Goal 1. Departmental diversity: To strengthen and support departmental efforts to create a positive environment for all faculty with an emphasis on women

<table>
<thead>
<tr>
<th>PROJECT (LEADERS)</th>
<th>OUTPUTS (Activities &amp; Participation)</th>
<th>SHORT TERM OUTCOMES (Formative except when noted)</th>
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<tr>
<td>Advocates &amp; Allies (AAP)/ Directors of Diversity &amp; Inclusion (DDI) (Juliet Trail)</td>
<td>100% DDI attend training by Sept 2016 Challenges and other training identified Action plan for DDI pilot in College by Sept 2016 Infrastructure for community of practice established by Sept 2016</td>
<td>&gt; 50% of DDIs report using learnings from training by October 2016 (with 3% increase annually) DDIs are sought by and work with search committees (50% 1st year) Evaluation and infrastructure for DDI integrates with existing systems, reports, data collection</td>
<td>DDIs manage selves and have collective purpose DDIs carry out other requested actions (by Jan 2017) DDIs continue after 3 years</td>
<td>Change in faculty/dept. behaviors (admitting to bias, self-reflection) Change in faculty behaviors during searches Include diversity as component of 10-yr external review DDI institutionalized by 2017 Greater retention of women faculty DDI/Advocates become Allies</td>
<td>Data from College (%/of faculty who have served as Advocates Survey (J. Trail) or focus groups with DDI s, search committees, &amp; dept. chairs to gauge effectiveness and success</td>
<td>DDI training cross cuts with P&amp;T training and with Training chairs &amp; deans DDI potentially going to SEAS; similar to other ADVANCE AAPs</td>
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<td>P&amp;T audit &amp; training (Petra Reinke &amp; Mary Lou Soffa)</td>
<td>SEAS P&amp;T review completed by Sept 2016; submitted w/ recommendations to SEAS Dean 100% of SEAS faculty have information/training on new P&amp;T process by March 2017</td>
<td>Majority of recommendations accepted by dean and process procedures revised by Fall 2016 100% trained and knows policies (including tenure clock adjustments for illness and dependent care leave)</td>
<td>10% increase in faculty reporting the P&amp;T process is transparent and equitable by spring 2017 [Summative] Reduction in # of women faculty appealing P&amp;T decisions</td>
<td>Greater retention of women faculty [Formative] COACHE survey shows women feel dept. culture is equitable</td>
<td>Survey; school data on P&amp;T outcomes; UVA data on retention COACHE data</td>
<td>Action plan for P&amp;T needed</td>
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<td>Training dept. chairs &amp; deans (CHARGE Staff)</td>
<td># of chairs and deans attend training At least 1 training per year delivered</td>
<td>25% of chairs and deans incorporate research based solutions, skills, and tools from training into department management, strategic plans and/or policy</td>
<td>Chairs and deans are aware of strategic plan (focus on diversity) [Summative] 66% of chairs and deans attending training report they are better able to manage diversity in their faculty</td>
<td>Greater retention of women faculty Change in COACHE survey results on dept. culture and collegiality</td>
<td>Report from survey and follow up survey data Triangulate with data from faculty and COACHE data Earlier COACHE data is baseline</td>
<td>Chairs and Deans receive training at the Faculty Search Seminars (see Goal 2)</td>
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<td><strong>Faculty Search Seminar</strong> (CHARGE Staff / Provost’s Office in 2016)</td>
<td>% of faculty attending seminar, % reporting they will change their behavior on search committees IAB creates sustainability plan</td>
<td>33% of search committees using best practices increase their bias literacy % of faculty seminar attendees who report changed behavior 6 months later</td>
<td>Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.</td>
<td>25% of STEM/SBS depts. Increase faculty gender and racial diversity by 2% [Formative] Seminars are run and managed by faculty by Fall 2016 Faculty report changed behaviors</td>
<td>Surveys at the end of seminar to attendees Follow-up surveys on changed behaviors HR data on offers</td>
<td>Need baseline for mid-term outcomes</td>
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<td><strong>Recruitment grants</strong> (Kelly Feltault)</td>
<td># of depts. using grants IAB creates sustainability plan</td>
<td>Depts. have resources to recruit diverse candidates and bring them on Grounds for interviews (% depts. with searches each year)</td>
<td>Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.</td>
<td>25% of STEM/SBS depts. increase faculty gender &amp; racial diversity by 2% [Formative]</td>
<td>UVA data (offers, hires, rejections by race &amp; gender) Pipeline data sheets</td>
<td>Need baseline for mid-term outcomes</td>
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<td><strong>Academic Search Portal</strong> (Mary Lou Soffa)</td>
<td>First phase of the portal completed by Sept. 2014 Second phase of the portal completed by Sept. 2015</td>
<td>&gt;50% of search committees using portal tools (33% increase their bias literacy) Faculty report easier to find resources on search process HR reports increased # of searches w/correct reporting &amp; closed searches</td>
<td>Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.</td>
<td>Portal reflects new policies and practices adopted by admin Portal remains current in best practices for recruitment &amp; hiring of women &amp; URM 25% of STEM/SBS depts. increase faculty gender &amp; racial diversity by 2% [Formative]</td>
<td>Follow-up with search committees re: Portal &amp; Faculty Guide usage during searches (and what’s missing that committees needed)</td>
<td>Need baseline for mid-term outcomes IAB to develop sustainability plan</td>
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<td><strong>Equity Advisors</strong> (CHARGE Staff)</td>
<td>100% of Equity Advisors are trained by September 2016 or % of depts. using Equity Advisors 2015 Advocates/DDI report using training w/search committees &gt;50% of Search committees using Academic Search Portal tools and best practices</td>
<td>Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.</td>
<td>25% of STEM/SBS depts. increase faculty gender &amp; racial diversity by 2% [Formative]</td>
<td>UVA data on candidate status Survey to depts. and candidates on use of guide</td>
<td>Need baseline for mid-term outcomes Converting to DDI</td>
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<td><strong>Faculty &amp; Candidate Guide</strong> (CHARGE Staff/Dan Weller)</td>
<td>Guide completed &amp; on website by Oct 2015 Provide candidates info city, depts. &amp; UVA IAB creates sustainability plan</td>
<td>Depts. with searches provide all candidates access to the Faculty Guide prior to interview 3% increase in usage each year</td>
<td>Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.</td>
<td>25% of STEM/SBS depts. increase faculty gender and racial diversity by 2% [Formative]</td>
<td>UVA data on candidate status Survey to depts. and candidates on use of guide</td>
<td>Need baseline for mid-term outcomes</td>
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<td><strong>Pipeline Dept. Demographic Sheets</strong> (Kelly Feltault/ Internal evaluators)</td>
<td>Departmental sheets prepared annually (Kelly Feltault) STEM/SBE dept. chairs use data to manage searches, set hiring and diversity goals</td>
<td>Longitudinal analyses show increase in offers, candidate diversity pool, acceptances</td>
<td>Longitudinal analyses show STEM/SBE depts. women and URM increase in faculty gender and racial diversity [Formative]</td>
<td>UVA data (offers, hires, rejections by race &amp; gender) Interviews with dept. chairs</td>
<td>Program mgr prepares annual sheets; internal evals complete long. analyses</td>
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<td><strong>Tournament of Ideas</strong></td>
<td># of submissions</td>
<td>UVA adopts one tournament idea (IT grant proposal)</td>
<td>UNINTENDED: Dual career Program office created by Fall 2016</td>
<td>UNINTENDED: Dual career Office meets 50% of metrics in year 1</td>
<td>UVA data</td>
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**Goal 2, Recruitment & Hiring: To increase the gender diversity of STEM/SBS departments**

- **PROJECT (LEADERS)**: Kelly Feltault
- **OUTPUTS (Activities & Participation)**: Recruitment & Hiring
- **SHORT TERM OUTCOMES (Formative except when noted)**: Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.
- **MID TERM OUTCOMES (Formative except when noted)**: Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.
- **LONG TERM OUTCOMES (Summative except when noted)**: Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.
- **DATA**: Surveys at the end of seminar to attendees Follow-up surveys on changed behaviors HR data on offers
- **NOTES**: Need baseline for mid-term outcomes
### Goal 3, Voices & Visibility: To increase the sense of belonging of STEM/SBS women faculty among their schools and departments

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<td>Enhancement grants (Kelsey Johnson)</td>
<td>Baseline of average time in rank for women faculty in STEM # of Enhancement grants awarded IAB creates sustainability plan</td>
<td>Awardees report perceptions that grant made them more recognized or visible in their field or dept., advanced their networks, or led to major grant</td>
<td>% of grant recipients feel better prepared for their P&amp;T review process Women faculty increased their sense of belonging; more visible or empowered</td>
<td>% of grant recipients with shorter average time in rank as compared to UVA average [Formative] Greater retention of faculty in these projects [Formative] Institutionalize grants by 2017</td>
<td>survey measuring sense of visibility and recognition for enhancement grants [Summative] COACHE data Track accomplishments with grant</td>
<td>IAB creates sustainability plan Fall 16</td>
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<tr>
<td>Oral histories (Gertrude Fraser)</td>
<td>All OH transcribed, coded and analyzed by December 2015 Participants complete the evaluation forms by December 2015</td>
<td>Develop actionable strategies and interventions that support other CHARGE project outcomes based on OH analysis</td>
<td>Participating women report perceptions of being valued or recognized by UVA colleagues for their achievements Existing CHARGE projects informed by actionable strategies of the OH to adjust their projects /interventions</td>
<td>CHARGE projects using the actionable strategies from OH achieve results Greater retention of faculty in these projects</td>
<td>Sense of Empowerment survey or COACHE data Earlier COACHE data is baseline</td>
<td>See original timeline in Revised program framework document</td>
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<tr>
<td>Photo project (Gertrude Fraser/ Dan Weller)</td>
<td>Photos completed &amp; curator on board by Oct. 2015 Interview questions to photo subjects by Dec. 2015 Online exhibit launched fall 2016, followed by physical exhibit # of visits to online and physical exhibit</td>
<td>Participating women report feeling valued or recognized by UVA colleagues for their achievements</td>
<td>Greater retention of faculty in these projects</td>
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<td>Social Science Research -Safer Grounds (Sophie Trawalter)</td>
<td>Pre and post data collected and analyzed with results ready by fall 2015</td>
<td>Dissemination plan developed &amp; implemented by spring 2016</td>
<td>At least 2 other ADVANCE universities begin safety studies using CHARGE methods by Jan. 2017 [Formative]</td>
<td>Increase sense of belonging among female faculty related to safety issues (see original survey to set targets)</td>
<td>Survey created for measuring sense of belonging Earlier COACHE data (baseline)</td>
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### Other CHARGE Projects and Activities
- Toolkits (reporting to NSF) (Internal Evaluators)
- NSF Site Visit Recommendations: evaluation documentation, matrix, calendar, model, visualization of results (Internal Evaluators)
- Dissemination plans for all projects started in Fall 2015 (Implementation team and project leaders)