FACULTY SENATE EXECUTIVE COMMITTEE
April 17, 2017
3:00 – 4:30 p.m.
Old Main-Champ Hall

Agenda

3:00 Call to Order ......................................................................................................... Vince Wickwar
Approval of Minutes from March 20, 2017 - link

3:05 University Business .................................................................................................. Noelle Cockett, President
Larry Smith, Interim Provost

3:20 Information Items
Data Management ........................................................................................................... Todd Welch

3:30 Reports
1. Calendar Committee - link .................................................................................. Andi McCabe
2. EPC Report for April 2017 .................................................................................. Ed Reeve
3. Committee on Committees - link ........................................................................ Leslie Brott
4. Faculty Diversity, Development and Equity Committee - link ...................... Helga Van Miegroet

4:00 New Business
Introduction of the New Faculty Senate Executive Committee....................... Vince Wickwar
Update on Faculty Senate Standing Committees................................................. Leslie Brott

4:10 Adjourn
Call to Order
Vince Wickwar called the meeting to order at 3:08 pm
Motion to approve the minutes of the February 21, 2017 meeting made by Kimberly Lott. Seconded by Lisa Gabbert. Minutes approved.

University Business – President Noelle Cockett, Interim Provost Larry Smith
President Cockett informed the FSEC that the legislative session was over. It appears that the salary increase for the university will be two-percent. The President needs to meet with the Budget and Faculty Welfare committee, chaired by Diane Calloway-Graham, and inform them of the legislative decisions. Compensation provided 8% increase in the amount the state provides for insurance premiums and that amount goes to the university. The university has a directive that the employees must pay at least 10% of the total cost of their health insurance premiums. USU has always been able to stick with the 90-10 rule regarding health care premiums. If USU had not received this money they wouldn't have been able to provide this benefit and the employees would be paying more. As it stands, the state is not required to provide funding for the employees’s increase. Contributing 16% on the employer side to help mitigate the amount the employees will have to pay. An agreement with the students was reached so that funds from the Tier 2 tuition can be used to help with the premium increase. There will also be a $180 contribution for each employee per year to help with the insurance payment shortage. USU has the best (diamond) health care coverage. USU is paying $11K per person, per year for healthcare benefits.

Growth dollars went to some Utah institutions, however, USU did not get any of those funds. Performance measurements was funded dependent upon retention, time to graduation and the number of graduates.

Central committee completed 70 reviews for promotion and tenure. Recommendations have gone to the president for consideration and action at the Board of Trustees.

Provost search – The goal is to do public launch this week and by the end of week it should be posted in the Chronicle. Interim Provost Larry Smith will be reaching out to the university community looking for help in building the candidate pool.

Information Items

Election Schedule | Procedures - Leslie Brott
Working on elections and the shift regarding the committee code change. Awaiting responses from two units but should be completed by the end of the week. Once elections are done, an interest survey will be sent out so that committee vacancies can be filled. It will also be necessary to have FSEC elections. Need to put forward nominations for President elect and a new member for Committee on Committees. Discussed contacting the committees and standing committees to make sure they have a meeting before the Spring semester and make sure they are staffed and ready for the upcoming year. New Senators will be invited to the late April meeting.
Motion to add election items to the Faculty Senate Agenda made by Leslie Brott. Seconded by Jeanette Norton. Information item added to FS agenda.
Reports

Academic Freedom and Tenure Committee - Michael Lyons
No business to consider this year. This committee meets only when there are grievances. Had one minor problem brought to the committee when faculty members supervise the academic work for their children. This is exceedingly rare and being handled in reasonable ways at lower levels. This usually occurs only when there is one course and the parent is the only one who teaches it. Nothing inappropriate so no further business.

Motion to move the Academic Freedom and Tenure Committee report to the FS agenda made by Lisa Gabbert. Seconded by Leslie Brott.

Professional Responsibilities and Procedures Committee – Jerry Goodspeed
Slow year only had two rewrites. Currently working on 405.6.2 and 405.8.2.

Motion to move the Professional Responsibilities and Procedures Committee report to the FS agenda made by Pam Martin. Seconded by Jeanette Norton.

EPC March Report – Vijay Kannan
94 Course actions 93 approved – 1 tabled until next month’s meeting. Looking at policy for 0 credit courses. Three R401 proposals approved.

General Education – approved 4 requests for designations. SB196 relates to math literacy and going forward students who have at least at 25 on SAT will be awarded 3 credits for having met certain standards.

AS – Course work on degree not eligible to be renewed.
Transfer credits. How to handle?
Working academic policy

Motion to move the EPC March report to the FS agenda made by Leslie Brott. Seconded by Ronda Callister.

SB238 Passed - (200 pages long)
1. Changes the name of ACTs
2. Dictates how Regent Boards members are selected
3. How the Regent’s deal with R401s? For the last number of years R401s goes through the institutional committees and then goes to the Board of Trustees and Board of Regents. With this change proposals will now go to the Faculty Senate and Board of Regents before going to the institutional Board of Trustees. This senate bill becomes effective for the 2017-2018 academic year. Short template proposals no longer have to go to the Board of Regents.

Adjourn: 4:00 pm

Minutes Submitted by: Michele Hillard, Faculty Senate Executive Secretary, 797-0121
Calendar Committee Members 2016-2017

Andi McCabe, Provost’s Office – Chair
Bill Jensen, Sr., Registrar’s Office
Courtney Flint, Faculty Senate
Jessica Hansen, Staff Employee’s Association
John Mortensen, VP Student Affairs’ Office
John Stevens, Faculty Senate
Marvin Halling, Faculty Senate
Mykel Beorchia, University Advising
Olivia Binks, USU Student Association
Robert Wagner, Academic and Instructional Services
Sydney Peterson, President’s Office
Ted Evans, Faculty Senate
Ty Aller, Graduate Student Senate
Scott Bates, ex-officio

Charge

The Calendar Committee is charged with the responsibility of reviewing, evaluating, and recommending the University’s academic calendar and employee holidays. The committee represents faculty, staff, students (undergraduate and graduate), Student Affairs, Academic and Instructional Services, the Provost’s Office, and the President’s Office. The actions of this committee are ratified by the Executive Committee after review by the Faculty Senate.

2016-2017 Actions

1. The committee recommends a proposal for employee holidays in the 2020 calendar year. (See Supporting Materials #1)

2. The committee recommends a 2019-2020 academic calendar proposal for Summer Session 2019, Fall Semester 2019 and Spring Semester 2020. (See Supporting Materials #2)

(Academic Calendar schedules can be found at [http://www.usu.edu/calendar/academic/].)

2016-2017 Deliberations and Issues

Old Business

Last year the committee committed to further review two ongoing calendar issues:

1) Eliminating the need to hold Monday classes on Tuesday after the President’s Day holiday: Academic and Instructional Services surveyed the colleges to get a sense of the impact this would have on classes held on Monday only, especially labs. Until the new Life Sciences building is completed, which will bring in more lab space classrooms, this topic has been tabled.

2) Aligning USU Spring Break with the Logan and Cache County School Districts: Conversations with the Logan City School District, feedback from USU students, and committee deliberations resulted in the committee voting to not further consider this as an option for USU.
New Business

1) 7-week Sessions During Spring and Fall:
The committee agreed to include the 7-week session dates within the academic calendar for spring and fall semesters.

2) Policy 353 Holidays with Pay Review:
After reviewing the current policy, the committee agreed to propose changes to Policy 353 in hopes of correcting outdated language and aligning with FLSA. This task will begin in the 2017-2018 academic year.

Status

This report resulted from deliberations at a meeting of the Calendar Committee on November 18, 2016. It will be considered by the Faculty Senate Executive Committee on April 17, 2017 and by the Faculty Senate on May 1, 2017.

Supporting Materials – See Following Pages

1. Proposed Employee Holidays 2020
2. Proposed 2019-2020 Academic Calendar
# 2020 Proposed Employee Holidays

<table>
<thead>
<tr>
<th>Holiday</th>
<th>Date</th>
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<tbody>
<tr>
<td>New Year's Day</td>
<td>Wednesday, January 1</td>
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<tr>
<td>Martin Luther King, Jr. Day</td>
<td>Monday, January 20</td>
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<tr>
<td>Presidents' Day</td>
<td>Monday, February 17</td>
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<tr>
<td>Memorial Day</td>
<td>Monday, May 25</td>
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<tr>
<td>Independence Day</td>
<td>Friday, July 3 (Observed)</td>
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<tr>
<td>Pioneer Day</td>
<td>Friday, July 24</td>
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<tr>
<td>Labor Day</td>
<td>Monday, September 7</td>
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<tr>
<td>Thanksgiving Day</td>
<td>Thursday, November 26</td>
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<tr>
<td>Friday Following Thanksgiving</td>
<td>Friday, November 27</td>
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<tr>
<td>Holiday Break</td>
<td>Thursday, December 24</td>
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<tr>
<td>Christmas Day</td>
<td>Friday, December 25</td>
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<tr>
<td>Holiday Break</td>
<td>Thursday, December 31</td>
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## Utah State University

### 2020 Proposed Employee Holidays

<table>
<thead>
<tr>
<th>January</th>
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<td>12 13 14 15 16 17 18</td>
<td>2 3 4 5 6 7 8</td>
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<td>13 14 15 16 17 18 19</td>
<td>8 9 10 11 12 13 14</td>
<td>6 7 8 9 10 11 12</td>
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<td>27 28 29 30</td>
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<td>29 30</td>
<td>27 28 29 30 31</td>
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### Notes

**2020 Employee Holidays (12 days)**
- January 1, New Year’s Day
- January 20, Martin Luther King, Jr. Day
- February 17, Presidents’ Day
- May 25, Memorial Day
- July 3, Independence Day (Observed)
- July 24, Pioneer Day
- November 26, Thanksgiving Day
- November 27, Friday Following Thanksgiving
- December 24, Holiday Break
- December 25, Christmas Day
- December 31, Holiday Break

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**Utah State University**

**Calendar Page**

**2020**

**Proposed Employee Holidays**

<table>
<thead>
<tr>
<th>Year</th>
<th>Month</th>
<th>Date</th>
<th>Notes</th>
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<tbody>
<tr>
<td>2020</td>
<td>January</td>
<td>1, New Year’s Day</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>January</td>
<td>20, Martin Luther King, Jr. Day</td>
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<tr>
<td>2020</td>
<td>February</td>
<td>17, Presidents’ Day</td>
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<tr>
<td>2020</td>
<td>May</td>
<td>25, Memorial Day</td>
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<tr>
<td>2020</td>
<td>July</td>
<td>3, Independence Day (Observed)</td>
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<tr>
<td>2020</td>
<td>July</td>
<td>24, Pioneer Day</td>
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<tr>
<td>2020</td>
<td>November</td>
<td>26, Thanksgiving Day</td>
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<tr>
<td>2020</td>
<td>November</td>
<td>27, Friday Following Thanksgiving</td>
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<tr>
<td>2020</td>
<td>December</td>
<td>24, Holiday Break</td>
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<tr>
<td>2020</td>
<td>December</td>
<td>25, Christmas Day</td>
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</tr>
<tr>
<td>2020</td>
<td>December</td>
<td>31, Holiday Break</td>
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</tr>
</tbody>
</table>
# Proposed to Academic Calendar 2019-2020 (Summer, Fall, Spring)

## Summer Semester 2019

<table>
<thead>
<tr>
<th>Session Type</th>
<th>Dates</th>
<th>Details</th>
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<tbody>
<tr>
<td>7-week Session #1</td>
<td>May 6 - June 22 (M-F)</td>
<td>33 instr. days, 1 test day</td>
</tr>
<tr>
<td>7-week Session #2</td>
<td>June 24 - August 9 (M-F)</td>
<td>32 instr. days, 1 test day</td>
</tr>
<tr>
<td>14-week Session</td>
<td>May 6 - August 9 (M-R)</td>
<td>66 instr. days, 1 test day</td>
</tr>
<tr>
<td>Summer Session Holidays</td>
<td>May 27 Memorial Day (M); July 4 Independence Day (R); July 24 Pioneer Day (W)</td>
<td></td>
</tr>
</tbody>
</table>

## Fall Semester 2019 (70 instruction days, 5 test days)

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Classes Begin</td>
<td>August 26 (M)</td>
</tr>
<tr>
<td>Labor Day</td>
<td>September 2 (M)</td>
</tr>
<tr>
<td>Friday Class Schedule</td>
<td>October 17 (R)</td>
</tr>
<tr>
<td>Fall Break</td>
<td>October 18 (F)</td>
</tr>
<tr>
<td>Thanksgiving Holiday</td>
<td>November 27 - 29 (W - F)</td>
</tr>
<tr>
<td>Classes End</td>
<td>December 6 (F)</td>
</tr>
<tr>
<td>Final Examinations</td>
<td>December 9 - 13 (M - F)</td>
</tr>
</tbody>
</table>

## Spring Semester 2020 (73 instruction days, 5 test days)

<table>
<thead>
<tr>
<th>Event</th>
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<tbody>
<tr>
<td>Classes Begin</td>
<td>January 6 (M)</td>
</tr>
<tr>
<td>Martin Luther King, Jr. Day</td>
<td>January 20 (M)</td>
</tr>
<tr>
<td>Presidents’ Day</td>
<td>February 17 (M)</td>
</tr>
<tr>
<td>Monday Class Schedule</td>
<td>February 18 (T)</td>
</tr>
<tr>
<td>Spring Break</td>
<td>March 9 - 13 (M - F)</td>
</tr>
<tr>
<td>Classes End</td>
<td>April 24 (F)</td>
</tr>
<tr>
<td>Final Examinations</td>
<td>April 27 - May 1 (M - F)</td>
</tr>
<tr>
<td>Commencement</td>
<td>May 1 - 2 (F - Sa)</td>
</tr>
</tbody>
</table>
# Utah State University

## 2019-2020

### PROPOSED ACADEMIC CALENDAR

#### May 19

- **Su** 1
- **M** 2
- **Tu** 3
- **W** 4
- **Th** 5
- **F** 6
- **Sa** 7

#### June 19

- **Su** 8
- **M** 9
- **Tu** 10
- **W** 11
- **Th** 12
- **F** 13
- **Sa** 14

#### July 19

- **Su** 15
- **M** 16
- **Tu** 17
- **W** 18
- **Th** 19
- **F** 20
- **Sa** 21

#### August 19

- **Su** 22
- **M** 23
- **Tu** 24
- **W** 25
- **Th** 26
- **F** 27
- **Sa** 28

#### September 19

- **Su** 29
- **M** 30

#### October 19

- **Su** 1
- **M** 2
- **Tu** 3
- **W** 4
- **Th** 5
- **F** 6
- **Sa** 7

#### November 19

- **Su** 8
- **M** 9
- **Tu** 10
- **W** 11
- **Th** 12
- **F** 13
- **Sa** 14

#### December 19

- **Su** 15
- **M** 16
- **Tu** 17
- **W** 18
- **Th** 19
- **F** 20
- **Sa** 21

#### January 20

- **Su** 22
- **M** 23
- **Tu** 24
- **W** 25
- **Th** 26
- **F** 27
- **Sa** 28

#### February 20

- **Su** 29
- **M** 1
- **Tu** 2
- **W** 3
- **Th** 4
- **F** 5
- **Sa** 6

#### March 20

- **Su** 7
- **M** 8
- **Tu** 9
- **W** 10
- **Th** 11
- **F** 12
- **Sa** 13

#### April 20

- **Su** 14
- **M** 15
- **Tu** 16
- **W** 17
- **Th** 18
- **F** 19
- **Sa** 20

#### May 20

- **Su** 21
- **M** 22
- **Tu** 23
- **W** 24
- **Th** 25
- **F** 26
- **Sa** 27

**Notes**

- **Summer 2019**
  - 14-Week Session (66 instr. days, 1 test day)
  - May 6, First Day of Classes
  - August 9, Last Day of Classes

- **Fall 2019**
  - 70 instruction days, 5 test days
  - September 2, Labor Day
  - October 17, Friday Class Schedule
  - October 18, Fall Break
  - November 27-29, Thanksgiving Break
  - December 2-6, No-Test Week
  - December 6, Last Day of Classes
  - December 9-13, Final Examinations

- **Spring 2020**
  - 73 instruction days, 5 test days
  - January 1, New Year's Day
  - January 6, First Day of Classes
  - January 20, MLK Jr. Holiday
  - February 17, Presidents' Day
  - February 18, Monday Class Schedule
  - March 9-13, Spring Break
  - April 20 - 24, No-Test Week
  - April 24, Last Day of Classes
  - April 27 - May 1, Final Examinations
  - May 1-2, Commencement
The Educational Policies Committee (EPC) met on April 6, 2017. The agenda and minutes of the meeting are posted on the Educational Policies Committee web page (www.usu.edu/epc).

During the April 6, 2017 meeting of the Educational Policies Committee, the following actions were taken.

Approval of the report from the Curriculum Subcommittee meeting of April 6, 2017 which included the following actions:

- Approval of requests for 134 course actions.
- Approval of a request from the Department of Landscape Architecture and Environmental Planning in the College of Agriculture and Applied Sciences to offer an accelerated Masters of Landscape Architecture.
- Approval of a request from the Department of Family, Consumer, and Human Development in the Emma Eccles Jones College of Education and Human Services to change the name to Human Development and Family Studies.
- Approval of a request from the Departments of Family, Consumer, and Human Development and Psychology in the Emma Eccles Jones College of Education and Human Services to offer a Mental Health Advocacy and Awareness minor.
- Approval of a request from the Department of Nursing and Health Professions in the Emma Eccles Jones College of Education and Human Services to offer a Surgical Technician Certificate of Completion.
- Approval of a request from the Department of Nursing and Health Professions in the Emma Eccles Jones College of Education and Human Services to offer a Pharmacy Technician Certificate of Proficiency.
- Approval of a request from the School of Teacher Education and Leadership in the Emma Eccles Jones College of Education and Human Services to restructure the MEd in Curriculum and Instruction.
- Approval of a request from the School of Teacher Education and Leadership in the Emma Eccles Jones College of Education and Human Services to restructure the Master of Science in Curriculum and Instruction.
- Approval of a request from the Department of Special Education and Rehabilitation in the Emma Eccles Jones College of Education and Human Services to restructure the Certificate of Proficiency in Rehabilitation.
Approval of the report from the General Education Subcommittee meeting of March 21, 2017 which included the following actions:

- Approval of six requests for BCA, BPS/QI, CI, DSS, & DSC/QI designations.

- Approval of a proposal by the Humanities subcommittee that added the following to its evaluation criteria for course proposals: “The Humanities subcommittee will consider proposals only from departments whose General Education categorization is Humanities. Special cases may apply, but the proposing department will have to explain satisfactorily both its reasons and its resources for offering a course outside its category.”

In the EPC meeting, a discussion and concern was expressed on this proposal and a vote was taken by EPC not to approve this proposed action by the General Education Subcommittee.

Approval of the report from the Academics Standards Subcommittee meeting of March 23, 2017 which included the following action:

- Approval of a proposal to accept an academic suspension appeals policy. Problem: there was no timeline in place for the appeal of an academic suspension.

- Approval of a proposal to accept a credit by examination policy. The purpose of this policy is to make “credit by examination” consistent and in-line with common academic practice. The policy would result CR, rather than a letter grade.

- Approval of a proposal to revise the complete withdrawal policy changes. The revision clarifies language and moves policy in-line with practice. Proposed changes are intended to clarify the definitions of registration terms between “drop” versus “withdrawal.”

- Two “No-Test Days Polices” (AKA known as dead week) proposals were presented. The proposals were developed by the USUSA and the Academic Standards Committee. The policy developed by the Academic Standards committee was approved, and the USUSA policy was not approved.

In the EPC meeting, a discussion and concern was expressed on the approved of the “no-test days policy” proposal, and a vote was taken by EPC not to approve this proposed action by the Academics Standards Subcommittee.
Faculty Diversity, Development and Equity Committee Annual Report
Spring 2017

Prepared by: Helga Van Miegroet

FDDE Charge:
The duties of the Faculty Diversity, Development, and Equity Committee are to: (1) collect data and identify and promote best practices for faculty development, mentoring, and work environment to facilitate the success of diverse faculty at all career levels; (2) provide feedback and advocate processes for faculty recruitment, promotion, and retention that promote diversity, fair pay standards and work/life balance for the faculty; (3) report on the status of faculty development, mentoring, diversity, and equity; and (4) make recommendations for implementation of proposals related to faculty diversity, development, and equity.

Faculty dynamics between 2008 and 2014

1. Findings related to Gender across STEM and Non-STEM Colleges

Source: AAA faculty census data for 2008 and 2014 (Logan Main Campus)

- In 2008 and 2014, the total number of Tenured and Tenure-Track (T & TT) faculty in the STEM colleges (CAAS, QCNR, Science, Engineering) was 326 (both years); in non-STEM colleges (BUS, EDUC, HASS/CHSS&ARTS, LIBR) the number increased only slightly from 376 (2008) to 381 (2014).
- In STEM Colleges, women are still largely underrepresented across T & TT positions, with the proportion of women faculty increasing from 19% (2008) to 23% (2014); especially in the highest ranks (full professor) the number of women faculty has doubled from 3 to 6% between 2008 and 2014 (Figure 1).
- The proportion of women among T & TT faculty is better for non-STEM colleges, with women accounting for ~ 40 % of all faculty in both census years. (Figure 2)
- These AAA census snapshots for 2008 and 2014, at first sight might suggest stability in the faculty ranks. They do not provide an accurate depiction of the faculty dynamics between 2008 and 2014, particularly the rates of promotions, and retention vs departures of the faculty.
Figure 1. Relative distribution of Tenure-track and tenured faculty by gender and rank in the STEM colleges in 2008 and 2014.
Figure 2. Relative distribution of Tenure-track and tenured faculty by gender and rank in the non-STEM colleges in 2008 and 2014
2. Loss and retention between 2008 and 2014 by gender and faculty rank across STEM and non-STEM Colleges

Source: AAA faculty linked census data for 2008 and 2014 (Logan Main Campus). This data set prepared by AAA followed individual data records from 2008 to 2014 census. In addition to basic college affiliation and demographic data (gender, minority status, faculty rank), AAA also provided information on date and rank at hire, as well as dates of tenure and promotion. Faculty who appeared in 2008 census but not in 2014 census were assumed to have left; those who were in 2014 census but not in 2008 census were categorized as new hires in faculty ranks.

- There is considerable turnover in all faculty ranks, irrespective of gender or college (STEM vs non-STEM) (Figure 3 &4).
- A little over 30% of all faculty that were in the 2008 census had left USU by 2014 (29% for STEM colleges, 33% for non-STEM colleges)
- Attrition rates were highest among the assistant professors, where overall 39% of the faculty who were assistant professors in 2008 were no longer affiliated with USU in 2014 (42% for STEM; 37% for non-STEM colleges). Attrition of women assistant professors was slightly higher than for men in STEM colleges (45% for women vs 41% for men), while in non-STEM colleges the pattern was reversed (35% for women vs 38% for men)
- Attrition continued among the associate professors, where almost a quarter of all associate professors (59 out of 243 associate professors, 24%) in the 2008 census had left USU by 2014 (22% for STEM; 26% for non-STEM colleges). Attrition of women associate professors was higher than for men in non-STEM colleges (30% for women vs 23% for men), while in STEM colleges the pattern was reversed (14% for women vs 24% for men)
- There were gender differences in the career stage where attrition occurred. Men predominantly left USU at full professor rank (51% of total male faculty attrition in STEM; 47% in non-STEM colleges), likely reflecting retirement as the main reason for this pattern. In addition, for men, attrition was fairly similar albeit slightly higher for assistant than associate professors (respectively 29% vs 24% of male faculty attrition in STEM colleges; 28% vs 21% in STEM colleges)
- For women faculty, attrition occurred predominantly at ranks below full professor (94% of total female faculty attrition in STEM; 79% in non-STEM), with patterns diverging among STEM vs non-STEM colleges. In the STEM colleges, major faculty losses occurred at the assistant professor level (13 out of 17 or 76% of total female faculty attrition in STEM). In non-STEM colleges, greatest losses of female faculty occurred at the associate faculty rank (21 out of 47 or 45% of total female faculty attrition in non-STEM)
This data further complements and confirms the attrition rates reported in last year’s FDDE report for new hires between 2008 and 2014. That data indicated an overall attrition rate of 16% for male and 21% for female faculty hired during that time period. Specifically faculty losses were as follows for recent hires (by hire year and gender):

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 2008-2009</td>
<td>40%</td>
<td>46%</td>
</tr>
<tr>
<td>AY 2009-2010</td>
<td>20%</td>
<td>29%</td>
</tr>
<tr>
<td>AY 2010-2011</td>
<td>18%</td>
<td>25%</td>
</tr>
<tr>
<td>AY 2011-2012</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>AY 2012-2013</td>
<td>3%</td>
<td>12%</td>
</tr>
</tbody>
</table>

While the data presented in this report does not allow us to ascertain the exact reasons for leaving, it is clear from the steady loss of faculty (even among the recent hires) that neither the tenure and promotion process nor retirement are the sole reason for the observed faculty attrition.

While female faculty seem particularly vulnerable at the early career stages in STEM, midcareer attrition losses (at the associate professor rank) are also considerable for both men and women, but especially for women faculty in the non-STEM colleges.

**Recommendation:** Ascertain reasons for leaving through post-separation surveys or interviews.
Figure 3. Status change for male (left) and female (right) faculty in STEM colleges between 2008 and 2014 for Assistant Professors (blue), Associate Professors (tan), and Full Professor (green); Color change between 2008 and 2014 indicates either tenure and promotion (blue to tan); promotion (tan to green) or faculty leaving USU (grey).

**Men Associate (tan):** of 80 Associate professor in 2008, 24 (30%, green) were promoted to full professor, 19 (24%, grey) left, and 37 (46%, tan) stayed in rank; adding 6 new hires and promotion of 32 assistant pros brings total associate professors to 75 in 2014.

**Women Associate (tan):** of 22 Associate professor in 2008, 8 (36%, green) were promoted to full professor, 3 (14%, grey) left; and 11 (50%, tan) stayed in rank; adding 3 new hires and promotion of 15 assistant pros brings total associate professors to 29 in 2014.
Men Faculty non-STEM Colleges Women Faculty

Figure 4. Status change for male (left) and female (right) faculty in non-STEM colleges between 2008 and 2014 for Assistant Professors (blue), Associate Professors (tan), and Full Professor (green); Color change between 2008 and 2014 indicates either tenure and promotion (blue to tan); promotion (tan to green) or faculty leaving USU (grey).

**Men Associate (tan):** of 70 Associate professor in 2008, 16 (23%, green) were promoted to full professor, 16 (23%, grey) left, and 38 (54%, tan) stayed in rank; adding 12 new hires and promotion of 31 assistant profs brings total associate professors to 81 in 2014.

**Women Associate (tan):** of 71 Associate professor in 2008, 17 (24%, green) were promoted to full professor, 21 (30%, grey) left; and 33 (46%, tan) stayed in rank, with 5 new hires and promotion of 25 assistant profs brings total associate professors to 63 in 2014.