



diversity equity
inclusion justice

Hallmarks of an Anti-Racist Institution

Designing Academic Hiring Strategy to Meet Faculty Diversity Goals

Meet Your EAB Presenters



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Five Imperatives for the Post-Vaccine Institution



Enrollment

Competition, not demographics,
is destiny for most



Managing Costs

Only the most difficult trade offs
remain to maximize efficiency



Student Experience

Online backlash is overstated;
virtual experience is table stakes



Mental Health

Preventative support and
well-being resources necessary



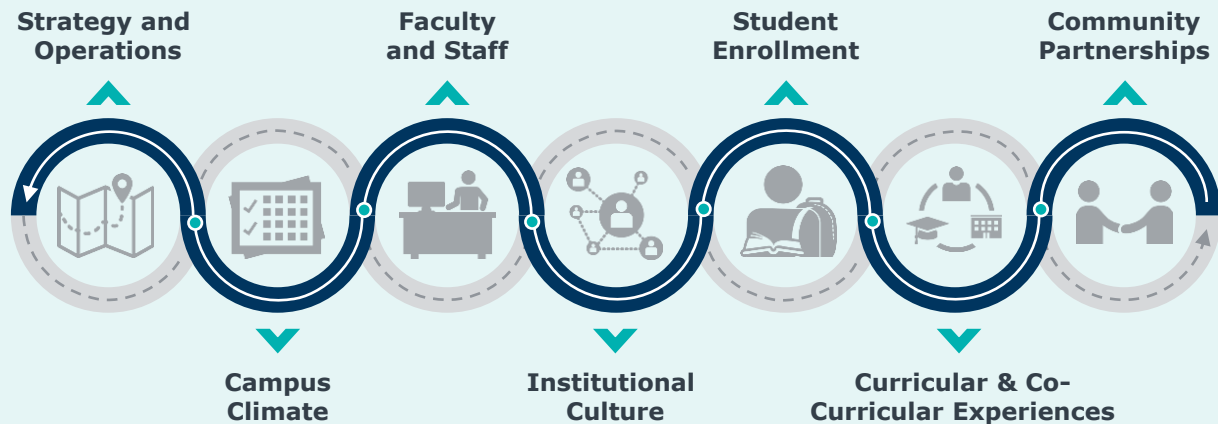
Diversity, Equity,
Inclusion, Justice

Only systemic institutional change
can address systemic racism



Hallmarks of An Antiracist Institution

A Framework for Transformation

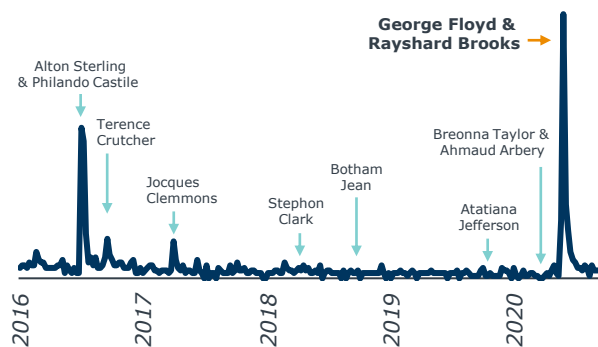


This Time, Something's Different

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.**"

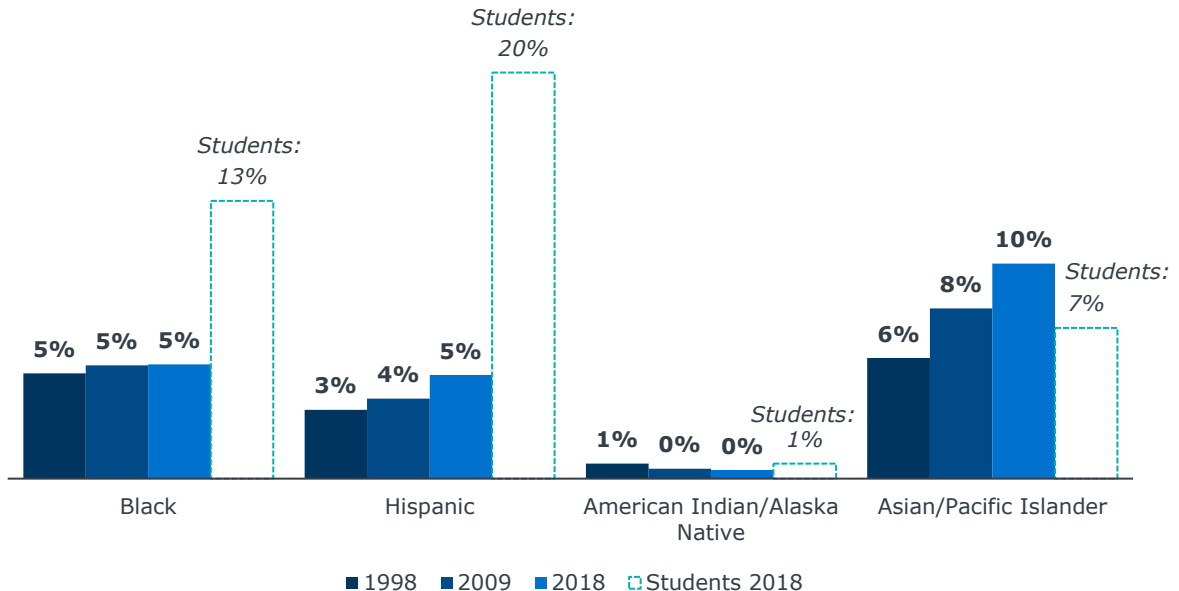
New York Times, July 3, 2020



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.**"

"How the Stress of Racism Affects Learning," The Atlantic, 2016

Outcomes of Increasing BIPOC Faculty Representation:

1

A+

Better student
**performance on
tests** of ability

2



Increases in
**retention and
graduation**

3



Greater use of
**active and
collaborative
pedagogy**

Source: Melinda D. Anderson, "[How the Stress of Racism Affects Learning](#)," *The Atlantic*, October 2016; Michael Benitez et al, "[Someone Who Looks Like Me: Promoting the Success of Students of Color by Promoting the Success of Faculty of Color](#)," *Liberal Education*, Vol. 103, No. 2, American Association of Colleges & Universities, Spring 2017; EAB interviews and analysis.

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



CHICAGO SUN-TIMES

Nikole Hannah-Jones Granted Tenure, but Opts 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.**”

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



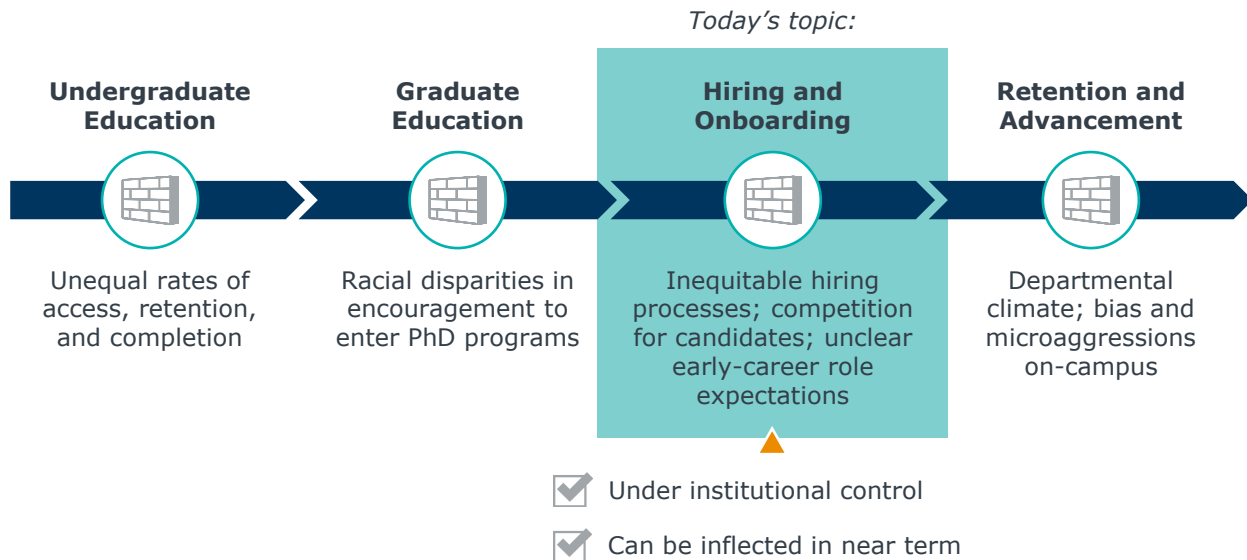
“For every high-profile tenure and promotion case involving Black and Faculty of color, **there are hundreds of cases that never rate Twitter campaigns** or even get to the stage where a trustee board can overstep, as was the case with UNC.”

—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.”

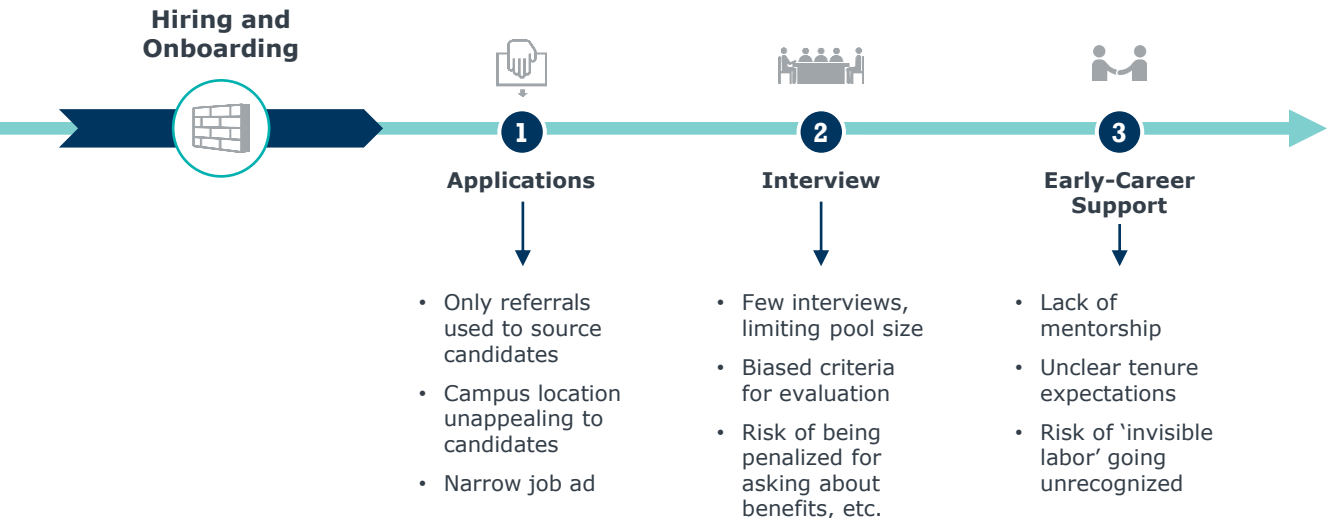
—Noliwe Rooks (@nrookie),
Brown University

Our Focus for Today's Session



Zooming in on Faculty Hiring

Equity Barriers Posed by Status-Quo Recruitment Practices



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")

Widening Applicant Pools

Best Practices for Inclusive Hiring and Onboarding



“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

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?

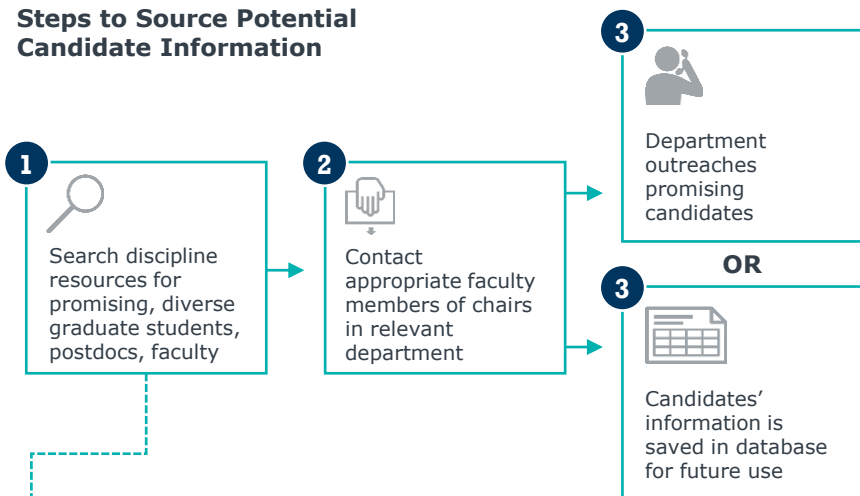
A study at Clemson University found that underrepresented applicants did not apply through minority facing publications.



Don't Wait for Candidates to Come to You

Build and Outreach Prospect Database Using Open-Access Sources

Steps to Source Potential Candidate Information



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

The Job Portal as Marketing Document

Use Webpage to Highlight the Best Features of Institution and Community

PROSPECTIVE FACULTY

Furman University is a selective private liberal arts and sciences college committed to helping students develop intellectually, personally, and experientially and to providing the practical skills necessary to succeed in a rapidly changing world.

Furman's success relies on the support of our faculty. If you have questions...

Diversity at Furman

At Furman, we embrace meaningful diversity and equality as one of our core values and explicit goals of our endeavors. As a university in the heart of the South, we are committed to supporting students, faculty, and staff from every walk of life.

JOIN WITH US

Greenville, South Carolina

Furman is located in Greenville, South Carolina, which is one of the fastest growing cities in the Southeast and is ranked among "America's Ten Best" by *Forbes Magazine*. The charming downtown features excellent restaurants, art, movie parks, shops, museums, galleries, music venues, and theaters. The city also has excellent public and private schools and a vibrant international community. A 20-mile bike and running trail connects the university to Greenville and its Towson Park, which was named "one of America's coolest small towns." The surrounding area abounds with outdoor recreational activities and has some of the most beautiful lakes, rivers, and mountains in the country. Greenville is within easy reach of the Blue Ridge Mountains and Atlantic Beaches. The newly renovated Greenville-Spartanburg Airport is located just 20 minutes from downtown, runs daily flights to major cities and airline hubs. Greenville is 2 1/2 hours from Atlanta and only one hour from Asheville, North Carolina. It is an excellent place to live and work.

Learn more about Greenville:

Exploring Greenville

Spend just a few days in Greenville experiencing a startup culture with a touch of southern hospitality, and it's easy to see why people want to learn and live in Greenville.

LEARN MORE ABOUT GREENVILLE

Greenville Accolades

Good news about Greenville spreads fast. Based on the "Best," "Hottest," "Top" and "Coolest" lists Greenville makes the latest accolades.

GREENVILLE ACCOLADES



Job webpage specifically for prospective faculty

Prominently features diversity efforts and goals

Helps candidates envision living in local community

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:

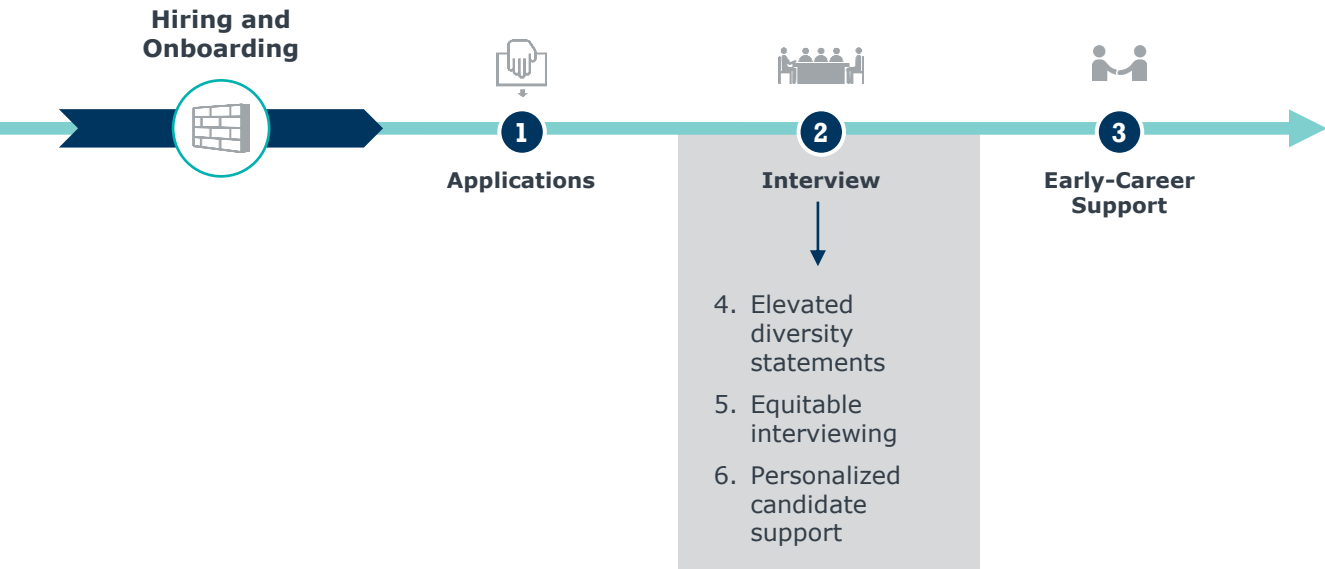
Broadly-defined job criteria avoid artificially narrowing search pools

Explicit references to diversity highlight institutional values

Interdisciplinary collaboration can attract more diverse candidates

Avoiding Bias in Evaluations

Best Practices for Inclusive Hiring and Onboarding



“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



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?



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.



Is Your Interview Process Inviting Bias?

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

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

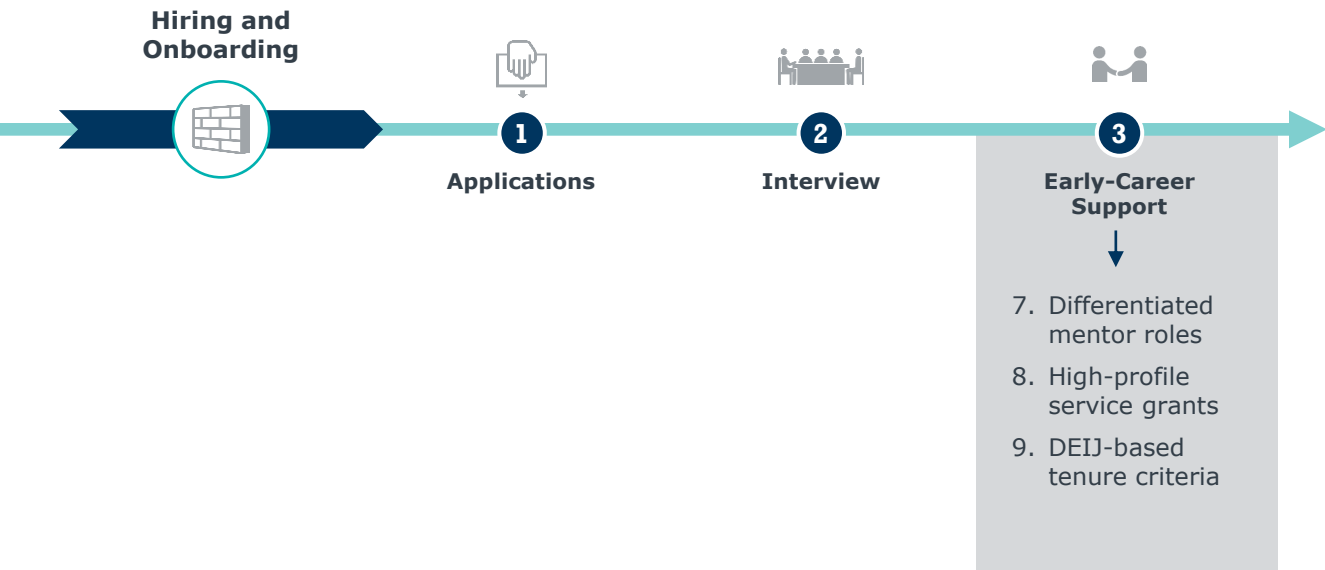


Work-Life Liaison

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

Strengthening Early-Career Support

Best Practices for Inclusive Hiring and Onboarding



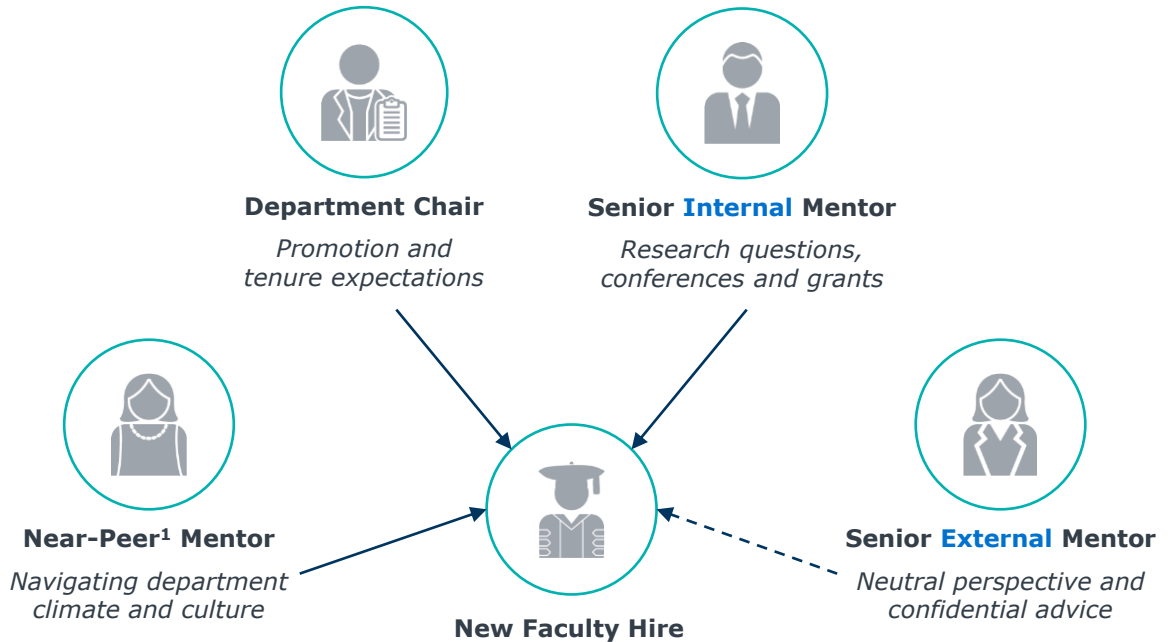
“It’s very disheartening when we work hard and do all we’re supposed to do and don’t get tenured. **Sometimes the rules change for people of color or African Americans who are on a tenure track.** Sometimes they’re a bit stricter when African Americans are doing their research, and it’s always scrutinized 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



Target Mentor Roles to Specific Mentee Needs

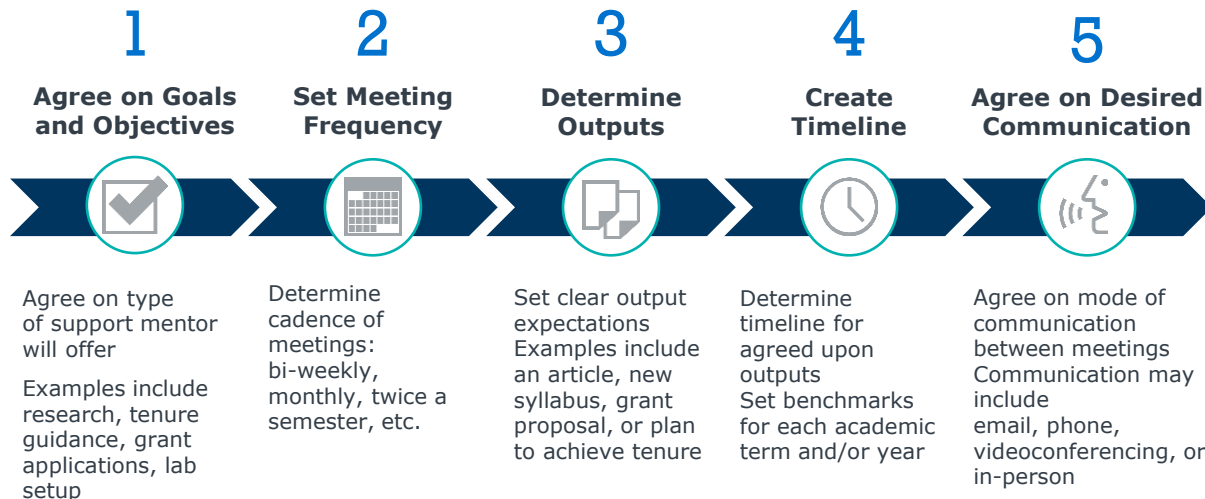
Creating a Differentiated Support Network for New Faculty Hires



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

Set Clear Expectations to Mitigate Mentorship Biases

Design Structured Senior-Junior Faculty Mentoring



Evening the Playing Field

Two Cohort Programs Focused on Clarifying Tenure Expectations



Tenure Track Supper Club

Program description

Nine insights to earning tenure presented by panels of expert faculty

Opportunities for further engagement

1:1 mentoring from senior faculty outside of home department

Who participates

Meetings open to all new faculty; URG faculty encouraged to participate

Senior leadership involvement

Provost attends first meeting; president attends final meeting



FLORIDA STATE UNIVERSITY

Faculty of Color Writing Intensive

Dedicated writing space plus workshops around grants and articles

Trainings on mentoring students and junior scholars

Any faculty member can apply to participate

Provost attends regular program luncheons



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**

DEIJ Service Buyout

- Exceptional Service Support Program funds course release (~\$8000) for early-career, URG¹ faculty
- Supports service that could create undue burden on top of full teaching load
- *Launched 2021*

Example:

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

Examples:

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

1) Underrepresented groups.



Embedding DEIJ in Tenure Pathways

Two Approaches to Adapting Faculty Evaluation to Recognize Diversity

Defining Research Evaluation Standards More Inclusively

Emerging strategy: Creating Alternative Pathways to Tenure?



University
of Windsor



“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.”



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**.

Instilling Equity and Inclusion in Departmental Practices

Research Study & Diagnostics



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

Faculty Search Committee Launch Kit

Online Resource Center



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

Advancing Racial Diversity in Faculty Hiring

Workshop



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

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](#)

Recapping Themes and How EAB Can Help



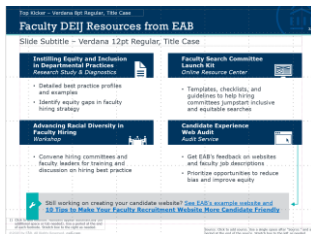
Take action on BIPOC faculty recruitment

Learn more on faculty equity and inclusion

Audit your candidates' experience

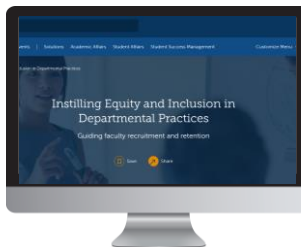
1

Connect with an EAB team member about next steps in **your hiring strategy** and get connected to resources



2

Receive our research study on **Instilling Equity and Inclusion in Departmental Practices**



3

Learn more about the **Candidate Experience Web Audit**



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!



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