



Success Stories

The ISU ADVANCE program has notable successes in its first three years. Below we have summarized accomplishments relative to the program goals in our grant proposal.

Program Goals:

1. Overcome **known barriers** to the advancement of women faculty in STEM disciplines
2. Identify and eliminate **department specific barriers** to the advancement of women faculty in STEM disciplines
3. Increase the representation of women and underrepresented minorities at senior faculty and **leadership** ranks
4. **Institutionalize** positive change across the university

Goal 1: Overcome known barriers to the advancement of women faculty in STEM disciplines

(known barriers are: departmental transparency, isolation from colleagues, quality and quantity of mentoring, and career flexibility)

During Year 3, the College of Engineering coordinated three events for women faculty (including breakfasts and lunches) throughout the year to combat isolation. Engineering women faculty discussed various topics, including hiring, promotion and tenure, and the dean candidates. Similar lunch events also were hosted by ADVANCE in the College of Agriculture and Life Sciences. Women associate and full professors in the College of Liberal Arts and Sciences met to generate ideas for ADVANCE. The idea of an ADVANCE Lectures Program arose from one of these meetings in Year 2 and was launched in the 2008-2009 academic year.

There is a realization across colleges, largely due to ADVANCE efforts, that faculty need mentoring to move from the associate to the full professor ranks. The Office of the Executive Vice President and Provost and several deans are redesigning mentoring programs as a result.

Goal 2: Identify and eliminate department-specific barriers to the advancement of women faculty in STEM disciplines

One focal department (Genetics, Development and Cell Biology [GDCB]) drafted guidelines to describe standard procedures for modifying the duties of faculty who are new parents. The goals of the departmental guidelines are 1) to provide for greater transparency and predictability; 2) to reduce teaching and service responsibilities for new parents; and 3) to ensure that new parents are able to maintain and build nationally recognized programs of research. GDCB also reports that in the years since joining the ADVANCE project, discussions about the value of diversity have become integral to searches for new faculty.

The Materials Science and Engineering department constituted a task group to develop modified duties guidelines. The committee then agreed that there are other differences (beyond the arrival of a child) in faculty situations that could suggest the need for adjustments in teaching and service assignments. A new guideline that addresses "transparency in assignments" was developed such that faculty with either high or low research productivity will have adjusted assignments for teaching and/or service.

The Ecology, Evolution, and Organismal Biology departmental now charges faculty search committees to strive "to solicit and receive applications from a broad and diverse applicant pool." Departmental search committees are also now formally charged with (a) judging applicants' vitas "based on explicit criteria," (b) using "a matrix to ensure objectivity" in this process, and (c) notifying voting faculty within the department

ISU ADVANCE

at least three days in advance of the faculty meeting for discussing an initial short list of possible interviewees." "The voting faculty may" then "choose to interview candidates other than, or in addition to, those recommended by the search committee." These procedures are now part of the department's governance document.

The Department of Genetics, Development and Cell Biology provided childcare assistance for speakers traveling with or caring for infants.

(Reported in Bird, Sharon R., Kristen Constant, Fred Janzen and Jo Anne Powell-Coffman. 2008. "ISU ADVANCE Collaborative Transformation Project: First Round Focal Department Transformational Strategies and Outcomes, January 2008 – January 2009)." 9 pages. Ames, Iowa: Iowa State University ADVANCE Institutional Transformation Program.)

Goal 3: Increase the representation of women and underrepresented minorities at senior faculty and leadership ranks

The College of Engineering Equity Advisor, in collaboration with partners across campus, developed criteria to evaluate administrative-level candidates with respect to diversity issues. These criteria were part of the evaluation of candidates for the positions of Dean of Engineering, Dean of Design, Dean of Human Sciences, and the Vice President for Research and Economic Development. Of these four searches, two white women, one Hispanic man and one white man were hired. ADVANCE can by no means claim these entirely as our successes, but we have built upon existing traditions by offering new search strategies and have influenced the process.

Goal 3: Institutionalize positive change across the university

We have used interactive theater in three different ADVANCE-sponsored events. Our ISU-ADVANCE team includes members who authored a series of case studies for internal training purposes which we were able to transcribe into brief scripts. We modified the University of Michigan's model by engaging our own faculty as "actors" in Reader's Theatre productions related to unconscious bias, evaluation in the hiring process, and advice to junior faculty preparing for promotion and tenure review. Faculty engaged as actors have remarked on how much they have learned by assuming a character and thinking about how faculty interact and what assumptions they commonly make. Audiences have been very responsive and have rated these presentations highly.

Two workshops on the topic of faculty search resources were held during fall, 2008. Of the 60 people who attended each event, more than half were new participants to the ADVANCE program events. Over 200 ISU *ADVANCE Resources for Faculty Searches* CDs, summarizing best practices, have been distributed to faculty, departments and colleges. Across campus, these tools have broadened faculty perspectives on best practices and approaches to searches, particularly with respect to tools such as evaluation matrices.

The Faculty Senate passed a Faculty Modified Duties Assignment (FMDA) policy for the arrival of children. ADVANCE partnered with other groups on campus to support this initiative and inform Faculty Senators about the importance of modified duties for the recruitment and retention of women faculty. Due to budgetary limitations, this policy will not be taken to the Board of Regents until the economic climate improves.

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