The Rutgers University Faculty Advancement and Institutional Re-imagination (RU FAIR) NSF ADVANCE grant began its second year by making strides in each of the five core areas outlined in the original grant: recruitment and retention, communication, networking and liaisons, visibility, and family life. This first quarter of year two (Y2) saw the RU FAIR professors launch several initiatives on their respective campuses that not only enhanced networking among science, engineering, and mathematics (SEM) faculty but also stressed career development and dissemination. In addition, the RU FAIR / NSF ADVANCE team has had continued success working with the Rutgers Institutional Research group to collect critical data on NSF indicators of gender equity and advancement. At this point, most baseline, and a significant portion of year one (Y1), indicators have been obtained and tabulated. The RU FAIR team has also successfully filled the position of RU FAIR Director. Dr. Doreen Valentine, a former senior science editor for Rutgers University Press, is a highly competent and enthusiastic addition. Currently, the team faces challenges in supporting the implementation of programs in several sub-awards, which has resulted, at least in the short-term, in an under-utilization of funds. Re-structuring more effective and active internal and external advisory committees to collaborate and advise the RU FAIR group is a second area of focused attention for us. A final challenge has been to develop alternative strategies to collect baseline interview data to address recruitment and retention issues.

**Significant Accomplishments**

- Development of RU InStride publication: *A Handbook for Deans, Department Chairs, and Members of Faculty Search Committees*
- Development of RU InStride hiring workshops
- Full completion and implementation of five mini-grant awards
- Successful recruitment for Leadership, Networking, and Collaboration Program 2010
- Two Life Cycle grants awarded to women in SEM

**Recruitment and Retention Activities and Programs**

**InStride**

The RU FAIR team continues to work in conjunction with the President’s Council on Institutional Diversity and Equity to institutionalize best practices in faculty hires that increase gender and racial diversity. Principal Investigator Joan Bennett and other RU FAIR personnel met with Diversity Council co-chair Dr. Cheryl Wall, Director and Associate Vice President for Academic Affairs Karen Stubaus, and ADVANCE external evaluator Mary McCain to organize and develop initiatives around diversity issues at Rutgers; these collaborations are ongoing. An important achievement of these efforts has been the publication of *A Handbook for Deans, Department Chairs, and Members of Faculty Search Committee*, authored by members of the Council on Diversity. PI Bennett, and internal advisory board member Nancy DiTomaso, provided substantial input on the guidelines for conducting diverse searches and resources to facilitate such efforts. The Office of the Executive Vice President for Academic Affairs is now widely
disseminating this handbook to faculty across the three Rutgers sites. Our involvement in this effort is helping to foster university-wide acknowledgment of the RU FAIR ADVANCE mission, as well as enhanced awareness of diversity issues in hiring at Rutgers.

Important next steps for integrating best practices in diversity hiring involve training deans, chairs, and search and promotion committee members. The Diversity Council succeeded in reaching an important percentage of this population with the November 5, 2009 launch of the Handbook. At this university-wide, whole-day event 92 (out of 116 invited) deans, department chairs, and members of faculty-search committees were present. Twenty deans representing 12 schools, 48 faculty chairs of search committees, and 24 staff members participated. Key social science concepts that contribute to bias in faculty selection were introduced to the attendees by the Cornell Interactive Theater Ensemble. The play they presented, “It Depends on the Lens,” depicted a search committee interaction. The goal of the play and an interactive exercise that followed was to introduce audience members to individual perspectives behind decision making and factors that contribute to productive and unproductive outcomes. The event also included a lecture on the concept of “unconscious bias,” emphasizing the importance of a high-accountability/low-blame working environment in minimizing bias in the hiring and promotion process in academia. At the Nov. 5th event, Cheryl Wall, co-chair of the President’s Council on Diversity introduced Dr. Nancy DiTomaso, who previewed a new RU FAIR ADVANCE activity being organized by herself and Dr. Laurie Rudman to further the goal of faculty training on best practices in faculty hires.

Nancy DiTomaso, professor of management and global business at the Rutgers Business School-New Brunswick and Newark and Laurie Rudman, professor of psychology in New Brunswick, have proposed an outstanding mini-grant activity entitled “Resource Guide for Faculty Recruitment and Evaluation Committees”, which consists of two workshops, one on the evaluation of “merit competence” and the other on “implicit bias”. The aim of these workshops is to provide a more detailed account of the social science research that explains biased behavior at individual and structural levels for an audience of chairs, deans, and search committee members (a subset of the group who attended the November 5th event). Most of the planning for these workshops has been completed—from extending invitations to expert speakers to logistical planning. Experts on merit competence and assessment metrics will speak at the first workshop: Martha Foschi from University of British Columbia, Jan Yoder from the University of Akron, and Elizabeth Gorman from the University of Virginia. Dr. DiTomaso will facilitate the session which will take place on April 9, 2010. The second workshop on implicit bias is scheduled for May 7. Dr. Rudman will facilitate a program that includes Brian Nosek from University of Virginia, Nilanjana Dasgupta from University of Massachusetts at Amherst, and Virginia Valian from Hunter. The sessions will include both a public presentation, followed by workshops with a smaller, specially selected group of faculty/staff whom we envision as trainers for subsequent training sessions for chairs and search committees.

The success of these workshops depends on our targeting and recruiting an audience with the interest and influence to translate the workshop concepts to on-the-ground action. Rudman and DiTomaso, along with the RU FAIR team, are working with the Diversity
Council to generate an invitation list of appropriate university leaders. In addition, effective strategies, such as personal invitations from Principal Investigator Joan Bennett and Vice-President Phil Furmanski, are being developed to ensure a fully attended event.

Mini-Grant Events
To date, five of the seven cycle I mini-grant awards have been completed with six of the individual proposed events having been evaluated via on-site exit surveys. We have observed that the response rate on paper evaluation surveys alone is significantly lower than the response rate to online pre-registration surveys plus follow-up or post-event surveys. As a result, we are now encouraging all forthcoming and future award recipients with plans to host colloquia, research seminars, or networking events to use an online pre-registration form in addition to the post-event paper survey.

Our canvassing of attendees of mini-grant events suggests that most learn of the event through e-mail messaging, either via a department listserv or by an individual “word-of-mouth” message. To this end, the RU FAIR Program Coordinator is compiling a list of department listservs and their managers in order to communicate to a larger audience. Comprehensive analyses of the pre- and post-event surveys is planned for the future, and we expect to report on cycle I surveys in the March quarterly assessment. Mini-grant recipients have been allotted up to twelve months after the conclusion of the cycle to submit their final reports; thus, at this time, only one grantee final report has been submitted. In the call for cycle III mini-grant applications, we intend to revise this requirement and ask grantees to provide written final reports within three months of the completed program.

One of the approved mini-grants—a faculty forum entitled, “The Science of Women/Women in Science”—was canceled after RU FAIR had evaluated and approved the funding. Several factors contributed to this turn of events, most notably the departure from Rutgers of one of the grantees and a lack of submissions from faculty members. The concept for the program did generate considerable interest, and we have encouraged the applicants to resubmit their proposal. (Note: the funds for this grant have been returned to the RU FAIR account.)

Leadership and Networking Training

We have been active this quarter to recruit at least twelve faculty members at the assistant and associate professorial levels to participate in a five-session leadership, networking, and collaboration workshop to take place in during spring 2010. These professional development sessions concentrate on building skills related to time and resource management, representing and communicating one’s work, refining one’s leadership style, negotiating in personal and professional arenas, and networking and co-mentoring in SEM environments. The workshop has already been developed and implemented by WiSEM based on focus groups conducted in previous semesters in conjunction with a external consultant. This consultant brings extensive facilitator training expertise and deep knowledge of workplace and gender issues.
RU FAIR Professors
Newark
Women scientists have been at the forefront of campus activities at Rutgers-Newark since the 1970s. To recognize their achievements and contributions to science and women’s issues, RU FAIR professors Judith Weis and Maggie Shiffrar held a celebratory luncheon on October 10. Helen Strausser, professor of zoology and Dorothy Dinnerstein, professor of psychology, were posthumously recognized for their efforts to bring awareness to gender discrimination at the Newark campus in the early Seventies. The attendees, which included many women in the sciences, women’s studies scholars, a number of retired faculty, and the daughters of both Drs. Strausser and Dinnerstein, heard about the bold efforts of Strausser and Dinnerstein and six other tenured women scientists at Rutgers-Newark (including Dr. Grace Spruch of the Physics Department, who was present at the remembrance event) to petition the federal government in 1971 for workplace equality. The story was conveyed by graduate student Katherine Mahaney who is documenting the events of the 1970s as part of her study of gender equity. The complaint to the federal government resulted several years later in salary increases and back pay for the women faculty on campus. Mahaney has uncovered in the university archives many interesting findings about the reactions of the university to the activism of the Newark women's group, which she shared with the audience.

Despite this dramatic effort in the Seventies, RU FAIR professors Weis and Shiffrar are concerned that no one has examined the promotions and salaries of faculty since then. A follow-up study has now been funded by the RU FAIR grant to John Graham, professor and chair of the economics at Rutgers-Newark. Graham, who is a specialist in gender discrimination in the workplace, has analyzed the current salary and promotion data for the Faculty of Arts and Sciences at Newark and briefly presented his findings that there are no statistically significant differences in the salaries and promotion of male and female faculty. His data will be part of the NSF ADVANCE evaluation.

Two plaques have been created honoring Drs. Strausser and Dinnerstein for their work promoting equity for women at the Newark campus, one of which was shown at the event. They are being placed on the walls of Hill Hall on the Newark campus.

New Brunswick
Rutgers Women in Engineering Focus Group. Nine women participated in a focus group held on October 9, facilitated by RU FAIR internal evaluator Mary Gatta. Invitations were extended to all 21 women faculty who either have their tenure (or tenure-track) home in engineering (17) or who have their tenure-home in another unit but teach in engineering (4). In addition to the 9 participants (nearly 43% of the pool), several women responded that they would have participated if not for scheduling conflicts. Discussion addressed three key questions:

1. What is working at the department and school levels in engineering to help women be successful faculty members?
2. What factors at the department and school levels are hindering women’s ability to be successful faculty members?

3. What measures/strategies would help improve the experiences of women faculty in engineering?

At the end of the session, RU FAIR Professor Helen Buettner also asked the women to complete a written questionnaire to indicate their level of interest in the various activities on the tentative RU FAIR agenda for the next eighteen months. The focus group conversation and the follow-up questionnaire did not reveal any major surprises, but did provide important feedback for assigning priorities to Buettner’s planned activities. In particular, while mentoring was viewed as very important, there was little interest in more formal, structured mentoring programs. Rather, the women expressed much more interest in leadership development activities. Informational activities regarding tenure and promotion and informal research seminars were also regarded with enthusiasm, while colloquia with outside speakers were ranked surprisingly lower.

Based on these results, Professor Buettner has modified her agenda to place more emphasis on leadership development, shifting some resources from mentoring to accommodate the change. She is in the process of fleshing out details of her revised plan, and is consulting with the RU FAIR and WISEM staff, both to attain their input from a social sciences perspective and to coordinate with other ongoing leadership initiatives. Her plans for the next several months include completing a revised strategic plan for her overall program and setting up tenure/promotion and leadership development workshops. Alexis Merdjanoff, a newly hired graduate student in sociology, will assist Professor Buettner in developing and carrying out her planned activities.

Camden
In late August, RU FAIR Professor Georgia Arbuckle-Keil held a meeting in Camden with the other female physical science faculty: Suneeta Ramaswami and Haydee Herreva. Rutgers-New Brunswick mathematics professor, Amy Cohen-Corwin traveled to Camden to participate. Arbuckle provided a brief overview of the goals of the NSF ADVANCE program and the activities to date on the Camden campus. Cohen-Corwin talked about the RU FAIR mini-grants program as well as the broader vision of the NSF ADVANCE initiative.

Funding was awarded to support travel by junior math faculty to attend professional conferences. Dr. Cohen-Corwin will provide details to the math department chairs to distribute to faculty. Dr. Herrara expressed interest and agreed that travel can be quite expensive and is rarely supported at the department level. Cohen-Corwin described other activities in which she has been active over the past few years. She would like to continue communication among faculty (especially math) on the three campuses. All participants agreed that it was beneficial to meet and discuss these topics. All were willing to continue this exchange and possibly schedule a meeting each semester.

Colloquia: A mini-grant to Laurie Bernstein, associate professor of history and director of women’s studies at Rutgers-Camden, funded an interdisciplinary colloquium series entitled,
“When Sex Meets Science,” at Camden during the fall 2009 semester. Scott Gilbert, the Howard A. Schneiderman Professor of Biology at Swarthmore College, presented “Misconceptions of conception: A confluence of science and feminism” on September 24, 2009. This informative presentation was attended by faculty and students from diverse disciplines. After the reception, faculty met with Dr. Gilbert over dinner in Collingswood, New Jersey. The second event featured Amy Bug, a professor of physics at Swarthmore College, who presented “Why do physicists have mistresses? When sex meets physical science.” Faculty and students from the Camden physics department met with Dr. Bug after her presentation at a general reception; a few select guests were invited to an intimate post-reception dinner, also held in Collingswood.

Arbuckle-Keil supplemented the mini-grant with support from the RU-FAIR professor funds in order to demonstrate support for this Camden initiative.

Grant Funding & Writing Workshop: A grant funding and writing workshop was held in Camden on October 22, 2009. All junior faculty from the sciences were invited to attend. Priority with regards to scheduling of the date and time was given to junior faculty who expressed an interest in the need for this workshop. Materials provided by the facilitator, Dr. Catherine Duckett, were informative and resourceful. The workshop covered topics ranging from planning and implementation of grant writing to how the National Science Foundation evaluates proposals. The event was attended by six faculty members, both male and female.

Focus Group: In similar fashion to the focus group event that Helen Buettner sponsored for the New Brunswick women engineering faculty, Arbuckle-Keil will convene a group at Camden to gauge interest in professional development, mentoring, and leadership activities. The project has been approved by the IRB and will be held on December 16th. All women scientists (physical, biological, social, and behavioral scientists) have been invited to participate, and Mary Gatta will again facilitate. Based on the favorable results with the engineering group, a similar assessment tool, a survey in which participants rank their level of interest based on a description of the proposed activity, has been developed for use by the Camden Focus Group.

As of early November 2009, the expended RU-FAIR professorship funds at Camden are ~ $17,500. This number represents a portion of the allocated funds and we are eager to assist Arbuckle-Keil with program development and implementation.

Family Life Issues and Policies

Life Cycle Grants
Life Cycle grants are designed to support SEM faculty (women and men) during times of personal crisis that would impact career development at critical junctures. RU FAIR issued a call for proposals for life cycle grants the first week of October, distributing the call via the sciwomen e-mail listserv, the RU FAIR website, word-of-mouth, and event announcements. In addition, our staff delivered hard copies to SEM faculty on Camden
and Newark campuses. The life cycle grant review committee includes Dr. Lisa Klein, a senior faculty member from the Materials Science and Engineering department and past president of Rutgers Council of AAUP Chapters, Lisa Hetfield, associate director of the world-renowned Institute for Women’s Leadership and the associate director of the Office for the Promotion of Women in Science, Engineering, and Mathematics, Dr. Natalie Batmanian (please note: Dr. Doreen Valentine, the new Director of RU FAIR ADVANCE, will replace Dr. Batmanian on the selection committee for future meetings). The selection committee met for the first time on November 17, 2009. Two applications were received, reviewed and funded. One faculty member was from School of Engineering, the other was from School of Arts and Sciences. Both applicants’ requests were deemed reasonable and worthy and were funded at the total amount of $7,863.00.

**Communications and Visibility**

**WEPAN 2010**
RU FAIR ADVANCE team in conjunction with Rutgers School of Engineering will present the paper titled "Effects of Faculty-Student Interactions on Faculty Career Satisfaction" at Women in Engineering ProActive Network’s 2010 Annual Conference. The collaborative paper is based on the results of a Cycle I mini-grant titled “Networking Lunches with Faculty & Students”. The paper, authored by associate director, Natalie Batmanian, RU FAIR program coordinator, Christina Leshko and assistant dean of special programs and mini-grant recipient, Evelyn Laffey, examines the effect of short-term mentoring sessions on the engineering faculty mentors.

**RU FAIR Website**
Efforts for streamlining communications and visibility for RU FAIR involve integrating the previously existing Office for the Promotion of Women in Science, Engineering, and Mathematics website and the newly developed RU FAIR website to maximize dissemination of information and minimize redundancy for visitors of these sites. We will renew our contract with Kenn Krasner, a private web developer, who has designed the RU FAIR website. This website integration will be funded by the Office for the Promotion of Women in Science, Engineering, and Mathematics, but will receive creative input from the RU FAIR team.

**National Science Foundation Annual Conference**
Several of the RU FAIR team members attended the 2009 ADVANCE/AWIS conference: Broadening Participation: A Societal Imperative for Gender Equity. Joan Bennett, Patricia Roos, Natalie Batmanian, and Doreen Valentine attended the ADVANCE PI meetings on October 29-30 in Alexandria, Virginia. We enjoyed the keynote speakers, especially Brenda Manuel (NASA) on the use of Title IX for university gender equity issues, Freeman Hrabowski III/Scott Jaschik on the role of a university president in implementing ADVANCE, and Sue Rosser on what to do when things don't go well. A number of the sessions were especially useful for our ongoing Rutgers work, most importantly Best Practices: Conferences and Publications, the Business Case for Diversity, Translating Social Science Research to Scientists and Engineers, Managing Department Climate Change, and Evaluation and Assessment.
We networked effectively with our peers at other ADVANCE institutions. Roos, for example, met for Wednesday (10/28) dinner with other ADVANCE sociologists interested in the use of network analysis to learn how this method might be appropriately used at Rutgers. More broadly, her connections with other sociologists at the PI meetings provided her with a number of great ideas for our ongoing project. Batmanian has networked with members of the ADVANCE team at the University of Nebraska-Lincoln, at Ohio State University, at New Jersey Institute of Technology and Hunter College, CUNY to further the RU FAIR team’s knowledge of network analysis, the needs of mid-career faculty and grant opportunities beyond the IT award.

Project Evaluation

Overview
Fundamental to our mission of recruiting, retaining, and advancing women faculty in science and engineering fields is the assessment of the faculty population at Rutgers University, a multi-sited and diverse academic community using baseline and longitudinal quantitative and qualitative data collection, research and analysis. Specifically, an important goal has been to develop appropriate tables and analyses for reporting on the twelve required NSF indicators. To that end, co-PI Patricia Roos and her graduate assistant, Crystal Bedley, have worked with a team from the Rutgers Office of Institutional Research and Academic Planning that includes Robert Heffernan, Gayle Coryell, and Minmin Chen to optimize configuration of a comprehensive “data warehouse” under development at Rutgers (see: http://oirap.rutgers.edu/accessdata.html.)

The RU FAIR / NSF ADVANCE team has collaborated with this group to define research parameters, cull critical data, develop appropriate tables, choose proper selection mechanisms, and ensure accuracy and conformity to NSF evaluative standards. Once completed, the data warehouse will support the long-term, systematic, and fully institutionalized collection, storage, and analysis of gender and race data, thereby facilitating the conducting of equity studies at Rutgers. It will ameliorate many of the problems associated with the fragmented multi-school and multi-campus legacy systems that have characterized Rutgers in the past, and provide a lens onto the broader issues around women’s hiring, retention, and advancement at a national scale.

Research Data
Data have now been collected for the baseline academic year (AY 2007/08) and for the first year (Y1) of the ADVANCE grant (AY 2008/09) for SEM faculty. The attached tables, organized according to the NSF Toolkit guidelines, include (see also Table 0):

Table 1: Number and Percent of Women Tenured and Tenure-Track Positions by Rank and Department (NSF Indicator 2)

Table 2: Number and Percent of Women by Department (NSF Indicator 1), and Number of Women in Non-Tenure Track Positions (NSF Indicator 6)
Table 3: Tenure/Promotion Review Outcomes (Assistant to Associate Professor) (NSF Indicator 3)

Table 4a, b: Promotion Review Outcomes (Associate Professor to Professor I, Professor I to Professor II) (NSF Indicator 3)

Table 8: Tenured and Tenure-Track Faculty Leadership Positions (NSF Indicators 11, 12)

In addition, given our focus on increasing the representation of women of color, we have also collected data on the number of tenured and tenure-track faculty in SEM disciplines at Rutgers by race and department (see Table 9). These data are thus far limited to SEM faculty. We plan comparative tables for non-SEM faculty as well.

Analysis
The two-year data reports allow for some preliminary comparative analysis. In general terms, women comprise about one-third of the Rutgers faculty at the assistant and associate levels, about a fifth of the full professors (Professor I), and approximately one-tenth of the faculty at the highest regular rank (Professor II). The percentage of SEM women in tenure and tenure-track positions during the baseline year (2007-2008) ranged from a high of 62.5% of assistant professors in the Faculty of Arts and Sciences at Camden to a low of 5.9% of full professors (PIs) in the School of Engineering in New Brunswick (excluding a few very small sub-units, which would extend the range from 0% to 100%). The general trends are for greater numbers of women among the lower ranks (assistant professor and associate professor) and in biological and environmental science and social and behavioral science departments. Women are underrepresented at higher ranks (full professor and special professor levels) and in physical science and engineering departments (Table 1, baseline and Y1). In this way, Rutgers mirrors statistics across the country.

Table 2 provides a glimpse at teaching and research community at large in that it includes data on the percentage female among faculty who are non-tenure track as well as for tenured and tenure-track. The bottom line here is that there is a higher percentage of females among non-tenure track faculty in physical and biological science, engineering, and mathematics than among tenured/tenure-track faculty, but it would be premature to conclude that women are being channeled into the more marginalized stream.

Several of the tables document career advancement statistics for women. The first of these—Table 3—tracks tenure/promotion outcomes by gender and institutional unit. The three columns show the number of tenure reviews, the number of approved tenure promotions, and the number that were denied. The number of women who came up for tenure review in the largest unity at Rutgers-the School or Arts and Sciences in New Brunswick—represented 21.4% (3/14) of all faculty under tenure review in 2007-08 and

Tables 4a and 4b follow the next two tiers of rank advancement for women, from Associate Professor to Professor I, and from Professor I to Professor II (the highest
regular rank for Rutgers faculty). Again, the number of faculty being considered for promotion is small, but the trend shows fewer women by percentage in the New Brunswick School of Arts and Sciences and Environmental and Biological Sciences in 2008-09 as compared to 2007-08. Gains were made for women in the School of Engineering at the professor I level, but not at the professor II level.

Table 8 provides more detail about the numbers and percentages of women in leadership positions at Rutgers for baseline and Y1. The number and percentage of women promoted to the rank of Professor I and Professor II inched higher for most units in Y1 as compared to baseline. More significantly, the number and percentage of women deans at the university—all at the New Brunswick campus—fell precipitously in this first year of the NSF ADVANCE grant. Along with other women on campus (most notably Prof. Mary Hartman, Director of the Institute for Women’s Leadership), PI Bennett and Co-PI Roos initiated discussions with the President and Executive Vice President about this decline in the number of deans at New Brunswick, and they responded with useful ideas for moving forward. RU FAIR has set as one of its priorities the task of reversing this trend.

In terms of race and gender, of 201 SEM women at Rutgers University (New Brunswick, Camden, and Newark), 34 or 16.9% are minority women (minority meaning non-white). The comparable figure for minority men is 19.5% (127/650). These data include tenure-track and tenured faculty (excludes faculty with special titles, executive/administrative/managerial faculty, retired, faculty without pay, visiting faculty, and post-docs) and is based on AY 2007-2008 data.

**Next Steps**

In collaboration with the Rutgers Office of Institutional Research and Academic Planning, we now plan to turn our efforts toward obtaining baseline and Year 1 data for the remaining NSF indicators. We are making progress on tables for years in rank, salary, and attrition/new hires (NSF Indicators 4, 5, and 10). In addition, we have mapped out an approach to carry out the career trajectory study that will allow us to supplement the IR numbers to address both years in rank and attrition by gender for a cohort of faculty entering Rutgers from 1997 through 2000. We will track their progress through the ranks to date.

“Exit,” “entrance,” and “stayer” baseline interviews will supplement the quantitative IR data. Institutional Research has agreed to provide us with a list of faculty who left or arrived at Rutgers between 1998 and 2008. From this overall list, we will narrow our selection criteria to choose a smaller sample of those who voluntarily left Rutgers for other jobs, as well as those who arrived during this time period (we will specify a smaller five-year time period for New Brunswick, given its larger size). From discussions with chairs, deans, and faculty, we will also select a sample of “stayer” faculty through snowball sampling. Specifically, these interviews will allow us to assess recruitment, retention, and advancement parameters across rank and by gender, race, and department. Institutional Review Board (IRB) protocols have been approved for this study. We will
use the results from these interviews to help institutionalize exit interviews conducted through Human Resources going forward.

NSF Indicators 9 (composition of promotion and tenure committees) and 12 (start-up packages of newly hired faculty) require us to obtain data not housed within the Office of Institutional Research and Academic Planning, but rather within the offices of deans in which the relevant science, engineering, and mathematics faculty members are hired and later assessed for promotion and tenure. A two-tiered approach to capturing these data will be carried out: we plan meetings of project personnel with relevant college deans and department chairs. This will also allow us to glean administrator’s perspectives on institutional change across the five-year ADVANCE cycle. In addition, once we and Institutional Research are clear on what required data are located elsewhere, we will convene the Ad Hoc Committee on Stakeholders, likely in Spring 2010. This committee will help us to decide on which additional data to centralize in IR, and how best to collect those data. The committee consists of all the relevant stakeholders required for successful implementation of these goals: staff from Institutional Research, the Administration, Deans’ Offices, Social Science Faculty, and RU FAIR staff.

The study of space allocation at Rutgers (NSF Indicator 11) will begin with surveys of two Schools, Engineering and Environmental and Biological Sciences in the spring of 2010.

**Strategy Evaluation**

On November 11 and 12, the Office for the Promotion of Women in Science, Engineering, and Mathematics, hosted a visit from the RU FAIR external evaluator, Mary McCain. McCain met with all members of the RU FAIR team, including the RU FAIR professors, as well as two representatives from the President’s Council on Institutional Diversity and Equity. She also met with strategic planning facilitator and Director of NJ Bio-1 Wired, Mary Ellen Clark. Clark has broad and highly relevant expertise in program grant management as the recipient of numerous awards to Bio-1 Wired by the New Jersey Department of Labor grant. Clark’s and McCain’s perspectives are being leveraged to guide our implementation of RU FAIR initiatives, including RU FAIR professor activities. Subsequent to her visit, on November 23rd, McCain provided feedback regarding the need to define the goals and objectives of RU FAIR initiatives. Such scoping will allow us to obtain measures and outcomes around each project and activity. McCain’s strategic model is a modified version of the logic model approach developed by PI Joan Bennett and former Assistant Director Thessalenuere Hinnant-Bernard. Important next steps include the development of project-tailored evaluations to coordinate internal and external evaluation efforts and solidify next steps.

**Best Ideas Yet**

The RU FAIR Executive Team is engaged in strategic planning sessions with New Jersey Bio-1 Wired Director, Mary Ellen Clark. Through strategic planning sessions, we plan to
re-visit our governance structure and assess the success, or lack thereof, of formal meetings, technology usage, and decision-making processes. We also plan to examine the functionality of our advisory boards, both external and internal, and assess the potential need for more Co-PIs and/or RU FAIR Professors. Clark will work to assist the team in clarifying individual roles and responsibilities, as well as team goals and objectives.

We are investigating the usefulness of network analysis methods to evaluate some of the grant-funded activities, in addition to tabulating the results of pre-event and post-event surveys. We have invited Paul McLean, a faculty member in the Department of Sociology knowledgeable about network analysis, to conduct a workshop with the project team to assess the method’s usefulness for our work. We expect this workshop to occur early in the spring semester.

Areas of Difficulty

One area of difficulty has been the implementation of programs as part of RU FAIR professor activities. Faculty members have had difficulty in negotiating the demands of their teaching and research activities with the demands of program implementation for RU FAIR. This has been particularly difficult in Camden, where the number of women faculty in leadership positions is quite low. A number of programs and events in Camden have been developed and our aim is to ensure successful implementation in the months to come. Alexis Merdjanoff, a graduate student from the Department of Sociology in New Brunswick, has been brought on board to provide support for RU FAIR Professor Helen Buettner, network analysis, and other evaluation projects. Through informal and more frequent meeting and the creative and nimble use of technology, we strive to provide more support to faculty for implementation of programs.

The RU FAIR team also aims to obtain external or internal professional support to effectively supervise fiscal matters related to sub-awards (mini-grants, life-cycle grants and RU FAIR professorships).

Finally, we have faced an additional challenge of lack of support for our interviewing initiatives among several higher level administrators. We have worked hard with Institutional Research to find work-around solutions, and we are cautiously optimistic that we will be able to proceed with these research projects in the Spring and Summer. As well, we are exploring new ways of restructuring our internal advisory board to reach out to deans so they will both know more about our efforts, facilitate our moving forward, and enhance our ultimate goal of institutionalization.

Change in Personnel

We are happy to report the successful hiring of Dr. Doreen Valentine as the new Director of RU FAIR and Assistant Director in the Office for the Promotion of Women in Science, Engineering, and Mathematics. Dr. Valentine was previously employed as a senior editor of Rutgers University Press and comes to us with an extensive knowledge of the University structure. She is also well-connected to the women in SEM faculty as she worked with publications in the areas of science, technology, medicine, and the
environment. She studied biology and English at Stony Brook University and earned a Ph.D. in neuroscience from Harvard University where she investigated sensorimotor integration in echolocating bats and taught behavioral neuroscience as a member of the adjunct faculty. Before joining WiSEM and the RU-FAIR initiative, Dr. Valentine was senior editor for science, technology, medicine, and the environment at Rutgers University Press. Her work there focused on social studies of science and medicine, in addition to science-related publications. Her start date on the RU FAIR project was November 16, 2009.