Building Gender Equity in the Academy: Institutional Strategies for Change

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Advance organizer

What’s the problem?

A systems approach to institutional change

What have we learned?

Change strategies to promote gender-equitable workplaces

-----Time for questions-----

Where are we going?

Areas where more research is needed

More questions
Research basis for this work

Initial sample: First 19 institutions to receive ADVANCE Institutional Transformation (IT) awards
• 150 documents - 160 MB of text data
• 19 interviews with leaders
• 5 institutional case studies (115 interviews with 171 people)

Two 1.5-day focus-group workshops with 32 experts from 17 later ADVANCE IT projects & other STEM change projects
with coPI Kris De Welde, College of Charleston
implicit bias & explicit exclusion
unwelcoming & unsafe work climates
challenges in integrating work with life
intersection of marginalized identities
losses of morale & confidence
→ accumulated disadvantage
Key themes: systems & context
Interrupt biased processes (Ch3)

Reboot workplaces (Ch4)

Support the whole person (Ch5)

Foster individual success (Ch6)
Interrupt Biased Processes (Ch3)

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<thead>
<tr>
<th>Strategy 1</th>
<th>Strategy 2</th>
<th>Strategy 3</th>
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<td>inclusive recruitment &amp; hiring</td>
<td>equitable processes of tenure &amp; promotion</td>
<td>strengthened accountability structures</td>
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Rationale
Relevance – purpose & audience
Models – and many examples
Evaluation – strategies & findings
Affordances and limitations
## Interrupt Biased Processes (Ch3)

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<td>• supporting tenure candidates</td>
<td>• assigning sign-off power to an</td>
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Organizational strategies for more equitable practice

Interrupt Biased Processes
1. Inclusive recruitment & hiring
2. Equitable processes of tenure & promotion
3. Stronger accountability structures

Reboot Workplaces
4. Development of institutional leaders
5. Approaches to improving departmental climate
6. Enhanced visibility for women & gender issues

Institutional supports for individuals

Support the Whole Person
7. Support for dual-career couples
8. Flexible work arrangements
9. Practical family-friendly accommodations

Foster Individual Success
10. Faculty professional development
11. Grants to individual faculty
12. Mentoring & networking activities
Problem: Lack of data on inequities, lack of transparency in processes
Context: private institution

Strategy 3: President’s Advisory Council on Women formed & exerted pressure to acquire data

Strategy 3: New accountability tools for chairs & deans

Problem: climate & advancement for women
Context: high autonomy of departments

Strategy 4: executive coaching for chairs
CWRU Portfolio

**Faculty development**
- Executive coaching of chairs
- Grants to women faculty
- Dep’t grants for climate work
- Lecture series

**Faculty recruitment & hiring**
- Search cttee & chair training
- Increased dep’t accountability
- Faculty training on cultural capital

**Transparency & accountability**
- Formalized policies for tenure clock, family leave, dual career
- Strong campus communication
  - Data gathering & reporting
  - Chair & dean accountability

**Additional observations**
- Strong & stable leadership team, well connected to institutional leadership
- Comprehensive communication effort
- Learning from failure
- Commitment to share lessons learned
Questions?
Advance organizer

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New frontiers: Content of change initiatives

- Analyze equity of faculty workloads and impact on advancement
- Analyze the impact of bias across organizational processes. Ally work, combating microaggressions, professional societies, intersectionality in change projects.
- Strategies for evaluating complex equity (& other) initiatives. What does success mean? What are measurable outcomes? Whether & how to attribute change in complicated, multi-strategy initiatives
- Need for case studies of mature programs and analyses of critical components (Century et al.)
New frontiers: Processes of organizational change “scaffolding” for change strategies
“A model postulating free diffusion of signal proteins is not able to sufficiently explain the efficiency of signaling...”

Scaffolding proteins “bind... and serve as platforms...” for efficient signaling function

Diagram from Meister et al., 2013; quote from Meister et al. Figure 2
We suggest:
Change projects may also be more efficient and impactful if multiple interventions are more strongly coupled

Scaffolding processes may “bind... and serve as platforms...” to support & connect strategic interventions

Adapted diagram from Meister et al., 2013; quote from Meister et al. Figure 2
Developing allies

Building a leadership team

Communicating with diverse stakeholders
Research questions

What scaffolding processes facilitate change?

How do these processes vary in specific contexts?

How do these processes relate to the success of specific interventions or strategies, and of the change initiative overall?
Thanks...

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- the National Science Foundation
- All of you for attending

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