

## Appendix 3

### Marshall University (MU) ADVANCE External Evaluation Site Visit Report Site Visit: February 28, 2008 Report Date: March 6, 2008

The External Evaluator visited the MU campus on Thursday, February 28, 2008 from 8:30 AM to 12:00 Noon. Interviews of ADVANCE Co-PIs and key personnel were in 15-20 minute blocks of time. The MU-ADVANCE Program Coordinator arranged the interviews.

This is a project that has accomplished more institutionalization of program components than most projects accomplish in 3-5 years. The commitment of the PI/PD to MU-ADVANCE is obvious and the only shortcoming might be that the project depends so much on her hands-on approach.

*“So many of the  
ADVANCE  
dreams are  
realities.”*

The MU-ADVANCE Search Committee Strategies and Guidelines booklet that was in draft form during last year’s External Evaluation site visit has been published and distributed across campus. It includes very useful information and is an effective way to institutionalize gender-bias-free recruitment and hiring at MU. The booklet is also available electronically at [www.marshall.edu/mu-advance](http://www.marshall.edu/mu-advance). Dr. Silver, who is the co-PI leading the Recruitment Initiative remarked that she stays in touch with the STEM chairs during searches, “They are very aware of who I am.” There are 15 searches so far this year; Dr. Silver emails the chairs of the searches and if they do not respond then she contacts the Department Chair. Many search activities are expected to transition to the Equity Office next year.

The support of the Equity Office under the new administrative head has been rewarding; last year ADVANCE went through the applicants and identified the gender the best they could. Transitioning of the gender-identification task to the Equity Office is “a major institutionalization accomplishment” of the MU-ADVANCE Recruitment Initiative.

There is evidence that recruitment has moved from its initial stage to a more effective level. A bottle-neck for offers last year was resolved only to be replaced with delays in start-up packages. Job openings advertised in the *Chronicle of Higher Education* were compared to MU job opening descriptions and some MU descriptions were clearly “stark and unfriendly” so they were rewritten through the encouragement of the women involved with the Recruitment Initiative. New ways to recruit are being pursued including writing personal emails to women on a database made available by Rice University. Dr. Silver said that her dream is that she can learn “how to get more women into the hiring pool.”

The ADVANCE website is an important source of recruitment information with the PI/PD best qualified to maintain it because the two graduate assistants who maintain the website do not have strong English writing skills. The high quality of the MU-ADVANCE website is probably due in large part to the fact that the PI/PD does the writing and monitoring of it but surely it is a drain on her time and energy. Currently there are 23 profiles of women faculty at MU on the

ADVANCE website and 25 women have their own websites.

MU-ADVANCE and Career Services are partnering to design a Dual Career Center. Dual careers are a major obstacle to recruiting women faculty. The male applicant who was offered a position in the Mathematics Department last year was not retained because of a dual career concern. Chemistry and Psychology also each lost a faculty member because of dual career concerns. Interestingly, the School of Medicine faculty is composed of approximately one-third women. Start-up packages are better in the School which is 30-50% research-driven, teaching loads are smaller and faculty members have 12-month appointments. But the School of Medicine is still “not dealing effectively with dual career issues.” The hiring pool for the School “probably had 40% women for one of the last searches.” Integration with the rest of the campus is slowly occurring.

Mentoring within the Faculty Development Initiative started in the second year of MU-ADVANCE and is evolving. An obstacle to progress was that although four new faculty women had been assigned individual mentors, the mentors did not initiate contact. Mentoring is working within the framework of the Faculty Fellows where women faculty get individual one-on-one mentoring. Ways to manage reassigned time is being studied and the vision is for the Center of Teaching and Learning to institutionalize this component of Faculty Development.

***Overheard after the resume writing Faculty Development session: “I feel like my vita has been to the beauty salon.”***

Networking in the form of lunches, grant chats and resume-writing has been well received. The demand for faculty development was recognized by the number of hits on the MU-ADVANCE website after the Grant Chats. This year 31 women attended networking events at least once. These events counteract isolation. Physics with seven faculty grew the number of women from one to three. The increases in women STEM faculty seems to be resulting in large part from the employment of international faculty.

The framework for a publication on tenure and promotion is currently in development with plans to include topics like “Best Practices in the First Year” for faculty; “What You Need to be Doing” for Deans; “How to Guide Junior Faculty toward Tenure” for department chairs. Currently MU does not have a handbook. MU-ADVANCE wants the publication to include concrete information that is practical and useable. The writing team is in the process of trying to figure out how to simplify the process. This will meet changing the university. The leadership team thinks that Dr. Maher, Vice President for Research, may be able to affect change as through involving him with the development of a Best Practices document. The Program Coordinator reported that the Canadian publication, Best Practices for New Scholars, is an important resource.

Start-up packages are frequently delayed at MU; the \$10,000 deposit by MU-ADVANCE into start-up accounts for new women faculty has been extremely helpful. The funds in these accounts are easily accessed with a credit card. Some of the problems related to start-up packages are things like “new faculty don’t know the fund number for their start-up packages.”

Using the telephone to communicate because she is located on the South Charleston campus

(SC-campus), the new co-PI, Dr. Logan, is actively participating in the Faculty Writing Support Group. The distance between the main Huntington campus and the SC-campus is a challenge to full implementation of MU-ADVANCE. Isolation of SC-campus women faculty is increased because of this separate location. A co-PI with an office on the SC-campus is an opportunity to bring ADVANCE more fully to that campus. Video and telephone conferencing are ways to “stay in touch” with other women faculty on the main campus but faculty are typically not trained to maximize virtual meetings. The External Evaluator would like to encourage Dr. Logan to develop an MU-ADVANCE Action Plan specific to the needs women on the SC-campus. A needs-assessment (e.g., the Climate Survey) might be a good place to start.

MU-ADVANCE continues to be supported by the university’s administrators by attending Steering Committee Meetings and by an “open door” policy to MU-ADVANCE leadership. “Work load is a big issue” in women faculty retention; all the colleges are different so MU-ADVANCE is meeting with Deans to share statistics on number of preps, number of different preps, etc.

Increased numbers of international women faculty has made editing of grant applications a high priority item. A staff woman, who is a free-lance writer, recommended a structured writing group for international faculty. MU-ADVANCE intends to work with the Research Corporation on the institutionalization of writing and editing services.

The State and Institutional Policy Changes Initiative is collaborating with Academic Affairs and the Associate Vice-Provost on a formal sick and/or catastrophic leave policy. Work load issues and a Modified Duties Policy (e.g., stop the tenure-clock) are also on the agenda of this Initiative. A first proposal in which the language used in the VA Tech modified duties policy met with the challenge of there not being a catastrophic leave policy in WV law. Sick leave is not an option for nine-month faculty. Although an informal sick leave and/or catastrophic leave policy exists at MU, “formalizing a policy gives legitimacy” and “helps so the practice doesn’t vary when administrations change.” Progress is being marked and the draft policy is now in the President’s Cabinet. If it gets approval then it will go to those responsible for Faculty Approval Policy. A third policy that is being worked on is the Dual Career Assistance Program. The Iowa State Dual Career website is being used as a resource.

MU-ADVANCE continues to provide state leadership by being involved with the Appalachian Studies Association (ASA), an organization of 33 independent four- and two-year colleges in the Appalachian region. The PI/PD is a member of the WV EPSCoR Advisory Board that is planning an Equity Conference in the summer of 2008. The MU-ADVANCE Advisory Board meeting will be moved to the SC-campus so that it is more centrally located and easier for members from across the state to attend.

During this site visit it appeared to the External Evaluator that the increases in women STEM faculty might be mainly credited to increased numbers of international women faculty. International women’s competitiveness is limited by their English writing skills. The Program Coordinator is in the process of collecting data (see chart below) that will provide important metrics on citizenship on new women faculty hires during the past five years.

Academic year	School or Dept	No. of Faculty Hired This Academic Year	No. of Women Faculty Hired During this Academic Year	Women hired: # U.S. Citizen	Women hired: # Permanent Resident	Women hired: # U.S. National
2002-03						
2003-04						
2004-05						
2005-06						
2006-07						

It was encouraging to see first-hand the gains the MU-ADVANCE project has made toward its goals to:

- Increase the number of female hires;
- Increase retention of female faculty; and
- Change university and state policies that are identified as significant barriers to the advancement of STEM female faculty at Marshall University.

**This report was prepared by:**  
**Rose Shaw, Ph.D.**  
**MU-ADVANCE External Evaluator**  
**Greeley, CO 80634**  
 970.330.3161