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# Faculty Retention & Exit Survey

## Quantitative Report

**University of California at Riverside**

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2019-20 | 2020-21

# COACHE Faculty Retention & Exit Survey

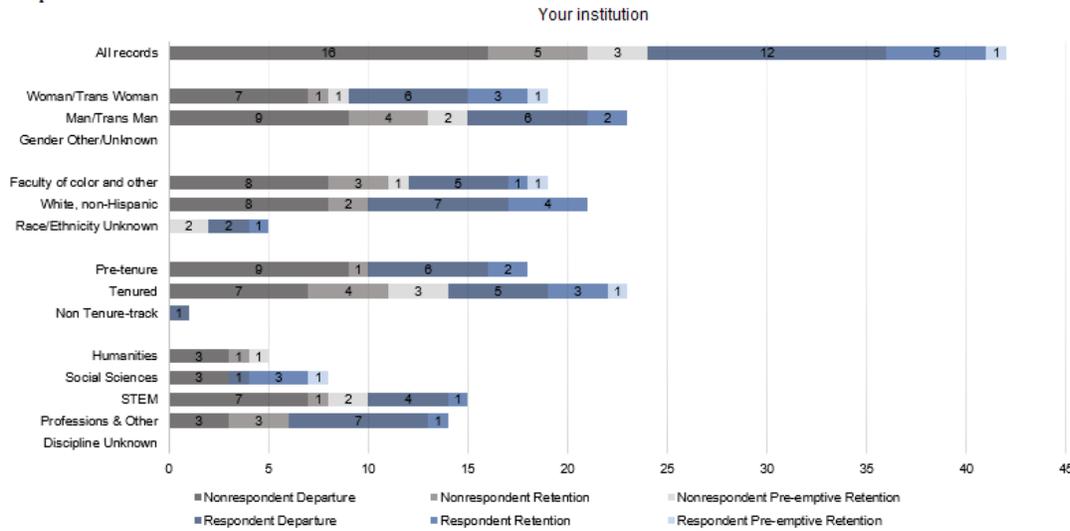
## University of California at Riverside | Quantitative Report

### Institutional Data

#### Departures, retentions, and response rate

The University of California at Riverside provided COACHE with a population file containing eligible departures and retentions. 43% of the UC Riverside population responded to the survey.<sup>1</sup> The comparative cohort collectively realized a response rate of 43%. In UC Riverside’s analytic sample (i.e., the respondent group), the proportion of retained and departing faculty is about the same as the proportion in the eligible population file. The proportion of women faculty who responded was higher while the proportion of male faculty was lower, and the proportion of faculty of color who responded was lower while white faculty were higher.

#### a. Respondent Counts



#### b. Overall

	Your Institution					Cohort				
	#	%	# Respondents	% Respondents	Response Rate	#	%	# Respondents	% Respondents	Response Rate
Departure	28	67%	12	67%	43%	1,888	55%	759	52%	40%
Retention	10	24%	5	28%	50%	529	15%	228	16%	43%
Pre-emptive Retention	4	10%	1	6%	25%	1,006	29%	475	32%	47%
Grand Total	42	100%	18	100%	43%	3,423	100%	1,462	100%	43%

#### c. by Gender

	Your Institution					Cohort				
	#	%	# Respondents	% Respondents	Response Rate	#	%	# Respondents	% Respondents	Response Rate
Woman/Trans Woman	19	45%	10	56%	53%	1,351	39%	683	47%	51%
Man/Trans Man	23	55%	8	44%	35%	1,743	51%	751	51%	43%
Gender Other/Unknown	0	0%	0	0%	0%	329	10%	28	2%	9%
Grand Total	42	100%	18	100%	43%	3,423	100%	1,462	100%	43%

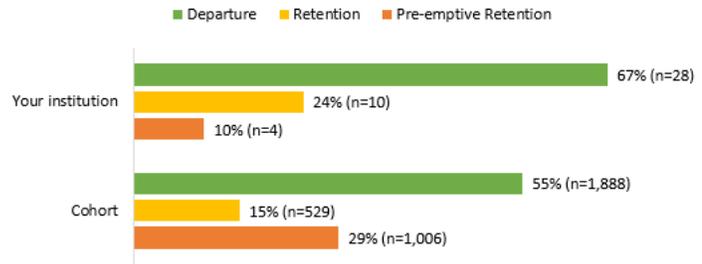
#### d. by Race/Ethnicity

	Your Institution					Cohort				
	#	%	# Respondents	% Respondents	Response Rate	#	%	# Respondents	% Respondents	Response Rate
Faculty of color and other	19	45%	7	39%	37%	1,069	31%	426	29%	40%
White, non-Hispanic	21	50%	11	61%	52%	1,952	57%	993	68%	51%
Race/Ethnicity Unknown	2	5%	0	0%	0%	402	12%	43	3%	11%
Grand Total	42	100%	18	100%	43%	3,423	100%	1,462	100%	43%

<sup>1</sup> Respondent totals vary across your results because 1) some respondents do not persist until the end of the survey, and 2) survey skip logic allows some respondents to skip inapplicable questions or sections of the instrument

## Demographic Characteristics

Twenty-eight faculty at UC Riverside left the institution, and 14 were retained. Four of the retentions were pre-emptive.



### Departures

Of the 28 faculty who left, 13 were women and 15 were men, 13 were faculty of color and 15 white faculty. A slightly smaller number of tenured faculty left compared to pre-tenure faculty (12 and 15 respectively). The largest percentage of departures were from STEM disciplines (39%).

### Retentions

There were fewer retentions than departures in the population at UC Riverside. Four women and six men were retained. Four faculty of color and six white faculty were retained, and a large majority of retentions were tenured faculty, 7 out of 10. The largest percent of retentions were in Professions and Other disciplines – 40% of the population.

### By Gender

	Your Institution						Cohort					
	Departure		Retention		Pre-emptive Retention		Departure		Retention		Pre-emptive Retention	
	#	%	#	%	#	%	#	%	#	%	#	%
Woman/Trans Woman	13	46%	4	40%			716	38%	189	36%	446	44%
Man/Trans Man	15	54%	6	60%			966	51%	302	57%	475	47%
Gender Other/Unknown							206	11%	38	7%	85	8%
Grand Total	28	100%	10	100%	4	100%	1,888	100%	529	100%	1,006	100%

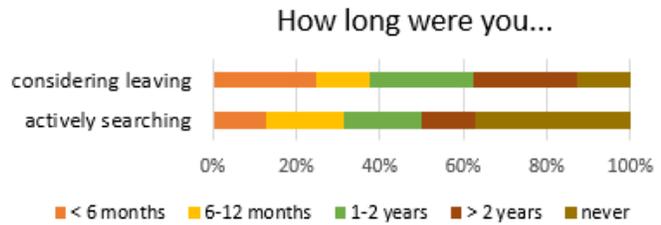
	Your Institution						Cohort					
	Departure		Retention		Pre-emptive		Departure		Retention		Pre-emptive	
	#	%	#	%	#	%	#	%	#	%	#	%
Faculty of color and other	13	46%	4	40%			620	33%	180	34%	269	27%
White, non-Hispanic	15	54%	6	60%			1,033	55%	293	55%	626	62%
Race/ethnicity unknown							235	12%	56	11%	111	11%
Grand Total	28	100%	10	100%	4	100%	1,888	100%	529	100%	1,006	100%

	Your Institution						Cohort					
	Departure		Retention		Pre-emptive		Departure		Retention		Pre-emptive	
	#	%	#	%	#	%	#	%	#	%	#	%
Pre-tenure	15	54%	3	30%			715	38%	139	26%	199	20%
Tenured	12	43%	7	70%			624	33%	325	61%	449	45%
Non-tenure track	1	4%					311	16%	27	5%	229	23%
Tenure Status Unknown							238	13%	38	7%	129	13%
Grand Total	28	100%	10	100%	4	100%	1,888	100%	529	100%	1,006	100%

## By Discipline

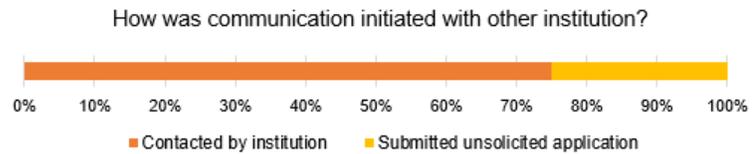
	Your Institution						Cohort					
	Departure		Retention		Pre-emptive		Departure		Retention		Pre-emptive	
	#	%	#	%	#	%	#	%	#	%	#	%
Humanities	3	11%	1	10%			214	11%	71	13%	262	26%
Social Sciences	4	14%	3	30%			189	10%	99	19%	140	14%
STEM	11	39%	2	20%			431	23%	141	27%	253	25%
Professions & Other	10	36%	4	40%			821	43%	178	34%	267	27%
Discipline Unknown							233	12%	40	8%	84	8%
Grand Total	28	100%	10	100%	4	100%	1,888	100%	529	100%	1,006	100%

Half of the respondents (8 out of 16) considered leaving UC Riverside for a year or less, or never considered leaving. Eight had been thinking about it for more than a year.



About one-third of faculty who responded to this item (6 out of 16) told us that they never *actively* searched for a new position, and about 31% of respondents had actively searched for less than one year.

Seventy-five percent of faculty members who received outside offers were first contacted by the recruiting institution. Four faculty members at UC Riverside submitted an unsolicited application.



For the number of positions to which faculty applied, responses ranged from 0 to 6 positions, with the largest percentage of faculty applying to three jobs. Respondents had received, on average, about one job offer in the past two years.

## The Nature of the Offer

We gathered detailed information from the respondents about the nature of their outside offers. And we were able to verify self-reported data against what you are able to provide to us in the eligible population file.

Between the survey responses and eligible population file, we know the new institutions for 9 departing faculty. Six went to public land-grant research universities, one went to a public research university, one to a liberal arts college, and another to a medical school.

Nine of the respondents reported that they were offered startup packages, and seven of them reported the amount of their packages, which ranged from \$5,000 to \$989,000.

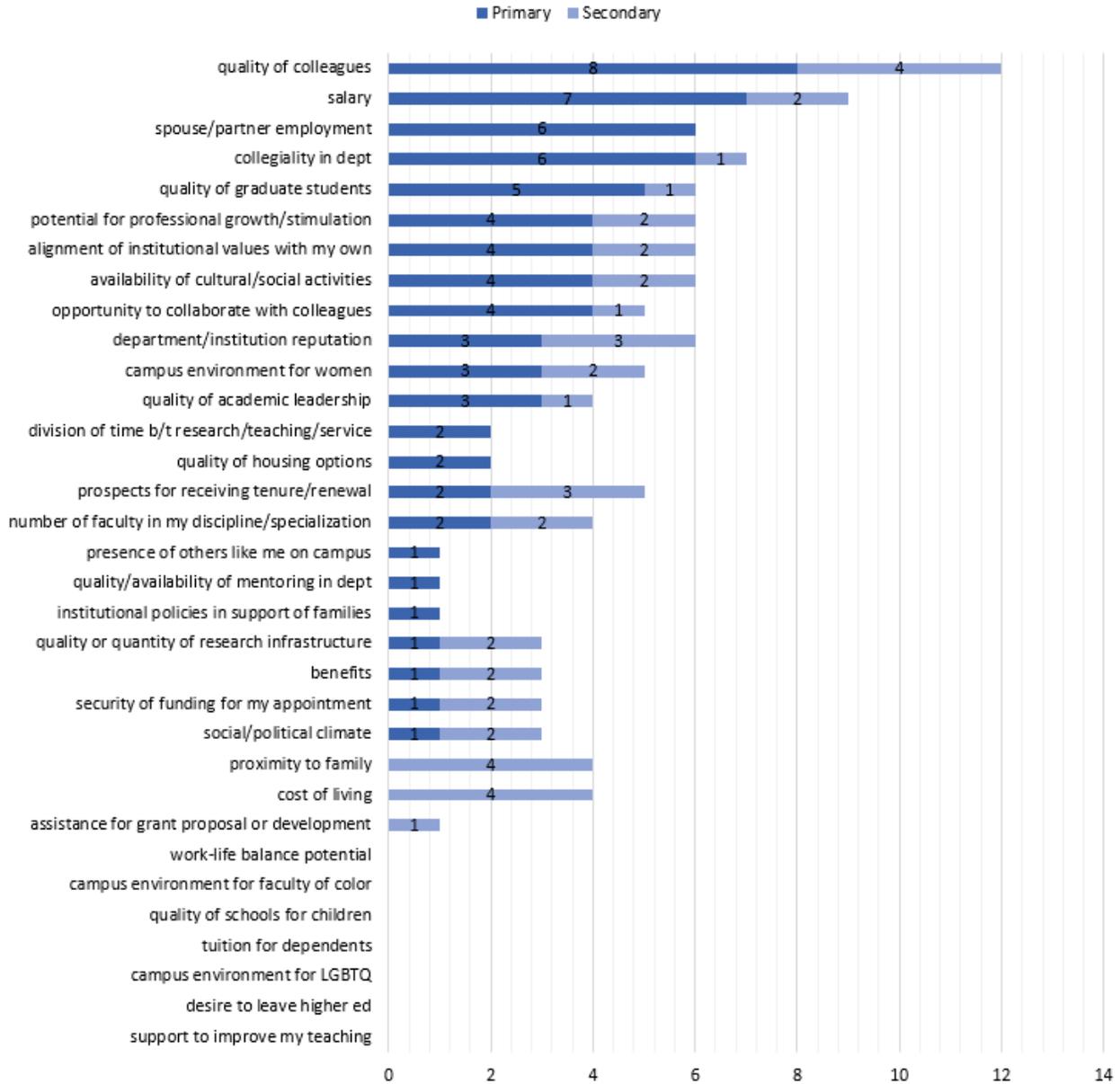
## Weighing the Factors

Early in the survey, we asked faculty: *“Think back to the time you received the external 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 [the university] or accept the external offer?”*

**Primary factors**

Respondents selected, from a list of options, the factors in their consideration to stay or accept the outside offer. Then, they indicated whether each factor was primary or secondary in their overall decision. Those factors are listed in the chart below.

Quality of colleagues was the most frequently included among primary factors, with salary close behind. No respondents categorized the following items as either primary or secondary factors: potential for work/life balance; campus environments for faculty of color or LGBTQ faculty; quality of schools for children; tuition for dependents; desire to leave higher education; or support to improve teaching. The most frequently selected secondary factors were quality of colleagues, proximity to family, and cost of living.



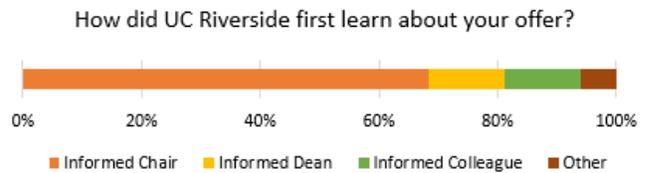
## Spouse/partner Career

In UC Riverside’s analytic sample, 13 out of 16 (81%) were married/partnered; ten of these partners were employed, and two of them at UC Riverside. For four of the married/partnered respondents, their spouses’ careers were unrelated to the outside offer. Three respondents received an offer first that prompted his/her spouse to initiate a job search, two pursued a job after their spouse/partner secured employment elsewhere, and two couples received simultaneous, “dual hire” offers.

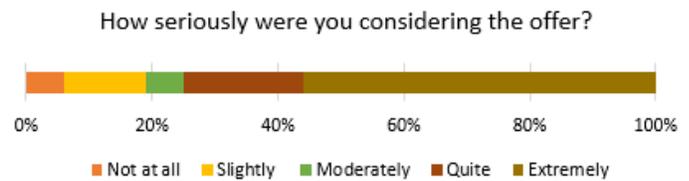
## The Counteroffer

### Prior to the counteroffer (if made)

Eleven respondents (69%) first informed their chairs about the outside offer; two others first notified their deans, and two informed a colleague.

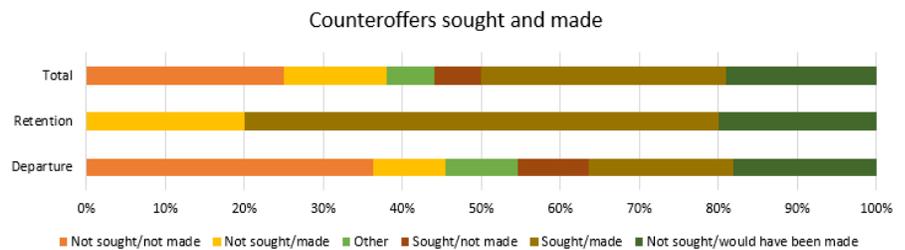


Before a counteroffer was received (or officially not received), 75% of respondents were “quite” or “extremely serious” in their consideration of the outside offer.

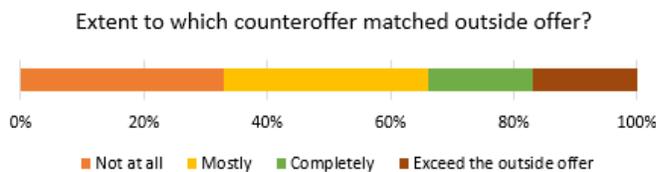


### How the counteroffer landed

Five of 16 respondents (31%) sought and received a counteroffer. Two respondents received a counteroffer, even though they did not seek one. Four did not seek one and did not receive one, and one sought a counteroffer and did not receive one. Three respondents did not seek a counteroffer but report that one would have been made if they had sought it.



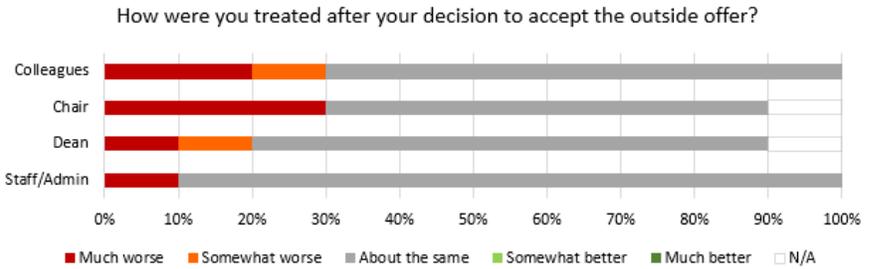
Six respondents reported the approximate number of days they waited between notifying UC Riverside of their outside offer and receiving word on an official counteroffer. The median interval was 30 days. The range in days was not wide, with one respondent who reported that he/she received a counteroffer in seven days while another reported waiting two months.



Two-thirds of respondents receiving a counteroffer (67%) reported that it mostly matched, completely matched, or exceeded the outside offer. Two respondents reported that their counteroffers failed to match the outside offer at all.

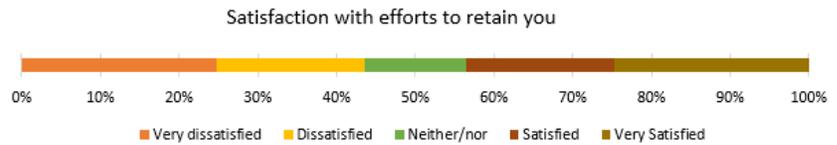
## The Transition

Ten departing faculty indicated how various people or groups treated them after they decided to accept the outside offer. Two respondents indicated much worse treatment by their colleagues, three reported much worse treatment from their Chair, one reported much worse treatment from his/her Dean, and one reported much worse treatment from staff and administrators. One respondent reported somewhat worse treatment by his/her colleagues, and another by his/her Dean. Most of the respondents, however, reported “about the same” treatment from all groups.

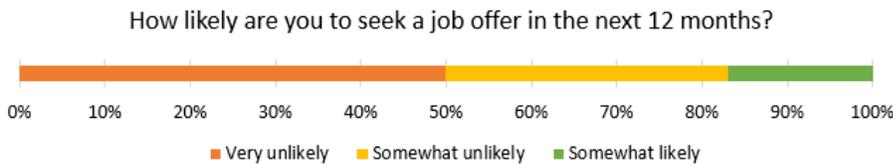
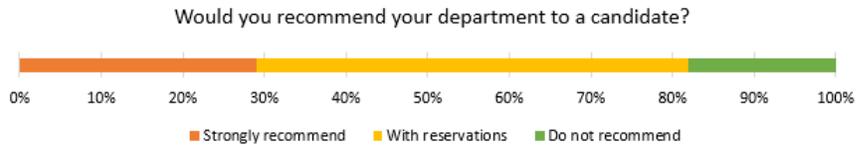


## Final Thoughts

Seven out of sixteen respondents (44%) were dissatisfied or very dissatisfied with UC Riverside’s efforts to retain them. Three respondents reported being satisfied with the efforts and four reported being very satisfied. Two respondents were neither satisfied nor dissatisfied.



Fourteen out of seventeen respondents would strongly recommend or recommend “with reservations” their departments as a place to work for a new faculty candidate. Three respondents would not recommend their departments.



Five out of six respondents (83%) who were retained at UC Riverside reported that they would be somewhat or very unlikely

to seek a job offer in the next 12 months, while one reported that they would be somewhat likely to seek an offer again in the next year.



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