# For Department Chair and Administrative ProfessionalUse

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Nine Months: Advancing Engagement, Retention, and Tenure

University of Florida is committed to hiring and retaining diverse and talented faculty. Deans and Department Chairs must be dedicated to removing barriers to retention and inclusiveness. Leading causes for dissatisfaction and requests for leave include: racial and social isolation, lack of mentoring, occupational stress, devaluation of “minority” research, the “token” hire misconception of underrepresented faculty, and biases in tenure and promotion evaluations.” Gasman, Kim, and Nguyen (2011)

**Best Practices Categories for Deans and Chairs to Promote…**

Organizational Health and Culture • Welcoming Climate

Professional Development • Leadership Development • Faculty Career Stage Barriers

**Organizational Health and Culture Checklist**

* Meet with faculty regularly to provide and RECEIVE feedback
* Conduct surveys to measure their satisfaction and expectations
  + Do faculty feel “heard?”
  + What practices or policies are associated with high levels of faculty engagement?
* Conduct “state of the department” reviews biannually and share findings
  + Evaluate faculty performance
  + Recognize good work
  + Review salaries and benefits
* Examine data for faculty appointments, promotions, and resignations for any gaps
  + Take proactive steps by conducting exit interviews
* Review decision-making processes, check for biases and assumptions
  + Ensure there is transparency in the way decisions for tenure and promotions are made
  + Wherever possible, involve faculty in the decision-making process and governance
* Behaviors and norms creating a barrier to healthy cultures. Ask yourself these questions:
  + Would my faculty consider me a true ally?
  + Am I prepared to deal with uncivil and disrespectful behaviors?
  + Am I prepared to manage micro aggressions?
  + Are there structures in place to support newly recruited faculty?

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**Welcoming Climate**

* Inclusive, warm, and supportive environments impact faculty retention
* Though schools/departments share the responsibility of creating welcoming climates, department leaders can establish policies and practices that facilitate the desired culture
* Transparency in decision-making and governance is especially important to junior and new faculty
* There must be follow-through on grievances and concerns that are surfaced
* Establish mentoring structures that help connect faculty to the community and support navigating the institutional culture

**Professional and Leadership Development**

* Hold regular feedback meetings
* Provide them with the tools and skills they need to succeed at a new institution
* Leadership opportunities should be available to all faculty
* Provide opportunities for participation in campus governance, national conferences, leadership programs, and research team management

**Faculty Career Stages and Opportunities**

* Junior faculty often feel isolated, lack connection to mentoring, and have difficulty acclimating to new environments
  + [Experience UF](https://welcome.hr.ufl.edu/getting-started/orientation/experience-uf/)
* Midcareer faculty experience workload imbalances, biases in tenure and promotion practices, and limited time for research
* Senior faculty experience occupational stress, limited opportunities to expand research or obtain higher positions, inability to pursue intellectual interests