Overview of Program Initiatives and Progress

Presentation to the NSF 3rd Year Site Visit Team
Mission Statement

ADVANCE at Brown seeks to increase the retention and advancement of women faculty in science and engineering by making available those mechanisms that promote career success for all faculty scientists—mechanisms including FACULTY MENTORING, GRANT SEEKING & EXTERNAL FUNDING SUPPORT, and tools for becoming LEADERS in ACADEMIC & SCIENTIFIC COMMUNITIES.
Departments We Serve

Dean of Faculty (DOF)
- Applied Mathematics
- Chemistry
- Cognitive & Linguistic Sciences
- Computer Science
- Engineering
- Geological Sciences
- Mathematics
- Physics

Program in Biology (BioMed)
- Ecology & Evolutionary Biology (EEB)
- Molecular Microbiology & Immunology (MMI)
- Molecular Pharmacology, Physiology and Biotechnology (MPPB)
- Molecular Biology, Cell Biology and Biochemistry (MCB)
- Neuroscience
ADVANCE at Brown

Working Group Members

Tayhas Palmore, Director of ADVANCE & Professor of Engineering and Chemistry

Amy Robb, Funding Resources Specialist

Krista Hedderich, Program Coordinator
University Partners

Steering Committee Members

Michele Cyr
Associate Dean of Academic Affairs
Karen Fischer
Professor of Geological Sciences
Annie Schmitt
Professor of Biology & ADVANCE Co-PI
Carrie Spearin
Visiting Assistant Professor of Sociology
James Valles
Associate Dean of the College

Ex Officio Steering Committee Members

Clyde Britant
Vice President for Research
Carolyn Dean
Senior Associate Dean of the Faculty
Edward Howret
Associate Dean of Biology
Rajiv Vehra
Dean of the Faculty
Valerie Pettit Wilson
Associate Provost & Director of Institutional Diversity

Administrative Partners

Ruth Simmons
University President
David Keenzer
Provost
Clyde Britant
Vice President for Research
Rajiv Vehra
Dean of the Faculty
Edward Wing
Dean of Biology & Medicine
Valerie Pettit Wilson
Associate Provost & Director of Institutional Diversity
External Advisory Board

- Liz Bradley, University of Colorado
- Molly Carnes, University of Wisconsin-Madison
- Barbara J. Grosz, Harvard University
- Alice C. Hogan, Founding Director of NSF ADVANCE
- Britt A. Holmen, University of Vermont
- Cathy A. Trower, Harvard University
- Maria T. Zuber, Massachusetts Institute of Technology
Current Faculty

Brown Faculty Overall

<table>
<thead>
<tr>
<th>Rank</th>
<th>Women 2002-03</th>
<th>Women 2009-10</th>
<th>2002-03</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor</td>
<td>31</td>
<td>52</td>
<td>93</td>
<td>141</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>48</td>
<td>49</td>
<td>127</td>
<td>141</td>
</tr>
<tr>
<td>Full Professor</td>
<td>64</td>
<td>90</td>
<td>322</td>
<td>355</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>191</td>
<td>542</td>
<td>637</td>
</tr>
</tbody>
</table>
Current Faculty

Brown STEM Faculty

- Women STEM 2002-03
- Women STEM 2009-10
- STEM 2002-03
- STEM 2009-10

- Assistant Professor:
  - Total: 275
  - Women STEM 2002-03: 37
  - Women STEM 2009-10: 49
  - STEM 2002-03: 12
  - STEM 2009-10: 43

- Associate Professor:
  - Total: 234
  - Women STEM 2002-03: 10
  - Women STEM 2009-10: 14
  - STEM 2002-03: 15
  - STEM 2009-10: 48

- Full Professor:
  - Total: 163
  - Women STEM 2002-03: 11
  - Women STEM 2009-10: 24
  - STEM 2002-03: 49
  - STEM 2009-10: 64
Current Faculty

Summary of Change 2002-03 to 2009-10

Women in STEM Departments: 32.4%
Total in STEM Departments: 17.5%
Women in All Departments: 33.6%
Total in All Departments: 17.5%

N=12, N=41, N=48, N=95
Program Components

1. Leadership Program for Women Scientists
2. Faculty Development Program
3. Transforming Academic Departments
4. Visiting Scholars Program
Leadership Program for Women Scientists

1. Career Development Award
2. Scientific Leadership Award
3. Administrator Shadowing Program (Program Change)
4. Leadership Support Fund (Program Change)
5. Travel Grant Program (New Initiative)
1. Career Development Award

- $15,000 seed grant
- Helps faculty increase exposure to senior colleagues
- Tenured/tenure-track faculty in STEM are eligible to apply
- All proposals must describe how projects will influence the careers of women scientist applicants or collaborators
- Reviewed by committee of administrators & faculty
1. Career Development Award

Applicants & Awardees by Gender

- Female Applicants
- Female Awardees
- Male Applicants
- Male Awardees


<table>
<thead>
<tr>
<th>Year</th>
<th>Female Applicants</th>
<th>Female Awardees</th>
<th>Male Awardees</th>
<th>Male Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>10</td>
<td>6</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2008</td>
<td>10</td>
<td>7</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2009</td>
<td>18</td>
<td>12</td>
<td>7</td>
<td>2</td>
</tr>
</tbody>
</table>
1. Career Development Award

Award Recipients by Rank

- Total Number of Awards Granted = 28

Year | Assistant Professors | Associate Professors | Full Professors |
--- | --- | --- | --- |
2007 | 5 | 2 | 0 |
2008 | 5 | 4 | 0 |
2009 | 9 | 4 | 1 |
1. Career Development Award

2007 & 2008 Award Recipients

- 15 Awards
- $304,000 Initial Investment
- 11 Articles
- $1.3 Million ROI in Additional Grants

ADVANCE at Brown

Amy Robb
2. Scientific Leadership Award

• Serves to help women faculty take on roles of scientific leadership within their disciplines
• Tenured/tenure-track women STEM faculty eligible
• Proposals accepted on rolling basis
2. Scientific Leadership Award

Projects Supported to Date

- **Johanna Schmitt, Professor of Biology**
  - Post-Doctoral Fellow Support
  - Past President of Society for the Study of Evolution

- **Andrea Simmons, Professor of Psychology**
  - Conference & Travel Support
  - Elected Member of Acoustical Society of America

- **Anita Zimmerman, Professor of Medical Science**
  - Laboratory Supplies Support
  - Member of Editorial Board of *Journal of General Physiology*
3. Administrator Shadowing Awards

- Designed to give women STEM faculty the opportunity to shadow a senior University administrator and work on a semester-long project that would have institutional impact
- No applications received
3. Administrator Shadowing Awards

External Evaluator Pre-Test Survey:

*Importance to faculty of playing a leadership role through administrative positions*

![Bar Chart]

- **Level of Important**
  - 1 = Not important
  - 5 = Very important

- **Number of Brown Faculty**

- **Women**
- **Men**

Amy Robb
3. Administrator Shadowing Awards

Proposed Change: Departmental Leadership Awards

• Provide female and male full professors teaching relief to serve as chair of a major departmental committee for a year

• Awardees attend ADVANCE sessions to learn about gender equity issues
4. Leadership Support Fund

- Pays for women scientists to attend administrator training or faculty development workshops sponsored by other institutions
- To date, we have received no applications
- Program reworked to focus on women attending or developing workshop sessions on faculty development in context of professional association meetings
5. Travel Grant

• New initiative begun in 2009
• $1,000 available on rolling basis
• Enables women STEM faculty to accept invitations to present their research at universities and conferences
5. Travel Grant

Award Recipients’ Destinations

- Cape Town, South Africa
- Regensburg, Germany
- Antalya, Turkey
- Stockholm, Sweden
- Portland, OR
- Cape Town, South Africa
Faculty Development Programs

1. One-to-One Faculty Mentoring Program
2. Peer-Mentoring Groups
3. Sponsored Project Support (Finding Grants)
4. Faculty Outreach & Networking Events (New Initiative)
5. Work-Family Balance
Mentoring Program Components

1. One-to-One Faculty Mentoring Program
2. Peer-Mentoring Groups
1. One-to-One Faculty Mentoring Program

2006 COACHE Survey for New Tenure-Track Faculty:
*How helpful would you find formal mentoring?*

![Bar chart showing responses to the mentoring survey question.](image-url)

- **Unhelpful**: 6% (Women), 8% (Men)
- **Somewhat Helpful**: 38% (Women), 53% (Men)
- **Very Helpful**: 56% (Women), 39% (Men)
1. One-to-One Faculty Mentoring Program

Collaborative Initiative

- Carolyn Dean, Senior Associate Dean of the Faculty
- Edward Hawrot, Associate Dean of Biology
- Karen Fischer, Professor of Geological Sciences & ADVANCE Steering Committee
- Krista Hedderich, ADVANCE Program Coordinator
1. One-to-One Faculty Mentoring Program

- Junior/senior cross-departmental matches
- “Opt-out” for junior faculty in their first year
- 50 eligible mentees in first 2 years
- 29 mentees currently involved (3 pre-ADVANCE)
- 14/29 are STEM
- 3/29 are STEM Women
1. One-to-One Faculty Mentoring Program

29 Participants as of Fall 2009

Fall 2009 Faculty Mentoring Program Participants

- Mentee Women
- Mentee Men
- Mentor Women
- Mentor Men

Legend:
- Life and Medical Sciences
- Physical Sciences
- Humanities
- Social Sciences
# 1. One-to-One Faculty Mentoring Program

Program Growth 2007-2009

<table>
<thead>
<tr>
<th></th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Jr. Faculty</td>
<td>25</td>
<td>22</td>
<td>28</td>
</tr>
<tr>
<td>All Mentees</td>
<td>3</td>
<td>22 (19 new)</td>
<td>29 (18 new)</td>
</tr>
<tr>
<td>All STEM</td>
<td>1</td>
<td>10 (9 new)</td>
<td>14 (9 new)</td>
</tr>
<tr>
<td>STEM Women</td>
<td>1</td>
<td>5 (4 new)</td>
<td>3 (0 new)</td>
</tr>
</tbody>
</table>

8 more mentors than were needed volunteered in both 2008-09 & 2009-10
1. One-to-One Faculty Mentoring Program

- Pairs meet 2 to 4 times per semester
- All participants provided with ADVANCE-created Faculty Mentoring Program Guide
- Institutional and departmental tenure guidelines available through Office of Dean of Faculty and ADVANCE wiki
1. One-to-One Faculty Mentoring Program

Topics Discussed as Reported by Mentees & Mentors*
(Spring 2009)

- Criteria for promotion & tenure
- Publications & writing
- Committee / service work
- Identify & develop career goals
- Organization of university
- Time management
- Work / life balance
- Funding resources at Brown
- Teaching / classroom family care policies
- University family care policies
- Identity issues (race, gender, etc.)

*20/22 Mentees & 10/22 Mentors
1. One-to-One Faculty Mentoring Program

Sessions for Mentors and Mentees

- Generational Differences Among Faculty, Dr. Sharon Hostler, University of Virginia (April 2009)
- Traditionals, Boomers, X-ers, and Millennials: Giving and Getting the Mentoring You Want, Dr. Cathy Trower, Harvard Graduate School of Education (Oct. 2009)
1. One-to-One Faculty Mentoring Program

Improved Mentor Recruiting – Summer 2009

• Institutional collaboration between the ADVANCE mentoring committee and the Provost’s Office
• Initial recruitment letter from Provost
• Follow-up letter from K. Fischer to 31 faculty who had been recommended as outstanding mentors by the ADVANCE mentoring committee
• 12 agreed to serve as mentors
• Percentage of women in the mentor pool rose from 6/27 (22%) to 13/26 (50%)
2. Peer-Mentoring Groups

- Monthly meeting for discussion and problem-solving
- Groups:
  - Mid-career women scientists
  - Women faculty in the physical & biological sciences
  - (New this year) Women faculty of color across disciplines
- 42% of tenured/tenure-track women scientists participated last year
2. Peer-Mentoring Groups

- Topics generated by ADVANCE and participants
- Discussions utilized articles, guest speakers, university administrators
- Topics included:
  - Negotiating with department chair
  - Lab management
  - Balancing research and teaching with service and advising assignments
2. Peer-Mentoring Groups

Evaluation of Peer-Mentoring Groups Spring 2009

• 100% either strongly agreed or agreed that
  o Topical discussions were worthwhile
  o They would recommend the group to others
  o They participated openly and honestly
3. Sponsored Project Support

Amy Robb is our grants librarian

- Provides one-on-one research consultations on use of funding resources
- Initial responsibilities included restricted submissions process
- Responsibilities evolved to build tools for sponsored research
3. Sponsored Project Support

Restricted Submission Process

Private Foundations
- Call for Nominations
- Requires Letter of Nomination from Chair
- Opportunity Announcements Sent to Chairs/Department Managers

Federal Agencies
- Call for Applications
- Requires Letter of Support from Chair
- Opportunity Announcements Sent to All Faculty in Appropriate Disciplines
3. Sponsored Project Support

Restricted Submission Process for Private Foundations

- Invitation to Nominate from Foundation Received
  - Stakeholders Notified of Success Nominations
  - Opportunity Announcement Drafted
    - Announcement Distributed & Database Updated
    - Internal Proposals Collected
      - Reviewers Selected by OVPR Convened
        - Stakeholders Notified of Success Nominations
          - Invitation to Nominate from Foundation Received
3. Sponsored Project Support

Private Foundation Restricted Opportunities, % of STEM Women Put Forward, Sep 2007-Sep 2008

<table>
<thead>
<tr>
<th>Category</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Candidate Pool (Assistant &amp; Associate STEM Faculty) n = 104</td>
<td>24%</td>
<td>76%</td>
</tr>
<tr>
<td>Internal Nominees Put Forward by Chairs n = 34</td>
<td>32%</td>
<td>68%</td>
</tr>
<tr>
<td>Nominees Selected to Go Forward to Foundations (Challenged &amp; Unchallenged) n = 22</td>
<td>27%</td>
<td>73%</td>
</tr>
</tbody>
</table>
3. Sponsored Project Support

Private Foundation Restricted Opportunities, Sep 2007-Sep 2008 Success Rates

- 6 Women Out of 22 Candidates Put Forward to Foundations
- 27% of Total

- 1 Woman from Brown Won an Award
- 3 Men From Brown Won an Award
3. Sponsored Project Support

Wiki for Funding Resources Support

- University Resources for External Funding Support
- Private Funding Opps for New Investigators in the Physical Sciences

University Library

- New Grant Resources Page
- Long-Term Collection Development & Outreach Support
3. Sponsored Project Support

Faculty Workshops & Outreach Events

1. Mentoring Faculty on Proposal Writing, Apr 2008
2. Private Funding Opps for New Investigators in the Physical Sciences (Brown Bag), Sep 2009
4. Faculty Outreach & Networking Events (FONE)
   - Career Dev Awardees’ Research, Sep 2009
   - Going After Federal Funding, Nov 2009
4. Faculty Outreach & Networking Events (FONE)

Monthly Sessions Beginning Sep 2009

- Help Brown STEM faculty advance professionally by providing an opportunity to build strategic partnerships and gain recognition
- Sessions Include:
  - Career Development Awardees’ Research
  - Going After Federal Funding
5. **Work-Family Balance**

Implemented by the Office of the Dean of the Faculty

- New England Higher Education Consortium
- “Opt-out” tenure clock extension for parents of a new child
- Tenure candidates evaluated in terms of tenure-clock (rather than chronological) time
- Dual Career Partner Placement Protocol
- Family Friendly website
- Institutional and Departmental Tenure Guidelines available
5. Work-Family Balance

Implemented by Human Resources

- Backup Care Program
- Child Care
  - YMCA Mt. Hope Infant Care Program
5. Work-Family Balance

ADVANCE Support

- Promote Brown policies that ensure gender equity in tenure and promotion
- Coordinate with Office of Dean of the Faculty and Human Resources
- Wiki Resources
  - Dual Career
  - Local Employment Resources
  - Dependent Care

Link to these from our website!
Transforming Academic Departments

1. Department Chair Support
2. Brown Case Study (New Initiative)
1. Department Chair Support

Workshops

- Mentoring Faculty on Proposal Writing (Apr 2008)
- Recognizing Gender Bias in Letters of Recommendation (Oct 2009)
- Faculty & Families: Negotiating Dual Career Hires & Caretaking Leaves (Nov 2009)

Visiting Scholars Sessions

- Recruitment and Retention Guidelines that Enhance Diversity in Faculty Searches, Virginia Valian (Sep 2008)
- Stealing the Best Talent in an Era of Tight Budgets, Joan Williams (Oct 2008)
- Issues Commonly Faced by (Women) Scientists, Sue Rosser (Feb 2009)
- The Department Chair’s Role in Institutional Change: Lessons from MIT, Nancy Hopkins (Oct 2009)
1. Department Chair Support

Chairs’ Workshop Attendance

- Mentoring Faculty on Proposal Writing (Apr 2008)
- Recruitment and Retention Guidelines that Enhance Diversity in Faculty Searches, Virginia Valian (Sep 2008)
- Stealing the Best Talent in an Era of Tight Budgets, Joan Williams (Oct 2008)
- Recognizing Gender Bias in Letters of Recommendation (Oct 2009)
- Faculty & Families: Negotiating Dual Career Hires & Caretaking Leaves (Nov 2009)
- Institutional Change: Lessons from MIT, Nancy Hopkins (Oct 2009)
1. Department Chair Support

• ADVANCE Wiki archives presentations given by visiting scholars that detail issues regarding recruitment & retention of women in STEM fields

• *Increasing the Retention and Advancement of Women and Minority Scientists: A Guide for Department Chairs* (Sep 2009) -- written by ADVANCE and included in Chair’s orientation materials
1. Department Chair Support

- Faculty Ownership -- e.g., Dr. Cyr led workshop
- Recognizing Gender Bias in Letters of Recommendation (Oct 2009)
2. Brown Case Study

Departmental Climate Teaching Tool

- Target audience: STEM chairs and senior faculty
- Consultant: Kerry Herman, Harvard Business School
- Best practices currently in place at Brown & nationally
  - Faculty development and promotion
  - Mentoring
  - Institutional and departmental climate for women
  - Recruitment and retention
Visiting Scholars Program

1. Visiting Scholars
2. Departmental Lectures (New Initiative)
1. Visiting Scholars

- Dr. Lisa Frehill, Executive Director of the Commission on Professionals in Science & Technology
- Dr. Virginia Valian, Distinguished Professor of Psychology at Hunter College & Co-Director of Hunter's Gender Equity Project
- Dr. Joan Williams, Distinguished Professor of Law & Founding Director of the Center for WorkLife Law at University of California, Hastings
- Dr. Sue Rosser, Provost, San Francisco State University
- Dr. Nancy Hopkins, Amgen, Inc. Professor of Biology at the Massachusetts Institute of Technology
1. Visiting Scholars

Dr. Lisa Frehill, Sep 2007

- Helped develop faculty mentoring and department chair training programs
- Program implementations:
  - Chairs workshop on mentoring faculty on proposal writing
  - Cross-departmental Faculty Mentoring Program
1. Visiting Scholars

Dr. Virginia Valian, Sep 2008

1. Effectiveness in Influencing Decisions
2. A Conversation with Assistant & Associate Professors
3. Recruitment & Retention Guidelines that Enhance Diversity in Faculty Searches
4. Making Smart Choices as a Young Woman in the Sciences
5. Why So Slow? Public Lecture & Reception
1. Visiting Scholars

Dr. Joan Williams, Oct 2008

1. Unbending Gender: Differences Between Generations of Women Scientists
2. Four Patterns of Gender Bias & How to Handle Each
3. Stealing the Best Talent in an Era of Tight Budgets
4. Double Standards, Double Binds, & Double Jeopardy: Solutions on an Individual & Institutional Level, Public Lecture
1. Visiting Scholars

Dr. Sue Rosser, Jan 2009

1. Discussion with Undergraduate & Graduate WISE Students about Dr. Rosser’s Career Path

2. Institutional Transformation & Women in the Sciences, Public Lecture

3. Issues Commonly Faced by (Women) Scientists
1. Visiting Scholars

Dr. Nancy Hopkins, Oct 2009

2. How to Win the Nobel Prize—and Still Have a Life
3. Coffee with Women Faculty in the Sciences
4. The Role of Department Chairs in Institutional Change: Lessons from MIT
2. Departmental Lectures

- $2000 for travel costs or honoraria for visiting faculty to give a scientific seminar in a Brown STEM department
- Visiting faculty must be female or other under-represented minority in STEM field
Program Institutionalization

1. Leadership Program for Women Science Faculty
   - Career Development Awards (Office of the Vice President for Research)
   - Scientific Leadership Awards (Office of the Vice President for Research)

2. Faculty Development Programs
   - Mentoring Programs
     (Dean of the Faculty, Effective 2010)
   - Sponsored Project Support
     (Office of the Vice President for Research, Institutionalized)
   - Work-Family Balance
     (Dean of the Faculty & Human Resources, Institutionalized)

3. Transforming Academic Departments
   (Dean of the Faculty, Dean of Biology & Medicine, Office of Institutional Diversity)

4. Visiting Scholars Program
Program Evaluation

- External Evaluator
- Internal Evaluator
External Evaluator

Dr. Janet Billson of Group Dimensions International

- Faculty survey administered as pre and post-test evaluation

- Reports include:
  - Second Year Monitoring Report (Jul 2008)
  - Pre-Test Faculty Survey Report (Feb 2009)
  - Participating & Non-Participating Faculty Perceptions of Program Progress (Sep 2009)
External Evaluator

**Second Year Monitoring Report (Jul 2008)**

- On target to achieve goals
- University Community has understanding of focus of faculty promotion and development practices
External Evaluator

Second Year Monitoring Report (Jul 2008)

• Recommendations:
  o Communicate ADVANCE’s mission in the context of institutional climate and diversity initiatives
  o Position ourselves as key players in policy review
  o Collaborate with University administrators and existing programs that demonstrate Brown’s commitment to women scientists and leaders
External Evaluator

Pre-Test Faculty Survey Report (Feb 2009)

• Strong differences exist between women’s and men’s perceptions of key issues
• Women perceive their gender as having a greater negative impact on advancement than men do
• Key findings distributed to department chairs and administrators as report, *Departmental Climate and Perceptions of Advancement Opportunities*
External Evaluator

Pre-Test Faculty Survey Report (Feb 2009)

- Recommendations:
  - Continue core programming to improve gender sensitivity, fairness, equity, and transparency in all tenure and promotion processes
  - Strengthen mentoring programs
  - Build women’s networks across disciplines, program, and various part of the University
External Evaluator

Faculty Perceptions of Program Progress (Sep 2009)

• Focus groups of participating & non-participating faculty held Spring 2009
• Multiple staffing and leadership changes caused Program to struggle to make its mark on Brown
• Goal of institutional transformation yet to be realized
• Foundation has been laid for further progress
External Evaluator

Faculty Perceptions of Program Progress (Sep 2009)

• Program has positively influenced the potential advancement of individual science faculty women
  o Career Development Awards
  o Mentoring
  o Networking activities

• Administrator or leadership development attracted little interest
  o Women in physical & biological sciences felt that pursuit of administrator work derails scientific careers
Internal Evaluation

Dr. Carrie Spearin, Assistant Professor of Sociology

- Social Scientist
- Data sets for analysis
  - Targeted outcomes
- Internal surveys
  - Workshop evaluations
  - Climate study
- Previous experience
Internal Evaluation

Internal Surveys

• Workshop evaluations
  o Practical to the needs of participants
  o New insight gained
  o Use information in near future (1-3 months)
  o Increased awareness of gender bias

• Fall 2009 program evaluations
Internal Evaluation

Internal Surveys

• Climate study
  o Evaluate the effect of interventions
  o Topics to be included
    o Satisfaction with programs and resources
    o Interactions with faculty, staff, and administration
    o Work-family-life balance
    o Gender climate changes observed in past 3 years
    o Evidence of ADVANCE’s impact
Dissemination

1. Website
2. Wiki
3. Institutionalized Publications
1. Website

Monthly Browser Statistics
2. Wiki

Additional Resources on Program Components
3. Institutionalized Publications

- Faculty Mentoring Program Guide for Participants
- Increasing the Retention and Advancement of Women and Minority Scientists: A Guide for Department Chairs
- Private Funding Opps for New Investigators (Wiki)
For More Information

- **Email:**  
  [Advance_Program@brown.edu](mailto:Advance_Program@brown.edu)

- **Facebook:**  
  [ADVANCE Program at Brown University](https://www.facebook.com/ADVANCEProgramatBrownUniversity)

- **Twitter:**  
  [Brown Advance](https://twitter.com/BrownAdvance)

- **Website:**  
  [http://brown.edu/Administration/Provost/Advance](http://brown.edu/Administration/Provost/Advance)

- **Wiki:**  
  [https://wiki.brown.edu/confluence/display/advance/ADVANCE+at+Brown](https://wiki.brown.edu/confluence/display/advance/ADVANCE+at+Brown)
Special Thanks To

- National Science Foundation
- Brown University
  - Provost David Kertzer
  - Office of the Dean of the Faculty
  - Office of the Dean of Biology & Medicine
  - Office of the Vice President for Research
  - Office of Institutional Diversity
  - Human Resources
- ADVANCE at Brown Steering Committee