

Mentoring as a Component of Institutional Transformation at UC Irvine

Susan Bryant: ADVANCE PI

Vice Provost Herb Killackey: Co-PI

Dean Debra Richardson: Co-PI

Dr. Priscilla Kehoe: Founding Director

Dr. Douglas Haynes: Current Director

University of California, Irvine

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Key Elements of UCI's ADVANCE Program

- Focus on women faculty but all aspects open to all
- Recruitment of faculty
- Mentoring of faculty, postdocs and graduate students
- Central role of faculty in recruitment
- Essential role of high level leadership
- Each school faces discipline-specific challenges
- Growth phase provided opportunity for progress

Equity Advisors for each school

- A senior & respected faculty member in each school
- NSF funded STEM areas, UCI remainder
- EA Serves as Faculty Assistant to the Dean
- Three-year term (\$15,000 annual stipend)
- Monthly meeting of all EAs
- EA rep serves on APG where recommendations about FTE distribution are made

Role of Equity Advisors

- Meet with all search committees at beginning
 - Data on availability
 - MIT report, other literature
 - Developed “Best Practices” brochure
 - Developed situational vignettes DVD
- Signature authority on AP 80A, AP80B
- Implement mentoring programs
- Proactively investigate inequities

AP80A: Search Plan & Advertisement

**Search Plan and Advertisement
for Regular Ranks Faculty (FTE) Position**

Part I. Information about the position:

Recruiting School/Department: _____
Proposed title(s)/level(s): _____ Salary Control #: _____
Appointment Begin Date: _____ Closing Date of Advertisement: _____
Candidate PhD requirement/area(s) of expertise (from NORC/AAMC listing): _____

Part II. Search Committee:

List chair and members of search committee (include both men and women): _____ *

Part III. Advertising plan:

A. **Advertisement** - Attach copy for approval. *

B. **Web sites** - This advertisement will be placed on the following UCI web sites:

- UCI Employment Opportunities - <http://www.uci.edu> (required)
- _____ (optional)
- _____ (optional)

C. **Publications** - If the advertisement will be published in professional journals or magazines, please list the name of the publication and the month that the ad is expected to appear.

- _____ Month: _____
- _____ Month: _____
- _____ Month: _____

Part IV. Selection criteria: Briefly describe criteria to be used to select the final candidate.

Department Chair: _____ Date: _____
Equity Advisor: _____ Date: _____
* Dean's Approval: _____ Date: _____
Academic Affairs: _____ Date: _____
Department Contact: _____ Phone: _____ Email: _____
Dean's Office Contact: _____ Phone: _____ Email: _____
JOB NUMBER: _____

9/05 Form UCI-AP-80A

- Required to initiate a search
- EA reviews ad and composition of committee
- “UCI is an equal opportunity employer committed to excellence through diversity, and strongly encourages applications from women, minorities and other under-represented groups. UCI is responsive to the needs of dual career couples and is dedicated to work-life balance through an array of family-friendly policies, and is the recipient of an NSF Advance award for gender equity.”

AP80B: Interim Search Activities Report

Interim Search Activities Statement for Regular Ranks Faculty (FTE) Position

Part I. Information about the position:

Recruiting School/Department: _____
Proposed title(s)/level(s): _____ Begin Date: _____

Part II. Information about the search process:

- A. _____ Attach a copy of the approved Search Plan and Advertisement (Form UCI-AP-80a)
 _____ Attach a copy of the position advertisement(s) posted on web site(s).
 _____ Attach a copy of all other advertisements, annotating the publication and month the advertisement appeared.
- B. If you augmented the search process with alternative search methods, please attach the following (if applicable):
 _____ For letters to other institutions - sample letters and list of names and addresses used for the mailing.
 _____ For postings on bulletin boards or at meetings - attach a list of posting date(s) and location(s) where posted.
 _____ For telephone canvassing - list of questions asked and names of individuals called.

Part III. Applicant pool and candidates to be interviewed.

A. Analyze the Applicant Pool - Complete either Section 1 or Section 2.

1. Attach Academic Recruitment Analysis Report from FAST (Faculty Applicant Survey Tracking system).
If the response rate in FAST was lower than 50%, complete Section 2 below.
2. How many applications did you receive? _____ Indicate gender and ethnicity of applicants:

	<u>Caucasian</u>	<u>Asian</u>	<u>African American</u>	<u>Hispanic</u>	<u>American Indian</u>	<u>Pacific Islander</u>	<u>Unknown Ethnicity*</u>
<u>Male:</u>							
<u>Female:</u>							
<u>Unknown Gender*:</u>							



*Federal regulations require that we make a good faith effort to identify the gender and ethnicity of applicants.

- B. List the candidates who will be invited to interview (please attach Curriculum Vitae for each). If gender and/or ethnicity are unknown, indicate with a "U" in the space provided.

<u>Candidate Name</u>	<u>Gender</u>	<u>Ethnicity</u>	<u>Year of Ph.D. (or highest degree)</u>
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Department Chair: _____ Date: _____
Equity Advisor *: _____ Date: _____
Dean: _____ Date: _____

* Note: any equity advisor may sign but make sure the equity advisor(s) in your school receive(s) a copy.

11/05

Form UCI-AP-80b

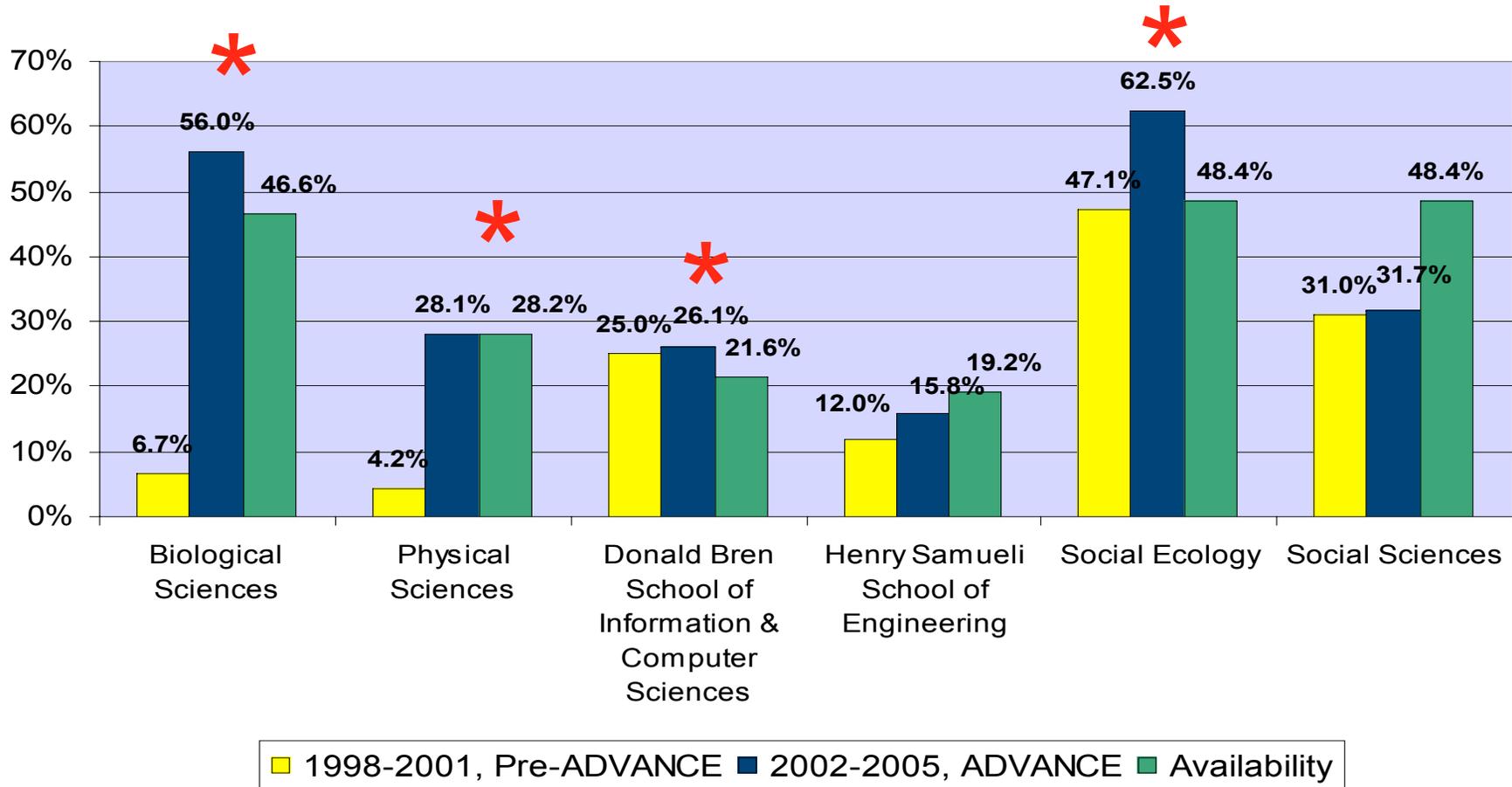
- Required before inviting short list for interviews
- EA reviews pool compared to availability
- EA reviews short list compared to pool

Evidence: Looking at the data

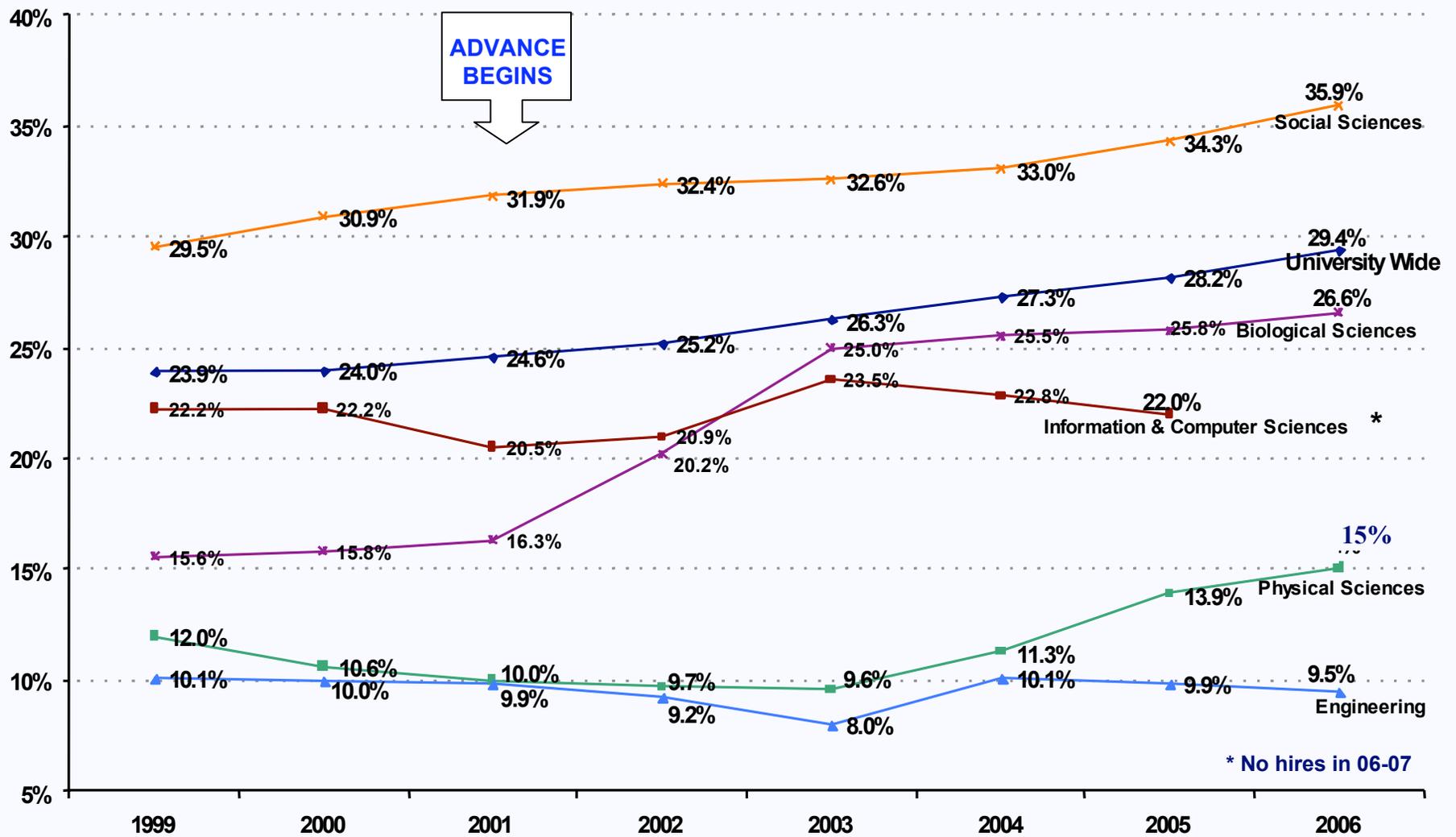
- Women Faculty
- Underrepresented Minority (URM) Faculty

Women: % of new hires by school

Women as a Percent of Newly Hired UCI Faculty, by School, 1998-2001 (Pre-ADVANCE) and 2002-2005 (ADVANCE Period) with Availability Data



Prior to ADVANCE, hiring in several STEM schools lagged behind availability. During ADVANCE representation of women among new hires changed to match or exceed availability in several schools



Social Sciences includes: SocEcol, SocSci & Business.
 (Education, Arts and Humanities are not included in this data set.)

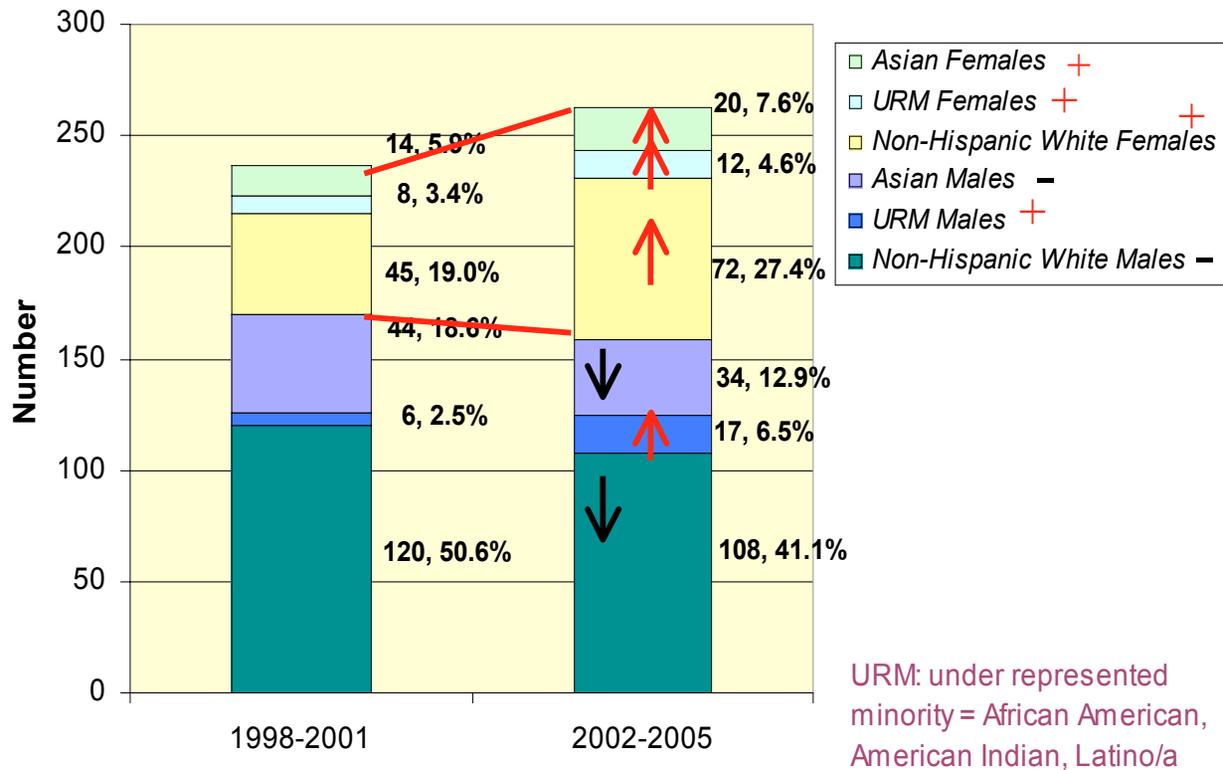
* No hires in 06-07

Impact of Career Partner Program

- Successful version of CPP introduced in 2001
- Campus-wide have hired 54 faculty (27 couples):
- In 15 partner cases, the initiating partner was a man
- In 12 cases, the initiating partner was a woman
- As a result 28 women and 26 men were added to the faculty
- Of the women hired through CPP, more than half (15) were in STEM disciplines

URM: % of new hires

Regular Ranks Newly Hired Faculty at UCI, by Gender and Ethnicity, 1998-2001 and 2002-2005



Hiring of under represented minority faculty increased across campus during ADVANCE

Institutionalization of ADVANCE

- Campus committed to maintain 1 EA/school
- Expand EA role to include attention to ethnic diversity in faculty hiring, mentoring, retention & advancement
- 50% time faculty Director of ADVANCE
 - UCI senior faculty member w/demonstrated commitment to gender and ethnic equity
 - Serves on APG & Academic Council
 - 3-year term
 - Compensation modeled on dept chairs

Unfinished Business

- Transform the culture of the university
 - Workplace that works for all--faculty of all types, staff, students, postdocs
 - Foster an understanding that all members of the university need to see their importance to the whole, to have input within the structure, and to be mentored towards new opportunities
- Maintain momentum
 - on hiring, retention, mentoring and advancement for equity and diversity
 - on making changes that will transform our institutions
- Step up mentoring to extend beyond coaching
 - Move from how to adapt to what exists, to how to change what we have
 - Develop life long networks for nominations and awards
- Transform the Professions and Granting Agencies
 - From command and control to cooperative
 - Open access publication
 - Blinding articles and grants to be reviewed
 - Signing reviews
- NIH to initiate an Institutional Transformation award program