National Diversity Equity Workshop

NDEW 2011

K. N. Houk

Department of Chemistry and Biochemistry

UCLA

Jan. 24-26, 2011

Arlington, VA

Open Chemistry Collaborative in Diversity Equity

OXIDE

The 2006 Gender Equity Workshop, follow-ups, and assessment of progress during the last 5 years

1. The 2006 workshop
    a. how it came about
    b. planning
    c. the workshop

2. follow-up

3. assessment of impact

4. observations about gender equity at in chemistry at UCLA

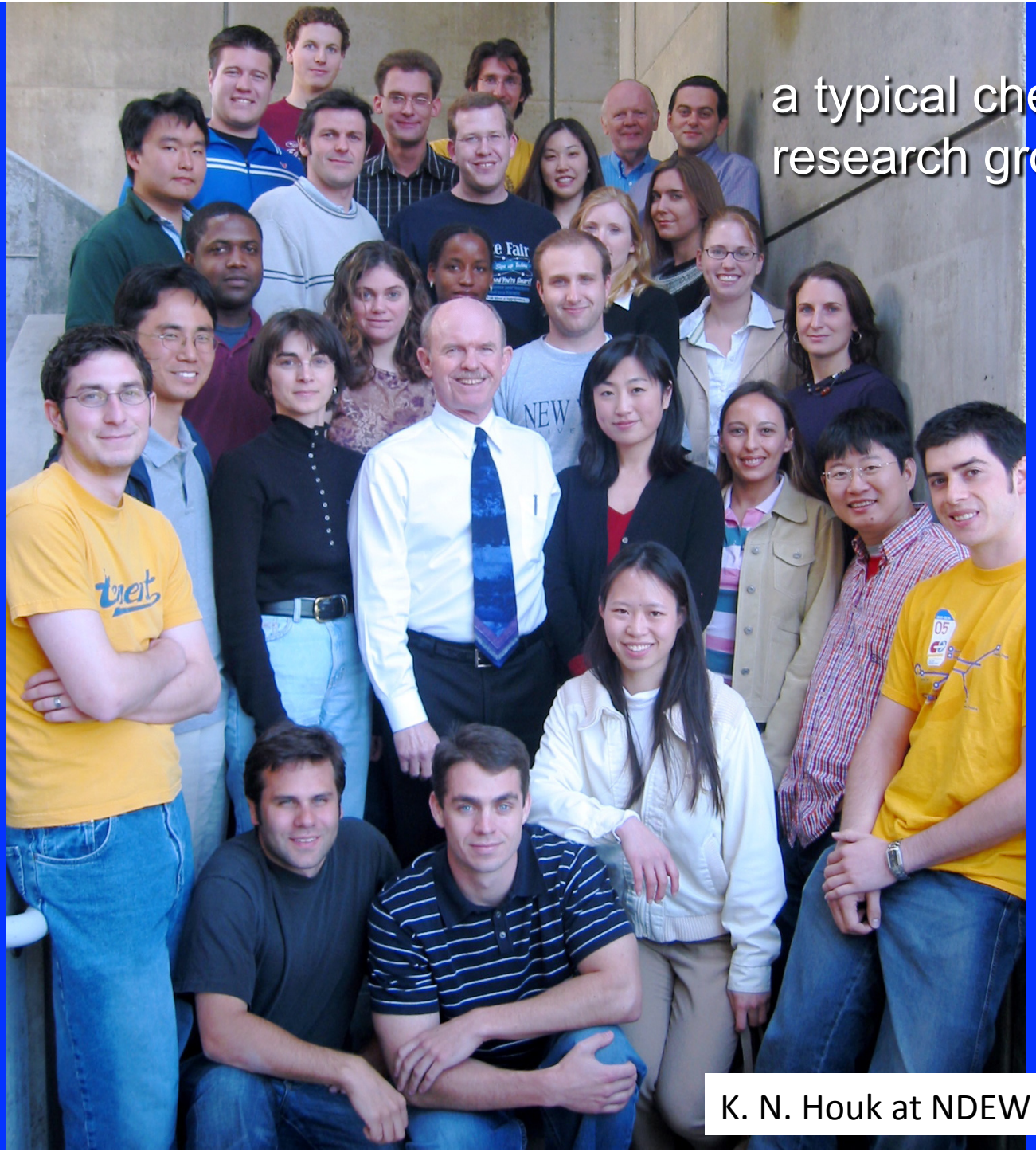
Workshop
on
Building Strong Academic Chemistry Departments
Through
Gender Equity

- January 29-31, 2006
- Sheraton National Hotel
- Arlington, VA

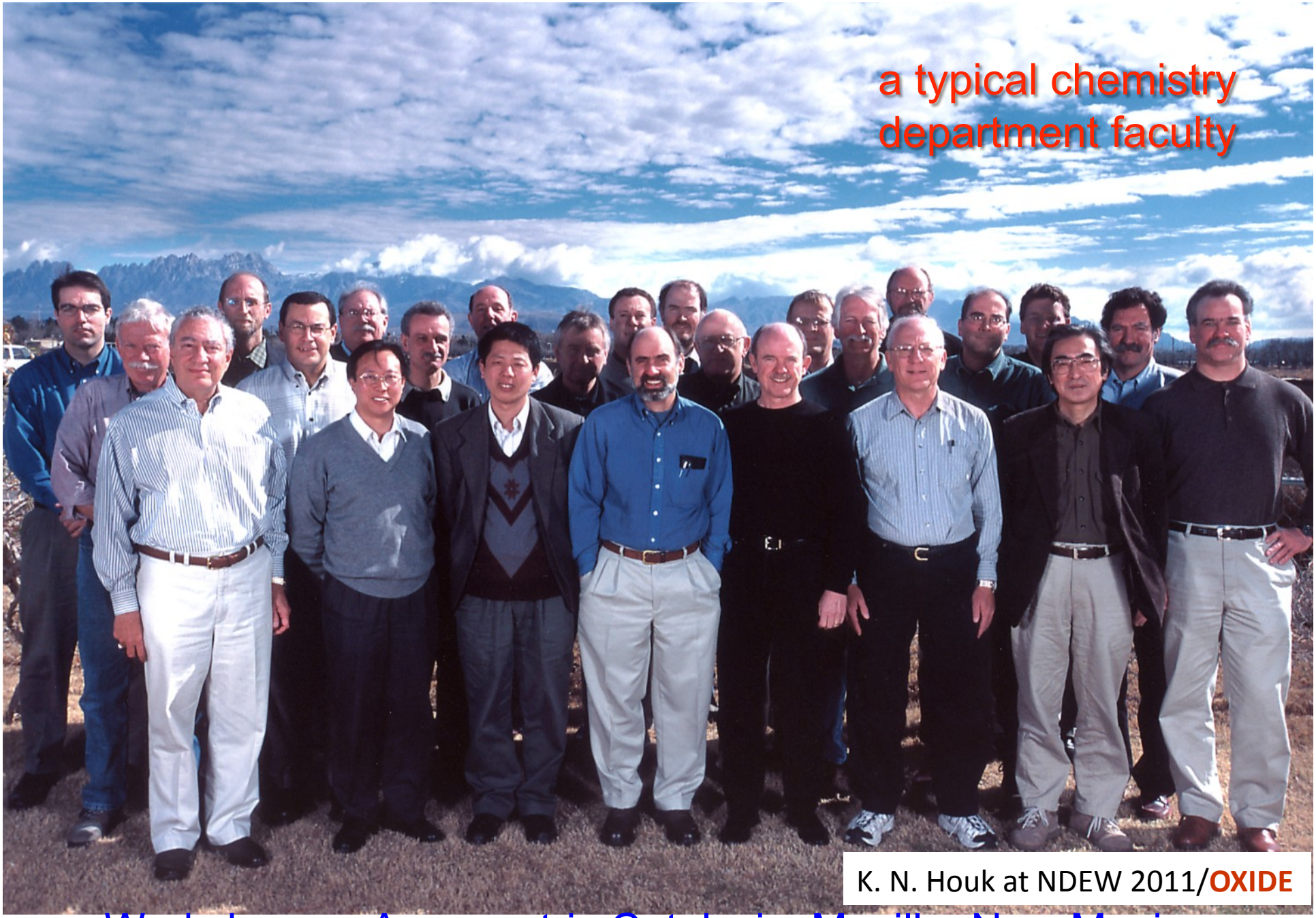
The Goal

"To develop and implement strategies to significantly increase the number of women chemists in tenured academic positions in our research universities and eliminate the gender biases that negatively impact their career progress."

Why?



K. N. Houk at NDEW 2011/**OXIDE**



Workshop on Asymmetric Catalysis, Mesilla, New Mexico

Where did the idea of the gender equity workshop begin?

Federal agency chemistry-related division directors who are committed to the idea of building the quality and diversity of academic chemistry departments.

Arthur B. Ellis, Director, Division of Chemistry, NSF

Michael E. Rogers, Director
Division of Pharmacology, Physiology, and Biological Chemistry, NIGMS, NIH

Walter J. Stevens, Director
Chemical Sciences, Geosciences, and Biosciences Division, DOE

Building Strong Academic Chemistry Departments Through Gender Equity

Conference Co-Chairs

Cynthia M. Friend, Chair
Department of Chemistry and Chemical Biology,
Harvard University

K. N. Houk, Professor of Chemistry
Department of Chemistry and Biochemistry
University of California Los Angeles

Workshop Steering Committee

Kristin Bowman-James, University of Kansas
harles B. Harris, University of California, Berkeley
Geraldine L. Richmond, University of Oregon
Robert J. Silbey, Massachusetts Institute of Technology
Isiah M. Warner, Louisiana State University

Federal Advisory Committee

Arthur B. Ellis, Director, Division of Chemistry, NSF

Michael E. Rogers, Director
Division of Pharmacology, Physiology, and Biological Chemistry, NIGMS

Walter J. Stevens, Director
Chemical Sciences, Geosciences, and Biosciences Division, DOE

Department Chairs or their Representatives (62)

Hector Abruña, Cornell
Dean Appling, Texas-Austin
Peter Armentrout, Utah
Mary Barkley, Case Western Reserve
Robert Blankenship, Arizona State
Joel Bowman, Emory
Gary Brudvig, Yale
Bruce Bursten, Tennessee
Charles Casey, Wisconsin
Sally Chapman, Barnard College
David M. Collard, Georgia Tech
James Coward, Michigan
Michael Doyle, Maryland-College Park
Glenn Dryhurst, Oklahoma
Prabir Dutta, Ohio State
Luis Echegoyen, Clemson (also NSF MPS-AC)
Carol Fierke, Michigan
George Flynn, Columbia
Miguel Garcia-Garibay, UCLA
Christine Grant, North Carolina State
Martha Greenblatt, Rutgers
Ian Harrison, Virginia
Joseph Heppert, Kansas
Michael Hopkins, Chicago
Paul Hopkins, Washington
Bret Jackson, Massachusetts
Thomas James, UC San Francisco
Caroline Jerrold, Indiana
Joseph Konopelski, UC Santa Cruz
Julie Kornfield, Cal Tech
Valerie Kuck, Seton Hall
Graham Lappin, Notre Dame
Marsha Lester, Pennsylvania
Katja Lindenberg, UC San Diego
Stephen Lippard, MIT
Michael Marletta, UC Berkeley
Luigi Marzilli, Louisiana State
John McCracken, Michigan State
David McFadden, Boston College
Linda McGown, Rensselaer Polytechnic
Joseph Merola, Virginia Tech
Anthony Rappe, Colorado State
Daniel Reger, South Carolina
David Richardson, Florida
Jeffrey Roberts, Minnesota
Neil Schore, UC Davis
Clarence Schutt, Princeton
Emile Schweikert, Texas A&M
Ayusman Sen, Penn State
Kenneth Shea, UC Irvine
Mark Smith, Arizona
John Toscano, Johns Hopkins
Veronica Vaida, Colorado-Boulder
Richard Van Duyne, Northwestern
David Waldeck, Pittsburgh
Robert Waymouth, Stanford
Michael White, SUNY Stony Brook
Kenton Whitmire, Rice
Paul Williard, Brown
Alec Wodtke, UC Santa Barbara
Steven Zimmerman, Illinois
Timothy Zwier, Purdue

Panelists and Other Invitees (12)

Cathy Drennan, MIT
Gertrude Fraser, Virginia
Robin Garrell, UCLA
Judith Greenberg, NIGMS - NIH
Laurel Haak, National Academies
Alice Hogan, NSF
Saundra McGuire, Louisiana State
C. Bradley Moore, Northwest
ern, VP-Research
Sharon Neal, Delaware
Hannah Reisler, USC
Debra Rolison, NRL
Abigail Stewart, Michigan

Members of NSF-MPS Advisory Committee (3)

Cynthia Burrows, Utah (NSF-MPS)
Larry Dalton, Washington (NSF-MPS)
Mostafa El-Sayed, Georgia Tech

Laboratory Heads (6)

Jeffrey Aube, Kansas CMLD
Michelle Buchanan, Oak Ridge Natl. Labs
Doon Gibbs, Brookhaven Natl. Lab
W. Carl Lineberger, Colorado and JILA (also NSF MPS-AC)
Elizabeth Simmons, LBS / Michigan State (also NSF MPS-AC)
Albert Wagner, Argonne Natl. Lab

Representatives of Societies and Foundations (3)

James Gentile, Research Corp., President
W. Christopher Hollinsed, ACS-PRF, Director
Madeleine Jacobs, ACS, Executive Director
Robert Lichter, Merrimack LLC
Ann Nalley, ACS, President
Carolyn Ribes, ACS Women Chemists Committee

Advisors from Federal Agencies (14)

Arthur Ellis, NSF
Lee Magid, NSF
Diane Marceau, DOE
Michael Rogers, NIGMS
Celeste Rohlfing, NSF
Eric Rohlfing, DOE
Walter Stevens, DOE
Linda Blevins, NSF
Henry Blount, NSF
Janice Hicks, NSF
David Lightfoot, NSF
Debbie Lockhart, NSF
John Miller, DOE
Judy Sunley, NSF

Workshop on Building Strong Academic Chemistry Departments through Gender Equity

January 29-31, 2006, Arlington, Virginia

Sunday Evening, January 29, 2006

Session 1: Defining the Issues

Presiding: Cynthia M. Friend

6:15 p.m. Keynote Speaker: Denice D. Denton, Chancellor, UC Santa Cruz

Presiding: Kendall N. Houk

7:00 p.m. Speaker: Donna J. Nelson, Associate Professor of Chemistry
University of Oklahoma
Demographics of Chemistry Departments

7:45 p.m. University of Michigan CRLT Players Theatre Performance
(NSF ADVANCE has commissioned sketches
created by the CRLT Players on mentoring, faculty hiring,
and the tenure decision process.)

Monday, January 30, 2006

Session 2: Equity and Bias

Presiding: Robert Lichter, Merrimack Consultants, LLC

8:00 a.m. Keynote Speaker: Virginia Valian, Professor of Psychology,
Hunter College, author of "Why So Slow"

8:40 a.m. Speaker: Mary Ann Mason, Dean of the Graduate Division
"Impact of Marital Status and Children on Faculty Advancement"
UC Berkeley

9:20 a.m. Speaker: Samuel L. Gaertner, Professor of Psychology, University of Delaware
"Prejudice Can Be Subtle and Insidious – But It Is Not Inevitable"

Monday Afternoon

Session 4: Challenges and Opportunities at the Departmental Level

12:00-1:30 p.m. Breakout Sessions (Working Luncheon Provided)

10 small groups will meet, each with a designated leader and reporter.

Each small group is charged with identifying challenges that departments/centers face in working towards eliminating biases that negatively impact efforts to recruit, hire, retain, and promote women in the chemical sciences, such as two-body problems, child-care, tenure clock, and related issues.

Breakout Groups I-V: Recruitment and Hiring

Breakout Groups VI-X: Retention and Promotion

Discussion Questions for Gender Equity Workshop Break-out Sessions

Departmental level:

1. What measures are in place to attain gender equity in faculty hiring and recruitment?
2. What are the most effective strategies for developing the careers of young scientists at the (a) graduate level and (b) postdoctoral stage?
3. What are the best practices for identifying women faculty candidates?
4. What are the important factors in successful recruitment of female faculty candidates?
5. What is the tenure rate of women faculty in comparison to men? Are there policies and practices in place to foster the careers of young faculty?
6. What policies are in place for post-tenure faculty that are important in retaining women faculty?
7. How do the post tenure rates of promotion and advancement (including salaries) of men and women compare at your institution? What measures are in place to insure equity?
8. For both the departmental and institutional level: How are potential leaders (chairs, deans, etc.,) identified and "mentored". Are there mechanisms for developing leadership and management skills?

Monday Afternoon

Session 4: Challenges and Opportunities at the Departmental Level

12:00-1:30 p.m. Breakout Sessions (Working Luncheon Provided)

10 small groups will meet, each with a designated leader and reporter.
Each small group is charged with identifying challenges that departments/centers face in working towards eliminating biases that negatively impact efforts to recruit, hire, retain, and promote women in the chemical sciences, such as two-body problems, child-care, tenure clock, and related issues.

Breakout Groups I-V: Recruitment and Hiring
Breakout Groups VI-X: Retention and Promotion

1:30 p.m. Summary of Breakout Group Discussions and Panel Discussion
(A reporter from each group will summarize the recommendations of that group)

2:00-3:00 p.m. Panel to Discuss, Augment, and Assist in Prioritizing Recommendations

Identifying and implementing best practices for insuring there are no biases that negatively impact efforts to recruit, hire, retain, and promote women in the chemical sciences. This group will address the challenges from the breakout groups.

Moderator: Marsha I. Lester, Professor of Chemistry
University of Pennsylvania

Panelists:
Charles P. Casey, Professor of Chemistry, Wisconsin
Carol A. Fierke, Professor of Chemistry, Michigan
Mary D. Barkley, Professor of Chemistry, Case-Western Reserve
Kristin Bowman-James, Professor of Chemistry, Kansas
and Director of Kansas NSF EPSCoR
Martha Greenblatt, Professor of Chemistry, Rutgers
Catherine L. Drennan, Professor of Chemistry, MIT

Session 5: Recommendations for Academic Institutions

3:30-4:30 p.m. Breakout Sessions:

10 groups, as before. Charge this time is to develop a set of best practices and recommendations for the institutions at levels above the department that will increase the recruitment, retention, and promotion of women in academia in the chemical sciences.

Breakout Groups XI-XV: Recruitment and Hiring

Breakout Group XVI-XX: Retention and Promotion

Institutional level:

1. What policies are most effective in attracting women science faculty to an institution? Do you have policies that facilitate the hiring of couples? How are these policies implemented?
2. What institutional measures are in place to foster the careers of young science faculty, especially women? How are they implemented?
3. Are there policies and practices in place at the institutional level that develop the careers of women students and postdoctoral associates? If so, what are they and which are most effective?
4. What policies do you have in place to facilitate child-bearing or adoption for: (a) faculty, (b) postdoctoral researchers; (c) graduate students?
5. What measures are in place to attain gender equity in faculty hiring and recruitment?
6. Are there any incentives or reward systems in place for success in hiring and retaining women at your institution?
7. How does your institution support research? How does the level of support for women compare to men in science and engineering?

Session 5: Recommendations for Academic Institutions

3:30-4:30 p.m. Breakout Sessions:

10 groups, as before. Charge this time is to develop a set of best practices and recommendations for the institutions at levels above the department that will increase the recruitment, retention, and promotion of women in academia in the chemical sciences.

Breakout Groups XI-XV: Recruitment and Hiring

Breakout Group XVI-XX: Retention and Promotion

4:30 p.m. Summary of Breakout Group Recommendations

5:00-6:00 p.m. Panel to Discuss, Augment and Assist in Prioritizing Recommendations

Moderator: Charles B. Harris, Dean of the College of Chemistry, UC Berkeley

Panelists:
Virginia Valian, Professor of Psychology, Hunter College
Robin L. Garrell, Professor of Chemistry, UCLA
Hannah Reisler, Professor of Chemistry, USC
Robert Lichter, Merrimack LLC
Jeffrey T. Roberts, Professor of Chemistry, Minnesota

Tuesday Morning

Session 6: Challenges and Opportunities at Funding Agencies

Presiding: Robert J. Silbey, Dean, School of Science, MIT

8:00 a.m. Keynote Speaker: The Honorable Ron Wyden
Senator from Oregon
Title IX, Legislative Issues

8:30 a.m. Speaker: Ronald D. Branch, NSF
Director, Office of Equal Opportunity Programs

9:10 a.m. Remarks and Panel Discussion Featuring Funding Agency Directors:
Jeremy Berg, Director, National Institute of General Medical Sciences (NIH)
Patricia M. Dehmer, Associate Director, Office of Basic Energy Sciences (DOE)
Michael S. Turner, Assistant Director, Mathematical and Physical Sciences Directorate (NSF)

Funding Agencies:

1. How can we most effectively assure that there is not discrimination in the peer review system? Accordingly, how can the peer review process be improved so as to minimize implicit bias against women scientists?
2. How might Title IX be applied so as to assure that there is not gender bias in research funding in Universities? What criteria would be used to gauge compliance?
3. What affect will new developments in law relating to affirmative action potentially have on programs and funding criteria in federal agencies?
4. What recommendations for achieving gender equity do you have for Universities and Departments looking ahead?
5. Are there new programs that funding agencies might consider that would promote gender equity?

Tuesday Morning

Session 6: Challenges and Opportunities at Funding Agencies

Presiding: Robert J. Silbey, Dean, School of Science, MIT

8:00 a.m. Keynote Speaker: The Honorable Ron Wyden
Senator from Oregon
Title IX, Legislative Issues

8:30 a.m. Speaker: Ronald D. Branch, NSF
Director, Office of Equal Opportunity Programs

9:10 a.m. Remarks and Panel Discussion Featuring Funding Agency Directors:
Jeremy Berg, Director, National Institute of General Medical Sciences (NIH)
Patricia M. Dehmer, Associate Director, Office of Basic Energy Sciences (DOE)
Michael S. Turner, Assistant Director, Mathematical and Physical Sciences Directorate (NSF)

10:00 a.m. Breakout Sessions: Issues and Findings of Interest to Funding Agencies
Three Breakout Sessions with groups discussing issues relevant to NIH, NSF, and DOE

XXI.	NSF –	Leader: Geri L. Richmond
XXII.	NIH –	Leader: Kristin Bowman-James
XXIII.	DOE –	Leader: Charles B. Harris

Action items for departments

At the end of the workshop, the department chairs were charged with selecting two action items from the following list to implement in the two months following the workshop,
and to report these action items and how things were going on the COACh website.

1. Double the percentage of women applicants in the applicant pool in the next year (AY 05-06 versus AY 04-05).

2. Establish effective mechanisms for assisting career development of young faculty, especially women.

3. Consider personal obligations in academic scheduling and planning.

4. Develop and implement programs that educate all faculty members and students in your department regarding the accumulation of disadvantages of women.

5. Make diversity an academic priority and develop programs that enhance recruitment and retention of faculty.

6. Develop policies within your institute to facilitate the hiriing of women, including facilitating spousal hiring.

7. Assure that mid- and senior-level faculty, especially women, are participating in leadership roles.

8. Recognize the importance of, and advocate for, institutional support of child care.

K. N. Houk at NDEW 2011/**OXIDE**

Post-Workshop plans

Tuesday 1:30

Co-Chairs and Steering committee
will meet interested press and public

Early April

Report on the Workshop will be published

Outcome – (in my opinion in January of 2006)

Energized chairs of ~60 chemistry departments returned to their departments, armed with the knowledge of the practices necessary to change the cultures of their chemistry departments and to move rapidly toward gender equity, aided by federal programs and policies.

They will build stronger chemistry departments!

CHEMICAL & Engineering News

Government & Policy

February 13, 2006
Volume 84, Number 7
pp. 65–69

Gender Equity

Workshop looks at ways to make academic chemistry department positions more inviting to women

Susan R. Morrissey

Photodisc

Equity The low representation of women in academic faculty positions prompted chemical community leaders to come together.

It's no secret that the number of women on the faculty of chemistry departments across the U.S. is small. This fact is in contrast to the robust pipeline filled with a healthy representation of women earning advanced degrees in the chemical sciences. So why aren't more of these qualified women entering the academic professorate?



Workshop on Building Strong Academic Chemistry Departments Through Gender Equity


K. N. Houk at NDEW 2011/**OXIDE**

Contents of the Report

Journal of Women and Minorities in Science and Engineering 14, 1-27, 2008

Journal of Women and Minorities in Science and Engineering, vol. 14, pp. 1-27, 2008

PROMOTING GENDER EQUITY IN ACADEMIC DEPARTMENTS: A STUDY OF DEPARTMENT HEADS IN TOP-RANKED CHEMISTRY DEPARTMENTS

Jean Stockard,[1] Jessica Greene,[1] Priscilla Lewis,[2] and Geraldine Richmond[2]
[1]Department of Planning, Public Policy, and Management, [2] Department of Chemistry, University of Oregon

K. N. Houk at NDEW 2011/**OXIDE**

Journal of Women and Minorities in Science and Engineering, vol. 14, pp. 1-27, 2008

PROMOTING GENDER EQUITY IN ACADEMIC DEPARTMENTS: A STUDY OF DEPARTMENT HEADS IN TOP-RANKED CHEMISTRY DEPARTMENTS

Jean Stockard,[1] Jessica Greene,[1] Priscilla Lewis,[2] and Geraldine Richmond[2]
[1]Department of Planning, Public Policy, and Management, [2] Department of Chemistry, University of Oregon

- Examines changes in attitudes during the workshop
  a. Department chairs
  b. Female faculty members

  - Compares these (39) to attitudes of female chemists before COACh workshops

Journal of Women and Minorities in Science and Engineering, vol. 14, pp. 1-27, 2008

PROMOTING GENDER EQUITY IN ACADEMIC DEPARTMENTS: A STUDY OF DEPARTMENT HEADS IN TOP-RANKED CHEMISTRY DEPARTMENTS

Jean Stockard,[1] Jessica Greene,[1] Priscilla Lewis,[2] and Geraldine Richmond[2]
[1]Department of Planning, Public Policy, and Management, [2] Department of Chemistry, University of Oregon

Tracked the departmental actions as documented on the COACh website:

45 department chairs posted action times or goals pursued in their departments

K. N. Houk at NDEW 2011/**OXIDE**

COACh Survey of Department Chairs

What effect did the workshop have on Chairs opinions on barriers to career progress for women?

% Rated as moderate to very important

	CHEM Chairs Pre	CHEM Chairs Post	PHYS Chairs Pre	PHYS Chairs Post	MSE Chairs Pre	MSE Chairs Post
Unwelcoming departmental climate	23%	33%	15%	27%	21%	16%
Women's inability to compete for the best graduate students.	11%	22%	9%	9%	7%	17%
Women being excluded from important departmental decisions	9%	29%	9%	12%	21%	27%

J. Greene, P. Lewis, G.L. Richmond and J. Stockard, *J. Chem. Ed.*, in press.
J. Greene, P. Lewis, G.L. Richmond and J. Stockard, *J of Women and Minoritiesin Sci. and Engin*, 14 (1-27) 2008.

COACh Survey of Department Chairs

What effect did the workshop have on Chairs opinions on barriers to career progress for women?

% Rated as moderate to very important

	CHEM Chairs Pre	CHEM Chairs Post	PHYS Chairs Pre	PHYS Chairs Post	MSE Chairs Pre	MSE Chairs Post
Lack of mentoring by top in the field	28%	39%	12%	28%	24%	40%
Gender discrimination in peer review processes	12%	28%	3%	7%	24%	33%
Subtle biases against women that accumulate	37%	61%	6%	12%	46%	57%
Heavier teaching and service responsibilities	17%	33%	9%	12%	17%	27%

J. Greene, P. Lewis, G.L. Richmond and J. Stockard, *J. Chem. Ed.*, in press.
J. Greene, P. Lewis, G.L. Richmond and J. Stockard, *J of Women and Minoritiesin Sci. and Engin*, 14 (1-27) 2008.

#1: Not everyone agrees on the issues

COACh Survey of Department Chairs

Barriers to women's career progress in STEM fields

% Rated as moderate to very important

	CHEM Chairs (Women)	PHYS Chairs (Women)	MSE Chairs
Unwelcoming departmental climate	23 % (74)	15 % (64)	21 %
Women's inability to compete for the best graduate students.	11 % (49)	9 % (34)	7 %
Women being excluded from important departmental decisions	9 % (55)	9 % (47)	21 %

Action items that were selected by chairs:

After one year, and considerable prodding from the authors, 45 of the 56 eligible chairs/heads reported as follows: (about 3 action items adopted in each department)

1. **Double the percentage of women applicants in the applicant pool in the next year (AY 05-06 versus AY 04-05).**

   22 heads endorsed this

2. **Establish effective mechanisms for assisting career development of young faculty, especially women.**

   26 heads endorsed this

3. **Consider personal obligations in academic scheduling and planning.**

   10 heads endorsed this

4. **Develop and implement programs that educate all faculty members and students in your department regarding the accumulation of disadvantages of women.**

   10 heads endorsed this

5. **Make diversity an academic priority and develop programs that enhance recruitment and retention of faculty.**

   13 heads endorsed this

6. **Develop policies within your institute to facilitate the hiriing of women, including facilitating spousal hiring.**

   15 heads endorsed this

7. **Assure that mid- and senior-level faculty, especially women, are participating in leadership roles.**

   21 heads endorsed this

8. **Recognize the importance of, and advocate for, institutional support of child care.**

   10 heads endorsed this

K. N. Houk at NDEW 2011/**OXIDE**

Journal of Women and Minorities in Science and Engineering, vol. 14, pp. 1-27, 2008

PROMOTING GENDER EQUITY IN ACADEMIC DEPARTMENTS: A STUDY OF DEPARTMENT HEADS IN TOP-RANKED CHEMISTRY DEPARTMENTS

Jean Stockard,[1] Jessica Greene,[1] Priscilla Lewis,[2] and Geraldine Richmond[2]
[1]Department of Planning, Public Policy, and Management, [2] Department of Chemistry, University of Oregon

Conclusions

Carefully planned intervention can change attitudes of department chairs

Individual commitments of the chairs continued (for at least several months)

Success of the workshop was due to:

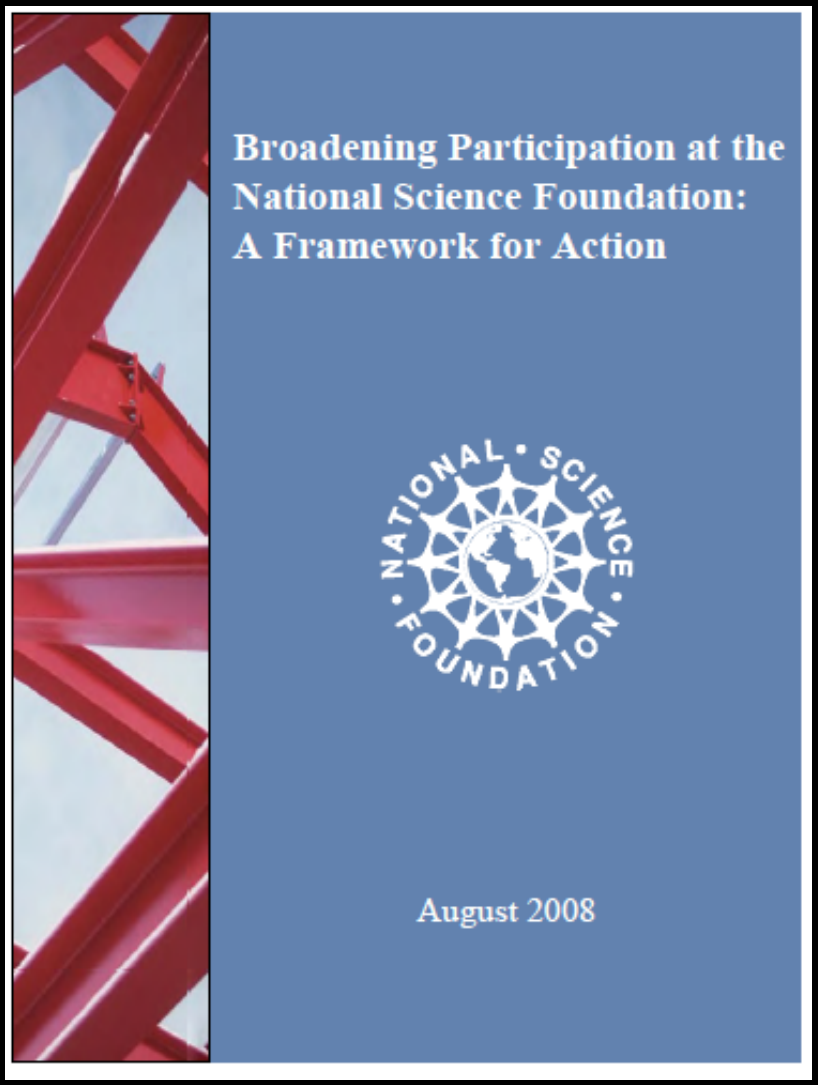
1. the issue was readily identified and recognized
2. chairs are especially knowledgeable and receptive
3. mutual cooperation of peers to achieve a common goal
   atmosphere of mutual problem solving is important

Involvement of federal agencies was likely influential to success

K. N. Houk at NDEW 2011/**OXIDE**

NSF Division of Chemistry

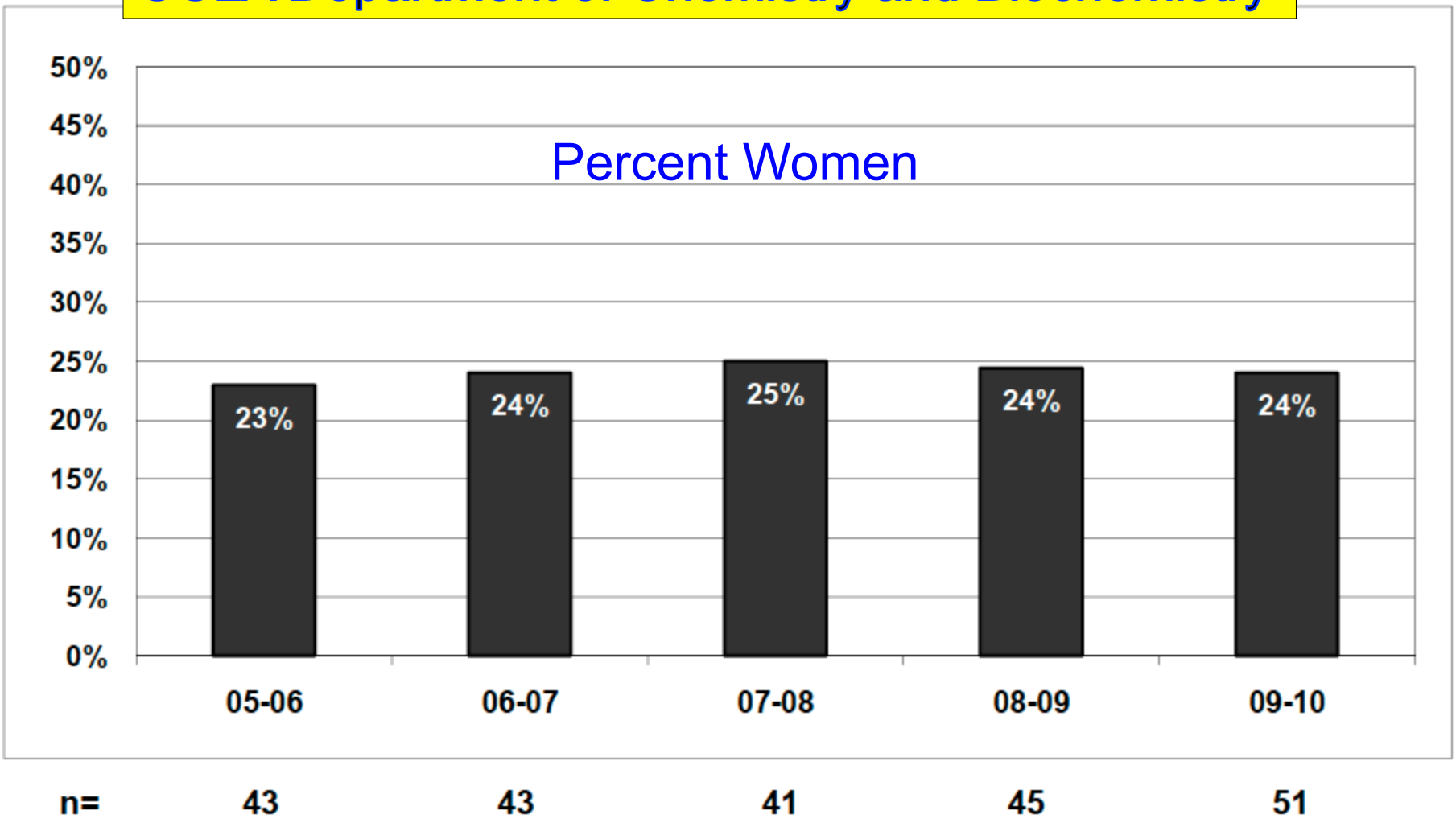
Adopted November 29, 2006



K. N. Houk at NDEW 2011/**OXIDE**

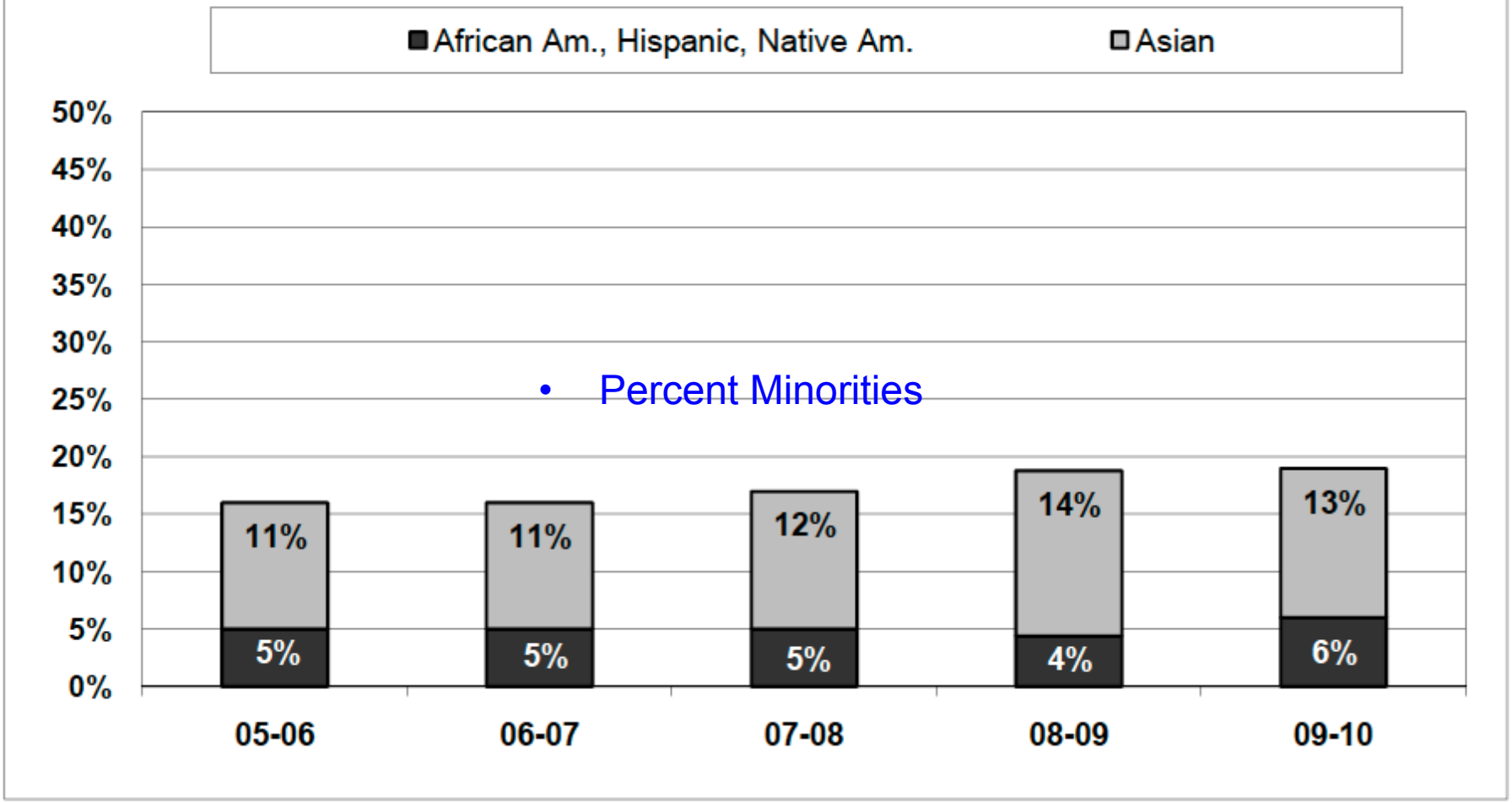
What has happened at UCLA?

UCLA Department of Chemistry and Biochemistry



UCLA Campuswide Diversity Statistics, Regular Rank Faculty, 2010-2011,
Christine A. Littleton, Vice Provost for Diversity & Faculty Development

UCLA Department of Chemistry and Biochemistry



UCLA Campuswide Diversity Statistics, Regular Rank Faculty, 2010-2011,
Christine A. Littleton, Vice Provost for Diversity & Faculty Development


K. N. Houk at NDEW 2011/OXIDE

UCLA Department of Chemistry and Biochemistry

DEPARTMENTAL UNDERUTILIZATION OF REGULAR RANK FACULTY

	Women	African American	Asian	Hispanic	Native American	Total Known Ethnicity
# of Faculty	12.0	1.0	6.5	2.0	0.0	49.5
% of Faculty	24.2%	2.0%	13.1%	4.0%	0.0%	
Estimate of Availability	31.8%	2.3%	12.9%	3.0%	0.5%	
Expected # of Faculty	15.7	1.1	6.4	1.5	0.2	
Underutilization	**-3.7**	**-0.1**	none	none	**-0.2**	

UCLA Campuswide Diversity Statistics, Regular Rank Faculty, 2010-2011,
Christine A. Littleton, Vice Provost for Diversity & Faculty Development

Professor Miguel A. Garcia-Garibay
Department of Chemistry and Biochemistry
Advisor on Diversity to the Dean of Physical Sciences

"the environment is more positive now then it was five years ago.
I find the Dean's approach and interest both sincere and pragmatic."

"…..some physical division chairs ……use economic (and other) distress to put equity aside, as though it is something you should do only when things are going well."

"I think that it is still the case that women and minorities are only recognized when they reach the very top. Being average for a woman or a minority, even in a very good group, is failure in the eyes of many."

"However, I feel that campus efforts in sensitizing all the people involved in hiring committees are working. [workshops] I think these workshops do work, but the rate of change feels geological."

K. N. Houk at NDEW 2011/**OXIDE**

National Diversity Equity Workshop

NDEW 2011

K. N. Houk

Department of Chemistry and Biochemistry

UCLA

Jan. 24-26, 2011

Arlington, VA

Open Chemistry Collaborative in Diversity Equity

OXIDE