RECRUITING
A DIVERSE FACULTY

Denice Denton
College of Engineering
January 10, 2005
Outline

- Background
- Key role of Leaders
- Recruitment
- Retention
- Cultural Change
- Summary
The Bottom Line and Diversity

- Catalyst study connecting gender diversity and financial performance for 353 Fortune 500 companies (5 industries)
- Measured Return on Equity (ROE) and Total Return to Shareholders (TRS)
- Companies with highest representation of women on their top mgmt. teams
  - 35.1% higher ROE
  - 34% higher TRS
National Percentages of Female Faculty in the Social Sciences, Science, and Engineering: 1987-1997*

Women as a % of Science and Engineering Graduate Students, by Field in 1980 and 1997

SOURCE: National Science Foundation/Division of Science Resources Studies, Survey of Graduate Students and Postdoctorates in Science and Engineering.
Discrimination is only practiced by a small set of ignorant people.

*False! Research shows that everyone — males and females alike — perceive and treat women differently from men.*
How It Happens

Virginia Valian (CUNY) speaking at Rice University, March 2001

Webcast: www.rice.edu/webcast/speeches/20010329valian.html

Key Role of Leaders in Recruitment

- Unit Director’s Role vis-a-vis Search Committee/Process
- Process, Process, Process!!!
- Search Tool Kit
  - Unit Director Meets with Each Search Committee
  - Anecdotes: Candid Discussions
Recruitment (Continued)

- Provide Numbers on availability in the pool
- Cast the Net Broadly
- Very Proactive Recruitment, Early Recruitment (grad students), get to know folks in the pipeline
Closing the Deal

- Ambassador for Candidate
- Partner Hire Process
- Startup Package
- Endowed Positions
The Interview

- Equitable Treatment
- Customized, well designed
  - Plan ahead!!!
  - Request Candidate Input.
- No Illegal Questions
- Unit Director Interview
UW Engineering RESULTS

- 22 New Hires in a recent year
  - 7 Women
  - 2 African-Americans
- NSF Career Award apps
  - 2001: 14 apps, 9 winners
  - 2004: 8 apps, 5 winners

[Bar chart showing applications and winners from 2001 to 2004]
Women Faculty in ADVANCE Depts.

Total Numbers of Women Faculty in UW ADVANCE Departments

- Fall 2001: 60
- Fall 2002: 68
- Fall 2003: 72

Year

Number of Women Faculty

UWADVANCE
University of Washington Center for Institutional Change

College of Engineering
NSF ADVANCE Goal

Increase the participation of women in the science, engineering, and mathematics (SEM) workforce through the increased representation and advancement of women in academic SEM careers
UW ADVANCE Objectives

- Conduct research on issues important to UW women faculty in science, engineering, and mathematics (SEM)
- Undertake institutional transformation to enhance the environment for women faculty in SEM
- Support participation by and advancement of women in SEM
- Increase the numbers of women in leadership positions in SEM
- Focus on the diversity among women in SEM and design programs with this diversity in mind
University of Washington ADVANCE Departments

🛡 College of Engineering:
  ✤ Aeronautics & Astronautics
  ✤ Bioengineering
  ✤ Chemical Engineering
  ✤ Civil & Environmental Engineering
  ✤ Computer Science & Engineering
  ✤ Electrical Engineering
  ✤ Industrial Engineering
  ✤ Materials Science & Engineering
  ✤ Mechanical Engineering
  ✤ Technical Communication

🛡 College of Arts and Sciences:
  ✤ Applied Mathematics
  ✤ Astronomy
  ✤ Atmospheric Sciences
  ✤ Biology
  ✤ Chemistry
  ✤ Earth and Space Sciences
  ✤ Mathematics
  ✤ Physics
  ✤ Statistics
Center for Institutional Change (CIC)

- Leadership development for current chairs
- SEM department cultural change
- Policy transformation
- Mentoring women in SEM for leadership
- Transitional Support Program for SEM faculty
- Visiting Scholars Program
Leadership development for current chairs and deans in SEM

- Build understanding and ownership for advancement of women in SEM among current and emerging UW leaders
- Educate SEM department chairs, associate chairs, and faculty leaders about issues affecting women
- Develop accountability networks for institutional change to ensure advancement of women in SEM
Leadership Development Implementation

- Assistance with faculty searches
- Quarterly half-day leadership development workshop for deans, department chairs, and emerging leaders
  - Chair-led case studies
  - Build leadership pipeline
  - Sample Topics: Dual career hires, family leave and tenure track extensions, transitioning from associate to full professor, student ratings of SEM women, building consensus, faculty job offers
Best Practices for Leadership Workshops

♢ Quarterly versus Annual workshops
  ♦ 3 hour block, 3 times a year
  ♦ Optional lunch

♢ Content
  ♦ Case studies led by chairs and faculty
  ♦ Topics which chairs deal with on a regular basis

♢ Invite emerging leaders

♢ Mentoring-for-leadership lunches for women faculty
Department Cultural Change

- Build collegial relationships within each dept that foster the productivity of its faculty, staff, and students
- Foster departmental ownership for cultural change
- Capitalize on insights from leadership development program to support cultural change efforts
Departmental Cultural Change Implementation

- Department Transformation Grant
  - Create opportunities for women and minorities
  - Departmental cultural change – assessment and solutions
- Faculty Recruitment Toolkit
- Faculty Retention Toolkit
- Cross-Department Cultural Change Program
Best Practices for Cultural Change

- Skills development
- Practical application
- Addressing people issues
  - LIFT UW (see picture)
  - CDCCP
  - Women Faculty Seminars
- Frequent opportunity to revisit skills
- Creating buy-in through personal one-on-one conversations with someone who understands cultural change and your culture
Policy Transformation

- Conduct research on barriers to women in SEM related to policy
- Review current policies
- Work through institutional governance channels to revise current policies and develop new ones that will help advance women faculty members in SEM
Policy Transformation Implementation

- Alfred P. Sloan Foundation grant to study part-time tenure track faculty careers
  - Bonus: Tenure extensions info.
  - Only 3 extensions occurred in ADVANCE depts.
  - Data obtained from Provost tenure clock recalculation letters sent to faculty from Jan 00 to July 03
  - Earliest event for which recalculation requested occurred in 1996
- Recommendations for facilitating dual career hires
- Investigating family leave policy
Mentoring women in SEM for leadership

- Mentoring program for women graduate students to encourage them to pursue academic careers
- Mentoring program to encourage and prepare women faculty to pursue positions of academic leadership
- Mentoring program for junior women faculty
- Create opportunities for networking and information sharing
Mentoring Implementation

- Mentoring-for-leadership lunch series
- Quarterly workshops for assistant professors
- Professional development consultants
- Faculty-graduate student mentoring program
- Monthly informal lunch gathering for women faculty in SEM
Transitional Support Program (TSP) for SEM faculty

- Support outstanding faculty in SEM while they undergo major transitions in their personal lives
- Maintain continuity in SEM departments for faculty in transition and their colleagues
- 25 grants (avg. size: $20K) to faculty in 16 of 19 ADVANCE depts. for professional and personal transitions
- Funds used for
  - Release time
  - Student support
  - Research personnel
- Sample grant outcomes: NSF ITR grant, NSF Center, promotion to full professor, tenure, grant proposals, publications
Visiting Scholars Program

- Bring SEM scholars to UW
- TYPE 1 – Support scholars dedicated to CIC work for up to 1 quarter at a time
- TYPE 2 – Support visitors, for up to one week, in a department to give a series of talks and meet with faculty, students, and ADVANCE team.

(Scholars may be in SEM disciplines or in fields that study SEM workforce issues)
Visiting Scholars Program Implementation

- 15 Visiting Scholars since Fall 2003
- Sample visiting scholar activities: technical seminars, cultural change seminar, interacting with faculty and graduate students, etc.

Keivan Stassun
Janie Fouke
Barbara Grosz
Chris Loving

UW ADVANCE
University of Washington Center for Institutional Change

College of Engineering
Institutionalization of ADVANCE activities and initiatives

- TSP to be made available campus-wide
- Leadership workshop model incorporated into T&D Strategic Leadership Program for faculty
- Faculty Recruitment Toolkit on central site
- Sharing information with Board of Deans
- Ongoing conversations with other groups on campus
What one thing absolutely has to be part of our program?

- Having a steady drumbeat of activities
  - Regular workshops
    - Leadership workshops for chairs and emerging leaders
    - Mentoring and networking lunches
  - Increases visibility
  - Increases networking
  - Catalyzes cultural change
- Targeted content at workshops, especially the leadership workshops
What would we do differently?

- **Staffing**
  - Getting the right staff at the beginning

- **Diversity among women**
  - Diversity on leadership team
  - Address this topic earlier
Women Faculty in ADVANCE Depts.

Total Numbers of Women Faculty in UW ADVANCE Departments

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Women Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2001</td>
<td>60</td>
</tr>
<tr>
<td>Fall 2002</td>
<td>68</td>
</tr>
<tr>
<td>Fall 2003</td>
<td>72</td>
</tr>
</tbody>
</table>
Women Faculty by Rank

Number of Women Faculty in UW ADVANCE Departments (by rank)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Fall 2001</th>
<th>Fall 2002</th>
<th>Fall 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asst. Prof.</td>
<td>16</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Assoc. Prof.</td>
<td>16</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>Full Prof.</td>
<td>28</td>
<td>31</td>
<td>33</td>
</tr>
</tbody>
</table>
Faculty Distribution

UW ADVANCE Ladder Faculty Distribution (AY 2002-2003)

Number of Faculty

<table>
<thead>
<tr>
<th>Rank</th>
<th>Male Faculty</th>
<th>Female Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asst/ Professor</td>
<td>23</td>
<td>3</td>
</tr>
<tr>
<td>Assoc. Professor</td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>Professor</td>
<td>31</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>5</td>
</tr>
</tbody>
</table>
What did not work as we had expected and do we know why?

- Getting senior women faculty involved
  - Fewer than expected willing to take even a paid role (they are so busy)
- Can’t buy people’s time
- Visiting Scholars Program
  - Reasons for visits
  - Duration of visits
- Diversity Among Women
**UW ADVANCE**

**PI:** Denice Denton, Dean, College of Engineering  
**Co-PI’s:**  
- Nancy Barcelo, Vice President, Minority Affairs  
- Suzanne Brainard, Director, Center for Workforce Development  
- David Hodge, Dean, College of Arts and Sciences  
- Eve Riskin, Professor, Department of Electrical Engineering

**Center for Institutional Change Director:** Eve Riskin  
**Program/Research Manager:** Joyce W. Yen  
**Program Operation Specialist:** David Atsales
Resources

- ADVANCE Mini PI meeting presentations
  (www.engr.washington.edu/advance/resources/mini_PI)
- UW Faculty Recruitment Toolkit
  (www.washington.edu/admin/eoo/forms/ftk_01.html)
- UW Faculty Retention Toolkit
  (www.engr.washington.edu/advance/resources/Retention)
- AAAS Symposium – forthcoming summary of ADVANCE schools presentations
- UW WEPAN papers – TSP program, Leadership Workshops, and Part-time faculty