

President's Memorandum on Senior Staff Diversity

October 8, 2001

TO: "Hiring Officers"

FROM: Thomas H. Jackson

RE: Senior Staff Diversity Hiring Procedures

The University is committed to maintaining a workforce that reflects the makeup of our society based on a variety of considerations, including, among others, race, national origin and gender. With that commitment comes the need to work hard to increase diversity at senior management levels. To accomplish this, we must implement effective employment strategies that attract and retain a strong, competent workforce drawn from a demographically broad and diverse base. This task is a shared responsibility, to be assumed by offices across the institution.

In order to assist in developing effective employment strategies, the University will adopt the following process:

- 1) under the University policy, all searches for pay grade positions 57 and above require submission of a Human Resources requisition with appropriate approvals. This applies even in cases in which staff positions are to be filled by tenure-track faculty;
- 2) human resources will provide hiring departments with materials and a description of specific procedures relating to a diverse applicant pool;
- 3) human resources will also provide a list of appropriate human resource staff support to assist in understanding and applying the specific procedures;
- 4) at the conclusion of the search, the hiring department will submit a report of the efforts taken to develop a diverse applicant pool, as well as the results of those efforts; and
- 5) data collected will be reviewed by the President's office as well as the relevant University officer. This information will be reported periodically to the Board of Trustees.

I ask all Deans, Directors, and Department Heads to join me in responding vigorously to the continuing challenge of ensuring inclusion and access to University opportunities for all, with special focus on those historically underrepresented minorities and women. Making such staff appointments at senior levels can benefit the University and all its constituents. This requires, however, a continuing commitment on the part of those responsible for such decisions to communicate the importance of this issue to their staffs, to utilize every appropriate resource to help ensure progress, to supervise hiring

processes, and to monitor progress. I look forward to improvements in our efforts and to being able to report successful results.

(See also 11/3/99 memo from President Jackson on senior staff diversity.)