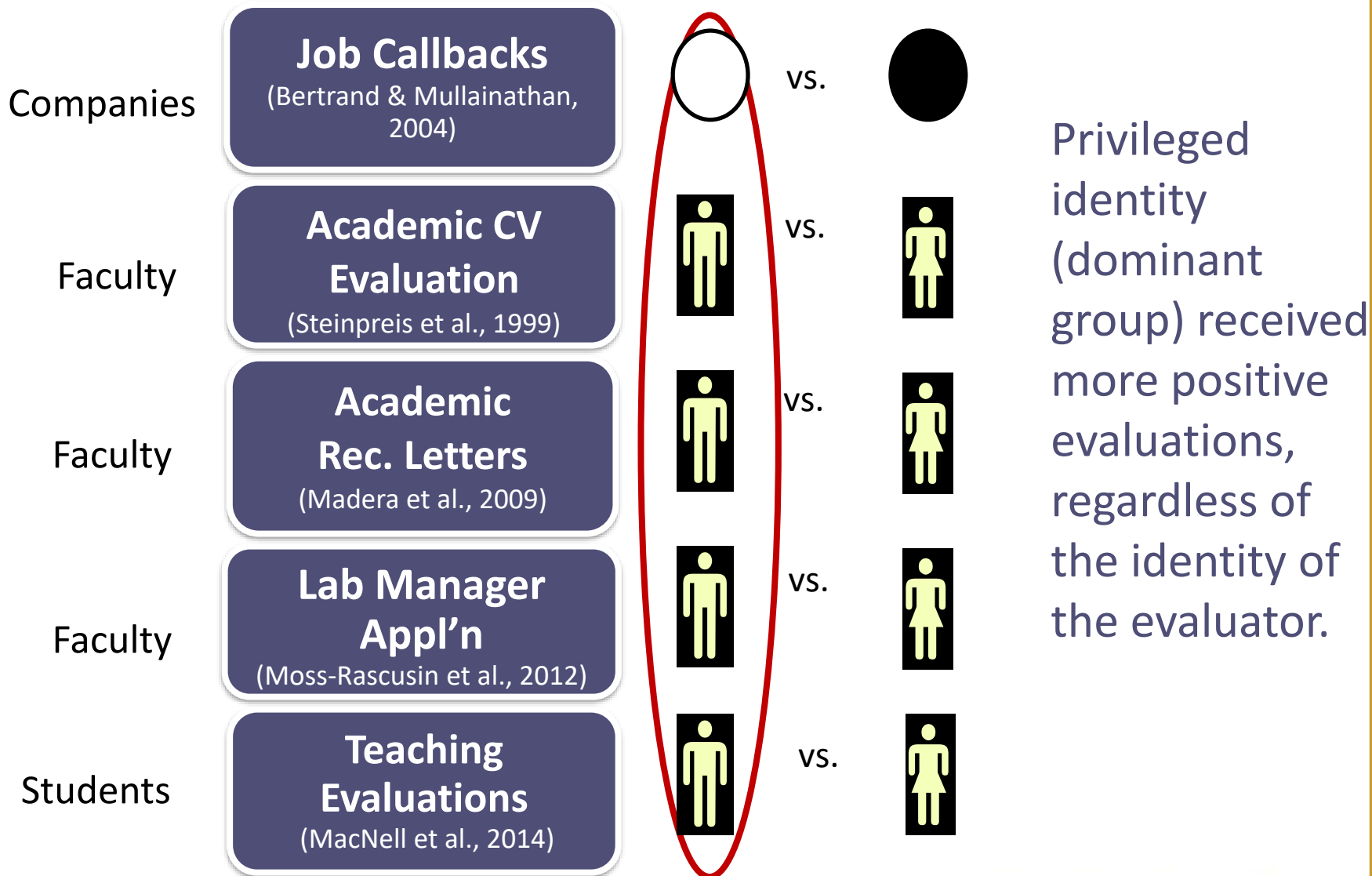# CoE Faculty Search Best Practices in the Age of Interfolio

Dr. Joyce Yen, Director, ADVANCE Center for Institutional Change

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Research on Bias in Evaluation

Companies

Job Callbacks
(Bertrand & Mullainathan, 2004)

Faculty

Academic CV Evaluation
(Steinpreis et al., 1999)

Faculty

Academic Rec. Letters
(Madera et al., 2009)

Faculty

Lab Manager Appl'n
(Moss-Rascusin et al., 2012)

Students

Teaching Evaluations
(MacNell et al., 2014)

vs.

vs.

vs.

vs.

vs.

Privileged identity (dominant group) received more positive evaluations, regardless of the identity of the evaluator.

2

Research on Unexamined Bias

Job Callbacks
(Bertrand & Mullainathan, 2004)

- White vs. Black names, 2 skill levels each
- Whites: 50% more callbacks
- Highly skilled and avg. blacks virtually same number callbacks
- Avg. skilled whites more callbacks than highly skilled blacks

Academic CV Evaluation
(Steinpreis et al., 1999)

- Same CV, different name
- **Male applicant** rated better in all categories, more likely hired
- Pattern holds for **both men and women reviewers**

Academic Rec. Letters
(Madera et al., 2009)

- 624 recommendation letters for psychology faculty candidates
- Women: communal descriptors; Men: agentic descriptors
- **Communal characteristics negatively correlated** with hiring decisions

Lab Manager Appl'n
(Moss-Rascusin et al., 2012)

- Same CV, different name – reviewed by science faculty at R1s
- **Males rated significantly more competent and hireable**
- Higher starting salary and more career mentoring offered to males
- Pattern holds for **both male and female reviewers**

Teaching Evaluations
(MacNell et al., 2014)

- Online instructors, one male and one female, taught 2 courses each, as a male and as a female
- **Students rated "male" teacher higher in both cases**.
- Students rated "female" teacher lower in both cases.
- "Men get bonus points for showing up male."

We are all biased.

We can all work to understand our biases, reduce the impact of our biases by using best practices for our evaluation processes.

Faculty Search Best Practices and Interfolio

Faculty Search Process	➡	Interfolio

Recruitment & Pool ➡ Search Plan

Job ad ➡ Position Description

Application Packet ➡ Application Instructions

Rubrics ➡ Evaluation Criteria

Recruitment/Pool → Search Plan

- You're not just a letter-opening committee!

- Place your job ad in publications and listservs for societies of women and URMs in your discipline

- Make phone calls to your colleagues – ask if they know excellent diverse candidates

- Have Joyce or Eve send your ad to the national ADVANCE listserv

I-200

- Under I-200 it is not illegal to build a diverse candidate pool

- Under I-200 it is not illegal to hire a woman

- Eve says, "Continuing to propagate the status quo should be illegal under I-200!"

Search Plan Activity:

Make a list of ways to increase the diversity of your candidate pool

Workshops for Diverse Future Faculty

- Rising STARS in EECS (started in 2013)

- NextProf (started in 2012, Eve has a pdf of 2018 attendees)

- LATTICE (2017 and 2019)

- NC State Building Future Faculty Program

- On-Rampers

- Etc.

Rising Stars in EECS 2012

Diverse PhD Students and Postdocs

- UC System (1984) and Partners

- UC-Affiliated National Labs

- University of Michigan

- NSF-funded AGEPs

- NSF INCLUDES FLIP Alliance for CS (and likely ECE and HCDE)

Job Ad → Position Description

- Make it welcoming and inclusive

- Include more expansive commitment to diversity statements than standard EOAA statement

- Encourage addressing diversity and inclusion in teaching statement

- Ask for a diversity statement – you'll need to specify this explicitly in Interfolio

- Decide on how you will evaluate the applications at the same time you develop the job ad (it may be too late for this year but do this in the future)

Appl'n Packet →Appl'n Instructions

- Use "Other" document type to request/require diversity statement

- Letters of Recommendation
  - We strongly suggest you do NOT require letters of recommendation in the application
  - These can be requested for your interesting candidates(two-stage search)
  - Please don't get candidates' hopes up or make more work for Engineering faculty everywhere

Rubric →Evaluation Criteria

- Rubrics – Criteria for evaluation job applications

- Rubrics are used to ensure candidates are evaluated equitably

- Conversations about rubric criteria should take place long before any application is reviewed

- Faculty Advancement webpage has more ideas on how to determine a rubric:

    - http://www.uw.edu/diversity/faculty-advancement/handbook/assessment/

Refining the Rubric

- Interfolio allows criteria to be added for different stage of the process (paper, phone/Skype, on-campus)
- What is your unit's process for defining and refining the rubric?

Rubric Activity:

Add specificity to the generic rubric provided.

How will the rubric change based on stages of the evaluation process?

Application Review/Process Issues

- How will the evaluation rubric be defined and created?
    - Who is involved?
    - What is the process to determine the criteria and rating system?
- How will applications be processed?
    - Blind review or not?
    - Rolling review or after closing date?
- Who evaluates?
    - Who weighs in on the application and when?
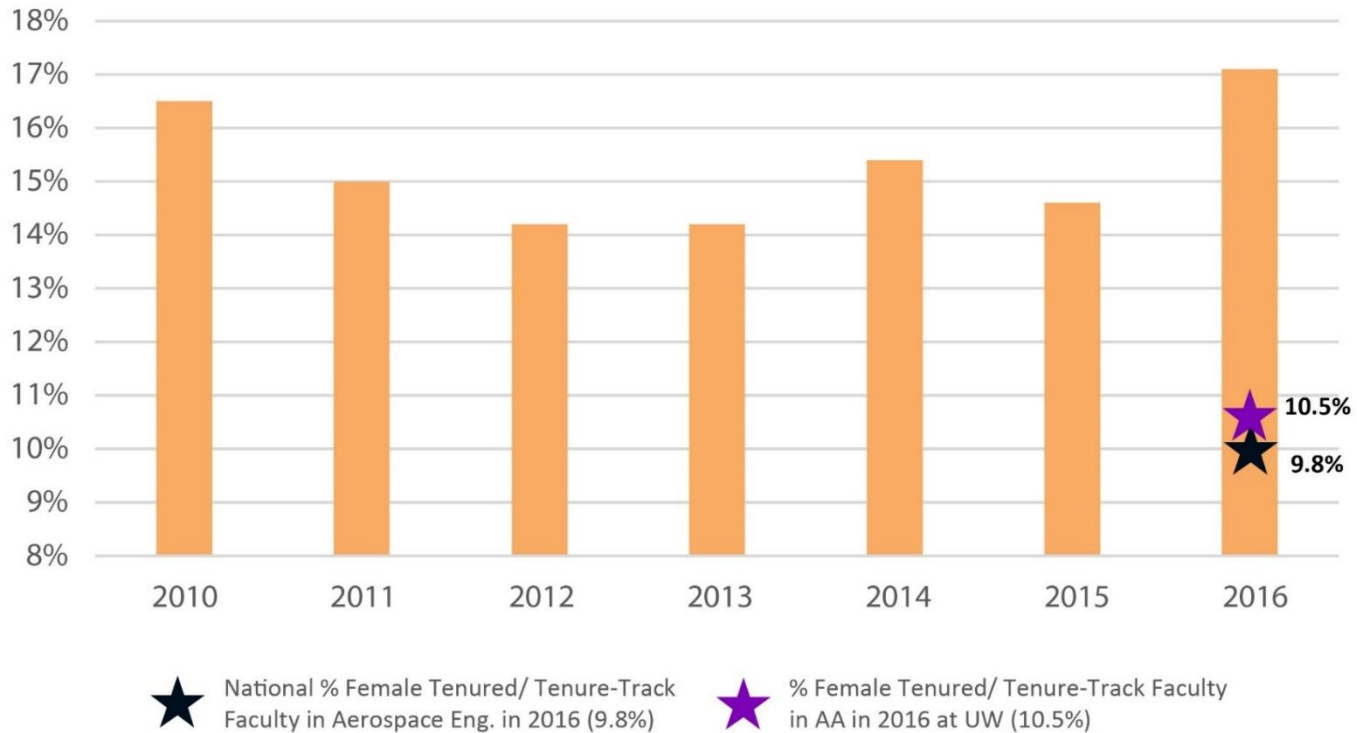   - How will feedback be provided about the candidate?

Monitoring your Applicant Pool

- Your search administrator can download the EEO information about your candidate pool (for those who didn't opt out)

- You can use this to assess how well you're doing in building up a diverse pool

- We suggest you compare to ASEE data for your discipline (we will provide)

- How often to check?

Things to remember ….

- Always be recruiting

- The candidates are interviewing you too

- If you interview more than one underrepresented candidate you increase chance of hiring one

- Create the best experience for the candidate

Percentage of Doctoral Degrees Awarded to Women
Aerospace Engineering

★ National % Female Tenured/ Tenure-Track Faculty in Aerospace Eng. in 2016 (9.8%)

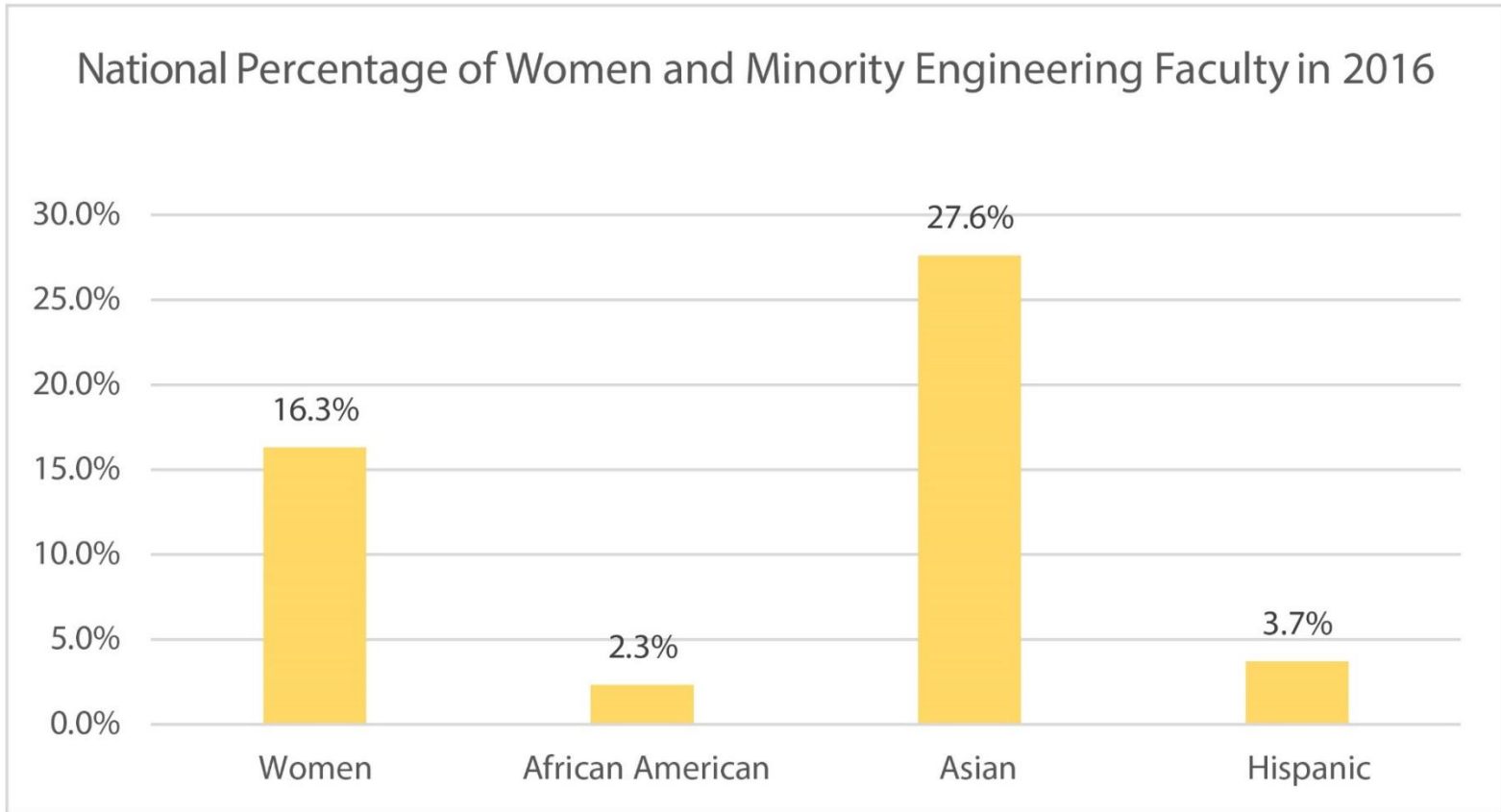★ % Female Tenured/ Tenure-Track Faculty in AA in 2016 at UW (10.5%)

Source: ASEE Engineering by the Numbers, 2010-2016

Percentage of Doctoral Degrees Awarded by Race and Ethnicity
Aerospace Engineering
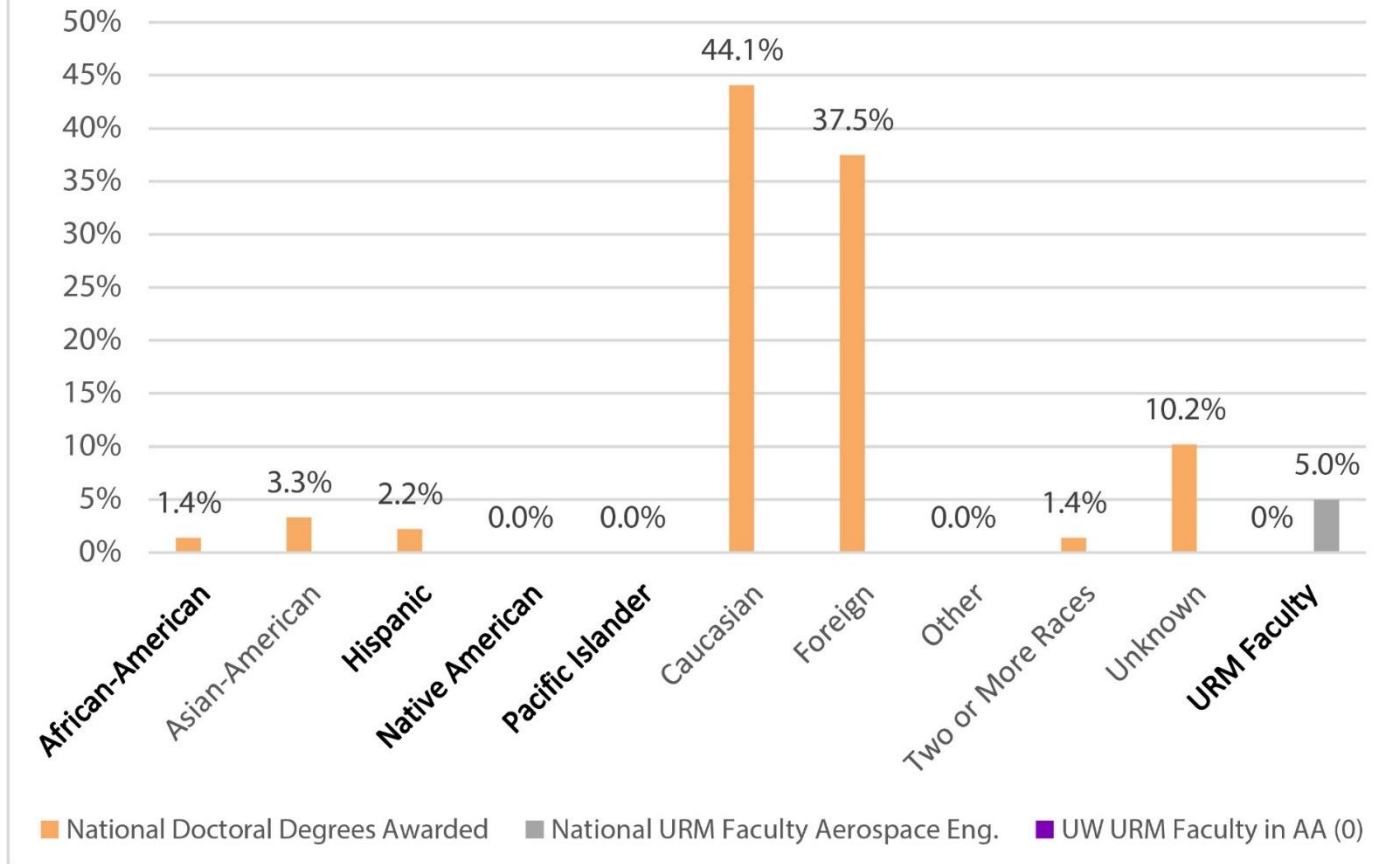
Source: ASEE Data Management System (2015)

National Percentage of Women and Minority Engineering Faculty in 2016

Source: ASEE Engineering by the Numbers 2016

Future Workshop

- Diversity Statement Rubrics

- Candidate Evaluation

  – Applications

  – Phone/Skype Interviews

  – On-Campus Interviews

- Dispositioning