

## **EEB Faculty Search Process Procedures (May 2, 2016)**

The Diversity Committee recommends that faculty search committees closely follow the recommendations in STRIDE's Handbook for Faculty Searches and Hiring:

<http://advance.umich.edu/resources/handbook.pdf>

This document is based on careful analysis of the available literature and recommends best practices for conducting effective searches. STRIDE is the university's committee on Strategies and Tactics for Recruiting to Improve Diversity and Excellence.

In addition, we propose the following changes to current departmental faculty search procedures. EEB has made progress in diversifying our faculty in terms of gender, but we have not made similar gains in terms of ethnic and racial diversity. We strongly recommend that our efforts should be focused on increasing the faculty in terms of ethnic/racial diversity.

We need a diverse group of faculty to attract and retain a diverse group of undergraduate and graduate students and postdoctoral research associates in ecology and evolutionary biology. We also need a diverse group of faculty to enhance the creativity and productivity of our research programs.

We propose the following changes to our current faculty search procedures and welcome feedback from all faculty. We hope to produce guidelines that will improve the current process.

### **Make the job description broad**

We recommend that whenever possible, EEB conducts broadly-defined searches. Many scientists from underrepresented backgrounds are attracted to interdisciplinary work, so if we use the standard job description, we may exclude talented scientists. We recommend:

- expand, whenever possible, exemplary research foci (e.g., urban ecology, health genetics) to include topics that may not be historically included in our self-definition, but that may attract a broader interest base (even if our self-definition may have to be expanded).
- include statement about EEB's commitment to ethnic and gender diversity in the job description
- faculty vote on whether the job ad meets the Diversity Committee's criteria for enhancing diversity

The diversity committee is available and willing to help with the wording of the job description.

We also recommend that EEB requires candidates to provide a statement of commitment and experience with diversity, equity and inclusion in their application materials.

At the faculty meeting on April 18, many faculty want to ask job candidates to give an informal "chalk talk" about their future research directions in addition to their formal seminar, so this addition should be added to the information provided to applicants.

## Ensure a diverse pool of applicants

We should be using our professional networks to identify suitable candidates and we should start on this process even before the official job advertisement is posted in early Fall semester. We recommend:

- email the job position to recipients of NSF Postdoctoral Fellowships who fit the position and encourage them to apply (*there is no listserver here, EEB needs to make one*)
- email the job position to targeted postdoctoral fellows identified from professional networks and encourage them to apply
- advertise the job position in *Ecolog-L* and *Evol-Dir* as well as more broadly including:  
<http://sacnas.org/professionals/opportunities>  
<https://www.academicdiversitysearch.com/>  
<http://www.minoritypostdoc.org/view/jobs.html>  
<http://manrrs.org/our-programs/>
- look at Diversify EEB (Meg and Gina's initiative) and identify candidates who fit the position to apply

The diversity committee is available and willing to help the search committee with these efforts to attract a diverse group of scientists to apply for our faculty positions.

## Define targets for a diverse applicant pool

### Ultimate goal

33% percent of domestic applicants in our applicant pool should be from broadly defined underrepresented ethnic groups (African Americans, Latinos/as, Asian Americans, Native Americans, Pacific Islanders, Middle Eastern Americans) and 50% of the total applicant pool should be women. These target numbers are based on the undergraduate population at UM, NSF statistics about ethnic composition of current graduate students and postdocs in the biological sciences, and Michigan and United States populations. We realize that US universities are not training this number of PhDs in ecology or evolutionary biology, so our immediate goals are more modest.

### Current goal

Based on NSF data on doctorates awarded (see below), we recommend that our goal is to have a target of 6% domestic underrepresented minority applicants in ecology and evolutionary biology faculty searches. For this purpose domestic underrepresented minorities are defined as Black or African American, Hispanic or Latina/o, and American Indian or Alaska Native. This 6% target should be revised upwards in future years, as US universities train an increasingly diverse group of PhD scientists in EEB and the diversity of the potential applicant pool increases.

Among US citizens and permanent residents who earned PhDs at US institutions from 2010-2014, underrepresented minorities represented a total of 6.4% of degrees conferred in Ecology, and 6.6% in Evolutionary Biology. International students (*i.e.*, non-US citizens and permanent

residents) represented 12.8% and 21.2%, of all PhD degrees conferred in Ecology and Evolutionary Biology, respectively.

Among US citizens and permanent residents who were postdoctoral appointees at US institutions from 2010-2013, underrepresented minorities represented a total of 6.4% of postdoctoral appointees in Ecology. International researchers represented 32.7% of all postdoctoral appointees. Data are not available for Evolutionary Biology. All data are the latest available data from [nsf.gov](https://www.nsf.gov).

At the discretion of the Chair of EEB and the EEB Executive Committee, a search should be delayed or cancelled if the applicant pool does not meet these targets.

### **Choosing long and short lists of candidates to interview**

We should follow STRIDE guidelines on being vigilant about unconscious bias and the challenges of fair evaluations. That document has many concrete steps we can take to reduce these biases including:

- use a holistic review process
- remind faculty about evaluation criteria frequently
- Chair checks in with search committee often
- solicit faculty feedback on long list
- hold a faculty meeting to discuss search committee's proposed short list

### **Candidate interview process**

We should follow STRIDE guidelines to ensure a welcoming environment during the interview and evaluation process, including:

- remind faculty about holistic evaluation criteria frequently, to ensure fair evaluations
- Chair checks in with search committee at multiple stages of the process
- solicit faculty feedback on job candidates
- hold a faculty meeting to discuss search committee's deliberations
- solicit more faculty feedback before faculty vote