



## **Faculty Fellowship Program History: 1986-2005**

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**Office of Strategic Hiring and Support**

**Indiana University-Bloomington**

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## Introduction

The academic year 2004-2005 marks the end of the Indiana University-Bloomington Faculty Fellowship Program (FFP). For eighteen years, the FFP has been instrumental in introducing minority faculty to the IU Bloomington campus in an effort to diversify the faculty by improving recruitment and retention of minority scholars. With its inception in 1986, the program made IU a pioneer in minority recruiting practices, drawing national recognition.

Though the FFP experienced changes over the years, reflected in part by its name changes—from Minority Summer Faculty Recruitment Fellowship Program to Minority Faculty Fellowship Program to, simply, Faculty Fellowship Program—its commitment to diversifying IU faculty has never swayed. Numerous talented and accomplished minority scholars have joined IU faculty in tenure-eligible positions after first getting to know the Bloomington campus during summer or academic-year fellowships. Moreover, the time the 114 fellows, the total scholars hosted by the FFP over the years, have spent teaching and conducting research at IU has in and of itself contributed much in way of improving the number of role models for students of historically underrepresented backgrounds. Even while numerous other highly qualified minority scholar applicants could not be offered fellowships, departments and schools were nonetheless made aware of their presence on the job market.

The FFP has evolved to the point of being institutionalized, as reflected in IU President Adam W. Herbert's declaration in his "State of the University 2004" speech that IU continue its commitment to diversifying minority faculty: "we must and will prepare [IU] to welcome a wider array of students and facilitate their success. Changing demographic realities, as well as our own ethical commitment to diversity, also demand that we further intensify efforts to include more women and minority candidates in our hiring and procurement efforts. Indiana University must advance its traditions of diversity in all that we do" (<http://www.indiana.edu/~pres/sou04.shtml>).

### **Before the Faculty Fellowship Program: The Status of Minorities in Higher Education and the Program's Rationale**

In 1985, the Bloomington Faculty Council (BFC) and then IU Vice-President Kenneth R. R. Gros Louis had already approved the Affirmative Action Committee's proposal, under the direction of Herman Hudson, who was appointed the first Dean for Afro-American Affairs at IU in 1970, to allocate funds to hire at least one woman and one minority, both at the tenured level and the assistant or associate level, for the subsequent five years ([Bloomington Faculty Council](#) Circular B26-86 1-2).

However, there were two obstacles that pointed to a need for additional recruitment efforts. Evidence indicated that in order for the Affirmative Action Committee's initiative to be successful, departments needed assistance in locating these minority faculty hires, as well as in retaining them. If IU was to successfully recruit more minority faculty, it would have to do more than allocate hiring funds.

A major hindrance in the recruitment of minority, as well as women, faculty has been certain misconceptions or “myths,” as indicated in a 1999 Report, “Facing the Challenge of Achieving Minority Equity in Faculty Representation,” issued by the Office of Strategic Hiring and Support (<http://www.iub.edu/~shs/images/report1.pdf>). One such misconception is that minority and women scholars are scarcer than they really are (18) and that in order to diversify faculty, an institution must lower its standards (7).

A 1985-86 member of the BFC, Elmus Wicker, professor of economics, voiced this first misconception during a BFC discussion of recruiting more minority and women faculty, in which he insinuated that there were so few minority and women scholars that the only way to acquire them was to “steal” them from other universities: “What we would be doing is reallocating people at the associate professor ranks, minorities and women, from other universities to IU. This strikes me as extremely short-sighted, motivated by self-interest of the worst possible kind, to think that the way we get more women at IU is to take them away from someone else” (BFC Minutes, Nov. 5, 1985 10).

In response to Wicker’s comment, Professor Carolyn Calloway-Thomas asserted that this focused attention on the supposed scarcity of minority scholars and the potential difficulty in locating them operates as “stalling kinds of questions we use to prevent ourselves from doing the kinds of things we ought to be doing” (BFC Minutes, Nov. 5, 1985 10). What needed doing, the BFC soon decided, was the creation of a program to assist departments and schools in their diversity recruitment efforts. Though most deans and departmental chairs at IU seemed to recognize the need for recruiting minority faculty campus-wide, “their explanation [for their struggles in this effort] in regard to their own schools and departments [was] that normal recruitment efforts draw no applications from qualified minority candidates” (BFC Circular B26-86 1). Since departments’ individual recruitment efforts were not attracting minority faculty to IU, it was necessary to implement an alternative recruitment strategy to “demonstrate the number and qualifications of minority scholars available for faculty positions on the Bloomington Campus” (BFC Circular B26-86 1).

The second hurdle was retaining these minority faculty members once they were identified and hired. Just as minority undergraduate enrollments were declining in the eighties, so too were the number of minority faculty members. At IU-Bloomington, the number of African American faculty members, for instance, dropped from 28 in 1981 to 19, out of 1115 faculty, in 1984-85 (BFC Minutes, September 24, 1985 8). Thus, the percentage of African-American faculty members in 1984-85 was less than 2 percent. As Professor Dolores Schroeder pointed out, “The attrition rate of minority faculty is at least three or four times that of the non-minority faculty” (BFC Minutes, September 24, 1985 9).

Notably, the attrition rate of minority faculty was lowest in the Afro-American Studies department. Herman Hudson attributed this fact to “the camaraderie and mutual support that the faculty members have given each other” (BFC Minutes

Sept. 24, 1985 9), a support that appeared to be lacking in departments in which there was one lone minority faculty member. Hudson stated, "In order to bring a person here to those departments without any Black faculty (or as a second Black in other departments), there needs to be a systematic effort to give them the professional encouragement that will enable them to really understand that Indiana University is interested in them and in their professional development and in developing loyalty."

In other words, given IU's homogeneous population and its poor minority faculty retention record, there was a serious need for IU to make special efforts to make minority faculty feel welcomed and valued. In Dolores Schroeder's words, "We have been doing very little; that hasn't worked. We have lost minority faculty. We must do something for retention... There is a negative attitude already. Because there are so few minority faculty here, perhaps we need to do something special to make them feel welcome... We would like to make them feel so welcome here that they won't even think of leaving" (BFC Minutes Sept 24, 1985 10-11).

Hence, in 1986 Vice-President Gros Louis and the BFC approved a second proposal from the Affirmative Action Committee, this one for the Minority Summer Faculty Recruitment Fellowship Program. The recruitment program would address the obstacles of both recruiting and retaining minority faculty. As Herman Hudson described it, the Program would be able to "introduce more IU departments to the pool of talent that exists among Blacks, Hispanics and Native Americans, and at the same time provide the opportunity for those persons to visit the campus and come to know IU, with the view that many of these summer fellowships may in the future result in permanent appointments" (*Beginnings* Volume 1, Number 1, 1987 6).

In its proposal of the program, the Affirmative Action Committee designated that the person responsible for acquiring fellowship applications and introducing these "young and highly-qualified Black, Hispanic, and Native American scholars across a range of disciplines" to chairpersons and deans in their areas of expertise should be a "tenured faculty member appointed by and reporting to the Vice President" (BFC Circular B26-86). The FFP had two directors during its existence. The first was Professor Carolyn Calloway-Thomas, who directed the program for six years. In 1992, Alberto Torchinsky, Professor in the Department of Mathematics and then Dean of Latino Affairs, took up where she left off.

In the first of the program's newsletters (*Beginnings* Volume 1, Number 1, 1987 1), Calloway-Thomas, reflecting on a minority enrollment report by The American Council on Education in the 1980s, noted that minority enrollments were declining. As much as minority undergraduate enrollments were dropping, the number of minority faculty was so low that "it [was] quite likely that an overwhelming majority of graduates [would] complete their academic career without having seen a Black professor, let alone having taken a class with one" (BFC Circular B26-86 1).

As former IU President Thomas Erhlich put it, "by improving faculty recruitment we will improve minority student recruitment—one builds on the other" (*Beginnings* Volume 2, Number 1, 1988 2). In its proposal for the FFP, the Affirmative Action

Committee of the Faculty Council stressed that “minority faculty provide examples and encouragement to minority undergraduate and graduate students, and they encourage minority students to seek positions as faculty members themselves” (BFC Circular B26-86 1).

In addition to these concerns was that of Bloomington’s image as a “Southern-type town,” one that isn’t particularly diverse or urban (*Beginnings* Volume 3, Number 1 1989 4). Gros Louis observed that IU was more successful retaining minority faculty hires who “had some prior knowledge or experience of Bloomington—either they were here as undergraduates, or they got their graduate degrees here.”

Gros Louis praised FFP’s design to introduce minority scholars to life in Bloomington “before they have to make some permanent commitment” as “one of the greatest advantages” of the program (*Beginnings* Volume 3, Number 1, 1989 4). This arrangement of allowing the fellows and their respective departments to “get to know each other first” aimed to increase the odds that a long-term appointment, when offered and accepted, would endure.

### **Logistics of the Faculty Fellowship Program**

In its beginning, the FFP was authorized to invite up to 15 minority fellows each second summer session for a three-year period. Application requirements stipulated that the applicant be a citizen or permanent resident of the United States; of African American, Latina/o, or Native American ethnicity; and have recently completed a Ph.D. or equivalent degree, or be A.B.D. with an upcoming defense date scheduled. Applications were accepted year-round, but with preference to early applications due to time restraints on arranging departmental funding.

The fellowship program was advertised in publications such as *The Chronicle of Higher Education* and *Black Issues in Higher Education* and *Outlook in Higher Education*. To supplement formal print advertising, information about the program was also relayed to relevant university administrative offices and minority faculty both on the IU campus and off, in hopes that it would be passed along to potential applicants.

Upon receipt of FFP applications, the staff would review each potential fellow’s credentials and forward qualified candidates to their respective departments. When departments were interested in a particular applicant, and when budgeting allowed, the fellowship program worked with the department to try to bring the scholar to the IUB campus.

The program stipulated that interested departments hire a fellow as a visiting assistant professor and that they offer fellows a salary equivalent to that earned by a standard hire at that level. This sum would be supplemented by an award of \$2500 from the Vice President’s Office, which could be applied to travel, housing,

and research expenses (BFC Circular B26-86 1). Over time, this stipend grew; in 2004, it was \$4000.

During this second summer session, fellows taught one course, which provided them the opportunity to add to their teaching experience and sharpen their pedagogical skills. Indiana University's many resources and facilities also made the fellowship an attractive opportunity to advance a scholar's academic research. In addition, the fellowship was a chance to meet colleagues and build valuable professional relationships. Jeanett Castellanos, a 1998 Fellow, recalled that, "The FFP helped me develop professionally and personally. The program provided an excellent training ground to help me further refine my research and teaching skills. In particular, the opportunity to meet top scholars, hear about their work, learn their conceptualization process, and even refine my statistical skills were all elements of my professional development during the program" ([Future Faculty Update](#) 2003, 9).

Though the fellowship program's success depended upon the FFP directors' and staff's initiatives, as well as on the interest of the applicants, it relied too on departments' and schools' enthusiasm, ability, and willingness to work to bring these minority scholars to the Bloomington campus. Even when budget constraints or other priorities did not enable departments to hire fellowship applicants forwarded to them by the program, Calloway-Thomas emphasized that these departments were "nonetheless aware of the achievements of minority scholars in their fields. That awareness will grow and bear fruit in other years" (*Beginnings* Volume 2, Number 1, 1988 1).

## **Eighteen Years of Diversifying the IU Professoriate**

The Minority Summer Faculty Recruitment Fellowship Program welcomed its first fellows in the summer of 1987, bringing eight minority academics to the IU-Bloomington campus as visiting assistant professors. They were selected from a pool of close to 100 applicants, and their accomplishments included numerous awards and honors, including a Fullbright. Several of the fellows had already published books; most had published numerous scholarly articles.

Among these first fellows was Gary Sailes, an already well-known figure in the tennis arena. Not long after his stint as a fellow at IU, he was offered, and accepted, a tenure-track position in the School of Health, Physical Education, and Recreation at IU. Asked about his experience during his time as a fellow, he expressed his surprise to discover that "the people were very warm, very friendly. The faculty support and the student support were both outstanding" (*Beginnings* Volume 4, Number 1, 1990 3). That he still teaches at IUB today attests to the FFP's value in strengthening the recruitment and retention of minority faculty at Indiana University. Dr. Sailes is now a tenured Associate Professor in the Department of Kinesiology.

After the first few years' success, the BFC extended the FFP for an additional three years. With this extension came an exciting modification, the addition of academic-year fellowships. Rather than invite up to 15 fellows during the second summer session, the program could now welcome up to 10 fellows during the summer and 3 during the academic year. As Carolyn Calloway-Thomas put it in her regular column in the program newsletter, "Fellows participating throughout the year will have the opportunity to develop fuller relationships with their respective departments" (Volume 3, Number 1, 1989 1). To reflect this development, the program shortened its name to the Minority Faculty Fellowship Program.

At the same time that 1987 Fellow Gary Sailes joined the Bloomington faculty in 1990, the FFP welcomed its first academic-year fellow, R. Drew Smith, a political scientist, into the Department of Afro-American Studies. Smith was an IU alumnus, having graduated in 1979 with a bachelor degree in Education.

The following year, Smith too was offered, and accepted, a longer term faculty position with IU, along with three other former fellows. Nellie Morales was hired in the School of Public and Environmental Affairs; Robert Brookins accepted a position with the School of Business at IUPUI; and Carolyn Mitchell joined the Department of English.

Carolyn Mitchell, who grew up in New York City and then spent twelve years in California, welcomed the slower pace of Bloomington, where no longer having to commute for hours a day, she could make more time for research, as well as for hobbies such as water-coloring and knitting. After her initial stint in Bloomington, she said, "Bloomington feels like where I belong both intellectually and physically" (*Beginnings* Volume 5, Number 1, 1991 1).

In 1992, IUB hired two more former fellows, Bonita Dowell in the Department of Speech and Hearing Sciences and Dwight Brooks in the Department of Telecommunications. Over the years numerous other fellows would be offered and would accept tenure-track positions with IU, including Professor of American and ethnic literature, as well as a prize-winning fiction author, Manny Martinez, who still teaches at IU today. Recruitment of scholars such as Martinez is testament that the program was a consistent, significant contributor to the diversity of the IU professoriate.

As the years passed, and as the number of applicants grew, so did their diversity. The gender ratio of applicants in the program's fourth year lessened from 70 percent male and 30 percent female to 60 percent male and 40 percent female. Though early on most of the applicants reigned from Midwestern schools, in the early nineties, applicants from West Coast and Southern universities were growing significantly. The number of departments participating in the program grew over the years too; originally, most of the fellows were hired within the humanities and the Department of Education, but soon, fellows were sponsored by the sciences, fine arts, and journalism. By 2004-2005, the program had hosted 114 fellows, an accomplishment that involved the efforts of 36 IUB departments.

These departments benefited from establishing relationships with young scholars who made important contributions, bringing with them expertise and interests often previously lacking. The fellows diversified the departments they were hired in, particularly the course offerings a department was able to offer to its students.

Eventually, the FFP further expanded to include a mentoring system, in which visiting fellows were matched up with mentors within their respective departments. These mentors helped fellows get acquainted with departmental and teaching matters, as well as with other faculty and staff. A bi-weekly brown bag lunch series was also implemented, so that fellows and FFP staff could get together and share anything from research interests to teaching experiences to goings on in the IU community and beyond.

1999 was a transitional year for the FFP; it experienced a change in its structural position within the university. The Office of Strategic Hiring and Support was created, and along with the Program for the Recruitment and Retention of Minorities and Senior Women, the FFP was appointed a prominent place within this office.

Soon after, the program would have to change its name once more, dropping the word, "minority." The FFP did not, however, lose its *raison d'être* with this name change. It continued to play an integral role in the recruitment and retention of minority faculty at IUB, inviting scholars such as Phyllis Burns, who said of her experience teaching, "I think the most rewarding thing I've ever done in life is teach... You can consider teaching a form of activism, too, because you're passing along the word" (Future Faculty Update 2002 2).

Though this commitment to recruiting and retaining minority faculty rested in tact, what ethnic backgrounds qualified for the program expanded in 2003 when IU alumnus, Anne Choi, was offered a fellowship in the Department of History, the same department in which she earned her bachelor degree some years earlier. Choi was the first Asian-American fellow in a program that had previously been exclusive to candidates of African American, Latina/o, or Native American ethnicity.

In its last summer, the FFP brought five scholars to IU, including Boris Ricks, who taught a course, "Racial and Minority Politics in the United States," for the Department of Political Science. Of the course's analysis of concepts such as black politics, Latino politics, Asian American politics, and Jewish politics, Ricks noted that for some Indiana students these concepts were entirely new. He said, "Many [IUB] students have not had experiences in large metropolitan areas, where diversity would have had an impact on them socially as well as politically" (Future Faculty Update 2004 5). Thus, his course exposed his students to contemporary issues they had not had previous access to.

## **The Faculty Fellowship Program's Dissolution**

Despite the FFP's tremendous contribution to diversifying the IU faculty over the past eighteen years, the summer of 2005 will see no fellows on the Bloomington campus. Recently, IUB school and departmental budget constraints have hindered schools' and departments' abilities to recruit fellowship applicants. Schools and departments wishing to recruit a candidate, but facing budget constraints, have been encouraged to collaborate with other schools and departments to extend an offer to a potential fellow whose expertise is interdisciplinary. Also, deans and chairpersons have been reminded of the potential of finding among these fellows, individuals they may want to recruit as full-time faculty members, and of the Strategic Hiring Program's availability to help make such recruitments happen. In the end, though, it is up to the individual schools and departments to take advantage of the FFP's benefits. A \$4,000 stipend alone is insufficient remuneration.

Though the program is unable to welcome fellows to Bloomington this summer, hopefully, the successes of the FFP will not be forgotten. It has introduced IU chairpersons and deans to countless highly qualified minority scholars on the job market. In numerous cases, these introductions have resulted in not only the invitation to a young scholar to try out IU as a visiting assistant professor, but to join the IU faculty in a tenure track position. As a result, the program has played an important role in facilitating the success of undergraduates, providing them with exposure to expertise previously lacking in their departments and by providing role models for an increasingly more diverse student body.

By no means does 2005 mark the end of IU's commitment to diversifying IU faculty, as reflected in IU President Adam W. Herbert's "State of the University 2004" Speech. The Office of Strategic Hiring and Support is indeed working to maintain its goals through other means.

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