Recruiting for Diversity
The URI ADVANCE Faculty Fellows Program

Roundtable Discussion
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ADVANCE Fellow Program

- Based upon successful RIDOT (Rhode Island Department of Transportation) recruitment program
  - Minority tenure track faculty recruitment
  - Civil engineering
  - Achieved and retained two hires at URI
    - One tenured last year
    - The second to go up (with strength) this year
ADVANCE Fellow Program

• Highly successful program to attract female STEM tenure track faculty
• Next steps to institutionalize the program
  – Address diversity along other dimensions such as *first in family to graduate from college*
  – Provide *leadership training for post tenure faculty from underrepresented groups*

References:
• *This Fine Place So Far From Home, Dews & Law, 1995*
• *Strangers in Paradise, Ryan & SacKrey, 1996*
Percentage of female minority tenure track STEM & SBS faculty in 2007-2008 (Number of minority female faculty/Number of female faculty)

- Full professors - 0%
- Associate professors - 29%
- Assistant professors - 15%

RIDOT and ADVANCE “principled” hiring practices at URI are successful.
ADVANCE Fellow / Assistant Research Professor

- Unique prestigious position with faculty status
- First 2 – 3 years for research development
- Reduced teaching and service
- Salary and (partial) startup costs paid by ADVANCE
- Seamless transition to regular tenure-track position
- ADVANCE training and support
- Cohort of hires producing community

9 new women STEM faculty hired as Fellows – several more ADVANCE-influenced hires followed
Components of Success

- Financial incentives to departments created *immediate interest in ADVANCE*
- Prestige of ADVANCE produced *strong applicant pool*
- Leverage – required participating depts. to *participate in climate workshop*
- *Best search practices* taught during searches
- Candidates *meet with group of URI women* for advice, information, etc.
STEM & SBS New Hires AY 2000-01 to 2007-08
(Tenured or Tenure-Track Faculty Only)

Percent Female Hires

Pre-ADVANCE 2000-2003  N=10  30%
Since ADVANCE 2003-2008  N=21  51%
Research Productivity
Comparison of ADVANCE Faculty Fellows and Assistant Professor New Hires

<table>
<thead>
<tr>
<th>Group</th>
<th>N</th>
<th>Total Awards*</th>
<th># awds</th>
<th>Average per investigator</th>
<th>Average per award</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADVANCE Faculty Fellows (2004-2006)</td>
<td>10</td>
<td>$ 2,664,672</td>
<td>24</td>
<td>$ 266,467</td>
<td>$ 111,028</td>
</tr>
<tr>
<td>STEM Women Assistant Professor New Hires (2002-2007)</td>
<td>11</td>
<td>$ 2,636,676</td>
<td>24</td>
<td>$ 239,698</td>
<td>$ 109,862</td>
</tr>
<tr>
<td>STEM Men Assistant Professor New Hires (2002-2007)</td>
<td>19</td>
<td>$ 3,453,824</td>
<td>34</td>
<td>$ 181,780</td>
<td>$ 101,583</td>
</tr>
</tbody>
</table>

* Total Awards are Portion Amounts (amounts credited to each investigator) as reported by the Division of Research and Economic Development at the University of Rhode Island. Annual award reports were summarized from July 2002-September 2007. For assistant professors hired in FY02-03 or FY03-04, awards were included for a 3-year period beginning at the hire date for each investigator. For assistant professors hired in or after FY04-05, awards were included from the hire date through Sept. 2007.
Comparison of Awards Received by ADVANCE Faculty Fellows and STEM Assistant Professor New Hires 2002-2007

- ADVANCE Faculty Fellows (2004-2006): $266,467
- STEM Women Assistant Professor New Hires (2002-2007): $239,698
- STEM Men Assistant Professor New Hires (2002-2007): $181,780
College of Engineering has come a long way!

- 1998-2000: grievance & lawsuit by female faculty member who left URI
- 2000: Diversity Committee re-constituted
- 2005-2008:
  - 1 female Department Chair
  - 9 female faculty (up from 2) including 2 ADVANCE fellows
  - 3 new untenured female faculty had children, 2 took family leave
Faculty Recruitment
Strategies for Success

- BIG financial incentive and open positions created competition among departments for Fellows
- Prestigious position and NSF funding attracted outstanding applicants
- Strong top administrative support was critical
- Climate workshops and continued attention from ADVANCE assured successful transition
- Creating a cohort of new hires produced a sense of community
Challenges

• Negotiating the affirmative action issues and questions about targeted hiring

• Responding to charges of “reverse discrimination”

• Wading through administrative tangles of a unique hiring process

• Ensuring a smooth transition to faculty status

• very expensive – ate up large portion of grant funds
Lessons Learned

- Ensure everyone clearly understands hiring and transition plans
  - offer letter carefully reviewed by ADVANCE
  - Unique hiring paperwork requirements in place ahead of time
  - semi-annual check-ins with Dean/chair
  - strong mentors assigned

- Leverage ADVANCE reputation as much as possible

- Create community through cohort hiring and by providing much opportunity to connect and collaborate

- Ensure administration understands costs and agrees to institutionalization plans from Day 1

- Design similar program funded by the institution, with only partial grant support (e.g., modest supplement to start-ups plus support services)
Faculty Fellows Program

Broader Impacts

- Stellar quality of hires dispelled myths about lack of qualified women or their abilities
- New URI AA/EOE advertisement language approved
- ADVANCE-principled searches in other departments
- Widespread buy-in of ADVANCE program
- New Faculty Orientation work-life information
- Adoption of ADVANCE strategies for training and support of new faculty
- High visibility raised collective consciousness about value of a diverse faculty