

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



The University of Arizona
Peter Likins, President

Faculty Retention/Loss Report 2002

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

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The University of Arizona Faculty Retention/Loss Report, FY 2002

Contents of the Report

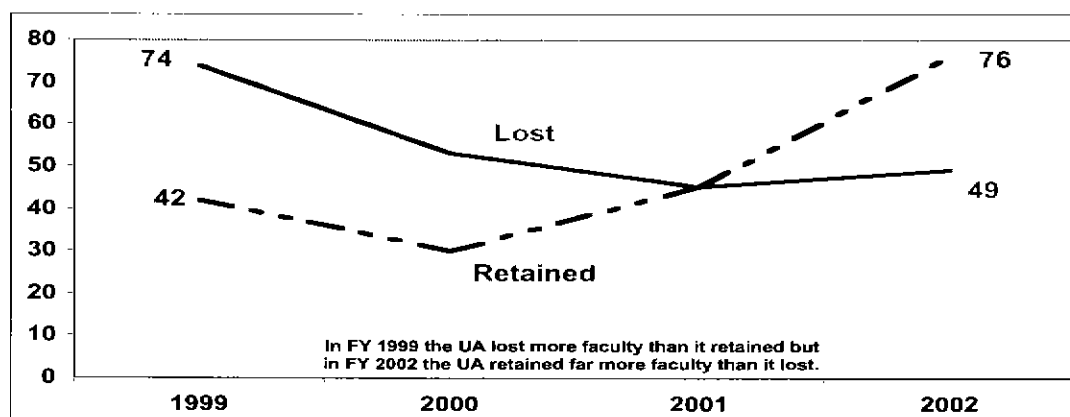
- Summary of Findings of the Report 2 - 4
- FY 2002 Faculty Retention Survey Results 5 - 6
- FY 2002 Faculty Retention Data by College 7
- Summary of anecdotal information and list of institutions to whom UA lost faculty 8
- Analysis of faculty targeted for outside offers 9

Findings of the Report

This is the fifth report surveying faculty retention and losses at the University of Arizona. The data and anecdotes support 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. The combination of decreasing state support for faculty salaries and the resulting concern over "brain drain" at all three institutions resulted in a special allocation for salary competitiveness for FY 2002. Unfortunately, that allocation was a casualty of the budget cuts, but continued focus on the seriousness of the problem may result in a future restoration of that allocation. Additionally, in times of severe financial stress, we must make thoughtful decisions about which faculty to retain, since these retention dollars will also strengthen certain programs.

This year's report shows a very dramatic and encouraging increase in the number of retention successes. (See Figure 1.) In spite of a dismal economy, a deplorable state budget, and no immediate relief in sight, many more faculty have chosen to remain at the UA. This apparent contradiction appears to be the result of aggressive retention efforts on the part of colleges and the central administration, as well as faith on the part of faculty in the fundamental strengths and quality of the UA.

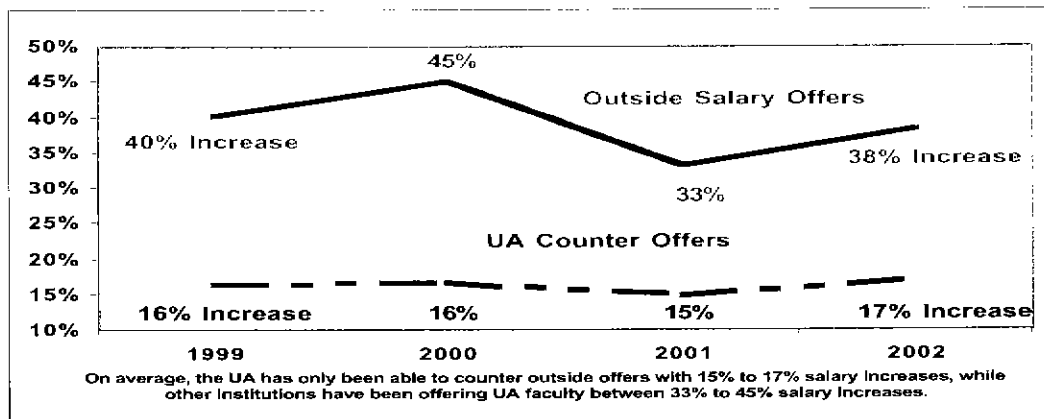
Figure 1. Retention trends, FY 1999 - FY 2002



**University of Arizona
Faculty Retention/Loss Report, FY 2002**

The trend is all the more heartening in light of data that show that the UA is generally not able to match the level of outside offers. (See Figure 2.) The UA's counter offers hover between 15% – 17% increases, against outside offers that range from 33% - 45% above the faculty member's existing UA salary.

Figure 2. Comparison of outside offers and UA counter offers, FY 1999 – FY 2002



Improvements in Diverse Retentions

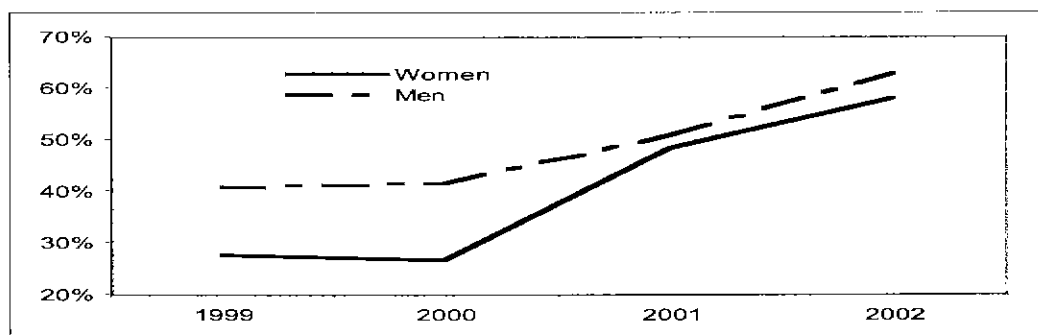
The four-year trend shows steady improvement in the UA's ability to retain faculty from underrepresented groups. Table 1 presents retention data for individual years and in aggregate numbers.

Table 1. Retention data, FY 1999 – FY 2002

	1999	2000	2001	2002	All Years
Retained Total	42	30	45	76	193
Women	11	8	14	29	62
Men	31	22	31	47	131
Minority	8	3	5	15	31
Other	34	27	40	61	162
Total Retention Cases	116	83	90	125	414
Women	40	30	29	50	149
Men	76	53	61	75	265
Minority	21	14	12	23	70
Other	95	69	78	102	344

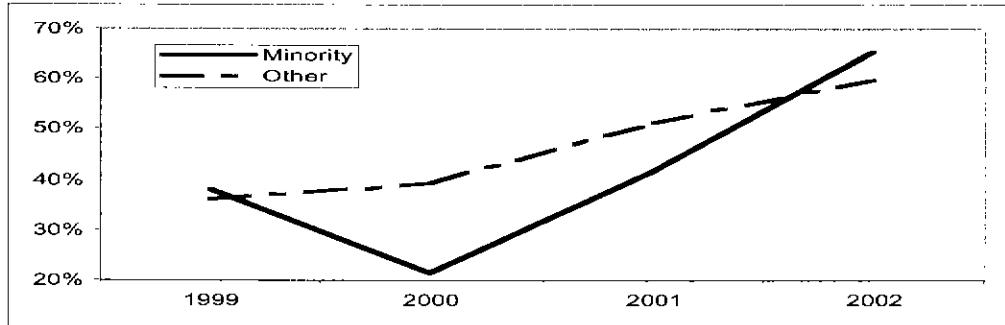
Figures 3 and 4 illustrate the trends in the successful retention of women and minority faculty from FY 1999 – FY 2002.

Figure 3. Faculty retention trends, women and men, FY 1999 – FY 2002



University of Arizona
Faculty Retention/Loss Report, FY 2002

Figure 4. Faculty retention trends, minority and non-minority faculty, FY 1999 – FY 2002



Conclusions

It is normal for a number of people to leave the University each year, to follow their own career paths and to move on to new positions elsewhere. We must assess the UA's competitive health beyond what is normal attrition, in order to prevent the loss of our most outstanding faculty for the wrong reasons – such as our inability to offer competitive salaries, or to provide a supportive working environment.

In addition, we must view our retentions with a keen strategic eye, measuring them against our stated mission strengths and areas of importance. We know that successful retentions are, in effect, one form of reallocation. As we target certain faculty for assertive retention, we refocus scarce resources and emphases.

Furthermore, the stated commitment of the institution to improving its record in the area of diversity is beginning to play out in the retention process as the units, colleges, and administration aggressively seek to retain faculty from underrepresented groups.

The significant increase in retention successes reaffirm two convictions: that our most important asset is the strength of our faculty, and that the institution is committed to keeping its quality faculty, even in the face of vigorous outside assaults during the worst of economic times.

*E. Ervin
September 2002*

Faculty Retention Survey Results FY 2002

How many retention cases did the UA face in FY 2002?	Total	Faculty Recruited Away	Faculty Retained (includes pending)
Number of Cases that were Tenure/Continuing Track	125	49	76
Number of Cases that were in Clinical Medicine Departments	8	8	0
Number of Cases that were Deans or Year-to-Year	6	4	2
Number of Cases in Survey	139	61	78
Percentage of Cases that were Tenure/Continuing Track	100%	39%	61%
Number of Cases that were in Clinical Medicine Departments	100%	100%	0%
Number of Cases that were Deans or Year-to-Year	100%	67%	33%
Number of Cases in Survey	100%	44%	56%

Which Colleges had retention cases in FY 2002?

- Every college except Nursing, Public Health, and UA South negotiated retention cases during FY 2002.
- The colleges of Agriculture, Business, Education, Engineering and Mines, Humanities, Law, Pharmacy, Science, Social and Behavioral Science, the University Libraries, Medicine and other non-college units all dealt with retention issues for 5% or greater of their total faculty.
- All main campus colleges were unable to retain some of the faculty who were recruited elsewhere. Nursing, Pharmacy, Health Related Professions, and UA South fared much better this year, with no retention cases.
- All of the colleges except Architecture were able to successfully retain some of their faculty who had better offers elsewhere.

Key Points:

- The number of retention cases increased significantly in 2002 compared to 2001 (125 compared to 90, or over a 39% increase). The UA was able to successfully retain a larger percentage of faculty in 2002: 76 of 125, or 61%, as contrasted with 2001 when the retention success ratio was 50%.
- For those cases where there was information on outside salary offers, outside institutions offered an average of a 36% higher salary to recruit faculty away.
- For those cases where there was information on UA counter offers, the UA offered on average 15% more in salary, trying to retain faculty.
- For those cases where there was information on both the outside offers and UA counter offers, the salary gap between the two offers was much higher for those we lost (a 30% difference) than for those we retained (a 13% difference).
- The faculty recruited away in 2002 generated \$10.0 million in sponsored research over the last 3 years. Those faculty whom the University was able to retain in 2002 generated \$75.9 million in sponsored research over the last 3 years. While the University was able to retain some top researchers this year, (one engineering professor alone produced \$23.0 million in research over the last 3 years), the efforts must be constant, because top institutions are continuing their attempts to lure away the UA's most outstanding faculty.

Note: In response to worsening competitive faculty salaries, the College of Engineering also gave college-wide pre-emptive retention dollars to 75 of their tenure-track faculty. These cases are not included in the survey and are in addition to the 10 negotiated cases that are included in the survey.

Source: FY 2002 Faculty Retention Survey, University of Arizona

**University of Arizona
Faculty Retention/Loss Report, FY 2002**

What were the average percentage salary increases offered to University of Arizona faculty¹?

For those cases where there was information on outside offers, outside agencies and institutions offered on average 36% more in salary trying to recruit UA faculty.

	Outside Offer Compared to Faculty's Prior Salary				
	N	Prior UA Salary	Outside Salary Offer	Dollar Difference	Percent Salary Increase
Faculty Recruited Away	29	\$ 73,691	\$ 102,269	\$ 29,000	39%
Faculty Retained (includes pending)	37	\$ 69,779	\$ 93,574	\$ 24,000	34%
Known Cases Total	66	\$ 71,498	\$ 97,395	\$ 26,000	36%
Unknown Outside Salary Offers	59	--	--	--	--
Total	125	--	--	--	--

For those cases where there was information on UA counter offers, the UA offered on average 15% more in salary trying to retain faculty.

	UA Counter Offer Compared to Faculty's Prior Salary				
	N	Prior UA Salary	UA Counter Salary Offer	Dollar Difference	Percent Salary Increase
Faculty Recruited Away	24	\$ 70,639	\$ 76,683	\$ 6,000	9%
Faculty Retained (includes pending)	67	\$ 73,329	\$ 85,486	\$ 12,000	17%
Known Cases Total	91	\$ 72,620	\$ 83,164	\$ 11,000	15%
Unknown UA Counter Salary Offers	34	--	--	--	--
Total	125	--	--	--	--

For those cases where there was information on both outside offers and UA counter offers, the salary gap between the offers was 2.3 times higher for those we lost versus those we retained.

	Outside and UA Counter Offer Compared to Faculty's Prior Salary						
	N	Prior UA Salary	Outside Offer	UA Counter Offer	Percent Salary Increase Outside Offers	Percent Salary Increase of UA Counter Offers	Outside Salary Offers are What Percent Higher than UA Counter Offers?
Faculty Recruited Away	18	\$ 72,958	\$ 104,987	\$ 81,016	44%	11%	30%
Faculty Retained (includes pending)	34	\$ 70,918	\$ 96,001	\$ 85,099	35%	20%	13%
Known Cases Total	52	\$ 71,624	\$ 99,112	\$ 83,686	38%	17%	18%
Unknown Outside or Counter Salary Offers	73	--	--	--	--	--	--
Total	125	--	--	--	--	--	--

¹Analysis 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.

Note: All salaries are academic equivalent.

Source: FY 2002 Faculty Retention Survey, University of Arizona

Overall, 8% of the faculty and academic professionals were actively recruited by outside institutions and organizations.

	Total Retention Cases	Faculty Recruited Away		Faculty Retained (includes pending)		Total College	Percent Retention Cases
	N	N	%	N	%	N	
College of Agriculture	20	7	35%	13	65%	256	8%
College of Architecture	1	1	100%			25	4%
College of Business & Public Administration	11	8	73%	3	27%	79	14%
College of Education	4	2	50%	2	50%	66	6%
College of Engineering & Mines	10	3	30%	7	70%	134	7%
College of Fine Arts	5	3	60%	2	40%	116	4%
College of Humanities	7	4	57%	3	43%	134	5%
College of Law	7	2	29%	5	71%	35	20%
College of Nursing						24	0%
College of Pharmacy	2		0%	2	100%	28	7%
College of Public Health						10	0%
College of Science	23	8	35%	15	65%	280	8%
College of Social & Behavioral Sciences	20	4	20%	16	80%	224	9%
UA South						11	0%
University Libraries	6	4	67%	2	33%	50	12%
College of Medicine (Basic Science & Admin)	3	2	67%	1	33%	78	4%
Non College Units:							
Provost	4		0%	4	100%	33	12%
Research & Graduate Studies	2	1	50%	1	50%	43	5%
Undergraduate Education						10	0%
Administrative Units						1	0%
Total	125	49	39%	76	60%	1,637	8%

Note 1: Includes Tenure and Continuing track faculty and academic professionals in all departments except those in clinical medicine.

Note 2: In response to worsening competitive faculty salaries, the College of Engineering also gave college-wide pre-emptive retention dollars to 75 of their tenure-track faculty. These cases are not included in the survey and are in addition to the 10 negotiated cases that are included in the survey.

Sources: FY 2002 Faculty Retention Survey, University of Arizona, DAPS Census Files

Where did our faculty go?

The University of Arizona lost faculty to top tier public and private universities as well as to the private sector. Some of the universities include:

- The universities of Michigan, Minnesota, North Carolina, Pennsylvania, Texas (Austin), Utah, Washington, Wisconsin, and British Columbia
- The California institutions, including San Francisco State, Stanford, UC Berkeley, UC Davis, UC Irvine, UC Santa Barbara, UC Santa Cruz
- Others include George Mason, Georgia Tech, Oberlin College, Harvard, Indiana University, Notre Dame, Rutgers, SUNY Stonybrook, NY University, Wesleyan University, and the Universitaet of Potsdam
- Some of the private sector and other institutions include: Atlantic Health Systems; National Institutes of Health; Undersecretary for Environmental Policy & Planning, Mexico City; and Greenwich Historical Society, Massachusetts

Why did our faculty go?

- For one faculty member who left, there were two overriding issues: severe salary compression and the concern over the lack of resources for program development. For another faculty member who left, major issues were dissatisfaction with the resource support for interdisciplinary collaboration at the University and the lack of hiring in their research area.
- One of the tenure-eligible faculty members who left was offered a tenured position at University of North Carolina – Chapel Hill. Another faculty member was offered a salary increase and title promotion.
- Another faculty member wanted to work with leaders in the field. Another faculty member in Fine Arts was offered a Dean's position while being closer to desired professional ties.
- The College of Science lost (a) the largest grant earner with an internationally visible reputation, (b) an excellent young scientist who was about to attain tenure, and (c) a distinguished scholar in the science of complexity.
- Another faculty member in Science was offered a full professorship at the ETH Zurich and at the Universitaet Zurich, along with an excellent salary and start-up package. Other incentives were a growth of 6 steps per year, and four post-doctoral positions.
- One faculty member was frustrated with the UA budget limitations on recruiting in the home college, and replacing key personnel in the home unit. The faculty member's loss jeopardizes Title VI funding and program ranking.

Why are our faculty actively seeking positions elsewhere?

Many faculty express concerns about the budget cuts and subsequent lack of resources. Limited funding has resulted in a lack of key recruiting and appointment of new faculty and heads in their departments, thereby leading them to look elsewhere. One such faculty member is Hispanic, an important role model, a very popular teacher, and is highly active in her research area. She cites an urgent need for UA to recruit other minority faculty.

In another department, a faculty member cites two major concerns, the direction and future of the department due to the lack of faculty recruitment and the poor budget environment. This faculty member has been offered a headship at the University College in London. These examples are representative of the anecdotal comments provided by faculty members who have decided to leave the UA for other institutions.

Do outside retention attempts show a pattern of targeting particular faculty groups?

Four years of survey data collected by the Provost's Office indicate that there are statistically significant differences in the amount of experience of those tenure-track faculty receiving outside offers compared to all tenure-track faculty. On average, those who receive outside offers are 5 years younger and have 4 years less experience than their UA counterparts.

The gap in experience between targeted faculty and the faculty-at-large peaked in FY 2001 and returned to FY 1999 levels in FY 2002. In FY 2001, targeted faculty were 7 years younger and had 6 years less experience than the faculty in general. In FY 2002 targeted faculty were 5 years younger and had 4 years less experience than the faculty in general.

This past year, the institution has made significant progress in retaining faculty, with the success rate reaching a 4-year high of 61% compared to fiscal years 1999 and 2000, when the success rate was 36%. However, the University's retention problems are far from over. The data clearly show that the faculty most at risk are those in their early careers, the rising stars and emerging leaders – the very people we need to retain! With continued decreases in state funding for infrastructure and salary adjustments far below the market, we can't expect this year's success to continue and it will be more difficult for the University to retain these excellent scholars and teachers who choose to pursue their careers in other, more supportive states.

As in prior years, UA tenure-track faculty who receive outside offers continue to be 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	6 yrs	Less	5 years
Associate Professor	Younger	4 yrs	Less	4 years
Assistant Professor	Same		Same	

What is the age difference between targeted faculty versus the faculty in general?

Age Differences Retention Cases minus All Faculty	FY 1999	FY 2000	FY 2001	FY 2002	4-Year Total (FY 99 thru 02)
All Ranks	- 4.5	- 6.6	- 7.1	- 4.6	- 5.4
Professor	- 3.4	- 6.1	- 8.1	- 4.5	- 5.5
Associate Professor	- 4.1	- 3.3	- 3.0	- 4.8	- 3.6
Assistant Professor	Same	- 2.5	- 2.5	Same	Same

What is the difference in years of experience at the University of Arizona between targeted faculty versus the faculty in general?

Yrs at UA Differences Retention Cases minus All Faculty	FY 1999	FY 2000	FY 2001	FY 2002	4-Year Total (FY 99 thru 02)
All Ranks	- 4.3	- 4.4	- 5.5	- 3.8	- 4.2
Professor	- 4.1	- 4.0	- 6.2	- 4.2	- 4.5
Associate Professor	- 5.0	- 4.1	- 3.4	- 3.8	- 4.2
Assistant Professor	Same	Same	Same	+ 1.3	Same

Method: 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.