



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

Achieving Equity through Leadership Development of Women and Men Faculty

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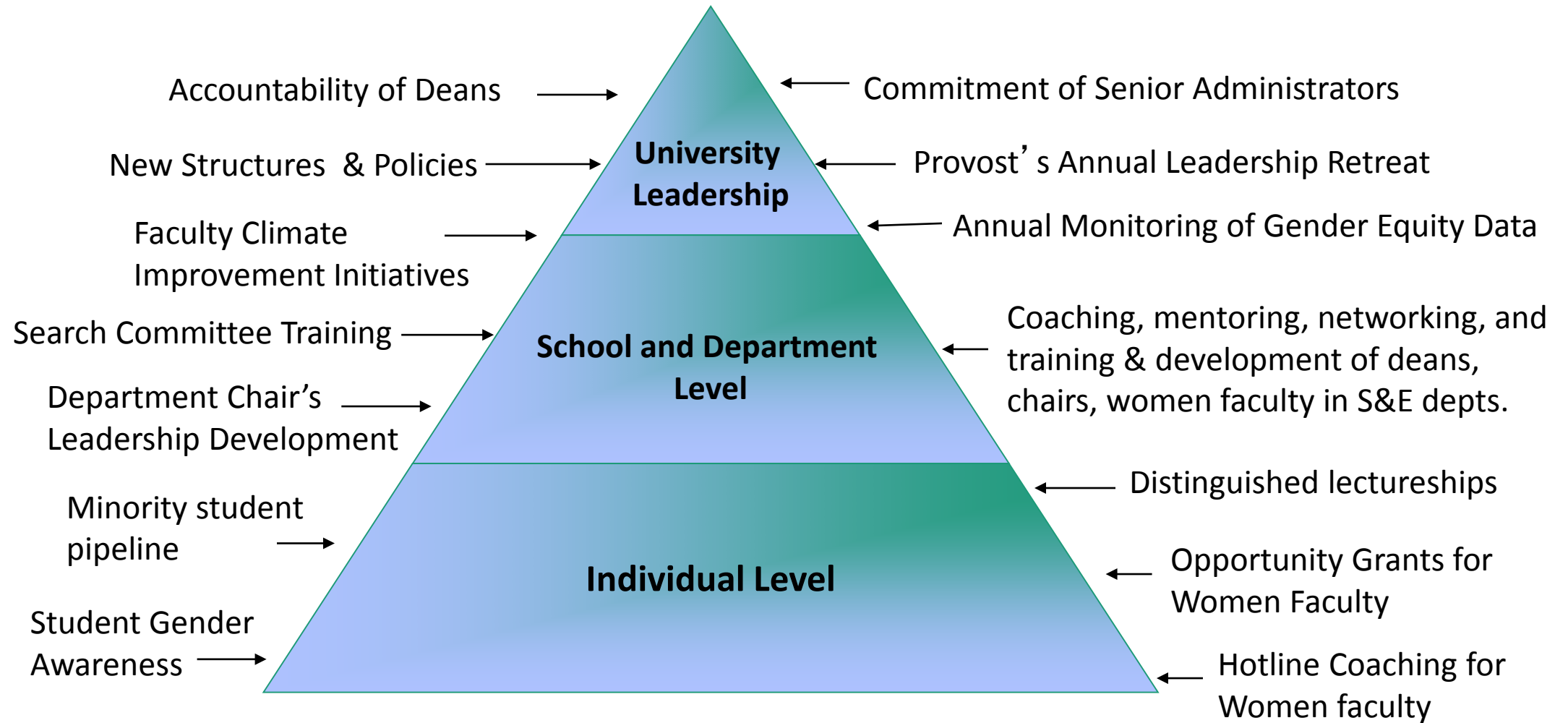
University of California Davis ADVANCE Roundtable- April 10, 2015

Case Western Reserve University

- Private university located in Cleveland, OH, established in 1826
- Ranked 38th in the U.S.
- About 5000 undergrad and 6000 graduate students
- About 3150 full-time faculty
- 8 Schools/College
- Ranked in top 20 private research universities based on federal research funding



ACES-Academic Careers in Science and Engineering at CWRU – ADVANCE IT Award, 2003-08



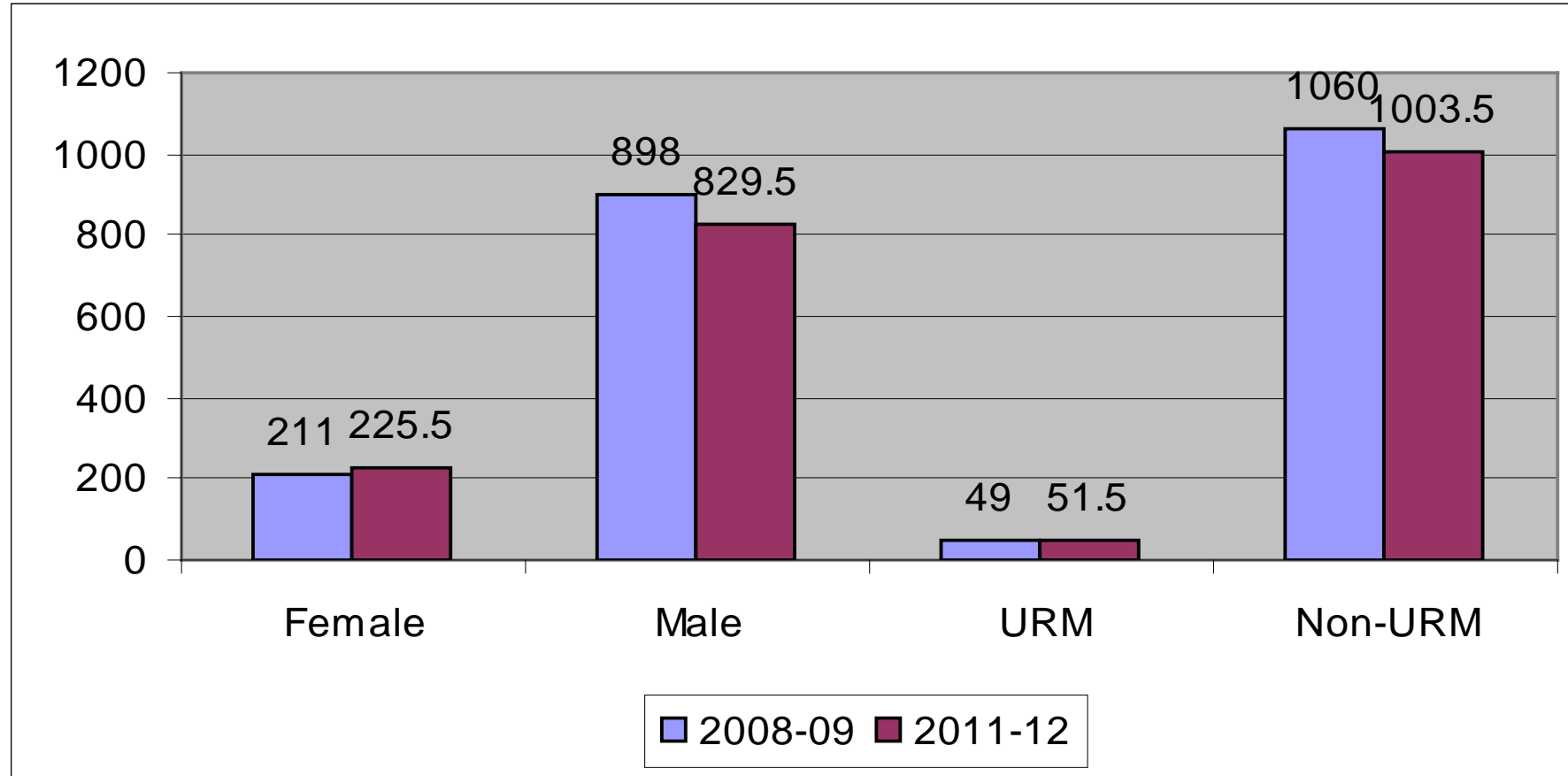
Source: Bilimoria D & Liang XF. 2012. *Gender Equity in Science and Engineering: Advancing Change in Higher Education*, Routledge.

IDEAL-Institutions Developing Excellence in Academic Leadership: ADVANCE PAID Award, 2009-2012

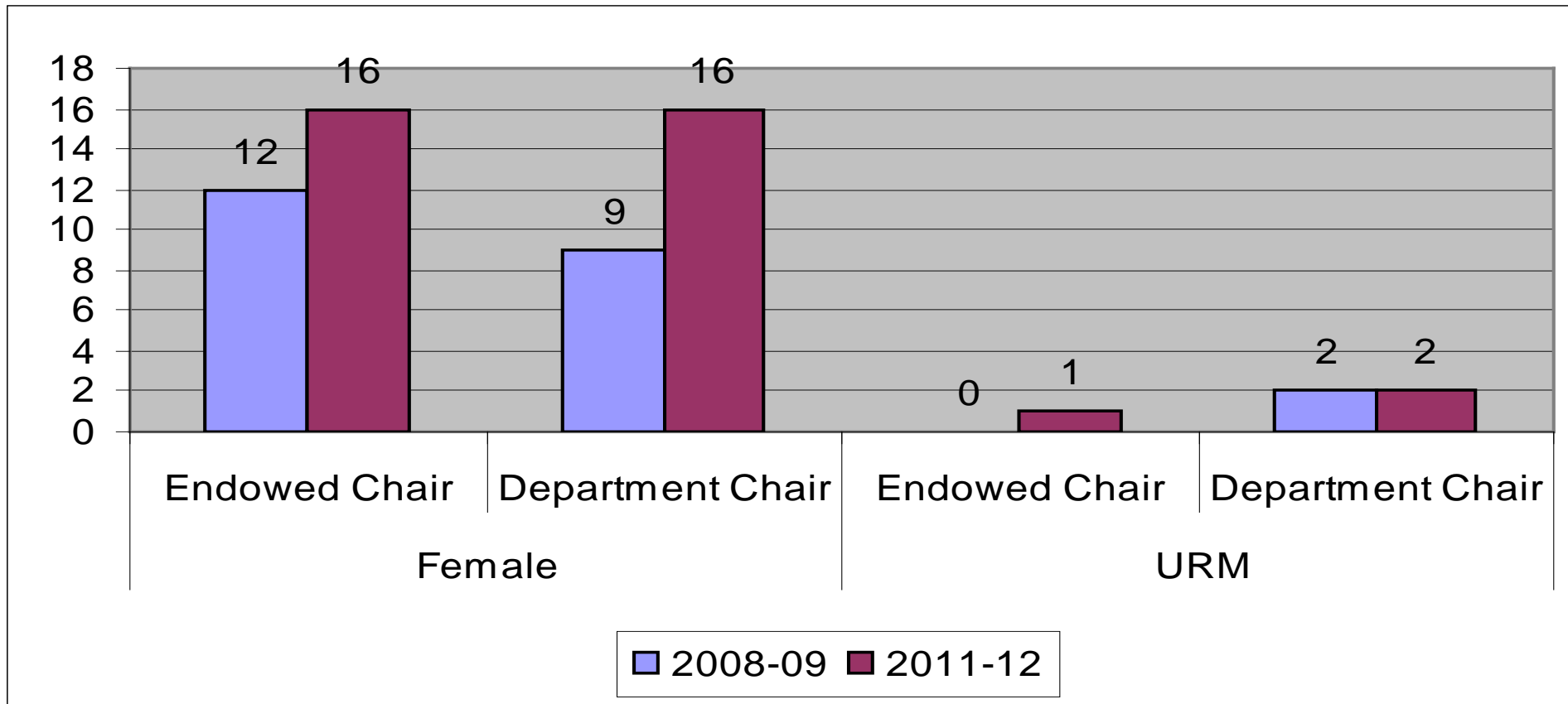
- A university partnership to seed institutional transformation at 6 northern Ohio research universities – Bowling Green State University, Cleveland State University, Case Western Reserve University, Kent State University, University of Akron, and University of Toledo
- Goal: Develop a cohort of formal and informal S&E leaders at each partner institution to implement, adapt and sustain customized gender equity change on individual campuses.
- 4 leadership development sessions annually
- Projects initiated included:

Faculty climate surveys & focus groups	Mentoring programs	Training/workshops
Search committee training	Launch committees	Research on candidate pools
- Outcomes included establishment of a Presidential Task Force for Women in STEM (KSU), creation of a Faculty Enrichment & Leadership Center (CSU), and inclusion of faculty diversity goals in strategic plan (UA)
- <http://www.case.edu/provost/ideal/index.html>

Changes in Number of Tenure-Track Faculty Across the 6 IDEAL Universities, 2008-12



Changes in Leadership Positions Across the 6 IDEAL Universities, 2008-12



Leadership Development through Academic Coaching – ACES+ (2009 to present)

- **Executive Coaching**

- 4 sessions provided to all new department chairs, associate deans and deans
- 3 sessions provided to all new or promoted/tenured women faculty in STEM areas

- **Hotline Coaching**

- 1-2 sessions available to all full-time faculty to gain advice on an urgent issue, problem or opportunity

- **Professional coaches**

- <http://www.case.edu/admin/aces/coaching.html>

Leadership Development through Annual Provost's Retreat for Deans and Chairs (2004 to present)

- **10 annual half-day retreats to date**
- **Keynote speakers** – broadened from gender equity in STEM to general leadership development, including topics such as:
 - Resistance to change
 - Academic leadership
 - Improving department climate
 - Innovations in academia
- **Annual presentation and discussion of gender equity indicators and climate survey findings (faculty, students) every 3 years**
 - School level discussions by academic leaders
- <http://www.case.edu/admin/aces/provostleadership.html>

Leadership Development of Department Chairs (2011-12 to present)

- Annual program of **Department Chair Leadership Forums** run through Provost's office
- **2 lunchtime sessions per semester**
- **Interactive sessions with topics** such as:
 - Managing faculty conflict
 - Recruiting women and URM faculty
 - Faculty climate survey findings
 - Best practices in faculty annual evaluation
 - EEOC policies and implementation
 - University strategic plan implementation
 - Online teaching innovations
- <http://case.edu/provost/chairs/>

CWRU Office of Faculty Development (established in 2012-13)

- Provides key resources across the University to strengthen the recruitment, advancement, retention, and quality of life for all faculty members at CWRU
- Partners with school-level deans of Faculty Development and Diversity, and key administrators and offices university-wide to facilitate coordination and tailor strategies, development plans and School/College programming that engages faculty at all career stages in career development and promotes community building
- Faculty Development Council (consisting of one representative from each School/College) advises this office
- <http://www.case.edu/provost/singer/facdev/>

To Tenure & Beyond Program for All Second Year Tenure-track Faculty (Male and Female) at CWRU (2011 to present)

- **Goal:** To increase pre-tenured faculty understanding of the tenure process and to assist them in developing career planning
- **Sponsored by School/College Deans**
- **Program topics:**
 - Intentional Career Development
 - Managing People and Yourself
 - Building Your Social Capital
 - Department Culture and Politics
- **Lunch & Learn Topics**
 - Crafting a Career Vision and Goals
 - Research Grants: From RFP to Publications
 - Developing Influence as Pre-tenure Faculty
 - Managing Difficult Conversations
 - Productive Academic Writing
 - Negotiation Skills and Practicum
- <http://www.case.edu/provost/ideal/forward.html>

WFLDI – Women Faculty Leadership Development Institute (2009 to present)

- Run by the Flora Stone Mather Center for Women
- **Goal:** Promote diversity through improved retention of women faculty, and provide faculty development that meet the expectations and needs of women faculty scholars
- **Programs include:**
 - Women Faculty Connect (twice annually)
 - Advice from Women Full Professors (twice annually)
 - Speaker series – external (annual)
 - Speaker series – internal (e.g., lab management series)
 - What's Next? program for mid-career women faculty
- **Women of Achievement Awards** (annual award for a woman faculty member from each school/college)
- <http://www.case.edu/provost/centerforwomen/facultyleadership/index.html>

What's Next? Program for Mid-Career Women Faculty at CWRU (2012-13 to present)

- **Annual professional and leadership development program**, 3 programs to date involving an application process, approximately 35 women faculty participants
- **Goal:** Purposeful planning of career and leadership development
- **Developed for** mid career women faculty on the tenure track and non-tenure track women faculty at all ranks
- **3 half-day sessions** (discussion, experiential exercises, panels)
 - Leadership values and vision, defining academic leadership
 - Skill development around topics such as negotiations, organizational politics
- **360 degree leadership competencies survey and 3 individualized academic coaching sessions**
- <http://www.case.edu/provost/centerforwomen/facultyleadership/whatnext.html>

WFSOM - Women Faculty of the School of Medicine and FLEX Program (2012-13 to present)

- **Annual program**, competitive application, 3 programs to date, approximately 30 women clinical faculty participants from School of Medicine
- **Goals:** Empower women to pursue career opportunities with national and international presence, and develop a leadership pipeline of skilled and qualified women
- **Format:** 8 full day sessions plus 3 one-hour individual coaching sessions
- **Topics include**
 - Executive Presence program,
 - Effective communications
 - Time management tools
 - Leading relationships program
 - Leadership skills
- <http://casemed.case.edu/wfsom/FLEX/>

School-Level Faculty Development Workshops

Case School of Engineering **Workshops** (2010-11)

- Strategies for development of research resources
- Strategies for teaching excellence
- Targeted grant writing (NSF/NIH/DOD)
- Developing a 3rd year review portfolio
- Developing a tenure dossier
- Networking and development of research collaborations

Source: Dwight Davy & Ica Manas-Zloczower, Presentation to CWRU
Department Chair Leadership Forum, 9-20-10

Orientation for Newly Promoted/Tenured Faculty (2006 to present)

- Annual 3-hour orientation for newly promoted or newly tenured faculty, conducted at the end of summer
- “Leading Excellence: The Role of Senior Faculty at CWRU”
- Topics include:
 - How the Institution Operates: The Flow of Information, Decisions, and Money within the University, Schools/Colleges, and Departments
 - Qualities of Exceptional Faculty Leaders
 - Panel Discussion with Senior Faculty Leaders

Mentoring Best Practices at CWRU

- **School of Dental Medicine** – Mentoring Committee of at least 2 full time faculty members within 4 months of faculty appointment
- **Weatherhead School of Management** - Junior faculty matched with one senior faculty outside their department
- **Case School of Engineering** – Launch Committees for all newly hired faculty
 - Operates for 1 year
 - Launch Committee consists of hiring advocate, Department Chair, and one other search committee member
 - Checklist of actions needed to be accomplished by the Launch Committee in four areas: Lab space, funding, lab personnel and hiring, and integration into the university.

WSLDI - Women Staff Leadership Development Institute (2010-11 to present)

- **Annual leadership development program for women staff members**, 5 programs to date, approximately 60 women staff participants
- **Goal:** To increase the number of women staff members with skills that enable better communication, more collaboration, and the development of trust across university units, which would create a synergy that promotes the university's best practices
- **Program:** Participants attend several 2-3 hour sessions and 4 full-day classes in the Women in Leadership Certificate through Executive Education division of Weatherhead School of Management
- **360 degree leadership competencies survey and 3 individualized academic coaching sessions**
- <http://www.case.edu/provost/centerforwomen/staffleadership/index.html>

WISER – Women in Science and Engineering Roundtable – for Women Students at CWRU

- **Open to all women CWRU students in STEM** (undergraduate, graduate and professional)
- **Peer Mentoring Program** pairs first or second year students with WISER upperclass or graduate students in a similar field of study
- **Professional Mentor Program** pairs WISER junior, senior or graduate students with women mentors from industry/business
- **Monthly workshops, panel discussions**
- **Outreach activities –**
 - Mentoring a Middle School (grades 6-8) after-school Girls' Science and Engineering Club
 - International outreach through various initiatives for underprivileged girls in Bangalore, India in partnership with a nonprofit organization, Seva
- <http://www.case.edu/provost/centerforwomen/wiser/index.html>

New Free MOOC Now Available through Coursera

Women in Leadership: Inspiring Positive Change

<https://www.coursera.org/course/womeninleadership>

Conclusion - Achieving Equity through Leadership Development

Systematic, multi-level and widespread leadership development

- Educates, empowers and equips formal University leaders (deans and chairs) about their role in creating positive and supportive cultures in their units
- Empowers women and men faculty, staff and students to exercise change leadership across the University, transform their units and the University for the better, and pursue opportunities for leadership presence in national and international bodies
- Builds the talent pipeline of women and men leaders within the University who are ready to take on challenges
- Increases the diversity of leaders across the University and in the region

Thank you and Q&A