Diversity is Key to the Success of Arts and Sciences

At this university, both in the classroom and in the research lab, we bring extraordinarily talented people together to create knowledge and to solve problems. Diversity is key to the success of this endeavor.

My life experiences both inside and outside the academy have taught me about the value of diversity writ-large: age, gender and ethnic diversity, as well as the value of diverse ideas and perspectives drawn from different socioeconomic and educational backgrounds, political views, spiritual beliefs and personality styles.

In my own research group, progress occurs in fits and starts but almost always begins with “thinking otherwise” -- a new idea from an unexpected perspective that elicits ”I would never have thought of that” from everyone else!
This can’t happen when everyone comes from similar backgrounds or perspectives. As we strive together to advance knowledge and research within Arts and Sciences, the diversity of our faculty, administrators and student body is much more than a “nice-to-have” -- diversity is imperative for academic excellence.

http://www.fas.columbia.edu/home/about-faculty-arts-and-sciences/diversity-arts-sciences
Arts & Sciences Three Year Diversity Plan 2015/16 – 2017/18

1. Increase representation of Women faculty in fields where underrepresented.
   GOAL: 35% by end of AY 2017-18; 2016 = 31.3%

2. Increase representation of African American, Hispanic/Latino/a and Native American (URM) faculty across all departments.
   GOAL: 10% URM by end of AY 2017-18; 2016 = 9.3%
   Focus special attention on hiring diverse candidates as part of underlying projected steady-state faculty numbers, in addition to incremental Provost supported target of opportunity hires.

3. Enhance faculty development.

10 Year Demographic Comparison:
Undergraduate, PhD, Tenured/Tenure-Track Faculty in Arts & Sciences

Representation of Women faculty increased from 29.1% to 31.3% over 10 year period (2006 – 2016).

n= 182

Representation of URM faculty increased from 6.6% to 9.3% over 10 year period (2006-2016).

n= 52
Findings from A&S Faculty Searches 2016-17: Applicants

Applicant pools for women were smaller than would be expected based on National US PhD data. Ranging from minus 5.5% in Humanities to minus 12.1% in Science.

Applicant pools for URM were much closer to what would be expected. However, attracting larger numbers of URM applicants would help in diversifying the A&S faculty.

Findings from A&S Faculty Searches 2016-17: Finalists (campus interviews)

Overall, Women were selected for interview by a HIGHER proportion than their presence in the applicant pool.

Overall, URM applicants were selected by a SIGNIFICANTLY lower proportion than their presence in the applicant pool. White applicants received a 10.5% BOOST in the finalist pools, while the proportion of URM applicants was reduced by 7.5%
Points of Review in Faculty Search Process:

1. Search Requisition, Ad and Names of Search Committee Members
2. Committee members attend **A&S Faculty Search Committee Briefing**
3. Applicant Pool Data
4. Short List Data (intermediate stage) - **NEW**
5. Finalists’ Data (campus interview)
6. Selectee (Finalist)
7. EO/AA Office Clearance

**Tools and information for Search Committees:**
http://fas.columbia.edu/faculty-search-committee-resources

Best Practices to increase diversity in the applicant pool

- Include wording in ad that highlights department’s interest in diversity (pg. 12-14)
- Recruit through targeted professional organizations, in addition to mainstream outlets
- Review databases for diverse candidates
- Ask colleagues to recommend women and minority candidates, as well as others
- Utilize a diverse search committee (demographics & field)
Fighting Human Nature: Moving from Unconscious to Conscious Faculty Search Practices

### Individual Level

- **Self-Awareness is Essential**
- **Shift to Conscious Thinking** (Kahneman, 2011)
  - **Slow Down & Carefully Review** (Martell, 1991)
  - **Use Inclusion vs. Exclusion Frame** (Hugenberg, Bodenhausen and McLain, 2006)
- **Remain Open-Minded Longer**
- **Model your Research Methods**
  - **Point to Evidence**
  - **Seek to Contradict Possible Implicit Hypotheses**
- **Control for Non-Verbals**

### Process/Committee Level

- **Discuss Committee Ground Rules First**
- **Establish and Maintain a Consistent Set of Criteria**
  (job ad-> CV review->interview-> final selection)
- **Build Accountability and Consistency into your Process**
  - Compare national availability >applicant>short list>finalist pools
  - Be vigilant about common errors (p. 10-11)
  - Double-check your results
- **Provide a Consistent Experience to All Candidates**
Thank You
for the important role you play in faculty recruitment -- shaping the future
of your department
and Arts & Sciences @ Columbia

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