

Office for Institutional Equity and Diversity

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Exit Interviews of  
Separating Faculty

October 1, 2012 – September 30, 2013

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NORTH CAROLINA STATE UNIVERSITY

# Exit Interviews of Separating Faculty

October 1, 2012 – September 30, 2013

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## Summary Report

Faculty who separated from NC State between October 1, 2012 and September 30, 2013

According to the university's Human Resources Information Management System (HRIMS), a total of 48 permanent full-time ( $\geq .75$  FTE) faculty separated from NC State from October 1, 2012 through September 30, 2013 (Table 1). The large majority, 36, of these were non-tenure track faculty. In addition, 5 pre-tenure faculty and 7 tenured faculty separated from NC State during this time period. The College of Humanities and Social Sciences and the College of Agriculture and Life Sciences accounted for 40% of the exiting faculty.

Table 1. Number of Separated Faculty by Tenure Status and Academic Unit for October 1, 2012 to September 30, 2013; Number of Survey Respondents

College/Academic Unit	Non-Tenure Track	Pre-Tenure	Tenured	Total Separated Faculty	Respondents (Response Rate)
DASA	4	0	0	4	0 (0%)
CALS	3	1	5	9	4 (44%)
Design	1	0	1	2	1 (50%)
Education	3	0	0	3	3 (100%)
Engineering	2	1	0	3	2 (67%)
Natural Resources	1	1	0	2	2 (100%)
CHASS	9	1	0	10	7 (70%)
Sciences	4	0	1	5	2 (40%)
Textiles	1	0	0	1	1 (100%)
Veterinary Medicine	5	1	0	6	4 (67%)
Management	3	0	0	3	2 (67%)
<b>Total Faculty</b>	<b>36</b>	<b>5</b>	<b>7</b>	<b>48</b>	<b>28 (58%)</b>

Of the 48 separating faculty, 24 completed an exit questionnaire and four completed an exit interview, yielding a total response rate of 58%. Women responded at very high rates (Table 2), but the response rate among men was much lower. Hispanic, white, and black faculty responded at high rates, but none of the four separating Asian faculty completed the exit survey. Faculty who didn't supply information on race or ethnicity also did not complete the exit survey. Response rates were greater than 65% in most of the academic colleges (Table 1), the exceptions being the College of Agriculture and Life Sciences and the College of Sciences, where the response rates were 44% and 40%, respectively. No exiting faculty from the Division of Academic and Student Affairs completed the exit survey.

All, or nearly all, of the tenured and tenure track faculty who separated from NC State completed the survey, but only one quarter (9/36) 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 very precise, however. Nineteen of the respondents indicated that they were tenured or tenure track faculty, and nine were non-tenure track. Note that according to the HRIMS system, only 12 permanent full-time tenured and tenure track faculty separated in this time period. The discrepancy probably results from the fact that, rather than retiring all at once, many tenured and tenure track faculty enter phased retirement or step down to part-time at the end of their careers, so the timing of their exit is ambiguous. They may not even appear as an exit in the HRIMS system at all, if they go from full time to half time and then to full retirement, because only full-time faculty appear in the counts of exiting faculty.

The largest group, 13 or 46%, of respondents were 60 years or older. Eight respondents were in the range of 40 to 59 years old, and seven respondents were younger than 40 years of age.

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

Demographic Group		Number Separating	Number of Respondents	Response Rate
Gender	Female	13	11	85%
	Male	34	16	47%
	No Response		1	
Race/Ethnicity	White, non-Hispanic	29*	23	79%*
	Asian	4	0	0%
	Black	1*	2*	100%*
	Hispanic of any race	2	2	100%
	International	6	--not recorded--*	--
	Unknown	6	1	17%

\*The exit interview form does not ask for citizenship status, hence some faculty in the categories for race and ethnicity may actually be international faculty (not a US citizen or permanent resident). Two respondents (one white, one black) indicated difficulties with the visa process, so we can infer that if citizenship had been requested on the exit survey they would have been categorized as international.

## Reasons Faculty Separate from the University

The reasons cited most often for why faculty separated from NC State varied depending on tenure status. The most common reason offered by tenured and tenure track faculty was retirement. Aside from retirement, the next most common reasons were to take a better position and to pursue career advancement opportunities. Two tenure track faculty left after being denied tenure. One tenured or tenure track faculty member cited each of the following reasons: lack of research infrastructure; moving from area; pay; expectations not met; management practices; discontinuation of funding; job has

changed – distribution of effort; lack of recognition for work; plans to go back to industry, and quality of supervision.

On the other hand, non-tenure track (NTT) faculty most often cited pay as their reason for leaving NC State. Two NTT faculty each also cited expectations not being met, lack of support for normalizing immigration status, and pursuing a second career or new line of work as reasons for separating from NC State. One non-tenure track faculty member cited each of the following reasons: husband relocating; better position; career advancement opportunities; management practices; better benefits; and chilly climate.

Table 3. Reasons Cited Most Often 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	7	1	6
Pay	4	3	1
Better position	4	1	3
Expectations not met	3	2	1
Career advancement opportunities	3	1	2
Management practices	2	1	1
Negative tenure vote	2	0	2
Second career/new line of work	2	2	1
Lack of visa/immigration support	2	2	0

Non-tenure track faculty provided the following comments about reasons for leaving.

- Retirement combined with career change and associated financial opportunity
- Because NTT faculty are off the main budget for my department, we do not necessarily get raises when other faculty do. We also often teach as much or more as TT faculty and have administrative duties, but get paid half as much and do not have the security of multi-year contracts. Ultimately, as the primary breadwinner for my family (with children), my pay is insufficient. We regularly qualify for Earned Income Tax Credits and almost qualified for free/reduced lunches. This does not seem right for a faculty member with an advanced degree. My pay is similar to administrative assistants, but I am required to have an advanced degree and the student loans that go with it.
- Because I am not American and on visa, the opportunity for advancement were very limited. A process for a Green card was initiated but it would have taken at least 2-3 years
- Lack of support for normalizing immigration status

Tenured and tenure track faculty provided the following comments about their reasons for separating from NC State.

- I was granted a reduction of responsibilities for the first year following my move. A continuation of this arrangement was not supported. I will, however, teach online courses for the department in an adjunct role.
- NCSU has very limited infrastructure for biomedical research and has showed no interest in enhancing its capabilities.
- Didn't fit into vision of new department head. Different department head when hired.
- Short tenure clock (came from a non-academic position) takes time to have students start and finish. Have to outfit your lab, which takes time when you don't have staff to set up the lab and don't have experience doing this. For an experimentalist it takes a lot of time to start having publications come out, because you need to have your lab running and students first. There is no safety net. Startup package funds were left over, but pulled back when the budget was bad.
- Interested in taking on administrative roles but this has not been supported. I have been afforded opportunities to develop leadership skills, which I appreciate greatly.
- College and department are so large that it is hard to feel valued and heard.
- Recently there has been a loss of intellectual freedom and trust. Outside consulting is not allowed. Work from home is not allowed.
- The position has evolved and changed and has a different set of expectations and demands. No longer right fit.
- Depressing these last 10 years to have lost money for many kinds of enrichment for faculty and students.
- SME is supposed to protect you. We don't utilize them. Mine was never adhered to. Came in under one department chair, all reviews were great. Then a new department chair came in and changed the game in the middle of the process. The checks and balances system did not work for me. The SME and annual review process did not work. At the university level the RPT committee advised the provost to get more information on three or four points. The provost's office talked to the chair but not to any other faculty in the department, so the investigation did not seem serious.

## Climate, Diversity and Work-Life Balance

Seventy one percent (20/28) of departing faculty reported that they were treated fairly and with respect at NC State (Table 4). The issues that were raised in the comments most often had to do with treatment of non-tenure track faculty. The department head was mentioned by several respondents as important in connection with the level of respect and fairness. One respondent had physical disabilities and one was a member of the GLBT community. Both of these respondents raised concerns about fair treatment.

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

	Race/Ethnicity / Citizenship		Gender			Other Protected Class (e.g. GLBT, Disability)	
Treated Fairly?	White	Other	Female	Male	Not Specified	Yes	None indicated
Yes	16	4	7	12	1	0	20
No	4	1	3	2	0	1	4
Other/No answer	3	0	1	2	0	1	2

Survey respondents provided the following comments about fair treatment. The abbreviations "WM" (white male), "WF" (white female), and "OM" (other male) indicate the race and gender of the respondent making the comment.

- WM: Yes and No. Treated fairly and with great respect by all except one department head and dean.
- WF: For the most part.
- WF: My direct supervisors were always respectful, but I do not feel that the current situation for NTT faculty is fair. My family regularly qualifies for Earned Income Tax Credits and almost qualified for free/reduced lunches. This does not seem right for a faculty member with an advanced degree. My pay is similar to administrative assistants, but I am required to have an advanced degree and the student loans that go with it.
- WF: I feel very lucky that my two department heads treated me as a valued member of the department. I did not feel as if my voice was not important because I was in a teaching (or non-tenured) position.
- WM: Very enjoyable career in numerous respects.
- WF: With the exception of circumstances involving the end of my last position.
- WM: Treatment by my department was great, but treatment by Center senior staff was frankly appalling.
- OM: By my department colleagues, yes. By the university administration above that, no. I could go on a long time about the lack of respect the NCSU administration has for its faculty in general and my department in particular.
- WF: I would like to say yes and no. It depended on the person and the time. My department head always treated me with respect, but as a non-tenure track faculty member, other individuals did not always.
- OM: Most of the time "yes" .. at least in my presence
- WF: I tried to click "yes" and "no" and realized I cannot do that. I have worked with six permanent department heads and was treated fairly and respected by two of them. The issue is less about me and more about my discipline, which has been consistently undervalued in the department. So, while I do not feel I have necessarily been treated unfairly by the institution per

se, I feel that all my disciplinary colleagues have been treated with less respect than the other colleagues in my department by the vast majority of department heads we have had.

- WF: Filed a grievance against the department head, but when you leave the position the grievance stops. Also filed a denial of tenure grievance. It was never heard.

When asked about whether NC State welcomes people of different races, cultures and beliefs, 86% of exiting faculty responded yes (Table 5). However, 40% of the non-white respondents (2/5), 40% (5/11) of female respondents and both of the respondents in other protected classes provided qualifying comments.

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

	Race / Ethnicity / Citizenship		Gender			Other Protected Class (e.g. GLBT, Disability)	
NC State is welcoming?	White	Other	Female	Male	Not Specified	Yes	None indicated
Yes	19	5	10	13	1	1	23
No	1	0	0	1	0	0	1
Other/No answer	3	0	1	2	0	1	2

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

- I don't think this is a yes/no question. My colleagues were receptive and welcoming and very friendly. I never felt discriminated or mistreated. However, I think the university could do more to incorporate and celebrate different culture, races and beliefs, to promote a stronger sense of belonging.
- Well, maybe NCSU does, but sure as hell the Center does not. It has left the handful of international hires on H1-B status uttering banalities and lies to them.
- In general it is good, but it could be much better.
- I will say 90% "yes" knowing that 100% are not realistic.
- Yes, but it has a ways to go in the retention category. The university is also not as progressive with regards to supporting women who are returning from maternity leaves as some other local universities are (e.g., Duke). Even maternity leave for faculty seems too dependent on the Head. I was fortunate but women in other departments are asked to bank "time," teach overloads on return, etc.
- Here no lesbian faculty have gone to the department picnic.
- Came with a lot of experience. When the department head came, there was a tremendous change – catalyst for problems that grew and were never managed. Potentially exposes university to liability, ADA issues. Compliance with the law was lacking.

- I do feel that as a whole NC State welcomes people of different races, cultures, and beliefs. I was sometimes troubled, however, by how little racial and cultural diversity was present in my department. I have seen strides in this direction with hiring of TT faculty, but it still isn't where it should be and there is little/no diversity among NTT faculty. I also felt there could be more diversity among graduate students.

## Future Employer: Attraction Factors

Separating faculty who are leaving NC State for a new position provided the following responses to the question "What makes your future employer/position more attractive than your current position?

### **Non-Tenure Track Faculty Responses**

- The work is more in line with my interests and career goals.
- Retirement from NC State Employees Association combined with second career pay and benefits.
- Better benefits, more free time to spend with family, more opportunity for advancement and easier process for integration (permanent residency)
- I hope to eventually gain the credentials to get a tenure track position
- Pay, benefits, including tuition benefits.

### **Tenured and Tenure Track Faculty Responses**

- Higher ranked department with world-class infrastructure and a strong track record of attracting external funding.
- The position is department head.
- They have an academic program which is closer to my research interests. Also, they have services that facilitate working with community organizations and nonprofits for extension and research. Lastly, they have the option of taking up to three research leaves before an assistant professor is up for tenure.
- Have domestic partner health benefits; insurance is less expensive for dependents; very open and up front about partner benefits, offered to fly us up to look for housing; childcare on campus. They included my partner. I would feel comfortable taking my partner to a department barbecue.
- When asked about expectations for office hours they said I just need to be available to do my work, there are no specific expectations. They offered start-up funds and laid out what they would provide. I didn't have to ask for things. The package was good.
- It's not professional. Personally, I am less stressed as the mom and primary caretaker of two young girls. I am able to spend more time with them, as they now do not have to attend after school programs.
- Better fit

- Three and a half day work week. Single position as opposed to multi-purpose. Made to feel incredibly valuable.
- Freedom and flexibility.

## Constructive Suggestions for Improving Employment at NC State

When invited to provide constructive suggestions for improving employment at NC State, several faculty provided comments relating to leadership, administration, and communication between administration and faculty:

- Focus on leadership rather than management. Show a goal you wish to reach and the steps to get there; not how we're going to survive next year. Too many people with their heads down trying to survive and not looking where they want to end up.
- Fire about 1/3 of the administrators. There are far too many. Change the administrative structure to one similar to private liberal arts universities, especially change from department heads to rotating chairmen. The current system of permanent heads (as long as the dean is happy) creates terrible incentives to put money into administration instead of academics.
- More oversight of the dean's office.
- Be more faculty driven and less top down decision making.
- Improve transparency of personnel practices and policy decisions.
- Improve communication between administration and faculty.

More than one respondent mentioned issues related to salaries, recognition of teaching and service, and retention policies:

- Better salary and more recognition for lower division faculty.
- Let the faculty that want to do research be research faculty and let the faculty that want to teach teach. A good researcher and a good teacher do not have the same skills and that needs to be recognized and each rewarded for their contributions to the university and community. Everyone has talents that need to be put to their best use, and we are not good at doing that at the university.
- Recommend differentiated employment. Faculty should be recognized and evaluated on the basis of their specific skills.
- You have talked about working to recruit and retain high quality faculty. You have high quality faculty that you already recruited and hired before this initiative got underway. You need to reflect upon the practice of requiring current faculty to have an actual offer in hand in order to be considered for raises in order to retain them. By the time they have that offer, they have invested a lot of time and thought into working at another institution.
- Try to do their best to keep their folks.

- Beyond the above-mentioned items on family leaves/support, I suppose I will mention the frequently discussed issue in the “we cannot do much about this” category. Salary compression gets to a point where it is just demeaning. At the point that I was leaving, we were hiring new assistant professors, out of PhD programs, at higher levels of pay than what I was making. It’s hard to stay motivated on a daily basis in that situation and it’s hard not to feel as if pay reflects “value”. Unfortunately, with years of budget cuts, no LIs, infrequent equity adjustments, and unpredictable and mostly small one time money streams, I’m not sure how the issue can be addressed. It should be, however, and perhaps someone really creative can figure out how to improve upon the situation. Reward structures are also problematic, for there is no incentive to serve the department and college. The few people who carry the loads in the departments typically find their salaries slipping to the bottom ranks due to traditional breakdown of workload (40 teach, 40 research, 20 service). It’s never made any sense to me that all faculty should be essentially doing the same job... no other organization runs that way. I have no clear answers here, but I think departments/universities are going to have to figure out how to let employees play to their strengths. Perhaps the stellar undergrad teacher teaches more and researches less. The top-notch research does more research and only teaches grad students. I know these arrangements are more common in the sciences, but they are rare in CHASS. In my ideal university, we would allow for these roles to emerge and we should value them equally. As is, these situations occasionally evolve, but the undergrad teacher may be given larger classes, more classes because he/she isn’t producing researcher and then the contributions are certainly not valued equally.

Some faculty made suggestions about supporting faculty of different ethnic and racial groups and female faculty:

- I think there should be more efforts to facilitate people of different ethnicity/cultures’ integration to the university community. For example, I heard about a women’s faculty group during orientation, but never about ethnic groups.
- Get data on women going through the tenure process. Have a support group for women going through that process.
- I did not personally need this, but the female faculty and staff need more access to day care.

One respondent made several suggestions regarding improving conditions for non-tenure track faculty:

- Treat NTT faculty more fairly. Be cognizant of the fact that you ask NTT faculty to commit to the institution without the institution committing to them (e.g., doing planning and administrative work without knowing whether their contract will be renewed, engaging in the university community, being part of the institutional memory, etc.). There should be better reciprocity. Faculty as a whole should also be taken seriously by upper administration. The university, if it is really committed to teaching, should have rewards systems that reward both NTT and TT faculty for good teaching and for engaging in the scholarship of teaching and learning in their disciplinary areas. If you want a true community

that will foster student growth and learning, you should invest in truly secure, fairly paid faculty members who can invest in the university without being distracted by a second job or the question of whether they will be able to pay bills through the end of the month.

Several of the suggestions did not fall neatly into any of the previous categories:

- Survey 5<sup>th</sup> year tenure track faculty.
- Find ways to make people feel heard and valued in a rapidly growing, increasingly fast-paced college.
- Get a handle on the [ ]Center and get them in line with NCSU policies.
- Report these exit survey data to OIED, the Council on the Status of Women, the University Diversity Advisory Council and to department heads.
- Less meetings, of course.
- Instead of tolerating mediocrity, excellence needs to be incentivized.

## Final Comments

After all the other questions, the respondents were asked if they had any further comments.

Respondents took this opportunity to raise additional concerns and to reiterate points made elsewhere in the survey:

- Across-the-board cuts have resulted in administrative tasks being put on faculty that are supposed to do research and teach. As a result, more time is spent by faculty on administrative duties and less on their core jobs. This puts faculty in a “survival” mentality rather than a focus on progressing and growing. You have high-dollar assets and revenue-generating people tied up doing administrative work for much of the day. The result is less revenue and more cuts, pushing even more admin work to faculty and exacerbating the problem.
- Priorities need to be addressed. Pay for coaches and their staff is ridiculously high while many faculty see no improvement in inadequate salaries.
- I would like to see the university put students at the center of what they do again.
- When the new department head came, there was a tremendous change. It was a catalyst for problems that grew and were never managed. Teaching schedule was changed at last minute and didn't let me know, which was a problem because of medical needs and previously scheduled medical appointments. The dean would not do anything to help, refusing to intervene in department head's decisions. Complaints were summarily dismissed without any investigation.
- Most people who think they won't make tenure just don't put in papers and don't fight it.

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.

- No letter or interview with the department upon leaving NC State.
- Resigning a position is a difficult decision. Some guidance and a chance to meet with the department head and dean would be valued. Expand the website with information and instructions for both the departing faculty and the department head.
- No one responded to resignation letter.
- Send a copy of the exit survey report to the survey respondents.

Several faculty took this opportunity to express their great appreciation for their time at NC State.

- I believe the people at NC State are amazing. We truly enjoyed our time in Raleigh/Cary. Family and a better opportunity are the driving factors of our move to [state].
- Again, a very rewarding career at NCSU in my college and department. I believe I made a positive impression on several thousand young people and I see some of them from time to time. I still visit campus regularly to attend seminars and visit faculty, as well as enjoying a cup of coffee at Global Village!
- I appreciate the opportunities that were given at NCSU and have no regrets. I made a good choice coming here.
- I have enjoyed 25 years here, and I am looking forward to watching the university now as an outsider. I grew up on this campus, since my father started teaching here in 1957. This truly has been “home”. It has also changed, in some ways for the better, in some ways for the worse.
- Thank you NC State. My heart is heavy at the thought of leaving.

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

Separating faculty may take the exit survey online at [http://oied.ncsu.edu/oied/epa\\_resources/exiform.php](http://oied.ncsu.edu/oied/epa_resources/exiform.php). This website, reproduced below, contains a letter to the separating faculty, a confidentiality statement, and the exit questionnaire.

# North Carolina State University Exit Questionnaire for Separating Faculty

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### 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 employee exit survey.

The University wants to better understand what our employees 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 Ursula Hairston, Assistant Equal Opportunity Officer, at [ursula\\_hairston@ncsu.edu](mailto:ursula_hairston@ncsu.edu) or (919) 513-3250. 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	
<p>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.</p>	
Exit Questionnaire	
1. Last Name: <i>(optional)</i>	<input type="text"/>
2. First Name: <i>(optional)</i>	<input type="text"/>
3. Classification:	<ul style="list-style-type: none"><li><input checked="" type="radio"/> Non-Tenure Track Faculty</li><li><input type="radio"/> Tenured/Tenure-Track Faculty</li></ul>
4. Current Rank/Title:	<input type="text"/> <ul style="list-style-type: none"><li><input checked="" type="radio"/> Full-time</li><li><input type="radio"/> Part-time</li></ul>
5. Department:	<input type="text"/>
6. College/Division:	<input type="text" value="Select one..."/>

<b>Privacy and Confidentiality Statement</b>	
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.)	
<input type="checkbox"/> A. Interesting position <input type="checkbox"/> B. Opportunities for training, advancement, career growth <input type="checkbox"/> C. Benefits <input type="checkbox"/> D. Academic environment <input type="checkbox"/> E. Pay <input type="checkbox"/> F. Quality of life <input type="checkbox"/> G. Job security <input type="checkbox"/> H. Other (please list): <input type="text"/>	
10. What did you enjoy most about your job at NC State? (Check all that apply.)	
<input type="checkbox"/> A. Pay <input type="checkbox"/> B. Working hours <input type="checkbox"/> C. Coworkers <input type="checkbox"/> D. Convenient location <input type="checkbox"/> E. Benefits <input type="checkbox"/> F. Challenging work <input type="checkbox"/> G. Quality of supervision <input type="checkbox"/> H. Training/educational opportunities <input type="checkbox"/> I. Opportunities for advancement <input type="checkbox"/> J. Recognition of work <input type="checkbox"/> K. Work environment <input type="checkbox"/> L. Parking	

**Privacy and Confidentiality Statement**

- 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

### Privacy and Confidentiality Statement

- 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?



### **Privacy and Confidentiality Statement**

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?



A large rectangular text input field with scroll bars on the right side, indicating it is for a multi-line response.

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):

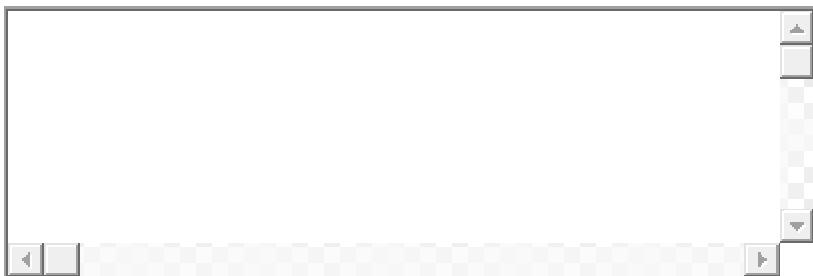
22. Have you completed the Separation Clearance Checklist and the Asset Tracking Form available on the Human Resources website?

- Yes     No

Comments:

**Privacy and Confidentiality Statement**

23. Any further comments you would like to add:

**Demographic Data**

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