

## **WISEST INITIATIVES / *SUCCEED***

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# **SUCCEED** Committee

**Supporting UIC's Commitment to a Community of  
Excellence, Equity & Diversity**

**Mathematics, Statistics, and Computer Science  
Faculty Search Committee Workshop  
Tuesday, September 9, 2008**

# Who We Are

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- **Constantine Megaridis**, Chair  
Mechanical and Industrial Engineering
- **Sharad Laxpati**, Co-Chair  
Electrical & Computer Engineering
- **Mark Adams**  
Physics
- **Cynthia Jameson**  
Chemistry, Chemical Engineering
- **Martin Newcomb**  
Chemistry
- **Ludwig Nitsche**  
Chemical Engineering
- **8 additional facilitators from S & E departments**



# SUCCEED's Mission

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Supporting UIC's Commitment to a Community of Excellence, Equity & Diversity

To support UIC's commitment to creating a community of excellence, by assisting **search committees** identify, recruit & hire talented and diverse faculty

# UIC WISEST Efforts

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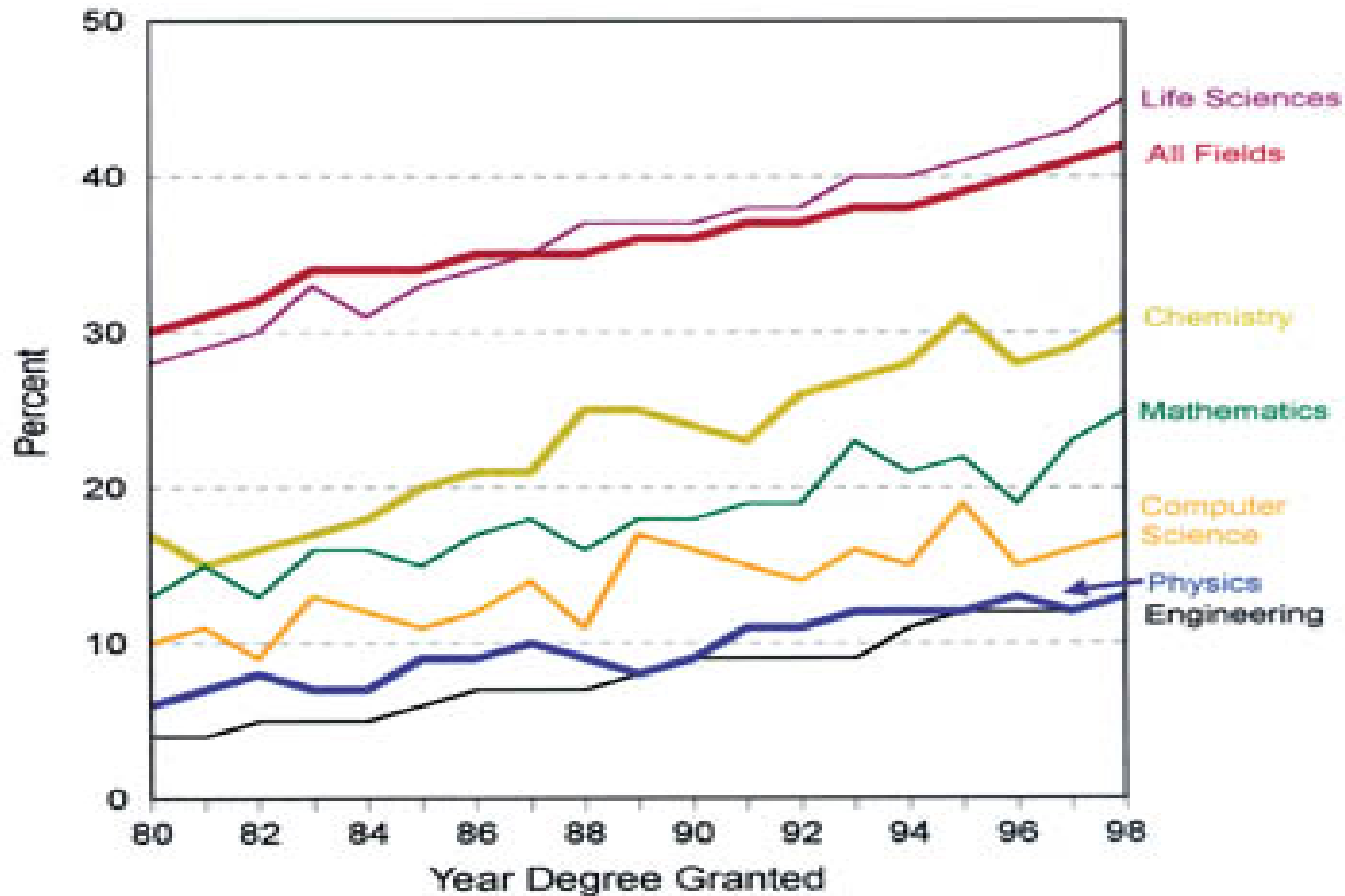
- NSF & UIC funded initiative since 9/03
- Provost chairs the Executive Committee comprised of Deans, VC for Research, VP for Faculty Affairs & other campus leaders
- WISEST Facilitators from 11 S&E Departments
- Departmental action plans, start-up packages for women faculty, WISEST Postdoc program
- Activities:
  - Data gathering
  - Leadership seminars
  - Policy Recommendations
  - Faculty Search Committee training

# What's the Issue?

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- Over the last thirty years, the proportion of women PhDs in the pipeline has been increasing steadily (e.g., chemistry 1/3)
- There has not been a commensurate increase in the percentage of women in tenured/tenure track and leadership positions in US academic science and engineering departments

## Percent of PhD's Earned by Women in Selected Fields, 1980 to 1998



(Compiled by AIP Statistics. Source: NRC *Summary Report*, various years. The data cited for physics PhDs earned are from the AIP *Enrollments and Degrees Report*.)



# Common Beliefs

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- We simply hire the best available faculty based on objective assessment of their accomplishments; the gender or race of the candidate doesn't matter
- If women behaved like men, they would succeed at the same rate
- Discrimination is only practiced (actively) by a small set of ignorant people



# Common Perceptions

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- The lack of women in leadership positions will fix itself over time
- Since many of the problems encountered by female faculty are minor, recent emphasis on remedies to improve the climate is an over-reaction

# What the research shows...

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- Unconscious gender-based assumptions and stereotypes are deeply embedded in the patterns of thinking of **both men and women**
- Women (and work performed by women) consistently receive lower evaluations than men (and work performed by men) by **both men and women** evaluators
- These cumulative disadvantages impede women's progress toward full participation in academia

# Concepts that Search Committees Must Understand

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- Lack of Critical Mass =>
- Gender Schemas =>
- Evaluation Bias =>
- Accumulation of Disadvantage

# Lack of Critical Mass

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- When women make up  $\geq 30\%$  of an applicant pool, individual women are judged more positively by evaluators

Heilman & Stopeck (1985). *Journal of Applied Psychology*, 70, 379-388

- When women make up  $\geq 30\%$  of a work group, their work is judged more positively by evaluators

Heilman (1980). *Organizational Behavior and Human Performance*, 26, 386-395

- When there are fewer women (or minorities), stereotypes (schemas) have more influence in evaluation

Valian (1998). *Why so Slow? The Advancement of Women*

# What are Gender Schemas?

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- Non-conscious hypotheses about sex differences that guide everyone's perceptions and behaviors
- Expectations or stereotypes that define "average" members of a group
  - Men are instrumental, task-oriented, competent
  - Women are nurturing, emotional, and care about relationships
- Schemas are necessary
- Both men and women have the same schemas
- Problems arise when schemas that define the aggregate, influence the evaluation of an individual's capability and their work:  
**Evaluation Bias**

Valian, 1998, *Why So Slow? The Advancement of Women*, MIT Press

# Schemas in Action: Competency Bias

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- “Blind” auditions can explain 30% of the increase in female proportion among new hires, and possibly 25% of the increase in the percentage of females in orchestras from 1970 to 1996.

Golden, C & Rouse, C (2000). Orchestrating impartiality: The impact of “blind” auditions on female musicians. *American Economic Review* 90, 715-741

- University psychology professors prefer 2:1 to hire “Brian” over “Karen” even though the application packages are identical

Steinpreis, Anders & Ritzke (1999). *Sex Roles*, 41, 509

- Letters of recommendation for **women hired** at a large academic medical center **differ systematically** from those for **men hired**. They were shorter and used gender terms & stereotypic adjectives. They had more grindstone adjectives and fewer standout adjectives

Trix and Psenka (2003). *Discourse & Soc* 14:191

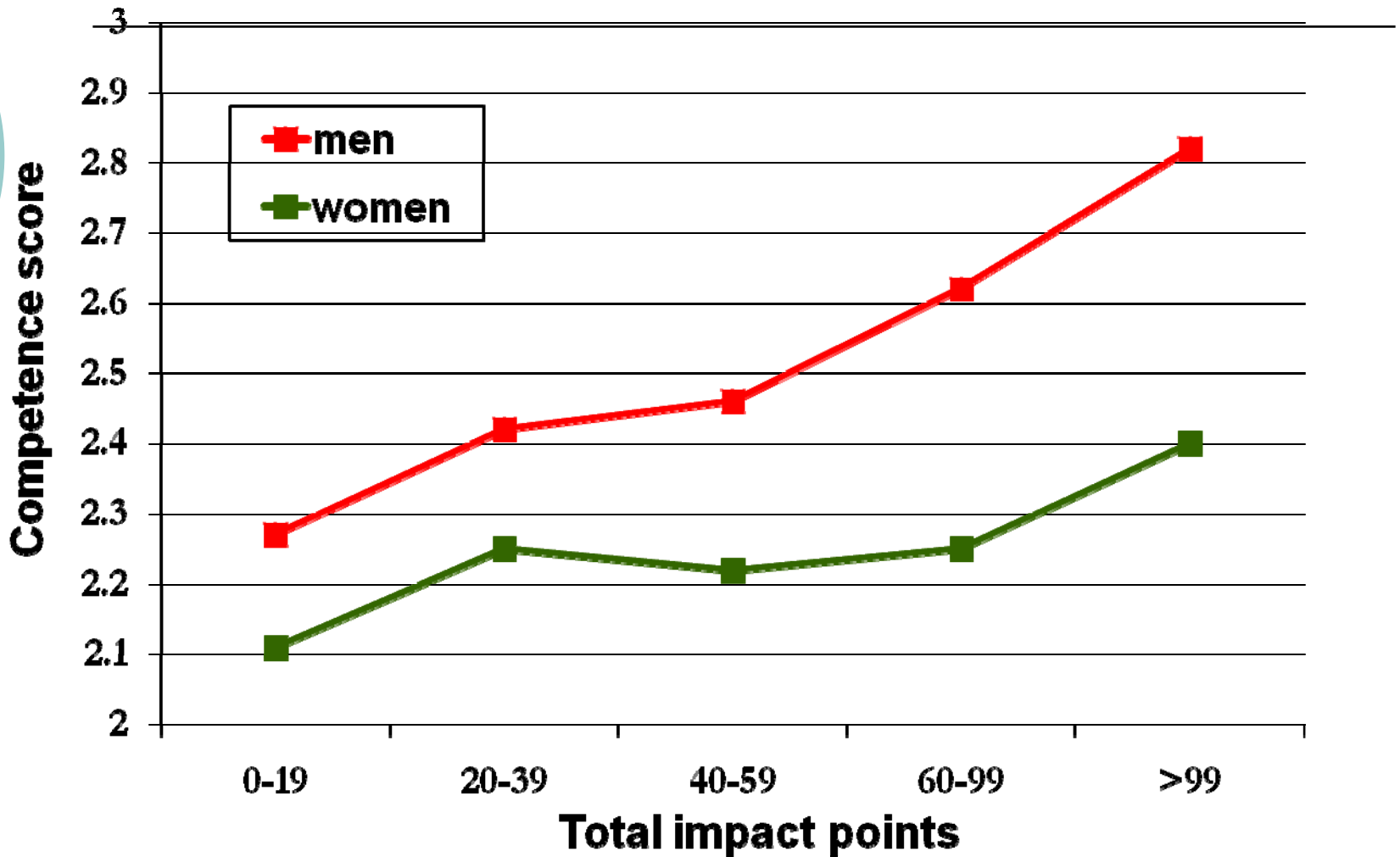
# Schemas in Action: Competency Bias

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## Swedish Postdoc study:

- 114 applications for prestigious research postdocs at the Swedish MRC (52 women; 46%)
- 4 of 20 (20%) went to women
- Standardized metric developed based on publication record, research plan, etc. => impact points

Wenneras & Wold (1997). *Nature* 387, 341



Wenneras & Wold (1997), *Nature* 387, p. 341

# What Can Search Committees Do?

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## Faculty Search Toolkit

- Procedures and recommendations

## “Supply side”

- Proactive approach to recruiting outstanding faculty applicants (case history – Chem and ChE faculty searches)

# What Can Search Committees Do?

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## Before the Search:

- **Department Head should ensure that the committee members are sensitive to gender and diversity issues**
  - Ensure that members are aware of the self-study data
  - Familiarize committee members with research findings on gender schemas, critical mass & evaluation bias
  - Discuss what have been some obstacles to increasing diversity in the department in the past
  - Develop strategies for ensuring a diverse pool and shortlist

# What Can Search Committees Do?

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## During the Search:

- Word the position description so that it conveys the College's commitment to excellence, equity & diversity
- Engage in **active recruiting** for a diverse applicant pool. Function as a Search Committee, not a Letter-Opening Committee.
- Consider women and minorities who are 'underplaced.' Avoid triage by pedigree.

# What Can Search Committees Do?

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- Avoid discussing individual candidates before an aggregate preferred list is compiled
- If possible, have >1 woman (minority) on the short list; schemas will have less power
- Spend sufficient time evaluating each applicant; schemas have less power when more time is spent evaluating a candidate.
- Provide an opportunity for women (minority) candidates to talk to other women (minority) faculty, not on the search committee

# What Can Search Committees Do?

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- Know about UIC support policies & programs & provide a handout outlining these to **all** faculty candidates
- Know about UIC support units

# What Can Search Committees Do?

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## When search is complete:

- Search Committee Chairs debrief with administrators on the search process:
  - What worked well
  - What were the challenges
  - What kind of support would have helped facilitate the committee's work

# Our Message in Brief

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- ❑ Unconscious assumptions and their influence on faculty candidate evaluation do persist and have been shown to contribute to gender inequity in academia
- ❑ UIC is joining top research institutions across the country in formalizing faculty search committee training and procedures
- ❑ We are prepared to share research findings on these issues and assist in Search Committee training

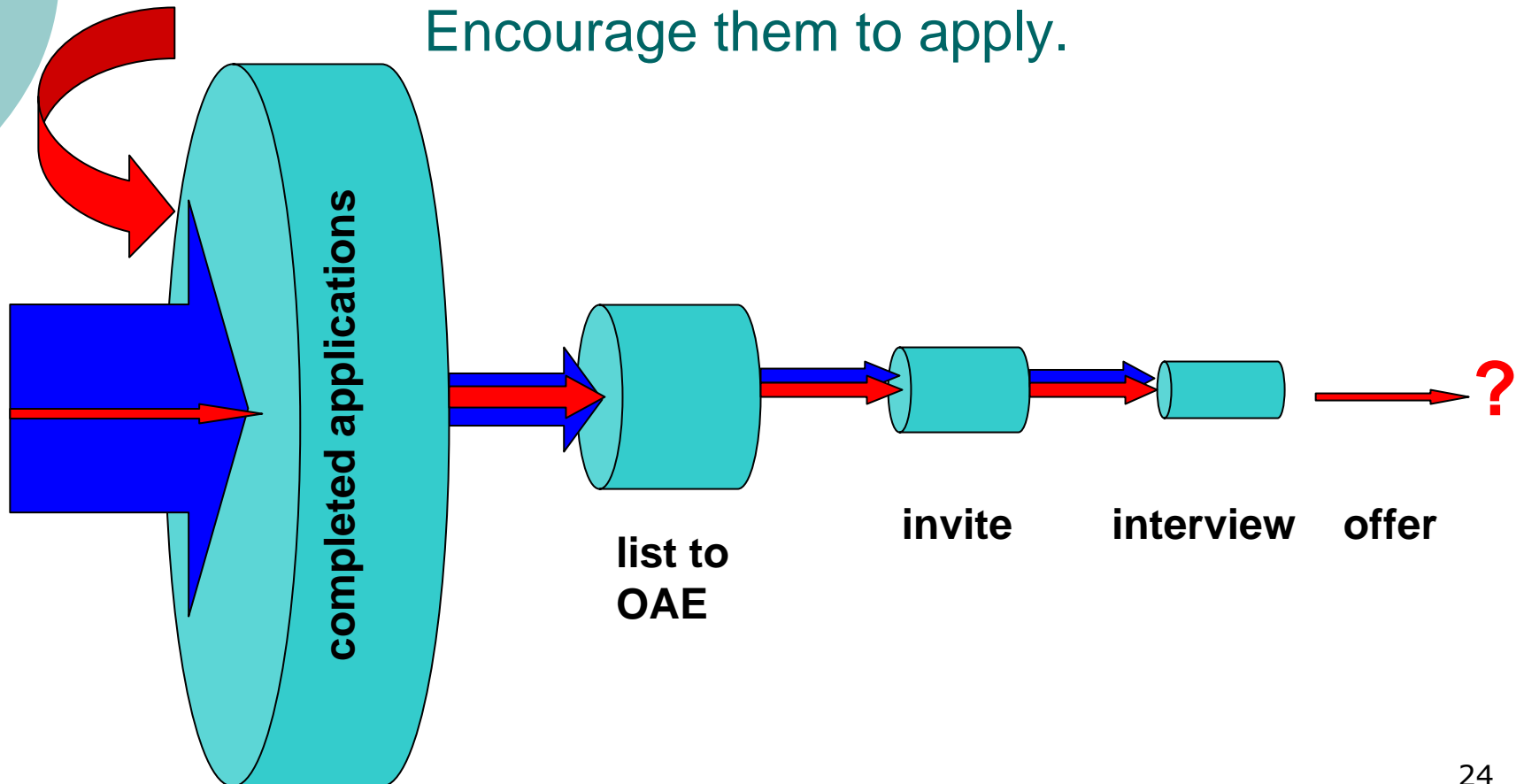
# Search for Faculty in Chemical Engineering 2006-2007 and Chemistry 2007-2008

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- Plan
- Process
- Results
- Post-mortem

# Plan

Desired attributes of the hiree are well-known.  
Look for females high in those attributes.  
Encourage them to apply.



# Process

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## **1. Get names of leads:**

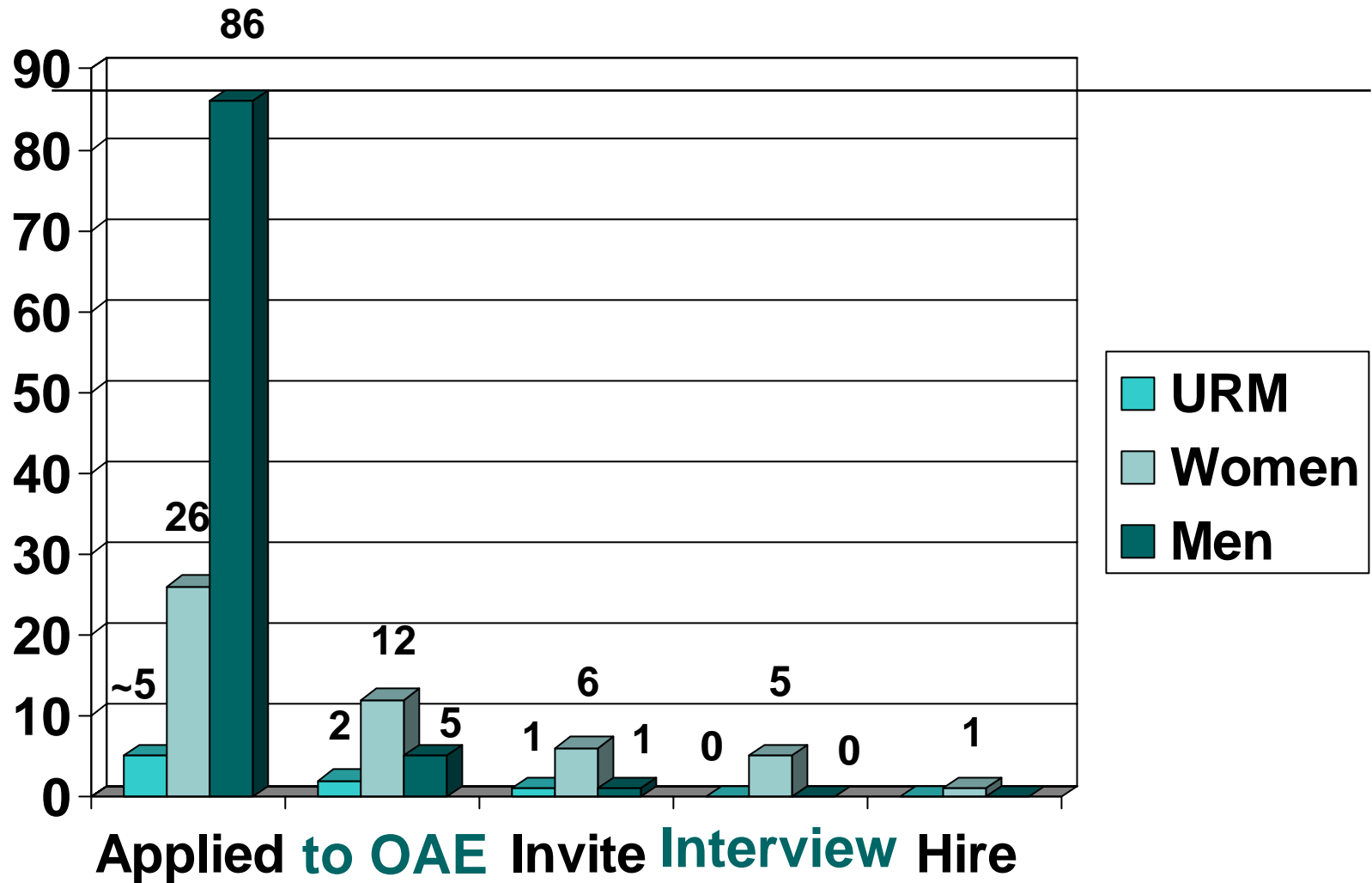
- a. Top 40 Depts list, personal calls to colleagues, e-mails with WISEST appeal to female faculty, look in web pages for female postdocs/senior grad students
- b. Faculty candidate postings: CACHE, AIChE “Meet the Faculty Candidates Poster Session”, COACH workshop list

## **2. Google the leads for CVs, publications, awards, presentations.**

## **3. Turn leads into applicants**

- a. Personalized e-mails, phone calls to leads
- b. Interviews at AIChE

# Results: Chem E



## Chemical Engineering Search

# Post-mortem Chem E

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## What factors contributed to final outcome?

- **Committee members bought into the plan and participated enthusiastically.**
- **Personalized e-mails**
- **Full-court-press one-on-one meetings at AIChE**
- **Applications solicited from highly qualified women raised the bar for male applicants**
- **Friendly, well-organized interviews**

# The Search for Faculty in Chemistry 2007-2008

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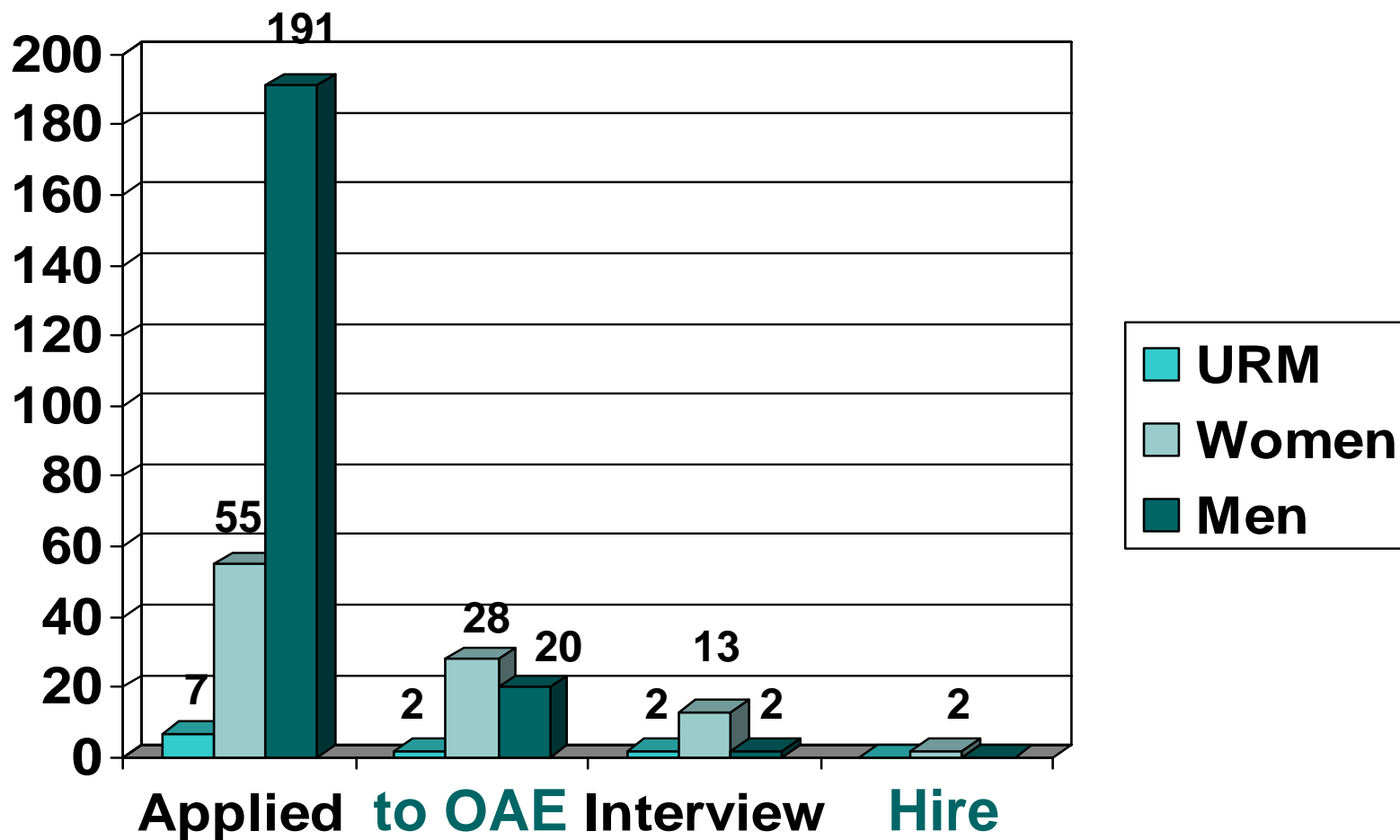
- Dean of LAS authorized a search for one, possibly two hires
- Two sub-committees each with a WISEST facilitator
- Pro-active search plan that worked for ChemE accepted by great majority of members

## Personalized recruiting (CJJ) example

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- Invited **18** highly-qualified women to apply [10 from the COACh list of 50 Chem women post-docs interested in academe]
- Of these 18, **7** completed applications [2 from COACh] **all** of whom were on the list sent to OAE
- **4** of these 7 were among the 10 women invited to interview.

# Results



**Department of Chemistry Search**

# Post-mortem Chemistry

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## What factors contributed to final outcome?

- Chemistry Search Committee members (especially new faculty) bought into the idea that high quality women candidates could be influenced to apply to UIC
- Some effort by most members in getting women into applicant pool
- WISEST template for candidate profile adopted by some members of Com A helped focus on factual across-the-board comparisons
- Applications solicited from highly qualified women raised the bar for comparison with male applicants

## What other factors contributed?

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- WISEST pressure coming from so many angles: from individuals and the SUCCEED group, from discussions with Chemistry faculty, from discussions with the administration about Chemistry faculty, from WISEST and LAS-sponsored presentations about searches: SUCCEED presentation at LAS heads meeting, Mo-Yin Tam's dramatic vignettes, LAS Diversity Roundtable
- An executable plan ending with a pool containing many strong women candidates

## What other factors contributed (continued)?

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- Dean's influence: Chemistry might be able to hire 2 new persons, but the Dean made it clear that the only way they could do that would be to have women or minority hires
- New faculty members in Chemistry appear to have a much different attitude than the Old Guard
- Provost's pressure/influence, e.g., the requirement that the Head list his "Affirmative Actions" on annual report
- The wide distribution of the WISEST Search Toolkit to search committees by SUCCEED, by OAE, by LAS Dean's Office
- WISEST Facilitators serving on search committees

# Today's Message

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- **There are excellent women and minority faculty candidates out there**
- **Pro-active recruiting works to ensure a critical mass of otherwise under-represented groups in the applicant pool**
- **Once you have them in the applicant pool, then carry on as usual and hire the “best”**