

Office of the Provost

## Faculty Hiring: Reading and Resource Lists

The following reading and resource lists provide additional information about the research on assumptions and biases and how to minimize their impact throughout the faculty search and hiring process. Resources for advertising faculty position announcements and recruiting broadly are also provided. It is meant to supplement the booklet: “[Faculty Recruitment: Best Practices for Diversity and Excellence](#),” developed by the Office of the Vice Provost for Academic Diversity and Lehigh ADVANCE, and existing faculty hiring resources on the Web site of the Office of the Provost.

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The complete Drexel University Handbook for Faculty Recruitment is available at:  
<http://www.drexel.edu/fde/recruitment/Faculty%20Recruitment%20Handbook.pdf>.

## Readings on Diversity, Gender And Faculty Recruitment

**Bensimon, E.M., Ward, K., & Sanders, K.** (2000). Creating Mentoring Relationships and Fostering Collegiality. 113-137. Bolton, MA: Anker Publishing. Describes the department chair's role in developing new faculty into teachers and scholars.

**Euben, D.** (2000). Hiring and Promotion: Legal Issues for Department Chairs. American Association of University Professors. A summary of legal issues regarding affirmative action, especially for private colleges.  
<http://www.aaup.org/AAUP/protect/legal/topics/hire-prom.htm>

**Georgi, Howard.** (2000). "Is There an Unconscious Discrimination Against Women in Science?" *APS News Online*. College Park, Maryland: American Physical Society. An examination of the ways in which norms about what good scientists should be like are not neutral but masculine and work to disadvantage women.

**McNeil, L., and M. Sher.** (1999). "The Dual-Career-Couple Problem." *Physics Today*. College Park, MD: American Institute of Physics. Women in science tend to have partners who are also scientists. The same is not true for men. Thus many more women confront the "two-body problem" when searching for jobs. McNeil and Sher give a data overview for women in physics and suggest remedies to help institutions place dual-career couples.

**Mickelson, R. A. and M. L. Oliver** (1991). Making the Short List: Black Faculty Candidates and the Recruitment Process. The Racial Crisis in American Higher Education. C. Kerr, State University of New York Press. Examines issues involved in recruitment of racial minorities to faculty positions, especially issues associated with the prestige of training institutions.

**Moses, Y.** (1989). Black Women In Academe: Issues and Strategies. Association of American Colleges and Universities. Explores the climate for black women students, faculty, and administrators in both predominantly white institutions and historically black institutions. Focuses on the way race and gender stereotypes create obstacles for black female faculty.

**Nieves-Squires, S.** (1991). Hispanic Women: Making Their Presence on Campus Less Tenuous. Association of American Colleges, Washington, DC. Discusses the various definitions of "Hispanic" and the cultural and climate issues in higher education.

**Sagaria, M. A. D.** (2002). "An Exploratory Model of Filtering In Administrative Searches: Toward Counter-Hegemonic Discourses." *The Journal of Higher Education* 73(6): 677-710. Describes administrator search processes at a predominately white university in order to explore whether searches may be a cause for the limited success in diversifying administrative groups.

**Smith, D.** (2000). "How to Diversify the Faculty." *Academe*, 86, no. 5. Washington, D.C.: AAUP. Enumerates hiring strategies that may disadvantage minority candidates or that might level the playing field.

**Steinpreis, R.E., Anders, K.A. & Ritzke, D.** (1999). The impact of gender on the review of the curricula vitae of job applicants and tenure candidates: A national empirical study. *Sex Roles*, 41, 7/8, 509-528. A study demonstrating the operation of gender bias in the evaluation of job applicants and tenure candidates.

**Trix, F. and C. Psenka** (2003). "Exploring the color of glass: letters of recommendation for female and male medical faculty." *Discourse & Society* 14(2): 191-220. Letters of recommendation for successful female and male medical faculty showed differences in terms used to describe them and in the length of letters. Letters for females were shorter than those for males; included more phrases expressing doubts; were more likely to include only minimal information; mentioned their personal life more often. Letters for males included more repetition of standout words like "outstanding", and included more references to research, skills and abilities and career.

**Turner, Caroline Sotello Viernes.** (2002). Diversifying the Faculty: A Guidebook for Search Committees. Washington, D.C.: AACU. This guidebook offers specific recommendations to faculty search committees with the primary goal of helping structure and execute successful searches for faculty of color.

**Valian, V. (1998). "Evaluating Women and Men."** (Chapter 1 and Chapter 7.) Why So Slow? The Advancement of Women. Cambridge, Mass.: MIT Press. In this chapter, Valian presents research that demonstrates that men and women who do the same things are evaluated differently, with both men and women rating women's performances lower than men's, even when they are objectively identical.

**Wenneras, C. & Wold, A.** (1997). "Nepotism and sexism in peer-review." *Nature*, 387, 341-343. This Swedish study found that female applicants for postdoctoral fellowships from the Swedish Medical Research Council had to be 2.5 times more productive than their male counterparts to receive the same "competence" ratings.

**Wolf Wendel, L. E., S. B. Twombly,** et al. (2000). "Dual-career couples: keeping them together." *The Journal of Higher Education* 71(3): 291-321. Addresses academic couples that face finding two positions that will permit both partners to live in the same geographic region, to address their professional goals, and to meet the day-to-day needs of running a household that, in many cases, includes caring for children or elderly parents.

**Yoder, J.** (2002). "2001 Division 35 Presidential Address: Context Matters: Understanding Tokenism Processes and Their Impact on Women's Work." *Psychology of Women Quarterly*, 26. Research on tokenism processes is reviewed and coalesces around gender constructs. Reducing negative tokenism outcomes, most notably unfavorable social atmosphere and disrupted collegiality, can be done effectively only by taking gender status and stereotyping into consideration.

### ***Background Readings on Women's Scientific Careers:***

**A Study on the Status of Women Faculty in Science at MIT.** (1999). *The MIT Faculty Newsletter*, Vol. XI, No. 4. This is the original MIT report that has spurred so many other studies.

### **Hopkins, Nancy, Lotte Bailyn, Lorna Gibson, and Evelyn Hammonds.**

(2002). *An Overview of Reports from the Schools of Architecture and Planning; Engineering; Humanities, Arts, and Social Sciences; and the Sloan School of Management.* Massachusetts Institute of Technology. The overview of MIT's more recent study of all of its schools.

**Etzkowitz, H., C. Kemelgor, and B. Uzzi.** (2000). "The 'Kula Ring' of Scientific Success." *Athena unbound: The advancement of women in science and technology.* Cambridge: Cambridge University Press. Explores the ways in which the lack of critical mass for women in science disadvantages them when it comes to the kinds of networking that promotes research collaboration.

**Long, J. Scott, ed.** (2001). "Executive Summary." *From Scarcity to Visibility: Gender Differences in the Careers of Doctoral Scientists and Engineers.* 1-8. Washington, D.C.: National Academy Press. This excerpt provides an overview of differences in the science careers of men and women.

**National Research Council of the National Academies.** (2006). *To Recruit and Advance: Women Students and Faculty in Science and Engineering.* National Academies Press, Washington, D.C. Describes actions actually taken by universities to improve the situation for women.

## Handbook References

In addition to the articles listed above, and several other resources, material from each of the following recruitment guides was used to help develop this [*The Drexel University*] Handbook. (Accessed July 15, 2010).

“ADVANCE Handbook for Faculty Searches and Hiring, Academic Year 2009- 2010,” University of Michigan. Available online: <http://www.advance.rackham.umich.edu/handbook.pdf>

“Guidelines for Recruiting a Diverse Workforce.” Penn State University. Available online: <http://www.psu.edu/dept/aaoffice/pdf/guidelines.pdf>

“Guidelines for Recruiting & Appointing Academic Personnel, Appendix A: Recruiting a Diverse, Qualified Group of Applicants.” University of Minnesota. Available online: [http://www.policy.umn.edu/Policies/hr/Hiring/RECRUITFACPA\\_APPA.html](http://www.policy.umn.edu/Policies/hr/Hiring/RECRUITFACPA_APPA.html)

“Massachusetts Institute of Technology Faculty Search Committee Handbook.” (2002). MIT. Available online: <http://web.mit.edu/faculty/reports/FacultySearch.pdf>

“Recruitment and Retention Subcommittee Report on Recruitment,” University of Pittsburgh, March 15, 2002. Available online: <http://www.provost.pitt.edu/pacwc/pacwcrecruit.html>

“Recruitment, Retention, and Professional Development of Women Faculty: A Report from the Academic Issues Subcommittee of the Provost’s Committee on the Status of Women,” Johns Hopkins University. Available online: [http://www.jhu.edu/news\\_info/reports/womenfac/report.html](http://www.jhu.edu/news_info/reports/womenfac/report.html)

“Equity & Diversity Toolkit Resources,” Graduate School, University of Wisconsin – Madison. Available online: <http://info.gradsch.wisc.edu/admin/committees/edc/resources.html>

## **Resources for Recruitment: Publications, Organizations and Websites**

Here are a few places to consider advertising in order to broaden the search.

### **HigherEd Jobs**

<http://www.higheredjobs.com>

Posts positions online and advertises itself in a wide range of diverse journals. E-mails faculty monthly with job openings in their field, and lists over 10,000 faculty and administrative positions on the site.

### **Diverse Issues in Higher Education**

<http://www.diverseeducation.com>

A leading journal for recruiting diverse faculty members, with both print and online advertising.

### **The Journal of Blacks in Higher Education**

<http://www.jbhe.com>

### **IM Diversity**

<http://www.imdiversity.com>

Offers a job posting service in a wide range of fields, including education.

### **Hispanic Association of Colleges and Universities**

<http://www.hacu.net>

Lists faculty positions at colleges and universities nationally.

### **Women in Higher Education**

<http://wihe.com>

Advertises job listings either in print or online.

### ***General Resources for Faculty Searches:***

#### **Diversity Search**

<http://www.diversitysearch.com>

Career development and job search site, with searchable database with extensive links. Diversity Search may be useful for posting some types of faculty positions.

#### **NCOURAGES (National Coalition of Underrepresented Racial and Ethnic Groups in Engineering and Science)**

<http://www.ncourages.org> Focuses individual efforts and activities for the purpose of increasing the racial and ethnic diversity of the nation's science and engineering workforce

#### **WorkplaceDiversity.com**

<http://www.workplacediversity.com>

WorkplaceDiversity.com is a career web site for corporate and executive recruiters who want to reach experienced, high caliber diversity candidates.

#### **Top 100 Graduate Degree Producers**

<http://diverseeducation.com/article/8255/1.php>

This listing, by school and categorized by area of specialization, is useful for finding diverse candidates with graduate degrees.

### *African American/Black Faculty:*

#### **Diverse Issues in Higher Education**

<http://www.diverseeducation.com/>

A news magazine dedicated exclusively to minority issues in higher education. Published biweekly, Diverse Issues in Higher Education provides in-depth coverage of relevant and timely educational concerns to its approximately 200,000 readers. Diverse publishes a special report each year that features its annual ranking of the top 100 institutions that confer the largest number of degrees to students of color in the United States. The report is broken down by undergraduate, graduate, and professional degrees.

#### **National Black MBA Association, Inc.**

<http://www.nbmbaa.org/index.aspx?pageID=797>

Employment Network Hotline. The NBMBA is a non-profit organization of minority MBA's, business professionals, business students and entrepreneurs in both the private and public sectors throughout the country. Members share a commitment to education and business. Advertisements will be electronically posted, and listings are sent to all chapters for distribution to members.

#### **National Society of Black Engineers**

<http://national.nsbe.org/>

The National Society of Black Engineers (NSBE) with more than 10,000 members is the largest student-managed organization in the country. NSBE's mission is to increase the number of culturally responsible Black engineers who excel academically, succeed professionally and positively impact the community. The organization stimulates and develops student interest in the various engineering disciplines and to encourage and advise minority youth in their pursuit of an engineering career.

### *Asian Faculty:*

#### **National Association of Asian American Professionals**

<http://www.naaap.org/>

The NAAAP Vision provides a broad range of Asian American professional and educational services that meet the needs of individuals, corporations and government.

### *Faculty with Disabilities:*

#### **American Association of People with Disabilities**

<http://www.aapd-dc.org/>

AAPD is the largest nonprofit, nonpartisan, cross-disability organization in the United States. Among the organization's purposes are furthering the productivity, independence, full citizenship, and total integration of people with disabilities into all aspects of society. AAPD publishes a quarterly newsletter.

#### **Disability and the Workplace: An Internet Primer**

<http://www.ilr.cornell.edu/library/research/subjectGuides/employmentAndDisability.html> Developed in collaboration with the Program on Employment and Disability at Cornell University, this guide provides links to information relevant to the effect disabilities can have on workers and the workplace, as well as governmental and institutional efforts to combat discrimination on the basis of disabilities. This guide provides links to various disability topics such as workers compensation, return to work issues, employment, law and legislation, and more.

### *Lesbian, Gay, Bisexual and Transgendered Faculty:*

#### **ProGay Jobs**

<http://www.progayjobs.com>

This is an easy to navigate site designed to help the gay and lesbian job seeker or consultant find a company committed to diversity.

### *Hispanic and Native American Faculty:*

#### **National Congress of American Indians**

<http://www.ncai.org/>

The National Congress of American Indians is the oldest and largest tribal government organization in the United States. NCAI serves as a forum for consensus-based policy development among its membership of over 250 tribal governments from every region of the country. Contains a tribal directory with leadership and locations.

#### **Hispanic Outlook in Higher Education**

<http://www.hispanicoutlook.com/>

This is the sole Hispanic journal on today's college campuses that reaches a broad cultural audience of educators, administrators, students, student services and community based organizations, plus corporations. Hispanic Outlook's readership is primarily composed of progressive decision-makers in academia and in public and private sectors. The publication's circulation is 28,000.

### *Women Faculty:*

#### **NAWE - Advancing Women in Higher Education**

<http://www.nawe.org/>

NAWE membership includes administrators, faculty, staff and students from all sectors, plus women working in associations, businesses and government agencies related to education.

#### **Association for Women in Science**

<http://www.awis.org/>

The Association for Women in Science (AWIS) was founded to expand educational and employment opportunities for women in sciences. The organization has over 5,000 members. About 60% of members hold PhD's and an additional 20% have master's degrees. Their national publication is circulated to all members as well as 60 libraries across the country.

#### **Women in Technology International**

<http://www.witi.com/>

WITI provides women in technology inspiration, education, conferences, on-line services, publications and an exceptional worldwide network of resources. WITI is the first and only international organization solely dedicated to advancing women through technology.

#### **Society of Women Engineers**

<http://societyofwomenengineers.swe.org/>

The Society of Women Engineers' bimonthly magazine publishes openings for faculty positions in higher education as well in a variety of industries. The Society maintains a mailing list for electronic job postings. Individual members, as well as companies, are encouraged to post their available jobs. The service is free.

#### **Association of American Medical Colleges, Group on Women in Medicine and Science (GWIMS)**

<http://www.aamc.org/members/gwims/>

#### **American Medical Women's Association**

<http://www.amwa-doc.org>

#### **American Bar Association, Commission on Women in the Profession**

<http://www.abanet.org/women/>

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Many of the resources listed in this Handbook are from the University of Wisconsin-Madison, Equity and Diversity Toolkit Resource, at <http://info.gradsch.wisc.edu/admin/committees/edc/resources.html> or the University of Michigan ADVANCE Handbook for Faculty Searches and Hiring, at <http://www.advance.rackham.umich.edu/handbook.pdf>.

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