Making transformation permanent

- Begin with a paradox
- End with a set of unanswered questions
- In between, will outline our experience at UM, first with an ADVANCE IT grant, and now with an ongoing institutional role
NSF ADVANCE Project (2002-2006)

- To improve the institutional climate for tenured and tenure-track women faculty in science and engineering
- To improve recruitment, retention, and promotion of tenured and tenure-track women faculty in science and engineering
- To increase visibility and authority of women scientists and engineers in leadership positions

- Centered in LSA, Medicine (Basic Sciences), and Engineering
Establishment of UM ADVANCE (2007- )

- Permanent office space
- Director (50%) appointed as Senior Counselor to the Provost
- Budget allocation of $800,000/year
- Budget commitment to STRIDE from 3 large colleges
- Additions to the Steering Committee of:
  - Dean of the Graduate School
  - Associate Provost for Academic Affairs
- Appointment of 25% director of ADVANCE in the College of Engineering (and School of Medicine)
Gradually expanding to promote diversity among faculty and students in all fields. The ADVANCE Program aims to improve the University of Michigan’s campus environment in four general areas:

- Recruitment – equitable practices
- Retention – preemptive strategies
- Climate – departmental climate improvement
- Leadership – increase skills, opportunities, and leaders’ capacity to promote positive climates
Focus of New Mission

- All disciplines and schools/colleges
- All forms of diversity
- All constituencies
  - Faculty (tenure, research, and clinical tracks)
  - Postdoctoral fellows
  - Graduate students
  - Undergraduate students

And?
Institutionalization of ADVANCE Initiatives (beyond policy changes)

- Routine monitoring of data by leadership
- Network to ADVANCE Women Scientists and Engineers
- STRIDE Committee
  - Attendance mandatory at STRIDE Faculty Recruitment Workshops for search committee members in 2 colleges
  - Comparison of faculty search candidate pools and national pools (degrees conferred) by gender and race/ethnicity for 2 colleges
  - Candidate evaluation tool widely used
- CRLT Players and three “ADVANCE sketches” (annual presentations before tenure discussions)
- Committee on Gender in Science and Engineering continues with ADVANCE as convener
- Departmental climate assessments in context of 5-year reviews
New Initiatives

- Advancing Diversity and Excellence in Science and Engineering (in collaboration with NCID)
  - Nine pilot projects with internal support
- STEP (NSF PAID Grant)
  - Program provides support for small teams of faculty with organizational change goals
    - Mentoring
    - Communication and transparency
    - Faculty evaluations
  - Model of training for grassroots “bottom up” change efforts
  - Regional and national participants in past two years; institutionalize at UM
- Exit interviews/entrance interviews
- Campus-wide and college-specific chair training
- Increased leadership training for faculty
Sustaining Successful Transformations in One College

- Support regular conversations with the Dean
  - Women scientists
  - Faculty of color
  - International faculty
  - Associate professors
  - Women full professors

- Schedule and support annual activities
  - Faculty development activities
  - Tenure season dinners/CRLT Players
  - New programs at key faculty transitions

- Create tailored structure to support applicant pool diversity
  - Monitor FRWs
  - Provide data on recruitment
Providing Administrators with Critical Data

- Annual review of state of faculty diversity data with Steering Committee, and committee chaired by President and Provost
- Coordinate climate assessments with departmental reviews
- ADVANCE provides the following data to selected administrators during the recruitment season:
  - **Search committee members**: ADVANCE provides the Dean’s Office with a list of search committee members who have attended a STRIDE Faculty Recruitment Workshop within the past three years (attendance is mandatory for search committee members in 2 U-M colleges)
Applicant pool: ADVANCE prepares 1-page summary documents (“pool documents”) for departments with active searches:

- % doctoral degrees conferred to women and underrepresented minorities at U-M, selected peer institutions, and all R1 institutions in the relevant discipline: over time data (2000 – 2007)
- % women and underrepresented minorities in the department’s applicant pool and candidate pool: current data provided by department
- % women and underrepresented minorities on the tenure track in the department: over time data (2000 and 2009)
Continuing Transformation in One College

- Create new leadership team approach with associate director
  - (New) focus on climate in the classroom
  - Set long-term hiring goal for school
  - Provide support to chairs in discussing diversity in recruitment
  - Initiated climate assessments as part of review process
  - Create partnership for events and conversations with the dean
    - Women full professors
    - All women faculty
Maintaining Institutional Commitment

- Create new relationships with ADVANCE when positions turn over
- Maintain connection to ADVANCE
- Create structure for annual meetings of leadership
  - Review of data
    - Maintain focus on women scientists
    - Broaden focus to other forms of diversity
  - Review/revision of goals
  - Focus on particular issue (child care, flexible tenure, postdocs)
Helping with Institutional Needs

- Climate issues in particular school(s)
- Participate in campus-wide leadership training program
- Consideration of retirement policies
- Associate professor rank
  - Study
  - Create new program
How does institutional transformation end?

- Because we finished the job?
- OR
- Because the mission become too diffuse to be meaningful?
- Because the mission get too coopted to be transformative?
- Because there a need for “something new”?