I am writing to introduce two new pathways for increasing equity and inclusion in faculty recruitment. The ultimate goal is to increase the ranks of tenure-system faculty who, by virtue of their lived experiences, their scholarship, and/or their mentoring, teaching, and outreach activities, will contribute significantly to campus goals of greater equity and inclusion. Both pathways draw from the same central budget line, which provides about $500,000 per year.

The Tenure-Track Pathway replaces and improves on the CHIP and TOO programs. A department may bring forward an individual who meets the goals described above. That individual may have been identified in the course of a search, or by other means (in which case a waiver of search will be requested). The improvements:

- In the former CHIP program, the candidate put forward could not be the first choice; that restriction no longer holds.
- In the former TOO program, a waiver of search would not be requested for junior candidates; that restriction also no longer holds.\(^1\)

With the endorsement of the Dean and approval by the Provost, and if there are sufficient funds, my office will provide 50% of the salary for as long as the individual remains at UMass Amherst.

Requests for support through the Tenure-Track Pathway are considered on a rolling basis until funds are exhausted.

The Postdoctoral Pathway Fellowship has been used very effectively at many research universities to increase equity and inclusion in the faculty ranks. In this pathway, an individual is hired for two or three years into a research position with 50% of the normal tenure-system faculty teaching load in the hiring department.\(^2\) The goal is to help the individual jump-start their research program and integrate into the campus community. Ideally, this will lead to a tenure-track position, perhaps through the Tenure-Track Pathway described above. The process calls for a department to put forward a proposal for one of these positions. With the endorsement of the Dean and approval by the

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1 A waiver of search can also be requested for recruitment of a truly extraordinary scholar (e.g., a National Academy member) who does not contribute to equity and inclusion. Central funding, if required, would need to come in the form of a strategic investment rather than the budget for the pathways described in this memo.

2 Technically, these individuals will be lecturers, but can be referred to as Post-doctoral Fellows, Teaching Post-Docs, Visiting Assistant Professors, or other title appropriate to practices in the discipline.
Provost, the department will be allowed to conduct a search. In the application process, departments are required to put forward a mentoring plan, and my office will work with Associate Chancellor Branch to create a cohesive cohort of these individuals across campus. My office will provide 50% of the salary during the term of the appointment and 50% of a fund to support mentoring, research, travel, and professional development. Requests for funding for Postdoctoral Pathway Fellowships should be submitted to the Provost by the Dean no later than February 1, 2018. Decisions about funding will be made as soon thereafter as possible, at which point the successful departments will be authorized to launch searches.

Questions about these pathways can be directed to your Dean, who will consult the Provost as necessary.

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**Instructions for tenure-track pathway**

The Head or Chair submits a memo to the Dean, who forwards it with an endorsement and financial commitment to the Provost and Associate Provost Eagen at the email addresses immediately above. The memo should contain the information listed below. If this candidate emerged from a search, the candidate’s application materials should be forwarded (not including publications). If this candidate did not emerge from a search, the candidate’s CV is required.

**Contents of memo**

1. Hiring department
2. Name of candidate
3. Candidate’s current title/role and affiliation
4. Was this candidate identified in the course of a search? If the answer is yes, which search? If the answer is no, a waiver of search will be required.
5. Assessment of candidate’s qualifications in the areas of research and teaching. If the candidate did not emerge from a search, explain how the candidate’s research and teaching specialization support the long-term goals of the department and college.
6. Explanation of how the candidate’s lived experiences, scholarship, and/or mentoring, teaching, and outreach activities will contribute significantly to campus goals of greater equity and inclusion. Details and specifics are particularly welcome.
7. Approximate salary and start-up.
8. Space needs.

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**Instructions for postdoctoral pathway**

The Head or Chair submits a memo to the Dean, who forwards it with an endorsement and financial commitment to the Provost and Associate Provost Eagen at the email addresses immediately above. If there are multiple requests from a college, the Dean should prioritize them and explain the ranking.

The memo should contain the information listed below. Note that this is normally a request for financial support and permission to conduct a search, though it may be used to
hire a predetermined individual through a search waiver after prior consultation with the Provost.

Contents of memo
1. Hiring department
2. Description of the position, including area of research and teaching duties. (Teaching load should typically be 50% of the load of a tenure-system faculty member)
3. Plan for advertising and recruitment of an individual who, by virtue of their lived experiences, their scholarship, and/or their mentoring, teaching, and outreach activities, will contribute significantly to campus goals of greater equity and inclusion. All applicants should be required to submit a diversity statement.
4. Plan for mentoring to support excellence in research and teaching. Be as specific as possible, including identifying individuals who have agreed to act as mentors. Proposals from bench sciences should specify possible lab placements by the PIs’ names, and those PIs should agree in advance to support absences from the lab for teaching, mentoring, and related activities.
5. Approximate salary.
6. Annual budget to support mentoring, research, travel, and professional development.
7. Requested term (up to 3 years).
8. Is a tenure-system assistant professor vacancy in that area of research and teaching likely to occur near the end of the term?