

Leadership Institute Hiring, Retention and Spousal/Partner Hires

Overview of Workforce Diversity
Strategies
Michigan State University
Office for Inclusion and Intercultural
Initiatives



Goals and Approach of MSU's Academic Human Resources Program

MSU GOALS

- Increase the diversity of faculty recruited
- Increase the retention of diverse faculty
- Increase the advancement of women and faculty of color
- Improve the work climate for all faculty

Program

APPROACH


- Align academic human resource (AHR) processes and goals (e.g. *faculty search, annual review, RP&T*) at the unit level with the college & university goals/values.
- Adopt/further develop supportive policies and practices (e.g., *mentoring, work-life balance*).
- Increase the “structure” of AHR processes (consistency, ²



Alignment & Structure

- Organizational researchers and consultants agree that:
 - higher alignment of employment policies and practices with an organization's strategic goals and values will lead to greater effectiveness and efficiency in achieving those goals and values (Schneider et al., 2003; Boswell, Bingham, & Colvin, 2006).
 - Increased structure will reduce the operation of bias, and increase the likelihood that decisions will be made based on criteria that will advance MSU and units goals.

Strategies

- Make faculty diversity a priority before a search committee begins its work
 - Build this as a priority for the college/department
 - Consult with faculty so they understand that this is a priority for the university, college, department
 - Get their input on ways to address faculty diversity
 - Understand what they view as challenges and opportunities, and resources, networks, etc.
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Strategies

- The role of the FEA
 - Consult with the FEA early
 - The FEA has access to data through I3 and can advise the search committee on diversity in the applicant pools before they screen for those to move to the next stage of process
 - Have as a part of your strategy for faculty diversity consultation with the FEA as an expectation
 - Engage in an interactive process with the FEA as the search progresses
- Understand the role of bias in the search process

Impact of Bias in the Workforce

- Employment & Race-Coding Names
- Stereotyping (positive or negative)
 - Common cognitive bias
 - Impacts how we evaluate individuals/groups
 - Influences our interactions with them



Job Applications

- Hiring is the most vulnerable stage of employment to racial (and other) bias (e.g. wage setting, promotions, termination decisions)
 - Objective information is limited; discrimination is less easily detected
- Meta-analysis of every field experiment on racial and ethnic discrimination in the labor force from 1989-2015 (n=24)
 - Whites receive on average 36% more callbacks than African Americans and 24% more than Latinos
 - There were no significant changes for African Americans and only modest improvement for Latinos

Source: (Quillan, Pager, Hexel, and Mitboan 2017)

The Role of I3 in the Search Process

- Equal Opportunity, Nondiscrimination and Affirmative Action Program
- Hiring and Employment Practices
 - Prop 2 (Michigan Constitutional Amendment)
- Role of I3 in Hiring Process
 - Monitoring process and diversity (EEO/AAP) efforts
 - Approvals at different points in process
 - Support and liaison to FEAs
 - Retention of records



Generating a Diverse Pool

- Advertise with organizations and publications that will likely yield a diverse applicant pool
- Individual recruitment contacts
 - Search committee members
 - Use your contacts
 - Ask them for recommendations
 - If someone declines a nomination or does not respond to your inquiry, call them
 - Encourage your Dean to contact potential candidates
 - Seek expert advice and assistance

Search Tips

- Avoid holding women, minorities and candidates from institutions other than traditional peers to higher standards.
- Committee members/letter writers can inadvertently/overtly, minimize contributions of women and minorities and unfairly attribute success to mentors and collaborators.
- Be especially vigilant about statements concerning “fit.”
- Do not let the concept of family commitments enter the evaluation.

Adapted from Harvard University, Faculty Development & Diversity, Best Practices for Conducting Faculty Searches, and Michigan State University's Faculty Search Toolkit

Make Faculty Diversity a Priority

- Work with AHR and I3, along with FEAs
 - Access the resources of MSU's Academic Advancement Network, the Diversity Research Network (Office for Inclusion & Intercultural Initiatives), and the Work Life Office
- Plan early!
- Build as an expectation “good faith efforts” to recruit and hire a diverse faculty

