



Faculty Retention with Equity Lens: Five Year Review

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Faculty Affairs Mission and Vision

Mission

Our mission in Faculty Affairs is to cultivate and connect institutional structures for faculty advancement across the career lifespan in alignment with the overarching mission and role of the University of Arizona. We take an ecosystem equity approach that considers (1) recruitment, (2) professional advancement, (3) retention, and (4) policies. Our work is grounded in an affirming, transparent, and inclusive approach to supporting faculty. You can find more details and information on each key area of our work:

- [Equity](#)
- [Recruitment](#)
- [Professional Advancement](#)
- [Retention](#)

Vision

We aspire to maintain high levels of accountability, efficiency, and transparency in all areas of faculty affairs. We adhere to the fundamental values of our land grant institution and R1 status. We believe that a humanistic approach to faculty activity will foster excellence, equity, and impact. We aim to promote understanding of the role and contributions of faculty in teaching, research, service, extension, creative activity, and clinical work.



University of Arizona Faculty Affairs Equity Strategies

It is important to acknowledge that there are still gaps in diverse representation, access and inclusion at each stage of the faculty career. We describe here the goals for each stage to improve equity and then a list of current tactics to help reach the goal. <https://facultyaffairs.arizona.edu/about-0>

1

Recruitment Stage

Creating targeted diverse recruitment efforts

- Faculty Affairs Search Committee Guidelines and Mandatory Training for all search committee members
- Consultation for recruitment with Deans, Department Heads, and Search Chairs
- Strategic Priorities Faculty Initiative for Hiring
- Strategic Priorities Faculty Initiative for Recruitment
- HBCU Liaison
- Transparent faculty data and reports on representation, equity, hiring, departures, and exit survey findings to raise awareness

2

Professional Advancement Stage

Ensuring a culture to enable a high-performing academic enterprise

- Promotion Opportunities for all tracks
- Equity based changes to promotion dossier templates
- Promotion workshops for all candidates, department heads, and administrators
- Leadership Programs (ALI, HSI, ILC, Faculty Fellows)
- National Center for Faculty Development and Diversity membership and resources
- Faculty Development Promotion Communities Mentoring Program
- Faculty Affinity Groups
- HSI Seed Grants

3

Retention Stage

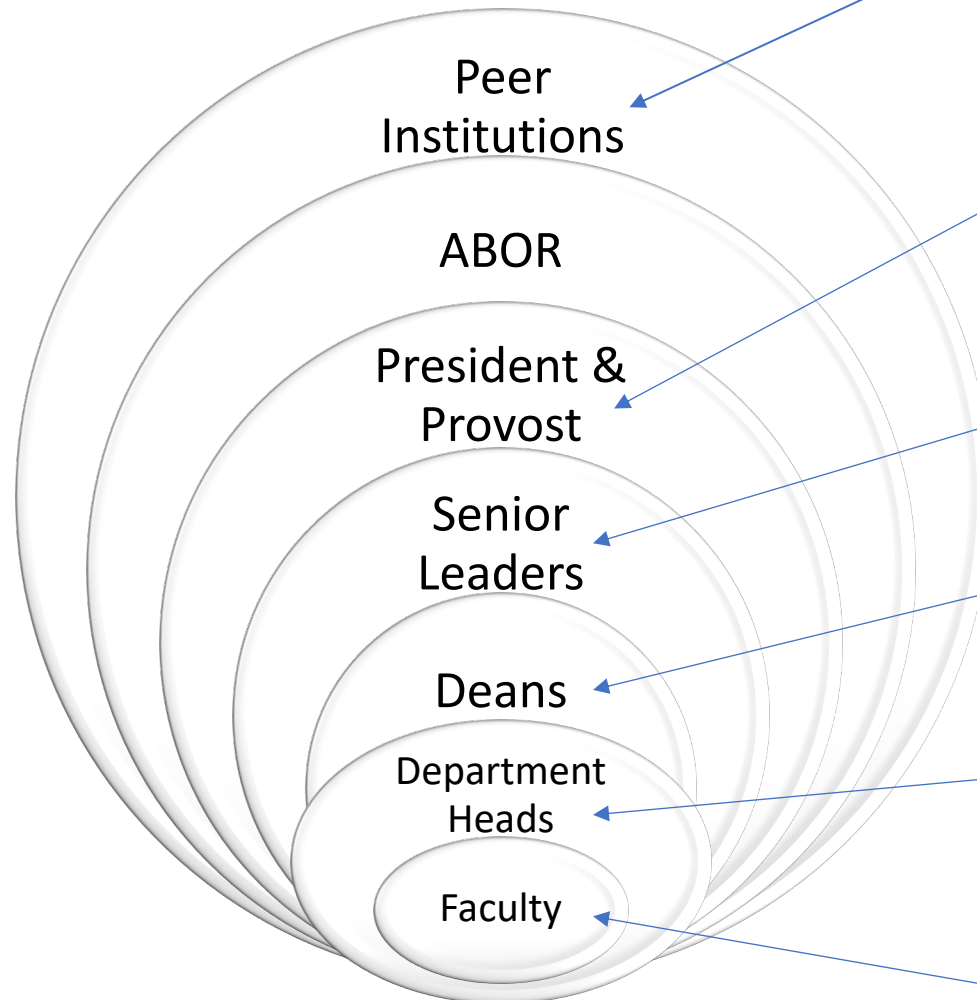
Building affirming environments and anti-oppressive structures for faculty advancement

- Multi-year contracts for CT
- Salary Equity Review
- University Faculty Awards
- Bias Education & Support Team
- Integration of implicit bias, equity and inclusivity in all Faculty Affairs workshops
- HSI Servingness Series, Talking Race Series, Caregiver Series, Our Best Work Environment Speaker Series
- Culturally Responsive Curriculum Development Institute
- Annual climate survey
- Heritage Month Faculty Spotlights
- Campus wide Mentoring Training and Mentoring Institute for inclusive mentoring of faculty and graduate students

Senior Leader Support, Policies, Support of Administrators at all levels



Systemic Approach to Shifts



Promotion Tenure
Innovation Work Group
WICHE strategies
Modified External Reviewer
Cover Letters

Visible messaging,
Communication, Prioritizing
Funds for DEI and equity
initiatives (SPFI), Regular
Meetings with Affinity Groups
and Community Councils,
Using Data & Reports, holding
units accountable to equity
goals

Native Training, Racism
Training, Using Data &
Reports, Inclusive Excellence
in Annual Reviews

Consultations, Use of unit
level Data & Reports,
Inclusive Excellence in Annual
Reviews

Consultations, Use of Unit
level Data & Reports,
Inclusive Excellence in
Annual Reviews, Promotion
Review Workshop Training,
Search Committee Training

Search Committee Trainings,
Promotion Review Workshops,
Culturally Responsive
Curriculum Institute,
Mentoring training,



Key Takeaways

- Steady growth of faculty total numbers over the past 10 years with currently 3,860 faculty in Jan. 2022
 - FTE does not have the same growth rate as total headcount
- Initiation of career-track in 2019 and reduction of adjuncts
 - Better stability, benefits, and promotion pathways
 - Not much change in multi-year contracts (3%)
- Comparable to national diverse representation
 - Fewer female in tenure-track compared to contingent faculty
 - Fewer URM at higher ranks
 - Lower than national diverse representation for African American faculty
 - Higher representation of Latinx faculty than national comparisons and Native American at Assistant professor level



Key Takeaways - Hiring

- Hiring of faculty overall has dropped in 2020 and 2021
- Tenure track faculty hiring dropped to 11% (2021) from high of 24% in 2017
- Hiring trend for females has increased in the past three years
- Hiring trend for URM increased in 2018-2020, and dropped in 2021



Key Takeaways- Departures

- 75.4% retention over all for faculty in past 5 years
 - Lowest retention rate is for Black faculty and highest with Native American
- Retirement of TT faculty rose in 2021, but still lower than 2016
- Departures of Latino faculty rose in 2020 & 2021
- Departures of Black faculty rose in 2020
- Departures of females rose in 2020, but fell again in 2021



Key Takeaways - Retention

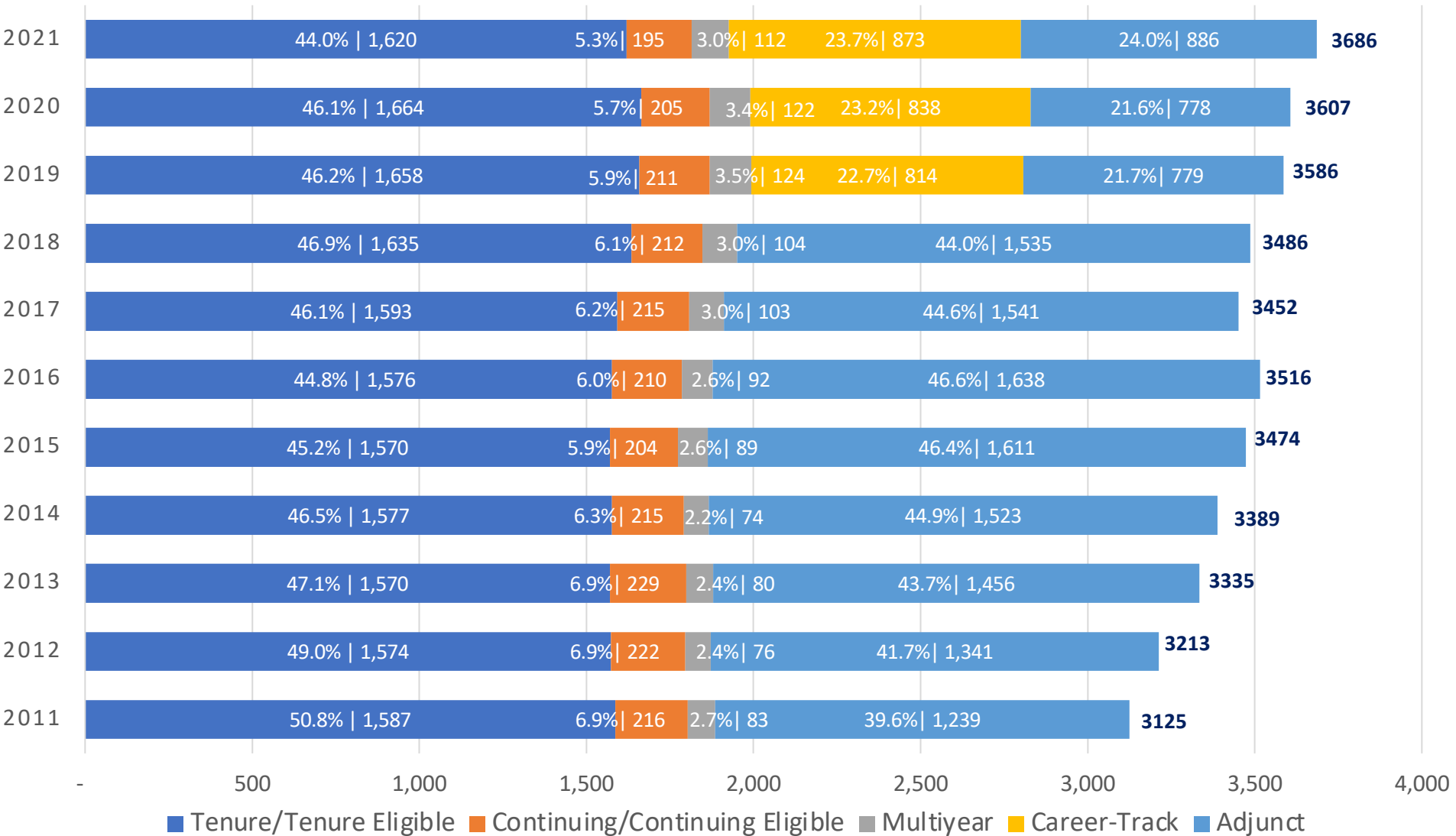
- Why are departures happening?
 - 40% recruited away
 - Positive about UA, but not department
 - Lack of mentoring, non-inclusive environments, bias and microaggressions, isolation
- Faculty burnout and inequities in workload needs to be explored
- Despite higher enrollment of undergrad and graduate students, faculty have maintained high research with little change in total FTE on campus



Faculty Data

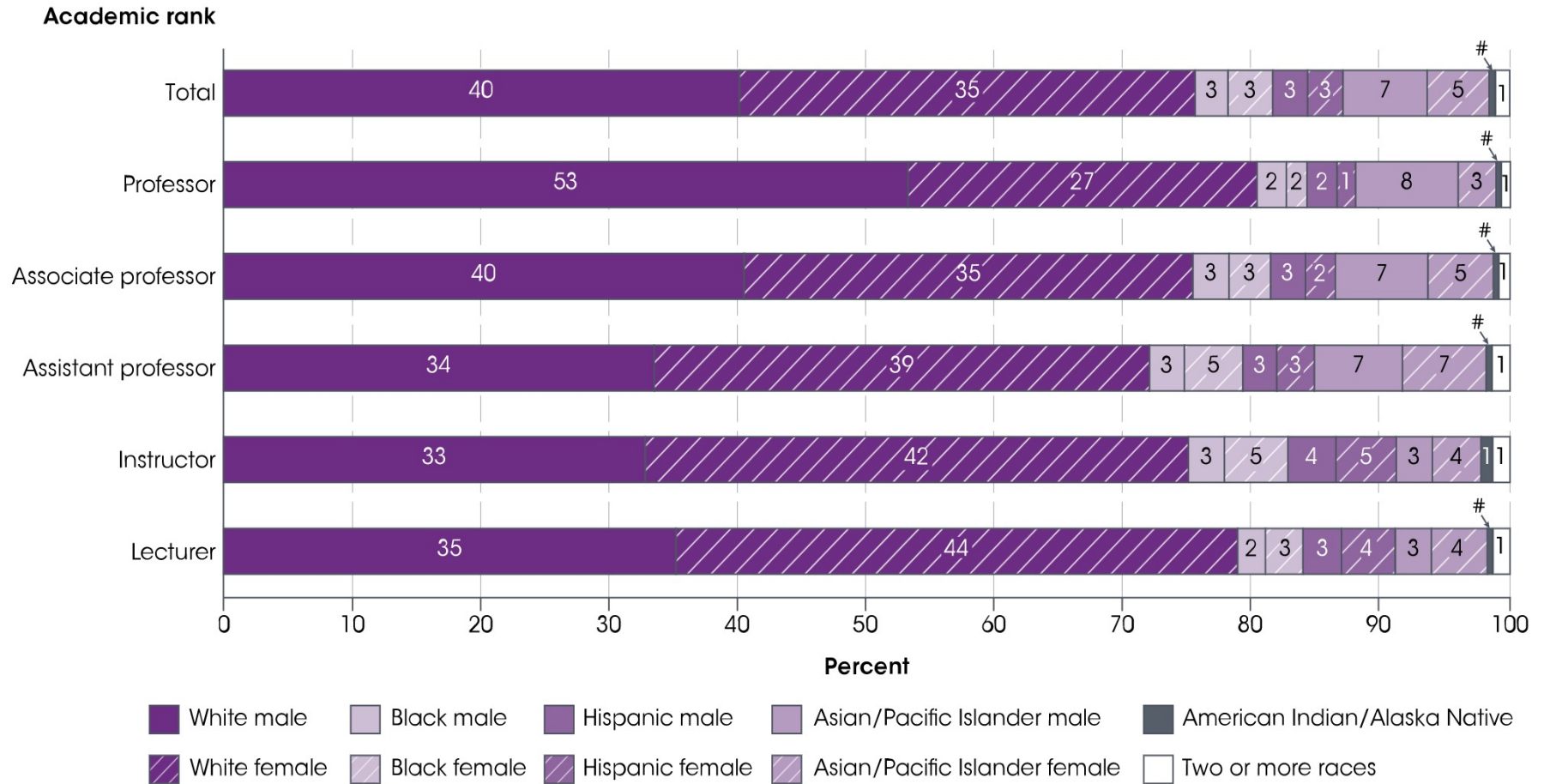


Faculty Headcount by Track Over 10 Years, 2011-2021



less or full-time assistant professors.

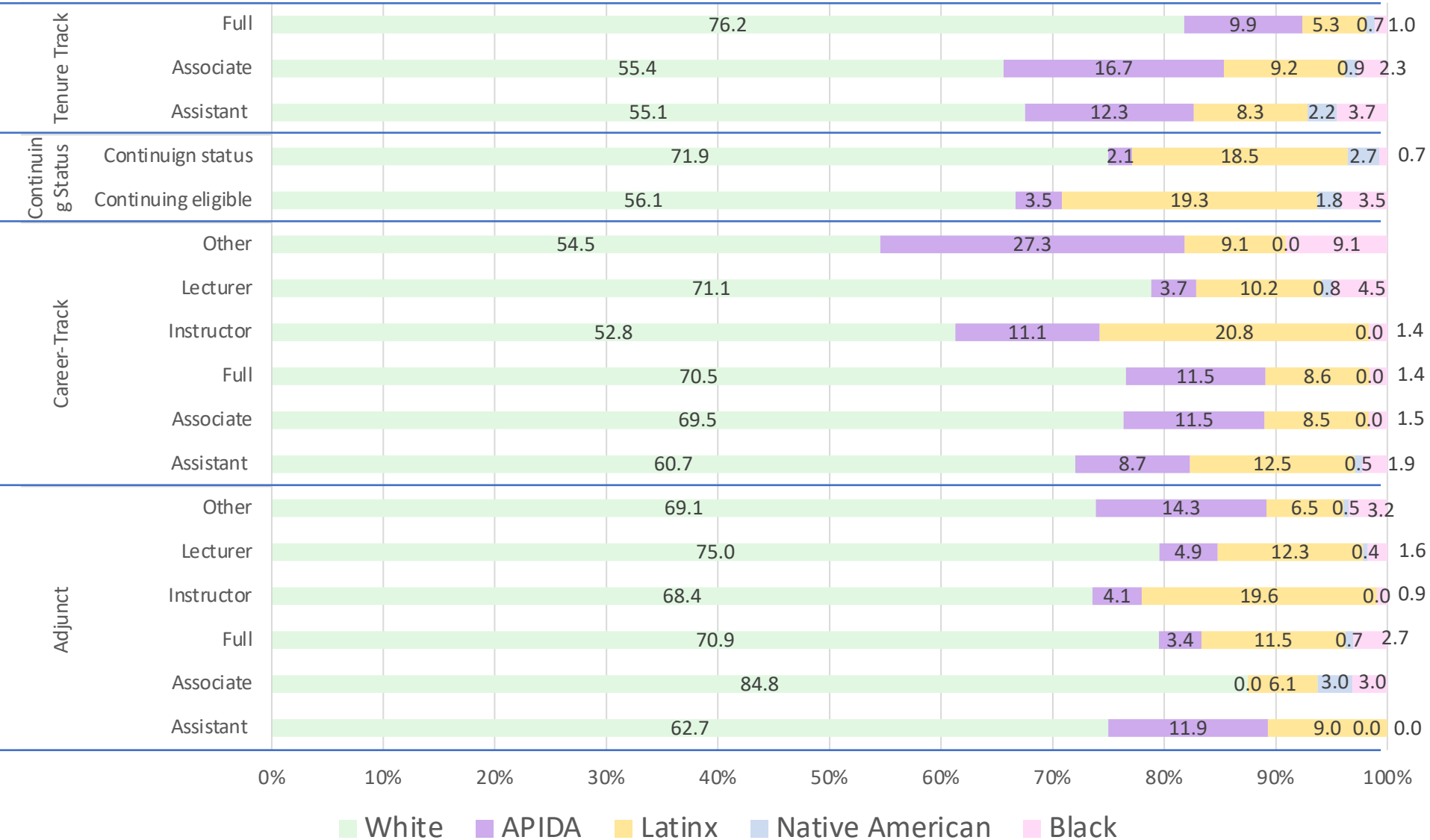
For each academic rank, percentage distribution of full-time faculty in degree-granting postsecondary institutions, by race/ethnicity and sex: Fall 2018



Rounds to zero.

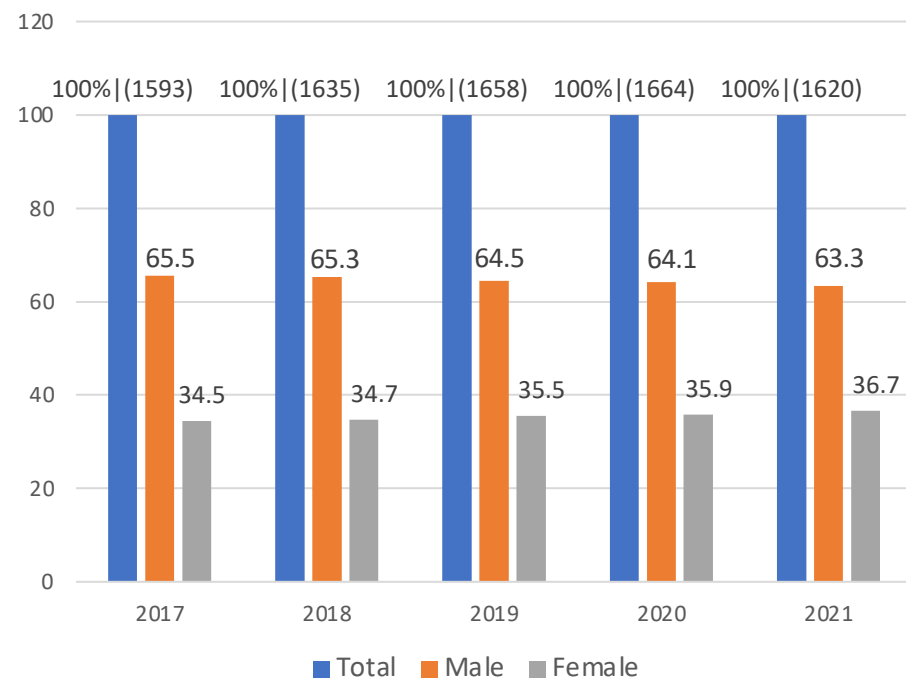


Academic rank percentage distribution by race/ethnicity (current as of Jan 26, 2022)

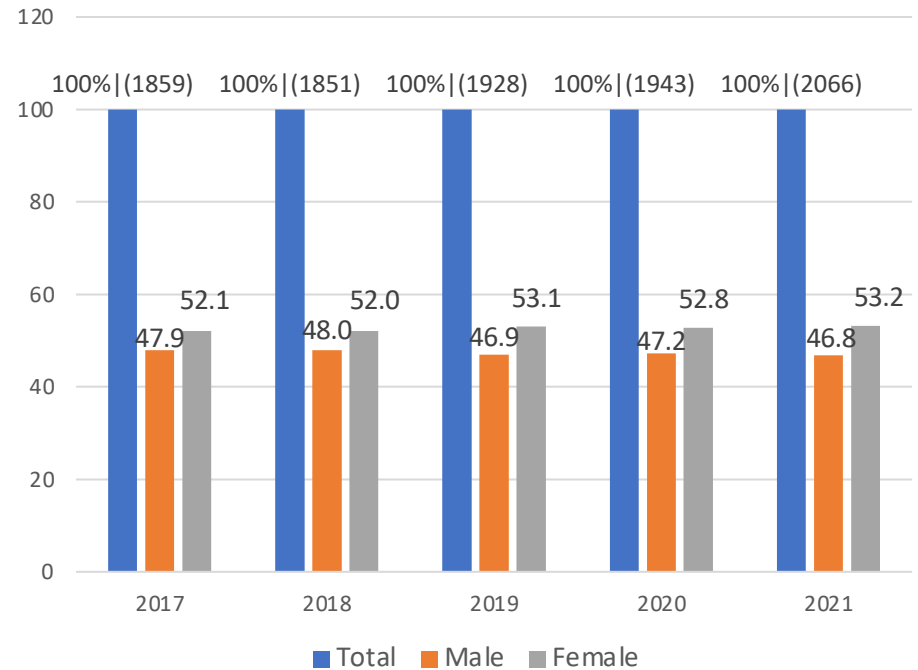


Faculty Demographics by Sex (%) 2017-2021 IPEDS data

Tenure / Tenure-Eligible



Continuing Status, Career Track, & Adjunct

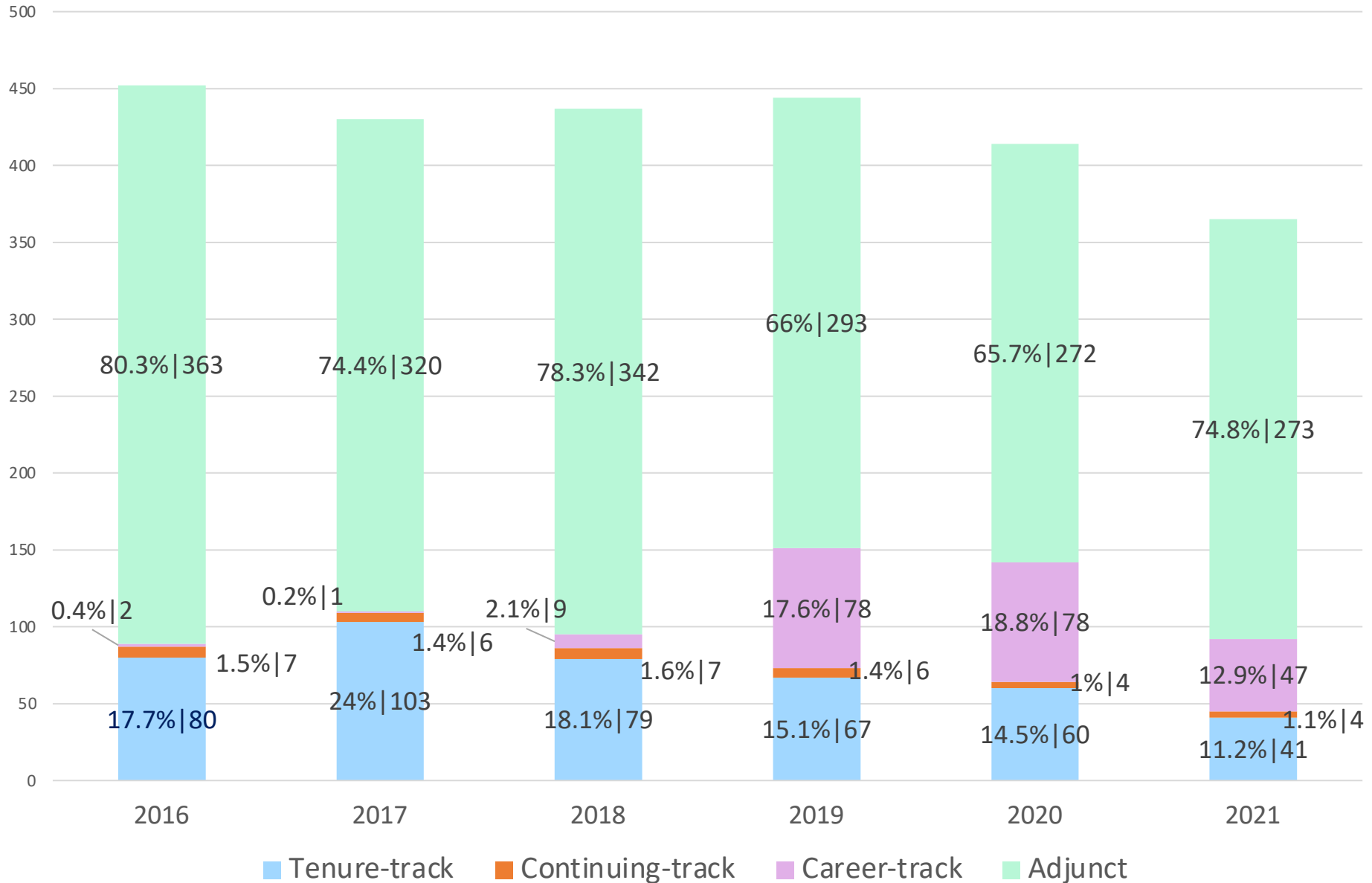




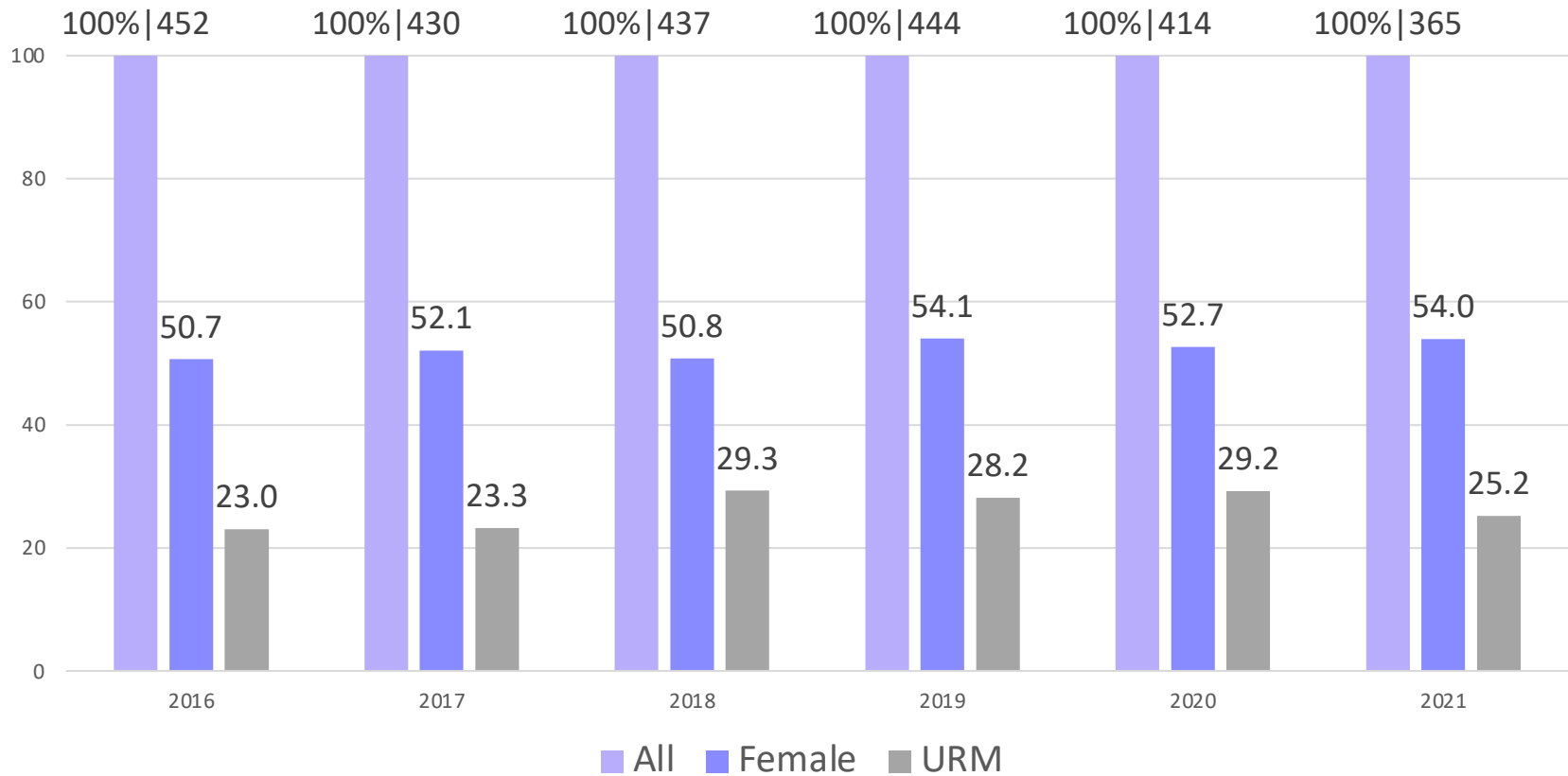
Hiring



Faculty Hiring 2016-2021



Faculty Hires: Female and Underrepresented Faculty (%) 2016-2021

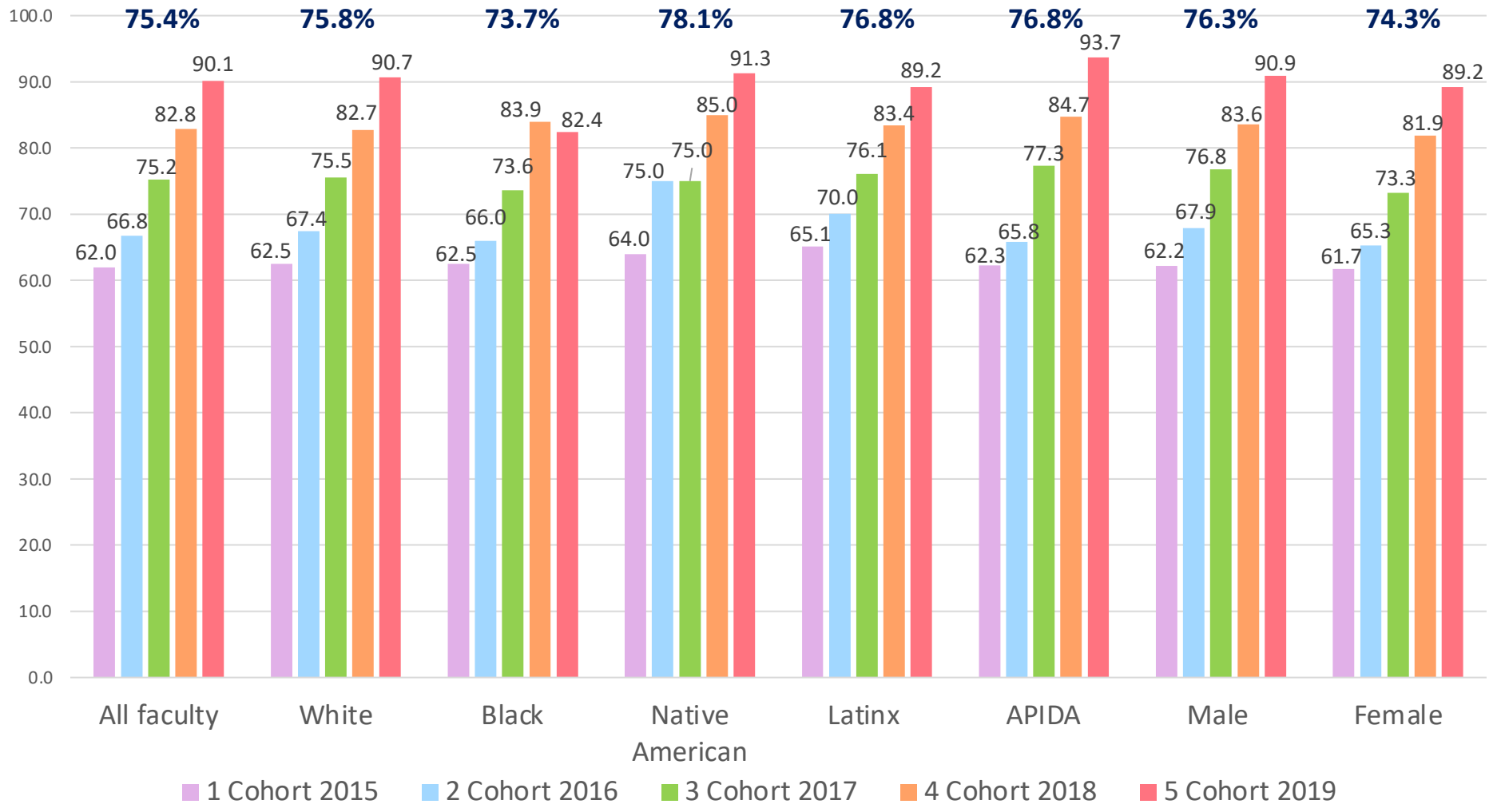




Retention

Retention rates

Average Percentage of Retention

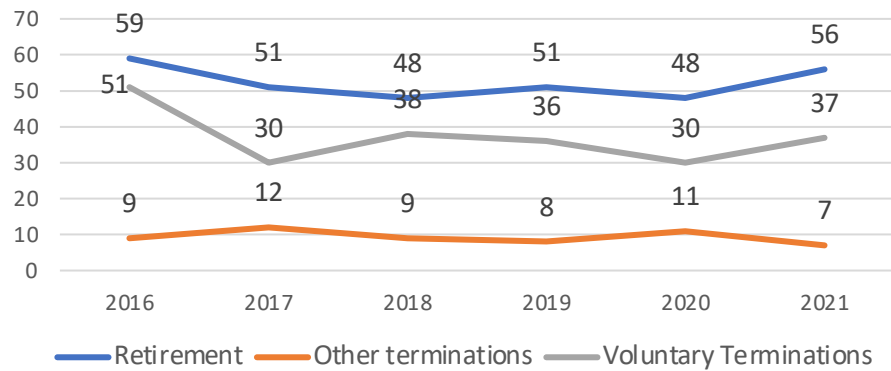




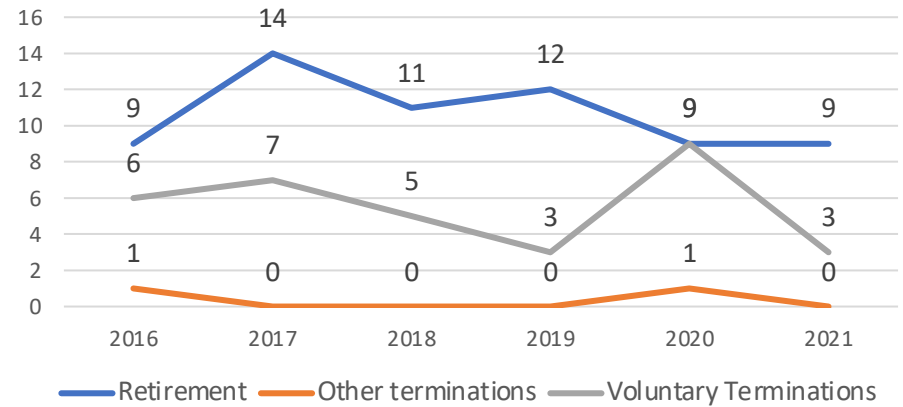
Patterns of Departures

Trends in Departures by Track

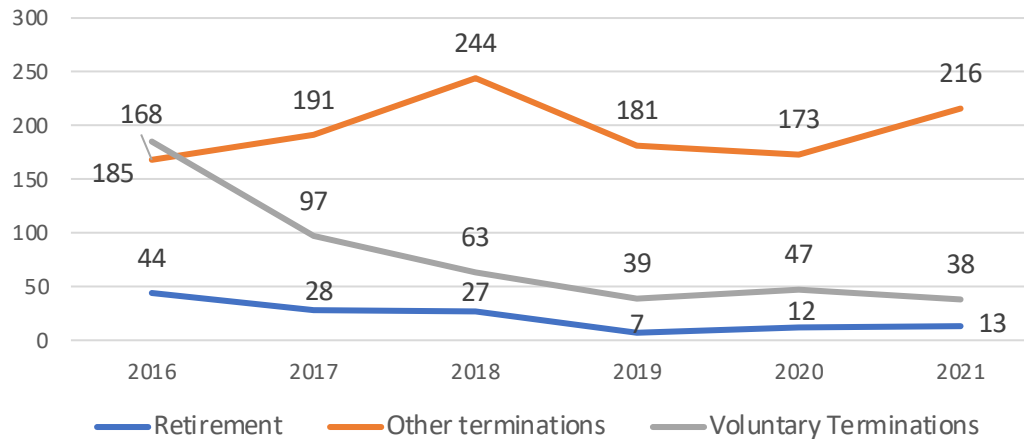
Separations: Tenure / Tenure-Eligible 2016 – 2021



Separations: Continuing / Continuing-Eligible 2016 – 2021



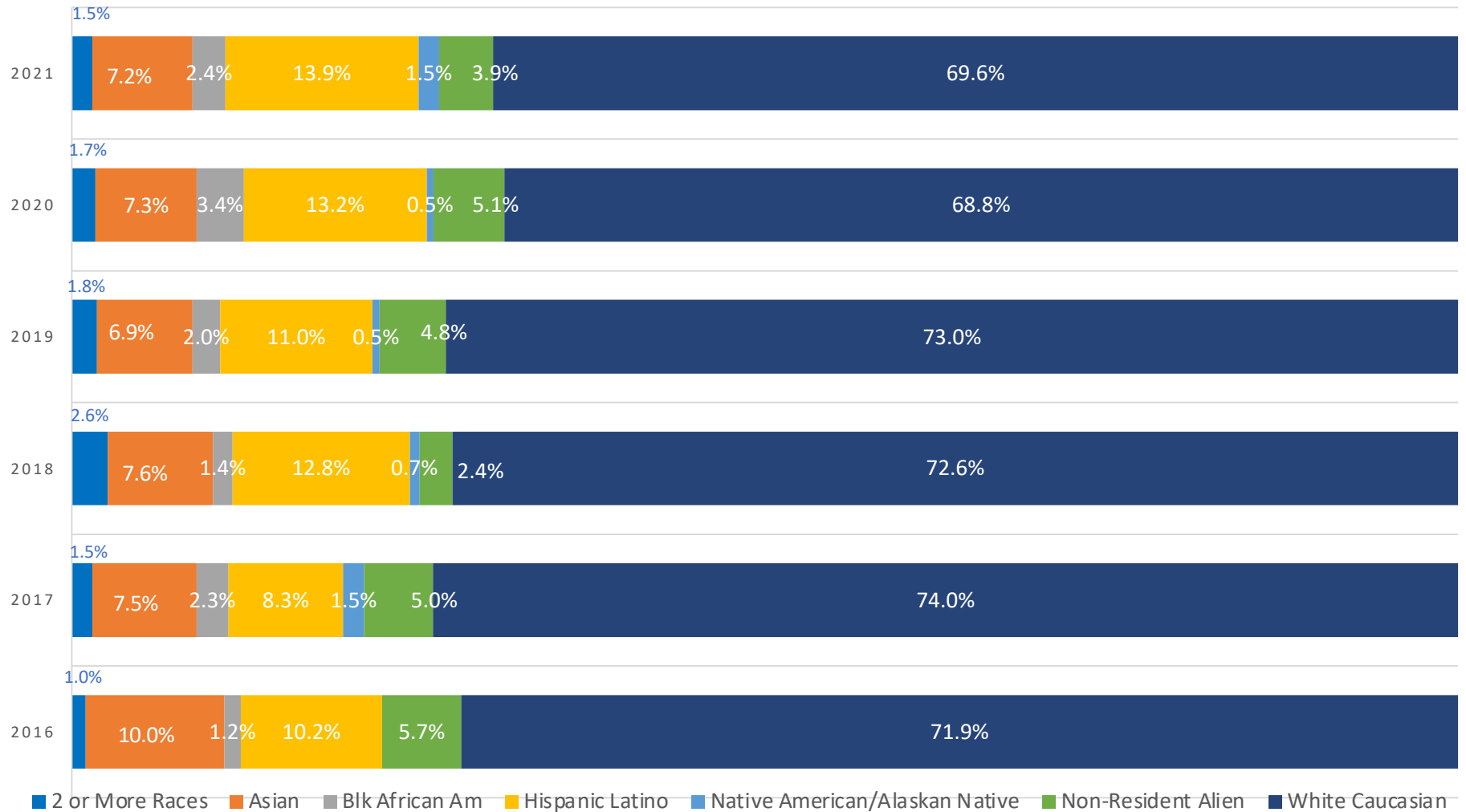
Separations: Adjunct 2016 – 2021



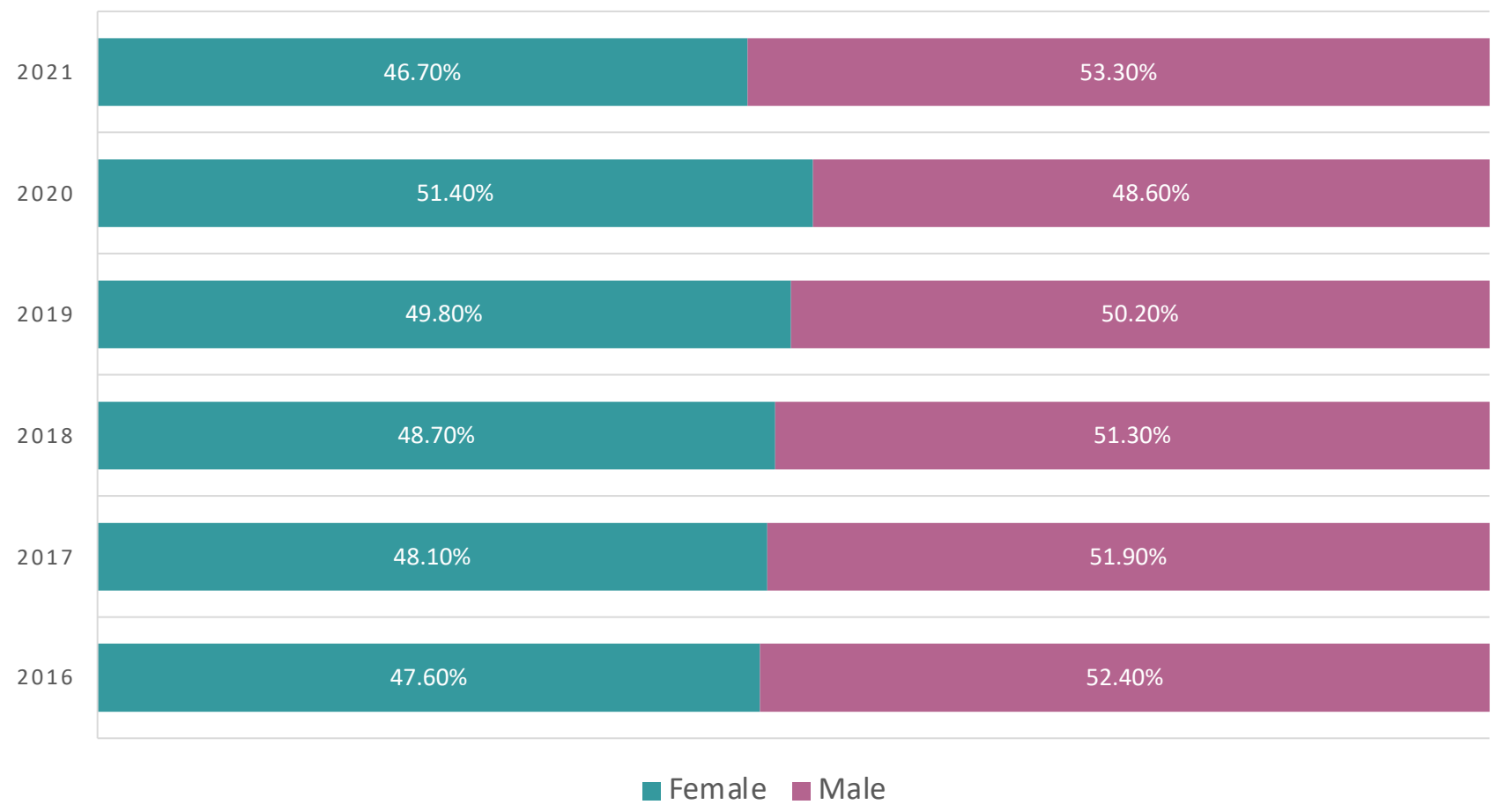
Career-track faculty had limited data

Trends in Departures by race/ethnicity 2016-2021

All termination types/all ranks



Trends in Departures by sex 2016-2021. All termination types/all ranks





Exit Surveys & Interviews 2019-2020

- Survey (N=30)
 - 40% recruited – 37% pursued employment
 - 27% left for more advancement, better leadership or better working conditions
 - Many indicated not having resources they needed to perform their job
 - 47% indicated that a specific incident prompted decision to leave
 - 62% said were not recommend dept as a good place to work
 - 70% would recommend UArizona as a good place to work
- Interview Findings (N=15)
 - Lack of quality mentoring opportunities
 - Lack of accountability with college level leadership
 - Non-inclusive environments
 - Bias and microaggressions (from leadership, staff, faculty, and students)
 - Both on- and off campus
 - Isolation



Faculty Burnout

Faculty Inequities in Workload

- FTE has not increased at the same rate as the number of **faculty**
 - Research expenditures** dipped in 2014 and have **steadily risen** since 2017.
 - 17th out of 83 peers
 - Undergrad enrollment has risen steadily** with dips in main campus and increases with on-line enrollment since 2017
 - UA is 13th out 16 peers on student-faculty ratios
 - 19th out of 83 peers
 - Graduate enrollment has risen steadily** with significant dips in main campus since 2017 and increases with on-line

All faculty counts per year per UAccess

FY	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
FTE	2,300	2,366	2,383	2,432	2,551	2,444	2,465	2,499	2,520	2,620
Headcount	2,763	2,887	2,972	3,067	3,117	3,058	3,091	3,133	3,184	3,408



Trends vary by Group

- Latinx Faculty
 - Higher representation compared to national data
 - More adjunct than tenure-track
- Native American Faculty
 - Majority are tenure-track or continuing status track
 - Highest retention rates
 - Many colleges with zero or one
- Black Faculty
 - Underrepresented compared to national data
 - Lowest retention rate
 - Majority are tenure-track
 - Many colleges with zero or one
- APIDA Faculty
 - Majority are tenure-track
 - High retention rates
 - Representation on par with national trends
- Few multi-year contracts for URM



Current Retention Efforts



Retention Efforts

<https://facultyaffairs.arizona.edu/about-faculty-resources>

- Salary Equity Study 2020 & 2022
- Talking Race Series & HSI Centering Servingness Series 2020-21
- HSI Initiatives – Seed Grants, Culturally Responsive Curriculum Institute
- National Center for Faculty Development & Diversity:
<https://facultyaffairs.arizona.edu/content/national-center-faculty-development-diversity>
- MENTOR Institute Programs
- Faculty Spotlights
- Strategic New Faculty Onboarding
- Increased number of faculty awards
 - Early Career Scholar
 - Teaching awards for all tracks
 - Innovation & Entrepreneurship award
 - Spring 2022: Mentoring Awards



Equity Practices

- Transparency in Faculty Reports and Data
 - <https://facultyaffairs.arizona.edu/faculty-reports- and-data>
 - Equity gap, career-track, our best work environment, SPFI report, COVID-19, etc.
- New Recruitment and Hiring Practices
 - <https://facultyaffairs.arizona.edu/about-recruitment>
 - Mandatory training for all, consistent resources, matrices, template
- Trainings for Promotion Review Committees considering unconscious bias and inclusive scholarship
 - <https://facultyaffairs.arizona.edu/promotion-workshops>
- Wide range of trainings for Promotion for Candidates for focus on tracks and ranks
 - <https://facultyaffairs.arizona.edu/promotion-workshop>
- Added inclusive excellence to all university level award considerations.



Equity Practices

- Additional Funding for SPFI from President
 - \$175,000 for 2020-2021 and \$500,00 for 2021-2022
- More professional development resources with equity focus
 - <https://facultyaffairs.arizona.edu/about-faculty-resources>
 - <https://facultyaffairs.arizona.edu/resources>
- Accountability for administrators – 360 survey input and metrics and 5 year review handbook
- MENTOR Institute – beginning Fall 2021



Dr. Andrea Romero

The Faculty Affairs Team



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