

Office for Institutional Equity and Diversity

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# Exit Survey of Separating Faculty

October 1, 2015 – September 30, 2016

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NORTH CAROLINA STATE UNIVERSITY

# **Exit Survey of Separating Faculty**

**October 1, 2015 – September 30, 2016**

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North Carolina State University  
Office for Institutional Equity and Diversity  
231 Winslow Hall • Box 7530  
Raleigh, NC 27695-7530  
Phone: 919.515.3148  
[oied.ncsu.edu](http://oied.ncsu.edu)

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## Overview

## Faculty who separated from NC State between October 1, 2015 and September 30, 2016

According to the university's Human Resources Information Management System (HRIMS), a total of 111 permanent full-time faculty separated from NC State from October 1, 2015 through September 30, 2016 (Table 1).

**Table 1. Number of Separated Faculty by Tenure Status and Academic Unit for October 1, 2015 to September 30, 2016; Number of Survey Respondents**

College/Academic Unit	Non-Tenure Track	Pre-Tenure	Tenured	Total Separated Faculty	Respondents (Response Rate)
DASA	4			4	4 (100%)
CALS	6	2	5	13	2 (15%)
Design	2		1	3	2 (67%)
Education	2	1	3	6	4 (67%)
Engineering	6		5	11	3 (27%)
Natural Resources	1	2	1	4	1 (25%)
CH&SS	20	3	5	28	9 (32%)
Sciences	10		10	20	5 (25%)
Textiles	3			3	0
Veterinary Medicine	4	2	5	11	8 (73%)
Management	2	3	3	8	0
<b>Total Faculty</b>	<b>60</b>	<b>13</b>	<b>38</b>	<b>111</b>	<b>38 (34%)</b>

Of the 111 separating full-time faculty, 34 completed an exit questionnaire and four completed an exit interview, yielding a total response rate of 34%.

Thirty (59%) of the full time tenured and tenure track faculty who separated from NC State completed the survey, but only 13% (8/60) of non-tenure track exiting faculty did so. At least half of exiting faculty in the Colleges of Design, Education, Veterinary Medicine and the Division of Academic and Student Affairs participated in the Exit Survey. The College of Agriculture and Life Sciences had a low response rate and none of the exiting faculty in the College of Textiles or Poole College of Management participated in the exit survey this year. One quarter to one third of the exiting faculty in the Colleges of Engineering, Natural Resources, Humanities and Social Sciences, and Sciences responded to the Exit Survey. Note that the correspondence between Human Resources' list of separating faculty and the list of faculty invited to respond to this survey is not perfect, particularly for non-tenure track faculty, because the final list of exiting faculty was not known when invitations were issued in spring, summer and fall 2015.

Women and men responded at similar rates (Table 2). White faculty made up 76% of the survey respondents, which is greater than their 59% share of the separating faculty. Black faculty responded in similar proportions as exited; 2/38 (5%) of respondents were African

American compared to 6/111 (5%) of exiting faculty. Asian faculty responded at lower rates than all other groups of faculty.

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

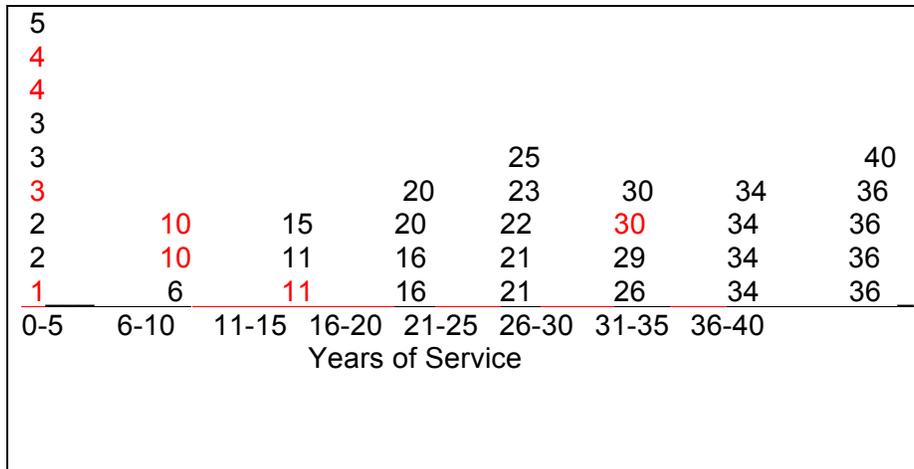
<b>Demographic Group</b>		<b>Number Separating</b>	<b>Number of Respondents</b>	<b>Response Rate</b>
Gender	Female	49	16	33%
	Male	62	19	31%
	Prefer not to answer	0	2	
Race / Ethnicity	White	65	29	45%
	Asian/Pacific Islander	13	1	8%
	Black	6	2	33%
	Hispanic of any race	10	2	20%
	American Indian	0	0	
	Two or More	1	1	100%
	Prefer not to answer; Other/Unknown	16	3	19%

Nine respondents were employed at NC State five years or less (Fig. 1). Among the eight non-tenure track respondents, half stayed 5 years or less. The longest-serving non-tenure track faculty member was on the NC State faculty for 30 years. Among tenured and tenure track faculty, the median length of service was 22 years. Two and three years seemed to be a time of risk for tenure track faculty; four tenure track faculty separated after two or three years.

## Factors in Leaving

### Circumstances under which Faculty Separate from NC State

Over half, 22 or 58%, of the faculty respondents separated from NC State to retire. The retirement age ranged from 52 on up, with a median age of 67. Two retired between the ages of 50 and 59, three between the ages of 60 and 64; eight between the ages of 65 and 69, and seven were age 70 or older. Fifteen respondents left NC State voluntarily, not for retirement; and one left because their contract was not renewed (Table 3).



**Figure 1. Stem and leaf diagram of number of years of service at NC State before separation (red indicates non-tenure track faculty, black indicates tenured and pre-tenure faculty).**

**Table 3. Circumstances under which you are leaving**

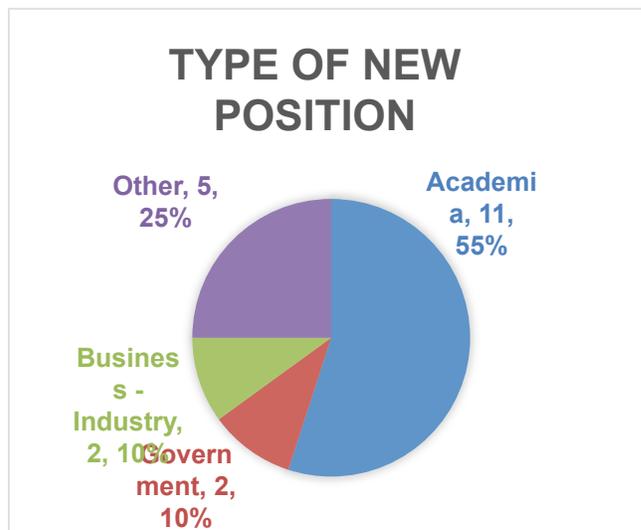
	<b>Tenure Track</b>	<b>Non-Tenure Track</b>
Leaving voluntarily	10	5
Denied tenure/Contract not renewed	0	1
Retirement	20	2

## Employment Plans and Counter-Offers

Of the 38 respondents, 20 actively looked for another position and an additional 5 did not actively look, but did follow up on unsolicited contacts. Fourteen faculty responded that they had taken another job; four were looking for another job at the time of the survey; seven were planning to become self employed; and ten (all retiring) were not planning to seek a new job.

Three respondents (all tenure track/tenured) reported that NC State made them an unsolicited counter offer to encourage them to remain at NC State and five (4 tenured/tenure track and 1 non-tenure track) asked for a counter offer and were offered one. Twelve respondents who were moving to another job or had looked for another position did not ask for or receive a counter offer to stay at NC State.

Of the sixteen non-retiring faculty, 13 had accepted a new position, two were seeking a new position at the time they completed the exit survey and one was going to be self-employed. Eleven faculty were going to positions at other universities, including the Australian National University, University of Minnesota, University of Florida, TU- Delft the Netherlands, University of California San Diego, University of Washington, University of New Mexico, University of Pittsburgh, Kennesaw State University, and the University of Mount Olive. Faculty taking positions outside of academia reported moving to Durham County Government, Panther Creek High School, and the National Science Foundation.



**Table 4. Employment Plans after Leaving NC State**

<b>Employment plans</b>	<b>Non-Retiring</b>	<b>Retiring</b>
Seeking Position	2	2
Accepted a New Position	13	1
Self-Employment	1	7
Other	0	3
No Paid Employment	0	9

Forty one percent of the retiring faculty had no plans for future paid employment. About a third planned to pursue self-employment, and three (almost 15%) had accepted or were looking for a new position.

Faculty who are leaving voluntarily or retiring and who have accepted a new position were asked how influential several characteristics or experiences were in their decision to accept the new position. Professional development and advancement opportunities, a collegial environment, salary, geographic location, resources and support such as funding, equipment and staff, personal benefits, and institutional prestige were the most influential factors attracting faculty to new positions (Table 5). Employment opportunities for a spouse also were somewhat influential in drawing faculty to new positions.

**Table 5. How Influential Were Characteristics of Your New Position in Your Decision to Accept This Particular Offer?**

<b>Characteristics of New Position</b>	<b>Very (3)</b>	<b>Some-what (2)</b>	<b>Not Very (1)</b>	<b>Not at All (0)</b>	<b>Not Applicable (0)</b>	<b>No Answer</b>	<b>Mean</b>
Development							
Collegial Environment	8	4		1			2.46
Salary	7	4		2			2.38
Geographic Location	6	5		1		1	2.33
Resources	7	3		2		1	2.25
Personal Benefits	6	2	2	1		2	2.18
Institutional Prestige	6	4	2		1		2.15
Employment Opportunities for Spouse	5	2	1	2	2	1	1.67
Benefits for Spouse	2	3	1	5		2	1.18
Welcoming re GLBT	2	3	2	2	3	1	1.17
Tuition Waivers for Dependents	1	1	3	3	3	2	0.73
Benefits for Dependents		1	2	4	4	2	0.36
Child Care			1	4	6	2	0.09
Benefits for Domestic Partner			1	5	5	2	0.09

When asked to elaborate on what it is about the new position that made it a particularly attractive offer, several faculty provided information about professional development opportunities and leadership opportunities at their new institutions. Three respondents mentioned that the new position offers a better salary than they could get here. Several respondents mentioned factors related to student quality, an attractive group of faculty colleagues to collaborate with, or more respect for their discipline within the institution. Two mentioned the ability to influence their department or the direction of science in their discipline. Three respondents mentioned issues specific to minority faculty, international faculty or faculty with families. They brought out concerns about (1) salary equity at NC State for minority faculty, (2) a better position for a spouse, and (3) assistance obtaining permanent residency and a longer term contract. One respondent explained that they are leaving NC State for a non-academic job because of the salary.

## NC State – Related and Personal Factors Influential in Decision to Leave

We also asked faculty departing voluntarily or retiring about factors at NC State and in their personal lives that were influential in their decision to leave. The responses are tallied in Tables 6a and 6b, in order from most influential to least, separately for non-tenure track faculty and for tenured and tenure track faculty. Salary, lack of appropriate recognition and reward for work, department, college or university leadership and family responsibilities were the most influential factors in the decision for non-tenure track faculty to leave NC State, followed by lack of advancement opportunities, benefits and lack of respect for your work.

**Table 6a. Non-Tenure Track Faculty: How Influential Were Characteristics or Experiences at NC State in Your Decision to Leave?**

Characteristics or Experiences at NC State	Very (3)	Some-what (2)	Not Very (1)	Not at All (0)	Not Applicable (0)	Mean
Salary	2	3			2	1.71
Lack of appropriate recognition for your work	3	1		2	1	1.57
Lack of appropriate reward for your work	2	2		2	1	1.43
University/college/department Leadership or management	2	2		2	1	1.43
Family responsibilities	3		1	2	1	1.43
Development/Advancement opportunities	2	1	1	1	2	1.29
Employee Benefits	3			2	2	1.29
Lack of Respect for your work	2	1	1	2	1	1.29
Resources; e.g., funding, equipment, staff, etc.	2	1	1	1	2	1.29
Isolation	1	2		3	1	1.00
University/college/department policies or procedures		3		3	1	0.86
Spouse benefits	1		1	3	2	0.57
Prestige of NCSU, your college or department	1		2	3	1	0.56
Annual review process	1		1	4	1	0.44
Unequal treatment due to national origin	1			5	1	0.43
Conflict with the head of your unit (e.g., dept head or dean)		1	1	4	1	0.33
Conflict with other faculty		1	1	4	1	0.33
Lack of collegiality			2	4	1	0.29
Unequal treatment due to other		1		5	1	0.29

personal characteristics						
North Carolina political climate			1	5	1	0.29
Dependent benefits			1	3	3	0.14
Tuition waivers for dependents			1	3	3	0.14
Child care			1	3	3	0.14
Unequal treatment due to race				6	1	0
Unequal treatment due to gender				6	1	0
Unequal treatment due to GLBT status				6	1	0
Unequal treatment due to age				6	1	0
Lack of diversity in Raleigh area				6	1	0
No job for spouse				5	2	0
Spouse job elsewhere				5	2	0
Spouse retired				4	3	0
Disability				4	3	0
Partner benefits				4	3	0

For tenured and tenure track faculty the most influential factors in their decision to leave NC State were the leadership or management of the university, college or department; lack of resources; lack of appropriate reward for their work; salary; lack of advancement and professional development opportunities and university, and college or department policies or procedures (Table 6b).

**Table 6b. Tenured and Tenure Track Faculty: How Influential Were Characteristics or Experiences at NC State in Your Decision to Leave?**

<b>Characteristics or Experiences at NC State</b>	<b>Very (3)</b>	<b>Some-what (2)</b>	<b>Not Very (1)</b>	<b>Not at All (0)</b>	<b>Not Applicable (0)</b>	<b>N</b>	<b>Mean</b>
University/College/department leadership or management	7	10	2	7	4	30	1.43
Resources; e.g., funding, equipment, staff	7	9	3	5	6	30	1.40
Lack of appropriate reward for your work	11	4		11	4	30	1.37
Salary	6	6	7	7	3	29	1.28
Advancement opportunities	8	5	3	8	6	30	1.23
University/college/department policies or procedures	7	4	7	7	5	30	1.20
Employee Benefits	5	6	5	11	3	30	1.07
Lack of appropriate recognition for your work	6	4	4	12	4	30	1.00
Isolation	6	5	2	10	7	30	1.00
Conflict with the head of your unit	7	3	1	10	9	30	0.93
Lack of respect for your work	4	6	3	13	4	30	0.90

Spouse benefits	3	7	1	11	8	30	0.80
Lack of collegiality	3	3	1	14	9	30	0.53
Unequal treatment due to gender	3	3		16	8	30	0.50
Annual review process	1	1	7	16	5	30	0.40
Tuition waivers for dependents	1	4		7	18	30	0.37
Unequal treatment due to age	2	2	1	18	7	30	0.37
Prestige of NCSU, your college or department	1	5	5	15	4	30	0.33
Conflict with other faculty	1	3	1	17	8	30	0.33
Unequal treatment due to race	1	2	1	17	9	30	0.27
Partner benefits	1		1	10	18	30	0.13
Dependent benefits		1	2	11	16	30	0.13
Unequal treatment due to GLBT status		1	1	18	9	29	0.10
Unequal treatment due to national origin			1	19	10	30	0.03
Unequal treatment due to other personal characteristics			1	19	10	30	0.03
Child care			1	9	20	30	0.03

Seven faculty provided more information about policies and procedures that were influential in their decision to leave NC State. The policies and procedures mentioned included difficulties with the College grants management timeliness and accuracy, elimination of a department, lack of concern about quality of undergraduate teaching, too much university focus on rankings, centralization of control with increasing layers of bureaucracy and decreasing faculty input, salary equity, and lack of opportunities for promotion.

## Primary Reasons for Leaving

Faculty who were leaving voluntarily or retiring were asked to briefly summarize their primary reasons for leaving. All five of the non-tenure track respondents who were leaving voluntarily provided responses to this question. Non-tenure track faculty cited low salaries and the uncertainty and lack of job security caused by short term contracts. They also described a lack of respect for either NTT faculty or for their programs.

Both of the retiring NTT respondents provided comments about their primary reasons for leaving. One would have liked to continue on, but was prevented from doing that by North Carolina state employment system rules that prohibit retiring State employees from working at another state agency for six months. The other is retiring to have the freedom to pursue other interests and spend time with family.

When asked to briefly summarize their primary reasons for leaving NC State, four tenured and tenure track respondents cited better opportunities for themselves or their families elsewhere.

Two of these included comments about moving to areas with greater appreciation for diversity. Two exiting faculty cited lack of support for their programs, one cited the climate in their department, one cited a low retention offer along with personal reasons. Eight of the ten tenured/tenure track faculty who left voluntarily responded to this question.

Six retiring tenured/tenure track faculty said that they had reached retirement age and they look forward to enjoying retirement, but 12 of the retiring faculty described circumstances that pushed them to decide to retire at this time. For several faculty changes in their job responsibilities or unhappiness with university administration provided the major impetus to retire. Some raised ethical issues, such as misuse of endowment funds. For many, the decision to retire was the result of a combination of personal and work-related factors, such as their health or a family member's health, loss of funding, disagreement with the direction of the department or university, and the political climate in North Carolina. One mentioned an attractive phased retirement offer. Eighteen of the 20 retiring tenured and tenure track faculty provided comments about their primary reasons for leaving.

## **Circumstances under which departing faculty would consider staying**

When asked if there were any circumstances under which they would have considered staying at NC State, 11 respondents cited counter offers and salary, and five respondents might have stayed if there were opportunities for career advancement or designing a more attractive mix of job responsibilities. Thirteen retiring faculty indicated that they would have stayed longer under different circumstances related to conditions at work; whereas eight could not think of any circumstances under which they would have stayed longer .

## **Satisfaction of Faculty Leaving Involuntarily**

Only one respondent reported leaving involuntarily, either because their contract was not renewed or they were denied tenure. This respondent was not very or not at all satisfied with the following aspects of work at NC State: relationship with the head of the unit; leadership of the college, department or university; respect for their work; recognition for their work; rewards for their work; the annual review process; salary; resources such as funding equipment and staff; professional development or advancement opportunities; and equitable treatment due to age and to other personal characteristics. They were very or somewhat satisfied with all other aspects: their relationship with other faculty; collegiality; feeling welcome in their department; the prestige of their department, college or NC State; department, college or university policies; the promotion process; and benefits.

# Tenure and Promotion

## The Tenure Process

The promotion and tenure and post-tenure review processes were not influential in most faculty decisions to depart from the university. One respondent reported anticipating tenure denial and one reported being denied promotion to full professor. Otherwise, all respondents felt that the tenure and promotion process and post-tenure review were not very or not at all influential or not applicable to their decision to leave NC State (Table 7).

**Table 7. How Influential Were the Promotion and Tenure or Post-Tenure Review Processes in Your Decision to Leave NC State?**

Process	Very (3)	Some-what (2)	Not Very (1)	Not at All (0)	Not Applicable (0)	N
Anticipate NTT Promotion Denial					3	3
NTT Promotion Process			1		2	3
Anticipate Tenure Denial		1		2	1	4
Tenure Process				4		4
Promotion to Full Professor		1	4	12	9	26
Denied Promotion to Full Professor		1		8	17	26
Post-Tenure Review			5	14	7	26

Of the 30 tenured and tenure track faculty respondents, ten had not gone through the tenure process at NC State. Sixteen had gone through the tenure process more than 10 years ago, and four of the respondents had gone through the tenure process within the past ten years. All four that went through the tenure process in the past ten years were granted tenure. None of the respondents used a tenure clock extension.

Respondents were asked further questions about their experience with the tenure process. Seven reported that they were strongly encouraged by their department head to feel confident that they would receive tenure. Two responded that they were “neither encouraged nor discouraged” by their department head. Eleven did not answer this question. Four respondents who did not go through the tenure process and one who went through the process in the past ten years provided comments about the advice given to them by their department head and/or department colleagues about going through the tenure process. They were also asked to comment on their perceptions of the clarity and fairness of the tenure process. Three who went

through the tenure process in the past ten years provided comments. By and large, they thought the process was clear and fair. One made the comment that “The more heterogeneous the departmental culture, the more fraught the process becomes.”

## **Promotion to Full Professor**

Tenure track faculty who were hired as assistant or associate professors and were either associate or full professors when they separated from NC State were asked questions about the process of promotion to full professor. Six respondents were promoted to full professor more than ten years ago. Six respondents went through the process of promotion to full professor within the past ten years, and six had not gone through the process of promotion to full professor. Six reported being strongly encouraged to pursue full professorship, one was somewhat encouraged, two were neither encouraged nor discouraged, three were somewhat discouraged, and eight did not state whether they had been encouraged to pursue full professorship.

The faculty who had gone through the promotion process in the past 10 years (all were promoted) were asked about the advice they received from their department head and colleagues about pursuing full professorship. Two faculty reported being advised to delay going up for promotion, with the odd advice to wait until another faculty member was ready to go up for promotion also, and two reported that their department heads told them to go up for promotion. One reported being strongly encouraged to apply for promotion only to be voted down by the department. This faculty member’s promotion bid was successful on the second attempt a few years later.

Six associate professors reported that they did not go through the promotion process. Two were advised to go up for full professor, one was advised to increase their professional activities nationally, one was advised to increase or change the type of publications and one did not seek any advice.

Those who were promoted to full professor within the past ten years or who did not apply for promotion were asked about their perceptions of the clarity and fairness of the promotion process. Those who did not go through the process in the past 10 years generally felt that it is fair and clear, but also said that support and mentoring from the department head and senior faculty were instrumental in successfully navigating the process. Those who were promoted within the past ten years expressed mixed sentiments about the clarity and fairness of the promotion process.

## **The Non-Tenure Track Promotion Process**

Six exiting faculty started as lecturers. One of these faculty was promoted to Lecturer II, one to Lecturer and Director, and one to Teaching Assistant Professor. Three were lecturers when they separated from NC State.

Four exiting faculty started as NTT assistant professors. Three of them did not go through the promotion process. Two of them reported that they were “neither encouraged nor discouraged” to apply for promotion and one did not answer this question. One of these changed to a tenure track position prior to becoming eligible for promotion to NTT associate professor.

One NTT assistant professor did go through the promotion process and was promoted to associate professor. This respondent reported being “strongly encouraged” to pursue promotion to associate professor but “strongly discouraged” from pursuing promotion to full professor. This departing faculty member indicated that the difference had to do with a change in department chairs and their differing values and levels of experience and comfort with the NTT promotion process.

## **Climate and Inclusivity**

### **Perceptions of Inclusivity**

Separating faculty were asked whether they agreed or disagreed that they felt treated with fairness and respect during their employment at NC State, that they felt welcomed and included in their department, and that NC State is welcoming and inclusive of people of all races, cultures and beliefs. They were also asked whether they would recommend taking an academic position in their department to a friend. The responses are summarized by gender in Table 8a, by minority status in Table 8b, by GLBT status in Table 8c, and by tenure status in Table 8d. Results for Black/African American, Asian, Hispanic/Latino, American Indian, Pacific Islander/Native Hawaiian, and faculty who identify with two or more racial/ethnic groups are combined into one category labeled “Minority” in Table 8b.

A third of women (5/16) and half of exiting minority faculty (3/6) disagreed with the statement “Overall, I was treated with fairness and respect during my employment at NC State.” The mean for this question was 0.8, indicating that on average, respondents tended to agree with this statement, on a scale from 2 (strongly agree), 1 (agree), 0 (neither agree nor disagree), -1 (disagree), to -2 (strongly disagree). However, 9 out of 29 tenured and tenure track respondents disagreed with the statement that they were treated with fairness and respect.

Over all, the respondents tended to agree that they felt welcomed and included in their departments, and that NC State is welcoming and inclusive of people of all races, cultures and beliefs. The means for these questions were 1.1 and 1.0, respectively. Three respondents declined to provide information on their sexual orientation or identity and only one respondent

was a member of the GLBT community. This set of four respondents all strongly agreed or agreed that NC State is “welcoming and inclusive of people of all races, cultures and beliefs”.

The responses to the question of whether they would recommend their department to a friend looking for an academic job ranged from a mean of – 0.3 (maybe) for faculty who declined to indicate race or ethnicity and 0.3 (maybe) for non-tenure track faculty to 1.0 for women and the group of faculty who declined to provide sexual orientation information or were members of the GLBT community. More men than women responded probably or definitely not, and 3 out of 8 NTT respondents said they would probably not recommend their department.

**Table 8a. Satisfaction and perceptions of inclusivity by gender**

Overall, I was treated with fairness and respect during my employment at NC State.							
	Strongly Agree (2)	Agree (1)	Neither Agree nor Disagree (0)	Disagree (-1)	Strongly Disagree (-2)	N	Mean
Men	10	3	1	3	1	18	1.0
Women	6	4	1	5	0	16	0.7
Not Specified	0	0	1	1	0	2	-0.5
All						36	0.8
Overall, I felt welcomed and included in my department.							
Men	9	6	1	1	1	18	1.2
Women	7	5	3	1	0	16	1.1
Not Specified	1	0	1	0	0	2	1.0
All						36	1.1
NC State is welcoming and inclusive of people of all races, cultures and beliefs.							
Men	5	9	2	2	0	18	0.9
Women	5	6	4	1	0	16	0.9
All						36	1.0
Would you recommend an academic position in your department at NC State to a friend?							
	Definitely Yes (2)	Probably Yes (1)	Maybe (0)	Probably Not (-1)	Definitely Not (-2)	N	Mean
Men	6	5	1	5	1	18	0.6
Women	4	5	5	1	1	16	1.0
Not Specified	1	0	0	1	0	2	0.5
All						36	0.8

**Table 8b. Satisfaction and perceptions of inclusivity by minority status**

	Overall, I was treated with fairness and respect during my employment at NC State.						
	Strongly Agree (2)	Agree (1)	Neither Agree nor Disagree (0)	Disagree (-1)	Strongly Disagree (-2)	N	Mean
Minority*	3	0	0	3	0	6	0.5
White	13	7	2	5	1	28	0.9
Prefer not to answer	0	0	1	2	0	3	-0.7
	Overall, I felt welcomed and included in my department.						
Minority*	3	2	0	0	1	6	1.0
White	13	9	4	2	0	28	1.2
Prefer not to answer	1	0	1	0	1	3	0.0
	NC State is welcoming and inclusive of people of all races, cultures and beliefs.						
Minority*	2	2	1	1	0	6	0.8
White	8	13	5	2	0	28	1.0
Prefer not to answer	2	0	0	1	0	3	1.0
	Would you recommend an academic position in your department at NC State to a friend?						
	Definitely Yes (2)	Probably Yes (1)	Maybe (0)	Probably Not (-1)	Definitely Not (-2)	N	Mean
Minority*	1	3	1	0	1	6	0.5
White	9	7	5	6	1	28	0.6
Prefer not to answer	1	0	0	1	1	3	-0.3

\*Minority includes Asian, Black/African American, American Indian, Hispanic/Latino, Pacific Islander/Native Hawaiian, and faculty who identify with two or more ethnic/racial groups.

**Table 8c. Satisfaction and perceptions of inclusivity by GLBT status**

	Overall, I was treated with fairness and respect during my employment at NC State.						
	Strongly Agree (2)	Agree (1)	Neither Agree nor Disagree (0)	Disagree (-1)	Strongly Disagree (-2)	N	Mean
GLBT or decline to answer	0	2	1	1	0	4	0.3
Straight or	16	5	2	8	1	32	0.8

heterosexual								
	Overall, I felt welcomed and included in my department.							
GLBT or decline to answer	2	1	1	0	0	4	1.3	
Straight or heterosexual	15	10	4	2	1	32	1.1	
	NC State is welcoming and inclusive of people of all races, cultures and beliefs.							
GLBT or decline to answer	3	1	0	0	0	4	1.8	
Straight or heterosexual	9	14	6	3	0	32	0.9	
	Would you recommend an academic position in your department at NC State to a friend?							
	Definitely Yes (2)	Probably Yes (1)	Maybe (0)	Probably Not (-1)	Definitely Not (-2)	N	Mean	
GLBT or decline to answer	2	1	0	1	0	4	1.0	
Straight or heterosexual	9	9	6	6	2	32	0.5	

**Table 8d. Satisfaction and perceptions of inclusivity by tenure status**

	Overall, I was treated with fairness and respect during my employment at NC State.						
	Strongly Agree (2)	Agree (1)	Neither Agree nor Disagree (0)	Disagree (-1)	Strongly Disagree (-2)	N	Mean
Tenured / Tenure Track	13	5	2	9	0	29	0.8
Non-Tenure Track	3	2	1	1	1	8	0.6
	Overall, I felt welcomed and included in my department.						
Tenured / Tenure Track	13	10	3	1	2	29	1.1
Non-Tenure Track	4	1	2	1	0	8	1.0
	NC State is welcoming and inclusive of people of all races, cultures and beliefs.						
Tenured / Tenure Track	7	14	5	3	0	29	0.9
Non-Tenure Track	5	1	1	1	0	8	1.3
	Would you recommend an academic position in your department at NC State to a friend?						
	Definitely Yes (2)	Probably Yes (1)	Maybe (0)	Probably Not (-1)	Definitely Not (-2)	N	Mean
Tenured / Tenure Track	9	9	4	4	3	29	0.6
Non-Tenure Track	2	1	2	3	0	8	0.3

We also looked at factors that were influential in faculty decisions to separate from NC State by gender, race/ethnicity and sexual orientation and identity. The factors that were somewhat or very influential for at least a third of the respondents in any given group are listed in Box 1. Items listed as influential by at least 50% of the group are listed in red; items listed for women, minority faculty, or GLBT faculty but not list for men, white faculty or heterosexual/straight faculty are noted with a \*.

Department, College or University leadership was cited as an influential factor by at least 50% of every demographic group. Additional influences cited by 50% or more of women were resources (e.g., equipment, funding and staff) and reward for work and salary. Half or more of minority faculty cited the same set of factors along with opportunities for development or advancement, benefits for a spouse, conflict with the head of the unit, family responsibilities, and NC State policies and procedures. There were several factors that were influential particularly for women: recognition for work, NC State policies and procedures, isolation, conflict with the head of the unit, family responsibilities, and a spouse retiring. Minority faculty highlighted many of the same factors and also cited unequal treatment due to race, unequal treatment due to gender, and respect for their work.

**Box 1. Influential Factors in Faculty Decisions to Separate from NC State, by Demographic Groups**

<p><b>Women</b></p> <ul style="list-style-type: none"> <li>• Resources (e.g., funding, equipment, staff) 9/16</li> <li>• Reward for work (8/16)</li> <li>• Leadership (8/16)</li> <li>• Salary (8/16)</li> <li>• *Recognition for work (7/16)</li> <li>• Development/advancement opportunities (7/16)</li> <li>• *NCSU Policies and Procedures (7/16)</li> <li>• Benefits (7/16)</li> <li>• *Isolation (6/16)</li> <li>• *Conflict with head of unit (6/16)</li> <li>• *Anticipate tenure denial (1/3)</li> <li>• NC Political climate (6/16)</li> </ul> <p>Not quite 33%, but gender-related</p> <ul style="list-style-type: none"> <li>• *Spouse retired (5/16)</li> <li>• *Family responsibilities (5/16)</li> </ul>	<p><b>Men</b></p> <ul style="list-style-type: none"> <li>• Leadership (10/18)</li> <li>• NC political climate (8/18)</li> <li>• Reward for work (8/18)</li> <li>• Spouse Benefits (7/18)</li> <li>• Resources (e.g., funding, equipment, staff) (7/18)</li> <li>• Development/advancement opportunities (7/18)</li> <li>• Salary (6/17)</li> <li>• Benefits (6/18)</li> </ul>
<p><b>Minority faculty (Asian, Black/African American, Hispanic/Latino, Pacific Islander, Multi-ethnic)</b></p> <ul style="list-style-type: none"> <li>• Resources (4/6)</li> <li>• Development/Advancement opportunities (4/6)</li> <li>• *Spouse benefits (4/6)</li> </ul>	<p><b>Faculty who declined to indicate race or ethnicity</b></p> <ul style="list-style-type: none"> <li>• Resources (3/3)</li> <li>• Isolation (3/3)</li> <li>• Respect for work (3/3)</li> <li>• Recognition for work (3/3)</li> <li>• Reward for work (3/3)</li> </ul>

<ul style="list-style-type: none"> <li>• Reward for work (4/6)</li> <li>• Salary (3/5)</li> <li>• *Conflict with head of unit (3/6)</li> <li>• *Family responsibilities (3/6)</li> <li>• Leadership (3/6)</li> <li>• *NCSU Policies and Procedures (3/6)</li> <li>• *Unequal treatment due to race (2/6)</li> <li>• *Unequal treatment due to gender (2/6)</li> <li>• *Isolation (2/6)</li> <li>• *Respect for work (2/6)</li> <li>• *Recognition for work (2/6)</li> <li>• NC political climate (2/6)</li> <li>• Benefits (2/6)</li> </ul> <p><b>White faculty</b></p> <ul style="list-style-type: none"> <li>• Leadership (15/28)</li> <li>• NC political climate (12/27)</li> <li>• Reward for work (12/28)</li> <li>• Resources (12/28)</li> <li>• Salary (11/28)</li> <li>• Benefits (11/28)</li> <li>• Development/advancement opportunities (10/28)</li> </ul>	<ul style="list-style-type: none"> <li>• Salary (3/3)</li> <li>• Leadership (3/3)</li> <li>• NC political climate (2/3)</li> <li>• Development/advancement opportunities (2/3)</li> <li>• Conflict with other faculty (2/3)</li> <li>• NCSU Policies and Procedures (2/3)</li> <li>• Lack of collegiality (1/3)</li> <li>• Tuition waivers for dependents (1/3)</li> <li>• Conflict with head of unit (1/3)</li> <li>• Benefits (1/3)</li> <li>• Tuition waivers for dependents (1/3)</li> <li>• NCSU Prestige (1/3)</li> <li>• Annual review process (1/3)</li> <li>• Family responsibilities (1/3)</li> </ul>
<p><b>GLBT faculty and faculty who declined to answer</b></p> <ul style="list-style-type: none"> <li>• Resources (3/4)</li> <li>• *Recognition for work (3/4)</li> <li>• Reward for work (3/4)</li> <li>• *Respect for work (3/4)</li> <li>• Leadership (3/4)</li> <li>• Advancement/Development opportunities (2/4)</li> <li>• *Conflict with head (2/4)</li> <li>• Isolation (2/4)</li> <li>• *Family responsibilities (2/4)</li> <li>• *Spouse retired (2/4)</li> </ul>	<p><b>Heterosexual/straight faculty</b></p> <ul style="list-style-type: none"> <li>• Leadership (17/32)</li> <li>• Resources (15/32)</li> <li>• Reward for work (15/32)</li> <li>• Salary (14/31)</li> <li>• NC Political climate (14/31)</li> <li>• Benefits (13/32)</li> <li>• Advancement/development opportunities (13/32)</li> <li>• Policies and procedures (12/32)</li> <li>• Spouse benefits (11/32)</li> <li>• Isolation (11/32)</li> <li>• Recognition for work (10/32)</li> </ul>

Exiting faculty were asked "What actions on the part of faculty, department/college/university leadership, programs or policies do you think would have helped make you feel like you were more welcomed/included and/or treated fairly/respectfully?". They provided suggestions about helping international faculty with their visa status, ensuring that new faculty are integrated into the department and aware of programs for female faculty, treating faculty equitably, and valuing faculty research areas after a merger.



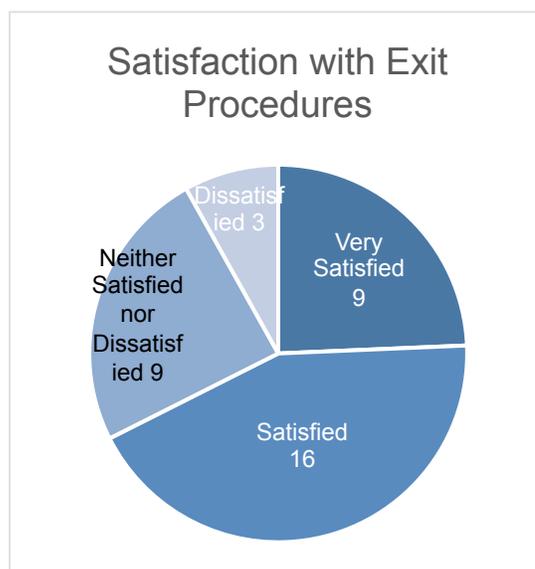
college, or being asked to take on an unwelcome mix of responsibilities. Two brought up salary equity issues having to do with age or gender.

## Exiting NC State

### Experiences with the Exit Procedures

Exiting faculty were generally satisfied with the exit procedures. Two thirds of respondents were either satisfied or very satisfied.

The respondents were invited to provide suggestions for improving the exit procedures. The largest group of comments involved communication about procedures and training and information for department heads and HR personnel. Respondents also provided suggestions for improving the experience for exiting faculty and some expressed concern that the Exit Survey Report would not be used by the administration to inform change. Some respondents' comments were about other aspects of their situations, such as the process regarding denial of contract. Several respondents expressed satisfaction with the exit procedures and had no suggestions for improvement.



### Retirement

Faculty have a choice about when to retire. When asked what factors at NC State or in their personal lives were somewhat or very influential in their decisions to retire, nearly half indicated that lack of resources such as funding, equipment or staff, or department and college or university leadership were influential factors. A third or more of retiring faculty also cited North Carolina's political climate, lack of reward for their work and salary, and a spouse that had retired.

- Resources (funding, equipment, staff) (10/22)
- Department/college/university leadership (10/22)
- North Carolina's political climate (9/21)
- Reward for their work (9/22)
- Spouse retired (8/22)
- Salary (7/21)

Two faculty mentioned disabilities or health reasons for retiring.

Six of the faculty indicated that they plan to take phased retirement and 18 of the retiring faculty plan to stay somewhat or very involved with NC State in retirement. Four responded that they expect not to be very involved with NC State during their retirement.

We also asked the retiring faculty specifically about their experiences with procedures for retiring. All but one of the retiring faculty were satisfied or very satisfied with the retirement procedures and all but one attended one or more of NC State's retirement seminars. Ten of these reported finding the retirement seminar very informative and eight found the seminars somewhat informative.

Retiring faculty provided suggestions to improve the retirement process and comments about their experiences. Most of the comments were about the processes, training and expertise of new HR staff, communication about what needs to be done, compliments about the help they received from HR staff, and the retirement workshops. Several respondents commented on how complicated the paperwork and health benefits are, how many decisions need to be made, and the need to be well-informed. Some expressed frustration with the required 6-month break in service for retirees who participate in the TSERS retirement system and some expressed reservations about phased retirement. A few respondents provided insights into how they made the decision to retire.

## Final Thoughts

Faculty, particularly those on the tenure track, tend to stay at NC State for a long time. Twenty two of the 38 survey respondents were exiting to retire. The median length of service for tenured and tenure track faculty was 22 years. For non-tenure track faculty the median length of service, however, was only 5 years. All but one of the faculty who separated from NC State in the 2015-16 academic year who responded to the Faculty Exit Survey separated voluntarily. One non-tenure track faculty respondent reported that they were leaving because their contract ended and no tenure track or tenured faculty left involuntarily.

This report is intended to be a resource for NC State's administrators, deans and department heads. The information provided by exiting faculty provides important insights into faculty experience. We encourage you to use this information to develop strategies for enhancing the working environment for all employees in your units. The report contains in-depth information on

what factors drew the separating faculty to their new positions, caused them to seek a change or caused them to retire at this particular time. It includes their reflections on the most positive aspects of working at NC State and their concerns and frustrations related to working here. It further provides suggestions about how to make NC State's environment more welcoming and inclusive, about what might have induced exiting faculty to stay here longer, and about improving the procedures for exiting and retiring faculty.

We would like to thank the faculty who took the time to complete the Faculty Exit Survey to share their experiences and insights for this report. This report provides a map for enhancing the faculty experience at NC State.