

Recruiting a Diverse Faculty

Fall 2015

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Faculty Development and Diversity Officers

Arts, Sciences & Engineering



Faculty Diversity is a Priority

- University [mission statements](#)
- President Seligman's annual "[Diversity Report](#)"
- Board of Trustees' focus
- Target for Meliora Campaign
- Centralized Office for Faculty Development and Diversity, with Faculty Diversity Officers in each school



Faculty diversity is a priority to undergraduate and graduate students



Our Role in ASE

- Faculty Development and Diversity Officers
 - Explicit focus on faculty: search committee guidance and new AS&E faculty orientation
 - Provide guidance to Deans Lennie, Culver, Clark
 - Handle data reporting as required, help ensure compliance with legal requirements
 - Serve as liaison between central Office of Faculty Development and Diversity and deans
 - Convene meetings of faculty for various purposes



Information we can provide

1. The demographics of recent graduate pool in research area, from IPEDs (Integrated Postsecondary Education Data System)
2. Any potential candidates from National Registry or contacts made at Compact for Faculty Diversity
3. Research on implicit bias and search committee best practices (more below)
4. Legal memo with tips for interviewing



Outcome of 2014-2015 Efforts

- Total 18 searches
 - 15 Arts & Sciences: 8 Social Sciences, 4 Natural Sciences, 3 Humanities
 - 3 Hajim: BME, ME, CSC
- 15 hires with various start dates
 - July 2015: 10, Aug 2015: 1, Jan 2016: 1, July 2016: 3
- 3 underrepresented minority faculty
- 7 women faculty



Demographics

AS&E 2014-2015 search year

	IPEDS (AAU)	IPEDS (AAU25)	Applicant Pool	Short List	Hired
Total	31,419	5029	3137	105	15
Male	15,579	3142	2010	64	8
Female	15,840	1887	632	38	7
% Female	50%	38%	20%	36%	47%
URM	2792	244	216	7	3
% URM	9%	5%	7%	7%	20%



Women Faculty in [AS&E](#) (2012, 2015) compared with most recent non-Ivy [COFHE U](#) (2013) data

	% Assistant		% Associate		% Full		All Ranks
	ASE15	COFHE	ASE15	COFHE	ASE15	COFHE	ASE15
Humanities	38	46	48	48	39	34	42
Social Sciences	48	42	33	40	16	24	32
Natural Sciences	19	25	16	28	17	15	18
Engineering	14	28	5	28	13	12	13
All disciplines	30	38	31	38	19	21	25



URM Faculty in [AS&E](#) (2015) compared with most recent non-Ivy [COFHE U](#) (2013) data

	% Assistant		% Associate		% Full		All Ranks
	ASE15	COFHE	ASE15	COFHE	ASE15	COFHE	ASE15
Humanities	7	9	7	13	3	10	6
Social Sciences	14	10	10	10	5	6	9
Natural Sciences	14	7	6	4	1	2	5
Engineering	10	8	14	9	0	5	6
All disciplines	12	9	9	10	2	6	6



AS&E Tenure Track Faculty counts

Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Total	338	349	348	351	362	357
URM	14	15	15	17	19	22
%URM	4.1	4.3	4.3	4.8	5.2	6.2
Women	82	82	83	84	86	88
%Women	24.3	23.5	23.9	23.9	23.8	24.6



About our current faculty

- Current faculty hired since 2007:
 - all: 42% (150/357)
 - men: 31%
 - women: 49%
 - URM: 64%
- Expressed as a percentage of all faculty:
 - URM women: 1% (5/357)
 - URM men: 5% (17/357)



Best practices in searches

- Do more than wait for CVs to roll in
 - Network directly with young scholars; invite them to speak at departmental colloquia
 - Pre-interview promising scholars at conferences to encourage entry into academia and to apply to UR
 - Foster connections with other institutions to identify and track promising candidates
 - Actively pursue candidates thriving at less well-ranked institutions
 - Continue to work to build the pipeline—encourage talented undergraduates to consider graduate school



Acknowledge bias

- All of us—men and women, regardless of race, class, ethnicity, or socio economic status—are subject to unconscious bias.
 - Unconscious thoughts and feelings can influence seemingly objective decisions and actions of even the most well-meaning person.
- In fact, many standard faculty search committee practices are unintentionally biased against members of underrepresented groups and women.
 - Much research suggests that people are more prone to implicit bias when they are under time pressure, when the task involves ambiguity, and when the process includes non-verbal automatic processes (such as sorting CVs).



Research on bias

- “Blind” auditions (having musician sit behind a screen) for symphony chairs result in ~50% increase in hiring of women (Goldin & Rouse 2000)
- Both male and female scientists more likely to “hire” male applicants and at a higher rate of pay, despite virtually identical resumes (Moss-Racusin, et al. 2012)
- Identical resumes with “white” sounding names and “African American” sounding names resulted in the “white” candidates being offered 50% more interviews (Bertrand 2004)
- Letters written for male medical school faculty applicants are longer and have more references to research while those written for women tend to be shorter, refer to personal traits, and have more faint praise and irrelevant information (Trix and Psenka 2003)
- (These papers and others will be available on Faculty Development and Diversity Website soon: <http://www.rochester.edu/college/faculty/>)



Learn More

- <http://kirwaninstitute.osu.edu/research/understanding-implicit-bias/>
- <https://implicit.harvard.edu/implicit/takeatest.html>
- <http://www.biasproject.org>
- <https://implicit.harvard.edu/implicit/>
- <http://missionstem.nasa.gov/eLearn.html>

(These resources will be available on Faculty Development and Diversity Website soon: <http://www.rochester.edu/college/faculty/>)



As a committee

- Assign or recruit one search committee member to monitor process and advocate for underrepresented candidates.
- Include an outside member when possible.
- Distribute early review across a wide group of committee members (FORT 2 facilitates this).
- Read Research Proposal first – Letters and CV later. Let ‘ideas’ dominate your first impression.
- Do not “rank” candidates until very end of process.
- Keep your eyes open for a Target of Opportunity hire (see details [here](#))



During the campus visit

- Host warmly and with enthusiasm
- Make sure each candidate has a full schedule and is hosted appropriately
- A positive or negative experience, regardless of hire, can have long term effects



Legal Obligations

- Documentation – keep all documents regarding advertising and search committee deliberations for 3 years
- FORT 2 provides a system for documentation (see instructions [below](#))
- Individual searches may be spot-checked by Legal Office for procedure
- See [memo](#) for tips on legal issues that may come up during interviews



Demographic information of applicants

- FORT 2 requires applicants to indicate gender and ethnicity information (which they can explicitly decline to indicate)
- The demographic information of the short list will be provided to the Deans for their review
- This information and the demographics of the entire applicant pool will be sent to the department after the short list has been submitted
- At conclusion of year, aggregate demographic data will be provided on national pool, search pool, short list and hires



School of Arts and Sciences	
Department	15-16 Net Count
Humanities	
Art and Art History	11
English	20
Modern Languages and Cultures	14
Music	6
Philosophy	9
Religion and Classics	11
Total:	71 (29 women, 4 URM)
Social Sciences	
Anthropology	8
Clinical and Social Sciences in Psychology	15
Economics	19
History	18
Linguistics	4
Political Science	19
Total:	83 (26 women, 7 URM)
Natural Sciences	
Biology	21
Brain and Cognitive Sciences	18
Chemistry	18
Earth and Environmental Sciences	8
Mathematics	20
Physics and Astronomy	27
Statistics	2
Total:	114 (20 women, 6 URM)
Arts and Sciences Total:	268 (75 women, 17 URM)

Hajim School of Engineering and Applied Sciences	
Department	15-16 Net Count
Biomedical Engineering	10
Chemical Engineering	11
Computer Science	18
Electrical and Computer Engineering	19
Mechanical Engineering	15
Optics	16
Engineering Total:	89 (12 women, 5 URM)

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ARTS, SCIENCES AND ENGINEERING TENURE TRACK FACULTY COUNT (2015-2016):	357 (88 women, 22 URM)
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“At the start of the 2013–14 academic year, 33.1 percent of our faculty were women, compared to 28.6 percent in 2006. The proportion of faculty who identified themselves as members of an underrepresented racial or ethnic minority group was 3.9 percent in fall 2013, compared to 2.6 percent in 2006. This represents an increase from 37 underrepresented minority faculty members in fall 2006 to 75 in fall 2013.... *As valuable as this progress has been, the University still has far to go to achieve our full aspirations as a diverse and inclusive community. Our future as a University will increasingly be one of racial, gender, ethnic, and intellectual diversity. I am gratified to be associated with a University where a commitment to diversity is consistently reflected in the decisions of our Board and our senior leadership.*” ~Joel Seligman, May 2014 Diversity Report

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Mission Statement

A diverse faculty has the greatest potential and power to transform the campus climate by providing a rich variety of perspectives that will enable students to be global thinkers and actors, to respect diverse values, and to attain a competitive edge as distinguished leaders in their fields.

The University draws on the talents of a diverse faculty to build, sustain and enhance institutional excellence and capability through leading-edge research, innovative approaches to teaching and learning, and scholarship that reflects a rich plurality of perspectives.

<http://www.rochester.edu/diversity/faculty/index.html>

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A March 2013 report released by the U.S. Equal Employment Opportunity Commission lists “unconscious bias and perceptions about African Americans” as one of the seven “major obstacles hindering equal opportunities for African Americans in the federal work force,” declaring that the more subtle discrimination that exists in our current society “can often be directly attributable to unconscious bias.”

EEOC African American Workgroup Report, 2013; “New EEOC Report Examines Obstacles Facing African Americans in Federal Workplace”



AAU

Boston University	Rutgers, The State University of New Jersey	University of Michigan
Brandeis University	Stanford University	University of Minnesota, Twin Cities
Brown University	Stony Brook University-The State University of New York	University of Missouri-Columbia
California Institute of Technology	Texas A&M University	The University of North Carolina at Chapel Hill
Carnegie Mellon University	Tulane University	University of Oregon
Case Western Reserve University	The University of Arizona	University of Pennsylvania
Columbia University	University at Buffalo, The State University of New York	University of Pittsburgh
Cornell University	University of California, Berkeley	University of Rochester
Duke University	University of California, Davis	University of Southern California
Emory University	University of California, Irvine	The University of Texas at Austin
Georgia Institute of Technology	University of California, Los Angeles	University of Toronto
Harvard University	University of California, San Diego	University of Virginia
Indiana University	University of California, Santa Barbara	University of Washington
Iowa State University	The University of Chicago	The University of Wisconsin-Madison
The Johns Hopkins University	University of Colorado Boulder	Vanderbilt University
Massachusetts Institute of Technology	University of Florida	Washington University in St. Louis
McGill University	University of Illinois at Urbana-Champaign	Yale University
Michigan State University	The University of Iowa	
New York University	The University of Kansas	
Northwestern University	University of Maryland, College Park	
The Ohio State University		
The Pennsylvania State University		
Princeton University		
Purdue University		
Rice University		



AAU(25)

1. Brandeis University
2. Brown University
3. California Institute of Technology
4. Carnegie Mellon University
5. Case Western Reserve University
6. Columbia University
7. Cornell University
8. Duke University
9. Emory University
10. Harvard University
11. Johns Hopkins University
12. Massachusetts Institute of Technology
13. New York University
14. Northwestern University
15. Princeton University
16. Rice University
17. Stanford University
18. Tufts University
19. University of Chicago
20. University of Pennsylvania
21. University of Rochester
22. University of Southern California
23. Vanderbilt University
24. Washington University in St. Louis
25. Yale University

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COFHE Non-Ivy Universities

- Duke
- Georgetown
- Johns Hopkins
- MIT
- Northwestern
- Rice
- Stanford
- University of Chicago
- University of Rochester
- Washington University.

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