Some day people will be judged by their individual aptitude to do a thing and (society) will stop blocking off certain things as suitable to men and suitable to women.

Amelia Earhart, 1935, to Purdue female students

OK, you have hired a woman. What's next?

Sonny Ramaswamy
Purdue University
Overview

- Current situation
- Survey
- Opinions
- Next steps
- Leadership
- Conclusions

Current Situation

- Lower promotion and tenure rates
  - 38% vs 50%
- Longer time to promotion
  - Particularly in biology and psych/social sciences
  - Traditional bias against young faculty to start families
- Lower retention rates
- Lower job satisfaction
  - Gender biased obstacles, not being taken seriously, condescension, sexual harassment
• Inadequate protection of research time
  • Committees, less likely to say no, parental duties, collegiality, citizenship
• Fewer institutional resources
• Work/family conflicts
  • Children, childcare, healthcare
• Alienating departmental culture
  • Male oriented norms and structures, condescension
• Isolation and marginalization
  • Sexual harassment – unreported
  • Lack of collaborators, lack of peers

Comfort Zone
Nothing ventured nothing gained

Survey

Women mentored by men and women or by women only?  84.2% men/women; 5.3% head; 10.5% none

Mentors from within unit or from outside?  26.3% both; 47.4% internal; 5.3% external; 15.8% NR

Are mentors trained?  89.5% no; 10.5% NR

How often do mentor and mentee meet?  10.5% monthly; 47.5% varies; 15.8% as needed; 10.5% NR

Administrators as mentor?  84.2% yes; 15.8% NR

Do you protect pretenure women (and men) from service?  89.5% yes; 5.3% no; 5.3% NR

Do you cover the cost of sending (female) faculty to workshops?  79% yes; 10.5% no; 10.5% special occasions

Does your institution have adequate daycare?   68.4% yes, but inadequate; 31.6% no If so, is this provided as part of a startup for women faculty?  100% no

Does your institution offer the tenure clock to be turned off for maternity leave?  47.4% for women; 10.5% for both; 21.1% no; 21.1 NR%

Does your institution recognize same-sex couples, and offer them similar rights and benefits?  31.6% yes; 52.6% no; 15.8% don’t know
Opinions

- Help succeed
- Enhance critical mass
- Open doors
- Give time and enable
- Help in securing resources
- Create supportive atmosphere
- Spend extra time
- Offer sensitivity training
- Be flexible
- Treat everyone fairly and equitably
- Remove barriers
- Create a climate of acceptance
- Protect from overcommitment

- Do not marginalize
- Protect from professional/personal conflicts
- Create female-friendly atmosphere
- Modify existing policies and procedures
- Enhance transparency
- Distribute resources fairly and equitably
- Place on important roles/committees
- Create mentoring programs
- Limit service requirements
- Convey importance of diversity
- Review policies on P&T, childcare, spousal hiring
- Reinforce rules on sexual/racial discrimination
- Offer incentives to hire more inclusively
If we do not change direction, we are likely to end up where we are headed

- Chinese Proverb

Change is inevitable, except for a vending machine

- Click & Clack, The Car Talk Guys

Next Steps

- Institutional signals/commitment on importance of women
- Shield female faculty/pretenure faculty
- Teaching loads
- Female friendly policies
- Flexible tenure clock
- Sexual harassment policies
- Parental leave and childcare
- Limiting service for junior faculty
- Alternative approaches to tenure, i.e., not only research
- Review salaries
- Use technology to “attend” meetings, change times, etc.
- Modify duties and responsibilities
- Mentoring on institutional culture - Formal and informal
- Engagement of women more fully

- Provide education about the issues
- Train in leadership roles
- Develop a strategic committee to oversee hiring practices to ensure follow-through
- Incorporate flexibility into the promotion process
- Re-evaluate the tenure clock
- Extend the probationary period
- Place emphasis on quality, not quantity
- Provide career development planning for all faculty
- Develop mentoring academy, educational programs, and conferences focusing on best practices in mentoring
- Promote the fact that a balanced life can co-exist with a successful, fulfilling academic career
- Address dependent care issues
Be aware of gender specific issues, but do not become bitter about it and focus on it.

Anonymous

Leadership
...I know it when I see it

-Justice Potter Stewart


**Characteristics**

- Fair and equitable
- Compassionate and empathetic
- Protective of everyone, particularly women, minorities, and young faculty
- Open-minded
- Ethical
- Problem solver
- Goal-oriented
- Respectful/respectable
- Knowledge of institutional “ecology”
- Leadership and management training
- Cross-cultural skills
- Knowledge of institutional policies/structures
Transactional Leadership

Transactional leaders maintain the status quo!

Oral trophallaxis between workers of *Camponotus gigas*. Photo M. Pfeiffer. 
http://www.antbase.de/ecology/Trophallaxis.htm

Transformational Leadership

Transformational leaders change the status quo!

www.monarchwatch.org
Go to the ant, thou sluggard; consider her ways, and be wise

Proverbs 6:6

Resources

- http://www.secfac.wisc.edu/wfmp/resources.htm
- http://fermat.nap.edu/books/0309095212/html/R1.html
- http://www.purdue.edu/humanrel/wro/resources_directory.shtml
- https://science.purdue.edu/success/
- http://www7.nationalacademies.org/womeninacademe/

Gender Differences in the Careers of Academic Scientists and Engineers. 2004. NSF 04-323.