



NSF ADVANCE
ACES Program

Exit Report: 2005-2006

INTRODUCTION

Much can be learned from faculty members who have left the institution or announced their decision to leave. Based on responses received from the pilot survey, a new annual exit survey was developed and administered in September 2005 to seek feedback from faculty who leave.

As of June 2006, we received 31 valid responses (17 males, 12 females) from exiting faculty members in this wave of data collection. Questions asked included faculty members' reasons for leaving Case, their working experience, and things that need to be changed at Case. The top reasons for leaving Case include problems associated with the tenure evaluation process and departmental tension with chair and peer colleagues. Valuable suggestions were provided by faculty who exited, including promoting an atmosphere of teamwork, valuing teaching, and clear guidelines for promotion and leadership development. The exit survey has been institutionalized for annual administration during the summer and fall semester of each year through the university's Faculty Diversity Office.

PARTICIPANTS

As of June 2006, we received 31 valid responses (17 males, 12 females) from exiting faculty members in this wave of data collection, including 26 (84%) Caucasians, 1 (3.2%) African American, 1 (3.2%) Hispanic or Latino, and 2 (6.5%) Asians. In terms of length of service, 2 (6.5%) faculty worked at Case less than 1 year, 12 (38.7%) between the range of 1-5 years, 8 (25.8%) between the range of 6-10 year, 6 between the range of 11-20 year, 3 (9.7%) more than 20 years. In terms of age, 5 (16.7%) faculty are between the age of 26-34, 2 (6.7%)

between the age of 35-39, 16 (53.3%) between the age of 40-54, and 7 (23.3%) between the age of 55-69. In terms of the academic rank at hire, the sample includes 3 professors, 4 associate professors, 14 assistant professors, 3 visiting assistant professors, and 6 instructors. However, in terms of the academic rank at department, the sample includes 6 professors, 9 associate professors, 9 assistant professors, 2 visiting assistant professors and 5 instructors. 86.7 percent (N=26) respondents were leaving voluntarily, in comparison with 13.3 percent (N=4) involuntarily. 5 (16.1%) faculty reported that leaving because of retirement. 17 (56.7%) faculty reported that they have accepted an academic position at another university while quitting from Case.

RESULTS

Why did you decide to leave the university?

As indicated in Table 1, the top three reasons for leaving the university include: Recruited to more favorable position at another institution (n = 14, 45.2%), Difficult working conditions (n=9, 29%), Unfavorable tenure process (n = 5, 16.1%).

Factors influence your decision to leave Case

As indicated in Table 2, several factors have been reported to have moderate or strong influence on the decision to leave, including departmental tension or unfriendly climate (n = 15, 48.8%), inadequate research support (n = 13, 43.4%), Lack of collegiality in my department (n = 13, 43.3%), Dissatisfaction with the leadership in my department (n =13, 42.9%), Lack of mentoring (n = 11, 35.5%), Tenure process (e.g. lack of transparency or fairness etc.) (n = 9, 29%), and Inadequate compensation (n=9, 29%)

Your experience at Case

In terms of faculty experience at Case, several positive things have been reported by participants. As indicated in Table 3, 24 (77.4%) faculty agreed or strongly agreed that “I had access to necessary office/lab space, equipment, etc.” 23 (74.2 %) faculty agreed or strongly

agreed that “My work environment was intellectually stimulating.” 21 (67.8%) faculty agreed or strongly agreed that “I was satisfied with Information Technology and the technical assistance I received.” 20 (64.6%) faculty agreed or strongly agreed that “I had adequate classroom facilities available to me.” 20 (64.5%) faculty agreed or strongly agreed that “I attended campus events at Case (seminars, political, cultural, sporting, student, social events, etc.).” 19 (61.3 %) faculty agreed or strongly agreed that “I had sufficient opportunities to do research/ scholarship”, “I had a satisfactory overall working relationship with my chair/the head of my primary unit”, and “Colleagues in my department solicited feedback/advice from me about their research and professional issues etc.” 18 (58.1 %) faculty agreed or strongly agreed that “I was satisfied with teaching/clinical assistance” and “I had balance between teaching, service, and research”, and “I was satisfied with teaching/clinical assistance.”

As indicated in Table 3, things that are less positively reported by participants include ratings on “I felt that faculty at Case were treated with respect by the administration” (n = 6, 19.4%), “I received formal mentoring in my department/primary unit” (n = 7, 22.6%), “I felt that the tenure and promotion criteria were articulated clearly to me” (n = 8, 25.9%), “I felt that faculty at Case respected each other”, and “I had sufficient opportunities for clinical involvement” (n = 11, 35.5%)

Job satisfaction

As indicated in Table 4, most participants are satisfied with the retirement benefits (n = 23, 76.7%), health care benefits (n = 23, 76.7%), the tuition waiver benefits (n = 21, 66.6%), the ending salary (n = 17, 56.7%). Relatively, fewer participants rated satisfaction with the starting salary (n = 14, 46.7%), fairness of the annual performance review (n = 14, 46.6%), and the guidance received during annual performance review (n = 7, 23.4%)

Table 1. Why did you decide to leave the university?

	N	Percent
Recruited to more favorable position at another institution	14	45.2
Difficult working conditions	9	29.0
Unfavorable tenure process	5	16.1
Wish to work fewer hours	4	12.9
Wish to concentrate on teaching	2	6.5
Joining industry or choosing another profession	2	6.5
Moving to private practice	2	6.5
Work at home	2	6.5
Lack of opportunity for partner	1	3.2
Personal illness	1	3.2

Table 2. Factors influence your decision to leave Case

	N	Strong Influence (I)	Moderate Influence (II)	Cumulative Percent (I + II)
Departmental tension or unfriendly climate	30	11 (35.5%)	4 (13.3%)	48.8
Inadequate research support	30	8 (26.7%)	5 (16.7%)	43.4
Lack of collegiality in my department	30	6 (20%)	7 (23.3%)	43.3
Dissatisfaction with the leadership in my department	30	9 (30%)	4 (12.9%)	42.9
Lack of mentoring	31	8 (25.8%)	3 (9.7%)	35.5
Tenure process (e.g. lack of transparency or fairness etc.)	31	8 (25.8%)	1 (3.2%)	29.0
Inadequate compensation	31	5 (16.1%)	4 (12.9%)	29.0
Tenure/promotion denied or deemed unlikely	31	6 (19.4%)	1 (3.2%)	22.6
Excessive teaching load	30	1 (3.2%)	4 (13.3%)	16.5
Inflexible tenure time clock	31	3 (9.7%)	2 (6.5%)	16.2
Lack of opportunities to do research	29	3 (9.7%)	1 (3.4%)	13.1
Inadequate benefits	31	1 (3.2%)	3 (9.7%)	12.9
Commitments in start up package not adequately fulfilled	30	2 (6.7%)	0	6.7
Relations between Case and my hospital	30	1 (3.3%)	1 (3.3%)	6.6
Too many or time consuming committee assignments	31	0	2 (6.5%)	6.5
Partner lives elsewhere	31	1 (3.2%)	1 (3.2%)	6.4
Partner could not find job in area	31	1 (3.2%)	0	3.2
Excessive advising load	28	0	1 (3.2%)	3.2

Table 3. Your Experience at Case

	N	Agree (I)	Strongly Agree (II)	Cumulative Percent (I + II)
I had access to necessary office/lab space, equipment, etc.	31	15 (48.4%)	9 (29%)	77.4
My work environment was intellectually stimulating.	31	11 (35.5%)	12 (38.7%)	74.2
I was satisfied with Information Technology and the technical assistance I received.	31	14 (45.2%)	7 (22.6%)	67.8
I had adequate classroom facilities available to me.	31	14 (45.2%)	6 (19.4%)	64.6
I attended campus events at Case (seminars, political, cultural, sporting, student, social events, etc.).	31	13 (41.9%)	7 (22.6%)	64.5
I had sufficient opportunities to do research/scholarship.	31	11 (35.5%)	8 (25.8%)	61.3
I had a satisfactory overall working relationship with my chair/the head of my primary unit.	31	6 (19.4%)	13 (41.9%)	61.3
Colleagues in my department solicited feedback/advice from me about their research and professional issues etc.	31	10 (32.3%)	9 (29%)	61.3
Colleagues in my department gave me feedback/advice about my research and professional issues etc.	30	11 (36.7%)	7 (23.3%)	60.0
I was satisfied with teaching/clinical assistance.	31	12 (38.7%)	6 (19.4%)	58.1
I had balance between teaching, service, and research.	31	14 (45.2%)	4 (12.9%)	58.1
There was collegiality among the members of my department/primary unit.	31	9 (29%)	9 (29%)	58.0
I received informal mentoring in my department/primary unit.	30	10 (33.3%)	7 (23.3%)	56.6
My department supported my research/scholarship	30	7 (23.3%)	9 (30%)	53.3
I felt my chair/the head of my primary unit treats faculty/researchers in a fair way.	31	7 (22.6%)	9 (29%)	51.6

	N	Agree (I)	Strongly Agree (II)	Cumulative Percent (I + II)
I felt I was professionally welcomed and included by my colleagues at Case.	31	8 (25.8%)	8 (25.8%)	51.6
I was reluctant to raise controversial issues in my school for fear it would affect my tenure or promotion.	30	6 (20%)	8 (25.8%)	46.7
I felt that decision making processes in my department were made clear.	31	7 (22.6%)	6 (19.4%)	42.0
I witnessed or experienced incidents of discrimination based on differences in race, gender, age, religion, or sexual orientation at Case.	31	6 (19.4%)	6 (19.4%)	38.8
I was part of a collegial community at Case.	31	7 (22.6%)	5 (16.1%)	38.7
I was able to maintain a good balance between my work responsibilities and other aspects of my life.	30	8 (26.7%)	3 (10%)	36.7
I had sufficient opportunities for clinical involvement	31	6 (19.4%)	5 (16.1%)	35.5
I felt that faculty at Case respected each other.	31	8 (25.8%)	3 (9.7%)	35.5
I felt that the tenure and promotion criteria were articulated clearly to me	31	6 (19.4%)	2 (6.5%)	25.9
I received formal mentoring in my department/primary unit .	31	4 (12.9%)	3 (9.7%)	22.6
I felt that faculty at Case were treated with respect by the administration.	31	4 (12.9%)	2 (6.5%)	19.4

Table 4. Job Satisfaction

	N	Agree (I)	Strongly Agree (II)	Cumulative Percent (I + II)
I was satisfied with my retirement benefits.	29	16 (55.2%)	8 (27.6%)	82.8
I was satisfied with my health care benefits.	30	15 (50%)	8 (26.7%)	76.7
I was satisfied with the tuition waiver benefits.	30	13 (43.3%)	7 (23.3%)	66.6
I was satisfied with my ending salary.	30	11 (36.7%)	6 (20%)	56.7
I was satisfied with my starting salary.	30	9 (30%)	5 (16.7%)	46.7
I was satisfied with the fairness of my annual performance review.	30	10 (33.3%)	4 (13.3%)	46.6
I was satisfied with the guidance I received during annual performance review.	30	5 (16.7%)	2 (6.7%)	23.4

Next Steps

Open-ended comments are still under review for analysis. We plan to expand on this study in next year's report as we continue to collect data.