

Goal 1. Departmental diversity: To strengthen and support departmental efforts to create a positive environment for all faculty with an emphasis on women						
PROJECT (LEADERS)	OUTPUTS (Activities & Participation)	SHORT TERM OUTCOMES (Formative except when noted)	MID TERM OUTCOMES (Formative except when noted)	LONG TERM OUTCOMES (Summative except when noted)	DATA	NOTES
Advocates & Allies (AAP)/ Directors of Diversity & Inclusion (DDI) (Juliet Trail)	100% DDI attend training by Sept 2016 Challenges and other training identified Action plan for DDI pilot in College by Sept 2016 Infrastructure for community of practice established by Sept 2016	> 50% of DDIs report using learnings from training by October 2016 (with 3% increase annually) DDIs are sought by and work with search committees (50% 1 st year) Evaluation and infrastructure for DDI integrates with existing systems, reports, data collection	DDIs manage selves and have collective purpose DDIs carry out other requested actions (by Jan 2017) DDIs continue after 3 years	Change in faculty/dept. behaviors (admitting to bias, self-reflection) Change in faculty behaviors during searches Include diversity as component of 10-yr external review DDI institutionalized by 2017 Greater retention of women faculty DDI/Advocates become Allies	Data from College (#/% of faculty who have served as Advocates Survey (J. Trail) or focus groups with DDIs, search committees, & dept. chairs to gauge effectiveness and success	DDI training cross cuts with P&T training and with Training chairs & deans <i>DDI potentially going to SEAS; similar to other ADVANCE AAPs</i>
P&T audit & training (Petra Reinke & Mary Lou Soffa)	SEAS P&T review completed by Sept 2016; submitted w/ recommendations to SEAS Dean 100% of SEAS faculty have information/ training on new P&T process by march 2017	Majority of recommendations accepted by dean and process procedures revised by Fall 2016 100% trained and knows policies (including tenure clock adjustments for illness and dependent care leave)	10% increase in faculty reporting the P&T process is transparent and equitable by spring 2017 <i>[Summative]</i> Reduction in # of women faculty appealing P&T decisions	Greater retention of women faculty <i>[Formative]</i> COACHE survey shows women feel dept. culture is equitable	Survey; school data on P&T outcomes; UVA data on retention COACHE data	Action plan for P&T needed
Training dept. chairs & deans (CHARGE Staff)	# of chairs and deans attend training At least 1 training per year delivered	25% of chairs and deans incorporate research based solutions, skills, and tools from training into department management, strategic plans and/or policy	Chairs and deans are aware of strategic plan (focus on diversity) <i>[Summative]</i> 66% of chairs and deans attending training report they are better able to manage diversity in their faculty	Greater retention of women faculty Change in COACHE survey results on dept. culture and collegiality	Report from survey and follow up survey data Triangulate with data from faculty and COACHE data Earlier COACHE data is baseline	Chairs and Deans receive training at the Faculty Search Seminars (see Goal 2)

Goal 2, Recruitment & Hiring: To increase the gender diversity of STEM/SBS departments						
PROJECT (LEADERS)	OUTPUTS (Activities & Participation)	SHORT TERM OUTCOMES (Formative except when noted)	MID TERM OUTCOMES (Formative except when noted)	LONG TERM OUTCOMES (Summative except when noted)	DATA	NOTES
Faculty Search Seminar (CHARGE Staff /Provost's Office in 2016)	% of faculty attending seminar, % reporting they will change their behavior on search committees IAB creates sustainability plan	33% of search committees using best practices increase their bias literacy % of faculty seminar attendees who report changed behavior 6 months later	Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.	25% of STEM/SBS depts. increase faculty gender and racial diversity by 2% [Formative] Seminars are run and managed by faculty by Fall 2016 Faculty report changed behaviors	Surveys at the end of seminar to attendees Follow-up surveys on changed behaviors HR data on offers	Need baseline for mid-term outcomes
Recruitment grants (Kelly Feltaut)	# of depts. using grants IAB creates sustainability plan	Depts. have resources to recruit diverse candidates and bring them on Grounds for interviews (% depts. with searches each year)	Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.	25% of STEM/SBS depts. increase faculty gender & racial diversity by 2% [Formative]	UVA data (offers, hires, rejections by race & gender) Pipeline data sheets	Need baseline for mid-term outcomes
Academic Search Portal (Mary Lou Soffa)	First phase of the portal completed by Sept. 2014 Second phase of the portal completed by Sept. 2015	>50% of search committees using portal tools (33% increase their bias literacy) Faculty report easier to find resources on search process HR reports increased # of searches w/correct reporting & closed searches	Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.	Portal reflects new policies and practices adopted by admin Portal remains current in best practices for recruitment & hiring of women & URM 25% of STEM/SBS depts. increase faculty gender & racial diversity by 2% [Formative]	Follow-up with search committees re: Portal & Faculty Guide usage during searches (and what's missing that committees needed)	Need baseline for mid-term outcomes IAB to develop sustainability plan
Equity Advisors (CHARGE Staff)	100% of Equity Advisors are trained by September 2016 or % of depts. using Equity Advisors 2015	Advocates/DDI report using training w/search committees >50% of Search committees using Academic Search Portal tools and best practices	Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers in STEM/SBS depts.	25% of STEM/SBS depts. increase faculty gender & racial diversity by 2% [Formative]		Need baseline for mid-term outcomes Converting to DDI
Faculty & Candidate Guide (CHARGE Staff/Dan Weller)	Guide completed & on website by Oct 2015 Provide candidates info re city, depts. & UVA IAB creates sustainability plan	Depts. with searches provide all candidates access to the Faculty Guide prior to interview 3% increase in usage each year	Offers made to women and URM candidates increase 5% after 2 yrs. 25% increase in women candidates accepting offers among STEM/SBS depts.	25% of STEM/SBS depts. increase faculty gender and racial diversity by 2% [Formative]	UVA data on candidate status Survey to depts. and candidates on use of guide	Need baseline for mid-term outcomes
Pipeline Dept. Demographic Sheets (Kelly Feltaut/ Internal evaluators)	Departmental sheets prepared annually (Kelly Feltaut)	STEM/SBE dept. chairs use data to manage searches, set hiring and diversity goals	Longitudinal analyses show increase in offers, candidate diversity pool, acceptances)	Longitudinal analyses show STEM/SBE depts. women and URM increase in faculty gender and racial diversity [Formative]	UVA data (offers, hires, rejections by race & gender) Interviews with dept. chairs	Program mgr prepares annual sheets; internal evals complete long. analyses
Tournament of Ideas	# of submissions	UVA adopts one tournament idea (JT grant proposal)	UNINTENDED: Dual career Program office created by Fall 2016	UNINTENDED: Dual career Office meets 50% of metrics in year 1	UVA data	

Goal 3, Voices & Visibility: To increase the sense of belonging of STEM/SBS women faculty among their schools and departments						
PROJECT (LEADERS)	OUTPUTS (Activities & Participation)	SHORT TERM OUTCOMES (Formative except when noted)	MID TERM OUTCOMES (Summative except when noted)	LONG TERM OUTCOMES (Summative except when noted)	DATA	NOTES
Enhancement grants (Kelsey Johnson)	Baseline of average time in rank for women faculty in STEM # of Enhancement grants awarded IAB creates sustainability plan	Awardees report perceptions that grant made them more recognized or visible in their field or dept., advanced their networks, or led to major grant	% of grant recipients feel better prepared for their P&T review process Women faculty increased their sense of belonging; more visible or empowered	% of grant recipients with shorter average time in rank as compared to UVA average [Formative] Greater retention of faculty in these projects [Formative] Institutionalize grants by 2017	survey measuring sense of visibility and recognition for enhancement grants [Summative] COACHE data Track accomplishments with grant	IAB creates sustainability plan Fall 16
Oral histories (Gertrude Fraser)	All OH transcribed, coded and analyzed by December 2015 Participants complete the evaluation forms by December 2015	Develop actionable strategies and interventions that support other CHARGE project outcomes based on OH analysis	Participating women report perceptions of being valued or recognized by UVA colleagues for their achievements Existing CHARGE projects informed by actionable strategies of the OH to adjust their projects /interventions	CHARGE projects using the actionable strategies from OH achieve results Greater retention of faculty in these projects	Sense of Empowerment survey or COACHE data Earlier COACHE data is baseline	See original timeline in Revised program framework document
Photo project (Gertrude Fraser/ Dan Weller)	Photos completed & curator on board by Oct. 2015 Interview questions to photo subjects by Dec. 2015 Online exhibit launched fall 2016, followed by physical exhibit # of visits to online and physical exhibit		Participating women report feeling valued or recognized by UVA colleagues for their achievements	Greater retention of faculty in these projects		Action plan is being re-worked as of October 2015
Social Science Research -Safer Grounds (Sophie Trawalter)	Pre and post data collected and analyzed with results ready by fall 2015	Dissemination plan developed & implemented by spring 2016	At least 2 other ADVANCE universities begin safety studies using CHARGE methods by Jan. 2017 [Formative]	Increase sense of belonging among female faculty related to safety issues (see original survey to set targets)	Survey created for measuring sense of belonging Earlier COACHE data (baseline)	

Other CHARGE Projects and Activities
Toolkits (reporting to NSF) (Internal Evaluators)
NSF Site Visit Recommendations: evaluation documentation, matrix, calendar, model, visualization of results (Internal Evaluators)
Dissemination plans for all projects started in Fall 2015 (Implementation team and project leaders)