

Appendix 1 - Underrepresented and Diverse Faculty Hiring Task Force Charge



University Senate CHARGE

Date:	June 22, 2016
To:	Stephen Thomas Chair, Joint Provost/Senate Underrepresented and Diverse Faculty Hiring Task Force
From:	Mary Ann Rankin <i>Mary Ann Rankin</i> Senior Vice President & Provost Jordan Goodman <i>J. Goodman</i> Chair, University Senate
Subject:	Faculty Diversity Hiring and Retention
Senate Document #:	16-17-03
Deadline:	September 9, 2016

Provost Rankin and the Senate Executive Committee (SEC) request that the Joint Provost/Senate Underrepresented and Diverse Faculty Hiring Task Force conduct a review of the University of Maryland Plan for Hiring and Retaining Underrepresented and Diverse Faculty (attached), in particular opportunity hires and the President's Postdoctoral Fellowship Program.

Specifically, the Task force is being asked to address the following regarding senior opportunity hires:

1. Review the section on targeted senior opportunity hires, with support from the Provost within the University of Maryland Plan for Hiring and Retaining Underrepresented and Diverse Faculty.
2. Consult with the Office of Institutional Research, Planning, and Assessment (IRPA) regarding current faculty demographics and campus trends in underrepresented and diverse faculty hiring.
3. Consider different models for the distribution of underrepresented and diverse faculty hires across colleges.
4. Review and propose options for advising the Provost on underrepresented and diverse faculty hires.
5. Review best practices for underrepresented and diverse faculty hiring on campus as well as at peer and other Big Ten institutions.
6. Advise on the appropriate level of support from stakeholders for these types of hires.
7. Advise on best practices for spousal hires related to these types of hires.

8. Consult with the Office of Faculty Affairs as the Task Force develops its recommendations.
9. Consult with the Office of General Counsel as the Task Force develops its recommendations.

The Task Force is also being asked to address the following regarding the President's Postdoctoral Fellowship Program:

1. Review the section on the President's Postdoctoral Fellowship Program.
2. Review similar programs with the University of California Consortium.
3. Consult with the Office of Faculty Affairs as the Task Force develops its recommendations.
4. Recommend a process for reviewing and selecting applicants to the program.
5. Provide input and guidance into a mentorship plan for fellows within the program that includes expectations of mentors and host departments.
6. Consult with the newly formed Office of Postdoctoral Affairs as the Task Force develops its recommendations.

We ask that you submit your report and recommendations to the Senate Office no later than September 9, 2016. If you have questions or need assistance, please contact Reka Montfort in the Senate Office at reka@umd.edu or 5-5804.

Attachment

**Plan for Hiring and Retaining Underrepresented and Diverse Faculty
June 20, 2016**

**Based on a Proposal Developed by Kumea Shorter-Gooden, KerryAnn O'Meara, & Steve
Marcus**

The University of Maryland College Park (UMD) seeks to increase the hiring, retention, and advancement of underrepresented and diverse faculty. To this end, we recommend three strategies to enhance employment of and create a more inclusive environment for underrepresented and diverse faculty:

- Opportunity hires, with support from the Provost;
- Best practices in inclusive hiring; and
- President's Postdoctoral Fellowship Program.

Additionally, we recommend three strategies to support the climate, retention and advancement of underrepresented and diverse faculty:

- Mentoring Plans and Launch Committees for diverse Tenured/Tenure Track hires;
- Allies Program; and
- Extension of the ADVANCING Faculty Diversity Program.

All faculty are eligible to participate in programs to support the climate, retention, and advancement of underrepresented and diverse faculty. Programs are designed, however, with a focus on issues of concern to faculty who are members of a protected group that is underrepresented on the UMD faculty in proportion to their numbers in the United States population.

Opportunity Hires, with Support from the Provost

Beginning in FY 2016-2017, the Provost will provide base-budget support for the hiring of qualified underrepresented and diverse tenured faculty. Colleges and Departments will be encouraged to proactively identify possible senior hire candidates, even if there is no active search in progress. Faculty can be hired at the Associate and Full Professor ranks.

The Department Chair or Dean (in non-departmentalized Colleges) will preside over an expedited search process that provides the faculty with the opportunity to assess the candidate's credentials, interview the candidate, and vote on hiring, per the procedures for Exceptional Faculty/Staff Appointments and Search Waivers in UMD's 2007 *Procedures and Guidelines for Conducting Searches at the University of Maryland*. Even with the expedited search process, it is important that qualified candidates are fully vetted and embraced by the faculty.

The remaining base-budget salary will be covered by the Department and/or the College. The Provost's funds stay with the College as long as the faculty member is retained as a tenured faculty member. If the faculty member's employment as a tenured faculty member ends, the funds revert to the Provost's Office.

Colleges and Departments are encouraged to consider cluster hires, including cross-departmental and cross-college hires. Cluster hires are known to support the retention and success of underrepresented and diverse faculty. These dollars will generally not be used to support a faculty member who emerges through a traditional search process, for whom the College/Department has pre-existing financial support. In the event that a faculty member who enhances faculty diversity is hired by a College or Department that is piloting best practices in search and selection (see the next section), however, funding requests to support candidates who enhance faculty diversity who emerge from a traditional search may be considered.

To receive the funds, Deans will forward a proposal for specific target of opportunity hires to the Provost on a monthly basis.

Best Practices for Inclusive Hiring: Pilot with UMD Colleges for 2016-2017 Hiring Cycle

Decades of best practices and careful study have resulted in a series of empirically tested programs and processes to achieve underrepresented and diverse hiring outcomes. These practices have been successful in our Big 10 peers in hiring underrepresented and diverse faculty.

Among the proven best practices are: (a) requiring diversity in the short-list of finalists that comes to campus (b) providing unconscious bias training for search committee members (c) providing search committees a discipline/field-specific data report on the diversity of graduates of peer doctoral programs and faculty in peer institutions (d) attention to the way the position is described, advertised, and networked.

UMD will work with multiple colleges in 2016-2017 to pilot all of these strategies. We will then assess and refine the program before expanding to the remaining colleges the following year. The enrolled colleges will agree to (a) attend a one-hour meeting on best practices in developing a search plan to define and market the position (b) engage search committees in unconscious bias training before candidates are chosen for on-campus interviews and (c) include underrepresented and diverse candidates in the short-list of qualified finalists who are brought to campus. The colleges' search committees will also be provided a report or scorecard of diversity in their field and peer institutions to assist in their search.

President's Postdoctoral Fellowship Program

Like the University of Colorado and the University of Michigan, UMD will enter into a collaborative partnership with the University of California to offer postdoctoral fellowship

opportunities at UMD. See the **Note** at the end for how this would be part of a program for hiring a more diverse tenure track faculty.

Here is the University of Michigan's description of its program:

In this program, the University of Michigan now offers postdoctoral research fellowships in science, technology, engineering, mathematics (STEM), economics, and political science, coupled with faculty mentoring, professional development, and academic networking opportunities. The University of Michigan views these postdoctoral fellowships as providing an exceptional opportunity to recruit potential new faculty to the University by offering the possibility of either a postdoc alone or a combined postdoc and tenure track faculty appointment. The University seeks applicants whose research, teaching, and service will contribute to diversity and equal opportunity in higher education. The program is particularly interested in scholars with the potential to bring to their research and undergraduate teaching the critical perspective that comes from their non-traditional educational background or understanding of the experiences of groups historically underrepresented in higher education.

Eligibility: *Applicants who are not U.S. citizens or permanent residents when the application is due will not be considered.*

Terms of Appointment: *The University of Michigan President's Postdoctoral Fellowship Program (PPFP) awards fellowships in the fields listed above for research conducted under faculty sponsorship. The annual award provides a salary of \$50-60,000, depending on the field and level of experience, and \$10,000 for research and professional development. The award also includes enrollment in health plan for fellow and dependent(s), group life insurance, three weeks of sick leave, and one month (non-accrual) of vacation. President's Postdoctoral Fellows are expected to (1) establish residence and participate in academic life at the campus of their postdoctoral appointment, (2) focus full-time on research and avoid other commitments such as teaching or additional employment, (3) meet regularly with their faculty mentor, and (4) attend the PPFP professional development programs.*

Expectations for Mentors: *President's Postdoctoral Fellowship mentors are usually tenured faculty who are expected to (1) take an active role in helping the fellow to plan and achieve his or her research goals, (2) assist the fellow in establishing a visible presence in department, (3) facilitate opportunities for the fellow to participate in national and international research meetings, (4) encourage the fellow to focus full-time on research and avoid other commitments such as teaching or outside employment, (5) assist the fellow in seeking opportunities to present papers or to interview for faculty positions, and (6) attend the program professional development activities such as the annual gathering.*

Expectations for Host Departments: *Host departments are encouraged to welcome the fellow into the department and make every effort to ensure that the fellow is included in communications about departmental colloquia, seminars and social events. Host departments*

are expected to provide the fellow with information about salary and benefits and administer the fellow's research and professional travel funds. Host departments are expected to provide the fellow with appropriate office space and routine administrative support. In addition, President's Postdoctoral Fellows should be provided with opportunities for career development, including consideration for a faculty position at the University of Michigan.

Note: Interested departments can proactively take steps that include a plan that articulates how the department might assess applicants' suitability for a 'preemptive' tenure-track offer at the same time as the President's Postdoctoral Fellowship is offered. It is recommended that this be the norm at the UMD, and that postdoctoral fellowships be offered in conjunction with diversity hires if possible.

References on Best Practices in Hiring

Tuitt, F.A., Danowitz Sagaria, M., & Turner, C. S. Viernes (2007). Signals and Strategies in Hiring Faculty Of Color. In J.C. Smart (Ed). *Higher education: Handbook of theory and research*, 22, 497-535. Dordrecht, Netherlands: Springer.

[The Effect of an Intervention to Break the Gender Bias Habit for Faculty at one Institution: A Cluster Randomized, Controlled Trial](#)

Molly Carnes, Patricia G. Devine, Linda Baier Manwell, Angela Byars-Winston, Eve Fine, Cecilia E. Ford, Patrick Forscher, et al.

[Minimizing the Influence of Gender Bias on the Faculty Search Process](#)

Eve Fine, Jennifer Sheridan, Molly Carnes, Jo Handelsman, Christine Pribbenow, Julia Savoy, and Amy Wendt

Sheridan, Jennifer; Eve Fine; Molly Carnes; Amy Wendt; and Jo Handelsman. 2015. "Searching for Excellence & Diversity[®] Workshop: Improving Faculty Diversity by Educating Faculty Search Committees." In *Personalauswahl in der Wissenschaft* (C. Peus et al., Eds.) Berlin: Springer-Verlag.

Now Hiring! Empirically Testing a Three-Step Intervention to Increase Faculty Gender Diversity in STEM <http://m.bioscience.oxfordjournals.org/content/early/2015/10/09/biosci.biv138.abstract>