

## STRIDE Committee Presentation Handout 2017-2018

**STRIDE:** Strategies & Tactics for Recruiting to Improve Diversity & Excellence

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### **The Benefits of a More Diverse Faculty**

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

### **BEST PRACTICES FOR FACULTY RECRUITMENT FOR EXCELLENCE & DIVERSITY**

#### **I. Search Committees**

- a. Select search committee member(s)** with a commitment to diversity and excellence
- b. Search broadly by using “open searches.”** Searches that define areas more broadly attract more women and minority faculty to apply. You can find examples of open search ads in the following pages of the handout.
- c. Use a single search committee for all positions.** It might be better to consider bringing in the top candidates regardless of the specific search. There might be two outstanding candidates in one search that would bring more prestige or resources or build a more significant research team than candidates from another search.
- d. Be proactive in recruiting diverse candidates**
  - i. Have a diversity advocate on the committee who is willing to recruit women and underrepresented U.S. minority candidates at professional conferences
  - ii. Have a departmental representative or diversity advocate develop a pipeline by establishing a network at minority institutions or with faculty at other institutions that specialize in mentoring women and minority candidates
- e. Strive to increase the representation of women and minorities in your applicant pool.** You can do this by advertising in publications that target more diverse academics. For example, *Diverse: Issues in Higher Education* provides "coverage, commentary, and analysis of higher education for and about underrepresented and historically excluded groups." This "premier news source" for information on issues of diversity in higher education is available in print and online. The "job site" of *Diverse: Issues on Higher Education*, (<http://diversejobs.net>) enables employers to post job openings for faculty and university/college administrative positions.
- f. Examine how deliberations are completed**
  - i. Be aware of how unconscious bias affects evaluations** (take an unconscious bias test at <https://implicit.harvard.edu/implicit/> ) and strive to minimize their influence on your evaluation. Experimental studies show that greater awareness of

discrepancies between the ideals of impartiality and actual performance, together with strong internal motivations to respond without prejudice, effectively reduces prejudicial behavior (Devine et.al, 2002).

- ii. **Decide hiring criteria:** Use candidate evaluation tool to decrease ambiguity in criteria --- Increase/document knowledge of candidates --- Rely on evidence
- iii. **Avoid use of global judgments**
- iv. **Include diversity as one of the criteria**
- v. **Spend sufficient time (at least 20 minutes) evaluating each applicant.**  
Evaluators who were busy, distracted by other tasks and under pressure gave women lower ratings than men for the same written evaluation of job performance. Sex bias decreased when they could give all their attention to their decisions (Martell, 1991).

## II. Strategies for Search Committees

- a. **Execute searches with awareness of the effect of evaluation bias.**
- b. **After the interview, evaluate each candidate using consistent criteria.** You can use the candidate evaluation tool in this packet.
- c. **Consider candidates thriving at less highly ranked institutions.** Also, consider going beyond those institutions from which the current faculty have been traditionally recruited. Consistent use of the same few institutions may perpetuate a pattern of discrimination in faculty hiring. In addition to broadening the base of sources from which candidates are seriously considered and appointed, the regularly recruited institutions should be asked to submit names of all qualified candidates. Another strategy can be to ask minority and women's caucuses of professional organizations for suggestions of candidates.
- d. **Remind the committee members** that women and minority candidates who have recently acquired their professional training, after having been absent from formal academic pursuits for some years, should be judged with other recently trained persons for the same positions.
- e. **Remember during the visit: evaluation and recruiting are both taking place.**
  - i. Be aware of the unintended consequences of personal questions.
  - ii. Arrange for underrepresented faculty to meet with someone of same ethnicity/race/gender outside the department if possible to provide a safe space to ask questions
- f. **Periodically evaluate your decisions** and be able to defend every decision for eliminating and advancing a candidate.
- g. **Conduct a review** of the search after it is completed to evaluate and improve your search strategies.

## AN OPEN SEARCH AD FROM FIU

### Open Rank Faculty Position –Biomolecular Sciences Institute

**The Biomolecular Sciences Institute (BSI) at Florida International University** invites applications to fill a full-time permanent faculty position starting in August 2016. Depending on the candidate's area of expertise and preference, either the **Department of Biological Sciences**, the **Department of Chemistry and Biochemistry** or the **Department of Physics** will be the candidate's tenure home department. Additional information is available at: <http://biology.fiu.edu/>, <http://chemistry.fiu.edu/>, <http://physics.fiu.edu/>. The position includes salary, start-up funding and laboratory space commensurate with level. FIU established the Biomolecular Sciences Institute recently to stimulate and support interdisciplinary research collaborations in biomolecular sciences.

The successful candidate will be expected to establish a vigorous extramurally supported research program in an area that will be synergistic with current BSI faculty research, including but not limited to genomic stability and stress response, discoveries of biomarkers, biosensors and therapies in cancer, neurodegeneration and infectious diseases, to participate in collaborations within and across disciplines to actively advance the mission of our growing institute, and contribute to excellence in undergraduate and graduate education.

Senior applicants should have a record of national and international distinction. Additional information on the mission and current faculty of the Biomolecular Sciences Institute can be found at <http://biomolecular.fiu.edu>.

Qualified candidates are encouraged to apply online at XXX and to attach a cover letter stating the preference for the home department, CV, 3-5-page statement of research accomplishments and plans, 1 page teaching statement, 2 representative publications as a single pdf file.

Candidates will be requested to provide names and contact information for at least 3 references who will be contacted upon request by the search committee. The search committee will begin reviewing applications December 1, 2015, and continue until the position is filled.

## OPEN SEARCH ADS FROM UNIVERSITY OF MICHIGAN

### PHYSICS

The Physics Department at the XXX anticipates that a tenure track faculty position will be available with a XXX starting date. We are considering applications in all areas of physics represented in the department: High Energy Physics, Condensed Matter Physics, Atomic Molecular and Optical Physics (AMO), Astrophysics, Biophysics, and Theoretical Physics. We are particularly interested in applicants working in the areas of Theoretical Astrophysics, Condensed Matter Theory, String Theory, AMO Theory or High Energy Theory. Candidates are required to have a doctoral degree in physics. Women and minorities are encouraged to apply.

The successful candidate is expected to establish an independent research program and to contribute effectively to the Department's undergraduate and graduate teaching programs. Applicants should send a curriculum vitae, a brief statement of present and future research plans, a statement of teaching experience and interests, and the names of at least three persons who can provide letters of recommendation. For full consideration applications, should be received between XXX and XXX. The University is responsive to the needs of dual career couples.

## General Advertisement

The **Department of Chemistry at XXX** invites applications for an anticipated tenure-track position at any rank in any sub-discipline of chemistry with a proposed start date of XXX. This would be a University-year appointment (9 mos. academic salary with summer salary supported by research funds). Candidates are expected to develop an internationally recognized program of scholarly research and to excel in teaching at undergraduate and graduate levels. The position will remain open until filled but preference will be given to applicants who have submitted all requested materials prior to XXX. Information about the Chemistry Department is available on the web site.

**The Department of Anthropology, XXX**, invites applications for a tenured associate professor level appointment in **sociocultural anthropology**, to begin XXX. Candidates currently at the advanced assistant professor or early associate professor rank are encouraged to apply. We seek creative scholars who integrate ethnography and theoretical analysis, and who deepen our dialogue with other disciplines and debates. Successful candidates will be able to teach introductory and higher-level undergraduate courses in addition to graduate seminars, and their research and teaching interests should complement the strengths of our existing faculty (for more information consult our website at XXX).

# Applicant Evaluation Tool

[Department] Search Committee

Candidate's name:

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

- Read candidate's CV
- Read candidate's statements (re research, teaching, etc)
- Read candidate's letters of recommendation
- Read candidate's scholarship (indicate what): \_\_\_\_\_

Please rate the candidate on each of the following:

	excellent	good	neutral	fair	poor	unable to judge
Evidence of research productivity						
Potential for scholarly impact / tenurability						
Evidence of strong background in [relevant fields]						
Evidence of [particular] perspective on [particular area]						
Evidence of teaching experience and interest (including grad mentorship)						
Potential to teach courses in core curriculum						
Potential to teach the core curriculum on [particular area] (including creation of new courses)						

Other comments?

For more information or additional copies of this resource, please contact the Office to Advance Women, Equity and Diversity at 305-348-3457.

## Candidate Evaluation Tool

The following offers a method for department faculty to provide evaluations of job candidates. It is meant to be a template for departments that they can modify as necessary for their own uses. The proposed questions are designed for junior faculty candidates; however, alternate language is suggested in parenthesis for senior faculty candidates.

Candidate's name:

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

- |  |   |
|--|---|
| <input type="checkbox"/> Read candidate's CV<br><input type="checkbox"/> Read candidate's scholarship<br><input type="checkbox"/> Read candidate's letters of recommendation<br><input type="checkbox"/> Attended candidate's job talk | <input type="checkbox"/> Met with candidate<br><input type="checkbox"/> Attended lunch or dinner with candidate<br><input type="checkbox"/> Other (please explain):<br><hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> |
|--|---|

Please comment on the candidate's scholarship as reflected in the job talk:

Please comment on the candidate's teaching ability as reflected in the job talk:

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 graduate students						
Potential (Demonstrated ability) to teach and supervise undergraduates						
Potential (Demonstrated ability) to be a conscientious university community member						

Other comments?

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