Fostering Leadership—Learning from Two Institutions
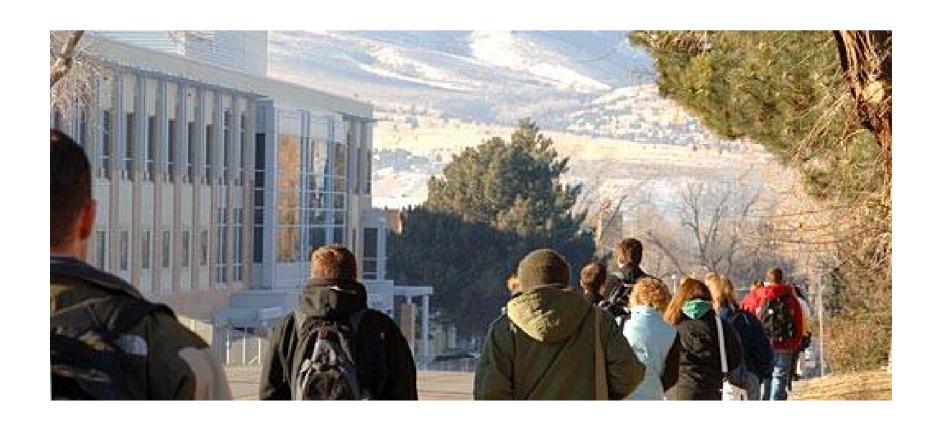
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Idaho State University
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University of California, San Francisco

Fostering Leadership Learning from Two Institutions

- Review Idaho State University's experience in confronting the lack of women in the higher ranks of the institution and developing a program to address that concern

- Review University of California, San Francisco's experience of developing a climate survey, identifying the needs for change, and implementing programs to address these needs

- Discuss the common themes in these two experiences—lessons to be learned that are less specific to producing women leaders and more specific to changing institutional culture

Idaho State University
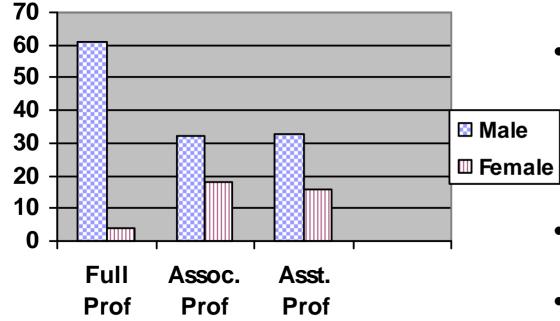
Idaho State University

- Acknowledgement of the problem – advancement of women in the Science, Technology, Engineering, and Mathematics (STEM) disciplines at ISU

- Availability of possible support through the National Science Foundation's ADVANCE program through a Partnership for Adaptation, Implementation, and Dissemination (PAID) Award

- Study group met for over 6 months; examined their institution, studied literature and other institutions—particularly those with ADVANCE Institutional Transformation Awards

The Study Group

Idaho State University
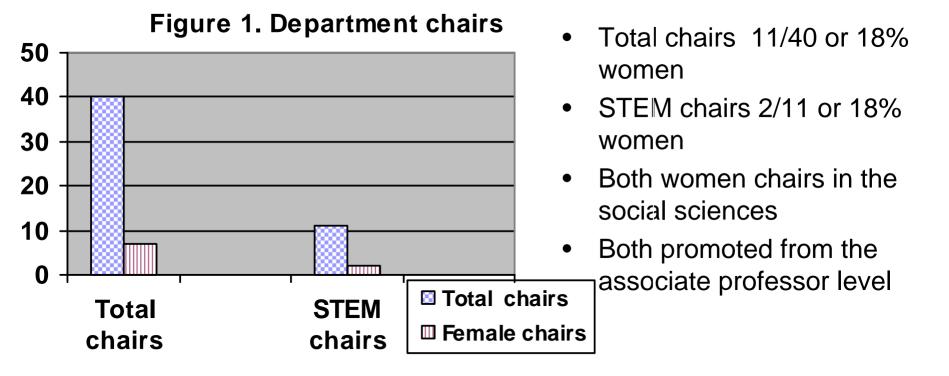# What Needs To Be Changed?

Figure 2. Faculty rank.

- Predominately undergraduate institiution
- Faculty 43% women; STEM faculty 23% women
- STEM faculty, assistant professors – 33% women
- Associate professors – 36% women
- Full professors - <5% women

Idaho State University
What Needs To Be Changed?

Figure 1. Department chairs

- Total chairs 11/40 or 18% women
- STEM chairs 2/11 or 18% women
- Both women chairs in the social sciences
- Both promoted from the associate professor level

Idaho State University
What Needs To Be Changed?

- Analyzed results for the applicable STEM faculty of the Job Satisfaction Survey done for the accreditation process. Women faculty at ISU are:
  - Less satisfied with institutional resources
  - Less inclined to believe that office and lab space are distributed fairly
  - Report that research is a source of stress
  - Feel less supported in their research endeavors
  - Feel less support by chairs
  - Are more stressed by the tenure and promotion process
  - Are less confident that they understand the guidelines

Idaho State University

ISU's response coalesced at a program and application planning retreat funded by the university.

Idaho State University WeLEAD Program

- Used initial demographic analysis and job satisfaction survey results to guide the initial plans for the program
- Used focus group process to validate the planned interventions
- High level support included:
  - Endorsement by all members of the top campus leadership;
  - Funding for planning retreats and a focus group facilitator to refine the proposed programs;
  - Institutional support for the PI (10%), co-PI (25%) and the WeLEAD website;
  - Access to the raw data for the job satisfaction survey to facilitate planning; and
  - Support for reissuing the survey at the end of the grant period.

Idaho State University WeLEAD Program

MID-CAREER INTERVENTIONS

- First and Second Annual Research Symposia held to showcase ISU STEM faculty research activities
  - Keynote speakers presented on "what works" at selected ADVANCE Institutions
  - Travel support for research collaborator's attendance
- Hosted sessions on Mentoring, Tenure and Promotion, Plagiarism, and Networking

Idaho State University WeLEAD Program

MID-CAREER INTERVENTIONS

- Eleven seed grants funded across a variety of STEM disciplines

- Travel funds supported one senior STEM faculty members' attendance at a national leadership conference

Idaho State University WeLEAD Program

KEEPING THE PIPELINE FULL

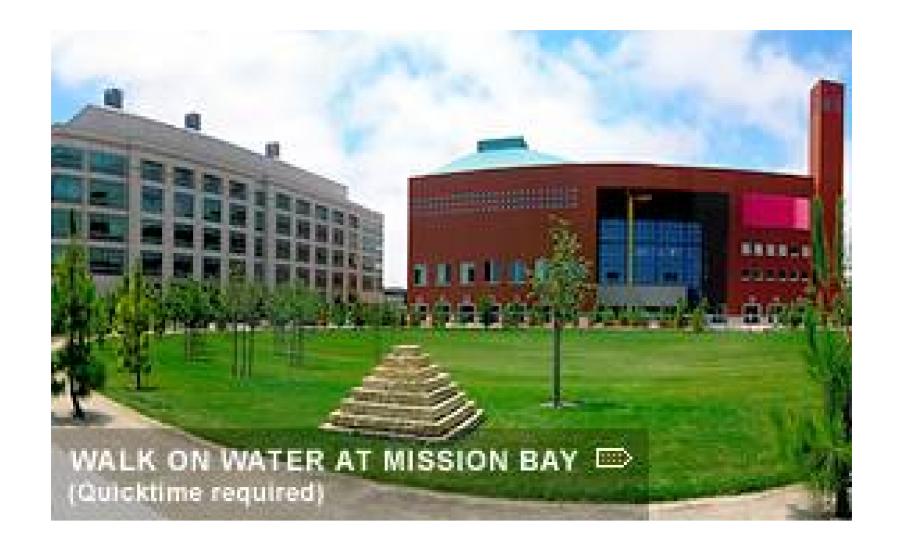- Organized meetings of STEM female candidates with STEM female faculty
- WeLEAD awareness-raising receptions held in August 2006 and 2007
  - Included small group discussions on mentoring, child care, parental leave, and spousal accommodations

Idaho State University WeLEAD Program

Early Results

- Vigorous research activity, enhanced in the past year: 26 submitted publications, 32 presentations, 15 grant proposals submitted, 10 received support.

- Between 2005 and 2007, the number of women faculty at the Professor rank increased from 3 to 7, although women remain underrepresented at this rank

- Institution proposed to expand its activities to foster a culture that values women and other underrepresented groups

- Currently seeking support for this expanded program through a NSF Institutional Transformation Award application

WALK ON WATER AT MISSION BAY ▷
(Quicktime required)

University of California,
San Francisco

University of California, San Francisco the Climate Survey

- In 2000, Chancellor Bishop was concerned with:
  - improving the recruitment of women faculty,
  - promoting career progression of women faculty,
  - improving retention of women faculty, and
  - improving the progression to leadership positions of women faculty.
- At his direction, UCSF developed a climate survey with Belden, Russonello & Stewart, a professional survey/polling firm.
- It was sent to all paid faculty—over 60% responded.
- Anonymously submitted data were analyzed and a report prepared: http://chancellor.ucsf.edu/CWF/contents.htm

University of California, San Francisco
The Climate Survey

- Questionnaire dealt with five areas of inquiry:
  - Personal satisfaction
  - Mentoring
  - How good a job is UCSF doing?
  - How to attract and keep top-notch women faculty
  - Differences for men and women.

  - Included open-ended questions
  - Collected demographic data on the respondents

University of California, San Francisco The Climate Survey

- Both women and men enjoy their work at UCSF

- Women are more likely than men to feel they:
  - have fewer resources,
  - receive less mentoring
  - have fewer leadership opportunities
  - have less support for life outside work
  - experience sexual harassment and/or
  - experience sexual discrimination.

University of California, San Francisco The Climate Survey Results

- A committee composed of faculty studied the report and made 10 recommendations based on the data

- The Chancellor accepted all 10 faculty recommendations: http://chancellor.ucsf.edu/

University of California, San Francisco
The Climate Survey Results

High Level Support --
Chancellor's Council on Faculty Life

headed by the Vice Provost for Academic Affairs Sally Marshall, composed of 21 faculty from all ranks and campus sites

charged with implementing the 10 recommendations and considering other means of improving faculty life

supported by Chancellor and Deans of all the Schools.

University of California, San Francisco
The Climate Survey Results

Improve the Search Process -- J. Renee Navarro, M.D., a faculty member newly appointed as Director of Academic Diversity

will lead UCSF's effort to conduct more extensive and inclusive search processes and achieve more diversity among its faculty and trainees

University of California, San Francisco
The Climate Survey Results

Social Welcoming and Orientation -- New institutional welcoming activities were initiated—new website houses important professional/personal links: http://academicaffairs.ucsf.edu/

New faculty – pictures and biographies in the news

Faculty welcoming week: 30 seminars, 14 different topics from promotion to raising children.

Welcoming week receptions for new faculty in September

Welcoming receptions at multiple sites, by various schools

University of California, San Francisco
The Climate Survey Results

Improve Mentoring -- Mitchell D. Feldman, M.D. appointed Director of Faculty Mentoring

All assistant professors and new faculty have mentors

Each department or division has a mentoring facilitator;

Workshops are developed for mentors and facilitators.

New awards programs honor outstanding mentors

University of California, San Francisco
The Climate Survey Results

Improve Understanding of Review and Promotion – New academic affairs website assembles all such materials; seminars and workshops

Work/Life Balance Issues – Tenure clock stops automatically if you take maternity leave—at UCSF the chancellor's office compensates the department;

newly developed faculty enrichment pilot program – stress reduction.

Additional child care facilities provided

Training in prevention of sexual harassment

University of California, San Francisco
The Climate Survey Results

Foster Leadership Opportunities – UCSF Faculty Leadership Collaborative developed specifically for UCSF faculty by the Coro Center for Civic Leadership;

more than 60 faculty members trained to date

University of California, San Francisco
The Climate Survey Results

Acknowledge and Properly Credit Collaborative
Research – now specifically addressed by chair
transmittal letter, outside reviewers;

committee on Academic Personnel especially sensitive
to the issue

Salary Equity – Addressed annually by each school with
newly developed tools and procedures.

University of California, San Francisco
The Climate Survey Results

UCSF will repeat the 2001 Faculty Climate survey in a few years to test if their interventions have made the expected improvements.

What Can These Two Institutions Teach Us?

- It helps to start with data to outline the problem and convince skeptics of the necessity for change

- Know what problems you are trying to solve

- Support from the "top" is crucial

- Interventions developed by those affected (faculty) are most effective

- Creating a climate which is inclusive, supportive, and promotes career progression paves the way for well prepared leaders