Strategies and Tactics to Improve Diversity and Excellence

Faculty Recruitment Training for Diversity and Excellence

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STRIDE
university of michigan ADVANCE

Workshop Preview
The STRIDE Approach to Faculty Recruitment

• The U-M ADVANCE Program began in 2002 to address faculty diversity and excellence.

• Strategies and Tactics for Recruiting to Increase Diversity and Excellence: STRIDE
  - Has involved dozens of senior faculty members from across campus
  - A decade of reading the research and thinking about its application to faculty searching
  - Michigan-specific best practices and successful approaches to effective searching

• This Faculty Recruiting Workshop
  - Draws on the best ideas for how to recruit for diversity and excellence across every stage in the search process
STRIDE Approach to Recruiting for Diversity and Excellence Widely Emulated

Since STRIDE was launched in 2003 it has developed and delivered more than 100 faculty recruitment workshops.
STRIDE members have visited dozens of campuses worldwide to help launch local versions of this approach to recruiting.
STRIDE materials have been copied by many of our premier competitors in the search for excellent faculty.
This Power of Diversity to Enhance Excellence is Recognized at the University of Massachusetts Amherst

Kumble R. Subbaswamy
Our campus’s commitment to diversity, equity and inclusion is central to our mission and is a key component in the success of all that we do.

John McCarthy
We hope that Tenure-Track Pathway model will help realize UMass Amherst as a strong, supportive institution, and that the faculty would like to continue their career here.

Enobong Hannah Branch
As the demographics of our students change, particularly in the coming years, making sure that we nurture the next generation of faculty is crucial.
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Chancellor Subbaswamy emphasizes centrality of diversity and campus climate in the strategic plan of the University. Numerous resources allocated and organizational changes made to support initiatives.
Overview

• Why diversity and excellence go hand-in-hand
• What research can tell us about improving the search process
• How to apply these strategies to stages in the search process
  1. Getting great applications from the best applicants
  2. Making the right short list
  3. Managing the visit
  4. Choosing and attracting the candidate
• Conclusion
Why Do We Need to Recruit a Diverse Faculty in Order to Attain Excellence?

- Pursuing underrepresented diversity provides access to talent we currently lack
- A diverse faculty has positive effects on our diverse student body
- Socially and intellectually diverse teams make better decisions
  - A concept car designed by women was also highly rated by men.
  - Racially diverse juries deliberated more thoughtfully about an African American defendant.
  - Gender-diverse offices in a professional services firm generated more revenue

Recruiting for Diversity and Excellence is Challenging… but Research Can Help

• Selecting the right new colleagues is difficult!
  • How best to predict who will contribute most over 20 or 30 years? How can we compare candidates in very different specialties?

• Experts are especially subject to fallacies
  • Illusions of validity, skill, and confidence, the narrative fallacy

• Recruiting is critically important; we should do it in a scholarly way.
  • Research can help!
Schemas Can Influence Decision Making

Circumstances that increase use of schemas:

- Stress from competing tasks
- Time pressure
- Lack of critical mass
- Ambiguity/including lack of information

Present in faculty searches

Bottom Line: Unless We Take Action, the Cycle Reproduces Itself

- Schemas and Lack of critical mass
  - Evaluation bias
  - Lowered success rate
  - Accumulation of disadvantage
  - Underestimation of ability

- Stereotype threat
A Successful Search is Just the Beginning!

• **Build a culture of search excellence.** Reflect on your search and provide a report suggesting improved approaches for the future.

• **Work with colleagues to create a culture in which new faculty will thrive and succeed.**

• **UMass Amherst Office of Equity and Inclusion** can help.

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