

The University of Arizona, Office of the Provost
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The University of Arizona
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Faculty Retention/Loss Report 2003

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Faculty Retention/Loss Report, FY 2003

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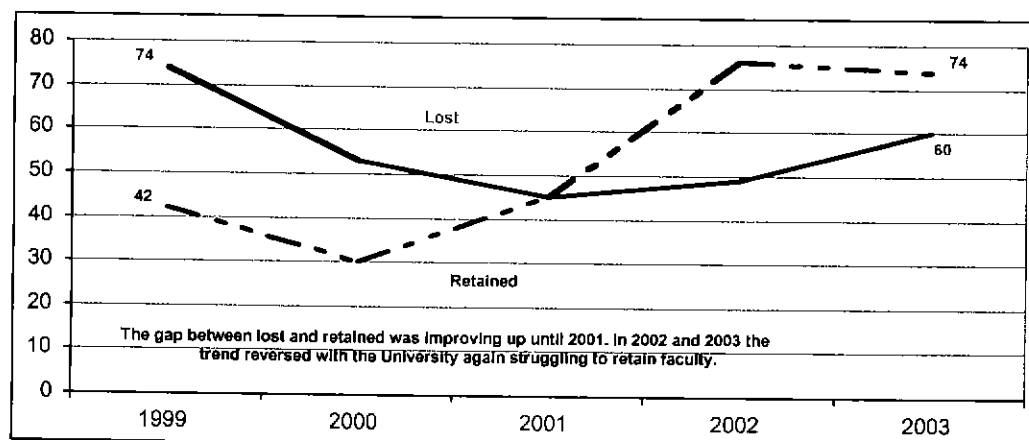
- FY 2003 Faculty Retention Survey Results
- FY 2003 Faculty Retention Data by College
- Anecdotal information and list of institutions to whom UA loses faculty
- Faculty targeted for outside offers

Findings of the Report

This is the sixth consecutive report surveying 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. The combination of decreasing state support for faculty salaries and the resulting awareness of “brain drain” at all three institutions did result in a special allocation for salary competitiveness for FY 2002, which, unfortunately, became a casualty of the budget cuts. However, we can hope that continued emphasis on the importance of faculty work to the health of Arizona’s economy may result in a future restoration of that allocation.

This year’s report (Table 1) shows a slight decrease from last year in the number of retention successes, from 76 to 74, and a significant increase in losses, from 49 to 60. In spite of a dismal economy, a deplorable state budget, and no immediate relief in sight, more faculty have chosen to remain at the UA than to depart. Continued aggressive retention efforts on the part of colleges and the central administration have prevented the losses from being much greater. However, the number of retention cases has climbed by 61% since 2000, the trend for losses is steadily upward since 2001, and last year’s high point in retention success has fallen off – all disturbing signs.

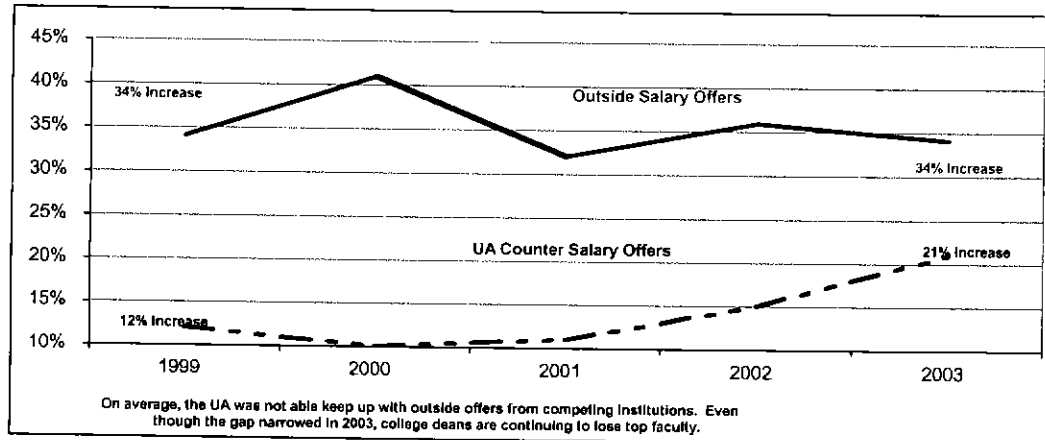
Table 1. Retention trends, FY 1999 - FY 2003



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Data show that the UA is generally not able to match the level of outside offers. (See Table 2.) The UA's counter offers have increased over time but still fall considerably short of the outside offers.

Table 2. Comparison of outside offers and UA counter offers, FY 1999 – FY 2003.



Improvements in Diverse Retentions

The five-year trend shows steady improvement in the UA's ability to retain faculty from underrepresented groups. Table 3 presents retention data for individual years and in aggregate numbers.

Table 3. Retention data, FY 1999 – FY 2002.

		<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>All Years</u>
Number of Faculty	Retained	42	30	45	76	74	267
	Women	11	8	14	29	32	94
	Men	31	22	31	47	42	173
	Minority	8	3	5	15	12	43
	Other	34	27	40	61	62	224
	Total	116	83	90	125	134	548
	Women	40	30	29	50	55	204
	Men	76	53	61	75	79	344
	Minority	21	14	12	23	25	95
	Other	95	69	78	102	109	453
Percentage of Faculty	Retained	36%	36%	50%	61%	55%	49%
	Women	28%	27%	48%	58%	58%	46%
	Men	41%	42%	51%	63%	53%	50%
	Minority	38%	21%	42%	65%	48%	45%
	Other	36%	39%	51%	60%	57%	49%

Tables 4 and 5 illustrate the trends in the retention of women and minority faculty from FY 1999 – FY 2003. Retention of men and minorities dropped from FY 2002 to FY 2003, while the retention of women remained stable.

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Table 4. Faculty retention trends, women and men, FY 1999 – FY 2003

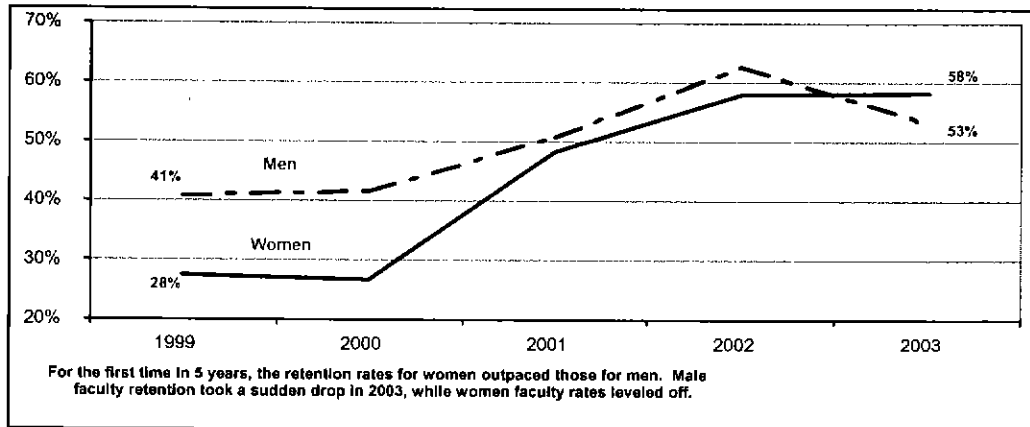
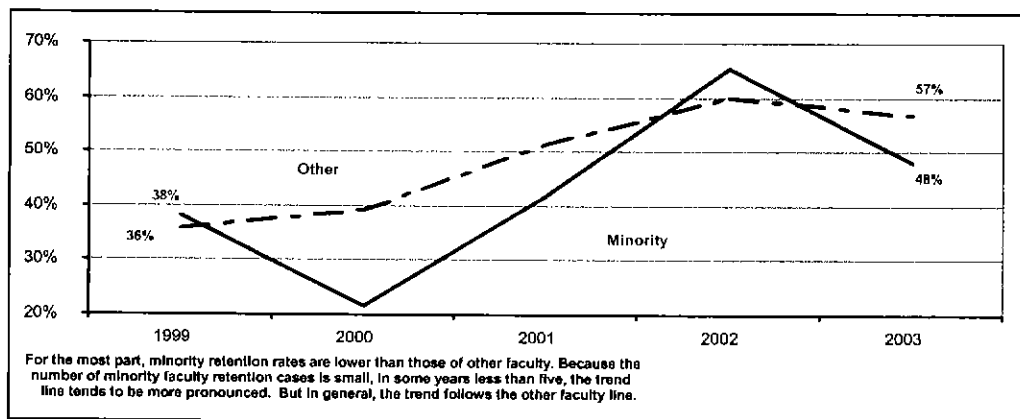


Table 5. Faculty retention trends, minority and non-minority faculty, FY 1999 – FY 2003



Conclusions

It is normal for a number of people to leave the University each year, to follow their own career paths elsewhere. However, we must assess the UA's competitive health beyond "normal" attrition. Successful retentions are, in effect, one form of reallocation. In times of severe financial stress, we must make thoughtful decisions about which faculty to retain, since retention dollars will also strengthen certain programs. As we target certain faculty for assertive retention, we refocus resources and emphases and often create internal inequities that must then be addressed.

In addition, the stated commitment of the institution to improving its record in the area of diversity must continue to play out in the retention process. The units, colleges, and administration must aggressively seek to retain faculty from underrepresented groups. This year shows a marked decrease in the successful retention of minorities, a trend that needs to be reversed.

The UA's efforts to retain faculty reaffirm two tenets: 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 difficult times.

Faculty Retention Survey Results FY 2003

How many retention cases did the UA face in FY 2003?	Total	Faculty Recruited Away	Faculty Retained (includes pending)
Number of Cases that were Tenure/Continuing Track	134	60	74
Number of Cases that were in Clinical Medicine Departments	6	6	0
Number of Cases that were Deans or Year-to-Year	21	14	7
Number of Cases in Survey	161	80	81
Percentage of Cases that were Tenure/Continuing Track	100%	45%	55%
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%	50%	50%

Which Colleges had retention cases in FY 2003?

- Every college except UA South negotiated retention cases during FY 2002. Public Health negotiated several retention cases in an attempt to keep key researchers on board.
- The colleges of Business, Education, Engineering and Mines, Fine Arts, 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 colleges were unable to retain some of the faculty who were recruited elsewhere.
- All of the colleges except Architecture and Nursing were able to successfully retain some of their faculty who had better offers elsewhere.

Key Points:

- The number of retention cases increased for the third year in a row. The gap between those recruited away and those retained was improving up until 2001. In 2002 and 2003, the trend reversed with the University again struggling to retain faculty.
- For those cases where there was information on outside offers, other institutions offered an average of a 34% higher salary to recruit faculty away from the UA.
- For those cases where there was information on UA counter offers, the UA offered on average 21% more in salary, trying to retain faculty.
- Looking at cases where there was information on both outside and UA offers, the UA was able to offer higher percentage increases than any other previous year. However, even with these heroic efforts in times of failing state support, the retention rate dipped 6 points from last year.
- The faculty recruited away in 2003 generated \$63 million in sponsored research over the last 3 years. Those faculty whom the University was able to retain in 2003 generated \$39 million in sponsored research over the last 3 years. The University was unable to retain a top researcher this year, (one engineering professor alone produced \$23.0 million in research over the last 3 years). The efforts to retain faculty must be constant, because top institutions are luring away the UA's most outstanding faculty.

Source: FY 2003 Faculty Retention Survey, University of Arizona

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What were the average percentage salary increases offered to the University of Arizona faculty?¹

		Outside Offer Compared to Faculty's Prior Salary				
		N	Prior UA Salary	Outside Salary Offer	Dollar Difference	Percent Salary Increase
For those cases where there was information on outside offers, agencies and institutions offered on average 34% more in salary trying to retain faculty.	Faculty Recruited Away	35	\$75,570	\$101,534	\$26,000	34%
	Faculty Retained (includes pending)	30	\$79,534	\$105,473	\$26,000	33%
	Known Cases Total	65	\$77,399	\$103,352	\$26,000	34%
	Unknown Outside Salary	69	--	--	--	--
	Total	134	--	--	--	--

		UA Counter Offer Compared to Faculty's Prior Salary				
		N	Prior UA Salary	UA Counter Salary Offer	Dollar Difference	Percent Salary Increase
For those cases where there was information on UA counter offers, the UA offered on average 21% more in salary trying to retain faculty.	Faculty Recruited Away	15	\$63,628	\$80,228	\$17,000	26%
	Faculty Retained (includes pending)	58	\$73,731	\$88,499	\$15,000	20%
	Known Cases Total	73	\$71,655	\$86,800	\$15,000	21%
	Unknown UA Counter Salary Offers	61	--	--	--	--
	Total	134	--	--	--	--

		Outside and UA Counter Offer Compared to Faculty's Prior Salary						
		N	Prior UA Salary	Outside Salary Offer	UA Counter Offer	Percent Salary Increase of Outside Offers	Percent Salary Increase of UA Counter Offers	Outside Salary Offers are What Percent Higher than UA Counter Offers
In those cases where there was information on both outside offers and UA counter offers, for the first time in 5 years the salary gap between the offers shrank because of UA efforts to retain faculty. However, one must remain cautiously optimistic, as other institutions were able to offer not only better salaries, but more research support for our faculty.	Faculty Recruited Away	14	\$62,101	\$82,325	\$79,784	33%	28%	3%
	Faculty Retained (includes pending)	27	\$77,717	\$102,118	\$96,673	31%	24%	6%
	Known Cases Total	41	\$72,385	\$95,359	\$90,906	32%	26%	5%
	Unknown Outside or Counter Salary Offers	93	--	--	--	--	--	--
	Total	134	--	--	--	--	--	--

¹ 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.

² All salaries are academic equivalent.

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	8	6	75%	2	25%	254	3%
College of Architecture	1	1	100%			25	4%
College of Business & Public Administration	5	4	80%	1	20%	75	7%
College of Education	4	3	75%	1	25%	61	7%
College of Engineering & Mines	8	4	50%	4	50%	136	6%
College of Fine Arts	12	5	42%	7	58%	115	10%
College of Humanities	3	2	67%	1	33%	140	2%
College of Law	7	1	14%	6	86%	35	20%
College of Nursing	1	1	100%			24	4%
College of Pharmacy	3	2	67%	1	33%	32	9%
College of Public Health ²	0					7	0%
College of Science	24	12	50%	12	50%	274	9%
College of Social & Behavioral Sciences	46	9	20%	37	80%	229	20%
UA South	0					11	0%
University Libraries	5	4	80%	1	20%	52	10%
College of Medicine (Basic Science & Admin)	4	4	100%			69	6%
Non College Units:	0						
Provost	3	2	67%	1	33%	29	10%
Research & Graduate Studies	0					44	0%
Undergraduate Education	0					10	0%
Administrative Units	0					1	0%
Total	134	60	45%	74	55%	1,623	8%

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

Note 2: The College of Public Health had three quality researchers recruited away to other institutions who were earning more than \$0.5 million in sponsored research.

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, including:

- The Universities of Brigham Young, Chicago, Colorado State, Florida State, Louisiana State, Maryland (College Park), Michigan, Minnesota, North Carolina, Ottawa, Pennsylvania State, Rutgers, Syracuse, Texas/Austin, Toronto, Utah, Washington, and Wyoming.
- California institutions, including the University of Southern California, UC Irvine, UC Merced and UC Riverside.
- Other institutions, including Cambridge, Duke, George Mason, Georgia Tech, Harvard, John Hopkins, Northwestern, Notre Dame, Queen's University/Ontario, St. Mary's College/Indiana, and Vanderbilt
- Private sector organizations, including Celera, Eli Lilly, GTI Hong Kong, Los Alamos National Laboratories, private practice and other industries.

Why are our faculty actively seeking positions elsewhere?

Faculty leave for many reasons, both personal and professional. While the University cannot offer solutions to all faculty concerns, there are several recurring themes listed in the comments from colleges that the University and State can no longer overlook.

On such theme is salary compression. Faculty who have been loyal to the institution find it difficult to remain in Arizona, not only because of below-market salaries, but for professional development reasons as well. Faculty experience a continued lack of resources for program and research development related to their original hiring goals, and many now have chosen to move out of Arizona.

Anecdotal examples from FY 2003:

- One faculty member left to be in an environment that was more "positive and stable" than the state of Arizona.
- Another faculty member left for the University of Chicago after receiving highly favorable offers from the University of Chicago and Harvard following visits to both institutions.
- The College of Pharmacy lost a "super star," earning more than \$5 million in research grants over the past three years, for a better resourced position at Vanderbilt's College of Medicine.
- The College of Science lost (a) a major research scientist who was able to bridge basic and clinical research, (b) a beginning researcher with an emerging international reputation, and (c) an emerging math/physicist whose contributions to the subject were substantial – all for better salaries.
- In the College of Social and Behavioral Sciences, one faculty member's motivation for leaving included a desire for more interdisciplinary opportunities. In addition, the faculty member also wanted to move to a state with less budgetary uncertainty. This loss will significantly reduce the department's visibility within the discipline.
- The University suffered the loss of a valuable world-renowned researcher and his entire research group of 24 people. A critically important field in Arizona, the loss of applied research opportunities in optics will be difficult to replicate.
- Perks offered to departing faculty by outside institutions included startup packages of \$500,000, housing allowances, signing bonuses, endowed chairs, new facilities, substantial summer support, and other benefits too rich for the UA to match.