

URGE

Unlearning Racism in Geoscience

Session 5: Racism and Justice

Deliverable: Hiring and/or Admissions Policies for University/Organization

Harvard EPS/ESE URGE Pod

This is what was found by EPS/ESE Urge Pod at Harvard University on Hiring and/or Admissions Policies, as well as what the pod would propose to change and improve.

What EEO (Equal Employment Opportunity) statement is included in a standard job or admissions advertisement? Are there other inclusion statements and resources publicly available?

- **Harvard's EEO statement:** Harvard University is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, gender identity, sexual orientation, pregnancy and pregnancy-related considerations, or any other characteristic protected by law.
- **Diversity statement EPS includes:** The Department of Earth and Planetary Sciences is keenly interested in diversifying its department and encourages applications from diverse candidates, including from women and minorities.

Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?

- All staff positions are posted through Harvard Careers
- All faculty & postdoc positions are posted through ARleS
 - Departments also post their ads on sites external to Harvard depending upon the job/research interest
 - For the last EPS postdoctoral search, the ad was posted to the following job boards/listservs
 - AAS Job Register (American Astronomical Society)
 - CEM-Jobs
 - EoS (Earth & Space Science News)
 - European High Pressure Research Group
 - European Union of Geochemistry
 - Geochemical Society
 - Geodynamic Processes at Rifting and Subducting Margins
 - GFD list at WHOI
 - HERC (Higher Education Recruitment Consortium)
 - IRIS Job Announcements (Incorporated Research Institutions for Seismology)

- Mineralogical Society of America
 - Nature
 - Science
 - Southern California Earthquake Center
 - Study of Earth's Deep Interior
 - UNAVCO (University NAVSTAR Consortium Community List)
 - HBCU Connect (Historical Black Colleges & Universities job board)
 - JBHE (The Journal of Blacks in Higher Education)
 - SACNAS (Society for Advancement of Chicanos/Hispanics and Native Americans in Science)
 - WIA Report (Women in Academia Report)
- For all faculty positions, the job ad must also be published in print
- Recruitment at conferences
 - Recruitment for academic positions also happens during AGU
 - EPS was represented at SACNAS in 2019
- For graduate students:
 - Presently, no active recruitment at undergraduate universities
 - A group of faculty did recruit at SACNAS a few years ago
 - EPS participated at events run by the School of Engineering and Applied Sciences (SEAS) for URM students
 - Event to recruit URM students where information was provided on ESE/EPS PhDs
 - Event to help students prepare their Letter of Recommendation and Statement of Purpose
 - Future events, held virtually and in person, will help prepare students to apply to grad school in the fall semester, and events that focus on recruitment will occur in the spring semester

What are the requirements for an applicant, e.g. letters of recommendations, fees/test scores/grades? Is providing any of these a potential barrier that could be further lowered or removed? Are there any problematic questions asked?

- Faculty & Postdoc Requirements (vary depending on the job)
 - Eg. Requirements for a previous postdoctoral fellowship
 - Ph.D by the start date
 - Cover Letter
 - CV
 - Research Statement
 - 3 letters of recommendation
 - Eg. Requirements for a previous tenure-track faculty position
 - Ph.D or terminal degree by the start date
 - Cover Letter
 - CV

- Research Statement
 - Teaching Statement
 - 4 publications
 - 3 letters of recommendation
 - As part of a recent update of the [FAS Appointment and Promotion Handbook \(harvard.edu\)](#), applicants are now required to include a statement describing efforts to encourage diversity, inclusion, and belonging, including past, current, and anticipated future contributions in these areas.
- Ph.D Program Requirements
 - Required application materials can be found at [Completing Your Application | Harvard University - The Graduate School of Arts and Sciences](#)
 - In addition, EPS asks applicants to list up to three EPS faculty whose research fields are closest to their interests
 - EPS accepts GRE scores as part of the application, but they are not required. The GRE was not considered in the most recent cycle, and likely will not be going forward.
 - The Graduate School of Arts and Sciences (GSAS) does not require the GRE to submit an application
 - EPS does not accept students for the Master of Arts degree
 - Harvard's Division of Science in the Faculty of Arts and Sciences (FAS) is considering a direct pipeline for URM students from a Masters program
 - Application fee of 105 USD
 - URM students can apply for a fee waiver through GSAS
 - This information can be hard to find; EPS is thinking of including instructions on our website on applying for the waiver
 - Bachelors by the start date
 - CV
 - Statement of Purpose
 - Transcripts
 - 3 letters of recommendation
 - Unspoken requirement: informational interview conducted by prospective advisor
 - This is not advertised on the website but happens quite regularly
- Harvard HR provides a guide to legally permissible interview questions: [appendix e guide to legally permissible interview questions and discussions 03202 015.pdf \(harvard.edu\)](#)

How are applicants/applications evaluated? Is that process and/or rubric public? What kind of biases are introduced in this process and what strategies are used to address these, e.g. removing applicant names?

- Faculty & Postdoc positions
 - Harvard's hiring process can be found in the FAS Appointments and Promotion Handbook: [A. External Appointment to a Tenure-Track Position | FAS Appointment and Promotion Handbook \(harvard.edu\)](#)
 - The handbook is maintained by the Harvard Faculty of Arts and Sciences Office for Faculty Affairs
 - Harvard has a guide of best practices for conducting faculty searches: [best practices for conducting faculty searches v1.2.pdf \(harvard.edu\)](#)
- Graduate student positions
 - Currently posted on the EPS website: "Requirements for admission are highly flexible and each application is judged on its own merits. Students with backgrounds in applied math, biology, chemistry, Earth sciences, engineering, physics, and related fields are strongly encouraged to apply. When applying, applicants should list up to three [EPS faculty](#) whose research fields are closest to their interests. For lists of faculty working in specific research areas, please browse our [study and research areas](#)."
 - An informal process for evaluation also exists, however, that has not been made widely available. Applicants often reach out to potential faculty at conferences and directly prior to the submission of an application. PIs considering potential students often conduct informal interviews with applicants. While both processes occur frequently, they are not explicitly made known to all applicants.
 - There is currently an ongoing project to have faculty post information on their personal/group/lab website(s) about what they look for in applications
 - There is a "How to Apply" helpsheet on the EPS website: [applying to harvard eps ese.pdf](#)
 - On the process of evaluating and revising graduate applicant evaluation process
 - Currently, if changes are to be made they are proposed by the Graduate Studies Committee, and those proposed changes are sent to the full faculty for a vote. A vote does not traditionally occur until there is informally broad consensus for that change among the voting faculty.

Who is on selection committees and who makes the final decisions? Who interacts with the applicants?

- Faculty & Postdoc positions
 - The selection committee is made up of the department chair, tenured and tenure-track faculty and a tenured faculty member from another department/SEAS voting cluster (if a faculty search).

- If invited for an interview, the applicant interacts with the search committee, faculty members, graduate students and postdocs.
- After feedback from faculty, graduate students and postdocs who interviewed the candidates is taken into consideration, the search committee makes a final recommendation to the EPS faculty. A vote is then taken in accordance with departmental procedures. A dossier of the final candidates materials is prepared and sent to the assistant dean for the division. All appointments are subject to the final approval of the Edgerley Family Dean of the Faculty of Arts and Sciences (FAS)
- Graduate Admissions
 - Applications are reviewed by members of the GSC
 - Very light review with the exception of URM
 - All URM applications are read by at least 2 GSC members - the proposed PI for those applications is then contacted directly, with notes from the GSC review.
 - Application goes to the PI and PI makes the admitting decision/ if they're interested. This step is historically most consequential in an applicant's admission decision.
 - Exception: no PI listed, if applicant catches the eye of another PI it will be considered
 - Faculty make admit requests to the GSC (note that the Dept is given a certain number of slots each year - this is determined by GSAS).
 - Admission requests are discussed by the GSC and a final cohort is selected based on how many admissions spots EPS is allotted and past admission history.
 - Cohort is voted on and approved by EPS faculty

**Has your hiring and/or admissions process been evaluated by outside consultants?
What is the process for changing it?**

- Faculty & Postdoc
 - EPS is subject to Harvard University's hiring process. We're not aware if Harvard's hiring processes have been evaluated by outside consultants
- Outside consulting
 - An external review (Visiting Committee) of the department, including hiring practices, occurs every five years.

Has your university or company implemented or considered strategies like cohort hiring, mentoring, dual career support and partner hires, re-visioning your work culture, or other considerations outlined in "Leveraging Promising Practices"⁶?

- Harvard's **Inclusive Hiring Initiative** aims to develop sustainable guidelines and trainings on compliant and inclusive hiring practices that align with the university's

commitment to diversity and inclusive excellence. These resources will support efforts to reaffirm the university's commitment to inclusive hiring, to building an increasingly diverse workforce, and to more fully realize the promise of Harvard as a place where everyone can flourish.

- [Inclusive Hiring Initiative | Harvard Human Resources](#)
- The **Administrative Fellows Program** seeks to attract talented professionals, and in particular, members of historically underrepresented groups, to promote leadership opportunities and careers in higher education. The University encourages applications from individuals from diverse backgrounds and others who may contribute to the diversity of Harvard's leadership.
 - [Administrative Fellows Program | Harvard Human Resources](#)