

HOW TO DIVERSIFY THE FACULTY: NEW DATA HIGHLIGHT PROMISING PRACTICES

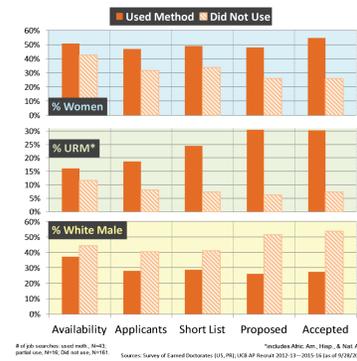
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COVC Diversity Retreat, April 4, 2017

With four years of survey data, UC Berkeley assessed search practices commonly thought to be effective in diversifying faculty hires.

- Results point to *promising practices*.
- Results suggest that *we must move beyond “business as usual”* to succeed in hiring top women and underrepresented minorities.

Most Promising: Shaping Job Descriptions

Example: Mentioned diversity issues in description



E.g., used “labor and women’s history” versus “labor history”

Impact
Increased diversity at every search stage.

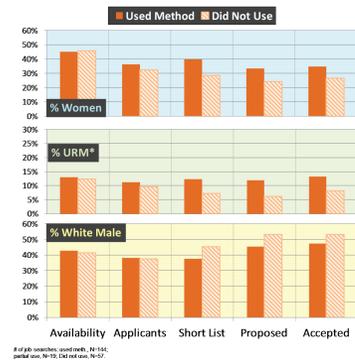
Caveats
Cannot be easily used in all disciplines. Programmatic needs can constrain choices.

Additional promising ways to shape job descriptions:

- Focus on **public or engaged scholarship** (e.g., architecture and affordable housing vs. architecture and urbanism).
- Focus on kinds of research that are attracting higher proportions of female and URM faculty. Example: “We are especially interested in applicants who **do interdisciplinary work.**”
- Pursue **cluster hires** of candidates with diverse backgrounds.

Promising: Intensive Outreach Efforts

Example: Emailed/called diverse applicants



Directly identified and contacted diverse candidates and encouraged them to apply.

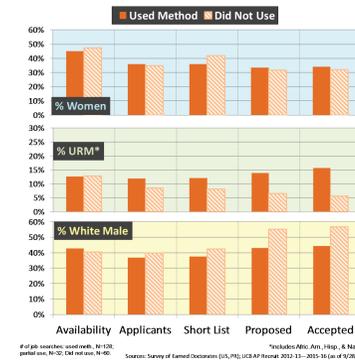
Impact
Increased representation of women and URM candidates at the short list stage and beyond.

Additional promising intensive efforts:

- **Monitor national lists** of fellowship recipients.
- Actively consider candidates with publications from **less well-known journals/publishers**.
- Actively consider candidates with degrees from a **broad range of different institutions**.
- Establish **connections with institutions** that grant Ph.D.s to diverse graduate students.

Promising: Prioritization of Diversity

Example: Prioritized diversity and other needs



Clarified and prioritized the diversity needs of the department

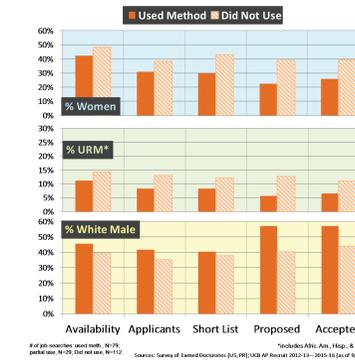
Impact
Increased representation of URM among applicants, short listed candidates and hires. Committees that did not engage in this practice selected and hired larger proportions of white men.

Additional ways to prioritize diversity (somewhat promising):

- **Develop a departmental diversity plan** with specific plans of action and benchmarks.
- Arrange for diverse candidates to **meet on campus with diverse groups/individuals**.

Not Clearly Promising: Some Common Practices

Example: Compared hiring to peer institutions



Compared relative success to peer institutions regarding diversity issues/hiring

Impact
No positive correlation with increased diversity.

Caveats
There may be other good reasons to compare hiring to peers.

Additional practices that are not clearly promising:

There may good reasons to use these practices, but the study does not provide evidence in support.

- Advertise in **more venues**.
- Encourage **unconscious bias training**.
- Make **special efforts to be welcoming** during recruitment.
- Focus on research **promise** as well as accomplishment.
- Offer faculty **relocation services**.

About the Survey:

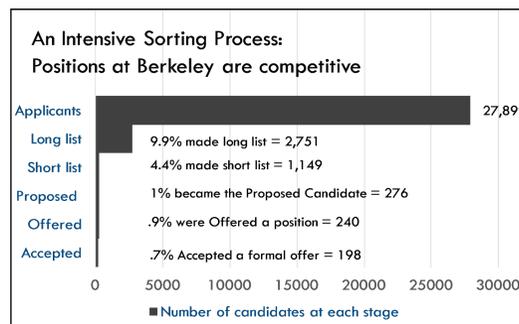
Survey taken by nearly all faculty search committee chairs at Berkeley, 2012 - 2015. Asked “Did your search committee use this practice?”

Survey Goals:

- Assess the value of commonly recommended practices for increasing the diversity of faculty hires.
- Develop data-driven recommendations.
- Help search committees to channel limited time and resources into effective practices.
- Provide leadership in higher education through research contributions.
- Use the rich dataset available through UC Recruit for research with practical benefits.

Five broad survey areas, covering 55 items:

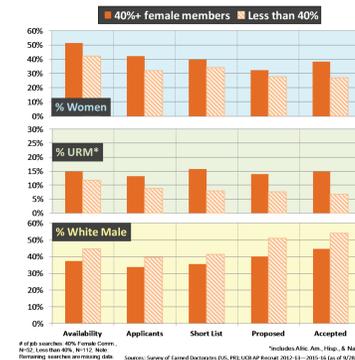
1. Position specification
2. Active recruitment
3. Minimizing unconscious bias
4. Department commitment to diversity
5. Assessing campus-specific mechanisms



Sample of Methods Surveyed (total of 220 searches)	Used
Contacted colleagues from other institutions for help in identifying potential applicants from diverse backgrounds.	85%
Established a search committee with individuals from diverse backgrounds.	79%
Actively considered candidates with degrees from a broad range of different institutional settings.	76%
Selected subject area(s) associated with “public” or “engaged scholarship”	22%
Developed a departmental diversity plan with specific plans-of-action and benchmarks to effectiveness.	21%
Coupled the subject area with diversity issues	20%

Additional Data Analyses: Search Committee Composition

Example: Search committees with ≥40% women



Although our survey did not cover this practice, we were able to analyze the relevant data.

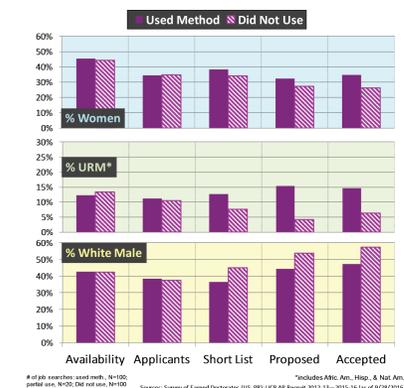
Impact
Adding women to search committees may help diversify hiring.

Additional promising way to compose search committees:

- Have at least one URM faculty member on each search committee.

President’s Postdoctoral Fellowship Program

The PFPF is effective in searches as well as in waived appointments



Next Steps: Surveying across the UC system with a larger sample to draw more definitive conclusions and examine disciplinary differences.