

**Advance FORWARD
at North Dakota State University**

**Annual Report
Year 1: September 2008 – May 31, 2009
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Section I. Summary Overview

The NDSU Advance FORWARD proposal identified five challenges related to science, technology, engineering, and mathematics (STEM) faculty women in particular and faculty women in general at North Dakota State University (NDSU):

- Chilly climate for women faculty including women of color and women with disabilities
- Too few women in STEM applicant pools
- Low retention of women faculty in STEM disciplines and overall
- Limited numbers of women advanced to full professor in the STEM disciplines and overall
- Few women in academic leadership roles

To address these challenges we proposed three initiatives and a variety of efforts, activities, and events associated with them. In addition, we identified several means to evaluate our efforts and disseminate the results of our work. The following report documents our work related to the three initiatives and our evaluation and dissemination efforts so far.

In our work to date, there have been several accomplishments that we find especially notable. These are the establishment of the Advocates and Allies program, the Commission on the Status of Faculty Women, grant programs for women faculty, the successful hiring of the project staff including the FORWARD scholars, the development and maintenance of the FORWARD web site, and the creation and publication of the FORWARD brochure.

These achievements are especially noteworthy because they were made despite several challenges – all of them unforeseen and, for the most part, beyond our control. When we received notice of the grant award, fall semester 2008 was already underway, and those on the FORWARD Committee - including key leaders - were committed to regular teaching, research, and service loads. Initial searches for the project specialist and faculty recruitment assistant were unsuccessful and required a second search. The delay in hiring project staff required FORWARD Committee members to take on additional assignments to assure that the project would move ahead. Issues with the external evaluator surfaced fairly early on in our work and that, too, led to additional responsibilities for some of the FORWARD Committee members. The final and perhaps most challenging happening in the academic year was a record flood in our community and the surrounding area. The effects of that event on our plans and work is detailed throughout this report, but its impact was enormous. The University was completely closed for two full weeks, and many individuals' lives and University functions were affected substantially both before and well beyond those two weeks.

Despite the challenges, we have already identified some significant lessons learned during these first nine months of our project. They will inform our work as the project continues and maybe helpful to new ADVANCE projects as well.

- We have experienced firsthand the ways in which the influence and power of major administrators such as vice presidents and academic deans can facilitate the work of our project – or impede it.
- We learned through a difficult process the importance of having external evaluators with both experience in and understanding of higher education, particularly in a research institution.
- We have also developed a deeper appreciation for the need to balance good internal data collection with external analysis and perspective.
- We have evolved a fuller understanding of the importance of clarity about responsibilities and accountability to successful implementation of our project goals and objectives.
- We continue to develop our ability to identify appropriate trainers and speakers – skilled individuals whose expertise and style are both directly relevant to our goals and our institution.

Section II. NDSU Advance FORWARD Management

This section of the report provides a listing of grant personnel and their duties, comments about the budget, and a brief update on the physical space allocated for the project. In addition to the personnel listed in this section, members of various FORWARD committees are listed in the section of the report where the committee is described.

A. Project Management and Structure

1. NDSU Advance FORWARD Executive Board

- Dr. Craig Schnell, Provost, principal investigator
- Dr. Canan Bilen-Green, Industrial and Manufacturing Engineering, co-PI - co-project director
- Dr. Ann Burnett, Women and Gender Studies, co-PI - co-project director
- Dr. Gary Smith, Dean, College of Engineering and Architecture, co-PI
- Dr. Kevin McCaul, Dean, College of Science and Mathematics
- Dr. Elizabeth Birmingham, English - coordinator, Campus Climate initiative
- Dr. Charlene Wolf-Hall, Veterinary and Microbiological Sciences - coordinator, Advancement and Leadership initiative
- Dr. Rhonda Magel, Statistics, co-PI - coordinator, Research initiative
- Dr. Donald Schwert, Center for Science and Math Education - budget officer

Bilen-Green and Burnett serve as co-project directors, meeting frequently with Schnell and engaging in the day-to-day oversight of the project; each received a course release for spring semester 2009 to support their project work. Smith and McCaul provide feedback on project activities and leadership at project events. Birmingham, who received two course releases for spring semester 2009, focuses her efforts on the campus climate initiatives especially the collection of resources

and development of a bibliography related to campus climate. Wolf-Hall works with the LEAP grant application process as well as recruitment of individuals on campus to attend various leadership training workshops. Magel coordinates research projects initiated through the grant and is responsible for compiling and analyzing the NSF 12 Indicator data. The duties of the initiative coordinators have continued to evolve during the initial months of the project, and currently, we are discussing refinements and clarification of those duties and responsibilities as we approach the end of the project's first year. Schwert oversees the grant budget and finances.

2. Project Staff

- Ms. Julie Nash, project specialist
- Ms. Angela Bachman, faculty recruitment assistant
- Ms. Ruthann Faulkner, office support
- Mr. Guy Hokanson, web support
- Ms. Ramona Danielson, North Dakota Data Center, evaluation support
- Dr. Sandra Holbrook, project consultant

Nash was hired in March to begin work as project specialist. Her tasks are to assist Bilen-Green and Burnett with day-to-day grant activities including office assistance, workshop coordination, activity evaluation, and graduate student hiring and supervision. Bachman was hired in March to work in the Office for Equity, Diversity and Global Outreach, to assist faculty search committees with recruitment, enlarging applicant pools, and training search committees, especially in STEM. Faulkner assists with the grant budget and finances on a day-to-day basis, and Hokanson assists with the FORWARD website and videotapes various grant activities. Danielson began assisting us with survey construction and data analysis upon the termination of our first external evaluator in March. Holbrook, Director Emerita of the NDSU Office for Equity and Diversity and a member of the FORWARD Committee since its inception, works on an hourly basis to prepare material for the web site, write articles for *It's Happening at State* (the campus staff and faculty newsletter), and compile and edit quarterly and annual reports.

In addition to the project staff listed above, in late May we hired three graduate students as FORWARD Scholars who will begin their part-time appointments in the fall semester 2009: Rachel Benz, master's student in Counselor Education; Yasaman Kazemi, master's student in Industrial Engineering; and Brittany Ziegler, doctoral student in Biological Sciences.

These scholars will assist in the work of the NDSU Advance FORWARD project while gaining research and administrative skills. Scholars are expected to devote 20 hours per week with at least 10 hours per week on campus. While consideration will be given to their disciplines in assigning responsibilities, scholars will be expected to work on a variety of projects that may involve research and data collection, organization of databases, and event planning; duties may change based on project needs.

Seventeen graduate students applied for the three available scholar positions. Of the 17 applicants, 4 had completed a master's degree and were pursuing a doctoral degree. The doctoral students were from Education, Statistics, Chemistry and Biological Sciences (3 STEM, 1 non-STEM). The 13 master's students were enrolled in Child Development/Family Science, Computer Science (3), Counselor Education (2), Electrical and Computer Engineering, English, Environmental/Conservation Science, Industrial and Manufacturing Engineering, Statistics (2), and Mechanical Engineering (9 STEM, 4 non-STEM).

3. FORWARD Faculty Personnel with assigned duties, 2008-2009

- Dr. Kevin Brooks, English -- coordinator for the Advocates and Allies program
- Dr. Karen Froelich, Business -- Commission on the Status of Women Faculty
- Dr. Kalpana Katti, Civil Engineering -- research initiatives
- Dr. Christi McGeorge, Counseling and Family Therapy -- research and evaluation
- Dr. Wendy Reed, Biology -- project promotion and dissemination
- Dr. Christina Weber, Sociology -- Commission on the Status of Women Faculty

Brooks coordinates the Advocates program in which 8 male faculty members, representing each of the Colleges on campus, are developing skills and insights -- through specific training -- to serve as advocates for NDSU Advance FORWARD as well as women faculty on campus. Froelich and Weber, using the theoretical frame of unstructured spaces outlined in the grant, are co-directing, in cooperation with Schnell, the Commission on the Status of Women Faculty. For spring semester 2009, the project provided two graduate students, one for Weber and one for Froelich, to assist them as they were forming and initiating the Commission's directives. McGeorge received a course release for spring 2009 to develop program evaluation tools and work on research initiatives.

4. Additional FORWARD Committee members who participate in the monthly FORWARD meetings and work on various aspects of the project where their expertise is relevant

- Ms. Evie Myers, Vice President, Equity, Diversity and Global Outreach
- Ms. Bonnie Neas, Vice President, Information Technology
- Ms. Kay Sizer, Manager of Faculty Development and Special Projects in Research, Creative Activity, and Technology Transfer (RCATT).

Other individuals associated with the project and its initiatives and activities are listed in the body of the report.

B. Budget

Bilen-Green and Schwert have provided leadership for oversight of the FORWARD budget and monitoring of project expenditures during this initial period of funding. The date of the award notice which came after the 2008-09 academic year was already underway and the serious interruption of the university's and the community's operations due to the extensive spring flood both impacted the proposed plans for the first year of the project. In addition, there are significant expenditures planned for this summer including allocation of summer salaries, training, and travel. To provide a more accurate and a full year's accounting of first-year expenditures, a detailed budget update will be provided with the fourth quarterly report at the end of August.

C. FORWARD Office Space

The FORWARD office space is under construction and will be fully functional by the start of fall semester 2009. When finished, the office will provide work space for the three FORWARD scholars, meeting space for groups of up to 15 individuals, and a smaller space for one-on-one meetings. The design for the space allocated to the FORWARD project was selected from among several designs prepared by seniors in the Department of Apparel, Design, and Hospitality Management under the direction of Dr. Susan Ray-Degges, Interior Design Program Coordinator. The design chosen was developed by two students, Lindsay Knott and Cassie Thompson. Ray-Degges has been consistently involved in all aspects of the planning for the renovation of the space and instrumental in pulling the project together.

Section III. Project Activities and Accomplishments

A. Commission on the Status of Women Faculty

Over the fall of 2008 and spring of 2009, work was done to initiate the Commission on the Status of Women Faculty (CSWF).

The initial step was the recommendation and appointment of members of the commission which was officially announced in January 2009:

- Dr. Craig Schnell, Provost/Vice President for Academic Affairs and Chair of CSWF
- Dr. Virginia Clark Johnson, Dean, College of Human Development and Education (ex-officio)
- Dr. Doğan Çömez, Science and Mathematics
- Dr. Karen Froelich, Business
- Dr. Roger Green, Engineering and Architecture
- Ms. Evie Myers, Vice President for Equity, Diversity, and Global Outreach (ex officio)
- Dr. Cynthia Naughton, Pharmacy, Nursing, and Allied Sciences
- Dr. Wendy Reed, Science and Mathematics
- Dr. Justin Wageman, Human Development and Education

- Dr. Dave Saxowsky, Agriculture, Food Systems, and Natural Resources
- Dr. Christina Weber, Arts, Humanities, and Social Sciences

Since these appointments, the Commission has had three meetings (March 6, April 24, and May 22) which Froelich and Weber planned and conducted. As part of their preliminary meeting preparation, they met individually with each Commission member to solicit agenda items/priorities. During the three Commission meetings members organized themselves, framed tasks for the group, discussed travel grants and the inclusion of childcare expenses, family leave policies, and search policies and practices with attention to progressive policy adjustments that would support attracting, retaining, and advancing women throughout the ranks.

The Commission's organizational efforts resulted in the creation of several work groups (subcommittees) to focus on policy research and strategies for improving women faculty's position on campus. These groups include: PTE Processes and Policies (Çömez, Naughton, Saxowsky, Wageman), Internal Appointment Processes and Policies (Green, Froelich, Reed), Search Processes/Policies (Green, Froelich, Reed), Family Leave Policies (Clark Johnson, Weber) and Equity Award (Çömez, Reed, Weber).

Although the grant proposal called for the first equity award to be given in the spring of 2009, the impact of the flood made that impossible and that activity has been rescheduled for early in the fall 2009 semester.

B. Climate Project Activities

Advancement/Training

1. Gender Climate Training for Faculty

The team developed two separate events for gender climate training available to the entire campus and a third event, planned for September, upon which we will base ongoing faculty training. In our proposal we suggested that our institution is more open to ideas from the outside. Therefore, we attempted to bring in respected scholars from whose programs and materials we could draw when developing gender climate training for our faculty.

- The External Advisory Board meeting, (scheduled March 26/27) was meant to employ board members (Drs. Susan Carlson and Christine Hult) to introduce to the campus the ways in which ADVANCE grants at other institutions respond to issues of "chilly" campus climate for women. This event did not happen, due to the flood, but has been rescheduled for August and will support the additional training on climate.
- Dr. Toni Schmader, University of Arizona, presented a keynote talk, a workshop "The Science of Unconscious Bias," and led discussion groups for faculty and administrators on May 8, 2009. Over 100 people attended these events.
- On September 25, Dr. Virginia Valian, of Hunter College, CUNY is scheduled to come to NDSU. While she is here, she will present on climate to the whole campus, conduct a workshop with faculty and

administrators, and consult with a small group of faculty who will be trainers about strategies for developing effective training.

In the process of planning the gender climate events, we undertook two important steps:

- Compiling a bibliography of resources (books, articles, and institutional research) on the concept of gendered campus climate. This bibliography addresses what creates a gendered climate, what the effects of a gendered climate are, and how institutions have begun to study and change climate. In addition, we have begun compiling a resource library on this topic, which includes notebooks of articles and books for the FORWARD office.
- Gathering names and CVs of potential speakers and trainers drawn from these articles so we have an accumulating list of contacts for the life of the project.

2. Academic Administrator Training

Registration and travel plans are finalized for the team of FORWARD members who will attend LEAD training – June 22-23 in Fayetteville, Arkansas: Bilen-Green, Birmingham, Burnett, McCaul, Reed, Smith, Wolf Hall.

3. Advocates and Allies Program

The NSF grant proposal identified an “Allies” program as an innovative way to garner support for institutional transformation from tenured and non-tenured faculty men. In the fall of 2008, an initial steering committee, working from the grant proposal, suggested that the program be called “Advocates and Allies” as a way to distinguish members who will receive a stipend, meet more frequently, and do on-campus training (Advocates) from those who will not receive a stipend but who will attend training, attend other campus events, and function as allies for faculty women within their departments and colleges.

The Advocates and Allies program got underway with the appointment in October 2008 of Brooks as “Senior Personnel” on grant; he was charged with facilitating this portion of grant. Following Brooks’ addition to the project personnel, the co-directors issued a call in November to receive applications from faculty men who were interested in serving as advocates. The call was announced through broadcast email, *It’s Happening*, personal emails, and on the FORWARD web page.

Applications were received from eight faculty men; they were reviewed, and all approved. In January the eight Advocates were officially appointed:

- Dr. Eugene Berry, Department of Veterinary and Microbiological Sciences
- Dr. Kevin Brooks, Department of English
- Dr. Tom Carlson, Department of Child Development and Family Science
- Dr. Doğan Çömez, Department of Mathematics
- Dr. Roger Green, Department of Electrical and Computing Engineering
- Dr. Mark Meister, Department of Communication

- Dr. Larry Peterson, Department of History
- Dr. Mark Sheridan, Department of Biological Sciences

The Advocates met for the first time in February 2009 to a) clarify their role as Advocates; b) identify what they would need from a consultant (someone to train Advocates to be trainers of allies), c) who they might hire in that role, d) identify future readings. They read and discussed the FORWARD Grant and also discussed pros and cons of Dr. Mark Chesler, Professor Emeritus, University of Michigan, as a potential trainer. They agreed to pursue him as consultant if approved by the FORWARD Committee and also identified two of Chesler's articles as required reading for their next meeting.

Having received support for using Chesler as a trainer, Brooks worked with Chesler to identify a date for him to come to NDSU and a date in early April set; however, the April visit had to be cancelled due to the flood. The group met in mid-April to re-organize and re-focus the Chesler visit. In late April the Advocates were invited to the monthly FORWARD Committee meeting where the discussion provided Advocates with a sense of direction: a) begin planning their own training; b) use Chesler as post-training rather than pre-training consultant; c) ask Chesler to do a public presentation; d) focus on training Allies as our central mission.

At a May meeting Advocates outlined elements for their own training session and identified two time periods in September that would work to reschedule Chesler's visit. At that meeting they also identified Allan Johnson's *Power, Privilege and Difference* as our next reading assignment. Brooks is continuing to explore fall dates for Chesler's visit that will be compatible with other project activities/events being planned for the fall semester 2009.

4. Faculty Recruitment Efforts

Angela Bachman was hired and started work in March of 2009 as the faculty recruitment assistant in the Office of the Vice President for Equity, Diversity, and Global Outreach. Because we had initial difficulty hiring for this position, members of the FORWARD team undertook initial research on the successes achieved by other ADVANCE institutions in developing, recruiting, and hiring strategies for attracting more women into applicant pools and to the institution. We compiled this research and presented it to Bachman when she started. To encourage Bachman's success in this new position, Vice President Myers, who is her direct supervisor, has provided opportunities for professional development:

- A workshop, April 27th in Minneapolis Minnesota, "How to Recruit Minority Faculty Candidates" by Need Academic Diversity, and the Academic Network, Inc.
- A webinar (conference call presentation): "How to Recruit Minority Faculty Candidates" presented by the Academic Network, Inc. This opportunity was made available to the entire campus, and was attended by two members of the FORWARD team and several staff members.

- A workshop June 2, in Madison Wisconsin, “Implementing Climate Workshops for Department Chairs: A Training Session for Workshop Facilitators” developed by the Women in Science and Engineering Leadership Institute (Wiseli).
- The WEPAN (Women in Engineering Pro-Active Network) Conference in June in Austin, Texas.

Since her hire, Bachman’s work has extended previously developed recruitment strategies in three areas: developing documents, extending training opportunities, and compiling resources. She has developed and compiled the following materials for a handbook for training search committees and is finalizing document drafts for fall distribution to search committees:

- Recruiting a diverse candidate pool (including a rationale for the importance of diversity)
- Writing effective job descriptions
- Compiling useful university and community resources for candidates
- Advertising resources (where to advertise for position, how to advertise, etc.)
- Training in recognizing unconscious bias (including influences on unconscious bias and overcoming bias)
- Reviewing candidates
- Checking references
- Interviewing suggestions
- Evaluating candidates

Bachman’s work also includes extending the scope of present search committee training in two ways: by replacing predominantly on-line training with face-to-face training and extending required training to all those involved in the search process, not only search committee chairs. In addition, she is developing training specifically suited to meet needs of disciplines where there are unique recruitment issues. Bachman has made herself available as a resource to all search committees for questions, clarifications about the search process, and to actively recruit women candidates. In addition, the Assistant for Faculty Recruitment has developed correspondence to be in contact with all deans and chairs on campus and meet with them each in-person.

Bachman is also extending the resources available to search committees interested in recruiting diverse candidates. She is utilizing database subscriptions listing potential doctoral graduates in STEM fields. In addition, she is extending and updating the list of Historically Black, Hispanic, and women’s universities and their top ranking doctoral programs as another potential source for reaching highly qualified candidates. In addition, a database of potential job listing sites provides search committees additional sources for targeting potential candidates. Once complete, all will be available on the NDSU website and as part of the search committee training.

5. FORWARD team meets with Native American groups

The original meeting to plan this activity was lost to the flood and its aftermath, and it is being rescheduled, but we are unclear if this event can take place this summer. We will continue to explore opportunities for long-term discussions about relationships that can begin to build a pipeline of women into STEM disciplines from reservation high schools to tribal colleges to graduate school.

Incentives

1. Department Climate Grants

As conceived, this program would offer individual departments the opportunity to seek external consultants with expertise on issues of climate, recruiting, or retention of women faculty. However, we were unsure about this program's success after our experience this spring. At that time FORWARD team members attempted to encourage and fund members of two departments to send representatives to Michigan's STEP program, and were unsuccessful. Instead, we are contacting STEP trainers (<http://sitemaker.umich.edu/advance/step>) to discuss the possibility of on-campus training for interested participants. We expect this approach to still meet the initial goal of enhancing climate in troubled departments, but understand that in our environment achieving a whole department's interest and cooperation may be impossible.

2. Climate, Gender, and Equity Research Grant

We received two applications, one from a team of women faculty in a non-STEM discipline and one from an interdisciplinary team of STEM and non-STEM researchers. We made one award, to the interdisciplinary team, as interdisciplinarity was a central criterion for the award. Proposals for this funding opportunity were externally reviewed. Two of the reviewers are on our External Advisory Board. Their reviews helped familiarize them with this particular funding program. An internal committee made the final decision and shared reviewer comments with the applicants.

C. Advancement and Leadership Activities

Mentoring Programs

1. Peer mentoring for Senior Faculty and Mentoring cohorts for Junior Faculty

Both our senior and junior mentoring programs have been on hold and are being redirected for several reasons. One is that Schmader's visit was initially intended to revolve around issues of mentoring; in fact, she devoted her time to talking about unconscious bias as it relates to climate which was certainly a good piece for our campus climate initiative but not directly relevant to the project's mentoring components. Second, the flood stalled any progress we had made in spring semester to convene mid-career mentoring groups. Third, when we received official notice of the grant, one-semester mentoring groups had already formed. We had a difficult time determining how to start our program when the university's shorter program had already begun, and the formal mentoring ceased in January. We have meetings scheduled in early June with the coordinator of the university's mentoring

program to merge its program with ours. Additionally, we have been in conversation with two female scholars who have expertise in the area of mentoring and STEM, and whom we hope to bring to campus in the next academic year.

Professional Development

1. Travel Grants

Thirty-six travel grant applications were received and all were awarded. Seventeen applications were received from women faculty in STEM disciplines, and 16 awards were funded by NSF Advance grant. Nineteen applications were received from women faculty in non-STEM disciplines, and 19 awards were funded by NDSU. In addition to the Advance funding support for these travel awards, NDSU provided funding to cover child care expenses incurred by two recipients.

2. Course Release Grants

Seven applications – all from women in STEM disciplines - were received. Applications were reviewed by a small committee of FORWARD members, and all were funded (1 for spring 2009 and 6 for fall 2009).

3. Leadership Development Grants

Three applications were received; one application came from a woman in a STEM discipline and two were from women in non-STEM disciplines. Two awards were made. One application came from a faculty member/administrator who has not yet been tenured.

In addition to these leadership development grants, Wolf Hall, coordinator for the Leadership and Advancement initiative, received financial support from the FORWARD project to attend the Food Systems Leadership Institute, a two-year experience that includes three week-long residential sessions, personal leadership coaching, mentoring, individual leadership projects, personal development plan, and distance learning activities. This investment is aimed at enhancing the capacity of our project to provide leadership training for women faculty on our campus.

4. Leap Research Grants

Six applications received and all 6 applications were from STEM disciplines in the College of Agriculture, Food Systems, and Natural Resources. Three awards were given.

For the first round of the Leap Research Grant program, applications were reviewed initially by external reviewers including two women professors with well established careers in STEM research. The final award decisions were made by an internal review committee that relied heavily on comments from the external reviews accompanied by consideration of the proposed project's potential to lead to greater federal funding opportunities and the applicant's timeline for promotion and/or tenure. All the applicants received external reviewer comments and summaries of the internal committee's discussions to help them improve their proposals.

A second call for proposals has been issued and applications are due June 1. An information session about the Leap Research Grants offered on May 5 was widely publicized on campus to encourage applications for the second round of awards. The session was presented by Bilen-Green and Wolf Hall.

Networking Events

A number of networking efforts have been initiated or already taken place. Birmingham worked with Kara Gravley-Stack, Diversity Center Outreach Coordinator and coordinator of the group who plans the annual NDSU Women's Week, to include a campus-wide gathering for women during the 2009 Women's Week in March. About 100 women faculty, staff, and administrators attended the event that featured brief comments by women leaders on campus and an opportunity to socialize informally.

Birmingham also worked with Gravley-Stack to obtain AAUW membership for the campus, which is the beginning of an effort to connect with the local AAUW chapter as a networking and support organization for faculty women. Birmingham, Dr. Brandy Randall, associate professor in Child Development and Family Science, along with others have begun discussions about formalizing a currently informal mentoring network to offer women faculty advice and support as they attempt to move into administrative positions. Finally, Bilen-Green, Wolf Hall, Burnett, and Birmingham are working with the ACE Commission on Women—State Network to develop this women's network in North Dakota.

D. Report on Baseline Data for NSF 12 Indicators

The data included below report on the NSF 12 Indicators include both the baseline data collected during and immediately after we applied for the ADVANCE grant (2007-2008) and from this first year of grant activities (2008-2009). We have included the earlier data for two reasons:

- they highlight the areas of small advances; and
- they demonstrate negative trends or persistent patterns needing attention.

In the case of tenure and promotion decisions, our baseline data was collected for the three years 2006-2008. We made this choice because our numbers of faculty who are women are so small that recognizing trends or numerical difference would be impossible in a single year data set. In most other cases, our baseline data was collected for the academic years 2007-08 and 2008-09. We created eight sets of tables that help illustrate the data we captured for the NSF 12 Indicators.

- 1. Number and percent of women faculty in science/engineering departments, and**
- 2. Number and percent of women in tenure-line positions by rank and department.**

The Table 1 collection provide data on the number of men and women in tenure or tenure-track positions at the full, associate, and assistant professor levels in STEM and non-STEM disciplines. More specifically, Table 1A provides the average number of men and women in each of these positions for the academic years 2007-

08 and 2008-09 for the STEM departments. (Veterinary science is included in this table because microbiology is a STEM discipline and Veterinary Science/Microbiology is one department. It is hard to separate this because of the involvement of faculty members in both.) Table 1B gives the average number of men and women in each rank for the same academic years for the non-STEM departments. In our baseline data women make up 33.5% (38) of the assistant professors, 10.7% (8.5) of the associate professors, and 5.1% (5) of the full professors in the STEM disciplines. In the non-STEM departments (Table 1B), these percentages are 59% (41), 33.6% (22.5), and 10.5% (4.5), respectively. We note that there has been some progress between the academic years 2007-08 and 2008-09 as far as increasing the percentage of women in each of these ranks in the STEM disciplines. Tables 1C and 1E show small but positive change between 2007-08 and 2008-09: the percentage of assistant professors who are women increased from 31.4% (33) to 35.2% (43); the percentage of associate professors who are women increased from 8.6% (7) to 12.8% (10); and the percentage of women in full professors positions increased from 4.2% (4) to 5.9%. (6).

There was no evidence of an increase in the percentage of women at these ranks in the non-STEM disciplines. Tables 1D and 1F show that between 2007-08 and 2008-09 there was no significant gain in non-STEM disciplines at any rank: the percentage of women assistant professors decreased slightly from 59.7% (40) to 58.3% (42); the percentage of women associate professors increased slightly from 33.3% (22) to 33.8% (23); and the percentage of women full professors decreased from 11.6% (5) to 9.3% (4).

3. Tenure/promotion outcomes by gender.

Tables 2A and 2B provide the number of men and women who came up for tenure in the three years 2006-2008, as well as the number of tenure approvals and denials for the STEM (2A) and non-STEM (2B) departments. These figures do not include non-renewals or the faculty whose departments recommended they not pursue tenure and promotion. During this time frame, 8 women and 25 men in the STEM departments came up for tenure. The percentage of positive tenure decisions for women in these departments was 87.5% (7 of 8), and for the men, it was 92% (23 of 25). In the non-STEM disciplines, 13 women and 11 men came up for tenure. The percentage of positive tenure decisions for women in these departments was 92.3% (12 of 13), while 100% (11 of 11) of the men were tenured.

Tables 3A and 3B provide the promotion review outcomes by gender from the assistant to the associate professor level for STEM (3A) and non-STEM (3B) departments for the years 2006-2008. Six women and 14 men came up for promotion during this time period in the STEM departments. The percentage of positive promotion decisions for women was 83.3% (5 of 6), and for men it was 92.9% (13 of 14). For the non-STEM departments the percentage of positive promotion decisions for women was 92.9% (13 of 14), and for men it was 100% (9 of 9).

Tables 3C and 3D provide the promotion review outcomes by gender from the associate to the full professor level for STEM (3C) and non-STEM (3D) departments for the years 2006-2008. The percentage of positive promotion decisions for both men and women at this level in STEM departments was 100%. Two women and 18 men came up for promotion in these departments. In the non-STEM departments 3 men and no women came up for promotion from associate to full professor. All of the men received promotion.

4. Years in rank by gender.

Tables 4A and 4B provide the number of years in rank for both men and women assistant professors before they were promoted to associate professors. The data are given in Table 4A for the STEM departments and in Table 4B for the non-STEM departments for the years 2006-2008. Five women were promoted in STEM departments and all 5 were assistant professors for 6-8 years. Twelve men were promoted in STEM departments with 3 being promoted after 3-5 years and 9 being promoted after 6-8 years (4A). None of the women and 25% of the men were promoted after 3-5 years. For the non-STEM departments, 2 women were promoted after 3-5 years, 6 were promoted after 6-8 years, and 3 were promoted after 15 years. In the case of men, 3 were promoted after 3-5 years, and 10 were promoted after 6-8 years.

Table 4-C provides the number of years in rank for both men and women in the STEM disciplines at the associate professor level before being promoted to full professor. Because of the few number of women involved, it has been hard to verify the accuracy of these data. But these data show that of the 2 women promoted to full professor in the years 2006-2008, both were promoted in 2 years or fewer. In those same years 13 men were promoted to full professor after periods at the associate level ranging from fewer than 2 to 15 or more years.

Table 4-D also includes incomplete data. These data suggest that in the non-STEM disciplines 1 woman was promoted from associate to full professor after 6-8 years, and no men were promoted.

5. (a) Time at Institution (b) Attrition by gender.

Tables 5A and 5B give the number of women and men voluntarily leaving the University (non-retirement) for both tenured and tenure-track and for the research professor and instructor positions that are non-tenure track. Table 5A shows that 21.9% of tenured and tenure-track faculty in the STEM departments voluntarily leaving the University were women. This can be compared with 17.7% (7) of the tenured and tenure-track faculty positions held by women in the STEM departments. The percentage of STEM faculty voluntarily leaving the University that were men was 78.1% (25), compared with 82.3% of the tenured and tenure-track faculty positions held by men in these departments. This suggests that women in the STEM disciplines during these years were leaving the university in a larger percentage than their representation on campus, while their male counterparts were leaving in a smaller percentage than their representation. A similar situation is true in non-STEM

disciplines (Table 5-B) where the percentage of faculty voluntarily leaving was 42.1% (16) for women and 57.9% for men (22). This can be compared with 37.9% of the tenured and tenure-track faculty positions held by women in the non-STEM departments and 62.1% held by men.

6. Number of women in science/engineering who are in non-tenure-track positions (teaching and research).

Tables 6A and 6B provide the average total number of faculty for the years 2007-08 and 2008-09 in tenured and tenure-track positions as well as the average number in non-tenure track positions for each of the STEM departments (6A) and non-STEM departments (6B). The number of women in tenured and tenure track positions as well as the number of women in non-tenure track positions is also given in these tables for each of the departments. For the STEM departments, women made up 17.7% of the tenured and tenure-track positions and 44.4% of the non-tenure track positions. Overall, in the STEM departments, 13.4% of all women were in non-tenure track positions compared to just 4% of all men in non-tenure track positions. In the non-STEM departments, women made up 37.9% of all tenured and tenure-track positions and 55.7% of all non-tenure track positions. Overall, in the non-STEM departments, 26.5% of the women were in non-tenure track positions compared to 14.9% of all the men in non-tenure track positions. During these years, women were over represented in non-tenure track positions in both STEM and non-STEM and underrepresented in tenured and tenure track positions.

7. Number and percent of women scientists and engineers in administrative positions.

See Table 7 for this information, the narrative of which is combined with indicator 9 below.

8. Number and percent of women faculty in science/engineering in endowed/named chairs.

There are no fully endowed chair positions in STEM. However, the University has a University Distinguished Professorship. Of the 11 named in the years 2006-2008, 1 is a woman in STEM, Dr. Kalpana Katti.

9. Number and percent of women faculty in science/engineering on promotion and tenure committees.

Table 7 provides the number of men and women in faculty leadership positions in fall 2008. The leadership positions include the president, vice presidents, assistant/associate vice presidents, the provost, deans, associate deans, department chairs or heads, tenured full professors, and faculty on tenure and promotion committees. For this table, all STEM and non-STEM departments were combined because these positions pertain to the entire University. Fifty women and 276 men hold leadership positions in the University. Therefore, the percentage of leadership positions being held by women within the University is 15.3% compared to women holding 25.4% of all tenured and tenure-track positions (17.7% in STEM and 37.9% in non-STEM). Women are underrepresented in all leadership positions.

10. Salary of science/engineering faculty by gender (controlling for department, rank, years in rank).

The University has conducted a salary study every year for at least the past ten years. One part of the faculty salary study tests to see if there are any significant differences between men's and women's salaries and then between the salaries of white faculty and those of faculty of color. A market salary is obtained for every faculty member on campus by averaging salaries obtained from the Oklahoma data set for faculty members in the same discipline and the same rank. Individual colleges at North Dakota State University have selected the universities that they wish to be compared with in terms of salaries from those in the Oklahoma data set. The only exceptions to this come from the College of Business and the College of Pharmacy who use the average reported salaries of their selected peers at each rank as reported by their professional organizations. These two colleges go outside the Oklahoma data set is because their relevant peers do not participate in the Oklahoma salary study.

A regression analysis is conducted with NDSU faculty salaries as the dependent variable and market salaries and rank as the independent variables in the model. An indicator variable for gender is then added to the model and tested for significance. For the salary study conducted in April 2009, the p-value for this indicator variable was found to be 0.9351. This indicates that gender was not significant in the model predicting NDSU salaries after controlling for market salary and rank. An indicator variable for race (white versus people of color) was then entered into the model to predict NDSU salaries with market salary and rank in the model. The p-value for the indicator variable for race was found to be 0.8784 indicating that race was not significant in predicting NDSU salaries after controlling for market salary and rank.

With our fourth quarterly report, we plan to include salary data by gender and STEM and non-STEM disciplines that will provide better baseline data for our project. .

11. Space allocation of science/engineering faculty by gender (with additional controls such as department, etc.): baseline and year 5.*

The collection of baseline data for space allocation of science/engineering faculty by gender and other relevant variables such as department has not been completed. This indicator is one for which data - at least based on gender - has not previously been collected or analyzed in our institution although there have been discussions about the need for it. In that context determining the most appropriate way to collect the information was an important initial step that has been largely settled. The efforts, however, to move ahead with this part of the 12 Indicator data collection was – along with everything else in our institution – significantly delayed by the March-April flood. We are back on track and expect to include the information about this indicator in our fourth quarterly report.

12. Start-up packages of newly hired science/engineering faculty by gender (with additional controls such as field/department, rank, etc.)

We reviewed offer letters to evaluate start-up packages offered to tenure-track faculty members hired to begin their positions fall semester 2007 and fall semester 2008. Considering both years, the offers vary dramatically, from a low of \$1,300 for assistant professor in Nursing and Pharmacy Practice, to a high of \$377,500 for an assistant professor in Chemistry and Molecular Biology. In general, faculty members in STEM disciplines—regardless of gender—receive much higher offers, in line with what they need to initiate and carry out a research program. Even within such disciplines, however, the single best predictor of the level of start-up offers is one's departmental affiliation. Note, for example, the 2008 offers of \$15,000 for a new faculty member in Animal and Range Sciences vs. \$200,000 for an associate professor hire in Plant Sciences. Differences are often based on the nature of the research within a department and the faculty member. Some faculty research is focused on computational or mathematical modeling as opposed to experimental or laboratory research. Generally, experimental research has higher start-up cost than computationally based research. Examples below demonstrate some of these differences in start-up and deserve comment.

- Several differences in the College of Science and Mathematics are attributable to different research needs in different disciplines. For example, the highest packages are for new hires (male) in Chemistry and Molecular Biology, followed by new hires (female) in Biological Sciences, and trailed by new hires (male and female) in Computer Science (2007).
- A woman hired to serve as Chair of Construction Management and Engineering received only \$2,000 vs. a man hired in the same department with a package of \$41,833. The woman was hired as an administrator in the department into an 11 month position and works primarily with database information that requires computational capability as start-up. The man was hired into a 9 month contract and is expected to build up a new construction materials laboratory for experimentally based research (2008).
- A man in Pharmaceutical Sciences received over \$300,000, whereas a woman in Pharmacy Practice \$1,300—this is a function of differences in research expectations in the two departments (2008).
- A man in Chemistry and Molecular Biology received \$376,000, whereas a woman in the same department received \$76,000. This difference is attributed to the research interests of these two faculty members: the man is a “traditional” bench scientist in biochemistry whereas the woman's research is in STEM education—her needs for equipment are very slight (2008).

13. Other data: New Hires by Gender and Discipline

In addition to the 12 Indicators, we have collected data on new hires by gender and discipline. The Table 8 collection contains the number of new hires who are men and women for tenured and tenure track positions for fall 2007 and fall 2008. We use tables for both 2007 and 2008 to note that some progress is being made partially as a result of the University's growing awareness of the problem we faced

following the November 1, 2007, *Chronicle of Higher Education* article. The percentage of new hires for tenured and tenure-track positions filled by women in the STEM departments increased from 28.1% in fall 2007 (8A) to 40% in fall 2008 (8C). The percentage of new hires for tenured and tenure-track positions filled by women in the non-STEM departments increased from 55% in fall 2007 to 69.2% in fall 2008. While we acknowledge that it will take many years for this change to impact our overall numbers, we see the most positive trends in our hiring.

Our compilation and review of these data related to the NSF 12 indicators point out the need for additional focus on and analysis of these data and their implications for the project's success. For example, while the explanations for differences in start-up packages are plausible, there is an underlying pattern related to gender that should be noted and addressed: even though the number of women in the STEM disciplines has increased, women tend to be found in sub-disciplines that seem to reflect gendered assumptions. For example, women in areas like Pharmacy Practice where the expectation for research is not comparable to that in Pharmaceutical Sciences or women whose research focuses on STEM education rather than on bench science.

E. Research Project Activities

1. Unstructured Spaces.

During the spring of 2009, Weber who is the lead researcher for this effort developed research plans for understanding women's presence in the unstructured spaces of the university and their transition into structured spaces of recognized roles on campus. The research design thus far includes three components:

- Utilizing current data accumulated by FORWARD and NDSU researchers will develop a case study based on FORWARD. This project will include evaluating current research on women's presence in various committees and administrative roles to better understand women's participation on organizational life and impact on climate change. Much of the work will take place in the summer of 2009.
- Research on Commission on the Status of Women Faculty (CSWF), particularly its effectiveness and comparisons with other universities. This research has been started. A graduate student has been collecting data that the researcher will evaluate and code over the summer. Specific areas of focus include: a) compare with CSWF's of other ADVANCE programs; b) compare with University CSWF, and c) compare with CSWF of other organizations (regionally and perhaps more expansive).
- Utilizing quantitative data that was collected in the work life study in winter of 2008-9, the researchers will use a longitudinal perspective to systematically evaluate whether women's presence in positions of authority (structured spaces) has increased over the duration of the granting period. The first phase of this project will be to take the data from the work life study, focusing on what positions women fill and the level of authority and prestige of those positions. The data will include, not only women's faculty rank but also their involvement in committees and other service work.

2. Interventions into Climate.

Research on interventions on climate has focused on the role of organizational structures and organizational internal and external hiring processes on prevalence of women faculty. The research design includes the following components:

- We designed a study to uncover key factors influencing the prevalence of women. We have collected and analyzed archival data, between years 1990 and 2009, to compare representation of women in academic leadership positions and faculty ranks over time. We plan to examine time in position/rank and patterns in type of leadership positions held by women.
- We designed a study to understand the influence of internal and external appointment practices on the representation of women in leadership positions. We reviewed academic leadership appointments in the last three years and faculty searches for the past academic year. We plan to examine the effect of factors such as search committee composition, diversity of candidate pools, and search type on the prevalence of women faculty.

3. Campus Climate and Faculty Work-Life.

In December 2008/January 2009, NDSU Advance FORWARD, with NDSU IRB approval, disseminated a State of Faculty Work/Life survey electronically to all faculty on campus via the Group Decision Center. Our intent was to send the resulting data to our external evaluator, but, due to some difficulties with the external evaluator, we did not. Ramona Danielson, an employee of the North Dakota Data Center, was assigned the task of initial data analysis on the work/life survey in May 2009.

The survey had 325 respondents, with 239 completed surveys. Of the 239 completed surveys, 203 were faculty in a tenured or tenure track position. There are 484 tenured or tenure track faculty at NDSU; thus, 203 completed surveys from this group represents a response rate of 41.9%. Preliminary analysis of faculty who are tenured or tenure track has been conducted; more in-depth analysis of these data will be forthcoming. Some areas of gender differences and areas of concern/interest are highlighted here.

- **Hiring Process:** Higher proportions of women who are tenured or tenure track compared to men are hired as assistant professors and “other” (such as adjunct lecturers, graduate assistants, and post docs), and smaller proportions of women compared to men are hired as associate and full professors.
- **Tenure Process:** Discontent in the tenure process for respondents centered on the fit between the way they do research and the way it is evaluated for tenure, information about assistance available to pre-tenure/promotion faculty, and not receiving reduced responsibilities so they could build their research program.
- **Professional Activities:** Respondents would prefer to spend more of their time doing research than they currently do, and less time on teaching, service, and administrative activities. Many respondents have an interest in

taking on a formal leadership position at NDSU (38%). While 37% of respondents overall said that there are barriers to taking on such a position, 51% of women said there are barriers compared to 24% of men.

- **Satisfaction with NDSU:** Nearly three-fourths of respondents (73%) have considered leaving NDSU, and the proportion did not differ significantly by gender.
- **Balancing Personal and Professional Life:** Overall, respondents feel happy, but are also stressed and fatigued.
- **Women Faculty at NDSU:** Regarding recruitment, climate, and leadership statements relating to faculty who are women, many respondents chose not to answer the questions. Respondents are split regarding the number of women faculty in their department (22% agree strongly and 28% disagree strongly that there are too few). A larger proportion of men (58%) compared to women (40%) agree strongly that the climate for women in their department is good.

F. Evaluation Project Activities

1. Internal Advisory Board

The Internal Advisory Board (IAB) was formed in spring 2009 and has met once. It will meet again before the External Advisory Board meeting in August 2009. In addition to the one formal meeting of this board, we have consulted various members on a one-one-one basis about campus issues that we have encountered in the process of implementing grant activities. We view each member as a valuable confidante and source of advice on challenges we face. The group's role may change as the project progresses, but at least initially the IAB members have been most useful on an individual level rather than as a group. Members include:

- Dr. Will Bleier, Head, Biological Sciences
- Dr. Kate Haugen, Associate Vice President of Student Affairs
- Dr. Sandy Holbrook, Director Emerita and FORWARD consultant
- Dr. Virginia Clark Johnson, Dean, College of Human Development and Education
- Dr. Dinesh Katti, Chair, Civil Engineering
- Dr. Judy C. Pearson, Associate Dean, College of Arts, Humanities and Social Sciences
- Dr. Michele Reid, Dean of Libraries
- Ms. Jaclynn Davis Walette, Assistant Vice President, Equity, Diversity and Global Outreach
- Dr. David Wittrock, Dean, Graduate and Interdisciplinary Studies

2. External Advisory Board

This External Advisory Board (EAB) was formed in the process of writing the grant in 2007. The group was scheduled to visit NDSU in March 2009; however, due to our Red River flood, the two-day event was cancelled. It has been re-scheduled for August 27-28, 2009.

However, we have consulted with the members individually, and collectively asked for their assistance with the external evaluation difficulties. They have been helpful on a one-to-one basis. The members are:

- Dr. Susan Carlson, Associate Provost for Faculty Advancement and Diversity, Iowa State University
- Dr. Larissa Grunig, Professor Emerita, University of Maryland
- Dr. Christine Hult, Associate Dean of the College of Humanities, Arts, and Social Sciences, Utah State University
- Dr. Peggy Johnson, Department Head & Professor of Civil Engineering, Penn State University
- Dr. Laura Kramer, Professor Emerita, Montclair State University
- Dr. Ruth Maki, Adjunct Professor of Psychology, University of Arizona
- Dr. Jennifer Sheridan, Executive & Research Director, Women in Science and Engineering Leadership Institute, University of Wisconsin-Madison
- Dr. Kathleen Slobin, Professor Emerita, North Dakota State University
- Dr. Debra Tomanek, Professor of Molecular and Cellular Biology, University of Arizona

3. First Year Site Visit

Dr. Kelly Mack, NSF Advance Program Director, was scheduled to visit NDSU in early April 2009. However, due to the flood and uncertainty as to whether the city would be operational at that time, we cancelled the visit. At the time of this report, Mack plans to visit campus on August 7, 2009. She was helpful in providing guidance about moving forward with a new external evaluation plan; we are currently following her guidance in doing so.

4. Project Evaluation

Although the FORWARD team made good progress on evaluation activities, unfortunately our work the external evaluator continued to be a challenge. As explained in previous reports, there was a concern about the quality of work the evaluator produced, as well as their inability to produce an appropriately detailed evaluation plan. Bilen-Green, Birmingham, Burnett, and Wolf-Hall met with the Advance Program Director, Dr. Kelly Mack, in early February to discuss their concerns about the evaluator's performance and timeliness. Following that meeting and discussions with NDSU General Counsel, Bilen-Green and Burnett sent a letter outlining our concerns to the representative with whom the team had been working. Later that month Bilen-Green, Burnett, and McGeorge met by phone with three representatives of the external evaluation group. The group agreed to produce overdue evaluation items by March 25th. The evaluators met the March 25th deadline, but unfortunately, the quality of the work did not meet the project's expectations. Thus, the decision was made on April 21st to terminate the contract with the external evaluators amicably.

Based on this change we contracted with Danielson to design and construct a survey to assess the perceptions of our administrators. Danielson met weekly for the past month with Bilen-Green, Birmingham, Burnett, and McGeorge to discuss and critique drafts of the administrators' survey. The administrators' survey is currently

being piloted on our FORWARD Advocates, and we anticipate beginning data collection in mid-summer.

Additionally, McGeorge developed an evaluation form for climate related activities and for our FORWARD Lecture Series. We were able to assess our first activities on May 8th when Schmader (Associate Professor, University of Arizona) came to lecture on unconscious bias and stereotype threat. All four events (i.e., a campus wide research lecture on understanding and reducing the effects of stereotypes, a interactive lecture to faculty and administrators on unconscious bias, a discussion with faculty about the idea of unconscious bias, and a discussion with administrators about the idea of unconscious bias) were evaluated, and we had a very high response rate from participants.

We also began the process of developing focus group protocols and developed a complete draft of the questions for the focus group to assess leadership opportunities for women on campus.

Finally, McGeorge developed a feedback form for the External Advisory Board (EAB) to complete after their site visit to NDSU. McGeorge also developed a feedback form for individuals associated with the FORWARD project to complete as a means to evaluate the usefulness of the EAB's visit.

Thus, despite the difficulties with the initial external evaluators, the FORWARD team has been able to collect data for program evaluation, design instruments and collect baseline data to measure program impacts, and design a more effective model for collecting data on this project.

G. Dissemination Project Activities

1. Internal and Local Dissemination

The NDSU Advance FORWARD project and its activities have received consistent coverage in the NDSU faculty/staff newsletter, *It's Happening at State*. The newsletter is published weekly and distributed to all employees on campus, and it also provides almost daily updates on-line. Since the initial announcement of the NSF ADVANCE award in September there have been an additional 21 articles in the weekly hardcopy and regular on-line postings of those articles. Articles have includes announcements of funding awards, the appointment of FORWARD related groups like the Advocates and the Commission on the Status of Faculty Women, and various FORWARD sponsored presentations and events.

In addition to this internal coverage, *The Forum*, the local/regional newspaper included an article in September about the NSF award and the project's goals.

A FORWARD web page was launched in November. The web presence has been constantly updated with new information and consistently carries current announcements about calls for proposals for the funding opportunities and events. For the events that required reservations, an on-line reservation system has been

available through the web page to facilitate registration. Pictures of special events have been included and most recently a video of the Schmader presentation on unconscious bias was added. Other components of the web page include sections on people (the project staff, the FORWARD leadership and team, the Advocates, the Commission on the Status of Faculty Women, the External and Internal Advisory Boards), project initiatives, funding opportunities with information about each and relevant forms and application deadlines, events calendar, resources including baseline data, project reports and presentation and publications. A “contact us” option is also available on the page. Weekly server logs show a pattern of increasing use of the web page from February (when the logs were first available) through May although average daily usage for the most recent week’s log (and after the end of spring semester) showed a slight decrease.

2. Presentations

As part of a regular Brown Bag lunch series on campus, Bilén-Green and Birmingham gave a presentation on October 1, 2008, about FORWARD. The PowerPoint presentation described the history of the FORWARD group, the research and data that provided the basis for the ADVANCE institutional transformation proposal, and the basic elements of the project.

Bilén-Green led a forum with the academic deans in November 20, 2008 to familiarize the deans with various components of the project and clarify their role with the project.

FORWARD hosted a project kick-off event on December 7, 2008; the event included a presentation about the FORWARD project by the Provost. Over 75 people attended this presentation. The event was picked-up by one of the local TV stations and was mentioned on the evening news.

An information session about the Advocates and Allies Program offered on November 13, 2008 was widely publicized on campus to encourage applications. The session was presented by Schnell.

Froelich, Reed, and Wolf-Hall presented at a campus Brown Bag session on January 28, 2009; their presentation was entitled *FORWARD 2: Leadership Opportunities with FORWARD*.

Bilén-Green and Burnett made a presentation about the NDSU Advance FORWARD project to the faculty of the College of Pharmacy, Nursing, and Allied Sciences, on January 28, 2009.

Bilén-Green and Burnett made a presentation to NDSU WISMET (Women in Science, Mathematics, Engineering, and Technology) about the NDSU Advance FORWARD project on January 29, 2009.

Froelich and Wolf Hall were invited to make a presentation about the FORWARD project to one of two USDA research installations located on the NDSU campus.

Their presentation, entitled "Women in Science: Challenges, Opportunities and What's Going On at NDSU?" was given on May 12 at the USDA-ARS Biosciences Research Laboratory and attended by approximately 40 research scientists and staff at the lab.

3. Spring event

The NDSU Advance FORWARD grant specifies that we would kick off our programs with a special event. We decided to combine that event with the external advisory board visit (which all but one member could attend) as well as a visit from our external evaluator. However, as noted above, due to the flood, the event was cancelled. The kick-off event is now re-scheduled to coincide with the external advisory board's visit in late August (with all external advisory board members attending), and with other NDSU workshops and events that launch the new school year. The schedule includes two campus-wide keynote luncheon presentations by external advisory board members, meals and social gatherings with grant personnel and constituents, individual meetings with STEM deans and chairs, and meetings with our President and Provost. The March event was widely published, and attracted a large number of responses; we expect the same to be true in August.

4. Meetings with the President

The Co-directors and the Provost/PI have had two formal meetings with President Joe Chapman to update him on the progress of the grant. He has been receptive to the grant's activities and is planning to play a key role in the EAB visit in August.

5. FORWARD Promotional Materials

Bilen-Green and Holbrook created a one-page description of the NDSU Advance FORWARD project in fall of 2008 as a means to provide summary information about the project until a more extensive brochure could be developed and published. The one-page description was used as a handout at meetings with academic departments, colleges, and other campus groups and was posted on the FORWARD web page.

Reed has coordinated the development and publication of a brochure for the FORWARD project that includes information about its vision and an overview of the five key areas in the project: climate, recruitment, retention, advancement, and leadership at NDSU. The brochure also includes information on faculty advancement and leadership, campus climate, the Commission on the Status of Women Faculty, and a list of resources for individuals who would like to additional information. The brochure will be distributed to all current NDSU faculty and to new faculty during new faculty orientation. The FORWARD project has also produced posters and postcards for use in advertising workshops; the postcards will also be used to advertise calls for proposals.

6. Publications

Bilen-Green, Canan, Elizabeth Birmingham, Ann Burnett. "A Framework for Institutional Transformation at North Dakota State University." Source: Proc. of the 2008 WEPAN National Conf. (Toronto: X-CD Technologies, 2008).

Bilen-Green, Canan, Elizabeth Birmingham, Ann Burnett. "Evaluating the Success of Faculty Recruitment and Hiring Processes." Source: Proc. of the 2008 WEPAN National Conf. (Toronto: X-CD Technologies, 2009).

Bilen-Green, Canan, Karen A. Froelich, Sarah W. Jacobson. "The Prevalence of Women in Academic Leadership Positions, and Potential Impact on Prevalence of Women in the Professorial Ranks." Source: Proc. of the 2008 WEPAN National Conf. (Toronto: X-CD Technologies, 2008).

FORWARD TEAM. "Advancing Women Faculty at North Dakota State University." Poster. The New Norm of Faculty Flexibility: Transforming the Culture in Science & Engineering, Iowa State University, Ames, IA, October 2008.

FORWARD TEAM. "Faculty Recruitment and Hiring Processes at North Dakota State University." WEPAN Conference, Austin, TX, June 2009.

FORWARD TEAM. "From Unstructured to Structured: Advance FORWARD." Poster. Innovation and Leadership through a Diverse STEM Workforce, 2009 Joint Annual Meeting, NSF, June 2009.

Section IV. Appendices

A. NDSU Advance FORWARD Awardees

FORWARD Project Award Recipients 2008-09
STEM Fields – Awards Funded by NSF ADVANCE Grant

Department	Award Recipient	Type of Award	Amount of Award
Animal Sciences	Grazul-Bilska, Anna	Travel Award	\$1,500
Animal Sciences	Hammer, Carrie	Leap Research Award	\$13,681
Animal Sciences	Vonnahme, Kimberly	Leap Research Award	\$23,000
Animal Sciences	Vonnahme, Kimberly	Travel Award	\$1,500
Biological Sciences	Gillam, Erin	Travel Award	\$1,300
Biological Sciences	Monteplaisir, Lisa	Course Release	\$6,000
Coatings & Polymeric Materials	Gelling, Victoria	Travel Award	\$1,500
Computer Science	Hyunsook, Do	Travel Award	\$1,500
Computer Science	Li, Jen Juan	Travel Award	\$1,205
Electrical & Computer Engineering	Fan, Lingling	Course Release	\$8,000
Electrical & Computer Engineering	Fan, Lingling	Travel Award	\$1,500
Entomology	Harris, Marion	Leadership Development	\$10,000
Industrial & Mfg. Engineering	Zhang, Jun	Travel Award	\$1,500
Mathematics	Alfonseca-Cubero, Maria	Course Release	\$4,000
Mathematics	Hodge, Angela	Travel Award	\$1,500
Mechanical Engineering	Krishnan, Sumathy	Travel Award	\$1,500
Mechanical Engineering	Wang, Yechun	Travel Award	\$1,500
Physics	Kryjevskaja, Mila	Course Release	\$8,000
Plant Sciences	Hatterman-Valenti,	Travel Award	\$1,500
Plant Sciences	Simsek, Senay	Travel Award	\$1,500
Plant Sciences	Zhang, Qi	Travel Award	\$1,500
Psychology	Gordon, Wendy	Course Release	\$9,000
Psychology	Gordon, Wendy	Travel Award	\$1,310
Psychology	Kelland Friesen, Chris	Course Release	\$9,000
School of Education/ Chemistry & Molecular Biology	Wood, Nathan Offerdahl, Erika	Climate/Gender Research	\$9,995
School of Natural Resource Sciences	Prischmann-Voldset, Deirdre	Travel Award	\$1,495
Sociology, Anthropology & Emergency Management	Sather-Wagstaff, Joy	Travel Award	\$1,500
Veterinary & Microbiological Sciences	Pruess, Birgit	Leap Research Award	\$23,500
Veterinary & Microbiological Sciences	Pruess, Birgit	Travel Award	\$1,500
Veterinary & Microbiological Sciences	Schuh, Jane	Course Release	\$4,000

**FORWARD Project Award Recipients 2008-09
Non-STEM Fields – Awards Funded by NDSU**

Department	Award Recipient	Type of Award	Amount of Award
Agribusiness & Applied Economics	Lim, Siew Hoon	Travel Award	\$1,170
Apparel, Design & Hospitality Management	Braaten, Ann	Travel Award	\$545
Apparel, Design & Hospitality Management	Lee, Jaeha	Travel Award	\$1,500
Apparel, Design & Hospitality Management	Wolfe, Kara	Travel Award	\$1,100
Architecture & Landscape	Famulari, Stevie	Travel Award	\$915
Architecture & Landscape	Urness, Cindy	Travel Award	\$1,060
Child Development & Family Science	Benson, Kristen	Travel Award	\$1,500
Child Development & Family Science	Woods, Rebecca	Travel Award	\$600
College of Pharmacy, Nursing & Allied Sciences	Vess Halbur, Kimberly	Travel Award	\$1,500
Communication	Pearson, Judy	Leadership Development	\$2,255*
Communication	Platt, Carrie Anne	Travel Award	\$1,062
Criminal Justice & Political Science	Archbold, Carol	Travel Award	\$500
Criminal Justice & Political Science	Browning, Sarah	Travel Award	\$1,400
Criminal Justice & Political Science	Waid, Courtney	Travel Award	\$1,012
English	Theile, Verena	Travel Award	\$1,500
Health, Nutrition & Exercise	Stastny, Sherri	Travel Award	\$700
Management, Marketing & Finance	Tian, Ruilin	Travel Award	\$1,500
Modern Languages	Pearson, Carol	Travel Award	\$1,500
School of Education	Welch, Anita	Travel Award	\$1,500
Visual Arts	Groberg, Kristi	Travel Award	\$1,500

* Leadership awards funded by the ADVANCE grant were available to women in both STEM and non-STEM disciplines so this award was funded by the grant.

B. NSF 12 Indicator Tables

Table 1A: Number and percent of women and men on the tenure and tenure-track faculty in STEM by rank and department. Two-year baseline data for academic years 2007-08, and 2008-09.

	<u>Number of Women</u>			<u>Number of Men</u>			<u>Percent Women</u>		
	Full	Assoc	Asst	Full	Assoc	Asst	Full	Assoc	Asst
College of AFSNR									
Ag & Biosystem Eng	0	0	1	3	3.5	1.5	0.0%	0.0%	40.0%
Animal & Range Sci	0	1.5	4.5	7.5	11.5	1.5	0.0%	11.5%	75.0%
Plant Pathology	1	0	1	5.5	2	3	15.4%	0.0%	25.0%
Plant Science	0.5	1.5	1.5	15	10.5	5	3.2%	12.5%	23.1%
School of Food Systems	0.5	0.5	0.5	4	0	1.5	11.1%	100.0%	25.0%
School of Natural Resource Sci	0.5	0.5	2.5	5	5.5	2.5	9.1%	8.3%	50.0%
Vet & Micro Sci	0	2	4	1	2	2	0.0%	50.0%	66.7%
College of AHSS									
Sociology/Anthropology	0	0	3	4	1	2	0.0%	0.0%	60.0%
College of Eng & Arch									
Civil Engineering	1	0	0	3	4	4.5	25.0%	0.0%	0.0%
Construction Management & Eng	0.5	0	0	0	1.5	5	100.0%	0.0%	0.0%
Electrical & Computer Engineer	0	0	1	6.5	3	6	0.0%	0.0%	14.3%
Industrial & Manufacturing Eng	0	1	1	2	3	2	0.0%	25.0%	33.3%
Mechanical Engineering	0	0.5	1	3	3.5	5	0.0%	12.5%	16.7%
College of Pharmacy, Nurs, AS									
Pharmaceutical Sciences	0	0	0	2	3	5	0.0%	0.0%	0.0%
College of Sci & Math									
Biological Sciences	0	0	4.5	5.5	2	2	0.0%	0.0%	69.2%
Chemistry & Molecular Biology	0	1	0.5	5.5	4	5.5	0.0%	20.0%	8.3%
Coatings & Polymeric Materials	0	0	1	3	0	0.5	0.0%	N/A	66.7%
Computer Science	0	0	3.5	5	1.5	3.5	0.0%	0.0%	50.0%
Geosciences	0	0	0	2	1	2.5	0.0%	0.0%	0.0%
Mathematics	0	0	2.5	5.5	2	5	0.0%	0.0%	33.3%
Physics	0	0	0.5	1	3.5	2	0.0%	0.0%	20.0%
Psychology	0	0	3.5	4.5	2	6	0.0%	0.0%	36.8%
Statistics	1	0	1	0	1	2	100.0%	0.0%	33.3%
TOTAL STEM FACULTY	5	8.5	38	93.5	71	75.5	5.1%	10.7%	33.5%

Table 1B: Number and percent of women and men on the tenure and tenure-track faculty in Non-STEM disciplines by rank and department. Two-year baseline data for academic years 2007-08, and 2008-09.

	<u>Number of Women</u>			<u>Number of Men</u>			<u>Percent Women</u>		
	Full	Assoc	Asst	Full	Assoc	Asst	Full	Assoc	Asst
College of AFSNR									
Agribusiness & Appld Econ	0	1.5	1	8.5	3.5	4	0.0%	30.0%	20.0%
College of AHSS									
Communication	1	0.5	2	3	2	2	25.0%	20.0%	50.0%
Criminal Justice & Political S	0	0	3	2	2	1.5	0.0%	0.0%	66.7%
English	0	2.5	3	3	2	1	0.0%	55.6%	75.0%
History & Religion	0	1.5	0	6	2	0	0.0%	42.9%	N/A
Modern Languages	0	2	1	0	2	0	N/A	50.0%	100.0%
Music	1	1	0.5	2.5	7	0	28.6%	12.5%	100.0%
Fine Arts	0	3	1	1.5	4	0	0.0%	42.9%	100.0%
College of Business									
Accounting & Info Systems	0	1.5	3	1	1.5	2	0.0%	50.0%	60.0%
Management, Marketing, & Finan	0	1	1.5	2.5	4	5.5	0.0%	20.0%	21.4%
College of Eng & Arch									
Architecture & Landscape Arch	0	0	5	1.5	5.5	4.5	0.0%	0.0%	52.6%
College of HDE									
Apparel, Design, Facility & HM	1	2.5	4.5	0	0	0.5	100.0%	100.0%	90.0%
Child Development & Family Sci	0.5	1.5	5.5	1.5	3	0	25.0%	33.3%	100.0%
Health, Nutrition & Exercise	1	2.5	2	2	0.5	2.5	33.3%	83.3%	44.4%
School of Education	0	1	7	2.5	3.5	5	0.0%	22.2%	58.3%
College of Pharmacy, Nurs, AS									
Nursing	0	0.5	1	0	0	0	N/A	100.0%	100.0%
Pharmacy Practice	0	0	0	1	2	0	0.0%	0.0%	N/A
TOTAL NON-STEM FACULTY	4.5	22.5	41	38.5	44.5	28.5	10.5%	33.6%	59.0%

Table 1C: Number and percent of women and men on the tenure and tenure-track faculty in STEM by rank and department. Academic year 2007-08.

	<u>Number of Women</u>			<u>Number of Men</u>			<u>Percent Women</u>		
	Full	Assoc	Asst	Full	Assoc	Asst	Full	Assoc	Asst
College of AFSNR									
Ag & Biosystem Eng	0	0	1	3	3	2	0.0%	0.0%	33.3%
Animal & Range Sci	0	2	4	9	12	2	0.0%	14.3%	66.7%
Plant Pathology	1	0	1	6	1	3	14.3%	0.0%	25.0%
Plant Science	0	1	2	15	11	4	0.0%	8.3%	33.3%
School of Food Systems	0	0	0	3	0	1	0.0%	N/A	0.0%
School of Natural Resource Sci	1	0	2	5	5	3	16.7%	0.0%	40.0%
Vet & Micro Sci	0	2	4	1	2	2	0.0%	50.0%	66.7%
College of AHSS									
Sociology/Anthropology	0	0	3	4	1	2	0.0%	0.0%	60.0%
College of Eng & Arch									
Civil Engineering	1	0	0	3	4	4	25.0%	0.0%	0.0%
Construction Management & Eng	0	0	0	0	1	5	N/A	0.0%	0.0%
Electrical & Computer Engineer	0	0	1	7	3	5	0.0%	0.0%	16.7%
Industrial & Manufacturing Eng	0	1	1	2	3	2	0.0%	25.0%	33.3%
Mechanical Engineering	0	0	1	1	6	4	0.0%	0.0%	20.0%
College of Pharmacy, Nurs, AS									
Pharmaceutical Sciences	0	0	0	2	3	5	0.0%	0.0%	0.0%
College of Sci & Math									
Biological Sciences	0	0	4	6	2	2	0.0%	0.0%	66.7%
Chemistry & Molecular Biology	0	1	0	5	5	5	0.0%	16.7%	0.0%
Coatings & Polymeric Materials	0	0	1	3	0	0	0.0%	N/A	100.0%
Computer Science	0	0	2	5	2	3	0.0%	0.0%	40.0%
Geosciences	0	0	0	2	1	2	0.0%	0.0%	0.0%
Mathematics	0	0	2	5	3	5	0.0%	0.0%	28.6%
Physics	0	0	0	1	3	3	0.0%	0.0%	0.0%
Psychology	0	0	3	4	2	6	0.0%	0.0%	33.3%
Statistics	1	0	1	0	1	2	100.0%	0.0%	33.3%
TOTAL STEM FACULTY	4	7	33	92	74	72	4.2%	8.6%	31.4%

Table 1D: Number and percent of women and men on the tenure and tenure-track faculty in Non-STEM disciplines by rank and department. Academic year 2007-08.

	<u>Number of Women</u>			<u>Number of Men</u>			<u>Percent Women</u>		
	Full	Assoc	Asst	Full	Assoc	Asst	Full	Assoc	Asst
College of AFSNR									
Agribusiness & Appld Econ	0	2	1	9	4	4	0.0%	33.3%	20.0%
College of AHSS									
Communication	1	1	1	3	2	1	25.0%	33.3%	50.0%
Criminal Justice & Political S	0	0	3	2	2	1	0.0%	0.0%	75.0%
English	0	2	3	3	2	1	0.0%	50.0%	75.0%
History & Religion	0	2	0	6	2	0	0.0%	50.0%	N/A
Modern Languages	0	2	1	0	2	0	N/A	50.0%	100.0%
Music	1	1	1	3	6	0	25.0%	14.3%	100.0%
Fine Arts	0	3	1	1	4	0	0.0%	42.9%	100.0%
College of Business									
Accounting & Info Systems	0	1	3	1	2	2	0.0%	33.3%	60.0%
Management, Marketing, & Finan	0	1	0	2	4	6	0.0%	20.0%	0.0%
College of Eng & Arch									
Architecture & Landscape Arch	0	0	5	1	6	4	0.0%	0.0%	55.6%
College of HDE									
Apparel, Design, Facility & HM	1	2	5	0	0	1	100.0%	100.0%	83.3%
Child Development & Family Sci	1	1	5	2	3	0	33.3%	25.0%	100.0%
Health, Nutrition & Exercise	1	2	3	2	0	3	33.3%	100.0%	50.0%
School of Education	0	1	7	2	4	4	0.0%	20.0%	63.6%
College of Pharmacy, Nurs, AS									
Nursing	0	1	1	0	0	0	N/A	100.0%	100.0%
Pharmacy Practice	0	0	0	1	1	0	0.0%	0.0%	N/A
TOTAL NON-STEM FACULTY	5	22	40	38	44	27	11.6%	33.3%	59.7%

Table 1E: Number and percent of women and men on the tenure and tenure-track faculty in STEM by rank and department. Academic year 2008-09.

	<u>Number of Women</u>			<u>Number of Men</u>			<u>Percent Women</u>		
	Full	Assoc	Asst	Full	Assoc	Asst	Full	Assoc	Asst
College of AFSNR									
Ag & Biosystem Eng	0	0	1	3	4	1	0.0%	0.0%	50.0%
Animal & Range Sci	0	1	5	6	11	1	0.0%	8.3%	83.3%
Plant Pathology	1	0	1	5	3	3	16.7%	0.0%	25.0%
Plant Science	1	2	1	15	10	6	6.3%	16.7%	14.3%
School of Food Systems	0	1	1	3	0	1	0.0%	100.0%	50.0%
School of Natural Resource Sci	1	1	3	7	6	3	12.5%	14.3%	50.0%
Vet & Micro Sci	0	2	4	1	2	2	0.0%	50.0%	66.7%
College of AHSS									
Sociology/Anthropology	0	0	3	4	1	2	0.0%	0.0%	60.0%
College of Eng & Arch									
Civil Engineering	1	0	0	3	4	5	25.0%	0.0%	0.0%
Construction Management & Eng	1	0	0	0	2	5	100.0%	0.0%	0.0%
Electrical & Computer Engineer	0	0	1	6	3	7	0.0%	0.0%	12.5%
Industrial & Manufacturing Eng	0	1	1	2	3	2	0.0%	25.0%	33.3%
Mechanical Engineering	0	1	1	5	1	6	0.0%	50.0%	14.3%
College of Pharmacy, Nurs, AS									
Pharmaceutical Sciences	0	0	0	2	3	5	0.0%	0.0%	0.0%
College of Sci & Math									
Biological Sciences	0	0	5	5	2	2	0.0%	0.0%	71.4%
Chemistry & Molecular Biology	0	1	1	6	3	6	0.0%	25.0%	14.3%
Coatings & Polymeric Materials	0	0	1	3	0	1	0.0%	N/A	50.0%
Computer Science	0	0	5	5	1	4	0.0%	0.0%	55.6%
Geosciences	0	0	0	2	1	3	0.0%	0.0%	0.0%
Mathematics	0	0	3	6	1	5	0.0%	0.0%	37.5%
Physics	0	0	1	1	4	1	0.0%	0.0%	50.0%
Psychology	0	0	4	5	2	6	0.0%	0.0%	40.0%
Statistics	1	0	1	0	1	2	100.0%	0.0%	33.3%
TOTAL STEM FACULTY	6	10	43	95	68	79	5.9%	12.8%	35.2%

Table 1F: Number and percent of women and men on the tenure and tenure-track faculty in Non-STEM disciplines by rank and department. Academic year 2008-09.

	<u>Number of Women</u>			<u>Number of Men</u>			<u>Percent Women</u>		
	Full	Assoc	Asst	Full	Assoc	Asst	Full	Assoc	Asst
College of AFSNR									
Agribusiness & Appld Econ	0	1	1	8	3	4	0.0%	25.0%	20.0%
College of AHSS									
Communication	1	0	3	3	2	3	25.0%	0.0%	50.0%
Criminal Justice & Political S	0	0	3	2	2	2	0.0%	0.0%	60.0%
English	0	3	3	3	2	1	0.0%	60.0%	75.0%
History & Religion	0	1	0	6	2	0	0.0%	33.3%	N/A
Modern Languages	0	2	1	0	2	0	N/A	50.0%	100.0%
Music	1	1	0	2	8	0	33.3%	11.1%	N/A
Fine Arts	0	3	1	2	4	0	0.0%	42.9%	100.0%
College of Business									
Accounting & Info Systems	0	2	3	1	1	2	0.0%	66.7%	60.0%
Management, Marketing, & Finan	0	1	3	3	4	5	0.0%	20.0%	37.5%
College of Eng & Arch									
Architecture & Landscape Arch	0	0	5	2	5	5	0.0%	0.0%	50.0%
College of HDE									
Apparel, Design, Facility & HM	1	3	4	0	0	0	100.0%	100.0%	100.0%
Child Development & Family Sci	0	2	6	1	3	0	0.0%	40.0%	100.0%
Health, Nutrition & Exercise	1	3	1	2	1	2	33.3%	75.0%	33.3%
School of Education	0	1	7	3	3	6	0.0%	25.0%	53.8%
College of Pharmacy, Nurs, AS									
Nursing	0	0	1	0	0	0	N/A	N/A	100.0%
Pharmacy Practice	0	0	0	1	3	0	0.0%	0.0%	N/A
TOTAL NON-STEM FACULTY	4	23	42	39	45	30	9.3%	33.8%	58.3%

Table 2A: Tenure review outcomes by gender-STEM Fields

Tenure Reviews Reaching Final Decision 2006-08	<u># Tenure Reviews</u>		<u># Tenure Approvals</u>		<u># Tenure Denials</u>	
	Women	Men	Women	Men	Women	Men
	College of AFSNR	4	12	4	12	0
Ag & Biosystem Eng	0	0	0	0	0	0
Animal & Range Sci	0	1	0	1	0	0
Plant Pathology	0	2	0	2	0	0
Plant Science	2	6	2	6	0	0
School of Food Systems	1	3	1	3	0	0
School of Natural Resources	0	0	0	0	0	0
Vet & Micro Sci	1	0	1	0	0	0
College of AHSS	0	0	0	0	0	0
Sociology/Anthropology	0	0	0	0	0	0
College of Eng & Arch	2	5	2	5	0	0
Civil Engineering	0	1	0	1	0	0
Construction Management & Eng	0	0	0	0	0	0
Electrical & Computer Engineer	0	1	0	1	0	0
Industrial & Manufacturing Eng	1	1	1	1	0	0
Mechanical Engineering	1	2	1	2	0	0
College of Pharmacy, Nurs, AS	1	1	0	1	1	0
Pharmaceutical Sciences	1	1	0	1	1	0
College of Sci & Math	1	7	1	5	0	2
Biological Sciences	0	1	0	0	0	1
Chemistry & Molecular Biology	1	0	1	0	0	0
Coatings & Polymeric Materials	0	2	0	2	0	0
Computer Science	0	1	0	0	0	1
Geosciences	0	0	0	0	0	0
Mathematics	0	1	0	1	0	0
Physics	0	2	0	2	0	0
Psychology	0	0	0	0	0	0
Statistics	0	0	0	0	0	0
Total	8	25	7	23	1	2

Table 2B: Tenure review outcomes by gender-Non-STEM Fields

Tenure Reviews Reaching Final Decision
2006-08

	<u># Tenure Reviews</u>		<u># Tenure Approvals</u>		<u># Tenure Denials</u>	
	Women	Men	Women	Men	Women	Men
College of AFSNR	1	2	1	2	0	0
Agribusiness & Appld Econ	1	2	1	2	0	0
College of AHSS	4	5	4	5	0	0
Communication	0	0	0	0	0	0
Criminal Justice & Political S	0	1	0	1	0	0
English	2	1	2	1	0	0
History & Religion	1	1	1	1	0	0
Modern Languages	0	0	0	0	0	0
Music	0	2	0	2	0	0
Theatre Arts	1	0	1	0	0	0
College of Business	1	0	1	0	0	0
Accounting & Info Systems	1	0	1	0	0	0
Management, Marketing, & Finan	0	0	0	0	0	0
College of Eng & Arch	0	0	0	0	0	0
Architecture & Landscape Arch	0	0	0	0	0	0
College of HDE	6	4	6	4	0	0
Apparel, Design, Facility & HM	1	0	1	0	0	0
Child Development & Family Sci	1	3	1	3	0	0
Health, Nutrition & Exercise	3	1	3	1	0	0
School of Education	1	0	1	0	0	0
College of Pharmacy, Nurs, AS	1	0	0	0	1	0
Nursing	1	0	0	0	1	0
Pharmacy Practice	0	0	0	0	0	0
Total	13	11	12	11	1	0

Table 3A: Promotion Review Outcomes by Gender: Assistant to Associate Professor-STEM Fields by College. Three-year baseline data for 2006-2008.

3 Pre-ADVANCE Years: 2006-2008	<u># Reviews</u>		<u># Approvals</u>		<u># Denials</u>	
	Women	Men	Women	Men	Women	Men
College of AFSNR	3	9	3	9	0	0
Ag & Biosystem Eng	0	0	0	0	0	0
Animal & Range Sci	0	1	0	1	0	0
Plant Pathology	0	1	0	1	0	0
Plant Science	2	5	2	5	0	0
School of Food Systems	0	0	0	0	0	0
School of Natural Resources	0	2	0	2	0	0
Vet & Micro Sci	1	0	1	0	0	0
College of AHSS	0	0	0	0	0	0
Sociology/Anthropology	0	0	0	0	0	0
College of Eng & Arch	1	2	1	2	0	0
Civil Engineering	0	1	0	1	0	0
Construction Management & Eng	0	0	0	0	0	0
Electrical & Computer Engineer	0	1	0	1	0	0
Industrial & Manufacturing Eng	1	0	1	0	0	0
Mechanical Engineering	0	0	0	0	0	0
College of Pharmacy, Nurs, AS	1	0	0	0	1	0
Pharmaceutical Sciences	1	0	0	0	1	0
College of Sci & Math	1	3	1	2	0	1
Biological Sciences	0	1	0	0	0	1
Chemistry & Molecular Biology	1	0	1	0	0	0
Coatings & Polymeric Materials	0	0	0	0	0	0
Computer Science	0	0	0	0	0	0
Geosciences	0	0	0	0	0	0
Mathematics	0	0	0	0	0	0
Physics	0	2	0	2	0	0
Psychology	0	0	0	0	0	0
Statistics	0	0	0	0	0	0
Total	6	14	5	13	1	1

Table 3B: Promotion Review Outcomes by Gender: Assistant to Associate Professor-Non-STEM Fields by College. Three-year baseline data for 2006-2008.

3 Pre-ADVANCE Years: 2006-2008

	<u># Reviews</u>		<u># Approvals</u>		<u># Denials</u>	
	Women	Men	Women	Men	Women	Men
College of AFSNR	1	1	1	1	0	0
Agribusiness & Appld Econ	1	1	1	1	0	0
College of AHSS	4	4	4	4	0	0
Communication	0	0	0	0	0	0
Criminal Justice & Political S	0	1	0	1	0	0
English	2	1	2	1	0	0
History & Religion	1	1	1	1	0	0
Modern Languages	0	0	0	0	0	0
Music	0	1	0	1	0	0
Theatre Arts	1	0	1	0	0	0
College of Business	1	0	1	0	0	0
Accounting & Info Systems	1	0	1	0	0	0
Management, Marketing, & Finan	0	0	0	0	0	0
College of Eng & Arch	0	0	0	0	0	0
Architecture & Landscape Arch	0	0	0	0	0	0
College of HDE	6	4	6	4	0	0
Apparel, Design, Facility & HM	1	0	1	0	0	0
Child Development & Family Sci	1	3	1	3	0	0
Health, Nutrition & Exercise	3	1	3	1	0	0
School of Education	1	0	1	0	0	0
College of Pharmacy, Nurs, AS	2	0	1	0	1	0
Nursing	2	0	1	0	1	0
Pharmacy Practice	0	0	0	0	0	0
Total	14	9	13	9	1	0

Table 3C: Promotion Review Outcomes by Gender: Associate to Full Professor-STEM Fields by College. Three-year baseline data for 2006-2008.

3 Pre-ADVANCE Years: 2006-2008	<u># Reviews</u>		<u># Approvals</u>		<u># Denials</u>	
	Women	Men	Women	Men	Women	Men
College of AFSNR	1	7	1	7	0	0
Ag & Biosystem Eng	0	1	0	1	0	0
Animal & Range Sci	0	0	0	0	0	0
Plant Pathology	0	1	0	1	0	0
Plant Science	0	3	0	3	0	0
School of Food Systems	0	0	0	0	0	0
School of Natural Resources	1	2	1	2	0	0
Vet & Micro Sci	0	0	0	0	0	0
College of AHSS	0	0	0	0	0	0
Sociology/Anthropology	0	0	0	0	0	0
College of Eng & Arch	1	6	1	6	0	0
Civil Engineering	1	0	1	0	0	0
Construction Management & Eng	0	0	0	0	0	0
Electrical & Computer Engineer	0	2	0	2	0	0
Industrial & Manufacturing Eng	0	0	0	0	0	0
Mechanical Engineering	0	4	0	4	0	0
College of Pharmacy, Nurs, AS	0	0	0	0	0	0
Pharmaceutical Sciences	0	0	0	0	0	0
College of Sci & Math	0	5	0	5	0	0
Biological Sciences	0	0	0	0	0	0
Chemistry & Molecular Biology	0	2	0	2	0	0
Coatings & Polymeric Materials	0	0	0	0	0	0
Computer Science	0	0	0	0	0	0
Geosciences	0	0	0	0	0	0
Mathematics	0	2	0	2	0	0
Physics	0	0	0	0	0	0
Psychology	0	1	0	1	0	0
Statistics	0	0	0	0	0	0
Total	2	18	2	18	0	0

Table 3D: Promotion Review Outcomes by Gender: Associate to Full Professor-Non-STEM Fields by College.
Three-year baseline data for 2006-2008.

3 Pre-ADVANCE Years: 2006-08

	<u># Reviews</u>		<u># Approvals</u>		<u># Denials</u>	
	Women	Men	Women	Men	Women	Men
College of AFSNR	0	0	0	0	0	0
Agribusiness & Appld Econ	0	0	0	0	0	0
College of AHSS	0	0	0	0	0	0
Communication	0	0	0	0	0	0
Criminal Justice & Political S	0	0	0	0	0	0
English	0	0	0	0	0	0
History & Religion	0	0	0	0	0	0
Modern Languages	0	0	0	0	0	0
Music	0	0	0	0	0	0
Theatre Arts	0	0	0	0	0	0
College of Business	0	1	0	1	0	0
Accounting & Info Systems	0	0	0	0	0	0
Management, Marketing, & Finan	0	1	0	1	0	0
College of Eng & Arch	0	1	0	1	0	0
Architecture & Landscape Arch	0	1	0	1	0	0
College of HDE	0	1	0	1	0	0
Apparel, Design, Facility & HM	0	0	0	0	0	0
Child Development & Family Sci	0	0	0	0	0	0
Health, Nutrition & Exercise	0	0	0	0	0	0
School of Education	0	1	0	1	0	0
College of Pharmacy, Nurs, AS	0	0	0	0	0	0
Nursing	0	0	0	0	0	0
Pharmacy Practice	0	0	0	0	0	0
Total	0	3	0	3	0	0

Table 4A: Years in Rank at the Assistant Professor Level before being promoted to Associate Professor for years 2006-2008 in STEM departments.

	<u>Women</u>			<u>Men</u>		
	3-5 yrs	6-8 yrs	15 yrs or more	3-5 yrs	6-8 yrs	15 yrs or more
College of AFSNR						
Ag & Biosystem Eng	0	0	0	0	0	0
Animal & Range Sci	0	0	0	0	1	0
Plant Pathology	0	0	0	0	1	0
Plant Science	0	2	0	0	3	0
School of Food Systems	0	0	0	0	0	0
School of Natural Resource Sci	0	0	0	0	3	0
Vet & Micro Sci	0	1	0	0	0	0
College of AHSS						
Sociology/Anthropology	0	0	0	0	0	0
College of Eng & Arch						
Civil Engineering	0	0	0	1	0	0
Construction Management & Eng	0	0	0	0	0	0
Electrical & Computer Engineer	0	0	0	0	0	0
Industrial & Manufacturing Eng	0	1	0	0	0	0
Mechanical Engineering	0	0	0	0	0	0
College of Pharmacy, Nurs, AS						
Pharmaceutical Sciences	0	0	0	0	0	0
College of Sci & Math						
Biological Sciences	0	0	0	0	0	0
Chemistry & Molecular Biology	0	1	0	0	1	0
Coatings & Polymeric Materials	0	0	0	0	0	0
Computer Science	0	0	0	0	0	0
Geosciences	0	0	0	0	0	0
Mathematics	0	0	0	0	0	0
Physics	0	0	0	1	0	0
Psychology	0	0	0	1	0	0
Statistics	0	0	0	0	0	0
TOTAL	0	5	0	3	9	0

Table 4B: Years in Rank at the Assistant Professor Level before being promoted to Associate Professor for years 2006-2008 in Non-STEM departments.

	<u>Women</u>			<u>Men</u>		
	3-5 yrs	6-8 yrs	15 yrs or more	3-5 yrs	6-8 yrs	15 yrs or more
College of AFSNR						
Agribusiness & Appld Econ	0	1	0	0	1	0
College of AHSS						
Communication	0	0	0	0	1	0
Criminal Justice & Political S	0	0	0	0	0	0
English	0	1	0	1	0	0
History & Religion	1	0	0	1	0	0
Modern Languages	0	0	0	0	1	0
Music	0	0	0	1	2	0
Fine Arts	0	1	0	0	0	0
College of Business						
Accounting & Info Systems	0	1	0	0	0	0
Management, Marketing, & Finan	0	0	0	0	0	0
College of Eng & Arch						
Architecture & Landscape Arch	0	0	0	0	1	0
College of HDE						
Apparel, Design, Facility & HM	0	0	0	0	0	0
Child Development & Family Sci	0	0	0	0	3	0
Health, Nutrition & Exercise	0	2	0	0	0	0
School of Education	1	0	0	0	1	0
College of Pharmacy, Nurs, AS						
Nursing	0	0	3	0	0	0
Pharmacy Practice						
TOTAL	2	6	3	3	10	0

Table 4C: Years in Rank at the Associate Professor Level before being promoted to Full Professor for years 2006-2008 in STEM departments.

	<u>Women</u>					<u>Men</u>				
	0-2 yrs	3-5 yrs	6-8 yrs	9-11 yrs	15 yrs or more	0-2 yrs	3-5 yrs	6-8 yrs	9-11 yrs	15 yrs or more
College of AFSNR										
Ag & Biosystem Eng	0	0	0	0	0	0	0	1	0	0
Animal & Range Sci										
Plant Pathology	0	0	0	0	0	0	0	1	0	0
Plant Science	0	0	0	0	0	0	0	0	1	0
School of Food Systems	0	0	0	0	0	0	0	0	0	0
School of Natural Resource Sci	1	0	0	0	0	1	0	2	0	0
Vet & Micro Sci	0	0	0	0	0	0	0	0	0	0
College of AHSS										
Sociology/Anthropology	0	0	0	0	0	0	0	0	0	0
College of Eng & Arch										
Civil Engineering	1	0	0	0	0	0	0	0	0	0
Construction Management & Eng	0	0	0	0	0	0	0	0	0	0
Electrical & Computer Engineer	0	0	0	0	0	0	0	0	2	0
Industrial & Manufacturing Eng	0	0	0	0	0	0	0	0	0	0
Mechanical Engineering	0	0	0	0	0	0	0	0	0	1
College of Pharmacy, Nurs, AS-NOT AVAILABLE										
Pharmaceutical Sciences										
College of Sci & Math										
Biological Sciences	0	0	0	0	0	0	0	0	0	0
Chemistry & Molecular Biology	0	0	0	0	0	0	0	0	1	0
Coatings & Polymeric Materials	0	0	0	0	0	0	2	0	0	0
Computer Science	0	0	0	0	0	0	0	0	0	0
Geosciences	0	0	0	0	0	0	0	0	0	0
Mathematics	0	0	0	0	0	0	0	0	0	0
Physics	0	0	0	0	0	0	0	0	0	0
Psychology	0	0	0	0	0	0	0	1	0	0
Statistics										
TOTAL	2	0	0	0	0	1	2	5	4	1

Table 4D: Years in Rank at the Associate Professor Level before being promoted to Full Professor for years 2006-2008 in Non-STEM departments.

	<u>Women</u>					<u>Men</u>				
	0-2 yrs	3-5 yrs	6-8 yrs	9-11 yrs	15 yrs or more	0-2 yrs	3-5 yrs	6-8 yrs	9-11 yrs	15 yrs or more
College of AFSNR										
Agribusiness & Appld Econ	0	0	0	0	0	0	0	0	0	0
College of AHSS										
Communication	0	0	1	0	0	0	0	0	0	0
Criminal Justice & Political S	0	0	0	0	0	0	0	0	0	0
English	0	0	0	0	0	0	0	0	0	0
History & Religion	0	0	0	0	0	0	0	0	0	0
Modern Languages	0	0	0	0	0	0	0	0	0	0
Music	0	0	0	0	0	0	0	0	0	0
Fine Arts	0	0	0	0	0	0	0	0	0	0
College of Business-NOT AVAILABLE										
Accounting & Info Systems										
Management, Marketing, & Finan										
College of Eng & Arch										
Architecture & Landscape Arch	0	0	0	0	0	0	0	0	0	0
College of HDE-NOT AVAILABLE										
Apparel, Design, Facility & HM										
Child Development & Family Sci										
Health, Nutrition & Exercise										
School of Education										
College of Pharmacy, Nurs, AS-NOT AVAILABLE										
Nursing										
Pharmacy Practice										
TOTAL	0	0	1	0	0	0	0	0	0	0

Table 5A: Number of voluntary, non-retirement (and non-death) by women and men (and percent of women) on the tenure and tenure-track faculty and non-tenure track in STEM. (2006-2008)

	<u>Tenured and Tenure Track</u>			<u>Research Prof. or Instructor (Non-Tenure Track)</u>		
	Women	Men	%	Women	Men	%
			Women			Women
College of AFSNR						
Ag & Biosystem Eng	0	0	N/A	0	0	N/A
Animal & Range Sci	0	0	N/A	0	1	0.0%
Plant Pathology	0	1	0.0%	0	0	N/A
Plant Science	0	2	0.0%	0	0	N/A
School of Food Systems	0	0	N/A	0	0	N/A
School of Natural Resource Sci	1	2	33.3%	0	0	N/A
Vet & Micro Sci	0	0	N/A	0	1	0.0%
College of AHSS						
Sociology/Anthropology	1	1	50.0%	0	0	N/A
College of Eng & Arch						
Civil Engineering	0	1	0.0%	0	0	N/A
Construction Management & Eng	1	1	50.0%	0	0	N/A
Electrical & Computer Engineer	0	4	0.0%	0	0	N/A
Industrial & Manufacturing Eng	0	1	0.0%	0	0	N/A
Mechanical Engineering	1	2	33.3%	0	0	N/A
College of Pharmacy, Nurs, AS						
Pharmaceutical Sciences	2	0	100.0%	0	0	N/A
College of Sci & Math						
Biological Sciences	0	2	0.0%	0	0	N/A
Chemistry & Molecular Biology	0	0	N/A	0	0	N/A
Coatings & Polymeric Materials	0	0	N/A	0	0	N/A
Computer Science	0	3	0.0%	0	0	N/A
Geosciences	0	0	N/A	0	0	N/A
Mathematics	1	3	25.0%	0	0	N/A
Physics	0	0	N/A	0	0	N/A
Psychology	0	1	0.0%	0	0	N/A
Statistics	0	1	0.0%	0	0	N/A
TOTAL STEM FACULTY	7	25	21.9%	0	2	0.0%

Table 5B: Number of voluntary, non-retirement (and non-death) by women and men (and percentage of women) on the tenure and tenure-track faculty and non-tenure track in non-STEM. (2006-2008)

	<u>Tenured and Tenure Track</u>			<u>Research Prof. or Instructor (Non-Tenure Track)</u>		
	Women	Men	% Women	Women	Men	% Women
College of AFSNR						
Agribusiness & Appld Econ	1	3	25.0%	1	4	20.0%
College of AHSS						
Communication	2	1	66.7%	0	0	N/A
Criminal Justice & Political S	2	1	66.7%	0	0	N/A
English	0	1	0.0%	1	0	100.0%
History & Religion	0	1	0.0%	0	0	N/A
Modern Languages	0	0	N/A	0	0	N/A
Music	0	1	0.0%	0	0	N/A
Fine Arts	0	0	N/A	0	0	N/A
College of Business						
Accounting & Info Systems	0	1	0.0%	0	0	N/A
Management, Marketing, & Finan	0	5	0.0%	0	1	0.0%
College of Eng & Arch						
Architecture & Landscape Arch	2	3	40.0%	0	0	N/A
College of HDE						
Apparel, Design, Facility & HM	2	3	40.0%	0	0	N/A
Child Development & Family Sci	0	1	0.0%	0	0	N/A
Health, Nutrition & Exercise	1	1	50.0%	0	0	N/A
School of Education	2	0	100.0%	0	0	N/A
College of Pharmacy, Nurs, AS						
Nursing	3	0	100.0%	0	0	N/A
Pharmacy Practice	1	0	100.0%	0	0	N/A
TOTAL NON-STEM FACULTY	16	22	42.1%	2	5	28.6%

Table 6A: Number and percent of women and men on the tenure and tenure-track faculty and non-tenure track in STEM. Two-year baseline data for academic years 2007-08, and 2009-09.

	<u>Tenured and Tenure Track</u>			<u>Non-Tenure Track</u>			<u>Non Tenure Track as % of all Women</u>
	<u>Total #</u>	<u>Women</u>	<u>% Women</u>	<u>Total #</u>	<u>Women</u>	<u>% Women</u>	
College of AFSNR							
Ag & Biosystem Eng	9	1	11.1%	0	0	N/A	0.0%
Animal & Range Sci	26.5	6	22.6%	0	0	N/A	0.0%
Plant Pathology	12.5	2	16.0%	0	0	N/A	0.0%
Plant Science	34	3.5	10.3%	0	0	N/A	0.0%
School of Food Systems	7	1.5	21.4%	0	0	N/A	0.0%
School of Natural Resource Sci	16.5	3.5	21.2%	0	0	N/A	0.0%
Vet & Micro Sci	11	6	54.5%	0	0	N/A	0.0%
College of AHSS							
Sociology/Anthropology	10	3	30.0%	1	1	100.0%	25.0%
College of Eng & Arch							
Civil Engineering	12.5	1	8.0%	1	0	0.0%	0.0%
Construction Management & Eng	7	0.5	7.1%	0	0	N/A	0.0%
Electrical & Computer Engineer	16.5	1	6.1%	0	0	N/A	0.0%
Industrial & Manufacturing Eng	9	2	22.2%	0	0	N/A	0.0%
Mechanical Engineering	13	1.5	11.5%	1	0	0.0%	0.0%
College of Pharmacy, Nurs, AS							
Pharmaceutical Sciences	10	0	0.0%	0.5	0	0.0%	N/A
College of Sci & Math							
Biological Sciences	14	4.5	32.1%	1	1	100.0%	18.2%
Chemistry & Molecular Biology	16.5	1.5	9.1%	3	2.5	83.3%	62.5%
Coatings & Polymeric Materials	4.5	1	22.2%	0	0	N/A	0.0%
Computer Science	13.5	3.5	25.9%	1.5	0	0.0%	0.0%
Geosciences	5.5	0	0.0%	0	0	N/A	N/A
Mathematics	15	2.5	16.7%	2	0.5	25.0%	16.7%
Physics	7	0.5	7.1%	2	0	0.0%	0.0%
Psychology	16	3.5	21.9%	3	2	66.7%	36.4%
Statistics	5	2	40.0%	2	1	50.0%	33.3%
TOTAL STEM FACULTY	291.5	51.5	17.7%	18	8	44.4%	13.4%

Table 6B: Number and percent of women and men on the tenure and tenure-track faculty and non-tenure track faculty in Non-STEM disciplines. Two-year baseline data for academic years 2007-08, and 2008-09.

	<u>Tenured and Tenure Track</u>			<u>Non-Tenure Track</u>			<u>Non</u>
	<u>Total</u>		<u>%</u>	<u>Total</u>		<u>%</u>	<u>Tenure</u>
	<u>#</u>	<u>Women</u>	<u>Women</u>	<u>#</u>	<u>Women</u>	<u>Women</u>	<u>Track as</u>
							<u>% of all</u>
							<u>Women</u>
College of AFSNR							
Agribusiness & Appld Econ	18.5	2.5	13.5%	2	0	0.0%	0.0%
College of AHSS							
Communication	10.5	3.5	33.3%	0	0	N/A	0.0%
Criminal Justice & Political S	8.5	3	35.3%	1	1	100.0%	25.0%
English	11.5	5.5	47.8%	0	0	N/A	0.0%
History & Religion	9.5	1.5	15.8%	0	0	N/A	0.0%
Modern Languages	5	3	60.0%	0	0	N/A	0.0%
Music	12	2.5	20.8%	0	0	N/A	0.0%
Fine Arts	9.5	4	42.1%	0	0	N/A	0.0%
College of Business							
Accounting & Info Systems	9	4.5	50.0%	1	0	0.0%	0.0%
Management, Marketing, & Finan	14.5	2.5	17.2%	3	1	33.3%	28.6%
College of Eng & Arch							
Architecture & Landscape Arch	16.5	5	30.3%	1	0	0.0%	0.0%
College of HDE							
Apparel, Design, Facility & HM	8.5	8	94.1%	1	0	0.0%	0.0%
Child Development & Family Sci	12	7.5	62.5%	1	1	100.0%	11.8%
Health, Nutrition & Exercise	10.5	5.5	52.4%	4	2.5	62.5%	31.3%
School of Education	19	8	42.1%	0.5	0.5	100.0%	5.9%
College of Pharmacy, Nurs, AS							
Nursing	1.5	1.5	100.0%	10.5	9.5	90.5%	86.4%
Pharmacy Practice	3	0	0.0%	19	9	47.4%	100.0%
TOTAL NON-STEM FACULTY	179.5	68	37.9%	44	24.5	55.7%	26.5%

Table 7: Faculty Leadership Positions as of Fall 2008

	Women	Men	% of Women
President	0	1	0.0%
Vice Presidents	2	6	25.0%
Associate Vice Presidents	4	4	50.0%
Assistant Vice Presidents	3	2	60.0%
Provost	0	1	0.0%
Dean/Assoc Dean(not affiliated with as academic Dept)	4	2	66.7%
Director	12	39	23.5%
College of AFSNR			
Tenured Full Professors	3	59	4.8%
Department Heads/Chairs	0	8	0.0%
Dean	0	1	0.0%
Associate Deans	0	1	0.0%
Promotion & Tenure Committees	0	7	0.0%
College of AHSS			
Tenured Full Professors	2	21	8.7%
Department Heads/Chairs	0	7	0.0%
Dean	0	1	0.0%
Associate Deans	0	0	N/A
Promotion & Tenure Committees	2	4	33.3%
College of Business			
Tenured Full Professors	0	4	0.0%
Department Heads/Chairs	0	2	0.0%
Dean	0	1	0.0%
Associate Deans	0	1	0.0%
Promotion & Tenure Committees	1	2	33.3%
College of Eng & Arch			
Tenured Full Professors	2	18	10.0%
Department Heads/Chairs	1	5	16.7%
Dean	0	1	0.0%
Associate Deans	0	0	N/A
Promotion & Tenure Committees	0	7	0.0%
College of HDE			
Tenured Full Professors	2	8	20.0%
Department Heads/Chairs	1	3	25.0%
Dean	1	0	100.0%
Associate Deans	0	1	0.0%
Promotion & Tenure Committees	2	3	40.0%

Table 7: Faculty Leadership Positions as of Fall 2008 (cont.)

College of Pharmacy, Nurs, AS			
Tenured Full Professors	0	3	0.0%
Department Heads/Chairs	1	3	25.0%
Dean	0	1	0.0%
Associate Deans	3	0	100.0%
Promotion & Tenure Committees	0	2	0.0%
College of Sci & Math			
Tenured Full Professors	1	32	3.0%
Department Heads/Chairs	1	9	10.0%
Dean	0	1	0.0%
Associate Deans	1	1	50.0%
Promotion & Tenure Committees	1	4	20.0%
Total	50	276	15.3%

Table 8A: Number and percent of new hires by women and men on the tenure and tenure-track faculty in STEM. (Start Fall 2007)

	<u>Tenured and Tenure</u>		
	<u>Track</u>		<u>%</u>
	Women	Men	Women
College of AFSNR			
Ag & Biosystem Eng	0	0	N/A
Animal & Range Sci	0	2	0.0%
Plant Pathology	1	2	33.3%
Plant Science	1	2	33.3%
School of Food Systems	0	0	N/A
School of Natural Resource Sci	0	1	0.0%
Vet & Micro Sci	0	0	N/A
College of AHSS			
Sociology/Anthropology	1	2	33.3%
College of Eng & Arch			
Civil Engineering	0	1	0.0%
Construction Management & Eng	0	2	0.0%
Electrical & Computer Engineer	1	1	50.0%
Industrial & Manufacturing Eng	0	0	N/A
Mechanical Engineering	1	0	100.0%
College of Pharmacy, Nurs, AS			
Pharmaceutical Sciences	0	3	0.0%
College of Sci & Math			
Biological Sciences	2	0	100.0%
Chemistry & Molecular Biology	0	2	0.0%
Coatings & Polymeric Materials	0	0	N/A
Computer Science	1	1	50.0%
Geosciences	0	0	N/A
Mathematics	1	1	50.0%
Physics	0	1	0.0%
Psychology	0	1	0.0%
Statistics	0	1	0.0%
TOTAL STEM FACULTY	9	23	28.1%

Table 8B: Number and percent of new hires by women and men on the tenure and tenure-track faculty in Non-STEM. (Start Fall 2007)

	<u>Tenured and Tenure Track</u>		
	Women	Men	% Women
College of AFSNR			
Agribusiness & Appld Econ	0	1	0.0%
College of AHSS			
Communication	0	0	N/A
Criminal Justice & Political S	2	0	100.0%
English	0	1	0.0%
History & Religion	0	1	0.0%
Modern Languages	0	0	N/A
Music	0	0	N/A
Fine Arts	0	0	N/A
College of Business			
Accounting & Info Systems	0	1	0.0%
Management, Marketing, & Finan	0	2	0.0%
College of Eng & Arch			
Architecture & Landscape Arch	2	3	40.0%
College of HDE			
Apparel, Design, Facility & HM	0	0	N/A
Child Development & Family Sci	2	0	100.0%
Health, Nutrition & Exercise	1	0	100.0%
School of Education	1	0	100.0%
College of Pharmacy, Nurs, AS			
Nursing	2	0	100.0%
Pharmacy Practice	1	0	100.0%
TOTAL NON-STEM FACULTY	11	9	55.0%

Table 8C: Number and percent of new hires by women and men on the tenure and tenure-track faculty in STEM. (Start Fall 2008)

	<u>Tenured and Tenure</u>		
	<u>Track</u>		
	Women	Men	% Women
College of AFSNR			
Ag & Biosystem Eng	0	0	N/A
Animal & Range Sci	0	0	N/A
Plant Pathology	0	0	N/A
Plant Science	0	0	N/A
School of Food Systems	0	0	N/A
School of Natural Resource Sci	1	0	100.0%
Vet & Micro Sci	0	0	N/A
College of AHSS			
Sociology/Anthropology	0	0	N/A
College of Eng & Arch			
Civil Engineering	0	1	0.0%
Construction Management & Eng	1	1	50.0%
Electrical & Computer Engineer	0	3	0.0%
Industrial & Manufacturing Eng	0	0	N/A
Mechanical Engineering	1	2	33.3%
College of Pharmacy, Nurs, AS			
Pharmaceutical Sciences	0	0	N/A
College of Sci & Math			
Biological Sciences	0	0	N/A
Chemistry & Molecular Biology	0	0	N/A
Coatings & Polymeric Materials	0	0	N/A
Computer Science	2	0	100.0%
Geosciences	0	0	N/A
Mathematics	0	2	0.0%
Physics	0	0	N/A
Psychology	1	0	100.0%
Statistics	0	0	N/A
TOTAL STEM FACULTY	6	9	40.0%

Table 8D: Number and percent of new hires by women and men on the tenure and tenure-track faculty in Non-STEM. (Start Fall 2008)

	<u>Tenured and Tenure Track</u>		
	Women	Men	% Women
College of AFSNR			
Agribusiness & Appld Econ	0	1	0.0%
College of AHSS			
Communication	2	2	50.0%
Criminal Justice & Political S	1	1	50.0%
English	1	0	100.0%
History & Religion	0	0	N/A
Modern Languages	0	0	N/A
Music	0	1	0.0%
Fine Arts	0	0	N/A
College of Business			
Accounting & Info Systems	1	0	100.0%
Management, Marketing, & Finan	3	0	100.0%
College of Eng & Arch			
Architecture & Landscape Arch	0	0	N/A
College of HDE			
Apparel, Design, Facility & HM	2	0	100.0%
Child Development & Family Sci	3	0	100.0%
Health, Nutrition & Exercise	0	0	N/A
School of Education	2	2	50.0%
College of Pharmacy, Nurs, AS			
Nursing	2	0	100.0%
Pharmacy Practice	1	1	50.0%
TOTAL NON-STEM FACULTY	18	8	69.2%