Transforming the Institution One Department at a Time
Lisa Larson, PhD, Mary Schenkenfelder, BA, Sharon Bird, PhD

Department Enhancement Program (DEP) at Iowa State University
- NSF institutional grant (2006-2011)
- Goal: Change department culture, policies and practices in STEM departments
- Process: Chair interview, focus group interviews by rank
- Outcomes: Department report and action plan generated – average 18.3 action items generated

Selected themes of Action Items
- Work/Life Balance (22)
- Recruitment Diversity (13)
- Service (14)
- Policies & Procedures
- Inconsistent
- No Policy
- University
- Informal
- Social (16)
- Lack of Clarity (14)
- P&T
- Partner
- Assistant to Associate
- Associate to Full
- Associate to Associate
- Quality
- Norms
- Load
- Undervalued
- Committee Assignments
- Service/Teaching Assignments

DEP Follow Up
- Department interviews an average of 6 years after DEP
- Interviews conducted with chairs, ADVANCE professors
- 10/11 DEP departments
- Assessed follow through on action plans

DEP Impact
- Average 13.7 actions taken per department
- Average 76.9% of action items were acted upon

Selected themes of Actions Taken

<table>
<thead>
<tr>
<th>Theme</th>
<th>Who</th>
<th>What (Examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Practice (74)</td>
<td>Chair (33)</td>
<td>Clarity, P&amp;T, Transparency, Evaluation</td>
</tr>
<tr>
<td>New Structure (41)</td>
<td>Chair (10)</td>
<td>Clarity, Work/Life Balance, P&amp;T, Evaluation, Social</td>
</tr>
<tr>
<td>New Policy/Procedure (22)</td>
<td>Faculty (16)</td>
<td>Transparency, Mentoring, P&amp;T, Teaching Eval</td>
</tr>
<tr>
<td>DEP Follow Up</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEP Impact</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>