

Lessons Learned from Institutional Transformation Efforts: The NSF ADVANCE Program

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Session Overview

- Background on NSF ADVANCE program
- ADVANCE projects at three different stages
 - University of Texas at El Paso
 - University of Oklahoma
 - CCAS
- Q - and - A

NSF ADVANCE – Background

“The goal of the ADVANCE program is to develop systemic approaches to increase the representation and advancement of women in academic science, technology, engineering and mathematics (STEM) careers, thereby contributing to the development of a more diverse science and engineering workforce.”

NSF Solicitation 09-504

NSF ADVANCE – Background

- Program initiated in 2001
- Major shift in intervention philosophy
 - From the *individual* to the *system*
- Over 240 awards to date
- Currently three ADVANCE tracks
 - Institutional Transformation
 - Institutional Transformation – Catalyst
 - Partnerships for Adaptation, Implementation, and Dissemination (PAID)

NSF ADVANCE – Background

Institutional Transformation track – UTEP

- Supports comprehensive change programs
- Innovative systemic organizational approaches
- Must include a research component
- Must contribute to knowledge base informing academic institutional transformation
- Dissemination to other institutions

NSF ADVANCE – Background

Institutional Transformation – Catalyst track

- Supports institutional self-assessment activities necessary for transformation
- Activities might include data collection and analysis; policy review

NSF ADVANCE – Background

PAID track – Oklahoma & CCAS

- Individual or multiple institutions, organizations
- Supports adaptation, implementation, and dissemination of effective materials, tools, research and practices
- Expects an effort to teach/train individuals and groups how to adopt or adapt the information
- May include scientific research designed to advance understanding of gender in the STEM academic workforce

The University of Texas at El Paso

- HSI, 75% Hispanic
- ~ 21,000 students
- ~ 3,300 graduate students
- 58% 1st generation college students
- ~ 80 BS, 70 MS, 16 (+7) Doctoral programs
- Closer to San Diego, Los Angeles than Houston!



BHAG: Become 1st National Research University with 21st Century Demographics

The University of Oklahoma

- Research University
- 23,258 students
- 3,900 grad students
- 28% minority/intl
- 1,500 Native Americans
- 50% female students
- 33% female faculty
- 104 Bachelors, 80 Masters, 53 Doctorate
- Third largest city in OK on football Saturday...



Council of Colleges of Arts and Sciences

- Nearly 500 baccalaureate degree-granting colleges of the arts and sciences
- Approximately 1,600 deans
- Highest representation among the larger, research-focused institutions
- Long-lived and robust networking and professional development infrastructure



NSF ADVANCE Institutional/Organizational Goals

■ UTEP and Oklahoma

- Increase representation of women in academic S&E careers; Latinas were a particular focus at UTEP
- Increase advancement (recruitment and promotion) of women in academic S&E careers
- Apply the initiative to create climate change at the university and to transfer to other institutions

■ CCAS

- Effect transformation of our deans association as a means of facilitating transformation on our member campuses
- Focus on infusing gender equity content into our programs

Institutional Cultures

■ UTEP

- family-friendly attitudes & policies; diverse cultures; creating community; mentoring, collaboration & research support

■ Oklahoma

- Growing sense of importance about family-friendly programs, conservative state/constituents, growing number of female and minority faculty (63 female professors in Fall 2008 – doubled from 1998)

■ CCAS

- Source of professional development for deans and chairs, dissemination of effective practices, and networking

In Place Before the Start

■ UTEP

- Adelante Child Development Center; Women's Advisory Committee to the President; Diversity Committee; Faculty Mentoring Program for Women; Women's Resource Center; Women's Studies; and a woman President

■ Oklahoma

- Female Provost, Motivated A&S Dean, Provost's Committee on Women's Issues, A&S Dean's Advisory Committee on Women's Issues, Women's Outreach Center, Women's Studies Program

■ CCAS

- Annual Meeting (500/yr); New Deans Seminar (40/yr); Dept. Chairs Seminar (120/yr); topical seminars (80-120/yr)

Missing Before the Start

■ UTEP

- Policies for support and retention; faculty mentoring; climate studies; community building; collection of best practices;
- 2003: 28% female T/T-T (124/441); 15% in S&E

■ Oklahoma

- University-wide commitment to policies that would increase hiring, retention, and advancement of women in STEM
- A&S – 28% female in 1998, 40% in 2008
- OU – 27% female in 1998, 34% in 2008

■ CCAS

- Focused integration of STEM gender equity in programming
- Personnel and support structure to ensure the above

Faculty Recruitment

■ UTEP

- Increasing institutional research profile, faculty growth, new/renovated facilities
- Dual career hires:
 - 2003-2008: 13 couples (11 in same Depts!) 1 cross-colleges
 - 2009: 1 couple in Science, same Dept.

■ Oklahoma

- Emphasis on “expanding the pool”
- Disseminating best practices to others

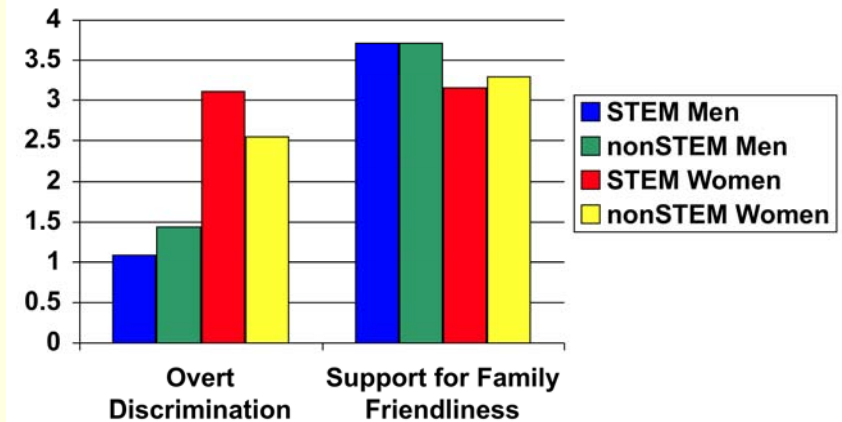
Faculty Retention

■ UTEP

- 3rd year review, extending tenure clock, exit surveys, UTEP's Family Medical Leave Act brochure, aggressive retention strategies (merit, research & partner support)

■ Oklahoma

- Promote spousal accommodation policies and those that increase quality of work/life balance – medical leave, tenure clock extension, access to child care (dual emphasis of elder care along with child birth), informal brownbag discussions, collect climate data



Sustain(ability)

■ UTEP

- Policies for support and retention; dual career-hires; faculty mentoring; climate study; community building; collection of best practices; faculty research and support database

■ Oklahoma

- Create policies/programs at the college level with intent of influencing the rest of the university (success with search committee training); Big 12 Workshop on Faculty Recruiting, Retention and Leadership

■ CCAS

- “Train the trainers” approach; development of educational materials on STEM gender equity

From Practice to Function:

Making the Informal Policy

- UTEP (2003-2008)
 - Vice Provost for Faculty and Academic Affairs, Assoc. Deans for Faculty, Chairs' Council, HR Asst. Director

- Oklahoma (2007-2011)
 - DACWI, A&S Chairs and Directors, Deans in other colleges (via search committee workshops), Faculty Senate

Value Added/Accomplishments

■ UTEP (2003-2008)

- 34% of the T/T-T hires in ADVANCE departments were women; 33% of these were Latinas; 9% increase in women T/T-T faculty
- *Faculty Mentoring Program for Women* evolved into *Collaborative Mentoring Program*; diversity plan required for all searches (broad net-casting, ~80 resources); aggressive financial incentives for R&R
- 2003: 28% female faculty (124/441), 15% in S&E (22/145)
- 2008: 31% female faculty (156/498), 20% in S&E (37/182)
- 2009: 33% female faculty (166/508), 21% in S&E (38/177)

■ Oklahoma (2007-2011)

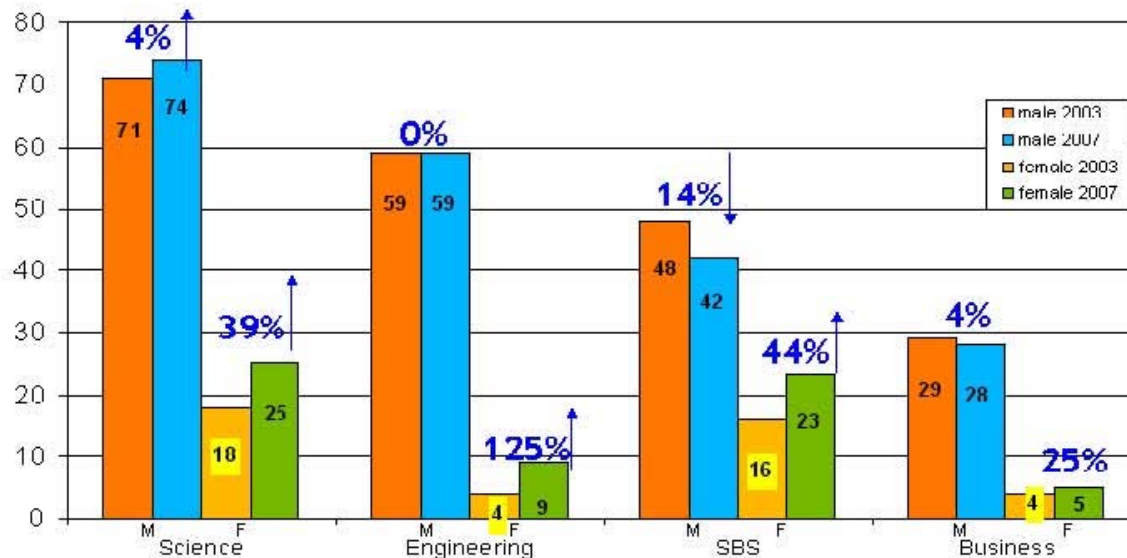
- More than half of A&S hires starting Fall 2009 were female, more than half of promotions to full were female, Big 12 workshop, search committee workshops, informal brownbags, climate survey

■ CCAS (2009-2013)

- Desired outcomes include: increased awareness of STEM gender equity among CCAS deans and chairs; application of new knowledge, tools, and skills to effect change on member campuses

UTEP's Accomplishments

Number And Percent Of ADVANCE Faculty In Tenured/Tenure-Track Positions



OU's Accomplishments

- Search committee workshops



OU's Accomplishments

- Big XII Workshop on Faculty Recruitment, Retention and Leadership (2008 and 2010)



Still Needed

■ UTEP

- Singles-friendly attitudes; distributed faculty workload policies; improve tracking of own students

■ Oklahoma

- University-wide policies that promote family-friendly environment (e.g., child birth policy, spousal accommodation)

■ CCAS

- Hiring and training of Program/Research Manager; establishment of internal and external advisory bodies

CCAS ADVANCE Initiative

- PAID project with U. of Washington
- Adaptation of UW's LEAD program
- Partners: UW, U of Northern Colorado, College of W&M; Eastern Connecticut State U
- Extends the focus of transformation from institution to professional association
- Premise: undertake organizational change as a means of facilitating change on our nearly 500 member campuses

CCAS ADVANCE Initiative

Initiative goals

- 1) Infuse gender equity content and activities into CCAS programs in a sustainable way
- 2) Maximize opportunities for impact on individuals under-represented in STEM
- 3) Develop, utilize, and make widely available case studies that incorporate gender equity elements

Contact Information

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■ CCAS

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