### GOALS

#### Goal 1: Department Diversity
- To strengthen departmental efforts to create a positive environment for women faculty
  - 1. Advocates & Allies Program (AAP) / Directors of Diversity & Inclusion (DDI)
  - 2. P&T audit & training
  - 3. Training Chairs & Deans

#### Goal 2: Recruitment & Hiring
- To increase gender diversity of STEM departments
  - 1. Faculty Search Seminars
  - 2. Recruitment Grants
  - 3. Academic Search portal
  - 4. Equity Advisors
  - 5. Faculty & Candidate Guide
  - 6. Dept. demographic sheets
  - 7. Tournament

#### Goal 3: Voices & Visibility
- To increase the sense of belonging of STEM women faculty among their schools & departments
  - 1. Enhancement Grants
  - 2. Oral Histories
  - 3. Photo Project
  - 4. Safer Grounds (Social Science Research)

### PROJECTS

#### Goal 1
- 1. Advocates & Allies Program (AAP) / Directors of Diversity & Inclusion (DDI)
  - 2. P&T Recommendations submitted; training completed
  - 3. Yearly training for chairs and deans

#### Goal 2
- 1. Faculty Search Seminars
  - 2. Recruitment Grants
  - 3. Academic Search portal
  - 4. Equity Advisors
  - 5. Faculty & Candidate Guide
  - 6. Dept. demographic sheets
  - 7. Tournament

#### Goal 3
- 1. IAB sustainability plan for grants
  - 2. OH transcribed, coded, and analyzed
  - 3. Exhibit planned
  - 4. SSR results ready

### OUTPUTS

#### Goal 1
- 1. AAP/DDI action plan and infrastructure
  - 2. P&T Recommendations
  - 3. Yearly training for chairs and deans

#### Goal 2
- 1. Percent of intended and actual change in faculty behavior after seminar
  - 2. Grants awarded
  - 3. Last phase of portal completed and on UVA’s main website
  - 4. Advisors working
  - 5. Guide completed
  - 6. Sheets reported annually
  - 7. # of submissions

#### Goal 3
- 1. IAB sustainability plan for grants
  - 2. OH transcribed, coded, and analyzed
  - 3. Exhibit planned
  - 4. SSR results ready

### SHORT-TERM OUTCOMES

#### Goal 1
- 1. Seminar attendees report changed behaviors
  - 2. Depts have resources for searches
  - 3. Portal is used and provides resources for successful searches
  - 4. Advisors & AAP use portal & training
  - 5. Depts. with searches use Faculty guide prior to interview
  - 6. Sheets provide baseline for comparisons
  - 7. University adopts 1 tournament idea (JT grant)

#### Goal 2
- 1. 1, 3, 5, 6. Offers extended to and accepted by women & URM faculty increase
  - 4. Advisors & AAP institutionalized by 2017 (see Goal 1)
  - 6. Guide becomes part of searches’ resources
  - 7. UNINTENDED: Create Dual Career Program Office by 2016 fall

#### Goal 3
- 1. 1-3, 5, 6 Depts. increase faculty gender & racial diversity
  - 3. Portal is current with best practices
  - 7. UNINTENDED: Dual Career Office meets 50% of metrics in yr 1

### MID-TERM OUTCOMES

#### Goal 1
- 1. AAP/DDIs sought for other reasons (P&T, retention, dept. climate, and curriculum).
  - 2. Faculty own AAP/DDI process.
  - 3. Faculty report P&T process as transparent and equitable.
  - 4. Clear tenure clock stop and dependent care leave rules
  - 5. Faculty are aware of focus on diversity

#### Goal 2
- 1. Seminars are run by faculty. Faculty report changes in behaviors
  - 1-3, 5, 6 Depts. increase faculty gender & racial diversity
  - 3. Portal is current with best practices

#### Goal 3
- 1. Grant recipients feel prepared for P&T review process.
  - 2. Women report increase sense of belonging
  - 3. Participants report perceptions of value or recognition
  - 4. At least 2 other ADVANCE universities begin safety studies using CHARGE methods

### LONG-TERM OUTCOMES

#### Goal 1
- 1. AAP/DDIs institutionalized by 2017. Change in faculty behaviors. Diversity part of 10-yr external review at College.
  - 1, 2, 3 Greater retention of women faculty
  - 1, 3 Change in faculty/dept. perceptions

#### Goal 2
- 1. Seminars are run by faculty. Faculty report changes in behaviors
  - 1-3, 5, 6 Depts. increase faculty gender & racial diversity
  - 3. Portal is current with best practices

#### Goal 3
- 1. Grant recipients have shorter time in rank (than UVA average)
  - 3. Greater retention of faculty in these projects
  - 4. Increase sense of belonging among female faculty related to safety issues

## THEORY OF CHANGE & CAMPUS CLIMATE MODEL

**Theory of Change:** Change happens at 5 levels. Male participation as change agents. Adaptive Self-Discovery Process

**Campus Climate Model:** 1) Historical Legacy of Inclusion/Exclusion, 2) Compositional Diversity, 3) Organizational/Structural Dimension, 4) Psychological Dimension, 5) Behavioral Dimension

(Hurtado, Milem, Clayton-Pedersen & Allen, 1998 and 1999; Milem, Chang & Antonio, 2005)