

- The immediate focus is on FII hires (four in total, over a few years)
  - Mid career (well-established, but a long research career remaining, > 20 yrs)
  - Not someone who has done her best work already
  - Must have demonstrated strong ability to obtain independent funding.
  - There may be associated spousal hires.
- My goal is 50% women+minority hires over next several years without compromising quality.
  - Difficult due to 25% pipeline and serious competition from top departments.
- Any plan will need to be flexible.
  - We do not need to decide on all four up front.
  - E.g., we can start with **one or two** areas targeted. We can adjust depending on results and/or problems that emerge.
  - An area not being targeted initially does **not** imply a lack of long-term support.
- Women and minority hires must be considered in all areas.
  - The top women/minority physicists in the right stage of their career must be identified, with their research area being a secondary consideration.
  - Every search must include at least one woman or minority candidate in the final (short) list. (Rooney Rule)

- Feedback on these Saturday meetings has been positive, primarily because they have encouraged faculty conversations that don't normally take place. Also, some of us have learned a lot.
  - A similar type of meeting (one, not three) might be a good thing to do, irrespective of any hiring issues, perhaps once per semester?
- Multiple areas of research provide exciting opportunities.
  - I.e., there is more than one “right answer.” This is good and bad.
  - Good because our judgment does not need to be perfect.
  - Bad because there will probably not be majority support for any single area of research as the top priority.
- Execution is key.
  - Whatever area(s) we recruit in, we must do it in an organized and effective way. I see that being one of my responsibilities.
  - I can't guarantee success, but I can guarantee effort.
- Another responsibility
  - Forging a consensus if none exists.

- **Excluding your own area of research, what will be the most interesting and important area over the next two decades?**
- Action item: Let me know what you think.
  - I will talk to people, and possibly poll the faculty.
- At some point I'll try to coalesce it.
  - As always, I will keep the Dean informed. The Dean must be a collaborator in our future hiring.
- Nothing will be done in secret. There will be opportunities to comment, disagree, suggest.
- The goal is a practical consensus, not unanimity.
- Action Item: Identify the best mid-career women and minority physicists in your area (soon).