1. Institutional Transformation Theme as defined in the proposal
“Faculty Hiring that Makes a Difference”. UA proposes a transformational theme to redesign faculty recruitment and hiring practices in STEM departments. Faculty leadership skills will be essential to encourage departmental faculty to scrutinize current practices and gain an enhanced appreciation of the importance of diversity hiring for student success. IDEAL participants will work closely with other units on campus involved with the university goal of inclusive excellence and diversity.

   a. Impact of change projects on the university over three years
The 11 IDEAL STEM departments are Biomedical Engineering, Chemical & Biomolecular Engineering, Civil Engineering, Electrical & Computer Engineering, Mechanical Engineering, Biology, Chemistry, Geology & Environmental Science, Math, Computer Science and Psychology.

The efforts of each annual change project team have led to enhanced faculty diversity in STEM fields, specifically, women faculty. The initial data collection and analysis phase resulted in the university president issuing an important and clear message on the importance of faculty diversity. From the second year, improved presentation of department faculty composition data, more frequent campus conversations on diversity hiring as well as enhanced search committee workshops led more search committees to implement best practices. Some tangible examples of change include:

   • Of the 10 Engineering searches occurring from 2009 – 2011, all but one committee had at least one female committee member. This contrasts with engineering search committees from 2006 – 2008 where 14 out of the 19 successful searches had no female committee members.
   • All search plans for 2009 – 2011 included pro-active networking as a strategy to enhance the candidate pool whereas less than 30% used this strategy in the searches from 2006 – 2008.
   • 40% of faculty searches in engineering from 2009 – 2011 resulted in hiring a female faculty compared to 22% in 2006 – 2008.
   • Civil Engineering which had only a single female faculty member for more than the previous 10 years successfully hired two female faculty from 2009 – 2011.
   • The percent of female faculty in Biomedical Engineering now exceeds the percent of female PhD recipients in that field based on data from ASEE (American Society of Engineering Education, 2011).
   • Chemistry which had not hired a female faculty during the previous ten years successfully hired a female in both 2011 and 2012.
   • Math which last hired a female faculty in 2007 successfully hired a female in 2012.

The culminating impact has been the inclusion of a significant emphasis on diversity hiring within the university’s Achieving Distinction initiative. Proposals related to new faculty hiring within this initiative will be judged based in part on the criteria “Contribution to the diversity of people, thoughts, and ideas including connections to globally relevant academic programs.” Third-year change leaders plan to continue contributing to this initiative through evaluation of
the diversity content within proposals and having one IDEAL team member sit on the University Council Talent & Human Resources Committee of University Council.

b. **Reception received from campus leaders and faculty to the change projects**

Initial conversations with campus leadership revealed a relatively pessimistic view of the potential to improve faculty diversity simply through the application of best practices in diversity hiring. At that time, administrator’s explanation for the long-term trend in underrepresentation for female faculty in STEM departments was to identify the problem as a shortage of available diverse candidates, i.e. a pipeline problem. Over the next three years this perspective has radically changed. College search committees are now required to attend a Human Resources workshop which includes examples of how to enhance diversity in candidate pools. Many of the search committees have begun to implement best practices such as having a diverse committee, implementing pro-active search practices and to a limited extent including an emphasis on diversity in search position advertisements. Campus leaders seemed appreciative of supplementary information such as the 2015 forecast of departmental faculty retirements due to newly revised retirement benefits as well as the analysis of salary equity that showed no observable gender bias.

Both STEM colleges are now scrutinizing all hiring practices, candidate pools and are looking for solutions to overcome the so-called “pipeline problem” rather than simply suggest that search committees are powerless to overcome limited numbers of available female candidates. Summary reports from the IDEAL project are now well received and generate constructive conversations on how to improve diverse hiring in all underrepresented groups. Administrators who have attended the plenary have also become more interested in topics from other IDEAL projects such as mentoring and campus climate.

c. **Policies, practices implemented, in planning stages etc.**

The following practices have been put into place as a result of the IDEAL grant:

- Institutional Research will regularly collect NSF indicator data to provide continued updates on faculty diversity in STEM departments.
- The Institute for Teaching and Learning will maintain the IDEAL website displaying trends in faculty composition, NSF Indicator data and continue to periodically analyze other metrics such as salary equity and promotion statistics.
- A customized Human Resources workshop is available for departmental search committees. Trends in diversity hiring and comparative data published on our IDEAL website for that discipline are available for inclusion in these workshops.
- Human Resources has implemented an electronic database to document each faculty hiring process including search plans, advertisements and applicant demographics. It is now possible to analyze trends on diversity of applicants and interviewees with respect to faculty hiring search processes.
- Faculty composition and comparison data will be regularly disseminated through an annual report to the Office of Academic Affairs. Individual charts for each STEM department are provided via links from three university websites, the IDEAL project in the Institute for Teaching and Learning, the Office of Inclusion and Equity and Human Resources.

The following faculty hiring policy is in the final implantation stage:

The Expectations of Faculty Searches policy contains specific wording on improving diversity within the faculty. For example, “It is expected that each search committee will invite to campus (the “short list”) a group of applicants that represent the diversity of the
applicant pool and also offer the potential to enhance and increase the diversity on campus and within the respective department and college.” And relevant to women in STEM “The University of Akron is particularly committed to hiring new faculty in areas where diversity is most lacking as determined by Talent Development & Human Resources.”

d. Impact of the plenary on the institutional progress
Over the course of this three year project the university administration has increasingly seen the plenary as an opportunity for academic leadership to gain substantial insight on issues related to diversity hiring and leadership opportunities for women faculty in STEM. For example, the university was represented at the first plenary by only one college dean and an associate dean. As a direct result, that College started focused conversations with women faculty on improving the campus climate and implemented improved documentation of diversity in searches. The second plenary was attended by five university administrators including the Vice President of Human Resources and the Chief Diversity Officer. Following this plenary, national speakers were brought to campus and significant enhancements to search committee workshops occurred. Administrators in both STEM colleges increased their scrutiny of faculty composition trends and actively questioned why some departmental searches resulted in very limited diverse candidate pools. In addition, it became obvious that results from other IDEAL projects initiated more conversations on campus climate, faculty mentoring and female faculty promotion.

2. Leadership Development Program
a. Leadership movement of participants over three years
   • First year IDEAL team member Linda Subich, Professor of Psychology, became the Associate Dean of the Buchtel College of Arts & Science.
   • Second year IDEAL team member Judit Puskas, Professor of Chemical & Biomolecular Engineering, was named the Austin Chemical Chair.

3. Best practices/promising practices for future
The three-year IDEAL project should yield promising practices and lessons learned for universities involved in strategic hiring initiatives. IDEAL change leaders will be involved with a qualitative analysis of proposals submitted to the Achieving Distinction initiative. This analysis should yield answers to such questions as:
   • How well do faculty articulate best hiring practices in response to the initiative’s diversity criteria, Contribution to the diversity of people, thoughts, and idea and is this in relative balance with the primary criteria of multidisciplinary research capabilities?
   • Are faculty seeking additional resources to enhance the diversity hiring element of their proposal, for example, by asking for advice from IDEAL change leaders or attending a targeted workshop on these topics?
   • From an assessment of department searches not resulting from the Achieving Distinction initiative, do we see enhanced application of best practice in those departments who have submitted an Achieving Distinction proposal?

Lessons learned from the evaluation of Achieving Distinction proposals may yield useful information for other institutions who are undergoing strategic hiring while also maintaining a commitment to diversity of the faculty.

4. Intellectual Products
a. Website
The Institute for Teaching and Learning continues to maintain the IDEAL website at http://www.uakron.edu/itl/IDEAL/ Contents include links to IDEAL for each partner institution (if available), information on best practices for search committees, all annual reports and plenary posters, and extensive data on faculty and student compositions by gender. Also included is a one-time analysis of STEM faculty salaries by gender, rank and years of service.

b. **Handouts**
The year-three IDEAL team created a PowerPoint slide/poster to promote the university to potential faculty candidates. Current faculty will be asked to show this slide/poster at professional conferences to showcase our *Achieving Distinction* faculty hiring initiative as well as our commitment to inclusive excellence through diverse hiring. The slide is included at the end of this document.

c. **Listserve**
A listserve has been constructed (new-stemm@lists.uakron.edu) that targets STEM future faculty. The listserve will be moderated by a year-three IDEAL team member. An email has been sent to the other IDEAL institutions invited them to populate the listserve and to permit easy notification of open positions to potential underrepresented faculty candidates.

5. **Foundations for future progress**

a. **Campus Alliances and Coalitions**
The IDEAL projects have established firm alliances between the Institute for Teaching & Learning (website, faculty development, reports to Office of Academic Affairs), the Department of Talent Development & Human Resources (search committee workshops), Institutional Research (continued data collection) and the Office of Inclusion & Equity (speakers and communications). Each of these offices will continue to work on behalf of the academic colleges to continue the IDEAL project on diversity hiring of women in STEM.

6. **Key Three Year Accomplishment**

There are two foundational elements defining the key accomplishment from the IDEAL project: 1) we now have people, i.e. IDEAL change leaders, who are quite knowledgeable on best practices and 2) we now have a process for continued data collection and analysis. These components create the essential elements for continued evaluation of diversity within STEM departments.

These two components will be critical to the success of The University of Akron’s Strategic Investment Program- *Achieving Distinction*, a 10 year blueprint for increasing multidisciplinary research at the university by hiring over 150 faculty members in the next 10 years. Beyond enhanced multidiscipline scholarship, this strategic initiative quite specifically requires that “Diversity of people, thoughts, and perspectives must be enhanced.” The success of this component of the *Achieving Distinction* initiative will require evaluation metrics of the kind already in place from our annual IDEAL change projects to ensure that the diversity criteria is not overshadowed by the criteria for multidisciplinary scholarship. Examples of metrics include:

- Trends in faculty diversity by gender and rank.
- Patterns in new hires by gender and department
- Comparison with national data on research faculty compositions by gender and department
- Qualitative assessment of search plans resulting from successful *Achieving Distinction proposals* including evidence of best practices
Senior academic leadership and Human Resources has agreed to allow IDEA change leaders access to the needed information to begin this evaluation. It is expected that additional evaluation measures will be developed after the initial phase.

7. Sustainability Plans for Institutionalizing Activities

The campus alliances established as a result of this IDEAL project permit the following sustainable activities:

- Each Fall semester all faculty data will be updated, displayed on the IDEAL web site and disseminated to the provost, chief diversity officer, Human Resources and both academic deans. An example for one department is given at the end of this report. (See Biology Department example Figs. 1 – 4)
- For the first time, include a STEM faculty member (i.e. a former IDEAL change leader) on the Talent Development & Human Resources subcommittee of University Council.
- Each summer, complete a comprehensive qualitative analysis of search committee practices using information from the new HR database. This analysis will now include demographics of candidate pools by department.
- Year 3 IDEAL team members will maintain a diversity listservo as a pro-active step in diversifying candidate pools.
- Associate Deans will ask faculty presenting at professional conferences to display the Be a Part of the Changing Face of The University of Akron flyer to promote our strategic goal of inclusive excellence.
- IDEAL team members will perform an annual evaluation of proposals asking for new faculty positions as part of the Achieving Distinction initiative and provide a critique on the diversity criteria to the provost.
- Hold a series of Faculty Thinking Community workshops to allow STEM faculty to think through best diversity hiring practices and strategies for diversity hiring in a multidisciplinary framework as part of the Achieving Distinction initiative. Discussion topics will include the following:
  - What makes a search process an effective diversity search? What can department faculty do to yield a diverse candidate pool and on what timeline?
  - What are the different opinions between departments on the merit and value of diversity hires? Who does it benefit and why is it a laudable goal for a search process?
  - What level of diversity do you need to achieve to surpass the goals of Vision 2020? What measures would you want to track to make sure your hiring process is effective and minimizes bias?
  - What components are needed to enhance your Achieving Distinction proposal to meet the diversity criteria for this initiative? How can the department be more attractive to a diverse candidate?
Be Part of the Changing Face of The University of Akron

Do you value Academic & Inclusive Excellence?
***************
Help us cross borders, enhance diversity, and be a part of this grand vision.

Do you want to engage students through community involvement and culturally diverse experiences?

Do you want to produce solutions relevant to human needs, and connections that bring diverse peoples and resources together for greater productivity?

Will you be one of them?

Interdisciplinary Positions
We're hiring over 150 new faculty over a ten year period.

Contact:
Website and hiring addresses
IDEAL Project: Biology Faculty Data

Chart 1: Number of Female Biology Faculty AY 2001 - 2012

Chart 2: Number of Biology Faculty Hired by Gender AY 2000 - 2012

Chart 3: Percentage of UA Female Biology Faculty in Comparison
Chart 4: Number of Biology Faculty by Gender AY 2011 - 2012