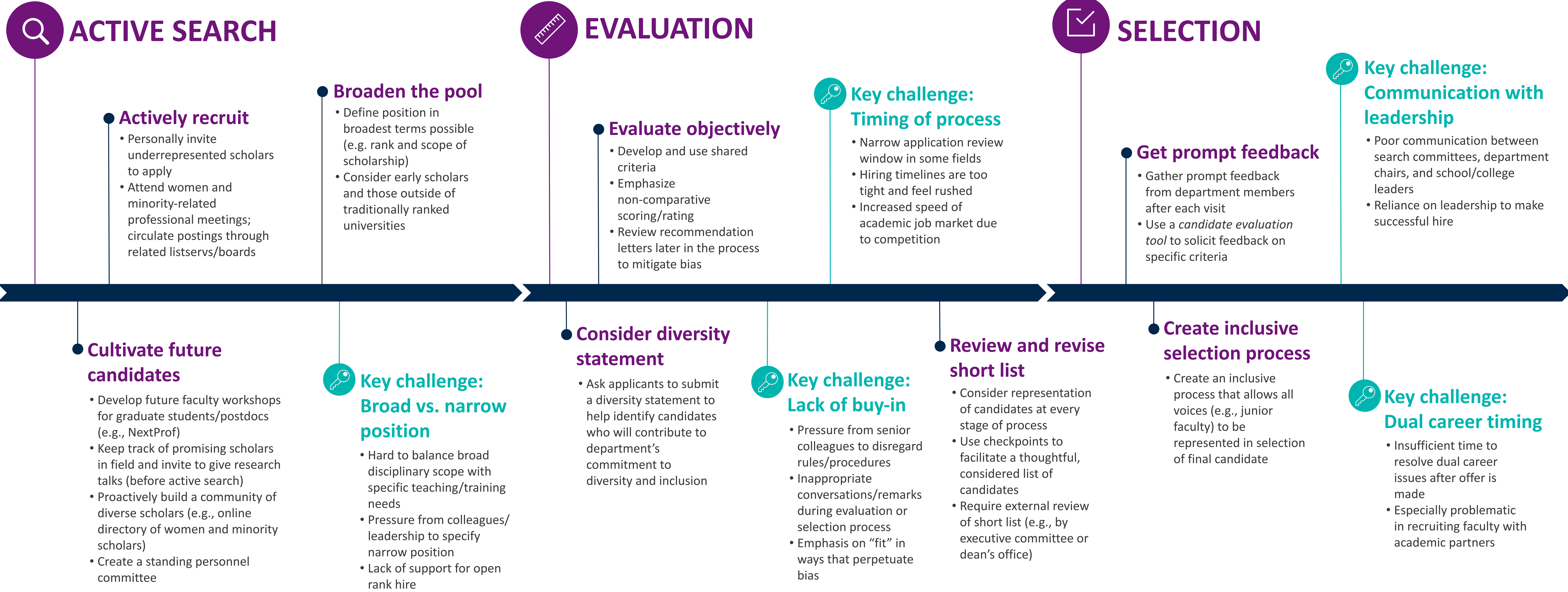


Recruiting for Diversity and Excellence in STEM: Reflections from Faculty Search Committees

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What strategies and tactics do search committees use to recruit diverse and excellent candidates and what key challenges do they face?



Study Background and Design

STRIDE Faculty Recruitment Workshops

- Since 2004, the Committee on Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) has offered campus-wide workshops for faculty members participating in faculty recruitment efforts. The workshops provide background information and concrete advice about practices that make searches more successful (e.g., producing diverse candidate pools).
- Many schools and colleges at U-M require attending a STRIDE workshop in order to participate on a search committee.

Study design and sample

- We invited ~100 chairs and members from ~50 search committees undergoing faculty searches in the 2017 academic year.
- We purposefully chose search committees located in units that required STRIDE workshop attendance to explore their adoption of the recommended practices.
- We interviewed 29 search committee members/chairs from 26 committees.
- 11 committees were located in STEM, 15 in the social sciences or humanities.
- Interviews were conducted by an ADVANCE research staff member and lasted approximately 45 minutes. Participants were asked a series of open-ended questions about their committee's activities during the search process.

Implications for STEM Departments

The STRIDE workshop model works!

- Interviewees adopted many recommended strategies, tactics, and resources from the faculty-led STRIDE workshops, and also adapted them to fit their departments' needs.
- Interviewees were able to articulate the benefits of STRIDE practices in helping their departments recruit a diverse and excellent faculty.

Strategies for navigating tensions and challenges

- Anticipate and prepare for key challenges before search begins.
- Challenges can serve as a mechanism for rethinking and transforming common practices (e.g., moving application deadlines).
- Articulating and affirming a shared departmental commitment to diversity and excellence can help address many of the key challenges identified in our study.

Focus on promising practices

- The practices identified by interviewees were successfully implemented across a variety of departments and disciplines.
- Many of these strategies were developed and implemented in departments where women and minorities are persistently underrepresented.
- In addition to the specific strategies highlighted by our interviewees, the ADVANCE Program at U-M has identified many more evidence-based strategies to improve the faculty recruitment process.

Resources from the ADVANCE Program at U-M

The following resources are easily accessible on our website: www.advance.umich.edu

- Information about STRIDE Faculty Recruitment Workshops, including workshop slides, sample candidate evaluation tool, lists of best practices, frequently asked questions, and more
- Comprehensive handbook for faculty searches and hiring
- Compilation of scholarly literature informing the faculty search process (organized and tagged by theme)

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