

**Year-End Report for MU-ADVANCE Project
Marshall University
Year 2**

Summary of Project Activities

1. Recruitment
2. Faculty Development
3. Policy Changes

SUMMARY OF PROJECT ACTIVITIES

1. Recruitment

A. Participants

Recruitment Committee Chair:

Judith Silver, Mathematics

Administrative Partners:

Jan Fox, Senior Vice President for Information Technology

Michelle Douglas, Director, Office of Equity Programs

Denise Hogsett, Director, Office of Career Services

Search Committee Liaisons:

Elaine Baker, liaison to Psychology searches

Marcia Harrison, liaison to Biological Sciences search

Beverly Delidow, liaison to Pharmacology Sciences search

Judith Silver, liaison to Mathematics and Sociology searches

Program Coordinator:

Heidi Williams

Graduate Assistants:

Reiko Miyakuni

Henry Ngyuen

B. Activities and Findings

Goals and objectives

Goal: Increase number of female hires

Objective 1.1 Increase the number of STEM female applicants

Objective 1.2 Increase the number of STEM female candidates accepting appointments

Objective 1.3 Provide a centralized online source of information for job opportunities and candidate resource information

Major Research and Educational Activities

Recruitment Enhancement

The following recruitment enhancement activities continued for year 2:

- Established cooperation and participation with STEM departments.
- Advertised STEM openings at Marshall on the MU-ADVANCE website.

- Provided a campus-wide subscription to HigherEdJobs.com. Dr. Michelle Douglas, the new Equity Officer, directed campus job opportunities to this site so that it became an additional site to list all of Marshall's job openings.

This year new activities were developed by the university in collaboration with MU-ADVANCE.

- Administrative Partner Jan Fox developed a university Candidate Resource page that is now linked to the Human Resources jobs site. MU-ADVANCE is also linked at this site.
- Search report templates were developed. Hiring departments and colleges will receive a report that contains HigherEdJobs hits and results, as well as recruitment data for individual searches at the end of each spring semester.
- Advertisement review services were offered by new administrative partner, Ms. Denise Hogsett, Director of Career Services, to assist hiring departments in making job ads more informative and inviting.

Most importantly, MU-ADVANCE began actively collaborating with Dr. Douglas to coordinate recruitment efforts. Dr. Douglas replaces Dr. David Harris, an MU-ADVANCE Advisory Board Member who retired last year. She has been active in revising the recruitment methods and supportive of MU-ADVANCE efforts. A clear indication of her efforts was realized this spring when Human Resources announced that it was “making changes to the recruiting process for Marshall University, Marshall Community and Technical College, and the Marshall University Research Corporation.” The first of these changes involved an overhaul of the jobs website. Overseen by Dr. Douglas, the way vacancies are published has changed greatly, as was reported to the faculty in the following e-mail announcement:

“We formerly published recruiting vacancies on Fridays. In an attempt to speed up the recruiting process both for colleges and departments who register positions for recruiting and for our applicants, we will be posting vacancies to the Human Resource Services Job Opportunities page as soon as we can complete processing of the recruiting orders.

“With the change to real-time posting, the look of the Job Opportunities page has changed. Jobs were formerly posted in Search Number order. Job announcements are now presented in the order of posting, newest one first. The Job Opportunities page has buttons for Staff Vacancies and Faculty Vacancies. After clicking the desired category, the newest job posting will be first on the list; the oldest posting will be at the bottom of the list.

“The Job Opportunities page can be viewed on the web at <http://www.marshall.edu/human-resources/jobs/>. We are also concurrently posting some of our job vacancies recruited nationally on HigherEdJobs.com. Interested persons may also check our job vacancies at this location.”

Search Assistance

This year, MU-ADVANCE provided liaisons to a total of 15 search committees in 6 STEM departments, to assist in recruiting well-qualified candidates to open positions. MU-ADVANCE met with search committees to discuss the program, and created a new brochure that provides “Best Practices” guidelines. This brochure is also distributed by the Equity Office. In addition,

the MU-ADVANCE Office met with 7 faculty interviewees and three candidates for dean of the College of Information Technology and Engineering.

Dr. Mike Castellani, Chemistry Department Chair, stated, “We [his department] have been greatly pleased by the recruiting tools put together by the ADVANCE team. The meeting with the MU-ADVANCE Office and gift bags with materials on the local area for prospective faculty have received high marks from interviewees and have helped us to recruit high quality faculty regardless of gender.”

The following search enhancement activities were continued for year 2:

- Provided MU-ADVANCE, Marshall, Huntington and Tri-State materials to female interviewees
- Awarded New Faculty Fellowships for 2008/09.
- Tracked number of female applicants (in collaboration with the Office of Equity Programs).

The following new search enhancement activities were added for year 2:

- Two positions were posted on the HigherEdJobs Affirmative Action Email list to help recruit a diverse applicant pool.
- Denise Hogsett, Director of Career Services, piloted the dual career services project.

MU-ADVANCE broadly disseminated information about our recruitment efforts. All deans and chairs across campus received a letter informing them of the university subscription to HigherEdJobs.com and other resource materials that are available to them through MU-ADVANCE. Marcia Harrison also presented this information at the Chairs Council meeting in September.

MU-ADVANCE materials were distributed at the following national meetings:

- Michael Castellani and Gary Anderson, American Chemical Society, 234th National Meeting & Exposition, August 19-23, 2007, Boston, MA USA
- Evelyn Pupplo-Cody, National AMS/MAA Joint Mathematics Meeting, January 6-9, 2008, San Diego, CA USA

Major Findings

Recruitment Enhancement

A year-long subscription to HigherEdJobs.com was purchased by the MU-ADVANCE Office to assist departments campus-wide in advertising their vacant positions. Since August 2007, 37 open positions have been posted to HigherEdJobs.com (Table 1). In total, 18 departments have posted open faculty positions. Other postings included chair positions, director positions, staff positions, higher administrative positions, and post-doctoral positions. This subscription has been an effective mechanism for coordinating job advertisements for the university. The Office of Equity Services plans to expand the use of this site and will continue the subscription after the granting period has expired. In one case, we used this data to evaluate ad success. The open positions in Sociology received the most hits for a Marshall ad on HigherEdJobs.com for the 2007-08 academic year. The Sociology Assistant/Associate Professor position generated 28,006

searches, with 1,730 views; while the Chair position was searched 43,003 times, with 1,351 views. However, both positions received few applications. While many factors may contribute to this (such as the size of Marshall and the rural location of Huntington), the job ad itself may not be compelling when compared to others. Dr. Silver evaluated similar ads on HigherEdJobs.com and made some suggestions for improvement.

Table 1.1. HigherEdJobs.com use by university units during the 2007-08 academic year, as of May 20, 2008.		
	# Departments represented	# Positions posted
STEM colleges		
Liberal Arts	6	10
Medicine	1	1
Science	3	6
Other colleges		
Business	2	2
Education	2	2
Fine & Applied Art	1	1
Health Professionals	2	3
Library	1	1
Other academic units		
Academic Affairs		4
Administration/Staff		4
Human Resource Services		4
MU Research Corporation		2
Total	18	40

Search Enhancement

An analysis of our 2007-08 applicant pool revealed a lower percentage of female candidates in our pool than in the available Ph.D. pool (Fig. 1). However, the difference is less than that experienced last year, when most of the searches reported at least a 15% differential. As for year 1, the percent of hires who were female was greater than the percent females in the finalist pool. This year, searches were successful in hiring 4 female applicants by May 20, 2008.

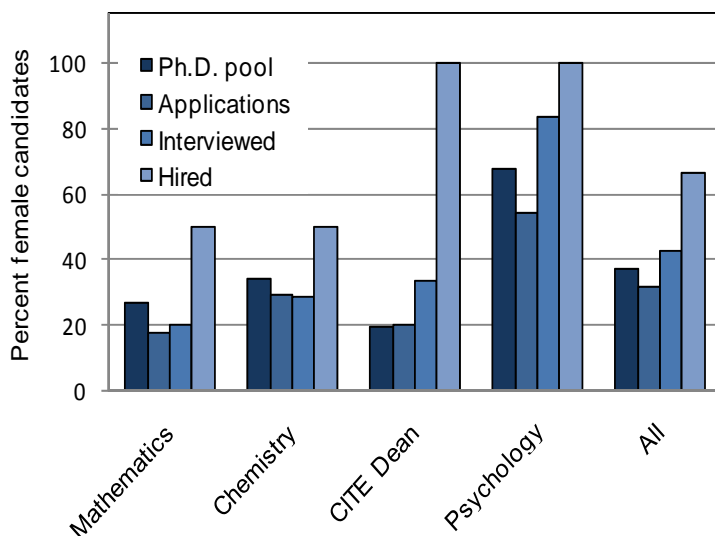


Figure 1.1. Applicant pool data for four searches in STEM disciplines at Marshall. "All" refers to these four searches as there was incomplete data in the other searches, or no female applicants. The percentage of qualified female applicants for STEM searches during the 2007-08 academic year was well below the percent of female doctoral graduates (Ph.D. pool based on 2005 NSF data). However, the percentage of female applicants selected to interview at MU was above the national average for all fields.

Last year, MU-ADVANCE reported that women accepted offers from Marshall less frequently than men did. As a result, our external evaluator created an offer survey site to collect information on why candidates accept or reject offers at Marshall. The survey was developed by MU-ADVANCE and posted on the external evaluation website early in the summer of 2007. Contacts were made by the MU- ADVANCE office. As of September 10, 2007, four females who accepted offers from Marshall University had completed the survey, and on November 27, 2007, three more women completed the survey. The departments that offered the positions for which survey responses were received were: Biology, Physics and Physical Science, Computer Science, Pharmacology, and Chemistry. These respondents reported that research opportunities, impression of department, potential for advancement, and start-up packages were the most important factors in their decision to accept or decline the employment offer.

As of May 1, 2008, 56 % of Marshall’s new STEM job offers went to females, with a 40% acceptance rate. We project that 36% of the new hires will be female. With these new hires, diversity will improve in the departments of Chemistry and Mathematics, and therefore the College of Science may show the only positive gain this year (Fig. 2). Criminal Justice hired one new female faculty member, increasing their departmental composition from 40% to 50% female. However, the College of Liberal Arts will lose diversity overall because of attrition of female faculty through resignation and retirement. Based on this year’s hiring data, we plan to award at least 4 New Faculty Fellowships in 2008/09.

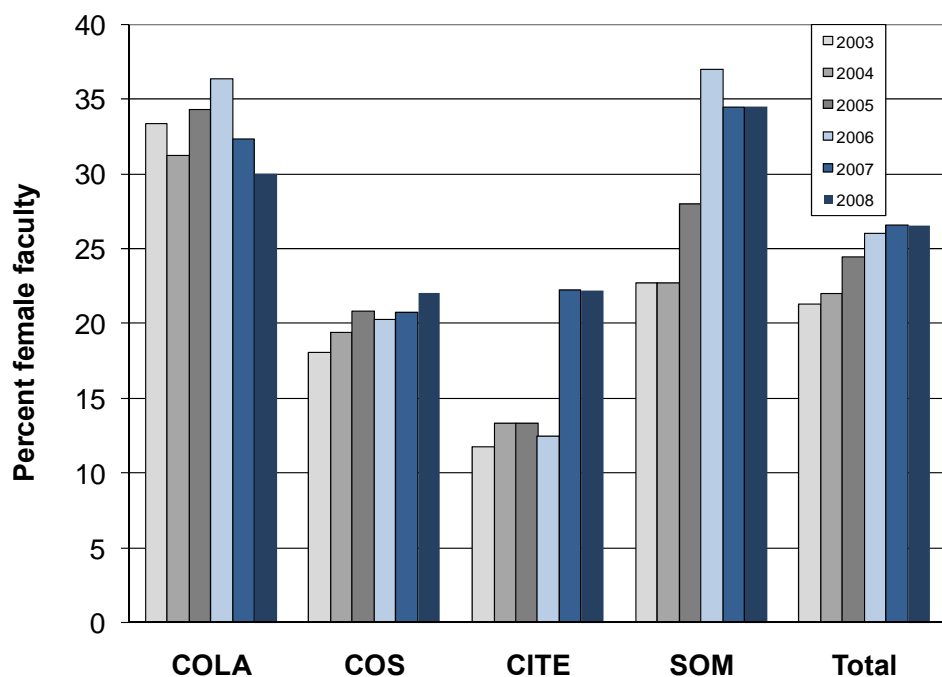


Figure 1.2. Percent female STEM faculty for the College of Liberal Arts (COLA), College of Science (COS), College of Information Technology and Engineering (CITE), and the School of Medicine (SOM) from pre-MU-ADVANCE years (2003 - 2005, gray bars) and MU-ADVANCE years (2006-2008, blue bars). Data for academic year 2008-09 (dark blue bar) are projected based on new hires reported by May 20, 2008. CITE shows the greatest increase in female faculty during the MU-ADVANCE years.

Recruitment resource use was evaluated through hit counts to selected web pages of the MU-ADVANCE website. Hit counters were inserted in summer 2007 and counts were collected monthly (Section IIC: Progress Indicator Table 3). The Candidate Resources page had the most traffic with 573 hits this academic year. MU-ADVANCE also posted the open STEM jobs at Marshall; that page was visited 299 times. The Search Committee Resources page had lower

traffic (110 hits), which represents moderate internal use by department chairs and search committee members.

Training and Development

MU-ADVANCE liaisons met with Search Committee members to provide an overview of the program, and discuss unconscious biases and best practices.

Outreach

While MU-ADVANCE does not have a K-12 outreach component, some indirect cost recovery funds were used to sponsor efforts that will contribute to increasing interest among girls in the STEM disciplines. This year MU-ADVANCE co-sponsored the Women's Tech Academy for high school girls on Saturday, March 1, with the Marshall University STEM Outreach Program.

C. Publications and Products

This year MU-ADVANCE published the following news items and recruitment and search materials:

- News items featured in Weekly Updates and published on the website:
 - Analysis of MU-ADVANCE Offer Survey (1/25/2008).
 - Three new Administrative Partners join MU-ADVANCE: Dr. Michelle Douglas, Director of Equity Programs; Ms. Denise Hogsett, Director of Career Services; and Dr. John Maher, Vice President for Research. (2/1/2008).
- Recruitment information brochure.
- Search committee brochure.
- Post-search report template for departments and colleges.
- Recruitment packets, including real estate/rental guides, recreational guides, etc., given to female candidates.

The MU-ADVANCE website updated the following resources for candidates and female STEM faculty for the 2007-08 academic year:

- Open STEM positions at Marshall University were updated weekly.
- Candidate Resource page with links about Marshall University and the Tri-State area, including information on care-giving, real estate, and local employment opportunities for partners and spouses.

New website pages:

- A university profile for the Marshall University Human Resources job web page was developed by Administrative Partner Jan Fox for the university website in collaboration with MU-ADVANCE.
- Dual Career Services website.

Data or Databases

Data from HigherEdJobs.com was collected biweekly and distributed to the chair of each appropriate search committee. Applicant pool data was collected for this year and the results will be integrated with last year's data to help guide recruitment goals for the upcoming year.

Much of the data on the applicant pool is being collected by the Office of Equity Programs, which will now oversee this task.

D. Contributions

- MU-ADVANCE continues to help improve recruitment methods at Marshall University. MU-ADVANCE will work with the Equity Office to develop college/departmental post-search reports so that we can continue to collect data for evaluating the hiring process at Marshall.
- Significant change has been made this year in the collaborations with the Office of Equity Programs and Career Services with two new administrative partners leading to the development of resources for the entire university for improvement of recruitment practices campus-wide.

2. Faculty Development

A. Participants

Faculty Development Committee Chair:

Marcia Harrison, Biological Sciences

Administrative Partners:

John Maher, Vice President for Research

Elaine Baker, Director, Center for the Advancement of Teaching and Learning

Co-PI Member:

Beverly Delidow, Biochemistry & Molecular Biology

Patricia Logan, Systems and Computer Science

Graduate Assistants:

Elizabeth Fet

Reiko Miyakuni

Henry Ngyuen

B. Activities and Findings

Goals and Objectives

Goal: Increase Retention of Female Faculty

Objective 2.1 Develop year-long research and teaching support program to successfully establish new faculty at Marshall.

Objective 2.2 Develop formal teaching and research partners for pre-tenure tenure-track female STEM faculty at Marshall.

Objective 2.3 Create an environment where women faculty are supported intellectually and personally through collaboration and networking opportunities.

Major Research and Educational Activities

This year has been very successful in acclimating new female faculty to Marshall. After reviewing the attrition and tenure and promotion data for the baseline years at Marshall, it became evident that efforts needed to be made in order to retain junior faculty. It was surprising to see the number of women who were being denied promotion or tenure compared to men (36% of female applicants compared to 0% of the male applicants), and the short length of time before some new hires left the institution (average of 1.3 years, representing 1.25 years for men and 1.5 years for women). At the request of MU-ADVANCE, Academic Affairs has created an ongoing, university-wide spreadsheet to track the numbers of male and female applicants for tenure and promotion, including their success rates. This will enable MU-ADVANCE to monitor whether gender differences in the promotion and tenure process are occurring throughout the entire campus. Currently the denial rate (2003-04 to 2007-08) is 23% for women and 6% for men.

Marshall University's commitment to the MU-ADVANCE program is primarily through the time contributed by the Administrative Partners. Dr. Elaine Baker, Director of the Center for the Advancement of Teaching and Learning, contributes 25% effort towards the Faculty Development Initiative. Her collaboration with MU-ADVANCE is to assist in developing activities in a manner that can be sustained at Marshall. Likewise, Dr. John Maher acts as the liaison with the Marshall University Research Corporation (MURC). MURC is a collaborator in the grantsmanship aspect of the faculty development activities. While the MU-ADVANCE Program does not allocate funds to support workshops or outreach, Academic Affairs allocated 50% return of indirect costs generated by the award to be used to support and sustain the MU-ADVANCE faculty development and research activities. These indirect funds were used by the MU-ADVANCE Program to co-sponsor the faculty development and outreach activities discussed in this report. These indirect funds were also used for matching costs for small external seed grants and for faculty travel by female STEM faculty and their students.

New Faculty Fellows

MU-ADVANCE fellowships provide new female hires with up to \$10,000 as start-up money in addition to any money promised by the institution. Unlike the university funds, MU-ADVANCE Faculty Fellowship accounts were easily accessible and readily available at new faculty start dates. The four recipients in the fall of 2007 represented 4 departments from 2 colleges (Table 2). New faculty primarily used the funds to jump-start their research program, for travel, and as a summer salary supplement.

College/School	Departments represented	Fellowships awarded	Purpose
Information Technology & Engineering	2	2	Research supplies, software, travel, and summer salary supplements
Liberal Arts	0	0	
Science	2	2	Research supplies and summer salary supplements
Medicine	0	0	

MU-ADVANCE Pre-Tenure Fellows

In year 1, three full \$20,000 grants and two \$5,000 seed grants were awarded. These awards officially began in the summer of 2007 and continued through 2007-2008. Modeled after Hunter College's Sponsorship Program, the fellowship grants included support for a senior research partner to guide the Fellows in their research and faculty development efforts. Four of the 5 projects have successfully moved along the recipients' research. One of the seed grant recipients had difficulty acquiring the student support she needed and therefore did not accomplish her goals.

The second call for Fellowship proposals was in the spring of 2008. The MU-ADVANCE office received 5 applications, representing two colleges and 31% of the qualified female faculty. The office was able to award 3 full fellowships of \$20,000 (for the applicant and her senior partner), and 1 seed grant of \$5,000. The recipients for the upcoming year are: Huong Nguyen-from Physics (for the second year, to continue her work with quantum dots), Wendy Trzyna from Biological Sciences (genomics of the protista), and Paige Muellerliele from Psychology (Religiosity and Health Behaviors) (Table 3, Appendix 1: Table 1). A seed grant of \$5,000 was awarded to Wendy Williams to develop a collaborative project toward a grant proposal submission. Anita Walz, a recipient from year 1 who was unable to use her reassigned time, applied and was approved for a no-cost extension for year 3.

College/School	Total applications	Departments represented	Fellowships awarded
Information Technology & Engineering	0	0	0
Liberal Arts	3	2	2
Science	2	2	2
Medicine	0	0	0

During year 2, Drs. Baker and Harrison met with the fellowship recipients and their senior partners to discuss the challenges and successes in their research efforts.

Mini-grants

As in year 1, mini-grants were available for female STEM faculty seeking to enhance networking (e.g., travel to national meetings), grant proposal submissions, interdisciplinary research efforts, or manuscript preparation. For pre-tenure faculty, these activities are expected to tangibly enhance their progress toward tenure and promotion. The budget was limited to a maximum of \$1,000 per project per academic year.

Overall, MU-ADVANCE funded 9 mini-grants, representing all participating colleges and 27% of the qualified female applicants (Appendix 1). The mini-grants were used to support travel to professional conferences, pilot research projects, grant development, and faculty development courses (Table 4, Appendix 1: Table 2). One recipient attended the AAMC MidCareer Professional Development Workshop and applied the knowledge she obtained there to a CV

development workshop for junior faculty at Marshall. Recipients of the first round of awards were not eligible to apply in the second semester, and were asked to serve as the reviewers for the spring round of applications. This allowed for as many faculty as possible to be funded, as well as gave new hires experience in reviewing small grant applications.

Table 2.3. Mini-grant awards for 2007-08.				
College/School	Total applications	Departments represented	Grants awarded	Purpose
Information Technology & Engineering	1	1	1	Faculty development course
Liberal Arts	2	2	1	Travel to national conference
Science	5	3	5	Travel to professional conferences; collaborative project; grant preparation support
Medicine	2	2	2	Career development conference; pilot research project

Mentoring Activities

Currently, Marshall University has no systematic or institution-wide mentoring program. Therefore, MU-ADVANCE explored effective mentoring methods for faculty in the STEM disciplines as a central effort to address the needs of new and pre-tenure faculty. This year, MU-ADVANCE began a pilot program for new faculty that paired 4 faculty with mentors who were in the sciences, but not in the same department. MU-ADVANCE Fellows identified senior research partners as part of the fellowship application packet.

Because Marshall is smaller than most other ADVANCE-IT institutions, it is possible for MU-ADVANCE representatives to meet individually with each new female faculty member to discuss her first week, her first hurdles, successes, and reflect back over the first semester and first year. This year, each new female faculty member met with Drs. Baker and Harrison to discuss their successes and challenges on issues such as setting up their labs, locating office furniture, and collaborating with colleagues. This provided the new hire a safe place to vent, if necessary, ask questions, or discuss the ease of her transition. These discussions provided MU-ADVANCE an inside glimpse of how Marshall is doing and whether the promises made by the institution were being met, in terms of research supplies, office space, etc. The MU-ADVANCE team took advantage of the feedback from new faculty to guide the development of “Best Practices” publications focused on new faculty issues.

Overall, MU-ADVANCE as a program offers numerous mentoring mechanisms. The networking events have provided more than just a social catalyst, but now serve as a resource for mentoring. These events, though structured, typically become an open forum where the new faculty engage the more seasoned faculty in discussions on an array of topics (usually closely related to the topic of the event). The networking events are interdisciplinary, as they are usually attended by women of different ranks and experiences and from different colleges and

departments. This allows for an examination between departments and colleges to see if gender inequities exist and permeate throughout the university. For example, in one college a new female faculty member was discussing how she set up face-to-face meetings between two programs in her college. While in one of these meetings, she became privy to the fact that she was not getting the same amount of release time as another program manager. She directed this to the attention of her dean and the issue was resolved in her favor. Her willingness to share this information may serve as an impetus for other female faculty to question inequities in their departments and colleges.

Networking Activities

MU-ADVANCE hosted 10 networking events in year 2. These included a mentor/mentee meeting and a work/life balance workshop (Table 5). These events were well attended and have proven to both form social networks/collaborations and serve as a much-needed guidance tool for new faculty. At the request of the participating faculty, the networking events were held during breakfast, lunch, and during the afternoon as “coffee breaks,” to help reach as many interested people as possible.

Table 2.4. Networking event attendance.				
Networking activity	Total attendance	Pre-tenure female faculty	Colleges represented	Departments represented
New Faculty Luncheon	21	11	4	9
Strategies for Improving Productivity	10	4	1	4
Teaching Overview: It was the best of times.... it was the worst of times.	15	7	4	9
Coffee breaks	14	7	4	8
Work/Life Balance Workshop	21	8	3	9
“Chalk Talk” Research Summaries	16	5	4	9
T&P: A Survivor’s Guide	11	4	3	4
Planning for a Productive Summer	12	6	3	6

Below are summaries of each of this year’s networking events. A “coffee break” ended each semester to discuss ideas for next year’s networking events.

- September: New Faculty Luncheon provided an opportunity to introduce new faculty and gave them an opportunity to discuss their transition to Marshall. Difficulty setting up their labs was the consensus concern of the meeting. The MU-ADVANCE team was introduced, providing information on how each member could be of assistance.
- October: Strategies to Improve Faculty Productivity focused on productivity hindrances. The two biggest challenges discussed were dealing with e-mails and how to handle teaching loads. The group suggested solutions and brainstormed about methods that had worked for them at Marshall.

- November: “A Teaching Overview: It was the best of times...it was the worst of times” provided participants an opportunity to discuss this semester’s teaching successes and challenges. The participants provided suggestions for challenges concerning student complaints about workload, and unprepared or unmotivated students.
- January: A “chalk talk,” brought together faculty members from all four ADVANCE-affiliated colleges to informally present and discuss their research.
- February: A half-day work/life balance workshop: “Poised for Life...Poised for Success...Maintaining Equilibrium as a Woman in Academia.” Dr. Meggin McIntosh, Founder and CEO of Emphasis on Excellence Inc., presented the workshop, offering strategies to female faculty and staff on how organize and evaluate their schedules both at work and at home.
- March: “T&P: A Survivor’s Guide,” used the “Navigate Your Career” game (created by Georgia Tech as a mentoring tool for junior faculty) to stimulate discussion. Each junior faculty participant was given a question concerning teaching load, research ethics, service responsibilities, or departmental politics. The senior faculty discussed appropriate responses, and this expert advice was compared with that provided in the game.
- March: A mentor/mentee networking event brought together four of the five mentor partnerships to discuss their experiences with the pilot mentor program.
- April: “Planning for a Productive Summer,” was a strategizing meeting on how to be productive over the summer, while teaching summer school and/or conducting research.
- Coffee breaks were offered at the end of each semester to discuss future networking plans.

Another component of networking provided by MU-ADVANCE involves assisting faculty in developing their professional materials, which includes a professional web presence. Toward this effort, website profiles for female STEM faculty were developed. Currently there are 27 female STEM faculty profiles on the MU-ADVANCE website, highlighting their research, teaching, and service. The email Weekly Updates were used to introduce new faculty, MU-ADVANCE Co-PIs and Administrative Partners, introduce resources in the MU-ADVANCE office and online, and bid farewell to retiring faculty. This year, MU-ADVANCE also assisted 5 female faculty in developing professional websites at Marshall.

Writing Support

MU-ADVANCE provided support for faculty preparing manuscripts and grant proposals. The MU-ADVANCE writing group was formed in collaboration with existing faculty writing groups at Marshall. This group consisted of 5 female faculty from Psychology, Geography, Biological Sciences, and Computer Science who met 12 times throughout the year to review drafts. During the spring semester, the group used a blog to record weekly writing activities. Participants reviewed manuscripts, grant proposals, and meeting abstracts. The focus of this group is to provide input throughout the academic year to motivate faculty. This is one of 5 interdisciplinary writing groups on campus. Four STEM faculty (3 of them female) participate in these other groups.

This year, the MU-ADVANCE office also reviewed three grant proposals for overall grantsmanship and clarity. MU-ADVANCE provided a Program Editor to female faculty. This year the editor provided assistance for three grant proposals and two manuscripts.

Materials Developed

The MU-ADVANCE team suggested that the university develop Best Practices guides for hiring, official interactions with new faculty, and achieving tenure and promotion. As a result, the university established an Ad Hoc Committee on Best Practices, which has been working to develop these documents throughout the 2007-08 academic year. Included as part of these materials, there will be guides for junior faculty so they can be on a fast-track to attaining important professional goals. The guide will be edited over the summer and distributed in fall 2008. Appendix 2 includes one example of a Best Practices guide developed this year.

Major Presentations

In the MU-2010 Strategic Plan, increased research activities and external funding are cited as major efforts toward the goal to “improve the institutional environment for research and creative activities in order to assist Marshall’s move to a Doctoral/Research Intensive Carnegie Classification”. As a way to help faculty work toward this goal, MU-ADVANCE teamed up with the Marshall University Research Corporation and The Cell Differentiation and Development Center, to host a series of “Grant Chats.” These chats focus on various aspects of the grant writing process and bring together attendees from an array of disciplines; therefore, the participants not only learn how to write better grant proposals but also are provided with an opportunity to discuss their future grant plans with a number of people, potentially building interdisciplinary collaborations. Thus far, 52 female and male faculty, staff, and students have attended six Grant Chats; 15 were female STEM faculty. The topics have been: RUI and Broader Impact Statements; Small Grant Opportunities; The Integration of Research, Teaching, and K-12 Outreach Components in Grants; Effective Uses of Tables in Grant Proposals; and Preparing a Year-long Grants Calendar. Meeting summaries and resources are provided on the MU-ADVANCE website.

According to Dr. Aley El-Shazly, a male associate professor of Geology, “The MU-ADVANCE website has many useful resources for new and well-established faculty members, ranging from links to important policy documents to practical tips on managing time, grant writing, and overall scholarly activity. The monthly ‘Grant Chat’ meetings were among the best I have ever attended, offering practical tips on the various components of a typical research proposal, with advice from faculty who have had significant experience in this field. Summaries of these meetings are posted on-line, and provide through links easy access to all one needs to prepare a competitive proposal for funding. As someone who is in the process of preparing such a proposal, I have found this website and the meetings invaluable!”

MU-ADVANCE also disseminated the year 2 major findings in posters, as well as presented “MU-ADVANCE Use of Institutional and Climate Survey Data. Does Sample Size Matter?” at the Applications of ADVANCE Data roundtable session at the NSF-ADVANCE PI meeting, May 12-13, 2008.

Major findings

New Faculty Fellows

Progress indicators for new STEM faculty progress in workload and productivity were developed in collaboration with our external evaluator (Section IIC: Progress Indicator Table 4). This year we evaluated 6 new female hires and compared their progress with the 6 previous female hires from 2005-06 and 2006-07. This year's faculty had a lower average number of both teaching credit hours and number of course preparations. More of this year's new faculty submitted grant proposals compared to the previous year. Over 50% of the new faculty submitted external grant proposals, and published in peer-review journals. Also, over 50% participated in new faculty orientation and new faculty events, as well as had a teaching mentor. Dr. Wendy Trzyna, Biological Sciences, stated: "Funds provided by MU-ADVANCE were very helpful for getting my research lab set up. I really appreciated having these funds available immediately upon my arrival at Marshall, because I was able to get some necessary supplies for the lab, especially as our start-up funds were somewhat delayed. Without the MU-ADVANCE funds, I would have had to wait much longer to get my research going."

MU-ADVANCE Pre-Tenure Fellows

The progress indicators for fellowship recipients are similar to those for new faculty in evaluating workload and productivity (Section IIC: Progress Indicator Table 5). The year prior to the award was used as baseline data for these individuals. Overall, the Fellows' productivity was basically the same. However, one Fellow reported her first year of research funded by MU-ADVANCE led to 3 papers published in refereed journals and one chapter in a scientific book, presentations of findings at two conferences, two grant awards, and two submitted proposals. It should be noted that while only one Fellow published, progress has been made in drafting manuscripts among the other Fellows who anticipate submitting manuscripts during the summer at the end their fellowship year.

Mini-grants

The mini-grants support networking at national or international conferences or through collaborative projects. These grants also serve to improve faculty careers by providing career development training, support for pilot projects, and grant writing aid. This year we awarded more than the target number of grants, although we did not receive as many applications as we would have liked (Section IIC. Progress Indicator Table 6). However, the grants went to faculty from 7 departments from all participating colleges. In Anita Walz's report on her participation in the Seventh Symposium on the Urban Environment, in San Diego, California, she states, "I keep finding myself referring back to it in my classrooms when I talk about city trees or city climate issues and even in Physical Geography where we just discussed land- and sea breezes which were strong at the time of my visit. Thank you for making this trip possible."

Networking Activities

The monthly networking events bring faculty together and serve to bridge the gap between new

and veteran faculty. The Networking events were well attended, and at least 4 departments were represented at each event. Overall, 24 of the 41 tenure-track female STEM faculty attended at least one of these events, which is 89% of our target number (Section IIC: Progress Indicator Table 6). We will use the feedback from this year’s events and the final Coffee Break to discuss events that appeal to as many of the target faculty as possible.

The faculty web Profiles provide faces for female scientists as well as summarize their teaching and research. Website hits were used as progress indicators for website effectiveness. Currently the homepage has over 5000 hits and averages close to 400 hits per month (Section II: Progress Indicator Table 7). The Resource Center and Calendar sites are visited less frequently. We feature an article or book related to gender issues or faculty professional development in each Weekly Update and post that resource on this page. However, the Update usually links directly to the web address for the article or book. Therefore, those hits would not be reflected in this number. The Calendar contains one semester’s information for events of interest to all STEM faculty. There was previously no single location to post this information for the diverse group of

faculty represented. Collecting the information from the different departments is time consuming. Next year, we will ask to be included on the various college list-servs in order to collect seminar and workshop announcements. While the Resource Center and Calendar pages are only moderately popular, other pages such as the News and Profile pages have received more traffic (Table 6). The pages that list grant opportunities and the Grant Chat resources have been fairly popular sites.

Table. 2.5. MU-ADVANCE web pages with higher hit rates.

Website	Total hits (5/1/2208)
Homepage	5321
About MU-ADVANCE	694
People	1413
News	855
Grant Chat (all sites)	578
Grants (all sites)	1014

Mentoring

The MU-ADVANCE pilot mentoring efforts had mixed results. To enhance the mentoring effort and to evaluate the MU-ADVANCE-established relationships, we called one luncheon meeting of the new faculty mentees and mentors and faculty/senior research partners. Four pairs attended, and the structured discussion of tenure and promotion issues was a productive and effective mentoring activity. It was evident that left on their own to arrange meetings, none of the new-faculty and their mentors did more than participate in casual conversations. However, two of the three faculty/senior research partnerships established successful mentoring relationships. Therefore, we concluded that a mentoring program with structure and more defined expectations has the potential to work, but individual mentoring pairs may not work well for Marshall.

The networking events appear to be a good way to guide mentorship and discussion of important topics. As trust grows among the women who attend, they are raising significant problems and receiving much valuable advice. These events have proven successful in bridging the gap between new and veteran faculty. The new faculty seemed to be “at home” at these events and readily engaged the more senior faculty in discussion. This approach was then built in to the new faculty development seminars offered by the Center for the Advancement of Teaching and Learning, where it again met with great success. One faculty reported that the seminar leaders

”were awesome - very helpful and supportive. I think of them as mentors and role models, really. We had a good group of new faculty in the seminars and we learned from each other.” Therefore, these types of networking events are becoming part of the mentoring model for the university.

Individual meetings with Drs. Baker and Harrison proved to be a more effective type of mentoring or coaching scenario than pairing senior faculty with new faculty. These one-on-one discussions allowed the two MU-ADVANCE team members to target specific problems the new faculty identified, and also helped them develop their own faculty/staff network at Marshall. This year, these meetings revealed several problems, including new hires having difficulty accessing start-up money promised by the university; two new faculty women were assigned 4 different course preparations in their first semester; research support was not adequate; one new hire was asked to chair a major department committee with potential conflict in her first year; new hires were not all oriented adequately by their chair or dean; a lack of clarity in tenure expectations; etc. These meetings helped MU-ADVANCE address problems and offer advice on a case-by-case basis.

The individual meetings with the MU-ADVANCE Pre-Tenure Fellows also served as mentoring. For example, one woman applied for promotion this year and the MU-ADVANCE team reviewed her portfolio and offered suggestions before she submitted it. She was promoted.

After reflecting on the pilot mentoring program, MU-ADVANCE will continue to develop a coaching scenario that can be successful at Marshall. This will entail retaining individual meetings, while providing mentoring activities that will serve as a better model for our institution.

Writing Support

The MU-ADVANCE writing group provided input throughout the semester for faculty working on manuscripts and grant proposals. Members of the writing group submitted 2 manuscripts, 1 grant proposal, and 4 abstracts. Each group member generated working drafts of one or two manuscripts, which are anticipated to be submitted this summer. Overall, this type of interdisciplinary group works well for developing earlier drafts of manuscripts. Authors are able to sound out ideas and receive input concerning organization and clarity of their work. Since this is an interdisciplinary group, it is geared toward this type of input rather than on content. Other types of writing support have been discussions at the Grant Chats and with members of the Marshall University Research Corporation to support writing at other stages of development. MU-ADVANCE offers editing for close-to-finished products. We also encourage faculty to use the grant proposal reviewing service offered by the WV Higher Education Commission.

Training and Development

Faculty Development Programs

The following MU-ADVANCE programs contributed to overall human resource development by improving the scholarly activities of faculty members:

- Grant Chats
- Life/balance workshop
- Writing groups
- Editing assistance
- Grant proposal review
- Development of faculty web pages

In addition to these activities, matching funds for grant proposal submissions by Drs. Walz and Nguyen were reserved by Academic Affairs as part of their institutional support of MU-ADVANCE. Dr. Nguyen's proposal to the WV Space Grant Consortium was funded.

Student Training

MU-ADVANCE graduate assistants, Rieko Miyakuni and Henry Nguyen, learned a considerable amount of webpage design and assisted with updating the website. Ms. Miyakuni continued her work on developing the faculty profile pages and assisted faculty in developing professional web pages. Mr. Nguyen assisted with web maintenance and upkeep of the grants pages.

Outreach

The MU-ADVANCE Program in partnership with Academic Affairs co-sponsored the following outreach activities.

1. Grant Chats were developed in collaboration with the Marshall University Research Corporation and the Cell Differentiation and Development Center. These events were open to all faculty at Marshall and the materials generated were made available on the MU-ADVANCE website.
2. Process Oriented Guided Inquiry Learning (POGIL), a student-centered method of instruction, was offered as a one-day Introductory Teaching Workshop at Marshall held on March 15, 2008. MU-ADVANCE co-sponsored the workshop with The Center for the Advancement of Teaching and Learning, and the Central Ohio Valley Section of the American Chemical Society. There were 30 attendees representing ten educational institutions of all types: high school, community college, small four year colleges, large four year colleges, and Ph.D. granting institutions. Participants represented a wide variety of disciplines, including chemistry, biology, geology, mathematics, engineering, technology management, and safety. The day's activities included working through a warm-up activity and an introductory chemistry activity, a presentation on student centered learning, presentations of statistics relating to the effectiveness of the POGIL approach, how to develop laboratory experiments for POGIL, practicing scientific writing, and critiquing new activities.
3. Matching costs were provided to support student and faculty travel. Through this support, Ms. Becky Klug, a chemistry student, attended the 235th ACS National Meeting & Exposition held in New Orleans on April 6-10, 2008. Dr. Judy Fan, a one-year temporary faculty in Physics, attended the American Physics Association annual meeting held in New Orleans in March 2008.
4. Matching costs were used to support undergraduate researchers (2 female, 3 minority

males, and one Caucasian male) in the laboratories of 5 female STEM faculty in the departments of Pharmacology, Integrated Science and Technology, and Mathematics.

C. Publications and Products

MU-ADVANCE continued to update the following pages on its website:

- Calendar of events
- Grant opportunities pages for upcoming Marshall, WV, and national opportunities
- Fellowship and mini-grant information
- Faculty profiles
- Resources

The following new pages were added to the MU-ADVANCE website:

- Grant Chat pages that include meeting summaries as well as resources collected and made available to assist faculty during grant preparation.

New publications:

- Fall 2007 and Spring 2008 issues of the MU-ADVANCE newsletter
- Emailed Weekly Updates
 - Faculty Survey Spurs Mentoring Program Pilot Project (news 11/30/2007)
- Best practices brochures drafted for new faculty and T&P (with university committee and CATL)
 - Best Practices for Chairs and Deans
 - Best Practices for Colleagues
 - Bests Practices for New Faculty
- Harrison, M., Baker, E. (2008) Open Forum on the Status of Women at Appalachian Colleges & Universities. Dialogue session presented at the 2008 Appalachian Studies Association conference, Marshall University, Huntington, WV.

D. Contributions

Contributions to human resource development:

The faculty development work in our grant has been very intensive, partly because of the small number of STEM women we have to assist, and partly because there is no one or no office on campus that has ever devoted the time to examine how faculty are treated in all areas of their professional lives. The following is a summary of most of the development activities we have accomplished:

- Monitoring tenure and promotion progress for women; identifying inequities and making that information public
- Mentoring for research, teaching, and expectations in the departments
- Assistance with travel to conferences
- Promoting networking and collegiality
- Assisting in professional writing, grant writing, and self-promotion (vitae, web pages)
- Developing Best Practices guidelines for new faculty, chairs, deans, colleagues, etc.
- Identification of institutional practices that present barriers to professional progress/success

- Offering solutions for removing obstacles to success

Contributions beyond science and engineering:

- All of the human resource development issues above affect all faculty. We continue to work toward institutionalization of these policies.

3. State and Institutional Policy Changes

A. Participants

Policy Changes Committee Chair:

Frances Hensley, Associate Vice President for Academic Affairs

Administrative Partner:

Jan Fox, Vice President for Information Technology

Co-PI Members:

Elizabeth Murray, Integrated Science and Technology

Judith Silver, Mathematics

Other Faculty Participants:

Yulia Dementieva, Mathematics

Brian Morgan, Integrated Science and Technology

B. Activities and Findings

Goals and objectives

Goal: Change university and state policies that are identified as significant barriers to the advancement of female STEM faculty at Marshall

Objective 3.1. Identify institutional policies whose presence or absence may be perceived as barriers to the recruitment and retention of faculty.

Objective 3.2. Work with institutional and state higher education leaders to change policies as identified.

Major Research and Educational Activities

Policy Review

This year, the Policy Committee reviewed 5 policies that focused on faculty leave, tenure and promotion, and tenure clock issues (Table 7, Section IIC: Progress Indicator Table 8). Policy reports were presented at the monthly team meetings for general discussion. Additionally, MU-ADVANCE concerns about these policies were discussed in individual meetings with Dean Rogerson, College of Science, and Dr. Niles, Associate Dean of the School of Medicine. Three proposals (Tenure Flexibility, Tenure Midpoint Review, and Modified Duties) were prepared in

collaboration with Marshall's Ad-Hoc Committee on Best Practices to put forward to the administration and faculty. These were presented at the deans' meeting March 18, 2008, by Drs. Frances Hensley and Sarah Denman, Provost. All policies were endorsed by the Deans with some wording suggestions, and will be submitted to the Faculty Senate for approval in the fall.

The act of reviewing policies involved identifying whether changes involved policy or merely university practices. As a result of the Committee's review process, numerous recommendations for improving practices were recommended. The most important of these resulted in the establishment of the Dual Career Services in collaborative effort with MU Career Services, bringing Director Denise Hogsett on as a new administrative partner. Also, the Committee put forth wording changes to clarify tenure date and documentation requirements in offer letters. Offer letters have already been amended as a result. The Committee also endorsed the development of an Exit Survey for faculty to assess the major factors causing faculty to resign from the university.

Workload has been an ongoing concern of the MU-ADVANCE Program. All faculty at Marshall have 12 credit-hour teaching loads. In meetings with new faculty, we learned that some were assigned 4 different course preparations during their first teaching semester. MU-ADVANCE is recommending that the number of course preparation be limited for new faculty even if they carry a 12 credit-hour load. MU-ADVANCE conducted a pilot study that evaluates teaching load for fall 2007, and will continue to examine this issue in the coming year.

Table 3.1. Policy Committee activities for 2007-08.	
Policy review	Status (as of 5/2/2008)
Catastrophic leave	Rejected and returned to Personnel Committee
Tenure flexibility	Endorsed by the President's Cabinet and the deans; to be submitted to Faculty Senate Fall 2008
Tenure midpoint review	Recommended as a Best Practice by Ad-Hoc Committee; to be submitted to the Faculty Senate in Fall 2008; also supported by the deans
Modified duties	Endorsed by the President's Cabinet and the deans; to be submitted to Faculty Senate Fall 2008
Telecommuting	Under evaluation while the university works out policy for staff
Practices recommended by the committee	
Dual Career services	Established in spring 2008
Workload policy implementation	Evaluating teaching load and reassigned time data to report to Academic Affairs
Exit survey	Presented at Dean's meeting for input; the pilot survey is ongoing
Offer letters	Clarified the wording concerning time granted toward tenure, and which reporting years should be presented in the tenure documentation

Major Presentations

MU-ADVANCE shared program information and research results at the Appalachian Studies

Association Conference, held on March 28-30, 2008, at Marshall University. The MU-ADVANCE Program decided to participate in this conference for several reasons: 1) To introduce the program to other Appalachian institutions; 2) To disseminate information on how the grant has helped generate change at Marshall; 3) To form networks with other colleges/universities within the Appalachian region to create change that has potential to be far-reaching. Information about the program was displayed at a table, staffed throughout the conference by Drs. Marcia Harrison, Elaine Baker, and Judith Silver, and Program Coordinator Heidi Williams. In addition, we collected information about other Appalachian colleges and universities in order to determine which MU-ADVANCE initiatives might be useful for addressing faculty issues at those institutions.

Climate Survey and Institutional Data

MU-ADVANCE continued collecting institutional data along with data concerning salaries, grant submission and awards, and workload. In addition, data were collected for the progress indicators that were developed in collaboration with the MU-ADVANCE external evaluator, Dr. Rose Shaw. Summaries of this year's self study, as well as external evaluation and progress indicator tables are presented in Section IIC.

Major findings

Policy Review

Tenure and Promotion outcomes show that more women applied in 2007-08 than in the baseline, and the success rate increased from 89% to 100%. (Section IIC: Progress Indicator Table 9). It is our hope that the improved support for tenure and promotion applications due to new practices, policies, and faculty development activities will continue to increase the success rate over the next few years.

An evaluation of faculty salaries shows that while men still earn more than women on average, the difference in the averages dropped by over \$2,000 for this year (Section IIC: Progress Indicator Table 10). Marshall's institutional data indicates that we are experiencing some improvement in salary equity. MU-ADVANCE has begun a pilot study in collaboration with the Office of Institutional Research and Planning to further evaluate salaries by discipline and rank.

Workload

A preliminary study evaluated the number of course preparations for each STEM faculty for the fall 2007 semester. On average, STEM faculty within the College of Liberal Arts teach more course preparations than faculty from the other colleges, with 36% of these faculty teaching at least 4 preps during the fall semester (Table 3.2). While women average an equivalent number of course preparations compared to men, 32% of female faculty have 4 or more course preparations compared to 20% of the men (Table 3.3). A greater percentage of full professors have 4 or more course preparations (Table 3.4).

A flexible workload policy was passed in 2006 to allow faculty to negotiate reduced teaching loads in order to develop and maintain scholarly/creative programs. Some colleges are able to provide this flexibility and faculty can received reduced teaching loads, while other colleges have not been able to significantly reduce loads. Therefore, MU-ADVANCE will expand this study to look at workload trends beginning with our baseline year of 2003-04. This study will also evaluate credit hours and other contributors to load such as number the of student researchers in independent study and capstone courses, and participation in overload teaching such as for electronic courses and the introductory freshman-orientation course.

Table 3.2. Average number of course preparations for STEM faculty, by college, for the Fall 2007 semester.				
College	Average number of preps	# faculty with ≥ 4 preps	n	% percent faculty with ≥ 4 preps
Science	2.42	10	69	14%
Information Technology & Engineering	3.00	5	16	31%
Liberal Arts	3.33	12	33	36%
All	2.75	27	118	23%

Table 3.3. Average number of course preparations for STEM faculty, by gender, for the Fall 2007 semester.				
Gender	Average number of preps	# faculty with ≥ 4 preps	n	% percent faculty with ≥ 4 preps
Male	2.74	19	93	20%
Female	2.80	8	25	32%
All	2.75	27	118	23%

Table 3.4. Average number of course preparations for STEM faculty, by rank, for the Fall 2007 semester.				
Rank	Average number of preps	# faculty with ≥ 4 preps	n	% percent faculty with ≥ 4 preps
Assistant	2.61	5	23	22%
Associate	2.83	7	36	19%
Full	2.76	15	59	25%
All	2.75	27	118	23%

Climate Survey and Institutional Data

The institutional and faculty climate survey data has been successfully used to support MU-ADVANCE proposals for change. For example, the difference in tenure and promotion success for women that was reported for academic years 2003-04 to 2005-06 resulted in a number of campus initiatives to address this problem. The attrition report also pointed to the importance of good recruiting and strong new-faculty support. Both reports presented institutional and faculty survey data that related to the topic as news items that are posted on the website. While these

reports relied on small sample sizes, they pointed out important information that the administration was interested in knowing, and served as triggers for changes in practices within the university. They have also brought about mind-set changes. For example, the focus on hiring women led to an increased number of female hires.

Outreach Activities

Last year, the Advisory Board recommended that MU-ADVANCE should organize a statewide network of women to determine which policies to work on, especially at the state level. In response to this suggestion, MU-ADVANCE members met with various groups to begin developing collaborations/networks among female faculty in the state and within Appalachia.

Marcia Harrison presented MU-ADVANCE policy concerns to the WV Chapter of the Association for Women in Science at Canaan Valley, WV, on November 2, 2007.

At the Appalachian Studies Association Conference, MU-ADVANCE collected information from 1 research and 9 primarily undergraduate institutions; 80% of respondents were women. Most faculty (~60%) reported that their institutions make an effort to diversify the applicant pool and the search committee, that men and women have equal course loads, that tenure and promotion guidelines are accessible, and that some form of pre-tenure review process for pre-tenure tenure-track faculty is in place. However, less than 40% responded that their colleges/universities have revised their tenure and promotion guidelines within the last 5 years. Also, ~40% of the respondents reported that their institutions offer dual career services for spouses or partners of new faculty members, new faculty mentoring, and have sick leave and stop-the-clock policies in place for pre-tenure tenure-track faculty. At this conference, MU-ADVANCE facilitated a dialogue session on the status of women in academia at Appalachian institutions. Led by Drs. Marcia Harrison and Elaine Baker, this session was an open forum with faculty, students, and administrators from Appalachian universities/colleges to discuss issues of recruitment and retention (tenure and promotion, campus climate, and policies) that pose barriers to the advancement of women in academia. The faculty attendees at this session also reported both the challenges of and the strategies for succeeding with the tenure and promotion process at their schools. They provided insight and recounted personal experiences for the student members of the audience, who may be interested in pursuing academic careers, testifying to good and bad practices women have dealt with in academics. MU-ADVANCE's participation in the conference has given us information about other Appalachian institutions that may help guide the dissemination of MU-ADVANCE-developed Best Practices that would be especially useful for faculty recruitment and retention efforts at other primarily undergraduate Appalachian institutions.

MU-ADVANCE representatives also serve on the planning committee for the Building Diversity in Higher Education in WV workshop, to be hosted by the West Virginia Higher Education Policy Commission in fall 2008. On February 18, 2008, Marcia Harrison and Heidi Williams met with Paul Hill (Vice Chancellor, Division of Science and Research, West Virginia Higher Education Policy Commission) to discuss the initial planning and MU-ADVANCE participation. Marcia Harrison and Elaine Baker attended the committee planning meeting on April 1, 2008 in Flatwoods, WV, to discuss the workshop goals and program activities.

The Policy Changes Initiative was reported at the MU-ADVANCE Advisory Board Meeting on May 19, 2008 and in our poster at the NSF-ADVANCE PI meeting, May 12 and 13, 2008.

Training and Development

The MU-ADVANCE model, which pairs faculty and administrators in active partnerships, has served to effectively use existing human resources on campus. This year's activities resulted in the addition of new administrative partners to help with specific projects, such as the Dual Career Services program. As mentioned previously, institutional data and faculty survey data raise awareness and guide our efforts.

C. Publications and Products

- University Data Reveals a Need for Additional Resources to Support Preparation towards Tenure and Promotion (news article 11/9/2007)
- Voluntary, Non-Retirement Faculty Attrition Analysis of STEM Departments at Marshall University (news article 1/18/2008)
- MU-ADVANCE Initiatives Impact University Recruitment, Faculty Development, and Policy Efforts (news article 2/22/2008).
- MU-ADVANCE Faculty Survey I: The Work/Life Balance (news article 2/29/2008)
- MU-ADVANCE Faculty Survey II: Workload and Resources (news article 3/7/2008)
- MU-ADVANCE Faculty Survey III: Climate, culture, collegiality, and overall job satisfaction at Marshall (news article 3/21/2008)

MU-ADVANCE submitted an article for the College of Science alumni newsletter to further disseminate information about the program.

Harrison M.A., Williams, H.M, Baker, E, Delidow, B., Silver, J. and Logan, P. 2008. MU-ADVANCE Year 2: Successes and Challenges at an Appalachian, Primarily Undergraduate Institution. Poster presentation at the 2008 Appalachian Studies Association conference, Marshall University, Huntington, WV.

D. Contributions

The model of faculty and administrative partners has served to effectively use existing human resources on campus to help review, develop, and implement new policies. These partnerships have forged good working relationships among university entities that have the power to drive change at Marshall in a positive manner.