Recommendations of the University Committee for the Recruitment and Retention of Faculty in Under-represented Groups.

I. Background. During the 1984-85 academic year, the University Committee has been considering ways in which the recruiting and retention of faculty in certain under-represented groups might be improved. After preliminary discussion with the Chancellor, the Committee held meetings with representative tenured minority and women faculty members and with the newly appointed Assistant to the Chancellor for Equal Opportunity. Originally, the Committee had sought to determine if there were factors in our current practices that had been intended to protect the interests of faculty members, especially those of minorities and women, but which might have had the opposite effect. We found, however, that this was not a major issue and that other problems were more crucial. Based on our discussion and the various recommendations made to the committee, we prepared the following brief analysis of the present situation with appropriate recommendations for submission to the Chancellor.

II. Problems at UWM. Several of the factors reported as contributing to the difficulties in recruiting and retaining qualified women and minority faculty members are the same that would apply to the faculty as a whole: non-competitive salaries for entry and for promotion; inadequate support for research; ambiguous advice on the relative importance of certain types of professional activity (e.g., committee and community service) in promotion criteria.

However, there are other factors that relate only to specific groups or to all of the under-represented groups as a class. The career progression of many women and minority scholars is atypical (e.g., family obligations for the wife but not for the husband; earlier prejudice which inhibited or delayed career selection; lack of research support or encouragement because of prejudice in graduate school or by previous employers, etc.), and the research specialities of scholars of this type are at times unconventional and "non-mainstream." These factors may sometimes make an objective evaluation of scholarly credentials difficult.

Another type of obstacle faced by women and minority group faculty members and not normally by the faculty at large is the pressure to serve as role model for students in the same group. Demands on the time of new assistant professors to work with the community, advise students, and otherwise engage in service activities connected with a given group are extensive and difficult to resist and may overburden them in ways that could seriously reduce the time and energy necessary for productive scholarship. To a great extent, this problem is a result of the relatively small numbers of women and minority faculty members, since there are proportionately many more white males available as role models.
Looking at the recruitment side of the problem, we should mention the fact that many of our faculty vacancies and a significant portion of our current recruiting activities are in those areas where there are relatively few potential applicants from the target groups; it might be unreasonable to expect net additions of women and minority faculty members in these special fields. But this does not hold in other areas, where it is possible that a faculty search committee, even with the best of intentions, may not have access to up-to-date sources of information on possible candidate pools or special means to maximize the number of applicants from the target groups. Departments, with their limited resources, are not normally in a position to develop diverse candidate pools through, e.g., paid advertisements in minority or women's studies journals, recruiting tours by the chair or senior faculty, or extensive telephone or mail campaigns; neither can they invite a large number of potential candidates for on-site interviews without disrupting other segments of their S&E budgets.

III. Recommendations

A) Actions by the University Committee: The University Committee should appoint an ad hoc faculty committee on affirmative action in faculty employment.

The plans for affirmative action on this campus have generally been formulated outside the normal faculty governance structures. Even the mechanisms established by the schools and colleges this year in response to the Chancellor's directive (August 29, 1984) have been largely if not completely administrative creations with minimal faculty involvement. The ad hoc committee should be charged with preparing a faculty plan for achieving the recommendations of this report. The committee should make its reports and recommendations both to the Chancellor and the Faculty Senate; the Assistant to the Chancellor for Equal Opportunity should serve ex-officio, and her staff, augmented as necessary, should provide support to the committee. (Cf. the Committee on Nondiscrimination and Affirmative Action in Faculty Employment, UW-Madison. See attached report of CONAFE.)

B) Actions by administrators, recruiting units and the ad hoc committee. The recommendations which follow are based on the analysis of the problems cited above. Priorities are implied in the listing, although the ad hoc committee would be charged with reviewing the recommendations and setting new priorities as appropriate.
1. **Recruit tenured faculty.** Plans should be made now to organize recruiting efforts for 1985-86, including the identification of those areas which promise the best chances for success in recruiting fully qualified minority or women faculty for tenured entry positions, consistent with academic priorities. This should receive the highest priority since it will achieve the best results in the shortest time for the least money.

2. **Retain probationary faculty.** Means should be found to provide additional sources of research support for women and minority faculty, ideally through a UW-System funded competitive program on the analogy of the AOP. Another possibility would be to establish a mechanism for funding research on minority issues, comparable to the UW-System M&D Center. We have an obligation to our present minority and female faculty to maximize their opportunities for achieving tenure. The investment already made in their recruitment and support should be protected by a special effort to assist their advancement to tenure. Target faculty should also be supported in their efforts to seek internal and external research funding through normal channels.

3. **Improve retention in general.** It may be necessary to establish a retention "bonus" fund to meet outside offers for top-quality minority and women faculty, both tenured and probationary. This is admittedly controversial. However, if it is in the best interests of the institution to retain key faculty in high demand professional school programs through matching competitive offers, it is no less desirable to make special efforts to achieve the goals of affirmative action by similar steps.

4. **Continue recruiting of probationary faculty.** Although the recruitment of tenured faculty is of the highest priority, continuation of present efforts to hire probationary faculty in the target groups must be supported, especially in those departments where women and/or minority faculty are lacking.

5. **Improve recruiting support.** UW-System should create data base support for the individual campuses in the areas of minority and women candidates. There is evidently considerable duplication of effort in information gathering across the System. At UWM, we expect that the new Assistant to the Chancellor will play a leadership role in assisting departments in identifying candidates, although departments must be encouraged to seek and utilize such assistance. There should also be support at the school/college or campus level for joint or multiple advertising in targeted journals and other pooled activities for more
efficient recruiting. Funds for recruiting at the departmental level, especially for campus interviews by candidates, should be increased. An improved system of data collection would also assist units in obtaining historical information about employment and educational trends, etc.

6. **Improve professional climate.** Steps should be taken to provide counseling and support groups for probationary faculty in the targeted areas. Excessive demands on probationary faculty to overcommit themselves on committees, student advising, and community service should be avoided by departments and administrators. At the same time, organized efforts should be made by senior faculty and administrators to designate mentors, when desired, for new appointees, possibly as part of an orientation program.

7. **Establish research center.** We support the proposal drafted by the senior black faculty members and paralleled in the proposals from the Hispanic tenured faculty and the Native American Studies Program, for the establishment of a center on research related to minority issues. This proposal should be reviewed by the ad hoc committee.

These recommendations were prepared by the 1984-85 University Committee, and recommended by the 1985-86 University Committee.

The University Committee, 1985-86
Barbara Borowiecki
Frank Cassell
Oliver Myers
Erika Sander
Rachel Skalitzky
Jack Waldheim
Suzanne Waller

May 1985
Professor Frank Cassell, Chair  
University Committee  
University of Wisconsin–Milwaukee

Dear Frank:

I have reviewed the recommendation on affirmative action prepared by the University Committee with the Vice Chancellor and with my Assistant for Equal Opportunity. We all agree that the issue of recruitment and retention of faculty in under-represented groups is a top priority for UWM. We also feel that the issue requires joint efforts by faculty and the administration and heartily endorse the establishment of an ad hoc faculty committee on affirmative action in faculty employment. My Assistant for Equal Opportunity has agreed to serve ex-officio and work with the committee.

In regard to the specific action steps to be taken by administrators called for by your recommendations, I would like to respond point by point.

1. The Vice Chancellor has agreed to develop a plan for targeting tenured positions for departments which are underutilized in terms of minorities and women and encouraging departments to seek out top candidates for such positions. The inducements to be offered would include elevating an Assistant Professor opening to a tenured position, additional salary support to insure competitive offers, and other appropriate inducements that might be suggested.

2. I agree that additional sources of research support are needed for women and minority faculty. I also agree that the appropriate source of such support is the UW System. Therefore, I will bring your recommendation, along with mine, to the attention of the President and attempt to have the UW System address this matter.

3. The Vice Chancellor agrees with the recommendation for establishing a policy for meeting competitive offers to minority and female faculty. I, too, support the concept but would like to point out that, in order for such a policy to be implemented, the proportion of the merit money allocated to the Vice Chancellor for equity adjustments needs to be adequate for the purpose. In addition, schools and colleges and departments must recognize their obligation to help with their share of funding such adjustments.

4. I agree absolutely that departmental efforts in recruiting probationary minority and female faculty must be continued. I would only add that the University Committee should make their concerns regarding the recruitment of minority and women faculty known to all academic departments. Departments are responsible for making early contact with the Equal Opportunity Office.
(5) I will forward your recommendation for the creation of a centralized data base for recruitment, along with my own, to the UW System. The Assistant for Equal Opportunity will be happy to play any role deemed appropriate by the schools, colleges and academic departments. Any duplication or waste of effort obviously should be eliminated. I will ask the Vice Chancellor to have the deans work on a coordinated program to improve efficiency. In regard to your recommendation that funds for recruitment at the departmental level be expanded, I will share this concern with the academic deans. Finally, my Assistant for Equal Opportunity informs me that her office is working on obtaining better data for use in recruitment. She also informs me that she has been meeting with departmental search committees and encouraging them to improve their recruitment efforts in a variety of ways. I would encourage suggestions from the ad hoc committee on this effort. The faculty ad hoc committee is separate and distinct from the Affirmative Action Advisory Planning Committee.

(6) No probationary faculty should be subjected to excessive service demands. Such an approach would be counter productive and short-sighted. The Vice Chancellor agrees with me and has indicated that she will communicate our joint concerns to the deans and ask them to take on the responsibility of monitoring the service demands placed on probationary faculty, particularly minority and female faculty who might be especially subject to such demands. In addition, she will ask the deans to design mentoring programs suitable to their colleges and schools. As support for such commitment of effort on the part of the Vice Chancellor and the deans, I would expect the University Committee to actively encourage senior faculty to seek out mentoring assignments.

(7) I agree that the faculty ad hoc committee is the appropriate body for reviewing any proposal drafted by the senior faculty members for the establishment of a center on research related to minority issues.

In conclusion, I would like to compliment the University Committee for taking a strong position on a number of initiatives that appear necessary. Leadership from the faculty is essential if we are to accomplish significant gains in the area of female and minority faculty recruitment and retention. I want to join you in your decision to take the steps necessary to help accomplish the goals of the University to achieve faculty balance at all ranks. I think we now have the opportunity to truly demonstrate what shared faculty governance is capable of accomplishing.

Sincerely,

Frank E. Horton
Chancellor

CC: Norma S. Rees