

# Maximizing Faculty Success With or Without an NSF ADVANCE Grant:

## Successful Strategies for Diversifying the Workforce

Presiding: Carmen R. Cid – Quinebaug Valley Community College

Panelists : Patricia Witherspoon, The Univ. of Texas at El Paso  
Joyce T. Gibson – Univ. of Southern Maine  
Elizabeth Birmingham – North Dakota State Univ.

# CCAS ADVANCE Initiative

- CCAS partnered with three CCAS member universities to strategically infuse gender equity issues in a tested format in all its professional development programs, through workshop modifications, case study development and integration of underrepresented dean groups
  1. Annual CCAS conference panels and case study discussion
  2. Department Chairs and New Deans training workshops
  3. Dean's Knowledge Base and other web documents

# CCAS ADVANCE Grant Update

- After 4 years of the ADVANCE grant from the National Science Foundation, CCAS has been transformed by:
- Modifying its training of new deans and department chairs at workshops and annual meeting to include the discussion of implicit bias in recruitment and retention of women faculty, and the inclusion of case studies focusing on gender equity issues
- Developed many new case studies on gender equity topics
- Increased outreach to deans from MSI's and infused discussion of gender equity issues in mentoring of ethnic minority deans

## CCAS ADVANCE Sustainability

- The CCAS ADVANCE initiative had an internal and external advisory committee
- In 2012, the internal advisory committee, composed of CCAS deans with experience in gender equity issues and ADVANCE grants – led to the establishment of the standing CCAS Gender Issues Committee
- In 2013, the Gender Issues Committee recruited more members and will be continuing the work of the grant in 5 ways:
  - 1) Assembling a pool of experts on implicit bias training
  - 2) Creating a rotation schedule for gender equity case studies to be used in all annual professional development programming
  - 3) Organizing gender equity resources for posting on CCAS website and CCCAS Dean's Knowledge Base web presence
  - 4) Choosing the Gender Issues Breakfast speaker for the annual meeting
  - 5) Sponsoring a panel on gender issues at the annual meeting

# With or Without an NSF ADVANCE Grant

Successful Strategies for Diversifying the Workforce

Patricia D. Witherspoon

The University of Texas at El Paso

# Focus of UTEP's ADVANCE Grant

- Policy and Recruitment: College policies on third year reviews; funding for dual career hiring, additional start-up support, travel support and research assistants for new women hires
- Collaborative Leadership: informal forums with women faculty; “Chair Chats;” identification of best practices including slowing the tenure clock, providing research release time at the departmental level; active recruitment of women from underrepresented groups
- Faculty Development: Faculty Mentoring Program for Women

# 5 Years Later: What Remains (Unfunded Yet Continuing)

- Awareness and use of Family Medical Leave
- Search committee meetings with EEO officer and Deans
- Certification of Pools/Campus Interviewees
- Third Year Review Policies
- Faculty Mentoring Program
- Human Resources Liaison for Spousal Employment

# Legacies: Emergent Programs after ADVANCE

- Mama PhD program
- Spousal hiring focus
- Tenure clock stop policy
- Evolution of strategic hiring (interdisciplinary focus on outstanding faculty)



**NDSU Advance FORWARD**  
**Free and Easy: Lessons from**  
**ADVANCE IT**

CCAS

November 9, 2013

# NDSU Advance FORWARD

Focus on Resources for Women's Advancement  
Recruitment/Retention and Development



National Science Foundation #HRD-0811239  
September, 2008 – August, 2013

# FORWARD: Free and Easy

- Where we started
- Overview of program
- Inexpensive (but impactful) ideas
- Data, data, data
- Policy, policy, policy
- Impacts

# Genesis of the Project

	% Tenure-line		% Tenured		% Full Professor	
	Women	Men	Women	Men	Women	Men
*Average	45	55	31	69	24	76
*Doctoral	41	59	26	74	19	81
NDSU 2006	36	64	10	90	7	93

\* *AAUP Report, Curtis and West, 2006*  
*N = 1,445 universities; data from U.S. Dept Educ and AAUP*

# THE CHRONICLE

of Higher Education.

November 2, 2007  
Volume LIV, No.

## At North Dakota State, Women are Few and Far Between

Why does one university seem so behind the times?

BY ROBIN WILSON

**L**INDA K. LANGLEY has been a faculty member at North Dakota State University for just five years. It is her first academic job.

But while she is still several months away from making her final bid for tenure, she finds herself in the unlikely position of being the most senior woman in the psychology department. "I suddenly feel like I'm going to be the role model without having had one myself," she says, rattling off a list of the female professors in her department who have come and gone in the past several years.

The psychology department provides an example of the revolving door for female faculty members at North Dakota State, a phenomenon that has left the campus thin on women, particularly at the top. Only 10 of the university's 156 full professors are female, and the campus is still fresh from marking a lot of firsts: The chemistry department just tenured its first female faculty member, the College of Engineering just promoted its first woman to the rank of full professor, and the university is just now considering opening a women's center—something that many institutions created 30 years ago.

Last year North Dakota State was reminded of just how far behind it is when the American Association of University Professors issued a report ranking 1,445 institutions on the basis of what proportion of their tenured faculty members are female. North Dakota State came in close to last (*The Chronicle*, November 3, 2006). Like other universities



Charlene E. Wolf-Hall, an associate professor of food microbiology at North Dakota State: When she applied to run a research institute on the campus, a colleague told her that if she didn't get the job, "at least I could spend more time with my family."

And Fargo's reputation as a family-oriented community can make it a lonely place for single women, especially those with doctorates, who often look for partners with at least as much education as they have.

But clearly there are a lot of campuses in

ers to help them understand women's experiences and be sensitive to them," says Sandra Holbrook, who retired as director of equity and diversity last July. She says male leaders and faculty members have not intended to create an unfriendly climate for women.

"I think that in most cases, if you told males about these comments and issues, they'd be shocked," she says. "They would say, We never meant to leave her out."

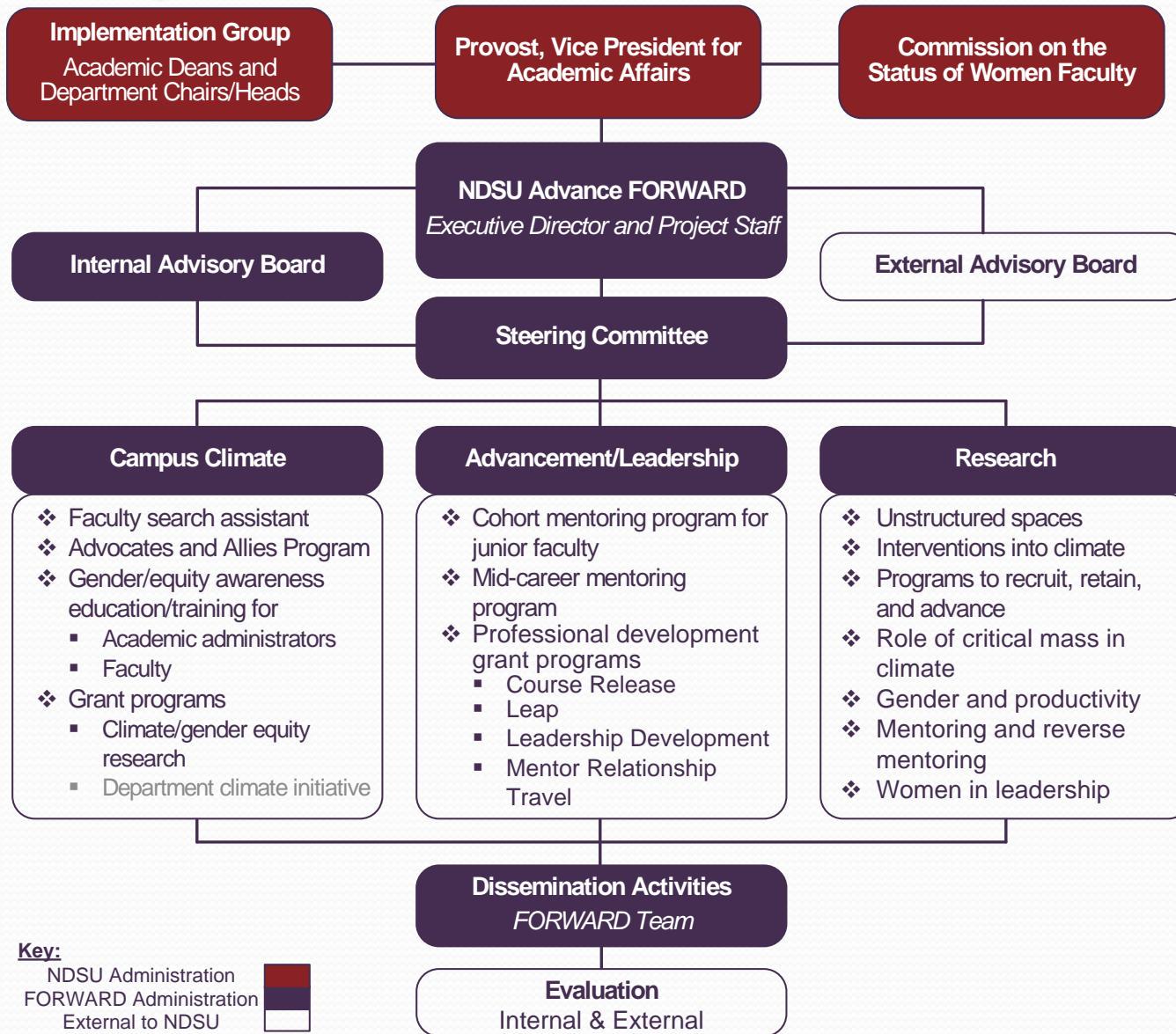
The university has been trying hard to hold on to female faculty members and to attract more. This year 19 of the university's 51 new faculty members were women. But R. Craig Schnell, the provost, acknowledges that it is an uphill battle: "It seems as soon as somebody gets hired and they get tenured, they leave."

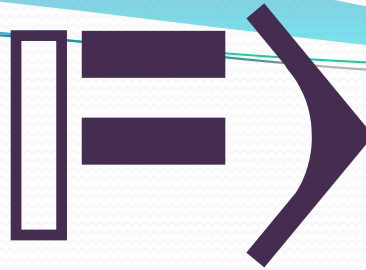
### NEGATIVE PUBLICITY

When people at North Dakota State learned that it had scraped the bottom of the AAUP's gender-equity ratings, they were surprised and embarrassed. The numbers showed that while nationwide an average of 31 percent of tenured faculty members are female, at North Dakota State the proportion was only 9.8 percent. That put it behind all but one other traditional institution, the University of Missouri at Rolla, of the 222 doctoral institutions ranked.

The university also was lower in gender equity than almost all of the master's and baccalaureate institutions in the report. The proportion of women at North Dakota State has crept up to 13 percent this year, but over all, less than a quarter—just 111 out of 477—of its tenured and tenure-track professors are female. The negative publicity prompted admin-

# Major Project Components





# ADVANCE FORWARD Goals

- I. Enhance recruitment
- II. Increase retention
- III. Promote/advance women faculty
- IV. Open faculty leadership opportunities
- V. Improve the climate

# Inexpensive Programs

- Advocates and allies (involving men to train other men on equity issues)
- Mid-career mentoring program (\$500 for teams)
- Promotion to professor panels (twice a semester lunch panels and discussion about promotion)
- Awards tracking (tracked nominations and awards for university awards to ensure that qualified women candidates were being nominated)
- Hijacked one year of provost's monthly meetings with chairs



# Provost's Chair Forums

## **Hijacked one year of monthly meetings with chairs:**

- August: 12-indicator data on gendered state of the university
- September 2010, PTE & hiring (unconscious bias 101)
- October 2010, Ally training (men as change agents)
- November 2010, Administrator survey results
- November 2010, Departmental climate issues and solutions
- December 2010, Faculty evaluation (evaluate, not describe)
- January 2011, Conflict resolution and critical conversations
- March 2011, Best Practices for healthy departments (panel)
- April 2011, Communicating Up (deans panel)

# Commission on the Status of Women Faculty

## **The role of the commission includes:**

- Examining the University's policies
- Responding to developing campus issues
- Monitoring and benchmarking

# Other Policy Related Work

- Infant changing tables on campus
- Lactation facilities (Affordable health care act)
- Childbearing leave; modified duties
- Stop-the-clock (new child to family)
- Stop-the-clock (other reasons)
- Routing stop-the-clock requests
- Establishing unit guidelines, standards for allocating funds, resources (procedures, RFPs)
- Requiring open call for applicants for appointments that have monetary, course release, titular, or other benefits

# Other Policy Related Work

- Departmental/unit by-laws
- PTE guidelines
- Grad committee policies
- Nominations processes for awards
- Valuing diversity work (Faculty activity reports)
- Administrator evaluation (working on it)
- SROIs (working on it)
- Guidelines for candidates negotiating (working on it)

# Data Collection: Not free, I know

Collect as much as institution can afford:

- identifies problems (often unexpected)
- helps direct solutions and resources


One example:

- Women leave because of weather (past administrator)
- Data show women leave because of climate (and so so men, but men and women perceive climate differently)


# Commit your ADVANCE team to continue its work

Joyce Taylor Gibson  
Dean – Lewiston-Auburn College  
University of Southern Maine

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- **Seek commitment from President and Provost to continue ADVANCE work**

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- **Set and publicize institutional goals and timetables to insure equity for women**
  - **Highlight alignment with institutional mission and goals**
  - **Add equity goals to responsibilities of Deans and chairs**



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- **Sustain communications with key allies and personnel in positions that are a resource for women**
  - **Offices of President and Provost**
  - **Human Resources**
  - **Women & Gender Studies Group**
  - **Minority Caucuses**
  - **Deans**
  - **Faculty Senate**
  - **Other Women's groups on campus**

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- **Organize key administrative groups to continue work until goals are met and sustained**

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- **Sustain or work for appointment of position of ombudsperson as independent campus resource to support women**

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- **Collaborate with sister universities and colleges in system or regions for support and exchange of ideas and strategies**

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- **Sustain or establish mentoring programs especially for tenure track women**

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- **Establish relationships with other women's and civil rights groups external to university as resource**