

GOALS AND TIMETABLES

A. Explanation of Goals

Inherent in the entire concept of affirmative action is the necessity for a thorough review of the staff composition followed by the development of result oriented goals to correct for problem areas involving underutilization or concentrations of minorities, women or males.

Goals have been defined as projected levels of achievement resulting from an analysis by the institution of its deficiencies and of what the organization can reasonably accomplish by way of remedy, given the availability of qualified minorities and women and the expected turnover in the instruction work force. Goals are viewed as numerical objectives, fixed realistically in terms of the number of vacancies expected and the number of qualified applicants available in the relevant job market assuming affirmative recruitment efforts.

The addition of minorities and women to the University staff is viewed as one of the most visible indices of institutional progress in the areas of affirmative action. Both immediate and long range goals for the employment of minorities and women, however, cannot be rigid and unchangeable. Goals have been developed which recognize the location of the institution, its history, and structure of the staff (e.g., the Jesuit population) and the fact that the University has only recently become a coed university.

Success in reaching targets will depend upon such factors as actual staff turnover, enrollment stability, the availability of adequate fiscal support, and the availability of qualified personnel.