

Recruiting Diverse and Excellent Faculty

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Relationship of DIVERSE Faculty to EXCELLENCE?

- Access to wider range of talent
- Diverse viewpoints can lead to more creative and better outcomes
- Has positive impact on *all* students
- Part of UC's fundamental mission to serve all

Herring, *American Sociological Review*, 2009.

Chang et al, *Compelling Interest*, Stanford U. Press, 2003.

ACE and AAUP, *Does Diversity Make a Difference?*, 2000.

Smith et al, *Diversity Works*, AACU, 1997.

What are the barriers to diversity and excellence?

- Meaning of “diversity”
- Complex legal landscape:

Affirmative Action
Relates to *OUTREACH*

Prop. 209
Relates to SELECTION

- Myths around diversity
 - Weak pipeline
 - Pedigree (institution, advisor, ...)
 - “I’m not biased”
 - <https://implicit.harvard.edu/implicit/demo/>
- Differences can lead to discomfort
- Cultural inertia

Effective Recruiting Practices

- Appoint a search committee that represents a diverse cross section of the faculty.
- Strive to increase representation of applicants from underrepresented groups in your applicant pool.
 - Advertise to a broad audience. Include postings targeted at women and minority groups.
 - Consult personally with colleagues and/or faculty groups to identify potential applicants from diverse backgrounds.
 - Utilize directories and rosters of prestigious fellowship programs at both pre- and post-doctoral levels, including those that support individuals from diverse backgrounds.
 - Check the diversity of your pool periodically.
- Give all candidates the same information, such as <http://facultyequity.ucsd.edu/Faculty-Applicant-C2D-Info.asp>
- Develop evaluation criteria early and apply consistently.
- Insist on the evidence. Require faculty members to back up statements and opinions with facts and evidence.

Factors to Consider in Evaluating Contributions to Diversity*

- Level: Different expectations for junior vs. senior
- Teaching and Service: Past Efforts
 1. What is the extent of personal and sustained effort?
 2. Does the applicant describe past experience, demonstrated skills or cross-cultural abilities to effectively work with a diverse campus community?
 3. Has the applicant described how their past activities align with divisional or UC San Diego needs in advancing diversity?
 4. Is there a demonstrated impact of past activities?
 5. Has the applicant taken a leadership role in their past activities?

* <http://facultyequity.ucsd.edu/docs/Factors-to-Consider-in-Evaluating-C2D.pdf>

Teaching and Service Plans

1. Is there evidence the applicant understands the needs of UCSD, the division and field with respect to diversity goals?
2. Are the plans well thought out and reasonable in scope for the level of appointment?
2. Do the plans fit with the needs of UCSD, the division and field?
4. What is the role of the applicant in the proposed plans? Does the plan suggest (potential) leadership in diversity activities?
4. Do the plans include proposed outcomes? If so, do they have a reasonable chance of success?

Research

1. Has the applicant, in addition to their primary field of research, made research contributions to understanding the barriers facing women and under-represented groups?
2. Does the applicant bring to their research the creative critical discourse that comes from their non-traditional educational background or experience as a member of a group under-represented in higher education?
3. ...

Conclusion

“Diversity should also be integral to the University's achievement of excellence. Diversity can enhance the ability of the University to accomplish its academic mission. Diversity aims to broaden and deepen both the educational experience and the scholarly environment, as students and faculty learn to interact effectively with each other, preparing them to participate in an increasingly complex and pluralistic society. Ideas, and practices based on those ideas, can be made richer by the process of being born and nurtured in a diverse community.”¹

Adding diverse people to this campus does not automatically create an inclusive environment. Sustainable efforts, commitment and significant measures are necessary to strengthen the benefits of diversity ensuring all members of the academic community feel respected, included and valued.