OBJECTIVE

NSF ADVANCE at the University of Arizona is a $3.3-million 5-year grant program designed to promote diversity of faculty, to support the full participation and advancement of women in science, technology, engineering, and math (STEM) departments, and to provide a model of equity in the academy. Our goal is to alter the culture of the institution by reducing the impacts of unconscious bias. Achieving this goal will contribute not only to the intellectual environment of the UA, but also more broadly to the health of the academy. The UA is deeply committed to creating an environment of research and teaching that is distinguished by unbiased practices.

The UA ADVANCE program is managed by the Center for Research on Equity and Opportunity (CREO) under the Vice President for Research.

APPROACH

Our ADVANCE program has a three-tiered strategy, directly fostering the academic and leadership careers of women; promoting responsibility for gender equity among faculty and administrators; and developing management software to facilitate more equitable decision-making. Three workgroups develop and implement interventions designed to advance the goals of their respective tier. These three workgroups coordinate activities to ensure balance and broad coverage.

Tier 1 - (Leadership) to increase the number of women from STEM fields in leadership positions by fostering visibility and developing social capital through networking, collaboration, and mentoring with local, national, and international STEM communities.

Tier 2 - (Stewardship) to define new expectations for the stewardship of faculty careers through programs aimed at providing to faculty members the tools necessary to accomplish that goal.

Tier 3 - (Transformational Technology) to eradicate inequitable practices by developing persuasive personnel-management technology that will gradually change attitudes while directly changing the way business is done at the university.

ACTIVITIES

<table>
<thead>
<tr>
<th>Leadership Interventions</th>
<th>Stewardship Interventions</th>
<th>Transformational Technology Interventions</th>
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<tbody>
<tr>
<td>Seed Grants (1 in 2007)</td>
<td>Search Committee Orientation on unconscious bias in the hiring process and Interview Toolkit</td>
<td>Compiling baseline data on hiring and promotion practices</td>
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<td>$35,000 award for inter-disciplinary research</td>
<td>Research-based workshops on unconscious bias and department climate, mentoring, and faculty evaluation (including workshop for 90 department heads with research talk on the meaning of unconscious bias)</td>
<td>Interviews with women on hiring, negotiation, promotion readiness, and retention requests</td>
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<td>Distinguished Lecture Series (2/year)</td>
<td>Faculty-associate trainings at the department level to promote equitable practices (program liaisons identified in over 30 STEM departments</td>
<td>Evaluating existing recruitment and retention practices at UA</td>
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<td>Date Blitz seminars (2/year)</td>
<td>ADVANCE Fellows, department-based inquiry into equity issues within a department or across departments</td>
<td>Designing electronic document with user-friendly interface to initiate personnel processes online</td>
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<td>Young Scientist Lecture Series (8/year, yrs 2-5)</td>
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<td>Capturing post-implementation data and tracking outcomes</td>
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<tr>
<td>Career Development/ Mentoring Sessions (8/yr)</td>
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EXCELLENCE | EQUITY | DIVERSITY
OTHER INITIATIVES

- ADVANCE website including resources, listserv
- Participant database
- State of Science at the UA (2007)

STRUCTURE

The organizational structure of the UA ADVANCE program consists of an executive committee responsible for the overall coordination of the grant: three workgroups (Leadership, Stewardship, and Dashboard Technology), each corresponding to one tier of intervention; three advisory boards, one providing counsel on research and two providing input on activities, events, and interventions. An external evaluation committee coordinates the program’s summative and formative evaluation. This evaluation component allows us to refine our interventions as we progress, making them more informative, accessible, and functional.

CONSTITUENTS

All colleges and departments in the science, technology, engineering, and mathematics fields at the University of Arizona fall under the scope of ADVANCE endeavors, including social sciences and relevant departments in professional schools. We work with tenure-track faculty only and CREO works with faculty who are not part of STEM and with other UA employee constituents (staff, graduate students, non-tenure track and non-STEM faculty).

PRODUCTS

- Research bibliographies on department climate, mentoring, evaluation, and equitable hiring practices
- Search Committee Orientation on unconscious bias in the hiring process and interview toolkit
- Workshops on department climate, mentoring, and evaluation
- Active Resource Links
- UA Discusses Unconscious Bias, a year long activity spearheaded by the Diversity Resource Office

PRINCIPAL INVESTIGATORS

Leslie Tolbert, Chair (PI)
Vice President for Research, Graduate Studies, and Economic Development
tolbert@email.arizona.edu/ phone: 520.621.6640

LouAnn Gerken: co-chair Leadership workgroup
Cognitive Science Program/ Psychology and Linguistics Departments
gerken@email.arizona.edu/ Phone 520.621.4327

Beth Mitchneck: co-chair Stewardship workgroup,
lead co-PI, Director of CREO
College of Social and Behavioral Sciences
bethm@email.arizona.edu/ Phone: 520.621.1112

Allison Vaillancourt: co-chair
Dashboard/Technology workgroup
Department of Human Resources
vaillana@email.arizona.edu / Phone: 520.621.1684

PROGRAM COORDINATOR

Margaret Harden
CREO & ADVANCE
hardenm@email.arizona.edu/
phone: 520.549.8425/FAX: 520.626.4824