History
ISU ADVANCE started with a five year institutional grant from the National Science Foundation to improve the university for women in science, technology, engineering, and math. Following the initial grant which was awarded from 2006 to 2011, Iowa State University continues to expand the program for underrepresented persons. ISU ADVANCE is now institutionalized and the program impacts all areas of the university community.

Goal
The goal of ISU ADVANCE is to promote and sustain institutional change at all levels of the university resulting in the full participation of diverse faculty.

Overview
At the highest level, the ISU ADVANCE program is housed in the Office of the Senior Vice President and Provost. Led by the Assistant Provost for Faculty Development Tera Jordan, the Assistant Provost works with university leaders, Equity Advisors in each academic college, and Department Enhancement Program facilitators to institutionalize positive change.

Equity Advisors
EAs promote best practices in recruiting, retaining, and promoting high-quality diverse faculty and develop solutions to campus challenges. All EAs are tenured faculty who report to either the Dean or a member of the Dean's cabinet. EAs work with their respective deans, diversity committees, department chairs, and faculty in their colleges to implement best practices for faculty searches and transform policies and practices that help faculty succeed in moving through the ranks and being successful.

Key achievements:
• Cultivate flexible faculty policies at ISU
• Lead search committee and promotion and tenure committee trainings
• Facilitate networking and professional development workshops
• Mentor faculty
• Lead college-wide faculty development and diversity initiatives

Equity Advisors
• Susan Lamont, College of Agriculture and Life Sciences
• Huifang Mao, Ivy College of Business
• Monica Haddad, College of Design
• Michelle Soupir, College of Engineering
• Christa Jackson, College of Human Sciences
• Susan Vega-García, University Library
• Javier Vela, College of Liberal Arts and Sciences
• Heather West Greenlee, College of Veterinary Medicine
Department Enhancement Program (DEP)

The DEP, originally referred to as Collaborative Transformation, began in 2006. Initially funded through the National Science Foundation, DEP is a part of ADVANCE, which helps to transform university structures, cultures, and practices to recruit, retain, and promote a diverse, highly-qualified, and cohesive faculty. DEP is now an institutionalized part of Iowa State University. An innovative action-oriented program suited to improve departmental climates, DEP features a systematic method for collecting and analyzing data from chairs and faculty about the department climate. DEP is designed to cultivate faculty satisfaction, inclusion, and engagement.

Key achievements:
- More than 30 departments have participated since 2006
- 76.9% of action items were implemented

Department chairs can request DEP for their units. A trained DEP facilitator conducts separate, confidential 90-minute interviews or focus groups with:
- Department chairs
- Faculty by rank across term, tenure-track and tenure classifications

DEP is useful as departmental leaders and faculty prepare for external program reviews, re-configure departmental structures in response to program development and implementation, develop a greater understanding of their strengths and opportunities for growth and support, and other long-range planning.

In exploring the department's structures, processes, and climate, interviews cover:
- Recruitment and retention of diverse faculty
- Responsibilities in research, teaching, extension, outreach, and service
- Advancement and evaluation
- Mentoring and leadership development
- Resource distribution
- Faculty relations, collegiality, and networking
- Faculty satisfaction
- Career flexibility
- Work-life integration
- Programming and future initiatives
- Facilities, administrative support, and technical support
- Governance and policies

Department Enhancement Program Facilitators
- Margaret LaWare, English
- Susan Stewart, Sociology
- Meifen Wei, Psychology

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