

FACULTY RETENTION: RESULTS FROM THE 2010 FACULTY CLIMATE SURVEY

Introduction

The Faculty Climate Survey was administered in fall 2010 to Board-appointed faculty at the rank of instructor and above who had been hired before April 2010. The survey included items about overall satisfaction at the university; evaluation of work environment and leadership; access to and satisfaction with academics resources and support; assessment of the campus climate; and career development issues such as promotion, tenure, mentoring, and retention. This report presents results on survey questions related to faculty retention at Case Western Reserve University (CWRU).

Of the 2,669 faculty who received the survey, 24% (631) responded. Excluding medical faculty in clinical disciplines, the response rate is 41%. Response rates for each college/school varied significantly as indicated in the table below.

Table 1. Faculty Response Rates by School

School	Total N	Respondent N	Response Rate
Applied Social Sciences	23	16	70%
Arts and Sciences (Arts, Humanities, and Social Sciences)	146	102	70%
Arts and Sciences (Math and Natural Sciences)	91	42	46%
Dental Medicine	68	18	27%
Engineering	103	41	40%
Law	42	22	52%
Management	63	27	43%
Medicine (Basic Sciences)	434	115	27%
Medicine (Clinical)	1592	187	12%
Nursing	86	51	59%
Physical Education and Athletics	21	10	48%
Total	2669	631	24%
Total Excluding Medicine - Clinical	1077	444	41%

Females were more likely to respond to the survey than males (39% vs. 21%). In terms of race/ethnicity, a higher proportion of White faculty responded to the survey when compared to Asian and Underrepresented faculty. Likewise, a larger proportion of professors, instructors¹, and associate professors responded, as did tenured faculty and tenure track faculty.

Overview

Of the 631 faculty who took the 2010 Faculty Climate Survey, 207 (33%) said it was “somewhat likely” (21%) or “very likely” (12%) that they would leave Case in the next three years. That said, the actual

¹ Due to the small number of senior instructor responses, senior instructor’s and instructor’s responses were grouped into one category entitled “instructors.”

faculty turnover rates for the past three academic years were 6% in 2008 (n=166), 5% in 2009 (n=130), and 5% in 2010 (n=145).

Among all ranks, male instructors² have the highest proportion of anticipated turnover (46%), particularly Asians (67%) and males (62%). The groups with the lowest proportion of anticipated turnover were Asian and underrepresented professors (14% and 14%) and underrepresented associate professors (14%). The table below compares the proportion of faculty who said they were likely to leave Case in the next three years across rank and tenure status³.

Table 2. Comparison of Faculty Who Are Likely to Leave by Rank and Tenure Status

	Groups	Faculty "Somewhat" or "Very" Likely to Leave in the Next 3 Years					
		Total %	Men	Women	White	Asian	Underrepresented
Case	All Faculty	33%	31%	36%	34%	28%	39%
Rank	Instructor	46%	62%	41%	41%	67%	*
	Assistant	39%	39%	39%	40%	28%	53%
	Associate	30%	25%	36%	30%	30%	14%
	Professor	28%	28%	28%	30%	14%	14%
Tenure Status	Non-tenure Track	34%	30%	40%	35%	20%	55%
	Tenure Track	35%	38%	33%	38%	27%	38%
	Tenured	29%	28%	32%	30%	23%	17%

Results of an analysis of variance (ANOVA) indicate that instructors were significantly more likely than professors to say they would leave Case in the next three years (52% vs. 28%). No significant differences existed in responses by gender, race/ethnicity, or tenure status.

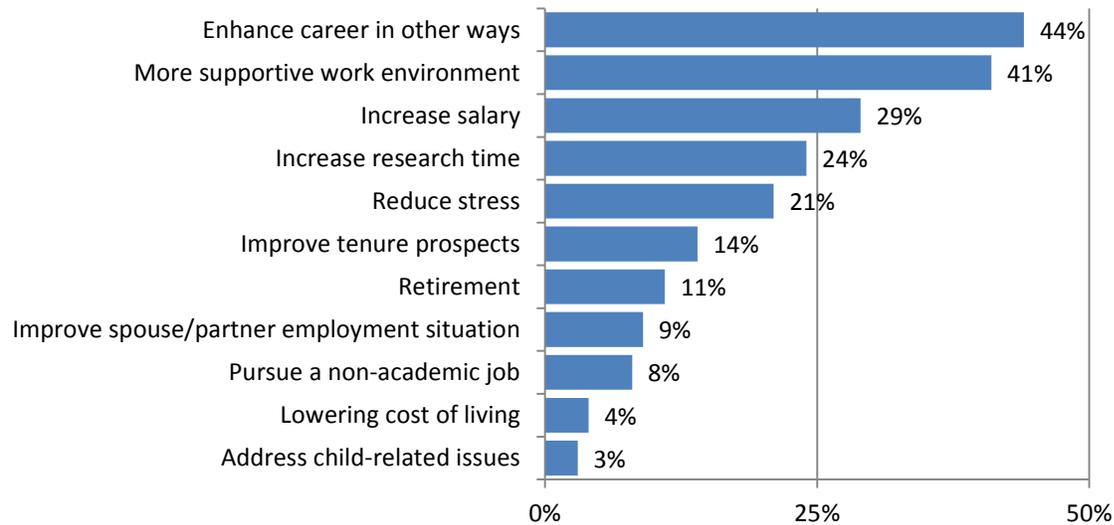
Reasons Considered for Leaving

Faculty members were asked "To what extent, if at all, have you considered the following reasons to leave Case?" The chart below provides the percent of all faculty members who have considered each reason "to a great extent," regardless of whether or not they plan on leaving in the next three years.

² Instructor percentages include senior instructors

³ Comparisons by tenure status exclude instructors, who are not at the tenure-eligible rank. In order to maintain participant confidentiality, groups with less than five responses are not included (*).

Reasons for Leaving Considered "To a Great Extent" by All Faculty
2010 Faculty Climate Survey

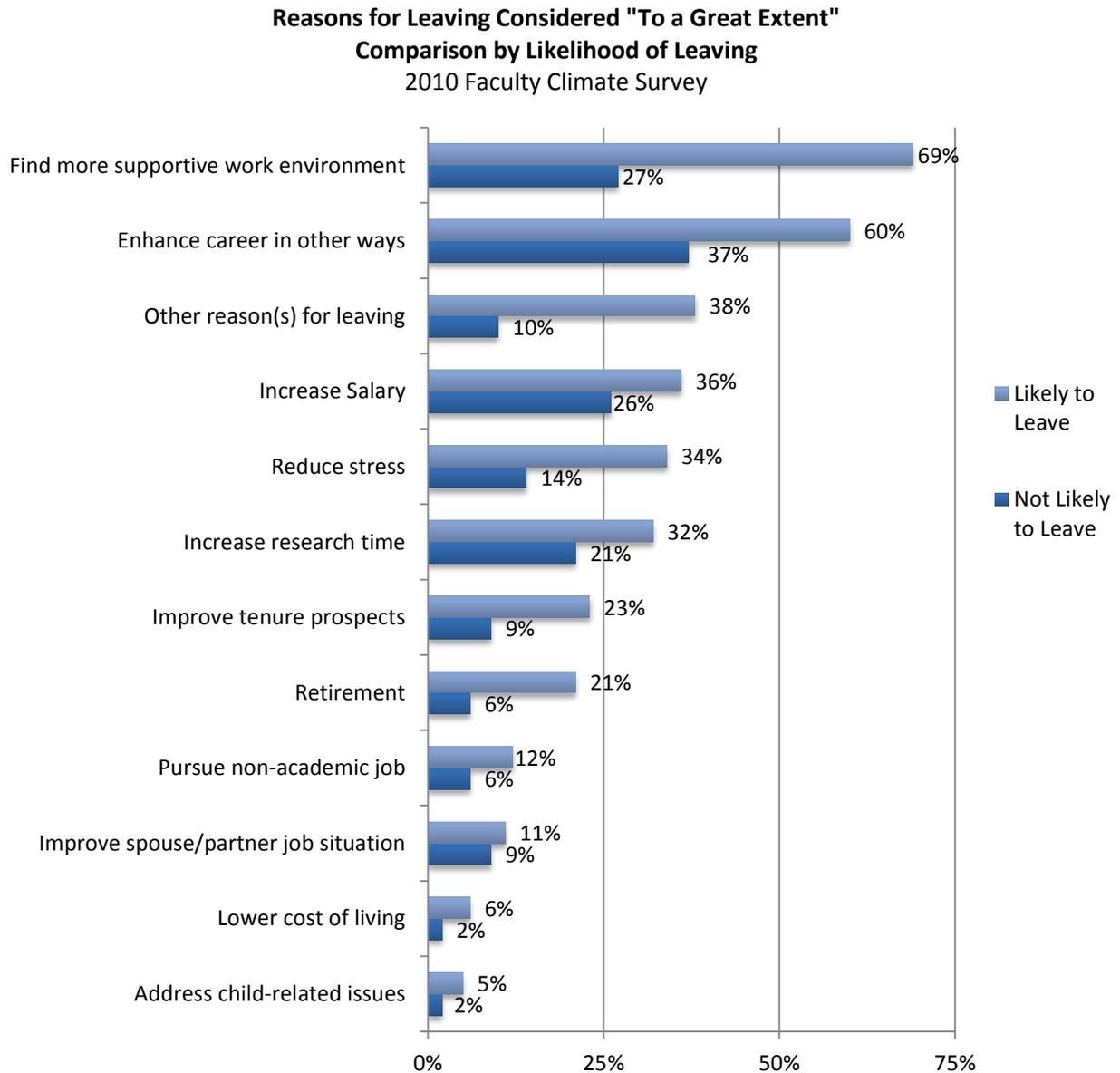


Although 11% of faculty are considering retirement in their decision to leave CWRU, only four (2%) faculty marked retirement as the *only* reason they were considering leaving.

Faculty differed significantly in their considerations when compared by gender and race/ethnicity. More specifically, men were significantly more likely than women to consider retirement in their decision to leave (considered "to a great extent": 13% vs. 8%). In contrast, women were significantly more likely to consider leaving Case to pursue a non-academic job (considered "to a great extent": 11% vs. 5%), reduce stress (26% vs. 17%); and address child-related issues (6% vs. 1%).

Asian faculty members were significantly more likely than White faculty to have considered leaving in order to improve their tenure prospects (considered "to a great extent": 33% vs. 11%) and to find a more supportive work environment (54% vs. 39%). In contrast, Underrepresented faculty were more likely than White faculty to consider leaving to enhance their career in other ways (considered "to a great extent": 62% vs. 42%) and address child-related issues (13% vs. 2%). Underrepresented faculty members were also more likely than White faculty members to consider leaving for other reasons not listed on the survey (41% vs. 17%).

The next chart is similar to the previous chart but compares faculty who are likely to leave to those who are not likely to leave Case in the next three years.



Results of an ANOVA indicate that faculty members who said they are likely to leave are significantly more likely to consider the following reasons:

- Find a more supportive work environment;
- Enhance career in other ways;
- Increase salary;
- Reduce stress;
- Increase research time;
- Improve tenure prospects;
- Retirement;
- Address child-related issues; and
- Other reason(s) not listed on the survey.

When we compared the reasons considered by those who said they were “very likely” to leave and those who said they were “somewhat likely” to leave, we found one significant difference. Faculty who said they were “very likely” to leave were significantly more likely to have considered leaving in order to reduce stress (to a great extent: 45% vs. 28%).

Factors Most Strongly Related to Likelihood of Leaving

In an effort to determine which factors are most strongly related to faculty decisions to leave CWRU, we conducted bivariate correlations on questions related to satisfaction, heaviness of workload, sources of stress, department/school atmosphere, support for relief from teaching/duties, support for tenure clock adjustments, comfort at CWRU, leadership, and more specific reasons for leaving. Almost 100 items correlated with faculty decisions to leave. Of those items, we used the top ten factors with the highest correlation in a stepwise linear regression. Results of the correlation analysis suggest that the three best predictors of leaving are as follows:

1. Disagreement that the department is a good fit for them;
2. Desire to find a more supportive work environment; and
3. Disagreement that the chair/director/dean creates a collegial and supportive environment.

Results of a correlation analysis indicate that the more faculty agree with the following, the more likely they are to stay at Case over the next three years:

- The department/unit is a good fit for me;
- CWRU is a comfortable place for me as a faculty member;
- My chair/director/dean creates a collegial and supportive environment;
- My department/unit is a place where individual faculty may comfortably raise personal and/or family responsibilities when scheduling department/unit obligations;
- I have a voice in the decision-making that affects the direction of my department/unit;
- I can navigate the unwritten rules concerning how I am to conduct myself as a faculty member;
- My chair/director/dean helps me obtain the resources I need;
- My chair/director involves me in relevant decision-making processes; and
- My chair/director handles disputes/problems effectively.

Faculty who are less likely to leave are also less likely to consider leaving in order to find a more supportive work environment. Interestingly, almost all of the factors stem from department/school atmosphere and leadership. Questions related to satisfaction with academic resources, support for relief from teaching/duties, support for tenure clock adjustments, the appropriateness of workload, and sources of stress did not show up in the top ten factors for leaving the university. This suggests that the primary academic unit has the most influence on faculty retention.

Results of an independent samples t-test indicate that faculty who felt their workload was “too heavy” or “much too heavy” did not differ significantly from faculty who felt their workload was “about right” or “too light” when it came to deciding to leave Case. In other words, faculty members who said they had heavier workloads were no more or less likely to leave Case than those who felt they had lighter workloads.

Outside Job Offers

Sixteen percent (16%) of CWRU faculty said they have taken an outside job offer to their department chair/dean within the past five years. No significant differences existed between those who took job offers to their deans and those who did not when comparing responses by gender and race/ethnicity. Instructors/senior instructors were significantly less likely to take job offers to their deans when compared to other faculty (7% vs. 17%).

Of those who took an outside job offer to their department chair/dean, 43% said their job offer resulted in an adjustment in their salary, while 19% said the job offer resulted in an adjustment in their equipment, laboratory, or research start-up. Another 7% said the job offer resulted in adjustments in coursework, 6% in administrative responsibilities, 5% in leave time, 4% in summer salary, 3% in employment of spouse/partner, and 1% in special timing of the tenure clock. Four percent (4%) also said the job offer resulted in “other” adjustments. Interestingly, those who took job offers to their department chair/dean were no more likely to say they were likely to leave Case than those who did not.

Additional Information

If you would like additional information about this report, please contact Lynn Singer 216-368-4389 or lynn.singer@case.edu. To submit a request for data, please visit the Institutional Research website at: <http://www.case.edu/president/cir/cirhome.html>.