



## *Annual & Interim Documentation and Reporting Worksheet*

The National Science Foundation ADVANCE IT program goals are to create systemic change at universities who receive these program grants. The grant requires CHARGE to report twice a year on progress to meet the program goals and outcomes for the Projects.

### **Reporting Period**

Which of the following reporting periods does this worksheet cover?

X Fall 2015: May 16, 2015 – Nov. 13, 2015

### **Accomplishments**

*\* What was accomplished during this reporting period for your project and how does it relate to your project's goals, outcomes and objectives (you must provide information for at least one of the 4 categories below)?*

### **Major Activities:**

#### **Goal 1: Department Climate**

- **Advocates and Allies:** The College of Arts & Sciences approved the Advocate position as the Director of Diversity and Inclusion (DDI), and over 30 departments selected their DDI by mid-October. The Dean made faculty searches the priority and 8 DDI attended the Breaking the Bias Habit training given by WISELI on October 15. The DDI came together on Nov. 17 as a group to define their governance structure, additional priorities for departments without searches, and to develop an implementation plan. Several additional DDI events are on the horizon, including a January full-day retreat. CHARGE is working with the Advocates Working Group to determine training needs and resources. CHARGE management met with the Dean of the Engineering school to discuss establishing the advocates in those departments. The Dean was interested and asked to wait until the new Assoc. Dean for Diversity was hired before designing and implementing the project.
- **P&T Audit:** CHARGE partnered with the new Dean in the School of Engineering and Applied Science (SEAS) to develop a committee to audit, revise and re-align the P&T policy and procedures for the school. The committee includes Petra Reinke, woman faculty member and CHARGE team member, and is chaired by Maite Brandt-Pierce, CHARGE ambassador and Executive Assoc. Dean for Academic Affairs. CHARGE provided the committee with data on hiring, retention, and promotion of SEAS faculty over the last 10 years (see attached report). The School of Engineering and Applied Science has in the past decade seen a disproportionate number of women who encountered difficulties at some point in their tenure process, and the retention rates for women are

significantly lower compared to men. The Dean has requested the committee develop a new set of P&T policy and procedures. The three goals are to establish guidelines that mitigate bias for underrepresented groups, and define clear rules for adjusting the tenure clock due to illness, dependent care leave, and also accommodating the new cluster hires taking place at the school. In addition, the Dean requested that CHARGE bring WISELI to Grounds to provide the SEAS P&T committee members with bias training. CHARGE hosted WISELI on October 15 for their Breaking the Bias Habit Training. One P&T member from each engineering department and the entire engineering school P&T committee attended along with P&T committee members from all schools at the university, and the Advocates from the College.

- **Training Chairs & Deans:** the annual training took place September 9 as part of the Faculty Search Seminar. Department Chairs and Deans engaged with the UNH Players in interactive theater to discuss different topics on managing diverse departments and preparing for the many retirements anticipated over the next few years, including faculty searches and legacy planning.

## Goal 2: Recruitment

- **Academic Search Portal:** the Internal Advisory Board (IAB) is working on institutionalizing the portal. They are planning to migrate the portal to the general university server, make updates that will align it with policy and procedural changes for searches in the university HR and Provost's offices, and make it less STEM specific. The IAB is beginning to discuss the resources needed to maintain the portal long-term, and CHARGE is encouraging them to consider a staff position to manage the content. At the moment, neither office has the staff to manage their own website content, and CHARGE wants to ensure the portal remains relevant and up to date.
- **Faculty Search Seminar:** Took place September 8 & 9 and included sessions on implicit bias from the UNH Power Players, a session on resources available from CHARGE to help with searches, and a special session for department chairs and deans on managing diverse departments with recent data on retention and hiring challenges. We also included a Resource Fair that provided information and applications for CHARGE services to search committees and faculty in general. The IAB has created a working group of faculty and HR directors to take over the planning and development of the next Faculty Search Seminar in 2016. This is the first step to institutionalizing the seminar and the IAB is looking for mechanisms to embed the working group and seminar in Provost and HR practices.
- **Equity Advisors:** per NSF recommendations, this will be the last year the Equity Advisors will be external to UVa. CHARGE kept them this year to cover the gap while the Advocates and Allies project starts. To date, 3 searches in the School of Engineering are using advisors: Mechanical Engineering, a cluster hire in Computer Science, and a cluster hire in Electrical and Computer Engineering.
- **Recruitment Grants:** to date, the Chemistry department received a recruitment grant to bring 2 female candidates on Grounds for interviews.
- **Dual Career:** at the request of President Sullivan, CHARGE submitted a grant to the Jefferson Trust to develop and launch a pilot project based on the winning ideas from the Tournament held in 2014. This grant proposed to launch a telework community for the spouses/partners of dual career faculty. As its chief accomplishment, the team submitted the grant proposal to the Jefferson Trust for the October 1, 2015, deadline. Key accomplishments leading up to that submission are: conducting a survey of current faculty on the needs of dual-career faculty, which informed the proposal; garnering the support of personnel at the UVa Foundation, which enables the project to use the WorkSpaces 2.0 facilities at the UVa Research Park; appropriate framing of our project so that we conveyed how the project meets Jefferson Trust goals; incorporating feedback from, and garnering the support of, the UVa Provost's Office, so that the Provost's Office agreed to evaluate the two-year

pilot upon its completion and on that basis consider it for continuation and institutionalization; submitting letters of support from the Provost and ten of eleven deans.

- **Faculty & Candidate Guide:** In response to the NSF recommendation, CHARGE team members revised the online faculty guide to provide information to current faculty and incoming candidates. Through the summer of 2015, the project focused on a redesign of the Faculty & Candidate Guide to collect a broader array of information from nearly all schools across U.Va. (not just STEM). The information collected also had a greater emphasis on community information and living in Charlottesville, and a special section for Candidates. CHARGE designed a website and presented that information on an easy to use platform. The guide was advertised through the September faculty search seminars and through communications with administrators at the various schools. All search chairs have been given the link and instructed to share the link with candidates. CHARGE is looking into having the link be part of the job postings or the online application process. Here is the link:  
<http://uvacharge.virginia.edu/guide.html>

### Goal 3: Voices & Visibility

- **Oral Histories:** Conducted a first cycle coding (Salazar), read 18 interviews of associate and full STEM professors as whole documents from beginning to end and used an inductive approach to identify broad, emergent, cross-cutting themes:
  - **Discovery stories** about the emergence of an alignment or affiliation for STEM subject matter usually occurring in early childhood or schooling;
  - **Failure and Deepening Expertise** instances of failure, experimentation, risk-taking, problem-solving, effortful mistake-making and learning emerged in interviews as intrinsic to deepening STEM expertise and confidence;
  - **Mentors or Influencers** included references to individuals or group of individuals who encouraged, supported, challenged, inspired interviewees at different career or life stages. These influencers had a sustained impact identified by the interviewee as primarily positive, although negative influencers were included in this theme;
  - **Contribution to Knowledge** when interviewees described motivation, goals, accomplishments and reasons for STEM research/career;
  - **Entry into the Academy /Profession** collected reflections on initial years as STEM professional with a focus on faculty and departmental life, though included industry-related experiences;
  - **Noticing-Ignoring Inequalities** referenced attention to gender or other forms of stratification, under-representation; differential expectations; explicit or implicit actions or behaviors toward interviewees and how interviewee responded to and interpreted them. This theme included instances when interviewees explicitly mentioned cultivating “blindness” to inequity as a means of managing during certain periods of their life.
  - After the first cycle, coding, the team conducted a **deductive second cycle** coding focusing on two goals: review each broad theme to identify information from the oral history project that can contribute to actionable strategies and projects related to existing or planned CHARGE initiatives; a peer-reviewed journal article that would explore issues of visibility and invisibility in STEM organizational life. Created a matrix of major themes from the oral history interviews.
- **Photo Exhibit:** project lead Gertrude Fraser began sabbatical in August and new team member Dan Weller assumed the role of project lead for the photo exhibit. Since August, Dan called a meeting of the working group, liaised with Vice Provost for the Arts, and made connections across the arts and humanities departments. He, Pam Norris, and Kelly Feltault met with UVa alumna (Engineering) and Trustee Jill Tietjan, who is also President

of the Women's Hall of Fame and has produced many online exhibits. Jill will be an advisor to the project. The working group developed a timeline for the project and has begun identifying resources. CHARGE staff and another faculty team member are working with Gertrude Fraser on translating the oral histories into themes and story lines for the exhibit. The group hopes to have an exhibit plan by January 2016.

- **Enhancement Grants:** the deadline for the Enhancement grants is Nov. 20
- **Safer Grounds:** Completed 2 pre- and post-lighting project assessments. These data are useful for considering whether lighting can increase women's (and men's) felt safety and willingness to work in University spaces (e.g., labs, offices, libraries) at night. We are continuing to gather "big" data (e.g., ID card wipe access data, crime data, web traffic data to the Women's Center). We now have an ally helping us work with the University to get these data, Ronald Hutchins, the University's new VP for Information Technology. We are collaborating with Jennifer Doleac, an economist at the Policy School here at the University, on data analysis. We are now digitizing maps and data (e.g., women's vs. men's reported locations where they feel least safe, most safe). Our next step will be to use Geographical Information System (GIS) technology to map these data. These data will be useful for determining whether some spaces are perceived as especially unsafe for women, and whether these spaces coincide with STEM vs. non-STEM spaces. We are doing this in collaboration with Jennifer Heckman, the manager of the Geospatial Engineering Services in Energy & Utilities. We have completed two other studies looking at how concerns about safety affect women's cognitive performance. With respect to institutionalization, we will be submitting an initial report regarding our pre- and post-lighting projects assessment to the Office of the Architect very soon; we are optimistic that this report will help the Office continue their work on lighting and safety at the University.

### Other activities you implemented:

- **Guest Lecture:** Amy Fleischer, PhD, Department Chair Mechanical Engineering Villanova "Women's Careers in Engineering: Past, Present, and Future" Nov. 6 for all students and faculty
- **External Advisory Board:** the EAB met on October 26 at UVa and provided expertise on designing and implementing the Advocates and Allies project and institutionalization. Their report is due in January.
- **Internal Advisory Board:** met three times since June 2015. They are moving forward with institutionalizing the Academic Search Portal and the Faculty Search Seminar. CHARGE management and Kerry Abrams, IAB Chair and the Vice Provost for Faculty Affairs, are working to expand the network of faculty and administrators involved in institutionalization to include a broad array of stakeholders at all levels of the university.
- **Op-Ed** by Kelsey Johnson, Assoc. Professor Astronomy and CHARGE team member: Kelsey made a significant scientific discovery in the spring but media outlets changed her gender to male when reporting on it. Here is her op-ed in the Chronicle: <http://chronicle.com/article/That-Lab-Coat-Looks-Good-on/231445/>
- **Survey:** CHARGE surveyed the faculty regarding their dual career experiences at UVa as part of developing the Jefferson Trust grant for the telework community. The results informed the grant and a longer report with observations was shared with the Provost Office and Deans.
- **Winter Social:** CHARGE held another end of the semester social event for women STEM/SBE faculty. The social allowed women faculty to network across departments and schools; CHARGE was able to gain insights into changes in department climate, hiring challenges, and promote our resources.

### Context Changes

- **President Sullivan:** the Board of Visitors renewed President Sullivan's contract for another three years. President Sullivan has announced that faculty hiring is the priority for the next few years with plans to hire 500

new faculty as the university faces a large number of retirements in the same time period. One component of addressing this priority entails developing new ways to meet dual career challenges currently hampering search committees.

- **Provost:** the new Provost, Tom Katsouleas, began in August. CHARGE established quarterly meetings with him and has been providing him with data on faculty hiring, retention, and offers in the STEM departments.
- **Dual Career:** the University Human Resources office eliminated the dual career office and does not plan to replace it. CHARGE is working with the Vice Provost for Faculty Affairs, Kerry Abrams, to develop a new process for search committees to follow while also assisting the Vice Provost in developing a position that would sit in the Provost office and manage dual career inquiries, liaise with business and government for employment and career opportunities, and support searches.
- **Diversity Forum:** the College of Arts and Sciences held a diversity forum Dec. 1 to create strategic plans for hiring, curriculum redesign, and engagement. The guest facilitator was [Kathleen Wong](#), Director of the Southwest Center for the Study of Human Relations. CHARGE program management and evaluators attended the half day event, along with Vice Provost for Faculty Affairs Kerry Abrams. The Advocates in the College had a separate meeting with Dr. Wong to discuss their new roles, skills needed and approaches to diversity, inclusion, and mitigating bias.
- **Research:** UVA signed on to the Collaborative to Advance Equity through Research which will focus on increasing the number of young women of color in STEM and is part of a White House Initiative.

Specific Objectives from the [Program Framework](#)/Logic Model that were addressed through your project:

Objective 2.4 – The revised Faculty & Candidate Guide, advertised through the faculty search seminars, now provides a one-stop portal for information about Charlottesville, departments (in SEAS, A&S, and many other schools), and UVA. This guide is made public through the UVA CHARGE website, outside of the search committee channels.

Objective 2: The Telecommunity project is designed to boost the recruitment and retention of dual-career candidates and current faculty, who otherwise find that their spouses/partners face underemployment and/or difficulties locating a position in the Charlottesville area. Dual-career couples are particularly common among faculty who are women and members of under-represented groups (Harris 2014). Once the Telecommunity is in place (assuming that the proposal is funded), we should observe an increase in the number of acceptances of offers among dual-career faculty, with a disproportionate impact on UVA's ability to recruit women and under-represented candidates. We should also observe the new means for communication with search committees, candidates, and new faculty (Faculty Search Seminar for the first group, Candidate and Faculty Guide for all three groups) effectively disseminating information about the Telecommunity. The longer-term outcome should be an increased gender and racial diversity among STEM/SBE faculty.

Indirectly, the Telecommunity project enhances the Voices and Visibility of women faculty in STEM/SBE (Goal 3), as numbers and percentages of women faculty, especially dual-career faculty, rise. Indirectly, as well, the changing demographic composition of departments, especially with the Advocates & Allies in place, can contribute to an enhanced departmental environment for women and minority faculty, and indeed for all faculty.

Objective 3.2.2 – The photography exhibit planning aims to identify messages that recognize women STEM/SBE faculty's accomplishments in science and contributions to the academic and social culture of the university.

## **Progress on Meeting NSF Recommendations**

In October, CHARGE updated the External Advisory Board on our progress toward meeting NSF recommendations. See the attached powerpoint

## Evaluation Activities

### Internal Evaluation Activities & Indicator Results

#### Goal 1: Department Climate

- **Advocates and Allies:** the internal evaluation team has been working with the Advocates Working Group to establish outcomes and a logic model for the project. This work has been delayed due to the participatory design process followed in the College, and the College's internal structure and size (over 30 departments). At the recommendation of the external evaluator, the internal evaluators will begin attending the DDI meetings and having the DDIs establish the outcomes.
- **P&T Audit:** the "Breaking the Bias Habit" workshop was offered on October 15, 2015 to P&T committee members in all schools and to the DDI/advocates from the College. There were two sessions, one in the morning and one in the afternoon. The workshop attendees were faculty and administration who will serve as Director of Diversity and Inclusion (DDIs/Advocates), promotion and tenure committee members at the school or department levels, and faculty or administration who will serve as future trainers for this workshop. Attendees were asked to complete a paper evaluation form and a Commitment to Action form at the end of the workshop. A total of 43 individuals attended the workshop; 34 completed the evaluation form. Not all respondents answered all the evaluation form questions. All attendees completed the Commitment to Action form. See attached report.
- **Training Chairs & Deans:** see results from the faculty search seminar

#### Goal 2: Recruitment

- **Academic Search Portal:** Between September 2014 and September 2015
  - 3,640 users on 4,111 sessions and 7,575 page views. Between April 2015 and September 2015, our usage tripled compared to last year with almost 1,000 sessions in June and 1,200 page views
  - 61% of our users are women, and 58% are new users; women view the site on average for 3 minutes and 33 seconds
  - 39% of our users are men and 42% are new users (again, a lot of repeat business); men view the site on average for 2 minutes 54 seconds
  - 30% of our users are between the ages of 25 and 34; and another 20% are between 35 and 44
  - Most users start on the home page and then navigate to the search tools page which has 626 page views during this time period, after landing on the home page they also navigate to the reducing implicit bias pages which have 753 page views during this period, and then the dual career page which has 267 page views for this period. The longest viewed page is the bias literacy training page with an average of 3:28 view time. The most popular landing page is the dual career page, indicating people are going there for specific information and to solve a problem rather than surfing around. The second most popular landing page is the implicit bias page.
  - Users downloaded 862 items from the site, including research articles and candidate evaluation tools.
- **Faculty Search Seminar:** Uva CHARGE held two separate seminars for faculty search committee members and departmental/school leaders on September 8 and 9, 2015 on gender biases that affect search committee and departmental dynamics. Both seminars utilized the University of New Hampshire Power Players, who put on various short skits to dramatize interpersonal dynamics in typical search committee/departmental

interactions. Attendees at both seminars were requested to complete a paper evaluation form at the end of the session, and a follow-up email was sent to all participants with a link to an online survey for those who had not completed the evaluation form on paper. The results of the assessment were analyzed and presented as a report, first to the Uva CHARGE leadership, and then to the Implementation Team on October 12, 2015. The internal evaluation team plans to send a follow-up survey to respondents later in the Spring 2016 semester to gauge whether their projected changes (presented above) matched the actual changes implemented in their search committee work, and their actual use of resources. (See attached report for data)

- **Faculty & Candidate Guide:** since its launch on August 13, the faculty guide has had 4,660 page views and the Living in C'ville is the most popular page. Visitors spend an average of 2 minutes on the site.

### Goal 3: Voices & Visibility

- **Enhancement Grants:** the Program Manager sent out report requests to the faculty who completed their grants. Those reports are due in December. We received 9 applications for the fall 2015 grant cycle. Awards will be made in December.

### Other Internal Evaluation Activities

- **2014-2015 Toolkit**
  - The internal evaluation team produced the 2014-2015 Toolkit Data for the Uva CHARGE project. From Year 2 to Year 3 (2013-2014 to 2014-2015), the percentage of women assistant and associate professors in STEM and SBE departments in the College of Arts & Sciences decreased by one percentage point, while the percentage of women full professors increased by 3 percent. In the School of Engineering & Applied Sciences (SEAS), the percentage of women assistant professors decreased from Year 2 to Year 3 six percentage points, but the percentage of women associate professors increased four percentage points. In academic year 2014-2015, one woman in an SBE field and two women in a STEM field received tenure. In 2014-2015, one woman in SEAS was promoted from associate to full professor. In Years 2 and 3, only one woman voluntarily left the University, an associate professor in SEAS. In 2014-2015, nine women faculty were hired in STEM/SBE tenure-track positions at the assistant professor rank; no women were hired in STEM/SBE fields at the associate or full professor rank.
- **Department Demographic Pipeline Data**
  - This year, the Program Manager created the demographic pipeline worksheets for all Uva STEM and SBE departments. Once the Evaluation Post Doc arrived, the post doc created the presentation slides and the Program Manager delivered the presentations to the departments. The following information was provided to department chairs in STEM and SBE departments:
    - An instructions page on how to interpret the information in the packet
    - An attribution page that detailed the source of all data points
    - The percentage of individuals in the respective discipline by gender for:
      - STEM/SBE faculty in the respective School
      - STEM/SBE faculty in the respective Department
      - Departments at peer universities
      - Recent PhDs in the discipline
      - Recent Postdocs in the discipline
      - Qualified applicant pool for the last tenure/tenure-track search
      - Candidates interviewed for the last T/TT search
      - Offers extended for the last T/TT search
      - Offers declined for the last T/TT search
    - The percentage of individuals in the respective discipline by race and gender for the same 9 categories above
    - The raw data that comprised the above graphs.

- Departments were requested to consult this information when setting goals for upcoming searches. A sample set of worksheets is attached.
- **Evaluation matrix:** Developed draft of the Evaluation Matrix based on 3<sup>rd</sup> year site visit recommendations. The matrix contains the outputs, outcomes, data sources, and frequency of collection for each project. The draft was submitted to UVA CHARGE management and the external evaluator in mid November for review.

## External Evaluation Activities & Indicator Results

External evaluator Emorcia Hill conducted her fall site visit in October. She met with CHARGE team members, and conducted a focus group with faculty and department chairs who worked with CHARGE on the searches last year. These searches made many offers to women candidates but all declined. Emorcia used the focus group to understand the reasons for the declines and to have the group generate solutions. The report and recommendations are due in December, though the management team conducted a debriefing with Emorcia in early November.

The internal evaluators, external evaluator, and the Program Manager hold monthly phone meetings. Emorcia is also finalizing the Summative Evaluation Plan.

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

#### Opportunities for Training

- At the request of the Dean for SEAS, CHARGE brought WISELI to Uva to conduct the Breaking the Bias Habit training for faculty.
- Safer Grounds: We have trained undergraduate researcher to collect data with human participants. Our previous lab manager, Camilla Griffiths, has now started graduate school in Social Psychology at Stanford University. Her work on UVA CHARGE provided the research experience she needed to apply to graduate school. Our new lab manager, Lindsay Palmer, is learning the ins and outs of our ADVANCE research project and doing a fabulous job.

#### Opportunities for Professional Development

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

#### Communications & Media (how have you communicated results to anyone?)

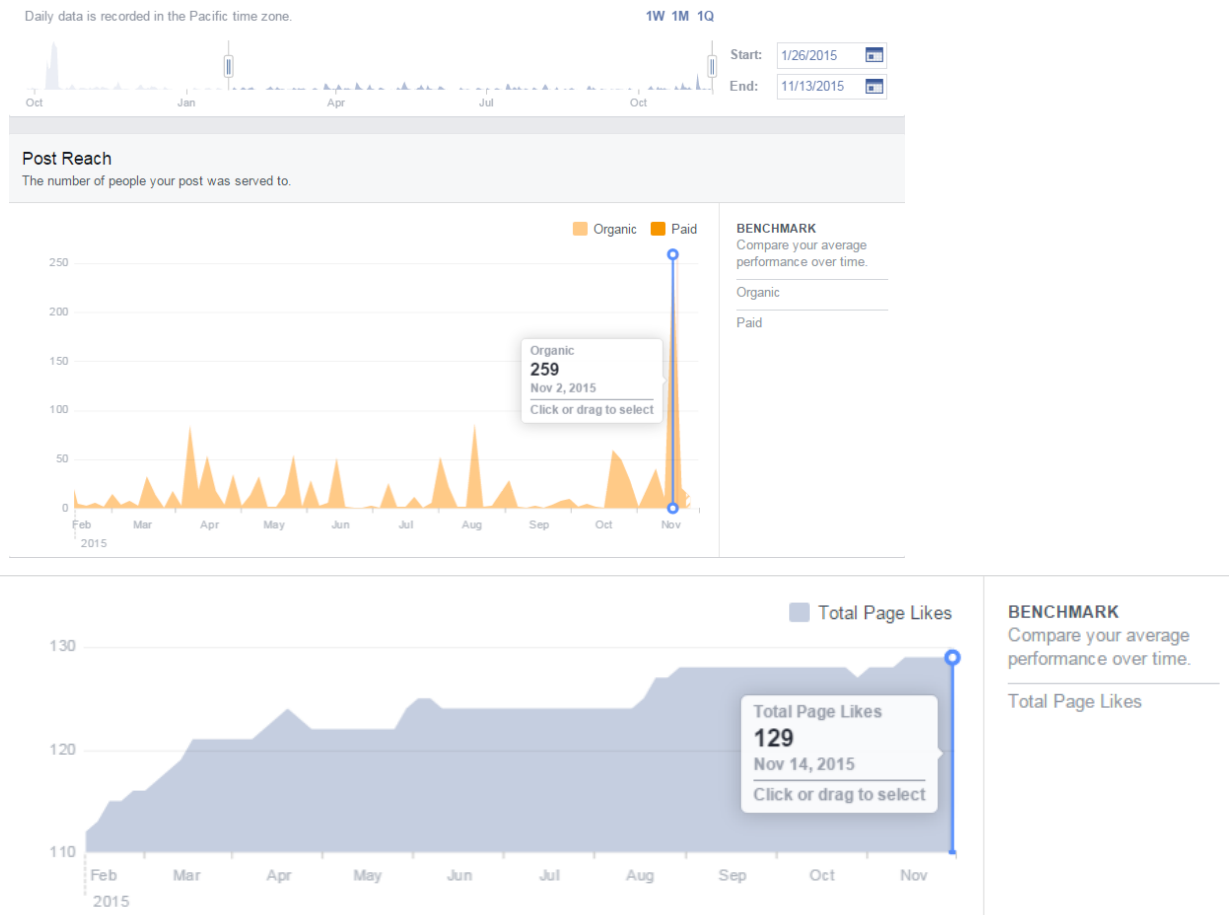
**AIM Network:** Program Manager Kelly Feltault conducted a webinar for the AIM Network on the Department Demographic Sheets in response to site visitor requests to publicize this tool to the ADVANCE community. Several universities are now using this to report department, pipeline, and search data to their STEM departments.

**AIM Network:** At the request of AIM Director Gretal Liebnitz, Program Manager Kelly Feltault developed a webinar on program design and evaluation basics for universities submitting grants to ADVANCE. The webinar walks participants through basic program design, management, and evaluation concepts and practices; has them outline their theory of change model, and begin articulating goals, outcomes and projects that will achieve these. We delivered the first one in November.

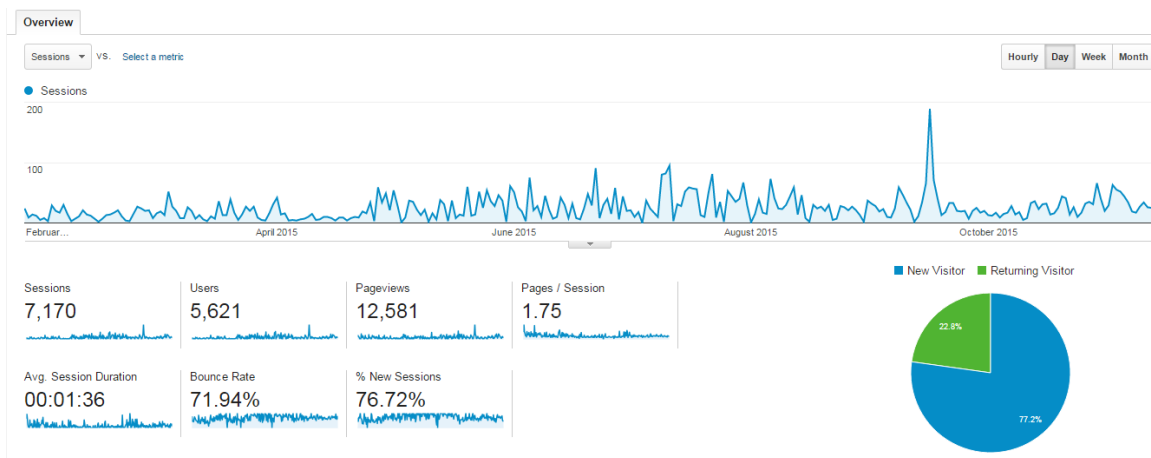


**Monthly Newsletter:** sent to faculty and staff signed up for the CHARGE listserve. Newsletters promoted CHARGE resources and services, events, and shared stories and news related to CHARGE team members, activities, diversity, STEM, and research in these areas. The November newsletter included a program update with results from the 3<sup>rd</sup> year site visit and programmatic changes based on the goal realignment and NSF recommendations. We received several emails from faculty volunteering for new projects.

**Social Media:** promotion of CHARGE events, women in STEM news, program updates, and news through Facebook and Twitter. Listserve has 858 faculty and staff, more than a 100% increase since 2014. We created specialized lists: women faculty, administrators, advocates etc. to send out targeted messages about CHARGE. Communications manager networked with new directors of communication in the College and Engineering schools to leverage their resources and reach. CHARGE had 129 likes which is a 15% increase since the last report.



**Website:** updated the CHARGE website to reflect the new goals, logic model, added evaluation reports and created a reporting section for future dissemination efforts <http://uvacharge.virginia.edu/reports.html>. Continued posting news and event announcements. Publicized the Enhancement Grant winners and their achievements, including quotes about the impact of the grant on their career <http://uvacharge.virginia.edu/goal3.html#Results>. We increased our website traffic from an average of 20 views a day to 35 views a day and 77% are new users, indicating we are recruiting new audience members. 20% of sessions are sustained website engagement, or are over 30 seconds, indicating that a large portion of users are using the site as a resource and/or a tool. This is down slightly from the Jun 2014-Jan 2015 time period where sessions over 30 seconds were 25%. The second half of last year CHARGE had record visits because of the Tournament of Ideas, which used the site as a major resource for contest information, required documents, and results. The fact that the session time is still high is an indicator of sustained engagement.



## Conferences & Publications (what conferences and publications have you presented/published)

**Oral Histories:** PI Gertrude Fraser formed a working group with ADVANCE colleagues at Howard University, University of Washington and UC Polytechnic to identify a cluster of articles suited for a themed journal issue on qualitatively informed research on STEM women’s lived experiences. The projected Uva article based on the oral history interviews would draw on recent research on the gendered concepts of voice, silence, visibility and invisibility to explore how STEM women at Uva describe, and give meaning to their realities as STEM professionals and how, in turn, organizational culture structures the form and context of what is made manifest or hidden in gendered practice and values.

**Safer Grounds:** co-PI Sophie Trawalter presented preliminary survey and lighting findings at the Society for the Psychological Study of Social Issues conference in June 2015. As it turned out, the current director of the UM ADVANCE Program was in the audience and later contacted Trawalter about her work. UM is now using some of our safety concerns measure in their ADVANCE surveys, and considering how safety concerns might be affected their faculty, students, and staff.

**Other:** TEC Talk: interim PI Pam Norris delivered a TEC talk at a conference over the summer. The talk focused on changing the conversation about engineering from math and science to solving problems and making people’s lives better, and in doing so attracting more women and minorities to the field. The talk received a tremendous amount of response and requests from the field. See attached

**Other:** attended Voices of Diversity conference and distributed materials to faculty

*For your Project, what do you plan to do during the next reporting period to accomplish your project’s goals and make progress toward your outcomes?*

### Goal 1: Department Climate

**Advocates:** the College will hold a full day retreat in January for the DDI and is planning on doing some training during that time

**P&T:** the committee will be reviewing best practices in P&T and making recommendations to the Dean

### Goal 2: Recruitment

**Faculty & Candidate Guide** – The goal for the next period is to follow up with departments and search committees to ensure the guide is adequately publicized to candidates, to accomplish Short-term Outcome 2.4. CHARGE staff are incorporating changes and suggestions made by faculty and staff, expanding the guide to serve more people.

**Dual Career:** Should CHARGE get the grant, we will develop a roll-out plan based on best practices in teleworking in January 2016 with the Provost's Office and the Foundation. Roll-out would begin in March 2016 with the grant award.

**Faculty Search Seminar:** the Working group will begin planning for the next seminar (September 2016) in December.

### **Goal 3: Voices & Visibility**

**Photo Project** – Team members will coordinate design and planning of the physical and virtual photo exhibits, consulting with other faculty and outside resources as needed. Photography will continue, aiming to finish by the winter. Advertising for a curator will begin and a virtual exhibit will be created and hosted on the UVA CHARGE website. Fundraising to support the physical exhibit construction and maintenance will also be pursued.

**Oral Histories:** Contribute to the development of the exhibit script for the photo project based on selected themes from the oral history interviews.

**Safer Grounds:** We will run more experiments (hopefully just one more!) in which we attempt to manipulate safety concerns to test whether safety concerns lead to disengagement from academic pursuit, particularly work afterhours. We will request more “big data” from the University; including last semester's swipe access data and crime data, and also possibly parking violation data (many women have told us that post-violent events, they will park illegally and incur the cost of parking tickets so they can be safe while at work). Once we have the last batch of ID card swipe data, we will finalize those analyses, and write a manuscript of our work thus far. Finally, we will collect more data. We will put all of our data and materials on the Open Science Framework so that it will all be publicly and openly available. We will have either a draft or, at a minimum, an annotated outline of a manuscript based on this project.

*For evaluation, what do you plan to do during the next reporting period to measure and report outcomes?*

## **External Impacts**

*What impact does your project have on the development of the principal discipline(s) of the Program?*

**Photo Project** – Through publicizing the virtual exhibit, this project can become part of the larger conversation about women represented in STEM/SBE fields, similar to recent social media initiatives (but more structured). Institutionalization and dissemination of the physical and virtual exhibits aim to produce similar impact on a larger/longer-term scale.

**Safer Grounds:** This project and the data have made us really mindful of how important safety concerns are. We can't deal with women's sense of isolation without dealing with their safety concerns.

### *What is the impact on other disciplines from your project?*

**Photo Project** – As STEM/SBE accounts for a growing fraction of faculty, the greater acceptance and recognition of women faculty will have a “domino” effect on universities like UVA as a whole.

**Dual Career:** The project suggests ways that interdisciplinary projects can benefit scientists and other professionals by boosting diversity in academic workplaces and enabling dual-career professionals to become more productive, leaving behind their formerly bifurcated lives. Since nearby academic institutions lack a telecommunity, the project at UVA will foster multi-university collaboration.

### *What is the impact on society beyond science and technology?*

**Photo Project** – By promoting a more accepting and inclusive university environment for women, the photo project will help to address inequality and unequal opportunity for women in the workplace more broadly.

**Safer Grounds:** The work is providing converging evidence that safety concerns affect women’s academic engagement and may be creating and promoting gender disparities, particularly in fields that require work afterhours (i.e., STEM). Also, we are increasingly optimistic that this work will make a perceptible change in students’, faculty members’, and staff’s felt safety. We know from a lot of research that sense of belonging matters. Students, faculty, and staff who feel like they belong at the University do better and stay longer. I would argue that feeling safe at the University has to be a prerequisite for sense of belonging. It is a first and necessary step. The work we are doing and the impact it will have may promote felt safety and, accordingly, make it possible for women (and men) to feel like they belong at the University.

## **Internal Impacts**

### *What is the impact on the development of human resources in departments or stakeholder offices?*

**Faculty Guide** – The faculty guide aims to provide candidates with an additional resource for information, helping candidates (women and men) to make a more informed decision about choosing UVA, and once they are here, make better use of available resources. Hence, the guide will increase productivity of the faculty and help grow the number of candidate acceptances of positions.

**Photo Project** – The project aims to foster a more inclusive and accepting atmosphere, which should help with faculty retention and recruitment of new faculty.

**Dual Career:** The project enhances hiring and retention of dual-career faculty and may point to additional organizational resources that could enhance recruitment and retention.

### *What is the impact on physical resources (space, lighting, buildings, labs, equipment etc) that form infrastructure?*

**Photo Project** – physical spaces will portray a more diverse, heterogeneous collection of portraits of faculty and scholars across the university, especially in high visibility parts of the SEAS and A&S areas of Grounds.

**Dual Career:** The project is cost-effective and draws on extant resources, as it is designed to operate in partnership with the UVa Foundation at the UVa Research Park. The proposal requests funding for office spaces and workstations at the UVa Research Park.

*What is the impact on institutional resources (personnel, funding, etc) that form infrastructure?*

**Dual Career:** The project requests Jefferson Trust funding for a Project Coordinator's salary and fringe benefits over two years. CHARGE will provide the part-time work of a web designer, program manager, and evaluator over two years.

*What is the impact on information resources (data systems, computer systems, websites etc) that form infrastructure?*

**Faculty Guide** – The new faculty guide is a relatively comprehensive online resource that provides information for candidates across schools at UVA. This guide complements similar resources available from the Law School, Provost's Office, and outside resources, to ease access to information about the university and community.

**Photo Project** – The virtual exhibit will complement the physical changes with an online collection that advertises and calls attention to women faculty's contributions and achievements in science and engineering. This virtual exhibit also has potential as a long-term repository of these photos for the university.

**Safer Grounds:** We are hopeful (and optimistic) that, as a result of this work, University offices (e.g., ID card office) will make big data about University operations more readily available. Our partnership with Ronald Hutchins, the new VP of IT, will make this a reality.

*What is the impact on technology transfer?*

## Changes/Problems

*What problems or challenges did your project or activity experience; why are these a problem?*

### Goal 1: Department Climate

**Advocates and Allies:** Getting a new program off the ground is taking longer than anticipate

### Goal 2: Recruitment

**Dual Career:** The chief challenge of the project was to fit the proposal to the purposes and orientation of the Jefferson Trust program. That turned out to be an iterative learning process, involving the entire team and incorporating the results of the survey as well as conversations with Foundation personnel and Vice Provost Kerry Abrams. The challenge thus proved to be not a problem but rather an opportunity to refine plans for the project. Key changes included the title (reference to the Academical Village), a greater emphasis on the project's ability to enhance the research mission of the University, and a greater emphasis on the priority of serving candidates, whose decisions to accept offers from UVA hang in the balance.

### Goal 3: Voices and Visibility

**Photo Project** – The photo project's progress is not in line with the initial goal of all photos completed by the end of this period. However, with a new team and leadership, this project aims to resume collecting photos and still complete the virtual exhibit this spring and physical exhibit next fall.

**Oral Histories:** The concepts of visibility and invisibility needed further interrogation in light of two findings from the oral history project: interviewees varied in the extent to which they wanted personal and professional aspects of their lives to be visible to departmental colleagues and to the organization, even as they wanted to be valued and recognized by peers and at times they used “invisibility” strategically; organizational values and practice shape how and for what purposes gender is rendered visible or invisible. Maleness as a category, for example, can be institutionally unmarked because it is assumed to be the normative standard. Invisibility can sometimes be a mark of power. The challenge is to identify what aspects of being STEM women faculty emerging from the oral histories should be foregrounded to advance program goals for improving departmental culture and positive visibility for women without further isolating or marginalizing. How is invisibility-visibility experienced organizationally?

**Internal Evaluation:** In preparing the 2014-2015 Toolkit Data and Department Demographic Pipeline workshops, the internal evaluation team encountered some inconsistencies in how data was reported, particularly in the areas of faculty appointments and search processes. The internal evaluation team met with the CHARE management team who raised the concern over inconsistencies and the group developed a data quality analysis check for future toolkits.

**External Evaluation:** beneficiaries and team members are having a difficult time defining the metrics for department climate change

*What changes did you make in your approach and reason for change as a result of the problem or as a result of evaluation data?*

**Photo Project** – A new team is being assembled, and with new leadership, this team aims to clarify the plan and outcomes of the project and pursue these expeditiously over the next year.

**Oral Histories:** During document review decided to sort quotations more explicitly to focus on how topics related to visibility, voice and invisibility emerged in the oral histories. Began to read more deeply in the literature on invisibility, voice and gender in organizations. A new colleague in the department of Science, Technology and Society agreed to lend her expertise. This “discovery,” emerging from the data is a part of the qualitative interpretive process.

**Internal evaluation:** The internal evaluation team will revise the previous toolkits to address the data quality issues and make all years consistent and accurate.

**External Evaluation:** the monthly meetings with internal evaluation team will ensure alignment of the projects, goals, and outcomes. The external evaluator recommended that the management team work with stakeholders to refine the long term indicators for measuring department climate change.

*How will your project change as a result of the 3<sup>rd</sup> year site visit?*

**Faculty Guide** – The new emphasis of the guide is on institutionalization, so the redesign proceeded to include information from as many schools at UVA as possible, to make it a general, not CHARGE-specific, resource.

**Photo Project** – The photo project team is revisiting the goals and objectives of the project to clarify the outcomes of the project and the plan to meet those goals.

**Oral Histories:** The revised program framework includes explicit language that the oral history project will provide information that will be used to develop actionable strategies/projects, and influence results of other CHARGE projects. The internal evaluators are working on metrics and methods to assess how women participating in the oral history

project report being valued and recognized by UVa colleagues for their science. The analysis of the oral histories will be used to create major themes for the photo project and will be incorporated in training and informational materials for the new Allies and Advocates program.

*What actual or anticipated problems or delays do you foresee for your project or activity, and what actions or plans do you have to resolve them?*

**Photo Project** – No further delays are expected, and with the new team, both the virtual and physical exhibits should be on schedule for Spring and Fall 2016, respectively.

**Safer Grounds:** the research team is concerned that they may not be able to get ID card swipe access data after this semester. Our data requests create a lot of work from the ID card office—work that is not really central to their mission/operation. Understandably, they are reluctant to give us data ad infinitum. We hope that our conversations with Ron Hutchins, the VP for IT, will be fruitful, however, and he will be able to facilitate data gathering and sharing at the University. Also, and mentioned last year: working with Jennifer Heckman has been challenging because she is so busy. She loves this project and wants to work on it but her time is very constrained. So, the GIS component of the research has been slow-going. We have now started digitizing maps and are hopeful that this part of the project will really pick up.

**Evaluation:** We actually anticipate that problems or delays will be mitigated as a result of the new, streamlined set of goals and resulting evaluation matrix.

*What changes had a significant impact on expenditures for your project?*

*What personnel changes has the project or evaluation had? How did they affect the project?*

**Evaluation:** CHARGE welcomed a new post-doc on the evaluation team. Karla Loya recently completed her PhD in Higher Ed from Penn St. and has evaluation experience both with her research assistantships at Penn State, and in her previous professional staff positions prior to her doctoral program enrollment.

**CHARGE team:** Caitlyn Wylie joined CHARGE in the Fall of 2015, she is an assistant professor in Science & Technology Studies with experience conducting oral histories.

**CHARGE team:** Carol Mershon joined the team as the interim Program Director in August, serving while PI Gertrude Fraser is on sabbatical through August 2016. Carol is a former rotator NSF Program Director.

**Faculty Guide** – Daniel Weller joined the Faculty Guide team, and made significant progress towards collecting information for the guide and involving other faculty.

**Photo Project** – Daniel Weller is now leading the Photo Project, and his plan to form a new team and pick up where the previous lead left off will ensure the project reaches its short-term goals. Caitlin Wylie has also joined the photo project team and will provide social science expertise that will be valuable in determining the desired message of the exhibit; she is also interested in collaborating with Gertrude Fraser on the oral histories and will help us interface between the two projects.

**CHARGE team:** As of August, CHARGE hired two new GRAs from the engineering school. Both are working on data analysis projects and one is assisting with the Advocates project.

# Products

Within the Products section, you can list any products resulting from your project during the specified reporting period, such as:

**Journals:**

**Books:**

**Book Chapters:**

**Thesis/Dissertations:**

**Conference Papers and Presentations:**

AIM Webinar on Department Demographic Sheets (attached)

EAB Presentation: CHARGE Progress to Date

TEC Talk by Pam Norris

Trawler conference presentation for SPSSI

**Other Publications:**

2015 Faculty Search Seminar Report (attached)

2015 Breaking the Bias Habit Report (attached)

Jefferson Trust Grant Proposal: Telework Community (attached)

Dual Career Survey September 2015

SEAS Hiring, Retention and Promotion 2003 to 2013

**Technologies or Techniques:**

**Patents:**

**Inventions:**

**Licenses:**

**Websites:**

Faculty & Candidate Guide: <http://uvacharge.virginia.edu/guide.html>

Safer Grounds: <http://safergrounds.org/>

**Other Products:**

**NOTE:** If you have PDFs, images, charts, graphics, etc please attach to the email when you submit your sub-report. Do not make any file bigger than 1MB

# Participants

There are no limits on the number of participants you list for this section; however, you must list participants who have worked one month or more for the project reporting period.

- What individuals have worked on the project?
  - **Advocates:** Archie Holmes, Kerry Abrams, Kelly Feltault, Debbie Mincarelli, Juliet Trail, Karla Loya, Karen Inkelas, Ana Abad-Jorge, Dinko Pocanic, Carol Mershon



- **P&T:** Maite Brandt-Pierce, Petra Reinke
- **Academic Search Portal:** Mary Lou Soffa, Ritika Channa, Kerry Abrams
- **Dual Career:** Kelly Feltault; Kassandra Grimes; Devin Harris; Michael Livermore; Pam Norris; Lia Norton, Carol Mershon; letters of support from Provost Katsouleas and from ten of eleven Deans.
- **Equity Advisors:** Rebecca Dohrman, Travis Tatum, Jennifer Goodall, Eric Loth, Lloyd Harriot, Kamin Whitehouse; Kelly Feltault
- **Recruitment Grants:** Kelly Feltault, Dean Harmon; Devin Harris
- **Faculty and Candidate Guide:** Dan Weller, Dawn Hunt, Wende Hope, Kelly Feltault, focus group of new faculty
- **Photo Project:** Dan Weller, Caitlyn Wylie, George Samson, Kelly Feltault, Dawn Hunt, Tom Coghill, Gertrude Fraser
- **Oral Histories:** Gertrude Fraser, Dawn Hunt, Caitlyn Wylie
- **Safer Grounds:** Sophie Trawalter, VP for IT, facilities personnel, Jennifer Doleac, undergraduate students conducting research,
- 
- What organizations have been involved as partners? (please provide the following information for all organizations)
  - Type of organization
  - Name
  - Location
  - Contribution
- Have other collaborators or contacts been involved?
- 

## Special Requirements

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