UNIVERSITY OF CALIFORNIA ADVANCE PAID Program

The Faculty Search Process: A Bibliography of Current Research

Note: The citations have been grouped according to different stages or particular issues in the hiring process. Some citations may be listed under more than one section.

Recruitment. *This section includes research relevant to assembling the initial applicant pool, including the importance of social and professional networks, how to frame recruitment materials, and the placement of recruitment materials.*

Barnett, E., Gibson, M., & Black, P. (2003). Proactive steps to successfully recruit, retain, and mentor minority educators: Issues in Education. *Journal of Early Education and Family Review*, *10*, 18-28.

Bilimoria, D., & Buch, K. K. (2010). The search is on: Engendering faculty diversity through more effective search and recruitment. *Change: The Magazine of Higher Learning*, *42*, 27-32.

Bilimoria, D., & Liang, X. (2012). *Gender equity in science and engineering: Advancing change in higher education.* New York: Routledge.

Chubin, D. E., May, G. S., & Babco, E. L. (2005). Diversifying the engineering workforce. *Journal of Engineering Education*, January, 73-86.

Committee on Gender Differences in the Careers of Science, Engineering, and Mathematics Faculty, Committee on Women in Science, Engineering, and Medicine, Committee on National Statistics, & National Research Council. (2010). *Gender differences at critical transitions in the careers of science, engineering, and mathematics faculty.* Washington, DC: National Academies Press.

Delgado-Romero, E. A., Manlove, A. N., Manlove, J.D., & Hernandez, C. A. (2007). Controversial issues in the recruitment and retention of Latino/a faculty. *Journal of Hispanic Higher Education*, *6*, 34-51.

Gaucher, D., Friesen, J., & Kay, A. C. (2011). Evidence that gendered wording in job advertisements exists and sustains gender inequality. *Journal of Personality and Social Psychology*, *101*, 109-128.

Glass, C., & Minnotte, K. L. (2010). Recruiting and hiring women in STEM fields. *Journal of Diversity in Higher Education*, *3*, 218-229.

McDonald, S. (2011). What's in the 'old boys' network? Accessing social capital in gendered and racialized networks? *Social Networks, 33*, 317-330.

Moody, J. (2012). *Faculty diversity: Problems and solutions.* (2nd ed.) New York: Routledge.

Realff, M. L., Colatrella, C., & Fox, M. F. (2007). Interconnected networks for advancement in science and engineering: Theory, practices, and implementation. In A. J. Stewart, J.E. Malley, & D. LaVaque-Manty (Eds.), *Transforming science and engineering: Advancing academic women* (62-78). Ann Arbor, MI: University of Michigan Press.

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Smith, D. G., Turner, C. S., Osei-Kofi, N., & Richards, S. (2004). Interrupting the usual: Successful strategies for hiring diverse faculty. *Journal of Higher Education*, *75*, 133-160.

Turner, C.S.V. (2002). *Diversifying the faculty: A guidebook for search committees.* Washington, DC: American Association of Colleges and Universities.

Understanding Diversity/Diversity Initiatives. *This section includes research relevant to understanding the concept of diversity itself and certain diversity initiatives, including fostering an inclusive climate and peer-education strategies.*

Alex-Assensoh, Y. M. (2003). Race in the academy: Moving beyond diversity and toward the incorporation of faculty of color in predominantly white colleges and universities. *Journal of Black Studies*, *34*, 5-11.

Kayes, P. E. (2006). New paradigms for diversifying faculty and staff in higher education: Uncovering cultural biases in the search and hiring process. *Multicultural Education*, *14*, 65-69.

Price, E. G., Gozu, A., Kern, D. E., Power, N. R., Wand, G. S., Golden, S., & Cooper L. A. (2005). The role of cultural diversity climate in recruitment, promotion, and retention of faculty in academic medicine. *Journal of General Internal Medicine*, *20*, 565-571.

Smith, D.G. (2009). *Diversity's promise for higher education: Making it work*. Baltimore, MD: The Johns Hopkins University Press.

Stewart, A. J., LaVaque-Manty, D., & Malley, J. E. (2004). Recruiting women faculty in science and engineering: Preliminary evaluation of one intervention model. *Journal of Women and Minorities in Science and Engineering*, *10*, 361-75.

Perceptions of Job Applicants—Initial Screening & Ultimate Decisions. *This section includes research relevant to how and under what conditions social identities can impact the way in which candidates are perceived and evaluated during the hiring process, including perceptions of competence, commitment, and job suitability.*

Allen, T. D., Eby, L. T., Douthitt, S. S., & Noble, C. L. (2002). Applicant gender and family structure: Effects on perceived relocation commitment and spouse resistance. *Sex Roles*. *47*, 543-552.

Bertrand, M., & Mullainathan, S. (2004). Are Emily and Greg more employable than Lakisha and Jamal? A field experiment on labor market discrimination. *The American Economic Review*, *94*, 991-1013.

Biernat, M., & Fuegen, K. (2001). Shifting standards and the evaluation of competence: Complexity in gender-based judgment and decision making. *Journal of Social Issues*, *57*, 707-724.

Ceci, S. J., & Williams, W. M. (2011). Understanding current causes of women's underrepresentation in science. *Proceedings of the National Academy of Sciences of the USA*, *108*, 3157-3162.

Correll, S.J., Benard, S., & Paik, I. (2007). Getting a job: Is there a motherhood penalty? *The American Journal of Sociology*, 112, 1297-1338.

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Dovidio, J. F., & Gaertner, S. L. (2000). Aversive racism and selection decisions: 1989 and 1999. *Psychological Science*, *11*, 315-319.

Fiske, S. T. (2004). Intent and ordinary bias: Unintended thought and social motivation create casual prejudice. *Social Justice Research*, *17*, 117-27.

Foschi, M., Sigerson, K., & Lembesis, M. (1995). Assessing job applicants. *Small Group Research*, 26, 328-352.

Foschi, M. (1996). Double standards in the evaluation of men and women. *Social Psychology Quarterly, 59*, 237-254.

Isaac, C., Lee, B. L., & Carnes, M. (2009). Interventions that affect gender bias in hiring: A systematic review. *Academic Medicine*, *84*, 1440–1446.

Shauman, K.A., & Xie, Y. (1996). Geographic mobility of scientists: Sex differences and family constraints. *Demography*, *33*, 455-468.

Smith, D.G., DiTomaso, N., Farris, F., & Cordero, R. (2001). Favoritism, bias, and error in performance ratings of scientists and engineers: The effects of power, status, and numbers. *Sex Roles, 45,* 337-358.

Swim, J.K., & Sanna, L. J. (1996). He's skilled, she's lucky: A meta-analysis of observers' attributions for women's and men's successes and failures. *Personality and Social Psychology Bulletin*, *22*, 507-519.

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*, 509-528.

Stewart, A. J., LaVaque-Manty, D., & Malley, J. E. (2004). Recruiting women faculty in science and engineering: Preliminary evaluation of one intervention model. *Journal of Women and Minorities in Science and Engineering*, *10*, 361-75.

Thompson, M., & Sekaquaptewa, D. (2002). When being different is detrimental: Solo status and the performance of women and racial minorities. *Analyses of Social Issues and Public Policy*, *2*, 183–203.

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

Valian, V. (1999). *Why so slow? The advancement of women*. Cambridge: MIT Press.

Weichselbaumer, D. (2003). Sexual orientation discrimination in hiring. *Labour Economics*, *10*, 629-642.

The Search Committee. *This section includes research relevant to the composition of the search committee and its role in the hiring process.*

Committee on Gender Differences in the Careers of Science, Engineering, and Mathematics Faculty, Committee on Women in Science, Engineering, and Medicine, Committee on National Statistics, & National Research Council. (2010). *Gender differences at critical transitions in the careers of science, engineering, and mathematics faculty.* Washington, DC: National Academies Press.

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Glass, C., & Minnotte, K. L. (2010). Recruiting and hiring women in STEM fields. *Journal of Diversity in Higher Education*, *3*, 218-229.

Hong, L., & Page S. E. (2004). Groups of diverse problem solvers can outperform groups of high-ability problem solvers. *Proceedings of the National Academy of Sciences*, *101*, 16385-16389.

Kayes, P. E. (2006). New paradigms for diversifying faculty and staff in higher education: Uncovering cultural biases in the search and hiring process. *Multicultural Education*, *14*, 65-69.

Page, S. E. (2007). *The difference: How the power of diversity creates better groups, firms, schools, and society.* Princeton: Princeton University Press.

Smith, D. G., Turner, C. S., Osei-Kofi, N., & Richards, S. (2004). Interrupting the usual: Successful strategies for hiring diverse faculty. *Journal of Higher Education*, *75*, 133-160.

Turner, C. S. V. (2006). Before starting a faculty search, take a good look at the search committee. *Chronicle of Higher Education*, *53*, B32-B34.

Turner, C.S.V. (2002) *Diversifying the faculty: A guidebook for search committees.* Washington, DC: American Association of Colleges and Universities.

The Review/Selection Process. *This section includes research relevant to how the review process itself is structured, including alternatives to a traditional search process (e.g., dual hires, interdisciplinary hiring, & targeted hires).*

Budden, A. E., Tregenza, T., Aarssen, L., Koricheva, J., Leimu, R., & Lortie, C. J. (2008). Double-Blind review favours increased representation of female authors. *Trends in Ecology and Evolution*, *23*, 4-6.

Carnes, M., Geller, S., Fine, E., Sheridan, J., & Handelsman, J. (2005). NIH director's pioneer awards: Could the selection process be biased against women? *Journal of Women's Health*, *14*, 684-691.

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

Isaac, C., Lee, B. L., & Carnes, M. (2009). Interventions that affect gender bias in hiring: A systematic review. *Academic Medicine*, *84*, 1440–1446.

Moody, J. (2012). *Faculty diversity: Problems and solutions.* (2nd ed.) New York: Routledge.

Pfirman, S. L., Collins, J. P., Lowes, S., & Michaels, A. F. (2005). Collaborative learning efforts: Promoting interdisciplinary scholars. *Chronicle of Higher Education*, *51*, B15-B16.

Schiebinger, L., Henderson, A. D., & Gilmartin. S. K. (2008). *Dual-career academic couples: What universities need to know.* Michelle R. Cayman Institute for Gender Research, Stanford University. www.stanford.edu/group/gender/ResearchPrograms/DualCareer/DualCareerFinal.pdf.

Sheridan, J.T., Fine, E., Pribbenow, C. M., Handelsman, J., & Carnes, M. (2010). Searching for excellence & diversity: Increasing the hiring of women faculty at one academic medical center. *Academic Medicine*, 85, 999-1007.

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Smith, D. G., Turner, C. S., Osei-Kofi, N., & Richards, S. (2004). Interrupting the usual: Successful strategies for hiring diverse faculty. *Journal of Higher Education*, *75*, 133-160.

Uhlmann, E. L., & Cohen, G. L. (2005). Constructed criteria: Redefining merit to justify discrimination. *Psychological Scienc*e, *16*, 474-480.

Webb, T. J., O'Hara, B., & Freckleton, R. P. (2008). Does double-blind review benefit female authors? *Trends in Ecology and Evolution, 23*, 351-353.

Putting Together an Offer. *This section includes research relevant to issues around constructing and negotiating faculty offers.*

Babcock, L., Gelfand, M., Small, D., & Stayn, H. (2006). Gender differences in the propensity to initiate negotiations. In D. D. Cremer, M. Zeelenberg, & J. K. Murnighan (Eds.), *Social psychology and economics* (239-259). Mahwah, HJ: Lawrence Erlbaum Associates.

Pfirman, S. L., Collins, J. P., Lowes, S., & Michaels, A. F. (2005). Collaborative learning efforts: Promoting interdisciplinary scholars. *Chronicle of Higher Education*, *51*, B15-B16.

Schiebinger, L., Henderson, A. D., & Gilmartin. S. K. (2008). *Dual-career academic couples: What universities need to know.* Michelle R. Cayman Institute for Gender Research, Stanford University. www.stanford.edu/group/gender/ResearchPrograms/DualCareer/DualCareerFinal.pdf.

Stepan-Norris, J. (2008). Analysis of gender differences in 2006 faculty startup packages at UCI [PDF document]. Retrieved from http://advance.uci.edu/media/Reports/Startup%20Packages%20Report%202006.pdf.

Turner, C.S.V. (2002) *Diversifying the faculty: A guidebook for search committees.* Washington, DC: American Association of Colleges and Universities.

Institutional Policies. *This section includes research evaluating how institutional policies (e.g., family-friendly programs) and job expectations can either attract or detract certain candidates from applying to academic positions and from being successful once in those positions.*

Ceci, S. J., & Williams, W. M. (2011). Understanding current causes of women's underrepresentation in science. *Proceedings of the National Academy of Sciences of the USA*, *108*, 3157-3162.

Olsen, D., Maple, S. A., & Stage,F. K. (1995). Women and minority faculty job satisfaction: Professional role interests, professional satisfactions, and institutional fit. *The Journal of Higher Education*, *66*, 267-293.

Sears, A. W. (2003). Image problems deplete the number of women in academic applicant pools. *Journal of Women and Minorities in Science and Engineering, 9*, 169-81.

Committee on Gender Differences in the Careers of Science, Engineering, and Mathematics Faculty, Committee on Women in Science, Engineering, and Medicine, Committee on National Statistics, & National Research Council. (2010). *Gender differences at critical transitions in the careers of science, engineering, and mathematics faculty.* Washington, DC: National Academies Press.

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Sturm, S. (2007). Gender equity as institutional transformation: The pivotal role of "organizational catalysts." In A. J. Stewart, J. E. Malley, & D. LaVague-Manty (Eds.), *Transforming science and engineering: Advancing academic women* (262-280). Ann Arbor, MI: University of Michigan Press.

Williams, J. C. (2000). How the tenure track discriminates against women. *Chronicle of Higher Education*, October 27.

Retention. *This section includes research relevant to problems and solutions in the retention of new hires.*

Barnett, E., Gibson, M., & Black, P. (2003). Proactive steps to successfully recruit, retain, and mentor minority educators: Issues in Education. *Journal of Early Education and Family Review*, *10*, 18-28.

Callister, R.R. (2006). The impact of gender and department climate on job satisfaction and intentions to quit for faculty in science and engineering fields. *Journal of Technology Transfer*, *31*, 367-375.

Delgado-Romero, E. A., Manlove, A. N., Manlove, J. D., & Hernandez, C. A. (2007). Controversial issues in the recruitment and retention of Latino/a faculty. *Journal of Hispanic Higher Education*, *6*, 34-51.

Jackson-Weaver, K., Baker, E. B., Gillespie, M. C., Bellido, C. G. R., & Watts, A. W. (2010). Recruiting the next generation of the professoriate. *Peer Review*, 12.

Moody, J. (2012). *Faculty diversity: Problems and solutions.* (2nd ed.) New York: Routledge.

Olsen, D., Maple, S. A., & Stage,F. K. (1995). Women and minority faculty job satisfaction: Professional role interests, professional satisfactions, and institutional fit. *The Journal of Higher Education*, *66*, 267-293.

Turner, C.S.V. (2002) *Diversifying the faculty: A guidebook for search committees.* Washington, DC: American Association of Colleges and Universities.

Related research. *This section includes research that (1) addresses issues relevant to the pre-hiring phase of the academic pipeline (e.g., evaluating undergraduate & graduate experiences), (2) informs the hiring process more generally, or (3) describes barriers to the advancement of certain groups in academia that may help inform the hiring process.*

Castellanos, J., & Jones, L. (2003). *The majority in the minority: Expanding the representation of Latina/o faculty, administrators, and students in higher education.* Sterling, VA: Stylus Publishing.

Committee on Gender Differences in the Careers of Science, Engineering, and Mathematics Faculty, Committee on Women in Science, Engineering, and Medicine, Committee on National Statistics, & National Research Council. (2010). *Gender differences at critical transitions in the careers of science, engineering, and mathematics faculty.* Washington, DC: National Academies Press.

Etzkowitz, H., Kemelgor, C., & Uzzi, B. (2000) *Athena unbound: The advancement of women in science and technology.* New York: Cambridge University Press.

Jackson-Weaver, K., Baker, E. B., Gillespie, M. C., Bellido, C. G. R., & Watts, A. W. (2010). Recruiting the next generation of the professoriate. *Peer Review*, 12.

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Long, J. S. (2001). *From scarcity to visibility: Gender differences in the careers of doctoral scientists and engineers.* Washington, DC: National Academy Press.

McNeely, C., & Vlaicu. S. (2010). Exploring institutional hiring trends of women in the U.S. STEM professoriate. *Review of Policy Research*, *27*, 781-793.

Nelson, D,J., & Brammer, C. N. (2010). *A national analysis of minorities in science and engineering faculties at research universities.* University of Oklahoma: Norman, OK.

Ong, M., Wright, C., Espinosa, L. L., & Orfield, G. (2011). Inside the double bind: A synthesis of empirical research on undergraduate and graduate women of color in science, technology, engineering, and mathematics. *Harvard Education Review*, *81*, 172-208.

Smith, D.G. (1996). *Achieving faculty diversity: Debunking the myths.* Washington, DC: Association of American Colleges and Universities.

Sonnert, G., & Holton, G. (1996). Career patterns of women and men in the sciences. *American Scientist*, *84*, 63-71.

Turner, C. S. V., Gonzalez, J. C., & Wood, J. L. (2008). Faculty of color in academe: What 20 years of literature tells us. *Journal of Diversity in Higher Education*, *1*, 139-168.

Valian, V. (1999). *Why so slow? The advancement of women*. Cambridge: MIT Press.

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