

ADVANCE Program for Inclusive Excellence

Advancing women, transforming the University, investing in a culture of inclusive excellence



Organizational Commitment and Faculty Retention

The UMD ADVANCE Grant Towards an Institution for Inclusive Excellence (UMD = T12E), the Office of Faculty Affairs, and the Office of Diversity & Inclusion, are all engaged in efforts to improve professional growth opportunities and work environment for UMD faculty. A critical part of those efforts is research to benchmark the current status of faculty work environments and to see if there are important differences by gender, race and ethnicity, career stage, and college. This report presents findings from a spring 2013 UMD work environment survey.

The UMD Work Environment Survey assessed specific aspects of faculty work environment, such as faculty perceptions of their own professional growth, institutional and unit supports for professional growth, climate for work-life balance, fair treatment and diversity, and satisfaction, all of which have been linked to retention, advancement, and productivity. There were 784 tenure track respondents, approximately 47% of full-time UMD tenure track faculty in fall 2012. Here major findings are reported for tenure track/tenured respondents. A full institutional report with all data and tables, as well as college-specific reports can be found at the ADVANCE website: www.advance.umd.edu.

"It gets harder and harder to play the game required here in terms of grants and not feeling valued."

"I don't know if I will leave. I've turned down offers recently and am now having second thoughts."

In previous studies, intent to leave has been closely linked to actual leave-taking behavior and is considered one of several key predictors of retention (Bluedorn & Denhardt, 1988; Daly & Dee, 2006; Rosser, 2004; Xu, 2008 a, b).

Major findings:

- Of all faculty participants, 27.3% indicated that they were likely to leave the university within the next two years (22.9% likely and 4.5% definitely).
- Greater than one-third (39%) of faculty participants received an outside offer and nearly half (44.7%) of participants stated that their offer resulted in a salary increase.
- Women were significantly less likely to have received an outside offer.

The two most frequent responses from participants regarding their reasons for leaving the university were and offer with a higher salary (36.1%) and a more prestigious department or institution (22.3%), respectively.

DIFFERENCES BY GENDER AND RANK

Women were less likely to ever have had an outside offer while at UMD ($\chi^2=7.27$, $p<0.01$).

Full Professors more likely to have received an outside offer and Assistant Professors less likely ($\chi^2=71.81$, $p<0.001$). For Full Professor participants, the offer was more likely to result in a salary increase, whereas an outside offer for Assistant Professors was less likely to result in an increase ($\chi^2=11.65$, $p<0.01$).

Reasons for Leaving UMD or the Academic Profession	n	%
An offer with a higher salary	283	36.1
An offer from a more prestigious department or institution	175	22.3
An offer from an institution in a more desirable geographic location	100	12.8
Potential for better work-life balance in a different type of position	95	12.1
Lack of collegiality in my unit	89	11.4
Retirement	69	8.8
To be closer to family	61	7.8
Other	52	6.6
Career opportunities at another institution for my spouse/partner	51	6.5
An offer for a position outside academe	41	5.2
Poor likelihood of tenure/promotion or contract renewal	34	4.3
Better campus climate for women at another institution	16	2.0
Better campus climate for faculty of color at another institution	14	1.8
Better policies related to child-care, parental leave	11	1.4
I'm not well suited to the faculty career	7	0.9
Better campus climate for GLBTQ faculty at another institution	4	0.5

REFERENCES

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