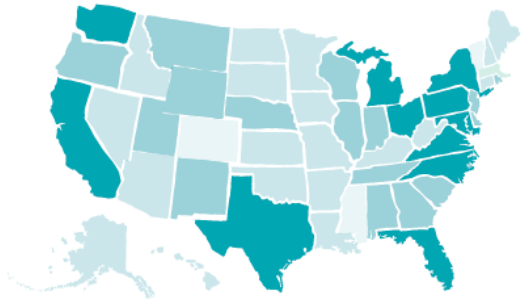

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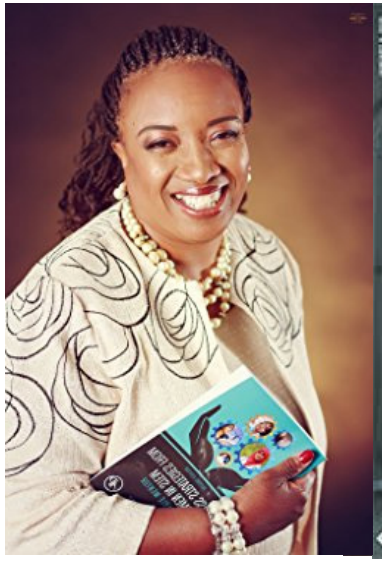
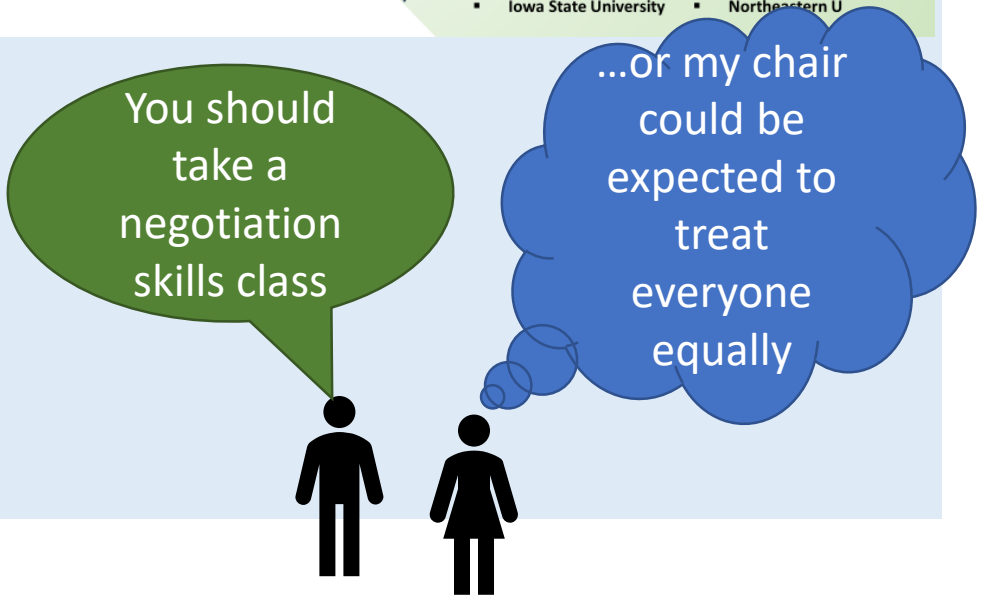


Lessons From the ADVANCE Program Model

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

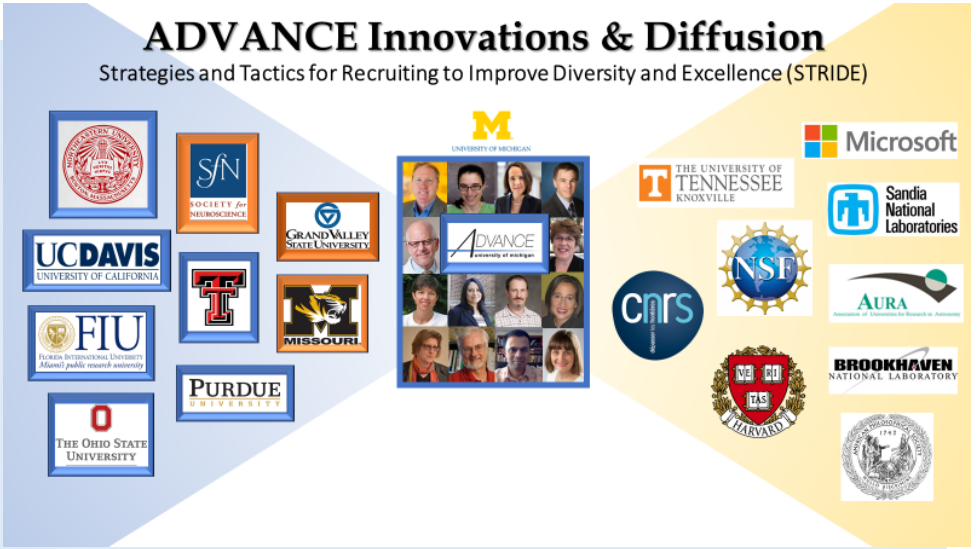
- Necessitates the involvement of those in the majority in making change
- Rejects notion that there is something wrong with the ability or interest of individuals who have not traditionally participated in STEM education and workplaces – fixes the institutions not the people

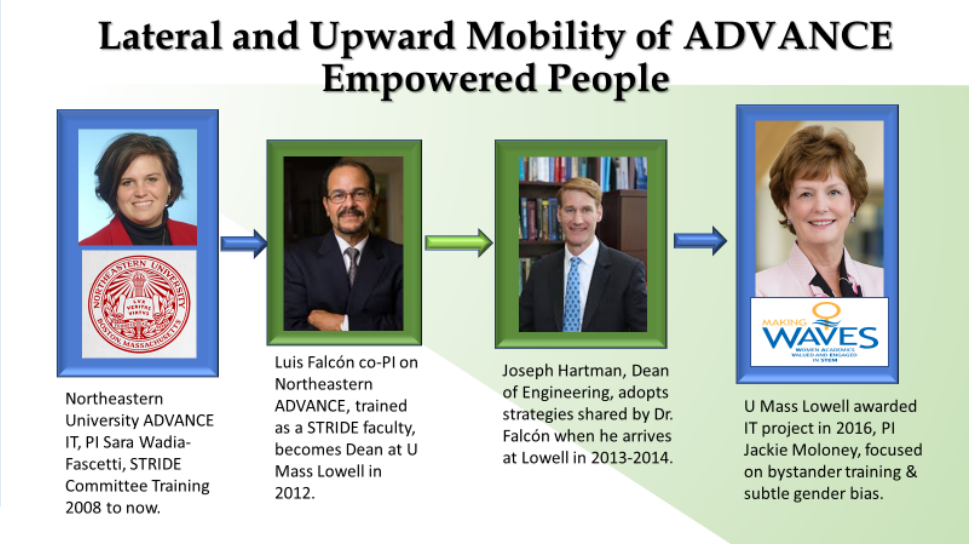


Lessons From the ADVANCE Program Model

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





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"