The Transition from Implementation to Institutionalization

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ISU ADVANCE Leadership Team:

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ISU ADVANCE: Background
ISU ADVANCE Comprehensive Approach

- Transform the institution’s cultures, practices, and structures in ways that make them more conducive to the recruitment, retention and promotion of women faculty and other underrepresented groups.

- Implement strategies that illuminate and address subtle and overt impediments to equity.
Top-down + Bottom-up Approach

University

- Work-life policies
- IR surveys and reports
- Workshops
- Scholars Program

Colleges

- Equity Advisors
- Workshops
- Best Practices

Departments

- Collaborative Transformation
Goals

- Overcome known barriers to women’s advancement across ISU STEM fields, focusing on departmental transparency, isolation, mentoring, and career flexibility.
- Overcome department-specific barriers to women’s advancement in STEM.
- Increase overall participation/advancement of women faculty in senior and leadership ranks.
- Institutionalize positive changes at the university level.
Timeline: Years 3 - 5
Year 3

- Programming and structures are in place:
  - Workshops, training, institutional policies, program management, and communication.

- Dissemination is under way:
  - Data-driven presentations and decisions about recruitment, retention and promotion.

- Faculty awareness is growing:
  - Family-friendly policies, subtle biases, best practices for recruiting, etc.

- Leadership team has settled into roles:
  - Preparing for NSF site visit.
  - Needing rejuvenation!
Site Visit

You provide:

• 6 page report:
  • Program overview
  • Key components, including strengths and challenges
  • Management structure
  • Accomplishments and challenges
  • Institutionalization prospects
  • Evaluation process and outcomes

NSF provides:

• Evaluation of infrastructure, management structure, and programming, progress toward goals
• advice and recommendations for enhancing project performance.
Year 4

Continuing:
- Programming and dissemination.

Responding to NSF site visit report:
- Making adjustments

Measuring program outcomes:
- Identifying what works and what doesn’t.

Planning:
- External (summative) evaluation.
Year 5

<table>
<thead>
<tr>
<th>Implementing:</th>
<th>• External (summative) evaluation</th>
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<tbody>
<tr>
<td>Making difficult decisions:</td>
<td>• Decisions about which programs and structures that can be continued and about how to institutionalize.</td>
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<td>Institutionalizing:</td>
<td>• Transformational interventions.</td>
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<td>Disseminating:</td>
<td>• Research findings.</td>
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<td>Letting go:</td>
<td>• Figuring out top priorities and letting go of lesser priorities.</td>
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Institutionalizing Change

First two NSF ADVANCE cohorts:

- All implemented programming and passed policies to help recruit, retain and promote STEM women faculty.

Many different institutionalization models:

- Visible centers with directors, staff, programming.
- Policies + infrastructures for accountability.
- Research institutes to study equity in STEM.
- Active website, plus programming in non-ADVANCE units.
Challenges

Continuing institutional support for programs and positions during an era of university budget cuts.

- Use of “scorecards” helps to reduce costs.
- Demonstrating long-term savings associated with programs/policies helps to justify continued support.

Communicating social science findings to those “in the front lines” of change processes.

- Universities are growing more interested in interdisciplinary work; we have to figure out how best to capitalize on that interest!
Questions?