Reasons Why Faculty and Staff Leave Their Jobs Due to Climate

How Institutions Can Foster Inclusive Interactions with Leaders, Managers, and Colleagues

**EXCLUSIONARY DECISION-MAKING**

Institutional leaders exclude faculty and staff from decisions and communication

Faculty and staff climate surveys show low levels of trust in leadership, or they opt out of climate surveys altogether because leaders don’t act on their feedback. Faculty and staff push back on climate initiatives when they don’t see the connection to their survey responses and recommendations.

Translate climate feedback into action items using the SMART framework

Develop a multimodal communication plan for new climate decisions and initiatives that uses inclusive language and follows accessibility best practices

**EXCLUSIONARY BEHAVIOR**

Colleagues create an unwelcoming climate through subtle acts of bias and exclusion

Faculty and staff climate surveys report high levels of microaggressions, also known as subtle acts of bias. Groups of colleagues form cliques, making it difficult for others to find a sense of belonging. Staff feel they are not treated respectfully by faculty.

Create an institutional Respectful Workplace Policy that defines the difference between overt and subtle acts of exclusion, with specific examples

Designate a single institution-wide point of contact for reporting disrespectful behavior

**EXCLUSIONARY EVALUATION**

Managers and senior colleagues evaluate staff and faculty based on unclear and biased criteria

Faculty and staff climate surveys report unclear or unequally applied expectations. Historically excluded groups of faculty and staff feel they must work harder than colleagues to be recognized. Highly subjective criteria leave evaluations open to unconscious bias.

Understand the most common types of unconscious bias that impact performance reviews and learn how to avoid them

Design flexible promotion and tenure criteria with rigorous evaluation measures for nontraditional scholarship and service

Learn more about how EAB can help your institution foster a climate where faculty and staff want to stay.

Visit eab.com to access toolkits, templates, and sample policies from exemplar institutions

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