



Objective

The **ADVANCE Program promotes faculty diversity in all fields**. The ADVANCE Program aims to support University faculty in four general areas:

- Recruitment — focuses on development and use of equitable recruiting practices
- Retention — focuses on preemptive strategies to prevent the loss of valued faculty, in part by encouraging their promotion and advancement
- Climate — focuses on creation and maintenance of departmental work environments that support faculty satisfaction, promotion and retention
- Leadership — focuses on support for development of leadership skills and opportunities for all faculty as well as on support for development of skills among all appointed academic leaders to encourage positive work environments

Initiatives and Resources

Recruitment

- STRIDE Committee Faculty Recruitment Workshops (advance.umich.edu/stride.html)
- Friends and Allies of STRIDE Toward Equity in Recruiting (FASTER)
- *Handbook for Faculty Searches and Hiring*
- *Candidate Evaluation Tool*
- *Positive and Problematic Practices in Faculty Recruitment*
- *Frequently-Asked Questions: Dual Career Issues*
- *Guidelines for Writing Letters of Recommendation*

Retention

- *How to Help New Faculty Settle In: Common Problems and Alternative Solutions*
- *Giving and Getting Career Advice: A Guide for Junior and Senior Tenure-track Faculty*
- *Giving and Getting Career Advice: A Guide for Junior and Senior Research-track Faculty*
- Support to Department Chairs and Deans in Assessing Individual Salary Equity
- *Frequently-Asked Questions: Retention of Science and Engineering Faculty who are Women and/or Members of Racial/Ethnic Minorities*
- Faculty Career Advising
- Faculty development workshops on a variety of topics, including career planning, negotiation, work/life balance, teaching, grant writing, academic publishing, and managing a research group
- Launch Committees: Launch committees provide support and guidance to new faculty in science and engineering fields as they begin their careers at Michigan. Committees meet with the new faculty member from the time of hire until the end of the first academic year at Michigan.
- Writing groups for faculty who would like to increase their writing productivity.

Climate

- Departmental Climate Assessments: Survey and Interview Studies
- Faculty Leading Change (FLC) workshop
- Network to Advance Women Scientists and Engineers
- Elizabeth Caroline Crosby Research Fund
- *Creating a Positive Departmental Climate: Principles for Best Practices*
- CRLT Players: Interactive Theater Performances (<http://www.crlt.umich.edu/theatre/index.php>)

Leadership

- Faculty Development Programs for Newly Promoted Associate Professors and Full Professors: Leadership and Integration in Faculty Transitions (LIFT)
- Selective Coaching for Department Chairs and Senior Faculty
- *Resource Toolkit for Deans, Chairs, and Other Administrative Leaders*

Collaborations within the University of Michigan

- Advisory Board to ADVANCE in the Medical School
- College of Engineering
- College of Literature, Science & the Arts
- CRLT Players Theatre Program
- Intergroup Relations Program (IGR)
- Medical School
- MORE: Mentoring Others Results in Excellence
- NCID: National Center for Institutional Diversity
- Office of the Provost
- President's Postdoctoral Fellowship Program
- WISE: Women In Science and Engineering

Results

Since the beginning of the ADVANCE Program at the University of Michigan...

- 149 scientists and engineers have received Elizabeth C. Crosby research awards
- 20 women scientists and engineers have been appointed to administrative positions
- Over 1200 faculty members have attended Faculty Recruitment Workshops presented by the STRIDE Committee
- The CRLT Players have presented five ADVANCE-sponsored sketches—The Faculty Meeting, Faculty Advising Faculty, The Fence: Dynamics in Tenure and Promotion Discussions, No Offense, and Institutional Change: The Musical—to more than 200 audiences of UM administrators and faculty
- Over 80 teams from the UM and other institutions have participated in the Strategies Toward Excellent Practices (STEP) in Departments and Faculty Leading Change workshops
- ADVANCE is able to report **significant progress** regarding the recruitment of women in each of the three colleges that employ the largest number of scientists and engineers at the University (Engineering, LSA, and Medicine-Basic Sciences): As a proportion of all science and engineering tenure-track hires, 13% (N=9) of all new hires were women in AY2001 and AY2002 (the “pre-ADVANCE” years) as compared to 32% (N=135) in AY2003–AY2014
- Assessments of the work environment for all faculty in 2001, 2006 and 2012 suggest that it has improved for all groups of tenured/tenure track faculty on campus
- UM ADVANCE has published a number of papers reporting on ADVANCE data, and initiatives including campus-wide climate studies, annual institutional indicators of diversity for faculty at UM, research on policies and practices at UM

Selected Publications

- Stewart, A.J., Malley, J.E., & LaVaque-Manty, D. (Eds.) 2007. *Transforming science and engineering: Advancing academic women*. Ann Arbor, MI: University of Michigan Press.
- Stewart, A.J. (2011). Addressing unconscious bias. In A.L. Kinney, D. Khachadourian, P.S. Millar, & C.N. Hartman (Eds.), *Women in Astronomy and Space Science: Meeting the challenges of an increasingly diverse workforce* (pp. 51-61).
- Jagsi R, Griffith KA, Stewart A, Sambuco D, DeCastro, R, Ubel PA. (2012). Gender differences in the salaries of physician researchers. *Journal of the American Medical Association*. 307(22): 2412-2419.
- Moors, A., C., Malley, J.E., & Stewart, A.J. (2014). My family matters: Gender and perceived support for family commitments and satisfaction in academia among postdocs and faculty in STEM and non-STEM fields. *Psychology of Women Quarterly*

Program Staff

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- Jennifer Linderman, Director, ADVANCE Program, Professor of Chemical Engineering and Biomedical Engineering
- Janet Malley, Associate Director, ADVANCE Program Research and Evaluation
- Craig Smith, Program Evaluator

Steering Committee

- Sara Blair, Vice Provost for Academic and Faculty Affairs, Office of the Provost
- Elizabeth Cole, Associate Dean of Social Studies, College of Literature, Science, and the Arts
- Lilia Cortina, Associate Director, ADVANCE Program in the College of LSA; Professor of Psychology and Women’s Studies
- Alec Galimore, Dean, College of Engineering
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