USING DATA FOR PRACTICES OF INSTITUTIONAL TRANSFORMATION

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I. The Georgia Tech (GT) ADVANCE Initiative takes an *integrated institutional approach* to organizational factors that support positive outcomes—and best practices—among faculty in academic science and engineering.

A. The GT ADVANCE Research Program is tied to this approach.

B. Research findings help inform and structure practices to support the sustained participation, performance, and advancement of faculty.

GT ADVANCE Research Reports on-line:

<http://www.advance.gatech.edu/measure>
II. Some Key Findings of the GT ADVANCE Research Program – and ways they have been used for positive practices.

A. The Nature of the Tenure and Promotion Process: the Process of Evaluation is Key to Advancement.
1. Finding:
Faculty report that processes of evaluation are “moderately clear” – and between 2002 and 2005 they are notably clearer in certain units.

Figure 1. Reported Clarity of Criteria for Tenure and Promotion, by Gender and Year, and by College.
3. **Practices:**

- GT Promotion and Tenure Advancement Committee (PTAC) – and development of best practices

- Awareness of Decisions in Evaluation of Promotion and Decision Making (ADEPT) interactive computer instrument
  Available online at: http://www.adept.gatech.edu

- Career coaching sessions

- College-level initiatives for clarity and communication of standards
B. Criteria for Advancement

1. Finding:
Faculty report that “grants awarded” are the most important criterion for promotion.

Figure 2. Reported Importance of Factors for Decisions on Promotion and Salary, by Gender
3. **Practices:**


- Grants Workshops, co-sponsored by Ivan Allen College and IAC ADVANCE Professor (2004-06)

- ADVANCE Presentation and discussion on “Interdisciplinary Grants” with Vice Provost for Research (2005-06)
C. Work Environments including: Frequency of Speaking about Research

1. Why this is important
C. Speaking about Research

1. Finding:
Women are less likely than men to speak with faculty daily about their research.

Figure 3. Frequency of Speaking About Research with faculty in Unit, by Gender
C. Speaking about Research

3. Practice:

- Finding Highlighted at GT ADVANCE Conferences and discussed/addressed in break-out groups among faculty and administrators (including chairs)
D. Attention to Faculty Advancement

Figure 4. Perceived Extent of Increased Attention of GT Administrators to Faculty Advancement, by Gender.

- Greatly increased
- Moderately
- Slightly
- Not increased at All

Overall | Men | Women
---|---|---
4 | 3 | **3**
3 | 2 | 2
2 | 1 | 1

***= gender diff. sig. at <.001
Figure 5. Perceived Extent of Increased Attention of GT Administrators to Faculty Advancement, by Gender and College.
III. Conclusions

1. Just as organization is structured, so it can continue to be positively re-structured to support participation and performance of faculty.

2. Findings from the Georgia Tech ADVANCE Research Program suggest that positive transformation can be supported through diverse means/practices, including:

   - Clarity and openness of evaluation
   - Climates in departments - including access to exchange about research
   - Supportive work-family arrangements