Table 1: *Connectivity* Series topics

Recruitment of Women	Retention of Women	Advancement of Women	Shifting Organization towards Inclusion and Equity
Improving the hiring process	Career satisfaction Career navigation Work-life balance Reducing isolation	Leadership development Recognition of work Scholarship (research and dissemination efforts)	Business case for inclusion Unconscious bias Grant impact

Table 2: Example of *Connectivity* Series offerings

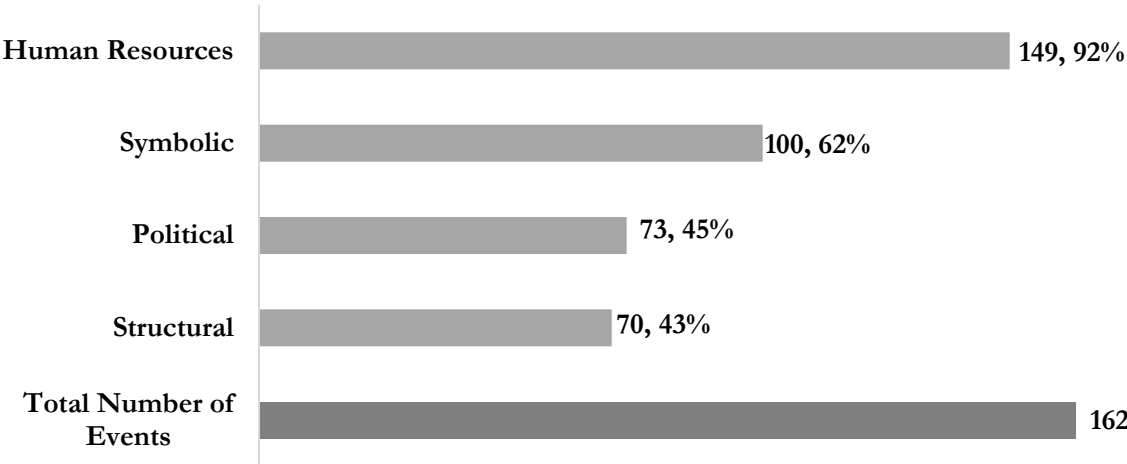| 2014 Academic Year	2015 Academic Year
- Launch of Connections networking events - Connect Grants panel discussion - Post Tenure mentoring series (Connect Grant) - Women in Science (WISe) speakers series: NSF tips, leadership, success in science - Women's Leadership Workshop (Connect Grant) - Appreciative Inquiry Workshop (Connect Grant) - Michigan Players: Navigating Dept. politics - Leveraging Difference to Advance XXX for Department Chairs - Provost's Town Hall: Leveraging Difference to Advance XXX - Gender in Negotiations workshop - Three Part Communicating with Confidence Workshop - Changing Organizational Culture in STEM	- Faculty Service Assignments: Learning to Say No - Connect Grants Launch and Celebration - Connections Networking Event for Women Faculty - Unconscious Bias Workshop for Academic Senate - Promotion & Tenure (P&T) Smarts - WISe speakers series: The Only Woman in the Room with Eileen Pollack and State University of New York at Geneseo President Denis Battles - Launch of Advocates & Allies with first Ally training 3/15 - Michigan Players return-Focus on Promotion & Tenure deliberations - Bystander Awareness (2 workshops) with M. Scully - Photograph 51 reading - Supporting Research Focused Faculty at XXX

Table 3: Reframing Organizational Change (From Bolman & Deal, Reframing Organizational Change, 6th Edition, p. 370, reproduced by permission.) John Wiley & Sons. Copyright 2006.

Frame	Barriers to Change	Essential Strategies
Human resource	Anxiety, uncertainty; people feel incompetent and needy	Training to develop new skills; participation and involvement; psychological support
Structural	Loss of direction, clarity and stability; confusion, chaos	Communicating, realigning, and renegotiating formal patterns and policies
Political	Disempowerment; conflict between winners and losers	Developing arenas where issues can be renegotiated and new coalitions formed
Symbolic	Loss of meaning and purpose; clinging to the past	Creating transition rituals; mourning the past, celebrating the future

Table 4: Reframing Organizational Change Using the "Human Resource Frame" and Lewin's Change Model

Level	Unfreeze	Move	Refreeze
University	Study, disseminate, and discuss barriers to the recruitment and retention of women STEM faculty using HR objective data, benchmarking, climate survey response data, salary equity findings, start-up package analysis, on-campus faculty award patterns - each by gender	Developed and launched several new initiatives at the University level – *Connect* Grant program, **Connectivity Series workshops**, cross-university salary study committee, NSF Indicator package, Faculty Exit Survey Process, COACHE Faculty Satisfaction Survey, Dual Career effort, Promotion Package Preparation (P^3) Groups, P&T SMARTS, Advocates & Allies Program	Developed programs are now part of the university practice. Institutionalized programs are housed within the Human Resources unit, Faculty Career Development, and the AdvanceXXX program office which resides within the Office of the Provost.
Connectivity Series	Topics selected using results of self-study and literature review (Table 1)	Developed and launched workshops and programs based on identified themes. Strengthening of aligned organizations through ADVANCE support. Formative evaluation, assessment and reflection informed evolution.	Programming now led by affiliated organizations and partners.

Figure 1: All Events by Bolman and Deal Frame (Year 2 – Year 6)

Human Resources	149, 92%
Symbolic	100, 62%
Political	73, 45%
Structural	70, 43%
Total Number of Events	162

Table 5: Outcomes of *Connectivity* Series, by Bolman and Deal Frame (Year 2 – Year 6)

Frame	Outcomes
Human resource	Learn tools to combat discrimination and strategies for succeeding, help with tenure and promotion, build solidarity
Structural	Series made it easy to come to multiple events; highlighted need for more leadership attendance and more women in leadership
Political	Desire for leaders to use social capital to support the work, especially by encouraging and valuing participation more broadly
Symbolic	Build awareness of discrimination, encourage equity and inclusion, build community, women's professional development is valued