

Amended November 1, 2011

The sixth meeting of the Committee of Six for the academic year 2011-2012 was called to order by President Martin in her office at 3:30 P.M. on Monday, October 17, 2011. Present were Professors Basu, Ferguson, Hewitt, Loinaz, Ratner, and Umphrey, Dean Call, President Martin, and Assistant Dean Tobin, Recorder.

President Martin expressed delight and gratitude for the wonderful inaugural celebrations that had occurred over the past weekend, and she shared with the members highlights of the meetings (October 14 and 15) of the Board of Trustees. The President explained that she plans to give a report to the full Faculty, as well, at its meeting on October 18. The Committee congratulated President Martin on her inauguration and on joining the ranks of the tenured Faculty at Amherst.

Continuing her remarks, President Martin said that the Board had voted to approve the schematic design for the new science center and had authorized the College to move forward with the design development phase of the project, which is expected to take eighteen months. The building will cost approximately \$200 million. The President noted that plans call for forming a committee to consider public spaces in the building. This group would include faculty across the disciplines. Professor Umphrey asked what the timetable is for the project. President Martin said that the preliminary timetable is that preparatory infrastructure work will begin this summer, and construction will begin in the summer of 2013 and conclude in 2017.

Returning briefly to a discussion of the demographics of the Faculty, the Dean said that a closer look at the data on faculty hiring by gender, and by decade, had revealed some inconsistencies in the information that had been provided to him initially. After the data had been corrected, the Dean said his analysis has revealed that 41 percent of faculty members hired from 1981 through 1989 were women; from 1990 through 1999, 42 percent were women; and during the first decade-plus of this century (2000-2011), the figure was 45 percent. He pointed out that the numbers in all cases are quite small, so that one or two additional hires in a category would have a noticeable impact on the overall percentages of men and women. When looking at specific disciplines, it is clear that progress has been made in the sciences over the past ten or eleven years, where an equal number of men and women have been hired since 2000, the Dean commented. There has been a downward trend in the social sciences, and the balance has remained about the same over the decades in the humanities. Professor Ferguson noted that it is important to recognize that the apparent success in diversifying the faculty within the sciences is indicative of the strides that can be made when attention is paid to issues of diversity.

Professor Basu noted that discussions about building a more diverse Faculty should not simply focus on the College as a whole but also on the distribution of faculty of color across divisions and fields. Dean Call reviewed with the Committee current departmental practices that had been discussed, as well as new ideas that had emerged, during the productive meeting that he had held on October 7 with representatives from departments that are currently conducting searches. Colleagues from the Committee of Six and the Committee on Educational Policy (CEP), and Paul Murphy, Legal and Administrative Counsel and Special Assistant to the President for Diversity and Inclusion, had also participated in this gathering. Among the approaches and procedures that had been discussed as viable and effective practices for recruiting and retaining diverse faculty members were those described in the [attached document](#). Professor Ferguson suggested that discussions about the institutional benefits of having a diverse Faculty should be built into all search processes. President Martin said that she had found it useful, and suggested that members of departments might as well, to watch videos focused on hiring diverse faculty. Issues of unconscious bias are often discussed in helpful ways. (Useful links on Cornell's ADVANCE website include <http://www.advance.cornell.edu/recruitment.html>. The ADVANCE group is focused on hiring

Amended November 1, 2011

and retaining women in STEM (science, technology, engineering, and mathematics) fields, but many of the resources are applicable for hiring in other fields as well. The recruitment link on the Initiatives and Resources page is <http://www.advance.cornell.edu/resources.html> . One of the videos can be found at <http://www.advance.cornell.edu/CITEII.html#> . The President also noted that several Amherst Trustees, who are alumni of the College as well as scientists, had suggested that Amherst ask alumni-scientists, who may have talented post-docs or other researchers who have diverse backgrounds working in their labs, to inform the Dean if they think such colleagues could be viable candidates for faculty positions at the College. The Dean could then provide the names of such individuals to departments, who might consider them if they wish. Professor Ferguson pointed out that implementing the ideas under discussion would require additional assistance for searching departments, which would place a greater burden on an already busy Dean's office. President Martin agreed, noting that she has decided, with the support of the Senior Staff, to move forward with the search for a Chief Diversity Officer, noting that she would continue to consult with the Faculty and administrators about the best structure for this position.

On a related note, Dean Call informed the members he had been approached by a group of students, including the president of the Association of Amherst Students, who are interested in exploring how students may best participate in the process of building a more diverse Faculty and curriculum. After meeting with these students, the Dean had agreed that a forum should be held in early- to mid-November that would include students who are participating in this year's faculty searches, to solicit their involvement and help with diversity efforts; faculty; and members of the administration.

Professor Loinaz expressed the view that finding ways to assist the spouses and partners of candidates who are considering and/or assuming faculty positions at the College find positions in the area can be an important aspect of the hiring process. He asked the Dean if the College has resources to support such efforts. Dean Call said that he does everything he can to assist spouses and partners, but that the resources available to him are limited to informal arrangements and negotiations. He noted that the Academic Career Network, which is administered through the Five Colleges, where it is based, provides access to job postings at colleges and universities in New England and upstate New York. In addition, member campuses belong to a listserv on which deans and human resources directors share resumes of job-seeking partners and spouses. Continuing the conversation, President Martin said that she envisions that the portfolio of responsibilities assumed by the Chief Diversity Officer would include assisting partners and spouses with issues surrounding their careers, and with other aspects of the transitions that individuals and their families may experience when joining the Amherst community. Professor Loinaz asked if the College is a member of the Higher Education Recruitment Consortium (HERC). Dean Call said that the Five Colleges are considering joining HERC as a consortium.

Under "Announcements from the Dean," Dean Call informed the Committee that many important ideas had been raised during the open meetings that were held earlier this month to inform the campus community about the new science center. Continuing his remarks about the science center, the Dean noted that a strong case had been made to the Trustees at their meetings over the weekend for providing additional support for post-doctoral, post-baccalaureate, and lab technicians to work in Amherst laboratories to enable science faculty to provide more Amherst students with research experiences. Professor Loinaz asked what level of staffing would be provided. The Dean said that the exact parameters have not yet been worked out, but that it is his hope that there would be approximately a half-time post-doc or post-bac in each lab. To effect this change, the College will likely need to assume more of the costs of supporting these staff members over time. Professor Ratner said that his department (Biology) would be

Amended November 1, 2011

delighted and appreciative if this level of staffing were to be provided, and that doing so would certainly allow the biologists to take additional students into their labs, he noted. While such positions in the past had often been supported through faculty members' grants, this is less often the case, as grant funding has been reduced, and fewer faculty members have grant funds to support staffing in their labs.

The members turned next to proposals for new courses. Prompted by his review of the proposals, Professor Ratner raised the question of the appropriate role of the Committee of Six vis-a-vis the CEP in such evaluations. He asked whether the length of time that courses should meet should be defined further and suggested that consideration of this matter falls within the purview of the CEP. Professor Umphrey noted that the question of whether to define the length of time that courses should meet has been considered by the CEP with regularity, and she expressed the view that it may not be necessary to refer this issue to the CEP again. The members agreed that the duration of class meetings should continue to be left to faculty members' discretion. Professor Ratner next raised the question of whether it might be sufficient to have departments and the CEP review and approve course proposals before they come before the full Faculty, eliminating the step of having the Committee of Six do so as well. The Dean noted that, while the Committee has continued to review these proposals, in recent years the members have not voted on the substance of the proposals, only on whether the proposals should be forwarded to the Faculty. It was agreed that reviewing course proposals is clearly within the jurisdiction of the CEP, and that the Committee of Six has been reviewing the proposals as the part of its role that focuses on setting the agenda for Faculty Meetings. Professor Umphrey noted that the CEP does a thorough job of reviewing proposals. Another layer of scrutiny occurs when the full Faculty reviews the proposals. Professor Umphrey commented that, if any questions are raised, they can be addressed either before or during a Faculty Meeting. She also noted that a significant shift in practice has occurred: having the course catalog online rather than in print now makes it possible to make any necessary adjustments to course descriptions quickly and easily, perhaps obviating the need for multiple layers of review as a practical matter. The Committee agreed that the CEP should be asked to consider whether the Committee of Six should no longer review and approve course proposals. The Committee turned to personnel matters for the remainder of the meeting.

The meeting adjourned at 6:15 P.M.

Respectfully submitted,

Gregory S. Call
Dean of the Faculty

**Suggestions for Ways to Build a More Diverse Faculty
Meeting with Representatives of Departments that are Conducting Searches in 2011-2012
October 7, 2011**

Place an emphasis on building a diverse applicant pool

Have departmental conversations about curricular needs/new fields for the near term before making an FTE request

Have departments develop diversity impact statements and mentoring plans.

Discuss mentoring with candidates and place an emphasis on Amherst/the department as a welcoming place to be. Try to be welcoming.

Have departments be intentional about the campus interview process. Be proactive about what department members will discuss. Think about how interviews play out in advance of inviting candidates to campus or speaking with them by phone or Skype.

Share information about which departments will be searching, including names of those who will be chairing searches, soon after the allocations have been made

Move entire timeline for FTE requests earlier, possibly as early as fall

Inform the Dean who search chairs and committees will be by spring

Include diversity language on departmental websites

The Committee on Educational Policy (CEP) should take the subfield into account in judging FTE requests; the committee should ask what the prospects are for a diverse hire, when reviewing a request

The Dean should provide information about diversity organizations that a department should contact when an FTE request is granted

The Dean should consider release time for those heading searches and increase search budgets

The Dean should distribute names of Ph.D. graduate programs that have a history/record of graduating individuals with Ph.D.s who are from diverse backgrounds.

Construct ads to be broad, in terms of field to attract a rich array of candidates.

Search committees should include a question with a diversity focus in Skype pre-interviews and other interviews

Professor Cobham-Sander agreed to circulate the questions that the English department uses during Skype interviews

The CEP should pose a diversity-focused question in its letter inviting FTE requests

The CEP should ask departments to explain the ramifications for diversity hiring if the position is focused in a narrow vs. a broader field

The Dean should share the names of diversity administrators at top graduate schools with searching departments

Departments should invite a wide range of faculty, particularly tenure-track faculty, to meet informally with candidates who come to campus. Such meetings should not be limited to departmental faculty.

Representatives from searching departments should meet again mid-way through the process and at end of process (maybe in combination with next year's search committees)

Sentences in ad should not be pro forma when discussing diversity The Dean should send examples of personalized (by department) approaches adopted by peer institutions

The Dean should discuss issues surrounding diversity with searching departments now

Encourage current students to think about Ph.D.s, graduate school, fellowship opportunities, etc.

Take advantage of networks for students that focus on diversity—host a conference to help students learn more about Amherst

The Dean reviewed approaches that have been used at the College to attract the most diverse pools of candidates for faculty positions, and those target-of-opportunity procedures that could be used, when outstanding candidates are identified within and outside regular search processes.

1. Making more than one hire from an individual search

Hiring a second colleague, for example, who does not meet the precise needs of the authorized search but would be able to contribute in important ways to the department, especially if the candidate could add expertise in areas of the curriculum that the department wishes to pursue in the near term.

Making a second hire from an individual search requires consulting with the CEP and asking for its recommendation on a second FTE allocation to the department.

2. Hiring at the senior level, either through previously authorized searches or through an expedited process, after being identified during, or outside, the regular search cycle.

Once again the CEP would be involved in the process, and the Committee of Six would review the case for tenure.

3. Bring Talented and Diverse Pre-and Post-Docs to Campus

Graduate students may be brought to College as pre- or post-doctoral fellows. If a department is impressed with a fellow's performance during his or her initial appointment, and feels that the colleague would bring needed strengths to the department and the College, the department may propose that the fellow be hired into a tenure-track position—either through the regular FTE allocation process or through an expedited process that may not require a national search. Once again, consultation with the CEP would be required. If departments wish to make hires outside the regular search process, the first step is to make a request to the Dean, who would discuss it with the CEP and the President.