

Preview of Award 1629761 – Annual Project Report

Cover

Federal Agency and Organization Element to Which Report is Submitted: 4900

Federal Grant or Other Identifying Number Assigned by Agency: 1629761

Project Title: ADVANCE Institutional Transformation at the University of Massachusetts Lowell

PD/PI Name:

Jacqueline Moloney, Principal Investigator

Meg Bond, Co-Principal Investigator

Julie Chen, Co-Principal Investigator

Marina Ruths, Co-Principal Investigator

Margaret SobkowiczKline, Co-Principal Investigator

Recipient Organization: University of Massachusetts Lowell

Project /Grant Period: 09/15/2016 – 08/31/2021

Reporting Period: 09/15/2016 – 08/31/2017

Submitting Official (if other than PD/PI): Meg Bond, Co-Principal Investigator

Submission Date: 06/05/2017

Signature of Submitting Official (Signature shall be submitted in accordance with agency specific instructions): Meg Bond

Accomplishments

What are the major goals of the project?

1. Disrupting microaggressions by engaging the university community via: department-based feedback-goal setting cycles, a multi-pronged information campaign, and bystander training to develop active Equity Allies.
2. Promoting alternative interactional patterns that support the success of STEM women via: 50/50 lectures and IDEA Communities as innovative formats for reducing isolation and providing access to professional and personal resources.
3. Changing targeted aspects of the institutional context via: a Foggy Climate Initiative to establish detailed procedures for committee decision making and workload distribution and a WAVES Accountability Initiative modeled after the successful UK Athena SWAN program.

What was accomplished under these goals (you must provide information for at least one of the 4 categories below)?

Major Activities:

- Establishing buy-in from wide range of campus leaders and groups
- Hosting highly visible campus-wide events to educate the broader campus community about the Making WAVES initiatives
- Creating a personnel infrastructure for the ADVANCE program by: 1) clarifying the organizational structure within the team and reporting relationships with

administration, 2) hiring a project manager, a postdoctoral fellow, two evaluation doctoral students, and a doctoral student to work on the social science addendum (to start in fall 2017).

- Establishing offices in visible locations on both campuses - CWW moved to a house with dedicated WAVES offices and a WAVES office has been established in a central location on north campus.

Specific Objectives:

To disrupt microaggressions

1. Raising awareness through target outreach
 - *Improved WAVES/ADVANCE Webpage*
 - *Presented SGBI survey results from Fall 2015 and facilitated small group discussions at semi-annual College of Engineering retreat - December 20, 2016*
 - *Met with Chairs in College of Science to discuss goals of the WAVES project - December 8, 2016*
 - *Rolling out microaggressions example page on website*
2. Raising awareness through campus-wide events
 - *Formal WAVES Kick-off Event- February 2, 2017 (Chancellor made opening remarks; WAVES Director introduced the IT project; Pamela Conard of NASA presented Keynote address; Provost and Deans among 70 attendees)*
 - *Provost Speakers Series - February 28, 2017 (Stephanie Goodwin on "They Say That Speaking Up Is Hard to Do: Bystander Intervention in Everyday Incidents of Bias") April 7, 2017 (Lysako McKyer on "Am I Unconsciously Bigoted? Climate, Implicit Bias & Academia")*
 - *Presented Making WAVES project at the Center for Women and Work's "Women's Works" event- December 1, 2016*
 - *Keynote address by Meg Bond at University-wide Faculty Research, Teaching and Creative Works Symposium on "The Making of a Successful NSF Proposal"- March 2, 2017*
 - *Keynote address by Julie Chen at the opening of Lowell Women's Week, summarizing her personal reflections on a career as a STEM woman- March 6, 2017*
3. Bystander Training
 - *Conducting interviews (10 complete) with key informant faculty about current bystander behaviors and possible barriers to action.*
 - *Consulting with experts on bystander training – February 15, 2017 (National experts implementing bystander trainings on campuses around sexual assault – at EEOC meeting); February 26-28, 2017 (Initiated a consultation with external expert, Stephanie Goodwin).*
 - *Hosting meetings to coordinate with and learn from other campus entities that do bystander training (i.e., Student Affairs and HR)*
 - *Student completed master's thesis research on the barriers to bystander interventions.*

To promote alternative mentoring activities

1. Hosted two 50/50 Lectures
 - *Fall – Holly Yanco, UMass Lowell Computer Science department - November 1, 2016 (This event was attended by 36 participants, 69% of whom completed the post event survey. 36% of attendees were students and 60% were professors. For 79% of attendees, this was the first 50/50 lecture they had attended. Most of the attendees were there to learn about the work that Prof. Yanco does and to learn about robots.)*
 - *Spring – Robert Langer, MIT – February 15, 2017 (faculty host/mentee: Nese Orbey) (This event was attended by 62 participants, 60% of whom completed the post event survey. 76% of attendees were students and the remaining were professors. 76% of participants were attending the event for the first time. Only 38.9% of the participants agreed or strongly agreed that the career issues raised in the event raised their awareness of the experiences of women in STEM Half of the participants did not know about the speaker's work before the event.)*
2. Launched web form to solicit applicants to be future faculty hosts. Application received and accepted for Fall 2017 host.
3. Working on how to solicit IDEA Community proposals for groups to start convening in 2017 – 18.

To reduce bias in important decision-making processes

1. Proposed the adoption of a new decision-making process for all important personnel decisions.
2. Deans of Engineering asked all departments to utilize new procedures for their 2016-17 P & T decisions.
3. Invited to meet with College of Management personnel committee about new procedures which were subsequently adopted by college committee.
4. Meeting established to further the adoption of these procedures
 - *Dean's Council meeting on March 28, 2017 to discuss further roll out of the procedures for 2017-18.*
 - *Chair training workshop on April 10, 2017 to review procedures for roll out in 2017-18.*
 - *Meeting with Dean's council on May 2, 2017 to review plans for roll out 2017-18.*

Significant Results:

Establishing Formal Supports and Buy-in

1. Chancellor
 - *Serving as PI*
 - *Integrated the Making WAVES initiative into the university wide 2020 Strategic Plan*
 - *Hosted Kickoff event on February 2, 2017.*

2. Internal Advisory Board
 - *Established an “Equity Climate Committee” as part of the University 2020 Strategic Plan (serving as the Internal Advisory Board to WAVES Initiative) with representation across colleges, ranks.*
 - *Established a charter approved by the committee.*
 - *Held inaugural meeting – December 14, 2016.*
 - *Held second meeting to discuss bystander training (with Stephanie Goodwin) – February 28, 2017.*

3. Provost’s Office
 - *WAVES Director Bond monthly meeting with the Provost – ongoing.*
 - *Developed partnership to host Provost Speaker’s Series on topics related to subtle bias & bystander interventions.*
 - *Received ongoing commitment from the Provost’s office to devote at least one speaker per year on topics related to WAVES initiatives.*
 - *Candidates for New Vice Provost for Faculty Success position being interviewed.*

4. Deans
 - *Presentation of the project goals to the Dean’s Council (includes all Deans and director of HR) – November 3, 2016.*
 - *Individual meetings with every Dean – September-November 2016.*
 - *Regular meetings with Deans of Engineering, Science & FAHSS – ongoing.*

5. Faculty Development Council
 - *Presented WAVES project to full FDC – October 13, 2016.*
 - *FDC agreed to co-sponsor WAVES activities.*
 - *Coordinated with FDC Chair to add components to a Chairs workshop on April 10, 2017.*

6. Massachusetts Society of Professors (MSP – faculty union)
 - *Met with MSP President – November 17, 2016.*
 - *Met with MSP Board – November 28, 2016.*
 - *MSP Board agreed to co-sponsor WAVES activities.*

7. Faculty Senate
 - *Met with Senate Executive Committee – November 28, 2016.*
 - *Presentation to full Faculty Senate – February 6, 2017.*
 - *Senate unanimously passed a non-binding resolution: “The Faculty Senate supports the inclusion and diversity goals being addressed by the NSF-funded Making WAVES (Women Academics Valued and Engaged in STEM) Initiative.”*

Key outcomes or Other achievements:

Other accomplishments

1. Center for Women & Work moved into new location – full house, very visible location, dedicated WAVES offices within the house.
2. Separate WAVES Office established on north campus to be more visible to the colleges of engineering and sciences.
3. Featured in university publication
(<https://www.uml.edu/News/stories/2017/MakingWAVES.aspx> by Katharine Webster, February 7, 2017)
4. Featured in external publications
 - *Boston Globe* article about the initial grant:
 - *Lowell Sun* article (basically a rewrite of the university press release):
 - *The Connector* (our student newspaper) on Pamela Conrad's talk:
5. Featured at formal meetings
 - *Chancellor's meeting with faculty – September 9, 2016.*
 - *Meeting of the Board of Trustees – September 20, 2016.*
 - *UML Donor's Reception – October 20, 2016.*
 - *University-wide 2016-17 Kickoff Meeting for 2020 Strategic Plan – November 7, 2016.*
 - *Chancellor's meeting with faculty - March 2, 2017.*
 - *UMass President's first inaugural "State of the University Address" – March 6, 2017.*
6. Completed first year site visit – March 24, 2017.
7. Held inaugural External Advisory Board meeting – May 18, 2017.

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

Team members (Bond, Dean, Ruths) attended STRIDE training at Northeastern University – November 17, 2016, December 7, 2016.

How have the results been disseminated to communities of interest?

1. Redesigned ADVANCE website and improved links with the rest of the UML site.
2. Presented Fall 2015 SGBI survey results to Engineering faculty at semi-annual retreat on December 20, 2016
 - *The WAVES team presented data regarding the school's Institutional Transformation Project at the university's engineering retreat. The presentation included the goal of*

increasing representation and fostering a supportive institutional culture for all by (1) disrupting subtle biases and microaggressions, (2) promoting alternative support networks for STEM faculty and (3) addressing organizational policies and practices that can breed bias. Data about faculty and campus composition as well as campus climate from the SGBI (Subtle Gender Bias Index) survey that was implemented in 2015 was shared with participants and a three-question open response survey was also distributed to all participants of the retreat. Question one focused on the reaction of the participants to the data presented. Question two focused on current efforts being taken by departments to address issues found in the presented data while Question three asked for ideas and suggestions for future actions to address these issues. Seven themes emerged from the analysis across all three questions. First, responses indicate the desire for a revised promotion and tenure process with transparent data and attention to maternity leave and childcare issues. Answers to questions two and three depicted feelings of a lack of a push, or organization, from leadership positions in regard to clear mandates and fair policy implementations. A need for mentors, collaboration and inclusiveness was mentioned by multiple participants as was a need for examining the hiring process. Participants offered action steps regarding the hiring process such as review the recruiting process, promote awareness of disparity, student encouragement and increase diversity.

3. Presented “Measuring Subtle Bias in Academia” and “Subtle Biases and Microaggressions in Academia” at Association for Psychological Science Annual Convention May 26, 2017 (Lohmeier, Haynes-Baratz, Metinyurt)

What do you plan to do during the next reporting period to accomplish the goals?

1. Awareness campaign - Preliminary evidence suggests that there is a saturation point for awareness/information campaigns, after which consumers experience fatigue/ignore the messages. We are currently doing a lit search to determine best practices re: time, content, etc., for the awareness campaign. Preliminary evidence suggests 6 weeks is likely the time frame for any one message. We have started to consider sub themes in order to bundle our awareness campaign into manageable 6 weeks bites. To date, we are considering individually focused campaigns re: the overall project, Microaggressions - what are they and what do they look like at UMass Lowell, Bystander intervention and training programs, daily diary studies, etc. We are also considering strategies for maintaining an updated and engaging website.
2. Mentoring- Increase general interest in IDEA communities and seek leaders; considering developing 1-2 page document to explain idea communities model to increase interest; attend meeting of center directors to align efforts and determine if there are synergies we could further exploit to get idea communities off the ground.
3. Daily Diary- The study will be ready to pilot by the next reporting period. We have determined that we need to recruit a minimum of 100 participants per study and are therefore considering recruitment strategies. We have considered tapping other

ADVANCE institutions for participants, and perhaps use the Daily Diary tool as an exportable evaluation tool? Plan to launch first study data collection (pending positive pilot results) in Fall 2017.

4. Bystander Training -Will continue interviews with faculty exploring possible bystander interventions- specifically, we are asking faculty to reflect on what interventions they have used to interrupt microaggressions, and what have been barriers to intervention and/or facilitators of intervention. Goal is to collect data from approximately 20 faculty- currently 10 interviews are complete- to inform development of a locally relevant bystander training program. Goal is to roll out training program in Fall 2017. We have discussed using the WAVES internal advisory board as a strong group of allies to "train the trainer".

Products

Websites

Advancing STEM Women in the Academy <http://uml.edu/advance>

Participants/Organizations

Full details of individuals who have worked on the project:

Jacqueline Moloney

Email: Jacqueline_Moloney@uml.edu

Most Senior Project Role: PD/PI

Nearest Person Month Worked: 1

Contribution to the Project: PI

Funding Support: Institutional

International Collaboration: No

International Travel: No

Meg Bond

Email: Meg_Bond@uml.edu

Most Senior Project Role: Co PD/PI

Nearest Person Month Worked: 2

Contribution to the Project: Co-PI

Funding Support: NSF

International Collaboration: No

International Travel: No

Julie Chen

Email: Julie_chen@uml.edu

Most Senior Project Role: Co PD/PI

Nearest Person Month Worked: 1

Contribution to the Project: Co-PI

Funding Support: Institutional
International Collaboration: No
International Travel: No

Marina Ruths

Email: Marina_Ruths@uml.edu
Most Senior Project Role: Co PD/PI
Nearest Person Month Worked: 2
Contribution to the Project: Co-PI
Funding Support: NSF
International Collaboration: No
International Travel: No

Margaret SobkowiczKline

Email: Margaret_sobkowiczkline@uml.edu
Most Senior Project Role: Co PD/PI
Nearest Person Month Worked: 2
Contribution to the Project: Co-PI
Funding Support: NSF
International Collaboration: No
International Travel: No

Christopher Allen

Email: Christopher_Allen@uml.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 2
Contribution to the Project: Social Science Research
Funding Support: NSF
International Collaboration: No
International Travel: No

Michelle Haynes-Baratz

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Most Senior Project Role: Faculty
Nearest Person Month Worked: 2
Contribution to the Project: Social Science Research
Funding Support: NSF
International Collaboration: No
International Travel: No

Jill Lohmeier

Email: Jill_Lohmeier@uml.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 2

Contribution to the Project: Evaluation
Funding Support: NSF
International Collaboration: No
International Travel: No

Brita Dean

Email: Brita_Dean@uml.edu
Most Senior Project Role: Other Professional
Nearest Person Month Worked: 4
Contribution to the Project: Program Manager
Funding Support: NSF
International Collaboration: No
International Travel: No

Rosie Emerson

Email: Rosie_emerson@student.uml.edu
Most Senior Project Role: Graduate Student (research assistant)
Nearest Person Month Worked: 1
Contribution to the Project: Evaluation
Funding Support: NSF
International Collaboration: No
International Travel: No

Leah Ferullo

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Most Senior Project Role: Graduate Student (research assistant)
Nearest Person Month Worked: 1
Contribution to the Project: Evaluation
Funding Support: NSF
International Collaboration: No
International Travel: No

Tugba Metinyurt

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Most Senior Project Role: Graduate Student (research assistant)
Nearest Person Month Worked: 1
Contribution to the Project: Social Science Research
Funding Support: NSF
International Collaboration: No
International Travel: No

What other organizations have been involved as partners?
Nothing to report

What other collaborators or contacts have been involved?

1. Networking meetings
 - *Sheila Hemami, Draper, Director of Strategic Technical Opportunities (former Cornell ADVANCE co-PI and Programming Director) – November 16, 2016.*
 - *Joanne Mavroides, UMass Lowell Chemical Engineering alum (currently focused on developing women in STEM programs)*
 - *Calum Drummond, Deputy Vice Chancellor for Research & Innovation, RMIT University, Australia (university lead for diversity) – November 21, 2016.*
 - *Lydia Villa-Komaroff, member, NSF Committee on Equal Opportunities in Science and Engineering; National Academy Committee on Women in Science, Engineering and Medicine; and co-founding member of The Society for the Advancement of Chicanos/Hispanics and Native Americans in Science – January 13, 2017.*
 - *Attended American Council on Education Massachusetts Women’s Leadership networking event, College of the Holy Cross, Worcester, MA (Dean and Sobkowicz) – October 24, 2016.*
2. Invited to participate in new NSF proposal – RED program.
3. Networking with other ADVANCE programs
 - *Phone meeting with Jan Rinehart, Northeastern University – October 3, 2016.*
 - *Team members attended STRODE training at Northeastern University – November 17, 2016, December 7, 2016.*
 - *Phone meeting with Christine She (UNH) – September 21, 2016.*
4. Participating in regional SEA (STEM Equity Achievement) Change
5. Meg Bond participated in ADVANCE third years site visit at Oregon State – May 24-26, 2016.

Impacts

What is the impact on the development of the principal discipline(s) of the project?

Nothing to report.

What is the impact on other disciplines?

Nothing to report.

What is the impact on the development of human resources?

1. Human Resources
 - *Multiple meetings with Director of HR, Lauren Turner*
 - *Included in the 2020 Strategic committee on “Global Engagement & Inclusive Climate”.*

What is the impact on physical resources that form infrastructure?

Nothing to report

What is the impact on institutional resources that form infrastructure?

1. Visible offices were established on both campuses. CWW moved to a house with dedicated WAVES offices on South Campus and a WAVES office was established in a central location on North Campus.
2. The Equity Climate Committee” was established as part of the University 2020 Strategic Plan and serves as the internal advisory board to the WAVES project.

What is the impact on information resources that form infrastructure?

Nothing to report.

What is the impact on technology transfer?

Nothing to report.

What is the impact on society beyond science and technology?

1. The efforts of this project raise the visibility of microaggressions and efforts to increase diversity in STEM and beyond.

Changes/Problems

Changes in approach and reason for change

Hired Brita Dean as full time Program Manager. Changed from two part-time project managers to one full-time program manger and one full-time postdoctoral fellow.

Actual or Anticipated problems or delays and actions or plans to resolve them

IDEA Communities – change in strategy to recruit members.

Changes that have a significant impact on expenditures

Nothing to report.

Significant changes in use or care of human subjects

Nothing to report.

Significant changes in use or care of vertebrate animals

Nothing to report.

Significant changes in use or care of biohazards

Nothing to report.

Special Requirements

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