

Faculty Hiring: Diversity and Excellence Go Hand-in-Hand

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When it comes to actually recruiting diverse faculty members, many search committees report that they cannot find qualified women or people of color to apply for their open positions. Research, however, has shown that committees succeed in hiring women and people of color when they transform the search process, are committed to diversity and are proactive about building a diverse applicant pool. University of Washington's Faculty Recruitment Toolkit (http://www.washington.edu/admin/acadpers/procedures/search_and_hire/aa_recruitment_toolkit.html) offers outstanding suggestions. Some additional practical advice for expanding the applicant pool include:

- Always be recruiting
 - Compliment presenters, particularly students, who give excellent conference presentations and hand out your card to them
 - Meet with graduate students when giving presentations at other institutions, even when you are not actively hiring
 - Create a standard departmental presentation that all faculty can use on visits to other institutions
- Look at the data – what is the availability according to graduation rates. (Check your EOO office or NSF's Women, Minorities, and Persons with Disabilities in Science and Engineering data: <http://www.nsf.gov/statistics/wmpd/>)
- Mine various resources for potential candidates or for people who can help identify potential candidates
 - Minority & Women Doctoral Directory (check with your EOO office)
 - A comprehensive national listing of minority and women students who have already received or are about to receive their doctoral degree.
 - Rice University ADVANCE Database (<http://advance.rice.edu/database/>) – over 650 women graduate students and postdocs in science and engineering. Username: facultysearch --- Password: women06
 - IGERT AND AGEP graduate students. These two NSF-sponsored programs focus on diversifying the graduate student population and provide cutting-edge graduate education. Go to www.igert.org for listing of all IGERT programs and <http://www.igert.org/agep.asp> for a listing of all AGEP programs.
 - PAESMEM winners (<http://www.ehr.nsf.gov/EHR/HRD/paesmem.asp>)
 - The Presidential Awards for Excellence in Science, Mathematics and Engineering Mentoring (PAESMEM) identifies outstanding mentoring efforts/programs designed to enhance the participation of groups underrepresented in science, mathematics and engineering.
 - Look for winners in your field who can help identify potential faculty candidates.
 - MIT's Technology Review 100 (TR100)
 - This list honors innovators 35 or younger whose technologies are poised to make a dramatic impact on our world.
 - NIH's CRISP database (<http://crisp.cit.nih.gov/>)
 - Look for people who have obtained R25 or T32 mentoring grants

- Other ADVANCE Schools (see http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5383&from=fund or <http://research.cs.vt.edu/advance/index.htm>)
- Sub-organizations among professional societies (see the recruitment toolkit for examples.)
- Various programs which sponsor workshops or programs for graduate students and postdocs who are interested in faculty careers. See, for example,
 - University of Denver Summer Institute (<http://www.du.edu/cme/programsAndEvents/institute/index.html>)
 - Forward to the Professorship (<http://student.seas.gwu.edu/~forward/advance/>)
 - University of Maryland Baltimore County's Faculty Horizons workshop (http://www.umbc.edu/advance/faculty_horizons_workshop_2007.htm)
 - University of California's President's Postdoctoral Fellowship Program (<http://www.ucop.edu/acadadv/ppfp/>)
- Consider hiring your own graduates – create ways for graduates to get experience outside the department (internships, post docs, etc.)
- Include proactive language in the job announcement encouraging candidates to highlight their efforts to address diversity. (See the online toolkit for examples.)
- Consider interviewing more than one woman. Research shows that the likelihood of hiring women increases when more than 1 is interviewed.
- Avoid narrowing the search to one specific narrow research area. Casting a broader net increases the diversity in the candidate pool.
- Generate separate lists, ranking candidates on different criteria such as productivity/fundability, teaching needs, possible collaborations, diversity record, good citizenship. Use these lists to focus discussion of candidates. Different candidates will likely lead different lists, thus increasing the diversity of the candidate pool.
- Maintain personal contact with prospective candidates, even if they decide not to come to your institution. They may be interested in your institution in the future.
- Customize the interview process for each candidate. Ask candidates whom they would like to meet during their interview visit. Provide opportunities for candidates to meet people who might become part of their network across campus. Identifying a community is important for all faculty, particular faculty from underrepresented groups.