

APPENDIX J: SA+P Affirmative Action Policies

	<p>The Affirmative Action Plan of MIT requires that vigorous and systematic efforts be taken to identify and recruit women and underrepresented minorities in all employment categories. The objective of the plan is to achieve a representation of women and minorities that is <i>at least</i> in proportion to their current availability. In addition to diversity of race and gender, MIT seeks to achieve broadly defined diversity throughout the entire MIT community, consistent with the Institute’s educational mission. Please see MIT’s Policy & Procedures 7.1.3, <u>Equal Opportunity/Affirmative Action Policy</u>.</p> <p>The implementation of affirmative action policies is the responsibility of every active participant in the SA+P’s recruitment, search, and appointment processes. Thus it is vital that all members of search committees, all faculty and staff taking part in appointment decisions, as well as department and SA+P administrators and leadership, be familiar with these policies and take the actions for which they may be responsible in a manner that is consistent with these policies.</p> <p>Oversight of affirmative action policies for faculty appointments in the SA+P is the responsibility of the SA+P Faculty Diversity Committee, in consultation with the dean, associate dean, and assistant dean for human resources and administration. SA+P Faculty Diversity Committee is comprised of several faculty members (ideally members of departmental diversity committees) and a faculty chair(s) appointed by the dean.</p> <p>Oversight of affirmative action policies for academic instructional, research, administrative, and support staff appointments in the SA+P is the responsibility of the assistant dean for human resources and administration, in consultation with the dean. The assistant dean for human resources and administration, as Equal Opportunity Representative of the SA+P, is also responsible for tracking, and reporting to the Institute, the SA+P’s progress toward full representation of women and minorities in all employment categories.</p> <p>The Institute policies are described in MIT Policy and Procedures, <u>Affirmative Action Serious Search Policy</u>.</p>
<p>Search Policies and Guidelines: Required Searches</p>	<p>Appointments requiring searches are:</p> <ul style="list-style-type: none"> • Faculty: all assistant, associate (with or without tenure), and full professor appointments. • Staff: Academic instructional (including professors of the practice, adjunct faculty, visiting faculty, instructors, and lecturers), research, and administrative with full time salaried appointments for an academic year or longer. Exceptions may be made, subject to the approval of the dean. • Renewals: In the above employment categories, renewals that extend short-term appointments to a total period of longer than a year are subject to search requirements.
<p>Dean’s Approval and Waivers</p>	<p>An offer of appointment cannot be made without prior approval of the dean. When warranted by exceptional circumstances or needs, a waiver of a search may be granted by the dean. The department, laboratory, or center director must forward a waiver request to the dean providing explicit justification and supporting material for</p>

	<p>the request. A search waiver requires consideration of the following matters:</p> <ul style="list-style-type: none"> • How the department, lab, or center happened to know about the individual proposed for appointment. • Identification of the special qualifications of the individual in terms of the position requirements and the importance of the individual to the research of the department, lab, or center. • Demonstration that the best academic judgment has been used to assess the candidate and her/his attributes (including gender, race, and other diversity attributes) against the needs and educational mission of the Institute, the School, and the department or program; see <i>Search</i>, page 3-3. • Why a full search would not identify better candidates to fit the position.
<p>Searches Faculty and Non-Academic</p>	<p>The dean and department heads in our School administer policies and guidelines for faculty searches that reflect the Institute’s strong commitment to increasing gender and racial diversity of the faculty:</p> <p>Institute policy requires that each search committee have a designated advocate for women and minority candidates. In the SA+P, all members of a search committee will bear equal responsibility for the effective advocacy of women and minority candidates and for conducting a diverse search.</p> <p><i>The main expectations for search committees are:</i></p> <ol style="list-style-type: none"> 1 <i>Be diverse.</i> Special efforts should be made to achieve diversity, broadly-defined, in the membership of the search committee, and to include women and minorities whenever possible. If suitable women or minorities are not available within a department, then women/minorities outside the department, School, or Institute should be considered. 2 <i>Look broadly.</i> Define the job position as broadly as possible. Constraints that might narrow a search (narrow field, curricular needs, etc.) must be fully justified in the Search Plan (see below). 3 <i>Identify a diverse applicant pool.</i> Serious outreach efforts should be made to find qualified women/minority applicants. The pool of applicants should be evaluated using as complete a set of criteria as possible. 4 <i>Interview broadly.</i> Women and minority candidates who are viewed as being of excellent quality, but do not immediately appear to fit the goals of the search, should, nevertheless, be invited for interviews to ensure a complete appreciation of their qualifications and to assess them as potential candidates for other positions. 5 <i>Justify candidate selection.</i> The Search Report (see below) should include a serious written discussion of the merits of the candidates, including the women and minority applicants.
<p>Faculty Searches</p>	<p>The SA+P Faculty Diversity Committee will oversee the implementation of Institute policies and guidelines at the School level. All search committee members (and all faculty) should be familiar with these policies and guidelines. In addition, the SA+P Faculty Diversity Committee will serve, ex officio, as advocate for all search committees.</p>

	<p>The SA+P Faculty Diversity Committee was established to serve as advocate for women and minorities during the search process. The committee is responsible for developing and updating standards for all aspects of the search process, assisting and advising search committees, and approving and monitoring search plans and reports and formulating retention and mentoring practices and policies.</p> <p>If a search does not show that earnest efforts were made to identify viable women or minority candidates, the SA+P Faculty Diversity Committee reserves the option of requiring the search committee to go back and conduct a broader search. In addition, the outcomes of all searches will be monitored at the Institute level by the Provost's Office.</p>
<p>Required Reports</p>	<p>Search committees for faculty and non-faculty appointments are required to submit reports in conjunction with a search—a Search Plan before the search begins, an Interim Report (faculty only) and a Final Search Report (prior to an offer of employment being made) when the search is concluded.</p> <p>For faculty searches, all reports must be submitted to the SA+P Faculty Diversity Committee for review. The Committee will either recommend approval to the dean, or request that revisions be made before it can recommend approval.</p> <p>For non-faculty searches, both reports must be submitted to the assistant dean for human resources and administration for review. The assistant dean for human resources and administration will either recommend approval to the dean, or request that revisions be made before recommending approval.</p> <p>The dean must formally approve every search plan before a search begins, and approve every final search report before an offer of employment is made.</p> <p>See the Faculty Search Process Flowchart for the sequence of reports and approvals required for searches.</p> <p><u>Search Plan</u></p> <p>When a vacancy is identified, the department, laboratory, or center through the Dean will submit to the SA+P Faculty Diversity Committee (in the case of a faculty search) or to the assistant dean for human resources and administration (in the case of a non-faculty search). A summary of the search committee's proposed plan to recruit candidates for the vacancy must include strategies for advertising the position and identifying and recruiting a diverse pool of applicants including women and minorities. Normally, the chair of the search committee is responsible for submitting the Search Plan (see Search Plan).</p> <p>Recruitment (including advertising) cannot begin until the search plan is approved.</p> <p><u>Interim Search Report (faculty searches only)</u></p> <p>All faculty interim search reports must be submitted to the SA+P Faculty Diversity Committee for review. Reports should include an explanation of recruitment strategies, a short list of candidates which identifies gender and ethnicity, as well as the next steps in the search process. The committee will either recommend approval of the report to the dean, or it will request that revisions be made before final approval to move forward.</p> <p><u>Final Search Report</u></p> <p>A final search report is required for both faculty and staff searches. See report for details. <i>In no case can a formal offer of employment be made without the dean's (faculty) or the assistant dean's (staff) approval.</i></p>

	<p>When a faculty candidate is chosen, the department forwards a Final Search Report to the SA+P Faculty Diversity Committee. This report must be submitted <i>before</i> the case is reviewed by department faculty members. Normally, the search committee chair is responsible for completing the Final Search Report.</p> <p>In the case of a staff search, the report should be submitted to the assistant dean for human resources and administration.</p> <p>All Search Reports should include an overall summary of results, such as advertising and recruitment efforts (professional organizations, email lists, Twitter or other social media outlets, etc.), and any deviations from the approved Search Plan.</p> <p>The dean or assistant dean for human resources and administration must approve all Search Reports before appointment of the final candidate is reviewed by the department, laboratory, or center faculty and/or staff.</p>
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Faculty Search Process

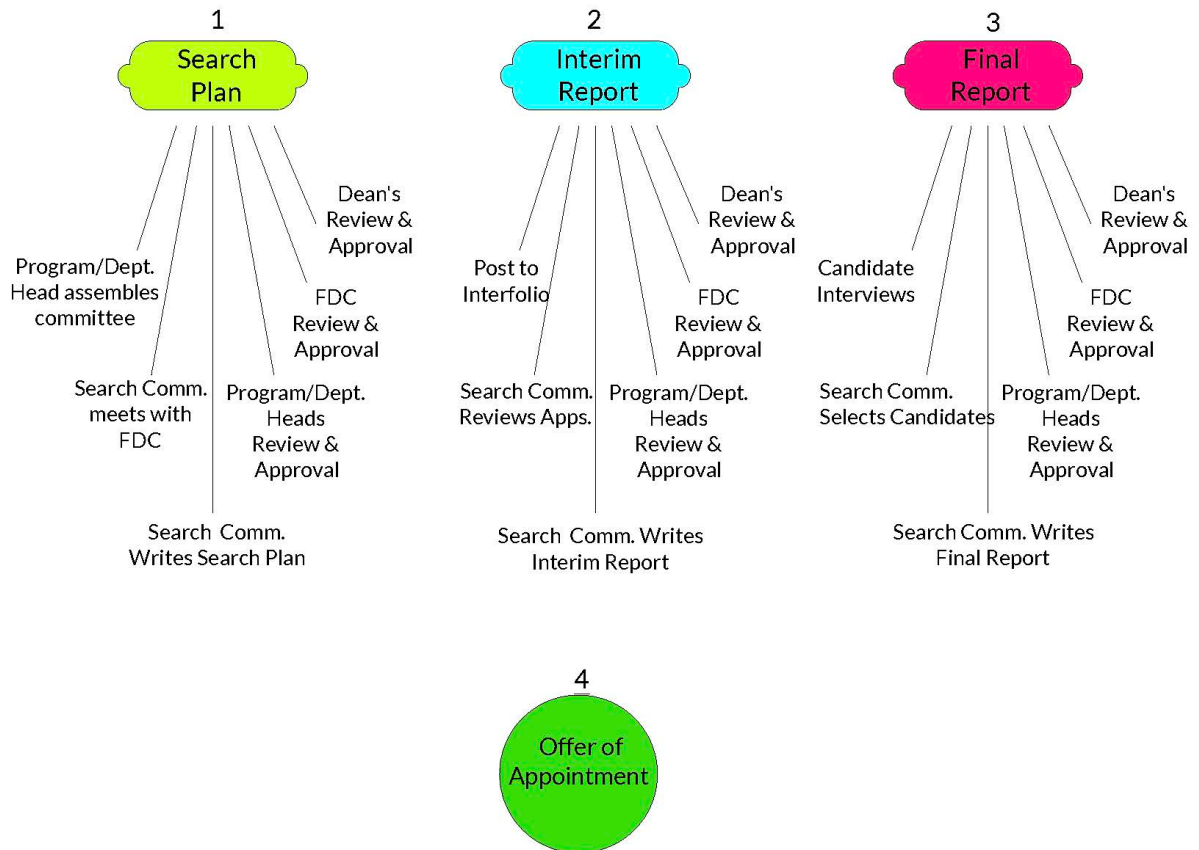
Office of the Dean
School of Architecture and Planning
Spring 2021

Overview

The purpose of the Faculty Diversity Committee is to assess and assure that the SA+P faculty search process allows for the inclusion of women and members of US underrepresented minority groups. (prioritizing)

- Each plan/report must be submitted by the head of program or department
- Each report must include details of events and measures taken that convey evidence of a fair, diverse, inclusive and equitable search.

Search Stages & Steps



Faculty Search Process Flow Chart



Note: If any offers are declined, please submit an amended search report that includes name of candidate and reason why they declined.

Stage 1: Faculty Search Plan

1. Department/Program Head seeks Dean's approval for a search
2. Department Head Consults Diversity Committee on the composition and diversity of perspectives of Search Committee members.
3. Department/Program Head appoints Search Committee
4. Search Committee Consults with Faculty Diversity Committee Chair(s)
5. Search Committee prepares Search Plan **(use format below)**
6. Department/Program Head reviews and either requests revisions or approves Search Plan
7. Faculty Diversity Committee reviews and either requests revisions or approves Search Plan
8. Dean reviews and either requests revisions or approves Search Plan
9. Notification of approval sent to Search Committee and Department/Program Head by dean's office administrator
10. Search Committee advertises position

Date:

Department:

Discipline group (if applicable):

Position: i.e., Assistant Professor (tenure track)

Anticipated date of hire:

Job Description:

- Based on faculty input, the Search Committee will write the appropriate job description which will include information regarding position/rank, discipline area, and area of specialization (if appropriate).
- In addition to information on the type of applicant sought and their degree level, the description will include information on department/program group responsibilities, interdisciplinary opportunities, and general information about the MIT academic environment.

The following statement should be found in all submissions:

- The Massachusetts Institute of Technology is committed to building a culturally diverse educational and employment environment. The Institute prohibits discrimination against individuals on the basis of race, color, sex, sexual orientation, gender identity, pregnancy, religion, disability, age, genetic information, veteran status, or national or ethnic origin.

Minimum Qualifications:

- Written by the Search Committee and should include degree level required and any other significant qualifications.

Advertising and Posting Plan:

- Include special efforts, i.e., advertisements, mailing to organizations, oral and written communication with colleagues, etc., that are specifically intended to make the availability of the position known to women and underrepresented minorities and candidates who fulfill other unmet diversity needs. Be sure to include diversity related publications.

Outreach:

- Describe other plans and procedures to engage the search committee in vigorous and systematic efforts to identify and recruit women and underrepresented minorities. Include any special approaches that will increase their competitive opportunity.
- Include at least three persons of underrepresented minority status in the same or similar field of the position to be contacted for their advice on possible candidates on this search. These three could be specific to the field, or in a similar field, and who may have suggestions on candidates who are both URM and have good potential for the position.

Members of Search Committee:

- name, title, department, subgroup
- list all members and denotes who is the committee chair
- Job Advertisement copy attach here

Stage 2: Interim Search Report

1. Department posts position on Interfolio and forwards job description to the International Scholars Office (ISchO)
2. Search Committee collects applications and reviews
3. Search Committee prepares Interim Report (**use format below**)
4. Search Committee submits Interim Report including bios of shortlisted candidates to Department/Program Head
5. Department/Program Head reviews and either requests revisions or approves Interim Report
6. Faculty Diversity Committee reviews and either requests revisions or approves Interim Report
7. Dean reviews and either requests revisions or approves Interim Report
8. Notification of approval sent to Search Committee and Department/Program Head by dean's office administrator
9. Search Committee contacts candidates

Report Date:

Department:

Position:

Date of Search Plan (Stage 1) Approval:

Report on Search:

Background and goal of search:

- Append the approved Search Plan.

Summary of Search Committee steps taken to date:

- Measurable information is expected, e.g., outreach efforts (phone calls, email, etc.)
- Present committee challenges and any suggestions for improving the search process that we may be able to share with other search committees
- List next steps after approval of the Interim Report i.e.: scheduling interviews, colloquiums, etc.
- **Note- HR document included.**

Comments on Advertising, Posting and Outreach Evaluation:

- In addition to the departmental and Interfolio website, list other sites used for advertisement
- Include data on the outreach efforts by the Search Committee to recruitment officers at historically Black colleges or universities.
- Include a discussion of yield from advertisements (personal contact, advertisement, online, etc).
- Include a discussion of yield outreach and any lessons drawn that might inform future searches.

List candidates:

- Summary on total applicant pool and subsequent determination of shortlist
- Candidate 1 with short bio
- Candidate 2 with short bio
- Candidate 3 with short bio
- Etc.

Review and Statistical Summary of Applicant Pool:

(add a brief summary here)

- **Create a narrative summary of number**
- Instructions and Code: Use the codes to designate race/ethnicity of all applicants and interviewees. In addition, provide the number of applicants and interviewees needing visa sponsorship.

H/L:	Hispanic or Latino	B:	Black or African American	2+:	2 or more races
AI/AN:	American Indian or Alaska Native	W:	White	INT:	International Applicants (those needing visa sponsorship)
A:	Asian	PI:	Native Hawaiian or Other Pacific Islander		

Number of Applicants by Race/Ethnicity										
Sex	Total	H/L	AI/AN	A	PI	B	W	2+	INT	Unknown
Male										
Female										
Unknown										
Total										

Number of Interviewees by Race/Ethnicity										
Sex	Total	H/L	AI/AN	A	PI	B	W	2+	INT	Unknown
Male										
Female										
Unknown										
Total										

Attach the resumes of all the women and minority finalists

Stage 3: Final Search Report

1. Candidates brought in for interview and formal visit.
2. Search Committee selects final candidate(s)
3. Search Committee prepares Final Report **(use format below)**
4. Department/Program Head reviews and either requests revisions or approves Final Report
5. Faculty Diversity Committee reviews and either requests revisions or approves Final Report
6. Dean reviews and either requests revisions or approves Final Report
7. Notification of final approval sent by dean's office administrator to Faculty Diversity Committee, Search Committee, and Department/Program Head
8. Department/Program Head in consultation with the Dean creates formal offer letter
9. If an offer is declined please report to the dean's office administrator who is required to track this information for MIT

Report Date:

Department:

Position:

Date of Search Plan Approval:

Report on Search:

Background and goal of search:

- Append the approved Search Plan and Interim Report.

Summary of Search Committee process and challenges:

- Measurable information is expected, e.g., outreach efforts (phone calls, email, etc.)
- Please discuss any challenges the committee encountered while conducting the search.
- Also list any suggestions for improving the search process that we may be able to share with other search committees.

Review of Selected Candidate(s):

- Provide a justification for the selection of the preferred candidate(s). Explain how and why the candidate was selected from among the finalists. In particular, describe clearly how the selected candidate was evaluated in light of all criteria, including diversity criteria, and how women/minority finalists were evaluated or ranked relative to the selected candidate.
- Attach a copy of the selected candidate(s)'s curriculum vitae
- Indicate selected candidate(s): Name, Gender/Ethnicity & approximate Start Date
- Update the Statistical Summary of Applicant Pool as needed **(use format below)**.

Review and Statistical Summary of Applicant Pool:

(add a brief summary here)

- **Create a narrative summary of number**
- **Instructions and Code:** Use the codes to designate race/ethnicity of all applicants and interviewees. In addition, provide the number of applicants and interviewees needing visa sponsorship.

H/L:	Hispanic or Latino	B:	Black or African American	2+:	2 or more races
AI/AN:	American Indian or Alaska Native	W:	White	INT:	International Applicants (those needing visa sponsorship)
A:	Asian	PI:	Native Hawaiian or Other Pacific Islander		

Number of Applicants by Race/Ethnicity										
Sex	Total	H/L	AI/AN	A	PI	B	W	2+	INT	Unknown
Male										
Female										
Unknown										
Total										

Number of Interviewees by Race/Ethnicity										
Sex	Total	H/L	AI/AN	A	PI	B	W	2+	INT	Unknown
Male										
Female										
Unknown										
Total										

Attach the resumes of all the women and minority finalists

Offers of employment:

First offer:

Candidate Selected:

Sex:

Position/Rank

Ethnicity

Please indicate if the applicant needs visa sponsorship: Y or N

Approval/offer date:

Offer Accepted date:

Offer Declined date:

Start date:

Additional offers made:

Candidate Selected:

Sex:

Position/Rank

Ethnicity

Please indicate if the applicant needs visa sponsorship: Y or N

Approval/offer date:

Offer Accepted date:

Offer Declined date:

Start date: