



SUCCEED Committee

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

Department of Anthropology
Faculty Search Committee Training
Friday, November 6, 2009

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SUCCEED's Mission

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

- 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?

- 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

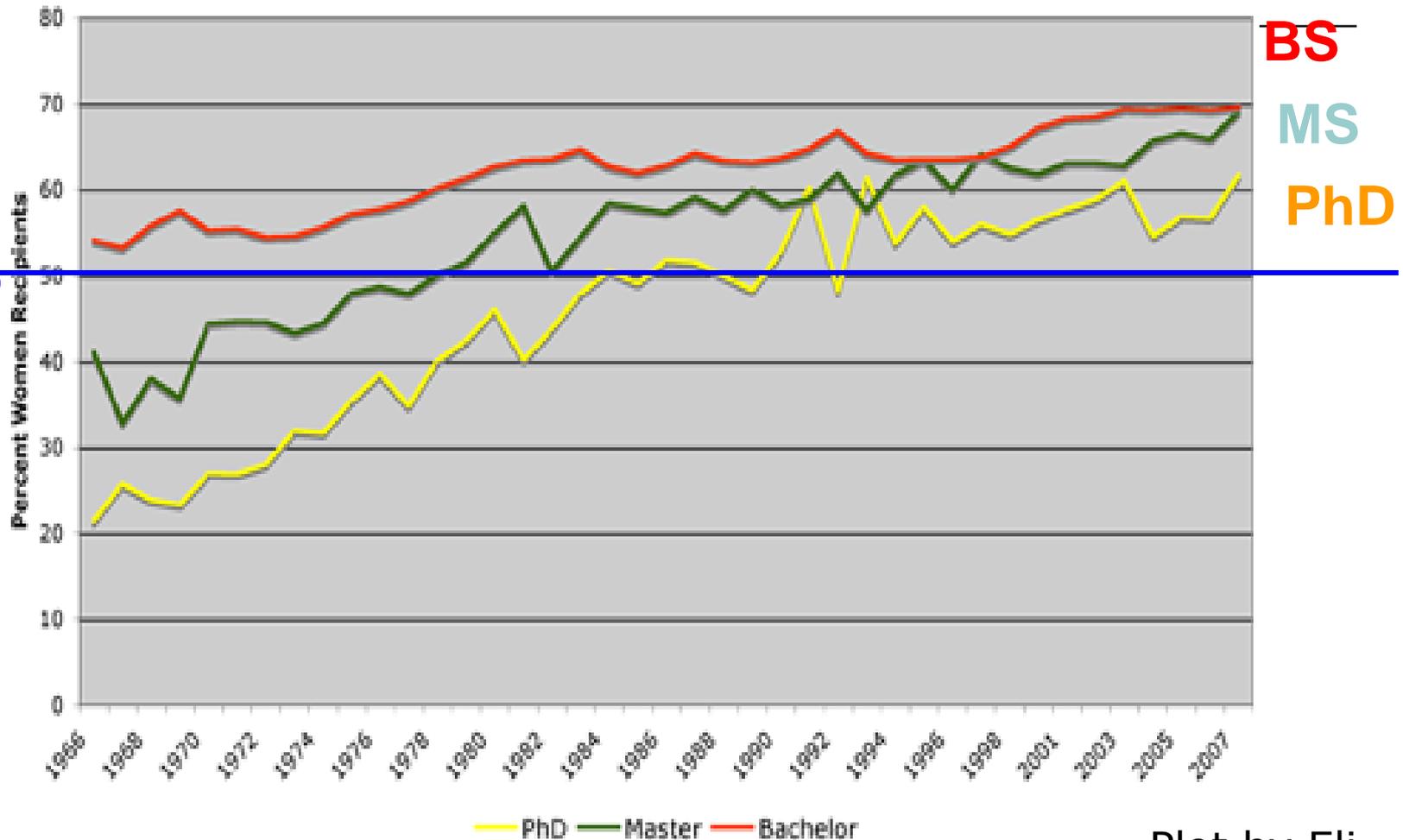
The underlying issues are important for search committees in general to understand.



What is the situation for Anthropology?

Gender balance in Anthropology across degree levels 1966-2007

50%

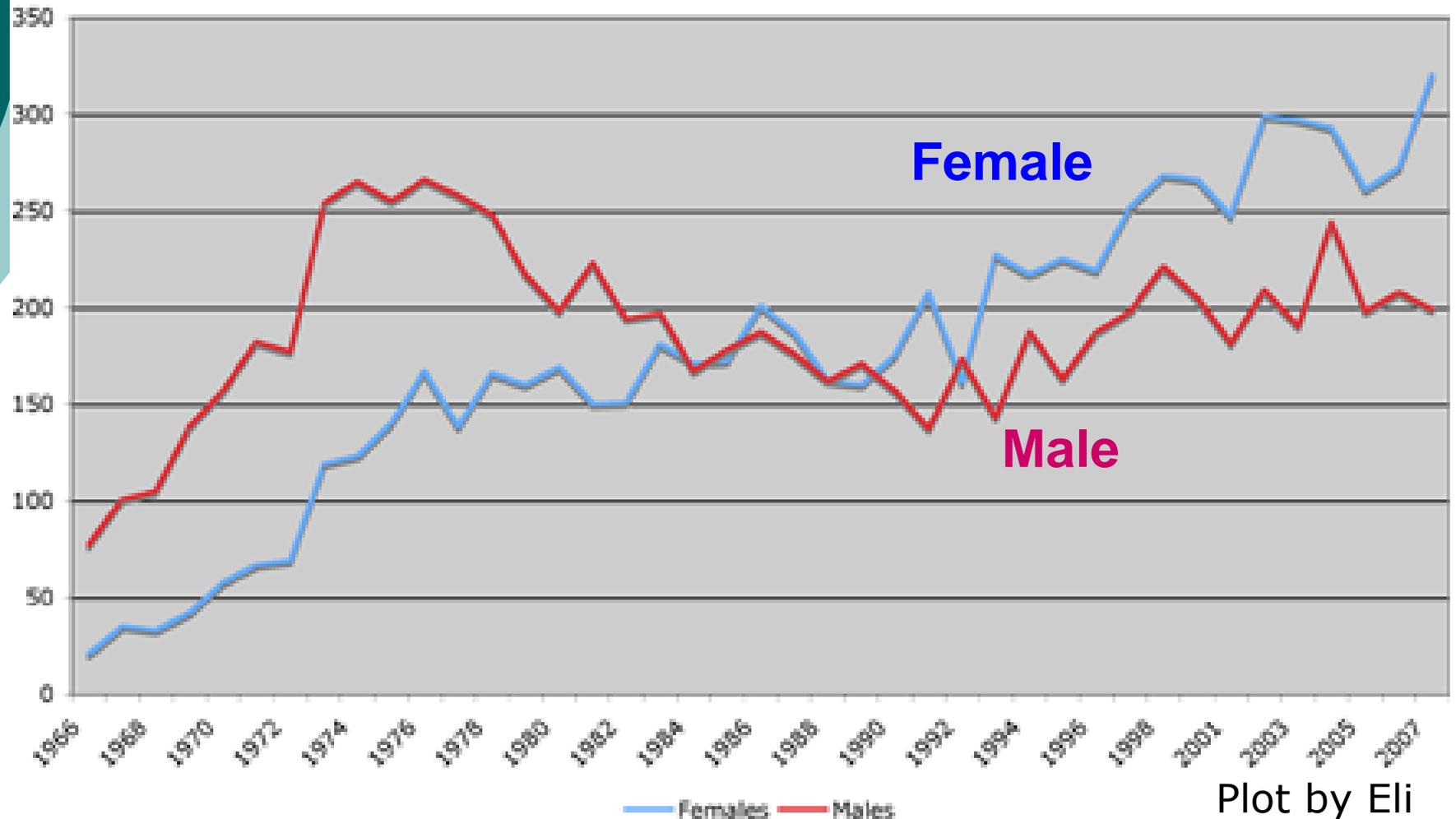


Data from NSF's [WebCASPAR](#)

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Plot by Eli Thorkelson

Numbers of Anthropology PhDs awarded 1966-2007

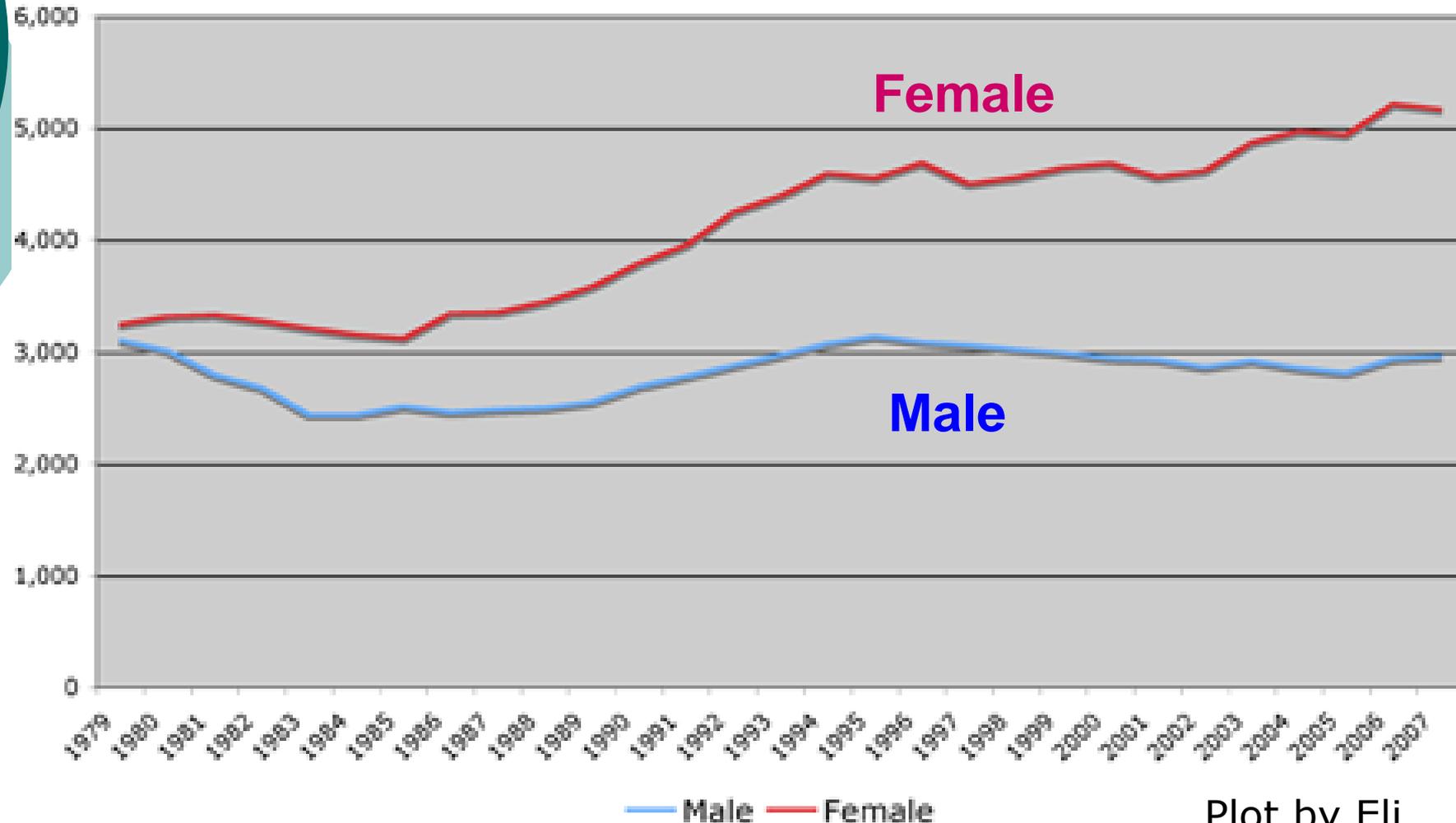


Data from NSF's [WebCASP](#)

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Gender gap in Anthropology Graduate Enrollments 1979-2007



Data from NSF's [WebCASPAR](#)

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AAA Releases List of Top 25 Anthropology Articles of 2009

- 13/25 authored by female anthropologists

ALL is well in terms of gender parity?

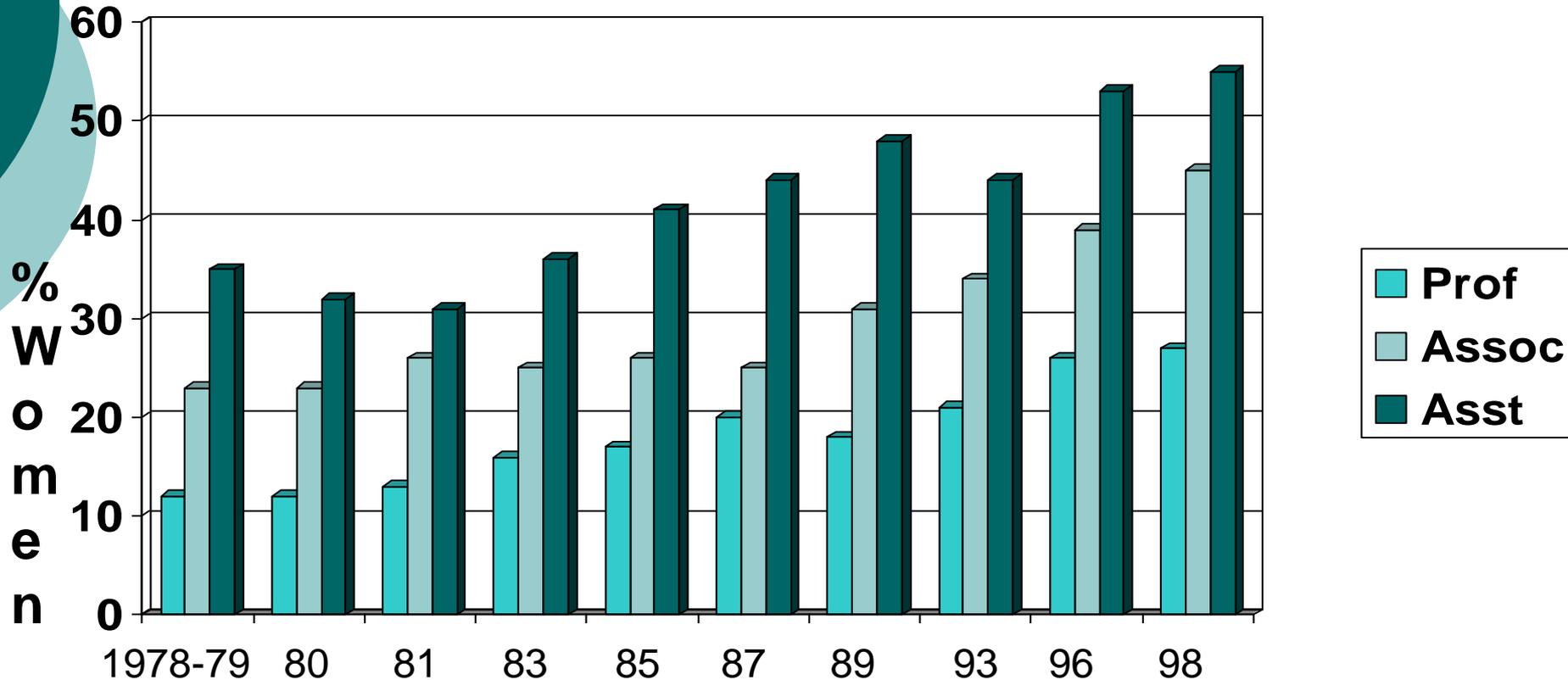
Full-time/Part-time Academic Employment Status

(N = 1693) (Evans 1998)

Status	Full-time	Part-time	Total
Females	38%	54%	41%
Males	62%	46%	59%

Data from 1998 American Anthropological Association (AAA) Survey of Departments of Anthropology.

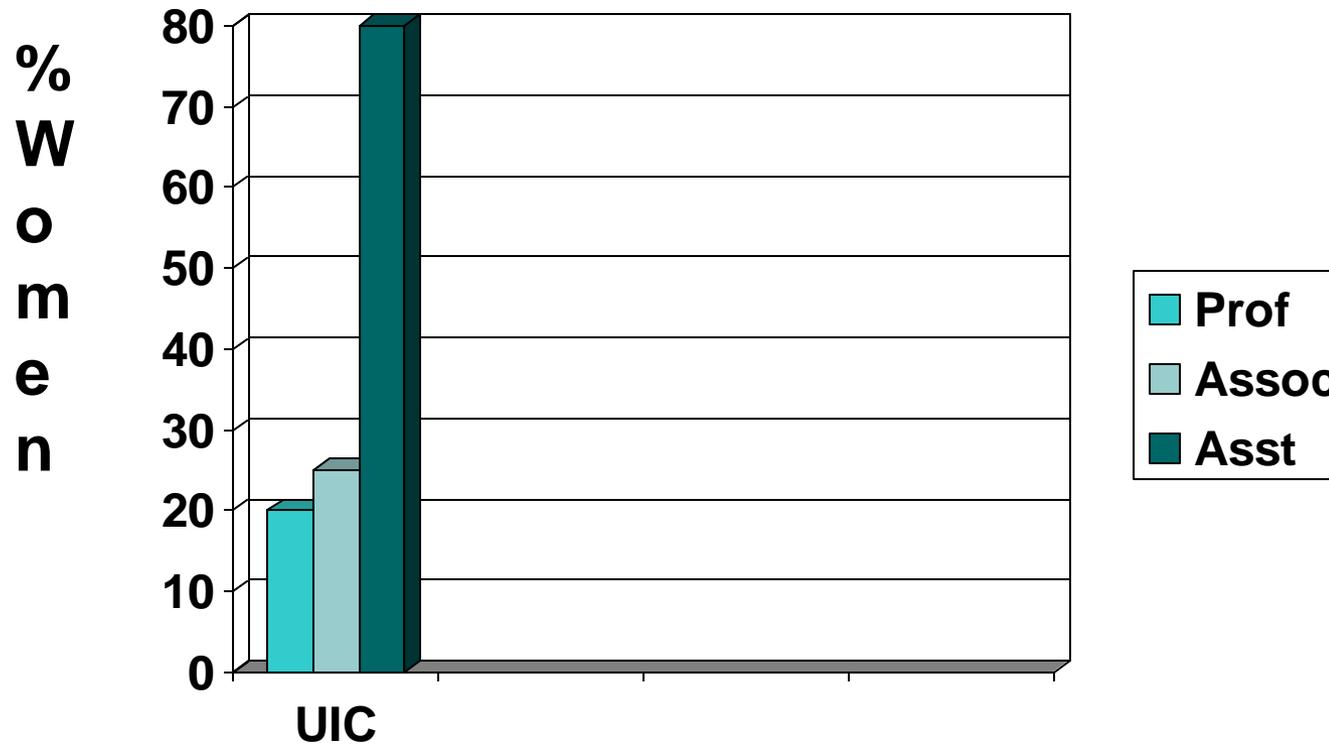
Full-time Faculty by Rank (Evans 1998)



Data from 1998 American Anthropological Association (AAA) Survey of Departments of Anthropology.

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Tenure-track Faculty by Rank UIC (based on dept web page 2009)



Over-all 42.9% women

Committee on Status of Women in Anthropology of the American Anthropological Association

- "We've Come a Long Way, Maybe:
Academic Climate Report of the
Committee on the Status of Women in
Anthropology. " 2008
<http://www.aaanet.org/cmtes/coswa/COSWASurveys.cfm>

Some findings from the AAA academic climate survey

- Men experienced their work environment more positively than women.
- Men found their departments to be more supportive, providing more help in areas such as grant applications, course design, and advising.
- Men were also more likely to have positive experiences with mentoring and collegiality.
- Women were sometimes faced by an implicit “women’s role” which saddled women with additional duties, particularly service tasks and student advising.
- Women indicated that their contributions were sometimes not recognized as easily as those of their male colleagues.
- Running theme of the continued strength of an “old boy’s network.”

in other words, the same running themes as in STEM departments where women constitute 5-25% of the faculty.



Common Beliefs

- “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

- 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...

- 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

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

Lack of Critical Mass

- 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?

- 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

- “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

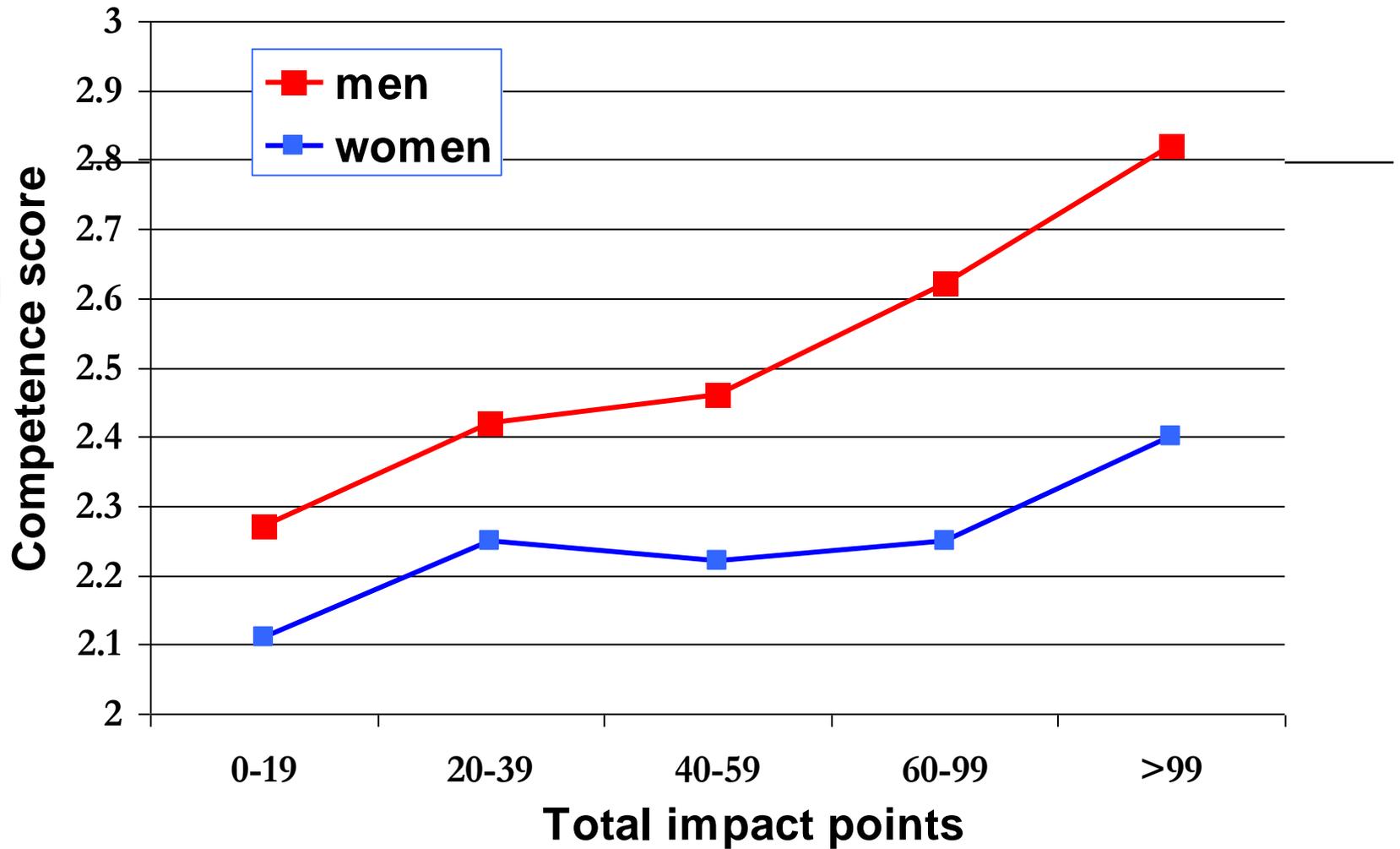
Schemas in Action: Competency Bias

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
- See how well these track with judges' competency scores



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

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What Can Search Committees Do?

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?

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

Lessons from SUCCEED and WISEST Search Toolkit

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Strategies for recruiting a diverse faculty

- 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

- **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.

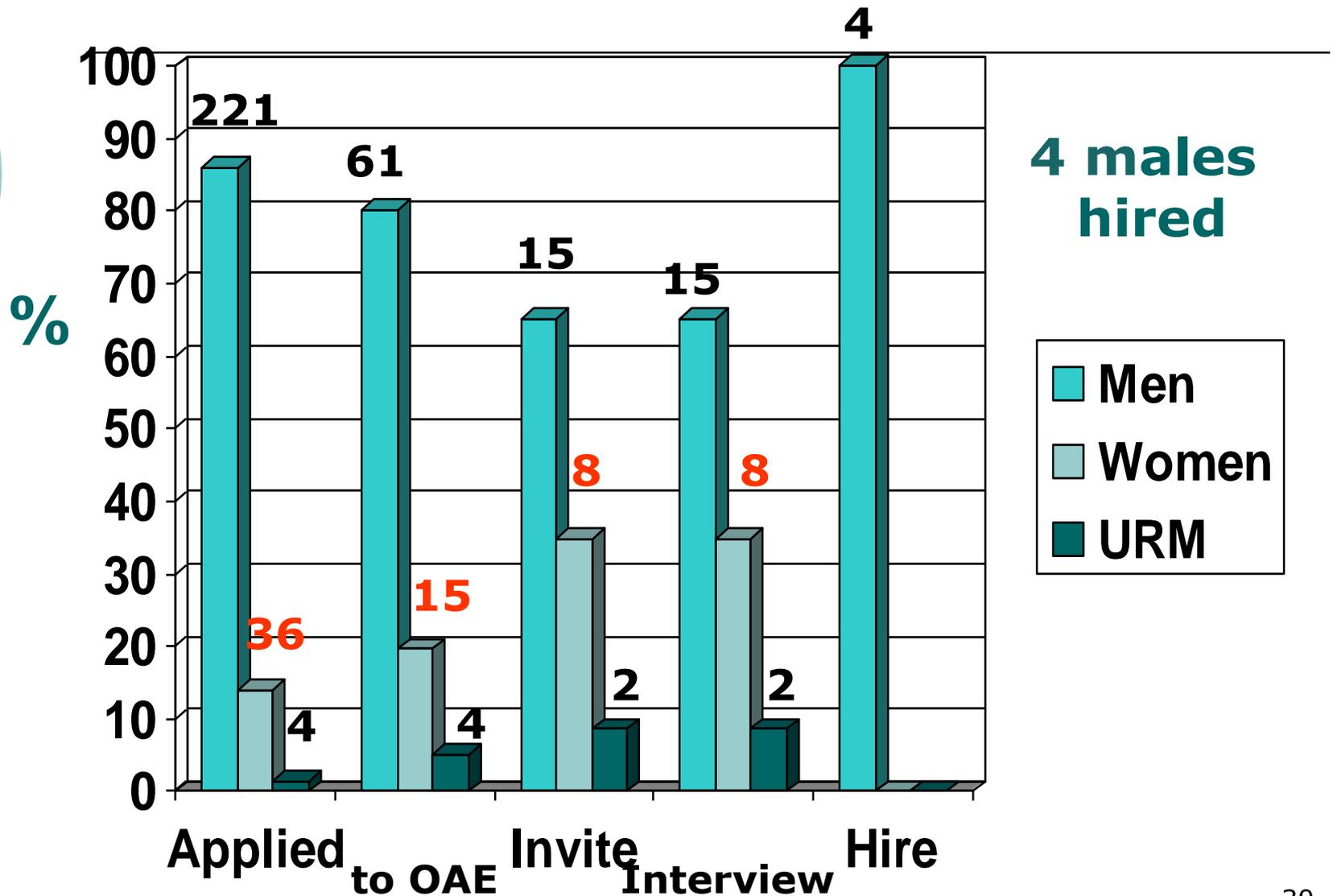


Case Study

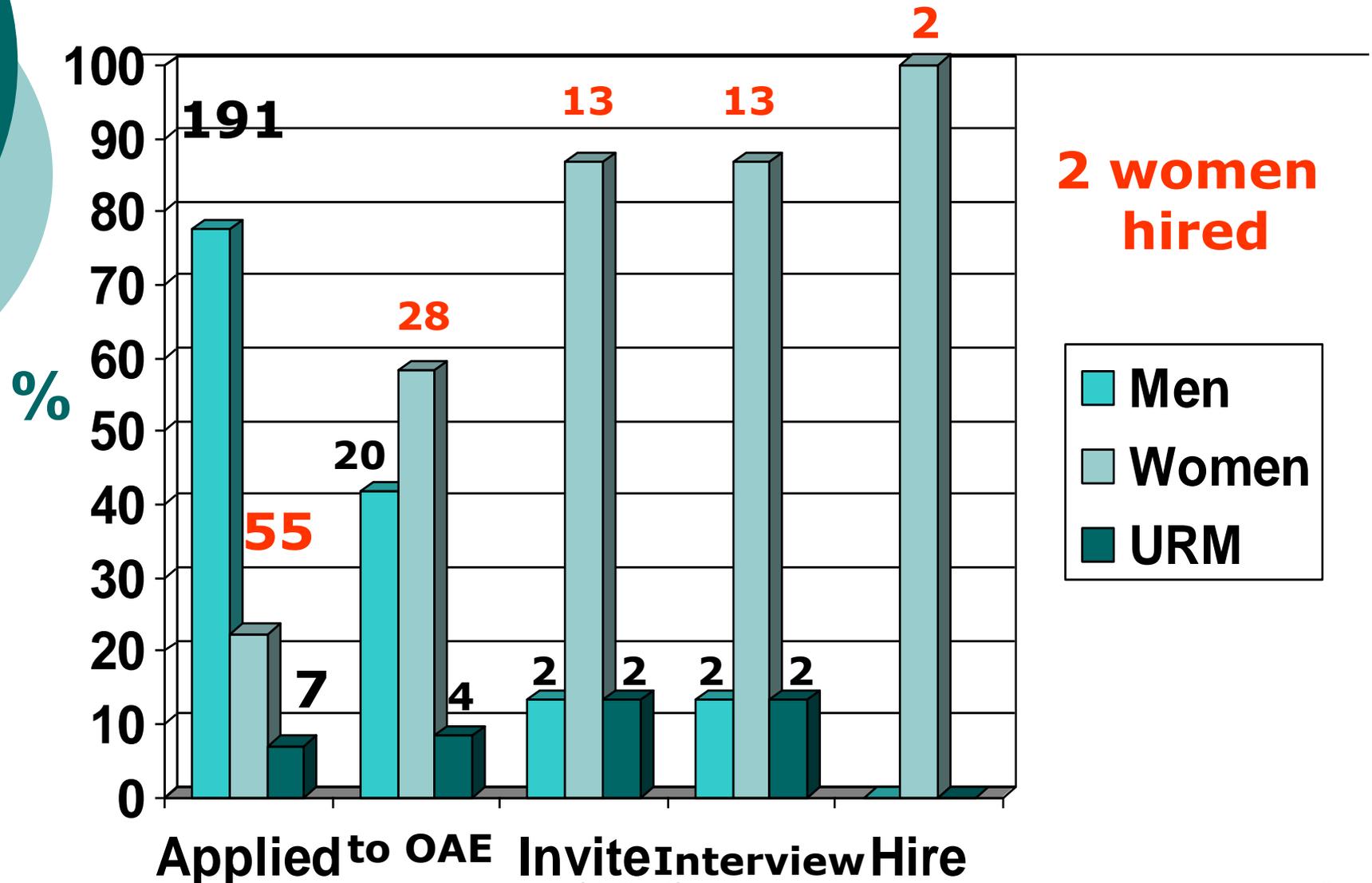
PRO-ACTIVE RECRUITING vs. Standard Practice

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3 standard searches for 5 positions



Search #4: Pro-active Recruiting



Some sources for recruiting anthropology candidates

- [AAA Minority Dissertation Fellowship](#)
- NSF Archaeology Program up to \$12,000 doctoral dissertation research
- Henry Luce/American Council Learned Societies East & SEAsian Archeology fellowships
- [The Wenner-Gren Foundation for Anthropological Research Dissertation Fieldwork Grants](#)
- Society for East Asian Archeology

SUCCEED LESSONS

- 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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