



ADVANCE PROGRAM
STRIDE COMMITTEE
UNIVERSITY OF MICHIGAN

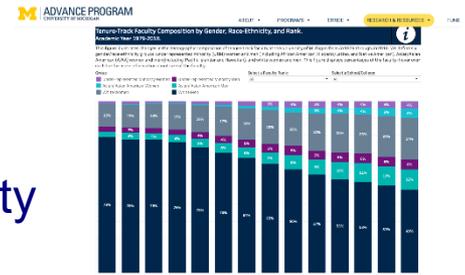


Faculty Recruitment for Diversity and Excellence

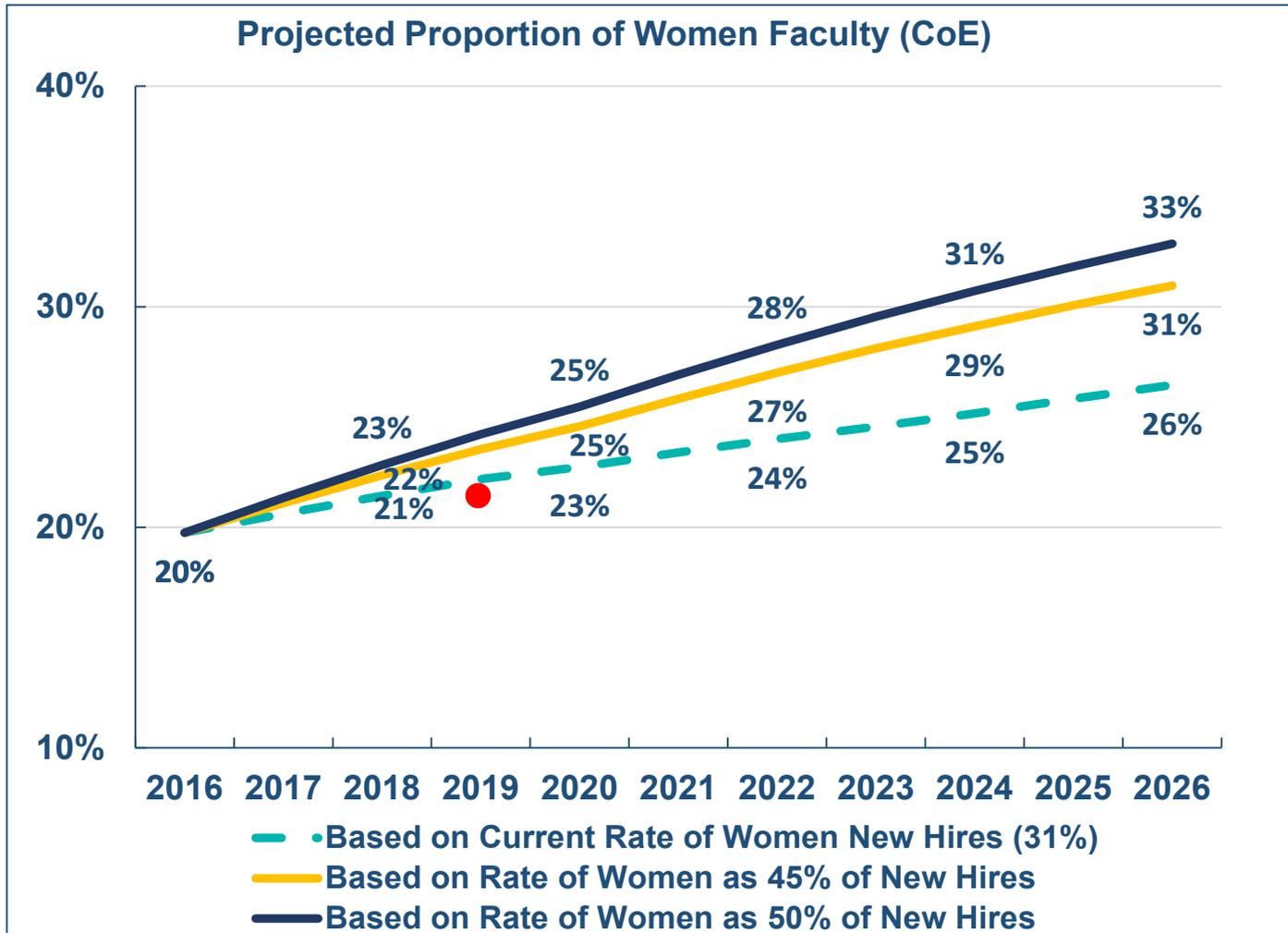
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Changing Faculty Composition

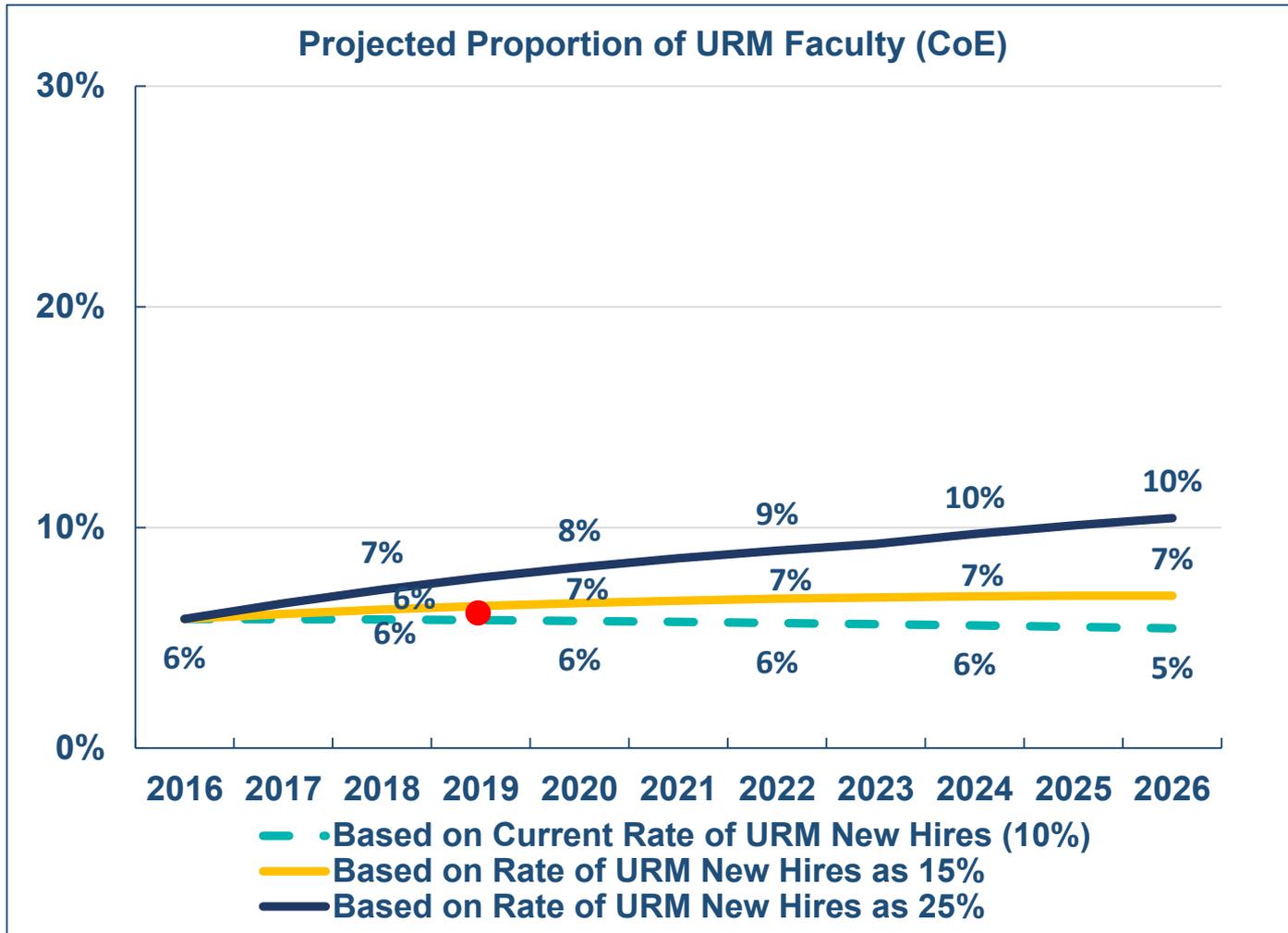
- We are recruiting an increasingly diverse faculty – but we have more work to do.
 - See progress by viewing the interactive dashboard at <https://advance.umich.edu/dashboards/>
 - Overall, we've made more progress on gender diversity than on racial/ethnic diversity.
- In 2016, we predicted the future composition of the tenure track by assuming that hiring, retention, and retirement would be unchanged from 2011-2015 averaged rates ...



Slow Changes in Representation Predicted for CoE



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Additional Factors Affecting Faculty Demographics Include...

- While recruitment of junior faculty is slowly getting more diverse, recruitment of senior (tenured) faculty (~ 25% of our hires) is moving in the opposite direction.
- Our exit data show that under-represented faculty (women, but especially URM faculty) are choosing to leave U-M at larger proportions than previously.
- Diversity gains apparent in the lower ranks are much less evident at the full professor level.

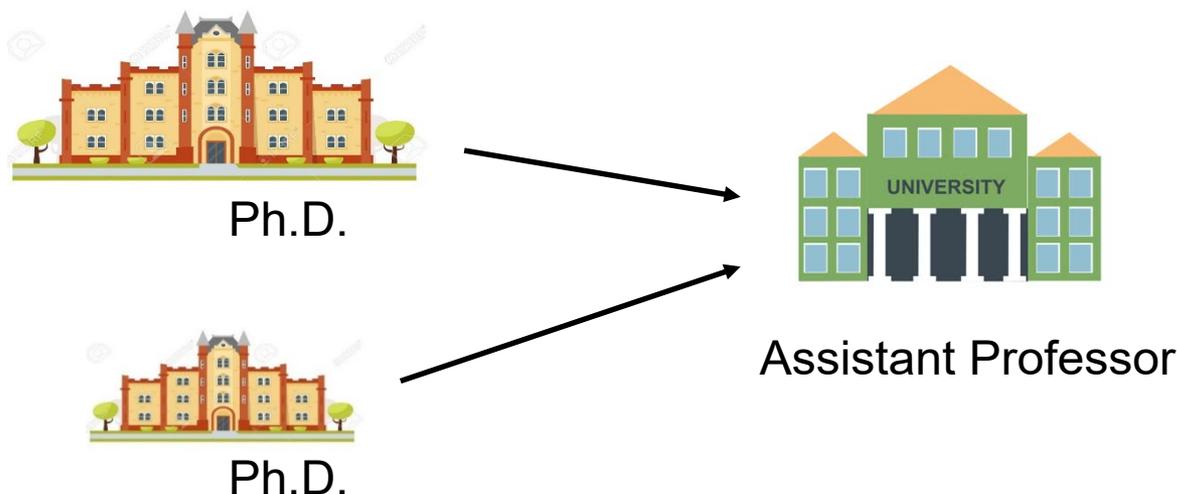
STRIDE's Recommendations for Chairs

- Share information on the PhD pool (from ADVANCE). Reach out to NextProf attendees. Share expectations around the diversity of the applicant pool and short list.
- Discuss and define evaluation criteria in advance, and focus on the evidence. How does the diversity statement inform your evaluation?
 - Download template (p 25 of handbook) from ADVANCE website

Institutional Bias

We privilege candidates from particular institutions

- Hiring individuals from just a select few institutions is common.
- A recent study shows that scientific productivity of early-career faculty is most closely linked to where they work, not where they trained.



STRIDE's Recommendations for Chairs

- Foster an environment in which evaluation bias is recognized and addressed.
- Remind everyone that personal information about the candidates is not relevant and should not be discussed. Have a plan for handling conversation that is inappropriate.
 - Handbook p 8 lists inappropriate questions

STRIDE's Recommendations for Chairs

- Decide how to approach “target of opportunity” hires
 - What is the process? How can it be as similar as possible to the usual process?
 - What are the criteria to be used, and why? What is the reference group (e.g. current faculty of the same rank)?

STRIDE's Recommendations for Chairs

- Be clear about the decision-making process
 - Role of search committee vs whole faculty vs chair
 - When candidates will be discussed (meeting agendas)
 - Required votes necessary to move forward at each stage
- Encourage a balanced discussion of each candidate
 - Gather data after each visit using candidate evaluation tool
 - Consider having a member of the search committee present summary information about each candidate, including data gathered, to start the discussion
 - Set ground rules around speaking time

STRIDE's Recommendations for Chairs

- Find ways to represent the views of junior faculty
- Do not request ranked lists
 - This cements positions before discussion takes place (anchoring or focusing effect). It also discounts intrinsic uncertainty.
 - Aim first for an unranked list of candidates you would be most happy to hire.
- Pay attention to climate

Many Cite a Negative Climate as the Worst Feature of the Department They Left

- 32% of junior faculty
(18% of senior faculty)
- 32% of faculty of color
(19% of white faculty)
- 26% of women
(20% of men)

...and similar numbers cite leadership as the worst feature

STRIDE's Recommendations to Chairs

- Pay attention to climate
 - Tell candidates about launch committees and other ways junior faculty are supported.
 - Use climate surveys, DEI discussions, workshops and other mechanisms to improve departmental climate.
 - Our own data show that diverse departments have more positive climates, for both under-represented and majority faculty members.
- Contact ADVANCE with questions, etc.
 - <https://advance.umich.edu>