Designing Academic Hiring Strategy to Meet Faculty Diversity Goals
Meet Your EAB Presenters

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Five Imperatives for the Post-Vaccine Institution

Competition, not demographics, is destiny for most

Only the most difficult tradeoffs remain to maximize efficiency

Online backlash is overstated; virtual experience is table stakes

Preventative support and well-being resources necessary

Only systemic institutional change can address systemic racism

Source: EAB research and analysis.
Hallmarks of An Antiracist Institution
A Framework for Transformation

- Strategy and Operations
  - Campus Climate
- Faculty and Staff
  - Institutional Culture
- Student Enrollment
  - Curricular & Co-Curricular Experiences
- Community Partnerships

Source: EAB interviews and analysis.
This Time, Something’s Different

George Floyd's Death Reinvigorates the Civil Rights Movement

Despite Years of Murders, Public Awareness Doesn't Spike Until 2020

*Shooting Victims, #blacklivesmatter Searches*

Self-Education on Racial Justice Hits an All Time High

*NYT Best Sellers, September 2020*

1. White Fragility
2. So You Want to Talk About Race
3. Born a Crime
4. The Warmth of Other Suns
5. Just Mercy

Americans Take to the Streets in Record Numbers

About 15 million to 26 million people in the United States have participated in demonstrations over the death of George Floyd and others...These figures would make the recent protests the largest movement in the country’s history.”

*New York Times, July 3, 2020*
Not Enough Progress on Faculty Racial Equity

Faculty Demographics Slow to Change and Lag Behind Student Diversity

Percentage of Full-Time Faculty by Race and Ethnicity, 1998-2018 and Percentage of Students by Race and Ethnicity, 2018

Source: NCES IPEDS Digest 2001, Table 231; Digest 2010 Table 260; Digest 2019 Table 315.20 and Table 306.20; EAB interviews and analysis.
The Right Thing for Students

BIPOC Faculty Recruitment Goals Align with Our Mission of Student Success

Racial Bias Harms Academic Performance and Wellbeing

“...Perceived discrimination from teachers was related to lower grades, less academic motivation and less persistence [among BIPOC students] when encountering an academic challenge. The study also found that the anxiety surrounding the stereotype of academic inferiority undermined students performing academic tasks.”


Outcomes of Increasing BIPOC Faculty Representation:

1. Better student performance on tests of ability
2. Increases in retention and graduation
3. Greater use of active and collaborative pedagogy

Quick Poll

Did your institution make a commitment to increase the representation of BIPOC faculty in the last 2 years?

• Yes
• No
• Not sure

If yes, what was the commitment? Type your answers in Chat.
BIPOC Faculty Experience in the Spotlight

High-Profile Flashpoint Illustrates How Far Universities Have to Go

BIPOC Academics Respond: Hannah-Jones Was Not an Isolated Case

"For every high-profile tenure and promotion case involving Black and Faculty of color, there are hundreds of cases that never rate Twitter campaigns or even get to the stage where a trustee board can overstep, as was the case with UNC."

—Mark Anthony Neal (@newblackman), Duke University

"I mean heck, think of the folks you know whose cases got turned back by the Dean, or Provost, much less Trustees! Those rarely attract notice in the same way that these BOT shenanigans do."

—Noliwe Rooks (@nrookie), Brown University

Nikole Hannah-Jones Granted Tenure, but Opted to Leave UNC

“I wanted to send a powerful message, or what I hope to be a powerful message, that we’re often treated like we should be lucky that these institutions let us in. But we don’t have to go to those institutions if we don’t want to.”

Our Focus for Today’s Session

Today’s topic:

- Undergraduate Education: Unequal rates of access, retention, and completion
- Graduate Education: Racial disparities in encouragement to enter PhD programs
- Hiring and Onboarding: Inequitable hiring processes; competition for candidates; unclear early-career role expectations
- Retention and Advancement: Departmental climate; bias and microaggressions on-campus

- Under institutional control
- Can be inflected in near term

Source: EAB interviews and analysis.
Zooming in on Faculty Hiring

Equity Barriers Posed by Status-Quo Recruitment Practices

**Hiring and Onboarding**

1. **Applications**
   - Only referrals used to source candidates
   - Campus location unappealing to candidates
   - Narrow job ad

2. **Interview**
   - Few interviews, limiting pool size
   - Biased criteria for evaluation
   - Risk of being penalized for asking about benefits, etc.

3. **Early-Career Support**
   - Lack of mentorship
   - Unclear tenure expectations
   - Risk of ‘invisible labor’ going unrecognized

Source: EAB interviews and analysis.
Discussion Question

Please share in *Chat*:

Two **words** that describe the **range of emotions** you’re feeling about incorporating DEIJ into faculty hiring

(e.g., “optimistic, nervous”)
Hiring and Onboarding

1. Proactive candidate sourcing and outreach
2. Candidate-friendly website
3. Inclusive job descriptions

Applications

Interview

Early-Career Support

Best Practices for Inclusive Hiring and Onboarding

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Source: EAB interviews and analysis.
“One of the most common mistakes is treating diversity in hiring as an afterthought — rather than as a long-term relationship, complete with courtship and mutual commitment. Departments often assert, ‘We need more faculty of color,’ and then embark on a search. But if it were that easy, those faculty members would be on board already. The search has to begin before the position is open.”

Gracie Lawson-Borders, Dean, Howard University and David D. Perlmutter, Chronicle of Higher Education
Extend Hiring Timelines

Standing Search Committees Provide Greater Opportunities to Widen Pools

From ‘not enough time to hire…’

“If [you want to] hire the top 5% or 2.5% in the field [and] underrepresented groups make up under 5%, now we’ve got a probability of 0.25% of hiring someone. Unless you generate an ad that gets at least 100-200 applicants you’re not likely to find anybody.”

Victoria Sork, Dean of Life Sciences, UCLA

...to multiyear hiring...

- Faculty lines allocated over three-year period, revisited yearly
- Departments maintain standing search committees

...to ‘we’re always hiring’

- “Recruitment doesn’t happen in a season or a cycle; we’re always recruiting.” -Chris Manfredi, Provost
- Additional lines allocated to support exceptional URG hires

Source: EAB interviews and analysis.
The Limitations of ‘Post and Pray’

Passive Recruitment Fails to Surface Candidates

“In my position it’s really clear that chairs don’t know what they don’t know. They will say that they know everyone in the field and hence can show that there are no underrepresented candidates, but I have the information to show them that **they missed candidates outside of their networks**.”

Vice Provost for Faculty Diversity
Large Research-Intensive University

Is Posting in URG Publications Effective?

A study at Clemson University found that underrepresented applicants did not apply through minority facing publications.

Source: UMBC + Interfolio: Achieving Faculty Search Diversity with Faculty Search, August 25, 2016; EAB Interviews and Analysis
Proactive Candidate Sourcing and Outreach

Don’t Wait for Candidates to Come to You

Build and Outreach Prospect Database Using Open-Access Sources

Steps to Source Potential Candidate Information

1. Search discipline resources for promising, diverse graduate students, postdocs, faculty

2. Contact appropriate faculty members of chairs in relevant department

3. Department outreaches promising candidates

OR

Candidates’ information is saved in database for future use

How Provosts’ Offices can Help

- Dedicate a portion of staff time to scouring sources for strong potential candidates
- Compile data to help committee set diversity targets for outreach
- Remind committee to outreach prospect list

Possible Sources of Candidate Names

- Conference proceedings
- Academic journals
- Department websites
- Grant recipient lists
- Postdocs and fellowships

Source: EAB interviews and analysis.
Candidate-Friendly Website

The Job Portal as Marketing Document

Use Webpage to Highlight the Best Features of Institution and Community

Source: “Prospective Faculty”, Furman University, Greenville, SC: https://www.furman.edu/academic-affairs/prospective-faculty/; EAB interviews and analysis.
Use Job Descriptions to Expand Candidate Pools

Avoid Overly-Narrow Criteria, Highlight Diversity and Collaboration

Assistant Professor
Plant Diversity and Evolution

The University of California, Los Angeles (UCLA) Department of Ecology and Evolutionary Biology (EEB) seeks an organismal biologist with a focus on plant diversity and/or evolution. Qualified candidates must have a Ph.D. in a related field of biological sciences. The position is defined broadly within evolution and ecology but preference will be given to candidates whose research/teaching interests would utilize, in part, the UCLA Mildred E. Mathias Botanical Garden.

As a campus with a continually growing diverse student body, we encourage applications from women, minorities, and individuals with a commitment to mentoring under-represented demographics in the sciences. The University of California is an Equal Opportunity/Affirmative Action Employer.

There are many opportunities for collaboration across a broad group of partners on and off campus, including the UC NRS Stunt Ranch Reserve and White Mountains Research Center, the UCLA La Kretz Center for California Conservation Science....

Characteristics of equitable job descriptions:

**Broadly-defined job criteria** avoid artificially narrowing search pools

**Explicit references to diversity** highlight institutional values

**Interdisciplinary collaboration** can attract more diverse candidates

Source: Ad excerpted from "Assistant Professor in Plant Diversity and Evolution," University of California, Los Angeles, https://recruit.apo.ucla.edu/apply/JPF01858; EAB interviews and analysis.
Avoiding Bias in Evaluations

Best Practices for Inclusive Hiring and Onboarding

1. Applications
2. Interview
   - 4. Elevated diversity statements
   - 5. Equitable interviewing
   - 6. Personalized candidate support
3. Early-Career Support

Source: EAB interviews and analysis.
“Sometimes you can have a search committee that does everything right on paper. But when it comes to picking a finalist, committee members still think, I want someone who looks like me. Someone who got their PhD at the same kind of institution as me, whose advisor is someone I know, whose publications I’ve already read. And more often than not, that ends up being the white male candidate.”

Vice Provost
State Flagship University
Seek Specific and Concrete Diversity Statements

From Statements of Intent to Statements of Effort and Achievement

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**Teaching**
- Inclusive pedagogy?
- Experience mentoring BIPOC students?
- Equal course success rates for students across demographic categories?

**Research**
- Research focus on gender or critical race theory?
- Expanding public health access to low-income neighborhoods?
- Economic models that alleviate poverty?
- Establishing research centers on campus?

**Outreach**
- K-12 outreach?
- Partnerships with community organizations?
- Building pipeline programs with local school systems?

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Diversity statements are not intended to filter out majority candidates. Rather, they are a way to build a culture that welcomes different groups of people and experiences.

- Explain the use and purpose of diversity statements and invite faculty to collaborate on their design.
- Many institutions are more successful when statements are voluntary.

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Source: EAB interviews and analysis.
# Strategies for Equitable Interviewing

## Biases and Pitfalls to Avoid

- Preference for prestigious institutions and familiar-sounding names
- Preference for candidates able to attend (and afford) conferences
- Narrowing candidate pool too early (for campus interviews)
- Limiting discussion of diversity to contents of diversity statement

## Interviewing Best Practices

- Blind candidate names and PhD-granting institution before first round
- Conduct first round of interviews remotely, preferably by phone
- Conduct second round of interviews remotely
- Discuss candidates’ diversity efforts in interviews

Source: EAB interviews and analysis.
Personalized Candidate Support

Build Candidate Support into Hiring Committees

Three Faculty Roles to Further Inclusivity and Sense of Belonging

Support for committees

Search Advocate
- Supports committees in developing search plan and setting DEIJ goals
- Trained to flag potential bias during searches

Support for candidates

Candidate Concierge
- Spends 3-4 hours researching candidates’ background and interests
- Gives personalized tour of campus and community

Work-Life Liaison
- Meets with candidates separately from interview
- Confidently answers questions about work-life balance, benefits, and institutional culture
- Does not have input into hiring decision

Source: Oregon State University Search Advocate Program; EAB interviews and analysis.
Strengthening Early-Career Support

Best Practices for Inclusive Hiring and Onboarding

Hiring and Onboarding

1. Applications
2. Interview

Early-Career Support

7. Differentiated mentor roles
8. High-profile service grants
9. DEIJ-based tenure criteria

Source: EAB interviews and analysis.
“It’s very disheartening when we work hard and do all we’re supposed to do and don’t get tenured. Sometimes the rules change for people of color or African Americans who are on a tenure track. Sometimes they’re a bit stricter when African Americans are doing their research, and it’s always scrutinized harder. [You] work, you teach, and the students love you, you are engaged in the community and service activities and then you’re out doing research and doing the scholarly work...and then your white peers will come back and may turn their nose up at it.”

W. Franklin Evans
President, West Liberty University

Differentiated Mentor Roles

Target Mentor Roles to Specific Mentee Needs

Creating a Differentiated Support Network for New Faculty Hires

1) Second- or third-year faculty in the new hire’s department.

Department Chair
Promotion and tenure expectations

Senior Internal Mentor
Research questions, conferences and grants

Near-Peer1 Mentor
Navigating department climate and culture

Senior External Mentor
Neutral perspective and confidential advice

New Faculty Hire

Source: EAB interviews and analysis.

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Set Clear Expectations to Mitigate Mentorship Biases

Design Structured Senior-Junior Faculty Mentoring

1. Agree on Goals and Objectives
   - Agree on type of support mentor will offer
   - Examples include research, tenure guidance, grant applications, lab setup

2. Set Meeting Frequency
   - Determine cadence of meetings: bi-weekly, monthly, twice a semester, etc.

3. Determine Outputs
   - Set clear output expectations
   - Examples include an article, new syllabus, grant proposal, or plan to achieve tenure

4. Create Timeline
   - Determine timeline for agreed upon outputs
   - Set benchmarks for each academic term and/or year

5. Agree on Desired Communication
   - Agree on mode of communication between meetings
   - Communication may include email, phone, video conferencing, or in-person

Source: EAB interviews and analysis.
## Evening the Playing Field

Two Cohort Programs Focused on Clarifying Tenure Expectations

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<tr>
<th>Program Description</th>
<th>Tenure Track Supper Club</th>
<th>Faculty of Color Writing Intensive</th>
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<tbody>
<tr>
<td>Nine insights to earning tenure presented by panels of expert faculty</td>
<td>Dedicated writing space plus workshops around grants and articles</td>
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<tr>
<th>Opportunities for Further Engagement</th>
<th>1:1 mentoring from senior faculty outside of home department</th>
<th>Trainings on mentoring students and junior scholars</th>
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<tr>
<th>Who participates</th>
<th>Meetings open to all new faculty; URG faculty encouraged to participate</th>
<th>Any faculty member can apply to participate</th>
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<tr>
<th>Senior Leadership Involvement</th>
<th>Provost attends first meeting; president attends final meeting</th>
<th>Provost attends regular program luncheons</th>
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Source: EAB interviews and analysis.
Recognize ‘Invisible’ Labor

Institution-Level Awards Elevate and Reward Service Contributions

Mentorship Service Grants

- Mutual Mentoring Program offers $1200-6000 grants to small groups of faculty
- Grants fund mentoring activities that support faculty career advancement
- **40% of faculty participate**

Example:

Physics department creates mentoring network that meets weekly to discuss teaching projects, new learning technology, and learn from external experts.

DEIJ Service Buyout

- Exceptional Service Support Program funds course release (~$8000) for early-career, URG\(^1\) faculty
- Supports service that could create undue burden on top of full teaching load
- **Launched 2021**

Examples:

- Serving on a committee
- Participating in institutional governance
- Supporting institutional DEIJ efforts

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1) Underrepresented groups.

DEIJ-Based Tenure Criteria

Embedding DEIJ in Tenure Pathways

Two Approaches to Adapting Faculty Evaluation to Recognize Diversity

Defining Research Evaluation Standards More Inclusively

“The Committee will recognize that Indigenous candidates may work either in a conventional academic tradition [or] a dual academic tradition that **combines conventional academic and traditional Indigenous approaches** to research.”

Emerging strategy: Creating Alternative Pathways to Tenure?

“IUPUI

“Starting in 2022 [scholars] will have another option for tenure and promotion: the **“balanced-integrative case” for excellence in DEI**. To be promoted based on this standard, candidates must demonstrate excellence “across an array of integrated scholarly activities aligned with diversity, equity and inclusion.”

Is your institution considering changes to promotion and tenure? Let us know in the poll.

Faculty DEIJ Resources from EAB

Instilling Equity and Inclusion in Departmental Practices
Research Study & Diagnostics

- Detailed best practice profiles and examples
- Identify equity gaps in faculty hiring strategy

Advancing Racial Diversity in Faculty Hiring
Workshop

- Convene hiring committees and faculty leaders for training and discussion on hiring best practice

Faculty Search Committee Launch Kit
Online Resource Center

- Templates, checklists, and guidelines to help hiring committees jumpstart inclusive and equitable searches

Candidate Experience Web Audit
Audit Service

- Get EAB’s feedback on websites and faculty job descriptions
- Prioritize opportunities to reduce bias and improve equity

Still working on creating your candidate website? See EAB’s example website and 10 Tips to Make Your Faculty Recruitment Website More Candidate Friendly

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Recapping Themes and How EAB Can Help

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<tbody>
<tr>
<td><strong>Take action on BIPOC faculty recruitment</strong></td>
<td><strong>Learn more on faculty equity and inclusion</strong></td>
<td><strong>Audit your candidates’ experience</strong></td>
</tr>
<tr>
<td>Connect with an EAB team member about next steps in your hiring strategy and get connected to resources</td>
<td>Receive our research study on <strong>Instilling Equity and Inclusion in Departmental Practices</strong></td>
<td>Learn more about the <strong>Candidate Experience Web Audit</strong></td>
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**4 Something else?** Choose this option and we will reach out to you.
A Quick Ask

We value your feedback.

Please take a few minutes to complete the short survey that pops up at the close of this webinar.

Thank you!