

The University of Arizona, Office of the Provost  
George H. Davis, Sr. Vice President and Provost

---



**The University of Arizona**  
Peter Likins, President

Faculty Salary Market Comparisons  
Faculty Retention/Loss Report 2000

---

Prepared by Elizabeth Ervin  
Vice Provost for Academic Affairs, and  
Office of Decision and Planning Support  
John, Wilson, Director

*December, 2000*

# The University of Arizona

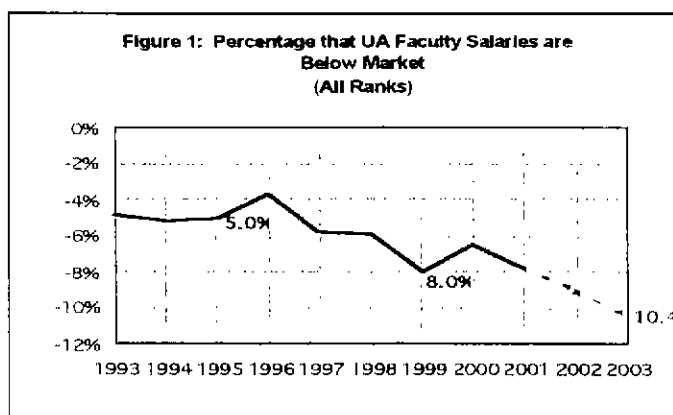
## Faculty Salary Market Comparisons

In recent years, peer comparisons have shown that University of Arizona faculty salaries are below market, and the gap is widening. Increasingly, the university loses talented faculty to other institutions offering substantial salary increases or improved career opportunities. The lack of competitive salaries is threatening the very core of our institution by weakening our ability to successfully attract and retain the highest quality faculty.

### *Data show a significant and growing gap between University of Arizona and peer salaries*

Figure 1 shows the trend of University of Arizona faculty salaries compared to American Association of University Data Exchange (AAUDE) public institutions. The projections are based on budgeted biennial allocations of 2% for The University of Arizona and the 3.6% average increase for AAUDE publics.

Clearly, The University of Arizona is losing ground, moving from 5% below the AAUDE average in 1995 to 8% below today. In 2002, given current trends, the gap will be 10% (see Appendix 1). The same trend appears regardless of the comparison group, showing that the relative decline in salaries is not caused by peer group selection.



### *Cost of living comparisons can be misleading*

One objection to direct salary comparisons is that they do not adjust for cost of living differences. Compared to the ABOR peers, Tucson has an 8% lower cost of living. However, simple cost of living adjustments obscure salary differences. Cost of living differences are often handled outside of salaries. For example, many California and New York institutions provide housing allowances, rental subsidies, down payments or other housing assistance. Adjusting salaries for such payments would increase the gap between The University of Arizona and other universities.

Other reasons why cost of living adjustments obscure the issue of declining salary competitiveness include:

- **Benefits** Virtually all of our peers have higher benefits. A recent analysis shows The University of Arizona ranks 26th out of 30 institutions (see Appendix 2). When benefits--a key compensation component--are included, the faculty salary gap increases \$3,400 per faculty member. This more than offsets the cost of living adjustment for the ABOR peers.
- **Spousal Opportunities** Salary comparisons reflect individual, not family, incomes. Although a moderate cost of living may be an attraction, the lack of quality job opportunities for spouses is a detraction. Lower cost of living is associated with smaller communities and reduced spousal employment opportunities. We regularly lose faculty for this reason.

## *The University of Arizona competes with higher priced private institutions and the private sector*

Like high-tech private businesses, universities vie for faculty and many categories of professionals in a competitive national market. Although cost of living adjustments appear to narrow the University of Arizona salary gap, this overlooks the fact that the ABOR peers include neither private universities nor private businesses. We lose faculty to both and they each pay substantially more in the disciplines for which we have major recruiting and retention problems.

Private Association of American University (AAU) institutions pay an average of 19% more than AAU public institutions. To address this in our comparisons, we can substitute the entire set of AAU institutions for the ABOR peers. In this case, The University of Arizona is more than 9% behind the AAU public institutions, 30% behind the private institutions and 16% behind the average of all AAU institutions (see Appendix 3). While the cost of living adjustment for the AAU group is 16%, the salary adjustment upward when including private institutions more than offsets cost of living adjustments.

The University of Arizona competes with private sector salaries in many disciplines. A substantial number of physicians has moved to the private sector in just the last year. We have also lost top faculty in Management Information Systems, Computer Science, Engineering, Finance, Accounting, and various science disciplines. Although private sector competition does not exist for all faculty, it applies to many of the disciplines where salaries are the highest and in places that might surprise outsiders, such as a Fine Arts faculty member who returned from Disney only after being offered a 50% raise.

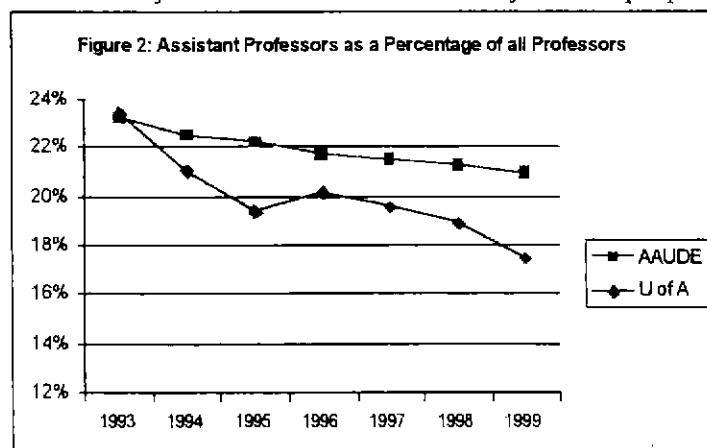
### *Competitive salaries are critical to faculty retention and loss*

The growing salary gap has real consequences. For 1998-99, the average salary difference between The University of Arizona and outside offers was 40%. The salary increases offered to retain faculty with outside offers averaged over 30%. Salary was a factor for 76% of the tenure track faculty who left the University; many also mentioned improved resources.

During this period, faculty losses spanned all ranks: 29 full professors (of whom 4 were department heads), 23 Associate Professors and 22 Assistant Professors. The loss of Assistant and Associate Professors is especially troubling in terms of the future of the institution, as young faculty in the tenure-track pipeline leave to take better-paying positions elsewhere. For instance, the number of Assistant Professor resignations grew from 31% of the 1991-92 cohort to 39% of the 1992-93 cohort.

Compared with other institutions, The University of Arizona has a substantially smaller proportion of its faculty at the Assistant rank, 17.5% compared to the AAUDE average of 21%. This is a leading indicator of our growing inability to recruit and retain new faculty members.

Figure 2 shows Assistant Professors as a percentage of all faculty. The data for all ranks show a steady decline in the percentage of Assistant Professors, an increase at the Associate rank and little change at full Professor rank (see Appendix 4). While the same trend is also occurring nationally, the loss at the Assistant Professor



rank at The University of Arizona is extraordinary. Without the resources to hire and retain the best and brightest young talent, we are losing a crucial battle for the future of the University.

### ***What has The University of Arizona done to stop the exodus of faculty to other institutions?***

Despite relatively flat budget levels for the past several years, the University has invested millions of dollars in faculty salaries through internal reallocations. Since 1995, the University has contributed over \$13 million dollars to fund salary increases needed to maintain a competitive workforce (see Appendix 5). These funds have been diverted from other critical areas to address retention, market, merit and equity problems. Dollars have been "cannibalized" from vacant faculty lines, thus preventing the hiring of much needed new faculty in order to retain existing faculty. Retention data from a recent survey show that in 166 of the 201 *successful* retention cases from 1993 to 1998—83% of the cases cited—vacant lines were used to obtain the funds needed to keep faculty at the University. The institution has found itself in the position of "eating its own seed corn" in order to try to remain competitive in the short term. This approach is not sustainable.

### ***What other states are doing***

This year, many states took dramatic action to correct the general downward swing in university funding. The Florida and Maryland legislatures approved double-digit percentage increases in general funding. Virginia and Texas enacted biennial increases of 15% and 13.5 %, respectively. Indiana and Ohio passed increases of 12% and 10%, respectively, for 1999-2001. Mississippi allocated 17% for fiscal 2000, with 7.5% earmarked for faculty and staff salaries. Arizona's appropriations stand in stark contrast to these examples (The Chronicle, 6/1999).

### ***Conclusion***

The University cannot continue down this ultimately destructive route without serious consequences. We must fully fund faculty salaries at market levels in order to reverse the flow of faculty from The University of Arizona to other, more competitive institutions. Without state support to fully fund market salary levels, we will continue our current slide toward the bottom of the competitive heap. It is our hope that this report will provide valuable assistance in the effort to present the facts and implications of our situation to our Regents and lawmakers.

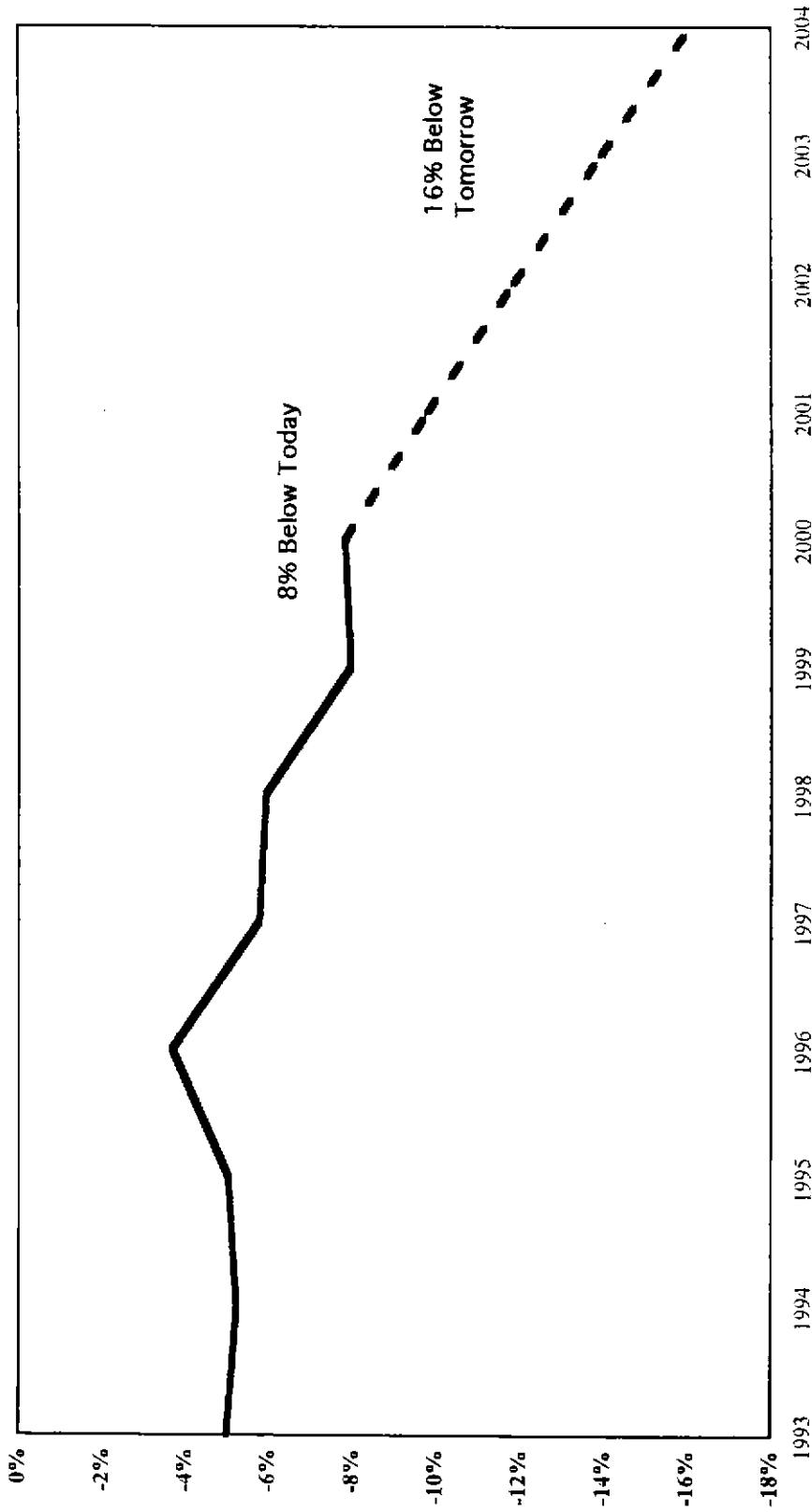
The University of Arizona  
Growing Faculty Salary Gap

		Academic Appointment Average Salaries												Growth Rate			
		Actual						Projected									
		1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04				
<b>All Ranks</b>																	
U of A	53,106	54,830	57,425	59,789	60,792	63,103	65,913	68,903	70,063	71,464	72,893	74,351	74,351	74,351	74,351	74,351	2.0%
AAUDE Public	55,761	57,695	60,311	61,979	64,300	66,840	71,157	74,286	76,927	79,933	83,056	86,303	86,303	86,303	86,303	86,303	3.9%
% Difference	-5.0%	-5.2%	-5.0%	-3.7%	-5.8%	-5.9%	-8.0%	-7.8%	-9.8%	-11.9%	-13.9%	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	
Assistant Professor																	
U of A	40,492	41,799	43,581	44,318	44,760	46,905	48,520	50,077	51,079	52,100	53,142	54,205	54,205	54,205	54,205	54,205	2.0%
AAUDE Public	41,167	42,207	43,641	44,912	46,451	48,042	50,386	52,300	54,119	56,002	57,950	59,966	59,966	59,966	59,966	59,966	3.5%
% Difference	-1.7%	-1.0%	-0.1%	-1.3%	-3.8%	-2.4%	-3.8%	-4.4%	-6.0%	-7.5%	-9.0%	-10.6%	-10.6%	-10.6%	-10.6%	-10.6%	
Associate Professor																	
U of A	45,436	46,731	47,827	49,954	50,792	52,856	54,286	57,702	58,656	60,033	61,234	62,459	62,459	62,459	62,459	62,459	2.0%
AAUDE Public	48,026	49,271	51,024	52,474	54,161	56,141	59,084	61,900	64,185	66,555	69,072	71,560	71,560	71,560	71,560	71,560	3.7%
% Difference	-5.7%	-5.4%	-6.7%	-5.0%	-5.6%	-5.2%	-8.8%	-7.3%	-9.1%	-10.9%	-12.7%	-14.6%	-14.6%	-14.6%	-14.6%	-14.6%	
Professor																	
U of A	64,740	65,874	68,831	72,248	73,581	76,138	79,449	83,403	85,071	86,772	88,508	90,278	90,278	90,278	90,278	90,278	2.0%
AAUDE Public	66,526	70,091	72,727	74,958	77,940	81,232	86,230	90,800	94,525	98,403	102,440	106,643	106,643	106,643	106,643	106,643	4.1%
% Difference	-5.8%	-6.4%	-5.7%	-3.8%	-5.9%	-6.7%	-8.5%	-8.9%	-11.1%	-13.4%	-15.7%	-18.1%	-18.1%	-18.1%	-18.1%	-18.1%	

Source: Association of American Universities Data Exchange (AAUDE) Faculty Salaries

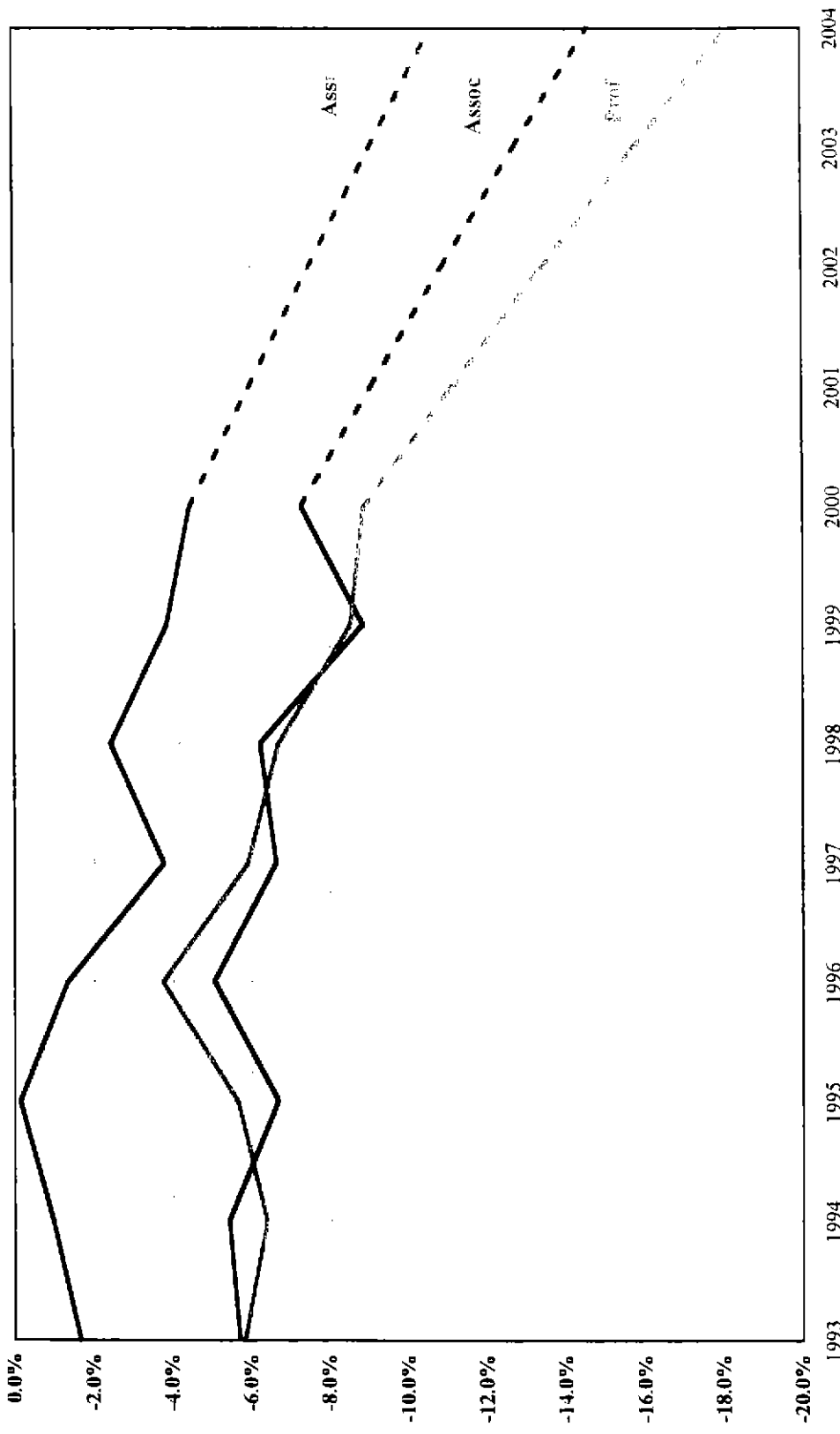
Note: AAUDE Public Institutions Weighted Average Salaries include all official NCES CIP code disciplines except College of Medicine.

### Percentage that University of Arizona Faculty Salaries are Below Market (All Ranks)



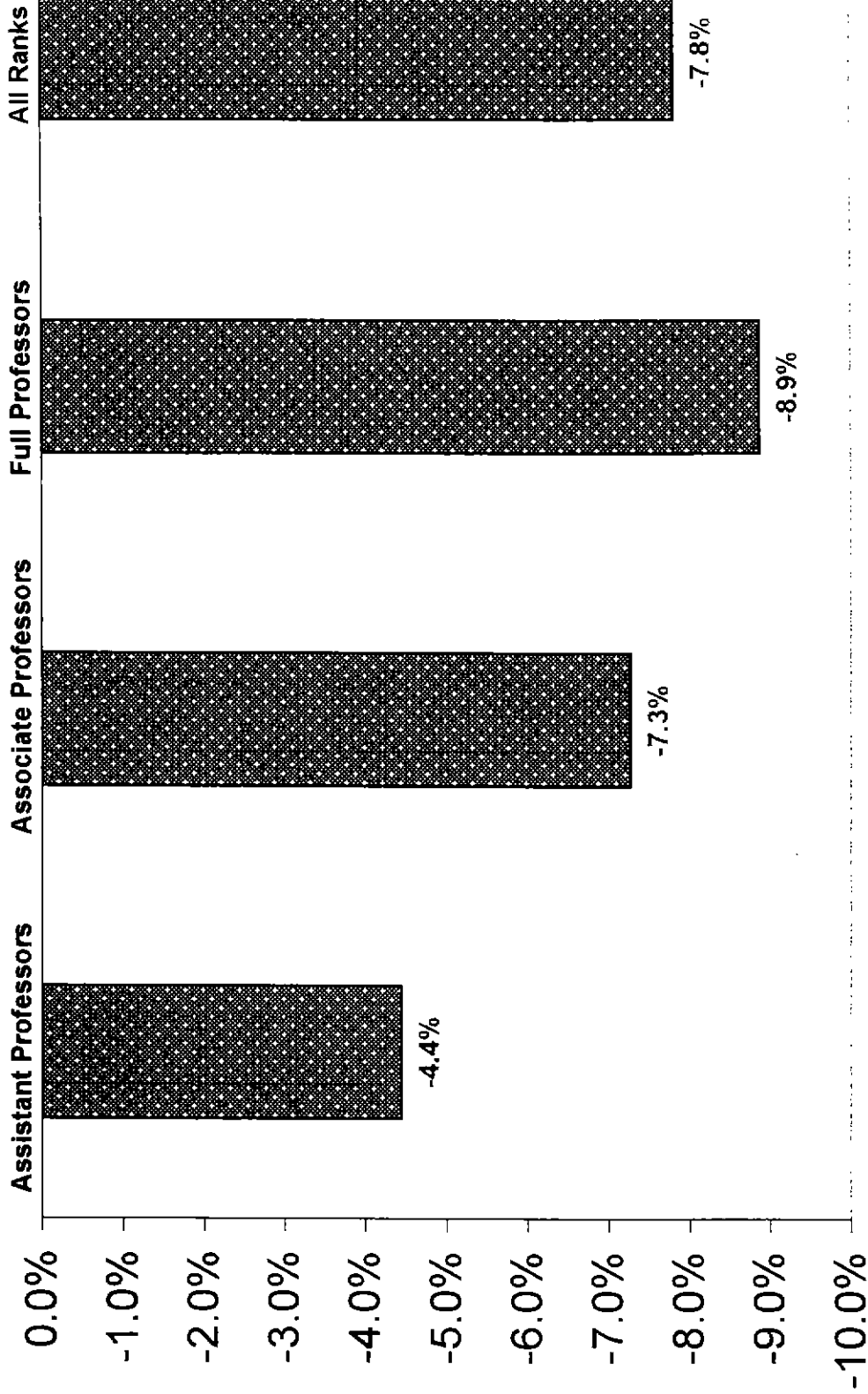
Source: AAUDE Faculty Salaries from public institutions (medicine excluded)

### Percentage that UA Faculty Salaries are Below Market



Source: AAUDE Academic Appointment Faculty Salaries from public institution (medicine excluded)

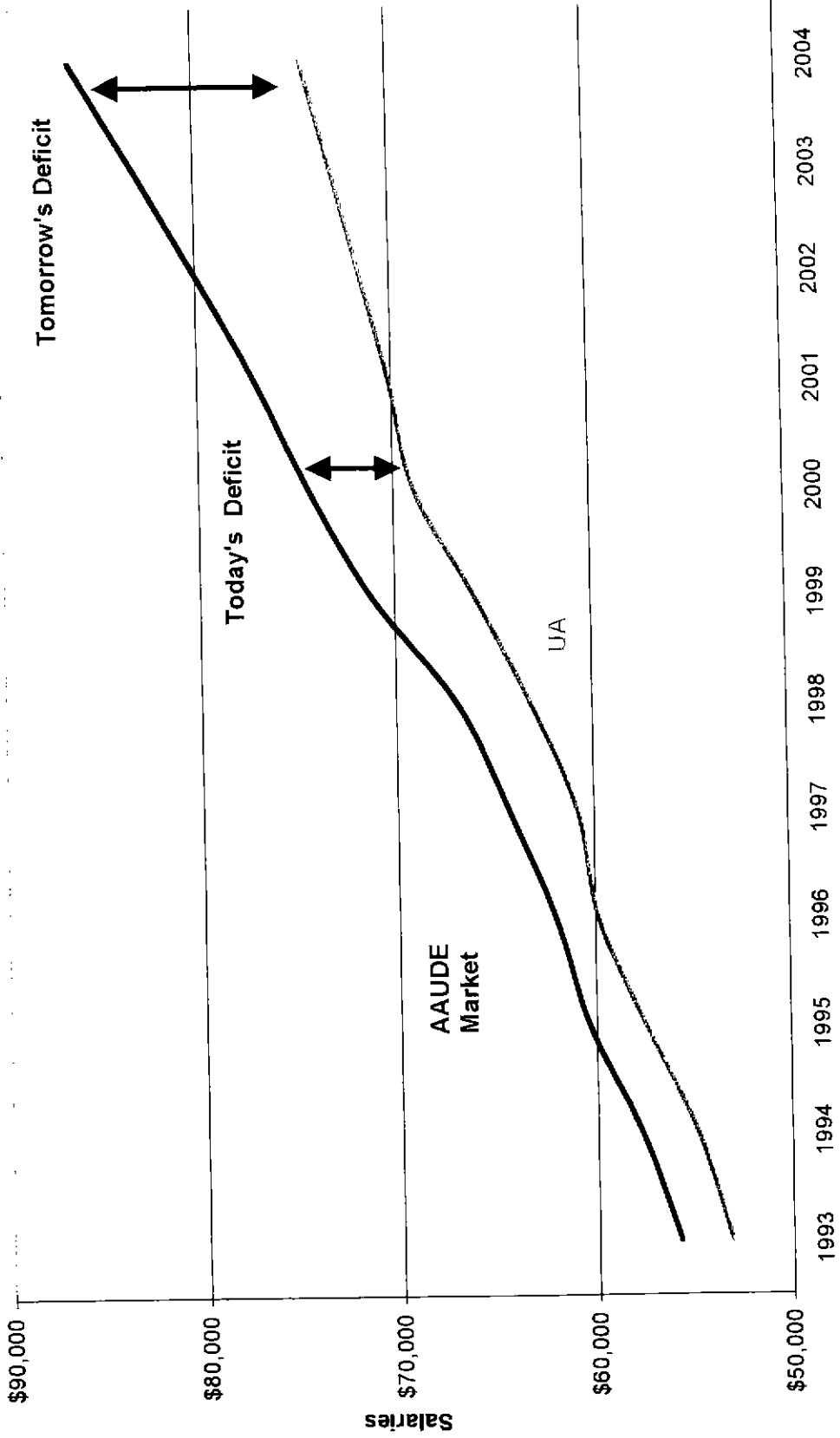
# UA Faculty Salaries Below Peer Average



Source: AAUDE Faculty Salaries from Public Institutions (medicine excluded)



# University of Arizona Faculty Salaries are Below Market



Source: AAUDE Faculty Salaries from public institutions (medicine excluded)

# The University of Arizona

## Faculty Retention/Loss Report, FY 2000

### Contents of the Report

- FY 2000 Faculty Retention Survey Results
- FY 2000 Faculty Retention Data by College
- Summary of anecdotal information and list of institutions to whom UA loses faculty

### Intent of the Report

This is the third report surveying faculty retention and losses at the University of Arizona. The report is broadly intended to interpret data on faculty retention and loss in order to track our competitiveness with other institutions. The data and anecdotes on why we lose faculty in the retention process support our discussions on faculty salaries and other resources with ABOR and the Legislature. Additionally, the anecdotal information in the report provides information that may influence decisions related to non-salary resources and campus climate.

### Caveats

The Office of the Provost produced its first report on faculty recruitment/retention/losses in 1998, using a college survey method in which only nine colleges submitted information. The 1999 and 2000 reports were based on a 100% response from the colleges.

It is normal for a number of people to leave the University, to follow their own career paths and to move on to new positions elsewhere. Every faculty loss, whether through an unsuccessful recruitment or failed retention, is not necessarily unusual or bad. We are trying to assess the UA's competitive health, beyond what would be normal attrition. By studying the individual cases in this year's report, we see that many of our younger, highly productive and better-paid faculty are being successfully headhunted by other institutions.

### Conclusions

Perhaps the greatest value of the information contained in the report comes from a general sense of what is contained in the anecdotes, and from the roster of institutions to whom we lose faculty, as well as the differences in salaries between those at UA and in the new positions. All of this data enables us to provide stronger arguments for our efforts to achieve more competitive faculty salaries at the UA.

*E. Ervin*  
*October, 2000*

**The University of Arizona**  
**Faculty Retention Survey Results**  
**FY 2000**

How Many?	Total	Retention Failure	Retention Successes (includes pending)
<b>Number of Cases that were Tenure/Continuing Track</b>	<b>83</b>	<b>53</b>	<b>30</b>
Number of Cases that were in Clinical Medicine Departments	4	4	0
Number of Cases that were Deans or Year-to-Year	3	3	0
Number of Cases in Survey	90	60	30
<b>Percentage of Cases that were Tenure/Continuing Track</b>	<b>100%</b>	<b>64%</b>	<b>36%</b>
Number of Cases that were in Clinical Medicine Departments	100%	100%	0%
Number of Cases that were Deans or Year-to-Year	100%	100%	0%
Number of Cases in Survey	100%	67%	33%

**Which Colleges?**

- All colleges, except Provost, were unable to retain faculty who chose to leave.
- More than half of the colleges were able to successfully retain some of their faculty who had better offers elsewhere.

**Which Departments?**

- 49 Departments experienced retention issues with their tenure/continuing track faculty and academic professionals.
- Economics, Mathematics, Political Science, Sociology and the Library had 4 or more faculty/academic professionals with retention issues.

**Where did our Faculty Go?**

The University of Arizona has lost faculty to public and private universities as well as the private sector.

Some of the Universities include: Arizona State University, UC Berkeley, Cal Poly, Columbia, San Francisco State Univ, Texas Tech, GA State Univ, Georgia Tech, U of Arkansas, U of Maryland, U of Mississippi, U of Missouri, SUNY - Stonybrook, U of Hawaii, U Washington, U of Texas, UT-San Antonio, U of Wyoming.

The private sector includes, American Library Assoc, Copyright Office, the National Institute of Health, Academy of Natural Sciences

**Key Points:**

- For those cases where there was information on outside salary offers, outside agencies and institutions offered on average 41% more in salary trying to recruit away University of Arizona faculty.
- For those cases where there was information on UA counter salary offers, the University offered on average 10% more in salary trying to retain faculty.
- For those cases where there was information on both outside and UA counter offers, the salary gap between the two offers was only slightly greater for those we lost versus those we were successful in retaining.

Source: FY 2000 Faculty Retention Survey, University of Arizona

**The University of Arizona  
Faculty Retention Survey Results  
FY 2000**

**Where known, what were the average percentage salary increases offered to University of Arizona faculty<sup>1</sup>?**

For those cases where there was information on outside salary offers, outside agencies and institutions offered on average 41% more in salary trying to recruit away University faculty.

Outside Salary Offer Compared to Faculty's Prior Salary					
	N	Prior UA Salary	Outside Salary Offer	Dollar Difference	Percent Salary Increase
<b>Retention Failure</b>	11	\$ 57,322	\$ 75,275	\$ 18,000	31%
<b>Retention Success (includes pending)</b>	11	\$ 61,477	\$ 92,130	\$ 31,000	50%
<b>Known Cases Total</b>	<b>22</b>	<b>\$ 59,400</b>	<b>\$ 83,703</b>	<b>\$ 24,000</b>	<b>41%</b>
Unknown Outside Salary Offers	61	--	--	--	--
<b>Total</b>	<b>83</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For those cases where there was information on UA counter offers, the University offered on average 10% more in salary trying to retain faculty.

UA Counter Salary Offer Compared to Faculty's Prior Salary					
	N	Prior UA Salary	UA Counter Salary Offer	Dollar Difference	Percent Salary Increase
<b>Retention Failure</b>	33	\$ 58,291	\$ 60,223	\$ 2,000	3%
<b>Retention Success (includes pending)</b>	30	\$ 68,121	\$ 78,737	\$ 11,000	16%
<b>Known Cases Total</b>	<b>63</b>	<b>\$ 62,972</b>	<b>\$ 69,040</b>	<b>\$ 6,000</b>	<b>10%</b>
Unknown UA Counter Salary Offers	20	--	--	--	--
<b>Total</b>	<b>83</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For those cases where there was information on both outside and UA counter offers, the salary gap between both offers was slightly higher for those we lost versus those we were successful in retaining.

Outside and UA Counter Offer Compared to Faculty's Prior Salary							
	N	Prior UA Salary	Outside Offer Salary	UA Counter Salary Offer	Percent Salary Increase Outside Offers	Percent Salary Increase of UA Counter Salary Offers	Outside Salary Offers are What Percent Higher than UA Counter Salary Offers
<b>Retention Failure</b>	5	\$ 72,789	\$ 99,000	\$ 77,344	36%	6%	28%
<b>Retention Success (includes pending)</b>	11	\$ 61,477	\$ 92,130	\$ 75,094	50%	22%	23%
<b>Known Cases Total</b>	<b>16</b>	<b>\$ 65,012</b>	<b>\$ 94,277</b>	<b>\$ 75,797</b>	<b>45%</b>	<b>17%</b>	<b>24%</b>
Unknown Outside or Counter Salary Offers	67	--	--	--	--	--	--
<b>Total</b>	<b>83</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

<sup>1</sup> Analysis includes 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 private practice and the outside salary offers reported were from sole, private-practice providers.

<sup>2</sup> All salaries are academic equivalent.

Source: FY 2000 Faculty Retention Survey, University of Arizona

## Faculty Retention Survey Results FY 2000

**Overall, 5% of the faculty and academic professionals had retention issues.**

	Total Retention	Retention Failures		Retention Successes (includes pending)		Total College	Percent Retention Issues
	N	N	%	N	%	N	
College of Agriculture	10	5	50%	5	50%	255	4%
College of Architecture						20	0%
College of Business & Public Administration	7	3	43%	4	57%	77	9%
College of Education	5	5	100%			63	8%
College of Engineering & Mines	3	3	100%			135	2%
College of Fine Arts	4	3	75%	1	25%	116	3%
College of Humanities	6	4	67%	2	33%	131	5%
College of Law	3	2	67%	1	33%	29	10%
College of Nursing	2	2	100%			23	9%
College of Pharmacy	2	1	50%	1	50%	29	7%
College of Science	13	10	77%	3	23%	275	5%
College of Social & Behavioral Sciences	16	4	25%	12	75%	233	7%
Health Professions	2	2	100%			3	67%
Sierra Vista Campus	1	1	100%			10	10%
University Libraries	8	8	100%			49	16%
College of Medicine (Basic Science)						54	0%
<b>Non College Units:</b>							
Provost	1		0%	1	100%	28	4%
Research & Graduate Studies						46	0%
Undergraduate Education						11	0%
Administrative Units						3	0%
<b>Total</b>	<b>83</b>	<b>53</b>	<b>64%</b>	<b>30</b>	<b>36%</b>	<b>1,590</b>	<b>5%</b>

Note: Includes Tenure and Continuing track faculty and academic professionals in all departments except those in clinical medicine.

Sources: FY 2000 Faculty Retention Survey, University of Arizona, DAPS Census Files

## Which tenure-track faculty at The University of Arizona are experiencing retention issues?

Based on survey data collected by the Provost's office at the University of Arizona for FY 1999 it was found that there was a statistically significant difference in the amount of experience for those tenure-track faculty receiving outside offers compared to all tenure-track faculty. On average, the faculty leaving the University are 4.5 years younger and have 4 years less experience than their UA counterparts. They are also at the highest pay scale. It can be said that the University of Arizona is a training ground for better-financed institutions because we are able to attract high achievers, but are then unable to keep them due to much higher salary offers elsewhere afterwards.

Our assistant professors are leaving for institutions with higher compensation offers as their careers progress. Our Associate and full professors who are being headhunted are younger and have less experience at the UA than their University peers.

### UA tenure-track faculty with retention issues are younger and less experienced than the faculty in general.

	Older/Younger	By Number of Years	More/Less Experience	By Number Years at UA
All Ranks	Younger	5 yrs	Less	4 years
Professor	Younger	3 yrs	Less	4 years
Associate Professor	Younger	4 yrs	Less	5 years
Assistant Professor	*		*	

\* Not Statistically Significant

### Methodology

An analysis was conducted comparing the ages and years of experience between tenure-track faculty in the survey and the population, 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. The only rank where the differences were not statistically different was for assistant professors, with the average years of experience being 3 years.