

I. PARTICIPANTS

A. PROJECT PARTICIPANTS

Evelyn Posey: Principal Investigator

Has worked for more than 160 hours: Yes

Contribution to project: Evelyn Posey is responsible for providing the leadership, education, incentives, and plans to ensure successful implementation of this initiative. The ADVANCE Coordinator and Evaluator report directly to her. Dr. Posey chairs the internal Institutional Action Board and the external Advisory Board. Dr. Posey's support, 25% of her 100% salary for 12 months, comes from the university cost sharing portion of the grant.

Elizabeth Anthony: Co-Principal Investigator

Has worked for more than 160 hours: Yes

Contribution to project: Elizabeth Anthony leads the Policy and Recruitment component. Her responsibilities are to develop work-life policies, support recruitment efforts by interacting closely with search committees and the EO/AA officer, and provide research support to female faculty and/or faculty involved in gender research via open competition Graduate Research Assistantships (GRA). Dr. Anthony's support, 33.3% of her salary 4.5 months and 1 summer month, comes from the university cost sharing portion of the grant, and 2 summer month salary from the "Salaries and Wages" portion of the NSF grant budget.

Christine Reimers: Co-Principal Investigator

Has worked for more than 160 hours: Yes

Contribution to project: Until January 2007, Christine Reimers led the Faculty Development component which is designed to increase retention and promotion of a diverse, highly qualified faculty body by acculturating new faculty into the academe and working with them closely as they prepare themselves for career success. Dr. Reimer's support, 1.5 summer month salary, comes from the university cost-sharing portion of the grant.

Patricia Witherspoon: Co-Principal Investigator

Has worked for more than 160 hours: Yes

Contribution to project: Patricia Witherspoon leads the Collaborative Leadership component. The overarching objective of the Collaborative Leadership component is to facilitate the creation and sustenance of a culture and climate conducive to recruiting, retaining, and promoting a diverse faculty at UTEP. Dr. Witherspoon's support, 10% of her 100% salary for 12 months, comes from the university cost-sharing portion of the grant.

Ann Darnell: Senior personnel

Has worked for more than 160 hours: Yes

Contribution to project: Ann Darnell is responsible for data collection and analysis corresponding to the NSF 12 Quantitative Indicators of Activity and Progress. She works with the investigators and with the staff of UTEP administrative data collection units to secure preliminary estimates for the indicators and to develop a strategy for consistent data collection methodologies for future grant years. Ms. Darnell's support, 50% of her salary for 12 months, comes from the "Salaries and Wages" portion of the NSF grant budget.

Jana Renner: Senior personnel

Has worked for more than 160 hours: Yes

Contribution to project: Jana Renner works closely with the investigators to create, implement,

and document the grant activities. She facilitates communication between the investigators and department chairs and faculty to inform them of the progress of the grant and opportunities provided by the grant. She is responsible for the daily operations and management of the ADVANCE office. Ms. Renner's support, 100% of her salary for 12 months, comes from the "Salaries and Wages" portion of the NSF grant budget.

Igor Ryabov: Senior personnel

Has worked for more than 160 hours: Yes

Contribution to project: Igor Ryabov is responsible for working with the investigators to implement an evaluation component for each of the substantive grant activities in the remaining grant years that will serve to diagnose areas for revision, assist in the identification of "best practices" associated with each component, and to document institutional changes attributable to the grant's initiatives. Dr. Ryabov's support, 100% of his salary for 12 months, comes from the "Salaries and Wages" portion of the NSF grant budget.

Celia DeSantiago: Administrative Assistant

Has worked for more than 160 hours: Yes

Contribution to project: Celia DeSantiago provides administrative support to the Program Coordinator and Program Evaluator including entering data, arranging travel, processing purchase requisitions, managing records, and maintaining the financial records database. Ms. DeSantiago's support, 100% of her salary for 12 months, comes from the "Salaries and Wages" portion of the NSF grant budget.

Karla Ramirez: Undergraduate student

Has worked for more than 160 hours: Yes

Contribution to project: Karla Ramirez, Department of Information and Decision Sciences, serves as the student assistant for the Faculty Mentoring Program for Women and the IMPACT Seminar. Ms. Ramirez' support, 100% of her half-time salary for 12 months, comes from the "Student Wages" portion of the NSF grant budget.

Shashank Birudavolu: Graduate student

Has worked for more than 160 hours: Yes

Contribution to project: Shashank Birudavolu, Department of Electrical and Computer Engineering, assists Ms. Darnell with NSF 12 data collection. Mr. Birudavolu's support, 100% of his half-time salary for 12 months, comes from the "Student Wages" portion of the NSF grant budget.

Sarah Edgar: Undergraduate student

Has worked for more than 160 hours: Yes

Contribution to project: Sarah Edgar, School of Nursing, assists with general office duties including data entry and event organization and management. Ms. Edgar's support, 100% of her half-time salary for 12 months, comes from the "Student Wages" portion of the NSF grant budget.

B. PARTNER ORGANIZATIONS

New Mexico State University: Financial Support; Collaborative Research

UTEP and NMSU work together on dual career couple recruitment and collaborated (including sharing financial responsibility) on the production of a brochure to promote this initiative. Former Co-PI Dr. Gates is also part of a NMSU grant proposal “Effective Strategies to Diversify Academic STEM.”

University of Maryland Baltimore County: Financial Support, Collaborative Research

UTEP sponsored one junior female faculty member from the Department of Electrical and Computer Engineering and one junior female faculty member from the Department of Chemistry and her senior level female graduate student to attend the Faculty Horizons Workshop. Summer 2005.

University of Michigan: Financial Support; Collaborative Research

PI Evelyn Posey, Co-PI Tine Reimers, and former Coordinator, Kelly Andronicos, authored a chapter on mentoring entitled “A Faculty Mentoring Program for Women: Building Collective Responsibility for Developing a Highly Qualified Faculty” for the book *Advancing Women in Science and Engineering: Lessons for Institutional Transformation* to be published by the Michigan Press in 2007.

University of Washington: Financial Support

UTEP sponsored ADVANCE department chairs from Civil Engineering, Industrial Engineering, and Psychology to attend the National University of Washington ADVANCE Summer Leadership Workshop. Summer 2005.

UTEP sponsored the department chair from Civil Engineering and an Associate Dean from Engineering to attend the National University of Washington ADVANCE Summer Leadership Workshop. Summer 2007.

Virginia Polytechnic Institute and State University: Collaborative Research

UTEP ADVANCE PI, Evelyn Posey, was interviewed by Ellen Plummer as part of the Virginia Tech and Michigan study to determine the successes and challenges of the NSF ADVANCE institutional transformation efforts. Fall 2006.

UTEP co-sponsored Ann Gates and Roberto Osegueda, College of Engineering, to attend the ADVANCE Engineering Deans meeting. 2005

Texas Tech University: Collaborative Research

PI Evelyn Posey provided information and assistance with Texas Tech's NSF PAID proposal. Co-PI Tine Reimers provided Tech faculty with information about conducting an IMPACT seminar on their campus. Spring 2006.

Case Western Reserve University: Collaborative Research

PI Evelyn Posey and Co-PIs Tine Reimers and Libby Anthony were interviewed by the Case Western Reserve PI for their study on leadership development at NSF ADVANCE institutions. The results of this study were disseminated at the 2006 ADVANCE PI Meeting.

C. OTHER COLLABORATORS

1. Faculty Fellows

Faculty Fellows serve as college liaisons and assist in recruiting and mentoring activities. Faculty Fellows identified and recruited mentors for the Faculty Mentoring Program for Women, met with departmental search committees to discuss best practices for diversity in faculty recruitment, met with female faculty candidates to promote UTEP and to describe the support that the department, college, university, and ADVANCE program can provide, and followed-up on post-interview progress of searches, including dual career placements. The four Faculty Fellows, one from each ADVANCE college, also attend monthly meetings with the ADVANCE team, attend yearly retreats, and participate in Advisory Board meetings.

ADVANCE Faculty Fellows:

- Carlos Ferregut, Associate Dean and Professor, College of Engineering
- Wendy Francis, Associate Professor, Department of Psychology
- John Hadjimarcou, Chair and Associate Professor, Department of Marketing and Management
- Elizabeth Walsh, Associate Professor, Department of Biological Sciences

2. Associate Provost for Faculty and Academic Affairs

Dr. Sandra Hurley attends monthly ADVANCE meetings.

3. Advisory Board Members

The Advisory Board is responsible for continuous refinement of the UTEP NSF ADVANCE initiative provides innovative ideas, monitors progress, and, at the conclusion of the grant, will assess the success of our initiative. The six members of the board are representative academic, business, and scientific leaders who are recognized nationally for their work in organizational transformation and commitment to diversity.

UTEP ADVANCE conducted its fourth Advisory Board Site Visit May 21-22, 2007.

The Advisory Board members:

- Committee Chair - Karan Watson, PhD, PE, Dean of Faculties and Associate Provost, Texas A&M University
- Myrna Deckert, Consultant, Paso Del Norte Group
- Lisa Frehill, PhD, Executive Director, Commission on Professionals in Science and Technology
- Emir José Macari, PhD, Dean, College of Engineering and Computer Science, California State University at Sacramento

- James E. Murphy, Consultant
- Orlando Taylor, PhD, Vice Provost for Research and Dean of the Graduate School, Howard University

4. Institutional Action Board

The Institutional Action Board is responsible for continuous refinement of the initiative through initiating policy change, defining strategies for change, guiding future grant initiatives, and developing a plan for sustainability. In addition to the grant investigators and program evaluator, the board is comprised of the deans of Business, Engineering, Liberal Arts, and Science; the campus EO/AA officer; chairs of selected ADVANCE departments, and other faculty leaders.

A small group of the Action Board met with the ADVANCE team, Faculty Fellows, Associate Provost, and the external Advisory Board in May 2007 to discuss institutionalization of ADVANCE initiatives.

The Action Board Members:

- Steve Stafford, Interim Dean, College of Engineering
- Michael Eastman, Dean, College of Science
- Robert Nachtmann, Dean, College of Business
- Howard Daudistel, Dean, College of Liberal Arts
- Sandra Hurley, Associate Vice Provost
- Richard Jarvis, Provost
- Kate Miller, Associate Dean, College of Science
- Robert Kirken, Chair, Department of Biological Sciences

5. External Evaluator

Jennifer Greene, Professor of Developmental Psychology at the University of Illinois, Urbana-Champaign, visited UTEP in April 2007 to serve as external evaluator.

6. Subcommittees

The following faculty served on the Graduate Research Assistant Awards Proposal Review Committee.

- Elizabeth Anthony, Co-PI, Geology
- John Hadjimarcou, Associate Professor, Marketing and Management
- Wendy Francis, Associate Professor, Psychology
- Elizabeth Walsh, Associate Professor, Biology
- Carlos Ferregut, Associate Dean, College of Engineering

7. Other Specific People Not Listed

Roy Mathew, Director of the Center for Institutional Evaluation, Research and Planning facilitated the acquisition of data used in this report.

Vanessa Espejel-Garcia, Department of Geological Sciences, assists Elizabeth Anthony, Professor of Geological Sciences and Co-PI, with research.

Keith Cardon, Department of Geological Sciences, assists Elizabeth Anthony with research.

Michelle Villa, Department of Communication, assists Pat Witherspoon, Professor of Communication and Co-PI, with research related to the ADVANCE grant.

Michael Merritt, Department of English, assists with web site design.

Robert Cabello, Institute for Policy and Economic Development, transcribed audio tapes of interviews of women faculty.

Patricia Contreras, Institute for Policy and Economic Development, transcribed audio tapes of interviews of women faculty.

Dorian Soares, Department of English, conducted an annotated literature review of books on the topic of leadership.

II. ACTIVITIES AND FINDINGS

A. RESEARCH AND EDUCATION ACTIVITIES

Year 4 of the University of Texas at El Paso (UTEP) NSF ADVANCE Institutional Transformation for Faculty Diversity initiative was an extremely demanding, but gratifying one as we hosted *three* site visits. Preparing for our external visitors gave us the opportunity to reflect on what we have accomplished to date and revisit plans for the future.

In October, we hosted the NSF Site Visit team; in April, external evaluator Jennifer Greene; and in May, our ADVANCE external Advisory Board. During these visits, we not only received valuable guidance, but also validation that our efforts are making a difference as we attend to our UTEP ADVANCE goals: 1) to value and build a talented, diverse faculty and recognize that a collegial, productive environment can be created for anyone and everyone, and 2) to understand that organizational commitment and communication are vital to the realization of this mission.

In preparation for the NSF Site Visit, we submitted a Third Year Site Visit Report (Appendix A). After the NSF Site Visit, we received the NSF report (Appendix B) in December 2006, outlining two major concerns: the need for an external evaluation separate from the one done by our external Advisory Board and the need for a specific plan for institutionalization of our initiative.

To address the first concern, we invited Jennifer Greene to conduct an external evaluation. We discuss her findings, which are included as Appendix C, later in this report. Dr. Greene's external evaluation complemented the work of our two internal evaluators: Igor Ryabov and Ann Darnell. Dr. Ryabov provided oversight for all qualitative assessment, including questionnaires, reports, transcriptions of focus group meetings, and the Chair Chat series, as well as analysis of the results of in depth interviews of women faculty. He also wrote assessment reports on the Faculty Mentoring Program for Women and IMPACT Seminars. Ms. Darnell developed and maintains the ADVANCE faculty database using data retrieved through past evaluation reports and certified institutional data. The quantitative data housed in the ADVANCE faculty database serve as the primary source for updating the NSF 12 Indicators.

To address the second concern, we held an ADVANCE team (including our Faculty Fellows and Associate Provost Sandra Hurley) retreat in January 2007 to develop a detailed plan (Appendix D) for institutionalizing our initiative. Other NSF Site Visit recommendations are addressed throughout this annual report.

UTEP ADVANCE continues to make significant progress overall. Some of our accomplishments to date:

- Since the 2003-04 hiring season, **42% of the tenure-track/tenured faculty hires in the ADVANCE departments have been women.** In 2006, **23% of the tenure-track/tenured faculty in ADVANCE departments are women, up from 15%** in 2003. For the previous decade, 1992-2001, the percentage of women in these departments remained flat at 14%.
- To assist with recruitment, the **ADVANCE team has met with 95 percent of the ADVANCE department female candidates** and has facilitated the hiring of **9 dual-career academic couples.** A Human Resources staff member now meets with candidates who have partners who need help finding jobs in the region. Prior to ADVANCE, no one person was charged with assisting dual-career candidates.
- ADVANCE has provided **\$119,305 in salary funds** for 5 dual career hires, **\$170,000 in start-up funds** to 19 women, and over **\$214,000 in research funds (49 awards to 37 faculty)** to support Graduate Research Assistants.
- A review of UTEP data shows that more women are chairing ADVANCE departments and serving on promotion and tenure committees and that there are no significant differences by gender for salary, space allocation, and start-up packages. Prior to ADVANCE, there was no central database tracking these indicators.
- Three of the four colleges that house ADVANCE departments have initiated a **formal third year review**; the fourth is developing such a policy. Prior to ADVANCE, two colleges had a formal third year review. A **policy for extending the tenure clock** is now included in the Handbook of Operating Procedures.
- The highly successful **Faculty Mentoring Program for Women**, in place since fall 2000, continues with over **130 participants.** Prior to the inception of the FMPW, there was no university-wide mentoring program.
- The **IMPACT Seminars** which help faculty develop integrated plans for career success has had **38** faculty, men and women, all ranks participate. Prior to ADVANCE, there was no such university-wide program.
- Since 2003-04, all women who have come up for tenure and/or promotion in the 18 ADVANCE departments have been successful. Prior to ADVANCE there was no central database tracking this indicator.
- ADVANCE is opening channels of communication through **Chair Chats, Chair Interviews, Women Faculty Forums**, and the administration of a faculty **work life survey** and its results. Beginning in fall 2006, **the Provost has appointed a Vice Provost for Faculty and Academic Affairs and convened a university-wide Chairs' Council.** Prior to ADVANCE, Chairs had no formal method of sharing concerns or best practices.

- The UTEP Human Resources department now administers a university-wide **faculty exit survey**. Prior to ADVANCE, there was no formal faculty exit survey.
- ADVANCE is conducting research on **Latinas' pathway to the PhD** and is interviewing all UTEP ADVANCE faculty women to record their experiences with recruitment, retention, and promotion.
- The ADVANCE initiative now includes **four Faculty Fellows** who work with their respective colleges on recruitment and retention.
- The UTEP ADVANCE team has made **34 campus presentations, 26 presentations at national and regional conferences**, and has **written four papers and one book chapter** on the UTEP NSF ADVANCE initiative.

Following is a description of Year 4 Research and Education activities by component:

1. Policy and Recruitment

Policy and Recruitment, under the direction of PI Elizabeth Anthony, continues to oversee two areas: 1) faculty recruitment and retention and 2) the Graduate Research Assistantship (GRA) program.

Specific activities during Year 4:

- Continued to meet with many of the female and dual career faculty applicants during their on-campus visits. The results of the recruitment year are listed below under Findings. The Faculty Fellows met additionally with female and dual career individuals. A listing of the faculty candidate interviews is included in Appendix E.
- Met with the candidates for Dean of the College of Engineering and Science. One of the principal questions asked of these candidates was how they would integrate into the institutionalization of the ADVANCE gains. The ADVANCE team provided to the search committee written recommendations regarding the Dean candidates.
- Collaborated with Igor Ryabov on a survey of female applicants to UTEP who either did not accept or were not offered a position at UTEP. The applicants are essentially all successful at tenure-track or post-doc positions. Data from the interviews were disaggregated according to race, ethnicity, and citizenship status. The disaggregated data are supplementing the on campus survey of female faculty in the ADVANCE departments.
- Served on the College of Science Promotion and Tenure Committee. This committee is constituted of a faculty member from each department in the college. They meet in the fall to review and make recommendations for all tenure and promotion applications. They meet in the spring to make formal recommendations for post-tenure review and third year review. The third-year review process includes bringing each faculty member and his/her mentor to meet with the committee and discuss in an informal and collegial environment the most effective strategies to strengthen the tenure dossier.

- Served on an Ad hoc committee to review promotion and tenure policy. The initiative to review and amend policy has originated in the Provost's office.
- Administered the Graduate Research Assistantship program which has been in place since the inception of the grant. Appendix F includes a listing of funded faculty. Both students and faculty are positive in the impact of this program on their career development. Many of the students are from minority groups, and this program is one way that the UTEP ADVANCE initiative reaches out to this group.
- Prepared reports and presentations to internal Principal Investigator meetings (which are scheduled 2x/month), meetings with the President and Provost of UTEP (each 2x/year), our external Advisory Board (1x/year), the NSF Site Visit, the annual PI meeting, and the Annual Report.

2. Faculty Development

Faculty Development, under the direction of Coordinator Jana Renner, continues to oversee the Faculty Mentoring Program for Women and the IMPACT Seminars.

Faculty Mentoring Program for Women (FMPW)

The goals of the Faculty Mentoring Program for Women are to help new women faculty with:

Balancing Work Loads: Facilitate the attainment of individual strategic career objectives by providing an environment where women faculty can discuss the conflicting demands of work and family and prioritizing the diverse demands of teaching, research, and service

Access: Increase women faculty's effectiveness and visibility through improved access to information and resources that support academic activities and to networking opportunities for new ventures and relationships

Acculturation: Orient new women faculty to UTEP, including helping them avoid mere trial and error approaches to managing relationships with students, faculty, staff, and administrators

The FMPW, an 18 month program, invites all new tenure-track women faculty to participate. During the 2007-08 academic year, 32 women faculty participated in the program. New faculty women are placed into "mentoring teams" consisting of up to six other new women faculty from their college and two mentors who are from their college, but not from their own department. The program offers monthly luncheons for the mentoring teams with the aim of increasing networking opportunities, mentoring conversations, and peer mentoring. Monthly luncheons either have a topic based on an assigned article or are simply structured opportunities for mentoring teams to meet and discuss challenges and solutions on a regular basis. The program also offers monthly brown bags for mentees only, where peer mentoring networks are enhanced and new women faculty can compare notes and troubleshoot challenges. Some brown bags are "free" topics, some have a topic based on an assigned article, and for some there are invited guests with expertise in areas such as leadership and grant writing. This year, the Faculty Fellows assisted in identifying mentors and the program offered a spring meeting for mentors to share ideas for improved mentoring.

IMPACT Seminars

The IMPACT Seminars are designed to increase the effectiveness of participating faculty by developing new ways of integrating teaching, research, and service, and by developing leadership skills. They build communities of current and future faculty leaders from various ranks who are committed to continual reflection on the relationship between teaching, research, and service, and on leadership in the academe. Participants develop individual career action plans that will facilitate their professional advancement. During the intensive week-long seminar, facilitators ask questions with a view toward maximizing the quality of student learning and enhancing a productive professional career. Participants develop assessment plans to record the effects of the action plans proposed. Participating faculty gather documentation, meet monthly, and discuss the effectiveness of their plans. In the second summer of participation, they disseminate their results at meetings and/or through refereed publications.

For the first 3 1/2 years of the grant, Tine Reimers, ADVANCE Co-PI and Director of the Center for Effective Teaching and Learning, led both efforts. In January 2007, Dr. Reimers accepted the position as Executive Director of the ADVANCE program at Cornell University. Jana Renner, ADVANCE Program Coordinator, organized and facilitated the remaining FMPW luncheons and brown bags. Dr. Reimers returned to UTEP as a consultant for one week in May to conduct the 2007 IMPACT Seminar. She co-led the seminar with John Hadjimarcou, ADVANCE Faculty Fellow and Chair of Marketing and Management. Dr. Hadjimarcou will facilitate the monthly meetings during the next academic year and will lead the seminar in 2008.

3. Collaborative Leadership

The purpose of this component, under the direction of PI Patricia Witherspoon, is to establish and enhance connections among faculty and administrators and create and sustain positive organizational climates and rich organizational cultures that facilitate the recruitment, retention, and promotion of women in the sciences and engineering.

The ADVANCE team, including the Faculty Fellows, engaged in finding those connections by facilitating dialogues among Chairs and among women on the faculty, as well as faculty engaged in departmental search processes. We are engaged in creating and/or changing climates and cultures through conversations, programs, and projects and are also working with colleagues in university administration to sustain the climates and cultures that will facilitate the recruitment, retention, and promotion of women.

Specific activities during Year 4:

- Conducted a “Chair Chat” or focus group discussion among department Chairs of the 18 departments. The following questions guided these discussions: What issues are affecting the recruitment, retention and promotion of faculty in general? Of women faculty in particular? What ADVANCE initiatives must be institutionalized at UTEP as the grant enters its final year?
- Conducted two forums for women faculty to discuss the following questions: What should be done to facilitate the recruitment, retention, and promotion of women faculty at UTEP? Does climate (departmental, college, university-wide) affect these processes? If so, how? Does a “sense of community” or lack thereof, affect these processes?

Assistant professors were invited to forums separate from those attended by associate and full professors. Additionally, all women faculty were given the option of visiting individually with Dr. Witherspoon if they chose to keep their comments confidential from other faculty women. One individual chose this option.

- Categorized best practices with respect to recruitment and retention of underserved groups and created a CD that contains these best practices for distribution to Deans, department Chairs, and chairs of faculty search committees.
- Completed 56 interviews with women faculty in the 18 ADVANCE departments to determine their pathways to the PhD and initial faculty appointments. Fifty-five of the interviews were recorded, transcribed, and analyzed through NUDIST qualitative research software. (One person preferred not to be audio-taped.) Findings will be reported to the NSF in a special document, and a journal article will be written summarizing the findings. Initial results were reported at the ADVANCE meeting in Washington, D. C.
- Developed a strategy for creating community at UTEP in order to enhance retention of all faculty, but especially women faculty, by situating programs for creating community in the Sam Donaldson Center for Communication Studies, which is directed by Dr. Witherspoon.
- Worked with UTEP's Vice President for Research and the Faculty Fellows to bring to UTEP a research interest database used by other University of Texas System components. This database will allow Deans, Chairs, and faculty to identify potential members of various research networks who share interests. This database will be used to facilitate the development of research networks/teams. Women faculty, who are often left out of more traditionally organized networks and teams, should benefit from this comprehensive database.

4. Evaluation

The evaluation component, under the direction of Igor Ryabov, continues to provide a constant flow of data to the project team.

Although the NSF Site Visit team was impressed with the positive effect the UTEP ADVANCE initiative has had on the environment for women in Science and Engineering, they noted that we could strengthen our evaluation efforts. The recommendations centered on the necessity of adopting a systemic approach and integrating the quantitative and qualitative data. The site visit team also recommended that the evaluation efforts be more closely tied to the goals of the initiative, and the need to supplement quantitative data with qualitative analyses to provide a more holistic picture.

Jennifer Greene, our external evaluator, reported after her April visit that our evaluation component was working successfully toward its stated goals. She also described several evaluation priorities for the last year of the initiative. These include continuation of the quantitative and qualitative assessment as planned, comparisons of UTEP's ADVANCE program accomplishments with those of other ADVANCE institutions, and assessment of plans for institutionalizing the initiative.

Using these recommendations, Dr. Ryabov and Ms. Darnell continue to collaborate on innovative approaches to integrate both quantitative and qualitative data aimed at assessment of each of the project initiatives. During the last academic year, our internal evaluators completed reports of the Faculty Mentoring Program for Women, IMPACT seminars, and a qualitative study of UTEP job candidates.

There is also a qualitative study of tenured/tenure-track female faculty at UTEP underway; preliminary results are discussed later in this report. The preparatory work has been carried out for the next wave of the Faculty Work Life Survey to be administered in the fall of 2007. Additionally, UTEP Human Resources is administering an exit survey created with active participation of the ADVANCE team.

One of the primary data collection activities that occurred during Year 4 was the development and verification of accuracy of the UTEP Faculty Database. A number of sources were used to validate data:

- Human Resources
- Information Technology
- Center for Institutional Evaluation, Research and Planning
- Library Budget Books
- University and Departmental Web Pages
- Provost's Office
- University Communication

Faculty appointment files were used as the primary source of faculty data. Retention, promotion, and attrition were all tracked annually for each academic year. Data were retrieved back to fall 2000. Cohorts of data have been created for each year of the grant to longitudinally track faculty and examine if UTEP is reaching its ADVANCE goals. Results of this tracking are included later in this report.

Table 1. The Cohorts of tenured/tenure-track faculty in ADVANCE Departments for the first four years of the grant.

	2003		2004		2005		2006	
	F	M	F	M	F	M	F	M
Existing	39	198	41	200	53	197	56	204
New Hire	3	11	16	12	7	20	6	6
Left	5	9	1	9	4	15	4	13
Promoted to Assoc	0	0	1	3	3	5	2	10
Promoted to Full	0	4	1	1	2	2	0	4

Institutionalization efforts for the faculty database have begun with monthly meetings with the Vice Provost for Faculty and Academic Affairs and other Vice Provosts. The methodology of maintaining this database and familiarity with the NSF 12 indicators is being discussed. The NSF 12 indicator data will be provided in a report to the Provost's Office, with continued discussions on keeping the focus of institutionalization of the ADVANCE goals of maintaining a diverse faculty that facilitates the recruitment, retention, and promotion of women.

B. FINDINGS

1. Policy and Recruitment

The recruitment year is almost complete and reveals the following statistics:

- Females represent four of the sixteen hires (25%) in the ADVANCE departments.
- Three of these four (75%) are Latina.
- There are currently three hires in the College of Engineering. One of the hires is a new Dean of the college. ADVANCE team members met with this individual, and we were very impressed with the depth of his understanding and commitment to gender equity. The other two hires are Latinas. ADVANCE is currently helping to negotiate a dual career tenure-track position for the spouse of one of these females. This dual career hire would be the first in the College of Engineering; this would not have been possible before the dialogue and financial opportunities provided by the ADVANCE grant.
- The percentage of female hires for this one hiring year is lower than our current cumulative average of 42 % for the lifetime of the grant. We hypothesize that hiring at the senior level this year substantially impacted our numbers. The twelve male hires include two endowed Chair positions, a Dean, and two department Chairs (5/12 = 42%). We note that finding gender diverse pools for high-level faculty positions continues to be a greater challenge than at the Assistant/Associate rank positions.

PI Elizabeth Anthony collaborated with Evaluator Igor Ryabov on a survey of female applicants to UTEP who either did not accept or were not offered a UTEP position. This study used a sample of 24 female candidates for faculty positions in 2004 at UTEP to examine, first, the pathways to the doctorate of recent female graduates and, second, the strengths and weaknesses of the UTEP recruitment policies.

In order to achieve a high response rate, the study combined paper survey and telephone interview formats. Consequently, our results are derived from use of both quantitative (SPSS cluster analysis) and qualitative (QSR NUDIST coding) methods. A remarkable feature of our sample is its diversity in terms of geographical origin (and thus nativity status) and race/ethnicity. Including data we recovered for non-responses, Latina, California-born and foreign-born (dominantly Chinese) are overrepresented in our sample relative to the pool of female faculty job applicants at UTEP. A 2-cluster solution supports the validity of this finding. The two clusters significantly differ (Student's t test, $p > 0.001$) on 26 out of 33 questions presented in the interview questionnaire. The first cluster is comprised of U.S.-born Latinas and the second cluster includes the others, i.e. primarily the foreign-born applicants.

The results of cluster analysis clearly suggest that nativity status and ethnicity are the two most important predictors of family social history, sources of social support, personality and, career choices of female job candidates. The foreign-born individuals were from families with a history of college education, attended large public schools and obtained their Baccalaureate degrees from large and prestigious universities located in urban areas.

In contrast, U.S.-born Latinas came from families with little or no educational history living in small suburban (mostly California) or rural communities. One was the first woman in her family to graduate from college. In contrast to cluster-2 respondents, U.S.-born Latinas (cluster 1) reported reliance on extensive support networks as the most decisive factor in their choice of

college. Geographical location, especially proximity to the place of employment of spouse or other adult family members, was by far the most decisive factor in U.S.-born Latina's (cluster 1) choice of UTEP. The differences between the two clusters were minimal in the responses to the recruitment process at UTEP. All job candidates were unanimously positive in their assessment of the recruitment and interview process at UTEP and hailed the dual career opportunities offered by ADVANCE.

2. Faculty Development

Faculty Mentoring Program for Women

The formal meetings and brown bags were well-attended throughout the year. The number of participants that attended the formal monthly meetings ranged from 20 to 27 participants, with the greatest number attending the "Breakfast with the Provost" in November 2006. The number of faculty who attended the monthly brown bags ranged from 6 to 16, with the greatest number attending a session on balancing work and family.

Each year, current FMPW mentees and mentors are invited to participate in focus groups. The evaluation report for the first five years of the program is included in Appendix G. To summarize, mentees report the following benefits:

- Social capital: access to information and resources via membership in networks, built collegial relationships, networked with senior faculty.
- Diminished isolation: found out others have the same problems, know people across campus wouldn't otherwise have met, able to talk about issues not possible in own department.
- Integration of teaching and research: effective time-saving techniques that incorporate research, teaching and service.
- New approaches to goal-setting: building new courses, establishing new research areas, creating new opportunities for faculty-to-faculty discussion and collaborations.
- Preparation for tenure: prioritizing key research and teaching activities, including writing grant proposals, formulating research projects as well as developing courses.
- Balanced approach to service: learning to say "no" strategically and still be a good citizen.
- Acculturation: discussions on departmental or school/college politics, new "know-how" in negotiating the demands and expectations of department Chair and faculty colleagues.
- The majority of respondents from all years reported that the mentee/mentor interactions and mentee team interactions were productive. With respect to satisfaction of interactions regarding teaching, research, and service, the majority of respondents reported medium to high satisfaction, with discussions about research ranking the highest. In addition, respondents reported a high level of satisfaction with support for academic career development and networking.

Another wave of focus groups was conducted in the spring of 2007. This year's participants report the following benefits of the FMPW:

- Provides an opportunity to develop relationships with faculty university-wide.
- Having mentors and peers from outside the department provide a different perspective.
- Sends a message that UTEP is committed to its faculty.

- Offers strategies to develop career priorities.

Mentors and mentees made the following suggestions for the program:

- Keep the formal university-wide mentoring program; do not move the program into the Colleges.
- Provide more training for the mentors.
- Create smaller mentoring groups; larger groups found it difficult to coordinate schedules.
- Organize family friendly events where faculty could bring their children and/or spouse.

IMPACT Seminars

IMPACT Seminars conducted from 2003-2006 were evaluated based on annual reports submitted by participants at the end of each year-long seminar. The evaluation report can be found in Appendix H. In summary, participants reported the following personal benefits:

- Time and stress management strategies
- Positive changes in perception of self or self-awareness
- Increased openness to learning new skills
- Positive attitude change
- Empowerment
- Increased sense of community
- Integration of teaching, research, and service

The following institutional benefits were also identified:

- Interest in leadership
- Collegiality
- Integration of personality
- Networking

A number of participants mentioned that the program should be institutionalized; some even noted that the program should be mandatory for all junior faculty. As one participant stated, "I would recommend that UTEP make IMPACT mandatory for all new faculty, and offer it as part of new faculty orientation."

Annual reports for the 2006-07 IMPACT fellows are in the process of being analyzed and will be available in fall of 2007. The 2007-08 participants reported the following benefits after the one-week seminar:

- The leadership symposium and leadership sessions allowed participants to re-think their roles as leaders.
- Provided strategies for integrating research, teaching, and service.
- Provided time management strategies.
- Allowed for informal discussions in a non-threatening environment.
- Provided a network of colleagues across disciplines that are experiencing similar situations.

3. Collaborative Leadership

During a spring 2007 Chair Chat, department Chairs made several observations related to recruitment, retention, and promotion of women at UTEP. These included the following:

- Departmental climates and cultures are affected by the fact that different generations may work within one department.
- Salary compression is a “huge” issue at UTEP.
- Putting a commitment to hiring women in a departmental compact would not be a problem for Chairs in some departments. In other departments, one would have to navigate “rough waters” due to the “generational” problem.
- With respect to retention of women faculty at UTEP, Chairs are concerned about: spousal hiring; the El Paso environment/culture; better offers from other universities; not time off for research (no sabbaticals); no flex-time to work toward tenure.
- Another retention issue is the lack of feedback on what it takes to get tenure or promoted. In some departments there is no clarity on this issue.

Suggestions from Chairs:

- If one has to prioritize what to institutionalize among ADVANCE initiatives, keep the dual career funding, then funding for start-up costs, then the IMPACT seminar, which exposes faculty to leadership opportunities.
- UTEP should think about leadership opportunities for women, perhaps in a competitively-selected program that offers a full-year of activities and an internship with a mentor.
- UTEP should begin the informal identification of future department leaders, not only Chairs but Assistant Chairs, grad advisors, committee chairs, etc.
- Chair selection should take place a year ahead of time to help train the new person who should receive a reduced teaching load.
- We need mentoring and an orientation for new Chairs, but the time commitment for a long orientation is problematic.
- The Faculty Mentoring Program for Women is important; it helps a person get to know other people outside one’s own department.
- Chairs should check with their Deans about unfilled endowed academic positions. It is time to nominate faculty, especially women, for these positions.

Selected observations from women at Faculty Forums:

- Course loads are too high in some departments, even for individuals with research grants.
- Junior faculty need more mentoring, which is important for third year reviews.
- More feedback/information about promotion and tenure standards is needed.
- There are differences between men and women re: expectations about how they should be treated in the university as a workplace (by fellow faculty). There are also differences in expectations depending upon one’s discipline and nation of origin.
- The dual career issue continues to be a major issue for retention as well as recruitment.
- Women’s faculty forums are good for encouraging each other, and we need to continue them after ADVANCE has ended.
- Interdisciplinary research is a back door way to enhance community.
- Professional development of graduate students is important.

- One needs to get credit for being a collaborator.
- The research/writing workshops held by the Office of Research and Sponsored Projects are very helpful.
- ADVANCE workshops help create community.
- Hiring a spouse into a staff position isn't as valued as hiring a spouse into a faculty position.
- UTEP's rules get in the way of the institution's academic work.
- The Faculty Mentoring Program creates community.
- Faculty who are responsible for undergraduate advising in a department don't have time for their research.
- ADVANCE research assistantships are great learning experiences for grad students.
- HR staff need to be better educated on the family leave policy and on academia in general.

Selected suggestions from other women faculty:

- Someone should handle mentoring in each department, maybe not the Chair.
- New Chairs need workshops on communicating with faculty, and on how such communication differs with respect to gender and cultural differences.
- We need dual career "counseling" after ADVANCE ends.
- The FMPW needs to be retained and expanded after ADVANCE ends.
- We need a list of people who want to collaborate with others.
- ADVANCE needs to sponsor a panel of grantees, and specifically a panel about URI grants.
- Assistant Professors need more positive feedback in order to help retention, especially from levels beyond the Chair.
- Deans should have junior faculty forums, to talk about what UTEP is doing, and how that impacts junior faculty. These forums should allow junior faculty to ask questions, to determine if Chairs are passing along information.
- The President should hold new faculty forums.
- A long-term faculty orientation is a good idea.
- Community-creating activities include Wednesday night dinners and interdisciplinary colloquia.
- UTEP needs more events for socializing as a faculty.
- Keep CETAL seminars/workshops.
- Keep the IMPACT seminars
- Keep the FMPW brown bag lunches.
- Keep the day-long session on third year reviews and the tenure packet.
- UTEP faculty women need managerial/leadership seminars.

4. Evaluation

Following is a discussion of NSF 12 indicators. Most tables associated with NSF12 indicators are presented in Appendix I. During 2006-07, Indicators 1-9 were examined. Indicators 10 and 12, salary and start-up packages, were completed in 2005-06 and will be repeated next year during the final year of the grant. New hires for 2006-07 were identified and 2007-08 data will be added with a final analysis conducted for all ADVANCE faculty members. Indicator 11, space allocation, will no longer be verified after the first study indicated there was no disparity by gender.

NSF 1. Number and percent of women faculty in ADVANCE departments (Tables 1A and 1B)

Table 1A (Appendix I) shows the number and percent of all faculty at UTEP and in the ADVANCE departments as of Fall 2006 and the number and percent that are female. Of the 880 UTEP faculty, women numbered 367, or 42 %, in the fall of 2006. In contrast, of 392 faculty members in ADVANCE departments 109, or 28% were women. These positions include tenure-track and non-tenure-track positions.

Table 1B (Appendix I) reveals a disproportionate gender distribution of all faculty among the ADVANCE departments. The percentage of female faculty ranges from 0% in Metallurgical and Material Engineering department to 60.5% in Languages and Linguistics. It should be noted, though, that Metallurgical and Material Engineering is the smallest among the ADVANCE departments with only 9 faculty members, while Languages and Linguistics is the second largest (after Mathematics) with 43 faculty.

Note also that Science, Technology, Engineering, and Mathematics (STEM) departments in comparison to Social & Behavioral Sciences (SBS) and Business are more diverse both in terms of their size and percentage of female faculty. Within STEM departments, the percent female ranges from 0 % (Metallurgical and Material Engineering) to 36.7% (Biological Sciences). In contrast, relatively large departments in the SBS disciplines are less diverse, albeit having higher percentage of female faculty on average. Among SBS, Political Science (17 faculty) has the lowest percentage of female faculty (17.6%), while the aforementioned department of Languages and Linguistics has the highest.

The correlations analyses demonstrate that the total number of faculty and percentage female are closely correlated in both STEM and SBS disciplines (the Pearson correlation coefficient is 0.42). This is not true, however, in Business where the correlation between department size and percentage female faculty is minimal. The department of Information and Decision Sciences, the largest department in the College of Business, is where women are most underrepresented, with only one position held by a female. Of the three groups of disciplines evaluated, Business had, on average, the smallest-size departments (average size in Business was 16 faculty in comparison to 22 in STEM and 26 in SBS) and the lowest percentage of female faculty (14.6% versus 18.9% in STEM and 41.1% in SBS), with three of its departments employing only 1-4 female faculty.

Table 2 below shows 109 females out of 392 faculty members in ADVANCE departments (including non tenure-track) and compares these numbers to the past two years. The percentage of female faculty in ADVANCE departments has increased four percent to nearly 28% since the fall of 2004. There has been a decrease in male ADVANCE faculty while females have continued to increase.

Table 2: All UTEP Faculty – 2004 to 2006.

	All UTEP			ADVANCE Departments ¹		
	Total	Female	% Female	Total	Female	% Female
Fall 2004	876	345	39.4	425	102	24.0
Fall 2005	901	393	43.6	404	108	26.7
Fall 2006	882	367	41.6	392	109	27.8

¹ Includes all faculty with title of Lecturer, Assistant Professor, Associate Professor, or Professor.

Source: Center for Institutional Evaluation, Research and Planning and ADVANCE faculty database (2006)

Figures 1 and 2 below look at ADVANCE faculty distribution for the past three years. Figure 1 shows the number of all (male and female) non tenure-track faculty declining as a percentage of the total ADVANCE Faculty and Figure 2 shows the distribution of female faculty increasing in tenure-track and tenured positions and declining in the non tenure-track positions.

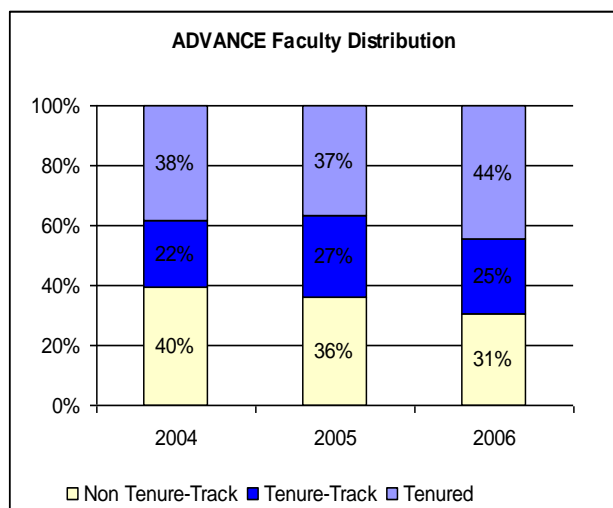


Figure 1

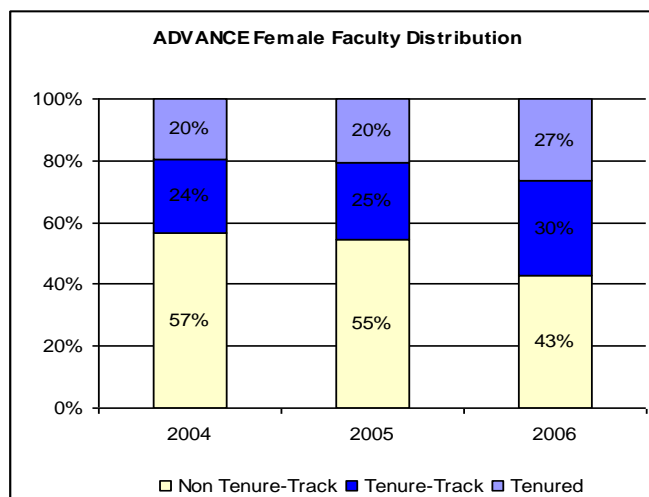


Figure 2

Table 1C (Appendix I) demonstrates the distribution of ADVANCE faculty in tenured, tenure-track, and non-tenured positions in STEM fields, SBS and Business. Out of the female faculty, 28% of STEM women are non-tenure track, whereas 55% of SBS women and 43% in Business are on non-tenure track. Tenured female faculty distribution shows 39% in STEM (18 of 46), 18% in SBS (10 of 56) and 14% in Business (1 of 7).

NSF 2. Number and Percent of Women in Tenure-Track Positions by Rank and Department

Considering all STEM departments, women in tenure-track positions are more or less evenly dispersed between Assistant, Associate, and Full Professor ranks. However, individual STEM departments have an unequal representation of each position. Whereas Biological Sciences, (one of the largest with respect to both percentage female and the total size faculty, see Table 2

in Appendix I) has eight tenure-track positions held by females, only one is a Full Professor with the majority of the remaining women in Assistant Professor positions.

Moreover, the majority of STEM departments (6 out of 10) do not have female Full Professors. In those departments where at least one female holds a Full Professor position, there are relatively low percentages of women in lower ranks. For example, Geology has four full female professors and no women in Associate and Assistant Professor ranks. Likewise, there are two female Full Professors and two Assistant Professors in the department of Computer Science and no women in the Associate Professor rank.

The distribution of female tenure-track faculty by rank in SBS departments is quite similar to that in STEM. Out of five SBS departments, two do not have women represented among Full Professors, while the other three have one each. Note that Communication has the highest female percentage of Full Professors (100%) although only 4 of the 12 tenure-track positions were filled by females. In all Business departments there are no female Full Professors and only one female Associate Professor.

NSF 3. ADVANCE Tenure promotion outcomes by gender

All women in ADVANCE departments who have come up for tenure or promotion during all years of ADVANCE at UTEP have received tenure or promotion (see Table 3 in Appendix I). Three men have been denied during this same time period. In 2006-07 across the ADVANCE departments, there were 10 candidacies for tenure and one candidate for Full Professor. Of these, all women who were up for tenure were awarded it, whereas 4 out of 5 men up for tenure were awarded. The man who went up for Full Professor also received it. During the past three years, eight ADVANCE women has been tenured and promoted.

NSF 4. Years in Rank in STEM Fields by Gender

The majority of UTEP ADVANCE faculty go up for tenure and promotion during their sixth year. In reviewing the data, 73% of all ADVANCE female Assistant Professors and 59% of the male Assistant Professors go up for tenure and promotion during their sixth year. Thirty-one percent of the males and 26% females go up early, with 9% of the men and no women extending the tenure clock one year.

The question most frequently asked regarding years in rank and gender is: “Are women stalling at the associate level?” While the number of females at the associate rank is very small, an analysis was conducted to identify how long ADVANCE faculty were remaining at the Associate Professor level. Table 4 (Appendix I) shows that half of the female Associate Professors have been associates for only one to two years. Ten out of twelve women have been at the associate level six years or less. Men at UTEP average twice the length of time at the associate rank (9 years) as women (4.5 years).

NSF 5. (a) Time at Institution (b) Attrition by Gender

The difference in time at institution increases with rank for both genders. At the Assistant Professor level, the average time at institution is almost the same for both genders (4.2 years for women and 4.3 years for men, see Table 5 in Appendix I). Difference in time at institution between genders is larger at the Associate Professor level. On average, women at the associate level have spent 11.8 years, and men 13.6 years. At the Full Professor level men significantly exceed women in time spent at the institution. At this level men have spent an average of 22.3

years, whereas women only 13.8 years on average). This implies that male Associate Professors remain at UTEP for a much longer time than women.

NSF 6. Number of Women Who Are in Non-Tenure-Track Positions

The number of women in non-tenure track positions in ADVANCE departments continues to decline. ADVANCE faculty distribution is as follows:

- 22% Professor
- 22% Associate
- 25% Assistant
- 15% Lecturer – Full Time – (non-tenure-track)
- 16% Lecturer – Part Time – (non-tenure-track)

One cause of the decline is the changing reporting structure of developmental math faculty. Made up of non-tenure-track lecturers, these lecturers no longer report to the Mathematical Sciences department, one of the 18 ADVANCE departments, and instead report to the Entering Student Program in University College. Table 6A shows the percent of women faculty by tenure status. Table 6B in Appendix I breaks this data down by department.

NSF 7. Number and Percent of Women in Administrative Positions

As Table 7 in Appendix I shows, out of the 21 top leadership positions identified (President/Vice Presidents/Associate and Assistant VPs/Provost/Vice Provost), seven, or one third, were held by women. Most notably, the position of UTEP President is held by a woman. The positions with the highest percentage of women are Program/Center/Division Directors in the Colleges of Business and Liberal Arts, and the Associate Deans in the Colleges of Science and Engineering (50%), and in the Colleges of Business and Liberal Arts (40%). Women are also well represented among the Department Chairs in STEM and SBS ADVANCE departments, but not in Business. Out of 13 Department Chairs in STEM three are women. In SBS, the representation of women among Department Chairs is even higher: two out of five Department Chairs are women.

NSF 8. Number and Percent of Women in Endowed/Named Chairs

There are three women who are holding an endowed Chair position in the College of Liberal Arts (see Table 7 in Appendix I). They constitute one half of all endowed Chairs in this college. Other colleges do not fare as well. There are no female endowed Chairs in these colleges.

NSF 9. Number and Percent of Women on Promotion and Tenure Committees

Colleges housing the ADVANCE departments have all begun looking at women representation on the College Promotion and Tenure Committees. The College of Business currently has no women in positions capable of serving in this capacity. All other ADVANCE colleges have female representation on their committee (see Table 7 in Appendix I).

NSF 10. Salary of Science/Engineering Faculty by Gender, NSF 11. Space allocation by gender, NSF12. Mean Start-up Package by Gender

Indicators 10 and 12, salary and start-up packages, were completed in 2005-06 and will be repeated next year during the final year of the grant. New hires for 2006-07 were identified

and analyzed, including salary and start-up, showing a large variation in start-up packages. 2007-08 data will be added and a final analysis will occur for all ADVANCE faculty members. Indicator 11, space allocation, will no longer be verified after the first study indicated there was no disparity between genders. Minimal movement has occurred, primarily occurring in Engineering, where there are very few women. Individual departments report that new faculty are located according to research area.

Systemic Effort to Attaining ADVANCE Program Goals

A diverse body of tenured and tenure-track faculty hires over the past three years depicts the hiring composition of ADVANCE faculty since 2003. Almost 43% of those hired in tenured and tenure-track positions have been female (Figure 3 below).

**Tenured/Tenure-Track Hires since 2003,
n=67**

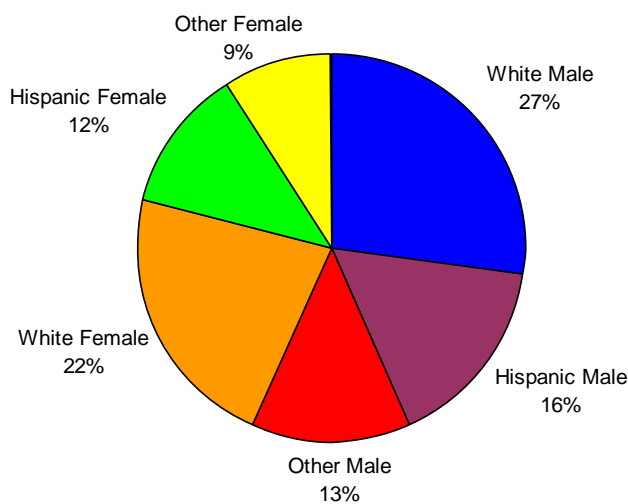


Figure 3

Figure 4 below examines the movement of tenured and tenure-track faculty, reflecting hiring, promotion, and attrition, over a six year period. This flux chart represents three year periods, beginning three years prior to the beginning of the grant, the first year the NSF ADVANCE Institutional Transformation for Faculty Diversity grant was awarded, and fall 2006, the current reporting year. This chart looks at rank and gender over time.

In 2000, there were 27 female and 43 male Assistant Professors in ADVANCE departments, 10 female and 62 male Associate Professors, and 6 female and 77 male Full Professors. The red arrows pointing left show how many left the University before the next cohort timeframe (2003 or 2006). The green arrows show how many are promoted to the next level and the blue arrows at the right identify how many new faculty were hired in that timeframe. For example, between 2000 and 2003, before ADVANCE began, 11 female and 9 male Assistant Professors left, 3 female and 11 male Associate Professors left, and 1 female and 10 male Full Professors left. During those same years, 7 females and 7 males were promoted from assistant to associate and 2 females and 8 males were promoted from associate to full. Reducing the base number by those that left (attrition) and were promoted (promotion) and adding the new hires results in the numbers for the next cohort. The total number of tenured and tenure-track faculty is shown

above each bar. While males increased by only one (less than 1%), females increased by 20 (48%).

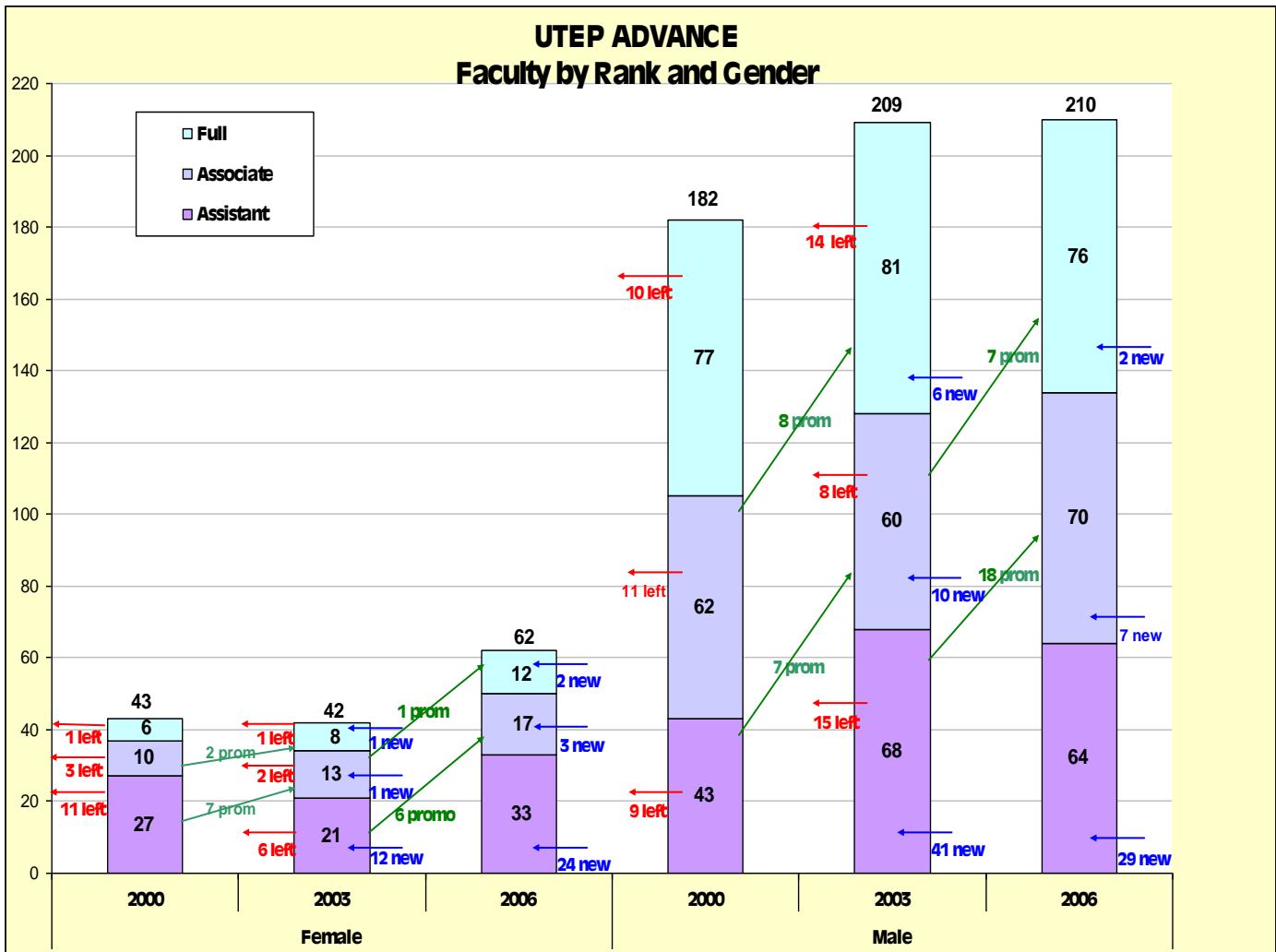


Figure 4: ADVANCE Flux Chart

Causality of Attrition

Nearly 35% of the females and 16% of the male tenured and tenure-track STEM faculty left the 18 ADVANCE departments during the three-year period prior to ADVANCE, between 2000 and 2003. From 2003 to 2006, the attrition by females decreased from 35% to 21%, while males increased from 16% to 18%. While the reason for leaving in many cases is unknown, it is possible to identify conditions of “leavers.” At the Assistant Professor level, only three faculty (1 female and 2 male) left after promotion (Table 3 below). The three promoted “leavers” all left during the timeframe of ADVANCE (2003 to 2006). Interestingly, the change in leaving for Assistant Professor females decreased almost 50% while the Assistant Professor males “leaver” rate nearly doubled, from 9 to 17. The three-year review policy was implemented in three of the four ADVANCE colleges during this timeframe. Of those leaving at the Full Professor level, two-thirds retired (16 emeritus out of 24).

Table 3: ADVANCE Tenured/Tenure-Track Leavers

	Female		Male	
	By 2003	By 2006	By 2003	By 2006
Assistants				
Left - all unpromoted	11	6	9	15
Left - promoted	0	1	0	2
Associates				
Left - all unpromoted	2	1	5	5
Left - promoted	0	0		1
Left - emeritus	1	0	5	2
Left - deceased	0	0	1	0
Full Professor				
Left	1	0	3	4
Left - emeritus	0	1	7	8
Total	15	9	30	37

Changes in ADVANCE Departments

During the past three years, recruitment, hiring, faculty development, promotion, and leadership have each impacted the face of four colleges at UTEP with the lowest percentages of females. By utilizing the NSF 12 indicators, areas of concern have been identified and addressed. In three years, the College of Engineering has increased its female tenured and tenure-track faculty 125% (Figure 5). Science has increased by 33% while Social and Behavioral Sciences (SBS) has increased by 56%. Only the three underrepresented departments in the college of Business have failed to hire and retain more females. Recruitment efforts are currently being increased to hire females in these three departments. The number of males in the ADVANCE departments has remained relatively flat.

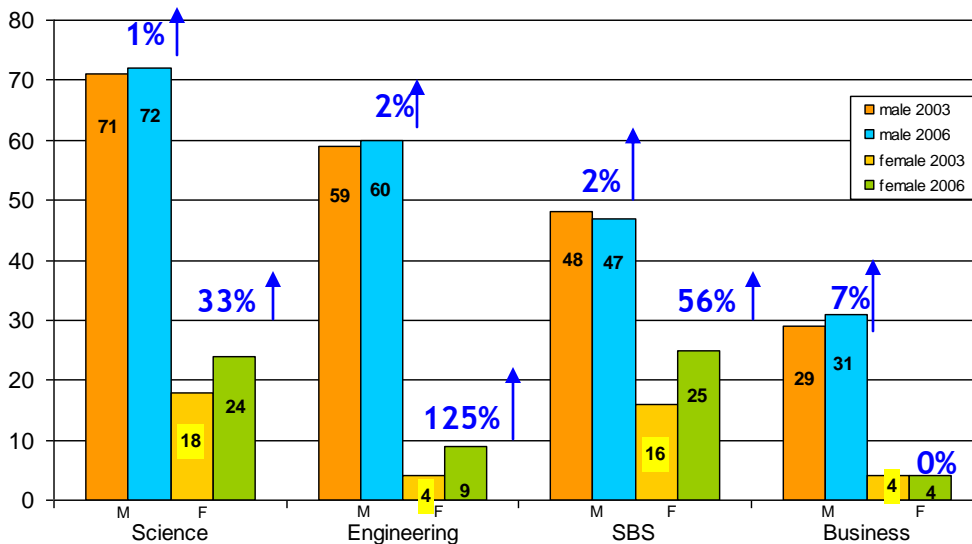


Figure 5: Number and Percent of ADVANCE Faculty in Tenured/ Tenure Track Positions: 2003-2006

Evaluation of the ADVANCE program goal, “to value and build a talented, diverse faculty and recognize that a collegial, productive environment can be created for anyone and everyone,” is evident in the diverse hiring of new faculty in the ADVANCE departments over the period of the grant. The change rate by college and gender shown in Figure 5 reflect the recruitment and hiring practices being implemented. This graph also highlights the need to focus on the three departments in the College of Business. Through the Deans and the Faculty Fellows, the Vice Provost for Faculty and Academic Affairs, and Chairs, a continued emphasis will be placed on diversifying faculty in all under-represented departments. Evaluation will continue to examine the frequency and success of these people and activities designed to value a diverse faculty.

The second ADVANCE goal, “to understand that organizational commitment and communication are vital to the realization of this mission” addresses institutionalization. Ms. Darnell will continue to meet with the Vice Provosts to institutionalize the faculty database and provide continuous updates of under-represented departments identified through the NSF 12 Indicators. A methodology for continuous update of the NSF 12 by the Provosts’ Office will be defined. Evaluation of the second wave of the Faculty Work life Survey will be administered and analyzed, utilized to determine the extent of climate and culture impacted throughout the ADVANCE departments. These, along with several other analyses, will be conducted by the evaluators over the final year of the ADVANCE grant to evaluate the program goals.

C. TRAINING AND DEVELOPMENT

Although the three external site visits kept the NSF ADVANCE team busy this year, the program sponsored numerous training and awareness sessions during 2006-07. A partial listed is provided below. For a complete list of dissemination activities, see Appendix J: Dissemination Matrix AcademicYear 2006-07.

1. **ADVANCE Sponsored Training Activities**

- **IMPACT Seminar:** designed to increase the effectiveness of participating faculty by developing new ways of integrating teaching, research, service, and leadership skills. Twelve were funded by NSF ADVANCE (\$16,447) while five were funded by the Provost (\$5,894). May 2006 and May 2007. Monthly meetings throughout the year.

ADVANCE funded:

John Bretting, Assistant Professor, IPED
Martine Ceberio, Assistant Professor, Computer Science
Yoonsik Cheon, Assistant Professor, Computer Science
Andre Ellis, Assistant Professor, Geological Sciences
Fernanda Garcia, Assistant Professor, Marketing and Management
Kien Lim, Assistant Professor, Mathematical Sciences
Gregory Lush, Associate Professor, Electrical and Computer Engineering
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Katja Michael, Associate Professor, Chemistry
Mahesh Narayan, Assistant Professor, Chemistry
Juan Noveron, Assistant Professor, Chemistry
Luis Trueba, Assistant Professor, Metallurgical and Materials Engineering
Wen Yee Lee, Assistant Professor, Chemistry

Provost-funded:

Beth Brunk-Chavez, Assistant Professor, English
Beverley Calvo, Associate Professor, Educational Psychology
Anne Giangliulo, Assistant Professor, Art
Robert Gunn, Assistant Professor, English
Brian Yothers, Assistant Professor, English

- Mentoring Luncheons: The Faculty Mentoring Program for Women sponsored sessions where issues of effective scholarship and publishing, mentoring success, goal setting and personal success strategies, and networking were discussed. Monthly.
- Brown Bag Lunches: informal lunch meetings for pre-tenure women faculty around readings and issues of concern to them. Monthly.
- Dr. Tara Gray, Associate Professor of Criminal Justice and Director of the Teaching Academy at New Mexico State University, led a workshop, "Publish and Flourish," on effective writing and publishing strategies. (Co-sponsored with the Center for Effective Teaching and Learning). September 2006.
- Meggin McIntosh, Emphasis on Excellence, Inc., led two workshops on effective communication strategies: "Fierce Conversations" and "Feeding the Tiger: Do You Have a Choice?" and one on teaching effectiveness "Energetic, Engaged, Efficient Classes." (Co-sponsored with the Center for Effective Teaching and Learning). January 2007.
- The University of Michigan's Center for Research on Learning and Teaching Players (CRLT) performed "The Fence," regarding the faculty search process. (Co-sponsored with the Center for Effective Teaching and Learning). January 2007.

2. ADVANCE Sponsored Awareness Meetings

- Advisory Board Meeting: May 2007.
- President and Provost Meetings: met with the President and Provost to discuss the ADVANCE initiative and its progress. September 2006 and January 2007.
- Chair Chats: Collaborative Leadership met with chairs to identify ideas, concerns, and suggestions related to recruitment, retention, and promotion of faculty. February 2007.
- Women Faculty Forums: Collaborative Leadership met with women faculty to identify ideas, concerns, and suggestions related to climate issues. March 2007

Internal dissemination presentations were given to the following on-campus entities:

- Dr. Posey met with University Advancement to discuss placing ADVANCE as a top priority in next capital campaign. November 2006.
- Drs. Posey, Reimers, and Witherspoon presented on their experiences as graduate students and faculty members to a College of Science Pro-seminar class. October 2006.
- Drs. Posey, Witherspoon, and Ms. Renner presented "Change Agents on Campus: Lessons Learned from the NSF ADVANCE Grant Experience," Women's History Month presentation. March 2007.
- Dr. Witherspoon presented on leadership and communication to UTEP Leadership Development participants. September 2006.

In addition, members of the ADVANCE team made the following contributions to the UTEP campus:

- Dr. Posey served on the College of Liberal Arts Gold Nugget Committee and the Liberal Arts Outstanding Faculty Committee to identify and recognize alumni and faculty for their leadership.
- Ms. Renner served on the Women's Advisory Council to the President.
- Dr. Anthony served on the College of Science Tenure and Promotion Committee.
- Dr. Anthony served as a member of a committee to develop guidelines for the review of graduate programs.
- Dr. Anthony participated in the NSF-funded study "Building Strong Geoscience Departments." The UTEP Geological Sciences Department (in which PI Anthony is a member) was chosen as a model of a strong and diverse department. A site visit for the Building Strong Geoscience Departments was held 16-17 April 2007.
- Dr. Witherspoon served as Faculty Athletics Representative and Chair of the Intercollegiate Athletics Council.
- Dr. Witherspoon served as a faculty member in her institution's Master of Leadership Studies program, offering a course on "Leading Changes: A Communication Perspective." Most of the students in the course are captains in the U. S. Army.

3. Training and Development Sessions Attended by ADVANCE Personnel

- Drs. Posey, Anthony, Witherspoon, and Ryabov, and Ms. Renner and Ms. Darnell attended the NSF ADVANCE Meeting, June 2007.
- Dr. Anthony, Dr. Ryabov, and Ms. Renner met with the EO/AA Officer to coordinate efforts for faculty recruitment and record-keeping practices to evaluate success of ADVANCE recruitment strategies. September 2006.

D. OUTREACH

Members of the ADVANCE team provided outreach to members of other communities. A partial list is provided below. For a complete list of dissemination activities, see Appendix J: Dissemination Matrix Academic Year 2006-07.

- Dr. Posey served as a consultant and external advisor to the Texas Tech ADVANCE PAID grant. Conducted site visit in May 2007.
- Drs. Posey and Witherspoon wrote and submitted a proposal for a book on leadership to Jossey-Bass Publishers. May 2007.
- Drs. Posey, Witherspoon, and Ryabov and Ms. Renner presented at the NSF PI meeting. June 2007.
- Ms. Renner presented "The IMPACT Seminar" at the ADVANCE Auburn University Workshop. May 2007.
- Dr. Witherspoon conducted a planning and leadership session and a personal/professional planning session for women in an executive education program, College of Business Administration, University of Texas at Austin. July 2006.
- Dr. Witherspoon presented the paper "Leadership AS Communication" and presented a short course on leadership education at the National Communication Association annual meeting. November 2006.

- Dr. Witherspoon presented a two-hour workshop on conflict management to department chairs from NMSU, UNM, New Mexico Tech, and Los Alamos National Laboratory through an ADVANCE PAID grant held by NMSU. May 2007.
- Dr. Witherspoon served as a trainer in a professional training program for managers and other employees within El Paso's City Hall offices. Her participation focused on "Communication and Organizational Effectiveness in High Performance Organizations." May 2007.

III. PUBLICATIONS

A. JOURNAL PUBLICATIONS

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C. OTHER SPECIFIC PRODUCTS

Brochure

NSF ADVANCE: Institutional Transformation for Faculty Diversity

Revised and updated brochure provides information about the UTEP NSF ADVANCE initiative.

This brochure is used both on and off-campus to promote ADVANCE.

Brochure

New Mexico State University and the University of Texas at El Paso Dual Career Opportunities UTEP and NMSU will use this as part of their faculty recruitment efforts, striving to jointly increase methods of accommodating the needs of dual career couples.

Data or databases

Faculty Work-Life Survey. (modification of the University of Wisconsin Madison Faculty Work-Life Survey)

This survey establishes baseline data for issues of culture and climate to draw distinctions across gender, ethnicity, departments and colleges and to document a case study for future research and publications. The survey will be re-administered in Fall 2007.

Data or databases

UTEP's NSF ADVANCE: Dissemination Matrix

This database is a collection of dissemination activities. It briefly describes the activity, the date of the activity, the component responsible for the activity and the number of individuals involved in the activity.

This database helps track the effort involved in guiding institutional change. We will encourage any researchers interested in tracking such activity to use the information we have collected. We will also share this matrix with other ADVANCE sites and encourage them to collect this type of information so that comparisons can be made across the various institutions.

Data or databases

NSF Quantitative Indicators of Activity and Progress

This database tracks UTEP faculty, based on fall appointments beginning in 2004 and faculty files from the Provost's Office. Data derived from the NSF 12 indicators populate the database. Automated data feeds from other UTEP systems will be performed each fall. The database is encrypted and password protected to secure access of faculty information. All data will be reported in aggregate form.

Promotional Materials Folder

The UTEP NSF ADVANCE folder promotes initiative through visual logo recognition while serving as a practical means to disseminate UTEP ADVANCE brochures, business cards, promotional materials, and other information. Used as promotional information for the grant.

D. INTERNET DISSEMINATION**Web site**

This is the official Web site for the Faculty Mentoring Program for Women.

<http://www.dmc.utep.edu/mentoring>

Used as promotional information for the grant.

Web Site

<http://www.utep.edu/advance>

This is the official Web site for the award.

IV. CONTRIBUTIONS

A. CONTRIBUTIONS WITHIN DISCIPLINE

At the June ADVANCE PI meeting, the UTEP team was well-represented with six (seven if you count former PI Tine Reimers who is now Executive Director of ADVANCE at Cornell University) in attendance. UTEP ADVANCE gave the following presentations:

- Dr. Witherspoon presented “Diverse Women and ADVANCE Projects.”
- Dr. Posey presented “Faculty Mentoring Program for Women: Five Years of Data.”
- Dr. Ryabov and Ms. Renner presented “The IMPACT Seminar Series.”
- The ADVANCE team presented a poster on the UTEP ADVANCE initiative.

Sustainability of ADVANCE goals is strengthened by principal investigators not only presenting at the ADVANCE PI meeting, but at their own professional societies. This approach also benefits the principal investigators, who must retain their own research careers.

Dr Witherspoon presented the following:

- "Leadership AS Communication" and presented a short course on leadership education at the National Communication Association annual meeting. November 2006.
- A two-hour workshop on conflict management to department chairs from NMSU, UNM, New Mexico Tech, and Los Alamos National Laboratory through an ADVANCE PAID grant held by NMSU. May 2007.
- A professional training program for managers and other employees within El Paso’s City Hall offices. Her participation focused on “Communication and Organizational Effectiveness in High Performance Organizations.” May 2007.

Dr. Anthony participated in the NSF-funded study “Building Strong Geoscience Departments.” This study, administered by Carleton College is charged with studying what makes departments strong and how departments can achieve effective change. The UTEP Geological Sciences Department (in which PI Anthony is a member) was chosen as a model of a strong and diverse department. Noteworthy components of its strength are the ethnic and gender diversity of the students, both at the undergraduate and graduate level, and the faculty.

Currently four of the fourteen (29%) faculty are female, a number in excess of most PhD granting institutions. Remarkably, all four are at the full professor rank, a number that far exceeds the 8% national average for PhD granting departments. A female Assistant Professor will join the faculty in 2008 as the primary hire in a dual career opportunity. A site visit for the “Building Strong Geoscience Departments” was held April 2007.

Dr. Posey serves as a consultant and external advisor for the Texas Tech PAID grant: Partnership of Women in Engineering, Research, and Science (PoWERS). The goal of the PoWERS initiative is to increase the number of women faculty in engineering, science, pharmacy, and medicine at Texas Tech University (TTU) and Texas Tech University Health Science Center (HSC).

The TTU component of this initiative directly involves twelve departments in two colleges and four PoWERS programs: recruitment, mentoring, third year review, and an exit interview. Evaluation includes formative and summative internal assessments, review by an internal Advisory Board, and an annual visit by an external reviewer.

As the external reviewer for TTU PoWERS, Posey conducted a site visit May 2007, meeting with the PoWERS team, three of the five internal Advisory Board members, and faculty and administrators from the College of Engineering (COE) and the College of Arts and Sciences (CAS). She followed up with a site visit report.

B. CONTRIBUTIONS TO OTHER DISCIPLINES

The UTEP ADVANCE team is committed to contributing to the knowledge base by presenting on NSF ADVANCE at every available opportunity. Indeed, ADVANCE PIs Evelyn Posey (UTEP), Christine Hult (Utah State), and Susan Carlson (Iowa State), all English professors, have submitted a proposal to present on ADVANCE at their national conference, the Conference on College Composition and Communication.

Through the Faculty Mentoring Program for Women and IMPACT Seminars, institutional structures and processes were created and/or strengthened, building the capacity of the institution to maintain a highly qualified and diverse faculty. The ADVANCE team has made several presentations on this program and has received requests for additional information on establishing such mentoring programs.

C. CONTRIBUTIONS TO HUMAN RESOURCE DEVELOPMENT

Female and dual career candidates we have met as part of the recruitment process are impressed with the goals and organization of ADVANCE. They carry knowledge of the program to other (usually non-ADVANCE) institutions.

The ADVANCE team has worked with UTEP Human Resources to develop a Faculty Exit Survey and to disseminate family-friendly policies. In many cases, Human Resources shares these surveys and policies with other University of Texas System schools.

D. CONTRIBUTIONS TO RESOURCES FOR RESEARCH AND EDUCATION

The need for data for the NSF 12 indicators has caused UTEP to reconsider the way it collects and maintains faculty data. ADVANCE has created its own faculty database, which it is now ready to share with other institutions.

ADVANCE has also encouraged UTEP to bring to campus a research interest database used by other University of Texas System components. This database will allow Deans, Chairs, and faculty to identify potential members of various research networks who share interests. This database will be used to facilitate the development of research networks/teams.

E. CONTRIBUTIONS BEYOND SCIENCE AND ENGINEERING

Drs. Posey and Witherspoon have written a proposal for a book, tentatively titled *The Last Best Hope for Leading Change: Communication, Collaboration, and Community* that will discuss contemporary notions of leading change, focusing on collaboration and the creation of community in change endeavors. While a number of change-focused volumes talk about communication as a necessary process in change initiatives, discussions of the process are very general, indeed, vague. The proposed work will be theory- and research-based and incorporate lessons from the NSF ADVANCE initiative.

With *The Last Best Hope for Leading Change*, we share what we have learned, what we know works best, and what ensures that our readers understand the value of effective leadership.