



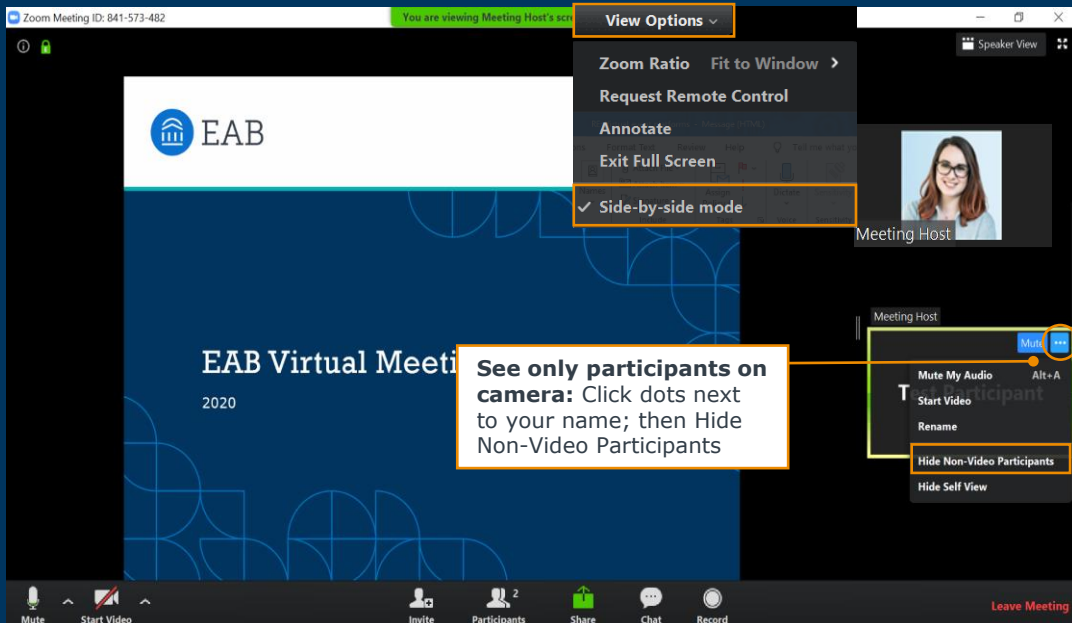
Hallmarks of an Anti-Racist Institution

Designing Academic Hiring Strategy to Meet Faculty Diversity Goals

A Working Group for Provosts

Suggested Zoom View

Enable side-by-side viewing of video and slides: View Options, then side-by-side mode



Update Your Name

The screenshot displays a Zoom meeting window. The main content area shows a presentation slide with the EAB logo and the text "EAB Virtual Meetings 2020". On the right side, there is a "Participants (2)" panel. This panel lists "Test Participant (Me)" and "Meeting Host (Host)". Each entry has "Mute" and "Rename" buttons. A yellow box highlights the "Test Participant" entry in the list. An orange callout box with the text "Update your name and add your institution" points to the "Rename" button for "Test Participant (Me)". Below the participants list, a "Rename" dialog box is open, prompting the user to "Enter a new screen name:" with the text "Jane Doe - Institution" entered in the input field. The dialog has "OK" and "Cancel" buttons. At the bottom of the Zoom window, a toolbar contains icons for Mute, Stop Video, Invite, Participants (with a '2' badge), Share, Chat, and Record. A yellow box highlights the "Participants" icon, with an orange callout box below it containing the text "Open Participants menu".

Zoom Meeting ID: 841-573-482

You are viewing Meeting Host's screen

View Options

Speaker View

EAB

EAB Virtual Meetings
2020

Meeting Host

Test Participant

Participants (2)

Test Participant (Me)

Meeting Host (Host)

Rename

Enter a new screen name:
Jane Doe - Institution

OK Cancel

Mute Me Reclaim Host

Mute Stop Video Invite Participants Share Chat Record

Leave Meeting

Open Participants menu

Meet the Research Team



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- 1 Exploring Higher Ed's Faculty DEIJ Challenge
- 2 Rethinking Recruiting and Early-Career Support
- 3 Aligning Central Hiring Strategy with DEIJ Goals
- 4 Attendee Networking and Breakout Conversations

Goals for This Session

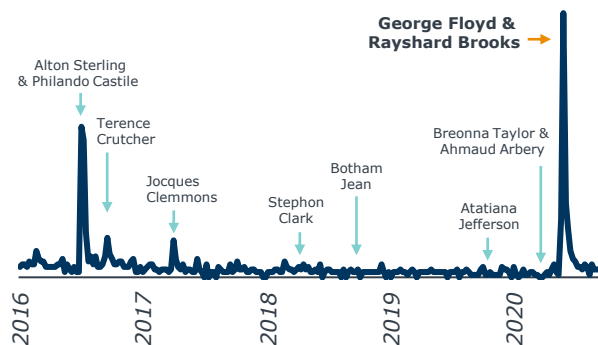
- 1 | Learn best practices for inclusive and equitable faculty hiring
- 2 | Discuss high-level hiring challenges and strategies with peers
- 3 | Leave with at least one idea to implement at your institution

This Time, Something's Different

George Floyd's Death Reinvigorates the Civil Rights Movement

Despite Years of Murders, Public Awareness Doesn't Spike Until 2020

Shooting Victims, #blacklivesmatter Searches



Self-Education on Racial Justice Hits an All Time High

NYT Best Sellers, September 2020

- 1 White Fragility
- 2 So You Want to Talk About Race
- 3 Born a Crime
- 4 The Warmth of Other Suns
- 5 Just Mercy

Americans Take to the Streets in Record Numbers



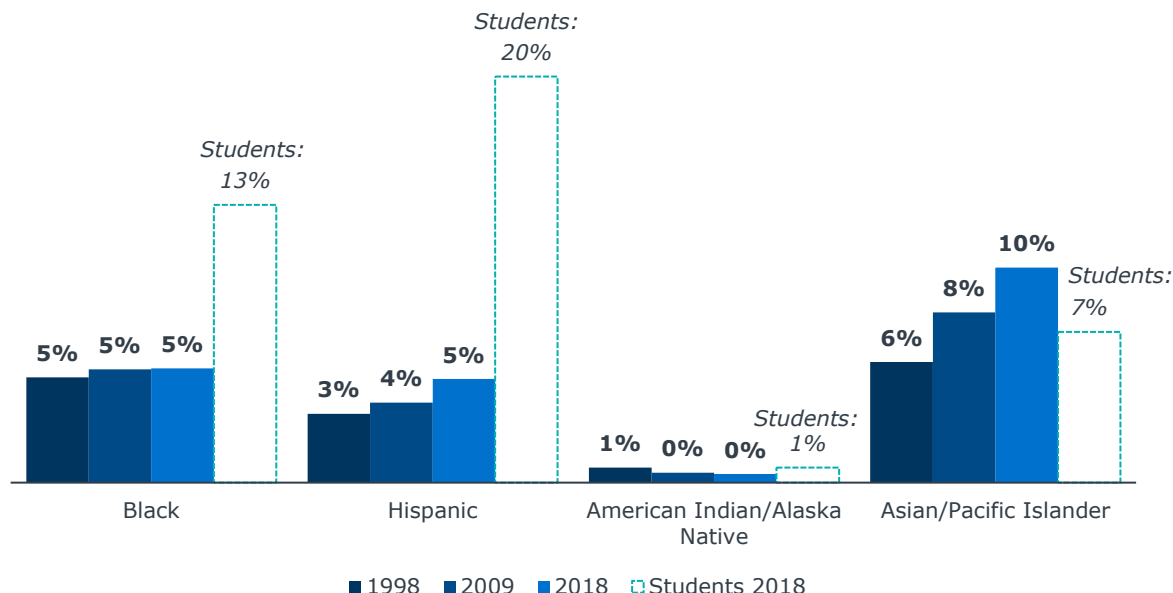
About 15 million to 26 million people in the United States have participated in demonstrations over the death of George Floyd and others...These figures would **make the recent protests the largest movement in the country's history.**"

New York Times, July 3, 2020

Not Enough Progress on Faculty Racial Equity

Faculty Demographics Slow to Change and Lag Behind Student Diversity

Percentage of Full-Time Faculty by Race and Ethnicity, 1998-2018 and Percentage of Students by Race and Ethnicity, 2018



Source: NCES IPEDS Digest 2001, Table 231; Digest 2010 Table 260; Digest 2019 Table 315.20 and Table 306.20; EAB interviews and analysis.

The Right Thing for Students

BIPOC Faculty Recruitment Goals Align with Our Mission of Student Success

”

Racial Bias Harms Academic Performance and Wellbeing

“...Perceived discrimination from teachers was related to **lower grades, less academic motivation and less persistence** [among BIPOC students] when encountering an academic challenge. The study also found that the anxiety surrounding the stereotype of academic inferiority **undermined students performing academic tasks.**”

“How the Stress of Racism Affects Learning,” The Atlantic, 2016

Outcomes of Increasing BIPOC Faculty Representation:

1

A+

Better student
**performance on
tests** of ability

2



Increases in
**retention and
graduation**

3



Greater use of
**active and
collaborative
pedagogy**

Source: Melinda D. Anderson, “[How the Stress of Racism Affects Learning](#),” *The Atlantic*, October 2016; Michael Benitez et al, “[“Someone Who Looks Like Me”: Promoting the Success of Students of Color by Promoting the Success of Faculty of Color](#),” *Liberal Education*, Vol. 103, No. 2, American Association of Colleges & Universities, Spring 2017; EAB interviews and analysis.

Quick Poll

Did your institution make a commitment to increase the representation of BIPOC faculty in the last 2 years?

- Yes
- No
- Not sure

If yes, what was the commitment? *Type your answers in Chat.*

BIPOC Faculty Experience in the Spotlight

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High-Profile Flashpoint Illustrates How Far Universities Have to Go



CHICAGO SUN-TIMES

Nikole Hannah-Jones Granted Tenure, but Opt to Leave UNC

“I wanted to send a powerful message, or what I hope to be a powerful message, that we’re often treated like we should be lucky that these institutions let us in. But **we don’t have to go to those institutions if we don’t want to.**”

BIPOC Academics Respond: Hannah-Jones Was Not an Isolated Case



"For every high-profile tenure and promotion case involving Black and Faculty of color, **there are hundreds of cases that never rate Twitter campaigns** or even get to the stage where a trustee board can overstep, as was the case with UNC."

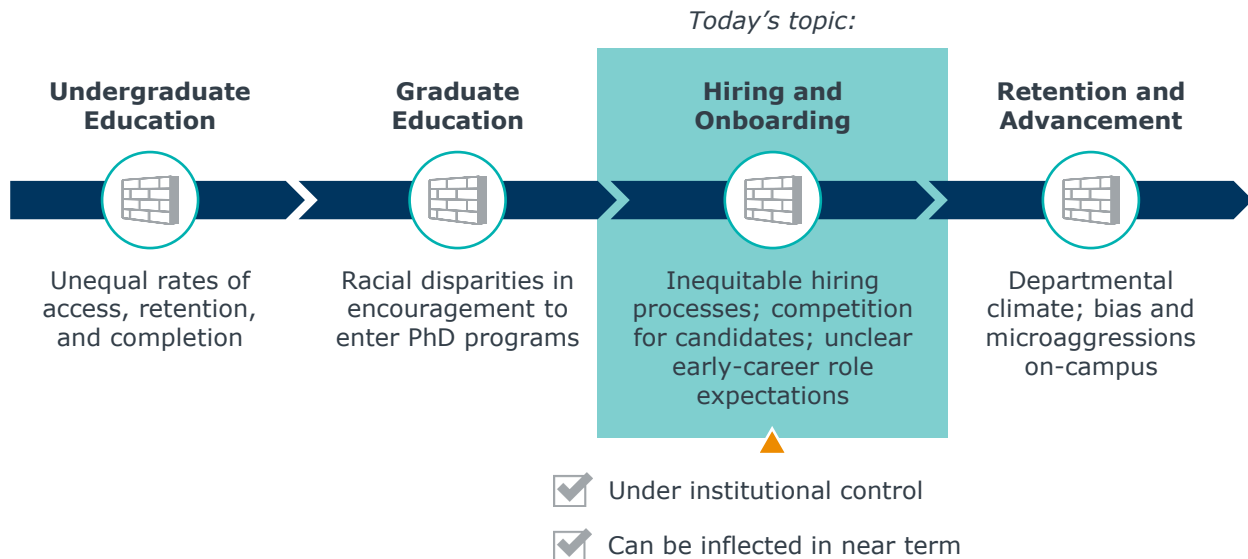
—Mark Anthony Neal (@newblackman),
Duke University

"I mean heck, think of the folks you know whose cases got turned back by the Dean, or Provost, much less Trustees! **Those rarely attract notice in the same way** that these BOT shenanigans do."

—Noliwe Rooks (@nrookie),
Brown University

Our Focus for Today's Session

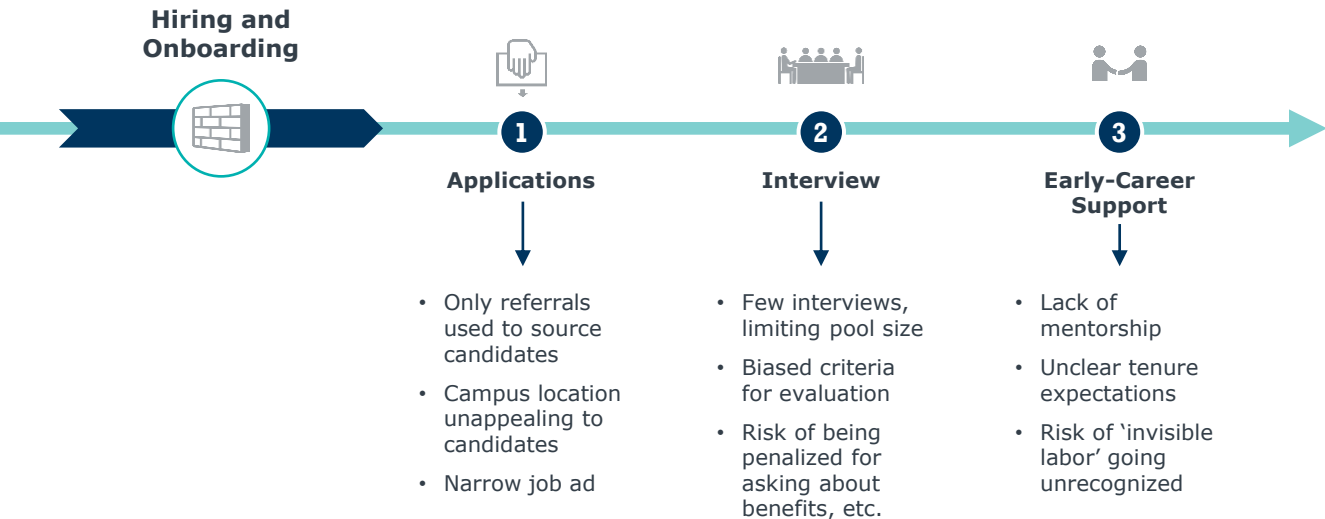
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Zooming in on Faculty Hiring

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Equity Barriers Posed by Status-Quo Recruitment Practices



Discussion Question

Please share in *Chat*:

Two words that describe the **range of emotions** you're feeling about incorporating DEIJ into faculty hiring

(e.g., "optimistic, nervous")

1

Exploring Higher Ed's Faculty DEIJ Challenge

2

Rethinking Recruiting and Early-Career Support

3

Aligning Central Hiring Strategy with DEIJ Goals

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Attendee Networking and Breakout Conversations

Widening Applicant Pools

Best Practices for Inclusive Hiring and Onboarding



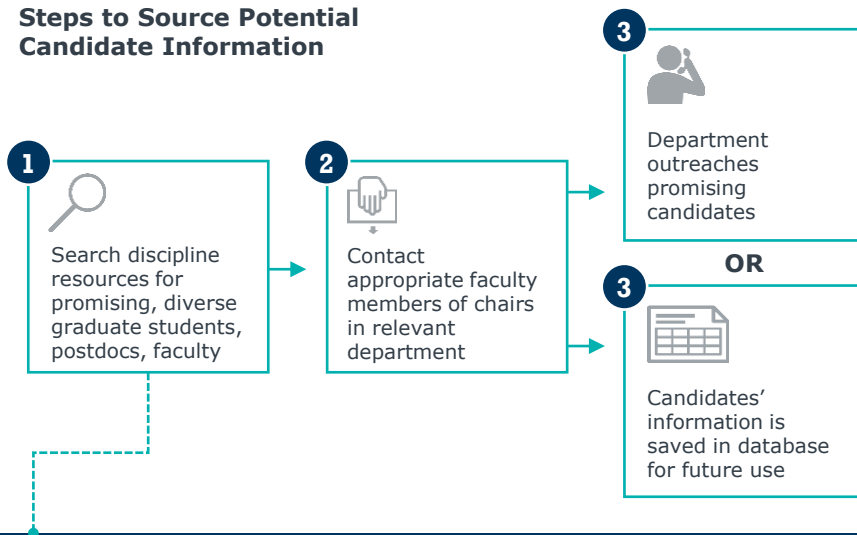
“One of the most common mistakes is treating diversity in hiring as an afterthought — rather than as a long-term relationship, complete with courtship and mutual commitment. Departments often assert, ‘We need more faculty of color,’ and then embark on a search. But if it were that easy, those faculty members would be on board already. **The search has to begin *before* the position is open.**”

*Gracie Lawson-Borders, Dean, Howard University and
David D. Perlmutter, Chronicle of Higher Education*

Don't Wait for Candidates to Come to You

Build and Outreach Prospect Database Using Open-Access Sources

Steps to Source Potential Candidate Information



How Provosts' Offices can Help

- ▶ Dedicate a portion of staff time to scouring sources for strong potential candidates
- ▶ Compile data to help committee set diversity targets for outreach
- ▶ Remind committee to outreach prospect list

Possible Sources of Candidate Names



Conference proceedings



Academic journals



Department websites



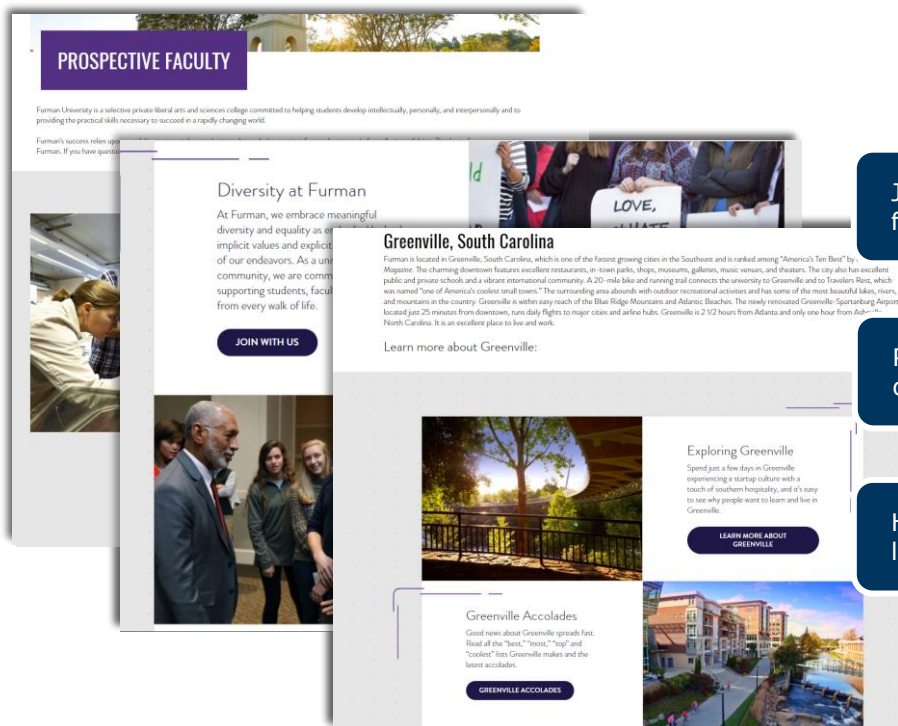
Grant recipient lists



Postdocs and fellowships

The Job Portal as Marketing Document

Use Webpage to Highlight the Best Features of Institution and Community



Job webpage specifically for prospective faculty

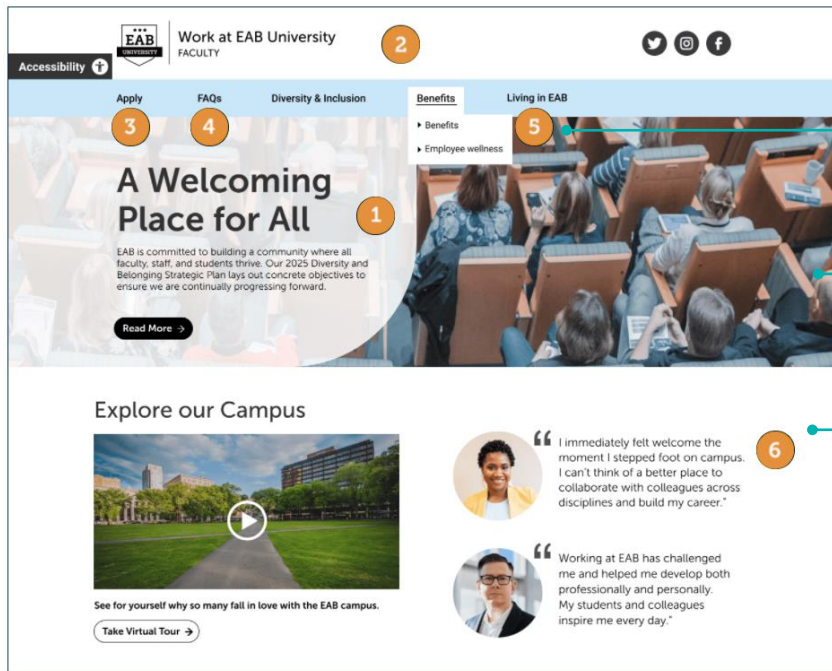
Prominently features diversity efforts and goals

Helps candidates envision living in local community

Source: "Prospective Faculty", Furman University, Greenville, SC: <https://www.furman.edu/academic-affairs/prospective-faculty/>; EAB interviews and analysis.

EAB Support for Your Prospective Faculty Website

Explore Best Practices to Create a Strong First Impression



10 elements to improve your web presence and candidate experience

Browse 3 sample web pages for a prospective faculty website

Best practices for navigation, accessibility, DEI, and featured resources

Access the mock prospective faculty website [here](#)

Use Job Descriptions to Expand Candidate Pools

Avoid Overly-Narrow Criteria, Highlight Diversity and Collaboration

Assistant Professor Plant Diversity and Evolution

The University of California, Los Angeles (UCLA) Department of Ecology and Evolutionary Biology (EEB) seeks an organismal biologist with a focus on plant diversity and/or evolution.... Qualified candidates must have a Ph.D. in a related field of biological sciences. **The position is defined broadly within evolution and ecology** but preference will be given to candidates whose research/teaching interests would utilize, in part, the UCLA Mildred E. Mathias Botanical Garden....

As a campus with a **continually growing diverse student body, we encourage applications from women, minorities, and individuals with a commitment to mentoring under-represented demographics in the sciences**. The University of California is an Equal Opportunity/Affirmative Action Employer.

There are many **opportunities for collaboration across a broad group of partners on and off campus**, including the UC NRS Stunt Ranch Reserve and White Mountains Research Center, the UCLA La Kretz Center for California Conservation Science...."

Characteristics of equitable job descriptions:

Broadly-defined job criteria avoid artificially narrowing search pools

Explicit references to diversity highlight institutional values

Interdisciplinary collaboration can attract more diverse candidates

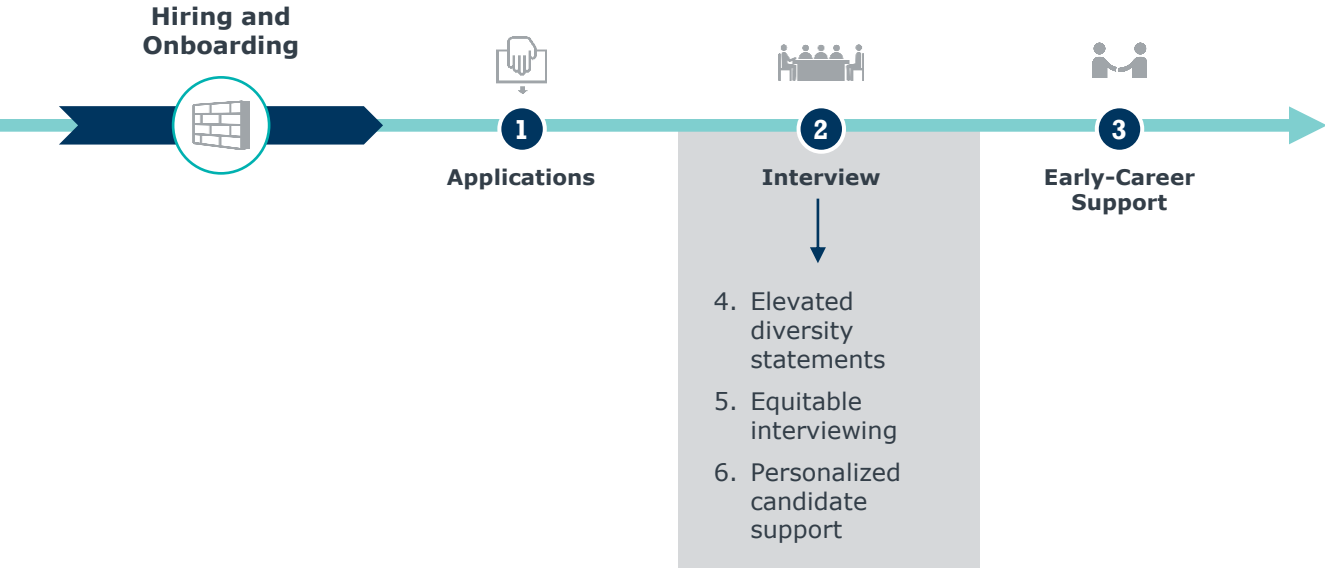
Download EAB's faculty
job description template



Avoiding Bias in Evaluations

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Best Practices for Inclusive Hiring and Onboarding



“Sometimes you can have a search committee that does everything right on paper. **But when it comes to picking a finalist, committee members still think, I want someone who looks like me.** Someone who got their PhD at the same kind of institution as me, whose advisor is someone I know, whose publications I’ve already read. And more often than not, that ends up being the white male candidate.”

*Vice Provost
State Flagship University*

Seek Specific and Concrete Diversity Statements

From Statements of Intent to Statements of Effort and Achievement



Teaching

- Inclusive pedagogy?
- Experience mentoring BIPOC students?
- Equal course success rates for students across demographic categories?



Research

- Research focus on gender or critical race theory?
- Expanding public health access to low-income neighborhoods?
- Economic models that alleviate poverty?
- Establishing research centers on campus?



Outreach

- K-12 outreach?
- Partnerships with community organizations?
- Building pipeline programs with local school systems?



Diversity statements are not intended to filter out majority candidates. Rather, they are a way to build a culture that welcomes different groups of people and experiences.

- Explain the use and purpose of diversity statements and invite faculty to collaborate on their design.
- Many institutions are more successful when statements are voluntary.

Is Your Interview Process Inviting Bias?

Strategies for Equitable Interviewing

Biases and Pitfalls to Avoid

*Preference for prestigious institutions
and familiar-sounding names* ✖

*Preference for candidates able to
attend (and afford) conferences* ✖

*Narrowing candidate pool too early
(for campus interviews)* ✖

*Limiting discussion of diversity to
contents of diversity statement* ✖

Interviewing Best Practices

✔ Blind candidate names and PhD-granting institution before first round

✔ Conduct first round of interviews remotely, preferably by phone

✔ Conduct second round of interviews remotely

✔ Discuss candidates' diversity efforts in interviews

Build Candidate Support into Hiring Committees



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Three Faculty Roles to Further Inclusivity and Sense of Belonging

Support for committees



Search Advocate

- Supports committees in developing search plan and setting DEIJ goals
- Trained to flag potential bias during searches

Support for candidates



Candidate Concierge

- Spends 3-4 hours researching candidates' background and interests
- Gives personalized tour of campus and community

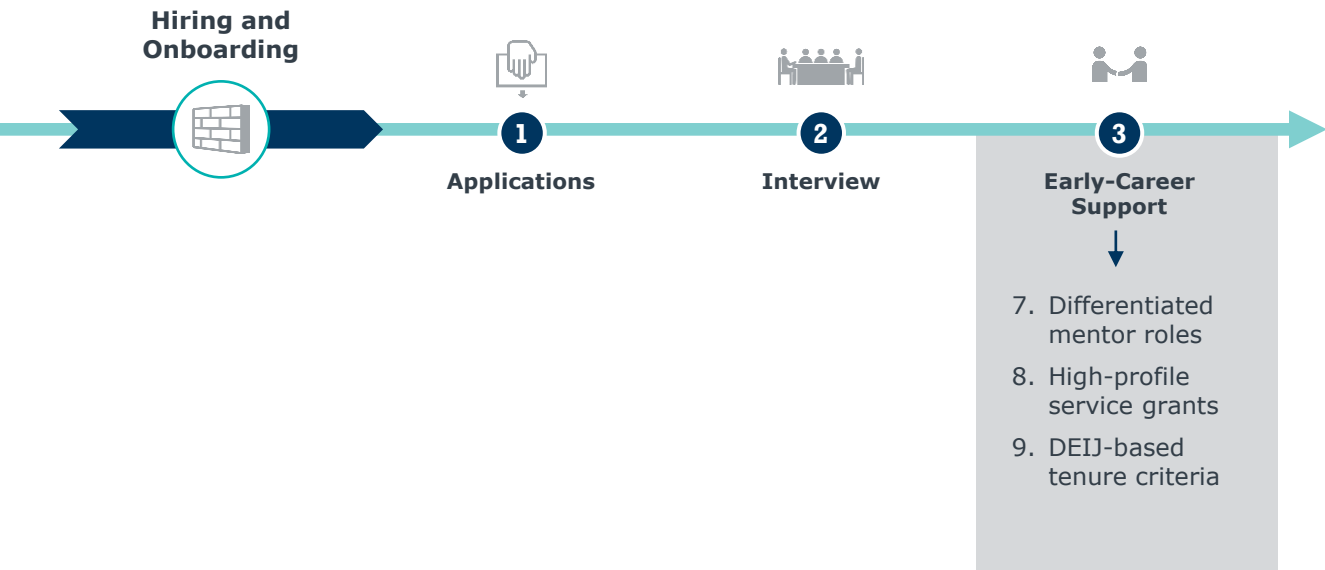


Work-Life Liaison

- Meets with candidates separately from interview
- Confidentially answers questions about work-life balance, benefits, and institutional culture
- Does not have input into hiring decision

Strengthening Early-Career Support

Best Practices for Inclusive Hiring and Onboarding

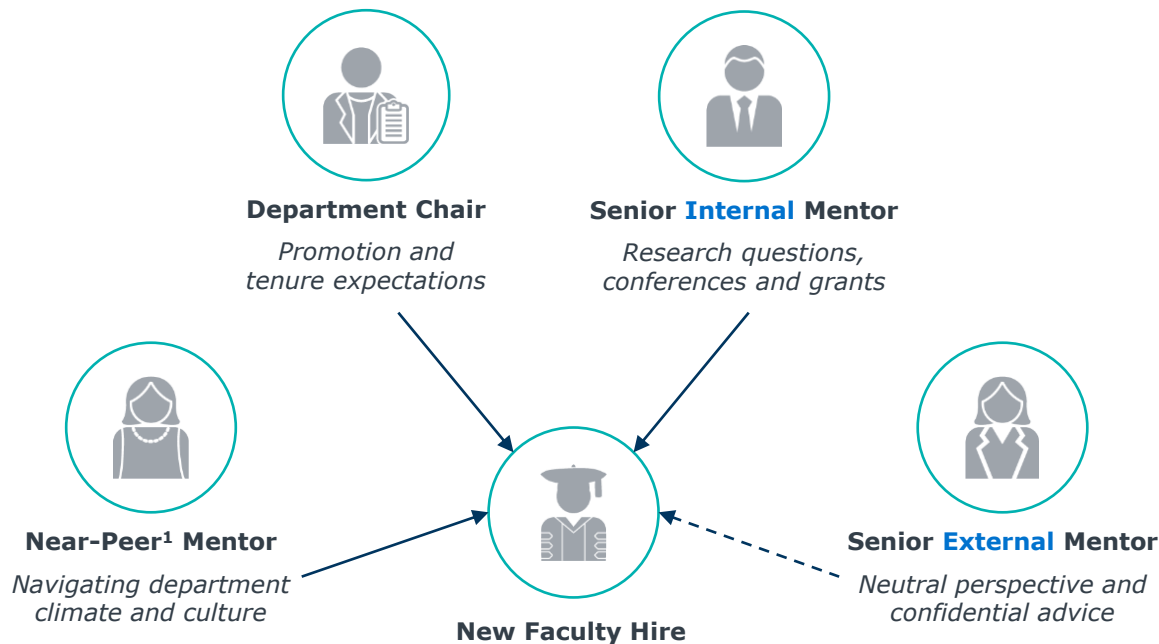


“It’s very disheartening when we work hard and do all we’re supposed to do and don’t get tenured. **Sometimes the rules change for people of color or African Americans who are on a tenure track.** Sometimes they’re a bit stricter when African Americans are doing their research, and it’s always scrutinized harder. [You] work, you teach, and the students love you, you are engaged in the community and service activities and then you’re out doing research and doing the scholarly work...and then your white peers will come back and may turn their nose up at it.”

W. Franklin Evans
President, West Liberty University

Target Mentor Roles to Specific Mentee Needs

Creating a Differentiated Support Network for New Faculty Hires



1) Second- or third-year faculty in the new hire's department.

Recognize 'Invisible' Labor

Institution-Level Awards Elevate and Reward Service Contributions



Mentorship Service Grants

- Mutual Mentoring Program offers \$1200-6000 grants to small groups of faculty
- Grants fund mentoring activities that support faculty career advancement
- **40% of faculty participate**

Example:

Physics department creates mentoring network that meets weekly to discuss teaching projects, new learning technology, and learn from external experts.

DEIJ Service Buyout

- Exceptional Service Support Program funds course release (~\$8000) for early-career, URG¹ faculty
- Supports service that could create undue burden on top of full teaching load
- *Launched 2021*

Examples:

- Serving on a committee
- Participating in institutional governance
- Supporting institutional DEIJ efforts

Embedding DEIJ in Tenure Pathways

Two Approaches to Adapting Faculty Evaluation to Recognize Diversity

Defining Research Evaluation Standards More Inclusively



University
of Windsor



"The Committee will recognize that Indigenous candidates may work either in a conventional academic tradition [or] a dual academic tradition that **combines conventional academic and traditional Indigenous approaches** to research."

Emerging strategy: Creating Alternative Pathways to Tenure?



IUPUI



"Starting in 2022 [scholars] will have another option for tenure and promotion: the **"balanced-integrative case" for excellence in DEI**. To be promoted based on this standard, candidates must demonstrate excellence "across an array of integrated scholarly activities aligned with diversity, equity and inclusion."



Is your institution considering changes to promotion and tenure? Let us know in the **poll**.

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Add Prestige to Target-of-Opportunity Hires

Two Examples of RFP-Based, Interdisciplinary Initiatives

Shortcomings of Typical Target-of-Opportunity Hires



Risk stigma associated with so-called “diversity hires”



Incentivize departments to continue hiring for narrow specialties



Can compete with priority to hire in areas of growing demand



Require departments to apply through a competitive RFP process to gain an additional line:



UNIVERSITY OF
TORONTO

Cross-Departmental Hires

- Dean designates lines as cross-departmental searches
- Cross-departmental search committee identifies and prioritizes candidates

UCLA

Dedicated Mentoring Role

- Lines for new hires who have shown a commitment to mentoring BIPOC students
- All candidates go through departmental review

Cluster Hires: a Promising but Challenging Strategy

Leveraging Cross-Disciplinary Initiatives to Boost Faculty Diversity



Rationale and Process

- Hiring for a single, very narrow position (e.g., Shakespearean literature) creates a very small applicant pool
- Broadening search criteria to better align with a research cluster (e.g., digital humanities) can lead to a more diverse array of candidates



Example Institutions

- University of Illinois, Chicago
- Rutgers University
- State University of New York, Albany



Common Challenges

- Lack of agreed upon definition of diversity
- Particular difficulty recruiting senior faculty from diverse backgrounds
- Tough competition in recruitment
- Pipeline issues



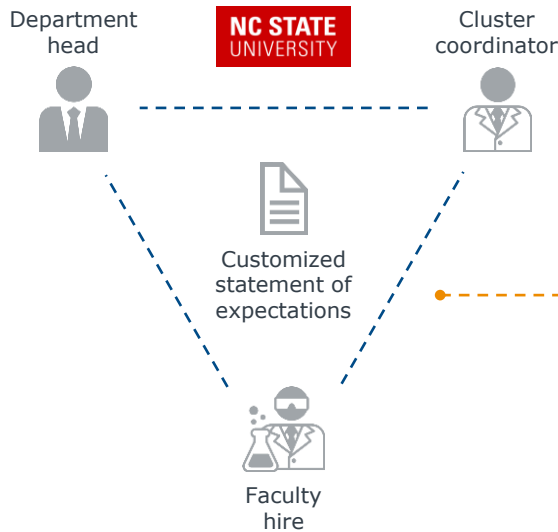
Key Strategies and Recommendations

- Intentionally design position descriptions and advertisements to attract a diverse applicant pool
- Provide cluster search committees with diversity training
- Build a community for new hires

Set Cluster Faculty Up for Success

NC State's Statements of Expectations for Cross-Disciplinary Hires

Department, Cluster, and New Hire Collaboratively Set Expectations



Five Things to Include in Statements of Expectations:

- 1 Percentage of time spent in home department vs. cluster
- 2 Percentage of time spent on research, teaching, and service for home department and cluster
- 3 Mandatory vs. optional meetings and other activities in home department and cluster
- 4 How department and cluster leaders will communicate, and how often
- 5 Promotion, tenure, and review process and schedule

Extend Hiring Timelines

Standing Search Committees Provide Greater Opportunities to Widen Pools

From 'not enough time to hire...'

"If [you want to] hire the top 5% or 2.5% in the field [and] underrepresented groups make up under 5%, now we've got a probability of 0.25% of hiring someone. **Unless you generate an ad that gets at least 100-200 applicants you're not likely to find anybody.**"

*Victoria Sork,
Dean of Life Sciences, UCLA*

...to multiyear hiring...



- Faculty lines allocated over three-year period, revisited yearly
- Departments maintain standing search committees

...to 'we're always hiring'



McGill
UNIVERSITY

- "Recruitment doesn't happen in a season or a cycle; **we're always recruiting.**" -*Chris Manfredi, Provost*
- Additional lines allocated to support exceptional URG hires

Discussion Question

What is one practice from today that you plan to bring back to campus?

Type your answers in Chat

Put BIPOC Faculty Recruitment into Practice



Next Steps for Working Group Attendees

1



Train Your Hiring Committees

- Request an EAB workshop on Advancing Racial Diversity in Faculty Hiring
- EAB staff share detailed best practice research with hiring committees and help committees prioritize next steps for inclusive hiring

2



Get Feedback on Your Website

- Request an EAB Candidate Experience Web Audit
- EAB staff analyze job websites and position descriptions for opportunities to make the application process more inclusive and welcoming to candidates



Please let us know in the **poll** whether you would like your EAB Strategic Leader to follow up with you about the workshop and/or web audit.

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Select a Breakout Room

BREAKOUT ROOM #

1

Faculty Line Allocation

Aligning hiring plans with both DEIJ goals and other hiring needs

BREAKOUT ROOM #

2

Tenure and Promotion

Designing faculty evaluation standards and career pathways with a DEIJ lens

BREAKOUT ROOM #

3

First-Year Instruction

Ensuring undergraduates have opportunities to learn from BIPOC faculty

Breakout Room #1

Faculty Line Allocation

What is most difficult or challenging about aligning **faculty diversity goals** (e.g., hire 5 BIPOC faculty in 5 years) with **instructional capacity goals** (e.g., hire enough faculty to teach courses in capacity-constrained academic programs)?

What data would you need in order to create a hiring plan?

What practices can capacity-constrained departments adopt to support DEIJ goals?

Would you consider a cluster hire or target-of-opportunity hire? Why or why not?

Breakout Room #2

Tenure and Promotion

How does your institution incorporate DEIJ into formal **tenure and promotion standards**? What is most challenging about updating these guidelines?

How do academic units at your institution use the tenure and promotion process to reward DEIJ-related faculty work like activism or community-engaged research?

Have you explored new pathways to promotion and tenure based on DEIJ goals? If so, what options are you considering?

Are you updating the faculty handbook? If so, what was most challenging about this process?

Breakout Room #3

First-Year Instruction

Has your institution made efforts to **diversify first-year course instructors** so that new undergraduates have the opportunity to learn from BIPOC faculty? What has been the greatest barrier to change?

To what extent would you focus on new hires vs. rethinking current teaching assignments?

How might you use cross- or interdisciplinary teaching assignments to address this challenge?

What is the role of departments that don't traditionally teach first-year courses?

Faculty DEIJ Resources from EAB

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Share BIPOC Faculty Recruitment Practices with Your Hiring Committees

Instilling Equity and Inclusion in Departmental Practices

Research Study & Diagnostics



- [See detailed best practice profiles and examples](#)
- Identify equity gaps in faculty hiring strategy

Faculty Search Committee Launch Kit

Online Resource Center



- [Download templates, checklists, and guidelines](#) to help hiring committees jumpstart inclusive and equitable searches

Advancing Racial Diversity in Faculty Hiring

Workshop



- Convene hiring committees and faculty leaders for training and discussion on hiring best practice

Candidate Experience Web Audit

Audit Service



- Get EAB's feedback on websites and faculty job descriptions
- Prioritize opportunities to reduce bias and improve equity



Still working on creating your candidate website? [See EAB's example website and 10 Tips to Make Your Faculty Recruitment Website More Candidate Friendly](#)

We Appreciate Your Feedback

Please take a moment to answer this final poll question to provide your overall experience on today's session.

We have also shared a link to a short online evaluation in the **Chat** and we would appreciate if you could take 2-3 minutes to give us additional feedback on your experience today.



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