



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 (¹Round 1; ²Round 2, ³Round 3)

- | | |
|---|--|
| <ul style="list-style-type: none"> • U Arizona³ • U California, Irvine¹ • U Chicago, Illinois³ • U Colorado¹ • U Michigan¹ • U Washington¹ • U Wisconsin¹ | <ul style="list-style-type: none"> • U Alabama, Birmingham² • Iowa State³ • Kansas State² • New Mexico State¹ • North Carolina, Charlotte³ • U Rhode Island² • Utah State² |
| <ul style="list-style-type: none"> • Cal-Poly Pomona³ • Georgia Tech¹ • Rensselaer Polytech³ • Virginia Tech² | <ul style="list-style-type: none"> • CUNY/Hunter College¹ • U Maryland, Baltimore County² • U Montana² • U Puerto Rico, Humacao¹ • U Texas at El Paso² |
| <ul style="list-style-type: none"> • Brown University³ • Case Western Reserve² • Columbia² • Cornell University³ • Rice University³ | |

• 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

Equity Advisor Model

- Equity Advisor selected from each School
- Serve as Faculty Assistant to Dean
- Furnish best practices for and advise regular rank faculty searches
- Coordinate mentoring programming for junior as well as senior faculty
- Provide salary equity counseling for faculty
- Tenured and familiar about UCI
- Former chairs, directors
- Established research profiles
- Supported by NASA, NEH, NEA, NIH, NSF
- Recipients of Senate research, teaching and service awards
- Incumbents of UCI Endowed Chairs

• May 2007 • Women in Science: The Way Forward

EQUITY ADVISORS ARE A FACULTY RESOURCE:

Claremont School of the Arts: Lisa Neufeld lneufeld@uci.edu	949-824-3309
Biological Sciences: Andrea Truesen atruesen@uci.edu Susana Cobas-Cory scobas@uci.edu	949-824-2280 949-824-8185
Paul Merage School of Business: Paul Feldman pfeldma@uci.edu	949-824-8157
Henry Samueli School of Engineering: Nancy Da Silva nadasilva@uci.edu Deeb-Dana Rankin drankin@uci.edu	949-824-8285 949-824-8745
Humanities: Sharon Bieck sbieck@uci.edu Linda Vo lvo@uci.edu	949-824-7091 949-824-3003
Donald Bren School of Information & Computer Science: Michael Goodrich mgoodrich@uci.edu	949-824-9366
College of Health Sciences, School of Medicine: Richard Robertson rrobert@uci.edu	949-824-6553
Physical Sciences: Tammy Smucker-Hase tsmucker@uci.edu	949-824-7773
Social Ecology: Kristen Day kday@uci.edu	949-824-5880
Social Sciences: Charles Chubb cchubb@uci.edu Belinda Roberts-Olson brolson@uci.edu	949-824-1481 949-824-1648

UCI ADVANCE Program
Dina Jankovska, Program Coordinator
Tel: (949) 824-9635 Fax: (949) 824-2513
555 Aldrich Hall, ZC: 1060
For more information and reference visit our website:
<http://advance.uci.edu> eff 4/1/07

BEST PRACTICES FOR ACHIEVING EQUITY & DIVERSITY IN THE FACULTY RECRUITMENT PROCESS

Step I: Complete UCI-AP-80A – Search Plan & Advertisement

- **Search Committee Composition**
 - Represents a diverse cross section of the faculty.
 - o You may need to look beyond your department to avoid overrepresenting members of less represented groups.
 - o Commitment to diversity.
 - o Ensure minorities and women have an equal opportunity to serve.
 - o Should think carefully about their own biases and unconscious preferences. For more: <http://empis.uci.edu/empis/tdm/>

• Advertisement

- Describe the position as broadly as possible to attract the largest available pool.
- Recruit in areas with higher availability of women and minorities.
- **Please use the statement below in your ads:**
UCI is an equal opportunity employer committed to excellence through diversity and strongly encourages applications from women, minorities, and other under-represented groups. UCI is responsible to the needs of dual career couples, is dedicated to work-life balance through an array of family-friendly policies, and is the recipient of an NSF Advance Award for gender equity. **Work is prohibitive, this is the minimum statement needed:**
UCI is an equal opportunity employer committed to excellence through diversity and strongly encourages applications from women, minorities, and other under-represented groups.

- **Proactive Search**
 - Use networks and personal contacts with colleagues, including diversity-related opportunities at professional conferences.
 - Use the minority and women's doctoral directory in your dean's office (mailing label FREE from OIR/DFP).
 - Consider non-ladder rank academics (lecturers, professional researchers and postdoctoral fellows as potential candidates).
 - Timely search: don't lose excellent candidates.
 - Be aware of the availability data for your discipline(s) – see: <http://www.uci.edu/advance/inf/>

Equity for Excellence



Step II: Developing a Short List – Complete UCI-AP-80B Pre-Candidates Interview Search Activities Statement. Your candidate pool from F&OT should reflect the availability data.

- Pools must be kept & evaluated separately for each rank.
- **Ensure fair evaluation of all candidates**
 - Use a matrix of criteria
 - Include all important criteria (research, teaching, service, administrative experience, etc.)
 - Be aware that gender-based perceptions are embedded in letters of recommendation (Hirs & Psenka 2003)
 - Focus on substance, not style.
 - Use phone interviews before your campus visit list – to “start” with a longer and potentially more diverse – “short list.”
 - Avoid “negative errors” (Almody 2005) such as offering candidates from lesser-known institutions can be on “star trajectories.”
- **Avoid ranking your short list at all stages of the search process.**
- **The short list should reflect the diversity of the pool.**

Step III: The Visits – Identify an Excellent Candidate – Complete UCI-AP-80C – Final Search Activities Statement

- **During the visit, highlight:**
 - **Non-monetary benefits of UCI:**
 - Community – including diverse scholars on campus – provide networking opportunities for candidates
 - ADVANCE & other mentoring programs
 - Research resources
 - Proactively meet all candidates’ potential needs (partner position, childcare, housing, etc.)
 - Provide the same information to all candidates
 - **Start-up packages**
 - Ensure all candidates receive accurate information about customary start-up packages.
 - Be aware that women & minorities, on average, do not negotiate as aggressively as non-minority men (Habeck & Luchner 2001).
 - **Follow-up with candidates so they know that the search is still open**

- **During final evaluation:**
 - Focus on candidate’s substance, not style, evaluating the individual’s creativity, intellectual curiosity, dedication, and perseverance, not assertiveness and single-mindedness.
 - Be open-minded in evaluating candidates for their performance, research and teaching goals.

• 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)
 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:

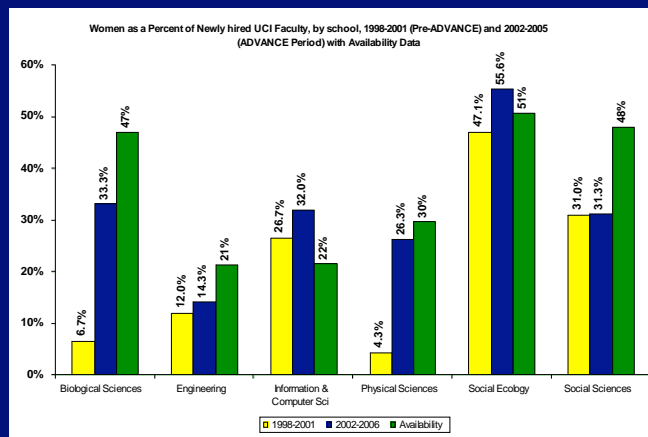
Department Chair: _____ Date: _____
 Equity Advisor: _____ Date: _____
 Dean's Approval: _____ Date: _____
 Academic Affairs: _____ Date: _____
 Department Contact: _____ Phone: _____ Email: _____
 Dean's Office Contact: _____ Phone: _____ Email: _____

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

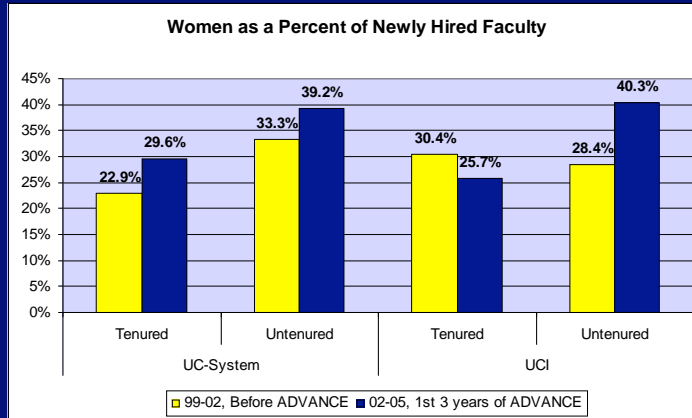
• May 2007 • Women in Science: The Way Forward

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



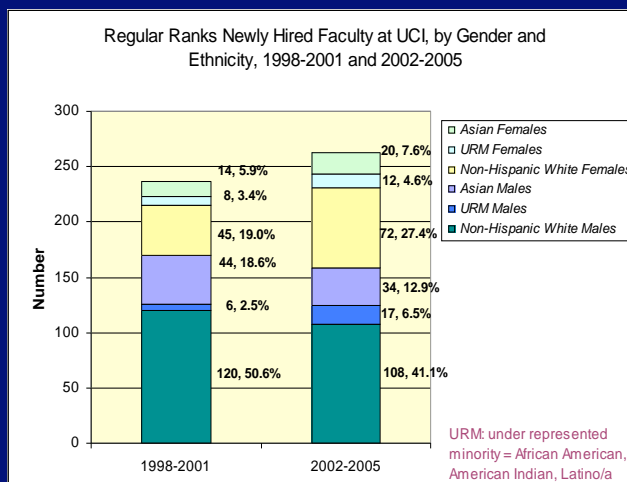
• May 2007 • Women in Science: The Way Forward

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 (1st held Jan. 2007)
- Annual Departmental Chair's Retreat (1st 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.