

BROWN UNIVERSITY

FRENCH DEPT

RECEIVED
MAY 23 1971
P. F. MAEDER

DATE May 24, 1971

TO: Paul F. Maeder, Associate Provost
University Hall, Box 1860
FROM: Reinhard Kuhn, Chairman
Department of French Studies
SUBJECT: Affirmative Action in the Hiring of Female Faculty in
the Department of French Studies

I am enclosing herewith a draft of a reply to the three questions posed in that section of the HEW report dealing with the employment of women faculty in the Department of French Studies. This document may serve as a basis for our discussion of this problem. I would also like to take this opportunity to explore with you some of the broader issues involved and the implications of the report of the investigating committee.

It is well known in the University community that I am and always have been a strong advocate of women's rights. The minutes of the Faculty meeting devoted to the recommendations of the AAUP on this subject show that I not only spoke for the report but actually proposed four amendments from the floor of the Faculty designed to strengthen the implementation of these recommendations in the direction of affirmative action. I mention these facts not out of a sense of pride but to establish my credentials for the remarks which follow.

It is evident that in the past the University has been negligent (as have been most institutions in our society) in the area of providing equal employment opportunities for women. We are now making a concerted and sincere effort to compensate for past failings. However, it must be made clear that there are limits to what we can do and that even in the best of causes certain methods must never be employed or consented to. What I find particularly disturbing is that I see a tendency to submit blindly to what I can only describe in the strongest terms as McCarthyist terror tactics. Long-range educational policy must be determined primarily by the Faculty. Since such policy is determined to a large extent by the teachers one hires, government encroachment in this area is highly dangerous.

My main responsibility as a chairman is to bring together

Mr. Maeder

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the most highly qualified staff possible. At the same time, a department, as an institution within society, has certain responsibilities towards society. Among these responsibilities is its exemplary function. A department should make a maximum effort to constitute itself in such a way that it reflects the high social ideals of equality of opportunity for all. However, any attempt to force a predetermined ratio be it of race, sex, or religion upon a department limits to such a degree the opportunities for excellence that a conflict inevitably arises between educational and social ideals. In the case of such a conflict, when it arises in the area of faculty hiring, it is my conviction that my first responsibility is to the approximately 1,000 students who take courses in the Department of French Studies every year. I can only meet that responsibility by identifying outstanding faculty members. I have made and shall continue to make every effort to identify and hire members of minority groups and women who will enhance the quality of instruction and research within the Department. At the same time, if governmental regulations should ever restrict my ability to carry out my primary charge, I would see no other course but to tender my resignation as Chairman.

RK:mc

RK

Proposed Response to Questions asked of the French Department
by HEW

A. Normal recruiting procedures in the French Department depend on the level of the appointment. For the rank of Professor or Associate Professor we take the following steps:

1. a determination is made of the area of specialization which is needed to fulfill Departmental needs.
2. letters are sent to the leading specialists in the particular area soliciting lists of possible candidates.
3. dossiers are compiled on the candidates suggested.
4. a screening committee is established to determine a ranking of the proposed candidates.
5. letters are sent to the top candidates (usually the first five) to determine their availability.
6. the top available candidates are invited to the University where they present a lecture and are interviewed by members of the Department and of the Administration.
7. after consultation with the Senior Staff of the Department the Chairman recommends to the Provost that an invitation be extended to one of the candidates interviewed.

During stages 2 and 4 every effort is made to identify and contact members of minority groups and women. Even during stage 1 every effort is made to find fields, compatible with Departmental needs, in which the pool of minority and female candidates would be the largest.

When filling vacancies at the rank of Assistant Professor or Instructor the French Department employs the following procedure:

1. a determination is made of the field of specialization which the Department should develop.
2. letters are sent to the top thirty French Departments in the country describing our vacancy and soliciting applications. At this stage special emphasis is given to expressing our desire to employ members of minority groups and women.
3. dossiers are compiled on the applicants, who are then ranked in order of preference. At this stage, as well, every effort is made to identify talented members of minority groups and women.
4. those candidates judged most desirable on the basis of their dossiers are invited to the University for interviews.
5. the Chairman in consultation with the Department recommends to the Provost that the outstanding candidate be extended an offer.

B. The appointment of an Instructor for a period of two years represents a departure from the procedures described above. Occasionally, special circumstances arise which make unusual arrangements highly desirable. In this particular case the candidate in question needed to return to the University in order to be able to complete her doctoral dissertation which she had begun here. She very badly needed our library resources and the guidance which she could receive from our staff members. At the same time her special talents are admirably suited to our short-term needs. In addition, this appointment permitted us to follow the suggestions made by the Modern Languages Associate of America to employ, on a temporary basis, one's own graduate students in order to alleviate the problems they are facing in a depressed job market. The above three factors made such an appointment so desirable that normal procedures were felt to be inappropriate.

C. It is not general policy for the Department to appoint its own graduate students, and the Department has never done so on a permanent basis.

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RECEIVED

JUN 8 1971

P. F. MAEDER

DATE June 3, 1971

TO: Paul F. Maeder
Associate Provost
FROM: Reinhard Kuhn, Chairman
Department of French Studies
SUBJECT: HEW Report

As you suggested, I have drafted a closing paragraph to the "Proposed Response" which you have. I did not break down the new appointments by rank because I thought they looked a little more dramatic this way. If you feel any changes or additions are needed, let me know.

RK

RK:mc

Addendum to Suggested Answers
to Questions Raised in the HEW Report

The effectiveness of the recruiting methods described above as well as a firm indication of the spirit of affirmative action which the Department of French Studies has adopted can be clearly seen by the results. During the four years of my tenure as Chairman we have hired as members of our staff three black males, two white females, and four white males. In addition, we have hired one white female who is on a joint appointment with the Department of Linguistics. As the above figures indicate, well over 50% of our staff in the last four years has been drawn from the ranks of minority groups and women.