



University of Washington
NSF ADVANCE Project
Center for Institutional Change
(<http://www.engr.washington.edu/advance>)
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In 2001, the University of Washington received an ADVANCE Institutional Transformation award from the National Science Foundation to increase the participation and advancement of women faculty in academic science, engineering, and mathematics (SEM) careers. UW ADVANCE envisions a campus in which all SEM departments are thriving, all faculty are properly mentored, and each SEM faculty member is achieving his or her maximum potential. UW believes cultural changes that are designed to help underrepresented groups invariably improve the environment for everyone.

As part of the ADVANCE award, the University of Washington created the Center for Institutional Change (CIC). The CIC focuses on implementation of programs designed to eliminate existing barriers and to precipitate cultural change at both the departmental and institutional levels.

The CIC has six areas of focus:

- **Leadership development for current chairs, deans, and emerging leaders in SEM**
- **SEM department cultural change**
- **Examination of UW policies for equity and policy transformation**
- **Mentoring women in SEM for leadership**
- **Transitional support for faculty in SEM**
- **Visiting Scholars Program**

The CIC is staffed by a faculty director, a program operations specialist, and a program/research manager. The Director of the CIC reports directly to the Principal Investigator for the ADVANCE grant, the Dean of the College of Engineering, and the program/research manager reports to the CIC Director and the Dean.

The UW ADVANCE leadership team includes deans, chairs and faculty members from both colleges, the dean of the graduate school, and the vice president for minority affairs. Academic departments participating in the program include all ten within the College of Engineering and nine of the eleven in the College of Arts and Sciences' Division of Science. The Center for Workforce Development at the University of Washington serves as internal evaluators for the project. The internal evaluators work closely with two external evaluators from the American Association for the Advancement of Science. The external evaluators are consulted on all evaluation issues and conduct a site visit annually.

What follows is a summary of our major activities for each focus area.

LEADERSHIP DEVELOPMENT FOR CHAIRS

Quarterly leadership workshops for department chairs and emerging leaders

Through half-day quarterly ADVANCE Leadership workshops, department chairs, deans, and other faculty are offered professional development workshops to help them become more effective leaders. These workshops provide reoccurring opportunities for academic leaders to address issues of equity, leadership, faculty recruitment and advancement, and policy implementation. Issues of importance to women and faculty from underrepresented minority groups are woven into the workshops. For each workshop, the Department Chairs are encouraged to invite an emerging leader so that other faculty can be exposed to academic leadership issues. Sample topics include:

- Dual career hiring process
- Transition from associate to full professor
- Faculty development opportunities
- Dealing with difficult people
- Student ratings of SEM women faculty
- Providing feedback and delivering bad news
- Tenure clock extensions
- Nominating faculty for awards and recognition
- Getting consensus
- Building job offers
- Background and data on faculty of color
- Deconstructing past faculty recruitment seasons
- Implicit associations
- Recruiting for diversity

Handouts and presentations from the leadership workshops are available online at <http://www.engr.washington.edu/advance/workshops/>

The CIC has had conversations with the UW's Training and Development Office (T&D) regarding incorporating some of the ideas from the quarterly leadership workshops into T&D's Strategic Leadership Program for faculty throughout the UW campus. In particular, T&D plan to use faculty lead case studies in their leadership program.

Faculty Recruitment Assistance

Member of the ADVANCE team are available to offer assistance to chairs in the recruiting process. ADVANCE meets with faculty search committees to raise awareness of how implicit biases can impact the recruitment process, discuss diversity of new hires and share the UW faculty retention toolkit. When appropriate, ADVANCE will also provide names of potential candidates. The CIC Director has also served as a member of a faculty search committee outside her home department.

National Leadership Workshop for Department Chairs

The first national summer leadership workshop for department chairs in science and engineering related fields will be held July 8-9, 2004. This two-day professional development workshop is modeled after the CIC's successful leadership development program for department chairs, deans, and emerging leaders in science and engineering and will provide department chairs with tools and resources to help them more effectively lead their departments into the future. (See <http://www.engr.washington.edu/advance/workshops/index.html> for more information.)

Mentoring Women for Academic Leadership

ADVANCE has designed a leadership development program, call the Mentoring-for-Leadership Lunch series, to encourage women faculty to consider and pursue positions of academic leadership. More information can be found in the section on Mentoring Junior and Senior Women Faculty.

DEPARTMENT CULTURAL CHANGE

Department Transformation Grants

In response to feedback from department chairs regarding low numbers of women and minority faculty, and requests for suggestions on improving unit culture, the CIC created the Department Transformation Grant (DTG). Grants are available to help support departments interested in pursuing these issues. Proposals must address BOTH creating opportunities for women and minorities AND departmental cultural change. To date, two departments (Mechanical Engineering and Biology) have received DTGs and the mathematics department has applied in the most recent call for proposal. Several other departments have expressed interest in applying for funding and have sought guidance from ADVANCE in structuring their ideas. Call for proposals are issued each quarter.

Faculty Recruitment Toolkit and Faculty Retention Toolkit

The Faculty Recruitment Toolkit and Faculty Retention Toolkit, both of which are available online, have been widely disseminated throughout the UW campus. The Faculty Recruitment Toolkit, which was developed in 2000, has been referenced by many UW departments. The Faculty Retention Toolkit, which was developed in the summer of 2003, has been shared with all ADVANCE departments. It was also distributed to participants of the UW campus-wide faculty and staff diversity workshop series hosted by the Provost's office and to other ADVANCE schools. The CIC frequently receives requests and comments regarding our website.

... very impressed with the two 'tool kits' on [the UW ADVANCE] website that dealt with recruitment and retention of faculty and was wondering if we could obtain your permission to copy those documents to hand out at the meeting at FSU [Florida State University] as samples of best practices and of how an institution might put together a plan to better focus on these two important areas.

Both toolkits are accessible from the UW ADVANCE website and the University of Washington's Equal Opportunity Office's website.

Committee Membership Tracking Tool

The Committee Membership Tracking Tool is currently under development. This database would track committee assignments and committee chair appointments (both departmental and institutional levels). It might also maintain information about course assignments, space allocation, promotion decisions, merit raise decisions, and nominations for University and national awards. By consolidating all this information in one database, administrators can conveniently monitor equity. Moreover, the database can track faculty who are interested in leadership positions, thus facilitating the leadership appointment process.

Cross Department Cultural Change Program (CDCCP)

The CIC along with ADVANCE Visiting Scholar Chris Loving has developed a Cross-Department Cultural Change Program (CDCCP) which is designed to help departments enrich communication, enhance collaboration, seek and utilize diversity more effectively, and improve faculty recruitment and retention. The CDCCP is further intended to encourage more effective peer mentoring and collegiality, to foster a positive and inclusive environment, and thus to create a more vibrant and fulfilling intellectual community. The CDCCP is an opportunity for department chairs and faculty to work together on specific department issues around cultural change.

This Program's structure reflects the need for skills development and frequent, ongoing opportunities to address cultural change. Emphasized is exploration of cultural change concepts and acquisition of related individual and leadership skills. Concurrently, these concepts and skills are used to create and implement specific initiatives to improve the climate for everyone in the department. Department chairs along with two other faculty form a department team and identify a department project. In an effort to increase the number of faculty who support improving department climate, some department chairs have chosen to invite faculty other than those who are already clearly supportive of department cultural change. To date, the first CDCCP cohort (Biology, Mechanical Engineering, Civil and Environmental Engineering, and Materials Science and Engineering) have met three times, with a fourth session scheduled for July 2004.

Other Activities

Several other activities which ADVANCE has engaged in to promote department cultural change include:

- Hosting meetings with various constituents in an effort to raise awareness about ADVANCE's programs.
- Co-sponsoring speakers for campus such as Dr. Julianne Malveaux, Dr. Evelyn Hammonds, Dr. Debra Rolison, Dr. Valerie Young, and others.
- Incorporating cultural change topics into leadership workshop and other faculty development seminars.
- Partnering with other groups of campus to submit proposals in support of cultural change initiatives.
- Meeting with various college and university groups to inform them of ADVANCE's work.

POLICY TRANSFORMATION

The UW ADVANCE program seeks to transform the policies specific to the advancement of female faculty. This area of focus involves collaboration with the President's Advisory Committee on Women (PACW) and the university's Work/Life Program.

The CIC has identified five primary policies and/or practices to be examined for transformation: Part-time Faculty Career Option, Tenure Clock Extension and Family Leave, Tenure and Promotion Processes, Faculty Access to Dependent Care and Dual Career Hiring. The CIC has partnered with PACW to work on policy issues on an on-going basis. UW ADVANCE P-I Denice Denton and CIC Director Eve Riskin served as chair and member of PACW, respectively.

Part-time Tenure Track Career Option & Tenure Clock Extension Policy

In early 2003, UW ADVANCE applied for and received a grant from the Alfred P. Sloan Foundation to conduct an exploratory study on the implementation of part-time tenure-track faculty careers and collect data regarding policy utilization. Since a temporary part-time option combines partial leave and tenure clock extension, the university's tenure extension policy was examined as part of the Sloan-funded study. Interviews with faculty members, academic department chairs and university administrators revealed three major issues and challenges to faculty utilization of part-time tenure and tenure clock extension policies:

- 1) Communication about policies and programs is inconsistent;
- 2) Decentralized decision-making at the departmental level influences how policies are implemented;
- 3) Inconsistent tracking and evaluation makes it difficult to monitor the effectiveness of policies and programs.

ADVANCE is disseminating these findings throughout the UW campus and around the country through national conferences. The ADVANCE Dissemination vitae has a full record of these presentations and papers.

Tenure and Promotion Processes

The university has policies in place which are designed to ensure that the criteria and progress toward promotion and tenure are transparent. Despite the presence of policies (at UW this is commonly referred to as Chapter 24 guidelines), the process is still shrouded in mystery and subject to wide variation in interpretation.

To assist faculty and chairs in better understanding the provisions of Chapter 24, the UW ADVANCE team has provided workshops for faculty and featured tenure and promotion issues in leadership workshops with chairs. The CIC is currently developing a workshop for the College of Engineering that discusses criteria for promotion to Professor. The CIC also offered a workshop on the Promotion and Tenure Process for assistant professors. This workshop was lead by our two professional development consultants, both of whom have previously served on their college promotion and tenure committees.

Faculty Access to Dependent Care

UW ADVANCE partnered with the UW Work/Life office to assess dependent care needs among faculty. An on-line survey was developed and administered in early 2004 The Work/Life Office presented the results of their survey at a Leadership Team, along with some suggestions for possible programming that they could do for UW faculty. In addition, the CIC created a web site that provides information about drop-in daycare and a babysitting pool run through the Work/Life office.

Dual Career

Interviews with chairs in the initial year of the grant revealed that many still grapple with how to access dual career resources and handle requests from prospective hires. A list of recommendations on how chairs could facilitate such hiring was created and posted to the web. This topic was featured at a quarterly leadership workshop.

Following the University of California, Irvine example, UW ADVANCE now encourages departments to include language in their jobs ads about the informal practices of providing support for dual career hires at UW.

MENTORING FOR JUNIOR AND SENIOR FACULTY

The UW ADVANCE mentoring component focuses on both female faculty and graduate students. Graduate student mentoring programs include the Faculty Graduate Mentoring Program managed by the Center for Workforce Development (CWD), and the Leadership Institute for Tomorrow at the University of Washington (LIFT UW). Mentoring programs for female faculty include the Mentoring for Leadership Program, Mentoring Pre-tenure Faculty, and Professional Development Consultants.

Mentoring Women Graduate Students

This program builds upon an existing program which was instituted to encourage female graduate students to pursue faculty careers. The mentoring program offers one-on-one mentoring with a UW faculty member. The one-on-one mentoring is supplemented with career development seminars on making the transition from graduate student to faculty careers. The program benefits from CWD's nationally recognized training curriculum which helps mentees and mentors establish and maintain effective mentoring relationships. Seminars offered include: Women in Graduate School: Strategies for Success, Women in Graduate School: Strategies for Successful Mentoring, Women in Graduate School: Building Effective Models for Mentoring, Curriculum Vitae & Resume Development, Negotiating Academic Appointments, Grant Writing for Science and Engineering, Careers Academic & Children, Getting a Jump Start on Publications and Presentations and Preparing for General Exams.

LIFT™ UW

The LIFT™ UW program provides graduate student training in leadership and interpersonal skills such as communication, cultural awareness and conflict resolution. Typical leadership training focuses merely on the tools of leadership and rarely on the leader – the one using the tools. While learning how to motivate people and develop effective research groups is important, the internal landscape of leaders and the health of the organizations of which they are members are critical to improve academic and industry climates. The LIFT UW program addresses these deeper issues. Example of all-day workshops include: Communication Skills: Essential Tools for Success in Engineering and Science; Myers-Briggs Type Indicator (MBTI): A Foundation for Enhancing Professional and Personal Relationships; and How to Be Influential in Graduate School and Beyond.

Mentoring Women for Academic Leadership

ADVANCE has designed a leadership development program, call the Mentoring-for-Leadership Lunch series, to encourage women faculty to consider and pursue positions of academic leadership. Each month, a different woman leader discusses her career trajectory and the benefits and challenges of holding an administrative job. Emphasized are techniques for time management, obtaining consensus among faculty, and implementing a vision of excellence. Speakers have included female deans from other universities, women in leadership positions at UW and ADVANCE Visiting Scholars.

Mentoring Pre-Tenure Faculty

For pre-tenure faculty, ADVANCE has developed a group mentoring program rather than use the traditional one-on-one mentoring model. The mentoring opportunities occur at a peer level and across ranks. Mentoring activities include informal lunches, topical workshops, and other opportunities to share resources and information. Sample seminars include Time Management, How to Manage Research Groups, and Navigating the Tenure Track. A quarterly lunch is held for assistant professors to provide them an opportunity to build community and engage in peer mentoring. Also, each summer, the PI and the CIC Director provide feedback on NSF CAREER proposals from the women faculty.

Professional Development Consultants

The CIC is piloting a program called Professional Development Consultants to help create transparency in the promotion & tenure process. This pilot program is available for the women faculty in ADVANCE departments and if it is well received, it will be expanded to all ADVANCE faculty. These faculty consultants, one from the College of Engineering and one from the College of Arts & Sciences, are available to discuss career paths with individual faculty members, particularly on how best to prepare the curriculum vitae at promotion time. Having previously served on their respective colleges' promotion and tenure committees, they provide a unique perspective on the criteria for excellence that the College values. The professional development consultants have lead workshops on demystifying the promotion and tenure process. This program does not ensure promotion or career advancement but can help dispel some myths about the P&T process.

Other activities

- Monthly women faculty networking lunches at the faculty club (an expansion of the College of Engineering women faculty lunches)
- Informally connect senior faculty with junior faculty as requested
- Feedback on proposals and career progression
- General workshops aimed at all women faculty in SEM (e.g. communication skills, dealing with difficult people, teaching strategies for women in SEM, stereotype threat, and others)
- CIC director mentors junior faculty

TRANSITIONAL SUPPORT PROGRAM (TSP)

(<http://www.engr.washington.edu/advance/tsp.html>)

The CIC implemented the Transitional Support Program (TSP) in Winter 2002. The TSP awards grants (grants ranging from \$5000 - \$27,000) to outstanding SEM faculty (regardless of gender), in the midst of major life transitions, such as the birth or adoption of a child, personal medical needs, family illness, and/or caring for an elderly parent. The TSP also helps faculty members who need a modest level of support to advance from assistant to associate professor or associate to full professor. Support for the faculty member may be provided for up to three academic quarters during the transition.

To date, 31 grants totaling \$508,726 have been awarded to faculty members in 17 of our 19 participating SEM departments. Once awarded grants, recipients are designated as ADVANCE professors. Grants have included funds for course release, graduate student and post-doctoral fellow support, and supplies. Some of the transitions experienced by ADVANCE Professors

include new infants and adopted children, complications with pregnancy; writing a center proposal, and family illness. The Center for Institutional Change (CIC) director has been innovative in leveraging award funding. Many of the department chairs have matched TSP awards either in-kind or with cash contributions. An example of the impact of this program can be seen in the following remark sent from one of our TSP recipients:

Hi Eve – I wanted to let you know that I got a nice 3-year NSF grant last week so put that in your ADVANCE progress report. They gave me a full budget request and everything – it starts tomorrow. Thank you so much for helping me advance! I'm so excited!

The Provost has agreed to expand the TSP to faculty campus wide. The campus-wide program is managed by the ADVANCE staff in consultation with the Vice Provost. Information about the campus-wide TSP can be found online at:

http://www.washington.edu/admin/acadpers/resources/transitional_support.html

VISITING SCHOLARS PROGRAM (VSP)

(http://www.engr.washington.edu/advance/visiting_scholars.html)

Under this program, individuals are invited to work on ADVANCE's programmatic goals or as a visiting scholar in an ADVANCE SEM department. In particular, this program provides opportunities for academic departments to bring underrepresented faculty members to campus for seminars or for an extended period up to a year. It is also used to bring experts to campus for brief periods to conduct research or provide resources and programs on issues of interest to the CIC. This program was established in January 2003.

To date, 15 visiting scholars have been supported. Nine of these scholars were departmental visitors, while the remaining six were invited by the CIC. Visiting scholars usually meet with faculty and graduate students, give seminars, and attend networking events with women faculty.

The CIC has also helped to co-sponsor seven other visitors to campus whose activities are aligned with the UW ADVANCE goals. UW ADVANCE also co-sponsored a seminar series in winter quarter of 2004 as part of a course entitled "Issues for Ethnic Minorities and Women in Science and Engineering." The course was team taught by two of the faculty members on the ADVANCE Leadership Team.

DISSEMINATION

The CIC has taken a comprehensive approach to dissemination to provide an opportunity to share our experiences at the same time as we learn from others. Our dissemination efforts include writing papers, presenting at conferences, organizing panels, leading workshops, and other activities. A full summary of our dissemination efforts are listed in the UW ADVANCE Dissemination CV. For a copy, please email advance@engr.washington.edu.

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