



**Working Together to Succeed
AdvanceRIT and Institutional Transformation**

**Promotion and Tenure Committee Workshop
September 29, 2014**

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Promotion & Tenure Processes [1,2]

Formal mechanisms for the evaluation and retention of faculty. Crucial in maintaining the intellectual excellence, creativity and scholarly reputation of the faculty.

- When processes are biased in subtle, often invisible ways, or when processes fail to provide equal protection and transparency for all faculty, they may result in inequity that serves to maintain the status quo.
- Increased efforts to hire women faculty does not lead to growth in women's overall representation unless attention is also paid to advancement through ranks.

Bias, often unconscious, limits women's progress in scientific and engineering fields.

Even people who consciously reject negative stereotypes about women in science can still hold those beliefs at an unconscious level. [3]

Brief [video](#) on Impact of Implicit Bias from OSU [4]

Handout:

*Questions to Consider during P&T Review Processes:
Understanding How Preferences Influence Decision-Making [5]
& Recommendations for Reducing Unconscious Bias in
Promotion & Tenure Review Processes [6]*

References

1. Marschke, R., Laursen, S., Nielsen, J., & Rankin, P. (2007). Demographic inertia revisited: An immodest proposal to achieve equitable gender representation among faculty in higher education. *J. Higher Education* 78(1), 1-26.
2. Laursen, S. L., & Austin, A. E. (2014). Strategic Intervention Brief #6: Equitable Processes of Tenure and Promotion. In Laursen, S. L., & Austin, A. E., *StratEGIC Toolkit: Strategies for Effecting Gender Equity and Institutional Change*. Boulder, CO, and East Lansing, MI. www.strategic toolkit.org
3. AAUW, Breaking through Barriers presentation from Why So Few? Women in Science, Technology, Engineering, and Mathematics, www.aauw.org
4. The Impact of Implicit Bias from Ohio State University, Part 1 Bias and Schemas, <http://www.youtube.com/watch?v=UZHxFU7TYo4&feature=plcp>
5. Adapted from Promotions & Tenure Committee: Case School of Engineering, September 8, 2009, Amanda Shaffer, Interim Faculty Diversity Officer, Case Western Reserve University
6. Adapted from WISELI Searching for Excellence & Diversity Workshop, “Strategies for Minimizing Bias and Assumptions”