



Background

- Retention rates differ for women and men faculty across all ranks
- Replacing senior faculty is very costly and resource-intensive
- Many faculty development efforts focus on junior rather than mid-level or senior faculty

Purpose

- To develop a toolkit for department chairs and division directors to improve retention, increase promotion, improve job satisfaction, and enhance the overall climate for mid-level and senior women scientists

Methods

- Literature review to identify current best practices
- Analysis of 2021 faculty satisfaction survey results by gender
- “Exit” interviews with senior women faculty who recently left/retained
- Stakeholder input from department chairs, division directors, other leadership
- Partnership with Office of Faculty Development

Results

Literature Review– Key Findings

- Clearly-defined set of challenges faced by senior women faculty
- Best practice recommendations for senior faculty retention
- Existing toolkits at peer institutions
- High costs: senior faculty replacement estimated at \$172K - \$880K

Faculty Satisfaction Survey - Analysis

- Women faculty provide significantly lower ratings than men on many items
- Items with largest differences related to reporting of gender/sexual harassment, work/life integration, and mentoring
- Fewer women faculty would stay if offered similar position elsewhere

Exit Interviews (complete, N=5)

- Salary inequity
- High service burden
- Lack of recognition
- Few leadership opportunities
- Lack of support for career goals
- External offer required for retention package

Stakeholder Input (in progress, N=5)

- “Critically important project”
- Utilize context of value-based leadership objectives
- Consider what changes the system is ready for (change management)

Toolkit (in progress)

- Regular salary equity reviews
- Stay interviews
- Service dashboards
- Career planning
- Recognition

Dissemination

- Faculty development communication channels
- Presentations to chairs and department leadership

Metrics

- Tracking online access to determine frequency of use
- Pre-post comparison of promotion & retention rates

Discussion and Impact

- Actionable strategies to retain senior women faculty scientists are needed at multiple levels of the organization
- This toolkit will directly support department chairs and division directors
- These strategies are also likely to support underrepresented identity and male faculty and may result in improved retention across all faculty

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ABSTRACT: 2022 ELAM Institutional Action Project

Project Title: Retention of Mid-Level/Senior Women Faculty Scientists: A Toolkit for Chairs and Directors

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Topic Category: Research, Faculty Development

Background/Significance: Retention rates have differed for women and men faculty across all levels for many years, contributing to the chronic gender imbalance, especially at the senior faculty level. Replacing senior faculty is typically very costly and resource-intensive, making retention of senior women faculty a priority. Retention and timely promotion of mid-level women faculty is also an important area of focus for addressing gender imbalance. Finally, many institutions have focused faculty development efforts on junior rather than mid-level or senior faculty. To complement ongoing efforts at the institutional level to improve the climate for women and underrepresented faculty, actionable strategies that focus on mid-level and senior faculty women are needed at the department and division level to improve retention, increase promotion, and enhance the overall climate for women faculty.

Purpose/Objectives: To develop a toolkit for Medical School department chairs and division directors to support retention strategies and improve job satisfaction for mid-level and senior women scientists.

Methods/Approach/Evaluation strategy: *Literature review* to identify strategies for retention of mid-level/senior faculty. Evaluation of recent *faculty satisfaction survey* results by gender. *“Exit” interviews* with senior faculty who have either left or recently been retained to UM (n=5, complete). *Key informant interviews* with chairs and division directors (in progress). *Collaboration with the Office of Faculty Development* to create an easily accessible, brief toolkit for leaders.

Outcomes/Results: Literature review (complete) has identified a clear set of challenges faced by senior women faculty and an associated set of recommendations for improving faculty retention at the senior level, some of which can be operationalized at the department/division level. Analysis of recent faculty satisfaction data at UMMS (complete) show that women report significantly lower scores than men on most survey items. Using information from the faculty exit interviews and key informant interviews (ongoing), strategies will be tailored to the UMMS environment. A brief toolkit – one-page executive summary with links to additional resources – will be developed and made available through the Office of Faculty Development. Metrics will include tracking online access of the toolkit to determine frequency of use and a pre-post comparison of promotion and retention rates before and after introduction of the toolkit.

Discussion/Conclusion with Statement of Impact/Potential Impact: Actionable strategies to retain senior women faculty scientists are needed at multiple levels of the organization. This toolkit will directly support department chairs and division directors. These strategies are also likely to support underrepresented identity and male faculty and may result in improved retention across all faculty.