



Hallmarks of an Anti-Racist Institution

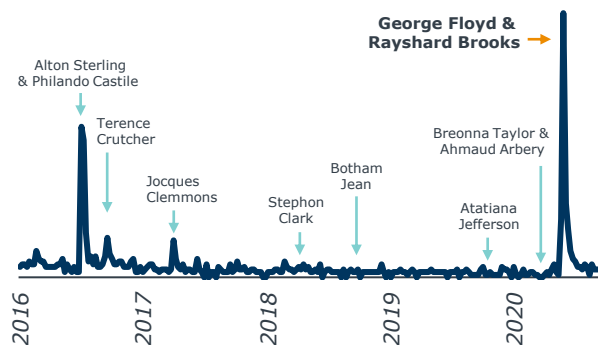
Advancing Racial Diversity in Faculty Hiring

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



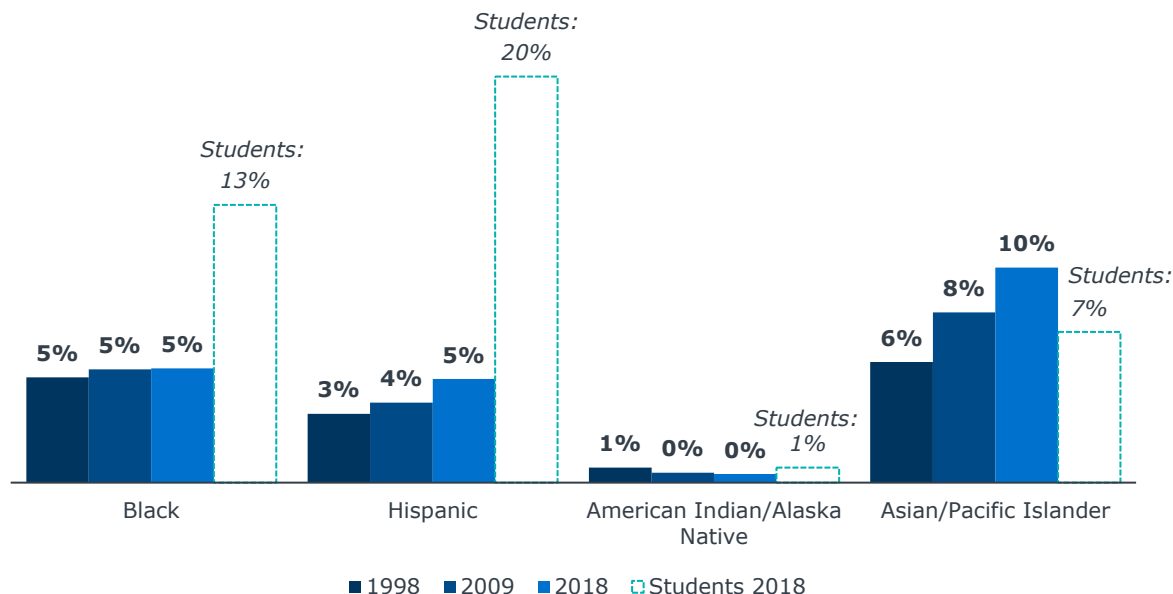
About 15 million to 26 million people in the United States have participated in demonstrations over the death of George Floyd and others...These figures would **make the recent protests the largest movement in the country's history.**"

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.

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 Opt 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

Quick Poll

Has your college or department made a formal commitment to increase the representation of BIPOC faculty?

- Yes
- No
- Not sure

If yes, what was the commitment? *Type your answers in Chat.*

Three Reasons Typical Efforts Have Failed

Structural Challenges can Foil Even the Best Intentions

While These Elements are Necessary to Set the Stage...



Centrally-Led



Initiative-Based



Mindset-Focused

...They are Ultimately Insufficient

Efforts don't reach departments or improve workplace because they are not linked to disciplinary needs

Initiatives don't sustain over time because they rely on temporary funds or champions

Doesn't address structural processes or institutional practices, leaving barriers unexamined

What Can Departments Do?

Recruitment and Retention Practices Can Have an Outsized Impact

Effective Efforts To Diversify are...



Department-Led



Embedded in Practices



Process-Focused



Reflect needs of department and driven by faculty ownership and investment



Not dependent on impermanent initiative resources or funding



Policies and processes re-evaluated to ensure equity and inclusion



What Departments Should Focus On

1

Applicant Pool Cultivation

2

Equitable Hiring

3

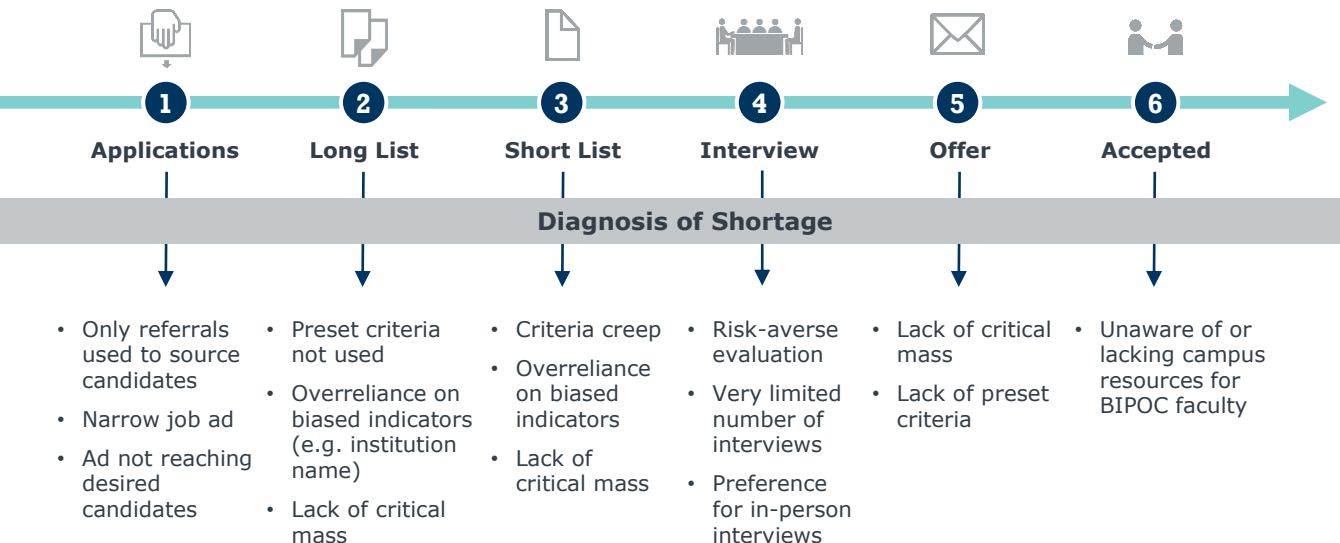
Structured Onboarding

4

Continuous Evaluation

Identify Leaks in the Hiring Pipeline

Tracking Each Stage of the Search to Ensure Equity



Follow Along in Your Workbook



Download the PDF from Chat now if you don't already have it.



Applications: Widening Applicant Pools

Select one top-priority tactic:

1. Future Faculty Cultivation Events

Invite PhD candidates from peer institutions and BP/OC-serving institutions to participate in workshops on campus, build a network, and get to know your institution.

Notes:

2. Year-Round Hiring

Extend hiring timelines so that hiring committees can continue a search until a diverse pool of candidates has submitted applications.

Notes:

3. Proactive Candidate Sourcing and Outreach

Use publicly available information such as conference proceedings and journal publications to build a list of promising candidates to outreach at the start of future searches.

Notes:

Take notes on each practice during the presentation

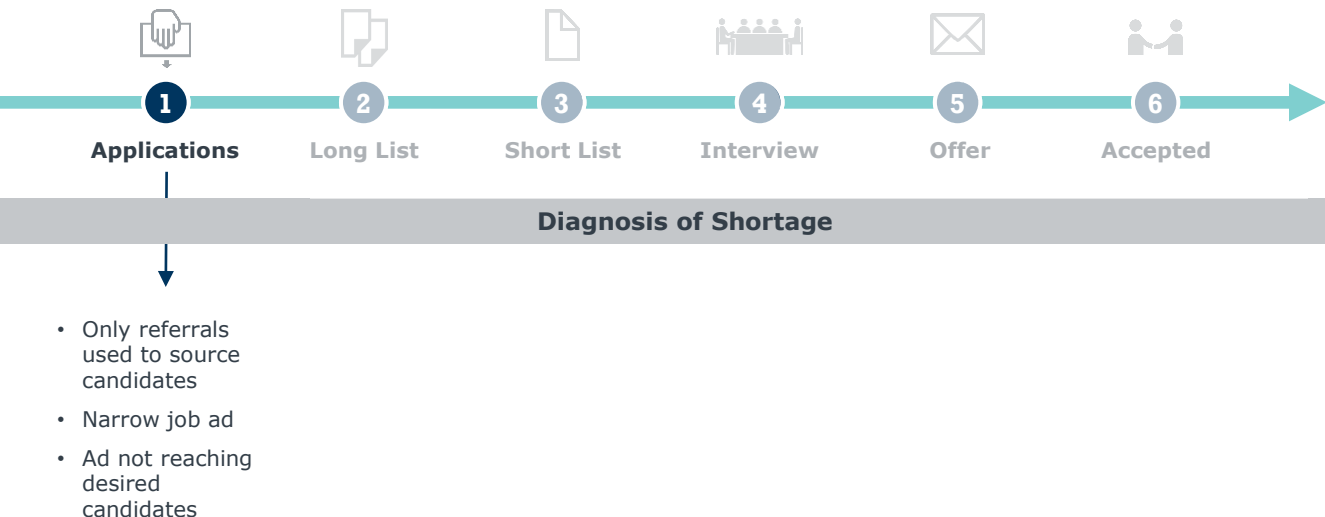
Take a moment at the end of each section to **select a top-priority practice** to take home to campus

- 1 Widen Applicant Pools
- 2 Avoid Bias in Candidate Evaluation
- 3 Provide Structured Onboarding and Mentorship
- 4 Monitor and Assess DEIJ Efforts

Identify Leaks in the Hiring Pipeline

12

Tracking Each Stage of the Search to Ensure Equity

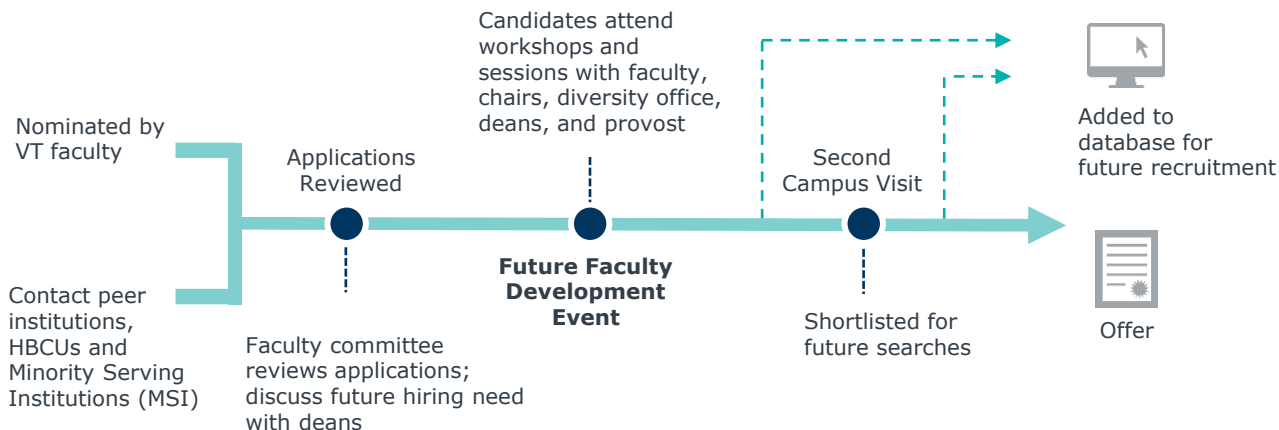


“One of the most common mistakes is treating diversity in hiring as an afterthought — rather than as a long-term relationship, complete with courtship and mutual commitment. Departments often assert, ‘We need more faculty of color,’ and then embark on a search. But if it were that easy, those faculty 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*

Cultivate Institutional Affinity Before the Search

Virginia Tech's Future Faculty Development Event



High Conversion Rates in One Year

12 Participants

4 Full-Time Hires

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'



McGill
UNIVERSITY

- "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

”



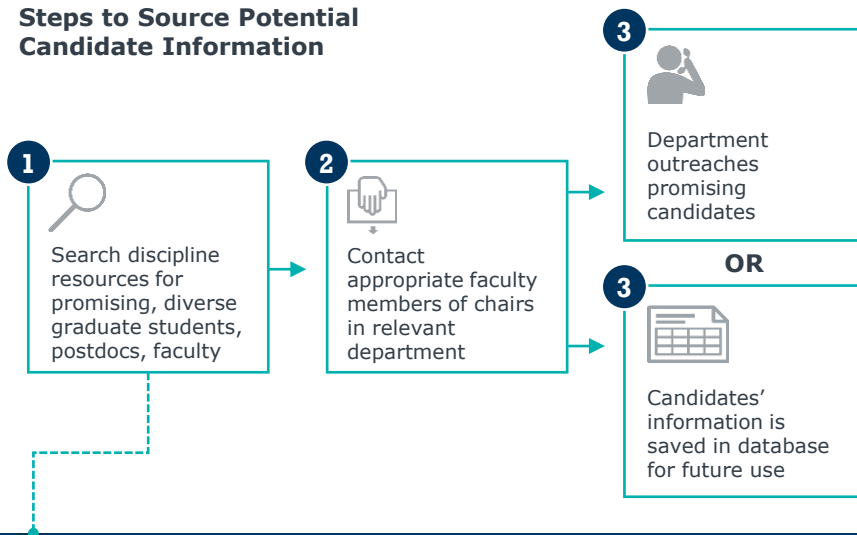
Is Posting in URG Publications Effective?

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

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

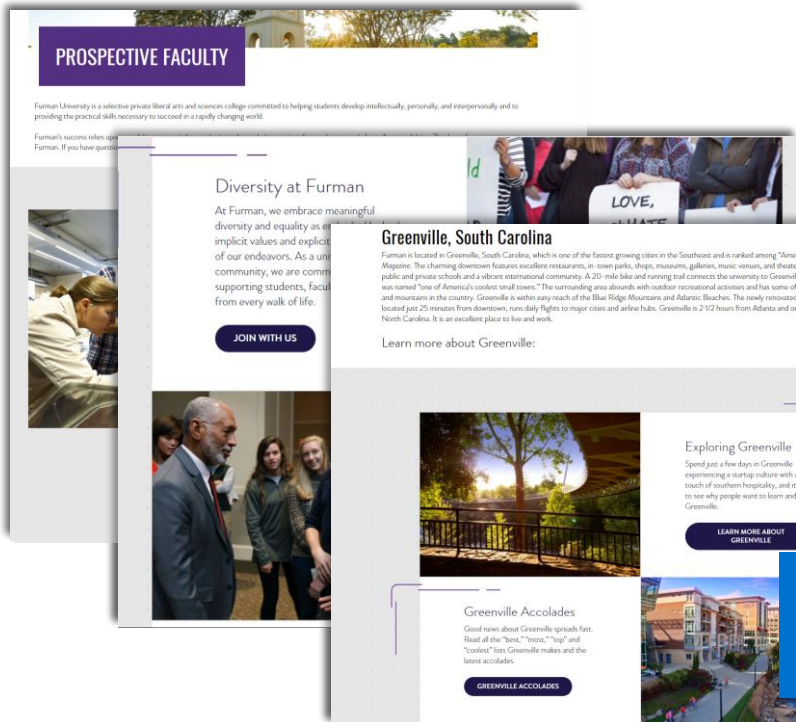
Interdisciplinary collaboration can attract more diverse candidates

Download [EAB's faculty job description template](https://recruit.apo.ucla.edu/apply/JPF01858)



The Job Portal as Marketing Document

Use Webpage to Highlight the Best Features of Institution and Community



Job webpage specifically for prospective faculty

Prominently features diversity efforts and goals

Helps candidates envision living in local community

Request an **EAB Web Audit** for recommendations on how to make your website more candidate-friendly



Source: "Prospective Faculty", Furman University, Greenville, SC: <https://www.furman.edu/academic-affairs/prospective-faculty/>; EAB interviews and analysis.

Which practice did you select as your top priority?

- Future faculty cultivation events
- Year-round hiring
- Proactive candidate sourcing and outreach
- Inclusive job descriptions
- Candidate-friendly website

1

Widen Applicant Pools

2

Avoid Bias in Candidate Evaluation

3

Provide Structured Onboarding and Mentorship

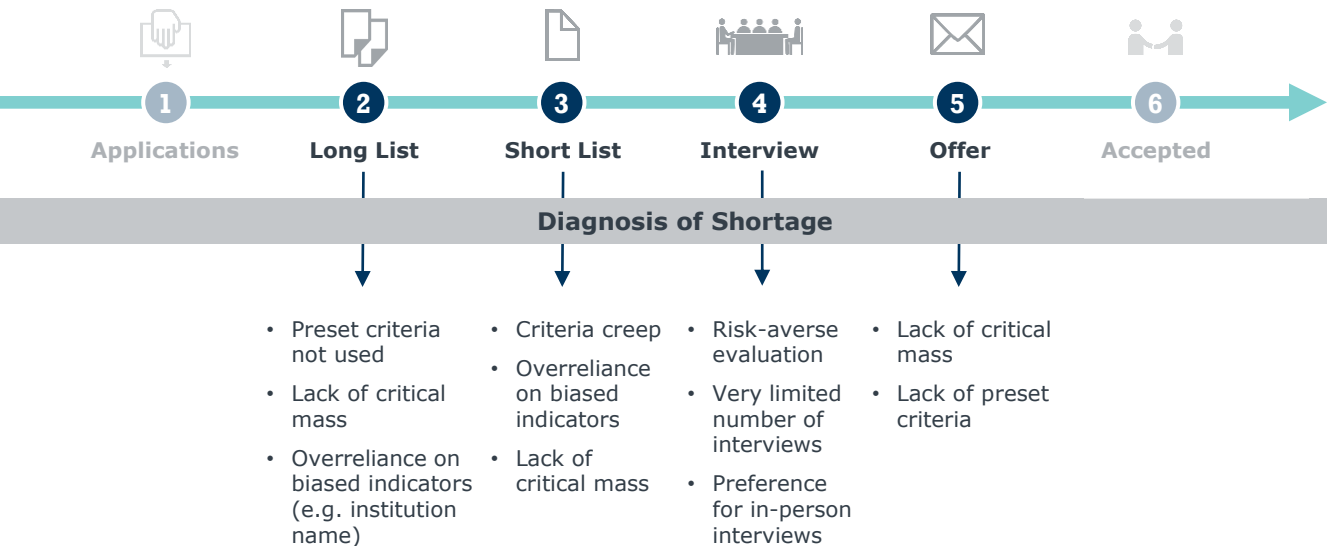
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Monitor and Assess DEIJ Efforts

Identify Leaks in the Hiring Pipeline

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Tracking Each Stage of the Search to Ensure Equity



“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*

Design an Inclusive Search Plan

Agree on Search Criteria and Set Strategy to Mitigate Bias



Select search committee, including DEIJ liaison



Attend implicit bias workshop led by faculty peer



Finalize and post job ad

Selection

Preparation

Plan Creation

Launch



Agree on review criteria and how final decisions will be made, e.g., by voting, consensus, the dean



Create search plan, including:

- Blind reviews
- Desired qualifications
- Outreach and recruiting plan
- Job ad language
- Evaluation criteria
- **Pool diversity target and pipeline diversity data**

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

Clearly Define Evaluation Criteria

Guarantee Search Committee Members Are Seeking the Same Candidate

Sample Post-Interview Review Form

Competency	Ranking	Review Criteria
Research	1	<ul style="list-style-type: none"> • Publication record in scholarly journals • Potential to secure external research funding ...
Teaching	2	<ul style="list-style-type: none"> • Record of strong student outcomes • Matches department's content needs ...
Diversity	3	<ul style="list-style-type: none"> • Experience mentoring underrepresented students • Inclusive pedagogy experience • Ability to recruit underrepresented undergraduate or graduate students • Research on social inequalities ...

Specific review criteria defined in each category to avoid biased definitions of 'culture fit'

Criteria are **ranked or weighted** to avoid reviewers prioritizing differently based on individual preference

Diversity-based criteria included in evaluation (majority candidates can still meet these criteria)

Source: Norton M, Vandello J, Darley J, "Casuistry and Social Category Bias," Journal of Personality and Social Psychology, 87, no. 6, (2004): 817-831; Wright C and Vanderford N, "What faculty hiring committees want," Nature Biotechnology, 35, (2017): 885-887; EAB interviews and analysis.

Designate a Candidate Concierge

Stephen F. Austin State University's Role Focused on Wooing Candidates



Concierge Logistics:

- One member of hiring committee is designated as concierge
- Concierge invests approximately 3-4 hours one week prior to campus visit



Step #1: Gather Information About Candidate Interests



- Concierge joins phone screens with applicants
- Concierge reviews candidate's resume and social media profiles



Step #2: Frontload Information Sharing



- Concierge sends candidate pre-wire email with local attractions
- Interview itinerary includes leisure/athletic activities the candidate enjoys
- Concierge gives candidate tour of town

Making It Feel Personal

How Concierges Support Promising Candidates in Advancement



Erica A. Bantam

Candidate for Major Gift Fundraiser

- Currently living in Houston, TX
- Employed at University of Houston
- Ran the Houston Marathon this year
- Interested in building a home
- Holds a B.A. and M.A in Philosophy from University of Texas at Austin

Visit Customized to Personal Interests

Sample On-Campus Interview Itinerary

- 7:30am – Jogging with current MGO and Athletics Department Trainer
- 10:00am – Interview with Dean of Humanities
- 11:00am – Campus tour
- 12:00pm – Lunch interview with AVP Development
- 2:00pm – Interview with VP, Advancement
- 3:00pm – Tour of Nacogdoches
- 4:00pm – Meeting with local architect



How could your institution apply this practice to faculty hiring? What aspects of the concierge role would change? What would stay the same?

Dedicated Position to Mitigate Against Hiring Bias

Search Advocates Embed Inclusivity in the Search Process



Role of Search Advocates

- 1 Advocate for equity, validity, and diversity in faculty and administrative searches
- 2 Trained, volunteer faculty, staff, and students
- 3 Serve as a third-party to call out bias in the search process
- 4 Purposefully sit on committees outside of their discipline



Responsibilities to Support Search Committee at Each Stage



Provide implicit bias training for committee



Assist with search plan and provide first-pass sign-off before it goes to Dean



Hold committee accountable for pipeline diversity goals



Check in with committee and advise throughout the search



Serve as outside liaison to answer questions from top candidates

Setting Up Advocates for Success

Training Provides Advocates with Tools to Call Out Bias



Search Advocate Training Requirements

- 16 hours of workshop trainings over two days
- Practice calling out bias through role playing
- Three continuing education units every 12 months to remain certified



Sample Training Topics

- Cognitive and systemic biases in hiring
- Inclusive employment principles
- Understanding legal landscape of hiring
- Combatting bias in stages of search process
- Writing an inclusive job description
- Conducting in-person and virtual interviews

Results

1,000+

Faculty, staff, and students trained as search advocates

550

Actively certified search advocates

50%

of faculty hires from committees that used a search advocate were BIPOC

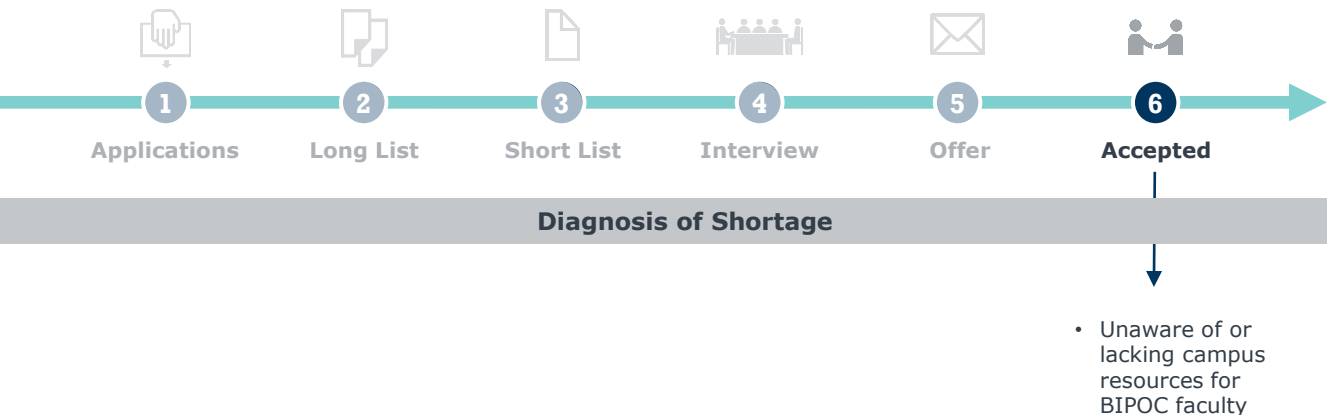
Which practice did you select as your top priority?

- DEIJ search plan
- Elevated diversity statements
- Equitable interviewing
- Candidate evaluation rubric
- Candidate concierge
- Search DEIJ liaison

- 1 Widen Applicant Pools
- 2 Avoid Bias in Candidate Evaluation
- 3 **Provide Structured Onboarding and Mentorship**
- 4 Monitor and Assess DEIJ Efforts

Identify Leaks in the Hiring Pipeline

Tracking Each Stage of the Search to Ensure Equity



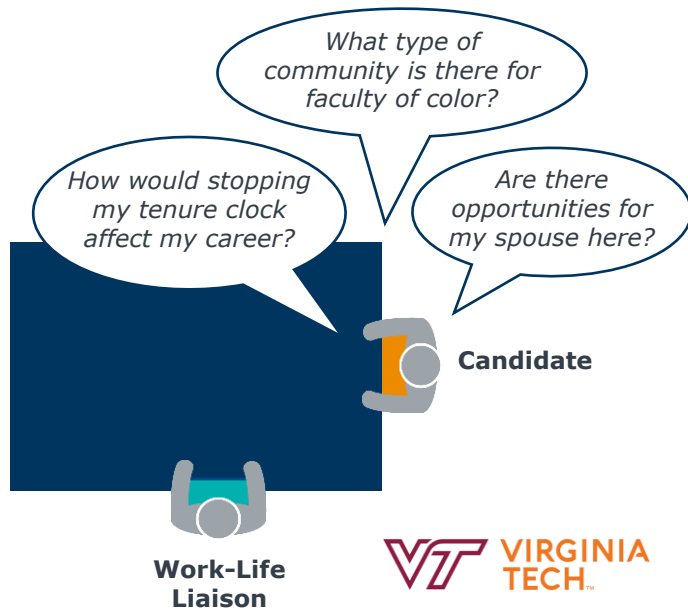
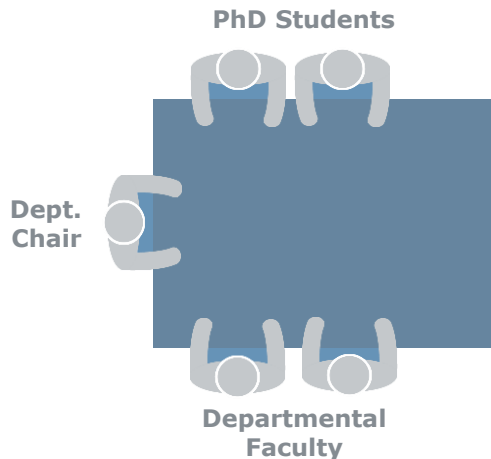
“It’s very disheartening when we work hard and do all we’re supposed to do and don’t get tenured. **Sometimes the rules change for people of color or African Americans who are on a tenure track.** Sometimes they’re a bit stricter when African Americans are doing their research, and it’s always scrutinized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

Confidential Space for Candidate Questions

Avoid Search Bias by Pointing Work/Life Questions to a Confidential Advisor

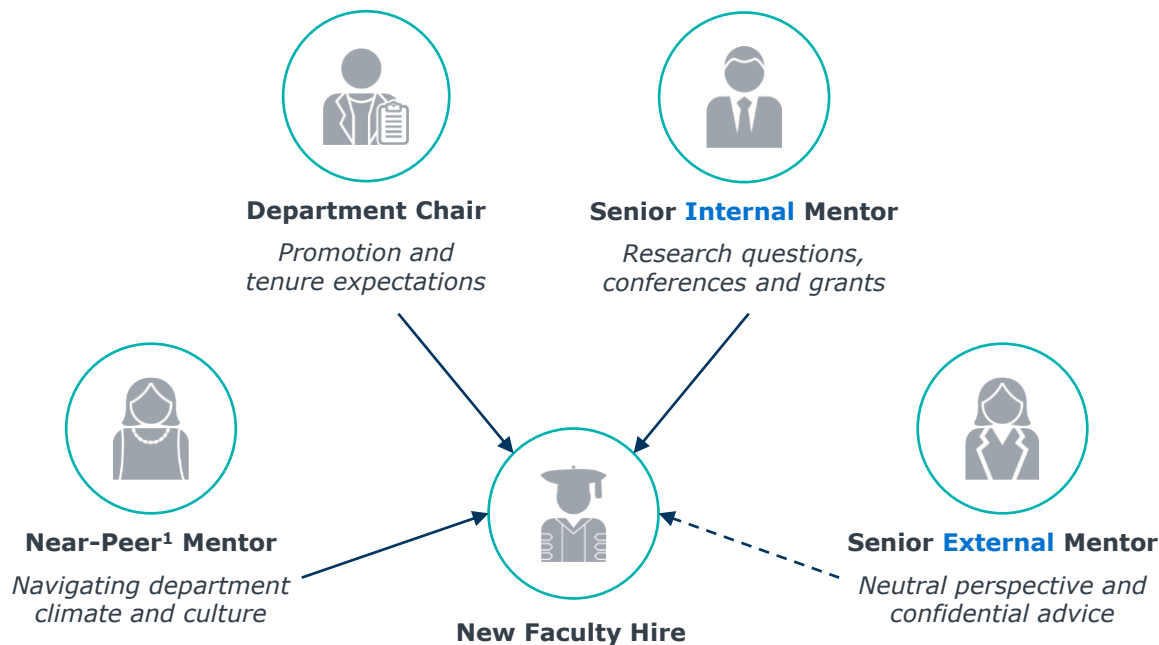
Committee members with input into hiring decision:



- No input into hiring decision
- Keeps candidate questions confidential

Target Mentor Roles to Specific Mentee Needs

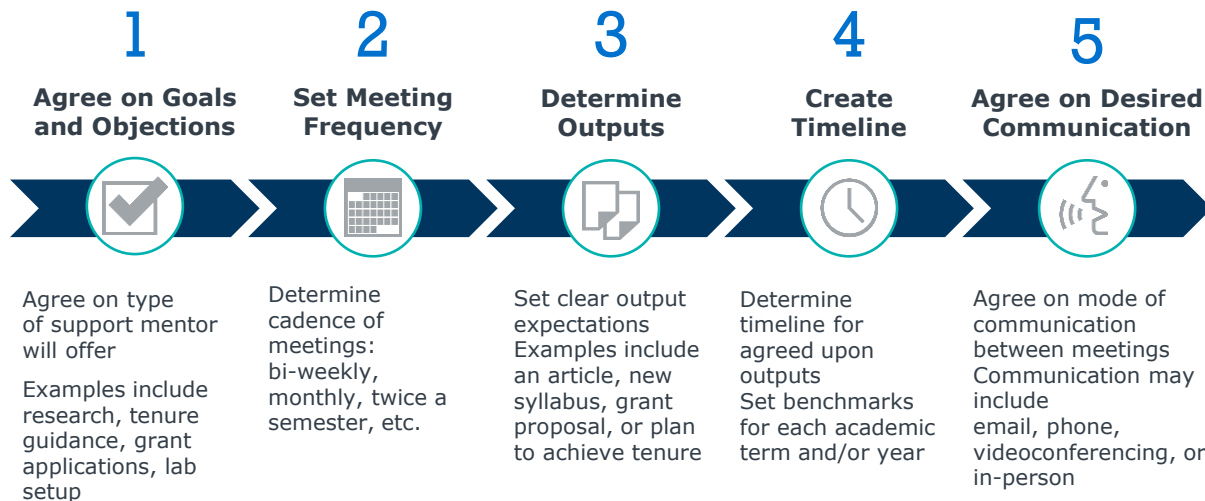
Creating a Differentiated Support Network for New Faculty Hires



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



Which practice did you select as your top priority?

- Confidential candidate advisor
- Differentiated mentor roles
- Scaffolded mentorship programs
- Career advancement cohorts

- 1 Widen Applicant Pools
- 2 Avoid Bias in Candidate Evaluation
- 3 Provide Structured Onboarding and Mentorship
- 4 **Monitor and Assess DEIJ Efforts**

Knowing Your Baseline for Change

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Gather Qualitative and Quantitative Hiring and Retention Data

Unit Practices and Benchmarking



Analyze departmental data on faculty hires, applicant pools, and faculty composition for the past 5-10 years.

- Volume of applications per opening
- Campus visit offers
- Job offers
- Yield rates on offers
- Diversity breakdown of current faculty body

Trends in Faculty Hiring and Advancement



Identify groups that may be taking longer to receive tenure or be promoted to full professor.

- Avg time in seat
- Turnover rate (retirement, resignation, & non-renewal)
- Tenure rates
- Promotion rates

Qualitative Feedback on Climate



Conduct surveys at set intervals and track results by rank, tenure status, discipline, gender, and race/ethnicity.

- Faculty satisfaction survey
- Campus climate survey
- Exit interviews and/or surveys

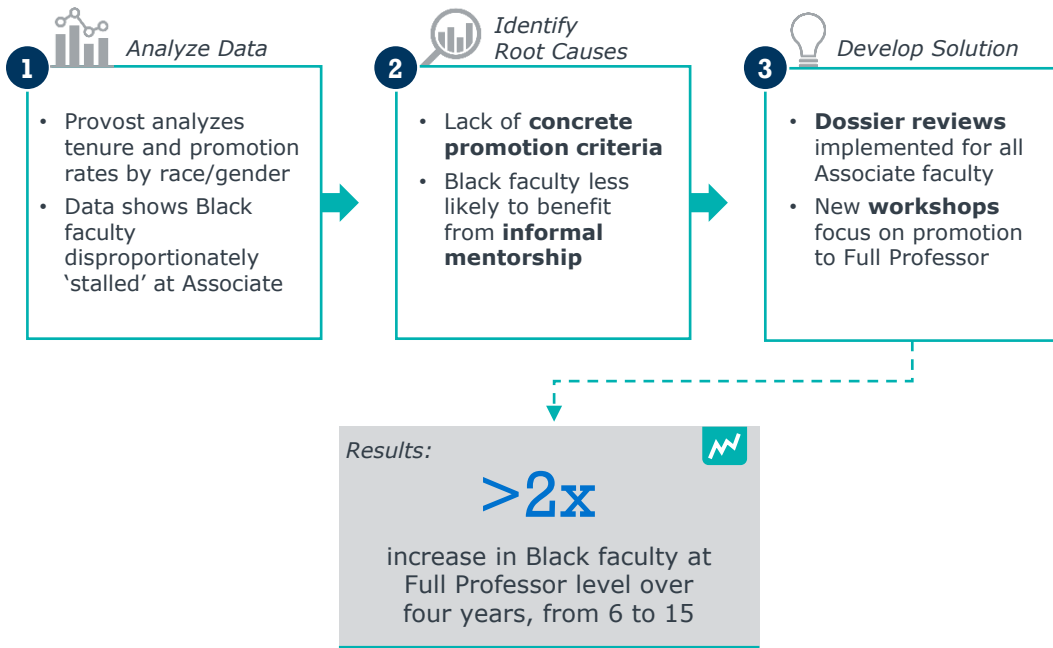


In small departments or those with few URG faculty, small sample size may inflate percentage change figures.

From Analysis to Action

A State Flagship University's Data-Driven Career Advancement Initiative

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Faculty DEIJ Resources from EAB

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Share BIPOC Faculty Recruitment Practices with Your Hiring Committees

Instilling Equity and Inclusion in Departmental Practices

Research Study & Diagnostics



- [See detailed best practice profiles and examples](#)
- Identify equity gaps in faculty hiring strategy

Faculty Search Committee Launch Kit

Online Resource Center



- [Download 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](#)



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