

**RECOMMENDATIONS
OF THE AD HOC COMMITTEE ON FACULTY RECRUITMENT**

September 5, 1997

Tufts University has had a long-standing commitment to diversifying its faculty, staff, and students. The Arts & Sciences Mission Statement of 1993, for example, declared that "Tufts takes pride in its special sense of collegiality and community, and its commitment to promoting diversity within the student body, the faculty, and the staff, as well as in the curriculum. Arts & Sciences will build and maintain an educational community that reflects the complexity and richness of our society."

In 1992, the Ad Hoc Committee on Minority Faculty Recruitment recommended a number of steps to increase the diversity of the faculty, unanimously endorsed by the Arts & Sciences faculty. In 1992-93, 13.1% of the Arts & Sciences tenured and tenure-track faculty were members of underrepresented groups. Yet by 1995-96, there had only been a slight increase to 14.4%; and among a total full-time faculty of 334 in that year, there were, for example, only 12 African-Americans. There is concern that Tufts has not been making enough progress in diversifying its Arts & Sciences faculty, and that the university needs to continue to develop strategies for building a more diverse faculty.

The Ad Hoc Committee on Faculty Recruitment was convened in December 1996 by Mel Bernstein, Vice President for Arts, Sciences & Technology. The Committee was asked to review strategies for faculty searches in Arts & Sciences, and to make recommendations for developing the most effective strategies possible for recruiting and hiring a diverse faculty of the highest quality. Members of the Committee are:

*Linda Bamber, Chair, Department of English
Rachel Bratt, Chair, Department of Urban and Environmental Policy
Downing Cless, Chair, Department of Drama and Dance
Robert Gonsalves, Chair, Department of Electrical Engineering and Computer Science
Susan Ostrander, Chair, Department of Sociology and Anthropology
Pearl Robinson, Director, International Relations Program
Richard Weiss, Chair, Department of Mathematics
Margery Davies, Affirmative Action Officer for Arts & Sciences, Ex Officio (Facilitator)*

These recommendations are made in the hope that all members of the faculty and administration of Arts & Sciences at Tufts will be able to work cooperatively towards our common goal of building a more diverse faculty.

I. Reaffirm the 1992 report of the Ad Hoc Committee on Minority Faculty Recruitment and its immediate and long-term steps. That report was approved by unanimous vote of the

A&S faculty. The administration and faculty shall commit to follow through on all of the steps that have been insufficiently taken, or not taken at all. (See section VII below.)

II. Codify and consistently enforce procedures for regular searches.

A. The A&S College Deans shall work with each department to see that job descriptions be written to maximize the pool of minority candidates. (Step I.A.1 of the 1992 Report)

B. The following language shall appear in all advertisements:

"Review of applications begins [date] and will continue until the position is filled. Tufts University is an Affirmative Action/Equal Opportunity employer. We are committed to increasing the diversity of our faculty. Members of underrepresented groups are strongly encouraged to apply."

C. Each department should develop a detailed recruitment plan for each search, including targeted advertising, networking, and personal contacts with professional colleagues. This plan should be submitted in conjunction with a department's Faculty Position Request (FPR) and must be approved by the Administration. In order to facilitate the development of this plan, the Affirmative Action Officer for Arts & Sciences and the Special Assistant to the President for Affirmative Action should be available for consultation regarding the development of the plan.

D. At the beginning of the search process (usually May), the Deans should convene a workshop of the chairs and search committee members of all departments that are conducting searches. The purpose of the workshop is to discuss recruitment strategies and review search procedures. The Affirmative Action Officer for Arts & Sciences and the Special Assistant to the President for Affirmative Action should also attend the workshop. The workshop should include people who are experienced in diversity hiring from recent searches at Tufts (or possibly elsewhere).

E. At the beginning of the search process, the Affirmative Action Officer for Arts & Sciences and the Special Assistant to the President for Affirmative Action should meet on an individual basis with each department that is conducting a search in order to discuss recruitment strategies.

F. The Dean and the Affirmative Action Officer review and approve "preliminary short lists" for diversity. (The preliminary short list includes the applicants who are serious contenders -- the ones that a search committee will seriously consider for on-campus interviews. Typically, a preliminary short list contains 10-20 applicants.) When a department has made decisions about the preliminary short list, it should submit to the Dean and the Affirmative Action Officer the demographics (breakdown by sex and by racial/ethnic group, to the extent that they are known) of its preliminary short list, and of

its total list of applicants. If the Administration is not satisfied with the way in which the pre-approved recruitment plan was carried out, with the overall pool of candidates, or with the preliminary short list, the Administration has the right to ask the department to carry out more aggressively its affirmative action plan, including delaying its interview process.

G. After the preliminary short list has been approved, the department may then proceed to decide which candidates it wants to bring to campus for interviews. This decision must also be approved by the Dean and the Affirmative Action Officer before candidates may be called for interviews.

H. The administration should be accountable for quick turn-around (approximately 48 hours) on reviews and approvals related to searches.

I. Search committees are encouraged to offer some additional opportunities during the interview process for candidates from underrepresented groups, such as meetings with faculty and students from underrepresented groups, both within and outside the department. Departments should be advised that the Black Caucus is available to meet with candidates from underrepresented groups, if the candidates wish to do so.

In addition to the recommendations in Part II with respect to regular searches, we are recommending additional initiatives in Parts III and IV. The purpose of these initiatives is to help ensure that we make significant progress in building a diverse faculty in Arts & Sciences at Tufts. Each academic year there are usually 20-25 searches conducted in Arts & Sciences for full-time faculty. The initiatives in Parts III and IV are expected to be a numerically small, albeit important, part of the total recruitment and hiring of faculty.

III. Senior appointments. The administration should make a commitment to hire senior-level, well-established and respected scholars of color. These would be positions at the Associate Professor or Professor level, with a commitment to an early tenure decision (in most cases, within the first year). The major benefit of this approach is that it would bring to the university a group of experienced academics who would be able to provide leadership and expertise in their fields.

Rationale for senior-level appointments:

- Existing senior faculty from under represented groups are expected to carry too much representational responsibility. More importantly, junior faculty should be allowed to concentrate on their research, publications and teaching, and be protected from a disproportionate burden of representational service.

- Recruitment of junior faculty does not necessarily result in retention and tenure.
- Senior faculty of color will be a major help in recruiting and mentoring junior faculty of color.
 - A. The administration should allocate funds for two such senior appointments over the next two years. The appointments should be in different divisions of Arts & Sciences.
 - B. If a department knows of a suitable senior candidate, the appropriate dean would be consulted to determine if there is a slot available. If so, the department would be given the go-ahead to do everything it can to recruit that individual. Departments would be given about three months to recruit a candidate, before that slot becomes available to another department to make its best efforts at recruitment. Unlike the earlier version of window-of-opportunity searches, in which departments competed against one another, these searches would allow two departments at a time to explore a hiring opportunity.
 - C. Funding for these two senior appointments should come from a certain percentage of the funds that are normally earmarked for tenure-line slots for junior faculty. Note that this will reduce the number of entry-level appointments. In addition, there should be special fundraising earmarked for more positions for senior faculty of color (e.g., perhaps several of the 10-15 endowed chairs that are part of the Capital Campaign).

IV. Window-of-opportunity hires and focused recruitment searches.

General points:

- The initiative for window-of-opportunity hires and focused recruitment searches will come from a department. This initiative can be the result of either a department's agenda or the result of a suggestion by the administration, and should be undertaken by mutual agreement of the department and the administration. Departments should provide a rationale for these searches, including a curricular rationale.
- Policies, legal rationale, and procedures for window hires and focused recruitment searches shall be written down and distributed to the faculty.
- The Special Assistant to the President for Affirmative Action is available for further discussion with departments on request.

Window-of-opportunity hires:

- Include situations where
 - (a) A department becomes aware -- through conferences, professional contacts, etc. -- that a promising candidate might be interested in a position at Tufts. This window-of-opportunity candidate is pursued for hire. This procedure is very similar to those for senior appointments. (see III above) In view of the university's long-standing commitment to diversifying its faculty, this is a procedure that should be kept particularly in mind with respect to attractive candidates from underrepresented groups.
 - (b) A department is doing a regular search in Field A, and finds an attractive candidate in Field B. A proposal is made to hire the window-of-opportunity candidate in Field B, as well as the one in Field A. In view of the university's long-standing commitment to diversifying its faculty, this is a procedure that should be kept particularly in mind with respect to attractive candidates from underrepresented groups.

Note that a window-of-opportunity hire could be a senior-level appointment.

- Funds would be set aside for the possible goal of at least one window hire each year, perhaps in each of the five areas of the curriculum over the five-year period (i.e., rotating like the Leibner Award does).

Focused recruitment searches:

- A department that proposes to carry out a focused recruitment search along the lines of what has been outlined by the Administration could be given "special consideration" in the deans' assessment of which departments should be awarded new tenure-line positions.

A focused recruitment search is a search in which the advertising and outreach for a position is focused to accomplish the goal of building as diverse as possible a pool of applicants. Affirmative Action law allows for flexibility in the manner in which a position is advertised, and thus it is permissible to do aggressive verbal outreach and networking to advertise a position, in place of advertisements in the "traditional" venues. All applicants for a position in a focused recruitment search will receive full consideration, and anyone is welcome to apply.

V. Timetable. Searches should be requested earlier (in February) and authorized earlier (in April) so that the best candidates of color (especially those coming out of graduate schools in May or June) can be recruited to apply. As it stands now, Tufts loses some candidates to other institutions that start their searches earlier.

VI. Resources.

- A Subcommittee of the Budget and Priorities (Peter Paul) committee shall consult with the Administration about the funding arrangements necessary to carry out the recommendations of this report, and report to the faculty annually.
- Funding for additional outreach efforts and recruitment costs (e.g., long-distance calls, conference attendance, etc.).
- In order to properly implement this plan, a half-time Affirmative Action officer for all of A&S is clearly insufficient and certainly will not serve the needs of a genuine commitment to the goals and strategies outlined thus far. Not only is there a need for more monitoring of searches, but there is an equal need for help to departments in developing and implementing effective EO/AA searches. This position should be expanded after a careful analysis of what needs to be done and of a division of labor between the Office of Equal Opportunity and the Affirmative Action Officer for Arts & Sciences.

VII. Other recommendations of the 1992 Report. In addition to the steps outlined in parts II-VI above, carrying out all of the recommendations from the 1992 Report that have not yet been implemented entails the following initiatives:

- A. "President shall direct the Development Office to make efforts to secure

additional endowment and other funds specifically for the purpose of increasing faculty diversity through minority hiring." (Step I.C, 1992 Report)

B. "Department annual reports shall include a section on the issue of recruitment and retention of faculty from under represented groups. This should include a statement of specific activities to implement the goals of this [1992] report in any job searches." (Step I.E, 1992 Report)

C. "Faculty, staff, administrators and students who have played a particularly active role in building institutional diversity should be acknowledged." (Step I.G, 1992 Report)

D. "Seek foundation and outside support for minority visiting professorships." (Step II.A, 1992 Report)

E. "The Vice President for Arts, Sciences, and Technology shall report annually on progress toward achieving the goals put forth in this [1992] report." (Step II.H, 1992 Report)

VIII. Implementation of these recommendations. The Vice President for Arts, Sciences, and Technology shall report to the Arts & Sciences Faculty on the implementation of these recommendations, no later than the March 1998 Arts & Sciences faculty meeting.