

Faculty Exit Survey Report FY 2005-2007 Resignations

Table of Contents

	Page
Executive Summary	2
1 Background and Methodology	3
2 Respondent Information	4
A) Response Rates	4
B) Completed Exit Surveys by College	5
C) Respondent Demographics	5
3 Tenure/Promotion Process	7
4 Respondent Satisfaction Ratings	9
5 Work/Life Balance	10
6 Positive and Negative Aspects	11
7 Discrimination and Harassment	13
8 Exit Process	15
9 Overall Evaluation of ISU	20
A) Changes Suggested	21
B) Comments or Observations	22
Appendix A: Gender Differences	24
Appendix B: Faculty Exit Survey	42

Executive Summary

Exit Survey Results FY 2005-2007

Half of the 150 exiting faculty that were invited to complete “The Iowa State University Faculty Exit Survey” (via AccessPlus) submitted responses during the time period indicated. This report details the results of that survey. There is an appendix which provides exit survey results based on the gender of respondents. The responses of male and female respondents were similar in many instances.

In general, responses mentioned salary and department leadership as major contributors in their decision to leave the university. Items viewed most favorably were colleagues and the benefits package offered by the university. Responses to two open-ended questions at the end of the survey are listed in their entirety. The results herein can be used to identify ways in which retention efforts can be refined throughout the university.

1. Background and Methodology

Background

Since 2005, the faculty exit process has included an online survey in addition to the offer of a face-to-face or phone interview with one of the Senior Staff members in the Office of the Executive Vice President and Provost. Many departments and colleges also conduct their own interviews with exiting faculty as well. Adding these two methods of gathering information was in response to the need for a more systematic way to gather and utilize information from exiting faculty. For the purposes of this report, exiting faculty are those who have chosen to voluntarily leave the university for reasons other than retirement or a negative tenure decision. After the development and review of the survey items by committee, Institutional Research Board (IRB) approval was sought and obtained to proceed with the collection of the data. This data on exiting faculty has been collected since fiscal year 2005, with IRB approval. This report contains the results collected from fiscal year 2005 through fiscal year 2007.

Methodology

Once an appropriate faculty resignation action is received through the Electronic Personnel Action (EPA) system by the Office of the Executive Vice President and Provost, the faculty contact information is forwarded to Center for Statistics, Surveys and Methodology (CSSM). Then, staff at CSSM send out an e-mail inviting the faculty member to complete the online survey (Appendix B) via AccessPlus. It is important to note that the need to wait for the official personnel action often means that several months have elapsed since the decision to leave. Due to this time delay, the faculty member may have already relocated, decreasing the likelihood that the survey will be completed. Survey responses are kept by CSSM until requested by the Office of the Executive Vice President and Provost for reporting purposes. Exiting faculty are also invited to complete a personal exit interview with one of the Senior Staff members in the Office of the Executive Vice President and Provost. Information from these face-to-face or telephone interviews is collected and will be reported separately.

The survey includes 43 questions. For several of the questions in the survey more than one response can be chosen. Demographic information includes the faculty member's former position at Iowa State University, gender, and ethnicity. Respondents answered specific questions about their experiences at Iowa State University. Respondents are asked specifically about the primary reasons they left the university and also about the new position they have accepted, where applicable. There are also a total of four open-ended questions. The first two ask about positive and negative aspects of their position. There is also one at the end of the survey that asks which changes the faculty member would suggest in order to retain faculty. Lastly, the faculty member is asked to share any final comments or observations.

2. Respondent Information

This section includes several tables with detailed information about the survey respondents. These relate to response rates, exit surveys completed by college and demographic information.

Table 1 Survey response rates

Survey Response Rates	FY05*	FY06	FY07	Total
Total Resignations in Sample	56	44	50	150
Male	38	31	33	102
Female	18	13	17	48
Assistant Professor	26	22	27	75
Associate Professor	15	16	12	43
Professor	10	5	10	25
Distinguished Professor	2	1	0	3
Professor & Dean, Professor & Chair, Associate Dean	3	0	1	4
Surveys Completed (N)	27	24	24	75
Percentage Completed (%)	48%	55%	48%	50%

*FY05 data includes some FY04 resignations

Table 2 Completed exit surveys by college

Completed Exit Surveys By College	Total
Agriculture and Life Sciences	12
Business	6
Design	4
Engineering	6
Human Sciences*	12
Liberal Arts and Sciences	29
Library	1
Veterinary Medicine	7

*Data for the College of Human Sciences includes respondents from the former colleges of Education and Family and Consumer Science

Table 3 Demographic data

ISU Rank of Exiting Faculty Completing Surveys	Total
Full Professor	19
Associate Professor	25
Assistant Professor	31

Number of Years Survey Respondents Worked at ISU	Total
1-5 Years	34
6-10 Years	33
11-15 Years	5
16-20 Years	2
More than 20 Years	3

Gender of Survey Respondents	Total
Male	52
Female	23

Age of Survey Respondents	Total
30-34 Years	11
35-39 Years	15
40-44 Years	13
45-49 Years	17
50-54 Years	12
55-59 Years	4
60-64 Years	3

Race/Ethnicity* of Survey Respondents	Total
White, Caucasian	62
Black, African American	2
Hispanic, Latino	3
American Indian, Alaska Native	1
Asian, Pacific Islander	8
Other Race	1

*Respondents could indicate more than one race

3. Tenure/Promotion Process

Out of those completing the survey, 39 percent (n=29) had been reviewed for tenure and/or promotion within the past five years. Of these respondents, 21 had been up for tenure, 17 for promotion to associate professor, and eight for promotion to full professor. Some of the respondents had been up for review more than once during this time frame. Respondents were asked to rate their most recent experience with the promotion/review process in regard to fairness and clearness of the criteria. Their responses are shown in the graphs below.

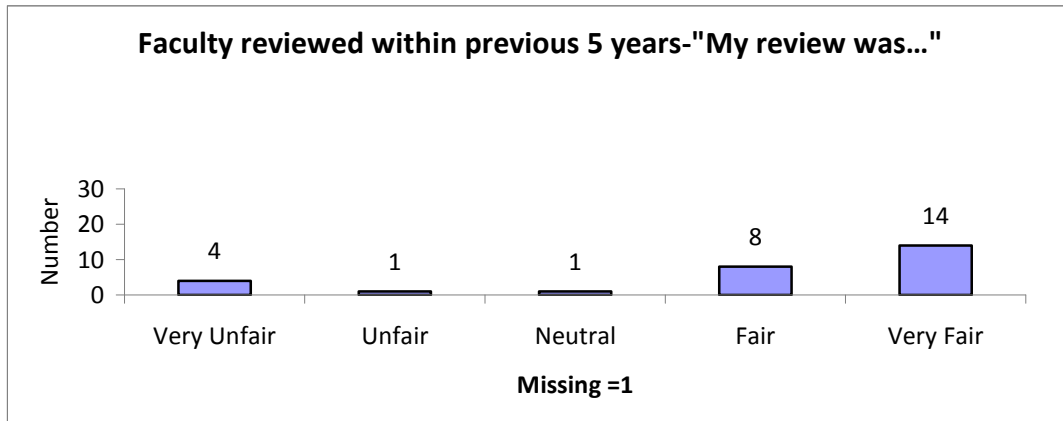


Fig. 1

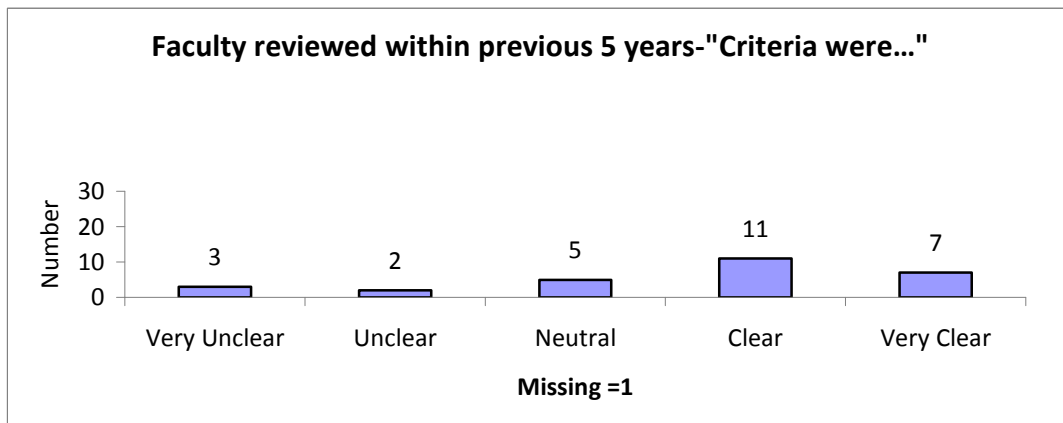


Fig. 2

In the next questions all respondents (n=75) were asked to comment on their general feelings regarding the tenure and review process regardless of whether they themselves had been up for promotion in the last five years.

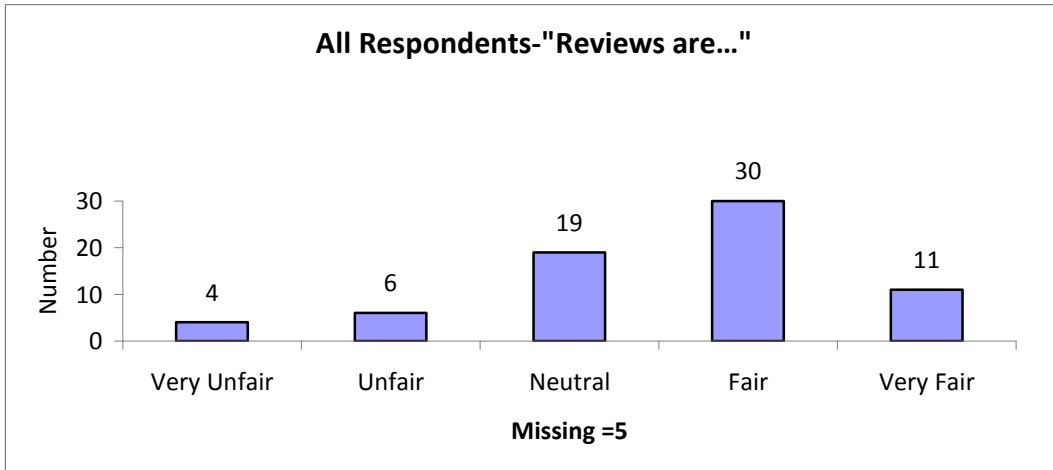


Fig. 3

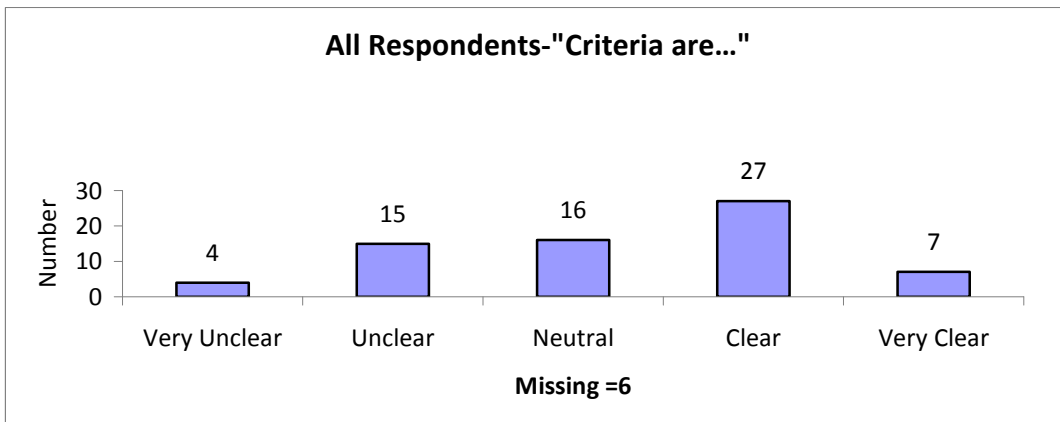


Fig. 4

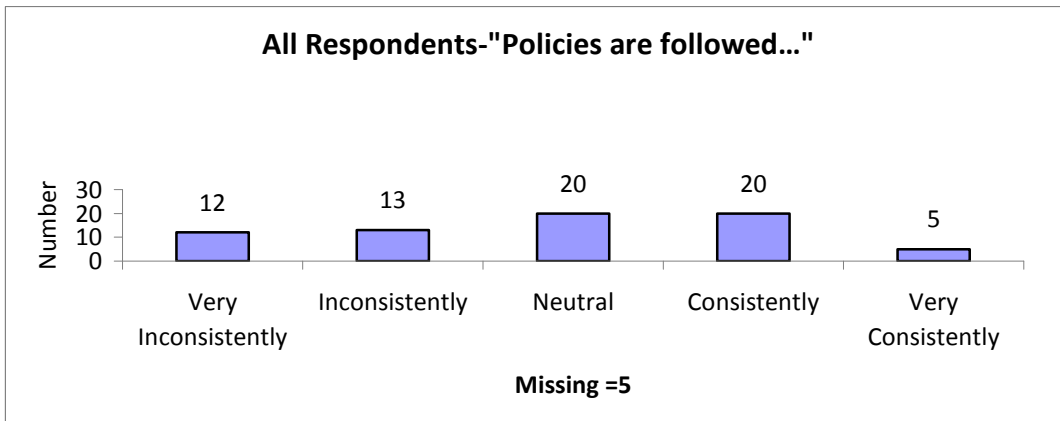


Fig. 5

4. Respondent Satisfaction Ratings

Respondents answered twelve questions regarding their satisfaction with various aspects of their position such as pay, benefits, workload, etc. The data in figure 6 is arranged in ascending order according to the percentage of respondents satisfied or very satisfied with a particular item.

Exiting faculty were satisfied with their pay least often and satisfied with their benefits package most often. Responses about department chair satisfaction elicited strong responses at either end of the scale with 30 percent very satisfied and 24 percent very dissatisfied with their department chair.

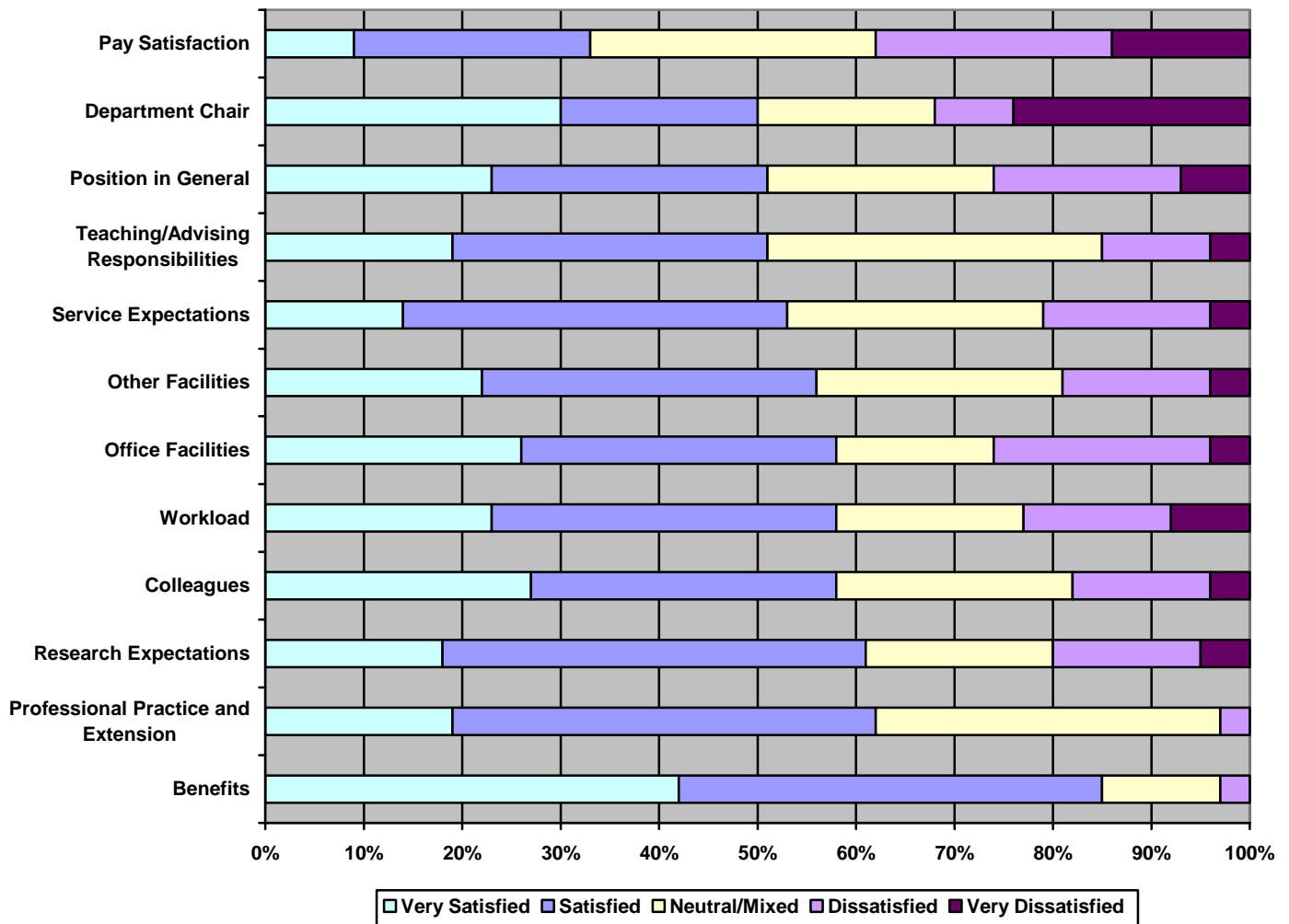


Fig. 6

5. Work/Life Balance

In the previous question 58 percent of respondents indicated that they were satisfied or very satisfied with their workload overall. However, almost half (48 percent) of respondents indicated that work interfered with their personal life at least quite a bit. Also, 54 percent indicated that their level of work-related stress was high or very high.

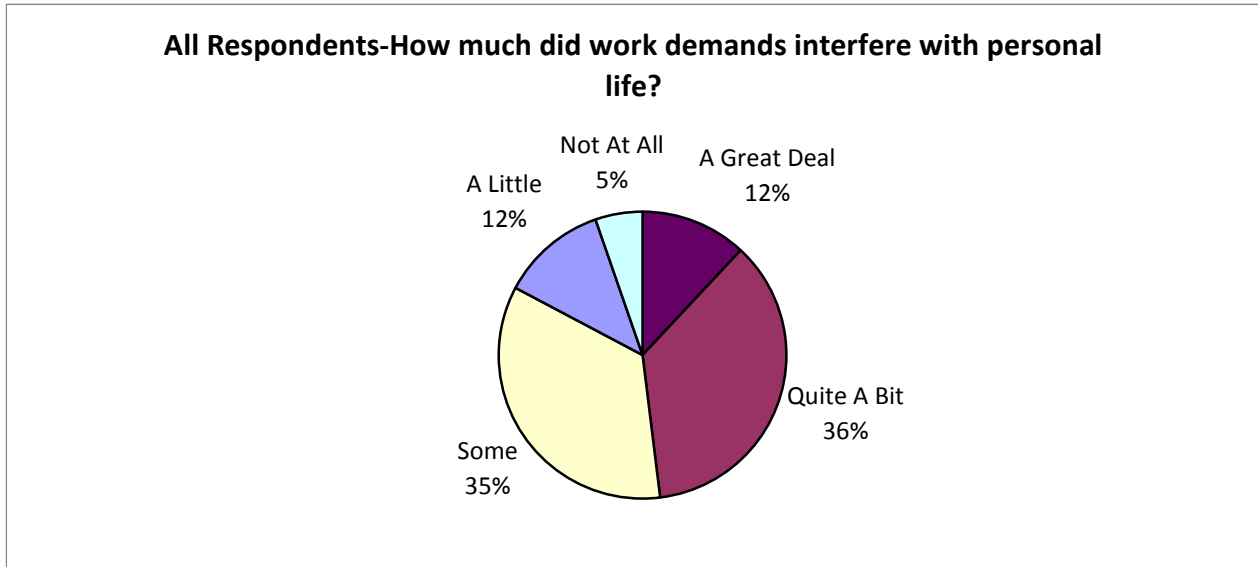


Fig.7

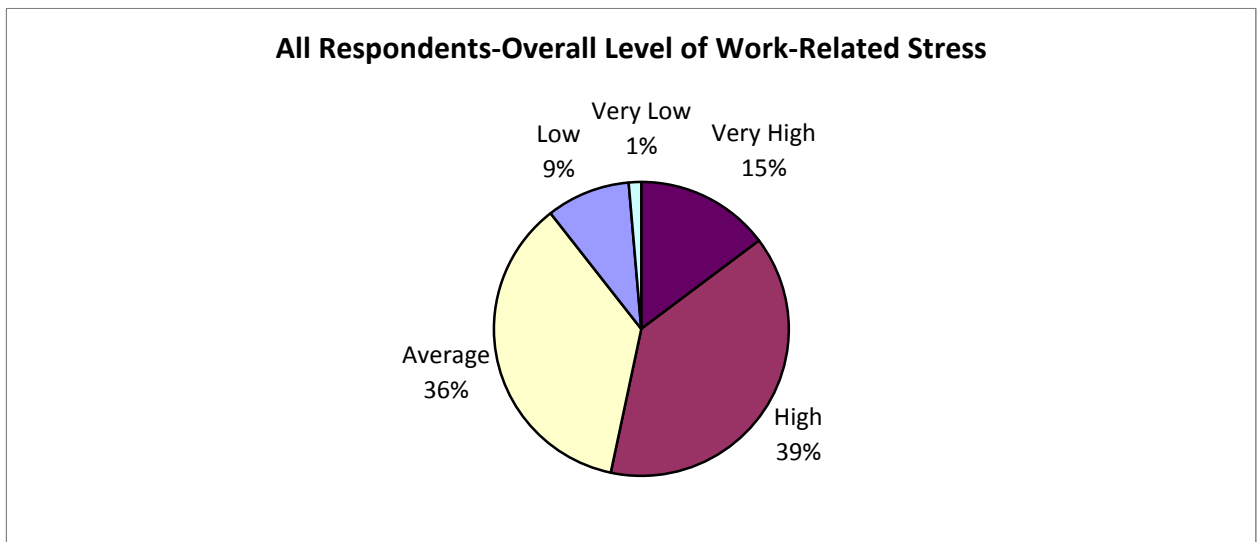


Fig. 8

6. Positive and Negative Aspects of ISU

Respondents were asked open-ended questions about the most positive and negative aspects of their faculty position at Iowa State University. Responses were coded, with similar responses being grouped together. A summary of the most frequently cited aspects by those responding (n=73) are shown below in order of frequency.

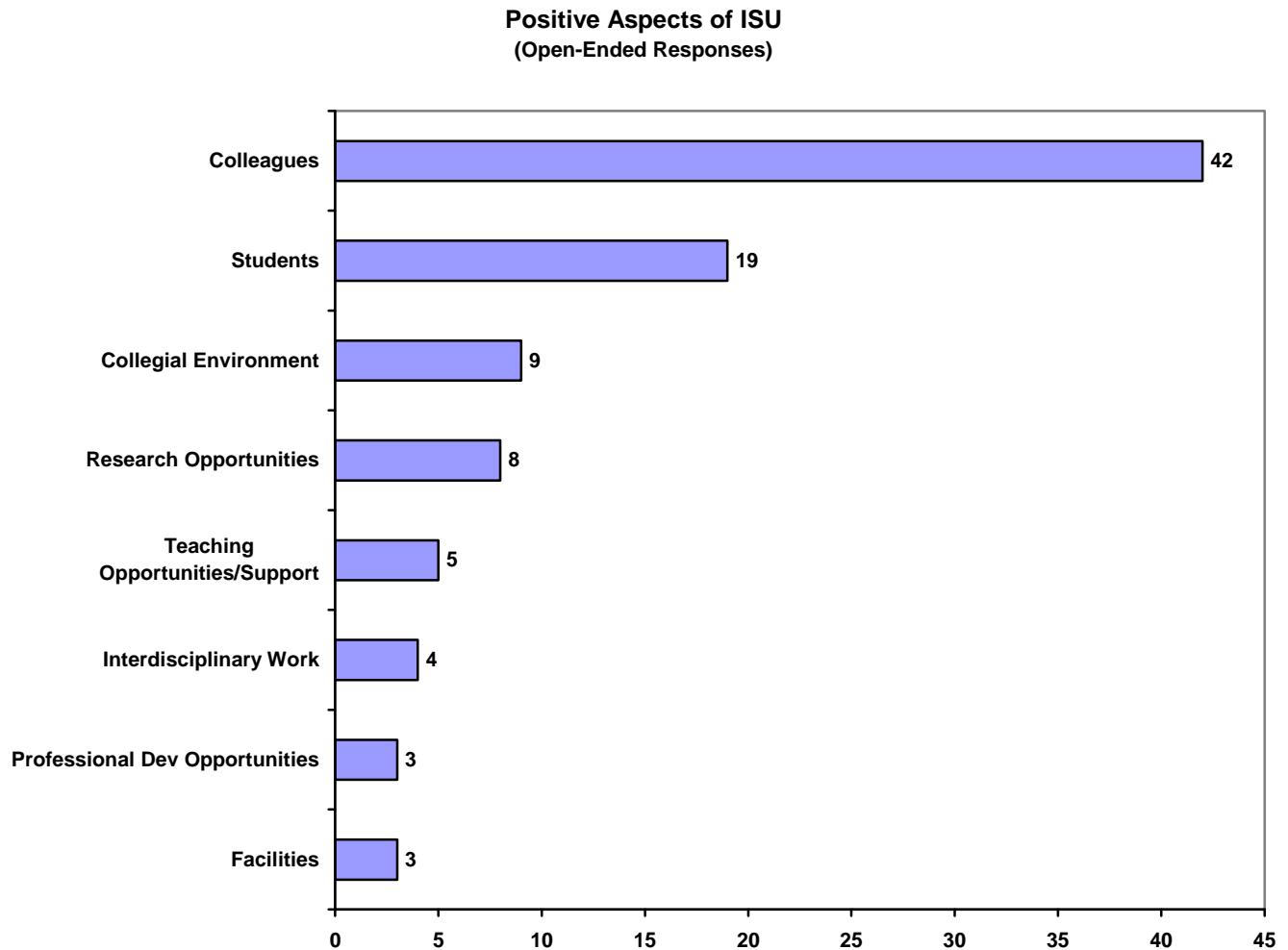


Fig. 9

Some other positive aspects mentioned in this section less often were: relationship with department chair, contact with practitioners, institutional freedom and support, short commute, access to books and journals, contact with practitioners, great benefits, and excellent pay.

Figure 10 illustrates responses on the negative aspects of their position at Iowa State University. The responses to this open-ended question were coded, with similar responses being grouped together. A summary of the most frequently cited aspects by those responding (n=73) are shown below in order of frequency.

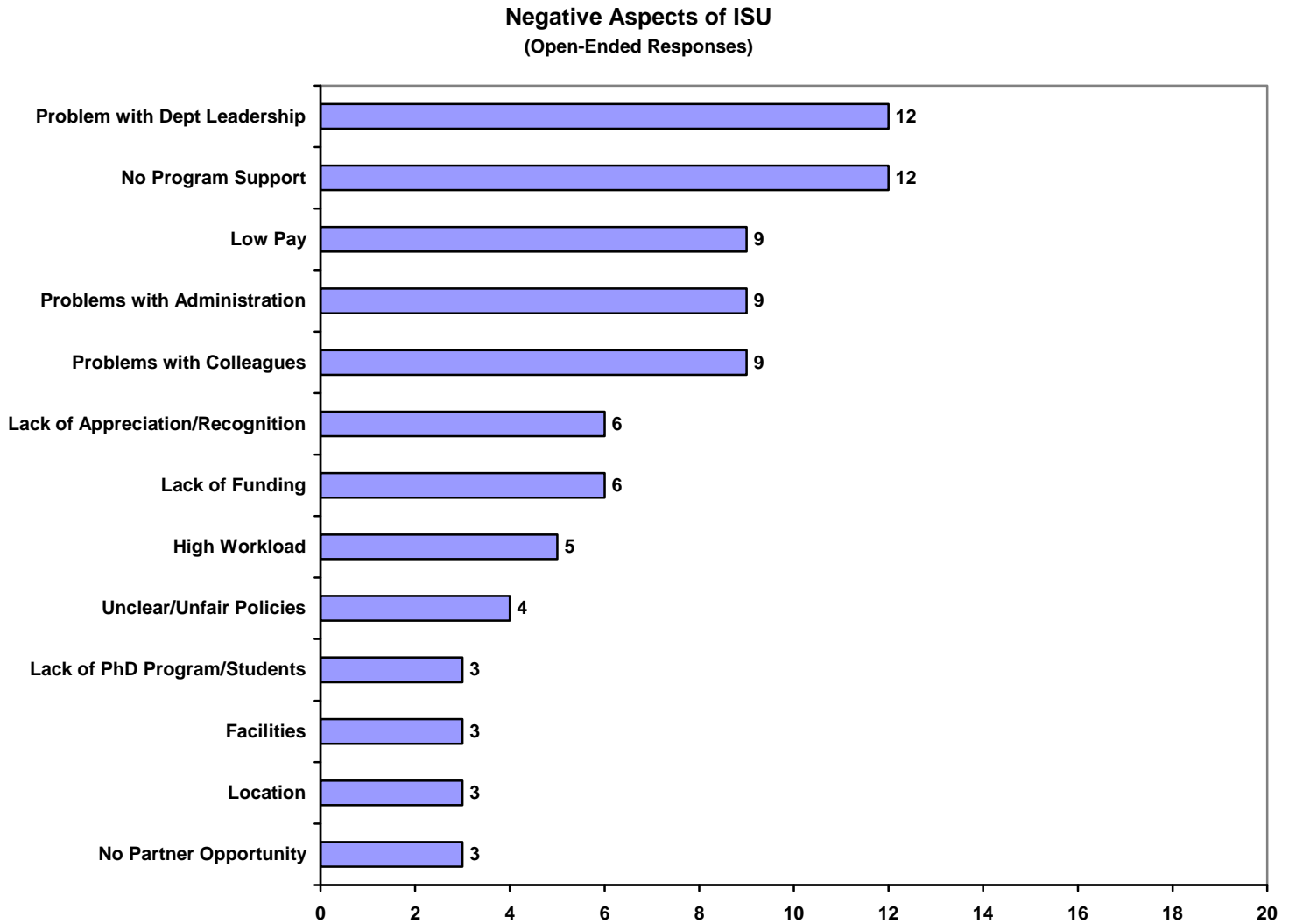


Fig. 10

Other negative aspects mentioned less frequently were: lack of advancement opportunities or research support, quality of students, lack of diversity, a narrow emphasis in teaching/research/outreach, opportunity to recruit grad students, and dissatisfaction with the rate at which the university makes changes.

All respondents were asked if they had ever expressed dissatisfaction about aspects of their position to a committee, departmental officer, or university administrator. Fifty-seven (76 percent) respondents answered "yes," nine respondents answered "no," and the remaining nine respondents indicated that they had no dissatisfactions to express.

7. Discrimination and Harassment

Respondents were asked if they had experienced any harassment or discrimination within the five years preceding their resignation. Nineteen respondents (26 percent) had experienced some type of harassment or discrimination. Respondents were allowed to check more than one box if they had experienced more than one type of discrimination. The graph below categorizes the types of discrimination and harassment that was reported on the survey by these 19 individuals. Please note that none of the respondents reported harassment or discrimination based on a disability.

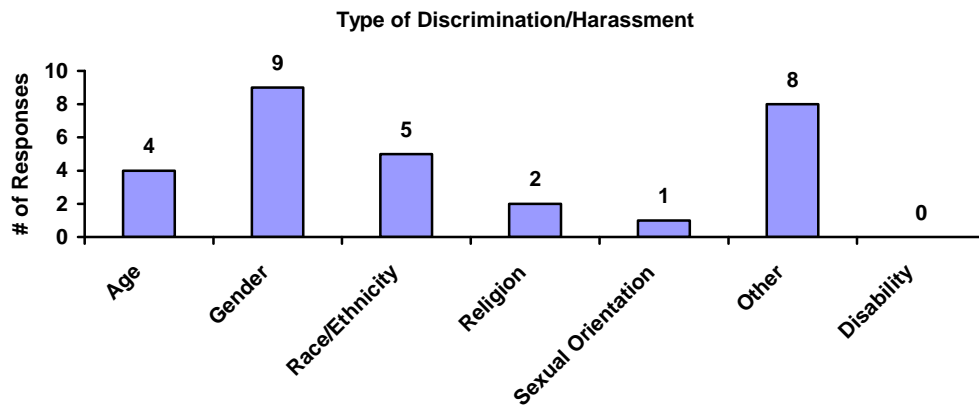


Fig. 11

For those respondents who chose “other,” they were able to provide an open-ended description of the type of discrimination/harassment. There were six reports of harassment by another faculty member in the form of personal attacks, being excluded, or being patronized. Two felt that they had been discriminated against or harassed by their department chair. One who described himself as a “conservative, Christian, white male” felt that the department chair promoted an activist agenda and showed favoritism toward others. The other said that they were frequently attacked and accused of discouraging new faculty applicants by the department chair. Two other respondents described harassment by students; one respondent described the harassment as “bullying” and the other reported that their authority was challenged and knowledge was questioned. One respondent listed “Position Responsibility Statement” as harassment and felt that the policies set forth in the Faculty Handbook had not been followed.

Respondents who had experienced discrimination or harassment were asked what actions they had taken as a result. Some respondents had taken more than one action and could choose more than one response. Most frequently respondents had spoken to a department chair or other administrator. Six of the 19 (32 percent) respondents reporting discrimination and harassment had taken no specific action. Actions taken in response to discrimination and harassment are shown below.

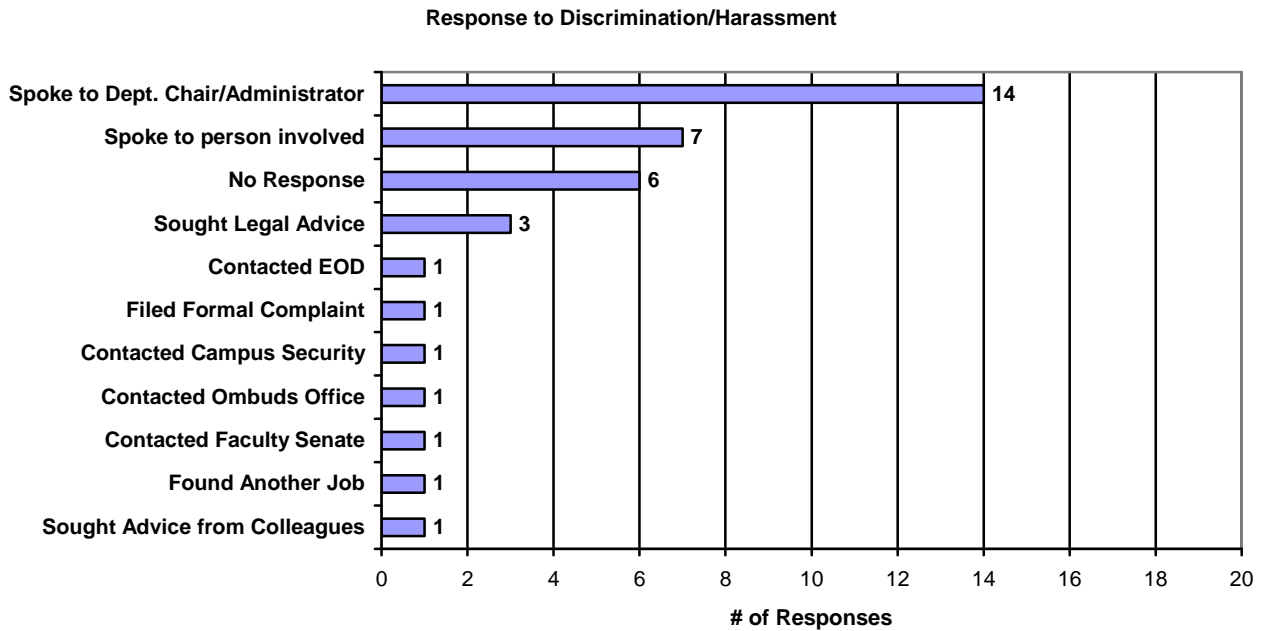


Fig. 12

8. Exit Process

Nearly all (96 percent) respondents had accepted a new position at the time that they completed the survey. Most (83 percent) respondents had accepted a position in academia. Most (86 percent) of those who had accepted new positions were receiving higher salaries than they received at Iowa State University. This includes 59 percent whose salaries are reported as “much higher than ISU.”

Table 4

Status of post-ISU employment	Frequency	Percent
Have accepted a new position	72	96.00
Considering an offer	1	1.33
Retraining for a different career	1	1.33
Taking some time off	1	1.33

New position	Frequency	Percent
Academia	62	82.67
Government	3	4.00
Non-profit organization	1	1.33
Business/Industry	4	5.33
Self-employed	1	1.33
Other	1	1.33
NA	3	4.00

Salary at new position	Frequency	Percent
Much lower than ISU	1	1.33
Somewhat lower than ISU	2	2.67
About the same	5	6.67
Somewhat higher than ISU	18	24.00
Much higher than ISU	44	58.67
Unsure/Don't know	2	2.67
NA	3	4.00

A majority (59 percent) of the exiting faculty had actively looked for a position before leaving the university. Some did not look for positions while they were faculty members at Iowa State University, but were offered positions through unsolicited contacts. The data below also shows that the majority of the exiting faculty began to consider resigning six months or more before they actually left.

Table 5

Did you actively look for another position?	Frequency	Percent
Yes	44	59.74
No, but followed up on unsolicited contacts	27	35.06
No, did not look for another job	4	5.19

When did you seriously begin to consider resigning?	Frequency	Percent
Within past 6 months	13	16.88
6 months to 1 year ago	33	42.86
1 to 2 years ago	20	25.97
More than 2 years ago	11	14.29

Respondents were asked about the reasons they chose to leave. They were allowed to select more than one answer in this section. Departmental environment and salary were the reasons given most often as the primary reasons for resigning from Iowa State University. This is congruent with the satisfaction data gathered in previous questions. The graph below shows the reasons for resignation from which respondents could choose and the number of respondents who selected that reason



Fig. 13

Respondents were asked if a department chair or any other ISU administrator had asked if there was anything that could be done to retain them. Seventy-one percent had received some type of retention offer. Respondents were also asked if there was anything that could have been done to encourage them to stay at ISU. The majority of those responding (67 percent) said that there was something that could have been done to retain them at ISU.

Table 6

Did your chair or another administrator ever ask if there was anything that could be done to retain you?	Frequency	Percent
Yes	53	71%
No	22	29%

Is there anything that might have been done to encourage you to stay at ISU?	Frequency	Percent
Yes	49	67%
No	24	33%

Frequency Missing = 2

In a separate question respondents were asked whether they felt that they were encouraged to leave Iowa State University. Three people did not respond. Of those answering the question, 23 (32 percent) answered "yes" and 49 (68 percent) answered "no."

Did you feel that you were encouraged to leave ISU?	Frequency	Percent
Yes	23	32%
No	49	68%

Frequency Missing = 3

Respondents were asked what, if anything, might have been done to encourage them to stay at Iowa State University. Forty-nine respondents (65 percent) offered comments in response to this open-ended question. Responses were coded and are listed in order by those reasons most frequently mentioned. A good raise (37 percent) was the response given most often by those answering this question. Eleven respondents made reference to problems they had with specific individuals. Most often they indicated a problem with a department chair (seven out of 11). These respondents indicated that if these individuals were removed from positions of power and/or influence or had been made to apologize for their actions, then they would have remained at Iowa State University. Nine respondents also made reference to the retention procedure itself being part of the problem. They criticized their need to present a new job offer before they could negotiate a salary increase. Some said it took too long before a retention offer was made by Iowa State University. Some indicated that had Iowa State University been able to match the new offers they had received; they would have remained at the university. These and the other reasons given are listed in the graph below.

What Would Have Encouraged You To Stay? (Open-Ended Responses)

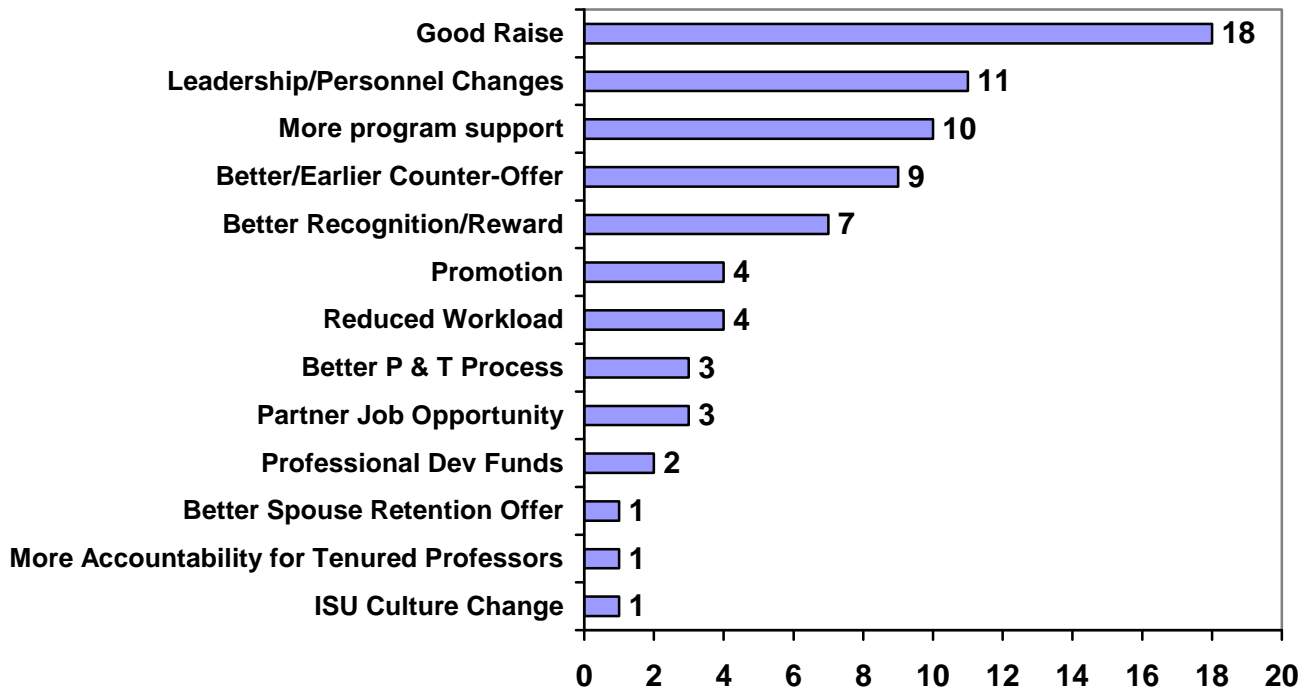


Fig. 14

9. Overall Evaluation of ISU

At the end of the survey, respondents were asked about their overall evaluation of Iowa State University. They were asked if they would recommend Iowa State University to others as a good place to be a faculty member. Their responses are in the chart below: Respondents were slightly more likely than not (53 percent versus 41 percent) to recommend Iowa State University to others.

Table 7

Recommend ISU to others	Frequency	Percent
Definitely not	11	15.49
Probably not	20	28.17
Probably yes	22	30.99
Definitely yes	18	25.35

Frequency Missing = 4

Respondents were asked to share some closing comments at the end of the survey. Mentioned most often in these comments was the need for higher salaries and cost-of-living increases. Other comments are summarized on the following pages.

**What changes, if any, need to be made to assist in retaining faculty at ISU?
(Open-Ended Responses)**

- Change retention policy, make earlier, more aggressive retention offers
- Increased university support of the arts, social sciences, and humanities
- Fund theatre and dance with university and not GSB funds
- Make having a life outside the university possible without suffering consequences
- Support creative development and energy in Ames
- Retain minority faculty and increase diversity (gender, ethnic, diversity of thought/scholarship)
- Recognition and reward for “non-traditional” scholarship and varied/creative teaching
- Foster a respect for disagreement
- More support for partner/spousal employment
- Pay attention to suggestions/complaints/conditions of faculty who bring in money
- Administrators should meet annually with valued faculty members to address concerns
- Identify and nurture promising faculty early, don’t subsidize those that don’t show promise
- More transparent policy decisions and increased faculty voice in departmental decisions
- More flexible P & T policies including early promotion of rising stars, recognition of diverse contributions, tenure-clock extension for extenuating circumstances
- More equitable policies and procedures, revised Faculty Handbook
- Put “real leaders” in administrative positions
- Increase administrative respect for department-level decisions
- Foster a more rigorous academic environment
- Increase the accountability of tenured professors, increase expectations
- Take faculty mentorship seriously
- Encourage faculty collaboration
- Decreased stress/workload, less teaching, less service
- Additional compensation for faculty teaching off-campus
- More equitable resource allocation, funding should match level of responsibility
- Improved funding, better support from the state legislature
- More funding for conference travel
- More research support
- Improved facilities
- Stop sacrificing faculty positions to fund pay raises
- Get past “doom and gloom” and move forward, let people know that problems are being resolved

**Other comments or observations that might be helpful to the ISU
administration
(Open-Ended Responses)**

- I wish ISU the best, I would highly recommend ISU to anyone
- Proactive policies need to be developed to reward and retain the top 10% of faculty before they seek other offers
- I felt I was “punished” for my success and asked to develop a new area of expertise to pursue other funding opportunities
- Retain and promote family neighborhoods close to campus
- I have a generally favorable view of the university but became frustrated with the overwhelming workload as the only tenured faculty member in my area
- Look at supporting faculty, if not with money, with reduced teaching loads; increase teaching for non-productive faculty
- The closing of two community schools is an example of a community level decision that undermines ISU’s interest in attracting and retaining a more diverse faculty and staff
- I greatly valued my ISU experience; do all you can to maintain the open feeling of collegiality and the ability for faculty to work across departments and colleges
- The best element of ISU is its interest and support of women faculty, increase resources available to support work/life, partner accommodation and other special requests
- My wife and I received excellent counter-offers when we announced we might be leaving
- ISU was a great place to work for 20+ years; however, it is important that people make changes in their careers for renewal and excitement
- The College has been doing a poor job recognizing, supporting and retaining new faculty who show potential
- I feel the state is no longer willing to fund three universities, make strong clear decisions instead of starving those in the arts and humanities
- Administration needs to realize what it takes to be competitive in a national marketplace
- Promotion decisions at ISU are made arbitrarily, this undermines morale and lowers standards
- Administering to the letter of the law does not necessarily mean that you are fulfilling its intent
- Tout your benefits package!!
- ISU [is seen] as a “stepping stone” for junior faculty; more support for professional development would be needed in terms of release time, salary increases, travel and exchange support etc.
- The new budget model is absolutely essential to the survival of the humanities
- I had a great time working at ISU
- I was made to feel very welcome, the facilities were great, my compensation was good, the expectations were clear
- Eliminate the program that requires that matching salary offers have to be done at the expense of colleagues who are already underpaid
- I have always been at least somewhat satisfied about the supervisors and the workplace at every place that I have ever been employed, but I cannot even remotely say that about ISU

- The biggest problem faced by universities in Iowa is the long-term demographics of the state
- Good Luck!
- ISU needs to recruit from successful principals in the field to get faculty but need to offer higher salaries to do this. In this field grant work should be the equivalent of research writing.
- My suspicion is that this will just be a report that sits on someone's desk without any action. You don't have the guts to find the truth
- Administration appears not to care until someone threatens to leave; faculty seem to remember the "glory days" and think that ISU can continue to succeed without any effort being taken
- You should outlaw the despicable practice of making appointments at Associate or Full Professor without tenure
- Listen to the faculty when they review departmental chairs
- How about hiring deans with a vision of how to achieve excellence at the expense of mediocrity? I wasted 4 years of my life at ISU, and sacrificed way too much family time for this kind of result
- I don't have any sense that anyone in the university administration really cares about the program being anything but mediocre. Iowa is a great place and deserves better
- I wanted to follow an administrative track...the best way to do that is to move. I had a wonderful administrative and leadership experience at ISU
- I had a good time at Iowa State and enjoyed the academic environment; I will miss ISU!
- I almost stayed because of the changes the dean was making
- Really nice colleagues and helpful staff
- I fear that ISU will lose talented and well-rounded faculty who are judged solely on {their ability to get] grants. ISU isn't a Stanford or MIT; it never will be nor should it be
- I spent many fruitful and enjoyable years at ISU and I regard it as among the best public/land-grant institutions, [with a better retention offer] different alternatives/possibilities might have emerged
- I am the fourth tenured faculty member to leave in as many years; this indicates a problem
- Although the behavior of my colleague may not have been illegal; it did make an uncomfortable working environment for me and members of my laboratory
- Were I an administrator, I would be concerned with the high level of turnover in the college. It is a really bad work environment
- The current emphasis on biofuels is much too large to be sustainable and will likely lead to a backlash and budget problems once the current boom dissipates.

Appendix A: Gender Differences

A. Introduction

In addition to the aggregate information that was included in the regular report, the data was analyzed according to the gender of the respondents when known. There were more than twice as many men completing the survey as there were women, 52 men compared to 23 women. Therefore, the graphs below show the percentages of women choosing a particular response compared to the percentages of male respondents choosing the same response. The percentages are derived from the number of women out of the total number of female respondents to an item and correspondingly the number of men out of the total number of male respondents. There are three questions where a chi-square comparison of responses indicated a statistically significant difference in responses by gender.

- Figure 17, "Review process fairness"
- Figure 25, "Satisfaction with office facilities"
- Figure 39, "Primary reasons for resigning - ISU Environment"

B. Tenure/Promotion Process

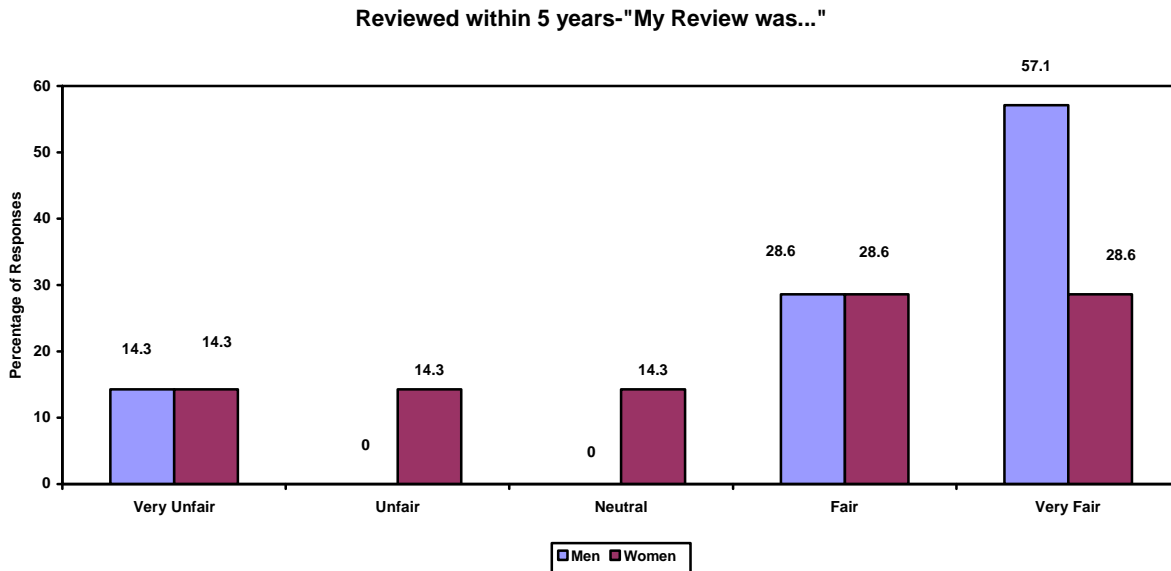


Figure 15

Reviewed within 5 years-"Criteria were..."

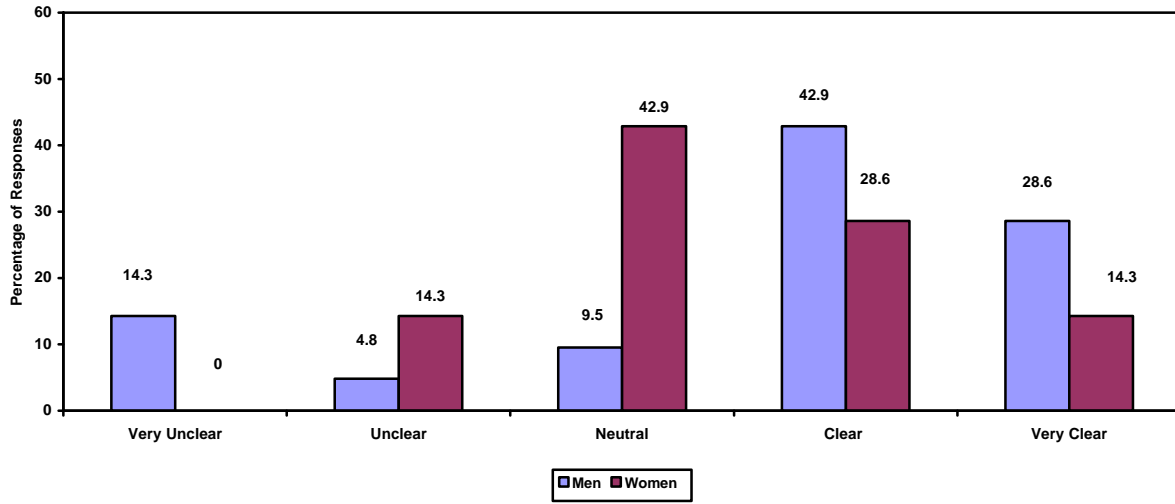


Fig. 16

All Respondents-"Reviews are..."

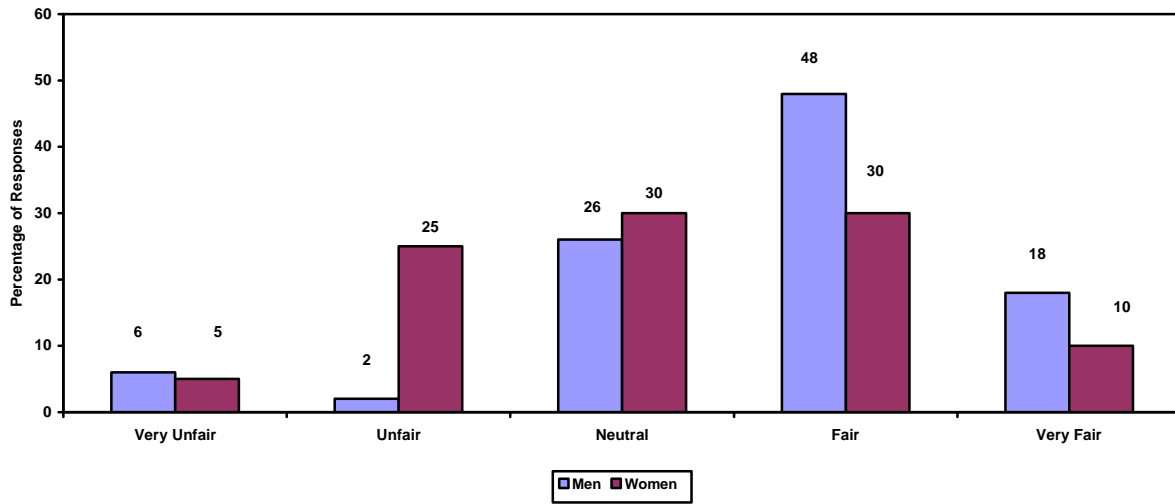


Fig. 17

All Respondents-"Criteria were..."

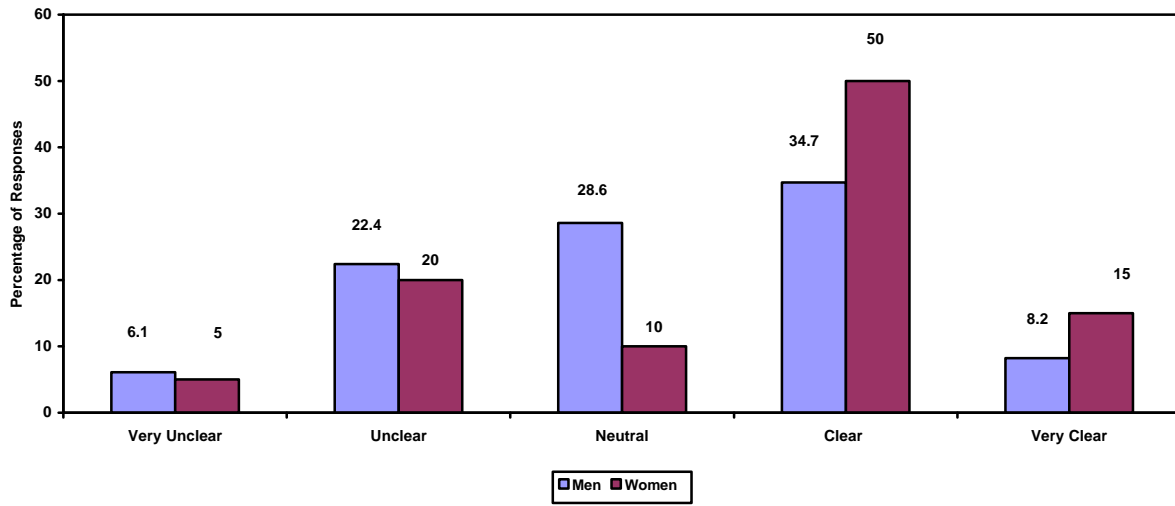


Fig. 18

All Respondents-"Policies are followed..."

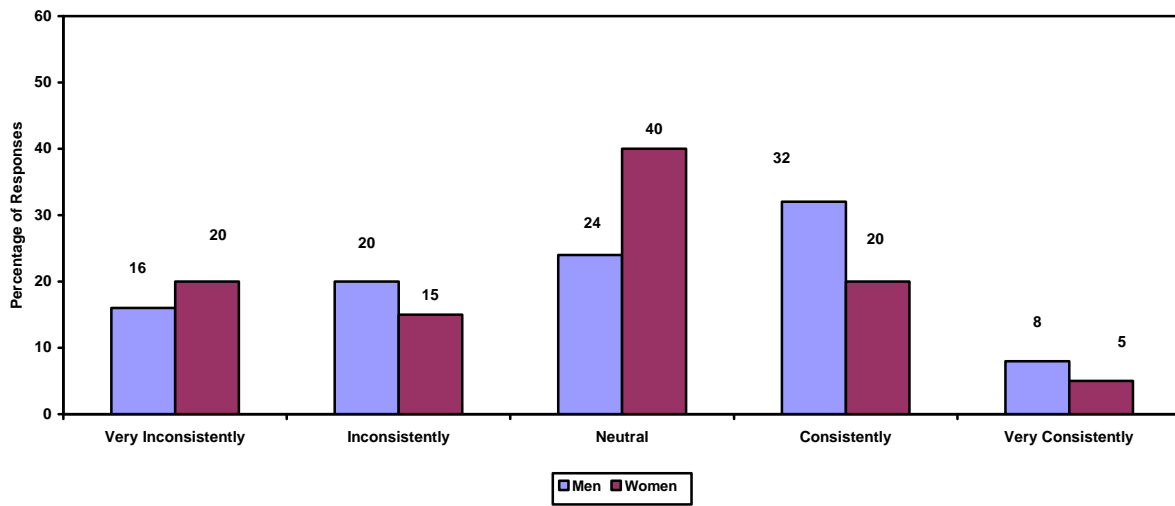


Fig. 19

C. Satisfaction Ratings

When looking at the satisfaction ratings for different items, although not statistically significant, there are some differences according to gender. In the following text, terms such as “higher rate” and “more often” are used to note differences in the sample responses.

Women chose very satisfied as a response more often than did men in regard to both their benefits package and pay while at Iowa State University. The percentage of male respondents indicating that they were very satisfied with their department chair is higher than that of female respondents. Men also said that they were satisfied or very satisfied with their colleagues at a higher rate. The percentage of female respondents indicating they were very dissatisfied with their workload is more than four times the percentage for male respondents. Also, a larger percentage of female respondents were dissatisfied with their office facilities while at Iowa State University than male respondents.

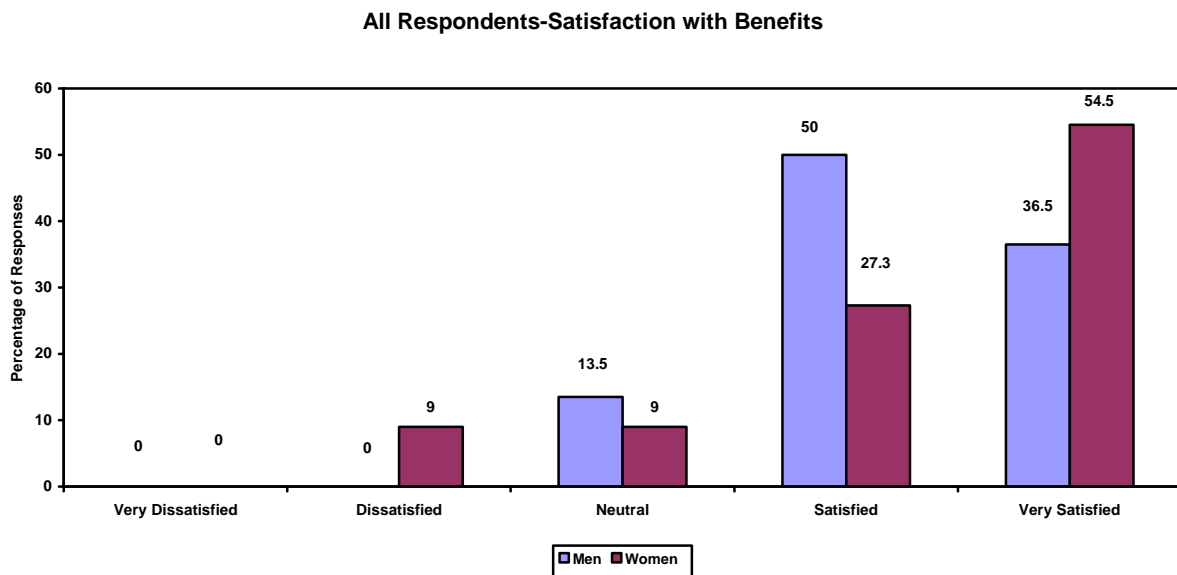


Fig. 20

All Respondents-Satisfaction with Professional Practice and Extension

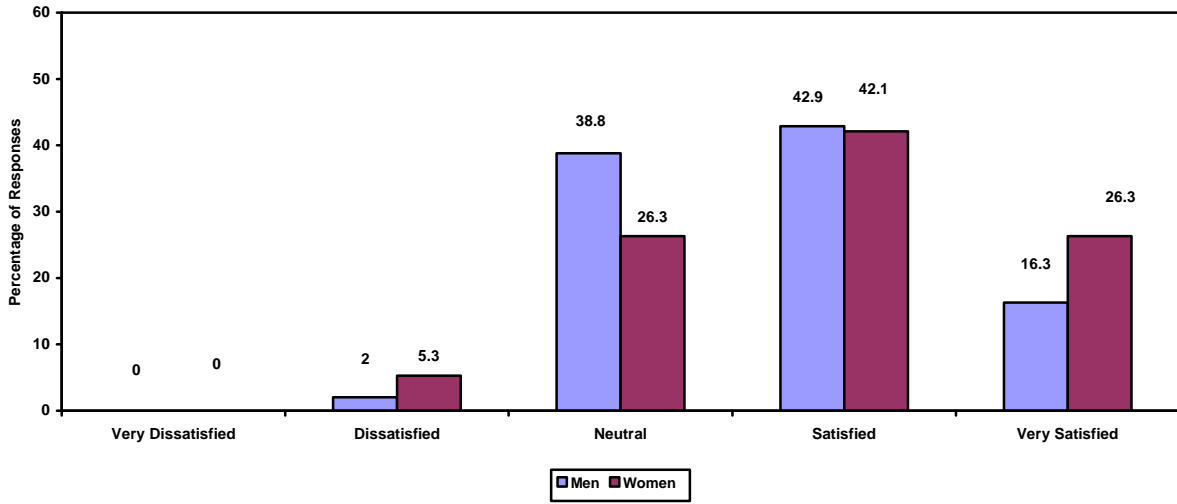


Fig. 21

All Respondents-Satisfaction with Research Expectations

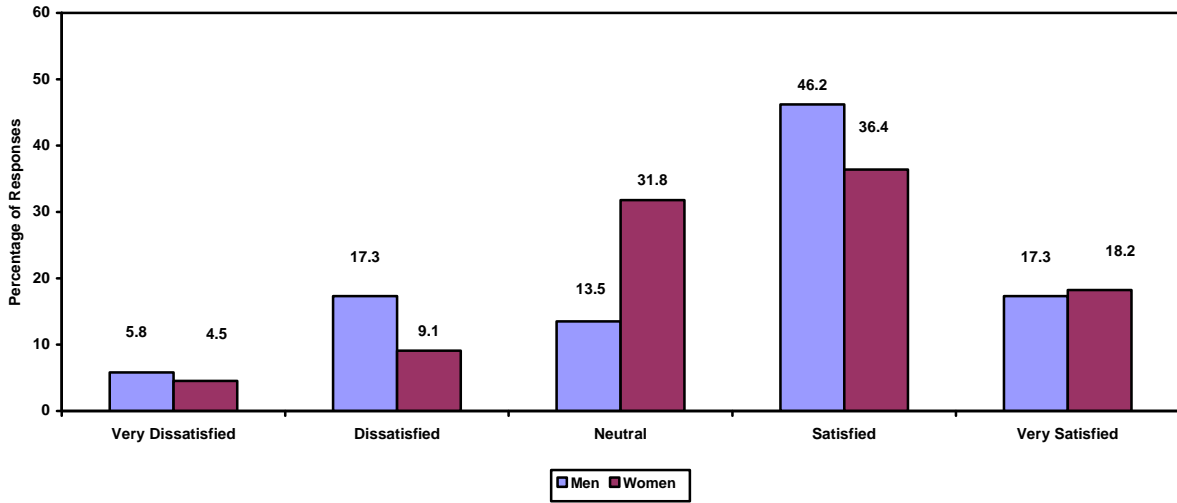


Fig. 22

All Respondents-Satisfaction with Colleagues

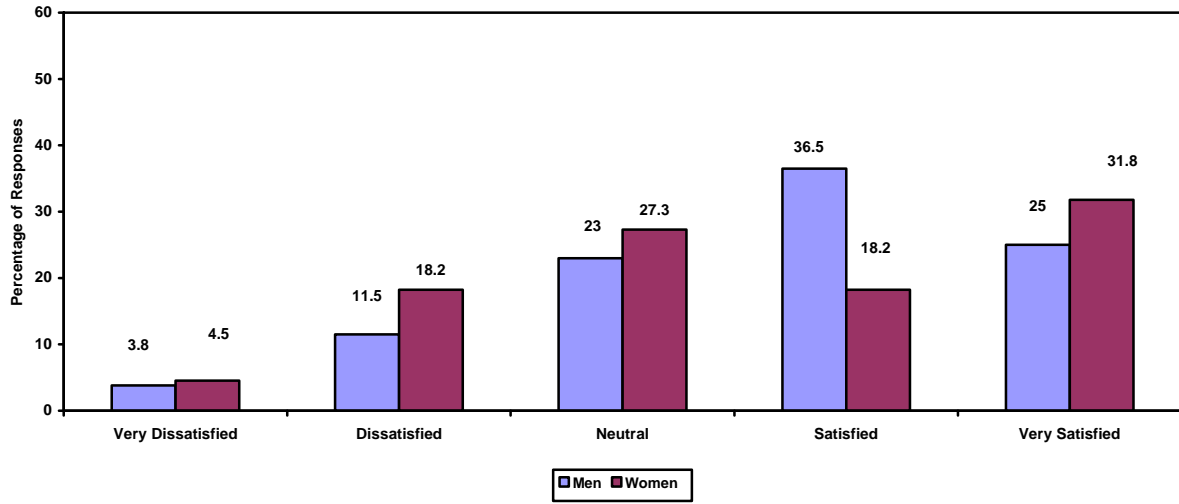


Fig. 23

All Respondents-Satisfaction with Workload

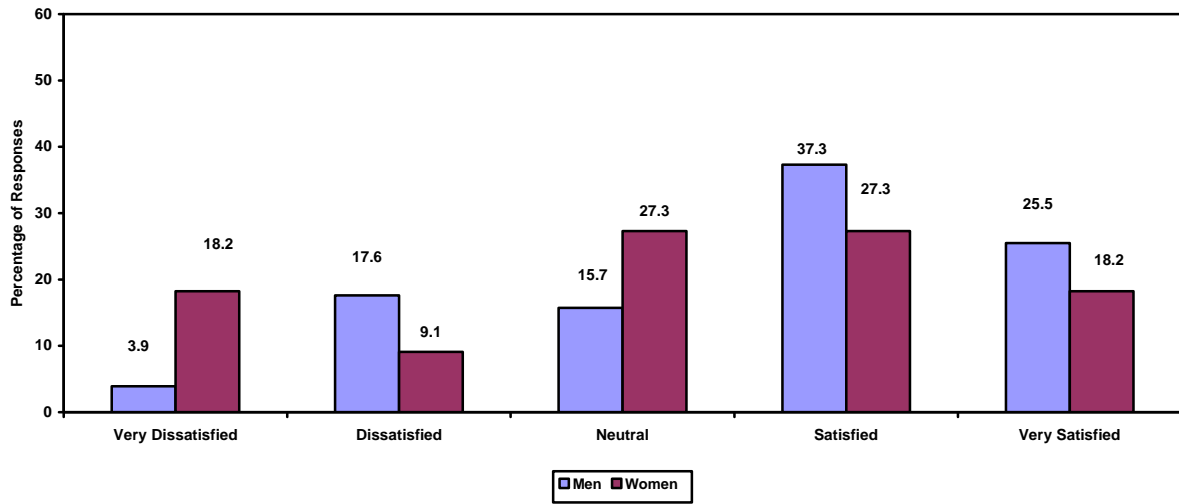


Fig. 24

All Respondents-Satisfaction with Office Facilities

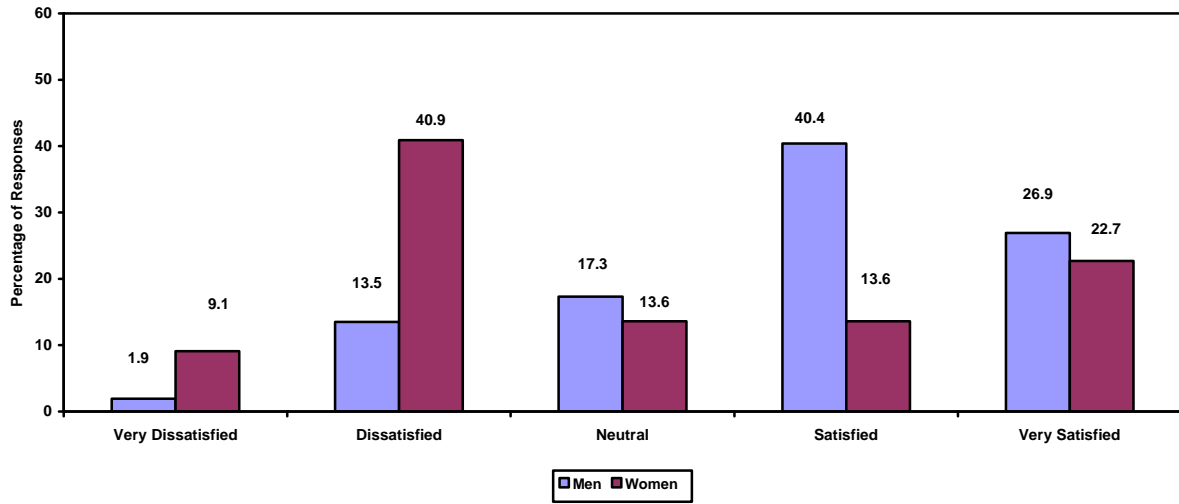


Fig. 25

All Respondents-Satisfaction with Other Facilities

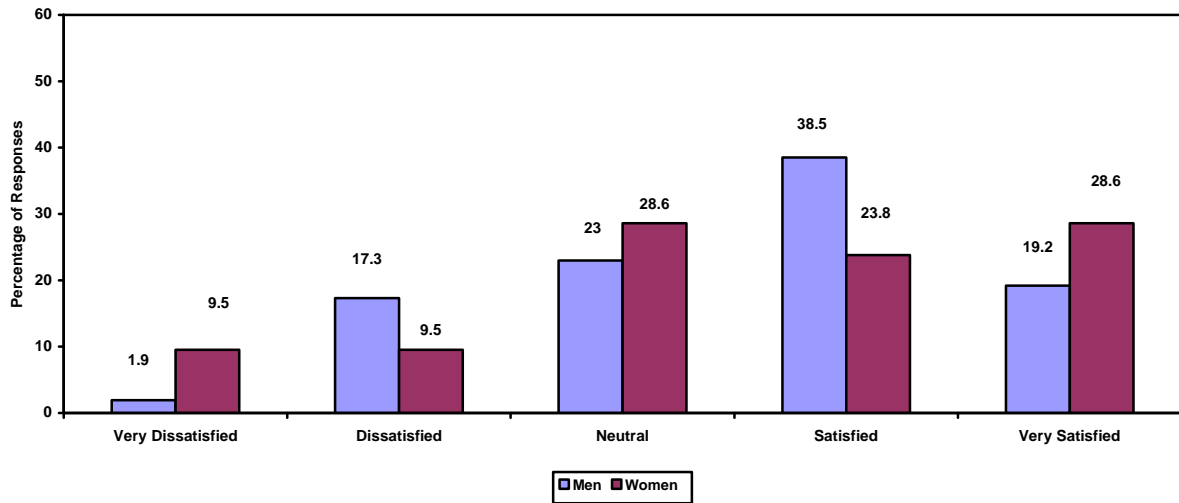


Fig. 26

All Respondents-Satisfaction with Institutional Service

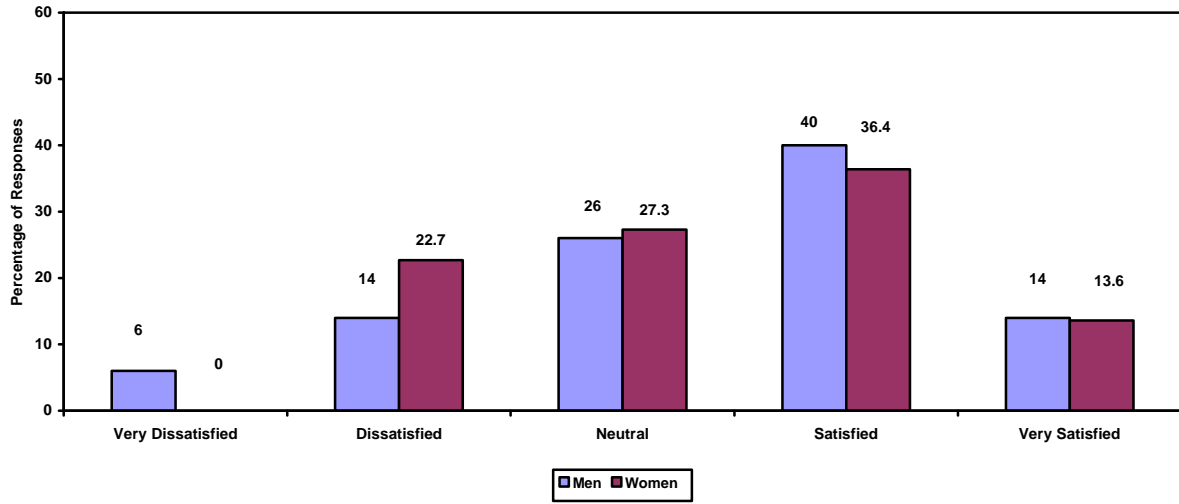


Fig. 27

All Respondents-Satisfaction with Teaching/Advising

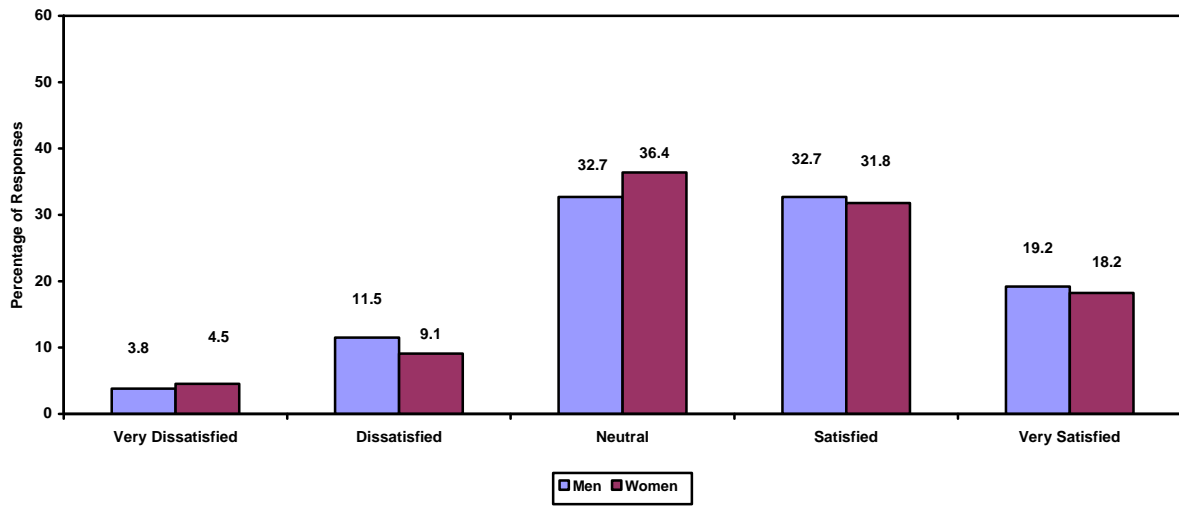


Fig. 28

All Respondents-Satisfaction with Position in General

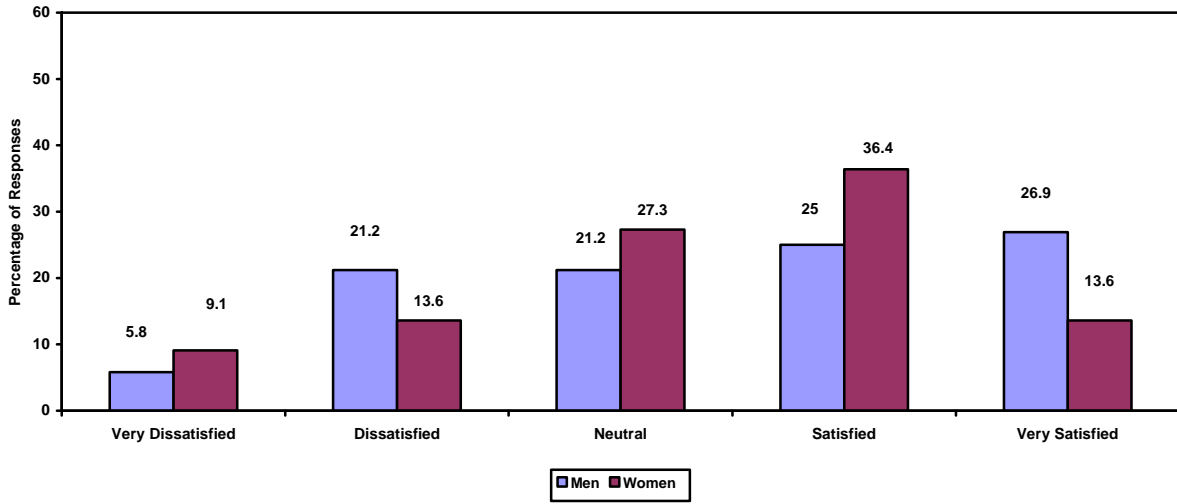


Fig. 29

All Respondents-Satisfaction with Department Chair

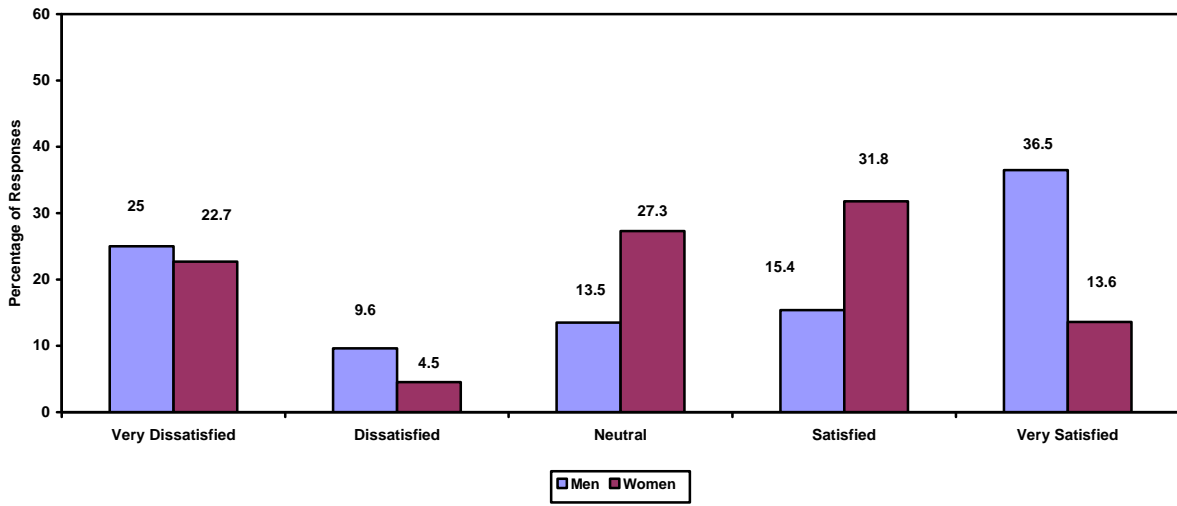


Fig. 30

All Respondents-Satisfaction with Pay

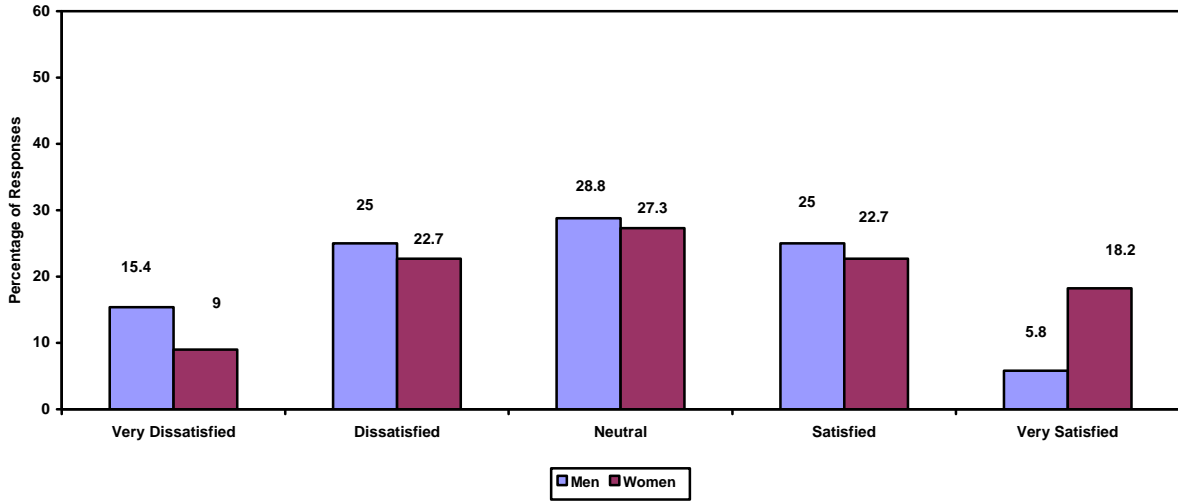


Fig. 31

D. Work/Life Balance

Responses to the questions related to work/life balance were similar for male and female respondents.

How much did work demands interfere with your personal life?

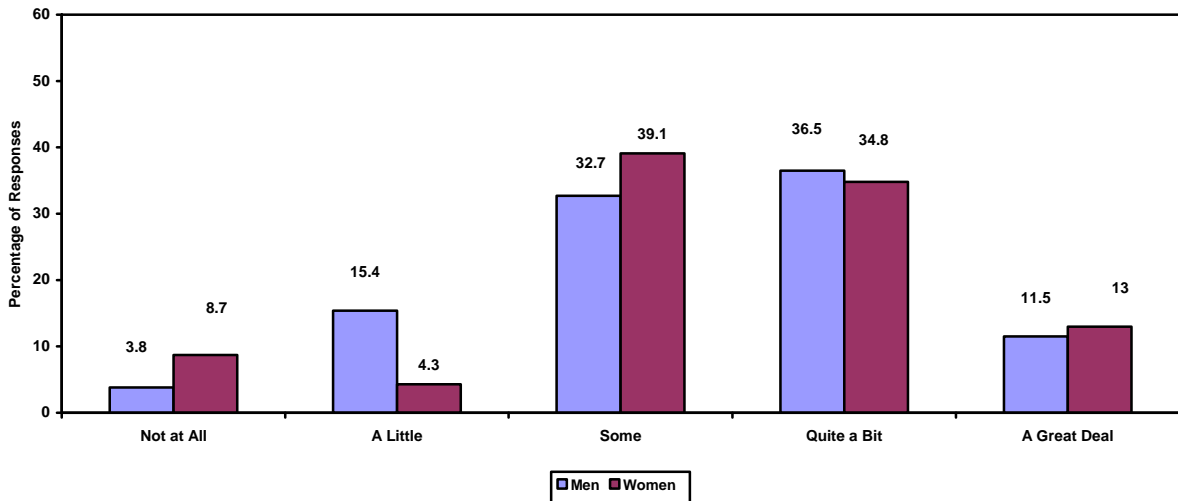


Fig. 32

How would you rate the overall level of work-related stress you experienced?

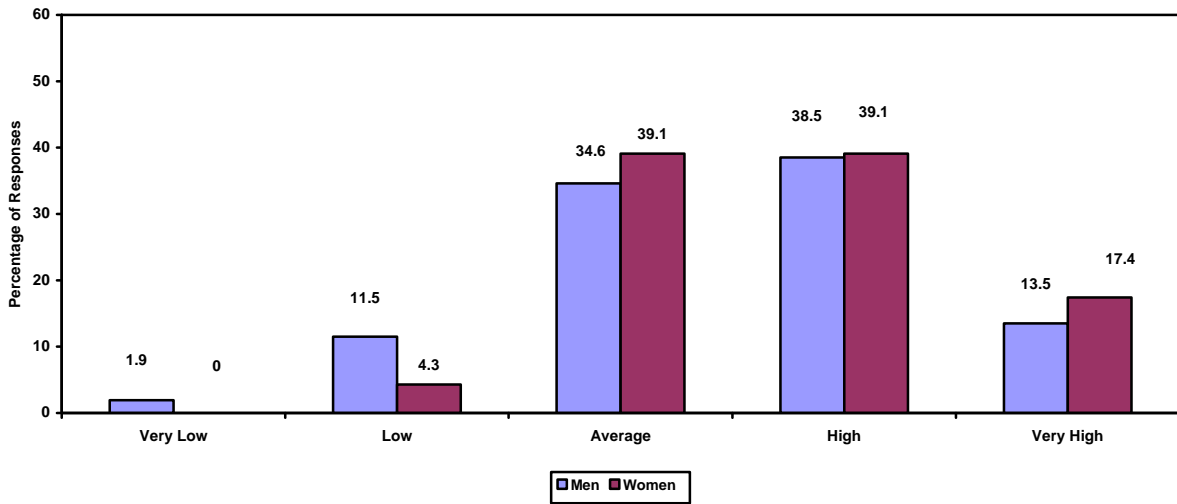


Fig. 33

When asked whether or not they had expressed dissatisfaction about aspects of their position, 78.3 percent of female respondents answered “yes” compared to 75 percent of male respondents.

Did you ever express dissatisfaction?

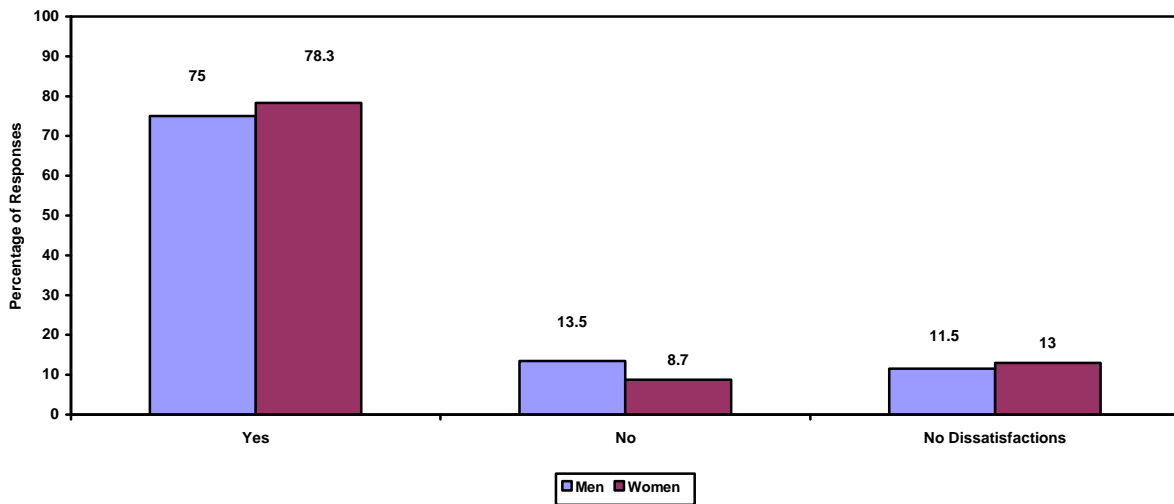


Fig. 34

E. Discrimination/Harassment

There were 10 men and nine women who said they had experienced harassment or discrimination from a student, colleague, administrator, or other ISU employee within the past five years. Overall, 39.1 percent of female respondents compared to 19.2 percent of the male respondents, reported that they had experienced discrimination or harassment. It is interesting to note that when looking at the type of discrimination or harassment experienced, a higher percentage of men reported gender-based discrimination, 60 percent compared to 33.3 percent. No women reported harassment and discrimination based on religion or sexual orientation. When responding to discrimination and harassment, the percentage of female respondents who spoke directly to the person involved was 22.2 percent compared to 50 percent of the male respondents.

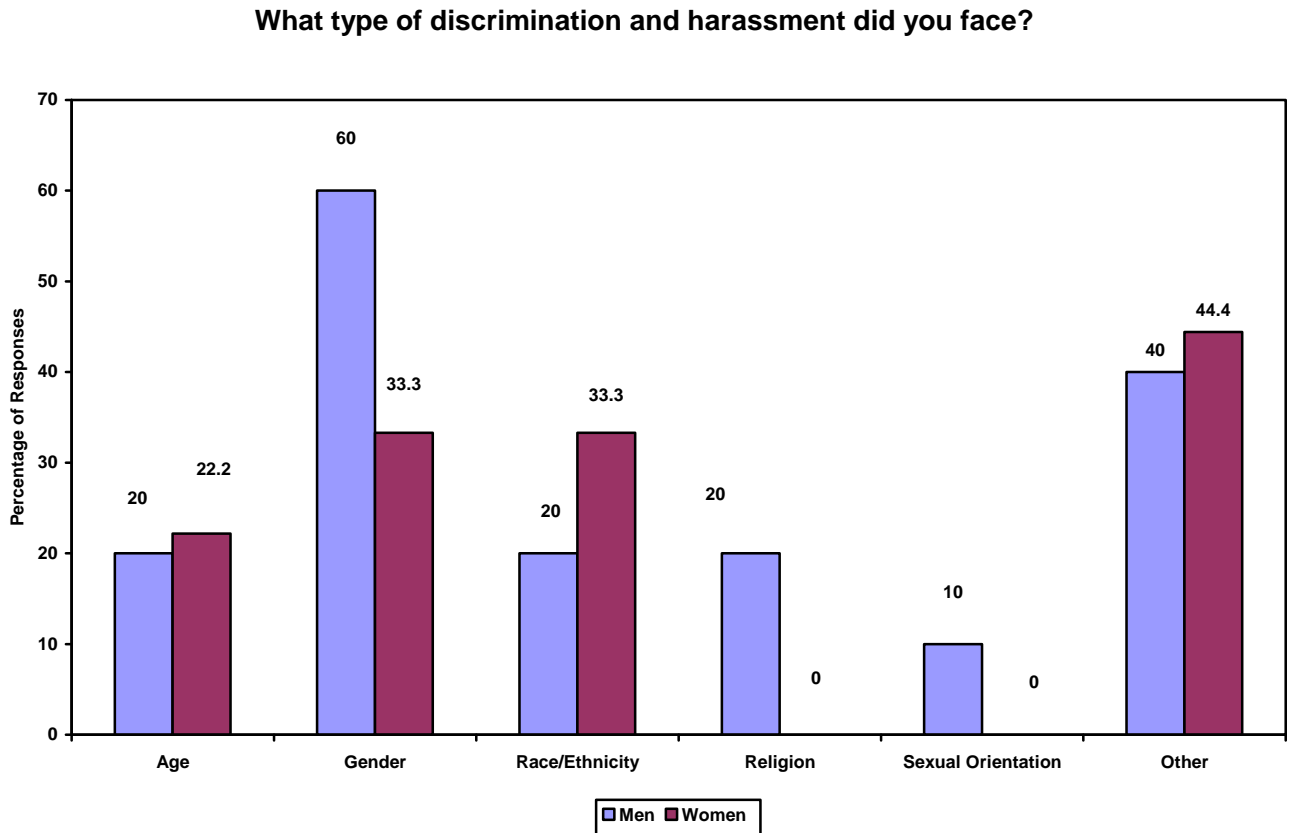


Fig. 35

Response to Discrimination/Harassment

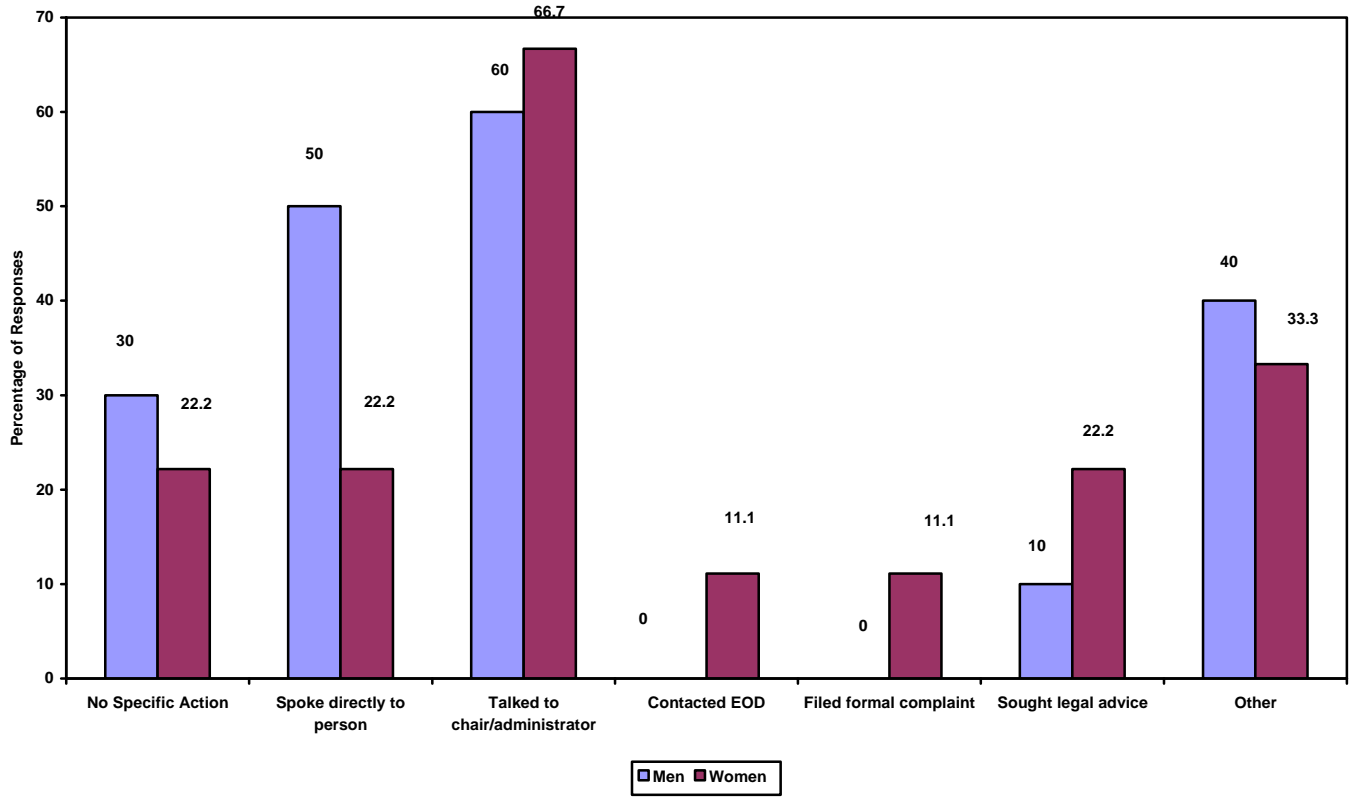


Fig. 36

F. Exit Process

All of the men had accepted a new position at the time that they completed the survey, compared to 87 percent of the women. Men received a much higher salary at their new position at a slightly higher rate than did women, 63.5 percent compared to 55 percent .

Table 8

Status of post-ISU employment by percentage	Men	Women
Have accepted a new position	100%	87%
Considering an offer	0	4.3%
Retraining for a different career	0	4.4%
Taking some time off	0	4.4%

New position	Men	Women
Academia	86.5%	85%
Government	3.8%	5%
Non-profit organization	1.9%	0
Business/Industry	7.7%	0
Self-employed	0	5%
Other	0	5%

Salary at new position	Men	Women
Much lower than ISU	0	5%
Somewhat lower than ISU	3.8%	0
About the same	5.8%	10%
Somewhat higher than ISU	25%	25%
Much higher than ISU	63.5%	55%
Unsure/Don't know	1.9%	5%

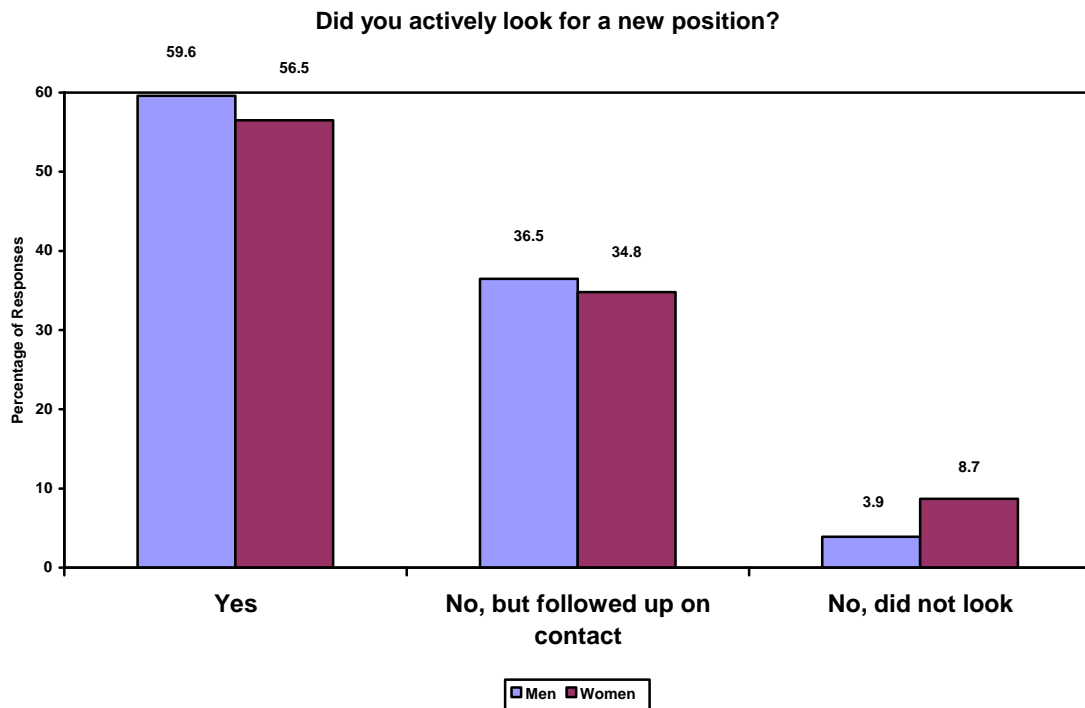


Fig. 37

The following data shows that male respondents began considering resigning earlier than the women respondents. For women, 36 percent of the respondents had begun considering resignation within the past six months compared to around 12 percent of the men.

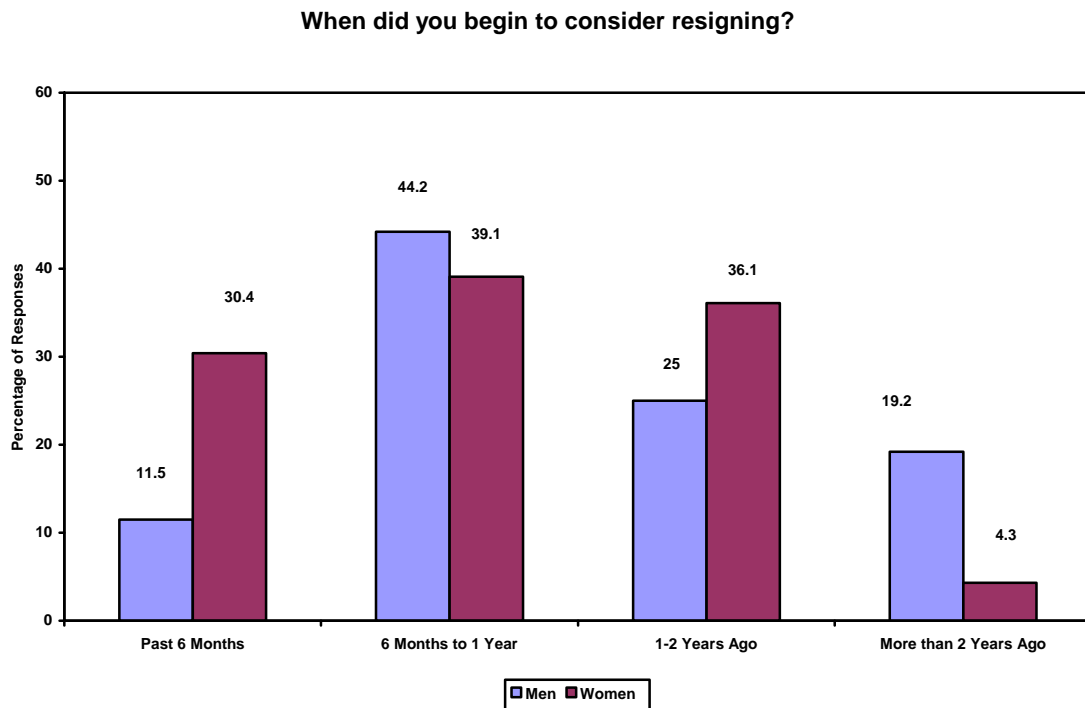


Fig. 38

When looking at the reasons for resigning given by male and female respondents, there are some differences. Higher percentages of female respondents chose location and family considerations as primary reasons for resigning. A higher percentage of male respondents chose “ISU environment” as a reason for resignation than did female respondents.

Primary Reason/s for Resigning?

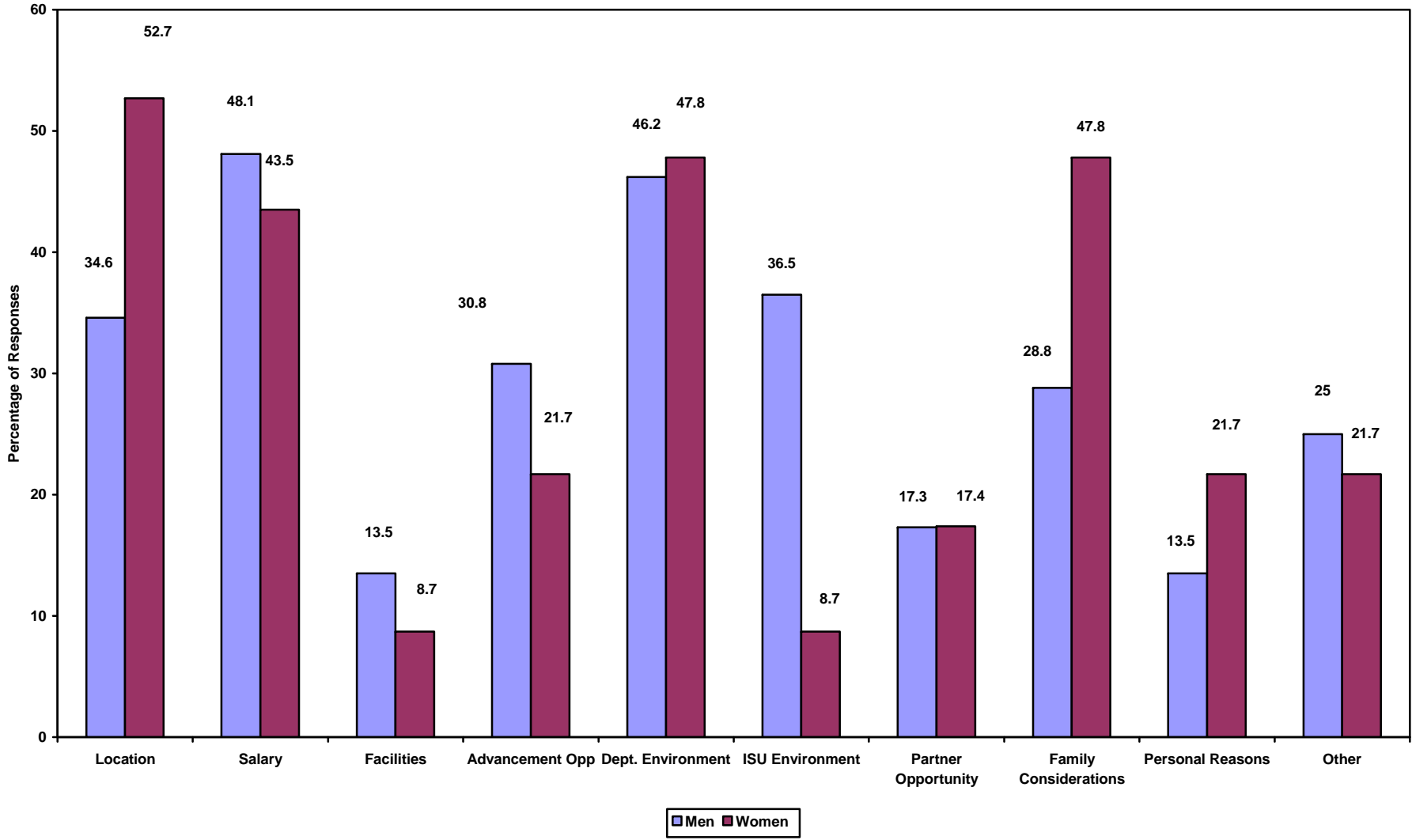


Fig. 39

When asked if their department chair or another administrator had ever asked if anything could have been done to retain them, responses were similar: 69.6 percent of women and 71.2 percent of men responded “yes.” In a following question, 59.1 percent of women compared to 70.6 percent of men said there was something that could have been done to encourage them to stay at Iowa State University. Respondents were also asked if they felt that they were encouraged to leave Iowa State University, 33.3 percent of women and 31.4 percent of men answered “yes.”

When asked, “Would you recommend ISU to others as a good place to be a faculty member?” three out of the four people who did not respond were women. Results for those responding to the question are below.

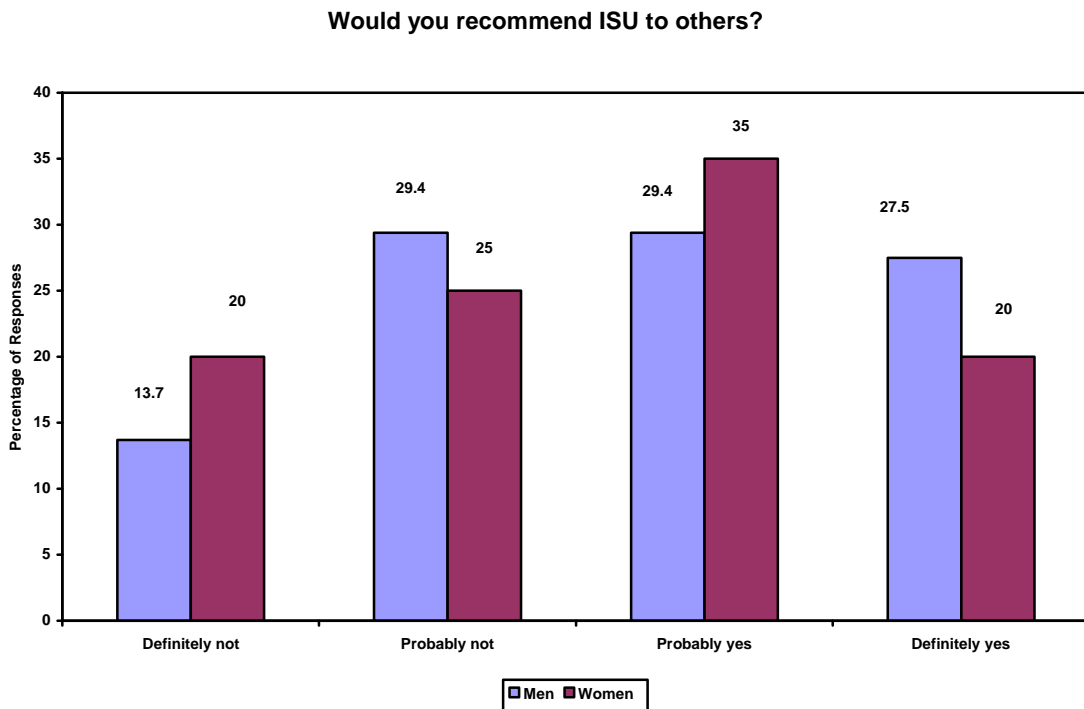


Fig. 40

Appendix B: Iowa State University Faculty Exit Survey

Iowa State University Faculty Exit Survey

Thank you for your willingness to complete this survey.

Please answer the following questions based on your experiences as a member of the faculty at Iowa State University. All information you provide will be kept completely confidential and will be used in summary to identify important faculty issues and to assist in strengthening overall faculty retention at ISU. Your name will not be associated with your responses in any part of the reporting process.

Your Background.

First, please record the following background information about you and your faculty position at Iowa State University.

1. Your College at Iowa State University: (If you had a split appointment, please record both colleges involved.)

- Agriculture
- Business
- Design
- Education
- Engineering
- Family & Consumer Science
- Liberal Arts & Sciences
- Library
- Veterinary Medicine

2. Your ISU Department: _____
(If you had a split appointment, please record all departments involved.)

3. Iowa State University programs, centers, or institutes with which you were affiliated:

4. What was your position title at ISU?

- Full Professor
- Associate Professor
- Assistant Professor
- Instructor
- Other

5. How many years were you a faculty member at ISU?

- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- 16 – 20 years
- More than 20 years

6. Please record your gender.

- Male
- Female

7. Please record your age.

- Less than 30
- 30 – 34
- 35 – 39
- 40 – 44
- 45 – 49
- 50 – 54
- 55 – 59
- 60 – 64
- 65 years or older

8. Please record your race or ethnic group. (You may select more than one answer.)

- White, Caucasian
- Black, African American
- Hispanic, Latino
- American Indian, Alaska Native
- Asian, Pacific Islander
- Other (Please specify) _____

Experiences at Iowa State University

The next items relate to your experiences as a faculty member at Iowa State University.

9a. Have you been reviewed for tenure or promotion within the past 5 years?

- Yes
- No → After clicking “No”, [click here to skip to Question 11](#)

9b. Which type of review? (You may select more than one answer.)

- Tenure review
- Promotion to Associate Professor
- Promotion to Full Professor

10. Please rate your **most recent** experience with the promotion/tenure review process at ISU on the scale below.

a.

My review was Very Unfair	Unfair	Neutral	Fair	My review was Very Fair
1	2	3	4	5

b.

Criteria were Very Unclear	Unclear	Neutral	Clear	Criteria were Very Clear
1	2	3	4	5

11. Please rate the promotion/tenure review process **in general** at ISU on the scale below.

a.

Reviews are Very Unfair	Unfair	Neutral	Fair	Reviews are Very Fair
1	2	3	4	5

b.

Criteria are Very Unclear	Unclear	Neutral	Clear	Criteria are Very Clear
1	2	3	4	5

c.

Policies are followed Very Inconsistently	Inconsistently	Neutral	Consistently	Policies are followed Very Consistently
1	2	3	4	5

Please rate your level of satisfaction with each of the following items on the scale below.

		Very Dissatisfied		Neutral/Mixed		Very Satisfied
12.	How satisfied were you with your pay at ISU?	1	2	3	4	5
13.	How satisfied were you with your overall benefit package at ISU?	1	2	3	4	5
14.	How satisfied were you with your department chair at ISU?	1	2	3	4	5
15.	How satisfied were you with your faculty colleagues at ISU?	1	2	3	4	5
16.	How satisfied were you with your office facilities?	1	2	3	4	5
17.	How satisfied were you with the other facilities you utilized regularly (lab, equipment, etc.)?	1	2	3	4	5
18.	How satisfied were you with your workload at ISU?	1	2	3	4	5
19.	How satisfied were you with your teaching/advising responsibilities at ISU?	1	2	3	4	5
20.	How satisfied were you with your responsibilities in professional practice and extension?	1	2	3	4	5
21.	How satisfied were you with the institutional expectations for research at ISU?	1	2	3	4	5
22.	How satisfied were you with the expectations for institutional service at ISU?	1	2	3	4	5
23.	How satisfied were you with your faculty position in general at ISU?	1	2	3	4	5

24. Overall how much did work demands at ISU interfere with your personal life?

Not at All	A Little	Some	Quite a Bit	A Great Deal
1	2	3	4	5

25. How would you rate the overall level of work-related stress that you experienced during your employment at ISU?

Very Low	Low	Average	High	Very High
1	2	3	4	5

26. What was the most positive aspect of your faculty position at Iowa State University?
[open-ended]

27. What was the most negative aspect of your faculty position at Iowa State University?
[open-ended]

28. Did you ever express dissatisfaction about aspects of your position at ISU to a committee, departmental officer, or university administrator?

- Yes
- No
- No dissatisfactions to express

29. Did you experience any harassment or discrimination from a student, colleague, administrator, or other ISU employee within the past 5 years?

- Yes
- No → [After clicking “No”, please go to Question 32]

30. IF YES: What type(s) of harassment or discrimination did you experience?
(You may select more than one answer.)

- Age
- Disability
- Gender
- Race/ethnicity
- Religion
- Sexual Orientation
- Other (Please describe.) _____

31. IF YES: What did you do about the problem(s)? (You may select more than one answer.)

- Took no specific action
- Spoke directly to the person(s) involved
- Talked to department chair or other administrator
- Contacted the Equal Opportunity & Diversity office
- Filed a formal complaint
- Sought legal advice
- Other (Please explain.) _____

Exit Process.

The following questions focus on your resignation and the exit process at ISU.

32. What is the status of your post-ISU employment situation?

- Have accepted a new position
- Considering an offer
- Seeking a new position
- Other (Please explain.) _____

[If you have **not accepted a new position**, please go to Question 35.]

33. Which of the following best describes your new position?

- Academia
- Government
- Non-profit organization
- Business/Industry
- Self-Employed
- Other (Please explain.) _____

34. How does your salary at your new position compare to your ISU salary?

- Much lower than ISU salary
- Somewhat lower than ISU salary
- About the same
- Somewhat higher than ISU salary
- Much higher than ISU salary
- Unsure/Don't Know

35. Did you actively look for another position while you were a faculty member at ISU?

- Yes
- No, but followed up on unsolicited contacts
- No, did not look for another job

36. When did you begin to seriously consider resigning from your position at ISU?

- Within the past 6 months
- 6 months to 1 year ago
- 1 to 2 years ago
- More than 2 years ago

37. What were the primary reasons that you resigned from ISU?

(You may select more than one answer.)

- Geographic location
- Salary
- Facilities
- Advancement opportunities
- Departmental environment
- University environment
- Partner opportunity/lack of opportunity
- Family considerations
- Personal reasons
- Contract not renewed
- Other (Please explain.) _____

38. Did your department chair or any another ISU administrator ever ask you if there was anything that could be done to retain you?

- Yes
- No

39a. Is there anything that might have been done to encourage you to stay at ISU?

- Yes → 39b. What would have encouraged you to stay? [open-ended]
- No

40. Did you feel that you were encouraged to leave ISU?

- Yes
- No

Overall Evaluation of ISU.

41. Would you recommend ISU to others as a good place to be a faculty member?

- Definitely not
- Probably not
- Probably yes
- Definitely yes

42. What changes, if any, need to be made to assist in retaining faculty at ISU?
[open-ended]

43. Please record any other comments or observations that might be helpful to the ISU administration.
[open-ended]