



Support for Assessment and Improvement of Departmental, School, or College Climates

The ADVANCE Program at the University of Michigan is pleased to work with departments, schools, and colleges that are interested in some kind of systematic assessment of their particular climate for students, staff, and/or faculty. We can assist with identification of external visitors who can provide assessments, or our staff can actually collect and analyze climate data for you, or we can arrange for some combination. In addition, we provide some programmatic activities aimed at improving the climate. Finally, ADVANCE staff will provide free consultation to departments, schools, and colleges about other resources available on campus that might be helpful in efforts to improve climates.

External Climate Visits

The ADVANCE Program works with UM departments, schools, and colleges to coordinate climate visits that involve external consultants or reviewers. The costs of these visits (including honoraria, travel, and lodging) are covered by the school/college. The costs of a past departmental climate study (three days and three external reviewers) totaled \$11,100. Costs associated with ADVANCE staff roles include coordinating and scheduling supplemental interviews and focus groups. ADVANCE costs associated with past visits averaged \$2,675.

Climate Studies

The ADVANCE Program works with UM departments, schools, and colleges to conduct studies to assess internal climates. The information obtained from these studies is used to identify areas in which things are going particularly well, as well as those that need improvement; the goal is to assist the unit to make appropriate policy changes to enhance the environment for all members of the department. Trained interviewers affiliated with the Institute for Research on Women and Gender conduct the interviews and focus groups to maintain complete confidentiality. Members of the ADVANCE professional staff analyze data and draft reports. The fee structure includes:

Surveys:	\$1,500
Interviews (non-transcribed):	\$50 per interview
Focus groups:	\$75 per focus group
Analysis & report:	\$500

Coaching Program for Department Chairs

Professional coaching is provided to Department Chairs in order to foster:

- 1) identification of barriers to effective departmental functioning and to the success of individuals within the department;
- 2) attainment of the Chair's professional and administrative goals;
- 3) improved communication within the department, especially between the Chair and his/her faculty, staff, and students;
- 4) organizational change goals within the department, especially those related to the goals of the ADVANCE Program (fostering the success and advancement of women and minority faculty in science and mathematics).

Range per chair: \$600 - \$9,500 (including both people who continue the coaching after the initial meeting and those who do not)

Average cost of people who continue coaching: \$5,975

Average cost of both people who continue the coaching after the initial meeting and those who do not: \$3,556

Leading Excellence

Leadership development of new full professors in order to:

- 1) broaden faculty awareness of the relationship between departmental concerns and the larger university context;
- 2) develop greater dexterity navigating between departmental, school, and university perspectives;
- 3) cultivate skills needed to take leadership at the departmental, school, and university levels;
- 4) expand the network of senior faculty beyond disciplinary and unit boundaries to promote greater leadership collaboration across the university.

Initiated as a collaboration between the Colleges of LSA and Engineering, this program will be offered free to new full professors in all schools and colleges with substantial undergraduate student enrollments in fall 2007.

Focus Groups for Special Constituencies

Focus groups have been conducted as part of climate assessments in departments, schools, and colleges. In addition, one series of conversations, or focus groups, was created for male assistant professors, designed to address how ADVANCE might involve them in the effort to improve departmental climates. By asking male assistant professors about their own experiences as well as their perceptions of their female colleagues' experiences, the focus groups provided detailed data that helped identify their unmet needs as well as their reactions to the ADVANCE Program.

Focus groups, analysis, and report: \$7,800

Mentoring for Assistant Professors

Mentoring for Assistant Professors is a set of special presentations of the CRLT Theater Program's *Faculty Advising Faculty* sketch, designed for groups including both male and female assistant professors, within—rather than across—departments. The purpose of these presentations is to bring groups of men and women together to have a facilitated discussion about an issue that is important in the careers of both women and men, but has some differential features. These presentations and discussions are aimed not only at recognizing problematic gender and rank dynamics depicted in the sketch, but also at identifying the potential benefits of good career advising, and developing ideas about how to maximize the likelihood of getting it themselves.

Male and female facilitator:	\$800 per performance
CRLT Players performance:	\$1,200 per performance
Total cost of a single facilitated performance/discussion:	\$2,000

Career Development Alliances

Using the CRLT Theater Program's *Faculty Advising Faculty* sketch, male and female assistant professors and male and female senior faculty have an opportunity to work in junior-senior pairs or small groups to build skills at working together on the junior person's career development. Activities include focus groups and interactive theatre performances.

Male and female facilitator:	\$800 per performance
CRLT Players performance:	\$1,200 per performance
Total cost of a single facilitated alliance-building program:	\$2,000

For more information or additional copies of this resource, please contact the ADVANCE Program at (734) 647-9359 or advanceprogram@umich.edu, or visit the ADVANCE Program's Web site at <http://sitemaker.umich.edu/advance>.