

advance



UNIVERSITY OF DELAWARE

ADVANCE INSTITUTE

KEY ACHIEVEMENTS THROUGH FALL 2021

The UD ADVANCE Institute was founded in 2014 with the award of an NSF ADVANCE Institutional Transformation (IT) grant. UD ADVANCE operates with the broad goals of promoting faculty diversity and improving the climate for all faculty at UD through engagement with the faculty, chairs and upper administrators. Core activities are to:

1. promote best practices in faculty recruitment and retention;
2. educate, mentor, and support faculty;
3. enhance faculty policies and procedures, including work-life and family-friendly policies;
4. gather, analyze, and disseminate data on institutional climate and faculty careers; and
5. conduct research to inform UD practices and engage with the national dialogue on faculty diversity.

Between 2015 and 2020, UD ADVANCE engaged with nearly 1,000 UD faculty and university leaders across a variety of activities. In addition to local impact, in 2016 UD ADVANCE hosted a national research conference, “Women of Color in the Academy: What’s Next?” that attracted over 180 participants from across the US. UD ADVANCE maintains a national presence through presenting research at professional meetings and publishing in peer reviewed journals.

As the NSF award reaches completion, the UD ADVANCE Institute will continue to support faculty. This institutionalization is possible through collaboration with and support from the provost’s office.

FACULTY RECRUITMENT & RETENTION

Faculty Recruitment Workshops

Workshops for faculty search committees are regularly offered and updated. The workshops have been institutionalized across UD and senior administrators now strongly encourage all faculty search committee members to attend. To date, nearly 600 faculty have participated.

“The training committees on faculty recruitment and mentoring, in particular, have been really impactful in advancing the climate on campus”

*All quotes in this document are from interviews with UD campus stakeholders that appear in evaluation reports by Mariko Chang, UD ADVANCE external evaluator



Search committee members and deans have reported that the workshops have had a positive effect and have led to the adoption of new best practices for faculty searches in support of the goal of hiring a diverse and excellent faculty.

“With respect to faculty diversity, I think people are enlightened and doing a little bit more intentional work to get more candidates to apply and to be more open-minded about who we hire...I feel like the culture around thinking about hiring more inclusively has changed.”

“The workshops have been very useful in terms of changing the way we do faculty searches and getting a more diverse pool of applicants.”

UD ADVANCE Fellows

Nearly 20 faculty have contributed as ADVANCE Faculty Fellows. Fellows have led faculty recruitment workshops, shared challenges and best practices from their colleges and deans, and helped develop resources on faculty recruitment, retention, and mentoring. When campus activities were curtailed by COVID restrictions, the fellows participated in virtual networking events for new faculty, considered the impact of COVID on faculty careers, and led a virtual reading group on best practices in building equity in the academy.

“The number of faculty who I come across now who are really aware of and can use with great agility the language of ADVANCE and microaggressions, unconscious bias, micro affirmations—all of that is really a testament to the group.”

Faculty Recruitment & Retention Resources:

UD ADVANCE has created a number of resources for faculty recruitment and retention, including: (1) a hiring manual with best practices for search committees, and (2) a retention manual to assist deans and department chairs in faculty retention efforts by fostering an inclusive climate for all faculty.

“ Because of the search committee training, we have changed how we do our searches. We didn’t have a rubric prior to the training, but now we specify criteria for evaluating the candidates and using a rubric has been very helpful.”



Faculty of Color Roundtables:

UD ADVANCE organized three Faculty of Color Roundtables (2015, 2018, 2020) for UD administrators. At these events nationally prominent faculty of color served as panelists, describing their career trajectories, particular challenges, and the practices that supported their career advancement. After these events the panelists and ADVANCE team collaborated to create resources outlining best practices for inclusion and retention of faculty of color.

EDUCATE, MENTOR, SUPPORT FACULTY

Faculty Mentoring

Over the course of the grant the ADVANCE team worked with the provost’s office, with leadership of the University Senate, and with other faculty to change policy to require all departments to have a formal mentoring protocol for assistant professors. To support these changes mentoring resources were developed for both the mentors and the mentees. UD ADVANCE hosts focused networking and mentoring sessions to aid dissemination of university policies to the faculty and chairs. Annual panels are coordinated for faculty on best practices regarding their promotion and tenure plans and dossiers.

Leadership Development

Over the grant period women faculty’s representation in leadership at UD increased. Women took part in vital programming to develop leadership skills including: the ADVANCE Women’s Leadership @UD Program in conjunction with faculty from the Lerner College of Business; leadership as a Faculty Fellow; and Mini-Grants to develop external networks and leadership training.

“There was no leadership training available or offered to faculty in our university before UD ADVANCE. If I were a newly hired tenure-track faculty member and I had an opportunity to attend such workshops, that would have helped me a whole lot to lead my own group.”

“I would say that there is a community of women across the university as a result of UD ADVANCE having programs and bringing us together.”



Provost Walk-Abouts and Meet your Provost

UD ADVANCE hosts regular events to give female faculty the opportunity to meet in small groups with the provost and for the provost to meet with the faculty, in their space. Faculty present their research, but also have the opportunity to ask questions and share their concerns with the provost.

“I enjoyed the conversation. I learned about the exciting research other female faculty members are doing and had the opportunity to share my stories and challenges with the provost...I feel empowered, supported, and cared for as a junior female faculty member.”

ENHANCED FACULTY POLICIES AND IMPROVED POLICY IMPLEMENTATION

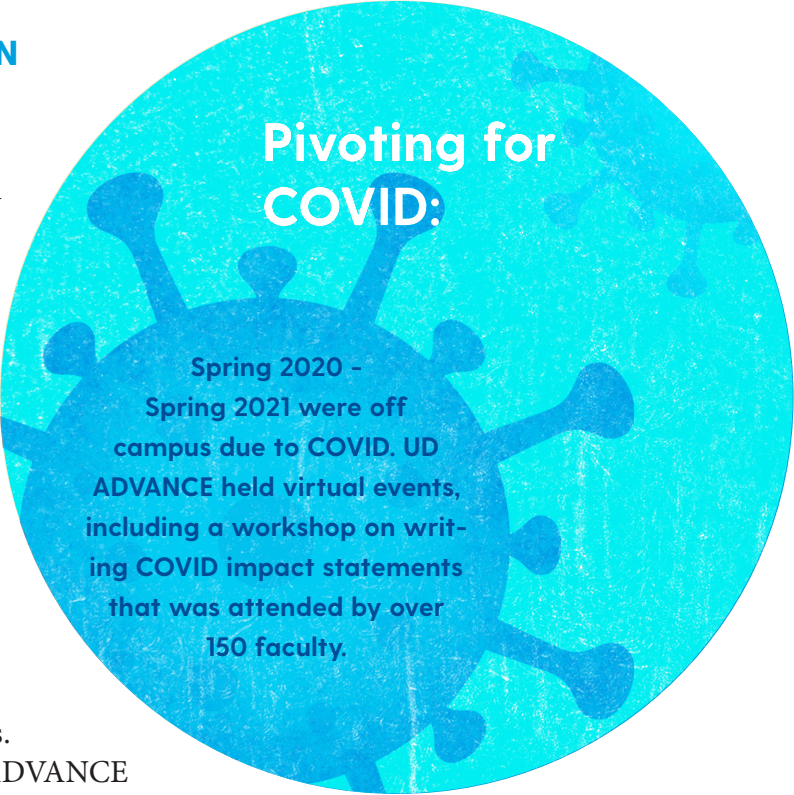
Family-Friendly

UD ADVANCE works to clarify family-friendly policies for faculty, to work with the leadership to formulate positive changes in such policies, and to ensure the policies are implemented consistently and fairly across the university. This work has included the creation of a family-friendly brochure detailing options and workshops with chairs on policy implementation. UD ADVANCE collaborated with the Provost’s office and HR to create a Dual Career Protocol and works with HR on child care resources for faculty.

Policy Changes

UD ADVANCE supports faculty policy changes. These efforts require collaboration between UD ADVANCE and others including the Faculty Senate, Provost, and AAUP-UD. Policy changes include those to the Faculty Handbook requiring departmental-level policies on formal faculty mentoring and new cautionary language on the use of student evaluations of teaching in appraisals and promotions, alignment of the Faculty Handbook and AAUP Collective Bargaining Agreement with respect to family-friendly policies available to faculty, and new policies related to COVID-19 and faculty career progression.

“Previously, a lot of chairs just didn’t know what the policies were about family issues, stop-the-clock actions, family leave and things like that. Faculty didn’t know either and so many of the policies were being misapplied. People are much more aware now of what the policies are and I think that is an important impact.”



INSTITUTIONAL DATA & RESEARCH ON FACULTY CAREERS

A signature element of the UD ADVANCE approach to institutional transformation involves gathering, analyzing, and disseminating institutional data on faculty, as well as conducting social science research. These efforts inform chairs and upper administrators, identify areas of the faculty experience that may be improved, and influence UD ADVANCE programming.

Institutional Data & Talking Points

UD ADVANCE provides readily understandable information on faculty representation, retention and advancement. Our annual UD Faculty Diversity brochure includes college and department-level demographic data on faculty and students. Our “Talking Points” are a series of short, easily digestible reports on topics such as faculty recruitment, gender differences in faculty retention and advancement, advancement and retention of faculty of color, and bias in student evaluations of teaching. Other recent research briefs include a college-level report for benchmarking the demographics of recent PhDs produced at UD as compared to peer institutions. The Office of Institutional Research and Effectiveness (IRE) is an important partner in many of these projects, sharing access to key data used in our analyses.

Faculty Research: Climate Survey & Qualitative Projects

UD ADVANCE developed a faculty climate survey that was conducted in 2014, 2016, and 2018. Survey results were disseminated to the campus community, shared with administrators, used to inform ADVANCE programming, and analyzed for research purposes. College-specific results were shared with the respective deans. In 2020, UD moved to institutionalize faculty climate surveys by moving to The Collaborative on Academic Careers in Higher Education (COACHE) Faculty Satisfaction Survey, administered by the Harvard Graduate School of Education. This multi-institution survey allows for benchmarking the experiences of UD faculty to those of colleagues at peer institutions. ADVANCE is part of the UD COACHE team, partnering with Provost’s office and IRE in ongoing efforts to analyze survey results, share them with the campus community, and engage faculty in working groups focused on areas of concern.

Two qualitative research studies have been conducted to date. The first explored elements of faculty satisfaction and dissatisfaction, touching on key areas such as mentoring, access to resources, and departmental climate. The second project, which is ongoing, includes interviews with current and former UD faculty to understand the factors that lead to faculty turnover. This project includes an oversampling of women of color faculty, allowing in-depth analysis of their experiences.

“High quality institutional data analysis...and the presentation of data that the ADVANCE team has provided, I’ve heard administrators cite that and the insights from the additional data analysis and reporting... It is something that I see happening more and more and more. They’re using data analysis to support their policy decisions.”

We (the UD community) thank those who have actively advised and supported, and continue to do so, UD ADVANCE IT and its goals.

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- Sharon Neal**, Associate Prof. of Chemistry and Biochemistry

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- Amanda Bullough** - Associate Prof. of Management and Global Leadership

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- co-PI -Heather Doty**, Mechanical Engineering
- co-PI -John Sawyer**, Management
- co-PI -Shawna Vican**, Sociology and Criminal Justice

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** For internal and external advisory board members, we use current titles unless their previous role is especially relevant to their ADVANCE work.*

“Having information at our fingertips about faculty diversity by gender and rank in our department, and information about underrepresented minorities, is a valuable resource.”





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Call or visit the ADVANCE office to learn how you can help improve the climate for UD faculty.



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