



## ADVANCE: Institutional Transformation

Susan V. Bryant (PI),  
Herb Killackey (Co-PI)  
Debra J. Richardson (Co-PI)  
Doug Haynes (Program Director)

University of California, Irvine

• May 2007 • Women in Science: The Way Forward

UCIrvine

ADVANCE: Institutional Transformation (IT) awards were a new way to approach increasing gender equity in academic STEM\* in 2001

- Very competitive awards
  - Round 1: 9 grants awarded (2001/02: 12% success rate)
  - Round 2: 10 awards (2003: 14% success rate)
  - Round 3: 9 awards (2006: 12% success rate)
- Large: \$3.25-\$3.75 million for five years
- “Experimental” – past NSF efforts focused on “fitting women in” these were to change the institutions

\* STEM: Science, Technology, Engineering and Mathematics

• May 2007 • Women in Science: The Way Forward

## Recipients of NSF ADVANCE IT awards between 2001-2006 include:

- Public and private universities
- Research intensive and comprehensive universities
- Science and technology oriented universities
- Minority-serving and rural-serving universities

• May 2007 • Women in Science: The Way Forward

## ADVANCE institutions have taken approaches consistent with institutional culture & structure (<sup>1</sup>Round 1; <sup>2</sup>Round 2, <sup>3</sup>Round 3)

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• U Arizona<sup>3</sup></li> <li>• U California, Irvine<sup>1</sup></li> <li>• U Chicago, Illinois<sup>3</sup></li> <li>• U Colorado<sup>1</sup></li> <li>• U Michigan<sup>1</sup></li> <li>• U Washington<sup>1</sup></li> <li>• U Wisconsin<sup>1</sup></li> </ul> | <ul style="list-style-type: none"> <li>• U Alabama, Birmingham<sup>2</sup></li> <li>• Iowa State<sup>3</sup></li> <li>• Kansas State<sup>2</sup></li> <li>• New Mexico State<sup>1</sup></li> <li>• North Carolina, Charlotte<sup>3</sup></li> <li>• U Rhode Island<sup>2</sup></li> <li>• Utah State<sup>2</sup></li> </ul> |
| <ul style="list-style-type: none"> <li>• Cal-Poly Pomona<sup>3</sup></li> <li>• Georgia Tech<sup>1</sup></li> <li>• Rensselaer Polytech<sup>3</sup></li> <li>• Virginia Tech<sup>2</sup></li> </ul>   | <ul style="list-style-type: none"> <li>• CUNY/Hunter College<sup>1</sup></li> <li>• U Maryland, Baltimore County<sup>2</sup></li> <li>• U Montana<sup>2</sup></li> <li>• U Puerto Rico, Humacao<sup>1</sup></li> <li>• U Texas at El Paso<sup>2</sup></li> </ul>   |
| <ul style="list-style-type: none"> <li>• Brown University<sup>3</sup></li> <li>• Case Western Reserve<sup>2</sup></li> <li>• Columbia<sup>2</sup></li> <li>• Cornell University<sup>3</sup></li> <li>• Rice University<sup>3</sup></li> </ul>   |  |

• May 2007 • Women in Science: The Way Forward

## Transparency in Faculty Development: Principles, Format and Content

### Principles

- Voluntary
- Continuous
- Consistent with Policy and Procedures
- Supplemental to Department and School

### Format

- Formal and informal
- Pairing, panels & workshops

### Content

- Personnel process
- Research and teaching
- Developing networks

## Faculty Recruitment: Ensuring Equal Opportunity

- Review unit hiring history
- Share data on availability in the field
- Discuss bias or gender schemas in search process
- Provide strategies to broaden pool
- Describe search procedures
- Evaluate candidates according to consistent criteria
- Be open to different career paths (avoid cognitive errors)
- Highlight resources for work-life balance
- Link quality of recruitment experience to retention

## UCI's approach took into account key factors of UCI structure

- Empowered by higher administration
- 10 schools & one department
- Relatively homogeneous disciplines w/in schools
- "Silos": decentralized processes
  - deans have power within units
  - variation across schools
  - unclear accountability for gender & ethnic equity in recruitment made more difficult by Prop 209 legacy
- Relatively "young" UC campus (40 years)
- Growth, growth, growth
  - UCI = "under construction indefinitely!"
  - Increases in FTE
  - University Hills: subsidized faculty housing

• May 2007 • Women in Science: The Way Forward

## UCI's approach took into account key factors of UCI culture

- **STATUS & PRESTIGE**
  - Entire university
  - Units within institutions
  - Advancement within ranks ("Step" system)
  - Continuous peer review → movement by rank & step
  - University level CAP oversees all academic appointments—including recruitments & career partners applicants
- "Silo" mentality
  - Schools focus on own needs, goals, etc.
  - Scientific paradigms & disciplines: natural & physical scientists & engineers often suspicious of psychology & social sciences
- Faculty culture: administration = "the dark side"

• May 2007 • Women in Science: The Way Forward

## Equity Advisors: principal element of UCI's approach

- Role of Faculty Assistant to the Dean
  - 1 – 2 EA's per school, depending on dean
  - Equity Advisors in two units with no STEM fields supported by the EVC
- Three-year term (\$15,000 annual stipend)
- Work with search committees – use the “Best Practices” brochure\*
- Approve “Search Plan & Advertisement” (Form AP80A\*)
- Approve “Interim Search Activities Statement” (Form AP80B\*)
- Implement mentoring programs
- Proactively investigate inequities (e.g. salary and “step”)
- Monthly meeting: ADVANCE Program Advisory Committee

**\* All of these were developed by the ADVANCE Program**

• May 2007 • Women in Science: The Way Forward

## Career Partner Program

- Established in 1997-1998
- Hired nearly 40 couples since inception
- Women are 40% of primary hire
- Candidates told about program - they don't have to ask
- Partner endures same review as candidate – quality
- Funded in thirds – 1/3 initial hiring unit, 1/3 partner unit, 1/3 Executive Vice Chancellor & Provost

• May 2007 • Women in Science: The Way Forward



**Search Plan and Advertisement  
for Regular Ranks Faculty (FTE) Position**

**Part I. Information about the position:**  
 Recruiting Subunit/Department: \_\_\_\_\_  
 Proposed title(s)/level(s): \_\_\_\_\_ Salary Control #: \_\_\_\_\_  
 Appointment Begin Date: \_\_\_\_\_ Closing Date of Advertisement: \_\_\_\_\_  
 Candidates (PhD requirement/rank) of expertise (Use NCR/C/AAMC ratings): \_\_\_\_\_

**Part II. Search Committee:**  
 List chair and members of search committee (include both men and women): \_\_\_\_\_

**Part III. Advertising plan:**  
 A. Advertisement - Attach copy for approval.  
 B. Web sites - This advertisement will be placed on the following UCI web sites:  
 \* UCI Employment Opportunities - <http://www.uci.edu/employment> (required)  
 \* \_\_\_\_\_ (optional)  
 \* \_\_\_\_\_ (optional)  
 C. Publications - If the advertisement will be published in professional journals or magazines, please list the name of the publication and the month that the ad is expected to appear:  
 \* \_\_\_\_\_ Month: \_\_\_\_\_  
 \* \_\_\_\_\_ Month: \_\_\_\_\_  
 \* \_\_\_\_\_ Month: \_\_\_\_\_

**Part IV. Selection criteria:** Briefly describe the criteria to be used to select the final candidate:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Department Chair: \_\_\_\_\_ Date: \_\_\_\_\_  
 Equity Advisor: \_\_\_\_\_ Date: \_\_\_\_\_  
 Dean's Approval: \_\_\_\_\_ Date: \_\_\_\_\_  
 Academic Affairs: \_\_\_\_\_ Date: \_\_\_\_\_  
 Department Contact: \_\_\_\_\_ Phone: \_\_\_\_\_ Email: \_\_\_\_\_  
 Dean's Office Contact: \_\_\_\_\_ Phone: \_\_\_\_\_ Email: \_\_\_\_\_

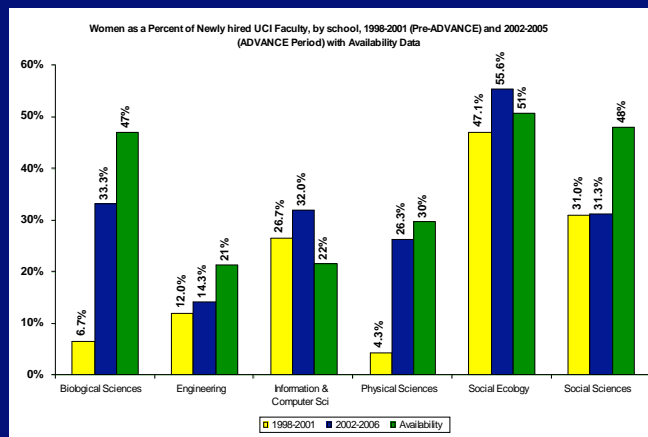
JOB NUMBER: \_\_\_\_\_

Form UCI-AP80A

- Implemented: 2001/02 AY
- All searches now must have a search committee, with Provost's approval
- Approval by Equity Advisor: opportunity to advise search committee
- Advertisement must be broad
- Database of all searches provides information for on-going oversight

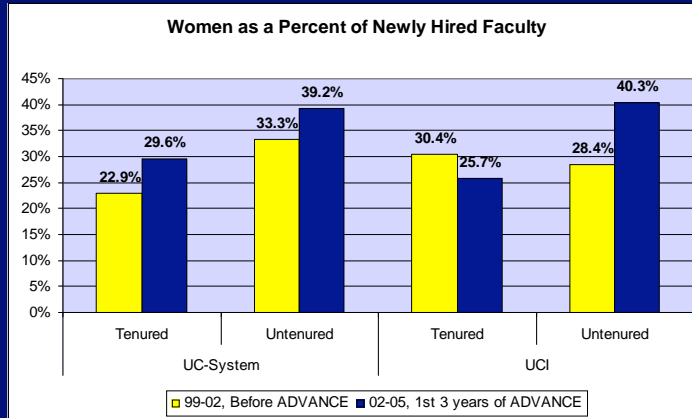
• May 2007 • Women in Science: The Way Forward

Results: women's representation among new-hires increased to at or above availability in MOST STEM schools



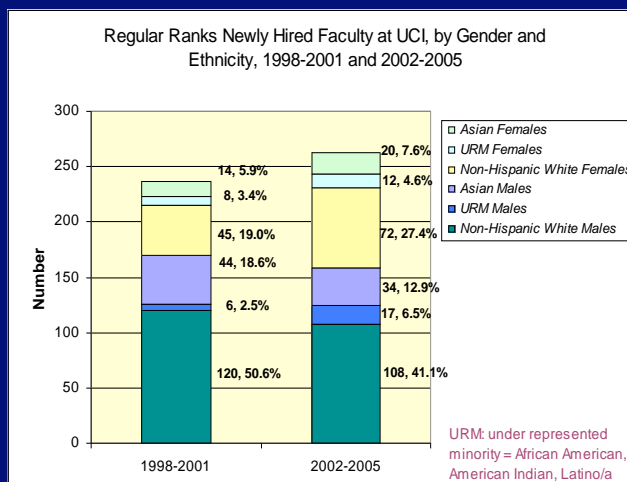
• May 2007 • Women in Science: The Way Forward

As compared to the UC system, UCI saw a larger increase in women's hiring as untenured faculty but had a slight decrease in women's representation among tenured new hires during the ADVANCE period.



• May 2007 • Women in Science: The Way Forward

Bonus! Hiring of under represented minority faculty increased across campus during ADVANCE too!



• May 2007 • Women in Science: The Way Forward

## Conclusions

- Increased hiring of women at the untenured ranks—at or above availability in most fields.
- Decreased hiring at tenured ranks signals a need to determine better recruitment practices for diversity and equity at that level.
- “Best practices” expanded the pools, resulting in increased representation by faculty of color among new hires.
- Deans play a critical role in ensuring faculty accountability to diversity goals.

• May 2007 • Women in Science: The Way Forward

## Conclusions

- ADVANCE forms and processes increased the transparency of search processes
- ADVANCE provided a mechanism for
  - sharing best practices across units
  - enabling uniformity in processes
  - oversight by central administration
  - interim oversight of processes

• May 2007 • Women in Science: The Way Forward

Institutionalization of ADVANCE by EVC&P (app.  
\$250,000 per year)  
Effective July 1, 2006

- 1 Equity Advisor per school (with \$15,000/year stipend)
- Expansion of Equity Advisor roles to include attention to ethnic diversity in faculty hiring, retention and advancement
- 50% time faculty Director
  - UCI senior faculty member w/demonstrated commitment to gender and ethnic equity
  - Serve on Academic Planning Group & Academic Council
  - 3-year term
  - Compensation modeled on dept. chairs BUT individual “tailoring” depending upon discipline and current balance of job duties and career stage
- 50% time Program Coordinator
- Annual operating budgets
  - Program office: \$20,000
  - Equity advisors: \$2,500 per school

• May 2007 • Women in Science: The Way Forward

NSF: PAID-Leading Through Diversity  
Leadership Programming 2007-2009

- January 2007 through December 2009
- Partnership of 5 Southern California UC's – Irvine as lead institution with co-PI's at Los Angeles, Riverside, San Diego, Santa Barbara
- Annual EVC's and Dean's Symposium: Leading Through Diversity (1<sup>st</sup> held Jan. 2007)
- Annual Departmental Chair's Retreat (1<sup>st</sup> to be held in Oct. 2007)

• May 2007 • Women in Science: The Way Forward

## NSF: PAID Partnership for Adaptation, Implementation and Dissemination

- based on regional cooperation for a common challenge: recruitment, retention and advancement of women and underrepresented minority faculty
- builds on experience and success of gender equity and extends focus to diversity in the professoriate
- designed to invigorate resourceful, responsible and creative leadership
- augment the capacity of senior administrators, deans, and chairs to lead institutional transformation

• May 2007 • Women in Science: The Way Forward

## Acknowledgements



*Funding was provided by the National Science Foundation, ADVANCE: Institutional Transformation Award #SBE0123682. The views expressed here are those of the authors and do not reflect those of the National Science Foundation.*