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.

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.

Moss-Racusin, Dovidio, Brescoll, Graham, & Handelsman (2012). *PNAS.*

Examples of recommended practices:

Job Descriptions and Open Searching

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

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

Change in outcomes for one UM department

| Change in  | 34/year | 20 | 5 |
| Change in  | 15/year | 0  | 3 |

Female  | Female Hires | Faculty of Color |
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<tr>
<td>Open Searches (AY01 - AY04)</td>
<td>Using Open Searches (AY06 - AY09)</td>
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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:

- 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

http://www.umich.edu/~7eadvproj/CandidateEvaluationTool.doc
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