

# NSF ADVANCE Systemic Change in Support of Effective Mentoring

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# My problem with mentoring...

**Mentoring programs are not systemic change.**



**Creating a culture of caring and mentoring may be systemic change.**

**Not all STEM-ists are good mentors.**



**Training and support can help some, but hiring and promoting for this skill set would be more systemic.**

**Some mentoring programs are band-aid solutions to help people "survive".**



**Concurrent organizational changes are necessary, so everyone thrives.**



# Institutional Factors that Support Effective Faculty Mentoring from ADVANCE work

- 1 Formal mentoring programs for everyone (not just a subgroup) institution level or dept./college
- 2 Clear, consistent, transparent policies and procedures related to evaluation, tenure, and promotion
- 3 Mentoring tailored for different stages of career (early, mid, etc.)
- 4 Recognition of time and effort to mentor in evaluation, tenure, and promotion
- 5 Evidence based training, support, and resources for mentors
- 6 Multiple points of mentoring contact (circles, group mentoring, etc.) and processes to deal with poor matches

Overview of ADVANCE mentoring models in the **StratEGIC** toolkit:

<https://www.colorado.edu/eeer/research-areas/women-science/strategic-toolkit>

# Launch Committees

## University of Michigan – Ann Arbor

**WHAT:** Committee of four mentors; the dept. chair, a senior faculty in dept with similar research interests, a senior faculty outside dept., and a trained committee convener outside the dept. (designed to avoid the single contact approach)

The committee has a clear goal of supporting the mentee through tenure with monthly meetings for one year.

### **IMPACT:**

- 2013 to 2023 with 408 mentees (sustained by inst. no grant)
- Eliminated gender & race/ethnicities differences in satisfaction with teaching load, courses assigned, mentoring received at UM, and their department as a good place for junior faculty.
- Gender difference remained at end in levels of felt department integration at end of launch.

<https://advance.umich.edu/launch-committees/>

*UM model based on a Case Western Reserve Launch Committee*



# NSF ADVANCE Systemic Change Grants to Create Better Academic Work Environments

## *Catalyst*

- Institutional self-assessment, investigate and pilot potential organizational change strategies, and develop five-year STEM faculty equity plan
- Up to \$300K over 2 years
- Single IHE that has not had Catalyst, Adaptation, or IT before
- Scope includes all STEM disciplines at the IHE

### **Target date\***

- August every year

\*Proposals accepted before and after target date (no deadline)

## *Adaptation<sup>+\$</sup>*

- Adapt proven organizational gender equity strategies to an IHE (or system)
- Up to \$1M over three years
- Single IHE that has not had IT or Adaptation before
- Scope includes all STEM disciplines at the IHE

### **Due Dates**

- Letter of Intent August (required)
- Full Proposal November

<sup>+\$</sup> can increase to \$1.25M with collaboration with some NSF projects to align IHE's gender-equity and systemic change efforts.

## *Institutional Transformation (IT)*

- Develop, implement, and study **innovative** organizational change strategies to foster gender equity; conduct original research;
- Up to \$3M over five years
- Single IHE that has never had an IT
- Scope includes all STEM disciplines at the IHE

### **Target dates\***

- IT-Preliminary proposal: April each year (required)
- IT Full proposal Oct. each year **only** if encouraged after IT-Preliminary proposal

\*Proposals accepted before and after target date (no deadline)



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