Value Added

The RU FAIR program, as a part of the Office for the Promotion of Women in Science, Engineering, and Mathematics (WiSEM) has become a resource for all faculty members in SEM disciplines. The RU FAIR program also provides a bridge for women SEM faculty across Rutgers’ three campuses in New Brunswick, Newark, and Camden.

The RU FAIR program has built upon the strong foundation of the university’s efforts to address issues of diversity and equity by offering several independent strategies to increase the retention, recruitment, and promotion of women in the sciences, engineering, and mathematics academic disciplines at Rutgers University.

RU FAIR supports five major initiatives to increase the participation and advancement of faculty women in science, engineering, and mathematics on all three campuses. The following provides a brief overview of the five initiatives. More specific information is included in the Progress and Plans Section. The five initiatives are:

- The Recruitment and Retention Initiative:
  - This initiative seeks to increase the number of women, more specifically minority women, on the Rutgers SEM faculty. This initiative is being addressed through our RU In-STRIDE model and the President’s Council for Institutional Diversity and Equity. This model will create committees and provide training for inclusive practices in hiring and diversifying the faculty applicants.

- The Communication Initiative:
  - This initiative focuses on communications across campuses and departments. We are conquering the physical distance between the three campuses through use of the RU FAIR website, the sciwomen website, coordinating cross-campus events, and holding meetings on each campus.

- The Networking and Liaison Initiative:
  - This initiative seeks to build collaborations between Rutgers SEM faculty and the Rutgers Institute for Women’s Leadership (IWL). Mechanisms such as the RU FAIR Professors and RU FAIR mini grants have been implemented to address concerns with networking and liaison.

- The Visibility Initiative:
  - This initiative promotes Rutgers women SEM faculty through expanded faculty profiles and mini autobiographies on the WiSEM website, sponsorship of a lecture series of prominent women faculty, targeted nominations of distinguished faculty members for awards and solicitations of press coverage.

- The Family Initiative:
  - Seeks to bolster the resources available for dual care families and for families with children through our proposed RU FAIR Life Cycle Grants.

Most of our programs are in the early stages of creation and implementation; however, a significant amount of work has accomplished to create and enhance a presence at Rutgers
University. This annual report provides a comprehensive overview of our activities and events since September 2008 as related to our five major initiatives.

Vision, Mission, and Goal
The vision of RU FAIR is increase the participation and advancement of women in academic science, math, and engineering careers by changing institutional culture and practices.

The mission of the Office for the Promotion of Women in Science, Engineering and Mathematics is to improve the stature of women at all levels within Rutgers University. The RU FAIR NSF-ADVANCE grant focuses on the diversification of our science, engineering and mathematics faculty. It will be a model for how university programs can make a lasting difference through infusing an awareness of gender equity into existing programs, by celebrating the success of distinguished women, by fostering environments that respect diversity and by making the university a more family friendly institution.

The goal of the RU FAIR program is to remove barriers to recruitment and retention of women faculty, to advocate for greater diversity in senior leadership positions, and to provide higher visibility to the achievements of Rutgers’ women faculty in SEM disciplines.

Progress and Plans of ADVANCE Initiatives
RU FAIR Professorships
RU FAIR Professors were chosen during the second quarter. Our RU FAIR Professors are an integral part of the executive team and play a critical role as RU FAIR advocates on their respective campuses.

Six applications were received (four individuals & two teams) following the RU FAIR Professorship call made in early October 2008. The applications were reviewed by the PI, Co-PIs, and the Internal Advisory Board excluding those who submitted an RU-FAIR application. Two individuals and one team were chosen as RU FAIR Professors representing the New Brunswick, Newark, and Camden campuses. Dr. Helen Buettner (Engineering) represents Rutgers-New Brunswick. Dr. Georgia Arbuckle-Keil (Chemistry) represents Rutgers-Camden and Drs. Judy Weis and Maggie Shiffrar (Biology and Psychology, respectively) represent Rutgers-Newark. Some of the proposed events and activities include, but are not limited to, documenting the history of the 1970’s groundbreaking legal complaint about unequal salary compensation for women faculty and its successful resolution, coordinating informal research seminars, enhancing communication between women at all Rutgers’s campuses, establishing a promotion and tenure workshop, and developing a faculty mentoring program.

RU FAIR Professor Event (Camden Luncheon)
Recently appointed RU FAIR Professor, Dr. Georgia Arbuckle-Keil held a successful luncheon entitled “Moving Forward: Making Rutgers-Camden a Better Place for Women in Science” on Monday, May 4, 2009 to discuss improving the status of women in science at Rutgers-Camden and to provide an overview of the opportunities of the RU FAIR grant. She received a great deal of input for possible future events in Fall of 2009. There were 12 faculty members in attendance.
The luncheon began with an explanation of the RU-FAIR program’s five initiatives. Dr. Arbuckle-Keil also provided a discussion about the call for mini grant proposal and a clarification of NSF supported disciplines. A list of NSF supported fields was distributed for the edification of faculty from the clinical health sciences. A list of questions were also posed and discussed to encourage new ideas for how the RU-FAIR program could bring institutional transformation to RU-Camden. Some ideas included: assistance with grant preparation and review and assistance with locating non-federal sources of support. Another suggestion was to have a research forum where faculty from diverse fields could give a brief summary (five minutes) of their research.

**RU FAIR Professor Event (Newark Luncheon)**
The Newark Women in Science luncheon, hosted by RU FAIR Professor, Dr. Maggie Shiffrar, was held on March 30th, with 21 faculty, staff, and administrators in attendance from various departments including biological sciences, social work, psychology, African American studies, economics, environmental sciences, physics and sociology.

The agenda included an introduction of the WiSEM office, an introduction of the Newark RU Professors (Maggie Shiffrar and Judy Weis) and their planned projects, a discussion of needs of Rutgers-Newark’s women in sciences, future possible workshops, and deliverables to Newark. Several ideas were suggested for helping the Newark campus to further the success of its SEM women, including a new hires orientation for the science departments, an informal best practices handbook, and the creation of a potential hires/speakers database.

**RU FAIR Mini Grants**
A call for proposals for mini grants was issued in early February. The call was distributed to members of the sciwomen list serve, advertised in the WiSEM newsletter and posted on the WiSEM website. The mini grants are designed to stimulate interdisciplinary research, leadership initiatives, course development and so forth. Applications/proposals were due on March 27, 2009. The mini grant recipients were evaluated and selected by members of the executive team. The criteria for evaluating proposals included feasibility, campus needs, and potential to promote interdisciplinary, inter-school and intercampus activities that will lead to a permanent change in the culture of Rutgers University.

Eleven (11) proposals were submitted representing the three campuses of Rutgers University (four from Rutgers- Camden, one from Rutgers-Newark, and six from Rutgers-New Brunswick). Seven were selected totaling slightly more than $21,000 in funding.

**Dr. Dorothy Hodgson, Professor of Anthropology & Director, Institute for Research on Women/ Dr. Beth Hutchison, Associate Director, Institute for Research on Women (Rutgers-New Brunswick)---Institute for Research on Women**
Two projects will be coordinated to strengthen the relationship between SEM faculty and graduate students and those in social sciences to further professional development and collaboration.

- **Workshop: Negotiating Basics for Academic Women:** The purpose of the workshop will be to address the well-documented differences in how men and women negotiate by demystifying the process, making participants aware of the kinds of resources and
benefits of negotiating and providing an inclusive, open forum for them to ask questions about these often sensitive issues.

Faculty Forum: The Sciences of Women/Women in Science: The purpose of the forum is to bring together faculty from schools, disciplines, and departments across the three campuses of Rutgers to discuss their research and experiences as they relate to scientific scholarship about and by women, as well as the professional lives of women in science.

Dr. Amy Cohen, Professor of Mathematics (Rutgers- New Brunswick)---Women Speakers in Mathematics
Several female mathematicians will be invited to Rutgers for presentations and networking.
- The long range goal is to have a number of female mathematicians visit Rutgers, most as seminar or colloquia speakers, with the possibility of initiating and/or enhancing joint research.
- Networking meetings will be coordinated with faculty and post-doctoral students to provide an environment for conversations between the speaker and Rutgers faculty who might have a particular interest in the speaker’s work. Arrangements may also be made with department administrators and other women at Rutgers in STEM disciplines.

Dr. Maggie Shiffrar, Professor of Psychology (Rutgers-Newark)---Seminar Series for Women in the Neural, Cognitive and Social Sciences
- A seminar series for women in social, cognitive, and neural sciences will be coordinated with the goal of promoting cross-disciplinary interactions between women scientists. The proposed/invited scientists are considered some of the best and brightest in their domains. The scientists will spend a full day on campus so that they can tour labs and meet with faculty and students.
- These series will also focus on developing mentorship programs for junior women scientists on the Rutgers-Newark campus as well as showcasing women scientists to make it more feasible for future search committee members to think of examples of potential women applicants.

Dr. Zaire Dinzey-Flores, Assistant Professor of Latino & Hispanic Caribbean Studies/ Dr. Robyn Rodriguez, Assistant Professor of Sociology (Rutgers- New Brunswick)---Women of Color Scholars at Rutgers
This program aims to foster a nurturing academic community for women of color at Rutgers University. The objectives are to provide a forum for junior women of color to convene and discuss strategies for addressing challenges faced in the academy, to provide an opportunity for women of color to network and establish supportive and mentoring relationships across the sciences, and to document the experiences of women of color faculty throughout Rutgers University
- Three activities will be conducted to meet the aforementioned goals: (1) a research forum for women of color to showcase research; (2) a workshop including speakers and facilitators to guide discussions on topics such as institutional and disciplinary networking, identity at the academy, promotion and tenure, etc, and (3) a focus group session to examine the experiences of women of color at Rutgers
Dr. Laurie Bernstein, Associate Professor of History & Director of Women’s Studies (Rutgers-Camden) -- When Sex Meets Science

Interdisciplinary Colloquia Series between Chemistry and Women’s Studies at Rutgers-Camden

- Distinguished scholars will be invited to campus known for their ability to move among disciplines in pursuit of clarifying issues related to gender and the sciences.
- These scholars will participate in the colloquia series and also meet with faculty members. The lecture and meetings will bring together colleagues from different disciplines with the goal of creating mentorships (informal and formal) among junior and senior faculty, raising awareness of gender issues, and providing an intellectual forum.

Dr. Ning Zhang, Assistant Professor of Biology --- Seminars to Help Expand Research Networks of Rutgers Women Faculty in Biological Sciences

Female speakers will be invited to participate in seminars and discussions on interdisciplinary and broad topics in biological sciences

- Drs. Meredith Blackwell, Professor of Biological Sciences at Louisiana State University and Amy Y. Rossman Research Leader of Systematic Mycology and Microbiology Laboratory at USDA-ARS have been invited to share information on the topic of “Tree of Life” and “Biosecurity” respectively.
- In addition to the seminars and discussions, individual meetings will be arranged to meet with the speakers to help expand and strengthen the research networks and collaborations, as well as to increase the visibility of women faculty in Biological Sciences at Rutgers University.

Dr. Danielle McCarthy, Assistant Professor of Psychology/ Dr. David Vicario, Associate Professor of Psychology (Rutgers- New Brunswick) --- Hyena Science: Gender Roles in Research and Real Life

This proposed program will include a series of events related to gender roles in society and academia to be conducted by Dr. Kay Holekamp, Director of the interdisciplinary program in Ecology, Evolutionary Biology & Behavior and Professor of Zoology at Michigan State University.

- Dr. Holekamp will give a keynote lecture on her ground-breaking behavioral ecology research on gender equity in Spotted Hyenas
- Dr. Holekamp will conduct a seminar (lunch) on training and professional development issues for women in sciences
- Dr. Holekamp will also meet with junior faculty & grad students in individual and small meetings to further discuss research and professional development issues.

Life Cycle Grants

The RU FAIR Life Cycle Grants present special confidentiality/privacy issues.

In order to develop our own guidelines we have reviewed examples set by other ADVANCE awarded institutions with programs similar to our proposed RU FAIR Life Cycle Grants. Wayne State University’s Career Development Grant are made to women faculty to assist in overcoming critical career barriers by funding travel to meetings with granting agencies, covering expenses such as child care incurred at conferences, or by bringing relevant speakers to campus. The University of Washington’s Transitional Support Program provides small grants to outstanding
science, engineering and mathematics faculty who are in the midst of major life transitions, such as the birth or adoption of a child, personal medical needs, and family illness.

The program that is the most congruent with what we plan to do, and also one of the more exemplary programs, is the University of Wisconsin’s Women in Science and Engineering Leadership Institute’s (WISELI) Vilas Life Cycle Professorships. The Professorships provide funds to faculty and permanent PIs at the University of Wisconsin-Madison who are at critical junctures in their professional careers and whose research productivity has been directly affected by personal life events such as illness.

We brought in Dr. Jennifer Sheridan, Research Director of WISELI, to consult with our team about the Wisconsin model. Following the meeting with Dr. Sheridan, the executive team convened to discuss how to structure the RU FAIR Life Cycle Grants to the RU FAIR program. A RU FAIR Life Cycle call for proposal is currently in review; the first request for proposals will be made this summer.

**Speaker Series**

*Dr. Jennifer Sheridan, Research Director, Women in Science & Engineering Leadership Institute (WISELI)*

Dr. Jennifer Sheridan from WISELI at the University of Wisconsin-Madison held a presentation entitled “Bias and Assumptions: Implications for Evaluating Women and Minorities at Critical Career Junctures” at Rutgers University on April 29, 2009. The presentation focused on identifying unconscious bias, deconstructing bias language, and the results & methods of her program’s workshops.

Dr. Sheridan has authored or co-authored ten peer-reviewed papers, covering topics such as measurement of occupational standing, long-term effects of childhood abuse, and her current line of inquiry, the status of women in science and engineering. As WISELI's executive and research director, Dr. Sheridan develops and oversees the workshops and grant programs administered by WISELI, as well as the research and evaluation produced by WISELI, including two all-faculty climate surveys administered in 2003 and 2006.

The presentation was well attended with 31 members of the Rutgers academic communities-New Brunswick and Newark (faculty, staff, students, and consultant) from a variety of academic fields including psychology, engineering, sociology, business, life science, environmental science, English, Institute for Research on Women, food science, and biology. The presentation also generated follow up conversations around how to identify and eliminate unconscious and conscious biases.

Dr. Sheridan also met with the RU FAIR Executive Team for an in depth discussion. She shared her experiences with the University of Wisconsin-Madison’s ADVANCE program and their Life Cycle Grants. She provided information about the history and expansion of the grants and the evaluation process. She also provided us with an explanation of how WISELI defines life events and critical career junctures.
**Attorney Debbie Goldstein, Consultant, Triad Consulting**

RU FAIR, Bio-1 Wired, and the Office for the Promotion of Women in Science, Engineering, & Mathematics co-sponsored A New Jersey Women in Science Reception May 28, 2009 on the Busch Campus of Rutgers (New Brunswick). The focus of the afternoon was a presentation by Debbie Goldstein on "Managing Difficult Conversations: At the Lab AND in the Home."

Attorney Goldstein, is currently a consultant for Triad Consulting, and specializes in the fields of mediation, negotiation and conflict resolution. She has served as a teaching assistant at Harvard Law School for the Negotiation Course for many years, and is a Lecturer at Tufts University School of Medicine for the leadership course for first year medical students. She also teaches lawyers and business professionals through the Harvard Program for the Instruction of Lawyers.

More than 70 faculty, staff, students, and industry representatives attended the event. There were representatives from Rutgers University, Bio-1 Wired, UMDNJ, AT&T, RCSB Protein Bank, Strategic Communications, W.M. Keck Center for Collaborative Neuroscience, students (undergraduate and graduate) and OASIS II, our leadership program. The event provided an excellent venue for networking.

**Symposium**

We sponsored a Symposium on Academic Women in Science on Monday, November 17, 2008. Mary Frank Fox of Georgia Institute of Technology gave a presentation on “Work and Family/Household Interference: Women and Men Faculty in Science and Engineering.” In the same program, Dr. Monica Gaughan of the University of George spoke on “Ninety-nine status of women reports: Academic leadership’s role in improving the status of female faculty.

Mary Frank Fox is an ADVANCE Professor in the School of Public Policy and co-director of the Center for the Study of Women, Science, & Technology at Georgia Institute of Technology. Her research focuses upon gender, science, and academia. Her research has introduced and established ways in which the participation and performance of women and men reflect and are affected by social and organizational features of science and academia. Her publications appear in over 50 different scholarly and scientific journals, books, and collections.

Dr. Monica Gaughan is an Assistant Professor in the Department of Health Policy and Management at the University of Georgia. Her research interests include the scientific labor force, Adolescent and young adult life course, policies and organizational contextual effects, individual and institutional gender dynamic, and women in science research.

Lunch was served after the two lectures followed by a spirited discussion period between the audience and speakers. Forty eight people attended the lecture and lunch. The afternoon discussion period had 20 people in attendance.

**Internal Advisory Board:**

**IAB Fall 2008 Meeting**

The Internal Advisory Board met on November 11, 2008, in the Biomedical Engineering building on the Busch campus of Rutgers-New Brunswick. A phone link with Rutgers-Camden was established; however, we did not have one with Rutgers-Newark.
The RU FAIR Internal Advisory Board members include:

**Rutgers-Camden:** Georgia Arbuckle-Keil, Dept. of Chemistry; Mary Bravo, Dept of Psychology; Nancy Rosoff, Dean’s Office; and Margaret Marsh, Chancellor’s Office.

**Rutgers-Newark:** Nancy DiTomas, Organizational Management; Lee Slater, Department of Earth and Environmental Sciences; Judith Weis, Department of Biological Sciences, Deborah Williams, Dean’s Office and Philip Yaegle, Dean’s Office.

**Rutgers-New Brunswick:** Joan W. Bennett, PI and Department of Plant Biology and Pathology; Richard Falk, Department of Mathematics; Jayne Grandes, Office of Employment Equity; Mary Hartman; Institute for Women’s Leadership; Mary Hawkesworth, Department of Women’s and Gender Studies; Thessalenuere Hinnant-Bernard, Office for the Promotion of Women in Science and Engineering; Doyle Knight, Mechanical and Aerospace Engineering; Barry Qualls, Office of the Vice President for Undergraduate Education; Patricia Roos, Co-PI and Department of Sociology; Deborah Silver, Electrical and Computer Engineering.

Since the Fall meeting, Natalie Batmanian, the new Associate Director of WiSEM, has joined the team as a member.

Internal Advisory Board members gave recommendations for possible candidates for the External Advisory Board. We also discussed methods for video conferencing or other remote communication systems so as to address the geographical spread between the three campuses. Patricia Roos discussed the plans for the Research and Evaluation component of the RU FAIR project. She will work closely with the Internal Evaluator, Mary Gatta, and Crystal Bedley, the Graduate Assistant.

**IAB Spring 2009 Meeting**

The Internal Advisory Board met on April 14, 2009, in the Biomedical Engineering building conference room. In attendance were: Nancy DiTomas (R-Newark), Judith Weis, (R-Newark/RU FAIR Professor), Jayne Grandes (Office of Employment Equity), Mary Hartman (Institute for Women’s Leadership), Mary Hawkesworth (Department of Women’s and Gender Studies), Carey Murray (WiSEM), Helen Buettner (R-New Brunswick/ RU FAIR Professor), Natalie Batmanian (WiSEM), Christina Leshko (WiSEM), Joan W. Bennett (PI, WiSEM), Thessalenuere Hinnant-Bernard (WiSEM), Patricia Roos (Co-PI), and Richard Faulk (R-New Brunswick). A phone link with Camden was established for Co-PI Nancy Rosoff and RU FAIR Professor Georgia Arbuckle Keil (R-Camden).

Thessalenuere Hinnant-Bernard, RU FAIR Assistant Director, provided an overview of activities and events held since the Fall 2008 meeting. Co-PI Patricia Roos provided an update of our research and evaluation plan. The board members provided suggestions on the type of data to be collected for and from the database to meet requirements for the 12 NSF indicators. An extensive discussion focused on the RU In-STRIDE model. The Advisory Board members gave recommendations for how best to proceed with RU In-STRIDE while coordinating efforts with the President’s Diversity Council to avoid overlapping services. The members also provided additional names for potential external advisory board members. Two of the recommended individuals have agreed to serve as board members thus completing the external advisory board.
**External Advisory Board**

Richard McCormick sent out invitations in mid-December, on behalf of the ADVANCE grant, to several senior level administrators to join the External Advisory Board. We are excited to say that the External Advisory Board is complete and plans are being made to meet this summer.

President Executive Vice President, Phillip Furmanski, will serve as the chair of the External Advisory Board. The other External Advisory Board Members include: Dr. William English Kirwan, Chancellor of the University System of Maryland; Dr. Karen E. Nelson, Director of Human Microbiology at the J. Craig Venter Institute; Dr. Vita Carull Rabinowitz, President and Vice President for Academic Affairs at Hunter College; Dr. Jewel Cobb, Former Dean of Douglas College (Rutgers) and Former President of the University of California-Fullerton; and Sheila Tobias, Noted Author and Science Education Consultant.

**Publicity Events**

**RU FAIR Website**

Due to time constraints and previously scheduled commitments, the Office of Communications at Rutgers could not work with us to get an ADVANCE web site up and running within a reasonable time limits. Outside bids from four consulting groups, specializing in web site development, were solicited. Ken Krasner of Spheres.net, a preferred supplier to Rutgers University for web services, was chosen in November 2008. We worked with Mr. Krasner during the first quarter and wrote, reviewed, and revised text for the website. The website went live in December 2008.

As part of our contract agreement, Mr. Krasner promised to provide a four-hour training session to our staff. Unfortunately, Mr. Krasner had a health problem and was unable to provide us with the agreed upon website training until March 20, 2009.

The Rutgers ADVANCE RU FAIR website officially launched in mid-April and is fully functioning and operational. The URL is [http://rci.rutgers.edu/~rufair/](http://rci.rutgers.edu/~rufair/). The site is a series of static Dreamweaver templates that allow ADVANCE staff to edit and update text and image content using the WYSIWYG website editing application, Adobe Contribute. The site is updated on a weekly basis with information on RU-FAIR events, RU women STEM scientists in the news, our various programs and initiatives, and award and funding opportunities. In the future, we plan to encourage faculty members and organizations to link-out to our website to promote our visibility. We also plan to create a “Notable Speakers” page, which will display a list of recommended speakers who departments/organizations may consider inviting to Rutgers.

**Newsletter**

WiSEM’s first newsletter was produced and distributed in January 2009. The newsletter was sent to members of the sciwomen list serve and posted on the WiSEM website. The issue included an introduction of the RU FAIR professors and an overview of their planned activities, an announcement of the appointment of Dr. Natalie Batmanian (Associate Director, WiSEM), faculty achievements, information about the new office location, the call for RU FAIR mini grants, and additional information about SEM-related activities and events.
Media
There have been two articles pertaining to the RU FAIR program included in local media outlets: Media Relations and the Asbury Park Press. The Media Relations article, Encouraging and Mentoring Women Scientists: Four Rutgers Women Get Down to Work with RU FAIR, highlighted our RU FAIR Professors and their proposed plans to promote gender equity among science, engineering and mathematics faculty on all three of Rutgers’ campuses. The Asbury Park Press article, “Rutgers Plan Targets Faculty Gap”, provided an overview of the ADVANCE grant and highlighted Co-PI Dr. Patricia Roos.

Publicity Initiatives
In September 2008 WiSEM held two events on the Rutgers-New Brunswick campus to publicize the ADVANCE award. Both of these meetings were well attended and lots of useful feedback was provided. We were gratified by the level of enthusiasm we perceived on the part of women science, engineering and mathematics faculty at Rutgers for our planned activities.

An event was also held at Rutgers-Camden in November 2008 to introduce RU FAIR program and solicit nominations/applications for an RU FAIR Professor to represent Rutgers-Camden. Joan W. Bennett, PI, also provided a lecture about women in science to more than 20 faculty, staff, and administrators.

Dean’s Council
Joan W. Bennett, PI, spoke twice to the New Brunswick Dean’s Council which is composed of Deans, Associate Vice Presidents, Vice Presidents, and other upper level academic administrators. In November, Bennett provided an overview of the RU FAIR program and provided information about the program’s initiatives.

In April 2009, Bennett was again asked to speak to the Council about the possibility of including an ADVANCE statement on job postings. Dr. Cheryl Wall and Dr. Karen Stubaus (Chair and Co-Chair of the President’s Council on Institutional Diversity and Equity) supported our recommendation to include a statement identifying Rutgers as an ADVANCE institution.

Along with the support and encouragement of Drs. Stubaus and Executive Vice President, Furmanski, the proposal was met with approval from the Council members. Currently the university has a very decentralized posting system, which poses some problems in implementation. The university is moving toward a centralized posting system. When the centralization is completed, the process will be easier. Our office has provided a draft statement as well statements from other ADVANCE-awarded institutions.

Membership into Institute for Women’s Leadership WiSEM is currently the eighth and youngest member of the Institute for Women’s Leadership (IWL) consortium. IWL is a nationally and internationally acclaimed organization focusing on preparing women, at all steps of the educational and management ladder, to become effective leaders. The other seven members of the consortium are the Center for American Women and Politics, the Center for Women and Work, the Center for Women’s Global Leadership, Douglass College, the Institute for Women and Art, the Institute for Research on Women, and the Women’s and the Gender Studies Department.
After hearing about the ADVANCE Institutional Transformation award, Dr. Mary Hartman, Director of the IWL, invited WiSEM to apply for membership. At the September 12, 2008 meeting of the IWL Board of Directors we were accepted, by a unanimous vote. Our membership allows us to join with the members of the IWL in fund raising within the private sector with hopes of expanding the IWL physical plant to include new meeting rooms, an atrium for receptions, new offices for our ADVANCE RU-FAIR activities and so forth. Our membership in the IWL will also facilitate closer collaborations between the ADVANCE RU-FAIR program and the well established Rutgers University leadership programs for women.

NSF Site Visit
The RU Fair team hosted its first NSF site visit on January 23, 2009. NSF representatives Kelly Mack, Fahmida Chowdhury, and Graciela Narchon met with the Rutgers ADVANCE executive team for an overview/update of the WiSEM office and discussions with campus collaborators, Internal Advisory Board members, campus stakeholders, the internal evaluation team and Dr. Phillip Furmanski, the NSF representatives, and members of the executive team.
In the summary session the NSF panel recommended:
- Clearly articulating goals and objectives of the ADVANCE project,
- Initiating and implementing specific policies aimed at transforming the institution,
- Increasing inter-campus activities between the New Brunswick, Newark, and Camden campuses, &
- Ensuring professional development/advancement of RU FAIR professors

External Evaluator
Mary McCain, Senior Vice President, TechVision 21 (Washington D.C.) has agreed to serves as the external evaluator for the RU FAIR program. McCain was highly recommended by several Rutgers’ faculty members who have previously used her expertise in evaluation research. McCain is well connected in Washington D.C., has experience in STEM evaluation, and has done extensive consulting on women in workforce development issues. Our internal evaluator, Mary Gatta, will work with McCain to coordinate evaluation strategies.

During the first year McCain plans to: (1) review, discuss and offer suggestions for the Project Evaluation Plan and Timetable; (2) review relevant information (provided both by RU project team and by evaluator’s own knowledge) that can provide context, benchmarks, and success metrics; (3) develop a more detailed plan and timeline for evaluation, based on additional discussion with project team, (4) meet with Vice President Furmanski, Internal Advisory Board members, and other key Rutgers stakeholders; (5) conduct a focus group with appropriate SEM faculty group, for baseline perceptions; and (6) work with the Internal Evaluator to ensure alignment of work and processes to avoid duplication of evaluation plans.

Office Relocation
Until January 2008, staff members associated with WiSEM were located in several locations at the Rutgers New Brunswick campus (Foran Hall on the Cook College campus, Biomedical Engineering Building on the Busch campus and the Genetics on the Busch Campus).

After spending considerable time negotiating for a location where the ADVANCE team could have adjacent offices and be unified in one building, office space was provided to the WiSEM
team at the RUTCOR modular building on the Busch campus. The building provides the WiSEM office with a centralized facility for the Associate Director, Assistant Director, and Program Coordinator. PI, Joan W. Bennett, who occupies a primary office in Foran Hall, also has office space in the RUTCOR Building. There is space for future workshops, receptions, and symposia as well as extensive parking nearby.

We have also secured office space at the Camden campus in the Sciences Building and at the Newark campus in Bradley Hall. We are grateful to Dean Philip Yeagle (Rutgers-Newark), a member of the internal advisory board, and Dr. Georgia Arbuckle-Keil (Rutgers-Camden), Professor of Chemistry and RU FAIR professor, for their support in this matter. As outlined in the RU FAIR management plan, the PI, Associate Director, Assistant Director, and/or Program Coordinator are making regularly scheduled visits to the Newark and Camden campuses.

Best Ideas Yet (RECAP)

Faculty Handbook
During the discussion following the symposium on November 17, 2008, we learned from Dr. Monica Gaughan that Rutgers University does not have a written faculty handbook. PI Bennett asked Dr. Karen Stubaus, Associate Vice President for Academic Affairs, if the ADVANCE team could help write one in conjunction with our work to develop best practices in hiring, retention, promotion and tenure practices. Dr. Stubaus supported the concept. This large undertaking would benefit all faculty members at Rutgers University. The process can be staged over several years and would be a good “deliverable” on behalf of ADVANCE RU-FAIR to the university.

Entrance Interview
During NSF’s site visit, the executive team discussed initiatives that will be used to assess the institutional climate at Rutgers. One planned initiative is to conduct exit interviews with male and female faculty members (tenured and non-tenured) who left the university (voluntarily or non-voluntarily) between 1998 and 2008. Kelly Mack, NSF Program Officer, suggested that we also consider entrance interviews for new faculty members. These entrance interviews could be used to inquire about what considerations were taken into account in the decision to accept the position and what are their expectations of the university, school and/or department.

Focus Group
Another great idea was suggested by Mary McCain, Senior Vice President of TechVision 21 and is the potential RU FAIR external evaluator. WiSEM sponsors a number of meet-and-greet events throughout the year. The events provide faculty members in SEM disciplines, who might not otherwise have an opportunity, a chance to meet and network with one another. Ms. McCain suggested that we use these events as focus group settings to gain information about a specific or focused issue.

Difficulties and Approaches to Addressing Difficulties

RU In-STRIDE
After the submission of the RU FAIR grant proposal to NSF and unbeknownst to the PI and Co-PI’s, Rutgers President McCormick instituted a university wide President’s Council on Institutional Diversity to take lead on developing a best practices manual for “Conducting Inclusive Searches” in January 2008. President McCormick appointed PI Bennett as a member of this Council, which has undertaken almost all of the initiatives we originally had envisioned for
In-STRIDE committees that were proposed in our ADVANCE proposal. The President’s Council on Institutional Diversity and Equity enhances our ability to transform institutional culture at Rutgers since it oversees all disciplines, not just STEM fields. Moreover, the prestige of the President’s Council augments and enhances the prestige of the ADVANCE grant and increases the likelihood of effecting permanent changes. The Council has almost completed drafting the Best Practices document and PI Bennett serves as a member of the subcommittee working on the development of Rutgers-specific guidelines. It is hoped to have a document available for distribution to deans in the Fall (2009). Plans are being formulated for how to best deliver the training section of the document. We have met with the Council’s Chair, Dr. Cheryl Wall, and Co-Chair, Dr. Karen Stubaus, to discuss strategies for coordinating our activities with, and subsuming them under, the larger university the President’s Council.

**Budget Concerns**

We have spoken with Ms. Lanella Hooper-Williams of Hooper Williams Communications, LLC (HWC) about creating a professional marketing and communications plan for RU FAIR. This will aid in the visibility and communications initiative. The estimated cost for a professional communications plans is $3000. The implementation/execution of various communications deliverables related to the WiSEM Communications Plan will be an additional expense based on the approved communications tactics and priorities. The fee for the communications execution will be $125 per hour, or a retainer fee of $1600 per month. The $1600 retainer fee per month represents a monthly discount of $275 and a total of 15 dedicated hours per month to be spent on the execution of tactics related to the communications plan. Additional funds are need for a professional communications plan.

**Faculty Understanding of ADVANCE/ RU FAIR**

During the Fall 2008 Internal Advisory Board meeting it became apparent that several colleagues close to the project were under the impression that ADVANCE objectives included K-12 student outreach, mentoring and recruitment. Similarly, many people across Rutgers do not understand the differences between NIH-supported and NSF-supported research and think that ADVANCE funds clinical initiatives in women’s health care. Using our website, additional publicity, speaking engagements, and other events we continue to increase understanding about the ADVANCE objectives and what is means to have institutional transformation for women on the STEM faculty.

**Publicity**

We are still working to increase our profile on the Rutgers campus concerning the ADVANCE grant. In particular, we hope to have a full article in the Rutgers Focus Magazine. Rutgers Focus is the university's award winning faculty and staff publication and is produced by the Office of Media Relations. It provides important information to the university community, including changes in university policies, administrative appointments, research developments, and events and activities taking place on Rutgers' three campuses and facilities across New Jersey.

**Primary Evaluation Update**

Our overall goal is to evaluate the success of the program through benchmarking and evaluation in order to track the state of women and minorities on the science, engineering and mathematics faculty on all three Rutgers campuses. During this first year, we have focused on generating the
infrastructure to revamp how Rutgers collects and analyzes data on gender and race/ethnic equity. Central to this effort is gathering the data for the 12 NSF indicators. In addition, the RU-FAIR team is envisioning a broader research agenda on issues of gender equity, including the stimulation and development of new research projects that study gender in the context of SEM fields.

Substantial progress on the program’s evaluation initiatives has been made and the evaluation team has played an important role in supporting initiatives of the central RU FAIR staff and professors. In December, Internal Evaluator Mary Gatta drafted an initial evaluation plan that we have discussed and revised (Appendix A). Crystal Bedley adapted the entire set of NSF-recommended tables (from NSF toolkits), which are now ready for our use. Assistant Director, Thessalenuere Hinnant-Bernard developed a logic plan to be linked to the evaluation plan that includes a broader conceptualization of the goals (Appendix B).

We have identified three preliminary research initiatives: creation of gender/race equity database for use with equity studies, exit/entrance/stayer interviews, and a career trajectory study.

Data Warehouse (Baseline Data)
We have made good progress on developing the data warehouse. Recall that we plan to develop a comprehensive and unified system for data collection for gender and racial/ethnic equity analyses. Our joint work with the Rutgers Office of Institutional Research (IR) has borne fruit. The Vice President for Academic Affairs Philip Furmanski funded a part-time person for Institutional Research. IR has now hired Minmin Chen (MA in statistics), who will work with IR staff member Gayle Coryell, and others developing the architecture of the data warehouse. She will also work with us to create the data base that will allow for centralized collection of baseline data for the NSF benchmarks and for subsequent measurements.

Institutional Research has promised that the work on the data warehouse should move apace over the summer months. We hope to provide baseline data in our September quarterly report. Guiding this effort will be a new ad hoc committee Roos is developing with Rob Heffernan, Director of Institutional Research. The membership of the Database Committee is now set, and includes relevant administrators, ADVANCE personnel, representatives from Deans’ offices, and social scientists with expertise with gender or race/ethnic equity issues. A career trajectory study is planned as one of our first test of the new data base.

As of June 2009, the ad hoc database committee members/stakeholders include:
Administrators:
Minmin Chen (Institutional Research), Gayle Coryell (Institutional Research), Christopher Dougherty (Ecology, Evolution & Natural Resources-Camden), James Drumheller (Human Resources), Sharon Fortin-Kramer (HR-Oracle), Jayne Grandes (Office of Employment Equity) Robert Heffernan (Institutional Research), Courtney Mcanuff (Enrollment Management), Karen Stubaus (Office of the VP for Academic Affairs), Mark Winston (Dana Library) and Ryan Womack (Alexander Library)
Deans Offices Representatives:
Michael Beals (SAS), Helen Buettner (Engineering), Steven Director (SMLR), Jerry Kukor (SEBS; Graduate School), Jan Lewis (FAS-Newark)

Social Scientists/Researchers:
Nancy DiTomaso (Organization Management), John Graham (Economics), Angelique Haugerud (Anthropology), Mary Hawkesworth (Women’s and Gender Studies), Mark Killingsworth (Economics), Patrick McKay (Human Resource Management), Laurie Rudman (Psychology), Alvin Tillery (Political Science)

RU FAIR Staff:
Patricia Roos (Sociology, and Co-PI RU FAIR), Thess Hinnant-Bernard (RU FAIR Assistant Director), Crystal Bedley (RU FAIR Research Assistant, Sociology Graduate Student)

We have met with several key people in the process of developing the data warehouse. In addition to Rob Heffernan, Gayle Coryell, and Minmin Chen, we also met with Sharon Fortin-Kramer, the person responsible for the Oracle implementation. Oracle is a new software system at Rutgers used to track faculty payroll and accounting information. Sharon is very supportive of our efforts and will be an ally/resource as we proceed. If all goes according to plans, the data warehouse under development will interface with various Oracle systems currently in use or planned. The size, age and complexity of Rutgers systems, which until recently have been maintained in separate institutional units, means that the integration of the new systems with the existing ones is not a trivial undertaking.

Finally, over the next few months we plan additional meetings with key personnel, including the new Vice President for Faculty & Staff Resources (Vivian Fernandez). Her office is responsible for all human resources services, including policies and practices in the areas of recruitment and staffing, compensation and benefits, workforce diversity and equity, faculty and staff recognition, organizational development, staff employee and labor relations, and performance review support services. The database project (along with the career trajectory analysis) has been approved by the Rutgers IRB.

Faculty Recruitment & Retention
We have expanded the scope of our planned research project beyond exit interviews. In addition to interviewing faculty who leave Rutgers (“exit interviews”), we also plan interviews with four comparison groups:
1) “entrance interviews”: those faculty hired at the advanced assistant professor level or higher
2) “stayer interviews”: those faculty who received offers elsewhere, but chose to stay
3) “chair interviews”: faculty who were chairs in departments with faculty exiting, entering, and/or staying
4) “Search Committee Chair interviews”: faculty/administrators who chaired search committees for Deans/higher level administrators
We already have IRB approval for the exit interviews. New protocols have been submitted to encompass all five groups. Once the IRB approves these protocols, we’ll be able to commence this study.

We are seeking support from Deans to carry out these studies. At an initial meeting between Co-PI Roos and Dean Douglas Greenberg, Dean of SAS (the largest faculty at Rutgers), he was somewhat hesitant about supporting these efforts and asked for additional information from other ADVANCE institutions. We are compiling the requested information and will soon provide it to Dean Greenberg. We have received support from Dean David Finegold, School of Management and Labor Relations, and Dean Robert Goodman, School of Environmental and Biological Sciences, and we plan we plan to meet with deans of other units to solicit support for our recruitment and retention initiative.

Agents of Change
We have developed a new protocol, looking to those agents of change involved in the RU FAIR ADVANCE grant. Mary Gatta, RU FAIR Internal Evaluator, is taking responsibility for this project. Originally we planned to interview only the RU FAIR professors as they develop their programs. Given their role as change agents, the RU FAIR professors as well as select members of the RU FAIR Executive Team will be interviewed once to twice a year. In addition, on a regular basis all will be asked to write in online journals. The IRB documentation for this project has been submitted, and we await IRB approval.

Support for other RU FAIR initiatives.
In addition to the evaluation initiatives in progress, we also provide support for others. Among those:

Bedley developed extensive written documents to help project personnel to complete IRB protocols. Currently in process is the IRB paperwork for approval of RU FAIR events and upcoming focus groups. Bedley is updating these documents to provide support for mini grant recipients and RU FAIR professors as well as other project personnel.

Roos and Bedley are serving as support people for an ongoing study on salary and climate in the School of Engineering. We continue to play a role supporting IRB submission and continuations. Mary Gatta and Helen Buettner took the lead in developing a set of research questions, a solicitation letter, and a consent form for a focus group of engineering women to be conducted in the Fall 2009.

Roos and Bedley are providing support and advice for that research study, which will follow up a gender equity study for the School of Engineering being conducted by Dr. Dr. Melike Baykal-Gursoy, an Associate Professor in the Department of Industrial and Systems Engineering.

Project’s Management & Infrastructure
Personnel Update
All personnel for the RU FAIR program have been hired. The key people associated with RU FAIR and WiSEM are as follows:

Dr. Thessalenuere Hinnant-Bernard, Assistant Director (start date November 1, 2008)
Ms. Christina Leshko (start date January 5, 2009)
Dr. Mary Gatta, Internal Evaluator Center for Women & Work, Labor Education Center, School of Management and Labor Relationship (SMLR) joined our efforts on a 10% basis
Ms. Crystal Bedley, Graduate Assistant (First Quarter)

Other Personnel
Dr. Natalie Batmanian, Associate Director WiSEM (January 5, 2009)
Mrs. Neng Weng, Part-Time Research Associate (February 2, 2009)
The salaries for Dr. Batmanian and Ms. Weng are not funded through ADVANCE; however, both will work on many aspects of the RU FAIR ADVANCE project.

Executive Team
The executive team is made up of Joan W. Bennett (PI), Patricia Roos (Co-PI), Nancy Rosoff (Co-PI), Thessalenuere Hinnant-Bernard (WiSEM Assistant Director), Natalie Batmanian (WiSEM Associate Director), Helen Buettner (RU FAIR Professor-New Brunswick), Georgia Arbuckle-Keil (RU FAIR Professor-Camden), Maggie Shiffrar (RU FAIR Professor-Newark), & Judy Weis (RU FAIR Professor-Newark). The executive team meets on a regular basis to discuss all aspects of the RU FAIR program. In between regularly scheduled meetings, communication is made by email, telephone, and face-to-face meetings with members on all three campuses. Executive team meetings will rotate to each of the three campuses. The next executive team meeting is scheduled to be held in Camden on June 23, 2009.

Dissemination Plan
Several mechanisms have been and will be implemented for disseminating findings and sharing best practices. First, information about the program can be accessed from both the RU FAIR website as well as WiSEM’s Sciwomen website The complete proposal and links to NSF are available via the RU FAIR website.

Second, we will produce and distribute our annual report and a newsletter that describes the past year’s activity, the upcoming activities for the next year, and the most exciting news or results of the program. The report will be available in print and online.

Third, we plan to disseminate findings through publications in scientific and engineering journals; higher education journals; science policy publications; and/or other journals such as SIGNS and Journal of Women and Minorities in Science and Engineering that publish gender equity findings.

Fourth, we will share best practices through professional technical society meetings and annual conferences of organizations such Women in Engineering ProActive Network (WEPAN), American Association for the Advancement of Science (AAAS), Association for Women in Science (AWIS), and the Society for Women Engineers (SWE).

Dr. Hinnant-Bernard will be responsible for producing posters and presentations about the results of the RU-FAIR initiatives. All RU-FAIR professors and members of the advisory board will be encouraged to include these posters when they attend professional meetings to present their own scholarly work.
**Personnel and Financial Report**

**Senior Personnel**

Dr. Joan W. Bennett, RU FAIR Principal Investigator, is the Associate Vice-President for Promotion of Women in Science, Engineering and Mathematics and a Professor II in Plant Biology. PI Bennett is the administrator of the RU FAIR program. She reports directly to the Executive Vice-President, Philip Furmanski, and provides regular updates regarding policies, concerns, progress, and issues pertaining to institutionalization. PI Bennett contributes 25% of her effort to RU FAIR with no cost to NSF and will continue to do so throughout the duration of the RU FAIR program.

Dr. Patricia Roos, Co-PI RU FAIR, Professor of Sociology, and Labor Studies & Employment Relations and the Acting Director for the Center for Women and Work, leads the evaluation team. Roos collects baseline data, assists with the development, administration and analysis of questionnaires, conducts focus groups and assists with the evaluation of other RU FAIR initiatives. Co-PI Roos also supervises the graduate research assistant and works closely with the assistant director and the internal and external evaluators. Summer salary support (direct cost) is provided by RU FAIR to Roos, and is allocated throughout the duration of the program.

Dr. Nancy Rosoff, Co-PI RU FAIR, has a joint appointment as Associate Dean for Administration and Academic Program Development for the Faculty of Arts and Sciences and Director of the Campus Office of Institutional Diversity and Equity at Rutgers-Camden. Rosoff oversees communication efforts with the Camden campus. Rosoff provides 10% of her effort to the RU FAIR program with no cost to NSF.

Dr. Thessalenuere Hinnant-Bernard, Assistant Director, coordinates the RU FAIR activities and programs based on the five major initiatives. Hinnant-Bernard oversees the daily operations of the program, supervises the project coordinator and works with campus stakeholders by representing the program at meetings, with government entities, funding agencies, and ad-hoc university committees. Hinnant-Bernard also works with the evaluation team in the development, implementation and delivery of research and evaluation activities. Bernard contributes 100% (direct cost) of her effort to the RU FAIR program which will continue throughout the duration of the program.

**Other Professionals**

Dr. Natalie Batmanian, Associate Director of WiSEM, collaborates with PI, Co-PIs, and assistant director to ensure visibility of the RU FAIR program. Dr. Batmanian provides 10% of her effort with no cost to NSF.

Dr. Mary Gatta, RU FAIR Internal Evaluator, is an Assistant Professor in the Department of Labor Studies & Employment Relations and the Director of Gender and Workforce Policy at the Center for Women and Work at Rutgers University. Dr. Gatta will work with Co-PI Roos in the internal evaluation of the RU FAIR program. Dr. Gatta contributes 10% (direct cost) of her efforts to the RU FAIR program which will continue throughout the duration of the program.
Mary McCain, RU FAIR External Evaluator, is the Senior Vice President of TechVision21. McCain will review information, evaluate data, discuss reports, and develop detailed plans of action for and about the RU FAIR program. The consultant fee (direct cost) will continue throughout the duration of the RU FAIR program.

Other Personnel
Christina Leshko is the Program Coordinator of the RU FAIR program. Ms. Leshko provides overall staff support for the RU FAIR program and reports directly to the Assistant Director. She contributes 100% (direct cost) of her efforts to the RU FAIR program which will continue throughout the duration of the RU FAIR program.

Graduate Student
Crystal Bedley is the Graduate Research Assistant for RU FAIR. She works directly with Co-PI Roos and provides assistance with the evaluation/research plan. The graduate student stipend (direct cost) will continue throughout the duration of the RU FAIR program.

Fringe Benefits
Fringe benefits are calculated at 33.50% for all faculty, professional, and administrative staff. Fringe benefit expenses are to be calculated at 35.2% for the 2009 fiscal year.

Travel/Domestic
Travel expenses in year 1 included travel, lodging, and registration to local and national professional meetings and activities and events across the three Rutgers’ campuses.

Other Direct Costs
Materials and Supplies & Computer Services
Publications
Consultant Services

Other (RU FAIR Professorships, Mini Grants, Life Cycle Grants, Honoraria)
Funds were used to support professional development and networking events.

Three RU FAIR Professorships (one at each Rutgers campus) were awarded at $50,000 each. Awardees will also receive $50,000 each in Year 2. Seven RU FAIR Mini Grants were awarded to ten Rutgers University faculty/staff (across the three campuses) totaling $28,110. A total of $37,500 has been specified for RU FAIR Mini Grants awards (Cycle II) in Year 2. RU FAIR Life Cycle Grants will also be allotted $37,500 for Year 2. In Year 1, $2000 was expended on honoraria for guest speakers. The total amount allocated in Year 2 for honoraria is $1,500.

Indirect Costs
Indirect costs are calculated based on 54.5% of modified total direct costs.

Current Other Support Information for Key Personnel
Joan W. Bennett
- Title: Project SUPER* Scholars at Rutgers University
  - Status: Current
- **Title:** RU STEPed UP for Success
  - **Status:** Current
  - **Agency:** NSF
  - **Total Award Period Covered:** 06/01/08-05/13/13
  - **Total Award Amount:** $1,999,978
  - **Location:** Rutgers-New Brunswick
  - **Commitment:** 0.50 (Cal)

- **Title:** NJ Partnership for Excellence in Middle School Mathematics
  - **Status:** Pending
  - **Total Award Period Covered:** 09/01/06-09/01/14
  - **Agency:** NSF
  - **Total Award Amount:** 5,000,000
  - **Location:** Rutgers-New Brunswick
Appendix A
<table>
<thead>
<tr>
<th>Initiative and Retention</th>
<th>Mechanism/Intervention</th>
<th>Anticipated Outcome and Deliverables</th>
<th>Evaluation Methods</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>RU- In Stride: -Collaborate with Diversity Council</td>
<td>--Develop best practices for faculty hiring --Increase # of women in and promoted in SEM --Develop a manual on best practices</td>
<td>--Post-search surveys --Track number of women in depts. --Track dissemination of manual to units</td>
<td>Thess Christina</td>
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<tr>
<td>Programs and Symposium: -Speed mentoring -RU-Professional mentoring</td>
<td>--Increase professional connections and satisfaction --Establish a coordinated mentoring program to increase professional connections/satisfaction</td>
<td>--Post-event surveys --Interviews with participating faculty --Interviews with faculty</td>
<td>Thess Christina</td>
<td></td>
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<tr>
<td>Leadership Training</td>
<td>--Increase probability of taking on leadership roles --Increase number of women in leadership roles --Increase number of women sent to leadership training programs (e.g., Bryn Mawr)</td>
<td>--Interviews with faculty --Track number of women in leadership positions (formal and informal) --Track number of women sent to internal and external programs</td>
<td>Thess Christina Natalie</td>
<td></td>
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<tr>
<td>RU-Fair professors</td>
<td>--Increase opportunities for faculty promotion and for the recruitment of women faculty</td>
<td>--Interviews with RU-Fair profs --Content analysis of journals kept by profs</td>
<td>Gatta</td>
<td></td>
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<tr>
<td>Communications &amp; PR plan: -Website -Press Coverage</td>
<td>--Bring visibility, share information --Bring visibility to initiatives, Increase coverage of RU women</td>
<td>--User surveys --Website usage stats --Track press coverage</td>
<td>Thess Christina</td>
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<tr>
<td>-Nominations for Awards and Honors</td>
<td>Increase the number of women faculty who are nominated for awards/honors</td>
<td>--Track nominations for awards &amp; honors, as well as outcomes</td>
<td>Thess Christina</td>
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<tr>
<td>Programs and Symposium: -RU-Fair professor events -RU-Fair lectures</td>
<td>--Increase opportunities and connections with female faculty --Bring high-profile scholars for lectures</td>
<td>--Post-event surveys --Track % female speakers at RU events</td>
<td>Thess Christina</td>
<td></td>
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<tr>
<td>Initiative</td>
<td>Mechanism/ Intervention</td>
<td>Anticipated Outcome and Deliverables</td>
<td>Evaluation Methods</td>
<td>Responsible</td>
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<tr>
<td>Network and Liaisons</td>
<td>RU-FAIR mini grants:</td>
<td>--Build effective collaborations with IWL Centers and interdisciplinary research</td>
<td>--Surveys with grantees</td>
<td>Thess Christina Natalie</td>
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<tr>
<td></td>
<td>-Collaborate with IWL Center</td>
<td>--Report at IWL Directors meetings</td>
<td>--Interviews with grantees</td>
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<td></td>
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<td>--Internal evaluations by grantees</td>
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<tr>
<td>Family</td>
<td>Life Cycle Grants</td>
<td>--Support faculty in time of crisis</td>
<td>--Surveys with grantees</td>
<td>Natalie Thess Christina</td>
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<td></td>
<td></td>
<td>--Develop a manual on the use of Life Cycle Grants</td>
<td>--Track dissemination of handbook to units</td>
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<tr>
<td>Family</td>
<td>-Collaboration with ad hoc Committee for Work and Family</td>
<td>--Recommend best practices and policy changes to campus family/life policies</td>
<td>--Policy analysis</td>
<td>Natalie</td>
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<td></td>
<td></td>
<td>--Develop a best practices manual</td>
<td>--Interviews with committee members</td>
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<td></td>
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<td></td>
<td>--Track dissemination of handbook to units</td>
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**ONGOING/ANTICIPATED RESEARCH**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Mechanism/ Intervention</th>
<th>Anticipated Outcome and Deliverables</th>
<th>Evaluation Methods</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment and Retention</td>
<td></td>
<td>Determine if there are sex differences as to why faculty leave RU</td>
<td>Exit Interviews</td>
<td>Pat Crystal</td>
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<tr>
<td>Recruitment and Retention</td>
<td></td>
<td>Determine if there are sex differences in attrition</td>
<td>Career Trajectories</td>
<td>Pat Crystal</td>
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<tr>
<td>Network and Liaisons</td>
<td>RU mini-grants</td>
<td>Increase networks among female faculty</td>
<td>Network Analysis</td>
<td>Pat Crystal</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Creation of gender equity database</td>
<td>Data Warehouse (relational database)</td>
<td>--Data analysis</td>
<td>Pat Crystal</td>
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<td></td>
<td></td>
<td>--Creation of NSF tables</td>
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<tr>
<td>Bottom-up Initiatives (i.e. engineering gender equity Study; Camden exit interviews; Newark data analyses)</td>
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<td>Tba (w/assistance from Pat and Crystal)</td>
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Appendix B
# Basic Logic Model (RU FAIR)

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Participants</th>
<th>Expected Outcomes</th>
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<tr>
<td>People</td>
<td>In STRIDE Committees - Collaboration with Diversity Council RU FAIR Professorships Mini Grants - Interdisciplinary Collaborations Life Cycle Grants - Collaboration for Family Life Committee Leadership Training Programs &amp; Symposia - Mentoring Nominations for Awards &amp; Honors Communications &amp; PR Plan - Website Development</td>
<td>University - Administrators - Faculty - Staff - Students - Post-docs Industry - Scientists - IT Experts - Consultants Government - Community Leaders - Employees - Volunteers</td>
<td>Establish physical presence- WiSEM/ RU FAIR offices Align with existing committees &amp; appoint ad hoc committees Study diversity issues at Rutgers Study policies, procedures, and practices that restrict entry or impede promotion of women &amp; or minorities, including dual career &amp; child care issues Identify stakeholders &amp; potential collaborators in diversity efforts Develop evaluation &amp; assessment instruments for RU FAIR Develop communication materials (newsletter, website, brochure) Establish more formal relationship with NJ-HERC Create plans &amp; develop human capital to build a data warehouse Collect baseline data for each initiative Generate plans &amp; conduct focus groups Build library of support &amp; information materials (print &amp; online) Publish best practices guide for “Conducting Inclusive Faculty Searches” Employment searches across the university are published with a notice that Rutgers is an ADVANCE organization Implement marketing materials (newsletter, website, brochure, programs, symposia) Develop faculty handbook Provide information to chairpersons about current family leave policies Promote collaboration between SEM faculty &amp; women’s studies faculty Increase visibility of women &amp; minority faculty achievements Submit &amp; collaborate on proposals for cluster hires Conduct entrance &amp; exit interviews Establish data warehouse Publish faculty handbook Implement university-wide standard practices in hiring &amp; promotion Review &amp; institutionalize data collection Broaden and make search practices transparent Assist HERC in determining effectiveness Hold Deans &amp; Chairs accountable for transparency of search practices Institute flexibility &amp; transparency in family leave policies Formally assess child care needs Increase number of women and minority SEM faculty Reduce attrition of women and minority faculty Increase number of women and minority faculty in leadership positions and at higher ranks (PI and PII)</td>
</tr>
</tbody>
</table>

**Possible external factors that could affect expected outcomes:**
- Change in university administration
- Paradigm shift
- Lack of personnel in school or department
- Economy
- Change in department administration
- Hiring freeze
- University climate
- University climate