

Office for Institutional Equity and Diversity

Exit Interviews of Separating Faculty

October 1, 2013 – September 30, 2014

NORTH CAROLINA STATE UNIVERSITY

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Summary Report

Faculty who separated from NC State between October 1, 2013 and September 30, 2014

According to the university's Human Resources Information Management System (HRIMS), a total of 134 permanent full-time ($\geq .75$ FTE) faculty separated from NC State from October 1, 2013 through September 30, 2014 (Table 1). This is a large increase over the previous year. From October 2012 through September 2013 only 48 faculty separated from the university. Over half of the 2013-14 separating faculty (51%) were non-tenure track faculty. In addition, 18 pre-tenure faculty and 47 tenured faculty separated from NC State during this time period. The College of Humanities and Social Sciences, the College of Agriculture and Life Sciences, and the College of Sciences accounted for 58% of the exiting faculty.

Table 1. Number of Separated Faculty by Tenure Status and Academic Unit for October 1, 2013 to September 30, 2014; Number of Survey Respondents

College/Academic Unit	Non-Tenure Track	Pre-Tenure	Tenured	Total Separated Faculty	Respondents (Response Rate)
DASA	1	0	0	1	0
CALS	4	6	13	23	6 (26%)
Design	1	0	1	2	0
Education	7	1	5	13	6 (46%)
Engineering	5	1	6	12	0
Natural Resources	3	0	4	7	3 (43%)
CHASS	23	3	7	33	7 (21%)
Sciences	12	4	6	22	4 (18%)
Textiles	4	1	2	7	3 (43%)
Veterinary Medicine	3	1	3	7	5 (71%)
Management	6	1	0	7	0
Total Faculty	69	18	47	134	34

Of the 134 separating full-time faculty, 27 completed an exit questionnaire and seven completed an exit interview, yielding a total response rate of 25%. In addition, 7 part-time faculty completed an exit questionnaire. The responses of part-time faculty are not included in this report.

Twenty five (38%) of the full time tenured and tenure track faculty who separated from NC State completed the survey, but only 13% (9/69) of non-tenure track exiting faculty did so. The correspondence between Human Resources' list of separating faculty and the respondents to this survey is not perfect, however. Of the 25 tenured/tenure track respondents, 3 were not in the list provided by HR, which indicates that either their end date was not actually in the specified time frame or they were

not full time employees at the time they separated from NC State, as might happen for faculty on phased retirement. Of the 9 non-tenure track respondents, one was not in the list of separating faculty provided by HR.

Women and men responded at similar rates (Table 2). White faculty made up 85% of the survey respondents, which is somewhat higher than their 78% share of the separating faculty. Two of the three separating Black faculty completed the exit survey, but none of the four Hispanic faculty did. Asian faculty responded at lower rates than all other groups of faculty, except Hispanic faculty.

Table 2. Demographics of Separating Faculty and Exit Survey Respondents.

Demographic Group		Number Separating	Number of Respondents	Response Rate
Gender	Female	50	13	26%
	Male	84	21	25%
Race / Ethnicity	White, non-Hispanic	104	29	28%
	Asian	13	2	15%
	Black	3	2	67%
	Hispanic of any race	4	0	0
	American Indian	0	0	0
	Other/Unknown	10	1	10%

The largest group, 16 or 47%, of respondents were 60 years or older. Five respondents were age 50-59, six were 40-49, and seven were in the 30-39 age range. Half of faculty aged 60 or older (indicated in red in Fig. 1) were at NC State more than 25 years, but half stayed at NC State 20 years or less. Looking at respondents of all ages, half of all respondents (17) were employed at NC State ten years or less (Fig. 1). Almost a third of respondents (32%) were employed at NC State for more than 25 years.

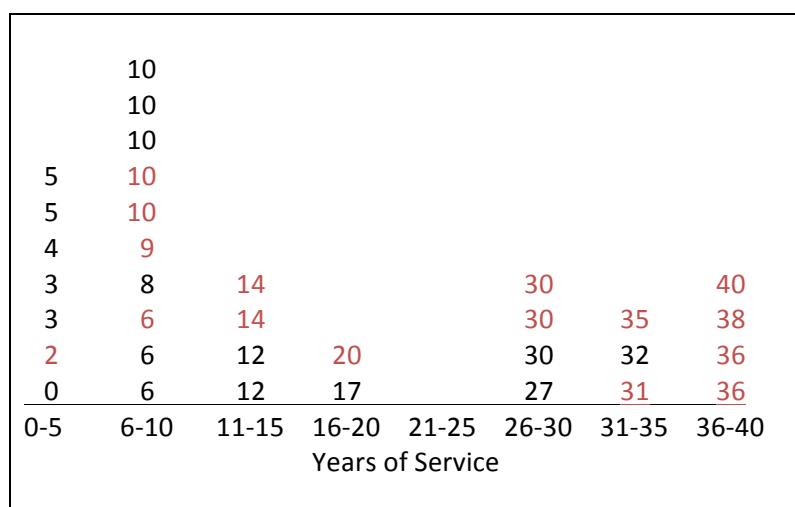


Figure 1. Stem and leaf diagram of number of years of service at NC State before separation (red indicates respondents 60 years or older).

Reasons Faculty Separate from the University

For tenured and tenure track faculty, retirement was the reason cited most often for separation from NC State (Table 3). Other than retirement, the most common reasons were pay dissatisfaction, quality of supervision, management practices, lack of teaching or research resources and lack of advancement opportunities. Family or personal needs and a trailing spouse or partner were each cited by two exiting tenured or tenure track faculty members. Other negative reasons given once each by tenured/tenure track faculty members were work load, isolation, chilly climate, lack of recognition for work, expectations not met, dissatisfaction with local community and conflict with other employees. Positive or neutral reasons were leaving to take a better position and moving from the area.

Non-tenure track faculty cited some reasons that were not factors for tenured and tenure track faculty: leaving to pursue a new line of work, being laid off, and discontinuation of funding. In common with tenure-track and tenured faculty, NTT faculty cited management practices, lack of teaching and research resources, lack of advancement opportunities, work load and retirement.

Table 3. Reasons Cited for Why Faculty Separate from the University (Exit Interview Survey) (respondents supplied multiple answers)

Primary Reasons for Separation	Total	Non-Tenure Track	Tenured/Tenure Track
Retirement	8	1	7
Management practices	6	3	3
Pay dissatisfaction	4		4
Lack of teaching/research resources	4	1	3
Quality of supervision	4		4
Lack of advancement opportunities	4	1	3
Family or personal needs	3	1	2
Second career/new line of work	3	3	
Work load	2	1	1
Trailing spouse or partner	2		2
Isolation	1		1
Better position	1		1
Laid off (RIF)	1	1	
Discontinuation of funding	1	1	
Moving from area	1		1
Chilly climate	1		1
Lack of recognition for work	1		1
Expectations not met	1		1
Dissatisfied with local community	1		1
Conflict with other employees	1		1

Sixteen tenured and tenure track faculty provided comments about their top reasons for leaving NC State. Several of the comments provided by tenured and tenure track faculty described issues with the department head, dean, or university leadership. Included with these reasons were comments about lack of recognition, about not receiving resources, and about difficulties experienced by female faculty. These comments follow.

- High teaching load, lack of recognition, lack of support by the department and the college, lack of lab space in the beginning. My first lab was in a storage room in an isolated location. Female students were afraid to be there after hours. Would they have done that if I were white male? After being promoted to associate professor I get paid less than assistant professors. The biggest thing was that they didn't respect me as much as they do others. The last straw was receiving no reply from the dean regarding my sabbatical year which he had promised earlier. I lost trust in this organization.
- Department head's behavior. The department head made outlandish and totally false accusation that I would organize the graduate students to sue him personally if the department did not pay the professional society accreditation costs. I have an email documenting this. The department head did not behave in a manner expected of a department head. When budgets get tight and administrators show disrespect to faculty, it's time to go. I wanted to stay two more years, but I don't want to finish my career at this university.
- The department head has closed my program, which offered doctoral and masters degrees and certificates. The department head is restructuring the academic offerings. There is no faculty voice. Restructuring should be faculty-led. I am really glad that I have landed in a great place. I wouldn't leave otherwise.
- Emphasis on conformity and hierarchical top-down ordering around was beyond tolerable for me. I became uncomfortable with the work environment within about three weeks into my time here at NCSU and decided I wished to leave then. In my last job, I'd have worked for free. Here, I wouldn't stay for a million dollars. I taught my first class under ostensible tutelage of another faculty member, less experienced than I was at teaching this type of class. I believe this was due to a general mistrust. Furthermore, the appearance of my syllabus is regulated and controlled. I had more freedom and trust as a graduate student than I did here as a professor (assistant).
- Became clear that while my teaching was valued in the college, my research and my outreach efforts were not really valued. I became a bit disillusioned with the leadership (particularly the College leadership). I felt burned out being a 'work horse' – serving on college committees – without being recognized for my intellectual work. When my husband was offered an amazing opportunity, it seemed like a good time to make a change. This move offered me an opportunity to step back and think more about what I really want in my career. It's hard for female faculty to negotiate a two-career marriage/family. I 'fought' for my career for over a decade and had a very supportive spouse who moved three times for me. But, after a while I started wondering: "What am I fighting for?" There is a pretty big disconnect between the way my field views me and the way my College views me. I am not a squeaky wheel. I don't want to have to 'fight' for resources and make a big stink about my needs. But I am realizing that means that, in this college, other people who are willing to do that get their needs met.

- I found it challenging to identify internal sources of funding to support students, etc. Most of my program and students are federally funded, aside from initial start-up. I was also the lowest paid faculty (although I think I was one of the most productive). This was frustrating to me.
- Lack of commitment by administrators to academic excellence and their over-commitment to “faddish” things that sound good to outsiders

Another category that pushed tenure track and tenured faculty to leave NC State and pulled them toward other institutions was the lack of opportunity for advancement here or the offer of an attractive position elsewhere.

- After over 17 years of hard work and dedication to the university, it was clear that I had hit a glass ceiling. My stellar evaluations and work ethic were not enough for the good old boy network.
- Dissatisfaction with administration and administrative decisions at the college level. While the 42% raise I received was very nice, the lack of any long-term advancement or leadership potential for me in the department and college was the deciding factor.
- I will be chair of a department.
- My new institution offers a more scientifically stimulating environment with a culture of exchange and faculty/students who attend seminars. I believe that I will have more of a say in how the department operates at my new institution.

Low pay, health issues for partners, and dissatisfaction with aspects of work at NC State influenced faculty decisions to retire, as well as the desire to have more time for other pursuits. Retiring faculty provided the following comments.

- Ready to not be so professionally focused. Impossible to plan – knowing that you’ll be able to hire someone is impossible. Need to be able to plan over three to five years. The administration and college should be able to solve this. The administration does not facilitate programmatic development at the department level. We should be able to achieve a certain level of medium term planning.
- At 68, I reached a point at which Social Security would pay as much as my salary at NCSU, which hadn’t gone up in about 5 years.
- For the last few years I have been giving up part of my salary in exchange for teaching fewer courses. (This is a better deal than phased retirement – lose tenure, retirement plan, afraid would lose job). I liked this program, but the dean then shut down this program effective January 1, 2014. I would otherwise have stayed longer. This was much more faculty-friendly than phased retirement. In phased retirement it depends on department head as to whether you can keep your office and what the conditions will be. The department head doesn’t like to be challenged. At one point the head wanted to give my office to a junior new hire. He wouldn’t have asked a man to do this.
- No real change in pay. Want to have more time. Want to travel while still able. At 30 years of service, retirement income is not reduced by age. I don’t need to work – we have saved a whole lot. My wife retired in March. She has had health issues, so now I am thinking that time is finite.

- I felt I was no longer able to effectively influence the changes NCSU faculty and staff needed to be recognized for community engagement scholarship. I was at an age where I could retire, and my husband had surgery that required my care of him for several months. I decided I may be able to work for faculty and staff as well as community partners as president of an organization. I hope this non-profit can help influence improvement in the community engagement scholarship culture and benefit our faculty and staff through this organization.

Only two non-tenure track faculty provided comments about reasons for leaving. These comments were about (1) “pursuing a new professional chapter”, and (2) anger at the dean’s lack of understanding and support for people in the college.

Climate and Diversity

Seventy nine percent (27/34) of departing faculty reported that they were treated fairly and with respect at NC State (Table 4). Three did not answer but did provide comments and four responded that they were not treated fairly. Faculty of color were significantly less likely than white faculty (chi-square test, p-value=.05) to feel that they were treated fairly and with respect. Eighty six percent of white respondents answered that they were treated fairly and with respect, but only 40% of respondents of other races felt that they were treated fairly and with respect. Eighty six percent of men felt that they were treated with fairly and with respect, whereas 69% of women felt this way.

Table 4. Responses to the Question “Were you treated fairly and with respect during your employment at NC State?”

Treated Fairly?	Race/Ethnicity / Citizenship		Gender	
	White	Other	Female	Male
Yes	25	2	9	18
No	2	2	2	2
Other/No answer	2	1	2	1

Survey respondents provided the following comments about fair treatment.

Comments of faculty who responded “Yes”, that they were treated fairly and with respect (5/27 respondents provided comments):

- With fluctuations.
- Absolutely!
- For the most part.
- Overall, yes. I was grateful to be a tenured full-time professor and faculty members. I believe everyone tried to be fair with only a very few exceptions.
- I had lots of support from my department head and colleagues from other departments. When I was faced with another competitive offer in a place that I really wanted to be, no retention offer was extended and I made the decision to leave NC State.

Comments of faculty who checked “No” or did not check either “Yes” or “No” reflected concerns regarding the standing and treatment of non-tenure track faculty compared to tenured and tenure track faculty and concerns about racial and gender discrimination (7/7 respondents provided comments):

- Up until the last year, yes.
- I made them respect me even when they tried to mistreat me. I knew the policies of the university and would not allow their underhanded lack of professionalism prevail. My entire experience was not like this. Only the last few years. When you hire incompetent people at dean’s level positions unfortunately their insecurities are manifested on competent individuals.
- Indications of respect: (1) clear and accurate communication; (2) treat all faculty equally; (3) letting us do our jobs as faculty, including making program decisions. I didn’t feel like I was treated with respect. I had two department heads that I didn’t feel supported by and one that I did. I had two deans that supported my work and one that didn’t.
- My time at NC State convinced me that there are two classes of NC State employees – tenure track faculty and everyone else. I brought a great deal of practical experience to NC State and often times, even when asked for, my observations, ideas, and concerns were often ignored by tenure track faculty and they often ended up redoing things as I suggested in my initial comments.
- I have no doubt that I was discriminated against because of my race and gender.
- I experienced four incidents indicating sexism. For example, when I became director of a program, the department head didn’t want to give me reduced teaching that was promised.
- Respect, yes, but my pay was not commensurate with the quality of scientific contributions that I made.

When asked about whether NC State welcomes people of different races, cultures and beliefs, 74% of exiting faculty responded yes (Table 5). Again, there is a large gap between white respondents and others. Seventy nine percent of white respondents felt that NC State welcomes people of different races cultures and beliefs, but only 40% of faculty of color responded “Yes” to this question. Eighty one percent of men responded “Yes”, but only 62% of women.

Table 5. Responses to the Question “Do you feel that NC State welcomes people of different races, cultures, and beliefs?”

NC State is welcoming?	Race / Ethnicity / Citizenship		Gender	
	White	Other	Female	Male
Yes	23	2	8	17
No	4	2	3	3
Other/No answer	2	1	2	1

The respondents provided the following comments about whether NC State welcomes diversity.

Faculty who responded “Yes” displayed a wide spectrum of experience and values (5/25 respondents provided comments):

- Often times this results in getting people that are not the best qualified and this causes the overall program and experience of the students to suffer.
- Earlier on (a long time ago) I wasn’t so sure about welcome for Jewish people.
- In my world at NCSU people embraced sexual orientation, gender, race, all kinds of diversity. I also believe there are pockets where that’s not true.
- However, there is still a lack of gender equity in many top level positions.
- Yes I do, I really do. Our department went out of our way to be inclusive. This makes for a better education for the students.

Faculty who responded “No” or did not check either “Yes” or “No” brought up issues for GLBT faculty, particularly same-sex couples, concerns about the lack of hiring faculty of color, and lack of accountability for NC State’s climate for diversity in the colleges and departments (8/9 respondents provided comments).

- Raleigh is not friendly to GLBT couples. NC State is not unwelcoming. No department in our discipline is welcoming to women. Very competitive and male dominated. Women are not welcomed in the field.
- It varies so much by unit. My department doesn’t do any better or worse than any department that sees it as an important value. People are having trouble understanding and there is fear of the unknown regarding sexual identity and sexual orientation. Major universities tend to be more open and accepting.
- By virtue of being in NC, my same sex partner could not be recognized by the state.
- There is a lot of lip service and not action. As an alumni, the last 4-5 years of my tenure there was very disheartening. Multiple people promoted with no searches (all white). People of color in searches just to say they have a minority applicant with no intention of hiring that person. Diversity measures non-existent in the university strategic plan.
- The statistics show a lack of African American faculty.
- I believe the desire is there, but the effort needs to be made to recruit from outside the region. I know a few years ago there was a workshop inviting post-docs or advanced graduate students to visit NCSU and departments that best fit their interests. I am not sure if follow up was done with these excellent students, but that would have been a great start.
- I think there is a mixed message throughout the university. On the one hand the EOI program is amazing and there are many ways in which the institution is trying to make a change. On the other hand, there are so many vestiges of oppression (dysconscious racism) in the minds of faculty ... it permeates the college... and the relationships students of color have with faculty.
- I have two answers: yes and no. Obviously NCSU pays attention to diversity. However, it doesn’t matter if the College or department screws up. The university is not proactive. Has to educate the dean and department head properly so that they know the importance of diversity.

Future Employer: Attraction Factors

Thirteen respondents indicated that they were moving to a position at another institution of higher education. Three respondents are moving to private industry and three to private consulting or self-employment. Two respondents indicated that they plan to start phased retirement at NC State.

Separating faculty were asked "What makes your future employer/position more attractive than your current position? The responses fell into a few major categories: (1) better pay and/or benefits; (2) more resources and scholarly opportunities, opportunities for challenges and professional advancement; (3) quality of life and location; (4) opportunity to contribute to society; and (5) support for spouse or partner's career. The respondents' comments are grouped in these categories below.

Better pay and/or benefits

- Salary, benefits, possibility for raises, merit-based pay.
- Higher compensation (a 42% raise over what I was making at NCSU). Better long-term professional growth and leadership potential. Strong institutional support for the work that I do.
- Opportunity. Pay!
- Higher pay, more opportunities for internal university and state funding support. Location.
- Higher pay, better location, more flexibility, familial reasons, greater work/life balance, different sociopolitical environment, more diversity.

More resources and scholarly opportunities, opportunities for challenges and professional advancement, feel valued

- New institution offers a more scientifically stimulating environment with a culture of exchange and faculty/students who attend seminars. I believe that I will have more of a say in how the department operates at my new institution. There are a number of colleagues and scientists from other disciplines with whom I can collaborate. My NCSU department did not consider hiring anyone related to my research area. Annual raises are standard at my new institution.
- It is a large program with a 25-year history and a lot of resources and very active faculty.
- Commitment to providing the resources and time needed for me to meet my research/teaching goals.
- Promotion to professor. Challenge of being a department chair. More external funding opportunities.
- Valuing my experience and commitment to success to the academy.
- Self-directed. Meaningful. More than nominal remuneration.

Quality of life, location (and pay, again)

- Location.
- Year off for writing.
- Salary, quality of life (I will not be on call, writing as many lectures, writing any grants, etc.)
- Flexibility. Pay is much better.

Opportunity to make change, contribute to society

- Help non-profits inject some research results into their operations.
- I will be able to influence changes in the environment and culture of universities and communities to make it more likely that faculty and staff will be rewarded when they address difficult societal issues crossing disciplines while working with community members as equals.

Support for spouse/partner's career

- Offered a dual-career hire.
- My wife retired there a year ago. NC State could not increase her salary, but the new institution could increase her salary, essentially doubling her salary. I feel that when I do retire I'll be in a place that respects my work and contributions.

Constructive Suggestions for Improving Employment at NC State

When invited to provide constructive suggestions for improving employment at NC State, several faculty provided suggestions for faculty development. Training and evaluating department heads and deans was the topic of a large number of suggestions, along with other issues related to management of the colleges. Some faculty made suggestions about faculty diversity and dual career issues. There were also many comments about university administration and scarcity of resources. Twenty three respondents provided suggestions (some respondents provided suggestions that appear under more than one category).

Suggestions regarding faculty development

- Within the college, a more formally-structured training program for newly employed faculty (granted, things may have changed since I was hired, but I was given minimal introduction as to how the college works for faculty members).
- Construct a training program that gives clear instruction to incoming personnel that details how advancements occur, required qualifications, and paperwork.
- I think faculty should be encouraged, rewarded to participate in the EOI program. And I STRONGLY encourage you to continue to invest in the Office of Faculty Development. I participated in at least one program a year and always found them invaluable.
- Interdisciplinary faculty are pulled in a lot of directions and tenure decisions are fraught.
- In some departments it is easier to get tenure than to be promoted to full. It should be the other way around.

Comments related to training and evaluating supervisors and department or college management.

- Prepare department heads with education on supervision, ethics, metrics for all realms of scholarship, and create department cultures that are less personality driven by the department head. Some NCSU nationally recognized community engagement scholars have been sanctioned by one department head, supported and rewarded by the next department head, and sanctioned by the current department head. Clearer competencies for department heads that are evaluated and observed by superiors would be a good start for support of faculty and staff working on important learning, discovery, and engagement issues.
- I think department chairs and deans should be encouraged to look systematically at their recognition structures. Why are they always nominating the same people?
- When budgets get tight, there needs to be more discussion. Department heads can't just say "There's no money. I can't help you." This will be increasingly more important in the next few years with the NC legislature. When there are budget cuts, the head is entrusted to make them. Must do it with respect and in consultation with the faculty.
- University supervision: Recognize problems with deans or department heads early enough, before they get too serious. My faculty colleagues and industry partners met with and emailed the provost and chancellor because they were upset. Why didn't the university do something to stop the wrongdoing before that? It is more important to prevent damage than to control it afterwards. Prevent deans misusing power and funds. Who is supervising or auditing the deans? There is no way to contact the dean. We need a leader, not a marketer.
- Trust people. This was no fun. I would say it was the worst job I've ever had. I've actually had people say: "I don't trust anyone" on multiple occasions and in different contexts, and it went unchallenged. Perhaps it's cultural here; I don't know. I would say that as far as research, my job at NCSU hindered more than helped me. Much of what I was expected to do detracted from that focus (3 committees, sometimes two meetings per week, writing grants for others out of constructed obligation). Had I been completely free to pursue my own agenda, I would have published more than I have (although I have met my SME requirements). My goals are not career-focused; they are to contribute to the field. This job got in the way of that and was unpleasant as well.
- Deans and department heads have too much power. Turn teaching and programs back to faculty. Have the courage to lead and create citizens and not just workers. Especially a land grant institution should be a place that serves the greater community good, not private enterprise. I encourage deans and department heads to continue to invest in faculty. When that happened it was the best feeling of being valued, I was most productive, won awards. There may be times when administrators don't know what to say or want to wait until things are decided, but it is so important to be perceived as transparent.
- Encourage and reward collective effort to improve the welfare of the department. There should be more faculty governance, a stronger faculty governing body at the college level with stronger faculty say.
- Why is department head such a hard job? It could be easier if budgeting methods, procedures, travel forms, etc. didn't change so often. Should be routinized, standardized so that the department head doesn't have to handle so much of this. It takes two years to learn the head

job. Leave some discretionary funds in department heads' hands. Funds from distance education should go to departments.

Comments related to diversity and dual career issues:

- You cannot keep doing the same thing with the same results. The commitment of creating a diverse workforce at NC State must be infused from top to bottom and everywhere in between. Make it priority with real examples.
- (1) African American faculty, (2) pay raises, (3) spousal benefits.
- Be better with dual career hires.
- For professional couples, there should be formalized assistance for the spouse and family members. This would help us attract top candidates and keep them. This would require continuous listening to faculty on issues of value to the faculty and staff.

Comments related to university administration, values, direction:

- Pay attention to history. It's not all about rankings. Think about the implications of decisions.
- Our university should continue to work on strengthening the six realms of scholarship and changing the culture within departments. Inventors may not attain scholarship credit for their work, even in our university. In my work in the area, younger faculty who have been engaged through service learning and want to make societal changes, they also seek recognition for their community engagement scholarship, technology, inventions, patents, copyrights, creativity in all disciplines.
- Bureaucracy: need to give consistent advice between units. Need to explain more completely. HR. Need to know all the details, give deadlines, consequences, give more complete information.
- Administration: lack of leadership at all levels. Administrators don't want anyone to challenge them or rock the boat. This is a very hierarchical institution. The administration can't sell their ideas, where we are going and why. Administrators who lie to faculty.
- Treat employees as if they matter, reduce the number of administrators and put more effort into rewarding people who perform teaching, service and research, which should be the core goals of NC State.
- Diminish our reliance on NTT faculty. Integration into the department and monitoring are poor.
- Get rid of excess red tape and paper work! Emphasize creativity, not bean counting. Reward teaching greater – the dissemination of information should be equal to the creation of new information.

Comments related to retention offers:

- At the very least encourage deans to make it a feasible option to consider staying in one's current position by providing a reasonable retention package. When there is absolutely no counter-offer extended, then the employee will often make the decision to leave.

- Don't wait until there is a competitive offer before providing additional resources. Pay based on performance.

Comments related to compensation, resources, the economy and the NC legislature:

- Upper NCSU Administration needs to work a LOT harder with the NC state legislature on explaining the needs of the university and faculty if they want to remain a top ranked institution. The current path the State of NC has the higher education system on is not encouraging. Funding and raises are critical to attract and keep quality faculty.
- As everyone knows, the lack of state funding is causing major changes. For really strong junior faculty (obtaining multiple grants, awards, high profile publications,...) to receive one modest raise in five years, to me, is unacceptable. Why should a brand new hire be making more than a tenure track faculty who has proven him/herself over several years?
- Pay for faculty and staff is a problem when there are no raises. Many of our best leave because of the lack of financial support in terms of pay and department support.
- People should get raises even in times of low inflation. Inequality of salary between faculty and administrators should be decreased. Health insurance should be better. People should get a parking permit with employment here. Retirees should get tuition waivers. When administrators go back to faculty they keep the high salary. Salary variability within departments has a strange distribution, compressed at the bottom.
- If the economy were better, things would be better. Resources have been cut to the bone. Makes it almost impossible to do your job. I have paid for supplies and resources for students out of my own pocket (thousands of dollars).
- To have more faculty per student. Hard to do a quality job. Number of students in the college has doubled. Everyone in the department is doing two jobs.

Additional Comments

After all the other questions, the respondents were asked if they had any further comments. Thirteen provided additional comments. Several faculty expressed great appreciation for their time at NC State.

- In many ways it's a quite privileged job, which I have appreciated. I have been able to do both organizational and intellectual work that I have wanted to do.
- NC State is a great place to work and I have thoroughly enjoyed my ten years here. The climate within the college is changing, with more specialists being drawn to the financial and lifestyle benefits of the private sector, and the college needs to do a better job of hanging on to young junior faculty – many of us have left in recent months, and that is going to put the college in a tough spot in the next 10+ years. Salary increases are necessary, however I know there is no way they can compete with the private sector (which are at least 2-3 times higher) – other ideas for retention need to be developed.
- I am very pleased to have the privilege to work with the outstanding nationally and globally recognized faculty and staff at NCSU. I was very proud to be part of a leading edge university in community engagement and scholarship. I hope that now that the economy is better NCSU will

again be seen as a national leader supporting faculty and staff who undertake the difficult work of learning with communities, engaging our students with priority community issues, discovering new practices, and then working with communities as equal partners while implementing the best solutions. I have many long-standing friends and colleagues at NCSU and continue to support their passions, disciplines, issues, and mutually beneficial community partnerships.

- I think NCSU is a fantastic university. Enjoyed my time here totally even though I was working seven days a week. Has great facilities and opportunities for students.
- I very much like NCSU and the department. Both are growing in stature and I sincerely hope that this trend continues.
- I have truly enjoyed my 12.5 years at NCSU and will maintain strong collaborations and ties to the university.
- I could have stayed here my whole career if it hadn't been for closing the program.

Some respondents took this opportunity to discuss NC State culture and their fit with the university:

- I have appreciated the opportunity to try a new position at NCSU. It was not a good fit for me.
- The university is a very different place than when I started. Pressure to secure grants and funding is very great, particularly for young faculty. The yardstick for advancement seems to be directly related to how much grant or industry money one can secure and not necessarily scholarship.
- I didn't think I'd be leaving here as a disappointed, disgruntled employee. My impression of the university has gone from neutral to slightly negative.
- There is a culture for tenure track faculty that says you need to be careful, not say anything. I was loyal, dedicated, passionate, but by working hard, that hurt me. My sabbatical was not approved because (a) I'm a good teacher and they need people to teach, and (b) I'm a good researcher and fund-raiser and they are afraid I won't bring in funds/overhead while I am away. I won't let this slow down my career. I will find another place to go and work hard. Fairness: A younger assistant professors gets better pay and is now in their second sabbatical year. Other faculty are looking for new jobs. These are good people. I want to highlight the people in the department. They are amazing people. Mentorship is crucial. I would not have survived without two mentors. Not a lot of people leave because of the university. They leave because of the department.
- I was there 30 years, I was productive, not a dullard and no one asked my opinion on what was good, what was bad, how we could improve. Ten miles down the road is one of the best places to work in America – SAS. Jim Goodnight states his most important resource is his people; how can he make his workplace better for them so they will be happier and more productive? When that happens he wins too. At NCSU I never felt they tried to make my work place better, more productive, happier. Our cabinet never invited senior faculty in for brainstorming. The cabinet

was isolated and directed top down. When asked to explain how the new budget for increased student enrollment would be distributed the dean was carefully evasive. I am glad to leave.

This question yielded several suggested ways to improve the experience of faculty at the time of separating from the university and comments about the process of separating from NC State.

- Focus groups of retiring faculty would be interesting.
- Retirement seminars were useful. The benefits person I worked with was very helpful. Was also attuned to the psychological side.
- It was a nightmare trying to retire (HR, State Health Plan, Medicare part B). You have to get a form there for the employer to fill out. Whey couldn't the person give you the form or information about where to get the form. In the retirement process I got inconsistent advice and underexplained information.
- It would be helpful to have HR proactively send exiting faculty information, links, and a checklist of instructions. The exit survey Marcia Gumpertz sent to me was the only email I got regarding leaving.
- It would be nice to have the option to buy our used computer equipment.
- When faculty give notice, department heads should not rescind travel authorization.
- It seems like you need to dig to find out what you need to do to get emeritus status, continuation of health benefits, email continuance. The information sheet describes what you can do, but not how to exercise the options (e.g., how do you get a Wolfpack One Card). We could use an instruction sheet for obtaining retiree health insurance. It's not one-stop shopping and not completely straightforward. Look at the HR website for employee exit survey and make sure the Faculty Diversity site for the faculty exit survey and the HR site are clear and mesh well.
- HR helped me a lot to clarify and gave helpful information.

When respondents were asked whether they have completed the Separation Clearance Checklist and the Asset Tracking Form available on the Human Resources website, 23 responded "No", eight responded "Yes" and three did not respond. Four indicated that they have met with Joe Williams or someone in HR, two indicated that they haven't heard of a Separation Clearance Checklist or an Asset Tracking Form.

Summary – Would You Recommend Employment at NC State?

About two thirds of separating faculty would recommend employment in their department or at NC State to a friend or colleague. Twenty three respondents (68%) answered "Yes" to this question, eight answered "No", and three did not answer "Yes" or "No".

One worrying finding is that three of the five separating faculty of color who responded would *not* recommend NC State as a place of employment.

The respondents who would not recommend NC State cited financial insecurity, the political climate in North Carolina, and feelings of unfair treatment due to race and/or gender as reasons. Seven provided comments:

- No. The current climate of financial uncertainty, increasing job insecurity (at will clauses) and administrators that are bosses rather than colleagues, along with the typical below-business standards of wages cause me to wonder why anyone would join academia today.
- No. I would not recommend it to most people. Currently, the emphasis appears to only be on graduate education.
- No. Not in my department.
- No. There are few opportunities for new hires in my department.
- No. Given the political climate and the fear (budget, threat of layoffs, horrible insurance, competition for limited resources, etc.) that this imposes on (and consequently from) directors of the university, I would not recommend NC State as a place of employment not NC as a place to live. I am unwilling to live here. As near as I can tell, the place is trying to destroy itself. ... I will not put my kids in school here. Furthermore, I cannot recommend (K-12) teaching as a viable career path in this state.
- No. I would, if they were white male.
- No. It saddens me but no... unbelievable in 2014. I use to think it was unconscious bias with the things I was observing. Not anymore... it's blatant.

Several of those who responded that they would recommend employment at NC State did voice some concerns about college leadership, opportunities for spouses and partners, and the level of resources for research and teaching.

- Yes, but only if the dean of the college leaves or steps down.
- Yes, but I would be honest about my experience.
- Yes, as long as they do not have a spouse/partner. NCSU has, to my knowledge, a horrible record with dual career hires and spousal accommodations.
- Yes, but prospective employee would have to be mindful of resources flowing to their unit.
- Yes, I would, however, warn them about declining academic and research support. I think this perception of declining support may be limited to my college. I am not sure.
- Yes. I would maybe recommend.
- Yes, but I would advise them they will not receive even remotely close to the same salary as they would in private practice.

About half (13/23) who responded that they would recommend NC State as a place of employment did not elaborate, but a few added very positive comments:

- Yes. Now the age distribution is good and I've had a happy life here and feel like I can contribute a lot.
- Yes. I do believe that out of the four land grant institutions that I have worked at (first as a PhD student and later as faculty), NCSU is the most committed to meeting its mission of serving the people of the state. I always felt valued for the work I did at the institution level. I was a participant in the EDGES program (which was amazing and worth investing in running every couple of years) and as a Community Engaged Fellow.
- Yes, I've already recommended to several colleagues that they consider applying for my old position at NCSU. It really is a great place to be.

Appendix: Exit Questionnaire, Letter to Separating Faculty, and Confidentiality Statement

Separating faculty may take the exit survey online at oied.ncsu.edu/faculty/faculty-exit-survey/. This website, reproduced below, contains a letter to the separating faculty, a confidentiality statement, and the exit questionnaire.

Faculty Exit Survey

Dear Colleague:

On behalf of North Carolina State University, I want to thank you for the contributions you made during your employment with the University. As you leave the University, we ask that you participate in our confidential faculty exit survey. Please **take the Faculty Exit Survey**.

The University wants to better understand what faculty value most in their workplace and why they leave. We would appreciate your honest responses to all of the questions on this form, but you may choose to respond to only some if you wish. You are not required to complete this questionnaire and it will not affect your employment record in any way.

The information you furnish is confidential and will be used in summary form as a means to identify patterns or trends in the work environment at the University.

This survey should take no more than 10 minutes to complete. If you prefer to share this information with someone in person, please contact Marcia Gumpertz, Assistant Vice Provost for Faculty Diversity, at gumpertz@ncsu.edu or (919) 515-7826. Thank you for completing the survey and we wish you every success in the future.

Joanne G. Woodard
Vice Provost for Institutional Equity & Diversity

Please note that this form is for faculty only. Other departing EPA and SPA personnel, please see the [Exit Interview Questionnaire for SPA/EPA Professionals](#).

Privacy and Confidentiality Statement	
We are interested in identifying opportunities to improve the work environment at NC State. Please respond to each of the following questions with honesty and candor. Summaries of exit questionnaire responses are collated annually and submitted to the appropriate Dean's or Vice Chancellor's office to determine factors that contribute to turnover. Your feedback is greatly appreciated and all responses will remain anonymous. All responses, including any personal information you provide, will be kept strictly confidential. Your input will only be used in combination with the responses of others participating in the survey. Your individual responses are not shown to anyone.	
Exit Questionnaire	
1. Last Name: <i>(optional)</i>	<input type="text"/>
2. First Name: <i>(optional)</i>	<input type="text"/>
3. Classification:	<input type="radio"/> Non-Tenure Track Faculty <input type="radio"/> Tenured/Tenure-Track Faculty
4. Current Rank/Title:	<input type="text"/> <input type="radio"/> Full-time <input type="radio"/> Part-time
5. Department:	<input type="text"/>
6. College/Division:	<input type="text"/> Select one... <input type="button" value="▼"/>

Privacy and Confidentiality Statement

7. Date of separation:	(Please use MM/DD/YYYY format.) <input type="text"/>
8. NCSU length of service:	<input type="text"/> years, <input type="text"/> months

9. Which factors attracted you to NC State? (Check all that apply.)

- A. Interesting position
- B. Opportunities for training, advancement, career growth
- C. Benefits
- D. Academic environment
- E. Pay
- F. Quality of life
- G. Job security
- H. Other (please list):

10. What did you enjoy most about your job at NC State? (Check all that apply.)

- A. Pay
- B. Working hours
- C. Coworkers
- D. Convenient location
- E. Benefits
- F. Challenging work
- G. Quality of supervision
- H. Training/educational opportunities
- I. Opportunities for advancement
- J. Recognition of work
- K. Work environment
- L. Parking

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M. Employer/employee communications
 N. Other (please list):

11. What did you enjoy least about your job at NC State? (Check all that apply.)

A. Pay
 B. Management practices
 C. Coworkers
 D. Convenient location
 E. Benefits
 F. Lack of challenging work
 G. Quality of supervision
 H. Training/educational opportunities
 I. Opportunities for advancement
 J. Recognition of work
 K. Work environment
 L. Parking
 M. Other (please list):

12. Primary reasons for leaving NC State: (Check all that apply.)

A. Career change
 B. Personal health issues
 C. Lack of recognition for work
 D. Lack of advancement opportunities
 E. Laid off (RIF)
 F. Anticipated denial of tenure
 G. Maternity leave
 H. "Chilly" climate
 I. Expectations were not met
 J. Family or personal needs

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- K. Moving from area
- L. To further education
- M. Discontinuation of funding
- N. Trailing spouse/partner
- O. Retirement
- P. Management practices
- Q. Non-renewal of contract/position
- R. Dissatisfied with local community
- S. Pay dissatisfaction
- T. Quality of supervision
- U. Workload or work hours
- V. Dissatisfaction with benefits
- W. Conflict with other employees
- X. Lack of teaching/research resources
- Y. Red tape and bureaucracy
- Z. Other (please list):

13. Which **one factor** noted in item 10 was most important in your decision to leave? (Please list only one.)

Comments, if any:

14. Did you receive a written performance appraisal annually during your most recent position at the University?

Yes No

Please explain:

Privacy and Confidentiality Statement



15. Were you treated fairly and with respect during your employment at NC State?

Yes No

Please explain.



16. Do you feel that NC State welcomes people of different races, cultures, and beliefs?

Yes No

Please explain.



17. Would you recommend employment in your department or at NC State to a friend or colleague?

Yes No

Please explain.



18. What constructive suggestions do you have for improving employment at NC State?



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19. Your future employer:

A. Private employment (e.g. business, industry).

Name & location:

B. Self-employment

C. Local government

D. State government

E. Federal government

F. Not-for-profit agency

G. Other university/college

Name & location:

H. Other (please list):

20. What makes your future employer/position more attractive than your current position?



21. Did you have an exit interview with the Office for Institutional Equity & Diversity?

Yes No

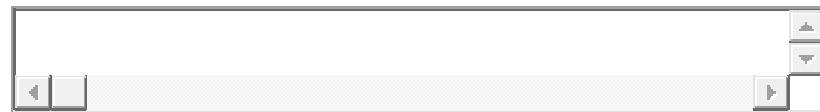
If yes, please enter the date of your interview with OIED (mm/dd/yyyy):

22. Have you completed the Separation Clearance Checklist and the Asset Tracking Form available on the Human Resources website?

Yes No

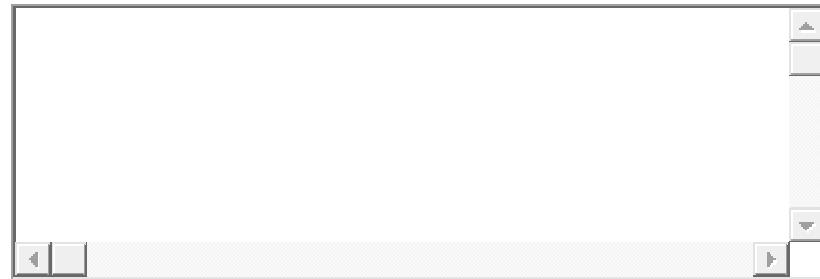
Comments:

Privacy and Confidentiality Statement



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23. Any further comments you would like to add:



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Demographic Data

Gender:	<input type="radio"/> Female <input checked="" type="radio"/> Male
Race:	<input type="radio"/> American Indian/Alaskan Native <input type="radio"/> Asian /Pacific Islander <input type="radio"/> Black <input type="radio"/> Hispanic <input type="radio"/> White <input type="radio"/> Other
Age Group:	<input type="radio"/> Under 30 <input type="radio"/> 30-39 <input type="radio"/> 40-49 <input type="radio"/> 50-59 <input type="radio"/> 60+

Submit Your Survey

Thank you for your employment at NC State University and for completing this survey.

Privacy and Confidentiality Statement

[Submit Form](#)

[Clear Form](#)