



THE UNIVERSITY
OF ARIZONA

**Summary of Career-Track
Faculty Report**

2023

Faculty Affairs

Our mission

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:

- [Recruitment](#)
- [Professional Advancement](#)
- [Retention](#)

Our 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, Hispanic Serving Institution (HSI) status and R1 status.



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SECTION I: EXECUTIVE SUMMARY

Career-track faculty is a designation that was adopted by the University of Arizona in 2019 to bring dignity and respect to contingent faculty based on the university shared governance task force recommendations and with the support of the Office of the Provost. We are pleased to provide a summary report that includes the history and background, overview of the Career-Track Faculty Model, and data summary. Currently, there are 1,181 career-track faculty, 163 have a multi-year contract, 193 have participated in the promotion process with an approval rate of 93% since 2019, and 16 have been conferred a university faculty award since 2019. In 2023, the University of Arizona was nationally recognized for the [Career-track Faculty Model with the Delphi Award from the University of Southern California's Pullias Center for Higher Education](#).

History and Background

In 2013, the University of Arizona initiated the development of the Career-track Faculty Model to address the challenges faced by contingent faculty members with the engagement and work of a shared governance process. Prior to this, adjunct faculty had limited voting rights and no clear pathways for promotion. However, the introduction of the model into policy in the [University Handbook for Appointed Personnel \(UHAP\)](#) in 2019 marked a turning point, offering benefits, voting rights, the possibility of multi-year contracts, and promotion pathways to 814 faculty members representing 53% of all adjunct faculty at the time. This policy implementation was accompanied by the establishment of departmental and college-level by-laws, annual review criteria and voting rights, underscoring the importance of career-track faculty participation in shared governance. The subsequent implementation of the model allowed for career progression within this track, aligning job expectations with titles, fair compensation rates, criteria for promotion, and fostering a stronger sense of belonging as well as more job security.

Since 2019 when the Career-track Faculty Model was implemented, the University of Arizona has made significant strides in improving advancement with a focus on ***appointment, advancement, and retention***:

Appointment:

- A [title harmonization](#) process resulted in the consolidation of over 200 titles into 13 faculty career-track designations, improving clarity in appointment criteria and [promotion pathways](#).

Advancement:

- [Targeted promotion workshops](#) and the introduction of salary increases accompanying promotions have provided robust support for career advancement.
- Since 2019, a total of 193 career-track faculty have undergone the promotion process, achieving a remarkable overall approval rate of 93%.

Retention: The commitment to retention is enhanced through multiple initiatives:

- The UArizona [2022 Salary Equity Evaluation and Outcomes for Career-track Faculty](#) resulted in \$666,217 in salary adjustments, benefiting 107 career-track faculty out of 954 reviewed. Adjustments were based on equitable compensation associated with ranks and responsibilities, years since terminal degrees, and years in service.
- Since 2019, eight [university faculty awards](#) were made available for career-track faculty. Since then, 16 faculty have been honored for their outstanding contributions.
- *Multi-year contract* caps have been removed.
- Access to *mentoring initiatives* such as the [Faculty Development Communities for Promotion \(FDCP\)](#) mentoring program. FDCPs are faculty mentoring communities that receive support from one another and a senior mentor to create and enact a plan for their next level of promotion. Since 2020, 63 career-track faculty have participated.

Collaborative efforts have been instrumental in raising awareness and acknowledging the invaluable contributions of career-track faculty to the institution's missions to educate and innovate.

Key Take Aways from Data in this Report

- There has been steady growth of career-track faculty in the past five years, from 814 in 2019 to 1,181 in 2023.
- Initiation of the Career-track Faculty Model in 2019 proportionately decreased the number of adjunct faculty and is associated with ensuring benefits, annual employment stability and promotion pathways.
- Growth in multi-year contracts has been steady, from 124 in 2019 to 163 in 2023.
- The average percentage rate of career-track faculty hires compared to the rest of faculty tracks varied from 13.7%-21.5%.
- Career-track faculty are represented at all ranks, with the largest group at the assistant rank (33.3%).
- Departures of career-track faculty tend to be voluntary (53%), or retirement (29.5%).
- Career-track faculty representation varies by college from 11%-75%.

SECTION II: CURRENT INSTITUTIONAL FACULTY RETENTION EFFORTS AND RESOURCES FOR CAREER-TRACK FACULTY

- **Holistic Support for Promotion**
 - Promotion Criteria by College
 - Promotion workshops for Career-track faculty
- **Salary Equity Study**
- **HSI Faculty Seed Grants**
- **Culturally Responsive Curriculum Development Institute**
- **Faculty across campus have access to the National Center for Faculty Development & Diversity**
- **MENTOR Institute**
 - FDCP
 - Awards
 - Resources
- **Strategic New Faculty Onboarding**
 - Support for New Faculty
 - Campus Connection Series
 - Affinity Groups
 - Mentoring
- **Dedicated resource web center**
 - Policies for Career-Track Faculty
 - Promotion Criteria by College
 - Research-based Resources
 - FAQ for Career-Track Faculty
- **Increased number of Faculty Awards:**
 - Service
 - University Faculty Service Award
 - Teaching
 - Provost Award for Innovations in Teaching
 - Gerald J. Swanson Prize for Teaching Excellence
 - Henry & Phyllis Koffler
 - University of Arizona Foundation Leicester and Kathryn Sherrill Creative Teaching Award
 - Others
 - Provost's Author Support Fund
 - Mentoring Future Scholars Award
 - Faculty Peer Mentor Award

SECTION III: DATA

All graphs present data as of June 2023

Graph 1. Faculty Headcount by Track over 5 Years, 2018-2023

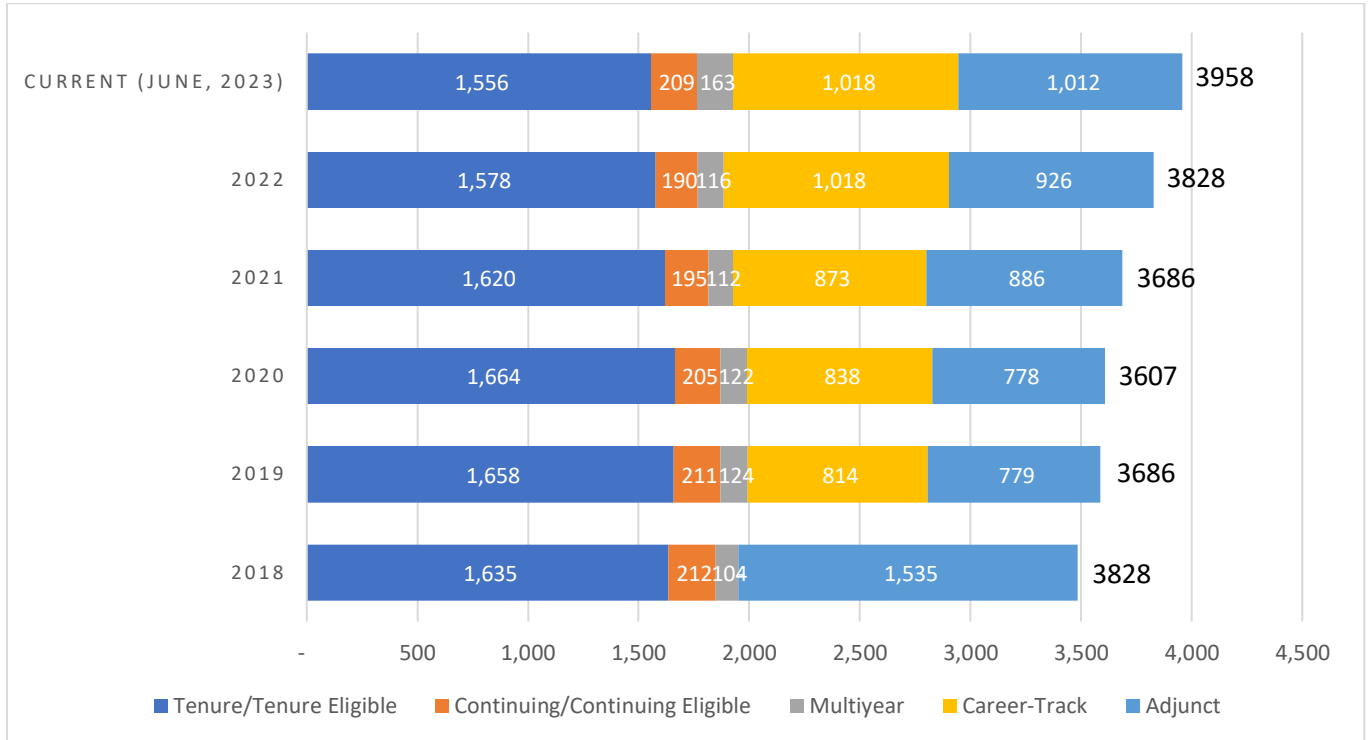
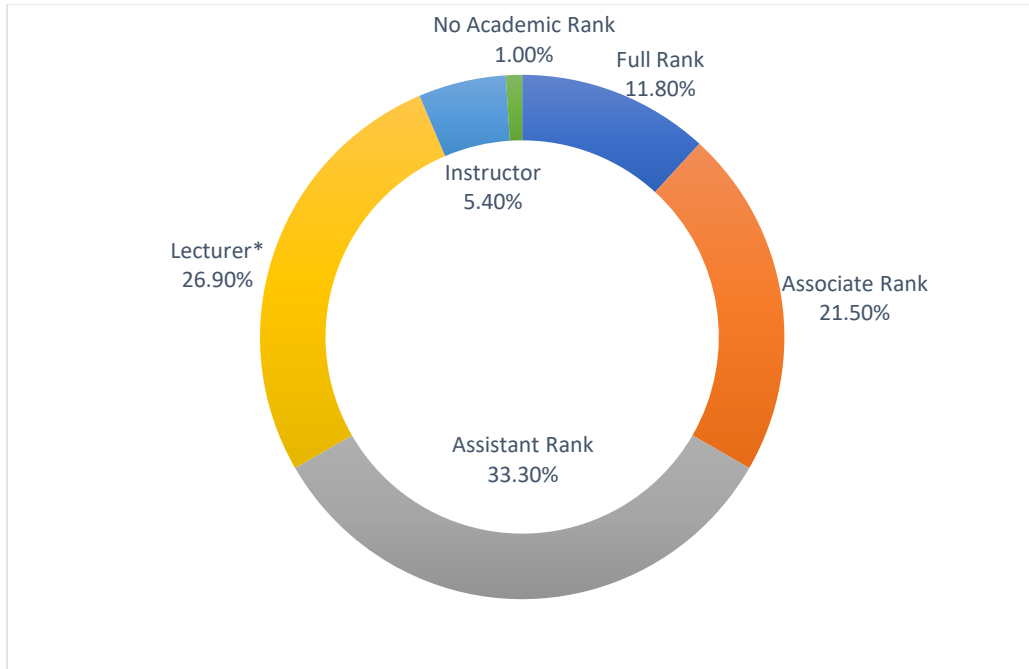


Table 1. Faculty Headcount by Track (%)

	Count	Percentage
Tenure	1223	30.9%
Tenure Eligible	333	8.4%
Continuing	150	3.8%
Continuing Eligible	59	1.5%
Career-track	1018	25.7%
Year-To-Year	4	0.1%
Multi-Year	163	4.1%
Adjunct	1005	25.4%
Grand Total	3958	100%

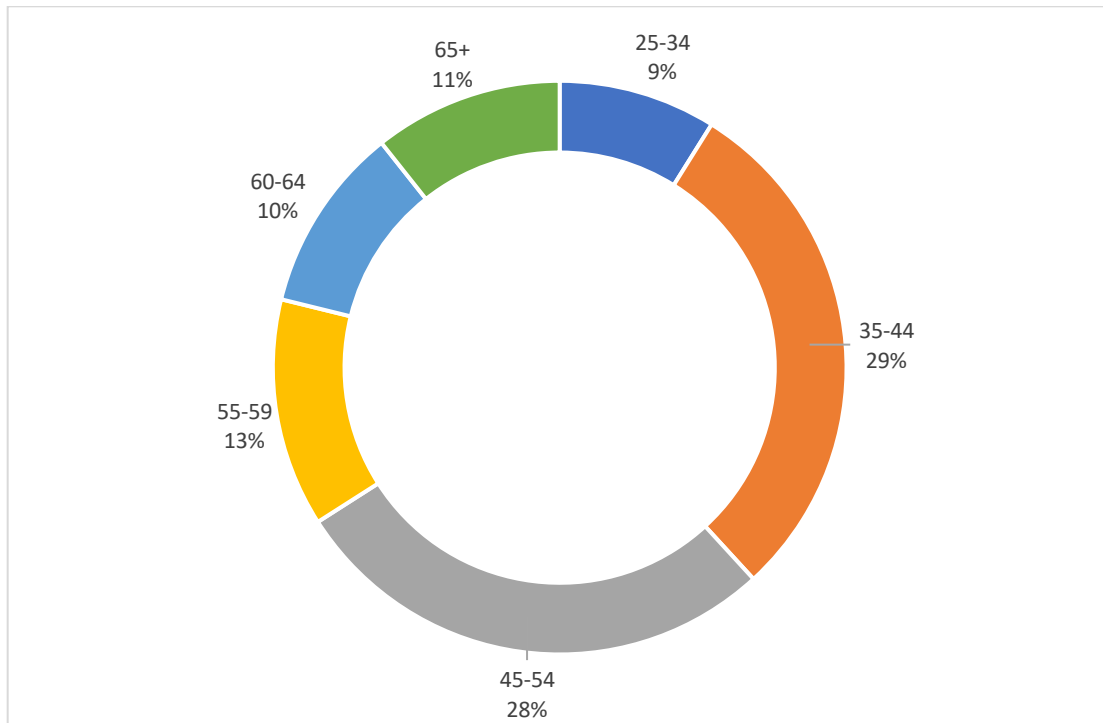
Graph 2. Career-Track Faculty Headcount by Rank (%)

Assistant, Associate, and Full ranks include the following titles: Clinical, Research and Professors of Practice*.



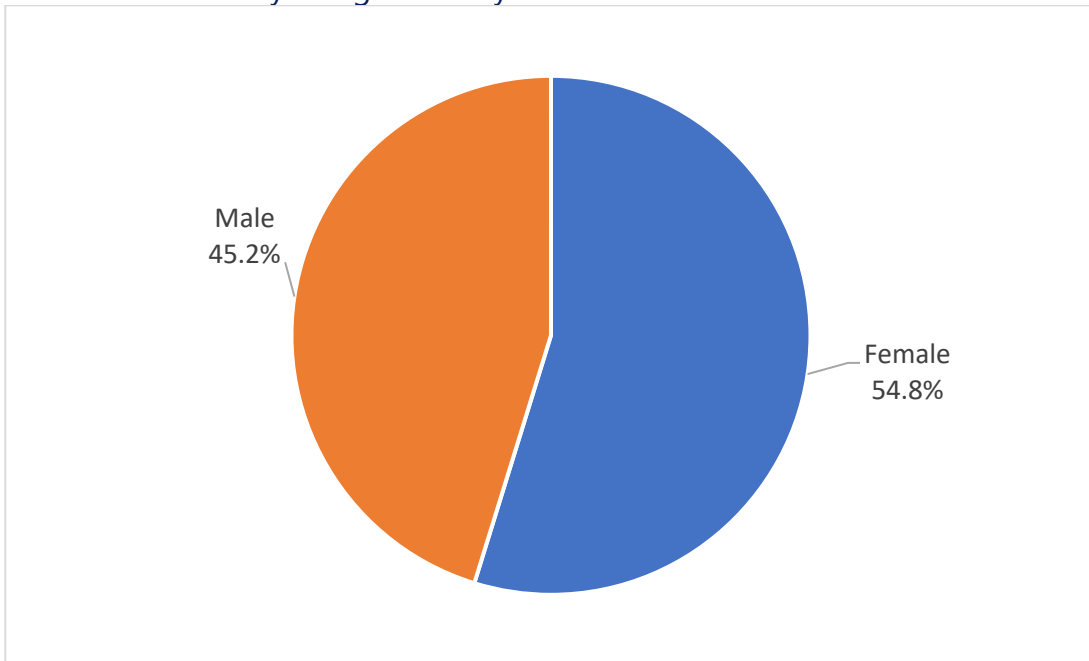
*UAnalytics faculty data dashboards do not provide Lecturers' desegregated data by rank.

Graph 3. Career-Track Faculty Headcount by Age Range (%)

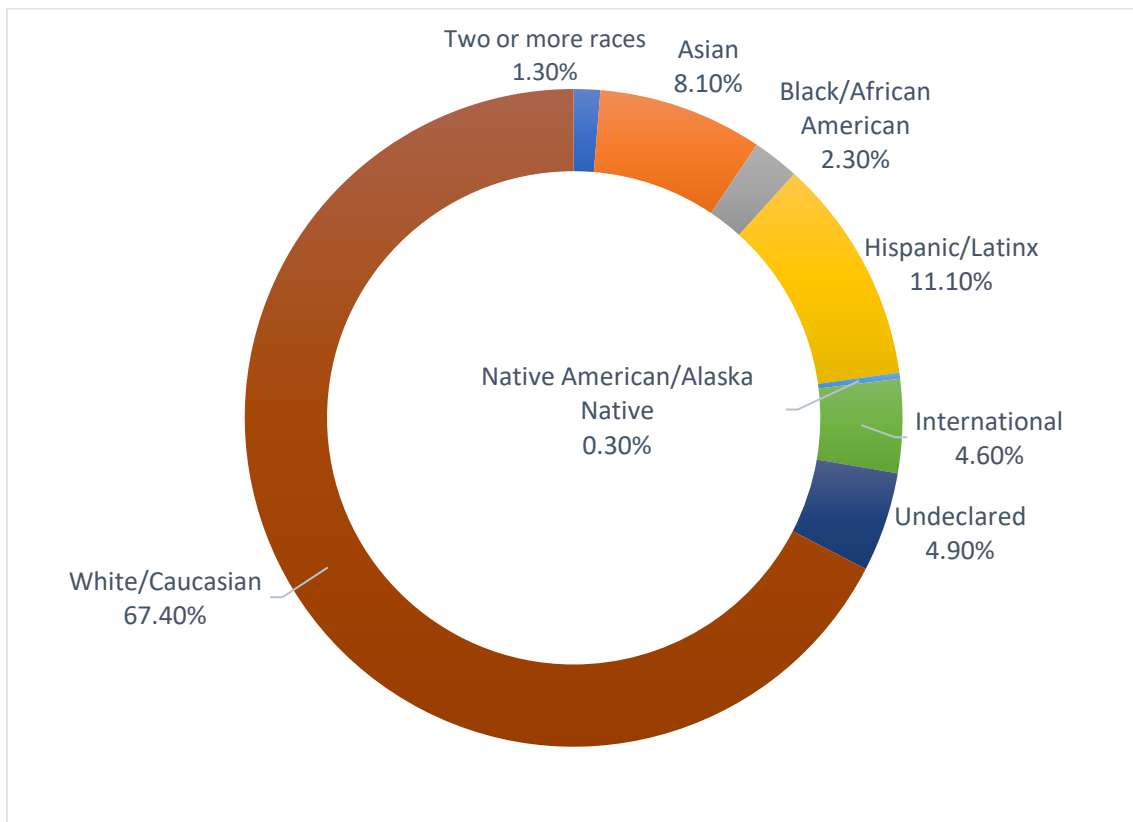


Graph 4. Career-Track Faculty Headcount by Sex* (%)

*archival binary categories only available

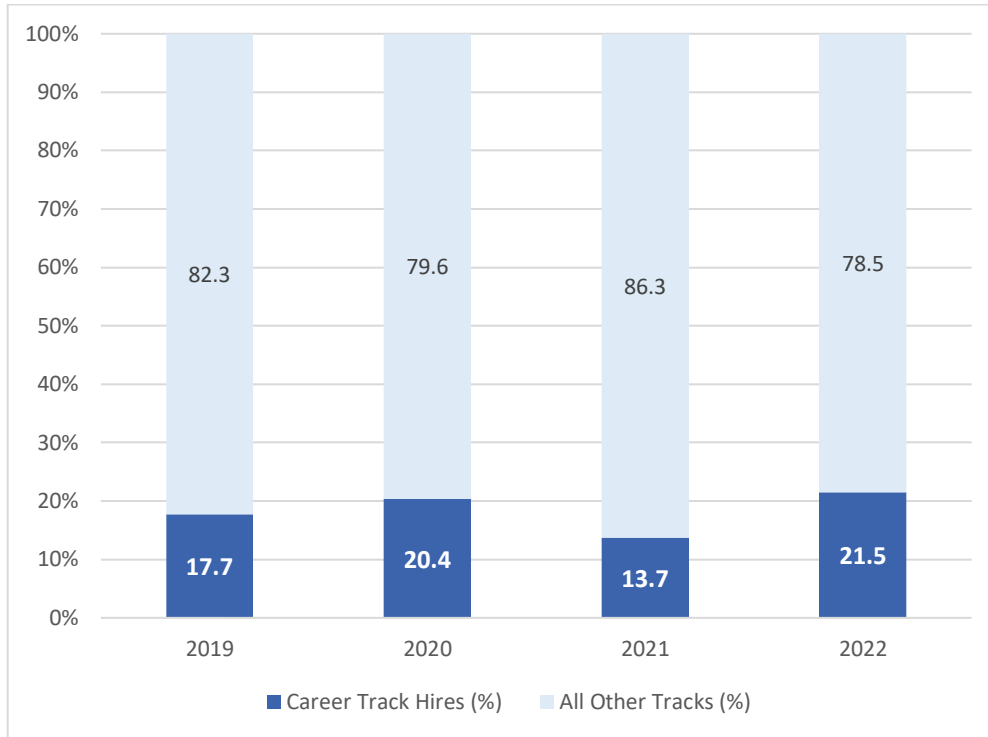


Graph 5. Career-Track Faculty Headcount by Race/Ethnicity (%) | (IPEDS*)

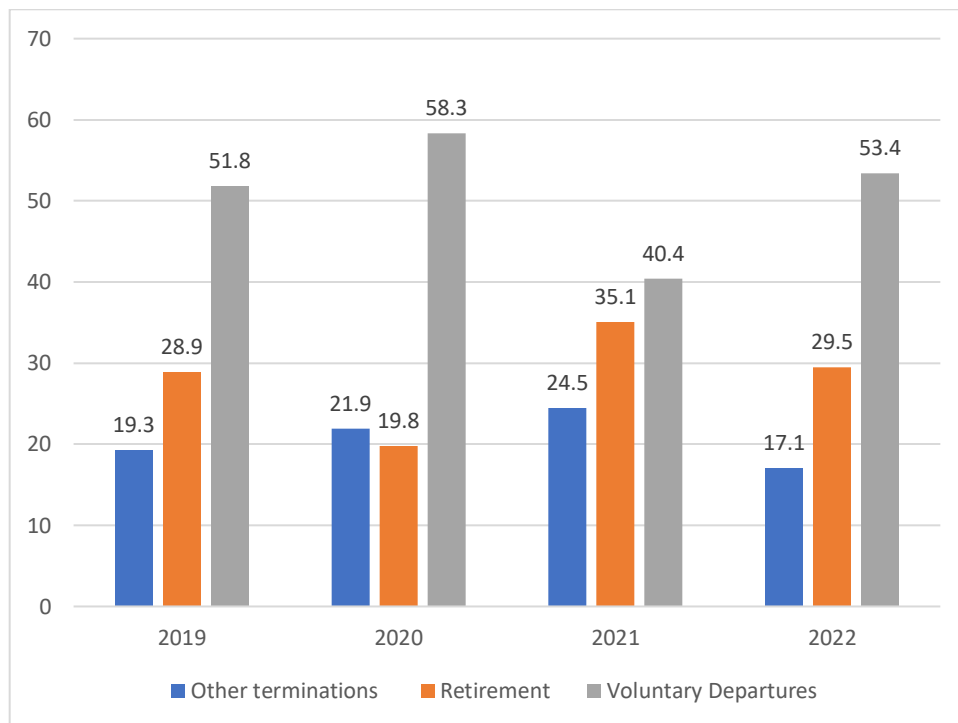


* IPEDS categories represent the count of faculty as defined by the Integrated Postsecondary Education Data System, which only allows for one reporting category.

Graph 6. Career-Track Faculty Hires (%) | 2019-2023

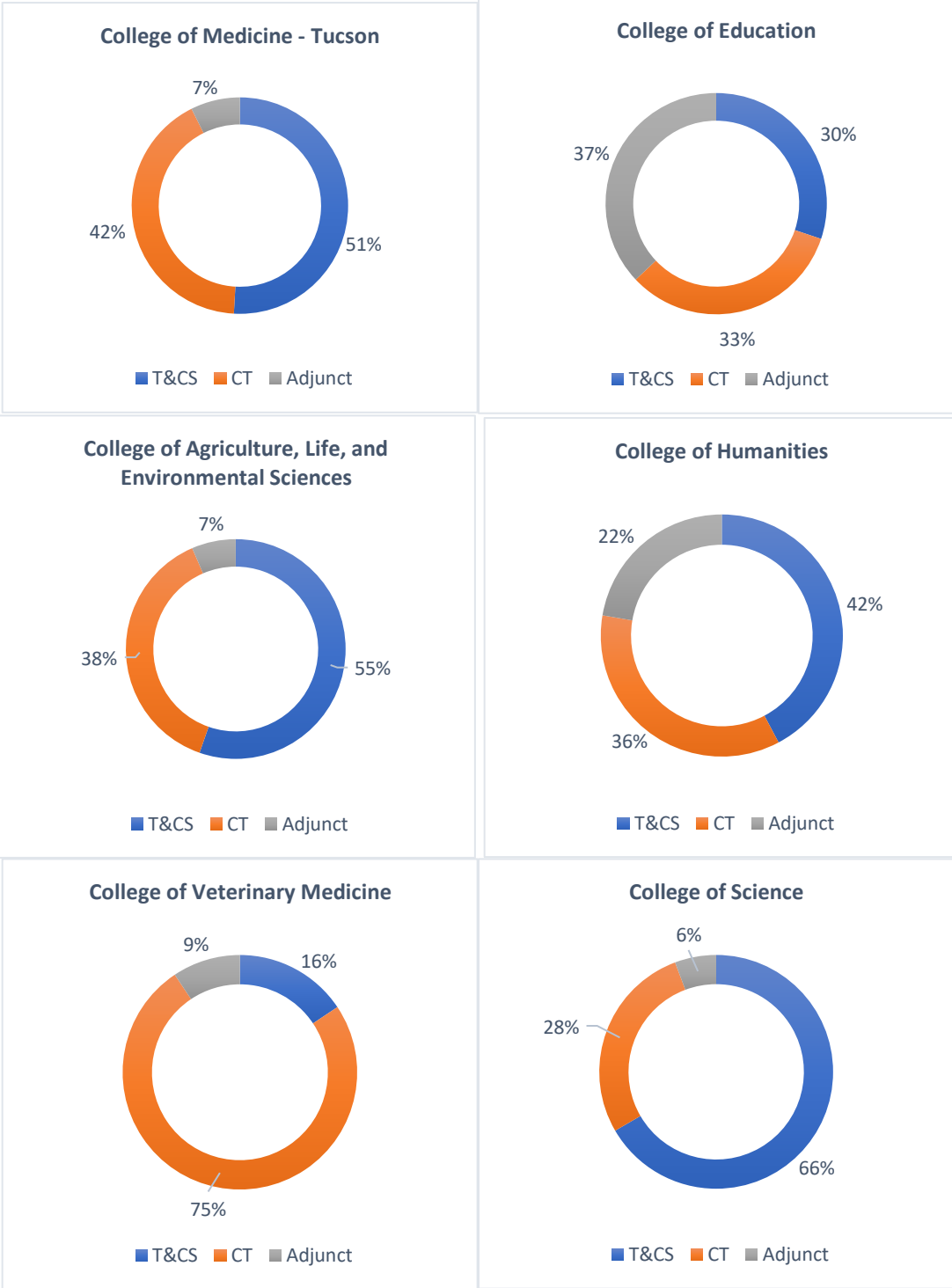


Graph 7. Career-Track Faculty Departures (%) | 2019-2022

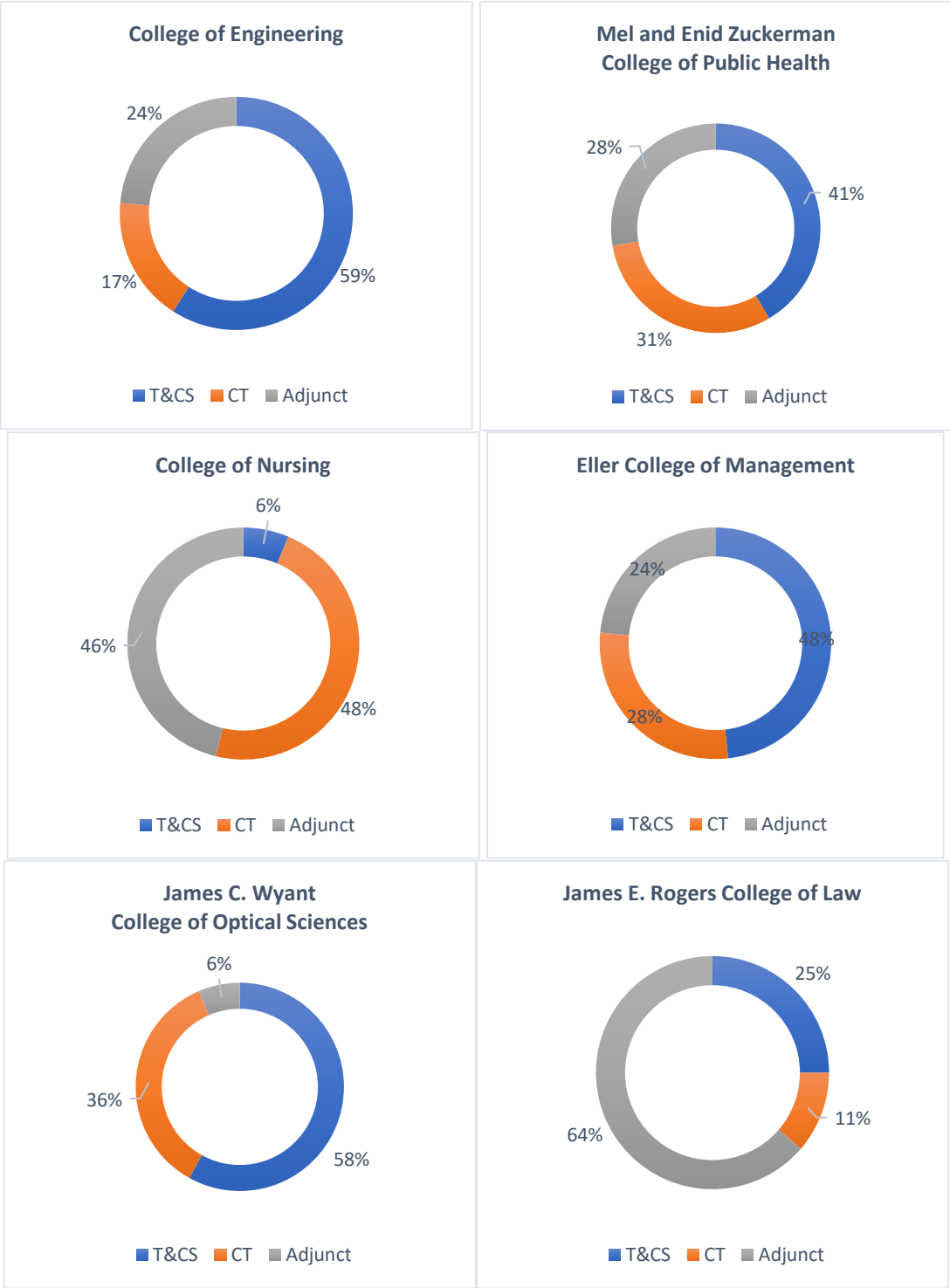


SECTION IV: CAREER-TRACK FACULTY DISTRIBUTION BY COLLEGE (%)

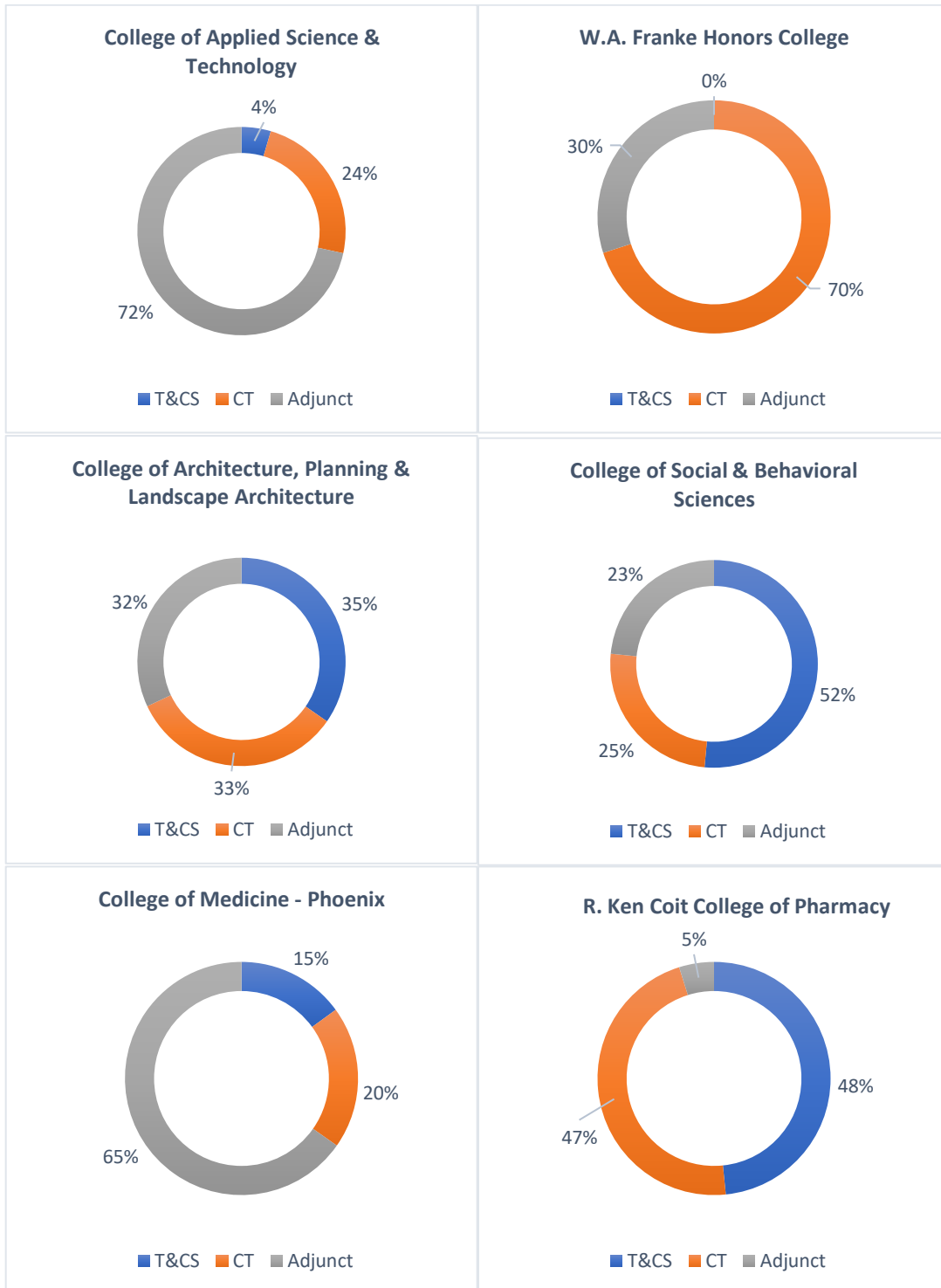
- T&CS: Tenure and Continuing Status Faculty
- CT Career-Track Faculty
- Adjunct: Adjunct Faculty



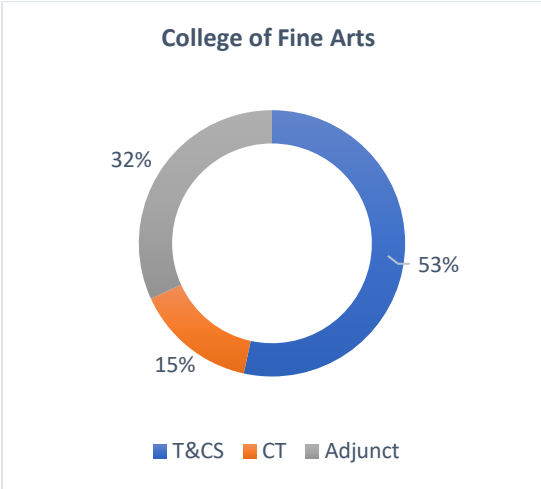
CAREER-TRACK FACULTY DISTRIBUTION BY COLLEGE



CAREER-TRACK FACULTY DISTRIBUTION BY COLLEGE



CAREER-TRACK FACULTY DISTRIBUTION BY COLLEGE



Acknowledgments

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