

**Changing Academic Cultures for Women
Faculty in Science and Engineering
A Preliminary Look at the NSF ADVANCE
Institutional Transformation Program**

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National Science Foundation (NSF) Institutional Transformation Grant program

- **Goal: to increase the representation and advancement of women in academic science and engineering careers**
- **19 institutions funded since 2001, competitive grant process awarding up to \$3.5 million for a five-year grant cycle**

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NSF ADVANCE Institutions

First Round Institutions

Georgia Institute of Technology

Hunter College

New Mexico State University

University of California, Irvine

University of Colorado

University of Michigan

University of Puerto Rico, Humacao

University of Washington

University of Wisconsin, Madison

Second Round Institutions

Case Western Reserve University

Columbia University

Kansas State University

University of Alabama, Birmingham

University of Texas, El Paso

Utah State University

University of Rhode Island

University of Montana

University of Maryland-Baltimore Co.

Virginia Tech



National Benchmarking Study

18 institutions participated

- **PIs, Co-PIs, lead faculty members**
 - One-hour interviews conducted by UM & VT
 - Identify an effort aimed at creating lasting change at department, college, or university level
 - What worked?
 - What didn't work?
 - Surprise?
- **Site visits at two institutions**
 - In-depth individual and group interviews
 - Key faculty members
 - Deans, academic administrators



Four Indicators of Lasting Change

1. Increased awareness of equity issues and unconscious bias

- Faculty-to-faculty persuasion
- At all institutional levels

2. Broad Participation

- Women & men
- University-wide
- Cross-college / department / discipline

Four Indicators of Lasting Change

3. Senior Leadership

- President, provost, deans, department heads engaged as Co-PIs, advisors, resource brokers, communicating commitment

4. Institutionalization

- Implementation of policies, faculty and administrative positions, programs, systematization of processes

Effective Change Efforts

- Departmental climate is critical to faculty satisfaction and morale.
- Faculty-to-faculty engagement and persuasion is important to change efforts.
- Understanding and use of social science literature on bias and equity in conjunction with “local” data.

Effective Change Efforts

- Initiatives are “grassroots” at the department / college level, not “top down”.
- Changes implemented to improve the climate benefit ALL male and female faculty members.
- Change efforts come together at critically important department and college task of recruiting faculty.

Change Efforts Combine into Successful Recruitment and Retention Strategies

- **Focused and planned search processes**
 - High priority hires: new initiatives, interdisciplinary partnerships, cluster hires
 - Search priorities and resources are coordinated and communicated
- **Use of Faculty Recruitment Specialists**
 - College / Department education
 - Search committees
 - Intentional support / consultation for targeted searches
 - Meetings and information-sharing with candidates

Faculty Search and Recruitment

- **Information to share with candidates**
 - Work life balance policies & programs
 - Dual Career
 - Family Friendly
 - Child / Elder care
 - Faculty Networks & Research Collaborations
 - Mentoring, research collaborations
 - Department Climate and Administration
 - P&T policies and processes

Work Life Balance

- **Family friendly & dual career policies**
 - 13 institutions identified FF/DC policies as important to lasting change
 - Extend-the clock, family leave, modified duties
 - Dual career policies & placement programs

Faculty Networks & Collaboration

- **Faculty development & research collaborations**
 - 17 institutions identified as important to lasting change
 - Individual, group mentoring programs
 - Cross-rank, cross departments/colleges
 - Research grants for jr/sr faculty teams
 - Pre-tenure & pre-promotion coaching

Department Climate & Administration

- **Department Efforts**
 - 15 institutions identified as important to lasting change
 - Dept. head training: policies, recruitment
 - Climate evaluation / interventions
- **P&T Policy Review & Transparency**
 - 11 institutions identified as important to lasting change
 - Faculty review, changes
 - Publish / educate on policies, processes

Successful Faculty Recruitment

- 11 institutions + two site visits identified recruitment efforts as important to lasting change
- College-wide or multi-discipline search management committee
- Having on-campus candidates meet with faculty members from ADVANCE or WISE program
- Providing written and web-based materials to all candidates describing campus policies and programs

Faculty Recruitment Specialists

- Senior faculty identified by faculty colleagues and dean
- Compensated for time / commitment
- Well-versed on literature on unconscious bias, equity issues, and college and university policies and programs
- Design and deliver educational programs to departments, search committee chairs and members
- Provide coaching and consultation on search plans and procedures with goal of openness and intentional recruitment of qualified women and minority applicants

Faculty Recruitment Specialists

- Consult with departments and colleges on problems encountered by search committees
- Support search committee chairs, department heads, Dean on search processes
- Pools and “short” lists reviewed by faculty specialists
- Assist with searches by meeting with candidates to answer questions regarding department, college, and university policies and programs
- Are committed and persuasive!



Faculty Recruitment Success

Work Life Balance

+

Faculty Networks

Research Collaborations

+

Department Climate & Administration

+

Planned Faculty Recruitment Program

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Next Steps?

How might your department and /or college initiate change efforts that effectively address and improve the academic climate for women faculty?