


**MEMORANDUM**

To: Academic Deans

From: Lloyd Armstrong, Jr. 

Date: September 27, 2000

Subject: Faculty Searches - Casting the Net Widely

Office of the Provost

Lloyd Armstrong, Jr.  
Provost

As we conduct searches for new faculty appointments, it is important to continue observing the University's commitment to act proactively and creatively to encourage excellent candidates from under-represented groups and untraditional backgrounds. This commitment generally requires actively seeking outstanding prospective candidates rather than passively waiting for applications, seeking them in new ways to supplement the usual channels, and interviewing additional prospects at each stage. By such actions we avoid overlooking an individual with a non-conventional resume who may indeed be a strong candidate.

The University is firmly committed to providing equal opportunity for outstanding men and women of every race, creed and background, a commitment which extends not only to recruitment and appointment, but also to faculty salaries, promotion, research support, laboratory space, and all other tangible and intangible aspects of faculty status.

Decisions on faculty appointment and promotion are made individually, on the merits of each case. The University complies fully with the Civil Rights Act of 1964, Title VII, which does not require that under-represented minorities and women be given preference in hiring merely because they are under-represented. Quotas, fixed numbers or fixed percentages, as well as exclusive faculty hiring lines for women and people of color, may well be illegal. Statistics are just one gauge of the overall results of our faculty recruitment and retention efforts. During the nine years since President Sample's inauguration, the number of faculty members in the University who are members of under-represented minorities has increased about 45%, and the number who are women has increased about 46%. It is a worthwhile target, University-wide and in each school, to maintain this momentum over the next nine years.

Search committee chairs have expressed interest in learning about the recruitment strategies that have worked well at other units, and in sharing ideas on new strategies to try. Here are examples of a number of suggestions by various search chairs, deans, and Academic Senate committees:

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- each search committee generates a list of senior professors, professionals, or others who are likely sources of good candidate suggestions that might otherwise be overlooked; all the sources on that list are telephoned by a committee member;
- all the names suggested by sources are followed up and invited to apply, and also invited in turn to suggest other prospects;
- leads that are not immediately useable are kept in a long term resource directory of junior and senior scholars regarded as potentially appointable;
- unit redefines a position or shifts priorities to emphasize a different substantive area;
- unit uses visiting, short-term, or part-time appointments, or invited lectures or colloquium speakers, as ways to seek out potential regular appointees from under-represented groups;
- unit makes a special attempt to make cluster hires — several individuals *in the same year*— to maximize chances of their accepting, and to create a supportive environment that will maximize the probability of retention.
- unit aggressively uses Ph.D. or post-doctoral programs as preludes to faculty appointment, or even pre-approves a faculty position when offering a post-doctoral fellowship;
- unit establishes a special relationship with a number of colleges likely to supply good prospects, or a three-way relationship with feeder colleges and with research universities which will do doctoral or post-doctoral training;

In addition, there are other practical steps that a dean should take :

- Each school and department should provide all junior faculty with ongoing mentoring and annual feedback on progress toward meeting tenure standards.
- It would be useful for your school's search committee liaisons to meet and trade ideas. Liaisons are senior faculty members on every search committee with special responsibility to see that qualified candidates are identified from under-represented groups.
- On pre-recruitment forms, please indicate the proactive strategies you will use to identify qualified candidates from under represented groups.
- On appointment forms, government agencies have asked that we provide information, not just on finalists, but on all applicants. Collecting this data enables us to demonstrate, both to ourselves and to the government, that we are doing everything possible to assure every applicant equal opportunity.

Would you please report back to me by December 1, 2000, what your school is currently doing to implement these goals.