Building Bridges:
Creating Connections for the Next Generation of Faculty Leaders

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Vice Provost for Institutional Effectiveness
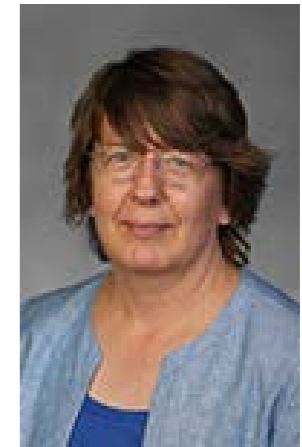Co-Director

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Building Bridges

Work to develop a supportive network of current and future faculty leaders to:

1. Advance the careers of post-tenure women and URM faculty

2. Create a cohort of institutional change agents

Challenges

Barriers to Leadership

- Time commitment, loss of work-life balance

- Loss of research time, chance for promotion

- Lack of mentoring, training, preparation

- Isolation, lack of role models

- Bullies, negative power structure, what colleagues will think

- Not getting credit for what we already do…

Based on discussions at IDEAL-N Women Faculty Leadership Breakfasts and various survey and interview data

Challenges

"Secret Service"

Service activities that remain largely invisible, unrewarded, and taken-for-granted by institutions and institutional members

- Relationally oriented, qualitatively rich, and collaborative
- Disproportionately affects women and faculty of color
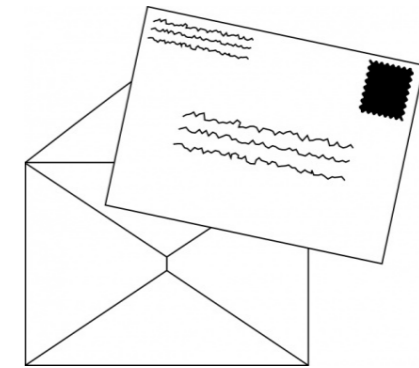
Hanasono, L. K., Broido, E. M., Yacobucci, M. M., Root, K. V., Peña, S., & O'Neil, D. A. 2018. Secret service: Revealing gender biases in the visibility and value of faculty service. *Journal of Diversity in Higher Education.* doi: 10.1037/dhe0000081

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Challenges

(Re)Negotiating Identities

"Going to the Dark Side"

Need to build bridges between faculty and administrators

Faculty Survey Results (N = 388)

Identifying with administrators was predictive of faculty members' intention to pursue a leadership position (*Wald statistic* = 6.93, *β*= 1.55, *p* = 0.008)

**MAC Academic Leadership Interview Study (N = 20)**

Illuminates how negative faculty-administrator relations damages the academic leadership pipeline

Sustainable Solutions

Institutional and Structural Change

- Inclusive leadership training for chairs/directors, deans

- Leadership training programs (e.g., HERS Institute, MAC Academic Leadership Development Program)

- Clear and measurable Diversity & Inclusion plans
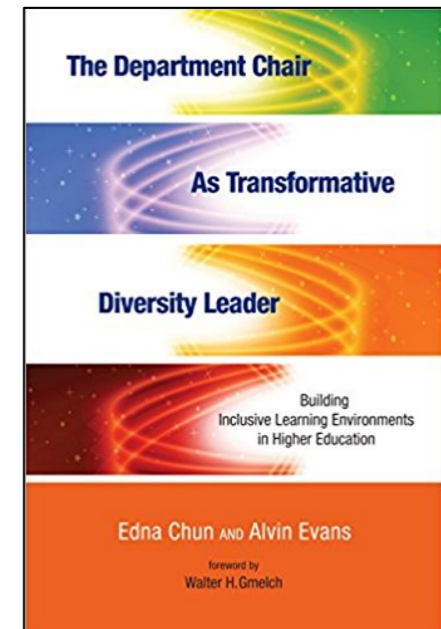
Sustainable Solutions

Institutional and Structural Change

- Climate surveys

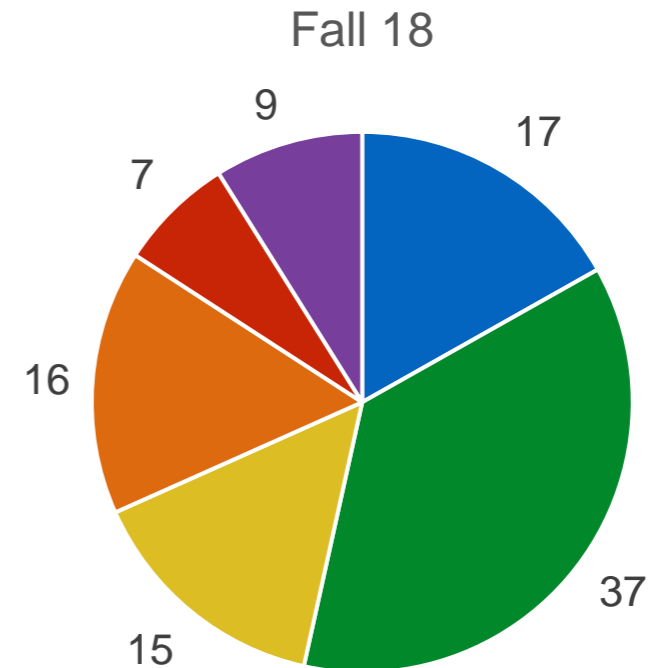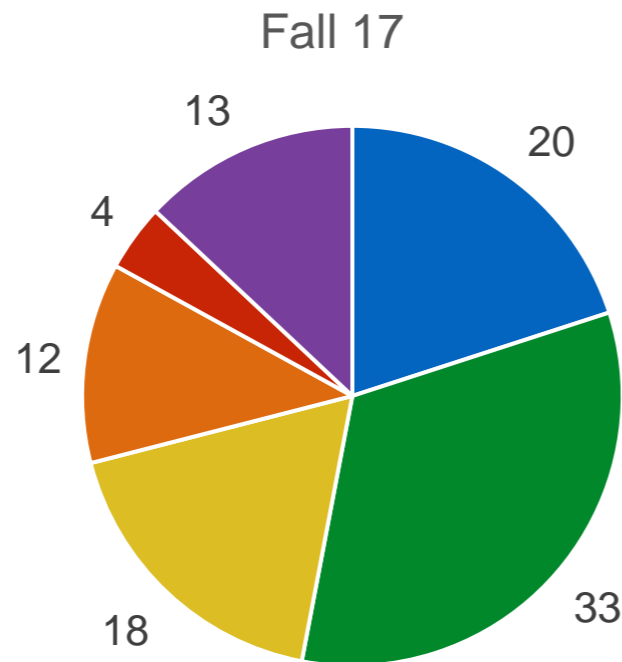- Better metrics to track progress, e.g., turnover quotient*

*Moreno, J.F. et al. 2006. *The Revolving Door for Underrepresented Minority Faculty: An Analysis from the Campus Diversity Initiative*. Claremont, CA: The James Irvine Foundation Campus Diversity Project.
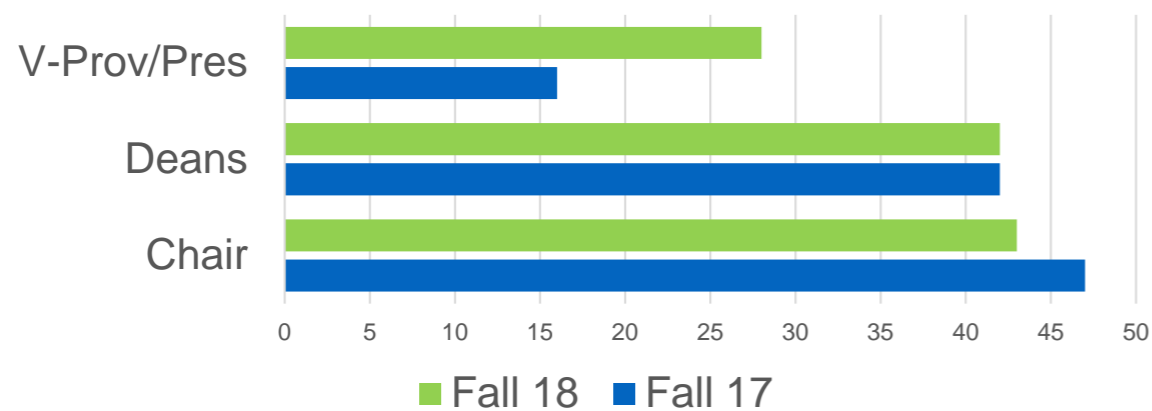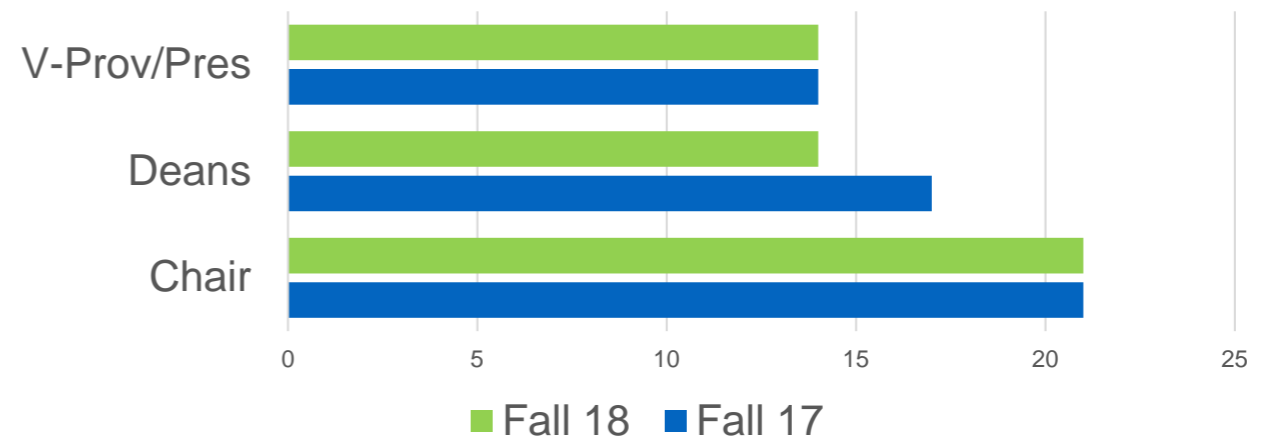
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Preliminary Data

Fall 17

Legend:
- Tenure F
- Tenure M
- Tenure Track F
- Tenure Track M
- NTT F
- NTT M

Values: 20, 33, 18, 12, 4, 13

Fall 18

Values: 17, 37, 15, 16, 7, 9

Female STEM Administrators

Category	Fall 18	Fall 17
V-Prov/Pres	28	16
Deans	42	42
Chair	43	47

(x-axis: 0, 5, 10, 15, 20, 25, 30, 35, 40, 45, 50)

URM STEM Administrators

Category	Fall 18	Fall 17
V-Prov/Pres	14	14
Deans	14	17
Chair	21	21

(x-axis: 0, 5, 10, 15, 20, 25)

Sustainable Solutions

Interpersonal and Individual Change

- Women Faculty Leadership Breakfasts

- Learning communities, book clubs on leadership

- Mentoring, job shadowing programs

Sustainable Solutions

BGSU ALLIES

NSF ADVANCE-Adaptation grant (2018-2021)

Goal is to make allyship and inclusive leadership the norm and expectation at BGSU

Develop faculty allies within departments and inclusive leaders across the university

to the IDEAL-N Project Team and all the IDEAL-N participants!