

**YEAR 3 EXTERNAL EVALUATION: SEATTLE  
UNIVERSITY ADVANCE-IT**

**WHAT COUNTS AS SUCCESS? RECOGNIZING AND REWARDING  
WOMEN FACULTY'S DIFFERENTIAL CONTRIBUTIONS IN A  
COMPREHENSIVE LIBERAL ARTS UNIVERSITY**

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## Executive Summary

Seattle University (SU) has completed three years (and is well into its fourth year) of a five-year NSF-funded ADVANCE-IT grant, “What Counts as Success? Recognizing and Rewarding Women Faculty’s Differential Contributions in a Comprehensive Liberal Arts University.” The overall goal is institutional cultural and structural transformation that brings the promotion standards, perceived expectations, and mentoring processes fully into line with the values-based educational mission of the university.

The three project aims are to achieve institutional transformation in the form of:

- Cultural shift around the faculty activities that count toward tenure and promotion, with a specific emphasis on promotion for women faculty in STEM and SBE fields;
- Procedural changes in the form of revised promotion guidelines that clearly include mission related activities as valued and articulate paths toward promotion;
- Structural change to include formal mentoring and training for both faculty and administrators as a basis of sustained education and support for the multi-track promotion policy.

This external evaluation report covers the period of January 2019 through February 2020, timed to reflect the beginning of the grant’s second phase (applied transformation). The reporting period encompasses the second half of grant Year 3 and first half of grant Year 4, but for simplicity’s sake, the reporting period will be referred to as “Year 3.” Drawing upon both quantitative and qualitative data, this report highlights progress toward grant goals and offers recommendations to facilitate long-term impacts.

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### Significant Year 3 Activities:

In the third year of the grant, SU ADVANCE pivoted to supporting the development and adoption of new promotion guidelines. The team engaged stakeholders throughout the university in the development of the guidelines and solicited feedback from stakeholders throughout the process. SU ADVANCE also worked closely with the Center for Faculty Development and the Center for Jesuit Education on identifying the goals of the Institute of Leadership Development for Holistic Faculty Formation and had planned to hold pilot workshops as soon as spring 2020 (but were not able to do so given COVID-19).

The social science research team began analysis of data from more than 70 faculty interviews and three focus groups, and created a faculty service inventory from 40 CVs and 20 promotion statements. The data from these research activities were disseminated among key stakeholders, including the working group tasked with drafting the new promotion guidelines. In addition, faculty interviews similar to those conducted at SU were also undertaken at Loyola Marymount University to generate comparative data. Seattle University as a whole made important strides toward creating a system for obtaining institutional data, information that is vital for SU ADVANCE to be able to measure the impacts of its work.

### Key Recommendations:

*Data and Assessment*

- Continue to collaborate with the Office for Institutional Research on efforts to develop a process for accessing institutional data.
- Work with administrators, faculty, and staff to decide how to obtain missing faculty race and ethnicity data.
- As recommend by the NSF site visitors, revise the logic model to include short- and long-term objectives and corresponding activities.

#### *Collaboration*

- Continue to reach out to the Office of Diversity and Inclusion (ODI), Center for Faculty Development, and Center for Jesuit Education to explore collaboration opportunities.
- Work directly with ODI to determine how the faculty fellow can best support its work.

#### *Social Science Research*

- In accordance with the participatory action research (PAR) model, utilize the social science research findings to develop the faculty institute curriculum and refine the messaging for the revised promotion guidelines.
- Consider following up with women faculty focus group participants who indicated they are more likely to apply for promotion in order to gain insight into how the institutional climate may have already begun to change.

#### *Messaging and Dissemination*

- Work with university stakeholders to develop a communication strategy around the updated promotion guidelines.
- Finalize the social science research findings and disseminate them to the Association of Jesuit Colleges and Universities (AJCU) member institutions and beyond.

#### *Sustainability and Institutionalization*

- Streamline decision making processes among the program team by increasing decision making capabilities for all team members thereby increasing the number of individuals who can lead institutionalization efforts.
- Once new promotion guidelines are approved at the university level, work actively with each college to facilitate the implementation of revisions into the college-level guidelines.
- When rolling out the faculty institute, ensure adequate evaluation is included to assess its impact to guide decisions about sustainability. Any campus partners who might assist with sustainability efforts should be engaged as key collaborators (if they are not already) from the get go. Resources for sustaining the institute should be identified.

Seattle University ADVANCE made impressive progress as it transitioned into its second phase focused on applied transformation. In the upcoming year, the team should continue to direct its efforts toward the adoption of the new promotion guidelines, piloting the faculty institute, research dissemination, and plans for sustainability. The uncertainties of COVID-19 will likely result in modifications of current plans, but the team's participatory action research approach will be an asset in navigating change.