



THE UNIVERSITY OF TEXAS AT AUSTIN
DIVISION OF DIVERSITY AND
COMMUNITY ENGAGEMENT

INCLUSIVE SEARCH AND RECRUITMENT TOOLKIT – AN EMERGING BEST PRACTICE

Dr. Sherri L. Sanders
Associate Vice President for Inclusion and Equity

OVERVIEW

- Inclusive Faculty Search and Recruitment Toolkit
- Importance of Toolkit
- Toolkit in Action – College of Natural Sciences
- Embedding Toolkit within Natural Sciences
- Return on Investment
- Feedback from Toolkit Users
- President Fences Inauguration Quote

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INCLUSIVE SEARCH AND RECRUITMENT TOOLKIT

- Modeled after NSF ADVANCE grant toolkits at peer institutions
- Provides strategies from UT Austin, comparable institutions, and relevant research literature
- Includes hyperlinks for resources and references throughout the toolkit

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TOOLKIT ORGANIZATION

- Before Recruitment Begins
- Planning the Search and Recruitment Process
- During Recruitment
- Evaluating the Recruitment Process
- References and Additional Information

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WHY WAS THE TOOLKIT IMPORTANT

- Alignment with University President's Priorities
- Ability to be respond in a timely manner
- Movement toward a common language and framework across the campus
- Genuine desire for search committee chairs to have access to proven tools
- Lack of compositional diversity among our faculty

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THE "REALLY" IMPORTANT GOAL

- Serve as the conduit for facilitating the conversation and providing strategy development support as we engage in mutually beneficial partnerships with academic leaders in achieving excellence and diversity as mutually reinforcing goals

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TOOLKIT IN ACTION – COLLEGE OF NATURAL SCIENCES

- Situate toolkit within our partnership:
 - College of Natural Sciences combines a support mechanism with accountability system to increase the diversity of the faculty
 - Office for Inclusion and Equity provides department chairs and search committee chairs with the tools to achieve the goals and institutionalize the best practices

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EMBEDDING TOOLKIT WITHIN COLLEGE OF NATURAL SCIENCES

- Foundation within the college's strategic plan:
 - Diversity and inclusion a primary focus
 - Implementation benchmarks, metrics, and explicit connections to Office for Inclusion and Equity incorporated

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EMBEDDING TOOLKIT WITHIN COLLEGE OF NATURAL SCIENCES

- Active and intentional commitment from the dean and associate dean as key facilitators to influence college-wide change:
 - Additional faculty lines available to maximize hiring of faculty committed to diversity and inclusion
 - Literal incorporation of the Recruitment Toolkit into online department chair's handbook
 - Clear expectation that inclusive strategies used throughout search and recruitment process

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PRIOR TO RECEIVING FACULTY LINE INFORMATION

- Department chairs utilize the toolkit to:
 - Develop a draft plan of action for increasing the diversity of their faculty
 - Analyze demographic and equity data and trends, especially those related to recruiting and hiring, to identify current gaps
 - Evaluate past searches to determine successes and challenges

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PRIOR TO PLANNING AND INITIATING THE SEARCH

- Department chairs **and** search committee chairs attend college-wide working meetings facilitated by Inclusion and Equity to:
 - Identify additional ideas for developing an on-going process for actively recruiting a diverse pool
 - Examine best practices to market positions to a larger audience
 - Consider how to seek nominations for strong candidates from colleagues at other institutions
 - Interweave the importance of diversity throughout the job description (a requirement for all job postings)

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PRIOR TO THE APPLICANT SCREENING PROCESS

- All search committee members will:
 - Participate in Harvard's Project Implicit online assessment to identify their own bias
 - Engage in conversations about the impact of cognitive bias in the screening process
 - Identify methods for self correcting one's own bias during the screening
 - Learn how to use screening tools modeled after Michigan's ADVANCE grant evaluation tool

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POST STRATEGY MEETING EMERGING IDEAS

- Additional strategy development support given to specific departments
- Identify types of data most helpful to departments and their search committees
- Develop one-page briefs emerging from toolkit strategies:
 - Highlight best practices implemented by CNS departments
 - Provide more guidance on interweaving the importance of diversity throughout job posting

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RETURN ON INVESTMENT

- Analyze compositional data over a five plus year period to examine impact of strategies
- Note: Inclusion and Equity in-depth partnership launched during 2014 – 2015 academic year

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FEEDBACK FROM UT AUSTIN TOOLKIT USERS

- “Many of the ideas are simple, easy to incorporate into the search process and they work.”
 - Dr. Shelley Payne, Associate Dean for Faculty Affairs, College of Natural Sciences and Professor, Department of Molecular Biosciences
- “Our new hire told us that many of the techniques and strategies we derived from the toolkit were influential in her decision to accept our offer.”
 - Dr. Richard Reddick, Associate Professor, Department of Educational Administration and Faculty Director for Campus Diversity Initiatives

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FEEDBACK FROM UT AUSTIN TOOLKIT USERS

“The toolkit provides search committee chairs with important guidance on how to anticipate and productively manage both those institutional structures or practices and attitudinal or discipline-based biases that have historically been obstacles to achieving diversity objectives in these processes.”

- **Dr. John Yancey, Professor in Art and former Art and Art History Department Chair**

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PRESIDENT GREGORY L. FENVES - INAUGURATION ADDRESS

- “We must continue to make strategic investments in recruiting and developing and retaining outstanding, diverse faculty. On this point, let me be clear that I am fully committed to excellence and diversity as being mutually reinforcing, and we will look to new processes to advance both.”

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TOOLKITS FOR ACADEMIC COLLEGES AND SCHOOLS

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**OFFICE FOR INCLUSION
AND EQUITY**

Dr. Sherri L. Sanders
Associate Vice President for Inclusion and Equity
sherri.sanders@austin.utexas.edu
512.232.2864

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