Faculty Success: Inclusive Recruitment and Retention Summit Report
Compiled on 5/23/24 by Denita Strietelmeier with contributions from
Troy Elias, Jill Stupp, and Judy Kanavle

Executive Summary:

The Office of the Provost (OtP), under the leadership of Troy Elias, Associate Vice Provost (AVP) for Diversity and Inclusion, convened the Inclusive Retention Roundtable on April 8, 2024, from 9:00am to 11:30am in the Redwood Auditorium at the Erb Memorial Union.

Approximately 80 tenure track and career faculty, academic leaders, and other stakeholders from across campus convened to recognize, learn about, make connections around, and provide input into the University of Oregon's on-going inclusive faculty recruitment and retention efforts.

The morning consisted of a keynote address, a strategic roundtable discussion between four academic leaders, an exercise for participants to generate actionable ideas to minimize UO's "push factors" and maximize our "pull factors," and key leaders shared information about retention resources currently available at the UO. This report intends to capture the details and work product from the roundtable.

Roundtable Outcomes:

1. Discuss the challenges of retaining quality faculty in higher education and at the UO.
2. Provide ideas, tools, and new ways of thinking about strategies for faculty retention.
3. Give participants the opportunity to connect and learn from each other.

Agenda:

Agenda Item	Minutes	Time of Day
Light Breakfast	15	9:00-9:15
Retention in Higher Education and UO	15	9:15-9:30
Roundtable on Strategies that Can Work	60	9:30-10:30
Table Talk: Push and Pull Factors	20	10:30-10:50
Table Talk Share Out	10	10:50-11:00
Tools for Retention: Where to Turn for Help	30	11:00-11:30

Retention in Higher Education and UO: How to Positively Influence Faculty Retention and Peers and Leaders

The event started with a welcome, an expression of gratitude, and a short keynote presentation from Associate Vice Provost for Diversity and Inclusion (AVP) Troy Elias. Topics included the high cost of faculty recruitment and the importance of faculty retention. Retention challenges are not unique to UO but experienced across institutions of higher education. Challenges were framed as "pull" and "push" factors, i.e., factors beyond internal control that can pull faculty from an institution and factors that are in the control of a university but that push faculty out.

The Institutional Model for Increasing Faculty Diversity was presented by AVP Elias. The model, created by Kimberly Griffin shows how the university thinks about our inclusive recruitment and retention efforts:
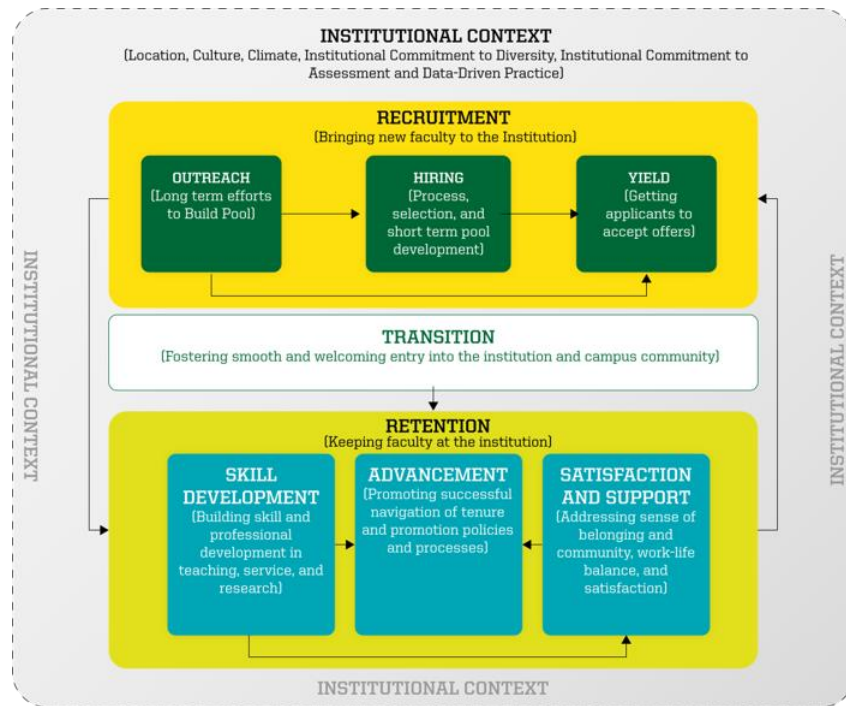
Source: Griffin, K.A. (2020) NSF

Troy shared institutional data on average annual UO faculty turnover and multiple resources available on campus supporting retention efforts. PowerPoint slides from the presentation can be found in the appendices at the end of this report.

Leadership Voices Roundtable:

Four faculty leaders representing a broad and diverse swath of our campus community participated in a roundtable discussion moderated by AVP Elias. Goals for session were for participants to hear about the challenges of retaining quality faculty, to demystify the activity that takes place when retention is at risk, to describe circumstances when it becomes non-viable, and to hear discussion about strategies used to

continuously engage faculty, i.e., continuous retention efforts. Participants were given the opportunity to ask questions.

<u>Roundtable Discussants:</u>

Diane Del Guercio | Senior Associate Dean, Lundquist College of Business
Sara Hodges | Department Head of Psychology, College of Arts and Sciences
Sabrina Madison-Cannon | Dean, School of Music and Dance
Mark Whalan | Department Head of English, College of Arts and Sciences

<u>Questions posed to the Discussants:</u>

- **What strategies have you had success with, regarding retaining faculty?**
- **Can you describe situations where retention efforts become non-viable (or impossible) and you unfortunately must let go? What makes these cases non-viable?**
- **Have you found a good, constructive way to talk to your faculty about retention, since retention conversations are confidential?**
- **Questions from the audience** (paraphrased):
  - Faculty mentioned concerns about systems that take time and energy away from their roles (e.g., frustration with our reimbursement platforms and processes).
  - Is there a one-page document that clearly articulates what makes our benefits package so competitive and beneficial?
  - Are there efforts underway related to housing costs and cost-of-living challenges?
  - Faculty only raise retention concerns when they are at the end of their rope. Is there a central mechanism to capture feedback and concerns prior to faculty contemplating leaving?

Table Talk: Push and Pull Factors

The "round table" theme moved to the participant tables, where the "pull and push" factors were reframed in a way that included things faculty peers and leaders do have control over. For this exercise, pull factors included things that make faculty want to stay at the university and push factors were things that could make people decide to voluntarily leave the university. Participants worked at their tables to contribute ideas and strategies that could be implemented at various levels to help with faculty retention efforts.

Effort leaders have committed to using the feedback generated in the table discussions to advise their future planning or work in some way. A full account of the table notes can be found in the appendices of this report. The top ideas generated by participants are as follows:

Topic	Common Themes and Ideas
How do we minimize our push factors?	• **Create a culture of feedback** – including a central mechanism for ongoing concerns, more open townhall discussions with faculty, and the ability to safely share concerns before someone decides to leave, create a bias response team. • **Create community** – opportunities for multidisciplinary work and sharing, informal opportunities for engagement, incorporate new faculty, convene "cohort groups", (e.g., new asst profs, newly promoted associates, mid-career hires, etc.) • **Create clarity and transparency** around hiring decisions and processes, what is negotiable and what isn't • **Resources:** childcare, perks outside of salary that recognize the high cost of living
How do we maximize our pull factors?	• **Building culture**: connect and build community across and within colleges, • **Recognition:** built into procedures/policies/expectations, at school and college level, more endowed chairs, recognize in ways that are valued by the faculty, • **Tell our positive stories**: shared governance, academic freedom, unionized faculty, positive attributes of Eugene, progressive nature of OR, • **Resources:** low-interest mortgage program, short-term housing, summer salary bridge for new hires, one-page summary of UO benefits, more use of partner hire/dual career hires program

Tools for Retention: Where to Turn for Help

The final section of the event featured academic leaders who shared information about activity they oversee that contributes directly to retention efforts. The outcome for this section was for participants to feel more informed about the activity in general and how the activity fits into, and can be further used to, support faculty retention PowerPoint slides from the presentation can be found in the appendices of this report.

Mentorship Reimagined | Sierra Dawson, Associate Vice Provost for Faculty Leadership and Development

Teaching Engagement Program | Lee Rumbarger, Associate Vice Provost for Teaching Engagement, Director, Teaching Engagement Program (TEP)

Retention Request Process | Hal Sadofsky, Executive Vice Provost for Academic Administration

Closing and Next Steps:

The Office of the Provost (OtP) and leaders of the efforts of focus committed to three specific next steps:

1) The OtP will create and distribute a summit report.
2) The OtP will provide updates on inclusive recruitment and retention efforts via the faculty success and academic leadership newsletters.
3) Efforts leaders will use the information from the table discussions to inform their planning and/or advance their work.

Appendices:

Formatted Agenda

PowerPoint Slide Deck

Table Work: Maximizing our "pull" factors, Minimizing our "push" factors