University Senate
TRANSMITTAL FORM

Senate Document #:	16-17-07
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Title:	Underrepresented and Diverse Faculty Hiring Initiatives
Presenter:	Stephen Thomas, Chair, Joint Provost/Senate Underrepresented and Diverse Faculty Hiring Task Force
Date of SEC Review:	September 27, 2016
Date of Senate Review:	October 6, 2016
Voting (highlight one):	• On recommendations associated with each initiative, or • In a single vote • To endorse entire report
Statement of Issue:	In June 2016, the Joint Provost/Senate Underrepresented and Diverse Faculty Hiring Task Force was charged with reviewing two distinct initiatives designed to accelerate diversity among 1) tenured faculty and 2) postdoctoral fellows and developing guidelines for their implementation. These initiatives were developed collaboratively by ADVANCE, the Office of Diversity and Inclusion, and the Office of Faculty Affairs as part of the University's overall plan to increase the hiring, retention, and advancement of women and ethnic minority faculty who have been traditionally underrepresented in the University.
Relevant Policy # & URL:	N/A
Recommendation:	The Joint Provost/Senate Underrepresented and Diverse Faculty Hiring Task Force has provided a series of recommendations and suggestions for the implementation of both the President's Postdoctoral Fellowship Program and the Strategic Senior Faculty Hire initiatives. A summary of the recommendations for each initiative is provided below. The complete list of recommendations and implementation suggestions are included in the attached report. <u>President's Postdoctoral Fellowship Program</u> Guiding Principles: This program will allow the University, in partnership with peer and other institutions, to have a direct impact on increasing the pipeline of underrepresented scholars into

	tenure-track positions in higher education. In addition, participation in this program is expected to raise the potential of the University of Maryland to attract, hire, and retain top faculty from underrepresented groups. The program should serve as a model for building a supportive community, providing professional development and infrastructural support among postdocs and faculty mentors. The President's Postdoctoral Fellowship will be managed by the Office of the Senior Vice President and Provost through the Office of Postdoctoral Affairs and the Office of Faculty Affairs. Website: The website for this fellowship program should emphasize the fellowship's prestige and, while open to all applicants, should strongly encourage applications from women and ethnic minorities. Fellowships should be awarded based on written criteria. The suggested language for the website is included in the report. Selection & Review Guidelines: Applications should be reviewed by a committee, formed by the Provost's Office, consisting of five (5) tenured faculty members from broad discipline areas. The Senior Vice President & Provost will be responsible for appointment of members to the selection committee but should solicit nominations from the University Senate. The selection committee, itself, should have a diverse composition, including women and ethnic minorities that reflect both the broader campus community and program goals and objectives. The committee should be charged, similar to College APT Committees to discuss goals for the program, and to encourage that all applications are reviewed in a fair and equitable manner. Cohort Balance & Support: The selected cohort should be diverse by field, race/ethnicity, and gender. The goal is to achieve a high proportion of underrepresented ethnic minorities in the cohort. The cohort should be celebrated and supported at all campus levels. Opportunities for professional development and participation in other informational sessions should be available to the cohort, along with occasions for frequent intermixing and learning with other postdocs on campus. Mentor & Host Department Expectations: Faculty mentors should be tenured faculty who are expected to: (1) take an active role in helping the fellow plan and achieve his or her research goals, (2) assist the fellow in establishing a visible presence in the department and on campus, (3) facilitate opportunities for the fellow to participate in national and international research

	meetings, (4) encourage the fellow to focus 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 at other institutions, and (6) attend the program's professional development activities. Host departments should 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: (1) provide the Fellow with information about salary and benefits and administer the Fellow's research and professional travel funds, and (2) provide the Fellow with access to appropriate office space and routine administrative support such as telephone lines, departmental mail services, libraries, and technical support. In addition to these recommendations, the Task Force also made suggestions regarding specific implementation details that are outlined in the report. <u>Strategic Senior Faculty Hires</u> Guiding Principles: • This program should identify, recruit, and hire outstanding senior faculty from underrepresented populations, who will enhance the diversity of our faculty and advance the teaching, research, and service mission of the University. • The proposed new faculty should be recognized leaders in their field of expertise who are committed to helping build a culture of diversity and inclusion on our campus. • The proposed new faculty should raise the national and/or international profile of the University and contribute to the overall excellence within their respective disciplines. Implementation and Evaluation Procedures: Units and Colleges work collaboratively to identify potential new faculty who align with their overall strategic goals and are positively predisposed to join the faculty at the University of Maryland. Potential candidates should enhance the diversity of the faculty in their specific discipline at the University and improve representation of traditionally underrepresented groups. These faculty must be exceptionally qualified and also able and willing to help build a

	culture of diversity and inclusion at the University. Interested Units and Colleges should submit a two page Letter of Intent (LOI) delineating the qualifications of the candidate and feasibility of successful recruitment. LOIs will be reviewed and upon approval from the Provost's Office, formal proposals will be requested. Full proposals are expected to outline the Unit and College-level financial contributions to faculty salary lines and startup funding for the proposed hire(s). It is understood that the funding model for the faculty salary line would include a three-way contribution (Provost/College/Unit) with the Senior Vice President and Provost providing a substantial contribution of the funding. Units are expected to negotiate startup funding with the Dean and Provost. It is understood that these appointments could take a longer time to finalize. The Task Force recommends, therefore, that the commitment from the Senior Vice President and Provost be extended for a reasonable amount of time to account for longer negotiations and extenuating circumstances associated with such strategic recruitment efforts. The Provost's Office will develop and communicate specific guidelines for the LOI and full proposal process, including timelines for the review cycles. Review Committee: The Senior Vice President & Provost should solicit faculty suggestions in order to form a review committee to to assess LOIs and evaluate full proposals for strategic hires as they are submitted. The committee should be appointed on an annual basis with a staggered term and should be comprised of five (5) senior tenured faculty members with a breadth of experience beyond their own disciplines from broad discipline areas. The committee will review LOIs and full proposals on an ad-hoc basis. In order to provide committee members with the appropriate context, the Provost's Office shall charge the committee, provide demographic information regarding campus and national trends in higher education, explain the University's strategic initiatives, and develop and share criteria for the committee to evaluate proposals. Any recommendation from this committee will be advisory to the Senior Vice President & Provost. The Office of Faculty Affairs will prepare an annual report that outlines overall progress on this initiative. This report should include information regarding committee work, demographic data of submissions, and recruitment and hiring outcomes. In addition to these recommendations, the Task Force also made suggestions regarding specific implementation details that are

	outlined in the report.
Task Force Work:	The Task Force met throughout the summer of 2016 and concluded its review in September 2016. Members of the Task Force reviewed institutional demographics, current models for hiring tenured/tenure-track faculty from underrepresented groups, and existing postdoctoral fellowship program information. In addition, the Task Force considered best practices for hiring faculty both internally at Maryland and at other institutions. Throughout its review, the Task Force consulted with representatives from the Office of Faculty Affairs, the Office of the General Counsel, and the Office of Postdoctoral Affairs. The Task Force approved its final recommendations on September 22, 2016.
Alternatives:	To not approve the recommendations.
Risks:	There is a risk that the University will not meet the goals outlined in the 2008 Strategic Plan and the 2016 Strategic Plan Update to hire, promote, and retain underrepresented minority faculty if initiatives such as these are not approved.
Financial Implications:	Resources will be needed to fund both of these initiatives. The Senior Vice President & Provost has committed funding for the President's Postdoctoral Fellowship Program but the Unit and/or College will contribute resources to appropriately support the postdoctoral fellow and also provide matching funds for any additional postdoctoral appointments to expand the cohort. The creation of a mentoring infrastructure related to this program will require that additional resources be leveraged through the National Research Mentor Network and the Office of Postdoctoral Affairs. The Senior Vice President & Provost will also provide a substantial contribution of the funding for the strategic senior faculty hires. Units will need to contribute to and negotiate startup funding with the Dean and Provost.
Further Approvals Required:	Senate Approval, Presidential Approval

Joint Provost/Senate
Underrepresented and Diverse Faculty Hiring
Task Force

Final Report

September 2016

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REPORT

"The University of Maryland has long promoted diversity as a core value. We recognize a diverse educational community as one of our greatest strengths"

(President Wallace Loh, *Transforming Maryland: Expectations for Excellence in Diversity and Inclusion*, 2010)

INTRODUCTION

The University of Maryland is dedicated to fostering a diverse and inclusive community committed to excellence. *Equal to the Best: 2016 Strategic Plan Update for the University of Maryland* states that, "**the goals of equity, diversity, and inclusion remain preeminent for this institution and a key to its success**." These goals can only be achieved with a campus community of students, staff, and faculty that is diverse and reflective of the State of Maryland and beyond. Thus, the University is committed to creating a faculty community that is diverse on multiple identity dimensions, particularly race, ethnicity, and gender. Moreover, the University is dedicated to hiring, promoting, and retaining faculty from groups that have been historically underrepresented in the academy including, but not limited to, Black or African American, Hispanic/Latino, and American Indian or Alaska Native[1] faculty in all disciplines and women in STEM disciplines.

Concerns related to recruitment and retention of faculty from underrepresented groups are a national issue for institutions of higher education, especially among tenured faculty. Additionally, it is important to address diversity within the academic pipeline, postdoctoral fellows, because these individuals represent applicant pools for future faculty. The demographic composition of the faculty can influence campus climate, which in turn can have a positive impact on the diversity of the student body. University leaders are actively engaged in a wide range of innovative strategies and initiatives designed to improve the overall diversity of our campus.

BACKGROUND

In June 2016, the Joint Provost/Senate Underrepresented and Diverse Faculty Hiring Task Force ("**Task Force**") was charged (Appendix 1) with reviewing two distinct initiatives designed to accelerate diversity among 1) tenured faculty and 2) postdoctoral fellows and developing guidelines for their implementation. These initiatives were developed collaboratively by ADVANCE, the Office of Diversity

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[1] For this report, racial and ethnic terminology is based on the U.S. Department of Education's guidance on reporting racial and ethnic data.

and Inclusion, and the Office of Faculty Affairs as part of the University's overall plan to increase the hiring, retention, and advancement of women and ethnic minority faculty who have been traditionally underrepresented in the University. It is important to note that the principles defined in the University's 2007 *Procedures and Guidelines for Conducting Searches* and 2014 Updates to the Guidelines provide the broader context and guidance for all searches and reflect the University's commitment to a diverse educational community.

The Task Force held regular meetings throughout the summer of 2016. The Task Force's charge was separated into two parts to address the specific needs of each initiative. The Task Force was asked to review the targeted senior opportunity hires section of the University's plan. As part of that review, the Task Force was asked to consider current percentages of underrepresented minority faculty, campus trends in underrepresented minority hiring, and best practices on campus and at peer and other institutions. In addition, the Task Force was asked to review different models for the distribution of underrepresented minority hires across colleges and propose options for advising the Senior Vice President and Provost on underrepresented minority hires. Finally, the Task Force was asked to offer advice on best practices for spousal hires related to these senior hires.

The Task Force was also asked to review the President's Postdoctoral Fellowship Program and similar programs with the University of California Consortium. Specifically, the Task Force was asked to recommend a process for reviewing and selecting applicants to the program and to provide input and guidance into a mentorship plan for fellows within the program, including expectations for faculty mentors and host departments.

TASK FORCE RESEARCH & FINDINGS

The Task Force met throughout the summer of 2016 and concluded its review in September 2016. Members of the Task Force reviewed institutional demographics, current models for hiring tenured/tenure-track faculty from underrepresented groups, and existing postdoctoral fellowship program information. In addition, the Task Force considered best practices for hiring faculty both internally at Maryland and at other institutions. Throughout its review, the Task Force consulted with representatives from the Office of Faculty Affairs, the Office of the General Counsel, and the Office of Postdoctoral Affairs.

Data Collected/Reviewed

The Task Force reviewed a variety of data related to demographics. The Office of Faculty Affairs provided institutional data on tenured and tenure-track faculty, broken down by race/ethnicity and gender over five-year segments for the past decade (Appendix 2). The same breakdowns were used for data across colleges for the current year. Additionally, the University Libraries assisted the Task Force by gathering national data on ethnic and gender demographics from public

universities and by collecting consolidated demographic data from PhD programs in order to assess the pipeline of forthcoming PhD graduates.

Task Force members reviewed the University's institutional data, which showed a low proportion of Black or African American, Hispanic/Latino, and American Indian or Alaska Native faculty in all ranks, and a low proportion of women in upper ranks, reflecting a national shortage of faculty in these categories.

Best Practices

In its consideration of best practices, the Task Force met with campus leaders and interviewed nationally recognized leaders in achieving a diverse faculty. The Task Force developed a standard set of questions for these interviews (Appendix 3). External interviews were selected by the Task Force but conducted individually and compiled for further discussion. The entire Task Force conducted interviews of leaders from our campus who have been successful in diverse faculty hiring.

Campus leaders included in the review were:

1. Gregory Ball, Dean, College of Behavioral and Social Sciences
2. Robert Gold, Chair, Epidemiology and Biostatistics and former Dean, School of Public Health
3. Stuart Vogel, Chair, Astronomy
4. Steven Marcus, former Director of Faculty Leadership, Office of Faculty Affairs and former Chair, Electrical and Computer Engineering

The on-campus interviews produced the following themes for hiring underrepresented minorities:

- Departments and Colleges should demonstrate their commitment to underrepresented minority hiring by contributing funding and support for the intended hires.

- All levels of the campus should promote faculty diversity as a priority and strategic goal.

- Cross-disciplinary recruitment (including the possibility of cluster hires, spanning different departments, centers, and/or colleges) can be beneficial in attracting the best faculty.

- Spousal hiring is a critical element, particularly with senior hires, and must be supported by the administration and the proposed department. More attention should be paid to the advancement of spousal hires in order to ensure retention of both scholars.

- Consideration should be given to helping strategic hires and their families move to their new communities.

- Recognition of the timeline necessary to recruit and appoint these scholars is important. Chairs and Deans should work to cultivate ongoing relationships with desired faculty over time.

- Deans should encourage and facilitate Chairs to work collaboratively to recruit strategic hires.

- The administration should include an interest in improving faculty diversity as a minimal qualification in Dean searches.

- Chairs and Deans should require finalist pools in searches to include women and underrepresented minorities.

The interview with Steven Marcus, former Director of Faculty Leadership in the Office of Faculty Affairs, highlighted the following themes from his discussions with administrators at partner institutions in the postdoctoral fellowship program, including the University of California, the University of Michigan, and the University of Colorado.

- Chairs and Deans should be encouraged to offer a tenure-track position at the point of, or following, the postdoctoral fellowship and/or consider it the default option.

- The average annually-selected cohort is 3-4 postdoctoral fellows.

- Funding for the fellowships should come from the Provost.

- The postdoctoral fellowship program should be publicized frequently, particularly with Deans and Chairs.

- A strong and committed mentor is crucial. Mentor training should be available on campus.

External leaders included in the Task Force's review were:

1. Sandra Graham, Presidential Chair in Education & Diversity, University of California, Los Angeles (UCLA)
2. Arturo Madrid, Trinity University
3. Spero Manson, Center for American Indian & Alaska Native Health, University of Colorado, Denver
4. Meredith Rosenthal, Associate Dean of Diversity, Harvard University
5. Martin Ruck, Senior Advisor to the President on Diversity & Inclusion, City University of New York

6. Robert Sellers, Vice Provost for Equity, Inclusion & Academic Affairs, University of Michigan
7. Jim Sidanius, Harvard University
8. Daryl Smith, Claremont Graduate University
9. Meg Urry, Yale University, President, American Astronomical Society
10. Lisa Wolf-Wendel, University of Kansas

The external interviews with national leaders produced the following themes for hiring underrepresented minorities:

- Creating a universal definition of diversity is challenging and self-identification can be a complicating factor for many institutions.

- The scarcity of women in some fields (particularly STEM) is important; therefore, the intersection of underrepresented ethnic and gender categories is a recommended consideration.

- In order to be successful, the University must be willing to make a strong offer to these scholars, including spousal hires, startup assistance, research assistant(s), and teaching relief.

- Creating a “critical mass” of underrepresented faculty, across disciplines, will develop a strong campus-wide support system.

- The enthusiastic support of the upper administration is a critical element in attracting senior hires.

- Strategic senior faculty hires should be committed to more than just their scholarship. They must be engaged in outreach, active in campus initiatives, and help attract other excellent faculty to the institution.

- Diversity programs need to have substantive campus support.

- Recruitment efforts should engage other campus scholars from similar research areas, ethnic backgrounds, and/or gender to meet with the targeted hire.

- Faculty retention efforts should include regular recognition of achievements, follow-through on recruitment promises, and inclusion in department life.

- Postdoctoral program mentors must be fully committed to the professional development of the fellow, and have a strong track record with PhDs and/or postdocs.

- Diversity recruitment efforts should develop ways to expand traditional criteria to include emerging scholarship, leadership, and public service.

- Top campus administrators should be well versed in demographic trends of the overall faculty population, and expect academic unit administrators to be knowledgeable of similar data for their own faculty.

- The postdoctoral program should build community through monthly gatherings, and offer opportunities for fellows to network and exchange professional ideas.

- Competitive salary offers are particularly important because many underrepresented minorities, who are first generation PhDs, may face external financial pressures to avoid postdoctoral appointments and employment in academia, generally.

- Success in improving overall diversity among the faculty, through any initiatives, will take energy, time, and patience.

These identified themes suggest that the recruitment of diverse senior faculty requires institutional commitment, long-term vision, and an understanding of the context in which the recruitment and retention of underrepresented faculty occurs.

TASK FORCE RECOMMENDATIONS

The Task Force reviewed a variety of information regarding the challenges and best practices in recruiting and retaining faculty from underrepresented groups. This information, along with the diverse perspectives of the Task Force members themselves, helped provide valuable context for the deliberations and informed the recommendations and suggested implementation strategies for the President's Postdoctoral Fellowship Program and the Strategic Senior Faculty Hires initiatives.

President's Postdoctoral Fellowship Program

In 2016, the University of Maryland joined a collaborative partnership with the University of California to offer postdoctoral fellowship opportunities in all academic fields, coupled with faculty mentoring, professional development, and academic networking opportunities. In particular, the program encourages applications from women and ethnic minorities for the purpose of enhancing their representation in campus units where women and ethnic minorities are underrepresented. Eligible applicants are expected to have a PhD or appropriate terminal degree in the selected discipline. Base salary and benefits for selected postdoctoral fellows will be provided by the Senior Vice President and Provost. Other institutional partners involved in the program include the University of

Michigan and the University of Colorado. The partners all share a common application system, hosted by the University of California.

The Task Force recommends that the following principles and procedures govern participation in this program.

Guiding Principles

This program will allow the University, in partnership with peer and other institutions, to have a direct impact on increasing the pipeline of underrepresented scholars into tenure-track positions in higher education. In addition, participation in this program is expected to raise the potential of the University of Maryland to attract, hire, and retain top faculty from underrepresented groups. The program should serve as a model for building a supportive community, providing professional development and infrastructural support among postdocs and faculty mentors.

The President's Postdoctoral Fellowship will be managed by the Office of the Senior Vice President and Provost through the Office of Postdoctoral Affairs and the Office of Faculty Affairs.

Website - Description of Program

The website for this fellowship program should emphasize the fellowship's prestige and, while open to all applicants, should strongly encourage applications from women and ethnic minorities. Fellowships should be awarded based on written criteria. The current website may be found at: http://faculty.umd.edu/presidentspostdoc

The Task Force recommends the following language to be included on the program's website:

> The University of Maryland is committed to, and engaged in, building a diverse and inclusive faculty and community. We joined a collaborative partnership with the University of California in 2016 to offer postdoctoral fellowship opportunities at the University of Maryland in all academic fields, coupled with faculty mentoring, professional development, and academic networking opportunities.
>
> The University seeks applicants whose research, teaching, and service will contribute to diversity, inclusion, and equal opportunity in higher education and at the University of Maryland. While open to all applicants, the President's Postdoctoral Fellowship Program particularly welcomes applications from scholars who would enhance female and ethnic minority representation in campus units where women and ethnic minorities are underrepresented, and, where appropriate, have the potential to bring to their research and teaching the unique perspective that comes from their

background and/or understanding of the experiences of groups historically underrepresented in higher education.

The University of Maryland, College Park is located in Prince George's County, within the Washington/Baltimore Metroplex, five miles from Washington, D.C. The institution enjoys a rich academic and cultural community with world-class scientific and artistic centers on campus, as well as connections to many adjacent institutions of higher learning. The University also takes advantage of extensive opportunities offered by its close proximity to Capitol Hill, the NIH, USDA, NSF, the National Endowment for the Arts, the National Endowment for the Humanities, NIST, NASA, and other federal agencies and think tanks in Washington, D.C.

The application process for the fellowship program requires letters of support from the mentor and department chair of the host department. The website should state that candidates for the fellowships should identify a potential mentor, who is a tenured faculty member at the University of Maryland, and are encouraged to contact this mentor prior to applying to the program to ensure a match between the research interests and goals of the applicant and the potential faculty mentor.

Selection and Review Guidelines

Once applications and support materials from the intended faculty mentor and host department are completed, they should be reviewed by a committee, formed by the Provost's Office, consisting of *five* (5) tenured faculty members from the following areas: Arts & Humanities and Architecture; Physical Sciences and Engineering; Agriculture, Life Sciences, and Public Health; Social Sciences and Education; and Business, Journalism, Information Studies, and Public Policy. The Senior Vice President & Provost will be responsible for appointment of members to the selection committee but should solicit nominations from the University Senate. The selection committee, itself, should have a diverse composition, including women and ethnic minorities that reflect both the broader campus community and program goals and objectives.

The committee should be charged by the Associate Provost for Faculty Affairs and Chief Diversity Officer, similar to College APT Committees, to discuss goals for the program, and to encourage that all applications are reviewed in a fair and equitable manner.

The scheduling for the annual application, review, and award processes is as follows:

September 1 – Online Application System Open
November 1 – Online Application System Closed

December 1 – Letters of Support from Mentor and Department Chair Due
January 31 – Reviewer Deadline
March 31 – Award Date

Cohort Balance and Support

The selected cohort of Presidential Postdoctoral Fellows should be diverse by field, race/ethnicity, and gender. The goal is to achieve a high proportion of underrepresented ethnic minorities in the cohort.

The cohort of Presidential Postdoctoral Fellows should be enthusiastically celebrated and supported at all campus levels. Opportunities for professional development and participation in other informational sessions should be available to the cohort, along with occasions for frequent intermixing and learning with other postdocs on campus. It is recommended that the Presidential Postdoctoral Fellows have organized meetings, both formal and informal, with the postdoctoral fellow community on campus.

Mentor and Host Department Expectations

President's Postdoctoral Fellowship faculty mentors should be tenured faculty who are expected to: (1) take an active role in helping the fellow plan and achieve his or her research goals, (2) assist the fellow in establishing a visible presence in the department and on campus, (3) facilitate opportunities for the fellow to participate in national and international research meetings, (4) encourage the fellow to focus 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 at other institutions, and (6) attend the program’s professional development activities.

Host departments should 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: (1) provide the Fellow with information about salary and benefits and administer the Fellow's grant-related research and professional travel funds, and (2) provide the Fellow with access to appropriate office space and routine administrative support such as telephone lines, departmental mail services, libraries, and technical support.

In addition to the above recommendations, the Task Force suggests that consideration be given regarding specific implementation details related to the Presidential Postdoctoral Fellowship Program as follows:

- The University should develop an infrastructure to support the cohort of postdocs and mentors, such as connection to existing programming for postdoctoral faculty on campus, and support from the new Office of

Postdoctoral Affairs.

- The University should consider a compensation range of $50,000-$60,000, with benefits associated with all Postdoctoral Associate appointments.

- Colleges should consider building the cohort in this program by matching the President's Postdoctoral Fellow appointment with an additional postdoctoral appointment within the college.

- The University should consider incentives for faculty mentors in the program such as relief from teaching obligations and/or additional financial compensation, such as an overload or research supplement.

- The University should coordinate regular meetings and informal gatherings to educate and build community among the postdocs both in conjunction with, and separately from, their faculty mentors.

- Departments and/or Colleges should be encouraged to supplement the compensation range for the postdoctoral fellow, as deemed appropriate, in their respective academic discipline. (In some cases, it may be appropriate to utilize grant funding for this supplement.)

- The Department and/or College should seek or strengthen collaborations with local external organizations (e.g., NIH, NSF, Smithsonian, state and/or county offices) to facilitate the Fellows' research and networking opportunities.

- Faculty mentors should receive training, either internally, or through a formal, national program, such as the National Research Mentor Network (https://nrmnet.net/).

- Faculty mentors and host departments should develop a set of expectations and an evaluation plan for the postdoctoral fellowship program, which will include regular feedback from the postdoctoral fellow, the faculty mentor, and the Chair of the host department.

Strategic Senior Faculty Hires

The University of Maryland is committed to creating a faculty body that is diverse on multiple identity dimensions including, but not limited to race, ethnicity, and gender. Accelerating diversity among the professorate is both a challenge and an opportunity. The opportunity, embraced by the Task Force, is to promote the University's geographic advantage in the National Capital Region to strategically recruit diverse scholars, who have been historically underrepresented and who can be appointed as senior tenured faculty. The financial model for this plan

includes base-budget support from the Senior Vice President and Provost. This innovative initiative will provide an opportunity for units to attract outstanding new faculty to the campus and diversify our faculty community.

The Task Force recommends the following guiding principles and evaluation procedures for strategic hiring of outstanding scholars from underrepresented groups who can be appointed as senior tenured faculty.

Guiding Principles

- This program should identify, recruit, and hire outstanding senior faculty from underrepresented populations, who will enhance the diversity of our faculty and advance the teaching, research, and service mission of the University.

- The proposed new faculty should be recognized leaders in their field of expertise who are committed to helping build a culture of diversity and inclusion on our campus.

- The proposed new faculty should raise the national and/or international profile of the University and contribute to the overall excellence within their respective disciplines.

Implementation and Evaluation Procedures

The Task Force recommends that Units and Colleges work collaboratively to identify potential new faculty who align with their overall strategic goals and are positively predisposed to join the faculty at the University of Maryland. Potential candidates should enhance the diversity of the faculty in their specific discipline at the University and improve representation of traditionally underrepresented groups. These faculty must be exceptionally qualified and also able and willing to help build a culture of diversity and inclusion at the University.

Interested Units and Colleges should submit a two-page Letter of Intent (LOI) delineating the qualifications of the candidate and feasibility of successful recruitment. LOIs will be reviewed and upon approval from the Provost's Office, formal proposal will be requested. Full proposals are expected to outline the Unit and College-level financial contributions to faculty salary lines and startup funding for the proposed hire(s). It is understood that the funding model for the faculty salary line would include a three-way contribution (Provost/College/Unit) **with the Senior Vice President and Provost providing a substantial contribution of the funding**. Units are expected to negotiate startup funding with the Dean and Provost. It is understood that these appointments could take a longer time to finalize. The Task Force recommends, therefore, that the commitment from the Senior Vice President and Provost be extended for a reasonable amount of time to account for longer negotiations and extenuating circumstances associated with such strategic recruitment efforts. The Provost's

Office will develop and communicate specific guidelines for the LOI and full proposal process, including timelines for the review cycles.

Review Committee

The Task Force recommends a peer-review process with a committee composed of tenured faculty selected by the Provost. The Provost's Office will convene and appoint the review committee to assess LOIs and evaluate full proposals for strategic hires as they are submitted. The committee should be appointed on an annual basis with a staggered term and should be comprised of five (5) senior tenured faculty members with a breadth of experience beyond their own disciplines from the following areas: 1) Arts & Humanities and Architecture; 2) Physical Sciences and Engineering; 3) Agriculture, Life Sciences, and Public Health; Social Sciences and Education; and 4) Business, Journalism, Information Studies, and Public Policy.

The Senior Vice President & Provost should be responsible for appointment of the members of the committee and should solicit suggestions for appropriate faculty from the University Senate. The review committee should itself have a diverse representation that is reflective of the broader campus community and program goals and objectives.

The committee will review LOIs and full proposals on an ad-hoc basis. In order to provide committee members with the appropriate context, the Provost's Office shall charge the committee, provide demographic information regarding campus and national trends in higher education, explain the University's strategic initiatives, and develop and share criteria for the committee to evaluate proposals. Any recommendation from this committee will be advisory to the Senior Vice President and Provost.

The Office of Faculty Affairs will prepare an annual evaluation report that outlines overall progress on this initiative. The report should include information regarding committee work, demographic data of submissions and recruitment and hiring outcomes.

In addition to the above recommendations, the Task Force suggests that consideration should also be given to the following implementation details:

- The University should continue to educate campus leaders and faculty about existing search guidelines, and our University's commitment to equity, diversity, and inclusion in all of our personnel practices.

- Consideration should be given to potential hires who are interested in further developing and sustaining a more diverse faculty community at the University.

- The University should leverage its strategic initiatives to help support potential faculty hires.

- The University should consider opportunities to create a “critical mass” of senior faculty as a means to provide support and a sense of community for these hires.

- The University should work toward building an interdisciplinary community of inclusion to support these hires.

- The University should review proposals as expeditiously as possible, in recognition of the time-sensitive nature of some of these hires.

- The University should consider utilizing the expedited appointment process outlined in the Appointment, Promotion, and Tenure (APT) Guidelines for these hires.

- The Senior Vice President and Provost should strongly support and contribute to spousal hires as part of this initiative.

- The Senior Vice President and Provost should assist with startup incentives.

- Colleges and Units should leverage relationships with external private and government agencies (particularly local) to identify and attract top candidates who could transition to academia.

- Colleges and Units should encourage the engagement of campus colleagues/units in faculty recruitment efforts.

- Colleges and Units should utilize visiting scholar appointments as a recruitment tool.

- Colleges and units should track their alumni and any faculty candidates from prior searches who declined offers of employment, in order to build relationships and attract future strategic opportunity hires.

CONCLUSION

Members of the Task Force commend the Senior Vice President & Provost and the Senate Executive Committee (SEC) for recognizing the challenge and opportunity of creating a culture of diversity and inclusion on campus by commissioning our work. Task Force members are grateful for the opportunity to work on this issue of critical importance, to research best practices and current demographics, and to provide our best advice and recommendations. We believe that these initiatives demonstrate that transformative leadership is needed to

attract, promote, and retain a more diverse faculty. While the University has made strides over the years, we acknowledge that there is still much work to be done. The Task Force applauds the President, Senior Vice President & Provost, and University Senate for recognizing that a diverse and inclusive faculty is one lever that can transform our institution's educational mission and strategic goals for the benefit of our student body, the State of Maryland, the nation, and the world.

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 Senior Vice President & Provost Jordan Goodman 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.

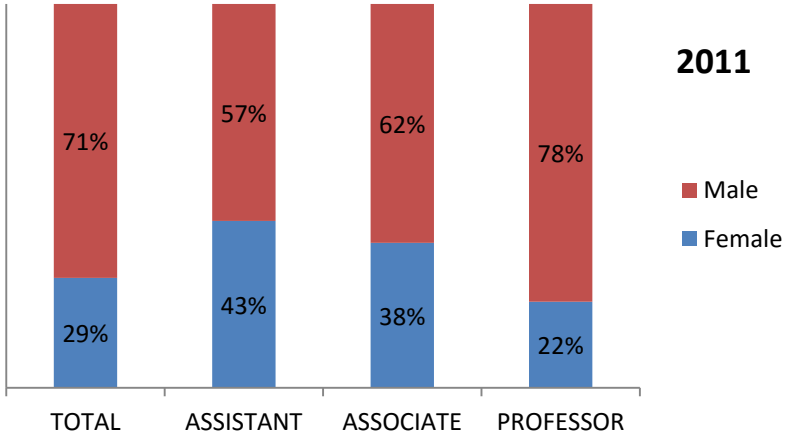
Minimizing the Influence of Gender Bias on the Faculty Search Process
Eve Fine, Jennifer Sheridan, Molly Carnes, Jo Handelsman, Christine Pribbenow, Julia Savoy, and Amy Wendt

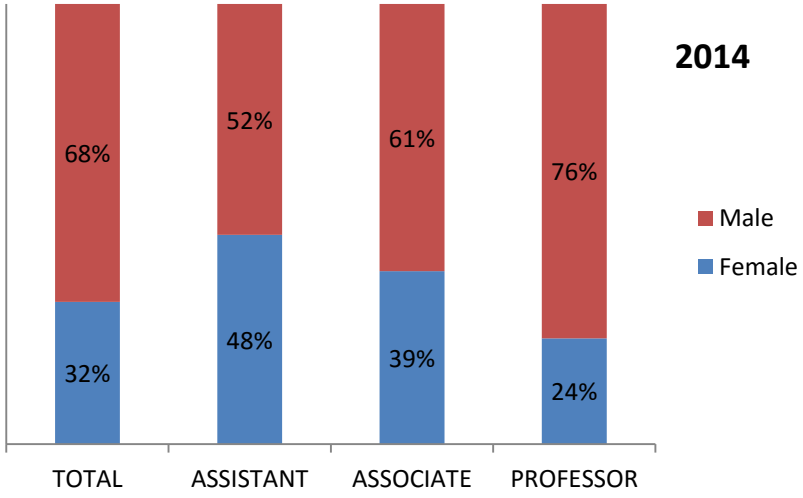
Sheridan, Jennifer; Eve Fine; Molly Carnes; Amy Wendt; and Jo Handelsman. 2015. "*Searching for Excellence & Diversity*® Workshop: Improving Faculty Diversity by Educating Faculty Search Committees." In *Personalauswahl in der Wissenschaft* (C. Peus et al., Eds.) Berlin: Springer-Verlag.

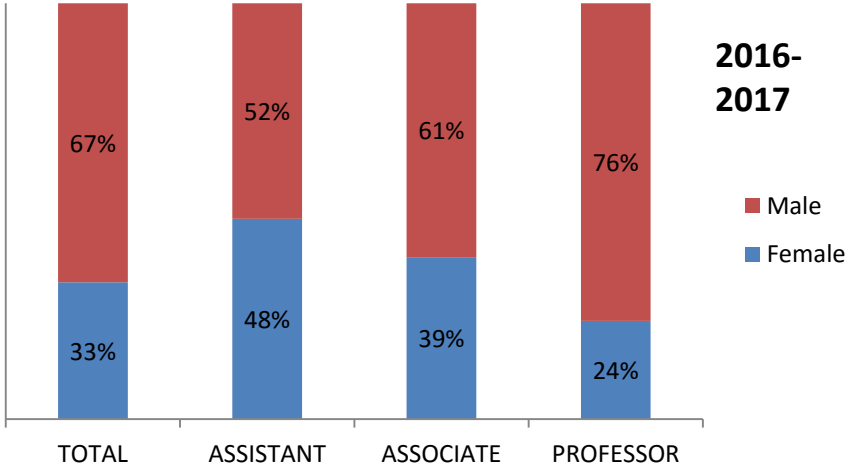
Now Hiring! Empirically Testing a Three-Step Intervention to Increase Faculty Gender Diversity in STEM http://m.bioscience.oxfordjournals.org/content/early/2015/10/09/biosci.biv138.abstract

Appendix 2 - UMD Demographic Graphs of Tenured/Tenure-Track Faculty

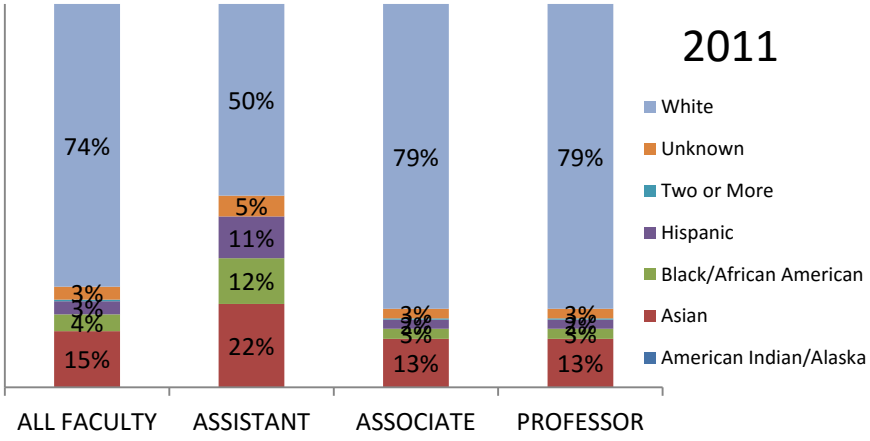
Gender Demographics
Tenured/Tenure Track Faculty

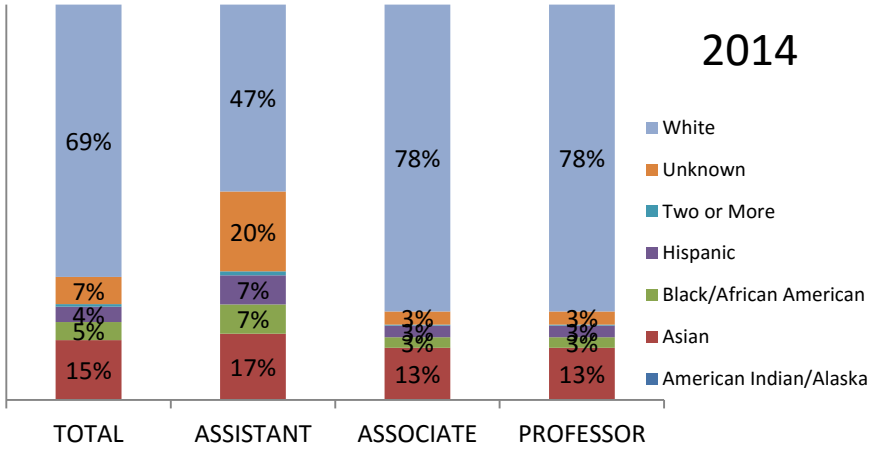


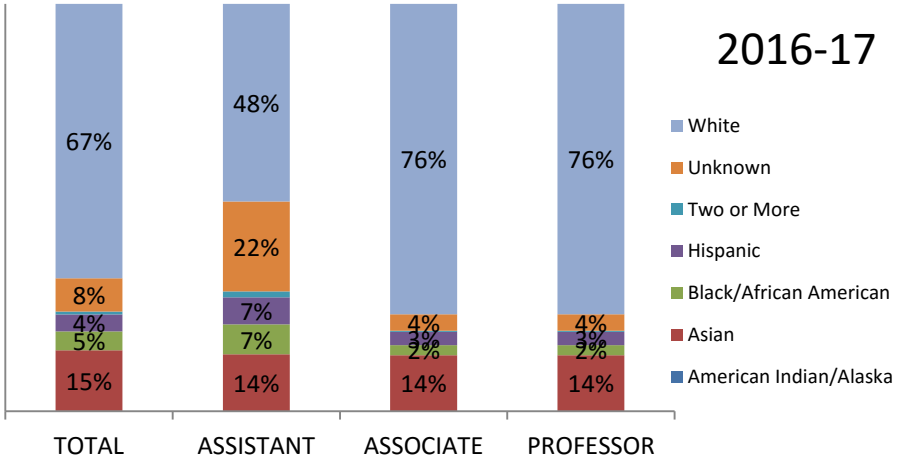




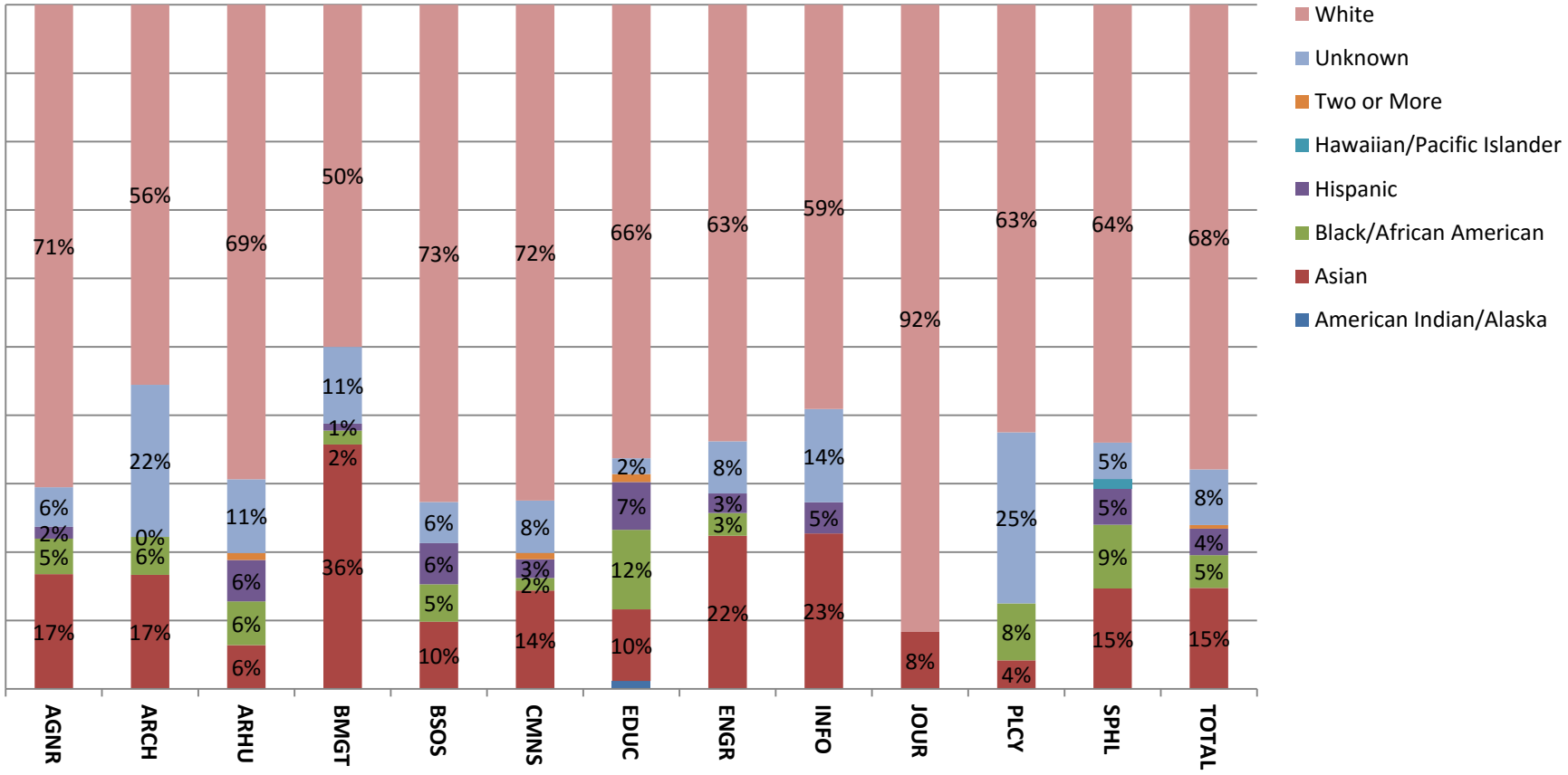
Race/Ethnicity Demographics
Tenured/Tenure Track Faculty







Race/Ethnicity Demographics by College
Tenured/Tenure Track
Spring 2016



Appendix 4 - Best Practice Interview Questions

Task Force for Underrepresented and Diverse Faculty Hiring

Questions to Consider for Best Practices

(1) Does your institution have a definition for "underrepresented" individuals or "diversity" in the recruiting and hiring process for faculty?

(2) What factors have you found to be most useful to persuade senior faculty from underrepresented groups to leave one institution to come to another institution?

(3) What factors have you found to be most useful in retaining senior faculty from underrepresented groups at your institution? Do these factors differ in importance depending on the academic discipline? Do these factors differ in importance depending on the group?

(4) For hiring support of these faculty at a campus-level, how is distribution across colleges and/or departments determined? Is it first-come, first-served; spread equally; or are targets identified?

(5) Have you found cluster hires to be helpful in recruiting senior faculty from underrepresented groups? If so, is it helpful if the cluster hires are in the same or related academic disciplines, or is the hiring of greater numbers sufficient on its own?

(6) How important is the issue of spousal hires in recruiting senior faculty from underrepresented groups? What model do you use for spousal hires, related to these faculty?

(7) What models have you used, or know of, for stakeholder contributions to these types of hires? (For example, 33% central administration, 33% college, 33% department.) Is there a time duration to this support, or is it for the life of the appointment? Is there a distribution model for providing one-time funds, such as startup assistance?

(8) What are your models for criteria and selection of post-doctoral fellowship programs? Are any programs offered outside of the STEM fields?

(9) What are your mentorship plans for post-doctoral fellows, mentors, and host departments within these programs?

(10) Do you regularly hire faculty from your post-doctoral program? How does the transition work?