

# RECRUITING AND RETAINING A DIVERSE FACULTY BODY

*The Role of Microaggressions & Incivility*

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# Diversity in the Professoriate: 2011

Academic Rank	White Faculty (in numbers)	Minority Faculty (in numbers)	Minority Faculty (in percent)	Total Faculty
Professor	150,334	27,588	16	181,508
Assoc. Prof.	119,371	30,648	20	155,200
Asst. Prof.	118,014	39,988	25	174,045
Instructor	80,703	23,160	22	109,054
Lecturer	25,823	6,262	20	34,477
Other	69,444	19,871	22	107,335
<b>Total</b>	<b>563,689</b>	<b>147,517</b>	<b>21</b>	<b>761,619</b>



Experiences of microaggressions and incivility may be negatively affecting recruitment and retention efforts.

# (Racial) Microaggressions

“subtle, stunning, often automatic, and non-verbal exchanges which are 'put-downs' of blacks by offenders”

(Pierce et al., 1978, p. 66)

“brief and commonplace daily verbal, behavioral, and environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial slights and insults toward people of color”

(Sue et al., 2007, p. 271)

# Examples of Racial Microaggressions

- “You are so articulate.”
- “Everyone can succeed in this society, if they work hard enough.”
- “When I look at you, I don’t see color.”
- “Why do you have to be so loud? Just calm down.”
- “As a woman, I know what you go through as a racial minority.”
- A college with buildings that are all named after White heterosexual upper class males.

# Faculty Incivility

“low-intensity deviant behavior (rude, discourteous) with ambiguous intent to harm the target, in violation of workplace norms for mutual respect”

(Andersson & Pearson, 1999, p. 457)

“disrespectful behavior that undermines the dignity and self-esteem of employees and creates unnecessary suffering, indicating a lack of concern for the well-being of others and contrary to how individuals expect to be treated”

(Zauderer, 2002, p. 38)

# Examples of Faculty Incivility

- Name calling, use of derogatory terms
- Criticized harshly, attacked verbally in private or public
- Pressured to change personal life, beliefs, opinions
- Lied to, deceived
- Intentionally excluded
- Belittled intellectually, talked down to
- Contributions ignored, silent treatment
- Attempts made to turn others against the target
- Been given little or no feedback, guidance
- Deliberately assigned work overload

# Potential Consequences

- Emotional responses
  - Self-doubt
  - Frustration
  - Isolation
  - Exhaustion
  - Depression
  - Anxiety
  - Anger
- Drug and/or alcohol abuse
- Decreased productivity, engagement, and/or job satisfaction
- Diminished loyalty to organization
- Decision to leave position, organization, or the academy
- Implications for promotion and tenure
- Escalation of negative actions
- Cost of avoidance
- The cost of replacing staff members that leave as a result of negative behaviors
- Opportunity costs from effort being displaced into staff coping with negative behaviors
- Investigation of negative behaviors and potential court action
- Negative publicity for the organization
- Potential for escalating behavior to turn violent
- Other employees may begin to act in kind



# Organizational Strategies

- Demonstrate commitment to change—top-level, long-term, accountable
- Listen carefully to minority voices—focus groups, minority employee organizations
- Embrace multiculturalism rather than color-blindness
- Evaluate performance appraisal criteria
- Don't make excuses for powerful instigators

# Individual Strategies

## For Affected Individuals

- Look for supportive colleagues
- Engage in dialogue
- Document instances or events of incivility
- Consider leaving the organization

## For Advocates & Allies

- Take responsibility for educating yourself
- Acknowledge others' concerns or issues
- Listen to colleagues
- See something, say something
- Engage in dialogue

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# Questions?

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