Postdoc Hiring and Recruitment at MIT

MIT Postdoctoral Association
Diversity, Equity, and Inclusion Committee

November 2020

Executive Summary

The postdoctoral community at MIT, ~1,500 people across the institute, represents not only a critical component of the research infrastructure at MIT, but also a pool of some of the most promising future faculty and leaders. While the diversity of this pool of candidates is critical to long term improvements in fields lacking representation, **over the last ten years there have been no significant changes in the postdoc composition at MIT**. Although there are numerous potential reasons for this, **the MIT Postdoctoral Association (PDA) has identified the process of recruiting postdocs as particularly troublesome** from a diversity, equity, and inclusion (DE&I) perspective. At present, **no institute-wide metrics for how postdocs are hired or recruited exist**. Without any concrete information, **the opaque postdoc hiring process creates room for bias that remains unchecked**.

For this primary reason, the PDA DE&I Committee has constructed and administered a survey to determine how postdocs obtained their position at the institute, and to initiate the process of monitoring postdoc hiring procedures. This survey thus stands as the first attempt to learn how postdocs are recruited in different fields at MIT. This report describes the survey in detail. The survey obtained 315 responses and a summary of the key findings is listed below:

- The processes followed for postdoc **recruiting and hiring vary significantly by field and principle investigator**, and many postdocs considered their path unique

- Across MIT, **44% of postdocs obtained their postdoc through interpersonal connections** (including some form of warm connection or introduction, previous work connection, or through a conference)

- **43% of postdocs obtained their position through a cold call/email**

- Only **11% of postdocs at MIT obtained their positions through applying to a job posting**

- Averaged across MIT, **these metrics do not depend on gender**

- Averaged across MIT, **only 20% of postdocs saw a specific advertisement for their position**, and female respondents were less likely to have seen an advertisement.

- Detailed, department-level information is necessary for further study

This survey represents a first step towards understanding postdoc hiring processes and how they affect the composition of our postdoc community. This initial study was limited by the fact that the number of responses was too low in any individual department to deeply examine the relationship between postdoc hiring practices and diversity, given the significant differences between fields. In a few cases where data was aggregated over larger groups, trends emerged. For example, in the School of Engineering, white respondents were more likely to leverage existing connections and networks to obtain positions. It is therefore the opinion of this committee that **it is urgently necessary to gather more complete data on postdoc hiring and recruitment to answer these questions on a department/lab/center (DLC) level.**

In publishing the results of this survey online, the PDA aims to encourage all universities to work to track and study postdoc recruitment. This information will not only be useful to prospective candidates, but also lead to improved equity in one of the least formal, least studied career transitions in academia.

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Introduction

Postdocs at MIT come from a wide range of countries (>65% of postdocs are international), however the overall population remains heavily male (74%) and the number of underrepresented minority (URM)[1] postdocs (<2%) continues to be extremely low even compared with the national postdoc population. These metrics are summarized in Figure 1 for the most recent year where national data was available.[2] Postdoc demographics at MIT have been relatively unchanged for the last decade.[3] While underrepresentation may result from many important factors including deep systemic issues within academia and lack of support at the institute, it is well established that hiring and recruitment processes are subject to biases and inherent inequity which could manifest in the demographic trends observed.[4,5] Though hiring and admissions processes are studied and tracked closely for most other transitions within academia and industry, postdoc hiring at MIT is generally done with 1) no oversight, 2) no formal tracking of how postdocs are hired or recruited, 3) no established best practices for how positions should be advertised or candidates should be chosen, and 4) no standard inclusivity training for those who are making hiring decisions. Consequently, all that is known about the postdoc hiring and recruitment process is anecdotal, and varies dramatically depending on the individual's circumstances. This information is, however, critical in determining how and why baseline demographic metrics have not changed over time for postdocs at the institute. **Critically, not understanding the underlying issues which lead to the demographics of postdocs at MIT makes it impossible to solve the problems that exist in academia broadly**, since many faculty candidates are sourced from this postdoc pool.
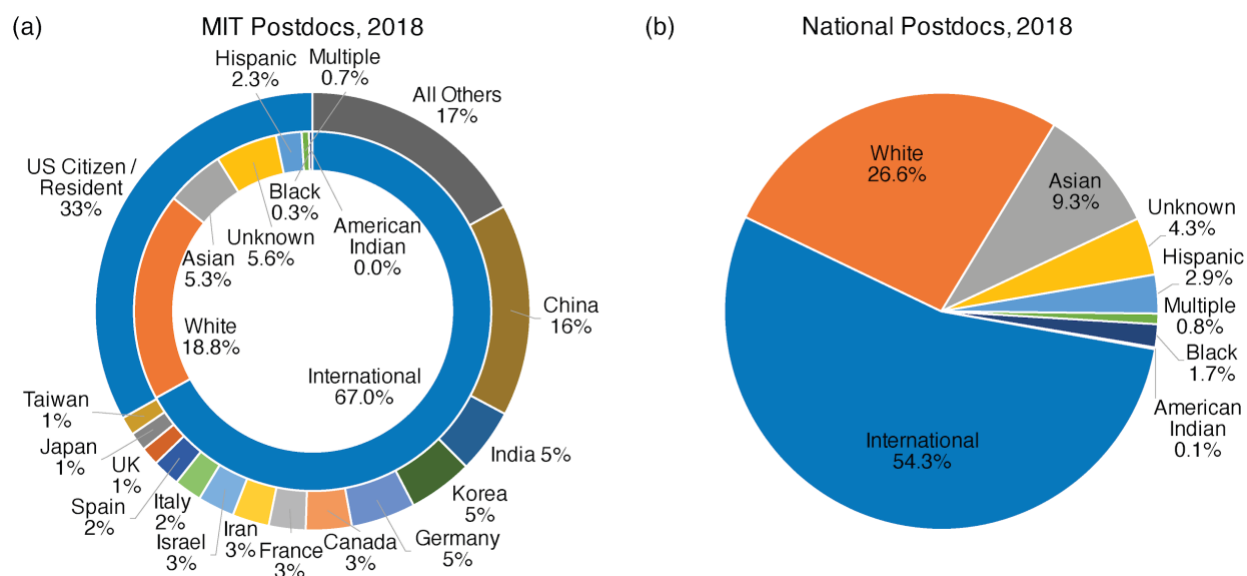

Figure 1: a) Overall summary of MIT Postdoc demographics in 2018 b) Summary of national science and engineering postdoc demographics in 2018

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[1] MIT defines underrepresented minority as a U.S. Citizen who self-identifies as Black/African-American, Hispanic/Latinx, Native American or Alaskan Native, Native Hawaiian, or other Pacific Islander.

[2] National Science Foundation, National Center for Science and Engineering Statistics, Graduate Students and Postdoctorates in Science and Engineering Survey. https://ncsesdata.nsf.gov/

[3] MIT Institutional Research, https://ir.mit.edu

[4] Koch, A. J.; D'Mello, S. D.; Sackett, P. R. A Meta-Analysis of Gender Stereotypes and Bias in Experimental Simulations of Employment Decision Making. *Journal of Applied Psychology* **2015**, *100* (1), 128–161.

[5] Eaton, A. A.; Saunders, J. F.; Jacobson, R. K.; West, K. How Gender and Race Stereotypes Impact the Advancement of Scholars in STEM: Professors' Biased Evaluations of Physics and Biology Post-Doctoral Candidates. *Sex Roles* **2020**, *82* (3–4), 127–141.

To learn more about how postdocs across MIT found their position at the institute, the MIT Postdoctoral Association (PDA) administered a survey during the month of July 2020. The PDA administered this initial survey with two primary questions to answer:

1. **How do postdocs, on average, find their position?**

2. **Are there trends in how postdocs are hired by underrepresented minority (URM) status, gender, department, or country of origin?**

Ultimately, this information is sought to learn whether we are hiring postdocs in a way that is equitable and accessible to a diverse pool of applicants, and will result in MIT recruiting the most qualified candidates to advance its research mission. Through conducting this survey, we have established an initial understanding of the postdoc hiring processes at MIT, tested questions that can be asked in future surveys, and developed metrics that MIT should track as a matter of policy in the future. It is our hope that this survey will be the first of many surveys and data collection efforts aimed at improving transparency, equity, and inclusivity within the postdoc hiring process at MIT and in academia more broadly.

Methodology

A full copy of the survey is included in Appendix A. The survey was advertised to the MIT postdoc email listserv via two separate emails, and by several individuals to their own departments. The survey questions were based on often asked questions from people just starting the process of finding a postdoc. First, three questions were asked to determine if a postdoc's position was advertised specifically, or if they responded to a general advertisement on a lab website (statements similar to, "We are always looking for postdoc candidates."). For those that did have some form of advertisement, respondents were asked whether they saw a statement related to inclusive hiring practices. Next, the question at the heart of the survey was asked as simply "How did you obtain your postdoc?". For responses, several categories based on anecdotal stories were given, with an optional other category. The categories were:
- Application to a job posting
- Cold call/email to a faculty member
- Introduction/recommendation to faculty via a connection, a "Warm connection"
- Previous working connection to the faculty
- Through a conference

Postdocs were encouraged to choose the response that represented the primary method that worked. Postdocs sometimes try multiple avenues, but the goal of this question was to identify the option that ultimately succeeded. Respondents were then asked how long before starting the position was confirmed, and whether any salary negotiation took place. Finally, demographic information was collected from respondents. International status was probed in three ways: first by asking where the respondent completed their PhD, second by what country the respondent considers home, and last by whether the respondent had US work authorization prior to the postdoc appointment. Importantly, the MIT demographics are defined solely by citizenship. MIT demographics also do not report non-binary gender options, while this information was collected in the survey by allowing free answer text to the question of gender. In the future MIT must allow non-binary responses.

Survey analysis was conducted by Kyle Diederichsen, Camille Bilodeau, Mina Bionta, and Nadia Figueroa, postdocs at MIT and members of the DE&I Committee. This report was then given to the broader DE&I Committee for comment before publication. Responses were aggregated, and any

responses with clearly identifying information (for example specific PI or lab identifiers) were scrubbed prior to analysis. Free answer 'other' responses to the questions were read and if the response fit one of the established categories it was included there. Several 'other' responses to the question of how the position was obtained contained similar themes, and so two additional categories are reported here, 'headhunted' and 'Program/fellowship selection process', where the process of finding a position was a component of getting the fellowship.

Respondents

In total, 315 responses were collected, representing roughly 20% of the approximately 1,500 postdocs at the Institute. Postdoc numbers in individual departments were not available to compare response rates, but it is anticipated that some departments are over or underrepresented in this data set. Over 75% of respondents were hired within the last two years, reflecting the typical two year tenure of postdocs. 59.6% of respondents were male, 34.6% were female and 1% were agender or nonbinary. This is a slight overrepresentation of women compared with the 27% of all postdocs that identify as female. Figure 2 breaks down these responses by department and gender, for departments and centers with 5 or more respondents, with the number of responses noted (n). Bars represent fractions of the total responses for a given category. Figure 3 breaks down the departments by demographics. Of all responses, only 13 respondents identified as Hispanic or Latinx, 6 as Black or African American, and 1 as Native Hawaiian or Pacific Islander. Thus, we are unable to significantly investigate these populations. While these numbers are too low for analysis, they are, in fact, an overrepresentation of URM postdocs relative to the number of responses given MIT has only ~2% URM postdocs. Figure 4 summarizes where respondents completed their PhD, and the country they would consider home. While only 33% of Postdocs at MIT are US Citizens, notably 56% of respondents did their PhD in the U.S. Respondents that did their PhD in the U.S. were most likely to say they consider the U.S. their home. Notably, the majority of countries represented at MIT are either in North America, Europe, or Asia.
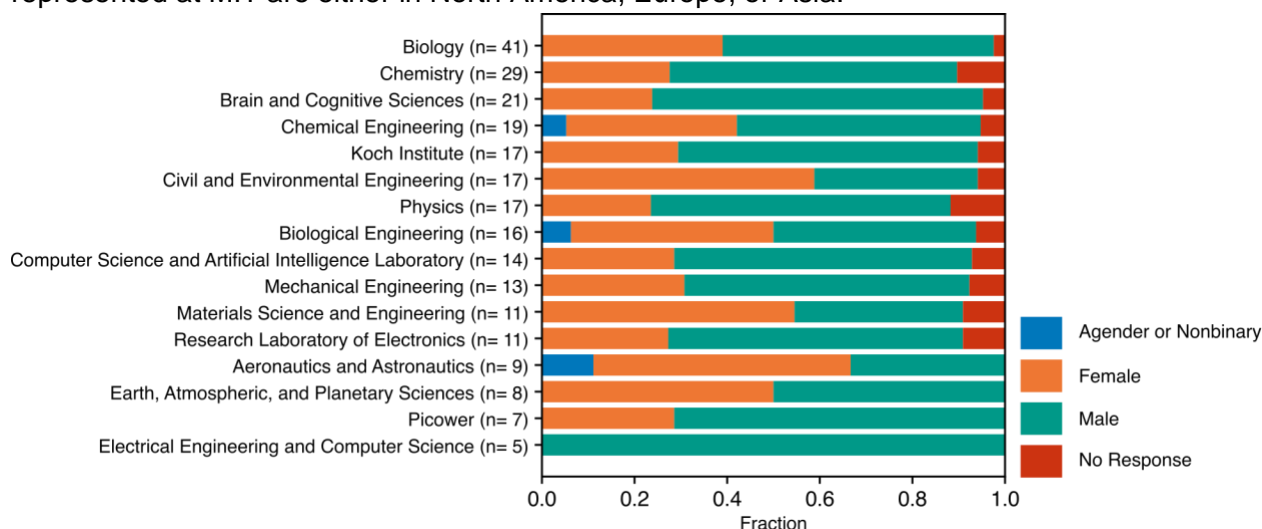

Figure 2: Respondent gender by fraction of responses in each department with greater than 5 responses.
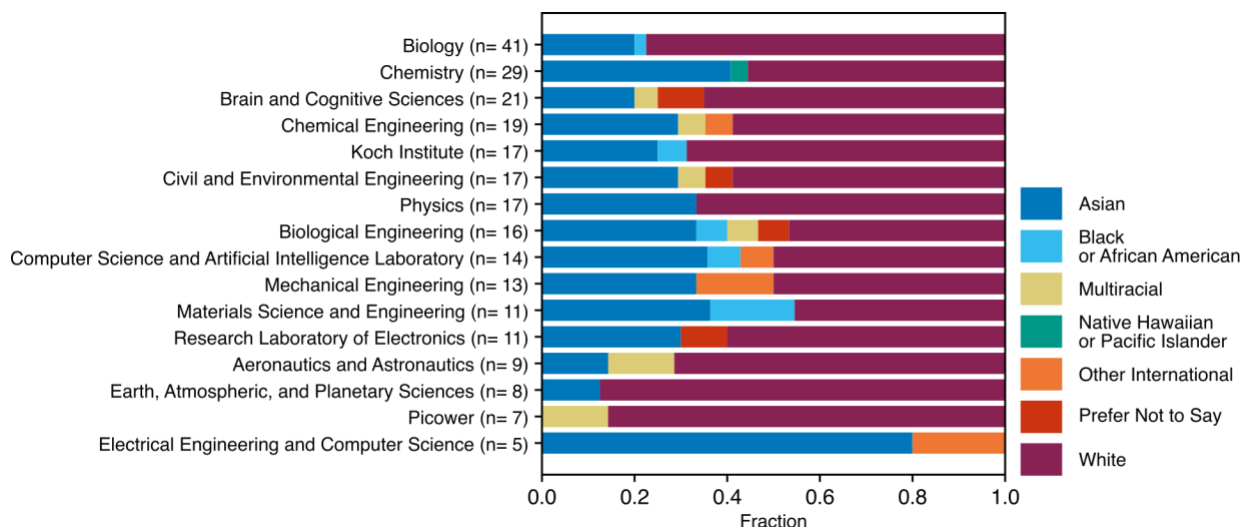
Figure 3: Respondent demographics by fraction of responses in each department with greater than 5 responses.
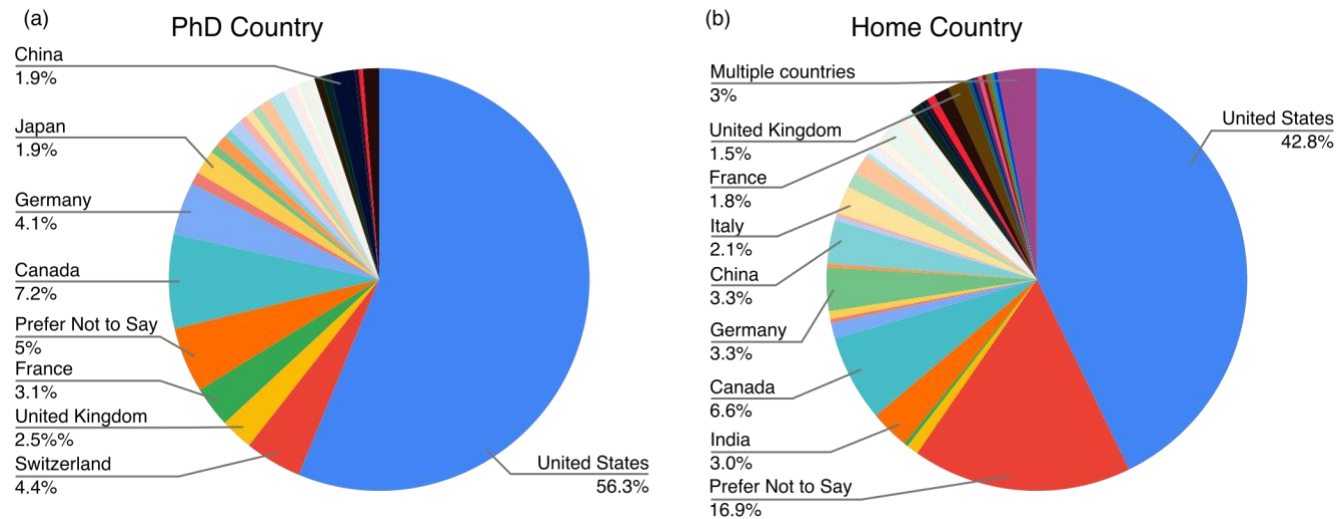

Figure 4: Fraction of total responses by a) Country in which the respondent completed their PhD and b) Country that the respondent considers their home

Primary Survey Results

How did postdocs obtain their position?

Figure 5 summarizes the primary method postdocs used to obtain their postdoc position across the institute. While all possible routes are potentially successful, the majority of postdocs (42.0%) were able to obtain a position through a cold call or email, without necessarily having a previous connection. A cold call/email was also much more frequently used than an application to a job posting, likely reflecting the large fraction of positions which are not advertised publicly. The next most common routes to obtaining a postdoc position were warm connection/introduction (25.3%), previous work connection (12.5%), and networking/conference (6.1%). **Combining these categories, 44% of postdocs obtained their position through interpersonal connections.** Requiring an interpersonal connection does not necessarily lead to a less diverse pool of candidates, and in some cases could encourage individuals to

apply that otherwise wouldn't, but it does perpetuate existing relationships that have produced the status quo of diversity at MIT.
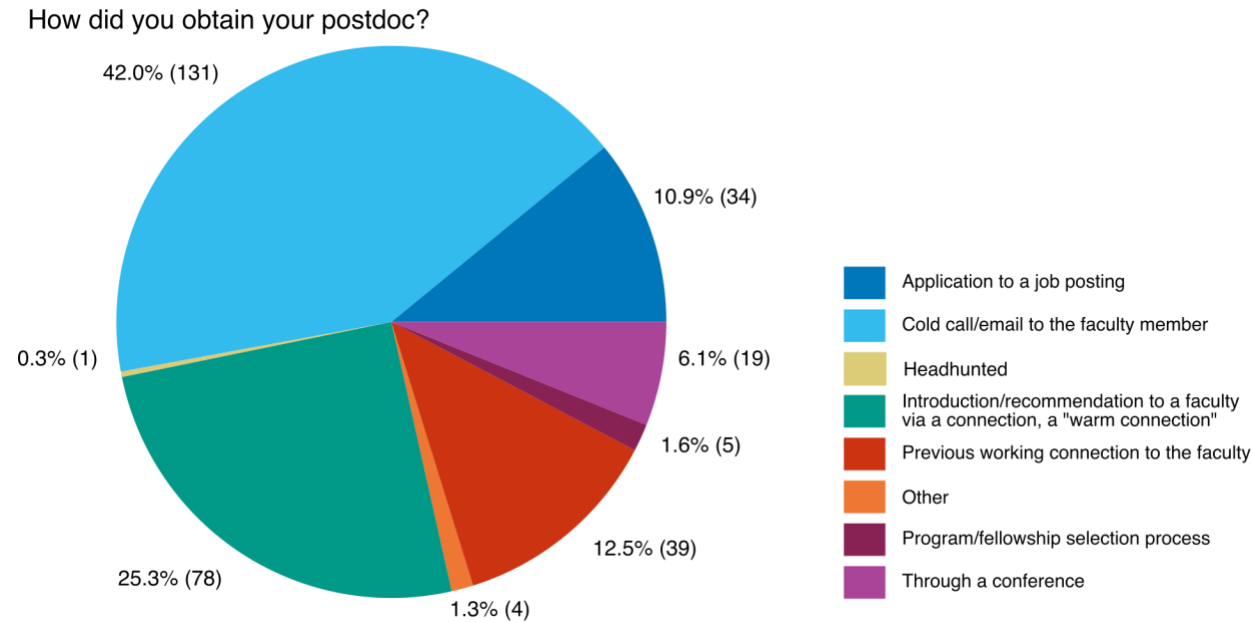
How did you obtain your postdoc?

Figure 5: Summary of how postdocs obtained their position across MIT

Figure 6 breaks down these responses by postdocs' department or center. It is important to note that due to MIT's complex relationship between departments, labs, and centers, some postdocs may not correctly identify their affiliation, and the survey does not account for any postdocs with multiple affiliations. While several departments are relatively similar to the overall average, there are a few outliers that also have a significant response rate. In the Biology Department nearly all respondents utilized a cold call/email, while the Physics Department had an outsize portion of applications to job postings, and few cold calls. In the Physics Department, this difference is likely a result of relatively unique programs where postdocs are not hired by individual faculty and instead go through an intentional application process, such as the program run in the Center for Theoretical Physics. The Physics Department is also home to the Pappalardo fellowship, while other departments do not have specific postdoc fellowships.
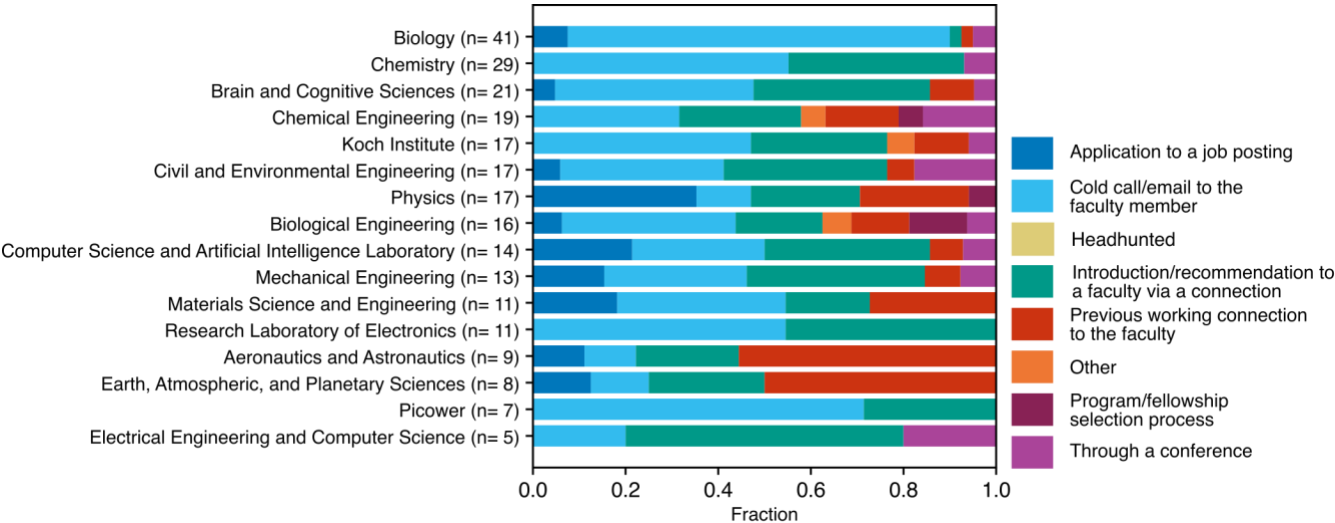

Figure 6: Breakdown of how postdocs obtained their position at MIT by fraction of responses in each department with greater than 5 responses.

Figure 7 breaks down this question by gender across MIT. Though there is relatively little difference between male and female respondents, those who did not select a gender were less likely to have a warm connection and more likely to apply via a job posting, but this category is difficult to break down. Too few postdocs responded as agender or nonbinary to report statistics.
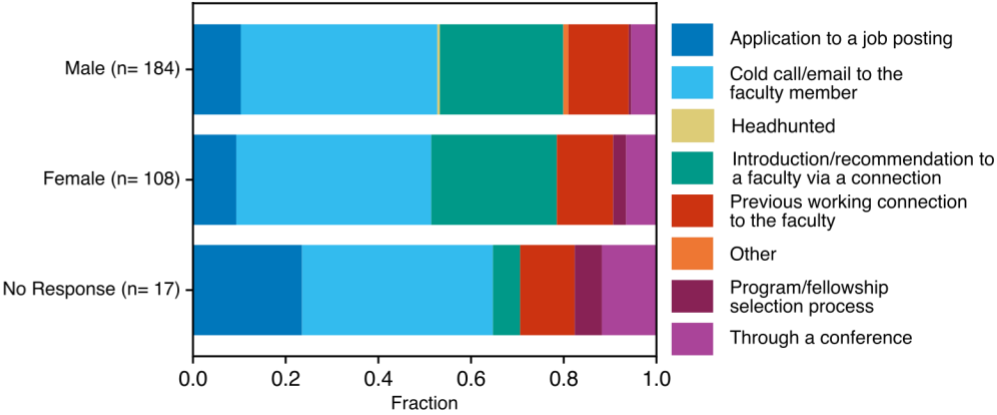

Figure 7: Breakdown of how postdocs obtained their position at MIT by fraction of responses for each gender with greater than 5 responses.

Figure 8 breaks down how postdocs obtained their position by self-reported race and ethnicity. While too few responses are reported for analysis in most categories, Asian respondents were slightly more likely to use a cold call than to have a warm connection, as compared with white respondents.
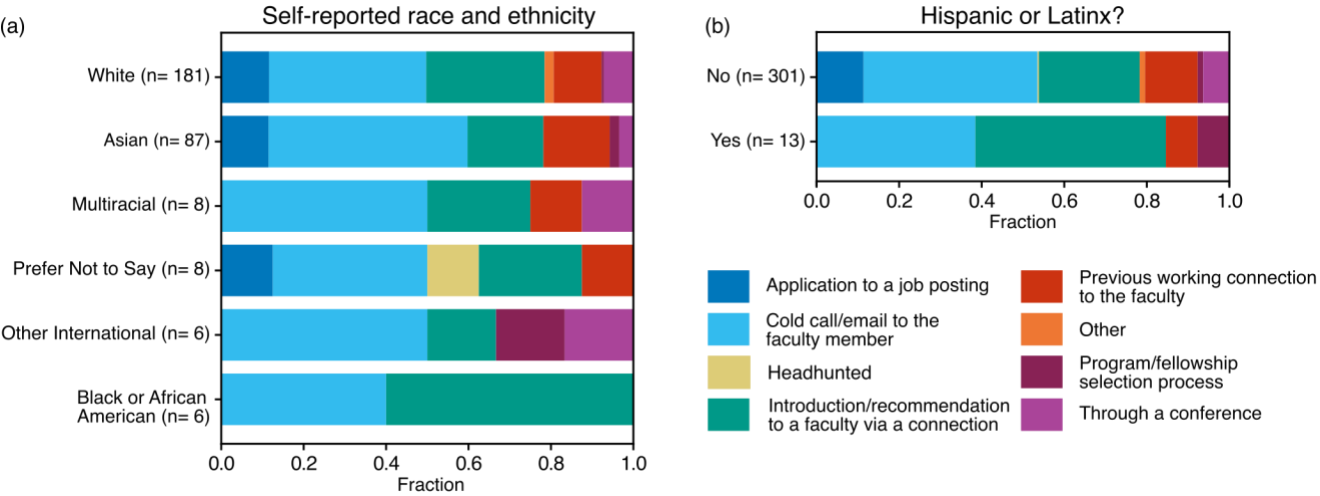

Figure 8: Breakdown of how postdocs obtained their position at MIT by fraction of responses for each a) self-reported race and b) ethnicity with greater than 5 responses

Figure 9a has a similar breakdown by the country in which respondents completed their PhD. For international students, conferences are more likely to play an important role in finding a position, while applications to job postings are less likely to have been successful. Figure 9b demonstrates similar trends as broken down by home country.
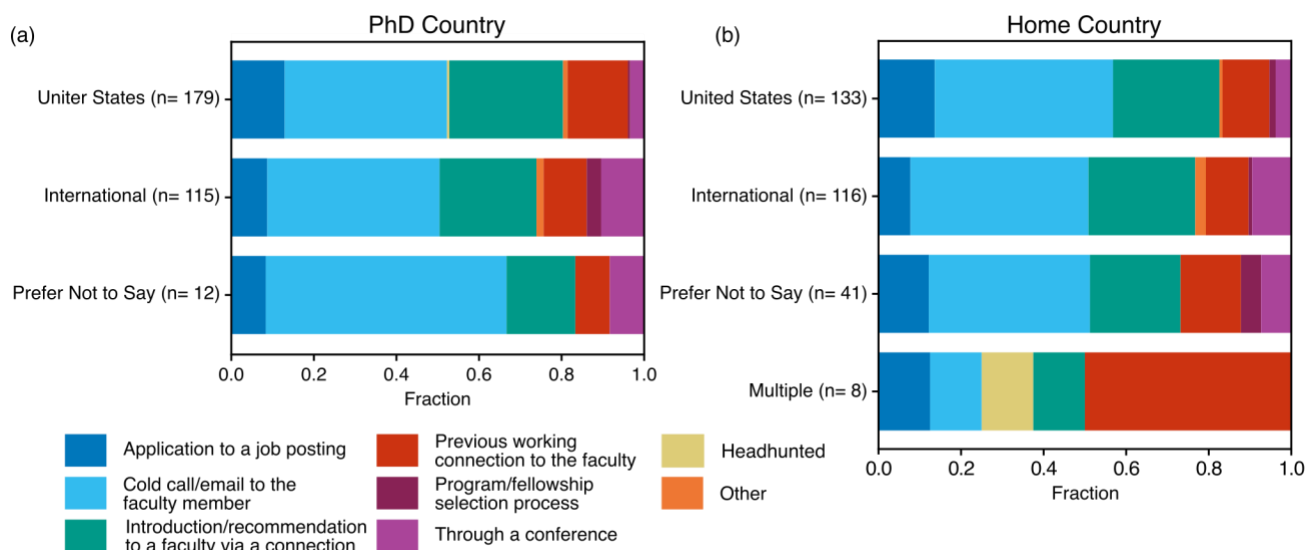
Figure 9: Breakdown of how postdocs obtained their position at MIT by fraction of responses for a) the country in which they completed their PhD and b) the country they consider home

Figure 10a indicates that more than 70% of postdocs confirmed their position within six months of their start date, with another 23.5% confirming between six months and one year beforehand. When broken down by department (Figure 10b), Physics again is the largest outlier, having slightly longer times before the start date. There are not pronounced differences in this question by race, gender, or international status. Surprisingly, a postdoc's prior authorization to work in the U.S. also has little effect on this question, except that almost no postdocs without prior authorization started the same month as the position was confirmed.
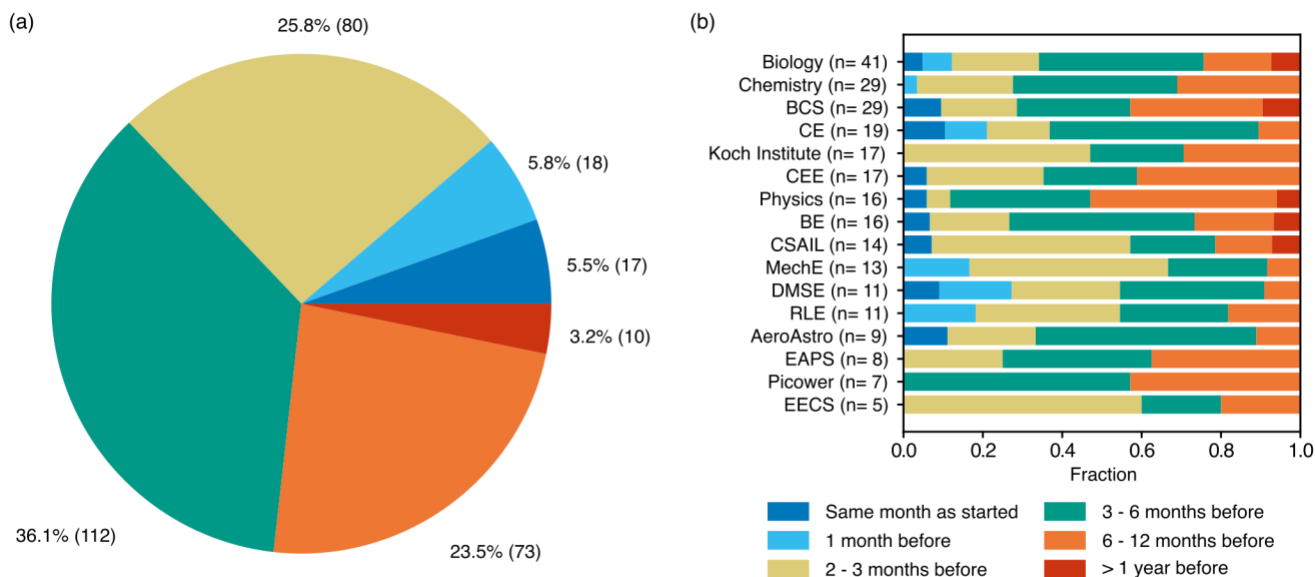

Figure 10: Length of time before starting the position that the position was confirmed a) for all of MIT and b) broken down by department, with acronyms corresponding to the same departments as Figure 6

Position Advertisement

Figure 11 summarizes the questions related to advertisement of postdoc positions. Generally, postdocs across MIT did not report seeing a specific position advertisement (72.5%, Figure 11c). 18.1% of postdocs reported seeing a general position advertisement along the lines of "We are always hiring

postdocs." We note that while 20.8% of respondents entered a specific position advertisement on the first survey question, only 8.1% entered a specific position advertisement in the second, suggesting that some respondents may not have fully understood these two questions. If answers to the second question are corrected for those that noted a specific advertisement in the first, but not a specific advertisement in the second, the distribution shifts considerably as shown in Figure 11b. In all, only 33.3% of respondents saw any type of advertisement. Of postdocs that saw any form of position advertisement, only 29.1% observed any statement about inclusive hiring practices, though another 35% were uncertain. There are no significant differences between departments in these trends, except for Physics where nearly half of respondents saw a specific advertisement. This aligns with the question of how postdocs obtained their position.
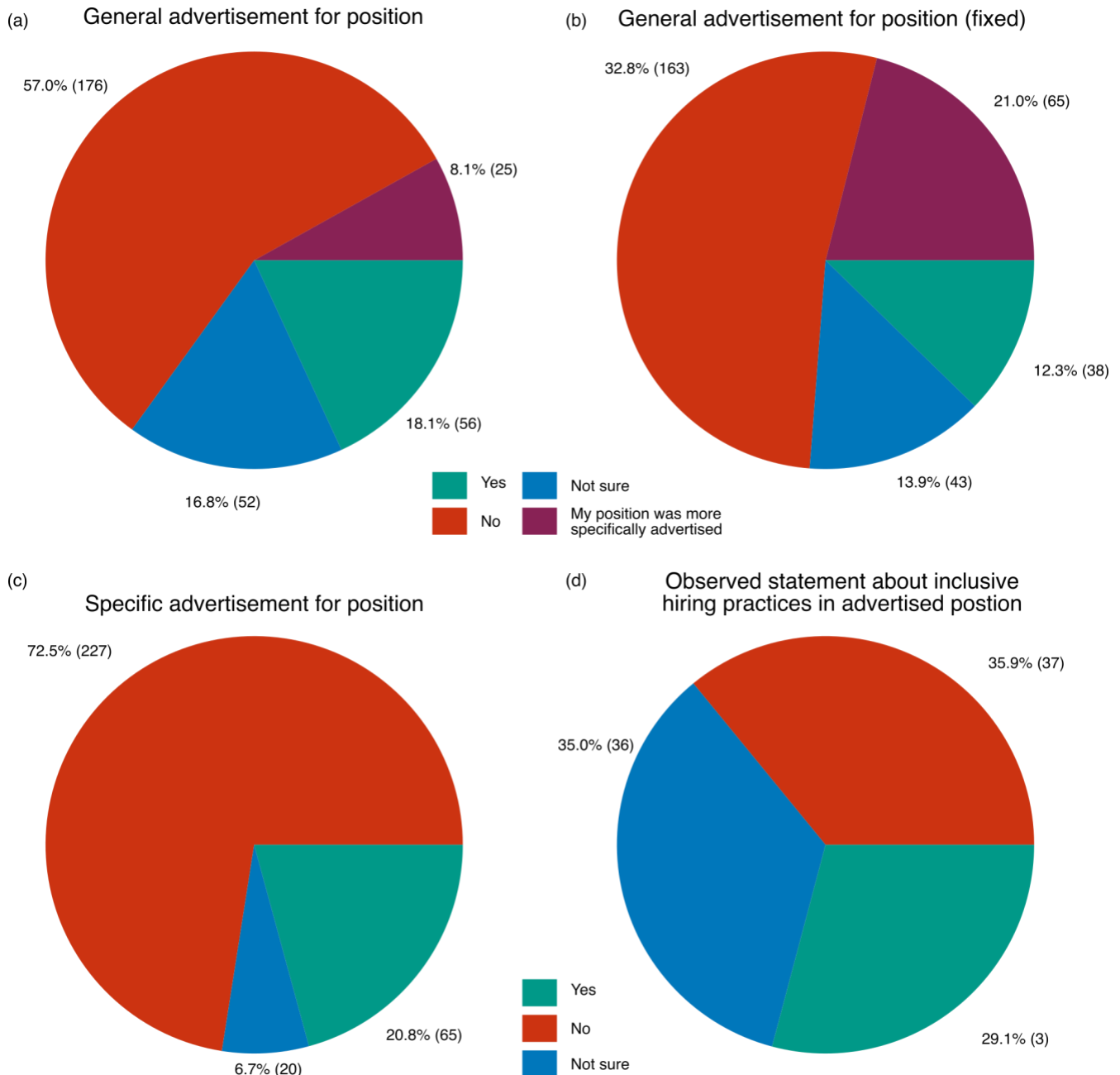

Figure 11: Summary of position advertisements a) general advertisement, b) general advertisement fixed for incorrect responses, c) specific advertisements and d) observation of statements about inclusive hiring practices

Salary Negotiations

Across MIT, Figure 12 shows that most postdocs do not attempt to negotiate their salary. Interestingly, though, of the 14.8% that do try to negotiate, half are successful in obtaining some changes. It is likely that many postdocs did not try to negotiate their salary as they thought no changes would be possible, but it is worth noting that at least some postdocs are successful.

Did you try to negotiate your salary, and if so, were you sucessful?
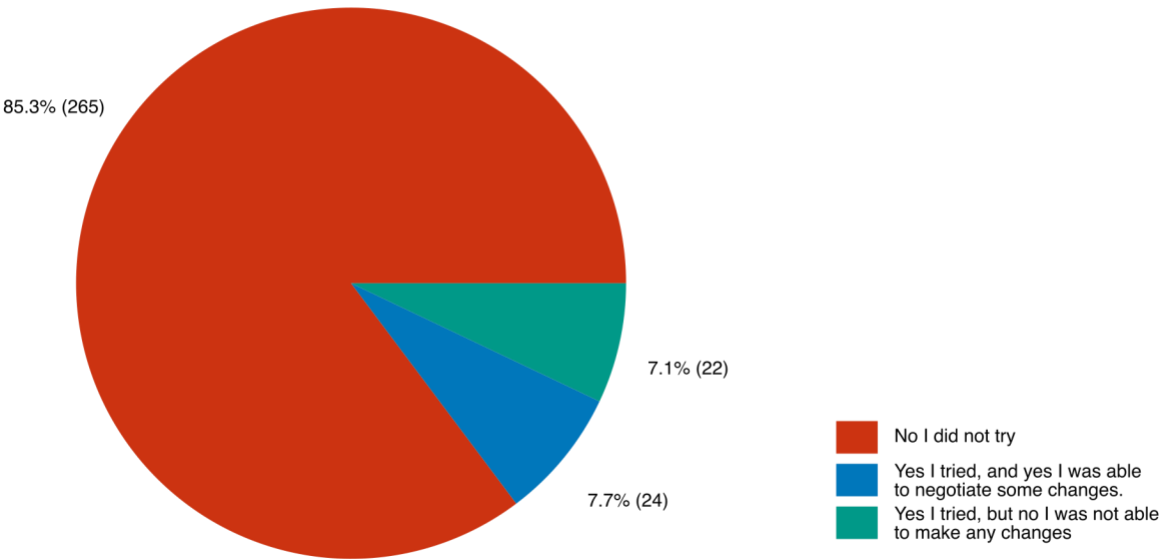

Figure 12: Summary of postdocs' success in salary negotiations

Anecdotal Stories

Beyond the specific results of this survey, many respondents shared anecdotal stories about their hiring experience and the need for change. Table 1 summarizes all of the free response answers to the additional comments box. Many postdocs noted how individual the recruiting process can be, with one postdoc saying, "The experience for other group members is pretty all over the place." This is supported by many anecdotal stories the authors of this survey heard prior to its creation. Another offered that they, "don't think [they're] the paradigm for how this should be done!!!" New methods of understanding and executing postdoc hiring and recruiting are sorely needed, and that need is seen by postdocs.

Table 1: Summary of free response write-ins to the survey

Number of Responses	Type of response
12	Expressed support for change in the hiring process
8	Comment on hiring from a certain circle
8	Mentioned having existing external funding
7	Added explanation about their process
7	Commented supporting diversity
6	In favor of higher salaries
5	Mentioned their process was unique

4	Had issues onboarding
3	Asked for help with relocation
3	Mentioned need for more data
2	Supported the international diversity at MIT
2	Mentioned multiple offers
2	Thought the process was good
2	Were staying in their own lab
1	Mentioned how good recruiting helped
1	Mentioned the need to support existing postdocs
1	Mentioned survivorship bias in the survey
1	Mentioned a need to keep standards high

Detailed Analysis

In this section, we present a deeper analysis of several questions where interesting trends are present. While many other trends and questions were examined, these were the few results from this limited dataset which warranted inclusion here.

Figure 13 displays the distribution of how postdocs obtained their positions for respondents that did see a specific advertisement for their position. Notably, nearly half of respondents that saw a position posting did not obtain their postdoc through an application process, and over a quarter used an interpersonal connection to obtain their position. Of postdocs that saw a general advertisement (Figure 13b), the majority then obtained their position through a cold call/email.
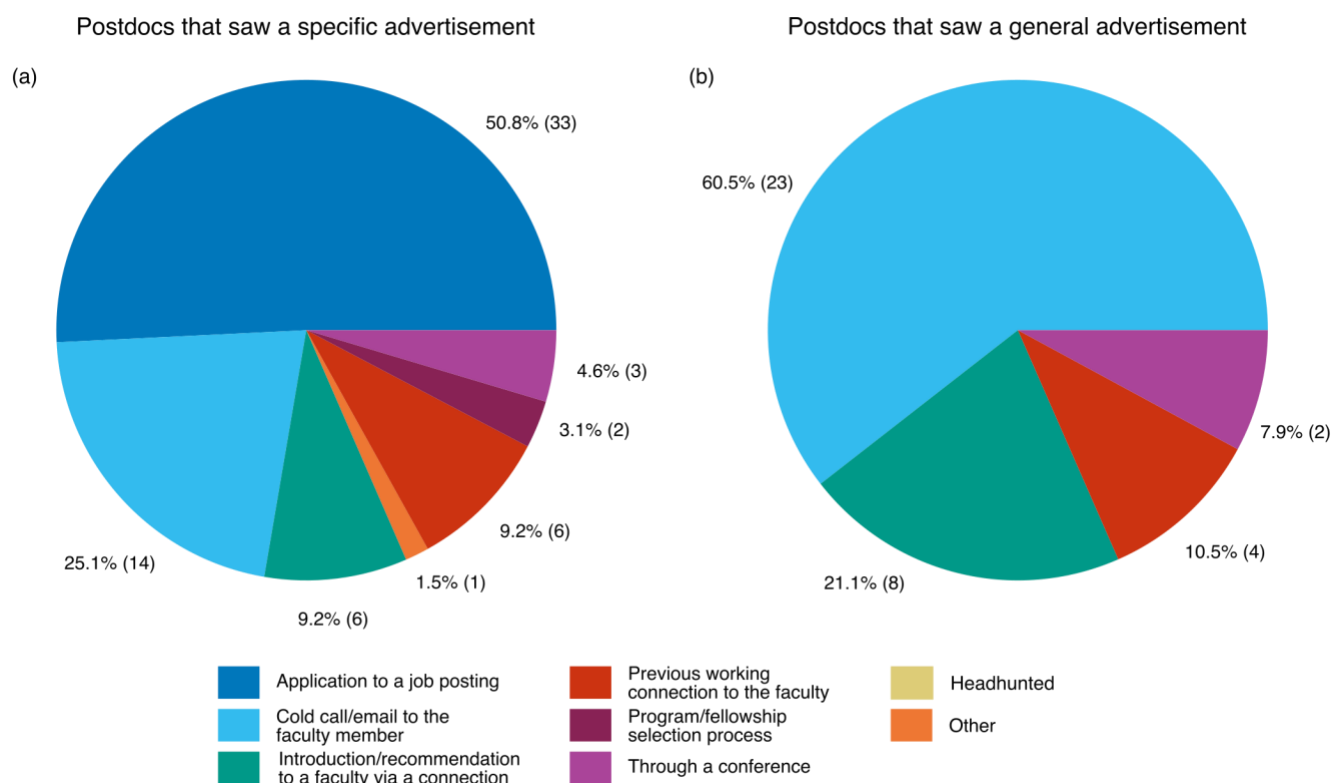
Figure 13: Summary of how postdocs obtained their current position given that they (a) saw a specific advertisement or (b) saw a general advertisement.

As previously mentioned, the method by which postdocs obtained their position can be grouped into those requiring interpersonal connections, and those that do not. Applications to job postings, fellowship selection processes, and cold calls/emails do not rely on a direct personal connection, while the other methods do. Figure 14 summarizes the MIT wide responses based on this grouping, along with breakdowns by gender, race, and international status. There is little difference between male and female respondents or between students completing their PhD in the U.S. or internationally. Postdocs that consider a country other than the U.S. their home were slightly more likely to use an interpersonal connection to obtain their position, and Asian respondents were much less likely to use an interpersonal connection.
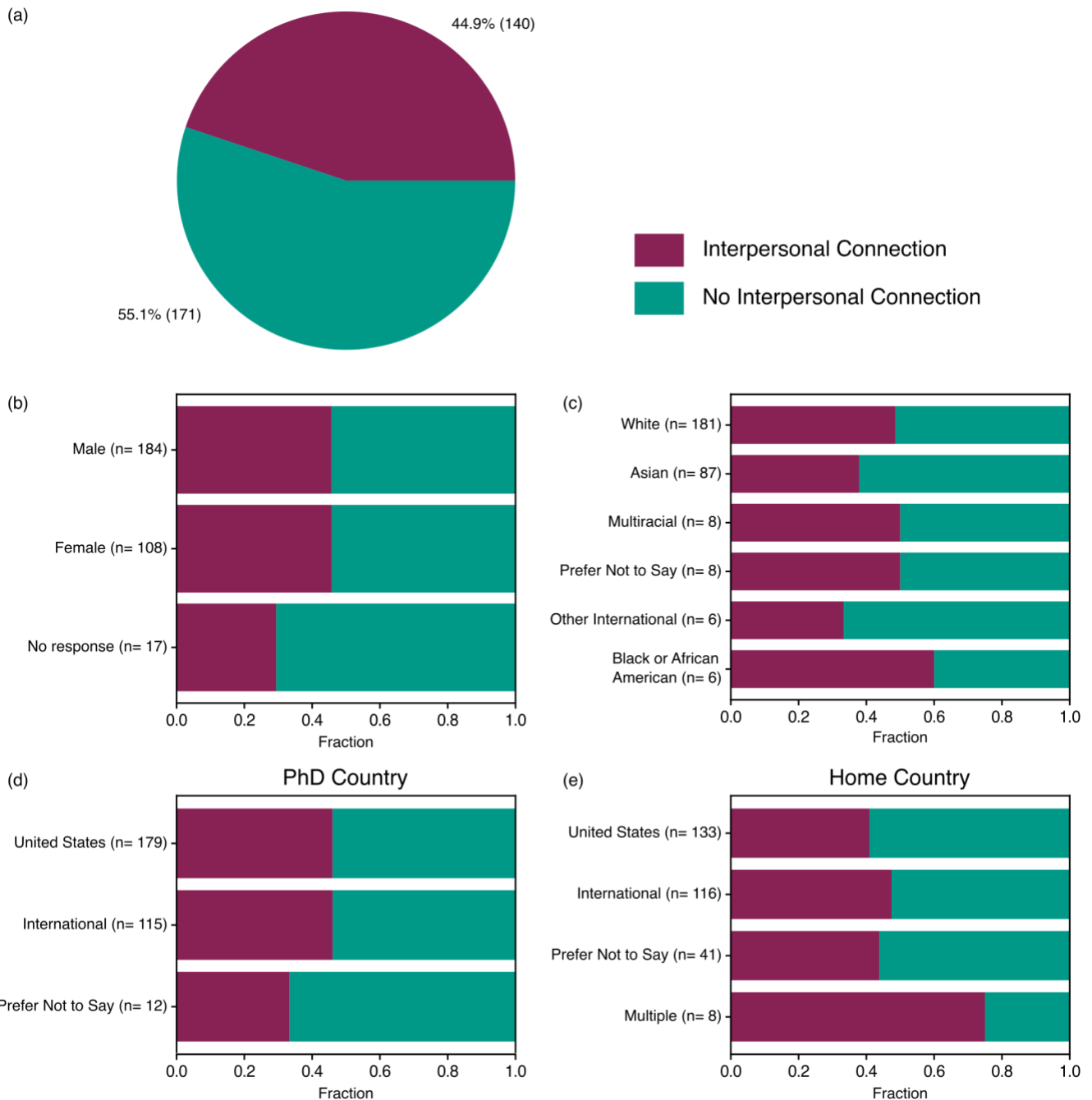
Figure 14. Percentage of postdocs who obtained their current position through an interpersonal connection (a) overall, (b) broken down by gender, (c) broken down by race/ethnicity, (d) broken down by PhD Country, and (e) broken down by home country.

Figure 15 examines more closely the difference between white and Asian respondents, grouped within the School of Engineering or Science. Within the School of Engineering, Asian respondents are found to rely significantly more frequently on cold calls/emails when compared with white respondents. This may be taken as an indication that Asian candidates had fewer network opportunities to find positions and therefore had to rely on a cold call/email to succeed. If this is true, it may indicate a reason for working to expand postdoc hiring beyond individual PI networks. The difference shown here between Science and Engineering is an example of the more local statistics that may reveal equity problems in a larger dataset.
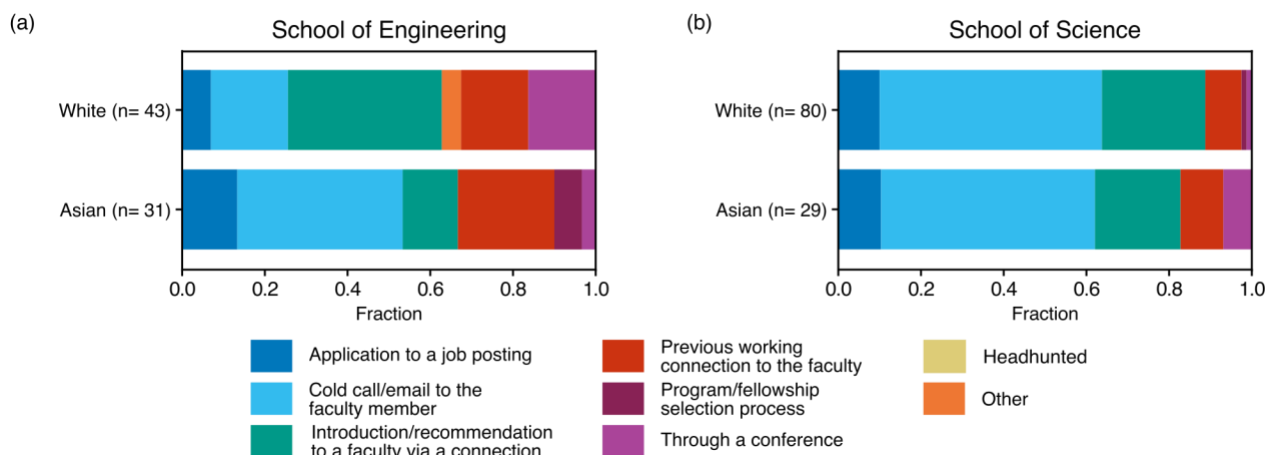
Figure 15. Summary of the approach that postdocs in (a) the School of Engineering and (b) the School of Science took to obtain their current positions, broken down by race.

Figure 16 displays the gender breakdown of whether postdoc positions were specifically advertised, finding that Female respondents were less likely to see a specific position advertisement than Male respondents. This result could have several root causes that are difficult to ascertain from this survey, but are worthy of further study. First, this could be an indication of bias appearing during formalized postdoc hiring searches. Even if a similar number of male and females apply to posted positions, male respondents that answer yes to this question would appear more often in this survey if they are hired more frequently from these searches. Alternatively, this result could be due to female candidates more often seeking postdoc positions on the advice of their PI, and thereby being less likely to need to apply to specific advertisements. This result could also be a manifestation of a combined effect between normal practices in different fields, and the gender breakdown in those fields.
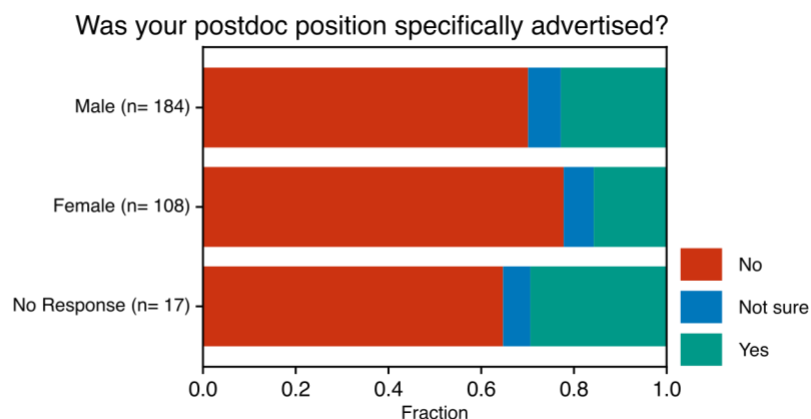

Figure 16. Summary of position advertisement broken down by gender.

Figure 17 indicates that female respondents that saw any advertisement were, on average, *less* likely to observe a statement about inclusive hiring practices compared with male respondents. This may seem to indicate that female candidates who have successfully found positions and saw an advertisement more often navigated alternative hiring pathways. However, of candidates that saw a specific position advertisement, female respondents were more likely to go through an application process and there was no gender difference for general advertisements. Another possible explanation for the difference in Figure 17 may again be a manifestation of field-specific trends in advertising and typical gender breakdowns that are difficult to analyze here without additional department-level data.
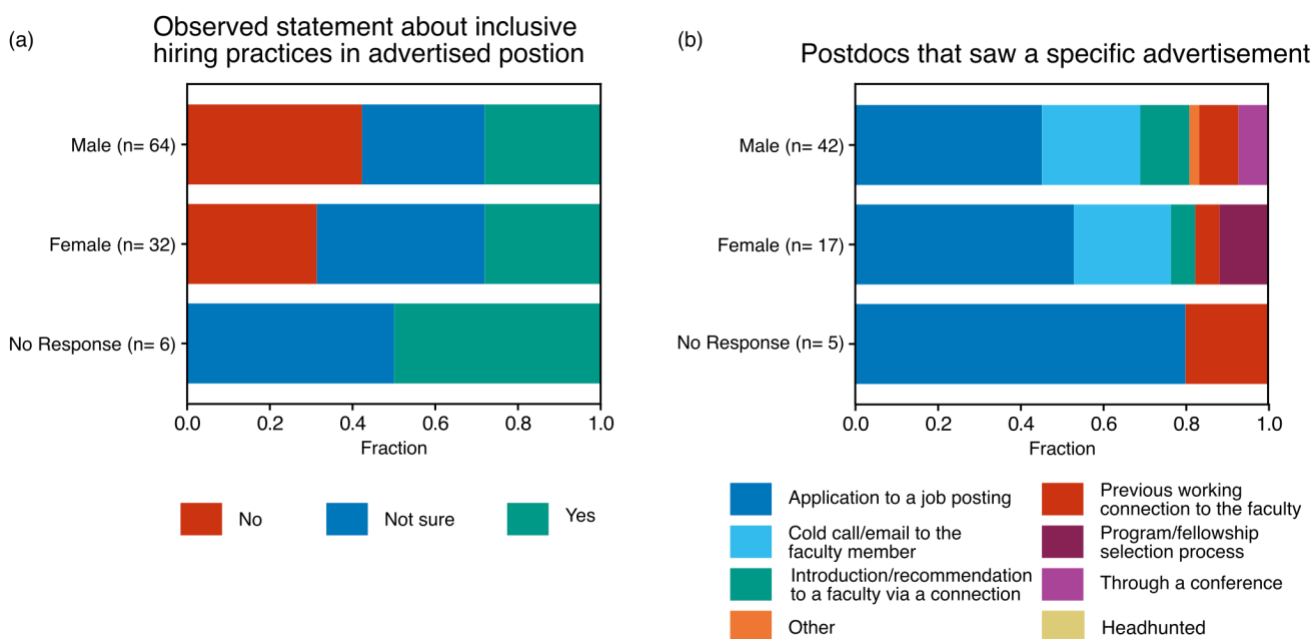
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Figure 17. (a) Gender differences in observing an inclusive hiring practices statement in the advertised postdoc position. (b) Gender differences in methods for obtaining current postdoc.

Summary and Outlook

This survey **demonstrates the vast range of routes that researchers take to arrive at their postdoc positions at MIT**. While in this report we have focused on average experiences across MIT, more than anything **this survey has revealed the need for detailed department level statistics and analysis of postdoc hiring and recruiting**. The survey pinpoints areas where bias or non-uniform access to recruiting opportunities (e.g. conferences, network connections) could play a role in shaping the demographics of MIT postdocs. A more ample analysis at the departmental level will be necessary to draw conclusions about specific hiring practices. **Given the range of departments, and the difficulty in getting high response rates, this must be facilitated by individual department support**. This department level analysis is likely to reveal important information about the current state of postdoc hiring, pointing to where improvements are most needed to improve equity and recruit the best candidates. As an example of the kind of information this analysis will reveal, within this survey we were able to show that female respondents were less likely to have seen any statements about inclusive hiring practices.

While this survey has not resulted in clear answers to our original questions, it lends strong support to future data collection on this subject, either through surveys of postdocs and PI's, or by departments or HR at the time of onboarding. An anecdote shared by a postdoc said that, "The encouragement for women and people of color to apply to the postdoc position specifically made me feel welcome and more confident in applying for the position." It is worth considering the impact that more widespread explicit support for URM candidates would have on the diversity of postdocs at MIT. Coupled with strong support for those already at MIT, the underrepresentation of many groups could begin to be addressed. This survey provides a starting point for the questions that should be asked during these future processes, and based on the data collected here, we recommend several additional questions and modifications:

- Determine familial status - including whether they relocated with spouse/children, and considerations around that
- Ask if relocation was necessary for the position
- Determine length of negotiation with PI
- LGBTQIA+ status
- Disability status
- Veteran status
- Determine whether LGBTQIA+/Disability/ethnicity/race played a role in decision to apply/accept
- Additional identifiers (currently US centric, but postdocs are highly international so consider adding identifiers for international groups)
- Make sure the distinction between specifically advertised and generally advertised positions is clear
- More directly examine impact of fellowships and external funding on hiring
- Identify people that completed a PhD at MIT, or are continuing as a postdoc in their PhD advisor's lab
- Additional options for how postdoc obtained their position, including: previous work connection, fellowship processes, and being directly headhunted by a PI
- Determine if postdoc changed fields from their PhD
- Determine if postdoc search had a geographic constraint
- Determine how many places postdocs applied before success
- Determine if postdocs had already been a postdoc elsewhere

Ideas for Improvements to the Postdoc Hiring Process

An exhaustive analysis of possible improvements to the postdoc hiring and recruitment process is beyond the scope of this initial work, however, several respondents offered potential methods for near-term improvements. We include these here, and note that we continue to research best practice recommendations:

1. **Departments could leverage existing visiting scholars programs for graduate students as a means to recruit excellent postdoc candidates.** Such visiting programs would allow professors to bring students for a short time, perhaps from labs outside of their network, at low cost. With an intentional goal of recruiting the candidates as postdocs, such a program would improve recruiting from outside a PI's typical network.
2. **Departments could create and maintain job boards for postdoctoral positions.** This would be a lower level of effort compared with utilizing the full HR system of hiring.
3. **Departments could facilitate an annual virtual webinar on how graduate students should go about finding postdoc positions at MIT.** This could be department specific, and advertised to schools where students may not have the resources and connections to learn how the process typically functions.
4. **MIT could promote departmental participation in conferences that promote URM advancement**. Conferences include those held by the Society for Advancement of Chicanos/Hispanics and Native Americans in Science, the National Organization for the Professional Advancement of Black Chemists and Chemical Engineers, and many others.
5. **Centralized funding, either at the institute or department level, could be made available** to help cover postdoc salaries or partial funding when external fellowships are not sufficient.
6. **Provide resources to faculty to write more inclusive ads, and train faculty in interviewing best practices.** Faculty often receive little to no help in hiring postdocs, so may resort to recruiting

and hiring methods which are not as inclusive or effective. Ensure that faculty are aware of department and institute level statistics on postdoc diversity.

7. **Departments could facilitate more centralized recruitment where interested candidates could send resumes and a cover letter that could be accessed by all faculty members.** Such a system would then allow faculty to share excellent candidates and lower the barrier for postdocs to be matched with faculty that have available funds. In addition, base level screening could be performed by administrators, taking some of the workload off of already overworked faculty.

Appendix A: Survey Text

Q1: What department or overall unit were you hired in?
Subtext: Not the individual lab or PI.
- Free response

Q2: When were you hired?
- 2020
- 2019
- 2018
- 2017
- 2016
- Other:

Q3: Was your postdoc position specifically advertised?
Subtext: This does not include general advertisements or statements such as 'we are always looking for postdocs'.
- Yes
- No
- Not Sure

Q4: If so, where did you see the job posting?
- MIT Human Resources Career Listings
- Department/Lab/Center Website
- Social Media
- Other job listing website
- Other:

Q5: Was your postdoc position advertised generally?
Subtext: For example, the website stated, 'we are always interested in candidates'.
- My position was more specifically advertised
- Yes
- No
- Not sure

Q6: If your position was advertised generally or specifically, was any statement about inclusive hiring practices made?
Subtext: Any statements remotely addressing Diversity, Equity & Inclusion.
- Yes
- No
- Not sure
- Other:

Q7: How did you obtain your postdoc?

Subtext: We recognize that you may have tried several avenues, but what would you say was the primary method? If you select Other, please be succinct.
- Cold call/email to the faculty member
- Through a conference
- Introduction/recommendation to faculty via a connection, a "Warm connection"
- Application to a job posting
- Previous working connection to the faculty
- Other:

Q8: How long before you started was your position confirmed?
- Same month as you started
- A month before
- 2-3 months before
- 3-6 months before
- 6 months to 1 year before
- More than a year before
- Other:

Q9: Did you try to negotiate your salary, and if so, were you successful?
- Yes, I tried, and yes, I was able to negotiate some changes.
- Yes, I tried, but no I was not able to make any changes.
- No I did not try

Q9: In what country did you complete your PhD?
- United States
- Prefer Not to Say
- Other:

Q10: What country would you consider home?
- United States
- Prefer Not to Say
- Other:

Q11: Were you authorized to work in the U.S. prior to your postdoc appointment?
- Yes
- No
- Prefer Not to Say
- Not Sure

Q12: Gender?
- Free response

Q13: How would you describe yourself?
Checkboxes
- Hispanic or Latinx

- American Indian or Alaskan Native
- Asian
- Black or African American
- Native Hawaiian or Pacific Islander
- White
- Multiracial
- Prefer Not to Say

Q14: Do you have any other comments on postdoc hiring and recruitment?
- Free Response