



Leadership Development at **ADVANCE** Institutions

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Objectives

- Evaluate what has worked – or not – to increase the number of women in positional leadership and informal leadership roles
- Analyze NSF's role as a leader of positive institutional change
- Lay the groundwork for a formal study of how ADVANCE improves campus leadership

Methods

- Telephone interviews conducted in February-April 2006 with PIs, Co-PIs, senior administrators, faculty, and ADVANCE coordinators
 - 29 interviews from Cohort 1
 - 25 interviews from Cohort 2
- Interview duration \approx 30-60 minutes

Main Questions Asked

- What has worked to improve leadership in your institution?
- What has not worked?
- What surprised you?
- What leadership changes have occurred?
- What was the role of NSF's support?

Two Types of Leadership

- Positional: chair, head, dean, associate dean, provost, associate provost, center head
- Informal: having influence in departmental and university decisions such as hiring, promotion, departmental practices and governance

Findings

- At every ADVANCE institution there are increases in the numbers of women in leadership positions – both positional and informal.
- At many ADVANCE institutions there is improved leadership by deans, department chairs, and senior faculty members.
- NSF support adds credibility as well as financial resources.

Why leadership increased

- Women got experience and practice at performing leadership roles; others recognized them once they were visible.
- Women came to see the advantages in both positional and informal leadership.
- Male chairs and deans realized that they could improve their leadership.

Summary Principles: What Works for Leadership Development (1)

- Operate at more than one level at a time
- Develop both positional and informal leaders
- Cultivate collegial one-on-one relationships with people

Summary Principles: What Works for Leadership Development (2)

- Make judicious use of personal stories in addition to data
- Create awareness and discourse about leadership and good governance
- Stay vigilant

Tips/Recommendations to New ADVANCE Teams (1)

- Being a respected scientist is important for credibility, but your scientific work will take a hit. People involved in ADVANCE activities need extra support to retain an active research life.
- Communicate across your institution.
- Changes in top administrators at your university may occur during your ADVANCE award. Be prepared to educate new leaders.

Tips/Recommendations to New ADVANCE Teams (2)

- Educate senior women faculty. They may not be eager to step into leadership positions or may not recognize the influence they have.
- Provide resources, incentives, and support to encourage deans, chairs, and senior faculty members to walk the walk.
- Supplement data with personal stories by credible and respected women to show the need for change.

Future Directions

- Use the interviews as pilot data to support a larger-scale cross-ADVANCE study.
- Compare development of women leaders at ADVANCE and non-ADVANCE schools.
- Integrate findings with literature on leadership.