

ISU ADVANCE

IOWA STATE UNIVERSITY

Goal

The goal of the ISU ADVANCE program is to investigate the effectiveness of a multilevel collaborative effort to produce institutional transformation that results in the full participation of women faculty in science, technology, engineering and math fields in the university. Our approach focuses on transforming departmental cultures (views, attitudes, norms and shared beliefs), practices (what people say and do), and structures (physical and social arrangements), as well as university policies, through active participation of individuals at all levels of the university. As we enter the third year of our award, the ISU ADVANCE Program is poised to engage our partners in the STEM colleges and departments in the activities needed to understand and change the culture, practices and structures of the university so that all faculty can be successful. During the year, we will also expand efforts to take our findings and practices beyond the campus, most importantly in our October 2008 conference, The New Norm of Faculty Flexibility.

Constituents

Faculty in 30 STEM departments across 5 colleges, representing over 750 faculty members in total, are included in the program's constituents. Additionally, 9 focal departments in the STEM disciplines, representing 3 colleges, have been selected for targeted departmental transformation intervention over the course of the project. Key partners and change agents are Equity Advisors, one in each of the 3 focal colleges, and ADVANCE Professors and department chairs in each of the 9 focal departments.

Accomplishments during Year 2: 2007-2008 Academic Year

Collaborative Transformation

- Implemented full Collaborative Transformation process in three focal departments, resulting in three reports focused on climate, recruitment, and retention.
- Completed and disseminated a synthesis report on the three focal departments
- Three-step process for departmental transformation that included (1) focus groups, (2) needs assessment meetings and training sessions, and (3) collaborative problem solving

Faculty Issues

- Administrative Fellow focused on Faculty Recruiting
 - o New resources, information and adaptations of information
 - o Short handouts, checklists and tip sheets were posted on the website and distributed on CDs
- Designed and administered American Associations of University Data Exchange (AAUDE) faculty satisfaction survey
- Designed and administered survey on ISU faculty perceptions of quality of space

Conference Development

- Assembled a conference committee that meets regularly, created Web site for information & online registration, distributed a postcard, announced conference by electronic mail
- Secured more than a dozen national experts - including keynote speakers and panelists who discussed topics including:
 - Having your science and your life too: institutional responsibilities, individual strategies,
 - Help for Dual Career academic couples
 - Taking a strategic approach to assessing cultural change
 - Breaking the norms: measuring the impact of new policies

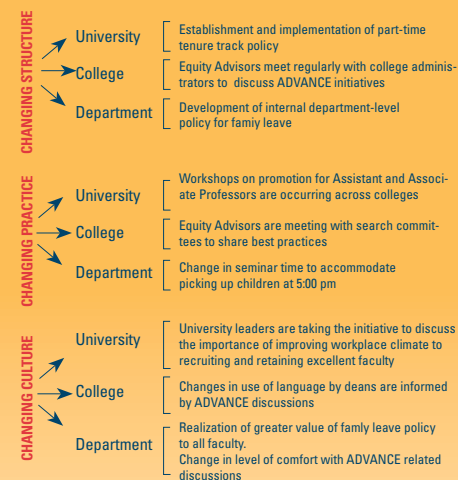
Interventions

ADVANCE Professors (department level), Equity Advisors (college level), and members of the ISU ADVANCE leadership team meet regularly to plan activities from the top down and the bottom up. They also share successes and challenges.



Outcomes:

Outcomes of the ISU ADVANCE program can be measured in terms of changing structure, practice, and culture. Changes are being initiated both from the bottom up (department) and from the top down (college or university).



Unintended Lessons:

- Foundation → Time-intensive efforts to prepare protocols and educational materials at the beginning of the ADVANCE Program have laid a solid foundation for the program.
- Leadership → Interactions between the ADVANCE Professor & department chair are key to effectiveness of departmental Collaborative Transformation efforts.
- Visibility → Collaborative Transformation efforts in departments are "invisible" to many faculty on campus. There is a need for greater visibility across the university.

ISU ADVANCE Project Summary, Highlights from Year 2, Fall 2008

Events

- Held four networking events and two campus-wide workshops based on the theme of unintentional bias.
- Department Chair Workshops
 - o Cognitive Errors led by Dr. Jo Ann Moody
 - o Cognitive Errors follow-up led by Equity Advisors
 - o COACHE summary regarding tenure-eligible faculty with Dr. Cathy Trower
 - o Report from STEM chairs that attended LEAD conference hosted by University of Washington ADVANCE program

Enhanced Organizational Structure

- Added Steering Committee, Equity Advisors & Advance Professors group, Internal Advisory Board, and Research Director
- Built partnerships both within the university and outside the university
- Shared costs with the Office of the Executive Vice President and Provost and with college deans

Formative Evaluation

- Held retreat for Council, which resulted in Year 2 focus of unintentional bias
- Hired organizational consultant to advise ADVANCE team
- External evaluation visit and report provided feedback on strengths and suggestions for change
- Completed Year 2 Annual Report to NSF

ADVANCE Council

Principal Investigator

***Susan Carlson**, Associate Provost for Faculty Advancement and Diversity, Professor of English

Co-Principal Investigators and Senior Personnel

***Bonnie Bowen**, Executive Director, Ecology, Evolution & Organismal Biology

***Sharon Bird**, Research Director, Sociology

Diane Debinski, Ecology, Evolution & Organismal Biology

Carla Fehr, Philosophy & Religious Studies

Sandra Gahn, Institutional Research

Florence Hamrick, Educational Leadership & Policy Studies

Department Partners

ADVANCE Professors

Kristen Constant, Department of Materials Science and Engineering

Mark Gordon, Department of Chemistry

Shauna Hallmark, Department of Civil, Construction and Environmental Engineering

Fredric Janzen, Department of Ecology, Evolution & Organismal Biology

Elisabeth Lonergan, Department of Animal Science

Jo Anne Powell-Coffman, Department of Genetics, Development & Cell Biology

College Partners

College of Engineering

Diane Rover, Associate Dean

Chuck Glatz, Equity Advisor

College of Liberal Arts and Sciences

David Oliver, Associate Dean

Lisa Larson, Equity Advisor

College of Agriculture and Life Sciences

Joe Colletti, Sr. Associate Dean

***Janette Thompson**, Equity Advisor

Graduate Students

Divinity O'Connor Roberts, Graduate Assistant, Sociology

Jason Pontius, Graduate Assistant, Educational Leadership & Policy Studies

Laura Rhoton, Graduate Assistant, Sociology

* Member of Steering Committee

Internal Advisory Board

Elizabeth Hoffman, Executive Vice President & Provost

James Bernard, Interim Dean, Engineering

John Thomson, Dean Veterinary Medicine

Pamela White, Interim Dean, Human Sciences

Michael Whiteford, Dean Liberal Arts & Sciences

Wendy Wintersteen, Dean Agriculture & Life Sciences

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