

# Partnerships for Adaptation, Implementation, and Dissemination (PAID)

## Annual Report, 2007

PI: Jennifer Sheridan

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

The UW-Madison *Partnerships for Adaptation, Implementation, and Dissemination* (PAID) grant will (1) continue and disseminate the current search committee training and department chair workshops; and (2) develop and disseminate ten evidence-based brochures and booklets addressing unconscious biases and assumptions in specific areas that impede the advancement of women in academic science and engineering. Specifically, we proposed to:

1. Continue *Searching for Excellence & Diversity* hiring workshops on the UW-Madison campus, with the ultimate goal of achieving 40% female new assistant profs in Biological and Physical sciences by 2009.
2. Continue offering *Enhancing Department Climate: A Chair's Role* workshops at UW-Madison, with the goal of reaching 70% of all Biological and Physical science departments by 2009 (i.e., an additional 29 department chairs from Biological and Physical Science departments participate in a workshop in 2007-2009.)
3. Continue disseminating our *Searching for Excellence & Diversity* workshops to campuses beyond UW-Madison.
4. Create a dissemination plan for the *Enhancing Department Climate: A Chair's Role* workshops.
5. Create new publications/brochures for distribution to UW-Madison and other campuses to use for their own ADVANCE-related efforts. The specific items to be produced are:
  - a. Reviewing Applicants: Research on Bias and Assumptions (Brochure)
  - b. Guidebook for Faculty Search Committees (Booklet)
  - c. Hiring Dual-Career Couples: Promises, Pitfalls, and Best Practices (Brochure)
  - d. Benefits and Challenges of Diversity (Brochure)
  - e. Best Practices: Tips for Chairs on Improving their Departmental Climate (Brochure)
  - f. Best Practices: Tips for Faculty on Improving their Departmental Climate (Brochure)
  - g. Ensuring Success of Women and Minority Faculty Members (Brochure)
  - h. Evaluating Candidates for Tenure: Research on Bias and Assumptions (Brochure)
  - i. Achieving Tenure: A guide for women and minorities (Brochure)
  - j. Nominations for Major Awards and Honors (Brochure)
6. Disseminate the new brochures and booklets to other campuses. We will attend at least one annual meeting where these materials can reach a wide audience each year, and from 2007-2009 we expect to reach 100 different universities with our materials. We will also upgrade our online distribution of these materials to make it easier and more user-friendly to order them (at printing cost.)

In the following sections we report our progress on these six main objectives (including our timeline for project completion through 2009). We also include a financial report.

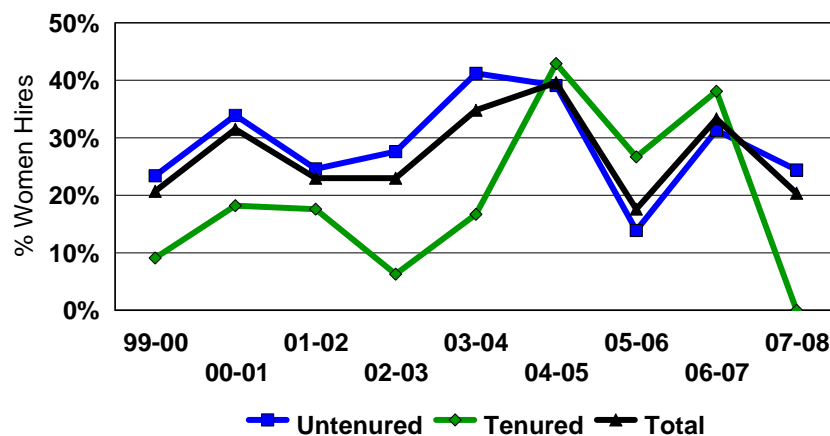
## Continue *Searching for Excellence & Diversity* hiring workshops on the UW-Madison campus.

WISELI continued to offer *Searching for Excellence & Diversity* hiring workshops to the entire UW-Madison campus in 2007. Some workshops from 2006 carried over into early 2007 (Engineering, some School of Medicine and Public Health (SMPH) workshops). Due to the very late passage of the State of Wisconsin biennial budget, many departments did not know until October or November if they would be hiring at all; thus, the college-based workshops that we usually offer in the fall were not implemented this year. Rather, we ran campus-wide workshops that individual search committee chairs could attend on an as-needed basis. These workshops presented a new challenge to WISELI, as more academic and classified staff (who tend to search on a local or regional basis rather than national or international basis) attended. Another new challenge in 2007 was the request by two departments to perform our *Searching for Excellence & Diversity* workshops for all faculty within the department.

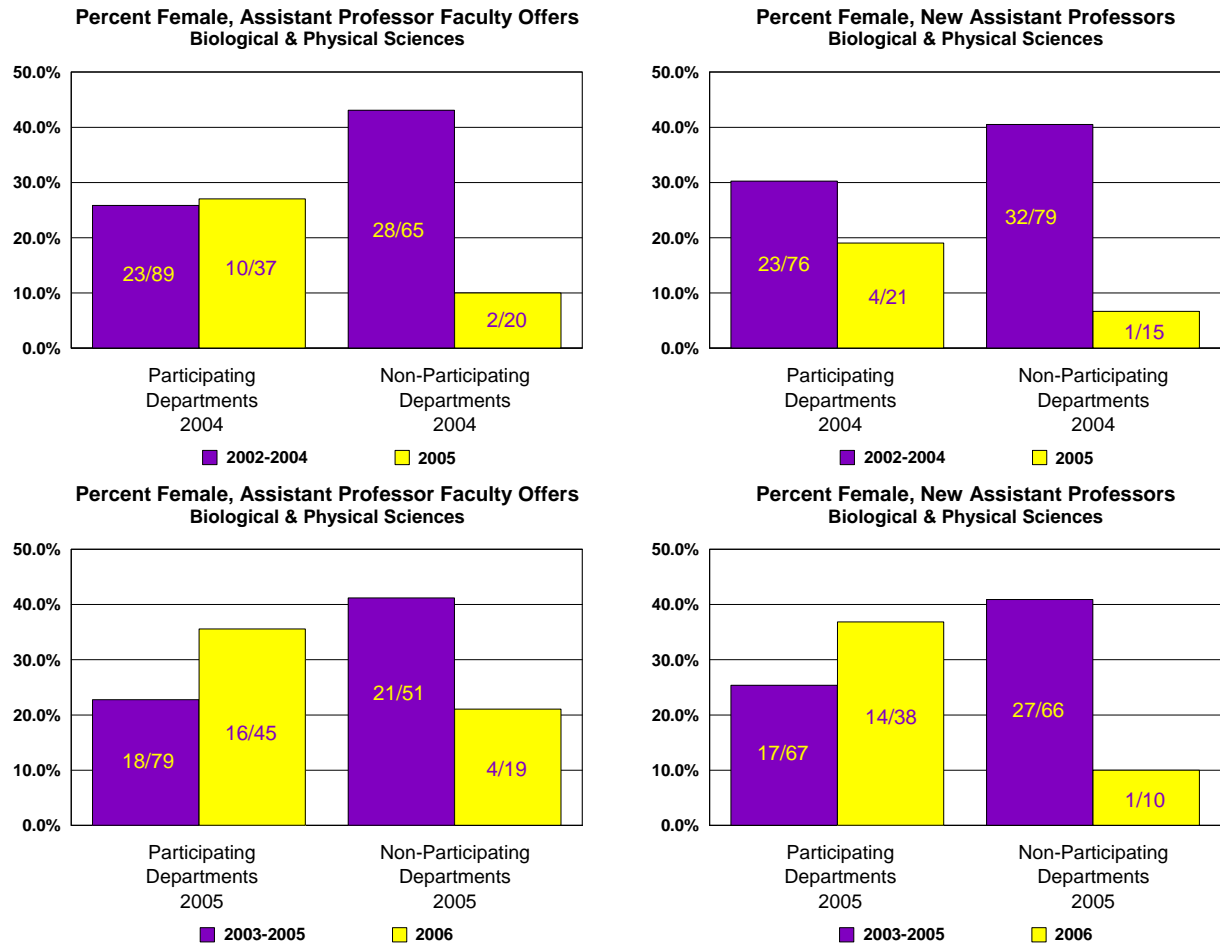
In total, WISELI ran 11 workshops in 2007. Four were college-based, four were open to any employee on campus, and three were department-based. Only one of these workshops (the department-based workshop in the Department of Chemistry) was run as our preferred 2-session model. Ninety-seven faculty and 56 staff attended at least one of these workshops in 2007 (or received an individual consultation with WISELI staff.) This level of activity is much higher than in 2006, when 64 faculty attended a *Searching for Excellence & Diversity* workshop.

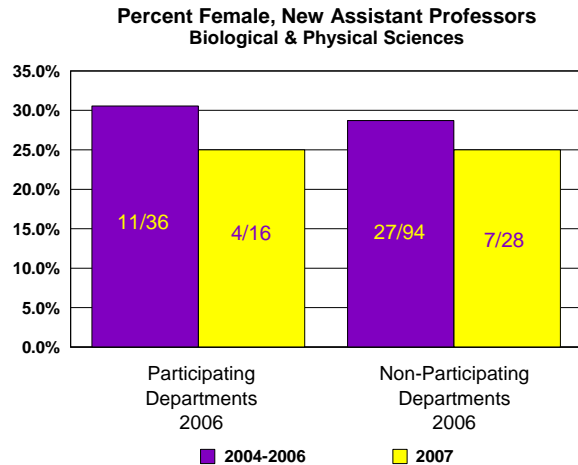
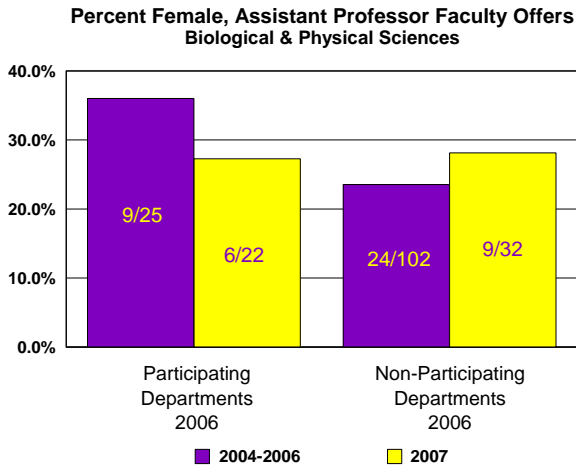
In our proposal, we set as a goal for UW-Madison STEM departments a 40% female class of new hires by 2009. Based on preliminary data from 2007, we are far from reaching this goal. Of the 45 new assistant professors who joined the faculty in 2007, only 11 (24.4%) are women. This is a decline from 2006, when 31.3% were women. Of the 10 tenured faculty hired in biological or physical science departments, for the first time since we have been tracking new hires, not one is female. (We may see a revision of this when the final 2007 data are available, as we know of one senior woman who was hired in October but who has not yet appeared in our preliminary data.)

**Women as Percentage of New Hires  
Biological and Physical Sciences**

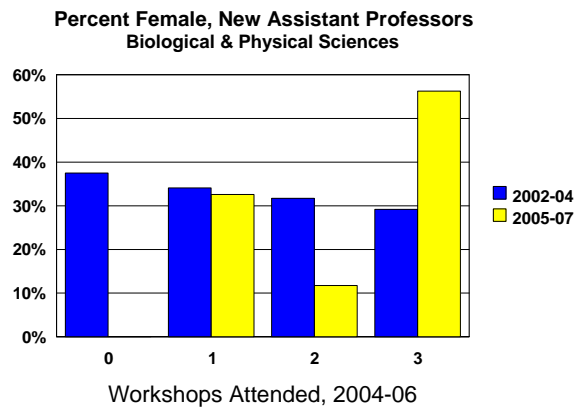
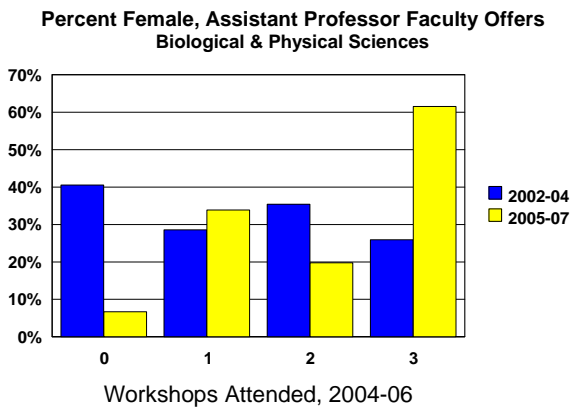


With an additional year of data, we can begin to refine our understanding of how the implementation of search committee workshops is affecting the hiring of women assistant professors in the sciences at UW-Madison. If we use the measures we have been using for two years—that is, we compare the percentage of women receiving offers and starting as assistant professors in the fall following a workshop for those departments who took the training and those who did not, we no longer see the correlation between attendance and increased percentages of women that we saw after the 2004 and 2005 workshops:



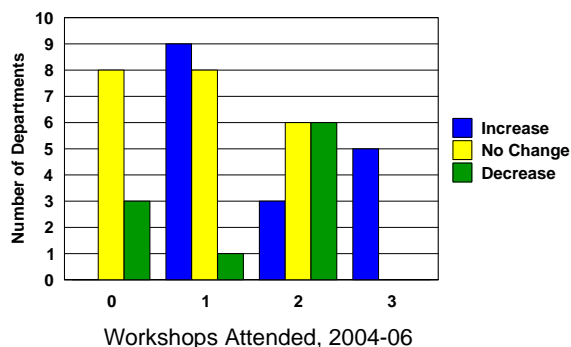


Because some departments have participated in the *Searching for Excellence & Diversity* workshops for three years, while others have not participated at all, we thought that perhaps the high-participation departments have raised their baseline to such a level that the “pre” measure is inflated. This does not appear to be the case, however. If we look at the departments that attended a hiring workshop zero, one, two, or three times since 2004, we see that departments who attended three times had large positive changes, and departments that attended zero times had large negative changes, but those who attended one time or two times had mixed results.

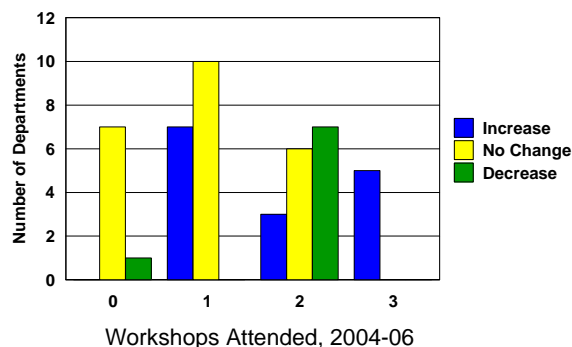


Another way to look at this is to ask if hiring of women improved for each individual department that attended a workshop zero, one, two, or three times. Removing those that did no hiring in the later period (2005-2007), we find:

Changes in Offers Made to Women Assistant Professors  
Biological & Physical Sciences



Changes in New Women Assistant Professors  
Biological & Physical Sciences



In both of these measures, it seems clear that it is the departments which have attended hiring workshops two out of the three years they have been offered that show the most problematic results. There are 19 departments in this category. Most of the departments attended in 2004 and 2005, and did not attend in 2006. Four departments in this category appear to be driving the negative results for this section, two in Engineering, and two in Letters & Science. These four departments are relatively large and did a great deal of hiring in both periods, but none of the four departments brought in a female assistant professor between 2005 and 2007. Interestingly, three of the four departments now have a female department chair; it will be interesting to see in future years whether their records improve.

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

The *Enhancing Department Climate: A Chair's Role* workshop was in transition in 2006 and 2007. As planned, previous WISELI co-Director Jo Handelsman stepped down from WISELI and from her role as facilitator for these workshops. Before she left, she trained a new cadre of workshop facilitators. In February through August of 2007, Jo Handelsman and Eve Fine created a workshop to train interested faculty to be facilitators of the *Enhancing Department Climate* workshops, and 6 UW-Madison faculty participated. In addition, Linda Siebert Rapoport from the University of Illinois-Chicago attended each of the three workshop meetings, in order to learn how to implement this type of workshop at her own campus.

Using one of the newly-trained faculty facilitators, WISELI offered the *Enhancing Department Climate* workshops to department chairs for Fall 2007. Response was somewhat lower than expected, with five departments participating in the fall session (3 in biological/physical science departments.) Unfortunately, two of the participating chairs (one in physical science, one in humanities) did not implement the survey portion of the workshop, so we cannot count their attendance at the meetings as full "participation" in the workshop. It may have been the long hiatus between workshop offerings, combined with an incomplete understanding of what was entailed in the workshops (i.e., departmental survey implementation), which depressed participation this fall. We stated a goal of reaching 29 new STEM department chairs in 2007-2009, and we only reached 2 of them in 2007 (we cannot count the one STEM chair who did not implement the survey.) It will be difficult to reach the goal by the end of 2009, but perhaps by

running two workshops each semester, we can make substantial inroads; we plan to offer two workshop series each semester beginning in January 2008.

## **Continue disseminating our *Searching for Excellence & Diversity* workshops to campuses beyond UW-Madison.**

Interest in our *Implementing Workshops for Search Committees* workshop for campuses outside of UW-Madison is high, and is increasing over time. In 2007:

- We fielded 19 inquiries about the on-site workshop, either via phone or email:
  - Barnes Jewish Hospital
  - Community College of Spokane
  - Drexel University
  - Harper Community College
  - Harvey Mudd College
  - Marshall University
  - Massachusetts General Hospital
  - Skidmore College
  - Stanford University (Medical School)
  - SUNY-Stony Brook
  - Tulane University
  - University of Alabama-Birmingham
  - University of Connecticut
  - University of Delaware
  - University of West Georgia
  - University of Wisconsin-Eau Claire
  - University of Wisconsin-Stevens Point
  - Wayne State University
  - Western Michigan University
- We implemented the training at three universities:
  - University of Wisconsin-Stout (February 2007)
  - Washington University in St. Louis (March 2007). We implemented two workshops at Washington University, one for the Medical School, and one for the Danforth Campus
  - University of Wisconsin-Whitewater (September 2007)
- Representatives from 2 campuses visited WISELI to either observe a workshop or receive one-on-one coaching from WISELI staff to implement workshops:
  - Rutgers University (May 2007)
  - Tulane University (September 2007)
- We have already scheduled five workshops on other campuses in spring semester of 2008:
  - University of Wisconsin-Eau Claire (January 2008)
  - Wayne State University (January 2008)
  - Tulane University (March 2008)
  - University of Alabama at Birmingham (March 2008)
  - Stanford University Medical School (May 2008)

Our website, <http://wiseli.engr.wisc.edu/initiatives/hiring/OtherUniversities.htm>, continues to be our main recruiting tool. Most inquiries we receive mention the website as being exceedingly helpful.

## **Create a dissemination plan for the *Enhancing Department Climate: A Chair's Role* workshops.**

The *Enhancing Department Climate: A Chair's Role* workshops are a relationship-intensive approach to positively affecting departmental climate through transformation of the chair. From development through early implementation, we have feared that it was the personality and skillful facilitation skills of WISELI co-director Jo Handelsman that made these workshops a success. Unlike the *Searching for Excellence & Diversity* workshops, which from the beginning incorporated a number of different presenters and facilitators, the *Enhancing Department Climate* workshops were heavily dependent on one person. This made thinking about dissemination more difficult.

When Jo Handelsman decided to accept the position of Department Chair in the Department of Bacteriology (and therefore step down as WISELI co-Director), this provided the ideal opportunity to discover whether we could find others who could replicate her magic. We developed a 3-session mock workshop and invited faculty we thought would make good facilitators for future chair climate workshops. As part of the mock workshop, we created a “climate survey” report that was a combination of many reports and included many of the common themes in the reports. In total, 6 UW-Madison faculty members went through the mock workshop series. In addition to training these 6 faculty members from our campus, Linda Seibert Rapoport from the University of Illinois-Chicago ADVANCE program came to Madison for each of the three workshop sessions, so that she might learn about our approach to enhancing department climate and implement a similar series on her campus. At UW-Madison, a new *Enhancing Department Climate* series began with one of the new facilitators in Fall 2007.

This approach showed us that (1) this workshop series is not dependent on the charismatic founder of the workshops; (2) that others could indeed be coached to take over the facilitator role; and (3) the mock-workshop format with the artificial survey results was an effective way to introduce the workshop implementation to new people. The remaining question, then, is how to disseminate this approach to a wider array of universities. Certainly, running three 2-hour meeting sessions over a series of months is not possible when working with faculty and staff from another campus. Our next challenge is to condense the mock-workshop into a shorter period of one day or less.

To that end, WISELI will work with the CIC Women in Science & Engineering (CIC-WISE) group (<http://www.cic.uiuc.edu/groups/WISEPanel/>) to submit a PAID proposal that would bring a number of ADVANCE “best practices” to the 13 institutions that comprise the CIC. The *Enhancing Department Climate: A Chair's Role* workshop series was selected as one of the 6 programs the CIC-WISE team would like to introduce to the CIC campuses. We plan to condense the three sessions into a one-day workshop, utilizing the 6 faculty we have trained as

facilitators for small groups of faculty from the other 12 CIC campuses. This will enable CIC institutions to begin these workshops on their own campuses. If the grant is funded, we will create this workshop for presentation to the CIC campuses. If not, we may look for another avenue to offer this kind of training to other campuses, either through campus visits, or by inviting interested campuses to observe workshops here at UW-Madison.

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

The specific items to be produced are:

### **Reviewing Applicants: Research on Bias and Assumptions (Brochure)**

This brochure, originally produced in 2003, was substantially revised in 2007 and is available at cost on our WISELI Online Bookstore (<https://wisccharge.wisc.edu/wiseli/items.asp>). We removed the UW-Madison logo to make the brochure more generic for use on other campuses. We replaced the stock-photo picture on the front cover with a photograph we commissioned. We chose a successful African American woman faculty member as our subject in order to provide counter-stereotyping (Dasgupta and Greenwald, 2001).

### **Guidebook for Faculty Search Committees (Booklet)**

The *Searching for Excellence & Diversity Guide for Search Committee Chairs* is scheduled for revision in 2008. The revision will include an updated resources section, a combining of current chapters III and IV, and a new chapter we will call “closing the deal” or “maximizing the chances your chosen candidate will accept the position.” We will attempt to make the book less-specific to UW-Madison as well.

The current version of the book is available at cost on the WISELI Online Bookstore (<https://wisccharge.wisc.edu/wiseli/items.asp>).

### **Hiring Dual-Career Couples: Promises, Pitfalls, and Best Practices (Brochure)**

This new brochure is scheduled to be completed in late 2008/2009.

### **Benefits and Challenges of Diversity (Brochure)**

This essay will not become a brochure, but rather a short booklet. Revisions and updates to the literature have begun; we expect this new booklet to be available in 2008. The current version of the essay is available on the WISELI website at: [http://wiseli.engr.wisc.edu/initiatives/climate/Benefits\\_Challenges.pdf](http://wiseli.engr.wisc.edu/initiatives/climate/Benefits_Challenges.pdf).



### **Best Practices: Tips for Chairs on Improving their Departmental Climate (Brochure)**

This new piece aimed at department chairs, tentatively titled “Enhancing Department Climate,” is based on research and advice literature, survey responses, and discussions from our *Enhancing Department Climate: A Chair’s Role* workshops, is currently in development. We also expect that this will be longer than a brochure, and instead will publish a small booklet containing information such as:

- What is climate?
- Common concerns revealed in campus climate surveys—and suggestions for addressing them
  - Enhance basic manners—respect, consideration, and politeness
  - Improve communication
  - Build a sense of community
  - Engage everyone in the life of the department
  - Promote professional development
  - Recognize and value the work of department members
  - Build sensitivity
  - Enhance work/life balance
  - Counter language and behaviors that are demeaning, sexualizing, condescending, and/or illegal

This new booklet is scheduled to be completed in 2008.

### **Best Practices: Tips for Faculty on Improving their Departmental Climate (Brochure)**

This piece is based on the essay “Sex and Science” currently available on the WISELI website at: [http://wiseli.engr.wisc.edu/Products/Sex\\_and\\_Science.pdf](http://wiseli.engr.wisc.edu/Products/Sex_and_Science.pdf) . We expect to condense the material in that essay to a smaller brochure format for faculty. This new brochure is scheduled to be completed in late 2008.

### **Ensuring Success of Women and Minority Faculty Members (Brochure)**

This brochure is brand new, and is targeted to department chairs. The content will come from the *Enhancing Department Climate: A Chair’s Role* workshops, as well as current research and advice literature. Some of the material may also be based on the essay “Advice to the Top: Top 10 Tips for Academic Leaders to Accelerate the Advancement of Women in Science and Engineering” currently available on the WISELI website at: [http://wiseli.engr.wisc.edu/Products/top\\_10\\_tips.pdf](http://wiseli.engr.wisc.edu/Products/top_10_tips.pdf) . We expect this brochure to be completed in 2008.

**Evaluating Candidates for Tenure: Research on Bias and Assumptions (Brochure)  
and  
Achieving Tenure: A guide for women and minorities (Brochure)**

These brochures will be new WISELI products, as we turn our attention to the promotion and tenure process at UW-Madison. We plan to consult with Sue Rosser and colleagues at Georgia Tech, learn about their ADEPT tool and the PTAC group they formed at Georgia Tech to review their tenure policies. The literature review that accompanies this work will form the basis of these brochures—one aimed at faculty and staff on review committees, and one aimed at underrepresented junior faculty. We expect this work to be completed in 2009, towards the end of the grant period.

**Nominations for Major Awards and Honors (Brochure)**

This brochure has been in distribution for several years; it just needs updating and generalizing beyond the UW-Madison campus. This updating began in 2007 and we expect the revised brochure to be available in 2008.

**Disseminate the new brochures and booklets to other campuses.**

In the proposal, we suggested several ways we would distribute the brochures we develop to campuses beyond UW-Madison. By 2009, our goal is to reach 100 different campuses with our materials; to date, we know of 33 individual colleges or universities who have received either our brochure or our hiring guidebook (see list below). More campuses than these have received our materials through distribution at meetings and conferences.

**(1) Distribute brochures/publications at national conferences.**

In 2007, Jennifer Sheridan attended two national conferences, and distributed the “Reviewing Applicants” brochures and the “Searching for Excellence & Diversity” guidebooks at the conference sessions in which she presented. Specifically, she attended the 2007 WEPAN conference in Orlando, FL and also the 2007 ASEE conference in Honolulu, HI. At least 20 copies of the brochure were distributed at each session; the individual campuses which received the materials are unknown. Finally, in collaboration with UC-Irvine, we sent 300 copies of the brochure to the SET-Routes conference in Heidelberg, Germany in May 2007. All 300 brochures were distributed there to institutions from around the world.

Molly Carnes distributed materials to attendees at the “Women’s Academic Advancement: The Influence of Language” session at the annual meetings of the American Association of Medical Colleges in November 2007, and attendees of the “National Leadership Workshop on Mentoring Women in Biomedical Careers” held at the National Institutes of Health in late November 2007. Approximately 50 brochures were distributed at these two venues to a variety of medical school faculty and administrators.

**(2) Update the WISELI website to include a user-friendly online ordering system for the products.**

The WISELI website is one of our primary dissemination tools, and it has a high number of visitors. Despite mostly positive feedback on the site, we have received messages indicating that it was unclear how exactly to order our brochures and guidebooks. Thus, in 2007 we developed the “WISELI Online Bookstore.” This secure website allows visitors to order our products either with a VISA or via an invoice. It is much clearer and also allows us to track with more precision exactly how many of our products are ordered by other campuses. This work was completed in 2007. The direct link to the “WISELI Online Bookstore” is <https://wisccharge.wisc.edu/wiseli/items.asp> , and a visitor can find it from the main WISELI website easily by clicking on this button:



**(3) Work with the University of Michigan and the University of Washington to use the materials in their PAID-funded workshop activities.**

Because we have not yet completed the brochures related to departmental climate, Michigan will not be using our materials for their STEP program in May 2008. If we complete one or more of the brochures by the end of spring, we may still be able to include them in the University of Washington LEAD workshop, scheduled for July 2008.

The list of campuses that we know have received at least one of these brochures/ guidebooks in 2007 include:

Allegheny College	Michigan State University	University of Illinois-Chicago
Boston University	Mississippi State University	University of Illinois-Urbana Champaign
Bristol Community College (MA)	Ohio State University	University of Iowa
Brown University	Onondaga Community College (NY)	University of Maryland-Baltimore County
Children’s Hospital Boston	Oregon Health and Science University	University of Minnesota
Community College of Spokane (WA)	Pennsylvania State University	University of Oklahoma
Drexel University	Purdue University	University of Texas-El Paso
Harper Community College (IL)	Rutgers University	University of Wisconsin-Eau Claire
Indiana University	Syracuse University	University of Wisconsin-Stout
Loyola Marymount University	Tulane University	Utah State University
Marshall University	University of Chicago	Washington University in St. Louis

## 2007 PAID Financial Report

### 2007 Financial Report, PAID (prepared 12/19/2007)

	Budget	Actual 2007*	Projected 2008	Projected 2009	Total
Income					
NSF PAID	\$499,991	\$499,991	\$0	\$0	\$499,991
Salaries and Fringes					
Directors	\$97,571	\$7,801	\$54,959	\$57,157	\$119,917
WISELI Staff	\$153,907	\$19,025	\$51,276	\$53,327	\$123,628
Fringe Benefits	\$85,502	\$10,060	\$39,838	\$41,984	\$91,882
Travel	\$3,150	\$860	\$1,050	\$1,100	\$3,010
Supplies and Equipment	\$0	\$143	\$0	\$0	\$143
Overhead	\$159,861	\$17,808	\$69,148	\$72,177	\$159,133
Total Income	\$499,991	\$499,991	\$0	\$0	\$499,991
Total Expenditures	\$499,991	\$55,697	\$216,271	\$225,745	\$497,713

\* 2007 expenditures are actual through December 19 2007 and estimated from December 20-December 31, 2007.

Due to an extension from our ADVANCE: IT grant through June 30, 2007, major spending on the PAID funds did not begin until July 2007; thus, the personnel costs are lower than expected in 2007. We plan to increase personnel costs in 2008 and 2009 to expend the funds; specifically, increasing co-PI Amy Wendt from 1 month to 2.35 months (which should buy her out of one course per year.)