FACULTY SEARCH COMMITTEE WORKSHOP

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Introduction

- Campus hiring patterns and goals

  What do we value? What are our goals with regards to faculty composition?

- Promising approaches to attract excellent candidates

  How do we ensure that the best apply? What does "best" mean?

- Search process considerations

  Who has authority and when? How should unexpected situations be handled?

Successful search outcomes

Finding excellent new faculty who will

- Succeed at Berkeley throughout their career
- Make recognized 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

Applicants and Hiring AY2012-13—2015-16*

Search Status	No	Yes	% Yes
Made Long List	25,067	2,732	9.8%
Made Short List	26,654	1,145	4.1%
Made Proposed Candidate	27,523	276	1.0%
Formal Offer	27,594	205	0.7%
Accepted Position	27,627	172	0.6%
Total Applicants	27,799		100.0%
	Declined	Accepted	% Accept.
Accepted Position	31	173	82.1%

*includes a few searches from 2011-12; not all 2015-16 are complete and included in this data.
Only searches with responses to the search methods survey are included above and going forward.
Source: UCB AP Recruit 2011-12—2015-16 (as of 7/14/2016).

UC Berkeley Current and New Faculty

*Source: UCB Faculty Personnel Records, AY1979-80—2015-16.
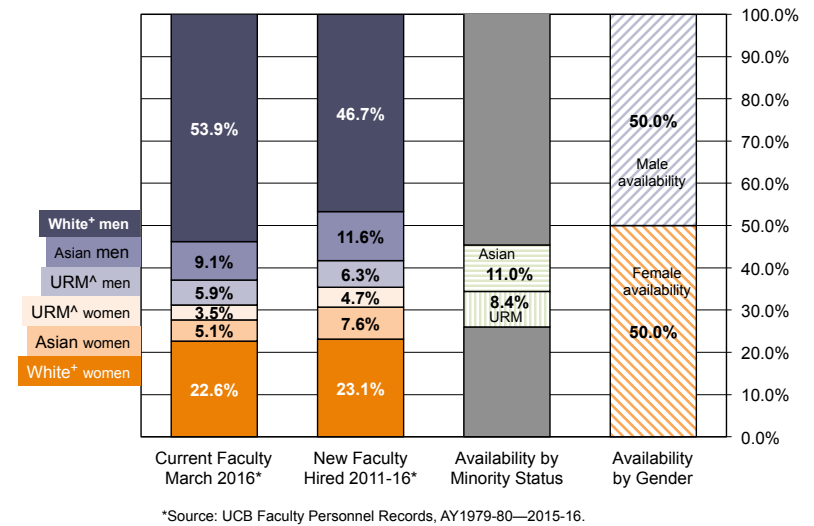
Availability & Incumbency

	% Women	% URM	% Non-White
National availability for faculty	50%	8%	19%
Current faculty composition	31%	9%	23%
UC Berkeley PhD recipients	42%	10%*	24%*
UC Berkeley Bachelors degree recipients	53%	16%*	58%*

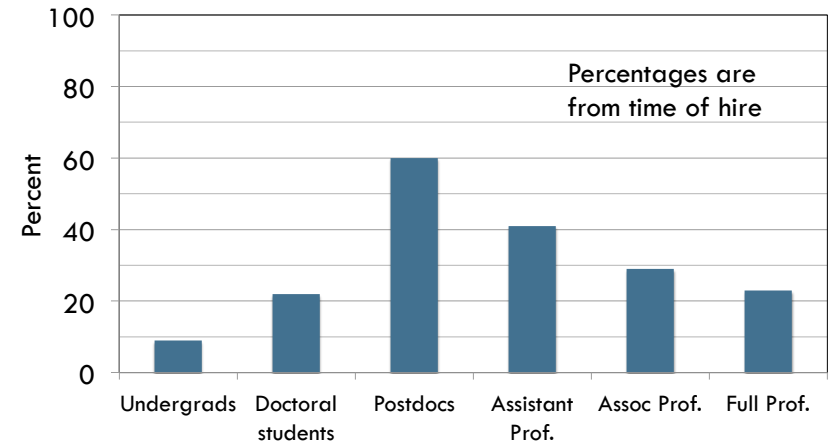*Does not include International PhD students (25%) or undergraduates (10%)

New Faculty Hired AY 2011-12 – 2015-16, Non-STEM

Discipline	# hired	% women	% available	% URM	% available
Humanities	44	50%	52%	9%	3%
Social Science	59	48%	59%	19%	4%
Environ Design	11	55%	50%	9%	11%
Business	29	21%	42%	10%	12%
Law	13	33%	52%	13%	13%
Other Prof	16	44%	no data	31%	no data

New Faculty Hired AY 2011-12 – 2015-16, STEM

Discipline	# hired	% women	% available	% URM	% available
Biological Sci.	21.5	33%	52%	5%	3%
Physical Sci.	26.5	15%	29%	8%	3%
Engineering	39.5	24%	22%	8%	3%
Chemistry	9	0%	33%	0%	3%
Natural Res	15	27%	52%	0%	3%

UC Berkeley Percent International

Percentages are from time of hire

(Bar chart — Percent vs. category: Undergrads, Doctoral students, Postdocs, Assistant Prof., Assoc Prof., Full Prof.)

Promising Approaches:
Outreach, Evaluation & Hiring

Search committee chair survey: 2012-13 – 2015-16

- Examining activities that are correlated with diverse* hiring outcomes (219 searches over 3 years)

- Survey items a compilation of national "best practices"

- What practices work at Berkeley?

- Survey to be administered UC system-wide starting this year

*Includes women and underrepresented minorities
Survey can be found at: http://ofew.berkeley.edu/sites/default/files/
search_committee_chair_survey.pdf

Promising approaches

Practices – positive correlation to diverse hiring

- Prioritization of diversity needs of the department
- Active consideration of candidates from a range of institutions – under-placed candidates
- Direct contact with potential candidates
- Tapping fellowship pipelines (e.g., PPFP)
- Standardized interview questions and selection criteria

Collaboration with Equity Advisors and OFEW

Consultation

- Efforts to attract candidates
- Selection/evaluation processes
- Making sure strong candidates are not overlooked
- Assisting in attracting the finalist
- Sorting out issues that arise

Anecdotal results from this past year

Success stories

- Two-step review process with increasing role of contributions to diversity
- Redacting job market paper
- Carefully selected personal outreach – no promises
- Looking between and across subfields

Equity Advisers and OFEW oversight

Monitoring for success

- Approve Search Plan
- Approve applicant pool and short list
- Approve Search Report
- Assist with adjustments midstream as needed

Selection criteria

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   teaching

  wide-ranging impact   mentoring

  qualities of mind   service

  collaborations   contributions to diversity

Evaluation

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

- In the U.S. population about 14% of men are 6 feet or taller, while 58% of Fortune 500 CEOs are 6 feet or taller. Only 4% of U.S. men are 6'2" or taller, compared to 30% of CEOs.
  Gladwell, "Blink," 2005

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

Examples of unconscious bias - continued

- 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

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"

Guidelines for an Effective Search Process

Purpose and scope of the search

There needs to be clear agreement on the purpose and scope of the search

Potential hazards

- Lack of agreement on candidates at the boundaries

- "Replacing" someone

- Evaluating candidates at different career stages

Who provides input at each stage

Departmental faculty can inadvertently hold too much or too little power relative to the search committee

Potential hazards

- Faculty advocate for or against a certain candidate

- Hearsay or rumors

- Evaluation without full information

- Lack of department buy-in

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

Graduate students – Collaborator

- Speak to needs of graduate students
- Provide prospective on new directions

Conflicts of interest

- Your former graduate student or postdoc applies for the position.
- A colleague with whom you have published applies for the position.
- Candidates in your own research area seem stronger.
- Legacy issues in your research area.

Handling information

- Search committees routinely receive unsolicited information regarding candidates.
- Some search committees seek out additional information about candidates.

Guiding Principles

need-to-know	equity
confidentiality	integrity of the process
consent	evidence

AP Recruit Tips

- Committee chairs are responsible for providing information for the Search Plan and Search Report to the department analyst
- Review only applicants who the analyst has assigned as "minimally qualified"
- Search committee members can be given access to enter disposition reasons in APRecruit
- 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 APRecruit

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.