

NSF ADVANCE

First Year Site Visit Report

IT Grantee institution: University of Virginia

Site Visit Date: 12 February 2014

Grant Number: 1209197

Project Director or Contact: Dr. Gertrude Fraser, Associate Professor, Department of Anthropology, University of Virginia

NSF Participants: Beth Mitchneck (PO), Mary Anne Holmes (PO), Rocio Benabentos (AAAS Fellow)

Report prepared by: Mary Anne Holmes

Pre-visit notes (concerns, risk factors, etc. if applicable): Activities appear off to a slow start and evidence in the annual and interim reports suggest that low faculty participation in the activities may be related to low levels of campus buy in.

Site Visit Notes:

Program Management

Appraisal: The co-PIs have produced many commendable results. They have built a management team with appropriate expertise in the many areas the program is trying to address. The PI team and the implementation team both provide support.

For the first intervention, partnering Equity Consultants with departments to foster the use of best practices in searching for new faculty, three external consultants have been hired and trained. Only two departments have availed themselves of this opportunity. Using external consultants is a model that worked well with the National Center for Women & IT and we appreciate the adoption of a model that worked well in another context. However, we wonder how will Equity Consultants be funded once the award ends? Many other ADVANCE-IT programs find that the opportunity to train local faculty as Equity Consultants helps to broaden the impact of ADVANCE initiatives on campus, to broaden buy-in among faculty, and to sustain change beyond the life of the award. UC-Irvine pioneered training local faculty as Equity consultants; Purdue, Case Western, and others have adopted and modified the program to fit their local context.

The second intervention partners Jeff Galbraith with individual departments in a guided conversation with the faculty to uncover attitudes about and increase awareness of gender issues within

departments. Two departments have participated in the intervention. There appeared to be support for more participation among the department chairs who attended the afternoon session. The Chair of the Mechanical and Aerospace Engineering appreciated the intervention and may be an appropriate person to help the ADVANCE team recruit additional chairs. Recruitment and intervention should proceed at a faster pace; there needs to be additional department buy-in before the third year site visit occurs.

The second initiative, Reimagined Spaces, has yielded effective photographs of STEM women from the UVa campus to further the goals of changing how science and identity are related. In addition, a protocol for collecting oral histories of STEM women who are or are about to enter emerita status has been developed.

The Third Initiative, the Tournament of Ideas, has not occurred yet.

The Fourth Initiative, the Active Recruitment and Outreach Fund, targets recruitment, search and selection of new candidates for faculty positions in STEM. Seven grants have been awarded to six departments to bring in one additional woman candidate to interview for open faculty positions.

A Search Portal website has been created that allows one-stop shopping for faculty, particularly those involved in an active search, to find information on best practices for recruitment, conducting on-campus interviews, and a link to the required (every two years) on-line search committee training required by the HR department. The web site is highly functional and is not yet live to the campus community.

The Fifth Initiative, ADVANCE Enhancement Fellows, offers small grants to women STEM faculty to compensate for the generally lesser access to campus resources felt by some STEM women faculty. Seven awards have been given to STEM women in six STEM departments from 21 applications.

Recommendations: Some recommendations will overlap with “Faculty Involvement” below, as the team should consider how to involve more departments and individual faculty in their change efforts.

Equity Consultants Initiative: The management team may wish to reconsider the use of external consultants for academic searches and consider training local faculty for these roles to improve the chances of sustainability. Whether to change this initiative may be a useful question for an IAB meeting, in consultation with appropriate members of the Office of the Provost (see “Campus Leadership” Recommendations, below). By training and engaging local faculty, UVa CHARGE may be disseminating useful information within the institution and engaging new allies as well as creating an institutionalized and sustainable practice. In addition, academic searches at UVa may have differences that are obscure to non-academics or to faculty at other institutions, although the training offered has considered this. The team may wish to consider whether

there are reasons why local, respected faculty would not be effective allies. In addition to sustaining the program beyond the life of the award, we encourage you to consider how the program will be scaled up when more departments participate.

More departments, if not all target departments, should be recruited for this program prior to the third year site visit. It may be appropriate to have college deans or other administrators hold departments accountable for participation.

Guided Conversations: in order to achieve your goals, you will need to engage more departments. In addition, more departments are necessary to show an impact of the program. How to increase participation in this program may be a useful question for discussion with the IAB. The departments that have already participated may be engaged in recruiting more departments.

Reimagined Spaces: The implementation team should consider how to communicate this project across campus and possibly beyond. The IAB and the implementation team may be useful places to generate ideas and connections.

Funds to Bring in An Additional Candidate for Faculty Searches: The implementation team should learn whether departments are “gaming the system” to get additional funds to bring in a worthy candidate or not. If this is found to be the case, the team might wish to consider whether this initiative should be sustained, and whether it will be sustained beyond the life of the ADVANCE award. Could these funds be better used in another manner in recruitment efforts? These questions might be the basis of discussion at a future IAB or External Advisory Board meeting

Search Committee Portal: Our impression of this website is that it is ready to be launched live online. Naturally there will be ongoing maintenance to such a site. How will maintenance be sustained after the life of the award?

Enhancement Fellows: Will these be sustained beyond the life of the grant? How will the impact on institutional transformation be assessed?

Campus Leadership

Appraisal: UVa’s President and Provost are enthusiastic supporters of the goals of UVa-CHARGE. In addition, Vice President and Chief Officer for Diversity and Equity Dr. Marcus L. Martin and SEAS College administrators are strong supporters of the program. There are resources available to address dual career opportunities; there is a willingness to support UVa-CHARGE initiatives. Dr. Martin has said that he is willing to facilitate engagement of the President’s Cabinet with ADVANCE and recommends presenting ADVANCE to a deans’ council as well. We recommend considering these offers.

Recommendations: The management team may wish to consider reaching out to their campus leadership to help engage more faculty and departments in their initiatives. In addition, the team may wish to

consider mechanisms to communicate, perhaps on a regular basis (if appropriate for UVa) with upper administrators, particularly some of their achievements, such as the photographs of UVa STEM women faculty, the excellent toolkit data collected on demographic characteristics of faculty and pools and displayed in multiple, effective ways, and the website portal.

Campus leadership is attempting to establish Continuous Active Recruiting for new faculty, which exactly aligns with UVa CHARGE goals. The management team should consider how to open up a dialog across campus (wherever is appropriate for UVa) that would enable the two initiatives to synergize and work in partnership.

There are changes afoot for both colleges participating in UVa CHARGE: there is a search for new deans in both colleges. The SEAS College appears to have deeper support for the UVA CHARGE; campus leaders may wish to consider how to actively engage the College of Arts & Sciences, particularly the Dean's office, in UVa CHARGE. We recommend engaging department chairs and associate deans (as appropriate) in this process as soon as possible. In addition, it may be appropriate for members of UVa CHARGE, such as members of the IAB, to be involved with the searches for the new deans. Will the search committees have access to the search web portal or to Equity Consultants?

The management team may wish to consider how to create campus visibility for the photographic project. The upper administration and/or the IAB may be appropriate allies to help with this endeavor.

We recommend developing a strategy for recruiting women into the oral history project. The management team might find it helpful/synergistic to reach out to the PI team at Howard University, who is doing a similar project.

The Third Initiative, the Tournament of Ideas, appears to have widespread support but has stalled due to personnel changes. The management team should consider how to move this initiative forward as soon as possible so it has been completed at least once before the third year site visit. The IAB as well as the broader implementation team might be a constructive ally in moving this forward.

The Fourth Initiative to construct an online search committee tool has yielded the web portal. Although it is a beta version, we thought it looked very good and believe the management team should consider rolling it out as soon as possible. The team might consider how best to do this, perhaps using the IAB and/or upper administrators to help generate a highly visible rollout event. In addition, the team might consider linking their excellent toolkit data and/or the visualizations of the data to the portal where appropriate. Integrating the portal with the existing website used to review applicants is a promising idea that should be pursued, if possible.

The Fifth Initiative, ADVANCE Fellows, might benefit by a re-discussion among the management team, perhaps with the IAB and

the implementation team. The criteria for awarding these grants appropriately focus on the impact of the proposed use of the funds. The management team may wish to contact Jen Sheridan at U-Wisconsin for information about their ADVANCE program's Life Cycle Grants: <http://wiseli.engr.wisc.edu/vilas.php>.

Faculty Involvement

Appraisal: There were many faculty around the table during our afternoon session. These faculty are actively engaged in UVa CHARGE, many as IAB members. For faculty engaged in this change effort, there is deep commitment to the goals of the program.

Recommendations: In general, we view expanding the participation of faculty a key priority at this point. As suggested during the site visit, it would help to count the number of faculty currently involved, maintain their involvement and expand the program's reach. The Equity Consultants should branch out into additional departments and become inserted into the search process much earlier, perhaps beginning this summer. Although departments have been invited to participate in the EC program, the management team might consider asking the college Deans to invite/urge their department chairs to participate. The Deans might assist by following up to ensure chairs are having their faculty participate.

The intervention with Dr. Gallbraith appears to have some support among the department chairs. The management team may wish to consider having those chairs who have gone through the intervention help the team recruit more departments. A possible forum to disseminate this information could be the meetings of the department Chairs. The team may wish to consider how this intervention is being framed to scientists, mathematicians, and engineers. There may be additional or alternate language that is more appealing to professionals who are accustomed to using the scientific method applied to the natural world, and less accustomed to the terminology and concepts in SBS.

Facilities

Appraisal: The facilities in LEED-certified Rice Hall are beautiful! There is adequate space for meetings and for personnel offices.

Recommendations: We are not entirely familiar with the geography of the UVa campus. Rice Hall appears to be located among many STEM departments and buildings, and we hope this is the case. The UVa CHARGE office should not be isolated from its constituents and stakeholders.

Steering/Advisory Committee

Appraisal: There appear to be many, highly committed faculty, department chairs, and upper administrators on the IAB. We had an interesting, useful discussion among department chairs on how to recruit additional departments to join the interventions by Jeff G. and the Equity Consultants.

Recommendations: The IAB has met only twice, and like many ADVANCE programs, UVa CHARGE struggles to find a use for this advisory board. The management team may consider using their board to answer the multiple questions that inevitably arise from running an ADVANCE program (i.e., trying to change an academic institution): how do we engage more department chairs in our department-level interventions? What data or other resources do department chairs need that we can supply to help them become our change allies? How do we engage more faculty to participate in our programs? What are appropriate venues for displaying the photographs of UVa STEM women faculty, and who do we need to talk to make that happen? We offer sample questions throughout this report.

In addition to practical concerns such as these, IAB members are engaged at other ADVANCE institutions in assisting with steering the program as it evolves over the life of the award: are these programs effective? Have they done their job? What other approaches should we try?

The useful discussion we had with the department chairs is an example of the insight and guidance an IAB can provide. They can serve as Critical Friends upon whom the team can try out new ideas and get constructive feedback.

Grant Management and Financial Management

Appraisal: The grant appears to be appropriately managed.

Other Observations

Appraisal: The internal evaluation team has generated an impressive set of toolkit data and highly creative ways to display the data. There appears to be good dissemination to department chairs.

External Evaluation: It was not clear to us whether external evaluator is external to UVa and how vested she is in the outcomes of UVa CHARGE.

Recommendations: Is everyone who needs to see these data getting to see them? The management team may wish to consider a discussion of the data with their implementation team, IAB and the EAB, who may have ideas about this question.

The team should consider submitting a proposal for a session at the 2015 ADVANCE PI Meeting on “effective ways to display toolkit data” and share what they have learned with the wider ADVANCE community.

There may be a few critics from within and outside UVa who see the initiative as helping one group over another. Actively engaging male

faculty as allies and getting the word (and pictures) out may be a first step in allaying such concerns. In addition, framing the project on campus in the way that it is in the proposal – around URG – is another way to deflect attention and integrate better into the overall UVA strategic plan.

In all phases of project evaluation, the team should be continually asking (and finding the answer to) the question: “How does this impact UVa?” How are our activities having an impact on our stated goals? Are they moving us forward and what is the evidence?

It is not too soon to begin parceling out parts of the project management to champions on campus who can institutionalize them. This program has taken a lot of effort during its initial building phase; it is not too soon to think about sustainability of the pieces that your evaluation team find have a high impact.

As you begin the process of institutionalization, also focus on increasing your numbers and the visibility of the ADVANCE team. Memos can come from a variety of players in the process and be co-signed by your institutional partners. Please consider institutionally appropriate ways of moving forward with ADVANCE integrated into the university structure.

Overall Assessment

The program has gotten off to a slow start and it will take some energy, collaboration and partnership to get the implementation to the point that will enable a productive third year site visit. Increasing the number of departments involved in the search consultant process, the DDAT program and every other aspect of the project is important and should be moved on immediately. Because the enrollment in some programs has been slow, consider adding some supplementary materials to support the overall goals of each of the initiatives. Moving forward on releasing the search portal should be a priority as recruitment season draws to a close and the site visit nears. As mentioned during the site visit, the implementation team should be consulted broadly and should receive all the annual and interim reports as well as other materials generated by the EAB, the external evaluator and the internal evaluator. Partnerships with appropriate offices on campus including new members of the Provost’s Office, the Provost, and the College of Arts and Sciences should proceed immediately.

Follow-up:

**Separate Response
from Grantee Required**

Please provide to the program office by March 7th an outline of how ADVANCE initiatives interface with the university initiative on continuous recruiting. Please add the university or college level initiatives that also interface and indicate where partnerships may be useful. We are requesting this as a movement toward institutionalization and sustainability and believe you will find it useful in partnering with campus constituents and stakeholders.

**Updates Required in
Annual Report**