Recruiting, Retention & Advancement

- **Recruiting**: Searching for Excellence and Diversity: A Workshop for Faculty Search Committee Chairs

- **Retention**: Enhancing Department Climate: A Chair’s Role

- **Advancement**: Senior women meetings
3-part workshops for chairs of hiring committees
- Based on principles of cooperative learning
- Discussion-based, not a lecture
- Guidebook (with resources) and brochure developed for workshop series
- Targeted to different stages of the search:
  - Developing the pool
  - Evaluating the candidates
  - Interviewing the candidates
Retention

**Enhancing Department Climate: A Chair’s Role**

- 3-part interactive workshop series for department chairs (small groups of 4-5 chairs)
- **Session 1**: Introduce concept of climate, discuss campus definitions in use, explore web-survey to be administered to department
- **Session 2**: Receive confidential reports of survey results; discuss what interventions might be appropriate
- **Session 3**: Discuss how Structure, Leadership, and Departmental decision-making affect climate; discuss any changes made between Session 2 and 3 and how they have been received
2. Please identify your level of agreement with each of the following statements:

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>

- **My department is a welcoming place to work.**
  - 1
  - 2
  - 3
  - 4
  - 5

- **I understand my role and responsibilities as a member of the department.**
  - 1
  - 2
  - 3
  - 4
  - 5

- **I have the resources I need to be productive in my job.**
  - 1
  - 2
  - 3
  - 4
  - 5

- **I feel appreciated for the work I do in the department.**
  - 1
  - 2
  - 3
  - 4
  - 5

- **The Chair of the department or my supervisor respects my opinions and contributions.**
  - 1
  - 2
  - 3
  - 4
  - 5

And more.....
Retention: Chairs’ Climate Workshops

Issues:
- How to get the chairs to attend?
- How to maintain confidentiality of responses at the departmental level?
- How to evaluate?
- How to institutionalize?
Retention: Chairs’ Climate Workshops

- How to get the chairs to attend?
  - School-by-school meetings with department chairs: present data, describe workshops, invite chairs to attend
  - Allow first session to be LARGE—incorporate into normal campus avenues for faculty development (Academic Leadership Series)
    - Invite attendees at the large session to continue the work in smaller-group settings
Treated With Respect in the Workplace

% Agree Strongly or Somewhat

<table>
<thead>
<tr>
<th></th>
<th>% Agree</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleagues</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Students</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Dept. Chair</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Women: * * *

Men: * * *

Dept. Chairs: * * *

Legend:
- Blue: Women
- Yellow: Men
- Green: Dept. Chairs
Informal Departmental Interactions

% Agree Strongly or Somewhat

<table>
<thead>
<tr>
<th>Unwritten Rules</th>
<th>Women</th>
<th>Men</th>
<th>Dept. Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excluded</td>
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<td></td>
</tr>
<tr>
<td>Work Not Recognized</td>
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</tbody>
</table>

- Women
- Men
- Dept. Chairs

* indicates significance at the 0.05 level.
Isolation and "Fit"

<table>
<thead>
<tr>
<th>Category</th>
<th>Women</th>
<th>Men</th>
<th>Dept. Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Fit&quot; in Dept.</td>
<td>*</td>
<td>*</td>
<td>*</td>
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<tr>
<td>Isolated in Dept.</td>
<td>*</td>
<td></td>
<td>*</td>
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<tr>
<td>Isolated at UW</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

% Agree Strongly or Somewhat
Departmental Decision-Making

- Full & Equal Participant
- Voice in Resource Allocation
- All Can Share Views at Meetings
- Committee Assignments Rotated
- Chair Involves

% Agree Strongly or Somewhat

- Women
- Men
- Dept. Chairs
Advancement

- Senior women meetings
  - Meet with ALL women full professors in the biological and physical sciences (~80)
    - We have met with half so far
  - Confidential, but themes were ascertained
  - Identification and encouragement of women leaders:
    - Facilitate leadership training
    - Individual mentoring and/or advocacy
    - Award brochure, letters encouraging nominations