Snowbird New Chairs Workshop
Northeastern University

A private university in downtown Boston known for its research and co-op program; CCIS is one of 9 colleges in the university

Experiencing rapid growth:
- 47 CS and 15 interdisciplinary faculty (23% female)
- 19 teaching faculty (21% female)
- 1200 undergraduates (26% female)
- 1000 MS students (Boston + Seattle)
- 140 PhD students
- 16 co-op and advising faculty
- 23 admin and grants staff

Departments, but several degrees:
- BS in CS, IS and DS + 26 combined majors
- MS in CS, DS, IA and Security, Health Informatics, Health Data Analytics,
  PhD in CS, Network Science, IA and Cyber Security, Personalized Health Informatics
Hiring process:
Negotiate hard for many positions (prepare the data when you meet with the dean to show how enrollments are booming – use CRA resources)
Identify a hiring chair/committee and place an ad; network
Interview
Determine who to make an offer to (often by consensus, but what is the role of your dean?)
For tenure on entry, before the interview get your dean on board and then after if you want to make an offer run a mock tenure case
Considerations in offers:
Negotiate to make multiple offers otherwise you will get your last choice
Check the Taulbee survey to make sure you make the right offer
Do not help your candidate negotiate with the dean (help your dean negotiate with the candidate)
Monitor for bias in interviewing and hiring
The university announces a pool of x.x% (including promotion raises)
The data: faculty fill out a required form (you can ask for more); merit committee summary; meeting with each faculty member for X minutes
You analyze the data to make recommendations
You meet with your dean/provost to justify your recommendations
You convey the raises to the faculty

Considerations:
Check the Taulbee survey to correct for inversion
Check for implicit bias in existing salaries
Faculty who did nothing well
The impact of 3% on $120,000 versus $260,000
Out of bound raises/preempting retention issues
There are no secrets
Are you headed back to the faculty in 3 years?
Identify if you have an issue:
Is it a retention or an attraction issue?

Look at your drop/withdraw/fail rate by demographics (and normalize by SAT score – your dean has these if you do not)
Look at this by faculty member (in all classes but particularly in the intro sequence)

Many many resources/ideas exist. Here are a few

- Racket; an even playing field
- Create a good classroom climate for beginners
  - Let students choose lab time by experience level
  - Create special sections for the “front row” students
- Have your faculty read about stereotype threat
- Create exciting courses to draw in students
- Increase the number and diversity of your undergrad Tas
- Lobby to make CS required
- Put your best teacher on the intro course
Identify if you have an issue:

- Are faculty who you consider to be at the same level paid equitably?
- How are leadership roles/teaching assignment in the department distributed?
- Is there a demographic bias in your hiring or PhD admissions?
- How long are faculty in rank as Associate Professor?

Not all faculty were created equal:

- Some perform much better than others and you want to keep them.
- Some manipulate the retention package system.
- Some got a “deal” from the prior chair/dean.

Going forward:

- In any “deal” situation, document and make sure you would do the exact same thing next time.
- Bring issues of compensation bias to dean/provost.

Transparency.
Icky/Hard Problems

• Race / sexual harassment – involve the university immediately, you do not have training on how to handle this

• Make sure your entire faculty has had training on Title IX

• Managing out staff – you can do this (the PiP and your HR office)

• Dr Jekyll/Mr Hyde (the terrible teacher/the superstar researcher)

• Drop rate of URM/Women higher

• Evaluations are bi-modal

• Students complain in your office

• Mental illness
Questions?

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