As we move more fully into University recruiting to fill positions for 1974-75, two basic equal employment opportunity concerns emerge. We face the immediate need for some mechanism which will assure that all open positions are filled on an "equal opportunity" basis. We also face the necessity for permanently building equal employment opportunity into all our attitudes and procedures. I'm convinced that monitoring actual appointments is the most effective single step we can undertake to meet both needs. Such monitoring would approve filling an open post only when the procedures had involved an extensive search leading to either the hiring of a minority person or a woman from the "most qualified" group, or the developing of clear documentation of employment of the most qualified person, regardless of race or sex.

While it is unlikely that each unsuccessful search would yield the same documentation of effort, it seems appropriate to expect that active endeavors to find women and minority persons would lead to the development of such documents as: 1) letters of inquiry and announcement to graduate schools, placement offices, professional associations, minority groups, women's groups, and the like; 2) advertisements in professional journals, newspapers and minority papers; 3) letters to specific individuals referred by any source or received by the University from those individuals; 4) records of interviews (or invitations to interviews) with minority persons and women; 5) letters offering positions to minority persons or women; 6) expression of "no interest" from minority persons or women in response to inquiries, advertisements, invitations to interviews, interviews, invitations to accept a position; 7) sound evidence that the background or qualifications of minority persons and women who were considered was inadequate, including, but not limited to, such factors as lack of degrees demonstrated to be required, lack of experience demonstrated to be required, lack of special training as documented to be required; and 8) sound evidence that the appointee held a background, training, and potential which, on all the available evidence, promises a performance superior to the other applicants considered for the position.

The need for procedures of this nature is described in the University's Equal Employment Opportunity Plan in the first three prime directives of expanded recruitment, explicit job descriptions, and objective appraisal.
It was also clearly anticipated in section II, A, 1-4 (page 41) which prescribe evidences of search and in the Affirmative Action effort report form on page 43.

On these grounds then, I think it would be highly appropriate if each of you would study carefully the provisions outlined above and take necessary steps to insure that monitoring procedures are initiated or refined to insure minority/women hiring or search documentation for all professional appointments to your campus after this date. Should you have any questions or comments, Ken Mackenzie will be pleased to receive them.

Thanks very much.

Ernest L. Boyer

This memorandum addressed to:
    Presidents, State-Operated Campuses

Copies for information only sent to:
    Presidents, Community Colleges
    Chancellor Kibbee
    Dean McGrath