

Leadership at UBC: Gender and Diversity

Summary of the 2013 Women Faculty in Leadership Forum and Up-dates (as of Jan 2014)

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 opportunities exist, what efforts are being made to put best practices and processes in place transparently, and what other changes are 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.

Contents:

1. Common themes from the 2013 forum
2. Action plans at the Faculty levels **and progress so far**
3. Central initiatives: key recommendations **and progress so far**

1. Common themes from the whole group and break-out sessions:

The following needs were identified:

1. The need for visibility/transparency on topics such as mentoring, review processes, best practice in recruitment for leadership positions. Do people have access to knowledge about resources that are already there?
2. The need for better clarity and understanding in review processes, with an emphasis on quality with flexibility introduced wherever possible.
3. The need for regular access to mentoring and coaching programs, with recognition for mentors and opportunities for professional development.
4. The need to communicate importance of best practices to those presently in leadership positions (heads, deans, etc.); making leadership opportunities attractive and accessible to a broader pool, cultivating a transparent and collegial/collaborative environment, understanding potential barriers to advancement.
5. The need for better support around professional–personal life issues: e.g., family care, dual career, maternity/parental/adoptive leaves, and exploring capacity at UBC for these areas.

2. Action plans at the Faculty level **and progress so far**

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 Applied Science (ApSc) identified these main near-term goals:

1. Run regular CV workshops, for reviewing individual CVs and use of CV format. Associate Dean will continue to offer frequent sessions for Heads/ARPT members and for faculty (professor stream, professor of teaching stream, CV and teaching dossier guidance).
2. Develop a variety of mentoring and leadership development opportunities at both departments and Faculty levels. Create written APSC policy framework to support individual departmental policy development, with aim of having mentorship policies in place in all departments **for 2013/14**. Associate Dean does ongoing monitoring of processes and supports. NSERC Chair for Women in Science & Engineering to track leadership opportunity perceptions among women faculty. Dean's office to monitor gender differences in career progress timelines, awards, leadership opportunities as a component of annual reporting mechanisms.
3. Develop series of regular networking coffee/lunches. NSERC Chair to develop series **for 2013/14**. Associate Dean Faculty Affairs to monitor and consider ongoing sustainability plan.
4. NSERC CHAIR and Associate Dean to build a larger and expanded pool of potential women leaders through partnering with a pre-ALDP process and awareness for heads.
5. Increase visibility and transparency around review processes, best practices, equity and diversity initiatives through website and Faculty/departments' intranet (launched **May 30, 2013**).
6. Complete the Working Climate Study, and combine results from that study with the Forum Action plans and recommendations, to be provided to the new Dean and his designates. NSERC Chair and Associate Dean to work with incoming Dean to determine appropriate processes for communicating results and mobilizing recommendations.
7. Continue development of "family friendly" policy framework (e.g., for faculty on maternity/parental/adoptive leaves).
8. Continue training for hiring committees on best practices and implicit bias, and encourage departments to address the gender imbalance in the faculty complement. Associate Dean will include information relative to workforce availability and peer comparisons as available from Working Climate Study.
9. Recommend a mechanism for accountability for follow-up on the WCS. Timeline: for new Dean to put in place upon arrival and receiving results of WCS.

APSC PROGRESS:

Mentoring program: A **Faculty-wide Mentoring framework** has been implemented, which states: "ApSc has articulated a basic set of minimum expectations upon which individual academic units are encouraged to develop their own strategically tailored policies." See [APSC Faculty Mentorship Guidelines](#).

Policy and transparency: a **Faculty intranet** has been established and expansion is ongoing; link sent to all faculty members: <http://intranet.apsc.ubc.ca/faculty/>
Re-structuring of the **annual review process** of faculty – building on the mentorship framework – is in progress (first draft projected by end of Jan 2014)

Working Climate Study for Engineering faculty: the report was finalized and distributed to faculty in January 2014, including recommendations for actions at the administrative level to strengthen the workplace climate in Engineering: <http://intranet.apsc.ubc.ca/faculty/2014-WCS-APSC-Report.pdf>

Working Climate Study follow-up: ApSc is developing **Faculty-wide guidelines and departmental policies** (e.g., see 2. and 5.).

Informal career mentoring: CV workshops for faculty (targeted by stream) are offered four to six times per term.

Informal networking: Periodic get-togethers for women faculty are organized by Associate Deans for Faculty Affairs and for Education and Professional Development (one event for teaching stream and one for research stream faculty took place so far).

Further outcomes: A new position of Associate Dean Education and Professional Development was established and Dr. Elizabeth Croft was appointed by the new Dean of Applied Science. The portfolio includes the lead of undergraduate, graduate and professional education initiatives, providing faculty oversight for Engineering Co-op and Engineering Student Services, and overseeing communications, community outreach, marketing and student recruitment.

The Faculty of Medicine (FoM) has identified these initiatives:

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.
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 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**.
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.
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**.
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**.

FOM PROGRESS:

Career mentoring (ad 1.): 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.

Career mentoring (ad 5.): 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. *Leadership development (ad 2.):* a working group has been established; need to further develop this group’s mandate.

Policies and transparency (ad 3.): **studio sessions for heads** are offered monthly for discussing best practices for workload, annual reviews, performance management, promotion and tenure, mentorship, and others.

Diversity/Equity practices (ad 4.): 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).

Further outcomes (policies and transparency): ongoing planning of a resources page on FoM’s intranet site.

4. UBC Central Activities and Commitments

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 previous Fora, the pay equity initiative/SMART reports, and in coordination with the Equity and Inclusion Office as well as 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 Office 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 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 (included in item 4 above).
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.
6. *Media skills workshops* – ran in April 2013, *next event planned for April 2014.* Working with UBC Public Affairs for follow-up activities.
7. *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 data and faculty data.*
8. 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*