

# UW ADVANCE

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

- 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

# UW ADVANCE Objectives (cont.)

- 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

### ■ All College of Engineering departments:

- Aeronautics & Astronautics
- Bioengineering
- Chemical Engineering
- Civil & Environmental Engineering
- Computer Science & Engineering
- Electrical Engineering
- Industrial Engineering
- Materials Science & Engineering
- Mechanical Engineering
- Technical Communication

### ■ Nine College of Arts and Sciences departments:

- 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
  - 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 academia (Visiting Scholar Chris Loving)

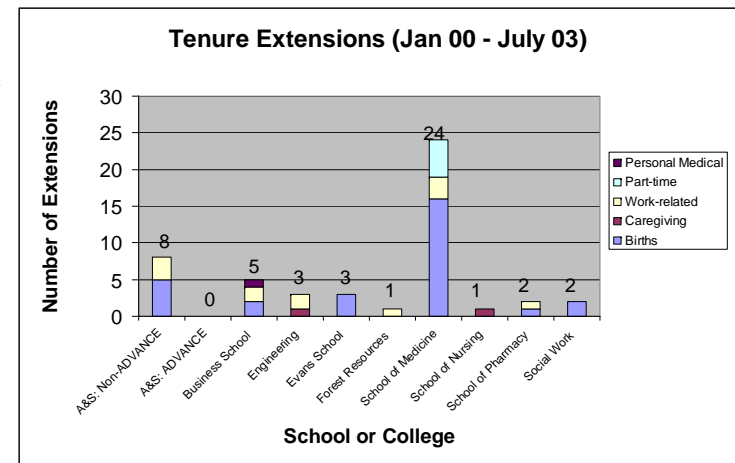


# Policy transformation

- 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

# TSP Implementation

- 25 grants to faculty in 16 of 19 ADVANCE depts. for professional and personal transitions
- Average grant size: \$20,000
- 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)*

# 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?

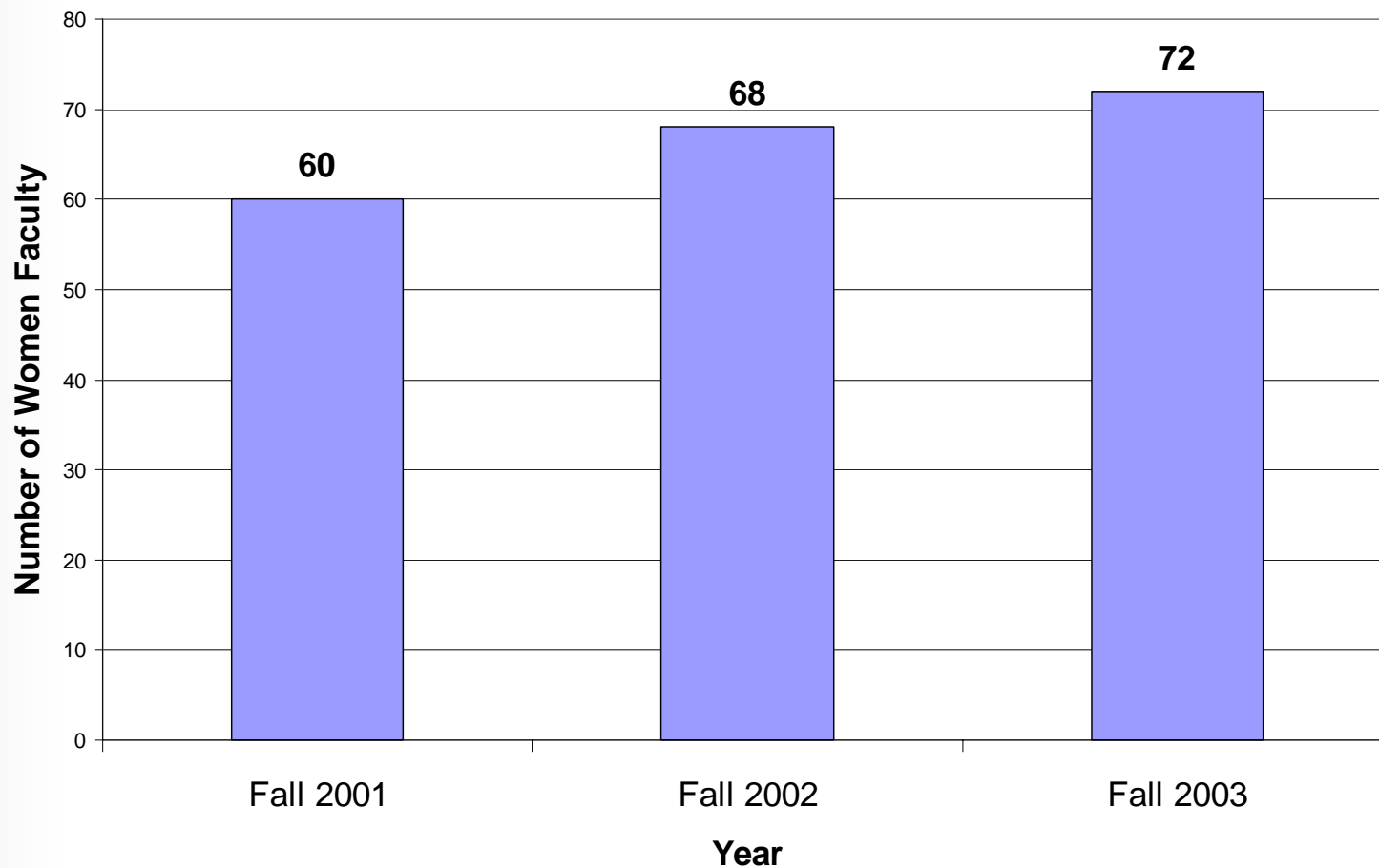
- Having a steady drumbeat of activities
  - Regular workshops
    - Leadership workshops for chairs and emerging leaders
    - Mentoring and networking lunches
  - Increases visibility
  - Increases networking
  - Catalyzes cultural change
- Targeted content at workshops, especially the leadership workshops

# What would we do differently?

- Staffing
  - Getting the right staff at the beginning
- Diversity among women
  - Diversity on leadership team
  - Address this topic earlier

# Total Number of Women Faculty

Total Numbers of Women Faculty in UW  
ADVANCE Departments

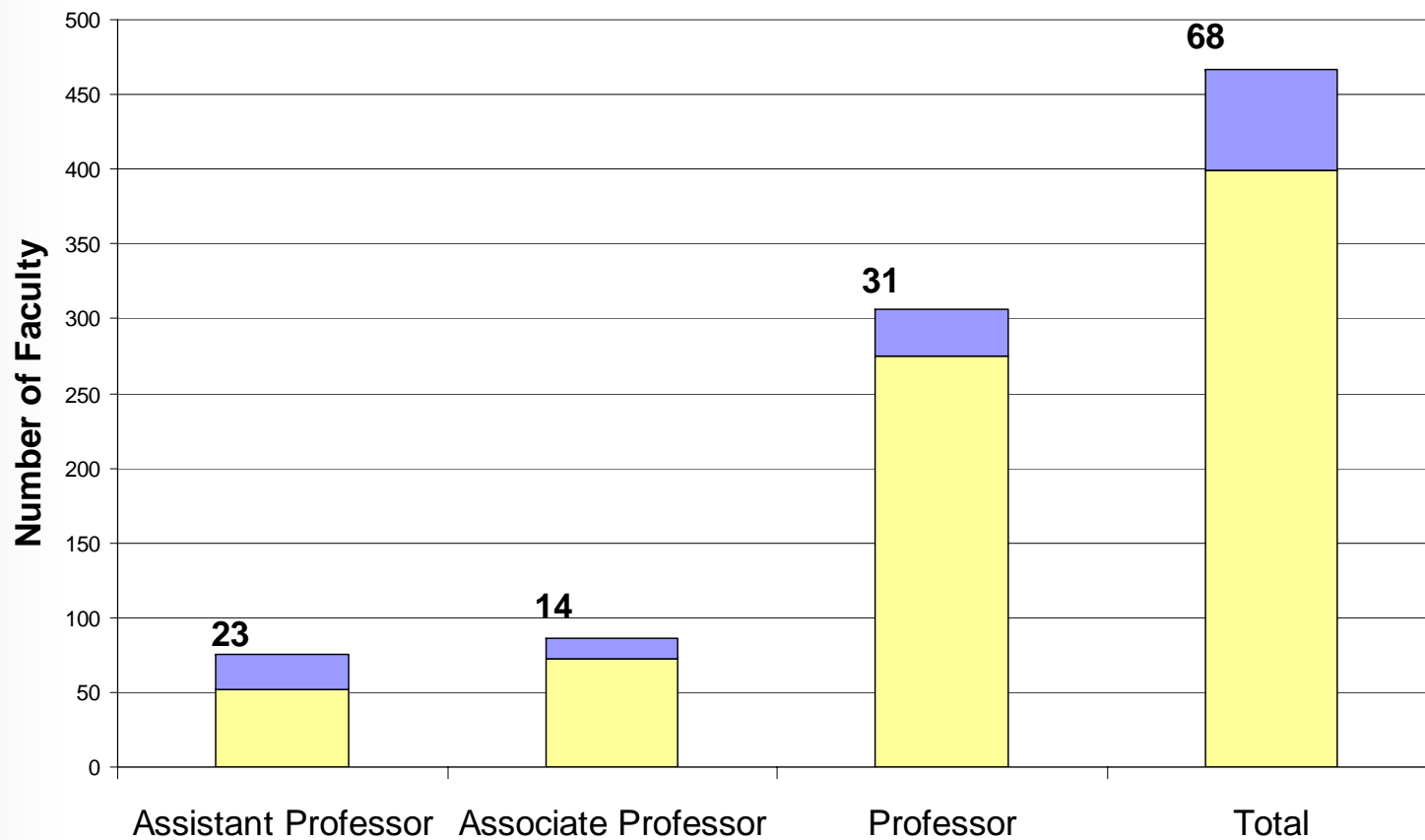


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# Faculty Distribution

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



Male Faculty Female Faculty

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# 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

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# Resources

- 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