



Faculty Retention/Loss Report 2006

Office of Institutional Research & Evaluation
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University of Arizona Faculty Retention/Loss Report, FY 2006

Report Appendices

- Report Summary
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Findings of the Report

This is the ninth consecutive report collecting information from deans on faculty retention and losses at the University of Arizona. The data and anecdotes contained in the report continue to 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 faculty work life.

This year's report (Figure 1) shows basically no change in the number of faculty lost to other institutions from last year. The total number of losses dropped considerably since 1999 with this trend continuing to present. This year, the proportion of faculty lost (53%) slightly outpaced those retained (47%). On average, deans negotiated retention offers with 6% of their total tenure and continuing track faculty and professionals. This proportion of retention cases has remained stable over the past several years with a peak of 8% occurring in FY 2002.

Figure 1. Retention trends, FY 1999 - 2006

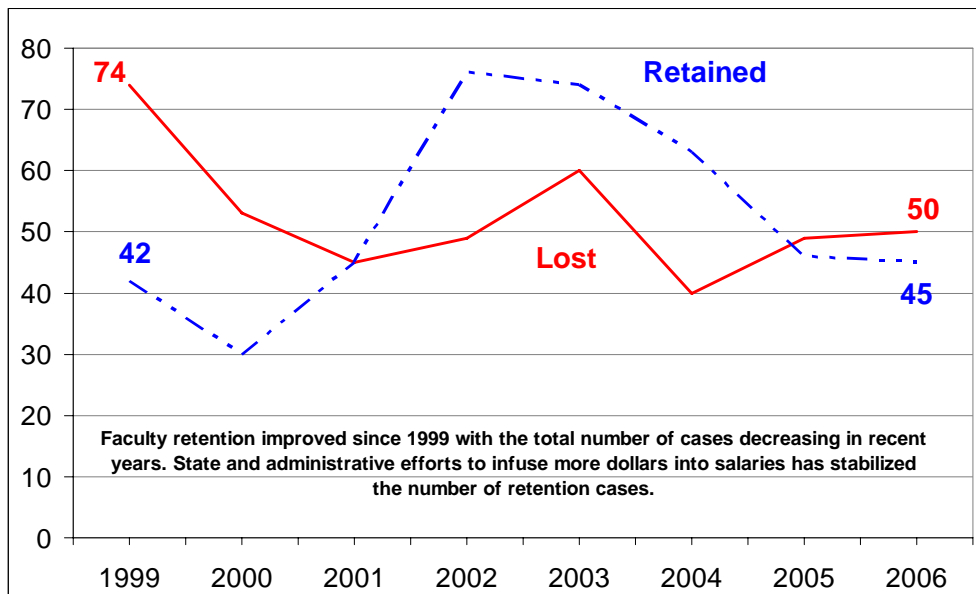
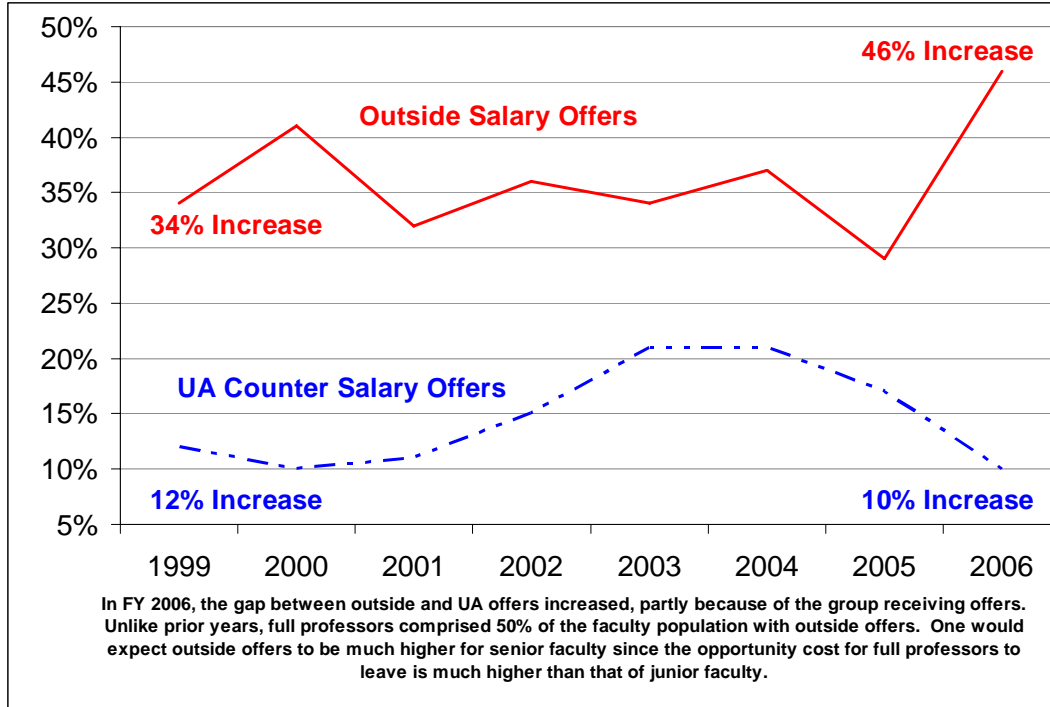


Figure 2's two lines compare the average percentage salary increases from outside offers to the average percentage salary increases from UA counter offers over time. As shown, the UA is not always able to match the level of outside salary offers. The gap narrowed to an all time low last year but increased sharply this year. 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. In 2006 the gap increased to 36-point difference. There are several reasons to account for this year's change in the gap between offers.

Figure 2. Comparison of outside and UA counter salary offers, FY 1999 – 2006



The gap differential has to do with the composition of faculty reported. More than 50% of the faculty were full professors this year. Last year, there were a large proportion of junior faculty in the survey group. Senior faculty are well established in their careers with research projects, support teams, and instructional programs already in place. The benefit of moving to a new institution must far outweigh the cost of staying. This year's counter offers can be explained by what economists refer to as opportunity cost or the highest valued alternative. Outside institutions must offer substantial salary increases to faculty established in their careers.

Another reason for the gap differential is salary compression differentials among ranks. Assistant professors are generally hired in at market and given their shorter length of time since they were appointed; their salary is close to peers. Full professors have longer tenures at institutions than junior faculty so their salaries tend to be further from market due to salary compression forces.

Diverse Retention Trends

There has been change for the better in the UA's ability to retain faculty from underrepresented groups in 2006. The UA was able to retain 75% of the minority faculty who received outside offers. Compared to retention rates for all groups that declined slightly this year, minority rates are the highest since the UA began tracking this information. 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	2005	2006	FY 1999- 2006
Women	11	14	32	19	13	148
Men	31	31	42	27	32	273
Minority	8	5	12	10	12	74
Other	34	40	62	36	33	347
Total Retained	42	45	74	46	45	421
Total Cases	116	90	134	95	95	841
	<i>Percentage</i>					
	1999	2001	2003	2005	2006	FY 1999- 2006
Women	28%	48%	58%	44%	42%	47%
Men	41%	51%	53%	52%	50%	52%
Minority	38%	42%	48%	45%	75%	49%
Other	36%	51%	57%	49%	42%	50%
Total Retained	36%	50%	55%	48%	47%	50%

In 2006, retention rates for women declined to 42% while minority faculty increased to 75%. Retention rates for men and non-minorities declined from previous years coming in at a maximum of 50%, but again are higher overall than in 1999. Figures 3 and 4 illustrate those trends. On average though over the past 8 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

The state allocated two separate salary increases in 2006. July 2005, the State allocated a 1.7% cost of living (COLA). In March 2006, the State appropriated a second round of salary increases consisting of a \$1,650 COLA and approximately 2.5% merit/market/equity raise. These funds improved the overall salary situation at the UA. While the UA faculty salaries are not at market, the increases were enough to help move salaries to higher rankings. In addition to the stepped up State support, UA central administration and deans continue to reallocate internal funds for retention. In 2006, an additional \$440 thousand was earmarked for such purposes. This amount did not include additional resources for support staff, graduate assistantships, and other research and

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

Figure 3. Faculty retention trends, women and men, FY 1999 – 2006

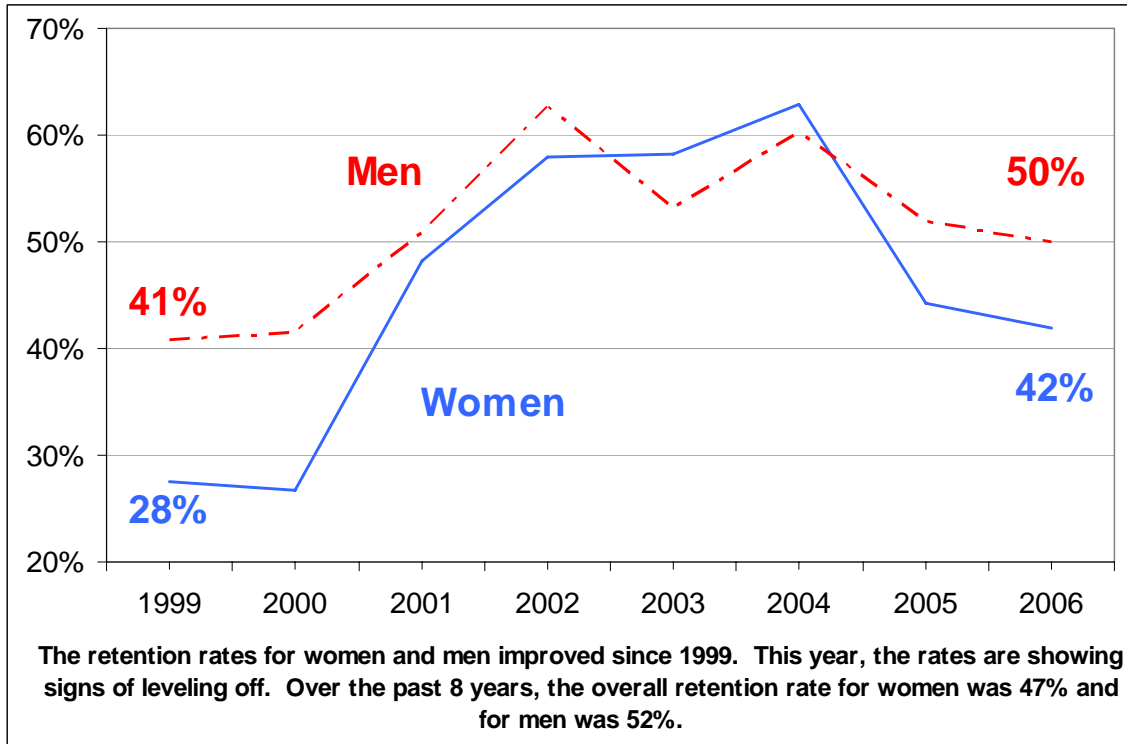
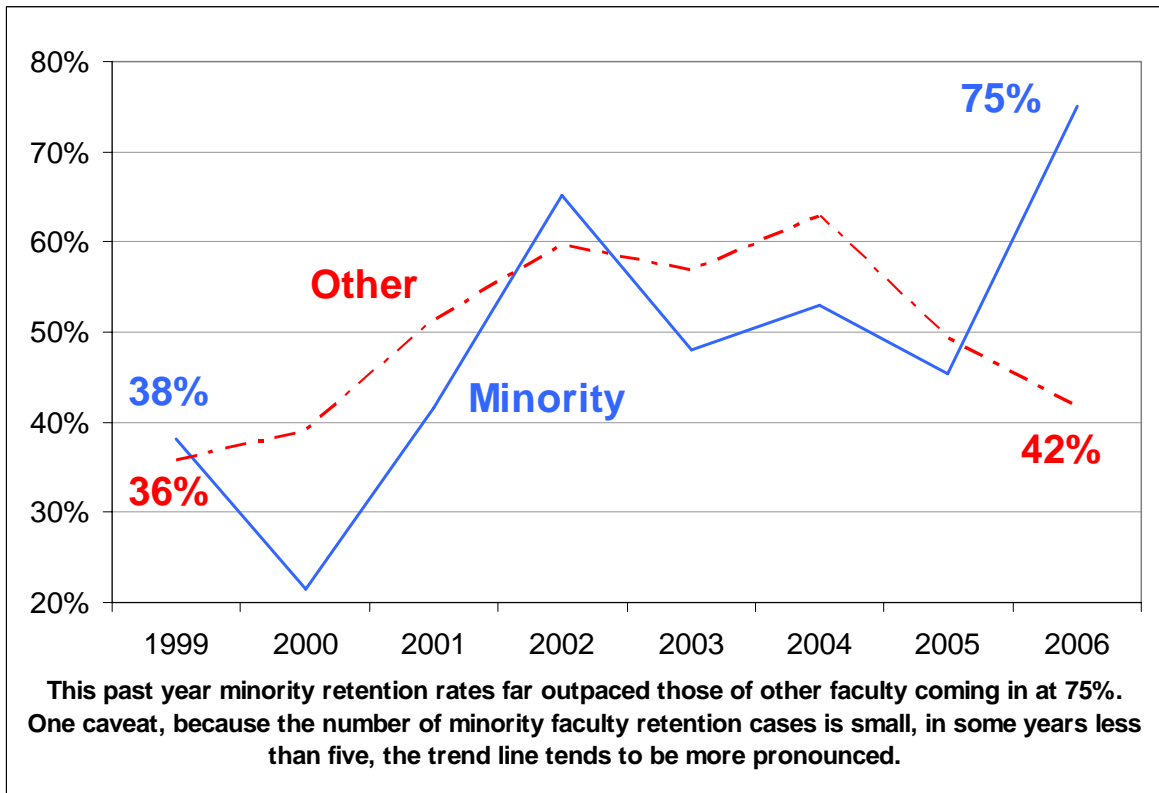


Figure 4. Faculty retention trends, minority and non-minority faculty, FY 1999 - 2006



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teaching-related costs. The upside is that faculty retention rates have stabilized. The downside is that these kinds of salary reallocations make it difficult for the colleges to adequately fund their faculty mission of teaching, research, and public service.

This year the University retained faculty who generated \$43 million in sponsored research over the last 3 years while those we lost generated \$27 million. College and University efforts continue, with internal reallocations resulting in retaining the same number of stellar tenure/continuing track faculty (10) as last year who each earned in excess of \$1 million in research.

Conclusions

In FY 2006, the July and March State appropriated increases helped improve 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 21st percentile in FY 2006.

Overall, retention rates have been minimally fluctuating and remain much higher than in the late 1990's and early 2000's. The number of cases have also stabilized. Coming out of a nation-wide recession, the State has begun to rebuild its budget, reinvest in its rainy-day fund and provide salary increases. This along with continued efforts on part of the UA Administration and Colleges to divert scarce resources to faculty retention have positively affected rates and the number of cases. Reallocation, though, does come at a cost.

It is normal for a number of people to leave the University each year, to follow their own career paths elsewhere. 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. The negative consequences of more than a half-decade of reapportioning limited resources to retain faculty may be showing. This year's retention cases were dominated by full professors who were offered promotion and endowed chair positions elsewhere. The natural professional growth path for faculty is to move into department chair, dean, and other administrative positions. Without dollars to adequately fund promotions from within, the University is in danger of losing its future leaders.

Appendix I:

Report Summary – FY 2006

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	50	45
Clinical Medicine Departments	2	2	0
Deans and Year-to-Year	4	2	2
Total Cases	101	54	47
<i>Percentage</i>			
<i>Tenure/Continuing Track</i>	100%	53%	47%
Clinical Medicine Departments	100%	100%	0%
Deans and Year-to-Year	100%	50%	50%
Total Cases	100%	53%	47%

Which colleges had retention cases?

- Every college except Nursing negotiated retention cases for their tenure/continuing track faculty during FY 2006.
- The colleges of Agriculture and Life Sciences, Engineering/Optical Sciences, Eller College of Management, Fine Arts, Humanities and Social and Behavioral Sciences were heavily recruited from the outside this past year with each losing five or more faculty.

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-Boulder, Georgia State, Illinois-Urbana, North Carolina State, Ohio State, Penn State, Pittsburgh State – Kansas, Rutgers, Texas, Texas Tech, Virginia, and Washington.
- California institutions including UC Davis, UC Merced, UC Santa Barbara and UC Los Angeles.
- Private institutions including Cornell, Marquette, New York University, Southern Methodist, and Villanova
- International institutions including Murdoch University in Australia.
- Other organizations, including Insightful Corporation in Seattle, Weihs Enterprises and private practice and other industries.

Appendix II:

Anecdotal Information – FY 2006

Faculty leave for many reasons, both personal and professional. While the University cannot address all concerns, it is useful to keep abreast of faculty work life issues here and elsewhere. The general themes were the same as last year; however, one particular subject stood out above the rest – that of advancement opportunities. The other two themes were research support and the accommodation of work life and family including dual careers.

Advancement Opportunities:

Other institutions offered 11 of 50 or 22% of the faculty recruited away promotional opportunities while 18 of 45 or 40% of the faculty retained were offered similar administrative positions. Two faculty members from the College of Agriculture and Life Sciences (CALs) were recruited away; one for a department head position and one with the future opportunity for advancement. The Colleges of Fine Arts and Humanities lost several faculty to other institutions offering rank promotions, department chair, and endowed chair positions. The College of Engineering lost faculty to Ohio State University and Villanova, both institutions also offering department head and endowed chair positions. Engineering was able to retain two world-class scholars who were offered research chair positions at Canadian Universities, although, one is still undecided. The Colleges of Law and Social and Behavioral Sciences continue with their successful efforts to retain several faculty offered chair, dean, and rank promotion opportunities. The Library lost one valued member to the Library of Congress not only for advancement opportunities but also for the promise of regularly scheduled raises.

The UA was able to proactively retain a significant number of their future leaders, this year. This is a wake up call, though, to continue to provide opportunities for professional growth and development.

Work Life and Family:

Balancing work life and family is important to many in academia. There were 15 known cases of the 95 faculty receiving retention offers dealing with work life. Faculty are being offered higher salaries with fewer responsibilities elsewhere. In one instance, Pittsburgh successfully recruited a UA faculty member in Social and Behavioral Sciences by offering financial and staff support for research while resetting her tenure clock back to zero. Also, several faculty members from various UA colleges left to either be closer to extended families or to accommodate their own families.

Appendix II – continued

In addition to enhanced salaries and research support, institutions in high priced areas are offering housing subsidies, moving costs and additional percent increases to retirement packages to offset Tucson cost of living advantages.

On a positive note, the UA has been successful retaining several faculty by finding employment for their spouses, offering staff support, and reducing course load assignments to offset the often-overextended work life of faculty.

Research:

Each professor in academia is pursuing her/his lifelong passion in the form of research and creative works. The benefits of research are felt in the classroom as curriculum is continually updated to reflect the latest facts and theories and felt in the community in the form of public service. To pursue research, faculty need adequate support including competent staff, updated laboratories and new equipment. World-class research teams are highly sought after.

The College of Agriculture and Life Sciences (CALs) succeeded this year in retaining a natural products chemist working on cutting-edge cancer research and a department head nominated for the National Academy of Sciences. In one case, CALs offered \$25,000 in salary and \$50,000 in new equipment over the next two years to counter the University of Hawaii's recruitment offer.

The College of Medicine worked hard to retain several faculty working on multi-million dollar grants for cancer, heart, and cell biology and anatomy. One particular set back for the UA Cancer Center this year was when they lost a key drug development researcher to MD Anderson at the University of Texas. While Medicine was able to retain two other world-renowned clinical researchers, Pharmacy was not. Medicine successfully negotiated salary increases along with enhanced support for their research programs.

The College of Science worked to retain two faculty members who are spouses to each other from being recruited by Yale. One is a member of the National Academy of Sciences. By retaining these researchers, Science has begun attracting others in the microbial genomics field and establishing a leadership position over other universities.

The College of Law was able to proactively retain all their faculty who were approached by universities in Colorado, Washington DC, New Zealand, New York, and Chicago. Two faculty who were the co-recipients of the ABOR Learner-Centered Education Grant were sought after for their leadership and expertise in environmental, science, and business law.

Appendix III:

Salary increases offered to the UA faculty– FY 2006^{2, 3}

		<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 46% more in salary trying to recruit UA faculty.	Faculty Recruited Away	21	\$98,170	\$137,431	\$39,000	40%
	Faculty Retained (includes pending)	12	\$84,389	\$133,736	\$49,000	58%
	Known Cases Total	33	\$93,158	\$136,087	\$43,000	46%
	Unknown Salary Offers	62	--	--	--	--
	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 10% more in salary trying to retain faculty.	Faculty Recruited Away	11	\$107,122	\$116,625	\$10,000	9%
	Faculty Retained (includes pending)	43	\$99,859	\$109,780	\$10,000	10%
	Known Cases Total	54	\$101,338	\$111,175	\$10,000	10%
	Unknown Salary Offers	41	--	--	--	--
	Total	95	--	--	--	--

² All salaries are academic equivalent.

³ 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.

Appendix III continued:

Salary increases offered to the UA faculty– FY 2006^{4, 5}

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 21%.	<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 Offers are What % Higher than UA Counter Offers</i>
Faculty Recruited Away	11	\$107,122	\$128,479	\$116,625	20%	9%	10%
Faculty Retained (includes pending)	12	\$84,389	\$133,736	\$101,223	58%	20%	32%
Known Cases Total	23	\$95,261	\$131,222	\$108,589	38%	14%	21%
Unknown Salary Offers	72	--	--	--	--	--	--
Total	95	--	--	--	--	--	--

⁴ All salaries are academic equivalent.

⁵ 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.

Appendix IV

Retention by College⁶ - FY 2006

<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	14	6	2%	8	3%	250	6%
Architecture & Landscape Architecture	1	1	5%	0	0%	20	5%
Education	4	2	4%	2	4%	53	8%
Engineering	9	7	6%	2	2%	121	7%
Fine Arts	5	5	4%	0	0%	117	4%
Humanities	6	5	4%	1	1%	130	5%
Nursing	0	0	0%	0	0%	21	0%
Optical Sciences ⁷	0	0	0%	0	0%	30	0%
Pharmacy	2	2	6%	0	0%	32	6%
Science	6	1	0%	5	2%	284	2%
Social & Behavioral Sciences	20	5	2%	15	6%	255	8%
Eller College of Management	9	8	9%	1	1%	86	10%
Rogers College of Law	8	0	0%	8	24%	33	24%
Zuckerman AZ Coll of Public Health	1	0	0%	1	4%	27	4%
UA South	2	2	13%	0	0%	15	13%
University Libraries	2	2	4%	0	0%	47	4%
Medicine (Basic Science & Administration)	6	4	4%	2	2%	105	6%
Non College Units	0	0	0%	0		48	0%
Total	95	50	3%	46	3%	1,674	6%

⁶ Figures include tenure/continuing track faculty and professionals in all departments except those in clinical medicine.

⁷ Colleges of Optical Sciences and Engineering had joint appointment faculty that were recruited away. Those faculty were counted in Engineering.

Appendix V

Level of Experience Differences between Targeted Faculty and the Faculty at Large⁸

In 2006, faculty with retention offers were on average 5 years younger and had 4 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 eight years the overall average retention rates among those receiving outside offers are: 66% for full professors, 46% for associate professors, and 41% for assistant professors. The opportunity cost to move career and family increases with rank as faculty become more experienced. The University has been looking at ways to improve faculty work life especially for junior faculty. Tenured faculty have received record offers in 2006 with enticements for promotion to department chairs and deanships. The UA was successful in retaining those senior faculty this year.

FY 2006 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	4 years
Professor	Younger	5 yrs	Less	5 years
Associate Professor	Younger	7 yrs	Less	5 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 2001</i>	<i>FY 2002</i>	<i>FY 2003</i>	<i>FY 2004</i>	<i>FY 2005</i>	<i>FY 2006</i>
All Ranks	- 4.5	- 7.1	- 4.6	-4.7	-5.2	-5.0	- 4.9
Professor	- 3.4	- 8.1	- 4.5	-4.2	-4.8	-2.6	- 5.3
Associate Professor	- 4.1	- 3.0	- 4.8	-5.8	-5.4	Same	- 6.6
Assistant Professor	Same	- 2.5	Same	Same	-2.3	Same	Same

⁸ 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 2001</i>	<i>FY 2002</i>	<i>FY 2003</i>	<i>FY 2004</i>	<i>FY 2005</i>	<i>FY 2006</i>
All Ranks	-4.3	-5.5	-3.8	-4.3	-2.9	-6.1	-4.1
Professor	-4.1	-6.2	-4.2	-4.4	-4.3	-5.6	-5.0
Associate Professor	-5.0	-3.4	-3.8	-4.2	-3.1	-3.0	-4.6
Assistant Professor	Same	Same	+1.3	Same	Same	Same	Same