

The University of Maine

DigitalCommons@UMaine

ADVANCE Grant Documents and Reports

Rising Tide Center

2016

University of Maine NSF-ADVANCE Project Outcomes Report

Jeffrey Hecker

Principal Investigator; University of Maine

Amy Fried

Co- Principal Investigator; University of Maine

Eleanor Groden

Co- Principal Investigator; University of Maine

Karen Horton

Co- Principal Investigator; University of Maine

Susan K. Gardner

Co- Principal Investigator; University of Maine

See next page for additional authors

Follow this and additional works at: https://digitalcommons.library.umaine.edu/risingtide_grants



Part of the [Higher Education Commons](#)

Recommended Citation

Hecker, Jeffrey; Fried, Amy; Groden, Eleanor; Horton, Karen; Gardner, Susan K.; Hunter, Susan; and Jellison, Jody, "University of Maine NSF-ADVANCE Project Outcomes Report" (2016). *ADVANCE Grant Documents and Reports*. 1.

https://digitalcommons.library.umaine.edu/risingtide_grants/1

This Report is brought to you for free and open access by DigitalCommons@UMaine. It has been accepted for inclusion in ADVANCE Grant Documents and Reports by an authorized administrator of DigitalCommons@UMaine. For more information, please contact um.library.technical.services@maine.edu.

Investigators

Jeffrey Hecker, Amy Fried, Eleanor Groden, Karen Horton, Susan K. Gardner, Susan Hunter, and Jody Jellison

- Awards**
- [Search Awards](#)
- [Recent Awards](#)
- [Presidential and Honorary Awards](#)
- [About Awards](#)
- How to Manage Your Award**
- [Grant General Conditions](#)
- [Cooperative Agreement Conditions](#)
- [Special Conditions](#)
- [Federal Demonstration Partnership](#)
- [Policy Office Website](#)

Award Abstract # 1008498
A Rising Tide: Advancing Women and Leadership at the University of Maine

NSF Org:	HRD Division Of Human Resource Development
Recipient:	UNIVERSITY OF MAINE SYSTEM
Initial Amendment Date:	September 23, 2010
Latest Amendment Date:	July 8, 2014
Award Number:	1008498
Award Instrument:	Cooperative Agreement
Program Manager:	Jessie Dearo jdearo@nsf.gov (703)292-5350 HRD Division Of Human Resource Development EHR Direct For Education and Human Resources
Start Date:	October 1, 2010
End Date:	September 30, 2016 (Estimated)
Total Intended Award Amount:	\$3,162,602.00
Total Awarded Amount to Date:	\$3,446,695.00
Funds Obligated to Date:	FY 2010 = \$829,314.00 FY 2011 = \$677,231.00 FY 2012 = \$322,179.00 FY 2013 = \$939,695.00 FY 2014 = \$682,276.00
History of Investigator:	Jeffrey Hecker (Principal Investigator) Jeff.Hecker@umit.maine.edu Amy Fried (Co-Principal Investigator) Eleanor Groden (Co-Principal Investigator) Karen Horton (Co-Principal Investigator) Susan Gardner (Co-Principal Investigator) Susan Hunter (Former Principal Investigator) Jody Jellison (Former Co-Principal Investigator)
Recipient Sponsored Research Office:	University of Maine 5717 Corbett Hall ORONO ME US 04469-5717 (207)581-1484
Sponsor Congressional District:	02
Primary Place of Performance:	University of Maine 5717 Corbett Hall ORONO ME US 04469-5717
Primary Place of Performance Congressional District:	02
Unique Entity Identifier (UEI):	
Parent UEI:	
NSF Program(s):	ADVANCE - FELLOWS, ADVANCE - INSTITUTIONAL TRANSF, CLB-Advance-IT
Primary Program Source:	040100 NSF RESEARCH & RELATED ACTIVIT 040100 NSF RESEARCH & RELATED ACTIVIT 040100 NSF RESEARCH & RELATED ACTIVIT 040100 NSF RESEARCH & RELATED ACTIVIT
Program Reference Code(s):	1738, CL10
Program Element Code(s):	1681, 1738, 9104
Award Agency Code:	4900
Fund Agency Code:	4900
Assistance Listing Number(s):	47.076

ABSTRACT

The University of Maine ADVANCE IT project proposes a three-pronged approach to institutional gender equity for STEM women faculty. Specific goals and objectives include increasing the percentage of women in the STEM disciplines, supporting professional development activities, addressing recruitment, retention and advancement of women faculty and engaging other campuses in the University of Maine System, as well as the faculty union, through the dissemination of information regarding ADVANCE outcomes.

Intellectual Merit. The proposed activities are rooted in a conceptual framework that focuses on faculty job satisfaction, which plays a major role in retention. This project also presents a unique perspective to institutional transformation in that it takes into consideration the faculty union and its impact on faculty advancement and job satisfaction.

Broader Impact. The University of Maine ADVANCE IT project, because of its emphasis on seven other institutions in the state of Maine, has the capacity to impact women faculty beyond the proposing institution. It is expected that project results will be broadly disseminated across Maine and to other institutions through traditional means including national presentations and scholarly journal articles. As such, the University of Maine will contribute new knowledge to the field of institutional transformation.

PUBLICATIONS PRODUCED AS A RESULT OF THIS RESEARCH

Note: When clicking on a Digital Object Identifier (DOI) number, you will be taken to an external site maintained by the publisher. Some full text articles may not yet be available without a charge during the embargo (administrative interval).

Some links on this page may take you to non-federal websites. Their policies may differ from this site.

(Showing: 1 - 26 of 26)
[Hide Full List](#)

Gardner, S. K. "Cumulative negativity: Reasons for women faculty departure from one research institution" *Journal of Higher Education Management*, v.28, 2014, p.148

Gardner, S. K., & Blackstone, A. "Putting in your time: Faculty experiences in the process of promotion to full professor" *Innovative Higher Education*, 2013

McCoy, S. K., Newell, E. E., & Gardner, S. K. "Seeking balance: The importance of environmental conditions in men and women faculty's well-being" *Innovative Higher Education*, 2013

Gardner, S. K., & Blackstone, A. "Putting in your time: Faculty experiences in the process of promotion to full professor." *Innovative Higher Education*, v.38, 2013, p.411

Gardner, S. K. "Cumulative negativity: Reasons for women faculty departure from one research institution" *Journal of Higher Education Management*, v.28, 2014

Karen J. Horton "Professionalism Skills: A Framework for a Positive Academic Environment and Enhanced Employment Opportunities" *American Society for Engineering Education Annual Conference Electronic Proceedings*, 2012

Gardner, S. K., & Blackstone, A. "If you deserve it you should do it?: Faculty agency in applying for promotion to professor" *Review of Higher Education*, 2014

Karen J. Horton, Amy Fried, and Mary Madden "Promising Organizational Practices for Increasing Faculty Gender Equity: A Case Study" *American Society for Engineering Education Annual Conference Electronic Proceedings*, 2013

Gardner, S. K., & Veliz, D. "Evinced the ratchet: A document analysis of promotion and tenure criteria from a striving university" *The Review of Higher Education*, v.38, 2014

McCoy, S. K., Newell, E. E., & Gardner, S. K. "Seeking balance: The importance of environmental conditions in men and women faculty's well-being." *Innovative Higher Education*, v.38, 2013, p.309

Gardner, S. K., Veliz, D., Blackstone, A., McCoy, S. K., & Newell, E. E. "The effects of state budget cuts on the departmental climate" *Academe*, 2014

Gardner, S. K., & Doore, S. "Institutional transformation through innovative internal advisory boards" *Association for Women in Science Magazine*, v.48, 2016

McCoy, S. K., Newell, E. E., & Gardner, S. K. "Seeking balance: The importance of environmental conditions in men and women faculty's well-being" *Innovative Higher Education*, v.38, 2013

Gardner, S. K. "Between a rock and a hard place?: Women faculty at striving institutions" *Review of Higher Education*, v.36, 2013

Gardner, S. K., & Blackstone, A. "Putting in your time: Faculty experiences in the process of promotion to full professor" *Innovative Higher Education*, v.38, 2013

Gardner, S. K. "A mixed methods study of women faculty satisfaction and departure from one research institution" *Journal About Women in Higher Education*, v.5, 2012

Gardner, S.K. "A mixed-methods study of women faculty satisfaction and departure from one research institution." *Journal About Women in Higher Education*, v.5, 2012, p.71

Gardner, S. K. "Cumulative negativity: Reasons for women faculty departure from one research institution." *Journal of Higher Education Management*, 2014

Gardner, S. K., & Veliz, D. "Evinced the ratchet: A document analysis of promotion and tenure criteria from a striving university." *Review of Higher Education*, v.underre, 2014, p.underre

Gardner, S. K. "Between a rock and a hard place?: Women faculty at striving institutions." *Review of Higher Education*, v.36, 2013, p.349-370

Gardner, S. K. "Between a rock and a hard place?: Women faculty at striving institutions" *Review of Higher Education*, 2013

Gardner, S. K., Veliz, D., Blackstone, A., McCoy, S. K., & Newell, E. E. "The effects of state budget cuts on the departmental climate" *Academe*, v.2013, 2014, p.in press

Gardner, S. K. "Mentoring the Millennial faculty member" *The Department Chair*, 2016

Gardner, S. K. "A mixed methods study of women faculty satisfaction and departure from one research institution" *Journal About Women in Higher Education*, 2012

McCoy, S. K., Newell, E. E., & Gardner, S. K. "Seeking balance: The importance of environmental conditions in men and women faculty's well-being." *Innovative Higher Education*, v.38, 2013, p.in press

Gardner, S. K., & Blackstone, A. "Putting in your time: Faculty experiences in the process of promotion to full professor" *Innovative Higher Education*, v.38, 2013, p.in press

(Showing: 1 - 26 of 26)
[Hide Full List](#)

PROJECT OUTCOMES REPORT

Disclaimer
 This Project Outcomes Report for the General Public is displayed verbatim as submitted by the Principal Investigator (PI) for this award. Any opinions, findings, and conclusions or recommendations expressed in this Report are those of the PI and do not necessarily reflect the views of the National Science Foundation; NSF has not approved or endorsed its content.

University of Maine NSF-ADVANCE Project Outcomes Report

In 2010, University of Maine received a five-year, \$3.2 million Institutional Transformation grant from the National Science Foundation's ADVANCE program. We then received a one-year no-cost extension and NSF support concluded in September 2016. The mission of UMaine's NSF-ADVANCE IT Program was to develop systemic approaches to increase the representation and advancement of women in academic science, technology, engineering and mathematics (STEM) and social-behavioral science (SBS) careers, thereby generating a more diverse science and engineering workforce. The [Rising Tide Center](#) was founded in 2010 at UMaine to support our NSF ADVANCE work.

Four goals support our grant's mission: 1) increase the percentage of women in STEM and SBS fields at UMaine throughout the academic pipeline; 2) support effective policies, programs, and professional development opportunities to enhance the recruitment, retention, and advancement of women faculty; 3) decrease isolation of women faculty by creating a positive work environment, pursuing diversity and partner relocation assistance, minimizing barriers to success, and improving connections within and outside of Maine; and 4) work with partners beyond our campus to develop programs, policies, and professional development activities to further ADVANCE goals in the state.

UMaine was part of the NSF's first cohort of ADVANCE grantees required to demonstrate not only a positive transformation for faculty at our institution, but also to study the process and share what we learned by disseminating findings. Over the period of our grant, we have presented findings at national conferences and published or presented more than 25 papers on topics ranging from analyses of changes in tenure and promotion criteria over time to work/life balance to understanding what drives faculty workplace satisfaction.

Surveys of UMaine faculty over the period of the grant indicate that Rising Tide events and awareness efforts led to increased job satisfaction among women, increased awareness and use of work/life balance policies, and widespread integration of new policies, professional development opportunities, and practices.

We have benefited from involvement in our institutional transformation efforts at all levels on campus and from a diverse set of representatives. Our advisory council includes the UMaine Provost, representatives from the President's office, all academic deans and other administrators, as well as faculty and representatives from Human Resources, Equal Opportunity, Institutional Research, and other units on campus.

Since receiving the ADVANCE grant, we have worked in collaboration with partners in Human Resources and Equal Opportunity to ensure that faculty and their chairs, directors, and deans are aware of, and feel able to utilize, UMaine's family-friendly policies. We also developed a targeted mentoring program designed to benefit the mentor and the mentee with a small, focused commitment.

To recognize the significant achievements of women faculty at the University of Maine, in 2014 the Rising Tide Center introduced the ADVANCE Career Recognition Awards and the Excellence in Faculty Mentoring Award. Career Awardees offer a public luncheon presentation highlighting their career achievements and receive a travel award to facilitate attendance at a prestigious conference where their work will be showcased on an international stage. The Mentoring Award honors an outstanding faculty mentor who has committed to supporting the professional development of junior faculty colleagues and to serving as a role model in creating a positive and supportive work environment.

Our grants program offers faculty the opportunity to develop new collaborations through a research seed grant, provides funding for women faculty to participate in training, mentoring, and leadership development activities, and aids STEM and social-behavioral science units seeking to update guidelines for annual faculty review, promotion and tenure, post-tenure review, review letter formats and other faculty assessment metrics. These grants have resulted in over 100 new research collaborations, over 135 paper presentations and publications, 12 visiting scholars to campus, and over \$800,000 in external grant funding. We are pleased to be able to continue our professional development grants program through the recently established [Susan J. Hunter Fund](#).

In addition to the grants program, we have offered over 80 trainings and workshops with more than 1,000 participants in areas such as fostering collegiality, peer review, negotiations, bias literacy, mentoring, promotion, search committee training, and other topics. In addition to these workshops, we developed an annual Advancing Women in Academia conference that includes participants from institutions throughout Maine and New England. We have also developed a Male Advocates and Allies program that includes over 70 male participants.

Finally, we launched an independent nonprofit, Maine Career Connect, which provides dual career and family services for employees new to Maine.

While UMaine's NSF-ADVANCE grant period has come to a close, the Rising Tide Center continues with institutional support from the University. More information about the Center can be found at <https://umaine.edu/advancersinstitute/>.

Last Modified: 12/30/2016
 Modified by: Susan Gardner

Please report errors in award information by writing to: awardsearch@nsf.gov.

[Print this page](#)

[↑ Top](#)

[Top](#)