To: Deans, Heads/Chairs, and Faculty
CC: Chancellor Kumble Subbaswamy
     Associate Chancellor Anna Branch
From: John McCarthy, Provost and Senior Vice Chancellor for Academic Affairs
Date: September 24, 2018
Subj: Pathways for increasing equity and inclusion in faculty recruitment

I am writing to confirm the continuation of the two 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.

The **Tenure-Track Pathway**: 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). With the endorsement of the Dean and approval by me, and if there are sufficient funds, my office will provide 50% of the salary for as long as the individual remains at UMass Amherst.

As with other tenure-track hires, the Provost’s Office will provide 1/3 of the start-up as well. If a Tenure-Track Pathway hire is identified in the course of a search for a position that is funded with strategic investment and that search does not generate a second hire, the Provost’s Office will provide the promised strategic investment funding but not the Pathway funding. 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. 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

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1 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.
forward a proposal for one of these positions. With the endorsement of the Dean and approval by me, 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 the 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 me by the Dean no later than February 1, 2019. Decisions about funding will be made as soon thereafter as possible, at which point the successful departments will be authorized to launch searches. When unexpected opportunities arise, requests may also be submitted at other times and will be considered if funds are available.

If requested, a waiver of search (also known as direct appointment) will normally be approved by me at the same time that the Pathway funding is approved.

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

*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 Associate Provost Eagen and me. 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.
Instructions for postdoctoral pathway

The Head or Chair submits a memo to the Dean, who forwards it with an endorsement and financial commitment to Associate Provost Eagen and me. 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.

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?