ADVANCE EXIT INTERVIEW PROTOCOL

Introduction:
• This is ___________. I’m calling about the U-M study about faculty decisions to leave U-M. Is this still a good time?

• Before we start, may I confirm if you had an opportunity to review the consent form sent via email?
  o [If yes:] May I confirm that you agree to participate in the study? May I also confirm that you agree to be audio recorded as part of the study?
  o [If no:] Read through consent form, and then ask: May I confirm that you agree to participate in the study? May I also confirm that you agree to be audio recorded as part of the study?

• I want to reiterate that anything you tell me is confidential and will not be repeated to anyone outside the ADVANCE Program.

• You are also free not to answer any question you don’t want to. The report from this study will only summarize findings across all faculty participants; no individual participants will be identifiable.

• Would you like to receive a copy of the final report? [Note: The report will be sent via email once completed.]

• Do you have any questions for me before we start? [If anyone asks a questions you can’t answer, simply say you don’t know but will be happy to have someone contact him/her with the answer afterwards.]

Q1: Arrive
• What year did you come to the University of Michigan on the tenure track?

• Department?

• Rank?

Q2: Depart
• What year did you leave the University?

• Department?

• Rank?

Q3: Decision
• How did it come about that you decided to leave U-M?

• Did you approach your current institution or did they initiate contact with you?
  o If the latter, how did it happen?

• How long had you been thinking about leaving before you made the decision to leave?

• At what point did you know that you wanted to leave or were unhappy?

For questions or comments: advance-evaluation@umich.edu
https://advance.umich.edu/
Q4: Factors

- What factors concerning your position at UM did you consider in your decision to leave?

- **Allow time for response (to above), then follow-up with probes below:**
  
  - **For junior faculty (assistant professors) probe the following issues:**
    - Setting expectations for you
    - Mentoring your professional development
    - Evaluating your performance
    - Recognizing your contributions in the department
    - Fostering a collegial environment
    - Did you have a reappointment review (aka third-year review) and / or were you reviewed for tenure?
      - If yes, which kind of review?
      - If yes, did you find the feedback helpful / not helpful?
      - If yes, what role, if any, did the review play in you deciding to leave U-M?
      - Was there anything about the tenure process overall that was relevant to your decision to leave U-M?
  
  - **For senior faculty (associate and full professors) probe the following issues:**
    - Opportunities for leadership
    - Opportunities to have an impact, voice, or “say” in decisions
    - Recognizing your contributions in the department
    - Fostering a collegial environment
    - **If left as an associate professor,**
      - Were you reviewed for promotion to full professor?
        - If yes, did you find the feedback helpful / not helpful?
        - If yes, what role, if any, did the review play in you deciding to leave U-M?
        - Was there anything about the tenure or promotion process overall that was relevant to your decision to leave U-M?
    - Overall, what 1-2 factors were most influential in your decision to leave? Why?
Q5: Advice

- Did you talk to anyone within or outside the University of Michigan who helped you make a decision?
  - Who? (interested in categories of people, not proper names)
  - What kind of advice/response did you receive?
  - Was the advice/response helpful? Why/why not?

Q6: Counter Offer

- Did you speak with anyone at U-M about the offer (itself) from your current institution?
  - If yes, at what point in the process did you do so?
  - What was the response?
- Did the University make a counter offer?
  - If yes,
    - Who was involved in developing the counter offer?
    - What did the counter offer include?
    - Why didn’t you accept it?
    - Could the counter offer have been improved in some way to have retained you?
    - Was the counter offer developed in a timely manner?
    - Do you have suggestions of ways to improve the counter offer process at U-M?
  - If no,
    - Would a counter offer have encouraged you to stay? Why/why not?
    - If yes, what would the counter offer have needed to include?
- Overall, do you feel that your department and/or the University made an effort to retain you? Why/why not?

Q7: Stay

- What else, if anything, might have encouraged you to stay?
Q8: Satisfaction

- How satisfied were you with each of the following aspects of UM—we ask you to rate each aspect on a three-point scale (not at all satisfied, somewhat satisfied, very satisfied); if it’s not relevant you can just say doesn’t apply

<table>
<thead>
<tr>
<th>Aspect</th>
<th>not at all satisfied</th>
<th>somewhat satisfied</th>
<th>very satisfied</th>
<th>doesn’t apply</th>
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<tbody>
<tr>
<td>Research</td>
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<td>Your research space/facilities</td>
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<td>Research support services</td>
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<td>Funding, including start-up package</td>
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<td>Departmental commitment to or appreciation of your area of research</td>
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<td>Opportunities for collaboration</td>
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<td>Teaching</td>
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<td>Your teaching load</td>
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<tr>
<td>Kinds of courses you were asked to teach</td>
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<td>Quality of undergraduate students</td>
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<td>Quality of graduate students</td>
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<td>Service</td>
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<td>Nature/amount of service you were asked to provide</td>
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<td>Mentoring</td>
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<td>Informal mentoring</td>
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<td>Clarity of expectations/feedback about your performance</td>
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<td>Department climate and collegiality</td>
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<td>Treatment of you by department members (fairly / equitably)</td>
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<td>Leadership</td>
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<td>Performance of your chair</td>
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<td>Performance of your dean</td>
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<td>Additional aspects</td>
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<td>Salary and benefits</td>
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<td>Support for balancing work life and personal life</td>
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<td>If applicable, opportunities for spouse/partner</td>
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<td>Location (economy, amenities, diversity)</td>
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<td>If applicable, support for taking modified duties</td>
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<td>If applicable, support for tenure clock extensions</td>
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<td>If applicable, support received from U-M dual career services</td>
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<td>If applicable, experience securing child care on campus and/or in the area</td>
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[Once through this list, give interviewee a chance to talk about any aspects of particular interest to them.]
Q9: Best/ Worst Things

- Thinking about your experience in your former U-M department/center/institute…
  - What were the best things about your former department?
  - What were the worst things about your former department?

Q10: Concerns

- Did you have any specific concerns when you originally accepted the position at U-M?
  - If yes, what were the concerns?
  - If yes, were these concerns realized?

Q11: UMhelp

- During your time at Michigan…
  - How did UM help you develop/thrive as a scholar?
  - How could UM have done better?

Q12: Policies

- Based on your experiences, are there any particular university or departmental practices or policies that you think should be changed or implemented to improve the situation for faculty at U-M? Please describe.

Q13: Recommend

- Would you recommend others apply to or accept a job…
  - At U-M in general? Why or why not?
  - What about in your former U-M department? Why or why not?

Q14: Current position

- What are you doing now?
  - Do you hold an administrative position?
- Thinking about how your current situation compares to your experience at U-M…
  - What about your current situation is better?
  - What about your current situation is worse?

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Q14: Retrospect

- In retrospect:
  - Do you think the move was good for you professionally? Why / why not?
  - Do you think the move was good for you personally? Why / why not?

Q15: Additional comments

- Is there anything else you think would be helpful for us to know?