

ADVANCE

ADVANCE@nsf.gov



Lessons From the ADVANCE Program Model

Systemic/organizational/institutional change:

- Has potential for long-term impact on diversity, equity, and inclusion in STEM
- Addresses the underlying reasons for disparities in STEM workforce – use the cure while mitigating the symptoms



- Necessitates the involvement of those in the majority in making change
- Rejects notion that there is something wrong with the ability or interest of individuals who have not traditionally participated in STEM education and workplaces – fixes the institutions not the people

Sustainability of ADVANCE

UC-Irvine
Office of
Diversity and
Inclusion



Douglas
Haynes
VP for Academic
Equity, Diversity
& Inclusion

Purdue
ADVANCE-
Purdue Center
for Faculty
Success



Chris Sahley
Director Center
for Faculty
Success

10
yrs

- University of Michigan
- University of Wisconsin
- Georgia Tech
- University of Washington

5 to
9 yrs

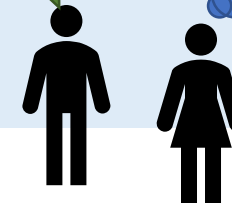
- CUNY Hunter
- U of Colorado Boulder
- Case Western Reserve U
- UMBC
- VA Tech
- Kansas State U
- New Mexico St U
- UC-Irvine

2 to 5
yrs

- Purdue U
- U of Illinois Chicago
- Cornell University
- U of Arizona
- UNC-Charlotte
- Iowa State University
- Washington State U
- Ohio State U
- MI State U
- North Dakota St U
- U of Nebraska Lincoln
- Northeastern U

You should
take a
negotiation
skills class

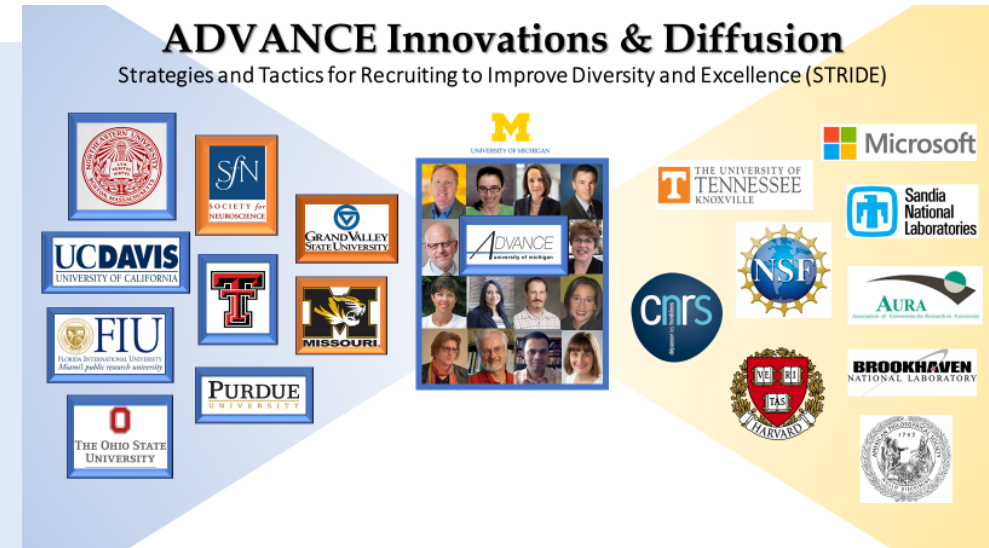
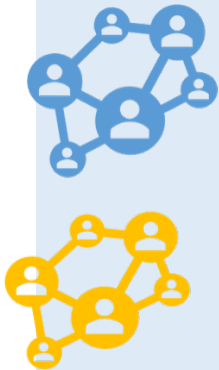
...or my chair
could be
expected to
treat
everyone
equally



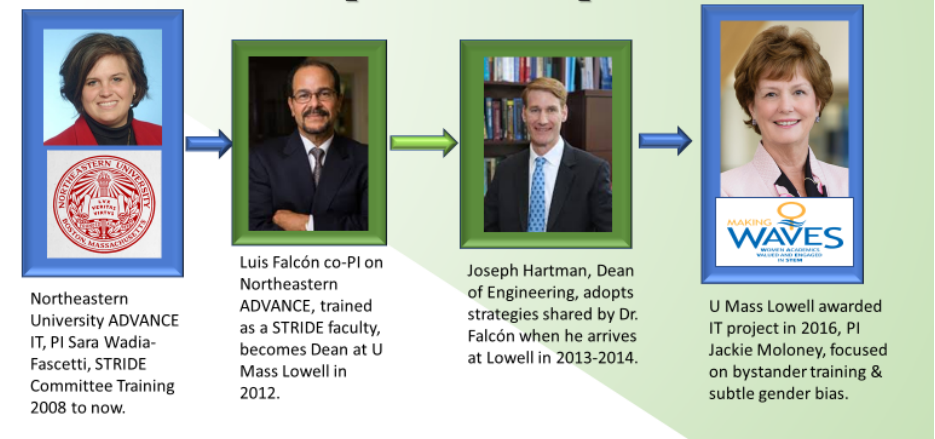
Lessons From the ADVANCE Program Model

Federal Grant Program Design:

- Focus on scalability of the organizational change strategies
- Build an organizational “pay it forward” model
- Design and build “organizational peer pressure”
- Support and promote the community of experts that are created
 - Reward and recognize them as experts and leaders
 - Provide platforms for communication and information sharing among them and with others
 - Incentivize diffusion and adaptation when move into new roles and/or organizations



Lateral and Upward Mobility of ADVANCE Empowered People



Lessons From the ADVANCE Program Model

Metrics to measure program success:

- Change agents' professional and leadership success is a metric of program success
- Measure change from institutional baseline
 - Each institution will have different starting points and different long-term goals
 - Changes should reflect these parameters
- Cannot only count individuals in STEM
- Diffusion of strategies to non-grantees
 - Scale and rate of uptake
 - Transition to “standard operating procedures”



Implicit Bias Research Informing NSF Practice



*Important Notes:

1. Awareness of one's own implicit biases is NOT enough to eliminate the impact of implicit biases in decision making – structures and policies around decision making need to be created to ensure mitigation of implicit bias influence.
2. “Implicit bias training” does NOT change an individual's implicit biases – rather it provided strategies and tools to mitigate the impact of implicit biases in decision making.