What Works?

Put the Faculty in Charge
- Diversity Taskforces
- Targeted Recruitment

Make the Faculty Accountable
- Diversity Managers & Practice Review

Give the Faculty Protégés
- Mentoring Programs

Commit to Work/Life
- Help Partners & Parents
Data

• **IPEDS Faculty Composition Data, 1993-2015**
  • U.S. Colleges and Universities
  • Faculty Race, Ethnicity, Gender

• **Retrospective Survey of 605 Colleges & Universities**
  • Representative of Medium & Large, Private & Public Schools
  • History of Diversity, Work-life, Employment Practices
Tenure-Track White Faculty

Percent of Faculty

- White Men
- White Women
Methods

• How New Programs Affect Tenured Faculty
  • Average Change in Group Share Over Program Life

• Panel Models with Fixed Effects for Institution, Year
  • Robust Standard Errors

• Controls
  • Junior Faculty Diversity
  • National Faculty Diversity
  • HR, Diversity, Work-Life, Harassment Practices
Blame the Faculty

White Women
Black Women
Hispanic Women
Asian Women
White Men
Black Men
Hispanic Men
Asian Men

Percent Change in Share

Diversity Training
Mandatory Harassment Training
Voluntary Harassment Training
Threaten the Faculty

- White Women
- Black Women
- Hispanic Women
- Asian Women
- White Men
- Black Men
- Hispanic Men
- Asian Men
Put the Faculty in Charge – Taskforces

- Short-Term Gender Taskforce
- Standing Gender Taskforce
- Short-Term Race/Ethnicity Taskforce
- Standing Race/Ethnicity Taskforce

Percent Change in Share

- White Women
- Black Women
- Hispanic Women
- Asian Women
- White Men
- Black Men
- Hispanic Men
- Asian Men
Put the Faculty in Charge – Recruitment

- Target of Opportunity Program for Women
- Target of Opportunity Program for Minorities

Percent Change in Share

- White Women
- Black Women
- Hispanic Women
- Asian Women
- White Men
- Black Men
- Hispanic Men
- Asian Men
Give the Faculty Protégés

- Departmental Mentoring Programs
- University Mentoring Program for Women
- University Mentoring Program for Minorities
- Faculty Affinity Group for Women

Percent Change in Share

Categories: White Women, Black Women, Hispanic Women, Asian Women, White Men, Black Men, Hispanic Men, Asian Men
Make the Faculty Accountable

Percent Change in Share

-6 -4 -2 0 2 4 6 8 10 12

Diversity Staff or Department
Review: Start-up Packages
Review: Time in Rank
Review: Applicant Pool

White Women  Black Women  Hispanic Women  Asian Women
White Men  Black Men  Hispanic Men  Asian Men
Commit to Work/Life – Work-Life and Partners

- **Work-Life Office**
  - White Women
  - Black Women
  - Hispanic Women
  - Asian Women

- **Partner Job-Search Aid**
  - White Women
  - Black Women
  - Hispanic Women
  - Asian Women

- **Part-Time Tenure Path**
  - White Women
  - Black Women
  - Hispanic Women
  - Asian Women

Percent Change in Share
Commit to work/Life – Help Parents

- Teaching Relief for New Parents
- Tenure Extensions for New Mothers
- Childcare Center
- Childcare Funds for Prof. Travel
- Emergency Childcare

Percent Change in Share

- White Women
- Black Women
- Hispanic Women
- Asian Women
Conclusions

Put the Faculty in Charge

Give the Faculty Protégés

Make the Faculty Accountable

Commit to Work/Life