



University of Tennessee, Knoxville

TRACE: Tennessee Research and Creative Exchange

Faculty and Staff Reports and Communications

Issues, Proposals, and Recommendations

7-12-1977

Memo: Faculty Handbook Revision

Commission for Blacks

Follow this and additional works at: https://trace.tennessee.edu/utk_blackfacultyreports

Recommended Citation

Commission for Blacks, "Memo: Faculty Handbook Revision" (1977). *Faculty and Staff Reports and Communications*.

https://trace.tennessee.edu/utk_blackfacultyreports/82

This Article is brought to you for free and open access by the Issues, Proposals, and Recommendations at TRACE: Tennessee Research and Creative Exchange. It has been accepted for inclusion in Faculty and Staff Reports and Communications by an authorized administrator of TRACE: Tennessee Research and Creative Exchange. For more information, please contact trace@utk.edu.

THE UNIVERSITY OF TENNESSEE
SCHOOL OF SOCIAL WORK
2014 LAKE AVENUE

OFFICE OF THE DEAN

KNOXVILLE, TENNESSEE 37916

TELEPHONE (615) 974-3175

MEMORANDUM

TO: Ralph Norman
Associate Vice Chancellor
Academic Affairs

FROM: Betty J. Cleckley
Chairperson, Commission for Blacks

DATE: July 12, 1977

RE: Faculty Handbook Revision

In response to your memorandum of June 6, 1977, members of the Commission for Blacks have reviewed the Faculty Handbook draft. In general, the Commission for Blacks feel that the draft reflects very fine work. In reference to the section on Affirmative Action Plan, Item 10, Page 28, we recommend that it be expanded to include information contained in the memorandum entitled "Faculty Recruitment--Some Principles and Procedures", circulated by your office to Deans, Directors, and Department Heads on May 5, 1977. We believe this document constructively reflects the interest of all and clarifies the steps and methods needed to achieve greater representation of members of minority groups and women at UTK. I am attaching a copy of the aforementioned memorandum.


I hope we have been of assistance. We would be pleased to review Chapter 2 whenever it is available. In addition, I would be pleased to answer any questions that you may have concerning the Commission for Blacks' recommendation.

BJC/sjh

Attachment

THE UNIVERSITY OF TENNESSEE
KNOXVILLE 37916
OFFICE OF THE VICE CHANCELLOR
ACADEMIC AFFAIRS

To: Deans, Directors and Department Heads

From: Office of Academic Affairs 

Date: May 5, 1977

Re: Faculty Recruitment - Some Principles and Procedures

UTK's affirmative action plan is designed both to eliminate discrimination and to establish procedures to guide the active attempt to bring about true equality of opportunity and social justice. The achievement of this important aim will require all members of the University community to cooperate actively in the implementation of the plan. Among the basic elements of the UTK Affirmative Action plan are:

- the setting of specific, measurable and attainable hiring and promotion goals with target dates for each area of under-utilization.
- deans, department heads and program directors responsible and accountable for helping to meet the goals and,
- active searching for minorities and women

Affirmative action requires an employer to do more than to assure employment neutrality. It requires additional efforts to recruit, employ, and promote qualified members of groups previously excluded, even if that exclusion cannot be traced to particularly discriminatory actions on the part of the employer. The university's affirmative action plan describes its specific program to insure equal employment opportunity through nondiscrimination and Affirmative Action efforts.

In order to implement the provisions of the UTK Affirmative Action Plan as revised in 1976, some new procedures have been adopted to document the steps taken not only to advertise each full-time permanent or regular part-time faculty position to be filled but to actively and aggressively search for qualified members of groups that have previously been excluded.

The plan requires that at least four weeks prior to the proposed effective date of an appointment the head of an academic department in which a vacancy or new position is anticipated must secure permission to search for candidates. A "Request to Search" form is provided for this purpose. Permission to search does not grant permission to fill a position.

The intent of the request to search form is to authorize the advertisement of the position in all appropriate ways. It places with the department head the responsibility for the thorough and complete advertisement and active search for a pool of candidates that will include women and members of racial groups that are inadequately represented in professional faculty positions.

The UTK affirmative action document was not intended to delineate all of the sources where one might seek such candidates for faculty positions. It is explicit in suggesting that notices should be sent to all appropriate job registries and referral sources which emphasize placement of minorities, women, the handicapped and veterans covered by the Vietnam era, Veterans Readjustment Act of 1974 and to appropriate colleges or universities with predominately black or predominately female enrollments or faculty. It also states that the affirmative action coordinator will assist as requested in identifying appropriate external recruitment sources and that source material will be available at the reference desk of Hoskins Library.

It is difficult to know when an adequate search has been conducted. It is not enough simply to avoid the appearance of unresponsiveness. We must give visible, tangible evidence of our commitment in this area.

Although we have had an affirmative action plan for several years, the most recent revision which became effective on January 1, 1977 requires a greater level of accountability than earlier versions. We have been awkward in our efforts to understand and implement the current plan and some of us have sought to invoke a "grandfather clause" by asserting that a particular search was begun (and sometimes ended) before the current version of the affirmative action plan became effective. While there may be valid reasons for some variances, these should be rare since our university commitment pre-dates by several years the current version of the plan.

It may be useful more clearly to delineate some guiding principles and steps in the order of the process of filling a position.

1. Before announcing an opening or discussing a position with any prospective candidate, there should be appropriate administrative approval to search for candidates to fill that particular position.
2. Permission to search does not authorize the filling of a position. Such authorization must be additionally granted by the appropriate Vice Chancellor.
3. A sufficient and balanced pool of candidates should contain persons in all groups that are underrepresented in the university, particularly women and minorities.
4. Before any offer (even a tentative, verbal offer) is made, there must be an administrative approval of the adequacy of the search. To facilitate this step, a narrative summary of the

search process should be submitted to the appropriate Vice Chancellor. The summary should at least include information relating to the following questions:

- a. In what publication was the position advertised-what date(s) and for what period(s)?
 - b. Through what professional organizations, caucuses, and referral sources was the position advertised-what date(s) and for what period(s)?
 - c. The above steps might insure equal opportunity but what further affirmative actions were taken to identify candidates for the position such as:
 - i. inquiries into the institutions with predominantly minority and/or female faculties and students.
 - ii. telephone calls and/or personal visits to minority and female colleagues.
 - d. Other direct approaches to identifying persons (members of the target groups) who may qualify for the position.
5. A decision regarding a choice among candidates for a particular position should be made only after full completion of the above steps. Appointment papers should not be processed until the adequacy of the search has been approved.
6. If the screening process is prolonged, appropriate efforts should be made to enlarge the pool of candidates by reactivating the search.

HL:plp