Advancing toward "FULL" Representation

NSF ADVANCE Adaptation Grant

WPI ADVANCE TEAM

Jeanine Skorinko
Associate Professor, Psychology
Director, Psychological Science Program

Elizabeth Long Lingo
Assistant Professor
Foisie Business School

Chrys Demetry
Associate Professor, Mechanical Engineering
Director, WPI's Morgan Teaching and
Learning Center

Sue Roberts
Professor
Department Head, Chemical
Engineering

Natalie Farny
Associate Teaching Professor, Biology &
Biotechnology
Associate Director, Morgan TLC

Worcester Polytechnic Institute

WPI's Opportunity Context

Motivation

COACHE Results

Identified dissatisfaction with promotion policies

WPI Promotion Data

Revealed systemic gender-based inequities

Worcester Polytechnic Institute

Data from COACHE Survey

- Promotion identified as a major institutional weakness in 2014 and 2017
  - reasonable expectations; clarity of criteria, standards, process, dossier contents

- 0% of tenured women and 11% of tenured men were somewhat or very satisfied with mentoring of Associate Professors
  - compared to 24% tenured women at peer institutions

- 0% of NTT women and 36% of NTT men reported that the promotion criteria were somewhat or very clear
  - compared to 36% at comparable institutions

Promotion Success and Years-by-Rank Metrics

- Success rates for promotion to Full Professor (2009-2018):

	Male	Female
ALL DEPARTMENTS	78%	56%
Engineering	84%	40%
Arts & Sciences	67%	50%
Business	67%	71%

- 55% of TTT women faculty with 13 or more years since their highest degree are still Associate Professors, compared to 39% for TTT men (2017)

Worcester Polytechnic Institute

Central Challenge: Reduce "Foggy Climate" & Biases

Promotion Criteria: What is valued? How are activities evaluated?

Promotion Pathways: Who do I talk to? When do I go up? How do I advance?

Hidden Work: Who carries the burden?

Implicit Biases Where do biases arise? How to keep them at bay?

Worcester Polytechnic Institute

WPI's Opportunity Context

Motivation

COACHE Results

Identified dissatisfaction with promotion policies

WPI Promotion Data

Revealed systemic gender-based inequities

Current Initiatives

New Promotion Criteria including
Multiple Forms of Scholarship

New Mentoring Policies

Focus on NTT Promotion Processes and Criteria

Worcester Polytechnic Institute

Outcomes/Goals

- De-fog the promotion climate for TT and NTT faculty

- Greater awareness of bias; understand de-biasing strategies

- Develop a culture of mentoring for Associate TT and all NTT faculty

- Reduced time in rank; increased promotion desire and success for all

WPI's Opportunity Context

Motivation

COACHE Results

Identified dissatisfaction with promotion policies

WPI Promotion Data

Revealed systemic gender-based inequities

National Model for Advancement & Full Representation

Current Initiatives

New Promotion Criteria including Multiple Forms of Scholarship

New Mentoring Policies

Focus on NTT Promotion Processes and Criteria

Worcester Polytechnic Institute

Activities & Faculty Involvement

Activities	How	When	Get Involved!
Transform TTT & NTT promotion processes	Working Groups	Summer 2019; AY 2019-20	Faculty & Administrator Participants!
Distill work load and thoughts on promotion with faculty	Interviews Focus Groups	Spring 2019; AY 2019-20	Associate NTT & TT Volunteers!
Develop mentoring culture for faculty	Pilot Mentoring Groups	Spring 2019; AY 2019-20	Associate NTT & TT Volunteer Mentees Full NTT and TT Volunteer-Recruited Mentors
Understand biases and how to keep them at bay	Workshops	Spring 2019; AY 2019-20	All Faculty & Administrators Participation!

Activities & Faculty Involvement

Activities	How	When	Get Involved!
T... TT & NTT p... rocesses	Working Groups	Summer 2019; AY 2019-20	Faculty & Administrator Participants!
Distil work... thoughts on p... with faculty	Interviews Focus Groups	Spring 2019; AY 2019-20	Associate NTT & TT Volunteers!
Develop mentoring culture for faculty	...M... C...	Spring 2019; A...	Associate NTT & TT Volunteer Mentees
			...TT and TT ...eer-...ted...
Understand biases and how to keep them at bay	Workshops	Spring 2019; AY 2019-20	All Fac... Admini... Particip...

Consultation with Dr. KerryAnn O'Meara

University of Maryland
Professor of Higher Education
Director of UM ADVANCE

National expert on faculty careers, academic reward systems, equity, and change strategies

Dr O'Meara will:

- Give keynote seminar in March 2019
- Audit our TT and NTT promotion policies by March 2019
  - Recommend changes to make policies more clear and equitable
- Facilitate workshop on documenting and evaluating multiple forms of scholarship (**May 30, 2019**)

Key Upcoming Events

- Launch of interview/focus group: January 2019
- Launch of bias workshops: January 2019
- Keynote with KerryAnn O'Meara March 2019
- Policy audits March 2019
- Workshop on multiple forms of scholarship May 30, 2019
- Launch of policy working groups May-June 2019
- Launch of mentoring program May-June 2019

Questions? Ideas? Want to Get Involved?

- Today: Meet with team at the Quorum
- Learn more via our website:
  - wpi.edu/+advance
- Sign up for activities via website
- Press release next week
- To contact the ADVANCE team, send email to gr-advance@wpi.edu

Gender Composition by Appointment Type & Rank (all disciplines)

WPI **Total Faculty Gender Composition** by Appointment Type and Rank
(October 2016 data, full-time only)
Overall, women represented 28% of TTT faculty and 34% of NTT faculty

	Women			Men			Percent Women		
	Asst	Assoc	Full	Asst	Assoc	Full	Asst	Assoc	Full
Tenured/Tenure Track (TTT)	17	35	19	31	66	84	35%	35%	18%
Continuing NTT (Teaching-Track)	22	11	1	29	17	7	43%	39%	13%
Continuing NTT (Research-Track)	3	0	1	2	2	0	60%	0%	100%
Professors of Practice, Instructors	7			32			18%		

Gender Composition by Appointment Type & Rank (STEM disciplines)

WPI **STEM Faculty Gender Composition** by Appointment Type and Rank (October 2016)*
Overall, women represent 23% TTT faculty and 37% NTT faculty

	Women			Men			Percent Women		
	Asst	Assoc	Full	Asst	Assoc	Full	Asst	Assoc	Full
Tenure/Tenure Track (TTT)	13	22	13	28	58	71	31.7%	27.5%	15.5% ***
Non-Tenure Track (NTT)**	17	6	0	21	12	6	44.7%	33.3%	0%

*does not include HUA and Business
**does not include Professors of Practice, NTT Research Professors or part-time adjuncts
**only 11% of female Full Professors were promoted to Full within WPI

Worcester Polytechnic Institute

Task Force on Academic Promotion Findings

- Associate Professors felt uncertainty regarding criteria and timing of promotion

- Associate Professors were concerned about absence of mentoring and/or inconsistencies in mentoring among departments

- NTT faculty reported need for better clarity and communication of promotion procedures — especially with role of scholarship

Activities and How Can You be Involved?

Activities	When	How can you be involved?
Evaluate and transform promotion processes and criteria for NTT and TT, including external expert assessment	Next 3 years (Summer and AY)	Working Groups of Faculty and Administrators
Interviews/focus groups to distill work load and thoughts on promotion with faculty	Spring 2019; AY 2019-20; 2020-21	Interviews and focus groups with Associate NTT and TT faculty
Mentoring Program Pilot for Associate TT and all NTT Faculty members	Spring 2019; AY 2019-20; 2020-21	Volunteer Mentees Volunteer-Recruited Mentors
Bias Workshops/Talks	Spring 2019; AY 2019-20; 2020-21	Volunteers