

YEAR-END REPORT
MU-ADVANCE PROJECT
Advisory Board Meeting
Marshall University

A. Overview

Participants

Kathleen Miezio
Marcia Harrison
Heidi Williams
Tina Cartwright
Arisa Prichard, MU Instructional Research
Tami Fletcher, Dean's Office, Joan C. Edwards School of Medicine
Wanda Webb, Dean's Office, Joan C. Edwards School of Medicine
Elizabeth Fet, Graduate Assistant

MU-Advisory Board members:

Denman, Sarah, Provost of Marshall University
Goodwin, Kay, WV Secretary of Education and the Arts, Charleston, WV.
Harris, David, Director of Equity Programs/Associate Director, Human Resource Services, Marshall University
Howe, Barbara, Ph.D., Director, Center for Women's Studies, Associate Professor of History, West Virginia University
Rosier-Tabor, Lesley, P.E., Executive Director, State Board of Registration for Professional Engineers, Charleston, WV
Tolliver, Leah, Coordinator of Women's Studies, Marshall University.
Vona-Davis, Linda, Ph.D., AWIS WV Chapter President-Elect; West Virginia University-Health Sciences Center, Department of Surgery, Morgantown, WV.

The MU-ADVANCE Advisory Board met on May 31, 2007 to assess the progress and discuss the potential impact of MU-ADVANCE for the WV Higher Education system.

MU ADVANCE
External Advisory Panel agenda
May 31, 2007

Meeting Goals

- Review the progress of MU-ADVANCE year 1
- Assess the program's accomplishments and weaknesses
- Provide general guidance on the overall direction of MU-ADVANCE
- Make suggestions for dissemination of finding and state-wide collaborative activities

Agenda

8:30 am	<i>Breakfast – 102 Byrd Biotechnology Building</i>	
9:00 am	Program Overview – 102 Byrd Biotechnology Building	Marcia Harrison MU-ADVANCE PI
9:30 am	Recruitment and Networking	Judy Silver MU-ADVANCE Co-PI
10:15 am	<i>Coffee Break</i>	
10:30 am	Faculty Development	Elaine Baker MU-ADVANCE Co-PI
11:15 am	Institutional Policies	Frances Hensley MU-ADVANCE Administrative Partner
12:00	<i>Lunch with Deans and Dept. Chairs – Shawkey Room</i>	
1:00 pm	Institutional Research and Climate Survey	Tina Cartwright MU-ADVANCE Director
2:00 pm	Board Discussion to Formulate Recommendations	
3:30 pm	<i>Coffee Break</i>	
4:00 pm	Finalize Recommendations for MU-ADVANCE	
6:00 pm	<i>Dinner</i>	

MU-ADVANCE Advisory Board Report **Thursday, May 31, 2007**

Present: Marcia Harrison, Tina Cartwright, Elaine Baker, Frances Hensley, Sarah Denman, David Harris, Barbara Howe, Lesley Rosier-Tabor, Beverly Delidow, Kathleen Miezio, Judith Silver and Heidi Williams

Marcia Harrison: Program Overview

As Alice Hogan, the NSF-ADVANCE Program Director, pointed out, increasing scientific competency in the United States is very important. With that in mind, the ADVANCE program seeks to increase the number of females involved in this effort. The number of female Ph.Ds is close to 50%, but women remain underrepresented in academics. Therefore, academia is not using these women to their full potential.

The ADVANCE committee at Marshall University submitted their first NSF-ADVANCE proposal in 2002. Although it was not funded, it reviewed very well with encouragement to reapply. In 2004, to strengthen the possibility of funding success, a panel was formed, comprised of four women from other ADVANCE institutions, to offer guidance and suggestions for the next proposal. The MU-ADVANCE team submitted a revised proposal in July 2005. Marshall was awarded a partial institutional transformation award, for \$1.2M for three years, with an opportunity to apply for two additional years.

Using compelling statistics in West Virginia to influence the likelihood of success, the proposal focused on Marshall as a primarily undergraduate institution, which serves an overwhelming majority of first-generation college students. At Marshall, female students outnumber their male counterparts, especially at the graduate level, but their female role models are lacking. With this in mind, the focus of the MU-ADVANCE program will be on recruiting and retaining female faculty. Mission: To increase recruitment and retention of female STEM faculty at MU through faculty development initiatives and improved institutional climate.

Judith Silver – Recruitment Initiative

Goal: Increase the number of female STEM faculty hires.

The key to have a positive outcome to any recruitment effort is “Tenacious Recruitment.” In year 1, the MU-ADVANCE recruitment committee has accomplished several tasks, including:

- Identified job searches at Marshall
- Developed a timeline for searches
- Assigned a representative from MU-ADVANCE to each search committee
- Provided information to female candidates (the MU-ADVANCE office met with the majority of female candidates during their on campus interviews)
- Prepared brochures as a recruitment tool, highlighting the ADVANCE program, MU and the community.

As well as working with potential candidates at Marshall, several people attended national meetings to advertise and recruit for Marshall. Flyers and brochures were developed for those attending meetings to hand out. MU-ADVANCE funded Dr. Pupplo-Cody’s trip to the AMS and MAA Joint Informatics Meeting, where she was able to interview 52 candidates. Along with Pupplo-Cody, three other trips were funded.

Marcia Harrison, MU-ADVANCE PI, attended the 2006 American Society for Gravitational and Space Biology. Suzanne Strait attended the Society for Vertebrate Paleontology Annual Meeting (International). Beverly Delidow attended the Cancer Biology Chair and Directors Meeting.

MU-ADVANCE developed a website that has been a valuable recruitment tool in itself. As Dr. Silver pointed out, the website serves as a constant beacon; therefore, the program should focus much attention on it. One part of the site is dedicated to potential job applicants providing all MU open STEM positions and a candidate's resource page. The candidate's resource page contains information about the area, ranging from available real estate in the area, to recreational opportunities, as well as websites for colleges and universities within driving distance for those candidate's who may bring with them a spouse looking for another faculty position. In addition to the website, MU-ADVANCE purchased a year subscription to HigherEdJobs.com, an on-line site that lists positions at colleges and universities. This service was available not only to the STEM disciplines, but campus-wide.

How did all this effort pay off? The female applicants were below the norm, compared to the number of Ph.D. graduates, but the percent of finalists exceeded that of the norm. In fact, 54.6% of STEM faculty position offers for the 2007-2008 year were to women. However, 38.5% of the newly hired were women.

What lessons were learned over the first year? It was difficult to track the number of female applicants applying to open positions. Although affirmative action cards are sent out to each applicant, Human Resources does not compile all the information. Also, one of the biggest problems search committees face at MU is obtaining approval for the search quickly. In many cases, late job posting results in missed recruitment opportunities, especially in fields that recruit at national meetings. MU-ADVANCE is hoping that their administrative partners can help expedite the process.

What challenges lie ahead? The female candidates' pool is small in some fields, so MU needs to target certain institutions and organizations with women's groups to help enhance our applicant pools. And, salaries at MU continue to make it difficult to recruit and maintain highly qualified faculty. A potential selling point for MU, is to emphasize the quality of life in Huntington and West Virginia.

Meeting members discussed the possibility of surveying candidates who were offered positions, in order to find out the major reasons accept or decline offers in order to help with future recruitment efforts.

The MU-ADVANCE program will continue to make every effort to recruit and retain female faculty. With that in mind, the following points will continue:

- Cooperate with STEM departments (offer fellowships to attract and maintain departmental cooperation)
- Representation at national meetings
- Advertise STEM openings at MU
- Provide HigherEdJobs.com for campus
- Provide materials to female candidates
- Distribute recruiting committee funds
- Develop yearly recruitment plans for departments

- Track female applicants

As these things continue, it is necessary to develop new plans. In year 2, MU-ADVANCE hopes to be able to execute the following goals:

- Track reasons candidates accept or reject offers
- Prepare quality MU-ADVANCE brochures
- Target recruiting for anticipated openings
- Add new materials to the website
- Develop presentations and workshops
- Advertise open STEM positions in the most likely journals and/or websites for females in each field.

Elaine Baker – Faculty Development

Goal: Increased retention of female STEM faculty.

In order to retain faculty, there must be a level of satisfaction met. With that in mind, MU-ADVANCE wants to help develop year long research and teaching support programs; create formal partnerships for teaching and research for non-tenured female STEM faculty and create an environment where women faculty members are supported intellectually and personally through collaboration and networking. In year 1, MU-ADVANCE has made efforts to create a sense of community among the female faculty, by offering networking activities. These networking events have been heavily attended and offer a place where faculty can meet one another, speak openly about problems they face, concerns they have or simply as a place to find encouragement and support. In February, MU-ADVANCE hosted a Welcome Reception to introduce the program and the people affiliated and to highlight the program's initiatives. Since then, three networking events have transpired: 1) Mentoring; 2) Balancing Work/Life; and 3) Get to Know the BMS faculty. These events are providing great feedback to the program and are very well-received.

As was the case in recruitment, faculty development faces challenges as well. Faculty development can be personalized at Marshall, because of the size of the university, but there are still bound to be problems. Because there are four different colleges associated with MU-ADVANCE, there will be many different needs and problems with each.

Moreover, the following will be potential problems:

- There is not a designated office on campus to aid faculty in research development
- How can a mentoring system be developed and implemented?
- Can MU-ADVANCE help women balance teaching and research?
- How is professional success defined?

In year 2, MU-ADVANCE will continue to host networking events for faculty, as well as offer support for faculty grant and manuscript preparation. This will include organizing year long activities and overseeing faculty fellows and mentors in their collaborative efforts.

Frances Hensley – Policies

Fortunately for MU-ADVANCE, three of the MU-ADVANCE co-PIs (Frances Hensley, Judith Silver and Jan Fox) are on the University Policy Review Committee (PRC). The

PRC reviews each policy every five years and the committee chooses which policies to review and when to review them. Academic Affairs has been asked to decide which policies the PRC will look at and what verbage needs to be changed, modified, etc.

A policy that would impact some potential hires and current faculty would be to adopt a policy for domestic partnerships, a partner-health insurance coverage policy. The Kentucky Higher Ed. System was able to implement this policy. If this is something that Marshall and the state of West Virginia is serious about, it would be a good idea to bring in a representative from Kentucky to provide insight on how the policy was adopted and outline the process.

Also, a new policy that is up for consideration by the Higher Education Policy Commission will allow for term appointments for faculty. The term appointments will allow a limited number of faculty to be hired outside of the tenure-track system for an unlimited time period. The Committee members discussed the potential for this type of appointment as a dual career mechanism but were also concerned that the appointment would be primarily filled by women, limiting their career options.

Dr. Judith Silver, a faculty member and ADVANCE co-PI, has submitted a request to the Policy Review Committee to consider granting faculty sick leave throughout the academic year. At Marshall, in most cases were a faculty member needs to take a leave of absence, colleagues in the department will take over the person's responsibilities. In most of these cases, the individual filling in usually is not compensated.

In April 2007, MU-ADVANCE administered a climate survey, which asked the participants questions concerning policies. In that survey, the following topics for policy changes were asked:

- Career accommodations
- Option to delay tenure
- Parental leave
- Part-time tenure track positions
- Removal of tenure clock

MU-ADVANCE plans to meet with the Provost to talk about the requests/comments/suggestions generated from the climate survey concerning policy changes.

As policy change is very slow and any policy concerning faculty must go through the Faculty Senate and then to the University President and then to the Board of Governors and finally out for public comment. But, the first step is to get the policy ready for review.

What are the necessary steps to get some of these policies changed? A statewide network of women should be formed to determine which policies to work on. It's important to remember there is power in numbers. How can we begin to make these connections? Everyone should consider contacting colleagues at other institutions and broach the idea of a statewide committee working on changing policies that affect faculty. MU-ADVANCE plans to host a statewide event in Year 2 to develop collaborations/networks among the female faculty in the state. The Higher Education Policy Commission would be a great co-sponsor for this type of event.

Tina Cartwright: Institutional Data

In Year 1, data has been collected from Institutional Research from 2003 – present and transferred into data tables, for such things as “Promotion and Tenure,” “Years in Rank,” etc. For this session of the day, the completed tables were passed around for discussion to help us formulate the summaries and final formatting for the Year 1 report.

Additional information the group determined should be collected:

- Involuntary Attrition
- Retirees: who is retiring? Are these open slots being filled by women or men?
- Basic demographics on the current faculty (age, gender, etc.)
- FTE numbers
- School of Medicine information

The group determined that it would be beneficial to conduct exit interviews with faculty members to see if there are issues that can be fixed at Marshall. Elaine Baker has created the questionnaire and has begun to conduct these interviews.

Committee Discussion and Suggestions:

Recruitment:

- Perhaps a good recruitment tool would be to develop and implement a spousal benefits program. This program would be an “arm” of the university (perhaps Human Resources) to help the spouse of a faculty member a job within the community. Moreover, it was suggested that a formalized “dual career” program needs to be created.
- It might be interesting to survey deans and chairs (before, during and after searches) to see if they are telling the applicants/candidates what will be expected of them in terms of

Faculty Development:

- The Marshall University Research Corporation (MURC) hosts a reception each fall for new faculty. This might be a good place for MU-ADVANCE to advertise.
- Perhaps MU-ADVANCE could propose that a percentage of the indirect monies would go to this office to help new faculty develop their careers. Remember, redirecting money from the indirect monies became a reality for the library!
- To improve grantmanship, the Marshall University Research Corporation has a subscription to the Community of Science – it’s free to members of the Marshall community. This is a service provided to investigators, that allows them to identify key words about their research and the COS generates updates for requests for proposals associated with these words. Also, MURC sends out announcements for other grant opportunities – who gets these announcements? This may be a good thing to research and include a snippet of information on the COS and other MURC services in the upcoming newsletter.
- In terms of networking, it was suggested that a block of seats be reserved at the MU theatre for new faculty – this is a good way and a good activity to get to know new people. Also, pot-luck lunches at someone’s house are a good way to get to know people or a reserved table in the cafeteria.

Ways to promote MU-ADVANCE to Students and Alumni:

- Some networking opportunities for graduates in the area would be to bring in Alumni to familiarize them with MU-ADVANCE so that they can lobby the administration to keep the program working. This could be very beneficial to our current students as well. These alumni could serve as potential mentors for students. Perhaps retired women faculty could serve in the same role. Moreover, if alumni are working in specific fields or at a company (Army Corps of Engineers) perhaps they could develop an internship program for students to maintain their interest in the field.
- WVU has a student AWIS chapter – may be a good idea to see if MU could form a chapter. Barbara Howe will send us information on the WVU chapter.
- MU-ADVANCE could host a reception for female students, particularly freshmen students, to get them involved and interested in STEM fields.
- A “What’s It Like” seminar is held each year. MU-ADVANCE should contact Mary Moore to see if the program could co-sponsor / support a program on what it is like to be a female scientist or engineer.
- It might be a good idea to look into the program Effective Leadership in Academic Medicine (ELAM) a training program to bring people back into academic research. Barbara Howe will send MU information on this program.
- Bring women in from other institutions for roundtable discussions.

MU-ADVANCE Research:

- MU-ADVANCE should be thinking about conducting a research project. Perhaps host a Friday afternoon workshop that would target faculty from the surrounding areas and talk about women in the STEM fields in Appalachia. The Appalachian Studies Association’s annual meeting is in Huntington, WV next year providing a good opportunity to conduct a research project on how to recruit and retain women faculty in Appalachia. We could start by interviewing faculty at Appalachian institutions to determine why they came to Appalachia and why they stayed. The target group would be other PUIs in Appalachia.

Website-suggestions for the online candidates' resources:

- Advertise open STEM positions in the area
- On the candidates’ resource page it would be a good idea to include a map of the area, especially between Charleston and Huntington. It would be a good idea to say that it is around 50 miles to Charleston and estimate time of travel to and from.
- List other places to work – list their websites.
- List the discounted tuition rate for faculty members’ children (ask McGuffey in IR for this information)
- List cost of living indexes
- Rental guides for new hires
- List the areas health resources
- Listing of area parks