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# RECRUITING A DIVERSE FACULTY

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Denice Denton  
College of Engineering  
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College of Engineering



# Outline

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- ◆ Background
- ◆ Key role of Leaders
- ◆ Recruitment
- ◆ Retention
- ◆ Cultural Change
- ◆ Summary

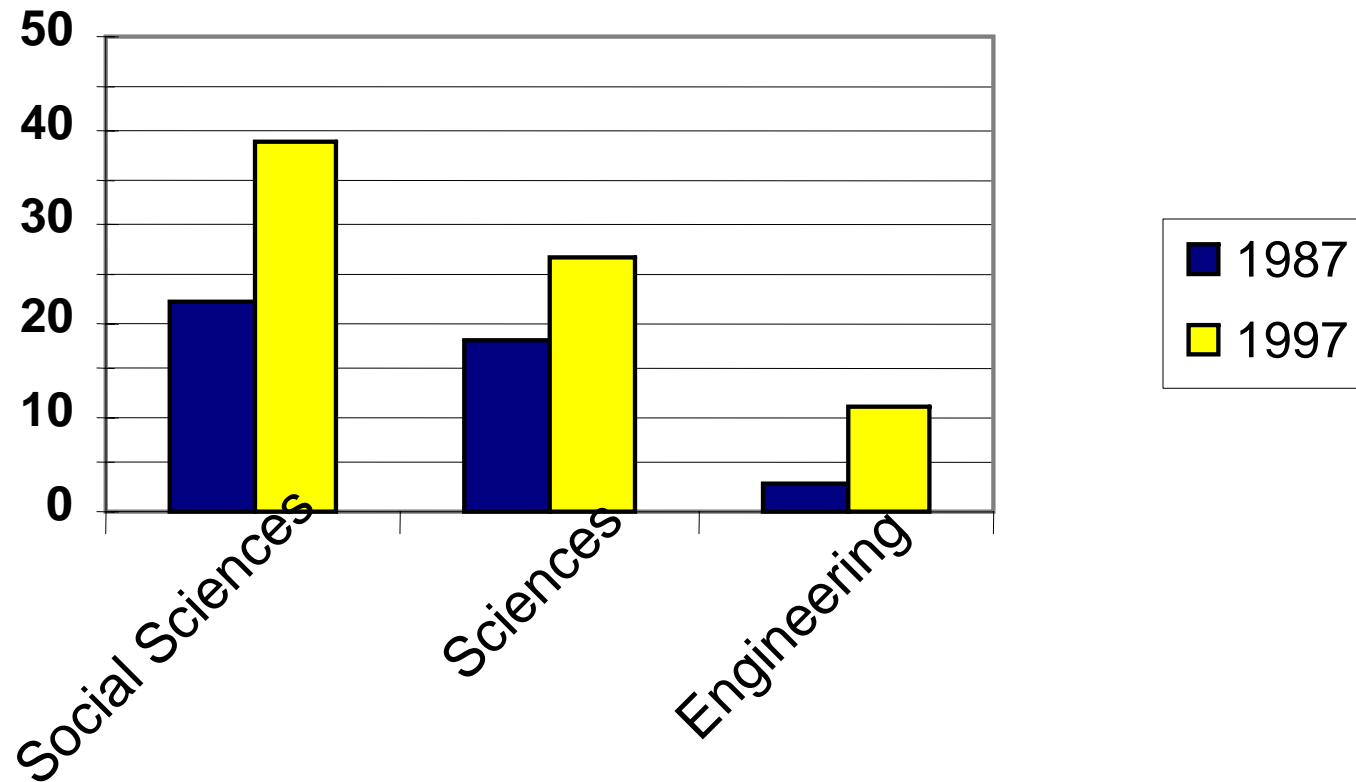


## The Bottom Line and Diversity

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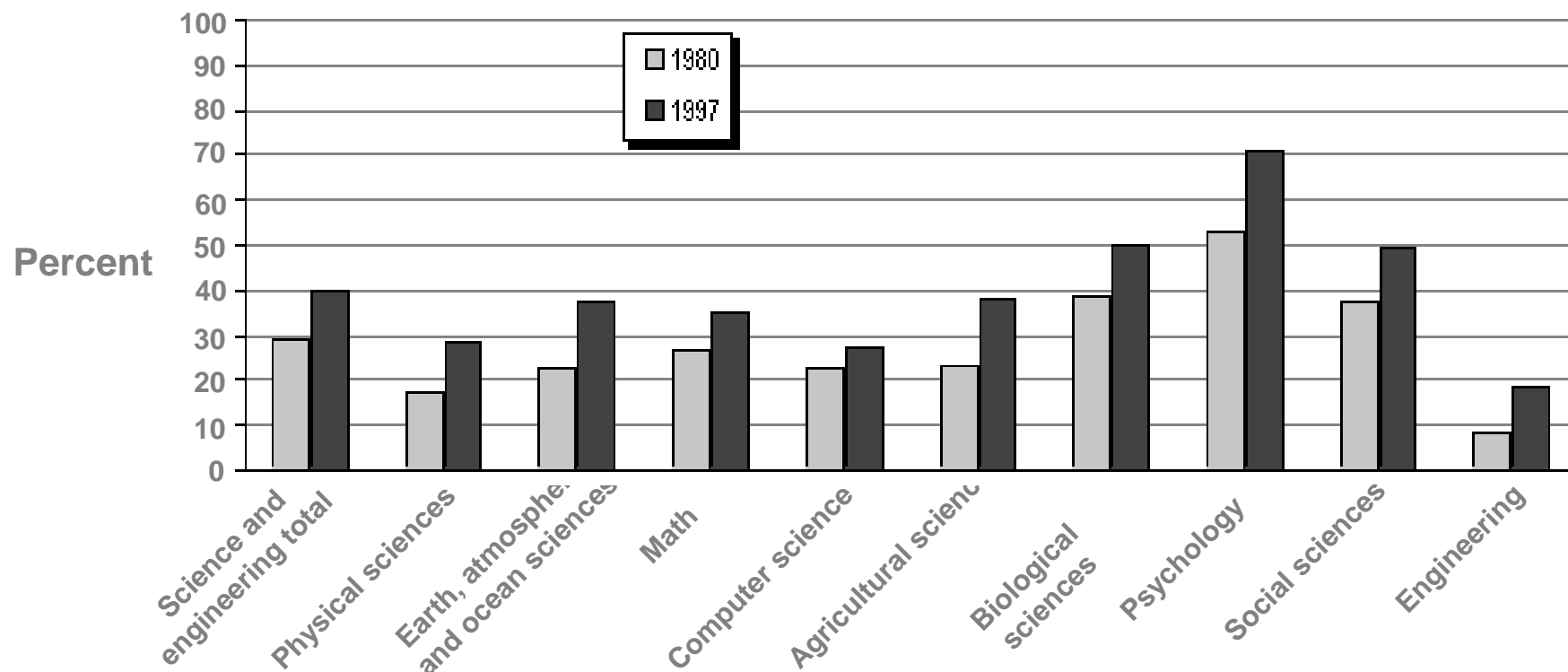
- ◆ Catalyst study connecting gender diversity and financial performance for 353 Fortune 500 companies (5 industries)
- ◆ Measured Return on Equity (ROE) and Total Return to Shareholders (TRS)
- ◆ Companies with highest representation of women on their top mgmt. teams
  - ◆ 35.1% higher ROE
  - ◆ 34% higher TRS
- ◆ [http://www.catalystwomen.org/publications/executive\\_summaries/financialperformance.pdf](http://www.catalystwomen.org/publications/executive_summaries/financialperformance.pdf)

# National Percentages of Female Faculty in the Social Sciences, Science, and Engineering: 1987-1997\*



\* Source: NSF Report on Women, Minorities, and Persons With Disabilities in Science and Engineering, 2000

# 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.

## A Myth/Partial Truth

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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

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

[video: fellowship applications](#)

◆ Webcast:

[www.rice.edu/webcast/speeches/20010329valian.html](http://www.rice.edu/webcast/speeches/20010329valian.html)

- ◆ Based on findings reported in her book: *Why So Slow: The Advancement of Women*. Boston: MIT Press, 1999. See also Wenneras, C. & Wold, A. (1997). “Neotism and sexism in peer-review.” *Nature*, 387, 341-343.

# Key Role of Leaders in Recruitment

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- ◆ 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)

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- ◆ 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

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- ◆ Ambassador for Candidate
- ◆ Partner Hire Process
- ◆ Startup Package
- ◆ Endowed Positions



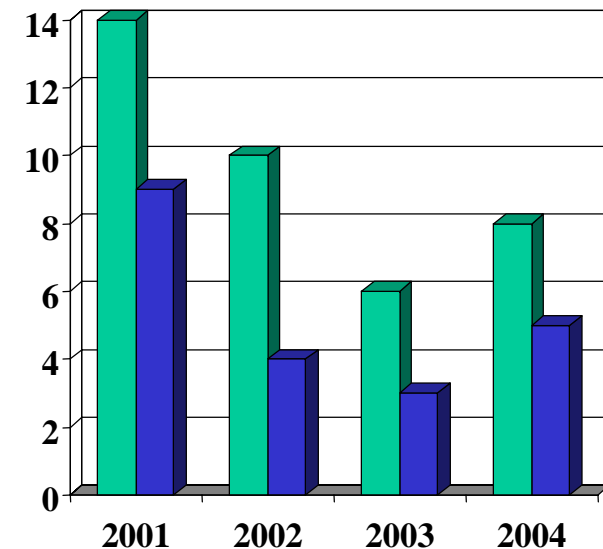
# The Interview

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

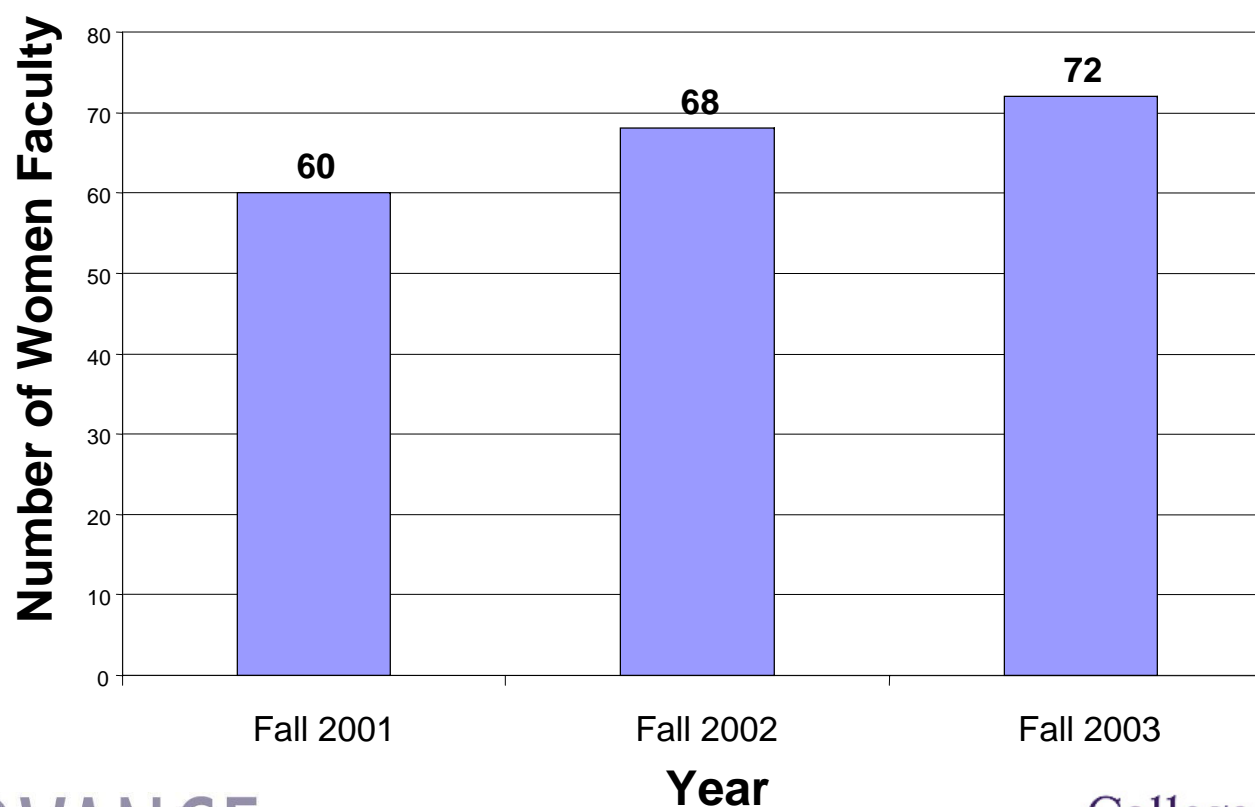
# UW Engineering RESULTS

- ◆ 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



# Women Faculty in ADVANCE Depts.

## Total Numbers of Women Faculty in UW ADVANCE Departments



# UWADVANCE

University of Washington Center for Institutional Change

October 2001-September 2006

[www.engr.washington.edu/advance](http://www.engr.washington.edu/advance)



# NSF ADVANCE Goal

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- ◆ 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

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- ◆ 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

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## ◆ 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)

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- ◆ 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

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- ◆ 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

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- ◆ 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

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- ◆ 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

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- ◆ 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

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- ◆ 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

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- ◆ 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

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- ◆ 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

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- ◆ 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.



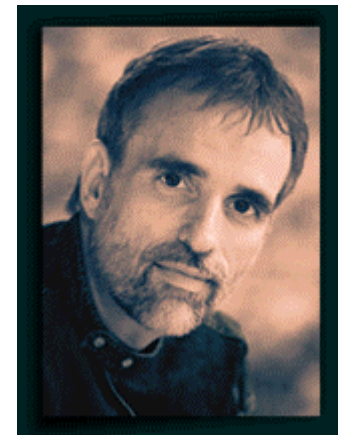
Keivan Stassun



Janie Fouke



Barbara Grosz



Chris Loving  
College of Engineering

# Institutionalization of ADVANCE activities and initiatives

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- ◆ 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?

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- ◆ 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?

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## ◆ Staffing

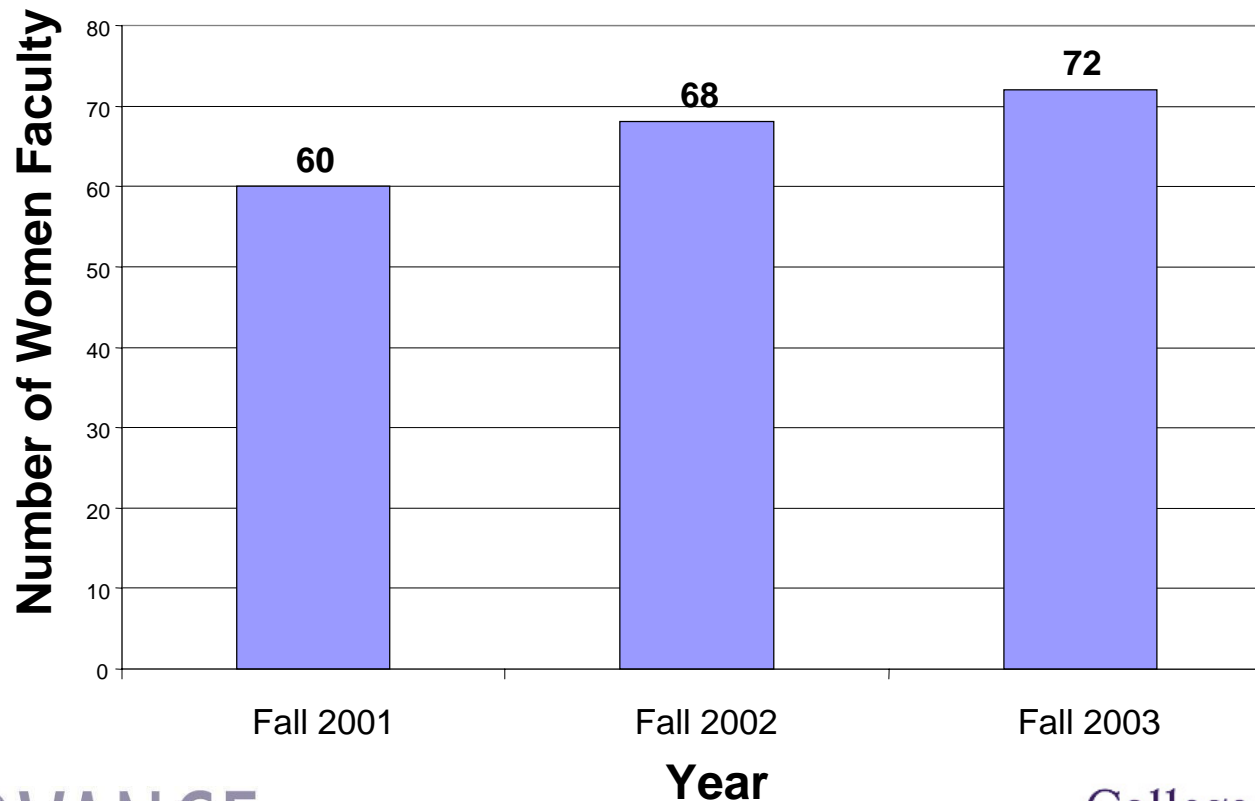
- ◆ Getting the right staff at the beginning

## ◆ Diversity among women

- ◆ Diversity on leadership team
- ◆ Address this topic earlier

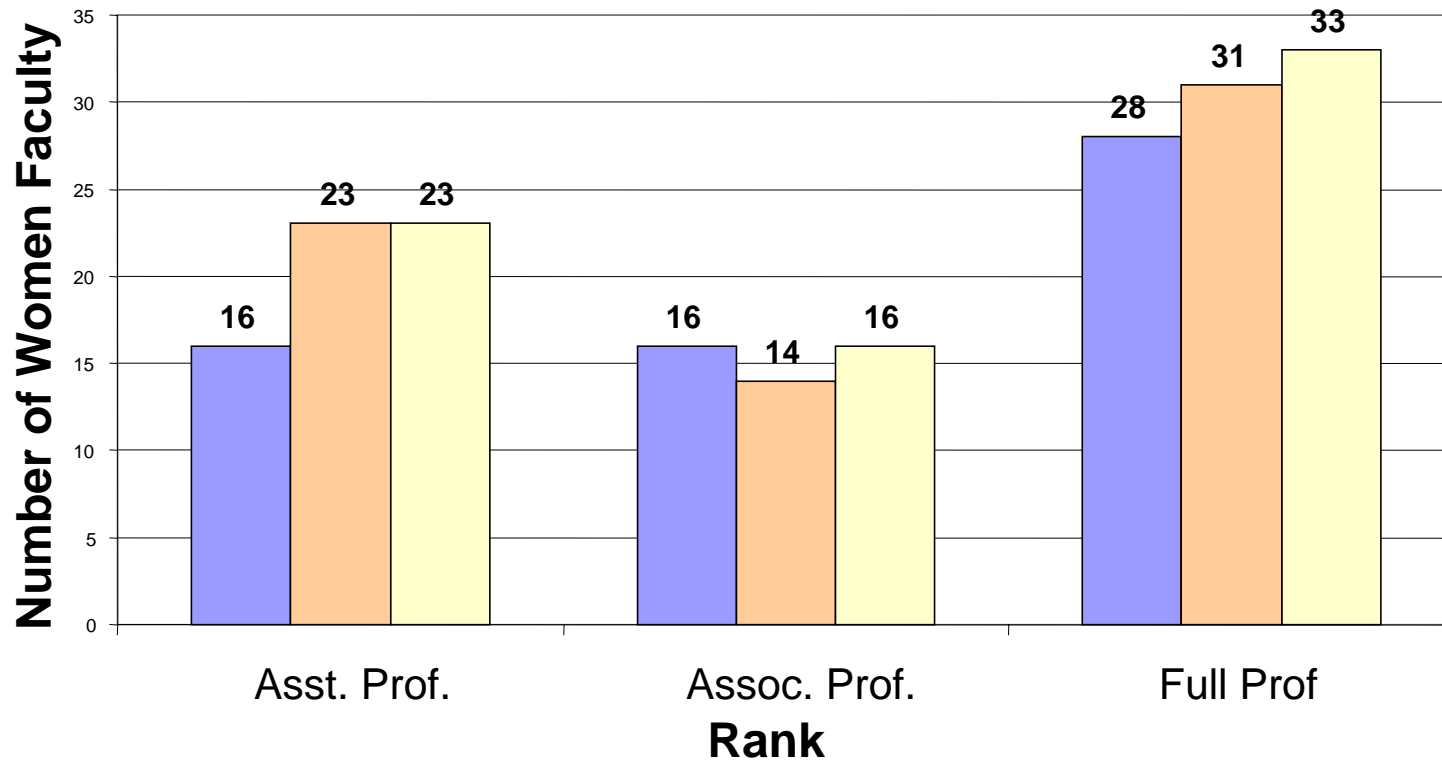
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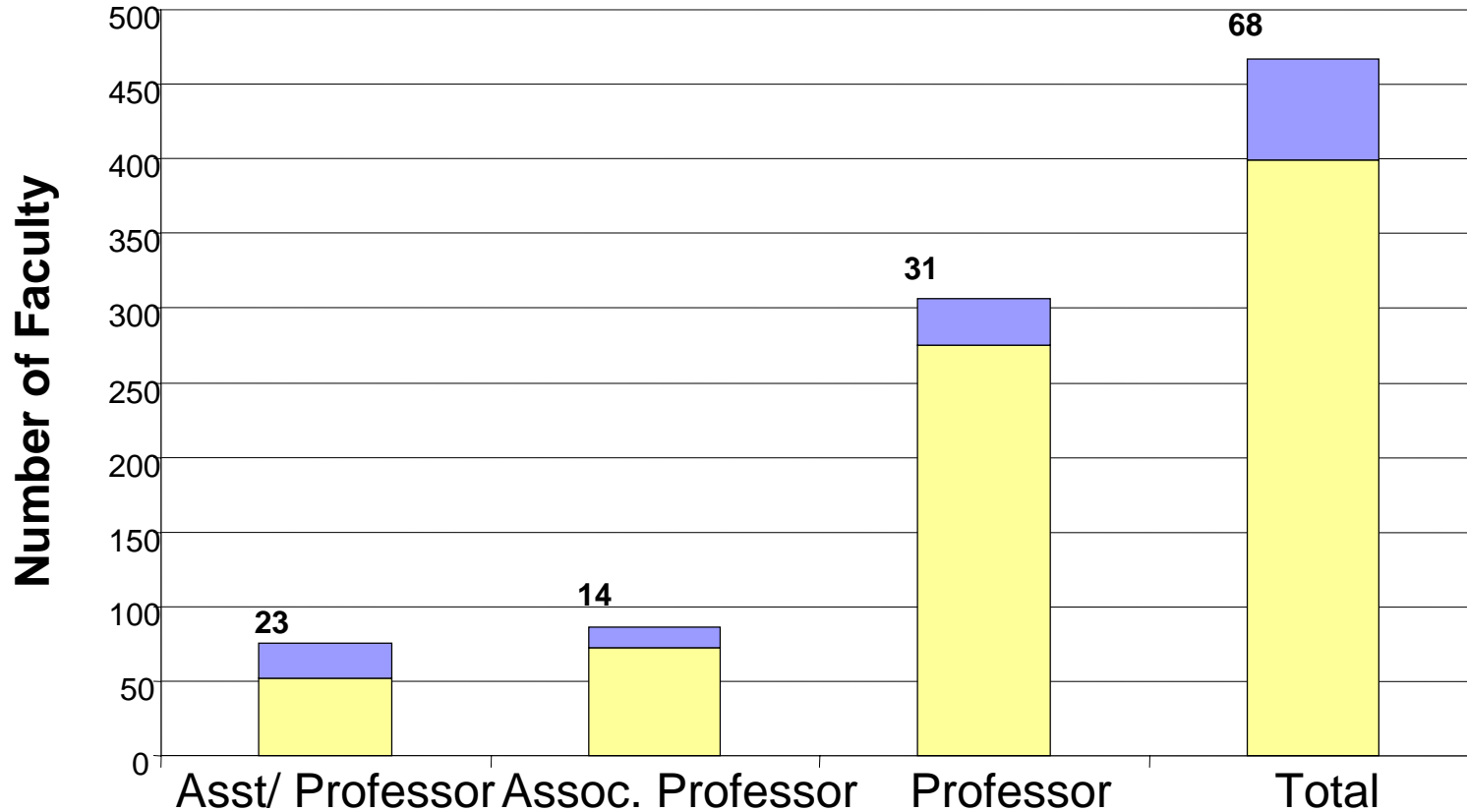
# Women Faculty by Rank

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



# Faculty Distribution

## UW ADVANCE Ladder Faculty Distribution (AY 2002-2003)



# What did not work as we had expected and do we know why?

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- ◆ 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

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**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](http://www.engr.washington.edu/advance/resources/mini_PI))
- ◆ UW Faculty Recruitment Toolkit ([www.washington.edu/admin/eoo/forms/ftk\\_01.html](http://www.washington.edu/admin/eoo/forms/ftk_01.html))
- ◆ UW Faculty Retention Toolkit ([www.engr.washington.edu/advance/resources/Retention](http://www.engr.washington.edu/advance/resources/Retention))
- ◆ GATech National ADVANCE conference April 20-21, 2004 – forthcoming best practices document
- ◆ AAAS Symposium – forthcoming summary of ADVANCE schools presentations
- ◆ UW WEPAN papers – TSP program, Leadership Workshops, and Part-time faculty