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

Projected Proportion of Women Faculty (CoE)

- Based on Current Rate of Women New Hires (31%)
- Based on Rate of Women as 45% of New Hires
- Based on Rate of Women as 50% of New Hires
Slow Changes in Representation Predicted for CoE
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.
  o Handbook p 8 lists inappropriate questions
STRIDE’s Recommendations for Chairs

• Decide how to approach “target of opportunity” hires
  o What is the process? How can it be as similar as possible to the usual process?
  o 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
  o Role of search committee vs whole faculty vs chair
  o When candidates will be discussed (meeting agendas)
  o Required votes necessary to move forward at each stage

• Encourage a balanced discussion of each candidate
  o Gather data after each visit using candidate evaluation tool
  o Consider having a member of the search committee present summary information about each candidate, including data gathered, to start the discussion
  o 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
  
  o This cements positions before discussion takes place (anchoring or focusing effect). It also discounts intrinsic uncertainty.
  
  o 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

Source: Faculty exit interviews, U-M ADVANCE Program
STRIDE’s Recommendations to Chairs

• Pay attention to climate
  o Tell candidates about launch committees and other ways junior faculty are supported.
  o Use climate surveys, DEI discussions, workshops and other mechanisms to improve departmental climate.
  o Our own data show that diverse departments have more positive climates, for both under-represented and majority faculty members.

• Contact ADVANCE with questions, etc.
  o https://advance.umich.edu