NSF ADVANCE: Institutional Transformation
Texas A&M University

Year 2, Interim Report 1
September 1, 2011 – November 30, 2011

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Appendix A – Baseline Salary Analysis


PROGRAM SUMMARY
During the final months of Year 1, the TAMU ADVANCE Center for Women Faculty continued to make progress on all aspects of the program. With the commencement of the academic year, committees were able to meet with greater regularity and moved forward their respective agendas. Center efforts focused on development and outreach efforts, preparation for the NSF ADVANCE PI Meeting, and planning for an anniversary event that celebrated the first year of ADVANCE activities on campus. The Social Science and Evaluation Teams continue to meet regularly and are making appropriate progress on the research and evaluation plans for each activity. Significant advances for these teams included the launching of a Staff Survey for the Faculty-Staff Interaction activity, the completion of the baseline salary analysis (see Appendix A) and cleaning of preliminary data on space allocation.

ENGAGING THE UNIVERSITY COMMUNITY
The Center continued efforts to partner with other campus stakeholders on augmenting child care services on campus, and will be meeting with representatives from Bright Horizons in December. Invitations to TAMU system women to attend the upcoming Roadmap for a Successful Academic Career Workshop were sent out. Chris Kaunas met with women STEM faculty and department heads in Geosciences to further inform them about ADVANCE activities.

On November 10, the ADVANCE Leadership Team joined university administrators, faculty, and staff at the George P. and Cynthia Woods Mitchell Institute for Fundamental Physics and Astronomy to commemorate the first year of ADVANCE activities. Speakers included Sherry Yennello, Provost Karan Watson, Chris Kaunas, and the event’s keynote speaker, Joya Misra, associate professor of sociology and public policy at UMass-Amherst. (Dr. Misra’s primary research focus is gender inequality.) Additionally, one ADVANCE Scholar, one Administrative Fellow, and one faculty member from a department that had received a departmental min-grant as well as funding for the ADVANCE Speaker Series spoke about how ADVANCE had impacted them in the first year. The event garnered a great deal of publicity and increased the visibility of the Center around the university community.

ENGAGING THE ADVANCE COMMUNITY
In a continued effort to respond to the NSF request to broaden participation in the ADVANCE program, both Chris Kaunas and Eric Lindquist (ADVANCE Evaluator) continued to work withLisa Robertson of the University of Houston (UH) to provide input to UH’s ADVANCE proposal (submitted 11/1). Ms. Kaunas also met with Christy Crutsinger, Vice Provost for Faculty Success at University of North Texas, Denton to discuss ADVANCE efforts at their campus. Additional efforts to engage the ADVANCE community included continued participation in monthly AIM meetings and Ms. Kaunas’ attendance at Rice
University’s “Negotiating the Ideal Faculty Position” September workshop. Both Sherry Yennello and Chris Kaunas attended the November 13-15 NSF ADVANCE PI Meeting to present a poster focusing on TAMU ADVANCE start-up efforts. They were also joined by Becky Petitt, Associate Vice President for Diversity, who presented a poster on the ADVANCE Scholar Program (see Appendices B and C).

UPCOMING EVENTS

- The ADVANCE Speaker Series committee will announce the spring speakers before the winter break.

- Chris Kaunas has scheduled a meeting with college diversity leaders on December 2 to discuss cross-college synergies and strategies.

- Four focus groups for the Faculty-Staff Interaction activity are scheduled for November 30, and December 1, 7 and 8 to gather information that will inform program development.

- Carol Jordan, EAB Board Member, will visit the ADVANCE Center on December 5 & 6 to discuss development for the Center. Further, Chris Kaunas will meet with a consultant in December (hosted by Geosciences) to discuss development strategies for ADVANCE.

- As part of the LEAD Program a 1.5-day Mediation Training for Department Heads is scheduled for March 5-6.

- The conference for the ADVANCE Scholars Program is scheduled for October 11-12, 2012.

PROGRAM ACTIVITIES

Overview: There are a total of 12 ADVANCE activities that are designed to increase gender equity by transforming Texas A&M University for women STEM faculty. Each activity is aligned with one or more of the five Psychologically Healthy Workplace (PHW) practices—the underlying, evidence-based framework for this initiative. The activities are organized into 3 broad categories: Climate Change, Success Enhancement and Recruitment and Retention. Each category has two Co-Chairs that oversee the related activities, an Activity Leader, and a committee made up of individuals from various units throughout the university. Each of the 12 activities is being evaluated for efficacy and social science research studies are being conducted in concert with 6 of the activities.

CLIMATE CHANGE

Co-Chairs - Christine Stanley and Mary Jo Richardson

Workplace climate is a major factor affecting women STEM faculty’s success and efficacy at Texas A&M. In order to address this, the ADVANCE Center for Women Faculty is engaged
in Climate Change Activities which are designed to improve the work environment by reducing bias. Christine Stanley, Vice President and Associate Provost for Diversity, and Mary Jo Richardson, Regents Professor, Department of Oceanography, Co-Chair this effort.

**LEAD Program**
Activity Leader - Simon Sheather

**Activity Summary:** The ADVANCE Center for Women Faculty is collaborating with the Dean of Faculties and the Office of the Vice President and Associate Provost for Diversity to enhance existing diversity training for current and newly appointed Department Heads. The goal of the LEAD Program is to expand training related to implicit bias and provide further support to help Department Heads improve departmental climate for all faculty and meet diversity goals related to women STEM faculty. To that end, the committee is establishing a leadership program for Department Heads that will provide workshops each semester (and possibly during the summer sessions) that focus on issues related to department leadership; training related to implicit bias will be woven into each workshop.

**Activity Update:** The first LEAD workshop topic was “Conflict Management for Department Heads.” This 4-hour training, which is an abbreviated version of the standard 40-hour mediation training, was held on November 17. Twelve of the 39 ADVANCE Department Heads attended this training. (Two of the current 39 ADVANCE Department Heads have received the standard 40-hour mediation training prior to the ADVANCE grant; two additional Department Heads took the full training in December.) The one and one-half day continuation training is scheduled for March 5-6, 2012. The committee is currently working on the next LEAD workshop: Strategies for Faculty Retention.

**Faculty-Staff Interaction**
Activity Leader - Merna Jacobsen

**Activity Summary:** A positive working relationship between faculty and staff is critical to the success of the University. The ADVANCE Center for Women Faculty is working to increase faculty and staff awareness of intentional or unintentional bias toward female faculty by expanding existing training related to gender equity and diversity. The first phase of this activity includes faculty and staff focus groups conducted to inform program design; however, the data will also be used as baseline information and focus groups will be conducted in the future for comparison purposes.

**Activity Update:** Notification of IRB approval was received on October 17. The staff focus groups are scheduled for November 30 and December 1; the faculty focus groups are scheduled for December 7 and 8. Once the information gathered from the focus groups is analyzed, the committee will design a program around bringing faculty and staff together for open dialogue regarding implicit bias and faculty-staff interaction.
Social Science Study Summary: This activity is the focus of one of the six ADVANCE social science research studies. The working title for this effort is “Reducing Staff & Student Implicit Biases: Campus Climate Perceptions before and after Diversity Workshops and Training.” ADVANCE Co-Investigator Kathi Miner is leading this analysis of longitudinal Campus Climate Survey data that assesses women STEM faculty’s perceptions of personal and vicarious experiences of disrespect from staff and undergraduate students (see Student Diversity Workshops below) before and after diversity training. The next Campus Climate Survey is tentatively scheduled for fall of 2012. A first draft of the climate survey will be generated in March of 2012.

Social Science Study Update: In an effort to get staff buy-in for the need for (staff Æ faculty) incivility training, the Social Science Research Team has developed a (faculty Æ staff) incivility survey. Institutional Review Board approval to administer this survey to staff in ADVANCE Target Departments was received on 10/20/11. One-hundred-sixty surveys have been completed to date. The data generated from this survey will supplement the analyses mentioned above.

Student Diversity Workshops
Activity Leader - CJ Woods

Activity Summary: In order to improve the workplace climate for women STEM faculty, the ADVANCE Center for Women Faculty is engaged in an effort to teach students that respecting all faculty is part of the culture of Texas A&M. The Center is collaborating with members of the TAMU Performance Studies Department to develop interactive theater experiences that address issues of implicit bias, prejudices, and stereotypes of women and minorities. The theater experiences are spontaneous, surprise performances in public spaces for unsuspecting audiences (i.e., the audience does not know they are witnessing a performance).

Activity Update: The committee for this activity previewed the developed scenarios on October 17. The Performance Studies Team performed the 2 "conversation" scenarios and the 1 “flash carnival” scenario at Mosher Hall the week of October 24. Social Science Research Assistants, (as well as Stephanie Payne and Chris Kaunas) were present for the performances to evaluate for impact. The committee met again on November 7 to debrief on the performances. While the individual performances and content are generally believed to be on target, the student audiences were not at all engaged with any of the three scenarios. The committee believes this is likely due to location and timing of the performances. Further, “Guerilla Theater” may not work with our student population. The next steps are as follows:

1. recruit a number of professors who teach large classes and test the scenarios in the classroom setting where a captive audience will likely be more engaged
2. test the conversation scenarios as scripted performances in the classroom as well as in Guerilla Theater (surprise performance) style
3. hold performer training (bootcamp) earlier in the year (March-April) than this past year (August) so that more students can be recruited to perform

**Social Science Study Summary:** The Student Diversity Workshops are being conducted in concert with two ADVANCE social science research studies. The **first** study, currently titled “Reducing Student Implicit Biases: Analysis of Course Evaluations before and after Student Diversity Workshops,” is led by Co-Principal Investigator Stephanie Payne. This study is a content analysis of students’ teaching evaluations pre- and post-student diversity workshops/performances and will examine whether or not women STEM faculty receive less disrespectful comments on their teaching evaluations after the student diversity performances. The **second** study, “Reducing Staff & Student Implicit Biases: Campus Climate Perceptions before and after Diversity Workshops and Training” is led by ADVANCE Co-Investigator Kathi Miner. This study is an analysis of longitudinal Campus Climate Survey data and will assess women STEM faculty’s perceptions of personal/vicarious experiences of disrespect from staff (see Faculty-Staff Interaction) and undergraduate students before and after diversity training.

**Social Science Study Update:** For the **first** study, the Social Science Research Team has content coded qualitative comments in course evaluations from twelve STEM departments for the spring 2011 semester. Each department utilizes a different set of questions and prompts for comments, so we are currently examining the extent to which it is valuable to code multiple comments from each respondent.

For the **second** study, faculty responses to questions concerning interactions with students will be analyzed and compared to the 2009 climate survey data. The next Campus Climate Survey is tentatively scheduled for fall of 2012. A first draft of the climate survey will be generated in March of 2012.

**Merit Pool Incentives**

Activity Leader - Christine Stanley

**Activity Summary:** Christine Stanley, the Vice President and Associate Provost for Diversity (VPAPD) and ADVANCE Co-Investigator, and her Council on Climate and Diversity (CCD) annually assess the progress made by each university unit (academic colleges as well as non-academic units) toward reaching diversity goals. TheADVANCE Center for Women Faculty is working with Dr. Stanley’s office to leverage this new institutional practice to further the goals of the ADVANCE program (e.g. participant tracking for Departmental Mini-Grants serves both ADVANCE and university diversity reporting requirements).

**Activity Update:** ADVANCE Co-Investigators Mindy Bergman and Kathi Miner continue to consult with various units through the Diversity Operations Committee (DOC) to assist them in meeting the assessment plan goals for their units. (The DOC is the operational committee formed under the 2009 TAMU Campus Diversity Plan to assist with ongoing planning, implementation, assessment, and evaluation of University and unit progress with respect to accomplishing goals related to accountability, climate, and equity.)
Departmental Mini Grants
Activity Leader - Al Boggess

Activity Summary: The aim of this activity is to support departments in their diversity efforts and to provide an avenue for strategies that promote the success of women STEM faculty at Texas A&M. Mini-grants for innovative projects are being awarded annually to individual departments based on how well the proposed projects support the goals of the ADVANCE program.

Activity Update: Awarded departments began their proposed initiatives July 1. Mid-grant reports are due January 1, 2012 and final grant reports are due June 30, 2012. The activity webpage has been updated and is ready for the next round of proposals which are due March 30, 2012.

SUCCESS ENHANCEMENT
Co-Chairs - Antonio Cepeda-Benito and Dorothy Shippen

The Success Enhancement component of ADVANCE activities is designed to foster the professional development of women STEM faculty. There are 3 Success Enhancement Activities that have been established to foster the professional development of women STEM faculty. Antonio Cepeda-Benito, Dean of Faculties and Associate Provost, and Dorothy Shippen, Department of Biochemistry & Biophysics, Co-Chair this effort.

ADVANCE Scholar Program
Activity Leaders - Christine Stanley and Becky Petitt

Activity Summary: The ADVANCE Scholar Program intends to increase likelihood of success of underrepresented women STEM faculty members, particularly women of color, by providing as mentors eminent scholars in their fields. The ADVANCE Center for Women Faculty is also establishing a national conference for underrepresented women in STEM, the first of which is scheduled for October 11-12, 2012.

Activity Update: All but one of the 16 Scholars have been paired with an Internal Advocate and Mentor / Eminent Scholar as described in Table 1. Three of the Scholars have already traveled to meet with their mentors. One of the mentors, Mary Romero of Arizona State University, extended an unrelated trip to Houston to visit her Scholar in College Station and speak at an event co-hosted by ADVANCE and TAMU’s Race and Ethnic Studies Institute.

In preparation for the next cohort, the activity webpage has been updated and this year’s Scholars have been highlighted. Becky Petitt, co-activity leader for this effort, attended the ADVANCE PI meeting in Alexandria, VA and presented a poster highlighting this program (see Appendix C). Planning for the October 11-12, 2012 conference is underway. A location has been identified and the agenda is currently being drafted.
It had been previously determined that success of the program would be evaluated based upon factors such as the Scholars’ retention and advancement and evidence of their having achieved self-established goals. In addition to this, an online survey of the scholars will be administered and mentor data will be pursued. Details of this data collection plan are in the works.

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<th>MENTOR / EMINENT SCHOLAR</th>
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<td>Illinois Institute of Tech</td>
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Texas A&M University ADVANCE - IT Page 7
### Table 1 (continued): ADVANCE Scholars, Internal Advocates, and Mentors

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<td>Jyotsna Vaid</td>
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<td>Hazel Markus</td>
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<td>Cecilia Tamborindeguy</td>
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<td>Vice President &amp; Associate Provost for Diversity</td>
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<td>Martha O’Donnell</td>
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<td>Professor UC, Davis</td>
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<td>Karen Butler-Purry</td>
<td>Tiffani Williams</td>
<td>Anne Condon</td>
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<tr>
<td>Associate Provost Office of Graduate Studies</td>
<td>Associate Professor Computer Science &amp; Eng</td>
<td>Professor U of British Columbia</td>
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</table>

**Internal Evaluation Update:** It had been previously determined that success of the program would be evaluated based upon factors such as the Scholars’ retention and advancement and evidence of their having achieved self-established goals. In addition to this, the ADVANCE Scholars Planning Committee will prepare two surveys, which will be administered in 2012. One survey will be completed by the ADVANCE Scholars and the second survey will be completed by the mentor/eminent scholar. Both will provide information about how working with an eminent scholar as a mentor is influencing development of the ADVANCE Scholars as faculty members. Details on the two surveys and plans for administering the surveys as well as how internal evaluation will be coordinated with the related social science study will be provided as details become available.

**Social Science Study Summary:** Initially a social study examining mentoring relationships was planned to align with the Success Circle activity (see Success Circles); however, this activity has evolved into a series of workshops rather than group mentoring. Correspondingly, we are exploring the possibility of conducting a study of the ADVANCE scholars, their internal advocates, and their external mentors. A study design examining triads is consistent with the acknowledgement in the research literature that mentoring is not limited to dyadic relationships. Recognizing the ADVANCE scholars activity is targeted
at a vulnerable population of individuals, we are carefully pursuing the best way to conduct this study without overburdening the participants. It is likely that we will set aside some time for the mentees and their mentors to complete surveys at the national conference for underrepresented women in STEM scheduled in October of 2012. We will seek IRB approval in the spring to conduct this study in the fall.

**Administrative Fellow Program**
Activity Leader - José Luis Bermúdez

**Activity Summary**: This activity provides opportunities for women STEM faculty at the associate or full professor level to serve in developmental assignments in the offices of the Provost, Deans of targeted colleges, Vice President for Research, VP and Associate Provost for Diversity, and the Dean of Faculties. Administrators are selected based on a proposed project, jointly developed by the faculty member with the college or administrative office, and supported jointly by the ADVANCE project and the host office.

**Activity Update**: Several efforts have been underway to support the first cohort of three Fellows and to provide programming for the leadership pipeline. The Administrative Fellows have been highlighted on the ADVANCE website and introduced to the University community via email. Also, the monthly lunch series for the Fellows to meet with campus administrators (President, Provost, VPs, Deans etc.) has begun. They first met with the Dean of the College of Geosciences, Kate Miller, and then they had lunch with the Vice President and Associate Provost for Diversity, Christine Stanley. The Fellows brought potential emerging leaders from underrepresented groups to join them at these lunches. At least one of these guests has expressed an interest in being a Fellow in the next cohort and is working with the committee to identify an appropriate host. The TAMU Provost’s office is also working with the committee to establish positions for the next cohort. The activity webpage has been updated for the next cohort; position applications are due from host units January 15.

**Social Science Study Summary**: In conjunction with this activity, Mindy Bergman is conducting interviews with the Administrative Fellows and their colleagues. The working title of the study is “Advancing Women into Leadership Positions: Effectiveness of the Administrative Fellows Program." The goal of this study is to develop a thick-description case study of women entering academic leadership and administration for the first time via a part-time, short duration position. The research questions focus on the changing beliefs and expectations of Fellows throughout their first year in administration, the fit of the position into the administrative unit (as this type of position is relatively unusual at Texas A&M), and the effect on a variety of psychologically healthy workplace outcomes (e.g., work-life balance) and career trajectories as a typical faculty member (e.g., research productivity, student mentoring). All Administrative Fellows will be interviewed at three points during their first year of appointment (beginning, middle, end). Additionally, the sponsor of the position (i.e., the unit head) as well as several peers and support staff will be interviewed at the beginning and end of the first year of each Fellow’s appointment.
**Social Science Study Update:** To date, the first set of interviews has been completed in the College of Liberal Arts, the Office of the VP for Diversity, and the Dean of Faculties office for both Fellows and their colleagues (14 interviews total). Semi-structured interview protocols were developed for both the Fellows and their colleagues. Questions probe the efficacy and fit of the position into the host unit (all respondents), components of the psychologically healthy workplace model (especially work-life balance; Fellows), and the effects of joining administration on faculty career trajectories such as maintaining an active research program (all respondents). Qualitative analyses will be conducted. Nearly half of the interviews have been transcribed, so analyses have not yet begun. Mid-term interviews with Fellows are planned for the first two weeks of the Spring 2012 semester.

**Success Circles**
Activity Leader - Jane Welsh

**Activity Summary:** The ADVANCE Center for Women Faculty is organizing mentoring groups centered on personal and professional interests. This activity functions as a complement to existing one-on-one mentoring (Women’s Faculty Network, the Mexican American Latino Faculty Association and the Black Faculty Alliance) and facilitates the development of social connections among women faculty with the goal of greater satisfaction and well-being. Because this activity has not yielded mentoring groups, the social science study originally planned to align with this activity has been abandoned and the corresponding IRB protocol closed.

**Activity Update:** The committee for this activity had identified four topics to focus on for this academic year: dependent care, grant writing/proposal development, elder care, and fitness and well-being. The committee scheduled activities that paired work-life balance issues with cooking: “Time Management and Quick Recipes”, “Coping with Holiday Stress and Festive Food”, and “Fitness Tips for Academics and Healthy Recipes.” However, the first event was not well attended (N=4), the second event was cancelled due to few registrations, and the third event (scheduled for January) is pending. A local personal trainer has offered to provide free programming in the new year that may be rolled into the third event. In the meantime, the committee is moving on to other topics. Preliminary information has been gathered for the grant writing activity and programming is being developed.

See ADVANCE Scholars above for an update on Social Science research involving this activity.

**RECRUITMENT AND RETENTION**
Co-Chairs - Robin Autenreith and Sarah Bednarz

While the number and diversity of women faculty at Texas A&M University has seen recent gains, a great need still exists to attract and keep women of excellence in the STEM fields. To that end, the ADVANCE Center for Women Faculty has established 4 activities focused on Recruitment and Retention of women STEM faculty. Robin Autenrieth, Co-PI and
Associate Dean of Graduate Studies in the College of Engineering, and Sarah Bednarz, Associate Dean of Geography, are Co-Chairs for this effort.

**Workshops for Early Career Academics**

Activity Leader - Ben Wu

**Activity Summary:** This activity is designed for internal (A&M) and external (non-A&M) post-doctoral researchers and Assistant Professors (in the first two years of their position) in STEM fields. The purpose of these annual workshops is to assist departments in the recruitment and retention of women STEM faculty.

**Activity Update:** The first Roadmap for a Successful Academic Career workshop will take place March 26-28, 2012. To date, 24 applications have been received. Both ADVANCE Scholars and TAMU System women who are eligible (assistant professors less than 2 years) have been invited to apply. Notifications will go out no later than February 1, 2012 by which time pre-workshop materials will be online for participant access. The committee continues to plan the workshop sessions.

**Social Science Study:** Kathi Miner is conducting a study currently titled “Repairing the Leaky Pipeline: Workshops for Early Career Academics.” This study investigates whether post-doctoral workshop attendees report higher levels of self-efficacy for negotiating and, in turn, higher levels of well-being than post-doctoral non-workshop attendees. The sample will consist of all post-doctoral researchers who participate in the workshop. Applicants who are not chosen or unable to participate and a comparable friend of each participant (e.g., colleague from graduate school) will serve as a comparison group.

**Social Science Study Update:** Appropriate progress continues to be made on the study, including design of the surveys for post-doctoral workshop attendees.

**Award and Search Committee Training**

Activity Leader – Ray Juzaitis, Nuclear Engineering

**Activity Summary:** The Dean of Faculties and the ADVANCE Center for Women faculty are working together to expand existing gender bias training for all members of review committees including search committees, committees making decisions on university and college awards, and committees making decisions on tenure and promotion.

**Activity Update:** The committee for this activity, now lead by Ray Juzaitis (Nuclear Engineering) has been working to modify the University of Michigan's STRIDE presentation to make it relevant for the Texas A&M campus. The first training is planned for the spring, 2012.

**Social Science Study:** One of the six social science studies will be conducted around this activity; the study is currently titled “Improving Selection and Promotion of STEM Women Faculty: Reducing Search and Award Committee Biases.” Mindy Bergman will conduct this quasi-experimental study of administrators’ selection and promotion decisions. The basic
hypothesis for the social science study is that training will increase knowledge of equal
to opportunity laws and decrease explicit sex biases substantially as well as decrease implicit
sex biases more moderately. The current plan is to use a Solomon 4-group design to
compare pre-/post- training attitudes and knowledge regarding implicit sex biases and
equal opportunity laws.

**Social Science Study Update:** Instruments for the social sciences study are awaiting
development because the course content is not yet designed.

**ADVANCE Speaker Series**
Activity Leaders - Nancy Amato, Jennifer Welch, and Jodie Lutkenhaus

**Activity Summary:** The ADVANCE Speaker Series has two goals: 1) to bring in one or two
senior women scientists and engineers per year who have also been active in gender and
diversity issues to speak and 2) to bring in mid-career and senior women scientists and
engineers that are nominated by STEM departments for recruiting purposes.

**Activity Update:** An additional Activity Leader has joined this committee, Dr. Jodie
Lutkenhaus (Chemical Engineering). She joins Drs. Amato and Welch in soliciting and
evaluating speaker nominations. Further she will focus on encouraging junior faculty in
STEM departments to participate in the events.

Of the 9 nominations that were received for the fall semester, two speakers were selected.
The department of Biomedical Engineering's speaker was Anita Mahadevan-Jansen from
Vanderbilt University, and the department of Soil & Crop Science’s speaker was Marilyn
Warburton from the USDA (a target-of-opportunity speaker). There were fifteen
attendees at the October 19 Mahadevan-Jansen work-life balance talk, 36 attendees at her
technical talk, and 5 faculty at a luncheon with her. There were 12 attendees at the
Warburton November 8 work-life balance talk. (Further information about her visit is
pending; the post-event report isn’t due until December 8.) Nominations for spring
semester have been extended to December 13. The Activity Leaders for this effort met
with the Program Director the last week of November to discuss ways to augment the
audience for these events and streamline the nomination and event planning processes.

**Faculty Recognition**
Activity Leader - Elena Castell-Perez

**Activity Summary:** This activity is focused on highlighting the success of women STEM
faculty. In collaboration with the Dean of Faculties office, the Women's Faculty Network,
the Women Engineering Faculty Interest Group, the Women Administrators Network, and
the Vice President of Research, the ADVANCE Center for Women Faculty is organizing
events to recognize and publicize the achievements of women faculty.

**Activity Update:** The committee has developed a top-down, two-pronged approach to
increase awards nominations for women faculty. First, they are currently planning a
faculty forum led by Deans and Department Heads that will focus on why awards are important, how to strategize for awards throughout an academic career, and how to network for visibility. This event will take place in the early spring. Second, the committee will then work with individual departments on the process for nominating women faculty with greater equity. The foundation of this approach is the belief that the message must come from the Deans and peers in order for this effort to be successful. Part of this activity is the development of materials that inform women STEM faculty about the importance of awards (much like the WISELI document “Advancing Your Career through Awards and Recognitions”). Efforts also continue on the award database, and a “Highly Accomplished Faculty” webpage has been developed to highlight A&M’s most prominent women STEM faculty.
APPENDIX A

For inquiries related to the Baseline Salary Analysis that was submitted as required to the NSF, please contact Chris Kaunas at (979) 845-1197.
APPENDIX B
Engagement Across the Institution – Building a Critical Mass for Texas A&M’s ADVANCE Program
Christine Kaunas and Sherry Yennello
advance.tamu.edu

Abstract
The Texas A&M University ADVANCE Program established a Center, launched twelve activities, created an evaluation plan, built a website, began NSF indicator data efforts, initiated six social science research studies, commenced development and outreach efforts, and contributed to university policies and initiatives related to the Center’s mission – all within the first year of the award. Key strategies driving progress began long before funding. The Proposal Development Team, including Social Scientists, began their work one year prior to proposal submission with regular and frequent strategy meetings which led to a cohesive Leadership Team for the Program. They also consistently engaged the university community during proposal development to gain early buy-in from stakeholders. Additionally, program design focused on faculty engagement at every level. Each of the twelve activities is led by a committee of faculty, administrators, and staff which has encouraged the development of diverse teams from different colleges and disciplines, ownership of efforts, and broad dissemination of ADVANCE’s mission across campus. In all, over 125 faculty, administrators, and staff are engaged in this program. These efforts were undertaken in order to transform the university by increasing gender equity for women STEM faculty and are aligned with one or more of the Psychologically Healthy Workplace practices – the underlying, evidence-based framework for this initiative.

Pre-Award Phase
Began planning one year prior to submission
Social Scientists included from beginning
Weekly team meetings
Met with key campus stakeholders

Upon Award
Cohesive leadership team to launch program
Stakeholders with high-level of buy-in
125+ faculty, administrators, and staff
Diverse committees with high ownership of tasks
Dissemination of ADVANCE goals across campus

Year 1 Activity & Social Science Study Accomplishments
1. LEAD Program
- Implemented Department Leadership training for 100 faculty
- Developed and piloted online training modules for faculty
- Developed and implemented online program for 200 faculty
- Created and implemented online program for 300 faculty
- Developed and piloted online program for 400 faculty

2. Department Mini-Grant
- Developed a mini-grant program for faculty
- Implemented a mini-grant program for faculty
- Developed and implemented a mini-grant program for faculty
- Developed and implemented a mini-grant program for faculty
- Developed and implemented a mini-grant program for faculty

3. Faculty Staff Recruitment
- Developed a recruitment plan for faculty and staff
- Implemented a recruitment plan for faculty and staff
- Developed a recruitment plan for faculty and staff
- Implemented a recruitment plan for faculty and staff
- Developed a recruitment plan for faculty and staff

4. Ment-Ped Adaptation
- Developed and piloted an adaptation for 50 students
- Implemented an adaptation for 100 students
- Developed and implemented an adaptation for 150 students
- Implemented an adaptation for 200 students
- Developed and implemented an adaptation for 250 students

5. Student Diversity Training
- Developed a diversity training program for students
- Implemented a diversity training program for students
- Developed and implemented a diversity training program for students
- Implemented a diversity training program for students
- Developed and implemented a diversity training program for students

6. ADVANCE Grant Series
- Developed an online series of workshops for faculty
- Implemented an online series of workshops for faculty
- Developed and implemented an online series of workshops for faculty
- Implemented an online series of workshops for faculty
- Developed and implemented an online series of workshops for faculty

7. Faculty Community Training
- Conducted a faculty community training for 100 faculty
- Developed and implemented a faculty community training for 150 faculty
- Implemented a faculty community training for 200 faculty
- Developed and implemented a faculty community training for 250 faculty
- Conducted a faculty community training for 300 faculty

8. Faculty Recognition
- Highlighted 20 faculty as ADVANCE Campus Champions
- Recognized 50 faculty for exceptional service
- Honored 100 faculty for outstanding contributions
- Recognized 150 faculty for outstanding contributions
- Honored 200 faculty for outstanding contributions

9. Roadmap for Program
- Developed a roadmap for the program
- Implemented a roadmap for the program
- Developed and implemented a roadmap for the program
- Implemented a roadmap for the program
- Developed and implemented a roadmap for the program

10. Administrative Support
- Developed and implemented an online system for recruitment
- Implemented an online system for recruitment
- Developed and implemented an online system for recruitment
- Implemented an online system for recruitment
- Developed and implemented an online system for recruitment

11. ADVANCE Grants Program
- Developed and implemented an online application process for faculty
- Implemented an online application process for faculty
- Developed and implemented an online application process for faculty
- Implemented an online application process for faculty
- Developed and implemented an online application process for faculty

12. Social Events
- Planned and held 5 social events for faculty and staff
- Planned and held 10 social events for faculty and staff
- Planned and held 15 social events for faculty and staff
- Planned and held 20 social events for faculty and staff
- Planned and held 25 social events for faculty and staff

13. Support Services
- Supported the development of new online modules for faculty
- Developed and implemented new online modules for faculty
- Supported the development of new online modules for faculty
- Developed and implemented new online modules for faculty
- Supported the development of new online modules for faculty

Year 1 ADVANCE Center Accomplishments
- Set up ADVANCE Center
- Built Website
- Launched 12 Activities and 6 Social Science Studies
- Developed Evaluation Plan
- Began NSF Indicator Data effort
- Commenced development an outreach effort
- Contributed to relevant university policies and initiatives
APPENDIX C
A Circle of Advocates – Rallying Around the Mentor-Protégé Relationship

Becky Petitt, Christine Stanley, Christine Kaunas, Sherry Yennello

Abstract

The Texas A&M University (TAMU) ADVANCE Scholar Program is a mentoring program that matches women STEM faculty of color with eminent scholars in their field. The program is a key component of TAMU’s efforts to promote a Psychologically Healthy Workplace and to support the recruitment, retention, and success of women faculty. The program was designed by the ADVANCE Scholar Program Committee, comprised of senior faculty largely from STEM departments and predominately women of color. In the first year, the 15 member committee designed a call for applications, held informational meetings, reviewed applications, and notified 16 applicants they were accepted. In addition to these administrative responsibilities, committee members volunteered to serve as internal advocates for the Scholars and were strategically paired with them. The internal advocates have broadened the Scholar’s circle of contacts within the university and established a sustainable development network, and the Scholars have been matched with enthusiastic mentors from institutions across North America.

<table>
<thead>
<tr>
<th>TAMU Year 1 ADVANCE Scholars: Rank and Race</th>
<th>Race/Ethnicity</th>
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<tbody>
<tr>
<td>Rank</td>
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<tr>
<td>-------------------</td>
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</tr>
<tr>
<td>Assistant Professor</td>
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<tr>
<td>Associate Professor</td>
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<td><strong>TOTAL</strong></td>
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<table>
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<th>TAMU Year 1 ADVANCE Scholars: Discipline</th>
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<tbody>
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<td>Department</td>
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<tr>
<td>Biological &amp; Agricultural Engineering</td>
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<tr>
<td>Entomology</td>
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<tr>
<td>Nutrition &amp; Food Science</td>
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<tr>
<td>Computer Science &amp; Engineering</td>
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<tr>
<td>Engineering Tech &amp; Industrial Distribution</td>
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<tr>
<td>Anthropology</td>
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<tr>
<td>Political Science</td>
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<td>Psychology</td>
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<tr>
<td>Sociology</td>
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<td><strong>TOTAL</strong></td>
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