



collaborative on academic
careers in higher education

Virginia Polytechnic Institute and State University

Faculty Retention & Exit Survey Quantitative Report

2018-19 | 2019-20 | 2020-21

COACHE Faculty Retention & Exit Survey: Quantitative Report

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Introduction

The Collaborative on Academic Careers in Higher Education (COACHE)

COACHE, a research-practice partnership at the Harvard Graduate School of Education, is dedicated to gaining insight into the postsecondary faculty experience. Academic leaders at more than 250 colleges, universities, community colleges and systems are partnering with COACHE and using our data to improve the quality of work life and professional fulfillment for faculty. They are also using our data to improve the recruitment, development, promotion and retention of a talented and diverse professoriate.

The COACHE Faculty Retention & Exit Study

A tenure line faculty appointment is one of the few career paths left where an individual can expect to remain secure with the same institution for the duration of his or her career. Therefore, when faculty explore the possibility of leaving, it raises questions about what might have gone wrong.

The COACHE Faculty Retention and Exit Study is working with university partners to standardize the data collected and stored about faculty who receive outside offers, in order to identify patterns in the *causes*, *costs*, and *conduct* of faculty mobility. More than 30 institutions have joined COACHE in this effort.

The primary tool of this study is an online survey instrument with themes that cover the search for a new position; the nature of the outside offer; the factors that weigh into a decision to stay or leave; the influence of spouses' and partners' careers; the counteroffer process; the transition to a new institution; and of course, the demographics of our population.

This report provides you with the opportunity to understand your institution's relative strengths and opportunities for improvement in the retention of faculty compared with other research universities across the country. We hope that this report will help shine a light on the challenges your faculty face so that we can make the academy a more welcoming and equitable place to work.

Structure of this report

COACHE has completed aggregation of all data from this study's survey administrations in the academic years 2018-19, 2019-20, and 2020-21. Upon the review and advice of our advisory group, these results are being shared in two parts:

- a. The *Text Response Report* contains qualitative data for your institution alone. Although comments in that report are redacted, they are candid and illuminating. As indicated in that report's preface, the report of text responses requires your careful review and additional treatment before you share its contents with anyone else.
- b. This *Quantitative Report* contains visualizations and data tables for your institution with comparisons to the entire cohort of over 30 research universities participating in the study. While it still merits a careful review to avoid any deductive disclosure of respondent identities, this report is intended for broader dissemination.

Each report completes the other. You may note that the numbering in the *Table of Contents* appears to skip items in its sequence. This is to emphasize that important questions are answered in the companion report.

How might these data be used?

Many examples of the utility of exit data emerged in the earlier phases of our research. Some benefits apply to a system or consortium of universities, while others are realized by individual campuses. Knowledge gained from analysis of faculty departures and retentions in this report could help by:

- Suggesting improvements to department chair training in anticipating faculty intent to leave and in handling negotiations;
- Identifying more quickly – than could a single institution – any resignation patterns with respect to disciplinary cultures, gender, or underrepresented status;
- Finding out if competitors in the faculty labor market are offering particular inducements that make a difference in successfully “poaching” faculty;
- Educating deans about the efficacy of “home field advantage” in pre-emptive retention actions and counteroffers;
- Giving budget officers the basis for projections about where new hiring opportunities should be made available;
- Providing fundable propositions for interactions with foundations (e.g., NSF ADVANCE);
- Creating compelling cases to donors in the name of retaining the best and brightest talent, for example, by endowing chairs, funding a lab school for children of faculty, allowing more teaching on recall, or subsidizing faculty housing;
- Revealing whether or not universities are effectively carrying out their missions; and
- Offering sound research—colored with poignant anecdotes—in support of appropriations requests to the state legislature.

Origin of this COACHE study

In 2013, COACHE launched an exploratory study of faculty turnover as a “proof of concept” to gauge the merit of a sustained inquiry. That study—a literature review and an analysis of institutional exit surveys—concluded that the scholarship of faculty mobility and the exit interview and survey practices in place were not partnered in an effective development and management of faculty. Despite half a century of research on the subject, most universities had not yet routinized data collection about departures, nor had they developed systems for identifying, negotiating with, retaining or supporting the transition of faculty who were planning to leave.

The gap between research and practice presented COACHE with an opportunity to help university leaders make significant improvements in their approach to faculty retention. With an investment supplemented by financial and advisory assistance from the University of California (UC) Office of the President, COACHE launched a pilot study—the Academic Workforce Mobility Project—in 2015. The first multi-institutional Faculty Retention & Exit Survey resulted from deeper consultation of the literature, engagement of scholars on the professoriate, and oversight from an advisory board of academic leaders across the UC System.

The data aggregated in this report were collected after survey administrations in Fall 2018, Fall 2019, and Fall 2020.

Goals of the study

During the pilot study, our interviews, meetings and roundtables with academic leaders revealed local, state, and national contexts for their interest in gathering faculty departure and retention data. Most described the importance of these data in terms of the costs of a single faculty member's departure (see Kaminski & Geisler, 2012), often expressed in terms of (a) investment in the search, hiring, and development of the faculty member; and (b) the contributions that person makes to the institution, now no longer to be realized.

In addition to these concerns is the low morale departments suffer when they lose faculty stars and good colleagues, not to mention the loss of national reputation to academic programs, which might subsequently be ranked lower as a result of the loss.

Most importantly, beyond lost investment and contributions, we at COACHE describe the problem of departures as a matter of equity. Do some groups leave for reasons different than—or even as a result of—other groups? Might knowing the answer help us address their concerns?

We asked academic administrators to articulate the outcomes that would lead them to agree, upon this report delivery, that this effort was worthwhile. Their replies are summarized into five goals below, each increasing by degree in the time and resources it will be required to achieve them.

- a. An improved, validated survey instrument to replace current or past protocols
- b. An accurate understanding of the reasons why faculty choose to leave
- c. An accurate understanding of the reasons why faculty who receive outside offers choose to stay
- d. A clearer understanding of how to succeed at retention actions
- e. A clearer understanding of how to prevent retention cases in the first place

Therefore, an ambitious (but not unattainable) outcome of a sustained and pervasive commitment to this work could be a positive impact on the rate of departures and/or fewer retention requests, while identifying and eliminating any troubling inequities in the course of retention and departure routines.

A final reminder of the unique value of an exit survey

There is, in fact, much that can be accomplished by a study of faculty who have left that cannot be learned from a survey of faculty who are still in the process of deciding.

- Faculty who *intend* to leave report they would leave for more prestigious departments and better pay, but those who *actually* leave report more diverse factors, especially work environment (O'Meara, 2014).
- Direct accounts from faculty who have left reveal that actual reasons for departure are more quickly developed and less resource-driven than most in the academic community assume, or that the most retention activity may not be in the sciences, but in other disciplines, because “you need to find a lot more money to move a scientist.”

- In our studies of other universities' exit surveys, interviewees described the “the intrinsic value in engaging people as they leave.” The word “respect” was often uttered; faculty want to be heard.
- Only from those who have left can we learn how, and how effectively, an institution receives and responds to an individual's expression of an intent to leave. Are chairs, deans, and colleagues responding appropriately? What damage is done or care taken by these agents throughout the stages of separation? Ultimately, what can we learn from those who leave their faculty feeling *better* about their former employer?

1. The Analytic Sample

When the team at COACHE began developing the research design of the Faculty Retention and Exit Study, we quickly discovered the great variability in institutional capacity for collecting data about faculty who receive outside offers. We had some knowledge of the extent to which our university partners were (or were not) gathering, sharing and utilizing information about faculty departures. Retention actions, however—efforts to keep someone who has an outside offer in hand—were almost universally in provosts’ data blind spot. A few of our partners had robust platforms for managing such departure and retention data, but many had never compiled the data centrally.

The opportunity to marshal that knowledge is why, even though the primary instrument of this study is a questionnaire, we consider this a *data* project, not merely a survey. Without a single response, COACHE can help academic leaders learn a great deal just by curating the data that their institutions already have—or could have with a small effort.

From your data alone, you can begin to see which schools, colleges and divisions have the highest rates of outside offers, and which quarters are having the most success with their retention actions. Perhaps there are concerning differences in the number and quality of counteroffers by gender or race, or lessons to learn about the levers that are more effective for faculty in one discipline versus another.

Beyond the “win/loss” ratios of retentions and departures, administrative data can shed light on the institutional *investments* made in faculty. How much time and treasure were diverted in establishing, developing, and rewarding faculty who departed? Considerations could include startup funds, teaching releases, and leaves that will never be recouped because a faculty member left soon after the time or money was spent.

Such data collection routines are also an opportunity to take into account the *contributions* that a faculty member made during their time at your institution. You can consider not just awards and honorifics, grants earned, and research productivity, but also teaching excellence, service leadership, and other factors describing what the neoliberal university might think of as “return on investment,” or “faculty replacement value”.

This section of the Quantitative Report offers some of the data that some participating universities provided to us in advance of survey administration. Looking for patterns in the cleaned, aggregated, and comparative administrative data can help academic leaders raise questions about the “business as usual” processes and protocols of faculty retention and departure. You might ask, “What can be learned without a survey?”

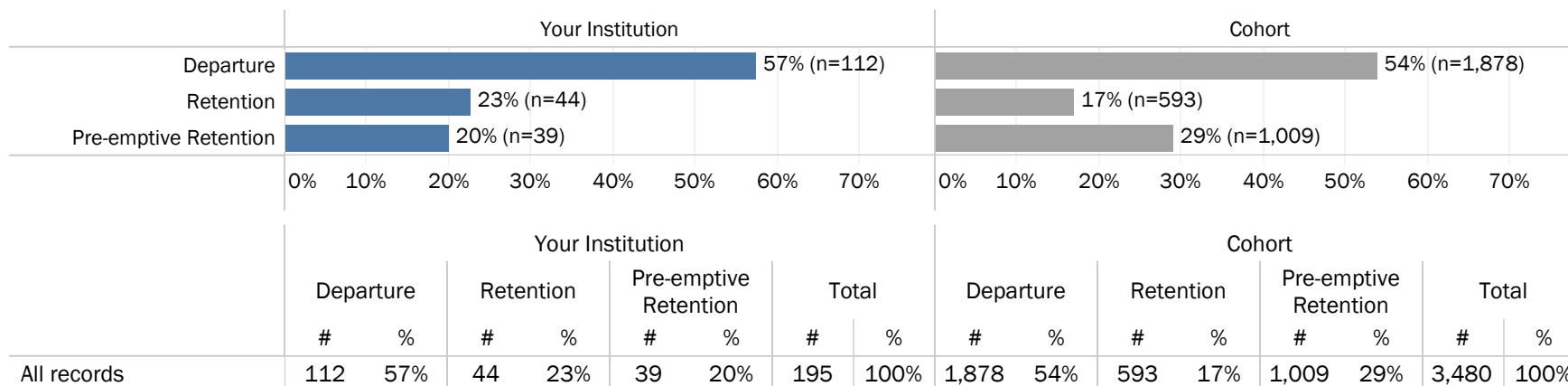
Questions to consider

- Is your institution doing all it can to gather, share, and use information about faculty departures? What about retention actions?
- Are you losing your most productive scholars or your best teachers or faculty who serve with distinction in leadership roles? What about their contributions to the diversity and success of your institution?
- Compared to faculty at other universities, how soon into their tenure at your institution are faculty seeking outside offers?

1.1 Demographic characteristics

What are the general demographic characteristics of the eligible faculty population?

a. Overall



b. by Gender

	Your Institution							Cohort						
	Departure		Retention		Pre-emptive Retention		Total	Departure		Retention		Pre-emptive Retention		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Woman/Trans Woman	41	37%	20	45%	17	44%	78	40%	711	38%	213	36%	449	39%
Man/Trans Man	71	63%	24	55%	22	56%	117	60%	960	51%	342	58%	475	51%
Gender Other/Unknown	0	0%	0	0%	0	0%	0	0%	207	11%	38	6%	85	9%
Grand Total	112	100%	44	100%	39	100%	195	100%	1,878	100%	593	100%	1,009	100%

Note: "Gender Other" identifies those individuals who are non-binary or do not identify as a woman or a man. "Gender Unknown" are those individuals for whom gender identity was not provided by the institution or disclosed by the survey respondent.

1.1 Demographic characteristics (cont.)

What are the general demographic characteristics of the eligible faculty population?

c. by Race/Ethnicity

	Your Institution								Cohort							
	Departure		Retention		Pre-emptive Retention		Total		Departure		Retention		Pre-emptive Retention		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Faculty of color and other	45	40%	11	25%	13	33%	69	35%	623	33%	224	38%	275	27%	1,122	32%
White, non-Hispanic	67	60%	33	75%	26	67%	126	65%	1,019	54%	311	52%	622	62%	1,952	56%
Race/Ethnicity Unknown	0	0%	0	0%	0	0%	0	0%	236	13%	58	10%	112	11%	406	12%
Grand Total	112	100%	44	100%	39	100%	195	100%	1,878	100%	593	100%	1,009	100%	3,480	100%

d. by Tenure Status

	Your Institution								Cohort							
	Departure		Retention		Pre-emptive Retention		Total		Departure		Retention		Pre-emptive Retention		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Pre-tenure	59	53%	12	27%	13	33%	84	43%	696	37%	145	24%	194	19%	1,035	30%
Tenured	52	46%	30	68%	25	64%	107	55%	634	34%	385	65%	458	45%	1,477	42%
Non-tenure Track	1	1%	2	5%	1	3%	4	2%	310	17%	25	4%	228	23%	563	16%
Tenure Status Unknown	0	0%	0	0%	0	0%	0	0%	238	13%	38	6%	129	13%	405	12%
Grand Total	112	100%	44	100%	39	100%	195	100%	1,878	100%	593	100%	1,009	100%	3,480	100%

1.1 Demographic characteristics (cont.)

What are the general demographic characteristics of the eligible faculty population?

e. by Discipline

	Your Institution								Cohort							
	Departure		Retention		Pre-emptive Retention		Total		Departure		Retention		Pre-emptive Retention		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Humanities	10	9%	12	27%	4	10%	26	13%	220	12%	73	12%	262	26%	555	16%
Social Sciences	19	17%	2	5%	2	5%	23	12%	186	10%	129	22%	152	15%	467	13%
STEM	44	39%	20	45%	20	51%	84	43%	412	22%	158	27%	239	24%	809	23%
Professions & Other	39	35%	10	23%	13	33%	62	32%	827	44%	193	33%	271	27%	1,291	37%
Discipline Unknown	0	0%	0	0%	0	0%	0	0%	233	12%	40	7%	85	8%	358	10%
Grand Total	112	100%	44	100%	39	100%	195	100%	1,878	100%	593	100%	1,009	100%	3,480	100%

1.2 Institutional persistence

How many years had eligible faculty spent at your institution at the point of retention or departure? (*Available only to institutions who provided **yearhire** to COACHE.*)

	Your Institution						Cohort					
	Valid n	Mean	Median	Min	Max	SD	Valid n	Mean	Median	Min	Max	SD
Departure	74	7.8	6	0	27	5.77	1,485	7.9	6	0	47	6.45
Retention	44	8.6	7	1	28	5.75	519	10.3	9	1	34	6.32
Pre-emptive Retention	39	10.3	8	2	35	7.20	839	10.0	8	1	44	7.48
Grand Total	157	8.6	7	0	35	6.19	2,843	8.9	7	0	47	6.84

1.3 Grants from external sources

What was the number and total value of grants received by the eligible population in the five years prior to this survey? (*Available only to institutions who provided grants_number and grants_value to COACHE.*)

a. Number of Grants

	Valid n	Mean	SD	Your Institution				Sum
				Min	Median	Max		
Departure	0							
Retention	0							
Pre-emptive Retention	0							
Grand Total	0							

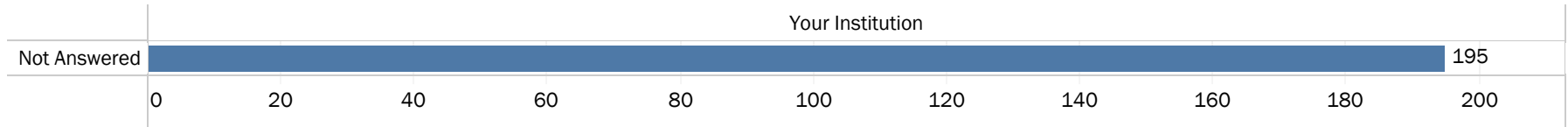
b. Value of Grants

	Valid n	Mean	SD	Min	Median	Max	Sum
Departure	0						
Retention	0						
Pre-emptive Retention	0						
Grand Total	0						

1.4 Academic Analytics

What were the Academic Analytics profiles of eligible faculty? (*Available only to institutions who provided **aa_quintile** and **aa_fspi** to COACHE.*)

a. aa_quintile



b. aa_fspi

	Your Institution					
	Valid n	Mean	Median	Min	Max	SD
Departure	0	-	-	-	-	-
Retention	0	-	-	-	-	-
Pre-emptive Retention	0	-	-	-	-	-
Grand Total	0	-	-	-	-	-

1.5 Missing data

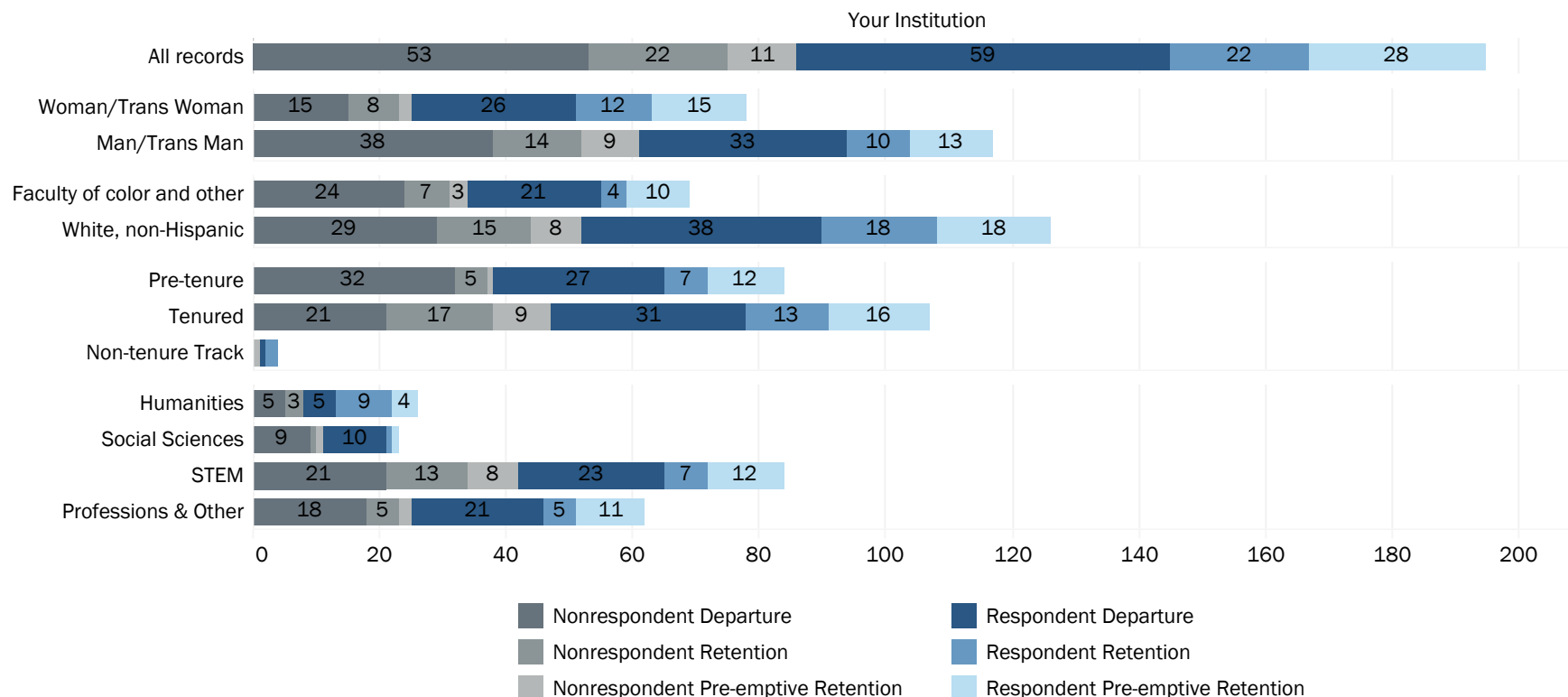
What data was requested by COACHE, but was not provided in your institution's population file?

	Your Institution #	Your Institution %	Cohort #	Cohort %
Valid n	195		3,480	
Missing Gender	0	0%	269	8%
Missing Race/Ethnicity	0	0%	373	11%
Missing Tenure Status	0	0%	405	12%
Missing Discipline	0	0%	358	10%
Missing apptyear	2	1%	703	20%
Missing grants_number	195	100%	2,902	83%
Missing grants_value	195	100%	2,929	84%
Missing aa_quintile	195	100%	3,050	88%
Missing aa_fspi	195	100%	3,044	87%

1.6 Response rates

What are the population and respondent characteristics of your university and of the comparison cohort?

a. Respondent Counts



Note: Demographic data are "Unknown" when missing from an institution's population file and not provided by respondents.

1.6 Response rates (cont.)

What are the population and respondent characteristics of your university and of the comparison cohort?

b. Overall

	Your Institution					Cohort				
	#	%	# Respon- dents	% Respon- dents	Response Rate	#	%	# Respon- dents	% Respon- dents	Response Rate
Departure	112	57%	59	54%	53%	1,878	54%	748	51%	40%
Retention	44	23%	22	20%	50%	593	17%	254	17%	43%
Pre-emptive Retention	39	20%	28	26%	72%	1,009	29%	461	32%	46%
Grand Total	195	100%	109	100%	56%	3,480	100%	1,463	100%	42%

c. by Gender

	Your Institution					Cohort				
	#	%	# Respon- dents	% Respon- dents	Response Rate	#	%	# Respon- dents	% Respon- dents	Response Rate
Woman/Trans Woman	78	40%	53	49%	68%	1,373	39%	683	47%	50%
Man/Trans Man	117	60%	56	51%	48%	1,777	51%	751	51%	42%
Gender Other/Unknown	0	0%	0	0%		330	9%	29	2%	9%
Grand Total	195	100%	109	100%	56%	3,480	100%	1,463	100%	42%

Note: "Gender Other" identifies those individuals who are non-binary or do not identify as a woman or a man. "Gender Unknown" are those individuals for whom gender identity was not provided by the institution or disclosed by the survey respondent.

1.6 Response rates (cont.)

What are the population and respondent characteristics of your university and of the comparison cohort?

d. by Race/Ethnicity

	Your Institution					Cohort				
	#	%	# Respondents	% Respondents	Response Rate	#	%	# Respondents	% Respondents	Response Rate
Faculty of color and other	69	35%	35	32%	51%	1,122	32%	438	30%	39%
White, non-Hispanic	126	65%	74	68%	59%	1,952	56%	981	67%	50%
Race/Ethnicity Unknown	0	0%	0	0%		406	12%	44	3%	11%
Grand Total	195	100%	109	100%	56%	3,480	100%	1,463	100%	42%

e. by Tenure Status

	Your Institution					Cohort				
	#	%	# Respondents	% Respondents	Response Rate	#	%	# Respondents	% Respondents	Response Rate
Pre-tenure	84	43%	46	42%	55%	1,035	30%	447	31%	43%
Tenured	107	55%	60	55%	56%	1,477	42%	709	48%	48%
Non-tenure Track	4	2%	3	3%	75%	563	16%	194	13%	34%
Tenure Status Unknown	0	0%	0	0%		405	12%	113	8%	28%
Grand Total	195	100%	109	100%	56%	3,480	100%	1,463	100%	42%

1.6 Response rates (cont.)

What are the population and respondent characteristics of your university and of the comparison cohort?

f. by Discipline

	Your Institution					Cohort				
	#	%	# Respon- dents	% Respon- dents	Response Rate	#	%	# Respon- dents	% Respon- dents	Response Rate
Humanities	26	13%	18	17%	69%	555	16%	256	17%	46%
Social Sciences	23	12%	12	11%	52%	467	13%	232	16%	50%
STEM	84	43%	42	39%	50%	809	23%	267	18%	33%
Professions & Other	62	32%	37	34%	60%	1,291	37%	540	37%	42%
Discipline Unknown	0	0%	0	0%		358	10%	168	11%	47%
Grand Total	195	100%	109	100%	56%	3,480	100%	1,463	100%	42%

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2. Weighing the Factors

What compels faculty to stay? What compels them to leave?

Before examining what only the faculty eligible for *this* study can teach us—that is, the *costs* and *conduct* of retention and departure—we begin at the heart of the matter: what are the *causes*? The short answer to this question is, “It’s complicated,” because figuring out *how* to ask the question is complicated.

Our flagship study, the COACHE Faculty Job Satisfaction Survey, recruits hundreds or even thousands of faculty at each university who tell us their satisfiers, dissatisfiers, and the strength of their connection to their institutions. With an analytic power that comes with such a robust dataset, that study can determine the relative predictive strengths of a complex array of factors that coalesce to form an intent to leave or to stay at your institution.

The COACHE Faculty Retention & Exit Study, however, sacrifices that analytical power to hear the voices of those few who have actually left or had a serious opportunity to leave. We know from prior research that humans are not very good at unlocking the real reasons for such a decision; we expect to get a reconstruction. To manage retrospective sensemaking as best we can, we have taken great care to ask the right questions about these push/pull factors, in the right order, and about the right moment in their thought process.

Survey items

Early in the instrument, respondents are asked:

Think back to the time you received the outside offer, but before any counteroffer was (or was not) made. At that time, what factors were weighing most heavily on your consideration of whether to stay at {institution} or accept the outside offer?

Faculty enter their responses in their own words; we do not prejudice them with a “check all that apply” list of likely reasons. Not until that comment is submitted do we present respondents with three questions in sequence:

From the list below, please rank the top factors that you described were compelling you to stay at {institution}.

Now we would like you to consider compelling factors to accept the outside offer.

Below are the factors that you identified as compelling in your decision to stay at {institution} or accept the outside offer. Please now indicate whether you consider these reasons to be primary or secondary factors in your overall decision-making process.

Together, these four survey items produce the rich (even if redacted) comments and visualizations in these reports. These qualitative and quantitative data – after unpacking the results – will help you to better prepare your colleagues for those times when a faculty member, letter in hand, knocks on their doors. The data challenge academic leaders, who wish to retain their faculty, to look beyond salary levers and to interrogate the nuances in faculty’s feelings about their institutions, their colleagues, and their careers.

Why we ask about “compelling factors” at *this* moment

This sequence we use is based upon items from several existing surveys and from relevant scholarly literature. In many institutions’ exit surveys, however, the list of factors is framed in terms of satisfaction. We decided that knowing the importance of factors in respondents’ decision-making processes is more valuable than knowing their satisfaction with various workplace characteristics. After all, the COACHE Faculty Job Satisfaction Survey already accomplishes that task.

In our pilot study, we realized that this question could ask faculty to recollect their feelings at any number of points along the steps in the departure (or retention) process. For example, we could ask faculty to tell us about the “factors” they were weighing after a counteroffer was made. While that moment is closer to the point of actual decision, it is not a moment that is universally shared; many departures and retentions never receive or even seek a counteroffer.

We found evidence of a better approach in a former study by the University of California at Berkeley, which associated the question with the point after outside offer is received, but before any counteroffer is made. At this moment, both “stayers” and “leavers” can answer the same question, which was “What factors weighed most heavily on your decision to stay or leave?” While this question helps identify factors in play, it does not indicate whether the home institution or the recruiting institution is superior on a given factor. Also, Berkeley’s drop-down menu of choices were too limiting and perhaps even frustrating for respondents.

Ultimately, we combined and, we believe, improved upon the methods used by Berkeley and by Matier (1990), who asked such questions using a “degree of enticement scale,” which allowed for a relative comparison of varying factors.

Why we ask about *these* factors

There are factors that faculty think will push them out the door, and those that actually do. O’Meara and her colleagues (2014) found that faculty who *intended* to leave reported they would leave for more prestigious departments and better pay. The faculty who *actually* left were more likely to cite work environment than any other factor, even when they appeared to be “moving up” to an institution with greater pay and department prestige.

Work environment is a predictor of people leaving an institution. Johnsrud and Heck (1994) also identified that quality of life issues, such as geographic location and cost of living, were influential reasons for leaving, along with tenure pressures and poor relationships within the department. Though prestige of the new department or institution is included in only a few institutional surveys that we found, it is discussed by Weiler (1985) and O’Meara, Lounder and Campbell (2014).

O’Meara and her colleagues (2016) also found that broken (and often implicit) expectations regarding the quality of personal relationships and support in the faculty member’s department contributed to professors’ intent to leave. Several other studies included survey items related to the quality of professional relationships in the department as well as satisfaction with the intellectual environment, governance, quality of students, and opportunities for leadership (Johnsrud & Heck, 1994; Matier, 1990; O’Meara, Lounder et al., 2014; Smart, 1990; Weiler, 1985).

Promotion, review, and tenure items are generally reported as salient in the literature, which focuses on the perceived likelihood of earning tenure and on the quality of promotion and review processes (Johnsrud & Heck, 1994; O'Meara et al., 2014). Jayakumar, Howard, Allen, and Han (2009) found that dissatisfaction with promotion and review processes was an especially salient motivator to leave for faculty of color. Their work and other equity-minded research instructs us to include factors that, while less frequently cited overall, could be more important to particular populations of interest.

“Weighing the Factors” visualizations

Frequencies

Stacked bar charts combine the results of the staying, leaving, and primary/secondary factors described above. They indicate how frequently respondents selected:

- (in blue) a factor compelling them to stay at your institution;
- (in gold/brown) a factor compelling them to accept the outside offer; and
- (in green) a factor both compelling them to stay and to leave

The chart is designed to allow easy identification of the proportion of faculty who did not select each factor (in grey). The intensity of the other colors describes whether the factor was a primary or secondary factor. Only the top 15 factors are listed.

When sufficient numbers of respondents permit, we can distinguish between the responses from your departures and your retentions. Even larger numbers of respondents allow disaggregation by gender, race, tenure status and discipline (broadly defined). Comparing “Your Institution” and the “Cohort” factors suggests your university’s competitive advantages and disadvantages in recruiting and retaining faculty.

Rank (most compelling to least compelling)

This report also provides heat maps displaying in still finer detail which of the selected factors were *most compelling* your faculty to remain at your institution and to accept the outside offer. This data visualization does not emphasize the frequency with which a factor was selected (although counts for each cell are shown in grey), but uses colors (darker is more compelling) to convey how much a particular factor matters *when it is selected*.

As with the prior “weighing the factors” charts, results are shown for departures, retentions, women, men, and other demographic subgroups when there are at least five respondents in a category.

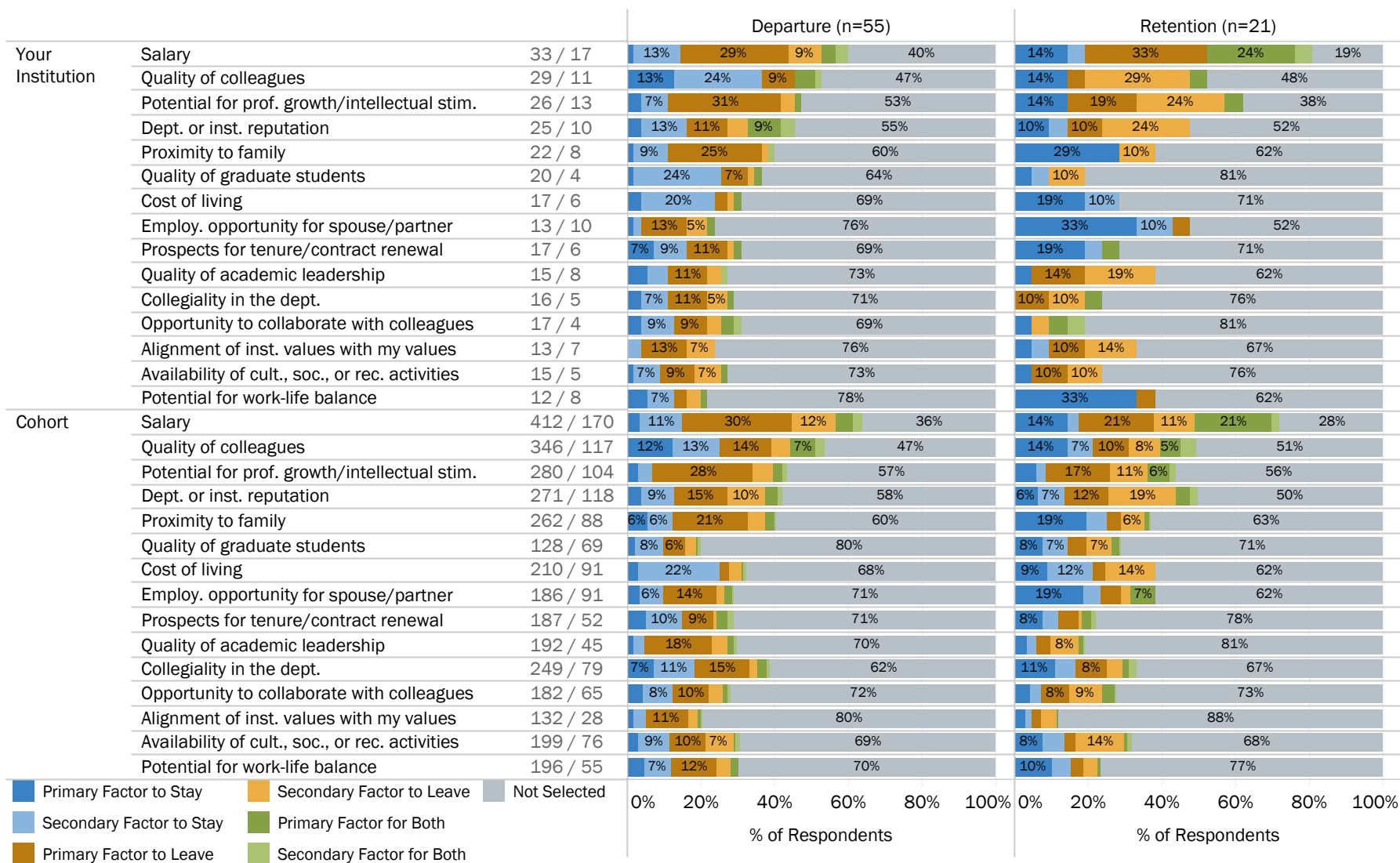
Questions to consider

- What factors most explain the differences between faculty who leave and those who choose to stay?
- Are there differences in the frequency or importance of factors by demographic characteristics (e.g., gender, race, tenure status, discipline)? Consider differences both between groups (e.g., men vs. women) and within groups beyond your university (e.g., your institution’s women vs. the cohort’s women).
- How can your chairs, deans, and others work with you to assemble a better portfolio of information, not just about the counteroffer, but about all the factors a faculty member weighs in this process? Could you derive a checklist to help chairs and deans in their encounters with faculty who are considering departure?

2.2 Primary and secondary factors in the decision to stay or leave

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and *assigned to “primary” and “secondary” categories.*

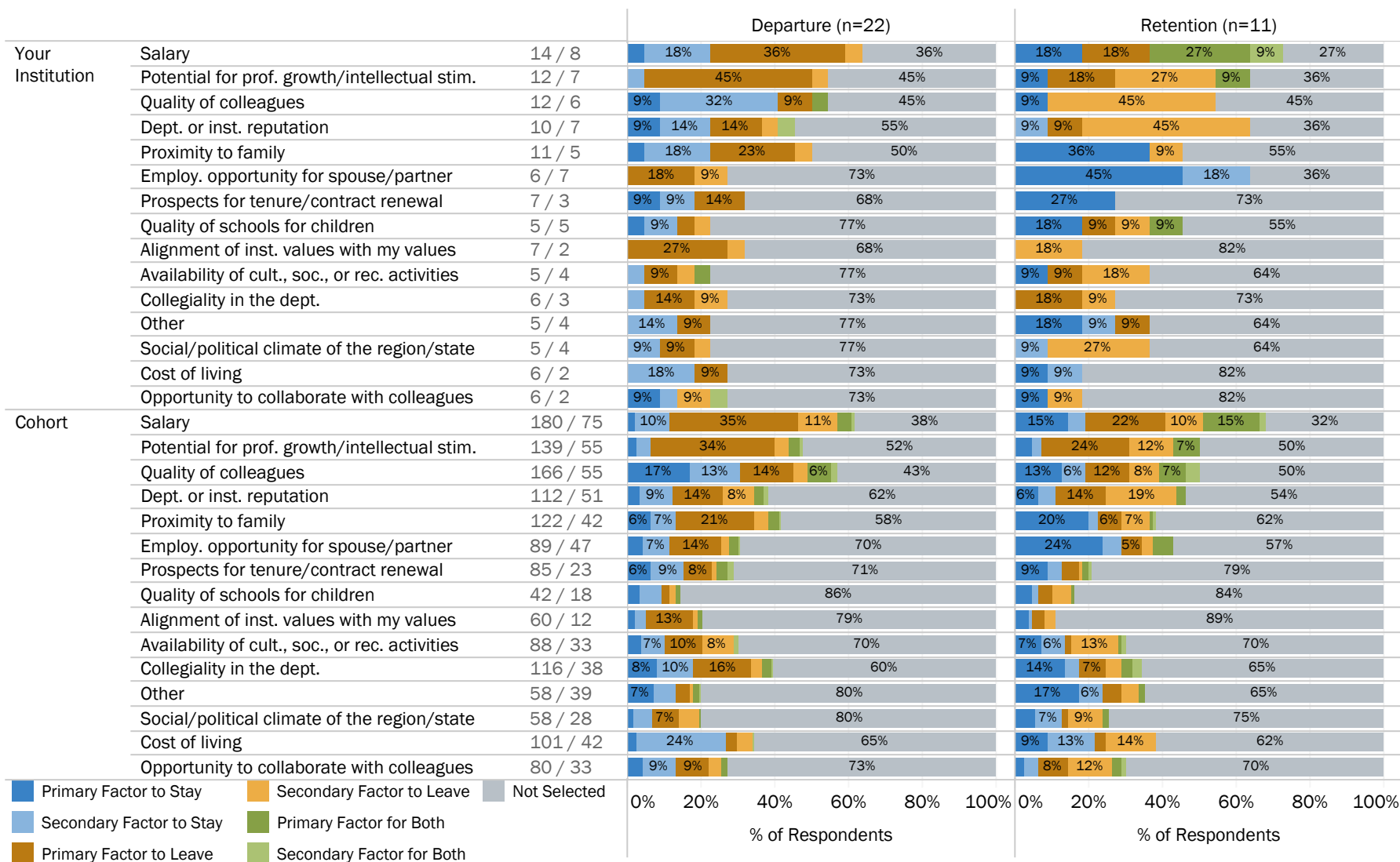
a. Overall (n=76). The top 15 factors for all respondents are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and assigned to “primary” and “secondary” categories.

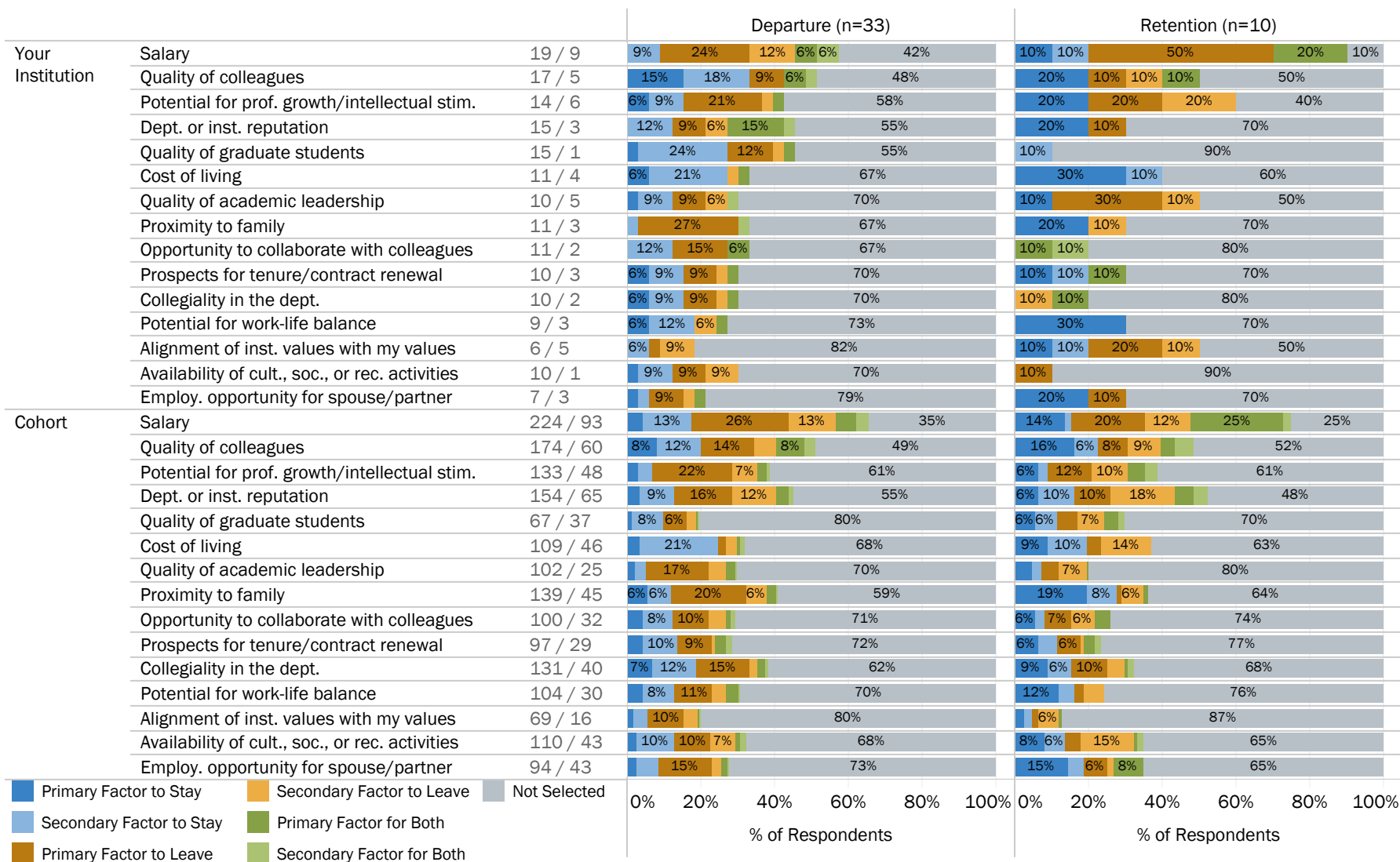
b. Woman (n=33). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and assigned to “primary” and “secondary” categories.

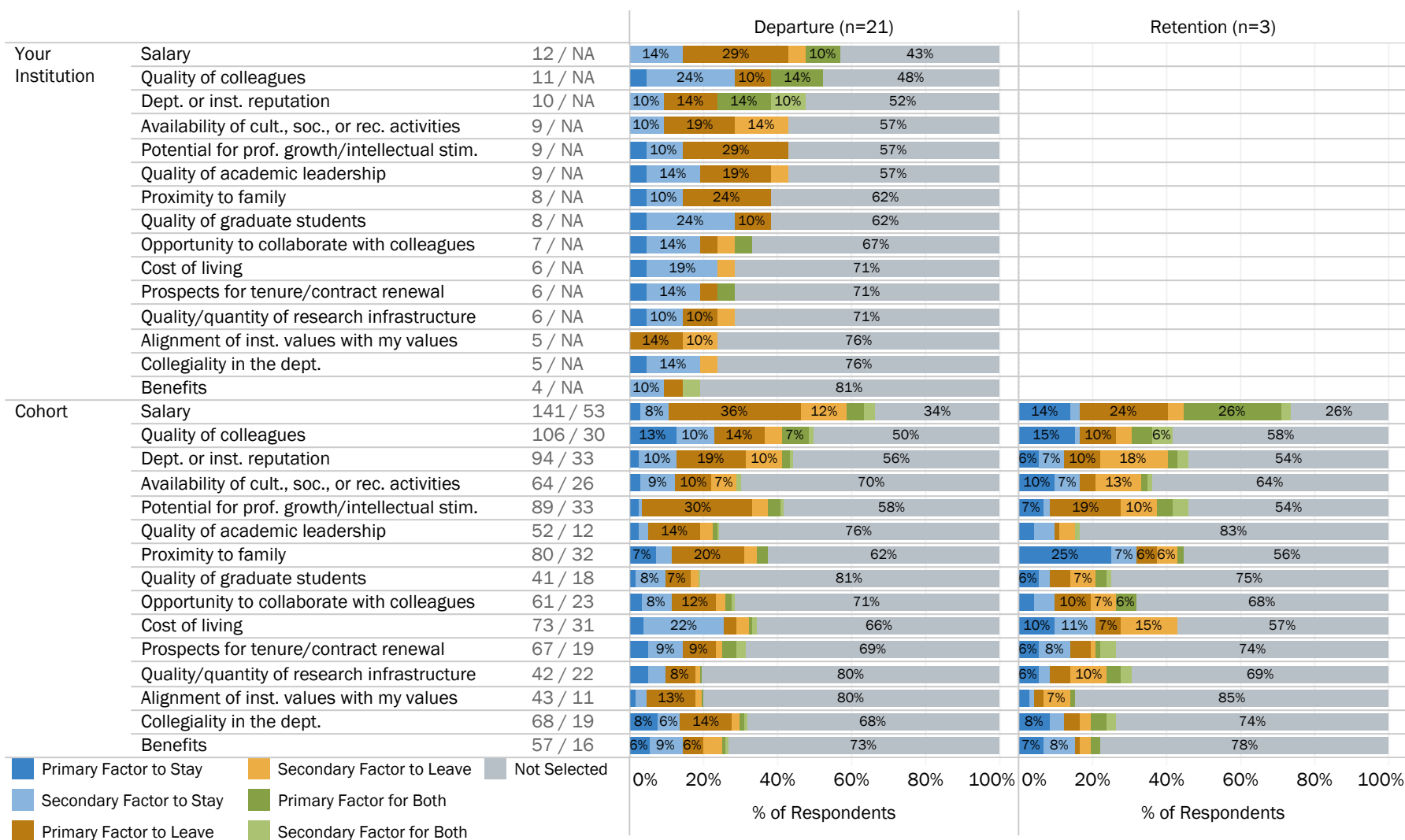
c. Man (n=43). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and assigned to “primary” and “secondary” categories.

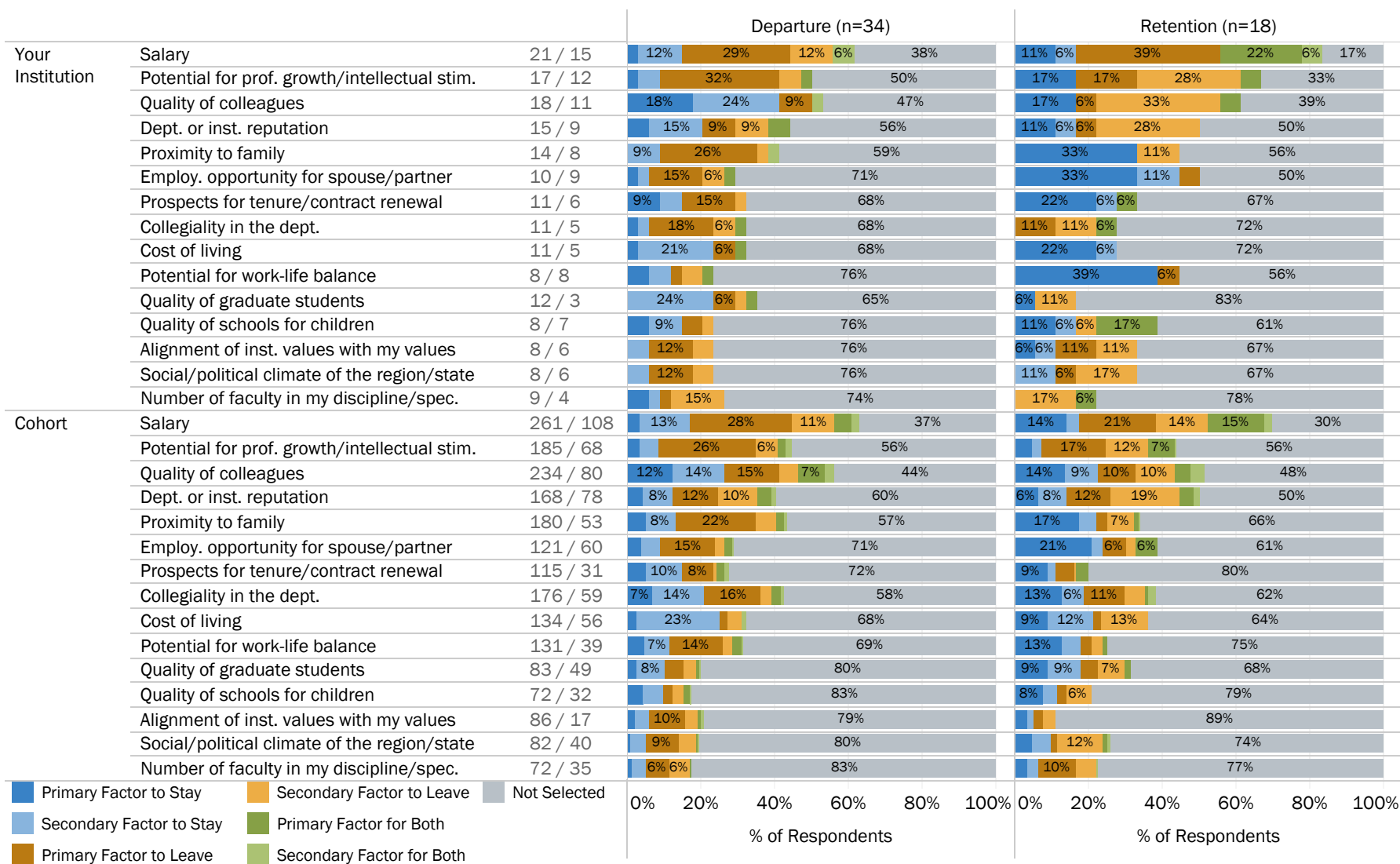
d. Faculty of color and other (n=24). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and assigned to “primary” and “secondary” categories.

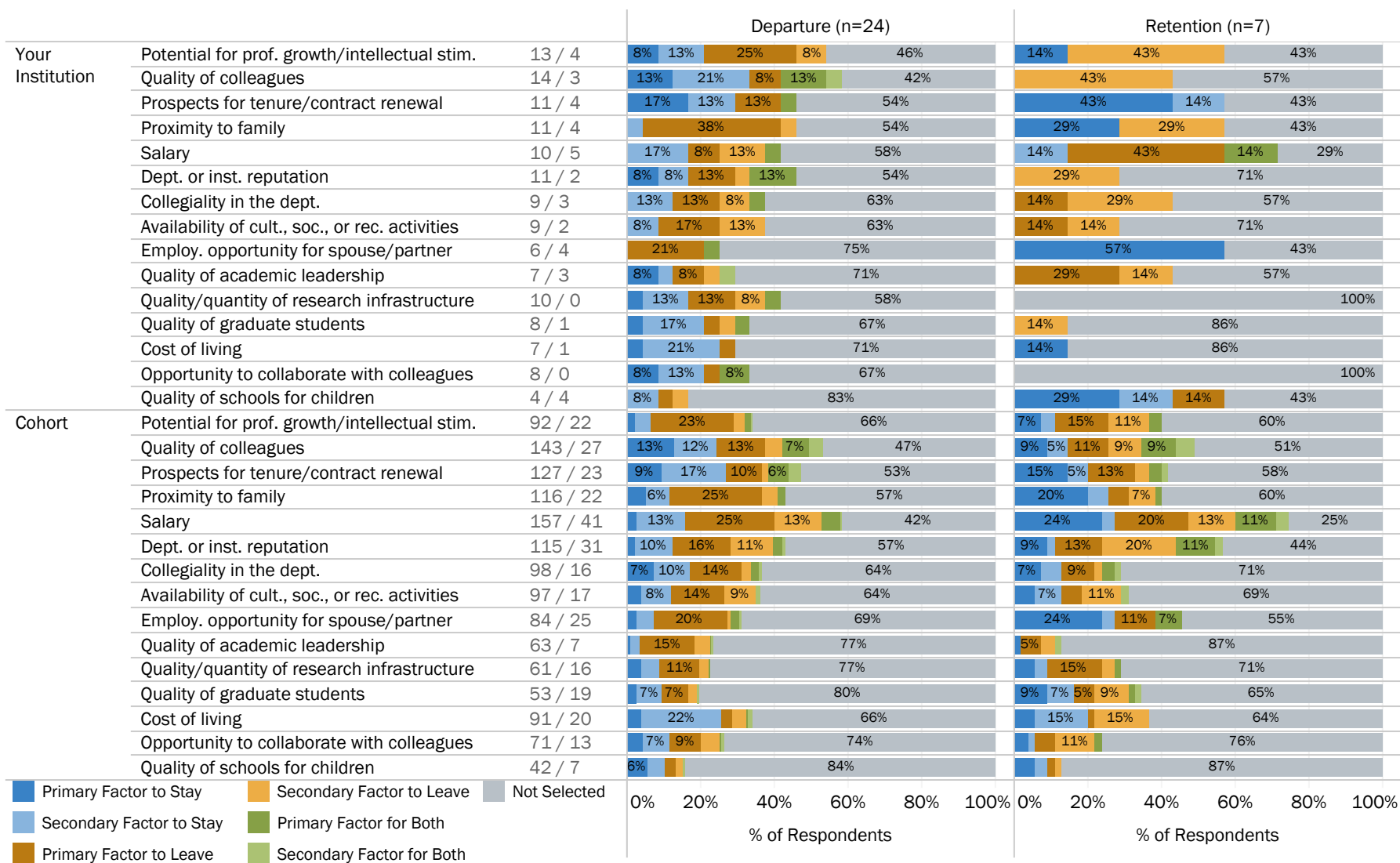
e. White, non-Hispanic (n=52). The top 15 factors for this group are shown in descending order by the total respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and *assigned to “primary” and “secondary” categories.*

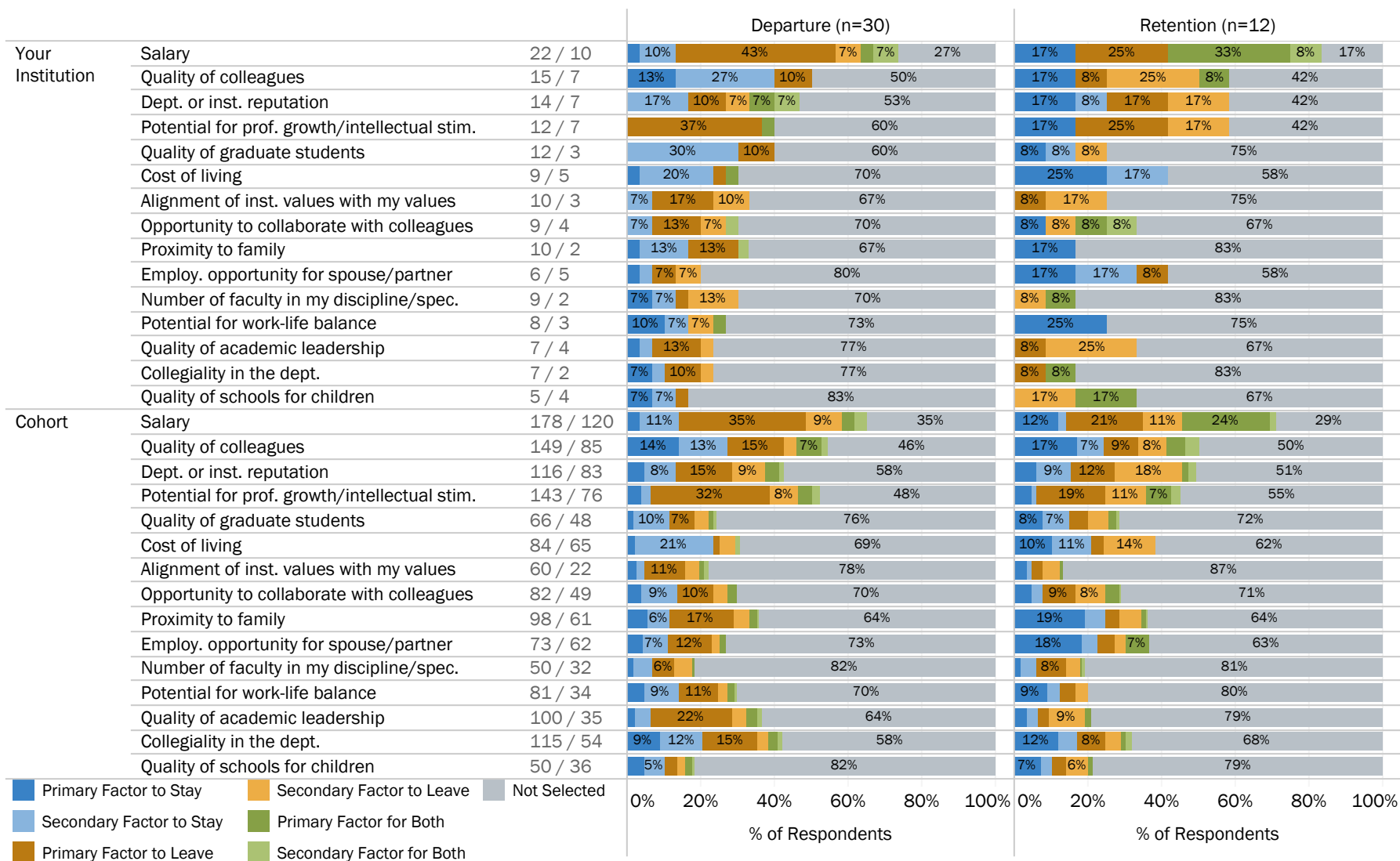
f. Pre-tenure (n=31). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and *assigned to “primary” and “secondary” categories.*

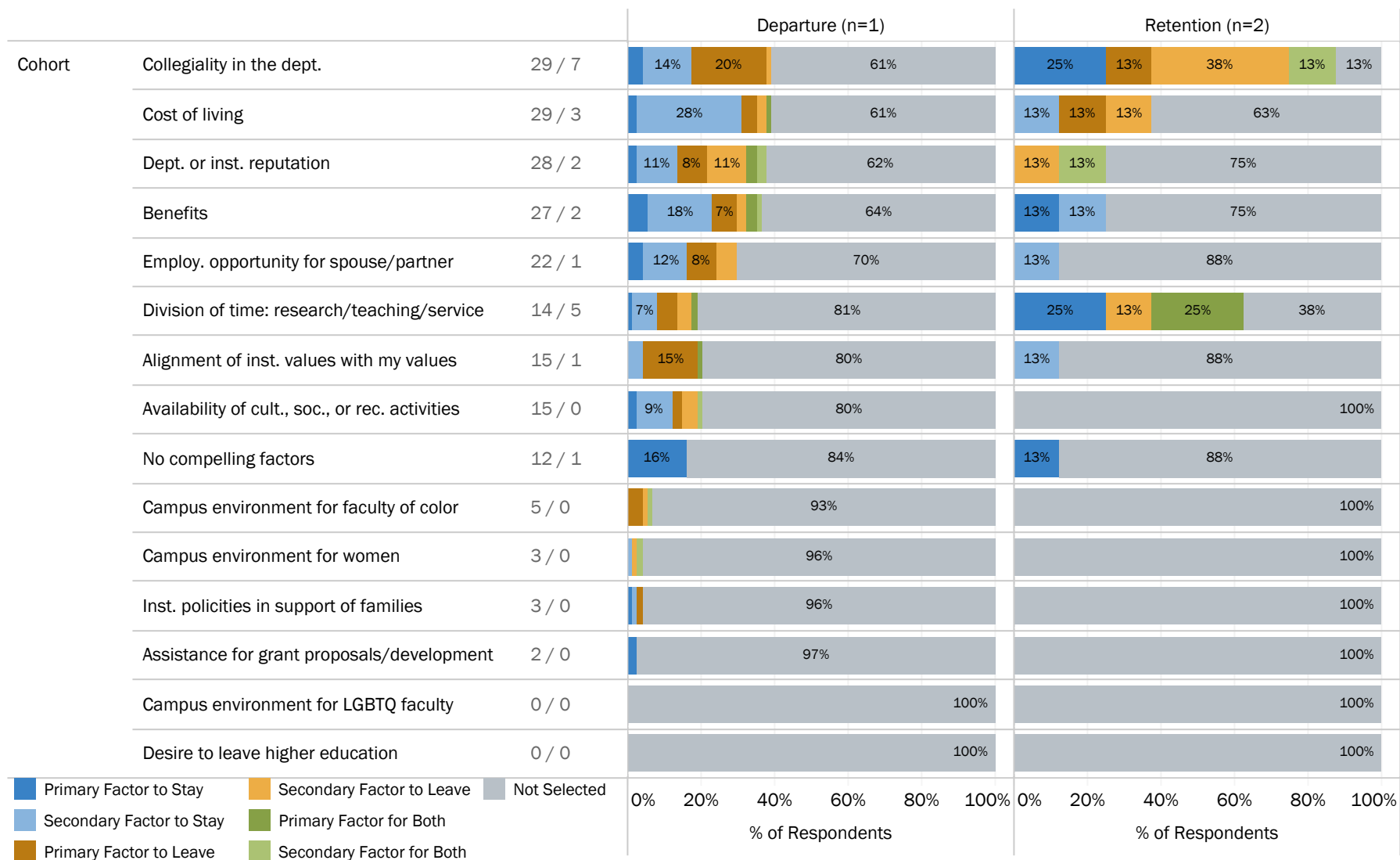
g. Tenured (n=42). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and *assigned to “primary” and “secondary” categories.*

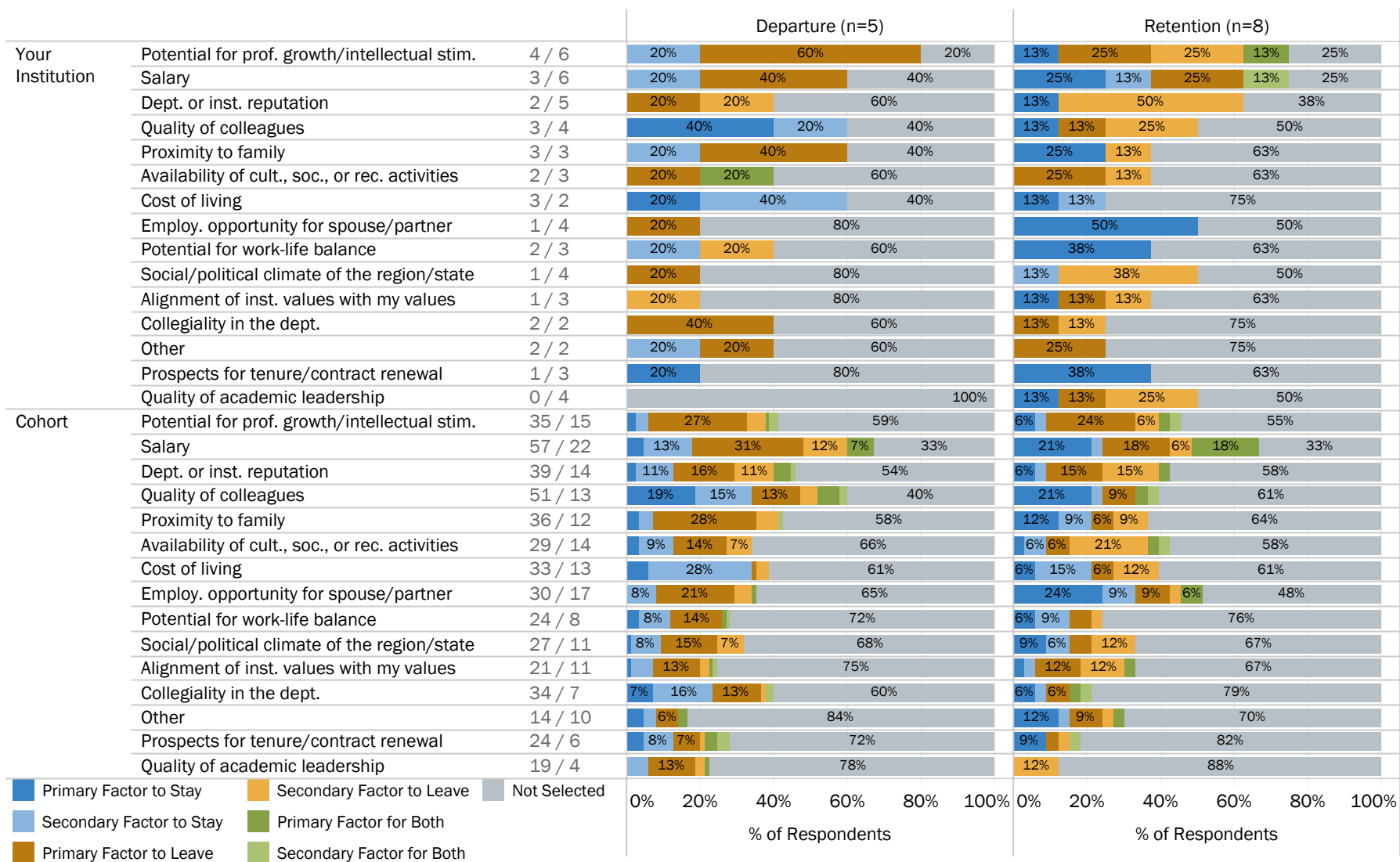
h. Non-tenure Track (n=3). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and *assigned to “primary” and “secondary” categories.*

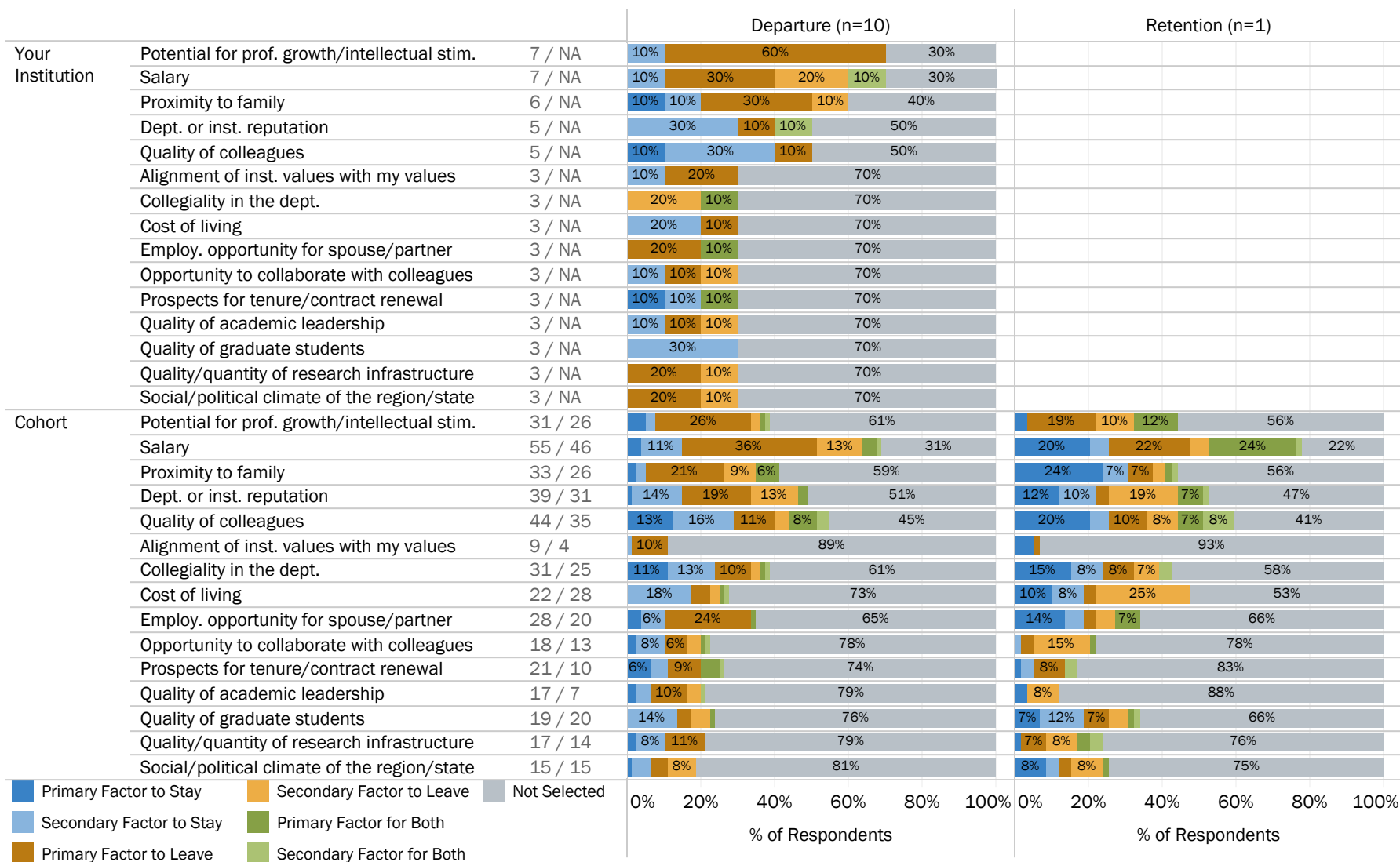
i. Humanities (n=13). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and assigned to “primary” and “secondary” categories.

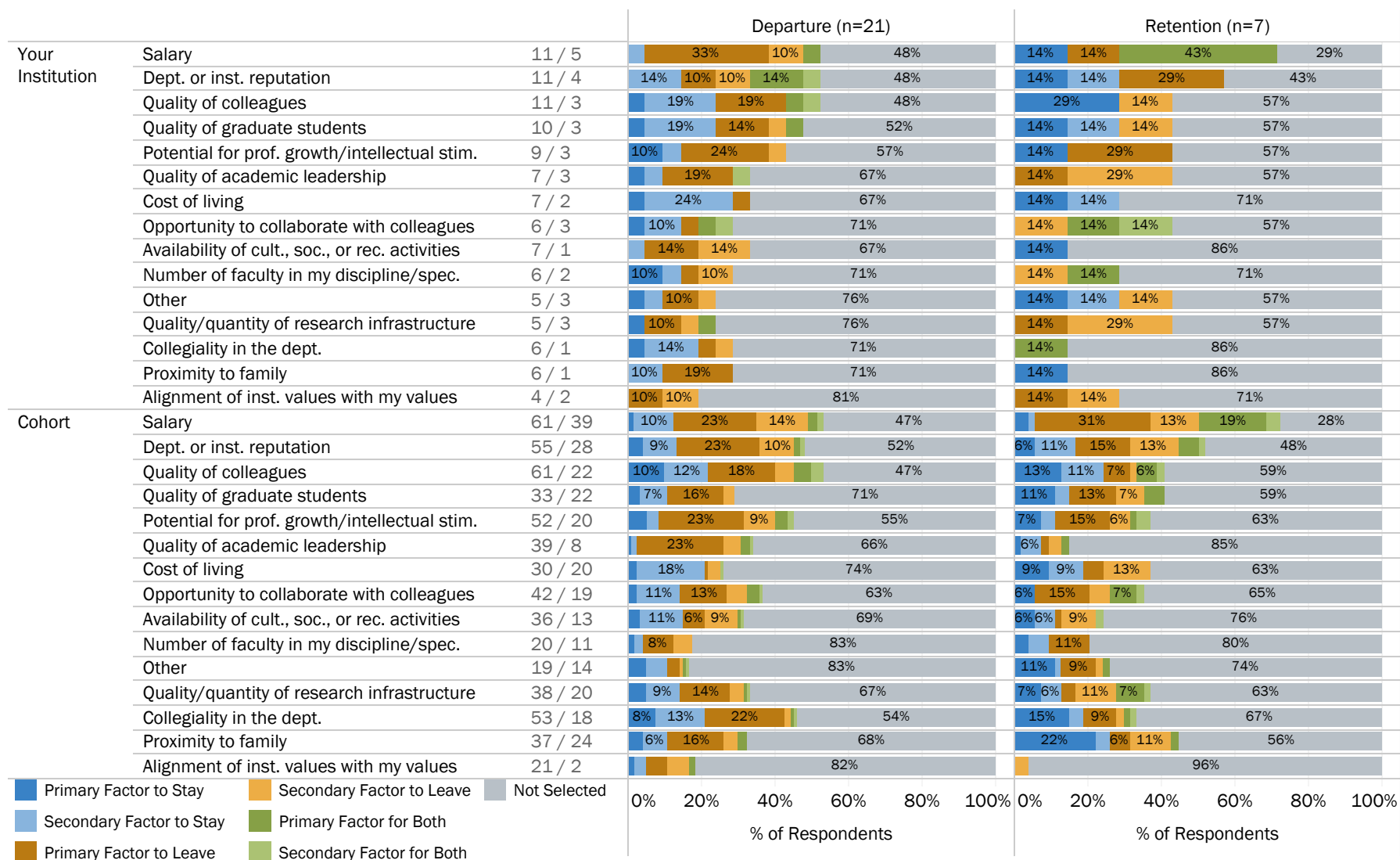
j. Social Sciences (n=11). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and *assigned to “primary” and “secondary” categories.*

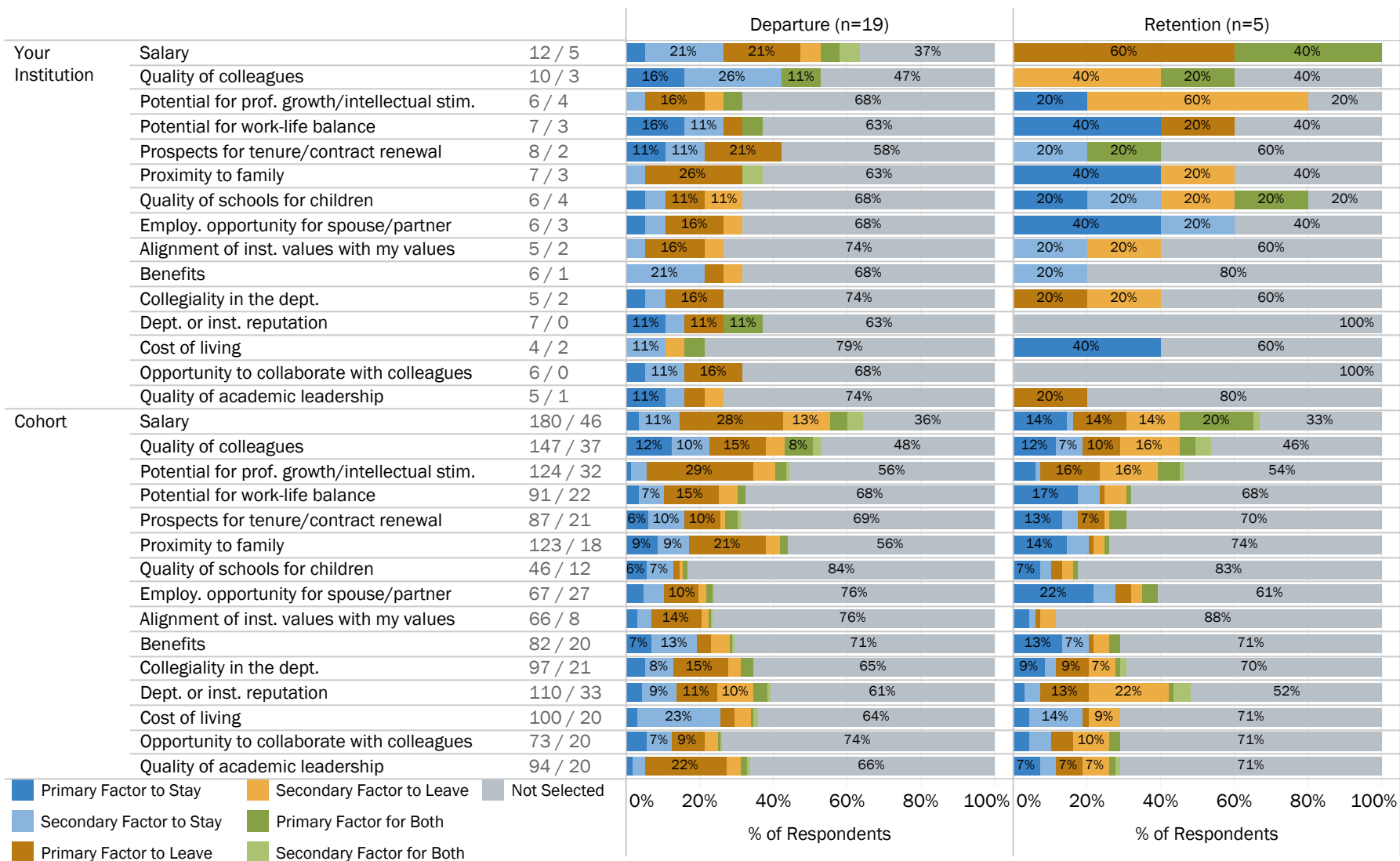
k. STEM (n=28). The top 15 factors for this group are shown in descending order by the total number of respondents who cited them.



2.2 Primary and secondary factors in the decision to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and *assigned to “primary” and “secondary” categories.*


1. Professions & Other (n=24). The top 15 factors for this group are shown in descending order by the total respondents who cited them.



2.3 Average rank of factors compelling faculty to stay or leave

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and ranked, with 1 (*dark blue*) being *most* compelling.


a. Overall (n=76)

			Departure (n=55)		Retention (n=21)		
			Leave	Stay	Leave	Stay	1.0  5.0
Your Institution	Salary	25 / 12 13 / 10	2.6	2.9	2.0	2.6	
	Quality of colleagues	9 / 24 8 / 4	3.2	2.0	2.1	2.8	
	Potential for prof. growth/intellectual stim.	20 / 7 10 / 4	2.3	4.3	3.2	2.8	
	Dept. or inst. reputation	16 / 16 7 / 3	2.6	2.0	2.0	1.3	
	Proximity to family	16 / 7 2 / 6	2.3	2.3	2.5	2.5	
	Quality of graduate students	6 / 15 2 / 2	4.0	3.9	5.0	3.0	
	Cost of living	4 / 14 0 / 6	3.3	2.4	-	3.3	
	Employ. opportunity for spouse/partner	11 / 3 1 / 9	2.3	2.3	1.0	2.0	
	Prospects for tenure/contract renewal	8 / 10 1 / 6	2.6	2.3	3.0	2.5	
	Quality of academic leadership	9 / 7 7 / 1	2.3	3.3	2.3	2.0	
	Collegiality in the dept.	10 / 7 5 / 1	3.5	2.4	3.8	1.0	
	Opportunity to collaborate with colleagues	10 / 10 3 / 3	3.2	3.5	4.0	3.3	
	Alignment of inst. values with my values	11 / 2 5 / 2	3.3	3.0	3.0	3.5	
	Availability of cult., soc., or rec. activities	10 / 6 4 / 1	3.2	2.0	3.0	1.0	
	Potential for work-life balance	5 / 8 1 / 7	3.0	2.4	5.0	2.9	
Cohort	Salary	317 / 142 129 / 95	2.5	2.7	1.9	2.0	
	Quality of colleagues	184 / 222 67 / 73	2.7	2.1	2.9	2.8	
	Potential for prof. growth/intellectual stim.	237 / 68 84 / 38	2.7	3.0	2.7	3.3	
	Dept. or inst. reputation	188 / 111 86 / 46	2.8	2.4	2.4	3.0	
	Proximity to family	183 / 98 29 / 63	2.3	2.2	2.8	2.3	
	Quality of graduate students	64 / 71 35 / 41	3.8	3.3	3.7	3.6	
	Cost of living	48 / 171 41 / 50	3.5	2.8	2.9	3.0	
	Employ. opportunity for spouse/partner	122 / 79 36 / 71	2.2	2.3	2.4	1.9	
	Prospects for tenure/contract renewal	92 / 124 24 / 37	2.9	2.9	2.6	2.6	
	Quality of academic leadership	161 / 47 31 / 18	2.5	2.7	2.6	3.1	
	Collegiality in the dept.	132 / 137 40 / 48	2.9	2.7	3.1	3.3	
	Opportunity to collaborate with colleagues	101 / 95 48 / 26	3.6	2.9	3.5	3.4	
	Alignment of inst. values with my values	98 / 42 17 / 12	3.3	3.4	3.1	2.8	
	Availability of cult., soc., or rec. activities	124 / 88 44 / 37	3.4	3.0	3.5	3.0	
	Potential for work-life balance	119 / 92 19 / 38	3.3	3.0	3.8	3.3	

2.3 Average rank of factors compelling faculty to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and ranked, with 1 (*dark blue*) being *most* compelling. The top factors for women are shown, with men's rankings for comparison.


b. by Gender (n=76)

			Woman (n=33)		Man (n=43)		1.0  5.0
			Leave	Stay	Leave	Stay	
Your Institution	Salary	15 / 11 23 / 11	2.0	3.2	2.6	2.4	
	Quality of colleagues	8 / 11 9 / 17	2.4	2.2	3.0	2.1	
	Potential for prof. growth/intellectual stim.	17 / 3 13 / 8	2.5	3.7	2.6	3.8	
	Dept. or inst. reputation	11 / 7 12 / 12	2.7	2.0	2.2	1.8	
	Quality of graduate students	2 / 6 6 / 11	5.0	3.5	4.0	3.9	
	Cost of living	2 / 6 2 / 14	3.5	2.8	3.0	2.6	
	Quality of academic leadership	6 / 2 10 / 6	2.3	3.5	2.3	3.0	
	Proximity to family	7 / 9 11 / 4	2.9	2.2	2.0	2.8	
	Opportunity to collaborate with colleagues	4 / 5 9 / 8	4.0	3.6	3.1	3.4	
	Prospects for tenure/contract renewal	3 / 7 6 / 9	2.7	2.1	2.7	2.6	
	Collegiality in the dept.	8 / 1 7 / 7	3.9	3.0	3.3	2.1	
	Potential for work-life balance	3 / 5 3 / 10	3.7	2.6	3.0	2.6	
	Alignment of inst. values with my values	9 / 0 7 / 4	3.1	-	3.3	3.3	
	Availability of cult., soc., or rec. activities	7 / 3 7 / 4	3.4	2.0	2.9	1.8	
	Employ. opportunity for spouse/partner	6 / 7 6 / 5	2.0	2.1	2.3	2.0	
Cohort	Salary	200 / 88 238 / 144	2.3	2.3	2.3	2.5	
	Quality of colleagues	111 / 145 137 / 144	2.7	2.3	2.8	2.2	
	Potential for prof. growth/intellectual stim.	167 / 46 147 / 57	2.6	3.2	2.8	3.1	
	Dept. or inst. reputation	115 / 63 155 / 91	2.5	2.6	2.7	2.6	
	Quality of graduate students	42 / 54 56 / 58	4.0	3.5	3.6	3.4	
	Cost of living	41 / 104 47 / 115	3.2	2.9	3.2	2.7	
	Quality of academic leadership	88 / 25 101 / 38	2.4	3.1	2.7	2.7	
	Proximity to family	101 / 75 109 / 86	2.3	2.1	2.4	2.4	
	Opportunity to collaborate with colleagues	68 / 54 80 / 66	3.5	3.2	3.6	2.9	
	Prospects for tenure/contract renewal	49 / 76 65 / 82	2.9	2.7	2.8	2.9	
	Collegiality in the dept.	83 / 86 88 / 97	3.1	3.0	2.8	2.7	
	Potential for work-life balance	62 / 53 71 / 75	3.1	3.0	3.5	3.2	
	Alignment of inst. values with my values	52 / 24 60 / 29	3.4	2.9	3.1	3.5	
	Availability of cult., soc., or rec. activities	76 / 51 92 / 73	3.5	2.9	3.5	3.1	
	Employ. opportunity for spouse/partner	71 / 79 85 / 69	2.3	2.1	2.2	2.1	

2.3 Average rank of factors compelling faculty to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and ranked, with 1 (*dark blue*) being *most* compelling. The top factors for Faculty of Color are shown, with White, non-Hispanic rankings for comparison.

c. by Race/Ethnicity (n=76)

			Faculty of color and other (n=24)		White, non-Hispanic (n=52)		1.0  5.0
			Leave	Stay	Leave	Stay	
Your Institution	Salary	10 / 7 28 / 15	2.2	2.6	2.4	2.9	
	Quality of colleagues	5 / 9 12 / 19	4.0	2.1	2.2	2.2	
	Dept. or inst. reputation	9 / 7 14 / 12	2.3	1.3	2.5	2.3	
	Availability of cult., soc., or rec. activities	8 / 2 6 / 5	3.0	1.5	3.3	2.0	
	Potential for prof. growth/intellectual stim.	7 / 3 23 / 8	1.7	3.3	2.8	3.9	
	Quality of academic leadership	6 / 4 10 / 4	2.3	3.0	2.3	3.3	
	Proximity to family	5 / 3 13 / 10	1.8	2.3	2.5	2.4	
	Quality of graduate students	2 / 7 6 / 10	2.5	4.6	4.8	3.2	
	Opportunity to collaborate with colleagues	4 / 6 9 / 7	4.0	3.8	3.1	3.1	
	Cost of living	1 / 6 3 / 14	5.0	3.7	2.7	2.3	
	Prospects for tenure/contract renewal	2 / 5 7 / 11	3.0	2.2	2.6	2.5	
	Quality/quantity of research infrastructure	4 / 3 7 / 3	3.3	3.0	3.4	3.3	
	Alignment of inst. values with my values	6 / 0 10 / 4	3.7	-	2.9	3.3	
	Collegiality in the dept.	1 / 4 14 / 4	4.0	2.5	3.6	2.0	
	Benefits	2 / 4 2 / 8	3.5	3.5	2.0	2.8	
Cohort	Salary	159 / 72 272 / 152	2.3	2.5	2.3	2.3	
	Quality of colleagues	75 / 87 169 / 199	2.7	2.3	2.8	2.3	
	Dept. or inst. reputation	91 / 46 172 / 105	2.7	2.6	2.6	2.6	
	Availability of cult., soc., or rec. activities	52 / 42 114 / 76	3.4	2.9	3.5	3.1	
	Potential for prof. growth/intellectual stim.	109 / 28 206 / 74	2.8	3.2	2.7	3.1	
	Quality of academic leadership	46 / 23 138 / 39	2.7	2.9	2.5	2.8	
	Proximity to family	65 / 55 145 / 103	2.3	2.2	2.4	2.3	
	Quality of graduate students	32 / 31 62 / 79	3.6	3.4	3.8	3.5	
	Opportunity to collaborate with colleagues	53 / 41 94 / 76	3.5	3.0	3.6	3.0	
	Cost of living	35 / 73 52 / 143	3.1	2.6	3.2	2.9	
	Prospects for tenure/contract renewal	45 / 59 67 / 99	3.4	2.7	2.6	2.9	
	Quality/quantity of research infrastructure	37 / 33 97 / 52	3.5	3.5	3.4	3.0	
	Alignment of inst. values with my values	41 / 15 71 / 39	2.9	2.9	3.5	3.4	
	Collegiality in the dept.	49 / 48 120 / 133	3.0	2.8	2.9	2.9	
	Benefits	31 / 48 46 / 112	3.0	2.8	3.2	2.8	

2.3 Average rank of factors compelling faculty to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and ranked, with 1 (*dark blue*) being *most* compelling. The top factors overall are shown.

1.0  5.0

d. by Tenure Status (n=76)

			Pre-tenure (n=31)		Tenured (n=42)		Non-tenure Track (n=3)	
			Leave	Stay	Leave	Stay	Leave	Stay
Your Institution	Salary	10 / 7 26 / 14 NA / NA	2.6	2.9	2.4	2.6		
	Quality of colleagues	9 / 12 8 / 15 NA / NA	2.7	1.6	2.8	2.5		
	Potential for prof. growth/intellectual stim.	11 / 6 17 / 3 NA / NA	2.8	3.8	2.4	3.0		
	Dept. or inst. reputation	9 / 7 13 / 12 NA / NA	1.9	1.7	2.7	2.0		
	Proximity to family	12 / 3 5 / 8 NA / NA	2.3	3.3	2.4	2.4		
	Quality of graduate students	4 / 6 4 / 11 NA / NA	4.3	4.5	4.3	3.4		
	Cost of living	1 / 7 2 / 13 NA / NA	3.0	2.6	2.5	2.8		
	Employ. opportunity for spouse/partner	6 / 5 5 / 6 NA / NA	2.0	1.6	2.0	2.5		
	Prospects for tenure/contract renewal	4 / 12 5 / 3 NA / NA	2.8	2.5	2.6	2.3		
	Quality of academic leadership	7 / 4 9 / 2 NA / NA	2.1	2.5	2.4	5.0		
	Collegiality in the dept.	9 / 4 6 / 4 NA / NA	4.0	2.3	3.0	2.3		
	Opportunity to collaborate with colleagues	3 / 7 10 / 6 NA / NA	3.7	3.6	3.3	3.3		
	Alignment of inst. values with my values	4 / 1 11 / 2 NA / NA	3.5	3.0	2.9	3.0		
	Availability of cult., soc., or rec. activities	9 / 2 4 / 5 NA / NA	2.8	1.5	3.8	2.0		
	Potential for work-life balance	3 / 4 3 / 9 NA / NA	3.7	2.0	3.0	2.9		
Cohort	Salary	141 / 80 236 / 124 51 / ..	2.5	2.5	2.2	2.2	2.5	2.9
	Quality of colleagues	97 / 111 119 / 153 21 / ..	2.7	2.2	2.7	2.2	3.0	2.4
	Potential for prof. growth/intellectual stim.	91 / 31 192 / 59 30 / 10	2.9	3.0	2.6	3.1	2.7	3.4
	Dept. or inst. reputation	107 / 55 137 / 81 20 / 15	2.7	2.4	2.5	2.8	3.2	2.0
	Proximity to family	93 / 52 85 / 84 25 / 20	2.4	2.5	2.3	2.1	2.2	2.4
	Quality of graduate students	38 / 37 57 / 68 3 / 6	3.7	3.8	3.8	3.3	3.7	3.0
	Cost of living	31 / 84 50 / 103 8 / 25	3.2	2.8	3.3	2.7	2.8	2.8
	Employ. opportunity for spouse/partner	74 / 47 67 / 83 10 / 13	1.9	2.0	2.5	2.0	3.5	2.5
	Prospects for tenure/contract renewal	67 / 110 23 / 36 23 / 12	3.2	2.8	3.0	2.9	1.7	2.6
	Quality of academic leadership	60 / 13 107 / 43 17 / 5	2.6	3.0	2.5	2.8	2.9	3.4
	Collegiality in the dept.	61 / 64 84 / 100 21 / 16	2.9	2.7	2.9	3.0	3.2	2.7
	Opportunity to collaborate with colleagues	50 / 39 81 / 64 14 / 13	3.6	3.0	3.5	3.0	3.6	2.6
	Alignment of inst. values with my values	40 / 17 61 / 28 12 / 5	3.1	2.9	3.5	3.7	2.9	2.6
	Availability of cult., soc., or rec. activities	75 / 43 83 / 69 6 / 10	3.4	2.7	3.5	3.1	3.3	3.7
	Potential for work-life balance	49 / 45 56 / 65 21 / 12	3.4	3.0	3.5	3.2	3.1	3.0

2.3 Average rank of factors compelling faculty to stay or leave (cont.)

Factors compelling faculty to remain at your institution and to accept the outside offer were selected and ranked, with 1 (*dark blue*) being *most* compelling. The top factors overall are shown.

1.0  5.0

e. by Discipline (n=76)

		Humanities (n=13)		Social Sciences (n=11)		STEM (n=28)		Professions & Other (n=24)	
		Leave	Stay	Leave	Stay	Leave	Stay	Leave	Stay
Your Institution	Salary	1.6	2.8	2.3	2.0	2.1	3.0	3.0	2.8
	Quality of colleagues	2.0	2.8	2.0	2.0	3.1	2.6	2.8	1.6
	Potential for prof. growth/intellectual stim.	3.3	4.3	1.8	5.0	2.4	3.0	2.6	3.7
	Dept. or inst. reputation	2.5	1.0	3.3	2.3	2.4	1.2	1.8	3.0
	Proximity to family	2.3	1.0	2.5	2.0	1.5	3.0	2.7	3.3
	Quality of graduate students	5.0	2.0	-	4.7	4.0	3.5	5.0	4.5
	Cost of living	-	2.4	3.0	2.0	4.0	2.5	3.0	3.6
	Employ. opportunity for spouse/partner	2.0	1.3	2.0	3.0	1.8	2.5	2.8	2.4
	Prospects for tenure/contract renewal	-	2.8	5.0	2.8	2.7	1.5	2.2	2.2
	Quality of academic leadership	2.7	2.0	1.5	2.0	2.3	3.7	2.7	3.3
	Collegiality in the dept.	3.3	-	4.7	4.0	2.7	1.8	3.8	2.5
	Opportunity to collaborate with colleagues	5.0	2.5	3.5	2.0	3.5	3.9	2.0	3.7
	Alignment of inst. values with my values	3.3	4.0	3.5	3.0	3.2	-	3.0	3.0
	Availability of cult., soc., or rec. activities	2.8	4.0	3.5	-	3.3	1.5	3.0	1.5
	Potential for work-life balance	3.0	2.5	4.0	1.0	4.0	4.5	3.0	2.4
Cohort	Salary	2.2	2.2	2.3	2.3	2.5	2.1	2.3	2.6
	Quality of colleagues	2.7	1.9	2.8	2.3	3.0	2.5	2.6	2.2
	Potential for prof. growth/intellectual stim.	2.6	3.4	2.7	3.0	2.8	2.9	2.7	3.2
	Dept. or inst. reputation	2.8	2.2	2.7	2.9	2.5	2.8	2.7	2.5
	Proximity to family	2.5	3.0	2.4	2.1	2.1	2.6	2.4	2.2
	Quality of graduate students	3.8	3.5	3.9	3.6	3.5	3.2	4.0	3.4
	Cost of living	3.1	2.7	2.9	2.8	3.1	3.1	3.5	2.8
	Employ. opportunity for spouse/partner	2.3	2.3	2.1	2.2	1.7	1.8	2.5	2.1
	Prospects for tenure/contract renewal	3.1	3.0	2.8	2.5	2.3	3.2	3.0	2.6
	Quality of academic leadership	2.4	3.7	2.9	2.6	2.5	2.6	2.4	2.9
	Collegiality in the dept.	2.9	2.8	3.0	2.9	2.6	2.7	3.2	3.0
	Opportunity to collaborate with colleagues	3.8	3.0	3.6	3.3	3.4	3.0	3.7	3.0
	Alignment of inst. values with my values	3.2	3.9	3.2	1.5	3.4	3.0	3.4	3.2
	Availability of cult., soc., or rec. activities	3.1	2.9	3.2	2.8	3.4	2.8	3.6	3.2
	Potential for work-life balance	3.3	3.1	3.5	3.2	3.7	2.8	3.3	3.3

3. Spouses & Partners

Since the publication of *The Two Body Problem* in 2004, scholars and administrators have been searching for the most effective approaches to what universities can do to accommodate the career needs of spouses and partners. Indeed, our review of institutional exit surveys revealed that dual-career academic couples are a universal concern. While O'Meara, Lounder and Campbell (2014) found that administrators and leavers' colleagues often believe family to be a primary issue (and one over which they have little control) among the reasons why faculty leave, their study revealed that the departing faculty themselves are less likely to discuss family matters as primary reasons to leave. So, how much do spousal factors matter?

In our pilot study, we learned that faculty often cite employment opportunities for a spouse or partner among the compelling factors both to stay *and* to leave. We observed then that, if it is so difficult to *recruit* a dual-career couple, then universities must enjoy some “home-field advantage” in *retaining* them. To be sure, a partner's career needs and aspirations complicate the cultivation of an outside offer. Even if a faculty member was not able to accept an outside offer because it did not include an adequate solution for his or her partner, he or she may begin a new search or seriously consider another offer in the very near future.

Therefore, routinely addressing this “problem” of current faculty, not just prospects, could be a very successful long-term retention strategy. The enlightened chair, dean, or provost will continue beyond the retention action to engage faculty in finding a more suitable resolution to their dual career issues. By ensuring that the partners of their most desirable faculty have positions that are stable and aligned with their professional qualifications and aspirations, institutions leverage their comparative advantage in the faculty labor market. Under such care, the couple will be hard-pressed to find an equally satisfying alternative in the dual-career marketplace.

This module of the survey explores how married or partnered respondents' consideration of an outside offer might take into account their spouses' or partners' careers. The survey asks whether the faculty member or his/her spouse received the outside offer first, then investigates the type of employment held by spouses and partners. Are they academics, administrators, or employed outside of higher education?

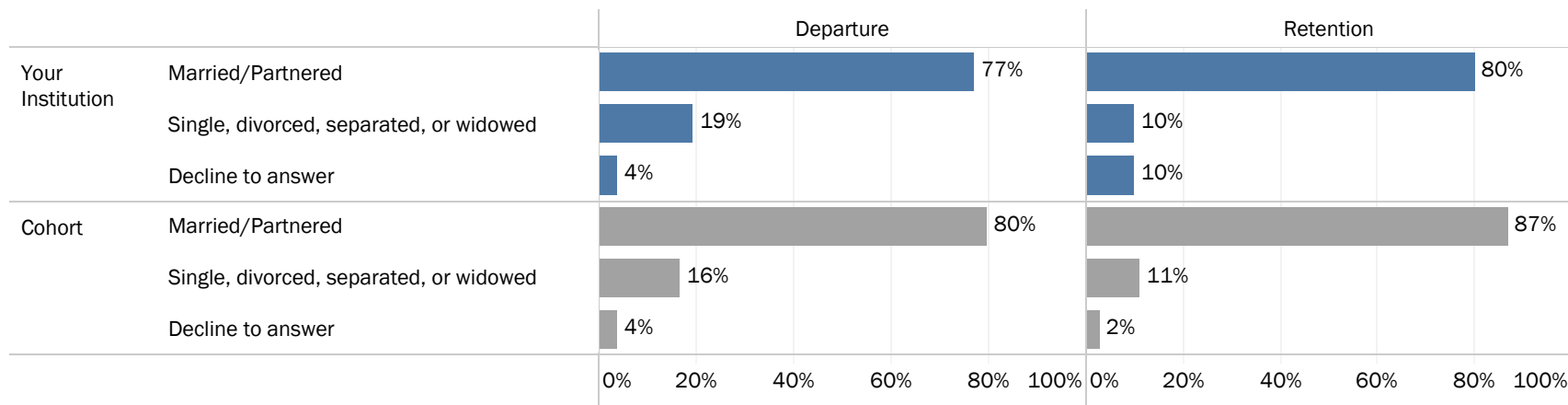
Questions to consider

- What dual-hire processes or accommodations are currently practiced at your institution? How do they vary across units, and what might be learned from the more successful units?
- How might chairs and deans at your institution be instructed to see such accommodations as tools for both recruitment *and* retention? How might their attention be sustained, rather than punctuated only upon the presentation of an outside offer?
- What processes or indicators might identify when a faculty member's spouse/partner is going on the market, particularly if he or she is employed at another institution?
- How can your institution ensure communication across departments and divisions when spousal hiring is part of the retention equation? How could you measure the effectiveness of such processes?
- Which relationships with regional partners—whether academic, nonprofit, public sector or industry—can be explored to improve the likelihood of finding employment opportunities for spouses?

3.1 Marital status and spousal/partner employment

What was your marital status at the time you received your outside job offer?

a. Overall (n=72)



a. Overall (n=72)

		Departure		Retention	
		#	%	#	%
Your Institution	Married/Partnered	40	77%	16	80%
	Single, divorced, separated, or widowed	10	19%	2	10%
	Decline to answer	2	4%	2	10%
	Total	52	100%	20	100%
Cohort	Married/Partnered	725	80%	351	87%
	Single, divorced, separated, or widowed	150	16%	44	11%
	Decline to answer	35	4%	10	2%
	Total	910	100%	405	100%

3.1 Marital status and spousal/partner employment (cont.)

What was your marital status at the time you received your outside job offer?

b. by Gender (n=72)

		Woman		Man	
		#	%	#	%
Your Institution	Married/Partnered	23	70%	33	85%
	Single, divorced, separated, or widowed	6	18%	6	15%
	Decline to answer	4	12%	0	0%
	Total	33	100%	39	100%
Cohort	Married/Partnered	456	77%	609	87%
	Single, divorced, separated, or widowed	113	19%	79	11%
	Decline to answer	27	5%	12	2%
	Total	596	100%	700	100%

c. by Race/Ethnicity (n=72)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Married/Partnered	17	81%	39	76%
	Single, divorced, separated, or widowed	4	19%	8	16%
	Decline to answer	0	0%	4	8%
	Total	21	100%	51	100%
Cohort	Married/Partnered	326	79%	718	83%
	Single, divorced, separated, or widowed	72	17%	119	14%
	Decline to answer	17	4%	23	3%
	Total	415	100%	860	100%

3.1 Marital status and spousal/partner employment (cont.)

What was your marital status at the time you received your outside job offer?

d. by Tenure Status (n=72)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Married/Partnered	23	79%	31	78%		
	Single, divorced, separated, or widowed	6	21%	6	15%		
	Decline to answer	0	0%	3	8%		
	Total	29	100%	40	100%	3	100%
Cohort	Married/Partnered	357	77%	609	86%	86	77%
	Single, divorced, separated, or widowed	84	18%	82	12%	21	19%
	Decline to answer	22	5%	18	3%	4	4%
	Total	463	100%	709	100%	111	100%

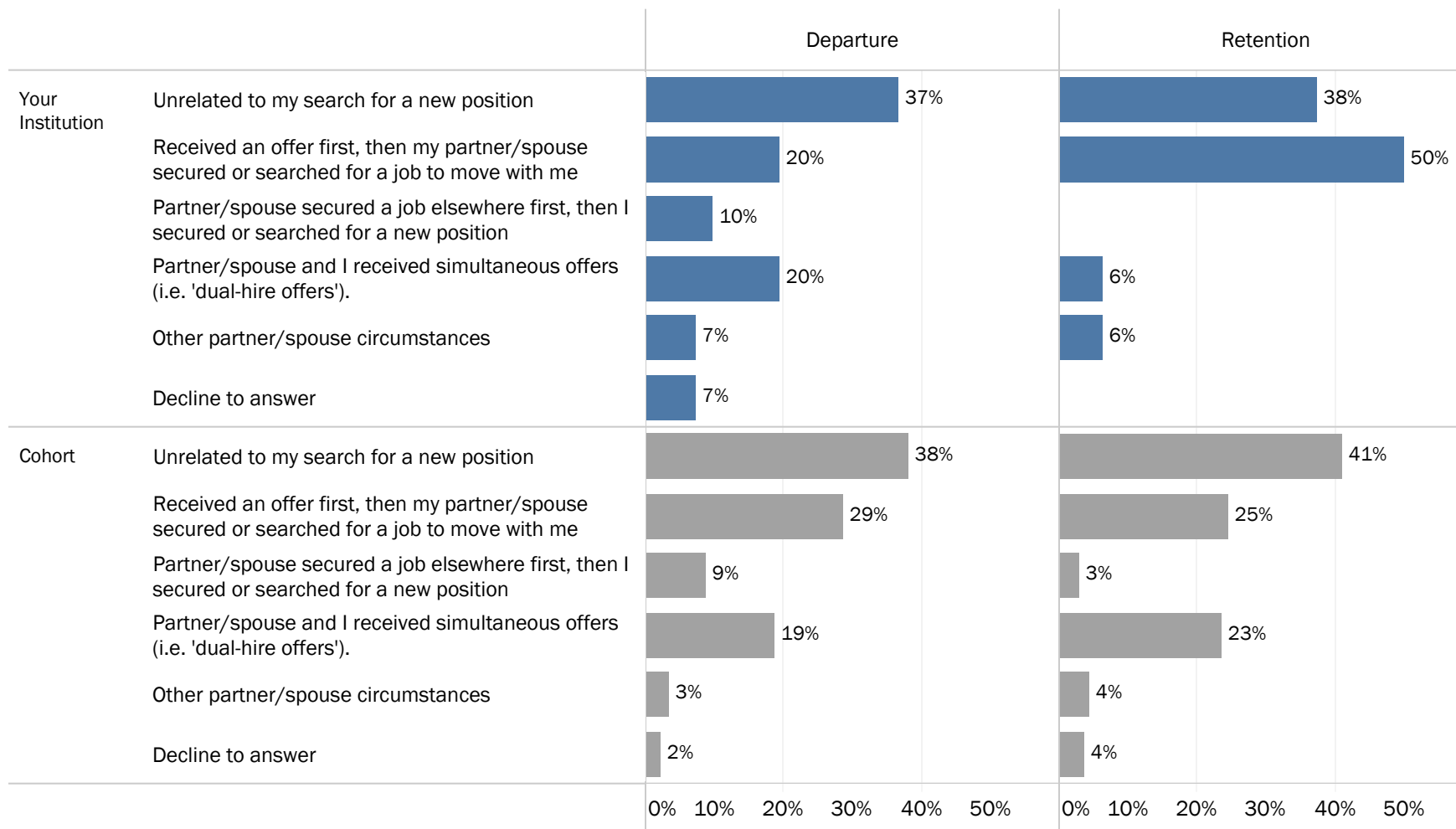
e. by Discipline (n=72)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Married/Partnered	11	85%	9	82%	20	74%	16	76%
	Single, divorced, separated, or widowed	1	8%	2	18%	6	22%	3	14%
	Decline to answer	1	8%	0	0%	1	4%	2	10%
	Total	13	100%	11	100%	27	100%	21	100%
Cohort	Married/Partnered	151	78%	178	82%	240	88%	413	80%
	Single, divorced, separated, or widowed	33	17%	32	15%	29	11%	85	17%
	Decline to answer	10	5%	8	4%	4	1%	17	3%
	Total	194	100%	218	100%	273	100%	515	100%

3.2 Role of spouse/partner career in search and outside offer

What is the relationship between partner/spouse careers and faculties' searches/outside offers?

a. Overall (n=57)



3.2 Role of spouse/partner career in search and outside offer (cont.)

What is the relationship between partner/spouse careers and faculties' searches/outside offers?

a. Overall (n=57)

		Departure		Retention	
		#	%	#	%
Your Institution	Unrelated to my search for a new position	15	37%	6	38%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	8	20%	8	50%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	4	10%	0	0%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	8	20%	1	6%
	Other partner/spouse circumstances	3	7%	1	6%
	Decline to answer	3	7%	0	0%
	Total	41	100%	16	100%
Cohort	Unrelated to my search for a new position	274	38%	143	41%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	207	29%	86	25%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	63	9%	10	3%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	135	19%	82	23%
	Other partner/spouse circumstances	24	3%	15	4%
	Decline to answer	16	2%	13	4%
	Total	719	100%	349	100%

3.2 Role of spouse/partner career in search and outside offer (cont.)

What is the relationship between partner/spouse careers and faculties' searches/outside offers?

b. by Gender (n=57)

		Woman		Man	
		#	%	#	%
Your Institution	Unrelated to my search for a new position	6	25%	15	45%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	7	29%	9	27%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	1	4%	3	9%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	7	29%	2	6%
	Other partner/spouse circumstances	1	4%	3	9%
	Decline to answer	2	8%	1	3%
	Total	24	100%	33	100%
Cohort	Unrelated to my search for a new position	153	34%	258	43%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	135	30%	155	26%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	33	7%	40	7%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	105	23%	112	19%
	Other partner/spouse circumstances	18	4%	20	3%
	Decline to answer	9	2%	20	3%
	Total	453	100%	605	100%

3.2 Role of spouse/partner career in search and outside offer (cont.)

What is the relationship between partner/spouse careers and faculties' searches/outside offers?

c. by Race/Ethnicity (n=57)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Unrelated to my search for a new position	7	41%	14	35%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	6	35%	10	25%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	2	12%	2	5%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	2	12%	7	18%
	Other partner/spouse circumstances	0	0%	4	10%
	Decline to answer	0	0%	3	8%
	Total	17	100%	40	100%
Cohort	Unrelated to my search for a new position	125	38%	280	39%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	89	27%	195	27%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	23	7%	49	7%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	67	21%	141	20%
	Other partner/spouse circumstances	9	3%	30	4%
	Decline to answer	12	4%	17	2%
	Total	325	100%	712	100%

3.2 Role of spouse/partner career in search and outside offer (cont.)

What is the relationship between partner/spouse careers and faculties' searches/outside offers?

d. by Tenure Status (n=57)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Unrelated to my search for a new position	6	26%	13	41%		
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	10	43%	6	19%		
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	2	9%	2	6%		
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	3	13%	6	19%		
	Other partner/spouse circumstances	2	9%	2	6%		
	Decline to answer	0	0%	3	9%		
	Total	23	100%	32	100%	2	100%
Cohort	Unrelated to my search for a new position	116	33%	245	40%	44	52%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	111	31%	154	25%	23	27%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	39	11%	25	4%	4	5%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	65	18%	143	24%	9	11%
	Other partner/spouse circumstances	11	3%	24	4%	4	5%
	Decline to answer	12	3%	15	2%	1	1%
	Total	354	100%	606	100%	85	100%

3.2 Role of spouse/partner career in search and outside offer (cont.)

What is the relationship between partner/spouse careers and faculties' searches/outside offers?

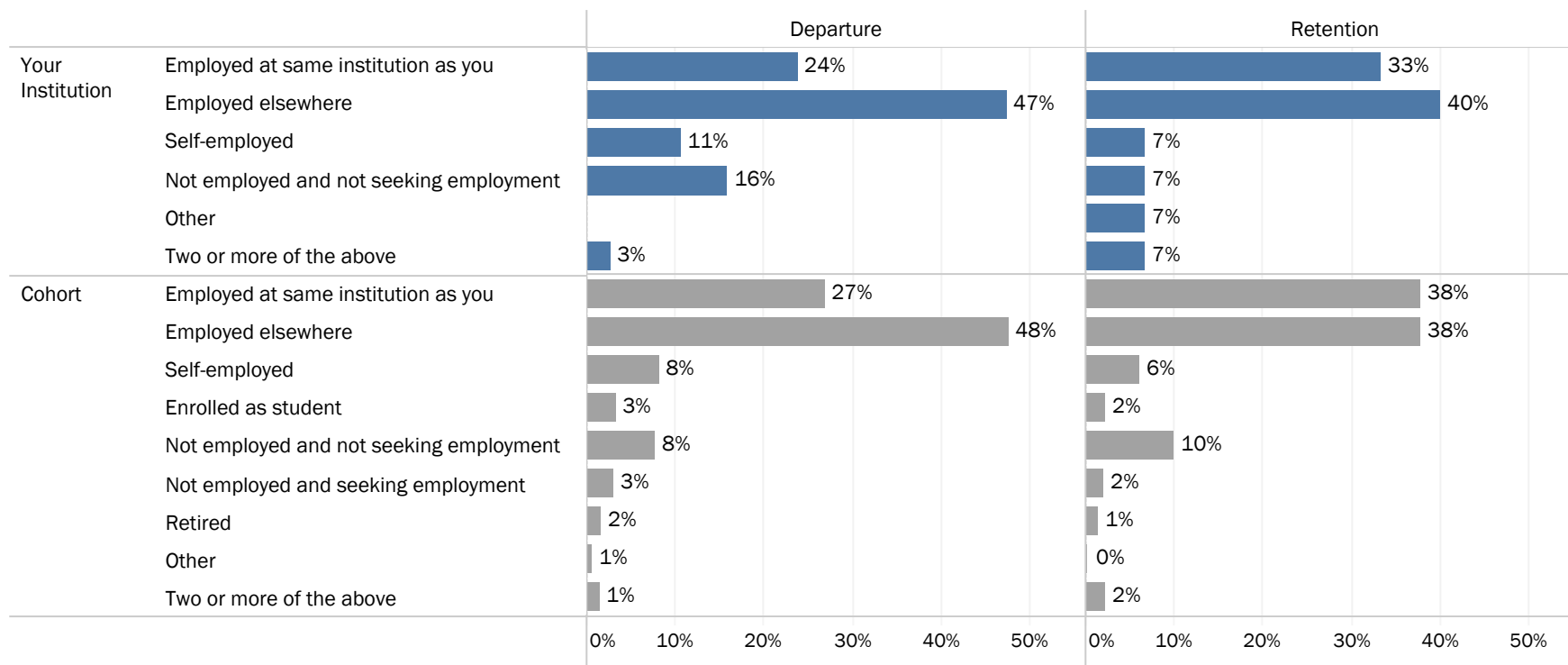
e. by Discipline (n=57)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Unrelated to my search for a new position	4	36%	4	44%	6	29%	7	44%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	5	45%	0	0%	6	29%	5	31%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	1	9%	1	11%	0	0%	2	13%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	0	0%	3	33%	4	19%	2	13%
	Other partner/spouse circumstances	1	9%	1	11%	2	10%	0	0%
	Decline to answer	0	0%	0	0%	3	14%	0	0%
	Total	11	100%	9	100%	21	100%	16	100%
Cohort	Unrelated to my search for a new position	53	35%	55	31%	86	36%	183	45%
	Received an offer first, then my partner/spouse secured or searched for a job to move with me	43	29%	47	26%	71	30%	101	25%
	Partner/spouse secured a job elsewhere first, then I secured or searched for a new position	12	8%	11	6%	19	8%	25	6%
	Partner/spouse and I received simultaneous offers (i.e. 'dual-hire offers').	30	20%	52	29%	49	21%	74	18%
	Other partner/spouse circumstances	6	4%	6	3%	6	3%	19	5%
	Decline to answer	6	4%	7	4%	7	3%	8	2%
	Total	150	100%	178	100%	238	100%	410	100%

3.3 Employment status of spouses/partners

What was the employment status of the spouses/partners of departures and retentions at the time of the outside offer?

a. Overall (n=53)



3.3 Employment status of spouses/partners (cont.)

What was the employment status of the spouses/partners of departures and retentions at the time of the outside offer?

a. Overall (n=53)

		Departure		Retention	
		#	%	#	%
Your Institution	Employed at same institution as you	9	24%	5	33%
	Employed elsewhere	18	47%	6	40%
	Self-employed	4	11%	1	7%
	Not employed and not seeking employment	6	16%	1	7%
	Other	0	0%	1	7%
	Two or more of the above	1	3%	1	7%
	Total	38	100%	15	100%
Cohort	Employed at same institution as you	191	27%	130	38%
	Employed elsewhere	340	48%	130	38%
	Self-employed	58	8%	21	6%
	Enrolled as student	23	3%	8	2%
	Not employed and not seeking employment	55	8%	34	10%
	Not employed and seeking employment	22	3%	7	2%
	Retired	11	2%	5	1%
	Other	4	1%	1	0%
	Two or more of the above	10	1%	8	2%
	Total	714	100%	344	100%

3.3 Employment status of spouses/partners (cont.)

What was the employment status of the spouses/partners of departures and retentions at the time of the outside offer?

b. by Gender (n=53)

		Woman		Man	
		#	%	#	%
Your Institution	Employed at same institution as you	8	35%	6	20%
	Employed elsewhere	13	57%	11	37%
	Self-employed	2	9%	3	10%
	Not employed and not seeking employment	0	0%	7	23%
	Other	0	0%	1	3%
	Two or more of the above	0	0%	2	7%
	Total	23	100%	30	100%
Cohort	Employed at same institution as you	164	36%	156	26%
	Employed elsewhere	205	46%	258	43%
	Self-employed	31	7%	48	8%
	Enrolled as student	7	2%	24	4%
	Not employed and not seeking employment	10	2%	77	13%
	Not employed and seeking employment	12	3%	17	3%
	Retired	12	3%	4	1%
	Other	0	0%	5	1%
	Two or more of the above	9	2%	9	2%
	Total	450	100%	598	100%

3.3 Employment status of spouses/partners (cont.)

What was the employment status of the spouses/partners of departures and retentions at the time of the outside offer?

c. by Race/Ethnicity (n=53)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Employed at same institution as you	7	44%	7	19%
	Employed elsewhere	4	25%	20	54%
	Self-employed	1	6%	4	11%
	Not employed and not seeking employment	3	19%	4	11%
	Other	0	0%	1	3%
	Two or more of the above	1	6%	1	3%
	Total	16	100%	37	100%
Cohort	Employed at same institution as you	81	26%	233	33%
	Employed elsewhere	151	48%	301	42%
	Self-employed	22	7%	56	8%
	Enrolled as student	13	4%	17	2%
	Not employed and not seeking employment	25	8%	61	9%
	Not employed and seeking employment	14	4%	14	2%
	Retired	3	1%	13	2%
	Other	1	0%	4	1%
	Two or more of the above	5	2%	13	2%
	Total	315	100%	712	100%

3.3 Employment status of spouses/partners (cont.)

What was the employment status of the spouses/partners of departures and retentions at the time of the outside offer?

d. by Tenure Status (n=53)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Employed at same institution as you	7	32%	7	24%		
	Employed elsewhere	10	45%	12	41%		
	Self-employed	1	5%	4	14%		
	Not employed and not seeking employment	2	9%	5	17%		
	Other	0	0%	1	3%		
	Two or more of the above	2	9%	0	0%		
	Total	22	100%	29	100%	2	100%
Cohort	Employed at same institution as you	100	29%	201	34%	15	17%
	Employed elsewhere	160	46%	247	41%	51	59%
	Self-employed	26	7%	47	8%	5	6%
	Enrolled as student	17	5%	13	2%	1	1%
	Not employed and not seeking employment	23	7%	54	9%	10	12%
	Not employed and seeking employment	14	4%	12	2%	2	2%
	Retired	0	0%	14	2%	1	1%
	Other	3	1%	2	0%	0	0%
	Two or more of the above	7	2%	9	2%	1	1%
	Total	350	100%	599	100%	86	100%

3.3 Employment status of spouses/partners (cont.)

What was the employment status of the spouses/partners of departures and retentions at the time of the outside offer?

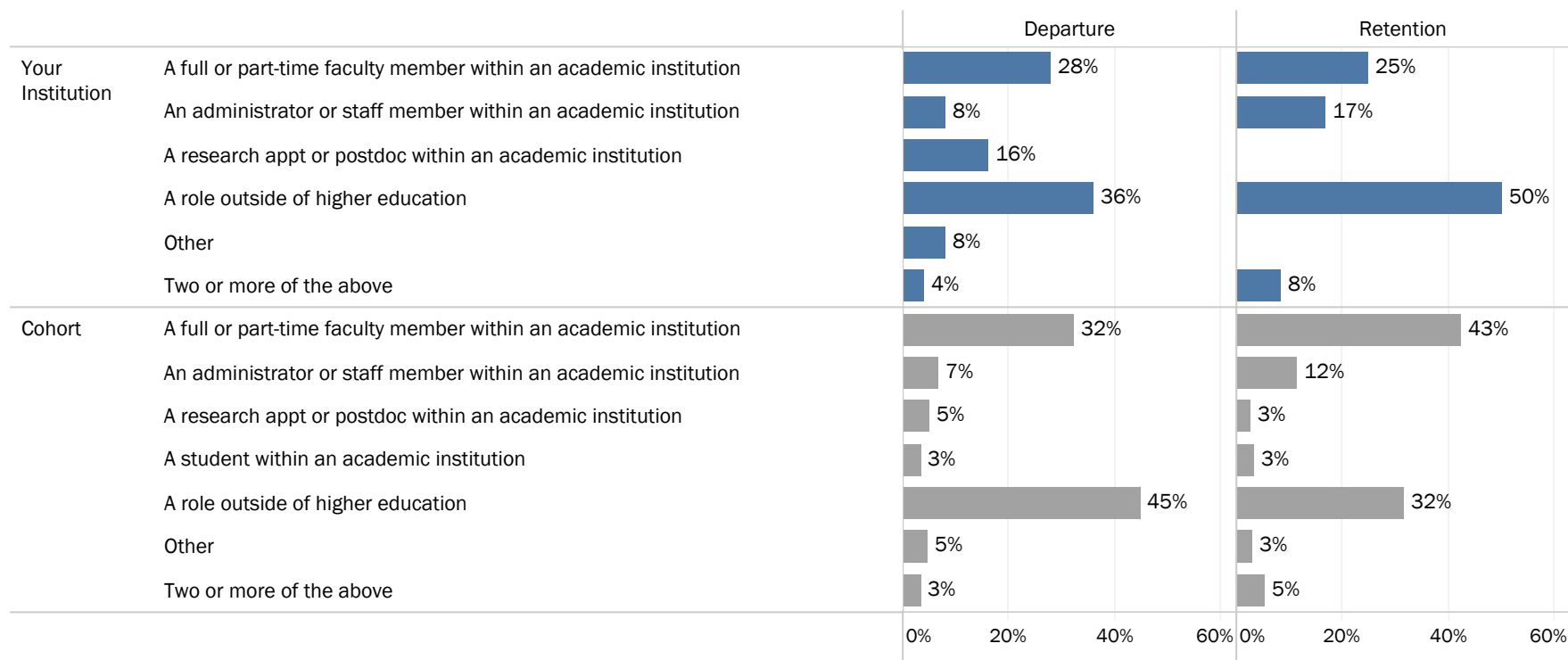
e. by Discipline (n=53)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Employed at same institution as you	3	30%	1	11%	5	28%	5	31%
	Employed elsewhere	4	40%	7	78%	7	39%	6	38%
	Self-employed	2	20%	0	0%	1	6%	2	13%
	Not employed and not seeking employment	0	0%	1	11%	3	17%	3	19%
	Other	0	0%	0	0%	1	6%	0	0%
	Two or more of the above	1	10%	0	0%	1	6%	0	0%
	Total	10	100%	9	100%	18	100%	16	100%
Cohort	Employed at same institution as you	42	28%	63	36%	81	34%	112	27%
	Employed elsewhere	60	40%	67	39%	105	45%	195	48%
	Self-employed	18	12%	15	9%	10	4%	24	6%
	Enrolled as student	7	5%	11	6%	5	2%	7	2%
	Not employed and not seeking employment	3	2%	10	6%	23	10%	49	12%
	Not employed and seeking employment	5	3%	3	2%	7	3%	12	3%
	Retired	6	4%	1	1%	2	1%	5	1%
	Other	2	1%	2	1%	0	0%	1	0%
	Two or more of the above	6	4%	2	1%	2	1%	4	1%
	Total	149	100%	174	100%	235	100%	409	100%

3.4 Type of positions held by spouses/partners

What positions did the spouses/partners of departures and retentions hold at the time of the outside offer?

a. Overall (n=37)



3.4 Type of positions held by spouses/partners (cont.)

What positions did the spouses/partners of departures and retentions hold at the time of the outside offer?

a. Overall (n=37)

		Departure		Retention	
		#	%	#	%
Your Institution	A full or part-time faculty member within an academic institution	7	28%	3	25%
	An administrator or staff member within an academic institution	2	8%	2	17%
	A research appt or postdoc within an academic institution	4	16%	0	0%
	A role outside of higher education	9	36%	6	50%
	Other	2	8%	0	0%
	Two or more of the above	1	4%	1	8%
	Total	25	100%	12	100%
Cohort	A full or part-time faculty member within an academic institution	177	32%	114	43%
	An administrator or staff member within an academic institution	37	7%	31	12%
	A research appt or postdoc within an academic institution	28	5%	7	3%
	A student within an academic institution	18	3%	9	3%
	A role outside of higher education	247	45%	85	32%
	Other	25	5%	8	3%
	Two or more of the above	18	3%	14	5%
	Total	550	100%	268	100%

3.4 Type of positions held by spouses/partners (cont.)

What positions did the spouses/partners of departures and retentions hold at the time of the outside offer?

b. by Gender (n=37)

		Woman		Man	
		#	%	#	%
Your Institution	A full or part-time faculty member within an academic institution	7	35%	3	18%
	An administrator or staff member within an academic institution	0	0%	4	24%
	A research appt or postdoc within an academic institution	2	10%	2	12%
	A role outside of higher education	10	50%	5	29%
	Other	1	5%	1	6%
	Two or more of the above	0	0%	2	12%
	Total	20	100%	17	100%
Cohort	A full or part-time faculty member within an academic institution	157	42%	133	30%
	An administrator or staff member within an academic institution	25	7%	43	10%
	A research appt or postdoc within an academic institution	8	2%	26	6%
	A student within an academic institution	5	1%	22	5%
	A role outside of higher education	142	38%	184	42%
	Other	18	5%	15	3%
	Two or more of the above	17	5%	15	3%
	Total	372	100%	438	100%

3.4 Type of positions held by spouses/partners (cont.)

What positions did the spouses/partners of departures and retentions hold at the time of the outside offer?

c. by Race/Ethnicity (n=37)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	A full or part-time faculty member within an academic institution	2	20%	8	30%
	An administrator or staff member within an academic institution	2	20%	2	7%
	A research appt or postdoc within an academic institution	3	30%	1	4%
	A role outside of higher education	1	10%	14	52%
	Other	2	20%	0	0%
	Two or more of the above	0	0%	2	7%
	Total	10	100%	27	100%
Cohort	A full or part-time faculty member within an academic institution	79	32%	203	37%
	An administrator or staff member within an academic institution	20	8%	47	9%
	A research appt or postdoc within an academic institution	10	4%	24	4%
	A student within an academic institution	12	5%	14	3%
	A role outside of higher education	107	43%	213	39%
	Other	7	3%	26	5%
	Two or more of the above	11	4%	21	4%
	Total	246	100%	548	100%

3.4 Type of positions held by spouses/partners (cont.)

What positions did the spouses/partners of departures and retentions hold at the time of the outside offer?

d. by Tenure Status (n=37)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	A full or part-time faculty member within an academic institution	5	29%	5	28%		
	An administrator or staff member within an academic institution	4	24%	0	0%		
	A research appt or postdoc within an academic institution	3	18%	1	6%		
	A role outside of higher education	3	18%	10	56%		
	Other	0	0%	2	11%		
	Two or more of the above	2	12%	0	0%		
	Total	17	100%	18	100%	2	100%
Cohort	A full or part-time faculty member within an academic institution	90	33%	182	39%	15	23%
	An administrator or staff member within an academic institution	20	7%	42	9%	4	6%
	A research appt or postdoc within an academic institution	22	8%	10	2%	3	5%
	A student within an academic institution	16	6%	10	2%	1	2%
	A role outside of higher education	109	40%	173	38%	38	58%
	Other	9	3%	21	5%	3	5%
	Two or more of the above	7	3%	23	5%	2	3%
	Total	273	100%	461	100%	66	100%

3.4 Type of positions held by spouses/partners (cont.)

What positions did the spouses/partners of departures and retentions hold at the time of the outside offer?

e. by Discipline (n=37)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	A full or part-time faculty member within an academic institution	3	43%	2	25%	3	27%	2	18%
	An administrator or staff member within an academic institution	1	14%	0	0%	1	9%	2	18%
	A research appt or postdoc within an academic institution	0	0%	0	0%	1	9%	3	27%
	A role outside of higher education	3	43%	5	63%	4	36%	3	27%
	Other	0	0%	1	13%	1	9%	0	0%
	Two or more of the above	0	0%	0	0%	1	9%	1	9%
	Total	7	100%	8	100%	11	100%	11	100%
Cohort	A full or part-time faculty member within an academic institution	43	38%	67	47%	70	37%	92	30%
	An administrator or staff member within an academic institution	9	8%	12	8%	10	5%	32	10%
	A research appt or postdoc within an academic institution	4	4%	1	1%	12	6%	17	6%
	A student within an academic institution	5	4%	11	8%	4	2%	5	2%
	A role outside of higher education	42	38%	42	29%	75	40%	138	45%
	Other	1	1%	3	2%	10	5%	15	5%
	Two or more of the above	8	7%	7	5%	7	4%	6	2%
	Total	112	100%	143	100%	188	100%	305	100%

4. The Search

We know from the COACHE Faculty Job Satisfaction Study that roughly one in four faculty respondents to *that* survey actively sought employment elsewhere in the preceding five years. Other research (O'Meara, 2015) suggests that universities, expecting written proof of a faculty member's marketability, effectively push their faculty into searches when an external offer is the only leverage faculty have to renegotiate the terms of their employment. COACHE's data confirm that more than three-fourths of tenure-stream university faculty report that an outside offer is necessary to renegotiate their existing circumstances. At the institution in O'Meara's study (2015), faculty reported that the process of obtaining an external offer weakened their commitment to the institution and led them to consider accepting the offer. O'Meara noted that faculty in this position "wanted a similar kind of courting they received from the competing side," and "[w]hen faculty had even a hint they would not get this, they moved in the direction of the other offer" (p. 291).

The Faculty Retention and Exit Study aims to define the window of opportunity an institution may have to intervene (e.g., with a pre-emptive retention action) before faculty have received an outside offer. The survey interrogates the period when faculty were considering leaving and, then, actively searching for a new opportunity. The survey counts the number of applications and the number of offers, then asks who initiated contact about the outside position. (Pilot study results told us that more faculty who receive outside offers were initially contacted by the offering institution, although pre-tenure faculty were more likely than tenured faculty to submit a "cold" application.)

These survey questions also examine whether renegotiation was the primary motivation for the search, and the outcomes of that strategy. Provosts, deans, and chairs can use these data to prompt an examination of why faculty believe they need an outside offer to renegotiate. Is it official policy, an unspoken rule, or myth? A culture where faculty cannot (or believe they cannot) ask for additional support without another offer, cultivates opportunities to test the market—pushing faculty into the market even if they have no desire to be there. Furthermore, having a hard offer in hand results in an institution trying to match or beat concrete terms. (Lessons from research on loss aversion are pertinent here.) Allowing faculty to ask for new supports before they have an outside offer shifts the dynamics of the discussion. Rather than matching an offer line for line, faculty and administrators may frame the discussion around a broader set of issues, giving the institution more flexibility.

Questions to consider

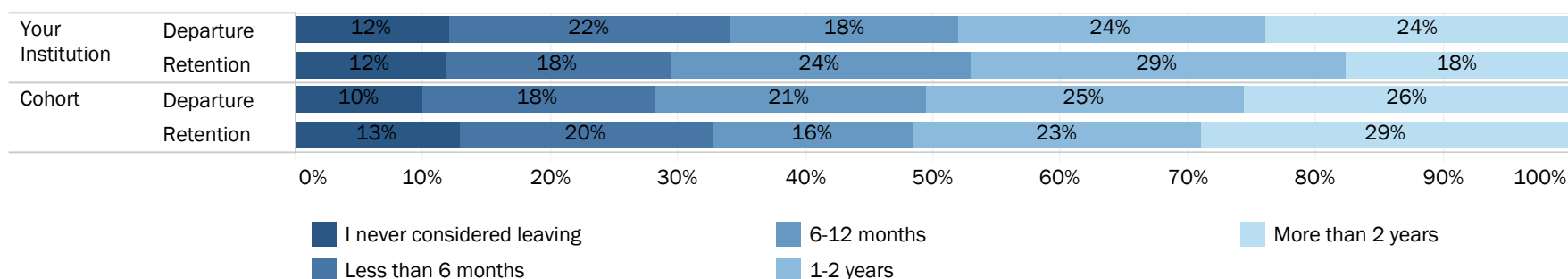
- What are the indicators that another institution is trying to poach a faculty member from your institution? How might such indicators help administrators deploy pre-emptive strategies for retention?
- What indicators can help administrators determine whether or not to extend a counteroffer to a faculty member who is likely only using an external offer to renegotiate the terms of their employment? How might we help these administrators check their own biases in these determinations?
- If "actively searching" candidates who apply for advertised positions are in the minority, then what can we do to better understand the processes by which faculty and potential employers become acquainted with each other? How does this play out?

4.1 Time spent considering leaving/spent searching

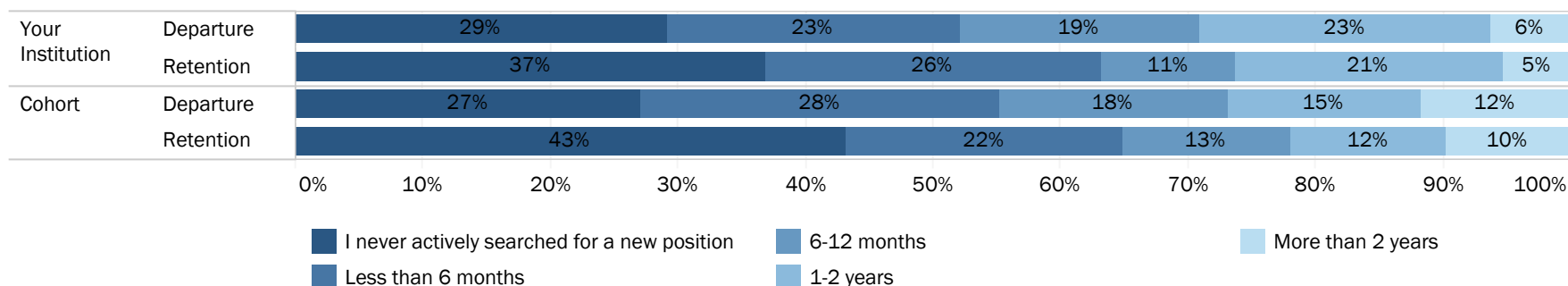
Prior to your receiving the offer/opportunity to work elsewhere, for approximately how long were you [considering leaving] [actively searching for a new position (e.g. submitting applications, talking to potential employers, formally interviewing, etc.)]?

a. Overall

Time spent considering leaving (n=67)



Time spent searching for a new position (n=67)



4.1 Time spent considering leaving/spent searching (cont.)

Prior to your receiving the offer/opportunity to work elsewhere, for approximately how long were you [considering leaving] [actively searching for a new position (e.g. submitting applications, talking to potential employers, formally interviewing, etc.)]?

a. Overall

Time spent considering leaving (n=67)

		Departure		Retention	
		#	%	#	%
Your Institution	I never considered leaving	6	12%	2	12%
	Less than 6 months	11	22%	3	18%
	6-12 months	9	18%	4	24%
	1-2 years	12	24%	5	29%
	More than 2 years	12	24%	3	18%
	Total	50	100%	17	100%
Cohort	I never considered leaving	89	10%	49	13%
	Less than 6 months	163	18%	76	20%
	6-12 months	191	21%	60	16%
	1-2 years	223	25%	86	23%
	More than 2 years	229	26%	111	29%
	Total	895	100%	382	100%

Time spent searching for a new position (n=67)

		Departure		Retention	
		#	%	#	%
Your Institution	I never actively searched for a new position	14	29%	7	37%
	Less than 6 months	11	23%	5	26%
	6-12 months	9	19%	2	11%
	1-2 years	11	23%	4	21%
	More than 2 years	3	6%	1	5%
	Total	48	100%	19	100%
Cohort	I never actively searched for a new position	243	27%	171	43%
	Less than 6 months	254	28%	86	22%
	6-12 months	161	18%	52	13%
	1-2 years	136	15%	48	12%
	More than 2 years	106	12%	39	10%
	Total	900	100%	396	100%

4.1 Time spent considering leaving/spent searching (cont.)

Prior to your receiving the offer/opportunity to work elsewhere, for approximately how long were you [considering leaving] [actively searching for a new position (e.g. submitting applications, talking to potential employers, formally interviewing, etc.)]?

b. by Gender

Time spent considering leaving (n=67)

		Woman		Man	
		#	%	#	%
Your Institution	I never considered leaving	0	0%	8	21%
	Less than 6 months	8	28%	6	16%
	6-12 months	6	21%	7	18%
	1-2 years	6	21%	11	29%
	More than 2 years	9	31%	6	16%
	Total	29	100%	38	100%
Cohort	I never considered leaving	58	10%	77	11%
	Less than 6 months	116	20%	118	17%
	6-12 months	109	19%	138	20%
	1-2 years	137	24%	167	24%
	More than 2 years	155	27%	182	27%
	Total	575	100%	682	100%

Time spent searching for a new position (n=67)

		Woman		Man	
		#	%	#	%
Your Institution	I never actively searched for a new position	9	30%	12	32%
	Less than 6 months	9	30%	7	19%
	6-12 months	4	13%	7	19%
	1-2 years	5	17%	10	27%
	More than 2 years	3	10%	1	3%
	Total	30	100%	37	100%
Cohort	I never actively searched for a new position	191	33%	220	32%
	Less than 6 months	163	28%	167	24%
	6-12 months	96	16%	114	17%
	1-2 years	73	12%	108	16%
	More than 2 years	64	11%	80	12%
	Total	587	100%	689	100%

4.1 Time spent considering leaving/spent searching (cont.)

Prior to your receiving the offer/opportunity to work elsewhere, for approximately how long were you [considering leaving] [actively searching for a new position (e.g. submitting applications, talking to potential employers, formally interviewing, etc.)]?

c. by Race/Ethnicity

Time spent considering leaving (n=67)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	I never considered leaving	4	20%	4	9%
	Less than 6 months	6	30%	8	17%
	6-12 months	6	30%	7	15%
	1-2 years	2	10%	15	32%
	More than 2 years	2	10%	13	28%
	Total	20	100%	47	100%
Cohort	I never considered leaving	51	13%	81	10%
	Less than 6 months	73	19%	159	19%
	6-12 months	71	18%	170	20%
	1-2 years	96	24%	205	24%
	More than 2 years	102	26%	228	27%
	Total	393	100%	843	100%

Time spent searching for a new position (n=67)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	I never actively searched for a new position	6	30%	15	32%
	Less than 6 months	7	35%	9	19%
	6-12 months	3	15%	8	17%
	1-2 years	3	15%	12	26%
	More than 2 years	1	5%	3	6%
	Total	20	100%	47	100%
Cohort	I never actively searched for a new position	123	31%	282	33%
	Less than 6 months	109	27%	216	25%
	6-12 months	71	18%	137	16%
	1-2 years	55	14%	123	14%
	More than 2 years	43	11%	96	11%
	Total	401	100%	854	100%

4.1 Time spent considering leaving/spent searching (cont.)

Prior to your receiving the offer/opportunity to work elsewhere, for approximately how long were you [considering leaving] [actively searching for a new position (e.g. submitting applications, talking to potential employers, formally interviewing, etc.)]?

d. by Tenure Status

Time spent considering leaving (n=67)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	I never considered leaving	4	14%	4	11%		
	Less than 6 months	6	21%	7	20%		
	6-12 months	5	17%	7	20%		
	1-2 years	7	24%	10	29%		
	More than 2 years	7	24%	7	20%		
	Total	29	100%	35	100%	3	100%
Cohort	I never considered leaving	46	10%	80	12%	7	6%
	Less than 6 months	103	23%	112	16%	20	18%
	6-12 months	97	22%	119	17%	30	27%
	1-2 years	119	26%	152	22%	27	25%
	More than 2 years	85	19%	222	32%	26	24%
	Total	450	100%	685	100%	110	100%

Time spent searching for a new position (n=67)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	I never actively searched for a new position	8	28%	12	34%		
	Less than 6 months	9	31%	7	20%		
	6-12 months	3	10%	8	23%		
	1-2 years	7	24%	7	20%		
	More than 2 years	2	7%	1	3%		
	Total	29	100%	35	100%	3	100%
Cohort	I never actively searched for a new position	118	26%	271	39%	19	17%
	Less than 6 months	146	32%	148	21%	32	29%
	6-12 months	90	20%	94	14%	24	22%
	1-2 years	60	13%	95	14%	25	23%
	More than 2 years	43	9%	88	13%	11	10%
	Total	457	100%	696	100%	111	100%

4.1 Time spent considering leaving/spent searching (cont.)

Prior to your receiving the offer/opportunity to work elsewhere, for approximately how long were you [considering leaving] [actively searching for a new position (e.g. submitting applications, talking to potential employers, formally interviewing, etc.)]?

e. by Discipline

Time spent considering leaving (n=67)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	I never considered leaving	0	0%	1	9%	5	21%	2	10%
	Less than 6 months	2	17%	2	18%	6	25%	4	20%
	6-12 months	3	25%	0	0%	5	21%	5	25%
	1-2 years	5	42%	4	36%	3	13%	5	25%
	More than 2 years	2	17%	4	36%	5	21%	4	20%
	Total	12	100%	11	100%	24	100%	20	100%
Cohort	I never considered leaving	21	11%	25	12%	30	11%	51	10%
	Less than 6 months	34	19%	38	18%	44	17%	106	21%
	6-12 months	21	11%	35	17%	55	21%	117	23%
	1-2 years	51	28%	45	22%	67	25%	117	23%
	More than 2 years	56	31%	63	31%	68	26%	117	23%
	Total	183	100%	206	100%	264	100%	508	100%

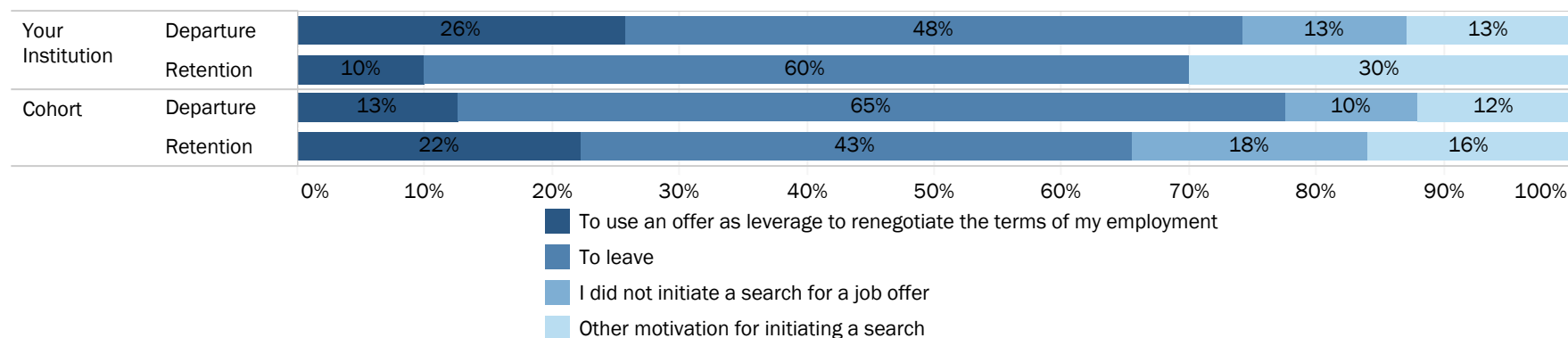
Time spent searching for a new position (n=67)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	I never actively searched for a new position	2	15%	2	18%	10	42%	7	37%
	Less than 6 months	2	15%	4	36%	5	21%	5	26%
	6-12 months	3	23%	0	0%	6	25%	2	11%
	1-2 years	5	38%	5	45%	2	8%	3	16%
	More than 2 years	1	8%	0	0%	1	4%	2	11%
	Total	13	100%	11	100%	24	100%	19	100%
Cohort	I never actively searched for a new position	55	29%	79	37%	89	33%	171	33%
	Less than 6 months	50	26%	52	25%	66	25%	137	27%
	6-12 months	26	14%	32	15%	46	17%	87	17%
	1-2 years	33	17%	23	11%	35	13%	71	14%
	More than 2 years	25	13%	25	12%	31	12%	47	9%
	Total	189	100%	211	100%	267	100%	513	100%

4.2 Ultimate motivation for the search

What was your primary motivation for initiating a search for a job offer?

a. Overall (n=41)



a. Overall (n=41)

		Departure		Retention	
		#	%	#	%
Your Institution	To use an offer as leverage to renegotiate the terms of my employment	8	26%	1	10%
	To leave	15	48%	6	60%
	I did not initiate a search for a job offer	4	13%	0	0%
	Other motivation for initiating a search	4	13%	3	30%
	Total	31	100%	10	100%
Cohort	To use an offer as leverage to renegotiate the terms of my employment	78	13%	46	22%
	To leave	403	65%	89	43%
	I did not initiate a search for a job offer	64	10%	38	18%
	Other motivation for initiating a search	75	12%	33	16%
	Total	620	100%	206	100%

* Response option "Other motivation for initiating a search" was added in 2019.

4.2 Ultimate motivation for the search (cont.)

What was your primary motivation for initiating a search for a job offer?

b. by Gender (n=41)

		Woman		Man	
		#	%	#	%
Your Institution	To use an offer as leverage to renegotiate the terms of my employment	4	21%	5	23%
	To leave	8	42%	13	59%
	I did not initiate a search for a job offer	1	5%	3	14%
	Other motivation for initiating a search	6	32%	1	5%
	Total	19	100%	22	100%
Cohort	To use an offer as leverage to renegotiate the terms of my employment	60	16%	63	14%
	To leave	210	57%	268	61%
	I did not initiate a search for a job offer	44	12%	56	13%
	Other motivation for initiating a search	56	15%	53	12%
	Total	370	100%	440	100%

c. by Race/Ethnicity (n=41)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	To use an offer as leverage to renegotiate the terms of my employment	4	29%	5	19%
	To leave	5	36%	16	59%
	I did not initiate a search for a job offer	3	21%	1	4%
	Other motivation for initiating a search	2	14%	5	19%
	Total	14	100%	27	100%
Cohort	To use an offer as leverage to renegotiate the terms of my employment	46	18%	78	15%
	To leave	144	55%	328	61%
	I did not initiate a search for a job offer	34	13%	62	12%
	Other motivation for initiating a search	38	15%	67	13%
	Total	262	100%	535	100%

4.2 Ultimate motivation for the search (cont.)

What was your primary motivation for initiating a search for a job offer?

d. by Tenure Status (n=41)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	To use an offer as leverage to renegotiate the terms of my employment	4	21%	4	20%		
	To leave	11	58%	10	50%		
	I did not initiate a search for a job offer	1	5%	3	15%		
	Other motivation for initiating a search	3	16%	3	15%		
	Total	19	100%	20	100%	2	100%
Cohort	To use an offer as leverage to renegotiate the terms of my employment	60	19%	57	14%	6	7%
	To leave	195	61%	220	55%	58	72%
	I did not initiate a search for a job offer	29	9%	66	16%	6	7%
	Other motivation for initiating a search	35	11%	59	15%	11	14%
	Total	319	100%	402	100%	81	100%

e. by Discipline (n=41)

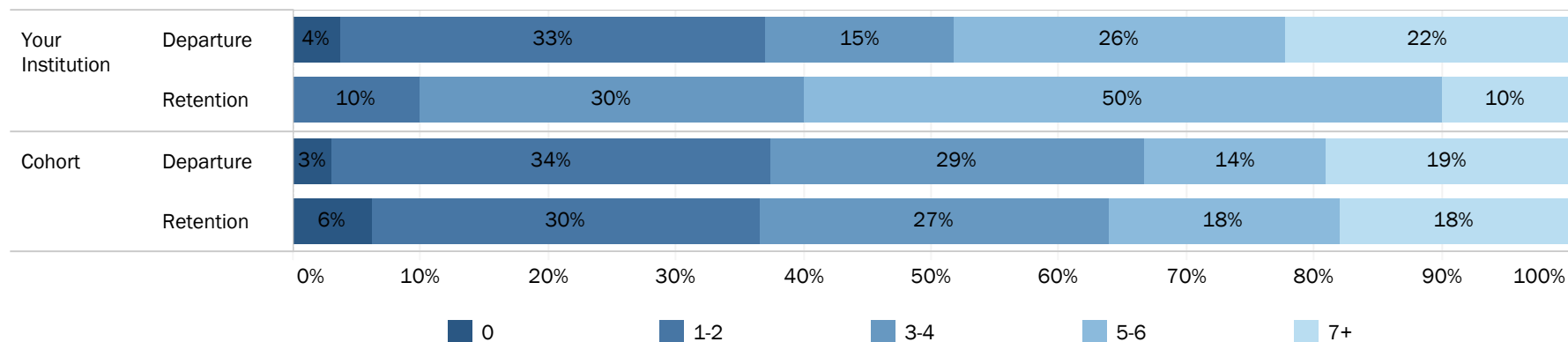
		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	To use an offer as leverage to renegotiate the terms of my employment	4	36%	0	0%	2	17%	3	30%
	To leave	5	45%	5	63%	5	42%	6	60%
	I did not initiate a search for a job offer	0	0%	1	13%	3	25%	0	0%
	Other motivation for initiating a search	2	18%	2	25%	2	17%	1	10%
	Total	11	100%	8	100%	12	100%	10	100%
Cohort	To use an offer as leverage to renegotiate the terms of my employment	20	17%	32	25%	22	13%	36	11%
	To leave	72	62%	56	44%	104	62%	212	65%
	I did not initiate a search for a job offer	13	11%	18	14%	26	15%	37	11%
	Other motivation for initiating a search	12	10%	21	17%	17	10%	40	12%
	Total	117	100%	127	100%	169	100%	325	100%

4.3 Applications sent and offers received

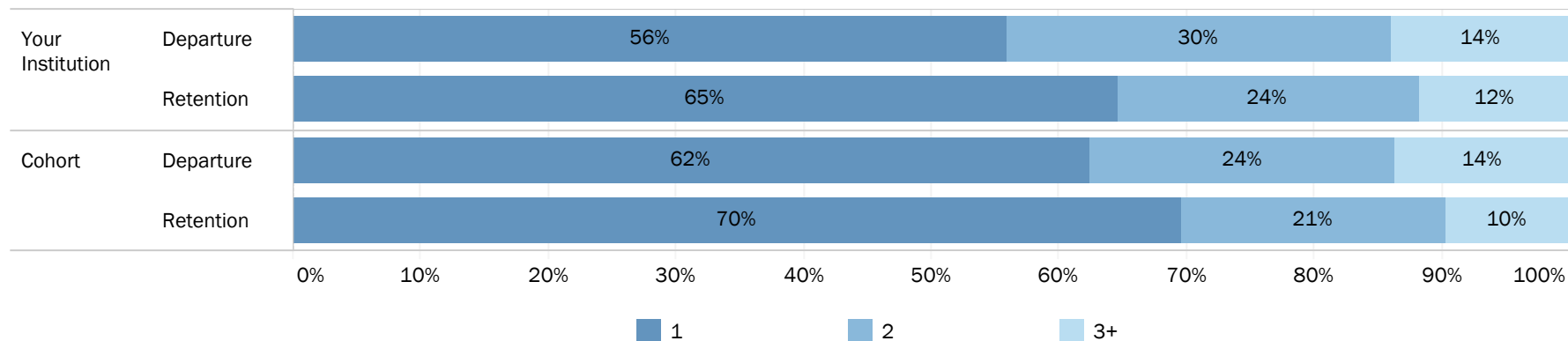
While at your institution, to how many external positions did you apply in the three years prior to the current academic year?
How many job offers did you receive during your most recent academic year at your institution?

a. Overall

Number of positions applied (n=37)



Number of offers received (n=67)



4.3 Applications sent and offers received (cont.)

While at your institution, to how many external positions did you apply in the three years prior to the current academic year?
How many job offers did you receive during your most recent academic year at your institution?

Number of positions applied

a. Overall (n=37)

		Departure		Retention	
		#	%	#	%
Your Institution	0	1	4%	0	0%
	1-2	9	33%	1	10%
	3-4	4	15%	3	30%
	5-6	7	26%	5	50%
	7+	6	22%	1	10%
	Total	27	100%	10	100%
Cohort	0	16	3%	10	6%
	1-2	185	34%	49	30%
	3-4	157	29%	44	27%
	5-6	77	14%	29	18%
	7+	102	19%	29	18%
	Total	537	100%	161	100%

Number of offers received

a. Overall (n=67)

		Departure		Retention	
		#	%	#	%
Your Institution	1	28	56%	11	65%
	2	15	30%	4	24%
	3+	7	14%	2	12%
	Total	50	100%	17	100%
Cohort	1	554	62%	266	70%
	2	212	24%	79	21%
	3+	122	14%	37	10%
	Total	888	100%	382	100%

4.3 Applications sent and offers received (cont.)

While at your institution, to how many external positions did you apply in the three years prior to the current academic year?
How many job offers did you receive during your most recent academic year at your institution?

Number of positions applied

b. by Gender (n=37)

		Woman		Man	
		#	%	#	%
Your Institution	0	1	6%	0	0%
	1-2	4	22%	6	32%
	3-4	2	11%	5	26%
	5-6	9	50%	3	16%
	7+	2	11%	5	26%
	Total	18	100%	19	100%
Cohort	0	12	4%	12	3%
	1-2	124	39%	106	29%
	3-4	94	29%	102	28%
	5-6	47	15%	58	16%
	7+	42	13%	88	24%
	Total	319	100%	366	100%

Number of offers received

b. by Gender (n=67)

		Woman		Man	
		#	%	#	%
Your Institution	1	19	68%	20	51%
	2	7	25%	12	31%
	3+	2	7%	7	18%
	Total	28	100%	39	100%
Cohort	1	395	68%	414	61%
	2	118	20%	170	25%
	3+	64	11%	91	13%
	Total	577	100%	675	100%

4.3 Applications sent and offers received (cont.)

While at your institution, to how many external positions did you apply in the three years prior to the current academic year?
How many job offers did you receive during your most recent academic year at your institution?

Number of positions applied

c. by Race/Ethnicity (n=37)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	0	1	9%	0	0%
	1-2	2	18%	8	31%
	3-4	3	27%	4	15%
	5-6	3	27%	9	35%
	7+	2	18%	5	19%
	Total	11	100%	26	100%
Cohort	0	11	5%	13	3%
	1-2	66	30%	163	35%
	3-4	64	29%	131	28%
	5-6	37	17%	65	14%
	7+	39	18%	88	19%
	Total	217	100%	460	100%

Number of offers received

c. by Race/Ethnicity (n=67)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	1	13	33%	26	67%
	2	3	16%	16	84%
	3+	5	56%	4	44%
	Total	21	31%	46	69%
Cohort	1	226	28%	569	72%
	2	103	37%	179	63%
	3+	58	37%	97	63%
	Total	387	31%	845	69%

4.3 Applications sent and offers received (cont.)

While at your institution, to how many external positions did you apply in the three years prior to the current academic year?
How many job offers did you receive during your most recent academic year at your institution?

Number of positions applied

d. by Tenure Status (n=37)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	0	1	6%	0	0%		
	1-2	5	28%	5	29%		
	3-4	3	17%	2	12%		
	5-6	5	28%	7	41%		
	7+	4	22%	3	18%		
	Total	18	100%	17	100%	2	100%
Cohort	0	6	2%	14	4%	3	4%
	1-2	89	32%	116	35%	23	31%
	3-4	68	25%	104	32%	22	30%
	5-6	47	17%	47	14%	11	15%
	7+	65	24%	46	14%	15	20%
	Total	275	100%	327	100%	74	100%

Number of offers received

d. by Tenure Status (n=67)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	1	14	50%	23	64%		
	2	9	32%	9	25%		
	3+	5	18%	4	11%		
	Total	28	100%	36	100%	3	100%
Cohort	1	286	64%	465	68%	55	51%
	2	110	25%	144	21%	28	26%
	3+	50	11%	78	11%	25	23%
	Total	446	100%	687	100%	108	100%

4.3 Applications sent and offers received (cont.)

While at your institution, to how many external positions did you apply in the three years prior to the current academic year?
How many job offers did you receive during your most recent academic year at your institution?

Number of positions applied

e. by Discipline (n=37)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	0	0	0%	0	0%	0	0%	1	10%
	1-3	2	18%	2	29%	4	44%	7	70%
	4-6	7	64%	2	29%	3	33%	2	20%
	7-9	1	9%	3	43%	0	0%	0	0%
	10+	1	9%	0	0%	2	22%	0	0%
	Total	11	100%	7	100%	9	100%	10	100%
Cohort	0	5	5%	2	2%	6	5%	8	3%
	1-3	63	62%	40	38%	50	38%	167	59%
	4-6	21	21%	35	33%	39	30%	69	24%
	7-9	3	3%	10	10%	12	9%	12	4%
	10+	10	10%	18	17%	25	19%	27	10%
	Total	102	100%	105	100%	132	100%	283	100%

Number of offers received

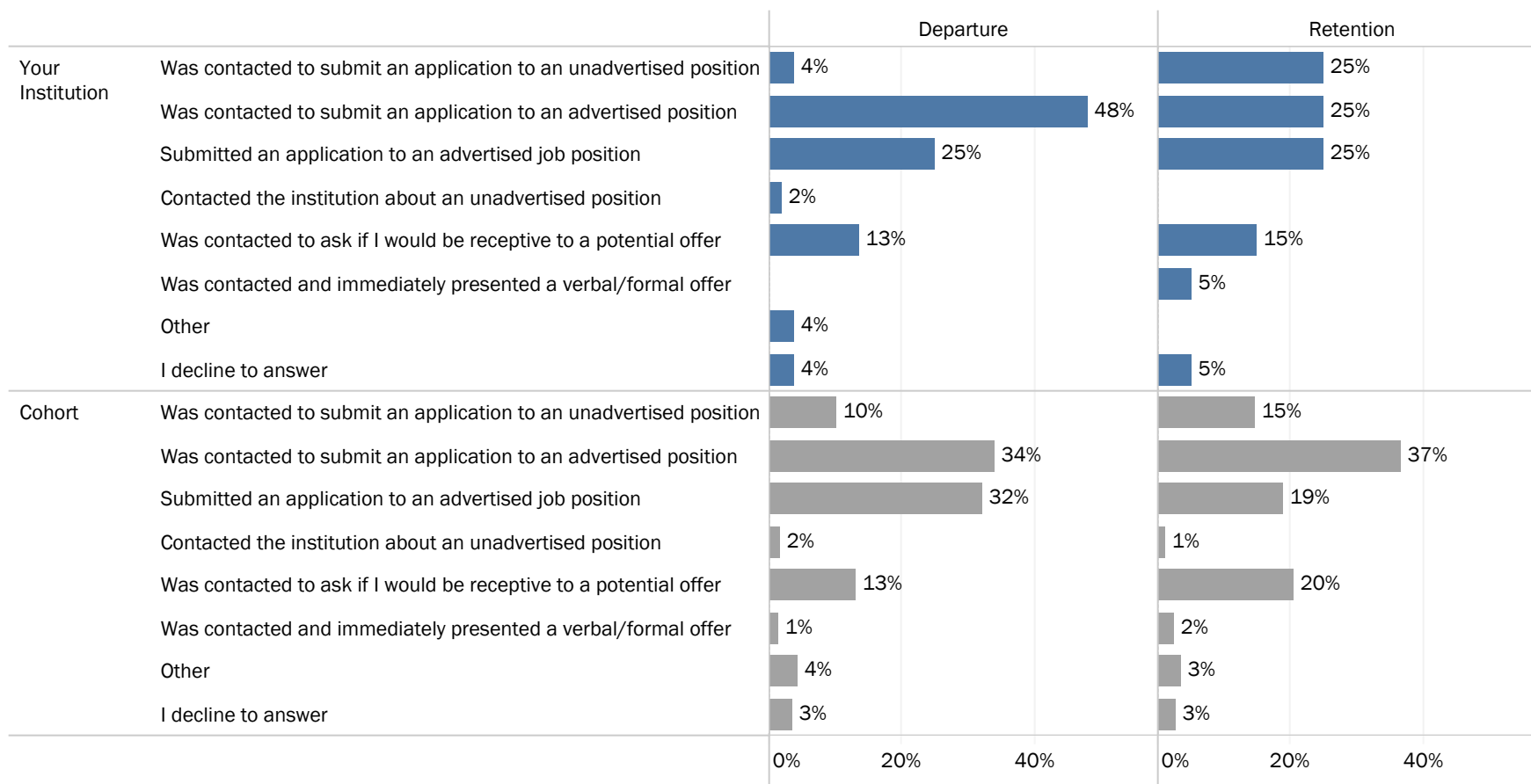
e. by Discipline (n=67)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	1	6	50%	6	55%	15	60%	12	63%
	2	5	42%	4	36%	7	28%	3	16%
	3+	1	8%	1	9%	3	12%	4	21%
	Total	12	100%	11	100%	25	100%	19	100%
Cohort	1	146	78%	154	73%	164	63%	286	57%
	2	29	16%	46	22%	57	22%	132	26%
	3+	11	6%	11	5%	40	15%	85	17%
	Total	186	100%	211	100%	261	100%	503	100%

4.4 Initial contact between your faculty and offering institution

Concerning the most recent job offer you received, how was communication first initiated between you and the representative from that institution?

a. Overall (n=72)



4.4 Initial contact between your faculty and offering institution (cont.)

Concerning the most recent job offer you received, how was communication first initiated between you and the representative from that institution?

a. Overall (n=72)

		Departure		Retention	
		#	%	#	%
Your Institution	Was contacted to submit an application to an unadvertised position	2	4%	5	25%
	Was contacted to submit an application to an advertised position	25	48%	5	25%
	Submitted an application to an advertised job position	13	25%	5	25%
	Contacted the institution about an unadvertised position	1	2%	0	0%
	Was contacted to ask if I would be receptive to a potential offer	7	13%	3	15%
	Was contacted and immediately presented a verbal/formal offer	0	0%	1	5%
	Other	2	4%	0	0%
	I decline to answer	2	4%	1	5%
	Total	52	100%	20	100%
Cohort	Was contacted to submit an application to an unadvertised position	91	10%	59	15%
	Was contacted to submit an application to an advertised position	309	34%	148	37%
	Submitted an application to an advertised job position	294	32%	76	19%
	Contacted the institution about an unadvertised position	15	2%	4	1%
	Was contacted to ask if I would be receptive to a potential offer	119	13%	83	20%
	Was contacted and immediately presented a verbal/formal offer	13	1%	10	2%
	Other	39	4%	14	3%
	I decline to answer	31	3%	11	3%
	Total	911	100%	405	100%

* Response option "I contacted a person from the institution about an unadvertised position" was added in 2019.

4.4 Initial contact between your faculty and offering institution (cont.)

Concerning the most recent job offer you received, how was communication first initiated between you and the representative from that institution?

b. by Gender (n=72)

		Woman		Man	
		#	%	#	%
Your Institution	Was contacted to submit an application to an unadvertised position	3	9%	4	10%
	Was contacted to submit an application to an advertised position	13	39%	17	44%
	Submitted an application to an advertised job position	11	33%	7	18%
	Contacted the institution about an unadvertised position	0	0%	1	3%
	Was contacted to ask if I would be receptive to a potential offer	4	12%	6	15%
	Was contacted and immediately presented a verbal/formal offer	0	0%	1	3%
	Other	0	0%	2	5%
	I decline to answer	2	6%	1	3%
	Total	33	100%	39	100%
Cohort	Was contacted to submit an application to an unadvertised position	62	10%	85	12%
	Was contacted to submit an application to an advertised position	228	38%	221	32%
	Submitted an application to an advertised job position	169	28%	198	28%
	Contacted the institution about an unadvertised position	6	1%	13	2%
	Was contacted to ask if I would be receptive to a potential offer	81	14%	120	17%
	Was contacted and immediately presented a verbal/formal offer	9	2%	12	2%
	Other	27	5%	25	4%
	I decline to answer	14	2%	27	4%
	Total	596	100%	701	100%

4.4 Initial contact between your faculty and offering institution (cont.)

Concerning the most recent job offer you received, how was communication first initiated between you and the representative from that institution?

c. by Race/Ethnicity (n=72)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Was contacted to submit an application to an unadvertised position	0	0%	7	14%
	Was contacted to submit an application to an advertised position	11	52%	19	37%
	Submitted an application to an advertised job position	4	19%	14	27%
	Contacted the institution about an unadvertised position	1	5%	0	0%
	Was contacted to ask if I would be receptive to a potential offer	3	14%	7	14%
	Was contacted and immediately presented a verbal/formal offer	0	0%	1	2%
	Other	1	5%	1	2%
	I decline to answer	1	5%	2	4%
	Total	21	100%	51	100%
Cohort	Was contacted to submit an application to an unadvertised position	54	13%	89	10%
	Was contacted to submit an application to an advertised position	142	34%	301	35%
	Submitted an application to an advertised job position	126	30%	237	28%
	Contacted the institution about an unadvertised position	4	1%	14	2%
	Was contacted to ask if I would be receptive to a potential offer	57	14%	138	16%
	Was contacted and immediately presented a verbal/formal offer	9	2%	12	1%
	Other	8	2%	44	5%
	I decline to answer	16	4%	25	3%
	Total	416	100%	860	100%

4.4 Initial contact between your faculty and offering institution (cont.)

Concerning the most recent job offer you received, how was communication first initiated between you and the representative from that institution?

d. by Tenure Status (n=72)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Was contacted to submit an application to an unadvertised position	0	0%	6	15%		
	Was contacted to submit an application to an advertised position	14	48%	14	35%		
	Submitted an application to an advertised job position	9	31%	9	23%		
	Contacted the institution about an unadvertised position	0	0%	1	3%		
	Was contacted to ask if I would be receptive to a potential offer	5	17%	5	13%		
	Was contacted and immediately presented a verbal/formal offer	0	0%	1	3%		
	Other	1	3%	1	3%		
	I decline to answer	0	0%	3	8%		
	Total	29	100%	40	100%	3	100%
Cohort	Was contacted to submit an application to an unadvertised position	45	10%	85	12%	12	11%
	Was contacted to submit an application to an advertised position	153	33%	273	39%	26	23%
	Submitted an application to an advertised job position	180	39%	135	19%	48	43%
	Contacted the institution about an unadvertised position	6	1%	9	1%	2	2%
	Was contacted to ask if I would be receptive to a potential offer	43	9%	144	20%	12	11%
	Was contacted and immediately presented a verbal/formal offer	4	1%	15	2%	1	1%
	Other	14	3%	32	5%	6	5%
	I decline to answer	19	4%	16	2%	4	4%
	Total	464	100%	709	100%	111	100%

4.4 Initial contact between your faculty and offering institution (cont.)

Concerning the most recent job offer you received, how was communication first initiated between you and the representative from that institution?

e. by Discipline (n=72)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Was contacted to submit an application to an unadvertised position	2	15%	0	0%	4	15%	1	5%
	Was contacted to submit an application to an advertised position	3	23%	4	36%	10	37%	13	62%
	Submitted an application to an advertised job position	8	62%	5	45%	3	11%	2	10%
	Contacted the institution about an unadvertised position	0	0%	0	0%	1	4%	0	0%
	Was contacted to ask if I would be receptive to a potential offer	0	0%	1	9%	5	19%	4	19%
	Was contacted and immediately presented a verbal/formal offer	0	0%	0	0%	1	4%	0	0%
	Other	0	0%	1	9%	1	4%	0	0%
	I decline to answer	0	0%	0	0%	2	7%	1	5%
	Total	13	100%	11	100%	27	100%	21	100%
Cohort	Was contacted to submit an application to an unadvertised position	23	12%	26	12%	31	11%	58	11%
	Was contacted to submit an application to an advertised position	68	35%	76	35%	87	32%	186	36%
	Submitted an application to an advertised job position	65	34%	62	28%	69	25%	138	27%
	Contacted the institution about an unadvertised position	0	0%	1	0%	4	1%	11	2%
	Was contacted to ask if I would be receptive to a potential offer	21	11%	33	15%	57	21%	79	15%
	Was contacted and immediately presented a verbal/formal offer	4	2%	2	1%	9	3%	7	1%
	Other	7	4%	10	5%	9	3%	24	5%
	I decline to answer	6	3%	9	4%	7	3%	12	2%
	Total	194	100%	219	100%	273	100%	515	100%

5. The Negotiation Process

Our research design seeks to shed light not just on the causes, but on the conduct of retention and departure processes. Even though the causes may sometimes be beyond a chair's or dean's control, their processes of notification and negotiation deserve scrutiny because such “unscripted interactions” (Ridgeway & Correll, 2004) in “foggy climates” (Lennartz & O'Meara, 2018) are circumstances where inequities thrive. Counting on instinct, chairs and deans introduce variability in how faculty are treated during the process and how equitably resources are distributed. These should be issues of great concern.

The report organizes these items into two categories: the process and the terms. Timeliness and transparency in these processes can have an impact on how faculty feel about the home institution. How the process is conducted sends a signal about whether deans and chairs care. Such a signal is not trivial: our pilot study suggest that faculty feel best about negotiations when they believe that the institution is taking their needs seriously. The signal can be the difference between an untimely departure and a successful retention, especially in negotiations where the outside offer and counteroffer are not so far apart.

With an eye toward helping administrators refine retention intervention strategies, this section continues the inquiry into conduct by investigating the most frequent communication channels used by faculty who are considering outside offers. They might use these data to learn whether there is a relationship between the communication channel (chair, dean, colleague), the institution's overall handling of the process, and the outcome (departure, retention).

Understanding the conduct of successful counteroffers—and of those where someone “dropped the ball”—could help provosts refine their expectations of retention processes and equip deans and chairs with the information and tools necessary to respond efficiently to outside offers. Balancing the needs of the department, the division, and the institution can be a difficult line to walk. Does your institution prepare your chairs to do it?

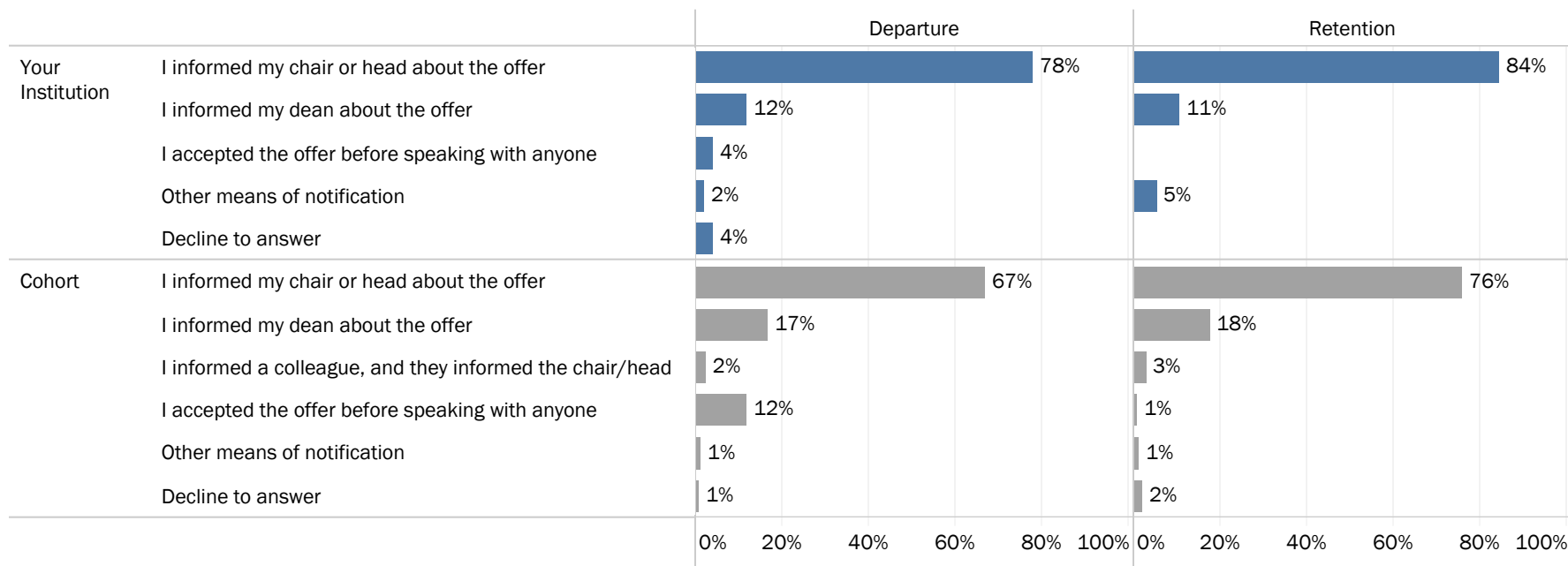
Questions to consider

- What training do chairs receive to prepare them for negotiating when faculty receive outside offers?
- How might chairs of larger departments with more frequent faculty turnover share expertise with chairs of smaller departments that may be navigating the retention process for the first time in many years?
- Are there differences between men and women, white faculty and faculty of color in how they are treated (or how they are perceived they are treated)?
- What institutional mechanisms can be put in place to ensure equitable negotiation processes?

5.1 Your institution's first notification of outside offer

How did your institution first learn about the job offer?

a. Overall (n=69)



5.1 Your institution's first notification of outside offer (cont.)

How did your institution first learn about the job offer?

a. Overall (n=69)

		Departure		Retention	
		#	%	#	%
Your Institution	I informed my chair or head about the offer	39	78%	16	84%
	I informed my dean about the offer	6	12%	2	11%
	I accepted the offer before speaking with anyone	2	4%	0	0%
	Other means of notification	1	2%	1	5%
	Decline to answer	2	4%	0	0%
	Total	50	100%	19	100%
Cohort	I informed my chair or head about the offer	590	67%	296	76%
	I informed my dean about the offer	146	17%	69	18%
	I informed a colleague, and they informed the chair/head	22	2%	11	3%
	I accepted the offer before speaking with anyone	104	12%	3	1%
	Other means of notification	12	1%	4	1%
	Decline to answer	7	1%	8	2%
Total		881	100%	391	100%

5.1 Your institution's first notification of outside offer (cont.)

How did your institution first learn about the job offer?

b. by Gender (n=69)

		Woman		Man	
		#	%	#	%
Your Institution	I informed my chair or head about the offer	25	83%	30	77%
	I informed my dean about the offer	3	10%	5	13%
	I accepted the offer before speaking with anyone	0	0%	2	5%
	Other means of notification	0	0%	2	5%
	Decline to answer	2	7%	0	0%
	Total	30	100%	39	100%
Cohort	I informed my chair or head about the offer	395	69%	480	70%
	I informed my dean about the offer	103	18%	112	16%
	I informed a colleague, and they informed the chair/head	16	3%	17	2%
	I accepted the offer before speaking with anyone	49	9%	56	8%
	Other means of notification	7	1%	9	1%
	Decline to answer	6	1%	8	1%
Total		576	100%	682	100%

5.1 Your institution's first notification of outside offer (cont.)

How did your institution first learn about the job offer?

c. by Race/Ethnicity (n=69)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	I informed my chair or head about the offer	16	80%	39	80%
	I informed my dean about the offer	2	10%	6	12%
	I accepted the offer before speaking with anyone	1	5%	1	2%
	Other means of notification	1	5%	1	2%
	Decline to answer	0	0%	2	4%
	Total	20	100%	49	100%
Cohort	I informed my chair or head about the offer	287	71%	576	69%
	I informed my dean about the offer	61	15%	149	18%
	I informed a colleague, and they informed the chair/head	16	4%	16	2%
	I accepted the offer before speaking with anyone	30	7%	75	9%
	Other means of notification	1	0%	15	2%
	Decline to answer	7	2%	7	1%
Total		402	100%	838	100%

5.1 Your institution's first notification of outside offer (cont.)

How did your institution first learn about the job offer?

d. by Tenure Status (n=69)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	I informed my chair or head about the offer	27	96%	26	68%		
	I informed my dean about the offer	1	4%	6	16%		
	I accepted the offer before speaking with anyone	0	0%	2	5%		
	Other means of notification	0	0%	2	5%		
	Decline to answer	0	0%	2	5%		
	Total	28	100%	38	100%	3	100%
Cohort	I informed my chair or head about the offer	347	77%	450	66%	72	67%
	I informed my dean about the offer	41	9%	157	23%	12	11%
	I informed a colleague, and they informed the chair/head	14	3%	18	3%	1	1%
	I accepted the offer before speaking with anyone	43	9%	38	6%	20	19%
	Other means of notification	4	1%	9	1%	2	2%
	Decline to answer	4	1%	10	1%	1	1%
	Total	453	100%	682	100%	108	100%

5.1 Your institution's first notification of outside offer (cont.)

How did your institution first learn about the job offer?

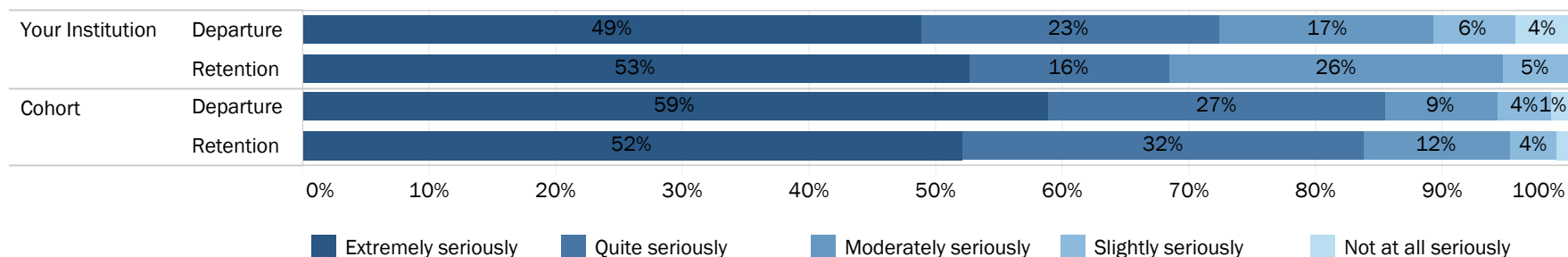
e. by Discipline (n=69)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	I informed my chair or head about the offer	11	85%	9	82%	19	73%	16	84%
	I informed my dean about the offer	2	15%	1	9%	3	12%	2	11%
	I accepted the offer before speaking with anyone	0	0%	0	0%	2	8%	0	0%
	Other means of notification	0	0%	1	9%	1	4%	0	0%
	Decline to answer	0	0%	0	0%	1	4%	1	5%
	Total	13	100%	11	100%	26	100%	19	100%
Cohort	I informed my chair or head about the offer	132	71%	179	84%	204	77%	301	61%
	I informed my dean about the offer	32	17%	16	8%	31	12%	112	23%
	I informed a colleague, and they informed the chair/head	3	2%	6	3%	9	3%	12	2%
	I accepted the offer before speaking with anyone	12	6%	8	4%	15	6%	60	12%
	Other means of notification	6	3%	1	0%	4	2%	4	1%
	Decline to answer	2	1%	3	1%	1	0%	6	1%
Total		187	100%	213	100%	264	100%	495	100%

5.2 Seriousness with which faculty viewed the outside offer

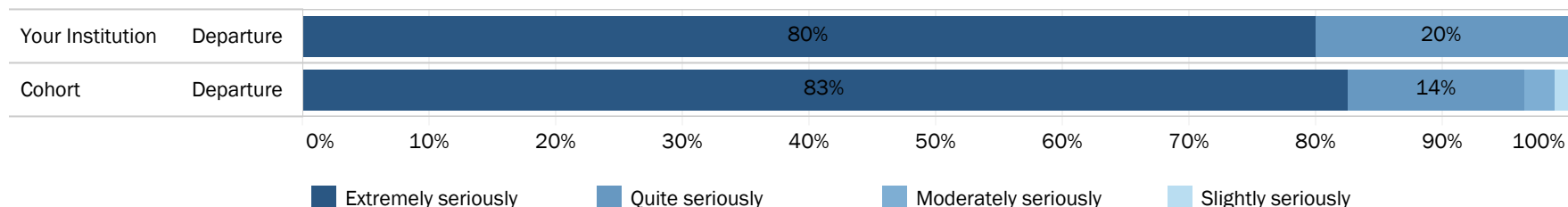
Prior to receiving any counteroffer (if made), how seriously were you considering accepting the job offer you received?

a. Overall (n=66)



Once you learned that you would not receive a counteroffer, how seriously were you considering accepting the job offer you received? (Asked only of departures who reported that they did not receive a counteroffer.).

a. Overall (n=6)



5.2 Seriousness with which faculty viewed the outside offer (cont.)

Prior to receiving any counteroffer (if made), how seriously were you considering accepting the job offer you received?

a. Overall (n=66)

		Departure		Retention				Departure		Retention	
		#	%	#	%			Mean	SD	Mean	SD
Your Institution	Not at all seriously	2	4%	0	0%	Your Institution	Cohort	4.1	1.15	4.2	1.01
	Slightly seriously	3	6%	1	5%						
	Moderately seriously	8	17%	5	26%						
	Quite seriously	11	23%	3	16%						
	Extremely seriously	23	49%	10	53%						
	Total	47	100%	19	100%						
Cohort	Not at all seriously	12	1%	4	1%	Cohort	Cohort	4.4	0.91	4.3	0.89
	Slightly seriously	36	4%	14	4%						
	Moderately seriously	76	9%	44	12%						
	Quite seriously	227	27%	121	32%						
	Extremely seriously	502	59%	199	52%						
	Total	853	100%	382	100%						

Once you learned that you would not receive a counteroffer, how seriously were you considering accepting the job offer you received? (Asked only of departures who reported that they did not receive a counteroffer.).

a. Overall (n=5)

		Departure				Departure	
		#	%			Mean	SD
Your Institution	Quite seriously	1	20%	Your Institution	Cohort	4.8	0.45
	Extremely seriously	4	80%				
	Total	5	100%			4.8	0.54
Cohort	Slightly seriously	1	1%	Cohort	Cohort		
	Moderately seriously	2	2%				
	Quite seriously	12	14%				
	Extremely seriously	71	83%				
	Total	86	100%				

* Response scale: *Not at all seriously*, *Slightly seriously*, *Moderately seriously*, *Quite seriously*, *Extremely seriously*. Categories with no responses are not displayed. Adaptive survey branching may result in small group size (n<5).

5.2 Seriousness with which faculty viewed the outside offer (cont.)

Prior to receiving any counteroffer (if made), how seriously were you considering accepting the job offer you received?

b. by Gender (n=66)

		Woman		Man	
		#	%	#	%
Your Institution	Not at all seriously	0	0%	2	5%
	Slightly seriously	1	4%	3	8%
	Moderately seriously	8	29%	5	13%
	Quite seriously	8	29%	6	16%
	Extremely seriously	11	39%	22	58%
	Total	28	100%	38	100%
Cohort	Not at all seriously	9	2%	8	1%
	Slightly seriously	20	4%	29	4%
	Moderately seriously	54	10%	65	10%
	Quite seriously	143	25%	200	30%
	Extremely seriously	336	60%	358	54%
	Total	562	100%	660	100%

Once you learned that you would not receive a counteroffer, how seriously were you considering accepting the job offer you received? (Asked only of departures who reported that they did not receive a counteroffer.).

b. by Gender (n=6)

		Woman		Man	
		#	%	#	%
Cohort	Slightly seriously	1	3%	0	0%
	Moderately seriously	1	3%	1	2%
	Quite seriously	6	17%	6	12%
	Extremely seriously	28	78%	45	87%
	Total	36	100%	52	100%

5.2 Seriousness with which faculty viewed the outside offer (cont.)

Prior to receiving any counteroffer (if made), how seriously were you considering accepting the job offer you received?

c. by Race/Ethnicity (n=66)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Not at all seriously	2	10%	0	0%
	Slightly seriously	1	5%	3	7%
	Moderately seriously	4	20%	9	20%
	Quite seriously	6	30%	8	17%
	Extremely seriously	7	35%	26	57%
	Total	20	100%	46	100%
Cohort	Not at all seriously	9	2%	8	1%
	Slightly seriously	18	5%	30	4%
	Moderately seriously	43	11%	72	9%
	Quite seriously	119	31%	221	27%
	Extremely seriously	196	51%	488	60%
	Total	385	100%	819	100%

Once you learned that you would not receive a counteroffer, how seriously were you considering accepting the job offer you received? (Asked only of departures who reported that they did not receive a counteroffer.).

c. by Race/Ethnicity (n=6)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Quite seriously			2	40%
	Extremely seriously			3	60%
	Total	1	100%	5	100%
Cohort	Slightly seriously	0	0%	1	2%
	Moderately seriously	0	0%	2	4%
	Quite seriously	4	12%	8	15%
	Extremely seriously	30	88%	42	79%
	Total	34	100%	53	100%

5.2 Seriousness with which faculty viewed the outside offer (cont.)

Prior to receiving any counteroffer (if made), how seriously were you considering accepting the job offer you received?

d. by Tenure Status (n=66)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Not at all seriously	1	4%	1	3%		
	Slightly seriously	1	4%	3	9%		
	Moderately seriously	7	25%	6	17%		
	Quite seriously	5	18%	9	26%		
	Extremely seriously	14	50%	16	46%		
	Total	28	100%	35	100%	3	100%
Cohort	Not at all seriously	7	2%	8	1%	2	2%
	Slightly seriously	21	5%	25	4%	2	2%
	Moderately seriously	40	9%	70	11%	9	8%
	Quite seriously	113	26%	198	30%	29	27%
	Extremely seriously	256	59%	362	55%	64	60%
	Total	437	100%	663	100%	106	100%

Once you learned that you would not receive a counteroffer, how seriously were you considering accepting the job offer you received? (Asked only of departures who reported that they did not receive a counteroffer.).

d. by Tenure Status (n=6)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Cohort	Slightly seriously	0	0%	0	0%	1	8%
	Moderately seriously	2	6%	0	0%	0	0%
	Quite seriously	4	11%	4	10%	3	23%
	Extremely seriously	29	83%	36	90%	9	69%
	Total	35	100%	40	100%	13	100%

5.2 Seriousness with which faculty viewed the outside offer (cont.)

Prior to receiving any counteroffer (if made), how seriously were you considering accepting the job offer you received?

e. by Discipline (n=66)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Not at all seriously	0	0%	0	0%	2	8%	0	0%
	Slightly seriously	0	0%	0	0%	2	8%	2	11%
	Moderately seriously	2	15%	1	9%	5	21%	5	28%
	Quite seriously	3	23%	2	18%	7	29%	2	11%
	Extremely seriously	8	62%	8	73%	8	33%	9	50%
	Total	13	100%	11	100%	24	100%	18	100%
Cohort	Not at all seriously	1	1%	5	2%	3	1%	8	2%
	Slightly seriously	5	3%	10	5%	9	4%	21	4%
	Moderately seriously	19	11%	31	15%	17	7%	44	9%
	Quite seriously	53	30%	58	28%	76	30%	128	27%
	Extremely seriously	101	56%	106	50%	152	59%	279	58%
	Total	179	100%	210	100%	257	100%	480	100%

Once you learned that you would not receive a counteroffer, how seriously were you considering accepting the job offer you received? (Asked only of departures who reported that they did not receive a counteroffer.).

e. by Discipline (n=6)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Cohort	Moderately seriously	0	0%	0	0%	0	0%	2	5%
	Quite seriously	2	22%	1	7%	1	8%	8	18%
	Extremely seriously	7	78%	14	93%	12	92%	34	77%
	Total	9	100%	15	100%	13	100%	44	100%

5.3 Number of days from notification to counteroffer

Approximately how many days transpired from the day your institution learned of your outside offer to the day that you [received an official (e.g. written) counteroffer] [learned that you would not receive an official counteroffer]?

Number of days from notification to counteroffer

a. Overall (n=29)

	Departure						Retention					
	Count	Mean	SD	Min	Median	Max	Count	Mean	SD	Min	Median	Max
Your Institution	12	8.2	6.93	0	7.0	21	17	9.6	8.42	0	7.0	30
Cohort	196	29.9	84.35	0	12.0	999	314	31.6	41.23	0	16.5	400

Number of days from notification to the news that no counteroffer is forthcoming

a. Overall (n=6)

	Departure					
	Count	Mean	SD	Min	Median	Max
Your Institution	5	16.8	12.68	3	14.0	30
Cohort	82	26.6	72.75	0	7.0	500

5.3 Number of days from notification to counteroffer (cont.)

Approximately how many days transpired from the day your institution learned of your outside offer to the day that you [received an official (e.g. written) counteroffer] [learned that you would not receive an official counteroffer]?

Number of days from notification to counteroffer

b. by Gender (n=29)

	Woman						Man					
	Count	Mean	SD	Min	Median	Max	Count	Mean	SD	Min	Median	Max
Your Institution	11	8.6	9.54	0	7.0	30	18	9.2	6.70	0	7.0	21
Cohort	234	29.7	40.10	0	14.0	300	271	31.1	72.14	0	15.0	999

Number of days from notification to the news that no counteroffer is forthcoming

b. by Gender (n=6)

	Woman						Man					
	Count	Mean	SD	Min	Median	Max	Count	Mean	SD	Min	Median	Max
Cohort	33	29.7	69.52	0	7.0	365	50	27.9	78.77	0	5.0	500

5.3 Number of days from notification to counteroffer

Approximately how many days transpired from the day your institution learned of your outside offer to the day that you [received an official (e.g. written) counteroffer] [learned that you would not receive an official counteroffer]?

Number of days from notification to counteroffer

c. by Race/Ethnicity (n=29)

	Faculty of color and other						White, non-Hispanic					
	Count	Mean	SD	Min	Median	Max	Count	Mean	SD	Min	Median	Max
Your Institution	7	11.4	7.44	1	9.0	21	22	8.2	7.84	0	6.5	30
Cohort	150	35.1	58.86	0	16.0	500	343	28.6	63.42	0	14.0	999

Number of days from notification to the news that no counteroffer is forthcoming

c. by Race/Ethnicity (n=6)

	Faculty of color and other						White, non-Hispanic					
	Count	Mean	SD	Min	Median	Max	Count	Mean	SD	Min	Median	Max
Your Institution							5	15.8	13.79	2	14.0	30
Cohort	31	22.9	47.42	0	7.0	200	51	32.6	88.19	0	7.0	500

5.3 Number of days from notification to counteroffer

Approximately how many days transpired from the day your institution learned of your outside offer to the day that you [received an official (e.g. written) counteroffer] [learned that you would not receive an official counteroffer]?

Number of days from notification to counteroffer

d. by Tenure Status (n=29)

	Count	Pre-tenure Mean	SD	Count	Tenured Mean	SD	Count	Non-tenure Track Mean	SD
Your Institution	12	9.6	8.40	14	8.5	7.21			
Cohort	155	27.0	83.64	330	33.2	49.26	18	29.8	45.93

	Min	Pre-tenure Median	Max	Min	Tenured Median	Max	Min	Non-tenure Track Median	Max
Your Institution	1	7.0	30	0	7.0	21			
Cohort	0	10.0	999	0	15.0	500	0	20.0	200

Number of days from notification to the news that no counteroffer is forthcoming

d. by Tenure Status (n=6)

	Count	Pre-tenure Mean	SD	Count	Tenured Mean	SD	Count	Non-tenure Track Mean	SD
Cohort	34	27.18	68.85	36	37.36	91.07	13	6.92	16.25

	Min	Pre-tenure Median	Max	Min	Tenured Median	Max	Min	Non-tenure Track Median	Max
Cohort	0	7.0	365	0	10.0	500	0	1.0	60

5.3 Number of days from notification to counteroffer

Approximately how many days transpired from the day your institution learned of your outside offer to the day that you [received an official (e.g. written) counteroffer] [learned that you would not receive an official counteroffer]?

Number of days from notification to counteroffer

e. by Discipline (n=29)

	Humanities			Social Sciences			STEM			Professions & Other		
	Count	Mean	SD	Count	Mean	SD	Count	Mean	SD	Count	Mean	SD
Your Institution	7	8.1	7.84				12	8.4	7.40	9	10.7	9.12
Cohort	79	20.3	28.35	120	35.4	65.13	113	35.1	32.60	160	33.8	86.73

	Humanities			Social Sciences			STEM			Professions & Other		
	Min	Median	Max	Min	Median	Max	Min	Median	Max	Min	Median	Max
Your Institution	1	3.0	20				0	7.0	21	1	7.0	30
Cohort	0	7.0	120	0	15.0	500	0	25.0	180	0	14.0	999

Number of days from notification to the news that no counteroffer is forthcoming

e. by Discipline (n=6)

	Humanities			Social Sciences			STEM			Professions & Other		
	Count	Mean	SD	Count	Mean	SD	Count	Mean	SD	Count	Mean	SD
Cohort	7	18.6	20.74	14	62.9	135.05	13	52.8	107.76	42	14.5	32.51

	Humanities			Social Sciences			STEM			Professions & Other		
	Min	Median	Max	Min	Median	Max	Min	Median	Max	Min	Median	Max
Cohort	0	14.0	60	0	10.0	500	1	10.0	365	0	2.0	180

6. The Negotiation Terms

O'Meara and her co-authors (2014) describe the habit of college administrators to describe faculty departures in terms of “heaven” (they went to a better place than here) or “hell” (they weren’t good enough for here). Gathering systematic information about the direction of the move (or potential move) extends O'Meara's study by revealing in greater detail whether the campus community's sensemaking is accurate. The administrative and respondent data we collect about the origins of the offer provide institutions with a clearer picture of their place in the faculty labor market, including specific information about their greatest threats. This knowledge can help institution prepare thoughtful questions or data points for deans, chairs, and faculty about the comparative strengths of their workplace.

The literature on the professoriate and our observations of universities' own exit surveys suggest that while higher salary and refreshed start-up packages are appealing components of outside offers, other factors are often at play; matching or exceeding compensation may not be a sufficient or necessary response to stave off a departure. This COACHE study looks below the letterhead at components of the outside offer (including rank, tenure status, and title), at the value and permissible uses of any startup package, and at how the monetary value of the offers compare to their compensation and resources at home.

Learning from literature about differences in who negotiates and about who is rewarded and who is punished for doing so, we also delve into whether or not respondents seek a counteroffer, what the counteroffer includes if they receive one, and the extent to which changes proposed in a counteroffer (if sought and if received) match up. These results may help us understand how counteroffers differ between those who stay (i.e., for whom the counteroffer was effective) and those who leave (i.e., for whom it was not compelling). Given signals from the literature that inequities may exist, differences in the quality of counteroffer package may differ by gender, race, tenure status and discipline.

There are some limitations to the calculations of salary and total compensation within these findings. Many respondents choose to withhold their home institutions' or outside offers' base salaries. When possible, we impute the base salary from campus administrative data, but not all institutions provide such data to COACHE.

Questions to consider

- When a faculty member receives an external offer, how do academic leaders on your campus assess its competitiveness, particularly when base salary seems comparable to the faculty member's current state?
- What types of investments (e.g., in graduate student support, in travel that strengthens research networks and know-how) could academic leaders make over the course of a faculty member's career to diminish the attractiveness of outside offers that attempt to lure faculty away with large startup packages comprised of these components?
- When multiple faculty are seeking counteroffers and retention funds are limited, what processes exist to prioritize those funds? How does this process ensure that resources are allocated equitably (and not just to those who ask)?

6.1 Origin of outside offers

Where are the most serious outside offers originating? (Top 20 institutions)

Your institution

	Departure		Retention	
	#	%	#	%
Pennsylvania State University	2	3%	1	6%
Purdue University	3	5%	0	0%
North Carolina State University	2	3%	0	0%
University of Florida	2	3%	0	0%
University of Georgia, Athens, GA	1	2%	1	6%
University of Maryland	2	3%	0	0%
University of Pennsylvania	2	3%	0	0%
Washington University in St. Louis	1	2%	1	6%
Auburn University	1	2%	0	0%
Boston University	0	0%	1	6%
Brown University	1	2%	0	0%
Columbia University	1	2%	0	0%
Cornell University	1	2%	0	0%
Florida State University	0	0%	1	6%
Future of Privacy Forum	1	2%	0	0%
Georgia Institute of Technology	1	2%	0	0%
Georgia Institute of Technology-Main Campus, Atlanta, GA	1	2%	0	0%
HEC	1	2%	0	0%
Indiana University Bloomington	1	2%	0	0%
Iowa State University	0	0%	1	6%
Grand Total	66	100%	18	100%

6.1 Origin of outside offers (cont.)

Where are the most serious outside offers originating? (Top 20 institutions)

Cohort

	Departure		Retention	
	#	%	#	%
University of Virginia	18	1%	4	1%
University of Texas at Austin	12	1%	8	2%
Cornell University	11	1%	7	2%
Arizona State University	12	1%	5	1%
Michigan State University	12	1%	4	1%
University of Wisconsin Madison	12	1%	4	1%
University of California Los Angeles	15	1%	0	0%
University of Florida	11	1%	4	1%
University of Georgia	12	1%	3	1%
University of Southern California	13	1%	2	1%
Vanderbilt University	11	1%	4	1%
University of Pittsburgh	12	1%	2	1%
Northwestern University	8	1%	5	1%
Stanford University	10	1%	3	1%
University of Chicago	11	1%	2	1%
University of Illinois at Urbana-Champaign	10	1%	3	1%
University of Kentucky	12	1%	1	0%
Yale University	11	1%	2	1%
Texas A&M University	11	1%	1	0%
University of South Carolina	11	1%	1	0%
Grand Total	1,335	100%	369	100%

6.2 Rank, tenure and title: Pre-offer vs. Offer

What academic rank/tenure did you have at your institution at the time you received an outside offer?

What academic rank/tenure was offered to you in the outside offer you received?

Which of the following administrative titles, if any, were included in the outside offer?

Comparison of rank/tenure status at your institution vs. in the outside offer (n=61)

		AT TIME OF OFFER											
IN OUTSIDE OFFER		Assistant, pre-tenure		Associate, pre-tenure		Associate, tenured		Full Professor, tenured		Endowed Chair Professor		Other academic rank	
		#	%	#	%	#	%	#	%	#	%	#	%
Your Institution	Assistant, pre-tenure	21	72%			0	0%	0	0%	0	0%		
	Associate, pre-tenure	3	10%			1	6%	0	0%	0	0%		
	Associate, tenured	5	17%			9	56%	1	9%	0	0%		
	Full Professor, tenured	0	0%			4	25%	7	64%	2	40%		
	Endowed Chair Professor	0	0%			2	13%	3	27%	3	60%		
	Total	29	100%	0		16	100%	11	100%	5	100%	0	
Cohort	Assistant, pre-tenure	272	72%	2	9%	13	5%	1	0%	0	0%	8	62%
	Associate, pre-tenure	29	8%	6	27%	14	5%	1	0%	0	0%	1	8%
	Associate, tenured	60	16%	10	45%	153	56%	2	1%	0	0%	0	0%
	Full Professor, tenured	4	1%	1	5%	72	26%	189	65%	30	45%	0	0%
	Endowed Chair Professor	3	1%	1	5%	20	7%	91	31%	34	52%	0	0%
	Other academic rank	12	3%	2	9%	3	1%	7	2%	2	3%	4	31%
	Total	380	100%	22	100%	275	100%	291	100%	66	100%	13	100%

6.2 Rank, tenure and title: Pre-offer vs. Offer (cont.)

What academic rank/tenure did you have at your institution at the time you received an outside offer?

What academic rank/tenure was offered to you in the outside offer you received?

Which of the following administrative titles, if any, were included in the outside offer?

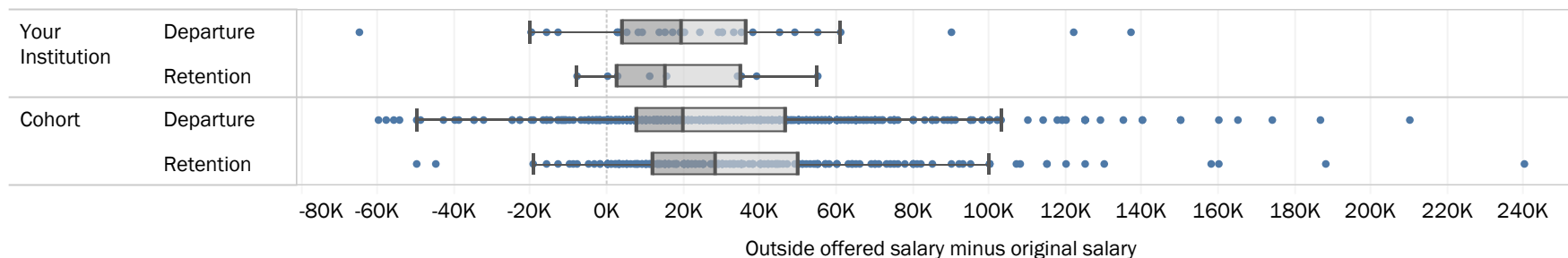
Administrative appointments included in the outside offers, by faculty rank/tenure status at the time of offer (n=62)

IN OUTSIDE OFFER		AT TIME OF OFFER											
		Assistant, pre-tenure		Associate, pre-tenure		Associate, tenured		Full Professor, tenured		Endowed Chair Professor		Other academic rank	
		#	%	#	%	#	%	#	%	#	%	#	%
Your Institution	I was not offered an administrative title	25	83%			10	63%	3	27%	1	20%		
	Department Chair/Head, Associate or Assistant Chair/Head	1	3%			1	6%	4	36%	3	60%		
	Center or Program Director	3	10%			4	25%	3	27%	0	0%		
	Dean, Associate Dean, Assistant Dean, Vice Dean, Division Chief	0	0%			1	6%	1	9%	1	20%		
	Other administrative title	1	3%			0	0%	0	0%	0	0%		
	Total	30	100%	0		16	100%	11	100%	5	100%	0	
Cohort	I was not offered an administrative title	346	88%	10	45%	204	70%	134	45%	31	47%	13	93%
	Department Chair/Head, Associate or Assistant Chair/Head	11	3%	1	5%	25	9%	52	18%	11	17%	1	7%
	Center or Program Director	23	6%	6	27%	38	13%	58	20%	12	18%	0	0%
	Dean, Associate Dean, Assistant Dean, Vice Dean, Division Chief	7	2%	4	18%	12	4%	40	14%	8	12%	0	0%
	Provost, Associate Provost, Assistant Provost, Vice Provost	0	0%	0	0%	0	0%	3	1%	2	3%	0	0%
	Other administrative title	7	2%	1	5%	11	4%	8	3%	2	3%	0	0%
	Total	394	100%	22	100%	290	100%	295	100%	66	100%	14	100%

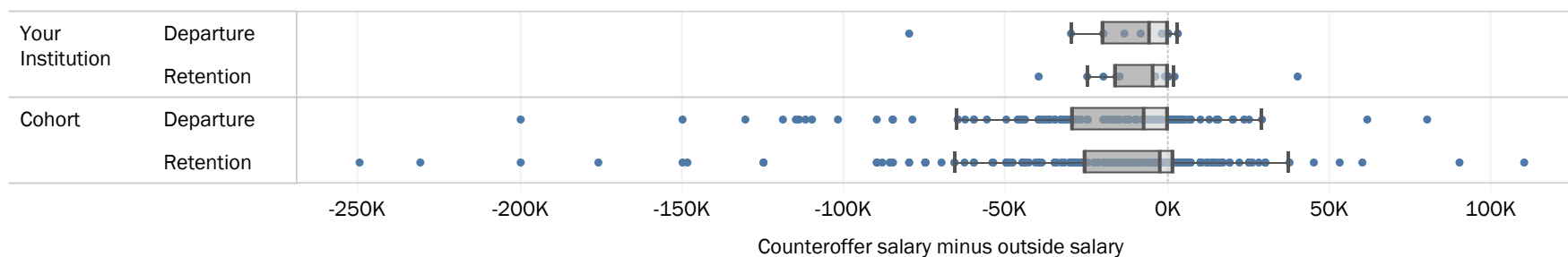
6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer

a. Overall

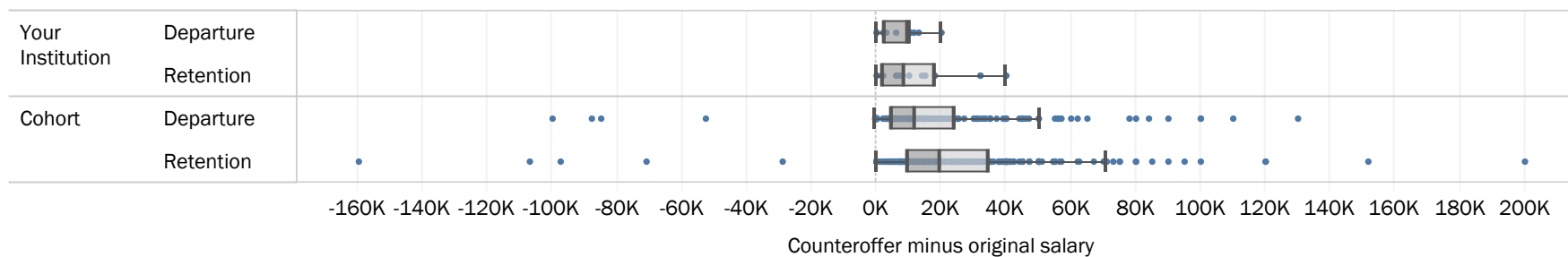
1) Difference between base salary at your institution (i.e., original salary) and in your outside offer [offer - original] (n=58)



2) Difference between base salary in your outside offer and in your counteroffer (if any) [counter - offer] (n=25)



3) Difference between base salary at your institution (i.e., original salary) and in your counteroffer [counteroffer - original] (n=27)



* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

a. Overall

1) Difference between base salary at your institution (i.e., original salary) and in your outside offer [offer - original] (n=58)

	Departure				Retention			
	Mean \$	SD	Mean % Change	Sum	Mean \$	SD	Mean % Change	Sum
Your Institution	24,833	36,017	+22%	1,067,830	18,442	20,286	+21%	276,630
Cohort	28,918	37,009	+26%	21,601,538	35,410	39,671	+28%	11,295,905

	Departure						Retention					
	Min	Q1	Median \$	Median % Change	Q3	Max	Min	Q1	Median \$	Median % Change	Q3	Max
Your Institution	-65,000	5,500	19,500	+20%	34,000	137,000	-8,000	2,300	11,000	+13%	34,500	55,000
Cohort	-70,000	7,000	20,000	+21%	46,500	210,000	-125,000	11,700	28,500	+26%	50,000	240,000

2) Difference between base salary in your outside offer and in your counteroffer (if any) [counter - offer] (n=25)

	Departure				Retention			
	Mean \$	SD	Mean % Change	Sum	Mean \$	SD	Mean % Change	Sum
Your Institution	-14,292	23,192	-13%	-171,500	-6,385	18,737	-6%	-83,000
Cohort	-17,721	34,551	-12%	-3,207,521	-14,737	39,545	-9%	-3,949,565

	Departure						Retention					
	Min	Q1	Median \$	Median % Change	Q3	Max	Min	Q1	Median \$	Median % Change	Q3	Max
Your Institution	-80,000	-20,000	-5,250	-5%	0	3,000	-40,000	-16,000	-4,000	-4%	0	40,000
Cohort	-200,000	-29,000	-7,000	-6%	0	80,000	-249,763	-25,225	-1,780	-1%	1,813	110,000

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

a. Overall

3) Difference between base salary at your institution (i.e., original salary) and in your counteroffer [counteroffer - original] (n=27)

	Departure				Retention			
	Mean \$	SD	Mean % Change	Sum	Mean \$	SD	Mean % Change	Sum
Your Institution	7,599	5,921	+8%	98,789	13,259	12,971	+15%	185,630
Cohort	17,708	27,053	+16%	3,240,531	23,293	29,686	+18%	6,452,244

	Departure						Retention					
	Min	Q1	Median \$	Median % Change	Q3	Max	Min	Q1	Median \$	Median % Change	Q3	Max
Your Institution	0	2,600	10,000	+11%	10,589	20,000	0	3,000	9,000	+11%	17,250	40,000
Cohort	-100,000	5,000	12,000	+13%	24,500	130,000	-159,763	10,000	20,000	+18%	35,000	200,000

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

1) Difference between base salary at your institution (i.e., original salary) and in your outside offer [offer - original]

a. Woman (n=24)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	17,618	34,793	+18%	-65,000	2,900	9,000	+10%	21,325	122,000	422,830
Cohort	29,335	36,941	+28%	-125,000	7,260	20,000	+22%	43,250	210,000	14,227,419

b. Man (n=34)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	27,107	30,939	+23%	-20,000	8,260	30,000	+30%	38,750	137,000	921,630
Cohort	31,971	38,746	+26%	-110,000	8,000	25,000	+23%	50,000	240,000	18,287,524

c. Faculty of color and other (n=19)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	22,281	41,192	+19%	-65,000	5,095	20,000	+19%	32,500	137,000	423,330
Cohort	31,624	35,890	+29%	-49,000	8,000	21,000	+22%	46,500	188,000	10,087,904

d. White, non-Hispanic (n=39)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	23,619	28,159	+23%	-20,000	5,000	13,500	+15%	37,000	122,000	921,130
Cohort	30,242	38,658	+26%	-125,000	7,000	22,000	+22%	50,000	240,000	21,865,139

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

1) Difference between base salary at your institution (i.e., original salary) and in your outside offer [offer - original] (cont.)

e. Pre-tenure (n=27)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	8,738	21,296	+10%	-65,000	2,800	8,000	+9%	19,250	50,000	235,930
Cohort	18,785	29,295	+20%	-60,000	3,000	13,446	+16%	27,500	188,000	7,081,811

f. Tenured (n=29)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	35,191	36,831	+28%	-16,000	13,000	30,000	+27%	45,000	137,000	1,020,530
Cohort	39,345	41,140	+30%	-125,000	13,250	33,600	+29%	57,825	240,000	22,112,140

g. Non-tenure Track (n=2)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Cohort	22,170	27,317	+23%	-45,000	5,000	15,500	+21%	32,000	125,000	2,239,192

h. Humanities (n=12)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	20,217	36,589	+26%	-13,000	2,450	6,000	+8%	19,750	122,000	242,600
Cohort	23,187	24,200	+26%	-54,500	7,938	17,538	+23%	37,075	103,000	3,431,691

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

1) Difference between base salary at your institution (i.e., original salary) and in your outside offer [offer - original] (cont.)

i. Social Sciences (n=10)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	27,460	27,725	+24%	2,600	7,500	19,000	+21%	36,000	90,000	274,600
Cohort	33,440	36,910	+29%	-43,000	10,000	25,000	+26%	50,000	210,000	6,052,717

j. STEM (n=20)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	30,338	34,516	+26%	-16,000	9,760	24,050	+22%	36,000	137,000	606,760
Cohort	37,848	41,730	+32%	-70,000	12,750	29,000	+28%	56,050	240,000	8,288,623

k. Professions & Other (n=16)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	13,781	30,211	+12%	-65,000	2,875	16,500	+18%	33,500	50,000	220,500
Cohort	27,512	39,004	+21%	-125,000	5,000	20,000	+18%	44,875	174,000	11,609,950

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

2) Difference between base salary in your outside offer and in your counteroffer (if any) [counter - offer]

a. Woman (n=8)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	813	17,254	+1%	-20,000	-5,125	-500	-1%	0	40,000	6,500
Cohort	-14,550	36,591	-10%	-200,000	-17,750	-1,780	-1%	0	60,000	-2,939,168

b. Man (n=17)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	-15,353	20,938	-13%	-80,000	-20,000	-13,500	-12%	0	3,000	-261,000
Cohort	-17,224	38,566	-10%	-249,763	-30,000	-5,000	-3%	0	110,000	-4,219,918

c. Faculty of color and other (n=6)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	-4,500	8,497	-4%	-20,000	-6,625	-750	-1%	-125	3,000	-27,000
Cohort	-15,271	36,208	-10%	-200,000	-27,000	-1,000	-1%	0	60,000	-1,969,976

d. White, non-Hispanic (n=19)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	-11,974	23,457	-11%	-80,000	-20,000	-4,000	-4%	0	40,000	-227,500
Cohort	-16,494	38,694	-10%	-249,763	-27,000	-5,000	-4%	0	110,000	-5,096,547

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

2) Difference between base salary in your outside offer and in your counteroffer (if any) [counter - offer] (cont.)

e. Pre-tenure (n=13)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	-4,231	11,142	-5%	-40,000	-4,000	-500	-1%	0	3,000	-55,000
Cohort	-8,533	27,123	-8%	-150,000	-12,000	-2,000	-2%	1,000	61,500	-1,168,953

f. Tenured (n=10)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	-16,450	29,921	-12%	-80,000	-23,750	-18,000	-12%	-3,375	40,000	-164,500
Cohort	-19,311	40,720	-11%	-249,763	-30,327	-7,000	-4%	0	110,000	-5,542,267

g. Non-tenure Track (n=2)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Cohort	-7,643	31,844	-6%	-115,000	-14,750	0	+0%	7,750	45,000	-152,866

h. Humanities (n=6)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	-5,333	7,992	-6%	-16,000	-11,750	-1,500	-2%	-250	2,000	-32,000
Cohort	-7,784	25,501	-7%	-125,000	-15,500	0	+0%	3,000	61,500	-537,092

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

2) Difference between base salary in your outside offer and in your counteroffer (if any) [counter - offer] (cont.)

i. Social Sciences (n=3)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Cohort	-10,903	31,148	-7%	-148,500	-15,000	0	+0%	2,000	53,000	-1,188,379

j. STEM (n=9)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	-10,056	32,008	-8%	-80,000	-20,000	0	+0%	0	40,000	-90,500
Cohort	-20,083	37,838	-12%	-249,763	-30,000	-5,000	-3%	0	30,000	-2,028,334

k. Professions & Other (n=7)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	-18,286	13,892	-16%	-40,000	-25,000	-20,000	-18%	-8,750	-500	-128,000
Cohort	-15,498	44,525	-9%	-231,000	-25,000	-4,500	-3%	0	110,000	-2,076,782

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

3) Difference between base salary at your institution (i.e., original salary) and in your counteroffer [counteroffer - original]

a. Woman (n=9)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	7,981	9,966	+10%	0	1,600	6,000	+9%	10,000	32,000	71,830
Cohort	18,104	27,246	+17%	-107,000	5,839	15,000	+16%	27,000	130,000	3,765,565

b. Man (n=18)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	11,811	10,686	+13%	0	3,750	10,000	+11%	14,750	40,000	212,589
Cohort	23,553	29,883	+18%	-159,763	8,775	18,000	+17%	35,000	200,000	5,888,210

c. Faculty of color and other (n=7)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	12,970	10,557	+13%	1,600	6,295	11,600	+14%	16,500	32,000	90,789
Cohort	22,570	26,035	+19%	-87,870	7,599	17,000	+17%	30,000	120,000	3,046,913

d. White, non-Hispanic (n=20)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	9,682	10,511	+11%	0	2,450	7,500	+8%	11,000	40,000	193,630
Cohort	20,120	30,206	+17%	-159,763	7,000	15,000	+15%	30,000	200,000	6,297,686

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

3) Difference between base salary at your institution (i.e., original salary) and in your counteroffer [counteroffer - original]

e. Pre-tenure (n=13)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	6,184	3,662	+8%	1,600	2,600	6,000	+8%	10,000	11,600	80,389
Cohort	13,100	20,420	+14%	-87,870	5,000	10,000	+12%	18,000	120,000	1,834,036

f. Tenured (n=12)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	12,586	11,647	+12%	0	23	12,000	+11%	18,500	32,000	151,030
Cohort	25,775	31,320	+19%	-159,763	10,000	21,000	+18%	38,920	200,000	7,603,545

g. Non-tenure Track (n=2)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Cohort	10,810	27,989	+11%	-100,000	10,000	14,000	+16%	20,875	39,000	216,194

h. Humanities (n=6)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	12,267	14,831	+18%	1,600	3,000	6,000	+9%	15,000	40,000	73,600
Cohort	15,474	19,228	+17%	-71,000	7,000	11,000	+13%	20,000	95,000	1,067,733

* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.3 Compensation: Pre-offer vs. Offer vs. Counteroffer (cont.)

3) Difference between base salary at your institution (i.e., original salary) and in your counteroffer [counteroffer - original]

i. Social Sciences (n=3)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Cohort	25,839	29,136	+22%	-107,000	9,500	24,000	+24%	40,000	120,000	2,971,464

j. STEM (n=11)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	13,656	10,674	+13%	0	10,000	10,589	+10%	17,000	32,000	150,219
Cohort	22,998	30,871	+19%	-159,763	10,000	20,000	+19%	35,000	151,689	2,322,810

k. Professions & Other (n=7)

	Mean \$	SD	Mean % Change	Min	Q1	Median \$	Median % Change	Q3	Max	Sum
Your Institution	6,714	6,211	+7%	0	1,000	7,000	+8%	11,500	15,000	47,000
Cohort	22,910	29,535	+15%	-85,000	7,000	15,000	+12%	31,500	200,000	3,184,437

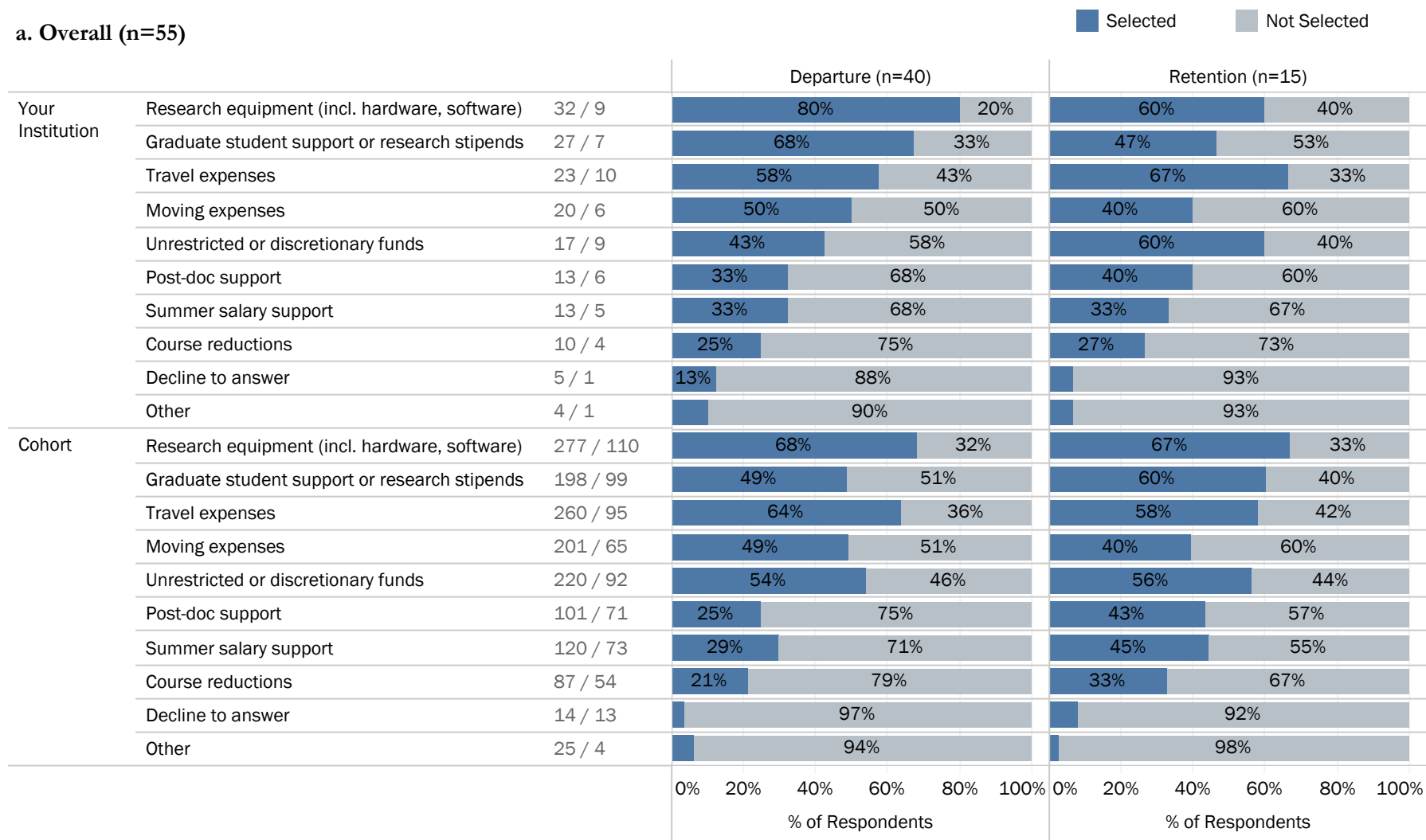
* Any values in excess of +/- \$250,000 are excluded from this analysis.

6.4 Permissible uses of startup funds in outside offer

Select the permissible uses of your outside offer's startup funds. Rank order them according to uses that were most *important* to you, where "1" corresponds to the most important use of startup funds.

What permissible uses are most frequently included?

a. Overall (n=55)




6.4 Permissible uses of startup funds in outside offer (cont.)

Select the permissible uses of your outside offer's startup funds. Rank order them according to uses that were most *important* to you, where "1" corresponds to the most important use of startup funds.

What permissible uses are most frequently included? What permissible uses are ranked most important? [1.0 (dark blue) = most important]

a. Overall (cont., n=55)

			Departure (n=40)	Retention (n=15)	1.0  5.0 and above
Your Institution	Research equipment (incl. hardware, software)	32 / 9	2.3	2.3	
	Graduate student support or research stipends	27 / 7	2.8	3.0	
	Travel expenses	23 / 10	3.6	2.6	
	Moving expenses	20 / 6	4.1	4.5	
	Unrestricted or discretionary funds	17 / 9	3.5	2.0	
	Post-doc support	13 / 6	3.5	2.3	
	Summer salary support	13 / 5	3.0	3.4	
	Course reductions	10 / 4	3.7	5.3	
	Other	4 / 1	2.0	5.0	
Cohort	Research equipment (incl. hardware, software)	277 / 110	2.2	2.3	
	Graduate student support or research stipends	198 / 99	2.7	2.9	
	Travel expenses	260 / 95	2.7	3.4	
	Moving expenses	201 / 65	3.4	4.6	
	Unrestricted or discretionary funds	220 / 92	2.8	2.6	
	Post-doc support	101 / 71	3.8	3.2	
	Summer salary support	120 / 73	3.4	3.4	
	Course reductions	87 / 54	3.9	4.0	
	Other	25 / 4	2.0	3.5	

6.4 Permissible uses of startup funds in outside offer (cont.)

Select the permissible uses of your outside offer's startup funds. Rank order them according to uses that were most *important* to you, where "1" corresponds to the most important use of startup funds.

What permissible uses are most frequently included? What permissible uses are ranked most important? [1.0 = most important]

a. Overall (cont., n=55)

		Departure			Retention			Total		
		#	%	Mean Rank	#	%	Mean Rank	#	%	Mean Rank
Your Institution	Research equipment (incl. hardware, software)	32	80%	2.3	9	60%	2.3	41	75%	2.3
	Travel expenses	23	58%	3.6	10	67%	2.6	33	60%	3.3
	Course reductions	10	25%	3.7	4	27%	5.3	14	25%	4.1
	Graduate student support or research stipends	27	68%	2.8	7	47%	3.0	34	62%	2.9
	Summer salary support	13	33%	3.0	5	33%	3.4	18	33%	3.1
	Post-doc support	13	33%	3.5	6	40%	2.3	19	35%	3.1
	Moving expenses	20	50%	4.1	6	40%	4.5	26	47%	4.2
	Unrestricted or discretionary funds	17	43%	3.5	9	60%	2.0	26	47%	3.0
	Other	4	10%	2.0	1	7%	5.0	5	9%	2.6
	Decline to answer	5	13%	1.0	1	7%	1.0	6	11%	1.0
Total		40	100%	3.1	15	100%	2.9	55	100%	3.0
Cohort	Research equipment (incl. hardware, software)	277	68%	2.2	110	67%	2.3	387	68%	2.3
	Travel expenses	260	64%	2.7	95	58%	3.4	355	62%	2.9
	Course reductions	87	21%	3.9	54	33%	4.0	141	25%	4.0
	Graduate student support or research stipends	198	49%	2.7	99	61%	2.9	297	52%	2.8
	Summer salary support	120	29%	3.4	73	45%	3.4	193	34%	3.4
	Post-doc support	101	25%	3.8	71	44%	3.2	172	30%	3.5
	Moving expenses	201	49%	3.4	65	40%	4.6	266	47%	3.7
	Unrestricted or discretionary funds	220	54%	2.8	92	56%	2.6	312	55%	2.7
	Other	25	6%	2.0	4	2%	3.5	29	5%	2.2
	Decline to answer	14	3%	1.0	13	8%	1.0	27	5%	1.0
Total		407	100%	2.9	163	100%	3.1	570	100%	3.0

6.4 Permissible uses of startup funds in outside offer (cont.)

Select the permissible uses of your outside offer's startup funds. Rank order them according to uses that were most *important* to you, where "1" corresponds to the most important use of startup funds.

What permissible uses are most frequently included? What permissible uses are ranked most important? [1.0 = most important]

b. by Gender (n=55)

		Woman/Trans Woman			Man/Trans Man		
		#	%	Mean Rank	#	%	Mean Rank
Your Institution	Research equipment (incl. hardware, software)	19	79%	2.7	22	71%	2.0
	Travel expenses	15	63%	3.5	18	58%	3.1
	Course reductions	7	29%	5.4	7	23%	2.9
	Graduate student support or research stipends	14	58%	3.2	20	65%	2.6
	Summer salary support	5	21%	4.0	13	42%	2.8
	Post-doc support	8	33%	2.8	11	35%	3.4
	Moving expenses	14	58%	3.6	12	39%	4.8
	Unrestricted or discretionary funds	12	50%	2.4	14	45%	3.4
	Other	4	17%	3.0	1	3%	1.0
	Decline to answer	3	13%	1.0	3	10%	1.0
Total		24	100%	3.2	31	100%	2.9
Cohort	Research equipment (incl. hardware, software)	186	68%	2.2	196	68%	2.3
	Travel expenses	179	65%	2.9	171	59%	2.9
	Course reductions	64	23%	3.8	72	25%	4.1
	Graduate student support or research stipends	139	51%	2.8	154	53%	2.7
	Summer salary support	92	34%	3.4	98	34%	3.5
	Post-doc support	77	28%	3.8	94	32%	3.3
	Moving expenses	125	46%	3.6	136	47%	3.7
	Unrestricted or discretionary funds	152	55%	2.7	156	54%	2.8
	Other	16	6%	2.4	13	4%	1.9
	Decline to answer	12	4%	1.0	15	5%	1.0
Total		274	100%	3.0	290	100%	3.0

6.4 Permissible uses of startup funds in outside offer (cont.)

Select the permissible uses of your outside offer's startup funds. Rank order them according to uses that were most *important* to you, where "1" corresponds to the most important use of startup funds.

What permissible uses are most frequently included? What permissible uses are ranked most important? [1.0 = most important]

c. by Race/Ethnicity (n=55)

		Faculty of color and other			White, non-Hispanic		
		#	%	Mean Rank	#	%	Mean Rank
Your Institution	Research equipment (incl. hardware, software)	17	85%	2.4	24	69%	2.2
	Travel expenses	14	70%	3.3	19	54%	3.3
	Course reductions	5	25%	4.4	9	26%	4.0
	Graduate student support or research stipends	12	60%	3.1	22	63%	2.7
	Summer salary support	9	45%	2.7	9	26%	3.6
	Post-doc support	10	50%	3.4	9	26%	2.8
	Moving expenses	12	60%	4.3	14	40%	4.0
	Unrestricted or discretionary funds	11	55%	4.2	15	43%	2.1
	Other	1	5%	3.0	4	11%	2.5
	Decline to answer	1	5%	1.0	5	14%	1.0
	Total	20	100%	3.3	35	100%	2.9
Cohort	Research equipment (incl. hardware, software)	138	67%	2.5	240	68%	2.2
	Travel expenses	131	63%	2.8	217	61%	3.0
	Course reductions	58	28%	3.5	79	22%	4.3
	Graduate student support or research stipends	106	51%	2.9	187	53%	2.7
	Summer salary support	76	37%	3.3	114	32%	3.5
	Post-doc support	56	27%	3.5	115	33%	3.5
	Moving expenses	87	42%	3.9	174	49%	3.5
	Unrestricted or discretionary funds	110	53%	2.8	198	56%	2.7
	Other	8	4%	2.0	21	6%	2.3
	Decline to answer	15	7%	1.0	11	3%	1.0
	Total	207	100%	3.0	353	100%	3.0

6.4 Permissible uses of startup funds in outside offer (cont.)

Select the permissible uses of your outside offer's startup funds. Rank order them according to uses that were most *important* to you, where "1" corresponds to the most important use of startup funds.

What permissible uses are most frequently included? What permissible uses are ranked most important? [1.0 = most important]

d. by Tenure Status (n=55)

		Pre-tenure			Tenured			Non-tenure Track		
		#	%	Mean Rank	#	%	Mean Rank	#	%	Mean Rank
Your Institution	Research equipment (incl. hardware, software)	17	81%	2.3	24	75%	2.3			
	Travel expenses	15	71%	3.1	18	56%	3.4			
	Course reductions	6	29%	4.3	8	25%	4.0			
	Graduate student support or research stipends	14	67%	2.9	20	63%	2.8			
	Summer salary support	7	33%	3.1	10	31%	3.2			
	Post-doc support	7	33%	3.0	12	38%	3.2			
	Moving expenses	10	48%	4.4	15	47%	4.2			
	Unrestricted or discretionary funds	10	48%	3.2	16	50%	2.8			
	Other	1	5%	1.0	4	13%	3.0			
	Decline to answer	1	5%	1.0	4	13%	1.0			
Total		21	100%	3.1	32	100%	3.0	2	100%	1.3
Cohort	Research equipment (incl. hardware, software)	157	71%	2.2	206	65%	2.4	22	71%	1.6
	Travel expenses	151	69%	2.7	185	59%	3.1	16	52%	2.6
	Course reductions	54	25%	3.7	82	26%	4.1	3	10%	3.3
	Graduate student support or research stipends	110	50%	2.8	178	57%	2.8	8	26%	2.4
	Summer salary support	72	33%	3.5	114	36%	3.4	6	19%	3.0
	Post-doc support	50	23%	4.1	116	37%	3.3	6	19%	3.0
	Moving expenses	99	45%	3.7	150	48%	3.7	14	45%	2.7
	Unrestricted or discretionary funds	109	50%	2.7	186	59%	2.8	15	48%	2.4
	Other	13	6%	1.7	16	5%	2.6	0	0%	-
	Decline to answer	13	6%	1.0	12	4%	1.0	2	6%	1.0
Total		220	100%	2.9	315	100%	3.1	31	100%	2.4

6.4 Permissible uses of startup funds in outside offer (cont.)

Select the permissible uses of your outside offer's startup funds. Rank order them according to uses that were most *important* to you, where "1" corresponds to the most important use of startup funds.

What permissible uses are most frequently included? What permissible uses are ranked most important? [1.0 = most important]

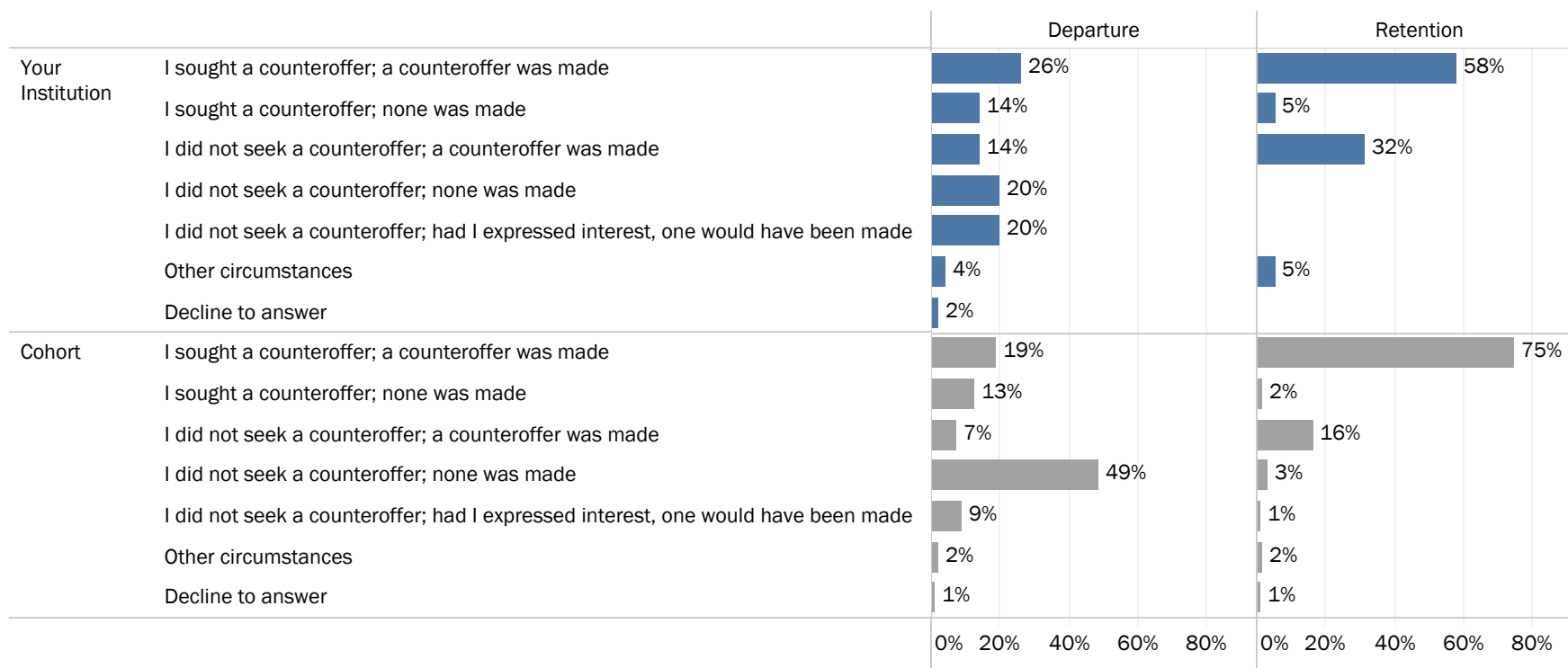
e. by Discipline (n=55)

		Humanities			Social Sciences			STEM			Professions & Other		
		#	%	Mean Rank	#	%	Mean Rank	#	%	Mean Rank	#	%	Mean Rank
Your Institution	Research equipment (incl. hardware, software)	6	67%	2.5	7	88%	1.9	19	79%	2.3	9	64%	2.4
	Travel expenses	7	78%	2.3	7	88%	2.6	15	63%	4.3	4	29%	2.8
	Course reductions	2	22%	3.0	1	13%	2.0	9	38%	4.8	2	14%	3.5
	Graduate student support or research stipends	2	22%	4.0	7	88%	2.0	16	67%	2.9	9	64%	3.2
	Summer salary support	1	11%	2.0	2	25%	4.0	11	46%	3.2	4	29%	2.8
	Post-doc support	1	11%	6.0	1	13%	3.0	11	46%	2.9	6	43%	3.0
	Moving expenses	4	44%	1.8	4	50%	3.8	13	54%	5.6	5	36%	2.6
	Unrestricted or discretionary funds	4	44%	1.5	3	38%	5.0	11	46%	3.2	8	57%	2.6
	Other	2	22%	4.0	1	13%	3.0	2	8%	1.0	0	0%	-
	Decline to answer	1	11%	1.0	0	0%	-	3	13%	1.0	2	14%	1.0
Total		9	100%	2.5	8	100%	2.8	24	100%	3.4	14	100%	2.7
Cohort	Research equipment (incl. hardware, software)	45	60%	2.2	75	69%	2.6	88	71%	2.3	143	68%	2.2
	Travel expenses	51	68%	2.1	76	70%	2.7	72	58%	3.6	122	58%	3.1
	Course reductions	16	21%	2.7	28	26%	3.7	35	28%	4.7	47	22%	4.0
	Graduate student support or research stipends	21	28%	3.1	62	57%	3.2	89	72%	2.4	102	48%	2.7
	Summer salary support	17	23%	2.8	43	40%	3.0	64	52%	3.3	51	24%	4.0
	Post-doc support	3	4%	3.7	26	24%	4.2	62	50%	3.5	71	34%	3.2
	Moving expenses	33	44%	2.9	42	39%	3.7	63	51%	4.6	102	48%	3.4
	Unrestricted or discretionary funds	31	41%	2.4	56	52%	2.9	75	60%	3.0	127	60%	2.5
	Other	7	9%	1.9	9	8%	1.9	3	2%	4.3	7	3%	2.1
	Decline to answer	3	4%	1.0	7	6%	1.0	6	5%	1.0	9	4%	1.0
Total		75	100%	2.5	108	100%	3.0	124	100%	3.2	211	100%	2.9

6.5 Counteroffers sought and counteroffers received

How do those who seek counteroffers compare to those who receive them?

a. Overall (n=69)



6.5 Counteroffers sought and counteroffers received (cont.)

How do those who seek counteroffers compare to those who receive them?

a. Overall (n=69)

		Departure		Retention	
		#	%	#	%
Your Institution	I sought a counteroffer; a counteroffer was made	13	26%	11	58%
	I sought a counteroffer; none was made	7	14%	1	5%
	I did not seek a counteroffer; a counteroffer was made	7	14%	6	32%
	I did not seek a counteroffer; none was made	10	20%	0	0%
	I did not seek a counteroffer; had I expressed interest, one would have been made	10	20%	0	0%
	Other circumstances	2	4%	1	5%
	Decline to answer	1	2%	0	0%
	Total	50	100%	19	100%
Cohort	I sought a counteroffer; a counteroffer was made	168	19%	292	75%
	I sought a counteroffer; none was made	111	13%	6	2%
	I did not seek a counteroffer; a counteroffer was made	65	7%	64	16%
	I did not seek a counteroffer; none was made	428	49%	12	3%
	I did not seek a counteroffer; had I expressed interest, one would have been made	80	9%	5	1%
	Other circumstances	19	2%	7	2%
	Decline to answer	10	1%	5	1%
	Total	881	100%	391	100%

* Response option "I did not seek a counteroffer; had I expressed interest, one would have been made" was added in 2019.

6.5 Counteroffers sought and counteroffers received (cont.)

How do those who seek counteroffers compare to those who receive them?

b. by Gender (n=69)

		Woman		Man	
		#	%	#	%
Your Institution	I sought a counteroffer; a counteroffer was made	11	37%	13	33%
	I sought a counteroffer; none was made	5	17%	3	8%
	I did not seek a counteroffer; a counteroffer was made	4	13%	9	23%
	I did not seek a counteroffer; none was made	5	17%	5	13%
	I did not seek a counteroffer; had I expressed interest, one would have been made	2	7%	8	21%
	Other circumstances	2	7%	1	3%
	Decline to answer	1	3%	0	0%
	Total	30	100%	39	100%
Cohort	I sought a counteroffer; a counteroffer was made	216	38%	240	35%
	I sought a counteroffer; none was made	54	9%	61	9%
	I did not seek a counteroffer; a counteroffer was made	51	9%	76	11%
	I did not seek a counteroffer; none was made	204	35%	232	34%
	I did not seek a counteroffer; had I expressed interest, one would have been made	39	7%	45	7%
	Other circumstances	8	1%	18	3%
	Decline to answer	4	1%	10	1%
	Total	576	100%	682	100%

6.5 Counteroffers sought and counteroffers received (cont.)

How do those who seek counteroffers compare to those who receive them?

c. by Race/Ethnicity (n=69)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	I sought a counteroffer; a counteroffer was made	6	30%	18	37%
	I sought a counteroffer; none was made	2	10%	6	12%
	I did not seek a counteroffer; a counteroffer was made	3	15%	10	20%
	I did not seek a counteroffer; none was made	4	20%	6	12%
	I did not seek a counteroffer; had I expressed interest, one would have been made	5	25%	5	10%
	Other circumstances	0	0%	3	6%
	Decline to answer	0	0%	1	2%
	Total	20	100%	49	100%
Cohort	I sought a counteroffer; a counteroffer was made	139	35%	310	37%
	I sought a counteroffer; none was made	43	11%	70	8%
	I did not seek a counteroffer; a counteroffer was made	39	10%	80	10%
	I did not seek a counteroffer; none was made	142	35%	293	35%
	I did not seek a counteroffer; had I expressed interest, one would have been made	19	5%	66	8%
	Other circumstances	12	3%	13	2%
	Decline to answer	8	2%	6	1%
	Total	402	100%	838	100%

6.5 Counteroffers sought and counteroffers received (cont.)

How do those who seek counteroffers compare to those who receive them?

d. by Tenure Status (n=69)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	I sought a counteroffer; a counteroffer was made	10	36%	13	34%		
	I sought a counteroffer; none was made	2	7%	6	16%		
	I did not seek a counteroffer; a counteroffer was made	6	21%	5	13%		
	I did not seek a counteroffer; none was made	4	14%	6	16%		
	I did not seek a counteroffer; had I expressed interest, one would have been made	5	18%	5	13%		
	Other circumstances	1	4%	2	5%		
	Decline to answer	0	0%	1	3%		
	Total	28	100%	38	100%	3	100%
Cohort	I sought a counteroffer; a counteroffer was made	140	31%	306	45%	13	12%
	I sought a counteroffer; none was made	46	10%	52	8%	17	16%
	I did not seek a counteroffer; a counteroffer was made	36	8%	77	11%	9	8%
	I did not seek a counteroffer; none was made	182	40%	184	27%	59	55%
	I did not seek a counteroffer; had I expressed interest, one would have been made	32	7%	43	6%	7	6%
	Other circumstances	10	2%	14	2%	2	2%
	Decline to answer	7	2%	6	1%	1	1%
	Total	453	100%	682	100%	108	100%

6.5 Counteroffers sought and counteroffers received (cont.)

How do those who seek counteroffers compare to those who receive them?

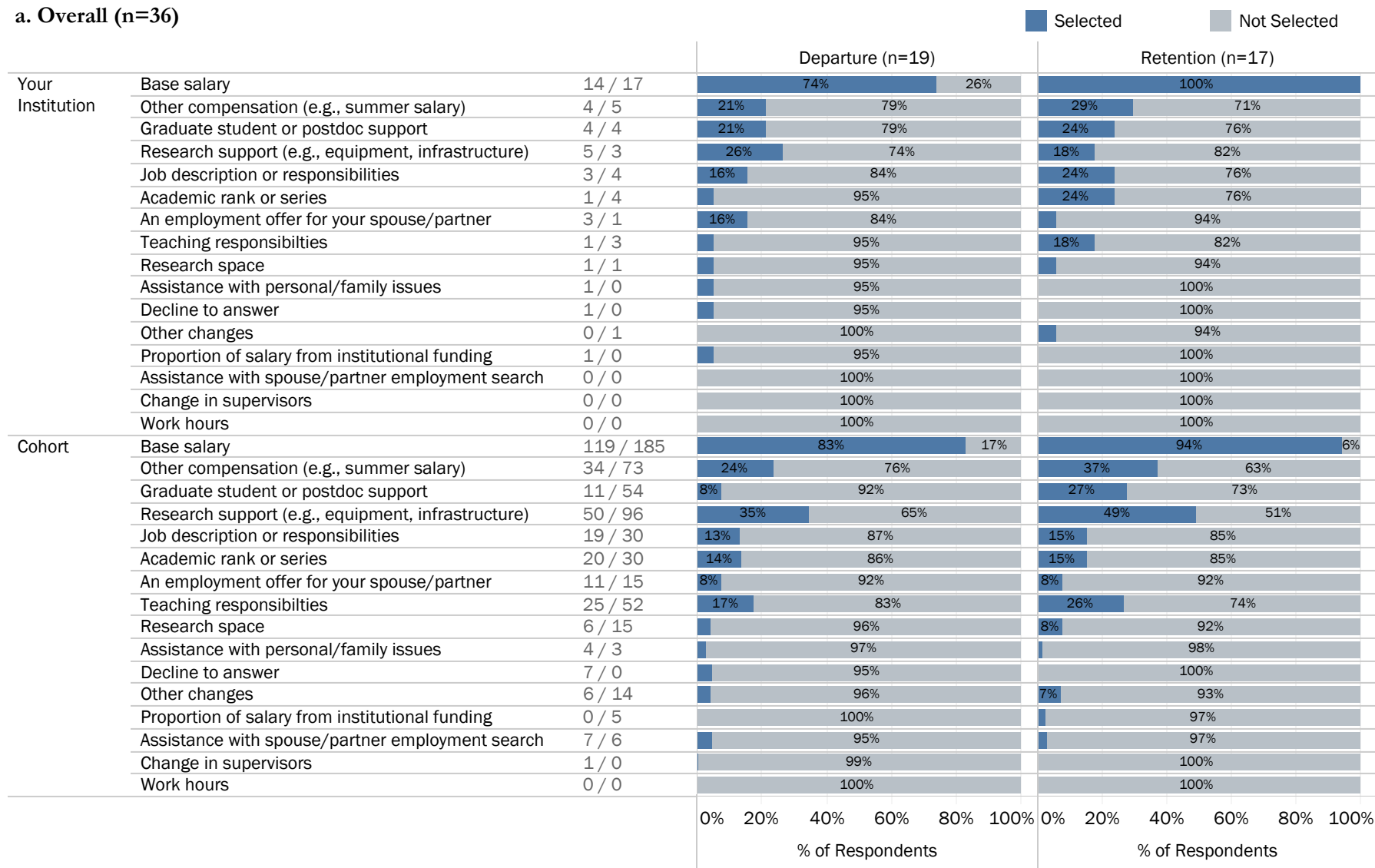
e. by Discipline (n=69)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	I sought a counteroffer; a counteroffer was made	5	38%	1	9%	13	50%	5	26%
	I sought a counteroffer; none was made	1	8%	1	9%	1	4%	5	26%
	I did not seek a counteroffer; a counteroffer was made	2	15%	2	18%	3	12%	6	32%
	I did not seek a counteroffer; none was made	2	15%	2	18%	4	15%	2	11%
	I did not seek a counteroffer; had I expressed interest, one would have been made	1	8%	4	36%	4	15%	1	5%
	Other circumstances	2	15%	1	9%	0	0%	0	0%
	Decline to answer	0	0%	0	0%	1	4%	0	0%
	Total	13	100%	11	100%	26	100%	19	100%
Cohort	I sought a counteroffer; a counteroffer was made	88	47%	121	57%	100	38%	117	24%
	I sought a counteroffer; none was made	14	7%	19	9%	18	7%	55	11%
	I did not seek a counteroffer; a counteroffer was made	14	7%	17	8%	29	11%	60	12%
	I did not seek a counteroffer; none was made	54	29%	43	20%	89	34%	209	42%
	I did not seek a counteroffer; had I expressed interest, one would have been made	8	4%	10	5%	16	6%	43	9%
	Other circumstances	6	3%	2	1%	7	3%	8	2%
	Decline to answer	3	2%	1	0%	5	2%	3	1%
	Total	187	100%	213	100%	264	100%	495	100%

6.6 Your counteroffer: Proposed changes

Please mark all of the proposed changes included in the counteroffer from your institution.

a. Overall (n=36)



6.6 Your counteroffer: Proposed changes (cont.)

Please mark all of the proposed changes included in the counteroffer from your institution.

a. Overall (cont., n=36)

		Departure		Retention		Total	
		#	%	#	%	#	%
Your Institution	Base salary	14	74%	17	100%	31	86%
	Other compensation (e.g., summer salary)	4	21%	5	29%	9	25%
	Job description or responsibilities	3	16%	4	24%	7	19%
	Academic rank or series	1	5%	4	24%	5	14%
	Research space	1	5%	1	6%	2	6%
	Research support (e.g., equipment, infrastructure)	5	26%	3	18%	8	22%
	Graduate student or postdoc support	4	21%	4	24%	8	22%
	Teaching responsibilities	1	5%	3	18%	4	11%
	Work hours	0	0%	0	0%	0	0%
	Proportion of salary from institutional funding	1	5%	0	0%	1	3%
	Change in supervisors	0	0%	0	0%	0	0%
	Assistance with personal/family issues	1	5%	0	0%	1	3%
	An employment offer for your spouse/partner	3	16%	1	6%	4	11%
	Assistance with spouse/partner employment search	0	0%	0	0%	0	0%
	Other changes	0	0%	1	6%	1	3%
	Decline to answer	1	5%	0	0%	1	3%
	Total	19	100%	17	100%	36	100%
Cohort	Base salary	119	83%	185	94%	304	89%
	Other compensation (e.g., summer salary)	34	24%	73	37%	107	31%
	Job description or responsibilities	19	13%	30	15%	49	14%
	Academic rank or series	20	14%	30	15%	50	15%
	Research space	6	4%	15	8%	21	6%
	Research support (e.g., equipment, infrastructure)	50	35%	96	49%	146	43%
	Graduate student or postdoc support	11	8%	54	27%	65	19%
	Teaching responsibilities	25	17%	52	26%	77	23%
	Work hours	0	0%	0	0%	0	0%
	Proportion of salary from institutional funding	0	0%	5	3%	5	1%
	Change in supervisors	1	1%	0	0%	1	0%
	Assistance with personal/family issues	4	3%	3	2%	7	2%
	An employment offer for your spouse/partner	11	8%	15	8%	26	8%
	Assistance with spouse/partner employment search	7	5%	6	3%	13	4%
	Other changes	6	4%	14	7%	20	6%
	Decline to answer	7	5%	0	0%	7	2%
	Total	144	100%	197	100%	341	100%

6.6 Your counteroffer: Proposed changes (cont.)

Please mark all of the proposed changes included in the counteroffer from your institution.

b. by Gender (n=36)

		Woman/Trans Woman		Man/Trans Man		Total	
		#	%	#	%	#	%
Your Institution	Base salary	13	87%	18	86%	31	86%
	Other compensation (e.g., summer salary)	4	27%	5	24%	9	25%
	Job description or responsibilities	1	7%	6	29%	7	19%
	Academic rank or series	2	13%	3	14%	5	14%
	Research space	1	7%	1	5%	2	6%
	Research support (e.g., equipment, infrastructure)	3	20%	5	24%	8	22%
	Graduate student or postdoc support	3	20%	5	24%	8	22%
	Teaching responsibilities	1	7%	3	14%	4	11%
	Work hours	0	0%	0	0%	0	0%
	Proportion of salary from institutional funding	0	0%	1	5%	1	3%
	Change in supervisors	0	0%	0	0%	0	0%
	Assistance with personal/family issues	0	0%	1	5%	1	3%
	An employment offer for your spouse/partner	2	13%	2	10%	4	11%
	Assistance with spouse/partner employment search	0	0%	0	0%	0	0%
	Other changes	1	7%	0	0%	1	3%
	Decline to answer	1	7%	0	0%	1	3%
	Total	15	100%	21	100%	36	100%
Cohort	Base salary	148	90%	155	89%	303	90%
	Other compensation (e.g., summer salary)	59	36%	47	27%	106	31%
	Job description or responsibilities	19	12%	28	16%	47	14%
	Academic rank or series	20	12%	30	17%	50	15%
	Research space	11	7%	10	6%	21	6%
	Research support (e.g., equipment, infrastructure)	75	46%	71	41%	146	43%
	Graduate student or postdoc support	32	20%	32	18%	64	19%
	Teaching responsibilities	46	28%	30	17%	76	22%
	Work hours	0	0%	0	0%	0	0%
	Proportion of salary from institutional funding	3	2%	2	1%	5	1%
	Change in supervisors	0	0%	1	1%	1	0%
	Assistance with personal/family issues	4	2%	3	2%	7	2%
	An employment offer for your spouse/partner	10	6%	16	9%	26	8%
	Assistance with spouse/partner employment search	5	3%	8	5%	13	4%
	Other changes	11	7%	8	5%	19	6%
	Decline to answer	2	1%	5	3%	7	2%
	Total	164	100%	174	100%	338	100%

6.6 Your counteroffer: Proposed changes (cont.)

Please mark all of the proposed changes included in the counteroffer from your institution.

c. by Race/Ethnicity (n=36)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Base salary	7	88%	24	86%
	Other compensation (e.g., summer salary)	3	38%	6	21%
	Job description or responsibilities	2	25%	5	18%
	Academic rank or series	1	13%	4	14%
	Research space	1	13%	1	4%
	Research support (e.g., equipment, infrastructure)	2	25%	6	21%
	Graduate student or postdoc support	2	25%	6	21%
	Teaching responsibilities	2	25%	2	7%
	Work hours	0	0%	0	0%
	Proportion of salary from institutional funding	0	0%	1	4%
	Change in supervisors	0	0%	0	0%
	Assistance with personal/family issues	0	0%	1	4%
	An employment offer for your spouse/partner	1	13%	3	11%
	Assistance with spouse/partner employment search	0	0%	0	0%
	Other changes	0	0%	1	4%
	Decline to answer	0	0%	1	4%
	Total	8	100%	28	100%
Cohort	Base salary	90	87%	206	90%
	Other compensation (e.g., summer salary)	36	35%	71	31%
	Job description or responsibilities	13	13%	33	14%
	Academic rank or series	13	13%	37	16%
	Research space	11	11%	10	4%
	Research support (e.g., equipment, infrastructure)	49	48%	94	41%
	Graduate student or postdoc support	20	19%	45	20%
	Teaching responsibilities	24	23%	52	23%
	Work hours	0	0%	0	0%
	Proportion of salary from institutional funding	1	1%	4	2%
	Change in supervisors	0	0%	1	0%
	Assistance with personal/family issues	4	4%	3	1%
	An employment offer for your spouse/partner	11	11%	14	6%
	Assistance with spouse/partner employment search	7	7%	6	3%
	Other changes	10	10%	9	4%
	Decline to answer	3	3%	4	2%
	Total	103	100%	228	100%

6.6 Your counteroffer: Proposed changes (cont.)

Please mark all of the proposed changes included in the counteroffer from your institution.

d. by Tenure Status (n=36)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Base salary	15	100%	14	78%		
	Other compensation (e.g., summer salary)	5	33%	3	17%		
	Job description or responsibilities	1	7%	3	17%		
	Academic rank or series	1	7%	3	17%		
	Research space	2	13%	0	0%		
	Research support (e.g., equipment, infrastructure)	4	27%	4	22%		
	Graduate student or postdoc support	4	27%	4	22%		
	Teaching responsibilities	3	20%	1	6%		
	Work hours	0	0%	0	0%		
	Proportion of salary from institutional funding	0	0%	1	6%		
	Change in supervisors	0	0%	0	0%		
	Assistance with personal/family issues	0	0%	1	6%		
	An employment offer for your spouse/partner	3	20%	1	6%		
	Assistance with spouse/partner employment search	0	0%	0	0%		
	Other changes	1	7%	0	0%		
	Decline to answer	0	0%	1	6%		
	Total	15	100%	18	100%	3	100%
Cohort	Base salary	91	86%	192	91%	17	100%
	Other compensation (e.g., summer salary)	40	38%	64	30%	2	12%
	Job description or responsibilities	9	8%	31	15%	6	35%
	Academic rank or series	13	12%	33	16%	4	24%
	Research space	7	7%	12	6%	2	12%
	Research support (e.g., equipment, infrastructure)	44	42%	97	46%	4	24%
	Graduate student or postdoc support	19	18%	44	21%	2	12%
	Teaching responsibilities	25	24%	49	23%	3	18%
	Work hours	0	0%	0	0%	0	0%
	Proportion of salary from institutional funding	2	2%	3	1%	0	0%
	Change in supervisors	1	1%	0	0%	0	0%
	Assistance with personal/family issues	4	4%	3	1%	0	0%
	An employment offer for your spouse/partner	13	12%	13	6%	0	0%
	Assistance with spouse/partner employment search	9	8%	4	2%	0	0%
	Other changes	7	7%	10	5%	1	6%
	Decline to answer	5	5%	2	1%	0	0%
	Total	106	100%	211	100%	17	100%

6.6 Your counteroffer: Proposed changes (cont.)

Please mark all of the proposed changes included in the counteroffer from your institution.

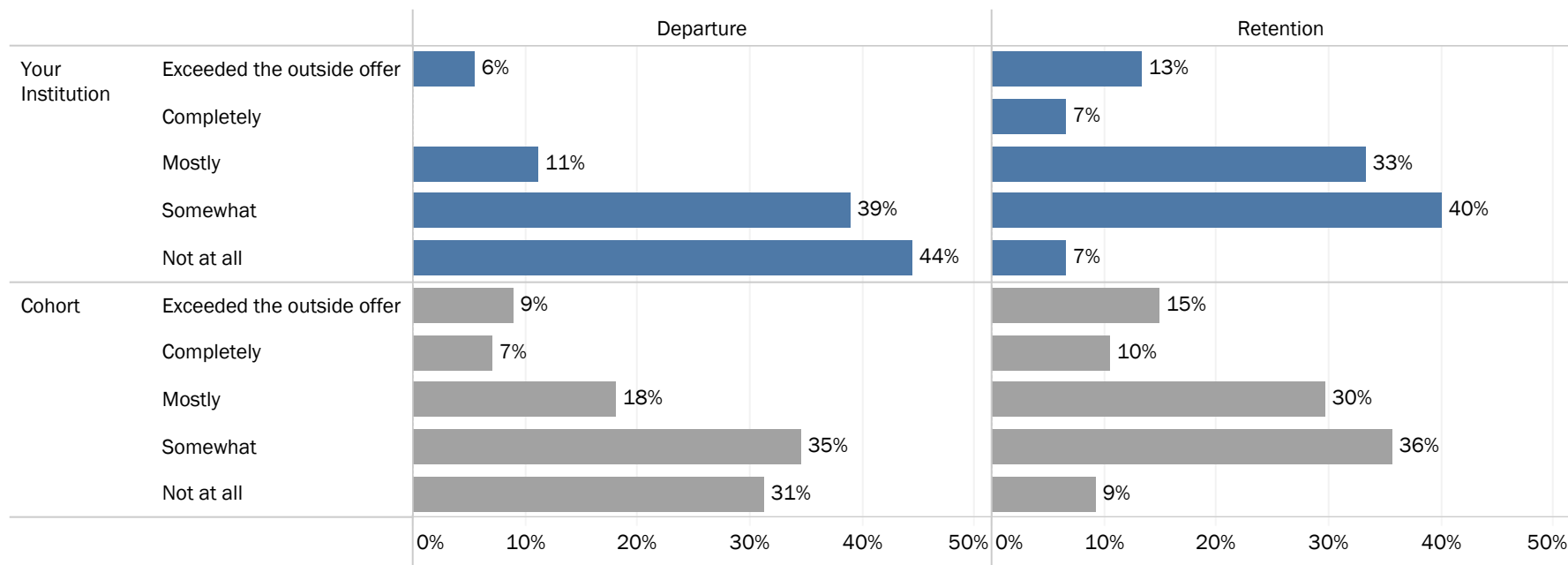
e. by Discipline (n=36)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Base salary	7	100%			14	93%	7	64%
	Other compensation (e.g., summer salary)	2	29%			3	20%	3	27%
	Job description or responsibilities	2	29%			2	13%	3	27%
	Academic rank or series	1	14%			4	27%	0	0%
	Research space	0	0%			1	7%	1	9%
	Research support (e.g., equipment, infrastructure)	0	0%			3	20%	3	27%
	Graduate student or postdoc support	0	0%			3	20%	5	45%
	Teaching responsibilities	1	14%			1	7%	2	18%
	Work hours	0	0%			0	0%	0	0%
	Proportion of salary from institutional funding	0	0%			0	0%	1	9%
	Change in supervisors	0	0%			0	0%	0	0%
	Assistance with personal/family issues	0	0%			0	0%	1	9%
	An employment offer for your spouse/partner	1	14%			1	7%	1	9%
	Assistance with spouse/partner employment search	0	0%			0	0%	0	0%
	Other changes	0	0%			0	0%	1	9%
	Decline to answer	0	0%			0	0%	1	9%
	Total	7	100%	3	100%	15	100%	11	100%
Cohort	Base salary	47	96%	79	93%	65	94%	84	82%
	Other compensation (e.g., summer salary)	19	39%	35	41%	21	30%	22	21%
	Job description or responsibilities	7	14%	7	8%	5	7%	25	24%
	Academic rank or series	6	12%	9	11%	19	28%	16	16%
	Research space	1	2%	6	7%	7	10%	7	7%
	Research support (e.g., equipment, infrastructure)	23	47%	43	51%	31	45%	37	36%
	Graduate student or postdoc support	6	12%	16	19%	27	39%	14	14%
	Teaching responsibilities	15	31%	32	38%	14	20%	11	11%
	Work hours	0	0%	0	0%	0	0%	0	0%
	Proportion of salary from institutional funding	0	0%	0	0%	1	1%	4	4%
	Change in supervisors	0	0%	0	0%	0	0%	1	1%
	Assistance with personal/family issues	0	0%	1	1%	2	3%	4	4%
	An employment offer for your spouse/partner	6	12%	4	5%	7	10%	7	7%
	Assistance with spouse/partner employment search	4	8%	2	2%	5	7%	1	1%
	Other changes	1	2%	4	5%	5	7%	9	9%
	Decline to answer	0	0%	1	1%	0	0%	5	5%
	Total	49	100%	85	100%	69	100%	103	100%

6.7 Your counteroffer: Extent to which it matched outside offer

To what extent did the compensation and resources provided in the counteroffer you received match your outside offer?

a. Overall (n=33)



6.7 Your counteroffer: Extent to which it matched outside offer (cont.)

To what extent did the compensation and resources provided in the counteroffer you received match your outside offer?

a. Overall (n=33)

	Departure		Retention	
	Mean	SD	Mean	SD
Your Institution	1.8	1.04	2.8	1.15
Cohort	2.3	1.23	2.9	1.19

		Departure		Retention	
		#	%	#	%
Your Institution	Exceeded the outside offer	1	6%	2	13%
	Completely	0	0%	1	7%
	Mostly	2	11%	5	33%
	Somewhat	7	39%	6	40%
	Not at all	8	44%	1	7%
	Total	18	100%	15	100%
Cohort	Exceeded the outside offer	19	9%	50	15%
	Completely	15	7%	35	10%
	Mostly	38	18%	99	30%
	Somewhat	73	35%	119	36%
	Not at all	66	31%	31	9%
	Total	211	100%	334	100%

* Response scale: *Exceeded the outside offer, Completely, Mostly, Somewhat, Not at all*. Categories with no responses are not displayed.

6.7 Your counteroffer: Extent to which it matched outside offer (cont.)

To what extent did the compensation and resources provided in the counteroffer you received match your outside offer?

b. by Gender (n=33)

	Woman		Man	
	Mean	SD	Mean	SD
Your Institution	2.2	1.09	2.3	1.26
Cohort	2.6	1.28	2.6	1.21

		Woman		Man	
		#	%	#	%
Your Institution	Exceeded the outside offer	1	8%	2	10%
	Completely	0	0%	1	5%
	Mostly	3	23%	4	20%
	Somewhat	6	46%	7	35%
	Not at all	3	23%	6	30%
	Total	13	100%	20	100%
Cohort	Exceeded the outside offer	36	14%	33	11%
	Completely	19	8%	30	10%
	Mostly	60	24%	77	27%
	Somewhat	88	35%	102	35%
	Not at all	47	19%	48	17%
	Total	250	100%	290	100%

6.7 Your counteroffer: Extent to which it matched outside offer (cont.)

To what extent did the compensation and resources provided in the counteroffer you received match your outside offer?

c. by Race/Ethnicity (n=33)

	Faculty of color and other		White, non-Hispanic	
	Mean	SD	Mean	SD
Your Institution	1.6	0.52	2.5	1.26
Cohort	2.7	1.27	2.6	1.24

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Exceeded the outside offer	0	0%	3	12%
	Completely	0	0%	1	4%
	Mostly	0	0%	7	28%
	Somewhat	5	63%	8	32%
	Not at all	3	38%	6	24%
	Total	8	100%	25	100%
Cohort	Exceeded the outside offer	25	15%	44	12%
	Completely	14	9%	36	10%
	Mostly	39	24%	92	25%
	Somewhat	60	37%	124	34%
	Not at all	25	15%	68	19%
	Total	163	100%	364	100%

6.7 Your counteroffer: Extent to which it matched outside offer (cont.)

To what extent did the compensation and resources provided in the counteroffer you received match your outside offer?

d. by Tenure Status (n=33)

	Pre-tenure		Tenured		Non-tenure Track	
	Mean	SD	Mean	SD	Mean	SD
Your Institution	2.9	1.41	1.8	0.75		
Cohort	2.8	1.34	2.6	1.17	2.9	1.49

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Exceeded the outside offer	3	21%	0	0%		
	Completely	1	7%	0	0%		
	Mostly	3	21%	3	19%		
	Somewhat	5	36%	7	44%		
	Not at all	2	14%	6	38%		
	Total	14	100%	16	100%	3	100%
Cohort	Exceeded the outside offer	29	17%	35	10%	4	19%
	Completely	14	8%	32	9%	4	19%
	Mostly	42	25%	92	26%	3	14%
	Somewhat	50	30%	134	38%	5	24%
	Not at all	31	19%	58	17%	5	24%
	Total	166	100%	351	100%	21	100%

6.7 Your counteroffer: Extent to which it matched outside offer (cont.)

To what extent did the compensation and resources provided in the counteroffer you received match your outside offer?

e. by Discipline (n=33)

	Humanities		Social Sciences		STEM		Professions & Other	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution	2.7	1.70			2.1	1.10	2.0	1.00
Cohort	3.0	1.42	2.7	1.25	2.5	1.00	2.6	1.29

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Exceeded the outside offer	2	29%			1	7%	0	0%
	Completely	0	0%			0	0%	1	11%
	Mostly	1	14%			3	21%	1	11%
	Somewhat	2	29%			6	43%	4	44%
	Not at all	2	29%			4	29%	3	33%
	Total	7	100%	3	100%	14	100%	9	100%
Cohort	Exceeded the outside offer	22	25%	17	13%	7	6%	21	13%
	Completely	7	8%	18	14%	9	8%	15	9%
	Mostly	21	24%	31	24%	35	29%	40	24%
	Somewhat	24	27%	45	34%	55	46%	52	31%
	Not at all	14	16%	20	15%	14	12%	40	24%
	Total	88	100%	131	100%	120	100%	168	100%

7. The Transition

The period of transition out of one's institution receives little attention in the literature on faculty departures and in existing institutional surveys. Some might argue that attention is limited because the faculty member has already made the decision. If there is no turning back, then why should an institution extend any extra effort?

How faculty are treated in transition matters because disciplines are relatively small communities. The final impressions of faculty and treatment by those around them can have long-term and far-reaching effects. Will colleagues continue to collaborate with each other? Will former faculty still recommend their advisees to apply to graduate programs or faculty positions there? Even when a faculty member leaves under suboptimal circumstances, the institution has the opportunity to repair relationships during the transition period.

For faculty who accept positions elsewhere, the survey explores their experiences during the transition out of their institutions—experiences that only this population of faculty have. The survey asks how departing faculty were treated by colleagues, chairs, deans, and administrative staff. It asks how the institution was supportive and what it could have done better. Often, discussion of pragmatic issues like equipment transfer and grant management arise in the comments we receive. Many faculty in the pilot study mention the importance of tending to their graduate students, for example, who can become collateral damage in a badly managed departure.

Institution-level analysis may reveal where—which campuses, which disciplines—deans, colleagues, and chairs are making life more difficult for faculty on their way out. Such reports will also identify what the best divisions and departments do to leave faculty feeling positive about their institutions.

Questions to consider

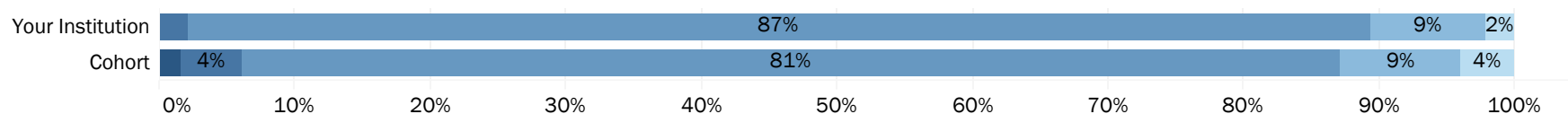
- What existing structures do grants administration offices have in place to assist with the closing or transference of grants when faculty leave the institution?
- How are graduate students supported when their advisors/mentors leave the institution?
- What interventions in policy or practice can help change chairs', deans', and faculty colleagues' behaviors toward faculty on the way out?

7.1 Treatment of faculty after departure intentions are known

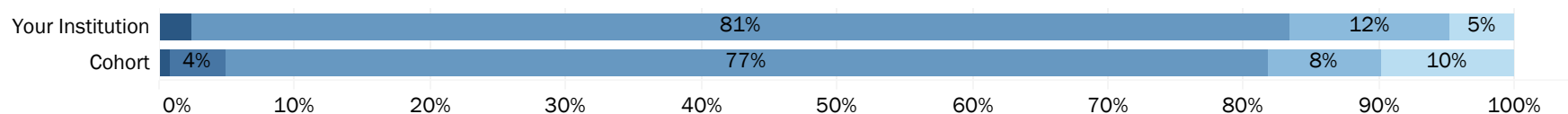
How were you treated by the following people at your institution after your decision to accept the outside offer (compared to how you were treated beforehand)?

a. Overall

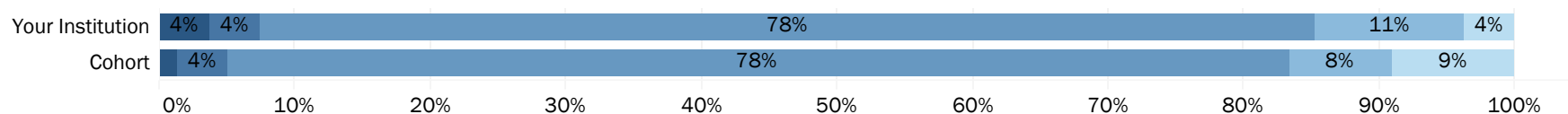
Colleagues in your department (n=47)



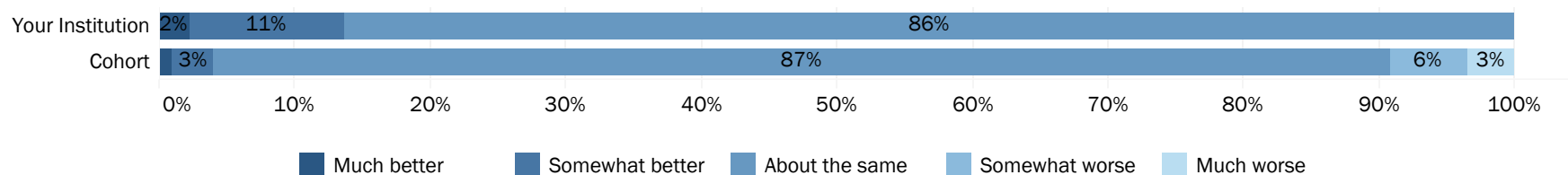
Your department chair (n=42)



Your dean (n=27)



Staff & administrative support (n=44)



7.1 Treatment of faculty after departure intentions are known

How were you treated by the following people at your institution after your decision to accept the outside offer (compared to how you were treated beforehand)?

a. Overall

	Colleagues in your department (n=47)		Your department chair (n=42)		Your dean (n=27)		Staff & administrative support (n=44)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution	2.9	0.43	2.8	0.62	2.9	0.68	3.2	0.43
Cohort	2.9	0.59	2.8	0.71	2.8	0.70	2.9	0.51

		Colleagues in your department (n=47)		Your department chair (n=42)		Your dean (n=27)		Staff & administrative support (n=44)	
		#	%	#	%	#	%	#	%
Your Institution	Much worse	1	2%	2	5%	1	4%	0	0%
	Somewhat worse	4	9%	5	12%	3	11%	0	0%
	About the same	41	87%	34	81%	21	78%	38	86%
	Somewhat better	1	2%	0	0%	1	4%	5	11%
	Much better	0	0%	1	2%	1	4%	1	2%
	Total	47	100%	42	100%	27	100%	44	100%
Cohort	Much worse	23	4%	53	10%	41	9%	20	3%
	Somewhat worse	52	9%	45	8%	34	8%	33	6%
	About the same	470	81%	413	77%	353	78%	499	87%
	Somewhat better	26	4%	22	4%	17	4%	18	3%
	Much better	9	2%	4	1%	6	1%	5	1%
	Total	580	100%	537	100%	451	100%	575	100%

* Response scale: *Much worse*, *Somewhat worse*, *About the same*, *Somewhat better*, *Much better*. Categories with no responses are not displayed.

7.1 Treatment of faculty after departure intentions are known

How were you treated by the following people at your institution after your decision to accept the outside offer (compared to how you were treated beforehand)?

b. by Gender

		Colleagues in your department (n=47)				Your department chair (n=42)				Your dean (n=27)				Staff & administrative support (n=44)			
		Woman/ Trans Woman		Man/Trans Man		Woman/ Trans Woman		Man/Trans Man		Woman/ Trans Woman		Man/Trans Man		Woman/ Trans Woman		Man/Trans Man	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution		2.9	0.46	2.9	0.42	2.8	0.56	2.9	0.66	2.8	0.44	3.1	0.83	3.3	0.56	3.1	0.28
Cohort		2.9	0.54	2.9	0.63	2.8	0.70	2.8	0.72	2.8	0.67	2.8	0.73	2.9	0.45	2.9	0.55

		Colleagues in your department (n=47)				Your department chair (n=42)				Your dean (n=27)				Staff & administrative support (n=44)			
		Woman/ Trans Woman		Man/Trans Man		Woman/ Trans Woman		Man/Trans Man		Woman/ Trans Woman		Man/Trans Man		Woman/ Trans Woman		Man/Trans Man	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Your Institution	Much worse	0	0%	1	4%	1	7%	1	4%	0	0%	1	7%	0	0%	0	0%
	Somewhat worse	3	16%	1	4%	1	7%	4	15%	3	23%	0	0%	0	0%	0	0%
	About the same	15	79%	26	93%	13	87%	21	78%	10	77%	11	79%	15	79%	23	92%
	Somewhat better	1	5%	0	0%	0	0%	0	0%	0	0%	1	7%	3	16%	2	8%
	Much better	0	0%	0	0%	0	0%	1	4%	0	0%	1	7%	1	5%	0	0%
	Total	19	100%	28	100%	15	100%	27	100%	13	100%	14	100%	19	100%	25	100%
Cohort	Much worse	9	3%	14	4%	23	9%	30	11%	17	9%	24	10%	8	3%	12	4%
	Somewhat worse	25	10%	25	8%	25	10%	19	7%	17	9%	17	7%	14	5%	19	6%
	About the same	214	82%	252	81%	191	76%	218	78%	157	79%	194	78%	229	88%	266	86%
	Somewhat better	11	4%	15	5%	9	4%	12	4%	8	4%	8	3%	8	3%	9	3%
	Much better	2	1%	7	2%	2	1%	2	1%	1	1%	5	2%	0	0%	5	2%
	Total	261	100%	313	100%	250	100%	281	100%	200	100%	248	100%	259	100%	311	100%

7.1 Treatment of faculty after departure intentions are known

How were you treated by the following people at your institution after your decision to accept the outside offer (compared to how you were treated beforehand)?

c. by Race/Ethnicity

	Colleagues in your department (n=47)				Your department chair (n=42)				Your dean (n=27)				Staff & administrative support (n=44)			
	Faculty of color and other		White, non-Hispanic		Faculty of color and other		White, non-Hispanic		Faculty of color and other		White, non-Hispanic		Faculty of color and other		White, non-Hispanic	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution	3.0	0.00	2.8	0.53	3.1	0.59	2.7	0.61	3.2	0.75	2.8	0.58	3.0	0.00	3.2	0.50
Cohort	2.9	0.58	2.9	0.59	2.8	0.78	2.8	0.67	2.9	0.71	2.8	0.69	2.9	0.52	2.9	0.49

		Colleagues in your department (n=47)				Your department chair (n=42)				Your dean (n=27)				Staff & administrative support (n=44)			
		Faculty of color and other		White, non-Hispanic		Faculty of color and other		White, non-Hispanic		Faculty of color and other		White, non-Hispanic		Faculty of color and other		White, non-Hispanic	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Your Institution	Much worse	0	0%	1	3%	0	0%	2	7%	0	0%	1	6%	0	0%	0	0%
	Somewhat worse	0	0%	4	13%	1	7%	4	15%	1	9%	2	13%	0	0%	0	0%
	About the same	17	100%	24	80%	13	87%	21	78%	8	73%	13	81%	14	100%	24	80%
	Somewhat better	0	0%	1	3%	0	0%	0	0%	1	9%	0	0%	0	0%	5	17%
	Much better	0	0%	0	0%	1	7%	0	0%	1	9%	0	0%	0	0%	1	3%
	Total	17	100%	30	100%	15	100%	27	100%	11	100%	16	100%	14	100%	30	100%
Cohort	Much worse	6	3%	17	4%	21	12%	31	9%	11	7%	30	10%	7	4%	12	3%
	Somewhat worse	16	8%	34	9%	14	8%	31	9%	8	5%	24	8%	11	6%	22	6%
	About the same	152	80%	311	82%	131	73%	276	79%	117	79%	232	78%	162	87%	329	87%
	Somewhat better	12	6%	14	4%	11	6%	11	3%	8	5%	9	3%	4	2%	14	4%
	Much better	3	2%	5	1%	2	1%	2	1%	4	3%	1	0%	2	1%	2	1%
	Total	189	100%	381	100%	179	100%	351	100%	148	100%	296	100%	186	100%	379	100%

7.1 Treatment of faculty after departure intentions are known

How were you treated by the following people at your institution after your decision to accept the outside offer (compared to how you were treated beforehand)?

d. by Tenure Status

		Colleagues in your department (n=47)						Your department chair (n=42)					
		Pre-tenure		Tenured		Non-tenure Track		Pre-tenure		Tenured		Non-tenure Track	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution		2.8	0.51	3.0	0.34			2.7	0.66	3.0	0.58		
Cohort		2.8	0.57	2.9	0.61	3.0	0.56	2.7	0.74	2.9	0.67	2.8	0.71

		Colleagues in your department (n=47)						Your department chair (n=42)					
		Pre-tenure		Tenured		Non-tenure Track		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%	#	%	#	%	#	%
Your Institution	Much worse	1	5%	0	0%			2	10%	0	0%		
	Somewhat worse	2	10%	2	8%			2	10%	3	14%		
	About the same	18	86%	23	88%			16	80%	18	82%		
	Somewhat better	0	0%	1	4%			0	0%	0	0%		
	Much better	0	0%	0	0%			0	0%	1	5%		
	Total	21	100%	26	100%	0		20	100%	22	100%	0	
Cohort	Much worse	9	4%	12	5%	1	1%	32	14%	14	7%	5	8%
	Somewhat worse	32	13%	12	5%	4	6%	17	7%	19	9%	8	12%
	About the same	193	79%	202	83%	58	87%	180	76%	166	78%	49	74%
	Somewhat better	9	4%	14	6%	1	1%	8	3%	11	5%	3	5%
	Much better	2	1%	4	2%	3	4%	0	0%	3	1%	1	2%
	Total	245	100%	244	100%	67	100%	237	100%	213	100%	66	100%

7.1 Treatment of faculty after departure intentions are known

How were you treated by the following people at your institution after your decision to accept the outside offer (compared to how you were treated beforehand)?

d. by Tenure Status

		Your dean (n=27)						Staff & administrative support (n=44)					
		Pre-tenure		Tenured		Non-tenure Track		Pre-tenure		Tenured		Non-tenure Track	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution		2.7	0.79	3.1	0.57			3.2	0.55	3.1	0.33		
Cohort		2.9	0.64	2.8	0.74	2.7	0.69	2.9	0.51	2.9	0.48	2.9	0.59

		Your dean (n=27)						Staff & administrative support (n=44)					
		Pre-tenure		Tenured		Non-tenure Track		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%	#	%	#	%	#	%
Your Institution	Much worse	1	9%	0	0%			0	0%	0	0%		
	Somewhat worse	2	18%	1	6%			0	0%	0	0%		
	About the same	7	64%	14	88%			15	83%	23	88%		
	Somewhat better	1	9%	0	0%			2	11%	3	12%		
	Much better	0	0%	1	6%			1	6%	0	0%		
	Total	11	100%	16	100%	0		18	100%	26	100%	0	
Cohort	Much worse	13	7%	23	11%	4	9%	10	4%	7	3%	2	3%
	Somewhat worse	9	5%	16	8%	6	13%	12	5%	11	5%	7	11%
	About the same	144	81%	165	78%	33	73%	213	87%	215	89%	51	78%
	Somewhat better	10	6%	3	1%	2	4%	9	4%	5	2%	4	6%
	Much better	1	1%	4	2%	0	0%	1	0%	3	1%	1	2%
	Total	177	100%	211	100%	45	100%	245	100%	241	100%	65	100%

7.1 Treatment of faculty after departure intentions are known

How were you treated by the following people at your institution after your decision to accept the outside offer (compared to how you were treated beforehand)?

e. by Discipline

		Colleagues in your department (n=47)								Your department chair (n=42)							
		Humanities		Social Sciences		STEM		Professions & Other		Humanities		Social Sciences		STEM		Professions & Other	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution		2.4	0.89	2.8	0.42	2.9	0.23	3.1	0.28			2.7	0.71	3.1	0.56	2.8	0.45
Cohort		2.9	0.62	2.8	0.61	3.1	0.61	2.8	0.60	2.8	0.59	2.7	0.63	2.9	0.66	2.7	0.78

		Colleagues in your department (n=47)								Your department chair (n=42)							
		Humanities		Social Sciences		STEM		Professions & Other		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Your Institution	Much worse	1	20%	0	0%	0	0%	0	0%			1	11%	0	0%	0	0%
	Somewhat worse	1	20%	2	20%	1	5%	0	0%			1	11%	1	6%	3	25%
	About the same	3	60%	8	80%	18	95%	12	92%			7	78%	15	88%	9	75%
	Somewhat better	0	0%	0	0%	0	0%	1	8%			0	0%	0	0%	0	0%
	Much better	0	0%	0	0%	0	0%	0	0%			0	0%	1	6%	0	0%
	Total	5	100%	10	100%	19	100%	13	100%	4	100%	9	100%	17	100%	12	100%
Cohort	Much worse	4	5%	4	6%	2	2%	13	5%	4	6%	6	9%	7	7%	31	13%
	Somewhat worse	6	8%	8	11%	6	6%	26	10%	6	9%	7	10%	4	4%	25	11%
	About the same	60	81%	56	78%	84	80%	201	80%	54	81%	55	80%	82	83%	164	70%
	Somewhat better	3	4%	4	6%	9	9%	9	4%	3	4%	1	1%	4	4%	12	5%
	Much better	1	1%	0	0%	4	4%	2	1%	0	0%	0	0%	2	2%	1	0%
	Total	74	100%	72	100%	105	100%	251	100%	67	100%	69	100%	99	100%	233	100%

7.1 Treatment of faculty after departure intentions are known

How were you treated by the following people at your institution after your decision to accept the outside offer (compared to how you were treated beforehand)?

e. by Discipline

		Your dean (n=27)								Staff & administrative support (n=44)							
		Humanities		Social Sciences		STEM		Professions & Other		Humanities		Social Sciences		STEM		Professions & Other	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution				2.7	0.49	3.4	0.74	2.9	0.32	3.2	0.45	3.2	0.63	3.1	0.24	3.3	0.45
Cohort		2.9	0.59	2.8	0.70	2.7	0.80	2.8	0.72	3.0	0.34	2.9	0.41	3.0	0.53	2.9	0.58

		Your dean (n=27)								Staff & administrative support (n=44)							
		Humanities		Social Sciences		STEM		Professions & Other		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Your Institution	Much worse			0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
	Somewhat worse			2	29%	0	0%	1	10%	0	0%	0	0%	0	0%	0	0%
	About the same			5	71%	6	75%	9	90%	4	80%	9	90%	16	94%	9	75%
	Somewhat better			0	0%	1	13%	0	0%	1	20%	0	0%	1	6%	3	25%
	Much better			0	0%	1	13%	0	0%	0	0%	1	10%	0	0%	0	0%
	Total	2	100%	7	100%	8	100%	10	100%	5	100%	10	100%	17	100%	12	100%
Cohort	Much worse	3	5%	5	10%	11	13%	20	10%	0	0%	1	1%	3	3%	14	6%
	Somewhat worse	5	9%	3	6%	6	7%	13	7%	3	4%	5	7%	6	6%	14	6%
	About the same	44	80%	39	78%	64	76%	155	79%	67	93%	63	88%	91	87%	210	85%
	Somewhat better	3	5%	3	6%	1	1%	6	3%	1	1%	3	4%	3	3%	8	3%
	Much better	0	0%	0	0%	2	2%	3	2%	1	1%	0	0%	2	2%	2	1%
	Total	55	100%	50	100%	84	100%	197	100%	72	100%	72	100%	105	100%	248	100%

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8. Overall Impressions

This COACHE survey concludes with broad questions about the overall impression faculty have about their institutions (or former institutions). What “one thing” could have convinced them to stay? (The response choices map largely to the COACHE Faculty Job Satisfaction Survey, thereby allowing for a comparison across data sources for partners engaged in both studies.) Were faculty satisfied with efforts to retain them? And would they recommend their departments as places to work?

These items shed the nuance cultivated in prior questions (see “Weighing the Factors” above) in favor of simpler terms. The data can be used to identify whether “leavers” have a favorable impression of their home institution. Indeed, as our pilot results have shown, even those “successfully” retained may harbor negative opinions toward their faculty colleagues or administration.

Such data can be usefully deployed in communication about these results to broader university populations, whether deans, chairs, or faculty.

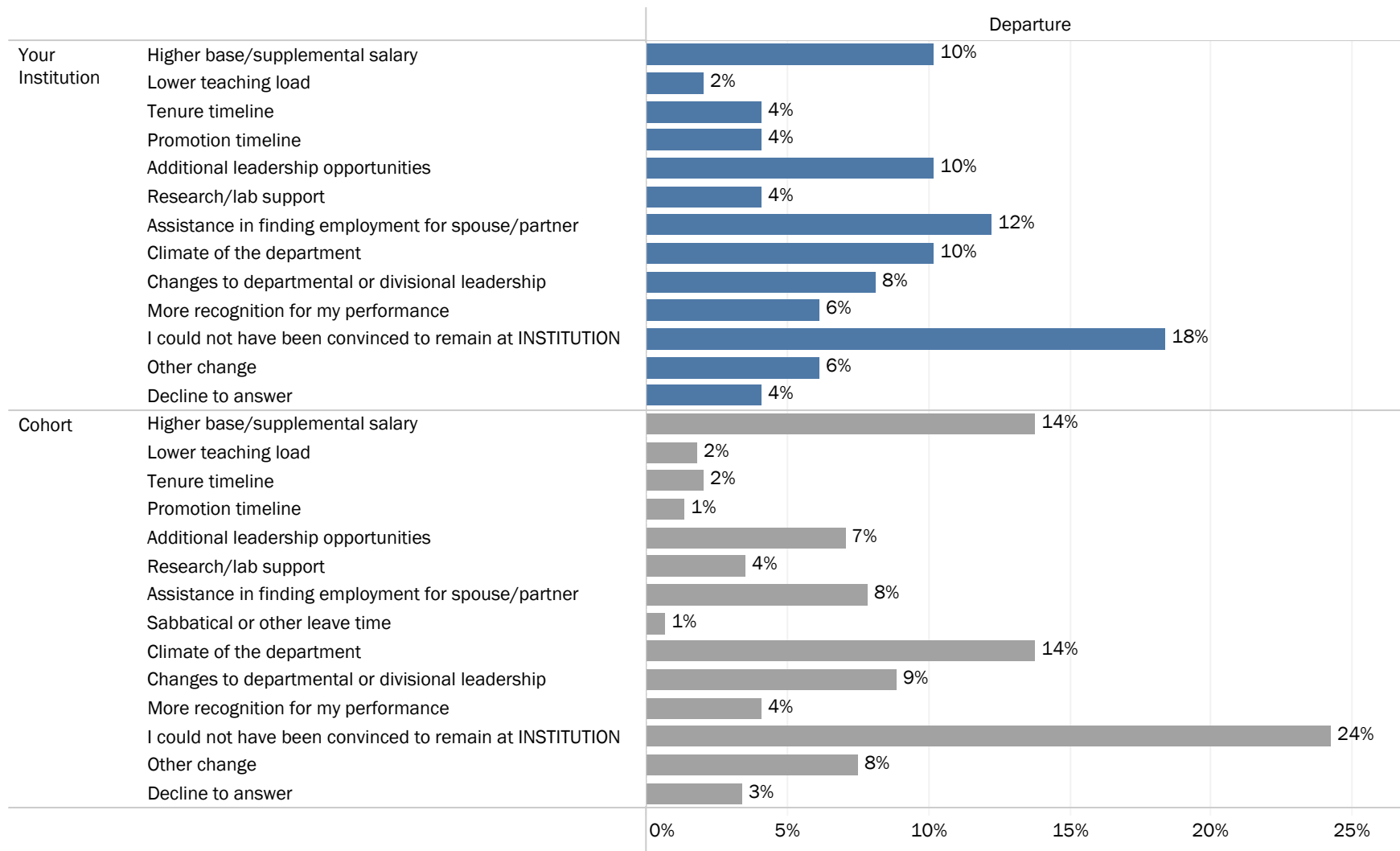
Questions to consider

- Who should receive this information? Who is the best “messenger” for specific recipient groups or for certain messages?
- Are there times where senior leadership must be engaged and other times where their presence can inhibit dialogue? What type of “power” will most effectively generate engagement?
- What is the bottom-line message you believe these data convey? Is there one sentiment or piece of information that you want your faculty to remember from your communication? How might the message be interpreted, or mis-interpreted?
- Are there certain institutional events or initiatives that you might leverage to inform the timing of your communications? How might the channel you select, the location you host a meeting in, or the technology you utilize to house information affect accessibility?
- How will you solicit feedback, and what kind of feedback do you want to receive? What strategies might you use to ensure that marginalized voices are given safe means for sharing their perspectives?

8.1 The top change to convince faculty to stay

What could your institution have changed to convince you to stay? Perhaps there were many things, but please select your top choice below.

a. Overall (n=49)



8.1 The top change to convince faculty to stay (cont.)

What could your institution have changed to convince you to stay? Perhaps there were many things, but please select your top choice below.

a. Overall (n=49)

		Departure	
		#	%
Your Institution	Higher base/supplemental salary	5	10%
	Lower teaching load	1	2%
	Tenure timeline	2	4%
	Promotion timeline	2	4%
	Additional leadership opportunities	5	10%
	Research/lab support	2	4%
	Assistance in finding employment for spouse/partner	6	12%
	Climate of the department	5	10%
	Changes to departmental or divisional leadership	4	8%
	More recognition for my performance	3	6%
	I could not have been convinced to remain at INSTITUTION	9	18%
	Other change	3	6%
	Decline to answer	2	4%
Total		49	100%
Cohort	Higher base/supplemental salary	121	14%
	Lower teaching load	16	2%
	Tenure timeline	18	2%
	Promotion timeline	12	1%
	Additional leadership opportunities	62	7%
	Research/lab support	31	4%
	Assistance in finding employment for spouse/partner	69	8%
	Sabbatical or other leave time	6	1%
	Climate of the department	121	14%
	Changes to departmental or divisional leadership	78	9%
	More recognition for my performance	36	4%
	I could not have been convinced to remain at INSTITUTION	213	24%
	Other change	66	8%
	Decline to answer	30	3%
Total		879	100%

8.1 The top change to convince faculty to stay (cont.)

What could your institution have changed to convince you to stay? Perhaps there were many things, but please select your top choice below.

b. by Gender (n=49)

		Woman		Man	
		#	%	#	%
Your Institution	Higher base/supplemental salary	2	10%	3	10%
	Lower teaching load	0	0%	1	3%
	Tenure timeline	1	5%	1	3%
	Promotion timeline	1	5%	1	3%
	Additional leadership opportunities	1	5%	4	14%
	Research/lab support	0	0%	2	7%
	Assistance in finding employment for spouse/partner	2	10%	4	14%
	Climate of the department	2	10%	3	10%
	Changes to departmental or divisional leadership	1	5%	3	10%
	More recognition for my performance	2	10%	1	3%
	I could not have been convinced to remain at INSTITUTION	4	20%	5	17%
	Other change	2	10%	1	3%
	Decline to answer	2	10%	0	0%
	Total	20	100%	29	100%
Cohort	Higher base/supplemental salary	47	12%	74	16%
	Lower teaching load	7	2%	8	2%
	Tenure timeline	7	2%	11	2%
	Promotion timeline	3	1%	9	2%
	Additional leadership opportunities	28	7%	33	7%
	Research/lab support	11	3%	20	4%
	Assistance in finding employment for spouse/partner	35	9%	33	7%
	Sabbatical or other leave time	4	1%	2	0%
	Climate of the department	65	16%	54	12%
	Changes to departmental or divisional leadership	37	9%	35	7%
	More recognition for my performance	14	3%	22	5%
	I could not have been convinced to remain at INSTITUTION	101	25%	112	24%
	Other change	32	8%	35	7%
	Decline to answer	10	2%	19	4%
	Total	401	100%	467	100%

8.1 The top change to convince faculty to stay (cont.)

What could your institution have changed to convince you to stay? Perhaps there were many things, but please select your top choice below.

c. by Race/Ethnicity (n=49)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Higher base/supplemental salary	2	11%	3	10%
	Lower teaching load	0	0%	1	3%
	Tenure timeline	0	0%	2	6%
	Promotion timeline	1	6%	1	3%
	Additional leadership opportunities	3	17%	2	6%
	Research/lab support	1	6%	1	3%
	Assistance in finding employment for spouse/partner	3	17%	3	10%
	Climate of the department	1	6%	4	13%
	Changes to departmental or divisional leadership	1	6%	3	10%
	More recognition for my performance	1	6%	2	6%
	I could not have been convinced to remain at INSTITUTION	4	22%	5	16%
	Other change	1	6%	2	6%
	Decline to answer	0	0%	2	6%
	Total	18	100%	31	100%
Cohort	Higher base/supplemental salary	38	13%	81	14%
	Lower teaching load	5	2%	11	2%
	Tenure timeline	4	1%	14	2%
	Promotion timeline	5	2%	7	1%
	Additional leadership opportunities	22	8%	38	7%
	Research/lab support	11	4%	20	3%
	Assistance in finding employment for spouse/partner	27	10%	40	7%
	Sabbatical or other leave time	2	1%	4	1%
	Climate of the department	43	15%	76	13%
	Changes to departmental or divisional leadership	21	7%	53	9%
	More recognition for my performance	16	6%	19	3%
	I could not have been convinced to remain at INSTITUTION	59	21%	153	26%
	Other change	19	7%	47	8%
	Decline to answer	11	4%	19	3%
	Total	283	100%	582	100%

8.1 The top change to convince faculty to stay (cont.)

What could your institution have changed to convince you to stay? Perhaps there were many things, but please select your top choice below.

d. by Tenure Status (n=49)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Higher base/supplemental salary	2	10%	2	7%		
	Lower teaching load	0	0%	1	4%		
	Tenure timeline	2	10%	0	0%		
	Promotion timeline	2	10%	0	0%		
	Additional leadership opportunities	1	5%	4	15%		
	Research/lab support	1	5%	1	4%		
	Assistance in finding employment for spouse/partner	4	19%	2	7%		
	Climate of the department	2	10%	3	11%		
	Changes to departmental or divisional leadership	1	5%	3	11%		
	More recognition for my performance	1	5%	2	7%		
	I could not have been convinced to remain at INSTITUTION	5	24%	4	15%		
	Other change	0	0%	3	11%		
	Decline to answer	0	0%	2	7%		
	Total	21	100%	27	100%	1	100%
Cohort	Higher base/supplemental salary	42	12%	62	15%	12	12%
	Lower teaching load	6	2%	9	2%	1	1%
	Tenure timeline	10	3%	0	0%	8	8%
	Promotion timeline	3	1%	7	2%	2	2%
	Additional leadership opportunities	4	1%	51	13%	7	7%
	Research/lab support	9	3%	20	5%	1	1%
	Assistance in finding employment for spouse/partner	36	10%	30	7%	3	3%
	Sabbatical or other leave time	3	1%	3	1%	0	0%
	Climate of the department	52	15%	51	13%	11	11%
	Changes to departmental or divisional leadership	29	8%	35	9%	9	9%
	More recognition for my performance	16	5%	13	3%	3	3%
	I could not have been convinced to remain at INSTITUTION	111	31%	77	19%	23	24%
	Other change	19	5%	31	8%	16	16%
	Decline to answer	15	4%	13	3%	1	1%
	Total	355	100%	402	100%	97	100%

8.1 The top change to convince faculty to stay (cont.)

What could your institution have changed to convince you to stay? Perhaps there were many things, but please select your top choice below.

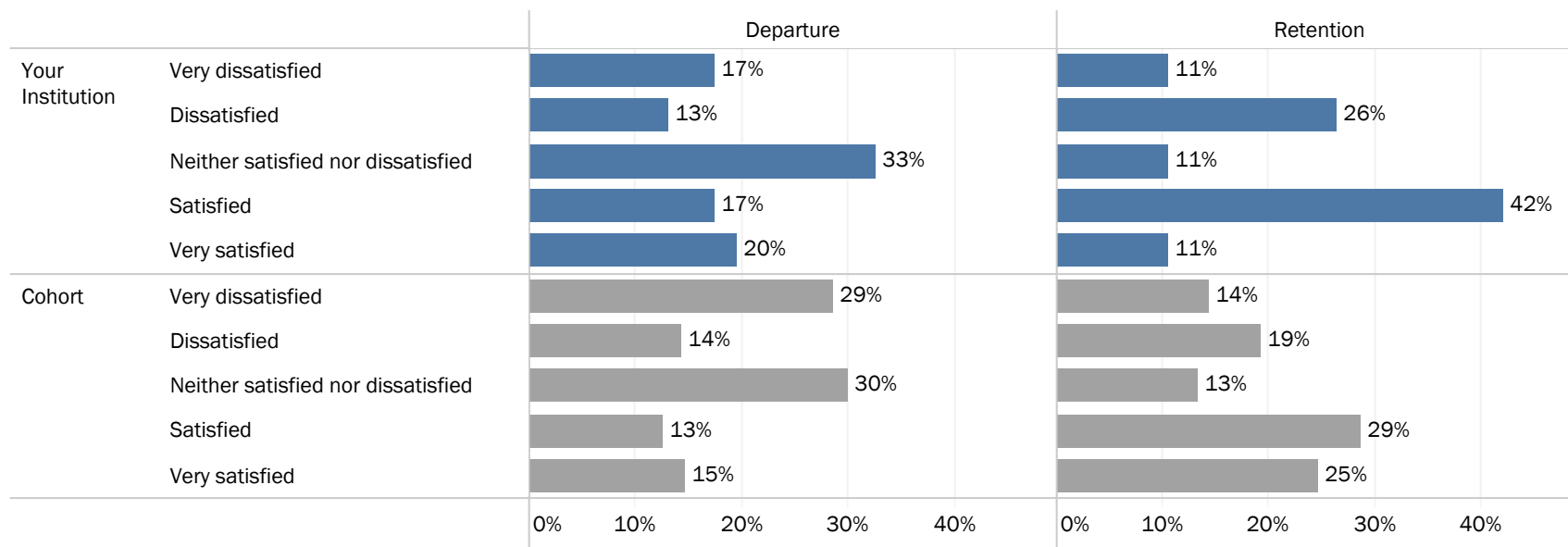
e. by Discipline (n=49)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Higher base/supplemental salary	0	0%	1	10%	2	10%	2	14%
	Lower teaching load	0	0%	0	0%	0	0%	1	7%
	Tenure timeline	0	0%	1	10%	0	0%	1	7%
	Promotion timeline	0	0%	0	0%	0	0%	2	14%
	Additional leadership opportunities	0	0%	2	20%	3	15%	0	0%
	Research/lab support	0	0%	0	0%	1	5%	1	7%
	Assistance in finding employment for spouse/partner	2	40%	0	0%	3	15%	1	7%
	Climate of the department	1	20%	1	10%	3	15%	0	0%
	Changes to departmental or divisional leadership	0	0%	0	0%	0	0%	4	29%
	More recognition for my performance	0	0%	0	0%	3	15%	0	0%
	I could not have been convinced to remain at INSTITUTION	2	40%	4	40%	2	10%	1	7%
	Other change	0	0%	1	10%	1	5%	1	7%
	Decline to answer	0	0%	0	0%	2	10%	0	0%
	Total	5	100%	10	100%	20	100%	14	100%
Cohort	Higher base/supplemental salary	21	16%	25	21%	15	9%	35	9%
	Lower teaching load	5	4%	1	1%	4	2%	5	1%
	Tenure timeline	3	2%	2	2%	2	1%	10	3%
	Promotion timeline	2	2%	1	1%	4	2%	4	1%
	Additional leadership opportunities	5	4%	2	2%	15	9%	33	9%
	Research/lab support	2	2%	4	3%	12	7%	11	3%
	Assistance in finding employment for spouse/partner	13	10%	13	11%	13	8%	28	7%
	Sabbatical or other leave time	4	3%	0	0%	1	1%	0	0%
	Climate of the department	13	10%	22	19%	23	13%	49	13%
	Changes to departmental or divisional leadership	8	6%	5	4%	15	9%	44	12%
	More recognition for my performance	3	2%	7	6%	6	3%	17	4%
	I could not have been convinced to remain at INSTITUTION	35	27%	24	20%	43	25%	97	26%
	Other change	11	9%	7	6%	12	7%	34	9%
	Decline to answer	3	2%	5	4%	8	5%	11	3%
	Total	128	100%	118	100%	173	100%	378	100%

8.2 Satisfaction with retention efforts

Please rate your level of satisfaction or dissatisfaction with efforts made by your institution to retain you at the time those efforts were possible.

a. Overall (n=65)



8.2 Satisfaction with retention efforts (cont.)

Please rate your level of satisfaction or dissatisfaction with efforts made by your institution to retain you at the time those efforts were possible.

a. Overall (n=65)

	Departure		Retention	
	Mean	SD	Mean	SD
Your Institution	3.1	1.35	3.2	1.26
Cohort	2.7	1.38	3.3	1.40

a. Overall (n=65)

		Departure		Retention	
		#	%	#	%
Your Institution	Very dissatisfied	8	17%	2	11%
	Dissatisfied	6	13%	5	26%
	Neither satisfied nor dissatisfied	15	33%	2	11%
	Satisfied	8	17%	8	42%
	Very satisfied	9	20%	2	11%
	Total	46	100%	19	100%
Cohort	Very dissatisfied	238	29%	53	14%
	Dissatisfied	119	14%	71	19%
	Neither satisfied nor dissatisfied	249	30%	49	13%
	Satisfied	105	13%	106	29%
	Very satisfied	121	15%	91	25%
	Total	832	100%	370	100%

* Response scale: *Very dissatisfied*, *Dissatisfied*, *Neither satisfied nor dissatisfied*, *Satisfied*, *Very satisfied*. Categories with no responses are not displayed.

8.2 Satisfaction with retention efforts (cont.)

Please rate your level of satisfaction or dissatisfaction with efforts made by your institution to retain you at the time those efforts were possible.

b. by Gender (n=65)

	Woman		Man	
	Mean	SD	Mean	SD
Your Institution	3.2	1.38	3.0	1.26
Cohort	2.9	1.45	2.9	1.39

b. by Gender (n=65)

		Woman		Man	
		#	%	#	%
Your Institution	Very dissatisfied	4	14%	6	17%
	Dissatisfied	6	21%	5	14%
	Neither satisfied nor dissatisfied	4	14%	13	36%
	Satisfied	9	31%	7	19%
	Very satisfied	6	21%	5	14%
	Total	29	100%	36	100%
Cohort	Very dissatisfied	130	24%	155	24%
	Dissatisfied	92	17%	97	15%
	Neither satisfied nor dissatisfied	118	22%	175	27%
	Satisfied	95	18%	115	18%
	Very satisfied	107	20%	105	16%
	Total	542	100%	647	100%

8.2 Satisfaction with retention efforts (cont.)

Please rate your level of satisfaction or dissatisfaction with efforts made by your institution to retain you at the time those efforts were possible.

c. by Race/Ethnicity (n=65)

	Faculty of color and other		White, non-Hispanic	
	Mean	SD	Mean	SD
Your Institution	2.8	1.13	3.2	1.37
Cohort	2.8	1.38	2.9	1.43

c. by Race/Ethnicity (n=65)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Very dissatisfied	2	11%	8	17%
	Dissatisfied	6	32%	5	11%
	Neither satisfied nor dissatisfied	7	37%	10	22%
	Satisfied	2	11%	14	30%
	Very satisfied	2	11%	9	20%
	Total	19	100%	46	100%
Cohort	Very dissatisfied	92	24%	193	24%
	Dissatisfied	63	17%	123	15%
	Neither satisfied nor dissatisfied	106	28%	188	24%
	Satisfied	55	15%	146	18%
	Very satisfied	61	16%	147	18%
	Total	377	100%	797	100%

8.2 Satisfaction with retention efforts (cont.)

Please rate your level of satisfaction or dissatisfaction with efforts made by your institution to retain you at the time those efforts were possible.

d. by Tenure Status (n=65)

	Pre-tenure		Tenured		Non-tenure Track	
	Mean	SD	Mean	SD	Mean	SD
Your Institution	3.3	1.29	3.0	1.34		
Cohort	2.9	1.41	2.9	1.41	2.7	1.44

d. by Tenure Status (n=65)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Very dissatisfied	4	15%	6	17%		
	Dissatisfied	2	7%	8	23%		
	Neither satisfied nor dissatisfied	9	33%	7	20%		
	Satisfied	7	26%	9	26%		
	Very satisfied	5	19%	5	14%		
	Total	27	100%	35	100%	3	100%
Cohort	Very dissatisfied	101	24%	149	23%	32	31%
	Dissatisfied	60	14%	113	17%	13	13%
	Neither satisfied nor dissatisfied	117	28%	141	22%	32	31%
	Satisfied	67	16%	135	21%	7	7%
	Very satisfied	79	19%	110	17%	18	18%
	Total	424	100%	648	100%	102	100%

8.2 Satisfaction with retention efforts (cont.)

Please rate your level of satisfaction or dissatisfaction with efforts made by your institution to retain you at the time those efforts were possible.

e. by Discipline (n=65)

	Humanities		Social Sciences		STEM		Professions & Other	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Your Institution	2.5	1.45	3.9	1.22	3.1	1.10	3.0	1.37
Cohort	2.9	1.43	3.0	1.53	2.9	1.36	2.8	1.38

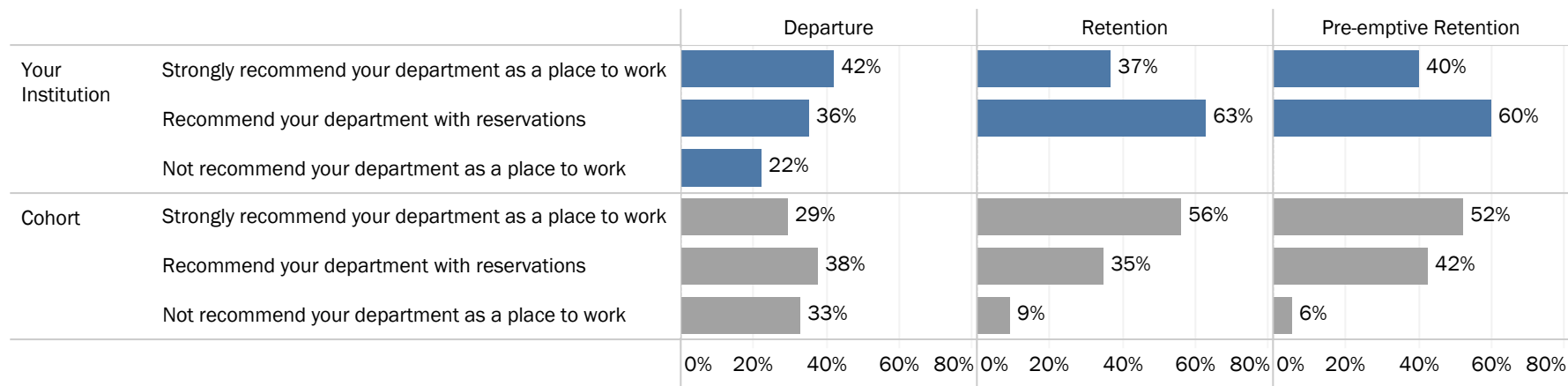
e. by Discipline (n=65)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Very dissatisfied	5	38%	0	0%	1	4%	4	22%
	Dissatisfied	1	8%	2	18%	6	26%	2	11%
	Neither satisfied nor dissatisfied	3	23%	2	18%	8	35%	4	22%
	Satisfied	3	23%	2	18%	5	22%	6	33%
	Very satisfied	1	8%	5	45%	3	13%	2	11%
	Total	13	100%	11	100%	23	100%	18	100%
Cohort	Very dissatisfied	39	23%	53	26%	57	23%	118	25%
	Dissatisfied	32	19%	32	16%	42	17%	67	14%
	Neither satisfied nor dissatisfied	37	22%	35	17%	67	27%	133	28%
	Satisfied	30	18%	37	18%	46	18%	80	17%
	Very satisfied	32	19%	49	24%	37	15%	74	16%
	Total	170	100%	206	100%	249	100%	472	100%

8.3 Recommendation of department as a place to work

If a candidate for a faculty position asked you about your department at your institution as a place to work, would you...

a. Overall (n=69)



a. Overall (n=69)

		Departure		Retention		Pre-emptive Retention	
		#	%	#	%	#	%
Your Institution	Strongly recommend your department as a place to work	19	42%	7	37%	2	40%
	Recommend your department with reservations	16	36%	12	63%	3	60%
	Not recommend your department as a place to work	10	22%	0	0%	0	0%
	Total	45	100%	19	100%	5	100%
Cohort	Strongly recommend your department as a place to work	248	29%	205	56%	75	52%
	Recommend your department with reservations	319	38%	126	35%	61	42%
	Not recommend your department as a place to work	277	33%	33	9%	8	6%
	Total	844	100%	364	100%	144	100%

* Prior to 2020, this question was asked of departures and retentions. Pre-emptive retentions were only asked this question beginning with the 2020-21 cohort.

8.3 Recommendation of department as a place to work (cont.)

If a candidate for a faculty position asked you about your department at your institution as a place to work, would you...

b. by Gender (n=69)

		Woman		Man	
		#	%	#	%
Your Institution	Strongly recommend your department as a place to work	10	32%	18	47%
	Recommend your department with reservations	15	48%	16	42%
	Not recommend your department as a place to work	6	19%	4	11%
	Total	31	100%	38	100%
Cohort	Strongly recommend your department as a place to work	225	36%	302	42%
	Recommend your department with reservations	257	41%	243	34%
	Not recommend your department as a place to work	143	23%	168	24%
	Total	625	100%	713	100%

c. by Race/Ethnicity (n=69)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Strongly recommend your department as a place to work	8	42%	20	40%
	Recommend your department with reservations	10	53%	21	42%
	Not recommend your department as a place to work	1	5%	9	18%
	Total	19	100%	50	100%
Cohort	Strongly recommend your department as a place to work	155	38%	362	40%
	Recommend your department with reservations	156	38%	338	37%
	Not recommend your department as a place to work	101	25%	209	23%
	Total	412	100%	909	100%

8.3 Recommendation of department as a place to work (cont.)

If a candidate for a faculty position asked you about your department at your institution as a place to work, would you...

d. by Tenure Status (n=69)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Strongly recommend your department as a place to work	11	37%	16	43%		
	Recommend your department with reservations	14	47%	16	43%		
	Not recommend your department as a place to work	5	17%	5	14%		
	Total	30	100%	37	100%	2	100%
Cohort	Strongly recommend your department as a place to work	160	35%	310	44%	44	31%
	Recommend your department with reservations	185	40%	248	35%	60	43%
	Not recommend your department as a place to work	117	25%	152	21%	37	26%
	Total	462	100%	710	100%	141	100%

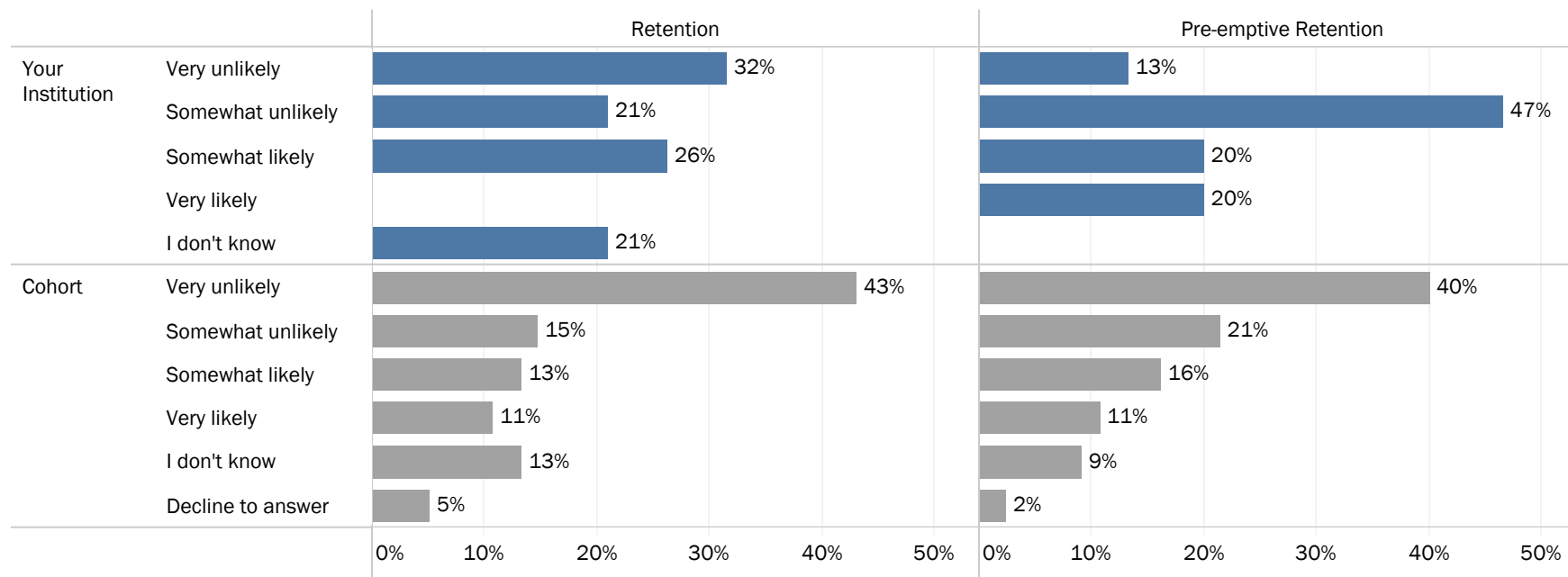
e. by Discipline (n=69)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Strongly recommend your department as a place to work	1	8%	6	60%	13	45%	8	44%
	Recommend your department with reservations	11	92%	1	10%	13	45%	6	33%
	Not recommend your department as a place to work	0	0%	3	30%	3	10%	4	22%
	Total	12	100%	10	100%	29	100%	18	100%
Cohort	Strongly recommend your department as a place to work	91	39%	115	49%	123	45%	153	31%
	Recommend your department with reservations	97	41%	81	35%	99	37%	183	37%
	Not recommend your department as a place to work	47	20%	38	16%	49	18%	157	32%
	Total	235	100%	234	100%	271	100%	493	100%

8.5 Likelihood to seek or entertain a job offer

How likely are you to seek or entertain a job offer in the next twelve months?

a. Overall (n=34)



8.5 Likelihood to seek or entertain a job offer (cont.)

How likely are you to seek or entertain a job offer in the next twelve months?

a. Overall (n=34)

		Retention		Pre-emptive Retention	
		#	%	#	%
Your Institution	Very unlikely	6	32%	2	13%
	Somewhat unlikely	4	21%	7	47%
	Somewhat likely	5	26%	3	20%
	Very likely	0	0%	3	20%
	I don't know	4	21%	0	0%
	Total	19	100%	15	100%
Cohort	Very unlikely	117	43%	97	40%
	Somewhat unlikely	40	15%	52	21%
	Somewhat likely	36	13%	39	16%
	Very likely	29	11%	26	11%
	I don't know	36	13%	22	9%
	Decline to answer	14	5%	6	2%
	Total	272	100%	242	100%

* Response scale: *Very unlikely*, *Somewhat unlikely*, *Somewhat likely*, *Very likely*, *I don't know*. Categories with no responses are not displayed.

8.5 Likelihood to seek or entertain a job offer (cont.)

How likely are you to seek or entertain a job offer in the next twelve months?

b. by Gender (n=34)

		Woman		Man	
		#	%	#	%
Your Institution	Very unlikely	5	25%	3	21%
	Somewhat unlikely	7	35%	4	29%
	Somewhat likely	3	15%	5	36%
	Very likely	2	10%	1	7%
	I don't know	3	15%	1	7%
	Total	20	100%	14	100%
Cohort	Very unlikely	106	41%	106	42%
	Somewhat unlikely	51	20%	41	16%
	Somewhat likely	28	11%	46	18%
	Very likely	31	12%	21	8%
	I don't know	29	11%	29	12%
	Decline to answer	11	4%	9	4%
	Total	256	100%	252	100%

8.5 Likelihood to seek or entertain a job offer (cont.)

How likely are you to seek or entertain a job offer in the next twelve months?

c. by Race/Ethnicity (n=34)

		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Very unlikely	1	20%	7	24%
	Somewhat unlikely	1	20%	10	34%
	Somewhat likely	0	0%	8	28%
	Very likely	1	20%	2	7%
	I don't know	2	40%	2	7%
	Total	5	100%	29	100%
Cohort	Very unlikely	54	34%	159	46%
	Somewhat unlikely	29	18%	63	18%
	Somewhat likely	22	14%	52	15%
	Very likely	23	15%	30	9%
	I don't know	20	13%	36	10%
	Decline to answer	10	6%	8	2%
	Total	158	100%	348	100%

8.5 Likelihood to seek or entertain a job offer (cont.)

How likely are you to seek or entertain a job offer in the next twelve months?

d. by Tenure Status (n=34)

		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Very unlikely	4	29%	3	17%		
	Somewhat unlikely	3	21%	8	44%		
	Somewhat likely	4	29%	4	22%		
	Very likely	2	14%	1	6%		
	I don't know	1	7%	2	11%		
	Total	14	100%	18	100%	2	100%
Cohort	Very unlikely	43	36%	135	44%	22	42%
	Somewhat unlikely	22	19%	57	19%	7	13%
	Somewhat likely	21	18%	40	13%	8	15%
	Very likely	18	15%	30	10%	5	9%
	I don't know	10	8%	35	11%	7	13%
	Decline to answer	4	3%	11	4%	4	8%
	Total	118	100%	308	100%	53	100%

8.5 Likelihood to seek or entertain a job offer (cont.)

How likely are you to seek or entertain a job offer in the next twelve months?

e. by Discipline (n=34)

		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Very unlikely	3	33%			1	6%	3	43%
	Somewhat unlikely	0	0%			10	63%	1	14%
	Somewhat likely	3	33%			3	19%	2	29%
	Very likely	0	0%			1	6%	1	14%
	I don't know	3	33%			1	6%	0	0%
	Total	9	100%	2	100%	16	100%	7	100%
Cohort	Very unlikely	37	35%	51	42%	48	50%	62	42%
	Somewhat unlikely	22	21%	31	25%	13	14%	22	15%
	Somewhat likely	19	18%	12	10%	11	11%	26	17%
	Very likely	14	13%	15	12%	6	6%	14	9%
	I don't know	11	10%	8	7%	13	14%	20	13%
	Decline to answer	4	4%	5	4%	5	5%	5	3%
	Total	107	100%	122	100%	96	100%	149	100%

9. Pre-emptive Retentions

We invite our partners to include faculty who qualify for survey eligibility as “pre-emptive retentions,” if they can be identified. These faculty, without an outside offer, were offered or negotiated for themselves some change to their work or employment. They are routed through a much shorter version of the COACHE Faculty Retention & Exit Survey.

Research strongly suggests, but has not yet determined, that pre-emptive interventions that improve the circumstances of faculty are more successful at retaining them than are eleventh-hour actions taken under a proven threat of departure (O’Meara, 2015). Rather than demand a formal, written offer before considering better resources or supports, universities could instead require proof of an invitation to interview. They can offer financial incentives for excellence in teaching, program development, various forms of “engagement,” or other contributions to work the university purports to value, but has not written into tenure and promotion criteria (O’Meara, 2015). Other approaches to pre-emptive retention include institutional awards, publicly recognizing research, and any programs that build organizational commitment through stronger and more authentic relationships with faculty and administrators (Trower, 2012).

In our instrument, we ask pre-emptive retentions:

Which of the following statements describe the changes made to your work or employment at *{institution}* in the *{current academic year - 1}* academic year? Mark all that apply.

Respondents make selections from a range of over a dozen options, from base salary to assistance with a spouse/partner employment search. We follow up with open-ended questions that allow respondents to describe their situations with the nuance they often deserve.

How, if at all, have the recent change(s) to your work or employment influenced your plans to remain at this institution?

Please provide any additional details you wish to share about changes to your work or employment in the *{current academic year - 1}* academic year.

Data gathered from these open-ended questions appear in your *Text Response Report*.

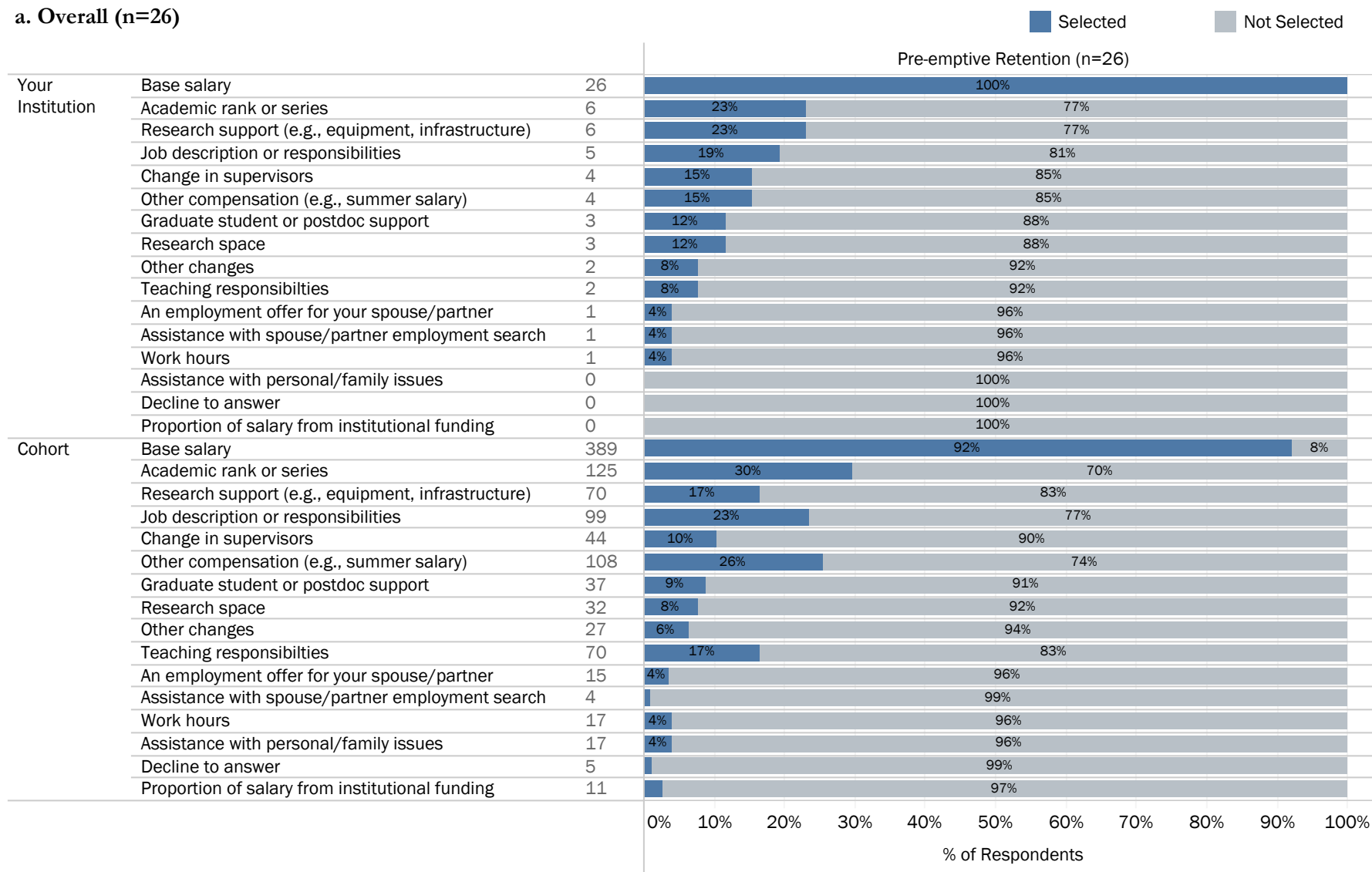
Questions to consider

- Take note not just of the most frequently selected items (typically compensation), but of the unselected items, too. Are there opportunities to retain faculty who need support for spousal/partner employment, for example, that the university is wasting?
- Are faculty in your department, school, or college made aware of what is negotiable in a potential pre-emptive retention action? Especially when financial constraints prohibit your university from “spreading the wealth,” are there more creative, equitable and mission-aligned tools of supporting and appreciating faculty work?

9.1 Pre-emptive retentions: Proposed changes

Which of the following statements describe the recent changes made to your work or employment at your institution? Mark all that apply.

a. Overall (n=26)



9.1 Pre-emptive retentions: Proposed changes (cont.)

Which of the following statements describe the recent changes made to your work or employment at your institution? Mark all that apply.

a. Overall (cont., n=26)

		Pre-emptive Retention	
		#	%
Your Institution	Base salary	26	100%
	Other compensation (e.g., summer salary)	4	15%
	Job description or responsibilities	5	19%
	Academic rank or series	6	23%
	Research space	3	12%
	Research support (e.g., equipment, infrastructure)	6	23%
	Graduate student or postdoc support	3	12%
	Teaching responsibilities	2	8%
	Work hours	1	4%
	Proportion of salary from institutional funding	0	0%
	Change in supervisors	4	15%
	Assistance with personal/family issues	0	0%
	An employment offer for your spouse/partner	1	4%
	Assistance with spouse/partner employment search	1	4%
	Other changes	2	8%
	Decline to answer	0	0%
	Total	26	100%
Cohort	Base salary	389	92%
	Other compensation (e.g., summer salary)	108	26%
	Job description or responsibilities	99	23%
	Academic rank or series	125	30%
	Research space	32	8%
	Research support (e.g., equipment, infrastructure)	70	17%
	Graduate student or postdoc support	37	9%
	Teaching responsibilities	70	17%
	Work hours	17	4%
	Proportion of salary from institutional funding	11	3%
	Change in supervisors	44	10%
	Assistance with personal/family issues	17	4%
	An employment offer for your spouse/partner	15	4%
	Assistance with spouse/partner employment search	4	1%
	Other changes	27	6%
	Decline to answer	5	1%
	Total	423	100%

9.1 Pre-emptive retentions: Proposed changes (cont.)

Which of the following statements describe the recent changes made to your work or employment at your institution? Mark all that apply.

b. by Gender (n=26)

		Pre-emptive Retention			
		Woman/Trans Woman		Man/Trans Man	
		#	%	#	%
Your Institution	Base salary	14	100%	12	100%
	Other compensation (e.g., summer salary)	4	29%	0	0%
	Job description or responsibilities	4	29%	1	8%
	Academic rank or series	2	14%	4	33%
	Research space	3	21%	0	0%
	Research support (e.g., equipment, infrastructure)	3	21%	3	25%
	Graduate student or postdoc support	3	21%	0	0%
	Teaching responsibilities	1	7%	1	8%
	Work hours	1	7%	0	0%
	Proportion of salary from institutional funding	0	0%	0	0%
	Change in supervisors	4	29%	0	0%
	Assistance with personal/family issues	0	0%	0	0%
	An employment offer for your spouse/partner	1	7%	0	0%
	Assistance with spouse/partner employment search	0	0%	1	8%
	Other changes	2	14%	0	0%
	Decline to answer	0	0%	0	0%
	Total	14	100%	12	100%
Cohort	Base salary	196	91%	187	94%
	Other compensation (e.g., summer salary)	61	28%	46	23%
	Job description or responsibilities	56	26%	40	20%
	Academic rank or series	64	30%	59	30%
	Research space	12	6%	20	10%
	Research support (e.g., equipment, infrastructure)	31	14%	38	19%
	Graduate student or postdoc support	18	8%	18	9%
	Teaching responsibilities	37	17%	32	16%
	Work hours	10	5%	7	4%
	Proportion of salary from institutional funding	5	2%	6	3%
	Change in supervisors	21	10%	20	10%
	Assistance with personal/family issues	10	5%	6	3%
	An employment offer for your spouse/partner	8	4%	6	3%
	Assistance with spouse/partner employment search	1	0%	3	2%
	Other changes	17	8%	9	5%
	Decline to answer	1	0%	3	2%
	Total	216	100%	200	100%

9.1 Pre-emptive retentions: Proposed changes (cont.)

Which of the following statements describe the recent changes made to your work or employment at your institution? Mark all that apply.

c. by Race/Ethnicity (n=26)

		Pre-emptive Retention			
		Faculty of color and other		White, non-Hispanic	
		#	%	#	%
Your Institution	Base salary	9	100%	17	100%
	Other compensation (e.g., summer salary)	2	22%	2	12%
	Job description or responsibilities	1	11%	4	24%
	Academic rank or series	3	33%	3	18%
	Research space	2	22%	1	6%
	Research support (e.g., equipment, infrastructure)	2	22%	4	24%
	Graduate student or postdoc support	1	11%	2	12%
	Teaching responsibilities	0	0%	2	12%
	Work hours	0	0%	1	6%
	Proportion of salary from institutional funding	0	0%	0	0%
	Change in supervisors	2	22%	2	12%
	Assistance with personal/family issues	0	0%	0	0%
	An employment offer for your spouse/partner	0	0%	1	6%
	Assistance with spouse/partner employment search	1	11%	0	0%
	Other changes	0	0%	2	12%
	Decline to answer	0	0%	0	0%
	Total	9	100%	17	100%
Cohort	Base salary	100	90%	282	93%
	Other compensation (e.g., summer salary)	27	24%	80	26%
	Job description or responsibilities	19	17%	78	26%
	Academic rank or series	30	27%	92	30%
	Research space	8	7%	22	7%
	Research support (e.g., equipment, infrastructure)	24	22%	45	15%
	Graduate student or postdoc support	9	8%	27	9%
	Teaching responsibilities	11	10%	58	19%
	Work hours	6	5%	11	4%
	Proportion of salary from institutional funding	4	4%	7	2%
	Change in supervisors	8	7%	35	12%
	Assistance with personal/family issues	9	8%	8	3%
	An employment offer for your spouse/partner	2	2%	12	4%
	Assistance with spouse/partner employment search	2	2%	2	1%
	Other changes	6	5%	21	7%
	Decline to answer	1	1%	3	1%
	Total	111	100%	302	100%

9.1 Pre-emptive retentions: Proposed changes (cont.)

Which of the following statements describe the recent changes made to your work or employment at your institution? Mark all that apply.

d. by Tenure Status (n=26)

		Pre-emptive Retention					
		Pre-tenure		Tenured		Non-tenure Track	
		#	%	#	%	#	%
Your Institution	Base salary	11	100%	15	100%		
	Other compensation (e.g., summer salary)	3	27%	1	7%		
	Job description or responsibilities	4	36%	1	7%		
	Academic rank or series	0	0%	6	40%		
	Research space	2	18%	1	7%		
	Research support (e.g., equipment, infrastructure)	3	27%	3	20%		
	Graduate student or postdoc support	2	18%	1	7%		
	Teaching responsibilities	2	18%	0	0%		
	Work hours	1	9%	0	0%		
	Proportion of salary from institutional funding	0	0%	0	0%		
	Change in supervisors	1	9%	3	20%		
	Assistance with personal/family issues	0	0%	0	0%		
	An employment offer for your spouse/partner	1	9%	0	0%		
	Assistance with spouse/partner employment search	0	0%	1	7%		
	Other changes	1	9%	1	7%		
	Decline to answer	0	0%	0	0%		
Total		11	100%	15	100%	0	
Cohort	Base salary	81	92%	192	94%	68	88%
	Other compensation (e.g., summer salary)	15	17%	62	30%	16	21%
	Job description or responsibilities	13	15%	49	24%	20	26%
	Academic rank or series	29	33%	66	32%	19	25%
	Research space	13	15%	16	8%	1	1%
	Research support (e.g., equipment, infrastructure)	21	24%	35	17%	4	5%
	Graduate student or postdoc support	7	8%	24	12%	3	4%
	Teaching responsibilities	15	17%	33	16%	13	17%
	Work hours	2	2%	8	4%	7	9%
	Proportion of salary from institutional funding	2	2%	6	3%	2	3%
	Change in supervisors	8	9%	19	9%	7	9%
	Assistance with personal/family issues	5	6%	7	3%	3	4%
	An employment offer for your spouse/partner	6	7%	7	3%	1	1%
	Assistance with spouse/partner employment search	3	3%	1	0%	0	0%
	Other changes	1	1%	18	9%	5	6%
	Decline to answer	0	0%	0	0%	4	5%
Total		88	100%	205	100%	77	100%

9.1 Pre-emptive retentions: Proposed changes (cont.)

Which of the following statements describe the recent changes made to your work or employment at your institution? Mark all that apply.

e. by Discipline (n=26)

		Pre-emptive Retention							
		Humanities		Social Sciences		STEM		Professions & Other	
		#	%	#	%	#	%	#	%
Your Institution	Base salary					12	100%	11	100%
	Other compensation (e.g., summer salary)					0	0%	3	27%
	Job description or responsibilities					1	8%	3	27%
	Academic rank or series					3	25%	2	18%
	Research space					0	0%	3	27%
	Research support (e.g., equipment, infrastructure)					4	33%	2	18%
	Graduate student or postdoc support					2	17%	1	9%
	Teaching responsibilities					2	17%	0	0%
	Work hours					0	0%	1	9%
	Proportion of salary from institutional funding					0	0%	0	0%
	Change in supervisors					1	8%	2	18%
	Assistance with personal/family issues					0	0%	0	0%
	An employment offer for your spouse/partner					0	0%	1	9%
	Assistance with spouse/partner employment search					1	8%	0	0%
	Other changes					2	17%	0	0%
	Decline to answer					0	0%	0	0%
Total		2	100%	1	100%	12	100%	11	100%
Cohort	Base salary	100	94%	72	92%	60	90%	122	91%
	Other compensation (e.g., summer salary)	26	25%	26	33%	6	9%	37	28%
	Job description or responsibilities	21	20%	19	24%	12	18%	36	27%
	Academic rank or series	29	27%	23	29%	13	19%	50	37%
	Research space	4	4%	5	6%	10	15%	11	8%
	Research support (e.g., equipment, infrastructure)	9	8%	20	26%	8	12%	23	17%
	Graduate student or postdoc support	3	3%	7	9%	6	9%	19	14%
	Teaching responsibilities	10	9%	17	22%	12	18%	24	18%
	Work hours	8	8%	2	3%	3	4%	4	3%
	Proportion of salary from institutional funding	2	2%	0	0%	0	0%	9	7%
	Change in supervisors	10	9%	4	5%	9	13%	15	11%
	Assistance with personal/family issues	2	2%	5	6%	3	4%	5	4%
	An employment offer for your spouse/partner	2	2%	3	4%	3	4%	6	4%
	Assistance with spouse/partner employment search	2	2%	0	0%	1	1%	1	1%
	Other changes	4	4%	6	8%	3	4%	12	9%
	Decline to answer	1	1%	0	0%	3	4%	1	1%
Total		106	100%	78	100%	67	100%	134	100%

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Appendix

Brief summary of the COACHE Faculty Retention & Exit Study

The chief aim of the COACHE Faculty Retention and Exit Study is to assess, in both a qualitative and quantitative way, the causes, costs and conduct of faculty retention actions and turnover. Even before the results are delivered, we believe that participation challenges provosts, deans, and chairs to reflect critically on their retention practices.

With data from this study, academic leaders can understand the comparative experiences of full-time faculty who receive outside offers and then use those data to prompt informed discussions about the best ways to improve faculty retention efforts. We believe that, by acting on the data, presidents, provosts, deans, chairs and faculty leaders will make the academy a more attractive and equitable place for talented scholars and teachers to work.

The primary tool of this study is a web-based survey designed after extensive literature reviews, themes from focus group discussions, feedback from senior administrators in academic affairs, and a pilot study with a large public university system. Throughout the process of development, administration, and reporting, COACHE received assistance from an advisory group of academic leaders who provided critical feedback.

While there are many faculty surveys, our instrument is unique in that it was designed expressly to provide a national, comparative perspective on the issues affecting faculty mobility at research universities. Yet, COACHE results are never comprehensive; as in our other studies, we encourage our university partners to extend their sense-making efforts locally with interviews, focus groups, and other means of collective analysis.

Eligible population

All eligible subjects at participating institutions were invited to complete the survey. Eligibility was determined according to the following criteria:

Appointment types

- Full-time; tenure-stream; assistant, associate and full professors
- (Optional) Full-time; non-tenure-track; multi-year appointment faculty (e.g., “senate” or “voting” faculty)

Employment status

- Was employed at institution in the prior academic year (July–June) but was no longer employed by the institution at the start of the academic year in which the survey was administered (the “**departures**”).
- Renegotiated terms of employment in the prior year (July–June) as a result of an outside offer (the “**retentions**”).
- Received pre-emptive retention actions (the “**pre-emptives**”) in the prior year (July–June) without presenting an outside offer, if known.

Separation types

- Voluntary resignations
- Retirements who go on to continued full-time employment in the academy (if known)

Additional exclusions

- Faculty in their terminal year after being denied tenure
- Involuntary separations (including confidentially negotiated settlements and tenure denials)
- Senior administrators, e.g., Dean, Assistant Dean, Associate Provost (but chairs may be included)
- “Natural” retirements -- those who are not engaged in comparable employment elsewhere
- Faculty who departed or were retained prior to July 1 of the most recently completed academic year, even if their official separation date may be within the eligible range.

Administration

Subjects first received a message about the survey from a senior administrator (e.g., provost, vice provost) at their institution. They subsequently received an email from COACHE inviting them to complete the survey. Over the course of the survey administration period—typically about six weeks—several automated reminders were sent to those who had not completed the survey. Participants accessed a secure web server through their own unique link provided by COACHE and, agreeing to an informed consent statement, responded to a series of multiple-choice and open-ended questions.

Reporting/analysis

Cohort

Within the *Quantitative Report*, comparisons between your institution and the “cohort” provide context for your results in the broader faculty labor market. The cohort consists of faculty in the eligible sample from institutions that have participated in the study since 2018. Institutions that received reports in 2021 include:

Auburn University	University of California Santa Barbara
Baylor University	University of California Santa Cruz
Clemson University	University of Cincinnati
Columbia University	University of Connecticut
Emory University	University of Denver
Florida State University	University of Massachusetts Amherst
George Mason University	University of Minnesota – Twin Cities
Indiana University – Bloomington	University of Missouri – Columbia
Iowa State University	University of Nebraska at Kearney
Massachusetts Institute of Technology	University of Nebraska – Lincoln
Rochester Institute of Technology	University of Nebraska at Omaha
Tufts University	University of Rochester
University of Arkansas	University of South Carolina
University of California Berkeley	University of Tennessee – Knoxville
University of California Davis	University of Texas at Austin
University of California Irvine	University of Texas at San Antonio
University of California Los Angeles	University of Wisconsin – Madison
University of California Merced	Virginia Commonwealth University
University of California Riverside	Virginia Polytechnic Institute & State Univ.
University of California San Diego	
University of California San Francisco	

Comparative analysis

For most analyses, results are disaggregated by employment status (i.e., retention or departure), which we label “Overall”, and then separately by gender, race/ethnicity, tenure status, and broad disciplinary categories. However, results are omitted whenever a subgroup includes fewer than five respondents. Note that the *n* of respondents may change from subgroup to subgroup depending on the availability of their demographic data. In addition, *n* may appear to change within a group. This typically occurs when we are reporting both the mean and the frequency of responses to a Likert-scale item. So, one analysis excludes “Decline to answer” from its calculation, while another includes such “missing data” in its reporting.

Gender

Although this COACHE survey invites respondents to provide a non-binary gender identification if applicable, we have not achieved an analytic sample size large enough to report by non-binary categories in this institutional report. While participants with non-binary gender identifications are included in all other analyses, any results by gender include faculty identifying as “Women” and “Men”.

Faculty of color

For purposes of reporting by race/ethnicity, respondents are grouped into two broad categories: “White, non-Hispanic” and “Faculty of Color” (sometimes labeled “Faculty of Color or Other”), a group including all respondents identified by the partner institution or self-identifying in the survey with a race or ethnicity other than White, non-Hispanic. In broader analyses than this institutional report provides, COACHE intends to more finely and accurately group faculty by their racial-ethnic identity.

Tenure status

Some institutions included full-time, non-tenure-track faculty in their survey population. Therefore, disaggregation by tenure status at the time of the outside offer includes three groups, “pre-tenure”, “tenured” and “non-tenure-track” faculty.

Academic area

When the analytic sample size permits, respondent data are clustered into four broad disciplinary categories of Humanities, Social Sciences, STEM, and Other Discipline (also labeled “Professions & Other”). These aggregations are derived from the “academic area” supplied by partner institutions in their population files or imputed by COACHE researchers. We formed these groups as follows:

<i>Reporting Group</i>	<i>Academic Area</i>
Humanities	Humanities Visual & Performing Arts Interdisciplinary Department/Division - Non-STEM
Social Sciences	Social Sciences
STEM	Biological Sciences Physical Sciences Engineering, Computer Science, Mathematics, Statistics Interdisciplinary Department/Division – STEM

Other Disciplines Health & Human Ecology
Agriculture, Natural Resources, Environmental Science
Business
Education
Medical Schools & Health Professions
Other Professions (e.g. Law, Journalism)

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