

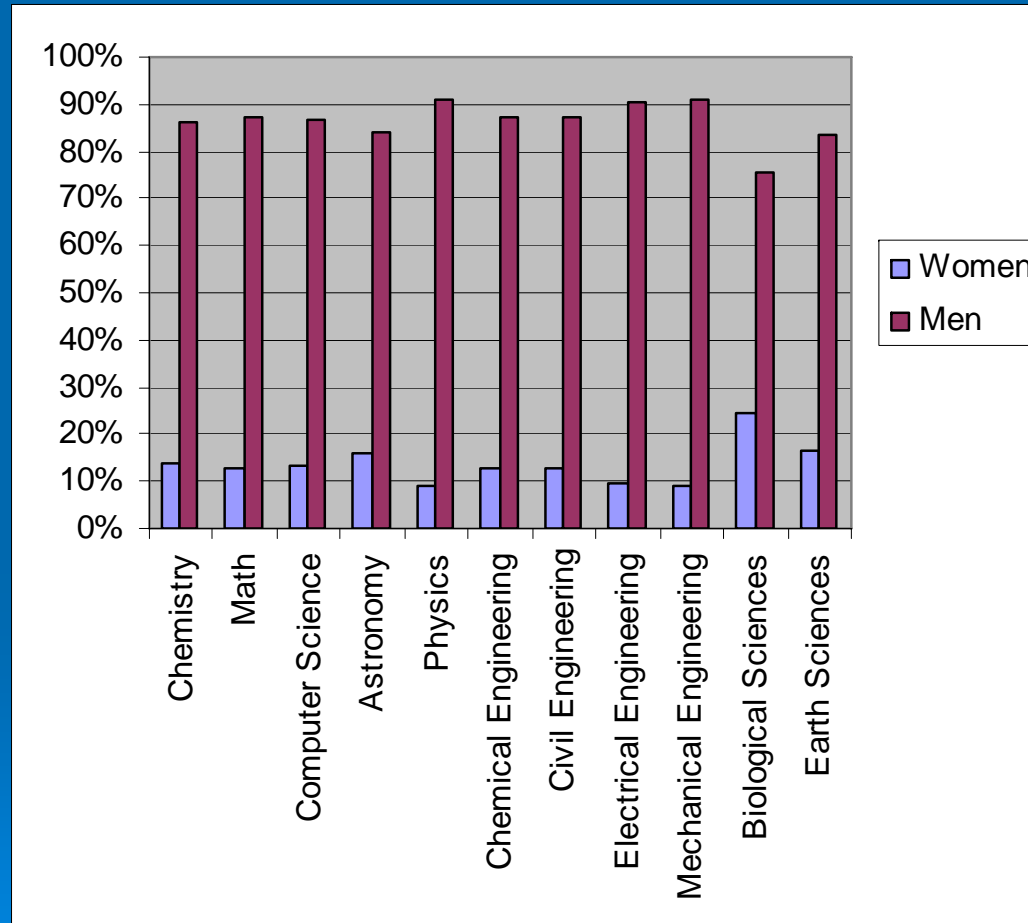
Faculty Recruitment: *A Case Study for Department Chairs*

July 21-22 2008

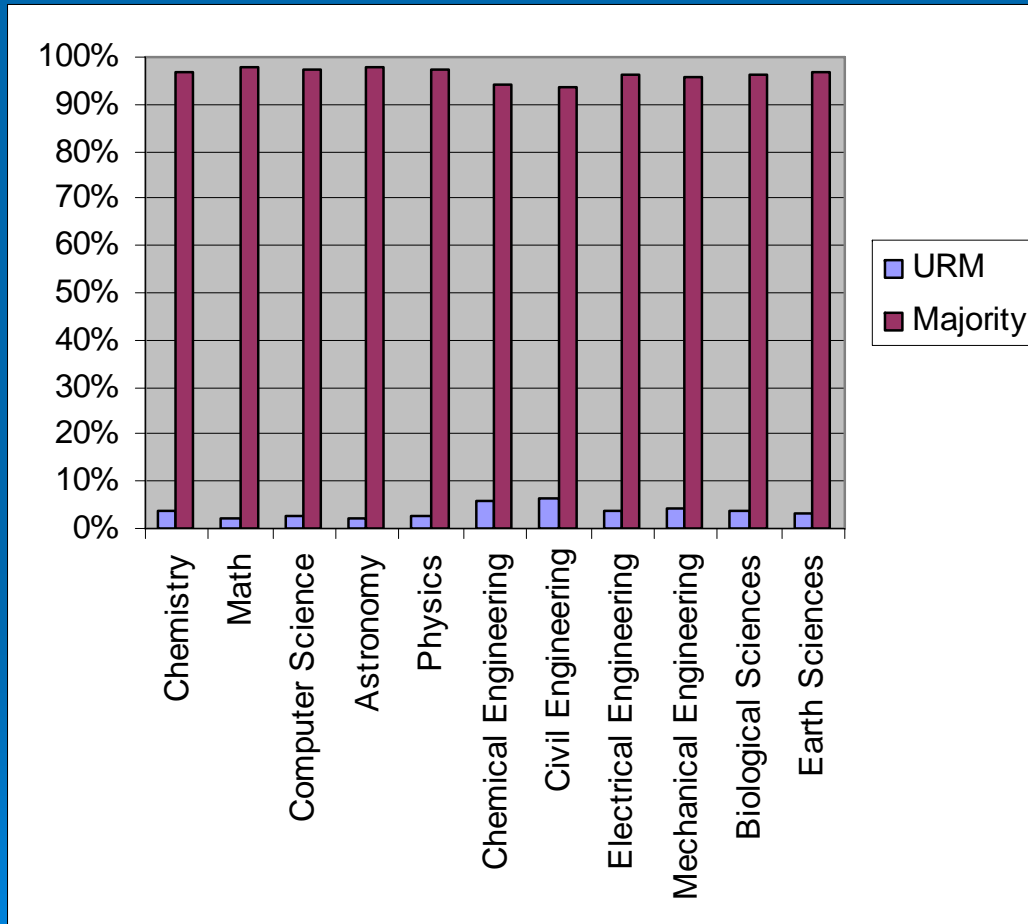


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Women Faculty in Top 50 STEM Departments 2007 (Nelson: 2007)



URM Faculty in Top 50 STEM Departments 2007 (Nelson: 2007)



Bias is not what most people think it is

Thanks to Cheryl Kaiser (UW Psychology)

- Prejudice and discrimination are commonly understood as:
 - Intentional, conscious, harm drive
 - This can be true, but often it's the exception
- Psychological advances demonstrate that bias is often:
 - Unintentional, automatic, and outside our awareness
 - Contradictory to our conscious beliefs

Why Do These Disparities Persist?

Aptitude and interest argument

- Leave no avenue for change
- Beg the question
- Not true, incorrect, and limited
 - Examples: Title IX and women in Sports and Women in Medicine
- Intractable
- Ignore situational factors which limit individuals
 - Examples: AP calculus test (Stricker and Wood, 2004) and Conference promotional video (Murphy, Steele, and Gross, 2007)

Why Do These Disparities Persist?

Unconscious Bias

➤ What the research shows:

- Gender Bias: everyone – women and men alike – perceive and treat women differently from men
 - Example: Influence of Gender on CV reviews: (Steinpreis, Anders & Ritzke: 1999)
- Race Bias and Evaluation
 - Example: Job applicants and names (Bertrand and Sendhil, 2004)
- WISELI's Assumption and Bias in Evaluation brochure

How **Bias** Manifests in Searches

- JoAnn Moody's *Cognitive Errors in Searches*
 - *Positive and Negative Stereotypes*
 - *Elitism*
 - *Provincialism*
 - *Good Fit / Bad Fit*
 - *First Impressions*
 - *Seizing a Pretext*

Session Goal

Explore the values and goals of stakeholders within faculty search committees in order to learn how to best facilitate the **strategic interventions** necessary to successfully diversify the candidate pool and hire under-represented faculty members.

Case Study Details

PLOTS

Case One:

A health scholar is considered for an open assistant professor position in a Communication department.

Case Two:

A search committee in Computer Science and Engineering considers four final candidates for an assistant professor position.

PROCESS

- Read and reflect for 5 minutes
- Then, in small groups, discuss the case and accompanying questions. *Please allow everyone's input.* Small group discussion for 20 minutes.
- Next regroup into large group to explore take-aways.
- Return to small groups and brainstorm strategies for improving searches and the values of all stakeholders.
- Group discussion on faculty values

Report Out:

- If you were chair of the department in your case study, what advice or guidance would you seek from your LEAD workshop peers?
- How are unintentional biases manifested within the context of these searches?

Small Group Discussion

How Values Inform Searches

What do the following groups VALUE in search candidates?

- Individual Academics
 - Departments
 - Disciplines
- Academic institutions

Where and how does
DIVERSITY
fit in and appear in these values?



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Group Discussion

Reflecting on your own institution, what strategies would you employ as a department chair to improve the search process?



Best Practices for Search Committees (1)

- In the **job announcement**, encourage candidates to highlight their efforts to address diversity.
- **Actively recruit** a diverse applicant pool
 - Email under-represented groups in the field
 - Have personal contact with potential candidates

Best Practices for Search Committees (2)

- Develop **evaluation criteria** prior to evaluating candidates and apply them consistently to all applicants.
- Widen the **range of institutions** from which the top candidates are selected.
- **Revisit** applicant pool if no women or under-represented groups are on the final short list.

Others Ideas and Best Practices?

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Pulling it All Together

- Faculty recruitment impacted by variety of factors
 - unconscious bias
 - search process
- Proactive, conscientious examination of these factors can improve faculty recruitment and bring greater diversity and excellence to our institutions