

Strategies for Recruiting a Diverse Faculty

Lessons from SUCCEED and WISEST Search Toolkit

Women in Science and Engineering System Transformation

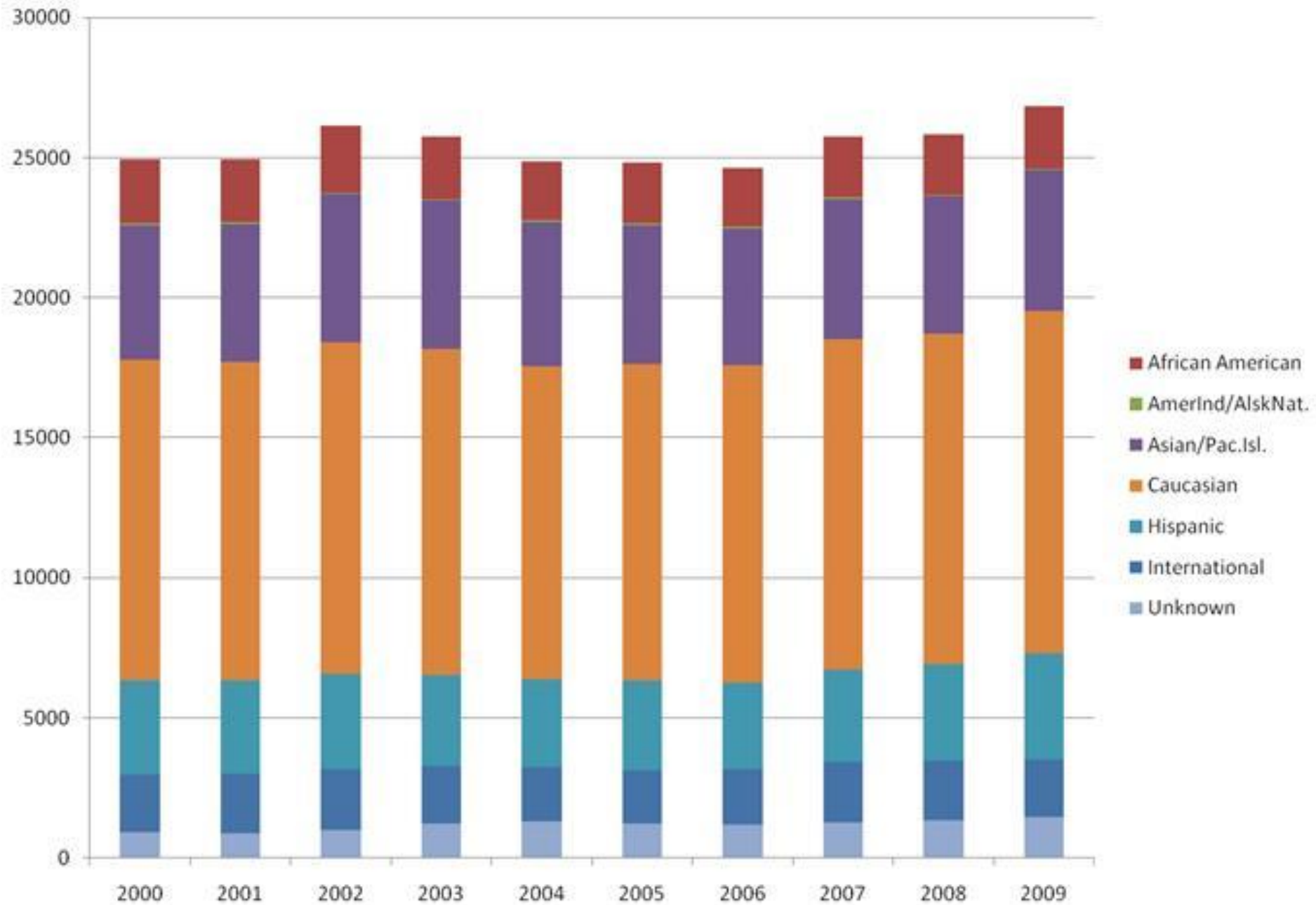
LAS Hiring Workshop
Sept 27, 2012

We are



A diverse student body

Total Student Enrollment by Race/Ethnicity



SUCCEED

Supporting UIC's Commitment to a Community of Excellence, Equity and Diversity

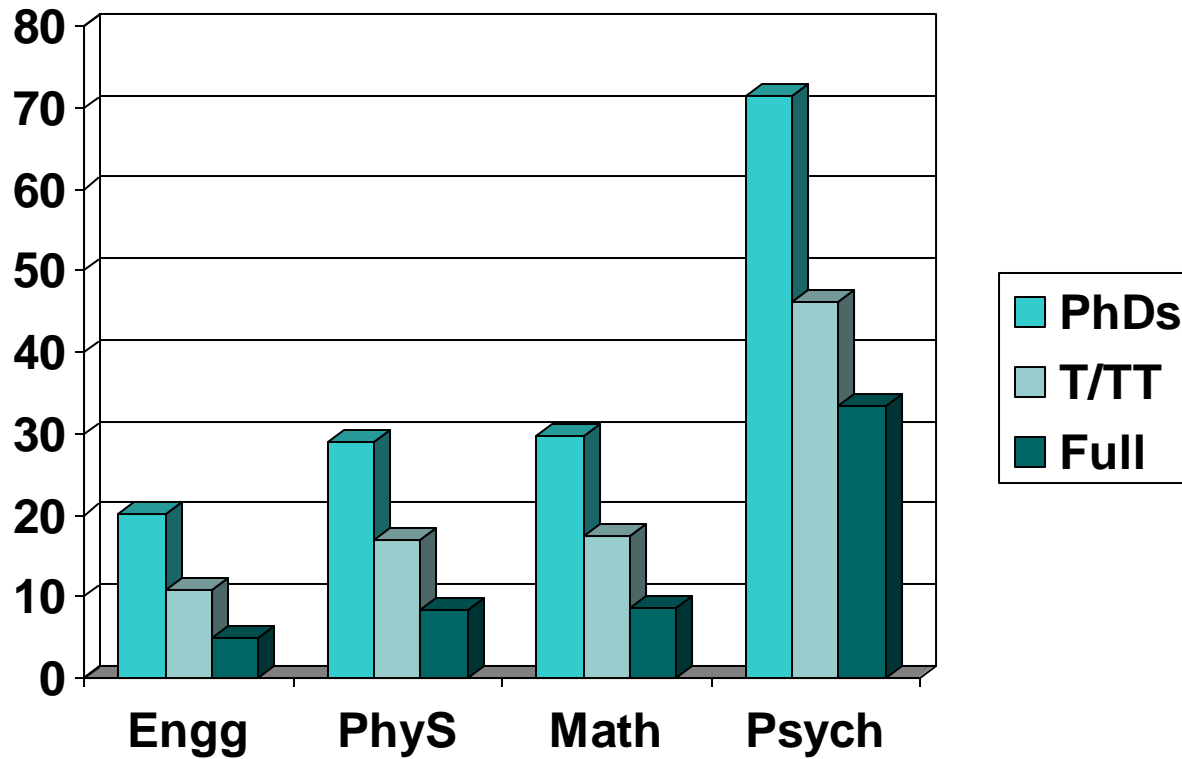
SUCCEED's MISSION:

To support UIC's commitment to creating a community of excellence, by assisting

search committees

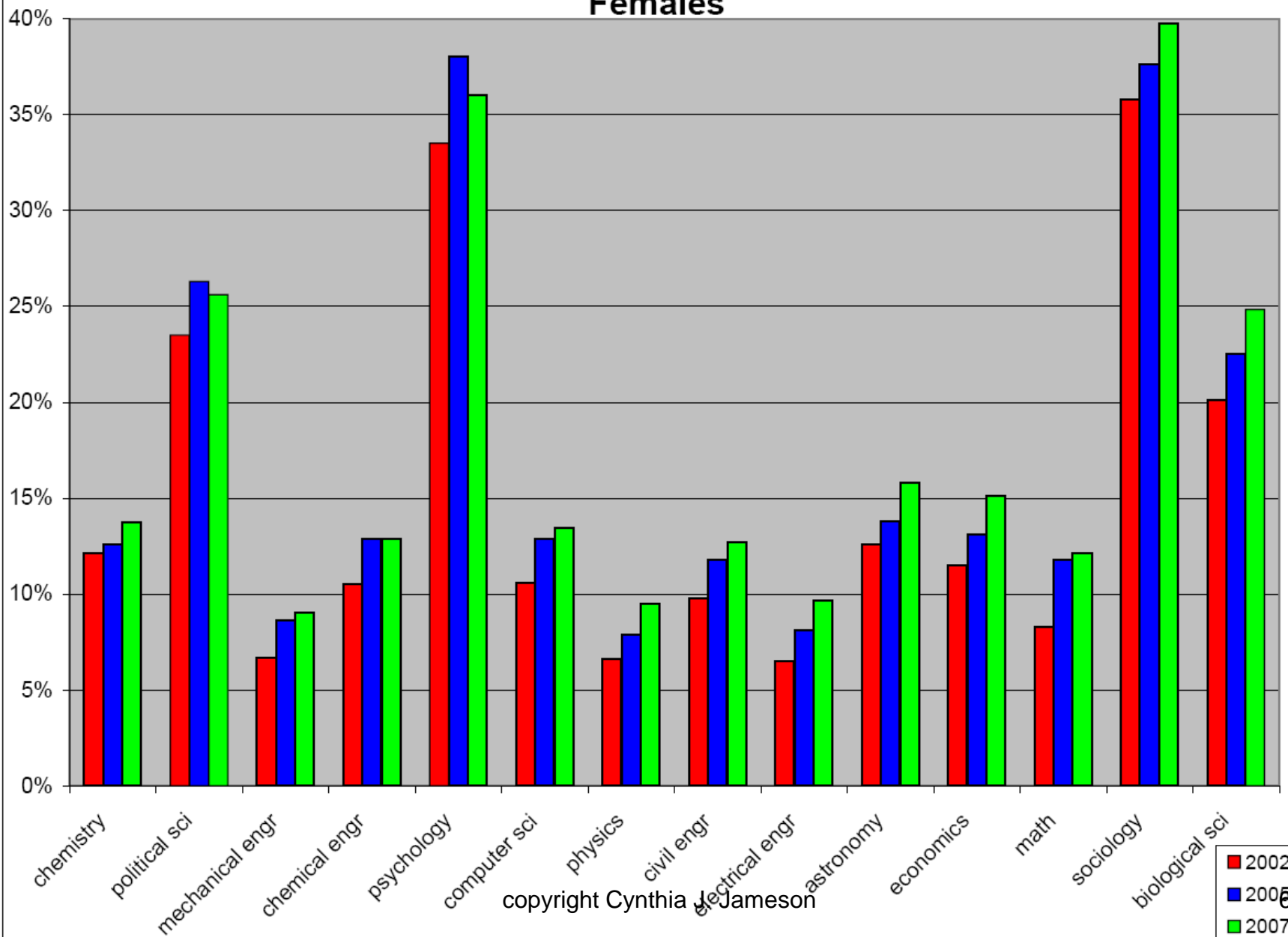
identify, recruit & hire talented and **diverse faculty and heads**

% Women (NSF Data 2006)



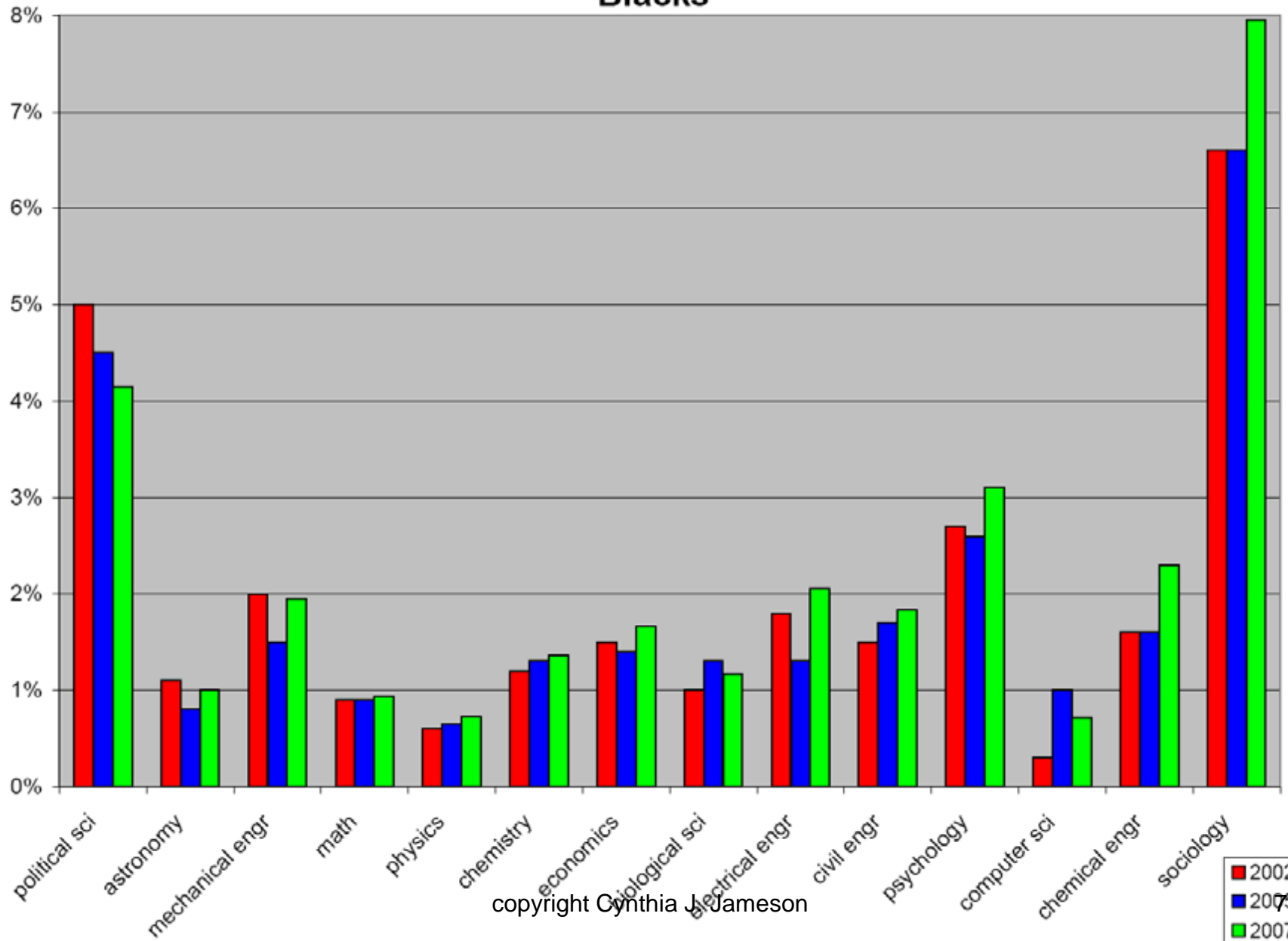
% of "Top 50" STEM faculty

Females

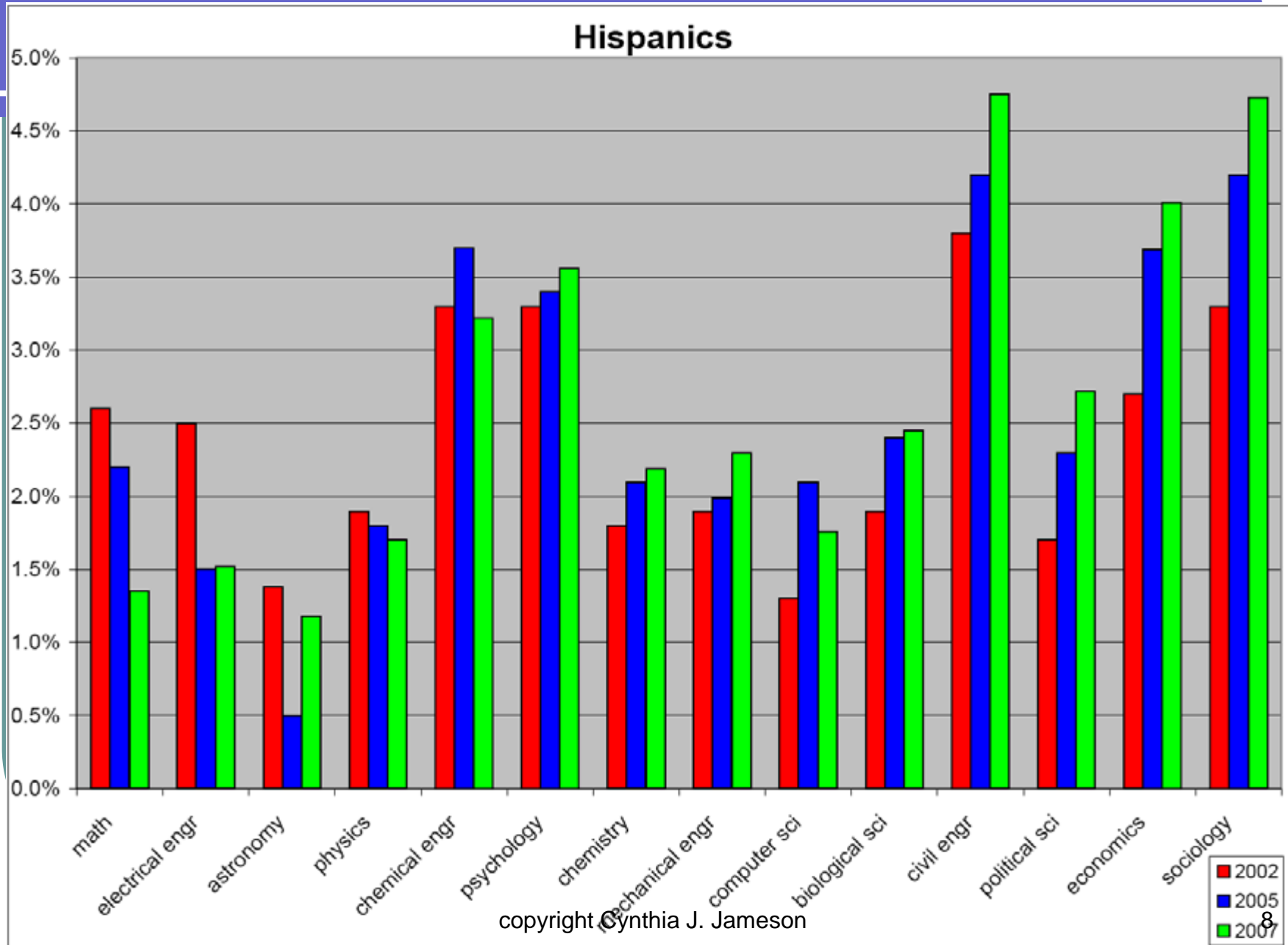


% of "Top 50" STEM faculty

Blacks

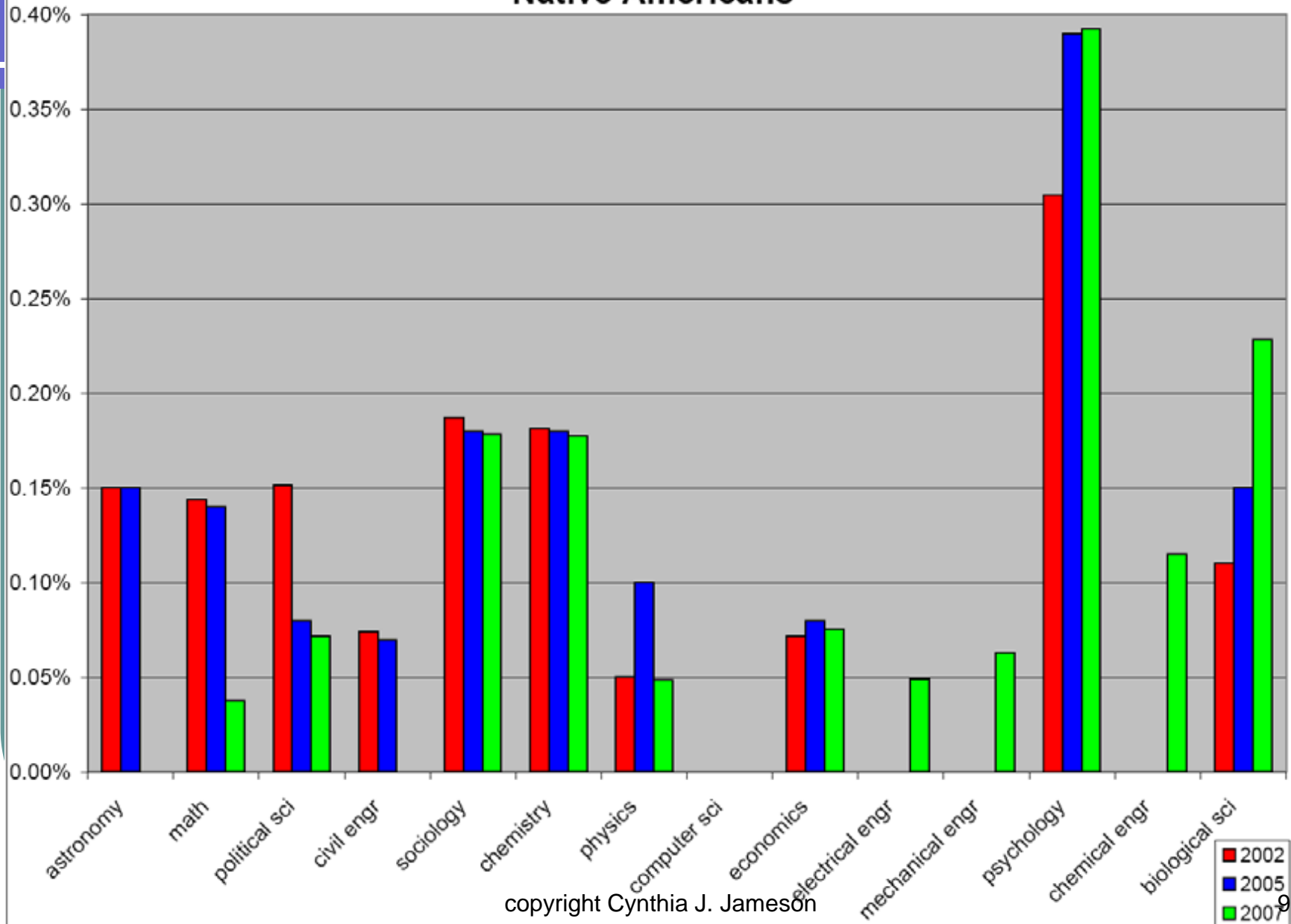


% of "Top 50" STEM faculty



% of "Top 50" STEM faculty

Native Americans



copyright Cynthia J. Jameson

2002
2005
2007

Why so few?

Many factors for disparities in distribution of women and underrepresented minorities among PhDs received vs T/TT Faculty

- **Workplace Environment**
- **Critical Mass**
- **Unconscious Bias**
- **Family Responsibilities**

are among the issues mentioned in the AAUW 2010 report

'Why So Few? Women in Science, Technology, Engineering, and Mathematics'

The impact of blind auditions on selection of women in symphony orchestras

NOW:
36% women

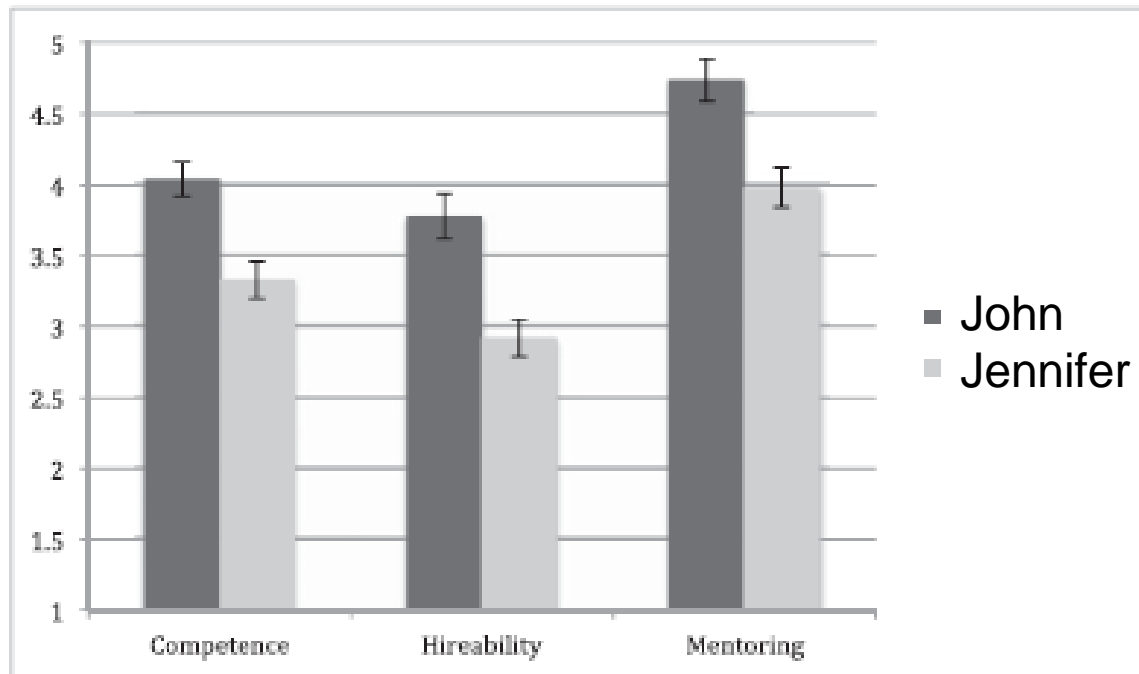


Chicago Symphony Orchestra, Fritz Reiner

THEN:
4% women

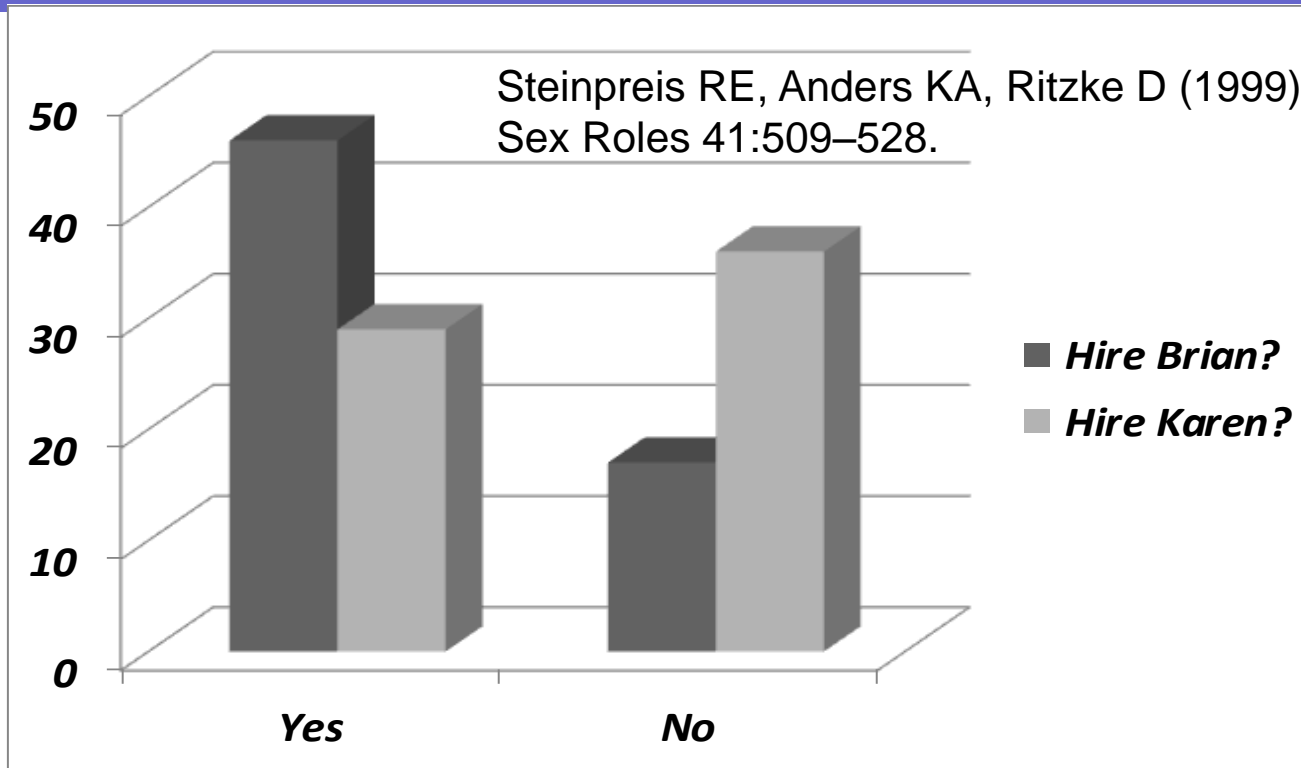
Blind auditions for science lab manager?

Biology, chemistry, and physics professors (n = 127), 6 large research universities, student applicant (“John” or “Jennifer”) for lab manager position, intending to go to graduate school



Moss-Racusin et al., PNAS published on-line Sept 14, 2012

Blind auditions for faculty search?



University psychology professors (50% male 50% female) prefer to hire "Brian" over "Karen", are twice as likely to reject Karen as Brian even though the CVs are identical

How diverse is our applicant pool?

LAS	# HIRED	APPLICANT POOL					
		# APPLICANTS	Afri Amer	Latino	Native Amer	Asian	White
HUM	26	1341	0.82%	2.39%	0.00%	5.44%	91.34%
NAT SCI	14	1536	0.91%	1.63%	0.00%	17.44%	80.01%
SOC SCI	28	1519	3.16%	1.58%	0.13%	5.00%	90.12%

AY2006-7 + AY2007-8 + AY2008-9

Compare UIC applicant pool with PhD pool 1996-2005 (NSF)

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NAT SCI	14	1536	0.91%	1.63%	0.00%	17.44%	80.01%
Chem	4		3.5%	3.4%	0.6%	12.8%	
Math	6		2.5%	3.3%	0.3%	12.4%	
Phys	1		2.0%	2.9%	0.3%	13.2%	
Biol	2		3.0%	4.2%	0.6%	14.7%	
SOC SCI	28	1519	3.16%	1.58%	0.13%	5.00%	90.12%
Pol Sci	6		8.0%	4.0%	0.7%	5.2%	
Psych	5		5.8%	6.3%	0.8%	4.3%	
Sociol	5		9.5%	5.9%	1.0%	6.6%	

What can Search Committees do to have a diverse applicant pool?

Before the closing date:

- ❑ Word the position description so that it conveys UIC's commitment to excellence, equity & diversity
- ❑ Conduct broad search rather than niche hiring within the discipline to ensure a larger pool of candidates
- ❑ Engage in **active recruiting** of highly qualified individuals from underrepresented groups so as to make the applicant pool more closely reflect the distribution among PhDs granted in the field. Function as a **Search** Committee, not a "Letter-Opening Committee"

A search process, not just a hiring process

Broaden the definition of excellence:

- ❖ Candidates who may not fit the traditional model of faculty candidates have become very successful professors
- ❖ Relying on institutional prestige as a surrogate for quality undervalues many talented individuals
- ❖ Search for excellence and for promise, not for replicas of oneself or the existing faculty

A search process, not just a hiring process

Broaden the search process:

- ❖ **Seek faculty candidates through nontraditional avenues in addition to “the usual”**
 - network with national minority organizations or minority committees of professional societies to identify promising candidates
 - seek faculty candidates through workshops devoted to diversity
 - advertise in publications/sites that specifically reach diverse audiences
 - actively recruit candidates from minorityfellowship/awards programs
 - network with faculty of color

Pro-active recruiting for a diverse applicant pool

- At conferences, seek out Ph.D. students and post-docs who may be potential candidates for academic positions on the basis of their achievements. Attend their talks and invite them to apply.
- Ask colleagues in your field for outstanding candidates, what about women & minorities?
- Review conference programs and web sites for promising young scholars & prize winners among women and minorities and invite them to apply.

Strategies for proactive recruiting into the applicant pool

- **Tap into the network of minority scholars**
Use resources (*) to identify promising scholars (Ph.D. students) of color. Build community among under-represented faculty on your campus and take advantage of the connections fostered by networks of minority scholars on campuses across the country.
- **Look for URMs where STEM URM achievements have been recognized**
- **Find URM scholars in web pages of Ph.D. programs**

(*) hand-out

Myths: Studies by Smith et al. show the following suppositions as myths:

- The scarcity of faculty of color in the sciences means that few are available & those available are in high demand & subject to competitive bidding wars for faculty positions.
- These scholars only interested in the most prestigious institutions, making it virtually impossible for other institutions to recruit them; individuals are being continually recruited by wealthy and prestigious institutions having resources with which ordinary institutions cannot compete
- Campuses are so focused on diversifying the faculty; heterosexual white males have no chance

The facts

- Faculty of color were not in great demand nor subject to competitive bidding wars. Even among elite programs (research I, Ivy League schools, prestigious scholarships), only 11% of the scholars of color were actively sought after by several programs simultaneously.
- White men, white women, men of color and women of color had equal access to jobs. Most subjects, regardless of race or gender, were appointed to regular faculty positions (70%) or to postdoc positions appropriate to their fields (17%). Of those in faculty positions, 92% were appointed to regular tenure-track positions, or faculty posts at Ivy Leagues that do not have tenure.

What else can Search Committees do?

During the application review:

- ❑ Commit to the value of specific credentials (papers published, impact factors, citations, proposed research, reference letters,...) **before** the review and before rank ordering or rating
- ❑ Compare candidates across the board using objective criteria **before** identifying “top” candidates
- ❑ Collect list of “included” from each committee member **before** discussing individual candidates (permits independent first judgment, minimizes undue influence from strong personalities)

What else can Search Committees do?

During the campus visit:

- ❑ Collect uniform information from interviewers for more direct comparison/weighting of interviewer inputs (see [sample rating sheet](#))
- ❑ Discuss UIC's family friendly policies with all interviewees, not just the women
- ❑ Permit the candidate to see a cross-section of faculty (not only full profs & administrators), especially new hires from STEM departments who are known to be happy here at UIC
- ❑ Include underrepresented faculty in the campus visit, from other departments if none in yours

What else can Search Committees do?

During the final selection:

- ❑ Compare candidates across the board **using previously agreed upon criteria** (be conscious of **'Redefining Merit'** pitfall)
- ❑ Keep eyes and ears open for early awareness of dual career situations which may require collaboration of many parties to resolve.
- ❑ Familiarize yourself with UIC's UFRP, partner accommodation program, centers, which may help leverage the costs of hiring

In summary, SUCCEED lessons

1. Post the ad in the **appropriate venues**
2. Actively look for possible candidates in the **appropriate places**, collect evidence of their achievements, invite them to apply.
3. Pursue them assiduously, using UIC and Chicago's natural diversity as hooks: they can be comfortable here
4. Once they are in the application pool they will naturally rise to the short list of candidates if you have done step #2 properly, provided the search committee uses objective candidate attributes from the outset
5. Maintain communications with those who are invited to interview

THANK YOU for Listening

**Supporting UIC's Commitment to
a Community of Excellence,
Equity and Diversity**