

FINAL REPORT



NM-PAID Alliance for Faculty Diversity

January 1, 2007– June 30, 2011

PRINCIPAL INVESTIGATOR/PROGRAM DIRECTOR

Martha Mitchell, PI, (08/09-06/11)

Tracy Sterling, PI/PD (01/07-07/09)

CO-PRINCIPAL INVESTIGATORS

NMSU

Tara Gray (06/07-06/11)

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

NMT

Susan Dunston (06/10-06/11)

Dave Johnson (08/08-06/10)

Tanja Pietraß (01/07-08/08)

UNM

Les McFadden (08/08-06/11)

Alejandro Aceves (01/07-08/08)

LANL

Julianna Fessenden (08/09-06/11)

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

Michael Fehler (02/07-05/07)

Christina B. Behr-Andres (01/07)

STAFF

Pamela Hunt, PD (08/09-06/11), Associate PD (01/07-08/09)

Shawn Werner, Program Coordinator (03/08-06/11)

Anne D'Mura, Data Analyst (08/09-01/10)

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

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



National Science Foundation Grant SBE-0620112

Table of Contents

I. Participants.....	1
Participating Institutions	1
Program Personnel	1
Faculty Committees	3
Organizational Partners.....	4
Other Collaborators.....	5
Mentoring Participants.....	10
II. Activities and Findings	16
NMSU Activities	16
NMT Activities	22
UNM Activities.....	25
LANL Activities	29
Opportunities for Training and Development.....	32
Outreach and Dissemination Efforts	33
Institutionalization Efforts	35
III. Publications and Products	38
IV. Contributions.....	39

Appendices

- 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

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 Laboratories (LANL) Earth and Environmental Science Division (EES)–
Non-funded Partner Institution

Program Personnel

PRINCIPAL INVESTIGATOR/PROGRAM DIRECTOR (PI/PD)

Martha Mitchell, PI, (08/09-06/11), Academic Department Head, Chemical Engineering, NMSU

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

CO-PRINCIPAL INVESTIGATORS (Co-PIs)

NMSU (Lead Institution)

Tara Gray, Co-PI (06/07-06/11), 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)

Susan Dunston, Co-PI (06/10-06/11), Associate Professor, English

Dave Johnson, Co-PI (08/09-06/10), 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 (08/08-06/11), 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 (08/09-06/11), Program Manager, Global Security Program Office

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 (08/09-06/11), Associate Director (01/07-08/09)

The Program Director (PI) 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 (03/08-06/11)

Cathilia M. Flores, Program Coordinator (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. She produces program materials, meeting agendas, and meeting minutes. She 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 (08/09-01/10)

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

NMSU ADVANCE Faculty Development Committee

Donna Alden, Department Chair, Arts and Humanities, Doña Ana Community College
Sue Forster-Cox – Chair (08/09-06/11), Associate Professor, Health Sciences
Martha Desmond, Academic Department Chair, Fish, Wildlife and Conservation Ecology
Ereny Hadjigeorgalis, Assistant Professor, Agricultural Economics and Business (until 2008)
Stephen Kanim – Chair (08/07/08-08), Associate Professor, Physics
N. Khandan, Professor, Civil and Geological Engineering
Deborah LaPorte, College Professor, English
Patrick Morandi, Academic Department Head, Mathematics Sciences
Inna Pivkina – Chair (08/08-08/09), 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

NMT

Richard Aster, Professor, Geophysics
Barbara Bonnekessen, Director, Women's Resource Center and Assistant Professor,
Social Science
Susan Dunston – Co-PI and Chair (06/10-06/11), Associate Professor, English/Founding
Director, Women's Resource Center
Jean Eilek (01/07-05/10) Emeritus Professor, Astrophysics
Dave Johnson – Co-PI and Chair (08/08-06/10), Dean, Graduate Studies and
Associate Professor, Geology
Tanja Pietraß – Co-PI and Chair (01/07 - 08/08), Department Head, Chemistry
Ricardo Maestas (01/07-08/09) Vice President, University and Student Relations
Fred Phillips (01/07-05/10) Professor, Hydrology
Michaelann Tartis, Assistant Professor, Chemical Engineering
Claudia Wilson (01/07-05/10) 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 (08/08-06/10) Professor, Psychology and Director, MIND Institute
Maya Elrick, Professor, Earth and Planetary Sciences
Julia Fulghum (08/08-06/10) Vice President of Research and Professor, Chemical and Nuclear
Engineering
Felipe Gonzales, Associate Dean for Faculty, College of Arts
Kate Krause, Associate Professor, Economics
Les McFadden – Co-PI and Chair (08/08-06/11), Professor, Earth and Planetary Sciences

Mary Anne Nelson (08/08-06/10) Professor, Biology
Mark Ondrias, Associate Dean, Arts and Sciences and Professor, Chemistry
Mousumi Roy – (08/08-06/10) Associate Professor, Earth, and Planetary Sciences
Jane Slaughter, Associate Dean, College of Arts and Sciences and Professor, History

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
Leigh Cash, PH-Dr student, Biology
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 (08/09-06/11), Program Manager, Global Security Program Office
April Gillens, Baccalaureate Student, Earth and Environmental Sciences
Mary Green, Technician, Earth and Environmental Sciences
Lianjie Huang, Technical Staff Member, Geophysics
Toti Larson, Technical Staff Member, Geochemistry
Monica Manceira, Technical Staff Member, Geophysics
Bruce Robinson, Deputy Division Leader, Earth and Environmental Sciences (EES) Division
Nan Sauer, Associate Director, Chemistry, Life, Environmental Sciences
Jordon Schoonover, Baccalaureate Student, Earth and Environmental Sciences
Emily Schultz-Fellenz, Technician, Environmental and Geological Risk

Organizational Partners

NMSU

College of Agriculture, Environmental and Consumer Sciences (Dean, Lowell Catlett)
College of Arts and Sciences, (Dean Christa Slaton as of 8/10, Pamela Jansma until 6/10)
College of Engineering, (Dean Ricardo Jacquez as of 8/10, Steve Castillo until 6/10)
College of Extended Learning (Dean Carmen Gonzales and Associate Dean Bobbie Derlin)
Information and Communication Technologies/Institutional Research Planning and Outcomes Assessment (Senior Vice President Michael Hites until 2007, sponsoring Alliance membership, Commission on Status of Professionals in Science and Technology)
Office of the Provost (Executive Vice President/Provost, Wendy K. Wilkins (as of 06/10), Associate Provost Bobbie Derlin as of 10/10, Provost Waded Cruzado until 05/10)
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, Melissa Jarmillo-Fleming as of 2009, Ricardo Maestas until 2009)
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 (Associate Director, Nan Saure as of 11/10 and Mary Neu until 11/10)
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 Retreat Participants

Terry Crawford, Department Head, Agricultural Economics and Agricultural Business
Steven Horan, Department Head, Electrical and Computer Engineering
Doug Kurtz, Associate Department Head, Mathematics
Jim Murphy, Department Head, Astronomy
David Thompson, Department Head, Entomology, Plant Pathology, and Weed Science
William Quintana, Associate Department Head, Chemistry

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, Department Head, Chemical Engineering

2009 Retreat Participants

Patrick Morandi, Department Head, Mathematics
Tim Ross, Interim Department Head, Animal and Range Sciences

2010 Retreat Facilitators

Martha Mitchell, Department Head, Chemical Engineering

2010 Retreat Participants

Chris Brown, Department Head, Geography
Adrian Hanson, Department Head, Civil Engineering
Paul Furth, Department Head, Electrical and Computer Engineering

2011 Workshop Presenter (NMT, UNM)

Tara Gray, Director, Teaching Academy

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

2010 Retreat Presenters

Dave Johnson, Co-PI, Dean, Graduate School
Tom Engler, Department Head, Petroleum & Natural Gas Engineering

2010 Retreat Participants

Jeff Altig, Associate Chair, Chemistry and Biochemistry
Susan Dunston, Co-PI, Associate Professor, English
Kenneth Eack, Department Chair, Physics
Wim Steelant, Department Chair, Chemistry and Biochemistry
Severine Van slambrouck, Research Professor, Chemistry and Biochemistry

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

2010 Retreat Presenters

Les McFadden, Co-PI, Professor, Earth and Planetary Sciences
Jane Slaughter, Professor, History

2010 Retreat Participants

Chaouki Abdallah, Department Chair, Electrical and Computer Engineering
Adrian Brearley, Associate Professor, Earth and Planetary Sciences
Trish Henning, Associate Professor, Physics
Arup Maji, Department Chair, Civil Engineering
Mary Anne Nelson, Professor, Biology
Tim Ward, Department Chair, Chemical and Nuclear Engineering

2010 Workshop Presenter (NMSU)

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

2009 Retreat Presenters

Julianna Fessenden, Co-PI, Program Manager, Global Security Program Office

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

2010 Retreat Presenters

Julianna Fessenden, Co-PI, Program Manager, Global Security Program Office

2010 Retreat Participants

Carl Gable, Team Leader, Computational Earth Science
Yolanda Martinez, Human Resources Specialist, Human Resources

Mentoring Program Participants

NMSU (139 Participants)

Ram Acharya, Asst Professor, Ag Economics & Ag Business
Richard Adkisson, Full Professor, Economics & International Business
Elizabeth Albin, Asst Professor, HRTM, School of
Kelly Allred, College Full Professor, Animal & Range Sciences
Stephen Anderson, Full Professor, Social Work
Mark Andersen, Fish, Wildlife and Conservation Ecology
Sangamesh Angadi, Asst Professor, Plant and Environmental Sciences
Jose Aranda, College Instructor, Dona Ana Community College
Elsa Arroyos-Jurado, Assoc Professor, Counseling & Educational Psych
Jeffrey Arterburn, Full Professor, Chemistry & Biochemistry
Jamshid Ashigh, Asst Professor, Entomology, Plant Path & Weed Sci
Youkyung Bae, Asst Professor, SPED/CD
Donovan Bailey, Assoc Professor, Biology
Derek Bailey, Assoc Professor, Animal & Range Sciences
Nancy Baker, Academic Dept Head, Government
Mary Ballyk, Assoc Professor, Mathematical Sciences
Paola Bandini, Assoc Professor, Civil Engineering
Julia Barello, Full Professor, Art
Susan Beck, Full Professor, Library
Joseph Berning, Assoc Professor, Human Performance, Dance & Recreation
Priscilla Bloomquist, Full Professor, HRTM, School of
Kevin Boberg, Associate Dean, Business
Margaret Bock, Full Professor, Family & Consumer Sciences
Wiebke Boeing, Asst Professor, Fish, Wildlife and Conservation Ecology
Robert Brokate, Instructor, Water Technology, Doña Ana Community College
Jeff Brown, Academic Dept Head, History
Michaela Buenemann, Asst Professor, Geography
Chris Burnham, Full Professor, English
Thomas Burton, Academic Dept Head, Mechanical & Aerospace Engineering
Eric Butcher, Assoc Professor, Mechanical & Aerospace Engineering
Chunpei Cai, Asst Professor, Mechanical & Aerospace Engineering
Huiping Cao, Asst Professor, Computer Sciences
Maria G. Castillo, Asst Professor, Biology
Miriam Chaiken, Academic Dept Head, Anthropology
Sang Yeon Cho, Asst Professor, Electrical & Computer Engineering
Heejung Chun, Asst Professor, Counseling & Educational Psych
Andres Cibils, Asst Professor, Animal & Range Sciences
Margaret Collins, Assistant Professor, Extension Sciences
Jeanine Cook, Associate Professor, Electrical and Computer Engineering
Jonathon Cook, Assoc Professor, Computer Science
Sonya Cooper, Academic Dept Head, Engineering Tech. & Survey Engineering
David Cowley, Assoc Professor, Fish, Wildlife and Conservation Ecology
Charles Creusere, Assoc Professor, Electrical & Computer Engineering

Jennifer Curtiss, Asst Professor, Biology
Angus Dawe, Asst Professor, Biology
Muhammad Dawood, Asst Professor, Electrical & Computer Engineering
Yosikazu DeRoos, Assoc Professor, Social Work
Shaguang Deng, Full Professor, Chemical Engineering
Martha Desmond, Assoc Professor, Fish, Wildlife and Conservation Ecology
Esther Devall, Full Professor, Family & Consumer Sciences
Anastasia Dobroskok, Asst Professor, Mechanical & Aerospace Engineering
Wanda Eastman, Full Professor, Family & Consumer Sciences
Christine Eber, Full Professor, Anthropology
Alexander Fernald, Assoc Professor, Animal & Range Sciences
Jeanne Flora, Assoc Professor, Communication Studies
Sue Forster-Cox, Assoc Professor, Health Science
Viola Fuentes, Asst Professor, Government
Kate Giles, Full Professor, Geological Sciences
Margaret Goehring, Asst Professor, Art
Manuel Gomez, Asst Professor, Engineering Tech. & Survey Engineering
Champa Gopalan, Full Professor, Plant and Environmental Sciences
Tessa Grasswitz, Asst Professor, Cooperative Extension Service
Tara Gray, Director, Teaching Academy
Kulbhushan Grover, Asst Professor, Plant and Environmental Sciences
Lee Hamilton, College Assoc Professor, Sociology & Women's Studies Program
Kathryn Hanley, Asst Professor, Biology
Steven Hanson, Asst Professor, Entomology, Plant Path & Weed Sci
Neil Harvey, Full Professor, Government
Jessica Houston, Asst Professor, Chemical Engineering
Jason Jackiewicz, Asst Professor, Astronomy
David Jauregui, Assoc Professor, Civil Engineering
Ruinian Jiang, Asst Professor, Engineering Tech. & Survey Engineering
Michael Johnson, Full Professor, Chemistry & Biochemistry
Timothy Ketelaar, Assoc Professor, Psychology
Nirmala Khandan, Full Professor, Civil Engineering
Uma Krishnan, Asst Professor, Family & Consumer Sciences
Hongmei Luo, Asst Professor, Chemical Engineering
Shelley Lusetti, Asst Professor, Chemistry & Biochemistry
Barbara Lyons, Asst Professor, Chemistry & Biochemistry
Ou Ma, Full Professor, Mechanical & Aerospace Engineering
Karen Mabry, Asst Professor, Biology
Laura Madson, Assoc Professor, Psychology
Nancy McMillan, Academic Dept Head, Geological Sciences
Christina Medina, Asst Professor, Government
Roger Mellen, Asst Professor, Journalism & Mass Comm
Liz Miller, Asst Professor, Library
Brook Milligan, Assoc Professor, Biology
Martha Mitchell, Academic Dept Head, Chemical Engineering
John Mullen, Assoc Professor, Industrial Engineering

Iris Mullins, Asst Professor, Nursing
Jennifer Neakrase, Asst Professor, Physics
Michele Nishiguchi, Full Professor, Biology
Mary O'Connell, Full Professor, Plant and Environmental Sciences
Dotty Ormes, Asst Professor, Library
Aishah Ortega, Asst Professor, SPED/CD
Rebecca Palacios, Asst Professor, Health Science
G.A. Picchioni, Full Professor, Plant and Environmental Sciences
Jane Pierce, Assoc Professor, Entomology, Plant Path & Weed Sci
Inna Pivkina, Assoc Professor, Computer Science
Enrico Pontelli, Academic Dept Head, Computer Science
Mary Prentice, Assoc Professor, EMD
Diane-Michele Prindeville, Assoc Professor, Government
Anita Reinhardt, Asst Professor, Nursing
Cristobal Rodriguez, College Asst Professor, EMD
Gary Roemer, Asst Professor, Fish, Wildlife and Conservation Ecology
Aaron Rowland, Asst Professor, Chemistry & Biochemistry
Hiranya Roychowdhury, Asst Professor, Dona Ana Community College
Ingrid Schneider, Asst Professor, Library
Elba Serrano, Full Professor, Biology
Michele Shuster, Asst Professor, Biology
Hansuk Sohn, Asst Professor, Industrial Engineering
Joe Song, Asst Professor, Computer Science
Sergio Soto-Navarro, Asst Professor, Animal & Range Sciences
Julie Steinkopf Rice, Asst Professor, Sociology & Women's Studies Program
Steve Stochaj, Full Professor, Electrical & Computer Engineering
Lynnette Summers, College Asst Professor, Nursing
Laura Thompson, Full Professor, Psychology
Heather Throop, Asst Professor, Biology
Elizabeth Titus, Staff, Library
Monica Torres, Academic Dept Head, English
Ivelisse Torres Fernandez, Asst Professor, Counseling & Educational Psych
David Trafimow, Full Professor, Psychology
April Ulery, Full Professor, Plant and Environmental Sciences
Adrian Unc, Asst Professor, Plant and Environmental Sciences
Graciela Unguez, Assoc Professor, Biology
Lida Uribe-Florez, Asst Professor, Curriculum & Instruction
Lina Urquidi, Assistant Professor, Biology
Delia Valles-Rosales, Assoc Professor, Industrial Engineering
Rebecca Verser, Asst Professor, Communication Studies
David Voelz, Assoc Professor, Electrical & Computer Engineering
Haobin Wang, Assoc Professor, Chemistry & Biochemistry
Mingjun Wei, Asst Professor, Mechanical & Aerospace Engineering
Jess Weinberg, College Asst Professor, Sociology & Women's Studies Program
Wanda Whittlesey, Asst Professor, Social Work
Patti Wojahn, Assoc Professor, English

Kassia Wosick-Correa, Asst Professor, Sociology & Women's Studies Program
John Xu, Asst Professor, Biology
Jin Yao, College Asst Professor, Jornada Experimental Range
Jie Zhang, Asst Professor, Civil Engineering

NMT (51 Participants)

Rene Arechiga, Assistant Professor, Electrical Engineering
Barbara Bonnekesen, 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
William Chavez, Professor, Mineral Engineering
Mary Dezember, Associate Professor, English
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
Michael Heagy, Professor, Chemistry
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
John McCoy, Professor, Materials and Mechanical Engineering
Keith Miller, Associate Professor, Mechanical Engineering
Ken Minschwaner, 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
Alexander Prussin, Associate Professor, History
Dave Raymond, Professor, Physics
Merdad Razavi, Assistant Professor, Mining Engineering
Michael Riley, Assistant Professor, Petroleum Engineering
Snezna Rogelj, Professor, Biology
Mark Samuels, Chair, Psychology
Sharon Sessions, Assistant Professor, Environmental and Earth Sciences
Steve Simpson, Assistant Professor, Communication

Cathy Snelson, Assistant Professor, Environmental and Earth Sciences
Richard Sonnenfeld, Associate Professor, Physics
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

UNM (37 Participants)

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

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

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) – partner institution
- University of New Mexico (UNM) – partner institution
- Los Alamos National Laboratory (LANL) – non-funded partner institution

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 grant 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-doctorate studies via training and participation in the professoriate

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

Program Activities

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 2010-2011 at all NMSU campuses totaled 30,866. 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 (RASEM²), Minority Access to Research Careers (MARC), the Alliance for Minority Participation (AMP) Minority Biomedical Research Support-Research Initiative for Scientific Enhancement (MBR-RISE), and 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, collaborated with the ADVANCE IT grant to enhance NMSU's awareness of its mission to improve STEM teaching. The Teaching Academy partners with the NM-PAID Alliance for Faculty Diversity through the efforts of NM-PAID 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 (PD for NM-PAID) oversees university-wide programs for Mentoring, Promotion and Tenure, Department Head Training and Leadership. These programs are thriving, as faculty participation continues to increase each year. Details about the institutionalized ADVANCE program at NMSU may be accessed at the following link:
<http://www.advance.nmsu.edu/>

Grant Program Objectives

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.

The ADVANCE Faculty Mentoring Program was institutionalized at the Teaching Academy on campus in 2008 and has since expanded to serve all faculty – male and female, tenure-track and non-tenure-track – in all departments of campus. A total of 132 faculty and administrators participated in the mentoring program (half men, half women) in academic year 2009-2010, increasing to 139 in 2010-2011.

Promotion and Tenure

Traditionally, the NMSU ADVANCE Program provides two P&T offerings: a fall workshop with panelists and speakers, and a spring college roundtable to permit unstructured interaction between tenure-seeking faculty members and their deans and college P&T committee members. This practice has continued throughout the span of the PAID grant.

The ongoing workshops raised the awareness of P&T at NMSU to the extent that in the fall of 2008 the university adopted a new Promotion and Tenure policy, based on the system propounded by E.L. Boyer. ADVANCE 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 2009 promotion and tenure events, including Carnegie Foundation for the Advancement of Teaching scholar. These were in addition to the regularly scheduled fall P&T workshop and spring P&T college roundtables.

In the fall of 2009 the AFD Committee organized an October session on Promotion to Full Professor. This workshop is held every three years. The AFD Committee in 2010 turned its attention to the need to support non-tenure track faculty in the promotion process. Many core STEM courses are taught by non-tenure track women, and this initiative supports the goals of the PAID grant. In order to carry forward this initiative, the AFD Committee, along with the active support of Provost Wendy K. Wilkins, began planning offerings, for 2011 and 2012. Also in the summer of 2011, Co-PI Tara Gray offered P&T Portfolio Workshops aimed at assisting NMSU faculty with preparing professional P&T portfolios.

Shared Workshops, Trainings, and Activities

Throughout the duration of the grant, the NM-PAID staff planned and coordinated presentations and workshops, participated in teleconferences and trainings, and presented at various conferences/meetings.

In the final months of the grant, the NM-PAID staff focused on bringing in outside presenters to put on workshops at each of the NM-PAID institutions.

- In November 2010, Co-PI Les McFadden traveled to Las Cruces to present to NMSU faculty, administrators, and departmental leaders the workshop, “Faculty Productivity Assessment and Performance Evaluation.”
- In February 2011, NMSU Co-PI Tara Gray traveled to both UNM and NMT to present her workshop entitled, “Publish and Flourish” to faculty, students, post-docs at each institution.
- In March 2011, Dr. Meggin McIntosh presented the time-management workshop, “Create a Not-To-Do List: Leverage Your Time, Energy, and Resources” to faculty, staff, and departmental leaders at UNM. Participants from UNM, LANL, and NMT were invited to attend the event.

- McIntosh also presented to faculty and staff at NMSU at NMSU, “What’s the Point of PowerPoint” and “Seven Sane and Sensible Practices for Controlling Email.”
- In May 2011, Co-PI Fessenden worked with LANL Director, Nan Saure to bring the Cornell Interactive Theatre Ensemble to LANL to present two workshops on the topics of sexual harassment and unconscious bias.

Details of all PAID events may be found in Appendix IV.

Participation in USU NSF-PAID grant: PROMOTE: Improving the promotion to full processes at western public universities

The USU PROMOTE grant is an NSF-PAID program headquartered at Utah State University and involving seven western public universities, including NMSU:

Utah State University (lead)
 Kansas State University
New Mexico State University
 University of Kansas
 North Dakota State University
 University of Idaho
 Oregon State University

PROMOTE began in 2009. The grant’s aim is to increase the understanding of the process of promotion to full professor for men and women STEM faculty by identifying factors that facilitate or hinder their advancement. NMSU staff consists of:

- Co-PI Cynthia Zoski, Professor, Chemistry/Biochemistry
- PAID PC Werner

PC Werner was responsible for the following activities for PROMOTE (2009-2011):

- Served as the liaison between the USU PI and NMSU STEM faculty
- Attended and participated in preliminary planning meetings with former PROMOTE Co-PI Tracy Sterling (2008-2009)
- Coordinated NMSU faculty interviews (Fall 2009)
- Evaluation:
 - Liaison with the PI and evaluator
 - Prepared IRB paperwork for the NMSU faculty interviews
 - Recruited faculty and scheduled interviews
 - Followed up with interviewees and evaluator
- Attended 2009 ADVANCE PI Meeting in Alexandria, Virginia/met with PI and Co-PIs
- Attended 2010 ADVANCE PI Meeting in Alexandria, Virginia/met with PI
- Gathered data for NMSU section of final report
- Prepared NMSU section of final report

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 from 2007-2011 to plan events and to match mentors. Members are listed in Section I of this report.

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. Since fall 2009 Hunt has participated in the monthly partner teleconferences and counseling partner institutions on their programs and sharing NMSU-ADVANCE program documents. Along with Co-PI Gray, she also organized the ongoing Department Head Training sessions until the Fall of 2010 when Hunt and Gray were tapped to facilitate the Department Head Academy established by Executive Vice President/Provost Wendy K. Wilkins. Hunt also facilitates the year-long ADVANCING Leaders Program with which Provost Wilkins also works closely.

3. Provide a pipeline for students into the professorate and postdoctoral training...

In October 2010 PI Mitchell, PD Hunt, and PC Werner helped to plan and develop an all-day pipeline event entitled, “Creating the Future: Women in Engineering at New Mexico State University”; the goal of which was to encourage retention and support women Engineering students at NMSU. NMSU women in engineering students, faculty, and staff participated with industrial representatives in panel discussions, a poster presentation, and a keynote address. The event, held on a Saturday, was very well received. 97.2% of participants responded to a survey that they strongly agreed or agreed with the statement “The time I invested in this event was well-spent.” Of the 85 participants in this conference, 66 were female engineering students. Eleven engineering faculty members attended in support of these students, joined by four upper administrators and four industry panelists. PC Werner organized the event.

After the success of the 2010 Women in Engineering event, PI Mitchell, along with the Dean of Engineering, Ricardo Jacquez and other key players from the College of Engineering, submitted a proposal to the NMSU Provost requesting funds to put on another women’s event in 2011. In the spring of 2011, the Provost granted NMSU’s College of Engineering the funds to organize and host a half-day event in Fall 2011 that will include lunch, a keynote speaker, a panel discussion, a poster session, and some time for all the participants to informally interact. In addition to working closely with the Society of Women Engineers (SWE) in the planning and implementation of this event, the College of Engineering will work with the NMSU chapters of the Society of Hispanic Professional Engineers (SHPE), the Mexican American Engineering Society (MAES) and the American Indian Science & Engineering Society (AISES) to promote attendance by underrepresented women in Engineering as well as other STEM disciplines at NMSU.

Personnel

Over the course of the NM-PAID grant, PC Werner managed all NM-PAID events and activities. She assisted the PI and PD, as well as partner Co-PIs and AFDs, in the planning and organizing events at each of the NM-PAID institutions. She also coordinated facilities, speakers, and event sessions, as well as developed materials for all other PAID-sponsored events throughout the year. Additionally, she was responsible for maintaining the NM-PAID website as well as writing and preparing the grant's reports, agendas, contracts, budget, and other program materials.

Each month PC Werner also organized a conference call for grant personnel from all of the partner institutions. She developed an agenda prior to each meeting, as well as provided meeting minutes with action items for each participant after the meetings. Teleconferences in 2011 took place on: 01/10/11, 02/23/11, 03/23/11, 04/19/11, and 05/16/10. The following items were discussed:

- Individual Institution Events and Activities (including AFD committee updates/activities and faculty mentoring events)
- Shared Events (including shared speakers and workshops)
- Closing out the grant (including budget items and plans for each institution)

Evaluation

External Evaluator Posey made a site visit to all partner sites in November of 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. A full report of her findings can be found in Appendix II of this report.

Institutionalization Efforts

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.

Since Fall 2010 the Teaching Academy/ADVANCE Program has reported to Executive Vice President/Provost Wendy K. Wilkins through Associate Provost Bobbie Derlin. The Provost has worked closely with Hunt and Gray to further the goals of faculty diversity in STEM.

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

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 and Sandia National Laboratories. Diversity programs include the Alliance for Minority Participation (AMP). Additionally, the Women's Resource Center was established in 2000 and the Center for Innovative Teaching and Learning (CITL) was established in 2005.

Changes in Grant Leadership

Co-PI Johnson retired in May of 2010. Susan Dunston, Professor of English, founder of the Women's Resource Center at NMT, and a charter AFD Committee member, replaced him as Co-PI in June of 2010. Co-PI Dunston was on emergency leave beginning in November 2010 and Barbara Bonnekesen, Assistant Professor of Social Science and Director of the Women's Resource Center at NMT, briefly stepped in as the NMT Co-PI until Dunston returned from leave in February 2011.

Grant Program Objectives

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 all departments on campus. Early and mid-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 Johnson 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. Co-PI Dunston continued the Meeting Incentives Program providing weekly meetings of pairs with beverages at the Fidel Center.

With a hiring freeze continuing into the 2010-2011 academic year, the AFD at NMT was not able to recruit new hires to the mentoring program in 2010. Instead, Co-PI Dunston worked to maintain and strengthen the current STEM Faculty Mentoring Program by continuing Co-PI Johnson's initiative to expand the program to include all NMT faculty. In August 2010 Co-PI Dunston and the AFD at NMT successfully recruited 2 current faculty members who have not previously chosen to participate in the Mentoring Program. Dunston also held a Mentoring luncheon in October 2010 and an end of the year social gathering in the spring of 2011. There are currently 21 mentoring pairs at NMT.

Promotion and Tenure

In the fall of 2010, a promotion to full workshop was held as NMT with 4 faculty panelists participating and 12 Associate Professors attending. One of the main goals of NMT's AFD Committee for 2011-2012 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, Dunston is working with Associate Vice President for Academic Affairs Scott Zeman and Director of the Women's Resource Center Barbara Bonnekessen to enhance the recruitment and retention of diverse faculty at NMT through improved family friendly policies.

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

The AFD Committee met throughout 2010 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 NMT policies. Members Zeman and Bonnekessen are leading efforts to develop trainings on bullying, to address dual career hire issues, and 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 2011. AFD members are listed in Section I of this report.

3. Provide a pipeline for students into the professorate and postdoctoral training ...

MentorNet was implemented at NMT in January of 2009 and renewed in January of 2010. In January of 2011, the Society for Women in Engineering (SWE) re-blossomed at NMT and began offering mentoring services to NMT students.

Personnel

In 2011 Co-PI Dunston participated in all NM-PAID meetings and conference calls. She also carried on with the promotion and development of the AFD Committee and Faculty Mentoring Program at NMT. Co-PI Dunston worked to organize, promote, and recruit for the 2/17 "Publish and Flourish" workshop at NMT, the 3/09 "Create a Not-To-Do List" time-management workshop at UNM, and the 4/20 end of the year mentoring event at NMT. Co-PI Dunston, along with the NMT AFD, continued their efforts to develop faculty trainings and improve NMT policies in 2011. Additionally, Barbara Bonnekessen, Assistant Professor of Social Science and Director developed, presented, and began analyzing a faculty climate survey in order to assess the need for a possible NSF ADVANCE Catalyst grant at NMT in 2012.

Evaluation

External Evaluator Posey made a site visit to all partner sites in November of 2009. At NMT she met with NM-PAID personnel, STEM Department Heads, upper administrators, faculty involved as recipients or providers of project services, and collaborating campus partners. A full report of her findings can be found in Appendix II of this report.

Institutionalization Efforts

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 and Associate Professors. 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 and faculty governance. 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.

One of the main goals of NMT’s AFD Committee during the last year of the PAID grant has been the design and implementation of a program to mentor faculty to promotion as full professor. The AFD at NMT is currently finalizing content promoting the faculty mentoring program for inclusion on NMT’s Academic Affairs’ website beginning in fall 2011. The AFD is also currently attempting to solicit funds from the Title V Office to continue with monthly coffee breaks for mentoring pairs and possibly resurrect the Center for Teaching and Learning at NMT.

In the spring of 2011, Barbara Bonnekessen, Assistant Professor of Social Science and Director of the Women’s Resource Center at NMT, presented a faculty climate survey to NMT faculty in order to assess the need for a possible NSF ADVANCE Catalyst grant at NMT. Once she has collected all the surveys, she plans to work with PI Dunston and the AFD committee to analyze the data and determine whether or not to proceed with writing and submitting a proposal to NSF in 2012.

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

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 Office for Support of Effective Teaching was established at UNM in 2007. 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. In addition to the NM-PAID faculty mentoring program, many STEM departments at UNM have formally established mentoring programs over the past several years. In 2008 UNM also 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.

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. Co-PI McFadden and the UNM AFD recruited 4 new participants into the mentoring program in 2010-2011. The Faculty Mentoring Program also hosts events throughout the year where participants can network with other mentors and mentees. During the 2010-2011 academic year, Co-PI McFadden held a mentoring luncheon in September and end of the year event in April. There are currently 7 mentoring pairs at UNM.

Promotion and Tenure

In 2009 Co-PI McFadden began working with Deans, Provosts and selected STEM chairs to talk about a college-wide plan for senior promotion. During the 2010-2011 academic year he continued his discussions with the UNM AFD, Selected STEM Chairs, College Deans, and past and present College Promotion Committee Chairs by initiating several strategy meetings for improving the promotion to full professor process at UNM. A critical result of the efforts concerning promotion of STEM females at UNM was a formal meeting involving the majority of the STEM female Associate Professors. The meeting was lead/managed by 2 STEM Full Professors, Dr. Maya Elrick and Mary Anne Nelson, who are both members of the UNM AFD committee. Their report will serve as the basis for approaching the new Deans in both, Arts and Sciences and the School of Engineering, as well as a new Provost during the next academic year.

Family Friendly Policies

Beginning in 2008 a key member of the UNM STEM AFD Committee, Dr. Jane Slaughter began 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...

The AFD Committee at UNM was developed in 2008. Co-PI McFadden has since revamped the committee and developed smaller subcommittees in order to promote an increase participation at meetings. In 2011 UNM AFD subcommittees met to establish PAID programs and agendas. These meetings included discussions about mentoring program design, the pairing of mentors and mentees, and the implementation, development, and sustainability of NM-PAID programs and UNM policies. The committee members also began exploring ideas for funding Kate Krause for an ADVANCE Catalyst proposal and engaging Provost Ortega and Jozi DeLeon and the Office of Equity and Inclusion in PAID initiatives. The committee also continues to focus on the plans for a college-wide plan for improving the senior promotion process. The AFD Committee oversees the Mentoring Program at UNM. AFD members are listed in Section I of this report.

4. Provide a pipeline for students into the professorate and postdoctoral training...

MentorNet was implemented at NMT in January of 2009 and was renewed again in January of 2011.

Personnel

Since taking over as Co-PI, McFadden has identified, engaged, and empowered female faculty to take on leadership roles related to the grant's goals. He has persuaded key female faculty members at UNM to participate in PAID-related efforts, not just by adding them to the UNM AFD committee, but also by encouraging them to organize both informal and formal meetings of key STEM female faculty members to help discuss and identify means of promoting and advancing STEM efforts. Last year Co-PI McFadden assisted UNM Associate Professor of Economics and AFD member, Kate Krause in her submission of an ADVANCE-IT proposal for 2011, which was not approved. In 2011, after receiving feedback from NSF, Krause is planning to submit an ADVANCE-IT Catalyst proposal for 2012. Co-PI McFadden continues to play a major role in encouraging key UNM key players (e.g., Provost, several V.P.'s, and STEM Chairs) to both support and contribute to this effort.

In 2011 Co-PI McFadden continued to promote and develop the AFD Committee and Faculty Mentoring Program at UNM. He also initiated the push for a college-wide plan for improving the senior promotion process at UNM, which involved coordinating strategy sessions and soliciting support from upper administration. Additionally, McFadden worked to organize, promote, and recruit for the 2/18 "Publish and Flourish" workshop at UNM, the 3/09 "Create a Not-To-Do

List” time-management workshop at UNM, and the 4/22 end of the year mentoring event at UNM.

Evaluation

External Evaluator Posey made a site visit to all partner sites in November of 2009. At UNM she met with NM-PAID personnel, STEM Department Heads, upper administrators, faculty involved as recipients or providers of project services, and collaborating campus partners. A full report of her findings can be found in Appendix II of this report.

Other Activities

Last year Co-PI McFadden assisted UNM Associate Professor of Economics and AFD member, Kate Krause in her submission of an ADVANCE-IT proposal for 2011, which was not approved. In 2011, after receiving feedback from NSF, Krause is planning to submit an ADVANCE-IT Catalyst proposal for 2012. Co-PI McFadden continues to play a major role in encouraging key UNM key players (e.g., Provost, several V.P.’s, and STEM Chairs) to both support and contribute to this effort.

In spring of 2011 Provost candidate, AFD member, and Department Chair, Chaouki Abdallah hired two new female faculty in the Department of Electrical and Computer Engineering at UNM. This is unprecedented, and a major step forward in terms of STEM female advancement in that College.

Institutionalization Efforts

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 Catalyst proposal. An ADVANCE-IT grant would provide not only the funds necessary to help retain and build on programs established through NM-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.

Due to unfortunate recession-related budget cuts and major changes in leadership at UNM, Co-PI McFadden will be challenged with engaging new and interim administrators - including the Provost and the Dean of Arts and Sciences – to support current and future PAID-related efforts. He will also work to re-engage the Vice President for Equity and Inclusion, Jozi De Leon, now that the Office of Equity and Inclusion is supporting faculty-related efforts.

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

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.

Changes at LANL

In 2010 there was a repositioning of management from the LANL EES division due to a safety incident that occurred in March. Co-PI Fessenden left the EES division and became Program Manager for the Global Security Office at LANL. Former Co-PI James Bossert remains in the EES division, but the 3 group leaders and 3 team leaders that were under him left the division. Additionally, Mary Neu (who was a champion for diversity) was let go as the division leader in the fall of 2010 after removing the managers in the C division and splitting up and replacing managers in the B division. Nancy Saure has since taken over for Neu as the acting leader.

These changes in the EES division have resulted in low morale, as they have highlighted the quick turn over of managers at LANL due to firings and/or moves to other leadership positions. Co-PI Fessenden agreed to stay on as the NM-PAID Co-PI at LANL in 2010 despite facing many challenges, including her departure from the EES division. In 2011 Fessenden worked on engaging Nancy Saure and re-engage Mary Anne With (Coordinator of the LANL Postdoc Program) and leaders in the EES division in order to ensure that the diversity initiatives that were implemented by Co-PI Fessenden and the NM-PAID AFD at LANL will continue to receive support after the no-cost extension.

Grant Program Objectives

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. After division leaders from LANL met in January 2010 to discuss the details of how to restructure the mentoring

program, the one-on-one mentoring program got underway at LANL in early 2010. Mentors and mentees continued to meet monthly in 2011. There are currently 8 mentor/mentee pairs.

Retention

In 2010 a diversity program was organized at LANL in which a committee (comprised of leaders from a variety of areas/divisions) meets to talk about who should be considered for management positions – they conduct interviews and tests to determine people’s management skills/potential. Part of the goal of this process is to diversify upper-management positions at LANL. Additionally, in an attempt to support women employees at LANL, a new discussion group for early/mid level career women in ADCLES and ADEPS was created in July of 2010.

3. Create a sustainable grass-roots committee structure...

LANL’s AFD Committee was revamped in 2011, with members working to expand the group before 2012. The new AFD began discussions about strategies for recruiting women and underrepresented minorities in 2011. They also began making plans for a new seminar series and discussed possible grant opportunities for student interns. The AFD at LANL will continue to plan and coordinate NM-PAID programs and agendas after the end of the grant. A list of AFD members is included in Section I of this report.

4. Provide a pipeline for students into the professorate and postdoctoral training...

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. This spring NM-PAID was showcased at the workshops including a CV writing workshop and a negotiation and interviewing skills workshop.

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

In 2011 the Co-PI at LANL, Dr. Julianna Fessenden worked to successfully restructure the AFD program at LANL. Co-PI Fessenden also participated as a mentor in the mentoring program, meeting regularly with her mentee to assist her in indentifying grant writing and publishing opportunities and negotiating work-life issues. Additionally, Fessenden coordinated faculty participation at PAID shared events and participated in several planning meetings with LANL leaders to coordinate a 2011 workshop from the Cornell CITE Players.

Evaluation

External Evaluator Posey made a site visit to all partner sites in November of 2009. At LANL she met with NM-PAID personnel, division leaders, staff involved as recipients or providers of project services, and collaborating campus partners. A full report of her findings can be found in Appendix II of this report.

Institutionalization Efforts

In 2012 Co-PI Fessenden will focus on expanding the LANL AFD committee. Fessenden will also work with the AFD on plans to institutionalize the mentoring program. The AFD will revisit their discussions about mandating the program's existence and looking at ways to increase NM-PAID's influence across the laboratory. In an attempt to get funding for these efforts, the AFD will try to get a support staff involved to help the effort in 2011.

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

OPPORTUNITIES FOR TRAINING AND DEVELOPMENT: SHARED ACTIVITIES IN 2011

Cornell Interactive Theatre Ensemble – 05/09/11 LANL

The CITE Players from Cornell University presented two workshops entitled “It Depends on the Lens” and “The Case of the Misdirected Email” at LANL in May 2011. 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 were invited to participate in this training.

There were 57 participants who attended this event.

Meggin McIntosh, Time-Management Workshops – 03/09/11 UNM, 03/11/11 NMSU

Dr. Meggin McIntosh from Emphasis on Excellence, Inc. presented her time-management workshop, “Create a Not-To-Do List: Leverage Your Time, Energy, and Resources” to faculty, staff, and departmental leaders at UNM in March of 2011. Participants from UNM, LANL, and NMT were invited to attend the event. After her presentation at UNM, McIntosh traveled to Las Cruces and presented “What’s the Point of PowerPoint” and “Seven Sane and Sensible Practices for Controlling Email” to faculty and staff at NMSU.

There were 34 participants (32 from UNM and 2 from NMT) at the UNM workshop and 84 participants at NMSU workshops. Evaluations of the workshops indicated that the majority of participants felt that:

- The workshops were useful
- The speaker was effective
- The information they received was new, and
- They would implement many of the program ideas

Tara Gray, “Publish and Flourish” Workshops – 02/17/11 NMT, 02/18/11 UNM

Dr. Tara Gray, Director of the NMSU Teaching Academy and NM-PAID Co-PI, presented her “Publish and Flourish” workshop at NMT and UNM in February 2011. Participants were asked to bring a rough draft of their own writing and learn techniques for getting meaningful feedback from others. Writing teams were established so that writers could give and receive ongoing feedback. NM-PAID staff and Faculty, Department Heads, Administrators, and Researchers from all of the partner institutions participated in these workshops.

There were 25 participants at NMT and 53 participants at UNM. Evaluations of the workshops indicated that the majority of participants felt that:

- The workshop was useful
- The speaker was effective
- The information they received was new, and
- They would implement many of the program ideas

See Appendix IV for a complete list of the opportunities for training held at NMSU, NMT, UNM, and LANL

OUTREACH AND DISSEMINATION EFFORTS

The NM-PAID staff made the following dissemination efforts during 2010:

Presentations

NSF ADVANCE PI Meeting, Alexandria, VA (11/07/10 – 11/10/10)

Poster Presentation -- Presented by Shawn Werner, PC

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

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

Poster Presentation – 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”

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

Poster Presentation – Presented by Tracy Sterling, PI and Shawn Werner, PC: “NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research”

ENGAGE New Mexico Day— Connecting STEM and Knowledge Workforce Solutions Statewide in order to educate New Mexicans ... , Las Cruces, NM (04/25/08)

Poster Presentation – Tracy Sterling, PI and Shawn Werner, PC: “ADVANCE Institutional Advancement”

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

Roundtable Presentation – Tanja Pietraß, NMT Co-PI and Shawn Werner, PC: “NM-PAID: Partnering for Diversity at New Mexico Institutions of Higher Learning and Research”

Poster Presentation – Tanja Pietraß, NMT Co-PI: “NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research”

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

Poster Presentation – Shawn Werner, PC: “NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research”

ADVANCE Distinguished Lecture Series, Washington, D.C. (10/06/08)

Presentation – Tracy Sterling, PI/PD: “ADVANCE Institutional Advancement”

UNM Mentoring Institute Conference, Albuquerque, NM (10/22/08, 10/23/08)

Roundtable Presentation – Tracy Sterling, PI/PD: “NM-PAID: Partnering for Diversity at New Mexico Institutions of Higher Learning and Research”

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

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

Poster Presentation – Pamela Hunt, Associate Program Director: “NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research”

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

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

Conferences Organized

Creating the Future: Women in Engineering at New Mexico State University (10/23/2010)

Organized in coordination with the College of Engineering, targeting women Engineering students

ADVANCE Recognition Gala, NMSU (11/17/08)

Presentation – Tracy Sterling, PI/PD: “NMSU ADVANCE Accomplishments and Best practices/PAID Grant Initiatives”

Poster Presentation – Tracy Sterling, PI and Shawn Werner, PC: “NSF ADVANCE-PAID: Partnering for Diversity. New Mexico Institutions of Higher Learning and Research”

Website

The official program website, 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 2010 Program Coordinator Werner updated the alliance pamphlet that includes information about the NM-PAID program goals and events/activities for dissemination at each NM-PAID 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 NM-PAID Co-PIs worked to renew MentorNet at each of the NM-PAID institutions in 2010-2011. MentorNet outreach efforts took place in the spring and fall at each NM-PAID institution as follows:

NMSU

MentorNet was implemented at NMSU in November of 2008. Dean Lowell Catlett, of the College of Agriculture, Environmental and Consumer Sciences; 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. As initiated by NM-PAID PI Mitchell at NMSU, in order to engage students and post-doctoral researchers in the STEM fields, MentorNet (the e-mentoring network in Engineering and Science) was renewed at NMSU in 2010. MentorNet at NMSU is supported by NMSU's Vice President for Research Vimal Chaitanya, the College of Engineering, the ADVANCE Program, AMP (Alliance for Minority Participation – National Science Foundation), MARC (Minority Access to Research Careers – National Institute of General Medical Sciences), and RISE (Minority Biomedical Research Support-Research Initiative for Scientific Enhancement – National Institutes of Health). PI Mitchell and PC Werner launched a large advertising/recruiting push in August of 2010.

NMT

MentorNet was implemented at NMT in January of 2009 and renewed in January 2010.

UNM

MentorNet was implemented at NMT in January of 2009 and renewed in January 2010. Currently MentorNet at UNM is supported by Title V Office and the UNM Mentoring Institute.

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

The NM-PAID staff has made the following 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.

Since Fall 2010 the Teaching Academy/ADVANCE Program has reported to Executive Vice President/Provost Wendy K. Wilkins through Associate Provost Bobbie Derlin. The Provost has worked closely with Hunt and Gray to further the goals of faculty diversity in STEM.

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 and Associate Professors. 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.

One of the main goals of NMT's AFD Committee during the last year of the PAID grant has been the design and implementation of a program to mentor faculty to promotion as full professor. The AFD at NMT is currently finalizing content promoting the faculty mentoring program for inclusion on NMT's Academic Affairs' website beginning in fall 2011. The AFD is also currently attempting to solicit funds from the Title V Office to continue with monthly coffee breaks for mentoring pairs and possibly resurrect the Center for Teaching and Learning at NMT.

In the spring of 2011, Barbara Bonneken, Assistant Professor of Social Science and Director of the Women's Resource Center at NMT, presented a faculty climate survey to NMT faculty in order to assess the need for a possible NSF ADVANCE Catalyst grant at NMT. Once she has collected all the surveys, she plans to work with PI Dunston and the AFD committee to analyze the data and determine whether or not to proceed with writing and submitting a proposal to NSF in 2012.

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 Catalyst proposal. An ADVANCE-IT grant would provide not only the funds necessary to help retain and build on programs established through NM-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.

LANL

In 2011 Co-PI Fessenden focused on restructuring the LANL AFD committee. Fessenden also worked with the AFD to institutionalize the mentoring program. The AFD revisited their discussions about mandating the program's existence and looked at ways to increase NM-PAID's influence across the laboratory. In an attempt to get funding for these efforts, the AFD worked to get a support staff involved to help the effort in 2011 – a goal yet to be achieved.

In 2012 Co-PI Fessenden will focus on expanding the LANL AFD committee and continue to work with the AFD to institutionalize the mentoring program.

III. PUBLICATIONS AND PRODUCTS

Website

The official program website, 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 created the NMSU, UNM, and NMT Faculty Mentoring Pamphlets to include 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 (see Findings Attachment). 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. Dr. Mitchell, with the support of the Dean of Engineering and the Executive Vice President and Provost at NMSU, developed the idea for an all-day workshop for female engineering students that was implemented by the NMPAID staff, in Fall 2010.

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 garner 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 concerted 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 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 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.

Planning for promotion to full professor activities continues at NMT and UNM. A promotion to full workshop took place in the fall of 2010 at NMT. The ADVANCE Program at NMSU conducts established program for promotion and tenure and department head training.

Supported by the climate changes initiated by ADVANCE that help to recruit women faculty in STEM, NMSU continues to enjoy success in that area. In 2010 three new women faculty joined the Department of Computer Science, the Department of Industrial Engineering, and the Cooperative Extension respectively. In 2009 a new woman faculty joined the Department of Mathematical Sciences while 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.

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.

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.

Co-PI Gray, who directs the Teaching Academy where the institutionalized 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 audio conference for partner institutions, "Benchmarks for Family Friendly Policies" and "More Options for Women in Science".

In 2009 former Associate Director of NM-PAID, Pam Hunt, assumed the role of Program Director upon Sterling's departure. This move provided 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.

Department Head Retreats

The following was submitted to NSF in the spring of 2011 in order to draw attention to the success of the NM-PAID Program's annual leadership retreats.

Annual STEM Department Head Retreats Motivate Leaders to Develop and Sustain Diversity Initiatives at 4 New Mexico Institutions

The annual retreats are two-day events that 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 strategy sessions that focus on developing and honing leadership skills that will assist in attracting and retaining high-demand STEM faculty and staff. These annual retreats aim to broaden applicant pools at each institution, institutionalize hiring practices for diversity, retain STEM faculty, and provide a pipeline for students. Through dissemination of "best-practices", the retreat sessions have provided participants with the tools and motivation to adapt, implement, and become involved in sustainable diversity programs at each of their institutions.

Outcome

Department leaders, upper administrators, faculty, and staff from four New Mexico institutions - New Mexico State University (NMSU), New Mexico Tech (NMT), The University of New Mexico (UNM), and Los Alamos National Laboratories (LANL) - have successfully implemented several STEM diversity programs and initiatives as the direct result of workshops and strategy sessions conducted at the annual leadership retreats sponsored by the NSF-funded New Mexico Partnership for Adaptation, Implementation, and Dissemination (NM-PAID) Program. These successful STEM programs and initiatives include, but are not limited to the following:

Faculty Development Committees – at each partnering institutions this committee is designated to develop and coordinates faculty development efforts, including new faculty events, the mentoring program for Assistant Professors, and the pathway to Full program.

Faculty Mentoring Programs – at each partnering institution this program is designed 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 within their institutions.

Workshops Featuring Outside Speakers – at each partnering institution speakers from both outside institutions and partnering institutions are invited to different institutions to share their expertise on topics such as faculty retention, promotion and tenure, unconscious bias, and time management.

Fall Women in Engineering Event - at NMSU this pipeline event aims to support women in Engineering programs and to encourage their retention by providing a key note address, panel sessions showcasing successful female Engineers, and a poster and booth session featuring research conducted by Engineering faculty and female students as well as information on campus resources.