Searching for a Diverse Faculty: Data-Driven Recommendations

Angelica Stacy, Marc Goulden, Karie Frasch, Janet Broughton

UC Berkeley
About the Survey

Developed at Berkeley and taken by nearly all faculty search committee chairs at Berkeley between 2012 and 2015

55 items asked “Did your search committee use this practice?”

Survey topics:

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

- **Applicants**: 27,899
- **Long list**: 2,751 (9.9% made long list)
- **Short list**: 1,149 (4.4% made short list)
- **Proposed**: 276 (1% became the Proposed Candidate)
- **Offered**: 240 (.9% were Offered a position)
- **Accepted**: 198 (.7% Accepted a formal offer)

Total searches = 220
Very Promising Practice: Shaping Job Descriptions

Mention Diversity Issues in the Description (Position Specification)

For example, 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.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).
Additional Very Promising Practices

• 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.”

• Tap existing UC/UCB academic pipelines to diversify the applicant search pool (e.g., UC Presidents Postdoctoral Fellowship recipients)
Promising Practice: Intensive Outreach Efforts

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.

# of job searches: used meth., N=144; partial use, N=19; Did not use, N=57.
Prioritization of Diversity and Other Needs

Clarified and prioritized the diversity needs of the department.

Impact

Representation of URMs, though not of women, increased among applicants, short listed candidates, and hires.

Committees that did not engage in this practice selected and hired larger proportions of white men.

Sources:
Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).
Promising Practice: Search Committee Composition

Search Committees with ≥40% Women Members

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:**

Having at least one URM faculty member on each search committee may help URM diversity, though not gender diversity.
• Monitor **national lists of fellowship recipients** to identify candidates of diverse backgrounds

• Develop a **departmental diversity plan** with specific plans of action and benchmarks

• Engage Faculty **Equity Advisors** (may help URM diversity, though not gender diversity)
Compared Hiring to Peer Institutions

Compared relative success to peer institutions regarding diversity issues/hiring.

**Impact**
No positive correlation with increased diversity.
Positive correlation with hiring white men.

**Caveats**
There may be other reasons to compare hiring to peers.
Not Clearly Promising: Implicit Bias Training

Training to Counter Implicit Bias

Encouraged search committee members to attend trainings regarding issues of implicit associations and how to minimize their impact.

Impact

No positive correlation with increased diversity.

Caveats

When specific types of training can be studied separately, some may emerge as promising.
While there may be good reasons to use these practices, the current study data do not indicate they are promising for diversification (or the findings are inconclusive):

- Review departmental hiring over time
- Compare past and present availability and applicant pool data
- Use rubrics for assessing applications
- Specify job criteria reflecting commitment to diversity
- Advertise in more venues
The full report can be found at the Office for Faculty Equity & Welfare website:

https://ofew.berkeley.edu/sites/default/files/searching_for_a_diverse_faculty_data-driven_recommendations.pdf