

Partnerships for Adaptation, Implementation, and Dissemination (PAID)

Annual Report, 2009

PI: Jennifer Sheridan

Co-PIs: Molly Carnes, Jo Handelsman, and Amy Wendt

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.)

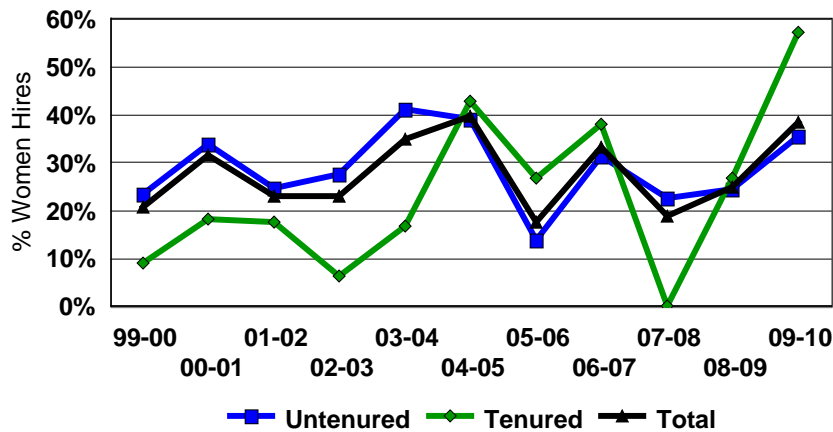
In the following sections we report our progress on these six main objectives (including our timeline for project completion through 2010). We also include a financial report.

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

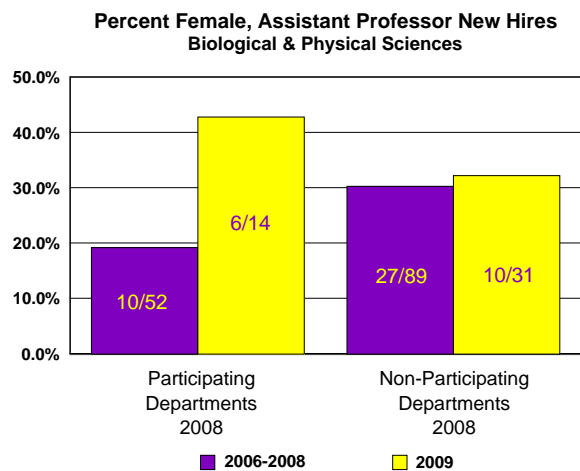
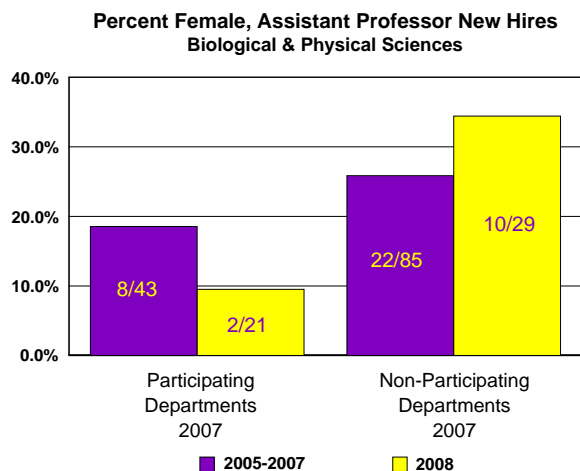
WISELI continued to offer *Searching for Excellence & Diversity* hiring workshops to the entire UW-Madison campus in 2009, although because of the reduction in hiring due to the economy, fewer units requested workshops this year. We ran 3 workshops in 2009; two were college-based, and one was open to any faculty member on campus. One of the college-based workshops was run in our preferred 2-session model, and the campus-wide workshop was offered in the 2-session model. Twenty faculty and 7 staff attended at least one of these workshops in 2009. This is far below the average attendance level for WISELI.

In our proposal, we set as a goal for UW-Madison STEM departments a 40% female class of new hires by 2009. In the past two years, we have been far from this goal, seeing declines in the percentage of women hired in the STEM departments compared to hiring levels from 2006. In 2009, we are pleased to report a large rebound; 38.5% of our new hires (all ranks) in biological and physical science departments are female this year. Women senior hires were outstanding in 2009—four out of the five senior hires last year were women. We note the cyclical nature of the hiring of women faculty in STEM over the past several years, and are investigating why this might be occurring, and how the State of Wisconsin's (and thus the UW-Madison's) biennial budgeting process might affect these cycles.

Women as Percentage of New Hires Biological and Physical Sciences



In 2009, we also saw the re-establishment of the former relationship between departmental attendance at a WISELI hiring workshop, and hiring of women in the subsequent year:



This pattern is particularly strong in the School of Medicine and Public Health (SMPH). We have produced a publication that is forthcoming in *Academic Medicine* about the experience in the SMPH: Sheridan, Jennifer; Eve Fine; Christine Maidl Pribbenow; Jo Handelsman; Molly Carnes. Forthcoming. "Searching for Excellence & Diversity: Increasing the Hiring of Women Faculty at One Academic Medical Center." *Academic Medicine*.

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

We implemented one *Enhancing Department Climate: A Chair's Role* series in 2009, in the spring semester. A workshop series was not offered in fall semester (and will probably not be offered again until fall of 2010). The fall workshop was canceled for lack of interest, due to the cancellation of the usual August orientation session for department chairs. Typically, we recruit participants each August when we present at the Provost's Office orientation for department chairs. Because this session was not held this year, our usual recruitment method was unavailable to us. Email is not usually sufficient to recruit chairs to the workshop.

We will not be hosting a session in spring semester of 2010, because we had an unexpected groundswell of support for a campus climate survey of faculty this fall. The Office of the Provost has several initiatives going that require faculty data, and the Dean of the School of Medicine and Public Health also wanted to survey his faculty. These offices asked WISELI to implement a climate survey in February of 2010. We seized on this opportunity. We typically do not run climate workshops for chairs during the campus-wide survey period, because there is a survey component of the workshop that would interfere with the response rates of the campus-wide survey. We hope to offer the *Enhancing Department Climate* workshops again in Fall of 2010.

Despite not running any new chair climate workshops, we did run one successful workshop series in 2009. Three chairs participated, one of them from a large physical science department that had been resistant to participation in the past. We were delighted to have that department on

board. All but five of our physical science departments have now participated in this workshop series, and we have reached our 70% coverage goal in that division. We have not reached this goal in our Biological Science division, with only 32.0% of those departments participating.

STEM Departments Served by Enhancing Department Climate workshops

	<u>School/College</u>	<u>Total # Depts</u>	<u># Participating</u>	<u>% Participating</u>
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	14	73.7%
	CALS	2	1	50.0%
	L&S	8	5	62.5%
	ENGR	9	8	88.9%
Bio & Phys Science	(ALL)	69	30	43.5%

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 remains. In 2009:

- We fielded 7 inquiries about the on-site workshop, either via phone or email:
 - American Women in Science (AWIS)
 - Harvard University/Dana Farber Cancer Institute
 - Florida State University
 - Rutgers University
 - South Dakota School of Mines and Technology
 - University of South Florida
 - University of Wisconsin System
- We implemented the training at three universities:
 - Purdue University (January 2009)
 - University of Delaware (February 2009)
 - Skidmore College/Union College (May 2009)
- We hosted a visitor to our hiring workshops because we were unable to arrange to do the workshop on their campus in 2010:
 - University of Florida (October 2009)

- We have scheduled one workshop on another campus in 2010:
 - South Dakota School of Mines and Technology (January 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.

In this area, we went beyond the grant proposal and not only created a plan for disseminating the *Enhancing Department Climate: A Chair's Role* workshops, but actually implemented that plan. On June 2, 2009, we performed a “train the facilitators” style workshop to participants from nine universities, most of them in the Big-10:

- Indiana University
- Purdue University
- University of Iowa
- North Carolina State University
- North Dakota State University
- Pennsylvania State University
- Ohio State University
- University of Minnesota
- University of California-Los Angeles

The 7.5-hour workshop was primarily presented by Dr. Jo Handelsman, the originator of the workshop concept and the original facilitator of the early workshops at UW-Madison. In addition to Dr. Handelsman's presentations, we had presentations by Jennifer Sheridan (climate findings from campus-wide surveys), Christine Pribbenow (the departmental climate survey used in the workshop, plus information about evaluation of the workshops), and Eve Fine (resources and case studies used in the workshops). A panel of previous workshop facilitators (Amy Wendt, Julia Koza, Nancy Mathews, and Jeffrey Russell) provided insights into working with department chairs and the typical reactions of chairs to the workshop content, and a panel of previous chairs who had participated in the workshop (Tom Grist, Phil O'Leary, Jeff Russell, Amy Wendt, and Bill Tracy) talked about the experience from the Chairs' point of view, including concrete examples of the kinds of actions chairs take as a result of workshop participation. In total, three WISELI staff members and nine UW-Madison faculty members participated in the presentation of this workshop. One of these faculty, Jeff Russell, was subsequently invited to North Carolina State University to help that campus begin implementing these workshops on their own campus by coaching them through their first implementation of a climate workshop.

Our evaluation of the workshop indicated that the small group discussions were perhaps the most valuable part of the workshop for the participants, followed by the information provided by table

facilitators (who were primarily past Climate Workshop facilitators.) Almost all respondents said that the workshop provided them with the resources to begin developing climate workshops on their own campuses, and 90% indicated that they were very likely or somewhat likely (compared to not at all likely) to implement climate workshops for department chairs at their home institutions. We were very pleased with the implementation of the workshop, the turnout, and the apparent uptake by the participating institutions.

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

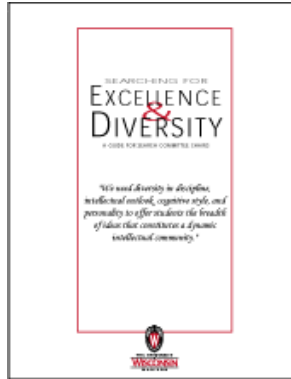
The specific items to be produced are:

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-stereotype image (Dasgupta and Greenwald, 2001).

Guidebook for Faculty Search Committees (Booklet)



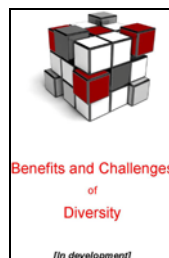
The *Searching for Excellence & Diversity Guide for Search Committee Chairs* is currently under revision. We are debating the best way to publish this guidebook for a more general audience. The RESOURCES sections are particularly problematic, as many of the resources we cite are websites, and links change 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. 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 2010.

Benefits and Challenges of Diversity (Booklet)



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 early 2010.

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 available on the WISELI Online Bookstore site. A free PDF is available on our website as well (<http://wiseli.engr.wisc.edu/docs/ClimateBrochure.pdf>). Copies of the brochure have been sent to the Michigan team and the Washington team, for 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/docs/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 2010.

Advancing Women in Science and Engineering: Advice to the Top (Brochure)



This brochure is brand new, and is targeted to department chairs and other administrative leaders. The content originated from the *Enhancing Department Climate: A Chair's Role* workshops, as well as current research and advice literature. Material is also based on the essay "Advice to the Top: Top 10 Tips for Academic Leaders to Accelerate the Advancement of Women in Science and Engineering" previously available on the WISELI website.

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 2010, 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 2010.

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 the end of the grant, our goal is to reach 100 different campuses with our materials; to date, we know of 90 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 had planned to attend and present at the Keeping Our Faculties of Color V conference in Minneapolis in 2009, but that conference was canceled due to low registration. Thus, the only national conference we attended in 2009 was the NSF/AWIS ADVANCE PI meetings in Washington DC. We presented a poster advertising our materials to other ADVANCE sites, and distributed copies of brochures to attendees, as well as provided information about how to easily order the items from our “online bookstore.”

Many of our materials were distributed at the “train the facilitators” workshop we held in June; nine major research universities received our materials on departmental climate, and some also received hiring materials.

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

- Jennifer Sheridan distributed brochures at the University of Virginia, where she gave an invited talk (March 2009).
- Molly Carnes gave brochures to faculty and administrators at the University of Pittsburgh, where she was an invited speaker (April 2009).
- Jennifer Sheridan distributed brochures as part of an invited talk at Rutgers University (April 2009).
- Molly Carnes presented two talks at the University of Pittsburgh, where she also distributed WISELI materials (May 2009).
- Jennifer Sheridan provided brochures and guidebooks to several University of Wisconsin System schools at the 2009 UW System Women & Science Program Spring Conference, where she was the keynote speaker (May 2009).

(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. In 2009, we revamped our entire website, and the WISELI bookstore was also updated with a new logo:



and new link: <https://charge.wisc.edu/wiseli/items.asp> . This mechanism appears to work well. In 2009, we sold 2,550 hiring brochures, 239 hiring guidebooks, and 300 climate 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 used both the department climate brochure, as well as the “Reviewing Applicants” brochure at their LEAD workshop in Fayetteville, Arkansas (June 2009).

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

- 21 universities/organizations have taken our materials and added them directly into their own publications, websites, or presentations, and/or asked for permission to do so.
- 12 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, 2008, or 2009 include:

Allegheny College ('07, '08)	Ohio State University ('07, '09)	University of Minnesota ('07, '09)
Boise State University ('09)	Onondaga Community College (NY) ('07)	University of Minnesota-Duluth ('08)
Boston University ('07, '08)	Oregon Health and Science University ('07)	University of Missouri-Columbia ('09)
Bristol Community College (MA) ('07)	Pennsylvania State University ('07, '09)	University of Nebraska ('08, '09)
Brown University ('07)	Purdue University ('07, '08, '09)	University of Nevada-Las Vegas ('09)
California State Polytechnic University ('09)	Rice University ('08)	University of North Carolina-Charlotte ('08)
Case Western Reserve Univ ('08)	Rochester Institute of Technology ('09)	University of Northern Colorado ('09)
Columbia University ('09)	Rutgers University ('07, '09)	University of Oklahoma ('07, '08)
Community College of Spokane (WA) ('07)	Skidmore College ('09)	University of Ottawa ('09)

Delaware County Community College ('09)	SUNY-Oneonta ('08)	University of the Pacific ('08)
Drexel University ('07)	Syracuse University ('07)	University of Pennsylvania ('08)
Eastern Washington University ('08)	Texas A&M University ('09)	University of Pittsburgh ('09)
Edgewood College ('08)	Tulane University ('07)	University of South Florida ('09)
Florida Agricultural & Mechanical University ('09)	Union College ('09)	University of Texas-El Paso ('07)
Florida International University ('09)	University of Alabama-Birmingham ('08)	University of Texas-Southwestern ('08)
Florida State University ('09)	University of Arizona ('09)	University of Virginia ('08, '09)
Framingham State University ('09)	University of Arkansas ('09)	University of Washington ('08)
Harper Community College (IL) ('07)	University at Buffalo ('08)	University of Wisconsin-Eau Claire ('07, '08)
Harvard Medical School/ Children's Hospital Boston ('07); Dana Farber Cancer Institute ('09); Mass General Hospital ('09)	University of California-Los Angeles ('07, '09)	University of Wisconsin-La Crosse ('08)
Hebrew University ('08)	University of Chicago ('07)	University of Wisconsin-Platteville ('09)
Indiana University ('07, '09)	University of Delaware ('09)	University of Wisconsin-River Falls ('09)
Iowa State University ('08)	University of Delhi ('08)	University of Wisconsin-Stevens Point ('09)
Loyola Marymount University ('07, '08)	University of Florida ('09)	University of Wisconsin-Stout ('07, '08, '09)
Marshall University ('07)	University of Illinois-Chicago ('07)	University of Wisconsin System ('08)
Michigan State University ('07)	University of Illinois-Urbana Champaign ('07, '08)	Utah State University ('07)
Mississippi State University ('07)	University of Iowa ('07, '08, '09)	Virginia Tech ('07)
North Carolina State University ('08, '09)	University of Lethbridge ('07)	Washington University in St. Louis ('07)
North Dakota State University ('09)	University of Maryland-Baltimore County ('07)	Wayne State University ('08, '09)
Northeastern University ('09)	University of Medicine and Dentistry of New Jersey ('09)	West Virginia University ('09)
Northwestern University ('08)	University of Michigan ('08)	Yale University ('08, '09)

Four additional organizations received our materials in 2009: (1) Association of Universities for research in Astronomy (AURA); (2) Council of Colleges of Arts & Sciences; (3) US Department of Labor; and (4) Space Telescope Science Institute.

2009 PAID Financial Report

2009 Financial Report, PAID (prepared 12/28/2009)

	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	\$47,531	\$11,383	\$118,341
WISELI Staff	\$153,907	\$18,594	\$37,573	\$44,520	\$17,984	\$118,671
Fringe Benefits + Tuition	\$85,502	\$9,898	\$34,301	\$38,167	\$12,954	\$95,320
Travel	\$3,150	\$860	\$6,213	\$2,190	\$0	\$9,263
Supplies and Equipment	\$0	\$143	\$461	\$164	\$0	\$768
Overhead	\$159,861	\$17,530	\$60,956	\$60,380	\$18,763	\$157,629
Total Income	\$499,991	\$499,991	\$0	\$0	\$0	\$499,991
Total Expenditures	\$499,991	\$54,826	\$191,130	\$192,952	\$61,083	\$499,991

* 2009 expenditures are actual through November 30, 2009 and estimated from December 1-December 31, 2009.

** We received a no-cost extension; this grant will now expire in December 2010.