

Kansas State University ADVANCE Institutional Transformation Project Year Five 4th Quarter and Year Six Activities

Our ADVANCE Institutional Transformation Project was designed to address three barriers to women's advancement in science, engineering, and mathematics (SEM) at Kansas State University (K-State): lack of effective recruitment, exclusion from networks, and subtle biases working against them. We had four goals at the inception of the project. These were:

- 1) To institute changes in existing departmental policies, procedures and practices, and develop new ones as needed to foster a gender-equitable climate within partner departments;
- 2) To expand and enhance departmental recruitment practices to attract more women applicants and ensure that candidates are not subject to subtle bias in the search and hiring process;
- 3) To implement effective programs that foster the careers of women faculty and encourage their retention through tenure and promotion; and
- 4) To propagate the successes achieved in partner departments to all SEM departments.

We report here on project activities occurring since our last annual report. This covers the period July 1, 2008 through September 30, 2009, which represents the last quarter of project year five and the entire project year six. Our activities are organized according to the level at which they were designed to have an effect: at the level of the entire project (27 SEM departments in four SEM colleges), at the college level, or at the department level. We have included in parentheses after each activity description the goal it was intended to address.

Executive and Steering Committees

- The Executive Committee met regularly to discuss the progress and policies of the ADVANCE project. Dr. Brian Spooner was appointed as the new interim dean of arts and sciences effective June 28, 2009. He became a member of the project Executive Committee. Emeritus Dean White began phased retirement but will remain a co-PI on the project. Dr. Dana Britton, Professor, Sociology, became the ADVANCE Executive Director in June 2008. She brings to the project the perspective of a social scientist specializing in gender research. The four academic deans, who are members of the Executive Committee, have identified specific initiatives within each college that they plan to institutionalize after the end of the grant period. (Goals 1-4)
- The Steering Committee met monthly to coordinate and guide the direction of the project initiatives. Dr. Gary Clark, Senior Associate Dean of Engineering, joined the Steering Committee in August 2008 to represent the College of Engineering when the previous Associate Dean, Dr. Rich Gallagher, began phased retirement. This committee reviewed the ADVANCE Distinguished Lecture Series (ADLS) and Career Advancement Program (CAP) proposals and made funding recommendations to the PIs. (Goals 1-4)

Project-level Activities:

ADVANCE Distinguished Lecture Series (ADLS)

- The project hosted an ADVANCE Distinguished Lecture (ADLS) Series panel luncheon on January 29, 2009. We invited all eligible participants (tenure-track women faculty), their department heads, and deans to a panel luncheon to learn more about the ADLS program and the benefits of and suggestions for hosting a speaker under its auspices. The panel consisted of five women, each representing one of five SEM colleges, who spoke about their experiences in hosting a distinguished lecturer and provided advice and encouragement to other eligible women. Deans provided financial support for women faculty members in their colleges to attend. (Goal 3, 4)

- Distributed the ADVANCE Distinguished Lecture Series (ADLS) *Tips on Hosting a Speaker* brochure to new ADLS awardees. This brochure is available on the K-State ADVANCE website at the URL below. (Goal 4)
<http://www.k-state.edu/advance/SeminarsEvents/Tips%20on%20Hosting%20a%20Speaker.pdf>
- Calls for proposals were issued for the ADLS in Fall 2008 and in Spring 2009. The decision was made to maximize use of limited resources by limiting participation to tenure-track women faculty members for both calls. However, we continued the expanded scope of the project by including 11 additional departments in two other colleges. A total of 28 women received awards to host speakers in project year six. Another call for applications is due on October 12, 2009. Assessment of this program continues and recent results are reported in the Findings section. (Goal 3)

Career Advancement Program (CAP)

- One call for proposals for the Career Advancement Program (CAP) for tenured women faculty members in SEM departments was issued in Fall 2008. Three awards were made; these projects are in progress. (Goal 3)

Equity Action Workshop

- On October 20-21, 2008, we co-sponsored COACH workshops. 25 junior faculty, 19 senior faculty, and over 25 graduate students attended. The workshops featured professional skills development (negotiation, conflict resolution). (Goals 1, 2)

Websites

- The guidelines, reporting forms, upcoming events, and resources for all K-State ADVANCE initiatives were maintained on the K-State ADVANCE website. (Goals 1-4)
- The Work/Life website created by ADVANCE was available to all SEM faculty and staff. (www.ksu.edu/worklife) (Goals 2-3)

Other Activities

- Analyzed promotion and tenure documents. Reported outcomes to Executive and Steering Committees. (Goals 1, 3, and 4)
- Developed draft modified duties policy and presented to Deans' Council for review. The revised policy will be shared with department heads and presented to Faculty Senate for possible action. (Goal 1)
- A team of five SEM faculty members and ADVANCE staff attended "The New Norm of Faculty Flexibility" conference at Iowa State University on October 10-11, 2008. The group reported back to the Steering, Executive, and IAB Committees. (Goals 1-4)
- Britton further analyzed data and discussed the results from the university-wide climate survey, developed by the K-State ADVANCE Project and administered in April 2007. An Executive Summary was prepared and distributed campus-wide in August 2008, and results were reported at the 2009 WEPAN conference and shared with Deans and steering committee members. Analysis is ongoing (Goals 1-4).

College-level Activities:

All four participating colleges continued to conduct specific programs to benefit or enhance the number of SEM women faculty in their colleges.

- Agriculture sponsored a sixth round of Professional Development awards. In this reporting period, 14 of these awards (ca. \$1,500 each) were made for travel and conference attendance, seed funding for research projects, and sabbatical leave. (Goal 3)
- Arts & Sciences sponsored a sixth round of Career Enhancement Opportunities (CEO) awards. In this reporting period, 11 of these awards (ca. \$1,000 each) were made to tenure-track women faculty and

11 awards (ca. \$1,000) were made to tenured women faculty for travel and conference attendance, seed funding for research projects, and research support. (Goal 3)

- Engineering conducted two programs; one focused on recruitment and the other on retention and professional advancement.
 - Recruiting to Expand Applicant Pools (REAP) supports department heads and/or senior faculty on recruiting trips to sites likely to have large numbers of eligible women faculty candidates. No departments used REAP funding during this reporting period. (Goal 2)
 - The Research Enhancement Visits (REV) program provided travel funds to tenure-track and tenured women faculty members to allow them to visit national laboratories or travel to collaborate with colleagues elsewhere. In this reporting period, 11 awards were made to 7 faculty members. (Goal 3)
- Veterinary Medicine used its funding to continue to support the group mentoring program, Parallel Paths. 24 individuals are participating in year six. Each group is composed of tenure-track and tenured men and women faculty members. Each group met periodically over dinner and discussed issues pertaining to career advancement. (Goal 3)

Department-level Activities:

- Original partner departments submitted written reports of their Year Six activities to the Executive Committee. These are summarized below: (Goals 1-3)
 - Chemical Engineering has hired two tenure-track women since August 2005. Both of these women have initiated their academic careers by developing classes and establishing research laboratories. The focus of this department's Year Six activities on enhanced networking opportunities, improved ability to attract research staff and students, and, ultimately, an improved probability of career success. Specifically, ADVANCE project funds were used to:
 - Support the design and publication of a departmental newsletter which included articles devoted to each of the junior faculty members and which was distributed to all U.S. Chemical Engineering departments and to departmental alumni.
 - Support recruitment of highly qualified graduate students to our program. These graduate research students will be essential to the ultimate success of the junior faculty and attracting them to the program is a top priority.
 - Support the training of ChE faculty and staff in issues related to achieving gender equity in the faculty. A small fraction of the budget was made available to support travel for female faculty and their graduate students for professional networking, attendance at technical conferences, and visits to program managers.
 - Diagnostic Medicine/Pathobiology (DMP) is hosting professional development seminar speakers and is providing financial support for women faculty members to attend national conferences in their research fields.
- Second round partner departments provided updates on their activities to the Executive Committee as well as written reports. A summary of each department's activities is included below.
 - Agronomy has formalized a mentoring process, in which all new hires have mentoring committees. The Career MAPS initiative is being incorporated for use by faculty mentoring committees. The department has encouraged participation in the ADLS and other programs for which its faculty are eligible. The department is also actively recruiting women faculty and has recently hired a new woman faculty member. The department would like to involve graduate students in the ADVANCE Project, as they believe this will help encourage more women to consider academic positions. In their department, women are well-represented in the M.S. programs but not in the Ph.D. and faculty ranks. The department head has noted that the

ADVANCE Project has provided him with ideas on how he can support women faculty. The department is currently offering financial assistance to female faculty for research travel, student salary, and professional meeting support.

- The Chemistry Department completed a review of its department promotion and tenure documents. The department and the K-State Women in Engineering and Science Program co-sponsored a COACH workshop in Fall 2009. The workshop featured professional skills development for graduate students (negotiation, conflict resolution). In addition, the department co-sponsored an ADVANCE workshop with Physics in February 2008 on the K-State campus. The department head has said that the ADVANCE activities have allowed everyone to see the advantage of pursuing opportunities for women and minorities. ADLS has been the most beneficial, is the easiest for them to sustain, and it is easily extendable to tenure-track male colleagues.
- Computing and Information Science (CIS) continued using Cynthia Burack's Gender Equity Website Evaluation Rubric to review and revise CIS documents for faculty recruiting advertisements, documents on the department website (<http://www.cis.ksu.edu>), and documents that govern promotion and tenure. Last year, one of the outside reviewers suggested that the CIS website should emphasize the team-oriented nature of computing to attract more women to the department. Updating the graphics and images on the department website to improve the "inclusive" team nature of software development is now an ongoing activity.

One faculty member attended the Leadership Excellence for Academic Diversity (LEAD) workshop on June 22-23, 2009 in Fayetteville, Arkansas.

- An Internal Advisory Board meeting was held on March 24, 2009, at which the team that attended the New Norm of Faculty Flexibility workshop provided a report on the conference, and the PIs provided information related to Modified Duties Policy, Mid Career Faculty, and an ADVANCE PAID grant award. (Goal 4)
 - Round one IAB department activities were closed out during this reporting period.
 - Round two IAB initiatives all were closed out, except for two, during this reporting period:
 - The Department of Clinical Sciences has implemented a professional development plan for Assistant Professors to facilitate their transition to successful careers in academic clinical veterinary medicine. The 2007 ADVANCE IAB department award continued to support a monthly seminar series to provide training not offered during clinical residency programs including didactic teaching, communication, leadership, and research skills, including orientation to university procedures. These programs are reported to improve retention and promotion rates in academic clinical departments of medicine. In addition, participants rate themselves significantly higher in self-confidence in all areas of professional academic skills after completion of the program, compared to non-participants. These programs have the greatest impact in retention of women and under-represented minority faculty.
 - The Department of Mathematics has implemented a seminar series featuring prominent women mathematicians and a speaker series introducing women postdoctoral fellows from other institutions to our campus. The postdoctoral speaker series provides the opportunity for women who will be seeking tenure-track positions in the near future to meet faculty members in our Mathematics department and be considered as new potential colleagues. One more seminar is being scheduled at this time.

Indicator Data:

- PIs Dyer and Montelone and Executive Director Britton met periodically with staff members from the K-State Office of Planning and Analysis to discuss data collection for the majority of the 12 NSF Indicators for year five of the grant period. (Goals 1-3 and the NSF Indicator data collection process)
- Project Coordinator Wood compiled information from departments on start-up packages, administrative positions, endowed/named chairs, and promotion and tenure committees (NSF Indicator). (Goals 1-3 and the NSF Indicator data collection process)
- Evaluators from the Office of Educational Innovation and Evaluation compiled reports for some project initiatives as well as the NSF Indicator report. (Assessment and the NSF Indicator data collection process)

Assessment:

- PIs Dyer and Montelone, Executive Director Britton, and Project Coordinator Wood met with staff members of the Office of Educational Innovation and Evaluation (OEIE) periodically to discuss evaluation methods and procedures. (Assessment)

Assessment activities performed by OEIE in Year 6:

- Completed Year 6 Indicator Data report
- Conducted analyses of data from the *2007 Kansas State University Community and Climate Survey* and reported results
- Completed Year 6 Space Allocation Report

Dissemination Activities:

- Each ADVANCE Distinguished Lecture Series presentation was announced to all SEM faculty members through an electronic ADVANCE informational listserv. (Goal 4)
- Dr. Britton met with all new SEM department heads and shared information on the ADVANCE initiatives available to each department. (Goal 1-4)
- Britton, Dyer, Montelone, and three additional co-authors presented a paper at the June 2009 Women in Engineering Proactive Network conference in Austin, TX. (Goal 4)
- Britton presented an invited paper based in part on the tenure document analysis at a conference on gender in the academy, Goettingen, Germany. (Goal 4)

Institutionalization:

The K-State ADVANCE Project has continued to expand its efforts to the other SEM departments at K-State beyond the original six partner departments. These efforts include 1) the addition of eleven new departments in two other colleges to the ADLS program and 2) sharing information about ADVANCE programs with non-SEM departments via new department head training in the 2008-2009 academic year. The success of the various ADVANCE initiatives has led to the commitment by each of the four SEM deans to continue either the college-level programs or some aspect of the project-level initiatives. Untenured women from these programs have begun to participate in ADVANCE initiatives, such as ADLS and the CEO program.

The Provost has met with the ADVANCE PI to discuss base funding for ADVANCE initiatives following the end of the grant period. A final year of no-cost extension has been requested for 2009-2010, and a budget proposal developed for sustaining ADVANCE initiatives beyond the life of the agreement.

Dyer, Montelone, and Britton participated in a series of conversations with ADVANCE programs at New Mexico State and Utah State to develop a proposal for the ADVANCE PAID solicitation. This proposal was funded, and work on the project is ongoing. Montelone and Britton are co-PI's in addition to PI's at Utah State University and New Mexico State University.

Kansas State University ADVANCE Institutional Transformation Project Year Five 4th Quarter and Year Six Findings Report

We report here the findings available to date from our project activities. The activities on which we are reporting may have taken place in the current or previous reporting years; however, the findings were obtained during the current reporting period. We include information on recruiting success of women faculty and administrators, outcomes of the ADVANCE Distinguished Lecture Series, information from our Climate Survey, a report on analysis of tenure-promotion documents, and outcomes of the four College programs.

Recruitment of SEM Women into Faculty and Administrative Ranks

Our ADVANCE program has illuminated many of the issues facing women faculty in SEM disciplines, and in response, a number of our deans and department heads have become very strong advocates for increasing the representation of women and have provided exceptional leadership in the recruitment, retention, and advancement of women within their units.

We are pleased to report in Project Year Six the following successes in recruiting, promoting, and advancing SEM women:

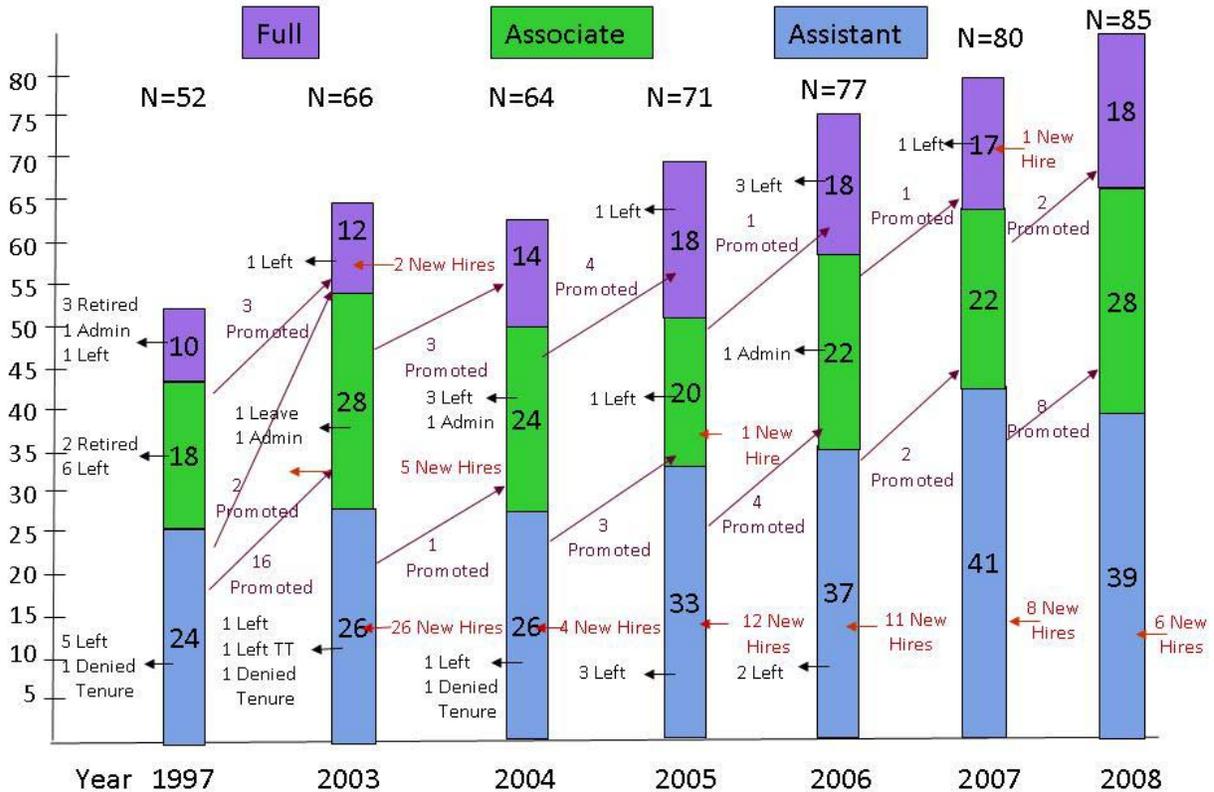
- One woman faculty member hired into a tenure-track position in an SEM department in the last year. Overall, hiring was significantly down across campus due to the economy.
- One woman tenured and promoted to associate professor in an SEM department.
- Two women were promoted to full professor in SEM departments that have never had woman full professors prior to this time.
- One woman selected for an endowed professorship, the Peine Professorship in Biosecurity.
- Our ADVANCE PI, Dr. Ruth Dyer, was selected to be Interim Provost effective July 1, 2009.

Both of the women who were tenured and/or promoted have participated in K-State ADVANCE initiatives, including the ADVANCE Distinguished Lecture Series, the Career Advancement Program, and Career Enhancement Opportunities.

Since the beginning of the K-State ADVANCE program the percentage of women in full-time tenure line faculty positions has increased from 13.3% in Fall 2003 to 16.4% in Fall 2008. The percentage of women SEM faculty members who are full professors has increased from 4.7% in Fall 2003 to 6.9% in Fall 2008. The number of women SEM faculty members who were in administrative positions as of Fall 2008 is 11.

We have included a flux chart retrospective to our benchmark year of 1997 which tracks the movement of women faculty into and out of our 27 SEM departments. We think it highlights our recent successes at both recruiting and retaining women in SEM departments. This chart is shown at the top of the next page.

Full-Time Tenure-Line Women SEM Faculty 1997-2008



Project-level Activities

ADVANCE Distinguished Lecture Series

We have received a total of 126 applications to date to host speakers, all of which have been approved. In the first year of the program, there were 23 eligible women faculty members in 15 of the 27 SEM departments. Fourteen women (61%) from ten departments submitted applications.

In the second year of the program, there were 24 eligible women faculty in 12 SEM departments, of whom **13** (54%) submitted applications. These applicants represented **10** SEM departments.

In the third year of the program, there were 35 eligible women faculty members in 19 SEM departments, of whom **15** (43%) have submitted applications. These applicants represented **11** SEM departments. Of the year three awardees, nine were women hired into tenure-track positions and thus eligible for the first time; there were twelve such women eligible.

In the fourth year of the program, there were 38 eligible tenure-track women faculty members in 21 SEM departments, of whom **25** (66%) submitted applications. These applicants represented **19** departments. Ten of these faculty members were in their first year at K-State. The number of participating women and the departments they represent are substantially higher in year four than in previous years.

In the fifth year of the program, during the first call for proposals, there were 38 eligible tenure-track women faculty members in 22 SEM departments, of whom **19** submitted applications. These applicants represented 15 departments. In the second call for proposals, we expanded the number of departments in which eligible women included four social science departments from Arts & Sciences, four departments in Human Ecology, and three departments in Technology & Aviation. This increased the number of eligible women by 19. Six submitted applications from six of the 31 departments with eligible women.

In the sixth year of the program, there were 63 eligible tenure-track women faculty members in 30 SEM departments, of whom **28** (44%) submitted applications. These applicants represented 21 eligible departments.

We are pleased to see the trends of consistent levels of participation, involvement of faculty members from departments that had not previously had eligible women, and high engagement of newly hired faculty members, which suggests that these new hires are being encouraged to participate in this program by their department heads, associate deans, deans and female colleagues, some of whom are previous awardees of this program.

In January 2009, we hosted our fourth annual luncheon and panel presentation for all women faculty eligible for this program. We invited department heads and deans to attend with their eligible faculty members. Five of our previous awardees participated as panel members and shared their experiences with hosting speakers as part of this program. They addressed many of the details involved in arranging the visits and provided advice about choosing a speaker, issuing the invitation, making arrangements for the visit, developing the itinerary, scheduling activities during the visit, and interactions after the visit. Panelists were extremely positive when discussing their experiences hosting an ADLS speaker and were appreciative of the opportunity the ADVANCE grant had provided to them to host a speaker. Panelists shared what they had learned from the speakers, the benefits from the speaker's visit, and the collaboration that has occurred between themselves and the speakers since the visit. Finally, panelists reported on a few challenges that they encountered as they planned the visit and hosted the speaker. A question and answer period followed the panelists' comments.

We have prepared a brochure containing advice from previous ADLS hosts on all aspects of inviting and hosting a speaker in the ADLS series. This document is available on our project website and is provided to all new tenure-track SEM women faculty members.

Space Allocation Study

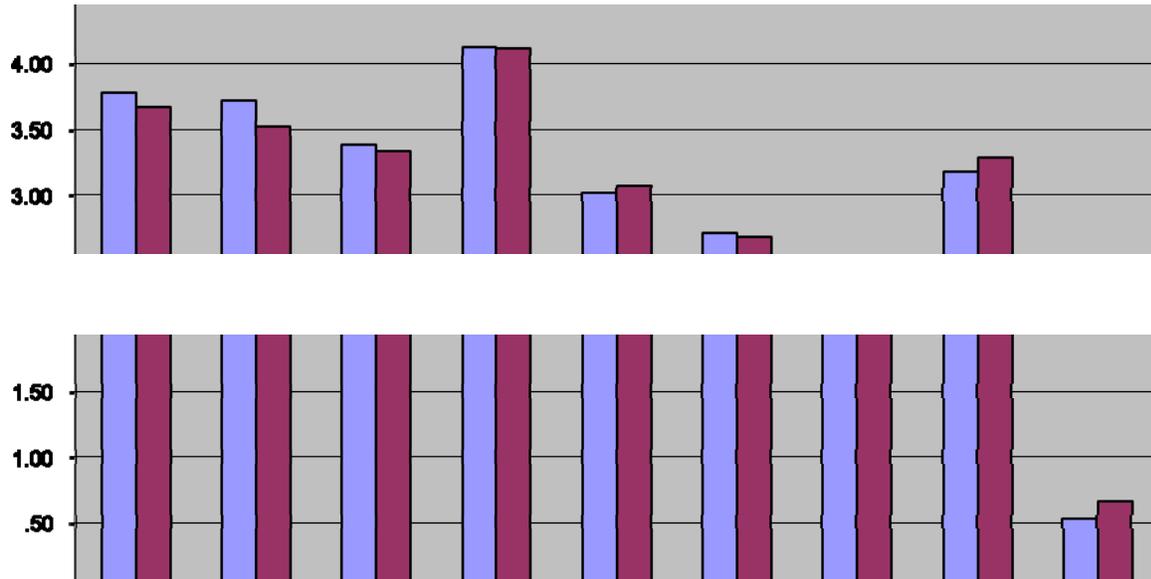
A space allocation study was conducted in Year 2. In year 6, OEIE replicated this study, again gathering data on the allocation of space to faculty across the 27 SEM departments. Data were gathered on the workspaces of 611 faculty members. There were no significant differences in the space allocated to women and men faculty members at any rank or within any college. Further details are available in the attached "Kansas State University ADVANCE Institutional Transformation Project Space Allocation Study", which is included with the NSF Indicator document.

Climate Survey Findings

In the spring of 2007, all K-State faculty with valid email addresses ($N = 1261$), including faculty at K-State Libraries and the Salina Campus, received an email from Provost Duane Nellis requesting their participation in an upcoming survey regarding faculty's perceptions of the overall climate of the campus community. The survey itself was open for two weeks, with several reminders to complete the questionnaire sent to faculty who had not yet responded. A total of 612 K-State faculty responded to the K-State Community and Climate Survey for a 48.5% response rate. Of the 612 respondents, 573 completed the entire survey (i.e., 93.6% completion rate).

Detailed analysis of these results is ongoing. The first set of analyses was reported at the 2009 WEPAN meetings in Austin, Texas. These analyses focused on exploring the differences, if any, between SEM and non SEM faculty in terms of job satisfaction and satisfaction with career progression. At the bivariate level, there were no mean differences between SEM and non SEM faculty in levels of satisfaction, or across a variety of attitudinal control variables. These included: satisfaction with financial aspects of the hiring process, satisfaction with qualitative aspects of the hiring process, a sense that one is a valued and respected member of one's department, reporting that work spills over into family, reporting that family spills over into work, perceiving that one's department supports efforts to balance work and family, and

witnessing discrimination on the basis of sex, race, or ethnicity. Results of this bivariate analysis appear in the chart below.



For multivariate analyses, job and career satisfaction were initially regressed on race/sex group, position as a department head, tenure status in separate models for SEM and non SEM faculty. This allowed us to explore whether differences exist between groups of faculty (e.g., white men versus white women) and whether these effects differ significantly for SEM versus non SEM faculty. Though the pattern of results was somewhat mixed, in general these analyses demonstrated that non-white men and white women in SEM departments are less satisfied with their work than their peers in non SEM departments (there are too few non-white women in the sample to allow us to draw conclusions about this group). We then added the full set of attitudinal variables above, plus measures of equity for teaching, research, and advising loads. These initial differences between faculty either decreased (in the case of non-white men in SEM departments) or disappeared entirely (in the case of white women in SEM departments). The most important variable, by far, in producing satisfaction is a sense that one is valued and respected in one's department. This is the case for SEM as well as non-SEM faculty. The changes across these two sets of models in the size and significance of race and sex effects strongly suggest that changes in department and institutional climate can increase satisfaction for all faculty. But they may be particularly important in improving the satisfaction of underrepresented groups in SEM disciplines. We presented these analyses at the 2009 WEPAN meetings and have shared them with the college deans. They will also be posted on the ADVANCE website.

Tenure and promotion document analysis

Britton, ADVANCE executive director, completed an analysis of a sample of promotion and tenure documents from SEM departments. For the purposes of this analysis, she examined twelve total tenure and promotion documents. These were collected from six departments in the SEM disciplines, and consisted of a baseline and a revised document from each. The documents have been coded by letter and the documents identified as baseline or revised. The data file is composed of 115 pages (excluding appendices held on department websites) and 42,607 words. The analysis was inductive and thematic – she read each document several times and coded sections for emergent themes.

Three general findings emerged from this analysis.

- 1) One of the most common patterns in the documents is omission and obfuscation. Either there are no statements at all about what is required to achieve promotion, and sometimes tenure, or there are statements that have been made deliberately unclear. For example:

For promotion to full professor:

Distinguished reputation in [discipline], such that he or she would be invited to join our faculty at the rank of Full Professor. (Department E, baseline).

There is no simple list of accomplishments that guarantee that a faculty member will obtain tenure. Instead, tenure is recommended based on the assessment of the tenured faculty that a candidate has made outstanding contributions in appropriate academic endeavors commensurate with current faculty. By granting tenure only to such individuals, the continued excellence of the University is ensured (Department A, revised).

- 2) There is very little detail about the expectations for either associate or (especially) full professors. For example:

Promotion to Professor is based on attainment of sustained excellence in the assigned responsibilities of the faculty member and recognition of excellence by all appropriate constituencies (Department A, revised).

With regard to tenure and promotion to associate professor, the candidate will have achieved independence in scholarly pursuits and developed a scholarly program in research and/or instruction which has gained a degree of professional recognition, and shows high promise of sustained contributions. Expectations for promotion from associate professor to professor are considerably higher, including leadership in scholarly research and/or instructional activities, and strong professional recognition at the national and international levels (Department B, revised).

- 3) There is considerable use of subjective language to specify requirements in the teaching and research sections of these documents. These are usually emotion-linked terms, like “enthusiasm,” “caring,” and “cooperation.” Descriptions of research responsibilities are generally free of this language. But descriptions of teaching and service are not. For example:

Is your teaching done enthusiastically? Do the students catch the excitement in [discipline] from your contacts with them?

Do your students know that you care about their learning?

Do your graduate students perform enthusiastically? (Department E, baseline).

Profession-based service and recognition: Leadership, collegiality, cooperation, initiative and enthusiasm - Charing committees; providing help when asked; participating as a

team player to benefit the department; participation in departmental seminars, faculty meetings, field days, and other departmental activities. (Department A, revised).

A number of implications and recommendations flow from this analysis.

First, the documents themselves should be revised to be more transparent, to specify the requirements for positive evaluations, for tenure, and for promotion. Reviews should be periodic, and criteria should be clear. Subjective language and free floating expectations (e.g., “providing help when asked”) should be minimized as much as possible.

Failing this (or perhaps in addition to this), there are other solutions that might be considered – both from the side of the evaluated and the evaluators. If access to informal information networks is part of the problem, then junior faculty need mentors who can help them access the informal criteria that translate into tenure and promotion. This means that the mentors themselves must be well integrated into these networks.

From the side of evaluators, training is essential. Many ADVANCE schools have instituted compulsory training for hiring and evaluation committees, and there are very good materials already available that deal with bias at each of these levels.

Training and mentorship, by themselves, do not address the issue of recourse however. Without clear policy language, those who are denied tenure or promotion currently have no way to defend themselves against these decisions. Nor does the university have firm criteria to support its own decisions. Without fundamental changes in the university’s culture – as evidenced here by the key documents governing faculty advancement – it is likely that barriers will remain to the full participation of women in the university community.

A review of the literature suggests that KSU’s documents are not unlike those at many institutions – expectations for promotion to full professor in particular are generally not well specified. These results have been shared with college deans, department heads, and members of the steering committee. A project to develop “best practices” for tenure documents is ongoing.

College-level Activities

College of Agriculture

The Professional Development Program (PDP) offers small competitive awards to tenured and tenure-track women faculty members to enhance their scholarly and instructional activities.

This program has had the following outcomes:

- 14 women (3 Full Professors, 2 Associate Professors, and 9 Assistant Professors) from five departments participated in the most recent year of the project.
- 76 total awards to 25 women have been made over the course of the project.
- Awards have supported domestic and international conference attendance, workshop participation, sabbatical leave, seed money for research, and visits to other universities.
- Participants reported benefits such as making new contacts in a research area, developing grant proposals with new colleagues; enhancing an existing research area; learning about educational innovations at other universities; and implementing new leadership skills.

College of Arts & Sciences

The Career Enhancement Opportunities (CEO) initiative provides competitive funding for tenure-track women faculty members to enhance their scholarly activities.

The CEO initiative has had the following outcomes:

- 22 women from 12 departments participated in the most recent year of the project. Tenure-track and tenured professors in the natural and social sciences are eligible.
- 89 total awards to 40 different women have been made over the course of the project.

- Awards have provided funds for domestic and international conference attendance, workshop participation, research support, and visits to other universities.
- Participants have reported benefits such as establishing important professional relationships; obtaining feedback on current research projects and exploring ideas for future research projects; increasing visibility for their research; identifying possible areas of collaboration; learning a research new technique; jump-starting a new line of research; meeting program officers from funding agencies which resulted in successful grant proposals and panel service.

College of Engineering

The Research Enhancement Visits (REV) initiative provides funding for tenured and tenure-track women faculty members to enhance their scholarly activities.

- Eleven awards were made in year six of the project to seven women in four departments.
- 44 total awards have been made to 13 different women over the course of the project.
- Awards have supported domestic and international conference attendance, workshop participation, and visits to other universities, research centers and federal agencies.
- Participants reported benefits such as making contacts for future research collaborations; providing visibility within their research disciplines, receiving review of research from member of National Academy of Engineering who encouraged submission of research to journal he edits; and meeting program directors of federal funding agencies to discuss research proposals.

College of Veterinary Medicine Parallel Paths Program

All CVM faculty (tenured, tenure-track, and term) are eligible to participate in Parallel Paths. The Parallel Paths initiative involves groups of CVM faculty known as Prides. It is intended to foster the development of junior faculty, sustain the productivity of senior faculty, and create an environment that helps them be successful in their teaching, research, clinical, and service roles. Pride groups consist of three senior faculty facilitators and ten to eleven junior faculty in each group. These groups meet monthly to focus on achieving success on paths that are parallel but specific for each faculty member. A total of 24 faculty members, 11 women and 13 men, participated this year.