STRIDE:
STRATEGIES AND TACTICS FOR RECRUITING TO IMPROVE DIVERSITY AND EXCELLENCE

University of Michigan ADVANCE Program

April 2013

What is the STRIDE Committee?

- ADVANCE Program at Univ. Michigan began with an NSF institutional transformation grant and initially focused on women in STEM.

- PI and director, Abby Stewart (Psychology)

- Since 2006, the program has been funded by the Provost, focuses on all faculty and all fields, and works on:

  - Recruitment, retention, climate and leadership

- The STRIDE committee focuses on faculty recruitment with 12 faculty members drawn from all over the university.

STRIDE's Approach

- Data-based approach to developing expertise
  - Climate study
  - Literature
  - Study and discussion
- Identify problematic practices in recruiting
- Identify beneficial practices
- Communicate
  - Belief that faculty will be most receptive to learning about issues of gender and diversity from colleagues they already respect as researchers
- Institutionalize beneficial practices when possible

STRIDE workshops

- 2 hour workshop that covers concepts of
  - Lack of critical mass
  - Schemas (stereotypes) about race, gender, sexuality
  - Evaluation bias
  - Accumulation of disadvantage
  - Effects on faculty hiring and faculty careers
  - Steps we can take

- 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.
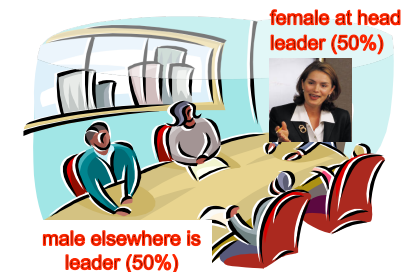
Identical Application Packages

Karen

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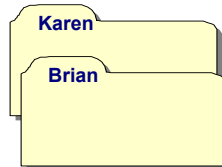
Moss-Racusin, Dovidio, Brescoll, Graham, & Handelsman (2012). PNAS.
Steinpreis, Anders, & Ritzke (1999). *Sex Roles, 41(7/8), 509-528.*

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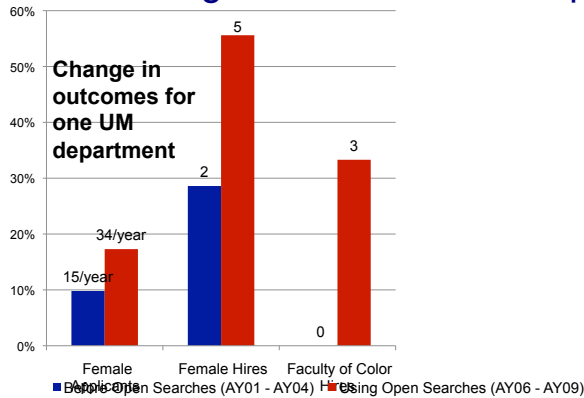
Impact of Schemas on Leadership

• With single sex groups, person at head is identified as the leader.

• With mixed sex groups, a different outcome is observed.

male at head leader (100%)

female at head leader (50%)

male elsewhere is leader (50%)

Porter & Geis (1981). *Gender and nonverbal behavior (pp. 39–61). New York: Springer Verlag.*

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Examples of recommended practices:

Job Descriptions and Open Searching

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

Change in outcomes for one UM department

60% 50% 40% 30% 20% 10% 0%

34/year

15/year

Female Applicants — Before Open Searches (AY01 - AY04)   Female Hires — Using Open Searches (AY06 - AY09)   Faculty of Color

2   5   0   3

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

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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						

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

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Does STRIDE work?

- Deans of engineering and LSA require faculty serving on search committees to attend

- ~ 50% of all engineering and LSA faculty have attended since 2004, and ~ 25% since 2008

- Many faculty report better, and less-biased, discussions of candidates

- Reduced discussion of spouses, children, and other inappropriate topics during the search

- Increased numbers of women and, in some departments, URM faculty