

Partnerships for Adaptation, Implementation, and Dissemination (PAID)

Annual Report, 2008

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The UW-Madison *Partnerships for Adaptation, Implementation, and Dissemination* (PAID) grant will (1) continue and disseminate the current search committee training and department chair workshops; and (2) develop and disseminate ten evidence-based brochures and booklets addressing unconscious biases and assumptions in specific areas that impede the advancement of women in academic science and engineering. Specifically, we proposed to:

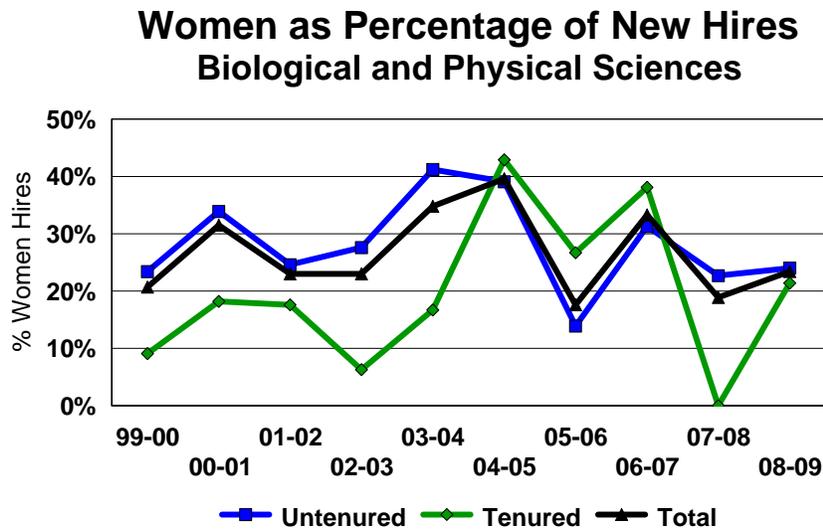
1. Continue *Searching for Excellence & Diversity* hiring workshops on the UW-Madison campus, with the ultimate goal of achieving 40% female new assistant professors in Biological and Physical sciences by 2009.
2. Continue offering *Enhancing Department Climate: A Chair's Role* workshops at UW-Madison, with the goal of reaching 70% of all Biological and Physical science departments by 2009 (i.e., an additional 29 department chairs from Biological and Physical Science departments participate in a workshop in 2007-2009.)
3. Continue disseminating our *Searching for Excellence & Diversity* workshops to campuses beyond UW-Madison.
4. Create a dissemination plan for the *Enhancing Department Climate: A Chair's Role* workshops.
5. Create new publications/brochures for distribution to UW-Madison and other campuses to use for their own ADVANCE-related efforts. The specific items to be produced are:
 - a. Reviewing Applicants: Research on Bias and Assumptions (Brochure)
 - b. Guidebook for Faculty Search Committees (Booklet)
 - c. Hiring Dual-Career Couples: Promises, Pitfalls, and Best Practices (Brochure)
 - d. Benefits and Challenges of Diversity (Brochure)
 - e. Best Practices: Tips for Chairs on Improving their Departmental Climate (Brochure)
 - f. Best Practices: Tips for Faculty on Improving their Departmental Climate (Brochure)
 - g. Ensuring Success of Women and Minority Faculty Members (Brochure)
 - h. Evaluating Candidates for Tenure: Research on Bias and Assumptions (Brochure)
 - i. Achieving Tenure: A guide for women and minorities (Brochure)
 - j. Nominations for Major Awards and Honors (Brochure)
6. Disseminate the new brochures and booklets to other campuses. We will attend at least one annual meeting where these materials can reach a wide audience each year, and from 2007-2009 we expect to reach 100 different universities with our materials. We will also upgrade our online distribution of these materials to make it easier and more user-friendly to order them (at printing cost.)

In the following sections we report our progress on these six main objectives (including our timeline for project completion through 2009). We also include a financial report.

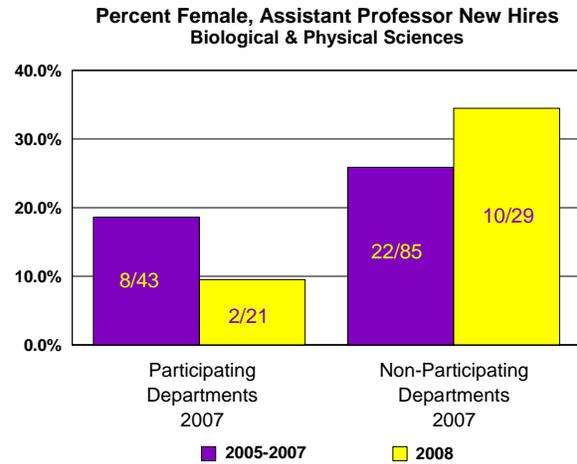
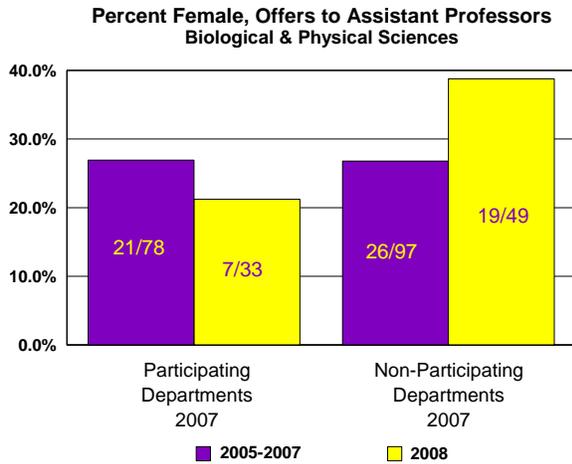
1. Continue *Searching for Excellence & Diversity* hiring workshops on the UW-Madison campus.

WISELI continued to offer *Searching for Excellence & Diversity* hiring workshops to the entire UW-Madison campus in 2008. We ran 5 workshops in 2008; three were college-based, and two were open to any faculty member on campus. Two of the college-based workshops were run in our preferred 2-session model. Fifty-four faculty and 27 staff attended at least one of these workshops in 2008. This level of activity is average for WISELI.

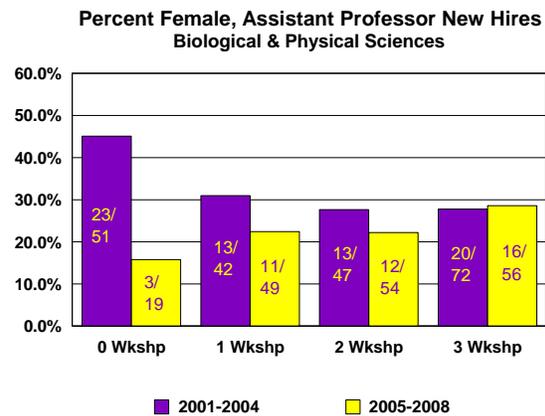
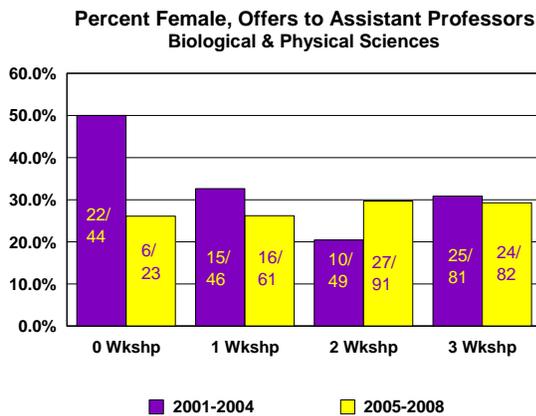
In our proposal, we set as a goal for UW-Madison STEM departments a 40% female class of new hires by 2009. Based on preliminary data from 2008, we continue to be far from reaching this goal. Of the 50 new assistant professors who joined the STEM faculty in 2008, only 12 (24.0%) are women. This is approximately the same percentage as last year. Of the 14 tenured faculty hired in biological or physical science departments, three are women (21.4%). Most problematic, not one woman joined a physical science department in 2008. Although some were hired, they will not begin until 2009, or started their positions in a non-tenure-track line (the Anna Julia Cooper program) and will switch to the tenure track in the future.



In 2008, we continue to see a negative relationship between hiring workshop attendance, and the percentage of women offers and new hires among assistant professors:



Many of the departments who participated in hiring workshops in 2007 have also participated in past years. Rather than looking at a point-in-time measure such as that above, we have begun looking for “dose-response” effects; that is, are departments who participate more often in our hiring workshops doing a better job of making offers to, and hiring, women faculty?



It does appear that we are having the most success with those departments who have participated in the *Searching for Excellence & Diversity* workshops for a number of years. These patterns are generally similar among all the STEM schools/colleges except Engineering, which shows no relationship. The School of Medicine & Public Health shows the most positive relationship between the number of workshops attended and increased hiring of women faculty. These findings emphasize the point that institutional change is a long process; it may take a number of years, and long-term exposure to the concepts of unconscious bias, proactive searching for women candidates, and accommodating interview processes, before real change can be achieved.

2. Continue offering *Enhancing Department Climate: A Chair's Role* workshops at UW-Madison

The *Enhancing Department Climate: A Chair's Role* workshop returned to full implementation in 2008. 2007 was a transition year, as we (1) trained six new faculty facilitators, and (2) successfully resolved a lawsuit regarding the workshop series. We did begin a workshop series in Fall 2007, but as noted in our last annual report, attendance was poor and several chairs refused to implement the climate survey, a central element of the workshop. We believe that the active lawsuit was partly responsible for this low participation in 2007.

In early 2007, a faculty member from a participating biological science department made an open records request of his chair to receive a copy of the confidential report of climate survey results created for the chair as a result of our workshop. The chair refused to provide the document, and the faculty member filed a formal lawsuit (June 2007), arguing that the report is subject to Wisconsin's open records law. With the help of Christine Maidl Pribbenow (WISELI's evaluation director, and the person who implements the individual departmental climate surveys and oversees the creation of the confidential reports), the UW-Madison legal services team was able to convince the court that the report falls under the purview of "research", covered by human subjects protections, and therefore is not an open record as defined by the State. The final judgment was made on August 5th, 2008. Our procedures were therefore confirmed by the courts to be sound, and we carried on our workshops with full confidence.

We implemented two *Enhancing Department Climate: A Chair's Role* series in 2008; one in spring and one in fall. The spring workshop included 3 chairs, 2 of them from biological and physical science departments. Two faculty members co-facilitated these workshops for the first time. In fall, 6 chairs participated (3 from biological/physical science departments), and yet another faculty member from our group of 6 trainees facilitated. Also in the fall, 2 departments that participated in the workshop in previous years re-surveyed their department members. Of note, one of the Fall 2008 participants was a department that is notorious on campus for having poor climate for women faculty. Former co-Director of WISELI, Jo Handelsman, spoke about the work she did with this department at an ADVANCE PI meeting in 2005 ("Affecting Climate/Culture Change — Using Multiple Points of Entry in the Department of Kumquat Science.") Having the "Department of Kumquat Science" voluntarily participate in our climate workshop for department chairs was a real sign of positive change in that department.

We are currently enlisting chairs for a new series to begin in early 2009; this workshop series appears to be back on track.

Counting the 4 new STEM chairs that participated in 2008 (one of the 5 STEM participants was from a department that had participated in the past), we have now have had 29 of the 69 chairs of biological and physical science departments participate in the workshop series at least once. (Two departments have participated twice.) This 42% of all biological and physical science chairs is far short of our goal of 70% by the end of 2009, although we have served 68% of the Physical Science departments and since we have at least one more Physical Science department confirmed for Spring of 2009, we will have reached our goal among those departments. There are 50 Biological science departments, and we have served 16 of them. Nineteen more

Biological Science departments must participate in the workshop in order for us to meet our 70% goal in that division, which is unlikely to occur by the end of 2009.

STEM Departments Served by Enhancing Department Climate workshops

	School/College	Total # Depts	# Participating	% Participating
Biological Science	(ALL)	50	16	32.0%
	CALS	14	5	35.7%
	L&S	3	0	0.0%
	SMPH	26	9	34.6%
	PHARM	1	1	100.0%
	VetMed	4	1	25.0%
	EDUC	1	0	0.0%
	IES	1	0	0.0%
Physical Science	(ALL)	19	13	68.4%
	CALS	2	1	50.0%
	L&S	8	4	50.0%
	ENGR	9	8	88.9%
Bio & Phys Science	(ALL)	69	29	42.0%

3. Continue disseminating our *Searching for Excellence & Diversity* workshops to campuses beyond UW-Madison.

Interest in our *Implementing Workshops for Search Committees* workshop for campuses outside of UW-Madison is high, and is increasing over time. In 2008:

- We fielded 16 inquiries about the on-site workshop, either via phone or email:
 - Edgewood College
 - Harvard University
 - Massachusetts General Hospital/Partners.org
 - North Carolina State University
 - North Park University
 - Northern Kentucky University
 - Northwestern University
 - Purdue University
 - Rush University Medical Center
 - Skidmore College
 - St. Francis Care/University of Connecticut
 - University of Colorado-Boulder
 - University of Illinois Urbana-Champaign
 - University of Iowa
 - University of Minnesota-Mankato
 - Yale University

- We implemented the training at five universities:
 - University of Wisconsin-Eau Claire (January 2008)
 - Wayne State University (January 2008)
 - University of Alabama at Birmingham (March 2008)
 - Edgewood College (June 2008)
 - University of Illinois at Urbana-Champaign (June 2008)

- We visited one campus where we previously had run a train-the-trainer workshop, to observe their own presentation of the workshop and offer advice and feedback:
 - Washington University in St. Louis-Danforth Campus (September 2008)

- We have scheduled three workshops on other campuses in spring semester of 2009:
 - Purdue University (January 2009)
 - University of Delaware (February 2009)
 - Skidmore College/Union College (May 2009)

Our website, <http://wiseli.engr.wisc.edu/initiatives/hiring/OtherUniversities.htm>, continues to be our main recruiting tool. Most inquiries we receive mention the website as being exceedingly helpful.

4. Create a dissemination plan for the *Enhancing Department Climate: A Chair's Role* workshops.

The *Enhancing Department Climate: A Chair's Role* workshops are a relationship-intensive approach to positively affecting departmental climate through transformation of the chair. In 2007 we created a 3-session mock workshop to train new UW-Madison faculty to facilitate these workshops. Throughout 2007 and 2008 we have successfully implemented new workshop series with these new trained facilitators, thereby showing the efficacy of the “train the facilitators” workshop we developed.

We began to think about condensing the 3-session workshop we implemented on our campus into a one-day workshop for potential facilitators outside the UW-Madison community. We proposed to include such a “train the facilitators” workshop as part of a PAID proposal submitted with the Committee on Institutional Cooperation Women in Science & Engineering (CIC-WISE) group in 2007. Although the proposal was not funded, the CIC has asked WISELI to offer this workshop to CIC institutions in Spring 2009.

WISELI has agreed to create and perform a “train the facilitator” workshop in order to disseminate our *Enhancing Department Climate: A Chair's Role* workshop series to other campuses. The workshop will take place in Madison, WI on either June 2 or June 3, 2009. We will invite CIC campuses to participate first, and then open registration to other interested institutions. We expect that an interested institution will send from 1-3 potential facilitators to this workshop, and we expect to charge participants \$350 each. All of the faculty and staff who

have been involved with this program from UW-Madison have agreed to participate as presenters, panelists, and/or facilitators. These include:

- **Jo Handelsman.** Dr. Handelsman was co-PI of the original ADVANCE-IT grant at UW-Madison, and the idea for the *Enhancing Department Climate: A Chair's Role* workshop was hers. She served as the facilitator for this workshop series from 2005-2006, and she trained the new facilitators in 2007.
- **Julia Koza, Nancy Mathews, Denise Ney, Jeff Russell, and Amy Wendt.** These five faculty members all participated in the 2007 mock workshop sessions to train new facilitators, and will have all facilitated their own workshop series at least once before the June 2/3 workshop in Madison.
- **Eve Fine.** Dr. Fine has served as the resource person and as an additional facilitator at ALL climate workshop sessions held since 2005.
- **Christine Maida Pribbenow.** Dr. Pribbenow is responsible for the web-based departmental climate surveys, and she and her staff produce the confidential reports to chairs that are included as an essential component of this workshop.

5. Create new publications/brochures for distribution to UW-Madison and other campuses to use for their own ADVANCE-related efforts.

The specific items to be produced are:

Reviewing Applicants: Research on Bias and Assumptions (Brochure)



This brochure, originally produced in 2003, was substantially revised in 2007 and is available at cost on our WISELI Online Bookstore (<https://wisccharge.wisc.edu/wiseli/items.asp>). We removed the UW-Madison logo to make the brochure more generic for use on other campuses. We replaced the stock-photo picture on the front cover with a photograph we commissioned. We chose a successful African American woman faculty member as our subject in order to provide counter-stereotyping (Dasgupta and Greenwald, 2001).

Guidebook for Faculty Search Committees (Booklet)

The *Searching for Excellence & Diversity Guide for Search Committee Chairs* is currently under revision. We are debating the best way to publish this guidebook for a more general audience. The RESOURCES sections are particularly problematic, as many of the resources we cite are websites, and links change faster than we can ever hope to revise the hard-copy guidebook. Currently, we intend to create an online resources website to accompany the Guidebook. We intend to publish the guidebook ourselves, through local printing presses, as we have in the past (rather than submitting our guidebook to a publisher.) The revision will include a combining of current chapters III and IV, and a new chapter we will call “closing the deal” or “maximizing the chances your chosen candidate will accept the position.” The revised guidebook will be less-specific to UW-Madison as well.

The current version of the book is available at cost on the WISELI Online Bookstore (<https://wisccharge.wisc.edu/wiseli/items.asp>).

Hiring Dual-Career Couples: Promises, Pitfalls, and Best Practices (Brochure)

This new brochure is scheduled to be completed in 2009.

Benefits and Challenges of Diversity (Brochure)

This essay will not become a brochure, but rather a short booklet. Revisions and updates to the literature have begun; we expect this new booklet to be available in 2009. The current version of the essay is available on the WISELI website at: http://wiseli.engr.wisc.edu/initiatives/climate/Benefits_Challenges.pdf.

Best Practices: Tips for Chairs on Improving their Departmental Climate (Brochure)



This new piece aimed at department chairs, titled “Enhancing Department Climate,” is based on research and advice literature, survey responses, and discussions from our *Enhancing Department Climate: A Chair’s Role* workshops, was completed in 2008. The brochure contains such topics as:

- What is climate?

- Common concerns revealed in campus climate surveys—and suggestions for addressing them
 - Enhance basic manners—respect, consideration, and politeness
 - Improve communication
 - Build a sense of community
 - Engage everyone in the life of the department
 - Promote professional development
 - Recognize and value the work of department members
 - Build sensitivity
 - Enhance work/life balance
 - Counter language and behaviors that are demeaning, sexualizing, condescending, and/or illegal

The brochure is currently being added to the WISELI Online Bookstore. A free PDF is available on our website as well

(<http://wiseli.engr.wisc.edu/initiatives/climate/ClimateBrochure.pdf>). Copies of the brochure have been sent to the Michigan team and the Washington team, for possible inclusion in their national workshops for department chairs.

Best Practices: Tips for Faculty on Improving their Departmental Climate (Brochure)

This piece is based on the essay “Sex and Science” currently available on the WISELI website at: http://wiseli.engr.wisc.edu/Products/Sex_and_Science.pdf. We expect to condense the material in that essay to a smaller brochure format for faculty. This new brochure is scheduled to be completed in 2009.

Ensuring Success of Women and Minority Faculty Members (Brochure)

This brochure is brand new, and is targeted to department chairs. The content will come from the Enhancing Department Climate: A Chair’s Role workshops, as well as current research and advice literature. Some of the material may also be based on the essay “Advice to the Top: Top 10 Tips for Academic Leaders to Accelerate the Advancement of Women in Science and Engineering” currently available on the WISELI website at: http://wiseli.engr.wisc.edu/Products/top_10_tips.pdf. We expect this brochure to be completed in 2009.

Evaluating Candidates for Tenure: Research on Bias and Assumptions (Brochure) and

Achieving Tenure: A guide for women and minorities (Brochure)

These brochures will be new WISELI products, as we turn our attention to the promotion and tenure process at UW-Madison. We plan to consult with Sue Rosser and colleagues at Georgia Tech, learn about their ADEPT tool and the PTAC group they formed at Georgia Tech to review their tenure policies. The literature review that accompanies this work will form the basis of these brochures—one aimed at faculty and staff on review

committees, and one aimed at underrepresented junior faculty. We expect this work to be completed in 2009, towards the end of the grant period.

Nominations for Major Awards and Honors (Brochure)

This brochure has been in distribution for several years; it just needs updating and generalizing beyond the UW-Madison campus. It is currently under revision and will be completed in early 2009.

6. Disseminate the new brochures and booklets to other campuses.

In the proposal, we suggested several ways we would distribute the brochures we develop to campuses beyond UW-Madison. By 2009, our goal is to reach 100 different campuses with our materials; to date, we know of 61 individual colleges or universities who have received one of our publications (hiring brochure, hiring guidebook, department chair climate brochure, etc.). More campuses than these have received our materials through distribution at meetings and conferences. In 2008, we discovered an additional mode of dissemination that we had not thought to document before now—monitoring the use and inclusion of our materials into materials produced on another campus, or a link to our materials directly from another university’s website. We are including these documented instances of dissemination in our listing below, and will monitor such linkages annually.

(1) Distribute brochures/publications at national conferences.

We attended one national conference in 2008—the American Association for Engineering Education (ASEE), in which information about WISELI’s workshops and publications were presented, and guidebooks and brochures were made available to attendees.

In addition, we distributed many brochures and guidebooks via campus visits and invited talks:

- Jennifer Sheridan distributed brochures at the University of Minnesota-Duluth, where she gave an invited talk and met with faculty, staff and administrators. (February 2008).
- Jennifer Sheridan distributed brochures at the National Institutes of Health, where she gave an invited talk at the “Women in Biomedical Research: Best Practices for Sustaining Career Success” workshop. (March 2008).
- Molly Carnes gave brochures to faculty and administrators at the University of Virginia, where she presented two invited talks. (March 2008).
- Amy Wendt provided brochures to Engineering faculty at the University of Maryland-College Park, where she was an invited speaker. (May 2008).
- Eve Fine provided copies of our brochure and guidebook when participating on a faculty hiring panel at North Carolina State University. (October 2008).
- Molly Carnes distributed brochures to attendees at the West Virginia Higher Education Policy Commission’s workshop entitled “Building Diversity in Higher

Education: Strategies for Broadening Participation in the Sciences and Engineering.” (October 2008).

We will attend the Keeping Our Faculties of Color V conference in Minneapolis in March 2009, as well as the WEPAN annual meetings in June 2009, and plan to distribute all of our materials in those forums.

(2) Update the WISELI website to include a user-friendly online ordering system for the products.

The WISELI website is one of our primary dissemination tools, and it has a high number of visitors. Despite mostly positive feedback on the site, we had received messages indicating that it was unclear how exactly to order our brochures and guidebooks. Thus, in 2007 we developed the “WISELI Online Bookstore.” This secure website allows visitors to order our products either with a VISA or via an invoice. It is much clearer and also allows us to track with more precision exactly how many of our products are ordered by other campuses. This work was completed in 2007. The direct link to the “WISELI Online Bookstore” is <https://wischarge.wisc.edu/wiseli/items.asp>, and a visitor can find it from the main WISELI website easily by clicking on this button:



This mechanism appears to work well. In 2008, we sold 2,725 hiring brochures, 61 hiring guidebooks, and 50 awards brochures via the “WISELI Online Bookstore”.

(3) Work with the University of Michigan and the University of Washington to use the materials in their PAID-funded workshop activities.

Both the University of Michigan and the University of Washington, have received copies of the “Enhancing Department Climate” brochures completed in 2008. The University of Washington will use the new brochure in their upcoming LEAD workshop in Fayetteville, Arkansas (June 2009).

(4) Monitor the use of WISELI materials on websites and within materials produced by other universities.

- 7 universities/organizations have taken our materials and added them directly into their own publications, websites, or presentations.
- 8 universities have a link to our materials from their websites, and/or cite one of our publications.

The list of campuses that we know have received or used at least one of these brochures/
guidebooks in 2007 or 2008 include:

Allegheny College ('07, '08)	Onondaga Community College (NY) ('07)	University of Minnesota ('07)
Boston University ('07, '08)	Oregon Health and Science University ('07)	University of Minnesota-Duluth ('08)
Bristol Community College (MA) ('07)	Pennsylvania State University ('07)	University of Nebraska ('08)
Brown University ('07)	Purdue University ('07, '08)	University of North Carolina-Charlotte ('08)
Case Western Reserve Univ ('08)	Rice University ('08)	University of Oklahoma ('07)
Children's Hospital Boston ('07)	Rutgers University ('07)	University of the Pacific ('08)
Community College of Spokane (WA) ('07)	SUNY-Oneonta ('08)	University of Pennsylvania ('08)
Drexel University ('07)	Syracuse University ('07)	University of Texas-El Paso ('07)
Eastern Washington University ('08)	Tulane University ('07)	University of Texas-Southwestern ('08)
Edgewood College ('08)	University of Alabama-Birmingham ('08)	University of Virginia ('08)
Harper Community College (IL) ('07)	University at Buffalo ('08)	University of Washington ('08)
Hebrew University ('08)	University of California-Los Angeles ('07)	University of Wisconsin-Eau Claire ('07, '08)
Indiana University ('07)	University of Chicago ('07)	University of Wisconsin-La Crosse ('08)
Iowa State University ('08)	University of Delhi ('08)	University of Wisconsin-Stout ('07, '08)
Loyola Marymount University ('07, '08)	University of Illinois-Chicago ('07)	University of Wisconsin System ('08)
Marshall University ('07)	University of Illinois-Urbana Champaign ('07, '08)	Utah State University ('07)
Michigan State University ('07)	University of Iowa ('07, '08)	Virginia Tech ('07)
Mississippi State University ('07)	University of Lethbridge ('07)	Washington University in St. Louis ('07)
North Carolina State University ('08)	University of Maryland-Baltimore County ('07)	Wayne State University ('08)
Northwestern University ('08)	University of Michigan ('08)	Yale University ('08)
Ohio State University ('07)		

2008 PAID Financial Report

2008 Financial Report, PAID (prepared 12/22/2008)

	Budget	Actual 2007	Actual 2008*	Projected 2009	Projected 2010**	Total
Income						
NSF PAID	\$499,991	\$499,991	\$0	\$0	\$0	\$499,991
Salaries and Fringes						
Directors	\$97,571	\$7,801	\$51,626	\$27,126	\$14,052	\$100,605
WSELI Staff	\$153,907	\$18,594	\$36,832	\$45,005	\$36,122	\$136,553
Fringe Benefits	\$85,502	\$9,898	\$33,157	\$26,172	\$14,449	\$83,676
Travel	\$3,150	\$860	\$6,213	\$6,000	\$0	\$13,073
Supplies and Equipment	\$0	\$143	\$461	\$350	\$0	\$954
Overhead	\$159,861	\$17,530	\$66,102	\$49,187	\$32,311	\$165,130
Total Income	\$499,991	\$499,991	\$0	\$0	\$0	\$499,991
Total Expenditures	\$499,991	\$54,826	\$194,391	\$153,840	\$96,934	\$499,991

* 2008 expenditures are actual through November 30, 2008 and estimated from December 1-December 31, 2008.

** We expect to request a no-cost extension, as we did not begin spending on this grant until July 2007.