



CASE WESTERN RESERVE  
UNIVERSITY EST. 1826

# Consolidating our Gains, Shaping our Future

## 5th Annual Provost's Leadership Retreat

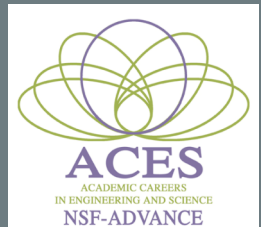
November 5, 2008

Lynn T. Singer

Deputy Provost &

Vice President for Academic Programs

Principal Investigator, NSF- ADVANCE, ACES



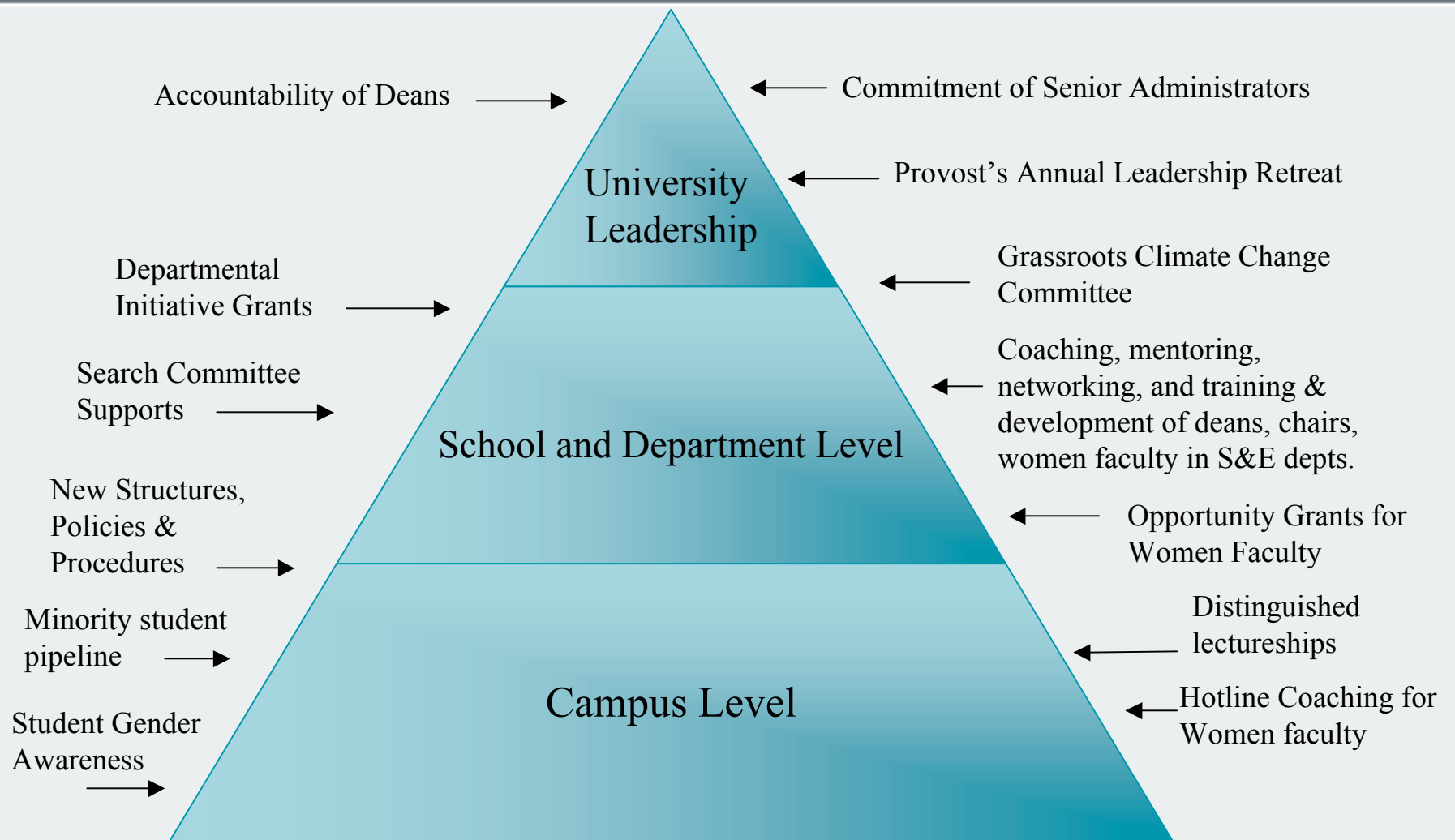
# Academic Careers in Engineering and Science (ACES)



- 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



# 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

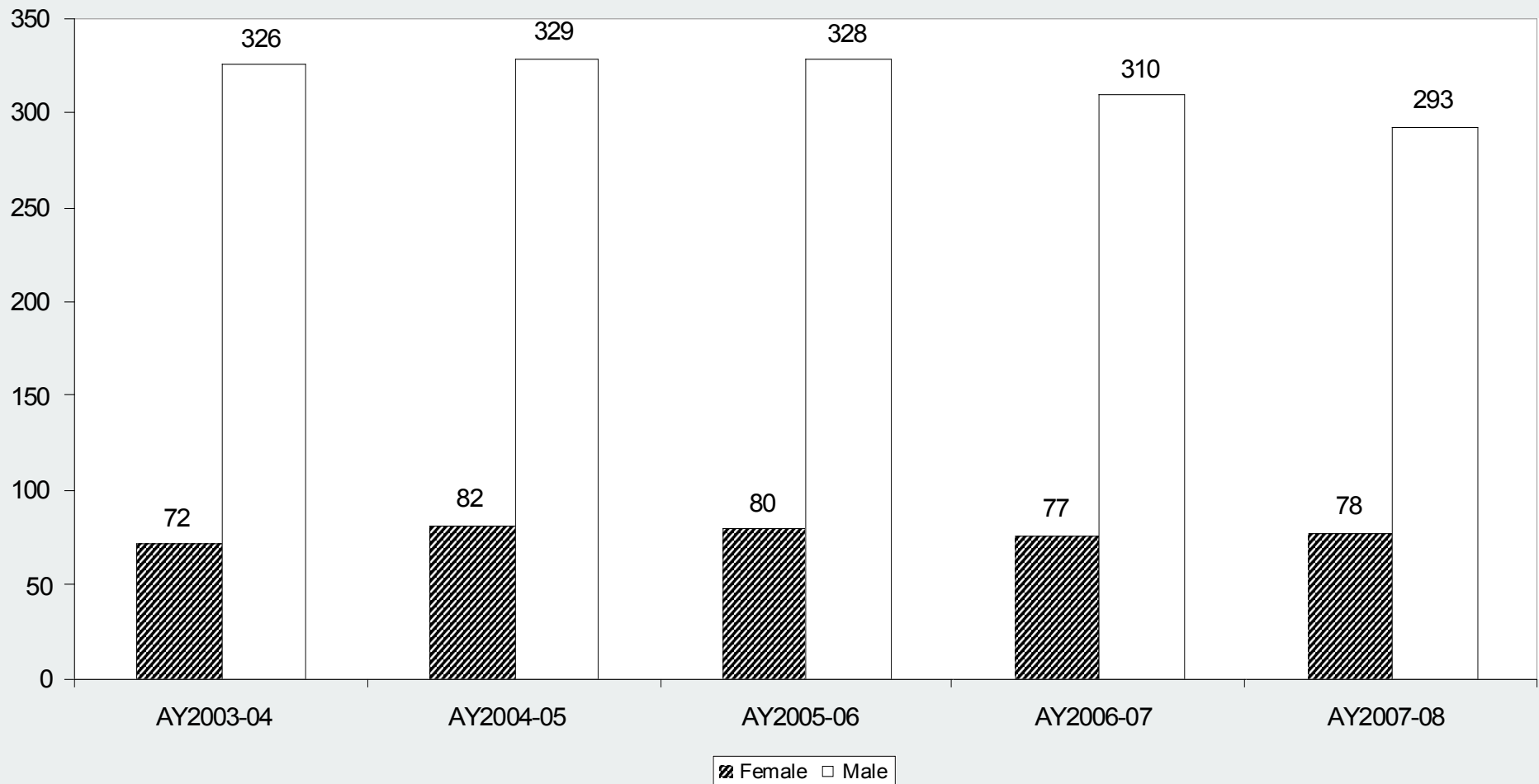
Increase the percentage of S&E women faculty at CWRU over baseline by 20% over the 5-year period.

## 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 Departments by Gender from AY2003-04 to AY2007-08



# 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

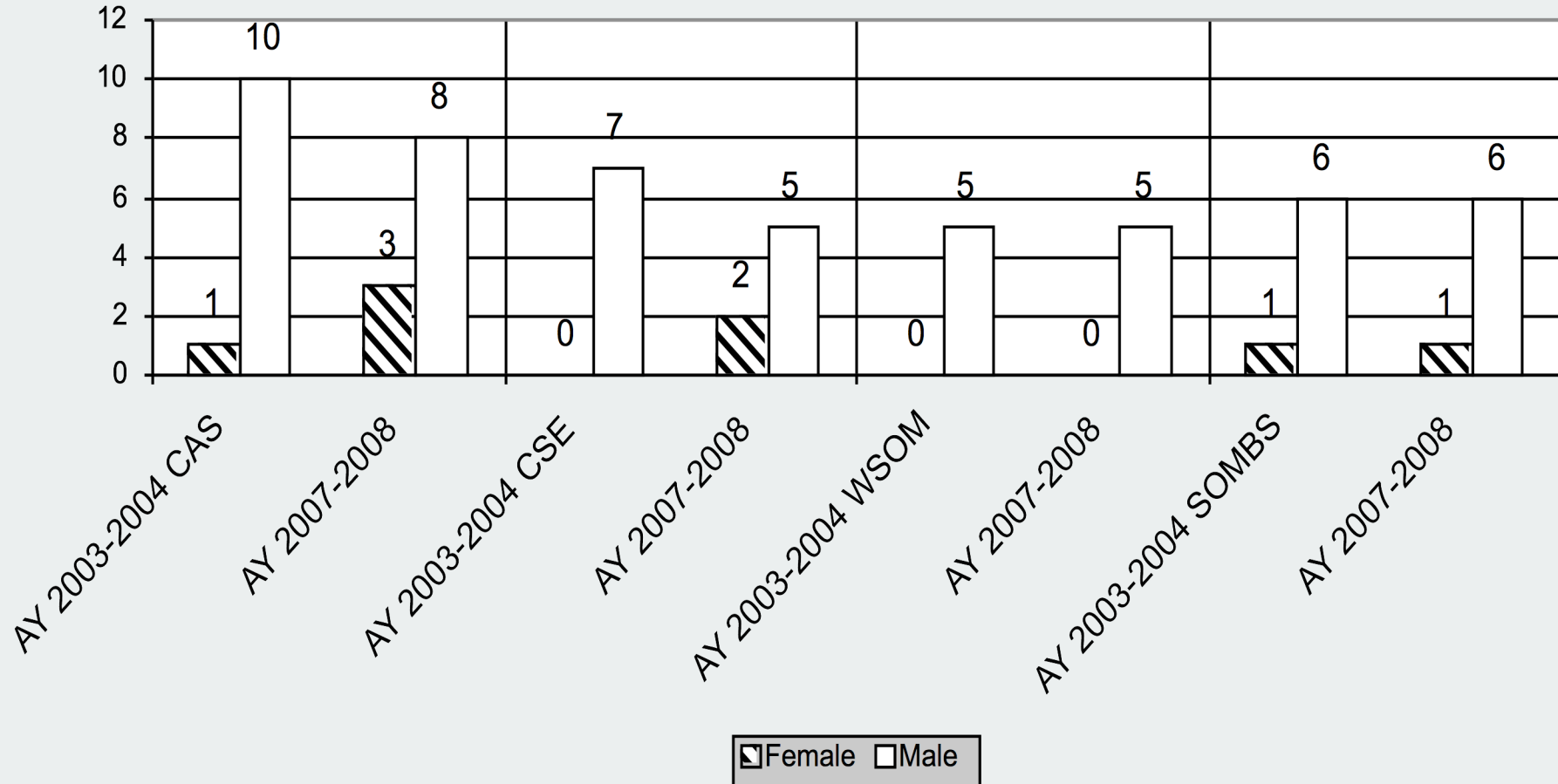
# Criteria for Accountability of Deans – Indicators of ACES Success

## **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](http://www.case.edu/admin/aces/annualreports.html)

# Number of Department Chairs in S&E by School and Gender 2003/04 - 2007/08

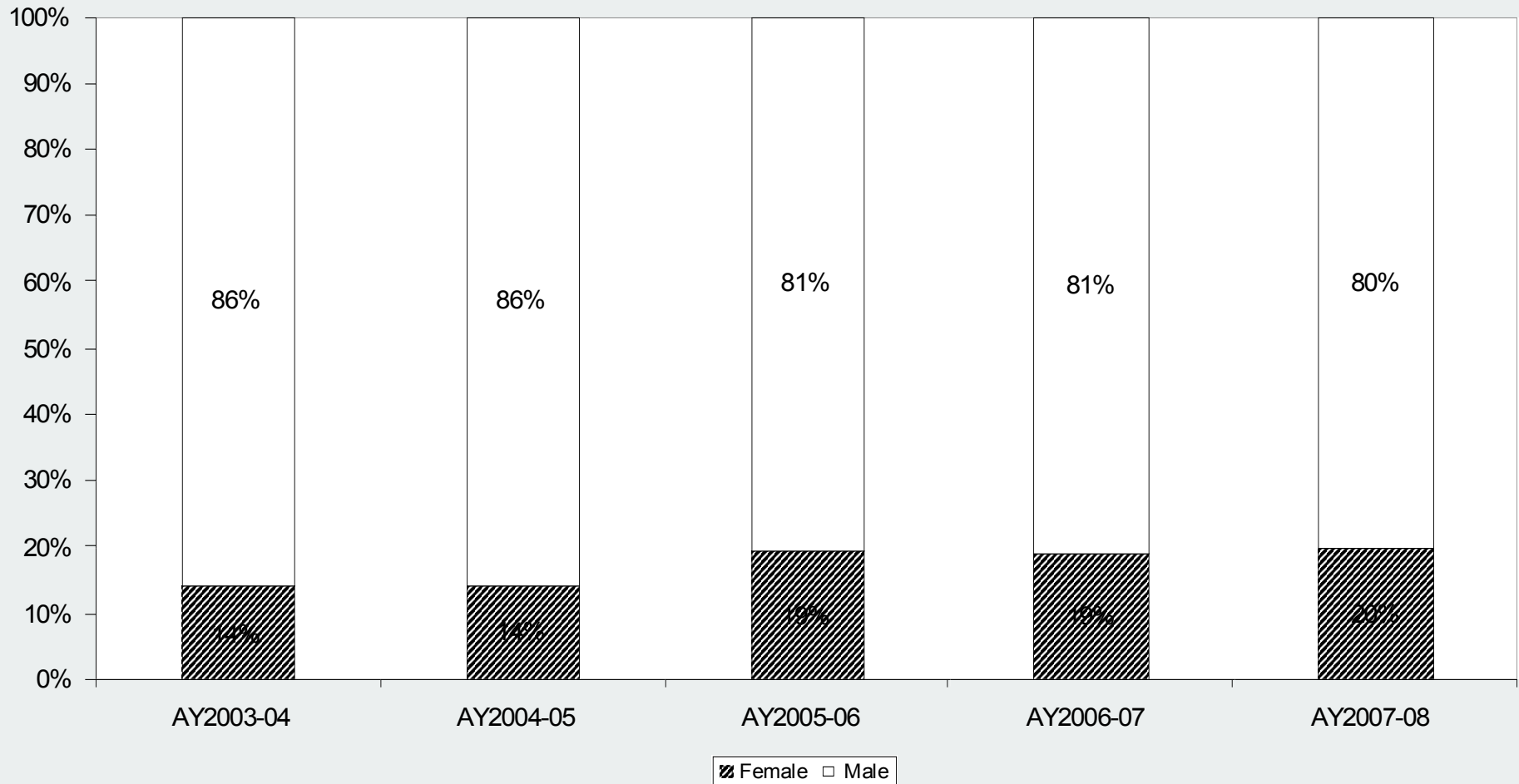
**Number of Department Chairs in the 31 S&E Departments by School and Gender  
AY 2003-04 and AY 2006-07**





# Percentage of S&E Faculty Holding Endowed Chairs from AY 2003/04 - 2007/08

Percentage of S&E Faculty Holding Endowed Chairs  
from AY2003-04 to AY2007-08



# Administrative Positions, November 2008

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

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

- In CSE there was no change in the number or percentage of women faculty at Associate level (5% 2004, 4% 2008)
- Women full professors increased from 15% to 16%
- In 2004 there were no women department chairs. In 2008 there are 2 women department chairs (Mechanical & Aerospace and Electrical Engineering and Computer Science)
- 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

# Advancement and Retention School of Medicine

- 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

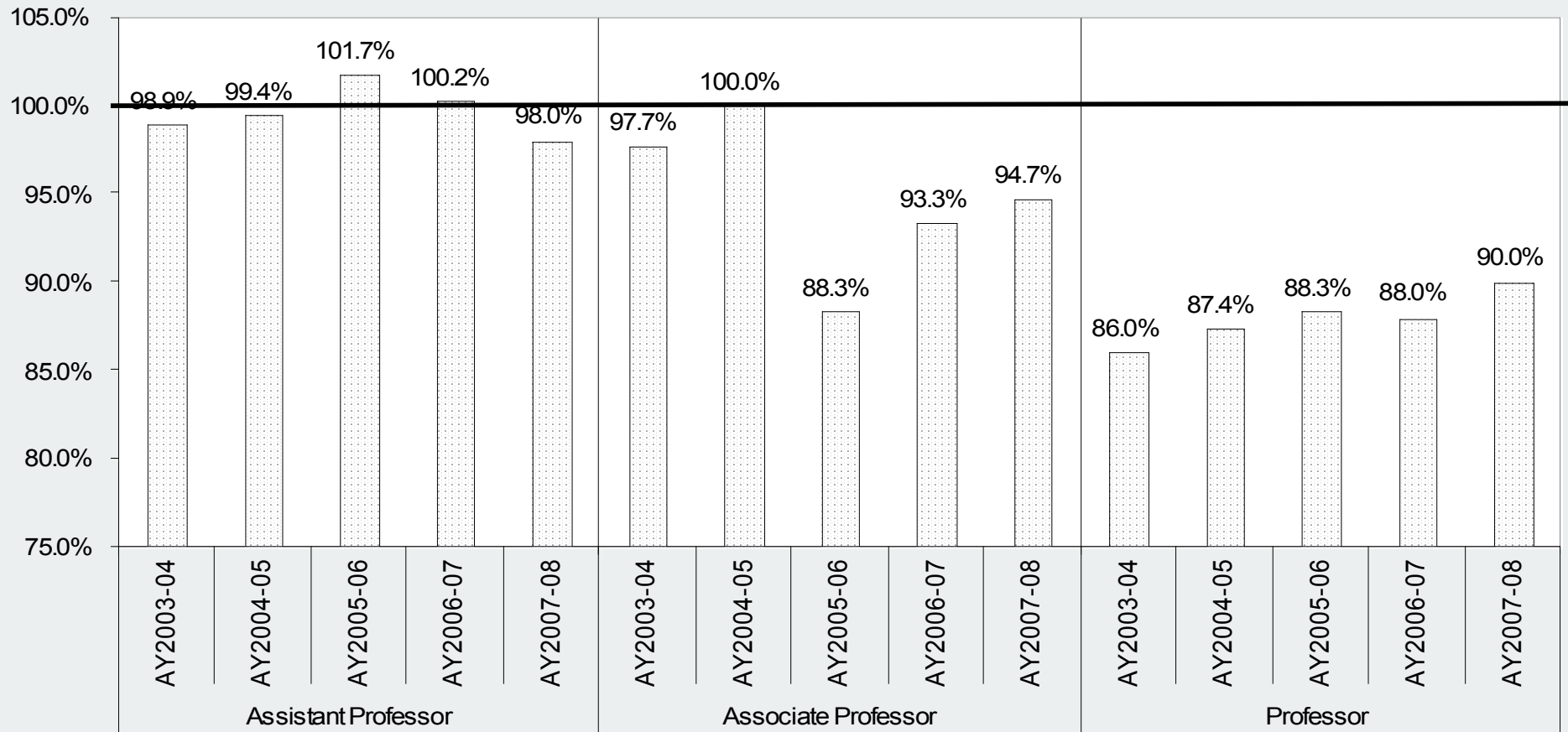
- Improve qualitative perceptions and ratings of climate, as ascertained through focus groups, interviews, and surveys
- Increase resource equity for women faculty, including salary equity, teaching loads, lab space, retention perks, etc.
- Increase the percentage of women invited to campus as distinguished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





# 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

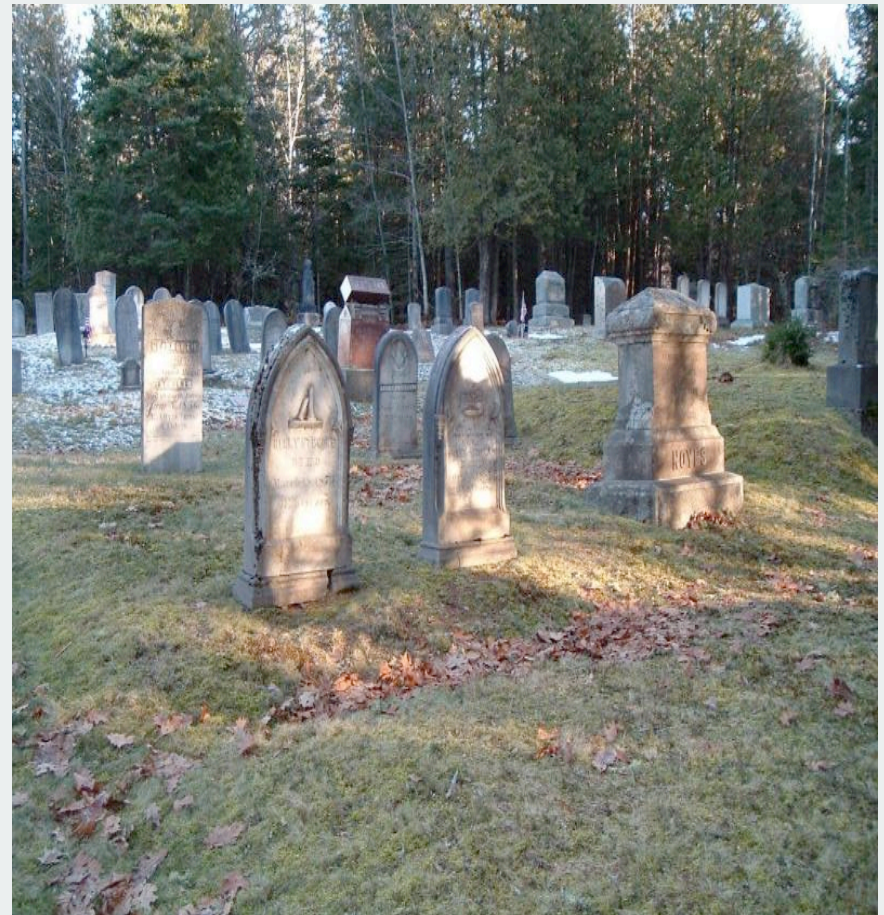
# Academic Transformation is Possible Through Leadership Commitment

“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)

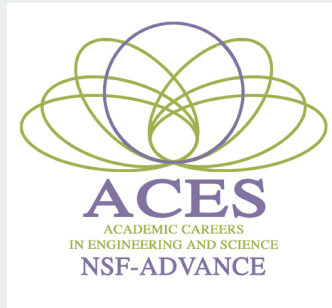


# Institutionalized Activities/Structures

- 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





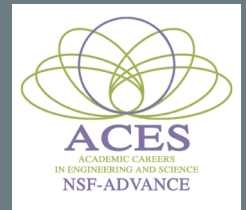
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# Q & A

## 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

