

ADVANCE Report
Former Faculty of Rice University

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Demographics

Overall, the researchers attempted to invite 163 former faculty members of Rice University to participate in the survey by mail and/or e-mail. Of these, 14 were returned with no forwarding addresses and seven wrote back declining to take part in the survey. Ninety-one former faculty members returned their surveys; however, eight of these responses were unusable because they were incomplete or the faculty member did not leave Rice voluntarily. Therefore, the sample on which the data is based includes 83 participants, generating a 51% response rate from our overall recruitment attempt, and a 55.7% response rate from those we were able to contact. Of the 83 respondents, 20 were women, 60 were men, and three respondents did not indicate their gender. All participants who participated in this survey had left Rice between July 1991 and August 2008, with 73.4% (N = 58) having left within the past 10 years. Participants ranged from having been at Rice between six months and 20 years, with an average of 84.87 months (7.07 years) spent at the university. Of those who responded, 82.2% (N = 37) of these employees were tenured when they departed. Most Rice faculty who left Rice (93.8%; N = 76) had a job offer in hand when they left the university and all of these faculty accepted these job offers. More than half (60.5%; N = 46) of the participants who had an offer in hand had not solicited this offer, and more than half of those with a job offer in hand (55.4%; N = 31) said that this unsolicited offer was not the event that first made them think of leaving Rice. Employees had a range of between zero and seven offers when they left Rice, with most employees having only one offer in hand upon departure. Most employees (77.5%; N = 62) indicated that their salary at the new organization was higher than their salary at Rice. On average, the new salaries reported were 78% higher than the salaries at their Rice jobs; however, for most employees (66.7%; N = 44), this was not a factor in their decision. Rice did not make a retention offer to the

majority of these departing employees; specifically, only 41.8% (N = 33) of employees indicated that their departments, schools, or Rice as a whole attempted to retain them.

Paths

The current research was designed to investigate the reasons that former faculty members left Rice University. We used Lee and Mitchell's (1996) conceptualization of turnover as a basis with which to classify different reasons for leaving. Specifically, we wanted to determine why former faculty left in general, and, in line with ADVANCE goals, we wanted to determine if male and female former faculty members left for different reasons.

Lee and Mitchell's (1996) unfolding model of voluntary turnover utilizes a flowcharting technique to categorize individuals into "paths" based on the circumstances surrounding former employees' departures (see also Lee & Mitchell, 2001 for an example). In total, there are five possible paths in which a voluntary leaver can be categorized. Using the same methodology, we categorized former Rice faculty members. The most common path for those exiting Rice was Path 3 (48.2%; N = 40), in which participants experienced a "shocking event" that caused them to search for and evaluate the suitability of another job, compared to his or her current one. An example of someone characterized under Path 3 might be someone who is approached with a job offer from a rival institution. This unsolicited offer would serve as the shock, initiating the turnover process. After careful consideration of the alternatives, the individual eventually decides that an option other than the current job would be superior. The individual may only compare the unsolicited offer with their current job, or may begin looking for other jobs as well. The defining characteristic of this path is that of a slow, careful, deliberate process in which one or more alternatives are compared and evaluated against the current job. Individuals in this path

are usually fairly content in their jobs (Lee & Mitchell, 2001) and are not in a rush to leave the current organization.

The next most common path was Path 4a (18.1%; N = 15), in which no shocking event occurred, but the employee became increasingly dissatisfied with his or her position and left the organization without searching for a new position. An individual characterized as Path 4a is usually characterized by a sense of dissatisfaction that cannot be attributed to a single or even multiple specific events. These individuals are typically so dissatisfied that departure from the organization must be attained at any cost, thus a search for and evaluation of other alternatives is not conducted.

Path 1 was the next most frequent category, comprising 12% (N = 10) of the participants. Path 1 occurred when the employee set a prior script in place for departure from the organization, for example, “if I get pregnant, I will quit” or “if I get an offer with a higher salary, I’ll go there.” Individuals who are categorized in Path 1 typically are fairly content with their jobs and tend to leave the organization for personal, rather than job-related, reasons. In this path, the act of leaving is usually merely a necessary part of achieving a different end. With respect to the above example, the main goal may be to devote full resources to being a mother, and quitting the organization is a necessary part of achieving that goal.

The final two paths, Path 2 and Path 4b, both captured 10.8% (N = 9 per group) of participants. Path 4b, like 4a, was categorized by prolonged dissatisfaction and no identifiable specific shocking event(s), but in this case, the employee actively searched for job alternatives. Departures characterized by Paths 4a and 4b differ from Path 3 only in that there is no shocking event. Consequently, these departures are the result of a search for alternative options and careful evaluation to determine which course of action (staying with the current organization or

departing for another option) would be superior. For Path 2, a shocking event occurred and the participant had no previous script for such an event. The employee left the organization immediately and did not engage in a job search.

Events

When participants were asked whether their departure from Rice was due to a single event or multiple events, 45.8% (N = 38) of participants said that multiple events triggered their departure, while 19.3% (N = 16) of the employees said there was a single event and 34.9% (N = 29) said that there was no particular event that triggered their departure. Although, 54 participants reported that they had experienced one or several shocks that led to their departure from Rice, an additional four people were added to this group because their surveys indicated that they met our definition of having experienced a shock event even though they did not self-identify as such.

Participants then were asked, in a free-response format, to describe their specific reason(s) for leaving Rice and six categories arose from these qualitative responses. We will summarize and provide an example of each. Most former faculty members (40.4%; N = 21) listed their primary reason for leaving as having been recruited to a new organization, either within or outside of academia. For example, participants wrote that “A friend working for a major wall street firm made an unsolicited job offer “ and “I accepted a very good offer to move to a different institution.” More men were recruited to other institutions, but within their groups women were somewhat more likely to have listed being recruited away from the institution, with 41.67% (N = 5) of female participants listing their primary reason for leaving as having been recruited and 39.47% (N = 15) of male participants listing recruitment as their main reason for

leaving the university.

The next most common reason for leaving was dissatisfaction with management issues, usually at the department chair or school dean level. Examples of such dissatisfaction included management that created impediments to research, unsupportive administrators, and a lack of vision in department leadership. For instance, participants wrote that they had an “antagonistic dean” and they “felt that [his or her] future was threatened, so [he or she] accepted a very good offer to move to a different institution.” Overall, 21.2% (N = 11) of employees said that dissatisfaction with management was their primary reason for leaving Rice. Men were more likely to claim such dissatisfaction, with 26.32% (N = 10) of male participants giving this as the reason versus 18.33% (N = 1) of female participants.

A miscellaneous category of other reasons captured the next largest proportion of former Rice faculty (11.5%; N = 6). This category included circumstances such as anticipated denial of promotion, departure of friends, and statements about the participant’s departure decision that were not easily combined with other reasons to form a coherent category. For instance, participants wrote that “the department suggested [he or she] take another school’s offer “ and cited “personal and professional” issues as their reasons for departure. Women were more likely to be classified in this category than men, with 16.67% (N = 2) of women choosing this option compared to 10.53% (N = 4) of men.

Some participants (9.6%; N = 5) listed family reasons (i.e. childcare, eldercare) as their primary reasons for departure, with men being somewhat more likely to choose this response (10.5% [N = 4] of men compared to 8.3% [N = 1] of women). For instance, participants wrote that there was “not enough time for special needs son” and that they “were unable to make connections off-campus with other families who shared child-raising values”.

Women were much more likely to cite verbal incivility as their primary reason for departure, with 16.7% (N = 2) of women versus 7.9% (N = 3) of men citing this reason. Typically, this incivility arose in conversations with a dean or department chair. For instance, participants wrote that they experienced a “department chairman who displayed overt hostility” and that “colleagues were verbally abusive toward me.” Overall, 9.6% (N = 5) of Rice employees listed verbal incivility as their reason for departure.

Women were more likely than men to list a spouse as their reason for departure, with 8.3% (N = 1) of women following their spouse, but only 5.3% (N = 2) of men doing so, combining to be 7.7% (N = 4) of the total sample. For instance, participants wrote that “Rice refused to hire my extremely well-qualified spouse in order to retain me” and “my spouse –who was a faculty member at Rice – was recruited to another institution.”

Survey

Most of the items presented in the Rice Exit Survey consisted of a question or statement followed by a five-point, Likert-type scale indicating the participants’ level of agreement with the item, consisting of (1) “not at all” to (3) “somewhat” to (5) “very much.” A copy of the Exit Survey can be found in the Appendix. Most participants characterized the event or events that led them to depart from Rice as strongly negative (62.9%; N = 34) as opposed to mostly negative (3.7%; N = 2), somewhat negative (7.4%; N = 4), slightly negative (3.7%; N = 2), or not at all negative (22.2%; N = 12). In comparison, when asked whether the event was positive, 66.7% (N = 36) of respondents said that the event was not at all positive, 1.9% (N = 1) said the event was slightly positive, 5.6% (N = 3) said the event was somewhat positive, 7.4% (N = 4) said it was mostly positive, and 18.5% (N = 10) said the event was extremely positive. The responses were

fairly evenly distributed on questions such as leaving for personal, family, and university issues with some participants listing a range of the five response options. Three respondents indicated that their reason for departure was somewhat related to race. Three respondents indicated that their departure was at least somewhat related to perceived racial discrimination and two respondents indicated that their departure was at least somewhat related to perceived harassment on the basis of race. Four respondents indicated that their departure was age related. Only one respondent indicated that their departure was due to perceived harassment on the basis of age and none cited perceived age discrimination as being related to their departure. Seventeen respondents indicated that their departure was at least somewhat related to gender. Twelve respondents indicated that their departure was at least somewhat related to perceived gender discrimination and two respondents indicated that their departure was related to perceived sexual harassment. Most (64.1%, $N = 57$) claimed that they typically decided to leave less than six months after initially becoming dissatisfied with Rice. After making the decision to leave, most (70.3%, $N = 45$) actually left after less than six months.

Overall Results

We evaluated event characteristics, climate, career compatibility, job embeddedness, and job satisfaction for all participants (see Appendix for survey items). The event items measured different aspects of the event or events that first prompted faculty to begin considering leaving the university. The climate items measured former faculty members' perceptions of their sense of belongingness at Rice. The average climate rating indicated that faculty who departed felt, on average, a fairly strong sense of belongingness to Rice. Specifically, Rice participants averaged 4.08 ($SD = .67$; five-point, Likert-type scale). The compatibility items measured former faculty

members' perceptions of the congruence between their own goals and their perceptions of Rice's goals. Career compatibility for all Rice participants was somewhat lower, averaging 3.46 (SD = .75). The job embeddedness items measured former faculty members' perceptions of how tied they were to Rice. The average job embeddedness rating for Rice participants was 3.52 (SD = 1.03). The job satisfaction items measured former faculty members' perceptions of their satisfaction with various aspects of their work environment at Rice. Job satisfaction averaged 3.49 (SD = .71) for all Rice participants.

Results by Gender.

Event. Significant differences were found between men and women with respect to event-related gender issues and gender discrimination as well as personal issues. Specifically, men reported less agreement with the items, "was the event gender related?" than women did ($t(48) = 4.98, p < .001$). Women's average rating for this item was 3.70, while men's average rating was 1.58. Women also rated the item "was the event related to perceived gender discrimination?" higher than men did ($t(11.91)^* = 4.11, p = .001$), with women rating this item an average of 3.36 and men rating this item on average 1.33. However, men reported greater agreement with the item "did the event involve purely personal issues (unrelated or external to the job itself)?" ($t(50) = 2.22, p = .03$). See Figure 1 for a graphical representation of gender differences on these items.

Climate. For each item measuring climate, male former faculty members rated the climate more positively than female former faculty members on all items. Significant differences between male and female former faculty members were found for items measuring whether

* Degrees of freedom have been adjusted for unequal variances.

former faculty members felt like “part of the family” at Rice, $t(74) = 4.84, p < .001$; whether former faculty members felt uncomfortable due to their gender at Rice, $t(20.5)^* = 4.73, p < .001$; whether former faculty members felt that having a family would impede their progress at Rice, $t(20.89)^* = 2.44, p = .02$; whether former faculty members felt that Rice provided adequate resources for faculty as parents, $t(70) = 3.24, p = .001$; whether they had ever felt sexually harassed within their departments, $t(20.40)^* = 2.20, p = .04$; and on the average of all the climate measures, $t(23.72)^* = 4.68, p < .001$. See Figure 2 for details.

As compared to the Rice Climate Survey of current faculty members, it appears that the average climate ratings of former faculty members are roughly on par with faculty who remain. Most people in both groups “somewhat” to “mostly” agree that climate of Rice is positive. Specific differences were not computed because the questions asked on each of the climate surveys were different.

Career compatibility. Men rated their career compatibility with Rice consistently higher than women did, although only two of the single items and the overall composite items were statistically significant. Specifically, men responded with higher ratings to the items “at Rice, my career was progressing as I expected” ($t(77) = 2.48, p = .02$) and “at Rice, I had very good work/family balance” ($t(78) = 2.43, p = .01$). Finally, men had a higher average rating on all items than did women ($t(78) = 2.50, p = .01$). See Figure 3 for a graphical representation of these items.

Job embeddedness. Although male former faculty members indicated that they felt more embedded than female former faculty members on all items, none of the differences reached statistical significance. See Figure 4.

Job satisfaction. Male former faculty members consistently rated all items on the job satisfaction measure higher than female faculty members. Several of these differences were statistically significant. Men rated their overall job satisfaction higher than women, $t(26.15)^* = 2.44, p = .02$; their satisfaction with opportunities for promotion, $t(77) = 2.20, p = .03$; supervision, $t(74) = 2.35, p = .02$; career opportunities, $t(73) = 2.42, p = .02$; the campus community, $t(26.81)^* = 2.39, p = .02$; their influence compared to others, $t(77) = 2.60, p = .01$; and the level of social support afforded to them compared to their colleagues, $t(23.39)^* = 2.13, p = .04$. As may be expected, the average job satisfaction rating was higher for men than women as well ($t(77) = 2.60, p = .01$). See Figure 5 for a graphical representation.

Because there was a large amount of time since the participants' departures (more than ten years), the effect of time was investigated. No significant differences were found in the overall sample or between the two genders with respect to time when regressions and median-split analyses were conducted.

Conclusions

This study highlights the workplace experiences that are related to former Rice faculty's decisions to leave. Overall, it appears that the most common reasons for both male and female former faculty members to leave are 1) being recruited by another institution or 2) perceiving mismanagement in the leadership at Rice. On average, former faculty members tend to feel at least somewhat satisfied with Rice, somewhat embedded in the culture of Rice, and somewhat comfortable with the Rice climate (average scores were above 'somewhat' on our scale).

The results suggest that women's experiences at Rice are different than men's; particularly with respect to perceived discrimination, perceived harassment, and organizational

climate. Specifically, male former faculty members recalled receiving better treatment during their time at Rice than do their female counterparts in all respects. Women consistently cite negative gender and family issues as part of their experiences at the university, while men cite a better climate and higher job satisfaction. Gender differences that did not reach statistical significance all exhibited the same general trend in which male former faculty members were more satisfied than their female counterparts.

Although the results we obtained paint an imbalanced picture of the climate for women at Rice, we must emphasize that the results should be interpreted with caution since the sample size for this research – particularly for women – was relatively small. There were only 163 faculty members that left in the last 10 years from which we could sample from, which is a relatively small number, which suggests that many are in fact satisfied. This research should be interpreted in conjunction with job satisfaction and organizational climate data from current faculty members to form a true picture of the climate at Rice.

We hope that the information presented in this report will help the institution to build upon its strengths and identify development opportunities. Specifically, campus and departmental climate were identified as less welcoming by female than by male former faculty members as measured by the climate items in our survey.

Figure 1. Event Items by Gender

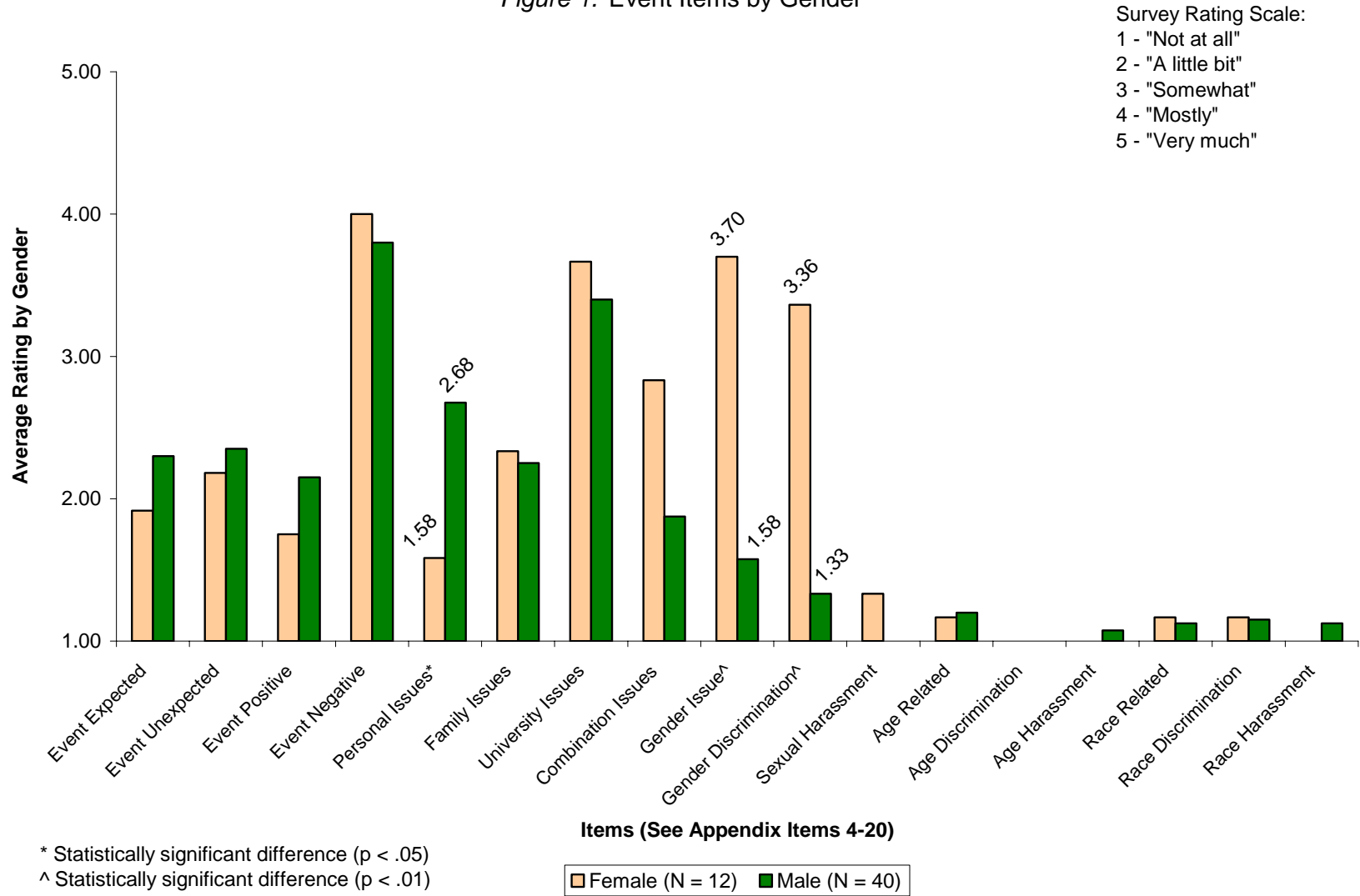
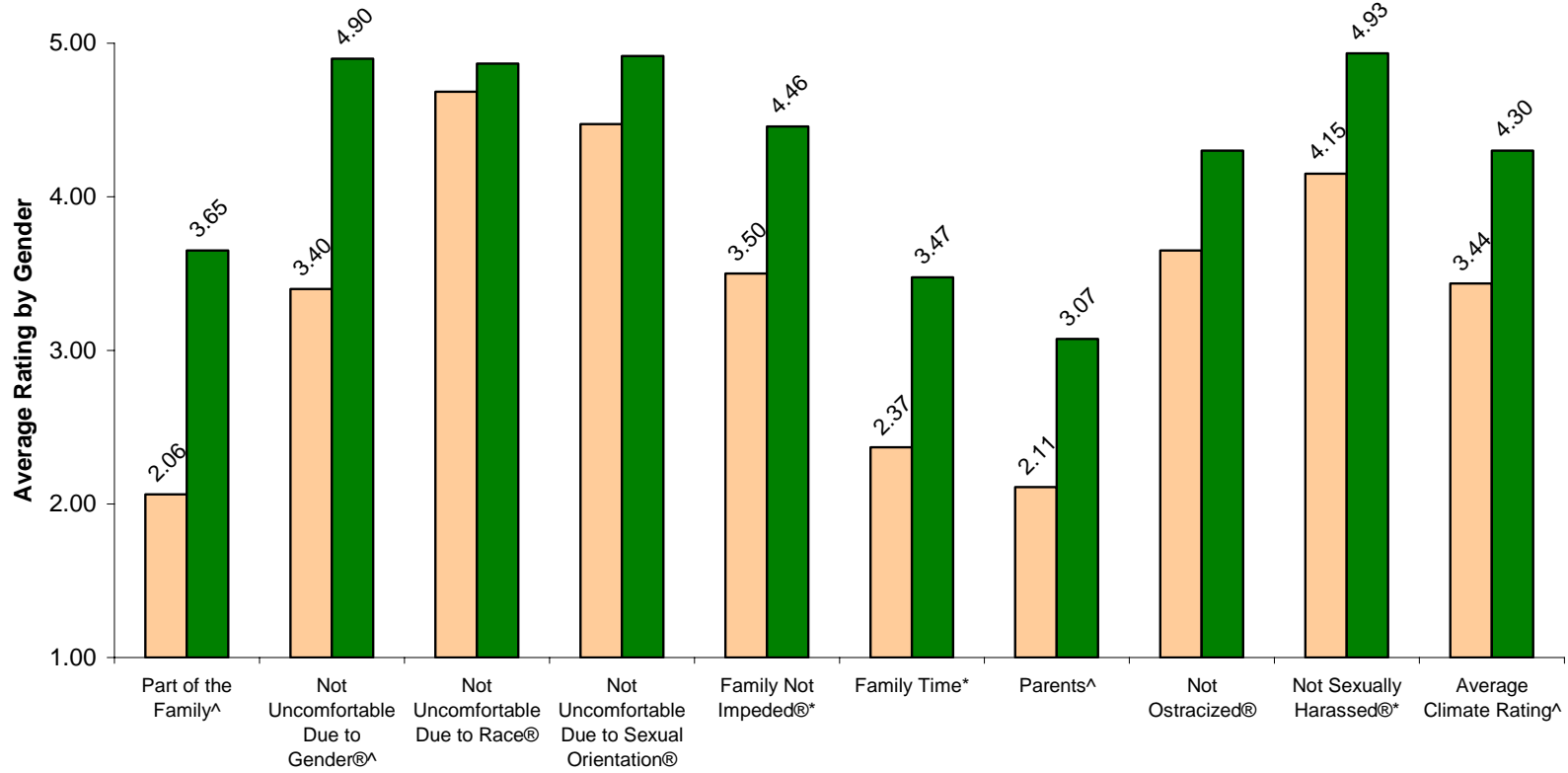


Figure 2. Climate by Gender

Survey Rating Scale:
 1 - "Not at all"
 2 - "A little bit"
 3 - "Somewhat"
 4 - "Mostly"
 5 - "Very much"



* Statistically significant difference (p < .05)

[^] Statistically significant difference (p < .01)

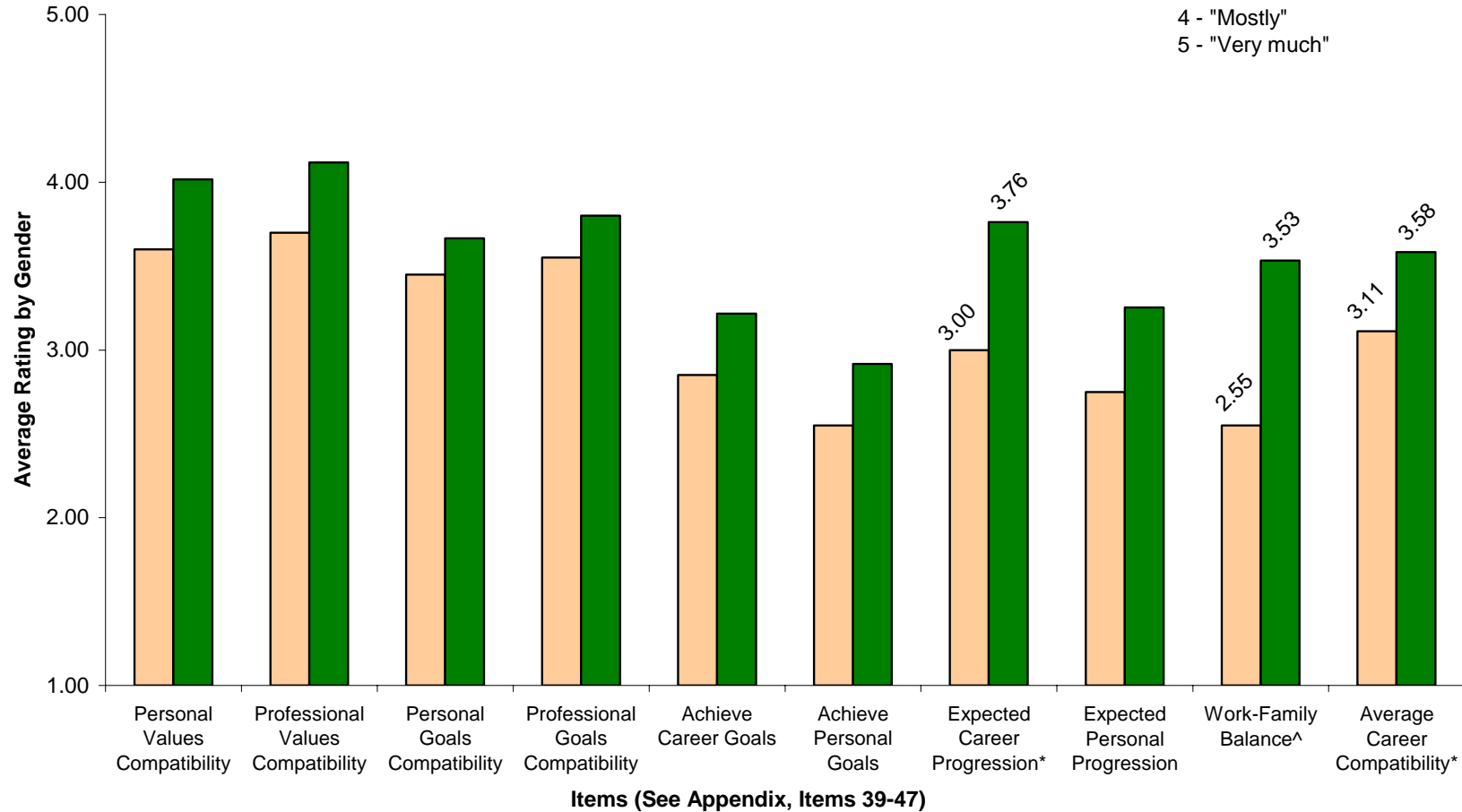
[®] Participants were asked the reverse of this item

Items (See Appendix, Items 68-76)

Female (N = 19) Male (N = 60)

Figure 3. Career Compatibility by Gender

Survey Rating Scale:
 1 - "Not at all"
 2 - "A little bit"
 3 - "Somewhat"
 4 - "Mostly"
 5 - "Very much"

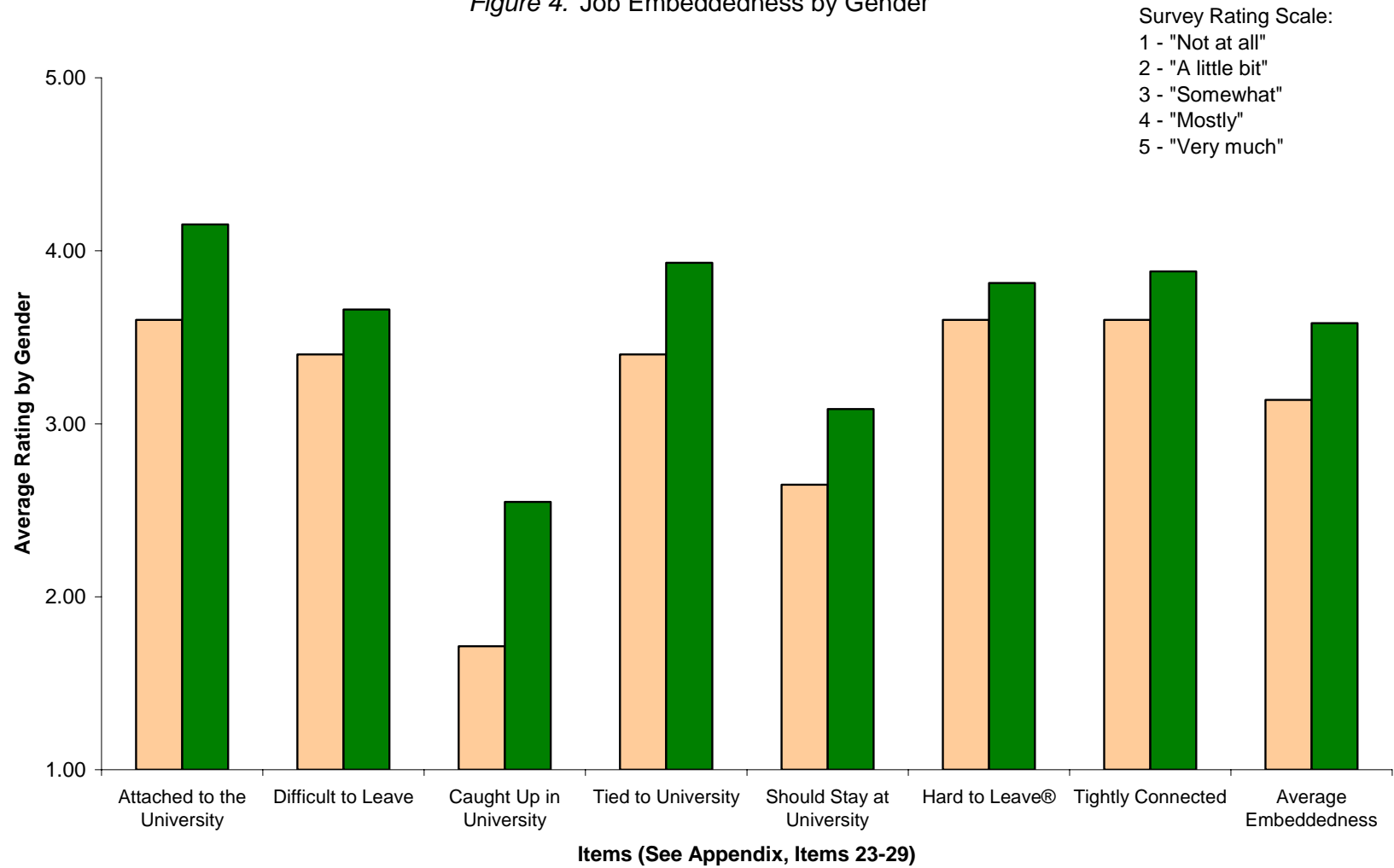


* Statistically significant difference ($p < .05$)

^ Statistically significant difference ($p < .01$)

Female (N = 20) Male (N = 60)

Figure 4. Job Embeddedness by Gender

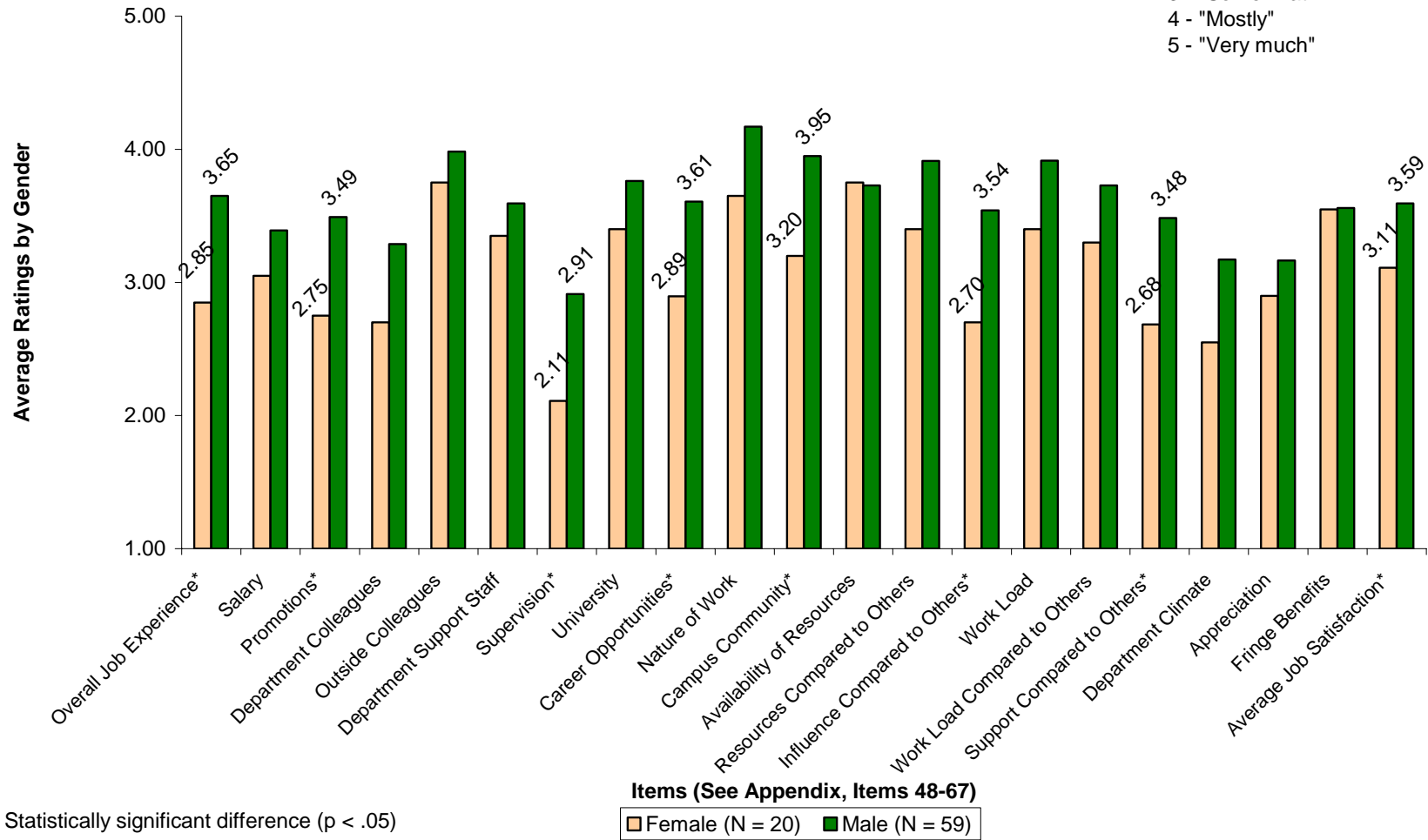


® Participants were asked the reverse of this item

Female (N = 20) Male (N = 59)

Figure 5. Job Satisfaction Ratings by Gender

Survey Rating Scale:
 1 - "Not at all"
 2 - "A little bit"
 3 - "Somewhat"
 4 - "Mostly"
 5 - "Very much"



Appendix



EXIT SURVEY

Informed Consent

RESEARCH PROCEDURES

The goal of this research is to provide insight into the experiences of faculty at Rice University and explore the reasons they voluntarily leave. More specifically, we are interested in identifying some of the precursors for faculty leaving and what factors weigh most heavily in making this decision. The results of this study will be used to form the backbone of an institutional exit survey that will be administered to all leaving faculty. Furthermore, the results will be used to direct ongoing efforts at Rice to improve recruitment and retention of faculty.

RISKS AND BENEFITS

There are no anticipated risks for participating in this study. By participating in this study, you will give us practical information regarding the efficacy of ongoing initiatives at Rice, guide the implementation of new measures designed to improve life at Rice, and contribute to scientific knowledge regarding turnover and workplace issues in academia.

CONFIDENTIALITY

The information you provide will be confidential. The nature of the study requires that the primary investigator and her researchers know your name so that they can track who has participated in this study. However, other individuals will only be able to see your responses in aggregated form. Thus, your responses will be coded such that your name will not be linked to your individual responses and any institutionalized exit surveys, reports or publications based on your responses will include only group averages.

PARTICIPATION

Your participation is voluntary, and you may withdraw from the study at any time and for any reason.

CONTACT

This research is being conducted by Dr. Michelle Hebl in the Department of Psychology at Rice University. She may be reached at 713.348.2270 or hebl@rice.edu. You may also contact the Rice University Office of Sponsored Research at 713.348.4820 or mpratt@rice.edu if you have questions or comments regarding your rights as a participant in the research. This research has been reviewed according to Rice University procedures governing your participation in this research. If you consent to participate, please indicate and sign below.

I agree to participate

Signature

Date

I decline to participate

Leaving Rice University

1. When you think about your departure from Rice, was there a single particular event that caused you to think about leaving? (circle the most appropriate):
 - a. There was *no* event
 - b. There was *a single* event
 - c. There were *several* events

(If you circled *a*, skip to 21)
 2. Now, please consider this event in answering the following questions. If you experienced several events, focus your answer on the most significant event. First, please describe the single (or most significant) event in a brief paragraph.
 3. Second, please describe how this event influenced your decision to leave.
-
- | | | | | | |
|--|----------------------------|---|--------------------------|---|--------------------------|
| 4. Was the event expected? | 1
not at all expected | 2 | 3
somewhat expected | 4 | 5
strongly expected |
| 5. Was the event unexpected? | 1
not at all unexpected | 2 | 3
somewhat unexpected | 4 | 5
strongly unexpected |
| 6. Would you characterize the event as positive? | 1
not at all positive | 2 | 3
somewhat positive | 4 | 5
strongly positive |
| 7. Would you characterize the event as negative? | 1
not at all negative | 2 | 3
somewhat negative | 4 | 5
strongly negative |
| 8. Did the event involve purely personal issues (unrelated or external to the job itself)? | 1
not at all | 2 | 3
somewhat | 4 | 5
very much |
| 9. Was the event family-related? | 1
not at all | 2 | 3
somewhat | 4 | 5
very much |
| 10. Did the event involve purely Rice-related issues? | 1
not at all | 2 | 3
somewhat | 4 | 5
very much |
| 11. Did the event involve a combination of personal and Rice-related issues? | 1
not at all | 2 | 3
somewhat | 4 | 5
very much |
| 12. Was the event gender-related? | 1
not at all | 2 | 3
somewhat | 4 | 5
very much |
| 13. Was the event related to perceived gender discrimination? | 1
not at all | 2 | 3
somewhat | 4 | 5
very much |

14. Was the event related to perceived sexual harassment?	1 not at all	2	3 somewhat	4	5 very much
15. Was the event age related?	1 not at all	2	3 somewhat	4	5 very much
16. Was the event related to perceived age discrimination?	1 not at all	2	3 somewhat	4	5 very much
17. Was the event related to perceived harassment on the basis of age?	1 not at all	2	3 somewhat	4	5 very much
18. Was the event race related?	1 not at all	2	3 somewhat	4	5 very much
19. Was the event related to perceived race discrimination?	1 not at all	2	3 somewhat	4	5 very much
20. Was the event related to perceived harassment on the basis of race?	1 not at all	2	3 somewhat	4	5 very much
21. After your first thoughts about leaving, how long did it take for you to make the final decision to leave?	1 a few days	2 a few weeks	3 1-6 months	4 6-12 months	5 a few years
22. After you made the final decision to leave, how long did you stay on the job before you actually left?	1 a few days	2 a few weeks	3 1-6 months	4 6-12 months	5 a few years
23. I felt attached to Rice.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
24. It was difficult for me to leave Rice.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
25. I felt caught up in Rice to leave while I was there.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
26. I felt tied to Rice while I was there.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
27. I felt like I should stay at Rice while I was there.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
28. It was easy for me to leave Rice.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
29. I was tightly connected with Rice while I was there.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
Other Job Offers					
30. Did you have at least one job offer in hand when you decided to leave?				Y	N
(If you answered no, skip to 34.)					
31. Did you ultimately accept the job offer that you had in hand?				Y	N
32. Was the job offer unsolicited?				Y	N

a. If yes, was the job offer the event that first led you to think seriously about leaving?				Y	N
33. How many total job offers did you have before you left Rice?	_____				
34. If you didn't have a job offer in hand when you actually left, did you believe that getting an offer was very likely?				Y	N
35. How comprehensive was your search for another job?	1 not at all comprehensive	2	3 somewhat comprehensive	4	5 very comprehensive
36. I have left a job before for essentially the same reasons (very similar circumstances).	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
37. At the time I left my job, I had already determined that I would leave the university IF a certain event were to occur.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
38. In making your final decision to leave, did you seriously consider non-work options (staying at home, taking a sabbatical)?				Y	N
a. If yes, what type of non-work option did you pursue?	_____				
Career and Personal Goals					
39. How compatible were your personal values/ethics with Rice University?	1 not at all compatible	2	3 somewhat compatible	4	5 strongly compatible
40. How compatible were your professional values/ethics with Rice University?	1 not at all compatible	2	3 somewhat compatible	4	5 strongly compatible
41. How compatible were your personal goals with Rice University?	1 not at all compatible	2	3 somewhat compatible	4	5 strongly compatible
42. How compatible were your professional goals with Rice University?	1 not at all compatible	2	3 somewhat compatible	4	5 strongly compatible
43. If I had stayed at Rice, I would have been able to achieve most of my career goals.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
44. If I had stayed at Rice, I would have been able to achieve most of my personal goals.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
45. At Rice, my career was progressing as I expected.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
46. At Rice, my personal goals were progressing as I expected.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
47. At Rice, I had very good work/family balance.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
Job Satisfaction					
Please think about your time at Rice and indicate your satisfaction with the following:					

48. Your overall job experience:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
a. If you rated the previous question a 1 or 2, how long were you dissatisfied with your job experience?	1 a few weeks	2	3 several months	4	5 several years
49. Your salary:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
50. Your opportunities for promotion:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
51. Your department colleagues:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
52. Other colleagues outside of your department:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
53. Your departmental support staff:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
54. The supervision you received:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
55. Rice University as an employer:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
56. Career opportunities:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
57. The nature of your work (teaching duties, research, etc):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
58. Campus community:	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
59. Availability of resources (office/lab space, lab/computer equipment, research assistants, research and travel funds, etc):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
60. Availability of resources compared to your colleagues (office/lab space, lab/computer equipment, research assistants, research and travel funds, etc):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
61. Amount of influence within your department compared to your colleagues (curriculum decisions, selecting new students/faculty, tenure/department chair decisions, climate):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
62. Your work load (teaching, research, committees, leadership):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
63. Your work load compared to your colleagues (teaching, research, committees, leadership):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied

64. Level of support and opportunities compared to that provided to your colleagues (mentoring, research support, collaborative opportunities, etc):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
65. Climate of your department at Rice (friendliness, racism, homogeneity, respectfulness, contentiousness, sexism, collaborative, homophobia, support, civility):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
66. Appreciation (awards, recognition, chaired professorships):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
67. Fringe benefits (vacation, holiday time, insurance coverage, retirement plans, sick leave, family leave):	1 not at all satisfied	2	3 somewhat satisfied	4	5 strongly satisfied
Climate at Rice					
68. I felt like 'part of the family' at Rice.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
69. I felt uncomfortable due to my gender at Rice.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
70. I felt uncomfortable due to my race at Rice.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
71. I felt uncomfortable due to my sexual orientation at Rice.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
72. I felt that having a family might impede my success at Rice.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
73. I felt that my job at Rice afforded me the opportunity to spend the amount of time with my family that I wanted.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
74. I felt that Rice provided adequate resources for faculty as parents (time off, childcare, maternity/paternity leave, etc).	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
75. I felt ostracized within my department.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
76. I felt sexually harassed within my department.	1 not at all agree	2	3 somewhat agree	4	5 strongly agree
Comments and Demographics					
77. Is there anything that Rice could have done that would have made you want to stay?					

78. Do you have advice that will make Rice a better institution?
79. If you left for a new job, was your new salary initially higher than your Rice salary when you departed? Y N
- a. By how much? _____ %
- b. Was this difference a factor in your decision to leave? Y N
80. Did your department or school make a retention offer? Y N
81. How many dependents do you have? _____
82. What percentage of the family income did your job at Rice provide? (approximate) _____ %
83. How long were you at Rice (months)? _____ months
84. When did you leave (month/year)? _____/_____
85. What is your gender? M F
86. Did you leave Rice voluntarily? Y N
87. Did you go up for tenure? Y N
- a. If so, did you receive tenure? Y N
- b. Did you leave before the tenure decision was made? Y N
88. If you did not yet go up for tenure, do you think you would have gotten tenure if you had stayed at Rice? Y N
89. Did you retire from Rice? Y N
90. Are there any final comments you would like to express about your experience at Rice?

Thank You!

Thank you very much for your participation! Now, we ask you to please use the enclosed self-addressed stamped envelope to mail your completed survey back. If you have any questions about this study, or if you would like to be informed of the findings, please e-mail Michelle Hebl at hebl@rice.edu.