

## HIRING AND/OR ADMISSIONS POLICIES

### VIRGINIA INSTITUTE OF MARINE SCIENCE / WILLIAM & MARY

The following was found by the VIMS/W&M URGE Pod on Hiring and/or Admissions Policies, as well as what the pod would propose to change and improve.

#### I. INCLUSION STATEMENTS FOR VIMS AND/OR WILLIAM & MARY

- EEO statements are developed centrally from the W&M Office of Diversity and Inclusion.
- **Text from most recent VIMS faculty hire (apps due Feb 2, 2020):** *William & Mary values diversity and invites applications from underrepresented groups who will enrich the research, teaching and service missions of the university. The university is an Equal Opportunity/Affirmative Action employer and encourages applications from women, minorities, protected veterans, and individuals with disabilities. William & Mary conducts background checks on applicants for employment.*
- **Text from most recent W&M Geology faculty hire (apps due March 15, 2021):** *William & Mary values diversity and invites applications from underrepresented groups who will enrich the research, teaching and service missions of the university. The university is an Equal Opportunity/Affirmative Action employer and encourages applications from women, minorities, protected veterans, and individuals with disabilities.*

#### II. ADVERTISING TO RECRUIT STUDENTS, POSTDOCS, STAFF, & FACULTY

- Generally varies by position (faculty, staff, postdoc, student). Low level technician positions might only get posted internally on W&M jobsite. Faculty level positions are posted more broadly. It is ultimately up to search committee/hiring official to decide where and how to post.
- W&M recently bought a corporate package to post on Inside Higher Ed Jobs for diverse applicants; VIMS HR automatically posts positions there as well
- VIMS Faculty, Postdoc, & Staff Hires:
  - Search committee decides where to post, especially for non-faculty positions
  - Faculty Positions: Judy Polentz contacts Graystone and gets a price quote for multiple listings in, e.g., journals. Sometimes the price is prohibitive (upwards of \$17,000) so she goes back to the search committee for guidance. The search committee generally takes a role in posting on some of the listservs and professional sites/meetings, etc.
- W&M Arts & Sciences: up to the individual department and search committee. W&M Geology in 2021 advertised much more broadly than in previous hires.
- **Advertising I: Print Ads**
  - Science
  - Nature
  - Chronicle of Higher Education: [https://chroniclevitae.com/job\\_search/new](https://chroniclevitae.com/job_search/new)
  - EOS (American Geophysical Union): <https://eos.org/jobs-support>
  - Inside Higher Ed
- **Advertising II: Organizations:**
  - Academic Diversity Search: <http://www.academicdiversitysearch.com> (note: costs \$150 for 45 days)
  - Advancing Chicanos/Hispanics & Native Americans in Science: <https://sacnas.org/professionals/opportunities>
  - American Association for Access, Equity, and Diversity: <https://www.aaed.org/aaed/default.asp> (\$125 for 30 days)

- American Association for Women in Science: <http://awis.associationcareernetwork.com>
  - American Indian Science and Engineering Society: <https://careers.aises.org> (can post jobs)
  - American Geophysical Union (AGU) Job Board: <https://employers.agu.org/> note the offer of 15% off a posting at Women in Higher Education job board offer if you post with AGU)
  - American Statistical Association: <http://jobs.amstat.org/jobs/>
  - American Water Resources Association: <https://careers.awra.org/jobs>
  - Asian Pacific American Society: <https://www.apasnola.com/>
  - Association for the Sciences of Limnology and Oceanography (ASLO): <https://aslo.users.membersuite.com/community/career-center/browse-jobs/allJobs/allCities/allStates>
  - Association of Women Geoscientists: <https://awg.org/EmploymentOpportunities>
  - Coastal & Estuarine Research Federation (CERF): <https://www.cerf.science/job-board-info>
  - Consortium of Universities for the Advancement of Hydrologic Science: <https://www.cuahsi.org/community/job-board/>
  - Diverse Issues in Higher Education: <https://diverseeducation.com> (\$345 for 30 days)
  - Diversity link: <http://www.diversitylink.com> (\$150 for 60 days)
  - Earth Science Women's Network (ESWN): [https://eswnonline.org/resource/the-earth-science-jobs-network-es\\_jobs\\_net/](https://eswnonline.org/resource/the-earth-science-jobs-network-es_jobs_net/)
  - Ecological Society of America: <http://www.esa.org/esa/careers-and-certification/job-board/>
  - Fluxnet: <https://fluxnet.org/>
  - Geochemical Society: <https://jobs.geochemsoc.org/jobs>
  - Geolatinas: <https://geolatinas.weebly.com/>
  - Geological Society of America: [https://www.geosociety.org/GSA/Publications/GSA\\_Today/Job\\_Board/GSA/GSAToday/Job\\_Board.aspx](https://www.geosociety.org/GSA/Publications/GSA_Today/Job_Board/GSA/GSAToday/Job_Board.aspx)
  - Global Energy and Water Cycle Exchanges Project: <https://www.gewex.org/>
  - IMDiversity: <https://imdiversity.com> (costs \$95 for 30 days)
  - International Environmetrics Society: <http://www.environmetrics.org/bulletin.html>
  - Job accommodation network: <https://askjan.org>
  - Minority Americans in Engineering and Science: <http://maesnationalmagazine.com>
  - National Association for Multicultural Education: <https://nameorg.org>
  - National Association of Asian American Professionals: <http://www.naaap.org/careercenter/>
  - National Association of Black Geoscientists: <http://nabgcareers.blogspot.com/>
  - National Conference on Race and Ethnicity: <https://www.ncore.ou.edu/en/jobs/> (\$125 for 30 days)
  - Ocean Carbon & Biogeochemistry: <https://www.us-ocb.org/science-support/jobs-and-postdocs/>
  - Sevenses Media: <https://sevensesmedia.org/post-a-job/>
  - Society for Advancement of Chicanos/Hispanics and Native Americans in Science: <https://careercenter.sacnas.org/>
  - Society for Ecological Restoration: [http://www.careerwebsite.com/c/search\\_results.cfm?site\\_id=578](http://www.careerwebsite.com/c/search_results.cfm?site_id=578)
  - Society for Industrial and Applied Mathematics: <https://jobs.siam.org/>
  - Society of Latinxs/Hispanics in Earth and Space Science: <https://ciresdiversity.colorado.edu/soless>
  - Society of Wetlands Scientists: <https://ocs.fas.harvard.edu/links/society-wetland-scientists-jobs-board>
  - Society of Women Engineers: <https://careers.swe.org/>
- **Advertising III: Listserves**

- AboutHydro Google Group (no link available)
- Coastal listserv: [coastal\\_list@udel.edu](mailto:coastal_list@udel.edu)
- Gilbert Club: [gilbertclub@lists.berkeley.edu](mailto:gilbertclub@lists.berkeley.edu)
- Hydrologic Science Google Group: <https://groups.google.com/g/hydrology>
- International Association of Geomorphologists Geomorphlist: <http://www.geomorph.org/iag-geomorph-list/>
- International Association of Hydraulic Research (IAHR) RiversList: <http://riverslist.iahr.org/>
- IsoGeochem: <https://list.uvm.edu/cgi-bin/wa?A0=isogeochem>
- MIT/WHOI Joint Program jobs list: [jpjobs@whoi.edu](mailto:jpjobs@whoi.edu)
- **Advertising IV: Internal Resources**
  - William & Mary Jobs: <https://jobs.wm.edu/>
  - VIMS Facebook & Twitter accounts
  - Individual Twitter accounts
- **Advertising V: Miscellaneous**
  - Dr. Ben Cuker - Hampton University, Department of Marine Science – maintains a listserv that reaches over 1000 under-represented students, professionals and faculty in marine science and related fields ([benjamin.cuker@hamptonu.edu](mailto:benjamin.cuker@hamptonu.edu))
  - Florida State University's website (<https://www.stat.fsu.edu/job-opportunities> note: if direct link does not work, please paste into the browser) – we have been told by a leader in the field of environmental statistics that this is one of the most looked at sites for stat jobs.
  - Twitter-only compilers: @nonschistyjobs, @geolatinas, @BlkinGeoscience
- **Additional Concerns:**
  - Search committees may not always be very intentional about this step.
  - Advertising, especially for non-faculty positions, can be ad hoc: Strategy is based on individuals, departments, and search committees;
  - Current strategy relies heavily on free/inexpensive (and possibly non-diverse) networks: such as through emailing colleagues, listservs, and organizational postings
- **New Solutions:**
  - VIMS DIVE-IN Policy sub-committee investigated this in 2018, which is summarized below.
  - Also working on compiling a list of free sites and list servs as part of an updated Recruitment Toolkit. The hiring/search committee is responsible for posting to such sites/lists.
  - NOTE: this deliverable document will be sent to that sub-committee for inclusion in these efforts!

### **III. APPLICATION REQUIREMENTS**

- **Requirements for Faculty Hires (VIMS & W&M)**
  - From most recent faculty hire at VIMS (apps due 2 Feb 2020):
    1. a cover letter describing professional education, experience, and suitability for the position;
    2. a full curriculum vitae;
    3. a statement on research interests and teaching philosophy, including a specific statement on how the applicant is interested in and fully committed to diversity and inclusion (3 pages maximum); and
    4. the names and titles, institutional addresses, email addresses, and telephone numbers of five references.
- **Requirements for Staff & Postdoc Hires (VIMS & W&M)**
  - Postdocs: One example from 2020:
    1. 1-2 page research statement describing broad and project-specific interests

2. cover letter identifying availability and qualifications
  3. CV
  4. names, titles, and contact info for 3 references (note: do not often [ever?] require DEI statements)
- Staff positions may only require cover letter and CV, though application requirements for staff positions vary widely and may not require a cover letter. Work is underway to have mandatory written and/or interview questions related to DEI for all positions.
- **Requirements for Graduate Admissions (VIMS)**
    - From VIMS: <https://www.vims.edu/education/graduate/admissions/howtoapply/index.php>
    - Please note: the below are for 2020, when GRE scores were not required or accepted. In prior years, GRE scores were a required component.
    - Application Components:
      1. Completed a Bachelor's degree from an accredited institution
      2. Minimum GPA of 3.0 (on a 4.0 scale)
      3. Unofficial transcripts uploaded for all completed course work (official transcripts will be requested if your application is selected for further review)
      4. TOEFL or IELTS scores, for all international applicants
      5. TOEFL School code - 5115
      6. Resumé or CV
      7. Essay / objective statement
      8. This is the prompt: *"Describe your career objectives and how the SMS program at VIMS will help you achieve your goals in 750 words or less. Discuss any experiences that have prepared or motivated you to pursue an advanced degree in marine science, highlighting the research interests you intend to explore during your graduate studies."*
      9. Three letters of recommendation
  - **Requirements for Undergraduate Admissions (W&M)**
    - Application Components:
      1. A submitted application through The Common Application or The Coalition Application
      2. The Secondary School Report form complete with a high school transcript and counselor letter of recommendation
      3. The Midyear School Report form, should be submitted to the admission office with an updated transcript as soon as first semester grades are available.
      4. \$75 application fee payment, or a fee waiver request
      5. The admission office takes a comprehensive approach when evaluating applications. Each part of the application is taken into consideration: strength of high school curriculum, GPA, essay, extracurricular activities and letters of recommendation. William & Mary does not have a minimum GPA or minimum SAT/ACT score for admission; however, our most competitive applicants have taken a rigorous course load including courses such as Calculus, Physics and 4 years of a single foreign language. You can increase your competitiveness by taking the highest level courses offered at your school and performing well in them.
      6. SAT/ACT scores are completely optional. Although standardized test scores can be an important factor in the admission process, they are not the only factor. Study, practice and take the test 2-3 times to help increase your score, if you would like to submit one. We superscore, which means we will always take the highest math and highest verbal/critical reading score from any SAT examination and the ACT examination. If you take both the SAT and ACT, we will use whichever score is higher.

- **Potential barriers that could be lowered or removed:**
  - For faculty hiring, (VIMS & W&M) use a rubric criteria to assess DEI statements
  - For graduate student admissions, the non-refundable application fee of \$54 (US).
    - Remove the application fee. If it can't be completely removed, then make the fee waiver more explicit on the website application page.
  - For graduate student admissions, remove GRE requirements
    - (Note: VIMS Academic Council is currently (April 2021) debating a permanent GRExit)
    - If cannot be completely removed, have a holistic view of scores in reference to a total application package.
  - Use more holistic approach to assess student applications:
    - Looking beyond the quantitative metrics (e.g. grades, GPA, GRE scores), gaps in research experiences, and letters of recommendations that do not provide sufficient details.
    - A holistic rubric could be crafted on criteria of their ability to learn, willingness to address knowledge gaps, ability to persevere, desire to grow, etc.
    - Make graduate admissions essay prompt more explicit: consider responding to short answer questions that more precisely target what we want to know about applicant's skills and experiences.

#### **IV. APPLICATION EVALUATION**

- **Evaluation of Faculty Applicants (VIMS & W&M)**
  - HR requires a rubric that is based on the required and preferred qualifications of the job ad/position description. The search committee, as charged by the VIMS administration, drafts the qualifications. This serves as a decision point where an intervention should be useful.
  - The search committee uses a rubric to score each applicant. HR has required binary scores (0 or 1) so this is also an opportunity for improvement. Notes and reminders could be added to encourage committee members to think holistically. Conversations around how to score the rubric are opportunities to make sure to more broadly define merit and other qualifications
- **Evaluation of Staff & Postdoc Applicants (VIMS & W&M)**
  - Requires hiring matrix reviewed by HR and hiring official
  - Individuals must meet all minimum requirements in order to be eligible for an interview by the hiring committee
  - NOTE: HR rubric evaluations are not accessible to the public or faculty. We are unable to comment on the use of preventative measures to reduce bias in rubrics. Other than a "comments field" is not sufficient measure to prevent bias.
- **Evaluation of Graduate Applicants (VIMS)**
  - Evaluated by the admission committee, associate dean of academic studies, and potential faculty advisor.
  - VIMS has initial faculty evaluations based on email communications before reviewing the entire application package. Faculty may have preconceived impressions or make determinations about who they are interested in working with based on communications received prior to reviewing the student's application. Preapplication communications can potentially lead to dismissing a student before they have had a chance to evaluate the application.
  - VIMS has an admissions committee for grad school applicants which includes a current graduate student in the evaluation process.
  - During non-covid times, an applicant is invited to VIMS to meet with current students and faculty. Interactions can be limited for those students who do not have the means to visit the prospective

institution. Offering per diem, transportation and lodging arrangements compensation could be one way to ensure that prospective students have an opportunity to interact and visit the campus.

- **Evaluation of Undergraduate Applicants (W&M)**
  - Undergrad interns/volunteers are typically evaluated by lab supervisor for who, they will work
  - VIMS does have an REU program where candidates are evaluated by REU program coordinator and potential supervisors.

## **V. EVALUATION OF HIRING AND/OR ADMISSIONS**

- **William & Mary (Geo Dept specific)**
  - W&M Geology is undergraduate only and not involved in the admissions process.
  - W&M Geology faculty and staff hiring is determined by W&M HR and Office of Diversity and Inclusion. We work closely with both units to develop a hiring rubric and provide training to the search committee.
  - There are professional consultants outside of the Geology Department, but internal to W&M, that provide support and guidance.
- **VIMS**
  - Hiring and/or admissions processes, to the best of our knowledge, haven't been evaluated by outside consultants.
  - It is currently undergoing a large internal review across the institution.
  - Should consider adding implicit bias training as a requirement for the admissions committee and hiring managers

## **VI. HIRING STRATEGIES**

- **William & Mary (not necessarily Geo Dept specific)**
  - W&M Arts and Sciences does not have a specific process in place re. spousal or partner hires. It is, unfortunately, left up to individual departments to decide whether they will accept a spousal hire.
  - The Geology Department has supported dual career partner hires. We currently have a Visiting Assistant Professor whose partner is in the Biology Department. Arts & Sciences does not provide cohort hires, although Geology is collaborating with two units this Fall to try to develop a cohort hire with specific mentoring for incoming faculty from minoritized populations.
  - A&S does provide mentoring, both within specific departments and across A&S, for pre-tenure faculty. This mentoring is not specific to or targeted towards people from under-represented groups.
  - Geology does not have a formal mentoring process. Instead, individual faculty members may reach out to students (or vice versa) and develop mentoring relationships on an ad hoc basis.
  - Geology consistently re-envision work culture in an ongoing process.
- **VIMS**
  - VIMS advertised for a cluster hire of 5 faculty during 2019-2020. VIMS has considered the merits of cluster hiring, however; this so-called cluster hire was simply the hiring of 5 faculty into specific disciplines rather than a general hiring of 5 people into broad discipline with the goal of attracting candidates from diverse backgrounds. No faculty from underrepresented groups were hired as a result of that "cluster" hire.
  - Consistent hiring processes strategies, for cohort, partner hiring, etc... to the best of our knowledge, have not been implemented or created by VIMS.