We respectfully acknowledge the University of Arizona is on the land and territories of Indigenous peoples. Today, Arizona is home to 22 federally-recognized tribes, with Tucson being home to the O’odham and the Yaqui.

Committed to diversity and inclusion, the University strives to build sustainable relationships with sovereign Native Nations and Indigenous communities through education offerings, partnerships, and community service.
Vision

• To nurture a humanistic approach to faculty activity that fosters excellence, equity and impact.

• We aspire to high levels of accountability, efficiency, and transparency.

• To promote understanding of the role and contributions of faculty.

• To adhere to the fundamental values of our land grant institution and R1 status.
Our mission in Faculty Affairs is to cultivate institutional structures for faculty advancement across the career lifespan. We take an ecosystem equity approach across all system levels that considers (1) recruitment (2) professional advancement, and (3) retention. Our work is grounded in an affirming, transparent, and inclusive approach to supporting faculty.

- Equity
- Recruitment
- Professional Advancement
- Retention
FACULTY SNAPSHOT FY 2022

This report provides a screening of year in review 2021-2022. For multi-year data, please refer to the 2022 Faculty Retention Report, or the Faculty Affairs Annual Report | Year in Review 2020-2021 on the Faculty Affairs equity website.

3,828 Active Faculty + 1,002 Emeritus = 4,830 Total Faculty

190 Continuing/Continuing Eligible
1,578 Tenure/Tenure Eligible
1,018 Career-Track
116 Multi-year Career Track
926 Adjunct

Data retrieved: August 22, 2022.
**FACULTY SNAPSHOT FY 2022**

*IPEDS categories* present the count of faculty as defined by the Integrated Postsecondary Education Data System, which effectively pushes each individual into just one reporting category.

Data retrieved: August 22, 2022.
### NEW FACULTY FISCAL YEAR 2022*

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>New faculty hires - Total</td>
<td>498</td>
</tr>
<tr>
<td>Tenured/ Tenure-eligible</td>
<td>50</td>
</tr>
<tr>
<td>Continuing/ Continuing-eligible</td>
<td>13</td>
</tr>
<tr>
<td>Career-Track</td>
<td>108</td>
</tr>
<tr>
<td>Adjunct</td>
<td>327</td>
</tr>
</tbody>
</table>

### DEPARTURES FISCAL YEAR 2022

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Departures</td>
<td>282</td>
</tr>
<tr>
<td>Voluntarily Departures</td>
<td>42</td>
</tr>
<tr>
<td>Other Terminations [Includes non-renewals, involuntary terminations, and individuals terminated during the probation period]</td>
<td>236</td>
</tr>
<tr>
<td>Retirements</td>
<td>4</td>
</tr>
</tbody>
</table>
Departures by Track (FY 2022)

- **Tenure/Tenure Eligible**:
  - 64 | 56.1%
  - 46 | 40.4%
  - 4 | 3.5%

- **Adjunct**:
  - 236 | 80.3%
  - 42 | 16%
  - 4 | 3.7%

- **Career-Track**:
  - 38 | 32.5%
  - 18 | 15.4%

- **Continuing/Continuing Eligible**:
  - 9 | 60%
  - 6 | 40%

*Faculty are considered new hires if they have not been previously employed at the UArizona. If a faculty member has moved to another role within UArizona, UAnalytics will not count them as a new hire.*
Since fiscal year 2009, the Strategic Priorities Faculty Initiative (SPFI) has provided temporary University financial support to academic departments enabling them to hire additional full-time, tenure-track faculty or continuing track academic professionals who enhance UArizona’s distinctive strengths in advancing Inclusive Excellence via equal opportunity, diversity, and inclusion.

29 | SPFI Applications FY 2022

13 | New SPFI Hires who began in FY2022

$500,000 | Increased financial support from the President’s Office for FY 2022
NEW FACULTY ORIENTATION | Fall 2021

New Faculty Orientation is designed to provide new faculty at UArizona with an immersive and welcoming experience to expand their knowledge about key university features and resources to start their roles. In the Fall of 2021 the New Faculty Orientation was hosted in a virtual format.

~60 Virtual Attendees 82% Satisfaction

VIRTUAL FACULTY RESOURCE FAIR | Fall 2021

The Faculty Resource Fair provides an introduction to the programs and university resources and specific contacts who support new faculty in their research, teaching, outreach, and lives as members of the UArizona campus community.

~120 Virtual Attendees 98% Effectiveness
# PROMOTION & TENURE 2021-2022 CYCLE

<table>
<thead>
<tr>
<th>Dossiers Submitted</th>
<th>Approval Rate Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>183</td>
<td>98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Promotion &amp; Tenure Dossiers Submitted</th>
<th>Continuing Status Dossiers Submitted</th>
<th>Career Track Promotions</th>
<th>Track Transfers</th>
</tr>
</thead>
<tbody>
<tr>
<td>103</td>
<td>16</td>
<td>48</td>
<td>16</td>
</tr>
<tr>
<td>36 Promoted to Full</td>
<td>8 Promoted to Full</td>
<td>7 Promoted to Full</td>
<td>158 Sabbaticals</td>
</tr>
<tr>
<td>4 Promoted to Full with Tenure</td>
<td>1 Continuing Status Only</td>
<td>39 Promoted to Associate</td>
<td></td>
</tr>
<tr>
<td>3 Tenure Only</td>
<td>7 Promoted to Associate with Continu</td>
<td>2 denied</td>
<td></td>
</tr>
<tr>
<td>55 Promoted to Associate with Tenure</td>
<td>Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 denied</td>
<td></td>
<td></td>
<td>101 Emeritus (FY 2022)</td>
</tr>
</tbody>
</table>
PROMOTION WORKSHOPS

9 | Workshops ~1,6522 | Views

- Making Your Statement for Promotion
- Using Portfolios to Document Impact, Innovation, and Leadership
- Going Up for Full
- Preparing for Promotion on the Career Track
- Preparing for Promotion on the Continuing or Tenure Track
- Promotion Reviews for Administrators, Department Heads and Directors
- Promotion Reviews for Committee Members
- Review, Promotion, Tenure (RPT) Administrator Training for Department, Unit or College Coordinators or Managers
- Candidate Training for Dossier Submission to Review, Promotion, Tenure
UNIVERSITY DISTINGUISHED FACULTY AWARDS

Outstanding faculty members were nominated and chosen by their peers because of their demonstrated excellence in teaching, mentoring, research/scholarship/creative activity, extension, outreach, and service.

University Distinguished Awards

These awards are reserved for full-rank tenured and continuing-status faculty members with exceptional achievements in their work.

- University Distinguished Professor Awards - 1 awardee
- University Distinguished Outreach Faculty Awards - 2 awardees
- Distinguished Heads/Directors Award – 2 awardees
- Distinguished Innovation & Entrepreneurship Award - 1 awardee
- Henry and Phyllis Koffler Prize - 1 awardee

Midcareer and Early Career Distinguished Faculty Awards

These awards recognize tenure-eligible and continuing-eligible faculty at the associate and assistant ranks for transformative contributions to their disciplines.

- Distinguished Scholars Awards - 5 awardees
- Early Career Scholars Awards - 5 awardees
- Early Career Innovation & Entrepreneurship Award - 1 awardee

30
Awards
Given

3
New Awards

59
Nominations
Teaching Excellence Awards
These awards recognize outstanding accomplishments in teaching. All tracks and ranks are considered.
• Gerald J. Swanson Prize for Teaching Excellence - 5 awardees
• Leicester and Kathryn Sherrill Creative Teaching Award - 1 awardee
• Provost Award for Innovations in Teaching - 3 awardees

3 New Mentoring Awards
These awards recognize faculty for their exceptional mentoring of faculty, graduate, and undergraduate students.
• Distinguished Mentor Award
• Faculty Peer Mentor Award
• Mentoring Future Scholars Award

The Provost's Author Support Fund - 3 awardees
This award is designed to cover special production charges associated with permissions, figures, photographs, indexing, or production of scholarly book-length manuscripts or other creative works accepted for publication and accompanied by formal reviews.
FACULTY REPORTS, DATA & TRANSPARENCY

The Faculty Affairs team has developed unprecedented reports over the last two years that further data transparency, inform leadership, and include best practices recommendations for stakeholders involved in faculty advancement throughout their career lifespan.

Faculty Retention with Equity Lens: Five Year Review
This report presents a five-year summary of faculty hiring, departure, and retention data. An equity lens is used to examine data among faculty track, rank and by demographics.

P&T Criteria Working Group
This report presents a summary of emerging trends in promotion and tenure across the nation, including open scholarship, innovation and entrepreneurship, service & invisible labor, HSI, patents, community-engaged work, large scale data and multiple authors/collaborators, mentoring of students, and societal impacts. Its goal is to provide recommendations for updates.

UA Vitae Faculty Fellows
UA Vitae Faculty Fellows were charged with reviewing the current use and impact of UA Vitae

Preliminary Examination into Faculty Workload
This report is a preliminary examination in understanding faculty workload within our university and across faculty tracks. Data for this report were pulled from existing datasets including UAVitae, UAccess, and IPEDS.
The Faculty Affairs team conceptualized an Equity Ecosystem and a Faculty Career Equity Strategies scheme that considers recruitment, professional advancement, and retention to advance affirming and inclusive systems for faculty advancement. Each stage offers specific actions and initiatives that cultivate faculty promotion and success in their scholarship, teaching, and service.

Updated recruitment and hiring training

Guidelines are informed by standard HR processes and policies and include equity-minded strategies and resources to reduce implicit bias, generate a diverse candidate pool, align with UArizona’s Hispanic Serving Institution (HSI) designation and inclusivity goals, and develop welcoming interviews and on-campus visits.

Updated Promotion and Tenure Workshops

Informed by research and best practices that center equity-mindedness, all workshops integrate implicit bias, equity and inclusivity.

Individualized meetings with deans, search committee chairs, and search committees

Meetings are scheduled as requested and include integrating equity-minded strategies at specific points during searches, sharing college level faculty data, crafting job descriptions that highlight commitment to diversity and inclusion, generating plans for recruiting diverse candidate pools, and exploring SPFI opportunities.
**Faculty Affinity Groups**

The Faculty Affairs team holds monthly meetings with all current faculty affinity groups:

- Professors of Color-UA
- Institute for LGBT Studies
- UA Native Faculty
- Faculty Women of Color
- University of Arizona Faculty of Chinese Heritage Association (UAFCHA)
- Sankofa Black Faculty & Staff Affinity Group
- Black Faculty
- Latinx Faculty and Staff Affinity Group
- LGBTQ+ Faculty and staff Affinity Group

**Action Collaborative Partner Network for Prevention of Sexual Harassment**

The Sexual Harassment Collaborative Repository contains descriptions of the most significant, innovative actions that participating organizations in the Action Collaborative on Preventing Sexual Harassment in Higher Education have taken.

Three reports from UArizona have been reviewed and accepted into the repository.
NATIVE AMERICAN INITIATIVES

Faculty Affairs partners with the Office of Native American Initiatives whose mission is to uphold the University of Arizona’s commitment to its land-grant mission and to inclusive excellence by advancing the academic aspirations of Native American students and faculty, and a tradition of service to Native Nations.

BRIDGE to STEAM

Support Diné College students pursuing STEAM degrees and also with an interest to gain valuable research experiences both on the Navajo Nation and at the University of Arizona.

$120,000

USDA-NIFA Grant Project

Application for Native American students

Partnered with the Student Admin Systems Group to develop a secure UArizona application for Native American students to upload their tribal enrollment verification documents for purposes of Native American scholarship eligibility and residency classification for in-state tuition. Also provided a mini-training for authorized verifiers of the documents.

Native American ENGL

Revived the Native American section of ENGL 102, First-Year Composition for Spring 2022, and with plans underway for an ENGL 101 Native American section for fall 2022.
NATIVE AMERICAN INITIATIVES

Collaborations

Collaborated with several departments across campus and local community to support cultural awareness activities:

- Arizona Arts Live Indigenous story exchange; cultural showcases for the College of Education and Association of Academic Programs in Latin America & the Caribbean (AAPLAC) International Conference

- Partnership with Arizona’s Science, Engineering, and Math Scholars (ASEMS). Sarah EchoHawk, Executive Director of the American Indian Science & Engineering Society (AISES) as a virtual speaker on “Supporting Native American students in STEAM”

- Collaboration with Tucson Lifestyle magazine to feature Native American alumni.
The Steps in the Scholar Journey Program aims to nurture the pathway to the professorate in culturally meaningful and responsive ways. Sponsored by Faculty Affairs, Native American Advancement & Tribal Engagement, Native American Initiatives, and Hispanic Serving Institution (HSI) Initiatives in partnership with Postdoctoral Affairs and academic departments across campus, this program is aimed at providing professional development for post-doctoral scholars to aid them in next step into the professorate.

8
Elder mentors from UArizona from across disciplines

9
Postdoctoral scholars from across the U.S.

9
Presenters from UArizona representing faculty, staff, and leaders
Sponsored by Faculty Affairs and HSI Initiatives, this year-long webinar series features the scholarship of UA Faculty and staff, who engage in servingness efforts that honors cultures and lived experiences of Latina/o/x, Black, Indigenous, and underrepresented students, and communities. This is the second time this series is offered at a national level.

**HSI Centering Servingness Webinar Series**

- **Part series**: 7
- **Faculty and staff featured**: 12
- **Registrants**: >700

**HSI Seed Grant Program**

- **Funded by Research Innovation & Impact and HSI HEERF**: $200,000
- **Projects Funded**: 6

Fund established in Spring 2021 to support scholarly research and creative work among early career faculty which enriches the UA’s designation as an HSI, and advances scholarship that directly impacts Latina/o/x, Black, Indigenous, and People of Color students and communities.
A week-long, summer immersion focused on training faculty and instructors towards implementation of culturally responsive practices and pedagogy into existing courses of all modalities.

The Institute brings together faculty and instructors from across the University to thoughtfully redesign an existing course through workshops, discussions, and pedagogical practice.
The objective of this program is to prioritize guiding values of excellence, honesty, trustworthiness, and compassion to help faculty discuss and navigate their professional development while on the pathway to promotion/tenure.

The program consists of small faculty groups that are linked with one faculty mentor who has participated on promotion review committees. These communities help early career faculty explore their individual objectives, hopes, and aspirations as well as to reflect on their common challenges, concerns and solutions about promotion and tenure.
New Mentoring Awards Launched 2022

Mentoring Future Scholars Award
Recognizes faculty mentors who are extraordinary in their mentoring of graduate students to become future scholars.

Faculty Peer Mentor Award
The Faculty Peer Mentor Award recognizes outstanding faculty who mentor faculty peers through promotion.

Graduate Student Peer Mentors Award
The Graduate Student Peer Mentors Award recognizes outstanding graduate students who provide peer mentoring to other graduate students in order to help them persist towards their degree, progress in their program or engage in scholarly activities and achieve success within their program.

Distinguished Mentor Award
The Distinguished Mentor Award recognizes outstanding tenured or continuing status faculty at the full professor rank who have mentored early career faculty and made highly valued contributions to the mentoring of graduate students.

MENTOR Institute Seed Grants 2022
These seed grants are intended to stimulate the development of pilot projects that focus on developing research that will lead to evidence-based, inclusive, innovative, mentoring strategies. Pilot projects that have the potential to contribute to novel research approaches or to new funding opportunities are encouraged.

3 Grants Awarded
The Heads Engaged in Advancing Departmental Strategies Network (HeadsNETWORK) consists of multiple programs in support of UArizona department heads, school chairs, and unit directors.

HeadsUP is an advocacy, communications, & networking program to make department heads aware of University issues that may impact them or on which they should have impact. It represents heads to senior leadership and to other units in the University.

- Fall Forum: New Norms
- Wellness & Leadership
- Activity Informed Budgeting (AIB)
- Annual Performance Reviews
- Student Retention & Graduation
- Faculty Recruitment & Retention
- Crucial Conversations trainings for all Department Heads/Directors launched in June
NewHEADS

NewHEADS is a networking and educational program to prepare and support new department heads during their first year of service.

| 34 | New Heads |
| 59% | New Heads Participation |
| 10 | Workshops |

Heads Mentoring

NewHEADS Mentoring provides an experienced department head to provide individual guidance and friendship for new mentors.

| 11 | Mentors |
| 14 | Mentees |
UA Vitae offers a convenient, user-friendly venue for faculty to document their achievements in research, teaching, leadership, service, and outreach. UA Vitae is meant to reduce the amount of time and effort faculty spend each year reporting on their accomplishments and increase the accuracy and consistency of their data.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Entries in 2021</td>
<td>973,109</td>
</tr>
<tr>
<td>Evaluations Completed</td>
<td>6,113</td>
</tr>
<tr>
<td>Scholarly Works in Completed/Accepted Status</td>
<td>13,237</td>
</tr>
<tr>
<td>UArizona Profiles Views</td>
<td>119,640</td>
</tr>
<tr>
<td>New Visitors</td>
<td>103,151</td>
</tr>
<tr>
<td>Returning Visitors</td>
<td>16,489</td>
</tr>
</tbody>
</table>
Systemic Approach to Inclusive Scholarship Shifts in Promotion

- Peer Institutions
  - PTIE, APLU, WICHE, Modified External Reviewer Letters
  - Visible messaging, Communication, Regular Meetings with Affinity Groups, Using Data & Reports, holding units accountable, Inclusive Scholarship Policy
- President & Provost
  - Inclusive Scholarship in Criteria, Administrator and Review Committee Training
- Deans & College Committees
  - Inclusive Scholarship in Criteria, Administrator and Review Committee Training
- Department Heads & Committees
  - Promotion Workshops, Mentoring, Dossier Template
- Faculty
University of Arizona Faculty Affairs  
**Equity Strategies Across Career-Life Span**

It is important to acknowledge that there are still gaps in diverse representation, access and inclusion at each stage of the faculty career. We describe here the goals for each stage to improve equity and then a list of current tactics to help reach the goal.

[https://facultyaffairs.arizona.edu/about-0](https://facultyaffairs.arizona.edu/about-0)

<table>
<thead>
<tr>
<th>Recruitment Stage</th>
<th>Professional Advancement Stage</th>
<th>Retention Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating targeted diverse recruitment efforts</td>
<td>Enabling a culture to ensure a high-performing academic enterprise</td>
<td>Building affirming environments and anti-oppressive structures for faculty advancement</td>
</tr>
<tr>
<td>• Updated Faculty Search Committee Guidelines</td>
<td>• Promotion Opportunities for all faculty tracks</td>
<td>• Increase in cap for number of multi-year contracts for career track faculty</td>
</tr>
<tr>
<td>• Required Training for all search committee members</td>
<td>• Equity based changes to promotion dossier templates</td>
<td>• Salary Equity Review for all tracks</td>
</tr>
<tr>
<td>• Faculty Affairs consultation with Deans, Department Heads, and Search Chairs</td>
<td>• Promotion workshops for all candidates, department heads, and administrators with an inclusive focus.</td>
<td>• University Faculty Awards Expansion</td>
</tr>
<tr>
<td>• Strategic Priorities Faculty Initiative for Hiring &amp; Recruitment</td>
<td>• Leadership Programs (ALI, HSI Fellows, ILC, Faculty Fellows)</td>
<td>• Bias Education &amp; Support Team</td>
</tr>
<tr>
<td>• Transparent faculty data and reports on representation, equity, hiring, departures, and exit survey findings to raise awareness</td>
<td>• National Center for Faculty Development and Diversity membership and resources</td>
<td>• Integration of implicit bias, equity and inclusivity in all Faculty Affairs workshops</td>
</tr>
<tr>
<td>• Steps in the Scholar Journey Program</td>
<td>• Faculty Development Promotion Communities Mentoring Program</td>
<td>• Campus wide Mentoring Training and Mentoring Institute for inclusive mentoring of faculty and graduate students</td>
</tr>
<tr>
<td></td>
<td>• HSI Servingness Series, Talking Race Series, Caregiver Series, Our Best Work Environment Speaker Series</td>
<td>• Expansion of Faculty Affinity Groups and regular meetings with Faculty Affairs</td>
</tr>
<tr>
<td></td>
<td>• Culturally Responsive Curriculum Development Institute</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• HSI Seed Grants</td>
<td></td>
</tr>
</tbody>
</table>

**Senior Leader Support, Policies, Support of Administrators at all levels**