ADVANCE

Changing the Culture at the University of Rhode Island:
Assessing Readiness for Change

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URI-ADVANCE Program Goals

ASSESSMENT
RECRUITMENT
FACULTY DEVELOPMENT
NETWORKS OF SUPPORT
ADMINISTRATIVE COLLABORATION
CLIMATE CHANGE

GOAL 1

ASSESSMENT

"Develop and share a comprehensive understanding of the status of women STEM faculty"

Climate survey
- Entire campus (1,000 +/-), distributed in April '04
- Career, climate, work-life, readiness-for-change

Faculty focus groups
- Identify key behaviors that promote or inhibit women’s advancement

Dissemination
- Climate report & one-year anniversary event - November 2004
- Publicity, presentations, events
- Website: www.uri.edu/advance

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GOAL 2

RECRUITMENT

“Increase the number of ranked women STEM faculty”

Faculty Fellows Program
- Provost determines areas of need in STEM colleges
- 1-3 year fellowship with guaranteed transition into tenure-track position
- Focus on research; limited teaching/service
- Expanded faculty development/support/mentoring opportunities

Supplemental Funding Program
- Where regular appointment more appropriate
- Offers substantial supplement IN ADDITION to regular start-up offer

GOAL 3

FACULTY DEVELOPMENT

“Advance the careers of all women faculty, especially STEM faculty”

ADVANCE Incentive Fund
- $40,000 per year
- Awards promoting the research of women STEM faculty or other efforts that promote the careers of women STEM faculty

Education & Training
- Monthly topical lunches
- Career Workshops
- Mentor Training Program
- Grant Management Specialist

GOAL 4

NETWORKS OF SUPPORT

“Improve the available network of support for all women faculty, especially STEM faculty”

Work Family Initiatives
- Family-friendly policy revisions and implementation
- Dual earner couple guidelines
- Child care facility

Social Connections
- Social events
- Topical lunches
- Website; ARC (ADVANCE Resource Center)

GOAL 5

ADMINISTRATIVE COLLABORATION

“Increase administrative collaboration to engage in & promote organizational change”

Education
- ADVANCE Presentations in all 4 colleges
- Climate Workshops in all STEM departments
- ADVANCE Climate Survey presentations

Climate Advisory Council
- URI Leadership meets bi-annually
- Creates ownership in mission
- Creates pyramid of support
Organizations follow measurable patterns when thinking about making major changes.

**Principles of TM**
- Stages of readiness to change
  - Decisional balance
  - Self-efficacy
  - Processes of change

**Stages of readiness:**
- Precontemplation (no plan):
- Contemplation (might consider possibility):
- Preparation (ready to take initial steps):
- Action (overtly engaging in behavior change):
- Maintenance (sustained change over time):

**Decisional balance**
- Change more likely when the perceived advantages of change outweigh perceived disadvantages (pros vs. cons).

**Self-efficacy**
- Change more likely when there is greater perceived ability to engage in specific behavior successfully (self-efficacy).

**Appreciative Inquiry (AI)**
- Shifting focus through positive imagery
- Customized interview guides

**Climate Initiative – 2 change models**
- Transtheoretical Model (TM)
  - Prochaska & DiClemente, 1980s
  - Health Behaviors → organizational change
  - Stage-based assessment and interventions
- Appreciative Inquiry (AI)
  - Cooperrider, 1980s
  - Appreciative inquiry and interventions
**Processes of Change**

- Movement through stages facilitated by 10 processes of change
  - Consciousness raising
  - Dramatic relief
  - Environmental and self reevaluation
  - Social and self liberation
  - Reinforcement management
  - Counterconditioning
  - Helping relationships
  - Stimulus control

**Appreciative Inquiry**

The process of studying a phenomenon changes it; organizations grow in direction they ask questions about and focus attention on

**Principles**

- Constructionist Principle
- Principle of Simultaneity
- Anticipatory Principle
- Poetic Principle
- Positive Principle

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1. Choose the positive as the focus of inquiry
2. Inquire into exceptionally positive moments
3. Share the stories and identify life-giving forces
4. Create shared images of a preferred future
5. Innovate and improvise ways to create that future

**CLIMATE CHANGE INTERVENTION PLAN**

- Press Conference
- Council of Deans
- College of Engineering Chairs mtg.
- College of Arts & Sciences Chairs mtg.
- Graduate School of Oceanography
- College of Environ. & Life Sciences Chairs mtg.

**ACTION PLAN WORKSHOPS**

**ACTION PLAN UPDATES**
**PREPARATION**

- Choose positive as focus of inquiry
- Inquire into exceptionally positive moments
- Share stories & identify life-giving forces
- Create shared images of a preferred future
- Innovate & improvise ways to create that future

**CONTEMPLATION**

- Consciousness raising
- Dramatic relief
- Environmental reevaluation
- Self-reevaluation
- Self-liberation

**ACTION PLAN WORKSHOP**

- Reinforcement management
- Helping relationships
- Counter-conditioning
- Stimulus control

- Develop action plan, timeline, key participants, etc.

**ACTION PLAN UPDATES**

- Reinforcement management
- Helping relationships
- Counter-conditioning
- Stimulus control

**MAINTENANCE**

- Choose positive as focus of inquiry
- Inquire into exceptionally positive moments
- Share stories & identify life-giving forces

**INITIAL/WORKSHOP**

- Precontemplation
- Contemplation
- Preparation
- Action

- Consciousness raising
- Dramatic relief
- Environmental reevaluation
- Self-reevaluation
- Self-liberation