Women's Caucus

Annual Report

2016

Advocates for positive change on issues of concern to women

From the co-chairs

HEATHER DOTY is an assistant professor of Mechanical Engineering and a co-PI on UD's NSF ADVANCE grant, an initiative to increase the number of women faculty in the sciences and engineering at UD. Her research interests include electronic materials for solar devices and women's representation in the scientific workforce.

KELSEY CUMMINGS is an academic program coordinator in the University Honors Program, where she interacts with a variety of departments and programs, and works closely with Honors Mosaic, a program for students of color in the Honors Program.

Dear University Community:

We are pleased to bring you the fifth annual report of the Women's Caucus. The caucus was inaugurated in Spring 2011 and advocates for positive change on issues of concern to women faculty and staff at UD.

This past year, we were incredibly lucky to have the campus presence of Nancy Targett, who was named UD's acting president July 1, 2015, and on May 17, 2016 by resolution of the Board of Trustees, was officially named the University's 27th president. Nancy generously offered to hold one of our general meetings at her home; she was also the 2016 Torch Award recipient. The Torch Award is given to an individual who has worked to achieve equity and improve the employment conditions for women at UD. Always a champion of women faculty and staff on campus through her mentorship and leadership, Nancy continued that support during her time as president. She was an inspiration not only to the Women's Caucus, but to the University at large. We wish her all the best on her new endeavor as Provost and Vice President for Academic Affairs at the University of New Hampshire. We look forward to starting the next chapter with UD's newest President, Dennis Assanis.

Before President Targett ended her term, we were fortunate to have her sit down with us for a conversation on her experiences at UD and in particular women's issues. You can read her thoughts in this publication. As in our previous publications, we report on the status of women faculty and staff at the University, accomplishments of women on campus, progress we have made towards our goals, and a list of our priorities for the coming year. We want to highlight not only our gains as women on campus, but also the areas still in need of our commitment and time. We are here to represent the women faculty and staff of the University and we hope that you will share with us your ideas and comments. We want our priorities to reflect your priorities.

If you are interested in learning more about the Women's Caucus or want to get involved in any way, please contact us at **womenscaucus@udel.edu** or visit us online at **http://sites.udel.edu/women**. We hope that you will join us at our upcoming meetings!

Sincerely,
Heather Doty & Kelsey Cummings

The mission of the Women's Caucus is to advocate for positive change on issues of concern to women at the University of Delaware.

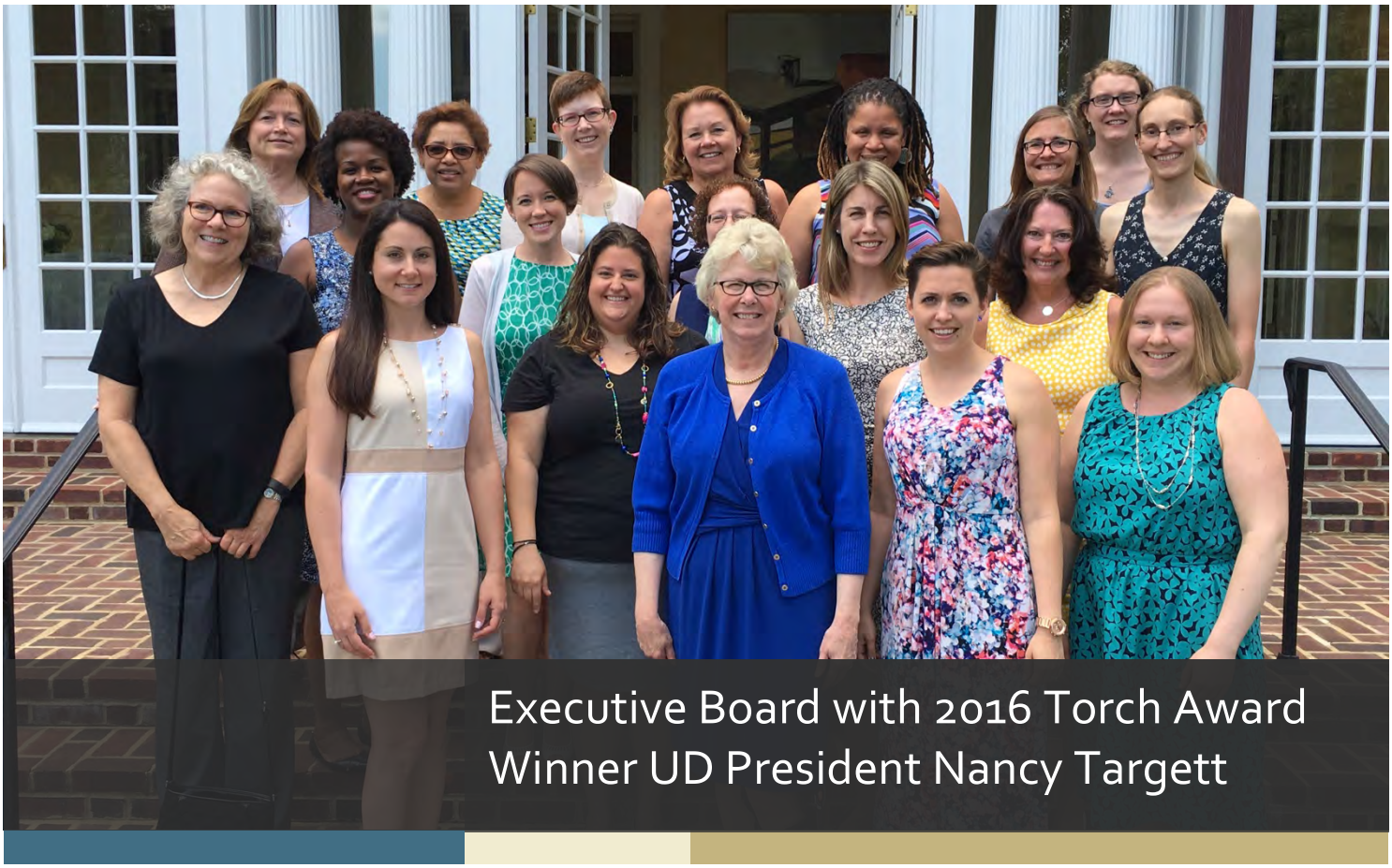
The Women's Caucus will carry out its mission by:

- Raising awareness of women's issues, especially those of gender inequity;
- Promoting the consistent adherence to university policies that advance gender equity;
- Advocating for the adoption of new or revised university policies that advance gender equity;
- Providing a confidential and safe forum for the discussion of issues important to women at the University of Delaware; and
- Working in collaboration with other caucuses and groups on issues of common concern.

Membership
All faculty and staff of the University of Delaware who identify as women are considered to be members of the Women's Caucus.

Leadership
The Caucus is governed by the membership-at-large and has a volunteer Board of Directors, which currently numbers 13 people, including two co-chairs.

How to Get Involved
To learn more about our activities, volunteer, or simply join the conversation, please contact us at womenscaucus@udel.edu.



Executive Board with 2016 Torch Award Winner UD President Nancy Targett

News & Updates

UD Celebrates First Female President

Recognizing the excellent leadership Dr. Nancy Targett provided the University of Delaware from July 1, 2015, through June 5, 2016, during its transition between President Harker and President Assanis, the Board of Trustees officially named her the 27th president of the University of Delaware. Read more on **UDaily**.

Changes for Exempt Staff

A ruling by the U.S. Department of Labor on the Fair Labor Standards Act (FLSA) in May 2016 determined that employees earning less than $47,476/year have to be eligible for overtime, effective December 1, 2016. Many of UD's exempt staff will be affected by this ruling. The University deliberated for months how best to implement the necessary changes. It is anticipated that some affected positions will be reclassified as non-exempt, while others will see their salaries adjusted to meet the new minimum. Every exempt staff member should be receiving an official notification before December 1, 2016, regarding changes to her or his job. We hope to report on the implications, especially as they affect women, in next year's report.

Mary Messina Remmler New VP for Strategic Planning & Analysis

On August 22, 2016, Mary Remmler joined UD's administration to assist the president and vice presidents with creating, communicating, implementing and sustaining strategic initiatives, including using data to support the development of innovative programs or services, identifying emerging trends and recommending new initiatives. In this new vice president role, Remmler will be responsible for developing plans for new cross-functional programs and University-wide institutes and services, increasing revenue, providing innovative thinking and working with senior leaders in plan implementation. She will play a key role with other senior administrators in implementing the goals and objectives of the University's strategic plan and also will oversee UD's Office of Institutional Research and Effectiveness. Read more on **UDaily**.

UD Faculty Accountability Program Under New Leadership

The UD Faculty Accountability Program, formerly the UD Faculty Success Program, which grew out of work with the National Center for Faculty Development and Diversity, was coordinated for the last two years by Tiffany Gill, associate professor in Black American Studies. Associate Professor in English and long-time Women's Caucus board member Stephanie Kerschbaum took over the helm as of summer 2016.

***Inclusive Excellence*: UD's New Diversity Action Plan**

After half a year of discussions and absorbing feedback from the community, Vice Provost for Diversity Carol Henderson completed UD's diversity action plan, entitled ***Inclusive Excellence***. The plan lists six guiding principles for action:

1. Recruit, develop, retain and promote a diverse faculty and staff;
2. Continue to create and retain a diverse student body;
3. Transform curricular and co-curricular goals;
4. Create opportunities for educational/professional development and training;
5. Build community and improve campus climate within UD; and
6. Strengthen community outreach and engagement.

It also sets five overarching goals:

1. Diversifying UD's academic community;
2. Educating the academic community about institutional diversity goals and objectives;
3. Improving campus climate within UD;
4. Developing an accountability system for achieving institutional diversity goals; and
5. Developing and expanding public engagement partnerships with external community.

In the opening letter, President Targett and Provost Grasso state,

"We are encouraged by the progress that has been made so far and the deep commitment shown throughout the University to keep moving toward this more diverse future." But they also acknowledged, "There is still much work to do."

Title IX Activity: Increased education, reporting, staff turn-over

Following the overhaul of the University's sexual misconduct policy in the spring of 2015, UD implemented an online training for all employees. The training was completed by 99 percent of full-time staff and 71 percent of all employees. Complementary in-person workshops were also well-attended and reached more than 300 people.

Possibly due to these education and awareness efforts, the Title IX coordinator saw a continued increase in reporting of sexual misconduct, with a 7 percent increase to 221 official complaints filed in 2015-2016. Sexual assault reporting increased by 54 percent to 91 complaints.

Unfortunately, the two new staff members hired in the spring of 2015 to assist with Title IX investigations (as we reported in **last year's Annual Report**) have both since left their positions, leaving the Title IX office once again severely understaffed. Fortunately, a new associate director for special investigations was recently hired: Jessica Rickmond started in her new position September 1, 2016.

New Program Coordinator Hired for OEI

The Office of Equity and Inclusion welcomed Adam Foley to its team. Adam became the new program coordinator in June 2016, finally replacing Paul Hengesteg, who left the University to pursue a graduate degree two years ago. Adam joined the University in January 2016 as an adjunct faculty member in the Department of Women and Gender Studies. He will take on educational programming, communications, and assessment.

In Memoriam

Elaine Rosa Salo

Elaine Rosa Salo, a member of the Executive Board of the Women's Caucus, passed away on August 13, 2016. Elaine joined the University of Delaware in 2014 as a joint hire for the Center for the Study of Diversity and the departments of Women and Gender Studies and Political Science. She enjoyed a remarkable career as a distinguished scholar, with a passion for research, teaching and social justice on behalf of marginalized and oppressed groups. Prior to coming to UD, she served as the director of the Institute for Women's and Gender Studies at the University of Pretoria in South Africa. A fierce supporter of women's rights, Elaine found a natural home on the board during her first year on campus.

Immediate past caucus co-chair Robin Andreasen reflected on Elaine's service to the Women's Caucus, "When I first met Elaine, it was a breath of fresh air. Her contributions during meetings were always on point. She was able to listen to diverse perspectives, bring a discussion into focus and provide constructive suggestions for next steps to move projects forward. She was a dear and wonderful person with a fierce sense of humor. In short, she was a valued colleague...wise and wonderful."

Elaine is survived by her husband, Colin Miller, a researcher in UD's Institute of Global Studies, and her children, Miles and Jessica. A fund has been set up to support Jessica's education and extra-curricular activities. Donations may be made via person-to-person bank payment using **ForJessicaSalo@gmail.com**, via PayPal at **ForJessicaSalo@gmail.com**, or via check made out to Jessica Rosa Miller and sent to 148 Dallam Road, Newark, DE 19711.

Caucus Activities

Updates on Priorities

For the 2015-2016 academic year, we had identified four priorities: leave policies, outreach, advocacy and childcare. Progress was achieved on all but the last of these policies:

- *Leave policies*: The Women's Caucus met with staff from Human Resources to convey constituent concerns about unclear and unevenly-applied leave policies. As the Delaware legislature was working on its own bill to mandate paid parental leave for state employees, caucus leadership discussed campus efforts toward a similar goal with State Rep. Debra Heffernan. In June, we presented President Dennis Assanis and the President's Roundtable with a proposal for 12 weeks of paid parental leave. We look forward to continuing this discussion with the new administration in the coming year.
- *Outreach:* To improve communication between the Women's Caucus board and its constituents, we held brown bag lunches around campus. This year, we hosted discussions at the General Services Building, University Student Centers, and the Morris

Activities cont'd

Library. We welcome suggestions for additional locations for lunchtime discussions. We also like to hear from you outside of these formal settings: Please e-mail us your thoughts, comments, and suggestions at womenscaucus@udel.edu.

- *Advocacy:* In collaboration with Sexual Offense Services (S.O.S.) and Women and Gender Studies faculty, and with a generous gift from former assistant provost and long-time women's advocate at UD Mae Carter, the Women's Caucus published an ad, "The Fact Is," in UD's student newspaper *The Review*. The ad ran for three consecutive weeks to raise awareness about sexual assault statistics and campus resources for students, faculty, and staff.

In 2016-2017, we plan to focus on continuing our advocacy for improved *leave policies* and *institutional climate*. We will also resume our work on developing policy proposals to help UD employees with *childcare*.

Partnerships

We continue to work with other campus caucuses on issues of mutual interest and to partner with the Office of the Vice Provost for Diversity and the Office of Equity and Inclusion to address relevant issues of concern to our constituents. In addition, we have found valuable partners in other offices across UD, including Employee Relations and IRE.

Caucus Business

The caucus held two general meetings: October 29, 2015 at President Targett's house and April 27, 2016 at Klondike Kate's. The Torch Award luncheon, honoring President Nancy Targett, was held on May 6, 2016.

In the Spring 2016 elections, Robin Andreasen and Heather Doty were re-elected for their second three-year terms, while Keeley Powell and Kelsey Cummings were elected for their first three-year terms. Karren Helsel-Spry chose not to seek reelection after completing her three-year term. In June, long-time Women's Caucus co-chair Christine Scheirer Mangat left UD to accept a position at the Drexel University College of Medicine.

Eight seats on the executive board will be up for election in Spring 2017. Please consider running!

New officers were elected in June: Kelsey Cummings, staff co-chair (completing the remaining one-year term vacated by Christine Scheirer Mangat); Heather Doty, faculty co-chair; Robin Andreasen, secretary; and Regina Wright, treasurer.

Information and updates continue to be available via the **Women's Caucus website**.

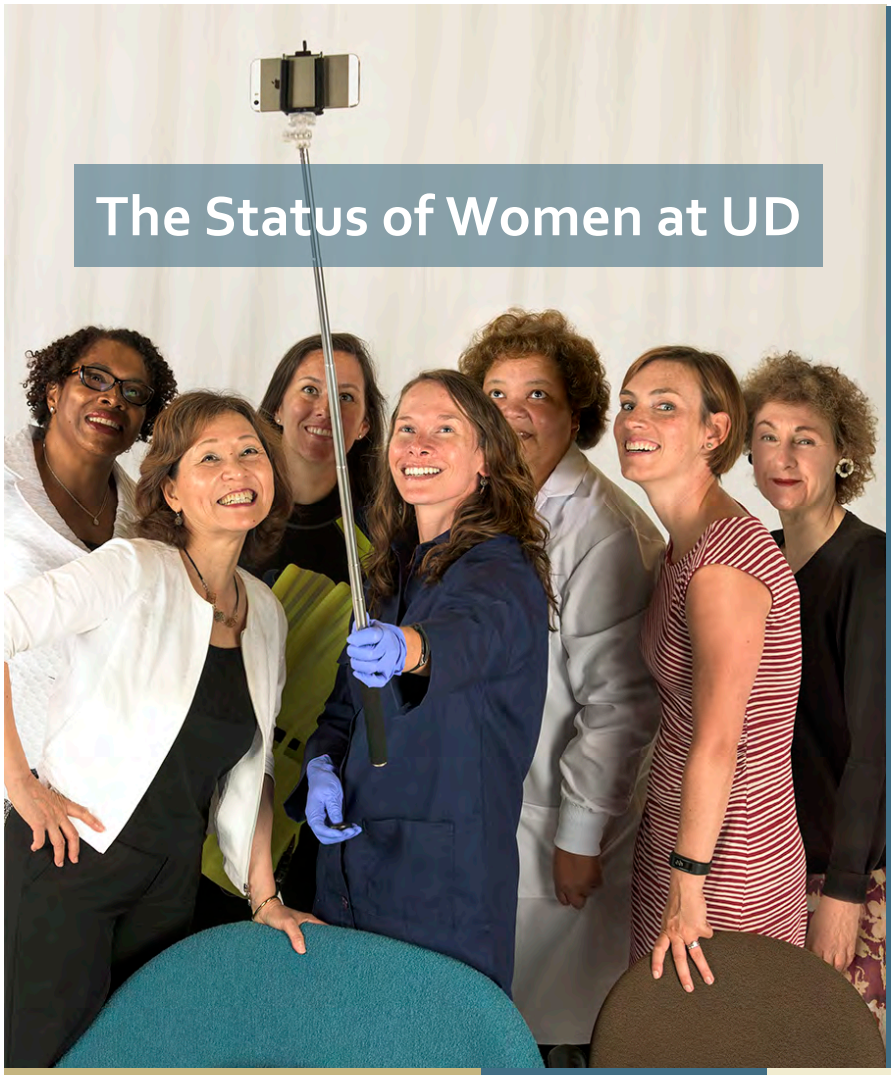
Honorable Mention

As a minority student entering the College of Engineering at the University of Delaware five years ago, Manuela Restrepo knew that having someone believe in her abilities was critical.

During her sophomore year, Restrepo found that "someone" in Jenni Buckley.

For her positive influence on Restrepo and thousands of other girls and young women at UD and across the country, Buckley, an assistant professor of mechanical engineering, received the 2016 E. Arthur Trabant Award for Women's Equity.

Buckley's approach to engineering education is to apply nationally what she learns locally for the greatest impact. **Read more on UDaily** about Buckley's research and educational work.



The Status of Women at UD

In this fifth annual report of the UD Women's Caucus, we present data focused on women employees, providing an overview of the status of women at the University.

The views, opinions, and content of this publication are those of the authors and contributors and do not necessarily reflect the views, opinions or policies of UD and should not be construed as such. We thank Institutional Research for making this data available.

Note: All data presented represents Fall 2015 conditions, unless otherwise noted.

University Leadership

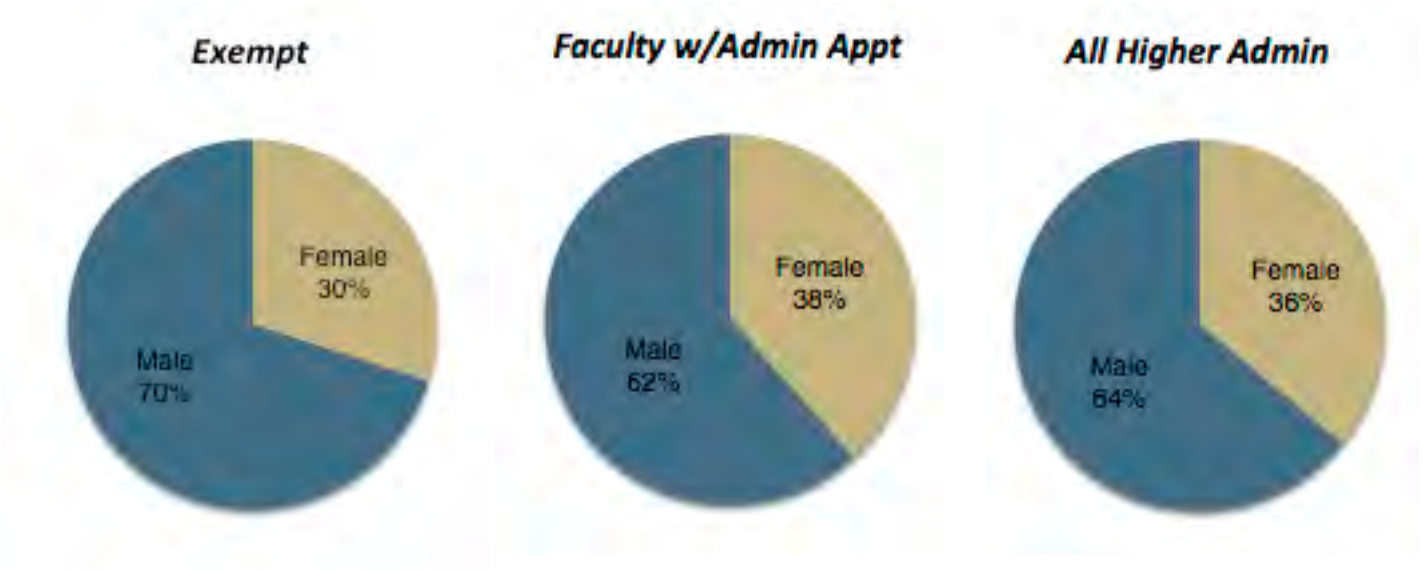
Board of Trustees

According to the Charter of the University of Delaware, "the Board of Trustees shall have the entire control and management of the affairs of the University." The Board is composed of 4 ex-officio members, 8 members selected by the governor, and 20 members elected by the board itself. As of March 2015, women represented 30% of the board, which has 8 women and 19 men. The gender composition among the four officers is evenly split.

UD's higher administration is composed of exempt staff and faculty with administrative appointments. The exempt staff fills the positions of the various vice presidents, plus the chief investment officer, whereas faculty with administrative appointments are in the roles of the provost, vice, associate and deputy provosts, deans, associate and deputy deans, and the president.

During Fall 2015, women occupied a variety of leadership positions across the university, most notably acting President Nancy Targett, who led the university from July 2015 until June 2016 when she left to become Provost and Vice President for Academic Affairs at the University of New Hampshire (see our interview with Targett later in this publication). The involvement of women throughout UD's leadership team is an important

indicator of how system knowledge and institutional processes are being distributed across gender lines. The chart below shows that 70% of the exempt staff in leadership positions is male, compared to 41% of full-time exempt staff overall. 62% of faculty with administrative appointments is male, compared to 59% of full-time faculty overall.



In 2015, various faculty leadership positions were filled on an interim basis, including Acting President Nancy Targett, who, in the final weeks of her term was named the first female President of the University by the Board of Trustees. Half of the women in faculty leadership positions were in interim positions, as were 12.5% of the men. Of the permanent faculty leadership positions, 74% were filled by men. Across UD's seven colleges, there are 17 deans, deputy deans, senior associate deans, and associate deans. Six of these positions were held by women (two were interim) and 11 were held by men (two were interim).

Staff

The University of Delaware includes four categories of employees: exempt (formerly called "professional staff"), non-exempt (formerly called "salaried staff"), hourly workers, and faculty members.

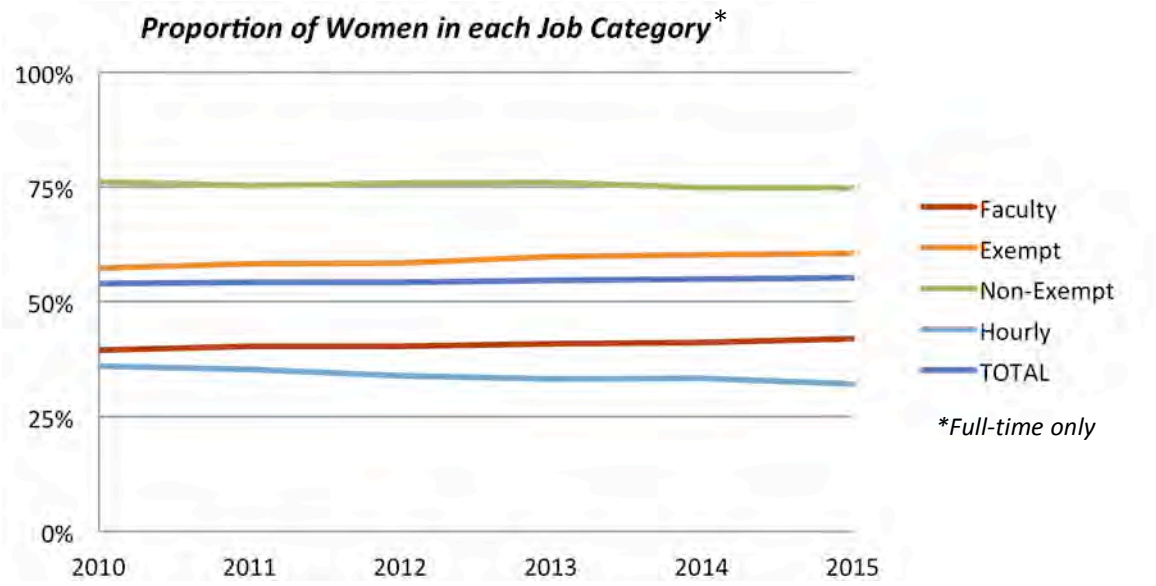
Employees with different classifications have different access to benefits, including sick leave and job flexibility, and they are represented by different unions. As the Women's Caucus continues to advocate for equitable treatment for all employees, we continue to pursue data that allows us to trace patterns in gender and race identifications among staff, as well as to understand the different roles and responsibilities played by staff members. The data discussed below shows some of the race and gender distributions across different categories of employees.

The overall UD workforce is majority female (55.3%), but some categories of employees are more gendered than others. Women comprise nearly three-quarters of non-exempt employees (74.7%), and 60.5% of exempt employees are female.

Full-Time Employees by Job Category

Fall	Faculty (incl. Chairs)				Exempt Staff				Non-Exempt Staff				Hourly Staff			
	#M	#F	Total	% Female	#M	#F	Total	% Female	#M	#F	Total	% Female	#M	#F	Total	% Female
2010	739	467	1206	38.7%	615	775	1390	55.8%	219	645	864	74.7%	281	158	439	36.0%
2011	739	478	1217	39.3%	622	835	1457	57.3%	219	622	841	74.0%	276	150	426	35.2%
2012	735	475	1210	39.3%	656	862	1518	56.8%	205	594	799	74.3%	267	137	404	33.9%
2013	726	478	1204	39.7%	663	923	1586	58.2%	197	583	780	74.7%	281	140	421	33.3%
2014	720	483	1203	40.1%	679	975	1654	58.9%	206	569	775	73.4%	270	135	405	33.3%
2015	711	496	1207	41.1%	712	1037	1749	59.3%	208	566	774	73.1%	275	130	405	32.1%
Change 2010 - 2015	-28	29	1	2.4%	97	262	359	3.5%	-11	-79	-90	-1.5%	-6	-28	-34	-3.9%

In two categories, faculty and hourly staff, women are a minority, comprising 42% of faculty and 32.1% of hourly workers. Since 2010, this gender distribution in the UD workforce has not shifted much. The 2015 numbers reflect an increase in the representation of women among faculty from 39.4% in 2010 to 42.0% in 2015 and among exempt employees from 57.3% in 2010 to 60.5% in 2015. These numbers also reflect a decrease in the representation of women among non-exempt employees (76.2% in 2010 to 74.7% in 2015) and hourly employees (36.0% in 2010 to 32.1% in 2015). In terms of total numbers, between 2010 and 2015, faculty numbers have stayed constant, while the number of exempt staff has increased by 23% and non-exempt and hourly staff have decreased 11% and 8%, respectively.



Racial Composition

Overall, white men make up 36% of full-time employees and white women make up 43% of full-time employees, with men of color comprising 10% and women of color comprising 11%. These numbers show that the proportion of employees of color at UD are less than the proportions reflected in Delaware's population counts from the 2010 US Census: 33% and 35% white men and women, respectively, 15% men of color and 16% women of color.

Across all of UD, the proportion of full-time exempt staff of color are 8% men of color and 10% women of color. For full-time non-exempt staff of color the proportions are 5% men of color and 13% women of color. Within academic units, the racial breakdown of full time staff members varies, with the Colleges of Engineering and of Arts and Sciences reflecting the highest proportions of full-time exempt staff members of color (25% and 21%, respectively). Education and Human Development has the highest proportion of women of color among its exempt staff members with 18%. For full-time non-exempt employees, Engineering and Health Sciences have the highest proportions of employees of color, with 25% and 19%, respectively.

Part-Time
The data presented above show that part-time work remains mostly a female occupation: 82% of UD's part-time employees are female. Of all women working at UD, 7% are part-time, while only 2% of men working at UD do so part-time. Hourly employees are not considered part time, regardless of the number of hours they work per week. About 10% of UD's employees are hourly, and employees in this category, as noted above, are predominantly male.

Faculty

In Fall 2015, there were 1,207 full-time faculty members employed at UD: 917 tenured or tenure-track, 233 continuing track, and 57 faculty in temporary positions. Faculty composition with respect to gender and race varies by both rank and by college. Of all full professors, about 98% are tenured/tenure-track. 85% of associate professors are tenured/tenure-track. But only 55% of assistant professors are tenure-track. Among all ranks, 76% are tenured/tenure-track; but for women only 68% are tenured/tenure-track.

Tenure-Track/Tenured
The representation of women among tenure-track and tenured faculty members has shifted over the last ten years, moving toward greater gender parity at the assistant professor and associate professor ranks, while staying relatively flat at the full professor rank. In 2005, 31.6% of tenured and tenure-track faculty were women; in 2015, that percentage is 36.8%. The greatest change has come at the assistant professor rank, where women in 2015 comprised 50.9% of all assistant professors, up from 42.6% in 2005. At the full professor rank in 2015, women comprised 26.7% of all full professors, up from 23.8% in 2005, and at the associate professor rank, women represented 43.7% of all associate professors in 2015, up from 35.1% in 2005.

The proportion of women among assistant TT professors continues to hover around 50%, where it has been for the last four years. The proportion of women among associate TT professors has seen its increase above 40% achieved in 2014 sustained for another year (now at 44%). Among full TT professors, female representation has remained steady around 25% over the last 10 years, with minor increases of 0.3% per year on average.

(Note: we do not have accurate data going back five and ten years for Continuing Track faculty, so we only calculated these rates for TT/T faculty). These annual changes show that the overall number of male tenure-track/tenured faculty have been decreasing over the last 10 years, while the number of female tenure-track/tenured faculty has consistently been increasing (except in 2012). At the assistant professor level, the numbers have remained fairly constant, with the decrease in total number attributable to the loss of men in this category, particularly in the mid-2000s. At the associate level, female numbers have increased, although not as fast as male numbers have decreased over the last five years. At the full professor level, both men and women have seen a steady increase in their numbers, with women showing much faster growth over the last

five years. We don't have data to indicate why these numbers are changing in these patterns, but they are almost certainly affected by retirement rates among men and women faculty as well as access to paths to promotion. These data also show that over the last five years, the university has increased the number of its full-time faculty by exactly 1, or 0.08%. Over that same time period, exempt full-time staff increased by 359, or 25.8%.

Race of Faculty, Fall 2015

College	Non-Tenure-Track Faculty					Tenure-Track Faculty				
	Total	**# White Men**	**# Men of Color**	**# White Women**	**# Women of Color**	**Total**	**# White Men**	**# Men of Color**	**# White Women**	**# Women of Color**
CANR	14	7	0	7	0	68	37	9	17	5
CAS-Arts	11	9	0	1	1	48	26	4	14	4
CAS-Humanities	41	11	0	21	9	107	50	11	35	11
CAS-Natural Sciences	43	15	5	18	5	150	87	25	31	7
CAS-Social Sciences	23	7	3	11	2	99	38	12	37	12
CAS-Misc	42	22	2	16	2	1	1	0	0	0
CAS-Total	160	64	10	67	19	405	202	52	117	34
LCBE	28	13	2	13	0	109	58	16	18	17
CEOE	3	1	0	2	0	55	34	5	14	2
CEHD	30	7	0	22	1	51	21	0	24	6
CENG	22	11	5	4	2	127	65	38	16	8
CHS	30	8	1	20	1	76	21	6	42	7
UD TOTAL	287	111	18	135	23	891	438	126	248	79

The numbers presented here suggest that there has been relative gender parity for tenure-track assistant professors over the last seven years and that there is much less parity—and much slower progress—at the higher ranks of faculty, especially at the full professor rank. There are many potential explanations for the slower progress towards gender parity at the associate and full professor ranks, but one important source of data to examine is the time people spend at each rank. For assistant professors, the timeline to promotion is relatively rigid, with some flexibility afforded through UD's **stop the clock policy**. When assistant professors reach the end of their tenure clock, they are either promoted and given tenure, or they leave the University. But for associate professors with tenure, the path to full professor is less structured, and data generated by IRE for STEM (Science, Technology, Engineering and Mathematics) and Social and Behavioral Sciences (SBS) fields indicates that many faculty stay at the associate rank for a long time (9+ years).

In both STEM and SBS fields, a larger percentage of male associate professors have been at this rank for a long time than the percentage of female associate professors. For all groups, the proportion at rank for 9+ years has decreased in the last three years, except for men in STEM. About 40% of both men and women in STEM spent 9+ years as associate professors before their promotion to full. In SBS disciplines, 58% of women and 50% of men spent 9+ years as associate professors before promotion. The 2015 numbers also show significantly smaller numbers of women promoted to full in STEM fields (25 women and 79 men) while equal numbers of women and men were promoted to full in SBS fields (12 each).

UD now has a slightly higher (4 percentage points) proportion of full professors among its full-time TT faculty than 10 years ago, compensated for with a slightly lower proportion of assistant professors. Male professors saw a similar development, but with an additional decrease in the proportion of associate professors (2 percentage points) in favor of full professors. Female professors also experienced the same reduction in the proportion of assistant professors, but the gain was mainly in the proportion of associate professors, which increased 3 percentage points, with full professors increasing by only 1 percentage point. When we break down the data not only by gender but race, some significant patterns emerge, including continued need for attention to intersectionality. In the table above, we see that faculty at UD—both tenured/tenure-track and continuing-track are overwhelmingly white. The Lerner College of Business and Economics has the largest proportion of non-white tenure-track faculty, approximating the national and state percentages. However, its faculty is disproportionally male. Several colleges have made progress toward greater diversity among their faculty (by these metrics) since 2012, especially the College of Earth, Ocean and Environment (CEOE) and Lerner. Overall, about two-thirds of the non-white tenure-track faculty is Asian.

Continuing Track

Of the non-tenure-track faculty (CT and Temporary), about half (46%) are Assistant Professors. Very few are full professors (3%). In 2015, Continuing Track faculty represented 24% of all faculty at UD. 57.5% of CT faculty at UD are women, and the percentage varies within different colleges. Specific data is viewable in the UD Facts and Figures 2015-2016" by Institutional Research and Effectiveness for **undergraduate** and **graduate enrollment**.

Considered as a proportion of the faculty as a whole, Continuing Track faculty represent 45% of Assistant Professors, 15% of Associate Professors, and 2% of Full Professors. Given that CT faculty represent nearly half of all Assistant Professors at UD, the smaller proportions at higher ranks may reflect some challenges that CT faculty experience in seeking promotion. We may see these numbers move given efforts during 2015-2016 by departments and units across the university to revise their Promotion and Tenure guidelines to account for pathways to promotion for CT faculty.

Salary Information

Staff

This is the first year that we have been able to obtain salary information on staff members. These numbers reveal that while salary inequities almost disappear at the top (executive/administration/managerial), they are particularly stark among the technical/paraprofessional staff, among whom men earn about 37% more on average. Faculty and professional staff also see significant disparities on average, with women earning less than $0.85 for every $1.00 a man earns.

Staff Salary Data 2015/16

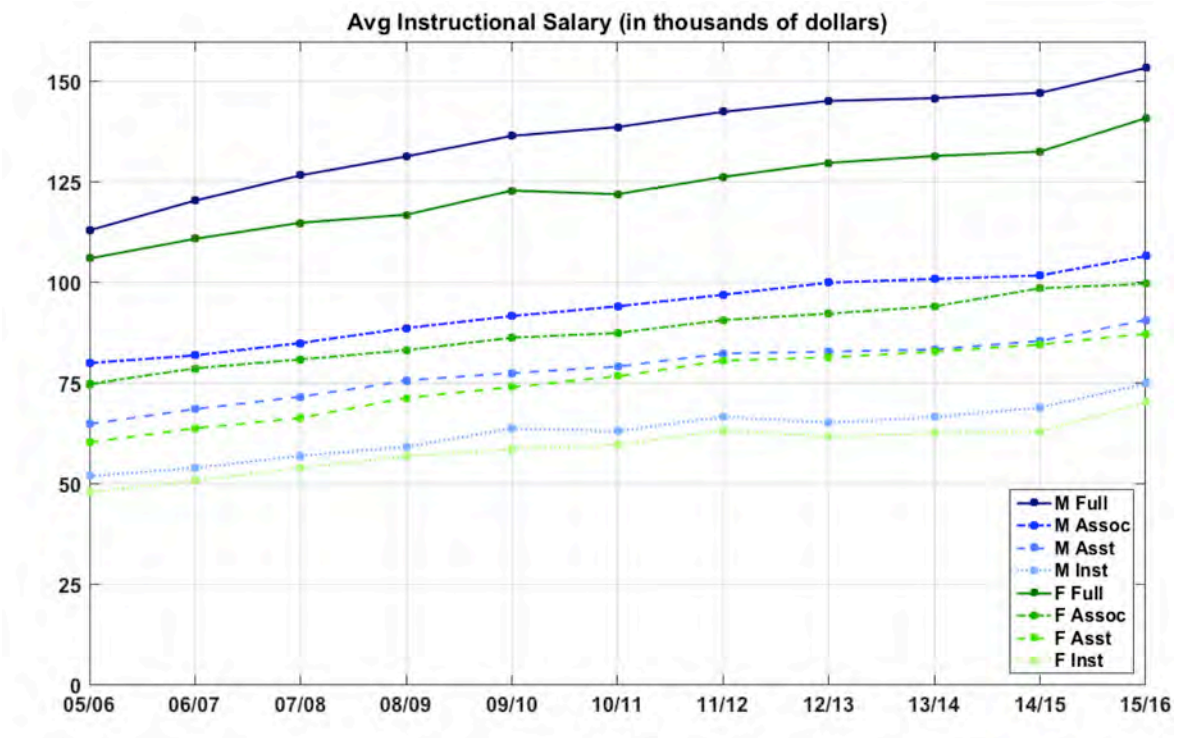
	Exec/Admin/ Managerial	Faculty (incl. chairs)	Professional	Secretarial/ Clerical	Service Maintenance	Skilled Crafts	Technical/Paraprofessional
Women	$197,158	$100,639	$62,750	$38,468	$32,208	$56,944	$35,061
Men	$198,523	$122,261	$74,830	$36,939	$34,349	$59,501	$48,218
Ratio	$0.99	$0.82	$0.84	$1.04	$0.94	$0.96	$0.73

The pay differences between men and women staff members varies according to category. Women in secretarial/clerical positions earn $1.04 for every dollar earned by men in this category, while the biggest gap is found between technical/paraprofessional women, who earn $0.73 for every dollar earned by men in this category. Among professional staff, women earn $0.84, among service/maintenance employees, women earn $0.94, and among skilled crafts, women earn $0.96 for every dollar earned by men. Men and women in the highest-paying positions at the university—executive and administrative roles—have near salary parity in average salaries, with a ratio of 0.99.

A more fine-grained look at the Full-Time Exempt and Non-Exempt employees by grade sheds additional light on some of the differences between men and women employees at UD. Looking carefully at the exempt breakdown by grade, we see that larger percentages of women in exempt and select market positions are at lower grades than for men. While women represent 63.4% of full-time exempt (non-select market) employees in this chart, 80% of them are concentrated in the six lowest pay grades. In contrast, 66% of male full-time exempt employees are in the lowest six pay grades. Among non-exempt staff, men have higher representation in both the lowest and the highest grades, with women more dominantly in the middle grades. In the select market category there are more men than women, representing 64%, even though men make up only 41% of all exempt staff including select market jobs.

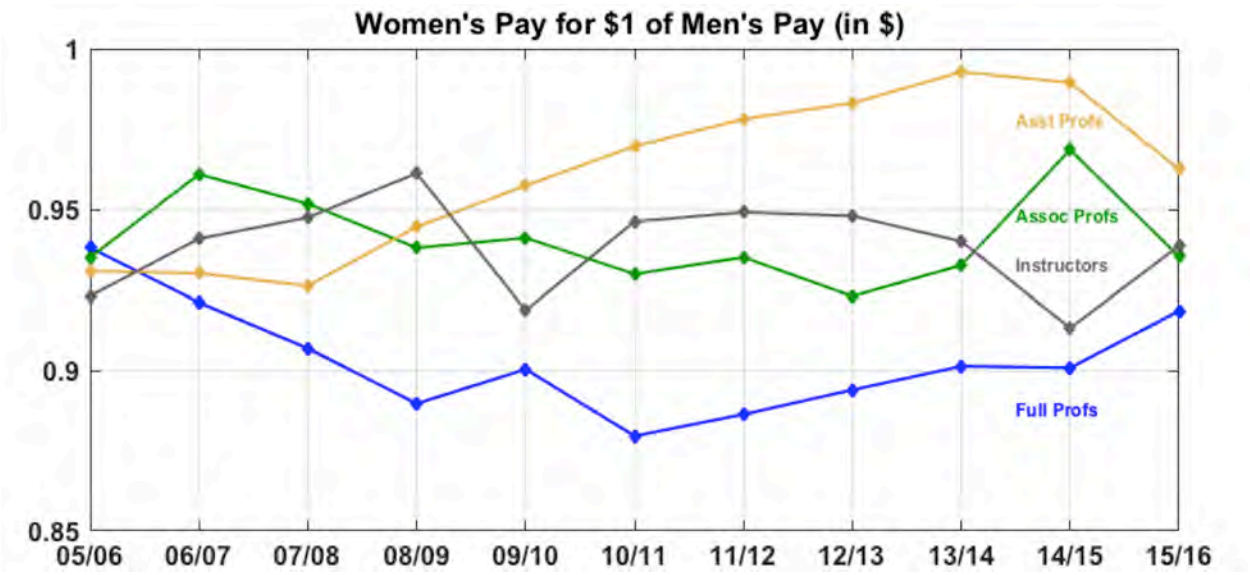
Faculty

The 2015-16 faculty salary data available from the *Chronicle of Higher Education* reveals that there remains a salary gap between men and women faculty that is most pronounced at the Full Professor rank and most equitable at the Assistant Professor rank. In 2015-16, women Full Professors earned $0.92 for every $1.00 earned by men Full Professors, while women Assistant Professors earned $0.96 for each $1.00 earned by men. Among Associate Professors and Instructors, women earned $0.94. If we collapse faculty into a single category (including department chairs), the pay gap between men and women widens such that women earn $0.82 for every dollar earned by men faculty.



Year		Full Professors	Associate Professors	Assistant Professors	Instructor
2005/2006	Women	$106,000	$74,800	$60,500	$48,000
	Men	$113,000	$80,000	$65,000	$52,000
	ALL	$111,400	$78,200	$63,000	$49,200
	Ratio	$0.94	$0.94	$0.93	$0.92
2006/2007	Women	$110,900	$78,700	$63,900	$50,900
	Men	$120,400	$81,900	$68,700	$54,100
	ALL	$118,100	$80,800	$66,500	$51,900
	Ratio	$0.92	$0.96	$0.93	$0.94
2007/2008	Women	$114,900	$80,900	$66,500	$54,100
	Men	$126,700	$85,000	$71,800	$57,100
	ALL	$123,800	$83,600	$69,100	$54,900
	Ratio	$0.91	$0.95	$0.93	$0.95
2008/2009	Women	$116,900	$83,200	$71,500	$57,000
	Men	$131,400	$88,700	$75,700	$59,300
	ALL	$127,700	$86,800	$73,600	$57,700
	Ratio	$0.89	$0.94	$0.94	$0.96
2009/2010	Women	$122,900	$86,300	$74,200	$58,700
	Men	$136,500	$91,700	$77,500	$63,900
	ALL	$133,100	$89,700	$75,800	$60,100
	Ratio	$0.90	$0.94	$0.96	$0.92
2010/2011	Women	$122,000	$87,500	$76,700	$59,800
	Men	$138,700	$94,100	$79,100	$63,200
	ALL	$134,600	$91,700	$77,900	$60,800
	Ratio	$0.88	$0.93	$0.97	$0.95
2011/2012	Women	$126,300	$90,700	$80,600	$63,400
	Men	$142,500	$97,000	$82,400	$66,800
	ALL	$138,500	$94,500	$81,500	$64,400
	Ratio	$0.89	$0.94	$0.98	$0.95
2012/2013	Women	$129,800	$92,300	$81,400	$61,900
	Men	$145,200	$100,000	$82,800	$65,300
	ALL	$141,400	$97,000	$82,100	$63,000
	Ratio	$0.89	$0.92	$0.98	$0.95
2013/2014	Women	$131,500	$94,100	$82,800	$62,700
	Men	$145,900	$100,900	$83,400	$66,700
	ALL	$142,100	$98,200	$83,100	$64,100
	Ratio	$0.90	$0.93	$0.99	$0.94
2014/2015	Women	$132,600	$98,600	$84,600	$63,100
	Men	$147,200	$101,800	$85,500	$69,100
	ALL	$143,400	$100,500	$85,000	$65,200
	Ratio	$0.90	$0.97	$0.99	$0.91
2015/2016	Women	$140,900	$99,700	$87,300	$70,400
	Men	$153,400	$106,600	$90,700	$75,000
	Ratio	$0.92	$0.94	$0.96	$0.94

The charts in this report that present faculty salaries reflect slightly different salary disparities for men and women faculty. In part, the greater disparity in the summary table is due the comparison of all faculty salaries across ranks. Since women are better represented at lower ranks, with correspondingly lower salaries, this will be reflected in the average salary ratio. To a much lesser degree, the differences in the statistics are due to slightly different counts, since the *Chronicle* data exclude faculty without a teaching assignment in the Fall 2015 semester.



ADVANCE Climate Survey Results regarding Dual Career

The University of Delaware ADVANCE team conducted a climate survey during the 2015-16 academic year and shared some of the results from that survey with the Women's Caucus on questions relevant to the Women's Caucus constituency and priorities. One significant area involves employee perceptions of dual career practices at UD.

The climate survey results show that of the 249 faculty who indicated that they had a working spouse or partner, 40% of those faculty have spouses/partners in academia. Of those, 44% are tenured/tenure-track, 21% are non-tenure-track, and 16% are staff members; the remaining percentages included 3% administration, 1% postdoc, and 14% "other." Of those faculty respondents who indicated that their spouse works in academia, 72% indicated that their spouse works at UD (although this number may reflect some double-counting if both spouses are faculty who completed the survey).

More than a third—37%—of the respondents with a spouse who works at UD indicated that they had formal assistance with dual-career efforts. When asked "how satisfied is your spouse/partner with career opportunities at UD" and with "career opportunities in the local community," respondents converged on "neither satisfied nor dissatisfied" with a skew towards dissatisfied. UD fared no better or worse than the local community on this question. 56 respondents (23%) indicated that they consider leaving UD to improve the employment situation of their spouse or partner "very often" or "all the time." An additional 54 faculty members consider leaving UD for this reason "sometimes," which reflects 22.6% of survey respondents.

These results, which indicate that nearly half of UD faculty have considered leaving the University due to issues with dual career pathways, indicate the need for attention to this issue. During Spring 2016, a working group led by Matt Kinservik, Vice Provost for Faculty Affairs, and Rachel Davidson, Professor of Civil and Environmental Engineering and Associate Dean for Diversity, College of Engineering, convened to gather data and assess the current state of dual career possibilities at UD.

***Not all data described in this section is shown. To view the complete collection of charts and tables on the status of women at UD, please visit the Women's Caucus website*.**

2016 Women of Promise Dinner

This annual event promotes positive faculty and student mentoring relationships, with women faculty members selecting exceptional women undergraduate and graduate students to accompany them to the dinner. This year's keynote was Maria Harper-Marinick, Chancellor, Maricopa Community Colleges.

Q&A with Nancy Targett

The Women's Caucus discusses the changing status of women with UD's first female president

Women's Caucus members involved in this interview include Shannon Lennon-Edwards, Stephanie Kerschbaum, Helga Huntley and Christine Mangat.

As we reflect on our year with Nancy Targett in her role as UD's first female president, we would like to share a summary of our conversation with her about her 30-year career at the University of Delaware and her perspectives on the changing status of women over that time. Several members of the Women's Caucus sat down with then-President Targett and her chief-of-staff, Frank Newton, for an hour-long conversation. Following are some of their thoughts.

We want to ask you about how the status of women at UD has changed over the time you have worked here? Specifically, what was it like when you first started?

So, when I first arrived here, to be honest, I just didn't think about it that much. It was as I moved into leadership positions that I became much more aware of and attuned to this as an issue. When you are first hired as a junior faculty member, you are focused on what you are doing, you are focused on your job, you are thinking just about getting your lab up and running.

When I became more involved in administrative activities, that's when I started to look around and say, "Whoa. Wait a minute now." And, I realized that from an administrative perch you can help to facilitate change. As Dean, I was really pleased to see a significant uptick in the number of women in the College of Earth, Ocean and Environment (CEOE). And it was particularly gratifying that the CEOE faculty generally

seemed to be pretty blind to gender in their recommendations for faculty hires. Women as often as men were the first choice of the faculty and the search committees.

Do you think it helped that you were a female dean in that regard? Did that attract more female candidates?

I don't know if it attracted more female candidates, but more than one woman faculty candidate noted during my interview with them that it was gratifying to be able to talk with someone in a position of leadership who "looked like her." There are parts of the conversation that can be more authentic when someone knows that you have navigated similar challenges, choices and experiences. And, so, yes, I think that was one factor that was helpful in the recruitment process for women faculty. There are, of course, many other factors, too and I am proud of the successes we had in recruiting both women and men.

Did you personally encounter any obstacles in your career specifically as a woman?

Sure, we all encounter obstacles and some of mine were definitely related to gender. When I was looking around at graduate programs, there was a faculty member at another institution that made it clear that he did not take female graduate students. He said all we ever did was get married and have families so he didn't take on women students. So yes, I ran into it but I never let it deter me.

And I ran into other issues related to gender, too. As a dean I remember going into a meeting about a space renovation that was not proceeding as fast as I thought it should. I had my whole team with me. The head of the unit sat down with us and then looked at me and said, "you know, this is not like doing a kitchen." I remember thinking, "What century is this?" So yes, those kinds of things do happen. In this instance, I chose to look past the comment and keep the overall goal in mind. It wasn't easy. I said that I understood it was not like a kitchen and in fact felt it was more analogous to other large projects that I have been involved with such as the construction of a $6 million wind turbine. I used the difference in scale to try and get him to understand the absurdity of his comment. But, honestly, I am not sure he ever got it. There are dinosaurs out there and we run into them occasionally, but I always try not to let them distract me from my goals. I try to keep the focus on the forward momentum and the ultimate goal. My preference is always on trying to find common ground and on building a team that gets the job done. So, you work around and marginalize the dinosaurs, knowing that eventually they will be extinct.

What advice do you have for young women who want to build a career in academia?

I would say, "just do it." It is really important that you never ever let anyone else define you. In my case, if I had let that guy who didn't accept female graduate students define me, I would have foregone what has been a hugely satisfying career. We all run into obstacles, it is how we navigate those obstacles that matters. I have a favorite saying that seems apropos here: "water flows around the rock and eventually the rock is sand on the beach." It essentially says, if there is an obstacle, accept it, acknowledge it and then keep trying, because there is

"Never let anyone else define you…if there is an obstacle, accept it, acknowledge it and then keep trying, because there is more than one way to achieve your goal."

more than one way to achieve your goal. But, no matter what, don't give up on your goal. Doors open and close all the time, it is a matter of being ready to seize the opportunity when the door opens and of also realizing that if the timing is wrong for your particular circumstance, there will be another door, another opportunity. The next one might be different but that is ok. If we remember that, I think it's helpful.

Nancy with Carolyn Thoroughgood, then UD's vice provost for research, at the christening of UD's 146-foot research vessel, Hugh R. Sharp*, in 2005.*

What are some of the initiatives for women at UD that you were a part of that you are particularly proud of?

I think about the whole diversity and inclusion initiative overall, and particularly as it relates to women. Raising awareness of implicit bias and having people recognize that there are many good ways to measure outcomes for success and that it might not be the same for everyone. I am a first generation college student, and given my background there was no reason to think that I would be the first female president of the University of Delaware. I did not have the typical path or pedigree. And, frankly, I am proud of that, I own that. Because it is living proof that you can be successful without those. But it does suggest that it is important for people in leadership positions to take a more holistic approach when considering people and their competencies.

We know the ADVANCE group is very thankful for what you have done with them, paving the way with other administrative people at UD. Pam Cook spoke about your involvement with ADVANCE at the Women's Caucus Torch award ceremony in May.

I've been really pleased to be very involved with the ADVANCE group. They would come to my office and we would brainstorm ideas when I was a dean and also during my time as president. The conference [Women of Color in the Academy: What's Next?] was an idea that they brought to the table. At that early planning stage they were expecting to go out and solicit dollars from the various academic units at UD. I was the new acting president and I said, "No, we are not going to do that." I said "we" (the president's office and the provost's office) are going to give you the money up front to do this conference and you can back fill it with fees from the conference registration. That was important for a conference like this where it was hard to predict at the outset what the participation would be. This approach allowed the organizers to do what they did best and that was planning and organizing for a successful conference around a strategic issue for UD.

In reviewing your year as President at UD, you have been very successful at being on-the-ground, visible and connected to different people. What made you decide to take that approach with the UD community? How do you think you achieved that?

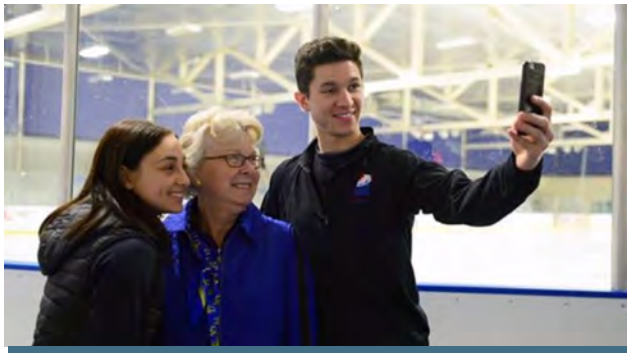
I believe that positive relationships form the foundation for getting things done, particularly in a shared governance environment. You don't always have to agree with everyone but you have to strive for trust and positive relationships help you to build that trust. If people trust that you are going to be open and transparent, even if they don't agree with where you are going but they can see that you have weighed their opinions and perspectives, you get a lot farther. I felt that it was really important to continue to build these relationships at UD and actually, one of the people who really helped me do that was Frank Newton.

As I have pointed out many times, it seems like everybody on campus knows Frank. He is someone who was in Residence Life, he oversaw the student judicial system, he spent time as an assistant dean of students, and throughout his UD career he built a lot of relationships. I watched how he connected with students and others across the university. It was a strategic move to bring him into the office of the president as acting chief of staff. He was (and is) a force multiplier. His presence accelerated my connection with other people at the University. I learned just how important it would be right from the beginning. On that very first student move-in weekend when Frank and I walked all over campus, logging more than eight miles, we greeted our new first-year students and their parents and thanked the staff who were working so hard to make that day special. Virtually all of the staff and many of the upper class students knew Frank but not many knew me. I was the new acting president. He introduced me to everybody and by the end of the day, I knew a lot more people and then the connections just rolled on from there. There is no question that Frank Newton accelerated my integration into the University in areas where I had not previously been visible.

President Targett joined the campus community in a candid dialogue in the wake of racial concerns in Fall 2015.

And, from day one we knew that we had about a year to build up and reinforce the sense of community. So, it was going to be a sprint. The goal was to be visible and to make sure that people understood how much their contributions were valued; that regardless of their role at UD they all contributed in important ways to the mission. The value of relationships was affirmed for me when we were tested early on in my time as president with two very difficult situations that occurred back-to-back; literally on successive evenings.

The first was a polarizing speaker whose pre-visit rhetoric resulted in a student protest. That was followed by the noose/lantern incident. Little did I know that the discussions I had with students on the first night would set the stage for the necessary ongoing conversations. Being present and listening to student issues and concerns proved to be really important to what was ultimately a student led learning opportunity for the



President Targett connected with students and the community by being visible and present on campus. She is pictured here at UD's Ice Arena with students, and riding the Zamboni. Photos courtesy @fandodger on Twitter.

whole campus. After the protest on the first night I went back to the Center for Black Culture and we sat there for an hour. I had a great conversation with the students, and although I did not yet know it, that conversation provided an important framework for what was to come.

Frank Newton: You sell yourself short. It was two hours. You connected.

Nancy: It was late and I was very tired. It had been a long day. But, Frank kept emphasizing to me how important it was to talk with the students. He was right.

Frank: The students knew it. They acknowledged that it was the first time a president had come over, had initiated the introduction. It was a deep, meaningful, two-hour conversation about the experiences the students had and why they were important. It did matter. None of us knew that 24 hours later, it would be such a crucial piece – having that credibility with the students in a way that no other president has had.

Nancy: That episode, early in my tenure as president, also reinforced for me the value of making the time to go out and talk with the students. And so, I tried to do it at every opportunity. If I was in my office and the administrative side of work got to me, I would just go out on the Green and talk to students and take selfies. Connecting with them informally was important…and fun! It always reminded me that the reason I loved my job was because of them. It reminded me that every day we, as a UD community, are called to inspire and transform them. And whenever I could I tried to go to events that celebrated them: Hen Hatch, Marching Band, Honors events, etc. Spending time with our students always energized me.

I tried to do the spend time with the faculty and staff, too. I went to all sorts of events that supported and celebrated our UD faculty. I also attended every Faculty Senate meeting when I was in town – I think that was all but one – and I listened and participated as appropriate. I think that it is important for people to know you are there and that you are committed. It is also important to be transparent about issues. A great example was the discussion around Article III. [1] I knew this was going to come up based on an October Board retreat. As soon as I knew, I was telling the faculty "I think this is coming down the pike, here's what I think it is going to look like, and here is how we will approach it." And so, when the charge was finally given to me, it was not a surprise to anyone. And, I took an open and collaborative approach getting to the ultimate recommendations for the board.

[1] *Footnote for Article III*

What strategies have you employed for listening across a broad constituency, with lots of different and often dissenting opinions?

Bryan Stevenson in his commencement address said, "you need to be proximal, you need to be there and listen." So, what I've tried to do is meet with a variety of different constituencies both internal and external to UD and talk with them about their issues. My schedule was always full because I wanted to honor all of the voices. There was nobody that I said, "Nah, I don't need to meet with that group." If they felt that they needed to have a conversation with me, I tried to accommodate them as best I could. Of course, we would each approach the discussion from our own perspectives. It was always informative. I would listen and then say, "You are looking at it through your lens, let me tell you how it looks through my lens." Pretty soon, we could find those nuggets of common ground and then we would work from there.

Where do you think UD could improve on women's issues?

That is an interesting question. I do believe that there is always room for improvement. We should never just accept the *status quo*. There are mechanisms for understanding the issues that are hurdles or obstacles for women at UD and based on that information there should be a coherent strategy that prioritizes the issues and works with the University (administration and faculty and staff) to address them. It is important to be intentional in the approach and it is important that the women's groups come together around the issues and support them in a coherent way. That is the most powerful way to approach it, different groups that are intentional in their support for similar issues.

What would your advice be to the Women's Caucus in building connections, for creating greater coalition building on campus?

There is significant strength in the numbers of groups that address women's issues on campus. To me it means that there are multiple entry points from which people can get engaged on these issues. The challenge is to aggregate the thinking up into a cohesive strategy that will move a common agenda forward. That means embracing the differences of the groups, because that is definitely a strength, even as the groups seek ways to find common ground that allows the pursuit of a unified agenda on the most important issues. To me, that means the groups retain their identities even as they act as a federation or alliance of organizations to achieve specific gains.

"The challenge is to aggregate the thinking up into a cohesive strategy that will move a common agenda forward."

Why do you think women faculty at UD still earn smaller salaries than their male counterparts? Do you think UD should do something to close that gap? And if so, what should be done?

So, I guess, I would need to look at the data to understand the specifics of the gap.

At the assistant professor level, it is pretty equal but as women move through the ranks, at the associate professor level, women are earning 93 cents on the dollar and when you move to the full professor level, women are earning 91 cents on the dollar. At least that is based on the 2014 stats that we have. You can see that we are doing a good job of offering women a

competitive salary when we hire them. As they spend their career here at UD, they seem to be losing some of that as they move through the tenure process and further into their career. We don't have as much salary data for other groups so it is hard to say. We just have that.

I would be really interested in looking at some of the confounding or conflated causes for that. Is it because at the upper ranks, let's say at the full professor rank, were those folks promoted at a time when the salary disparities were much greater and now they are not, or are they losing it as they move through?

Is it the merit?

I don't know. Certainly merit could play a role. Some of that could come down to what are the metrics that you are using to measure merit. Some of the traditional metrics may not fully encompass the spectrum of work as it is conducted today. It is certainly something worth looking at. For example, if we value an engaged university, how do we ensure that it is reflected in the merit distribution. It could be as simple as a revisiting, and perhaps broadening, the definitions of the traditional metrics: teaching, research and service. That would likely be a messy project, but one with an impactful outcome because it could help to drive changes in the future of UD's academic landscape.

If it is not an assigned committee from your chair, does it weigh the same as some of the other assignments you may get? It *is* a messy issue and we don't suspect you have an answer.

You are asking me if all service is created equal and I have no simple answer for that. I believe an individual has to define a strategy for her service and engagement that encompasses all aspects of it. Some of it will be serving on a committee or reviewing a professional paper or book. But more often these days it will also include some sort of translation of scholarship and research into the public sector. If an individual is translating his or her scholarship out to the community, whether it is in the context of education, health science, environmental science or policy, that translatable work is an important part of our role in a public land grant/sea grant/space grant institution that not only creates new knowledge but also helps to facilitate its application for the greater good. Are people getting the type of recognition they should be getting for that service? I'm not always sure they are because it all gets lumped under service regardless of what it is. And service is that third category. We need to change that.

Do you have any regrets about your time as dean, and then president, at UD? Things you would have liked to achieve?

I don't. I'm not a person who spends a lot of time thinking about regrets. I try to learn from my mistakes – we all make them – and then I look forward and focus on what I am trying to achieve and how I can work with others to achieve my goals. I do have a lot of gratitude. I have had the opportunity to work with so many wonderful individuals at UD, people who pour their hearts and souls into the betterment of the institution. That has been the best part of being dean and president.

What do you view as some of the biggest challenges still facing women here at UD in the future?

I think the biggest challenge facing women at UD is the same one that is facing everyone at UD. It is our response to the changes that are happening in higher education, that is, ultimately defining our UD-specific response to the re-norming of the academy. We can't be the same as we were a decade ago. Figuring out what those changes are and how they will be applied at UD is something that wraps around all of us. It is simultaneously scary and exhilarating. And so, that reminds me of my very favorite saying, "Go big or stay home." This is the time to vision the future in a big way, to approach it as more than just an incremental step. It is an opportunity to really rethink how we can deliver the best education possible for our students.

Do you feel there is a critical transition period for higher education or a continuing evolution?

I do think it is a continuum, but it is a non-linear one. There are step changes that happen along the way. And I think we are in the midst of a major step change now. I believe the change is catalyzed first and foremost by the rapid technological advances that have, over a relatively short period, transformed how we acquire and process information. The changes have touched us across all sectors of our society. And in the process it is having a disruptive influence on our model for education. Other external forces are also converging simultaneously to impact perspectives on education. These include, but are probably not limited to, the changing demographics, access to education, and debt burden.

I did do a bit of a retrospective by taking a look at some facts and figures that highlight the changes that have occurred over the 30 or so years of my UD career. Certainly our student body has grown in size and diversity. We have added about 1,000 undergraduate students a decade since 1984, the year I arrived at UD. And, our undergraduate diversity has increased from 6 percent to 25 percent. Graduate numbers and diversity have also increased over this time period. So, the face of UD has changed too.

Diversity is particularly important. Gallup recently released a survey in which they interviewed over 30,000 students.They found that students value their degrees more when they felt their institution was one that embraced and supported diversity and inclusion. The students felt that being in a more diverse environment trained them to be better citizens of the world.

Have you had time to look at UNH and identify road blocks or issues that women face there? And if so, are they similar to what you have seen here at UD?

As of this point (June 2016), I haven't had time. When I went up there to interview for the job, I met a person who had a position that is very analogous to Carol [Carol Henderson, Vice Provost for Diversity] and I talked with her at length. When I visited in late fall 2015, many questions following my presentation were around diversity and inclusion. It was a time of significant turmoil around this issue in institutions of higher education across the country. And so they were attuned to and interested in it. I was surprised that many had watched my presentation at the Gathering on the Green after the noose/lantern incident that can apparently be found on YouTube. The questions I was asked indicated to me that they were very aware of the importance of diversity to the goals of the University. It is probably not surprising to learn that UD and UNH share a lot of the issues that are common in higher education. I did meet with the UNH ADVANCE team. They have some really interesting training modules on implicit bias that include active role playing.

You have said in the past when you came to the College of Earth, Ocean, and Environment, that you are keeping some of the ties going – between yourself and building that into relationships between the two institutions. We are wondering if you are doing that at the broader university level?

The higher education community is a relatively small one and I know that there are already ongoing connections between faculty at UD and UNH. These range from joint UD/UNH projects to faculty at UNH who were undergraduate or graduate students at UD. Certainly, there also will be opportunities to share best practices between the two institutions. As I feel pangs of nostalgia about departing UD, I keep thinking about the fact that we are all able to stay so connected in our digital world and that I am really simply expanding my universe of colleagues and friends. I have thrived for more than three decades at UD and I have much to be grateful for. I will continue to appreciate that even as I forge new friendships and experiences at UNH. I will stand on the shoulders of all who helped me learn at UD, and hopefully pay it forward to those I will encounter at UNH. I just want to keep making a difference!

Dr. Targett hopes to keep ties between her work in CEOE, Delaware, and New Hampshire.

On the cover

Women across UD, past and present, are accomplishing great things and having an impact on equity for all women on campus. Here is a little more detail on the women we featured on the cover (*photos courtesy of UD Communications and Marketing and @UDelaware on Twitter*).

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1 Susan Brynteson, May Morris Librarian Emerita, was **awarded the UD Medal of Distinction**.

2 Faculty, like associate professor Kelebogile Setiloane, celebrate students at the annual Women of Promise dinner.

3 Mae Carter (right), former Assistant Provost for Women's Affairs and Executive Director of the Commission on the Status of Women, with student Sanika Salim, **one of two recipients of the 2016 scholarship that bears Carter's name**. Student Sage Carson was also a 2016 honoree.

4 Debra Hess Norris (second from right), Unidel Francis du Pont Chair in Fine Arts and chair of the Department of Art Conservation, **won a prestigious national award** for her work in preserving cultural heritage.

5 UD social media @UDelaware continued to share "throwbacks" on Twitter, like this one **of two UD alumnae**, circa 1984.

Kudos

The Women's Caucus congratulates the following women on their fantastic accomplishments between July 1, 2015 and September 1, 2016, with thanks to *UDaily* for highlighting and archiving these achievements.

We did our best to include everyone, but if we've missed you, please let us know via womenscaucus@udel.edu and we'll be sure to include you in additions to our ongoing list.

- **Janis Tomlinson** appointed Director of Special Collections and Museums.
- **Meredith K. Ray** published a book, which was named as one of the journal *Natures* "best science picks."
- **Rose Muravchick** named Assistant Director of the Center for Teaching and Assessment of Learning.
- **Chandra L. Reedy** presented at the sixth Beijing International Seminar on Tibetan Studies.
- **Shawna Vican** named Director of the University of Delaware ADVANCE Institute, which focuses on advancing diversity in UD's faculty.
- **Esther Biswas-Fiss** named the Chair for the Department of Medical Laboratory Sciences.
- **Hui Fang** named the David L. and Beverly J.C. Mills Chair in the Department of Electrical and Computer Engineering.
- **Stephanie Kerschbaum** presented with the Mary Custis Straughn Excellence in Higher Education Disability Advocacy Award.
- **Susan Brynteson** awarded the University's Medal of Distinction.
- **Jennifer Saylor and Jennifer Graber** honored among *Delaware Today*'s 2016 Top Nurses.
- **Shubha Patvardhan** received the Ralph E. Powe Junior Faculty Award from Oak Ridge Associated Universities.
- **Dawn Berk, Bettyann Daley, and Tammy Rossi** received a CAS team Excellence in Teaching Award for their work in the Mathematical Sciences Learning Laboratory (MSLL).
- **Hannah Lee** received the Delaware Library Association (DLA) Citation for Academic Libraries.
- **Brenda Shaffer** received the CAS Excellence in Advising Award.
- **Lindsay Hoffman** received the College of Arts and Science's Excellence in Teaching Award.
- **Chris Cook** was presented the University of Delaware's John Warren Excellence in Leadership and Service Award.
- **Christine Leigh Heyrman** won a top prize from the Society of American Historians for her book about the first American Protestant missionaries who traveled to the Middle East to reach out to Muslims in the 19th century.
- **Mary Dozier** received the 2016 Francis Alison Faculty Award.
- **Maria Pippidis** was part of a team that has been presented the United States Department of Agriculture National Institute for Food and Agriculture's Jeanne M. Priester Award.
- **Chrysanthi Leon and Carolee Polek** received UD's Excellence in Undergraduate Advising and Mentoring Award.
- **Jenni Buckley, Christine Cucciarre, and Sharon Walpole** received the University of Delaware's Excellence in Teaching award.
- **Jia Song** was awarded an NSF

Career award.

- **Erica Armstrong Dunbar** named the Blue and Gold Professor of Black American Studies and History.
- **Jenni Buckley** awarded the E. Arthur Trabant Award for Women's Equity.
- **Catherine Grimes** awarded an NSF Career award.
- **Nancy Weiss** designated a fellow of the American Association on Intellectual and Developmental Disabilities.
- **Lisa Jaremka** recognized by the Association for Psychological Science (APS) as "Rising Star."
- **Debra Hess Norris** received a 2016 award for distinction in scholarship and conservation from the College Art Association(CAA) and the American Institute for Conservation (AIC).
- **Lori Pollock** awarded the SIGSOFT Influential Educator Award for mentoring of undergraduate and graduate students, innovation in software engineering education, and educational research.
- **Lesa Griffiths** named the T.A. Baker Professor in the College of Agriculture and Natural Resources.
- **Ann Ardis** named senior vice provost for graduate and professional education.
- **Lynn Okagaki** named deputy provost for academic affairs.
- The faculty senate approved a recommendation thanking **Susan Brynteson**, May Morris Librarian Emerita, for her commitment to and leadership of the University of Delaware Libraries during her 35-year tenure.
- **Doris Hicks** awarded the 2015 Earl P. McFee Award, conferred by the Trans-Atlantic Fisheries Technology Conference.
- **Maria Aristigueta** named a fellow-elect of the National Academy of Public Administration (NAPA).
- **Tania Roth** selected by the University's Francis Alison Society to receive the 2015 Gerard J. Mangone Young Scholars Award.
- **Yan Jin** presented with the 2015 Don and Betty Kirkham Soil Physics Award by the Soil Science Society of America.
- **Rachel Davidson** selected for the Executive Leadership in Academic Technology and Engineering (ELATE at Drexel) program's Class of 2015-16 fellows.
- **Sandra Millard** is serving as interim vice provost and director of libraries, effective Sept. 1.
- **Wendy McFarlane** has been named the Colonial Athletic Association Coach of the Year for the 2014 season.

The following women faculty were promoted to professor this spring:

- Alice Ba
- Abigail Donovan
- Erica Armstrong Dunbar
- Melissa Ianetta
- Meredith Ray

The following women faculty were promoted to associate professor this spring:

- Kamile Asli Basoglu
- Nayantara Bhatnagar
- Persephone Braham
- Nerissa Brown
- Pascha Bueno-Hansen
- Sally Dodson-Robinson
- Amy Hicks
- Melissa Melby
- Tania Roth
- Sharon Rozovsky
- Jillian Trabulsi
- Dana Veron (awarded tenure)
- Mary Watson
- Chengmo Yang
- Jung Eun Yoo

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