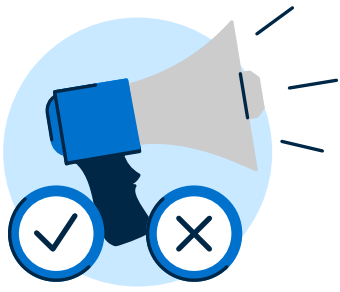


# 3

## 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

How to Spot It at Your Institution

What Leaders Can Do