



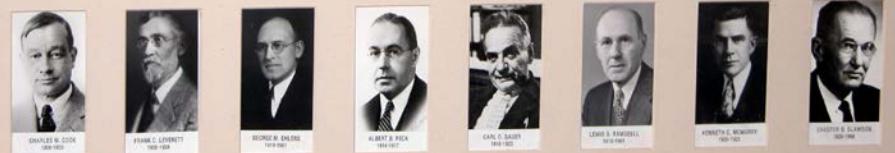
NSF ACES

# Provost's Leadership Retreat

Samuel B. Mukasa

Dept. of Geological Sciences, University of Michigan

# Why I joined STRIDE



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JAMES R. O'NEIL  
1988-1990



MICHAEL C. GURNIS  
1988 - 1993



LYNN M. WALTER  
1989-



SAMUEL B. MUKASA  
1989-



THEODORE C. MOORE  
1989-



MICHAEL J. FOOTE  
1990 - 1994



KENJI SATAKE  
1990-1995



REBECCA J. LANGE  
1991 -



YUXUE ZHANG  
1991 -



PETER VAN KEKEN  
1996-



TOMASZ BAUMILLER  
1996-



RODNEY C. EWING  
1997-



CAROLINA LITHGOW-BERTELLONI  
1997-



LARS P. STIXRUDÉ  
1997-



JOEL D. BLUM  
1999-



MARIA CLARA CASTRO  
1999-



UDO BECKER  
2002 -



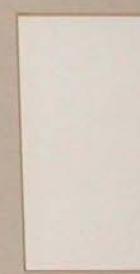
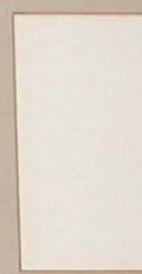
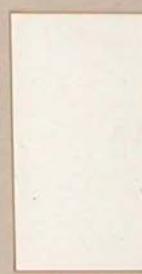
INGRID HENDY  
2002 -



JO BÜHRS  
2003 -



CHRIS POULSEN  
2003 -



# Mission Statement

"The STRIDE committee provides information and advice about practices that will maximize the likelihood that well-qualified female and minority candidates for faculty positions will be identified, and, if selected for offers, recruited, retained, and promoted at the University of Michigan. The committee works with departments by meeting with chairs, faculty search committees, and other departmental leaders involved with recruitment and retention."

# STRIDE's growing agenda

STRIDE increasingly concerned with retention and climate

- Revised presentation to include these topics
- “Continuing (self) education” on family issues
- New program of “workshops” for chairs of search committees to increase number of faculty with knowledge

# Strategies to Reduce Resistance and Backlash

- STRIDE draws on theory without visible theoretical apparatus
  - Uses concepts like “accumulation of [dis]advantage” that apply to other social phenomena as well as to gender
  - Employs analogies (usually provided by Valian’s work) from studies on things other than gender
- Getting men invested and involved
  - Participate on STRIDE and on advisory committees
  - Seek out allies/alliances
  - Men’s contributions recognized
  - CRLT Players
- Focus on students

# Workshop on Faculty Recruitment for Diversity and Excellence

- Introduction—Mel Hochster, Mathematics
- Why Diversity Matters—Sam Mukasa, Geological Sciences
- Unconscious Bias in Evaluation—Wayne Jones, Materials Science and Engineering
- Recruitment—Martha Pollack, Computer Science and Engineering
- Family Matters and Evaluation Bias—Gary Huffnagle, Internal Medicine
- Dual Career and Family Policies—Tony England, Electrical Engineering
- Conclusion—Abby Stewart, ADVANCE

# Why Diversity Matters

## Quality

- Denying the talents and energy of half our population negatively affects the potential quality of future faculty.

## Legitimacy

- Faculty demographics that differ significantly from student demographics carry implicit messages that discourage women from entering the academy; marginalized women faculty further exacerbate this effect.

## Fairness

- We aspire to be a meritocracy but when we fail to recognize women's talents and energies we are practicing another form of inherited privilege.

# Underlying components of the problem

- Lack of critical mass
- Gender schemas
- Evaluation and gender bias
- Accumulation of disadvantage

# Critical Mass

- There are too few women
  - 28 of 249 tenured and tenure-track natural scientists in LSA were women in 2001
  - 30 of 334 tenured and tenure-track faculty in Engineering were women in 2001
- When lack critical mass, increase salience of underrepresented group
  - Trigger reliance on schemas

# Gender schemas

- Non-conscious hypotheses about sex differences that guide everyone's perceptions and behaviors
- Expectations or stereotypes that define "average" members of a group
  - men are instrumental, task-oriented, competent
  - women are nurturing, emotional, and care about relationships
- Necessary
- Shared by men and women
- Likely to apply them when group or category salience is high

# Gender schemas– higher value to being male than female

- More than 1,000 Michigan elementary students described what life would be like if they were born a member of the opposite sex
- 40% of the girls saw positive advantages to being a boy: better jobs, more money and more respect
- 95% of the boys saw no advantage to being female

Mee, C.S. (March 1995) *Women's Education Equity Act Publishing Center Digest*

# Evaluation and gender bias

- University psychology professors prefer 2:1 to hire “Brian” over “Karen”, even when the application packages are identical  
(Steinpreis, Anders & Ritzke (1999) *Sex Roles*, 41, 509)
- Women applying for a postdoctoral fellowship had to be 2.5 times more productive to receive the same competence score as the average male applicant  
(Wenneras & Wold, (1997) *Nature*, 387, 341)
- Utilizing blind auditions increased the percentage of female new hires between 25-46% in women winning orchestral jobs and increased by 50% the probability that women would advance out of preliminary rounds  
(Goldin & Rouse, (2000) *The American Economic Review*, 90, 4, 715-741)
- Letters of recommendation for *successful* male and female candidates for faculty positions in medical school differed in ways that reflected gender schemas  
(Trix & Psenka (2003) *Discourse & Society*, Vol 14(2):191-220, 2003)

# Recruiting Strategies

- Recruit for diversity *and* excellence.
- Search committee composition
- Job definition
- Advertisements
- Active recruiting
- Interviewing tips
- Promote awareness of the issues

# Retention Strategies

- When you succeed: be concerned with climate and retention
- Treat Female Faculty Applicants as Scientists and Engineers, not as "Female Scientists" and "Female Engineers"
- Family-friendly policies: Provide important resources to help both women and men faculty manage households with a single adult or two adults with demanding careers

# Will Change be Easy?

WOMEN IN SCIENCE

## Harvard Faculty Decry Widening Gender Gap

The percentage of women offered tenured slots in Harvard University's Faculty of Arts and Sciences (FAS) has shrunk by half in the past 5 years. In a letter sent this summer to President Lawrence Summers and obtained by *Science*, some two dozen women faculty members called the dramatic drop an unintended result of policies put in place since Summers took office in 2001. Summers, in turn, blames departmental search committees for not looking harder for strong women candidates. Both sides agree, however, that the issue is worth talking about and have

scheduled a sit-down next month to figure out how Harvard can do better.

"The whole concern about increasing diversity on campus has been downgraded," says a senior faculty member who, like other signers who spoke to *Science*, requested anonymity. "We'd hate to go back to a 1980s world at Harvard in which only 7% of tenured FAS faculty are women."

Women are generally underrepresented among the faculty of major research universities, and the situation becomes more pronounced as they ascend the professorial ranks.

In theory, Harvard is in a better position to correct a gender imbalance than most universities, because it rarely awards tenure to those already on campus. But the share of women offered those coveted slots has slumped from 37% of the total pool in 2000–01 to 16% in the academic year that just ended (see graph). That's below the overall faculty ratio of 19.6%, posing a threat to hard-won gains during the 1990s.

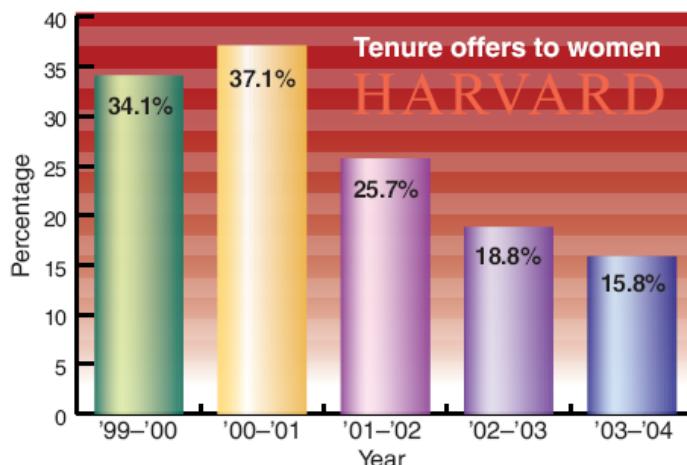
On 18 June, 26 tenured faculty women laid out their concerns in a three-page letter

to Summers and FAS Dean William Kirby. They cited several possible contributing factors, including the elimination of an affirmative action dean in 2001 and the university's emphasis on hiring "rising young stars," an age cohort that one of the signers says "corresponds to a woman's child-bearing years."

On 23 July, Summers and Kirby wrote back. The quest for younger faculty, said Summers, should actually narrow the gender gap, because "the pool of women available in most fields is larger in cohorts at an earlier career stage." Kirby explained that affirmative action is a priority for four new division deans—positions created since Summers arrived—and added that new hiring policies will ensure more "broad and thorough" searches.

Summers and the petitioners concur that the key to improving the situation lies with how department chairs choose to fill their tenured slots. But the signers say Summers needs to lean more heavily on those chairs. "Most members of the search committee are men," says one petitioner, "and they'll often bring in a token woman candidate after they've decided to hire somebody else."

The two sides will discuss the matter at a lunch on 6 October. "We're hopeful about change," says a signer, "because Larry is smart and very educable." —YUDHIJIT BHATTACHARJEE



**Wrong direction.** Women faculty members say Harvard has taken a step back in providing opportunities for women.