

UNIVERSITY OF MICHIGAN
ADVANCE:
STRATEGIES AND TACTICS FOR
RECRUITING TO IMPROVE
DIVERSITY AND EXCELLENCE
(STRIDE)

DENISE SEKAQUAPTEWA

University of Michigan ADVANCE Program
April 2013

Michigan ADVANCE

- Started in 2001 with an NSF ADVANCE grant
PI Abby Stewart (Psychology and Women's Studies)
- For tenured and tenure-track women faculty in science and engineering, improve
 - Recruitment
 - Retention & Promotion
 - Climate
 - Leadership

...via *institutional change*: fix the institution, not the women.

Continuing Years

- Following end of the NSF grant, ADVANCE structure and goals institutionalized by Provost's office at UM. University committed to support through 2016
- Mission broadened to include underrepresented groups throughout the faculty (gender, race, sexual orientation; all disciplines)
- Full-time ADVANCE staff (7 staff members plus director, 2 associate directors, steering committee)

What is the STRIDE Committee?

- The **STRIDE committee** focuses on **faculty recruitment** with 12 faculty members drawn from all over the university.
 - Belief that faculty will be most receptive to learning about issues of gender and diversity from colleagues they already respect as researchers.
 - Selected by ADVANCE director, deans, chairs.
 - ~50% male
- Primary activity: Faculty Recruitment Workshop
- STRIDE meetings every 2 weeks, 1.5 hours, 11 mos./year, five year commitment
 - Incentives and motivations for serving on STRIDE

Reflections of STRIDE members

- “The process that we went through worked so well...identify a group of senior faculty, both men and women, in the sciences and engineering, who have shown some evidence of being concerned about these issues, but who clearly don't know all the literature. And I think every one of us...is like that.... We all had some previous commitment, but what we realized when we got together and started actually looking at the data and learning together was that we didn't understand, we didn't really know what was going on, we really were quite naive... that discovery process, I think, was so critical to building the passion that the current group has.”

STRIDE's Approach

- Data-based approach to developing expertise
 - Climate study
 - Literature
 - Study and discussion
- Identify problematic practices in recruiting
- Identify beneficial practices
- Institutionalize beneficial practices when possible
- Develop and refine Faculty Recruitment Workshop

Faculty Recruitment Workshop

- 2 hour interactive workshop that covers concepts of
 - Lack of critical mass
 - Schemas (stereotypes) about race, gender, sexuality
 - Evaluation bias
 - Accumulation of (dis)advantage
 - Effects on faculty hiring and faculty careers
 - Recommend strategies
- Deans of Engineering and LSA require faculty serving on search committees to attend
- ~ 50% of all Engineering and LSA faculty have attended since 2004

Examples of schemas and their impact:

Evaluation of Identical CVs: Gender

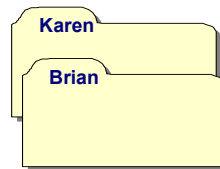
For a Faculty Position:

- Male and female psychology professors more likely to hire “Brian” over “Karen” as an assistant professor (2:1).

For an undergraduate lab manager position:

- Male and female science professors rated male applicants more competent, more hireable, more suitable for mentoring, and offered higher salaries.

Identical Application Packages



Moss-Racusin, Dovidio, Brescoll, Graham, & Handelsman (2012). PNAS.
Steinpreis, Anders, & Ritzke (1999). *Sex Roles*, 41(7/8), 509-528.

STRIDE
university of michigan ADVANCE 14

Impact of Schemas on Leadership

- With single sex groups, person at head is identified as the leader.
- With mixed sex groups, a different outcome is observed.

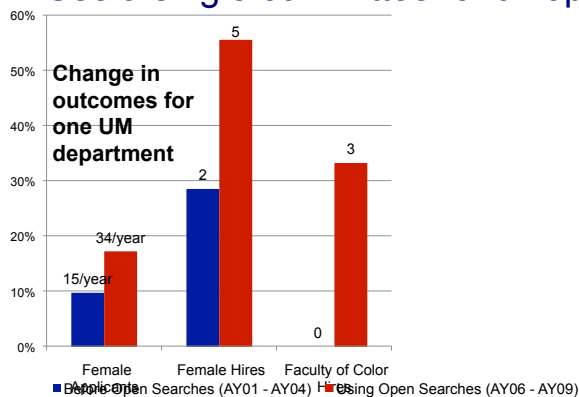


Porter & Geis (1981). *Gender and nonverbal behavior* (pp. 39–61). New York: Springer Verlag. **STRIDE**
university of michigan ADVANCE 23

Examples of recommended practices:

Job Descriptions and Open Searching

- Define your search as broadly as possible
- Use a single committee for all open searches



“Open searches led to both a larger number of applicants AND a more diverse applicant pool.”



Use a Candidate Evaluation Tool at Multiple Stages

Please indicate which of the following are true for you (check all that apply):

- Read candidate's CV
- Read candidate's scholarship
- Read candidate's letters of recommendation
- Attended candidate's job talk
- Met with candidate
- Attended lunch or dinner with candidate
- Other (please explain): _____

Please rate the candidate on each of the following:	excellent	good	neutral	fair	poor	unable to judge
Potential for (Evidence of) scholarly impact						
Potential for (Evidence of) research productivity						
Potential for (Evidence of) research funding						
Potential for (Evidence of) collaboration						
Fit with department's priorities						
Ability to make positive contribution to department's climate						
Potential (Demonstrated ability) to attract and supervise graduate students						
Potential (Demonstrated ability) to teach and supervise undergraduates						
Potential (Demonstrated ability) to be a conscientious university community member						



<http://www.umich.edu/%7Eadvproj/CandidateEvaluationTool.doc>



Other recommended practices

- Be cognizant of the gender/race composition of search committee.
- Have the candidate meet a variety of people from different social groups.
- Distribute dual career/family friendly policy info to all candidates.
- Be aware of implicit bias.

Additional Activities of STRIDE/ADVANCE

- FASTER (Friends and Allies of Science and Technology Equity and Recruiting)
- STEP (Science & Technology Excellence Program): engagement of faculty in self-education and commitment as change agents in their department/institution
- Consultation visits to other institutions

Does STRIDE work?

- Look to:
 - Workshop evaluations and feedback
 - Changes in numbers of women and URM faculty
 - Survey on attitudes toward STRIDE recommended practices

Changes in hiring numbers

Table 1: Men and Women Hired by STEM Departments
in Three University of Michigan Colleges

College	Pre-STRIDE AY2001-2002		STRIDE AY2003-2012	
	Men	Women	Men	Women
Medical School (Basic Sciences)	2	2	39	15
College of Engineering	32	2	117	47
College of LSA (Natural Sciences)	28	5	94	43
Total % Women	13%		30%	

This table shows the proportion of men and women hired in each of the three colleges that employ the largest number of scientists and engineers at U-M. Note the marked, and statistically significant, increase in the proportion of women hired, comparing the two “pre-STRIDE” years with the six “post-STRIDE” years

(chi square = 9.10, $p = 0.01$).

Surveys: Fall 2012

- Two data collections:
 1. Attended STRIDE Workshop (or any ADVANCE event) in last three years or not
 2. Pre-Workshop vs. Post-Workshop in Fall 2012
- Measured endorsement of 13 Workshop practices
 - (1 = I do not endorse at all, 5 = I completely endorse)
 - Active recruiting, open search, specific criteria, search committee composition, etc.
- Survey administered on-line

Attended STRIDE Workshop (or any ADVANCE event) in last three years or not

1-5 scale 5 = Strongly Agree	No STRIDE Workshop	Yes STRIDE Workshop	Row means
No ADVANCE event	4.04 _a (n = 102)	4.34 _c (n = 236)	4.19 (n = 338)
Yes ADVANCE event	4.29 _b (n = 71)	4.41 _c (n = 158)	4.35 (n = 229)
Column means	4.16 (n = 173)	4.37 (n = 394)	

Note: Cell means not sharing subscript significantly different, $p < .05$

Main effect of STRIDE: $F(1, 543) = 7.17, p = .008, \text{effect size} = .013$

Main effect of ADVANCE: $F(1, 543) = 13.21, p = .000, \text{effect size} = .024$

Pre-Post Workshop Survey (N=32-72)

Strategy	Pre-Workshop		Post-Workshop
Active recruiting	3.19	<	3.93
Open search	3.57	<	4.15
Committee composition	4.60	<	4.75
State criteria beforehand	4.04	<	4.40
Objective criteria	4.26	<	4.52
Be aware of implicit bias	4.55	<	4.76
Avoid interviewing only one woman, URM	3.94	<	4.30
Meet people from various social groups	4.61	<	4.86
Family friendly policy info to all candidates	4.79	<	4.98
Dual career info to all candidates	4.72	<	4.94
Do not ask about spouse	4.52	<	4.75
Do not ask about children	4.76	=	4.80
Do not make candidate a representative	4.90	=	4.88



University of Michigan ADVANCE:

<http://sitemaker.umich.edu/advance/home>