget future on formula funds is changing that fast... Dont quite have enough money stashed for retirement- but most important I have a lot of accumulated knowledge to share - dont want that to go to waste
34. I must anticipate the very real possibility that the federal, state, and local governments will all need to raise taxes. This will increase my rate of drawing down my retirement account, putting me at risk for outliving my funds.
35. First, I lucked out and my retirement account is close to 97% of it's maximum value because I shifted \$ before the downturn three years ago. I plan to retire in 3 years (i.e., in July 2013) if and only if the retirement account is 120% or so of its current value -- assuming my health is good enough in the next three years. The main reasons for not retiring now are: 1. My teaching and research are still going well (I think). 2. I want to build my retirement assets so that I will have roughly the same net discretionary income after retiring as I do now (taking account of a reduced gross income and reduced mandatory expenses). 3. I believe that there is a good chance that within the next three years RU will develop a general golden parachute plan to encourage people to retire. .
36. I do like my job, and it is not overly burdensome right now. I am not clear what I would do with myself without those responsibilities. But I do recognize that I am getting older and this could change in the not-too-distant future.
37. Some commitment and unfinished work
38. I have two active major research grants, two pending, and 3 new graduate students and a new post doc. I am on a roll.
39. i love what i do and think that to stop would have a negative impact--i don't yet have a 'game plan' for post-retirement, but i'm working on one. at this current moment, i can't afford to retire comfortably enough. I would like to wait until maximum social security benefits are available (@ 70 y.o.?).
40. I am scheduled for a sabbatical, I am still healthy, I still like teaching and think that I have something of value to teach, I fear that if I stop, I will have less intellectual and artistic stimulation, and will decline more rapidly.
41. Not old enough.
42. I can't afford to retire-the -1.25 yr salary retirement incentive (I've been at RU 40 years) doesn't begin to approach what I need to cover living expenses, particularly given that (1) my life expectancy is 30 more years (2) my retirement was hit so hard in the last 2 years, (3) salary increments were not paid, yet the amount deducted from my biweekly pay for parking and union rep fees--even though i am not a union member--have continued to increase and now significantly exceed what would have been the increment, and (4) and my income was reduced by 20% this year when I took a sabbatical at 80% pay in 2009-2010 (F-Spr), which has been financially stressful. (This was my first



sabbatical since 1980, when I had a Cattell Sabbatical Fellowship. Since then, I was eligible for several 100%-pay 1-semester sabbaticals but did not take them. Passing up those benefits saved RU financially, meanwhile RU has benefited from the indirect costs I've brought in from my federal grants. The retirement incentive package does not reflect either of these factors.) (2) I have doctoral students.

43. I am 53, a bit too early for me.

44. money

45. I'm still enjoying teaching, and I can now work full-time and at the same time receive Social Security benefits without penalty.

46. Enjoy teaching graduate students

47. I still enjoy my department and teaching.

48. I still enjoy research and teaching, and don't know what I would do with my time otherwise.

49. 1) I want to teach to undergrads, premeds and Pharm D's the new findings in theoretical cell biology that have been emerging from my three-decades long research. 2) To complete writing commitment to three publishers. 3) To keep up with new developments in molecular and cell biology through discussions with colleagues, attending seminars and symposia, and interactions with students and visiting professors.

50. NA

51. I've been considering retirement for 2 or 3 years, and my wife and I have purchased a second home last year that we ultimately intend to use as a retirement home. Doing the latter has forced me to be a bit more concerned about financial issues attendant upon retirement (we stretched a bit because housing prices had gone down so much). Also, I'm simply waffling about whether and when to make such a major life change.

52. I'm enjoying teaching too much - and continue to get strong enrollments and student evaluations. I plan to retire if/when my daughter (whose youngest of 3 kids is one year old) resumes work/school and I can play granny.

53. I love what I am doing. I am still productive.

54. Not ready to go. Still enjoying my work.

55. I can afford to retire, but I still enjoy active teaching and research and see no reason to give that up in the short term. The most attractive inducement for me would be a "phase-out" plan over several years in which I gradually reduce teaching and departmental responsibilities. Office space is also a very important consideration.

56. not eligible for Social Security at full benefit. Husband has been unemployed since 2008.

57. Concern about going from full-time employment, which I enjoy, to no employment, with which I am unfamiliar. I would prefer a "soft landing" option of up to three years of part-time employment at RU to phase in retirement activities.

58. I love teaching.

59. Not 65. Also, I think this is a matter for negotiations, and should be part of the AAUP-AFT contract.

60. Need the activity and "structure" that work provides.

61. Currently still enjoy teaching and have highest ratings in Department. Expect better retirement incentive to be offered by Univ. On sabbatical, planning official leave for Federal service upon return and at least terminal full-pay sabbatical before retiring. Non-terminal Sabbatical plus final year = 180% of salary + benefits Negotiated terminal Sabbatical > 260% of salary + benefits Retirement now = 120% (no extra benefits)

62. Too young and active.

63. I am actively pursuing research of great interest to me, and my teaching and administrative responsibilities are tolerable.
64. Financial Being able to do what I like to do
65. I like the work
66. I still find tremendous satisfaction in the work I do. The people I work with depend on me for many roles, training and activities. Many people I know hate every minute of each work day while I have never felt like that and enjoy going to work everyday.
67. Financial
68. 1) I like my job and I enjoy teaching undergrads and mentoring grad students 2) I want to be part of an intellectual community 3) the only way I will take retirement even though I am now 67 is if the university offers a good phased retirement plan, not the nonsense they have been offering.
69. Although in my 70s, I still enjoy the job and am physically and mentally capable of doing it well. When the stock and housing markets comes back (or I no longer feel I can do a good job, or am no longer enjoying my work) I will probably retire. Since I intend to leave the state when I retire none of the emeritus perks that can't be exercised at a distance (e.g., library use over the internet) matter to me. The lump sum buyout is useful if you are intending to retire anyway, but is not much of an incentive given tax rates. A no return annual sabbatical at full salary would be a strong incentive.
70. Got very close with current buy-out. Tried to negotiate with dept. for 3 years of space for research and office. Got told that I could take hat in hand and beg each year but no deal. Move into grad student type office immediately. Space is not tight, so this was a vote of non-support for retired person --as I suspected. Do not feel this is personal -- have had friendly support and been major part of dept administration. It is more a policy issue. All our emeritus faculty are faceless and have constant challenges for space, etc. Thus far they have all been moved upon retirement to unpleasant 8x8 offices, if that -- no matter how often they work at RU and no matter how many grad stud or post docs they have. Would need Dean over-ride and would still be uncomfortable. As lab is very active and has grants/contracts, that was the tie-breaker. Also need continued access to library from internet -- the option of presenting a card ID in library or on campus is not that helpful. Not sure what the purchasing situation might have been.
71. Don't feel "ready."
72. My health is very good and I enjoy teaching and research, so I have no negative factors to leave my employment entirely. I need positive inducements. I think that an arrangement like that described in question 30 would be sufficient inducement, i.e., half time duties at half salary for a fixed interval of time. This is preferable to a lump sum payout because it gives the individual a chance to get use to working less and cushions the trauma of sudden retirement.
73. I enjoy what I do, am in good health, and am active in research and in professional life. I fill a valuable slot in my dept. and want to keep my line there. Also, I know that when I retire, I will immediately begin being viewed as less desirable to be invited for presentations, conferences, and collaborative professional activities of the sort I now participate in. Further, because of the financial hit described above, I need to keep working long enough to have a good balance between my TIAA-CREF income and my obligations. I would be interested in a half-time position at half pay in a few years, but not at PTL pay.
74. Define "eligible for retirement."

75. I enjoy my teaching and research, so I have no plans to retire, although I would be interested in arrangements to allow me to "buy out" a semester every so often while retaining my right to return to full-time, full-paid duty. The nearest to this sort of arrangement was the Union proposal about phased retirement at 50/50.
76. Like what I am doing.
77. My love of teaching, high energy level and lack of outside interests.
78. I still find the duties of a professor fulfilling. I have lost a good bit in CREF and have not reached the financial goals for retirement that I anticipated. The recent buy out offer was impossible for me because I had made commitment to teach in the fall of 2010 and I consider them important. As a matter of personal honor, I cannot accept an offer that come on such short notice.
79. While I am no longer research active, I very much enjoy teaching and playing a role in faculty governance.
80. Insecurity about the economy; my capital hardly generates any income.
81. Enjoy my work
82. I am doing many interesting projects, feel I am at full academic strength, have a fine national reputation, and enjoy teaching. I do not feel like stopping all this now. My academic obligations in teaching and dept. participation are not troublesome to me. My current research and service are the most interesting things I can do now, and retirement seems boring by comparison. I feel I am one of the more active members of my large dept.
83. Next year will be my fortieth year at Rutgers. Although I like many others have seen substantial decline in reality in recent years, I am not ready to give up the fight. Even if I could afford to retire, which I can't, I would not do it, because that would be a betrayal of both my own beliefs and my younger colleagues.
84. I did take a retirement offer on July 1, 2010. It consists of being hired for a three year period at half salary for half work.
85. I really enjoy what I do. I love both teaching and basic research and as long as I feel that way and believe that I am contributing, I see no reason to retire. When the day arrives that I no longer feel that way or if my health prevents me from working, I will retire.
86. I still enjoy my teaching and research.
87. I like my work and am getting better at it.
88. I enjoy my teaching too much!
89. I cannot afford retirement
90. I am retiring in 2011
91. I love what I'm doing. I have no desire to retire. The combination of teaching and writing books--and remaining extremely active in my profession and field is #1 with me. Also, with Rutgers as a base I'm invited to lecture all over the world and receive a multitude of invitations--more than ever, morethan when I was younger, so I feel engaged, enjoy my students, get terrific evaluations from them, and have been more productive in writing books than ever in recent years. I see retirement, if not necessary, as absolutely not in my interest.
92. Insecurity about the financial 'big picture' (national, global), and what it will mean for my retirement account. I am still in excellent health and still get good teaching evaluations; my chair as well as other profs in my department have indicated that they would like for me to stay on for a while longer, given that the dean has indicated that our department will not be allowed to hire, even though our student enrollment is robust and

continuing to grow. If I can be of service to my department and am able to do it, well... I guess I will be here for a few more years.

93. I like what I am doing. I cannot imagine doing anything else that I would like so much.
94. Need full pay
95. mortgage financial concerns
96. I very much enjoy teaching and service responsibilities!
97. I want to be promoted to full professor so my current research project is especially important. Additionally, I really enjoy the support for research available at Rutgers.
98. Retirement account. Still want to teach!

#### COMMENTS OF FACULTY MEMBERS WITH SERVICE BETWEEN 20 AND 25 YEARS

1. I need to pay off the mortgage and finish up the grants and thesis committee assignments I currently have.
2. My School ( the business school) does not allow for phased retirement.
3. I am still active in teaching and research
4. Not applicable
5. Too young
6. I need health insurance for my family.
7. concerns about monetary issue, maintaining the university health benefits, and a possibility of a continuation of a research
8. n.a, I am 60 as of June 2010. Thanks for all the info, this was very informative.
9. I like my work
10. The most main reason is that I like my work and believe I am still contributing in a major way (e.g., I'm an officer in my national professional association). I think I can contribute for another 4-6 years. The second most important reason is that I have a home equity line to pay off before I can comfortably retire.
11. Ineligibility for benefits available to employees of 25 years standing. Unclarity about being able to continue to teach on a reduced schedule and with office space.
12. Money Health Insurance (this is, of course, money related but retiring with full benefits paid for would help) This form is very helpful because it contains so much information that I was totally unaware of. Thank you!
13. I still have work to do. There are at least two issues to address in theory and data to cap my life's work. I'm also engaged in mentoring junior faculty, post docs, and graduate students. Finally, I want to the program I've built to be sustained as an active core for the development of knowledge and careers of junior faculty. I believe that will be in place in the next 2 to 3 years.
14. I would rather go part time than fully retire.
15. Two main reasons - one, I can't afford to retire at the present time, and two, I enjoy what I do too much to consider retiring. Even if I could afford to retire, I would not for the foreseeable future.
16. Not currently eligible, but spouse will be eligible as of July.  
----- Clarification on numbers 14/16: access to quality health care is critical. Clarification on numbers 18/19: retaining dedicated office and lab space is not critical; having access to space to continue research/teaching work or to hold office hours, however, is more important. Nicely crafted survey. Thank you.

17. it is my understanding that i need 25 years in for health insurance -- that is why i am staying
18. Not sure if eligible, too much to do, not enough savings. Especially with the recent raises suspended, not likely able to afford it anytime soon.
19. Having too much fun.
20. Not eligible yet - but Health benefits are the Number ONE reason for continuing employment
21. enjoying grant funded research.
22. I am waiting for a buyout of some type that I will qualify for and/or I am looking for other part time opportunities after retirement. Please keep working to get us new options for retirement. Thank you
23. Not eligible yet, unfortunately!
24. I'm 62, feel young and healthy, and plan to teach for many years to come. I plan to keep my research active for about 10 more years.
25. Phased retirement is not available in my school.

#### COMMENTS OF FACULTY MEMBERS WITH SERVICE BETWEEN 15 AND 20 YEARS

1. Health benefits
2. I am not currently eligible or interested in retirement. But I found this survey interesting nonetheless.
3. Those last two questions are poorly phrased. I think you're trying to figure out how much of what has been lost by the market needs to come back for retirement to seem possible. I'm not eligible to retire, but my experience working with those who are more than eligible is that they're lifetime associate profs, locked in median level salary, with no history of investing carefully. Teaching the minimum, no service or scholarship--that's something they can do till the grave opens up. Until you find a way to address that cohort, I think my department, at least, is going to be in lockdown mode.
4. not currently eligible
5. I am research faculty with a 30% state line. I have two children in school and would need to generate annual income to my household on the order of \$100,000. I might be able to cover 60% of this immediately but would at least need help during my first year to cover the rest. This might be able to come via some agreement with rutgers on my "retirement."
6. Lack of health benefits once retired. I have had the rank of research professor here for 19 years completely supported by soft money. I have belonged to the union the entire time but frankly do not see it representing me in any way.
7. The 25-year requirement for full health benefits and the absence of a payment scale for such benefits that could be prorated to the number of years of employment and academic position achieved at Rutgers.
8. not eligible for quite a while
9. no benefit to doing so--very severe financial hardship if i do
10. Because I love to teach and I still have sufficient energy to do it.

## COMMENTS OF FACULTY MEMBERS WITH SERVICE OF LESS THEN 15 YEARS

1. Do not have enough saving for the retirement life and health insurance.
2. college age children not at Rutgers
3. Other comment: I get several surveys sent to me each month. I cannot keep track of which ones I have filled out or not. YOU should keep track and only send reminders to those who have not yet filled out. It is a big pain to get all these emails. I answered N/A to many questions, because I can simply not engage in them retirement is about 100 years away from me.
4. Not yet eligible for retirement--need 2 more years to reach 10 years.
5. Health condition of daughter that means we must support her for some years to come. In other words, if national health care were more just and caring of persons with disabilities, I could probably retire, or at least move to phased retirement of some kind. But for the time being I need to draw my full salary.
6. I am as involved in my research, teaching, national committees, international collaborations as I have always be. In fact, when I say that I might consider retiring, everyone looks at me like I must be crazy. I should add, that the ever increasing cost of health benefits for faculty is a deep concern. Since it is not clear what is going to happen at the State level or national level, this is a very bad time to think about retiring. Also the freeze on salaries means that the amount that would have been contributed stayed fixed. Actually, the loss in retirement income, the freeze and increase in health benefits constitute a collective good reason for no on to retire - until they see what is going to happen on all these fronts. Hence the phrase "I cannot afford to retire." I should add, the State's decision that only one member of family at a common institution can have health and dental benefits lead to a drop in my benefits. So, one State decision after another has had bad effects that no one talks about. This turns out to be another State decision that cut health and dental benefits to this two body case.
7. I am retired from another state pension system. I am not eligible for ANY retirement benefits from Rutgers.
8. I like what I'm doing and capable and good at it. I'm fit and not ready to slow down.
9. N/A
10. I'm still professionally very active and enjoying teaching and research, and the interactions with my colleagues that are available to me as a full-time faculty member.
11. na
12. I have worked for 3 state universities. Rutgers is the only one that does not accept prior service at a public institution as years of credit toward certain retirement benefits. Then again, RU is the only one with a faculty union. Most of the questions didn't really apply to me as I now pay my entire salary on grants and can continue so long as I am breathing. J. Tischfield
13. Love what I do!
14. My child has three years of graduate school to finish (not at Rutgers). Due to the number of years required (25), I would not be able to retain insurance benefits for self and family.
15. I'm 38 years old and far from retiring, so I couldn't provide meaningful answers to many of the questions.
16. Rutgers administration can't be trusted to uphold a signed contract - how can it be trusted on any of these promises?

17. I'm still too young to consider these options seriously. When I become eligible for Social Security & Medicare the calculus might change.
18. Not eligible.
19. I am not yet eligible, but when I am, I believe that retaining health benefits would be exceedingly important.
20. Need 25 years of service for health benefits to kick in after retirement.
21. n/a
22. not eligible
23. I enjoy working at Rutgers. I am 67 years old and currently plan on retirement in 2017, assuming I stay in good health. I would consider an earlier retirement with a one semester PTL position.
24. I have committed to directing doctoral dissertations for the next five years. Even so, if there were an offer across the board to teach half time for half salary for the next five years, I would immediately sign on to retire.
25. I'm too young to retire, but I do think about these issues. I'm actually in favor of mandatory end of tenure at some age (say 65), but with the university having the option to reappoint the aged-out-of-tenure person on a term basis. Such reappointed faculty would continue have the same rank of full professor or whatever and have the same research/teaching/service duties. But the university doesn't have to keep reappointing them. I think this would allow RU to keep its most meritorious faculty well into their golden years but not have to carry the dead weight of no-longer-productive faculty ad infinitum.