Organizational Benefits of Implementing Gender Equality: *Measuring and Demonstrating Impact*

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Rochester Institute of Technology (RIT)

- Upstate New York, 5 hours from New York City
- Large private institution, 18,000 students
- 1000 faculty (700 tenure-stream)
- Unique “colleges” - National Technical Institute for the Deaf (NTID) and Golisano Institute for Sustainability
- Mix engineering, computer science, technology (85% STEM) with photography, graphic design, American crafts, etc.
- Transition from teaching to teacher-scholar model (15 years)
NSF ADVANCE Program, 2001

• NSF ADVANCE Program Goals:
  – Increase the representation and advancement of women in S & E academic careers
  – Development of a more diverse S & E workforce

• Encourages institutions of higher education to:
  – Address aspects of academic culture and institutional structure that may differentially affect women faculty and academic administrators.
“After the Lovin”

• NSF Advance Institutional Transformation Grant
  – Awarded to RIT in 2012
  – Prestige and $$
  – Launch of initiatives

• What happens when the money is gone?
Duct Tape

• External funding serves as “duct tape” adhering grant activities to the university structure
• To continue beyond external funding activities should be embedded in the university structure during the project
Institutionalization Process

Step 1. Initiating

Step 2. Partnering and Ideation

Step 3. Creation and Policy Making

Reimagining our Careers and Campus Culture
http://nsfadvance.rit.edu/
Step 1. Initiating

Advance team members and key campus partners

• “Shine a Light” on barriers and opportunities through
  – Literature reviews
  – Benchmarking
  – Objective data analysis

• Provide a structure for change initiatives
How did we get here?

• NSF ADVANCE IT Catalyst – conducted a self-study across RIT’s STEM colleges (2008 – 2011)
  • EFFORT@RIT Establishing the Foundation for Future Organizational Reform and Transformation (NSF #0811076)

• Studied the representation, advancement, resource allocation for women faculty

• Conducted climate survey, policy review, Human Resources objective data review

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What did we find?

• Barriers identified: career navigation, climate, work/life balance

• The then current representation of women STEM faculty applicants is below national pool availability. The current representations of women STEM faculty are below national averages.

• Upon hire, women faculty receive less credit towards tenure and are less likely to be hired at a rank above Assistant professor.

• Women leave the faculty at a rate nearly twice that of their male colleagues with a high dependence on college.

• Evidence of unexplained salary inequities in certain areas.
Goals & Objectives of AdvanceRIT

• Increase the representation and advancement of women faculty
  – Enhance the working environment and support career advancement while addressing workplace issues and personal challenges, both barriers facing women faculty
  – Promote supportive and aligned cultural change
  – Disrupt the existing processes and practices on campus and where needed create new processes and practices to accelerate career progression
  – Adapt interventions to address the needs of key groups on campus - Women of color; Deaf and hard-of-hearing women
Step 2. Partnering and Ideation

• Partnerships between Advance and existing campus entities
  – Provide exposure for new initiatives
  – Allow the campus to provide input and feedback

• Governance groups, aligned faculty organizations, and administrative offices key
Step 3. Policy Making and Creation

- **Institutionalization**: Policies and procedures that faculty and administrators can use PLUS targeted initiatives which have been created
- Faculty policy created through shared governance
- University policies and procedures created through administrative offices (e.g. HR and IR)
Initiatives Undergoing Institutionalization

• Support for New Parents
• Faculty Climate Data
  – Administration, Analysis, and Dissemination
• Faculty Exit Survey Process
• Dual Career Assistance Program
• Faculty Objective Data (NSF Indicators)
• Faculty Salary Equity Analysis
Future Institutionalization

• Cultural Change & Organizational Development
  – Advocates and Allies – engage men
  – Unconscious Bias Education – broad audiences
  – Connectivity Series – workshops, presentations
Future Institutionalization

• Career Navigation
  – *Connectivity* Series, General
  – *Connect* Grants Program
  – P&T SMARTS (WoC)
  – Promotion Package Preparation (P³) Group

• Research
  – Women of Color & Deaf and Hard of Hearing Women Faculty Lived Experiences
AdvanceRIT Impacts

• Program participation growth
• Faculty hiring, advancement, retention – more focus
• Key contributions identified by our Deans
  – Refine campus culture
  – Promote strategic cluster networks
  – Build transparencies in targeted structures

• For inclusion to work, no one can be excluded
Closing Thoughts

• For inclusion to work, no one can be excluded
  – systemic influence at all levels
  – expectations and example set by leaders

• Industry/corporate model - systemic and intentional “management training”
  – create high performance work environment
  – top-down approach is foundation for driving culture

• More intentional and proactive
  – communications tools and skills that promote inclusion – not just for the sake of diversity, but for the purpose of all people and for the sake of organizational development
Closing Thoughts

• Inclusion is an opportunity to target and implement an intentional strategic cultural transformation
  – Build leadership skills
  – Promote and support more effective work team dynamic
  – Create high performance work environment overall

• Embed “inclusion education” into intentional competency building effort for academic leaders
Closing Thoughts

• RIT prepares students for industry and advanced study
• Long-term career success - “soft skills”
• Students watch us – we set an example through our actions and words
• Lessons learned at recent bystander awareness workshop
  – Half of scenarios shared involved students
  – Inclusive learning environment will be strengthened by a more inclusive campus environment
Audience questions
Connectivity Series

- A series of events and workshops to develop strategies and competencies related to the recruitment, retention and advancement of women faculty at RIT

- Provided by
  - AdvanceRIT project team
  - Connect Grant recipients
  - AdvanceRIT in partnership with other organizations on campus
  - External presenters

Bystander Awareness with True Story Workshop

Michigan Players

Sorcinelli Mentoring workshop

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**Connect Grants**

- Mini-grants that encourage leadership and career development, mentoring, networking and research collaboration
- Process emulates NSF grant proposal process to provide experience at the submittal process
Connect Grants

- Four rounds completed, 43 grants awarded, 86 unique faculty involved
- Awards range from $1,000 to $12,400; total funds disbursed = $257,603
- External evaluation conducted by the University of Washington (UW) Center for Evaluation and Research for STEM Equity - just a few of the impacts identified:
  - Writing the grants was beneficial
  - Internal and external collaborations were strengthened
  - Confidence in expertise and dissemination of work increased
  - Leadership experience built tangible skills
  - Networking impacted grantee’s career advancement - P&T advancement, more leadership opportunities, more research money