



Faculty Retention/Loss Report 2007

Office of Institutional Research and Planning Support
Office of the Vice Provost for Academic Affairs
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University of Arizona Faculty Retention/Loss Report, FY 2007

Report Appendices

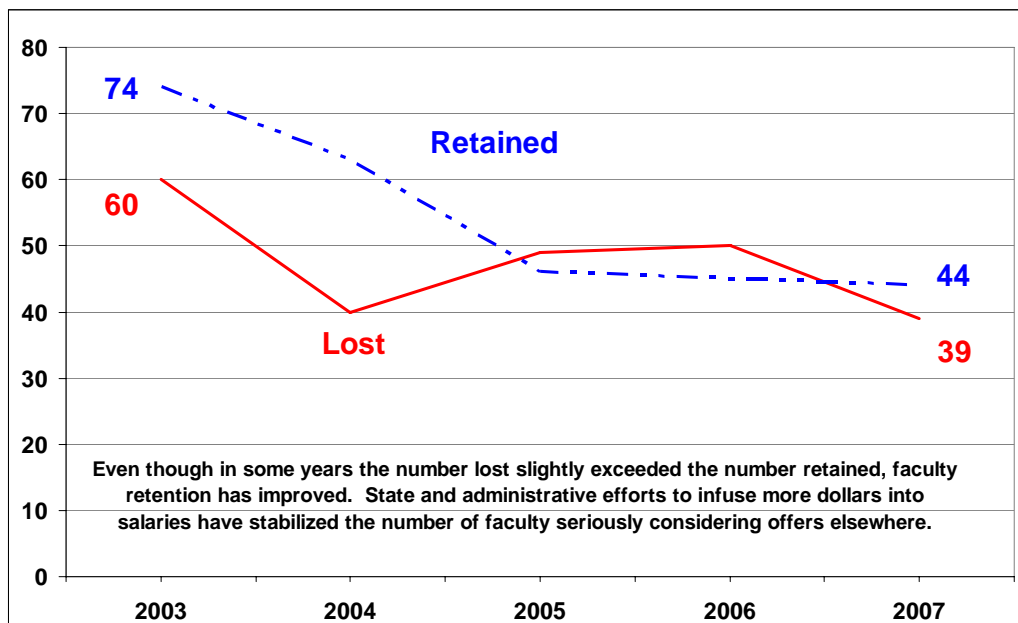
- Report Summary
- Salary Increases Offered to UA Faculty
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- Level of Experience Differences

Findings of the Report

This is the tenth consecutive report collecting information from deans on faculty retention and losses at the University of Arizona. The report serves to track competitiveness with our peers and help frame budgetary discussions with ABOR, the State Legislature, and the Governor's Office. Over the years, the anecdotal information has served to inform University deans and department heads about what is important in faculty work life, what are salary market trends in emerging fields, and what non-salary resources are essential for University faculty to be productive and effective.

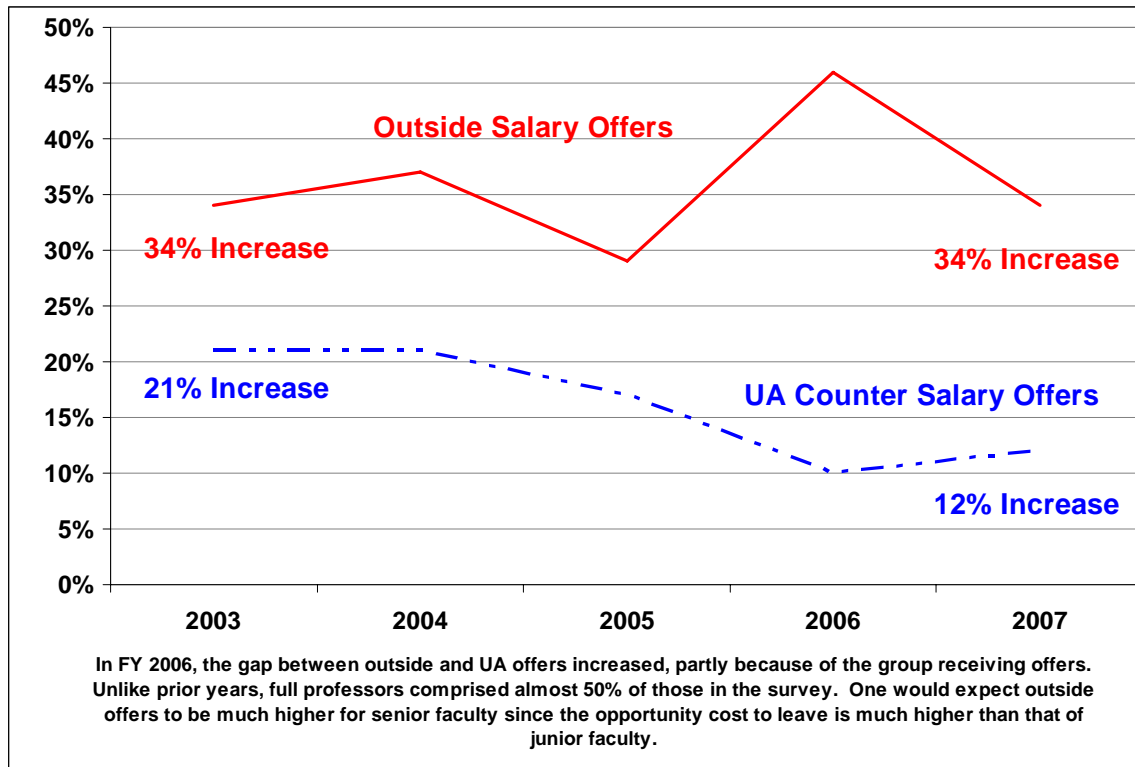
This year's report (Figure 1) shows a significant drop in the number of faculty lost to other institutions from last year. For 2007, the proportion of faculty retained (53% or 44 out of 83 cases) slightly outpaced those lost (47%). The important story, though, is that the total number of cases has dropped considerably since 2003. On average, deans negotiated retention offers with 5% of their total tenure and continuing track faculty and professionals, down from 6% the past few years.

Figure 1. Retention trends, FY 2003 – FY 2007



For those cases where information was available on either outside or UA counter salary offers, Figure 2 shows the average percentage salary increases from internal and external offers over time. As shown, the UA is not always able to match the level of outside salary offers. In 2003 there was a 13-point spread between outside and University counter salary offers. In 2007, there was a 22-point difference (see Appendix III for details on FY 2007 salary offers). Over the past five years, the average offer from outside institutions was about 20 percentage points higher than UA counter offers (36% compared to 16%).

Figure 2. Comparison of outside and UA counter salary offers, FY 2003 – FY 2007



The peak spread between offers in FY 2006 was due to a higher proportion of full professors being recruited by other institutions that year compared with other years. One would expect offers to be substantially more for full professors because of the cost of relocating careers and family and also because of salary compression. Junior faculty are hired in at market while longer tenured UA faculty salaries tend to be compressed.

The State provided two cost of living increases and a 2.5% merit/market/equity increase in FY 2006 and 3.25% increase in FY 2008. These steady increases continue to improve the overall salary situation at the UA. While the UA faculty salaries are still not close to market, the increases were enough to improve the situation. In fall 2004, UA faculty salaries were at the 18th percentile compared to their ABOR peers. By fall 2006, salaries were at the 25th percentile. In a continuing effort to address below-market salaries, of which compression is a part, The University of Arizona has submitted a \$13.7 million key personnel request as part of their FY 2009 Decision Package to the state legislature.

The goal of the Decision Package is to move faculty salaries to 100% of market, or the 50th percentile of our ABOR peers.

In addition to increased State support, UA central administration and deans continue to reallocate internal funds for retention. In 2007, an additional \$435,000 was earmarked for such purposes. This amount did not include additional resources for support staff, graduate assistantships, and other research and teaching-related costs.

This year, the University retained faculty who generated \$28 million in sponsored research over the last 3 years while those it lost generated \$6 million. College and University efforts continue, with internal reallocations resulting in retaining eight stellar tenure/continuing track faculty who each earned in excess of \$1 million in research.

Ethnic Diversity and Gender

Table 1 presents retention trends for the past five years by gender and minority status. In 2007, as in the prior two years, the retention rates for women averaged slightly below those of men. The minority rates averaged higher than the non-minority faculty rates the last two years. Figures 3 and 4 illustrate five-year trends by gender and ethnicity. 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

Table 1. 5-Year Retention Trends by Gender and Minority Status

<i>Faculty Retained</i>	<i>Number</i>					
	2003	2004	2005	2006	2007	FY 2003- FY 2007
Women	32	22	19	13	16	102
Men	42	41	27	32	28	170
Minority	12	9	10	12	12	55
Other	62	54	36	33	32	217
Total Retained	74	63	46	45	44	272
Total Cases	134	103	95	95	83	510
	<i>Percentage</i>					
	2003	2004	2005	2006	2007	FY 2003- FY 2007
Women	58%	63%	44%	42%	50%	52%
Men	53%	60%	52%	50%	55%	54%
Minority	48%	53%	45%	75%	55%	54%
Other	57%	63%	49%	42%	52%	53%
Total Retained	55%	61%	48%	47%	53%	53%

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

Figure 3. Faculty retention trends, women and men, FY 2003 – FY 2007

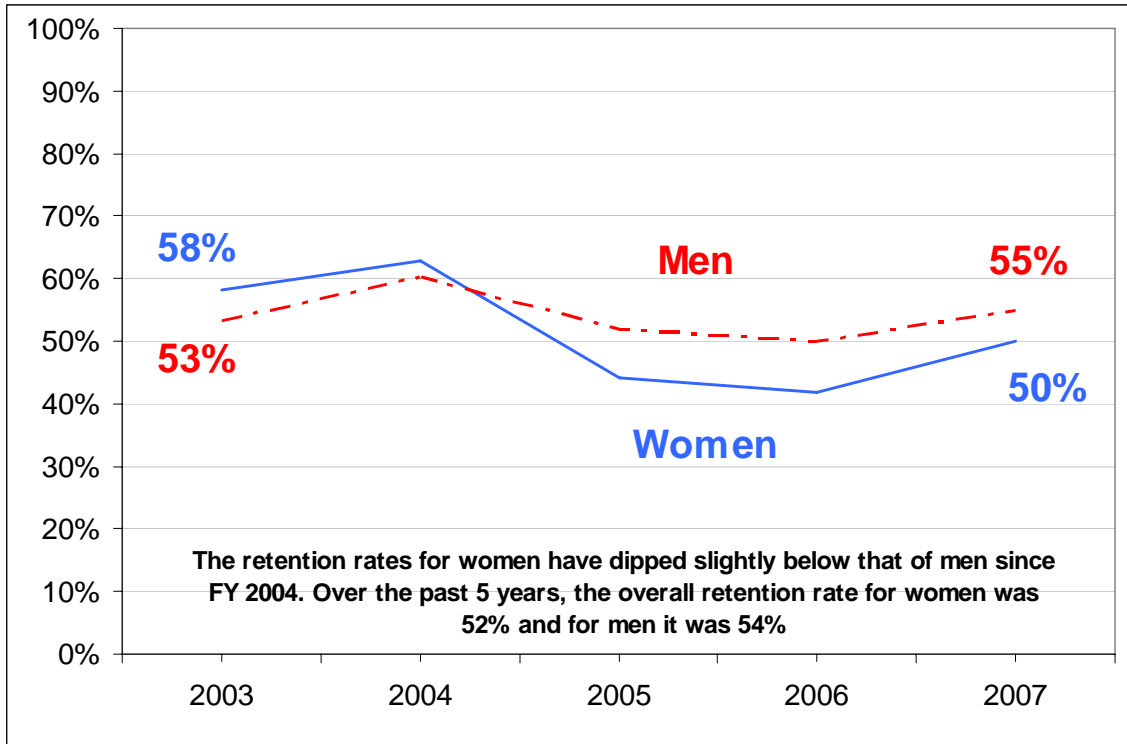
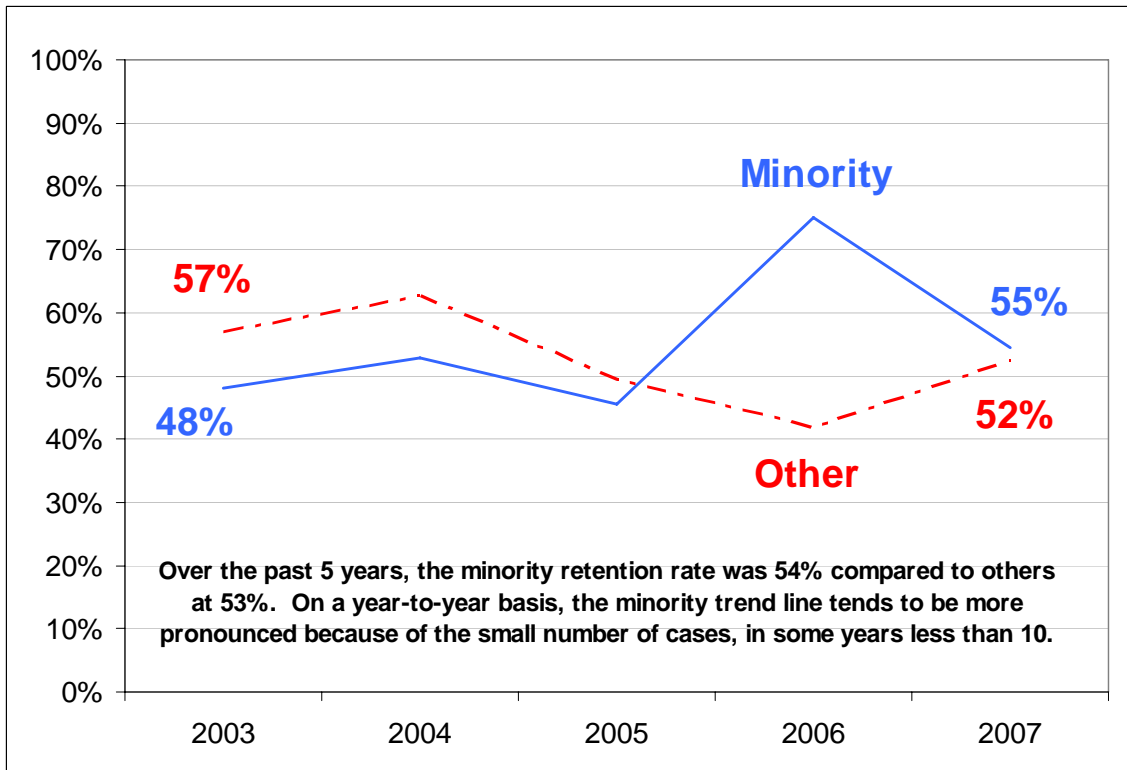


Figure 4. Faculty retention trends, minority and non-minority, FY 2003 – FY 2007



Conclusions

Colleges have met with greater success than in the past to retain faculty. Overall, retention rates remain much higher than in the late 1990's and early 2000's. For example, in 1999 there were 116 retention cases with 42 or 36% of the faculty retained compared to this year's 83 cases with 44 or 53% choosing to remain at the University.

Recent State salary increases along with continued efforts on part of the UA administration and colleges to divert scarce resources to faculty salaries have positively affected rates and the number of cases. Improving compensation sends a message that faculty are valued. Reallocation, though, does come at a cost. Over the past five years, the University of Arizona has reallocated \$3.4 million in salary increases alone to retain faculty -- dollars that could have gone to funding promotions and providing infrastructure support.

It is normal for a number of faculty to leave the University each year for other opportunities. While the University cannot offer all faculty endowed chairs or administrative promotions, the more that is spent on retention means the less dollars available to promote from within. In addition to advancement opportunities, several faculty received outside offers to fast-track them through the rank promotion process. Without dollars to adequately fund promotions, the University is in danger of losing its future leaders.

Faculty also need basic infrastructure such as graduate assistant positions and research start-up dollars to provide relevant up-to-date educational materials for students and to benefit Arizona's economy through their cutting-edge research. Based on the survey comments, many faculty were offered substantial research start-up funds, lab space, support staff, and travel funds.

This past year, The University has taken additional proactive steps to recruit and retain key faculty. The UA Vice President for Research, Graduate Studies, and Economic Development announced in July 2007 that they will be able to re-start the faculty Development Fund in FY 2009. These centrally-provided funds are for new faculty and will assist Colleges with new hire start-up costs. As part of The University's FY 2009 Decision Package to the State, the UA has asked for \$13.7 million for key personnel with the goal of increasing faculty salaries to market.

Appendix I:

Report Summary – FY 2007

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>	83	39	44
Clinical Medicine Departments	15	15	0
Deans and Year-to-Year	4	3	1
Total Cases	102	57	45
<i>Percentage</i>			
<i>Tenure/Continuing Track</i>	100%	47%	53%
Clinical Medicine Departments	100%	100%	0%
Deans and Year-to-Year	100%	75%	25%
Total Cases	100%	56%	44%

Which colleges had retention cases?

- Every college except Nursing and Optical Sciences negotiated retention cases for their tenure/continuing track faculty during FY 2007.
- The colleges of Agriculture and Life Sciences and Medicine were the only colleges this past year to lose five or more faculty. The investment in faculty by the University the past few years is beginning to have a positive effect. In FY 2007, the UA negotiated fewer retention offers than in prior years.

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:

- State universities such as California State – San Diego, Colorado State, Ohio State, Penn State, Purdue, Texas A & M, and the Universities of Connecticut, Kansas, Louisville, Maryland, Massachusetts, Missouri, North Carolina – Wilmington, Rhode Island, Texas – Dallas, Virginia Tech, and Wisconsin.
- Private institutions including Brown, Duke, and Harvard.
- International institutions including University of Warwick in Coventry, England.
- Other organizations, including Intuit, Herma Heart Center in Milwaukee, the Institute for American Indian Art in New Mexico, Valent Bio Sciences Corporation and private practice and other industries

Appendix II:

Salary increases offered to the UA faculty– FY 2007^{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 34% more in salary trying to recruit UA faculty.	Faculty Recruited Away	8	\$66,105	\$86,869	\$21,000	31%
	Faculty Retained (includes pending)	11	\$96,588	\$130,298	\$34,000	35%
	Known Cases Total	19	\$83,753	\$112,012	\$28,000	34%
	Unknown Salary Offers	64	--	--	--	--
	Total	83	--	--	--	--

		<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 12% more in salary trying to retain faculty.	Faculty Recruited Away	5	\$78,257	\$97,244	\$19,000	24%
	Faculty Retained (includes pending)	37	\$101,591	\$113,015	\$11,000	11%
	Known Cases Total	42	\$98,813	\$111,138	\$12,000	12%
	Unknown Salary Offers	41	--	--	--	--
	Total	83	--	--	--	--

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 II continued:

Salary increases offered to the UA faculty– FY 2007^{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 14%.	<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	3	\$76,736	\$102,907	\$99,522	34%	30%	3%
Faculty Retained (includes pending)	9	\$97,011	\$132,586	\$112,804	37%	16%	18%
Known Cases Total	12	\$91,942	\$125,166	\$109,483	36%	19%	14%
Unknown Salary Offers	71	--	--	--	--	--	--
Total	83	--	--	--	--	--	--

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 III

Retention by College⁶ - FY 2007

<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	10	6	2%	4	2%	253	4%
Architecture & Landscape Architecture	1	1	5%	0	0%	20	5%
Education	3	3	6%	0	0%	54	6%
Engineering	5	1	1%	4	3%	128	4%
Fine Arts	2	2	2%	0	0%	114	2%
Humanities	2	2	2%	0	0%	131	2%
Nursing	0	0	0%	0	0%	20	0%
Optical Sciences	0	0	0%	0	0%	30	0%
Pharmacy	3	3	9%	0	0%	32	9%
Science	5	3	1%	2	1%	293	2%
Social & Behavioral Sciences	19	3	1%	16	6%	253	8%
Eller College of Management	5	0	0%	5	6%	85	6%
Rogers College of Law	9	1	3%	8	22%	37	24%
Zuckerman AZ Coll of Public Health	4	0	0%	4	15%	27	15%
UA South	1	1	9%	0	0%	11	9%
University Libraries	5	4	9%	1	2%	45	11%
Medicine (Basic Science & Administration)	6	6	5%	0	0%	110	5%
Non College Units	3	3	5%	0	0%	56	5%
Total	83	39	2%	44	3%	1,699	5%

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

Appendix IV

Level of Experience Differences between Targeted Faculty and the Faculty at Large⁷

In 2007, faculty with retention offers were on average 6 years younger and had 5 years less experience than the faculty at large. The University has been most successful retaining their full professors. For the past five years the average retention rates among those receiving outside offers were: 69% for full professors, 53% for associate professors, and 40% 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 and exploring new avenues to accommodate dual careers.

FY 2007 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	6 yrs	Less	5 years
Professor	Younger	5 yrs	Less	5 years
Associate Professor	Younger	4 yrs	Less	4 years
Assistant Professor	Same		Same	

Age difference between targeted faculty and the faculty at large

<i>Age (Cases minus All Faculty)</i>	<i>FY 2003</i>	<i>FY 2004</i>	<i>FY 2005</i>	<i>FY 2006</i>	<i>FY 2007</i>
All Ranks	-4.7	-5.2	-5.0	- 4.9	- 5.7
Professor	-4.2	-4.8	-2.6	- 5.3	- 5.3
Associate Professor	-5.8	-5.4	Same	- 6.6	- 4.3
Assistant Professor	Same	-2.3	Same	Same	Same

⁷ 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 2003</i>	<i>FY 2004</i>	<i>FY 2005</i>	<i>FY 2006</i>	<i>FY 2007</i>
All Ranks	-4.3	-2.9	-6.1	-4.1	-5.0
Professor	-4.4	-4.3	-5.6	-5.0	-5.4
Associate Professor	-4.2	-3.1	-3.0	-4.6	-3.6
Assistant Professor	Same	Same	Same	Same	Same