



**San José State**  
UNIVERSITY

A campus of The California State University

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**SS-S03-5**

At its meeting of May 5, 2003, the Academic Senate passed the following Sense of the Senate Resolution presented by Michael Katz for the Executive Committee.

**SENSE OF THE SENATE RESOLUTION  
REGARDING THE REPORT OF THE TASK FORCE ON THE  
RECRUITMENT AND RETENTION OF A DIVERSE FACULTY**

- Whereas** in September 2002, the Academic Senate created a task force to explore issues related to the recruitment and retention of a diverse faculty (see SM-F02-1); and
- Whereas** the task force began meeting in Fall 2002 and has completed its charge to issue a report and to make specific recommendations no later than April 2003; be it therefore
- Resolved** that the SJSU Academic Senate acknowledges receipt of the attached report from the Task Force on the Recruitment and Retention of a Diverse Faculty; be it further
- Resolved** that the SJSU Academic Senate expresses its gratitude to the members of the Task Force for its work in addressing this issue in an expeditious manner; be it further
- Resolved** that this report shall be referred to the Senate's Professional Standards Committee to further analyze SJSU and CSU data regarding faculty recruitment and retention and to consider creating policy pertaining to relevant issues articulated in these reports as well as the SJSU task force report; be it finally
- Resolved** that the Senate invite each fall, the Office of Faculty Affairs to make a report to the Academic Senate in which it presents data from the previous academic year regarding the recruitment, hiring and retention of faculty in various demographic groups.

## **General Principles**

Equal employment opportunity. Give people (or diverse members of our society) a fair substantive equal employment opportunity to compete for faculty positions.

Anti-discriminatory principle. University is committed to take appropriate affirmative steps to minimize the possibility or likelihood of discriminatory patterns of hiring.

Academic Principle. Diversity is a benefit and is an essential element in providing the optimal learning environment for all students.

Our charge was for three general areas:

1. Data gathering
2. Recruitment Efforts
3. Retention of Under-represented Faculty through the RTP Process

We will group our recommendations into each area. Some of them pertain to more than one area and we will list in both areas.

## **Data Gathering**

Since this task requires more time and money than was possible for this short term committee, we therefore recommend that the President must place this issue high in priority.

1. The President should establish a position for a Diversity Officer to be housed in Faculty Affairs.
2. The Diversity Officer should be an expert in the field of "campus culture change" and this individual should be provided with the resources to pursue this task on a full time basis in a realistic manner.
3. One of the tasks of this new Diversity Officer is to gather information on faculty diversity for SJSU, other CSU campuses and comparable universities and to disseminate this information to the campus communities, especially Recruitment Committees. Additional duties of this individual are summarized on the attached page.

## **Recruitment Efforts**

1. Have a May 15th target deadline for faculty searches to be initiated for the following year in order to have the maximum size pool of excellent candidates.
2. Create a web page of all faculty position openings. This web page should have a direct link from the SJSU main home page on the same navigation bar located on the left side of the homepage (as well as the bottom of all web pages).
  - a. Approved openings will be advertised with links to the departments.
  - b. Describe multicultural nature of the university.
3. Advertise position openings in all appropriate venues, e.g. both the major journals of a field, as well as journals generally accessed by "minority" and disabled

populations. Departmental recruitment budgets need to be increased to be able to advertise on wider scope

4. Diversity Officer named in Item 1 of Data Gathering Section, shall be involved with discussion about recruitment training at all levels, as well as have oversight of data collection.
5. Recruit during conferences where potential under-represented and disabled faculty attend. If no one from a department plans to attend a given conference, then the Chair or Dean of the Department or College, respectively, should attend and conduct informal interviews.
  - a. Need stronger visibility at conferences
  - b. Recruitment booths
6. Raise funds for start up packages for new faculty. All new faculty within a given department will be given the same amount of start-up funds regardless of sex, ethnicity, abilities, etc. A sizable start-up package will make SJSU competitive with at least other CSU's, who are able to hire many more qualified applicants.
7. Establish relationships with minority institutions and develop faculty exchange and visiting professor programs (e.g., international faculty program)
8. Write position descriptions to attract a very wide range of applicants. Search process must be comprehensive enough to cover entire pool. Also VP for Academic Affairs, Deans and Diversity Officer should perform oversight functions in the following areas:
  - a. approval of the job description and advertisement
  - b. monitor where ads are published and what strategies are used by the departments to insure a diverse pool of applicants
  - c. approve applicant pool prior to finalist selection
  - d. timely approval of recommended appointee
9. Educate the SJSU campus that recruiting new faculty should emphasize equity and fairness with the primary focus on employing the most qualified candidate for the position.
10. See end of report.
11. Recruitment training shall remind any member of the recruitment committee who feels that the selection is unfair, that they have the right to go to their Chair, Dean and then Faculty Affairs to inform them of the Problem. Faculty Affairs shall keep records on complaints filed by on this issue.

### **Retention of Under-represented Faculty through the RTP Process**

1. All probationary faculty shall receive mentoring about the RTP process from a tenured faculty member in their department.
2. Upon the request of the probationary faculty member, the Department Chair shall appoint a new mentor.

3. See end of report.
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The following two recommendations received tie votes and are submitted for your information only.

### **Faculty Recruitment**

10. Recommend a faculty member from outside the College doing the recruitment shall serve on each Dept. recruitment committee.

### **Retention of Under-represented Faculty through the RTP Process**

3. Recommend a faculty member from outside the College shall serve on each Department and College RTP committee. No individual can serve on both the Departmental and College Committees the same year.

## **Duties of Diversity Officer**

1. Develop a comprehensive plan for addressing the effective recruitment and retention of underrepresented faculty.
2. Compile evidence regarding SJSU's record of success (or lack thereof) in attracting and retaining underrepresented faculty. Such evidence should compare SJSU's record with other comparable institutions, and should also examine differences in recruitment and retention rates between colleges and programs.
3. Identify strategies used on other campuses to address the issue of recruitment and retention of underrepresented faculty, as well as to identify conditions specific to SJSU that promote or undermine attempts to retain underrepresented faculty.
4. Conduct ongoing research to identify effective strategies for the recruitment and retention of underrepresented faculty, and disseminate these strategies to the Provost, Dean and Department Chairs.
5. Produce regular reports (at least, annually) assessing the effectiveness of efforts to diversify the faculty, and make recommendations as necessary/appropriate.
6. Conduct spot checks and analyses of faculty recruitment efforts to ensure the use of effective outreach strategies.
7. Conduct workshops and training at all levels (faculty, chair, Deans) on effective recruitment and retention strategies.
8. Create a data base of resources (e.g., conferences, literature, websites, listservs) which focus on the recruitment and retention of diverse faculty.
9. Establish and cultivate ongoing and routine relationships with local and national minority organizations and special interest groups, as well as with students and faculty at colleges and universities that educate graduate students from underrepresented backgrounds.
10. Clearly articulate campus rationale for the recruitment and retention of faculty from underrepresented backgrounds.
11. Develop and distribute a presidential statement outlining meaningful steps to be taken to achieve greater diversity among the student body and faculty.
12. Incorporate the university's commitment to diversity and inclusiveness into campus and community addresses and publications.
13. Include and align commitment to diversity efforts in the institutional and departmental strategic plans, as well as the mission statement.
14. Establish a pool of potential minority candidates.

15. Develop mentoring and professional development opportunities for new faculty from underrepresented backgrounds.
16. Track faculty over their career and track satisfaction with SJSU. Develop a survey to do this.
17. Collect data on people leaving the university, and people not accepting a job offer to determine the reasons that they are leaving.