

**YEAR-END REPORT**  
**MU-ADVANCE PROJECT**

**Marshall University**

**Summary of Project Activities**

- A. Recruitment
- B. Faculty Development
- C. Policy Changes

**APPENDIXES:**

- A. Recruitment Materials
- B. Faculty Development Materials

## I. Summary of Project Activities

### A. Recruitment

#### 1. Activities

##### a. Goals and objectives

Goal: Increase the number of female hires

Objective 1: Increase the number of STEM female applicants

*Performance Plan:* Encourage qualified women to apply for STEM faculty positions; assist with on-campus interviews for prospective female faculty; organize search committee meetings with MU-ADVANCE program representatives

*Assessing Progress:* Monitor number of qualified female applicants and search committees interacting with MU-ADVANCE activities

*Benchmarks:* Increased STEM female applicants; increased female interviewees

Objective 2: Increase the number of STEM female candidates accepting appointments

*Performance Plan:* Utilize start-up assistance (new faculty fellowships)

*Assessing Progress:* Monitor recruitment activities and meetings with interviewees

*Benchmarks:* Increased offers to female applicants; increased female hires

Objective 3: Provide a centralized online source of information for job opportunities and candidate resource information

*Performance Plan:* Establish and maintain resource databases; collect input through number of hits, surveys and user comments; evaluate dissemination of MU-ADVANCE information

*Assessing Progress:* Document number of entries in job, teaching and research resource sites; Resource Center improvement based on user input

*Benchmarks:* High hit rate; positive survey responses

##### b. Major Activities

In year 1, the main thrust of the MU-ADVANCE Program has been on recruitment. Dr. Judy Silver, Professor in the Mathematics Department, has chaired the Recruitment Committee. The actions of the recruitment strategy committee were organized, outlining tasks, creating action steps, deciding on completion dates and person(s) responsible early in the recruitment process to keep track of progress made toward the recruitment objectives (Appendix A). The goal of the recruitment initiative has been to increase the number of female hires. The objectives were to increase the number of STEM female applicants, increase the number of STEM female candidates accepting appointments at MU and to provide a centralized online source of information for job opportunities and candidate resource information. The MU-ADVANCE program wanted to aid STEM departments in the search process. With that in mind, MU-ADVANCE assigned a representative from the office to meet with female candidates during their on-campus interviews to highlight the program and to provide information on how the candidate could benefit from such a program. In its first year, MU-ADVANCE assisted in 12

searches for positions in Nanotechnology, Sociology, Mathematics, Physics, Physiology, Microbiology and Psychology.

MU-ADVANCE Liaisons to Search Committees:

Marcia Harrison, Biological Sciences; Search Committees: Biology, Microbiology, Nanotechnology, Physics

Beverly Delidow, Biochemistry and Microbiology; Search Committees: Anatomy, Pharmacology (2)

Elaine Baker, Psychology; Search Committees: Anthropology, Sociology (3), Psychology (2)

Kathy Miezio, Applied Science and Technology; Search Committee: Engineering

Pat Logan, Engineering and Computer Science; Search Committees: Computer Science

Judy Silver, Mathematics, Search Committees: Mathematics

Elizabeth Murray, Integrated Science and Technology; Search Committees: Integrated Science and Technology

The MU-ADVANCE office has collected data on the applicant pools for this year's searches in the STEM disciplines. Throughout the summer, the office will evaluate applicant pools from previous searches where the data is available. The analysis from this data will provide insight into the target applicant pool to ensure success at hiring qualified candidates. In addition to collecting data concerning the applicant pools themselves, MU-ADVANCE also kept track of the amount of traffic received on the open Marshall positions posted on HigherEdJobs.com. Those departments who advertised on this job site were sent biweekly reports, from the MU-ADVANCE office. Moreover, data recording the number of hits on the recruitment resources page housed on the MU-ADVANCE website has also been collected.

How successful has MU-ADVANCE been in achieving its recruitment goals in year 1? There was an increase in female interviewees. The number of offers that were extended to female applicants increased, as well as the number of females hired.

For recruitment and dissemination purposes, MU-ADVANCE created recruitment and search enhancement materials that outlined resources available to departments and search committees to improve their advertising and applicant pools. This information can also be found on the MU-ADVANCE website, along with the Candidate Resource page and the listing of open STEM positions at Marshall (Appendix A). Also, recruitment materials were provided to faculty members to hand out at professional meetings. During the Fall 2006 semester, four faculty members attended 5 meetings. In January 2007, MU-ADVANCE sponsored a recruitment table for Evelyn Pupplo-Cody, Chair of the Mathematics search committee, at the Joint Mathematics Meetings (AMS & MAA) in New Orleans. At the meeting, Dr. Pupplo-Cody individually interviewed 50+ candidates. In addition to Pupplo-Cody, below are the women and the meetings attended:

- Betty Jane Cleckley, Vice President for Marshall University Multicultural Affairs, served as the Marshall University representative for the Southern Regional Education Board (SREB) 2006 Compact for Faculty Diversity, Institute on Teaching and Mentoring, October 26-29 in Miami, FL.
- Marcia Harrison, the annual meeting of The American Society for Gravitational and Space Biology, November 2-5 in Arlington, VA.
- Suzanne Strait, Society of Vertebrate Paleontology annual meeting in Ottawa, Canada, Oct. 18-21.

- Beverly Delidow, Cancer Biology Chairs and Directors Retreat, Asilomar, CA, October 27-29 and the Sigma Xi Annual Meeting, Detroit, MI, November 2-5.

The recruitment progress and findings were presented to the MU-ADVANCE Advisory Board on May 31, 2007 and at the NSF-ADVANCE PI meeting on June 19-20, 2007 in poster form.

## 2. Findings

### a. Major findings

#### *Advertising*

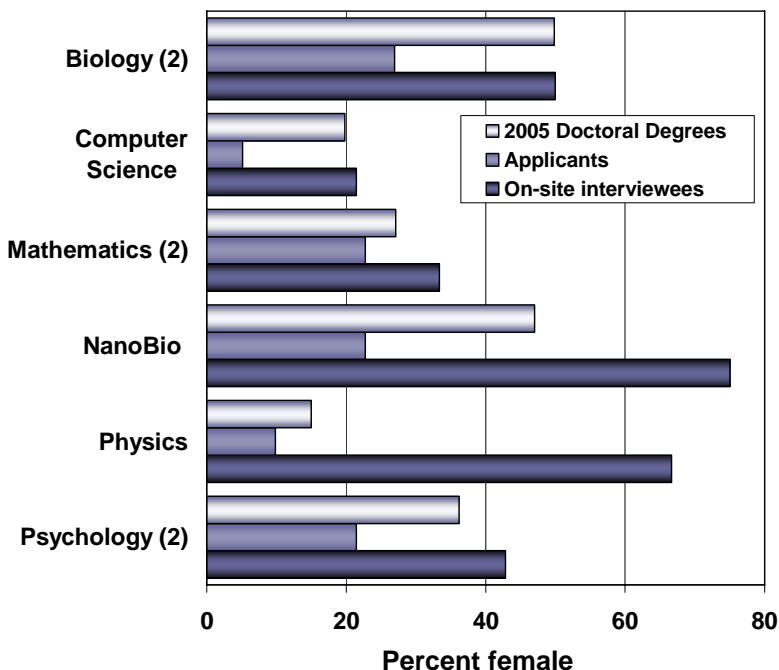
For most available positions, the advertisements were posted between September and December 2006. Interviews for these open positions took place primarily between February and March, with a few in April. Several of the interviewees that met with the MU-ADVANCE office commented that they had learned about the MU position on HigherEdJobs.com. A year-long subscription to HigherEdJobs.com was purchased by the MU-ADVANCE office to assist departments campus-wide in advertising their vacant positions. Overall, 34 positions from 7 colleges were posted on this site. The opportunity for search committees to use this service will continue through next year, and should continue to broaden the applicant pool.

#### **Advertisement profile for STEM positions and data from HigherEdJobs.com.**

Department	Advertised (2006)	Primary advertising venue	HigherEdJobs.com		
			date	Days posted	Max times viewed
<b>Info Tech &amp; Engineering</b>					
Computer Science	10/20				
Engineering	12/1		12/5	39	912
<b>Liberal Arts</b>					
Anthropology	10/20		11/10	78	757
Psychology (2)	9/15	<i>Chronicle, APA Monitor</i>	3/26	48	805
Sociology/Stat	10/20		11/10	78	894
Sociology (Chair)	10/20		11/10	78	691
<b>Science</b>					
Biology-General/Physiology	11/22	<i>Nature</i>	11/15	59	1,587
Biology-Microbiology	11/22	<i>Nature</i>	11/15	59	875
Integrated Science	11/22	<i>Chronicle, Monster</i>	1/11/07	75	984
Mathematics (2)	11/22	<i>EIMS on-line</i>	11/13	61	767
Chemistry-Nanobiotechnology	10/13	<i>Nature, Science</i>	11/2	72	679
Physics	11/22	<i>Nature</i>	10/31	133	1,477
<b>School of Medicine</b>					
Anatomy	3/3	<i>Science, Chronicle</i>	12/5	53	566
Pharmacology (2)	6/30	<i>Science, Chronicle</i>			

As previously stated, MU-ADVANCE worked with 12 searches within the STEM departments to assist in recruiting well-qualified candidates to open positions. The goal of MU-ADVANCE

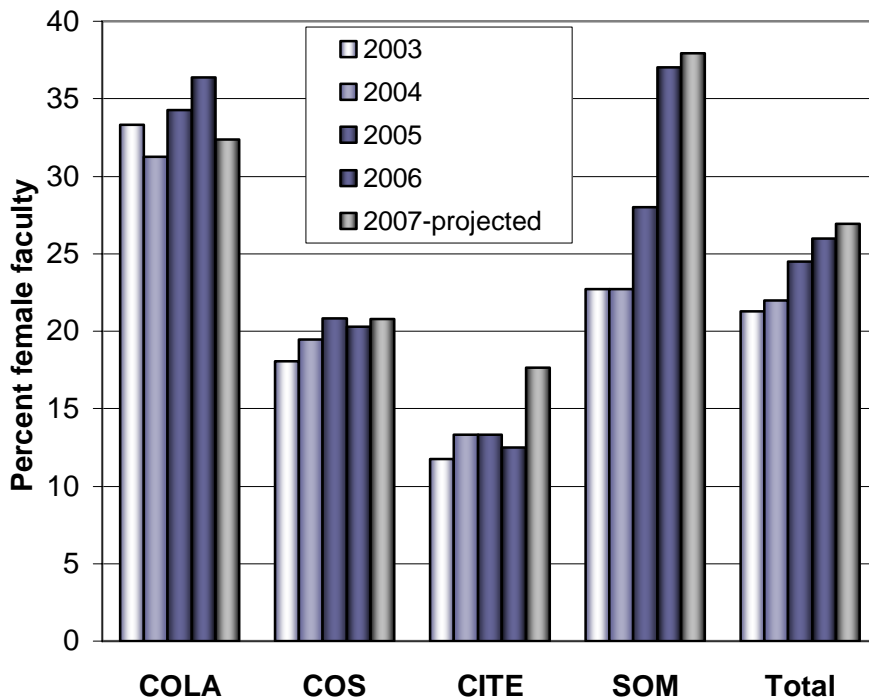
was to promote the university to attract the most qualified applicants of both genders. In an initial examination of the applicant pools, the percentage of STEM Ph.D. graduates in 2005 (data from the National Science Foundation) was compared to the percentage of qualified female applicants for 5 MU searches conducted in our STEM disciplines during the 2006-2007 academic year. Although several of these searches selected female finalists at a rate well above the expected percentages, this figure demonstrates the amount of opportunity that MU-ADVANCE has to increase the diversity of initial applicant pools. We are confident that the outcome of these efforts will be more high-quality candidates of both genders. In year 2, MU-ADVANCE will continue to evaluate the diversity of qualified applicants.



Applicant pool data for searches in six STEM disciplines at Marshall. The percentage of qualified female applicants for STEM searches during the 2006-07 academic year was well below the percent of female doctoral graduates (2005 NSF data). However, the percentage of female applicants selected to interview at MU was above the national average for all fields.

*New Hires*

While 50% of the offers went to females, only 40% of the new hires will be female. The amount of female faculty members will improve diversity in the departments of Biological Sciences, Computer Science, Engineering, Pharmacology, and Physics. Mathematics and Psychology each replaced one female faculty member with a male, while Chemistry lost and gained a female faculty member representing no change in the number of females in the department. Overall, we anticipate a gain in equity in all colleges except the College of Liberal Arts. We have developed a survey to be administered by our external evaluator to assess why candidates accepted or rejected job offers (Appendix A) in order to increase the likelihood of future qualified applicants accepting positions at Marshall.



Percent female 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 2003-2006. The School of Medicine (SOM) shows the greatest increase in female faculty over this time period. Projections for the 2007-08 academic year (based on new hires from searches during 2006-07) show an overall increase in equity.

### *Resource Use*

The MU-ADVANCE website hit counters were inserted in summer 2007 and weekly collection of data has begun. We are especially interested in continued evaluation of the Candidates Resources page over the next year.

### b. Conclusions

Because of its involvement with several searches, the MU-ADVANCE office was able to develop personal contacts with department chairs about the ADVANCE Program. This along with the enticement of faculty fellowships, MU-ADVANCE may have sensitized these departments to realizing the value and need for increasing female hires. The long-term hope is that the departments will internalize the need to recruit more female hires and will not be dependent on MU-ADVANCE to sustain personal contacts to encourage them to do so.

Overall, the number of female interviewees and offers extended to women increased. As gender equity continues to gain momentum at Marshall, the purpose of MU-ADVANCE will become a reality. As stated in the grant proposal quoted from the Institute of Women's Policy Research: "West Virginia women are among the least likely to work as professionals and managers, have the lowest levels of educational attainment in the country and are much more likely to live in poverty than women nationally." With that in mind, it is important to recruit and retain female faculty members to augment the number of role models for female students, which outnumber their male counterparts at Marshall. MU-ADVANCE aided departments in the search process to

attract and recruit female applicants. Because of MU-ADVANCE's involvement in these searches, year 1 has moved towards achieving its goal to increase the number of female applicants and new hires.

### 3. Training and Development

Searches have been a learning process for both students and departments. While collecting data for search committees, graduate students learned about the hiring process and the associated gender issues in higher education. MU-ADVANCE representatives were able to help faculty and Department Heads learn about recruitment and search enhancements offered by the program. While the contact MU-ADVANCE had with search committees for year 1 was primarily observational, the office is developing search committee materials concerning best practices and potential biases for the upcoming year.

The STEM disciplines at the Marshall University Medical School have been successful in hiring women faculty. This provides evidence that female scientists will come to a small, rural city to work. The MU-ADVANCE Program needs to examine the recruiting methods used by these successful departments and encourage other departments to apply these techniques.

### 4. Outreach - None to date

### 5. Publications and Products

#### *New recruitment materials*

- Recruitment enhancement packet developed (Appendix A)
- Search enhancement packet developed (Appendix A)
- MU-ADVANCE Flyers for recruitment purposes at national meetings
- Brochure and information packet about Huntington, MU and MU-ADVANCE for all candidates
- Marshall Profile posted on HigherEdJobs.com

#### *Website products*

The MU-ADVANCE website includes the following resources for candidates and female STEM faculty:

- MU open STEM positions page - 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 (Appendix A)
- A graduate student has been working on creating one-page profiles for all female stem faculty at Marshall. She is also assisting female faculty in developing professional websites.

#### *Data or databases*

Data from HigherEdJobs.com was reported biweekly and distributed to the chair of the appropriate search committee. Applicant pool data was collected for this year and the results will be used to help guide recruitment goals for the upcoming year.

### 7. Contributions

MU-ADVANCE's goal is to help improve recruitment methods at Marshall. The efforts of this program will attract a more diverse applicant pool and will ultimately create a more diverse faculty, which will better represent the percentage of females with a Ph.D. in the STEM disciplines. The materials developed by the ADVANCE office and the data will help influence better recruitment efforts at Marshall. The hope is to also make these methods available to other primarily undergraduate institutions in Appalachia. The website acts to disseminate information about Marshall University as well as gender issues that will hopefully raise awareness among MU faculty, MU administration, and other institutions.

## **B. Faculty Development**

One goal of MU-ADVANCE is to increase retention of female faculty by making their professional lives at Marshall University more productive (in teaching and research) and to facilitate job satisfaction by addressing identified areas of concern (i.e., work-life balance). In year one of MU-ADVANCE Program, the emphasis in the area of faculty development was twofold: to assist women with their scholarly work through financial support, and to provide opportunities to develop social and professional networks. In year 2, MU-ADVANCE intends to develop more formal mentoring activities for untenured faculty, offer more workshops designed to address problems, and continue grant support. Ultimately the hope is that all untenured women faculty will choose to stay at Marshall and will achieve tenure.

### 1. Participants

Faculty Development Committee:

Howard Aulick, Vice President for Research

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

Beverly Delidow, Biochemistry & Molecular Biology

Marcia Harrison, Biological Sciences

GA:

Rieko Miyakuni

### 2. Activities

#### a. Goals and objectives

Goal: Increase Retention of Female Faculty

Objective 1: Create an environment where women faculty are supported intellectually and personally through collaboration and networking opportunities.

*Performance Plan:* Establish or promote groups as scientific homes for faculty that emphasize collaborations that work toward specific goals; establish a mini-grant budget to support networking and collaboration opportunities that includes the following: travel to meetings that may include women-in-science groups; encourage and assist MU STEM female faculty to serve as grant and manuscript reviewers

*Assessing Progress:* Document research productivity (papers, proposals, grants, etc.); faculty satisfaction; increased number of new and existing faculty joining and remaining in groups; monitor participation in state and national meetings, society governing committees, grant review panels and manuscript reviews

*Benchmarks:* Increased participation in the groups; increased productivity for group members; positive satisfaction survey responses; increased participation in professional activities by female faculty

Objective 2: Develop a year-long research and teaching support program to successfully establish new faculty at Marshall.

*Performance Plan:* Establish a program that addresses the individual needs of new faculty in STEM departments; promote the program to be expanded for all STEM hires

*Assessing Progress:* Document the number of new faculty with partners; survey number and satisfaction of program participants

*Benchmarks:* Increased productivity early in their career; improved teaching performance; increased collaborative work

Objective 3: Develop formal teaching and research partners for non-tenured tenure track female STEM faculty at Marshall.

*Performance Plan:* Establish a program that targets retention of non-tenured female faculty to improve their success and tenure application

*Assessing Progress:* Document the number of faculty fellows; survey number and satisfaction of program participants; document travel to conferences; document successful grants and publications

*Benchmarks:* Increased productivity early in their career; increased retention and promotion

#### b) Research and education activities

Along with recruitment, the MU-ADVANCE office spent considerable time in year 1 focusing on faculty development. In order to ensure satisfaction and success at the university level, it is vital to create an environment that is supportive of, and concerned with, the needs of pre-tenured faculty. The MU-ADVANCE office recognizes that in order to retain talented faculty, efforts must be made to introduce and guide them as they establish their careers. With that in mind, mini-grants and faculty fellowships were awarded to offer financial assistance to junior faculty. In addition to contributing financially to young faculty members' start-up, networking events were developed to create a sense of community and foster potential collaborations on campus.

#### *Mini-grants*

Mini-Grants were established for STEM females seeking to enhance networking (e.g., travel to national meetings), grant proposal submissions, interdisciplinary research efforts, or manuscript preparation. For non-tenured faculty, these activities are expected to tangibly enhance faculty careers. Collaborative-projects which involve more than one faculty member could request support for shared research and/or teaching interests with a goal of promoting professional activities. The budget was limited to a maximum of \$1,000 per project per academic year.

The MU-ADVANCE office sent an electronic announcement to all STEM female faculty on February 6, 2007 stating that general information, including eligibility and application information could be found by visiting the MU-ADVANCE website (Appendix B). Applicants filled out an on-line application form and submitted their proposals on-line. The deadline for the mini-grant applications was February 23, 2007.

Members of the Faculty Development Committee reviewed the applications, with the highest endorsements given to projects that offered the greatest opportunity for professional development.

#### *New Faculty Fellowships*

New Faculty Fellowships of \$10,000 each will be awarded for new female faculty hires for the 2007-08 academic year. The fellowships can be used by new faculty over the next two years for travel, materials and supplies, summer salary, student support or other needs that will help the faculty become established at Marshall. New faculty will meet with the MU-ADVANCE Faculty Development Committee to outline their plans and proposed budget for their first year.

#### *MU-ADVANCE Fellowships*

MU-ADVANCE offers Faculty Fellowships to non-tenured female faculty in the science, technology, engineering and mathematics (STEM) disciplines seeking to enhance their professional development. The purpose of these fellowships is to foster the professional development and success of female STEM faculty at Marshall while preparing for tenure. These fellowships may be used to support reassigned time, research funding to acquire new research skills to advance their research program, activities to improve teaching, student assistants, and travel. Each fellow may receive up to \$15,000 per academic year for up to two years. MU-ADVANCE Fellows will be supported through workshops with the Center for the Advancement of Teaching and Learning and partnerships with a MU mentor. The mentor, or senior partner, will receive up to \$5,000 support for participating in this program. Applicants are encouraged to develop a suitable partnership and submit a description of it as part of their proposal packet.

MU-ADVANCE sent out an electronic announcement outlining the fellowships to all eligible STEM pre-tenure female faculty on March 13, 2007. The announcement stated that general information, eligibility and application information could be found by visiting the MU-ADVANCE website (Appendix B). Each interested applicant had to request a packet from the MU-ADVANCE office and was required to submit their proposals in hard copy form to the office. The deadline for the fellowship applications was April 13, 2007 by 5:00 pm.

Members of the Faculty Development Committee reviewed the applications, with the highest endorsements given to those projects that would most enhance faculty preparing for tenure.

#### *Networking Activities*

In year 1, MU-ADVANCE hosted four events: a Welcome Reception and three networking workshops.

The Welcome Reception was held in February and allowed Faculty members from the four colleges and schools affiliated with ADVANCE to become acquainted with each other. It also provided an opportunity to showcase and highlight the goals of the ADVANCE Program.

The first workshop focused on mentoring. Faculty members discussed the existing mentoring system, or lack thereof, and how it could be improved. Many participants said they have to look beyond their administrators and colleagues at MU for any advice – outside collaborations are the key to success.

The second workshop involved attendees talking about how they manage to fulfill their work

duties, while still making time for their personal lives. Not surprising, having children or planning to have children complicates the balance between the two. For many, more convenient, accessible daycare would alleviate much of the stress of daily life. Although Marshall does have a daycare center, priority is given to the children of students.

The third event was “Get to Know the BMS Faculty.” At this event, Biomedical Science faculty displayed and explained their research to interested parties. This gathering focused on allowing faculty to begin to learn what research is occurring on campus, to make contacts, and to exchange ideas.

To date, these events have been very successful in developing networks and collaborations between the different disciplines. Faculty members have transcended the boundaries of their own departments and have been quite happy to create interdisciplinary cohorts to discuss certain aspects of university life.

#### *Data collection*

At the Welcome Reception, the attendees were asked to complete a survey on the types of events they would like ADVANCE to offer in the future. MU-ADVANCE collated the information from those surveys, and has since hosted four events on topics receiving the highest ratings.

On MU Assessment Day, April 4, 2007, MU-ADVANCE began administering a climate survey designed to measure the working conditions and environment for faculty at Marshall University. This survey was distributed to both male and female tenure-track faculty in STEM disciplines and collected throughout April.

#### *Materials developed*

- Application announcements for mini-grants and faculty fellowships with general information posted on the website (Appendix B)
- On-line application form for mini-grants
- Climate survey

#### *Major Presentations*

A slide presentation was developed highlighting the MU-ADVANCE Program and its initiatives, with special emphasis on faculty development opportunities. The slide show was featured at the Welcome Reception, which provided an opportunity to showcase the program to many administrators, including several deans, and faculty members. This presentation was then continuously displayed on the main screen in the entrance of the new Biotechnology Building.

Faculty development progress was reported at the MU-ADVANCE Advisory Board Meeting on May 31 and at the NSF-ADVANCE PI meeting, June 19 and 20, 2007.

### 3. Findings

#### a. Major findings

MU-ADVANCE received 10 applications for mini-grants, representing all participating colleges and 26% of the qualified female applicants. MU-ADVANCE funded seven \$1000 mini-grants (Appendix B). The MU-ADVANCE office received 7 applications for faculty fellowships, representing 63% of the qualified female faculty (Appendix B). The office was able to award 3

full fellowships of \$20,000 (for faculty and their senior partner), and 4 seed grants of \$5,000. Since these funds are specifically allocated for activities expected to tangibly develop faculty careers, fellowships for travel to enhance research collaborations, develop grant proposal submissions, and research were awarded.

	<b>Total applications</b>	<b>Departments represented</b>	<b>Awarded</b>
<b>Mini-Grants</b>			
CITE	1	1	1
COLA	3	3	3
COS	3	3	3
SOM	3	2	0
<b>Fellowships</b>			
CITE	1	1	0
COLA	4	3	2
COS	2	2	1
SOM	0	0	0

### *Networking activities*

The Welcome Reception survey items receiving the highest interest ratings from faculty were for workshops on mentoring, work-life balance and building collaborative networks. The faculty also expressed a strong interest in assistance in website development and grant writing. This information was used to determine the networking activities and faculty development activities for year 1. The Networking workshops were well attended and represented at least 3 of the 4 STEM colleges at all the events.

<b>Networking activity</b>	<b>Total attendance</b>	<b>Pre-tenure female faculty</b>	<b>Number of colleges represented</b>
<b>Welcome Reception</b>	31	7	4
<b>Mentoring Workshop</b>	14	4	3
<b>Life Career Balance Workshop</b>	15	7	3
<b>Biomedical Sciences Research Poster Session</b>	23	7	4

### *Climate Survey and Institutional Data*

The MU-ADVANCE faculty survey received a 60% response rate (35% of the responses were from female STEM faculty and 65% were from male STEM faculty).

Our preliminary evaluation of the climate survey comments and responses has identified workload, mentoring, and grant development as areas we would like to address next year. These analyses show significant differences between colleges concerning resources, faculty recognition, mentoring, and collaboration/networking. Our institutional baseline data also show inconsistencies in the tenure and promotion of female faculty that will be addressed during year 2 by the Faculty Development Initiative. Statistical analysis of the responses is on-going.

Responses for the various subscales of the climate survey reveal that men and women rate their work at Marshall University very similarly, with faculty respondents averaging between 67% to 75% overall satisfaction in each scale. The next step is to analyze individual item to see if there are problem areas masked by the scale total. MU-ADVANCE will conduct a factor analysis to evaluate other response patterns rather than priori clusters.

## b. Conclusions

MU-ADVANCE has generated a great deal of interest among the four colleges affiliated with the program. For the size of the university, the representation from the four colleges has been significant at the Welcome Reception, the three other networking events and with the mini-grant/faculty fellowships applications and certainly with the climate survey.

The positive reaction of the female faculty to the networking opportunities indicates that social isolation is probably a significant factor in STEM departments with small numbers of women. Until some critical mass of women in each department is reached, organized gatherings will need to be continued.

## 4. Training and Development

### *Faculty Development Programs*

A Small Grant Workshop was held on January 5, 2007 to introduce faculty to funding opportunities from the NASA West Virginia Space Grant Consortium and the WV EPSCoR program. The goal was to provide valuable direction in the practice of grant preparation and writing in order to clarify the overall process. Dr. Majid Jaraiedi, the Director of the NASA West Virginia Space Grant Consortium and NASA WV EPSCoR, presented an overview of the programs' many funding opportunities for research infrastructure improvement, education, and public extension and outreach. Dr. Jan R. Taylor, Senior Research Fellow and Deputy Program Director at WV EPSCoR, presented an overview of WV EPSCoR's mini-grant and international innovations grants programs. Additional funding opportunities that were discussed included small grants from the WV Department of Natural Resources.

The MU-ADVANCE Program also provided assistance for faculty preparing grants and manuscripts. The Fellowship application process followed basic NSF guidelines as was developed as a grant-preparation tutorial. The application packet directed applicants through the basic structure of a full grant and provided templates for a budget spreadsheet, budget justification, and 2-page biographical sketch. During the summer, a faculty writing group was organized to assist faculty in grant and manuscript writing. The group meets on a weekly basis.

### *Student training*

MU-ADVANCE graduate student, Rieko Miyakuni, learned a fair amount of webpage design and became responsible for the weekly updates on the website. She also continues to work on developing the faculty profile page and assisting faculty in developing their own professional webpages.

## 5. Outreach Activities

The Small Grants workshop co-sponsored by the Marshall University Research Corporation was open to all faculty at Marshall as well as faculty from WV colleges and universities. As a result, faculty members from West Virginia State University and Bluefield State College (both historically black institutions) also attended this workshop.

## 6. Publications and Products

### *Website resources for faculty development*

- Calendar of events
- Grant opportunities page begun with Marshall funding opportunities table, posted 4-3-07
- Mini-Grant - on-line application
- Fellowship and Mini-Grant information

### *Newsletter*

Issue 1 of the MU-ADVANCE newsletter was distributed to all STEM faculty and administrators in May 2007.

### 7. Contributions

Through the faculty fellowships and mini-grants, the MU-ADVANCE Program has been instrumental in offering means to promote faculty development. These monies will help create thriving careers and will provide women a way to make positive impacts in their specific disciplines in the STEM departments.

The networking activities have contributed to creating both professional and personal relationship across disciplines. Moreover, they have contributed to closing the gap between faculty and administrators. Many administrators have attended these events, allowing for them and junior faculty to establish rapport in an encouraging environment. These events have helped to break down the walls of departmental isolation and provided an opportunity for faculty to leave their offices to engage in group discussions that could potentially benefit them long-term.

Moreover, the faculty fellowships have initiated partnerships between junior and senior faculty. Because of the requirement that faculty applicants find and develop a partnership with a senior faculty member, partnerships have been created. In one case, the faculty fellow transcended the boundaries of her department and formed a partnership with a senior partner from another department, creating an interdisciplinary network.

### **C. State and Institutional Policy Changes**

In year 1, the initiative for State and Institutional Policy Changes focused on identifying policies that continue to be barriers for women at Marshall and policies that need to be developed and implemented. One achievement for this initiative was the addition of three members of the MU-ADVANCE team to the 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. Therefore, the three members of MU-ADVANCE that are serving on this committee will bring to the forefront those policies that will further the goals of MU-ADVANCE.

As part of the year 1 initiative, the climate survey asked participants questions concerning policies. In the survey, the following topics for policy change were asked:

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

In year 2, the MU-ADVANCE office will work with the PRC and utilize the climate survey results to make recommendations for policy change.

## 1. Participants

Policy Changes Initiative Administrative Partner and Co-PI:

Frances Hensley, Associate Vice President for Academic Affairs  
Elizabeth Murray, Integrated Science and Technology

MU-ADVANCE Team Represented on the University Policy Oversight Committee:

Jan Fox, Vice President for Information Technology  
Frances Hensley, Associate Vice President for Academic Affairs  
Judy Silver, Mathematics

## 2. Activities

### a. Goals and objectives

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

Objective 1: Identify institutional policies whose presence or absence may be perceived as barriers to the recruitment and retention of faculty

*Performance Plan:* Guide committees on developing institutional evaluation procedures

*Assessing Progress:* Evaluate revisions in existing policies and new policies identified to impact the success of female STEM faculty

*Benchmarks:* New proposals submitted for revision or submission of new policies

Objective 2: Work with institutional and state higher education leaders to change policies as identified.

*Performance Plan:* Communicate needs for state policy changes to the West Virginia Higher Education Policy Commission, and institutional changes to the MU President and MU Board of Governors

*Assessing Progress:* Evaluate faculty satisfaction with new policies; monitor success of female STEM faculty who utilize new policies

*Benchmarks:* Improve workload negotiated by female STEM faculty; increased retention and promotion of female STEM faculty

### b. Research and education activities

As was the case with Faculty Development, MU-ADVANCE recognizes the need to continuously monitor policies and create, implement and change policies that may hinder or impede the progress of a faculty member. MU-ADVANCE also realizes that Marshall does not have Stop the Clock and similar policies, which have been in place for many years or recently adopted at other ADVANCE institutions. With that in mind, MU-ADVANCE has formed a subcommittee charged with identifying policies that apply to Objective 1.

### *Review of Policies*

Three of the MU-ADVANCE partners and co-PIs, Judy Silver, Jan Fox and Frances Hensley, became members of the newly-formed University Policy Review Committee that will review every policy at Marshall over the next five years.

Currently under review by the Faculty Senate is a proposal, presented by Judy Silver, to the University Policy Review Committee to recognize sick leave as a benefit for faculty in certain circumstances.

A new policy for term appointments for faculty has been submitted to the Higher Education Policy Commission. Term appointments will allow a limited number of faculty to be hired outside of the tenure-track system for an unlimited time period. This policy was reviewed by the statewide Advisory Council of Faculty, the Association of Academic Administrators, and was available for public comment for 30 days. Although there have been some concerns about the creation of a separate tier of faculty, most of the reaction has been positive for development for those faculty who do not want a research agenda that is required for tenure.

### *Data collection*

The MU-ADVANCE climate survey included a question asking faculty to indicate which policies would make their career and personal life easier at MU.

### *Major Presentations*

The Policy Changes Initiative was reported at the MU-ADVANCE Advisory Board Meeting on May 31 and in our poster at the NSF-ADVANCE PI meeting, June 19 and 20, 2007. This initiative generated a considerable amount of discussion among the advisory board members about establishing more family friendly policies for the WV Higher Education institutions. The Board suggested that MU-ADVANCE should organize a statewide network of women to determine which policies to work on, especially at the state level. As a result of this discussion, MU-ADVANCE plans to host a statewide event in Year 2 to develop collaborations/networks among female faculty in the state.

## 2. Findings

### a. Major findings

#### *Policy Review Results to Date*

- The Office of Academic Affairs has been asked to identify the academic policies that will be reviewed first by the Policy Review Committee, while at the same time developing a list that will reflect the interests of the ADVANCE project.
- A proposal was presented by a MU-ADVANCE representative to the Policy Review Committee to recognize sick leave as a benefit for faculty in certain circumstances. This proposal has been referred to the appropriate Faculty Senate Committee.
- The Higher Education Policy Commission has already revised Series 9, “Academic Freedom, Professional Responsibility, Promotion and Tenure” to remove the time limits

on non-tenure track faculty by creating a category of “term” faculty. Approval is pending.

### *Faculty Climate Survey*

The climate survey provided an opportunity for the MU-ADVANCE office to probe faculty members on their perception of the campus environment. Questions concerning policies were evaluated to determine which policies faculty perceive as important to their careers at Marshall. Interestingly, close to 50% of male and female respondents did not answer the questions. Of those who answered, both male and female respondents indicated: 1) career accommodations for spouse and 2) option to delay tenure for increased family responsibilities as important (28% and 26%, respectively). More female respondents indicated parental leave as an important option (31%). A considerable number of women (20.68%) also indicated that part-time tenure track and removal of the time limit on non-tenure track positions” were important. Some survey comments addressed acknowledgment of fathers in terms of work-life balance. Therefore, MU-ADVANCE sees that establishing a Stop the Tenure Clock Policy and enhancing dual-career opportunities as primary targets for this initiative.

### b. Conclusions

MU-ADVANCE has been able to recognize that Marshall does not have policies in place that will remove the barriers women face in academia. Policies that deal with tenure clock restrictions and parental leave are two policies that will be at the forefront in MU-ADVANCE’s quest to implement change at MU.

### 4. Training and Development

The creation of surveys, both the climate survey and the surveys that were administered at the Welcome Reception and networking events, have provided an opportunity for the MU-ADVANCE Office (PI, Program Director, Program Assistant, and several of the graduate students) to develop such instruments.

### 5. Outreach Activities

A member of the Advisory Board for MU-ADVANCE is a member of the West Virginia University community. By having this board member involved, MU-ADVANCE was able to discuss future policy changes that could impact higher education and the state as a whole. Her participation in the advisory board meeting was an invaluable opportunity to examine the policy needs across institutions. If changes can be made at the university and state level, not only with MU and WVU benefit, but all colleges and universities statewide.

Moreover, the selection of Dr. Rose Shaw as the external evaluator for the MU-ADVANCE Program was based on her involvement with the state of West Virginia, as she serves as the external evaluator for the WV Experimental Program to Stimulate Competitive Research. In this role, she has access to the leaders of WV institutions of higher education, which allows her to make suggestions and recommendations on behalf of such programs like MU-ADVANCE.

### 6. Publications and Products

*Web site products*

Policy Changes page has been established on the MU-ADVANCE website.

### 7. Contributions

Having three members of the MU-ADVANCE team on the University Policy Review Committee will potentially contribute to making the campus environment more equitable, not only for women, but for everyone. Moreover, having advocates on the MU-ADVANCE team for all faculty, in terms of sick leave, family friendly practices, etc., will, more than likely, create a better working climate for everyone.

## Appendix A Recruitment Materials

- 1) Recruitment strategy table
- 2) New recruitment materials
  - Recruitment enhancement hand-out
  - Search enhancement hand-out
- 3) Resource materials
  - Candidates Resources webpage
- 4) Evaluation materials
  - Offer survey, draft

### 1) Recruitment Strategy

Tasks	Action Steps	Completion Date	Person Responsible
<b>1.1. Establish cooperation and participation with STEM departments</b>			
	– Identify departments with STEM openings	Email: 9/18/06	Judy
	– Set up timeline for recruitment in each dept; Identify departments that plan to recruit at national meetings	10/6/2006 Email request for info sent to chairs, 9/29/06.	Judy
	– Assign an ADVANCE Committee representative to each search	Ongoing-see search status report	Marcia; Judy
	– Notify Department Chair of MU-ADVANCE recruitment package and discuss MU-ADVANCE role in their search	Recruitment and Search enhancement packages (12/1/06-see appendix)	Marcia/Judy/ MU-ADVANCE Committee
	– Present recruitment and search enhancement information to departments and colleges	12/10/06 - all dept except Geo and CJ	Marcia-individual meetings with dept chairs.
	– Present recruitment and search enhancement information to colleges	12/14//06	Marcia- meeting with Deans and Provost
	– Meet once with each department search committee	Dependent on timeline	MU-ADVANCE Committee reps
<b>1.2. Increase representation at national meetings</b>			
	– Determine when & where each specialty has its national meeting	Ongoing (see table on search status)	Judy/Marcia/Heidi
	– Prepare PR materials for website and to flyers at meetings	10/25 – (see report for networking)	Heidi/Marcia
<b>1.3. Advertise STEM openings at Marshall</b>			
	– MU-ADVANCE website	10/16/06 - ongoing	GA/Marcia
	– Provide links to each search ad from a “MU STEM Job Openings” tab	ongoing	GA and Heidi, after notification from department chairs

	- Advertise all STEM openings on HigherEdJob.com	Year subscription 9/30/06-letter sent to all dept. Chairs and Deans.	Heidi/GA sent HigherEdJobs.com report to searches
<b>1.4. Provide MU-ADVANCE, MU and Huntington materials to female interviewees</b>			
	- Prepare brochure	Flyer draft prepared and in use for this year	Heidi
	- Identify female applicants	Dependent on timeline	Department search committees
	- Prepare material about Huntington and Marshall for all interviewees	1/15/07	GA
<b>1.5. Award New Faculty Fellowships</b>			
	- Identify female finalists	Dependent on timeline	MU-ADVANCE Committee reps and/or chairs
	- Notify Chairs of 10K New Faculty Award when making offers to female candidates	As requested by Dept. Chairs and Deans	MU-ADVANCE Office with Dept. Chairs
	- Decide how the fellowship money budgeted	Fall 2007 – new female hires	MU-ADVANCE Office with Dept. Chairs
<b>1.6. Develop a recruitment evaluation plan/proposal</b>			
	- Identify the types of data collected for applicants by each search committee	ongoing	Search Committee reps and GA
	- Identify fields that MU-ADVANCE wants to assess for the recruitment process (set-up database)	3/06	Marcia and Tina
	- Recruitment evaluation plan approval from IRB	3/06	Tina
	- Recruitment evaluation plan approval from Dept. Chairs	ongoing	Marcia
	- Report the resources applicants used to find out about Marshall	Dependent on timeline	Heidi; Tina
	- Report tracking from HigherEdJobs.com	Outcome table	Heidi/GA
<b>1.7. Track number of female applicants</b>			
	- Secure data from each department	Dependent upon search committee timeline	MU-ADVANCE rep/Judy
	- Report data to the MU-ADVANCE Office and Advisory Board	5/31	Judy

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## MU-ADVANCE ENHANCED RECRUITMENT PLAN FOR DEPARTMENTS

### 1) Advertising Enhancement

- a) Advertise on HigherEdJobs.com (subscription available upon requests-no charge-all departments main campus; Marshall Profile page is available to applicants-under review)

This ad will include the following statement for STEM Ads at HigherEdJobs.com:

Marshall University is an AA/EO employer dedicated to increasing the diversity of its faculty and students. Marshall is a recipient of a NSF-ADVANCE institutional transformation award, which seeks to increase the representation and advancement of women in academic science and engineering careers. Marshall is also part of the NSF-LSAMP: Kentucky West Virginia Alliance for Minority Participation Project to increase both the total number of STEM degrees awarded and the number of STEM degrees awarded to underrepresented students. Successful women and minority applicants can benefit from these programs.

- c) MU-ADVANCE will help departments identify publications and web sites that specialize in recruitment of diverse faculty members or advertise within a specific organization relevant to

the STEM field

## **2) Recruitment Assistance**

- a) Search HigherEdJobs.com database for potential applicants
- b) Prepare template for recruitment letters and letter for inviting applications
- c) For Departments for faculty with personal and professional networks to ID and nominate candidates. Ask faculty to call colleagues re qualified women/minority candidates, invite applications.
- d) For National discipline-based organizations – women and minority committees and send recruitment letters of invitation to their members, if possible.

## **3) Travel for Recruitment Purposes**

- a) Identify MU faculty traveling to relevant meetings and provide recruitment materials for them (initially we have highlighters, pens, and flyers)
- b) Provide some support travel that will constitute a significant recruiting effort.
- c) Identify MU faculty visiting other institutions and provide them with recruiting materials.

## **4) MU-ADVANCE Web Resources and Assistance**

- a) Web page for potential applicants at <http://www.marshall.edu/mu-advance/candidates.htm>.
- b) Prepare web materials for departments to help recruitment of future faculty,
- c) Prepare materials for open positions page for each department (upon request)

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## **SEARCH ENHANCEMENT**

### **1) MU-advance New Faculty Fellowship**

- a) A new faculty fellowship of \$10,000 is available for new tenure-track female STEM hires.

### **2) MU-ADVANCE Web resources**

- a) MU-ADVANCE has links to relevant resources concerning biases in the search process and general hiring practices.

### **3) STUDENT ASSISTANTS:**

- a) MU-ADVANCE student assistants are available to help with paperwork, routing, interview timeline, etc.

### **4) ASSISTANCE FOR SEARCH COMMITTEES:**

- a) A MU-ADVANCE liaison is available for each search committee.
- b) MU-ADVANCE representatives can meet with female STEM candidates to discuss opportunities at Marshall and the MU-ADVANCE Program. MU-ADVANCE representatives also meet with the male STEM candidates so they know about our programs which target both genders (i.e. mentoring, P&T Workshops, collaborative grants).

## Recruitment

[New hire](#) / [Networking](#) / [Assertive strategies](#)



### Candidate Resources at Marshall

#### Job Opportunities

[Open positions in science, technology, engineering, and math disciplines](#)  
[Marshall University Job Opportunities](#)

#### Working at Marshall

[The Greenbook](#) (Faculty Handbook-Policy/Governance/Procedure)  
[Human Resource Services](#)  
    ▶ [Employee Benefits Summary](#)  
[Office of Equity Programs](#)  
[WV Employees Public Insurance Agency](#)

#### Science, Technology, Engineering and Mathematics Departments at Marshall

##### [College of Information Technology and Engineering](#)

▶ [Art and Joan Weisberg Division of Engineering and Computer Science](#); ▶ [Division of Applied Science and Technology](#)

##### [College of Liberal Arts](#)

▶ [Criminal Justice](#), ▶ [Geography](#), ▶ [Psychology](#), ▶ [Sociology and Anthropology](#)

##### [College of Science](#)

▶ [Biological Sciences](#), ▶ [Chemistry](#), ▶ [Geology](#), ▶ [Integrated Science & Technology](#), ▶ [Mathematics](#), ▶ [Physics](#)

##### [School of Medicine-Biomedical Sciences Departments](#)

▶ [Anatomy](#), ▶ [Biochemistry and Microbiology](#), ▶ [Pharmacology, Physiology and Toxicology](#)  
**Biomedical Sciences Research Clusters:** ▶ [Cancer Biology](#), ▶ [Cardiovascular Disease, Obesity and Diabetes](#), ▶ [Molecular Mechanisms of Pathogenesis, Neuroscience and Developmental Biology](#), ▶ [Toxicology and Environmental Health Sciences](#)

#### Campus Recreation and Events

[Birke Art Gallery](#)  
[Official MU Athletics Site \(External Link\)](#)  
[Marshall Artists Series](#)  
[Musical Performances](#)  
[Recreational Sports](#)

### Huntington and the Tri-State

#### Huntington Area and WV

[Cabell County Public Library](#)  
[The Huntington Area Community](#)  
[Cabell Huntington Convention and Visitors Bureau](#)  
[Huntington Regional Chamber of Commerce](#)  
[Huntington Museum of Art](#)  
[Huntington Real-Estate News \[List of Realtors\]](#)  
[Houses of Worship in the Tri-State](#)  
**Malls:** ▶ [Huntington Mall](#), ▶ [Pullman Square](#)  
[Clay Center for the Arts & Sciences](#) - Charleston, WV  
[Paramount Arts Center](#) - Ashland KY  
[Official WV State web portal](#)

## Huntington Area Public and Private Schools

**Boyd County, Kentucky:** [▶Boyd County Public Schools](#), [▶Boyd Count Private Schools](#)

**Cabell County, WV:** [▶Cabell County Public Schools](#), [▶Cabell County Private Schools](#), [▶Cabell County Career and Technology School](#)

**Lawrence County, Ohio:**[▶Lawrence County Public Schools](#), [▶Lawrence County Private Schools](#)

**Wayne County, WV:**[▶Wayne County Public Schools](#), [▶Wayne County Private Schools](#)

**SchoolTree.org:** [▶Boyd Co, Kentucky Schools](#), [▶Cabell County, WV Schools](#), [▶Lawrence Co. Ohio Schools](#), [▶Wayne Co. WV Schools](#)

## Huntington Area Daycare

[The Child Development Academy at Marshall University](#)

[Marshall University Early Education Center](#)

[WV Child Care Centers database](#)

[\[Other Daycare websites and phone numbers\]](#)

## Huntington Area Caregiver Information

[Cabell County-List of caregivers](#)

[Chateau Grove Senior Living](#)

[Mountain State Center for Independent Living](#)

[Woodlands Retirement Community](#)

[Wyngate Senior Living Community](#)

## For Partners and Spouses

### Employment Resources

**Marshall University:** [Marshall University Job Opportunities](#)

**Jobs in WV:** [▶Job-Hunt \(West Virginia\)](#), [▶Jobs.net \(Huntington, WV\)](#), [▶WV Department of Education Job Bank](#), [▶WV-State government jobs](#), [▶WV Job Bank](#)

### Tri-State Colleges and Universities

**Kentucky Schools:** [▶Ashland Community and Technical College](#), [▶Kentucky Christian University](#), [▶Morehead State University](#)

**Ohio Schools:** [▶Ohio University Proctorville Center](#), [▶Ohio University Southern Campus](#). [▶University of Rio Grande](#). [▶Shawnee State University](#):

**West Virginia Schools:** [▶University of Charleston](#). [▶West Virginia Institute of Technology](#). [▶West Virginia State University](#). [▶Marshall University Graduate College](#):

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## Offer Survey (draft 7-7-07)

MU-ADVANCE, an NSF project, is assisting Marshall University (MU) in evaluating why our job offers are accepted or declined. Please take a moment to complete this survey. The survey will take about 5 minutes of your time.

Survey responses will be pooled and no individual response will be reported. Responses are only seen by Dr. Rose Shaw, the MU-ADVANCE External Evaluator, who will summarize the responses for the group of respondents. All answers are confidential and you may opt to leave any question blank.

1. You were offered a faculty position at MU. What was your response?

I accepted the offer

I declined the offer

2. What Department made the offer? \_\_\_\_\_

3. Number of offers you received when considering our offer.

\_\_\_\_\_

4. Demographic information:

Female

Male

5. What was your position at the time you applied and were then offered the position at MU?

Please check all that apply.

I was a post-doc

I was an assistant professor at an institution of higher education (IHE)

I was an associate professor at an IHE

I was a full professor at an IHE

I was an instructor at an IHE

I was an instructor at an IHE

I was working in industry or business

I was a graduate research assistant

I was a graduate teaching assistant

I had tenure at the university where I was working

I was awarded my doctorate in 2006 or 2007

I taught graduate students

I taught undergraduate students

6. How important were each of the following in your decision to accept or decline the employment offer at MU:

Career for partner at MU or in the area	Extremely important
I have relatives living in the area	Very Important
My partner is working in the area	Slightly important
Child care	Not very important
City size	Not important at all
Facilities and/or laboratories	
Impression of the department	
Department size	
Geographical region	
Potential for dept./univ. collaboration	
Potential for advancement	
Presence of ADVANCE at MU	
Research opportunities	
Salary	
Start-up package	
University size	

7. Please let us know other reasons that you may have accepted or declined the employment offer at MU.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Where did you learn about the job opportunity at MU? Please check all that apply.

Chronicle of Higher Education (on-line)

- Chronicle of Higher Education (hard copy)
- HigherEdJobs.com
- Nature-On-line
- Nature-hardcopy
- Personal communication
- Professional meeting
- Professional journal or newsletter
- Science (on-line)
- Science (hard copy)
- An ADVANCE program at another university

9. Other ways you learned about the job opportunity at MU.

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10. Please let us know how we can improve our recruitment process

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## Appendix B

### Faculty Development Materials

#### MU-ADVANCE Faculty Development Initiative Individual or Collaborative Mini-Grants

##### [On-line application form](#)

**GENERAL INFORMATION:** MU-ADVANCE Mini-Grants are available for female faculty in the science, technology, engineering, and mathematics (STEM) disciplines seeking to enhance networking (e.g., travel to national meetings), grant proposal submissions, interdisciplinary research efforts, or manuscript preparation. For non-tenured faculty, these activities are expected to tangibly enhance faculty careers. Collaborative-projects which involve more than one faculty member may request support for shared research and/or teaching interests with a goal of promoting professional activities.

**ELIGIBILITY:** All full-time, tenure-track, female members of the Marshall University faculty in the College of Science, College of Information Technology and Engineering, School of Medicine (basic science departments), and Departments of Psychology, Sociology/Anthropology, and Geography are eligible for funding. Faculty groups applying for collaborative grants must include at least one female STEM faculty member.

**ELIGIBLE PROJECTS** include such activities as tuition for professional development courses, registration and travel expenses for professional meetings, workshops, courses, conferences and other similar activities that will enhance faculty career development. Seed money for collaborative projects is also available. Seed money could include support for undergraduate or graduate student support, supplies, consulting services, small equipment, and most related costs associated with research.

**BUDGET:** Awards are limited to a maximum of \$1,000 per project per academic year.

**DEADLINE:** February 23, 2007 by on-line submission.

**APPLICATION PROCEDURE:** Complete the on-line application form, paper applications will not be accepted. [On-line application form](#).

This application requires: a) A project summary of no more than 600. If funds are requested for travel to a meeting, please include specific information from the conference program to support the request; b) An explanation of how the project will improve the applicant's professional development; c) A detailed budget.

**METHOD OF REVIEW:** Applications will be reviewed by members of the MU-ADVANCE Initiative for Faculty Development Committee. The highest endorsements will be given to projects that offer the greatest opportunity for professional development. The Committee will use the following criteria:

- Is the application complete?
- Is the proposed activity an appropriate match for the written explanation of how the project will improve the applicant's professional development?
- How well does the request meet the purpose of the grant program?
- Is there a clear statement of the amount of funding being requested and how these funds are to be spent?

**NOTIFICATION:** Applicants will be notified of the Committee's decision within three weeks of the deadline.

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**MU-ADVANCE Faculty Development Initiative**  
**MU-ADVANCE Faculty Fellowships**

**GENERAL INFORMATION:** MU-ADVANCE Faculty Fellowships are available for non-tenured female faculty in the science, technology, engineering, and mathematics (STEM) disciplines seeking to enhance their professional development. The purpose of the Fellowships is to foster the professional development and success of female STEM faculty at Marshall while preparing for tenure.

These fellowships may be used to support reassigned time, research funding to acquire new research skills and advance their research program, activities to improve teaching, student assistants, and travel. MU-ADVANCE Fellows will be supported through workshops (in collaboration with the Center for Teaching and Learning (CT), and partnerships with a MU mentor, who will receive support for participating in this program. Applicants are encouraged to develop a suitable partnership and submit a description of it as part of the proposal package.

**ELIGIBILITY:** Full-time tenure-track non-tenured female members of the Marshall University faculty in the College of Science, College of Information Technology and Engineering, School of Medicine (Basic Science Departments: Biochemistry & Microbiology; Pharmacology, Physiology & Toxicology; and the Anatomy section of Anatomy & Pathology), and College of Liberal Arts departments of Criminal Justice, Psychology, Sociology/Anthropology, and Geography are eligible for funding.

**BUDGET:** Each fellow may receive up to \$15,000 per faculty per academic year for up to two years. Mentors receive up to \$5000. Special emphasis will be given to the merit of each request from applicants.

**DEADLINE:** April 13, 2007 by 5:00 p.m. to the MU-ADVANCE Office.

**APPLICATION PROCEDURE:** An application packet may be acquired from the Dr. Tina Cartwright, MU-ADVANCE Office.

The application packet contains the following:

1. Cover page (with spaces for signatures)
2. Summary guidelines
3. Budget spreadsheet and guidelines for the budget justification
4. Appendices guidelines
  - 2-page CV template
  - Current and pending support table
  - List of other required and/or recommended items -Letter of support from Dept. Chair -If no senior partner is identified in the proposal, a description of the ideal sponsor(s)

Successful applicants will be required to sign a contract of commitment which will outline their goals and activities for their fellowship year. These may include attending workshops and colloquia, meeting with the co-directors periodically to refine goals and review progress, and consulting with the partner on a biweekly basis, as well as specific goals such as submitting specific grants and papers and acquiring new knowledge or techniques.

**METHOD OF REVIEW:** Applications are reviewed by members of the MU-ADVANCE Faculty Development Committee with the highest endorsements given to those projects that offer the greatest development opportunities. The Committee selection process will use the following criteria:

- Is the application complete?
- Intellectual merit of the proposed research
- Does the explanation of how the project will improve the applicant's professional development fit with the proposed activity?
- How well does the request meet the purpose of the grant program?
- Is the budget appropriate for the proposed activities?

**NOTIFICATION:** Applicants will be notified of the Committee's action within three weeks of the deadline.

## Awards

### MINI-GRANTS

Name	Dept	Project
Anita Walz	Geography	Conference travel to present, "Influence of Urban Forests on Urban Climate"
Elena Ermolaeva	Sociology	Conference travel to present, "In Search of a Critical Mass: Re-examination of Work and Marital Behavior" Conference Presentation
Huong Nguyen	Physics	Conference travel to present, "Excitons and Phonons in Confined Dimensions"
Kathleen Miezio	Safety Technology	Travel for research collaboration, "Research design and data collection in Peru"
Leslie Frost	Chemistry	Summer Research, "The isolation and identification of C-peptide binding proteins"
Paige Muellerleile	Psychology	Summer Research, "Content Analysis of Social Psychology Textbooks"
Suzanne Strait	Biological Sciences	Travel for research development and networking at the Bighorn Basin Coring-Workshop

### MU-ADVANCE FELLOWSHIPS

MU-ADVANCE Fellows	Dept	Project
Anita Walz	Geography	Studies in Landscape Ecology
Wendy Williams	Psychology	Insiders' and Outsiders' Perspectives on Poverty
Huong Nguyen	Physics	Hybrid Exciton in Semiconductor-Organic Combined Heterostructures with Quantum Dots
<i>Seed grant recipients</i>	<b>Dept</b>	<b>Project</b>
Kathleen Miezio	Safety Technology	A Field Test of New Technologies to Improve Mining Safety During Shift Work
Jaroslava Miksovska	Chemistry	Conformational Dynamics Associated with Ligand Migration in Lactoperoxidase
Paige Muellerleile	Psychology	Revise Advanced BASIC Meta Analysis (2 <sup>nd</sup> edition)
Elena Ermolaeva	Sociology	Searching for Agents of Change: Acceleration of Gender Desegregation