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College of Engineering
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STRATEGIES TO DIVERSIFY FACULTY AND STAFF RANKS

UWADVANCE
University of Washington Center for Institutional Change



College of Engineering



Outline

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



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

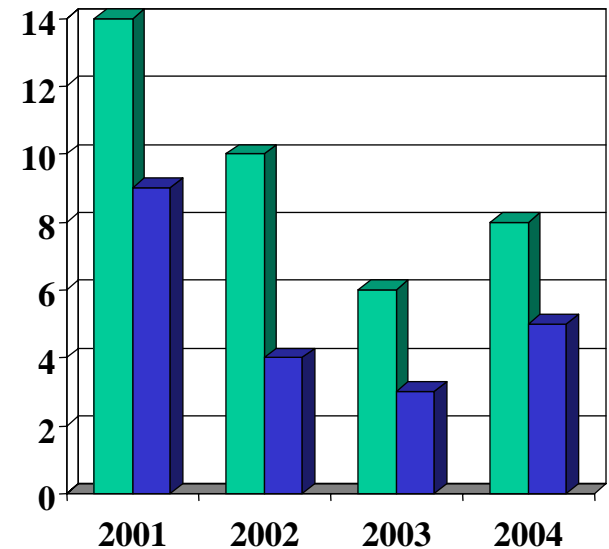


The Interview

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

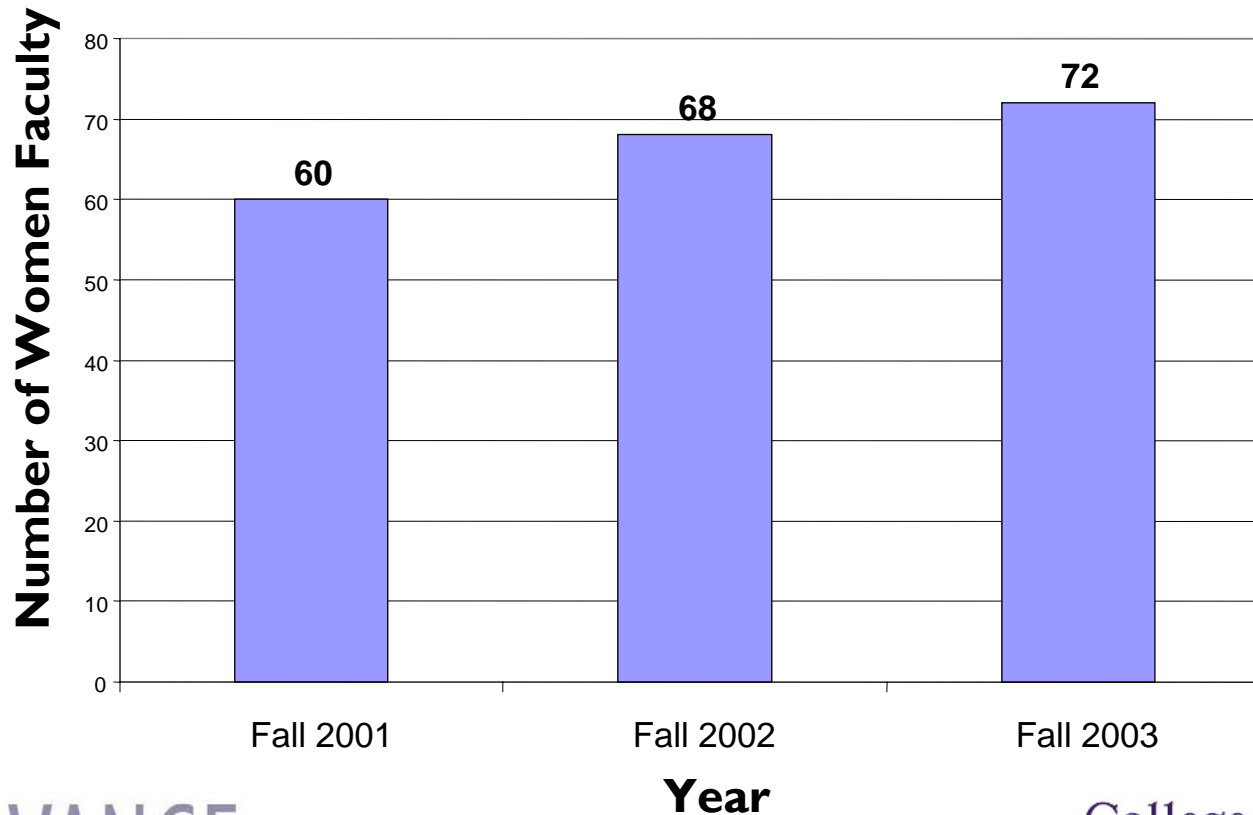
UW COE RESULTS

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



Women Faculty in ADVANCE Depts.

Total Numbers of Women Faculty in UW ADVANCE Departments



Joyce Yen

July 8, 2004

UNIVERSITY OF WASHINGTON FACULTY RETENTION TOOLKIT

www.engr.washington.edu/advance/resources/Retention

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Faculty Retention Key Ideas



- ◆ Talk to your faculty
- ◆ Transparency – Take out the guess work
- ◆ Supportive networks
- ◆ Professional development opportunities
- ◆ Monitoring equity

Talk to Your Faculty

- ◆ Constructive feedback
- ◆ Mentoring
- ◆ Informal social networks
- ◆ Soliciting comments and feedback from faculty
- ◆ Individual needs of faculty – diversity among faculty

Transparency

- ◆ Committee membership rotation
- ◆ Promotion and tenure process
- ◆ Resource access
- ◆ Mentoring



Supportive Networks

- ◆ Mentoring
- ◆ Connecting to a new community
- ◆ Flexible and accommodating policies and practices
 - ◆ Dual career
 - ◆ Family leave
 - ◆ Tenure clock extensions
 - ◆ Transitional support

Professional Development

- ◆ Quarterly workshops for assistant professors
- ◆ Professional development consultants



- ◆ Monthly informal lunch for SEM women faculty
- ◆ Create networking and information sharing opportunities (mentoring for leadership lunches)
- ◆ Educate leaders about issues facing women & minority faculty

Monitor Equity

- ◆ Committee assignments
- ◆ Workload
- ◆ Space allocation
- ◆ Access to information
- ◆ Transparency



Faculty Retention Best Practices

1. Systemically monitor decisions
2. Encourage transparency in operations
3. Encourage supportive environment
4. Recognize all contributions
5. Use resources to recruit and retain
6. Recruit and support diverse faculty
7. Offer faculty professional development
8. Advocate flexible and accommodating policies
9. Query faculty

Resources

◆ 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)

