Consolidating our Gains, Shaping our Future
5th Annual Provost’s Leadership Retreat

November 5, 2008

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Vice President for Academic Programs
Principal Investigator, NSF- ADVANCE, ACES
Academic Careers in Engineering and Science (ACES)

- Goal: promote a culture of equity, participation, openness and accountability.

- Objectives:
  - full participation of women at all levels of the university
  - improve the climate for women faculty through initiatives which will benefit the entire campus

- $3.5 million dollar 5-year grant implemented in 32 departments in four schools (SOM, CAS, CSE, WSOM)
NSF-ACES
Major Initiatives, Multiple Levels

- Accountability of Deans
- Departmental Initiative Grants
- Search Committee Supports
- New Structures, Policies & Procedures
- Minority student pipeline
- Student Gender Awareness
- Provost’s Annual Leadership Retreat
- Grassroots Climate Change Committee
- Coaching, mentoring, networking, and training & development of deans, chairs, women faculty in S&E depts.
- Opportunity Grants for Women Faculty
- Distinguished lectureships
- Hotline Coaching for Women faculty
- Commitment of Senior Administrators
Criteria for Accountability of Deans – Indicators of ACES Success

Accountability of Deans by the Provost on a series of criteria tracking progress in the recruitment, advancement and retention of women faculty as proposed in the grant

**Overall Goal**

Increase the percentage of S&E women faculty at CWRU over baseline by 20% over the 5-year period.

**Outcome**

CWRU increased the percentage of women faculty in the S&E departments by 17.3% since 2004-05.
Number of Tenure Stream Faculty in S&E by Gender from AY 2003/04 - 2007/08

Number of Tenure Stream Faculty in S&E Department by Gender
from AY2003-04 to AY2007-08

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY2003-04</td>
<td>72</td>
<td>326</td>
</tr>
<tr>
<td>AY2004-05</td>
<td>82</td>
<td>329</td>
</tr>
<tr>
<td>AY2005-06</td>
<td>80</td>
<td>328</td>
</tr>
<tr>
<td>AY2006-07</td>
<td>77</td>
<td>310</td>
</tr>
<tr>
<td>AY2007-08</td>
<td>78</td>
<td>293</td>
</tr>
</tbody>
</table>
Criteria for Accountability of Deans – Indicators of ACES Success

**Recruitment**
- Increase the percentage of women faculty at the assistant professor level
- Recruit one new senior woman as a full professor with endowed chair in each test department (Chemistry, Physiology, Mechanical & Aerospace, Organizational Behavior)
- Increase women as a percentage of all candidates in search pools, as a percentage of candidates invited to visit CWRU, as a percentage of candidates offered jobs

**Outcome**
Increases in the percentages of women in the candidate pools, the candidates invited to visit (short list), and women hired between AY 2001/02 and 2006/07
Criteria for Accountability of Deans – Indicators of ACES Success

**Advancement and Retention**
- Increase the percentage of women faculty at the associate professor level through promotion from within
- Increase the percentage of women faculty at the full professor level through promotion from within
- Increase the percentage of women department chairs
- Increase the percentage of women in academic administration at the school level
- The entire report of the 5-year NSF Indicator data can be downloaded at www.case.edu/admin/aces/annualreports.html
Number of Department Chairs in S&E by School and Gender 2003/04 - 2007/08

Number of Department Chairs in the 31 S&E Departments by School and Gender
AY 2003-04 and AY 2006-07
Percentage of S&E Faculty Holding Endowed Chairs from AY 2003/04 - 2007/08
## Administrative Positions, November 2008

<table>
<thead>
<tr>
<th></th>
<th>Dean</th>
<th>Department Chair</th>
<th>Associate / Vice Dean</th>
<th>Assistant Dean</th>
<th>Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>Arts &amp; Sciences</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>18</td>
<td>2</td>
</tr>
<tr>
<td>Dental Medicine</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Engineering</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Law</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Management</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Medicine</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>32</td>
<td>3</td>
</tr>
<tr>
<td>MSASS</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Nursing</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Grand Total</td>
<td>2</td>
<td>6</td>
<td>8</td>
<td>71</td>
<td>16</td>
</tr>
<tr>
<td>Percent Women</td>
<td>25%</td>
<td>10%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Totals include individuals holding faculty positions as of November 1, 2008, but does not include the President or the Provost. Three people co-chair in Pediatrics which increased the SOM number slightly. Department chairs increased to 10% from 8% in 2007, and Executives increased to 50% from 40% in 2007.
Advancement and Retention
College of Arts and Sciences

• In the College the number of women faculty at the Associate rank increased from 5 to 10, or 40% of the faculty
• Women at full professor remained at 13, but represented 16% of the faculty in 2004 and 19% of the faculty in 2007/08
• In 2004 there were no women department chairs in S&E departments, in 2008 there are 3 women department chairs (Astronomy, Chemistry, and Mathematics)
## Advancement and Retention

**Case School of Engineering**

1. In CSE there was no change in the number or percentage of women faculty at Associate level (5% 2004, 4% 2008).
2. Women full professors increased from 15% to 16%.
3. In 2004 there were no women department chairs. In 2008 there are 2 women department chairs (Mechanical & Aerospace and Electrical Engineering and Computer Science).
4. There is also a new female Associate Dean for Faculty Development and a senior woman faculty member who founded an NSF Science and Technology Center.
Advancement and Retention
Weatherhead School of Management

• In WSOM there was no change in the number of women faculty at the Associate level (9% in 2004 and 9% in 2008)

• Women full professors increased from 2% in 2004 to 6% in 2008

• The number of women at the Associate Dean’s level increased from 1 to 2
In SOM there was no change in the percentage of women at the Associate level (9% in 2004, 9% in 2008).

There was a decrease in the percentage of women full professors from 10% in 2004 to 8% in 2008.

Leadership advances include the appointment of the first female dean in the history of SOM.

An Assistant Dean of Faculty Development and Diversity position has been committed and a search completed.
Criteria for Accountability of Deans – Indicators of ACES Success

Institutional Climate

• Improve qualitative perceptions and ratings of climate, as ascertained through focus groups, interviews, and surveys
• Increase resource equity for women faculty, including salary equity, teaching loads, lab space, retention perks, etc.
• Increase the percentage of women invited to campus as distinguished lectureships, visiting professors/scholars, etc.

Outcome

• ACES Distinguished Lecture initiative brought 40 senior women scientists to campus for multi-day visits and lectures
• Items reflecting supports for faculty work-life integration were significantly higher in the 2007 Climate Survey compared with 2004
• Base salary for female full professors has increased
Female Base Salary as Percentage of Male Base Salary by Rank from AY 2003/04 - 2007/08

Female Base Salary as a Percentage of Male Base Salary by Rank
from AY2003-04 to AY2007-08

<table>
<thead>
<tr>
<th>Year</th>
<th>Assistant Professor</th>
<th>Associate Professor</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY2003-04</td>
<td>98.9%</td>
<td>99.4%</td>
<td>98.0%</td>
</tr>
<tr>
<td>AY2004-05</td>
<td>97.7%</td>
<td>93.3%</td>
<td>86.0%</td>
</tr>
<tr>
<td>AY2005-06</td>
<td>101.7%</td>
<td>94.7%</td>
<td>90.0%</td>
</tr>
<tr>
<td>AY2006-07</td>
<td>100.2%</td>
<td>88.3%</td>
<td>87.4%</td>
</tr>
<tr>
<td>AY2007-08</td>
<td>98.0%</td>
<td>94.7%</td>
<td>88.3%</td>
</tr>
</tbody>
</table>

Note: The percentages indicate the ratio of female to male base salaries.
Criteria for Accountability of Deans –
Indicators of ACES Success

Faculty Development
• Create and institutionalize coaching and mentoring mechanisms, and increase faculty participation rates
• Conduct relevant training workshops and events for all faculty, and increase faculty participation rates
• Create and utilize school level opportunity grants for the development of women and minorities

Outcome
• Coaching will continue in AY 2008-2009
• Faculty Development Workshops will continue through the FSM Center for Women, the CSE Office of Faculty Development, and the SOM Office of Faculty Development and Diversity
“The progress of this institution … will be directly proportional to the death rate of the faculty.”

William T. Foster (1879-1950)
President, Reed College
Stated in 1911 when there were 46 students and 5 faculty members at the college.
Institutionalized Leadership Development

- Annual Provost Leadership Retreat
- Annual “Role of Senior Leadership” workshop for newly promoted faculty
- Executive coaching provided to new deans and chairs
- Facilitators for meetings and strategic planning
Institutionalized Activities/Structures

• President Snyder has committed to continuing coaching for women faculty and new department chairs in AY 2008 - 2009
• Flora Stone Mather Center for Women twice yearly Faculty Development workshops
• Faculty Search Committee support
• Opportunity grants will be available in limited amounts
• Paid Parental Leave for staff, pending with the faculty senate
Institutionalized Activities/Structures

• SURP for Minority Women continues through the Office of the Provost with 5 Fisk University women per year
• Annual Spotlight Series on Women’s Scholarship & Women of Achievement Lunch
• SOM Ad hoc committee for faculty salary equity and climate
• Accountability: Provost holds Deans accountable for diversity activities & outcomes, improved processes (e.g., faculty searches)
Institutionalized Activities/Structures

- Office of Faculty Diversity website
- LGBT Taskforce website
- Expansion of the Institutional Research Office
  Faculty Exit Survey, 3rd Year Faculty Satisfaction
  Survey, and COACHE survey of junior faculty every
  three years
- Faculty Work-Life Brochure of Policies and Resources
- President’s Committee on Child Care Options
The ACES CLiPS Distinguished Lecturers

- Two Distinguished Lecturers per year
- To increased visibility, present role models, provide networking and collaboration with Case faculty

Dr. Paula T. Hammond
The Bayer Professor of Chemical Engineering at MIT
Institutionalized Activities/Structures

• Accountability: CSE chair evaluation form reports departmental diversity activities

• Permanent positions
  – Diversity Specialist for Faculty Diversity
  – Graduate Student in FSM Center for Women

• Leadership Workshop for newly tenured/full professors

• Participate in Bryn Mawr Summer Institute for Women

• Expanded New Faculty Orientation
Institutionalized Activities/Structures

• Ethnic Studies Program inaugurated
• Affirmative Action Survey emailed to faculty candidates
• Case-Fisk Taskforce established
• Strategic Hiring Fund established in Office of the Provost
• Vice President for Inclusion, Diversity and Equal Opportunity position created and search initiated
Policy Changes

- Automatic Tenure Extension Policy
- Work Release Policy
- Partner Hiring Policy
- Domestic Partner Policy
- Mandatory review of candidate pool diversity by Deans
- Cultural Competency Awareness Training mandatory for new faculty within the first fiscal year of hire
- Consensual Relations Policy
- Non-Discrimination Statement goes beyond Ohio law for LGBT and includes gender expression and identity
AGENDA

2:15 – 2:35   Salary Equity Study
2:35 – 3:00   Climate Survey Summary Report
3:00 – 3:15   BREAK - View Posters in room 207
3:15 – 3:45   The Future of Work Life at CWRU: An Interactive Session
3:45 – 4:40   Deans: Implementing Faculty Development & Improving Morale
4:45 – 5:30   Discussion Cluster Groups

*first floor dining room with wine and cheese served*
It’s not about blame