

# Organizational Transformation to Address the Underrepresentation of Women Faculty in STEM Disciplines

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## CCAS ADVANCE Initiative

- \$1.2 million National Science Foundation (NSF) grant project Sept. 2009 – Aug. 2013
- Under NSF's ADVANCE program
  - Increase the representation and advancement of women in academic science and engineering careers
  - Develop a more diverse science and engineering workforce
- Adapts University of Washington's (UW) successful Leadership Excellence for Academic Diversity (LEAD) program:
  - Leadership workshops for administrators and faculty leaders 2007-09.
  - Gender equity (GE) content integrated into leadership development topics.
- Extends the model of effecting change from institution-based to organization-based.



2009 CCAS Annual Meeting  
Source: CCAS Executive Office

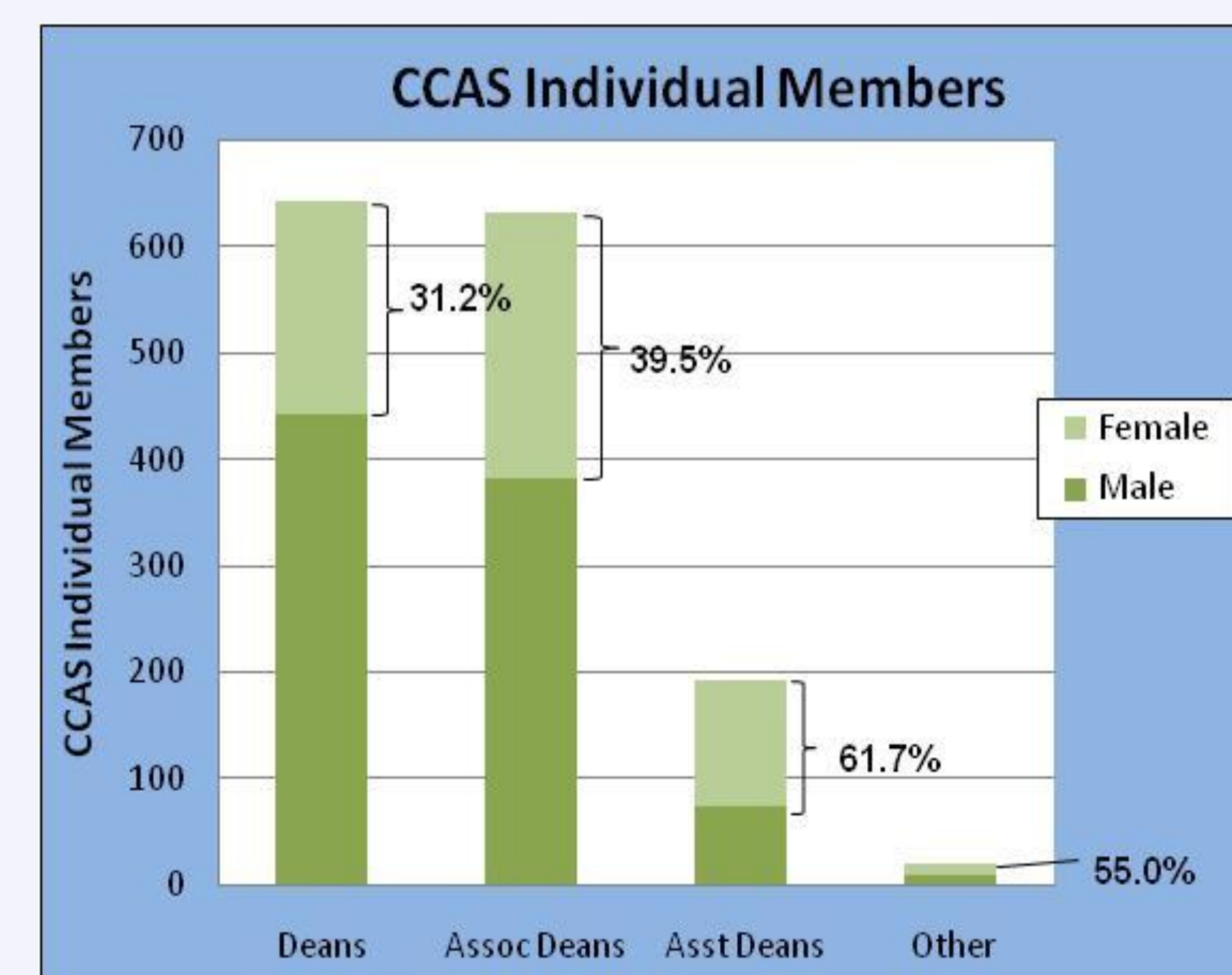
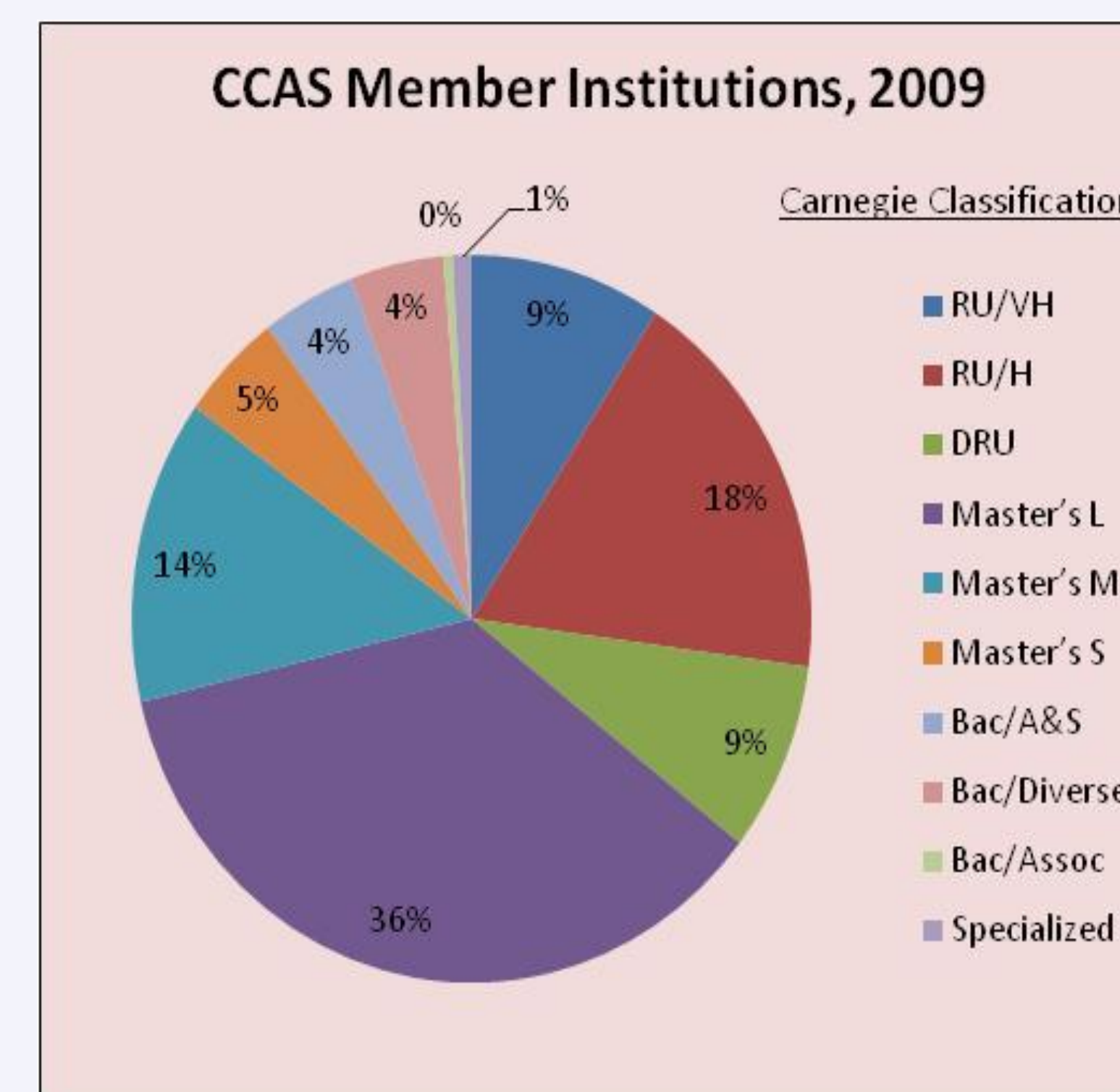
## Project Goals

1. Infuse GE content and activities into CCAS's professional development (PD) programs in a sustainable way.
2. Maximize opportunities for positive impacts of the CCAS ADVANCE Initiative on individuals underrepresented in STEM disciplines.
3. Develop, utilize, and make widely available a set of robust case studies that incorporate GE elements.

## Methods

- Integrate GE material into CCAS professional development materials, particularly Seminars for New Deans and Chairs.
- Use the Implicit Association Test (IAT) to increase awareness of unintentional bias.  
[www.projectimplicit.harvard.edu](http://www.projectimplicit.harvard.edu)
- Provide financial support for minority-serving institution (MSI) deans and chairs to attend CCAS Seminars.
- Develop for CCAS programs and website case studies with facilitators' guides on diversity, gender bias, and equity.
- Sustain change through CCAS's established PD infrastructure.

### CCAS as a Context for Organizational Change



## Activities to Date

- Establish infrastructure
  - Project Team
  - External Advisory Board
  - CCAS ADVANCE Standing Committee
  - Arrangements with Project Implicit
- Develop 5 case studies and 3 guides
- First efforts to infuse GE content into CCAS programs
  - Seminar for Department Chairs, July & October 2010
  - Seminar for New Deans, July 2010
  - Annual Meeting 2009 & 2010
- Create Web pages and begin collecting resources



Recent CCAS seminar  
Source: CCAS Executive Office

### CCAS Standing Committee

Nancy A. Gutierrez, *UNC, Charlotte*  
 Tammy Jahnke, *Missouri State Univ.*  
 Demetris Kouris, *Texas Christian Univ.*  
 David Manderscheid, *Univ. of NE-Lincoln*  
 Margaret M. McManus, *LaSalle Univ.*  
 Donna Murasko, *Drexel University*  
 Alan R. White, *East Carolina Univ.*

### Advisory Board

Cathy Trower, *Harvard University*  
 Fernando Guzman, *Univ. of Denver*  
 Geraldine Richmond, *Univ. of Oregon*  
 Kecia Thomas, *Univ. of Georgia*  
 Patricia Rankin, *CU - Boulder*  
 Robert E. Barnhill, *SACNAS\**  
 Sue V. Rosser, *San Francisco State Univ.*



2009 CCAS Annual Meeting  
Source: CCAS Executive Office

### Project Team

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 Carmen Cid (Co-PI, *Eastern Connecticut State Univ.*)  
 Anne-Marie McCartan (Co-PI, *College of William & Mary*)  
 Suzanne Brainard (Project Evaluator, *Univ. of Washington*)  
 Priti Mody-Pan (Evaluation Mgr, *Univ. of Washington*)  
 Lucinda Huffaker (Program/Research Mgr, *UNC*)

\*Society for Advancement of Chicanos & Native Americans in Science

## Some Challenges

- Making the case that bias exists.
- Seamless integration of GE content with existing programs.
- Providing support, but relying on volunteer program facilitators to introduce GE content.
- Providing useful content to audiences with a range of exposure and interest in GE.



Recent CCAS Seminar  
Source: CCAS Executive Office

### Comments from 2010 Evaluations

- I learned I may be using different yardsticks for men and women, in spite of trying very hard not to do so.
- Session [on implicit bias] was eye-opening, experiential, and well documented.
- I understand the need to focus on STEM because of grant but it does leave out the rest of us.
- Session [on implicit bias] was information packed; great stuff for department chairs.
- Seminar should not preach to us. Especially not to people in an academic setting where social justice and diversity issues are well established.
- The visuals and experience were particularly compelling.
- Nothing new here.
- Bias compromises an institution's credibility; institutions must adopt management strategies to deal with it.

## Future Plans

- Increasing infusion of GE content into CCAS programs
- Development of additional case study materials
- Enhanced presentation of implicit bias content
- Collaboration with other ADVANCE projects to provide pertinent and useful resources for Deans and Chairs



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