

ADVANCE

ADVANCE Program for Inclusive Excellence

Advancing women, transforming the University, investing in a culture of inclusive excellence



UM ADVANCE

Improving Faculty Work Environments: Response to the 2013 FWES Results by College

A. James Clark College of Engineering

Based on data from the 2013 UM Work Environment Survey, the College of Engineering has identified three areas to work on this year: time spent on research versus teaching and service; work-life balance policy availability and awareness; and associate professors' satisfaction with the APT process, their unit, and UMD.

a) *Teaching and service improvement:* We will use institutional data to identify faculty with nominally similar research productivity levels and assess variations in workloads in the areas of teaching and service. We will analyze results and discuss implications with unit administrators. We will also establish a series of weekly luncheon/coffee break discussions for sharing of best practices related to time management. We will start with panels that discuss successful strategies for time-management when teaching contact-time-intensive lab and/or design courses. We already have some faculty speakers who give a talk on similar topics each year to students in our future faculty fellows program. We will leverage this program and offer similar talks to our current faculty members.

b) *Work-Life balance improvement:* We will establish a series of weekly luncheon/coffee break discussions for sharing of best practices related to work-life balance.

c) *Work-Life policy awareness:* We will start a work-life balance policy awareness program. Ideas to be considered include a tip of the week flyer for posting near departmental mailboxes/coffee machines (a non-electronic FYI) and getting time to present at faculty meetings.

d) *Advancement and promotion:* We need unit heads to better articulate promotion requirements for advancing to Full Professor, and for APT committee members to fully concur with these articulated requirements.

e) *Mentoring and promotion:* We will work to ensure that Associate Professors have mentors to guide them through the promotion process and to aid them in strategizing on which teaching and service “opportunities” to turn down.

f) *Creating options for Associate Professors:* We will work with unit heads to minimize the development of two tracks for Associate Professors (the tenured but teaching &/or service track and the tenured and active researcher track). We will work with unit heads to identify options for transitioning those currently stuck in the “tenured but” track who want to get back on the active researcher track. Note: this may involve encouraging faculty to consider sabbatical opportunities.

College of Education

Based on data from the 2013 UM Work Environment Survey, the College of Education has identified two areas to focus on this year toward improving the faculty work environment. These priorities have been presented to and discussed with the Council of Chairs, the College Assembly, the College Senate, and an open faculty forum on the survey findings.

a) *Research Support*: In response to findings from the survey and follow-up meetings held by the Dean's Office with ADVANCE and groups of faculty and department administrators, the College will implement the following strategies: The Dean will provide support for a full-time grant development position to support faculty efforts to secure funding for research. The College, in collaboration with the VPR Office, will host a meeting of local superintendents to showcase the research resources of the College and campus, with the intent of building MOUs for research. The College will sponsor brown bags with representative of funding agencies (IES, DOD) to discuss funding possibilities. The Associate Dean for Research will work with the Development Office to identify funding possibilities for college research priorities. The Dean and Associate Dean for Research will work with department chairs to structure incentives that encourage faculty to write grants and engage in funded research. The College leadership team and the College Senate will consider ways to promote a renewed culture of research in the wake of College reorganization.

(b) *Associate Professor Career Advancement*: The Dean's Office and ADVANCE will work with associate professors throughout the year to identify specific concerns of this group and to support their career advancement. Specific strategies include the following: The College currently does not require formal mentoring of associate professors, and the leadership team has begun to discuss ways to provide ongoing mentoring of associate professors. The ADVANCE Professor will target sessions to the needs and concerns of Associate Professors. For example, associate women professors have been invited to an ADVANCE session on "Just Say No" and another on "Post-Tenure Career Paths." The Dean's Office will work with department chairs to monitor the service loads of Associate Professors. The Dean's Office will work with department chairs to reinforce work-life policies. The ADVANCE Professor will provide one-on-one mentoring for Associate Professors that supports career advancement and addresses other issues related to their well-being.

The School of Public Health

Based on data from the 2013 Work Environment survey, the School of Public Health (SPHL) has identified one main area in which to concentrate ADVANCE efforts in 2013-14: A concerted focus on promotion opportunities for Associate Professors.

a) *Mentoring*: The Dean of SPH has instituted a mentoring policy for all Assistant Professors. This policy requires that all Assistant Professors be assigned two mentors. Recommended forms for a mentoring “contract” prepared by previous ADVANCE Professor, Sally Koblinsky, along with forms to record and report progress, were shared with the department chairs in the school along with a discussion of some of the findings from the Work-Environment Survey. It is our understanding that the chairs have agreed to use the forms. Although mentors are not required for Associate Professors, a number of female Associate Professors have obtained mentors and several SPHL departments are implementing a voluntary Associate Professor mentoring system. In order to move toward a recommendation for all units, we propose that ADVANCE evaluate its success at the end of this academic year.

b) *Work-life balance policies*: A higher proportion of Associate than Assistant Professors felt that they have little control over whether they advance in their career. Making sure their chair was aware of current University work/life policies is important. Another useful idea is to bring suggestions from practices that work to the group so that other departments could benefit. As one potential solution, we propose that the school clarify SPHL policies re: work/family flexibility so that there is a common understanding about the amount of time faculty may work off campus and the corresponding professional benefits.

c) *Promotion*: Focus on consistency of promotion policies across the school: Given the variation across the departments in the promotion guidelines, policies, and criteria for promotion, we propose that chairs and administrators work together to define consistent criteria for promotion from Associate Professor to Professor across the departments and units within the School of Public Health. These criteria should be widely disseminated within the school so that they are widely known and understood by the tenure track faculty.

College of Behavioral and Social Sciences

- a) *Improving work-life climate*: Increase the knowledge base of campus programs and policies, especially new policies, and having units take leadership on issues specific to their departments. Units have provided plans to the Dean. For example, PSYC in January 2014 will poll faculty on perceptions and concerns and discuss the findings in scheduled faculty meetings during spring 2014.
- b) *Improving mentoring and support of associate professors, particularly women faculty*: Through the BSOS ADVANCE professor and support from the Dean, several workshops and luncheon forums have been set up to provide practical supports for post tenure career advancement and for managing service obligations. These forums have been open to women faculty outside of the College. Moreover, some BSOS units (e.g., CCJS, GVPT) are establishing their own mentoring supports of women and/or associate professors.
- c) *Supporting faculty of color*: Assistant Dean and BSOS Diversity Officer Kim Nickerson is working with the BSOS survey results to address some issues, particularly with respect to provision of teaching and research assistants and research supports. He is also organizing a networking event for faculty of color in January 2014. Complementing this work, the African-American Studies Department (AASD), with many of BSOS' African-American faculty, is targeting key issues.
- d) *Research support*: Interim Chair of AASD Professor Odis Johnson will work with Associate Dean Carl Lejuez on faculty needs regarding research administration and grant-seeking support. Additionally, an AASD staff person will serve as a source of department research support. This person will receive COES training and become familiar with grant submission procedures. The chair will also work with mentoring of faculty, as will Professor Bill Falk, as a “resident mentor” within the department until June 2014.

College of Agriculture and Natural Resources

- a) *Grant opportunities, grant writing, and assistance with grant administration:* The College leadership team is hiring four grant support staff. These individuals will form a research cluster, along with our present grants coordinator, to assist all college faculty with each step in the grant proposal process from identifying grant opportunities to submission. The Dean and Associate Dean for Research will also conduct a meeting to inform the faculty, especially the assistant and associate professors and extension faculty, of the many seed funding opportunities that exist in the college and UMD.
- b) *Associate Professor career advancement:* The College will schedule a meeting with the associate professors to discuss their concerns about career advancement wherein we will help identify specific issues and necessary steps for improving the situation. Possible steps include identifying mentors to help them progress to the rank of full professor; developing strategic plans for career advancement for each individual; encouraging more award nominations based on strong teaching, service and/or research contributions to illustrate support and value for their contributions; determining what strategic service “opportunities” to accept; and emphasizing the benefits of promotion to full.
- c) *Service commitments:* The Dean’s Office and ADVANCE will sponsor a talk and lunch session with faculty members examining how they can be more strategic about service contributions. Departments will be asked to do an analysis of the service load to determine the number of times a committee meets, the amount of effort expected, the duration of the committee’s work as well as any course release time or supplemental payment awarded, and whether all faculty service is necessary to ensure the best functioning of the department. When gender participation is required on particular committees, department chairs and the college should relieve female faculty from other service requirements.

College of Arts and Humanities

Based on data from the 2013 UM Work Environment Survey, ARHU has identified two areas to work on this year.

a) *Research Support*: Of all items listed under “Satisfaction with Resources and Conditions at UMD,” faculty members in ARHU had the lowest satisfaction with “Assistance with finding grants,” (29.5; p. 22). Women and faculty of color were less likely to be satisfied with the support for locating grants and for other opportunities. In response to these findings, the Dean's Office has committed staff to support faculty efforts to secure funding for research. These staff members will offer grant-writing workshops throughout the year, alert faculty members to opportunities of interest, and work with faculty member individually on locating and applying for grants and fellowships.

b) *Associate Professor Career Advancement*: The survey suggested that associate professors tend to be less satisfied than professors at other ranks in a wide range of categories. Associate professors were less likely than the other two ranks to agree that the institution does what it can to make family life and the tenure track compatible. Associate professors expressed the greatest concern over opportunities for advancement. (These findings are summarized in the Research Brief.) In response, the Dean's Office and ADVANCE will work with associate professors to encourage them to come up with individual plans for advancement to full professor and offer a series of workshops in the spring semester to facilitate this planning. We are planning to seek help and expertise on campus for these workshops, possibly through the Office of Faculty Affairs, and also to think about inviting outside experts as well.

ARHU held a college-wide meeting on November 21st at noon to discuss the results of this survey and the ARHU planned response.

College of Computer, Mathematical and Natural Sciences

Based on data from the 2013 UM Work Environment Survey, the College of Mathematical, Computer and Natural Sciences has identified three areas to work on this year, spearheaded by a focus on mentoring. To that end we have declared this academic year our College's Year of the Mentor.

Challenge 1: Only 32% of respondents among CMNS faculty were satisfied with assistance with teaching. In response to these findings, the Dean's Office has committed resources to direct faculty to teaching resources at the Center for Teaching Excellence. In addition, chairs and unit directors will pair senior and junior faculty to provide assistance with teaching strategies.

Challenge 2: Only 34% of respondents among CMNS faculty were satisfied with assistance with finding grants. In response to these findings, the Dean's Office has worked with the VPR's office and rededicated efforts to direct faculty to new grant announcements. In order to get a clearer sense of faculty needs, the Dean's Office and ADVANCE will host meetings with individual and groups of faculty to discuss specific challenges and strategies for obtaining grant support.

Challenge 3: Fully 60.3% of the respondents had not heard of mentoring of new faculty. In response to this we have declared this academic year in CMNS The Year of the Mentor.

Good mentoring of junior faculty has a significant impact on their tenure success. Mentoring is not restricted to reading grant applications and manuscripts, but includes most aspects of academic life (including work-life balance). However, junior faculty often do not know what to expect from mentoring, or how to best benefit from it. Meanwhile, senior faculty may not be current with good mentoring practices. Our goal is to substantially improve the quality of mentoring of junior faculty, both to increase their success and the success of CMNS.

To address the critical issue of work-life balance, we are organizing a Life Integration Roundtable. This roundtable, to be held this spring, will feature a panel discussion in which CMNS Associate Professors talk about successes and problems in balancing work life and home life, and will include a question-and-answer session with an audience of junior colleagues.

Robert H. Smith School of Business

a) *Actively supporting & championing UMD efforts to increase day care opportunities:* currently we are working with VP of Administration Anne Martens to find an MBA student who can during Winter semester run a number of different financial models to determine the cost associated with different Day Care options that Anne is investigating for the campus.

b) *Providing more information and programming on Parental Leave and other Work-Life Policies to faculty, department chairs and HR staff members to assure that word gets out.* Currently we have made progress on several fronts: 1) We have just completed our first discussion and agreement with a junior faculty member at Smith and both parties, faculty and department, appear quite pleased with the outcome; 2) Vice Dean Joyce Russell and her outstanding Operations Team have either located or created lactation stations for all four DC locations--College Park, Shady Grove, Baltimore, and DC Reagan Building. This information has been communicated to female faculty; and 3) We have partnered with the A. James Clark School of Engineering to sponsor a Work-Life Balance Seminar covering all work-life policies that will be led by ADVANCE Professor Alison Flatau and will sponsor a Work-Life Balance Seminar with Juan Uriagereka and Diane Krejsa on Dec. 5th, 2013, 2-3 PM at 3201 JM Patterson Hall. We are currently providing information about this seminar to faculty, staff, department chairs, and administrators.

c) *Examining the equity of faculty service assignments:* We are conducting benchmarking with other peer business schools regarding the frequency and nature of service assignments and then conducting internal assignments to see the fairness/equity with which such assignments are distributed among faculty members. This will be the hardest issue of the three to address, as much work on current policies and other issues is already occurring within the school — governance, post tenure review, blended and online learning – but we expect to get a lot of traction for it during Spring Semester when other prior efforts will have been completed.

Philip Merrill College of Journalism

Based on data from the 2013 UM Work Environment Survey, JOUR has identified two areas to work on this year.

a) *Administrative Support*: While faculty in JOUR overall express high levels of satisfaction, the fewest number of JOUR respondents were satisfied with clerical/administrative support (16.7%), assistance with research administration in their unit (33.3%), and the amount of time they spend on research vs. teaching and service (33.3%). The College will focus this year on increasing clerical and administrative support.

b) *Research Culture*: As noted above, JOUR faculty members expressed some dissatisfaction with assistance with research administration. The College would like to focus this year overall on improving the research culture in light of the issues specific to journalism, such as the professional backgrounds of the faculty members.

The Journalism faculty discussed the survey findings in a meeting on November 7th, 2013. Faculty members were enthusiastic about the proposed action plan. They also wanted to make clear that they are not dissatisfied with the quality of administrative support, which they find to be excellent, but with the quantity, and didn't have a way to make that distinction in the survey. We also discussed the possibility of Journalism's small size in skewing the results. Dean Dalglish felt, and the faculty members agreed, that the results nevertheless reflected a general sense of the strengths and challenges in Journalism.

School of Architecture, Planning, and Preservation

The School of Architecture, Planning, and Preservation held several meetings of the Dean and Directors (October 9 and October 23, 2013) and Directors (October 15, 2013) to determine how to address the issues that arose from the Advance 2013 Survey of Work -Life Environment for our college. We identified two major internal issues we intend to address: a lack of a clear path to and support for tenure and promotion, and a lack of collegiality and low morale.

a) *Support for tenure and promotion:* We have rewritten the School's APT document to clarify the criteria and standards for tenure and promotion in the past year.

b) *Grant support:* We have recently instituted a competitive grants program for junior faculty that provides some of them with financial support for their research during the summer. Third, based on the findings of this survey, we have extended the grants program for junior faculty to support semester buyouts for their research. Through this initiative we have provided support for about 50% of our junior faculty.

c) *Improvement of collegiality and morale:* The Dean has outlined a strategy of holding two separate focus groups led by an outside consultant. One focus group will be held for assistant professors and the second for associate professors, excluding current and previous program directors. The purpose of these meetings is to gain a deeper understanding of the problems with the work life issues in the School, the causes of these problems, and potential solutions. By separating assistant and associate faculty, we hope to create environments whereby faculty can feel free to express their concerns, give insights into the reasons for our poor performance in the work life survey and identify solutions.

School of Public Policy

In response to the findings of the university's Work Environment Survey, the School of Public Policy will undertake the following efforts.

a) *Improve mentoring*: The School of Public Policy aims to strengthen and improve the mentoring program for assistant professors. In recent years, the School has increased its hiring of assistant professors. It has instituted several new mentoring efforts, including annual meetings of all assistant professors with the dean, more thorough mentoring by mentoring committees, peer teaching assessment, and a formalized third-year review of assistant professors. In the course of our third-year review process in the spring of 2014, the School will also examine its mentoring practices and identify steps that can be taken to strengthen it further, especially in the interest of addressing issues identified in the Work Environment Survey.

In addition, the School is currently in the midst of a self-study. The self-study report will identify issues that connect with the findings of the Work Environment Survey, and the faculty will take up those issues in the spring semester of 2014 as it charts the next steps forward for the School.

College of Information Studies

- a) *Promote faculty success:* The Dean will work with the ADVANCE Professor and faculty from the College of Information Studies to promote a mindset of nominating faculty for awards. This includes both internal UMD awards and external awards. We feel that celebrating everyone's successes is important.
- b) *Promoting awareness of work-life policies:* In order to address the lack of awareness regarding work-life resources and policies, the college leadership will widely distribute information on policies among the faculty community. We plan to offer a seminar and an online summary or handouts to promote faculty awareness of campus policies relating to work-life balance.
- c) *Improving teaching:* The college faculty noted a lack of teaching resources available to them. In an effort to provide professional resources to faculty seeking teaching improvement, the dean, along with the ADVANCE Professor for the college, will offer a seminar on resources for improving teaching to include both on-campus and outside professional assistance.

	BMGT	EDUC	ENGR	ARCH	JOUR	ARHU	SPHL	INFO	AGNR	BSOS	CMNS	PUAF
Work-Life Policy Awareness	X		X				X	X				
Work-Life Balance	X		X							X		
Career Advancement: Associate Professors		X	X	X		X	X		X			
Workload: Service Assignments and Administrative Support	X				X				X			
Research Culture and Support		X		X	X	X			X	X	X	
Professional Relationships and Networks										X		
Mentoring			X				X			X		X
Decision-making Transparency											X	
Teaching Improvement/ Assistance			X					X			X	
Collegiality				X				X				