

Leading Through Diversity

Partnership for Faculty Equity and Diversity

This notebook is intended as a resource for you as a department chair in your efforts to enable faculty equity and diversity in your department. In the spirit of the NSF Partnership for Adaptation, Implementation and Dissemination (PAID), that funded this project, we have included many materials developed at other institutions through funding from other NSF ADVANCE or PAID grants, as well as materials developed at our partner campuses within the University of California. The sections of the notebook have been compiled to include more information than will be covered during the retreat presentations alone. We hope you find these materials useful in your efforts to enable a welcoming and inclusive climate for everyone in your department.

This notebook includes:

Section A Program Overview

Section B Role of the Department Chair

Section C Behavior, Communication & Conflict

Section D Case Study Part 1 & 2

Section E Faculty Recruitment

Section F Implicit Bias

Section G Mentoring & Advancement

Section H Retention & Climate

Section I Presentations

Section J Resources

This material is based upon work supported, in part, by the National Science Foundation under Grant No. SBE-0620123. Any opinions, findings, conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.

What to Expect from the Leading Through Diversity Department Chair's Retreat

The retreat's objectives will be achieved using a number of different techniques. Some of these may be less familiar to you than others. They will include typical presentations, as well as interactive group case studies and exercises, facilitator-led debriefings, personal introspection & journaling, and peer-led panel or group discussions.

To gain the most from the retreat, we ask that you listen, observe and participate on multiple levels at once.

Experts will present information that may encourage you to revisit your ideas or opinions about bias, conflict, leadership, excellence and the future of the academy. We encourage you to listen with an open mind and consider possible implications for change in your own department vs. maintaining the status quo.

A behavioral style self-assessment will be provided and the subsequent information you receive about yourself and others from this tool should be incorporated into your group interactions during the rest of the retreat. You can use your time here, to a limited degree, to practice alternative communication and behavior styles to enhance group communication and consensus. So, on an introspective level, we are asking you to observe yourself and others and practice improving your communication techniques with your peers during the retreat.

We believe that all of you bring expertise and ideas worth sharing with your peers from your experiences as department chairs or working within your department. Portions of the retreat have been designed to provide an opportunity for this expertise to be shared. Through open participation and listening to each other, we expect you to gain ideas and practices that you can implement in your own department after the retreat is over. To help facilitate this learning, we have incorporated Journal exercises into the agenda for you to reflect and note some of these ideas for future use. In addition, we may ask you to return to future retreats or to local chair meetings to share your expertise or to report on progress in your own department in order to continue this process.

Case studies will be used to recreate experiences with which you are likely to be familiar involving recruitment, selection and advancement of colleagues. The goal of the case studies is to allow you to experience these situations in a way that removes you from day-to-day departmental politics and enables you to reflect upon them, individually and as a group, so that we may collectively consider ways to improve upon our current practices. The cases do not have "right answers" but instead provide us with a jumping off point for our discussion. The group discussions will also serve as a setting in which to observe, practice and improve upon your own interpersonal behavior and communication styles.

Lastly, and perhaps most importantly, we hope this retreat provides you with a connection to your peers that transcends these few days. Over the course of our activities and social interactions, you have the opportunity to network with peers, seek advice and offer counsel on all the day-to-day dilemmas that chairing a department presents. Peer advice can prove to be invaluable and stress reducing, so we encourage you to help each other, here and in the future.

NSF Partnerships for Adaptation, Implementation, and Dissemination Awards (PAID)

This program is made possible through a National Science Foundation Grant (SBE-0620123), and is part of the NSF ADVANCE program whose goal is to increase the representation and advancement of women in academic science and engineering careers, thereby contributing to the development of a more diverse science and engineering workforce.

The **Leading Through Diversity Partnership for Faculty Equity and Diversity** is funded by an NSF Partnership for Adaptation, Implementation, and Dissemination Award (PAID) which supports the analysis, adaptation, dissemination and use of existing innovative materials and practices that have been demonstrated to be effective in increasing representation and participation of women in academic science and engineering careers.

As part of this grant, the five participating southern California campuses (UCI, UCLA, UCR, UCSB and UCSD) are developing and hosting an ongoing series of workshops, retreats and seminars targeting senior academic administrators and department chairs to enable dissemination of lessons learned and best practices from the UCI ADVANCE program, as well as from other nationally recognized ADVANCE programs, that have enabled increases in hiring of women and underrepresented minorities, particularly in STEM fields. These programs will also focus on strategies to retain and advance women and minority faculty, in addition to recruitment.

Partnership for Faculty Equity and Diversity Principal Investigators & Key Personnel

Principal Investigator

Herbert P. Killackey

Vice Provost, Academic Personnel
University of California, Irvine

Douglas M. Haynes

Director, UCI ADVANCE Program for Faculty Equity and Diversity
University of California, Irvine

Co-Principal Investigators

Rosina Becerra

Associate Vice Chancellor, Faculty Diversity
University of California, Los Angeles



Maria Herrera-Sobek

Associate Vice Chancellor, Diversity, Equity and Academic Policy
University of California, Santa Barbara

Jorge A. Huerta

Associate Chancellor and Chief Diversity Officer
University of California, San Diego

Yolanda Moses

Associate Vice Chancellor for Excellence & Diversity
University of California, Riverside

Key Personnel

Glynda Davis

Director, Campus Diversity Initiatives
University of California, San Diego

Susan Drange Lee

Director, Faculty Diversity
University of California, Los Angeles

Jeanne Ferrante

Associate Dean, Jacobs School of Engineering
University of California, San Diego

Dina Jankowski

UCI ADVANCE Program Coordinator
University of California, Irvine

Marlene Zuk

Associate Vice Provost for Faculty Equity and Diversity
University of California, Riverside

Support Staff

Andrés Aguilar

Coordinator, Graphics & Media, Office for Faculty Diversity
University of California, Los Angeles

Lori Davison

Administrative Analyst, Office for Faculty Diversity
University of California, Los Angeles



Thursday October 11, 2007

6:30 – 7:30 a.m. Optional Activities: Guided Hike or Pilates Group Exercise

8:00 – 8:30 a.m. Breakfast in Main Lodge

8:30 – 9:00 a.m. Iris Room
Overview of Behavioral/Communication Styles
Susan Drange Lee
Director, Faculty Diversity, UCLA
(See The Platinum Rule Behavioral Profiles Scoring Booklet.)

9:00 – 10:45 a.m.
(Includes break @
9:45 – 10:00 a.m.)
Case Study 1: Faculty Hiring Decision
Facilitator:
Rosina Becerra
Associate Vice Chancellor, Faculty Diversity, UCLA
(Case Study found in Section D: Case Study Part 1 & 2.)


10:45 – 11:45 a.m.
Mind Bugs: The Ordinary Origins of Bias
Brian Nosek
Assistant Professor of Psychology, University of Virginia
(Materials found in Section F: Implicit Bias.)

11:45 – Noon Individual Journal Exercise

Noon – 1 p.m. Lunch in Main Lodge

1:00 – 1:45 p.m. Iris Room
Behavioral Styles, Conflict and Communication
Susan Drange Lee
Director, Faculty Diversity, UCLA
(See *The Platinum Rule Behavioral Profiles Scoring Booklet* & Active Listening found in Section C: Behavior, Communication & Conflict)

1:45 – 3:30 p.m.
(Includes break @
2:30 -2:45 p.m.)
Case Study 2: Faculty Tenure Review
Facilitator:
Rosina Becerra
Associate Vice Chancellor, Faculty Diversity, UCLA
(Case Study found in Section D: Case Study Part 1 & 2.)



3:30 – 4:15 p.m.

Panel Discussion: Advancing and Mentoring Faculty

Moderator:

Jorge A. Huerta

Associate Chancellor and Chief Diversity Officer, UCSD

Panelists:

Jodie Holt, *Chair, Plant Physiology, UCR*

Keith Marzullo, *Chair, Computer Science & Engineering, UCSD*

William Maurer, *Chair, Anthropology, UCI*

Victoria Sork, *Chair, Ecology & Evolutionary Biology, UCLA*

Verta Taylor, *Chair, Sociology, UCSB*

4:15 – 5:15 p.m.

Managing Conflict Strategically

J. Michael Chennault

Ombudsman, UCI

Yolanda Moses

Associate Vice Chancellor for Excellence & Diversity, UCR

(Presentation found in Section B: Behavior, Communication & Conflict.)

5:15 – 5:30 p.m.

Individual Journal Exercise

6:30 – 7:30 p.m.

Dinner in Main Lodge

7:30 – 8:45 p.m.

Iris Room

Group Exercise: Department Climate

Susan Drange Lee

Director, Faculty Diversity, UCLA

(Exercise found in Section H: Retention & Climate.)

8:45 – 9:00 p.m.

Individual Journal Exercise

9:00 – 10:00 p.m.

Refreshments – Social Networking



Friday, October 12, 2007

6:30 – 7:30 a.m. Optional Activities: Guided Hike or Pilates Group Exercise

8:00 – 8:30 a.m. Breakfast in Main Lodge

8:30 – 9:15 a.m. Discussion: Department Climate & Culture
Iris Room.
Rosina Becerra
Associate Vice Chancellor, Faculty Diversity, UCLA
Susan Drange Lee
Director, Faculty Diversity, UCLA

9:15 – 10:00 a.m. Faculty Diversity and Gender Equity at the University of California: Demographic Trends
Sheila O'Rourke
Assistant Vice Provost, Equity and Diversity, University of California Office of the President
(Presentation found in Section I: Presentations.)

10- 10:15 a.m. Break

10:15 – 11:15 a.m. Insights into NSF's Approaches to Broadening Participation in Science & Engineering
Alice Hogan
Founding Director, NSF ADVANCE Program
(Presentation found in Section I: Presentations.)

11:15 – Noon Program Summary, Individual Journal Exercise & Written Evaluations
Rosina Becerra
Associate Vice Chancellor, Faculty Diversity, UCLA
Douglas M. Haynes
Director, UCI ADVANCE Program for Faculty Equity and Diversity
Susan Drange Lee
Director, Faculty Diversity, UCLA
(Program Evaluation found in pocket of notebook.)

Noon – 1 p.m. Lunch in Main Lodge & Departure
