What do you see as some of the biggest hurdles to Inclusive Excellence and Equity at WSU?

Please write answers in Chat or Q&A

Achieving Faculty Retention Through Inclusive Excellence

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UCI | Office of Inclusive Excellence

Overview

- Introductory activity

- My institutional landscape

- UCI example: Equity Advisors

- Some ideas for education

- Thoughts on individual acts

Please ask questions verbally or in chat at any point!

Institutional Landscape

University of California
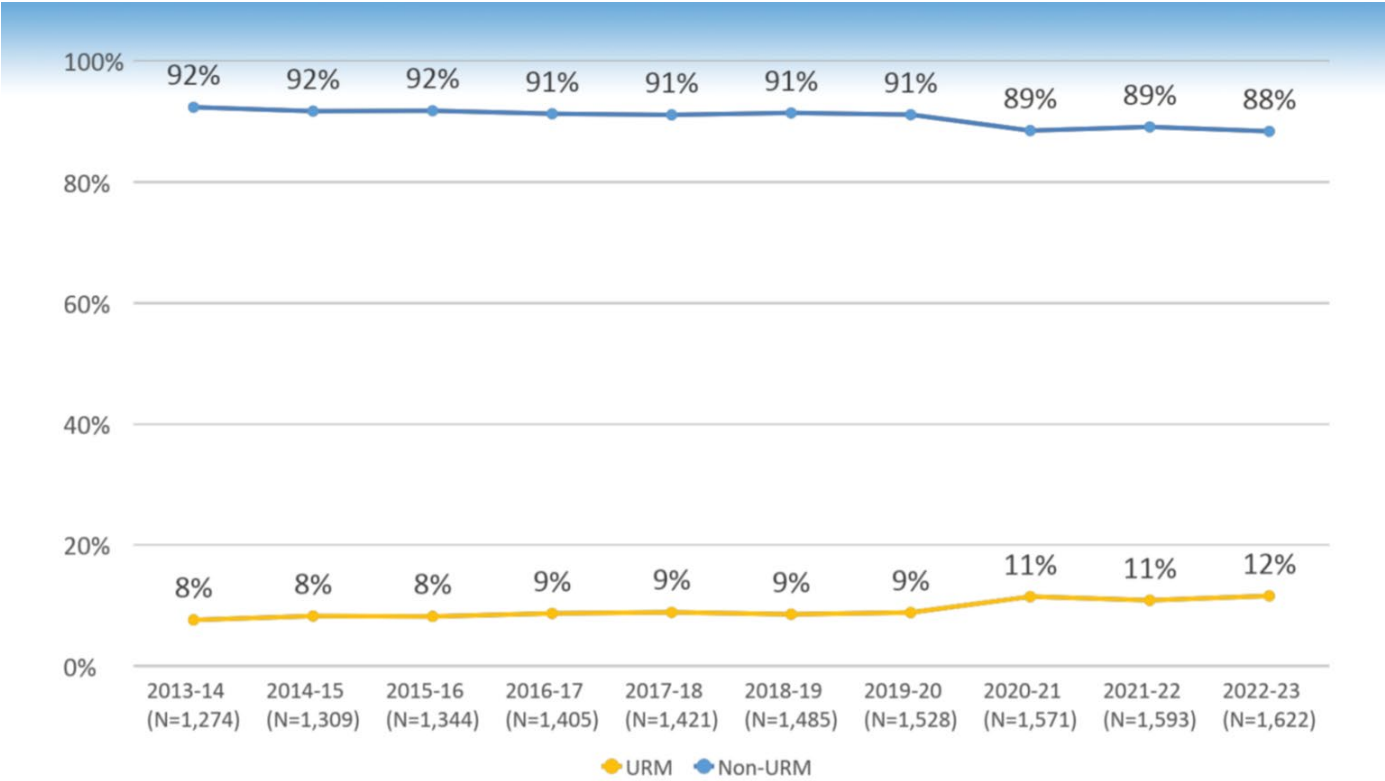and
University of California, Irvine

Campus by URM Status
Total Students, Senate Faculty, and Staff (2022-23)

URM= African American/Black, Hispanic/Latino, American Indian or Native American, Native Hawaiian or Pacific Islander

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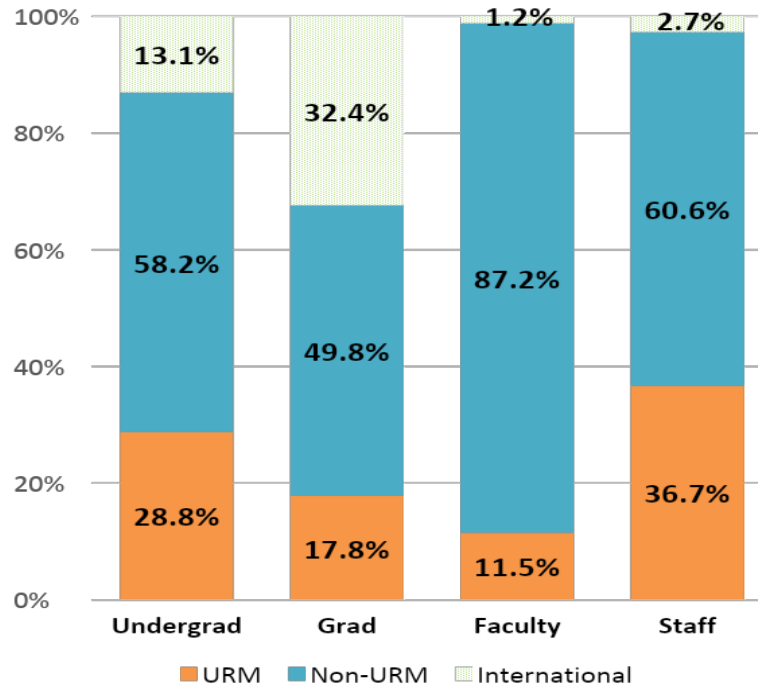
Total Senate Faculty by URM Status

Institutional Commitments

UC commitment to faculty diversity & inclusion to achieve excellence

- Growing Our Own: Advance faculty diversity and diversify PhD pathways
- Advancing Faculty Diversity Grants
- President's Postdoctoral Fellowship Program and Hiring Incentive
  - Database of PPFP Scholars
- UC-HBCU Initiative
- UC-Hispanic Serving Institution (HSI) Doctoral Diversity Initiative
- American Association for the Advancement of Science (AAAS): SEA Change: STEMM Equity Achievement

UCI Strategic Plan: Bright Past, Brilliant Future

- Ensure that UCI's educational opportunities are engine for social mobility
- Build on relationships with minority-serving institutions (Historically Black Colleges and Universities[HBCU], Hispanic Serving Institutions [HSI], Asian American and Native American Pacific Islander Serving Institutions[AANAPISI]) to continue strengthening pipelines into our graduate and professional programs
- Increase enrollment of a diverse doctoral student population
- ….

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Institutional Programs at UCI

- Equity Advisors (ADVANCE project; more slides below)

- DECADE Graduate Student Mentoring

- Chancellor's Postdoctoral Fellowship Program (extension of UC PPFP)

- UCI-HBCU Initiatives

- Black Thriving Initiative

- Pay Equity Study

- Career Partners Senate Faculty Program

- COVID Accommodations and temporary Research Recovery Program

- Family Friendly Leave, Modified Duties, and Stop the Clock

- Provost's Leadership Academy

- Inclusive Excellence Academic Leadership
    - UCI School of Social Sciences, Office of Faculty Development and Diversity
    - UCI School of Biological Sciences, Office of Equity, Diversity and Inclusion
    - UCI School of Physical Sciences, Inclusive Excellence Leadership

Faculty Recruitment Inclusive Excellence Supplement

Program Outcomes (Ladder Rank Faculty and Professors of Teaching):

- 2019-20: 16 nominations
    - 13 approved (4 STEM)
    - 22 (of 26) faculty accepted offer
    - Total faculty hires = 84
- 2020-21: 17 nominations
    - 14 approved (5 STEM)
    - 20 (of 28) faculty accepted offer
    - Total faculty hires = 79
- 2021-22: 18 nominations
    - 11 approved (4 STEM)
    - 9 (of 22) faculty accepted offer
    - Total faculty hires = 72
- 2022-23: 8 nominations
    - 3 approved (1 STEM)
    - 3 (out of 6) faculty accepted offer
    - Total faculty hires = 91

Institutional Support for Faculty

- National Center for Faculty Development & Diversity Faculty Success Program Membership & Funding

- Associate Vice Provost for Faculty Development

    - Inclusive Excellence Professors

    - Associate Professor URM women group

- UC I Write

- School-based mentoring programs

- More in process!

UCI Example: Equity Advisors

NSF ADVANCE Grant (2001)

Tenured faculty in each school

Faculty Assistant to Dean

Role of Equity Advisors

- **Faculty Recruitment**
  - Promote best practices
  - Provide formal approval of search plan, short list, and finalist
  - Meet with finalists or provide information
- **Faculty Retention**
  - Offer career advising for faculty development
  - Develop mentoring and orientation activities
  - Advise Deans re: salary equity
- **Remediation of Faculty Issues**
  - Serve as confidential (as much as possible) resource for faculty
  - Refer faculty to campus supports (Ombuds, OEOD, AVP for Faculty Development)
- **Resources to Support Faculty**
  - Serve as Faculty Assistant to Dean
  - Develop useful faculty resources

Faculty Recruitment

- Creating the most inclusive pool
  - Comparison of availability ([IPEDS](#)) and departmental demographics to create URM hiring goals
  - Direct outreach encouraging minoritized candidates to apply
- Best practice advertisement language
- Inclusive & lowest barrier candidate requirements
  - [Sexual Misconduct, Harassment, & Discrimination Declaration](#)
  - [Inclusive Excellence Statement](#) in hiring (and review)
  - Letter of Reference contact information only
- Education on best Search practices
  - Mandatory Search Committee presentation
  - Working on handbook (e.g., [Michigan](#), [Harvard](#))
- Oversight: Search plan, Short List, Final Report
  - Equity Advisor, Vice Chancellor (delegated to Assoc. VC), Office of Equal Opportunity & Diversity review and sign off

"Safest community" is in eye of beholder. Try these instead:

- UCI is an HSI, an AANAPISI, and a charter member of the [AAAS SEA Change initiative](#) that supports institutional efforts to increase access and success for students, faculty and staff from groups marginalized in STEMM. Programs are available to meet the needs of dual-career academic partners.

- Commitment to diversity, equity and inclusion animates our mission as a public research university. A recipient of an NSF ADVANCE award for gender equity, UCI is responsive to the needs of dual career couples and supports work-life integration through a robust set of family-friendly policies.

- UCI is a Minority Serving Institution (MSI), a Hispanic-Serving Institution (HSI) and an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI). These federal designations align with UCI's aspiration to be a national leader and global model of inclusive excellence. We seek faculty who are committed to diversity as well as diverse faculty who will be role models for our students.

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Improve equity in retention and advancement

- New faculty orientation: set up for success
  - Welcoming for new faculty at all levels, not just untenured
- Mentoring programs for early, mid, and senior career faculty
- Transparency and equity are good for everyone
  - Faculty Guidance on Preparing merit & promotion files
  - New Faculty Resources
  - Pathways to Tenure and Promotion Guide
- Raise awareness of the need for equity and diversity in all service and professional activities, such as leadership opportunities, nominations for awards and honors, etc.
- Support affinity groups, awards, fundraising
- Discuss and educate on Bias in Review Process
- Climate and Exit Interviews (COACHE)

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Remediation for Faculty Inequities

- [Pay Equity Study](#)
  - Followup with $$ and plan
- [Career Equity Review](#) (not recommended)
  - Not everything works
- Changing review standards
  - Consideration of Non-collegiality in the Review Process
  - Inclusive Excellence: "Contributions in all areas of faculty achievement that promote equal opportunity and diversity should be given due recognition in the academic personnel process, and they should be evaluated and credited in the same way as other faculty achievements."– UC AP Manual
  - Documentation of Informal Mentoring

- Equity Advisor as resource and connector for individual issues
  - Knowledge and resource outside of administrative lines of authority

Graph 1: General Campus, Salary by Rank/Step and Gender
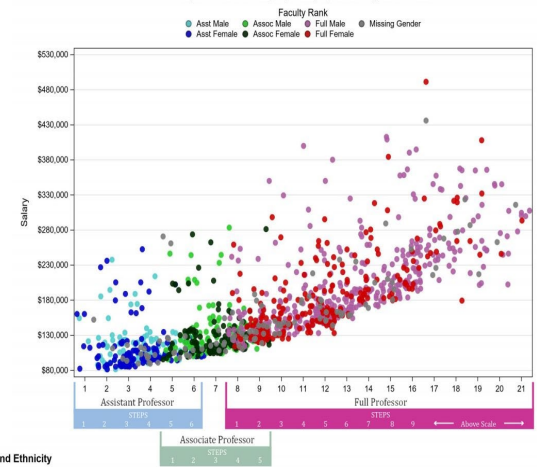
Graph 2: General Campus, Salary by Rank/Step and Ethnicity

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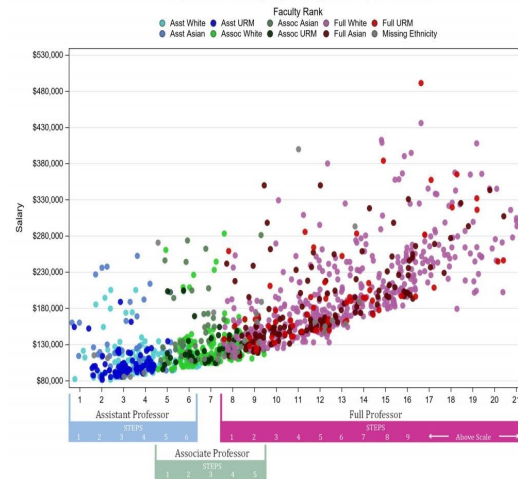
Education

A Small Selection
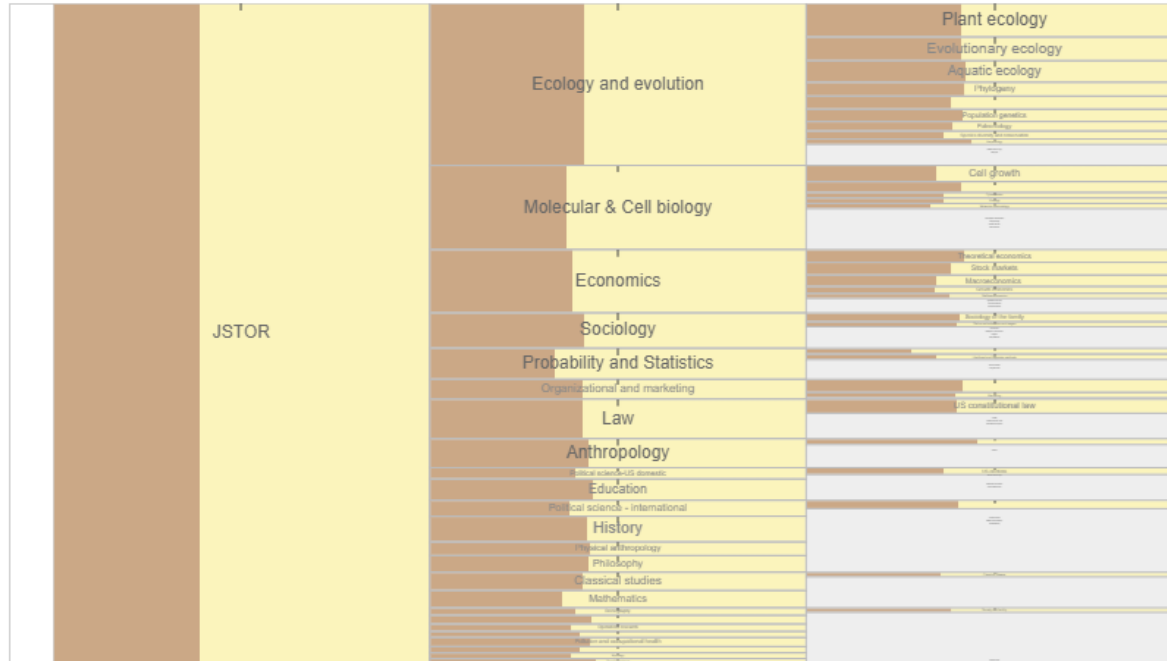
Some Bias Research Findings

- [Resumes](#) with "Black-sounding" names needed 1.5x as many submissions as resumes with "White-sounding" names in order to receive the same number of follow-ups

- [Women surgeons](#) receive fewer referrals after successful outcomes than male surgeons

- Three-quarters of women's [critical evaluations](#) contained negative comments about their personalities, compared to 2% of men's

- [Survey](#) of women scientists found that Asian American women face highest backlash for self-promotion and assertive behavior

- Shelley J. Correll et al., "[Inside the Black Box of Organizational Life: The Gendered Language of Performance Assessment](#)" *American Sociological Review* (2020)
  - "[M]en and women are equally likely to be described as having technical ability, while women are viewed as too aggressive and men as too soft…"taking charge" is associated with the highest performance ratings for men but not for women. …gender biases emerge in a process intended to be meritocratic."

Bias: (Self) Citation Metrics

Details

1665 – 2010

Women's authorships
Men's authorships

JSTOR

Ecology and evolution
Molecular & Cell biology
Economics
Sociology
Probability and Statistics
Organizational and marketing
Law
Anthropology
Political science-US domestic
Education
Political science - international
History
Physical anthropology
Philosophy
Classical studies
Mathematics

Plant ecology
Evolutionary ecology
Aquatic ecology
Phylogeny
Population genetics
Paleontology

Cell growth

Theoretical economics
Stock Markets
Macroeconomics

US constitutional law

What it shows

Rates of self-citation differ according to gender across scholarly disciplines and sub-fields. We determine the self-citation rates of men and women, per pubication. When the rates are the same for both genders, the colors in each block are split evenly in half. When men authors self-cite twice as often per publication as do women authors, then the block will be 2/3 cream and 1/3 brown.
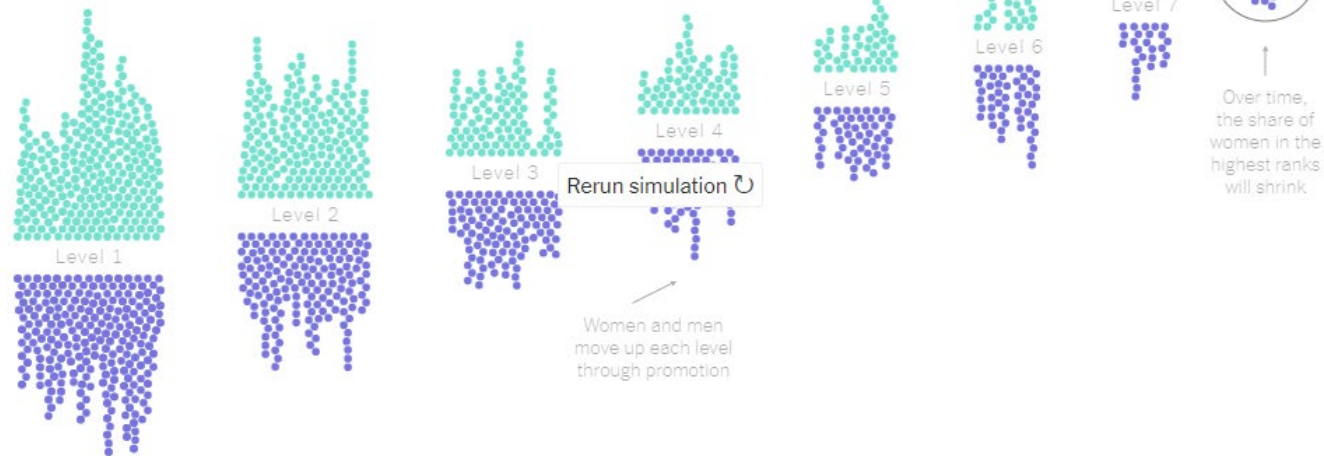
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Example: Cumulative Bias

Simulation of Normcorp promotions over 10 years, with female performance undervalued by 3 percent

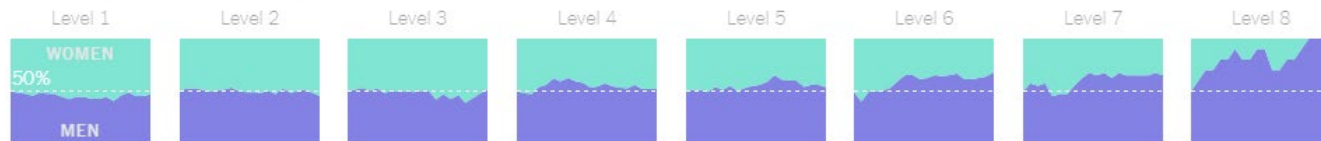← ENTRY-LEVEL EMPLOYEES   EXECUTIVE LEVEL →

● Women ● Men

Live simulation: year 10

Level 8
Level 7
Level 6
Level 5
Level 4
Level 3
Level 2
Level 1

Rerun simulation ↻

Over time, the share of women in the highest ranks will shrink

Women and men move up each level through promotion

Simulation results over time

Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 | Level 7 | Level 8

WOMEN 50%
MEN

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Bias: Academic Hiring Research

- Women, mothers, minoritized men, & LGBTQ+ faculty fare worse than white & Asian straight men on average in terms of respect for research, professional integration, motherhood salary penalty.
- Merit is linked to the idea of being a pure scholar/ objective academic, whereas one's identity is too often seen as antithetical to success
- In candidate semi-finalist pool:
  - Women 2.7x more likely to have no positive comments
  - Women 2x more likely to have 1+ negative comment
  - Men 4x more likely to have standout comments (best, outstanding, etc.)

Loy et al., "[Can rubrics combat gender bias in faculty hiring]?" Policy Forum *Science.org* July 2022
- Women candidates received statistically significant lower productivity rubric scores than men, controlling for seniority # of articles published, and seniority/h-index
- Women didn't catch up to men in productivity rating in rubrics until reaching an H-index of 17.5 (well above 12.8 average and above all but that achieved by a handful of candidates)

All from **Mary Blair-Loy,** UCSD Sociology and Co-Director, https://crg-stemm.ucsd.edu/

Some Citations on Bias

Jens Peter Andersen, Jesper Wiborg Schneider, Reshma Jagsi, Mathias Wullum Nielsen (2019) Meta-Research: Gender variations in citation distributions in medicine are very small and due to self-citation and journal prestige eLife 8:e45374 https://doi.org/10.7554/eLife.45374

Bertrand, M, Mullainathan, S. Are Emily And Greg More Employable Than Lakisha And Jamal? A Field Experiment On Labor Market Discrimination. *American Economic Review*, 2004, v94(4,Sep), 991-1013.

Chatterjee P, Werner RM. Gender Disparity in Citations in High-Impact Journal Articles. *JAMA Netw Open.* 2021;4(7):e2114509 doi:10.1001/jamanetworkopen.2021.14509

Cochran, Angela, "Sexism in Peer Review," *The Scholarly Kitchen* May 7, 2015.

Block, Sharon "Yes, Student Reviews of Classroom Teaching Have Value," *Inside Higher Ed*, March 17, 2021.

Chugh, Dolly et al, "Professors are Prejudiced Too," *New York Times* May 9, 2014.

Maliniak, D., Powers, R., & Walter, B. (2013). The Gender Citation Gap in International Relations. *International Organization, 67*(4), 889-922. doi:10.1017/S0020818313000209

Correll, Shelley J., Katherine R. Weisshaar, Alison T. Wynn, and JoAnne Delfino Wehner. "Inside the Black Box of Organizational Life: The Gendered Language of Performance Assessment." *American Sociological Review* 85, no. 6 (December 2020): 1022–50. https://doi.org/10.1177/0003122420962080.

Guarino, Cassandra, "Why higher ed needs to get rid of the gender gap for 'academic housekeeping'" *The Conversation* September 27, 2017.

Loy, Mary Blair et al., "Can rubrics combat gender bias in faculty hiring?" Policy Forum, *Science.org* July 2022.

Trix, Frances and Carolyn Psenka (2003). Exploring the color of glass: Letters of recommendation for female and male medical faculty. *Discourse & Society* 14(2), 191-220.

UCSF Unconscious Bias Training https://diversity.ucsf.edu/programs-resources/training/unconscious-bias-training

Link to Archive of Research on Gender and Racial Bias with Course Evaluations

David Card, Stefano DellaVigna, Patricia Funk, Nagore Iriberri, Are Referees and Editors in Economics Gender Neutral?, *The Quarterly Journal of Economics*, Volume 135, Issue 1, February 2020, Pages 269–327, https://doi.org/10.1093/qje/qjz035

Rivera, Lauren A., and András Tilcsik. "Scaling Down Inequality: Rating Scales, Gender Bias, and the Architecture of Evaluation." *American Sociological Review* 84, no. 2 (April 1, 2019): 248–74. https://doi.org/10.1177/0003122419833601.

Tamblyn, Robyn, Nadyne Girard, Christina J. Qian, and James Hanley. "Assessment of Potential Bias in Research Grant Peer Review in Canada." *Canadian Medical Association Journal* 190, no. 16 (April 23, 2018): E489. https://doi.org/10.1503/cmaj.170901.

American Psychological Association, Tenure & Promotion for Faculty of Color (2023)

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Individual Acts

What can one person do?

Mentoring

- Voluntary and Structured Mentoring
- On and off campus
- Discuss hidden curricula of higher education

  o NCFDD Mentor Map and Webinar

  o University of Michigan Resources on Mentoring

  o UCI Bio Sci Pilot Faculty Mentoring Program

  o UC Berkeley Best Practice for Faculty Mentoring

  o Cornell University Mentoring Guidelines

Be the Change: Allies and Accomplices

- Do the work and more
    - They who are most prepared often wins
- Reflect on all choices
- Refuse work in inequitable spaces
- Allies: Remember to decenter yourself
- A rising tide lifts all boats
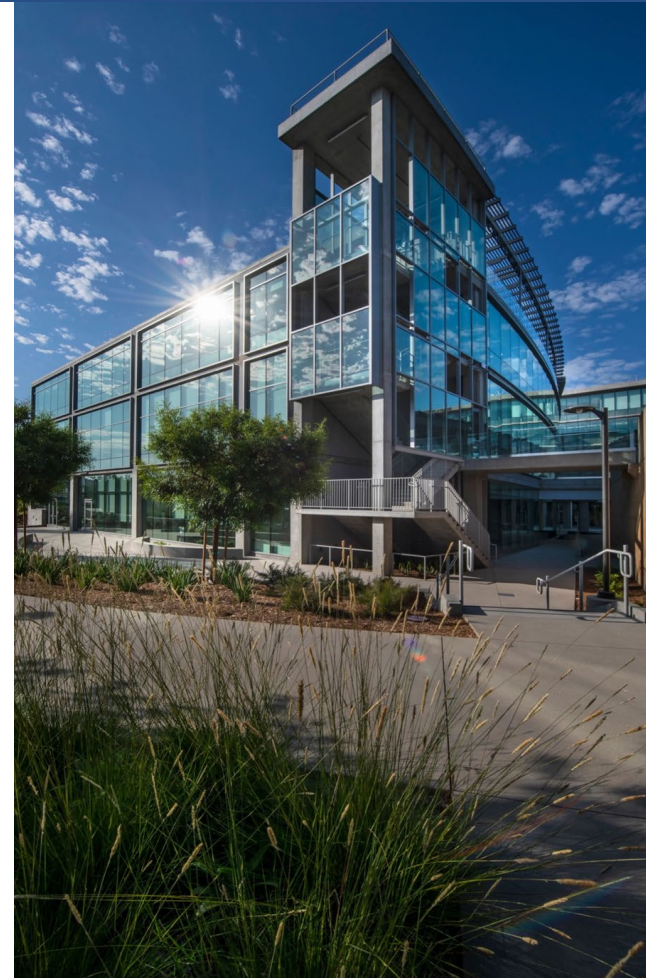- Appreciate the increments

"Get tenure, then start la revolución"

— **Distinguished Professor Vicki Ruiz**

American Academy of Arts & Sciences Member

National Humanities Medal Winner

Thank You

Please feel free to follow up anytime at sblock@uci.edu

Questions?