

# Best Practices for Faculty Retention and Development

## University of Delaware, 2020

### 1. Monitor health/welfare of department

- Demonstrate **transparent decision making**
- Communicate and ensure **understanding of department goals**
- Conduct regular **focus groups and/or short anonymous surveys** (ideally administered by external entity)
- **Proactive assessment and reassessment** of salary levels, start-up packages, and recruitment offers
- **Awareness** of personality differences, practice non-judgment
- Vigilance of lab and office **space allocation**
- Monitor **workloads**
- Dept chairs should **practice self-awareness** of their own preferences and biases
  - ⇒ Example questions to ask oneself: Have I asked faculty members if they have what they need to succeed? Is a structure in place to support newly recruited faculty members? Am I actually being proactive as an administrative ally in my department?
  - ⇒ Check for behaviors, norms that create an unwelcoming environment
  - ⇒ Understand themselves as **administrative allies**, especially to underrepresented faculty

### 2. Establish a supportive and welcoming environment

- Transparency of P&T guidelines, HR policies, work-life policies, administrative procedures
  - ⇒ Have information **readily available & accessible**
  - ⇒ **Know** about leave policies, other accommodations; **connect faculty** to appropriate admin offices
- Accountability
  - ⇒ **Follow through** on concerns: builds trust
- **Informal socializing**
  - ⇒ Lunch outings, organize regular social events
  - ⇒ Relationships lead to better understanding during formal decision making
- Active **Appreciation**
  - ⇒ recognition during reviews/public forums, conversations, notes, visits
- **Mentorship, monitor effectiveness**
- **Value** diverse backgrounds, values, ideas
- Respect and appreciate **non-traditional paths** to excellence

### 3. Support Professional Development at all levels

- Have dynamic, engaging, focused department meetings where **leaders listen and act**
- Junior Faculty Development
  - University, Department orientations: **assist** with professional and personal/family needs
  - **Mentorship, monitor effectiveness**
  - Monitor **workload**
  - Promote external **visibility**
    - ⇒ Connect to PIs, money for professional travel, nominate for awards, facilitate relationships with external colleagues
- Midcareer Faculty Development
  - ⇒ Provide tools to **address growth areas**
  - ⇒ Nominate for **awards** and recognition
  - ⇒ Encourage **creativity**
  - ⇒ **Mentorship, monitor effectiveness**
  - ⇒ Monitor **workload**
- Senior Faculty
  - ⇒ Pursue **leadership** opportunities
  - ⇒ Nominate for **awards** and recognition
  - ⇒ Provide opportunities to **voice concerns and provide feedback**

### 4. Support Leadership Development at all levels

- Provide **leadership** opportunities
  - ⇒ Departmental/campus **governance**, national **conferences**, leadership **programs**
- Provide **training** opportunities
  - ⇒ Cultural sensitivity, diversity, allyship, inclusivity
  - ⇒ All faculty share in the responsibility to promote a positive climate