

The Impact of ADVANCE Department Enhancement Program (DEP) at Iowa State University

Part I. ADVANCE at Iowa State was originally funded (from 2006-2011) by a NSF transformation grant of \$3.3 million with a goal of helping to recruit and retain female faculty & racial and ethnic minority faculty in science, technology, engineering and math (STEM) fields. Since 2011, ADVANCE has been funded through the university. DEP implemented an innovative action-oriented research program in order to change department culture, policies, and practices. Chair and focus groups by rank were interviewed and department reports were generated. Subgroups of faculty tailored action plans based on DEP to implement changes within the department.

Part II. In order to understand its impact, department interviews were conducted an average of six years after going through DEP. Current and past chairs, and ADVANCE professors were interviewed. The extent to which they had implemented their action plan was discussed. Their plan contained specific action items. Participants described whether they had taken action on those items and what exactly was done. Participants also were asked to report any additional actions taken as a result of DEP.

Average Results and Participation Proportions	
Length in minutes of Interview per Department Part II	39.9
Action Items per Department	18.3
Actions Taken on Items per Department	13.7
Percentage of Actions Taken on Action Items per Department	76.9
Number of Additional Actions Taken per Department	2.6
Number of Issues Continuing per Department	2.8
Current Chairs Interviewed	9/10
Past Chairs Interviewed	8/10
ADVANCE Professors Interviewed	6/10



Actions Taken Themes				
Theme	#	Who	#	What Was Done
New Practice	74	Chair	33	Advocacy to Administration, Clarity (Work/Life Balance), NTT value, Committee Assignment, Communication (budget, mentoring), Increase Transparency (service, teaching assignments, teaching load, budget, decisions, TTE, Work/Life Balance), Service (valued, equity), Mentoring (associate to full), NTT (promotion), P & T (policies/procedures), Performance Evaluation, Professional Development, Social (space and isolation), Teaching Assignments, Teaching Load, Performance Evaluation
		Faculty	38	Transparency (teaching/service load), Professional Development, Communication (meetings, policies/procedures), Social (formal, seminars), Curriculum, Data Collection, Diverse Recruitment, Mentoring (associate to full, grad students, quality, communication, TTE, NTT), Service (documentation), Teaching Load, Scholarship of Teaching, Valuing Teaching, Work/Life Balance, Increased Workload
		University	3	Faculty Support, Hiring Resources, Work/Life Balance
New Structure	41	Chair	10	Clarity (policies/procedures), Work/Life Balance (TTE), TTE, P & T, Performance Evaluation, PRS (match, communication), Social (space), Communication, Staff Reassignment, Teaching Load Equity,
		Faculty	26	Undergrad Advising, Curriculum, Mentoring (associate), P & T, Recruiting Diversity, Service Load, Social (Colloquium, Space, Meetings), Staff Reassignment, Transparency (policy/procedures), Leadership Restructuring, Professional Development, Revise PRS, Hiring
		University	5	Space (building), Mentoring, Search Training
New Policy/Procedure	22	Faculty	16	Handbook, Transparency (workload), Mentoring, P & T, Teaching Evaluation, Teaching Assignment
		University	6	Diverse Recruiting, Mentoring, Work/Life Balance, Faculty Searches
New Hire	10			TTE, NTT, Advisors, Partner Accommodations, Staff (grants), Recruiting Diversity
Continued Practice	8	Chair	3	Advocacy to Administration, P & T (associate to full)
		Faculty	5	Communication (norms), Mentoring, P & T, TTE, Service, Social (seminars), Democratic Decision Making
Revised Practice	8	Chair	3	P & T (TTE), Communication (Work/Life Balance), Mentoring (Matches)
		Faculty	5	Mentoring (TTE, NTT), Recognition, Social
Continued Structure	3	Faculty	3	P & T (associate to full, feedback), Mentoring, Performance Evaluation Feedback
Revised Policies/Procedures	3	Faculty	3	Governance Document, Undergraduate Advising, P & T (associate to full)

NTT = non-tenure track full time faculty; TTE = tenure track eligible faculty. ¹Not specified = theme alone captured content.