

**College of L&S Evaluation – 2010/11**  
***Searching for Excellence and Diversity: A Workshop for***  
***Search Committees***

CMPribbenow, March 16, 2011

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A link to a web-based survey was sent to fifty email addresses of participants in WISELI's *Searching for Excellence and Diversity: A Workshop for Search Committees*. These faculty and staff members, all of whom are housed in the College of Letters and Sciences at UW-Madison, attended two workshop sessions over the course of the fall 2010 and spring 2011 semesters. Twenty-two respondents completed the survey for a response rate of 44%.

- **Your title or role on campus:**

Asst/Assoc/Full Professor	14
Asst/Assoc Dean or Director	1
Asst/Mgr in Human Resources	1
Assistant/Administrative	2
Student Services	1
Department Chair	3
	22 100%

- **Your role on the search committee or in the search process:**

Support/Administrative	3
Committee Member	5
Committee Chair	13
Human Resource	1
	22 100%

- **Please identify up to three things that you gained at this workshop and will apply in your role as Chair or as a member of a search committee:**

- 1. The need for committee consensus and clarity--clear direction from the Department chair and/or Search Committee chair--on the type of candidate to recruit, as committee members are often diverse and have different agendas. 2. No question is "off the record." 3. Generally,

it was just a great training session, geared of course more to faculty, but I'm very glad I attended.

- The need to have the committee set a "process" and stick to it.
- Sharing information about standard practices across depts, specific anecdotes about problems and how to mitigate.
- Transparent procedures.
- Recognizing biases - enlarging the pool of applicants - building a good search committee.
- State Laws specify how committee meetings are conducted.
- Studies/data supporting unconscious bias, specific examples of how to handle interview questions, strategies for informing colleagues about appropriate interview questions.
- Thinking about how to conduct campus interviews. The presentation on unconscious bias in searches/hiring was quite useful and interesting.
- Information regarding unconscious bias; ideas on how to recruit a diverse pool of applicants; suggestions on how to make selections positively, not simply by cutting people.
- Better understanding of open meetings laws; resources for attracting candidates; literature on bias.
- Recognizing unconscious bias Developing clear expectations for reviewing candidates Strategies for making interviewees at ease such as assigning a grad student to help keep the interview process on time/get the candidate from place to place.
- I had taken the training previously, so there were relatively few new things I gained. I did learn that we need to post a schedule of meetings ahead of time and formally vote to go into executive session to close the search meetings.
- Was geared more for faculty searches and ours are academic staff.
- 1. Understanding the process; 2. Sharing experience; 3. Solving problems.
- Greater knowledge of fair evaluation of a pool of applicants; ideas of how to recruit the most diverse pool of candidates possible.
- Understanding of how difficult some of these things are to do right!
- What was useful was learning about the rules governing hiring (open meeting laws etc), services available on campus (such as spousal placement assistance), and hearing about other departments' experiences and conventions. It is always interesting and informative to get together with colleagues from around campus.
- Useful information on recruiting and interviewing.
- Awareness of the prevalence of bias in letter writing and letter reading; need to post search committee mtgs; concern on campus about bias in the hiring process is widespread and institutionally supported.

- **Please provide us with ideas or suggestions that would have improved your experience in this workshop:**
  - It was just right.
  - A clear definition of diversity goals (maybe this was covered in session 1, which I missed)...whether universal to UW, local to certain fields, local to departments, local to the search itself (ours has short listed all women, is that diverse?).
  - Could be condensed
  - It could be shortened.
  - Slightly larger group would have made for a more dynamic conversation.
  - The material on the partner program could have been presented much more briefly.
  - None -- very helpful.
  - Section on interview process seemed rushed and relied perhaps too much on anecdotes of poor practice; balance with examples of good practice would have been helpful as well.
  - I can't think of any.
  - No.
  - None. This was very helpful
  - It's extremely difficult to talk across departments about some of this stuff. I find the materials in the handbook/workbook interesting, but neither data nor anecdotes based on STEM fields are much help if you're in a non-STEM field with an extremely small pool of applicants to begin with. I'm not sure this is a problem any workshop can solve, or even that it's a problem as opposed to a built-in feature of academic life. However, it would be nice if the workshop and associated materials acknowledged that departments are just plain different in some respects that affect how searches are conducted!
  - A general workshop on institutional practices and legislation governing hiring would be more valuable. The focus on diversity is unnecessary ideology.
  - More discussion about racial and gender biases-- too easy for the participants to change the topic or avoid it in many of the small group discussions.
  
- **What topics did you hope would be covered in this workshop, yet were not?**
  - None that I can think of.
  - None.
  - Local diversity issue (see #5 above).
  - What was covered was reasonable.
  - N/A.

- It was very comprehensive.
- No.
- Discussion of how to challenge departmental and university standards that do limit the diversity of candidates considered for faculty positions.
- I could have used more space on the "What is diversity" issue ... diversity was pretty narrowly defined IMHO.
- Cannot think of any.

- **How did you hear about this workshop?**

Colleague	1
Department Chair	9
General email/WISELI	4
Dean's office/mandated attendance.	6
	20
	100%

- **Any other comments?**

- Thanks!
- Rather than have Laurie Mayberry talk about just what she does, a higher-level conversation about how the university approaches dual career hires in general.
- Thanks!
- No.
- It seemed to me that the workshop moderators worked very hard and did an excellent job but could have used some student help. Is there any funding in these straitened times to give them a little assistance during the workshop?
- Thank you sincerely for providing it!