

NC STATE UNIVERSITY

Office for Equal Opportunity

Exit Interviews of Separating Faculty

October 1, 2008 – September 30, 2009

NORTH CAROLINA STATE UNIVERSITY

Exit Interviews of Separating Faculty

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Introduction

History of the Exit Program

The first year the Office for Equal Opportunity (OEO) collected information from EPA employees separating from the university was during the 1996-97 academic year. The exit information was obtained through a paper questionnaire and/or a scheduled personal interview with the Vice Provost for Equal Opportunity & Equity or with an Assistant Equal Opportunity Officer. The separating EPA employee could choose one or both methods to respond, on paper and/or in person.

In the first reporting year, 1996-97, forty-six (46) exit interviews were tracked and reported for the fiscal year, July 1, 1996 to June 30, 1997. In 1997, the reporting year changed to be more consistent with other personnel data reports, so the data collection dates began October 1st. In the 1997-98 reporting year, OEO conducted fifty-five (55) exit interviews of 296 separations (19.6% response rate). The 1998-99 report reflected seventy-five (75) interviews conducted of 277 separations, a response rate of 27.1%. As of September 30, 2000, thirty-six (36) exit interviews were submitted out of 231 separations indicating a 15.6% response rate. For the 2000-01 reporting year, the Office for Equal Opportunity received forty-eight (48) exit interviews out of 311 separations (15.4% response rate). During 2001-02, 332 EPA employees separated from NC State University and, of this number, the Office for Equal Opportunity conducted interviews or collected exit questionnaires from 50 of the 332 separating employees (15.1% response rate).

Effective July 1, 2002, the Office for Equal Opportunity became responsible for conducting exit interviews and obtaining exit questionnaires from separating faculty, and Human Resources became responsible for exit interviews and exit questionnaires with all other personnel at NC State University.

During the 2002-03 reporting period, 42 of the 78 faculty members who separated from the university participated in the exit program for a 54% response rate. For the 2003-04 reporting period, 101 faculty members separated from the university, and 33 or (33%) participated in the exit program either through an exit interview or the completion of an exit questionnaire. There was an increase in the number of faculty participating in the exit program for the 2004-05 reporting period when 38 of the 85 separating faculty (45%) had an exit interview and/or completed an exit questionnaire.

The percentage of separating faculty who participated in the exit program during the 2005-06 reporting year was 41% and during 2006-07, the participation rate was 30.6%. During the 2007-2008 reporting year, the participation rate was 63%.

Prior to the 2007-2008 reporting year, exit interview data was collected and compiled via hardcopy survey forms, often resulting in a low response rate. In an effort to increase the participation rate of separating faculty in the exit interview process, the Office for Equal Opportunity posted the exit questionnaire online effective October 1, 2007. The online exit questionnaire affords separating faculty the convenience of completing the survey at anytime from anywhere with Internet access and

capturing exit information in electronic format enables the Office for Equal Opportunity to easily generate ad hoc and real time reports. A copy of the questionnaire is attached as Appendix A.

Summary Report

2008-09 Separating Faculty

According to the University's Human Resources Information Management System (HRIS), a total of 46 permanent full-time (.75 FTE or greater) faculty separated from NC State during the reporting year October 1, 2008 through September 30, 2009. Of this number, 15 or 32% were tenured or tenured track faculty and 31 or 68% were non-tenure track faculty. The largest numbers of faculty separations occurred in the College of Humanities and Social Sciences (11), the College of Engineering (8), and the College of Agriculture and Life Sciences (5). Faculty separations from the aforementioned three Colleges, alone, accounted for nearly 52% of the total number of faculty separations during the reporting period. However, the majority of these separations were among non-tenure track faculty, i.e., adjunct instructors. Table 1 displays the total number of separated faculty by tenure status and academic unit according to the 2008-09 HRIS report.

Data for the reporting year also indicates that the 58% (27) of the faculty who separated from the university were male while 42% (19) were women. The Addendum to this report, specifically Table 6, provides additional demographic information concerning faculty who separated during the reporting year.

Table 1: Total Number of Separated Faculty by Tenure Status and Academic Unit for October 1, 2008 - September 30, 2009

College/Academic Unit	Tenured and Tenure-track	Non-Tenure Track	Total Faculty
College of Agriculture & Life Sciences	3	2	5
College of Design	--	3	3
College of Education	--	1	1
College of Engineering	4	4	8
College of Humanities & Social Sciences	4	7	11
College of Management	--	4	4
College of Natural Resources	1	2	3
College of Physical & Mathematical Sciences	2	3	5
College of Textiles	--	1	1
College of Veterinary Medicine	1	3	4
Student Affairs/Other	--	1	1
TOTAL FACULTY	15	31	46

According to the HRIM report, the reasons faculty cited most often for leaving the university were contract expiration (48% or 22 of the 46), employment at other educational institutions (15% or 7 of the 46), and personal reasons (11% or 5 of the 46). See Table 2 for further information regarding the reasons cited by faculty for leaving the university.

Table 2: Reasons for Faculty Separations per HRIS Report

Reason for Separation	Number	Percentage
Contract Expiration	22	48%
Employment at Other Educational Institution	7	15%
Personal Reasons	5	11%
Resigned While on Leave	4	9%
Expiration of Funding	1	2%
Cancellation	1	2%
Denied Tenure	1	2%
Resignation	1	2%
Accept Non State Government Employment	1	2%
Denied Reappointment	1	2%
Did Not Report	1	2%
Heath Reasons	1	2%
TOTAL	46	100%

During the reporting year, a total of twenty-one (21) exit questionnaires were received and/or exit interviews were conducted with separating faculty. This number represents 46% of the number of separating faculty listed on the HRIM report. Table 3 provides information regarding the number of faculty who elected to participate in the exit program during the reporting period.

The Office for Equal Opportunity solicits participation in the exit interview program by informing campus personnel representatives, unit affirmative action officers and other appropriate staff to refer separating faculty in their respective departments to the online exit questionnaire. OEO also works with Human Resources to identify, via the HRIM reporting system, faculty who have separated from the university during the reporting year. In turn, OEO directly contacts these individuals by e-mail, phone call, and/or letter requesting their participation in a personal exit interview and/or completion of an exit questionnaire.

Table 3: Number of Faculty Participating in the Exit Program

Participation in Exit Program	Number	Percentage
Exit Questionnaire Only	20	95%
Exit Questionnaire and Interview	1	5%
TOTAL	21	100%

Reasons Faculty Separate from the University

The HRIM system gathers very general information about why faculty leave the university; whereas, the exit questionnaires and exit interviews obtain much more specific information. Following below is data the Office for Equal Opportunity gathered from the exit questionnaires and exit interviews.

Over half or 52% of the separating faculty who completed an exit interview survey cited “retirement” as the reason for separating their employment with NC State University. Other reasons given for leaving the university included **Change in Career** (4 or 19 % of the responses), followed by **Other/Unspecified** (3 or 14% of the responses). **Lack of Advancement Opportunities** accounted for 2 or 10% of the responses, and **Family or Personal Needs** was cited in one instance (5%).

Table 4: Reasons Why Faculty Separate from the University (Exit Interview Survey)

Primary Reason for Separation	Number	Percentage
Retirement	11	52%
Change in Career	4	19%
Other /Unspecified	3	14%
Lack of Advancement Opportunities	2	10%
Family or Personal Needs	1	5%
TOTAL	21	100%

For separating faculty listing **Retirement** as the primary reason for leaving NCSU, the explanation(s) cited for electing retirement included the following:

- *My area of work within Extension was regarded as having little political importance and politics drives Extension;*
- *NCSU has not lived up to its promise for support and rewards. Over a 30 year period, the benefits of the position decreased relative to other universities and other job opportunities. We have too many administrators, too many sycophants and too few faculty working for the benefit of the citizens of North Carolina;*
- *In 20 years I did not receive one single written performance appraisal other than a salary letter. For the first 11 years, I had only two verbal performance reviews;*
- *NC State is in a serious crisis, which has been long in arriving. The university suffers from a “good old boy” mentality and has promoted people to “leadership” positions based on their being locals which never works;*
- *Age.*

The explanations associated with **Change in Career** included:

- *Better pay, more opportunities to focus on design and use what I have learned;*
- *Higher salary, no teaching of distance education classes;*
- *I got a tenure track position;*
- *Self-employment;*
- *Larger budget, twice the salary (plus accommodations), chance for adventure in learning new language;*
- *Less work, more pay and better benefits.*

Separating faculty who choose to cite **Other/Unspecified** as the primary reasons for leaving the university offered the following explanations:

- *The work environment was one of fear and selfish guarding against repercussions for making a mistake.*
- *discontinuation of funding;*
- *Include more minority representation in the employee screening process;*
- *The “unless you are from here you don’t count” attitude is alive and well. Bigotry, sexism and racism are alive and well;*
- *Lack of professional integration into home department. Shockingly poor management from deans, associate deans, dept-head, mentoring committee and senior faculty during retention negotiations;*
- *The administrative personnel of my college and department are very short-sighted. There were no attempts to neither retain me nor find my spouse employment despite the fact that we received multiple double offers from other universities.*

It should also be noted that many separating faculty utilized the exit survey/interview to proffer a number of positive comments about their experience(s) at NC State:

- *As a female professor starting a career in 1980 in a male dominated field, I experienced nothing but support and a nurturing environment. I was able to have three children prior to achieving tenure;*
- *Generally, I was treated with respect and I had many opportunities to obtain resources for my department. I was able to make more than 20 faculty hiring decisions, decisions that led to having an outstanding faculty who gained considerable national and international visibility;*
- *Overall my 12 years at NCSU were excellent, I was treated fairly, rewarded generously and recognized beyond my expectations;*
- *It has been a great pleasure in spite of facility needs and low budget. I will miss my students.*

Trends among Tenured, Tenure Track and Non-Tenure Track Faculty who Participated in the Exit Program

Of the twenty-one (21) faculty who participated in the exit program during the 2008-09 reporting year, 14 (66%) of the faculty were tenured or on the tenure track and 7 (33%) were non-tenure track faculty. Table 5 provides information regarding both the classification of faculty who participated in the exit program and their corresponding colleges or units.

The 14 tenured and tenured track faculty were represented as follows: the College of Agriculture and Life Sciences (8 or 38%); two or 9.5% from the College of Humanities and Social Sciences, and one each (for a total of 15%) from the Colleges of Design, Education, and Physical and Mathematical Sciences. Lastly, one (5%) tenured faculty member was represented among faculty separating from unspecified units.

Of the 7 non-tenure track faculty who participated in the exit program, three or 14% separated from non academic units, e.g., student affairs. Two or 10% separated from the College of Agriculture and Life Sciences; and one each or 5% were from the College of Management and the College of Physical & Mathematical Sciences.

Table 5: Faculty Classification and Corresponding College/Unit for Those Participating in the Exit Program

College/Academic Unit	Tenured and/or Tenure-track	Non-Tenure Track	Total Faculty
College of Agriculture & Life Sciences	8	2	10
College of Design	1	--	1
College of Education	1	--	1
College of Engineering	--	--	--
College of Humanities & Social	2	--	2
College of Management	--	1	1
College of Natural Resources	--	--	--
College of Physical & Mathematical	1	1	2
College of Textiles	--	--	--
College of Veterinary Medicine	--	--	--
Other/Unspecified	1	3	4
TOTAL FACULTY	14	7	21

Age

Seventy-six percent or 16 of the twenty-one separating faculty who participated in the exit interview survey indicated that they were over the age of 40. In fact, 9 of the 16 individuals were age 60 or greater. Another 5 or 24% were under the age of 40.

Climate, Diversity and Work-Life Balance

Prior to posting the exit questionnaire online, it was revised at the request of the Association of Women Faculty, to capture information regarding climate, diversity and work-life balance at the University. When asked to respond to the question, “Do you feel that NC State welcomes people of different races, cultures and beliefs?” 18 or 86% of the twenty-one survey participants answered, “yes.” Three survey participants or 14% of the respondents indicated that they believed the University’s environment was not welcoming to people of different races, cultures and beliefs.

Fifteen or 71% of the survey participants indicated “yes” to the question, “Were you treated fairly and with respect during your employment at NC State?” However, six or 29% of the respondents answered, “no” to the question.

When separating faculty participating in the exit program were asked to describe what they liked least about their employment with NC State, nine respondents cited “management practices” and “the lack of advancement opportunities.” Six respondents listed “the quality of supervision” as what they liked least about the university and another five indicated they like least the “lack of recognition for their work.” Six respondents listed “the lack of adequate parking” as an issue and five respondents mentioned “benefits” as least enjoyed about their job at NC State. Lastly, only two respondents cited their pay or salary as least liked about their employment with the university.

Additional Concerns Shared by Separating Faculty

The exit program allows the Office for Equal Opportunity to collect additional information from the separating faculty regarding their employment or why they left NC State University. Some concerns among the **tenured/tenure track faculty** obtained from exit questionnaires regarding reasons for leaving NC State University and their experiences while employed at the university included:

- Anthropology graduate program is being systematically dismantled, disfranchised and abused.
- Seriously consider downsizing the number of departments in CALS and reducing the infrastructure burden, investigate the fiscal management of CALS, and focus on programs that are relevant, rather than historical. Eliminate Cooperative Ag Extension immediately and use those funds for something that is relevant and needed.
- Too much meaningless paperwork; inaccurate and inefficient accounting methods; too much emphasis on publications and grants.
- Eliminate department heads and go to a department chair system to improve oversight.

- Improve benefit package.
- Hire more senior faculty and administrators from other universities and require/encourage sabbaticals at other universities, so that administrators can understand the importance of opportunities and resources outside their own personal experiences.
- Provide more spousal/partner hire opportunities.
- NC State faculty at-large, as a body, needs to be vigilant and proactive in defense of its rights and prerogatives when dealing with the university administration. Too submissive to the whims of the administration.
- I love to help people, which is why I was drawn to extension in the first place. Ironically, I was rewarded more for a large program and big grants, than for actually doing something useful for society. Budgets are cut, but expectations only grow. The net result being that my current effort (already excessive) would have to increase again. The years ahead would be more of the same. Is this the way I want to spend the next 20 years? I decided to take a chance in another position that seemed to be, all things considered, a net gain. So far, it has proven to be so.

Some concerns among the **non-tenure track faculty** obtained from exit questionnaires regarding reasons for leaving NC State University and their experiences while employed at the university included:

- I was promised a salary raise after the first year upon taking my current position and it was not honored.
- I sometimes feel that transparency and an explanation for certain actions/policies is missing. I know that our Chancellor highly values people as was repeated many times in his inaugural address, sometimes there is little evidence of this, however. Policies are sometimes rigid, for no good reason other than “that is what we do at NC State.” Our University does not seem to embrace change.
- The machine is so big and the leadership has gone unchecked for so long. I know I sound terribly jaded, but it's going to take a very strong, in-your-face chancellor or UNC system head to insist that NC State (at least the COM) be known for something other than Business Week ratings and making a brand. I want to be part of a university to interact with students, to learn from everyone, and have everyone's voice be heard. When money and making tenure are the only things that matter, a good education is not possible. While I never shared my feelings with my students about my disappointments, I would hear them - even in presentations - voice the same concerns from their perspectives. If you leave nobody will ask about you. Social communication is very low.
- It's a very regulation-driven environment, not true diversity. I have several Black colleagues in the College, very successful, who tell me they feel the same way. But one gets one's PhD because they love the research, the perpetual learning, the collegiality, etc. I continued to do research with one of my PhD cohorts (U of AL, Birmingham) in the area of diversity. This was not recognized.

Future Employer: Attraction Factors

The exit questionnaire and exit interview allow separating faculty to share information about the factors that attracted them to other employers. Listed below are the attraction factors of other employers cited by faculty who participated in the 2008-09 exit program.

- [Private Employment] Less work; more; and better benefits.
- [Other College/University] Ability to continue work with international programs. Job includes travel to Korea.
- [UMBC, Baltimore] I got tenure track faculty position.
- [Penn State University] Substantially more infrastructure; less red-tape
- [University of Texas, San Antonio] Offered tenure, higher pay and research money
- [Duke University] Salary, a more collaborative environment
- [Self-employment] I have a voice, I am competent and my ideas can be shared with others.

Conclusion

The exit process provides valuable insight about separating employees that is difficult to capture by other means. However, **the percentages in this report should be reviewed with prudence.** The number of persons who have participated in the exit program is lower than the overall number of employees separating each year. This smaller number provides a general overview rather than a complete picture of the reasons why faculty separate from NC State University.

Departmental personnel representatives have been asked to encourage separating faculty to complete the exit questionnaire as part of the University exit interview and asset retrieval process. The Office for Equal Opportunity will continue to remind departmental personnel representatives of the need to encourage separating employees to take part in the exit interview process by referring them to the online exit questionnaire.

The Office for Equal Opportunity will continue to strive towards increasing the rate of response by sending separating faculty via e-mail or posted mail an exit questionnaire and a letter requesting completion of the questionnaire and/or participation in an exit interview. The goal is that these endeavors will promote an increase in the number of exit questionnaires submitted or exit interviews conducted. Future reports should continue to provide more accurate insight regarding the reasons faculty separate from the university.

The exit program offers an avenue for gathering information that may enhance both the recruitment and retention of faculty. This report is compiled with the goal of providing administrators with both quantitative and qualitative data to examine ways in which the campus climate may be improved. Upper level administration is encouraged to examine this report and discuss the data with the Office for Equal Opportunity so as to utilize the information in a way that supports and benefits our faculty as well as our campus community as a whole.

ADDENDUM

Demographic Information Regarding Faculty Respondents

The following table [Table 6] provides information regarding the numbers of tenured/tenure-track and non-tenure track faculty who participated in the exit program as well as information about their gender and race.

Table 6: Demographic Information Regarding Respondents Who Participated in the 2008-09 Exit Program

Factor	Number of Exit Program Participants	Percentage
Personnel Category		
Tenured/Tenure Track	14	66.6%
Non-Tenure Track	7	33.3%
TOTAL	21	100%
Gender		
Male	15	72%
Female	5	23 %
Unknown	1	5%
TOTAL	21	100%
Race		
White	19	90%
African-American/Black	1	5%
Asian/Pacific Islander	1	5%
Hispanic	--	--
American Indian/Alaskan Native	--	--
TOTAL	21	100%

Table 7 provides the gender, race and faculty rank information for all separating faculty listed in the 2008-09 HRIS report.

Table 7: Demographic Information Regarding Separating Faculty Listed in the 2008-09 HRIMS Report

Factor	HRIMS Report	Percentage
Personnel Category		
Tenured or Tenure Track	15	33%
Non-Tenure Track	31	67%
TOTAL	46	100%
Gender		
Male	27	58%
Female	19	42%
TOTAL	46	100%
Race		
White	35	76%
African-American/Black	3	6.5%
Asian/Pacific Islander	5	11%
Hispanic	---	---
American Indian/Native Alaskan	---	---
Unknown	3	6.5%
TOTAL	46	100%

Information Regarding Tenured and Tenure-Track Faculty Separating from NC State University

Overview

The following charts provide information regarding the number of tenured and tenure-track faculty who have separated from North Carolina State University between October 1, 2005 and September 30, 2009. Information is compiled to show the numbers of professors, associate professors and assistant professors who have terminated their employment with North Carolina State University as well as the colleges where the separating faculty were employed and their reasons for leaving. Information regarding the difference in numbers between the male and female faculty separations is provided.

Chart 1 shows the number of tenured and tenure track faculty by rank and academic year. Chart 2 provides summary information for the last five years, October 1, 2005 through September 30, 2009, regarding the number of tenured and tenure track faculty who have left the university.

CHART 1: Tenured and Tenure Track Faculty Separations
(October 1, 2005 through September 30, 2009)

YEAR	2005 Women	2005 Men	2006 Women	2006 Men	2007 Women	2007 Men	2008 Women	2008 Men	2009 Women	2009 Men
RANK and NUMBER OF SEPARATIONS										
Professors	6 (12%)	26 (50%)	2 (5%)	14 (38%)	12 (29%)	9 (21%)	0 (0%)	2 (10%)	0 (0%)	5 (33%)
Associate Professors	1 (2%)	6 (12%)	3 (8%)	7 (19%)	2 (5%)	10 (24%)	0 (0%)	2 (10%)	0 (0%)	2 (13%)
Assistant Professors	8 (16%)	4 (8%)	5 (14%)	6 (16%)	6 (14%)	3 (7%)	10 (53%)	5 (26%)	4 (26%)	4 (26%)
TOTAL	15 (29%)	36 (71%)	10 (27%)	27 (73%)	20 (48%)	22 (52%)	10 (53%)	9 (47%)	4 (27%)	11 (73%)
OVERALL YEARLY TOTALS	TOTAL for 2004: 51		TOTAL for 2005: 37		Total for 2006: 42		Total for 2006: 19		Total for 2006: 15	

CHART 2: Five-Year Totals for Tenured and Tenure Track Faculty Separations [October 1, 2005 to September 30, 2009]

GENDER/RANK	Women	Men	TOTAL
Full Professor	20	55	75
Associate Professor	6	27	33
Assistant Professor	33	22	55
TOTAL	59	104	163

CHART 3: TENURE and TENURE TRACK FACULTY SEPARATIONS BY COLLEGE/UNIT

YEAR	2005 Women	2005 Men	2006 Women	2006 Men	2007 Women	2007 Men	2008 Women	2008 Men	2009 Women	2009 Men	5-YR TOTAL BY COLLEGE
CALS	2	7	2	8	3	9	1	2	1	2	37
DESIGN	1	--	--	1	--	4	1	--	--	--	7
COE	1	2	2	2	--	1	1	--	--	--	9
ENG	1	3	--	3	1	5	1	1	--	4	19
CHASS	6	7	4	5	2	3	2	--	--	4	33
COM	1	2	--	--	2	1	1	1	--	--	8
CNR	1	5	--	--	--	2	--	--	--	1	9
PAMS	--	7	--	1	1	6	2	2	2	--	21
TEXTILES	--	1	--	2	--	1	--	--	--	--	4
CVM	2	2	2	4	--	1	1	3	1	--	16
YEARLY TOTALS	15	36	10	27	9	33	10	9	4	11	163

APPENDIX A (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 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. You can begin the survey now by clicking on the Continue button below. If you prefer to share this information with someone in person, please contact Carson Cook, Vice Provost for Equal Opportunity at carson_cook@ncsu.edu or (919) 513-2099. Thank you for completing the survey and we wish you ever success in the future.

Joanne G. Woodard
Vice Provost for Equal Opportunity and Equity

APPENDIX A

10. Primary reasons for leaving NC State: (check all that apply)

- | | | |
|--------------------------------------|--------------------------------------|--|
| A. Career Change | J. Family or personal needs | S. Pay dissatisfaction |
| B. Personal health issues | K. Moving from area | T. Quality of supervision |
| C. Lack of recognition for work | L. To further education | U. Workload or work hours |
| D. Lack of advancement opportunities | M. Discontinuation of funding | V. Dissatisfaction with benefits |
| E. Laid off (RIF) | N. Trailing spouse/partner | W. Conflict with other employees |
| F. Anticipated Denial of Tenure | O. Retirement | X. Lack of teaching/research resources |
| G. Maternity leave | P. Management practices | Y. Red tape and bureaucracy |
| H. "Chilly" Climate | Q. Non-renewal of contract/position | |
| I. Expectations were not met | R. Dissatisfied with local community | |

11. Which one factor noted in Item 10 was most important in your decision to leave? Please select only one.

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

Yes No Please explain. _____

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

Yes No Please explain. _____

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

Yes No Please explain. _____

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

Yes No Please explain. _____

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

17. Your Future Employer

- Private employment (e.g., business, industry) Government – Local State Federal
- Self-employment Other University/College
- Not-for-Profit Agency Which College/University? _____

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

APPENDIX A

19. Have you completed an Asset Tracking Form verifying the return of all assigned university assets?

Yes No **Comments** _____

20. Any further comments you would like to add...

Demographic Data:

21. Gender Female Male

22. Race White Black Asian/Pacific Islander Hispanic American Indian/Alaskan Native

23. Age Group Under 30 40 – 49 60 +
 30 – 39 50 – 59

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