

College of Arts and Sciences  
Faculty Retention Implementation Committee  
2004-2005

Summary and Recommendations

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Charge: Dean Olson charged the group with devising concrete actions with which the College can move forward to enhance faculty retention.

Background: This committee's work is the third step in a process that began with the empanelling of the Underrepresented Groups Task Force in 2002-03. That report, based on a multi-method research methodology, identified a variety of issues affecting faculty retention, especially among women and minority faculty. The following year, each department developed a response to that report; a College committee integrated these responses. Discussion of the College Response in College Council and Chairs Council centered on the following themes:

- Partner/spouse hiring
- Family- and partner-friendly benefits
- Community involvement and leadership on diversity and social justice issues
- Faculty assignments (e.g., service demands) and professional development
- Enhanced support confronting and dealing with inappropriate/uncivil behavior

The Implementation Committee reviewed the prior documents and generated ideas about enhancing diversity and retention. While cognizant of the themes identified above, our recommended actions seemed best organized in the following terms:

- Partner/spouse hiring
- New Faculty Welcoming and Transition
- Structural and Administrative Changes
- Enhanced Support for Faculty Professional Development

The specific recommendations developed by the committee are below.

A. Partner/spouse hiring

1. Develop and implement a policy or set of guidelines for approaching partner/spouse hiring to ensure transparency and fairness across the College
2. Work with individuals and organizations in the community to develop a pool of resources for employment-seeking partners (information clearinghouse; contacts)
3. Work with the University Office of Human Resources to formalize procedures that facilitate employment of partners and spouses

#### B. New Faculty Welcoming and Transition

1. Involve community members during transition prior to first semester
2. Encourage departments to provide support for new hire visits prior to formal onset of appointment
3. Facilitate new faculty's introduction to faculty in other departments with similar scholarly interests
4. Institute annual or semi-annual social events at the College level, at the beginning and end of the academic year
5. Work with community and campus groups (e.g., NAACP, ABAE) to form "welcoming committees" and integrate them into social events during orientation, mentoring and other transition support programs

#### D. Structural and Administrative Changes

1. Continue to work with central administration on raising faculty salaries
2. Work with Office of Human Resources and other central administration units on family-friendly benefits, especially maternity leave and tuition waivers for spouses, partners, and children
3. Enhance web presence of diversity/retention-related initiatives with links to community resources, campus programs, etc.
4. Identify a College officer for retention
5. Establish a College ombudsperson or a pool of honest brokers/trusted counselors in the College who would agree to be available to provide informal advice and support regarding faculty concerns about ethical dilemmas and social climate
6. Participate with Academic Senate in discussion of the Faculty Code of Ethics
7. Consider a statement in CFSC guidelines on collegiality
8. Seek external funding when possible for programs that highlight recruitment and retention of faculty and students from traditionally underrepresented groups

#### E. Enhanced Support for Faculty Professional Development

1. Institute and maintain a faculty mentoring program
2. Enhance travel support
3. Create opportunities for pre-tenure sabbaticals or additional release time in support of faculty research
4. Enhance start-up funding across disciplines
5. Develop College guidelines for grant matching and subvention funding
6. Provide leadership and support for development of cross-disciplinary research and curriculum
7. Provide a pool of experienced faculty volunteers to provide feedback on drafts of grant proposals.
8. Establish Grant-Writing Circles (with a multi-disciplinary composition where possible) focused generation of grant and fellowship submissions