Preview of Award 1209189 - Annual Project Report

Cover
Federal Agency and Organization Element to Which Report is Submitted: 4900

Federal Grant or Other Identifying Number Assigned by Agency: 1209189

Project Title: UNH UNBIASED: Leadership Development and Policy Change to Promote Institutional Transformation

PD/PI Name: Lisa MacFarlane, Principal Investigator
Karen J Graham, Co-Principal Investigator
Samuel B Mukasa, Co-Principal Investigator
Christine Shea, Co-Principal Investigator
Julie Williams, Co-Principal Investigator

Recipient Organization: University of New Hampshire

Project/Grant Period: 10/01/2012 - 09/30/2017

Reporting Period: 10/01/2013 - 09/30/2014

Submitting Official (if other than PD\PI): Karen J Graham
Co-Principal Investigator

Submission Date: 05/30/2014

Signature of Submitting Official (signature shall be submitted in accordance with agency specific instructions) Karen J Graham

Accomplishments

* What are the major goals of the project?

Goal 1: Increase the representation of STEM faculty women at all ranks through changes in recruitment and retention policies.

Goal 2: Improve support and departmental level climate for STEM faculty women by increasing awareness and knowledge, department chair professional development and assessments, and establishing formal mentoring policies.

Goal 3: Conduct a wage equity analysis and recommend any policy changes that might be indicated.

Goal 4: Develop more flexible workplace policies to support career advancement for STEM faculty women.
Goal 5: Create and maintain campus-wide awareness of the issues addressed and policy changes made under this IT initiative.

Goal 6: Conduct a longitudinal field experiment to assess Goal 2 by investigating the impact of department chair professional development on department level climate at UNH.

*What was accomplished under these goals (you must provide information for at least one of the 4 categories below)?

Major Activities:

**Goal 1**

**GEAR UP: Search Committee Seminar**

- The Gender Equity and Recruitment of Underrepresented People (GEAR UP) Committee developed and conducted three faculty search committee training seminars during AY 13-14. The first two seminars, held on 12/5/13 were attended by 81 of 112 invited faculty from 15 STEM and senior administrative staff search committees. The seminar used interactive theatre to introduce content about fair and equitable search practices. The evaluation results (see interim report 3-2014) were used to improve the next seminar that took place on 4/29/14 and was attended by 29 of 95 invited members from 13 faculty search committees.

- Jeffrey Steiger, formerly of The University of Michigan CRLT players, was hired to work with Professor David Kaye, Chair of the UNH Department of Theatre and Dance, to develop a script for future GEAR UP seminars based on the evaluation feedback from the first seminar. During Jeffrey’s three week consultation in Spring ’14 he interviewed faculty and other UNH community members, trained actors, and wrote a formal script, to be used in future GEAR UP seminars, based on these interviews and his experience.

- Follow-up interviews with participants from 12/5/13 seminars were conducted by our external evaluator after the searches were completed to evaluate impact (see attached Year 2 Interim Evaluation).

**Visiting Senior STEM Women Scholars Program**

In February 2014, we launched the first round of the Visiting Senior STEM Women Scholars Program which invites applications to support bringing senior women faculty from other universities to UNH to build research collaborations within STEM departments (see interim report 3-2014). In Spring 2014, the first scholar award was given Dr. Natacha Thomas from the University of Rhode Island to work with Dr. Erin Bell, Chair and Associate Professor of the Civil Engineering Department and Dr. Jennifer Jacobs, Professor of Civil Engineering, during summer and fall 2014. A second call for applications will occur in Fall 2014.

**Goal 2**

**Faculty Climate Survey**

- The 2013 Faculty Climate Survey (see interim report 12-2013) was administered for six-weeks in late November 2013. This survey is designed to provide baseline data for a measure of institutional climate, to guide our initiatives to improve climate, and to measure the impact of our initiatives through a
longitudinal field experiment. Over 50% of UNH faculty responded to the 2013 Climate Survey. Initial analysis of the makeup of the respondents indicates that they are representative of the UNH faculty as a whole. Therefore, we can confidently generalize the climate survey results to the UNH tenure track faculty overall with the caveat that a slightly higher percentage of women tenure track faculty responded to the climate survey. More detailed findings are forthcoming in a series of reports and open faculty forums will be held 9/14.

**REAL: Chairs & Directors Professional Development**

- The Reaching Excellence in Academic Leadership (REAL) committee has developed and begun implementing a three-part series of workshops for department chairs and program directors. This program also represents the “treatment” portion of the UNH ADVANCE social science research study (see attached research design). Program participation is in cohorts with the first cohort having begun in April 2014, and the next two scheduled at one year intervals. The full program for each cohort consists of the following three components:

- Seminar 1: An interactive theater based training workshop offered in the spring semester,
- Booster Sessions: readings, discussions and exercises during the summer, and
- Seminar 2: A second training workshop during the first week of the fall semester.

The REAL Committee also worked with consultant Jeffrey Steiger (see above) to develop a set of activation scenarios for Seminar 1. The first seminar for the first cohort, held on 4/4/14, was attended by 17 (14 male, 3 female) department chairs and program directors from two colleges.

**Faculty Career Advancement**

The Faculty Career Advancement Committee was established in Fall 2013 and includes three sub-committees, each working on specific initiatives outlined below. The subcommittees are collaborating with other UNH committees exploring similar issues to build synergies and avoid duplication of effort.

**Career Life Balance** (developing flexible, family friendly, policies and support)

- See Goal 4 for more details.

**Career Progression** (advocating for and ensuring transparency and consistency of Promotion and Tenure standards and equitable review processes) The committee:
has begun to collect and analyze the P & T policies for the 14 departments in the STEM colleges.

will create a rubric to guide the analysis of P & T documents. A recommendations report will be created by 12-2014.

Dr. Christine Shea, Co-PI, continues to represent UNH ADVANCE on the Faculty Senate’s ad hoc Promotion and Tenure committee.

**Career Success** (establishing formal mentoring policies and programs targeted initially for STEM faculty women)

The committee:

- has used mentoring results from the Climate Survey (see Goal 2 Significant Results section) and meetings with college deans to evaluate existing mentoring at UNH.
- conducted a review of mentoring programs at other institutions and determined shared program attributes to include in a proposed mentoring policy.
- is gathering information about cohort mentoring opportunities at UNH to include in a mentoring portal, available Summer 2014, and introduced at the 2014 UNH New Faculty Orientation.

**Goal 3**

**Salary Equity Analysis**

The UNH ADVANCE Leadership Team has consulted with UNH administration about how best to proceed with a salary equity analysis within the UNH/AAUP context. A Salary Equity Team with representatives from Human Resources, the faculty, the AAUP, and the Provost’s Office has been formed to help guide the analysis and report distribution. The "Paychecks" manual issued by the AAUP will be used. Salary and other necessary data will be provided by UNH Institutional Research. The team is aiming to complete the analysis by December 2014.

**Goal 4**

**Career Life Balance**

Within the Faculty Career Advancement Committee, the Career Life Balance subcommittee is specifically focused on developing flexible, family friendly policies and programs. The committee:

- is co-chaired by the co-chair of the President’s Commission on the Status of Women, which has been addressing career life balance issues at UNH for many years.
- has begun to analyze UNH’s current parental leave policies and their implications for career success, and to research existing policies from other ADVANCE programs and comparator AAUP universities.
has secured an agreement with UNH Human Resources to host information about childcare options on the HR website.
has met with the President of the UNH Chapter of the AAUP to discuss the family leave policy in light of upcoming contract negotiations.
is working with the Career Progression sub-committee to align family leave policies with P & T policies and practices.

Goal 5

Dissemination Plan

See more on dissemination efforts in Section I #4 below.

Goal 6

Social Science Research Study

- The UNH ADVANCE research committee developed the Faculty Climate Survey (see interim report 12-2013) to serve as a baseline measure of the climate at the institutional level and at each college and as one of the measures to test the impact of our initiatives through a longitudinal field experiment. The survey will be administered annually each fall. See Goal 2 for details on the 2013 Faculty Climate Survey.
- A pre- and post- seminar survey will be given to each REAL cohort as part of the longitudinal field experiment. See Goal 2 for program design. Our external evaluator will conduct a formative evaluation of the entire REAL program. Initial evaluation results from REAL Seminar 1 held on 4/4/14 are included in the Year 2 interim external evaluation report.

Specific Objectives: Goal 1

Significant Results:

GEAR UP: Search Committee Seminar

The external evaluation of the December 2013 pilot GEAR UP Search Committee Seminar (see interim report 3-2014) showed that both the content and the unique interactive theatre approach were effective in achieving the goals of the seminar. A brief summary of results from a survey of the attendees is as follows:

93% strongly agreed or agreed that the workshop increased their understanding of how gender impacts the evaluation of candidates.
93% strongly agreed or agreed that the workshop increased their understanding of how microaggressions and/or implicit biases impact the evaluation of candidates.
74% strongly agreed or agreed that they learned ways to reduce gender biases that affect the evaluation of candidates.
68% strongly agreed or agreed that they learned ways to eliminate or reduce the impact of microaggressions and/or implicit biases in the evaluation of candidates.
90% strongly agreed or agreed that they learned ways to create or support group discussions in which everyone is able to contribute equally.

As previously stated, the formative feedback from the December 5, 2013 pilot seminars was used to improve future GEAR UP Search Committee Seminars. Revised goals included: providing a framework for the seminar to introduce implicit bias and microaggressions deliberately, staging a wider array of microaggressions and
implicit biases during the applied theatre script, providing a handout that describes search committee best practices, providing more opportunity for discussion during the seminar, and shortening the seminar. In addition, consultant Jeffrey Steiger was hired to develop a more formal script for the applied theatre performance.

In the April GEAR UP workshop, the percent of participants that “strongly agreed” that their knowledge about identified goals increased substantially in comparison to the first pilot workshop in December. Below is a summary. A more comprehensive report is provided in the Year 2 Interim Evaluation Update (attached).

Results indicate that the number of participants that:

- strongly agreed that the workshop increased their understanding of how gender impacts the evaluation of candidates changed from 26% in December to 50% in April.
- strongly agreed that the workshop increased their understanding of how microaggressions and/or implicit biases impact the evaluation of candidates changed from 38% in December to 61% in April.
- strongly agreed that they learned ways to reduce gender biases that affect the evaluation of candidates changed from 13% in December to 28% in April.
- strongly agreed that they learned ways to eliminate or reduce the impact of microaggressions and/or implicit biases in the evaluation of candidates changed from 7% in December to 28% in April.
- strongly agreed that they learned ways to create or support group discussions in which everyone is able to contribute equally changed from 28% in December to 33% in April.

Finally, 96% of attendees from the December workshop and 100% of attendees from the April workshop indicated they would recommend the workshop to a colleague. We are encouraged by this data and are confident that this training has been well received by the UNH community.

Goal 2

REAL: Chairs & Directors Professional Development

All REAL workshop participants completed a formative evaluation (see attached evaluation) to provide feedback for improving the seminar. Overall, participant feedback was extremely positive and indicated that the interactive theatre format and discussions were very valuable. A summary of initial findings is attached in the Year 2 interim evaluation update. In addition, the participants were given a pre-test survey (see attached pre-test survey) to measure attitudes and knowledge prior to the workshop. A post-test survey will be administered at the end of the three part seminar series. This data, along with results of the Faculty Climate Survey and the toolkit indicators (attached) will be used to measure the impact of the REAL training for department chairs and program directors.

Mentoring

Below is a brief summary of the results of the mentoring-related questions which were included in the 2013 Faculty Climate Survey and are being used to inform the work of the Career Success sub-committee:

- 55 to 60 percent of faculty report having mentored junior colleague(s).
- Slightly proportionately more males than females report having mentored junior
colleague(s). This could be due to more male faculty at senior ranks.
• Less than half of faculty report having mentored junior colleagues in Cooperative Extension, the Dimond Library, UNH Manchester, and Paul College.
• On average, 40 percent of faculty report having a primary mentor.
• More female faculty (49%) than male faculty (32%) report having a primary mentor.
• Of those reporting that they have a primary mentor, only 12% report that this person was assigned through a formal mentoring program.
• More female faculty (50%) than male faculty (14%) who report having a primary mentor report that this person was assigned through a formal mentoring program.
• No faculty in Cooperative Extension, Dimond Library, EOS, Thompson School, UNH Manchester, and Paul College report having had a mentor assigned through a formal mentoring program.

Key outcomes or
Other achievements:

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

GEAR UP: Search Committee Professional Development

• On December 5, 2013, the Gender Equity And Recruitment of Underrepresented People (GEAR UP) Committee launched the faculty search committee training seminar. Eighty-one members of 15 STEM faculty and senior administrative staff search committees attended. The seminar used interactive theatre, conducted by Professor David Kaye, UNH Department of Theatre and Dance and his troupe of actors, as a medium for introducing content about fair and equitable search practices, micro-aggressions and implicit bias. The evaluation results of this pilot seminar (see interim report 3-2014) were used to improve the next seminar held on April 29, 2014.
• Guided by the pilot seminar evaluation report, the GEAR UP Committee worked with consultant Jeffrey Steiger and Professor David Kaye, UNH Department of Theatre and Dance to develop a scripted play that was used in the Spring 2014 workshop and will be used for future trainings. During his onsite consultation at UNH, from March 19 – April 6, 2014, Jeffrey conducted interviews with faculty and other university community members, trained actors, and wrote scripts for both the REAL and GEAR UP professional development opportunities and facilitated the REAL Training seminar.
• The second search committee training seminar took place on April 29, 2014. One session was offered and 29 search committee members attended. This seminar incorporated the newly created script developed by Jeffrey Steiger. Analysis of evaluation data indicated this workshop was well received and effective in teaching about implicit bias and fair and equitable search practices. Based on feedback from the December 2013 seminar, the GEAR UP committee created a Best Practices handout which was included in the workshop participant folder and used as part of the facilitated debrief (see attached Best Practices worksheet).

REAL: Leadership Development for Department Chairs and Directors

• The REAL committee, in collaboration with consultant Jeffrey Steiger and Professor David Kaye, UNH Department of Theatre and Dance, developed the content (interactive theatre vignettes) for Seminar 1 of the Leadership Development seminar for department chairs and directors with the goal of increasing participants understanding of department climate, factors that enhance positive climate, and skills to create positive climate. The REAL committee created a handout on Improving Faculty Climate (see attached) which was included in the workshop participant folder and used as part of the facilitated debrief. The first seminar was held on April 4th, 2014 and involved 17 department chairs and directors from two colleges, College of Engineering and Physical Sciences (CEPS) and The College of Health and Human Services (HHS). The evaluation results of the first seminar is included in the Year 2 interim external evaluation (attached).
• The REAL program will be delivered in three parts to continue to reinforce content throughout the year. The first
session uses interactive theatre to present a series of short scenarios that will be debriefed and used to facilitate dialogue about leadership and culture within departments. Jeffery Steiger was hired as a consultant to write the script for the vignettes and to rehearse/train the UNH theatre troupe. The second session will be a series of prompted print based and/or online content boosters during the summer and the third session will use case studies to examine gender issues as related to chair/director responsibilities and leadership.

- The REAL seminar series is designed in conjunction with the social science research study and training will be delivered to chairs/directors in cohorts by college over a three-year period. As the search committee and leadership professional development programs are being implemented, we will work with representatives of the UNH AAUP, the Faculty Senate, and the UNH Administration to develop appropriate policies that encourage participation of all faculty, chairs, and emerging leaders in the programs and sustainability of the programs beyond the course of the grant.

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

- In July 2013, Dr. Lisa MacFarlane was appointed Provost of UNH and replaced Dr. John Aber as PI of the UNH Advance Grant. Dr. MacFarlane has been an active member of the program’s Leadership Team and has chosen to lead by example in communicating the importance of the ADVANCE program to the UNH community. In particular, she required that the members of the search committees for all three Fall 2013 senior administrative searches participate in the ADVANCE search committee training (GEAR UP) seminar which took place on December 5, 2013.

- During Fall 2013, members of the UNH ADVANCE Leadership Team and the ADVANCE Internal Steering Committee Chair made presentations at college faculty meetings of every college at UNH Durham campus, UNH Manchester and UNH Law School to build awareness, disseminate information on UNH ADVANCE goals, activities, and research initiatives.

- In September 2013, Karen Graham, UNH ADVANCE Executive Director, and Monica Chiu, GEAR UP Faculty Fellow, presented to the UNH Faculty senate on the ADVANCE initiative in general and to explain the purpose of the upcoming faculty search committee seminars.

- Dr. Karen Graham, Executive Director of UNH ADVANCE was appointed to the University Council on Inclusive Excellence and Equity. Having ADVANCE represented on this council enhances communication/awareness and the potential for sustainability of UNH ADVANCE initiatives.

- Dr. Christine Shea, a member of the ADVANCE Leadership Team, presented information on UNH ADVANCE at a meeting of the UNH Manchester Inclusive Excellence Committee.

- Members of the Internal Steering Committee (ISC) serve as ADVANCE program advocates within their respective colleges, departments, and programs. The ADVANCE ISC has been strategic about broadening it’s membership to include Mike Ferrara, the Dean of the College of Health and Human Services and Michele Dillon, the Chair of the Department of Sociology, and Kathy Neils, Director of Human Resources (see attached Org Chart). These additions were made in response to Beth Mitchneck’s post-Fall 2013 site visit recommendations.

- UNH ADVANCE is networking with key constituencies on campus through representation on various committees and other collaborative efforts. These include: the UNH Faculty Senate (Chair Dr. Todd DeMitchell is on the ADVANCE Internal Steering Committee), the UNH Chapter of the AAUP (President DeAnna Wood is a member of the Internal Steering Committee and the Professional Development Committee), the Women Studies program (Dr. Victoria Banyard is Chairing the Research Committee), the President’s Commission on the Status of Women (Dr. Jennifer Borda is a member of the ADVANCE Faculty Career Advancement Committee), UNH Human Resources (Kathy Neils, HR Director, is a member of the Internal Steering Committee).

- The Internal Steering Committee Chair, Dr. Nancy Kinner, and Leadership Team members took a strategic approach to building awareness and disseminating information about UNH ADVANCE goals and activities by presenting about the ADVANCE program at the faculty meetings in every college within the UNH Durham campus as well as at UNH Manchester and UNH Law during the Fall 2013 semester. These presentations both informed faculty members about the UNH ADVANCE program in general and emphasized the importance of their participation in the Fall 2013 Faculty Climate survey, a key component in the Social Science Research Study.

- Members of the UNH ADVANCE team have begun to reach out to colleagues at other ADVANCE programs to share information and best practices. These include: University of Maine, Syracuse University, University of Wisconsin, and Northeastern University.
• UNH ADVANCE Co-hosted the STEM Women’s Networking Conference with U Maine Orono on May 20, 2014; Kate Hester, UNH ADVANCE Program Coordinator, participated in the conference workshops and poster session.
• The 2013 Faculty Climate survey provided the collateral benefit of increasing campus-wide awareness of the UNH ADVANCE program. The survey had over a 50% response rate from faculty with representation from all colleges within the university.
• In November 2013, ADVANCE branded pens and reminder postcards were distributed to every faculty member in the UNH community to build awareness of the ADVANCE program and encourage participation in the climate survey.
• A thank you letter for participating in the 2013 Faculty Climate Survey was distributed to all faculty.
• The UNH Campus Journal, the online UNH newspaper, ran an article on December 4, 2013 about the first GEAR UP Search committee training seminar.
• An external consultant/UNH MBA candidate was hired to develop a marketing and communication plan for UNH ADVANCE. We will review the final plan recommendations in the coming year with various ADVANCE committees.
• A symposium proposal by a team of ADVANCE researchers from the University of New Hampshire, Texas A & M University, North Carolina State University, and the University of Texas - Pan American was accepted for presentation at the May 2014 annual meeting of the Society for Industrial and Organizational Psychology. UNH’s paper addressed the effect of department demographic composition and attrition on the hiring of women STEM faculty (see attached paper).
• The UNH ADVANCE Office worked with UNH Creative Services to develop a graphic identity for the UNH ADVANCE program (see example content pieces attached to interim report 3-2014) with the goal of making our goals and message clear, consistent, and recognizable within and outside the university community.
• A UNH ADVANCE website has been established, http://www.unh.edu/advance. The website is being updated into a Drupal Content Management System which will allow for more real time updates on ADVANCE initiatives and program development.
• Dr. Lisa McFarlane, the UNH Provost and UNH ADVANCE PI continues her commitment to this program by attending both monthly UNH ADVANCE Leadership Team meetings and monthly Internal Steering Committee meetings.
• The UNH ADVANCE PI and Co-PI team attended the NSF-sponsored ADVANCE PI meeting March 2-4, 2014 in Alexandria VA and presented a poster on the major initiatives of UNH ADVANCE.

* What do you plan to do during the next reporting period to accomplish the goals?

During Year 3, UNH ADVANCE’s plans to accomplish the program goals include the following:

Goal 1 and 2:

• Complete analysis of promotion and tenure policies from STEM departments using the evaluation rubric developed by the Career Progression sub-committee. Continue to work with Faculty Senate on review of promotion and tenure guidelines and make recommendations.
• Complete analysis of promotion and tenure policies from STEM departments using the evaluation rubric developed by the Career Progression sub-committee. Continue to work with Faculty Senate on review of promotion and tenure guidelines and make recommendations.
• Implement an annual meeting with new faculty (held during new faculty orientation August 2014) outlining the mentoring programs available at UNH and introducing them to the mentoring portal on the UNH ADVANCE website.
• On June 3, 2014, hold a faculty professional development seminar on implicit bias using the Harvard Implicit Associations Test led by Sarah Redfield, UNH Law faculty emerita.
• Work with the Office of the Provost to update the Faculty Search Manual to include the Search Committee Best Practices developed by the GEAR UP Committee and a recommendation for search committee members to attend the GEAR UP Faculty Search Committee Seminar.
• Continue the implementation of the GEAR UP Search Committee Seminars.
• Finalize content and materials for the “Boosters” and Workshop 2 of the REAL professional development for department chairs training.
• Complete the first cohort participation in the professional development for department chairs training and begin the second cohort training.
• Continue to implement the visiting STEM senior women scholars program with a second call for proposals in Fall 2014.

Goal 3:

• Complete the salary equity study.
• Finalize data collection and analysis for space and start up package supplemental reports.

Goal 4:

• Craft proposed language for a more consistent implementation of the Family Leave benefit and meet with AAUP and university representatives to discuss proposed changes.
• Along with the Director of HR, visit and collect information on child care agencies within a 30 mile radius of UNH.

Goal 5:

• Continue to work on updating the ADVANCE website.
• Continue to implement the marketing and communication plan for UNH ADVANCE developed by an external consultant/UNH MBA candidate.
• Release two summary reports of the results of the 2013 Faculty Climate Survey to all faculty and hold an open faculty forum in August 2014 to provide an opportunity for discussion about the report findings.
• Continue internal and external data collection and evaluation efforts.

Goal 6:

• Continue analysis and reports based on the Fall 2013 Faculty Climate Survey.
• Implement Year 2 of the Faculty Climate Survey (Fall 2014) and begin data analysis.

Other:

• On June 16, 2014, UNH ADVANCE is hosting a retreat facilitated by Dr. Mariko Chang and Dr. Alice Hogan, with the goal of reflecting on the first two years of the program and planning for success in the next three years.
• In July 2014, relocate into larger, more permanent office space in the center of campus in Dimond Library.
• Continue participation in the AIM network.
• Attend NSF ADVANCE PI meeting in Alexandria VA, Spring 2015.
• Host two UNH ADVANCE External Advisory Board meetings- virtual meeting in the Fall 2014 and on-campus meeting in the Spring 2015.

Supporting Files

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Products
Books

Book Chapters

Conference Papers and Presentations

Inventions

Journals

Licenses

Other Products

Evaluation Instruments.

REAL Seminar 1 External Evaluation Survey: During this reporting period, we administered an evaluation instrument written by our external evaluator, Dr. Mariko Chang, to evaluate the first component of the REAL Department Chair Training. A copy of this REAL Evaluation instrument is uploaded in this report.

Evaluation Instruments.

Social Science Research Experiment Pre-test: During this reporting period, we administered an evaluation instrument, written by our internal evaluator Dr. Victoria Banyard and the ADVANCE Research Committee, to evaluate content knowledge prior to the first component of the REAL Department Chair and Directors Training. A copy of this Pre-test instrument is uploaded in this report.

Survey Instruments.

The Internal research/evaluation team created and administered the 2013 Faculty Climate Survey. This survey will provide baseline data for a measure of institutional climate, part of the social science research experiment.

Other Publications

Patents

Technologies or Techniques

Thesis/Dissertations

Websites

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## Participants/Organizations

### What individuals have worked on the project?

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Full details of individuals who have worked on the project:

**Lisa MacFarlane**  
*Email:* Lisa.MacFarlane@unh.edu  
*Most Senior Project Role:* PD/PI  
*Nearest Person Month Worked:* 1

**Contribution to the Project:** Meets regularly with the UNH ADVANCE Leadership Team and UNH ADVANCE Internal Steering Committee. Chairs the UNH ADVANCE External Advisory Board. Communicates UNH ADVANCE activities to members of the Provost Council and advocates for UNH ADVANCE to the broader UNH community.

**Funding Support:** None  
**International Collaboration:** No  
**International Travel:** No

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**Karen J Graham**  
*Email:* kjgraham@cisunix.unh.edu  
*Most Senior Project Role:* Co PD/PI  
*Nearest Person Month Worked:* 5

**Contribution to the Project:** Serves as ADVANCE Executive Director with primary oversight of all ADVANCE project initiatives.

**Funding Support:** ADVANCE funds support faculty release time and summer support for Dr. Graham to serve as UNH ADVANCE Executive Director.

**International Collaboration:** No  
**International Travel:** No

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**Samuel B Mukasa**  
*Email:* sam.mukasa@unh.edu  
*Most Senior Project Role:* Co PD/PI  
*Nearest Person Month Worked:* 1

**Contribution to the Project:** Serves as a member of the ADVANCE Leadership Team and advocate for UNH ADVANCE to a broad range of UNH constituencies.

**Funding Support:** None  
**International Collaboration:** No  
**International Travel:** No

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**Christine Shea**  
*Email:* Christine.Shea@unh.edu  
*Most Senior Project Role:* Co PD/PI  
*Nearest Person Month Worked:* 5

**Contribution to the Project:** Serves on the ADVANCE Leadership Team. UNH ADVANCE office reports to her in her role as Interim Vice Provost for Faculty Development and Inclusive Excellence. Budget oversight and takes leadership in the internal data collection and analysis phases of the project.
Funding Support: None
International Collaboration: No
International Travel: No

Julie Williams
Email: julie.williams@unh.edu
Most Senior Project Role: Co PD/PI
Nearest Person Month Worked: 1

Contribution to the Project: Serves on the ADVANCE Leadership Team and advocates for UNH ADVANCE to the broader UNH community.

Funding Support: None
International Collaboration: No
International Travel: No

Mary Banach
Email: mary.banach@unh.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 1

Contribution to the Project: Co-chairs the subcommittee investigating and making recommendations in the area of career-life balance, child care policies and practices, and family-leave policies and practices.

Funding Support: ADVANCE provides summer and supplement pay support.
International Collaboration: No
International Travel: No

Vicki Banyard
Email: vicki.banyard@unh.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 2

Contribution to the Project: Leads the research committee and internal evaluation efforts.

Funding Support: ADVANCE funds support a course release and summer salary support.
International Collaboration: No
International Travel: No

Per Berglund
Email: per.berglund@unh.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 1

Contribution to the Project: Co-chairs the subcommittee investigating policies and practices related to promotion and tenure.
Funding Support: ADVANCE provides summer and supplemental pay support.

International Collaboration: No
International Travel: No

Jennifer Borda
Email: jennifer.borda@unh.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 1

Contribution to the Project: Co-chairs the subcommittee investigating and making recommendations in the area of career-life balance, child care policies and practices, and family-leave policies and practices.

Funding Support: ADVANCE funds provide summer and supplemental pay support.

International Collaboration: No
International Travel: No

Monica Chiu
Email: monica.chiu@unh.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 2

Contribution to the Project: Leads the committee developing and implementing professional development for search committees.

Funding Support: ADVANCE supports a course release and summer salary.

International Collaboration: No
International Travel: No

Will Clyde
Email: will.clyde@unh.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 2

Contribution to the Project: Faculty Fellow who leads the chair and program director faculty development initiative

Funding Support: ADVANCE funds provide a course release and summer salary

International Collaboration: No
International Travel: No

Diane Foster
Email: diane.foster@unh.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 1

Contribution to the Project: Co-chairs the subcommittee developing programs and policies focused on faculty mentoring and mid-career professional development.
**Funding Support:** ADVANCE provides summer and supplemental salary support.

**International Collaboration:** No

**International Travel:** No

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### Jill McGaughy

**Email:** jill.mcgaughy@unh.edu

**Most Senior Project Role:** Faculty

**Nearest Person Month Worked:** 1

**Contribution to the Project:** Co-chairs the subcommittee developing programs and policies focused on faculty mentoring and mid-career professional development.

**Funding Support:** ADVANCE provides summer and supplemental salary support.

**International Collaboration:** No

**International Travel:** No

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### Ruth Varner

**Email:** ruth.varner@unh.edu

**Most Senior Project Role:** Faculty

**Nearest Person Month Worked:** 1

**Contribution to the Project:** Leads a subcommittee investigating promotion and tenure policies and practices.

**Funding Support:** ADVANCE supports summer and academic year supplemental pay. Member of the UNH ADVANCE Internal Steering Committee.

**International Collaboration:** No

**International Travel:** No

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### Yamini Jha

**Email:** Yamini.Jha@unh.edu

**Most Senior Project Role:** Postdoctoral (scholar, fellow or other postdoctoral position)

**Nearest Person Month Worked:** 11

**Contribution to the Project:** Serves as the UNH ADVANCE postdoctoral fellow working on Faculty Climate Survey and other data collection and analysis efforts.

**Funding Support:** UNH ADVANCE funds support her postdoc fellowship.

**International Collaboration:** No

**International Travel:** No

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### Kate Hester

**Email:** kate.hester@unh.edu

**Most Senior Project Role:** Other

**Nearest Person Month Worked:** 12
**Contribution to the Project:** Serves as project coordinator. Along with the UNH ADVANCE Executive Director oversees the day to day operation of the project.

**Funding Support:** ADVANCE funds support her position

**International Collaboration:** No

**International Travel:** No

### What other organizations have been involved as partners?

<table>
<thead>
<tr>
<th>Name</th>
<th>Type of Partner Organization</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>University of Maine Orono ADVANCE Program</td>
<td>Academic Institution</td>
<td>Orono ME</td>
</tr>
</tbody>
</table>

### Full details of organizations that have been involved as partners:

**University of Maine Orono ADVANCE Program**

**Organization Type:** Academic Institution  
**Organization Location:** Orono ME  

**Partner's Contribution to the Project:**  
Other: Co-hosted the STEM Women's Networking Conference held in ME on May 20, 2014

**More Detail on Partner and Contribution:**

### Have other collaborators or contacts been involved? Yes

**Impacts**

**What is the impact on the development of the principal discipline(s) of the project?**
Nothing to report.

**What is the impact on other disciplines?**
Nothing to report.

**What is the impact on the development of human resources?**

Evidence of impact of the UNH ADVANCE program will be provided through both internal and external evaluation efforts. The external evaluation will be conducted by the project’s external evaluator, Dr. Mariko Chang. The Year 1 external evaluation was submitted in the 12/2013 interim report. A status report on the Year 2 external evaluation effort to date has been uploaded in the special document section of this report. A comprehensive annual external evaluation will take place in September 2014, one year after the first annual external evaluation.

The internal research/evaluation team is led by Dr. Vicki Banyard, psychology. Dr. Banyard’s team will conduct the social science research study (see special documents section for the description of the social science research study submitted with our original proposal) and provide oversight for the internal data collection effort. The 2013 Toolkit Data has been uploaded in the special documents section of this report.

In Year 2, the GEAR UP Search Committee Training took place in December 2013 and April 2014. The results of the external evaluation of this seminar show that the seminar had an impact on how STEM search committees evaluate candidates. Specifically, a significant number of seminar participants reported that the seminar served to increase their...
understanding of how gender impacts the evaluation of candidates and that they learned ways to reduce gender biases that affect the evaluation of candidates. Participants also reported that the workshop increased their understanding of how microaggressions and/or implicit biases impact the evaluation of candidates and ways to reduce or eliminate such biases. Finally, 90% of participants strongly agreed or agreed that they learned ways to create or support group discussions in which everyone is able to contribute equally. This will help to enhance or create a positive climate within departments and colleges as they participate in searches. Results of the December 2013 evaluation were used to revise the April 2014 workshop. See attached external evaluation report for a full evaluation of impact of this seminar.

What is the impact on physical resources that form infrastructure?
Nothing to report.

What is the impact on institutional resources that form infrastructure?
Nothing to report.

What is the impact on information resources that form infrastructure?
Nothing to report.

What is the impact on technology transfer?
Nothing to report.

What is the impact on society beyond science and technology?
Nothing to report.

Changes/Problems

Changes in approach and reason for change
Nothing to report.

Actual or Anticipated problems or delays and actions or plans to resolve them

The salary equity analysis was originally scheduled to be completed in Spring 2014. However, commencing the analysis was delayed by internal conversations between the UNH ADVANCE Leadership Team and UNH Administration about how best to proceed with a wage equity analysis within the UNH/AAUP context. A salary equity analysis team was put in place in Spring 2014, the analysis has begun and is on track. It is expected that the analysis will be complete by December 2014.

Changes that have a significant impact on expenditures
Nothing to report.

Significant changes in use or care of human subjects
Nothing to report.

Significant changes in use or care of vertebrate animals
Nothing to report.

Significant changes in use or care of biohazards
Nothing to report.

Special Requirements

Responses to any special reporting requirements specified in the award terms and conditions, as
well as any award specific reporting requirements.

External Evaluation:

The Year 1 external evaluation was submitted in the 12/2013 interim report. A status report on the Year 2 external evaluation effort to date has been uploaded in the special document section of this report. A comprehensive annual external evaluation will take place in September 2014, one year after the first annual external evaluation.

Supporting Files

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<td>2013 UNH Toolkit Data Tables</td>
<td>Karen Graham</td>
<td>05/30/2014</td>
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<tr>
<td>UNH Year 2 Interim Evaluation Report-May 2014.pdf</td>
<td>Year 2 Interim Evaluation Update</td>
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<td>updated UNH ADVANCE Org Chart</td>
<td>Karen Graham</td>
<td>05/30/2014</td>
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