MEMORANDUM

TO: Department Chairs
FROM: Stan D. Gaede
DATE: October 2, 2000
SUBJECT: A Five-Point Proposal (attached)

Attached is a copy of the proposal I presented to the faculty last year as one strategy (among a number) for continuing our efforts of diversifying the faculty. I am sending you a copy at this time both to remind you of the proposal but also ask for your cooperation in putting it into effect.

I would draw your attention especially to points three and four, which are especially pertinent to the department chair role. First, please give consideration to a “recruitment specialist” in your department. In some case, this will be the department chair. At other times, however, it may be helpful to designate another individual within the department. If you need help in accomplishing this objective, please let me know. Second, please read over the prescribed “search process” outlined in # 4. While this would only go into effect at the time of a search, it might be helpful to be aware of it ahead of time. Again, if you have any questions, let me know.

The one part of the proposal which has not yet been implemented involves point # 2. A number of faculty voiced concern that designating a committee point-person might have the opposite effect intended, either placing the burden on one person (and allowing others to feel relief from it) or effectively making one individual a spokesperson for a particular cause. I am not sure that either of those would in fact occur. But the arguments are strong enough that I believe we ought to give this further consideration before putting it into effect. However, I would ask that those of you who are chairs of committees would keep this issue before you as well as your committee. Perhaps it is the chair that ought to be the point-person on a routine basis. Just a thought.

Thanks so much for your help. Please let me know if you have any questions or concerns.
A FIVE-POINT PROPOSAL

1. **Individual Commitment**: To some extent, recruiting and retaining a diverse faculty is an ethos issue; a diverse faculty will only be attracted to and stay at Westmont if they believe they are valued here. Whether or not they come to that conclusion depends substantially upon their “reading” of the community. For that reason, the most significant thing that we can do to recruit and retain a diverse faculty is for each of us to individually value and care for one another. I believe the foundation for diversity is the good community.

2. **Committee Point Person**: At least for a time, it might be helpful for each major faculty committee -- and certainly the Faculty Council, Personnel Committee, Executive Senate, and all search committees – to have a designated diversity point person. This individual would be selected at the beginning of each year by the committee as a whole and would have the responsibility of raising and bringing to awareness diversity issues. In some ways, this is simply a mechanism enabling committee members not to forget this issue as they are discussing the business of the College. But it will also help ensure that diversity concerns are a part of significant conversations within the institution. The point person is not an enforcer, and maybe not even an advocate. Rather, the point person is a presence and a conscience, reminding us of and lifting up one of our key values.

3. **Departmental Recruitment Specialist**: Each academic department will designate a recruitment specialist who will be charged with the responsibility of being prepared to fill a department vacancy by keeping track of potential candidates in the field. In particular, the recruitment specialist would attempt to keep abreast of potential candidates of at least three kinds: First, those that would provide needed diversity to their particular department (this could be cultural, ethnic/racial, and/or gender). Second, those who are known as quality teacher/scholars in the field, both as contacts and as potential recruits. Third, those who are presently in graduate school and particularly those who are at the dissertation stage of their graduate work. I am not assuming that the recruitment specialist would think only of diversity issues; however, it would be one part of an overall recruitment awareness strategy.

4. **Search Process**: Whenever there is an opening for any continuing contract position in the faculty, the following procedures and expectations will be in place:

   - The Provost will initiate a discussion with the department as a whole to consider how the position might be employed to enhance diversity within the curriculum and the faculty.
   - The Department Chair and Provost will work together to ensure that advertisements regarding the opening indicate a seriousness about diversity and that appropriate contacts are made (at other colleges and within professional associations) which might elicit the names of potential minority candidates.
   - As is already standard practice, a search committee will be composed, and will take seriously diversity objectives as one component (of a number) which are important in the search process; a diversity point person will be designated on the committee.
   - The search committee will expect the applicant pool to contain candidates who will provide diversity to the department and the College.
- The Provost will expect the search committee to bring to campus and interview candidates that will provide diversity to the College, and that the final recommendation for faculty appointment will take diversity concerns into account as one factor in the recommendation.
- In the event that qualified candidates of diversity are not available, and depending upon the needs of the department, the search committee will consider leaving the position open for an additional year.

5. **Prayer:** Finally, I would ask that we make the matter of diversity at Westmont a matter of regular prayer. This sounds obvious but it is also important. Unless God builds the house, we labor in vain. At Westmont, we do not simply value diversity for its own sake but for the sake of the One who made us diverse and who calls us to be a certain kind of community. Diversity can either ruin us or enrich us. It can either enable us to care for one another or tear us apart. No formula or strategy will, by itself, bring about a good conclusion. Under the best of circumstances, we are a needy people. And we do not come at this effort under the best of circumstances. And so, again, I covet your prayers.