

HSI STEMHub

2019 GANAS Planning Migrant Competition
Submission Guide

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TABLE OF CONTENTS

Contents

Program Guidelines & Important Information for Proposers _____	4
Proposal Preparation & Submission _____	7
Proposal Checklist _____	<u>11</u>
Online Portal Submission _____	12

Program Guidelines & Important Information for Proposers

<p>Timetable</p>	<p>Issue Date: November 20, 2019 Proposal Deadline: 5:00 pm local time, January 24, 2020 Notification of Successful Proposals: mid-March Number of Anticipated Awards: 8 Award Period: 04/01/2020 – 09/30/20</p>
<p>Purpose and Activities</p>	<p>GANAS planning minigrants are awarded to institutions that intend to submit proposals to the NSF HSI Initiative for one of two tracks: https://www.nsf.gov/pubs/2019/nsf19540/nsf19540.htm</p> <ul style="list-style-type: none"> • Track 1: Building Capacity funds projects up to \$2,500,000 for up to 5 years and is open to all eligible institutions. This track has three priority areas: Critical Transitions; Innovative Cross-Sector Partnerships; and Teaching and Learning in STEM. NOTE: NSF allows only one award is allowed per institution. Minigrant applicants must provide evidence their proposal has been selected by the institution for the competition. • Track 2: HSIs New to NSF funds projects up to \$300,000 for up to 3 years and is open only to eligible institutions that have never received NSF funding, or that have not received NSF funding in the five years preceding the proposal deadline. <p>Grants will be awarded for six months (April 1, 2020-Sept 30, 2020) and are not renewable. Institutions that receive an award in 2020 are not eligible in subsequent years. Awardees are expected to participate in a grant writing workshops and community of practice grant writing.</p>
<p>Eligibility</p>	<ul style="list-style-type: none"> • HSI Certified Institutions. (https://nsf.gov/ehp/HSIProgramPlan.jsp). • Faculty and staff employed fulltime at Hispanic Serving Institutions are eligible to apply. • Faculty and staff at CSUN, DACC, and NMSU are not eligible to apply. • Award priority is for new/junior investigators within the first 10 years of their academic appointments, to new (not revised) applications for the HSI Initiative , and to institutions that have not received NSF funding in the five years preceding the proposal deadline • Partnerships are strongly encouraged. Potential collaborators can be found via the Hub Member Network.
<p>Duration</p>	<ul style="list-style-type: none"> • Grants will be awarded for six months and are not renewable. Institutions that receive an award in 2020 are not eligible in subsequent years.

Project Requirements	The required project deliverables are: (1) participation in two in-person grant writing workshops and peer writing groups hosted and organized by the HSI STEM Hub, between April and August 2020; (2) submission of a proposal progress report on or before July 1; and (3) evidence of proposal submission of an application to the 2020 HSI Initiative PAR by the deadline of the 3rd week in September.
Amount	<ul style="list-style-type: none"> Funded at up to \$12,500 total costs, GANAS minigrants are awarded to project leaders who need time to develop a research project, build partnerships, identify and work with an evaluator, prepare an IRB, and write the proposal.
Allowable costs	<ul style="list-style-type: none"> Salary for PIs/co-PIs within first 10 year of appointment PI and collaborator travel for training and collaboration activities using the government CONUS rates. Applicants should budget for travel for one team member to attend two minigrant training workshops to be held in Las Cruces, NM
Non allowable activities	<ul style="list-style-type: none"> Research with human participants and animals is not allowable on this award. However, awardees should use the award to prepare mandatory IRB and IACUC documents for proposal submission to NSF
Proposal Checklist	Prior to proposal preparation: <input type="checkbox"/> Discuss project idea(s) with the NSF HSI Program officer <input type="checkbox"/> Track 1: Obtain selection letter from designated institutional official.
Submit by January 13, 2020 local time.	Submit the following by Jan. 13, 2020: <input type="checkbox"/> Signed Face Page <input type="checkbox"/> Project Summary (1 page; 500 words maximum) <input type="checkbox"/> Project Narrative (3 pages) <input type="checkbox"/> Bibliography (if applicable) <input type="checkbox"/> Six month budget & Justification <input type="checkbox"/> Biosketch for PI (required) /Co-PI(s) – 2 page each max <input type="checkbox"/> HSI Certification signed by the authorized organizational representative of the lead institution (https://nsf.gov/ehr/HSIProgramPlan.jsp). (required) <input type="checkbox"/> Institutional support letter (required for Track 1 – must be signed by university official and state this project has been selected for submission) <input type="checkbox"/> Partner Support letters (recommended) <input type="checkbox"/> Student Institutional Analysis (required) <input type="checkbox"/> Student Support Units (recommended) <input type="checkbox"/> Budget Award and Compliance paperwork
Submission Instructions & Formatting	Online submission of the proposal by sections should be submitted via Survey Monkey: https://www.surveymonkey.com/r/YHW7Z3F no later than 5:00 local time on January 24, 2020.

Suggested preparation strategy	<ul style="list-style-type: none">• Check www.hsistemhub.org for updates• Read the call for proposals (PAR): https://www.nsf.gov/funding/pgm_summ.jsp?pims_id=505512• Read the NSF Proposal & Award Policies & Procedures Guide (PAPPG): https://www.nsf.gov/funding/pgm_summ.jsp• Assemble team• Identify Track• Secure support from institutional leaders
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Proposal Preparation & Submission

<p>Document Formatting Requirements</p>	<ol style="list-style-type: none"> 1. Submit all files in the online submission portal through Survey Monkey: https://www.surveymonkey.com/r/YHW7Z3F to include the scanned/signed Face Page, signed letters of support, and all other required documents for selected track. 2. Throughout all documents, use 1.0 inch margins, single spacing, 11-point font in Arial, Times New Roman, or Palatino Linotype. These default NSF formatting requirements are non-negotiable. Please adhere to all text limits given in the instructions below. 3. To ensure your application components stay together please name every document file beginning with the Project Leader's last name followed by the corresponding section title (e.g. Sanchez_face_page). Submissions that do not adhere to this naming convention will not be reviewed.
<p>Submission Instructions</p>	<p>To submit, each section should be uploaded to the online portal as a pdf with a Table of Contents. Only completed proposals can be uploaded to the portal. The entire submission can only be completed at once. Incomplete proposals will not be accepted by the portal.</p>
<p>Forms</p>	<p>A link to all required and supplemental forms is available in the appropriate section below. Additional instructions, recommendations, notes, and links are also provided in each section below.</p>
<p>Cover Page</p>	<p>The cover page for this proposal will be populated by the responses to the first page in the Survey Monkey submission portal. A copy of the submission is available for review in the Section: Online Portal Submission.</p>
<p>Project Summary (500 WORD MAX)</p>	<p>The Project Summary should be prepared according to NSF PPAPG (19-1 February 25, 2019). In 500 words or less</p> <ul style="list-style-type: none"> ✓ Describe the activity that would result if the proposal were funded and address the following <ul style="list-style-type: none"> ✓ Intellectual Merit- should describe the potential of the proposed activity to advance knowledge ✓ Broader Impact - should describe the potential of the proposed activity to benefit society and contribute to the achievement of specific, desired societal outcomes. <p>The Project Summary should be accessible to persons working in the same or related fields, and, understandable to a broad audience within the scientific domain.</p>

<p>Project Summary 3 pages max</p>	<p>The Project narrative (3 page limit) should provide the concept for the proposed HSI submission proposal and give a rationale for the need for a planning grant. The following questions/prompts may help guide your proposal development. Word count, 150-200 words</p> <p>Sections</p> <ul style="list-style-type: none"> • How does your project fit the requirements of the Track and Area you have selected? (The PAR contains many references and question prompts that can help guide your proposal and applicants should use the PAR to guide their concept development). • What is the evidence for barriers or gaps to STEM student success at your institution and what are some potential or known causes? • What questions will your project address and how will your proposed activities empower student success? • What literature and evidence-based practices will your project draw upon? • Will your project increase student retention, graduation or transition and if so how? • Will your project engage underrepresented students in STEM and if so how? • Will you be developing a new intervention or will you be evaluating the effectiveness of a documented intervention at your institution? • What should reviewers know about the innovation in your project? • Who are your team members and collaborators and what do they and your institutional resources bring to the project? How diverse is the PI team as compared with the student demographics? • How will the planning grant help you to prepare a proposal? • Will students be engaged in the planning process and if so, how? • What do you envision as the change this project will make for your students in pursuit of a STEM education ?
<p>References</p>	<p>Use Chicago or APA or ANSI (Pubmed) for citations.</p>
<p>Budget, Budget Justification & Project Deliverables</p>	<p>See above for allowable costs. NSF resource for preparing budgets: https://www.grants.gov/web/grants/forms/r-r-family.html#sortby=1</p> <ul style="list-style-type: none"> ✓ Justification must be submitted as separate document, and written for every section of the budget with Headings that correspond to the Budget Heading. ✓ Budget section A must correspond to Justification section A. Not all sections will have budget allocations, therefore, will not require justification.
<p>Institutional Support Letter (Required Track 1; Recommended Track 2)</p>	<p>From the Dean, Provost or other equivalent Senior Administrator who can commit the institution. No more than two pages.</p> <ul style="list-style-type: none"> • Track 1: Required. Statement project has been selected for submission for Sept 2020 • Recommended. Describe the institutions ongoing efforts or aspirations to improve student success in STEM and delineate how the institution will support PI's and team's efforts as the team prepares a proposal to the NSF's HSI STEM Initiative for the 2020 deadline.

HSI Status Letter	<p>Required for all applications. Obtain a letter from the institutional official verifying that your institution is an HSI. Include the percent full-time undergraduate enrollment that is Hispanic and Pell Eligible.</p> <ul style="list-style-type: none"> ✓ The template for signature can be found at: https://nsf.gov/ehr/Pubs/HSICertForm.pdf
NSF Prior Support- add to Survey Monkey submission	<p>Please submit a table of all NSF support awarded to your institution from 2015 to the present. These can be supplied by your grants office or retrieved from NSF Awards at: https://www.nsf.gov/awardsearch</p>
Partner Support letters (Recommended)	<p>Applications will be strengthened by inclusion of letters (no more than 1 page) demonstrating the support of collaborators such as Senior/Key Personnel, Other Significant Contributors, industry, government lab or community partners, etc. to be included in the grant proposal.</p>
Institutional STEM Student Outcomes (Recommended)	<p>1 page. Summarize your STEM student degree enrollment and completion data for the past 5 years, disaggregated by major, gender and ethnicity. Provide data on STEM faculty/staff diversity disaggregated by major, gender and ethnicity</p>
Institutional STEM Student Support units (Recommended)	<p>1 page. Summarize key programs that support STEM student success and promote inclusions and diversity</p>
NMSU Compliance/Certifications	<p>This page is populated by responses to page 1 of the Survey Monkey submission portal.</p>
Contact	<p>Please contact HSI Hub Program Manager Dr. Margie Vela, if you have questions about the proposal submission. PLEASE NOTE: Hub team cannot discuss proposal ideas.</p>
Final Proposal Submission	<p>Submit completed proposal no later than 5:00 pm local time on January 24, 2020 through Survey Monkey: https://www.surveymonkey.com/r/YHW7Z3F</p>
Review Criteria	<p>Reviewers will score the proposals using the NSF criteria for intellectual merit and broader impact.. Priority will be given to projects that: 1) include at least one PI or co-PI who is within the first ten years of their first academic appointment; 2) new NSF HSI proposals (not revisions); 3) and proposals from HSIs without NSF support since 2015 (new to NSF).</p>
Award Approval and Terms	<p>Projects selected for funding are contingent upon the availability of NSF funding.</p> <ul style="list-style-type: none"> ✓ A list of recommended awardees and project information and budget will be forwarded to the NSF. ✓ The anticipated start date for projects is April 1, 2020. Applicants will be informed about the status of their application in mid-late March. Funding for GANAS minigrants must be expended by September 30, 2020. No carryover of funds is allowed. ✓ Specified project deliverables are required for funding.

Acknowledgements: The NSF HSI National STEM Resource Hub is supported by NSF Awards (1832338 and 1832345) to collaborating institutions California State University at Northridge (CSUN), Dona Ana Community College (DACC), and New Mexico State University (NMSU). Any opinions, findings, conclusions or recommendations presented here do not necessarily reflect the views of the National Science Foundation, NMSU, CSUN, or DACC. We are grateful to the MONTANA INBRE for providing a public template that could be adapted for this application http://www.inbre.montana.edu/resources/faculty_rfp.html (NIH P20GM103474).

Proposal Checklist

Prior to proposal preparation:

- Discuss project idea(s) with the NSF HSI Program officer
- Track 1 Begin seeking selection letter from Department head and Provost (or equivalent)

Have the following documents (separate PDFs) ready submitting through the online portal:

- Signed Face Page
- Project Summary (1 page)
- Project Narrative (5 pages)
- Bibliography (if applicable)
- Six month budget & Justification
- NSF Biosketch for PI (required) /Co-PI(s) – 2 page each max HSI Certification signed by the authorized organizational representative of the lead institution (<https://nsf.gov/ehr/HSIProgramPlan.jsp>). (required)
- Institutional support letter (required for Track 1 – must state this project has been selected for submission)
- Partner Support letters (recommended)
- Student Institutional Analysis (required)
- Student Support Units (recommended)
- Budget Award and Compliance paperwork

Submit by January 24, 2020 local time.

Proposal Submission Guide

The online portal is designed to accept only proposals that are eligible for funding by this mini-grant. Most questions in the portal require responses to continue the submission. Some questions have disqualifying responses.

Please note: If your submission or your institution do not qualify for this funding, the portal will not allow your submission to be seen by reviewers. The portal will not allow incomplete submissions to be viewed by reviewers.

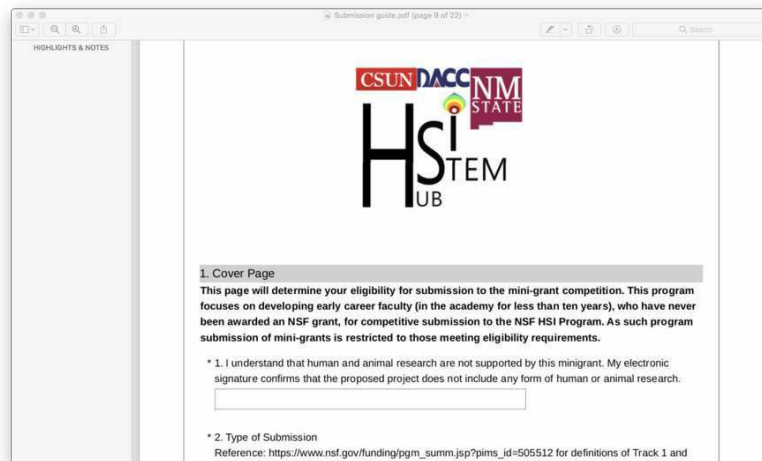
Successfully submitted proposals will receive a confirmation email.

Submission Portal

Page 1. Cover Page

This page will determine your eligibility for submission to the mini-grant competition. This program focuses on developing early career faculty (in the academy for less than ten years), who have never been awarded an NSF grant, for competitive submission to the NSF HSI Program. As such program submission of mini-grants is restricted to those meeting eligibility requirements.

The cover page for this proposal will be populated by the responses to the first page in the submission portal. A screen shot of the beginning of the Cover Page is included below. The questions included in Page 1 of the submission portal are listed below the image.



1. My institution is an HSI and I am submitting the certification paperwork from the Department of Education.
2. I understand that human and animal research are not supported by this minigrant. My electronic signature confirms that the proposed project does not include any form of human or animal research.

3. Type of Submission: Track 1. Building Capacity or Track 2. HSI New to NSF

Reference: https://www.nsf.gov/funding/pgm_summ.jsp?pims_id=505512 for definitions of Track 1 and Track 2.

4. The College/University I work for is designated as an HSI by the Department of Education:

5. Name of College/University where I currently work:

6. Faculty Rank:

7. I have served as a faculty member/instructor: (include time as instructor or faculty at all institutions):

8. Names of co-PIs, position, department/unit

9. At least one PI or Co-PI was appointed to their faculty/instructor position within the past 10 years.

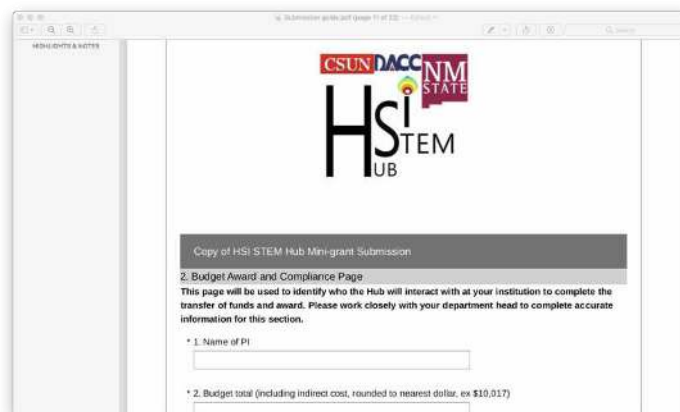
10. I have attended a Jumpstart Workshop for grantsmanship lead by the HSI STEM Hub:

11. I have submitted a grant to NSF in the past:

Page 2. Budget Award and Compliance

This page will be used to identify who the Hub will interact with at your institution to complete the transfer of funds and award. Please work closely with your department head to complete accurate information for this section.

The Budget Award and Compliance Page for this proposal will be populated by the responses to Page 2 in the submission portal. A screen shot of beginning of Page 2 is included below. The questions included in Page 2 of the submission portal are listed below the image.



1. Name of PI

2. Budget total (including indirect cost, rounded to nearest dollar, ex \$10,017)

3. Administrative Contact (for receiving agreement)

Name
Title
Email Address
Phone Number

4. Award Details

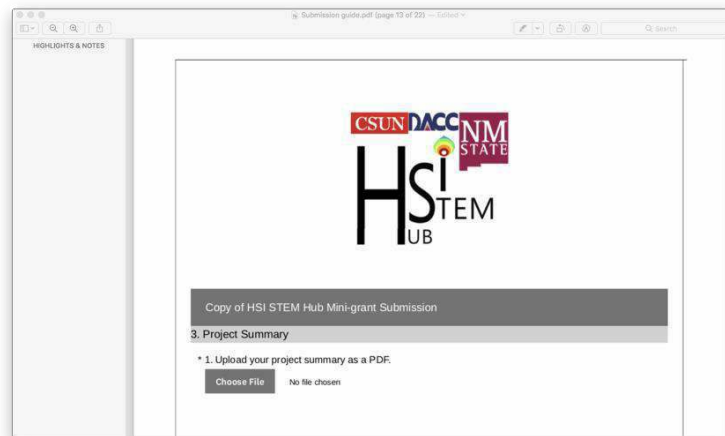
Location. Please list all sites where you will work on the grant such as home and collaborator institutions. Include travel to NM to the Grant Workshop

Vendor status. Awards will be made using a professional services contract to the PI institution (preferred) or the PI/co-PIs. Please confirm your institution can serve as a vendor and if not, provide plans to become one if awarded a minigrant.

Page 3. Project Summary (1 Page)

This page will upload a PDF of your project summary for submission to the mini-grant competition.

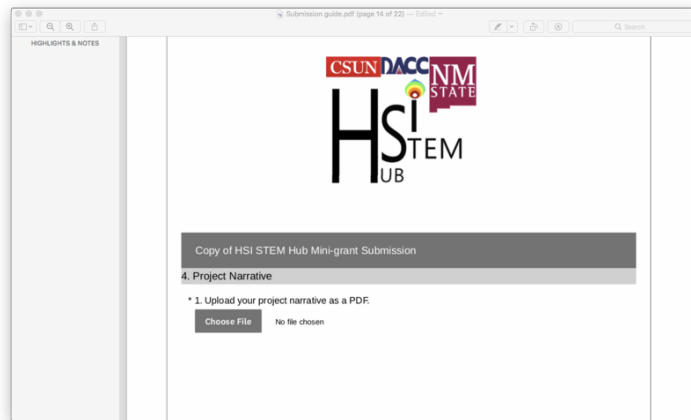
A screen shot of the beginning of Page 3 is included below. Only PDF submissions will be accepted in Page 3 of the submission portal.



Page 4. Project Narrative (5 Pages)

This page will upload a PDF of your project narrative for submission to the mini-grant competition.

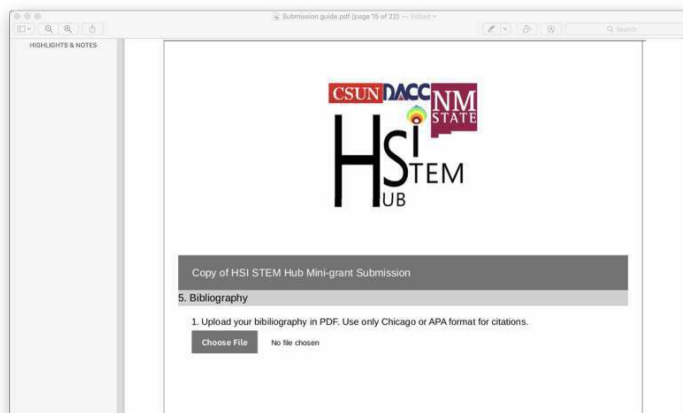
A screen shot of the beginning of Page 4 is included below. Only PDF submissions will be accepted in Page 4 of the submission portal.



Page 5. Bibliography (if applicable)

This page will upload a PDF of your bibliography for submission to the mini-grant competition. The bibliography should be completed in Chicago or APA style.

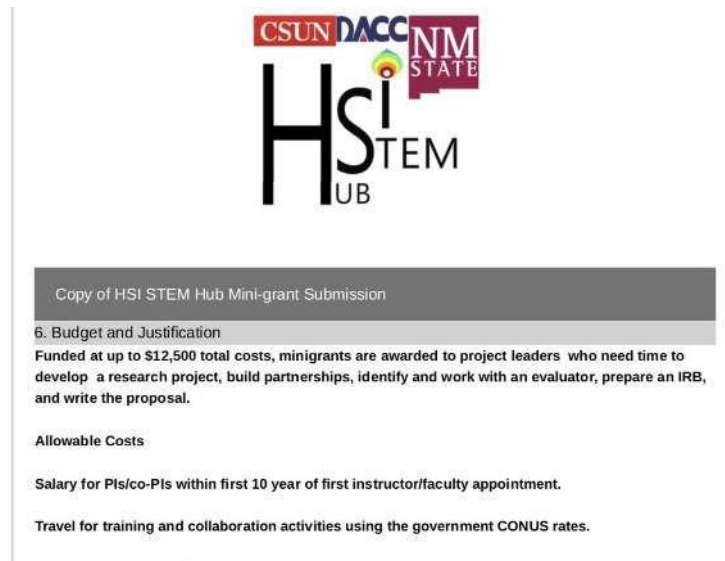
A screen shot of the beginning of Page 5 is included below. Only PDF submissions will be accepted in Page 5 of the submission portal.



Page 6. Budget and Justification

This page will upload two separate PDFs. The Budget and the Budget Justification will be uploaded as PDFs for submission to the mini-grant competition.

A screen shot of the beginning of Page 6 is included below. Only PDF submissions will be accepted in Page 6 of the submission portal.



Grants will be awarded for six months and are not renewable. Institutions that receive an award in 2020 are not eligible for awards by the HSI Hub minigrant competition in subsequent years.

Funded at up to \$12,500 total costs, minigrants are awarded to project leaders who need time to develop a research project, build partnerships, identify and work with an evaluator, prepare an IRB, and write the proposal.

Allowable Costs

Salary for PIs/co-PIs within first 10 year of first instructor/faculty appointment. Travel for training and collaboration activities using the government CONUS rates.

Applicants should budget for travel of one team member to two minigrant training workshops to be held in Las Cruces, NM.

Non-allowable Activities

Research with human participants and animals is not allowable on this award. However, awardees should use the award to prepare mandatory IRB and IACUC documents for proposal submission to NSF.

1. Upload your budget here.

Use the template titled, "Research & Related Budget" found at:

<https://www.grants.gov/web/grants/forms/r-r-family.html#sortby=1> to complete your budget.

A screenshot of the location of "Research & Related Budget" is included below:

Agency	Form Title	Format	Schema	FID	Instructions	Amount	Agency Code	Start/End Date
HHS	PHS Additional Indirect Costs	PDF	Schema	FID		1.0	0925-0001	03/31/2020
HHS	PHS Assignment Request Form	PDF	Schema	FID		2.0	0925-0001	03/31/2020
HHS	PHS Fellowship Supplemental Form	PDF	Schema	FID		4.0	0925-0001	03/31/2020
HHS	PHS Human Subjects and Clinical Trials Information	PDF	Schema	FID		1.0	0925-0001	03/31/2020
Grants.gov	Project Abstract	PDF	Schema	FID	Instructions	1.2	4040-0010	12/31/2019
Grants.gov	Project Narrative Attachment Form	PDF	Schema	FID	Instructions	1.2		
Grants.gov	Project/Performance Site Location(s)	PDF	Schema	FID	Instructions	2.0	4040-0010	12/31/2019
Grants.gov	R & R Multi-Project Subaward Budget Attachment(s) Form 10YR 30ATT	PDF	Schema	FID	Instructions	1.1	4040-0001	10/31/2019
Grants.gov	R & R Subaward Budget Attachment(s) Form	PDF	Schema	FID	Instructions	1.4	4040-0001	10/31/2019
Grants.gov	R & R Subaward Budget Attachment(s) Form 10 YR 10 ATT	PDF	Schema	FID	Instructions	1.4	4040-0001	10/31/2019
Grants.gov	R & R Subaward Budget Attachment(s) Form 10 YR 30 ATT	PDF	Schema	FID	Instructions	1.4	4040-0001	10/31/2019
Grants.gov	R & R Subaward Budget Attachment(s) Form 5 YR 30 ATT	PDF	Schema	FID	Instructions	1.4	4040-0001	10/31/2019
Grants.gov	Research & Related Budget	PDF	Schema	FID	Instructions	1.4	4040-0001	10/31/2019
Grants.gov	Research & Related Budget (Total Fed + Non-Fed)	PDF	Schema	FID	Instructions	1.2	4040-0001	10/31/2019
Grants.gov	Research & Related Budget 10YR	PDF	Schema	FID	Instructions	1.4	4040-0001	10/31/2019
Grants.gov	Research & Related Multi-Project 10 Year Budget	PDF	Schema	FID	Instructions	1.1	4040-0001	10/31/2019
Grants.gov	Research & Related Personal Data	PDF	Schema	FID	Instructions	1.2	4040-0001	10/31/2019
Grants.gov	Research & Related Senior/Key Person Profile	PDF	Schema	FID	Instructions	1.1	4040-0001	10/31/2019
Grants.gov	Research & Related Subaward Budget (Total Fed + Non-Fed) 5 YR 30 ATT	PDF	Schema	FID	Instructions	1.3	4040-0001	10/31/2019
Grants.gov	Research & Related Subaward Budget (Total Fed + Non-Fed) Attachment(s) Form	PDF	Schema	FID	Instructions	1.3	4040-0001	10/31/2019
Grants.gov	Research And Related Other Project Information	PDF	Schema	FID	Instructions	1.4	4040-0001	10/31/2019
Grants.gov	Research and Related Senior/Key Person Profile (Expanded)	PDF	Schema	FID	Instructions	2.0	4040-0001	10/31/2019

2. Upload your budget justification here.

Justification must be written for every section of the budget with headings that correspond to the Budget Heading.

Budget section A must correspond to Justification section A. Not all sections will have an explanation. Some may remain blank.

Various templates/examples are available such as:

<https://spo.berkeley.edu/procedures/modelagreements/budgetjustification.html>

<https://www.ecu.edu/cs-cas/customcf/oor/nsf-budget-just-temp.pdf>

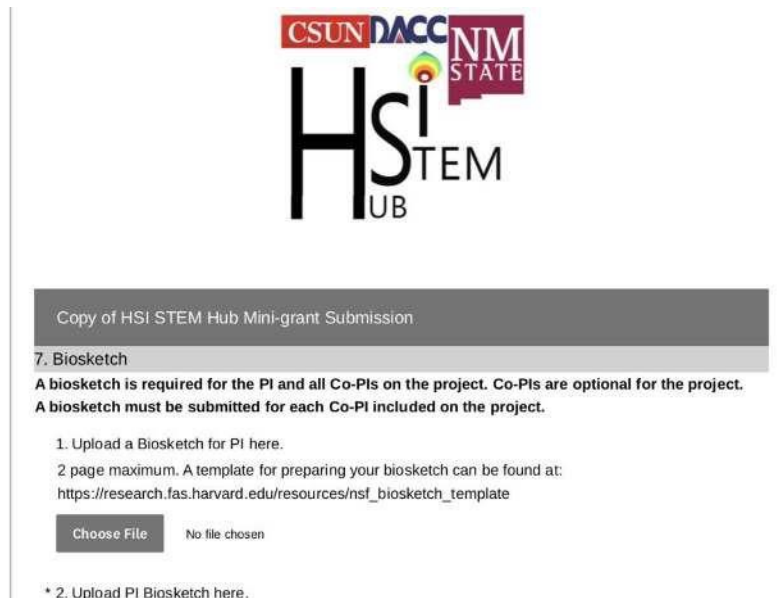
Page 7. Biosketch (2 page maximum)

This page will upload separate PDFs for the biosketches of PI and Co-PIs. A maximum of 2 pages per biosketch. Only PDF submissions will be accepted in Page 7 of the submission portal. A biosketch is required for the PI and all Co-PIs on the project. Co-PIs are optional for the project. A biosketch must be submitted for each Co-PI included on the project.

A template for preparing the biosketch can be found at:

https://research.fas.harvard.edu/resources/nsf_biosketch_template

A screen shot of the beginning of Page 6 is included below.



1. Upload a Biosketch for PI here.
2. Upload Co-PI Biosketch here. (Optional)
3. Upload Co-PI Biosketch here. (Optional)

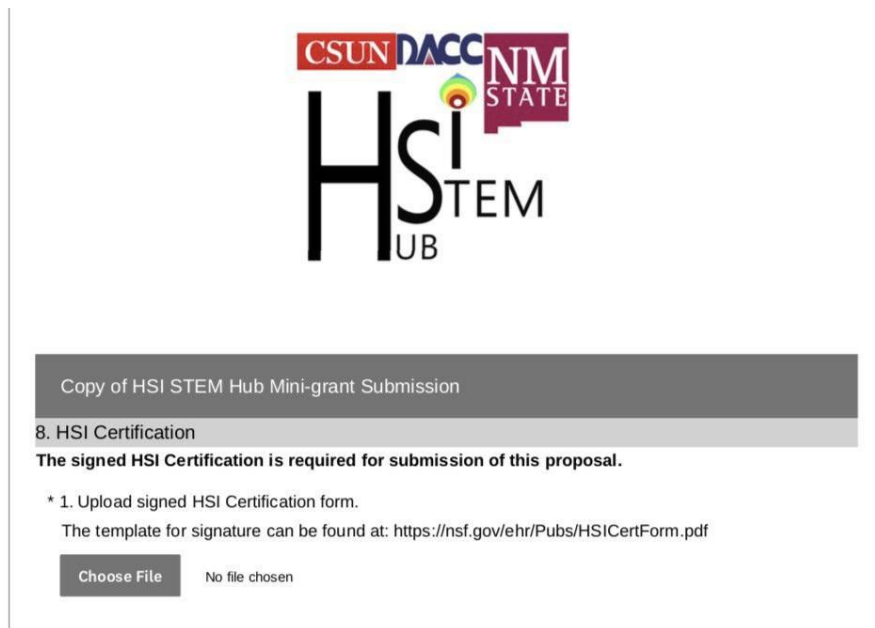
4. Upload Co-PI Biosketch here. (Optional)
5. Upload Co-PI Biosketch here. (Optional)

Page 8. HSI Certification

This page will upload a PDF of a signed HSI Certification. The signed HSI Certification is required for submission of this proposal.

The template for signature can be found at: <https://nsf.gov/ehr/Pubs/HSICertForm.pdf>

A screen shot of the beginning of Page 8 is included below. Only PDF submissions will be accepted in Page 8 of the submission portal.



Page 9. Support Letters

This page will upload separate PDFs of Support Letters.

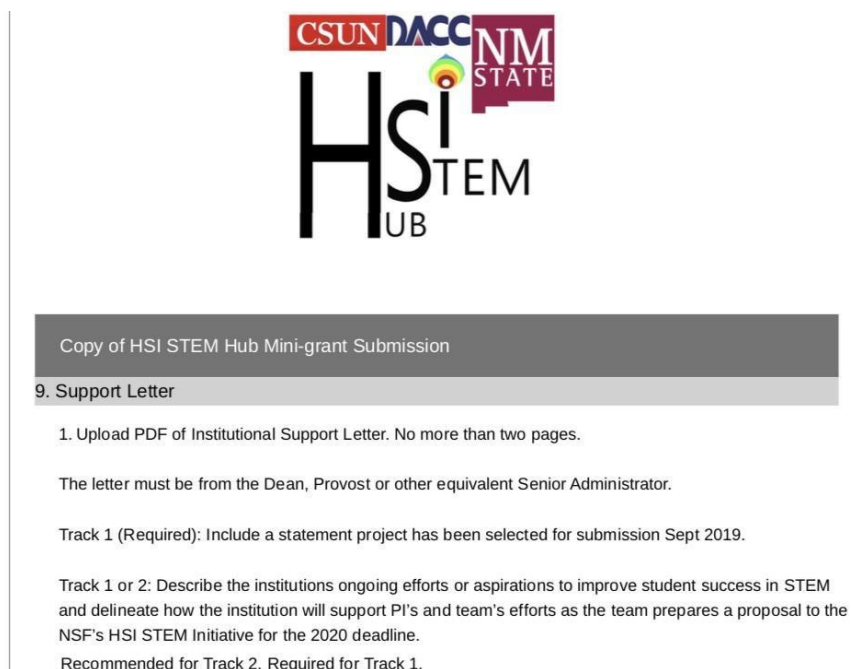
1. Upload a PDF for the Institutional Support Letter. No more than two pages. The letter must be from the Dean, Provost or other equivalent Senior Administrator. This is required for Track 1, include a statement that the project has been selected for submission to the NSF HSI Program call released Sept 2019. An institutional letter of support is strongly recommended for Track 2 submissions.

Letters for both Tracks should describe the institutions ongoing efforts or aspirations to improve student success in STEM and delineate how the institution will support PI's and

team's efforts as the team prepares a proposal to the NSF's HSI STEM Initiative for the 2020 deadline.

2. Upload a PDF of Partner Support Letter(s) (Optional). No more than 1 page. Applications will be strengthened by inclusion of letters demonstrating the support of collaborators such as: Senior/Key Personnel , Other Significant Contributors, industry, government lab or community partners, etc. to be included in the grant proposal.

A screen shot of the beginning of Page 9 is included below. Only PDF submissions will be accepted in Page 9 of the submission portal.



Page 10. Institutional Analysis

This page will upload PDFs of Institutional Analysis Summaries. Two summaries are recommended.

1. Upload a PDF of your Institutional Analysis Summary. 1 Page.

Summarize the STEM student degree enrollment and completion data for the past 5 years. This data should be disaggregated by major, gender, and ethnicity. Also provide data on STEM faculty/staff diversity disaggregated by major, gender, and ethnicity.

2. Upload a PDF of your STEM Student Support Units (Recommended). 1 page.

Summarize key programs that support STEM student success and promote inclusions and diversity.

A screen shot of the beginning of Page 10 is included below. Only PDF submissions will be accepted in Page 10 of the submission portal.



HSI STEM Hub Mini-grant Submission

10. Institutional Analysis

1. Upload a PDF of your Institutional Analysis Summary. 1 Page.

Summarize your STEM student degree enrollment and completion data for the past 5 years, disaggregated by major, gender and ethnicity.

Provide data on STEM faculty/staff diversity disaggregated by major, gender and ethnicity.

No file chosen

2. Upload a PDF of your STEM Student Support Units (Recommended). 1 page.

Summarize key programs that support STEM student success and promote inclusions and diversity.
