

IX. 1983 COMMONWEALTH INITIATIVES

THE COMMONWEALTH FACULTY EXCHANGE PROGRAM

In support of the 1983 Amendments, the College will provide the faculties with information developed and issued by the Secretary of Education and will encourage members of the faculty to participate. The College hopes to participate as a full partner in this effort to exchange faculty on a short-term basis between the traditionally white and traditionally black state-supported institutions of higher education.

The Vice President for Academic Affairs will monitor the development and effectiveness of the College's participation in this program.

THE COMMONWEALTH VISITING PROFESSORSHIPS

Upon receiving the policies and procedures being developed by the Secretary of Education, the College will consider making a request to participate in this program to attract to the College black professors who are nationally distinguished.

The College understands that it would be responsible for initiating discussions of a possible permanent appointment with black Visiting Commonwealth Professors who are selected to participate in this program.

The Vice President for Academic Affairs will monitor the development and possible implementation of the program at the College.

THE COMMONWEALTH FACULTY DEVELOPMENT PROGRAM

The College expects that eligible members of the College's faculties may participate in the Commonwealth's efforts to enhance the careers of its faculties.

The development and possible implementation of this program will be monitored by the Vice President for Academic Affairs.

All minority faculty members of the College are annually provided with the information associated with the State Council of Higher Educations' program of Graduate Assistance for Minority Virginians Employed in Virginia's State-Supported Institutions of Higher Education. The objective of this program is to assist qualified members of racial minority groups employed by the College to pursue

doctoral or other terminal studies at one of Virginia's state-supported institutions of higher education.

The College's Office of Equal Opportunity and Affirmative Action Programs is responsible for the dissemination of the information to the Deans of the School's where minority faculty are employed.

THE COMMONWEALTH'S RECRUITMENT INITIATIVES

The College is appreciative of the efforts to be put forth by the Secretary of Education and the Director of the Council of Higher Education to assist in the identification and recruitment of potential black candidates for faculty opportunities at the College.

In support of the Commonwealth's recruitment initiatives, the College will implement the following procedures.

1. The Office of Equal Opportunity and Affirmative Action Programs will notify the Council of Higher Education regarding the availability of each full-time instructional and administrative faculty position for which an individual would be appointed for more than one academic semester. Such notification will include a brief description of the position and the qualification standards established for the position.
2. The Council of Higher Education will establish exhibit areas at various professional meetings and conferences to provide information on faculty employment opportunities available at Virginia's colleges and universities. After receiving this schedule of meetings, the Vice President for Academic Affairs will request that each academic dean prepare a list of faculty members who will attend these same meetings. These faculty members will be encouraged to assist the Council in staffing the exhibit area to provide relevant information. The

academic deans will be responsible for submitting these lists to the Vice President for Academic Affairs who in turn will notify the Council of Higher Education.

3. The Council of Higher Education will establish a centralized Vita Bank for applicants who wish to be considered for appointment to faculty positions at Virginia's colleges and universities. The Office of Equal Opportunity and Affirmative Action Programs will be responsible for accessing information from the Vita Bank and providing such information to search committees. Each search committee will be required to consider specific individuals referred from the Vita Bank. The Council's state-wide Vita Bank will constitute one source of recruitment for faculty positions, yet not the exclusive source of recruitment.

The Vice President for Academic Affairs will monitor the implementation and effectiveness of these initiatives.

THE COUNCIL OF HIGHER EDUCATION'S "OTHER RACE" RETENTION, ATTRITION,
PROMOTION AND TENURE STUDY

The College participated in this study conducted by a committee consisting of representatives from the Council of Higher Education, the Department of Personnel and Training and several colleges and universities.

The Director of the Office of Equal Opportunity and Affirmative Action Programs coordinated the College's participation in this study.

A brief summary of the results of the surveys returned is described below.

FACULTY ATTRITION STUDY

White Faculty

White faculty who responded to the survey indicated that the single most important reason why they left the College was that their one year visiting

professor appointment to the faculty terminated. The second strongest reason for leaving the College was that the living environment was not conducive to their social and cultural needs. The third most important factors were their acceptance of a better job offer elsewhere and that their department did not provide an intellectually stimulating environment.

Black Faculty

None of the five black faculty who had left the College returned attrition surveys.

Exit Interviews

In view of the lack of response from blacks who had left the College, the Vice President for Academic Affairs will offer each minority faculty member who may leave the College with an opportunity to meet with him to discuss the reason(s) for their departure from the College.

FACULTY RETENTION STUDY

White Faculty

White faculty currently employed by the College indicated that the single most important reason for their remaining with the College was the good relationship with students within and/or outside of the classroom. The second strongest reason was the good collegial relationships with the other members of their department. The third most important reason for the retention of white faculty was that their department and/or the College community as a whole provided an intellectually stimulating environment. The fourth most important factor was that the living environment was conducive to their social and cultural needs.

Black Faculty

No black Americans responded to the survey. Black non-resident aliens who responded indicated that the strongest factor promoting their retention was the good collegial relationships with members of their departments. The second most important factors were the support received from the other College faculty and administrators and the good relationships with students within and/or outside of the classroom. The third strongest retention factors were the

location/climate of the College and the intellectually stimulating environment of their department and the College community as a whole. The fourth strongest factor was that the living environment was conducive to their social and cultural needs.

X. INTERNAL REVIEW/REPORTING MECHANISMS

The following procedures enable the Office of Equal Opportunity and Affirmative Action Programs to monitor the recruitment and selection of individuals for faculty positions.

1. The Deans of the Schools and the Dean of the Faculty of Arts and Sciences request authority to initiate recruitment efforts from the Vice President for Academic Affairs. The Director of Equal Opportunity and Affirmative Action Programs, hereafter referred to as the Director, is notified of the request. A copy of the form used to record this activity appears as Attachment 2.
2. The Vice President for Academic Affairs reviews the request and, if appropriate, authorizes the position to be filled. A copy of the form used to record this decision appears as Attachment 3.
3. The Director meets with the Dean or the designated chairperson of the search committee to review recruitment resources, strategies for attracting black candidates, reporting and monitoring requirements associated with the College's Plan and numerical objectives, where appropriate.
4. The Director is provided with copies of all advertisements placed in professional journals, newspapers or other printed media.

5. The Office of Equal Opportunity and Affirmative Action Programs recommends that each search committee acknowledge the receipt of application materials and requires that each applicant is provided an opportunity to complete the College's Voluntary EEO Survey form to provide various demographic information. A copy of this form appears as Attachment 4. These forms are returned to the Office of Equal Opportunity and Affirmative Action Programs to ensure that the College can respond to the reporting requirements of the Commonwealth and the Office for Civil Rights.
6. Each Dean or search committee chairperson, as appropriate, is required to complete a report of the result of the search efforts. The College utilizes the Faculty Selection Report provided as Attachment 5 to record this aspect of the selection process.
7. The Director monitors the recommendations made by appropriate officials from the point the committee concludes its deliberations and makes recommendations to the Deans, the Vice President for Academic Affairs, the President of the College and the Board of Visitors who retain the sole authority for the employment policies of the College, subject to the limitations of applicable law.
8. The Office for Equal Opportunity and Affirmative Action Programs will continue to ensure that the appropriate employment related OCR reports are completed in an accurate and timely manner. The Office will continue to coordinate the efforts of the Personnel Office, the Office of Institutional Research and other College officials to ensure that the employment data required by the Office for Civil Rights is maintained by appropriate officials.

XI. THE COMMONWEALTH'S AGREEMENT WITH THE
OFFICE FOR CIVIL RIGHTS

1983 Amendments

Virginia Plan for Equal Opportunity

in

State-Supported Institutions of Higher Education

Submitted January 21, 1983

by

John T. Casteen, III
Secretary of Education
Commonwealth of Virginia

Faculties

Background

Several factors are commonly cited to explain the slow rate of progress in building larger cohorts of black faculty across the country:

a nationwide decrease in rates of entry of black students into graduate programs in most disciplines;

competition with other kinds of employment, especially business and industry, for new faculty members chosen from a diminishing pool of applicants;

disproportional concentrations of black graduate students in certain disciplines (e.g., education) to the detriment of others;

feelings of isolation experienced by faculty and students in other-race institutions;

Regardless of causes that may vary from one locality or individual to another, certain key indicators detail the availability of applicants and the success of institutions that seek other-race faculty:

who actually enters, progresses through, and graduates from graduate schools in which disciplines;

how effectively institutions support probationary faculty members while they prepare for tenure decisions;

who fills the most prestigious positions within a department or on a campus;

how extensively faculty members know and respect the work of professors in related fields in other-race institutions.

These amendments include initiatives that have to do directly with faculty employment, promotion, and tenure and also that have to do with recruitment into graduate programs and support for graduate students.

The Commonwealth's Commitments

On OCR's approval of these amendments, the Secretary of Education will take the following initiatives:

1. The Commonwealth Faculty Exchange Program. The Secretary will initiate a short-term program to increase the number of other-race faculty in state-supported colleges and universities. The term "other race" refers to black faculty at the TWI's and white faculty at the TBI's. The planning for the program will be completed prior to July 1, 1983 so that the program can be implemented when funds become available. The major steps of the program are as follows:

a. The Secretary will establish a clearinghouse to receive and process applications for five sponsored faculty exchanges in 1983-1984 and 15 each year thereafter for the life of the Plan.

b. A brochure to announce and describe the program will be distributed to the state-supported institutions of higher education.

c. Policies and procedures describing the standards for the terms of service, salary supplementation, relocation allowances, faculty privileges, and other relevant information will be developed.

d. An average award of \$5,000 and a relocation allowance of up to \$2,500 will be granted to each recipient. In receiving the salary supplement, the recipient will provide consultative services to the Secretary of Education and the institution in the areas of faculty and program development.

e. The exchange will be for one year but is renewable. The exchanges will be targeted toward the program development of the TBI's.

f. An advisory committee consisting of institutional representatives will monitor the program.

The Secretary will monitor the program to ascertain that the persons exchanged between TBI's and TWI's are bona fide faculty members, that each institution promotes the program properly, and that each institution offers appropriate amenities for exchanged faculty members. The estimated cost of this program is \$37,500 for the 1983-1984 academic year and \$112,500 for the subsequent years during the life of the plan. The Governor will include funding in the biennial budget.

2. The Commonwealth Visiting Professorships, for senior faculty. The Secretary will develop a program of visiting professorships, each for a term of no less than one academic year and no more than two academic years. This program, which will seek qualified other-race professors nationally, will be designed to attract nationally distinguished, professionally established other-race faculty by offering superior salaries, reduced teaching loads, and funded research time for up to two academic years. The Commonwealth will establish a pool of 10 senior professorships in the care of the Secretary of Education, with salaries fixed at a level competitive with the market. Recipient colleges and universities will be obligated on receiving a Commonwealth Visiting Professor to initiate discussion of a possible permanent appointment at a senior rank. On successful completion of negotiations, Commonwealth Visiting Professors will become members of the host faculty, and host institutions will assume responsibility for their salaries and duties. The estimated cost of this program is \$500,000 each year. The Governor will include funding in the 1984-1986 biennial budget. A brochure and a set of policies and procedures will be developed for the operation of this program.

3. The Commonwealth Faculty Development Program. The Secretary of Education will develop a long-range program to enhance the careers of faculty members in the TBI's. Research leaves, educational leaves, and relief from customary teaching duties for periods of up to three years will be funded for faculty members who may or may not hold terminal degrees. This program is primarily intended to assist the TBI's to develop the academic programs identified for enhancement and for future development. However, faculty from other, more established programs may also participate as resources permit. The Secretary will oversee this program, the estimated cost of which will be \$120,000 in 1983-1984 and \$250,000 each year of the 1984-1986 biennium.

4. Recruitment Initiatives. The Secretary will establish an ongoing national effort to identify non-white faculty members for academic appointments at the TWI's. The national effort will have several emphases. First, the Secretary of Education will request assistance from the Southern Regional Education Board and other consultative resources in identifying the pool of other-race faculty members in hard-to-locate disciplines. Second, Council of Higher Education staff will visit conferences, conventions, workshops, and seminars which are likely to attract large numbers of black faculty. The Council staff will provide the faculty who may be potential candidates for re-location in Virginia with a brochure describing the basic characteristics of Virginia's system of higher education and with other information which may

be helpful in attracting the faculty to the Commonwealth. Council staff will then put prospective candidates in touch with institutional officials who have appropriate faculty vacancies.

The Secretary or the Director of the Council of Higher Education will write to the deans of major institutions with large numbers of black graduate students to notify them of Virginia's interest in recruiting black faculty. Through this means, the state-supported colleges and universities can establish early contact with larger numbers of potential faculty. Students who are referred to the Secretary or the Director by this means will be provided the information described above and placed in contact with appropriate officials at Virginia institutions.

Finally, Virginia institutions will advertise faculty vacancies in national media that are targeted to black professionals.

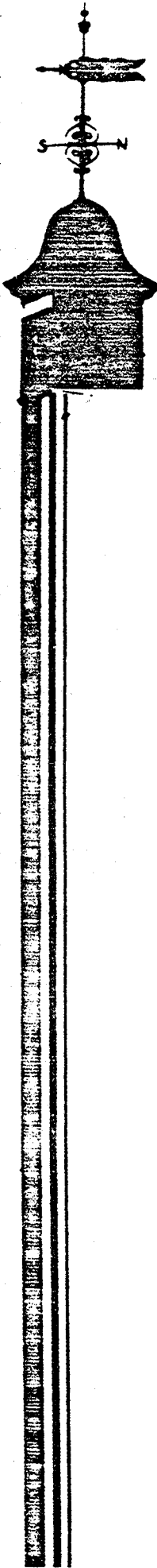
The administration of this program, as with the three faculty recruitment and development programs, will be coordinated with the advice and assistance of the Council's Instructional Programs Advisory Committee (IPAC), the committee of chief academic officers of Virginia's state-supported institutions.

The Governor will request \$75,000 for the implementation of recruitment initiatives in 1983-1984. At least this amount will be requested for each remaining year during the life of the Plan.

5. Non-retention Study.

A detailed study of other-race faculty retention, non-retention, promotion, and tenure in state-supported institutions will be conducted by a committee consisting of representatives of the Council of Higher Education, the Department of Personnel and Training, and institutional officials.

The study will begin not later than February 20, 1983, and will be completed prior to July 1, 1983. On the basis of the findings, the Secretary will develop such other initiatives as may be appropriate. The estimated cost of the study is \$2,500 for the 1983-1984 academic year.



COLLEGE OF WILLIAM AND MARY
Psychology Department
School of Arts and Sciences

ASSOCIATE OR FULL PROFESSOR, *Clinical Psychology* (specializing in family therapy): College of William and Mary teaching and supervising post-internship students in a Psy.D. Program in Clinical Psychology who are concentrating in the practice of family therapy. This is a tenure eligible position. Courses include family systems/family therapy, clinical practica, and guidance of clinical dissertations. The successful candidate may engage in the practice of family therapy, preferably in the Williamsburg area. A doctorate is required, preferably in clinical psychology, and license eligibility as a clinical psychologist in Virginia is highly desirable. It is also highly desirable that the candidate have had at least five years of post-doctoral experience in the practice and supervision of family therapy, be active in research, and have suitable teaching experience. Rank and salary depend on qualifications. Send vita, description of clinical and supervisory experience, and names and addresses of three references to: Search Committee, Psychology Department, College of William and Mary, Williamsburg, VA 23185. Deadline for applications is January 15, 1983.

Women and minorities are encouraged to apply.

Department or School _____

Position Vacancy Information

- 1) Vacancy is created by the ___ retirement, ___ resignation or termination, ___ leave without pay, ___ faculty research leave of _____, whose current rank is _____ and annual salary is \$ _____.
- 2) If position vacancy is not adequately described above, explain any further circumstances _____

(continue on reverse side if necessary)

Requested Replacement Information:

- 1) ___ Full- or ___ Part-time. If part-time, what fraction? _____
- 2) Effective starting date of proposed appointment _____.
- 3) Term:
 - ___ tenure eligible
 - ___ tenure ineligible
 - ___ fall semester only; ___ spring semester only
 - ___ academic year
 - ___ restricted, but more than one year(explain) _____

- 4) Rank:
 - ___ Professor
 - ___ Associate Professor
 - ___ Assistant Professor
 - ___ Instructor
 - ___ Lecturer or adjunct

- 5) Salary:
 - Range: \$ _____ to \$ _____.
 - Funding: ___ State; ___ research leave; ___ Eminent Scholar;
 ___ private (identify source) _____.

- 6) Other: explain briefly any particular aspects of this appointment not adequately covered above, especially if request is for rank other than at entry level, and any unusual salary expectations.

Dean of Faculty or School

cc: Mr. Dale Robinson

Date of Submission of Request

TO: _____

In response to your request of _____ to seek replacement of a position in the School/Department of _____, presently held by _____, authorization is hereby granted to proceed with a search and letter of intent, subject to the following understandings:

1) Full-____ or part-____ time. If part-time, what fraction: _____

2) Effective salary date _____

3) Term:

- _____ tenure eligible
- _____ tenure ineligible
- _____ fall OR _____ spring semester only
- _____ academic year (restricted)
- _____ restricted, but more than one year

4) Rank:

- _____ Professor
- _____ Associate Professor
- _____ Assistant Professor
- _____ Instructor
- _____ Lecturer or Adjunct

5) Salary:

Level or range _____

Funding: _____ State; _____ research leave; _____ Eminent Scholar;
_____ private (source: _____)

6) Other considerations:

Vice President for Academic Affairs

Date of Authorization

VOLUNTARY EEO SURVEY
THE COLLEGE OF WILLIAM AND MARY
WILLIAMSBURG, VIRGINIA 23185

Attachment 4 p. 1

The College of William and Mary is an affirmative action/equal opportunity employer and in our attempt to comply with state and federal regulations we need to obtain certain information from you. You may be assured that the information requested will in no way affect our consideration of your credentials for employment. This is privileged information and will not be made available to any member of the Department/School or Search Committee prior to the position being filled.

The completed form should be mailed to: Mr. Dale B. Robinson, Director of Equal Opportunity and Affirmative Action Programs, Rogers Hall 106-K, The College of William and Mary, Williamsburg, Virginia 23185.

Name: _____

I am an applicant for the position of: _____

Department or School of: _____

My sex is: _____ My age is: _____

My race or ethnic relation is: _____

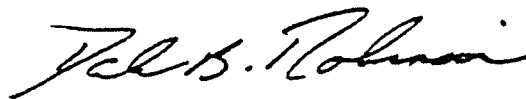
I have a disability as defined by Section 503 or 504 of the Rehabilitation Act of 1973: Yes _____ No _____ (see reverse side).

How did you learn of this position? _____

I do not desire to provide the information requested. _____

Thank you for your cooperation.

Sincerely,



Dale B. Robinson
Director of Equal Opportunity
and Affirmative Action Programs

The voluntary information requested on the reverse side shall be kept confidential and will be used in a pre-employment capacity to assist us to conduct affirmative action compliance reviews including the review of selection decisions and to meet statistical reporting demands placed upon us.

Should you be selected for the position, this information will continue to be confidential, except to:

- a. Inform your supervisors of possible restrictions due to your handicap status and to determine accommodations that can be reasonably made; and
- b. Advise College medical personnel, when and to the extent appropriate of a condition that might require emergency treatment.

DEFINITION OF HANDICAPPED INDIVIDUAL

For the purpose of this certification the term HANDICAPPED INDIVIDUAL shall mean:

An individual who (1) has a physical or mental impairment which substantially limits one or more of such individual's major life activities; (2) has a record of such impairment; or (3) is regarded as having such an impairment.

A handicapped individual is considered "substantially limited" if he/she is likely to experience difficulty in securing, retaining or advancing in employment or education because of a handicap. Examples include:

Mobility Impaired: Any person who must use a standard manual or electric wheelchair or other assistive device to move from place to place, or any person who otherwise finds stairs and other similar physical features impediments to movement.

Visually Impaired: Any person who has a visual impairment which, even with correction, necessitates some further accommodation, regardless of whether the accommodation is provided by the institution, an outside source, or the person.

Acoustically Impaired: Any person who has a hearing impairment which, even with correction, is of sufficient severity to necessitate some accommodation, regardless of whether the accommodation is provided by the institution, an outside source, or the person, in order for him/her to process oral information. The term "acoustically impaired" applies to both deaf and hard-of-hearing persons.

CERTIFICATION OF HANDICAP

I am a "handicapped individual" as defined by Section 503 or 504 of the Rehabilitation Act of 1973, as amended for the purpose of Affirmative Action.

My handicap(s) is: _____

The limitations or restrictions caused by my handicap(s) are (describe briefly):

OFFICE OF EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION PROGRAMS

1983-84 FACULTY¹ SELECTION REPORT

Our records reveal that you are the Chairperson of the Search Committee to fill _____ position(s) in the School/Department of _____.

In order to complete our files for audit by the State's Department of Personnel and Training and the U.S. Department of Education's Office for Civil Rights, the following information is requested.

For each covered position, please provide the following data:

I. Type of position (please check)

Tenure eligible _____

Tenure ineligible _____

Other (specify) _____
(include 1 year visiting Professor appointments)

II. Number of Applications Reviewed _____
(includes applications received as of the closing date for receipt of applications and applications reconsidered from previous applicant pools)

III. Please provide the name, race, and sex (if known) of each person invited for an on-campus interview.

	<u>NAME</u>	<u>RACE</u>	<u>SEX</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____

1 Includes instructional and administrative positions for which individuals will be appointed for two semesters or more. Also includes athletic coaches and selected other administrators.

IV. Please provide the name, race, and sex of each candidate interviewed on-campus.

	<u>NAME</u>	<u>RACE</u>	<u>SEX</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____

V. Provide the number of persons interviewed at professional meetings or conferences (optional). _____

	<u>MALE</u>			<u>FEMALE</u>		
	WHITE	BLACK	OTHER*	WHITE	BLACK	OTHER*
	_____	_____	_____	_____	_____	_____

VI. State the name, race, sex, and salary offered to each candidate selected as a result of the search and recommended for appointment. Please state if salary offer was accepted or rejected. It is understood that the provost is responsible for formal salary offers, however salary is usually discussed with candidates.

	<u>NAME</u>	<u>RACE</u>	<u>SEX</u>	<u>SALARY OFFER</u>	<u>ACCEPTED/REJECTED</u>
1.	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____
4.	_____	_____	_____	_____	_____
5.	_____	_____	_____	_____	_____
6.	_____	_____	_____	_____	_____

VII. Provide any other information which you feel could be perceived as demonstrating a commitment to the recruitment or selection of blacks, women, or other racial minorities.

VIII. The following applicants have identified themselves as Black candidates for the position. To the extent possible, briefly describe the reason(s) why the candidate was eliminated from consideration for the position. This information is helpful to our office when we are audited by State and Federal officials to demonstrate the job-relatedness of the selection criteria.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

IX. If a candidate was referred from the Black Faculty and Administrator Vita Bank please respond to the information requested on the referral form.

* Includes all racial minorities other than Black.