



# **SUCCEED** Committee

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**Supporting UIC's Commitment to a Community of  
Excellence, Equity & Diversity**

**Department of Economics**  
**Faculty Search Committee Training**  
**November 2009**

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# SUCCEED's Mission

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**Supporting UIC's Commitment to a Community of Excellence, Equity & Diversity**

**To support UIC's commitment to creating a community of excellence, by assisting **search committees** identify, recruit & hire talented and diverse faculty and heads**



# Subject of today's presentation

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- Climate and advancement of women in academia during the last three decades – “why so slow?”
- Procedures to ensure an inclusive and effective search

# What's the Issue?

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- Over the last thirty years, the proportion of women PhDs in the pipeline has been increasing steadily
- **BUT** there has not been a commensurate increase in the percentage of women in tenured/tenure track and leadership positions in US academic departments
- The same holds for underrepresented groups, e.g., Native Americans, African Americans and Hispanics

***The underlying issues are important for search committees in general to understand.***

# What is the situation for women in Economics?

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Elinor Ostrom and Oliver E Williamson

that is, besides the fact that Prof. Elinor Ostrom shared the 2009 Prize in Economic Sciences in memory of Alfred Nobel

# Good news: Economics pipeline not very leaky

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- The female share of 1st year students in economics Ph.D. programs went from **30.9 %** in 1996-7 to **31.45 %** in 2005-6, very close to the share of women undergrad economics majors.
- The female share of new Ph.D.'s increased from **24.55 %** to **31.9 %** in the same time periods.

**Based on CSWEP survey data.**

# Good news: % female among new hires keeps improving

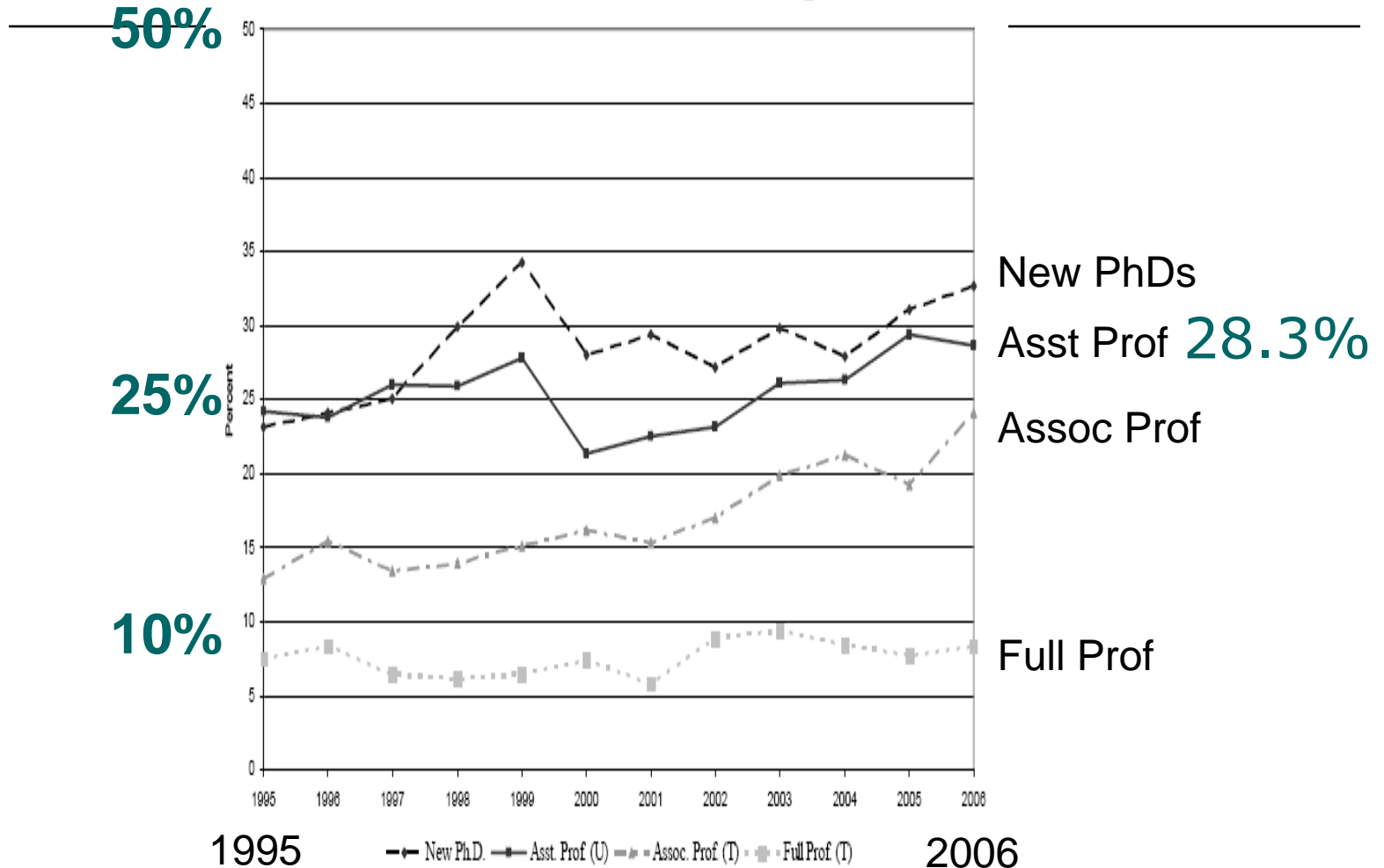
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- In 2006 women constituted **30.1%** of new hires in U.S. Ph.D.-granting departments and **43.2%** in non-Ph.D.-granting academic programs.
- Women constituted **30.7%** of newly minted Ph.D.'s from **top 20** departments in 2005-2006 and represented **30.7%** of new hires in U.S. **Ph.D.-granting departments** and **23.5%** of those in non-Ph.D. degree programs.

Based on CSWEP survey data.

# Women in Economics Faculty

## All Ph.D.-Granting Depts



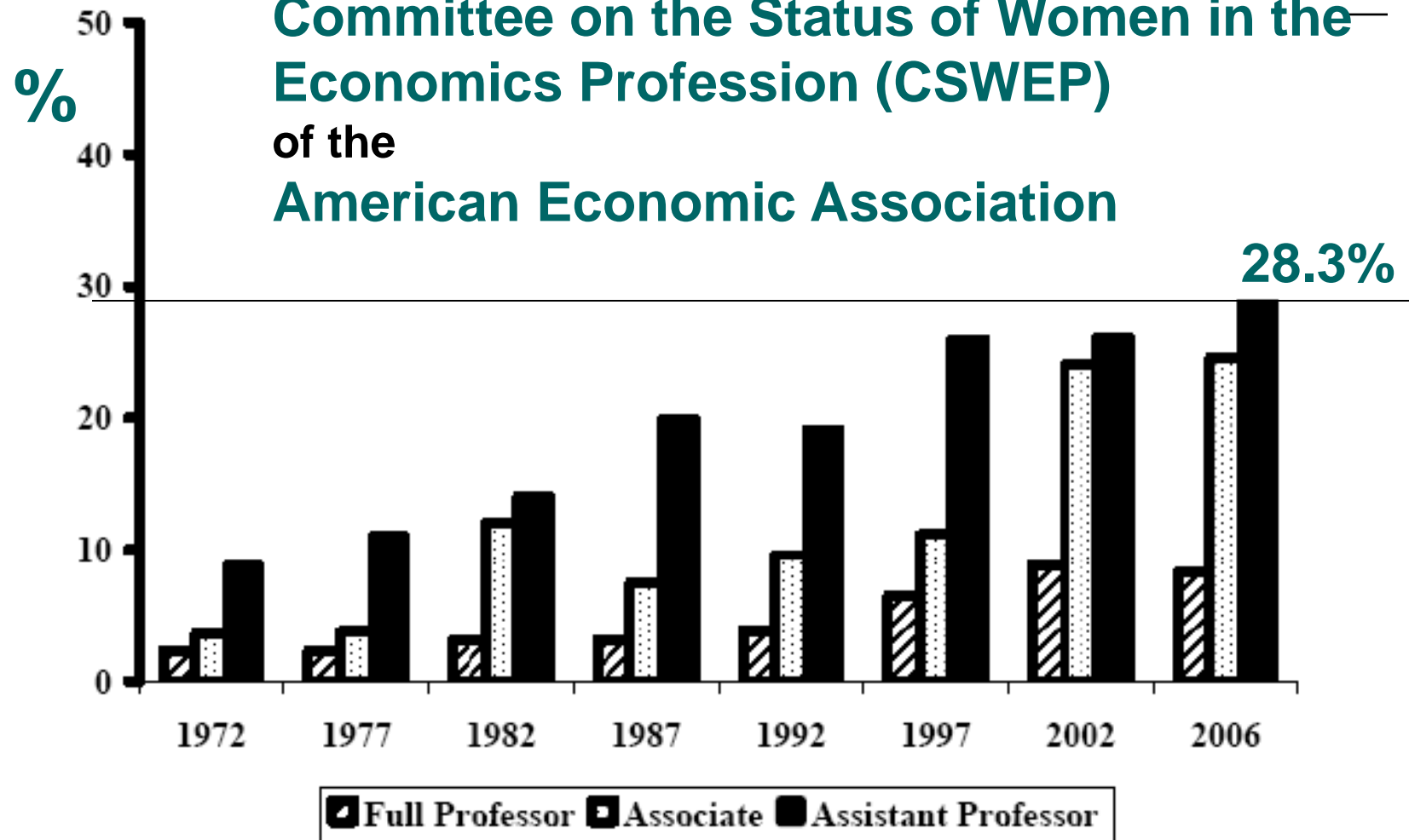
Based on CSWEP survey data. Faculty includes non-tenure track



# Female Economics Faculty by Rank

All Ph.D.-Granting Depts

Committee on the Status of Women in the  
Economics Profession (CSWEP)  
of the  
American Economic Association



Based on CSWEP survey data. Includes non-tenure track  
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# a closer look: tenure/tenure-track

Table 2 -- Percentage Female for Ph.D. granting Economics Departments (2006)

A. Faculty Composition (2006-2007 Academic Year)	Women	Men	% Female
<b>Assistant Professor</b>	164	415	28.3
Untenured	160	400	28.6
Tenured	4	15	21.1
<b>Associate Professor</b>	100	313	24.2
Untenured	8	25	24.6
Tenured	92	288	24.1
<b>Full Professor</b>	105	1,166	8.2
Untenured	0	7	0.0
Tenured	105	1,159	8.3
<b>All tenured/tenure track</b>	368	1,894	16.3
<b>Other (non-tenure track)</b>	116	221	34.4
<b>All faculty</b>	484	2,115	18.6

Based on CSWEP survey data.

# Underrepresented Faculty in Economics

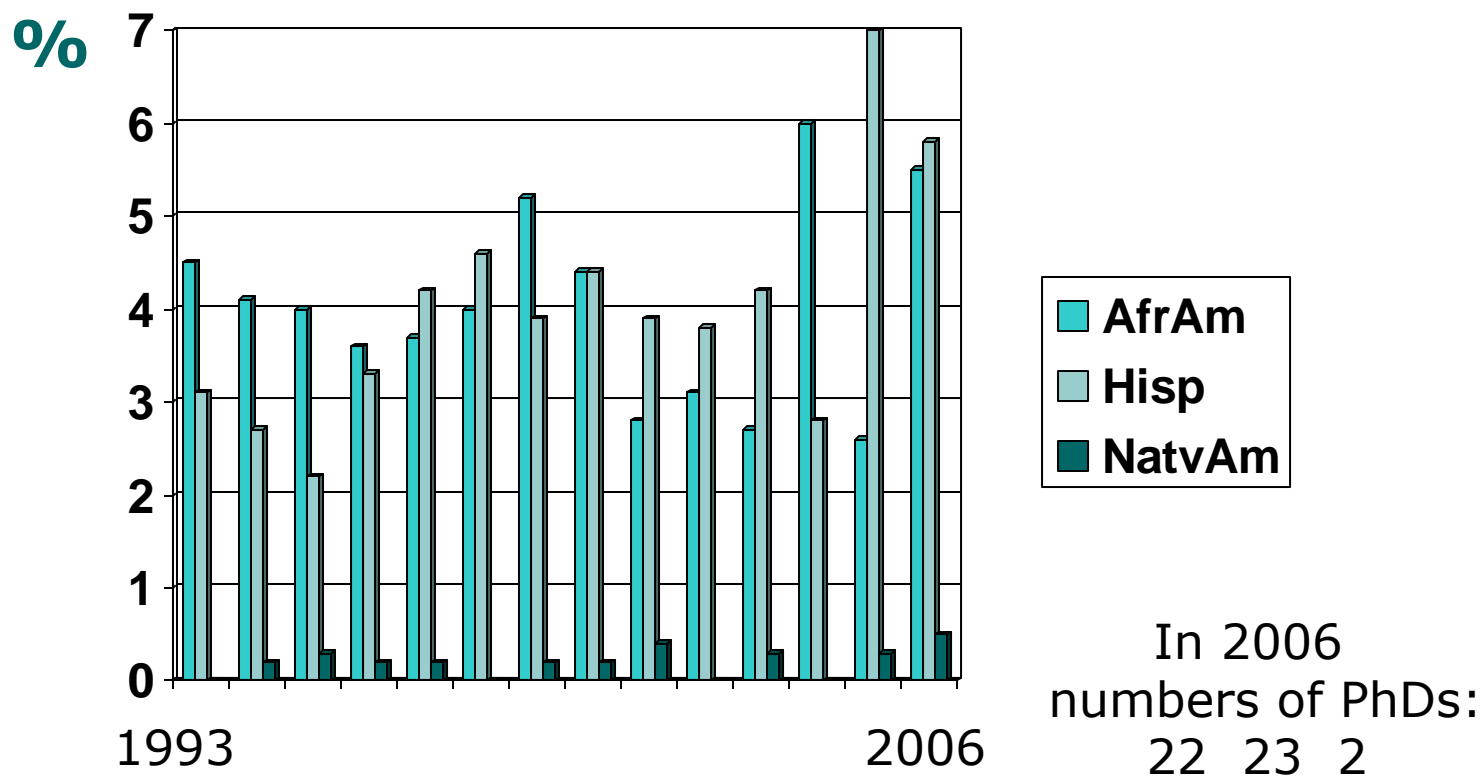
UIC T/TT Faculty*				Top 50 Econ depts Nelson report			Pipeline PhDs NSF data	
# Wom 2007	% Wom 2007	# UR Wom 2007	% UR Wom 2007	% Wom 2007	% UR Wom 2007	% URM 2007	%Wom 1996 -2005	%URM 1996 -2005
<b>3</b>	<b>17.6</b> %	<b>0</b>	<b>0.0</b> %	<b>15.1</b> %	<b>1.0</b> %	<b>5.7</b> %	<b>30.2</b> %	<b>8.4</b> %

\* Evelyn L. Lehrer, Prof.  
Deirdre N. McCloskey, Distinguished Prof.  
MoYin Tam, Prof.

UIC has a distribution about the same as the top 50 Economics departments listed in Donna Nelson Report and all Ph.D. granting departments listed in CSWEP

# Minorities in the Economics pipeline

## Typically less than 7%



## Ph.D.s awarded in Economics

Data from NSF Web-CASPAR

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# Minority Faculty in Economics

## 2007-2008 AEA Survey

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- 82 reporting PhD institutions had 1882 full-time T/TT Economics faculty, of which 25 were African-American and 56 were Hispanic
- 277 reporting institutions altogether had 3742 full-time T/TT Economics faculty, of which 77 were African-American and 103 were Hispanic

Reported in American Economic Review 2009 99:2, 700-709



# Common Beliefs

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- “We simply hire the best available faculty based on objective assessment of their accomplishments; the gender or ethnicity of the candidate doesn’t matter”
- “If women behaved like men, they would succeed at the same rate”
- “Discrimination is only practiced (actively) by a small set of ignorant people”



# Common Perceptions

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- The lack of women in leadership positions will fix itself over time
- Since many of the problems encountered by female faculty are minor, recent emphasis on remedies to improve the climate is an over-reaction

# What the research shows...

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- Unconscious gender-based assumptions and stereotypes are deeply embedded in the patterns of thinking of **both men and women**
- Women (and work performed by women) consistently receive lower evaluations than men (and work performed by men) by **both men and women** evaluators
- These cumulative disadvantages impede women's progress toward full participation in academia



# Concepts that Search Committees Must Understand

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- Lack of Critical Mass =>
- Gender Schemas =>
- Evaluation Bias =>
- Accumulation of Disadvantage

# Lack of Critical Mass

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- When women make up  $\geq 30\%$  of an *applicant pool*, individual women are judged more positively by evaluators

Heilman & Stopeck. (1985). *Journal of Applied Psychology*, 70, 379-388

- When women make up  $\geq 30\%$  of a *work group*, their work is judged more positively by evaluators

Heilman. (1980). *Organizational Behavior and Human Performance*, 26, 386-395

- When there are fewer women (or minorities), stereotypes (schemas) have more influence in evaluation

Valian, V. (1998). *Why so Slow? The Advancement of Women*

# What are Gender Schemas?

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- Non-conscious hypotheses about sex differences that guide everyone's perceptions and behaviors
- Expectations or stereotypes that define "average" members of a group
  - Men are instrumental, task-oriented, competent
  - Women are nurturing, emotional, and care about relationships
- Schemas are necessary
- Both men and women have the same schemas
- Problems arise when schemas that define the aggregate, influence the evaluation of an individual's capability and their work:  
**Evaluation Bias**

Valian, 1998, *Why So Slow? The Advancement of Women*, MIT

# Schemas in Action: Competency Bias

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- “Blind” auditions can explain 30 to 55% of the increase in women winning orchestral jobs

Golden, C & Rouse, C. (2000). Orchestrating impartiality: The impact of “blind” auditions on female musicians. *American Economic Review* 90, 715-741

- University psychology professors prefer 2:1 to hire “Brian” over “Karen” even though the application packages are identical

Steinpreis, Anders & Ritzke (1999). *Sex Roles*, 41, 509

- Letters of recommendation for **women hired** at a large academic medical center **differ systematically** from those for **men hired**. They were shorter and used gender terms & stereotypic adjectives. They had more grindstone adjectives and fewer standout adjectives

Trix and Psenka (2003). *Discourse & Soc* 14:191 2003

# Schemas in Action: Competency Bias

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## Swedish Postdoc study:

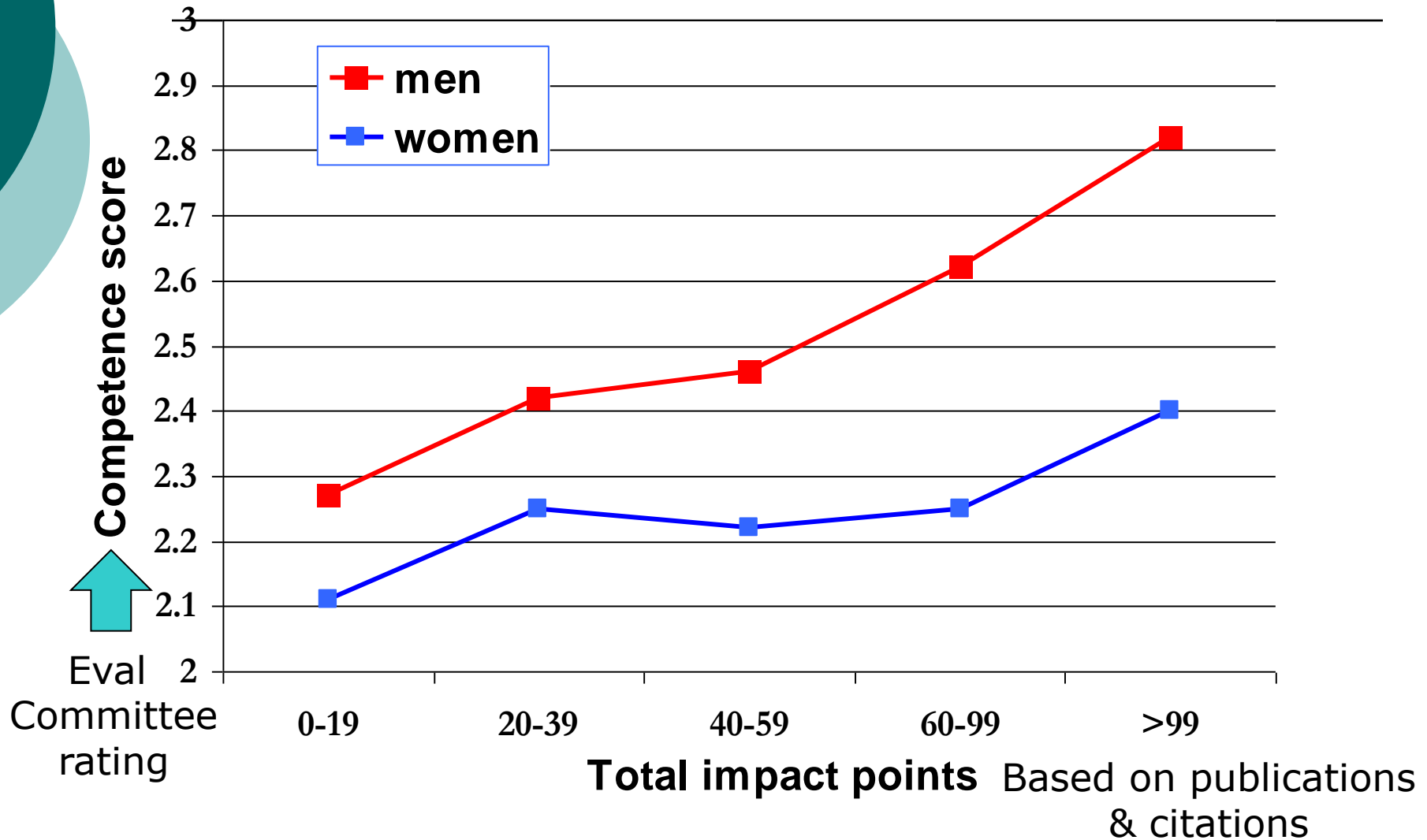
- 114 applications for prestigious research postdocs at the Swedish MRC (52 women; 46%)
- 4 of 20 (20%) went to women

**The study:** **Wenneras & Wold (1997). *Nature* 387, 341**

- Standardized metric developed based on publication record, research plan, etc. => impact points

# Evaluation bias

Wenneras & Wold (1997) *Nature* 387, 341



# What Can Search Committees Do?

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## During the Search:

- Word the position description so that it conveys the College's commitment to excellence, equity & diversity
- Engage in **active recruiting** for individuals who possess the aforementioned attributes. Function as a Search Committee, not a "Letter-Opening Committee"

# What Can Search Committees Do?

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## **When search is complete:**

- Search Committee Chairs debrief with administrators on the search process:
  - What worked well
  - What were the challenges
  - What kind of support would have helped facilitate the committee's work





# Strategies for Recruiting a Diverse Faculty

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**Lessons from SUCCEED and WISEST Search Toolkit**

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# Strategies for recruiting a diverse faculty

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- Engage in pro-active recruiting  
(Use **SUCCEED Rules of Engagement in WISEST Search Toolkit!**)

Department chairs, search committee members and other senior faculty in the department should personally reach out to candidates from underrepresented groups and invite them to apply.

# Strategies for recruiting a diverse faculty

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- **Plug the leak after grad school for underrepresented groups**  
**(Use SUCCEED Rules!)**

At conferences, faculty members should seek out **Ph.D. students** who may be potential candidates for academic positions. Review conference programs for promising young scholars and prize winners. Attend their talks and research presentations and invite them to campus for a visit with the department or to attend a colloquium on campus.



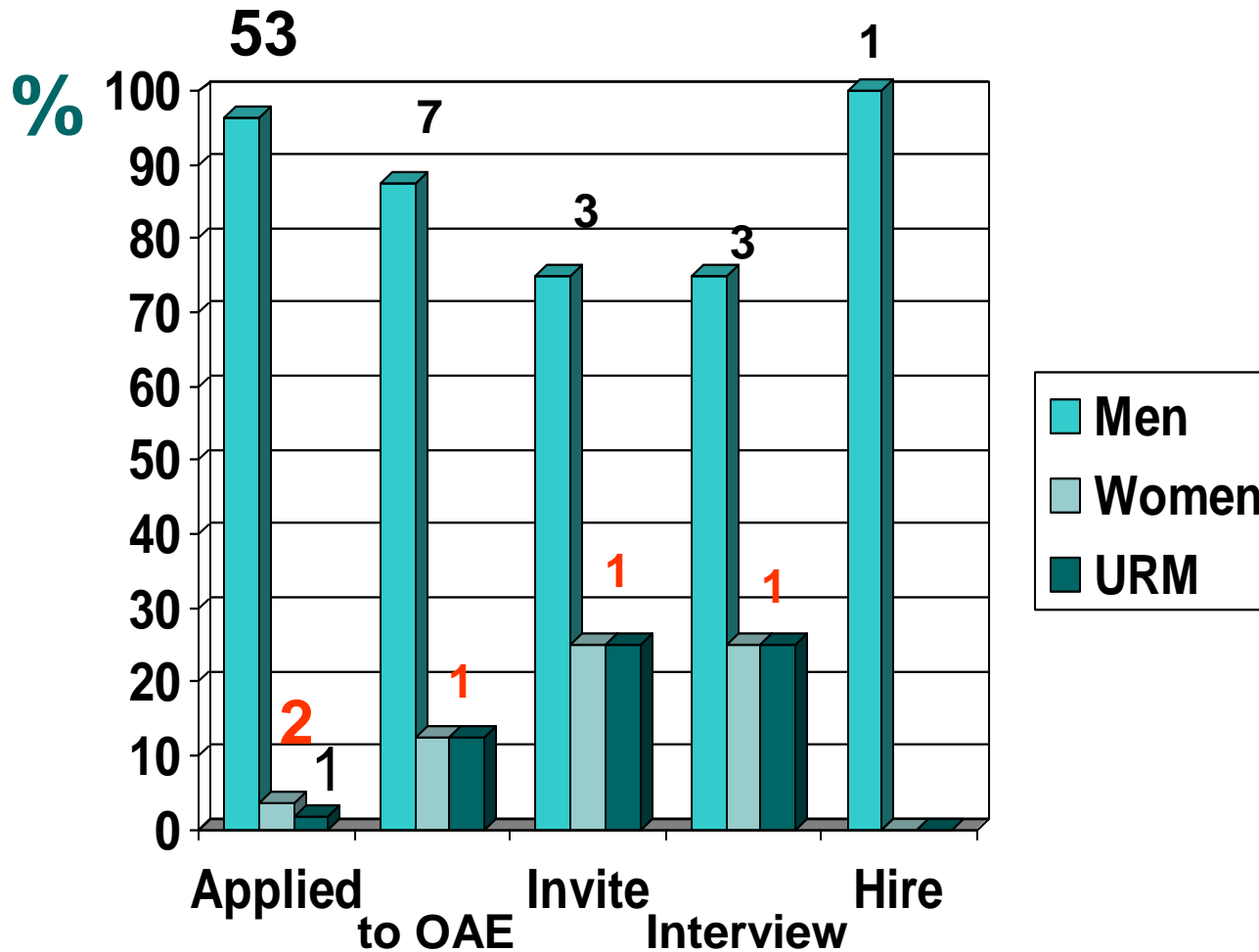
# Case Study

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## **PRO-ACTIVE RECRUITING vs. Standard Practice**

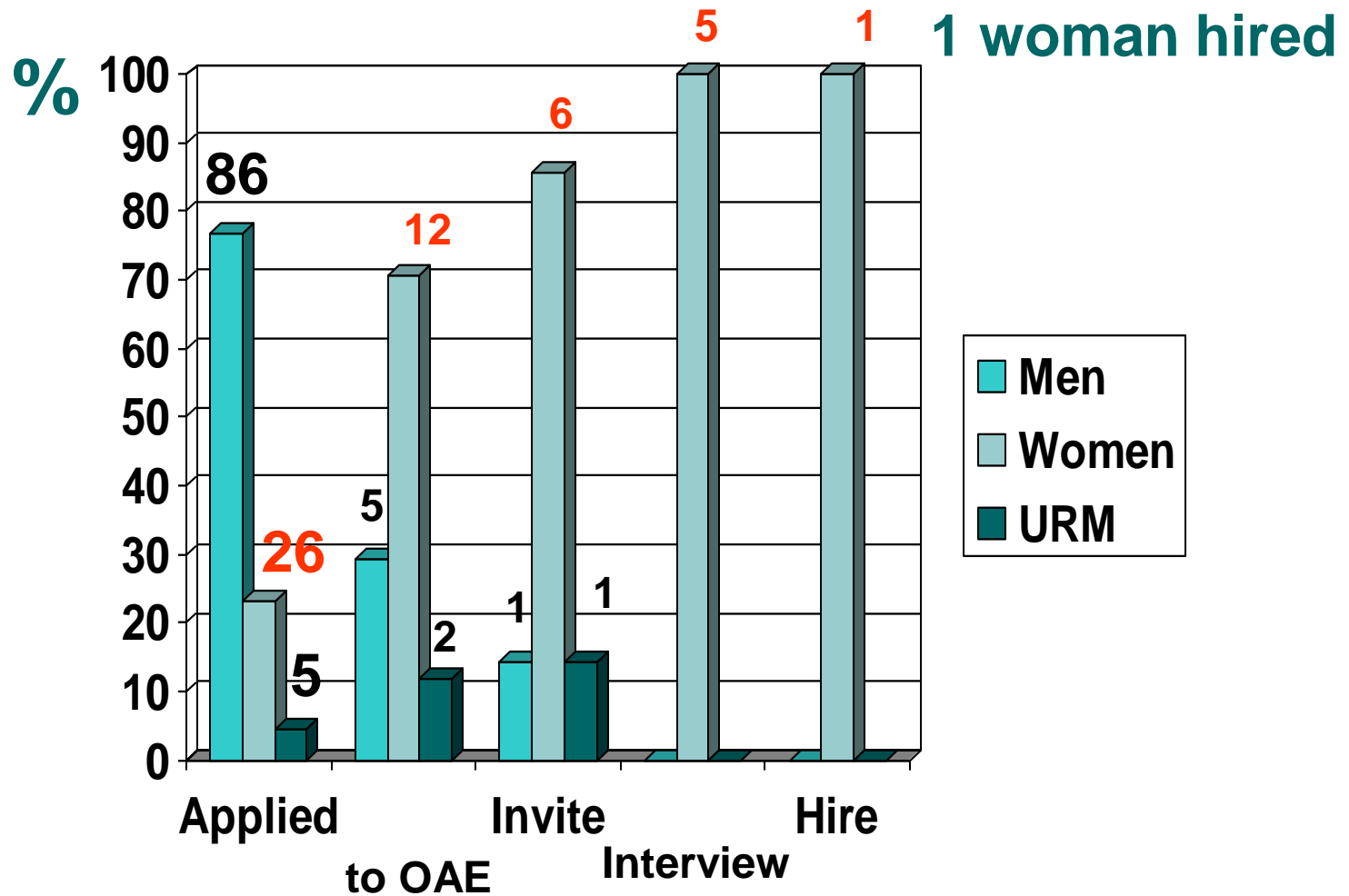
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# Standard Search 1



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# Pro-active Recruiting



# Some sources for recruiting under-represented Economics faculty candidates

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- Directory of Ford Fellows:  
<http://www7.nationalacademies.org/fordfellowship/>
- American Society of Hispanic Economists (ASHE)  
<http://www.asheweb.net/> has jobs and applicants
- CIC Directory of minority candidates:  
<http://www.cic.uiuc.edu/programs/DirectoryOfMinorityCandidates>
- CSMGEP website lists the names, fields, affiliations, and website or CV of minority PhD students who are looking for jobs.  
[http://www.vanderbilt.edu/AEA/CSMGEP/job\\_market/index.html](http://www.vanderbilt.edu/AEA/CSMGEP/job_market/index.html)
- Post your ad with National Economic Association (originally Caucus of Black Economists)
- E-mail [cswep@usm.maine.edu](mailto:cswep@usm.maine.edu) to request that the job announcement you posted in JOE be linked to the CSWEP website. <http://www.cswep.org/JobListing.htm>

# Ask some of the African American Economics faculty in 30 highest-ranked departments

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- Marcus Alexis, professor emeritus at Northwestern University (Ph.D. at the University of Minnesota, 1959)
- Donald J. Brown, Yale (Ph.D. Stevens Tech, 1970)
- Susan M. Collins, Georgetown University (Ph.D. MIT, 1984)
- William A. Darity Jr., University of North Carolina-Chapel Hill (Ph.D. MIT, 1978)
- Linda Datcher Loury, Tufts University (Ph.D. MIT, 1978)
- Neville Francis, University of North Carolina at Chapel Hill (Ph.D. University of California San Diego, 2001)
- Catherine M. Hoxby, Harvard (Ph.D. MIT, 1994)
- Gerald D. Jaynes, Yale (Ph.D. University of Illinois, 1976)
- Edward Kutsoati, Tufts University (Ph.D. Queen's University, 1999)
- Glenn C. Loury, Brown University, (Ph.D., MIT, 1976)
- Donald Nichols, Washington University (Ph.D., Stanford, 2004)
- Cecilia E. Rouse, Princeton (Ph.D., Harvard, 1994)
- Rhonda Sharpe, Duke University (Ph.D. Claremont, 1998)
- Ebonya Washington, Yale (Ph.D. MIT, 2003)






# SUCCEED LESSONS

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1. Post the ad in the **appropriate venues**
2. Actively look for possible candidates in the **appropriate places**, collect evidence of their achievements, invite them to apply.
3. Pursue them assiduously, using UIC and Chicago's natural diversity as hooks: they can be comfortable here
4. Once they are in the application pool they will naturally rise to the short list of candidates if you have done step #2 properly, provided the search committee uses objective candidate attributes from the outset
5. Maintain communications with those who are invited to interview

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- We are tenured faculty members committed to the same goal as all of you: for UIC to hire, **the best faculty**
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**THANK YOU!!**

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