Many schools and colleges at U-M require attending a STRIDE workshop in order to participate on a search committee. Since 2004, the Committee on Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) in STEM has identified many more evidence-based strategies to improve the faculty recruitment process. The practices identified by interviewees were successfully implemented across a variety of departments and disciplines. Interviewees were able to articulate the benefits of STRIDE practices in helping their departments recruit a diverse and excellent faculty.

The STRIDE workshop model works!
- Interviews 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.

Key challenge: Communication with leadership
- Poor communication between search committees, department chairs, and school/college leaders
- Reliance on leadership to make successful hire

Active search
- Actively recruit
  - Personally invite underrepresented scholars to apply
  - Attend women and minority-related professional meetings; circulate postings through related listservs/boards

Broaden the pool
- Define position in broadest terms possible (e.g., rank and scope of scholarship)
- Consider early scholars and those outside of traditionally ranked universities

Evaluate objectively
- Develop and use shared criteria
- Emphasize non-comparative scoring/rating
- Review recommendation letters later in the process to mitigate bias

Consider diversity statement
- Ask applicants to submit a diversity statement to help identify candidates who will contribute to department’s commitment to diversity and inclusion

Key challenge: Timing of process
- Narrow application review window in some fields
- Hiring timelines are too tight and feel rushed
- Increased speed of academic job market due to competition

Review and revise short list
- Consider representation of candidates at every stage of process
- Use checklists to facilitate a thoughtful, considered list of candidates
- Require external review of short list (e.g., by executive committee or dean’s office)

Create inclusive selection process
- Create an inclusive process that allows all voices (e.g., junior faculty) to be represented in selection of final candidate

Key challenge: Dual career timing
- Insufficient time to resolve dual career issues after offer is made
- Especially problematic in recruiting faculty with academic partners

Cultivate future candidates
- Develop future faculty workshops for graduate students/postdocs (e.g., NextProf)
- Keep track of promising scholars in field and invite to give research talks (before active search)
- Proactively build a community of diverse scholars (e.g., online directory of women and minority scholars)
- Create a standing personnel committee

Key challenge: Broad vs. narrow position
- Hard to balance broad disciplinary scope with specific teaching/training needs
- Pressure from colleagues/leadership to specify narrow position
- Lack of support for open rank hire

Implications for STEM Departments
- 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.

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 purposely 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.

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 videos, 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)
  - Contact information: advanceprogram@umich.edu
    - 734.476.3930, phone
    - 734.476.6112, fax

ADVANCE Program
University of Michigan
1214 S. University Avenue
Ann Arbor, MI 48104-2500