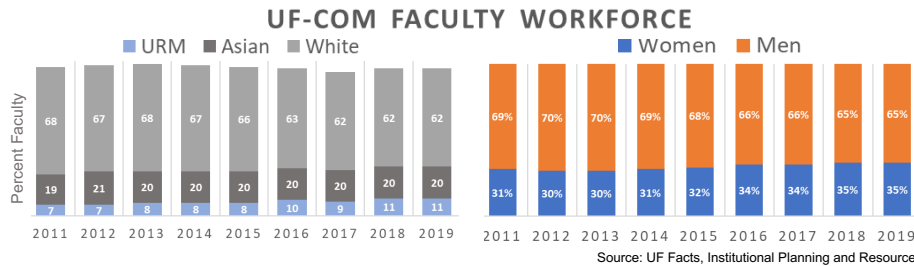


Background

University of Florida (UF) has made substantive gains in diversification of students and trainees, but the faculty workforce remains predominantly white and male.



Objective

Develop plan for cohort hiring of faculty from underrepresented groups (URGs), including a faculty development plan to address recognized institutional barriers to success and an evaluation plan to identify and amplify successful approaches.

Long-term goals:

- (1) Diversify UF STEM faculty workforce
- (2) Test cohort hiring approach as a means to enhance diversity at a flagship public university in the Southeast with unique legal parameters around racial and gender hiring considerations.



Methods

- Obtain and analyze existing data on faculty hiring and retention in UF STEM
- Consult with legal, Human Resources, Provost, and Diversity Office to ensure proposed strategies adhere to state and University policies
- Assemble university-wide team, coordinate and lead as contact PI a NIH U54 grant submission to fund a pilot cohort hiring effort

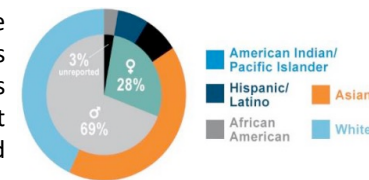
Results

Recruitment: Onboarding Talent

Graph summarizes 53 tenure-track assistant professor searches in UF STEM. Women comprise less than 1/3 of applicants and pools are predominantly white/Asian. Due to challenges surrounding Florida state laws, recruiting strategies were designed to increase diversity of applicant pool, use of equitable hiring processes, and acceptance rates of offers. Strategies included:

- Person-centered outreach
- Rubrics, behavioral-centered questions & equity advisors
- DEI training for leaders & search committees
- Symposium-style interviews to bolster personal connections early in hiring

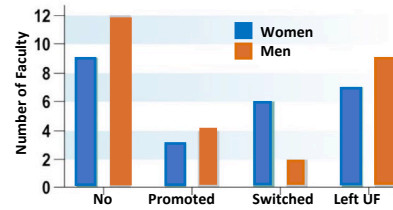
REPRESENTATIVE UF STEM POOL 2019 (pre-COVID-19)



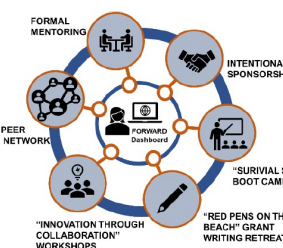
Evaluation and Amplification

- This project helped spur creation of a new university-wide DEI committee infrastructure that includes strategies for obtaining common data from faculty hiring and retention across academic units.
- By employing realist evaluation methodology, the planned evaluation strategy will focus not on “does a strategy work” but rather, “what works for whom in which conditions”
- Findings will be disseminated across academic units via new UF DEI committee infrastructure

Retention: Building Communities



Graph shows analysis of 2014-15 UF-COM hires into tenure-track assistant professor positions. About half left or switched to non-tenure track positions by five years, with women switching tracks more frequently than men. Strategies for cohort retention are intended to aid faculty in meeting milestones associated with traditional academic metrics (extramural funding, promotion and tenure) while continuously working to minimize isolation and build communities within the cohort, peers, and senior faculty. Highlights of faculty development plan include:



- Training & funded time for mentors/sponsors
- Faculty dashboard
- Coordinated but flexible “jumpstart” curriculum to build community and enhance faculty success

Early Outcomes and Next Steps

- Accessing and tracking common workforce data across units was identified as a challenge. In response, the Provost’s office created a committee infrastructure to coordinate DEI data streams. I am on the executive committee for this initiative.
- While not funded, the NIH U54 I led received largely positive reviews and scores of 5,2, and 1. I am currently coordinating a resubmission.
- Currently, I am seeking support to create the faculty dashboard and to implement aspects of faculty development plan independent of cohort hiring.

Collaborators

Stephen Sugrue, PhD Associate Vice President of Research, UF Health; **Azra Birorac, M.D., M.S.** R. Glenn Davis Professor of Medicine; **Mildred Maldonado-Molina, Ph.D.** Chair and Professor, Health Education and Behavior Health; **Adrian Tyndall, M.D. MPH;** Former Chair, Emergency Department and Associate Vice President for Strategic and Academic Affairs, UF Health; **Claire Baralt,** Research Strategy and Special Projects, SVP Office; **Ellen Zimmerman, M.D.,** Associate Dean & Professor of Gastroenterology.