

**Proposal for a New  
University Diversity and Inclusion Office (UDIO)  
to include a  
President's Advisory Council on Faculty Diversity  
and a  
Faculty Diversity Hiring Initiative**

Diversity and inclusion are a key foundational element of the University's Strategic Plan. Although Rutgers University has been extraordinarily successful in attracting and retaining a diverse student body, we have been less successful in hiring and retaining diverse faculty. In 2008, the Office of Faculty Diversity Initiatives (OFDI) was established with the goal of increasing the number of diverse faculty at Rutgers-Camden, Rutgers-Newark, and Rutgers-New Brunswick. A program of diversity hires and related programming that began in FY 2009 and extends through FY 2017 (by virtue of commitments for multiple years of central administration salary support) resulted in 91 faculty hires. Seventy-four of these faculty remain at Rutgers in tenured or tenure track positions. Another 11 postdoctoral fellows were hired through the OFDI program. The cost of this program, including faculty, postdoc and research assistant salaries, start-up costs, fellowships, and related programmatic expenditures totals \$17,356,474, including the salary commitments extending through FY 2017.

Although this initial effort to increase faculty diversity enjoyed some success, the program has been inactive for several years, and is greatly in need of revitalization. Further, Rutgers has been unable to retain several of the faculty hired through program funds because elite universities in the Northeast have recruited them with offers of higher salaries and additional forms of support. Therefore, this proposal includes not only a plan to recruit and hire additional diverse faculty, but also a plan to mentor and retain these faculty by providing scholarly, career, and social support, particularly for untenured faculty.

In our goal to enhance faculty diversity, we are defining diversity very broadly. Diversity may include, but is not limited to, gender, ethnicity, race, culture, national origin, or other personal or professional characteristics that are either unrepresented or underrepresented in the particular department or unit of intended hire. This definition of diversity thus has "inclusion" as a critical and literal component, in that the inclusion of a diversity of individuals, groups, and points of view will be stressed in faculty recruitment and retention, as opposed to the privileging of a particular group or groups over others. In order to be supported, such diverse or inclusive hires will have to demonstrably enhance the academic unit's scholarly and teaching excellence.

This proposal includes four sections. Section 1 describes a President's Advisory Council on Faculty Diversity. Section 2 lays out a recruitment and hiring strategy for FY 17 through FY 21. Section 3 proposes a program of mentoring and retention that involves funding research assistance, travel, and other support for these scholars. Section 4 describes an annual diversity research forum.

## **Section 1: President's Advisory Council on Faculty Diversity**

We propose to create a new President's Advisory Council on Faculty Diversity, consisting of select faculty, chairs, deans, and academic administrators who are recognized as Rutgers thought leaders in faculty diversity and inclusion. The Council, which will be co-chaired by the President and a member of the faculty at the Distinguished Professor level, will meet at least once each semester and will have as its charge the following: To examine the state of faculty diversity and inclusion at Rutgers through examination of relevant data provided by Institutional Research and other sources; to recommend best practices regarding inclusive faculty recruitment; to work with other University offices in developing effective mentoring and retention strategies for diverse and underrepresented faculty; and to assist in the design and implementation of the Annual Diversity Research Forum.

## **Section 2: Recruitment and Hiring Strategy**

We believe that every hire should be viewed as a possible diversity hire. However, experience clearly demonstrates that without mandatory attention to development of a diverse candidate pool by departments, the number of faculty hires each year from underrepresented groups will decline. Indeed, such has been the recent history at Rutgers.

Although we cannot dictate the outcome of any particular faculty search, nor would we wish to, the University *can* insist that departments and other hiring units follow recruitment practices that enhance the diversity of the candidate pool. We propose the following:

1. Before a dean or chancellor authorizes a search, the department must submit a written recruitment plan that specifies how the department/program will go about developing an inclusive pool of qualified candidates.
2. The academic unit proposing to hire one or more faculty members must obtain data on the demographic mix of the national or international labor market for that discipline. These data are available from our Office of Institutional Research and from University Human Resources.
3. After obtaining those data, the search committee would be required to compare the demographics of faculty in their department with the demographics of the qualified potential candidate pool and ascertain whether any demographic group (race, gender, national origin, ethnicity) is underrepresented in relation to its representation in the pool of qualified potential candidates.
4. Units proposing faculty hires should be required to post the position description in outlets that are likely to be accessed by diverse potential applicants, including national and international higher education publications, disciplinary listservs, minority group academic listservs, etc.
5. Search committees should be required to reach out to graduate programs, federal agencies (such as NIH) and/or nonprofit organizations and foundations that collect names and contact information for diverse candidates.
6. Other actions intended to increase the diversity of the candidate pool should be taken.

If a department selects a faculty candidate who increases the diversity of that academic unit, as broadly defined in the introduction to this proposal, the department will be eligible for salary support for that individual for three years and additional funds to support mentoring and retention activities.

With regard to funding, we propose that \$2.175 million from the President's Strategic Priorities Fund be set aside for the first year's hires who would arrive for FY 17, with funding increasing through FY 21 to account for out-year commitments. The goal would be to hire up to 20 faculty each year across the University for the three years of the program. The President's Strategic Plan Priorities fund would provide 50% of the salary and benefits for the new faculty hire for three years. The unit would be required to fully fund the faculty member's salary and benefits thereafter.<sup>1</sup> Support for the faculty members' research, research-related travel, and dedicated mentoring/retention efforts would continue throughout his or her probationary period (please see section 3 of this proposal). Units hiring these faculty with tenure would be provided with salary support and research funding; mentoring for such faculty would be optional but department chairs/program directors would be charged with ensuring that the environment encouraged retention of these faculty. Facilitation of focused discussion on how to create such an environment will be one of the functions of the President's Advisory Council on Faculty Diversity.

Hiring would not be limited to untenured faculty. Units would be encouraged to attract diverse faculty at the senior level who could serve as mentors and support for junior faculty hired through this program.

Funding for this program in FY 17 will be allocated using the following formula, which was calculated based upon Fall 15 headcount enrollment:

Rutgers University-Newark:	16%
Rutgers University-Camden	10%
Rutgers Biomedical and Health Sciences	10%
Rutgers-New Brunswick	64%

Allocation percentages will be reviewed at the beginning of each fall to account for enrollment fluctuations.

***Total funding requested over five years is \$ 19.575 million, assuming that the initial hiring salary is \$150,000 plus benefits (which averages junior and senior faculty salaries).***<sup>2</sup>

---

<sup>1</sup> For budgeting purposes, we are using an average annual salary of \$150,000, which is at market for assistant professors in some disciplines and above market for others. We are estimating benefits at 45% of salary, which again is a very conservative estimate.

<sup>2</sup> FY 17: \$2,175,000; FY 18: \$4,350,000; FY 19: \$6,525,000; FY20: \$4,350,000; FY21: \$2,175,000.

### **Section 3: Mentoring and Retention Activities**

Building faculty excellence is an important component of the University's Strategic Plan. We propose a program of mentoring and retention of faculty with \$100,000 of funding in FY 16 for selected faculty who are already at Rutgers and who would benefit from retention strategies. Department chairs will be invited to submit brief proposals to the appropriate provost for mentoring support for faculty, either new or continuing, who enhance the diversity of the academic unit in one or more of the ways described in the introduction to this proposal. These support activities will be available at Rutgers-Newark, New Brunswick, RBHS, and Rutgers-Camden. A proposed budget for FY17 is \$200,000, or approximately \$10,000 for each new untenured faculty member. (This assumes that newly-hired faculty would be evenly divided between junior and senior hires). Department chairs will be held responsible for the appropriate use of these funds. Budgets for FY18 through FY 21 would be \$400,000, \$600,000, \$400,000, and \$400,000. Funding will be allocated as discussed in Section 2.

*The total budget for this mentoring program would be \$2.1 million.*

### **Section 4: Annual Diversity Research Forum**

As noted above, Rutgers is incredibly diverse in its student body, less so with regard to its faculty and staff. Nevertheless, we have many faculty whose scholarship and research is on diversity and inclusion from many different disciplinary perspectives. Indeed, we are likely a national leader in this regard, but have never sought to position ourselves as such. We propose to change that by sponsoring an annual Rutgers Diversity Research Forum, which will attract the best scholars working in this area. The first such Forum will be held during the Spring 2016 or Fall 2016 term, and will include Rutgers researchers only. The following year, however, we propose to sponsor a national research forum on diversity and inclusion, similar to that held at Rutgers in December of 2008 and co-sponsored with Columbia University and The College Board. (That conference was entitled *The Future of Diversity and Opportunity in Higher Education: A National Forum on Innovation and Collaboration*). Thereafter, we would alternate the Rutgers-only forum and the national forum, such that each would take place every other year. The budget for the Rutgers-only forum would be modest, \$5000 would likely be sufficient. The national forum would obviously be more costly. We would propose to cap the Rutgers contribution to that effort at \$60,000, with anything above that cost handled via conference fees and corporate and other sponsorships. The President's Advisory Council on Faculty Diversity would play a large role in designing the annual forum, whether Rutgers-only or national in scope.

*The total budget for FY17 through FY21 would be \$135,000.*

We believe that the announcement of these new diversity initiatives will send a strong signal that the University is serious about its commitment to diversity and inclusion in all its many forms. We look forward to renewing Rutgers' efforts in this important area.

*Total proposed budget: \$21,610,000.*

**Budget for University Diversity and Inclusion Office (UDIO) FY16-FY21**

<b>Description</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Grand Total</b>
First Year Faculty Hires*		\$2,175,000	\$2,175,000	\$2,175,000			<b>\$6,525,000</b>
Second Year Faculty Hires*			\$2,175,000	\$2,175,000	\$2,175,000		<b>\$6,525,000</b>
Third Year Faculty Hires*				\$2,175,000	\$2,175,000	\$2,175,000	<b>\$6,525,000</b>
*Based on 20 new hires/year at an average salary of \$150,000							
<b>Diversity Faculty Hires</b>		<b>\$2,175,000</b>	<b>\$4,350,000</b>	<b>\$6,525,000</b>	<b>\$4,350,000</b>	<b>\$2,175,000</b>	<b>\$19,575,000</b>
<b>Mentoring and Retention Activities</b>	<b>\$100,000</b>	<b>\$200,000</b>	<b>\$400,000</b>	<b>\$600,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$2,100,000</b>
<b>Annual Diversity Research Forums</b>		<b>\$5,000</b>	<b>\$60,000</b>	<b>\$5,000</b>	<b>\$60,000</b>	<b>\$5,000</b>	<b>\$135,000</b>
<b>Total Proposed Budget</b>	<b>\$100,000</b>	<b>\$2,380,000</b>	<b>\$4,810,000</b>	<b>\$7,130,000</b>	<b>\$4,810,000</b>	<b>\$2,580,000</b>	<b>\$21,810,000</b>