



Annual Faculty and Staff Retention from Fall of 2005 to Fall of 2013 (Post Fall 2013 Census Update)

Post census counts varied by a few employees. Important observations that you might have made or conclusion that you might have drawn from the earlier version will not need to be changed.

Among the UC campuses, Merced is likely the most vulnerable to faculty and staff turnover because of its small size and short history. In contrast to sister campuses, the smallest of which is nearly three times as large, UC Merced is both more dependent upon experienced individuals and less able to provide cross training or redundancy as its workforce creates and then sustains equivalent University of California caliber degree programs and institutional functions. It is in UC Merced's interest to retain faculty and staff. This report follows UC Merced's workforce from Fall of 2005 to Fall of 2013 using fall employee census snapshots (October 31). In all, the University has employed over 1,800 full-time faculty and staff over the past eight years.

Faculty Separations

Of greatest concern to the University are ladder-rank faculty separations. For the following analysis, ladder-rank faculty and other employees were considered to be retained if in the next fall they were employed full-time or at least half-time and on paid leave. In addition, faculty and other employees have been organizationally placed according to their last employment and carry their last academic or administrative title. A separation was defined by comparing sequential fall semesters. If the employee was full-time, or on leave and at least 0.5 FTE, at the first fall census but not the next fall census then they were counted as a separation for that annual transition. If they later returned, then they were counted as a returning employee for the annual transition of their return. A returning employee that continued full-time through 2013 was not counted as a separation for the tables that describe the entire period of fall 2005 to fall 2013. Also, note that the number of ladder-rank faculty has been small for much of this time and that any incremental loss of faculty can create an exceptionally high annual rate for a division.

Fortunately, faculty retention has been high for the institution (4% or less separating) with two notable exceptions. From Fall of 2010 to Fall of 2011 and from Fall of 2012 to Fall of 2013, Merced lost 6% of its ladder-rank faculty, but the patterns varied by academic division. The widest swings have been in Social Sciences, Humanities, and Arts (SSHA). From Fall of 2005 to Fall of 2006, SSHA lost 12% of its faculty (2 of 17). Separation rates were subsequently low until the Fall of 2010 to Fall of 2011 transition (8%). The last two transitions in SSHA have been 7% and 6%. In Engineering, there have been two years where two faculty left and one year with a single separation. Natural Sciences has had nine separations, five in the transition from the Fall of 2012 to 2013.

Over the eight annual transitions, Merced has lost 28, or 15%, of its ladder-rank faculty: 4 in Engineering, 9 in Natural Sciences, and 15 in SSHA. According to Legislative Analyst Mac Taylor, that cumulative rate is similar to the comparable rate for the University of California (close to 2% of faculty lost annually to resignations and not

counting retirements and other reasonsⁱ). If Merced had lost 2% of its faculty each year, it would have lost 19 to 20 faculty members – somewhat lower than the 28 it lost.

Commuting

Nearly 70% of faculty and staff have less than a 30 minute commute to Merced. Living within or outside that range has only been associated with separation between fall of 2006 and fall of 2007. If restricted to ladder-rank faculty, nearly 70% live within 30 minutes of Merced and there has never been a significant difference ($p < .05$) in likelihood to separate between those who live close or farther away.

Gender

There has been no significant difference in separation likelihood associated with sex, neither for all employees nor ladder-rank faculty.

Race/Ethnicity

Compared with the overall separation rate for this time period of 39% and using a difference greater than 10% as important, Unknown Race Ethnicity (67%) were more likely to separate. Less likely to separate were American Indians (21%) and Filipinos (30%). When looking at faculty attrition, in the instance where attrition of Latin American / Latino ladder-rank faculty was 10% higher than the overall rate, attrition of one less faculty member would have changed the result. There have been too few faculty in most categories to support a reliable statistical analysis by race/ethnicity.

Age Group

Younger employees have been more likely to separate ($p < .0001$) and employees in their forties have been less likely to leave (28%). In contrast to the overall rate of 39%, 55% of 20-year-olds have separated. Those 40-49 have been less likely to separate (28%), as have 50-year-olds (30%). About 42% of those 60 or older have separated. Because there are fewer ladder-rank faculty, it is more difficult to establish reliable patterns for some age ranges. However, those 60 and over have been more likely to separate (36% v. 15% overall) and 50-year-olds have been unlikely to separate (6%).

Class Title Outline (CTO) Categories

Among employee categories with 20 or more members, those with the highest attrition have been Research (66%); Sciences, Laboratory and Allied Services (64%); and Clerical and Allied Services (56%). Those with the least attrition have been Ladder-Rank Faculty (15%) and Maintenance, Fabrication and Operations (14%).

The recently released *Staff Workforce Profile 2012* by the UC Office of the President presents an opportunity to make direct comparison. The UCOP values are from Chart 32. It is unfortunate that the UCOP chart only showed areas that both exceeded the overall turnover rate and had at least 100 observations and was only one annual transition. The UCM patterns might be different in other areas. It is also not clear whether those separations included movement within the UC. Because the System values were those UC considered to be unusually high and might not include turnover within UC, UCM values that clearly exceeded the System values should be acknowledged. Among areas where UCM had 10 or more employees, there was one where the group's separation rate exceeded the UC rate by 5%, Advising Services (21% v. 10%). Administration, Budget / Personnel Analysts were left at a rate 4.8% higher than the UC rate. In contrast, areas with at least 10 employees where UCM had a separation rate more than 5% below UC were Sciences (9% v. 18%) and School Relation Services (6% v. 13%). Note that many UCM groups were very small.

ⁱ Faculty Recruitment and Retention at the University of California (Taylor, 2012)

Table 1: Ladder-Rank Faculty Transitions by School and Over Time

By Division / School	Separated?		Total
	Yes	No	
Engineering	4 10%	35 90%	39
Natural Sciences	9 15%	53 85%	62
Soc Sci, Hum, Arts	15 17%	72 83%	87
Total	28 15%	161 85%	189

Probability Chi-Square 0.5925

Note: This table spans the period from fall of 2005 to fall of 2013. A faculty member who left and returned will NOT be counted as separated.

By Division / School and Over Time	Continued	Separated	Number Separated	Of Faculty Count	New Faculty	
					New Hires	Returned
Academic Affairs						
Fall 2012-13 to Fall 2013-14	0%	0%	0	0	1	0
Engineering						
Fall 2005-06 to Fall 2006-07	100%	0%	0	12	5	0
Fall 2006-07 to Fall 2007-08	100%	0%	0	17	6	0
Fall 2007-08 to Fall 2008-09	96%	4%	1	23	3	0
Fall 2008-09 to Fall 2009-10	92%	8%	2	25	2	1
Fall 2009-10 to Fall 2010-11	100%	0%	0	26	1	0
Fall 2010-11 to Fall 2011-12	93%	7%	2	27	1	0
Fall 2011-12 to Fall 2012-13	100%	0%	0	26	8	0
Fall 2012-13 to Fall 2013-14	100%	0%	0	34	1	0
Natural Sciences						
Fall 2005-06 to Fall 2006-07	100%	0%	0	18	11	0
Fall 2006-07 to Fall 2007-08	97%	3%	1	29	4	0
Fall 2007-08 to Fall 2008-09	100%	0%	0	32	9	0
Fall 2008-09 to Fall 2009-10	100%	0%	0	41	6	0
Fall 2009-10 to Fall 2010-11	96%	4%	2	47	1	0
Fall 2010-11 to Fall 2011-12	98%	2%	1	46	2	0
Fall 2011-12 to Fall 2012-13	100%	0%	0	47	8	0
Fall 2012-13 to Fall 2013-14	91%	9%	5	55	3	0
Social Sciences, Humanities, and Art						
Fall 2005-06 to Fall 2006-07	88%	12%	2	17	11	0
Fall 2006-07 to Fall 2007-08	96%	4%	1	26	4	0
Fall 2007-08 to Fall 2008-09	97%	3%	1	29	13	0
Fall 2008-09 to Fall 2009-10	100%	0%	0	41	3	0
Fall 2009-10 to Fall 2010-11	98%	2%	1	44	8	0
Fall 2010-11 to Fall 2011-12	92%	8%	3	51	8	0
Fall 2011-12 to Fall 2012-13	93%	7%	4	56	13	0
Fall 2012-13 to Fall 2013-14	94%	6%	4	65	10	1
Total						
Fall 2005-06 to Fall 2006-07	96%	4%	2	47	27	0
Fall 2006-07 to Fall 2007-08	97%	3%	2	72	14	0
Fall 2007-08 to Fall 2008-09	98%	2%	2	84	25	0
Fall 2008-09 to Fall 2009-10	98%	2%	2	107	11	1
Fall 2009-10 to Fall 2010-11	97%	3%	3	117	10	0
Fall 2010-11 to Fall 2011-12	94%	6%	6	124	11	0
Fall 2011-12 to Fall 2012-13	97%	3%	4	129	29	0
Fall 2012-13 to Fall 2013-14	94%	6%	9	154	15	1

Note that faculty may separate and return over this period and that transitions are from fall to fall and ignore spring status.

Table 2: Commuting -- Relationship Between Attrition, Recruitment and Distance to Campus for Full-Time Employees

Note that location is based on most recent address and that an employee who moved from Sacramento to Merced years after being hired will be considered within 30 minutes.

Residence	Faculty					All Employees				
	Continued	Separated	New Hire	Returned	Total	Continued	Separated	New Hire	Returned	Total
Fall 2005-06 to Fall 2006-07										
Within 30 Minutes	29	2	20		51	228	42	113		383
	57%	4%	39%		69%	60%	11%	30%		71%
More Than 30 Minutes	16	0	7		23	85	23	48		156
	70%	0%	30%		31%	54%	15%	31%		29%
Total	45	2	27		74	313	65	161		539
	61%	3%	36%			58%	12%	30%		
Probability Chi-Square	0.4366					0.3952				
Fall 2006-07 to Fall 2007-08										
Within 30 Minutes	48	1	9		58	306	35	140	0	481
	83%	2%	16%	0%	67%	64%	7%	29%	0%	72%
More Than 30 Minutes	22	1	5		28	102	31	54	2	189
	79%	4%	18%	0%	33%	54%	16%	29%	1%	28%
Total	70	2	14		86	408	66	194	2	670
	81%	2%	16%	0%		61%	10%	29%	0%	
Probability Chi-Square	0.8264					0.0003				
Fall 2007-08 to Fall 2008-09										
Within 30 Minutes	56	1	14		71	387	59	119	4	569
	79%	1%	20%	0%	65%	68%	10%	21%	1%	72%
More Than 30 Minutes	26	1	11		38	138	20	66	2	226
	68%	3%	29%	0%	35%	61%	9%	29%	1%	28%
Total	82	2	25		109	525	79	185	6	795
	75%	2%	23%	0%		66%	10%	23%	1%	
Probability Chi-Square	0.477					0.0934				
Fall 2008-09 to Fall 2009-10										
Within 30 Minutes	68	2	10	0	80	449	61	86	12	608
	85%	3%	13%	0%	67%	74%	10%	14%	2%	71%
More Than 30 Minutes	37	0	1	1	39	185	21	43	2	251
	95%	0%	3%	3%	33%	74%	8%	17%	1%	29%
Total	105	2	11	1	119	634	82	129	14	859
	88%	2%	9%	1%		74%	10%	15%	2%	
Probability Chi-Square	0.1061					0.3791				
Fall 2009-10 to Fall 2010-11										
Within 30 Minutes	77	1	8		86	477	70	103	11	661
	90%	1%	9%	0%	68%	72%	11%	16%	2%	70%
More Than 30 Minutes	37	2	2		41	194	36	51	5	286
	90%	5%	5%	0%	32%	68%	13%	18%	2%	30%
Total	114	3	10		127	671	106	154	16	947
	90%	2%	8%	0%		71%	11%	16%	2%	
Probability Chi-Square	0.3144					0.5999				
Fall 2010-11 to Fall 2011-12										
Within 30 Minutes	81	4	8		93	517	74	139	13	743
	87%	4%	9%	0%	69%	70%	10%	19%	2%	70%
More Than 30 Minutes	37	2	3		42	213	37	58	5	313
	88%	5%	7%	0%	31%	68%	12%	19%	2%	30%
Total	118	6	11		135	730	111	197	18	1056
	87%	4%	8%	0%		69%	11%	19%	2%	
Probability Chi-Square	0.9547					0.8412				
Fall 2011-12 to Fall 2012-13										
Within 30 Minutes	85	4	21	0	110	563	106	141	9	819
	77%	4%	19%	0%	70%	69%	13%	17%	1%	70%
More Than 30 Minutes	40	0	8	0	48	244	32	68	6	350
	83%	0%	17%	0%	30%	70%	9%	19%	2%	30%
Total	125	4	29	0	158	807	138	209	15	1,169
	79%	3%	18%	0%		69%	12%	18%	1%	
Probability Chi-Square	0.3665					0.2188				
Fall 2012-13 to Fall 2013-14										
Within 30 Minutes	102	4	7	0	113	608	105	122	26	861
	90%	4%	6%	0%	66%	71%	12%	14%	3%	68%
More Than 30 Minutes	43	5	8	1	57	262	56	72	6	396
	75%	9%	14%	2%	34%	66%	14%	18%	2%	32%
Total	145	9	15	1	170	870	161	194	32	1,257
	85%	5%	9%	1%		69%	13%	15%	3%	
Probability Chi-Square	0.0561					0.0778				

Overall

	Separated			Separated		
	Yes	No	Total	Yes	No	Total
Within 30 Minutes	19	109	128	477	756	1,233
	15%	85%	68%	39%	61%	68%
More Than 30 Minutes	9	52	61	228	340	568
	15%	85%	32%	40%	60%	32%
Total	28	161	189	705	1,096	1,801
	15%	85%		39%	61%	
Probability Chi-Square	0.9871			0.5567		

Table 3: Relationship Between Employee Demographics and Attrition

	Faculty			All Employees			
	Separated		Total	Separated		Total	
	Yes	No		Yes	No		
Sex	F	10	58	68	367	572	939
		15%	85%		39%	61%	
	M	18	103	121	338	524	862
		15%	85%		39%	61%	
Total	28	161	189	705	1,096	1,801	
		15%	85%		39%	61%	
Probability Chi-Square	0.9748			0.956			
Race and Ethnicity							
Chinese/Chinese American	2	16	18	44	49	93	
	11%	89%		47%	53%		
Latin American / Latino	3	9	12	27	43	70	
	25%	75%		39%	61%		
Black / African American	0	4	4	28	38	66	
	0%	100%		42%	58%		
Japanese / Japanese American	1	4	5	10	12	22	
	20%	80%		45%	55%		
American Indian	0	2	2	3	11	14	
	0%	100%		21%	79%		
Mexican / Mexican American / Chicano	2	7	9	101	200	301	
	22%	78%		34%	66%		
White	19	102	121	380	605	985	
	16%	84%		39%	61%		
Filipino / Pilipino	0	2	2	8	22	30	
	0%	100%		27%	73%		
Hispanic				1	0	1	
				100%	0%		
Pakistani / East Indian	0	7	7	21	31	52	
	0%	100%		40%	60%		
Asian				0	1	1	
				0%	100%		
Unknown				30	15	45	
				67%	33%		
White	0	1	1	5	1	6	
	0%	100%		83%	17%		
Other Spanish / Spanish American	0	2	2	13	28	41	
	0%	100%		32%	68%		
Other Asian	1	5	6	34	39	73	
	17%	83%		47%	53%		
Native Hawaiian or Pacific Islander				0	1	1	
				0%	100%		
Total	28	161	189	705	1,096	1,801	
		15%	85%		39%	61%	
Probability Chi-Square	0.9358			0.0018			
Age Group							
a_20-29	1	3	4	204	170	374	
	25%	75%		55%	45%		
b_30-39	13	57	70	260	388	648	
	19%	81%		40%	60%		
c_40-49	7	59	66	108	273	381	
	11%	89%		28%	72%		
d_50-59	2	33	35	81	192	273	
	6%	94%		30%	70%		
e_60-Up	5	9	14	52	73	125	
	36%	64%		42%	58%		
Total	28	161	189	705	1,096	1,801	
		15%	85%		39%	61%	
Probability Chi-Square	0.0567			0.0001			

**Table 4: Primary Class Title Outline Level and Likelihood of Separating
(Fall of 2005 Through Fall 2013)**

	Currently Separated		Total
	Yes	No	
Other Academic Personnel*	13	0	13
	100%	0%	
Health Care and Allied Services	10	7	17
	59%	41%	
Research	88	46	134
	66%	34%	
Other**	9	5	14
	64%	36%	
Sciences, Laboratory and Allied Services	45	36	81
	56%	44%	
Clerical and Allied Services	56	64	120
	47%	53%	
Lecturers	82	102	184
	45%	55%	
Management	85	107	192
	44%	56%	
Student Services	94	143	237
	40%	60%	
Food and Linen Services	16	26	42
	38%	62%	
Fiscal, Management and Staff	133	234	367
	36%	64%	
Academic Administrator	4	8	12
	33%	67%	
Other Teaching titles	4	8	12
	33%	67%	
Communications-Arts and Graphics	5	10	15
	33%	67%	
Protective Services	7	16	23
	30%	70%	
Architecture, Engineering and Applied	8	21	29
	28%	72%	
Library	2	7	9
	22%	78%	
Ladder Rank Faculty	28	159	187
	15%	85%	
Maintenance, Fabrication and Operations	16	97	113
	14%	86%	
Total	705	1,096	1,801
	39%	61%	

* Other Academic Personnel has primarily included "Miscellaneous" and "NonStudent Tutors"

** Other has been psychology interns or unclassified employees.

Table 5: UCM to UCOP Comparison for the Transition from Fall of 2010 to Fall of 2011, Primary Class Title Outline and Likelihood of Separating

CTO	UC Merced		Comparison		UCOP-UCM	
	Continued	Separated	UCM	UCOP		
D15	1	0	0.0%	13%	12.7%	Arts and Graphics - Photograph
A20	7	0	0.0%	11%	11.2%	Residential Services
A35	1	0	0.0%	9.7%	9.7%	Counseling Services
I25	10	1	9.1%	18%	8.9%	Sciences
A15	15	1	6.3%	13%	6.9%	School Relations Services
F35	16	1	5.9%	9.4%	3.5%	Fiscal Services
I20	9	3	25%	24%	-0.9%	Laboratory and Allied Services
M10	100	13	12%	9.4%	-2.1%	Managers
B15	35	5	13%	10%	-2.5%	Clerical/Admin, Special/Mail Services
J10	7	1	13%	9.5%	-3.0%	Police and Fire Services
F20	105	17	14%	9.1%	-4.8%	Admin, Budget/Personnel Analysts
D10	5	1	17%	10%	-6.4%	Communication
A30	49	13	21%	9.5%	-11.5%	Advising Services

Note: The UCOP values are from Chart 32 from UCOP's *Staff Workforce Profile 2012* report. That chart showed areas that both exceeded the overall turnover rate and had at least 100 observations.