

# UNH ADVANCE

## INSTITUTIONAL TRANSFORMATION

An NSF funded program to improve the climate for UNH faculty through fair and equitable policies, practices and leadership development.

### What is UNH ADVANCE?

UNH ADVANCE is part of a long term National Science Foundation (NSF) initiative launched in 2001 for the advancement and support of women faculty in the Science, Technology, Engineering, and Mathematics (STEM) disciplines. NSF developed the program in response to a 1996 MIT study that found that women faculty at MIT were having a very different experience than men faculty at MIT: women faculty felt increasingly marginalized as their careers progressed at MIT, they earned significantly less, and were provided fewer resources despite professional accomplishments equal to those of their male colleagues. Since 2001, NSF has issued over 65 multi-million dollar awards to colleges and universities to help them develop and institutionalize policies, programs, and practices aimed at recruiting, retaining, and advancing women in underrepresented fields.



### UNH ADVANCE Program Initiatives

- **Faculty Recruitment and Retention:**  
To develop consistent, effective and fair policies and procedures to ensure that UNH continues to attract and retain the best and most representative faculty possible.
- **Leadership development:**  
To design and implement a series of professional development opportunities for faculty aspiring to or in positions of leadership to build an inclusive, fair, and supportive institutional climate.
- **Faculty Career Advancement:**  
To establish university-wide mentoring policies and practices that ensure that every faculty member feels included and has access to all institutional resources available to help them succeed at UNH.
- **Policies:**  
To support the efforts to institutionalize positive policies and practices developed under the UNH ADVANCE program, ensuring that they are sustained and revised as needed beyond the grant.
- **Tracking our Success:**  
To analyze and report institutional data and conduct research to assess the impact of UNH ADVANCE initiatives on individuals and the institution.



## Why do we need ADVANCE at UNH?

In 2012, the University System of New Hampshire (USNH) committed to doubling the number of STEM graduates by 2025. We cannot achieve this goal without engaging the entire community. In particular, women are currently underrepresented in STEM, many young girls who do well in science tend to drop out of science in high school, and women who do pursue an academic career in STEM are more likely to feel marginalized. There are many reasons for this, including that there are fewer women role models and that women are less likely to receive explicit encouragement to pursue careers in science or to advance in those careers. Currently, at UNH, there are significantly fewer women faculty in STEM disciplines, especially at senior levels. National research shows that work is considered of less value if it is done by a woman than a man and that a curriculum vita with a man's name at the top is likely to receive a more positive evaluation accompanied by a job offer and a higher salary than the same curriculum vita with a woman's name at the top. Reducing these stereotypes, improving gender balance and the number of women STEM faculty role models, and reducing women's feeling of marginalization are good places to start.



## What is the overall goal of UNH ADVANCE?

ADVANCE is not about 'fixing' women or 'fixing' men. It is about using creative and systemic approaches to overcome entrenched and unconscious tendencies and practices that have perpetuated the situation that has led to women's underrepresentation in STEM. The goal is to improve our procedures and practices for recruiting, supporting and evaluating faculty to ensure that they are transparent, objective, fair, and equitable across the board. We think that this cannot help but improve the situation for all faculty, not just women. We all have a role to play and this initiative is about building capacity so that we can all play that role more effectively.

## Whose idea was it?

A group of women faculty in science, engineering, mathematics and the social sciences became aware of the NSF ADVANCE program and started working towards this institutional transformation program several years ago. UNH was awarded a \$1.4 million ADVANCE PAID grant in 2009. This initial grant funded a climate study, institutional data analysis to learn about the status of women at UNH, and programming and fellowships to support UNH women STEM faculty. This initial award was followed by a successful proposal for a five-year, \$3.47million UNH ADVANCE award received in 2012. UNH is fully supportive of the faculty-developed initiatives under this program, and committed to sustaining them even after the five-year funding period. To facilitate institutionalization and sustainability, the program reports to the Office of the Provost.



## UNH ADVANCE LEADERSHIP TEAM

**Wayne Jones**

*Provost, PI*

**Karen Graham**

*Executive Director, UNH ADVANCE and Professor of Mathematics, Co-PI*

**Christine Shea**

*Special Assistant to the Provost for UNH ADVANCE, and Professor of Technology and Operations Management, Co-PI*

**Kate Hester Siler**

*Program Coordinator, UNH ADVANCE*