

## ANNUAL REPORT



### NM-PAID Alliance for Faculty Diversity

**January 1, 2009 – December 31, 2009**

#### **PRINCIPAL INVESTIGATOR/PROGRAM DIRECTOR**

Martha Mitchell, PI, (as of 08/09)

Tracy M. Sterling, PI/PD (01/07 – 08/09)

#### **CO-PRINCIPAL INVESTIGATORS**

New Mexico State University (NMSU)

Tara Gray (as of 06/07)

Mary O'Connell (01/07-05/07)

New Mexico Institute of Mining and Technology (NMT)

Dave Johnson (as of 08/08)

Tanja Pietraß (01/07 - 08/08)

University of New Mexico (UNM)

Les McFadden (as of 08/08)

Alejandro Aceves (01/07-08/08)

Los Alamos National Laboratory (LANL)

Julianna Fessenden (as of 08/09)

James E. Bossert (05/07-08/09)

Michael Fehler (02/07-05/07)

Christina B. Behr-Andres (01/07)

#### **STAFF**

Pamela Hunt, Program Director (as of 08/09), Associate Program Director (01/07-08/09)

Shawn Werner, Program Coordinator (as of 03/08)

Anne D'Mura, Data Analyst (as of 08/09)

Cathilia M. Flores, Program Coordinator (09/07-02/08)

Abby Javurek-Humig, Research Analyst (01/07-08/07)



National Science Foundation Grant SBE-0620112

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## **I. NM-PAID ALLIANCE FOR FACULTY DIVERSITY PARTICIPANTS**

### **Participating Institutions**

New Mexico State University (NMSU) – Lead Institution

New Mexico Institute of Mining and Technology (NMT) – Partner Institution

University of New Mexico (UNM) – Partner Institution

Los Alamos National Laboratory (LANL) Earth and Environmental Science Division (EES)–  
non-funded Partner Institution

### **Program Personnel**

#### **PRINCIPAL INVESTIGATOR/PROGRAM DIRECTOR (PI/PD)**

*Martha Mitchell, PI, (as of 08/09) Academic Department Head, Chemical Engineering, NMSU*

The Principal Investigator (PI) is responsible for all aspects of the NM-PAID program. The PI oversees and supports programs of all NM-PAID initiatives at all four of the partnering institutions (NMSU, NMT, UNM, and LANL). In addition, the PI supervises the Program Director. Mitchell stepped in August 2009 when Sterling began a position as Head of the Department of Land Resources and Environmental Sciences at Montana State University. At that time the role of Program Director was taken by Pamela Hunt, Associate Director 01/07-08/09.

*Tracy Sterling, PI/PD (01/07-08/09) Professor, Department of Entomology, Plant Pathology, and Weed Science, NMSU*

The Principal Investigator and Program Director (PI/PD) is responsible for all aspects of the NM-PAID program. The PI/PD oversees and supports programs of all NM-PAID initiatives at all four of the partnering institutions (NMSU, NMT, UNM, and LANL) and supervises the Program Coordinator.

#### **CO-PRINCIPAL INVESTIGATORS (Co-PIs)**

##### **NMSU (Lead Institution)**

*Tara Gray, Co-PI (as of 06/07), Director, Teaching Academy*

*Mary O'Connell (01/07-05/07), Professor, Plant and Environmental Sciences*

Advisor for program initiatives at partner institutions. Serves on the ADVANCE Faculty Development Committee. Develops shared activities for all partner institutions.

##### **NMT (Partner Institution)**

*Dave Johnson, Co-PI (as of 08/09), Associate Professor, Geology/Dean, Graduate Studies*

*Tanja Pietraß (01/07 - 08/08), Department Head, Chemistry*

Responsible for engaging administrators, faculty, and staff at NMT to partner and participate in NM-PAID programs and initiatives, including statewide Department Head Retreats. Leads the NMT Alliance for Faculty Diversity Committee. Responsible for the implementation and development of all NM-PAID initiatives at NMT.

**UNM (Partner Institution)**

Les McFadden (as of 08/08), Co-PI, Professor Earth and Planetary Sciences

Alejandro Aceves (01/07-08/08), Head, Department of Mathematics and Statistics

Responsible for engaging administrators, faculty, and staff at UNM to partner and participate in NM-PAID programs and initiatives, including statewide Department Head Retreats. Leads the UNM Alliance for Faculty Diversity Committee. Responsible for the implementation and development of all NM-PAID initiatives at UNM.

**LANL (non-funded Partner Institution)**

Julianna Fessenden, Co-PI (as of 08/09), Co-Director, Hydrology, Geochemistry and Geology

James E. Bossert (05/07-08/09), Deputy Division Leader, Earth and Environmental Sciences

Michael Fehler (02/07-05/07), Deputy Division Leader, Earth and Environmental Sciences

Christina B. Behr-Andres (01/07), Deputy Division Leader, Earth and Environmental Sciences

Responsible for engaging administrators, faculty, and staff at LANL to partner and participate in NM-PAID programs and initiatives, including statewide Department Head Retreats. Leads the LANL Alliance for Faculty Diversity Committee. Responsible for the implementation and development of all NM-PAID initiatives at LANL.

**PROGRAM DIRECTOR/ASSOCIATE DIRECTOR (NMSU)**

Pamela Hunt, Program Director (as of 08/09), Associate Director (01/07-08/09)

The Program Director (PD) handles the daily oversight and management of the NM-PAID Program, including budget oversight and staff supervision. The Program Director directly supervises the Program Coordinator.

**PROGRAM COORDINATOR (NMSU)**

Shawn Werner, Program Coordinator (as of 03/08)

Cathilia M. Flores (09.07-02/08)

The Program Coordinator (PC) is responsible for the daily coordination of the NM-PAID Program, including the planning and implementation of all NM-PAID program activities and events in conjunction with the PI, PD and Co-PIs and university administrators at each of the partnering institutions. The PC produces program materials, meeting agendas, and meeting minutes. The PC also prepares presentations, proposals, and reports, maintains the NM-PAID website, monitors budget, and writes interim and annual reports.

**RESEARCH/DATA ANALYST (NMSU)**

Anne D'Mura, Data Analyst (as of 08/09)

Abby Javurek-Humig, Research Analyst (01/07-08-07)

The Research Analyst assists with ongoing internal data collection and analysis, including workshop evaluation and analysis for the purposes of dissemination and annual reporting.

## **Faculty Committees – 2007-2009**

### **NMSU ADVANCE Faculty Development Committee 2007-2009**

Sue Forster-Cox – Chair (as of 08/09), Associate Professor, Health Sciences  
Ereny Hadjigeorgalis. Assistant Professor, Agricultural Economics and Business  
Stephen Kanim – Chair (08/07/08-08), Associate Associate Professor, Physics  
N. Khandan, Professor, Civil and Geological Engineering  
Patrick Morandi. Academic Department Head, Mathematics Sciences  
Inna Pivkina – Chair (08/08-08/08), Associate Professor, Computer Science  
William Quintana, Associate Professor, Chemistry and Biochemistry  
April Ulery, Associate Professor, Plant and Environmental Sciences  
Rene Walterbos, Professor, Astronomy

### **Alliance for Faculty Diversity (AFD) Committees 2007-2009**

#### **NMT**

Barbara Bonnekeson, Director, Women's Resource Center and Assistant Professor,  
Social Science  
Susan Dunston, Director, Women's Resource Center, Associate Professor, English  
Jean Eilek, Emeritus Professor, Astrophysics  
Dave Johnson – Co-PI and Chair (as of 08/08), Dean, Graduate Studies and  
Associate Professor, Geology  
Tanja Pietraß – Co-PI and Chair (01/07 - 08/08), Department Head, Chemistry  
Ricardo Maestas, Vice President, University and Student Relations  
Fred Phillips, Professor, Hydrology  
Claudia Wilson, Assistant Professor, Environmental Engineering  
Scott Zeman, Associate Vice President, Academic Affairs and  
Director, Center for Innovative Teaching and Learning, Associate Professor, History

#### **UNM**

Alejandro Aceves – Co-PI and Chair (01/07-08/08), Department Head, Mathematics and Statistics  
Julia Coonrod, Associate Professor, Civil Engineering  
Jozi De Leon, Vice President for Equity and Inclusion  
Michael Dougher, Professor, Psychology and Deputy Vice President, Research Office  
Julia Fulghum, Vice President of Research and Professor, Chemical and Nuclear Engineering  
Felipe Gonzales, Associate Dean for Faculty, College of Arts  
Les McFadden – Co-PI and Chair (as of 08/08), Professor, Earth and Planetary Sciences  
Mary Anne Nelson, Professor, Biology  
Mark Ondrias, Associate Dean, Arts and Sciences and Professor, Chemistry  
Mousumi Roy, Associate Professor, Earth, and Planetary Sciences  
Jane Slaughter, Associate Dean, College of Arts and Sciences and Professor, History

## **Alliance for Faculty Diversity (AFD) Committees 2007-2009 – continued**

### **LANL – Earth and Environmental Sciences Division**

Christina B. Behr-Andres, Co-PI and Chair (01/07), Deputy Division Leader, Earth and Environmental Sciences

James E. Bossert, Co-PI and Chair (05/07-08/09), Deputy Division Leader, Earth and Environmental Sciences

Wendee Brunish, Deputy Group Leader, Geophysics

Sebastian Darvenstall, Technical Staff Member, Geophysics

Michael Fehler, Co-PI and Chair (02/07-05/07), Deputy Division Leader, Earth and Environmental Sciences

Julianna Fessenden – Co-PI and Chair (as of 08/09), Co-Director, Hydrology, Geochemistry, and Geology

Lianjie Huang, Technical Staff Member, Geophysics

Bruce Robinson, Deputy Division Leader, Earth and Environmental Sciences (EES) Division

Emily Schultz-Fellenz, Technician, Environmental and Geological Risk

### **Organizational Partners**

#### **NMSU**

College of Agriculture and Home Economics, Dean Lowell Catlett

College of Arts and Sciences, Dean Pamela Jansma and Interim Dean Gregory Fant

College of Engineering, Dean Steve Castillo and Interim Dean Kenneth White

College of Extended Learning, Dean Carmen Gonzales

Information and Communication Technologies/Institutional Research Planning and Outcomes

Assessment – Senior Vice President Michael Hites, sponsoring Alliance membership in

Commission on Status of Professionals in Science and Technology (CPST) -- 2007

Employee Assistance Program – Dario Silva and Emilia O'Neill

Office of Institutional Equity/Equal Employment Opportunity, Gerard Nevarez

Office of the Provost, Executive Vice President/Provost Waded Cruzado (2007-2009), Interim Provost Jay Jordan (as of 12/15/09)

Office of Research, Vice President Vimal Chaitanya Teaching Academy – Director, Tara Gray

#### **NMT**

Faculty Development, Center for Teaching & Learning – Director, Scott Zeman

University and Student Relations, Vice President Ricardo Maestas

Women's Resource Center – Director, Barbara Bonnekessen

#### **UNM**

Mentoring Institute – Director, Nora Dominguez

College of Arts & Sciences – Associate Deans Felipe Gonzales and Mark Ondrias

Office of Equity and Inclusion and Equity – Vice President, Josephine De Leon

Office of the Provost, Richard Holder, Deputy Provost, Academic Affairs

Office for Support for Effective Teaching (OSET) – Director, Gary Smith

## **LANL**

Chemistry, Life, and Earth Sciences Directorate, – Director, Mary Neu  
Geophysics, Wendee Brunish, Deputy Group Leader,  
Postdoctoral Program – Coordinator, Mary Ann With

## **Other Collaborators**

### Shared Training Presenters, Facilitators and Participants

#### **NMSU**

##### 2007 Training Program Presenters

Sonya Cooper, Department Head, Engineering Technology and Survey Engineering  
Mary O’Connell, Professor, Plant and Environmental Sciences  
Tracy Sterling, PI/PD, Professor, Weed Science  
April Ulery, Professor, Plant and Environmental Sciences  
Luis Vazquez, Associate Dean, Graduate School and Regents Professor  
Walter Zakahi, Associate Dean, College of Arts

##### 2007 Training Program Facilitators

Edgar Conley, Associate Professor, Mechanical Engineering  
Inna Pivkina, Associate Professor, Computer Science  
Laurie Churchill, Senior Project Development Specialist  
Robert Czerniak, Associate Dean of Research, College of Arts and Sciences  
Steven Kanim, Associate Professor, Physics  
William Quintana, Associate Professor, Chemistry/Biochemistry  
Rudi Schoenmackers, Associate Dean and Research Director, College of Engineering  
Tracy Sterling, PI/PD, Professor, Weed Science  
Rene Walterbos, Professor, Astronomy

##### 2007 Retreat Presenters

Tom Burton, Department Head, Mechanical and Aeronautical Engineering  
Sonya Cooper, Department Head, Engineering Technology and Survey Engineering  
Dan Howard, Associate Dean, College of Arts and Sciences  
Tracy Sterling, PI/PD, Professor, Weed Science  
Luis Vazquez, Associate Dean, Graduate School and Regents Professor  
Walter Zakahi, Associate Dean, College of Arts

##### 2007 Retreat Participants

Nancy Baker, Professor, Government  
Lisa Frehill, Evaluator  
Tara Gray, Co-PI, Director, Teaching Academy

##### 2008 Retreat Presenters

Tom Burton, Department Head, Mechanical and Aeronautical Engineering:  
Anne Hubbell, Department Head, Communication Studies  
Tracy Sterling, PI/PD, Professor, Weed Science

##### 2008 Retreat Facilitators

Steven Kanim, Associate Professor, Physics  
William Quintana, Associate Professor, Chemistry/Biochemistry

##### 2008 Post-doctoral researcher Workshop Facilitator

Carol Potenza, Affiliated Faculty, USDA Jornada Experimental Range

2009 Retreat Presenters

Tom Burton, Department Head, Mechanical and Aeronautical Engineering  
Julianna Fessenden, Co-PI, Team Leader, Earth and Environmental Sciences  
Dave Johnson, Co-PI, Dean of Graduate Studies  
Les McFadden, Co-PI, Professor, Earth and Planetary Sciences  
Tracy Sterling, PI/PD, Professor, Weed Science

2009 Retreat Facilitators

Martha Mitchell, Academic Department Head, Chemical Engineering

**NMT**

2007 Retreat Participants

Richard Aster, Associate Department Chair, Geophysics  
Mark Cal, Chair, Civil and Geological Engineering  
Tom Kieft, Chair, Biology  
Subhasish Mazumdar, Associate Professor, Computer Science  
Bill Stone, Chair, Mathematics

2008 Retreat Presenters

Tanja Pietraß, Co-PI, Department Head, Chemistry  
Mary Dezember, Associate Professor and Department Chair, Humanities

2008 Retreat Participants

Richard Aster, Associate Chair, Earth and Environmental Science  
Savayur Bakhtiyarov, Department Head, Mechanical Engineering  
Tom Kieft, Department Chair, Biology  
Subhashish Mazumdar, Associate Professor, Computer Science  
Hamdy Soliman, Professor, Computer Science  
David Westpfahl, Professor, Astrophysics

2008 Pipeline Meeting Participants

Ricardo Maestas, Vice President, Student Affairs  
Susan Dunston, Founder of Women's Resource Center  
Jean Eilek, Physics  
Claudia Wilson, Civil Engineering

2009 Retreat Presenters

Dave Johnson, Co-PI, Dean, Graduate School

2009 Retreat Participants

Barbara Bonnekessen, Director, Women's Resource Center  
Anwar Hossain, Department Chair, Mathematics  
Lorrie Liebrock, Associate Chair, Computer Science  
Subhashish Mazumdar, Associate Professor, Computer Science  
Hamdy Soliman, Associate Professor, Information Technology  
Scott Zerman, Associate Vice President for Academic Affairs

**UNM**

2007 Retreat Participants

Alejandro Aceves, Co-PI, Head, Department of Mathematics and Statistics  
Gary Harrison, Associate Dean, English Department  
Juan Heinrich, Chair, Mechanical Engineering  
Eric Loker, Chair, Biology Department  
Arup Maji, Chair, Civil Engineering



2008 Retreat Presenters

Felipe Gonzales, Associate Dean, Arts and Sciences

2008 Retreat Participants

Alex Stone, Professor, mathematics and Statistics

Josephine De Leon, Office of Equity and Inclusion and Equity

2008 Pipeline Meeting Participants

Jennifer Gomez-Chavez, Director, Title V Program

Gabriel Melendez, Post-Doctoral Researcher, American Studies

Rita Martinez-Purson, Vice President, Office of Institutional Diversity

2009 Retreat Presenters

Les McFadden, Co-PI, Professor, Earth and Planetary Sciences

2009 Retreat Participants

Chaouki Abdallah, Department Chair, Electrical and Computer Engineering

Beverly Burris, Chair and Professor, Sociology

Brenda Claiborne, Dean, Arts and Sciences

Trish Henning, Associate Professor, Physics

Kate Krause, Associate Professor Economics

Mousum Roy, Associate Department Chair, Geological Sciences

**LANL**

2007 Retreat Participants

Chris Bradley, Team Leader, Geophysics

Beverly Crawford, Team Leader, Repository Science

Rod Linn, Deputy Group Leader, Atmospheric and Climate Sciences

Lee Steck, Deputy Group Leader, Geophysics

2008 Retreat Presenters

Julianna Fessenden, Co-Director, Hydrology, Geochemistry and Geology

2008 Retreat Participants

James Bossert, Division Leader, Earth and Environmental Science Division

Wendee Brunish, Deputy Group Leader, Geophysics

2008 Pipeline Meeting Participants

Wendee Brunish, Deputy Group Leader, Geophysics

Jessica Perea Houston, LANL Postdoctoral Associate

2009 Retreat Presenters

Julianna Fessenden, Co-PI

2009 Retreat Participants

Kay Birdsell, Senior Project Leader, Computational Earth Science

Carl Gable, Team Leader, Computational Earth Science

Andy Wolfsberg, Group Leader, Computational Earth Science

## **Mentoring Program Participants 2007-2009**

### **NMT (42 Participants)**

Rene Arechiga, Assistant Professor, Electrical Engineering  
Barbara Bonnekessen, Assistant Professor, Humanities  
Brian Borchers, Professor, Mathematics  
Penny Boston, Associate Professor, Environmental and Earth Sciences  
Rob Bowman, Professor, Environmental and Earth Sciences  
David Burleigh, Professor, Materials Engineering  
Mark Cal, Professor, Civil Engineering  
Sue Dunston, Associate Professor, Humanities  
Jean Eilek, Professor, Physics  
Tom Engler, Associate Professor, Petroleum Engineering  
Julie Ford, Associate Professor, Humanities  
Song Fu, Assistant Professor, Computer Science  
Deidre Hirschfeld, Professor, Materials Engineering  
Ranis Ibragimov, Assistant Professor, Mathematics  
Ingo Janser, Assistant Professor, Chemistry  
Jeffrey Johnson, Assistant Professor, Environmental and Earth Sciences  
Anders Jorgensen, Assistant Professor, Electrical Engineering  
Nikolai Kalugin, Assistant Professor, Materials Engineering  
Tom Kieft, Professor, Biology  
Corey Leclerc, Assistant Professor, Chemical Engineering  
Bin Lim, Assistant Professor, Mechanical Engineering  
Ken Minshwaner, Professor, Physics  
Navid Mojtabai, Associate Professor, Mining Engineering  
Raul Morales, Assistant Professor, Physics  
Julie Newmark, Assistant Professor, Humanities  
Fred Phillips, Professor, Environmental and Earth Sciences  
Tanja Pietrass, Professor, Chemistry  
Dave Raymond, Professor, Physics  
Merdad Razavi, Assistant Professor, Mining Engineering  
Michael Riley, Assistant Professor, Petroleum Engineering  
Snezna Rogelj, Professor, Biology  
Sharon Sessions, Assistant Professor, Environmental and Earth Sciences  
Cathy Snelson, Assistant Professor, Environmental and Earth Sciences  
Bill Stone, Professor, Mathematics  
Michaelann Tartis, Assistant Professor, Chemical Engineering  
Ron Thomas, Professor, Electrical Engineering  
Bixiang Wang, Assistant Professor, Mathematics  
Don Weinkauff, Professor, Chem. Engineering  
John Wilson, Assistant Professor, Environmental and Earth Sciences  
Claudia Wilson, Assistant Professor, Civil Engineering  
Andrej Zagrai, Assistant Professor, Mechanical Engineering  
Peng Zhang, Assistant Professor, Chemistry

## **Mentoring Program Participants 2007-2009 (cont'd)**

### **UNM (33 Participants)**

Melinda Benson, Assistant Prof, Geography  
Susan Bogus, Assistant Prof, Civil Engineering  
Carlton Caves, Distg Prof, Physics and Astronomy  
Eva Chi, Assistant Prof, Chemical and Nuclear  
Elizabeth Dirk, Assistant Prof, Chemical and Nuclear  
Maya Elrick, Associate Prof, Earth and Planetary Science  
John Geissman, Prof/Chair, Earth and Planetary Science  
Michele Guindani, Assistant Prof, Mathematics and Statistics  
Sang Han, Associate Prof, Chemical and Nuclear  
Juan Heinrich, Prof/Chair, Mechanical Engineering  
Keith Hunley, Assistant Prof, Anthropology  
Rhian Jones, Associate Prof, Earth and Planetary Science  
Ramiro Jordan, Associate Prof, ECE  
Deepak Kapur, Distg Prof, Computer Science  
Sanjay Krishna, Associate Prof, ECE  
Jane Lancaster, Professor, Anthropology  
Maria Lane, Assistant Prof, Geography  
Yan Lu, Assistant Prof, Mathematics and Statistics  
George Luger, Professor, Computer Science  
Diane Marshall, Professor, Biology  
Giovanni Migliaccio, Assistant Prof, Civil Engineering  
Mary Anne Nelson NF, Professor, Biology  
Ylva Pihlstrom, Assistant Prof, Physics and Astronomy  
Keith Prufer, Assistant Prof, Anthropology  
Jamesina Simpson, Assistant Prof, ECE  
Alexander Stone, Professor, Mathematics and Statistics  
Greg Taylor, Associate Prof, Physics and Astronomy  
Eric Toolson, Professor, Biology  
Helen Wearing, Assistant Prof, Biology and Mathematics Statistics

## **Mentoring Program Participants 2007-2009 (cont'd)**

### **LANL (15 Participants)**

Amr Abdel-Fattah, Technical Staff Member, Hydrology, Geochemistry, and Geology  
Scott Baldrige, Geologist, Solid Earth Geophysics  
Luz Maria Cisneros-Dozal, Team Member, Hydrology, Geochemistry, and Geology  
Huseyin Denli, Team Member, Geophysics  
Manvendra Dubey, Technical Staff Member, Earth Systems Observations  
Nathan English, Team Member, Radiogeochemistry  
Julianna Fessenden, Team Leader, Geology, Geochemistry, and Hydrology  
Bradley Flowers, Team Member, Earth Systems Observations  
Lianjie Huang, Geophysicist, Solid Earth Geophysics  
Nate McDowell, Staff Scientist, Atmospheric, Climatic and Environmental Dynamics  
Monica Maceira, Team Member, Seismology  
Claudia Mora, Staff Scientist, Earth Systems Observations  
Emily Schultz-Fellenz, Technician, Environmental and Geological Risk  
Aviva Sussman, Geophysicist / Structural Geologist, Solid Earth Geophysics  
Sowmitri Tarimala, Team Member, Radiogeochemistry

### **NMSU (132 Participants)**

Ram Acharya, Assistant Professor, Ag Economics & Ag Business  
Richard Adkisson, Full Professor, Economics & International Business  
Elizabeth Albin, Assistant Professor, HRTM, School of  
Kelly Allred, College Full Professor, Animal & Range Sciences  
Stephen Anderson, Full Professor, Social Work  
Sangamesh Angadi, Assistant Professor, Plant and Environmental Sciences  
Jose Aranda, College Instructor, Dona Ana Community College  
Elsa Arroyos-Jurado, Associate Professor, Counseling & Educational Psych  
Jeffrey Arterburn, Full Professor, Chemistry & Biochemistry  
Jamshid Ashigh, Assistant Professor, Entomology, Plant Path & Weed Sci  
Youkyung Bae, Assistant Professor, SPED/CD  
Donovan Bailey, Associate Professor, Biology  
Derek Bailey, Associate Professor, Animal & Range Sciences  
Nancy Baker, Academic Dept Head, Government  
Mary Ballyk, Associate Professor, Mathematical Sciences  
Paola Bandini, Associate Professor, Civil Engineering  
Julia Barello, Full Professor, Art  
Susan Beck, Full Professor, Library  
Joseph Berning, Associate Professor, Human Performance, Dance & Recreation  
Priscilla Bloomquist, Full Professor, HRTM, School of  
Margaret Bock, Full Professor, Family & Consumer Sciences  
Wiebke Boeing, Assistant Professor, Fishery & Wildlife Sciences  
Jeff Brown, Academic Dept Head, History  
Michaela Buenemann, Assistant Professor, Geography  
Chris Burnham, Full Professor, English

## **Mentoring Program Participants 2007-2009 (cont'd)**

### **NMSU (132 Participants)**

Thomas Burton, Academic Dept Head, Mechanical & Aerospace Engineering  
Chunpei Cai, Assistant Professor, Mechanical & Aerospace Engineering  
Maria G. Castillo, Assistant Professor, Biology  
Miriam Chaiken, Academic Dept Head, Anthropology  
Sang Yeon Cho, Assistant Professor, Electrical & Computer Engineering  
Heejung Chun, Assistant Professor, Counseling & Educational Psych  
Andres Cibils, Assistant Professor, Animal & Range Sciences  
Jonathon Cook, Associate Professor, Computer Science  
Sonya Cooper, Academic Dept Head, Engineering Tech. & Survey Engineering  
David Cowley, Associate Professor, Fishery & Wildlife Sciences  
Charles Creusere, Associate Professor, Electrical & Computer Engineering  
Jennifer Curtiss, Assistant Professor, Biology  
Angus Dawe, Assistant Professor, Biology  
Muhammad Dawood, Assistant Professor, Electrical & Computer Engineering  
Yosikazu DeRoos, Associate Professor, Social Work  
Shaguang Deng, Full Professor, Chemical Engineering  
Martha Desmond, Associate Professor, Fishery & Wildlife Sciences  
Esther Devall, Full Professor, Family & Consumer Sciences  
Anastasia Dobroskok, Assistant Professor, Mechanical & Aerospace Engineering  
Wanda Eastman, Full Professor, Family & Consumer Sciences  
Christine Eber, Full Professor, Anthropology  
Alexander Fernald, Associate Professor, Animal & Range Sciences  
Jeanne Flora, Associate Professor, Communication Studies  
Sue Forster-Cox, Associate Professor, Health Science  
Viola Fuentes, Assistant Professor, Government  
Kate Giles, Full Professor, Geological Sciences  
Margaret Goehring, Assistant Professor, Art  
Manuel Gomez, Assistant Professor, Engineering Tech. & Survey Engineering  
Champa Gopalan, Full Professor, Plant and Environmental Sciences  
Tessa Grasswitz, Assistant Professor, Cooperative Extension Service  
Tara Gray, Director, Teaching Academy  
Kulbhushan Grover, Assistant Professor, Plant and Environmental Sciences  
Lee Hamilton, College Associate Professor, Sociology & Women's Studies Program  
Kathryn Hanley, Assistant Professor, Biology  
Steven Hanson, Assistant Professor, Entomology, Plant Path & Weed Sci  
Neil Harvey, Full Professor, Government  
Jessica Houston, Assistant Professor, Chemical Engineering  
Jason Jackiewicz, Assistant Professor, Astronomy  
David Jauregui, Associate Professor, Civil Engineering  
Ruinian Jiang, Assistant Professor, Engineering Tech. & Survey Engineering  
Michael Johnson, Full Professor, Chemistry & Biochemistry  
Timothy Ketelaar, Associate Professor, Psychology

## **Mentoring Program Participants 2007-2009 (cont'd)**

### **NMSU (132 Participants, cont'd)**

Nirmala Khandan, Full Professor, Civil Engineering  
Uma Krishnan, Assistant Professor, Family & Consumer Sciences  
Hongmei Luo, Assistant Professor, Chemical Engineering  
Shelley Lusetti, Assistant Professor, Chemistry & Biochemistry  
Barbara Lyons, Assistant Professor, Chemistry & Biochemistry  
Ou Ma, Full Professor, Mechanical & Aerospace Engineering  
Karen Mabry, Assistant Professor, Biology  
Laura Madson, Associate Professor, Psychology  
Nancy McMillan, Academic Dept Head, Geological Sciences  
Christina Medina, Assistant Professor, Government  
Roger Mellen, Assistant Professor, Journalism & Mass Comm  
Liz Miller, Assistant Professor, Library  
Brook Milligan, Associate Professor, Biology  
Martha Mitchell, Academic Dept Head, Chemical Engineering  
John Mullen, Associate Professor, Industrial Engineering  
Iris Mullins, Assistant Professor, Nursing  
Jennifer Neakrase, Assistant Professor, Physics  
Michele Nishiguchi, Full Professor, Biology  
Mary O'Connell, Full Professor, Plant and Environmental Sciences  
Dotty Ormes, Assistant Professor, Library  
Aishah Ortega, Assistant Professor, SPED/CD  
Rebecca Palacios, Assistant Professor, Health Science  
G.A. Picchioni, Full Professor, Plant and Environmental Sciences  
Jane Pierce, Associate Professor, Entomology, Plant Path & Weed Sci  
Inna Pivkina, Associate Professor, Computer Science  
Enrico Pontelli, Academic Dept Head, Computer Science  
Mary Prentice, Associate Professor, EMD  
Diane-Michele Prindeville, Associate Professor, Government  
Anita Reinhardt, Assistant Professor, Nursing  
Cristobal Rodriguez, College Assistant Professor, EMD  
Gary Roemer, Assistant Professor, Fishery & Wildlife Sciences  
Aaron Rowland, Assistant Professor, Chemistry & Biochemistry  
Hiranya Roychowdhury, Assistant Professor, Dona Ana Community College  
Ingrid Schneider, Assistant Professor, Library  
Elba Serrano, Full Professor, Biology  
Michele Shuster, Assistant Professor, Biology  
Hansuk Sohn, Assistant Professor, Industrial Engineering  
Joe Song, Assistant Professor, Computer Science  
Sergio Soto-Navarro, Assistant Professor, Animal & Range Sciences  
Julie Steinkopf Rice, Assistant Professor, Sociology & Women's Studies Program  
Steve Stochaj, Full Professor, Electrical & Computer Engineering  
Lynnette Summers, College Assistant Professor, Nursing

## **Mentoring Program Participants 2007-2009 (cont'd)**

### **NMSU (132 Participants, cont'd)**

Laura Thompson, Full Professor, Psychology  
Heather Throop, Assistant Professor, Biology  
Elizabeth Titus, Staff, Library  
Monica Torres, Academic Dept Head, English  
Ivelisse Torres Fernandez, Assistant Professor, Counseling & Educational Psych  
David Trafimow, Full Professor, Psychology  
April Ulery, Full Professor, Plant and Environmental Sciences  
Adrian Unc, Assistant Professor, Plant and Environmental Sciences  
Graciela Unguez, Associate Professor, Biology  
Lida Uribe-Florez, Assistant Professor, Curriculum & Instruction  
Lina Urquidi, Assistant Professor, Biology  
Delia Valles-Rosales, Associate Professor, Industrial Engineering  
Rebecca Verser, Assistant Professor, Communication Studies  
David Voelz, Associate Professor, Electrical & Computer Engineering  
Haobin Wang, Associate Professor, Chemistry & Biochemistry  
Mingjun Wei, Assistant Professor, Mechanical & Aerospace Engineering  
Jess Weinberg, College Assistant Professor, Sociology & Women's Studies Program  
Wanda Whittlesey, Assistant Professor, Social Work  
Patti Wojahn, Associate Professor, English  
Kassia Wosick-Correa, Assistant Professor, Sociology & Women's Studies Program  
John Xu, Assistant Professor, Biology  
Jin Yao, College Assistant Professor, Jornada Experimental Range  
Jie Zhang, Assistant Professor, Civil Engineering

## II. ACTIVITIES AND FINDINGS

### **Overview of NM-PAID Alliance for Faculty Diversity**

The NM-PAID Alliance for Faculty Diversity is an outgrowth of a \$3.75 million ADVANCE-Institutional Transformation (IT) grant awarded to New Mexico State University (NMSU) and funded in 2002. This successful program doubled the percentage of women hired into STEM faculty positions. In 2006 NMSU formed an alliance with all three of New Mexico's Ph.D.-granting institutions and one of its national laboratories to successfully pursue a three-year, \$500,000 PAID grant. The goal of this grant is to disseminate the best practices of NMSU ADVANCE to further gender diversity in STEM faculty. Institutional partners in the NM-PAID Alliance for Faculty Diversity are:

New Mexico State University (NMSU) – lead institution  
New Mexico Institute of Mining and Technology (NMT)  
University of New Mexico (UNM)  
Los Alamos National Laboratory (LANL) – non-funded participant

All funded partner institutions waived overhead costs.

Through retreats, distance delivery, and face-to-face meetings, NMSU-ADVANCE has worked to disseminate its best practices to NM-PAID Alliance members for increasing representation, participation, and advancement of underrepresented faculty in academic science and scientific research. Each NM-PAID institution has committed to establishing mentoring and promotion/tenure programs patterned after NMSU-ADVANCE.

The Program's Objectives are:

1. Develop and retain a representative faculty in science and technology careers, through the use of mentoring and Promotion & Tenure programs, and developing department heads as effective leaders among alliance participants.
2. Create a sustainable grass-roots committee structure at each institution to carry forward the initiatives of the proposal, institutionalizing faculty development and department head training in concert with upper administration support
3. Provide a pipeline for students into the professoriate and post-doctoral studies via training and participation in the professoriate

Following are detailed summaries of grant program activities at each partnering institution.



## **Program Activities**

### **CHANGES IN GRANT PROGRAM LEADERSHIP**

In August, founding PI/PD Sterling left NMSU to accept a position as Head of the Department of Land Resources and Environmental Sciences at Montana State University. Upon her departure Martha Mitchell, Professor and Academic Department Head of Chemical Engineering, became PI. Mitchell, who in 2005 became the first woman academic department head in the College of Engineering, was awarded the Robert Davis Chemical Engineering Professorship in 2009. Associate Director Pam Hunt assumed the role of PD. Tara Gray remained Co-PI at NMSU.

### **CHANGE IN EVALUATOR**

The initial evaluator for NM-PAID Alliance for Faculty Diversity was the Commission on Professionals in Science and Technology (CPST). In August 2009 grant leadership released CPST from its contract and hired Evelyn Posey. Posey is Chair and Dorrance D. Roderick Professor of English at the University of Texas, El Paso (UTEP) and PI of the NSF ADVANCE-IT grant at UTEP.

### **NMSU ACTIVITIES**

New Mexico State University (NMSU) is the only land-grant institution that is also classified as Hispanic-serving by the federal government and ranked by the Carnegie Foundation as Research-Extensive. Enrollment for 2009 at all NMSU campuses totaled 29,468. STEM diversity programs at NMSU include the Biomedical Research Infrastructure Network (BRIN), the New Mexico Space Grant, the Regional Alliance for Science, Engineering & Mathematics - Squared (RASEM<sup>2</sup>), Minority Access to Research Careers (MARC), the Alliance for Minority Participation (AMP) Minority Biomedical Research Support-Research Initiative for Scientific Enhancement (MBR-RISE),

New Mexico IDeA Networks of Biomedical Research Excellence (NM-INBRE). Many of these initiatives span NMSU, NMT and UNM. In 2002, NMSU was awarded an ADVANCE Institutional Transformation grant. The first Teaching Academy in New Mexico at a major research institute, created in 2002, was a result of NMSU's significant awareness of its mission to improve STEM teaching. The Teaching Academy partners with the NM-PAID Alliance for Faculty Diversity through the efforts of Co-PI Tara Gray.

After the completion of the ADVANCE IT grant, NMSU leadership institutionalized the ADVANCE program by placing it within the Teaching Academy where its full-time, permanent Director Pam Hunt, Program Director for NM-PAID, oversees university-wide programs for Mentoring, Promotion and Tenure, Department Head Training and Leadership. These programs are thriving; for example, 132 faculty members currently participate in the NMSU ADVANCE mentoring program. Details about the institutionalized ADVANCE program at NMSU may be accessed at the following link: <http://www.advance.nmsu.edu/>

## Grant Program Objectives – NMSU

### 1. Develop and retain a representative faculty in science and technology careers

#### Mentoring

NMSU's Faculty Mentoring Program works to help build a climate through social networking in which faculty receive support and encouragement in achieving tenure, promotion, and the transition to leadership roles at NMSU. Mentoring pairs consist of individuals from different but related departments, preferably within the same college. Early-career faculty are paired with established faculty. The mentoring program also hosts events throughout the year where participants can network with other mentors and mentees in the program.

NMSU's Faculty Mentoring Program was institutionalized at the Teaching Academy on campus in 2008 and has since expanded to serve tenure-track faculty – male and female – in all departments of campus. A total of 124 faculty and administrators participated in the mentoring program (half men, half women) in academic year 2008-2009, increasing to 132 in 2009-2010.

#### Promotion and Tenure

In the Fall of 2008 NMSU adopted a new Promotion and Tenure policy based on the system propounded by E.L. Boyer. PI/PD Sterling had played an active role in the development of this new policy, which stresses the value of teaching and engagement – especially appropriate for a land-grant university such as NMSU. Recognizing the need to educate tenure-seeking faculty, deans, department heads, and P&T committee members about the new policy, Co-PI Gray organized three spring promotion and tenure events, including Carnegie Foundation for the Advancement of Teaching scholar. In the fall of 2009 the AFD Committee organized an October session on Promotion to Full Professor. Details of these events may be found in Appendix IV.

#### Department Head Retreat Planning

PI Sterling and PC Shawn Werner planned and presented the third Department Head Retreat in 2009. They also participated in partner trainings, and presented at conferences/meetings over the course of the year, as well as leading the monthly teleconferences between partners. Upon Sterling's departure, Mitchell led the monthly teleconferences, and worked with PC Werner to coordinate the external evaluation of the NM-PAID program at all four partner sites in Fall 2009. Mitchell and Werner attended and presented posters at the October NSF PI meeting in Washington D.C

Shared Activity Planning Co-PI Gray organized an event shared by all the partner institution with the Cornell Interactive Theatre Ensemble (CITE), which visited both NMSU and UNM. CITE provides diversity/inclusion education and training in the workplace. Gray also organized three spring sessions to educate the NMSU community on the new Promotion and Tenure policy that was adopted in the Fall of 2008.

### **Program Material Development, Evaluator Scheduling, Budget Monitoring**

Program Coordinator Werner assisted partner Co-PIs and AFDs in organizing sessions at their institutions, including the CITE visit to UNM. She made arrangements for facilities and speakers at the Department Head Retreat. She also arranged for External Evaluator Posey's site visits and set up the schedule of meetings at NMSU for the evaluation. In addition, she developed program materials for the UNM and NMT mentoring packets, all retreat materials, and conference presentation proposals. modified the website and the PAID poster, and generated all event flyers. In addition, she was part of the team that prepared the annual report. In addition, Werner monitored the program budget at the partner institutions.

### **Participation in USU PAID grant: "PROMOTE"**

The PROMOTE grant is a PAID grant headquartered at Utah State University Program and involving five other universities including NMSU. The Grant's aim is to improve the Promotion to Full process at each university. PI/PD Sterling was the NMSU Co-PI on this grant; upon her departure that role has been assumed by Cynthia Zoski, Associate Professor in the Department of Chemistry/Biochemistry. Program Coordinator Werner serves as Program Coordinator for NMSU PROMOTE. Working with Co-PI Zoski, Werner set up interviews with NMSU STEM faculty members and hosted the visit of PROMOTE PI Kim Sullivan, who conducted interviews over a period of three days, October 12-14. As part of NMSU's commitment to PROMOTE NM-PAID Program Director Hunt worked with Co-PI Gray to set up a workshop for promotion seeking Associate professors on October 16.

## **2. Create a sustainable grass-roots committee structure**

The ADVANCE Faculty Development Committee at NMSU is the prototype for the Alliance Faculty Diversity Committees at partner institutions. The Committee oversees the Mentoring and Promotion and Tenure. Programs, and met regularly in 2009 to plan events and to match mentors. Members are listed in Section I of this report. The Committee met on 8/24 and 12/2.

PD Hunt worked with the ADVANCE-NMSU Faculty Development Committee to maintain and expand the mentoring and promotion/tenure programs that were "imported" to the Teaching Academy to fulfill the newly institutionalized NMSU ADVANCE program's enlarged mission, which aligns with the mission of the Teaching Academy. Beginning in Fall 2009, Hunt also participated in the monthly partner teleconferences, counseling partner institutions on their programs and sharing NMSU-ADVANCE program documents. Working with Co-PI Gray, she also organized the ongoing Department Head Training sessions, and the year-long ADVANCING Leaders Program.

## **3. Provide a pipeline for students into the professorate and postdoctorale training**

In order to engage students and post-doctoral researchers in the STEM fields, MentorNet (the e-mentoring network in Engineering and Science) was supported by NMSU Colleges of Agriculture, Arts and Sciences and Engineering in 2009. In 2009 there were 27 proteges from NMSU matched with a mentor.

### **Personnel Activities – NMSU**

Each month Program Coordinator Werner organizes a conference call for grant personnel at all partner institutions. She provides an agenda to the participants prior to each meeting, as well as meeting minutes with action items for each participant after the meetings. The PI facilitates each meeting. Teleconferences took place on: 01/15/09, 02/26/09, 03/31/09, 04/17/09, 05/12/09, 06/26/09, 07/29/09, 08/27/09, 09/11/09, 10/12/09, 11/06/09, 12/03/09. The following items were discussed:

- Individual Institution Events and Activities (including AFD committee updates/activities and faculty mentoring events)
- Shared Events (including video/audio conferences, shared speakers, and Department Head retreats)
- Shared Activities (dissemination and pipeline efforts)
- Action items and plans for each institution

### **Evaluation – NMSU**

External Evaluator Posey made a site visit to NMSU in November 2009. At NMSU she met with NM-PAID personnel, STEM Department Heads, upper administrators, faculty involved as recipients or providers of project services, and collaborating campus partners. “Through extensive communication across sites,” Posey notes, “NMSU is doing an excellent job of increasing knowledge of diversity issues.” She advises NMSU administration to develop a creative plan for sustaining important ADVANCE/NM-PAID initiatives. A full report of her findings can be found in Appendix II of this report.

### **2010 Activities – NMSU**

#### Website

Program Coordinator Werner will work to expand the website further to include presentation materials, links to resources, and program materials for the benefit of partner institutions.

#### Pamphlet

The NM-PAID pamphlets will be updated and distributed to STEM faculty and administrators at each NM-PAID institution bi-annually to include upcoming NM-PAID events and activities.

#### STEM Pipeline

In order to engage students and post-doctoral researchers in the STEM fields, MentorNet (the e-mentoring network in Engineering and Science) will be renewed at each PAID institution in 2010. All of the PAID institutions will also continue to work together to assist Wendee Brunish at LANL in her efforts to establish a statewide portal. Additionally, Program Coordinator Werner will work with LANL Co-PI Fessenden to put together a spring 2010 post-doc workshop designed to further engage the post-doctoral researcher population at LANL.

*\*See Appendix IV for a list of the PAID events held at NMSU in 2009*

## **NMT ACTIVITIES**

New Mexico Institute of Mining and Technology (NMT) is a small research university of 1,600 students, categorized by the Carnegie Foundation as Research Intensive, and is a member of the Hispanic Association of Colleges and Universities (HACU). NMT has a strong collaborative research relationship with Los Alamos National Laboratory and Sandia National Laboratories. Diversity programs include partnership in the New Mexico Alliance for Minority Participation (AMP) and a new Title V grant from the Department of Education funded in September 2009, Promoting Postbaccalaureate Opportunities for Hispanic Americans. The Women's Resource Center was established in 2000. The Center for Innovative Teaching and Learning (CITL) was established in 2005.

### **Changes in Grant Leadership**

Co-PI Johnson will be retiring in May of 2010. He will be working to find a replacement during the first half of 2010. He wants to select a proactive and invested successor to ensure the institutionalization of NM-PAID programs at NMT

### **Grant Program Objectives– NMT**

#### **1, Develop and retain a representative faculty in science and technology careers**

##### *Mentoring*

NMT's one-on-one mentoring program works to help build a climate in which faculty receive support and encouragement in achieving tenure, promotion, and the transition to leadership roles at NMT. The program is currently offered to tenure-track faculty—male and female—in STEM departments on campus. Early-career faculty are paired with established faculty.

After the AFD Committee met in late 2008 and established 17 mentor pairs, the NM-PAID Program held a mentoring orientation in early 2009 with 27 faculty in attendance. In addition, in the spring of 2009, the NMT Co-PI instituted a program to encourage regular meetings between NMT mentors and mentees. This program consisted of a coupon that covered the cost of a beverage for the pair at the coffee shop in the Fidel Center. While this program proved to be more popular for some pairs than for others, it was well received and utilized. The Co-PI plans to continue the Meeting Incentives Program providing weekly meetings of pairs with beverages at the Fidel Center.

With a hiring freeze expected to continue into the 2010-11 academic year, NMT will not be arranging mentoring for new hires in the Fall of 2010. Instead, NMT will work to maintain and strengthen the current STEM Faculty Mentoring Program in this interval by including at least one mentoring workshop and two social gatherings for mentoring pairs, and by recruiting current faculty members who have not previously chosen to participate in the Mentoring Program.

##### *Promotion and Tenure*

The principal goal for the last year of the PAID grant is the design and implementation of a program to mentor faculty to promotion as full professor.

### Family Friendly Policies

Based on conversations stemming from the 2009 Department Head Retreat, Johnson is working with Associate Vice President for Academic Affairs Scott Zeman and Director of the Women's Resource Center Barbara Bonnekesson to enhance the recruitment and retention of diverse faculty at NMT through improved family friendly policies.

## **2. Create a sustainable grass-roots committee structure ...**

### *Alliance for Faculty Diversity Committee*

The AFD Committee met on July 28 to establish programs and agendas. AFD meetings include discussions about mentoring program design, the pairing of mentors and mentees, and recruitment for the spring Department Head Retreat. The committee also discussed the implementation, development, and sustainability of NM-PAID programs and NMT policies. Members Zeman and Bonnekesson are leading an effort to improve NMT family-friendly policies.

The AFD Committee oversees the Mentoring Program at NMT, and is working to develop a promotion to full professor program in the fall of 2010. AFD members are listed in Section I of this report.

In 2009 Co-PI Dave Johnson worked to enhance the diversity of AFD Committee by increasing the number of administrators and faculty.

## **3. Provide a pipeline for students into the professorate and postdoctorate training**

MentorNet was implemented at NMT in January of 2009. In 2009 there were 10 proteges from NMT matched with a mentor.

### **Changes in Grant Program Leadership – NMT**

Co-PI Johnson will be retiring in May of 2010. He will be working to find a replacement during the first half of 2010. He is anxious to select a proactive and invested successor to ensure the institutionalization of NM-PAID programs at NMT.

### **Evaluation– NMT**

External Evaluator Posey made a site visit to NMT in late November of this year and met with the Co-PI, STEM Department Heads, upper administrators, faculty involved as recipients or providers of project services, and collaborating campus partners. "Direct involvement of key administrators, including the Dean of the Graduate School and the Associate Vice President for Academic Affairs, ensures that the NMT administration is committed to diversifying its faculty," Posey notes. However, she advises that "continued work at the department level is needed." A full report of her findings can be found in Appendix II of this report.

### **2010 Activities– NMT**

The principal goal for the last year of the PAID grant is the design and implementation of a program to mentor faculty to promotion as full professor.

### **Institutionalization Efforts– NMT**

On December 1, 2009, the New Mexico Tech Faculty Senate moved to add a new standing committee to the Senate. This committee is designated as the “Faculty Development Committee.” The committee is charged as follows:

The Faculty Development Committee develops and coordinates faculty development efforts, including new faculty events, the mentoring program for Assistant Professors, and the pathway to Full program. This includes recruiting mentors and matching them with those who desire mentoring. The committee consists of four faculty members (2 year terms, 2/2 rotation) and, ex officio, the Associate Vice President for Academic Affairs.

The strategy of this solution is:

- Making this a standing committee, as opposed to an initiative of the Office of Academic Affairs, provides continuity. Similar initiatives from the VPAA have ended with the departure of the administrator in charge.
- Ownership of the NM-PAID initiatives has resided with the faculty from the beginning. It has been the faculty who have made this work at NMT. They know who among their number will make acceptable mentors.

*See Appendix IV for a list of the PAID events held at NMT in 2009*

### **UNM ACTIVITIES**

The University of New Mexico (UNM) is a Hispanic-Serving, Research-Extensive institution of 26,399 students. STEM diversity programs include the Alliance for Minority Participation (AMP), Minority Access to Research Careers (MARC), and a National Institutes of Health (NIH) Pre-Freshman Engineering Program (PREP). The UNM Feminist Research Institute is dedicated to the production of scholarship on women, gender, and sexuality, and to the creation of intellectual community among feminist faculty and graduate students. The Center for the Advancement of Scholarship in Teaching and Learning (CASTL) was established in 2004. In 2008 the UNM Mentoring Institute was established to facilitate the development of quality mentoring programs at UNM, in the Albuquerque community, and in New Mexico. Also in 2008 UNM appointed former NMSU Associate provost for Academic Affairs and Community Colleges Josephine De Leon as Vice President for Equity and Inclusion. This new position provides strategic leadership on initiatives that increase and maintain diversity across all academic disciplines and units on campus. In Fall 2009 UNM submitted an ADVANCE-Institutional Transformation (IT) proposal to the National Science Foundation (NSF).

### **Grant Program Objectives**

#### **1, Develop and retain a representative faculty in science and technology careers**

##### **Mentoring**

UNM's STEM Faculty Mentoring Program works to help build a climate through social networking in which faculty receive support and encouragement in achieving tenure, promotion, and the transition to leadership roles at UNM. The program is a collaboration between NM-PAID and the UNM Mentoring Institute (Director, Nora Dominguez).

Mentoring pairs consist of individuals from different but related departments, preferably within the same college. Early-career faculty are paired with established faculty. The results to date are encouraging, with 15 mentoring pairs in place at UNM. The Faculty Mentoring Program also hosts events throughout the year where participants can network with other mentors and mentees. This year UNM held three mentoring events, including an orientation workshop and two working luncheons.

#### Promotion and Tenure

Co-PI McFadden plans to work to coordinate a spring workshop with Deans, Provosts and selected STEM chairs to talk about a college-wide plan for senior promotion. He met with the AFD in October 2009 to begin planning this event.

#### Family Friendly Policies

This year, a key member of the UNM STEM AFD Committee, Dr. Jane Slaughter has been working on a committee organized by Provost Suzanne Ortega with the mandate of developing an innovative, "state of the art" set of family-friendly policies for UNM. This committee has produced a draft of these policies, which is currently being reviewed by the appropriate Faculty Senate Committee and other high level UNM administrators.

### **2. Create a sustainable grass-roots committee structure**

#### Alliance for Faculty Diversity Committee

The AFD Committee met on 5/1/09 and 11/24/09 to establish programs and agendas. These meetings included discussions about mentoring program design, the pairing of mentors and mentees, and recruitment for the spring Department Head Retreat. The committee also discussed the implementation, development, and sustainability of NM-PAID programs and UNM policies. It is currently developing a workshop with Deans, Provosts, and selected STEM Chairs to discuss a college-wide plan for senior promotion. The AFD Committee oversees the Mentoring Program at UNM. AFD members are listed in Section I of this report.

### **3. Provide a pipeline for students into the professoriate and postdoctorate**

**training** MentorNet was implemented at UNM in January of 2009. In 2009 there were 47 proteges from UNM matched with a mentor.

#### **Personnel – UNM**

This year the Co-PI at UNM, Dr. Les McFadden, continued to promote and develop the AFD Committee and Faculty Mentoring Program at UNM. He also worked to coordinate the external evaluation of the NM-PAID program at NMT. Additionally, based on conversations stemming from the 2009 NM-PAID Department Head Retreat, he helped to initiate a major effort at UNM to develop an ADVANCE-IT proposal.

#### **Evaluation – UNM**

External Evaluator Posey made a site visit to UNM in late November of this year. During her visit she met with the NM-PAID Co-PI, STEM Department Heads, upper administrators, faculty involved as recipients and providers of project services, and collaborating campus partners. Posey notes that Co-PI McFadden has “done an excellent job of determining where NM-PAID



can complement what is already in place.” She advises that the UNM AFD committee should explore ways to work more closely with the Office of Equity and Inclusion. A full report of her findings can be found in Appendix II of this report.

### **Other Activities – UNM**

This year the Co-PI has assisted Dr. Kate Krause, Professor of Economics to develop an ADVANCE-IT proposal engaging key UNM players (e.g., Provost, several V.P.’s, and STEM Chairs) to both support and contribute to this effort. The proposal, “UNM ADVANCE - Institutional Transformation,” was submitted in early November.

### **2010 Activities – UNM**

In 2010, in addition to continued promotion and development of the AFD Committee and Faculty Mentoring Program at UNM with regular meetings and workshops and events, Co-PI McFadden plans to work to coordinate a spring workshop with Deans, Provosts and selected STEM chairs to talk about a college-wide plan for senior promotion. He met with the AFD in October 2009 to begin planning this event.

### **Institutionalization Efforts – UNM**

At UNM, since mid-2008, Co-PI McFadden has been working on the design of institutionalized NM-PAID programs at UNM:

- Re-positioning the Alliance for Faculty Diversity Committee to reflect the establishment of the Division of Equity and Inclusion (which includes the Office of Equity and Inclusion and the Vice President for Equity and Inclusion (E&I), led by Jozi De Leon). This Division is responsible for oversight, management and development of programs designed to increase diversity at UNM, including diversity amongst faculty ranks. Accordingly, the STEM AFD Committee now mainly focuses on gender-related concerns Associated with STEM departments in the College of Arts and Sciences and School of Engineering (including pipeline, recruiting, mentoring, retention, and advancement issues). In principle, the Chair of this committee will periodically report to and interface with the VP for E&I
- Identifying a key faculty member(s) with appropriate experience and training to spearhead the development and submission of a UNM ADVANCE-IT proposal. In comparison to UNM PAID funding of about \$ 26,000/yr for 3 years, an ADVANCE-IT grant would bring as much as \$ 6 million over five years, providing not only the funds necessary to help retain and build on programs established through PAID, but also those needed to hire new STEM women faculty and support their start-up research program needs, etc.
- Encouraging an active participation and engagement in the annual Department Head Workshops, where current and future Department leaders, through presentations by nationally known experts, panel and group discussions can learn about STEM women recruitment best practices and utilize them as current and future STEM department leaders.

*See Appendix IV for a list of the PAID events held at UNM in 2009*

## LANL ACTIVITIES

Los Alamos National Laboratory (LANL), a Department of Energy (DOE) laboratory, is one of the largest multidisciplinary science institutions in the world, with more than 8,300 employees and an annual budget of approximately \$2.2 billion. The Equal Opportunity and Diversity Office leads education and awareness efforts and sponsors working groups such as the Women's Diversity Working Group; Los Alamos Women in Science ([LAWIS](#)), and the Northern Chapter of the New Mexico Network for Women in Science and Engineering (NMNWSE).

The Earth and Environmental Sciences (EES) Division at LANL is the point-of-contact for this project and provides participant funding for the AFD initiative. This Division is one of approximately 20 technical divisions at the laboratory. It employs about 300 technical and support staff with an annual budget of approximately \$70M. The Division is comprised of six groups that function like academic departments.

### Grant Program Objectives – LANL

#### 1, Develop and retain a representative faculty in science and technology careers

##### Mentoring

In 2008 LANL established their team mentoring program with six team mentors and 12 post-doc mentees. The team mentoring program has held over a dozen trainings and workshops, including a workshop series in the spring and summer of 2009.

In September of 2009 the AFD Committee at LANL began a series of talks about restructuring the mentoring program to a one-on-one model. This need for this change was attributed to a significant turnover in the post-doctoral researcher population at LANL and the difficulty of re-building momentum for team mentoring. The one-on-one mentoring program is scheduled to get underway at LANL in early 2010 and it is hoped that introducing a new approach to mentoring will help reinvigorate the program.

##### Recruitment

Co-PI Fessenden and retreat attendee Carl Gable initiated a push for a change in hiring practices at LANL. Gable chaired a search committee for two new staff positions at LANL and put into practice some of the topics discussed at the NM-PAID retreat (i.e. included the term 'family friendly' in the job advertisement, something that had not done previously).

#### 2. Create a sustainable grass-roots committee structure Alliance for Faculty

##### Diversity Committee

LANL's AFD Committee met eight times this year to plan and coordinate programs and agendas. These meetings included discussions about the mentoring program design and shift to one-on-one mentoring, recruitment for the spring Department Head Retreat, and coordination of the CITE players event. The committee also discussed the implementation, development, and sustainability of NM-PAID programs at LANL. The AFD Committee oversees the Mentoring Program at LANL. A list of AFD members is included in Section I of this report. The Committee meets during the first week of every month, with four to six AFD members in attendance.

3. **Provide a pipeline for students into the professoriate and postdoctoral training**  
*Postdoctoral Program*

The NM-PAID program partners with the LANL postdoctoral program led by Mary Ann With to identify resources for division students and post-doctoral researchers.

*MentorNet*

MentorNet was reinstated at LANL in 2008. LANL's AFD Member Wendee Brunish is working to facilitate a statewide portal in New Mexico to provide a dramatic increase in both the number of college and graduate students in New Mexico who are participating as protégés in mentoring relationships with professionals in their fields, and the number of mentors from industries and higher education institutions from around the state. Brunish is working with MentorNet to engage every accredited institution of higher education offering degrees in STEM fields to become participating campuses along with corporations, government labs, professional societies, foundations, and other nonprofit initiatives and governmental groups throughout New Mexico that would support this network.

**Personnel – LANL**

In 2009 the Co-PI at LANL, Dr. Julianna Fessenden, along with the AFD Committee, continued to promote and develop mentoring efforts and initiatives at LANL. She also worked to coordinate other NM-PAID events, including the external evaluation of the NM-PAID program at LANL. Additionally, based on conversations stemming from the 2009 NM-PAID Department Head Retreat, the Co-PI (along with Carl Gable, Team Leader of EES-16) has pushed for the promotion of diversity in job searches at LANL.

To increase the influence of PAID across the laboratory the program is now working to teach its best practices the Physics Division with the support of upper management. Efforts are underway to obtain funding for a support staff involved to help the effort and also to institutionalize the work.

**Evaluation – LANL**

External Evelyn Posey made a site visit to LANL in November of this year. During her visit she met with the Co-PI, Division and Team Leaders, and staff involved as recipients and providers of project services as well collaborating institutional partners at LANL. She commends the “small, passionate group committed to seeing LANL improve the quality of its staff by converting a larger percentage of its female post-docs to staff positions.” She suggests that LANL may want to do an assessment to determine why a larger percentage of female post-docs do not convert to staff positions. A full report of her findings can be found in Appendix II of this report.

**2010 Activities – LANL**

*Dual Career Policies*

Dual Career issues may be the focus for the program's next efforts.

### MentorNet

The program will continue to work on MentorNet to ensure that the program is running well at LANL, to find and maintain New Mexico partnerships and to grow partners to adjacent states. In 2010 Co-PI Fessenden plans to continue the mentoring program and find ways to increase the numbers.

### **Institutionalization Efforts – LANL**

At LANL Co-PI Fessenden has been working with the AFD on plans to institutionalize a mentoring program. They have been thinking about putting it into the performance appraisal for employees as well to mandate its existence. They are also looking at ways to increase NM-PAID's influence across the laboratory and are now trying to teach NM-PAID's "best practices" to a different college. In an attempt to get funding for these efforts, the AFD will try to get a support staff involved to help the effort, and ultimately institutionalize the work. The AFD Committee will continue to meet regularly in 2010 to put their institutionalization plans into action.

*\*See Appendix IV for a list of the PAID events held at LANL in 2009*

## **OPPORTUNITIES FOR TRAINING AND DEVELOPMENT: SHARED ACTIVITIES**

### **Department Head Retreat – 05/20/09-05/21/09**

The Department Head Retreat is two-day event that is held each year for STEM leaders from each of the NM-PAID partnering institutions. The retreat is a combination of workshops, trainings, presentations, panels and social activities that focus on developing and honing leadership skills that will assist in attracting and retaining high-demand STEM faculty and staff. The goals of these annual retreats are to broaden applicant pools at each institution, institutionalize hiring practices for diversity, and retain STEM faculty. In 2009 Barbara Butterfield and Jane Tucker from the University of Oregon's COACH Program were the Keynote speakers at the retreat. Their workshops focused on how to lead during change, negotiation and conflict resolution, and dealing with difficult situations and people. Other topics covered this year were "best practices" for recruitment and retention and how to develop the ideal department.

There were 23 attendees at the retreat this year (seven from NMSU, seven from NMT, six from UNM, and three from LANL). Evaluations of the retreat sessions indicated that the majority of participants felt that:

- The retreat sessions were useful
- The speakers were effective
- The information they received was new, and
- They would implement many of the program ideas within their own departments.

### **Cornell Interactive Theatre Ensemble (CITE) Workshops:**

#### **UNM – 09/23/09**

The CITE Players from Cornell University presented two workshops entitled "It Depends on the Lens" and "The Case of the Misdirected Email" at UNM in September of this year. The workshops covered unconscious bias and sexual harassment issues in institutions of higher education. There were 38 attendees (three from NMT, four from LANL, and 31 from UNM). Evaluations of the workshop indicated that the majority of participants felt that the information presented in both of the sessions was very useful.

#### **NMSU – 09/24/09 – 09/25/09**

The CITE Players from Cornell University also presented two workshops entitled "It Depends on the Lens" and "The Case of the Misdirected Email" at NMSU in September of this year. The workshops covered unconscious bias and sexual harassment issues in institutions of higher education. There were 32 attendees at the workshops. Evaluations of the workshop indicated that the majority of participants felt that the information presented in both of the sessions was very useful.

*See Appendix IV for a list of the opportunities for training held at NMSU, NMT, UNM AND LANL in 2009*

## **Outreach**

### **DISSEMINATION EFFORTS**

The NM-PAID staff made the following dissemination efforts during 2009:

#### **Presentations**

*NSF ADVANCE PI Meeting, Alexandria, VA (10/29/09 – 10/30/09)*

Poster Presentation -- Presented by Shawn Werner, PC

“NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research”

Poster Presentation – Presented by Martha Mitchell, PI

“NSF-ADVANCE at NMSU: Institutional Transformation to Increase Faculty Diversity”

*UNM Mentoring Institute Conference, Albuquerque, NM (11/16/09 - 11/17/09)*

Poster Presentation – Presented by Les McFadden, UNM Co-PI

“NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research”

#### **Website**

The official program website, [www.advance.nmsu.edu/paid](http://www.advance.nmsu.edu/paid), features the initiatives of the NM-PAID Program. The website is updated quarterly to include reports and upcoming events and activities.

#### **Pamphlets**

In 2009 Program Coordinator Werner created an alliance pamphlet that includes information about the NM-PAID program goals and events/activities for dissemination at each NM-PAID institution. She also updated the NMSU, UNM, and NMT Faculty Mentoring Pamphlets to include 2009-2010 NM-PAID mentoring events at each individual institution.

### **PIPELINE EFFORTS**

#### **MentorNet**

MentorNet provides Engineering and Science students and post-doctoral researchers with positive, one-on-one, email-based mentoring with professionals from industry, government and higher education. In accordance with NM-PAID goals, the PI Mitchell and Program Coordinator Werner worked to establish MentorNet at each of the NM-PAID institutions in 2008-2009.

MentorNet outreach efforts took place in January and August 2009 at each NM-PAID institution as follows:

#### **NMSU**

MentorNet was implemented at NMSU in November of 2008. In 2009 there were 27 proteges from NMSU matched with a mentor. Dean Lowell Catlett, of the College of Agriculture and Home Economics; Dean Pamela Jansma, of the College of Arts and Sciences; and Dean Steven Castillo, of the College of Engineering, provided the funding to bring MentorNet to NMSU.

### NMT

MentorNet was implemented at NMT in January of 2009. In 2009 there were 10 proteges from NMT matched with a mentor.

### UNM

MentorNet was implemented at NMT in January of 2009. In 2009 there were 47 proteges from UNM matched with a mentor.

### LANL

MentorNet was reinstated at LANL in 2008. LANL's AFD Member Wendee Brunish is working to facilitate a statewide portal in New Mexico to provide a dramatic increase in both the number of college and graduate students in New Mexico who are participating as protégés in mentoring relationships with professionals in their fields, and the number of mentors from industries and higher education institutions from around the state. Brunish is working with MentorNet to engage every accredited institution of higher education offering degrees in STEM fields to become participating campuses along with corporations, government labs, professional societies, foundations, and other nonprofit initiatives and governmental groups throughout New Mexico that would support this network.

## **Institutionalization Efforts**

### **NMSU**

ADVANCE was institutionalized at NMSU in 2008. The program is permanently located in the Teaching Academy on campus with a full-time Program Director (NM-PAID Program Director Hunt) and budget. Through the NMSU ADVANCE Program, the retention initiatives of Mentoring, Leadership, Department Head and Promotion & Tenure training are offered to all faculty on campus, especially underrepresented faculty.

### **NMT**

On December 1, 2009, the New Mexico Tech Faculty Senate moved to add a new standing committee to the Senate. This committee is designated as the "Faculty Development Committee." The committee is charged as follows:

The Faculty Development committee develops and coordinates faculty development efforts, including new faculty events, the mentoring program for Assistant Professors, and the pathway to Full program. This includes recruiting mentors and matching them with those who desire mentoring. The committee consists of four faculty members (2 year terms, 2/2 rotation) and, ex officio, the Associate Vice President for Academic Affairs.

The strategy of this solution is:

- Making this a standing committee, as opposed to an initiative of the Office of Academic Affairs, provides continuity. Similar initiatives from the VPAA have ended with the departure of the administrator in charge.
- Ownership of the NM-PAID initiatives has resided with the faculty from the beginning. It has been the faculty who have made this work at NMT. They know who among their number will make acceptable mentors.

## UNM

At UNM, since mid-2008, Co-PI McFadden has been working on the design of institutionalized NM-PAID programs at UNM:

- Re-positioning the Alliance for Faculty Diversity Committee to reflect the establishment of the Division of Equity and Inclusion (which includes the Office of Equity and Inclusion and the Vice President for Equity and Inclusion (E&I), led by Jozi De Leon). This Division is responsible for oversight, management and development of programs designed to increase diversity at UNM, including diversity amongst faculty ranks. Accordingly, the STEM AFD Committee now mainly focuses on gender-related concerns Associated with STEM departments in the College of Arts and Sciences and School of Engineering (including pipeline, recruiting, mentoring, retention, and advancement issues). In principle, the Chair of this committee will periodically report to and interface with the VP for E&I
- Identifying a key faculty member(s) with appropriate experience and training to spearhead the development and submission of a UNM ADVANCE-IT proposa, UNM ADVANCE – Institutional Transformationl. In comparison to UNM PAID funding of about \$ 26,000/yr for 3 years, an ADVANCE-IT grant would bring as much at \$ 6 million over five years, providing not only the funds necessary to help retain and build on programs established through PAID, but also those needed to hire new STEM women faculty and support their start-up research program needs, etc. The grant's objective and goals are to transform STEM at UNM by increasing the number of women faculty entering, remaining, and thriving in the STEM disciplines. To achieve this objective, UNM will establish a Center for Equity in Academia (CEA) which will work to:
  1. Hire more women. Included are several measures that will enhance capacity to hire more tenure-track women. Budgetary challenges in higher education nationally have made this a particularly opportune time to hire, increasing the likelihood of success for the initiatives.
  2. Build networks and communities. CEA will collaborate with existing campus entities to sponsor a wide variety of events that bring STEM women together and facilitate dense networks of relationships.
  3. Identify and remediate issues of retention and advancement. At UNM women are 50% more likely to have been in rank as Associate Professors for eight or more years than are men. ADVANCE initiatives will investigate reasons for this disparity and support women as they move up in academic rank.
  4. Create a Data Warehouse. Accurate, timely data support informed decision-making and keep the campus community updated about the current state of, and progress made on, equity and diversity goals.
- Encouraging an active participation and engagement in the annual Department Head Workshops, where current and future Department leaders, through presentations by nationally known experts, panel and group discussions can learn about STEM women recruitment best practices and utilize them as current and future STEM department leaders.



**LANL**

At LANL Co-PI Fessenden has been working with the AFD on plans to institutionalize a mentoring program. They have been thinking about putting it into the performance appraisal for employees as well to mandate its existence. They are also looking at ways to increase NM-PAID's influence across the laboratory and are now trying to teach NM-PAID's "best practices" to a different college. In an attempt to get funding for these efforts, the AFD will try to get a support staff involved to help the effort, and ultimately institutionalize the work. The AFD Committee will continue to meet regularly in 2010 to put their institutionalization plans into action.

### III. PUBLICATIONS AND PRODUCTS

#### **Website**

The official program website, [www.advance.nmsu.edu/paid](http://www.advance.nmsu.edu/paid), features the initiatives of the NM-PAID Program. The website is updated quarterly to include reports and upcoming events and activities.

#### **Pamphlets**

In 2009 Program Coordinator Werner created an alliance pamphlet that includes information about the NM-PAID program goals and events/activities for dissemination at each NM-PAID institution. She also updated the NMSU, UNM, and NMT Faculty Mentoring Pamphlets to include 2009-2010 NM-PAID mentoring events at each individual institution.

#### **Posters**

“NSF-ADVANCE at NMSU: Institutional Transformation to Increase Faculty Diversity”

“NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research”

### IV. CONTRIBUTIONS

Appendix I of this report includes a compilation of institutional data for the four partner institutions. Data for NMSU goes back to 1995, before the inception of the ADVANCE IT program at NMSU. One contribution of institutionalization on the NMSU campus is the extensive institutional reporting of faculty gender and ethnicity information. Information from the partner institutions begins at the inception of the NM PAID program.

The data show that NMSU has increased the number, and percentage of female faculty in the STEM disciplines from 2001 to 2009. The overall number of faculty in the STEM disciplines has decreased over that time period, but the number of women faculty has increased. We also see that women are 40% of tenure-track assistant professors in STEM disciplines, 19% of tenured Associate professors and 18.6% of full professors. Since a larger percentage of men in the STEM Assistant Professor cohorts left NMSU than the percentage of women, the larger percentage of women at the assistant professor level is reflective of an increase in the number of new hires that are women and the ability of NMSU to retain those new hires. At NMSU women do still comprise a significant fraction of non-tenure track faculty.

Another notable trend for NMSU over the last decade is the increase in representation in both the College of Arts & Sciences and the College of Engineering on the College Promotion and Tenure Committees. For Engineering the number of women eligible to serve on this committee is small (full professors who are not department heads) so the increase is only one person, but in Arts and Sciences the gender distribution was 0% female until 1999, and now is 57.14% female.

The data from the partner institutions only includes years since 2006, so it is more difficult to identify trends. An effect of institutionalization of this program at the partner institutions may be the continued compilation of data relevant to representation for the STEM faculty and all faculty.

At UNM we can see that the percentage of female faculty in STEM disciplines has stayed relatively constant over the past three years, but has kept pace with the overall increase in the number of tenured and tenure-track STEM faculty.

### **Contributions within PI Discipline**

In January of 2009 PI/PD Sterling, who is a weed scientist, served as a symposium speaker at the Weed Science Society of America's annual symposium, presenting "Diversity and Inclusion: Why all the Fuss?"

In August, founding PI/PD Sterling left NMSU to accept a position as Head of the Department of Land Resources and Environmental Sciences at Montana State University. Her advancement to head of a department of 30 faculty members was largely due to the professional development opportunities provided to her through her leadership of the PAID grant at NMSU.

Upon Sterling's departure Martha Mitchell, Professor and Academic Department Head of Chemical Engineering, became PI. Mitchell, who in 2005 became the first woman academic department head in the College of Engineering, was awarded the Robert Davis Chemical Engineering Professorship in 2009. Mitchell's involvement in the grant underlines the commitment of NMSU women STEM leaders to the continuation of ADVANCE and PAID initiatives.

In 2008, PI/PD Sterling was named Co-PI on a new NSF PAID grant, PROMOTE. PROMOTE is headquartered at Utah State University and includes five other including NMSU. The grant's aim is to improve the Promotion to Full process at each university. In August 2009, upon Sterling's departure, Cynthia Zoski, Associate Professor in the Department of Chemistry/Biochemistry, assumed the role of NMSU Co-PI for PROMOTE.

### **Contributions within Discipline**

The principal disciplines of this grant include all the STEM disciplines represented within New Mexico's three institutions of higher learning and one of its two national research laboratories. Participation in programs, professional development sessions, and workshops by a broad range of faculty and staff is already resulting in the development of collaborative and supportive networks within and between each institution. Additionally, because participants and collaborators represent all professional levels ranging from postdoctoral fellow through faculty, researcher and administrative positions up to the Vice Provost, the program is beginning to gain both administrative as well as grassroots buy-in throughout the state. This is the network composition necessary to establish sustainable change.

### **Contributions to Other Disciplines**

Prior to PI/PD Sterling's departure a significant effort was made to involve STEM women from other disciplines in carrying on the leadership of NSF gender equity initiatives to advance STEM faculty. Martha Mitchell, Professor and Academic Department Head of Chemical Engineering, became PI. Mitchell, who in 2005 became the first woman academic department head in the College of Engineering, was awarded the Robert Davis Chemical Engineering Professorship in 2009. Her involvement in the grant underlines the commitment of NMSU women STEM leaders to the continuation of ADVANCE and PAID initiatives.

Sterling's role as Co-PI of the USU PAID PROMOTE grant was taken Cynthia Zoski, Associate Professor in the Department of Chemistry/Biochemistry and recipient of ADVANCE-IT start-up enhancement funds. PROMOTE is headquartered at Utah State University and includes five other universities including NMSU. The grant's aim is to improve the Promotion to Full process at each university.

### **Human Resource Development**

#### **Mentoring**

Mentoring programs at each partner institution in serve to develop, promote, and retain a diverse STEM research workforce. The annual Department Head Retreat is two-day event for STEM leaders from each of the NM-PAID partnering institutions. The retreat combines workshops, trainings, presentations, panels and social activities that focus on developing and honing leadership skills that will assist in attracting and retaining high-demand STEM faculty and staff. The goals of these annual retreats are to broaden applicant pools at each institution, institutionalize hiring practices for diversity, and retain STEM faculty.

#### **Transition from Associate to Full Professor**

Planning for promotion to full professor activities are underway at NMT and UNM. The ADVANCE Program at NMSU conducts established program for promotion and tenure and department head training.

To further the promotion of tenured STEM women faculty members to the rank of full professor Program Coordinator Werner, who also serves as Program Coordinator for NMSU PROMOTE set up interviews with NMSU STEM faculty members and hosted the visit of PROMOTE PI Kim Sullivan, who conducted interviews over a period of three days in October 2009. As part of In addition, PD Hunt worked with Co-PI Gray to set up a workshop for promotion seeking Associate professors in October. The PAID PROMOTE grant is headquartered at Utah State University Program and involves five other universities including NMSU. The grant's aim is to improve the Promotion to Full process at each university.

#### **New Faculty Hires**

At NMSU in 2008, three new women faculty joined the faculty of the College of Engineering in tenure-track positions. Two of these women were hired by the Department of Chemical Engineering which is headed by NM-PAID PI Martha Mitchell. At UNM in 2008 two women tenure track STEM faculty members – a biologist and neuroscientist – and one lecturer were hired. In addition, the UNM Co-PI served on the search committee for the position of Dean of Arts and Sciences.

### State Legislative Initiative

The joint legislative initiative in 2006, 2007 and 2008 – Transforming Faculty for Diversity (TFFD) – requested funds for start-up packages for high-demand and diverse STEM faculty at NMSU, NMT, and UNM to increase a diverse STEM research workforce in New Mexico.

### Workshops

Co-PI Gray, who directs the Teaching Academy where the institutionalized NMSU ADVANCE Program is housed, organized the visit of the Cornell Interactive Theatre Ensemble (CITE) to NMSU and UNM. CITE provides diversity/inclusion education and training in the workplace. CITE performances at UNM and NMSU were open to faculty of all disciplines. Gray also organized three spring sessions to educate the entire NMSU community on the new Promotion and Tenure policy that was adopted in the Fall of 2008. In 2008 Co-PI Gray organized a videoconference, “Ten Easy Ways to Manage Your Time,” which was broadcast to partner institutions. In addition she hosted an Inside Higher Education audioconference for partner institutions, “Benchmarks for Family Friendly Policies.”

Former Associate Director of NM-PAID, Pam Hunt, assumed the role of Program Director upon Sterling’s departure. This move provides a professional development opportunity for Hunt who, as full-time, permanent Director of the post-grant ADVANCE Program at the NMSU Teaching Academy, oversees university-wide programs for Mentoring, Promotion and Tenure, Department Head Training and Leadership.

## V. SPECIAL REQUIREMENTS

### Change of Scope of Work to NMT Subcontract for PAID grant

We are requesting a change in the Scope of Work for the 2010 no-cost extension of the PAID subcontract at NMT as follows:

Dave Johnson, who became Co-PI of NMT in August 2008 after the original Co-PI resigned from the position, is the Graduate School Dean at NMT. Because of the nature of his position, he has not utilized the funds for course releases that were budgeted for this period of the grant. We have therefore requested that the Scope of Work for NMT be revised to indicate the reduction in NMT course-release funds in the amount of \$12,000. These funds were transferred back to NMSU for use in covering part of the NMSU Program Coordinator’s salary during the no-cost extension in 2010.

## **ANNUAL REPORT**



### **NM-PAID Alliance for Faculty Diversity**

**January 1, 2009 – December 31, 2009**

#### **APPENDICES II-VI**

Appendix I: -- Institutional Data and Graphs

Appendix II: 2009 Evaluator's Report

Appendix III: Participants' Summaries

Appendix IV: Opportunities for Training and Development

Appendix V: Events

Appendix VI: Budget

National Science Foundation Grant # NSF0620112



## **APPENDIX II**

### **EVALUATORS REPORT**

## **NEW MEXICO**

### **Partnerships for Adaptation, Implementation, and Dissemination (PAID)**

#### **ALLIANCE FOR FACULTY DIVERSITY (AFD)**

##### **Report from Site Visits in November 2009**

**Evelyn J. Posey  
The University of Texas at El Paso  
January 13, 2010**

The aim of the New Mexico Partnerships for Adaptation, Implementation, and Dissemination (NM-PAID) Alliance for Faculty Diversity (AFD) initiative is to increase representation of women in the science, technology, engineering, and mathematics (STEM) academic careers in New Mexico by meeting the following goals:

- increasing knowledge of gender and race/ethnicity diversity issues among AFD members
- creating a sustainable grass roots committee at each institution to institutionalize faculty development training
- providing a pipeline for graduate students and post-docs into the professorate

From 2002-2006, New Mexico State University (NMSU) had a highly successful National Science Foundation ADVANCE Institutional Transformation (IT) grant. The purpose of NM-PAID is to disseminate materials and practices of the following three components of the original ADVANCE IT program:

- faculty development, primarily through promotion and tenure workshops
- mentoring
- department chair and leadership training

Evaluation of the success of this dissemination includes formative and summative internal assessments, including data collection, surveys, event evaluations, and visits by an external reviewer.

As an external reviewer for NM-PAID, I conducted the following site visits:

New Mexico State University (NMSU)	November 3, 2009
Los Alamos National Laboratory (LALN)	November 5, 2009
New Mexico Institute of Mining and Technology (NMT)	November 18, 2009



A copy of the itineraries is included as Appendix A.

This report offers a brief description of my understanding of each of the three goals and three program initiatives of the NM-PAID program, followed by a summary of what I learned through my conversations and interviews during each site visit. Each summary is followed by several key findings and a few remaining suggestions. The suggestions are not intended as criticisms, but simply denote areas that might need additional attention during conversations about sustainability and institutionalization.

I was impressed with the excellent preparation and attention to the logistics associated with my visits. The NM-PAID team provided written materials in advance and provided excellent hospitality throughout each of my stays. I commend the team for its willingness to work together across campuses and the national lab, its dedication to the goals of the initiative, and its progress in raising awareness of the issues NM-PAID is designed to address.

### **Context Matters**

One of the greatest challenges the NM-PAID team faces is the number of administrative changes that took place at NMSU, and to a lesser extent at the other sites, during the three-year grant period. It is difficult to initiate, much less sustain, systemic change at a time when the university is undergoing numerous leadership changes. Since my site visits, however, I am encouraged that NMSU has hired Barbara Couture, Principal Investigator of the ADVANCE program at University of Nebraska-Lincoln, as its President. This critical hire will not only help NMSU to take additional steps to ensure a diverse faculty, but will provide the support of upper administration necessary for ADVANCE and NM-PAID to continue to thrive.

In addition to changes in NMSU administration, there were numerous changes in NM-PAID administration as well. During the course of the NM-PAID grant, a new PI and Program Coordinator were named at NMSU, new Co-PIs were named at the receiving sites, and a new external evaluator was named in the final year. In spite of these changes in personnel, the NM-PAID program endured. One unintended consequence of this turnover is that three NMSU colleges—Arts and Sciences, Agriculture, and now Engineering have had faculty serve as PI of the ADVANCE and NM-PAID grants. This speaks well to the broad institutionalization of these efforts. The PI and Co-PIs all credit the current Program Coordinator's dedication for the continued success of the initiative in the face of so many personnel changes.

Another challenge, not unique to New Mexico institutions, is that money is extremely tight. According to administrators and faculty at each site that I visited, there is little salary money available to recruit highly qualified women or to arrange for dual career hires. So, although the aim of NM-PAID to recruit and retain more females in STEM

academic departments is as important as when the grant was first awarded, progress is especially slow while there is no money to hire anyone.

## **NM-PAID Goals**

### **Increasing Knowledge of Gender and Race/Ethnicity Diversity Issues**

Because of its talented faculty and diverse student population, New Mexico is the ideal setting to create, implement, and document a model for diversifying the academic workforce and contributing to the NSF's national goal of creating positive and sustainable change in academic climates. Achieving diversity is not a short-term goal, but a long-term process, and the first step is to increase knowledge of the issues themselves. NM-PAID is committed to that process.

#### *Perceptions of the value and contributions of NM-PAID's efforts to increase knowledge of gender and race/ethnicity diversity issues*

- ❖ NMSU: Through extensive communication across sites, dissemination of materials, and department head training retreats, NMSU is doing an excellent job of increasing knowledge of diversity issues. The Co-PIs at NMT, UNM, and LANL are unanimous in their praise of the NMSU team's efforts to share what they know. The greatest accomplishment of NM-PAID is that it gives visibility to the critical need for greater gender diversity at New Mexico universities and at LANL.
- ❖ NMT: Direct involvement of key administrators, including the Dean of the Graduate School and the Associate Vice President for Academic Affairs, ensures that the NMT administration is committed to diversifying its faculty.
- ❖ UNM: Everyone interviewed perceived that opening lines of communication across campuses and the national lab has been the most significant accomplishment of NM-PAID, as these conversations foreshadow significant cultural change. Moreover, as a result of NM-PAID, UNM submitted a proposal for an NSF ADVANCE IT grant to continue faculty diversity efforts on its own campus.
- ❖ LANL: It is important to note that although NM-PAID LANL is confined to the Earth and Environmental Science (EES) Division, the Co-PI has single-handedly worked to increase knowledge of the need for more diversity among all LANL staff.

#### *Some suggestions/ thoughts*

- ❖ NMSU: The administration's financial commitment to ADVANCE and NM-PAID institutionalization remains unclear. The ADVANCE budget consists of one staff position, with all other expenses coming from the Teaching Academy budget, which has also seen substantial cuts. The administration still needs to develop a creative plan for sustaining important ADVANCE/NM-PAID initiatives.
- ❖ NMT: Continued work at the department level is needed, perhaps both general training and training specific to the hiring and nurturing of female faculty. The majority of chairs are on board, but a few are not. Not coincidentally, these are the same departments that have few or no women faculty.
- ❖ UNM: Through its Office of Equity and Inclusion, UNM has made great strides in the area of student diversity. This office now has plans to turn attention to faculty diversity. In partnership with the UNM AFD committee, this office is positioned to make great strides in faculty diversity.
- ❖ LANL: Most of the staff and post-docs interviewed, male and female, are concerned that LANL management puts up roadblocks to hiring and retaining females. The lack of a childcare facility and the lack of dual career opportunities are two examples. Post-docs mention that this is not a problem at some other national labs. Left unchecked, this perception about LANL will make it more difficult to recruit and retain female staff.

### **Creating a Sustainable Grassroots Committee at Each Institution**

To provide a forum for the discussion of diversity issues and to ensure the widespread implementation and institutionalization of NM-PAID initiatives, the PI and Co-PIs established grassroots Alliance for Faculty Diversity (AFD) committees made up of interested faculty members, Chairs, and Deans on each campus.

#### *Perceptions of the value and contributions of NM-PAID's efforts to create a sustainable grassroots committee at each institution*

- ❖ NMSU: The NM-PAID PI and Coordinator make effective use of these AFD committees to help sustain NM-PAID initiatives. The committees are positioned to improve the recruitment process because they are exploring how to proactively search for qualified women candidates, embodying not just compliance with equal opportunity requirements, but also a genuine commitment to improving the quality of the faculty.
- ❖ NMT: In fall 2009, the NMT Faculty Senate voted to approve a new standing committee to the Senate: the Faculty Development Committee. This committee

will assume the responsibilities of the NMT AFD committee, including coordinating faculty development and continuing the mentoring program. With the formation of this committee, NMT will ensure that faculty development continues as a grassroots effort, in addition to being a commitment of upper administration.

- ❖ UNM: UNM already has many diversity efforts in place, including an Office of Equity and Inclusion and a Mentoring Institute. The current NM-PAID Co-PI has done an excellent job of determining where NM-PAID can complement what is already in place. The AFD, for example, is now focused on helping faculty move from Associate to Full professor.
- ❖ LANL: Although the LANL AFD has struggled, there is still a small, passionate group committed to seeing LANL improve the quality of its staff by converting a larger percentage of its female post-docs to staff positions.

#### *Some suggestions/ thoughts*

- ❖ NMSU: The AFD committees have gathered many valuable materials. NMSU could build the NM-PAID Web site to serve as a rich repository of materials for others wishing to learn from NM-PAID's experiences.
- ❖ NMT: Because of the departure of the Vice President for Student and University Relations and the pending retirement of the Dean of Graduate Studies and Co-PI of NM-PAID, NMT should consider appointing the Associate Vice President for Academic Affairs as Co-PI on the grant. He has been an active member of the NMT AFD since its inception and is now an ad hoc member of the newly formed Faculty Senate Committee. He has an excellent grasp of what needs to be done to institutionalize NM-PAID.
- ❖ UNM: Whether or not it receives the ADVANCE IT grant, the UNM AFD committee should explore ways to work more closely with the Office of Equity and Inclusion. This committee has its pulse on the faculty needs and can be quite valuable to the Vice President who oversees this office.
- ❖ LANL: The role of the AFD is unclear. Even as the AFD continues to meet monthly, the EES administration is creating another diversity committee. Somehow, the roles and membership of these two committees must be clarified and possibly merged. How will the administration address the need for a childcare center, an issue that seems to have polarized women post-docs and staff members?

#### **Providing a Pipeline for Graduate Students and Post-docs into the Professorate**

The Co-PIs have differing perceptions of the implementation of the pipeline component of the NM-PAID grant, with most seeing it as an initiative specific to LANL. NMSU led the New Mexico Alliance for Graduate Education and the Professorate (NM-AGEP) which included UNM and NMT as partner institutions. NM-AGEP offered mentoring programs and workshops to encourage a diverse graduate student population to enter the professorate. In the case of LANL, the emphasis has been to convert post-doctoral students to staff positions.

*Perceptions of the value and contributions of NM-PAID's efforts to provide a pipeline for graduate students and post-docs into the professorate or research positions*

- ❖ NMSU: NM-PAID has begun efforts to determine who the audience is for this pipeline initiative. Although it is obvious that LANL is the primary audience, it is less obvious how NMSU, NMT, and UNM will participate. In spring and fall 2008, NMSU, NMT and UNM participated in teleconference meetings with MentorNet to determine the viability of bringing it to NM-PAID institutions. Subsequently, MentorNet was launched at all NM-PAID institutions.
- ❖ LANL: LANL has an excellent Post-doc program, with a director who is sensitive to the lack of diversity. One excellent suggestion by a post-doc program committee is that all opportunities be advertised widely to ensure a more diverse pool.

*Some suggestions/thoughts*

- ❖ NMSU: NM-PAID should consider completing a separate evaluation of MentorNet to determine if continued participation is a viable option for graduate students and post-docs.
- ❖ LANL: According to the Co-PI, even though 30% of the post-docs are female, only 19% of the staff and 12% of the administration are female. LANL may want to do an assessment to determine why a larger percentage of female post-docs do not convert to staff positions.

## **NM-PAID Initiatives**

### **Faculty Development through Tenure and Promotion Workshops**

One initiative of NM-PAID focuses on improved retention of STEM women through participation in tenure and promotion workshops. Modeled on the NMSU ADVANCE IT workshops, each of the three universities (LANL does not have a tenure system), planned to hold yearly workshops for all (men and women) junior faculty, members of

promotion and tenure committees, and deans. Content included balancing family and work, and collegiality, and legal and procedural issues.

*Perceptions of the value and contributions of NM PAID's faculty development initiative*

- ❖ NMSU: NMSU has an excellent series of tenure and promotion workshops that can serve as a model for the NM-PAID sites. Indeed, one of the greatest legacies of the ADVANCE program at NMSU is that it spearheaded a discussion of tenure and promotion that resulted in an entirely new process. Although not specific to tenure and promotion, the NMSU Teaching Academy, delivered four workshops to all of NM-PAID sites. Evaluation reports show that these workshops were well attended and evaluated positively.

*Some suggestions/thoughts*

- ❖ NMSU: The receiving sites have all benefitted from the NMSU workshops offered. NM-PAID could develop a plan for continuing to offer workshops across the alliance, possibly with each site accepting responsibility for organizing one or two of them.
- ❖ NMT: The newly formed Senate Faculty Development Committee could expand the mentoring program to include tenure and promotion and leadership workshops.

## **Mentoring Programs**

The mentoring programs, patterned after NMSU's ADVANCE mentoring program, are one-on-one mentoring programs at NMT and UNM and a team-mentoring model for LANL's large post-doc population. The primary goals of the mentoring program are to provide faculty and post-docs with access to information and resources, to acculturate them to the academic and research community, and to facilitate and support their work.

*Perceptions of the value and contributions of NM-PAID's mentoring program*

- ❖ NMSU: The mentoring program has made excellent progress in identifying attitudes toward mentoring and ways to encourage women faculty to build peer relationships. Everyone interviewed commented positively on the value of mentoring. The NMSU Provost commented that because of ADVANCE and NM-PAID, mentoring is now part of the core values on campus. Whether it is newly hired faculty, or faculty interested in moving into leadership positions, everyone recognizes and discusses the value of mentoring.

- ❖ NMT: At NMT, the faculty mentoring program has been highly successful, with more faculty volunteering to be mentors than there are mentees. Because of the small size of the campus community, there is a strong desire on the part of most faculty to become involved in mentoring newly arrived faculty.
- ❖ UNM: UNM NM-PAID is working closely with the UNM Mentoring Institute to build mentoring pairs in the STEM disciplines. The UNM Mentoring Institute has developed excellent materials and offers an annual mentoring conference for both faculty and students.
- ❖ LANL: The LANL Co-PI has done an excellent job of mentoring post-docs and working to establish a mentoring program. The post-docs interviewed are very grateful for this mentoring.

#### *Some suggestions/thoughts*

- ❖ NMSU: There needs to be a better understanding of how the ADVANCE faculty mentoring program and the Teaching Academy mentoring program complement each other. Several faculty and administrators mentioned that they do not understand why these are not combined into one program.
- ❖ NMT: The NM PAID program and the NMT faculty mentoring program are nearly synonymous. NMT's new Senate Faculty Development committee will want to broaden the goals of faculty development to include a review of NMT family friendly policies, attention to dual career hires, and a review of departmental climates.
- ❖ UNM: With so much in place for newly hired faculty, UNM should turn its attention to how to support Associate Professors who are taxed administratively. Because of these commitments, some faculty members are not able to complete requirements for promotion to Full Professor.
- ❖ LANL: Because they are part of a younger generation, the post-docs are particularly interested in seeing LANL become a family-friendly place. They should be consulted for ideas on how to improve LANL's post-doc program.

#### **Department Chair and Leadership Training**

The NM-PAID PI and Co-PIs astutely recognize that “department heads play a critical role in bringing about institutional change within academia.” Based on NMSU's department head workshops, this initiative includes annual retreats with activities such as educating search committees and decision makers on the importance of attracting women to their campuses/lab and enhancing the faculty search process.

*Perceptions of the value and contributions of NM-PAID's Department Chair and Leadership Training*

- ❖ NMSU: NM-PAID's success has resulted in a renewed realization that institution-wide training for recruiting women and minorities is vital. These annual retreats have been favorably evaluated by participants, both in written evaluations and in comments during the interviews.
- ❖ UNM: Department heads have participated in the annual Department Head retreats and report that they have benefitted greatly. UNM also hosted a workshop by Cornell's Interactive Theater Ensemble for all of NM-PAID.
- ❖ LANL: Although not many LANL staff have attended the retreats, the Co-PI briefs everyone on what has transpired at the faculty head retreats. Those interviewed felt the materials are valuable because they raise awareness of the importance of diversity, but they also admitted that diversity is not currently a core value at LANL.

*Some suggestions/thoughts*

- ❖ NMSU: The receiving sites are looking to NMSU to continue the department head retreats. There appears to be a need to develop a plan, possibly with each site taking responsibility for organizing and offering one.
- ❖ LANL: Each department does its own hiring, with few written policies to guide the divisions or directorates. Written hiring and advertising policies may be a place to start, with diversity as one value. There must also be known accountability metrics and clear rewards for success in hiring a diverse staff.

**NCE Priorities: Institutionalization and Sustainability**

The plans for institutionalization and sustainability of all components of NM-PAID are the focus of the NCE year. Some of these funds could be used to better gather and package the stories of NM-PAID's success. This is not only to convince NSF that the grant has been successful, but also that the program components would be worth funding by external donors.

Much of the success of NM-PAID has been due to the willingness of those who are on the project, as well as others associated with the grant, to create dialogues that raise awareness and attention to the issues faced by women. They have made sure that the topic of diversity is consistently discussed. If this energy is going to continue, there has to be not only champions, but resources to support the efforts. Moreover, they must be given appropriate recognition and rewards.



The NM-PAID program needs a clear communication of what the transition plan is. What is going to be ongoing, how, and by whom? What is over? In addition, the lessons learned need to be transmitted. In the NCE year, NM-PAID may wish to form a Path Forward committee to develop a plan to institutionalize NM-PAID components and activities. Although the PI and Co-PIs should serve on this committee, the Chair should be the Provost or someone in the Provost's Office.

The evaluation to date has concentrated on assembling data relevant to the various programs and activities. In its NCE year, NM-PAID should consider developing a general synthesis of NM PAID's experiences and accomplishments, as well as a review of the statistical data to determine if the initiative did increase representation of women in New Mexico STEM academic departments and national lab.

NM-PAID External Evaluator, Dr. Evelyn Posey, UTEP  
NMSU Site Visit  
Tuesday November 3<sup>rd</sup> 2009

8:00AM - 8:30AM	Meeting with Tara Gray (PAID Co-PI/Director, Teaching Academy) and Pam Hunt (PAID Director/Director, ADVANCE Program)
9:00AM - 9:30AM	Meeting with Shawn Werner (PAID Program Coordinator) and Anne D'Mura (PAID Data Analyst)
9:30AM - 9:55AM	Meeting at the College of Extended Learning which houses ADVANCE/PAID with Roberta Derlin (Associate Dean)
10:00AM – 10:55PM	Meeting with Deans: Arts and Sciences: Greg Fant (Interim Dean), Agriculture, Consumer and Environmental Sciences: Lowell Catlett (Dean), Jim Libbin (Associate Dean) Engineering: Ken White (Interim Dean), Rudi Schoenmachers (Associate Dean on Co-PI of ADVANCE grant)
11:00AM -11:50AM	Meeting with Waded Cruzado Salas (Provost and Executive Vice President)
12:00PM – 12:50PM	Lunch with Martha Mitchell (PI), Pam Hunt (Director) and Shawn Werner (Program Coordinator)
1:00PM – 2:00PM	Meeting with Department Heads: Retreat Presenters - Sonya Cooper (Engineering Technology and Survey Engineering), Anne Hubbell (Communication), Luis Vazquez (Graduate Studies), and Walter Zakahi (Arts and Sciences) Department Heads: Retreat Attendees - Patrick Morandi (Mathematical Science) (Also on AFD), David Thompson (Entomology, Plant Pathology, and Weed Science), and James Murphy (Astronomy)
2:00PM – 2:50PM	Meeting with AFD Committee: Sue Forster-Cox (Associate Professor, Health Science) (Chair), Stephen Kanim (Associate Professor, Physics), N. Khandan (Professor,

Civil Engineering), Inna Pivkina (Associate Professor, Computer Sciences), Rene Walterbos (Professor, Astronomy)

3:00PM to 4:00PM

Agricultural, Consumer and Environmental Sciences: Wiebke Boeing (Assistant Professor, Fishery and Wildlife Sciences), Shanna Ivey (Assistant Professor, Animal and Range Sciences)

Arts and Sciences: Graciela Unguez (Associate Professor, Biology), and Mary Ballyk (Associate Professor, Mathematical Sciences)

Engineering: Julieta Valles-Rosales (Associate Professor, Industrial Engineering)

4:00PM to 5:00PM

Meeting with Recipients of Program Services: Office of Institutional Equity - Gerald Nevarez (Director), Employee Assistance Program - Dario Silva (Director), Research and Graduate Studies - Vimal Chaitanya (Vice President), Hispanic Caucus William Quintana (Associate Professor, Chemistry/Biochemistry) (Also on AFD)

5:00PM – 5:30PM

Wrap-up with Pam Hunt, Director

NM-PAID External Evaluator, Dr. Evelyn Posey, UTEP

LANL Site Visit  
Thursday November 5<sup>th</sup> 2009

8:00AM – 8:15AM	Meeting with Julianna Fessenden, Co-PI
8:30AM – 9:00AM	Meeting with Emily Schultz Fellenz, AFD Member
9:00AM – 9:45AM	Meeting with Bruce Robinson, Deputy Division Leader
10:00AM – 10:45AM	Meeting with Monica Maceira, Mentoring Program
11:00AM– 11:50AM	Meeting with Mary Ann With, LANL Postdoc Program
12:00PM – 12:50PM	Lunch at Hot Rocks (students/postdocs)
1:00PM – 2:15PM	Meeting with AFD Committee
2:30PM - 3:30PM	Meeting with Pam French, new ADVANCE IT Program

NM-PAID External Evaluator, Dr. Evelyn Posey, UTEP

NMT Site Visit  
Wednesday November 18<sup>th</sup> 2009

8:00AM – 8:30AM	Breakfast with NM-PAID Co-PI, Dave Johnson, Dean of Graduate Studies
8:30AM – 8:50AM	Meeting with Chairs, Department Leaders
9:00AM – 9:50AM	Meeting with Scott Zeman, Associate Vice President for Academic Affairs and AFD Member
10:00AM – 10:50AM	Meeting with NMT AFD Committee Members: Deidre Hirschfeld (Materials Engineering), Scott Zeman (Assoc. VPAA), Barbara Bonnekesson (Humanities), Claudia Wilson (Civil Engineering), Fred Phillips (Earth & Envr. Sci.), David Johnson (Dean of Graduate Studies)
11:00AM – 11:50AM	Meeting with Mentees
12:00PM – 1:00PM	Women's Resource Center Luncheon - Disabilities: Good Intentions, the Law, and Realities
1:00PM – 1:30PM	Meeting with Barabara Bonneskesson, Director of the Women's Resource Center
1:30PM – 2:30PM	Meeting with Mentors
2:30PM – 3:00PM	Wrap-up with Dave Johnson, Co-PI

NM-PAID External Evaluator, Dr. Evelyn Posey, UTEP

UNM Site Visit  
Thursday November 19<sup>th</sup> 2009

8:00AM - 9:00AM	Breakfast with NM-PAID Co-PI, Les McFadden, Associate Dean of Arts and Sciences, Felipe Gonzales and UNM Mentoring Institute Director, Nora Dominguez
9:00AM - 10:00AM	Meeting with Associate Provost Richard Holder, VP for Equity and Inclusion, Jozi De Leon, and Associate VP for Research, Michael Dougher
10:00AM - 11:00AM	Meeting with Deans Brenda Claiborne of Arts and Sciences and Arup Maji of Engineering
11:00AM – 12:00PM	Meeting with STEM Chairs/ Associate Chairs
12:00PM -1:30PM	Lunch with Les McFadden, NM-PAID Co-PI
1:30PM – 2:30PM	Meeting with AFD Committee
2:30PM – 3:30PM	Meeting with STEM Mentoring Program participants
4:15PM to 5:00PM	Meeting with Dr. Kate Krause, Economics (leading the UNM ADVANCE IT proposal)

## **APPENDIX III**

### **PARTICIPANT SUMMARIES**

2009.....	1
2008.....	2
2007.....	2

## APPENDIX III

### PARTICIPANT SUMMARIES

Dissemination and implementation of PAID goals and initiatives involves faculty and administrators from each campus. The presence of these academic leaders at NM-PAID events is crucial for garnering support for the continuation of PAID programs through the no-cost extension, as well as setting the stage for program sustainability after the end of the award period in December 2010.

All NM-PAID events have included both male and female representation and span department heads and division leaders, upper administrators, faculty involved as recipients of project services, and faculty/staff participating in NM-PAID programs, as well as NM-PAID collaborating partners at each site.

#### 2009

By 2009 the mentoring programs that were initiated at partner institutions were well-established. Participants in these mentoring programs numbered as follows:

LANL	15	NMT	42
UNM	33		

Number of participants in lead institution NMSU's mentoring program was 132.

Supporting these programs were orientations and workshops:

- At NMT, 27 faculty members and administrators participated in the Mentoring Orientation.
- Mentoring Program events at UNM drew 42 participants.
- From three to six participants met monthly for team mentoring workshops at LANL.

The institutionalized ADVANCE Program at lead institution NMSU held 22 workshops funded by NMSU with a total of 435 attendees.

The third Department Head Retreat drew 24 participants, including 11 department heads, six upper administrators, and seven associate or full professors involved in recruitment and promotion committees. Participants by partner institution were:

LANL	4	NMT	7
NMSU	6	UNM	7

A total of 70 faculty members and administrators participated in the diversity workshops conducted by the Cornell Interactive Theatre Ensemble held at UNM and NMSU. Participants by partner institution were:

LANL	10	NMT	4
NMSU	32	UNM	31



## 2008

In 2008 partner institutions continued to build the mentoring programs that they had inaugurated in 2007. Participants in these mentoring programs numbered as follows:

LANL	6	NMT	34
UNM	26		

Number of participants in lead institution NMSU's mentoring program was 124.

Supporting these programs were orientations and workshops:

- At NMT, a total of 42 attendees participated in two sessions.
- At UNM, there were 22 participants in the Mentoring Orientation
- From three to six participants met monthly for team mentoring workshops at LANL.

The ADVANCE Program at lead institution NMSU held 30 workshops funded by NSF ADVANCE IT (spring) and NMSU (fall) with a total of 693 attendees.

The second Department Head Retreat drew 22 participants, including 10 department heads, three upper administrators, and nine associate or full professors involved in recruitment and promotion committees. Participants by partner institution were:

LANL	1	NMT	8
NMSU	10	UNM	3

The NMSU Teaching Academy hosted two distance-delivered events – one an audio-conference and the other a video-conference. These sessions attracted a total of 40 participants. Participants by partner institution were:

LANL	13	NMT	8
NMSU	10	UNM	9

## 2007

In 2007 partner institutions initiated mentoring programs. Participants in these mentoring programs numbered as follows:

LANL	6	NMT	22
UNM	0		

Number of participants in lead institution NMSU's mentoring program was 124.

A total of 36 faculty members and administrators at the four partner institutions worked together to set up STEM faculty mentoring programs on their campuses at the inception of the NM-PAID grant program. These individuals were members of the Alliance for Faculty Diversity (AFD) Committees at each partner institution and the eight members of the ADVANCE Faculty Development Committee at lead institution NMSU. Committee membership at partner institutions:

LANL	8	NMT	9
NMSU	8	UNM	11

Supporting these programs were orientations and planning meetings:

- Planning activities were the focus at UNM during 2007.
- NMT successfully launched its mentoring program with a Mentoring Orientation that attracted 36 participants.
- LANL launched its Team Mentoring Program on site with planning meetings that involved 15 participants, including deputy division leaders, group leaders, and staff.

The ADVANCE Program at lead institution NMSU held 31 workshops funded by NSF ADVANCE IT with a total of 717 attendees.

The first Department Head Retreat drew 25 participants, including 16 department heads, six upper administrators, and three associate or full professors involved in recruitment and promotion committees. Participants by partner institution:

LANL	5	NMT	7
NMSU	8	UNM	5

A total of 39 faculty and administrators from NM-PAID partners participated in a March meeting held at UNM to train AFD Committees led by the NMSU PI and Co-PI with the NMSU ADVANCE Faculty Development Committee members serving as table discussion facilitators and NMSU administrators serving as trainers. Participation in this workshop:

LANL	9	NMT	8
NMSU	14	UNM	8

The NMSU Teaching Academy organized workshops at NMSU and UNM led by Craig E. Nelson, Professor of Biology at Indiana University-Bloomington with a total of 99 participants:

NMT	10	NMSU	24
UNM	65		

*See Appendix IV for a list of the NM-PAID shared events*

## **APPENDIX V**

### **NM-PAID EVENTS**

SHARED EVENTS .....	1
NMT EVENTS .....	3
UNM EVENTS .....	3
LANL EVENTS.....	4
NMSU EVENTS.....	5

## APPENDIX V

### NM-PAID EVENTS

#### Shared Events

2009

#### **CORNELL INTERACTIVE THEATRE ENSEMBLE PERFORMANCE WORKSHOPS – SEPTEMBER 23-25**

The CITE Players from Cornell University presented two workshops entitled “It Depends on the Lens” and “The Case of the Misdirected Email” at UNM and NMSU in September 2009. These workshops covered unconscious bias and sexual harassment issues in institutions of higher education. The NM-PAID staff and Faculty, Department Heads, Administrators, and Researchers from all of the partner institutions participated in this training.

“It Depends on the Lens” – UNM, September 23

38 Participants:

NMT:	4
LANL:	10
UNM:	31

Average Evaluation Score\*: 4.07

*\*1 = Most negative 5 = Most positive*

“The Case of the Misdirected Email” – NMSU, September 24

16 Participants (all NMSU)

Average Evaluation Score\*: 6.60

*\*1 = Most negative 7 = Most positive*

“It Depends on the Lens” – NMSU, September 25

16 Participants (all NMSU)

Average Evaluation Score\*: 4.39

*\*1 = Most negative 5 = Most positive*

2008

#### **AUDIO-CONFERENCE – NOVEMBER 18**

“Benchmarks for Family-Friendly Policies: Why They Matter and How to Create Them”

Presenter: Kate Quinn, Project Director for Balance, University of Washington)

23 Participants:

NMSU:	10
NMT:	4
LANL:	3
UNM:	6

Average Evaluation Score\*: 3.75

*\*1 = Most negative 5 = Most positive*

## **Shared Events – continued**

### **VIDEO-CONFERENCE – APRIL 4**

“Ten Easy Ways to Manage Your Time”

Presenters: Co-PI Tara Gray and Jean Conway, Associate Director, Teaching Academy

17 Participants

NMT: 4  
LANL: 10  
UNM: 3

Average Evaluation Score\*: 5.31

*\*1 = Most negative 5 = Most positive*

2007

### **WORKSHOP – NOVEMBER 7, 8 & 9**

“Responding to Diversity: Three Pedagogical Changes That Improve Retention and Achievement”

Presenter: Craig E. Nelson, Professor of Biology, Indiana University-Bloomington

99 Participants:

UNM: 65 participants (11/07)  
NMT: 10 participants (11/08)  
NMSU: 24 participants (11/09)

Evaluation not available.

## **NMT EVENTS**

<u>Date</u>	<u>Attendees</u>	<u>Event</u>
<b>2009</b>		
02/24	27	Mentoring Orientation Presenters: Associate Program Director Hunt and Program Coordinator Werner
<b>2008</b>		
Feb.	22	Mentoring Luncheon (Ricardo Maestas Vice President for Student and University Relations)
May	20	Mentoring Social (Dave Johnson, Co-PI, Dean, Graduate Studies)
<b>2007</b>		
8/29	36	Inaugural Mentoring Orientation
Spring	n/a	AFD and Mentoring Program Planning Meetings

## **UNM EVENTS**

<u>Date</u>	<u>Attendees</u>	<u>Event</u>
<b>2009</b>		
3/10/09	11	Mentoring Workshop: ADVANCE History and Successes (Tracy Sterling, PI, Professor, Weed Science)
5/7/09	18	End of the Year Mentoring Luncheon (Nora Dominguez, Director, UNM Mentoring Institute)
10/22/09	11	Mentoring Orientation: Working Luncheon (Les McFadden, Co-PI, Professor, Earth and Planetary Sciences)
<b>2008</b>		
10/03	22	Mentoring Orientation (Les McFadden, Co-PI, Professor, Earth and Planetary Sciences)
<b>2007</b>		
01-12/07	n/a	AFD and Mentoring Program Planning Meetings

## **LANL EVENTS**

<u>Date</u>	<u>Attendees</u>	<u>Event</u>
<b>2009</b>		
		<i>Team Mentoring Workshops*</i>
Jan.	3	Negotiations
Feb.	4	Surviving LANL
March	3	Mentoring Students
May	6	Giving Good Job Talks
June	6	How to Write a Paper
June	6	How to Read a Scientific Paper
May/June	6	How to write a scientific report and do literature searches
May/June	5	Networking
Sept.	3	Mentoring Restructure (Partnerships)
<b>2008</b>		
		<i>Team Mentoring Workshops*</i>
Feb.	45	Mentoring Program Workshop
Feb.	2	Team Mentor Training
March	6	Conflict Resolution/Mentor Briefing
July	7	Team Mentoring Training Tracy Sterling, NM-PAID PI, NMSU
Aug.	48	IGP Seminar Series
Oct.	6	Career Development
Oct.	6	CV Writing
Nov.	4	Grant Writing
Dec.	5	Presentations
<b>2007</b>		
Jan.-Feb.	15	Mentoring Program Planning Meetings

*\*Team Mentoring Workshops are held during the first week of the month*

**NMSU EVENTS – 2009** (Funded by NMSU )

<u>Date</u>	<u>Attendees</u>	<u>Event</u>
1/9	29	ADVANCING Leaders: Geeze Don't Make Me Talk About Conflict Issues in the Workplace (Nancy Algert, Texas A&M)
2/5	7	Mentoring Program: Informal Mixer
2/6	10	ADVANCING Leaders: Provost's Project Work
2/12	13	Department Head Colloquium: Outcomes Assessment, Panel
2/20	14	Mentoring Program: Writing for Publication (Tara Gray, Director, Teaching Academy)
3/6	14	ADVANCING Leaders: Storytelling and Leadership (Grace Rosile and David Boje Management)
3/13	30	Promotion & Tenure: Applying NMSU's New Policies for Promotion and Tenure (Amy Driscoll, Carnegie Foundation)
3/13	13	Promotion & Tenure: The Role of Deans in the Evaluation of Scholarship (Amy Driscoll, Carnegie Foundation)
3/19	30	Department Head Colloquia: Mediation Training (Marlene Schwalje, Infinite Resolutions)
4/2	17	Mentoring Program: Analyzing a Request for Proposals (Sudha Murthi and Harold Smith, Office of Strategic Planning)
4/3	11	ADVANCING Leaders, Communicating with Difficult People (Dario Silva, Employee Assistance Program)
4/9	16	Department Head Colloquia: Preventing Harassment (Gerry Nevarez, EEO)
4/20	24	Promotion & Tenure: The Scholarship of Engagement at NMSU (Nancy McMillan, Geology and Lisa Bond-Maupin, Women's Studies)
4/22	19	Mentoring Program: Why Proposals Fail (Sudha Murthi and Harold Smith, Office of Strategic Planning)
8/14-15	20	ADVANCING Leaders Retreat
8/21	21	ADVANCE Open House
9/4	17	ADVANCING Leaders Inaugural Luncheon with Meyers-Brigg (Lowell Catlett, Agriculture, Consumer and Environmental Sciences)
9/18	54	ADVANCE Mentoring Orientation (Sue Forster-Cox, Health Sciences)
10/1	10	ADVANCE Mentoring Program Fall Mixer
10/4	15	ADVANCING Leaders : Time Management - One Professional's Perspective (Liz Ellis, Finance)
10	16	Mentoring Program Event: Civility (Dario Silva, Employee Assistance Program)
10/16	35	Promotion and Tenure: Strategies for Promotion to Full Professor (Panel)
11/6	15	ADVANCING Leaders : Jennifer Taylor (Office of Business and Finance)
11/13	19	Fall Mentoring Luncheon: Don't Burn Out, Burn Bright (Dario Silva, Employee Assistance Program)
12/4	28	ADVANCING Leaders Mentors Luncheon (EVP/Provost Waded Cruzado)



**NMSU EVENTS – 2008** (Funding by NSF ADVANCE IT (spring) and NMSU (fall))

**2008**

<u>Date</u>	<u>Attendees</u>	<u>Event</u>
1/11	7	ADVANCING Leaders: Conflict Management (Patricia Witherspoon)
2/1	12	ADVANCING Leaders : Seven Habits Follow-up (Carter Campbell)
2/14	6	A Free Wheeling Discussion for Department Heads
2/15	48	Promotion and Tenure Workshop: Getting a Head Start on Tenure Review (EVP/Provost Cruzado and Panel)
2/22	7	Faculty Hiring: Diversity and Excellence Go Hand-in-Hand (Dan Howard, Biology)
2/28-29	26	Want to Electrify Your Performance Evaluations?
3/5	26	Mentoring Program Workshop/Lunch: Microaggressions: Their Impact on Your Well-Being (Luis Vazquez, Graduate School)
3/7	10	ADVANCING Leaders : Path to Leadership (Antonio Cachazo, Mid-West Textile)
3/13	2	A Free Wheeling Discussion for Department Heads
4/4	14	ADVANCING Leaders : Keeping the University Solvent (Tim Nesbitt, Agriculture, Consumer and Environmental Sciences)
4/17	1	A Free Wheeling Discussion for Department Heads
5/7	27	ADVANCING Leaders Recognition (Interim President Cruzado)
6/17	12	Audio Conference: Promoting Faculty Careers for Women
8/15	18	ADVANCING Leaders Department Head Retreat
8/27	38	ADVANCE Open House
9/5	20	ADVANCING Leaders Inaugural : Path to Leadership (Interim Provost Robert Moulton)
9/5	26	Finding Your Voice: An Introduction to Breath
9/15	13	A Free Wheeling Discussion for Department Heads
9/17	48	Promotion and Tenure Workshop: Making the Transition from Assistant to Associate Professor (Provost Robert Moulton)
9/29	12	Promotion & Tenure: The Scholarship of Engagement
9/30	42	Mentoring Orientation/Lunch: Mentoring Roles and Rewards with (Rene Walterbos, Astronomy)
10/3	15	ADVANCING Leaders : Legislative Issues and Procedures (Ricardo Rel, Government Relations)
10/14	26	Department Head Colloquia, Negotiating Allocation of Effort (Panel)
10/16	27	Just Whelmed: Maintaining a Vibrant and Productive Work Life (Meggin McIntosh)
10/24	21	Mentoring Program Fall Lunch: Incorporating Research into Classes and Student Assignments (Shuguang Deng, Chemical Engineering)
11/7	14	ADVANCING Leaders : Path to Leadership (Ramon Dominguez, Interim Associate Provost)
11/13	99	The Anatomy of Prejudice (Jane Elliott)
11/17	39	ADVANCE Recognition Reception and Poster
12/5	29	ADVANCING Leaders Mentors : Fundraising (Patricia Conn, Education)
12/15	8	Strategies for Junior Faculty Job Satisfaction (Department Heads)

**NMSU EVENTS – 2007** (Funded by ADVANCE-IT)

<u>Date</u>	<u>Attendees</u>	<u>Event</u>
1/19	20	ADVANCING Leaders : EVP/Provost Project Action Plan
2/1	35	Recruitment Workshop: The Fence (CRLT Players)
2/2	39	Department Head Training: The Faculty Meeting (CRLT Players)
2/9	20	ADVANCING Leaders: The Challenge of Leading a Department /Unit
2/10	14	New Mexico Network of Women in Science and Engineering
2/15	24	Department Head Training: Assessing General Ed Programs
2/16	25	Department Head Training: Developing Meaningful, Manageable, Sustainable Assessment
2/17	35	Getting a Head Start for Tenure Review
3/1	29	Women’s History Month Poster Session: Celebrating NMSU Women in Science and Engineering
3/7	37	Women’s History Month Panel: Constructing the Future – Women Who Build (and Rebuild) (Panel)
3/9	20	ADVANCING Leaders : Civility (Dario Silva, Employee Assistance Program)
3/13	35	Women’s History Month Lecture: Women, Healing and Medicinal Plants
4/19	n/a	Visiting Professor Program: Mary Jane West-Eberhardt: “Development and Evolution: A Darwinian Renaissance in Biology”
4/20	20	ADVANCING Leaders : Budgeting, Bureaucracy and Leadership Panel
4/20	33	Visiting Professor Program: Mary Jane West-Eberhardt lunch talk: “Women in Science: A Cross-cultural Perspective”
5/3	13	Mentoring Program: Informal talk with visiting scientists Drs. Darleane and Maureane Hoffman (Chemistry/Biochemistry)
5/10	20	ADVANCING Leaders : Recognition with President Martin
8/17	20	ADVANCING Leaders Retreat
8/24	49	ADVANCE Open House
9/7	20	ADVANCING Leaders Inaugural and MBI review session (Cynda Clary, Provost’s Office)
9/14	52	Promotion and Tenure Fall Workshop
9/18	3	Freewheeling Discussions for Department Heads
9/27	30	Mentoring Orientation
10/5	20	ADVANCING Leaders : Athletics and Leadership (McKinley Boston)
10/16	10	Teleconference: Mentoring Diverse Faculty (Department Heads)
10/25	6	Freewheeling Discussion for Department Heads
11/8	5	Freewheeling Discussion for Department Heads
11/2	20	ADVANCING Leaders : Leadership Styles (Greg Blanch, HRTM)
11/8	32	Peggy McIntosh on White Privilege, Male Privilege
11/30	11	Mentoring Program Winter Networking Session
12/7	20	ADVANCING Leaders : University Advancement (James McKinney)

## **APPENDIX IV**

### **OPPORTUNITIES FOR TRAINING AND DEVELOPMENT**

Conferences and Presentations .....	1
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Committee Training .....	10
Pipeline Strategy .....	11

## APPENDIX IV

### OPPORTUNITIES FOR TRAINING AND DEVELOPMENT

Throughout the award period, NM-PAID has supported training and outreach efforts that involved as many members of each of the NM-PAID institutions as possible, and allowed the Principal Investigator, the Program Director, and the Program Coordinator to widely disseminate best practices and findings. The NM-PAID staff has presented at various regional and national conferences and special events, as well as provided training programs that reached faculty and administrators from many of the STEM academic departments at all of the NM-PAID institutions.

### CONFERENCES AND PRESENTATIONS

#### 2009

##### *The Weed Science Society of America (01/15/09)*

PI Tracy Sterling served as a symposium speaker, presenting on “Diversity and Inclusion: Why all the Fuss?” The presentation included an historical view of the data and strategies for improving the inclusion of underrepresented groups in STEM fields, using the NMSU ADVANCE Program as a model.

##### *ADVANCE PI Meeting - Alexandria, VA (10/28/09-10/30/09)*

Poster presentation by PI, Martha Mitchell: “NSF ADVANCE: Institutional Transformation.”  
Poster presentation by PC, Shawn Werner, “NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research.”

##### *UNM Mentoring Institute Conference: Making the Most of Mentoring in a World of Change - Albuquerque, NM (11/16/09 - 11/18/09)*

Poster Presentation by UNM Co-PI, Les McFadden, “NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research.”

#### 2008

##### *American Association for the Advancement of Science (AAAS). Southwestern and Rocky Mountain (SWARM) Division Conference, Albuquerque, NM (04/11/08)*

Poster presented by PI/PD Sterling, PI and Program Coordinator Werner:  
“NSF ADVANCE-PAID: Partnering for Diversity – New Mexico Institutions of Higher Learning and Research.”

ENGAGE New Mexico Day, Las Cruces, NM (04/25/08)

Poster presented by PI/PD Sterling and Program Coordinator Werner:  
“ADVANCE Institutional Advancement.”

ENGAGE works to connect STEM and Knowledge Workforce Solutions Statewide in order to educate New Mexicans about the need for STEM education, support collaboration between communities, education, government, industry, youth development, etc., and to build capacity for local schools to provide improved STEM education and career guidance.

ADVANCE PI Meeting - Alexandria, VA (05/12/08-05/13/08)

Poster presented by NMT Co-PI, Tanja Pietraß:

“NSF ADVANCE: Institutional Transformation.”

Poster presented by Program Coordinator Werner:

“NSF ADVANCE-PAID: Partnering for Diversity – New Mexico Institutions of Higher Learning and Research.”

WEPAN Conference, St. Louis, MO (06/10/08)

Poster presented by Program Coordinator Werner:

“NSF ADVANCE-PAID: Partnering for Diversity – New Mexico Institutions of Higher Learning and Research.”

UNM Mentoring Institute Conference – Fostering a Mentoring Culture in the 21st Century, Albuquerque, NM (10/22/08, 10/23/08)

Poster presented by Program Coordinator Werner:

“NSF ADVANCE: Institutional Transformation.”

New Mexico Network for Women in Engineering and Science Annual Meeting, Truth or Consequences, NM (10/25/08)

Poster presented by Associate Director Hunt:

“NSF ADVANCE: Institutional Transformation.”

**2007**

ADVANCE PI Meeting - Alexandria, VA

Poster presented by PI/PD Tracy Sterling.

“NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research.”

NMSU University Research Council Fair

Posted presented by PI/PD Sterling placed as one of top three posters at the fair.

“NSF-ADVANCE: Institutional Transformation for Faculty Diversity”

## **Department Head Training**

### **2009 DEPARTMENT HEAD RETREAT**

Santa Fe, NM

May 20-21

Participants: 24

Average Evaluation Score\*: Day 1: 1.47

Day 2: 1.53

\*1 = *Most positive*     4 = *Most negative*

The 2009 annual retreat was led by PAID PI/PD Sterling, with incoming PI Martha Mitchell in attendance. Co-PIs McFadden (UNM) and Johnson (NMT) facilitated sessions covering the “best practices” for recruitment and retention and how to develop the ideal department, respectively. Thomas Burton of NMSU’s Mechanical Engineering led the Recruitment session, “Effective Strategies to Diversify Faculty” and Co-PI Fessenden facilitated the retreat’s wrap-up session. Faculty, Department Heads, Administrators, and Researchers from all of the partner institutions participated in this training.

#### **Contracted Presenters: “Leadership Strategies”**

Barbara Butterfield (COACH, University of Oregon)

Jane Tucker (COACH, University of Oregon)

#### **Presenters**

Tracy Sterling, PI/PD, Professor, Weed Science – NMSU

Tom Burton, Department Head, Mechanical and Aeronautical Engineering – NMSU

Julianna Fessenden, Co-PI, Team Leader, Earth and Environmental Sciences – LANL

Dave Johnson, Co-PI, Dean of Graduate Studies – NMT

Les McFadden, Co-PI, Professor, Earth and Planetary Sciences – UNM

#### **Participants**

##### **NMSU**

Patrick Morandi, Academic Department Head, Mathematical Sciences

Tim Ross, Academic Department Head, Animal and Range Sciences

Jacob Urquidi, Associate Professor, Physics

Martha Mitchell, Academic Department Head, Chemical Engineering

##### **NMT**

Barbara Bonnekessen, Director, Women’s Resource Center

Anwar Hossain, Department Chair, Mathematics

Lorrie Liebrock, Associate Chair, Computer Science

Subhashish Mazumdar, Associate Professor, Computer Science

Hamdy Soliman, Associate Professor, Information Technology

Scott Zerman, Associate Vice President for Academic Affairs

## **2009 Department Head Training – continued**

### **UNM**

Chaouki Abdallah, Department Chair, Electrical and Computer Engineering

Beverly Burris, Chair and Professor, Sociology

Brenda Claiborne, Dean, Arts and Sciences

Trish Henning, Associate Professor, Physics

Kate Krause, Associate Professor Economics

Mousum Roy, Associate Department Chair, Geological Sciences

### **LANL**

Kay Birdsell, Senior Project Leader, Computational Earth Science

Carl Gable, Team Leader, Computational Earth Science

Andy Wolfsberg, Group Leader, Computational Earth Science

## **2008 DEPARTMENT HEAD RETREAT**

Truth or Consequences, NM

May 21-22

Participants: 22

Average Evaluation Score\*: Day 1: 1.43 Day 2: 1.37

*\*1= Most positive 4= Most negative*

The Retreat was led by PI/PD Sterling. Co-PI and Head of Chemistry at NMT, Tanja Pietraß, facilitated the “Ideal Department” exercise. Thomas Burton, Head of Mechanical and Aeronautical Engineering at NMSU led the Recruitment session, “Effective Strategies to Diversify Faculty.” Anne Hubbell, Head of Communication Studies at NMSU led a session on Collegiality.

### Contracted Presenters

Robert Drago, Professor, labor and Women Studies, Penn State Universities, “Gender and Family in the Academy”

Patricia Witherspoon, Chair, Communication, University of El Paso, TX, “Conflict Management”

### Presenters

Tom Burton, Department Head, Mechanical and Aeronautical Engineering – NMSU

Anne Hubbell, Department Head, Communication Studies – NMSU

Tracy Sterling, PI/PD, Professor, Weed Science – NMSU

Tanja Pietraß, Co-PI, Department Head, Chemistry – NMT

Mary Dezember, Associate Professor and Department Chair, Humanities – NMT

Felipe Gonzales, Associate Dean, Arts and Sciences – UNM

Julianna Fessenden, Co-Director, Hydrology, Geochemistry and Geology

### Facilitators

Steven Kanim, Associate Professor, Physics – NMSU

William Quintana, Associate Professor, Chemistry/Biochemistry – NMSU

### Participants

#### **NMSU**

Terry Crawford, Academic Department Head, Agricultural Economics and Agricultural Business

Stephen Horan, Academic Department Head, Computer Engineering

Douglas Kurtz, Associate Academic Department Head, Mathematical Science

James Murphy, Academic Department Head, Astronomy

David Thompson, Academic Department Head, Entomology, Plant Pathology and Weed Science



## **2008 Department Head Training – continued**

### **NMT**

Richard Aster, Associate Chair, Earth and Environmental Science

Savayur Bakhtiyarov, Department Head, Mechanical Engineering

Tom Kieft, Department Chair, Biology

Subhashish Mazumdar, Associate Professor, Computer Science

Hamdy Soliman, Professor, Computer Science

David Westpfahl, Professor, Astrophysics

### **UNM**

Alex Stone, Professor, Mathematics and Statistics

Josephine De Leon, Office of Equity and Inclusion and Equity

### **LANL**

James Bossert, Division Leader, Earth and Environmental Science Division

## **2007 DEPARTMENT HEAD RETREAT**

Sevietta National Wildlife Reserve, Socorro, NM

May 17-18

Participants: 25

Average Evaluation Score\*: Day 1: 1.31 Day 2: 1.25

\*1= *Most Positive* 4= *Most negative*

NMSU faculty members and administrators who were active in the NMSU ADVANCE initiative met with PAID partners to disseminate best practices. Associate Dean Luis Vazquez of the NMSU Graduate School led a session, “Collegiality and Approaches to Creating Department Cohesion.” NMSU Academic Department Heads Dan Howard of Biology, Tom Burton of Mechanical and Aeronautical Engineering, and Sonya Cooper of Engineering Technology and Surveying Engineering participated in a panel discussion, “Creative Start-Up Packages and Dual Career Issues.” Howard also led a Recruitment session, “Effective Strategies to Diversify Faculty.”

### Contracted Personnel

Patricia Witherspoon, Department Chair, Communications – Presenter, “Conflict Management”  
Lisa Frehill, Evaluator, Commission on Professionals in Science and Tech. – Evaluator

### Presenters

Tom Burton, Department Head, Mechanical and Aeronautical Engineering  
Sonya Cooper, Department Head, Engineering Technology and Survey Engineering  
Dan Howard, Associate Dean, College of Arts and Sciences  
Tracy Sterling, PI/PD, Professor, Weed Science  
Luis Vazquez, Associate Dean, Graduate School and Regents Professor  
Walter Zakahi, Associate Dean, College of Arts

### Participants

#### **NMSU**

Nancy Baker, Professor, Government  
Tara Gray, Co-PI, Director, Teaching Academy

#### **NMT**

Richard Aster, Associate Department Chair, Geophysics  
Mark Cal, Chair, Civil and Geological Engineering  
Mary Dezember, Associate Chair, Humanities  
Tom Kieft, Chair, Biology  
Subhasish Mazumdar, Associate Professor, Computer Science  
Tanja Pietraß, Co-PI, Department Head, Chemistry  
Bill Stone, Chair, Mathematics

## **2007 Department Head Training – continued**

### **UNM**

Alejandro Aceves, Co-PI, Head, Department of Mathematics and Statistics

Gary Harrison, Associate Dean, English Department

Juan Heinrich, Chair, Mechanical Engineering

Eric Loker, Chair, Biology Department

Arup Maji, Chair, Civil Engineering

### **LANL**

Chris Bradley, Team Leader, Geophysics

Beverly Crawford, Team Leader, Repository Science

Michael Fehler, Co-PI, Division Leader, Earth and Environmental Sciences

Rod Linn, Deputy Group Leader, Atmospheric and Climate Sciences

Lee Steck, Deputy Group Leader, Geophysics

## **Committee Training**

### **ALLIANCE FOR FACULTY DIVERSITY (AFD) COMMITTEE MEMBERS TRAINING** UNM MARCH 30-31

Participants: 19

Average Evaluation Score\*: Day 1: 1.81    Day 2: 1.59

\*1 = *Most positive*    5 = *Most negative*

At the beginning of the NM PAID Program, faculty members and administrators who were active in the NMSU ADVANCE initiative helped get PAID AFD Committees off the ground at partner institutions by meeting with their PAID counterparts from UNM, NMT and LANL at a meeting at UNM. Led by PI/PD Sterling and NMSU Co-PI O'Connell, attendees from the partner institutions learned how best to organize Promotion and Tenure Training Programs and Mentoring Programs. NMSU trainers included Engineering Technology head Sonya Cooper, April Ulery, Professor of Plant and Environmental Sciences and Chair of the ADVANCE Faculty Development Committee, Graduate School Associate Dean Luis Vazquez, and Arts and Sciences Associate Dean Walter Zakahi. Other NMSU faculty and administrators served as table discussion leaders.

#### **2007 Training Program Presenters – NMSU**

Sonya Cooper, Department Head, Engineering Technology and Survey Engineering

Mary O'Connell, Professor, Plant and Environmental Sciences

Tracy Sterling, PI/PD, Professor, Weed Science

April Ulery, Professor, Plant and Environmental Sciences

Luis Vazquez, Associate Dean, Graduate School and Regents Professor

Walter Zakahi, Associate Dean, College of Arts

#### **2007 Training Program Discussion Facilitators – NMSU**

Edgar Conley, Associate Professor, Mechanical Engineering

Inna Pivkina, Associate Professor, Computer Science

Laurie Churchill, Senior Project Development Specialist

Robert Czerniak, Associate Dean of Research, College of Arts and Sciences

Steven Kanim, Associate Professor, Physics

William Quintana, Associate Professor, Chemistry/Biochemistry

Rudi Schoenmackers, Associate Dean and Research Director, College of Engineering

Rene Walterbos, Professor, Astronomy

### Participants

#### **NMT**

Susan Dunston, Associate Director, English and Director, Women's Resource Center  
Jean Eilek, Professor, Astrophysics  
Dave Johnson, Associate Professor, Geology and Dean, Graduate Studies  
Ricardo Maestes, Vice President and Dean of Students  
Fred Phillips, Professor, Hydrology  
Tanja Pietraß, Co-PI, Department Head, Chemistry  
Claudia Wilson, Associate Professor, Environmental Engineering  
Scott Zeman, Associate Vice President, Academic Affairs

#### **UNM**

Alejandro Aceves, Co-PI, Head, Department of Mathematics and Statistics  
Julia Coonrad, Associate Professor, Civil Engineering  
Gary Harrison, Associate Dean, English Department  
Richard Holder, Deputy Provost  
Mary Anne Nelson, Professor, Molecular, Cellular and Developmental Biology  
Mousum Roy, Associate Department Chair, Geological Sciences  
Jane Slaughter, Associate DEAN, Arts and Sciences  
Gary Smith, Special Assistant to the Provost, Faculty Development

#### **LANL**

Wendee Brunish, Deputy Group Leader, Geophysics  
Beverly Crawford, Technical Staff Member, Carlsbad Operations  
Sebastian Darteville, Technical Staff Member, Geophysics  
Michael Fehler, Co-PI, Division Leader, Geology, Geochemistry and Hydrology  
Julianna Fessenden, Technical Staff Member, Geology, Geochemistry and Hydrology  
Linn Rodman, Deputy Group Leader, Atmospheric, Climactic and Environmental Sciences  
Andrea Maestas, Support Staff Member, Climate Research Facility  
Cynthia Mahan, Deputy Division Leader for Chemistry, Geophysics  
Emily Schultz, Post-BA Student Fellow

## **PIPELINE STRATEGY SESSION**

NMT

December 5, 2007

17 Participants:

Average Evaluation Score\*: 1.78

\*-3 = *Extremely Useless* and 3 = *Extremely Useful*

PI/PD Tracy Sterling led a roundtable discussion with representatives from NMSU, NMT, UNM and LANL to strategize pipeline approaches to fulfill objectives of the grant program to provide a pipeline for students into the professoriate and post-doctorate studies via training and participation in the professoriate.

### NMSU

Tracy Sterling, PI/PD

Carol Potenza, Affiliated Faculty, USDA Jornada Experimental Range

Pam Hunt, Associate Director

Cathilia Flores, Program Coordinator

### NMT

Susan Dunston, Founder of Women's Resource Center

Jean Eilek, Physics

Dave Johnson, Dean, Graduate Studies

Tanja Pietraß

Ricardo Maestas, Vice President, Student Affairs

Claudia Wilson, Civil Engineering

### UNM

Alejandro Aceves, Co-PI

Jennifer Gomez-Chavez, Director, Title V Program

Gabriel Melendez, post-doctoral researcher, American Studies

Rita Martinez-Purson, Vice President, Office of Institutional Diversity

### LANL

Wendee Brunish, Deputy Group Leader, Geophysics

Jessica Perea Houston, LANL Postdoctoral Association

Mary Ann With

## **APPENDIX VI**

### **BUDGET**

2009 Budget	As of December 15 <sup>th</sup> 2009	NMSU	UNM	NMT
PERSONNEL	Principle Investigator: Research Time plus Admin Overload	3,000		
	Program Coordinator	41,055		
	Co-PIs		15,615	9,157
	Student Workers / Data Analyst	4,063		
	Fringes	13,210		
TRAVEL	Travel	4,430		665
PARTICIPANT	Retreat and Planning Meetings / Speakers	8,657		
SUPPORT	Speakers	7,000		
CONSULTANT	External Evaluator	1,323		2,434
WORKSHOPS	Program Workshops, Audio/Video Training, Conf. Fees	10,665	4,789	1,000
SUPPLIES	Program Luncheons, Office Supplies	1,243	2,223	499
PRINTING	Program Materials	735		52
COMMUNICATIONS	Communications	1,214		
	<b>Total expenditures</b>	89,595	19,640	13,807
	NSF-Approved Budget for 2009	200,428		
	Applied to 2010	39,446		
	Carry-over from Previous Years	31,114		
	<b>REMAINING FUNDS</b>	102,501		

2010 Budget		NMSU	UNM	NMT
PERSONNEL	Program Director: Research Time plus Admin Overload	6,000		
	Program Coordinator	42,000		
	Co-PIs		20,000	15,000
	Student Workers / Data Analyst	2,000		
	Fringes	14,400		
TRAVEL	Retreat and Planning Meetings	10,000		700
PARTICIPANT	Speakers	4,000		
SUPPORT				
CONSULTANT	External Evaluator	10,000		
WORKSHOPS	Program Workshops, Audio/Video Training, Conf. Fees	8,901	5,542	5,189
SUPPLIES	Program Luncheons, Office Supplies	2,000	5,542	4,188
PRINTING	Program Materials	2,000		100
COMMUNICATIONS	Communications	1,200		
	<b>Total</b>	102,501	31,084	25,177