FACULTY SEARCH
COMMITTEE WORKSHOPS

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INTRODUCTION

- Campus hiring patterns and goals

- Creating an effective search process
  - Authority of the committee during the search
  - Role of other individuals in the search process
  - Search and recruitment outreach
  - Candidate evaluation
UC BERKELEY FACULTY HIRING
2010-11 – 2014-15

UC Berkeley Campus
Faculty Headcount, New Faculty, and Availability

Current Faculty  March 2015*
New Faculty  Hired 2010-14*
Availability by Minority Status
Availability by Gender

White* men  54.7%
Asian men  8.8%
URM* men  5.7%
URM* women  3.2%
Asian women  4.6%
White* women  22.9%

Female availability  43.6%
Male availability  56.4%
Availability by Gender

*Data for AY 2014-15 is preliminary, as of March 27, 2015.
^URM includes African Am., Hispanic, and Native Am.
*White includes unknown ethnicity
### AVAILABILITY & INCUMBENCY

<table>
<thead>
<tr>
<th>Category</th>
<th>% Women</th>
<th>% URM</th>
</tr>
</thead>
<tbody>
<tr>
<td>National availability for faculty</td>
<td>44%</td>
<td>12%</td>
</tr>
<tr>
<td>Current faculty composition</td>
<td>31%</td>
<td>9%</td>
</tr>
<tr>
<td>Current UC Berkeley graduate students</td>
<td>45%</td>
<td>11%</td>
</tr>
<tr>
<td>Current UC Berkeley undergraduates</td>
<td>53%</td>
<td>18%</td>
</tr>
</tbody>
</table>
### DISCIPLINARY DIFFERENCES IN HIRING 2010-11 – 2014-15

<table>
<thead>
<tr>
<th>Discipline</th>
<th># hired</th>
<th>% women</th>
<th>% available</th>
<th>% URM</th>
<th>% available</th>
</tr>
</thead>
<tbody>
<tr>
<td>L&amp;S Humanities</td>
<td>37</td>
<td>57%</td>
<td>54%</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>L&amp;S Social Sci.</td>
<td>46</td>
<td>40%</td>
<td>56%</td>
<td>18%</td>
<td>13%</td>
</tr>
<tr>
<td>L&amp;S Bio. Science</td>
<td>18</td>
<td>33%</td>
<td>49%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>L&amp;S Physical Sci.</td>
<td>25</td>
<td>16%</td>
<td>26%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Engineering</td>
<td>29.5</td>
<td>20%</td>
<td>22%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Chemistry</td>
<td>10.5</td>
<td>29%</td>
<td>33%</td>
<td>0%</td>
<td>9%</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>10</td>
<td>30%</td>
<td>48%</td>
<td>0%</td>
<td>11%</td>
</tr>
<tr>
<td>Environmental Design</td>
<td>12</td>
<td>42%</td>
<td>47%</td>
<td>8%</td>
<td>12%</td>
</tr>
<tr>
<td>Business</td>
<td>29</td>
<td>21%</td>
<td>39%</td>
<td>7%</td>
<td>13%</td>
</tr>
<tr>
<td>Law</td>
<td>19.5</td>
<td>41%</td>
<td>36%</td>
<td>23%</td>
<td>13%</td>
</tr>
<tr>
<td>Other Prof schools</td>
<td>28.5</td>
<td>47%</td>
<td>64%</td>
<td>29%</td>
<td>17%</td>
</tr>
<tr>
<td>Weighted aver.</td>
<td>265</td>
<td>36%</td>
<td>44%</td>
<td>13%</td>
<td>12%</td>
</tr>
</tbody>
</table>
SUCCESSFUL SEARCH OUTCOMES

Finding excellent new faculty who will:

- Succeed at Berkeley
- Make excellent contributions in research, teaching, and service
- Share the University’s commitment to equity and inclusion, and a positive campus climate
DIVERSITY OFFERS ADVANTAGES

People who are different from one another bring unique information and experiences. Diversity promotes creativity.

- Papers written by diverse groups have more citations and higher impact factors (R. Freeman and W. Huang, NBER Working Paper No 19905, 2014)

- Female representation in top management leads to an increase of $42 million in firm value (Deszo & Ross, Strategic Management Journal, 33(9), 2012)

- Diverse groups share more information. Being with similar others makes us believe we all have the same information (Neale, Northcraft, & Phillips, Group Processes and Intergroup Relations, 9, 2006).
AUTHORITY DURING THE SEARCH PROCESS

Successful planning results in:

- Clarity
- Transparency
- Fair treatment of all candidates
- Search committee collaboration
- Department/school agreement
- Successful hires
Searches can fail when there is no clear agreement on the purpose or scope of the search

- Potential hazards:
  - Search area is very broad or open
  - Search area is very narrow or focused
  - “Replacing” someone
  - Divisions among committee members
  - Differing views between the committee and the department faculty
Departmental faculty can inadvertently hold too much or too little power relative to the search committee.

- Potential hazards:
  - Distinct advantage for candidates with connections
  - Unfair treatment of candidates
  - Missed opportunities
THE ROLE OF OTHERS IN THE SEARCH PROCESS

- **Department Chairs/Deans** – *Neutral leadership*
  - Moderate discussion without pre-empting the faculty discussion
  - Can provide separate opinion in a personal letter

- **Equity Advisors** – *Resource*
  - Provide perspective regarding the process
  - Offer advice
  - Checks and balances

- **Graduate students** – *Collaborator*
  - Speak to needs of graduate students
  - Provide prospective on new directions
Women underapply for our positions. Once in the pool we hire on average at or above the application rate.

Talented underrepresented minorities may have non-traditional backgrounds.

Fake efforts are not worthwhile.

Looking hard sends a positive message about our University.

Aim high and be creative.

Personal invitations, without overpromising, make a positive impression.
Fair and equitable evaluation processes result in better hires

We all make implicit associations and hold unconscious biases that conflict with our values.

Most people work hard to overcome their stereotypic preconceptions, especially when it comes to evaluating candidates for jobs.
EXAMPLES OF UNCONSCIOUS BIAS

- The more feminine sounding the name the more damage a hurricane causes. Changing a severe hurricane’s name from Charlie to Eloise could nearly triple its death toll (Jung, Shavit, Viswanathan, & Hilbe, PNAS, 2014).

- Research participants redefined job criteria as requiring credentials that matched those of the desired gender. Commitment to hiring criteria prior to disclosure of applicant gender eliminated discrimination (Uhlmann & Cohen, American Psychological Society, 16(6), 2005).

- When a male instructor mentioned a male or female partner, the “straight” instructor received 22% more positive comments, while the “gay” instructor received 320% more critical comments (Russ, Simonds, & Hunt, Communication Education, 5(3), 2002).
Professors at top Universities were contacted by a fictional prospective graduate student. Faculty ignored requests from women and minorities at a significantly higher rate than requests from Caucasian males, particularly in higher-paying disciplines and private institutions (Milkman, Akinola, & Chugh, Social Science Research Network, 2014).

Letters of recommendation for female applicants tend to be shorter, less detailed with regards to research, comment on personal life, and have doubt raisers. Letters for male applicants tend to be longer, provide research details, focus on skills and career (Trix & Psenka, Discourse and Society, 2003).
EVALUATION: CONFLICTS OF INTEREST

- Your former graduate student or postdoc applies for the position.
- A colleague you’ve published with applies for the position.
- Most of the letters of reference are written by Berkeley faculty.
- Candidates in your own research area can seem stronger.
- Legacy issues in your research area.
EVALUATION: PERSONAL CHARACTERISTICS

- “He has accomplished a lot for someone so young”
- “Because he is African American he will be a great role model”
- “She has done amazing work given that she just had a baby”
- “We couldn’t make her the top candidate because we don’t have a position for her husband”
EVIDENCE!

- Go beyond the obvious (“research productivity” or “plans for research in the next five years”)

- *How will the selection criteria be used systematically?*

- Things to consider
  - distinctive approach
  - wide-ranging impact
  - qualities of mind
  - collaborations
  - teaching
  - mentoring
  - service
  - contributions to diversity
Search committee routinely receive unsolicited information regarding candidates.

Some search committees seek out additional information about candidates.

Guiding Principles:

- Need-to-know
- Confidentiality
- Consent
- Equity
- Evidence
UC system-wide research study on “best practices” for diverse hiring

- Specification of the faculty position
- Active recruitment efforts
- Minimizing unconscious bias
- Commitment to diversity

Complete as part of the Search Report, review at the beginning:

http://ofew.berkeley.edu/recruitment/senate-searches
Committee chairs can enter search plan info – qualifications, selection criteria and plan, etc.

Review only minimally qualified applicants (analysts assign)

Search committee members can be given access to enter disposition reasons in AP Recruit

Save all outreach materials (emails, record of calls) and materials created as part of the search (evaluation tools, interview notes, etc) – these must be kept in AP Recruit
RESOURCES

- **OFEW**: Karie Frasch, Angy Stacy – process, equity, outreach, evaluation, conflicts of interest, tricky situations

- **Department Equity Advisor**: Equity, outreach, best practices

- **Department AP staff**: AP Recruit, AP or department practices

- **Online resources** (ofew.berkeley.edu/recruitment): Faculty Search Committee Guide, Committee Quick Guide, etc.