

**Faculty appointments and replacements: Target of Opportunity**

**REPORT PREPARED FOR PROVOST MACIAS**

**May, 2010**

Submitted by:

John Baugh

Jean Allman

James McLeod

Will Ross

Luis Zayas

**Target of Opportunity Faculty Appointments:  
Common concerns in search of School specific solutions**

**Preamble:**

***Target of Opportunity (TOO)*** appointments are intended to accelerate hiring and retention of outstanding faculty who will also diversify schools, departments, programs, centers, and institutes throughout Washington University.

## **New Faculty Hiring and Replacement of tenured/tenure-track appointments:**

There are two ways of recommending new and replacement tenured/tenure-track positions at the University:

### A) National Search

The first and most common procedure is to request authorization for a national search open to all qualified applicants. A faculty member, department, or program of a Washington University school initiates this process by applying to the Dean of the School.

### B) Target of Opportunity (TOO)

An alternative way to request a new position is through the less common vehicle of a *Target of Opportunity* (TOO) hire. A TOO represents an opportunity to recruit a candidate of such outstanding quality that her or his exceptional teaching and scholarship will substantially strengthen and diversify the faculty. A TOO hire ordinarily occurs at times when the department or program has not otherwise identified the need for a national applicant search in a particular field of scholarship.

TOO hires are principally intended to provide schools, departments, and programs with the opportunity to enhance their excellence by increasing faculty diversity. All TOO proposals must be approved by the School Dean, the School's Affirmative Action Monitoring Committee, and the Provost. If the appointment will hold tenure, the School's tenure committee will judge the merits of a particular candidate for tenure, in accordance with the school's published criteria for promotion and tenure.

**Common Considerations:**

In order to promote Target of Opportunity appointments, each school will need to establish procedures to monitor and evaluate candidate diversity at early-to-late stages. Ideally such procedures and measures should be developed, school-by-school, to transform future TOO appointments to devote primary attention to promoting faculty excellence through increasing diversity.

Each Dean is free to interpret TOO appointments broadly, in order not to constrain the manner in which they promote faculty excellence within their respective schools. However, TOO appointments must not be restricted to premiere majority candidates and must be made with full and careful consideration of the diversity of the faculty within a given department. Each Dean is now free to make a case-specific argument in support of excellence for consideration by the Provost, who will be required to approve all future TOO appointments at Washington University.

**Proposed tasks:**

Each school should develop clear, concise, and sustainable nomination procedures for TOO candidates. Ideally nominations should cover the full career spectrum, from early entry to senior appointments. Moreover, all Schools have historically used TOO appointments, but rarely have these efforts increased faculty diversity. Therefore each School will want to devise internal measures for success, which will vary considerably depending upon the specialty and the prospective pool of diverse applicants.

**Special Provisions and Circumstances:**

Ideally new TOO initiatives will inspire faculty to think creatively about nominating outstanding prospects whom we might ultimately like to attract to Washington University as future colleagues. TOO appointments have historically promoted academic excellence, hence the decision to forego a national search. Each Dean should ensure that nominations for future TOO candidates primarily promote faculty excellence through increased diversity. Thus, while some spousal appointments and appointments of senior candidates who do not diversify the faculty are welcome and should continue, it is the hope of this committee that TOO appointments now be used primarily to enhance faculty diversity, which will be monitored by the Provost who must ultimately approve all forthcoming TOO appointments.

**Anticipated need for future measures of sustainability and accountability:**

TOO appointments should be well documented, and the Provost could request that each Dean specifically identify the measures by which faculty appointments will be monitored in order to sustain efforts to promote and increase faculty diversity in all academic units.

**Conclusion:**

The TOO committee is greatly encouraged by the fact that every Dean is strongly receptive to TOO objectives, and that all are eager to pursue these matters with vigor. Universal constraints pertain to limited funding in each school that could inhibit flexible procedures to promote innovative TOO solutions. Deans are therefore encouraged to work collaboratively whenever possible in close consultation with the Provost in order to devise creative solutions.