Faculty Recruitment Workshop

Presented by Representatives from:
ADVANCE Faculty Affairs and Diversity Office
The Office of Academic Budget and Personnel
Human Resources
Legal Affairs
The Functions of the Search Committee Include:

- Assisting with development of the position description and the criteria for the position
- Developing strategies for finding qualified candidates
- Writing an inclusive job advertisement, selecting appropriate media outlets for advertisement, etc.
- Assisting with development of the recruitment plan
- Conducting an active search for qualified candidates whose appointment would further department and university diversity goals
- Receiving, reviewing, and evaluating the applications of the candidates
- Conducting interviews of the top candidates for the position
- Recommending the final candidate(s) to the chair or dean
Department faculty and staff NOT on the search committee still play a critical role in the search process

FACT!!!!
True or False

- We have to focus on hiring the best

• TRUE!!
But What is “The Best”

If we do not actively recruit a diverse pool of applicants, how will we know we have attracted the best possible candidates to apply?

What are the criteria for the “best?”

What is “best” for the department? The university? The students?

There are multiple dimensions to what the “best” looks like
• An Affirmative Action Plan is the Same as a Diversity Recruitment Plan

• FALSE!!
Campuses are so focused on diversifying faculty that heterosexual white males are experiencing diminished opportunities

•FALSE!!!
Choose the correct answer

- On average **out of 100 full-time faculty members** at four-year colleges:
  - a: 20 are Black; 6 are Hispanic; 2 are Native American
  - b: 12 are Black; 3 are Hispanic; 3 are Native American
  - c: 5 are Black; 4 are Hispanic; 1 is Native American
Correct Answer

- **a:** 20 are Black; 6 are Hispanic; 2 are Native American
- **b:** 12 are Black; 3 are Hispanic; 3 are Native American
- **c:** 5 are Black; 4 are Hispanic; 1 is Native American

Myth or Fact

• There are no qualified women or under represented minorities in our field

• MYTH!!
A search must be **ACTIVE** not Passive

The search committee, as part of its efforts to build its pool, must **ACTIVELY** seek qualified women and minority applicants.

Data is available on the numbers and percentages of women and minority PhD recipients in your discipline.

Such data are available for many fields (science and non-science) from the National Science Foundation’s (NSF) “Survey of Earned Doctorates (SED)” available on its SED Tabulation Engine: [https://ncses.norc.org/NSFTabEngine](https://ncses.norc.org/NSFTabEngine) or from various professional organizations

Contact River Peebles for this data: rrpinkha@uncc.edu; 704-687-0661
Labor Market Availability Data

<table>
<thead>
<tr>
<th>Discipline or Specialty</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>PhD: Educational/Instructional Technology</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>60.66%</td>
</tr>
<tr>
<td>Minority Total</td>
<td>21.54%</td>
</tr>
<tr>
<td>African American</td>
<td>9.67%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>4.4%</td>
</tr>
<tr>
<td>Asian</td>
<td>7.03%</td>
</tr>
<tr>
<td>American Indian</td>
<td>0.22%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0.22%</td>
</tr>
<tr>
<td>Two or More</td>
<td>0%</td>
</tr>
</tbody>
</table>
Yes or No

• Dual career issues tend to impact women more than men

• YES!!!!
Female professors are more likely to have a spouse or partner with a doctoral degree, 54.7% to men's 30.9%

Their partners are also more likely to work in academe, 49.6% compared to 36.3% for male professors

They have less flexibility when looking for a job
HERC- The National Higher Education Recruiting Consortium

As collaborative associations of universities and colleges, HERCs aim to help member institutions work together “to strategically address top recruitment priorities,” including recruiting and retaining diverse and talented faculty and staff and assisting dual-career couples.

HERC: (www.hercjobs.org)

List of HERC Job Syndication Alliances:
https://advance.uncc.edu/sites/advance.uncc.edu/files/media/direct%20employers%20partners.pdf
True or False

- It is best practice to design a candidate evaluation rubric that **directly reflects** the job description and external advertisement

- **TRUE!!!!**
You can alter an evaluation rubric during the faculty search process to incorporate a characteristic/skill that you decide as a committee is important for the search.

• NO!!!!!
Yes or No

• You can google candidates during the search process

• YES........BUT..........
True or False

• I can call references that are “off-list”

• TRUE!!......BUT.......
- When shortening the list of candidates during the search process, "not a good fit" is an adequate documented response when dropping a candidate

- **MYTH!!**
How could somebody with a disability possibly keep up with the demands of a faculty position?

• Do NOT make judgements about what candidates are or are not capable of
Phone Interview or Skype?
Phone Interview or Skype?

• EITHER! ........... BUT....
Be strategic when crafting interview questions
Fact or Myth

• I Know What Implicit Bias Is, and I DO NOT Harbor Any Implicit Biases

• MYTH!!!
Everybody, even the most enlightened individuals who work in the field of diversity, have biases that they are not consciously aware of.

Studies have shown that the more aware you are of these unconscious biases, the less likely they will be to influence your thinking when making decisions.

Take the Implicit Bias Test at Project Implicit to determine your implicit associations about race, gender, sexual orientation, and other topics by taking the Implicit Bias Test at:

https://implicit.harvard.edu/implicit/takeatest.html
“Begin challenging your own assumptions. Your assumptions are your windows on the world. Scrub them off every once in awhile, or the light won't come in.”

-Alan Alda
WE DON’T SEE THINGS AS THEY ARE
WE SEE THINGS AS WE ARE

-Anaiis Nin
Yes or No

- During the campus visit, a candidate brings up the issue of child care, talks about their spouse, or asks a question regarding an issue you as a search committee are legally NOT allowed to ask. Can you engage the candidate in conversation around that issue and/or answer their questions?

- YES!!!
During dinner with a candidate, a faculty member asks a clearly inappropriate question

WHAT DO YOU DO?
Guidelines for Interviewing candidates from The Office of Legal Affairs

Incorporating Diversity Questions Into The Interview Process

It’s a Good Idea
Some Ideas

• UNC Charlotte is committed to building a culturally diverse environment. How would you further this goal?

• How have multicultural issues influenced and/or been a part of your teaching, research and outreach/service?
Consider asking candidates to write a Diversity Statement as part of the application packet.

Remember to add Diversity Statement to the Evaluation Rubric if you do include it in the application.
Questions
What is the difference between Affirmative Action and Diversity?
Diversity has been defined as differences among people, as well as "differences among groups of people." Diversity at UNC Charlotte includes all such differences, which are valued because they contribute to the educational mission of the institution. Affirmative Action is one vehicle we use to help us achieve our faculty diversity goals. Affirmative Action is a program which includes efforts to improve the employment or educational opportunities of members of minority groups or women.

Who is responsible for assuring University meets affirmative action and diversity goals?
Diversity and Affirmative Action are everyone’s responsibility. Although the Human Resources department is charged with legal compliance of all EEO/AA laws and mandates, this can only happen with cooperation from departments and search committees. Since hiring is generally a “bottom up” process, with the members of a search committee defining the pool of candidates and assessing their qualifications, affirmative action and diversity goals will never be achieved without the understanding and commitment of the entire campus community.
POSITION MANAGEMENT PRIMER
TWO MODULES

1) **Position Management Module**
   - Establish the new position (PD is NOT the same as AD format)
   - Write or update the Position Description

2) **Recruitment / Applicant Tracking Module**
   - Posting of PD to websites (UNC Charlotte and HERC of the Carolinas)
   - Applicant Tracking – all stages of hiring process prior to contracting

   - Note: “Full Professor” hires require Board of Trustee pre-approval before a contract may be issued/accepted. Consult with college business officer regarding timeline and ensure candidate is aware prior to resignation from another institution

http://hr.uncc.edu/sites/hr.uncc.edu/files/media/Faculty_PD_Process.pdf
Position Management Module

AA approves a New Position (rank, salary $, department, effective date, etc.)

Position number is assigned by Position Management in the Office of University Budget and Analysis; further reviewed by Grants and Contracts Administration, if needed.

Hiring Department completes Position Description (PD) – newly written or updated. PD does not have the same format or purpose as an external ad:
• PD addresses all hiring compliance factors; must match rank assigned
• External Ad is higher level description (aligns to PD) and draws candidate to the Job Application website

PD undergoes close review: Chair, Dean and Business Officer (all 3). AA completes final review and approves PD as final step in the module.
Position Description: The most critical problems arise because:

- PD details are not fully considered to match true needs
- Applications or candidates are treated/reviewed inconsistently
- Department or search committee wants to change rank or degree requirements based on applicant pool as it develops

Risks if any of the above occurs:

- Search may need to close and be re-posted with corrections. Causes more time to fill, no longer attracts best applicants because they’ve moved on/hired by others
- Failed search declared; one-year passes with ‘substitute’
- Department, college, university reputation questioned
Position Description: Key Elements

• **TYPE of Position** (Faculty or Non-Faculty)
  Accurately suit needs?
  Cannot change this once position is posted/advertised or simply switch from faculty to non-faculty without pre-authorization from AA (e.g. lab managers are moving to non-faculty)

• **Rank or Level**
  Accurately suits needs?
  • **Tenure Track**: Assistant/Associate Professor or Full Professor? Or, Open Rank?
  • **Non-Tenure Track** as Special Faculty Appointments. Note, newly published *Hiring Procedure and Eligibility Requirements* by AA:
    [https://provost.uncc.edu/policies/special-faculty-appointments](https://provost.uncc.edu/policies/special-faculty-appointments)
  • Adjunct Professor (aka Part-time)
  • Lecturer; Senior Lecturer
  • Asst/Assoc/Full Professor as Clinical, Research, or Teaching
  • Professor of Practice; Artist-in-Residence; Executive-in-Residence
Position Description: Key Elements, continued

• **Determine 9-month or 12-month only**
  If 10 or 11 month appointment needed as an exception, then FTE will be reduced accordingly (not the appointment months). Pre-approval required from AA for any exceptions.

• **Credentials and Experience:**
  Type of experience required vs. preferred? Research emphasis needed, or not?

• **Materials required** for interview consideration as a complete application
  Require and verify same set from all candidates selected or applicant is disqualified