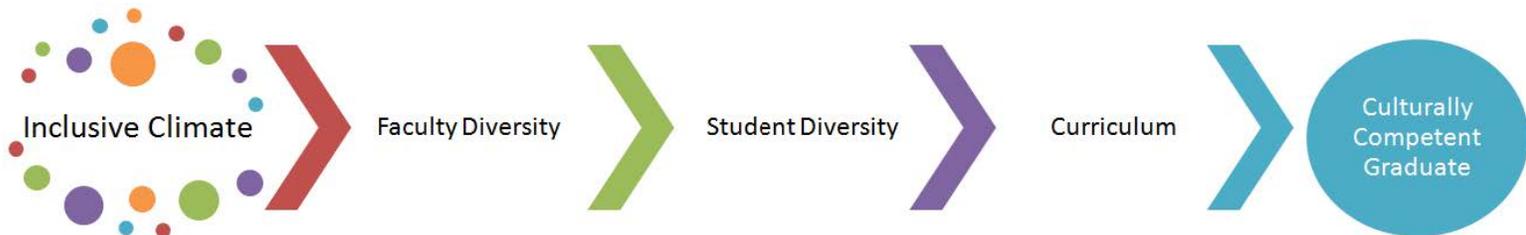


Faculty Retention and Development Resources

While no universal solution exists to address concerns of public affairs program, it is encouraged that programs engage with these challenges more actively by taking institutional context, evolving demographics, and educational research into consideration. What works for one program may not work for another as the needs and context of programs vary; thus, it is important for programs to continuously deliberate and reflect on current and new approaches and to actively engage with stakeholders.



While the inclusion of the strategies below does not constitute an endorsement by COPRA, the Commission does require programs to provide program- and mission-specific diversity plans that detail strategies to promote faculty, student, and curricular diversity and foster an overall climate of inclusiveness. The list below is not meant to be comprehensive; rather it is meant to serve as a starting point for *discussion, reflection, and evidence-based decision-making*.

- Assign mentors to new faculty members.
- Encourage faculty members to participate in global academic and professional associations. **See below for a list of examples:**
 - [Association for Public Policy Analysis and Management \(APPAM\)](#)
 - [American Indian Graduate Center \(AIGC\)](#)
 - [American Political Science Association \(APSA\)](#)
 - [American Society for Public Administration \(ASPA\)](#)
 - [National Forum for Black Public Administrators \(NFBPA\)](#)
 - [International Hispanic Network \(IHN\)](#)
 - [Association for Budgeting and Financial Management \(ABFM\)](#)
 - [American Education Research Association \(AERA\)](#)
 - [Association for Research on Nonprofit Organizations and Voluntary Action \(ARNOVA\)](#)
 - [FEMA's Emergency Management Institute \(EMI\)](#)
 - [International City/County Management Association \(ICMA\)](#)
 - [International Society for Third Sector Research \(ISTR\)](#)
 - [Nonprofit Academic Centers Council \(NACC\)](#)
 - [National Emergency Management Association \(NEMA\)](#)
 - [The Election Center](#)

- Value diversity work in teaching, research, and service by making it an explicit promotion and tenure consideration:
 - **EXAMPLE:** In 2016, Pomona College’s faculty voted to change the criteria for tenure to specifically require candidates to be “attentive to diversity in the student body.” Read more about the institution’s policy change [here](#).
 - **EXAMPLE:** In 2015, Oregon State University also changed its guidelines for tenure and promotion to ensure contributions to “equity, inclusion, and diversity.” Learn more about the institution’s new requirement [here](#)
- Encourage faculty candidates to teach a class that considers the diversity of the student population:
 - **EXAMPLES:** The following schools provide brief examples of how professors incorporated discussions of diversity in their lectures: [Georgia State University](#) and [Syracuse University](#)
- Create a Faculty Retention Toolkit:
 - **EXAMPLE:** University of Washington’s [Handbook of Best Practices](#) for hiring and retaining faculty addresses key areas that can positively impact faculty retention, particularly among women and underutilized minorities.
- Create faculty/staff diversity award to recognize their efforts and contributions.
- Establish practices that endorse the retention of diverse faculty, such as salary adjustments, start-up packages, merit raises, allocation of offices, committee assignment, research support, mentorship program, chaired professorship, etc.
- Offer faculty professional development, collaboration, and networking opportunities and support the career development of pre-tenured faculty.
- Create flexible and accommodating policies and practices that address the faculty’s diverse needs (e.g., dual career partners, family leave, tenure clock extension, etc.).
- Offer several workshops for faculty that address different topics, such as available resources (especially important for new faculty); tips on how to successfully balance teaching, research, and service; strategies on how to write successful grant proposals; and details on how to attain tenure.

COPRA looks forward to learning from its programs and continuing to build resources for programs based across the globe. If you have resources that could be of help to peer programs, please contact hamilton@naspaa.org.