



The two types of exit interviews described below have been adapted from [Penn State's "Tenured and Tenure-Track Exit Feedback."](#) The instructions for both of these types of exit interviews are similar.

Instructions

- Address confidentiality, such as “My summary of our conversation, with as much or as little of your personal information as you want to provide, may be/will be shared (depends on the institution’s policies) with Academic Affairs (the University’s Executive Vice President and Provost, the Vice Provost for Faculty Affairs, and with staff in the Office of Planning and Assessment who prepares the annual Faculty Exit Report).”
- Record basic interviewee information, within the boundaries of what person is comfortable sharing.
- Include as much detail as possible in exit interview summaries and indicate direct quotes with quotation marks.
- Implement the exit interview in the most effective and efficient way possible, from in-person conversations to online surveys.
- Consider sharing with Academic Affairs so that larger trends can be discovered, again, with the interviewee’s permission.

A. Exit Interview for Faculty Member Leaving Due to Tenure Denial or Being Managed Out

- 1) What is your understanding of why you were denied tenure or advised out? Are there things that could have been done differently to help you be successful?
- 2) Did you receive any mentoring? If so, what types of mentoring and how effective do you feel it was? Do you wish that you had received more mentoring than you did?
- 3) If teaching was a concern, did you seek help from your colleagues, or from the on campus teaching center? How do you feel about the help you received?
- 4) If publication was an issue, did you seek advice from others in your field, and if so, were they helpful in giving it?
- 5) What advice would you have for other faculty members beginning on the tenure track?
- 6) Were the expectations for a positive tenure decision made clear to you and were they the basis for the final evaluation?
- 7) Did you meet your own expectations for yourself, and if not, why not? Do you feel we expected too much from you, and if so, in what areas?
- 8) How would you compare the level and number of assignments given to you in your time here—in such areas as service, teaching, and advising—to those of your department colleagues on the tenure track? To those of your colleagues already tenured?
- 9) How would you compare the level of support and opportunities given to you—e.g., in mentoring, research support, and collaborative opportunities—to those of your colleagues on the tenure track? To those of your colleagues already tenured?
- 10) In your experience, is this university community inclusive and welcoming to all? Why or why not?
- 11) Overall, did you feel the university treated you fairly? If not, what should have been done differently?
- 12) What advice do you have that may enable the university to attract and retain high-quality faculty members?

- 13) What advice do you have that may enable the university to be a better institution?
- 14) Is there anything else that you would like to share about your time here?

B. Exit Interview for Faculty Member Leaving for Other Position or Reasons

- 1) Please tell me why you have decided to leave the university?
- 2) Have you accepted another position? What about that position appeals to you?
- 3) [If leaving for another position] Did you seek that position or were you approached first?
- 4) Were you generally satisfied with your experience here? If not, did you express your dissatisfaction to your administrative supervisors before seeking other opportunities or deciding to leave?
- 5) Were the level and number of assignments given to you— in such areas as service, teaching, and advising — reasonable? How did they compare to that of your colleagues?
- 6) Were the level of support and opportunities given to you -- e.g., mentoring, research support, and collaborative opportunities — sufficient? How did they compare to that of your colleagues?
- 7) Is there anything the university could have done that would have kept you from seeking other employment or that would have persuaded you to stay?
- 8) In your experience, is the university community inclusive and welcoming to all? Why or why not?
- 9) If you are leaving because of the local quality of life or spousal/partner dissatisfaction with professional opportunities, is there more that the university could have done to address those issues?
- 10) What advice do you have that may enable the university to attract and retain high-quality faculty members?
- 11) What advice do you have that may enable the university to be a better institution?
- 12) Did any pandemic-related circumstances influence your decision to leave the university? If so, in what way?
- 13) Was there anything the University could have done differently in response to the pandemic that would have changed your decision to leave?
- 14) Is there anything else that you would like to share about your time here?