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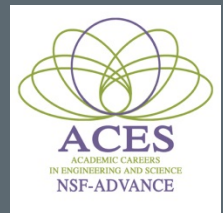
CASE WESTERN RESERVE UNIVERSITY

3rd Annual Provost's Leadership Retreat

2 November 2006

Agenda

12:00 - 1:30	Welcome and Introductions Keynote - Strategies for Climate Change: How Deans and Department Chairs Make a Difference
1:30 - 2:00	ACES in 2006
2:00 - 2:30	Peer Discussion of ACES Initiatives
2:30 - 3:15	Communication: What They Didn't Teach You in Chair School
3:15 - 3:30	Break
3:30 - 4:15	NSF Indicators and Salary Equity Study
4:15 - 5:00	Creation of Action Plans
5:00 - 6:00	Report out of Action Plans by School



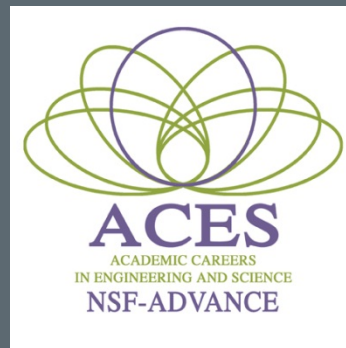


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Institutional Transformation at Case Western Reserve University

ACES in 2006



Presentation Agenda

- ACES Overview
- University Transformation
- Faculty Development
- Resources and Support
- Student Centered Activities
- Next Steps and Goals



Academic Careers in Engineering and Science (ACES)

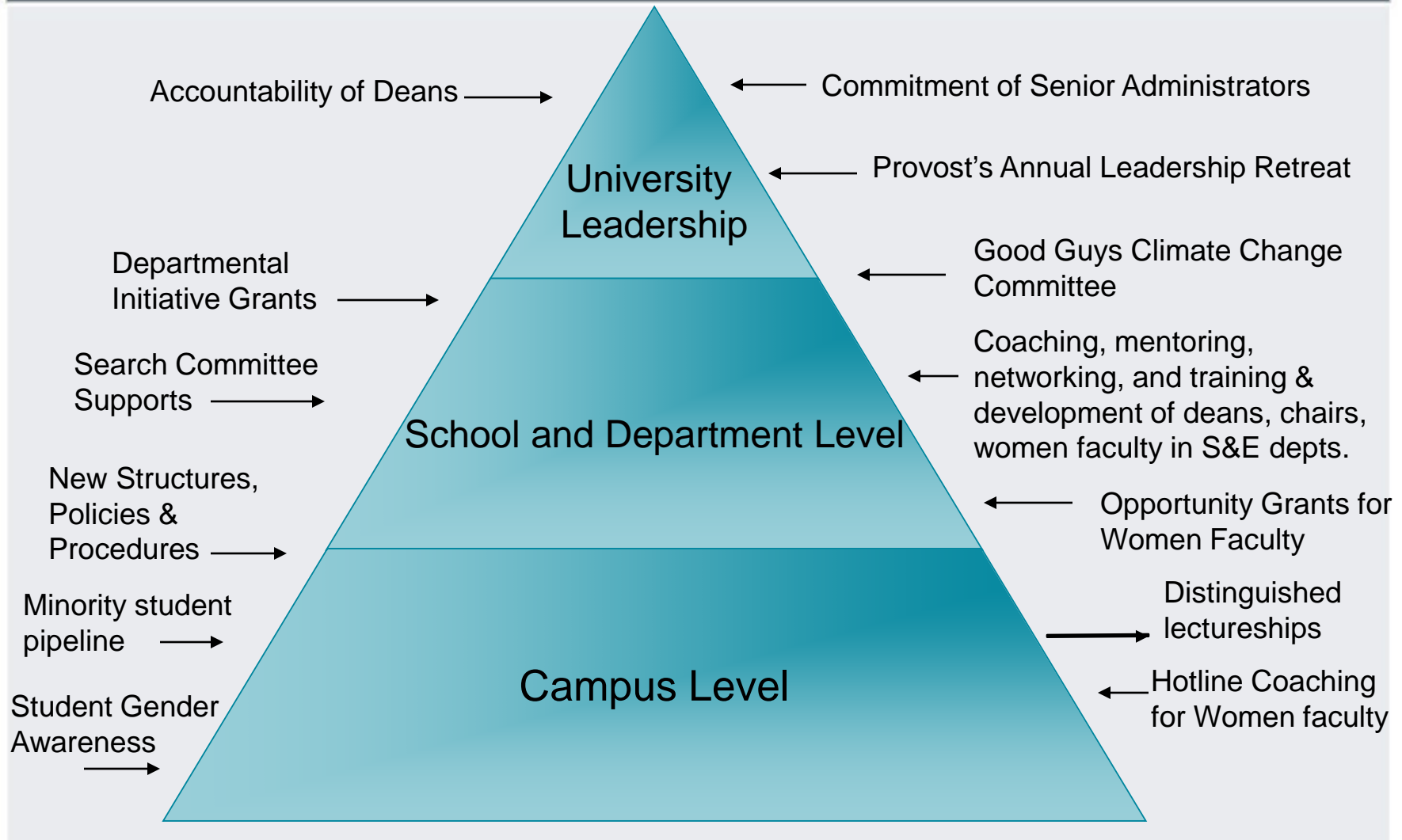
The NSF-ADVANCE program ACES covers four schools and 31 S&E departments, plus university-wide activities at Case Western Reserve University

- 5 year implementation schedule:
 - pilot (2003-04)
 - phase 1 (2004-05)
 - phase 2 (2005-06)
 - phase 3 (2006-07)
 - institutionalization ongoing (2007-08)

ACES Implementation Phases

Pilot Phase (2004) 4 Test Departments	Chemistry (CAS); Mechanical & Aerospace Engineering (CSE); Organizational Behavior (WSOM); Physiology & Biophysics (SOM)
Phase 1 (2005) 10 Departments	Anthropology, Mathematics, Geological Sciences, Political Science (CAS); Biomedical Engineering, Chemical Engineering, Electrical Engineering & Computer Science (ENG); Biochemistry, Molecular Biology and Microbiology (SOM); Marketing and Policy Studies (WSOM)
Phase 2 (2006) 8 Departments	Physics, Psychology (CAS); Macromolecular Science & Engineering, Materials Science & Engineering (ENG); Genetics, Pharmacology (SOM); Economics, Operations Research (WSOM)
Phase 3 (2007) 9 Departments	Anthropology, Astronomy, Biology, Sociology, Statistics (CAS), Civil Engineering (ENG), Anatomy, Neurosciences (SOM), Information Systems (WSOM)
Phase 4 (2008)	Ongoing institutionalization of activities

ACES - Major Initiatives Launched 2003-2006



Indicators of Lasting Institutional Change

Attitudinal Indicators:

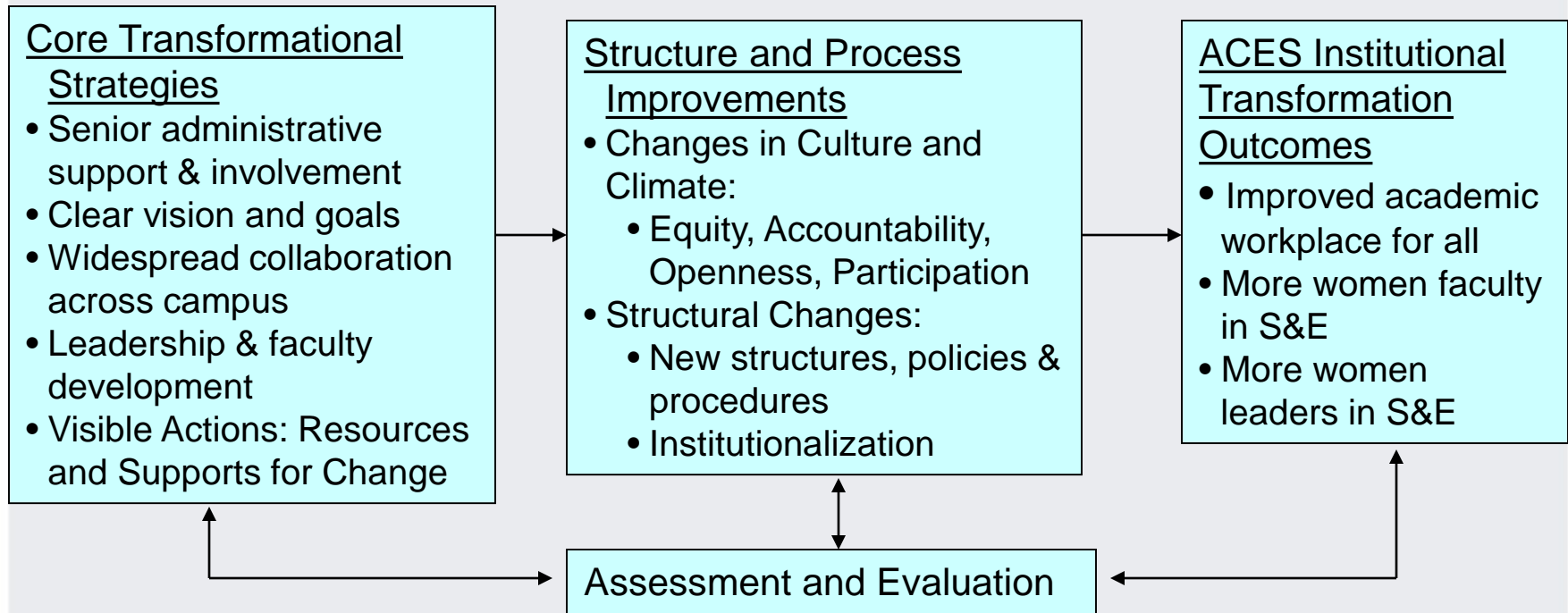
- Awareness changes
 - Consciousness-raising
 - Change in discourse, framing of issues
- Changes in climate

Structural Indicators:

- Change in specific structures, policies or procedures
- Creation of institutionally-funded program/office/position

Adapted from Malley, J. & Creamer, E. Creating Changes That Last: Institutionalizing ADVANCE Transformations. Presentation at Advance PI Conference, May 2006.

ACES Institutional Transformation Model



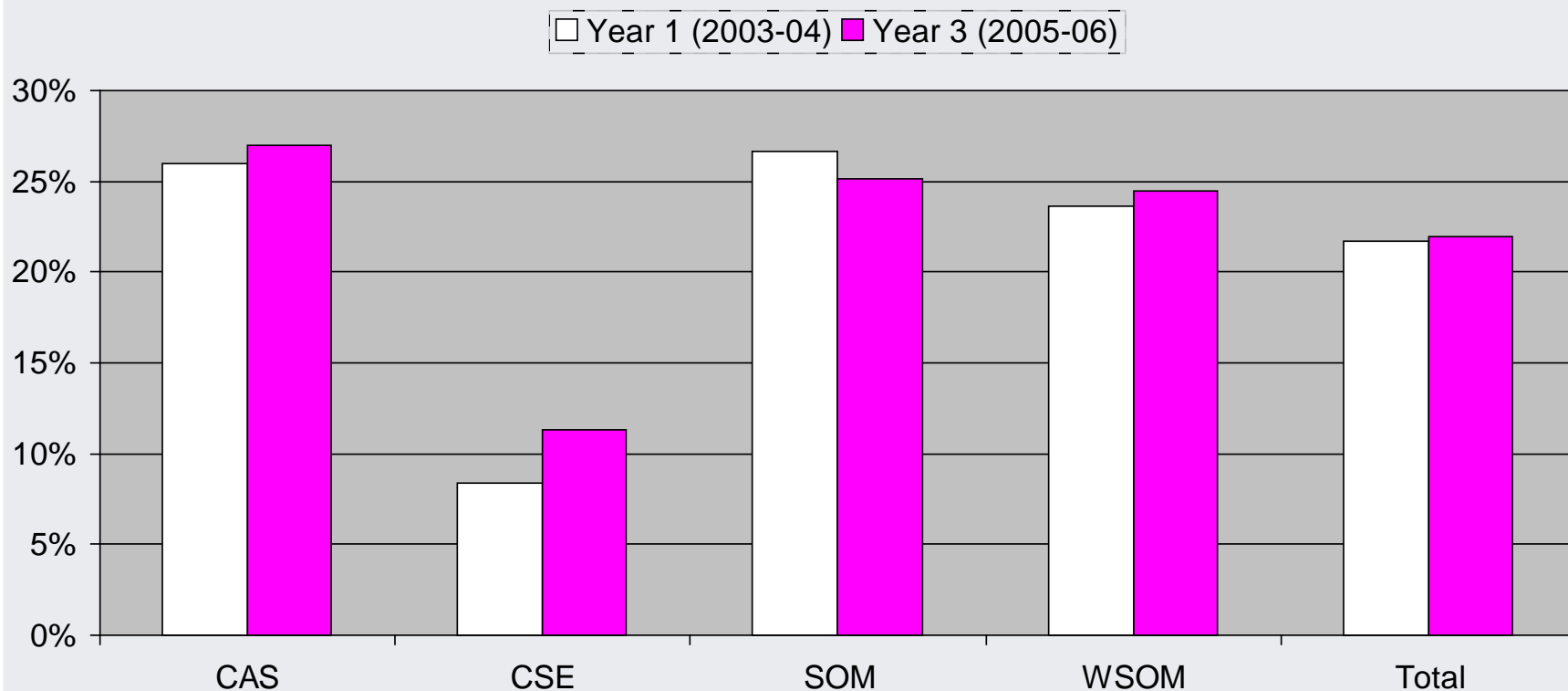
Adapted from Eckel, P.D., & Kezar, A. (2003). *Taking the Reins: Institutional Transformation in Higher Education*. Westport, CN: Praeger Publishers and the American Council on Education.

What We Learned From 2004-06

- **Executive Coaching useful to women faculty and chairs**
Expanded coaching, launched coaching hotline
- **Informal mentoring preferred**
Started department-level workshops on mentoring
- **Great need for faculty development**
DIGs; workshops; strategic planning; leadership workshop for new full and newly tenured faculty; cultural competency training
- **Networking lunches informative & useful for participants**
Campus-wide through FSM Center for Women; lunches for S&E chairs with Provost and Deputy Provost
- **Faculty search committees need support and resources**
New committee training, web resources, supports to diversify the pool and review of pool diversity by deans

NSF ADVANCE Outcomes - Percentage of Women in ACES Departments Years 1-3

Percentage of Women Faculty in 31 NSF-ACES S&E Departments by School: Years 1 & 3





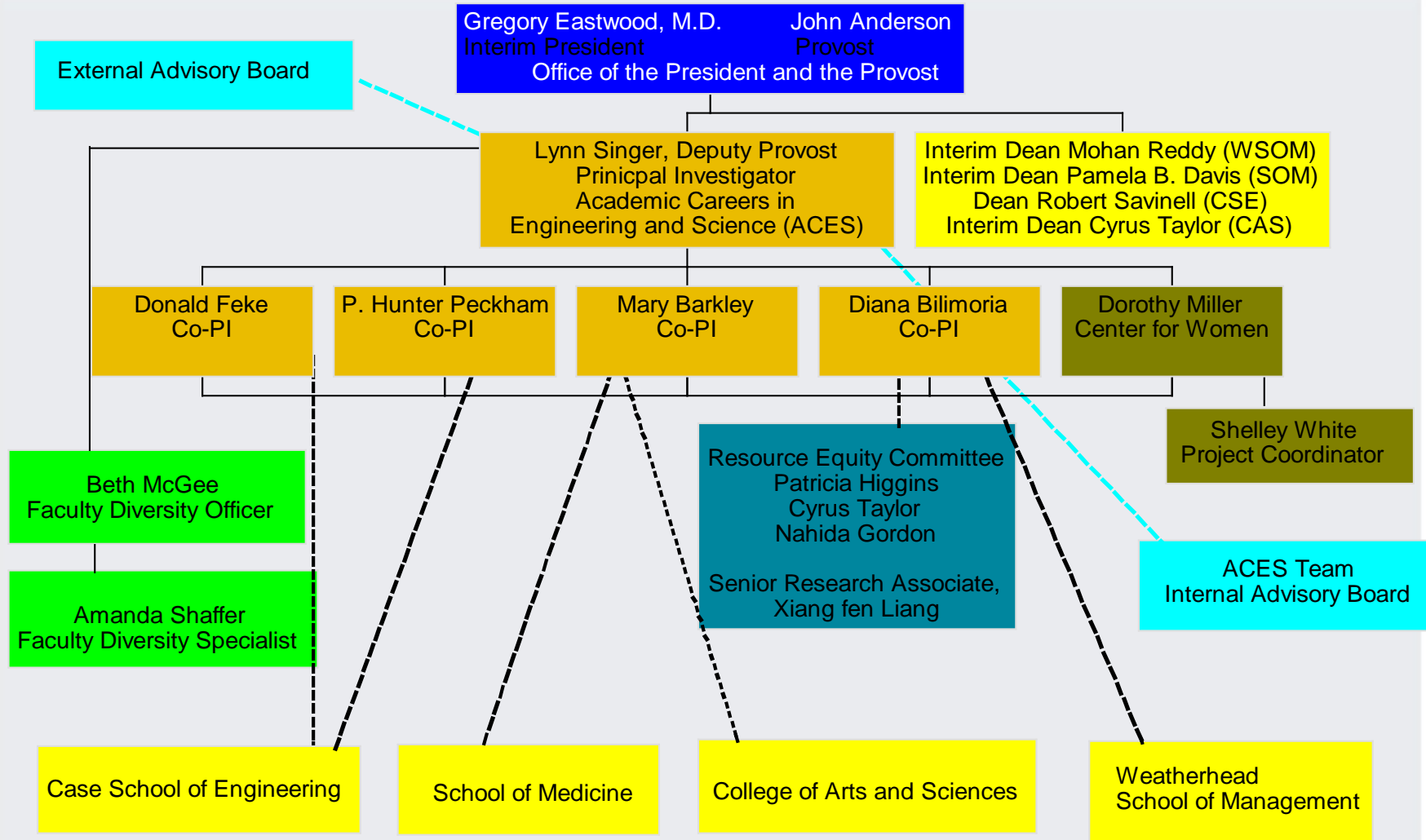
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University-wide Transformation

- Senior Administration Support & Involvement
- New Policies and Structures Created through this Award
- Leadership Development Initiatives

Senior Administration Support and Involvement



Improved Accountability

Deans held accountable by Provost for:

- Diversity activities
- Improved processes (e.g., faculty searches)
- Diversity outcomes

School of Engineering

- Chair evaluations now include a section on diversity activities

New Policies

- Automatic Tenure Extension Policy
- Work release policy
- Partner Hiring Policy
- Domestic Partner Policy
- Mandatory review of candidate pool regarding 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



New Institutional Structures

- Flora Stone Mather Center for Women, 2003
- Ad hoc review committee in School of Medicine for faculty salary equity and climate concerns
- Faculty Diversity web site & LGBT website
- Annual Faculty Exit Survey and New Faculty Satisfaction Survey
- New plans for on-campus childcare center
- New plans to convert existing women's lounges into lactation centers

University-wide Leadership Development Initiatives

- Annual Provost Leadership Retreat
- Annual “Role of Senior Leadership” workshop
- Chair Development workshops: Sponsored seven chairs to attend leadership development workshops
 - Biology, Chemistry, Chemical Engineering, Molecular Biology & Microbiology, Physics, Biochemistry, Astronomy
- Executive coaching provided to deans, associate deans, chairs and associate chairs

Institutionalized Activities/Structures

- Annual Provost's Leadership Retreat
- Faculty Diversity Specialist
 - permanent in Office of the Provost
- Summer Undergraduate Research for Minority Women
 - now part of SPUR
- Graduate Student Position
 - permanent in FSM Center for Women
- Leadership Workshop for newly tenured/full professors
- Bryn Mawr Summer Institute for Women
- Fisk Faculty Exchange program
- Expanded New Faculty Orientation





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Faculty Development

- Executive & Hotline Coaching
- Mentoring
- Faculty Development and Networking
- Grass Roots Climate Change Efforts

Executive Coaching - Participants

- To date ACES has provided executive coaching to:
 - 22 S&E departments
 - 63 tenure track and non-tenure track women faculty at all levels in S&E departments
 - 1 male minority faculty in an S&E department
 - 3 members of the provost's office
 - 2 deans, 2 associate deans
 - 13 chairs and 2 associate chairs
- Total participants: 86

Executive Coaching – Department Chair Feedback

“I found the experience beneficial on many levels, in particular for a deeper understanding of the inter-relations of my professional and personal lives...I have to admit that I now have a much higher resolution picture related to both. The process was also very helpful for better understanding of how I impact the people around me and vice versa. In sum, it was one of the best resources the University has provided me since I arrived at Case. ...I wish the funds existed for the university to provide this resource to every faculty.”

Hotline Coaching - Overview

- Started February 2006
- For sudden questions and opportunities
- 2-3 one hour meetings
- Positive evaluations, Example comment:
“[My hotline coach] and I met and talked yesterday. It was enormously helpful. Our discussion ... has really helped me to sort some things out. I think that this will help me be more productive and effective...Thank you, and ACES, so much for making this possible.”
- Senior Woman Faculty Member



Mentoring

Pilot (2004): Implemented with committee of three mentors; Mentors/Mentees attend “Cultivating a Successful Mentoring Relationship”

Phase I (2005): Added departmental workshops

Phase II (2006) - Conduct workshops by rank or gender

- Conduct mentoring discussions and/or senior faculty panels in each school for junior women faculty
- Encourage peer mentoring of new female faculty and support informal mentoring in departments (e.g., through GGCCC)
- Educate Chairs about the importance of mentoring their women faculty (through coaching, Leadership Retreat)
- Support positive climate change efforts with DIGs

Networking

- Women faculty lunches
- Department Chairs' lunches with Provost
- Faculty Awards and Recognition
- Annual theatre party



Faculty Development Workshops

Twice yearly lunchtime events for all women faculty

- “Success Strategies for Women in Academic Careers”, Sept. 2004
- “Successful Mentoring”, Feb. & Dec. 2005
- “Negotiating in the Academy: A Workshop for Women Faculty”, Nov. 2005
- “Gendered Communication in Academe: Understanding the Gap - Valuing the Differences”, Feb. 2006

Faculty Development - Networking Events and Lectures

- The Academic Chilly Climate, Oct. 2004
- “Women, Leadership, and Building Partnership Cultures”, May 2005
- “Not the Girls of Summers”, March 2005
- “Institutionalizing ACES,” campus-wide meeting with women faculty, Jan. 2006
- “Assessing and Improving Progress of Women in Science”, Lynn Singer at Lubrizol

Good Guys Climate Change Committee

Rationale: climate change can be catalyzed by grass-roots efforts of faculty not in administrative positions.

Approach: a group (~12) of male faculty members, known to be supportive of climate-change issues, were convened in winter 2005.

Activities: The group met throughout spring 2006 to discuss what it may attempt to accomplish as a climate change committee, and decided that it could better address issues pertinent to retention (rather than recruitment).

Future: One member (Neal Rote) has assumed leadership of the GGCCC. Activities are anticipated for Fall 2006.



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Resources and Supports

- Opportunity Grants
- Distinguished Lectureships
- Departmental Initiative Grants
- Search Committee Training

Opportunity Grants

Objective: Provide support for women faculty for current or proposed projects and activities where funding is difficult to obtain through other sources.

Available to tenure and non-tenure track women faculty in 31 ACES departments

Years 1–3 \$368,123 Awarded

- 35 Women faculty from 4 Schools in 21 Departments
 - 2 School of Medicine
 - 10 College of Arts & Sciences
 - 4 Case School of Engineering
 - 3 Weatherhead School of Management

Opportunity Grants - Feedback

In the words of women faculty ...

"The ACES funding was critical as a 'bridge fund', as it allowed me to support a graduate student whom I had trained to do my kind of research until I received my first grant. I have eventually received a career award..."

"The ACES Opportunity grant had the highest impact so far in my career in that ... [it] has allowed me to pay a post-doc half a salary, so I could keep the work in the lab going and spend time with my newborn without having to take a break professionally."

Distinguished Lectureships

Objectives:

- Increased visibility of senior S&E women
- Role models for faculty and students
- Networking and collaboration with Case faculty
- 20 ADVANCE Distinguished Lecturers in 16 Departments



7 College of Arts & Sciences
7 Case School of Engineering
3 School of Medicine
3 Weatherhead School of Mgmt.

Distinguished Lecture Feedback

A quote from a faculty sponsor

“...I would like to express our gratitude for the opportunity to bring Dr. Julie D. Morris to campus as a Distinguished Lecturer...[it] was a rousing success...[and] highly beneficial...Dr. Morris' generated high-level scientific discussions with and among the faculty and students... I believe that the Distinguished Lecturer program has greatly stimulated the scholarly environment”

Steven A. Hauck, II, Asst. Professor, Geological Sciences

Departmental Initiative Grants

Objectives:

- Improve climate/positive departmental change
- Greater inclusion of women and minority faculty
- Enhanced collegiality
- Initiated in 2005 - 1st recipient, Physiology & Biophysics seminar series for women grad students

"The women [grad] students were enthusiastic about this program and are currently setting up a schedule for 2006-2007... the students took the initiative to structure their meetings so each member of the group...presents her research [like] a 10-minute presentation at a conference. The audience then had the opportunity to ask questions about the presentation and provide constructive criticism about the presentation and the presenter's style. The students have found this format extremely beneficial."



Faculty Search Committee Supports

- Development of Training Tools
 - researched best practices
 - interviewed 31 chairs for priorities and build relationships
 - priorities identified: training, new guidelines, web site, PDF forms, dean accountable for diversity of candidate pool
- Implementation of Training
 - interviews about practices/success and challenges of this search
 - tailor training to department/discipline and time constraints
 - Meetings with 22 departments, 10 trainings, 2 in-depth
 - Guidelines & Recruitment
 - Evaluating the Candidate – Best Practices
 - Interviewing & The Campus Visit (new video interview tips)
- Study underway of impact on candidate pool diversity



Faculty Search Committee Supports

- **Campus visits**
 - available for candidate meetings about sensitive issues (day care/nanny referral, domestic partner benefits, partner hiring)
 - arrange meetings with women/minorities outside department
 - provide information on relocation/real estate, arts/culture, schools
- **Non-Academic Partner Hiring Assistance**
 - Assist non-academic partners with job networking
 - In development: Cooperative alliance with Hospitals and local colleges/universities for dual faculty hires/partner placement
- **Climate**
 - Campus network of volunteers to serve on search committees; welcome network for new faculty women



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Student Centered Activities

- Summer Undergraduate Research Program for Minority Women
- Student Gender Awareness for Classroom, Lab and Campus

Summer Undergraduate Research Program (SURP) for Minority Women

Objective:

More minority women students in graduate school

10 weeks ongoing research with faculty mentor

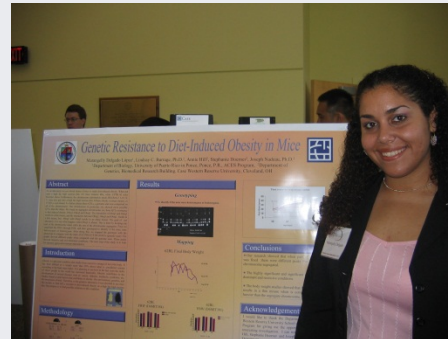
Faculty lectures, student poster presentation

Years 1 - 3

21 students

3 Schools/Colleges

11 Departments



SURP Students and Departments

Departments	2004	2005	2006
Biology	1	1	1
Chemistry (including organic chemistry)	2	2	2
Psychology		1	1
Biomedical Engineering	1		
Chemical Engineering	1		1
Anatomy		1	
Biochemistry	1	1	
Genetics		1	1
Molecular Biology		1	
Pharmacology			1
Total	6	8	7

SURP Student Feedback



"[This experience]... made me realize that I wanted to pursue research along with an MD degree... There is just something about the confidence you get when you participate in programs like this one."

"This program is useful because it portrays women in a field that is male dominated and these women are successful, they have Ph.D.'s and they have their own labs... It encourages women to not be discouraged due to the male dominance in the science field..."

Student Gender Awareness Training

- Undergraduate class sections
- Graduate class sections
- Student organizations

Future Goals

- Continue to raise funds for new endowed chairs
- Determine steps to improve junior faculty and departmental climate issues identified by COACHE survey
- Further examine and rectify salary equity issues identified by Salary Equity Study
- Address gaps in family-friendly policies and practices brought up by Sloan Work-Life survey
- Address recommendations of Summer 2006, ad hoc brainstorming meetings to discuss institutionalizing ACES initiatives

Institutionalization Priorities

- Child Care Center
- Office of Faculty Development
- Ombudsperson
- Institutional Research Office
- Presidential Taskforce on Faculty Employment & Life

Next on the Agenda

- 2:00-2:30 Peer Discussion of ACES Initiatives
- 2:30-3:15 Communication: What They Didn't Teach You in Chair School
- 3:15-3:30 Break for Refreshments
- 3:30-4:15 NSF Indicators and Salary Equity Study
- 4:15-5:00 Creation of Action Plans
- 5:00-6:00 Report out of Action Plans by School

Peer Discussion of ACES

- What has been successful in your department in the last 1-3 years to enhance the recruitment and retention of women faculty?
- How have ACES initiatives helped your department?
 - How has your leadership benefited?
 - How have your women faculty benefited?
- What are the lessons you've learned?

Up Next

3:15-3:30 Break

3:30-4:15 Resource Equity Committee

- NSF Indicators
- Salary Equity Study
- Results from Four Recent Faculty Surveys