

UPDATE, February 2013: **Summary of the Women Faculty in Leadership Forum, October 2012 + Progress update**

Why these updates? A critical theme throughout the Women Faculty in Leadership Forum was the need for change on a variety of fronts. For this change to take place, we need awareness and efforts across levels. Faculty in departments need to know what are the opportunities, transparency of practices and processes, and what change is taking place at different levels and across the University. This shared knowledge and expectations are a critical part of creating and monitoring the needed changes that were identified at the Forum.

Content: Summary of the Women Faculty in Leadership Forum, October 2012

Common themes from the Forum

Action plans at the Faculty Levels

Central initiatives [and progress so far](#)

The context of previous report recommendations

Quote “Culture eats strategy for lunch: why can’t they have lunch together?”

2. Action plans at the Faculty levels

A key element in the Forum was action planning at different levels: Central, Faculty, and department levels. Below is a summary of action items in the Faculties involved in the Forum. We will be getting in touch with the departments in these Faculties for more detailed updates, and we would be grateful for updates at the department levels that you can provide, so that we can increase the visibility and sharing of these initiatives.

The Faculty of Arts is working on:

- 1) ongoing review of external review processes. The goal is to develop a framework that integrates equity and diversity into the reviews, as well as a system for transparency of resulting action items and tracking their implementation. There is commitment from the Dean’s office and Provost’s Office to identify creative approaches that assist departments as needed, e.g. in areas of climate and working environment. A first response to previous external reviewing is piloting new language around equity in the context of expectations for departments.
- 2) Cooperation with Heads and Directors to ensure that units have a transparent and up-to-date workload policy. It is expected that departments have clarity of teaching loads and of committee/service assignments, both internal and external. Examples of 'best practices' existing within the Faculty have been circulated among and discussed with Heads and Directors.
- 3) Increased awareness and understanding of UBC's Respectful Environment Statement among faculty, and work with Faculty Relations to see how to incorporate it into faculty processes.
- 4) Coordinated efforts with the Provost’s Sr. Advisor to gather data on leadership in major service assignments (e.g. grad chair, ugrad chair, hiring chairs, etc), and on determining which best practices (e.g.mentoring, workloads, merit, etc) are being implemented transparently in departments.

The Faculty of Education is working on:

- 1) Review with Dean data on salaries, promotions, recruitment, retention, workforce availability and diversity in the context of peer comparisons
- 2) Collection of data on individual faculty workloads, with the goal of developing both a deeper understanding and an effective balance of workloads
- 3) Meeting between the Dean and the faculty on Leadership (in March), to consider this data and the main messages that came out of the Leadership Forum and identify ways to support diversity in leadership

The Faculty of Science identified these main goals:

- 1) Heads and Directors have agreed to be the Faculty Affairs Committee for 2013. They are going through policy review, working through the policy checklist: http://vpacademic.ubc.ca/files/2012/07/Policy_Checklist_2012.pdf, updating and improving their policies where necessary. Approximate timeline:
 - Feb 2013 - Merit and Annual reports
 - May 2013 - Mentoring
 - Late August 2013 - Workloads
 - November 2013 - Teaching release
 - March 2014 - Promotion and Tenure
 - June 2014 - Resources and possibly Space
- 2) Most departments now have detailed written merit, mentoring, and maternity/parental leave practices, complementing central policies already in place. Some external assistance is being provided as needed to increase transparency in practices and policies in other areas.
- 3) Further development of internal and external websites at Faculty and department levels, that are used to share policies both for further development and sharing among units, and for transparency with faculty. These will be connected with central resources. At present FoS policies are shared for all Heads of Departments/Units, with a public website on guidelines for some areas. Departmental level is still spotty and will be emphasized at each FAC meeting.
- 4) As the Forum identified leadership development and succession planning as key areas for attention, the Faculty has identified that it needs efforts from HR, FR, and the Provost's Office. Key areas include pre-ALDP type leadership development programs and work with departments to develop governance structure that contribute to these opportunities.

Other: Results from FoS-APSC working climate survey (2012) in progress

The Faculty of Medicine has identified these initiatives and progress:

1. Develop regular activities for *access to mentoring, coaching, sponsorship to leadership* particularly for different tracks (clinical and academic): e.g. CV review sessions, access to coaching, connecting mentors/sponsors to junior faculty and senior faculty on request. Some of these fall under the development of a new workshop series on "Building Capacity" to be rolled out **in 2013**. Others are part of programs already in place that will be either better communicated or adapted to meet the identified needs.

Up-date: Idea of workshop series "Building Capacity" discussed with FoM's Professional Development Committee. Training opportunities for emerging leaders requested from the UBC Academic Leadership Development Program.

2. Put together a FoM specific working group to address the concerns that leadership positions are not necessarily attractive, either due to culture, lack of clarity of expectations, or lack of flexibility and of fit with diverse leadership styles. General concerns about different cultures across tracks (clinical/regular), generations, and units/affiliations were also noted as potential barriers. This group will also help to develop a more comprehensive plan around leadership development within the Faculty. Expected to be set up in **early 2014**.
Up-date: a working group on leadership development has been established; need to further develop this group's mandate.
3. Devote several Department Heads/School Directors working/studio sessions to develop + share tools for greater transparency in the following areas: workload, departmental decision making processes and governance, advancement, different expectations for different tracks, what types of work are valued. 2013/14 academic year.
*Up-date: **studio sessions for heads** are offered monthly for discussing best practices for workload, annual reviews, performance management, promotion and tenure, mentorship, and others.*
4. Conduct a review of current practices and training options regarding diversity, equity, professionalism, and recruitment processes both within the Faculty and the University. This will be done by the Executive Director, Faculty Affairs, Assoc Dean, Professional Development, Assoc Dean, Equity and Professionalism, and Sr Advisor on Women Faculty. Explore potential short term appointments in cooperation with UBC Central that would inject increased effort for initiating key programs. **Fall 2013**.
Up-date: Two faculty members are on the planning committee of the AAMC conference on Minority Faculty Career Development. FoM is planning to support attendance of faculty members at the event (Vancouver, Sep 2014).
5. Continue training workshops on CV and teaching dossier preparation, and train a number of individuals who can act as CV mentors across the Faculty. Also look at ways to better incorporate leadership roles into annual activity reporting and CV. **Fall 2013**.
*Up-date: continued with **workshops on CV and teaching dossier preparation**, will be held annually (two sessions each summer); studio session with "CV mentors" planned for spring 2014.*

Further Outcomes:

Ongoing planning of a resources page on FoM's intranet site.

2. UBC central initiatives: key recommendations and progress so far

We have seen a number of activities in 2013-14:

1. Announcement of Gender Pay Equity Initiative:
<http://vpacademic.ubc.ca/faculty-equity-and-diversity-initiatives/gender-pay-equity-information/>
2. UBC Equity Structure Review: Consultation and restructuring process ongoing, with report and response from the university: <http://equity.ubc.ca/>
3. Collection of detailed data on pay increases and tenure/promotion rates; analysis ongoing
4. Work with Faculty Relations on best practices in areas of faculty processes; ongoing in several areas.

Ongoing and upcoming activities and reports:

A large list of “to-do” items was generated through this and other Fora, the pay equity initiative/SMART reports, and in coordination with the Equity and Inclusion Office and Faculty Relations. At this time we are identifying what is already underway and which is the appropriate office for each item. We expect work on these items to be ongoing through 2013/2014, with reports and updates throughout the year. Here are some of the main recommendations and progress so far:

1. *Diversity Awareness*: Ongoing work with the Provost’s Office, Equity and Inclusion Office, Faculties, and Faculty Relations to increase capacity and sustainability for faculty equity/diversity awareness across various levels (hiring, SAC, awards processes, leadership development), incorporating diversity in strategic initiatives.
[Cooperation with Equity and Inclusion Restructuring through Provost Faculty Associate appointment expected in 2014.](#)
2. Ongoing *review* of who is taking on major service commitments (e.g. hiring chairs, graduate students chairs, undergraduate students chairs, etc.) in departments, and how those are supported or rewarded.
[Study started in the Faculty of Arts in early fall 2013, in parallel with review of department level processes/policies.](#)
3. Ongoing *reports* on Provost’s website that track activities in the context of SMART reports, the strategic plan Valuing Difference, and the restructuring of Equity portfolio. The first of these should be posted on
<http://vpacademic.ubc.ca/faculty-equity-and-diversity-initiatives/>.
[There has been a delay on reporting given the Equity and Diversity restructuring, and limited capacity in Faculty Relations. First steps expected late spring 2014.](#)

4. Developing a sustainable structure for a *leadership program* in the area of gender and diversity.
A broad *Advisory Committee* is formed and has had two meetings, identifying several priority areas. Next meeting will develop concrete recommendations to be incorporated in leadership programs reorganization, upcoming in 2014/2015. These focus on linking equity and leadership at UBC, review of ALDP, including looking for opportunities for a “pre-ALDP” program.
5. Basic structure for efficient and effective implementation of a *dual career program*, with greater visibility and organizational support as an excellence strategy:
UBC-wide statement now available at <http://vpacademic.ubc.ca/dual-careers-at-ubc>.
Draft for corresponding Faculty-level processes has been developed, and data collected on resources used in support of dual career hires.
1. *Media skills workshops* – ran in April 2013;
Next event planned for April 2014. Working with UBC Public Affairs for follow-up activities.
2. *Improving data capturing and organizing* for regular reporting and transparency:
Ongoing work with PAIR, HR, and Faculty Relations with recent increase in human resource capacity to help in both UBC equity and faculty data.
3. Forming a group to discuss with HR and other UBC offices to look for capacity around areas related to *family/life-work balance*, cooperation with Status of Women Committee: a group has not been formed, but
We have used informal networks to get input into a variety of topics including child care, dual career, and workload.

Other ongoing work through the Senior Advisor Office will be posted online:

<http://vpacademic.ubc.ca/faculty-equity-and-diversity-initiatives/>

New areas that may be of interest: working with SAC to identify better *support for tenure/promotion processes*, and working with AVP Enrolment/Registrar on improving *diverse involvement in Senate*.