

BEST PRACTICES FOR HIRING EXCELLENT AND DIVERSE FACULTY

FIU STRIDE Committee
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STRIDE Committee

Strategies and Tactics for Recruiting to Increase Diversity & Excellence

The STRIDE Committee provides information and advice about practices that will maximize the likelihood that diverse, well-qualified candidates for faculty and leadership positions will be identified, and, if selected for offers, recruited, retained, and objectively evaluated.

DIVERSITY – underrepresented groups, i.e., women and U.S. minorities (Hispanic-American and African-American)



Overview

- Why do we need to recruit diverse faculty in order to excel?
- What are the obstacles to achieving diversity?
- What can we do?



Why Diversity is Important

Three Examples:

- Car crash airbag design based on “average male” crash dummies; led to many deaths of women & children
- Concept car (Volvo) designed by women; more features enjoyed by all
- Compared with all-white juries, diverse juries deliberate differently about an African American defendant

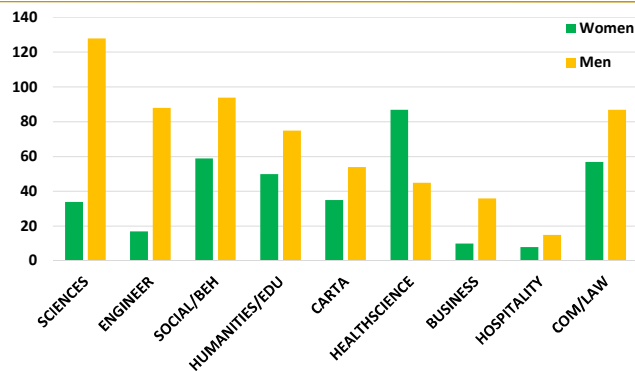


What are the benefits of a more diverse faculty?

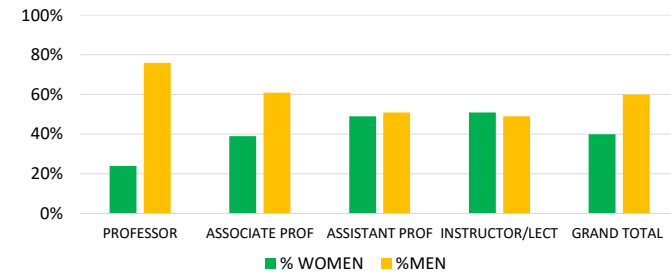
Benefits of a More Diverse Faculty

- A diverse faculty has positive effects on our diverse student body
- More perspectives are taken into account
- Gives us access to talent currently not represented (both faculty candidates and students)

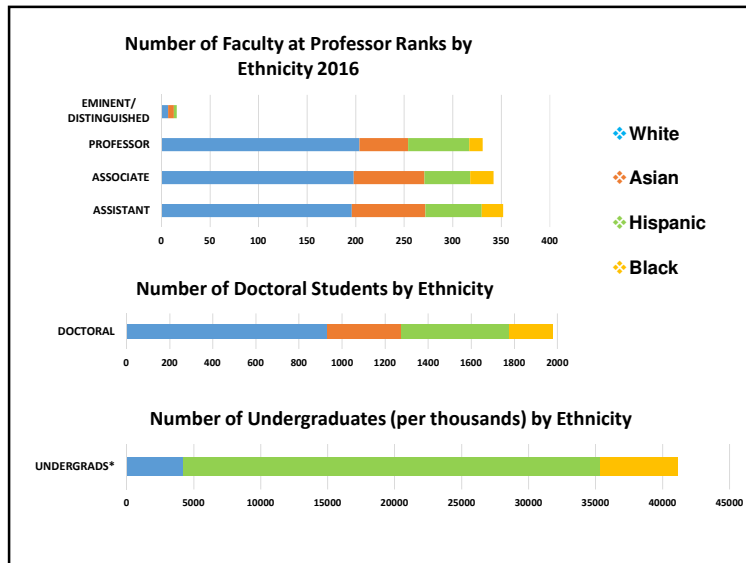
Number of FIU Tenure Line Faculty by Gender, Fall 2016



Percentage of FIU Faculty* by Rank and Gender 2016



*Does not include Librarian ranks



Unconscious Bias

Research suggests that overt prejudice or old-fashioned bigotry has been reduced in US society

BUT...

Research also shows that we all – regardless of the social groups we belong to – perceive and treat people differently based on their social groups (race/ethnicity, gender, sexual orientation, disability)

We are all subject to unconscious bias.

Implicit.Harvard.edu

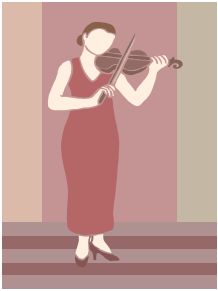
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Auditions & Gender

For many years, very few women musicians were chosen for symphony orchestras

Then a new procedure for auditioning was instituted and the number of women selected increased greatly

What was done?

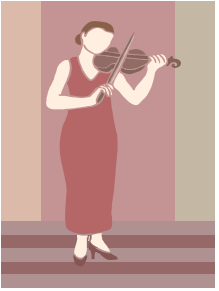


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Blind Auditions & Gender

Records from major US symphony orchestras from 1970-1996:

- Data from **14,000** auditions show that having candidates walk on carpeting and perform behind a screen so they cannot be seen by the judges increased the probability that a woman will advance from preliminary rounds by 50%.



Goldin, C & Rouse, C. (2000). Orchestrating impartiality: The impact of "blind" auditions on female musicians. *American Economic Review*, 90, 715-741.

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Conceptual Tool: Schemas

- Schemas (expectations or stereotypes) influence our judgments of others (regardless of our own group).
- All schemas influence group members' expectations about how they will be judged.
- Widely culturally shared
 - Both men and women hold them about gender.
 - Both whites and minorities hold them.
 - People are often not aware of them.
 - People are often not aware of them.
- Applied more in circumstances of:
 - Ambiguity
 - Time pressure
 - Lack of critical mass



Fiske, S. T. (2002). *Current Directions in Psychological Science*, 11(4), 123-128.
 Dovidio, J. F., & Gaertner, S. L. (1998). In J. Eberhardt & S. T. Fiske (Eds.), *Confronting racism: The problem and the response* (pp. 3-32). Newbury Park: Sage.

Schemas do...

- allow efficient, if sometimes inaccurate, processing of information.
- often conflict with consciously held or "explicit" attitudes.
- change based on experience/exposure.

Nosek, B. A., Banaji, M.R., & Greenwald, A. G. (2002). *Group Dynamics: Theory, Research, and Practice*, 6(1), 101-115.
 Fiske, S. T., Cuddy, A.J., Glick, P., & Xu, J. (2002). *Journal of Personality and Social Psychology*, 82(6), 878-902.

Evidence: Letters of Recommendation for Successful Medical School Faculty Applicants

Differences

Letters for men:

- Longer
- More references to:
 - CV
 - Publications
 - Patients
 - Colleagues



Letters for women :

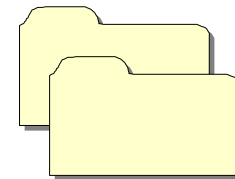
- Shorter
 - More to personal life
 - More "doubt raisers" (hedges, faint praise, and irrelevancies)
- "It's amazing how much she's accomplished."*
"She is close to my wife."

Trix & Psenka (2003) *Discourse & Society*, 14, 191-220.

Schemas Affect Evaluation & Performance

Numerous studies show that schemas affect evaluation and performance.

Identical Resumes



Gender Bias Favors Male Students

Science faculty, research-intensive universities
 --received identical resumes
 --50% with male name; 50% with female name

RESULTS

RESUME/Man's name	RESUME/Woman's name
More competent More hireable More willing to mentor Offered higher salary	More likeable

Moss-Racusin et al., (2012). Science faculty's subtle gender biases favor male student, PNAS, 109, 16474-16479

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Evaluation of Identical CVs

For a psychology faculty position:

	Woman's Name Application	Man's Name Application	Identical Application Packages
Women professors voted to hire the applicant	39%	69%	
Men professors voted to hire the applicant	50%	80%	

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Race Penalty in Grant Success

Race	Probability (%)
Black or African American	~16%
White	~28%

- 83,188 NIH grant applications from 40,069 individuals from 2000-2006.
- Differences in funding rate persists even after controlling for education and training, previous NIH experience, research productivity, and other factors.

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Biased Leadership Outcomes

Positions of Leadership for Asians/Asian Americans

Organization	% Membership	% Leadership
National Institutes of Health	~16%	~6%
Federal Scientists and Engineers	~9%	~4%
US Life Scientists	~15%	~6%

Mervis, J. (2005). A Glass Ceiling for Asian Scientists? *Science*, 310, 606-607.

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How do we attract the top talent?

#1 – Build an Effective Search Committee

- Require and reward a high level of **commitment**, i.e. require search committees to attend STRIDE.
- Include a trained Diversity Advocate on each committee. Count this as important service.
- Be aware of unconscious bias and the challenges of evaluation (e.g. train committees via STRIDE workshops).



#2 – Actively Develop a Diverse Pool of Applicants

Recruiting begins before you have a position.

- Network directly with doctoral students, including your own students. Invite them to speak in your seminar series.
- Connect with other institutions to identify and track promising candidates.
- Actively solicit applicants from the Diversity section of your professional association.
- Actively pursue candidates that are thriving at less well-ranked institutions.

#3 – Define Your Search as Broadly as Possible: “Open” Search Ads

- **English Department:** ...excited to consider a broad range of areas of specialization.
- **Philosophy Department:** Area of Specialization (AOS): Open. Area of Competence (AOC): Open. The Department is open to the possibility of interdisciplinary appointments.
- **Physics Department:** ...considering applications in all areas of physics represented in the department...

#4– Make Sustained and Conscious Efforts to Counter Potential Evaluation Bias

Be aware of evaluation bias. Make sure your committee works to actively counteract it.

- Discuss and define evaluation criteria in advance.
- Design organized evaluations that combine examination of written materials and direct contact with the candidate.
- Consider the environment in which achievements were made.
- Avoid global evaluations and summary rankings; acknowledge uncertainty.

Bauer & Baltes (2002). *Sex Roles*, 47(9-10), 465-476.
Kahneman (2011). *Thinking, Fast and Slow*. NY: Farrar, Straus & Giroux, 2011



#5 – Use Specific Criteria that Value Diversity and Excellence to Evaluate at All Stages

Please indicate which of the following are true for you (check all that apply):

- Read candidate's CV
- Read candidate's scholarship
- Read candidate's letters of recommendation
- Attended candidate's job talk
- Met with candidate
- Attended lunch or dinner with candidate
- Other (please explain): _____

Please rate the candidate on each of the following:

	excellent	good	neutral	fair	poor	unable to judge
Potential for (evidence of) scholarly impact						
Potential for (evidence of) research productivity						
Potential for (evidence of) research funding						
Potential for (evidence of) collaboration						
Fit with department's priorities						
Ability to make positive contribution to department's climate						
Potential (demonstrated ability) to attract and supervise diverse graduate students						
Potential (demonstrated ability) to teach and supervise diverse undergraduates						
Potential (demonstrated ability) to be a conscientious university community member						
Potential (demonstrated ability) to mentor diverse students						



#6 – Provide a Welcoming Environment During the Interview

- Treat all applicants as valuable scholars and educators, not representatives of a social group.
- Try to interview more than one female/minority candidate (to reduce stereotyping)
- Ensure that all candidates meet a diverse set of people. This may include graduate and undergraduate students.
- Ask the candidate whom s/he would like to meet.

Hellman (1980). *Organizational Behavior and Human Performance*, 26(3), 386-395.
Huffcutt & Roth (1998). *J Applied Psychology*, 83(2), 179-189.



The Unintended Consequences of Personal Questions

Do you have a partner who will be coming on the visit and might want to learn more about job options in Miami?




The university and my department are really supportive of your partner's job search. This is a friendly department, where everyone helps one another out.



What the candidate actually infers and says...

"I might choose to live in a different place from my husband. I was not treated equally."
 "I got nonstop questions about family issues from the faculty. Nobody asked my husband about family issues."
 "Obviously they didn't want to offer a job to someone who was going to have a problem."

I don't have a two-body problem.




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The Unintended Consequences of Personal Questions

Do you have school-aged children or will you want to learn more about schools in Miami during your visit?

FIU, this Department, and our faculty are family friendly.
 Not only that, but Miami is a great place to raise a family.




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What the candidate actually infers and says...

"I figured the reason they asked me about whether I had kids was that they wanted to figure out whether it would be hard for me to move. Obviously it was a negative."
 "A senior male asked me if I was going to have children. Just like that. I said what I was trained to say: No."

No.



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Effectiveness in STEM: FIU Outcomes 2011-2017

- Increased percentage of women in STEM from 12% to 20%
- More diverse hires: 9 Hispanic men, 2 Hispanic women, 2 African American women
- Highest quality: 4 "cluster hires" that were women or minority men with typically over \$500K in funding annually

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A Successful Search is Just the Beginning!

- **Build a culture of search excellence.** Reflect on your search and provide a report suggesting improved approaches for the future.
- **Create a culture in which new faculty will thrive and succeed.**
- The **ADVANCE Program** can help.
<http://advance.fiu.edu>
Phone: 305-348-3787
E-mail: advance@fiu.edu



Thank you