

To: SACUA

From: The membership of the Committee on the Economic and Social Well-Being of the Faculty (CESWF)

Subject: Report on Activities of the Committee on the Economic and Social Well-Being of the Faculty (CESWF) for 2024-2025

Members: Samantha Kreklau, David Marshall, Stefan Nielsen, Elizabeth Peckham, Zachary Quint, Chris Rider, Suzanne Selig

SACUA Liaison: Melanie Tanielian

Meeting Dates:

Wed. 10/16 from 2-3pm

Wed. 11/6 from 2-3pm

Wed. 1/15 from 2-3pm

Wed. 2/5 from 2-3pm

Wed. 3/12 from 2-3pm

Wed. 4/9 from 2-3pm

Committee Charge

1. Review of the factors contributing to faculty burnout [pending from 2023-24]: Since many topics raised previously involve a need for better student support systems—especially to alleviate pressure on faculty—we will investigate the training UM advisors receive and assess how the institution supports faculty in managing students' concerns. While the committee discussed recommendations last year, these were not finalized or submitted to the Faculty Senate. In this review, we will adopt an empathetic, holistic approach that considers how institutional pressures and student demands affect faculty members.

2. Reviewing Faculty Retention Issues relating to the economic and social well-being of faculty [based on the Advance Program Survey of 2023], prioritizing:

- Former Assistant Professors felt that their overall workload, in terms of time spent on research, teaching, and service was burdensome, and sought out more sustainable early career faculty roles elsewhere
- Former faculty frequently mentioned dysfunctional interpersonal dynamics within their units as a key factor impacting their departure.

3. Emergent Topics from faculty and committee members

Committee Actions

During the Fall semester, the committee held two meetings. The meeting on 10/16 focused on reviewing the charge. Prior to the 11/6 meeting, the Chair of the committee resigned for personal reasons. The committee met on 11/6 with the Faculty Senate Director and planned a path forward. Preparatory work was done in anticipation of the January meeting.

The committee met with Denise Sekaquaptewa, Director of ADVANCE, during the 1/15 meeting. The discussion centered on issues of faculty retention, as well as work to help address the identified problems.

During the 2/5 meeting, the committee discussed the Faculty Senate's role in addressing campus climate issues raised during the prior meeting's conversation with Denise Sekaquaptewa. The committee proceeds to identify areas in which faculty governance can assist in addressing these identified issues.

During the 3/12 meeting the committee reviewed [the salary study of tenured faculty at UM-Ann Arbor](#) completed in 2024. Based on this review, the committee determined recommendations for improvements, and further action to build on this study. The committee also worked on crafting recommendations for the final report to be submitted to SACUA at the end of the term.

Information Obtained

Meeting with ADVANCE Director Denise Sekaquaptewa, as well as analyzing data compiled by ADVANCE, has identified several issues to the committee related to faculty retention. Campus climate was the most reported factor for why faculty left. It was identified that these climate issues were most often on the school/unit level and often had to do with leadership on that level.

The data further revealed that faculty with minority identities experience campus differently than their counterparts. BIPOC+ women reported lower satisfaction at UM. There is a variance in the campus climate experience based on race and gender.

Associate Professors reported lower satisfaction than their Assistant Professor and Full Professor colleagues. Poor workplace culture at the school/unit level is again cited as a reason for dissatisfaction.

The committee utilized the recently completed Faculty salary study of tenured faculty on the Ann Arbor campus. This informed their recommendations for further related action.

Recommendations

Climate Issues & Faculty Retention

Leadership training focused on improving campus climate on the unit level is recommended to address the climate issues identified by the data provided by ADVANCE. A possibility to consider is working with CRLT to have a cohort of Faculty Senate members experience the current leadership training program that unit level leadership receives and provide feedback. Identifying further training opportunities to assist unit level leadership in improving campus climate is also recommended. A final recommendation would be to work with ADVANCE and upper administration to implement recommended improvements to units as proposed by ADVANCE.

Salary Study

The committee recommends that the scope of the salary study be expanded to include the non-tenure track faculty, and faculty on the remaining campuses. This includes the Dearborn Flint and Medical campuses.

Expansion within the study should include analysis of total compensation. Further analysis should also review the number of years in rank before promotion. UM should be compared to peer institutions, with consideration given to the cost of living in each area, as well as other relevant factors for contextual consideration. A [study conducted by Yale](#) could be utilized as an example for UM to follow.

There was a significant 10+ year gap between the most recent salary study and the prior iteration. This delay resulted in institutional memory loss for determining the methodology of the prior study. A similar study should be conducted in regular intervals every few years.

Topics for further committee consideration in the coming term

- Issues faced by dual career faculty
- Faculty work/life balance
- Basic principles of transparent communication that should be practiced by leadership
- Cost of living in Ann Arbor, including housing scarcity
- Childcare issues
- Assist faculty impacted by the federal changes