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2013

## VCU's Faculty Status Report - December 2013

VCU Office of Faculty Recruitment and Retention

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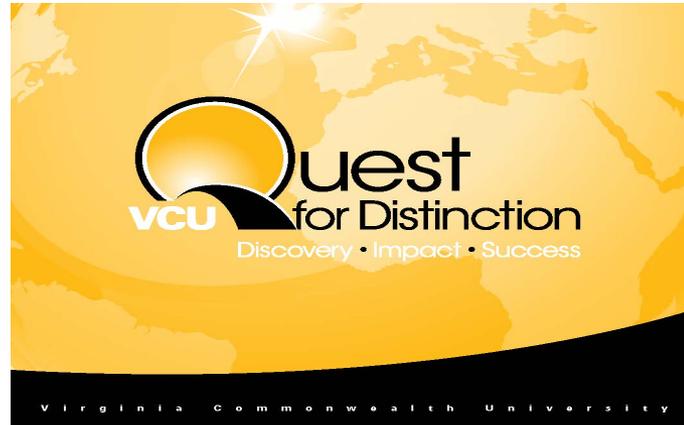


**Report to the Faculty Senate on  
The Status of the Faculty**

December 3, 2013

**A key goal of VCU's strategic plan is a commitment to the recruitment, retention, and support of talented and diverse faculty, who represent the core of the university's vision.**

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- *Quest for Distinction*, Theme I, Goal D. states:
  - *Recruit and retain faculty, staff and senior leadership with the skills and talents to increase the quality teaching and learning, high impact research, and diversity at all levels*
- University Level Initiative #2 states: -- Attract, retain and support a nationally competitive and diverse faculty...
  - *The 2013-14 Strategy: Identify and deploy resources and processes necessary to increase the number of talented and diverse faculty and staff*

Over the last three years, T&R faculty numbers have increased 9%, from 1,990 to 2,170; during this same period, A&P faculty have grown by 31%.

### Total Full-time Faculty Headcount

*Fall 2009 to Fall 2013*

	Fall	Fall	Fall	Fall	3-year Change	
	2010	2011	2012	2013	#	%
T&R <sup>1</sup>	1,990	2,032	2,048	2,170	180	9.0%
A&P	605	654	686	793	188	31.1%
<b>Total</b>	<b>2,595</b>	<b>2,686</b>	<b>2,734</b>	<b>2,963</b>	<b>368</b>	<b>14.2%</b>

The largest gain in year-to-year faculty counts has been in the current academic year, with 122 new T&R faculty hired.



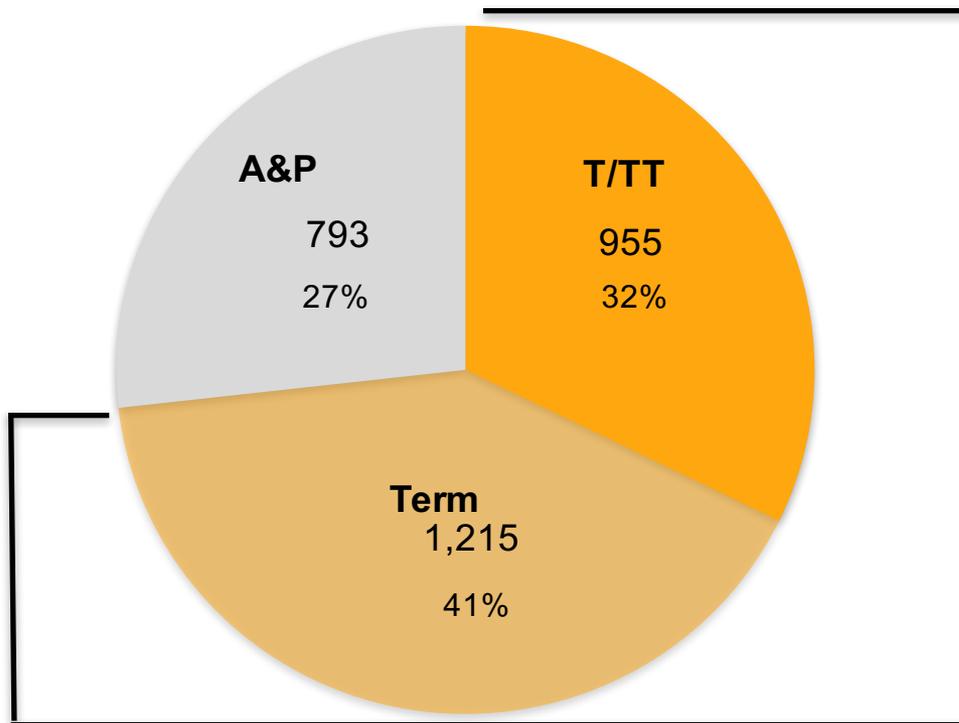
<sup>1</sup> Teaching and Research faculty include Tenured, Tenure-Track and Term faculty.

Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

**T&R faculty accounted for 73% of VCU's faculty headcount in 2013, a nearly 3:1 ratio to A&P faculty described as ideal.<sup>1</sup>**

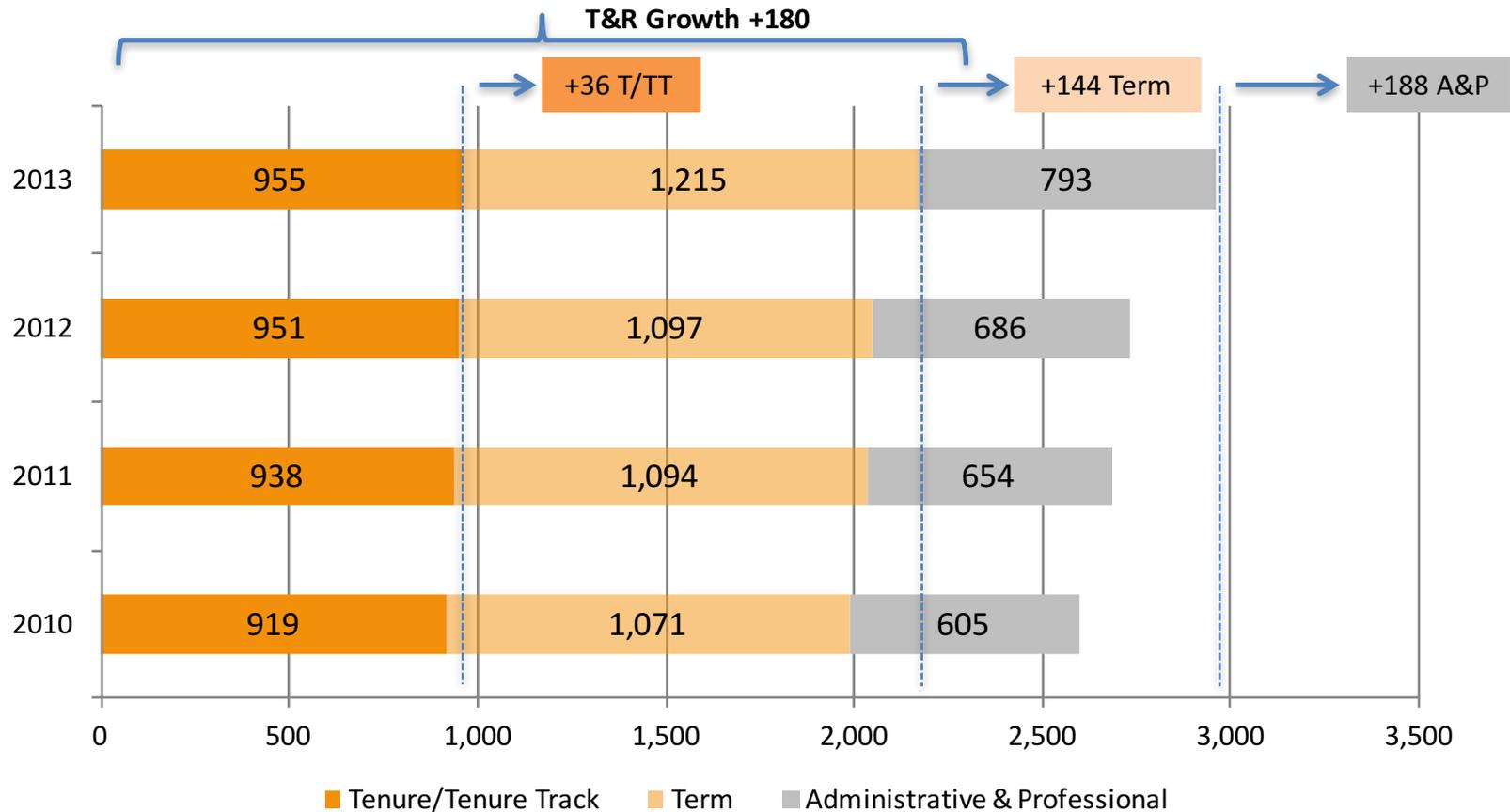
**Full-time Faculty Distribution by Type**

*Fall 2013*



**T&R faculty are  
73% of total**

# Most of the growth within T&R faculty ranks has been among Term rather than Tenured/Tenure-Track faculty.



**Tenure-eligible faculty accounted for 12% of hires between Fall 2012 and Fall 2013, while term faculty reflected 45% of new hires.**

### Faculty Recruitment by Category

*October 15, 2012 to October 14, 2013*

Faculty Hired		Number	Percentage
Monroe Park Campus	Administrative	42	7%
	Term	156	25%
	Professional	183	29%
	Tenure eligible	56	9%
<b>Sub-Total MP Campus</b>		<b>437</b>	<b>70%</b>
Medical Campus	Administrative	4	< 1%
	Term	122	20%
	Professional	17	3%
	Tenure eligible	20	3%
<b>Sub-Total MCV Campus</b>		<b>163</b>	<b>26%</b>
<b>Total VCU (Richmond) <sup>1</sup></b>		<b>600</b>	<b>96%</b>



<sup>1</sup> The remaining 4% of faculty hired are from the VCU Qatar Campus. Of the 625 faculty hired on the MPC, MCV and Qatar campuses, 526 of them are new to the university.  
Source: Office of Faculty Recruitment & Retention, "Faculty Hires at a Glance".

# VCU's schools and colleges recruited 76% of all new faculty hires, with the balance distributed among administrative units.

## Faculty Recruitment by School / College

*October 15, 2012 to October 14, 2013*

School	Number	Percentage
Allied Health	6	< 1%
Arts	78	12%
Business	30	5%
Dentistry	11	2%
Education	54	9%
Engineering	31	5%
Humanities & Sciences	91	15%
Medicine	121	19%
Nursing	14	2%
Pharmacy	6	< 1%
Social Work	16	3%
<b>Total Faculty Hired by Schools / Colleges</b>	<b>458</b>	<b>73%</b>



Source: Office of Faculty Recruitment and Retention, "Faculty Hires 2012-2013 At A Glance".

Make it real.

**Hires using Excellence Funds reflect VCU's commitment to diversity, with females representing 42% of new hires and minorities representing 33% for the 2012-2013 period.**

**Excellence Fund Hires**

*Fall 2010 to Fall 2013*

	Monroe Park Campus	Medical Campus
Total number September 1, 2012 – October 14, 2013	35	8
Total number since 2010 – 11	103	26

**Excellence Fund Hires**

*Fall 2012 to Fall 2013*

	Male	Female	American Indian/Alaskan	Asian	Black/African American	Hawaiian/Pacific Islander	Hispanic/Latino	Two or More Races	White
Total	25	18	0	9	2	0	2	1	29
Percentage	58%	42%	0%	21%	5%	0%	5%	2%	67%



Note: Reflects all new hires to date using Excellence Funds.  
 Source: Office of Faculty Recruitment and Retention, as of October 14, 2013.

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**T&R faculty numbers have grown 9% since Fall 2010, with the growth in African American and under-represented minorities at about the same percentage as white faculty.**

**Teaching & Research Faculty<sup>1</sup>**  
**Under-represented Minorities<sup>2</sup>**  
*Fall 2010 to Fall 2013<sup>3</sup>*

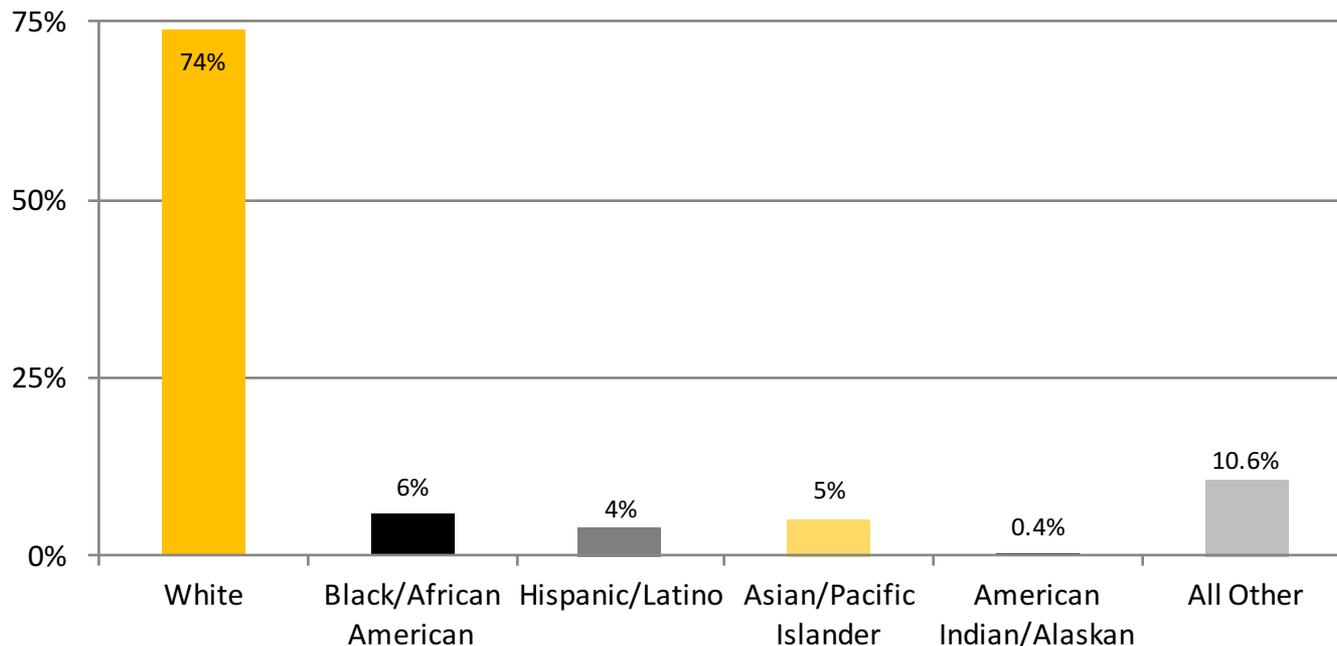
<b>Race/Ethnicity</b>	<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>	<b>% of Total 2013 Faculty</b>	<b>2010-2013 Difference</b>	<b>2010-2013 % Change</b>
American Indian/Alaskan	5	4	5	4	0.2%	(1)	-20.0%
Black/African American	101	101	96	107	4.9%	6	5.9%
Hispanic/Latino	52	55	55	56	2.6%	4	7.7%
<b>Total URM Faculty</b>	<b>158</b>	<b>160</b>	<b>156</b>	<b>167</b>	<b>7.7%</b>	<b>9</b>	<b>5.7%</b>
<b>Total White Faculty</b>	<b>1,528</b>	<b>1,545</b>	<b>1,548</b>	<b>1,615</b>	<b>74.4%</b>	<b>87</b>	<b>5.7%</b>
<b>Total T&amp;R Faculty</b>	<b>1,990</b>	<b>2,031</b>	<b>2,048</b>	<b>2,170</b>		<b>180</b>	<b>9.0%</b>



<sup>1</sup> Teaching and Research faculty comprised of tenured, tenure-track and term faculty.  
<sup>2</sup> Category also includes Hawaiian/Pacific Islanders, but VCU had no T/TT faculty from that race/ethnicity.  
<sup>3</sup> Federal definitions for race/ethnicity were revised in 2010. Data prior to that period will not be comparable.  
 Source: Office of Planning and Decision Support, November 2013. Based on Fall, Census II data, HRIS extract.

**In the most recently reported national data (2009), white faculty accounted for nearly three-quarters of instructional, research and public service faculty at U.S. institutions.**

**Faculty in Degree-granting Institutions  
By Race / Ethnicity**  
*Fall 2009 <sup>1</sup>*



Note: "All Other" includes figures for non-residential aliens and persons whose race/ethnicity is unknown.

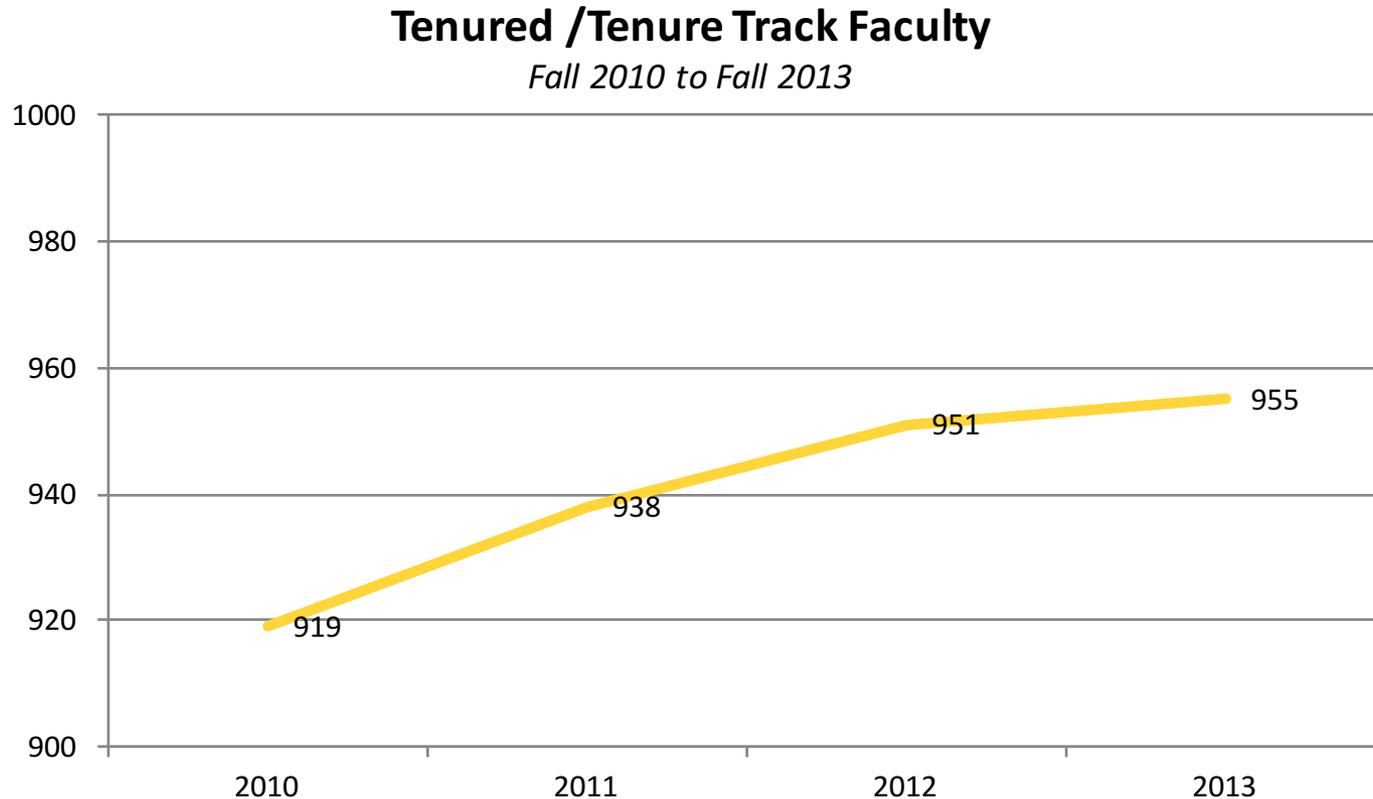
<sup>1</sup> Federal government changed race/ethnicity categories and definitions in 2010, and has not yet begun reporting trend data on race/ethnicity within higher education.

Source: U.S. Department of Education, National Center for Education Statistics (2011)

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# Tenured / Tenure Track Faculty

The ranks of tenured and tenure track faculty have grown by almost 4% since 2010.



Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

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# VCU has 32% of its faculty in tenured or tenure track lines in Fall 2013. This percentage is well below ratios among peers at “very high research” institutions

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- Carnegie research universities identified as having very high research activity averaged 52% of their full-time faculty in the Tenured/Tenure-Track ranks as of Fall 2011. <sup>1</sup>
- The majority of term (contingent/collateral) faculty nation-wide are teaching only or teaching intensive <sup>2</sup>



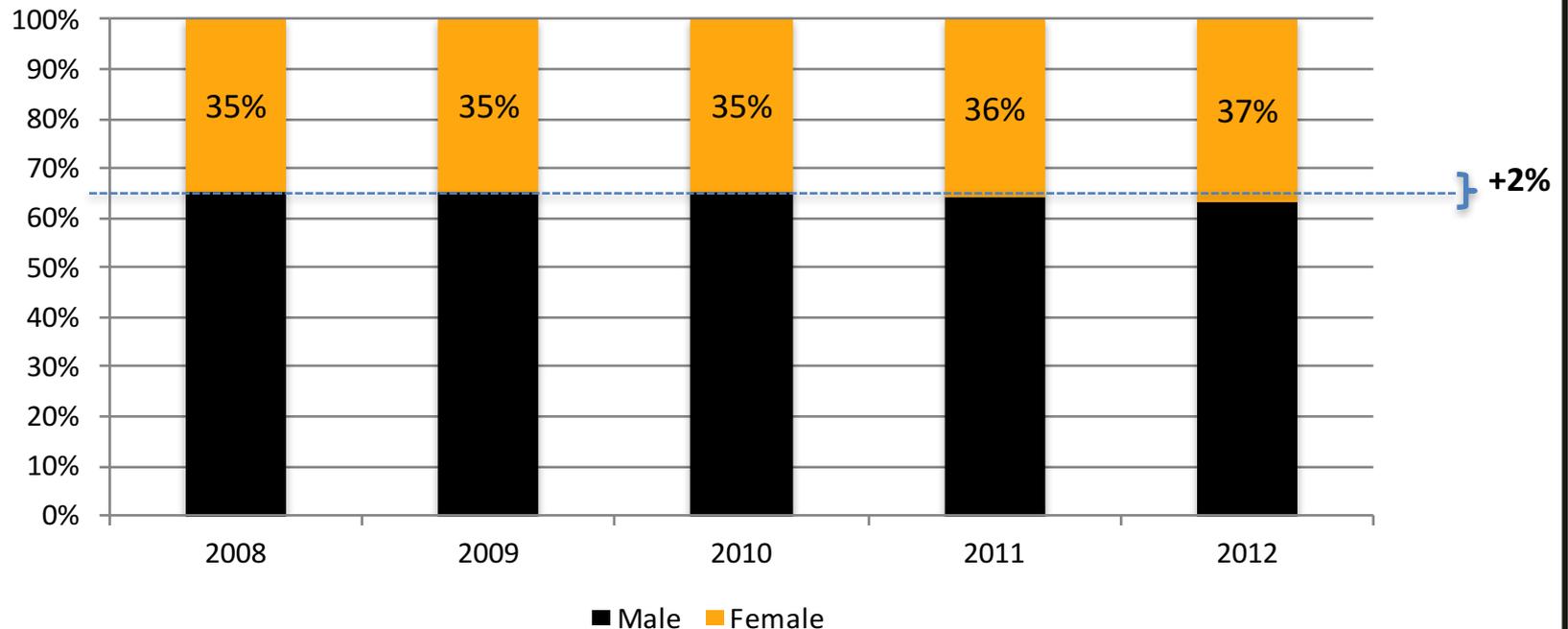
<sup>1</sup> US Department of Education, National Center for Education Statistics, IPEDS Data Center, HR, Fall 2011.

<sup>2</sup> American Association of University Professors, Tenure and Teaching-Intensive Appointments, 2010 Report by the Committee on Contingent Faculty and the Profession.

**Gender diversity is slowly expanding, with female T/TT faculty now representing 37% of total T/TT faculty, significantly higher than the national average of 28%.<sup>1</sup>**

### Tenured/Tenure Track Faculty by Gender

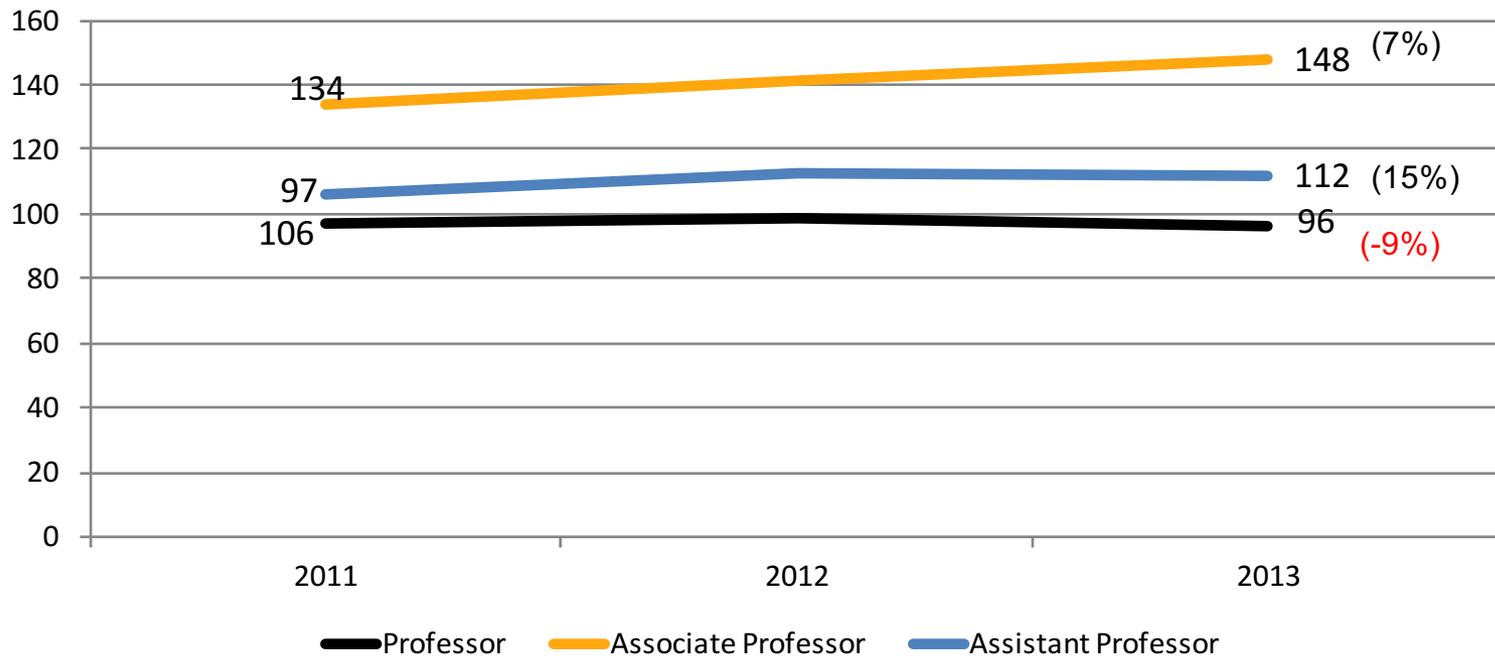
*Fall 2009 to Fall 2013*



<sup>1</sup> ACE Fact Sheet on Higher Education; U.S. DOE, National Center for Education Statistics, Digest of Education Statistics, 2011. National data represents 2009 as most recent report period.  
Source: OPDS, November 2012. Based on Fall, Census II data, HRIS extract.

Since Fall 2011, female faculty at the Associate and Assistant Professor ranks have grown by 7% and 15% respectively, while headcount among female Professors decreased 9%.

**Female Tenured/Tenure Track Faculty by Rank**  
*Fall 2011 to Fall 2013*

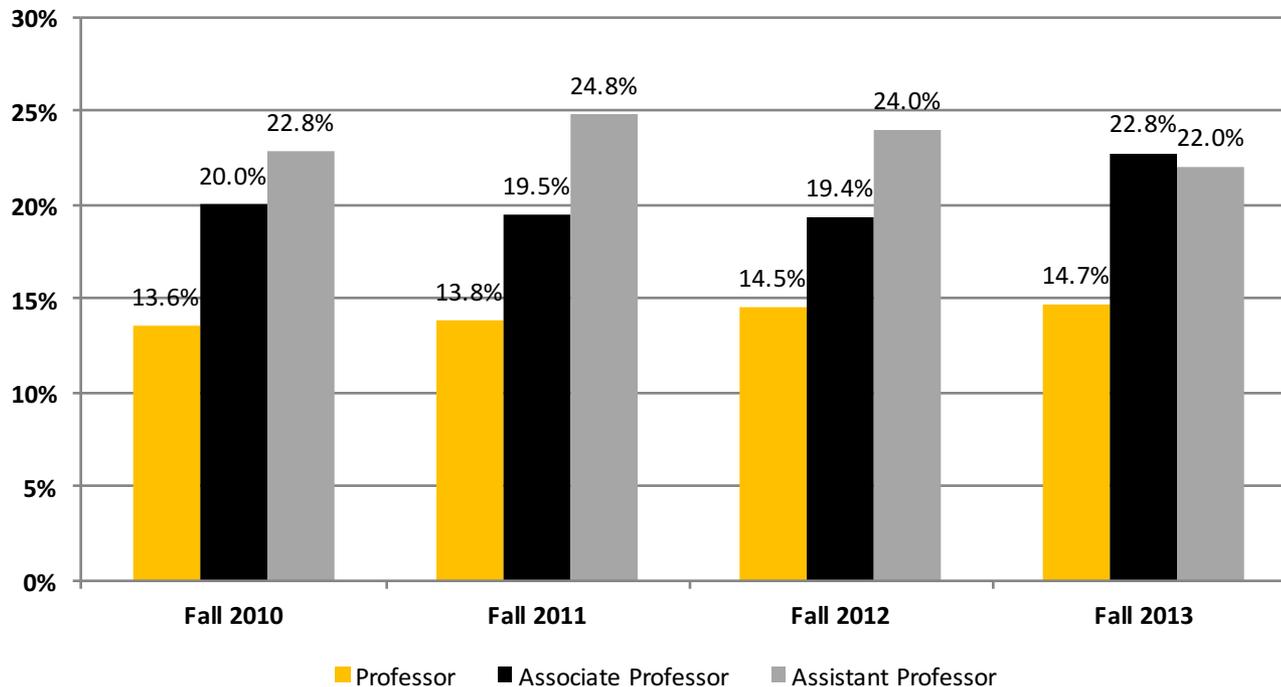


Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

Make it real.

# Minority faculty at VCU have grown steadily as a percent of total tenured and tenure-track faculty among professor and associate professor ranks...

Minority Tenured / Tenure Track Faculty as a % of Total  
Fall 2010 to Fall 2013



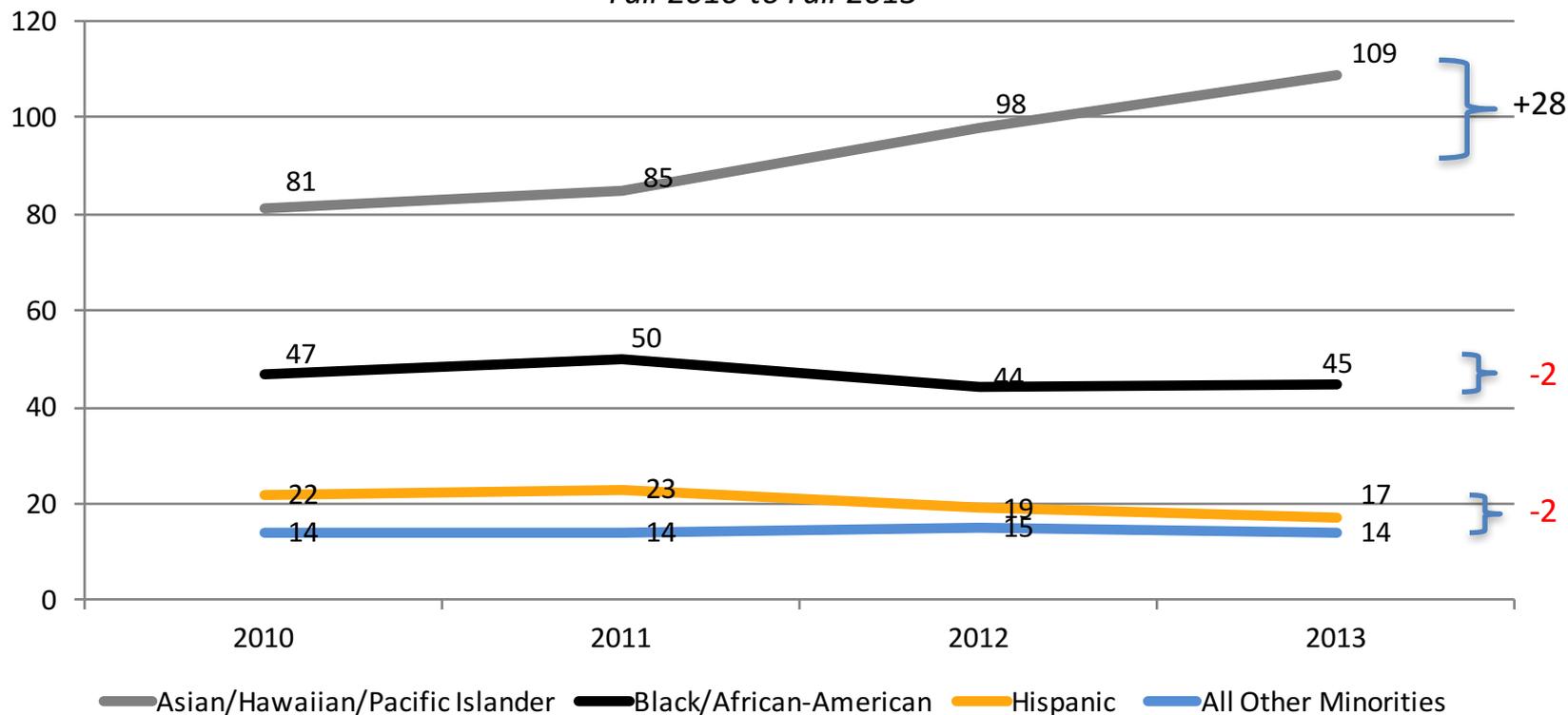
Source: Office of Planning and Decision Support, November 2013. Based on Fall, Census II data, HRIS extract.

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...yet this growth has come primarily from Asian minorities, while African-American and Hispanic T/TT faculty numbers have fallen.

### Race/Ethnicity among Tenured / Tenure Track Faculty <sup>1</sup>

Fall 2010 to Fall 2013



<sup>1</sup> Definition of *All Other Minorities* was revised in 2010 to include "Two or more races". This may cause a decline in race/ethnicity numbers reported within other categories in subsequent years.

Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

**Under-represented minorities and African Americans have both seen a decline as a percent of total T/TT faculty, while white faculty counts have remained essentially flat.**

**Tenured/Tenure Track Faculty  
Under-represented Minorities <sup>1</sup>**  
*Fall 2010 to Fall 2013<sup>2</sup>*

<b>Race/Ethnicity</b>	<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>	<b>2010-2013 Difference</b>	<b>2010-2013 % Change</b>
American Indian/Alaskan	2	2	2	0	(2)	-100.0%
Black/African American	47	50	44	45	(2)	-4.3%
Hispanic/Latino	22	23	19	17	(5)	-22.7%
<b>Total URM T/TT</b>	<b>71</b>	<b>75</b>	<b>65</b>	<b>62</b>	<b>(9)</b>	<b>-12.7%</b>
Total White T/TT	721	726	739	726	5	0.7%
Total T/TT Faculty	919	937	951	955	35	3.8%
URM T/TT As % of Total Faculty	7.7%	8.0%	6.8%	6.5%		-15.6%
African American T/TT As % of Total Faculty	5.1%	5.3%	4.6%	4.7%		-7.8%



<sup>1</sup> Category also includes Hawaiian/Pacific Islanders, but VCU had no T/TT faculty from that race/ethnicity.  
<sup>2</sup> Federal definitions for race/ethnicity were revised in 2010. Data prior to that period will not be comparable.  
 Source: OPDS, November, 2013 and HRIS extract. Based on Fall Census II data.

**Among the 36 African American faculty at VCU who hold tenure, one-third are 60 or older and more than two-thirds are above age 50.**

**Tenured African American Faculty  
by Age Cohort**

*Fall 2010 to Fall 2013<sup>1</sup>*

<b>Age Cohort</b>	<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>
30-39	1	-	1	-
40-49	9	6	6	10
50-59	18	18	15	14
60-65	6	7	7	7
65+	3	4	4	5
<b>Total Tenured African American</b>	<b>37</b>	<b>35</b>	<b>33</b>	<b>36</b>



<sup>1</sup> Federal definitions for race/ethnicity were revised in 2010. Data prior to that period will not be comparable. Source: OPDS, November, 2013 and HRIS extract. Based on Fall Census II data.

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# Term Faculty

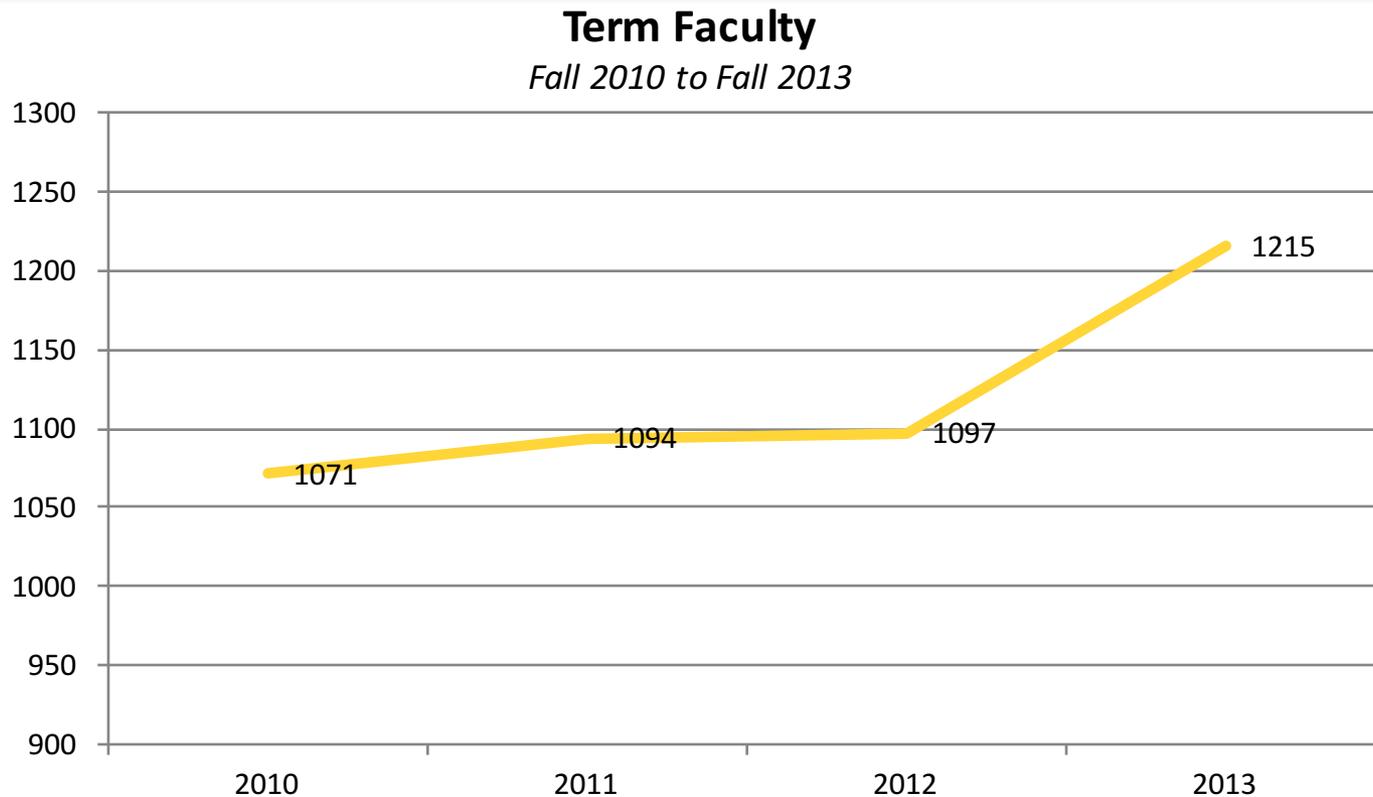


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**Term faculty represent the fastest growing category within T&R faculty, up 13.4% since 2010. A portion of the growth in 2013 resulted from the conversion of adjunct faculty to full-time term faculty.**

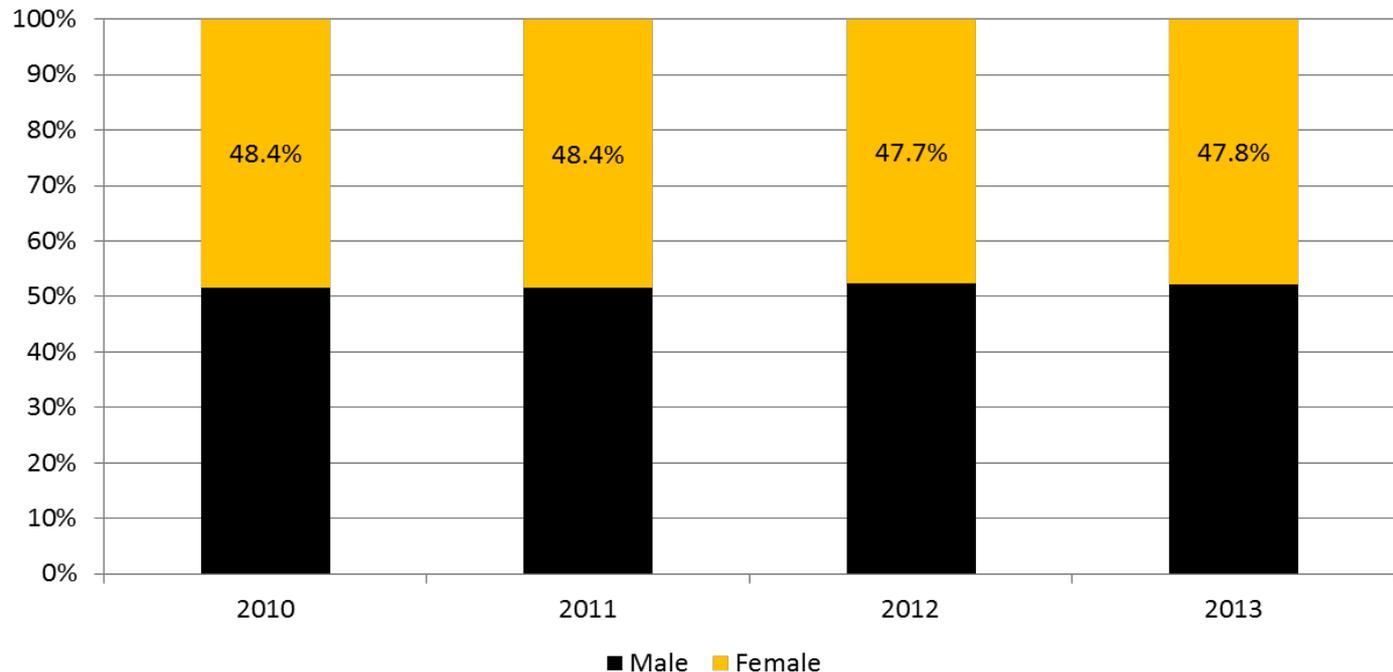


Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

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**Female faculty represent close to 50% of all term faculty, a ratio that has remained fairly consistent since 2010.**

**Term Faculty by Gender**  
*Fall 2010 to Fall 2013*



**Under-represented minorities represented close to 20% of the growth in term faculty since 2010, with Hispanic/Latino faculty experiencing the greatest 3-year change.**

**Term Faculty**  
**Under-represented Minorities**  
*Fall 2010 to Fall 2013<sup>1</sup>*

<b>Race/Ethnicity</b>	<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>	<b>% of Total 2013 Faculty</b>	<b>2010-2013 Difference</b>	<b>2010-2013 % Change</b>
American Indian/Alaskan	3	2	3	3	0.2%	-	-
Black/African American	54	51	52	62	5.1%	8	14.8%
Hispanic/Latino	30	32	36	39	3.2%	9	30.0%
Hawaiian/Pacific Islanders	1	1	1	1	0.1%	-	
<b>Total URM Term</b>	<b>88</b>	<b>86</b>	<b>92</b>	<b>105</b>	<b>8.6%</b>	<b>17</b>	<b>19.5%</b>
<b>Total White Term</b>	<b>807</b>	<b>819</b>	<b>809</b>	<b>889</b>	<b>73.2%</b>	<b>82</b>	<b>10.2%</b>
<b>Total Term Faculty</b>	<b>1,071</b>	<b>1,094</b>	<b>1,097</b>	<b>1,215</b>		<b>144</b>	<b>13.4%</b>

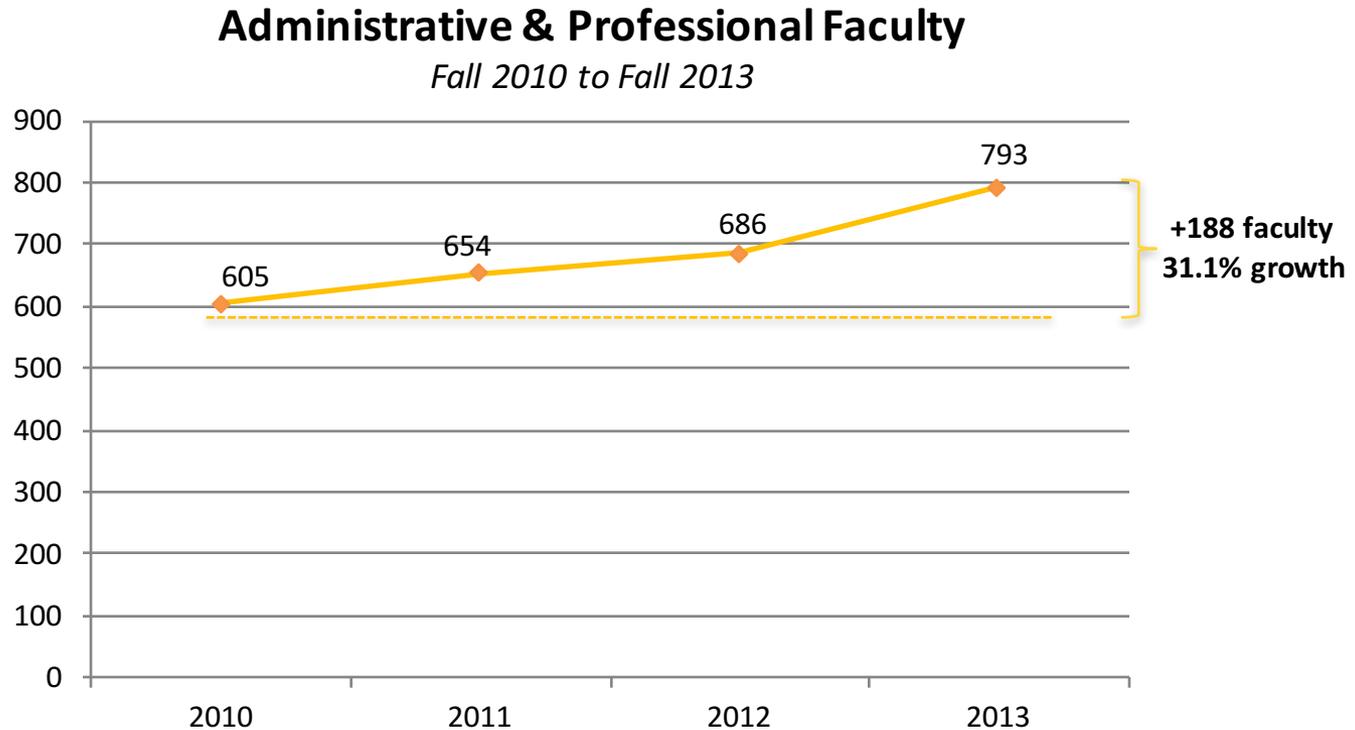


<sup>1</sup> Federal definitions for race/ethnicity were revised in 2010. Data prior to that period will not be comparable. Source: OPDS, November, 2013 and HRIS extract. Based on Fall Census II data.

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# Administrative & Professional Faculty

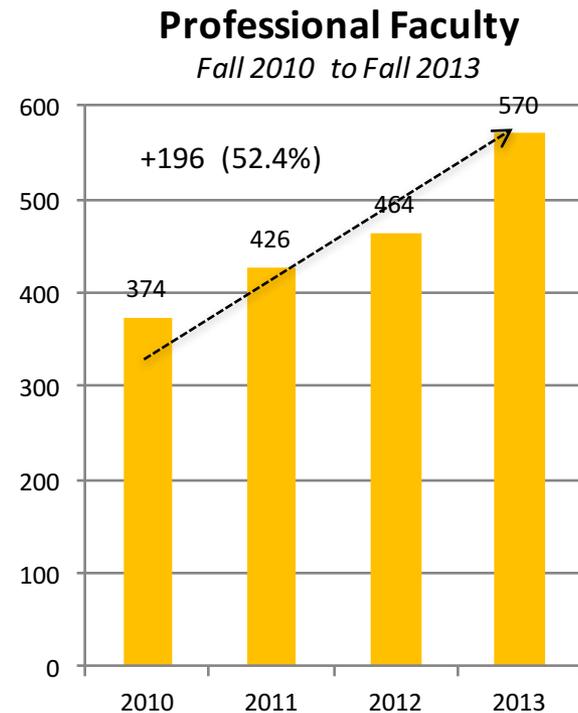
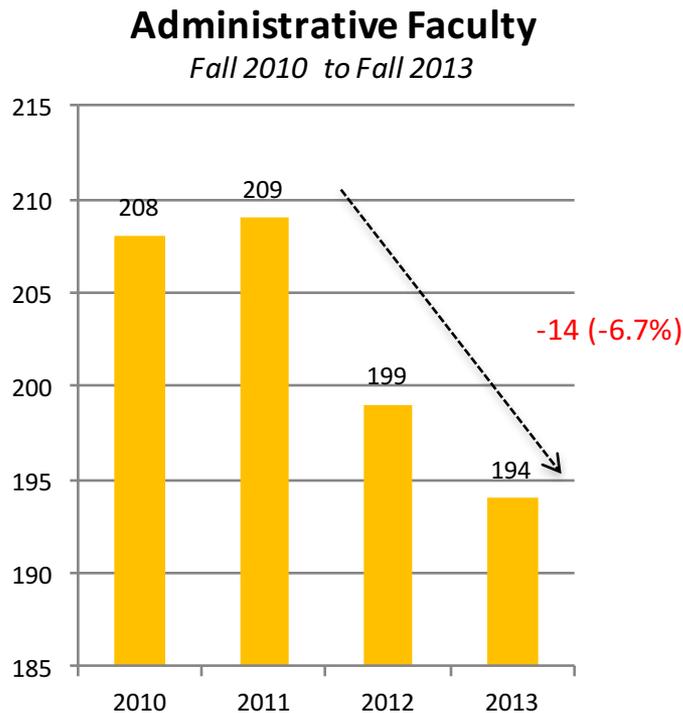
**A&P faculty have seen the largest overall growth among any faculty category over the past three years, including a 31.1% growth in 2013.**



Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

Make it real.

The number of professional faculty has grown more than 50% since Fall 2010, while numbers of administrative faculty have fallen.



# Confusion exists over the definition of A&P faculty, in part because of the use of the word “faculty” in the role definition.

## Administrative Titles

Titles
President
Provost
Vice President
Vice Provost
Dean
Director / Executive Director
Officer / Coach

## Professional Titles

Titles
Assistant / Associate Vice Provost / Dean
Assistant / Associate Deans
Assistant / Associate / Directors
Athletic Directors / Trainers / Coaches
Academic / Transfer Advisors
Librarians
Managers / Directors
Counselors
Coordinators / Specialist Assistants

# While there is a clear delineation between the two types of non-T&R faculty, there have been variances in assigning faculty roles, creating confusion in the A&P classification.

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- **Administrative:** Administrative faculty positions require the performance of work directly related to the management of the educational and general activities of the institution. Administrative faculty positions can be established no more than three reporting levels below the president. Includes titles such as President, Provost, Vice President, Assistant/Associate/Vice Provost, Assistant/Associate/Dean, Director/Executive Director.
- **Professional:** Professional faculty positions support the professional functions of the university, and their designations are normally limited to librarians and other professional duties. By definition, professional faculty positions:
  - Require an advanced degree, training or work experience at a level that equates to an advanced degree,
  - Involve non-teaching duties and responsibilities 50 percent of the time, and
  - Require the incumbent to regularly exercise professional discretion and judgment and to produce work that is intellectual and varied and is not standardized.
  - Can include titles such as Assistant/Associate Deans, Assistant/Associate Directors, Athletic Directors/Coaches, Academic/Transfer Advisors, Counselors, Managers/Directors, and other roles



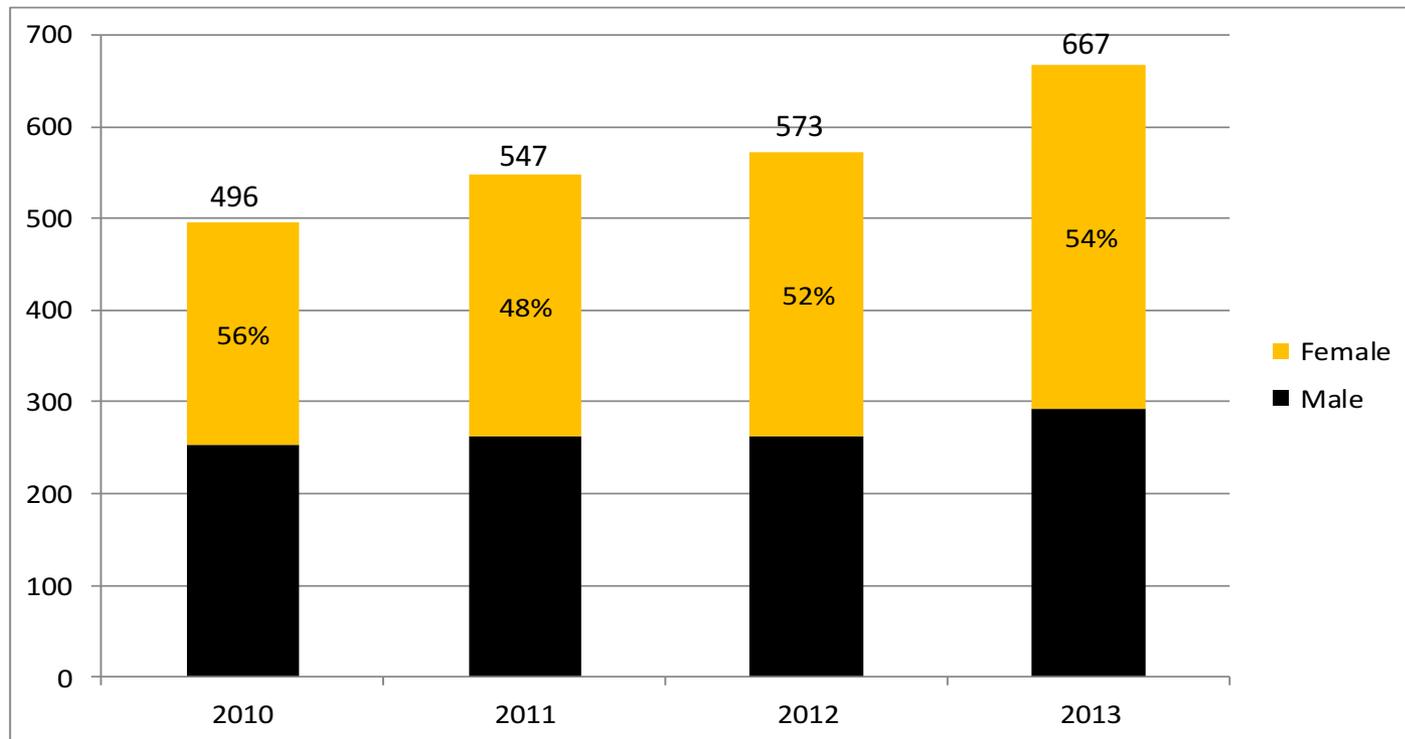
Source: VCU Human Resources Faculty website.

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# Women represent a slight majority within the A&P faculty classification.

## A&P Faculty by Gender<sup>1</sup>

Fall 2010 to Fall 2013



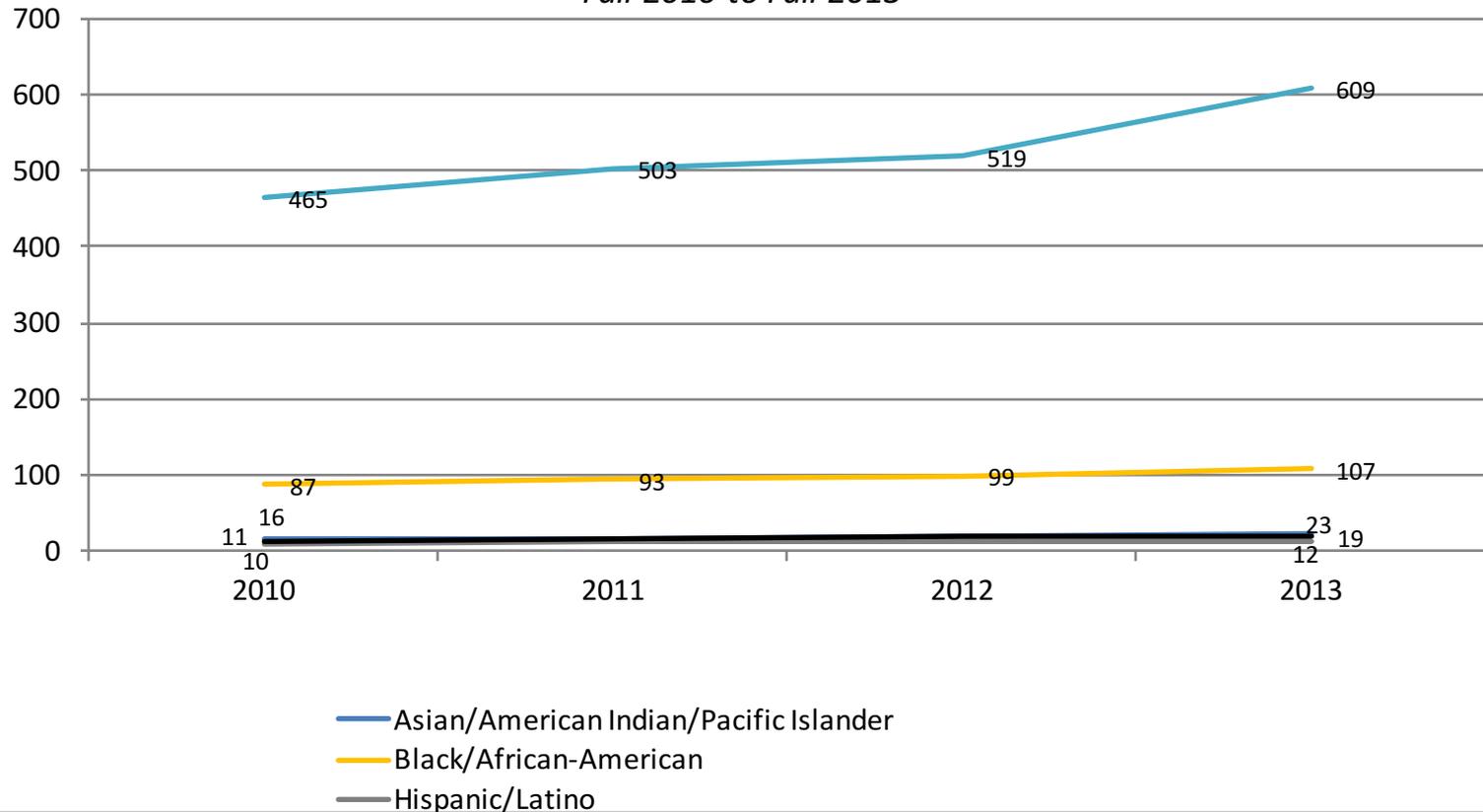
<sup>1</sup> Does not include VCU Qatar faculty, who are considered a "third classification" of A&P faculty and cannot be differentiated between Administrative or Professional.

Source: Office of Planning and Decision Support, November 2013. Based on Fall, Census II data, HRIS extract.

# Minority A&P faculty represent 26.6% of total A&P faculty, a ratio that has remained constant since 2010.

## Race/Ethnicity among A&P Faculty <sup>1</sup>

Fall 2010 to Fall 2013



<sup>1</sup> Definition of *All Other Minorities* was revised in 2010 to include "Two or more races", along with International and Unknown. This may cause a decline in race/ethnicity numbers reported within other categories in subsequent years. Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

**In 2013, under-represented minorities comprise close to 12% of all administrative faculty.**

**Administrative Faculty <sup>1</sup>**  
**Under-represented Minorities <sup>2</sup>**  
*Fall 2010 to Fall 2013 <sup>3</sup>*

<b>Race/Ethnicity</b>	<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>	<b>2010-2013 Difference</b>	<b>2010-2013 % Change</b>
American Indian/Alaskan	-	1	1	1	1	-
Black/African American	21	20	19	20	(1)	-4.8%
Hispanic/Latino	-	2	2	2	2	-
<b>Total URM Administrative</b>	21	23	22	23	2	9.5%
<b>Total White Administrative</b>	177	176	167	161	(16)	-9.0%
<b>Total Administrative Faculty</b>	208	209	199	194	(14)	-6.7%
<b>URM As % of Total Administrative Faculty</b>	10.1%	11.0%	11.1%	<b>11.9%</b>		17.8%
<b>African American As % of Total Administrative Faculty</b>	10.1%	9.6%	9.6%	10.3%		2.0%

<sup>1</sup> Does not include VCU Qatar faculty who also have A&P status, but cannot be differentiated by type.  
<sup>2</sup> Category also includes Hawaiian/Pacific Islanders, but VCU had no A&P faculty from that race/ethnicity.  
<sup>3</sup> Federal definitions for race/ethnicity were revised in 2010. Data prior to that period will not be comparable.  
 Source: OPDS, November, 2013 and HRIS extract. Based on Fall Census II data.



Within the professional faculty ranks, under-represented minorities comprise 16.5% of the total faculty in this classification.

**Professional Faculty <sup>1</sup>**  
**Under-represented Minorities <sup>2</sup>**  
*Fall 2010 to Fall 2013 <sup>3</sup>*

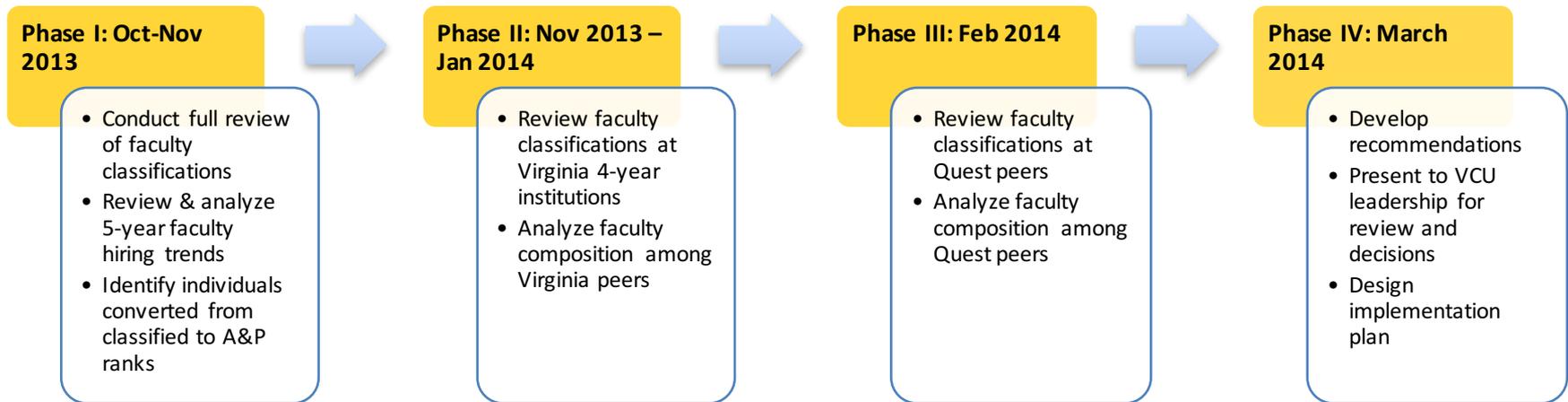
Race/Ethnicity	Fall 2010	Fall 2011	Fall 2012	Fall 2013	2010-2013 Difference	2010-2013 % Change
Black/African American	62	70	77	85	23	37.1%
Hispanic/Latino	9	10	9	9	-	-
Total URM Professional	71	80	85	94	23	32.4%
Total White Professional	288	327	352	448	160	55.6%
Total Professional Faculty	374	426	464	570	196	52.4%
URM As % of Total Professional Faculty	19.0%	18.8%	18.3%	<b>16.5%</b>		13.2%
African American As % of Total Professional Faculty	16.6%	16.4%	16.6%	14.9%		10.2%



<sup>1</sup> Does not include VCU Qatar faculty also identified as A&P, who cannot be differentiated by type.  
<sup>2</sup> American & Alaskan Indian and Hawaiian/Pacific Islanders, but VCU had no A&P faculty from those races/ethnicities.  
<sup>3</sup> Federal definitions for race/ethnicity were revised in 2010. Data prior to that period will not be comparable.  
 Source: OPDS, November, 2013 and HRIS extract. Based on Fall Census II data.

**The Provost has formed a task force, chaired by Associate Vice Provost Tim Davey, to investigate the A&P faculty classification and make recommendations to address the growing number of professional faculty at VCU.**

**A&P Faculty Task Force**  
*Work Plan*



**Committee Members**

Lyndon Aguiar  
Jose Alcaine  
Amy Armstrong  
Cathleen Burke

Jeff Cupps  
Kevin Harris  
Michael Newsome  
Molly O'Keefe

Pam Parsons  
Anne Rowlett  
Juanita Sharpe  
Scott Street

John Ulmschneider  
Patricia Wallace  
John Wiencek  
Tim Davey, Chair

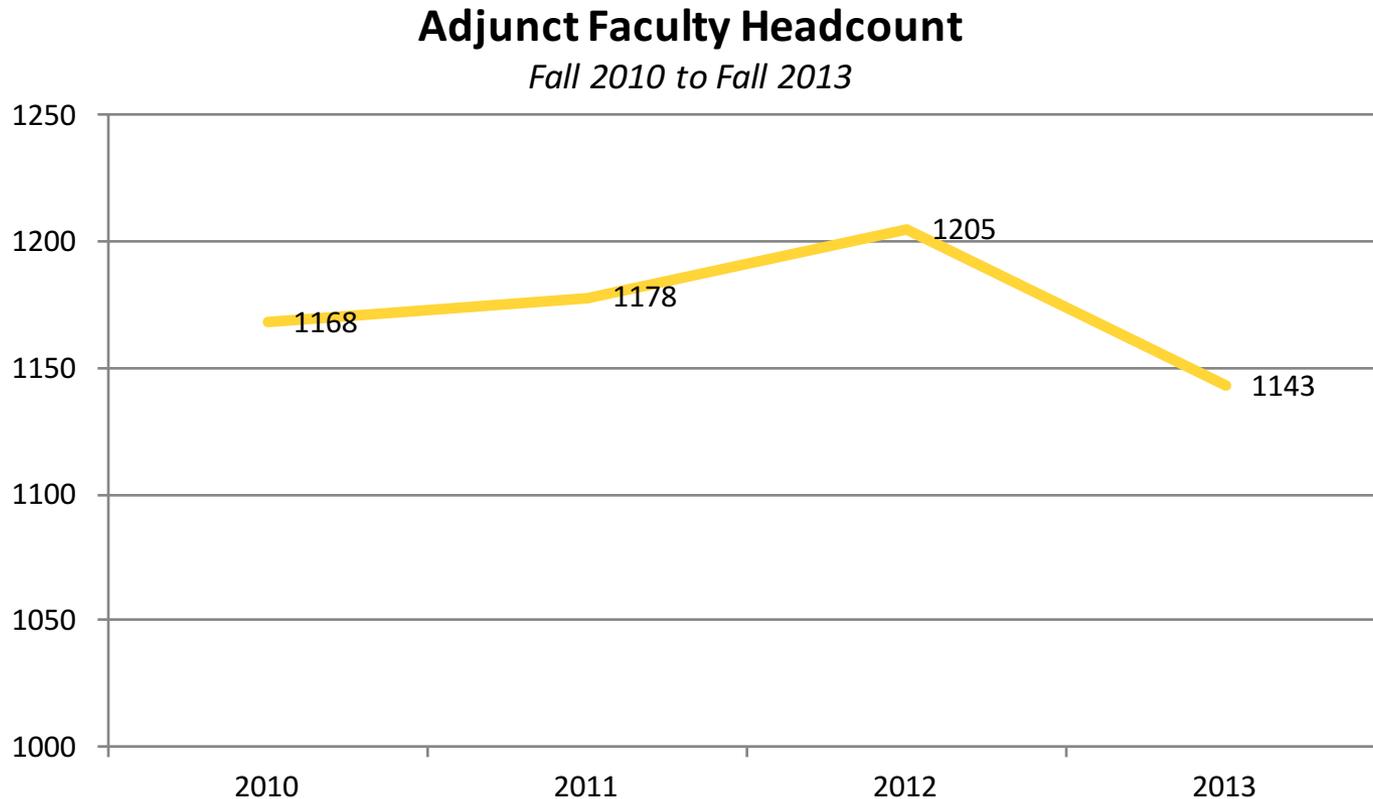
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# Adjunct Faculty



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**Adjunct faculty headcount in Fall 2013 fell 5% below 2012 levels, and is lower than three years ago.**

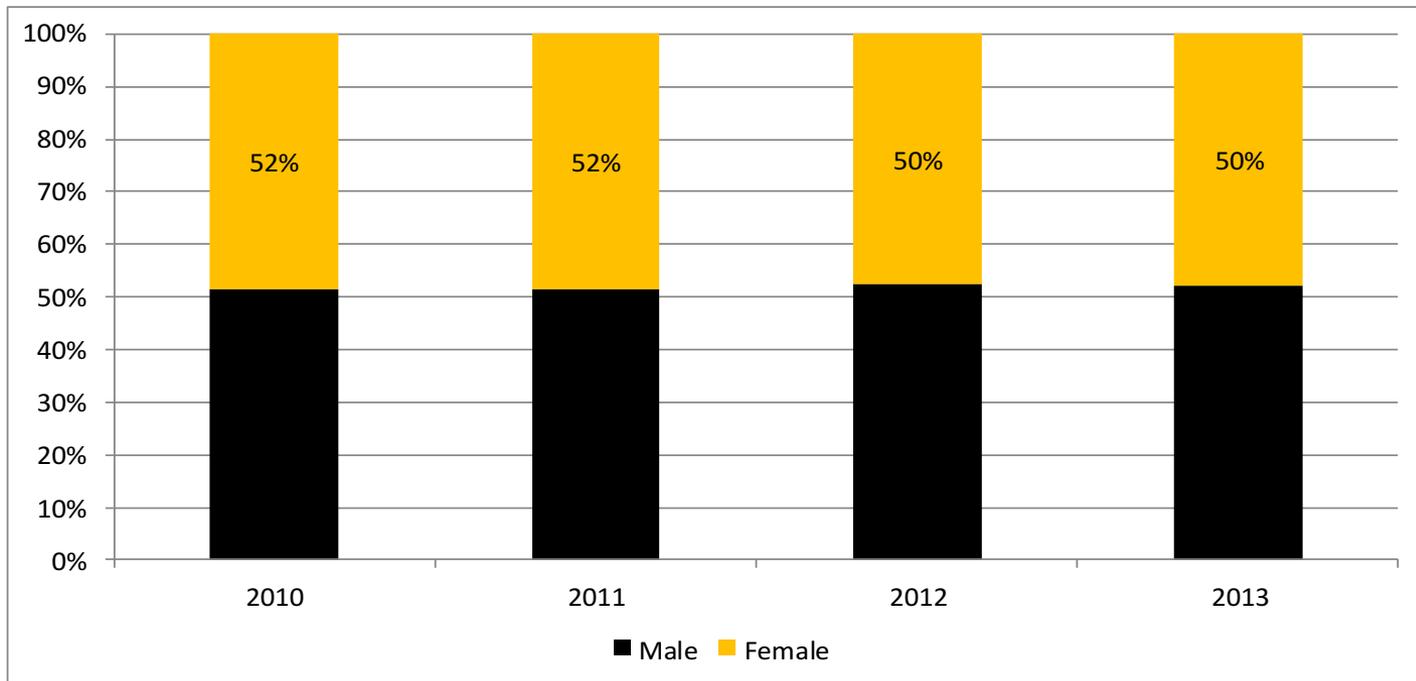


Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

Make it real.

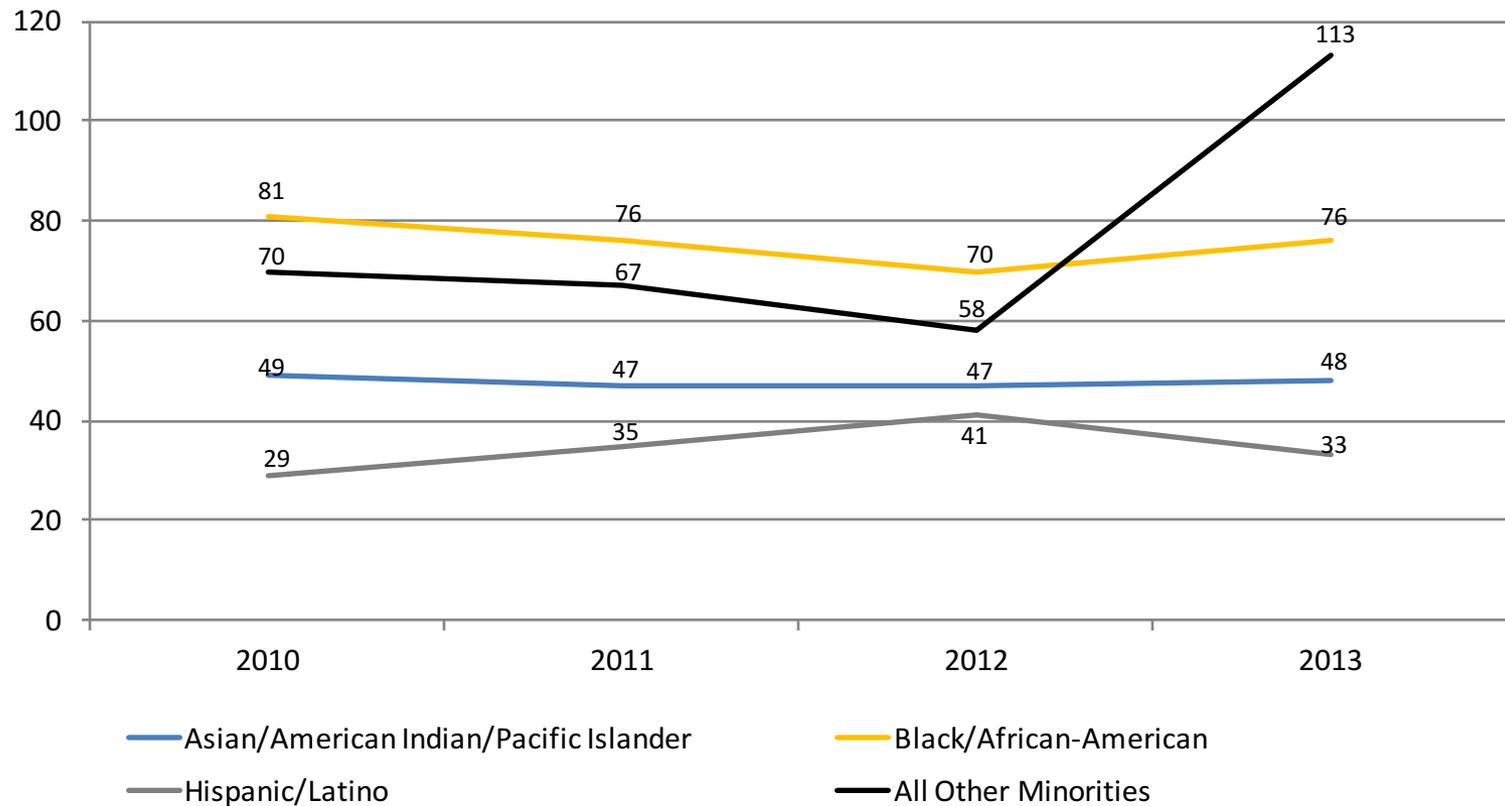
# Female and male faculty are equally represented among adjunct faculty headcount at VCU.

**Adjunct Faculty Headcount by Gender**  
*Fall 2010 to Fall 2013*



## Minority Race/Ethnicity among Adjunct Faculty <sup>1</sup>

Fall 2010 to Fall 2013



<sup>1</sup> Definition of *All Other Minorities* was revised in 2010 to include "Two or more races". This may cause a decline in race/ethnicity numbers reported within other categories in subsequent years.

Source: Office of Planning and Decision Support, October 2013. Based on Fall, Census II data, HRIS extract.

Make it real.

**Total adjunct faculty numbers have fallen by 2% since 2010, while URM percentages have held steady.**

**Adjunct Faculty Headcount  
Under-represented Minorities <sup>1</sup>**  
*Fall 2010 to Fall 2013 <sup>2</sup>*

<b>Race/Ethnicity</b>	<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>	<b>2010-2013 Difference</b>	<b>2010-2013 % Change</b>
American Indian/Alaskan	4	3	3	4	-	-
Black/African American	81	76	70	76	(5)	-6.2%
Hispanic/Latino	29	35	41	33	4	13.8%
<b>Total URM Adjunct</b>	114	114	114	113	(1)	-0.1%
<b>Total White Adjunct</b>	939	953	989	931	(8)	-0.1%
<b>Total Adjunct Faculty</b>	1,168	1,178	1,205	1,143	(25)	-2.1%
<b>URM As % of Total Adjunct Faculty</b>	9.8%	9.7%	9.5%	9.9%		1.0%
<b>African American As % of Total Adjunct Faculty</b>	6.9%	6.5%	5.8%	6.7%		-2.9%



<sup>1</sup> Category also includes Hawaiian/Pacific Islanders, but VCU had no Adjunct faculty from that race/ethnicity.  
<sup>2</sup> Federal definitions for race/ethnicity were revised in 2010. Data prior to that period will not be comparable.  
 Source: OPDS, November, 2013 and HRIS extract. Based on Fall Census II data.

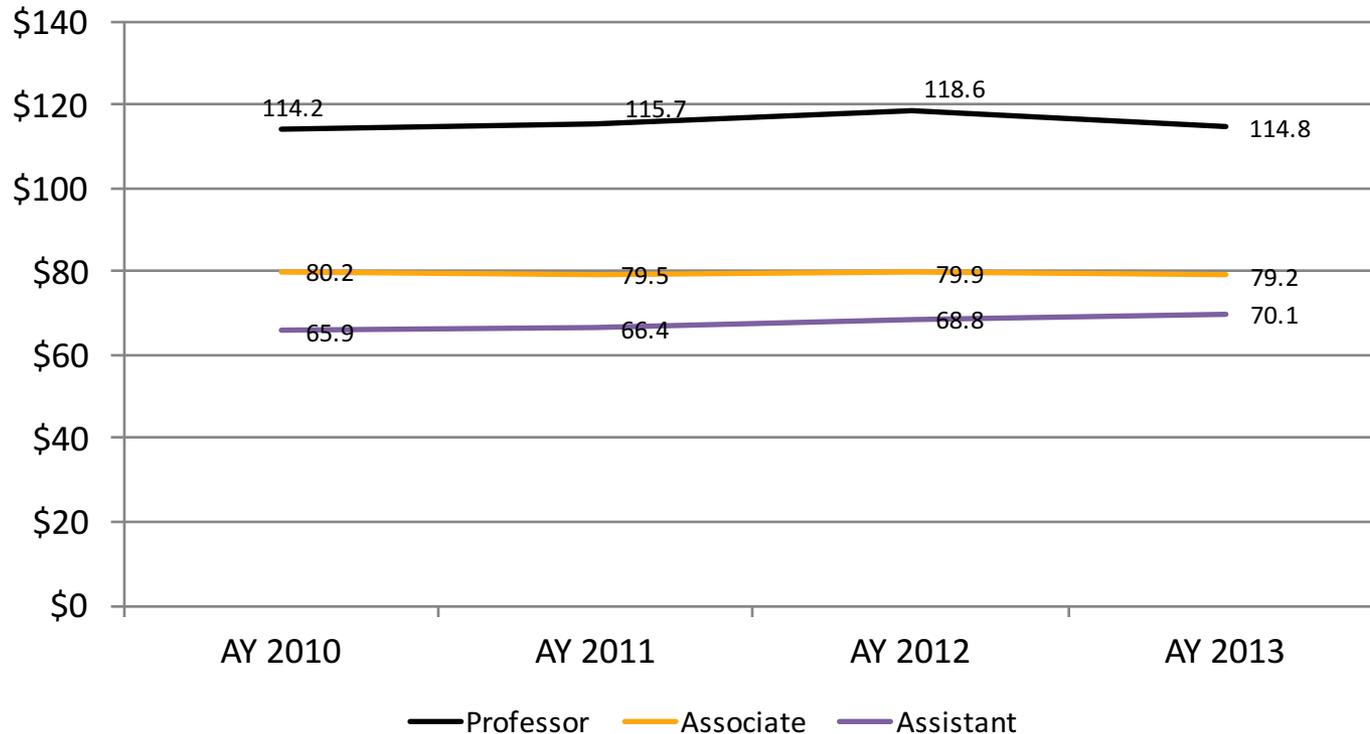
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# Trends in Faculty Salaries

Average salaries for VCU Associate Professors have fallen slightly since Fall 2010, while those for Assistant Professors have risen approximately 6.4%. The average salary for Professors has remained relatively consistent.

### VCU Faculty Salary Trends Average All Ranks: T&R Faculty <sup>1</sup>

Fall 2010 to Fall 2012

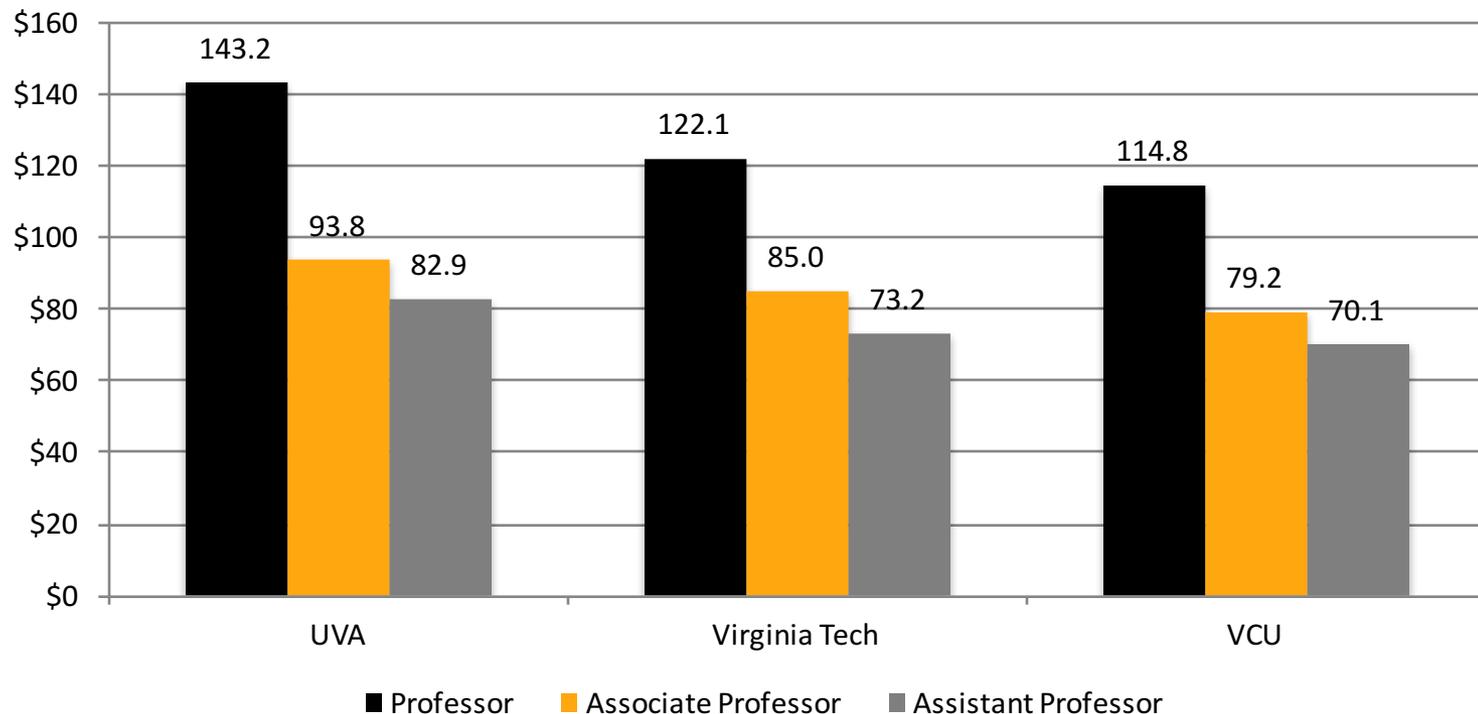


<sup>1</sup> Methodology used to calculate AAUP average salaries was revised effective Fall 2012 (for AY 2013) to exclude SOM clinical faculty from the salary pool. Prior year salaries are not a direct comparison. Source: Office of Decision and Planning Support; AAUP Faculty Salary Survey, 2010 - 2013.

# Average salaries for assistant through full professor ranks of T&R faculty at VCU are 18% to 25% lower than those at Virginia Tech and UVA.

## Salaries by Rank, Virginia Very High-Level Research Universities T&R Faculty<sup>1</sup>

2013 (based on AY 2012 data) in 000s



**VCU**

<sup>1</sup> Higher percentage of tenured / tenure-track faculty to total T&R at UVA and VT contribute to salary differentials. AAUP survey does not differentiate by faculty track, i.e. tenured/tenure-track or term. Source: AAUP 2012-2013 Report on the Economic Status of the Profession.

Make it real.

# VCU's commitment to faculty and to positive change is aligned with Quest for Distinction goals.

## Established Office of Faculty Recruitment & Retention

Associate Vice Provost

- Oversees university-wide faculty recruitment efforts; works with search committees in partnership with Division of Inclusive Excellence to recruit a talented and diverse candidate pool
- Developed Search Chair Trainings – campus wide (MPC, MCV and Qatar)
- Developed a reliable, valid internal faculty data management system to track new faculty hires
- Developing university-wide recruitment and retention strategies based on research and best practices

## Strengthened Office of Diversity & Equity

Vice President for Inclusive Excellence

- Working with Schools and Colleges to develop diversity recruitment plans
- Expanded infrastructure will assist with diversity education and professional development opportunities for diverse faculty
- Engagement of Faculty Fellows offers opportunities for growth and development of new and innovative initiatives to support diverse faculty

## Expanded Support to Faculty

Committed to recruiting and retaining talented and diverse faculty

- Retention funds representing 1% of T&R faculty salaries distributed to Deans
- Implementation underway to address concerns identified by Great Place Initiative's Climate Survey
- Faculty and Staff Compensation Study continues with Phase II completion targeted for 2013-14



## Plans for the coming year include:

- A continued priority to address faculty salary disparities and to increase the number of full-time faculty
- Completion of Phase II of the University Compensation study
- Increased support to Schools/College for student advising support
- Continued enhancement of the faculty recruitment process
  - Automation of all recruitment forms
  - Training for search committee chairs and committee members
  - Initiation of e-Jobs for all faculty recruitment
- Development and implementation of strategies to support faculty retention
  - Providing professional development and advancement opportunities for faculty
  - Enhanced mentoring programs for faculty
  - Establishing strong onboarding initiatives

# Executive Summary

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While VCU's faculty numbers and trends continue to improve, significant progress must be made to align hiring and salary efforts with expectations of a national urban, public research institution

- Funding for faculty hiring and enhancement of faculty salaries remains a serious “enterprise risk”
  - While state appropriations have increased over the past two years, VCU remains roughly \$52 million below 2008 funding levels
  - VCU has continued to invest strategically in faculty growth and development, despite lower levels of State funding, through the commitment of Excellence Funds, PRQF and Quest Innovation Funds
  - Merit increases distributed in August 2013 and additional internal “off cycle” increases helped provide small increases in faculty salaries, but have been insufficient to keep pace with peers or national averages
  - Average salaries of VCU faculty fall at the 31<sup>st</sup> percentile of national SCHEV peers, and below the average salary ranges at UVA, VT and CWM

# Executive Summary (Cont'd)

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- Faculty trends are generally positive; however, progress toward Quest targets remains a university risk
  - While the number of T&R faculty has increased (9%), the number of A&P faculty has increased to a greater degree, with the greatest growth in professional faculty (31%)
  - The number of adjunct faculty has declined by 5% in the last year and is the lowest in three years
  - Tenured/tenure-track faculty represent 32% of the total full-time faculty, well below the national average of 52% for Carnegie “very high research” universities

# Executive Summary (Cont'd)

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- To date, the number of minority faculty has grown steadily as a percent of tenured/tenure track faculty at the associate and professor levels with a slight decline in the number of minority faculty at the assistant professor level
  - The largest increase has been in the number of Asian faculty (28%) while the number of African-American and Hispanic faculty has declined
  - The percentage of URM faculty remains below 8% of the total tenured/tenure track faculty

*Note: this report will be posted to the Faculty Senate website as well as on the Faculty Recruitment & Retention website.*