

Appalachian State University's Diversity Faculty Recruitment and Retention Plan

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Diversity Task Force

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Diversity

Diversity means difference. It is inclusive, not exclusive. It embraces but is not limited to race, ethnicity, gender, sexual orientation, socio-economic class, age, geographic location, national origin, religious beliefs, and physical abilities. Diversity is valued because it generates a multiplicity of ideas and viewpoints, leads to more creative and efficient problem solving, fosters an understanding and acceptance of individuals from different backgrounds, and recognizes the contributions that a variety of individuals and groups can make.

Appalachian will enhance the quality of its intellectual life and foster a more hospitable campus climate by recruiting and retaining a diverse faculty. Diverse faculty will help attract students from a variety of backgrounds, thus enriching the experience of all Appalachian students. In addition, such faculty will improve the professional lives of all faculty, offering greater opportunities for peer mentoring and strengthening morale by expanding respective ethnic and racial communities.

Recruitment

The Diversity Task Force and the Academic Affairs Faculty Diversification Plan Committee provides that

1. the Chancellor continually articulate to division heads, deans, directors, department chairpersons, the campus community, the local community, and the broader public Appalachian's commitment to diversifying the faculty.
2. the Provost re-institute The Faculty Fellowship Program for recruiting diverse faculty
3. in accordance with the recommendation of the Council of Chairs, additional financial resources be provided for efforts to enhance diversity (e.g. advertising, travel expense to conferences, expanding pool of interviewees, etc.).
4. the Provost work with the deans to provide opportunities for visiting international faculty.
5. university/departmental mission statements clearly articulate the importance of diversity.
6. the Associate Vice Chancellor for Diversity develop, implement, monitor, and evaluate a campus-wide recruitment plan to increase the number of underrepresented applicants applying for vacant positions. The plan should address progress and pitfalls to the recruitment process on a semester basis.
7. Academic Affairs revise the current plan to develop and implement clear and comprehensive faculty recruitment policies, processes, and procedures. The Provost's Office (or its designate) should carefully monitor and provide timely feedback to all applicable parties relative to all hiring processes and data.
8. all academic units of the university work closely with the Provost's Office towards the recruitment and retention of a diverse faculty.

9. once a position has been approved, deans/supervisors assist departments in developing a comprehensive recruitment plan prior to initiating a search. All academic departments/units should develop guidelines for recruitment and retention of underrepresented faculty and staff, including a plan for advertising, outreach, and networking designed to build as diverse an applicant pool as possible.
10. Appalachian State University replace current compliance documents to enhance the recruitment plan (see Appendices A-B).
11. all departments use a universal acknowledgment letter, requesting applicants to complete and return the Affirmative Action Data Request Form.
12. the Office of the Provost, with the support of Public Affairs Office, create a web page with information relating to issues of diversity, including this university policy and funding possibilities relating to diversity.
13. academic units with similar research interests consider diverse faculty for dual, interdisciplinary, or clustered assignments.
14. Appalachian State University develop a faculty exchange program with private and public colleges and universities in order to enhance diversity on campus.
15. the Associate Vice Chancellor for Diversity provide national vita-banks for doctoral candidates from underrepresented groups.
16. college/school, unit, and departmental annual reports include a section that addresses efforts made in recruiting and retaining underrepresented faculty, as well as steps taken to integrate a diversity focus into all aspects of structures and daily operations.
17. deans, department chairs, and directors recognize, in determining workloads and compensations, that faculty from underrepresented groups (because of their cultural experiences and perspectives) often have heavier service demands placed upon them than do their colleagues. (These demands should be taken into consideration at the time of tenure and promotion.)
18. the five-year departmental plan include information on efforts to recruit and retain diverse tenure-track faculty.
19. the Provost report annually on departmental, college/school, unit progress relative to development of guidelines and implementation of guidelines for recruitment and retention of underrepresented faculty.
20. the campus community, including the Chancellor's Administrative Cabinet, the deans, all academic units, Faculty Senate, Black Faculty and Staff, International Programs, Student Multicultural Affairs and the Student Government Association, discuss this document.

Retention

1. University units/departments will develop and implement retention programs and incentives in support of the campus commitment to an ethnically and racially diverse faculty. These include, but are not limited to, the following steps:
 - a. Contact between junior and senior faculty from underrepresented groups should be encouraged. Such mentoring can and should reach across groups to create a genuinely intercultural campus community. An informal welcoming and mentoring group should emerge from within the university community as a whole or within each college.
 - b. Have the Chancellor and Provost direct division heads and deans to develop mentoring programs to provide support for new faculty. The programs should be geared toward developing new faculty potential and maximizing success at Appalachian.
 - c. Develop a database that includes personnel and EEO information. This information will assist in tracking hiring, retention, non-renewals, tenure decisions, promotions, terminations and other personnel transactions to determine if diverse peoples are disproportionately impacted by such personnel decisions. When disproportionate impact has been identified, the departments and units will be provided assistance for the formulation and implementation of policies and/or programs to address these areas.
 - d. Conduct a university-wide evaluation of personnel patterns and university policies and procedures to ensure compliance with AA/EEO goals and objectives and Appalachian's goals to increase faculty diversity.
 - e. Improve the exit interview process to increase the number of departing employees participating in an exit interview. The exit interview will be used to address climate issues to increase the retention rates of underrepresented faculty hired by the university.
 - f. Monitor recruitment, retention, and promotion rate of underrepresented faculty and staff members and report to the Chancellor, Provost, and other governance groups.
2. A formal annual report of the university diversity plan will be shared with appropriate administrators and governing bodies.

Education

The Diversity Task Force and the Academic Affairs Faculty Diversification Plan Committee provides that

1. chairs, deans, directors, unit heads, search committees, and DPCs improve training in faculty hiring practices to broaden their perspectives on recruiting.
2. Appalachian State University initiate workshops for faculty and chairs to enhance ability to increase underrepresented candidates in faculty hiring pools.
3. Appalachian State University encourage a welcoming climate for individuals from diverse backgrounds.
4. Appalachian State University offer each committee and hiring authority expanded educational sessions on: developing a recruitment plan, crafting position descriptions, reviewing documentation, crafting interview questions, analyzing results, matching the best candidate to the position description, and insuring that candidates are treated professionally and kept posted on the status of the process.
5. Appalachian State University educate search committees regarding the variety of recruitment databases.
6. Appalachian State University review the mentoring program for new faculty hires and educate faculty about its importance.
7. Appalachian State University enhance preparation workshops on tenure and educate faculty on the tenure process.
8. Appalachian State University engage faculty in a continuing conversation on diversity.
9. Appalachian State University develop and sustain contact with doctoral granting departments regarding prospective graduates. Departments should also develop contacts with various national consortia that are sources of information about prospective faculty members in various fields. (The Equity Office is a valuable resource in developing department strategies at this stage of the recruiting process.)
10. before advertising positions, each DPC/search committee meet with the Associate Vice Chancellor for Diversity to discuss the recruiting process. These discussions will focus on the mechanics of recruitment--how to assess or determine "qualified" candidates, on-campus activities, etc.
11. departmental EOA representatives be thoroughly briefed about and utilized in their role during the search process.
12. department members attending regional and national conferences should be engaged in identifying persons as potential candidates. Additionally, departments should seek the assistance of faculty in other departments who may contribute to the department's recruiting efforts.

Targets for 2002-2003

While maintaining a commitment to enhancing overall diversity at Appalachian State University, specific underrepresented groups may receive more focused attention at different times. At this time, Appalachian seeks to improve the quality of its intellectual life, increase faculty diversity, and foster a more hospitable campus climate by recruiting and retaining faculty from the following underrepresented groups:

- African American
- Asian American
- Latino/Hispanic American
- Native American
- International

**Appalachian State University
Recruitment Plan**

This form is to be completed prior to advertising for a person to fill a vacant or newly created E.P.A. position. Copies of this signed form will be sent to the chairperson, applicable administrator, vice chancellor, and compliance officer. Please note that the position is not to be advertised until the applicable administrator receives her or his copy, which has been signed by all the appropriate persons. Add additional pages as needed.

1. Department: _____ Position Number: _____
 Suggested Rank _____ Suggested Salary Range: _____
 EPA Category _ Administrator _ Tenured/Tenure Track Faculty
 (check one) _ Professional, without _ Non-Tenure Track Faculty
 Academic Rank
 Application Deadline: _____ Proposed Date of Hire: _____

2. Recruitment Plan
 a. Publications/Electronic Media List (Listserves etc.)
 Place an asterisk next to those publications particularly oriented toward the location and recruitment of underrepresented populations. Keep copies of all advertisements, or proof of payment, used in your search to be attached to the Compliance Report.

Name of Publication/Listserve

- b. Indicate organizations, associations within a discipline or special contacts to whom recruitment letters will be sent. Asterisk those organizations or persons who have contact with underrepresented populations.

Person/Organization

- c. Conference recruitment will occur at:

Conference	Location	Date(s)	University Representative

- d. Attach an outline of any other special efforts that will be made to locate and recruit underrepresented populations.

3. Search Committee responsible for screening applicants (if incomplete, may be submitted later):

Name	Ethnicity	Gender (F/M)
Chair:		

4. Please type the job description exactly as it will appear in the advertisement (may be attached). Be sure to state teaching areas and other duties requisite to the position. Be sure to state how long this position will be advertised – i.e., what is the deadline date for accepting completed applications – and, what constitutes a completed application – e.g., three references with telephone numbers and e-mail addresses, transcripts, curriculum vita, and letter of application.

I CERTIFY THAT THE ABOVE STATEMENT IS AN ACCURATE DESCRIPTION.

Chairperson of the Search Committee _____ Date _____

Approved by:

1. Chairperson/Director _____ Date _____
2. Dean _____ Date _____
3. Compliance Officer _____ Date _____
4. Vice Chancellor _____ Date _____



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**Appalachian State University
Compliance Report for E.P.A. Search (request for approval to make verbal offer)**

This form used for all recommendations for each E.P.A. appointment. Copies of this Compliance Report are routed to the chairperson, the applicable administrator, vice chancellor, compliance officer, and Human Resources. Attach additional pages, if necessary.

Department Name _____ Position Number _____

Rank _____ Salary _____

Final Statistical Description of Applicant Pool

Total number of applications received: _____ Total number of candidates interviewed: _____

Ethnic Group	White (not of Hispanic origin)	Native American/ Alaskan Native	Black/African American	Asian/Pacific Islander	Hispanic/Latino	Veteran	Race unknown	Total
Males								
Females								
Sex unknown								
Totals								

Candidate Recommended: Please attach a short paragraph supporting this recommendation. In considering all applicants for this position, list reasons why this candidate is recommended for this position.

Name:	Gender:	Race: (if known)
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Description of Other Candidates Interviewed

Date	Applicant's Name	Gender	Race (if known)

Note: Attach all advertisements used in your search. (Example: A copy of your actual advertisement that was placed in the *Chronicle of Higher Education* or proof of payment for each advertisement.)

Chairperson of the Search Committee _____ Date _____

Approved by:

1. Chairperson/Director _____ Date _____
2. Dean _____ Date _____
3. Compliance Officer _____ Date _____
4. Vice Chancellor _____ Date _____