Rutgers University for Faculty Advancement and Institutional Re-imagination

RU FAIR ADVANCE

NSF grant no. HRD-0810978

Institutional Site Visit
February 3rd and 4th, 2011

SciWomen: Join in the Discovery

Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.
## Overview of Site Visit Presentation

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<th>Topic</th>
</tr>
</thead>
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<td>Joan W. Bennett, PI</td>
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<td>Doreen Valentine, Director</td>
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</tr>
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<td>Helen Buettner, Co-PI</td>
<td>RU FAIR Professors and Concluding Thoughts</td>
</tr>
</tbody>
</table>
The Architecture of RU FAIR ADVANCE

Doreen Valentine, PhD
Director of RU FAIR ADVANCE & Assistant Director in the Office for the Promotion of Women in Science, Engineering, and Mathematics
Overarching Goal of NSF ADVANCE

“The goal of the ADVANCE program is to develop systemic approaches to increase the representation and advancement of women in academic science, technology, engineering and mathematics (STEM) careers, thereby contributing to the development of a more diverse science and engineering workforce.”

NSF Solicitation 09-504
ADVANCE is a Paradigm Shift

Major shift in intervention philosophy from *the individual* to *the system*

Transform the institution to facilitate the full participation and advancement of women in SEM

Focus analysis and intervention on the institution in a process of ongoing institutional change
Institutional Transformation at Rutgers

- **2003**: Female SEM Faculty: 19.5%
  - Faculty Diversity Initiative
- **2004**: Office on Institutional Diversity and Equity established
- **2005**: Reaffirming Action: Designs for Diversity in Higher Education Ford Foundation grant (IWL)
- **2006**: SciWomen joins IWL
- **2007**: Office for the Promotion of Women in SEM established
- **2008**: Transformation of Undergraduate Education
- **2009**: New Faculty Development Fund announced
- **2010**: President’s Council on Institutional Diversity & Equity established
- **2011**: Female SEM Faculty: 24.3%
  - RU FAIR ADVANCE
Institutional Transformation: A *Top-down* and *Bottom-up* Ecosystem

**Administration**
- Provides vision and commitment
- Creates fertile ground
- Removes barriers
- Implements policies
- Celebrates success

**Grassroots**
- Enable success of broader vision
- Plant seeds of action
- Enact solutions
- Engage community
Institutional Transformation: A *Top-down and Bottom-up* Ecosystem

- Amplifies administrative & grassroots efforts
- Empowers faculty
- Builds partnerships & community
- Engages stakeholders
- Provides resources and tools
RU FAIR ADVANCE & University Mission

- INCREASE the NUMBER of WOMEN in SEM disciplines, particularly women of color
- INCREASE the gender and racial DIVERSITY of UNIVERSITY LEADERS
- RECRUIT for EXCELLENCE as a leading-edge research university
- MATCH FACULTY DIVERSITY with Rutgers’ achievement in student diversity
- CREATE a high-skill, innovation-driven WORKFORCE for the 21st CENTURY

...by changing Rutgers’ institutional culture and practices
Broad Impacts of RU FAIR ADVANCE Initiatives

**INCREASE**
- RECRUITMENT of female and under-represented faculty

**REDUCE**
- ATTRITION of female and under-represented faculty

**INCREASE**
- the VISIBILITY of female Rutgers SEM faculty

**INCREASE**
- FACULTY SATISFACTION through collaborative projects and opportunities

**INCREASE**
- the NUMBER OF WOMEN IN RANK and in
  - leadership positions
  - academic administration
  - areas of scholarly leadership
Our Targeted Strategy

Provide resources and support for engagement and success in science

Make the university a more family-friendly institution

Contribute to the development of visionary leaders

Increase visibility and celebrate the success of distinguished women

Serve as a national model for the advancement of women in science within higher education
RU FAIR ADVANCE
Proposed Key Initiatives

- Five initiatives targeted in our original NSF ADVANCE proposal
- Key areas fundamental to institutional transformation

- Recruitment & Retention
- Communications
- Networking & Liaisons
- Visibility
- Family
Evaluating the Original Key Initiatives

**Recruitment & Retention**
- RU InSTRIDE model
- President’s Council on Institutional Diversity and Equity emerged as the InSTRIDE body

**Communications**
- Bridge three campuses through RU FAIR Professorships
- Each event or program we support or lead impacts communications across diverse communities

**Networking & Liaisons**
- Specifically with IWL and WGS
- Refers to networking among faculty, administration and industry

**Visibility**
- Highlight accomplishments of women in science
- From awards, to web-based MyStory profiles, to lectures, RU FAIR has enhanced the visibility of SEM women

**Family**
- Family leave policy, dual-career hires, & childcare
- Split into “lobbying” for changes to university policy and tools for work-life balance
Redefined Key (Meta-) Initiatives

Two Meta-Initiatives emerged as key to women’s full participation and advancement in SEM.
SciWomen: Join in the Discovery

Redefined Service Initiatives

- Communications
- Recruitment & Retention
- Leadership & Professional Development
- Mentoring
- Networking & Liaisons
- Visibility
- Family / Work-life Balance

Rutgers
RU FAIR ADVANCE Key Mechanisms

- Institutional Partnerships
- RU FAIR Professorships
- OASIS Leadership Program
- Mini-grants
- Life-cycle Grants
- Research & Evaluation

- RU InStride, IWL
- Campus Ambassadors
- Faculty Development
- Faculty Engagement
- Faculty Support
- Mixed Methods Approach
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RU FAIR ADVANCE Executive Team

Joan W. Bennett
PI & Associate Vice President

Kathryn Uhrich
Co-PI & Dean of Math & Physical Science, New Brunswick

Patricia Roos
Co-PI & Professor

Philip Yeagle
Co-PI & Dean of Arts & Sciences, Newark

Helen Buettner
Co-PI, Professor & RU FAIR Professor

Georgia Arbuckle-Keil
RU FAIR Professor Camden

Judith Weis & Maggie Shiffrar
RU FAIR Professors Newark
RU FAIR ADVANCE Executive Team

**Staff**
- Doreen Valentine—Director of RU FAIR ADVANCE
- Natalie Batmanian—Director of Leadership & Professional Development
- Chanelle Ridgeway—Business Manager
- Christina Leshko—Program Coordinator
- Carey Murray—Program Coordinator
- Albertina Luchko—Communications Coordinator
- Neng Wang—Development & Research Assistant

**Graduate Students**
- Crystal Bedley
- Alexis Merdjanoff

**Undergraduate Students**
- Alvin Nyaboga
- Lauren Miller
- Nadia Khan
RU FAIR ADVANCE Governance

**Internal Governance**

**Internal Advisory Board: 2008-2009**

**ADVANCE Consortium: 2010 – present**
Action-based advisory board comprised of university deans, other key administrators, and dedicated faculty leaders that focuses on the institutionalization practices vital to ensuring diversity moving forward in the multi-campus university community.

**External Governance**

**External Advisory Board: 2008-present**

**Chair: Rutgers Executive Vice President Philip Furmanski**
The members of the EAB are academic, business, and scientific leaders who have received national recognition for their work in organizational transformation and their commitment to diversity.
RU FAIR ADVANCE Evaluation

Formative (Internal) Evaluation
• Mary Gatta (2008-2010) and Ronnie Kauder (2011-)

Summative (External) Evaluation
• Mary McCain (2009-)

Program Evaluation
• Event surveys
• Focus groups and interviews
Research: From Toolkit Indicators to Mixed Methods Approaches

Patricia Roos, PhD
Co-PI of RU FAIR ADVANCE
Professor of Sociology
Director, Center for Women and Work
SciWomen: Join in the Discovery

Institutional Data Collection and Research

**Goal**
- Increase participation and leadership of women and underrepresented groups

**Objectives**
- Assess progress
- Facilitate gender and race equity research

**Did we…**
- impact recruitment and retention?
- enhance leadership and professional development?
Research

Indicator Toolkit
- Quantitative
  - Interpret/contextualize

Mixed Methods
- Institutional research
- Gender/race equity studies
  - Connect research to impact

Evaluation
- Formative
- Summative
Institutional Partners for Data Collection and Analysis
Creating a legacy

**Enhance**
the University’s capacity to collect, systemize and analyze data on gender and race/ethnic equity

**Forge**
lasting partnerships among administrative and academic units

**Institutionalize**
a data collection and data analysis capacity for gender and race/ethnic equity studies
Institutional Partners in Data Collection and Analysis

- RU FAIR ADVANCE / SciWomen
- Toolkit
  - OIRAP
  - HR
- Integration
  - Administration
  - Deans’ Offices
- Faculty Researchers

Data Warehouse
Summary of NSF Toolkit Indicators

<table>
<thead>
<tr>
<th>Table #</th>
<th>Caption</th>
<th>Level of Aggregation</th>
<th>Baseline 07-08</th>
<th>Y1 08-09</th>
<th>Y2 09-10</th>
<th>Y3 10-11</th>
<th>Y4 11-12</th>
<th>Y5 12-13</th>
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<tbody>
<tr>
<td>1</td>
<td>Number and Percent of Women Tenured and Tenure Track, by Rank and Department (SEM)</td>
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<td>✓</td>
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<td>✓</td>
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<td>2</td>
<td>Number and Percent of Women Tenure Track and Non-Tenure Track, by Department (SEM)</td>
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<td>Tenure/Promotion Review Outcomes by Gender: Assistant to Associate Professor, by School/College</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>5a</td>
<td>Years in Rank at Associate Level for STEM and SBS Faculty Hired as Assistant Professors</td>
<td>STEM vs. SBS</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>5b</td>
<td>Years in Rank at Associate Level for STEM and SBS Faculty Hired as Associate Professors</td>
<td>STEM vs. SBS</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>5c</td>
<td>Years in Rank at Professor I Level for STEM and SBS Faculty Hired as Assistant Professors</td>
<td>STEM vs. SBS</td>
<td>✓</td>
<td>✓</td>
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<td>Years in Rank at Professor I Level for STEM and SBS Faculty Hired as Associate Professors</td>
<td>STEM vs. SBS</td>
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<td>5e</td>
<td>Years in Rank at Professor I Level for STEM and SBS Faculty Hired as Professor I</td>
<td>STEM vs. SBS</td>
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<td>✓</td>
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<td>✓</td>
<td>✓</td>
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<td>6</td>
<td>Voluntary, Non-Retirement Attrition, by Rank, Gender, and Department</td>
<td>Department</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>7</td>
<td>New Hires, by Rank, Gender, and Department</td>
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<td>✓</td>
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<td>Faculty Leadership Positions, by Campus</td>
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<td>9</td>
<td>Number and Percent of Faculty of Color, by Department</td>
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<td>Salary by Gender and Department</td>
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<td>11</td>
<td>Space Allocation by Rank, Gender, and Department</td>
<td>Department</td>
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<td>12</td>
<td>Start-up Packages by Rank, Gender, and Department</td>
<td>School</td>
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</tbody>
</table>
Change in number and percent female SEM faculty*, by campus, AY 2007-08 to AY 2010-11

<table>
<thead>
<tr>
<th>University</th>
<th>Number Female (Total) AY2007-08</th>
<th>Percent Female AY2007-08</th>
<th>Number Female (Total) AY2010-11</th>
<th>Percent Female AY2010-11</th>
<th>Percentage Change Female Faculty (t2-t1/t1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>University-wide</td>
<td>205 (924)</td>
<td>22.2%</td>
<td>238 (979)</td>
<td>24.3%</td>
<td>16.1%</td>
</tr>
<tr>
<td>Camden</td>
<td>22 (71)</td>
<td>31.0%</td>
<td>18 (69)</td>
<td>26.1%</td>
<td>-18.2%</td>
</tr>
<tr>
<td>Newark</td>
<td>35 (119)</td>
<td>29.4%</td>
<td>40 (131)</td>
<td>30.5%</td>
<td>14.3%</td>
</tr>
<tr>
<td>New Brunswick</td>
<td>148 (734)</td>
<td>20.2%</td>
<td>180 (779)</td>
<td>23.1%</td>
<td>21.6%</td>
</tr>
</tbody>
</table>

• Full-time tenured and tenure-track faculty
• Toolkit Indicator Table 1
<table>
<thead>
<tr>
<th>Campus</th>
<th>Division or School</th>
<th>Number Female (Total) AY2007-08</th>
<th>Percentage Female AY2007-08</th>
<th>Number Female (Total) AY2010-11</th>
<th>Percentage Female AY2010-11</th>
<th>Percentage Change Female Faculty (t2-t1/t1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Camden</td>
<td>MPS</td>
<td>4 (28)</td>
<td>14.3%</td>
<td>3 (28)</td>
<td>10.7%</td>
<td>-25.0%</td>
</tr>
<tr>
<td></td>
<td>Biol Sci</td>
<td>1 (8)</td>
<td>12.5%</td>
<td>0 (10)</td>
<td>0.0%</td>
<td>-100.0%</td>
</tr>
<tr>
<td></td>
<td>SBS</td>
<td>17 (35)</td>
<td>48.6%</td>
<td>15 (31)</td>
<td>48.4%</td>
<td>-11.8%</td>
</tr>
<tr>
<td>Newark</td>
<td>MPS</td>
<td>6 (32)</td>
<td>18.8%</td>
<td>6 (33)</td>
<td>18.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>Biol/Env</td>
<td>6 (18)</td>
<td>33.3%</td>
<td>9 (26)</td>
<td>34.6%</td>
<td>50.0%</td>
</tr>
<tr>
<td></td>
<td>SBS</td>
<td>17 (44)</td>
<td>38.6%</td>
<td>17 (44)</td>
<td>38.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>New Brunswick</td>
<td>MPS</td>
<td>27 (213)</td>
<td>12.7%</td>
<td>27 (217)</td>
<td>12.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>Life Sci</td>
<td>15 (50)</td>
<td>30.0%</td>
<td>15 (51)</td>
<td>29.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>SBS</td>
<td>51 (152)</td>
<td>33.6%</td>
<td>59 (155)</td>
<td>38.1%</td>
<td>15.7%</td>
</tr>
<tr>
<td></td>
<td>SoE</td>
<td>16 (128)</td>
<td>12.5%</td>
<td>19 (127)</td>
<td>15.0%</td>
<td>18.8%</td>
</tr>
<tr>
<td></td>
<td>SEBS</td>
<td>29 (126)</td>
<td>23.0%</td>
<td>49 (175)</td>
<td>28.0%</td>
<td>69.0%</td>
</tr>
</tbody>
</table>

* Full-time tenured and tenure-track faculty
Number of SEM Faculty* by Gender & Rank at Rutgers AY2007-08 (baseline)

- **Assistant Professor**
  - Women: 45
  - Men: 88

- **Associate Professor**
  - Women: 55
  - Men: 80

- **Professor I**
  - Women: 25
  - Men: 171

- **Professor II**
  - Women: 276
  - Men: 184

Bubble size represents percentage in rank.

Full-time Tenured & Tenure-Track Toolkit Indicator Table 1
Number of SEM Faculty* by Gender & Rank at Rutgers, AY2010-11 (with % change over baseline)

Bubble size represents percentage in rank

<table>
<thead>
<tr>
<th>Faculty Rank</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor</td>
<td>94</td>
<td>64</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>81</td>
<td>65</td>
</tr>
<tr>
<td>Professor I</td>
<td>65</td>
<td>28</td>
</tr>
<tr>
<td>Professor II</td>
<td>28</td>
<td>171</td>
</tr>
</tbody>
</table>

Full-time Tenured & Tenure-Track Toolkit Indicator Table 1
Gender & Rank at Rutgers, 2010-11
Tenured, Tenure-track & Non-tenure-track

Female SEM Faculty

- PI: 18%
- Assoc Prof: 22%
- Ass’t Prof: 17%
- P II: 8%
- NTT: 35%

Male SEM Faculty

- PI: 31%
- Assoc Prof: 18%
- Ass’t Prof: 10%
- P II: 18%
- NTT: 23%

Toolkit Indicator Table 2
## Department Demographics at Baseline (2007-08)

<table>
<thead>
<tr>
<th>% Women in Department</th>
<th>Number of Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td><img src="image1" alt="Graph" /></td>
</tr>
<tr>
<td>1-10%</td>
<td><img src="image2" alt="Graph" /></td>
</tr>
<tr>
<td>11-20%</td>
<td><img src="image3" alt="Graph" /></td>
</tr>
<tr>
<td>21-30%</td>
<td><img src="image4" alt="Graph" /></td>
</tr>
<tr>
<td>31-40%</td>
<td><img src="image5" alt="Graph" /></td>
</tr>
<tr>
<td>41-50%</td>
<td><img src="image6" alt="Graph" /></td>
</tr>
<tr>
<td>51+%</td>
<td><img src="image7" alt="Graph" /></td>
</tr>
</tbody>
</table>

- New Brunswick, 39 departments in SAS, SoE, and SEBS
- Newark, 11 departments in FAS and SoCJ
- Camden, 9 departments in FAS

\[ \bar{x} = 22.9\% \]

\[ N > 20\% = 32 \ (54.2\%) \]

Equivalent to: 59 total departments, 32 with greater than 20% women, average 22.9%.
## Department Demographics in 2010-11

<table>
<thead>
<tr>
<th>% Women in Department</th>
<th>Number of Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td><img src="chart0.png" alt="Chart" /></td>
</tr>
<tr>
<td>1-10%</td>
<td><img src="chart1.png" alt="Chart" /></td>
</tr>
<tr>
<td>11-20%</td>
<td><img src="chart2.png" alt="Chart" /></td>
</tr>
<tr>
<td>21-30%</td>
<td><img src="chart3.png" alt="Chart" /></td>
</tr>
<tr>
<td>31-40%</td>
<td><img src="chart4.png" alt="Chart" /></td>
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<tr>
<td>41-50%</td>
<td><img src="chart5.png" alt="Chart" /></td>
</tr>
<tr>
<td>51+%</td>
<td><img src="chart6.png" alt="Chart" /></td>
</tr>
</tbody>
</table>

- New Brunswick, 39 departments in SAS, SoE, and SEBS
- Newark, 11 departments in FAS and SoCJ
- Camden, 9 departments in FAS

N=59
N > 20% = 37 (62.7%)
\[ \bar{x} = 24.8% \]
### Race/ethnicity of SEM faculty at Rutgers, 2010-11

#### Female SEM Faculty

- American Indian/Alaskan Native: 11%
- Asian/Pacific Islander: 6%
- Black: 4%
- Hispanic: 0%
- White (all others): 79%

#### Male SEM Faculty

- American Indian/Alaskan Native: 2%
- Asian/Pacific Islander: 3%
- Black: 0%
- Hispanic: 0%
- White (all others): 78%

#### Table

<table>
<thead>
<tr>
<th>Year</th>
<th>Under-represented (UR)</th>
<th>Women</th>
<th>Men</th>
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<tbody>
<tr>
<td></td>
<td>% UR</td>
<td>Total</td>
<td>Percentage Change</td>
</tr>
<tr>
<td>AY2007-08</td>
<td>37</td>
<td>18.0%</td>
<td>205</td>
</tr>
<tr>
<td>AY2008-09</td>
<td>42</td>
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<td>223</td>
</tr>
<tr>
<td>AY2009-10</td>
<td>49</td>
<td>21.4%</td>
<td>229</td>
</tr>
<tr>
<td>AY2010-11</td>
<td>51</td>
<td>21.4%</td>
<td>238</td>
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</tbody>
</table>

Source: Toolkit Indicator Table 9
Pre-ADVANCE Research

1999

FAS Gender Equity Study
(Noemie Koller, Chair)

FAS Committee on Increasing Faculty Diversity
(Mary Hartman, Chair)

Reaffirming Action
Ford Foundation grant
(PIs: Mary Hartman and Cheryl Wall)

RU FAIR ADVANCE 2008-
Mixed Methods Research: Brokering for Institutional Change

RU FAIR Staff
- Exit, entrance, stayer interviews
- Department chair interviews
- Space allocation study
- Career trajectory study
- Agents of change study

RU FAIR Professors
- Newark earnings study
- Camden time management study
- NB teaching evaluation study

Mini Grants
- Associate professor project (Dana Britton)
- Network study
- Diversity study
- Multivariate earnings study

Evaluating RU FAIR activities: Assessing progress
Challenges and Successes

Challenges

• “1997 issue”
• Earnings measures: pay rate and beyond

Successes to Date

• Data warehouse
• University partnerships via ad hoc committee
• Integrating new Human Resources system (RIAS) (January 2011)

Future Successes

• Career trajectory study (analyzing cohorts)
• Multivariate earnings study (moving beyond descriptive analysis)
Meta-Initiative #1:
Recruitment and Retention

Doreen Valentine, PhD
Director of RU FAIR ADVANCE &
Assistant Director in the Office for
the Promotion of Women in
Science, Engineering, and
Mathematics
Meta-Initiative #1: Recruitment & Retention

*Develop a targeted strategy for increasing the number of women in general, and minority women in particular, on the SEM faculty of Rutgers University through…*

Professional development on best practices for faculty search committees (RU InSTRIDE)
RU InStride
(Institutionally Novel Strategies and Tactics to Improve Diversity and Excellence)

• Modeled after University of Michigan’s STRIDE Initiative
• Committee of distinguished faculty and administrative leaders
• Develop and implement guidelines for best practices in hiring
• Liaison with central administration and decanal units
The President’s Council for Institutional Diversity and Equity emerged as the InSTRIDE body at Rutgers.

**Co-chairs**

- President Richard L. McCormick
- Cheryl Wall, Zora Neale Hurston Professor of English

**Comprised of 33 administrative and faculty leaders from Rutgers’ three campuses**

**Charged with actively monitoring the university’s progress in diversifying its faculty and senior administration**

**Provides guidance to chairs and deans regarding best practices in faculty hiring, retention, and campus climate and community**

**Makes recommendations regarding proposals submitted under the President’s Faculty Diversity Cluster Hiring Initiative**

**Formed science subcommittee to address issue of cluster hiring in SEM**
Institutional Partnerships for RU InStride

- President’s Council on Institutional Diversity & Equity
- Office of Institutional Diversity & Equity
- RU FAIR ADVANCE/SciWomen
- Deans, Faculty & Central Administration
  - Camden
  - Newark
  - New Brunswick

Best Practices for Faculty Recruitment & Retention
2007 - 2008
Female Faculty: 205/924; 22.2%
UR Faculty: 181/924; 19.6%
President’s Council on Institutional Diversity & Equity established

2008 - 2009
Science subcommittee established
“Increasing Faculty Diversity” handbook published
RU FAIR outreach to department chairs & faculty

2009 - 2010
Mini-grant programs on “Unconscious Bias” & “Evaluation of Competence & Merit” research

2010 - 2011
Female Faculty: ↑16.1%
238/979; 24.3%
UR Faculty: ↑20.4%
(218/979; 22.3%)
Development & roll-out of online resource module & website
Professional Development Workshops for Departmental Search Committees (future)
From Handbook to Online Module

Institutional partnerships

Expertise:
- Subject-matter
- Process
- Technical

Multi-stage implementation and roll-out

Create buy-in through active feedback & participation

http://search.committee.module.rutgers.edu
Active Recruitment in the Digital Age

Handbook (2009)
- Passive
- Detailed Resources
- Online (pdf)
- References with hyperlinks
- Print reference

Online Interactive Module (2010)
- Active/Interactive
- Professional development (skills training)
- Multimedia
- Self-assessment
- Compliance

Web-Based Resource Suite (2011)
- Integrated
- Multimedia
- Multi-module
- Webliography
- Threaded discussions

Professional Development Workshops (2011)
- Customized
- Professional development
- Group discussions
- Onsite training
- Evaluation
New Hires in SEM at Rutgers
AY2007-08 to AY2009-10

- 2007-08: 5 Women, 31 Men (13.9% Women)
- 2008-09: 20 Women, 30 Men (40.0% Women)
- 2009-10: 9 Women, 21 Men (30.0% Women)
- Total New Hires to Date: 34 Women, 82 Men (29.3% Women)

Toolkit Indicator Table 7
New Hires in SEM by Campus
AY2007-08 to AY2009-10

<table>
<thead>
<tr>
<th>Campus</th>
<th>Number of Faculty</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Brunswick</td>
<td>66</td>
<td>27</td>
<td>39</td>
</tr>
<tr>
<td>Newark</td>
<td>9</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Camden</td>
<td>7</td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>

Toolkit Indicator Table 7
Committee on the Future of the School of Arts and Sciences, New Brunswick
Executive Dean Douglas Greenberg

Strategic Goals and Tactical Steps—2010

• Triple, within five years (2016), the number of women faculty members in the life sciences and the mathematical and physical sciences
• Triple, within five years (2016), the number of people of color on the SAS faculty

New Hires in SAS-NB

About half of new hires between AY2007-08 and AY2009-10 have been women:
  • Life Sciences (n=3/6)
  • Social and Behavioral Sciences (n=9/19)

In the current year (AY2010-11):
  • Mathematics and Physical Sciences (n=3/6)
Successful Recruitment in Department of Mathematics-New Brunswick

Mini-grant Recipient: Professor Amy Cohen-Corwin

- 3 offers made
- 2 accepted

executive leadership takes decisive action

leads to a cluster recruitment and hiring

AY2009-10

- Math Dept comprised of 62 men and 2 women (3.1% female)

AY2010-11

- Math Dept comprised of 60 men and 4 women (6.3%)

5 female mathematicians invited for a guest lecture series

Mechanism of Support: Mini-grant
New Hires (Tenured/Tenure-track SEM Faculty)
AY2007-08 — AY2009-10

School of Environmental & Biological Sciences
• 38.9% (n=7/18) of new hires were women
• Percent female faculty, AY2010-11 = 28.0% (↑69.0%*)

School of Engineering
• 27.3% (n=3/11) of new hires were women
• Percent female faculty, AY2010-11 = 15.0% (↑18.8%)

Faculty of Arts & Sciences – Newark
• 42.9% (n=6/14) of new hires were women
• Percent female faculty, AY2010-11 = 30.3% (↑16.1%)

Faculty of Arts & Sciences – Camden
• 12.5% (n=1/8) of new hires were women
• Percent female faculty, AY2010-11 = 26.3% (↓18.2%)

- Toolkit Indicator Table 7
- Toolkit Indicator Table 1
New SEM Hires by Gender & Rank, AY2007-08 to AY2009-10

Number of New Hires

<table>
<thead>
<tr>
<th>Rank</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor</td>
<td>29</td>
<td>28.6%</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>7.7%</td>
<td>12</td>
</tr>
<tr>
<td>Professor I</td>
<td>0.0%</td>
<td>3</td>
</tr>
</tbody>
</table>

% Women (total hires) = 29.3% (116)

Toolkit Indicator Table 7
Retention: Tenure Outcomes by Gender
AY2007-08 to AY2009-10

Full-time tenure-track SEM faculty

% Assistant Women in AY2009-10 = 38.3% (141)

Reviews
- Women: 24
- Men: 49

Approvals
- Women: 24
- Men: 44

Denials
- Women: 0
- Men: 5

Toolkit Indicator Table 3
Promotion Outcomes by Gender: Associate to Full Professor, AY2007-08 to AY2009-10

- **Reviews**: Women (16), Men (53) - 23.2%
- **Approvals**: Women (15), Men (45) - 25.0%
- **Denials**: Women (11.1%), Men (8) - 1.1%

% Associate Women in AY2009-10 = 31.4% (261)
Promotion Outcomes by Gender: PI to PII
AY2007-08 to AY2009-10

<table>
<thead>
<tr>
<th></th>
<th>Reviews</th>
<th>Approvals</th>
<th>Denials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Men</td>
<td>20</td>
<td>15</td>
<td>5</td>
</tr>
</tbody>
</table>

% PI Women in AY2009-10 = 17.6% (369)

Full-time tenured SEM faculty

Toolkit Indicator Table 4
Retention: Keep them here. Help them thrive.

Enhance retention by providing resources for successful promotion outcomes

Faculty Resource Toolkit

- Mentors—formal & informal
- Tenure & promotion support
- Grantsmanship: from sources to writing
- Childcare options
- Work-life balance
- Enhanced visibility
- Professional networks
**RU FAIR Mechanisms for Retention**

- **Life-Cycle grants**: 7 faculty facing significant personal challenges supported at critical career junctures
- **Mini-grants**: 22 mini-grants supported 20 lectures or colloquia, 7 workshops, 7 research projects, and networking

---

**Mini-grants by discipline**

- Social Science: 54%
- Natural Science/Math: 23%
- Engineering: 9%
- Other: 14%

**Mini-grants by type**

- Lecture: 36%
- Research: 32%
- Workshop: 11%
- Multiple: 14%
- Networking: 2%
- Travel: 5%
- Multiple: 14%

---

SciWomen: Join in the Discovery
Women of Color Scholars Project

Objectives

Address challenges facing junior women of color as emerging scholars, scientists and teachers through:

- Workshops for skill-building
- Senior and peer mentoring
- Documenting experiences of women of color in academia and SEM disciplines
- Creating tight-knit community

Participants & Programs

- ~12 regular participants and 10 occasional participants
- 10 workshops, symposia and networking events to date

Zaire Dinzey-Flores
Assistant Professor
Latino Studies and Sociology

Robyn Rodriguez
Assistant Professor
Sociology

Niki Dickerson
von Lockette
Associate Professor
Labor Studies & Employment Relations
Women of Color Scholars Project

Assessing Progress & Impact

- Web-based forum for exchange of ideas and consensus building
- Focus group evaluation
- Programmatic evaluation

“The group has turned out to be nothing short of necessary, in my estimation, for the success of women of color faculty.” ~assistant professor at focus group

“I mean Rutgers is huge...transitioning from doing your research to dealing with students and colleagues, it’s a really difficult experience....It’s not just me, [the WoC group] made the experience less isolating.” ~assistant professor at focus group

“I benefited from the systematic way the two speakers took us through the tenure process, the insights they shared on key components of a tenure file (such as outside letters), and the reminder to be taking steps now to ensure success later.” ~assistant professor at T&P workshop
Meta-Initiative #2: Leadership & Professional Development

Natalie Batmanian, PhD
Director of Leadership and Programs &
Associate Director in the Office for the
Promotion of Women in Science, Engineering, and Mathematics
Goal

- Enhance women’s full participation, advancement and leadership
Faculty Visibility: My Stories

A mentoring tool for the digital age
Faculty Visibility in Newark

Professor of biology Judith Weis and 10 other SEM female faculty updated their websites for more effective communications and visibility.

http://newarkbioweb.rutgers.edu/Weis%20Lab/index.html
Faculty Visibility on the Internet

'Sid the Science Kid' Has Rutgers Roots

RutgersToday 108 videos Subscribe

'Nina Fefferman: Growth'
RUsciwomen 12 videos Subscribe

This video is public.

Rutgers Office for the Promotion of Women in Science, Engineering, and Mathematics...
Faculty Achievements: Awards

Dr. Barbara Turpin
Professor, Environmental Sciences
Awarded 2011 Fellow of American Association for the Advancement of Science

Dr. Diana Sanchez
Assistant Professor, Psychology
Awarded 2010 Michele Alexander Early Career Award for Scholarship and Service by the Society for the Psychological Study of Social Issues

Dr. Noemie Koller
Professor, Physics
Awarded 2010 Nicholson Medal for Human Outreach by the American Physical Society

Dr. Judith Weis
Professor, Biology
RU FAIR Professor
Chair of NJ DEP Science Advisory Board

Dr. Helen Buettner
Professor, Engineering
RU FAIR Professor & Co-PI
Awarded 2010 WEPAN University Change Agent Award

Only 17% of the awards given out to STEM fields since 1987 have been given to women.

The RAISE Project
Encouraging and Mentoring Women Scientists: Four Rutgers Women Get Down to Work with RU-FAIR

Four scientists, three campuses, lots to do

February 17, 2009

EDITOR'S NOTE: Professor Bennett may be contacted at 732-932-9375, Ext. 386 or e-mail profmyogic@yahoo.com

NEW BRUNSWICK, N.J. — Four Rutgers University women scientists have agreed to promote gender equity among science, engineering and mathematics faculty on Rutgers’ three campuses. The four, designated RU-FAIR (Rutgers University for Faculty Advancement and Institutional Re-Imagination) professors, have been selected by the Rutgers Office for Promotion of Women in Science, Engineering and Mathematics based on proposals they submitted for their campuses or academic units.

The four professors are Georgia Arbuckle-Kell, professor of chemistry at Rutgers-Camden; Helen M. Buehner, professor of biomedical engineering and chemical and biochemical engineering on the New Brunswick campus; Judith Weis, professor of biology at Rutgers-Newark; and Maggie Shiffman, professor of psychology at Rutgers-Newark. Weis and Shiffman submitted a joint proposal.

The three proposals concern issues specific to each campus. All three seek to increase opportunities for women scientists and engineers to communicate among themselves, to improve mentoring of junior by senior faculty and help women direct their career paths.

“Each Rutgers campus has its distinct flavor and culture,” said Joan Bennett, vice president for academic affairs and professor of plant biology. “Our RU-FAIR professors are drawn from each of the three campuses and understand the different needs and histories of their respective units.”

For Weis, a veteran of the faculty at Rutgers-Newark, the history of women faculty in general and scientists in particular is important. Part of her proposal is to document the history of the struggle for gender equity for women faculty on her campus. “I was a junior faculty member back in the early 1970s when a famous case was brought on behalf of the faculty women in Newark, led by two of the eight tenured women on campus — Helen Strausser and Dorothy Dinnenten,” Weis remembered. “They gathered the data and showed that, no matter how you sliced it, women were discriminated against here.”

Mentoring is another key part of the Newark proposal. Mentors can help junior faculty avoid common missteps, such as taking on too much administrative work — what Shiffman calls “administrivia.” Weis and Shiffman intend to give every women assistant professor in the sciences a mentor.

Buehner’s plans call for a workshop on promotion and tenure to distill the university-wide promotion and tenure instructions to information especially relevant to scientists and
SciWomen: Join in the Discovery

Faculty Achievements: In the News

Joanna Burger Awarded Brewster Medal

Distinguished Professor of Life Sciences Joanna Burger Honored by... Joining in the discovery.

Rutgers Today: Your Source for University News

Focus: News for and about Rutgers faculty, students, and staff

Media Relations

Rutgers Reasearchers Find a Possible 'Smoking Gun' for Prostate Cancer Some genes protect against prostate cancer: Tony Kong and his colleagues think they know how that gene works. Full Story

Other News Sources
Find an Expert

Three Rutgers Professors Named Fellows of Top National Science Association

December 17, 2009

NEW BRUNSWICK, N.J. — Three Rutgers scholars are among 631 scientists the American Association for the Advancement of Science (AAAS) has elevated to the rank of fellow. The pre-eminent national scientific organization selects fellows based on their efforts in advancing science or fostering applications considered scientifically or socially distinguished.

Susan M. Cachel is an associate professor in the Department of Anthropology, School of Arts and Sciences, and a member of the graduate interdisciplinary Quaternary Studies Program. She studies the origins of higher primates: the origins of the human family (hominization); the origins of anatomically modern humans; and evolutionary processes such as speciation and extinction. She is also interested in the biology of extinct species, using anatomical evidence and the evidence of comparative behavior. Cachel was cited for "invaluable contributions to hominization theory, the role of nutritional fat in human occupation of high latitudes, and primate evolution."

"I became a member of the AAAS when I first entered graduate school. To be honored as a AAAS Fellow reaffirms my continuing relationship with this organization," Cachel said. "I am deeply pleased to receive this honor from one of America's top-ranking scientific bodies."
Number of SEM Faculty* by Gender & Rank at Rutgers, AY2010-11

Bubble size represents percentage in rank

- **Assistant Professor**
  - Women: 64
  - Men: 94

- **Associate Professor**
  - Women: 81
  - Men: 175

- **Professor I**
  - Women: 65
  - Men: 301

- **Professor II**
  - Women: 28
  - Men: 171

Full-time Tenured & Tenure-Track Toolkit Indicator Table 1
University Leaders
AY2007-08 to AY2010-11*

<table>
<thead>
<tr>
<th>Role</th>
<th>Number in Leadership Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Deans &amp; Exec Admin</td>
<td></td>
</tr>
<tr>
<td>Other Full Deans &amp; VPs</td>
<td></td>
</tr>
<tr>
<td>Chairs (SEM only)</td>
<td></td>
</tr>
<tr>
<td>Special Professors* (SEM &amp; non-SEM)</td>
<td></td>
</tr>
<tr>
<td>Professor II (SEM &amp; non-SEM)</td>
<td></td>
</tr>
<tr>
<td>Professor I (SEM &amp; non-SEM)</td>
<td></td>
</tr>
</tbody>
</table>

*Data for “Special Professors” as of 8/10

<table>
<thead>
<tr>
<th>% Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
</tr>
<tr>
<td>2007-08</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>4.2%</td>
</tr>
<tr>
<td>12.5%</td>
</tr>
<tr>
<td>48.6%</td>
</tr>
<tr>
<td>32.4%</td>
</tr>
<tr>
<td>22.4%</td>
</tr>
<tr>
<td>10.3%</td>
</tr>
<tr>
<td>17.7%</td>
</tr>
<tr>
<td>18.7%</td>
</tr>
<tr>
<td>18.7%</td>
</tr>
<tr>
<td>26.9%</td>
</tr>
<tr>
<td>24.8%</td>
</tr>
</tbody>
</table>
SEM Department Chairs at Rutgers

<table>
<thead>
<tr>
<th>Departments by Campus</th>
<th>Number of Departments AY 2007-08 (baseline)</th>
<th>% of Women who are chairs</th>
<th>Number of Departments AY 2010-11 (year 3)</th>
<th>% of Women who are chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Camden (9 depts)</td>
<td><img src="image" alt="Camden Departments" /></td>
<td>0.0%</td>
<td><img src="image" alt="Camden Departments" /></td>
<td>33.3%</td>
</tr>
<tr>
<td>Newark (10 depts)</td>
<td><img src="image" alt="Newark Departments" /></td>
<td>10.0%</td>
<td><img src="image" alt="Newark Departments" /></td>
<td>20.0%</td>
</tr>
<tr>
<td>New Brunswick (39 depts)</td>
<td><img src="image" alt="New Brunswick Departments" /></td>
<td>12.8%</td>
<td><img src="image" alt="New Brunswick Departments" /></td>
<td>20.5%</td>
</tr>
<tr>
<td>58 SEM departments</td>
<td>6 women 52 men</td>
<td>10.3%</td>
<td>13 women 45 men</td>
<td>22.4%</td>
</tr>
</tbody>
</table>

*Dean of the School of Criminal Justice excluded

Toolkit Indicator Table 8
Leadership & Professional Development Programs Available for Women at Rutgers

- **Center for Organizational Development and Leadership (ODL)**
  - Targets leaders in higher education

- **Executive Leadership Program (ELP)**
  - Developed by Institute of Women’s Leadership for executive women in industry

- **SciWomen OASIS**
  - Targets faculty women in science
OASIS

(Objective Analysis of Self and the Institute Seminar)

- Modeled after IWL Executive Leadership Program
- Customized to address common themes within the context of academic science
  - Leadership Skills (communication, negotiation…)
  - Professional networks
  - Work-life balance
  - Research Collaborations
OASIS impacts…

**Leadership and Professional Development**
- Skill building and mentoring
- Resource toolkits

**Networking Opportunities**
- Creating and sustaining networks for professional exchange

**Workplace and Community**
- Reducing isolation
- Raising productivity and job satisfaction

**Research Collaborations**
- Entrepreneurial ventures
Approach and Philosophy

Skill building: to prepare for leadership roles

Mentoring: to maximize learning and improve mentoring skills

One-on-one coaching sessions: to create action plans for personalized goals

Networking: to build and expand alliances and communities

Workshop series

Peers and senior women

Monthly meetings

Networking during program and beyond
OASIS Skill-building Approaches

**Improving self-advocacy**
- Negotiation
- Communicating one’s science

**Improving leadership skills**
- Understanding one’s leadership style
- Leading versus managing

**Balancing work and life**
- Prioritizing work and life demands
- Managing time

**Scientist as entrepreneur**
- Funding and budgeting
- Building alliances
OASIS Mentoring Approaches

Peer Mentoring
Peers share information and experiences

Mentoring Circles
Support reaches more people at once

Mosaic of Mentors
Protégé receives mentoring through a series of brief encounters
OASIS Circle: Peer Mentoring Group
Spring 2010 - present

<table>
<thead>
<tr>
<th>A forum for senior-rank women to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discuss professional issues</td>
</tr>
<tr>
<td>Develop a community that extends beyond their immediate departments</td>
</tr>
<tr>
<td>Voice issues for women in science</td>
</tr>
<tr>
<td>Brainstorm solutions</td>
</tr>
</tbody>
</table>

OASIS Circle members have committed to mentoring early-career colleagues in the Spring 2011 OASIS Leadership and Professional Development Program.
SciWomen: Join in the Discovery

Evolution of SciWomen OASIS

**PROGRAMMING**

- **2008:** OASIS I Pilot with 29 Faculty Members in SEM fields
- **2009:** OASIS II Program – 71* OASIS Coaching and Mentoring - 21
- **2010:** OASIS III Camden 16
- **2011:** OASIS NB – 20 expected

**FUNDING**

- **2008:** Academic Excellence and Office of Diversity and Equity Funds
- **2009:** Bio1-Wired NJ Department of Labor
- **2010:** OASIS Peer-mentoring Circle 12
- **2011:** RU FAIR ADVANCE

Numbers reflect participating women faculty members in SEM
* includes women from industry
OASIS Participants to Date

- Rutgers, 70
- Public and Private Sector, 31
- Other Academic, 30

Public (e.g., K-12 Administrators in Science)
Private (e.g., Pharmaceutical and IT Sector)
Academic Participants in OASIS
(Rutgers and Other Institutions)

<table>
<thead>
<tr>
<th>Field</th>
<th>Assistant</th>
<th>Assoc</th>
<th>Full</th>
<th>Non-Tenure/Staff</th>
<th>Other Univ.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biological &amp; Environ. Sciences</td>
<td>9 4 2 7 6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td>1 3 4 1 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Sciences</td>
<td>2 2 2 4 3</td>
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<td></td>
<td></td>
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<tr>
<td>Physical Sciences</td>
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</tr>
<tr>
<td>Health</td>
<td>1 3 1 2 9</td>
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</tr>
<tr>
<td>Law/Business</td>
<td>1 2 6 3 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OASIS Program Evaluation

Disagree 1-------2-------3-------4-------5 Agree

Overall effectiveness of the program

% of Ratings of 4 or Above

100%  Recommend the program to others

95%  Program was beneficial to them

95%  Feel better prepared for leadership roles

95%  Prepared to negotiate successfully with supervisors and colleagues

90%  Think program prepared them with a better career plan
RU FAIR OASIS – Camden

In Fall 2010, RU FAIR Professor Georgia Arbuckle-Keil designed and ran the OASIS-Camden Leadership Program.

Participants
- 27 total
- 16 women in SEM

Outcomes
- Program rated “well-delivered and useful”

Disagree Agree
1----2----3----4----5

Overall effectiveness of the program
SciWomen: Join in the Discovery

What participants are saying...

I feel isolated here... this was so supportive.

Every university needs a professional development program like OASIS.

Biggest benefit was networking... getting to know other women who are scientists.

Helped in building confidence, networking, and formation of ideas and opinions about women in workplace.

I am so glad that I made the time for this program. It is something we, in academia, should do more of.
Amplifying RU FAIR ADVANCE through OASIS

Provides intellectual and resource exchange

Provides networking within school and across campuses

Communicates diversity and equity goals mutual to Rutgers and ADVANCE

Helps reach retention goals mutual to Rutgers and ADVANCE
RU FAIR Professorships and Concluding Thoughts

Helen Buettner, PhD
Co-PI and
RU FAIR Professor - New Brunswick
Professor of Biomedical Engineering
Connecting Our Three Campuses

Decentralization presents a strength and a challenge for Rutgers.

The RU FAIR Professorship Program

- addresses campus-specific needs through grassroots initiatives
- increases communication across campuses
Who are RU FAIR Professors?

**Campus Ambassadors**
- Representatives of ADVANCE
- Enhance visibility and communication on respective campuses and across disciplines and campuses

**Sponsors and Advocates**
- SEM women
- Gender and race/ethnic diversity, equity, and excellence

**Grassroots Facilitators**
- SEM women’s advancement through tailored programs, lecture series, and mentorship
RU FAIR Professors on Each Campus

Georgia Arbuckle-Keil
Professor of Chemistry
CAMDEN

Judith Weis
Professor of Biology
Maggie Shiffrar
Professor of Psychology
NEWARK

Helen Buettner
Professor of Biomedical Engineering and Chemical & Biochemical Engineering
NEW BRUNSWICK
RU FAIR Professors in Newark

Maggie Shiffrar and Judith Weis

Context
- Most diverse campus
- History of civil rights
- Concentration of professional schools

Research and Programming Highlights
- Historical Perspective on Gender Equity
- Newark Faculty Salary Study
- Enhanced visibility via website, forging relationships with program officers in Washington
- Distinguished Lecture Series
- Child Care Center development
RU FAIR Professor in Camden

Context
- Predominantly undergraduate institution (PUI)
- Few women faculty in natural sciences

Research and Programming Highlights
- Peer mentoring
- Networking
- Workshops on work-life balance and grantsmanship
- Exit interviews
- Time-management study
- OASIS Professional & Leadership Development program
RU FAIR Professor in New Brunswick

Helen Buettner

Context
- largest faculty and student body
- a decentralized campus (geographically and administratively)

Research and Programming Highlights
- Leadership and Professional Development
- WiE Tenure & Promotion Workshop
- Lunch Discussions with Dean Thomas Farris

Engineering as a Template
Pivotal Interactions in Leadership Development

Helen Buettner

1995
Graduate Director

1999
Associate Dean

2008
OASIS Pilot

HERS Bryn Mawr Summer Institute

Key Role Models

Brent Ruben
ODL

Patricia Roos
FAS Dean’s Office

RU FAIR Professor & Co-PI
Initial Plan for New Brunswick

- Tenure & Promotion Workshop
- Connections & Community
- Leadership Development
- Mentoring
- Bring in guest lecturers
Women in Engineering (WiE) Focus Group Feedback

- Tenure & Promotion Workshop
- Connections & Community
- Leadership Development
- Mentoring
- Bring in guest lecturers
WiE Tenure & Promotion Workshop

Participants
- 6 panelists
  - SoE Faculty
- 5 professors attended
  - 3 assistant
  - 2 associate

Outcomes
- Formal and informal communication of T&P rules
- Forging of strong mentoring relationships
- Networking among senior faculty and early-career colleagues
Lunch Discussions with SoE Dean Thomas Farris

Participants

- 5 women (Feb 2010)
- 13 women (May 2010)

Outcomes

- Strengthening community of engineering women
- Communicating information about RU FAIR ADVANCE programs and resources
- Communication of Dean Farris’ commitment to diversity and excellence at SoE
Leadership Development: Myers-Briggs (campus-wide workshop)

- Facilitator: Dr Judith Katz, HERS Bryn Mawr Summer Institute
- Recruitment through SciWomen listserv

Participants

- Staff, 4
- Associate Professor, 7
- Non-Tenure Track, 7
- Full Professor, 10

28 women from 17 SEM Departments

Outcomes

- Disagree
- Agree

1--------2--------3--------4--------5

Overall effectiveness of the program

95% found program useful and relevant
OASIS Spring 2011 Program
(campus-wide, early-career faculty)

Participants
• Assistant and associate professors
• Multiple disciplines

Topics
• Leadership style
• Negotiating
• Work/life balance
• Personal advocacy

Focus
• Increased emphasis on research interests
• Senior women to serve as mentors
• Extend personal invitations
OASIS: From Pilot to Signature Program

Camden OASIS (2010)
NB OASIS (2011)
RU FAIR OASIS

Merging of OASIS with RU FAIR Professorship Model
Grassroots… Regional Reach

Individual campus strengths/challenges drive the programmatic and research focus

Individual campus successes are spreading to university-wide application

- Newark ‘Salary Study’
- Camden ‘Time Management Study’
- New Brunswick OASIS Program
Sustaining RU FAIR Professorships

**Successes**
- Programs well received
- Women engaged and feel supported
- Organic integration of approaches across campuses

**Challenges**
- Optimize impact to effort
- Infrastructure support
- Enhancing communication and visibility
Sustaining RU FAIR ADVANCE

**Successes**
- Momentum in programs and research
- Increasing core participation
- Improving demographic indicators in most areas

**Challenges**
- Blending and integrating social science with natural science approaches
- Developing solutions for a large, geographically and culturally complex campus
- Impact of economic constraints
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