



## Annual & Interim Documentation and Reporting Worksheet

### Reporting Period

Which of the following reporting periods does this worksheet cover? (please check only 1 box)

- Fall 2014: June 1, 2014 - Nov. 14, 2014
- Spring 2015: Nov. 15, 2014 – May 15, 2015
- Fall 2015: May 16, 2015 – Nov. 13, 2015
- Spring 2016: Nov. 14, 2015 – May 14, 2016
- Fall 2016: May 15, 2016 – Nov. 12, 2016
- Spring 2017: Nov. 13, 2017 – May 13, 2017

### Accomplishments

#### *\* What are the major goals of the project?*

After the NSF 3<sup>rd</sup> year site visit, the CHARGE program team spoke with NSF Program Officer Jesse DeAro regarding the recommendations from the site visit team. Based on this phone conversation, and the recommendations shared, the CHARGE team met with external evaluator, Emorcia Hill, to plan for the final 2 years of the grant. During this retreat, the CHARGE team revised the program framework and logic model to better align goals and activities. As a result, we reduced our program from 5 goals to 3, and decided to discontinue some activities. The revised goals and supporting strategies/activities are:

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

- Advocate and Allies project: new, added at the recommendation of NSF
- Training chairs and deans (SEAS Contribution)
- P&T audit & training (SEAS Contribution)

**Goal 2, Recruitment & Hiring :** To increase the gender diversity of STEM/SBS departments

- Academic Search Portal
- Faculty Search Seminar
- Recruitment grants
- Equity Advisors/Advocate & Allies (attending candidate job talks, calling candidates after interviews, working with search and P&T committees)

- Dual career solutions

**Goal 3, Voices & Visibility:** To increase the sense of belonging of STEM/SBS women faculty among their schools and departments

- Oral histories
- Photo project
- Enhancement grants
- Social Science Research

## Major Activities:

*What was accomplished for your project under the goals (please include what your project did and any institutionalization activities):*

The major activity of the fall and early spring semester was preparing for the third year site visit by NSF. The team recruited 65 interviewees for the NSF site visit, who had all participated in CHARGE activities over the past 3 years. We also recruited senior staff from the Provost's Office who were involved in projects or policy. The Program Manager developed an invitation and scheduling tracking tool to meet the complex faculty schedules and be able to schedule groups of faculty together who had participated in the same projects. She also created preparation handouts for each project, for all the team members, deans, and Provost Office participants. These documents provided participants with the context CHARGE presented to NSF, an outline of the goal and outcomes for the specific project, the theory of change, and possible questions interviewees could expect from NSF. Feedback from faculty was very positive, these preparation documents prompted their memories, allowed them to prepare, and gave them a broader understanding of CHARGE.

CHARGE received the final report from the site visit on May 22, 2015. However, in order to begin planning and redesign processes before the summer break, CHARGE held a conference call with Program Officer Jesse DeAro who summarized the recommendations made by site visitors. Based on this call, and the recommendations voiced during the debriefing, CHARGE held 2 retreats in May with their new External Evaluator, Emorcia Hill. During these retreats, CHARGE addressed the following recommendations which are covered in this report:

- Make the Internal Advisory Board (IAB) responsible for developing and overseeing the implementation of the sustainability plan
- Directly involve the Vice Provost for Faculty Affairs, Kerry Abrams
- Devise an alternative approach to department level change possibly through an Advocate and Allies project
- Internalize the Equity Consultants
- Disseminate the Faculty Search Portal

After the retreats, all Project Leaders are creating Action Plans for their projects in order to refine outcomes, plan for the next 2 years, allocate resources, and determine time tables.

This report provides information on current thinking and actions taken in relation to the site visit. CHARGE recognizes that future reports, and the formal response to the site visit report, will expand, update, and possibly redirect actions.

- **Goal 1:**
  - **Structured Dialogues:** Departments did not participate in the Structured Dialogues this semester. *Site Visit Recommendation:* Following NSF recommendations, the team decided to revise this project significantly. The Structured Dialogues will be a tool or method used by the Advocate and Allies project participants to hold informal, small conversations that do not include the entire department. CHARGE will design and implement the Advocate and Allies project over the next year. Advocates will be trained in the dialogic process, as well as other methods for raising awareness, mitigating conflict, interrupting bias, etc.
  - **Advocates and Allies:** Following NSF and EAB recommendations, we will design and implement an Advocate and Allies project led by Vice Provost and CHARGE team member Archie Holmes. From March to April, CHARGE staff researched and compared Advocate projects at other ADVANCE institutions, and collected presentations from ADVANCE programs at American Society for Engineering Education in order to see the scope of these projects and to help inform the creation of one that fits U.VA needs and culture. We are currently discussing the roles Advocates could possibly have: advise on best practices in searches and promotion/tenure, address implicit bias in searches and promotion/tenure, address department culture and climate issues, raise awareness of gender and STEM issues, promote diversity as creating innovation and better science, potentially contacting candidates after their interviews, and possible other activities. We view this as a method of institutionalization as 1 advocate would be in each department.
- **Goal 2:**
  - **Portal:** Revisions were made and additional materials added to the portal. We researched best practices in URM recruitment and are working with an online instructional designer to create training and interactive sessions with these materials. We began revisions to the Faculty Guide to update information, expand the information offered, and to tailor it to new faculty and candidates; this will become an online resource on the portal. *Site Visit Recommendation:* Direct links to the Portal were provided to the Virginia Tech ADVANCE website, though links to the Portal were already on this site through the CHARGE homepage which was part of the Tech site.
  - **Faculty Search Seminar:** Began planning for the fall seminar with stakeholders (EOP, HR directors, VP Faculty Affairs, Department. Chairs). We booked the UNH Power Players to return for command performance and are working with them to develop skits based on issues faced this year, needs assessment by HR and department chairs; and requests from Deans. Will hold a resource fair to provide faculty and admin staff with information on different elements of the HR process for faculty searches, especially entering data correctly into Jobs@, the online application database that tracks applicant and candidate demographics.
  - **Recruitment Grants:** Announced availability multiple times between October and February for departments to receive funds to support posting job announcements in targeted locations to recruit women and minorities, to attend conferences to recruit, and to bring women candidates on grounds for interviews. See evaluation data for outputs and outcomes.
  - **External Equity Consultants in Engineering:** Continued to work with faculty search committees through the interview and selection/offer process. *Site Visit Recommendation:* After the 3<sup>rd</sup> year site visit, the team decided to transition this group to internal consultants and hope to begin that process this summer with a proposal submitted to the new Dean of Engineering. This will institutionalize the equity advisors and they may merge with the Advocate and Allies project.

- **Goal 3:**
  - **Enhancement Grants:** Provide small grants to women STEM faculty for professional development. Fall grant cycle awards were announced in January; spring grant cycle awards were announced in April. See evaluation data for outputs and outcomes.
  - **Photo Exhibit:** Speaking with several curators on campus to create a partnership for the exhibit and to begin exhibit design and planning. New CHARGE team member has become project lead for this. Program Director Norris secured the participation of Jill Tietjin, an Engineering School Trustee and CEO of Technically Speaking and the National Women's Hall of Fame, and co-author of *Her Story: A Timeline of the Women Who Changed America*.
  - **Oral Histories:** Continue to code the interviews. The interview guide is adapted from The Foley Life Story Interview. We adapted the interview to focus on events or specific incidents either focused on careers or personal experiences linked to the professional lives of current STEM women faculty at the Associate or full rank. Sections included in the questionnaire are Life Chapters, Key Scenes with six sub-sections guiding respondents to reflect on high points, low points, turning points, early positive and negative memories, Wisdom events; Life challenges (with a focus on Challenges at U.Va.) and Life Themes. Interviews lasted between 1 and 2 hours and all respondents chose to conduct the interviews in their departmental offices. Interviews were digitally recorded and transcribed by a professional transcriber. Using the qualitative data analysis software, Dedoose, the research team sorted the transcript by each question and used the constant comparison method to analyze common and divergent themes across each transcript. In addition, the P.I. is reading all interviews in their entirety to gain a sense of the overall narrative flow and to foreground the respondents' voices. She is open-coding each document to identify patterns across the interview questions. Memo notes document initial researcher queries and working interpretations of the data. For the poster session, codes are organized into categories including, discovering disciplinary pathways; hierarchies, boundaries and networks; overcoming pit-stops and challenges; mentors and encouragers, the "smart-girl-only girl" and science as failure and risk-taking." *Site Visit Recommendation:* the Project Lead for this is working on an Action Plan that will include revised outcomes.
  - **Social Science Research Project: Safer Grounds:** New lighting continues to be installed across grounds. The research team is collecting pre and post-lighting installation data to test whether lighting increases women's sense of felt safety and willingness to work in university spaces at night. One pre lighting project assessment is completed. The team is collecting and analyzing identity card swipe access data, crime data, and web traffic to the women's center to examine the role of safety-related concerns on women's use of space on campus afterhours. This data is being compared to men's use of campus space after hours. Mapping the identify card swipe access data, crime data and other using GIS to visualize data. Completed one new study in a series of studies to look at how concerns about safety affect women's cognitive performance.
- **Tournament:** CHARGE team members decided not to conduct a second tournament of ideas as outlined in the proposal. Instead, the resources for this activity will be redirected toward the Advocate and Allies project. CHARGE continues to facilitate discussions about implementing the ideas from the Fall 2014 Tournament. Finalists met with Dean Baucom to present their dual career solutions. Met with the Vice Provost for Faculty Affairs to discuss convening committee to look at implementation of some ideas. Met with faculty of Darden Business School considering developing the finalist ideas into case studies on institutionalization along with the challenge of dual career itself. Case studies would be used in graduate education and results provided to CHARGE, and Internal Advisory Board. CHARGE recognizes the program has

reached its limits on implementing the complicated teleworking options presented in the 2 finalists. The school must make a value statement about solving dual careers and then make significant changes toward resolution of this hiring challenge. CHARGE will work toward value change.

## Other activities you implemented:

- **Institutionalization:**
  - **IAB: Site Visit Recommendation:** Reorganized the Internal Advisory Board with a new mission and new members in January. The Board will lead the institutionalization process and be chaired by Vice Provost for Faculty Affairs Kerry Abrams. The first meeting is scheduled for August 2015. The mission is:
    - The National Science Foundation ADVANCE grantees are expected to integrate their grant activities into the fabric of the host university. This institutionalization effort ensures the university achieves the NSF program goals of systematic transformation and full equity for all women faculty, a more diverse faculty, and the creative innovation that these attributes bring. For U.Va., this integration process will be managed by the Internal Advisory Board (IAB). The IAB will oversee the institutionalization of CHARGE activities, projects, and practices into existing offices, departments, and schools across Grounds. This will include designing and overseeing the implementation of “transition” or “sustainability” plans that outline where the projects will be located administratively, roles and responsibilities of offices, schools, and departments, and the metrics that will measure successful institutionalization. The IAB will act as stewards of the foundational work and changes CHARGE has produced and collaborate with a variety of offices, schools and departments to achieve integration of CHARGE’s work.
  - **Start-up packages:** Institutionalization of U.VA CHARGE’s formative assessment activities also includes repeating the start-up package study to include all departments across Grounds. This study, which will include STEM and SBE fields, began in mid-May after all offers for active searches were extended. The Provost’s Office has made this a regular duty of the VP for Faculty Affairs.
  - **Department Demographic Worksheets:** Were adopted by the Vice Provost for Faculty Affairs, Kerry Abrams, and expanded to non-STEM and SBE fields within the College of Arts and Sciences. This institutionalization effort was completed utilizing the same data collection template and tools used for STEM/SBE departments to ensure consistency and accuracy across departments in the College of Arts and Sciences. These Departmental Demographic worksheets were shared with stakeholders in the College of Arts & Sciences, including Dean Baucomb, department chairs, and search committees.
  - **Institutionalizing Equity Advisors, College:** The College has committed to implementing an equity advisor model. We began meeting with the Associate Deans and Dir. of HR in the College of Arts and Sciences to institutionalize the equity consultant model in the College. One faculty member from each department will be selected and serve for 3 years with the third year working as mentor to the new advisor. Discussion of training and roles and duties for advisors, Associate Deans, chairs, etc to outline how the program will function. College wants to have first training of advisors in fall of 2015. In the future, this may merge with the Advocate and Allies program we are establishing, and these duties could be part of the duties of the Advocate and Allies in the college.

- **Faculty Search Seminar:** Met with all stakeholders to begin discussing institutionalization of the seminar to continue after the grant. Suggestion has been to have a small group of the Advocate and Allies be the faculty representation on seminar development each year.
- **Speaker: Petra Rudolf** was on Grounds to give a talk about nanomachines and CHARGE invited her to give a talk on “How to Keep Women (and Men) in Science” providing a European perspective on women in STEM. The talk was recorded and is now available [here](#).
- **Sweet Briar Support:** on March 4, we learned that Sweet Briar College, an all women’s school south of U.VA, would close at the end of this semester, effectively displacing all students who were not graduating and all faculty. This was a sudden decision by Sweet Briar’s board of directors. U.VA offices of HR, Dean of Students, Provost, SEAS and the science departments reached out to Sweet Briar STEM/SBS students and faculty affected by this and offered them assistance with information regarding potential transfers to U.Va. and information about available faculty postings.
- **Candidate Concierge:** worked with Civil Engineering department chair and UHR to address female candidate questions and concerns regarding limited space in childcare programs at U.VA and in Charlottesville. Waiting lists for University centers are 2 years long. Worked with Civil Engineering department chair, UHR, local businesses and candidate’s husband to secure opportunities for him. Candidate accepted position.
- **University Rebranding Campaign:** Consulted with University Communications in February on its rebranding campaign to ensure gender and racial diversity concerns were addressed, and to review materials for recruiting faculty.
- **Consultant:** CHARGE advised faculty at the University of Florida on preparation of ADVANCE IT submission. Shared lessons learned, recommendations on evaluators and provided educational materials on evaluation types and purposes, shared advisory board members, and answered questions.
- **New Team Members:** Announced opportunity to join CHARGE and developed an onboarding process for new team members and different levels of participation for faculty and staff. Had 3 faculty join CHARGE in different capacities (2 male, 1 female); 4 more are completing the onboarding process.
- **Women in STEM Social:** End of the year gathering of women STEM TTT and non TT faculty; 35 women faculty attended.
- **New Dean in Engineering:** New Dean joined the CHARGE listserv and has been discussing and talking about CHARGE activities with faculty. Suggesting all faculty attend the search seminar in the fall 2015; suggesting changes to policy etc.
- **College Diversity Forum & Committee:** the Dean, Associate Deans, VP for Diversity, faculty and students of the College are planning a diversity forum and created a diversity committee. They reached out to CHARGE for models and program advice, and we are now part of the planning team. We will be linking this forum with the faculty search seminar.
- **Student Advocates and Allies:** Students taking part in the forum planning have requested that the main topic be diversifying the faculty so there are more role models on grounds for them; CHARGE has approached all the student organizations taking part in the forum and begun setting up a student listserv and news alert to have students advocating from the ground up.
- **Ladies in the Lab:** through media and coverage CHARGE supported an undergraduate effort and workshop to encourage high school girls to stay in science and become engineers. This is the first effort toward making the students significant stakeholders in diversifying the faculty and requesting more role models in their faculty.
- **Search Committee Data Collection:** an interview protocol was created in collaboration with Vice Provost Abrams, EOP, and the Executive Search Committee to collect data related to ways in which search committees function. A stratified random sample of currently active searches

was determined (N=25 of 175 searches) to include representation of all schools and colleges, and interviewees are currently being recruited.

- **Op-Ed piece:** Enhancement grant awardee Kelsey Johnson received substantial popular media attention on her discovery conducted under the CHARGE grant. Unfortunately, despite the press release stating “she” and “Dr. Johnson” the majority of media outlets changed Kelsey’s gender to “he” or called her “Ms. Johnson”. Kelsey is submitting the Op-Ed piece to the NY Times and other places.

## Internal Evaluation Activities

The major thrust of the internal evaluation team was preparing for the third year site visit. In order to do so, we compiled formative assessment data related to each short and mid- term outcome for which there is data. This data was loaded into a Collab site specifically created for the evaluation team to enable data sharing amongst the internal and external evaluators.

### Indicator Results

- **Goal 1:**
  - **Structured Dialogues:** None conducted this reporting period
  - **Advocate and Allies:** Project Lead assigned: Archie Holmes; information on different models collected; conversations and interviews with other ADVANCE institutions
- **Goal 2: Portal:**
  - **Outputs:** 1074 pageviews; 530 sessions and 442 users; The average session duration was 1 minute and 22 seconds; Users visited an average of 2 pages per session; 54% of visitors were male; 14% of visits were to the search committee candidate evaluation tools page; 13% of page views were to pages related to reducing implicit bias.
  - **Outcomes:** The Program Manager and the portal web designer created an exit survey for the portal to capture indicator data, per NSF recommendations from the site visit. The survey was added to the portal in April.
- **Goal 2: Equity Consultants:**
  - Program Manager developed a data collection tool that consultants complete during the hiring process. Data provided includes, demographics of applicant, candidate, and interview pools; gender of top candidate; reasons for declination especially from female candidates, assessment of bias literacy changes in the search committee, use of best practices for hiring, use of the portal.
  - **Outputs:** 9 searches in 3 departments; 3 searches made offers to women candidates only 2 accepted to date; one of these searches made their second offer to a woman who also declined.
  - **Outcomes:** all 3 consultants reported their search committees increased their bias literacy by the end of the search; and all searches established clear evaluation criteria for candidates prior to reviewing resumes. Consultants report that committees openly discussed gender bias and found ways to mitigate it; all committees used the search portal, and 2 used several of the candidate evaluation tools on the Portal; 3 mentioned the portal in their announcements; emails from female candidates who declined noted that U.VA was the only school that did not ask illegal questions about children, husbands, etc.
- **Goal 2: Recruitment Grants:**
  - Program Manager developed a data collection tool that departments complete once the hiring process is finished. Data provided includes, demographics of applicant, candidate, and interview pools; gender of top candidate; reasons for declination especially from

female candidates. The tool proved extremely easy and useful to departments and CHARGE.

- **Output:** 7 grants to 3 departments;
- **Outcomes:** diversity of interview pool increased; more offers made to women candidates; Chem E: initial offer to female candidate declined due to dual career, 2<sup>nd</sup> offer to female candidate no decision at report; Bio: no decision at report; Math: initial offer to female candidate declined due to dual career, 2<sup>nd</sup> offer to female candidate declined dual career, awaiting results of 3<sup>rd</sup> offer to female candidate. Each of these departments received the same information, training and offers of support as Civil Engineering to address dual career questions/challenges and other candidate questions. They did not engage at the same level as Civil. CHARGE will hold a focus group in June.
- **Goal 3: Enhancement Grants:**
  - **Outputs:** 8 grants awarded this year (5 fall, 3 spring). In spring, we received 8 submissions; 1 from an African American (awarded), 2 from Asian/Asian Americans, 1 from a Hispanic/Latina, 1 from a multi-race, and 6 from white applicants (applicants marked more than 1 ethnicity). 2 applicants were GLBTQ and 5 were heterosexual.
  - **Outcomes:** Previous awardees submitted reports on the work they accomplished during the grant and its impact on their career. Most awardees used the funds to attend conferences and present their research, and establish new research collaborations. Awardees report the grant allowed them to take risks in new research areas, to establish or re-establish their reputation, and made them more visible in their departments and nationally. For example, *““This funding was essential to helping me **keep my work (and therefore me) visible** at a time in my life where it is easy to fade into the scientific background due to my family responsibilities. I was subsequently awarded an NSF grant to continue this project, and I suspect that the **visibility** that the Enhancement funds helped to provide was important in this process.”* (Kelsey Johnson, Astronomy). The visibility afforded the awardees resulted in their perceptions of being taken more seriously as a scientist. In addition, one awardee attributed the CHARGE grant to the receipt of a National Science Foundation grant. Three awardees established new and important research collaborations as a result of the Enhancement Grant. Awardees are using these collaborations to conduct new research but also to have these new colleagues write letters of support for their tenure. Several awardees published researched conducted under the CHARGE grant. (attached Lawrence and Johnson).
- **Goal 3: Photo Exhibit:**
  - **Outputs:** 20 photos completed, 10 other scheduled
- **Goal 3: Oral Histories:**
  - **Outputs:** 17 oral histories completed with women faculty; 5 completed with male faculty as comparative group
  - **Outcomes:**
- **Goal 3: Social Science Research**
  - **Outcomes:** Preliminary analyses suggest that, following a major crime (i.e., the disappearance, rape, and murder of one of our students in the fall), a gender difference emerged in the use of campus spaces afterhours. Preliminary analyses suggest that, among female students but not male students, concerns about safety are related to lower cognitive performance as measured by the Stroop task. Preliminary analyses suggest that there are no measurable differences in sense of safety, sense of belonging, or intentions to use campus spaces afterhours pre- to- post lighting project on Whitehead Road (a road on campus). The null finding could be the result of a number of factors including a relatively small sample size and/or the fact that we sampled too soon post-sampled (too soon for students, faculty, and staff to know that new lights were put in and change their use of



space accordingly). We are currently collecting more data pre- and post- lighting projects to see whether this null finding generalizes. Thus far, we have been unsuccessful experimentally manipulating safety concerns.

- **Tournament:**
  - **Output:** 4 coalitions fostered;
  - **Outcomes:** coalitions working to implement ideas; transparent dual career process and concierge services for candidates used in 1 department successfully. Remaining departments reluctant to engage or take advantage of opportunities.

## External Evaluation Activities

- **New evaluator:** in January, CHARGE hired Emorcia Hill, Ph.D to be the new external evaluator. Dr. Hill produced a working draft of a summative evaluation plan (the formative plan was developed by the internal evaluators). Dr. Hill will be responsible for conducting the summative evaluation. The summative evaluation plan was finalized in May at a meeting with the team. (Attached to this report). Dr. Hill also mapped the projects and outcomes to different levels of the university (individual, department, school, institution) in order to understand and demonstrate the level and reach of systemic change and impact.
- **Evaluator roles:** Dr. Hill will conduct a summative evaluation, which includes measuring long term outcomes for each goal and project, as listed on the Program Framework. She will also assess to what extent U.VA was able to create systematic change and the level of institutionalization. The internal evaluators are responsible for conducting the formative evaluations. This includes measuring outputs and short to medium term outcomes. They will also conduct process evaluations to assess program design, management, and operations, and the extent to which the program is operating as it was intended, as well as how it is perceived and valued by the target audience. They will provide the results of these evaluations and indicators to the program team so the team can manage the program and make changes to meet beneficiary needs. They will share these results with the external evaluator to inform the summative evaluation.
- **Program Redesign meetings:** On May 11, CHARGE met with Emorcia Hill as part of its 2015-2017 planning meetings. Emorcia led the team through several exercises to develop a plan for adjusting the CHARGE program based on the NSF recommendations gathered from the phone call with PO DeAro based on the site visit. The result is that the projects align better with program goals and the team decided which projects to continue, terminate, re-design, and add based on the 3<sup>rd</sup> year site visit. The team made decisions on what to do for the last 2 years of the grant and during a May 13 meeting began planning how to implement the next 2 years. This process will conclude in June with submission of the Action Plans.

## Other evaluation achievements:

*\* What opportunities for training and professional development has the project provided?*

## Opportunities for Training

- **Social Science Research Project:** We have trained undergraduate researchers to collect data with human participants. Our lab manager, Camilla Griffiths, has received and accepted an offer to start a

Ph.D. program in Social Psychology at Stanford University. Her work on U.VA CHARGE provided the research experience she needed to apply to graduate school.

- **Oral Histories:** graduate students are being trained in qualitative data analysis and conducting the initial coding of the oral histories.

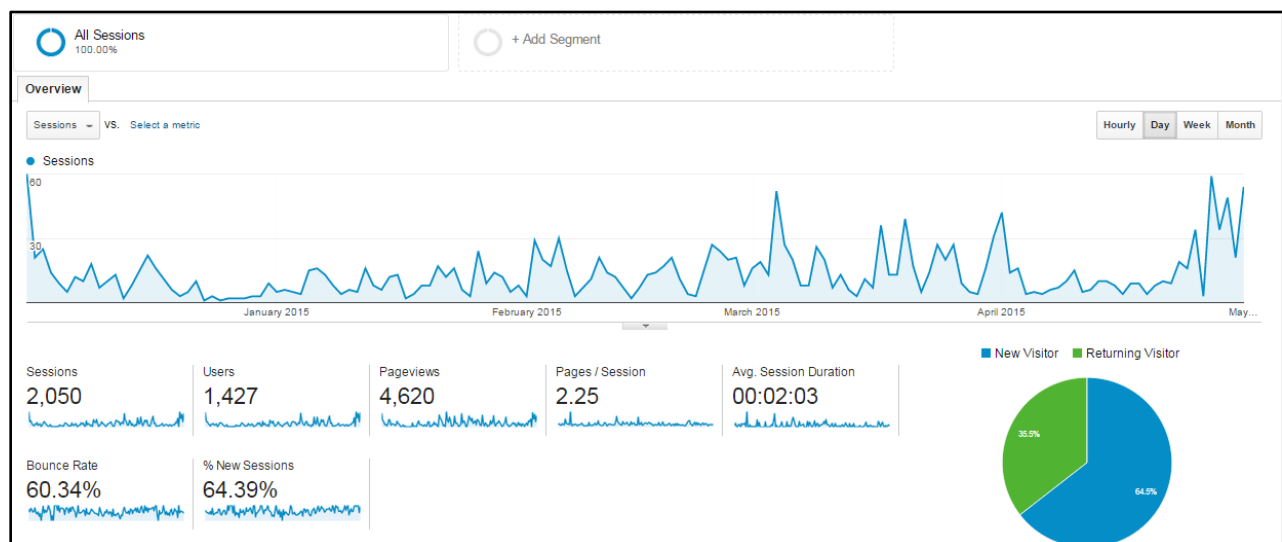
## Opportunities for Professional Development

- **Enhancement Grants:** have provided all awardees with professional development opportunities.
- **Oral Histories:** female graduate student presented poster session at the NSF annual ADVANCE meeting.

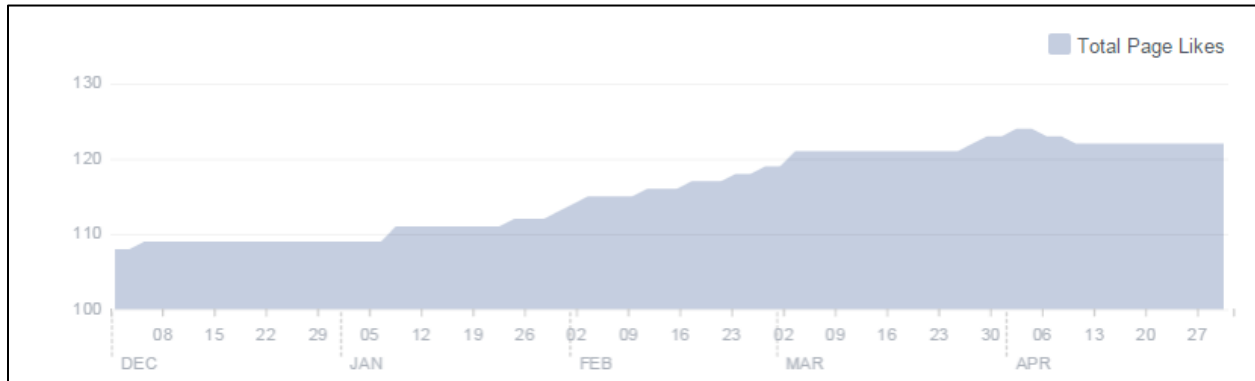
*\* How have the results been disseminated to communities of interest?*

## Communications & Media (how have you communicated results to anyone?)

- **Communications**
  - Opt-in List-serve: **526** people, mostly faculty, up from 476 in January which is an addition of 50 people.
  - Facebook: <https://www.facebook.com/U.Vacharge> used to post CHARGE news and events, as well as general women in STEM/SBS news and events at U.VA, nationally and globally
  - U.VAToday News articles
    - [“Astronomer Discovers Cosmic ‘Dinosaur Egg’ about to Hatch” May 7 2015.](#)
- **Web Traffic**
  - 97% increase in Web traffic between December 1 2014 and May 1 2015 as compared to the same time period last year. The number of users in this time period was 1,427.
  - 35% of users during this period were returning users, indicating that there is a consistent engaged audience.
  - 65% of the users are new users, indicating that media used to drive users to the Web site is successful. The spikes indicate responses to media like FB posts and especially email promotions, such as newsletters and announcements.



- **Facebook**
  - 13% increase in number of likes in the last 5 months. Number jumped from 108 to 122 between December and May. See graph below.
  - Posts reach between 20 and 40 people consistently



- **Presentations**
  - **Women’s Leadership Council:** presentation on CHARGE program and results to date; plans for the next two years.
  - **Faculty Senate:** presentation on CHARGE program and results to date; plans for the next two years.
  - **Diversity Council:** presentation on CHARGE program and results to date; plans for the next two years.
  - **Women’s Center, Women in STEM:** Program Director Pam Norris spoke to undergraduate STEM women about her career and CHARGE as part of a panel discussion. View the [video here](#).
  - **President & Cabinet:** presentation on CHARGE program and results to date to the president and vice presidents of the university
- **Disseminating Results**
  - **Oral History Project:** Abstract for poster session accepted for the AWIS ADVANCE/GSE conference, “Pathways and Boundaries: STEM Women Life History Narratives.”
  - **Department Demographics:** Associate Deans of College shared CHARGE department demographics with department chairs and search chairs. Made the data the subject of the Division Lunch in December
  - **Social Science Research:** Sophie Trawalter and collaborator Jennifer Doleac presented preliminary results at a Batten School of Leadership and Public Policy Town Hall.
  - **Results Post Cards**
    - Created post cards highlighting the results of the following activities: academic search portal, recruitment grants, equity consultants, search seminar. Distributed these at the ADVANCE PI meetings in Baltimore. Will produce others.
  - **Website:** posted results data on the website; beginning to create a dashboard
  - **Faculty Senate:** shared the evaluation data and toolkit data with the faculty senate
  - **Portal:** direct link shared with Va. Tech ADVANCE program website. CHARGE homepage has always been part of this site and access to the portal was available through that, and now is available through a direct link.
- **Supporting other ADVANCE programs**
  - **Tournament:** shared the Tournament project materials with the Rochester Institute of Technology so they could hold their own Tournament.

- **Site Visit Binder:** made the 3<sup>rd</sup> year site visit binder materials available to the public and other ADVANCE institutions through our website and the VA Tech website.
- **Site Visit Preparation Materials:** turning the 3<sup>rd</sup> year site visit preparation materials into a handbook and package of templates to be shared across ADVANCE community of practice through AIM and Va Tech websites.

### **Conferences & Publications (what conferences and publications have you presented/published)**

- Archie Holmes was invited to be a panelist for the SEE WIED panel on “Interactive Panel on Perspectives and Practical Skills for Men as Advocates for Gender Equity”, June 2015 in Seattle.
- Deborah Lawrence, Enhancement Grant awardee, published her research in Nature Climate Change, “Effects of Tropical Deforestation on Climate and Agriculture” vol. 5; January 2015.
- Sophie Trawalter, lead for the Social Science Research, will be presenting some of the preliminary survey and lighting findings at the Society for the Psychological Study of Social Issues conference in June 2015.
- Gertrude Fraser: Abstract for poster session accepted for the AWIS ADVANCE/GSE conference, “Pathways and Boundaries: STEM Women Life History Narratives.”
- Kesley Johnson, Enhancement grant awardee, is the lead author on a forthcoming paper in the Astrophysical Journal on her team’s discovery of a [prenatal globular cluster](#).

### *For your Project, what do you plan to do during the next reporting period to accomplish your project’s goals and make progress toward your outcomes?*

- **Goal 1:**
  - **Advocates and Allies:** The project lead will be creating an action plan and designing the Advocate and Allies program with stakeholders; contact NDSU regarding their training program
  - **Department Chairs and Dean Training:** design a session for chairs and deans to be held in conjunction with the Faculty Search seminar.
  - **P&T Training:** research possible approaches for bias awareness training for P&T committee and also identify external consultants to come advise on the procedures and processes within SEAS related to P&T
- **Goal 2:**
  - **Faculty Search Seminar:** finalize the seminar program, publicize the seminar and work with the College on the Forum to link the two activities. Provide the IAB with information to begin institutionalizing this across the UHR, Provost and schools.
  - **Portal:** add the URM recruitment materials and training; add the revised Faculty Guide for new faculty and candidates; begin working on institutionalization
  - **Recruitment Grants:** hold discussion group with departments who had women candidates decline offers on why and what to do; begin discussions on conducting a ‘Stay’ survey on why faculty stay at U.Va.
  - **Equity Advisors, Engineering:** begin process of transitioning to internal consultants; create action plan for next 2 years; work with instructional designer and external consultants to craft training for internal consultants
  - **Equity Advisors, College:** begin developing training for internal equity advisors;
- **Goal 3:**
  - **Social Science Research:** will run more experiments in which we attempt to manipulate safety concerns to test whether safety concerns lead to disengagement from academic pursuit, particularly work afterhours. We will request more “big data” from the University; including last semester’s swipe access data and crime data, and also possibly parking violation data. Based on

interviews, we hypothesize that many women park illegally and incur the cost of parking tickets after violent events occur, so they can be safe while at work. In the next year or so, and certainly by the end of the grant period, we will put all of our data and materials on the Open Science Framework so that it will all be publicly and openly available. The team will also start branding the research as CHARGE & ADVANCE via presentations at conferences and with the help of the CHARGE media manager.

- **Oral histories:**
- **Photo exhibit:** write action plan for next 2 years; bring stakeholders together for plan; identify and confirm project lead and curator.
- **Enhancement Grants:** work with the provost office and IAB to institutionalize these

*For evaluation, what do you plan to do during the next reporting period to measure and report outcomes?*

- Address the recommendations in the site visit report
- Revise the program framework and logic model to reflect the changes resulting from the NSF site visit recommendations
- Develop new or revise old objectives and outcomes
- Create a data dashboard of our indicator data and past efforts; make available on the website
- Finalize the summative evaluation plan

## Products

Attach or list Journals, books, book chapters, thesis/dissertations, conference papers & presentations, other publications, technologies or techniques, patents, inventions, licenses, websites, other

Attached: department demographic data sheet template created by CHARGE Program Manager now used across the university.

## Participants

Attach a list of individuals who worked on the project, organizations that are partners, collaborators and contacts

## External Impacts

*What impact does your project have on the development of the principal discipline(s) of the Program?*

**Social Science Research:** Our data has made us really mindful of how important safety concerns are. We can't deal with women's sense of isolation without dealing with their safety concerns.

### *What is the impact on other disciplines from your project?*

**Social Science Research:** The work is increasingly multidisciplinary. This coming year, using GIS technology to better understand our data, we will be making connections between Social Psychology and Human Geography.

### *What is the impact on society beyond science and technology?*

**Social Science Research:** The work is providing converging evidence that safety concerns affect women's academic engagement and may be creating and promoting gender disparities, particularly in fields that require work afterhours (i.e., STEM).

## **Internal Impacts**

### *What is the impact on physical resources (space, lighting, buildings, labs, equipment etc) that form infrastructure?*

**Social Science Research:** lights have been installed across grounds.

### *What is the impact on information resources (data systems, computer systems, websites etc) that form infrastructure?*

**Social Science Research:** We hope (and are optimistic) that, as a result of this work, University offices (e.g., ID card office) will make big data about University operations more readily available.

**University data systems:** we are partnering with several offices and committees to address the data entry, validation, and other issues in the university data systems related to faculty demographics, and applicant demographics.

### *What is the impact on technology transfer?*

**Social Science Research:** We are increasingly optimistic that this work will make a perceptible change in students', faculty members', and staff's felt safety. We know from a lot of research that sense of belonging matters. Students, faculty, and staff who feel like they belong at the University do better and stay longer. We would argue that feeling safe at the University has to be a prerequisite for sense of belonging. It is a first and necessary step. We believe the work we are doing and the impact it will have may promote felt safety and, accordingly, make it possible for women (and men) to feel like they belong at the University.

## **Changes/Problems**

### *What changes did you make in your approach and reason for change as a result of the problem or as a result of evaluation data?*

After the 3<sup>rd</sup> Year Site Visit, CHARGE team members met several times during April and May to plan for the last 2 years of the grant. The planning incorporated recommendations from NSF and formative evaluation data, as well as feasibility considerations. On May 11, the team held a retreat with external evaluator Emorcia Hill. The purpose of the retreat was to assess current projects against goals and outcomes, to re-align some projects within the Program Framework to better align projects with program goals, and to make decisions about the future work of CHARGE. During the retreat, the team made the following decisions:

- DECISION 1: move equity consultants under goal 2; make these advisors internal as faculty similar to the College's plan to institutionalize them; phase out external consultants by spring 2016.
- DECISION 2: design an advocate & allies project that will have structured dialogues as 1 of the tools in their tool kit; possibly merge with equity advisors roles based on skill set of advocates; customize advocate & allies to our needs; work at department and individual level; will be cross cutting across several goals; roles could include calling candidates after interviews
- DECISION 3: keep the portal; have it incorporate faculty guide; possible trainings for advocate & allies and other material; needs institutionalization plan; share with ADVANCE
- DECISION 4: rather than meeting individually with the each faculty candidate, CHARGE will update the Faculty guide developed previously to ensure it contains information about a wide variety of topics pertinent to candidates, including questions that might otherwise go unaddressed. The Faculty Guide will become part of the Academic Search Portal and widely advertise it to ensure all candidates are directed to this resource. We are considering whether the advocate & allies roles will included contacting the candidates or if this is a possible role for jr. faculty who are allies to call candidates after their interview.
- DECISION 5: implementing another tournament of ideas is low priority; re-allocate budget to other higher priority activities; eliminate goal 3 as it is now; focus on getting the university to see solving dual careers as a priority.
- DECISION 6: move recruitment grants to goal 2 and enhancement grants to goal 5 voices & visibility; eliminate goal 4
- DECISION 7: find a way for the internal evaluation team to document institutional level change (discussions happening in the provost office etc); determine how to institutionalize the assessment aspects of these projects
- DECISION 8: eliminate the conference, and re-allocate the funds to higher priority projects
- DECISION 9: design & implement advocates & allies project; Archie Holmes to lead this; determine resources needed; create action plan
- DECISION 10: create post cards and other handouts media etc to show success, publicize the social science research with other ADVANCE institutions while being sensitive to not influence the research here on grounds.
- NEED: Recruitment grants: decide what do they look like after CHARGE
- NEED: clearly stated objectives and outcomes for the oral history and photos projects, revise enhancement grant objectives and outcomes

During the retreat, the team discussed what the Advocate and Allies project might include based on research of other Advocate and Allies projects at 7 different ADVANCE [universities \(see attached\)](#) and the needs of U.VA. Advocate and Allies might work in the following areas:



- Work formally and informally in their department to address departmental culture and climate issues (Goal 1) as they arise
- Consult with search committees using the Equity Consultant model and be a method for institutionalizing equity consultants in SEAS (Goal 2). The College is already working to institutionalize Equity Consultants by making them faculty in departments, and has asked to have these faculty be trained as Advocates who will work on department culture and climate.
- Meet with all candidates being interviewed by their department to answer questions; or call them after the interview is completed.
- Support departments in addressing dual career situations.
- Support each other across departments when necessary.

Team member Archie Holmes, Vice Provost for Interdisciplinary Studies, has agreed to be the Project Lead for the Advocate and Allies. CHARGE has contacted North Dakota State University about consulting and training to set up the project.

### *What changes had a significant impact on expenditures for your project?*

CHARGE will reallocate funds from the conference and tournament to new and existing projects

### *What personnel changes has the project or evaluation had? How did they affect the project?*

- **External Evaluator:** hired Emorcia Hill
- **Internal Evaluator:** Deborah Barry, the evaluation post doc, accepted a full time position at the medical school. CHARGE has advertised the post doc position with evaluation organizations, education organizations, and through the usual university channels. Interviews will take place over the summer.
- **Sabbatical:** PI Gertrude Fraser will go on sabbatical in August 2015. She will remain the project lead for the Oral Histories, which she is using to write articles and other research.
  - Co-PI and Program Director Pam Norris will become the interim PI. As the interim PI, Dean Norris will represent CHARGE to the university, network and establish the connections needed for CHARGE to implement projects and institutionalize them, oversee budgeting and contracts, liaise with the IAB on sustainability actions, recruit new members to CHARGE, and disseminate CHARGE findings through presentations and other methods.
  - CHARGE has begun the search for an interim Program Director and is seeking someone from the College. The interim program director will be responsible for staffing, long-range planning based on budgets and evaluation data, leading the onboarding process, review and contribute to reports, lead the implementation team meetings, decide how to act on evaluation recommendations in conjunction with the management team, ensure the program is meeting its goals.
  - The program manager will be responsible for annual budgeting, ensuring the evaluation activities are taking place, organizing and writing reports, managing staff, ensure the program operates within the budget, maintain the records of the program, ensure each project is being implemented as proposed and documented when not, work with project leads to implement and adjust projects, ensure the program is meeting its goals, coordinate and oversee the development of new projects and revisions to existing projects, ensure the collection of evaluation data, develop business processes for the smooth operation of the program, coordinate the marketing aspects of the program.
- **New Members:** Dan Weller, Asst Professor in Electrical and Computer Engineering; Ana Abad-Jorge, State Program Director Health Sciences in the School of Professional and Continuing Studies; Devin Harris, Asst Professor of Civil and Environmental Engineering.
- **Graduate Research Assistant:** CHARGE's GRA will complete her dissertation work this summer and we are actively interviewing new GRAs.