

Guidelines for Faculty Diversity in Employment

Introduction: The mission of Luther College explicitly affirms the educational, social, and civic benefits of diversity: “As people of all backgrounds, we embrace diversity and challenge one another to learn in community, to discern our callings and to serve with distinction for the common good.” The college fulfills this mission, in part, by seeking a diverse faculty.

Luther College views faculty diversity broadly to include, among other things, men and women of different colors, races, cultures, religions, ages, intellectual and pedagogical traditions, and economic and social backgrounds. The college affirms that the more diverse the faculty, the greater the likelihood that during their college years, students will encounter a diversity of courses, ideas, perspectives, and teaching methods. Such diversity stimulates new questions and perspectives by challenging accustomed ways of thinking and responding. Moreover, students equipped with knowledge gained through their experiences in a diverse learning environment will be better prepared to respond to the complex challenges of living in contemporary societies, whether in the U.S. or abroad. Faculty diversity helps to attract a more diverse student body, which in turn enriches the learning environment for all students and enhances the quality of life for the entire community. Given these important benefits, the college is committed to recruiting and retaining a broadly diverse faculty and student body.

For many reasons, including our geographic location and the demographics of our current faculty, we find that faculty diversity does not just happen but requires a deliberate effort to identify highly qualified candidates from diverse backgrounds, to attract such candidates to our campus, to help those hired succeed in what may be for them an unfamiliar environment, and to retain them in the face of a competitive academic market.

Having considered the composition of its current faculty, the communities from which we recruit both faculty and students, and the physical location of our campus, the college has concluded that it should focus for a time on bringing more women and people of color into the applicant pool for faculty positions, recognizing the value their experience and perspectives would bring to our students’ development and, their relative numbers within the Luther faculty at present.

These guidelines clarify the steps that the Luther College endorses to increase faculty diversity and to support the retention and promotion of a diverse faculty. Within this broader context, a significant benchmark for the success of these guidelines involves a good faith effort to increase the racial, ethnic, and gender diversity of the tenured faculty.

II. Purpose of the Guidelines: The purpose of the Luther College *Guidelines for Faculty Diversity in Employment* is both to comply with federal, state, and local laws that prohibit discrimination in hiring and to promote academic excellence by ensuring that our students are provided with a broad range of educational experiences by a highly qualified and diverse faculty. These guidelines seek to achieve the specified goals by establishing procedures designed to increase the pool of qualified applicants from diverse backgrounds that apply for and are hired for faculty positions at the college. The procedures outlined in these guidelines apply to searches

for full-time and percent of scale positions of one year or more. For general information about appointments, see section 403 of the Faculty Handbook.

III. Non-Discrimination Statement: As an equal opportunity employer, the College will not discriminate against any individual on the basis of sex, sexual orientation, race, color, national origin, ancestry, religion, disability, age, or any other characteristic protected by state, federal, or local law. As an institution of the ELCA, the College reserves the right to impose qualifications based on religion if such qualifications are related to a bona fide religious purpose or are otherwise permitted by applicable law.

IV. Search Principles and Procedures: To ensure a highly qualified and broadly diverse applicant pool in faculty searches and to increase the number of women and faculty of color who serve on the Luther faculty, academic departments and programs may include race and gender among the factors to be considered in hiring. Other factors that may promote diversity include but are not limited to professional experiences, innovations in scholarship and pedagogy, and instructional experience with a variety of student populations or experience in international and/or intercultural programming. These factors must be considered on an individual basis and in light of a candidate's specific qualifications for the position.

The following procedures seek to ensure that in each search a reasonable effort has been made to find and hire diverse candidates and to document the search process so that the effectiveness of our efforts can be assessed over time.

- A. In accord with the section 403.3 of the Faculty Handbook, academic departments that seek to fill a vacant position or to add a new position must submit a request to the Dean of the College. As noted above, tenure-line positions and term-limited positions of one year or more, whether full-time or percent of scale part-time, are covered under these procedures. Emergency searches due to unanticipated vacancies, searches for positions of less than one year, part-time per-credit appointments of any duration, and Music per-lesson appointments are not covered under these procedures.
- B. The department's request for a position will include a position description that specifies the academic qualifications for the position, any desirable alternative qualifications, combinations of subfields and research interests, and when applicable, ways in which the position might contribute to enhancing diversity at Luther.
- C. All position announcements will specify that the college is an equal opportunity/affirmative action employer.
- D. Once the position is approved, the department will establish a search committee to conduct the faculty search. In the case of tenure-line searches, the search committee will include at least one faculty member outside the department.
- E. Prior to beginning the search, the chair of the search committee or, when appropriate, the full committee will meet with the college diversity liaison (see section V, below) to review the specific provisions of these guidelines. This review is designed to assist members of the search committee to comply with non-discrimination laws, to understand the practices that institutions of higher education use to increase faculty diversity, and to prepare a plan for the search.
- F. The chair of the committee will then prepare and submit the search plan to the Dean of the College for approval. The plan must include an account of specific efforts to seek diverse

candidates. For instance, the plan should include the names and contacts for appropriate professional listings, publications, national databases, and minority fellowship programs, as well as minority caucuses within professional associations and programs that promote diversity within relevant disciplines. Where appropriate, the plan should include graduate student organizations for students with diverse backgrounds, and associations for minority and women professionals that will be contacted about the position. Where appropriate, the plan should also list where the position can be announced on listserves, bulletin boards, and other internet-based sites that serve women and qualified candidates from diverse racial and ethnic backgrounds. The plan may also include a list of contacts for personalized job announcements to alumnae/i, qualified women, and faculty of color. If the dean believes that the plan needs revision, he or she will discuss recommended changes with the search committee chair. The dean may ask the diversity liaison to assist the committee in developing a better plan. Once a program has prepared such a plan, it will serve as the template for future searches as well, subject to revision as the nature of the position requires. Placing advertisements and position notices will generally be the responsibility of the dean's office, but some forms of notice or contact may more appropriately come from the program running the search.

- G. Reviewing applications, attending professional association meetings to interview candidates, interviewing candidates by phone, ranking candidates according to relevant criteria, conducting candidate interviews and making appropriate hiring recommendations to the dean are the responsibility of the search committee, the relevant departments, the appropriate department head and/or program director in accordance with both section 403.3.3 of the faculty handbook and the general *Memorandum on Search Procedures*, available in the office of the dean.
- H. The Office of Human Resources is responsible for ensuring that each candidate receives and is invited to return a voluntary form used to keep information on the diversity of the applicant pool. Human Resources will note all applications received and record the available information about the candidate pool to help determine if the recruitment process has engaged qualified candidates of color and women.
- I. The chair of the search committee is also responsible to provide a list of all candidates for the position to the dean. When necessary, the dean will work with the committee prior to inviting finalists to campus to ensure that a broad range of candidates was given the opportunity to be considered the position.
- J. The Dean is responsible for ensuring that each step of the process—recruitment, interviewing, evaluation, selection of candidates, and the offer of employment—is consistent with applicable college policies. Accordingly, the Dean has the authority to direct that the search be suspended if the committee has not followed the procedures specified in its search plan, or if there is evidence that an insufficient effort was made to include qualified women and faculty of color in the applicant pool.

V. Diversity Liaison: To ensure that these guidelines are followed effectively, Luther College will appoint a diversity liaison to be a resource for search committees and to produce an annual report on faculty hiring, including information on the racial, ethnic, and gender composition of positions covered under these guidelines.

The diversity liaison at Luther College advises senior administration, academic department heads and program directors, and search committee chairs to ensure the effective implementation of these guidelines. The diversity liaison also works with the Associate Dean and Director of Faculty Development to ensure that appropriate professional development activities are available to assist the college in retaining a diverse faculty. The diversity liaison must stay informed on federal and state laws and on institutional policies affecting hiring practices. The President of the College appoints the diversity liaison for a three-year renewable term.

The specific responsibilities for the diversity liaison are as follows:

1. Advise the Dean of the College on matters related to faculty search procedures and retention programs that affect faculty diversity.
2. Work with academic departments or programs and with appropriate members of the administrative staff to support efforts to recruit and retain a highly qualified and diverse faculty.
3. Review faculty search plans to ensure compliance with these guidelines and work with the dean and departments to improve insufficient plans.
4. Conduct training, or prepare others to do so, in order that all members of Luther's academic departments and programs understand these guidelines.
5. Work in conjunction with the dean's office to support faculty from underrepresented groups, including work with the Associate Dean and Director of Faculty Development to facilitate professional development opportunities for such faculty.
6. Produce for the dean an annual report on faculty hiring and on the effectiveness of these guidelines in achieving their stated purpose, including recommendations for changes, when appropriate. In producing this report, the diversity liaison will be assisted by the Director of Human Resources, the Director of Assessment and Institutional Research, and the Assistant Dean.

VI. Encouraging Opportunity in Liberal Arts Teaching: The College encourages departments to develop networks that can identify candidates with expertise and experiences that will enhance diversity at the college. To achieve this goal, it is valuable for departments to recruit women and faculty from traditionally underrepresented groups not only for long-term positions but also for short-term teaching appointments, visiting professorships, and fellowships, depending on the availability of funds for this purpose.

VII. Review of Guidelines: We regard these guidelines as a working document that should be reviewed and improved as we our experience in seeking a diverse faculty grows. Such review should take place no less than once every three years and should be initiated by the Dean of the College in conjunction with the faculty's Appointment, Tenure, and Promotion Committee.

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