

Leadership at UBC: Gender and Diversity

UPDATE, Summer 2013:

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.

Content: Summary of the Forum Women Faculty in Leadership Forum, April 2013

Common themes from the Forum
Action plans at the Faculty Levels
Central initiatives

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 work/life issues: e.g. family care, dual career, maternity/parental leaves, exploring capacity at UBC for these areas

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 Applied Science 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 (eg maternity/parental 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 Dean to put in place upon arrival and receiving results of WCS.

The Faculty of Medicine has identified these initiatives: (are there changes to these – 1)-3) were identified in the last Forum, I've added 4)-5))

- 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.**

3. UBC Central Activities and Commitments:

We have seen a number of activities in 2013:

- 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 and restructuring process ongoing, with report and response from the UBC: <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 and upcoming activities and reports:

A large list of “to-do” items was generated through this and previous Forums, the 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) Diversity Awareness: Ongoing work with the Provost’s Office, Equity Office, Faculties, and Faculty Relations to increase capacity and sustainability for faculty equity/diversity awareness across levels (hiring, SAC, awards processes, leadership development), incorporating diversity in strategic initiatives. Cooperation with Equity and Inclusion Office through Provost Faculty Associate appointment.

- 2) Ongoing review 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. Study started in Arts in spring/summer 2013.
- 3) 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/> late summer 2013.
- 4) Developing a sustainable structure for a leadership program in the area of gender and diversity: A broad advisory committee is formed and had its first meeting over the summer. Follow-up activities that link equity and leadership changes at UBC.
- 5) Basic structure for efficient and effective implementation of a dual career program, with greater visibility and organization to support excellence: Proposal to move forward approved by Deans at the end of February, first steps of visibility and communication to be put in place summer 2013
- 6) Media skills workshops – ran in April 2013, looking into future events
- 7) Improving data capturing and organizing for regular reporting and transparency - ongoing
- 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
- 9) Review of ALDP, including looking for opportunities for a “pre-ALDP” program

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