Directions for Change

- Welcome and Introduction (Jenn)
  - Institutional Change: Using *Discovery Interviews* to understand the career trajectories of senior women and find ways to support and capitalize on them as an institutional resource
- The experiences of senior women (Bernice)
- The experience of the facilitators (Jo)
- Plausible Interpretations (Patti/Jenn)
- In a larger context:
  - Stages of organizational change (Molly)
  - How the Senior Women Project contributes to organizational change at UW-Madison (Patti)
Introduction

- ADVANCE goals demand institutional transformation
- WISELI’s assessment
  - UW-Madison Mission to nurture human resources
    - Emphasizes students (Plan 2008) and early career (Women Faculty Mentoring Program)
    - Do senior women serve as a resource pool for leadership?
  - Reaching senior women:
    - Discovery Interviews to identify opportunities for WISELI investment
Discovery Interview Process

- Identified target group
  - Women Full Professors in Bio/Phys Sciences (n = 82)
- Conduct 1:1 or small group meetings
  - September 2002-May 2003
  - Interviewed 39 women (47.6%)
- Synthesized experiences and made observations
  - Confidentiality assurances
- Instituted WISELI changes
- Solicited feedback
- Integrate with other data
- Place in context of organizational change literature
Some Experiences of Senior Women

- What I wish I'd known and had help with as an undergraduate student, graduate student, postdoc, and junior faculty member
- Friends
- Mid-career choices -- where should I put my efforts (teaching, research, UW service, national professional service)
- Is the experience vastly different for younger women today? For more recently tenured women?
- What we (not just WISELI) should be doing to help women at all stages, based on the senior women's experiences we heard
Some Experiences of the Facilitators

- Interviewing peers
- Group conversations
- Resonating with the experiences
- Taking action
Plausible Interpretations

- Pride in the recognition from peers
- Mentors matter
- Leadership is more than a position
- “Head-down” scholar
- Awards offer opportunities
- Advocacy requires judgment
- Pathway was rough, so let’s help the next ones through
In a larger context.....

The *Stages of Change Model* applied to institutional transformation
The Stages of Change Model

- Stage 1: Precontemplation
  - Unaware that a problem exists

- Stage 2: Contemplation
  - Aware that a problem exists and thinking about making a behavioral change in the future

- Stage 3: Preparation
  - Feeling confident that making a change is possible and planning to make such a change in the immediate future

- Stage 4: Action
  - Making a change

- Stage 5: Maintenance
  - Continuing to engage in the new, desirable behavior and avoiding relapse
How does the Senior Women Project contribute to institutional transformation?
Precontemplation

• Contemplation
  – Dramatic relief
  – Self-reevaluation
  – Thinking about Commitment

• Preparation
  – Teams

• Action
  – Consciousness Raising
  – Commitment
  – Counter-Conditioning

• Maintenance
  – Stimulus-Control
  – Helping Relationship
  – Reinforcement Management