

Recruiting: Effective Strategies for Developing the Candidate Pool and Hiring Excellent Faculty

FROM:

NSF Advance Program
Society for Neuroscience iWIN program
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DEPARTMENT CHAIR TRAINING TO INCREASE WOMEN IN NEUROSCIENCE



IWiN



Recruitment of excellent faculty –it takes a leader

- ▶ **Enhancing Diversity enhances excellence**
 - ▶ **Overcoming unintentional biases in the recruitment process**
 - ▶ **Creating Positive Department Climate increases successful recruitment & retention**
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Increasing diversity breeds excellence!

- ▶ **Heterogeneous groups of faculty:**
 - are more effective in problem solving
 - demonstrate greater creativity
 - provide collective wisdom
 - improve the vigor of a scholarly community
 - provides access to talent currently not represented

•Ely & Thomas (2001). *Administrative Quarterly* 46 (2), 229-273.

•Page, S. (2007). *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies*: Princeton University Press.

•Tenn (2008). In L. Schiebinger (Ed.), *Gendered Innovation in Science and Engineering* (pp. 131-149).

What is unintentional bias?

Regardless of the social groups we belong to, we perceive and treat people differently based on their social groups

See Valian (1998) *Why So Slow? The Advancement of Women*. Cambridge: MIT Press, p. 280.

Unintentional biases come in many flavors

- ▶ Gender
 - ▶ Ethnicity/Race
 - ▶ Nationality
 - ▶ Age
 - ▶ Pedigree /University affiliations
 - ▶ Professional degree
 - ▶ Degree
 - ▶ Research Specialization/technical expertise
 - ▶ Religious affiliations
 - ▶ Sexual orientation
 - ▶ Parenthood
- 

Discussion point: What is wrong with this web page?

The Faces of Berkeley Engineering

Meet Tomorrow's Leaders and Today's Pioneers

Students



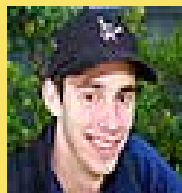
Julia
Cross

Studies
the
martial art
Wu Shu



Kibibi
Moseley

Table
tennis
champion



Anthony
Levan-
dowski

Lego robot
creator



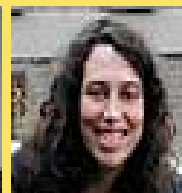
Werner
Goldsmith

Wrote the
book on
Impact



Ali
Niknejad

Circuit
Maven



Jennifer
Mankoff

Accomplished
viola
player



Oren
Jacob

Pixar
wizard



Julia
Gee

Volunteer-
aholic

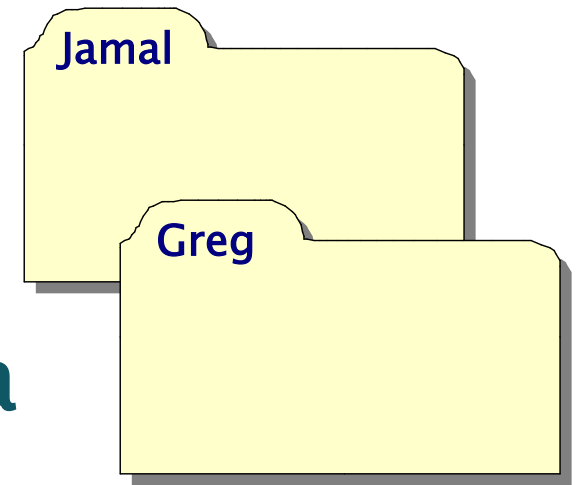


Floyd
Kvamme

Chip guru

Example 1: Race bias in evaluation of identical CVs

- ▶ Evaluation of identical application packages with African-American sounding names vs. white-sounding names
- ▶ 15: 10 resumes need for a callback for African-American vs. white names
- ▶ White name ~8 years of experience.

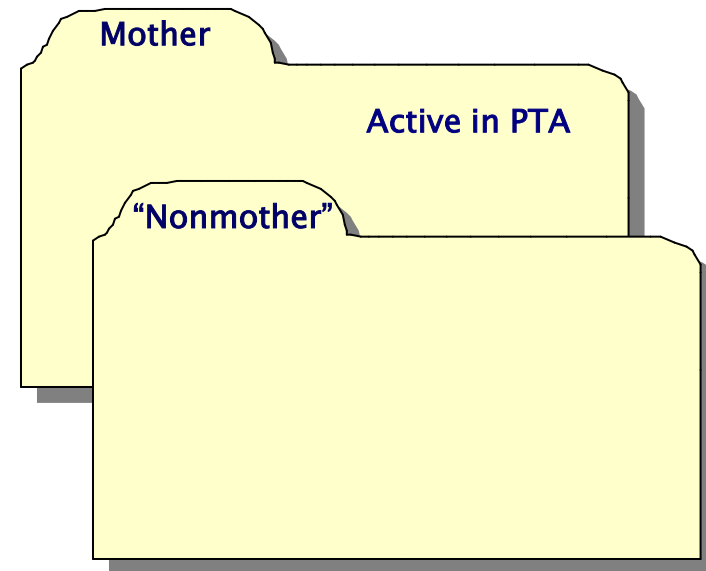


Bertrand & Mullainathan (2004) *American Economic Review*, 94 (4), 991-1013.

Example 2: Bias in hiring mothers & fathers

When evaluating identical applications:

- ▶ Evaluators rated mothers as less competent than nonmothers.
 - Mothers were offered lower starting salaries than non-mother
- ▶ Fathers were seen as *more* committed and offered *higher* starting salaries than nonfathers



Correll, Benard and Paik (2007) *American Journal of Sociology*, 112 (5), 1297–1338.

Example 3: Letters of Recommendation for Medical School Faculty Applicants

Letters for Men

- ▶ Longer
- ▶ More references to:
 - CV
 - Publications
 - Patients
 - Colleagues



Letters for Women

- ▶ Shorter
- ▶ More references to personal life
- ▶ More “doubt raisers” (hedges, faint praise, and irrelevancies)
 - *“It’s amazing how much she’s accomplished.”*
 - *“It appears her health is stable.”*
 - *“She is close to my wife.”*

Strategies to enhance the recruitment pool

- ▶ Avoid too narrowly defined search ads; try to cast as wide a net as possible
- ▶ Use resources in societies & national organizations to increase exposure to diverse groups.
- ▶ Is your search committee diverse?
 - BUT: avoid “overusing” junior (e.g., untenured) women and underrepresented minority faculty

Overcoming Evaluation Bias

- Increase conscious awareness of bias
- Develop explicit criteria for evaluating candidates
- Enhance department climate



Candidate Evaluation Tool

Please indicate which of the following are true for you (check all that apply):

- Read candidate's CV
- Read candidate's scholarship
- Read candidate's letters of recommendation
- Attended candidate's job talk
- Met with candidate
- Attended lunch or dinner with candidate
- Other (please explain):

Please rate the candidate on each of the following:	excellent	good	neutral	fair	poor	unable to judge
Potential for (Evidence of) scholarly impact						
Potential for (Evidence of) research productivity						
Potential for (Evidence of) research funding						
Potential for (Evidence of) collaboration						
Fit with department's priorities						
Ability to make positive contribution to department's climate						
Potential (Demonstrated ability) to attract and supervise graduate students						
Potential (Demonstrated ability) to teach and supervise undergraduates						
Potential (Demonstrated ability) to be a conscientious university community member						



<http://www.umich.edu/%7Eadvproj/CandidateEvaluationTool.doc>

ADVANCE has evaluation forms that can be modified to fit your situation.

Avoid shortcuts in evaluation process

- ▶ **Avoid “cloning”:**
 - do we need to replicate ourselves?
- ▶ **Avoid Snap Judgments**
- ▶ **Avoid stereotyping**
- ▶ **Avoid generic terms like “star” or “visionary”**
- ▶ **Evaluate the candidates based on explicit criteria and the “data”**

Interrupting bias – a short recruitment video



- ▶ The video shows a search committee meeting with four members in a computer science department (the concepts apply to all disciplines)
- ▶ They discuss four applicants:
 - three male
 - one female
 - two underrepresented minorities.
- ▶ Focus on the evaluation process in the video



Discussion points

- ▶ **What did you notice about the recruitment process in the film?**
- ▶ **What would you do differently?**
- ▶ **What privileges or shortcuts did you observe?**
- ▶ **What might be motivating each character?**

Follow-up on recruitment video

- ▶ **How would the search committee interaction affect the interview process?**
- ▶ **What does this video suggest about the department climate?**

Interviewing & “selling” USC

- ▶ Personalize the interview process
- ▶ ALL candidates should meet a diverse set of people
- ▶ Treat all applicants including those who are different as scholars and educators
- ▶ Avoid discriminatory or offensive questions
- ▶ Use leadership strategies to tailor interview so candidate sees an accurate, but positive view of USC

Leadership is a critical for an inclusive departmental culture

- ▶ Requires developing:
 - Common values and beliefs
 - Interactions
 - Department activities
 - Fair and transparent processes

- ▶ Advantages of a positive culture:
 - Attractive to a wider range of faculty
 - Enhances recruiting and retaining top faculty AND students
 - Enhances productivity and collaborations