

**Year 3 Public Description of Work for
Action Collaborative on Preventing Sexual Harassment in Higher Education**

University of Arizona

Five Year Review Faculty Retention with an Equity Lens

Relevant Rubric Area(s):

Embedding the Values of Diversity, Inclusion, and Respect into Recruitment, Hiring, Admissions, Retention, Promotion, and Advancement.

Other Evaluation: Methods for monitoring climate on an ongoing basis.

Description of Work:

Hiring and retaining top faculty talent is one of the highest priorities for the University of Arizona. Understanding faculty trends can provide important insights to help retain faculty and shed light on how the university is fulfilling its mission to educate and innovate. In March 2022, The Office of Faculty Affairs commissioned a report, *Faculty Retention with an Equity Lens: Five Year Review*. https://facultyaffairs.arizona.edu/sites/default/files/Faculty%20Retention%20Report_3.18.22_0.pdf

This report presents a five-year summary of faculty hiring, departure, and retention data. An equity lens is used to examine data for differences by underrepresented minority (URM) groups, to better visualize how trends may vary among faculty track, rank and by demographics. The goal of this report is to inform future practices and initiatives aimed to improve faculty retention and to focus on retention of faculty that reflect the changing demographics of the state of Arizona. This work will be used with other reports to help create ways to improve faculty work-life balance in the changing workplace. Future work includes using exit surveys of departing faculty to help uncover systemic changes needed to improve our overall faculty retention and work climate. This work is new to the University of Arizona as it expands the scope to include our Career-Track faculty lines. It is also the first such report generated since our Hispanic-Serving Institution (HSI) designation.

In 2019, the university created the Career-Track (CT) faculty lines that include lecturers, Research Professors, and Professors of Practice (to include teaching professors). Career Track professionals are faculty that are not on the tenure track. In some cases, CT faculty have voting rights, and a few have multi-year (up to three) contracts.

The data highlights show

- There is steady growth of faculty headcount in the past ten years. The data show that (full-time equivalents) FTE increases are not proportionate with this growth, and prompts questions about hiring of positions less than 1.0 FTE, and also about workload distribution.

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- Since 2019, there is an increase in the number and percentage of faculty who are CT faculty. Along with this increase, is a decrease in the number of Adjunct faculty. This is a positive shift as CT faculty lines are associated with an array of employee benefits, annual employment stability and promotion pathways
- In 2021, the total headcount of new faculty hired decreased and of those new faculty, only 11% were hired on the tenure track. This represents the lowest new tenure-track faculty by number and percentage over a six-year period.
- 2021 showed that 54% of new faculty hires identified as female. Twenty-five percent identified as Hispanic/Latino, or American Indian/Alaskan Native, or Native Hawaiian/Pacific Islander, or Black/African American
- Retirement of tenure-track faculty slightly increased in 2021. Fifty-six T/TE (tenured or tenure-eligible) faculty retired and thirty-seven several T/TE faculty voluntarily terminated their employment. This number represents 5.7% of the total T/TE headcount in 2021.
- Hiring, retention and departure trends vary for female faculty and underrepresented race/ethnic groups and requires consideration particularly for retention of female faculty and Black faculty.

Recommendations for Future Work

- Faculty recruitment and retention efforts should be a comprehensive process from the beginning of the faculty career lifespan at all institutional, department, and college levels.
- Continue active recruiting efforts year-round to ensure that the number of new faculty hire can replace faculty who retire or voluntarily terminate employment before retirement. Active recruiting can be used to shift the demographics in our faculty over time.

Recommendations based on data include:

- Explore career-track positions that could be moved into multi-year contracts.
- Ensure that candidate pools for hiring within fields are diverse.
- Monitor hiring, retention, and departure trends at the department level, in addition to college and university levels.
- Establish high-quality mentoring and retention initiatives at department and college levels with particular emphasis on creating inclusive environments.
- Monitor workload and service commitments over time to ensure that distribution of workload is equitable, particularly for teaching, mentoring, and service commitments (O'Meara, 2016; O'Meara, et al., 2021).

Website for further information (if applicable):

https://facultyaffairs.arizona.edu/sites/default/files/Faculty%20Retention%20Report_3.18.22_0.pdf

Point of Contact Name: Andrea Romero

Email Address for Point of Contact: romeroa@arizona.edu