



Faculty Retention/Loss Report 2005

Office of Institutional Research & Evaluation
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University of Arizona Faculty Retention/Loss Report, FY 2005

Report Appendices

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Findings of the Report

This is the eighth consecutive report collecting information from deans on faculty retention and losses at the University of Arizona. The data and anecdotes contained in the report help to frame our discussions on faculty salaries and other resources with ABOR and the Legislature, and help us track competitiveness with our peers. Additionally, the anecdotal information in the report provides information that may influence decisions related to non-salary resources and campus climate.

This year's report (Figure 1) shows an increase in the number of faculty lost to other institutions from last year. While the total number of losses dropped considerably since 1999, this past year the proportion of faculty lost (52%) slightly outpaced those retained (48%). On average, deans' negotiated retention offers with 6% of their total tenure and continuing track faculty and professionals, the same as last year's proportion of retention cases.

Figure 1. Retention trends, FY 1999 - 2005

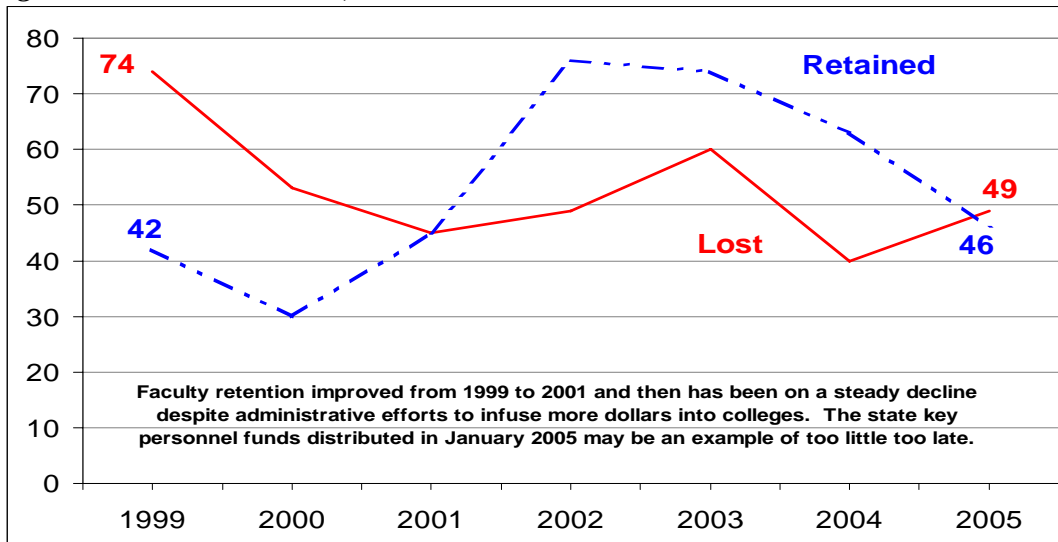
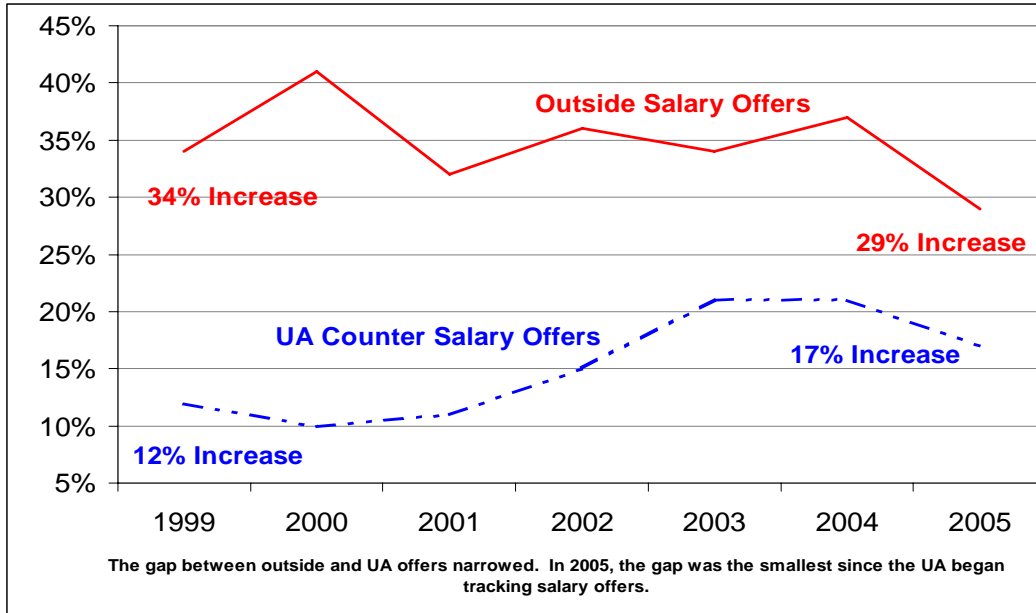


Figure 2's two lines compare the average percentage salary increases from outside offers to the average percentage salary increases from UA counter offers over time. As shown, the UA is not always able to match the level of outside salary offers, but the gap continues to narrow. In 1999 there was a 22-point spread between outside and University

counter salary offers. In 2005, that gap was reduced to a 12-point difference. But, there is a lot more to faculty retention than just salary.

Figure 2. Comparison of outside and UA counter salary offers, FY 1999 – 2005



This is borne out in the most recent salary offer figures. In prior years for those cases with information available, the percent salary increase offered by outside institutions and agencies was always higher for those who left versus those who stayed. (See Appendix III, first table). In 2005, the percent salary increase was the same. Clearly, other issues were taking precedence this past year.

One difference this year was in the composition of faculty receiving retention offers. The majority of the retention cases represented were assistant professors -- 40% of the faculty cases. However in 2005, only 21% of UA tenure-track faculty overall were assistant professors. Junior faculty are at an important juncture in their careers and in 2005 they were weighing all their options very carefully.

Assistant professors are thinking about their long-term futures. Besides evaluating where to pursue their teaching, research, and public service, this cohort is also critically assessing the needs of their spouses and other family members. Many assistant professors that left this past year went elsewhere to accommodate family needs.

Diverse Retention Trends

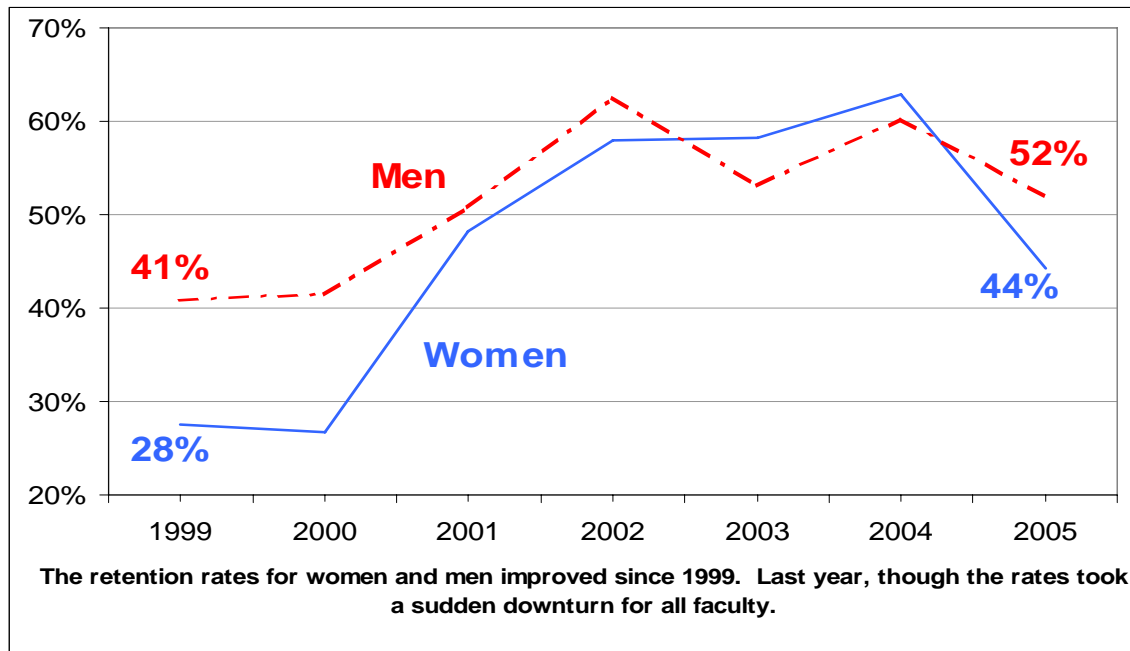
There has been a slight decline in the UA's ability to retain faculty from underrepresented groups in 2005. However, retention rates for all groups declined this past year. Table 1 presents retention trends for select years by gender and minority status.

Table 1. Retention Trends by Gender and Minority Status – Select Years

<i>Faculty Retained</i>	<i>Number</i>					
	1999	2001	2003	2004	2005	FY 1999- 2005
Women	11	14	32	22	19	135
Men	31	31	42	41	27	241
Minority	8	5	12	9	10	62
Other	34	40	62	54	36	314
Total Retained	42	45	74	63	46	376
Total Cases	116	90	134	103	95	746
	<i>Percentage</i>					
	1999	2001	2003	2004	2005	FY 1999- 2005
Women	28%	48%	58%	63%	44%	48%
Men	41%	51%	53%	60%	52%	52%
Minority	38%	42%	48%	53%	45%	46%
Other	36%	51%	57%	63%	49%	51%
Total Retained	36%	50%	55%	61%	48%	50%

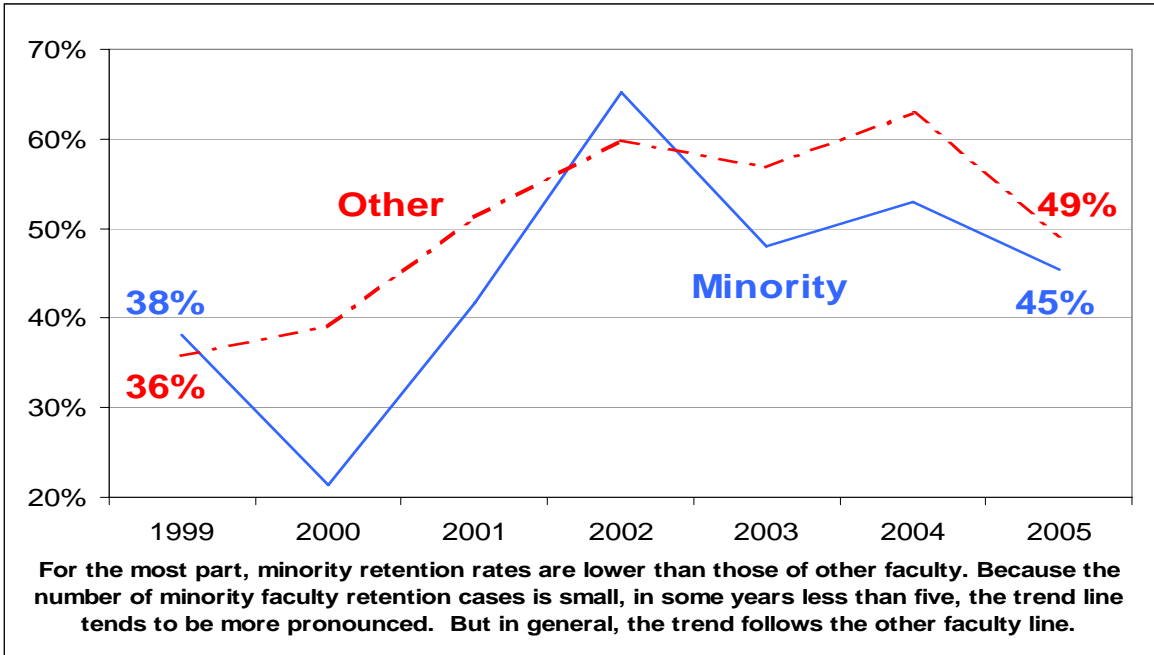
In 2005, retention rates for women and minority faculty dropped to about 44%. However, retention rates for men and non-minorities declined from previous years coming in at a maximum of 52%. Figures 3 and 4 illustrate those trends. On average though over the past 7 years, the difference between women and men’s retention/loss rates and the difference between minority and other’s retention/loss rates were not statistically significant.¹

Figure 3. Faculty retention trends, women and men, FY 1999 – 2005



¹ Based on Chi-Square Test Results at .05 Levels.

Figure 4. Faculty retention trends, minority and non-minority faculty, FY 1999 - 2005



Last year the state allocated \$4.3 million² for the retention of key personnel. These funds went a long way in restoring faculty morale. While very much appreciated, time will tell whether these funds represent an all too common theme in public administration of too little too late. In addition to the stepped up state support, UA central administration and deans continue to reallocate internal funds for retention. In 2005, an additional \$600 thousand was earmarked for such purposes. This amount did not include additional resources for support staff, graduate assistantships, and other research and teaching related costs. These kinds of salary reallocations continue to erode colleges' ability to promote the best and brightest fill much needed vacant faculty and staff lines, update equipment, and support scholarly endeavors.

This year the University retained faculty who generated \$27 million in sponsored research over the last 3 years while those we lost generated \$16 million. In particular, our internal reallocations resulted in retaining 10 stellar tenure/continuing track faculty who each earned in excess of \$1 million in research.

² State Key Personnel Salary package includes ERE.

Conclusions

It is normal for a number of people to leave the University each year, to follow their own career paths elsewhere. This year was no exception. While the University cannot offer all faculty endowed chairs or administrative promotions, the more that is spent on market equity means the less dollars available to promote from within.

In FY 2005, the \$4.3 million from the State earmarked for key personnel helped increase the overall competitiveness of faculty salaries with respect to the market. On average faculty moved from the 17th percentile ranking among its ABOR peers in FY 2004 to the 27th percentile in FY 2005. The allocation from the State is appreciated. However, we still have a ways to go in achieving market equity among our faculty.

While the University is successful in retaining senior faculty, more emphasis needs to be placed on creating a climate conducive to the needs of those just starting their careers. The opportunity cost for junior faculty to move on is very low. In the long-term, the State and the University must find ways to demonstrate to junior faculty that they care about their careers and families.

Appendix I:

Report Summary – FY 2005

How many retention cases were there at the UA?

<i>Number</i>	<i>Total</i>	<i>Faculty Recruited Away</i>	<i>Faculty Retained (Includes Pending)</i>
<i>Tenure/Continuing Track</i>	95	49	46
Clinical Medicine Departments	7	4	3
Deans and Year-to-Year	<u>4</u>	<u>2</u>	<u>2</u>
Total Cases	106	55	51
<i>Percentage</i>			
<i>Tenure/Continuing Track</i>	100%	52%	48%
Clinical Medicine Departments	100%	57%	43%
Deans and Year-to-Year	100%	50%	50%
Total Cases	100%	52%	48%

Which colleges had retention cases?

- Every college except Pharmacy negotiated retention cases for their tenure/continuing track faculty during FY 2005.
- The colleges of Engineering and Mines, Fine Arts and Social and Behavioral Sciences were heavily recruited from the outside this past year with each losing 5 or more faculty. The University libraries lost 7 librarians.

Where did our faculty go?

The University of Arizona faculty lost faculty to top tier public and private universities, as well as to the private sector, including:

- State universities such as Arizona State, Colorado School of Mines, Florida/Gainesville, Georgia, Massachusetts, Michigan, Minnesota, North Carolina State, Ohio State, Penn State, Purdue, South Carolina, Texas, Texas A & M, Texas State, Houston, and Utah.
- California institutions including UC Irvine, UC San Diego and California State at East Bay.
- Private institutions including Duke, Emory, Smith College, York College.
- International institutions including Australian National University, Swiss Federal Institute of Technology in Zurich, University of Toronto, and Oxford University and the University of Lancaster in the United Kingdom.
- Other organizations, including Arizona Game and Fish, the Federal Drug Administration, Phoenix Indian Medical Center and private practice and other industries.

Appendix II:

Anecdotal Information – FY 2005

Faculty leave for many reasons, both personal and professional. While the University cannot offer solutions to all faculty concerns, there are several emerging themes that the University may need to visit. Based on the comments provided, faculty are concerned about advancement, research support and the accommodation of family life including dual careers.

Advancement Opportunities:

Other institutions offered 4 out of 49 faculty recruited away promotional opportunities while 9 out of 46 faculty retained were offered administrative positions. Two faculty members from Humanities were recruited; one for a department head with a promotion to a higher rank. A well-known researcher in Education who has authored many books on higher education received an endowed chair at the University of Georgia. The College of Engineering lost a world-class scholar to Utah. The Colleges of Law and Social and Behavioral Sciences were able to retain several faculty offered chaired, dean, and rank promotion opportunities. The good news/bad news is that UA faculty are highly sought after but the UA must continue to provide opportunities for professional growth and development for their faculty.

Family Including Dual Careers:

Junior faculty are weighing opportunities available for their families as well as their own professional careers. In 14 known cases out of the 49 faculty that went elsewhere this past year, they left for spousal and other family considerations. One faculty member in Humanities left for an institution offering private college education for dependents. Several faculty members from various UA colleges left to either be closer to extended families or to accommodate their own families. In one instance besides salary issues, lack of family support available in Tucson forced one faculty member to move to Phoenix. In another instance, a faculty member from the College of Agriculture was not interested in a counter offer unless their spouse was offered a position at the UA.

Research:

Many faculty were offered significant resources to pursue the scholarly careers. Offers of \$400,000 plus supplemental compensation, plus moving expenses entice faculty to go elsewhere. The value of the supplemental resources offered by other institutions is worth more than just the dollars alone. A message is sent that faculty members will be “celebrated, not just tolerated,” as the *Chronicle of Higher Education* eloquently coined the phrase in its Careers report.

Appendix II - continued

In one instance the University of Maryland unsuccessfully offered a fiscal appointment faculty member a nine-month appointment, \$400,000 in startup funds, \$6,000 for moving expenses, and a promotion to associate professor with tenure. In the College of Engineering, there were several faculty lost to institutions such as Purdue and ASU who were offering better lab support, startup packages and the ability to hire faculty in their area. Social and Behavioral Science faculty are being offered significant resources for research, computer equipment, summer salaries, travel funds, and support and graduate assistant support lines.

To counter these offers, the UA has requested additional retention dollars and funds for equipment and operations from central administration. But administration's centralized budget is limited and cannot begin to match all requests from deans. Deans and department heads have offered reduced hours and increased research and staff lines to support faculty in their creative and scholarly pursuits. Social and Behavioral Sciences was able to retain several faculty by offering spousal positions, research support dollars, and funds for travel.

Appendix III:

Salary increases offered to the UA faculty– FY 2005^{3, 4}

		<i>Outside Offer Compared to Faculty's Prior Salary</i>				
		<i>N</i>	<i>Prior UA Salary</i>	<i>Outside Salary Offer</i>	<i>Dollar Difference</i>	<i>Percent Salary Increase</i>
For those cases where there was information on outside offers, agencies and institutions offered on average 29% more in salary trying to recruit UA faculty.	Faculty Recruited Away	22	\$68,398	\$88,097	\$20,000	29%
	Faculty Retained (includes pending)	13	\$71,605	\$92,245	\$21,000	29%
	Known Cases Total	35	\$71,029	\$91,640	\$21,000	29%
	Unknown Outside Salary	60	--	--	--	--
	Total	95	--	--	--	--

		<i>UA Counter Offer Compared to Faculty's Prior Salary</i>				
		<i>N</i>	<i>Prior UA Salary</i>	<i>UA Counter Offer</i>	<i>Dollar Difference</i>	<i>Percent Salary Increase</i>
For those cases where there was information on UA counter offers, the UA offered on average 17% more in salary trying to retain faculty.	Faculty Recruited Away	7	\$74,685	\$87,230	\$13,000	17%
	Faculty Retained (includes pending)	40	\$88,216	\$103,357	\$15,000	17%
	Known Cases Total	47	\$86,201	\$100,956	\$15,000	17%
	Unknown Outside Salary	48	--	--	--	--
	Total	95	--	--	--	--

³ All salaries are academic equivalent.

⁴ Figures include tenure/continuing track faculty and professionals in all departments except those in clinical medicine. Clinical medicine faculty were excluded from the salary offer comparisons because their income proportions are very different from non-clinical faculty. Clinical faculty have additional income from patient services and the outside salary offers reported are often from private-practice providers.

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		<i>Outside and UA Counter Offer Compared to Faculty's Prior Salary</i>						
		<i>N</i>	<i>Prior UA Salary</i>	<i>Outside Salary Offer</i>	<i>UA Counter Offer</i>	<i>Percent Salary Increase Outside Offers</i>	<i>Percent Salary Increase of UA Counter Offers</i>	<i>Outside Salary Offers are What Percent Higher than UA Counter Offers</i>
In those cases where there was information on both outside offers and UA counter offers, the overall percent salary increase between the two offers was 9%.	Faculty Recruited Away	7	\$74,685	\$95,724	\$87,230	28%	17%	10%
	Faculty Retained (includes pending)	12	\$66,690	\$87,432	\$80,228	31%	20%	9%
	Known Cases Total	19	\$69,636	\$90,487	\$82,808	30%	19%	9%
	Unknown Outside or Counter Salary Offers	76	--	--	--	--	--	--
	Total	95	--	--	--	--	--	--

Appendix IV

Retention by College⁵ - FY 2005

<i>Colleges</i>	<i>Total Retention Cases</i>	<i>Recruited Away</i>		<i>Retained (Includes Pending)</i>		<i>College</i>	
	<i>N</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>Total N</i>	<i>Percentage of Cases</i>
Agriculture & Life Sciences	7	3	43%	4	57%	242	3%
Architecture & Landscape Architecture	1	1		0	0%	19	5%
Education	4	3	75%	1	25%	54	7%
Engineering	10	9	90%	1	10%	124	8%
Fine Arts	6	6	100%	0	0%	119	5%
Humanities	4	2	50%	2	50%	125	3%
Nursing	4	0	0%	4	100%	22	18%
Optical Sciences	1	0	0%	1	100%	32	3%
Pharmacy	0					32	0%
Science	6	2	33%	4	67%	275	2%
Social & Behavioral Sciences	25	8	32%	17	68%	251	10%
Eller College of Management	2	2	100%	0	0%	85	2%
Rogers College of Law	9	1	11%	8	89%	34	26%
Zuckerman AZ Coll of Public Health	1	0	0%	1	100%	9	11%
UA South	2	2	100%	0	0%	17	12%
University Libraries	7	7	100%	0	0%	50	14%
Medicine (Basic Science & Administration)	5	2	40%	3	60%	107	5%
Non College Units							
Provost	0					7	0%
Research & Graduate Studies	1	1	100%			50	2%
Total	95	49	52%	46	48%	1,654	6%

⁵ Figures include tenure/continuing track faculty and professionals in all departments except those in clinical medicine.

Appendix V

Level of Experience Differences between Targeted Faculty and the Faculty at Large⁶

In 2005, targeted faculty were on average 5 years younger and had 6 years less experience than the faculty at large. Since the University has been tracking faculty retention, deans have been most successful retaining their full professors. For the past seven years the overall average retention rates among those receiving outside offers are: 68% for full professors, 46% for associate professors, and 42% for assistant professors. This should come as no surprise since the opportunity cost to move career and family increases as faculty become more experienced. Making an effort to accommodate the needs of junior faculty given it is easier for them to pick up and move, can save the institution resources in the long run.

FY 2005 Age and Experience differences between targeted faculty and faculty at large

	<i>Older Younger</i>	<i>By Number of Years</i>	<i>More/Less Experience</i>	<i>By Number Years at UA</i>
All Ranks	Younger	5 yrs	Less	6 years
Professor	Younger	3 yrs	Less	6 years
Associate Professor	Same		Less	3 years
Assistant Professor	Same		Same	

Age difference between targeted faculty and the faculty at large

<i>Age (Cases minus All Faculty)</i>	<i>FY 1999</i>	<i>FY 2000</i>	<i>FY 2001</i>	<i>FY 2002</i>	<i>FY 2003</i>	<i>FY 2004</i>	<i>FY 2005</i>
All Ranks	- 4.5	- 6.6	- 7.1	- 4.6	-4.7	-5.2	-5.0
Professor	- 3.4	- 6.1	- 8.1	- 4.5	-4.2	-4.8	-2.6
Associate Professor	- 4.1	- 3.3	- 3.0	- 4.8	-5.8	-5.4	Same
Assistant Professor	Same	- 2.5	- 2.5	Same	Same	-2.3	Same

⁶ Method: An analysis was conducted comparing the ages and years of experience between tenure-track faculty retention cases and the population of all University of Arizona tenure-track faculty. A t-test was conducted at each rank and for all ranks combined to determine if the differences in ages and years of experience between the sample and the population were statistically significant.

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Years of Experience difference between targeted faculty and faculty at large

<i>Years at UA (Cases minus All Faculty</i>	<i>FY 1999</i>	<i>FY 2000</i>	<i>FY 2001</i>	<i>FY 2002</i>	<i>FY 2003</i>	<i>FY 2004</i>	<i>FY 2005</i>
All Ranks	-4.3	-4.4	-5.5	-3.8	-4.3	-2.9	-6.1
Professor	-4.1	-4.0	-6.2	-4.2	-4.4	-4.3	-5.6
Associate Professor	-5.0	-4.1	-3.4	-3.8	-4.2	-3.1	-3.0
Assistant Professor	Same	Same	Same	+1.3	Same	Same	Same