**Introduction**
This is the 13th quarter of our ADVANCE grant. Progress to support the expansion of the RU FAIR Professor program and activities has been ongoing following the NSF-site visit. Each campus now recognizes two RU FAIR professors, one a natural scientist or engineer, and the other a social scientist. Additionally, a full time program coordinator has been hired at Camden to provide much needed support to the faculty members engaged with the project. The New Brunswick office has been reorganized and initiated a search for a full time staff position to manage the budget; interviews are being held the week of November 28th, and it is anticipated that a candidate will be made an offer during December for start in January 2012. The ADVANCE team has continued to work closely and successfully with the RU Institutional Research team to obtain baseline NSF indicators. We have hosted a number of high profile events, continued with scheduled programmatic activity, appropriately prioritized increased funding of the Women of Color Scholars group, and continued our strategic collaborations with cognate groups at RU such as the Institute of Women’s Leadership and the Office of Institutional Diversity and Equity.

**Significant Accomplishments**

- **OASIS Fall 2011:**
  - Completed the Fall 2011 OASIS leadership and professional development program at Rutgers-New Brunswick for Non-Tenure Track Faculty. The Fall session was a successful and well-attended series of events that strengthened networks, fostered interdisciplinary communications, and developed leadership and professional skills for academic career enhancement.

- **SciWomen Office Reorganization**
  - Planned and launched re-organization of SciWomen Office to sustain RU FAIR Programs beyond the completion of the RU FAIR ADVANCE grant (see more details under Best Ideas Yet section).

- **External Advisory Board Meeting**
  - Met with our External Advisory Board in a valuable exchange with constructive feedback and advice on issues related to the RU FAIR ADVANCE grant (see more details under Significant Meeting section)

- **Evaluation Plans**
  - Evaluation plans for RU FAIR Professorship, Life-Cycle grants and Mini-grant programs have been developed and completion of the evaluation for years 1 through 3 is in process.

- **Women of Color Scholars Initiative (WoCSI)**
  - WoCSI has sponsored 3 successful activities in this quarter and continues to cultivate supportive environments for women of color in the academy and give visibility to Rutgers as a place committed to diversity
and retention of women of color (see more details under Recruitment and Retention Category).

- Significant Meetings (see list directly below)

**External Advisory Board (October 6, 2011)**

RU FAIR ADVANCE hosted a second annual External Advisory Board (EAB) meeting on October 5 - 6, 2011. The EAB was chaired by Interim Executive Vice President for Academic Affairs, Richard Edwards; the list of attendees is provided in Appendix A. The meeting itself consisted of two parts: an open session in which RU FAIR ADVANCE personnel gave a brief presentation on our history and philosophy, updated board members on the progress of programs and projects, outreach, and indicator data; sought guidance for future work; and gained insight from experts at other institutions. This was followed by a closed session between Dr. Edwards and the board.

**AWIS at 40 – Frontiers of Discovery (October 20 & 21, 2011)**

Pam Gleason, the program coordinator for RU FAIR ADVANCE Camden, attended two conferences to develop a larger network of resources for women in science on the Camden campus. One was a 2-day conference organized by the Association of Women in Science – “AWIS at 40 – Frontiers of Discovery”. This conference provided education, programming initiatives and networking opportunities and was well attended by women in science in academia, industry, and government. The conference was held at the Chemical Heritage Foundation in Philadelphia, PA and had experts presenting on various topics and areas of science. The open forum on Thursday evening “Workplace Frontiers: The Bench and Beyond” included four prominent women in science discussing their career journey. It was an excellent opportunity for graduate students, post docs, researchers, academics, and other scientists to ask questions about their career ambitions and goals. The following day the programs were focused on science careers and knowing what to know to maintain and advance in science, specifically for women. Contacts from this conference will be part of a resource database for RU FAIR Camden from which to recruit speakers, mentors, and contacts.

**Pennsylvania Women’s Conference (October 25, 2011)**

The second conference Pam Gleason attended was the Pennsylvania Women’s Conference held in Philadelphia, PA on October 25, 2011. The conference hosted many prominent speakers and authors to share their areas of expertise. She attended workshops during the day that included “Motivate, Inspire, and Bring out the Best in Yourself and Everyone Around You”, “Real World Advice for How You Can Influence and Make a Difference”, and “Getting Published”. These workshops were informative and also provided networking opportunities for future speakers of OASIS programs.
National Science Foundation PI ADVANCE Meeting (November 13 – 15, 2011)
Three members of the RU FAIR team participated in the annual PI ADVANCE meeting in Alexandria, VA. They networked with institutions in the same cohort as well as regional institutions with ADVANCE PAID and IT grants. As a result of the networking opportunities, RU FAIR will host a meeting in December with Harrisburg University’s Associate Provost for Strategic Markets regarding their PA STEMUP project in an effort to advise them on plans for implementing a program similar to OASIS at their institution. Also, Rutgers intends to host institutions for an ADVANCE regional meeting in the Spring of 2012.

RU FAIR Executive Team Meeting (November 18, 2011)
The second RU FAIR Executive Team Meeting was held on the Rutgers-Camden campus. RU FAIR PI, Professors, co-PIs, and External Evaluator, Mary McCain among other key team members were around the table to exchange updates for each campus, discuss lessons learned from years one through three and discuss objectives for years four and five. The priority for the final years of the project is to focus on assessment, evaluation and reporting results with the goal of sustaining RU FAIR’s signature programs beyond the life of the grant.

Programs and Projects:
Each one of our programs touches on one or more of the five core grant initiatives: (1) recruitment and retention, (2) communications, (3) networks and liaisons, (4) visibility, and (5) family/work-life balance. That said, the programs and projects presented here are highlighted according to the initiative most salient for the program or project. This allows us to connect our programs and projects to evaluative measures for assessing our overall progress toward goals of institutional transformation.

1. Recruitment and Retention
Based on feedback from the site visit and follow up reports from our Program Officers and the members of the External Advisory Board (EAB), the focus of RU FAIR efforts have been the activities and programs on the Camden campus and the activities and programs developed by Rocío Magaña and Yolanda Martínez-San Miguel of the Women of Color Scholars Initiative (WoCSI).

Women of Color Scholars Initiative
WoCSI employs a multi-pronged approach comprised of professional development training, mentoring workshops, and discussion-based meetings that help build a sense of community among WoC faculty and reduce institutional seclusion. The Rutgers Faculty of Color & University Scholars for Excellence in Diversity (RUfCoUSEd) Hour is a monthly off-campus gathering that supports faculty in community building as well as creating positive networking and collaborating
opportunities. As the initiative moves forward, it continues to cultivate and expand communities that are supportive of diversity in the academy and promote healthy, inclusive environments.

In response to the NSF site visit report that followed the two-day visit in February 2011, the RU FAIR leadership significantly increased funding for WoCSI, guaranteeing $35,000 per year for AY 2011-12 and AY 2012-13. These additional monies are being used for programming and to provide a summer salary for WoCSI Director and a stipend for a graduate student researcher and administrative assistant. As a result, for the first time, the director of this initiative is receiving remuneration for her work, as well as the support of a research assistant for the time she invests in designing the programming for the WoCSI.

The WoCSI Director and her assistant are charged with ensuring continuity in the programming and developing a stronger presence on campus. In addition to providing the Initiative with increased resources, RU FAIR appointed Professor Yolanda Martínez-San Miguel (SAS-Latino and Hispanic Caribbean Studies, Comparative Literature, and Director of the Institute for Research on Women) became the newest RU FAIR Professor. We are also delighted to announce that Professor Rocío Magaña (SAS-Anthropology) is now serving as Director of WoCSI, placing the program in exceedingly good hands as we move to institutionalize and build on its prior successes.

Through these two appointments we propose a new partnership structure of a junior and senior faculty member to best serve the needs of the group to thrive beyond the grant. The non-tenured faculty member leads the group and identifies areas of need in consultation with other junior faculty and graduate students. Abe Weil, a graduate student of anthropology, is the programming and Research Assistant for WoCSI. He coordinates the actual programming and provides research support to the junior faculty directing the group. The senior faculty member facilitates all the institutional arrangements to ensure the continuity of the WoCSI will develop the mentoring component of this initiative; and will arrange for fundraising to secure alternative sources of funding for the group. This structure allows the WoCSI to respond to the organic needs of the junior faculty while protecting their research and teaching time. Additionally, the Institute for Research on Women is providing administrative support and mentoring for the Initiative’s director and graduate assistant, as well as securing space for events and assisting in the early coordination of programming to attract as many participants as possible.

This year’s WoCS Initiative programming includes some of the events that have been successful in the past two years, such as professional development and writing workshops. With the additional funding provided this year, new key events are being added, such as a University Press Editors Roundtable and a Roundtable on Attrition.
and Retention of Faculty of Color, with a panel comprised of Deans and administration representatives. Another addition includes a series of social gatherings that will involve junior and senior faculty of color, with the idea of promoting community formation among women of color at Rutgers. Some key programming—like the roundtables with deans and book editors from university presses—will be open to all faculty of color in order to foster a broader network among diverse faculty at Rutgers. At the same time, WoCSI continue to collaborate with other units that are already organizing events for students, staff and faculty of color, such as the very successful Women of Color Fall Meet & Greet coordinated by Rosanna Reyes in the Office of Academic Engagement and Programming. They have been most successful in reaching faculty in the social sciences. Although some physical and biological science faculty have participated, they plan to strengthen their efforts in this regard. Below is the summary of the three WoCSI activities that occurred during this quarter, along with a fourth expected to take place the first week in December:

**Welcome Back Dinner, September 7, 2011**
Makeda’s Restaurant in New Brunswick
21 Rutgers Affiliates
Summary: As the kick-off event, this was a space for faculty and graduate students to come together, discuss goals for the year, and begin building networks for Women of Color scholars. We were able to take surveys to assess what people were looking for which helped shape the programming for the rest of the year.

**Kerry Ann Rockquemore Workshop, October 5, 2011**
Women and Gender Studies Conference Room
"Writing, Procrastination, and Resistance: How to Identify Your Funk and Move Through It"
34 Rutgers Affiliates
Summary: This workshop was an opportunity for scholars and women of color to network and gain skills to assist in their research and tenure and promotion cases. The workshop focused on challenges often faced by young women of color in academic settings. Following the workshop, Kerry Ann has provided resources to help continue helping the participants in their research.

**RUFocused Hour, November 2, 2011**
Clydz Bar and Restaurant in New Brunswick
10 Rutgers Affiliates
Summary: This informal event allowed faculty and graduate students to relax and network over appetizers.

**Book Prospectus Workshop, December 8, 2011**
Institute for Research on Women
Event has not yet taken place, estimated 10 participants
Summary: As a follow-up to some of the challenges discussed in the October workshop, this focus group will give WoCSI faculty the opportunity to workshop their current projects with one another. A Rutgers faculty member (Professor Yolanda Martínez-San Miguel) as well as an editor will facilitate this workshop to assist junior faculty who are working on current books.

RU FAIR ADVANCE CAMDEN
RU FAIR Camden organized and hosted a grant workshop – Thinking Outside the Box, Finding Your Niche to Getting Approved. The goal of the workshop was to encourage and advise faculty members at Camden about useful strategies for submitting grants to Federal agencies. This workshop supported the main initiatives of the RU FAIR ADVANCE grant by providing tools to better support faculty retention, by strengthening ongoing faculty communications, by networking with faculty members from other disciplines and by establishing effective mentorship.

The Camden team met with the campus’ new dean of Arts and Sciences, Kriste Lindenmeyer, to discuss the role of RU FAIR ADVANCE on the Camden campus. The conversation included maintaining a dialogue to encourage female faculty in science to support their career goals, partnering with regional academics to work collaboratively, and finding paths to institutional transformation at Rutgers Camden. Among the latter were inclusion of RU FAIR concerns in the Committee on Institutional Equity and Diversity and the development of a programmatic guide for addressing the “two-body problem” of hiring both members of a couple to encourage family work-life balance.

RU FAIR ADVANCE Professor, Dr. Ramaswami’s plans for an Eminent Scholar Seminar Series for Spring 2012 are underway. The series will provide 5 lectures by leaders in different areas of science to share their expertise and to encourage and sustain women in science careers.

Mini-grants:

RU FAIR Camden distributed a call for proposals for mini-grants on November 12, 2011 and again on November 29, 2011 with a response deadline of December 5, 2011. These mini-grants are a funding opportunity for tenure-track faculty at Rutgers University, Camden. RU FAIR ADVANCE Camden Mini-grants will be awarded to individuals or teams of researchers in NSF- supported academic disciplines for initiatives that seek to increase the participation and advancement of faculty women in science, engineering, and mathematics at Rutgers- Camden and support their ongoing projects and research.
2. Communications

Based on feedback we received from the site visit, the SciWomen and RU FAIR ADVANCE teams are working on our communications initiative to improve relationships with deans and chairs and increase the involvement of male faculty.

New Faculty Welcome, September 16, 2011
The SciWomen office hosted our first New Faculty Welcome dessert reception in the Busch Campus Center. Dean of Engineering—Tom Farris—shared a few words regarding the work that the School of Engineering promoted to support and increase the number of female student participants. A full range of the academic spectrum was in attendance from Dean Farris to a cameo of a young engineering undergrad curious about the event. Numerous department chairs mirrored the dean’s support of their new faculty members as well as the efforts of the SciWomen office with their presence. The Department of Electrical and Computer Engineering chair joined us with her new faculty. Additionally, members of the Douglass Project—Elaine Zundl and Laura Stiltz—shared their plans for the upcoming year, including a Douglass Residential College Living-Learning Community located on the Busch Campus. (This residential facility was designed to support first-year female students in the School of Engineering by providing such resources as workshops with professionals and faculty, mentoring, and tutoring opportunities). We plan to add this to our signature events, hosting it again next year in mid October 2012.

Negotiation for Academic Women
For the fourth time, the SciWomen Office and the Institute for Research on Women (IRW) have collaborated and co-sponsored this popular and informative workshop. The program, which took place on Wednesday, November 2, 2011, featured four faculty panelists: Nina Fefferman, Assistant Professor in the Department of Ecology, Evolution, and Natural Resources (EENR) and Co-Director, Tufts University Initiative for the Forecast and Modeling of Infectious Disease; Cynthia Daniels, Professor and Chair, Department of Political Science; Jeannette Haviland-Jones, Professor, Department of Psychology and Director, Human Emotions Lab; Marisa Fuentes, Assistant Professor, Department of Women's & Gender Studies and Department of History; and Mary Rigdon, Assistant Research Professor, Department of Psychology and Department of Economics, Rutgers University Center for Cognitive Science. The panelists represented nearly every stripe of academic appointment: tenure-track, tenured, distinguished, non-tenure-track, and joint (multiple affiliations and “split lines”).

Science and Health Fair, September 27, 2011:
The SciWomen Office held its third annual Science and Health Fair. Representatives from both within the university and from the greater community gathered to share
their knowledge of health and science with the student body through exhibition tables at the Fair.

**Bench to Bedside Series, September 27, 2011**
For the first time this year, SciWomen collaborated with Shirley Massand, a graduate student in biomedical engineering, to host “Bench to Bedside” as an additional component of the Science and Health Fair. Bench to Bedside is a forum that shares the experiences and perspectives from three different stages of the disease treatment process—research science, application of treatment, and the patient perspective. Through open discussion between Shirley Massand, Dr. Kim Hirshfield and her patient, the audience heard about the process of treating breast cancer as it progressed from lab research to implementation to the treatment of her patient.

**Bench to Bedside Series, October 18, 2011**
SciWomen hosted a second Bench to Bedside Series titled, “Deep Brain Stimulation Surgery: Surgical Procedure and Engineering Concepts Behind the Therapy”. The discussion provided insight into technical breakthroughs, but helps humanize our understanding of biomedical research from scientist to physician to patient.

**Special Lecture with Dr. Laura Steinberg, September 22, 2011**
SciWomen hosted this special lecture -in collaboration with Rutgers Veteran Services- hosted a discussion led by Laura Steinberg, Dean of Syracuse University’s L.C. College of Engineering and Computer Science, entitled “From Battlefield to Classroom.” Based on the information gathered from various stations of US GIs as well as those enrolled as students at different institutions, Dean Steinberg shared her insights about the multitude of difficulties facing veterans today as they try to carve a niche for themselves outside the service. Due to the extensive experience that they gain while in the service, US GI’s make exemplary candidates for the various STEM fields, especially engineering; however, there seems to be a breakdown in communication and collaboration between veterans and the resources available to them, which were originally conceived to help veterans secure careers after leaving the service.

**Special Lecture with Dr. April Benasich, October 24, 2011**
Dr. Benasich of the Neuroscience Institute in Newark gave a presentation titled. "Timing Is Everything: Early Infant Processing Abilities Are Important to Later Language." She shared her research on the neurological correlation between infancy and language.

3. Networks and Liaisons
Through activities and programs RU FAIR ADVANCE/SciWomen team aims to network and liaison with Institute of Women’s Leadership units as well as other units across the university whose mission it is to recruit and retain women in STEM all along the academic path in the STEM fields, and to bring women into leadership roles.

**Talking Creativity: Conversations between Scientists and Artists, October 3, 2011**

In collaboration with the Institute for Women and Art, the SciWomen Office held a discussion panel at the Douglass Campus Center to broach the subject of women’s status in both art and science. The panel entitled “Embracing Technology: Women in Science and Art Discuss the Virtual World,” is the fourth of its kind in this series and opened many people’s eyes to the hardships that face women in both attaining and retaining employment in the arts and sciences. One of the panelists, Muriel Magenta, works as a professor in the School of Art at Arizona State University, but explained that reaching this goal was not simple. Another panelist, Rutgers’ own Rebecca Wright, noted that many misconceptions and the seemingly inhospitable nature of computer science to women results from the dismal numbers of female faculty members and students. They shared their experiences in achieving their goals and overcoming these obstacles.

**OASIS Leadership Program for Non-Tenure Track Faculty**

The OASIS program is designed for female faculty who are interested in improving leadership skills and in building powerful networks though a series of mentoring activities and workshops offered over the span of the semester. The Fall 2011 OASIS participants learned peer-mentoring skills and had an opportunity to speed network with tenure-track senior faculty to create new connections. Senior faculty committed to one additional meeting to follow up the speed-networking event. As in previous semesters, leadership style, negotiation, and work-life balance were included in session topics. Two new sessions were added on science and communication. Both SciWomen’s own Albertina Luchko and Mason Gross’ faculty member Kevin Kittle worked to teach participants how to ‘distill their message’ and use improvisational techniques to effectively communicate their science to their intended audiences.

**3rd Annual Postdoc Appreciation Week Symposium**

The second year in a row the SciWomen Office sponsored the symposium, which was held this year on September 22, 2011 at the University of Medicine and Dentistry adjacent to Busch Campus in New Brunswick.

**Women in STEM Travel Awards**

The SciWomen Office launched an award program for female graduate students in STEM fields. The Women in STEM Travel Award (WiSTA) aims to support students
who have been accepted for conference presentations. This year 30 students applied and 13 received an award. The award amount was $250 or $500 depending on ranking of application. An equal distribution of applicants received an award in social science, physical science, biological science and engineering. Through the award process faculty and department chairs became more familiar with the SciWomen Office’s mission and programs.

4. Visibility

**Distinguished Faculty Lecture at Newark Campus, November 3, 2011**

Professor Joan Morrell discussed her research in Newark as the 2011-2012 Chancellor's Distinguished Research Scholar. Professor Morrell shared her research of the brain's basis of motivation with an emphasis on examining the systems that impact maternal motivation and motivation to seek drugs of abuse.

**More Visibility in Newark**

In addition to the above mentioned distinguished faculty lecture, Newark provided travel support for several junior faculty to attend conferences. Additionally, one of the Newark-based RU FAIR Professors, Judith Weis, completed the following publications:


Weis' other contributions, in the way of services include her participation in the following:

- EPA Science Advisory Board committee on Great Lakes Restoration Plan Committee writing the chapter on “Water” for UNEP’s "Global Environmental Outlook - 5"

**MyStories**
We worked to expand our website’s “My Story” anthology, which is a collection of stories based on interviews conducted with female faculty members regarding their influences, difficulties, and successes in pursuing their careers in academia and science. Paired with our site’s faculty profiles, “My Story” acts as a venue where the public can not only view the teaching and research interests of female faculty members here at Rutgers, but also read about how these women found their niche, passion, and determination in the STEM disciplines. We have interviewed, transcribed, and edited two new additions to our “My Story” collection, which will be available for viewing after final approval from the featured faculty members. One story features an assistant professor of psychology from Rutgers-Camden and the other tells the story of an assistant professor of both geology and Latino and Caribbean studies from Rutgers- New Brunswick.

Other Faculty Accomplishments
Professor Kristina Keating of the Department of Earth and Environmental Sciences at the Faculty of Arts and Sciences, Rutgers–Newark. Dr Keating is also a RU FAIR mini-grant recipient. She is now the principal investigator of an award totaling $150,000. The project titled Integrated Geophysical Measurements for Bioremediation Monitoring: Combining SIP, NMR, and MS Methods is being supported by the U.S. Department of Energy.

Internationalization of ADVANCE
Among developed countries in the world, Japan and The Netherlands are among those with the worst record on gender parity for women in science and engineering. Japan has the lowest participation of women in science of all developed countries (13% in 2009); the Netherlands is the lowest in Europe. Both countries have educated large numbers of women in science and technologies fields, and both countries have recognized that they are not adequately utilizing their educated women in the professional workforce.

In Japan in 2001, as part of the reform of the central government, The Council for Gender Equality and the Gender Equity Bureau were established with the goal of the promotion of gender equality. Five basic principles were established: 1) respect for the human rights of women and men, 2) consideration of social systems or practices, 3) compatibility of activities in family life, 4) joint participation in planning and deciding policies, and 5) international cooperation. In 2003, the Japan Inter-society Liaison Association Committee for Promoting Equal Participation of Men and Women in Science and Engineering produced a report. The report found a clear gender gap in the treatment of men and women in science and engineering field. There was gender inequality in the rank of positions and in allocation of basic resources for research and developments. In a survey about the paucity of women in science and engineering fields, “difficult to combine family and career” was chosen as one of the main reasons. It was also hypothesized that many Japanese men “feel more
comfortable without women as colleagues.” In other words, in many ways, the situation for women scientists and engineers in Japan resembles the situation in the USA prior to the 1980s. In recent years, the Japanese government has developed an ADVANCE-like program for women scientists and engineers, working with the NSF-Tokyo office, first under the leadership of Dr. Machi Dilworth, and more recently with support from Dr. Anne Emig.

Joan W. Bennett, RU FAIR ADVANCE PI, visited Japan in September 2011 in her role as Vice President of the International Union of Microbiological Sciences. While there, Dr. Sanae Ariga and Dr. Kimiko Yabe brought her to the NSF Office in Tokyo, located within the American Embassy, to meet with Dr. Anne Emig. During their meeting, Dr. Emig gave an update on women-in-science and other NSF programs in Japan, including an opportunity for American graduate students to do research in Japanese laboratories.

In addition, during her time in Japan, Bennett presented two lectures. The first was a keynote address entitled “Promotion of Women in Science,” as part of the Gender Equality Symposium held at the National Agricultural and Food Research Organization, National and University of Tsukuba, Tsukuba City, Japan, on September 5, 2011. The second lecture, was entitled “Promotion of women in science: USA and Japan,” and delivered at the Support Office for Female Researcher in Hokkaido University (FResHU) F3 Symposium, Hokkaido University, Sapporo, Japan, on September 12, 2011. Joan is maintaining contact with Dr. Ariga and Dr. Yabe, and will continue in her role as an informal advisor to provide them with information on how Japanese women can learn from American experiences with NSF ADVANCE in general and with RU FAIR at Rutgers in particular. She is grateful for support from the special Coordination Funds for Promoting Science and Technology from the Ministry of Education, Culture, Sports and Technology (MEXT) of Japan.

PI Bennett’s second outreach project on the internationalization of ADVANCE involves The Netherlands. In 1999, The European Technology Assessment Network published a table that showed that The Netherlands ranked last in the world for the number of women in the national academy of science (0.4% of the membership of the Dutch Royal Academy fellows were female). Another study by the Helsinki group showed that The Netherlands ranked last in Europe for the percentage of female researchers on university faculties. PI Bennett spent a sabbatical at Leiden University in 1991-92 and has maintained ties with a number of Dutch scientists since this time. This past year she was invited to be a member of an evaluation team supervised by the Quality Assurance Netherlands Research organization (www.qanu.nl). The Quality Assurance Netherlands Universities (“QANU”) program offers universities external assessments of academic education and research programs, and advice on ways of improving internal quality assurance. This evaluation is separate from the NWO (Netherlands Science Foundation) and the KNAW (Royal Netherlands
Academy of Arts and Sciences). The committee in which Bennett participated convened November 2-9, 2011 and reviewed research programs in Biology at the Free University Amsterdam, University of Amsterdam, University of Groningen, Wageningen University, Utrecht University and Leiden University. The assessment covered the period 2005-2010 and was conducted according to the QANU Standard Evaluation Protocol 2009-2015 for Public Research Organizations.

In addition to reviewing programs for their scientific merit in her field of expertise, Microbial Genetics, PI Bennett volunteered to take the lead for the section on “outreach,” a category more or less the same as NSF’s “broader impacts.” Thus in her role on the evaluation team, she made sure that report included commentary, where relevant, on the status of women within in each program and institute. Recent gender equity efforts of the Dutch government have begun to yield fruit and compared to the full professor and administrative level, the number of women at the assistant professor and associate professor level has increased substantially. During the evaluation visit for QANU, PI Bennett was able to pass on a number of “best practices” developed in the USA out of the ADVANCE program.

Project Evaluation

The NSF ADVANCE February 2011 site visit to Rutgers generated re-direction in some of RU FAIR’s strategies and activities for years 4 and 5 of the NSF ADVANCE grant period. In addition, important staff positions were vacant during the remainder of Year 3, which culminated with the August 31, 2011 RU FAIR Annual Report to the NSF. In consequence, the feasibility of performing a formal external evaluation and the value to RU FAIR of such an evaluation was limited. The RU FAIR leadership, in conjunction with Internal Evaluator, Ronnie Kauder, and External Evaluator, Mary McCain, agreed to use the opportunity provided by change, new staff, and new processes and instruments for measurement (developed by the internal evaluator) to develop an evaluation plan that was better suited to new circumstances.

Internal Evaluation Goals

The evaluation plan has three levels:

- Workshops/events – feedback from attendees
- Effectiveness – was the initiative implemented in an effective way?
- Impact – did the program or intervention have the desired effect?

The following include decisions made in this regard for implementing evaluative procedures to document, measure, and communicate to NSF successes and lessons learned from past and for future activity.
1. **Workshop/event evaluation.** A standard workshop/event evaluation template that asks some standard questions but is also tailored to the purpose and content of each event was designed. Data is collected for every event or workshop, including attendance information if possible and contact information for attendees. A mechanism by which each workshop/event organizer is consulted about specific questions to be included on the evaluation form for the event and is given the completed template for the event will be established. The project team is considering designing Qualtrics or a similar measurement tool to be sent either quarterly or 3 months after the event to each participant for whom RU FAIR has contact information to gauge longer-term impacts.

2. **Evaluating life-cycle grant program.** The evaluation is modeled on the one conducted by Christine Maidl Pribbenow and Deveny Benting for the University of Wisconsin – Madison. That evaluation was both formative and summative. It looked at both the way in which the program was implemented (i.e. were instructions clear, did it reach the intended audience, etc.) and the impact of the grants on the lives of those who received them and drew conclusions about the effectiveness of the program.

3. **Evaluating RU FAIR Professorship program.** The new initial evaluation will focus on the way in which the program was implemented, including clarity of the goals of the RU FAIR professorship initiative and of the initial solicitation. The evaluation will also focus on the experiences of the current RU FAIR professors. This would include a review of transcripts or summaries of the focus groups or other evaluation activities conducted to date.

4. **Evaluating mini-grant program.** There has been some evaluation of the Women of Color Scholars Initiative (WoCSI) and there has been some evaluation of other workshop/event activities. The new initial evaluation will focus on the way in which the mini-grant program has been implemented, including clarity of the four rounds of solicitations, a review of the evaluation of proposals and an examination of the types of activities funded, the amount of funding by type of activity, and the distribution of mini-grants across the three campuses. It will also identify the goals for each funded mini-grant related to the overall goals of RU FAIR. Also, moving forward, it has been decided to evaluate WoCSI separately (see number 8 below).

5. **Developing evaluation factors and feedback mechanism for the Search Committee on-line module.** Work with staff and Executive Team to design a feedback mechanism for the pilot of the online Search Committee module. The feedback would include reactions to format, ease of use, and content.
6. **Evaluating amount and type of activity at the three campuses.** Examine RU FAIR activities at the Camden, Newark and New Brunswick campuses to identify the types and amounts of programming.

7. **Evaluating research activities.** Identify how the research activities relate to the goals of RU FAIR and how they are being implemented.

8. **Evaluating the WoCSI.** The WoCSI continues to grow its outreach efforts. Most recently, through RU FAIR’s partnership with Institutional Research, the WoCSI has been able to expand communication of upcoming events and activities by broadening its listserv to include all self-identified faculty of color at the University, including both those in tenure/tenure-track and non-tenure track titles, beginning in mid-November. As part of RU FAIR’s evaluation efforts for this Initiative, graduate assistant, Crystal Bedley has begun interviewing women of color assistant professors across the Rutgers campuses, and interviewing will continue into the Spring semester. We are also in the process of finalizing the evaluation plan for this Initiative, which will include annual surveying of the women of color faculty who participate. We hope to begin surveying these individuals at the end of the spring semester.

**External Evaluation Goals for Years Three-Four:**

Mary McCain, our external evaluator, reviewed with RU FAIR team, and came to an agreement on specific measures and assessments. She provided a framework which includes the following components:

- NSF site visit findings and recommendations and RU FAIR response.
- Logic Model and Logic Model Assessments.
- RU FAIR August 2011 Annual Report to NSF
- Questions and suggestions about Logic Model Assessment and Evaluation Methods
- Questions and suggestions related to specific measures that signify institutional change and that can be used to determine progress towards that end.
- Relationship with Internal Evaluation Plan, when available.

She also attended External Advisory Board meeting at Rutgers, October 6, 2011 and incorporated its observations and recommendations into developing evaluation measures and methods.

She proposed and came to agreement with the RU FAIR leadership team, a "final" evaluation plan to use for an external evaluation of RU FAIR Year 4.

- With internal evaluator Ronnie Kauder and graduate research associate
Crystal Bedley, Mary McCain will develop an extended Logic Model/Evaluation Matrix that refines and adds, *when necessary*, the questions, measures and evaluation methods for RU FAIR interventions and activities. This process will be based on the current RU FAIR's Logic Model measures and methods for evaluation, the internal evaluation measures and timeline, the external "framework", Ms. Bedley's work, and other relevant processes and discussions.

- She will coordinate with the internal evaluator to ensure that plans and actions are complementary and consistent with NSF ADVANCE requirements.
- She will meet with RU FAIR team and individual members of the team, selected RU FAIR Professors and Mini-Grant recipients, the internal evaluator, and university officials, as appropriate, to discuss and come to agreement on a final evaluation plan.

**External Evaluation Schedule**

- October 6, 2011: Participate in RU FAIR External Advisory Board meeting at Rutgers.
- November 18, 2011: Participate in RU FAIR meeting. Conduct selected interviews with RU FAIR Professors.
- January 31, 2012: Deliver "final" evaluation plan that incorporates outcomes from 2011 site visit.
- June 1, 2012: Deliver a Year 4 external evaluation, based on outcomes from evaluation instruments and processes currently in place and/or being implemented.

**Data Warehouse**

The data warehouse was expanded to now allow faculty at the University access to the warehouse in order to conduct their own gender/racial equity analyses. To facilitate analysis, MinMin Chen, Research Associate in Institutional Research, in conjunction with former Co-PI Patricia Roos, have developed a data dictionary (i.e., codebook), which includes all variables, their associated values and categories, as well as brief explanations of what each variable represents. The first project to test the utility of the Data Dictionary and Data Warehouse is a salary study conducted by Professor Mark Killingsworth (SAS-Economics). Dr. Killingsworth has recently received the data and will begin working on the analysis in the upcoming semester. In addition, this quarterly report includes newly updated NSF indicators in Tables 3, 4, 5, and 7 (See Appendix C).

**NSF Indicators**

The tenure and promotion outcomes of women faculty in physical, biological and social sciences have been successful on all three campuses. All 12 women faculty members who came up for tenure were granted tenure (see Table 3). All 5 women
faculty members who came up for promotion from associate to full and from Professor I to Professor II were promoted (3 in associate rank and 2 in PI rank respectively) were promoted to the next level (see Tables 4a and 4b). Similarly, women were well represented in the new hires at Rutgers University in the last academic year. On New Brunswick campus, at the assistant professor level 36% of new hires were women; at the associate level 50% of new hires were women; and at the full professor level 60% of new hires were women. On the Newark campus, 5 of the 16 new hires were women, and on Camden campus, 2 of the 4 new hires were women (see Table 7 for rank details).

Similar to the data on new hires, tenure and promotion the data on years in rank suggest positive trends for the recruitment and advancement of women faculty in Rutgers University. As can be seen in Table 5a, when hired as assistant professors in natural sciences, engineering and mathematics, men and women are on par for the number of years spent at the associate rank. In social and behavioral sciences, a slightly greater percentage of men than women stay at this rank for six or more years. In STEM disciplines, when hired as associate professors a higher percentage of men than women spend 6 or more years at the associate professor level. In social and behavioral sciences, the trend is reversed however the numbers are low (see Table 5b). At the full professor level the years spend in rank do not reveal clear trends because the numbers are low, however, women in SBS fields compared to women in SBS fields and men in STEM and SBS field seem to be at an advantage (see Table 5c).

Table 3. Tenure/Promotion Review Outcomes by Gender: Assistant to Associate Professor (AY 2010-2011)
Table 4a. Promotion Review Outcomes by Gender: Associate to Professor I (AY 2010-2011)

<table>
<thead>
<tr>
<th>Campus, School, and Departments</th>
<th># Reviews</th>
<th># Approvals</th>
<th># Denials</th>
</tr>
</thead>
<tbody>
<tr>
<td>RU New Brunswick Campus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division of Life Sciences</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Mathematical &amp; Physical Sciences</td>
<td>0</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Social and Behavioral Sciences</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>School of Environmental and Biological Sciences (SEBS)</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>School of Engineering (SOE)</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>RU Newark Campus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School of Arts &amp; Sciences (FASN)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mathematical &amp; Natural Sciences</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Social and Behavioral Sciences</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>RU Camden Campus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School of Arts &amp; Sciences (FASC)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mathematical &amp; Natural Sciences</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Social and Behavioral Sciences</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>9</td>
<td>3</td>
</tr>
</tbody>
</table>

Table 4b. Promotion Review Outcomes by Gender: Professor I to Professor II

<table>
<thead>
<tr>
<th>Campus, School, and Departments</th>
<th># Reviews</th>
<th># Approvals</th>
<th># Denials</th>
</tr>
</thead>
<tbody>
<tr>
<td>RU New Brunswick Campus</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Division of Life Sciences</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mathematical &amp; Physical Sciences</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Social and Behavioral Sciences</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>School of Environmental and Biological Sciences (SEBS)</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>School of Engineering (SOE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>RU Newark Campus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mathematical &amp; Natural Sciences</td>
<td>0</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Social and Behavioral Sciences</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>RU Camden Campus</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>School of Arts &amp; Sciences (FASC)</td>
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<td>0</td>
</tr>
<tr>
<td>Mathematical, Computer &amp; Natural Sciences</td>
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<td>0</td>
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<tr>
<td>Mathematical &amp; Natural Sciences</td>
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<td>0</td>
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<tr>
<td>Social and Behavioral Sciences</td>
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<tr>
<td>Total</td>
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### Table 5a: Years in Rank at Associate Professor for Faculty Hired as Assistant Professors (AY 2010-2011)

<table>
<thead>
<tr>
<th>Years in Rank</th>
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<th></th>
<th></th>
<th>SBS</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>0-5</td>
<td>28</td>
<td>125</td>
<td>46%</td>
<td>42%</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>6–11</td>
<td>25</td>
<td>122</td>
<td>41%</td>
<td>41%</td>
<td>19</td>
<td>31</td>
</tr>
<tr>
<td>12+</td>
<td>8</td>
<td>48</td>
<td>13%</td>
<td>16%</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td>295</td>
<td>100%</td>
<td>100%</td>
<td>49</td>
<td>63</td>
</tr>
</tbody>
</table>

### Table 5b: Years in Rank at Associate Professor for Faculty Hired as Associate Professors (AY 2010-2011)

<table>
<thead>
<tr>
<th>Years in Rank</th>
<th>STEM</th>
<th></th>
<th></th>
<th>SBS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>0-5</td>
<td>12</td>
<td>25</td>
<td>67%</td>
<td>37%</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>6–11</td>
<td>5</td>
<td>31</td>
<td>28%</td>
<td>46%</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>12+</td>
<td>0</td>
<td>4</td>
<td>0%</td>
<td>6%</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>60</td>
<td>94%</td>
<td>86%</td>
<td>9</td>
<td>19</td>
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</table>

### Table 5c: Years in Rank at Professor I for Faculty Hired as Assistant Professors (AY 2010-2011)

<table>
<thead>
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<th>Years in Rank</th>
<th>STEM</th>
<th></th>
<th></th>
<th>SBS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>0-5</td>
<td>10</td>
<td>52</td>
<td>36%</td>
<td>27%</td>
<td>10</td>
<td>56</td>
</tr>
<tr>
<td>6–11</td>
<td>15</td>
<td>85</td>
<td>54%</td>
<td>44%</td>
<td>6</td>
<td>33</td>
</tr>
<tr>
<td>12+</td>
<td>3</td>
<td>56</td>
<td>11%</td>
<td>29%</td>
<td>2</td>
<td>11</td>
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<tr>
<td>Total</td>
<td>28</td>
<td>193</td>
<td>100%</td>
<td>100%</td>
<td>18</td>
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### Table 5d. Years in Rank at Professor I for Faculty Hired as Associate Professors (AY 2010-2011)

<table>
<thead>
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<th>Years in Rank</th>
<th>STEM</th>
<th></th>
<th></th>
<th>SBS</th>
<th></th>
<th></th>
</tr>
</thead>
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<tr>
<td></td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>0-5</td>
<td>2</td>
<td>19</td>
<td>22%</td>
<td>40%</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>6–11</td>
<td>3</td>
<td>21</td>
<td>33%</td>
<td>45%</td>
<td>2</td>
<td>50</td>
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<tr>
<td>12+</td>
<td>4</td>
<td>7</td>
<td>44%</td>
<td>15%</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>47</td>
<td>100%</td>
<td>100%</td>
<td>4</td>
<td>13</td>
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</table>

### Table 5e: Years in Rank at Professor I for Faculty Hired as Professor I (AY 2010-2011)

<table>
<thead>
<tr>
<th>Years in Rank</th>
<th>STEM</th>
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<th></th>
<th>SBS</th>
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</tr>
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<tr>
<td></td>
<td>Women</td>
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<td>Women</td>
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<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>0-5</td>
<td>3</td>
<td>20</td>
<td>33%</td>
<td>51%</td>
<td>1</td>
<td>50</td>
</tr>
<tr>
<td>6–11</td>
<td>2</td>
<td>8</td>
<td>22%</td>
<td>22%</td>
<td>1</td>
<td>50</td>
</tr>
<tr>
<td>12+</td>
<td>4</td>
<td>9</td>
<td>44%</td>
<td>24%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>37</td>
<td>100%</td>
<td>97%</td>
<td>2</td>
<td>100%</td>
</tr>
</tbody>
</table>
Best Ideas Yet

Reorganization
The central SciWomen Office on the Rutgers-New Campus is in the process of implementing Sharon Fortin-Kramer’s (Project Manager on loan from the Office of the Executive Vice President for Academic Affairs) recommendations for restructuring the office. Natalie Batmanian, who directs the programmatic and fiscal components of the SciWomen activities for undergraduate student, graduate students and faculty, has become increasingly involved in the management and directions of the RU FAIR grant. Because of her involvement in the intellectual, academic and policy implications of the SciWomen office and her coordination of the various SciWomen collaborations, as part of the office reorganization, we have eliminated the position of Director for RU FAIR, and appointed Natalie Batmanian as the Director of both the SciWomen office and RU FAIR. She has been serving as 'acting' in this role since March 1st, 2011. Concomitantly she has been promoted from Associate Director to Director. She has worked with the management board as well as with administrators and units across Rutgers; she has also demonstrated strategic direction and is skilled at functioning effectively within the academic framework at Rutgers. She is now well positioned to implement policy changes within the institution. In this new role she will oversee and supervise the development and maintenance of research databases and the completion of programmatic and financial reports to stakeholders. Most importantly, in her new capacity she can oversee the institutionalization of RU FAIR activities as they are subsumed across the university and/or into the SciWomen office.

In addition to the promotion of Dr. Batmanian, the office is in the recruitment stage of hiring a qualified Business Manager in SciWomen who will in addition to managing normal operational and financial activity for the office and the grant, will work closely with Assoc. VP/PI Bennett and Dr. Batmanian to seek funding opportunities for the continuation of those activities to be institutionalized and for new ventures. Furthermore, a part-time coordinator will be recruited to work along side the New Brunswick Program Coordinator, Yvonne Gonzalez, and to assist Dr. Batmanian on program specific activities associated with the grant. We anticipate selection and placement to occur by January 2012.

Development of Quick Guide
Under the leadership of Yvonne Gonzalez, Program Coordinator, a new guide for RU FAIR professors has been developed. The quick guide outlines fiscal responsibilities, the standard event evaluation template, evaluation and reporting guidelines, contract information and other resources, as well as providing standardized form for event evaluation, and travel policy documents. The guide will provide useful information to RU FAIR professors to ensure they remain compliant with NSF regulation as outlined under the Rutgers University Division of Grant and Contract Accounting (DGCA)
office (see Appendix B). The different levels of support and information available across departments, school and programs at Rutgers have posed challenges for our RU FAIR professors in the past, and this guide aims to streamline activities in the future. The guide is attached as Appendix B, and will be used as the template to create a similar guide tailored for our future mini-grant recipients.

Areas of Difficulty

The main current challenges faced by Rutgers-RU FAIR are also windows of opportunity. The current turn over in Rutgers’ executive leadership coupled with the university’s mandate from the State of New Jersey to absorb the New Brunswick campus of the University Medical Dental School of New Jersey provide both challenges and opportunities for the Promotion of Women in Science, Engineering and Mathematics.

The administrative changes include the June 2011 resignation of Philip Furmanski, the Executive Vice President for Academic Affair (EVPAA) and the individual to whom SciWomen reported, and the upcoming departure of current university president, Richard McCormick. Richard Edwards who has been appointed interim EVPAA until a successor is hired, has instituted a new minority “working group” that is reviewing various campus minority outreach activities. A search for President McCormick’s is underway. Rutgers ADVANCE is working with the Institute for Women’s Leadership to ensure that qualified female candidates are nominated for the presidency.

On the Rutgers-Newark campus, Chancellor Steven Diner resigned suddenly in October. He has been replaced by Interim Chancellor Philip Yeagle, formerly dean of the Faculty of Arts and Sciences-Newark. Dr. Yeagle is a co-PI of our ADVANCE grant; although we are delighted that he has risen to a position of more authority, we recognize that his new responsibilities leave less time for him to interact with the RU FAIR executive committee.

During this transition of leadership, Rutgers will also be merging with a medical school in 2012. Such a venture will have an extremely positive impact on biomedical research for the university, but will require a vast amount of administrative reorganization. The absorption of an established medical school will increase opportunities for women in the basic sciences, especially in fields that have to do with the non-clinical aspects of biochemistry, microbiology, immunology, epidemiology, pharmacy, neuroscience and other important departments currently located within the Robert Wood Johnson Medical School or the School of Public Health.

Women of Color Scholars Initiative (WoCSI)
Team members of the WoCSI have also targeted some key areas of difficulty specific to their goals and initiatives. The following is a summary of their challenges:

- Preserving junior faculty autonomy to design programming and decide what their needs are each year.

- Empowering junior faculty to communicate their needs to their home institution instead of creating programming that responds to the vision and needs of the administration in promoting their own views on what diversity should be at Rutgers.

- Protecting the junior faculty’s time to participate and design programming while investing most of their time to their research and teaching.

- Preserving the specificity of the group to service junior faculty of color, with particular emphasis on women.

- Promoting the creation of safe spaces for women, faculty of color, junior faculty and graduate students, while promoting organic networking with senior faculty, and among junior faculty and graduate students.

- Finding an institutional home for this group with enough funding to operate, without centralizing the process so much that the specific needs of this group are lost in a general initiative that does not tend to junior faculty of color and women.

- The institutionalization of the WoCS Initiative should also preserve the existing links with the units that already support this initiative, such as the Office of Women in the Sciences, Douglass College, the Institute for Research on Women and the Institute of Women’s Leadership.

- Remunerating appropriately the time of the senior faculty mentoring and representing the WoCS Initiative at the administrative level, to ensure the continuity of this position by providing research funds, summer salary or course releases to the professor serving in this position.

**Personnel Update**

**New Brunswick**

Co-PI Patricia Roos resigned in October 2011 and will continue working on the data warehouse through the end of this calendar year. After her departure, we plan to work closely with the Rutgers Office of Institutional Research to ensure the long-term
stewardship of the data warehouse so that that researcher will have access to this valuable data set. We are gratified that Bill Whitlow, Professor of Psychology, Rutgers-Camden has joined the RU FAIR executive team as a co-PI. Furthermore, the addition of Jyl Josephson, Associate Professor of Political Science and Director of Women’s Studies-New Brunswick as an RU FAIR professor at Rutgers-Newark, and Yolanda Martinez-San Miguel, Director of Women’s Studies- New Brunswick as an RU FAIR professor at Rutgers- New Brunswick, ensures that we have continued social science expertise. As noted above (see the Best Ideas Yet section on re-organization) Dr. Batmanian has been promoted to a new position as director of both the SciWomen office and RU FAIR, and the recruitment of a Business Manager and part-time Program Coordinator are underway.

Camden
Pam Gleason was hired as a full-time Camden program coordinator. Pam’s former role at American Liver Foundation brings substantial programmatic, project coordination and event experience to RU FAIR.

Dr. Ramaswami will support a graduate (Master’s) student via hourly wages from funds provided by RU FAIR ADVANCE. The student, Zhiyuan Zhang, will work as a research assistant on her NSF-funded research project on surface meshes for three-dimensional volumes.
## Appendix A

### RU FAIR ADVANCE External Advisory Board Attendees

**October 6, 2011**

<table>
<thead>
<tr>
<th>External Advisory Board Members</th>
<th>RU FAIR ADVANCE Team and Presenters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Edwards, Interim Vice President for Academic Affairs (Rutgers, The State University of New Jersey)</td>
<td>Joan W. Bennett, PI</td>
</tr>
<tr>
<td>Shireen Lewis, Executive Director (EduSeed)</td>
<td>Helen Buettner, New Brunswick Co-PI Patricia Roos, New Brunswick Co-PI J.W. Whitlow, Camden Co-PI</td>
</tr>
<tr>
<td>Sheila Tobias, Author and Consultant</td>
<td>RU FAIR Professors: Jyl Josephson (Newark Campus) Georgia Arbuckle-Keil (Camden Campus) Yolanda Martinez-San Miguel and Helen Buettner (New Brunswick Campus)</td>
</tr>
<tr>
<td>Kerry Ann Rockquemore, Executive Director (National Center for Faculty Development and Diversity)</td>
<td>Natalie Batmanian, Director of SciWomen / RU FAIR</td>
</tr>
<tr>
<td>Michael Harris, Associate Dean of Engineering for Undergraduate Education (Purdue)</td>
<td>Rocío Magaña, Assistant Professor of Anthropology</td>
</tr>
<tr>
<td>Vita Rabinowitz, Provost and VP for Academic Affairs (Hunter College)</td>
<td>Karen Stubaus, Associate VP Academic Affairs Crystal Bedley, Graduate Assistant Yvonne Gonzalez, Program Coordinator Pamela Gleason, Program Coordinator Mary McCain, External Evaluator Ronnie Kauder, Internal Evaluator Sharon Fortin-Kramer, Project Manager Albertina Luchko, Science Communications</td>
</tr>
<tr>
<td>Marian Johnson-Thompson, Professor Emeriti, Biology and Environmental Sciences (University of the District of Columbia)</td>
<td></td>
</tr>
</tbody>
</table>

*Nicole Johnson, an independent note-taker from Research for Action, will also be in attendance for the full duration of the meeting.