Quarterly Report December 1, 2009 – February 28, 2010
Rutgers University RU FAIR / NSF ADVANCE

For the key personnel dedicated to implementing the programs and shepherding the initiatives of the Rutgers University Faculty Advancement and Institutional Re-imagination (RU FAIR) NSF ADVANCE grant, this second quarter of year two (Y2) was a time to redouble efforts in terms of outreach to executive administrators, department chairs, and influential faculty. With Doreen Valentine, the new Director of RU FAIR in place as of November 16th, 2009, the RU FAIR staff was back to full strength. This enabled us to build and strengthen relationships across Rutgers campuses, and much of the quarter was devoted to those activities. The flurry of outreach has generated expressions of support and synergy, while also highlighting challenges and insights regarding the complex structure of Rutgers University as a multi-site, diverse constellation of campuses. In addition, the University system now faces the mandate to cut its operating budget for fiscal year 2010, which began on July 1, 2009, by 6.3%. This is a mid-year budget reduction of appropriated funds for the current fiscal year, and a similarly austere budget is projected for fiscal year 2011.

Significant Accomplishments

- Recruitment of additional co-PIs on the grant to replace lost personnel and enhance institutionalization efforts
- Targeted face-to-face meetings with key executive administrators on all three Rutgers University campuses—Camden, Newark, and New Brunswick
- Expansion of RU InStride hiring and promotion workshops to Camden, Newark, and New Brunswick
- Forward momentum across each of the five major “pillars” of the RU FAIR grant: recruitment and retention, communication, networking and liaisons, visibility, and family life
- Training of key personnel in areas of workshop facilitation, network analysis, and media relations/marketing
- Development of streamlined “standard operating procedures” and brand-recognition marketing of RU FAIR ADVANCE through print and web media

Governance of RU FAIR ADVANCE

Principal Investigators

Of the four Principal Investigators on the RU FAIR ADVANCE grant at the time of application in December 2007, two remain committed and involved in 2010 (Catherine Duckett in New Brunswick and Lynn Schneemeyer in Newark left the University to take positions elsewhere). Fortunately, the two PIs of the original four still on-board are the ones who provide the main leadership on the grant: PI and Associate Vice President Joan Bennett, Professor of Plant Biology and Pathology and a National Academy of Science researcher who also heads the Rutgers Office for the Promotion of Women in Science, Engineering, and Mathematics; and co-PI, Patricia A. Roos, Professor of Sociology and Co-Director of the Center for Women and Work at the internationally acclaimed Rutgers Institute for Women’s Leadership (IWL). They are joined by co-PI Nancy Rosoff, Associate Dean for Academic Affairs and Program Development and the Director of Institutional Diversity and Equity at Rutgers Camden, who came on-board soon after the initial grant application was accepted. Rosoff serves as the institutionalization leader for the Camden campus.

This quarter we have worked to expand the involvement of key executive administrators from Newark and New Brunswick. To this end, Kathryn Uhrich, Dean of Mathematical and Physical Sciences in the School of Arts and Sciences at Rutgers, New Brunswick has joined the leadership team of RU FAIR ADVANCE as a co-PI on the grant. Uhrich is an award-winning polymer chemist who brings administrative experience, deep institutional knowledge, and a strong commitment to promoting women’s
advancement in the sciences. Our next step is to invite someone from Rutgers Newark to join the PI group. We have already identified someone, but due to scheduling conflicts, we have not yet had a chance to meet and formally discuss the relationship; however, we expect that the response will be positive since this person is already a member of our internal advisory board and committed to diversity issues at Newark (which leads Rutgers in faculty diversity and leads the nation in diversity of its student body).

In addition to the institutionalization troika of Rosoff, Uhrich, and a Newark member, RU FAIR Professor, Helen Buettner, has ramped up her role to become a co-PI as well. Buettner, Professor and Vice-Chair of Biomedical Engineering (BME) and Professor of Chemical and Biochemical Engineering (CBE) in the School of Engineering (SOE) at Rutgers University, has been charged with developing a vision for the RU FAIR Leadership Professorship program as an enduring, institutionalized practice.

Six principal investigators are thus providing leadership for RU FAIR ADVANCE. We realize that the requisite number for NSF is five, and we will list five people in our FastLane reporting to NSF. But on the ground, the team of six will play active roles in institutionalization, research and evaluation, multi-campus outreach, and programming. RU FAIR Director Doreen Valentine has discussed these changes with NSF ADVANCE officer Kelly Mack. As soon as the campus co-PI at Newark is on-board, the changes will be documented through our Office of Research and Sponsored Programs and NSF FastLane.

Institutional Action Board
The current RU FAIR internal advisory board is being restructured in order to integrate various efforts across the campuses that are directed at advancing a diverse faculty. On each of the Rutgers campuses, there are Centers or Offices of Diversity and Equity whose leaders are involved with RU FAIR ADVANCE to varying degrees. Other stakeholders include the members of the Institute for Women’s Leadership (IWL) and university leaders in Academic Affairs, University Relations, Human Resources, Organizational Development and Leadership, and Institutional Research and Academic Planning. All of these groups are important in ensuring institutional transformation and the success of the RU FAIR ADVANCE. Finally, the President’s Council on Institutional Diversity and Equity is another critical group with important ties to RU FAIR. Building an Institutional Action Board with ties to these constituencies is a priority. The steps taken so far—outreach to key executive administrators, deans, and directors—are yielding a receptive cohort interested in playing a more active and engaged role. This effort, coupled to extensive outreach to department chairs of SEM disciplines, addresses three interlinked goals: building a coalition of active stakeholders, assessing climate perceptions for women in SEM fields, and spreading the word about RU FAIR ADVANCE. We plan to formally constitute the Institutional Action Board in the next few months.

Outreach

Outreach to Deans
As part of our ongoing efforts to outreach to the Rutgers community and highlight the mission and objectives of the ADVANCE program, RU FAIR Director Doreen Valentine has scheduled meetings with vice presidents and chancellors as well as deans in SEM disciplines on the three Rutgers campuses. The agenda for each meeting is similar: to discuss our shared mission of institutional diversity and equity for women and minority faculty and students; to establish an overall rapport, greater familiarity, and sustained involvement with RU FAIR; to advance the five interrelated initiatives of the grant (recruitment and retention, communication, network and liaisons, visibility, and work/family issues); to learn what our office and the grant can do for the university or the decanal unit; to probe the overall vision and climate perspectives of the university or decanal unit; to develop plans for meetings with department chairs; and to deliver publicity and informational materials as well as personal invitations to attend events, particularly those related to RU FAIR InStride (see below). The meetings with the deans and vice presidents will directly facilitate structuring the Institutional Action Board as well.
To date, we have met with eight members of the executive-level administration. Each meeting includes one or more of the Principal Investigators of the grant as well as Director Doreen Valentine and Christina Leshko, our program coordinator. At the executive leadership level, we have met with the Executive Vice President of Academic Affairs, Philip Furmanski, and Newark Chancellor Steven Diner. The meeting with Diner included Assistant Chancellor and Director of the Dana Library, Mark Winston, who is also leading a new Center for Institutional Diversity and Equity at Newark, and Suzanne Piotrowski, Faculty Fellow and Associate Professor in the School of Public Affairs and Administration. At the decanal level, we have met with Margaret Marsh, Dean of the Faculty of Arts and Sciences at Camden; David Finegold, Dean of the School of Management and Labor Relations (SMLR) in New Brunswick; and Kathryn Uhrich, Dean of Mathematics and Physical Science in the School of Arts and Sciences (SAS), New Brunswick. In a less formal setting (and to be followed by more structured meetings), we have also met with Robert Goodman, Dean of the School of Environmental and Biological Sciences, New Brunswick, and Vice Dean of SAS, New Brunswick, Robin Davis. In addition, we met with Vice President for University Relations, Kim Manning.

Each of these meetings has been effective in meeting our goals of outreach, information exchange, rapport, support, and institutionalization. We have learned both challenges and achievements that shape each administrator’s perceptions, vision, and actions. We have made strides in building a coalition to advance institutional change at Rutgers and expect to see a cohesive Institutional Action Board established as a result of these efforts. The university leadership is committed to increasing the number of women and minority faculty at Rutgers at all ranks even in the face of the current fiscal emergency affecting the state of New Jersey and the nation.

Interviews with Department Chairs for Outreach and Evaluation of RU FAIR ADVANCE Initiatives
Our interviews with department chairs and directors of key research centers and institutes in SEM disciplines at Rutgers have two important goals. First and foremost, we are using these meetings to provide outreach to all science and engineering departments and centers. We want to increase their awareness of NSF ADVANCE in general and RU FAIR ADVANCE in particular. In addition, we want to hear what their needs are – different disciplines have different priorities, challenges and traditions. Simultaneously, we plan to collect primary data from the chairs to use in our evaluation process. During these interviews, we will learn more about on-going, department-level activities for developing and instituting initiatives dedicated to gender and racial equity among faculty at Rutgers University. To evaluate the progress of institutional change, we will interview chairs at three points in time: baseline at an early stage of the program grant (Spring 2010), mid-cycle to assess progress (approximately fall 2011), and final evaluation (spring 2013). We are using structured interviewing techniques and have received Institutional Review Board (IRB) approval from the Rutgers Office of Research and Sponsored Projects (IRB #09-039-6; exempt status). Project PI Doreen Valentine, and Project Coordinator Christina Leshko will conduct all the interviews, in consultation with sociologists Co-PI Patricia Roos and Project Research Assistant Crystal Bedley. The initiation of this project is one of the major achievements of this quarter.

RU FAIR InStride

Cluster Hires in SEM Disciplines
The President’s Council on Institutional Diversity and Equity met in early December. Comprised of university leaders committed to gender and racial/ethnic diversity at Rutgers, including PI Joan Bennett and RU FAIR ADVANCE Director Doreen Valentine, the group of about thirty members representing the three Rutgers campuses convened to discuss how the cluster hire concept might be implemented in SEM disciplines. It was acknowledged that cluster hiring is more difficult to achieve in the physical and life sciences, engineering, and mathematics, compared to some humanities and social science fields. The Council put forth a call for cluster hire applications, inviting proposals from Deans and Chancellors for Faculty Diversity Cluster Hires to bring faculty of the highest quality to Rutgers as a group or “cluster,” and whose addition to the faculty ranks would strategically and significantly increase the diversification
of scholarship and pedagogy at Rutgers. Such hires might be all in one department or could cross
departmental or even school or campus lines. Importantly, interdisciplinary and multidisciplinary
proposals would receive particular consideration. The Council, directly in conjunction with RU FAIR
ADVANCE, seeks to develop a science sub-committee to address these issues in greater depth. This
committee will be constituted along with an RU FAIR Institutional Action Board later this spring.

Recruitment and Retention Initiatives

Mini-grants and Recruitment
RU FAIR-sponsored programs can have a direct effect on recruitment and retention of women faculty.
Funded mini-grants, for example, that bring in external speakers who are also actively seeking faculty
positions have worked to recruit women. Amy Corwin-Cohen, Professor of Mathematics, invited five
women speakers as part of an effort to increase departmental awareness of the work of outstanding female
mathematicians, foster research collaborations between these women and members of the department, and
(perhaps) lay the groundwork for job candidacy. These stated goals were met at every level, contributing
to a possible cluster hire in mathematics and fostering mentoring and collaboration between one of the
speakers (an NSF ADVANCE professor at another ADVANCE institution) and department faculty and
students. Another speaker who holds an executive position in a national mathematics professional
association met with key leaders in the Rutgers School of Arts and Sciences to discuss issues related to
hiring, promotion, and retention. She also brought this issue to a discussion with graduate students about
professional advancement of women in mathematics. Importantly, a number of male faculty across
various sub-specializations in mathematics participated in the talks, enhancing the sense of intellectual
community in the department and promoting the visibility of women in the field, visibility being another
“pillar” of our ADVANCE grant.

Communication Initiatives

Several mini-grant and RU FAIR Professorship programs afforded opportunities for formal and informal
communications among faculty across our multi-sited and geographically disperse landscape. These
include: Professor Temple Grandin, an internationally renowned researcher and writer like whose work in
animal behavior and husbandry and writing on autism, brought out faculty and students across campus for
two lectures on December 1; and Dr. Geraldine Knatz, Executive Director of the Port of Los Angeles who
spoke about green growth/sustainability issues on February 22 (sponsored by Newark RU FAIR
professors Judith Weis and Maggie Shiffrar.

Networking and Liaisons

Institute for Women’s Leadership
The Office for the Promotion of Women in Science, Engineering, and Mathematics (WiSEM) is one of
eight centers in the Institute for Women’s Leadership (IWL) consortium at Rutgers. RU FAIR PI Joan
Bennett, co-PI Patricia Roos, director Doreen Valentine, and associate director of WiSEM, Natalie
Batmanian, participate as active members of the consortium and play roles in many aspects of the group’s
operations. Valentine and Batmanian offered support to IWL’s Institute for Research on Women (IRW) in
planning their 2010-11 program on “The Art and Science of Happiness,” and Batmanian is spearheading a
project on women, science, and cinema.

Women of Color Scholars Project
Funded by an RU FAIR mini-grant, Zaire Dinzey-Flores in the departments of Latino and Hispanic
Caribbean Studies and Sociology and Robyn Rodriguez in the department of Sociology organized a group
of junior women of color faculty at Rutgers New Brunswick. Building on the very successful Black
Women Academics in the Ivory Tower conference (held at Rutgers on March 5-6, 2009), this project aims
to foster a nurturing and supportive academic community for this cohort, which is underrepresented in all
disciplines, but particularly in SEM fields. The group began to meet regularly, holding formal workshops and informal networking events, this past September, and a first wave of feedback is now available. The participants have all expressed how vital a group like this is—both for the opportunity to build a supportive network as well as for exchanging strategies and ideas about how to balance pre-tenure life as a woman of color. We anticipate that this ADVANCE-supported initiative will evolve into an enduring community of support for women in color.

**Visibility Initiatives**

**Awards**
RU FAIR ADVANCE facilitated faculty nominations for two national awards. Nina Fefferman, assistant professor in the Department of Ecology, Evolution, and Natural Resources (EENR) and the Center for Discrete Math and Theoretical Computer Science (DIMACS) was nominated for the prestigious New York Academy of Sciences Blavatnik Awards for Young Scientists for her pioneering work in establishing interdisciplinary research at the intersection of biology and mathematics—methodologically, theoretically, and collaboratively.

WEPAN (Women in Engineering Program Advocates Networks) sponsors a Change Agents Awards that seemed perfectly suited to recognize the RU FAIR co-PI and Leadership Professor, Helen Buettner, who has done so much to advance the cause of women in engineering and science at Rutgers.

**New Media and the RU FAIR Website**
Recognizing the importance of new media to faculty visibility and professional development, RU FAIR Professors in Newark, Judith Weis and Maggie Shiffrar have been investigating options for assisting women SEM faculty in Newark with updating their websites and enhancing their visibility.

**Family and Work-Life Balance Initiatives**

**RU FAIR Professor Programs**
In December, RU FAIR professor Dr. Georgia Arbuckle-Keil held a focus group of women in SEM disciplines at Rutgers Camden. Women from chemistry, computer science, psychology, and sociology/anthropology attended and the group discussion was facilitated by Mary Gatta, our internal evaluator and the Director of Gender and Workforce Policy in the Center for Women and Work at Rutgers. For the focus group, work-life balance issues and tenure and promotion strategies were seen as important, while opportunities for effective networking were not perceived as lacking at a small school like Camden. This quarter, Arbuckle-Keil used the focus group to guide the planning and development of a spring workshop on work-life balance for Camden faculty. It will be held in April and will be facilitated by professional career coach, Julie Cohen, who works with faculty and industry leaders in the greater Philadelphia region.

RU FAIR professors Weis and Shiffrar worked with Marcia W. Brown, Vice Chancellor for Student and Academic Affairs at Newark and the Chancellor’s Advisory Committee on Child Care to scope out and move forward on an initiative to have on-site campus child care facilities at Rutgers Newark. This quarter that effort progressed and the campus soon expects to see child care services for the campus.

**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 re-issued a call for proposals for life cycle grants in January, distributing the call via the sciwomen e-mail listserv, the RU FAIR website, word-of-mouth, and event announcements. In our outreach to key administrators, the life-cycle grant program is specifically mentioned and an informational sheet is included in a packet that is prepared and hand-delivered. Our current life-cycle grant cycle closes in mid-March. At that point, we will convene our committee to evaluate the proposals. Each application and award is kept confidential.
Evaluation: Research and Strategy

Research Data
The data that have now been collected are shown in Table 0. We include in the appendix the four new tables produced since the last quarterly report: Year 2 (2009-10) update for Table 1 (“Number and Percent of Women Tenured and Tenure Track Faculty in Science/Engineering at Rutgers University by Rank and Department”); Baseline (2007-08) Table 7 (“New Hires in Science/Engineering at Rutgers University by Rank and Department”); Baseline Table 10a (“Average Salary in Science/Engineering at Rutgers University by Department”); and Baseline Table 10b (“Average Salary in Science/Engineering at Rutgers University by Rank”).

Analysis
Before discussing the new research data that we present this quarter, it is useful to capture a basic demographic of the Rutgers University system and the relative sizes of the three campuses. Figure 1 shows the number of SEM faculty (women + men) on each of the three campuses. In the current year (2009-10), the number of SEM faculty in New Brunswick is nearly 12 times the number of SEM faculty in Camden and 6.5 times the size of Newark.

![Number of SEM Faculty at Rutgers University by Campus](image)

Table 10a shows salary by gender and department across all ranks, while table 10b captures rank as well as gender and department. When all 956 tenure-track and tenured faculty are considered, the earnings ratio of female to male across all SEM departments and centers in Camden, Newark, and New Brunswick is 88.3%, with women’s average salary being over $13,000 less than men’s. When the data are expanded by department and rank, the disparities are less pronounced, and in some cases, women’s earnings exceed men’s.

We plan additional salary analyses to examine whether sex differences in earnings can be accounted for by sex differences in rank and discipline, as well as to explore further the related question of whether women and men have equal access to (especially the higher) academic ranks. Newark RU FAIR professors Weis and Schiffraar sponsored economist John Graham to study gender salary at Rutgers Newark. Using regression analysis, he found no statistical difference in salary by gender, once rank and discipline are taken into account. Graham has provided to us his raw data and his statistical analyses, and is now preparing a full report on his study.
Table 7 for the baseline year 2007-2008, new this quarter, reveals that during this baseline year, 36 new tenure-track and tenured faculty were hired at Rutgers University. Of these, 5 were women and 31 were men (3 men and no women were hired at the full professor or higher level). Figure 4 shows the distribution by rank. Where the number of hires is largest (assistant professor level), the disparity is quite large: only 7.4% of new junior faculty were women. Half of the new hires (19 out of 36) were in the Divisions of Mathematics and Physical Science (18 in New Brunswick and 1 in Newark); here, women comprised 10.5% of new hires. We expect to have data for subsequent years’ hiring as an indication of possible progress in recruiting women to Rutgers.

![New Hires by Gender and Rank, 2007](image)

For the university as a whole, the distribution by gender and rank for all SEM faculty is shown in figure 5. The trend lines show the gap between women and men widens at higher ranks.
Next Steps
We have made further progress on obtaining data for years in rank (table 5) and attrition by gender (table 6), the latter of which will assist in our planned career trajectory study. We hope to complete these tables, as well as updates on several existing tables, by our annual report.

After a delay in gaining access to data on exit, entrance, and stayer faculty, we are back on track with assistance from Institutional Research. Institutional Review Board (IRB) protocols have been approved for these studies. We have already completed interviews with science faculty who left Camden between 1998 and 2008, and are currently analyzing our results for RU FAIR Professor Arbuckle-Keil. In addition, we have already received from Institutional Research a complete list of all those recruited to Rutgers between 1998 and 2008, and culled from this list a final interview sample of 50 tenured faculty hired between 2003 and 2008 (most of those to be interviewed are SEM faculty, with a few non-SEM faculty included for comparison purposes). We have begun to contact these faculty for interviews and will begin interviewing very soon. Institutional Research is also working to develop a complete list of all those faculty who left Rutgers in the 1998 to 2008 period, and we will cull a more recent “exit” sample for interviewing similar to that for “entrance” faculty. After completing our entrance and exit interviews, we will turn to generating a sample of, and doing interviews with, “stayer” faculty.

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. The outreach to the deans that we are carrying out now will facilitate that. Once rapport with the deans is fully established, we
will hopefully be able to gain access to information on committee structures and start-up packages. We have also used the interviews with the chairs as well as meetings and focus groups with women faculty to query on space allocation (NSF Indicator 11). In the physics department, for example, the women spoke of space as being equitably distributed in the department. In departments where a wet laboratory is essential, it will be interesting to see if the sense of equity is different. Our focus group with women in engineering suggests this might be the case, but here, we have also found that the age of the building structure and the modernity of its design play a role.

Best Ideas Yet

The strategic outreach initiative outlined above well underway and expected to significantly increase awareness of NSF ADVANCE in general and RU FAIR in particular at Rutgers. We are also working to constitute an Institutional Action Board, following the model at Cornell University. (Co-PI Roos visited Cornell this past fall and returned with several “best ideas” and best practices that are proving useful for RU FAIR). Brent Rubin, Executive Director of the Rutgers University Center for Organizational Development and Leadership, is meeting with us on March 1 to discuss our organizational strategy and the IAB initiative.

With Co-PI Roos facilitating, we approached Paul McLean (associate professor of sociology at Rutgers and an expert on social networks) to conduct a workshop on using network analysis for RU FAIR research evaluation. McLean conducted the workshop in February. The power of the networks approach is convincing, though we have been challenged by how best to apply the method. One of the emergent “best ideas” is to study how the composition of qualifying and dissertation (Q&D) committees are structured with respect to gender and race and to explore, for example, how service on a Q&D committee might impact a junior faculty member’s relationship to senior faculty. In creating a network interaction, does this influence retention and advancement of junior faculty at Rutgers? Answering the latter question will undoubtedly require interviews with junior faculty, but it is an avenue to pursue in assessing how networks and overall climate affect retention and advancement. We will be exploring these issues in the upcoming months, as we discuss with McLean how he might play a leadership role in applying network analysis to project issues through our mini-grant process.

We have also identified associate-level faculty as a cohort for further study. With Mary Gatta on-board to conduct targeted focus groups, we plan to gather together a group of female associate professors to discuss leadership advancement. The broad picture for the university is that women are underrepresented at the senior ranks. Probing the experiences of the associate cohort, coupled with forthcoming data on years in rank, career trajectories, and entrance/stayer/exit interviews, will provide a window into these issues. Focus groups are also planned for women of color scholars in New Brunswick, Newark, and Camden; again, providing us with insights to address the needs of these cohorts within academia as we strive towards institutionalized diversity and equity.

Areas of Difficulty

A Fiscal State of Emergency

On Thursday, February 11th New Jersey Governor Chris Christie declared a fiscal state of emergency to the Assembly Chambers at the NJ Statehouse. The governor plans to cut programs and funding across state departments, focusing specifically on state school districts, higher education, and hospital charity care, in an effort to balance the budget by June of this year. In regards to higher education, he is cutting $62 million in aid to colleges across the state. Rutgers will have to cut $18.5 million of its mid-year budget.
Immediately after Governor Christie’s announcement, Rutgers President, Richard McCormick, circulated an e-mail message to all Rutgers affiliated personnel addressing this issue. President McCormick states: “Because of the magnitude of this cut and its imposition so late in the fiscal year, we will need to press deeply into [budget reduction] plans and we will have very little flexibility in how and where we can apply the reductions.”

An emergency Rutgers fiscal planning meeting was held on Friday, February 19th, chaired by Executive Vice President Philip Furmanski, to address budget reduction plans with the chancellors, deans, and vice presidents of the university. The focus of the meeting was to determine how Rutgers will maintain essential university missions while sharply reducing operating costs. It appears that tuition-dependent schools will be hit the hardest, but all units will be forced to re-allocate resources, including the Office for the Promotion of Women in Science, Engineering, and Mathematics.

To date, there has been no mention of a hiring freeze or administrative lay-offs, but we must be prepared for changes in university planning.

**Change in Personnel**

Internal evaluator and sociologist in the department of Labor Studies and Employment Relations, Mary Gatta is the Director of Gender and Work Force Policy at the Rutgers Center for Women and Work. In her role as internal evaluator, Gatta has conducted, transcribed, and evaluated two focus group sessions with women in engineering in New Brunswick and women in SEM in Camden, and she has worked cooperatively and proactively with external evaluator, Mary McCain, to coordinate an overall strategic evaluation of the grant at Rutgers. As a result of discussions at RU FAIR executive team meetings and input from McCain, Gatta will increase her time on the grant to the equivalent of one-full day a week. Her evaluative work will include conducting targeted interviews with RU FAIR personnel that deepen the research related to change agents’ participation in the institutional transformation process, facilitating focus group events that yield direct input into assessing needs, concerns, assisting in project-based evaluations, coordinating process evaluation with McCain’s outcome evaluation for integrated or holistic strategic evaluation reports, and assisting Valentine in the preparation of NSF ADVANCE reports through monthly evaluation documentation. The targeted interviews with RU FAIR personnel constitute a comprehensive study of the Agents of Change. Co-PI and RU FAIR Professor Helen Buettner will partner with Gatta in this effort.

Camden RU FAIR professor Georgia Arbuckle-Keil successfully hired Daitza Frydel, a recent sociology graduate from Rutgers Camden, to take on the role of office manager and assist in the implementation of programs for Year 2 of her RU FAIR Professorship. The pace of programming and fund expenditures has been slow, but a revised budget and timetable puts us on target for meeting our goals for the RU FAIR professorship program by the end of its second year (March 2011).

New Brunswick RU FAIR professor Helen Buettner hired sociology graduate student Alexis Merdjanoff to assist in program development and implementation. Merdjanoff is also familiar with network analysis and will assist in our using that methodology.

With other funds available to the Office for the Promotion of Women in Science, Engineering, and Mathematics, three part-time people were hired to help with internal operations: Lakshmi Shanmugam (computer systems administration, technology, and website), Tejinder Jangi (event coordination), and Ludvina Sampson (budget and business management).