University of Wisconsin–Milwaukee

Affirmative Action in Faculty Employment Committee

2006-2007 Annual Report

Members:

Kristene Surerus  Assoc  Chemistry
Karen Brucks      Assoc  Math
Caen Thomason-Redus Asst  Music
Vincent Adesso    Prof  Psychology
Hanh Trinh        Assoc  Health Care Admin
Rita Cheng        Provost  Acad Affairs

Charter:

Functions/Responsibilities:

A1.35 Affirmative Action in Faculty Employment Committee

(1) Membership. Six members as follows: four faculty members elected, one member of the University Committee appointed by the University Committee; the Provost shall serve ex-officio.

(2) Functions.
   a) Monitors programs and assesses the needs for changes in the recruitment and retention of women and minority faculty.
   b) Formulates appropriate recommendations/actions/policies to the University Committee or Faculty Senate to enhance affirmative action policy in faculty employment.
   c) Monitors campus administration progress in facilitating affirmative activities and progress in affirmative action in faculty employment at UWM.

(Document 1978, 5/11/95; UWM Administration approval, 6/7/95)
(Editorially revised, 7/1/96)
(Document 2179, 2/18/99; UWM Administration approval, 5/30/99)
(Editorially revised, 8/24/06)

Meetings:

The Committee met nine times.

At these meetings, the Committee discussed faculty recruitment and retention. Although progress has been made to increase the number of minorities on our faculty primarily through hiring pools and opportunity hires, we are losing faculty of color at about the same rate at which they are hired. The Committee consulted both UWM Task Force Reports on the Climate for Women and on Race and Ethnicity, as well as UW System
Plan 2008, and a series of articles on increasing faculty diversity in higher education. From these sources, the committee compiled a long list of recommendations to address faculty recruitment and retention (see Appendix A). That list was streamlined into seven motions that were presented to the Faculty Senate in May. The motions, which the Faculty Senate approved, are as follows:

1. “That all probationary faculty will receive an annual written, formative evaluation from their executive committee.”
2. “That mentoring targeted to help guide tenured faculty to attain promotion to full professor be formalized.”
3. “That each department will develop and make available to faculty a handbook containing all current departmental policies and procedures and that this handbook be updated annually.”
4. “That the University Committee will work with the Administration to provide more accessible and more affordable childcare.”
5. “That the leave of absence policy be modified to allow for multiyear requests.”
7. “That the UWM Mission Statement be revised so that it strongly supports an anti-discriminatory, equitable university.”

Next year’s committee will need to follow up on the approved motions to confirm that they are being implemented. In addition, the committee agreed to evaluate the campus website for its content on equity, racial diversity and affirmative action, particularly as it might relate to faculty.

Respectfully submitted,

J. Alinder (Chair)
V. Adesso
C. Thomason-Redus
K. Surerus
H. Trinh
D. Venugopalan (ex officio)
Appendix A

Recommendations to Improve
The Recruitment and Retention of Faculty Members

Over the past academic year the Affirmative Action for Faculty Employment Committee has held many discussions on the recruitment and retention of faculty members. Although there was an increase in 2006 of female and faculty of color hires, because of the number of faculty who left, due to outside offers or retirement, there was no significant increase in faculty from underrepresented groups. Therefore, the committee strongly believes that efforts to recruit and retain faculty members must be aggressively pursued in concert.

Both the UWM reports from the Task Force on the Climate for Women and the Task Force on Race and Ethnicity provide excellent suggestions for the recruitment and retention of a more racially diverse faculty. In addition to consulting those two internally produced documents, we also looked at publications generated outside of UWM that address these issues (see bibliography). We recognize that this list gives more weight to tenure-track faculty issues than to concerns of those at other stages of their careers. We also recognize that some of these suggestions are currently being addressed and implemented at various levels within the institution, or are on the books but not put into practice, given this we have divided suggestions into “current actions” and “new actions.”

- **RECRUITMENT**
  - Make recruitment resources and guidelines easily available
    - **Current Actions**
      - Create a hardcopy version of recruitment guidelines
    - **New Actions**
      - Centralize resources on the best practices in recruiting and retaining a diverse faculty in the Division of Academic Affairs
      - Develop a faculty recruitment resources web page which catalogs all available resources including our policies on partner accommodation, strategic funds for opportunity hires, and the campus resources available to support retention efforts
      - Update recruitment guides and publish the updated version on the web
  - Ensure hiring pools that include members of underrepresented groups
    - **Current Actions**
      - Train search committees
      - Employ techniques that use “diversity indicators” and “special hiring interventions”
• Evaluate search committees on their hiring pools
• Hold search committees accountable (close searches if needed)
• Encourage departments to pro-actively seek potential colleagues from underrepresented groups

- New Actions
  • Increase $ for searches
  • Do not penalize applicants for “missing years” on their CV due to dependent care
  • Link supervisor/dean performance to initiatives that support a more racially diverse faculty
  • Tie unit budgets to recruitment
  • Target hires should not excuse departments from ensuring racially diverse hiring pools in other searches

- Make Competitive Offers
  - Current Actions
    • Promote more opportunities for faculty development
    • Offer course reductions for junior faculty until they are tenured
  - New Actions
    • Provide a fact sheet stating why we are a great employer, listing benefits and resources available to provide to interview candidates
    • Publicize partner accommodation policy
    • Publicize domestic partner benefits
    • Promote a family friendly environment
    • Provide a cafeteria-style health-care/dependent-care benefits plan to employees

- RETENTION
  - Mentoring and Professional Development
    - New Actions
      • Create more enduring Mentoring/Networks and other forms of support
      • Make policies and procedures transparent to new faculty -- generate a faculty handbook that includes departmental policies and procedures in addition to a faculty handbook that gives info on faculty roles, expectations, professional development, and tenure and promotion
      • Provide professional development that includes more grant writing support and travel funds that are sufficient to pay for conference/research/performance participation and are available on appropriate time lines
      • Modify leave of absence policy to allow for multiyear leave requests. Current policy requires requesting for the first
year and then coming back to request the second year. Allowing requests for the two years up front would provide for better planning and allow faculty to accept multi-year fellowships.

- Teaching, Promotion and Retirement
  - New Actions
    - Protect junior faculty from onerous course loads with course reductions and limits on the number of new courses taught per year
    - Give course reductions in the third and fourth years to help tenure-track faculty meet their tenure requirements
    - Create a faculty handbook that gives guidelines to help shepherd faculty through all phases of promotion (from tenure to full)
    - Offer compensation (summer salary or course reductions) to faculty who take on course/committee overloads, or who work extensively in the community
    - Review tenure-track faculty in end of second or beginning of third year to detect climate and overload problems
    - Provide targeted mentoring to help guide tenured faculty to attain promotion to full professor
    - Provide for the possibility of deferred compensation packages

- CLIMATE (Create a university campus that does not tolerate discrimination and that does foster equity)
  - Current Actions
    - Instigate general sensitivity/anti-discrimination training (create and implement faculty training modules on D2L, and fund anti-racism workshops)
    - Hire EDS director
    - Hire an AVC for “Diversity and Climate”
    - Implement ombuds program
  - New Actions
    - Provide opportunities for junior faculty socializing and networking, link them to professional development sessions
    - Provide more funds to faculty associations (such as the African American Faculty and Employee Council) to support their activities
    - Revise UWM mission statement so that it strongly supports an anti-discriminatory, equitable university
    - Improve the UWM website so that current and potential faculty can easily obtain information relevant to campus strategies to improve equity and decrease discrimination. Update information on university’s affirmative action policy.
• Promote PR that strongly articulates UWM’s desire to become a more racially diverse and equitable institution—avoid PR that smacks of tokenism, whitewashes the reality, and that uses ambiguous language (i.e. “improving diversity in grad school”).

• Make family life and work life compatible
  o Provide more accessible and more affordable childcare. Currently, the UWM Children’s Center, which provides excellent on-campus care, is very expensive and hard to get into. There is a reduced fee structure for students (the center receives funds from student segregated fees) but not for faculty, and the center does not provide care after 6pm.
  o Codify a reasonable parental/dependent care leave policy
  o Welcome children and other family members at university gatherings

  o Enforcement
    ▪ New Actions
      • Tie unit budgets to retention
      • Fix and study exit interview system
      • Conduct salary equity study

Bibliography

American Council on Education and Office of Women in Higher Education. *An Agenda for Excellence: Creating Flexibility in Tenure-Track Faculty Careers*.


Trower, Cathy A. “Why so few Minority Faculty and What to Do?” *Connection*. Fall 2002: 25-27.

UWM Task Force on the Climate for Women Report.