R·I·T Leading Institutional Transformation through Collaboration

Rochester Institute of Technology

- Large private institution
- Faculty focus has recently moved from teaching to research
- Private, coeducational university with nine colleges:
  - College of Computing and Information Sciences
  - College of Science
  - College of Applied Science and Technology
  - College of Engineering
  - College of Health Sciences and Technology
  - College of Imaging Arts and Sciences
  - College of Liberal Arts
  - College of Business
  - National Technical Institute for the Deaf
- Emphasizing career education and experiential learning
- Approximately 15,000 undergraduates and 3,000 graduate students
- 1,049 full-time faculty

  755 Tenure, Tenure-Track Faculty – 72%

  294 Non Tenure Track Faculty – 28%
- 32% Tenure, Tenure-Track Women Faculty

AdvanceRIT Project

5-year Institutional Transformation Project

Goals

- Recruitment, retention, advancement

Social Science Research

- Themes: Networking, Voice to Value
- Subpopulations: Women of Color, Deaf/Hard-of-Hearing Women

Change Strategy

"Working Together to Succeed"

RIT Women STEM Faculty *Prior to 2012*

Barriers

- Career navigation, climate, work/life balance issues

Applicants

- % below national pool availability

Upon Hire

- Less credit towards tenure, fewer hired above Assistant Professor rank

Faculty

- % below national averages

Attrition rate

- Twice the rate of male colleagues

Unexplained salary differences

- By gender (2010)

Collaboration

Can provide better results than working solo

Requires

- Courage to relinquish control
- Trust that your team can achieve results
- Sharing resources, funding, and credit

Not suitable for all circumstances or all people

AdvanceRIT Structure

- Leadership Team
- Social Science Research Teams
- Executive Advisory Committee
- Resource Allocation Committee
- COACHE Taskforce
- *Connect* Grants
- DHH and WoC *Connectivity* Series

AdvanceRIT Leadership Team

CORE GRANT TEAM

"Shine a light" and provide structure

- **Reveal** barriers & opportunities
- **Collaborate** on change initiatives
- **Study** DHH and WoC sub-populations

CAMPUS PARTNERS

Develop processes in their areas

- Faculty Career Development Services
  - Administer mentoring program, grants, and awards
- Office of Diversity & Inclusion
  - Co-sponsor events, share best practices
- Human Resources
  - Recruitment processes, work/life balance support, exit interviews

Benefits

- Collaborations develop processes for change

Challenges

- Process "owners" not accountable to Advance
- Relationships strained by differing objectives

Change Drivers

- Development within campus structures
- Lessons from prior diversity initiatives

Social Science Research Teams

Lived Experiences of Women Faculty

- Impact of institutional climate on advancement
- Deaf and Hard of Hearing Women Team
- Women of Color Team

Benefits

- Greater acceptance of this research among small sub-populations

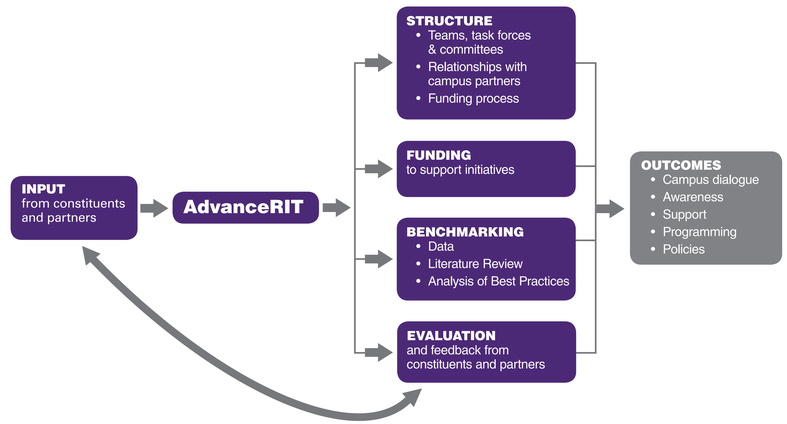
Challenges

- Establishing trust between researchers and participants
- Letting the lived experiences set the research direction

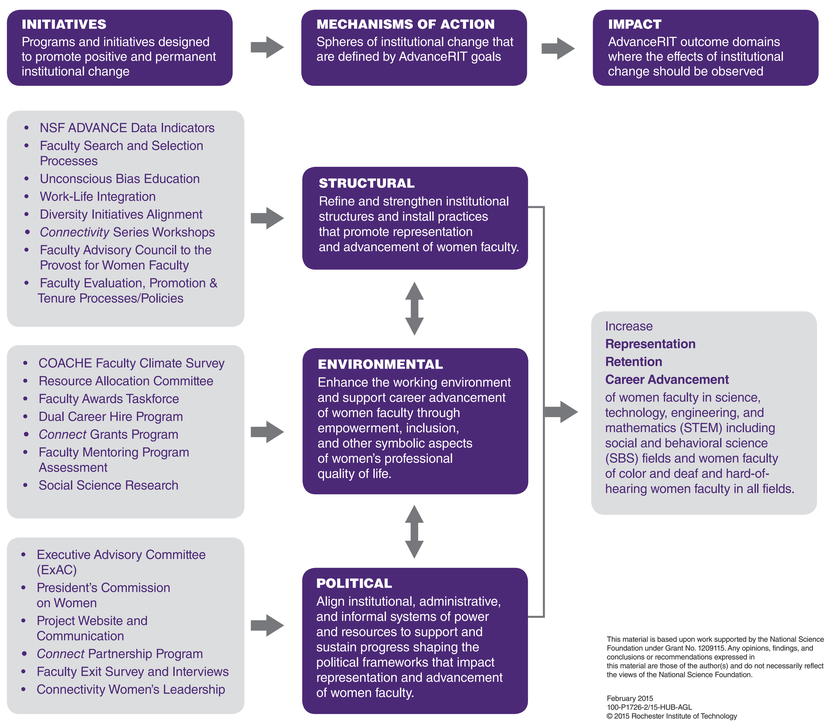
Change Drivers

- Research participants create programming for themselves
- New research path: Giving Voice 2 Values

AdvanceRIT Collaborative Work Process



AdvanceRIT Logic Model



This material is based upon work supported by the National Science Foundation under Grant No. 1209115. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.

February 2015
100-P1726-2/15-HUB-AGL
© 2015 Rochester Institute of Technology

Executive Advisory Committee

- Engages Top Campus Leadership
  - Monthly strategy meetings
  - Campus partners report out
- Co-led by Advance co-PI and RIT CDO

Challenges

- Getting others to put "skin in the game"

Benefits of ExAC Structure

- Upper Administration more invested in Advance activities

Change Drivers

- Successes recognized, obstacles identified

Resource Allocation Committee

Engages Faculty and Administrators

- Resource allocation concerns
- Perceptions of processes
- Salary equity analysis

Benefits of RAC Structure

- Checks & balances promote trust in process and outcomes

Challenges

- Sensitive issues, varied perspectives
- Transparency is elusive

Change Drivers

- Formal RFP drives consensus

COACHE Taskforce

Engages Faculty and Admin across campus

- Understand results of COACHE survey
- Dig deeper into data
- Disseminate results

Benefits of COACHE Taskforce Structure

- Broader audience for the message

Challenges

- Moving beyond the data to learn "why"

Change Drivers

- Generating conversation and LISTENING

Connectivity Series

Develop strategies and competencies:

- Career satisfaction
- Career navigation
- Work-life balance
- Leadership
- Scholarship
- Recognition

DHH and WoC

Connectivity events developed by and for each sub-population

Benefits of Self-Design

- Increased chance of successful events

Challenges

- Establishing trust

Change Drivers

- Faculty develop self-advocacy

Connect Grants

- Support leadership and career development
- Empower faculty and department heads
  - Broaden opportunities
  - Support creative efforts
  - Facilitate institutional transformation
  - Support AdvanceRIT project goals

Benefits of *Connect* Grants Structure

- Gives the power to the people!

Challenges

- Establishing and promoting funding process
- Balancing grant goals with support for all faculty

Change Drivers

- Provost funds for grants to non-STEM/SBS and men faculty
- Formal process supports informal change initiatives

Partnership Grants

Designed to provide funding to campus partners to support activities closely aligned with project goals and objectives

Benefits

- Supports collaborative administrative and faculty research projects to build capacity and understanding of faculty challenges

Challenges

- Oversight across various types of independent faculty research, evaluation and data analysis projects

Change Drivers

- Informs existing research and evaluation efforts

nsfadvance.rit.edu

Core Grant Team

Margaret Bailey	mbbeme@rit.edu
Betsy Dell	emdmet@rit.edu
Carol Marchetti	cemsma@rit.edu
Sharon Mason	Sharon.Mason@rit.edu
Maureen Valentine	msvite@rit.edu

Social Science Researchers

Kijana Crawford	drcgss@rit.edu
Susan Foster	sbfnis@rit.edu
Sandra Rothenberg	srothenberg@saunders.rit.edu

Program Staff

Laurie Clayton	lacpro@rit.edu
Korrie Sherry	kasnbt@ntid.rit.edu

This material is based upon work supported by the National Science Foundation under Grant No. 1209115