

UPDATE, February 2013:

Follow-up: Women Faculty in Leadership Forum, October 2012

Action plans at the Faculty Levels

Central initiatives

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, undergrad 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:

- 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
- 2) Put together a FoM specific task force to address the following barriers: 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, generations, and units/affiliations were also noted as potential barriers.
- 3) Devote several heads working/studio sessions that develop + share tools for greater transparency in the following various areas: workload, decision making, advancement, different expectations for different tracks, what types of work are valued. Develop timeline for implementation of these tools across the Faculty.

2. UBC Central Activities and Commitments:

We have seen a number of activities since the Forum:

- 1) Announcement of Gender Pay Equity Initiative: <http://vpacademic.ubc.ca/faculty-equity-and-diversity-initiatives/gender-pay-equity-information/> :Messages and reports
- 2) UBC Equity Structure Review: Consultation process ongoing, with report expected in March: http://vpacademic.ubc.ca/files/2013/01/BROADCAST-EMAIL_3_-Jan-11-2013-re-EDConsultation-v2.pdf
- 3) Collection of detailed data on pay increases: analysis ongoing
- 4) Work with Faculty Relations on best practices in areas of faculty processes.

5) Provost's Office work with Faculties on external reviews

Ongoing and upcoming activities and reports:

A large list of "to-do" items was generated through the Forum, pay equity initiative/SMART reports and coordination with Equity 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, with reports and updates throughout the year. Here are some of the main areas:

- 1) Hiring admin support for a survey of who is taking on major service commitments (e.g. hiring chairs, grad chairs, ugrad chairs, etc) in departments, and how those are supported or rewarded. We expect to be doing this study in spring/summer 2013.
- 2) Ongoing reports on Provost's Website that track activities in the context of SMART reports, the strategic plan Valuing Difference, and Equity restructuring. The first of these should be posted on <http://vpacademic.ubc.ca/faculty-equity-and-diversity-initiatives/> within the next month or so.
- 3) Developing a sustainable structure for a leadership program in the area of gender and diversity: A broad advisory committee is expected to be formed
- 4) Basic structure for efficient and effective implementation of a dual career program, with greater visibility and organization to support excellence: Proposal to move forward on this goes to the Deans at the end of February.
- 5) Media skills workshops
- 6) Improving faculty data capturing and organizing for regular reporting and transparency. For example, the review of the External reviews guidelines undertaken by the Provost office has included consultation with Senior Advisor on Women Faculty and Senior Advisor on Aboriginal Affairs, resulting in additional language/review considerations that specifically address equity issues. This includes the availability of specific related data to be centrally provided to units prior to each review. (will add website here when available)

Other ongoing work through the Senior Advisor Office will be posted online:
<http://vpacademic.ubc.ca/faculty-equity-and-diversity-initiatives/>

Proposals:

- 1) There is a proposal to create a temporary position, through secondment of faculty, to work on high priority areas that directly affect accountability in areas of concern identified at the forum (e.g. tracking merit/psa, promotion/tenure, hiring, starting salaries, best practices, etc.). We are examining the need for additional internal and/or external processes/reviews supporting such accountability to see if there is already sufficient coverage in this area, and to ensure that there are systems in place to efficiently and comprehensively track faculty and unit data related to equity and diversity.
- 2) There is a proposal to develop more capacity to support diversity awareness: There is ongoing work with the Provost's Office, Equity Office, Faculties, and Faculty Relations to identify effective ways to increase capacity and sustainability for faculty equity/diversity awareness across levels (hiring, SAC, awards processes, leadership development), incorporating diversity in strategic initiatives.