The Work Environment for Tenured/Tenure Track Faculty at the University of Maryland

ADVANCE Research and Evaluation: CMNS Report

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What are the work environment experiences of UM T/TT faculty?

- Organizational Commitment
- Satisfaction with Department and UM
- Climate for Diversity
- Work-Life Climate & Policies
- Career Advancement Opportunities
- Evaluation & Management of Responsibilities
- Recognition
- Leadership Opportunities
- Information, Communication, & Decision-Making
- Faculty Learning
- Professional Networks & Collegiality
- Perceived Productivity

How do they differ by Gender, Race, and Rank?
Research Method

Survey Development
- Based on conceptual framework and review of the literature
- Sent to experts for review of construct and content validity
- Small pilot for review of response process validity

Survey Administration
- Spring, 2011, the link to the online UM Work Environment Survey (UMWES) was sent via email to all full-time faculty.
- The UMWES will be repeated again in spring, 2013 and spring, 2015.

Survey Analysis for this report
- Descriptive analyses
- T-tests & Chi-Squared (p<.05) for differences by gender, race, rank
- Only patterns of differences are reported here
Overall
Tenured/ Tenure-Track Response Rates

Overall, 32% of full-time tenure track faculty in fall of 2010 responded to the survey.

Respondents were:
• 43% female and 57% male (women overrepresented)
• 0% American Indian, 9% Asian American, 3% Black/African American, 5% Hispanic, 3% International, 78% White, <1% Multiracial, and 3% had unreported race (Hispanic and White overrepresented, Asian American and African American underrepresented)
• 24% Assistant Professors, 32% Associate Professors, and 44% Full Professors (representative by rank of tenure track faculty in fall of 2010)
• 8% administrators
CMNS Tenured/ TT Response Rates

There were 114 Tenured/TT CMNS Respondents to the survey (approximately 36% of Tenured/TT CMNS faculty in fall of 2010).

Of the CMNS tenured/ tenure track respondents:
• 32% female and 68% male
• 11% were faculty of color, 89% were White Faculty and <1% were International faculty
• 24% Assistant Professors, 32% Associate Professors, and 44% Full Professors
• 9% Administrators
Limitations

• Possible response biases
• Measures perceptions only
• Mainly descriptive analyses
• Most questions aimed at unit level
• Few facilities questions
• Capture a snapshot of people and time—spring 2011 experiences, fall 2010 faculty
• Faculty of Color grouped in analyses due to low n
Good News: CMNS

- Satisfaction with overall experience at UM (60%) & in their unit (60%).
- Several areas CMNS respondents rated as more favorable than all UMD respondents:
  - Intent to Leave (19% versus 31%)
  - Fairness of tenure process (79% vs. 68%)
  - Assistance with research administration (50%) versus (37%)
  - Salary and Benefits (41%) versus (30%)
Good News: CMNS

• Only 5 items showed significant differences by gender which is fewer than UMD respondents overall.
• While there were patterns in significant differences by rank, there were fewer differences by rank than in UMD results overall.
• CMNS may have some specific structures and supports in place that are useful for other colleges to emulate.
Challenges

• Work-Life Climate
• Diversity and Fair Treatment
• Salary and Benefits
• Assistance with Finding Grants
Organizational Commitment

• 19% of CMNS participants stated they were likely to leave the university in the next two years (vs. 31% for all UMD respondents).

• 88% of CMNS participants had seen at least one faculty in their unit leave in last 3 yrs; 32% of CMNS respondents had had an outside offer while at UM (compared to 41% for all UMD).

• Most frequent reason for wanting to leave UMD is for a higher salary (55%), for a more prestigious institution or department (35%) or because of lack of collegiality (35%). These are the top three reasons for all UMD respondents.
## Top Reasons for Intending to Leave

<table>
<thead>
<tr>
<th></th>
<th>All</th>
<th>Women</th>
<th>FOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Salary (57%)</td>
<td>Higher Salary (57%)</td>
<td>Higher Salary (61%)</td>
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<tr>
<td>Departmental/</td>
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<td>Departmental/</td>
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<tr>
<td>Institutional Prestige (41%)</td>
<td>Institutional Prestige (38%)</td>
<td>Institutional Prestige (48%)</td>
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<tr>
<td>Lack of Collegiality (24%)</td>
<td>Lack of Collegiality (26%)</td>
<td>Lack of Collegiality (19%),</td>
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<td></td>
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<td></td>
<td>Spousal Career</td>
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<td>Opportunities (19%),</td>
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<td></td>
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<td>To be closer to</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>family (19%)</td>
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<tr>
<td>Work-life balance (22%)</td>
<td>Work-life balance (23%)</td>
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</tbody>
</table>

% indicates the percent of leaving faculty who selected that item as one of up to three reasons for leaving.
# Satisfaction: Resources & Conditions at UMD

<table>
<thead>
<tr>
<th>Survey Item*</th>
<th>CMNS % Satisfied/Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>The amount of autonomy I have in my role as a faculty member here</td>
<td>74</td>
</tr>
<tr>
<td>The diversity on campus*</td>
<td>76</td>
</tr>
<tr>
<td>My overall experience working in my unit</td>
<td>60</td>
</tr>
<tr>
<td>My unit’s national reputation</td>
<td>59</td>
</tr>
<tr>
<td>My overall experience working at UM</td>
<td>60</td>
</tr>
<tr>
<td>The University’s national reputation</td>
<td>58</td>
</tr>
<tr>
<td>The quality of the graduate students*</td>
<td>51</td>
</tr>
<tr>
<td>The support of colleagues here</td>
<td>61</td>
</tr>
<tr>
<td>The University’s location*</td>
<td>47</td>
</tr>
</tbody>
</table>
# Satisfaction: Resources & Conditions at UMD

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>% CMNS Satisfied/ Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>The sense of fit between my values and those of my unit</td>
<td>49</td>
</tr>
<tr>
<td>The quality of the undergraduate students</td>
<td>43</td>
</tr>
<tr>
<td>Clerical/administrative support</td>
<td>37</td>
</tr>
<tr>
<td>The amount of time I spend on research versus teaching and service</td>
<td>38</td>
</tr>
<tr>
<td>Assistance with research administration in your unit</td>
<td>50</td>
</tr>
<tr>
<td>The transparency of decision-making within my unit*</td>
<td>32</td>
</tr>
<tr>
<td>Amount of access to TAs, RAs</td>
<td>40</td>
</tr>
<tr>
<td>Professional assistance for improving teaching</td>
<td>30</td>
</tr>
<tr>
<td>Expectations for committee service *</td>
<td>39</td>
</tr>
<tr>
<td>My salary and benefits*</td>
<td>41</td>
</tr>
<tr>
<td>Assistance with finding grants*</td>
<td>25</td>
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Diversity and Fair Treatment

• The majority of CMNS respondents perceive that:
  • diversity is important (75% for CMNS vs. 80% for UMD)
  • units work hard to create diverse representation (71% for CMNS and 79% for UMD),
  • female faculty and faculty of color receive fair treatment color (73% and 64%, respectively, for CMNS v. 60% and 57% for UMD).
• 15% of CMNS faculty agree that they have experienced discrimination (v. 23% for UMD).
• CMNS respondents perceive less negative experiences with fair treatment and discrimination when compared to UMD respondents (p<.05)
Work-Life Context

- The tenure delay policy was established March 6, 2007.
- The part-time tenure track policy was established December 17, 2009.
- The Family Care Resource and Referral Service began in fall of 2010.
- Institutional benchmarking data collected for the May, 2011 Advance Year One report showed:

Across the university:
- The total number of faculty taking advantage of the part-time tenure track policy as of 3/31/11 was 3.
- The total number of faculty who took a tenure delay from January through December 2010 was 11 (9 women; 2 men).
Work-Life Climate

• 43% of CMNS respondents were satisfied with their unit’s culture for work-life balance (v. 42% for UMD)

• 22% agreed that the university does what it can to make family life and the tenure track compatible (v. 25% for UMD).

• 32% agreed that there are role-models for work-life balance (v. 30% for UMD).

• Similar to UMD respondents, CMNS rated many of UMD’s policies and programs for work-life balance as valuable, but few took advantage of these programs and many had not hear of the programs.

“...The environment that you need to work 100 hours per week is deflating and demoralizing for those who want children.”
Work-Life Climate

“In my unit it is generally understood that people need to make work their top priority” (CMNS 64% versus UMD 55%).

“Campus childcare is the program I would focus on...The program does not start until the child turns 2 - what is the faculty member supposed to do before then?”
Promotion and Tenure

• 75% of CMNS respondents reported clear requirements and 79% fair processes for tenure.*

• 57% of CMNS respondents perceived clear requirements for promotion to Full Professor (v. 52% for UMD).

• 73% of CMNS respondents believe the process for advancing to Full Professor is fair (vs. 59% for UMD) *

• Yet, 40% of CMNS respondents had concerns about their own advancement.
Less than half of CMNS respondents agreed that their unit supports:

- effective teaching (41%)
- interdisciplinary scholarship (55%)
- engaged scholarship (37%) *
- cutting edge research (41%)

“The counting mentality where people... are reduced to a simple metric... without any consideration of impact, creativity, relevancy, complexity [is highly problematic]”

“We are way behind the times in... what constitutes research in my unit. Senior colleagues seem stuck to old ways that are not reflective of [current] ways of doing research... This... does not stimulate creativity and taking risks.”
• A majority of CMNS participants felt open to share their opinions (69%) and felt that their voice does make a difference in their department (57%).

• Yet, only about a third of participants agreed that their unit was transparent in terms of:
  • information sharing (37%)
  • resource allocation (34%)
  • salary increases (32%)
Professional Growth

Learning

• Over 65% of CMNS respondents reported learning a great deal regarding their research and/or teaching in the past year.

• 54% reported that their unit provides an environment that stimulates their academic learning.

• 46% reported that the institution provides an environment ....

Networks

• 64% of CMNS respondents said that their core discussion network was mainly off campus.

• 52% satisfied with collegiality in unit.

• 40% have been effectively mentored by someone in their unit.

• 31% agree individuals at the institution have connected me with important people in my field.

• 26% feel isolated in their department.

• Yet, there were several items where CMNS compared favorably with UMD.
Differences by Gender

Patterns of differences by gender:

CMNS Women more likely to report negative experiences in:

• Fair treatment
• Diversity climate
• Discrimination

• CMNS Women were less likely to agree that opportunities for female faculty at UM are at least as good as those for male faculty.

• Women were less likely to agree opportunities for faculty of color at UM are at least as good as for those who are White faculty

• Women more likely to agree they have to work harder to be perceived as a legitimate scholar

• Women more likely to agree they have experienced discrimination.
Stuck in the Middle: Associate Professors

- In most areas of the survey CMNS responses did not differ by rank

Patterns of differences by rank:

CMNS Associate professors less favorable about:

- Clarity of requirements for promotion to full professor
- Voice in decision-making
- Transparency of decision-making
- Opportunities for interaction with senior colleagues
- Faculty in their unit care about their well-being
- Support in their department for effective teaching
## UMD v. COACHE Findings

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<th>UMD</th>
<th>COACHE</th>
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<tbody>
<tr>
<td></td>
<td>Al Ranks</td>
<td>TT</td>
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<tr>
<td>Likely to leave (next 2 years-UMD; next 5 years-COACHE)</td>
<td>31%</td>
<td>14%</td>
</tr>
<tr>
<td>Satisfaction with institution</td>
<td>60%</td>
<td>66%</td>
</tr>
<tr>
<td>Satisfaction with department</td>
<td>61%</td>
<td>74%</td>
</tr>
<tr>
<td>Satisfaction with compensation</td>
<td>30%</td>
<td>52%</td>
</tr>
<tr>
<td>Satisfaction with work-life balance</td>
<td>42%</td>
<td>39%</td>
</tr>
<tr>
<td>Agreement that the institution does what it can to make family obligations and faculty life compatible</td>
<td>25%</td>
<td>38%</td>
</tr>
<tr>
<td>Clear requirements for tenure or promotion</td>
<td>68%/52%</td>
<td>53%</td>
</tr>
</tbody>
</table>

All data for comparisons from Public Research Universities

TT = 11,550 faculty; Assoc and Full = 1675 faculty