

URI ADVANCE Program Accomplishments Summary, 2006

The ADVANCE program at the University of Rhode Island centers on 5 major goals related to the advancement of women in science, technology, engineering, and mathematics (STEM):

1. *Evaluation:* To develop and share a comprehensive understanding of the status of women STEM faculty
2. *Recruitment:* To increase the number of ranked women STEM faculty
3. *Faculty Development and Support:* To advance the careers of all women faculty, especially STEM faculty
4. *Work-Life-Family:* To improve the available networks of support for all women faculty, especially STEM faculty
5. *Climate Change:* In collaboration with administrators and other University leaders, plan and implement organizational climate change efforts

Imbedded in these goals are the two defining features of our program: 1) a unique and effective recruitment program, our flagship initiative, and 2) a unique and provocative plan for assessing and implementing climate change.

The URI proposal included a comprehensive set of initiatives to support the accomplishment of these 2 defining features. This report will review the progress that has been made toward all five goals and major challenges encountered. Introducing each section below is a table taken from the proposal mapping original plans to accomplishments to date. Accomplishments that are in addition to those originally proposed are shaded in gray. Attached are two appendices: Appendix I: Major Foci for Years 4 & 5, and Appendix II: ADVANCE 2006 Organizational Chart

Evaluation: To develop and share a comprehensive understanding of the status of women STEM faculty.

Strategies	Variable	Process & Outcome Indicators	Status & Additional Outcomes
Visibility	ADVANCE Resource Ctr Sponsored events, publicity Campus Colloquium	Operating Center Press releases 3 colloquiums Active website	<ul style="list-style-type: none"> ▪ Active center – central location, plans underway to convert to permanent center ▪ several press releases, local TV show ▪ several major ADVANCE presentations ▪ 2 campus-wide events (Valian & Drago) ▪ active website (plus additional WLFC website) ▪ bi-annual newsletter launched '05
Evaluation	Self-study data collec. Quan./qual surveys TTM assessment	3 TTM reports Quan/qual studies	<ul style="list-style-type: none"> ▪ Campus climate survey Year 2 completed ▪ Focus groups run Year 1 ▪ Workshops/lunches short eval surveys ▪ interviews conducted and continuing ▪ 1 TTM report submitted
Dissemination	Reports/presentations/pubs Tailored TTM change model website	15-20 conf. present. publications TTM model report	<ul style="list-style-type: none"> ▪ 7 conference presentations, 1 upcoming ▪ 7 presentations/facilitation at ADVANCE PI mtgs. ▪ several URI presentations ▪ 2 publications accepted ▪ active website

The visibility ADVANCE has enjoyed stems from a high-profile recruitment program and concerted efforts to advertise ADVANCE widely. We have developed a large listserv, and send regular announcements to chairs for dissemination. Early in the program, ADVANCE sponsored a Press Conference and reception, and PowerPoint presentations to all four STEM colleges and the Council of Deans. The Director has regular contact with each. We are represented on several University commissions. All ADVANCE fellows have received high visibility, including newsletter articles, in-house presentations, and college receptions. ADVANCE is listed in the URI directory, and regularly displays a “sandwich board” in a high traffic area announcing ADVANCE events or interesting findings about women in STEM. We are in regular contact with the news bureau, and have been represented on a local Rhode Island television program. ADVANCE has sponsored 2 well-known visitors to present at campus-wide events at URI, Virginia Valian and Robert Drago. We have presented on 7 occasions at professional conferences, authored 2 publications, with others in development. The Research Office invited ADVANCE to be featured in a day-long event during Research Week last year.

A catapult to campus visibility occurred via the dissemination and collection of climate survey data (*Academic Work Environment Survey*), distributed to all faculty early in 2004. These findings (from 39% of faculty), along with focus group inputs, have provided a profile of the status of women STEM faculty at URI. Highlights include significant gender differences on work-life balance issues, work climate, and career satisfaction variables. In addition, the Transtheoretical Model readiness-to-change assessment by Pro-Change was conducted as part of the climate survey and presented to ADVANCE in the fall of 2005. We plan to present tailored assessments to each college in the fall of 2006. Benchmark data is collected annually, with some challenges, due to institutional data collection limitations.

Program evaluation will include comparisons of pre-post climate survey findings, Pro-Change assessments of the degree of readiness to support women, and internal evaluations of program elements. We have recently developed an external evaluation plan with URI program evaluators, who we will be engaging in Years 4 and 5.

Challenges: Because of the intensive efforts required to conduct the climate survey and the time it took, we have decided to re-distribute only in Year 5, for a pre-post comparison, rather than collecting at a mid-point, as originally proposed. The URI data bases are conflicting and incomplete; reporting benchmark data has therefore been challenging. In Year 3, we have enjoyed more support from the Provost’s Office and Human Resources and the process is getting easier. Collecting and analyzing qualitative interview data has been slower than expected; we will focus on securing another qualitative researcher to guide this process in Year 4. The products from Pro-Change, Inc. have been different than expected. We met with them this spring and have come to a better understanding of what our mutual expectations are. In general, evaluation efforts have been slow due to a lack of enough people to conduct these efforts effectively. We are hopeful that this will be alleviated in Years 4 and 5.

Recruitment: To increase the number of ranked women STEM faculty

Strategies	Variable	Process & Outcome Indicators	Status & Additional Outcomes
Appoint Faculty Fellows	Pre-Faculty Fellows Program	Hire 10 new STEM faculty by end of grant	<ul style="list-style-type: none"> ▪ 9 fellows, 1 supplemental funding, several ADVANCE-influenced hires by end of Year 3 ▪ Incr. representation from 14.2% to 19.5% ▪ Best Practices handbook & search presentation ▪ URI faculty ad wording changed to reflect ADVANCE principles ▪ meetings with search committees ▪ Most searches now request ADVANCE lunches with female job candidates ▪ President’s 2006-2009 Strategic Plan includes recruitment of women & minorities ▪ Provost commitment to engage in pro-active recruitment strategies

The centerpiece of the URI ADVANCE grant has been the Faculty Fellows program, which has proved to be not only a successful recruitment tool for URI, but the means by which ADVANCE became immediately visible and respected on campus. The Faculty Fellows program provided funding that permitted URI to “pre-book” (i.e., hire) women faculty 1-3

years before actual faculty openings occurred. Since Fellow salaries were paid by the NSF ADVANCE grant, the Fellows were to spend their fellowship at URI focusing primarily on research activities with significantly reduced teaching and service loads. In just three years, ADVANCE has achieved its 5-year goal of hiring 10 new women in STEM fields (9 fellows, 1 supplemental start-up funding), and increased the average percentage of new hires that are female from 26% over academic years 2000 – 2003 to 54% over years 2003 – 2006 (see Table 1).

There have also been several additional “ADVANCE-influenced hires.” Other STEM departments not involved in the program but convinced of the value of its goals determined to diversify their faculty (College of Pharmacy, Natural Resources Science, and Fisheries, Animal & Veterinary Science are three examples of departments that deliberately focused on hiring women faculty after ADVANCE). As well, ADVANCE has been involved with several searches, from participating on search committees to providing consultation and materials, meeting with candidates, etc. Thus, the overall percentage of women in STEM at URI has risen 5.3% since the beginning of ADVANCE, from 16.5% in academic year 2002-2003 to 21.7% in 2005-2006 (see Table 4, Year 3 Benchmark Report). Increases have occurred in all STEM colleges. The numbers for 2006-2007 are promising, as ADVANCE has been influential in the hiring of 5 STEM women who will begin this coming year. Administrative support for these lines has been strong and consistent. The Faculty Fellows program also included educating departments about the benefits of diversifying their faculty with an emphasis on strategies to conduct effective searches. The centrality and high visibility of the recruitment program has had wide-reaching impacts, as well as providing an effective vehicle for introducing the ADVANCE program to the University.

Table 1. Review of Female STEM Tenure-Line Hires Before and Since ADVANCE

Year	# Female Hires	# Total Hires	% Total Female Hires	3-Year Average %	# ADVANCE Hires	# ADVANCE-Influenced Hires	% ADVANCE Related Hires of total
00-01	7	18	39%	} 26%	--	--	--
01-02	1	7	14%		--	--	--
02-03	2	8	25%		--	--	--
03-04	1	3	33%	} 54%	--	--	--
04-05	6	11	55%		4	--	36%
05-06	6	8	75%		5	1	75%
06-07*	5	6	83%		1	4	83%*
Total	28	61			10	5	

* as of July 2006

Why Has the Recruitment Program Been Successful?

- There were financial and expediency incentives for departments to hire Fellows. Those not interested in exploring climate or diversity issues were nevertheless interested in acquiring an immediate new faculty line in their department.
- The affiliation of the Fellows program with the prestige of NSF attracted a strong applicant pool. The exceptional quality of the hires has had major positive impacts at URI on attitudes about the capabilities of women in STEM.
- ADVANCE requested that all departments who received a fellow participate in a department climate workshop. Following the success of initial workshops, other departments have willingly participated.
- ADVANCE also ensured best search practices by placing an ADVANCE member on each Fellow search committee.
- During the search, each candidate met separately with a group of URI women faculty to discuss networks of support on campus, negotiation strategies and other issues of concern.

Challenges: The Faculty Fellows Program has been our largest success but also our largest challenge. Although the Provost’s office has committed over \$2 million in University funds to help support the ADVANCE hires, we underestimated the cost to the program of advertising for and hiring exceptional faculty. In addition, we elected to take advantage of the positive energy this program was generating and front-loaded it by putting in place all the planned hires in the first years. This resulted in a significant strain on our budget. In addition, managing the administrative complications of these unique positions coupled with the already cumbersome practices at URI has required enormous amounts of administrative time that would be better spent on programmatic efforts.

Faculty Development and Support: To advance the careers of all women faculty, especially STEM faculty.

Strategies	Variable	Process & Outcome Indicators	Status & Additional Outcomes
Funding	ADVANCE Incentive Fund	1-5 awards a year	<ul style="list-style-type: none"> ▪ 3 years of funding: \$140,000, 24 awards (43 proposals) – average 8 a year ▪ Council for Research adopted ADVANCE principles as criteria in their own awards, and supplemented our fund by \$40,000
Education/ Training	Career Workshops Mentor Training Web tutorials	4-6 workshops a year 4-6 tutorials	<ul style="list-style-type: none"> ▪ Negotiations, Mentoring, Writing Workshops (7), 4 co-sponsored Research workshops ▪ Day-long Mentor Training Program ▪ most workshop materials on web; no formal tutorials yet ▪ Faculty Mentoring Manual and flyers
Speakers	Topical speaker lunches	7-9 lunches a year	<ul style="list-style-type: none"> ▪ 19 lunches (7-8 year) - very popular; average 25-30 attendance

Congruent with the recruitment program is an infrastructure of enhanced support and training offered to all women STEM faculty. The ADVANCE Incentive Fund provides \$40,000 in annual awards to research endeavors that include women faculty collaborators, especially Faculty Fellows and junior faculty, and departmental or individual efforts that promote climate or policy changes. To date, 24 awards have been made out of 43 proposals, ranging from \$2,500 - \$10,000. This year, the URI Council for Research began to supplement the program by offering \$40,000 and included ADVANCE criteria in their proposal announcements. Eventually, the fund will be fully supported by URI.

The Topical Lunch Series was launched in Year 1, and remains popular. A complimentary lunch is offered each month, featuring a topic facilitated by one or more “experts.” The lunches provide an opportunity to grow professionally, to network with peers and senior faculty, and to share concerns. Faculty fellows and other junior STEM faculty are especially urged to attend. Examples include work-life balance issues, how to find good graduate students, strategies on being heard, tips for tenure, etc. Evaluations have been uniformly positive (3.7 out of 4), and include comments such as: “these have really helped me feel connected to other women on campus, something I didn’t quite know how to do.”

ADVANCE Career workshops have included 2 well-attended workshops early in Year 2 on Negotiations and on Mentoring. Each featured a panel of “experts” from URI. ADVANCE has also collaborated with the Research Office in offering 4 research workshops, including collaborative proposals, utilizing available resources, and securing funding. A series of Writing Workshops began last summer, and to date we have sponsored 7 of them, all but the first (which featured an outside facilitator) featuring a brief presentation by a prolific URI writer, followed by extensive writing time. Lightly attended, we will focus on marketing these more heavily in the fall. Currently, ADVANCE is working with the Research Office to develop strategies to promote campus connections that will result in collaborative and interdisciplinary research. This is something that will not only serve junior STEM tenure-line women faculty well, but also research faculty and those with temporary teaching appointments who desire a tenure-line appointments, the majority of whom are women.

The Mentor Training Program began in 2005 with a day-long workshop for both mentors and junior faculty. Beforehand, ADVANCE developed a complete list of all junior STEM faculty and any assigned mentors, and ensured that every junior faculty member had at least one mentor. Attendance at the workshop was high and evaluations were positive (out of 10, 7.2 for mentors and 7.8 for mentees). We have since formed a Mentor Committee in the College of the Environment and Life Sciences and will launch a formal Mentoring Program there this fall, which will serve as a model for other colleges. There has been administrative support for an institutional mentoring program, which is our eventual goal.

Challenges: Due to lack of time and personnel, the Mentoring Program is behind schedule, but will be a primary focus during Year 4. Also, we hope to offer more workshops and to develop the tutorials for each. The Writing Workshops need to be marketed more effectively. The primary challenge in this area is offering consistent support to new faculty as they negotiate complicated administrative procedures at URI, and as they attempt to get contracted items secured. Help

is variable and appropriate processes are sometimes unclear. We are working with the STEM deans and the Vice President of Administration on this issue. We also believe a strong Mentoring Program will help.

Work-Life-Family: To improve the available networks of support for all women faculty, especially STEM faculty
(formerly labeled *Networks of Support*)

Strategies	Variable	Process & Outcome Indicators	Status & Additional Outcomes
Work/family Initiatives	Child care/dual partner policy review	Meetings with agencies Services review rpt Positive reports of Work/Life integration	<ul style="list-style-type: none"> ▪ Dual career guidelines drafted for approval ▪ Presentation by R. Drago on caregiver bias ▪ Dual career and parental leave interviews ▪ New paid Parental leave policy (11 uses) ▪ Family leave handbook ready for publication ▪ Launched the URI Work-Life-Family website ▪ PCOSW 2006 Strategic Plan includes working w/ADVANCE to promote family friendly policies ▪ President’s 2006-2009 Strategic Plan includes a dual career hiring program and the creation of family-friendly policies
Social connections	Organized events, gatherings, trips, etc	Monthly events	<ul style="list-style-type: none"> ▪ tickets to events, pot luck dinner, 2 receptions, tickets to networking meetings, Book club, etc.

A key accomplishment includes the co-authoring (with the President’s Commission on the Status of Women) and passage of a new Parental Leave Policy for Faculty in 2005, which includes 6 weeks of paid leave for both new mothers and fathers. As of its implementation, 11 faculty members, including several men, have taken advantage of the policy. In the College of Engineering, two women (including one faculty fellow) were readily granted leave, with no negative experiences reported either during the leave negotiation, or upon their return – experiences that would have been highly unlikely a few short years ago. The enactment of this policy has been a significant factor in demonstrating that the goal of gender equity benefits both men and women – a major strategy in our organizational change efforts. We will meet with departments in the fall to distribute and explain key features in the new Family Leave Handbook ADVANCE is publishing, in an effort to increase visibility and normalize discussions about family leave. One topic we have been emphasizing is “bias avoidance by caregivers,” the subject Robert Drago addressed during his visit to URI last fall.

The Work-Life Committee has launched a formal URI Work-Life-Family Center Website (<http://www.uri.edu/wlfc>). Our goal is to bring together offices on campus, such as Human Resources, in a collaborative effort to be more attentive to and pro-active about work-life-family issues on campus. This is a first step in our plan to acquire funding to create an actual work-life-family center at URI, hopefully to be located in the ADVANCE office.

The Committee has also worked hard on the formation of dual career hiring guidelines, and has been through several iterations, in an effort to address Administration concerns. We will be presenting a revised document to the President hopefully in late summer. Many people have contacted the ADVANCE office with dual career hiring concerns, from deans to incoming faculty to faculty with longstanding dual career issues. Due at least in part to the visibility ADVANCE has brought to this issue the President’s Strategic Plan for 2006-2009 includes the development of a dual career hiring program. Other initiatives the Committee is working on include re-energizing the effort to create a childcare center on campus (with the PCOSW), and formalizing a Flexible Work Options committee that met initially this summer.

ADVANCE realizes the importance of promoting social connections to encourage retention of new faculty. Many of the ADVANCE venues enable social as well as professional connections, such as the topical lunches. Our ADVANCE listserve also announces other networking events on campus. In addition, ADVANCE has sponsored several social events, including receptions, tickets to theater events, sponsoring junior faculty at the South County Women’s Network gatherings, a pot luck dinner, a book club, etc. In the fall, we will add a regular brown bag lunch gathering in the ADVANCE office.

Challenges: Promoting progressive work-life policies at URI has sometimes been an uphill climb. While The Parental Leave Policy was a significant success for ADVANCE, the contractual elements were modified by the Board of Governors to be less than proposed, and publicizing it has been slow because the language must accommodate several union contracts. Likewise, the Dual Career program has also faced challenges. We will focus on increasing collaborations with Affirmative Action, Human Resources, and other administrative offices in the future, and on increasing awareness about the value of supporting work-life balance efforts. We are gratified by the support of the administration as evidenced in the recently released 2006-2009 Strategic Plan, which identifies flexible work-life policies as a University initiative.

Climate Change: In collaboration with administrators and other University leaders, plan and implement organizational climate change efforts (formerly labeled Administrative Collaboration)

Strategies	Variable	Process & Outcome Indicators	Status & Additional Outcomes
Education	Workshops/speakers Collaborative goal setting	Workshops, seminars Meetings with deans/chairs Department advisement Active support by department/admin	<ul style="list-style-type: none"> ▪ Administration workshop with Virginia Valian ▪ Chairs' Discussion Forum ▪ Department Climate Workshops (10) ▪ Climate summit meeting 2005 ▪ Council of Deans presentations (3) ▪ Internal Advisory Action Council 2006 ▪ regular communication with chairs ▪ invite chairs to ADVANCE meetings (2006) ▪ President's 2006-2009 Strategic Plan ▪ University-wide inclusivity initiative

We believe that ADVANCE has been this successful in its recruitment efforts because of its parallel focus on climate change. The second defining feature of URI-ADVANCE is to heighten campus awareness about how to create an effective work environment in which these new women faculty, and indeed all faculty, will thrive. ADVANCE has worked diligently to increase awareness of climate issues through departmental climate workshops, chairs' forums, departmental presentations, meetings with administrators, and sponsoring outside speakers (e.g., Virginia Valian and Robert Drago) on these topics.

Potentially the most efficacious effort ADVANCE has undertaken toward organizational change includes educating departments about chilly climate issues and factors that aid retention of women and other underrepresented faculty through a unique Departmental Climate Workshop endeavor. Initially designed as straightforward presentations offered to ADVANCE Faculty Fellow departments, these workshops have evolved into a multi-stage, facilitator-run, theoretically driven process that has grown much larger in scope than originally planned. A change model now integrating three theoretical frameworks, 1) the Transtheoretical Model, 2) Appreciative Inquiry, and 3) a 3-level model for understanding gendered interactions, has allowed ADVANCE to gain entrance into unreceptive STEM departments. To date, 10 departments, representing over 150 faculty, have participated in the workshops, and some have participated in follow-up sessions. Four of the remaining nine STEM departments have expressed interest in the workshop series, and ADVANCE is now focusing on refinement to increase effectiveness.

In 2005, ADVANCE convened a 2-hour climate summit meeting with the Administration to review concerns common to departments participating in the climate workshops. This meeting resulted in initiatives to streamline administrative processes at URI, and the inclusion of a dual career hiring program in the President's 2006-2009 Strategic Plan. Also in 2005, ADVANCE began a Chairs' Discussion Lunch Forum in collaboration with the Provost's office. Three lunches have taken place and a chairs' listserv has been created. The collaboration is proving inefficient and ADVANCE may continue these on its own in the future in Years 4 and 5. We have also started inviting chairs to ADVANCE Leadership Team meetings to discuss departmental needs and to encourage buy-in.

One of the most notable climate change efforts has been the formation of the Internal Advisory Action Council in 2006. Comprised of 13 University leaders, the Council has actively embraced the objectives of ADVANCE and worked to promote several identified tasks in concrete and measurable terms. The group has met twice and plans to meet again in September. The enthusiasm of this group to convene and take on responsibilities is affirming and the most significant step toward sustainable change we have seen to date.

The most striking evidence that ADVANCE has had a lasting impact at URI is the President's 2006-2009 Strategic Plan. In this plan 4 University-wide initiatives are identified. The third initiative: *Create a more inclusive environment*, outlines goals that include diversity recruitment efforts, family friendly policy formation, a dual career hiring program, exit interviews, and other initiatives that directly support ADVANCE goals.

Finally, qualitative reports testifying to a warmer climate are numerous, but difficult to quantify. A recent survey from the Women in Science listserv includes many comments to this end, and, along with many anecdotal reports, testifies to a subtle but significant positive shift at URI. More formally documenting and showcasing the many positive indicators and translating them into verifiable evidence of climate change will be our primary task with the Program Evaluators in Years 4 & 5.

Challenges: Since we have elected to continue the department climate workshops without the expense of an external facilitator, they have been sidelined this past year for lack of time and resources. Without reminder follow-up sessions, this may have slowed progress in departments that had made action plans for change. We will be focusing on re-starting this important program in Year 4, including holding follow-up workshops as well as initial workshops with new departments. Also, engaging Pro-Change, Inc. in developing intervention strategies for the department workshops needs to be more of a focus; as mentioned, we hopefully have addressed this issue for the future. Finally, our plan to engage chairs in a Chairs' Discussion Forum has been awkward to initiate because of different ideas about meeting format between ADVANCE and the Provost's office. We both believe this has promise in promoting departmental change and will re-focus on this partnership in the fall.

APPENDIX I

Major Foci for Years 4 & 5:

Evaluation:

- Increase committee membership
- External and Internal program evaluation
- Climate survey redistribution, analysis, and dissemination
- Reports and publications
- Institutionalize benchmark data collection and reporting

Recruitment

- Increase committee membership
- Best practices handbook and presentation to all search committees
- Meet with STEM colleges regarding 2005-2008 Recruitment & Retention Plans
- Successful transition of fellows into tenure lines
- Find external funding for recruitment initiatives
- Focus on recruitment of senior women
- Implement “Distinguished Professorship” program

Faculty Development

- Increase committee membership
- Implement Mentoring Program
- Develop web tutorials for workshops, etc.
- Continue and institutionalize topical lunch series
- Continue and institutionalize Incentive Fund
- Sponsor 4-5 workshops
- Formalize faculty support mechanisms
- Promote interdisciplinary, collaborative research initiatives

Work-Life

- Collaborate with President’s Office in implementation of Initiative 3 of the URI 2006-2009 Strategic Plan
- Implement Dual Career Hiring Program, including regional networks
- Re-negotiate Parental Leave policy for faculty and publicize widely
- Convert the ADVANCE Resource Center to permanent Work-Life Center
- Sponsor day-long event (perhaps Work-Life Day)
- Widely promote Work-Life-Family website
- Continue to explore flexible work policy options

Climate Change

- Increase committee membership
- Increase impact of Internal Advisory Action Council
- Establish External Advisory Board
- Complete department climate change workshops and evaluate
- Fully develop theoretically-based climate change model
- More fully implement Chairs’ Discussion Forum
- College presentations in each year, including theater component
- 4 newsletters
- Collaborate actively with the President’s Commission on the Status of Women in transferring ADVANCE initiatives post-award

APPENDIX II

ADVANCE 2006 Organizational Chart

