Virginia Commonwealth University
ADVANCE-IT

Management Plan

VCU
Table of Contents

VCU ADVANCE-IT Organizational Chart .................................................................................................................. 3

Project Implementation and Management Team .................................................................................................. 4

Steering Committee Charter ................................................................................................................................... 6

External Advisory Board Charter .......................................................................................................................... 11

Social Science Research Project Team Charter ..................................................................................................... 13

Cultural Change Program Team Charter ............................................................................................................... 15

Policy and Procedures Change Program Team Charter ........................................................................................ 17

Faculty Development Program Team Charter ...................................................................................................... 20
VCU ADVANCE-IT Organizational Chart

Leadership Team
- Montserrat Fuentes (PI)
- Susan Kornstein (Co-PI and Project Director)
- Maike Philipsen (Co-PI and Deputy Director)
- Barbara Boyan (Co-PI)
- Rosalyn Hargraves (Co-PI)
- Deirdre Condit (Member)
- Jennifer Johnson (Member)
- Denise Grothues (Project Coordinator)

Cultural Change Program Team
- Rosalyn Hargraves (Chair)
  - Initiative A: ITC Facilitator Program
  - Initiative B: Recruitment Processes

Policy & Procedures Program Team
- Montserrat Fuentes (Chair)
  - Initiative C: Promotion and Tenure
  - Initiative D: Career/Life Integration

Faculty Development Program Team
- Barbara Boyan (Chair)
  - Initiative E: Development of Department Chairs as Change Agents
  - Initiative F: Professional Development for Women Faculty

Social Science Research Project
- Deirdre Condit (Co-Lead)
- Jennifer Johnson (Co-Lead)

Evaluation Team
- Mary Moore (Internal Evaluator)
- Jennifer Reid (Internal Evaluator)
- KerryAnn O’Meara (External Evaluator)

Steering Committee
Kevin Allison (Chair)
External Advisory Board
- Meredith Weiss (Chair)
- Peggy Layne
- Gretal Leibnitz
- Kelly Mack
- Jan Rinehart
- Christie Sahley
- Julie Williams

Project Implementation and Management Team

The following are members of the project implementation and management team:

Montserrat Fuentes
- **Committee**: Leadership Team
- **Position on Committee**: Principal Investigator (PI)
- **Title**: Dean, College of Humanities and Sciences; Professor of Statistical Sciences
- **VCU Affiliation**: College of Humanities and Sciences

Susan Kornstein
- **Committee**: Leadership Team
- **Position on Committee**: Co-PI and Project Director
- **Title**: Executive Director, Institute for Women’s Health; Professor of Psychiatry
- **VCU Affiliation**: Institute for Women’s Health; School of Medicine

Maike Philipsen
- **Committee**: Leadership Team
- **Position on Committee**: Co-PI and Deputy Director
- **Title**: Department Chair and Professor, Foundations of Education
- **VCU Affiliation**: School of Education

Barbara Boyan
- **Committee**: Leadership Team
- **Position on Committee**: Co-PI
- **Title**: Dean, College of Engineering; Professor of Biomedical Engineering
- **VCU Affiliation**: College of Engineering

Rosalyn Hargraves
- **Committee**: Leadership Team
- **Position on Committee**: Co-PI
- **Title**: Associate Vice President for Assessment and Transformation, Division of Inclusive Excellence; Associate Professor of Electrical and Computer Engineering
- **VCU Affiliation**: Division of Inclusive Excellence; College of Engineering
Deirdre Condit
- **Committee**: Leadership Team and Social Science Research Project Team
- **Position on Committee**: Member (Leadership Team) and Co-Lead (Social Science Project Team)
- **Title**: Associate Dean of Faculty Affairs, College of Humanities and Sciences; Associate Professor, Department of Political Science
- **VCU Affiliation**: College of Humanities and Sciences

Jennifer Johnson
- **Committee**: Leadership Team and Social Science Research Project Team
- **Position on Committee**: Member (Leadership Team) and Co-Lead (Social Science Project Team)
- **Title**: Associate Professor and Chair, Department of Sociology
- **VCU Affiliation**: College of Humanities and Sciences

Denise Grothues
- **Committee**: Leadership Team
- **Position on Committee**: Project Coordinator
- **Title**: Adjunct Instructor, Department of English, School of Business, and University College
- **VCU Affiliation**: College of Humanities and Sciences

Kevin Allison
- **Committee**: Steering Committee
- **Position on Committee**: Chair
- **Title**: Senior Assistant to the President of VCU; Professor of Psychology
- **VCU Affiliation**: College of Humanities & Sciences

Mary Moore
- **Committee**: Evaluation Team
- **Position on Committee**: Internal Evaluator
- **Title**: Senior Research Director, Survey and Evaluation Research Laboratory
- **VCU Affiliation**: L. Douglas Wilder School of Government and Public Affairs

Jennifer Reid
- **Committee**: Evaluation Team
- **Position on Committee**: Internal Evaluator
- **Title**: Senior Project Director, Survey and Evaluation Research Laboratory
- **VCU Affiliation**: L. Douglas Wilder School of Government and Public Affairs

KerryAnn O’Meara
- **Committee**: Evaluation Team
- **Position on Committee**: External Evaluator
- **Title**: Associate Dean for Faculty Affairs and Graduate Studies; Professor of Higher Education; Director, ADVANCE Program
- **Affiliation**: College of Education, University of Maryland
Steering Committee Charter

Purpose
The purpose of the VCU ADVANCE-IT Steering Committee is to

• assess the progress of the grant objectives
• identify and remedy existing barriers to success
• provide counsel on direction and prioritization of action items
• promote ADVANCE-IT VCU initiatives
• disseminate information across multiple levels and campuses
• encourage participation in programs and adoption of policies

Membership
The Steering Committee is chaired by Dr. Kevin Allison, Senior Assistant to the President of VCU. Please see Appendix A for a list of Steering Committee members, which include STEM faculty and key administrators and staff from across VCU.

Procedures
The Steering Committee will meet quarterly with the Leadership Team.
Appendix A: Membership of the Steering Committee

The following are members of the ADVANCE-IT Steering Committee:

Kevin Allison
- **Committee**: Steering Committee
- **Position on Committee**: Chair
- **Title**: Senior Assistant to the President of VCU; Professor of Psychology
- **VCU Affiliation**: College of Humanities and Sciences

Beth Angell
- **Position on Committee**: Member
- **Title**: Dean, School of Social Work
- **VCU Affiliation**: School of Social Work

Faye Belgrave
- **Position on Committee**: Member
- **Title**: Director, Center for Cultural Experiences in Prevention; Professor of Psychology
- **VCU Affiliation**: College of Humanities and Sciences

Cathleen Burke
- **Position on Committee**: Member
- **Title**: Assistant Vice President for Human Resources
- **VCU Affiliation**: Division of Administration

Liz Coston
- **Position on Committee**: Member
- **Title**: Instructor, Department of Sociology
- **VCU Affiliation**: College of Humanities and Sciences

Charlene Crawley
- **Position on Committee**: Member
- **Title**: Assistant Professor of Chemistry
- **VCU Affiliation**: College of Humanities and Sciences

Tim Davey
- **Position on Committee**: Member
- **Title**: Vice Provost, Faculty Affairs; Associate Professor, School of Social Work
- **VCU Affiliation**: Office of the Provost; School of Social Work
Nakeina Douglas-Glenn
- Position on Committee: Member
- Title: Director, Grace E. Harris Leadership Institute; Assistant Professor, Wilder School
- VCU Affiliation: Grace E. Harris Leadership Institute; L. Douglas Wilder School of Government and Public Affairs

Laura Ellwein-Fix
- Position on Committee: Member
- Title: Assistant Professor of Mathematics and Applied Mathematics
- VCU Affiliation: College of Humanities & Sciences

Carol Fung
- Position on Committee: Member
- Title: Assistant Professor of Computer Science
- VCU Affiliation: College of Engineering

Susan Gooden
- Position on Committee: Member
- Title: Interim Dean and Professor, L. Douglas Wilder School of Government and Public Affairs
- VCU Affiliation: L. Douglas Wilder School of Government and Public Affairs

Ed Grier
- Position on Committee: Member
- Title: Dean, School of Business
- VCU Affiliation: School of Business

Kevin Harris
- Position on Committee: Member
- Title: Associate Vice President for Academic Health Sciences
- VCU Affiliation: Office of the Vice President for Health Sciences

Sally Hunnicutt
- Position on Committee: Member
- Title: Associate Chair and Associate Professor, Department of Chemistry
- VCU Affiliation: College of Humanities & Sciences
John Leonard

- **Position on Committee:** Member
- **Title:** Executive Associate Dean and Professor, College of Engineering
- **VCU Affiliation:** College of Engineering

Nastassja Lewinski

- **Position on Committee:** Member
- **Title:** Assistant Professor, Department of Chemical and Life Science Engineering
- **VCU Affiliation:** College of Engineering

Joyce Lloyd

- **Position on Committee:** Member
- **Title:** Vice Chair and Professor, Department of Human and Molecular Genetics
- **VCU Affiliation:** College of Engineering

Aashir Nasim

- **Position on Committee:** Member
- **Title:** Vice President for Inclusive Excellence; Professor and Director, iCubed
- **VCU Affiliation:** Division for Inclusive Excellence

Ravi Perry

- **Position on Committee:** Member
- **Title:** Chair and Associate Professor, Department of Political Science
- **VCU Affiliation:** College of Humanities and Sciences

Betsy Ripley

- **Position on Committee:** Member
- **Title:** Interim Senior Associate Dean for Faculty Affairs, School of Medicine; Professor of Internal Medicine
- **VCU Affiliation:** School of Medicine

David Sarrett

- **Position on Committee:** Member
- **Title:** Associate Vice President for Faculty Affairs, Office of the Vice President for Health Sciences; Dean, School of Dentistry
- **VCU Affiliation:** Office of the Vice President for Health Sciences; School of Dentistry
Rebecca Segal

- **Position on Committee**: Member
- **Title**: Associate Professor of Mathematics
- **VCU Affiliation**: College of Humanities and Sciences

Vanessa Sheppard

- **Position on Committee**: Member
- **Title**: Chair and Professor, Department of Health Behavior and Policy; Associate Director of Disparities Research, Massey Cancer Center
- **VCU Affiliation**: School of Medicine

Fernando Tenjo

- **Position on Committee**: Member
- **Title**: Interim Associate Chair and Associate Professor, Department of Biology
- **VCU Affiliation**: College of Humanities & Sciences

Tarynn Witten

- **Position on Committee**: Member
- **Title**: Professor of Computer Science
- **VCU Affiliation**: College of Engineering
External Advisory Board Charter

Purpose
The purpose of the External Advisory Board is to provide guidance and assist with identifying best practices to be institutionalized at VCU.

Membership
The following outlines the members of the External Advisory Board, their titles, and academic affiliation.

Meredith Weiss
- **Position on Committee**: Chair
- **Title**: Vice President for Administration
- **Affiliation**: Virginia Commonwealth University

Peggy Layne
- **Position on Committee**: Member
- **Title**: Assistant Provost for Faculty Development
- **Affiliation**: Virginia Tech

Kelly Mack
- **Position on Committee**: Member
- **Title**: Executive Director, Project Kaleidoscope
- **Affiliation**: Association of American Colleges & Universities (AACU)

Jan Rinehart
- **Position on Committee**: Member
- **Title**: Executive Director, Northeastern University ADVANCE Program
- **Affiliation**: Northeastern University

Christie Sahley
- **Position on Committee**: Member
- **Title**: Director, Center for Faculty Success
- **Affiliation**: Purdue University

Julie Williams
- **Position on Committee**: Member
- **Title**: Senior Vice Provost for Engagement and Faculty Development
- **Affiliation**: University of New Hampshire (UNH)
Gretal Leibnitz

- **Position on Committee**: Member
- **Title**: Director, ADVANCE Implementation Mentors Network; Assistant Director, ADVANCE at WSU Excellence in Science and Engineering Center
- **Affiliation**: Washington State University (WSU)

**Procedures**
The External Advisory Board will visit VCU annually, and their point of contact will be the Project Director.
Social Science Research Project Team Charter

Team Charter
The charter for the Social Science Research Project Team is as follows:

- Conduct social science research project
- Manage data collected through surveys and in-depth interviews
- Disseminate research findings

Membership
The following outlines the members of the Social Science Research Project Team, their committee positions, titles, and academic affiliation.

Deirdre Condit
- Position on Committee: Co-Lead
- Title: Associate Dean of Faculty Affairs, College of Humanities & Sciences; Associate Professor, Department of Political Science
- College of Humanities and Sciences

Jennifer Johnson
- Position on Committee: Co-Lead
- Title: Chair and Associate Professor, Department of Sociology
- VCU Affiliation: College of Humanities and Sciences

Susan Bodnar-Deren
- Position on Committee: Member
- Title: Associate Professor of Sociology
- VCU Affiliation: College of Humanities and Sciences

Tressie Cottom
- Position on Committee: Member
- Title: Assistant Professor of Sociology
- VCU Affiliation: College of Humanities and Sciences

Alen Dosef
- Position on Committee: Member
- Title: Associate Professor of Engineering
- VCU Affiliation: College of Engineering
Nick Garcia

- Position on Committee: Member
- Title: Director of Undergraduate Advising
- VCU Affiliation: L. Douglas Wilder School of Government and Public Affairs

Nao Hagiwara

- Position on Committee: Member
- Title: Associate Professor of Psychology
- VCU Affiliation: College of Humanities and Sciences

Sally Hunnicutt

- Position on Committee: Member
- Title: Associate Chair and Associate Professor, Department of Chemistry
- VCU Affiliation: College of Humanities and Sciences

Heather Lucas

- Position on Committee: Member
- Title: Assistant Professor, Department of Chemistry
- VCU Affiliation: College of Humanities and Sciences

Allie Reckendorf

- Position on Committee: Member
- Title: Associate Chair and Assistant Professor, Political Science
- VCU Affiliation: College of Humanities and Sciences

Shawn Utsey

- Position on Committee: Member
- Title: Interim Chair, African American Studies; Professor of Psychology
- VCU Affiliation: College of Humanities and Sciences
Cultural Change Program Team Charter

Team Charter
The charter for the Cultural Change Program Team is as follows:

- Serve as a working team to
  - enable transformative change through the ITC-facilitator program, and
  - strengthen the recruitment process to hire STEM women across intersecting identities.
- Act as advisors to the grant Leadership Team

Membership
The following outlines the members of the Cultural Change Program Team, their titles, and academic affiliation.

Rosalyn Hargraves
- **Position on Committee**: Chair
- **Title**: Associate Vice President for Assessment and Transformation, Division of Inclusive Excellence; Associate Professor of Electrical and Computer Engineering
- **VCU Affiliation**: Division of Inclusive Excellence; College of Engineering

Tim Davey
- **Position on Committee**: Co-Chair
- **Title**: Vice Provost, Faculty Affairs; Associate Professor, School of Social Work
- **VCU Affiliation**: Office of the Provost; School of Social Work

Jan Altman
- **Position on Committee**: Member
- **Title**: Director for Cultural Competence and Education, Division for Inclusive Excellence
- **VCU Affiliation**: Division for Inclusive Excellence

Liz Coston
- **Position on Committee**: Member
- **Title**: Instructor, Department of Sociology
- **VCU Affiliation**: College of Humanities and Sciences
Amelia Grover

- **Position on Committee**: Member
- **Title**: Associate Professor of Surgery
- **VCU Affiliation**: School of Medicine

Kevin Harris

- **Position on Committee**: Member
- **Title**: Associate Vice President for Academic Health Sciences
- **VCU Affiliation**: Office of the Vice President for Health Sciences

Maike Philipsen

- **Position on Committee**: Member
- **Title**: Department Chair and Professor, Foundations of Education
- **VCU Affiliation**: School of Education

Theresa Ronquillo

- **Position on Committee**: Member
- **Title**: Assistant Director, Center for Teaching and Learning Excellence
- **VCU Affiliation**: Center for Teaching and Learning Excellence

Fernando Tenjo

- **Position on Committee**: Member
- **Title**: Interim Associate Chair and Associate Professor, Department of Biology
- **VCU Affiliation**: College of Humanities and Sciences
Policy and Procedures Change Program Team Charter

Team Charter
The charter for the Policy and Procedures Change Program Team is as follows:

- Serve as a working team to
  - strengthen promotion and tenure policies, procedures, and practices, and
  - bolster career-life integration policies and practices.
- Act as advisors to the grant Leadership Team

Membership
The following outlines the members of the Policy and Procedures Change Program Team, their committee positions, titles, and academic affiliation.

Montserrat Fuentes
- **Position on Committee**: Chair
- **Title**: Dean, College of Humanities & Sciences; Professor of Statistical Sciences
- **VCU Affiliation**: College of Humanities and Sciences

Initiative C: Promotion and Tenure Policies and Procedures

*Gypsy Denzine*
- **Position on Committee**: Co-Chair
- **Title**: Senior Vice Provost for Faculty Affairs
- **VCU Affiliation**: Office of the Provost

*Deirdre Condit*
- **Position on Committee**: Member
- **Title**: Associate Dean of Faculty Affairs, College of Humanities & Sciences; Associate Professor of Political Science
- **VCU Affiliation**: College of Humanities & Sciences

*Ed Grier*
- **Position on Committee**: Member
- **Title**: Dean
- **VCU Affiliation**: School of Business
Derek Johnson
  o Position on Committee: Member
  o Title: Chair and Associate Professor, Department of Biology
  o College of Humanities & Sciences

D’arcy Mays
  o Position on Committee: Member
  o Title: Chair and Associate Professor, Department of Statistical Sciences and Operations Research
  o VCU Affiliation: College of Humanities & Sciences

Betsy Ripley
  o Position on Committee: Member
  o Title: Interim Senior Associate Dean for Faculty Affairs, School of Medicine; Professor of Internal Medicine
  o VCU Affiliation: School of Medicine

Suzanne Ruder
  o Position on Committee: Member
  o Title: Associate Professor
  o VCU Affiliation: Department of Chemistry, College of Humanities & Sciences

Sarah Spiegel
  o Position on Committee: Member
  o Title: Chair and Professor, Department of Biochemistry and Molecular Biology
  o VCU Affiliation: School of Medicine

Linda Zyzniewski
  o Position on Committee: Member
  o Title: Associate Professor of Psychology
  o VCU Affiliation: College of Humanities & Sciences

Initiative D: Career/Life Integration Policies and Procedures

Mary Hermann
  o Position on Committee: Co-Chair
  o Title: Associate Professor
  o VCU Affiliation: School of Education
Sean Cox
  o **Position on Committee**: Member
  o **Title**: Associate Professor of Mathematics
  o **VCU Affiliation**: College of Humanities & Sciences

Tim Davey
  o **Position on Committee**: Member
  o **Title**: Vice Provost, Faculty Affairs; Associate Professor, School of Social Work
  o **VCU Affiliation**: Office of the Provost; School of Social Work

Marilyn Bishop
  o **Position on Committee**: Member
  o **Title**: Associate Professor of Physics
  o **VCU Affiliation**: College of Humanities & Sciences

Darlene Brunzell
  o **Position on Committee**: Member
  o **Title**: Associate Professor of Pharmacology & Toxicology
  o **VCU Affiliation**: School of Medicine

Meredith Katz
  o **Position on Committee**: Member
  o **Title**: Assistant Professor, Department of Sociology
  o **VCU Affiliation**: College of Humanities & Sciences

John Leonard
  o **Position on Committee**: Member
  o **Title**: Executive Associate Dean, College of Engineering
  o **VCU Affiliation**: College of Engineering

David Sarrett
  o **Position on Committee**: Member
  o **Title**: Associate Vice President for Faculty Affairs, Office of the Vice President for Health Sciences; Dean, School of Dentistry
  o **VCU Affiliation**: Office of the Vice President for Health Sciences; School of Dentistry

Amy Unger
  o **Position on Committee**: Member
  o **Title**: Executive Director, Faculty Personnel Administration, Office of Faculty Affairs
  o **VCU Affiliation**: Office of the Provost
Faculty Development Program Team Charter

Team Charter
The charter for the Faculty Development Program Team is as follows:

- Serve as a working team to
  - develop department chairs as agents of change, and
  - improve professional development opportunities for women of intersecting identities at all ranks.
- Act as advisors to the grant Leadership Team

Membership
The following outlines the members of the Faculty Development Program Team, their committee positions, titles, and academic affiliation.

Barbara Boyan
- **Position on Committee**: Chair
- **Title**: Dean, College of Engineering; Professor of Biomedical Engineering
- **VCU Affiliation**: College of Engineering

M. Samy El-Shall
- **Position on Committee**: Co-Chair for Initiative E: Department Chairs as Change Agents
- **Title**: Chair and Professor, Department of Chemistry
- **VCU Affiliation**: College of Humanities and Sciences

Vanessa Sheppard
- **Position on Committee**: Co-Chair for Initiative F: Professional Development for Women Faculty
- **Title**: Chair and Professor, Department of Health Behavior and Policy; Associate Director of Disparities Research, Massey Cancer Center
- **VCU Affiliation**: School of Medicine

Amy Armstrong
- **Position on Committee**: Member
- **Title**: Faculty Fellow, Office of the Provost; Chair and Associate Professor, Department of Rehabilitation Counseling
- **VCU Affiliation**: Office of the Provost; College of Health Professions
Jean Bailey
  • **Position on Committee**: Member
  • **Title**: Assistant Dean for Faculty Development, School of Medicine
  • **VCU Affiliation**: School of Medicine

Nakeina Douglas-Glenn
  • **Position on Committee**: Member
  • **Title**: Director, Grace E. Harris Leadership Institute; Assistant Professor, Wilder School
  • **VCU Affiliation**: Grace Harris Leadership Institute; L. Douglas Wilder School of Government and Public Affairs

William (Bill) Eggleston
  • **Position on Committee**: Member
  • **Title**: Assistant Dean for Faculty Affairs, College of Humanities & Sciences; Associate Professor, Department of Biology
  • **VCU Affiliation**: College of Humanities and Sciences

Jill Gordon
  • **Position on Committee**: Member
  • **Title**: Associate Dean for Faculty and Academic Affairs and Professor, Wilder School
  • **VCU Affiliation**: L. Douglas Wilder School of Government and Public Affairs

Rebecca Heise
  • **Position on Committee**: Member
  • **Title**: Associate Professor, Department of Biomedical Engineering
  • **VCU Affiliation**: College of Engineering

Joyce Lloyd
  • **Position on Committee**: Member
  • **Title**: Vice-Chair and Professor, Department of Human and Molecular Genetics
  • **VCU Affiliation**: School of Medicine

Wendy Kliewer
  • **Position on Committee**: Member
  • **Title**: Co-Leader, Culture, Race and Health Transdisciplinary iCubed Core; Professor of Psychology
  • **VCU Affiliation**: College of Humanities and Sciences
Ravi Perry
- **Position on Committee**: Member
- **Title**: Chair and Associate Professor, Department of Political Sciences
- **VCU Affiliation**: College of Humanities and Sciences

Shumei Sun
- **Position on Committee**: Member
- **Title**: Chair and Professor, Department of Biostatistics
- **VCU Affiliation**: School of Medicine

Gregory Triplett
- **Position on Committee**: Member
- **Title**: Associate Dean for Graduate Studies and Research; Professor, Department of Electrical and Computer Engineering
- **VCU Affiliation**: College of Engineering