Best Practices in Faculty Searches

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Goals of Diversity and Inclusion

• Equal Opportunity Employment
• Superior Educational Outcomes
• Innovative, interdisciplinary research and scholarship
Faculty Diversity: Penn Standing Faculty

<table>
<thead>
<tr>
<th>Year</th>
<th>URM</th>
<th>Minorities</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>5.4%</td>
<td>14.9%</td>
<td>7.3%</td>
</tr>
<tr>
<td>2013</td>
<td>7.3%</td>
<td>21.9%</td>
<td>31.5%</td>
</tr>
</tbody>
</table>
Student- Faculty Diversity

Undergraduate Students

- Hispanic: 3.6%
- Black: 0.1%
- Asian: 7.1%
- International: 10.0%
- White: 46.0%
- Native American: 18.7%
- Two or More Races: 10.9%
- Other: 3.6%

Standing Faculty

- Hispanic: 0.5%
- Black: 2.1%
- Asian: 2.1%
- International: 3.5%
- White: 78.1%
- Two or More Races: 13.8%
- Other: 1.9%
Student- Faculty Diversity

Graduate Students
- White: 46.9%
- Hispanic: 4.7%
- Black: 2.3%
- Asian: 4.3%
- International: 1.9%
- Native American: 0.1%
- Two or More Races: 4.9%
- Other: 12.1%

Standing Faculty
- White: 78.1%
- Hispanic: 3.5%
- Black: 2.1%
- Asian: 13.8%
- International: 1.9%
- Two or More Races: 0.5%
- Other: 4.7%
High performing female students in Air Force Academy
Female students perform better in math and science courses when taught by women

Correll, Page, and West (2009), “Sex and Science: How Professor Gender Perpetuates the Gender Gap.”
New Affirmative Action Process

“Diversity Search Advisors”

• Assist in formation of search committee
• Help craft job descriptions
• Evaluate the pool
• Aid in reviewing search waiver requests
• Help to evaluate candidates
• Sign-off on EOC forms (new hires, promotions, and resignations)
Change over Time

Fall 2010 to Fall 2013

- Women: 30.1% (2010) to 31.5% (2013)
- Minorities: 18.9% (2010) to 21.9% (2013)
- URM: 6.0% (2010) to 7.3% (2013)
Percent of Total, Departed, Hired and Continuing Standing Faculty Who Are Underrepresented Minorities

Academic Year

- Continuing
- Departed
- Hired
- Total
Search Committee Best Practices

• Know the obstacles
• Network before opening search
• Use targeted outreach
• Use word of mouth
• Review your packet of materials
Unconscious Schemas

Universal part of perception and evaluation

• Beliefs about people
• Beliefs about how people “ought” to be

Contributing factors

• Ambiguity
• Stress from competing tasks
• Time pressure
• Lack of critical mass

Unconscious Schemas

Gender Discrimination

University psychology professors preferred “Brian” over “Karen” by 2:1

Both male and female scientists evaluated female undergraduates as less competent, less deserving of a compensation, and less hirable.

The Motherhood Penalty

Study participants evaluated identical job applications of same gender applicants differing on parental status. Mothers were penalized, while fathers sometimes benefited from being a parent.

Correll, Benard, and In Paik (2007), American Journal of Sociology, 1297-1338.
Racial Discrimination

Black-sounding names (“Jamal”):
15 resumes = callback

White-sounding names (“Greg”):
10 resumes = callback
Equivalent to 8 extra years experience

Sexual Orientation Discrimination

Resumes with homosexual signifiers
14 resumes = callback

Heterosexual signifiers
9 resumes = callback

Letters of Recommendation

Letters for women

• Shorter
• Fewer references to CV
• Twice as many gender references
• More references to personal life
• Fewer standout references (“excellent”) and more “grindstone” references (“hardworking”)
• Twice as many hedges and irrelevancies (“It’s amazing how much she’s accomplished”)

Reducing Bias

• Reducing ambiguity

• Avoiding “solo” presence in pool

• Taking *time* to review applications

Thoughtfulness and accountability

• Supportive, diverse committee
• Familiarity with research on bias
• Structured, evidence-based review
  • Apply consistent, objective criteria
  • Evaluate entire application
  • Treat recommendations with care
  • Avoid over-reliance on prestige
Diverse Search Committees

• 2006 study of jury behavior
• Diverse groups more likely to
  • Cite facts
  • Avoid error
  • Discuss racism

Effective Visits

• Show enthusiasm
• Offer dual-career and family-friendly policy information
• Identify colleagues who can discuss climate for women and minorities
• Introduce the city and region
• Stay in contact
• Be even-handed and transparent in negotiating
Some Resources

- Faculty Opportunity Fund/ Dual Career Fund
- Benefits and Retirements Brochures
- Pool Data
- Sites for Job Postings
- HERC
- Relocation Assistance
- Child Care
Discussion