

Memorandum

To: President Robert Altenkirch
CC: Provost Priscilla Nelson
From: Strategic Planning Taskforce #11,
Nancy Steffen-Fluhr & Janice Daniel, Co-chairs
Date: 22 April 2005
Re: Recommended Tactics for Achieving Increased Faculty Diversity

On 3 March 2005, you appointed a 13-member taskforce and charged it with recommending to the Steering Committee a set of tactics, which, if executed, would allow the university to achieve Objective #11 of the NJIT Strategic Plan: *Enhance the diversity of the faculty to mirror the percentage of African-American, Hispanic, and women terminal degree recipients working in academia by 2010.*

After a series of productive meetings, the taskforce has concluded its work and herewith submits to you its recommendations. The attached template contains eleven (11) tactics, grouped in four categories: *Recruitment, Retention, Marketing, and Research & Assessment.* Two of the tactics were already in place when you charged the committee:

- #1 RECRUITMENT: *Institute a revolving recruitment fund for faculty from underrepresented groups. (\$200,000)*
- #9 RESEARCH & ASSESSMENT: *Implement a systematic study of terminal degree recipients in academia to establish faculty diversity hiring goals in each discipline.*

In the sections below, we describe the remaining nine tactics, offering a rationale for each.

Overview: From the first, taskforce members were united in their desire to create something more than a smorgasbord of stand-alone tactics. We agreed that, since diversity recruitment, retention, marketing, and research are interrelated, ongoing processes, it was crucial to develop interrelated, ongoing organizational structures to oversee and assess these processes. The eleven tactics discussed below constitute an integrated, programmatic approach, designed to ensure that NJIT is able to achieve long-term, sustainable progress in increasing faculty diversity.

Amplification and Rationale:

RECRUITMENT TACTICS

Tactic #2: *Create a Standing Executive Committee on Faculty Diversity (CFD), chaired by the provost and charged with coordinating NJIT's efforts to recruit and retain women and minority faculty.*

This tactic is central to all the others that follow. It is modeled on best practices at other universities and recommendations from various national studies, all of which emphasize the importance oversight and centralized coordination of efforts to recruit and retain women and minority faculty. We believe it is essential that the provost, as leader of the faculty, chair this committee and that the committee select one of its members to serve in a new post: Advocate for Faculty Diversity (AFD).

The AFD should be a senior faculty member with a commitment to, and expertise in, the recruitment of women and minority faculty. The AFD will ensure that NJIT's faculty diversity tactics are being carried out proactively and will serve as an ombudsman for women and minority faculty, advocating on their behalf. The AFD will be compensated by half release time and will require an office and a dedicated phone line.

In collaboration with the Office of Institutional Research and Planning (IRP), the CFD will establish recruitment targets for each discipline and identify slots where upcoming faculty vacancy is projected. The CFD and AFD will then work directly with the deans to create discipline-specific recruitment and retention toolkits for each school/college. The provost should hold each dean accountable for reaching faculty diversity targets within the college/school.

The CFD should have its own website from which it will disseminate diversity resources to the NJIT community and market NJIT's diversity initiatives to potential students and faculty hires.

The modest CFD budget (\$25,000/ year) will cover the costs associated with many of the other tactics proposed below.

Tactic #3: *Identify organizations that advocate for women and underrepresented minorities, establish partnerships with them, and maintain a consistent presence within them.*

In its deliberations, the committee agreed that lack of name recognition and visibility limits NJIT's current ability to recruit women and minority faculty, specifically:

- × Lack of visibility at key meetings where potential minority/women faculty candidates may be present.
- × Inability to identify potential candidates (no existing database with names and contact information).
- × Lack of consistency in NJIT's visibility/presence at key meetings.

We propose that the university remedy this problem by several means:

- Establish partnerships with historically black and Hispanic-serving universities that offer advanced degrees (e.g. Florida A&M University, Hampton, Howard, Florida International University, New Mexico State University, University of Miami, University of New Mexico, University of Texas: San Antonio, etc.)
- Coach NJIT women and minority graduate students to become future faculty and create informal reciprocity arrangements with other universities who are also seeking to increase faculty diversity.
- Establish connections with minority faculty advocacy groups such as the Association for Women in Computing, the Association for Women in Mathematics, the Institute of Electrical and Electronics Engineers Women in Engineering Committee, the Society of Women Engineers, WEPAN - Women in Engineering Program Advocates Network, WISE--The new web site for the National Research Council's Women in Science and Engineering group, WITI--Women in Technology International, Women and Minorities in Science and Engineering, the National Society of Black Engineers, the Society of Hispanic Professional Engineers, Aspira, etc.

- Create an online databank of such organizations, associated journals, directories of recent PhDs, and minority job postings (e.g. MOLIS, MWDD, *Black Issues in Higher Education*).
- Establish a consistent presence at conferences where women and minorities are prominently represented, such as the Southern Regional Board (SREB), the Educational Business Institute (EBI), AWIS, WISE, WEPAN, etc.---and network with women and minorities at disciplinary conferences and annual meetings (e.g. IEEE, ACM, ASCE, etc.)
- Proactively recruit female and minority PhDs working at national laboratories and corporations.

To facilitate outreach to women and minority organizations and potential faculty, the CFD will offer annually five supplementary travel grants of \$700 each for use by NJIT faculty/staff who can couple their attendance at conferences with recruitment efforts aimed at women and minority faculty.

Tactic #4: *Institute programs to bring prospective women and underrepresented minority graduate students and faculty to the NJIT campus.*

In some instances, it may make sense for the university to employ a search firm charged with increasing the female/minority applicant pool in a given faculty search; however, the taskforce believes that sustainable progress in diversity recruitment will only come from sustained outreach and friend-raising. Even where there is no immediate opportunity for a new hire, schools/colleges can prepare the ground by finding occasions to invite women and minority graduate students and faculty to campus, as colloquium speakers, for example.

In addition, the taskforce proposes two other ways of attracting potential women and minority faculty:

- Institute a research professor program for women and minority ABDs.
- Institute a visiting professor program for women and minorities.

We suggest that the university initiate a campaign to solicit corporate funding for two \$70,000 named diversity professorships (non tenure-track), offering a 50% match.

RETENTION TACTICS

Tactic #5: *Create a university-wide 3-year New Faculty Development Program (NFDP), administered by the Provost's Office in consultation with the AFD.*

Just as the creation of a CFD/AFD is central to the taskforce's approach to diversity recruitment, the creation of a New Faculty Development Program (NFDP) is central to our approach to retention. The recently-released NJIT *Status of Women Faculty* Report concluded that, "Like many technological universities, NJIT's retention rate for women faculty is lower than it should be to achieve long-term diversity objectives." The report also noted that "Asymmetric collegial interaction means the career playing field is not consistently level for women faculty." The taskforce believes that similar observations apply to minority faculty as well. As many national studies have emphasized, women and minorities are especially vulnerable to the effects of isolation, as well as to the effects of unconscious bias in peer review. (See Wenneras and Wold, 1997.)

The problem of bias, unconscious or otherwise, needs to be addressed systemically by the provost and CFD, working with the deans, and through them, the chairs. Internal communications from the president, provost, and deans to the university community should consistently communicate NJIT's commitment to faculty diversity. Moreover, the CFD may decide to design specific interventions for faculty P&T committees, in addition to the expanded university-wide diversity training program being

developed by Human Resources (cf. the interactive diversity training modules being developed at Georgia Tech under an ADVANCE grant.)

To diminish the possibility of isolation and to promote synergy among faculty, the NJIT *Status of Women Faculty Report* strongly recommended that the university “initiate a university-wide, team-based mentoring and peer-networking program for all untenured tenure-track faculty members.” The NFDLP embodies this recommendation. The proposed three-year NFDLP package would include

- an orientation component designed by HR specifically for new faculty;
- a vertical mentoring component in which senior faculty share best practices in teaching and research with junior faculty;
- a lateral peer networking component in which first-year faculty share research and interact socially with each other;
- a 3-year P&T preparation workshop series; and
- access to an optional menu of teaching and research resources.

The program would be run out of the provost’s office, in consultation with the AFD. The attached flow chart describes the structure of the programs proposed in Tactic #5 and in Tactic #6 (below). The NFDLP would be funded at \$10,000 annually out of the CFD budget. No additional funds would be required.

In addition to the NFDLP, the taskforce suggests that the provost initiate a more informal, university-wide mentoring and peer networking program for senior women faculty who may be interested in becoming upper level administrators.

Tactic #6: *Create a Master Researchers group (in conjunction with the university’s existing Master Teachers group).*

To provide new faculty with additional cognitive apprenticeship as they develop their research careers, the taskforce proposes that the provost confer the title of Master Researcher on a select group of tenured professors who have demonstrated the highest level of excellence in research. In conjunction with Best Practices seminars already run by NJIT’s Master Teachers, the Master Researchers will lead

- How-To Workshops on Grants
- A Research Seminar Series
- Senior Faculty Career Talk Series

Funding for the workshops and seminars (\$1,000 annually) would come from the CFD budget. No additional funds would be required.

Steering Committee Revision to Tactic #6: *Create a research and scholarship mentorship group.*

To provide new faculty with additional cognitive apprenticeship as they develop their research careers, the taskforce proposes that the provost establish a research and scholarship mentorship group of tenure-track faculty s who have demonstrated the highest level of excellence in research. These faculty would be charged with leading:

- How-To Workshops on Grants

- A Research Seminar Series
- Senior Faculty Career Talk Series

Funding for the workshops and seminars (\$1,000 annually) would come from the CFD budget. No additional funds would be required.

Tactic #7: *Create a Faculty Work/Life Balance Program for tenure-track faculty, based on best practices at other progressive universities.*

“The feminist revolution of the 1960s and 1970s that opened so many doors for me proclaimed that women could and should find fulfillment in work,” Princeton president Shirley Tilghman said in a recent speech sponsored by Columbia University’s ADVANCE program. “But there is a wildcard in this scenario that both complicates and enriches life,” she added. “The wildcard is children.” Acting on her “firm belief” that “universities can change their practices and policies to make it easier for women to balance the demands of family and work,” Tilghman has spearheaded a work/life balance revolution at Princeton that includes “quality childcare that is close to the workplace, responsive to the constraints of workday schedules and emergencies, an automatic one-year tenure extensions for each child and workload relief to new parents – male and female.” Other universities have initiated similar programs following a retention model long-practiced in industry (cf. Wellesley and Duke policies). Work/Life Balance programs have been a crucial component of successful ADVANCE grant proposals in both round one and round two (e.g. the Work/Life Resources program and paid parenting leave offered at Virginia Polytechnic Institute), and we expect such programs to be equally important to success in the recently-announced third ADVANCE round.

Although NJIT does not have the resources of universities such as Princeton, it already has in place two of the key components that Tilghman has introduced to support women faculty: on-site childcare and an option to stop the tenure clock for one year in the event of birth or adoption. The taskforce proposes that NJIT integrate, re-package, and much more aggressively market these existing family-friendly policies, along with a third, value-added component: the option of 9 credits of release time (over a 1-year period) for a tenure-track faculty member who is the primary caregiver of a new child.

Steering Committee Response:

The Steering Committee recommends that the university implement the following policy:

Following the adoption or birth of a child by a tenured or tenure-track faculty member or their spouse, the primary caregiver has the option of being relieved of university responsibilities for the remainder of the semester in which the birth or adoption takes place and for the subsequent semester at full pay. In addition, if the primary care giver is a tenure-track faculty member, the tenure track period will be automatically extended by one year. If the birth or adoption takes place between the fall and spring semester of an academic year or during the summer between the spring and fall semesters, the option applies only to the one semester subsequent to the birth or adoption.

Because, historically, the academic career path has been designed to fit men’s lives, the tenure clock and the biological clock run in parallel, a fact that differentially disadvantages women faculty. The university’s existing tenure-clock stoppage policy provides a partial remedy for that problem: it offers research relief. The proposed release-time-for-parenting option provides the missing other half: teaching load relief. The taskforce believes that such a tripartite Work/Family Balance Program, fronted by an attractive website offering useful links for faculty who are managing childcare and eldercare, is essential if NJIT is going to compete effectively for women faculty with peer institutions, aspirational institutions, and with industry.

Like the university's existing tenure clock stoppage option, the proposed release-time-for-parenting option is a flex-time arrangement, not a leave. Faculty members using these options would be paid full salaries and would be accountable for all other academic responsibilities except those of which they have been temporarily relieved. Since tenure-track faculty would be replaced by adjuncts during the release-time semester, the program would provide NJIT with a dramatic competitive advantage in recruiting power at a very low annual cost (\$9,300 per case). Although the release-time option would be available to both men and women, the restriction of the option to the "primary caregiver" suggests, if past is prologue, that it will be used primarily by women. Since the option is further restricted to tenured/tenure-track faculty, and since the current numbers of such women are small (and the numbers of women tenure-track faculty of child-bearing age, still smaller) and since none of these faculty members or their male counterparts are likely to have children year after year—the total cost of the program over the next five years (2005-2010) should be modest, compared to the return in increased institutional reputation and the increased faculty synergy.

MARKETING TACTICS

Tactic #8: *Ensure that the university marketing plan consistently and effectively communicates the rationale for diversity and publicizes the university's policies and programs that promote diversity.*

Although the taskforce has recommended only one marketing tactic, we regard its faithful execution as crucial to the success of all the other tactics. Indeed, the first job of the CFD should be to craft a mission statement explaining the rationale for a diverse faculty and its relationship to the university's core values and goals. This mission statement should be woven into all of the university's subsequent internal and external communications and publications. University Communications should seek out every occasion to publicize the work of women and minority faculty, as it already largely does. In addition, Communications should foreground the university's new diversity initiatives, including the CFD, the Work/Life Balance Program, and the Faculty Development Programs, as evidence that the university offers added value to women and minority faculty and is committed to their success.

Steering Committee Response:

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RESEARCH & ASSESSMENT

Tactic #10: *Maintain a national database of prospective women and minority faculty candidates.*

The taskforce identified the lack of a centralized, accessible database of potential faculty hires (by gender by race by discipline) as a serious barrier to increased diversity recruitment. The tactic we propose is designed to remedy this lack and to provide recruiters across the university with a feedback system so that they are reinforcing each others' efforts and building institutional knowledge and reputation, rather than working in redundant isolation. We suggest that the provost identify and reallocate existing funds to support a graduate research assistant to manage the database and help with research, under the direction of the AFD and IRP.

Tactic #11: *Mandate the Human Resources Office (HR) and the Office of Institutional Research and Planning (IRP), in collaboration with the CFD, to conduct ongoing quantitative and qualitative research on the status of women and underrepresented faculty.*

Steering Committee Revision to Tactic #11: *The Human Resources Office (HR) and the Office of Institutional Research and Planning (IRP), in collaboration with the CFD, should conduct ongoing quantitative and qualitative research on the status of women and underrepresented faculty.*

The taskforce believes that frequent, public dissemination of faculty diversity data, by discipline, is, in and of itself, a potent incentive for department chairs and deans to pay increased attention to diversity objectives. Annual data assessment will also allow each unit to fine-tune its tactics and initiatives, in response to changing market forces.

Following the strong recommendation of the Status of Women Faculty Committee, the taskforce asks that the university conduct formal exit interviews with each faculty member who leaves the university, a long-standing best practice at many peer institutions as well as in industry. The taskforce further proposes that the university implement an annual pay equity pay review exercise and publicly discuss its methodology and its broad conclusions.

CONCLUSION

In her March 29th speech to the Columbia ADVANCE program, Princeton president Tilghman stressed that, “The future vitality and prosperity of the United States fundamentally depend upon the scientific and technological creativity and innovation that is nurtured within its research universities.” That creativity, in turn, depends on the ability of technological institutes such as NJIT to enlarge the the pool of young faculty researchers entering key disciplines, attracting all of the best and all of the brightest to our common enterprise. In incorporating objective #11 into the university strategic plan, you and your steering committee have acted with long-term vision, despite short-term financial pressures. The members of the taskforce have been mindful of those pressures and have designed tactics that, we believe, give the university the greatest possible leverage in faculty recruitment and retention at the lowest possible cost.

We would be happy to meet with you and the steering committee to amplify our recommendations, if need be. We look forward to working with you and Provost Nelson on the implementation of the final slate of tactics.

