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Pilot Study: Professional Women in the Agricultural Industry

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University of Arkansas

Undergraduate Honors Thesis

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Abstract

A large body of literature suggests there are many barriers to women in the workplace due to gender bias and long history of men in higher leadership roles. Perhaps one of the more complex industries for women to navigate is the agricultural industry. Through observation and personal experience, I have been exposed to the inequalities and biases against women in the agricultural industry. While times are changing and more women are rising to leadership roles, there are still heavy barriers for them to overcome and personal sacrifices to consider. For example, the Pew Research Center concluded in a study that 39% of the public believes it is better for a woman who wants to reach a high level of leadership in a business to not have children. This is an unfortunate reality for many women to face, especially considering it is a personal choice and has no effect on the ability to effectively lead a business or team. A survey was developed a to help lay groundwork for sharing the reality of women in the agricultural industry. The study was designed to help identify the success factors and barriers women face in advancing in their careers within the agricultural industry. The results of the study cannot be generalized, and conclusions are only applicable to survey respondents. The findings suggested the glass cliff was real, second-generation bias was a contributing factor to a woman's workplace success and women were often forced to advance in an entirely different manner than men.

Keywords: women in agriculture, barriers for women in the agricultural industry, gender bias for women in the workplace, women advancing in their careers

Chapter I: Introduction

Background of the Study

Researchers have been studying the relationships between different sexes, gender stereotypes and leadership style stereotypes for many years now. This research began as women in more authoritative career positions began to rise (Powell, 2011). The perception of women has been a contributing factor of how and why they are promoted in their careers. For example, how women dress and talk, as well as their executive presence and leadership style, all contribute to their credibility in the workplace (Ibarra, Ely & Kolb, 2013).

There is a kind of bias associated with women called second-generation bias. According to Ibarra, Ely and Kolb (2013), this type of bias is very powerful because it can create barriers for women. Second-generation bias is a result of cultural assumptions, as well as different types of interactions with others that may lead to benefiting men rather than women. This bias is specifically rooted in stereotypes that are often difficult to detect (Ibarra, Ely & Kolb, 2013). Typical gender stereotypes for women have been proven to weaken their advancement in careers and related areas because they provide a different form of acceptability for how women and men should exemplify their leadership styles (Vinkenburg, Engen, Eagly & Johannesen-Schmidt, 2011).

Studies completed on the phenomenon of the glass cliff suggest women truly do have difficulties and various barriers in day-to-day tasks. Similarly, this research has shown women are under-represented in higher career positions and, therefore, experience gender inequality (Haslam & Ryan, 2008). A study conducted by the Pew Research Center found 59% of Americans would like to see more women in top leadership positions associated with business and politics (Menasce Horowitz, 2018). Women are increasing their presence in businesses;

however, they continue to be behind men in top leadership positions (Furst & Reeves, 2008). For example, in 2019 only 33 of the Fortune 500 companies had women CEOs (Connley, 2019).

There is substantial evidence that work done by women is not valued as highly, and employers have continuously placed a lower value on work done by women (Miller, 2016). Additionally, research has found women are less likely to have access to mentors, sponsors, networks, and financial support than their male colleagues (Gates, 2019). Both these findings contribute to a woman's ability to advance within an organization.

Statement of the Problem

When women are given a leadership role to act upon, it has been proven that stereotypes act as constraints on how they lead and respond (Powell, 2011). A woman's effectiveness and desirability as a leader is often decreased because of the negative prejudices often associated with them. Stereotyping women in the workplace force female leaders to work under the pressure of the expected leader role and their gender role (Powell, 2011). Maume & Smith posed the question, "If women, even slightly more than men, lead with effective styles, why do women fail to advance at the same rate as their male counterparts?" Simply because of the existence of the gender bias, it is suggested that women have no power to determine their own success (Ibarra, Ely & Kolb, 2013).

In a poll conducted in 2006, it was noted most Americans favor a male boss rather than a female boss. The results showed that 18- to 34-year-olds voted 31 percent for a male boss and 29 percent for a female boss. Additionally, 38 percent of 35- to 54-year-old voters favored a male boss versus 19 percent in favor of a female boss. The last group who voted was a mix of people 55 years or older; they voted in favor of male bosses, 40 percent, rather than female bosses, 11 percent (Powell, 2011). The ultimate question, as a result of these findings, is why

Americans favored male bosses over female bosses. The most probable answer is gender stereotyping and how women in leadership positions are perceived in the workplace. Gender stereotypes and sexual tensions are two major barriers for many women on career paths to top leadership management positions (Piterman, 2008).

Purpose of the Study

The purpose of this study was to explore the perceptions of women in leadership roles within the agricultural industry. The goal of the study was to provide a better understanding of the perceptions of women in leadership roles, specifically within agricultural industry. The following objectives guided this study:

1. Determine demographic characteristics of survey participants
2. Identify barriers to obtaining leadership positions
3. Identify success factors to obtaining leadership positions
4. Establish personal costs of assuming leadership position

Significance of the Study

The significance of this study is that there will be qualitative and quantitative evidence regarding the perceptions of women in agricultural leadership positions. The evidence will be the result of qualitative and quantitative information provided women leaders within the agricultural industry. According to a study, women are only perceived to be effective leaders if they demonstrate both sensitivity and strength (Johnson, Murphy, Zewdie & Reichard, 2008). A separate study suggests that female leaders must be examples of specific behaviors with individualized consideration for these behaviors to be fully aware of gender norms and to avoid negativity (Heilman & Okimoto, 2007). This study will provide a greater understanding of how these stereotypes affect women in leadership roles and why these types of assumptions are made

about women in regard to their status in agricultural roles. It is crucial that this study not be overlooked because women remain excluded from positions of power, despite their ability to be influential leaders (Burgess & Tharenou, 2002; Furst & Reeves, 2008; Oakley, 2000).

Definition of Terms

Second-generation bias*:* "Second-generation bias is embedded in stereotypes and organizational practices that can be hard to detect, but when people are made aware of it, they see possibilities for change" (Ibarra, Ely & Kolb, 2013, p. 6). This type of bias is often invisible for women and arises due to cultural assumptions and organizational structures, practices and patterns (Ibarra, Ely & Kolb, 2013, p. 8).

Gender-stereotyping: Gender-stereotyping is how women and men are perceived because of their gender (Ibarra, Ely & Kolb, 2013, p. 8). It acts as a way for people to believe something about someone because of their gender, even if it is not true. Gender-stereotyping can impede the advancement of women (Rogier & Padgett, 2003, p. 2).

Limitations to the Study

The study has the following limitations:

1. The results of this study cannot be generalized as the data is only specific to the group of women surveyed.
2. Because some of the information is gathered through a survey, there is a possibility that there are dishonest answers provided.
3. The pool of people surveyed and interviewed is not diverse enough to generalize results for all women in the agricultural industry.
4. Some of the women interviewed do not relate to the purpose of the study nor have they experienced gender-stereotyping.

5. The women studied were not willing to share personal information.
6. The study was conducted during the COVID-19 pandemic. Therefore, participants might have experienced additional levels of stress, anxiety, overwhelming feelings.

Basic Assumptions

The study has the following basic assumptions:

1. The participants will answer the interview and survey questions honestly.
2. All participants have experienced the same or similar phenomenon of the study – experience with the glass cliff.
3. Participants have a genuine interest in participating in this study and do not have any other motives.

Chapter II: Literature Review

Historically, much of the research into gender and leadership characteristics has been focused on the under-representation of women, especially women in the upper levels of management; these same studies examine possible explanations for this gender inequality (Haslam & Ryan, 2008). The first studies regarding relationships among different sexes, gender stereotypes and leadership stereotypes began in the 1970s because of increased female representation in higher management positions (Powell, 2011). Early studies on leadership were conducted by men and were based only on male behavior and response; this is a theory as to why women are perceived to lack leadership ability (Flood, 2007). Any advances by women to achieve gender equality requires a diverse group of people, such as policymakers, researchers and the public, to receive information directly related to the conflicts presented in women's lives. Career aspirations and advancement opportunities are influenced by the defined restrictions of a women's rightful duties, and this definition of a women's place in the home and at work is ingrained in the minds of men and women early so that it goes unsaid where each gender belongs in the workplace. To truly understand the complications women face in the workplace in day-to-day life, it is important to evaluate where women have been, where they are now and where they are going in the future (Gill, 2009).

The gap in this topic research goes even further, producing questions such as why women fail to advance at the same rate as men when they lead with a slightly greater and slightly more effective style of leadership (Maume, 2004). In the past, the model for leadership analysis has been focused primarily on men in leadership positions, which is why women could be experiencing difficulty obtaining positions of higher power; perceptions of the responsibilities of gender roles as a result of these unfashionable studies and progressed socialization are dated

(Gill, 2009). Gender roles are described as "socially and culturally defined prescriptions and beliefs about the behavior and emotions of men and women" (Anselmi & Law, 1998). Both of those sources are vital for leadership success and a company's operations. It has been found that when women receive a lack of workplace support, their overall performance is weakened (Ely, 1995). This only continues to capitalize on the studies stating that women are more likely than men to be appointed to struggling firms. Women are continuously under-represented, not supported adequately, and hired in less favorable work situations.

The studies done today that pertain to leadership are using similar structures of old studies but are being fine-tuned to better mimic the experiences of women. Researchers are examining the diverse experiences of women and have found that the career advancement of women is not just lagging men; women are forced to advance in an entirely different manner than men. As studies continue to identify the source of diversification between advancement among women and men, it has been found that female leaders are suggested to try to mirror the behavior of men to supplement their personal behaviors; this was, women are identifying with traditional gender norms, and therefore, they will avoid backlash (Vinkenburg, Engen, Eagly & Johannsen-Smith, 2011). In modern day, for women to have the opportunity to advance in leadership positions, they must undergo dynamic and complex roles in their styles of leadership (Morse, 2014).

A common theme played out when discussing women in leadership roles is the topic of stereotypes. Stereotypes are representative of a set of beliefs characterized by presumptions of a group in society – be it a group separated by race, nationality, religion, age, gender or something else – that share commonalities with values and characteristics; they are often used to distinguish groups apart and can do so both accurately and inaccurately (Gill, 2009). "Women must navigate

negative social behaviors and stereotypes to advance to executive leadership" (Goleman, 1995a). With this in mind, research has also found that being in direct contact with or close in proximity to women who are serving as leaders helps rid some of the stereotypes that women should not obtain leadership roles (Powell, 2011). While that may prove true in some situations, there are certain preconceived stereotypes that are rooted in different cultures; these notions can directly affect the ease and ability of women obtaining leadership positions (Anselmi & Law, 1998). Because stereotypes have an unnoticed, yet prominent presence in many places, women are continuing to face the consequences of predetermined identities and behaviors. Women are placed at a disadvantage and are being forced to handle the imbalance of their expected leadership role with their gender role (Powell, 2011).

To continue to touch on the issue of gender stereotyping, there has been research conducted regarding stereotype accuracy and people's assumptions of traditional gender roles and their abilities to carry out certain tasks. Women and men are being molded by the views of others and in turn, they are perceived as stronger and weaker in certain areas than their counterparts. For example, for female leaders to be perceived as effective, both sensitivity and strength must be demonstrated; male leaders, however, only need to demonstrate the characterization of strength (Johnson, Murphy, Zewdie & Reichard, 2008).

"Although women constitute a growing majority of the workforce, they continue to perform household and childcare functions" (Hochschild, 1989 & Hochschild, 1997). Because of this, women are continually facing scrutiny regarding their dedication to their careers. Their ability to balance work and family demands, as well as working longer hours, working on weekends and traveling, are all put up to question. As a result of this judgment, women are viewed as less committed to their careers, especially when they take advantage of flexible work

arrangements and any work-family policies that are implemented by a company (Burke & McKeen, 1993). A poll conducted in 2006 showed results that most people prefer a male boss over a female boss. The age groups were broken down into the following groups: 18- to 34-year-olds, 35- to 54-year-olds and 55-years-old or older. As the age groups got older, there was an increase in male preference over female preference (Powell, 2011). The question raised from this is the reasoning for why the roles are perceived this way. "Prescriptive gender stereotypes may lessen women's advancement because they entail different norms for how women and men should lead (Vinkenburg, Engen, Eagly & Johannesen-Schmidt, 2011). Furthermore, leadership stereotypes act only as constraints on women when they obtain their roles as leaders (Powell, 2011).

In terms of education, women and men have equal access to higher education and each have made progress towards obtaining it. However, regarding opportunities for women and men to grow and develop professionally, there are still inconsistencies that are holding women back. The challenges women face when attempting to develop their careers and advance to leadership positions are consistent and continuous throughout many different industries. Women have reported feeling prejudice directed towards them, which in turn makes it challenging for them to lead effectively compared to men. This same prejudice reduces their desirability as leaders (Powell, 2011). Women remain excluded from specific positions of power as a result, and they are not able to influence organizational behavior and strategy that could benefit a company's outcome (Burgess & Tharenou, 2002).

This phenomenon, specific to the challenges of women in leadership positions, is known as the glass cliff. Research provides evidence that women have difficulties and struggle with barriers on the other side of the glass ceiling, meaning that they often are compared with men

(Haslam & Ryan, 2008). The concern with this is backed by many diverse subjects and people. For example, there was an article in the *New York Times* that contained an interview with Carol Smith, a top executive at the media company, Elle Group. In the interview, Smith described her ideal boss. "In my experience, female bosses tend to be better managers, better advisors, mentors, rational thinkers. Men love to hear themselves talk," Smith said (Powell, 2011). Today, women in leadership roles are lacking in comparison to men because of the complex workplace dynamics. The difference in leadership behaviors between women and men are becoming more prominently noticed in the workforce. Women are more likely to display behaviors that reflect transformational and contingent rewards; women are also less likely to use management-by-exception and laissez-faire tactics than men (Vinkenburg, Engen, Eagly & Johannesen-Schmidt, 2011).

Leadership theories have not exclusively promoted males or females in reference to leadership behavior. There are many different stereotypes that favor men and women. Here are a few short examples of said stereotypes. Traditionally, men present more masculine traits than women, which in turn means that they are better suited as managers. On the contrary, women better present femininity, which is a necessary trait for managers to be effective in the workplace (Powell, 2011). Both of these stereotypes offer the same amount of support as the other, which is little. However, the correct assumption is unknown, if there is a correct assumption at all.

When focusing on women in top leadership positions, the concern becomes how they get there. How women are perceived – how they dress, how they talk, their 'executive presence,' their capacity to 'fill a room,' and their leadership style – has been the focus of many efforts to get more of them to the top" (Ibarra, Ely & Kolb, 2013). Leadership style is directly correlated with promotion and inspirational motivation (Vinkenburg, Engen, Eagly & Johannesen-Schmidt,

2011). As women continue to pursue leadership positions, their leadership styles will continue to be dependent upon their success.

To conclude, gender bias is a prominent issue that relates to the success of both men and women in the workforce (Ibarra, Ely & Kolb, 2013). While women have continued to move toward work equality, the previously mentioned gender bias continues to negatively impact their ability to serve in leadership roles and management positions; therefore, their advancement opportunities are limited greatly (Gill, 2009). Second-generation bias is at that the root of stereotypes and organizational practices, which can be hard to detect; however, when people are made aware of it, they see possibilities for change (Ibarra, Ely & Kolb, 2013). This goes with the idea from Ibarra, Ely & Kolb (2007) that describes this said bias as powerful but subtle. Unknowingly, bias creates barriers for women and causes them to be placed at a disadvantage to men. Society's preconceived opinions are a major cause as to why there are preferences for one gender over another; there are negative perceptions toward both genders, categorizing them as either emotionally or physically strong or weak (Gill, 2009). The reasons for these biases and prejudices are the focus of this study, so that women may be guided on a path that will help them advance in their leadership roles and be presented with equal opportunities.

Chapter III: Methodology

The design of this study is a non-experimental, mixed methods approach. This initial data collection used a survey instrument created by Lewis Cline, Rosson, and Pennington Weeks (2019). The original questionnaire was obtained with permission and modified as an electronic survey administered through Qualtrics. The survey instrument was comprised of Likert scale and open-ended questions and contained five focus areas: demographics, educational and professional background, current employment status, mentoring, and treatment in the workplace. A panel of experts consisting of female faculty professionals reviewed the instrument for face and content validity. A copy of the survey instrument is included in Appendix A.

Participants

It should be noted the original data collection plan was to conduct a census survey at the Arkansas Women in Agriculture conference in the spring 2020. The Arkansas Women in Agriculture conference boasts a conference attendance of over 250 professional women in agriculture. However, because of the COVID-19 pandemic the conference was postponed until the fall 2020. Therefore, the researchers regrouped to conduct a smaller study with women leaders within the agricultural industry using snowballing sampling. Snowball sampling is known as being a recruitment technique in which survey participants identify other potential subjects that follow the research criteria (Oregon State University, 2020). Using this technique, a total of 41 women were identified from all across the United States. With the list of contacts identified by both researchers, each initial contact was asked to provide contact information for potential participants who fit the criteria of the study.

Institutional Review Board

In compliance with the University of Arkansas policies and federal regulations, research involving human subjects is required to be submitted, reviewed, and approved before research completion. Following this policy, our study was approved by the University of Arkansas Institutional Review Board (IRB) office. The approval number provided for this research is IRB #2002251078 (see Appendix B).

Data Collection and Analysis

The study was designed to help provide a perspective of the target audience, and this was done by interacting with the participants through Likert scale and open-ended questions. Participants were provided an introductory email explaining the purpose of the study and soliciting the participation. A follow up email was sent providing a Qualtrics link to the electronic survey. When the survey closed, a total of 32 women had completed the survey for a 78% response rate.

Data was analyzed using frequency, percentages, and means. Open ended responses were analyzed using basic interpretive qualitative methodology to identify common themes and patterns (Miriam, 2002).

Reflexivity Statement

Qualitative research has been found to be impressionistic, anecdotal and often influenced by a researcher's bias (Buckner, 2005). The principle and secondary researchers were both directly involved in the agricultural industry as both a student and a faculty member of the agricultural communications program at the University of Arkansas. Both researchers were involved in diverse professional and academic opportunities relating to the agricultural industry. This involvement may produce a slight bias toward depicting the success factors and barriers

women face in leadership roles within the agricultural industry. Despite this, the researchers worked to as objective and report data with neutrality.

Chapter IV: Findings

This chapter presents the findings from the data collection of this study. The findings are reported according to the four objectives which guided the study.

Demographic Characteristics of Survey Participants

The first objective of this study was to determine the demographic characteristics of survey participants. The survey was distributed to a total of 41 (n = 41) women identified as professionals who hold leadership positions within the agricultural industry. Participants were contacted by email and provided an online link to the survey distributed through Qualtrics. A total of 32 (n = 32) women responded for a response rate of 78%.

Respondents' age ranged from 28 - 67 years of age, with the average age of participants being 44 years of age. The majority of participants were married and have children (78.57%, n = 22). Additionally, 75% of the women surveyed (n = 24) make an annual salary of $100,000 per year.

The following findings help outline the backgrounds of the survey participants prior to their current careers withing the agricultural industry. Of the participants, 60.61% (n = 20) were not involved in agriculture and extension education experiences (organizations as FFA or 4-H) in high school. Moreover, 30% (n = 12) of participants reported they were not interested in agriculture and extension education experiences during high school at all.

A total of 63.64% (n = 21) of participants did not have agricultural work experience prior to entering their career in the agricultural industry. The survey participants' agricultural related work experience prior to their current careers ranged from many occupations, such as working on a farm with livestock and selling produce at a farm stand. The participants' non-agricultural related work experience prior to their current careers had an even larger variety. This non-

agricultural related work experience included but was not limited to the following: advertising and communications, accounting, public policy, retail and customer service, public office, automotive sales, manufacturing and assembly line work, food service work and work as a clinical nutritionist/dietician.

Participants worked in the agricultural industry for a diverse range of years. The shortest amount of time in the agricultural industry was listed as 6 years and the longest amount of time in the agricultural industry was 46 years. The average number of years working in the agricultural industry was 19 years. The women participating in this study were well-accomplished in their careers with current positions in high-level leadership roles within their organizations. All of the survey respondents shared their current position titles, and all of the positions were high-ranked positions (See Table 1). Some of the survey participants were directors, presidents and vice presidents of their business segments. Participant accomplishments were a reflection of their time and investment in their careers. The top three professional responsibilities of these women include leadership development, communications and business management (See Table 2).

Table 1

Current Positions/Job Titles of Participants

Current Position	*%*	***n***
Director	35.48	11
Vice President	12.90	4
Associate Director	9.68	3
Team Lead	12.90	4
President	3.22	1
Executive Principal/Director	6.45	2
Senior Manager	19.35	6

** Only 96.88% (n = 31) participants responded to this survey question **

Table 2

Major Professional Responsibilities

Responsibilities	%	*n*
Leadership Development	16.26	20
Communications	15.45	19
Technology/Distance	2.44	3
Research Design	4.07	5
Administration	5.69	7
Human Resources	2.44	3
Marketing	8.13	10
Business Management	13.01	16
Accounting/Financial	4.07	5
Policy/Legal	6.50	8
Sales	8.13	10
Logistics	4.07	5
Learning/Distance	0.81	1
Other	8.94	11

Barriers for Women Obtaining and Working in Agricultural Leadership Positions

The second objective of the study sought to define barriers faced by women working within the agricultural industry. A little less than half (46.67%, n = 14) of the participants were discouraged to seek a career in the ag industry with seven (43.75%; n = seven)

citing specific discouragement from males within the industry. Participants cited the presence of a male dominated industry, sometimes referred to as the "good old boys club."

When prompted with the statement, "Please explain how you have or have not been discouraged by someone involved in the agricultural industry," the survey participants had a range of personal experiences. One respondent said when she first started in her organization, it seemed male-dominated. She said, "*There was a question on whether or not females really had an opportunity to be in a leadership position.*" Another survey respondent reflected her experience with industry discouragement by stating, "*Older women have explained that it was a male-dominated industry with limited opportunities."*

There were themes of men believing their women counterparts were incompetent, as well as not worthy of leadership or high-level services. The idea of the "good old boys club" was evident throughout many of the anecdotes shared in the survey. In reference to the discouragement survey participants faced, the following quotation displays the daily hardships women faced, including stereotypes and biased judgement, when working in the agricultural industry:

> *"When I was in college, I had done an internship on a farmer-feeder operation in central Nebraska and was very interested in nutrition at the time. The operation was run by two brothers, one mostly took care of the cattle in the feed-yard and the other took care of the farming side of the operation. I mostly worked with the brother who took care of the cattle side and he was very supportive of my interest in a career in cattle nutrition, even introducing me to their consulting nutritionist. When meeting the nutritionist both brothers were present, and we got to talking about me wanting to potentially pursue that career path. The other brother, who I didn't work much with, made the comment that "he*

wouldn't let any woman tell him how to feed his cattle". At that time I don't think I was even 20 years old and I didn't grow up around much agriculture so this comment really deflated my dreams of possibly being a nutritionist and really opened my eyes to some of the struggles women in agriculture face. Eventually through further course work and other internships I found that nutrition really wasn't the route I wanted to take, so this story isn't the reason I didn't choose that career path but it does certainly still help to light my fire for wanting to succeed as a woman in agriculture!"

In terms of gender differences, 67.74% (n = 21) of survey respondents perceived their organization to have more men than women employed. Gender gaps can often play a role in the level of encouragement women receive when considering their personal involvement in the agricultural industry. The survey found that 50% (n = 15) of survey respondents experienced barriers to the advancement of their careers in the agricultural industry as a result of gender. One of the survey respondents noted, "*Sometimes I feel that if I was a man, I would have advanced faster*."

A common theme in the barriers faced within the agricultural industry was related to financial value and self-value. When describing a personal experience with this barrier theme, one respondent stated, "*Pay increases/promotions seem to be more difficult for females even when the responsibilities are greater*." In addition to this statement, another respondent commented on her perceived self-value by stating, "*I believe I have had to 'prove' that I am capable of leadership through examples of my work and work history where my male collogues are given roles based on their 'perceived' potential*." Two survey respondents shared their personal experiences with their male colleagues' perceptions of them:

"Just a general assumption that I am less competent and capable than I am. Also, a general assumption that our financial value as a women-owned business is much less than if the same work was done by a male counterpart."

"Agriculture - and the cattle industry in particular - is very traditional and male dominated. While I was encouraged by my father and other men in my youth as well as my professors while in college, I have NOT been regularly, consistently or enthusiastically encouraged by men in agriculture after graduation, until about the past 10 years. In looking back, during the 80s, 90s and first decade of the 2000s, I was discouraged in some cases, put down, ridiculed and generally told or made to feel that my role or involvement was only as support staff. This has changed considerably in the past 10 years and I am supported and encouraged more than before, but still not mentored or actively encouraged."

Just as the data findings reported that 50% (n = 15) of women surveyed did not experience barriers to advancement due to gender differences, there is the remaining question for alternative barriers to their success. Contrary to what many might think, the barriers to success for women seeking leadership roles in the agricultural industry are popularly a result of a lack of women empowerment within the industry. Through text response prompts, many of the survey respondents expressed their perceived greatest barriers faced by women in the agricultural industry when working toward career advancement as an issue between women.

One of the survey questions, intending to identify barriers for women obtaining and working in agricultural leadership positions was, "What do you perceive to be the greatest barrier faced by women in the agricultural industry to career advancement?" The responses shed equal responsibility for women and men in their perceived barriers. The depiction of a male-dominated

field, with industry members who make false assumptions of a woman's role in the industry, was once again displayed through the anecdotes of the survey participants. One of the respondents stated that a common barrier she faced was the assumption that women are less intelligent, competent and capable than their male counterparts. Two additional survey respondents reiterated the idea of a "good old boys club" with one respondent stating, "*It's a male-dominated field. The good 'ol boys club. You have generations that have worked at the same company and it fosters the same behavior*." The survey respondents collectively noted barriers in their success due to gender. In regards to achieving career success, one respondent noted her adaptations to the industry by stating, "… *I've learned to manage that, develop tough skin and learned how to 'think like a man' because it is different*." However, despite the ability to adapt to workplace conditions, there are still stereotypes that affect the day-to-day tasks of women in the industry:

> *"Breaking into the "Good Ol' Boys" club and showing that you can do the job and your family won't get into the way. If a man takes time for his family, he is a great dad and family man but, if a woman takes time for her family it is seen as a liability and a hindrance to her focus. This is never said out loud but, is a subconscious perception."*

Yet, with all the records of the opposite-gender acting as a barrier for women's success in the agricultural industry, there were also accounts of women interfering with each other's success. Survey responses shared commonalities such as, "*We are our own worst enemies. We need to support each other and lift each other up. We need to have confidence to move boldly*." It was found that 50% of the women surveyed did not experience advancement due to gender differences, as stated previously. The idea that women have the potential to be their own worst enemy is exemplified in the following statement:

"*We do not do a good job of supporting each other's ambitions. Trusting each other and advocating for each other. Women would be so much further along in agriculture or any field for that matter if we supported and cared for each other's success. The judgement that women cast on other women is far worse and damaging to our pursuit of equality in the workplace than anything else*."

The survey results made it evident that women experience a variety of barriers when working to obtain or working in a leadership role within the agricultural industry. Traditionally dubbed as a "man's industry," the women participating in this story made it evident that their barriers were a result of both discouragement from women and men. While men notably responded to women with gender stereotypes and the belief that women are not their equal, women must be held more accountable for encouraging and uplifting one another rather than casting judgement of each other.

Success Factors to Obtaining and Working in Agricultural Leadership Positions

The third objective was to identify success factors for women achieving high levels of leadership within the agricultural industry. Women in agricultural leadership positions work tirelessly to perform with their best potential in the workplace. When asked about the time management practices and what their workplace focus is each week, the survey found 81.25% (n = 26) of respondents typically spend 11 or more hours per week in meetings. Similarly, many survey respondents spend five or more hours per week working with committees (85.71%, n = 24), whereas 83.87% (n = 26) of the survey participants focus on research for five or more hours per week. In terms of workplace mentoring, 45.16% (n = 14) of women participate in workplace mentoring for 10 hours or less each week. An important aspect of success for women in the agricultural industry is their involvement with mentors and women in similar positions. The

survey results found mentors to be relatively equal in terms of gender with 51.72% (n = 15) stating their mentors as both male and female. Many of the survey respondents stated their organization provides regular (2 times per month) mentoring for young female members of the profession (53.33%, n = 16) versus the 46.67% (n = 14) who state their organization does not do so. The results of the survey outline the impact of mentoring options and the correlation of success for women in the agricultural industry.

Many of the survey participants were members of professional organizations (62.5%, n = 20): Six were members of the Network of Executive Women, and 12 were members of women-specific resource groups. Aside from the contact the survey respondents received in their professional organizations, 93.33% (n = 28) of them maintain regular contact with other women in their organization, and all survey respondents maintained contact with women involved in agriculture outside of their organization. Some women even maintained this connection once a week (34.38%, n = 11). The main methods of communication were email and professional meetings for work.

The majority of survey respondents reported having previously encouraged another woman involved in the agricultural industry (93.75%, n = 30). When prompted with describing the ways they encouraged each other, a common theme was described. Many of the survey participants choose to encourage other women by sharing their personal experiences, offering motivation and support and encouraging each other to have a voice and share their opinions. One survey respondent stated, "*I have encouraged women to express their opinion and not be intimidated by those who may be in the room*." While many of the survey participants followed the previously listed themes of encouragement, one respondent shared the importance of expanding your circle of influence within your organization by stating, "*I also try to*

communicate in my mentoring opportunities that it's important to build your own personal "brand" within a circle or organization."

Personal Costs of Assuming Leadership Positions in the Agricultural Industry

The final objective focused on identifying personal costs associated with respondents to obtain their positions of leadership. The personal costs of assuming leadership positions within the agricultural industry are results of women putting their careers first. Many of the respondents felt they had to make personal sacrifices in order to reach their level of career achievement. The majority of the survey respondents stated they had to make personal sacrifices (86.67%, n = 26). There were two survey respondents that even referenced having their husbands stay home with their children in order for them to have career success. The personal testaments the survey participants wrote described their personal sacrifices with a common theme of missed family time and long work hours. One respondent in particular stated, "*I've missed many opportunities to just be a mom and attend a school program or a parent-teacher conference or tuck my kids in to bed. Most of this is travel related, but some of it's related to long hours*." Continuing off these themes for personal sacrifices, the following testimonies describe the trials many women face in order to succeed within the industry:

> *"As a female in the ag. industry, you do have the feeling that you have to work twice as hard to gain the same recognition as male counterparts. I have sacrificed some time with my family but, I work hard to keep it balanced and be there for the important things since I can't be there for all things."*
>
> *"I have scraped, crawled and fought my way to where I am today - but also had great family support from my siblings, parents and children. Zero support from the former spouse and was a single parent for many years (still am but they are all adults now). I*

sacrificed sleep, personal life, financial gain and friendships to build a company in agriculture."

With the majority of the women surveyed being well-advanced in their careers with long-term commitments, participants were asked what they would change about the sacrifices they made in order to reach their level of achievement in their careers. Many of the responses included being more confident about their ambitions, focusing more on work-life balance, devoting more time to family and fighting harder for compromise within their organization.

The sacrifices outlined by the survey participants were sacrifices made to get to high positions of leadership and were sacrifices the respondents would make again. Despite the missed time with family, lack of sleep and personal life neglections, as well as other things, 68.97% (n = 20) of the respondents said they would make the same sacrifices again if met with the decision. However, many of the remaining respondents did not rule out the option by stating they were undecided in their decision (24.14%, n = 7). Survey respondents shared the common belief the sacrifices they made allowed for personal growth and resulted in their promotion to their current positions. One survey respondent reflected on how men and women both make sacrifices in order to succeed because "*Everyone has to decide what is right for themselves but for me the choices I made were worth it and I'd do it again*." The personal sacrifices described by the survey respondents enable personal drive and become part of their character. This sentiment was best described through the following anecdote:

"Because I am proud of what we have created, and we can offer a profession to other women in the situation I was in when my children were young. We employ skilled, talented, educated, hard-working and ambitious women in agriculture who want to balance family and work. I also have independence, freedom of my own schedule and am

the master of my own ship. I do not have to answer to those who tell me that they think we are not good enough."

While the quantitative data collected in this survey provides evidential support for the negative perception of women in the agricultural industry, the qualitative data provides personal testimonies of the challenges many women face in their day-to-day lives while working to advance within the agricultural industry. The next chapter will discuss conclusions and recommendations for future research based on these findings.

Chapter V: Conclusions and Recommendations

It is important to remember that the content of this study cannot be generalized to women outside of this study; therefore, the following conclusions are only applicable to the survey respondents. It is evident that despite barriers set by gender differences and stereotypes, participants in this study possess the leadership characteristics to succeed within the agricultural industry. When faced with scrutiny and judgement, it has been proven that women devoted to their careers in the agricultural industry will overcome their barriers and succeed. While there are countless situations that require personal sacrifices, the survey participants weighed the value of their sacrifices as successes because of their ability to advance to the positions they currently hold today. The study solidified the notion that the agricultural industry is traditionally dominated by men, but it also solidified women are often judged and subject to stereotypes when working in the agricultural industry. As reported in Chapter 1, "Women must navigate negative social behaviors and stereotypes to advance to executive leadership" (Goleman, 1995a).

In order to overcome barriers women set for each other, it is vital to workplace success to have opportunities for encouragement and support. Similar to idea the background research provided, when women receive a lack of workplace support, their overall performance is weakened (Ely et al., 2012). As the research findings discovered the utilization of mentors being a success factor for career advancement, the data also uncovered the reality that 37.93% (n = 11) of women new to an organization were not connected with industry mentors. However, prior research determined women are less likely to have access to mentors, sponsors, networks, and financial support than their male colleagues (Gates, 2019). This again reiterates the idea that workplace support contributes to a woman's ability to advance within an organization.

This study also determined how women are able to operate effectively as leaders within the agricultural industry. Women in the agricultural industry work to earn their positions. There is no doubt about their grit and determination necessary to succeed. Research by Gill (2009) stated how it is important to study a woman's past, present and future in order to understand her day-to-day situations in the workplace. Hearing the testimonies of the women is perhaps one of the greater motivators for success. Women in the agricultural industry are challenged to work in an industry traditionally stereotyped as a man's industry. Often, this workplace behavior and "spirit of the business" is carried over in the professional relationships established within an organization. Gender gaps can often play a role in the level of encouragement women receive when considering their personal involvement in the agricultural industry. As described in earlier chapters, the glass cliff phenomenon is evident. Research conducted by Haslam & Ryan (2008) concluded that women experience difficulties in the workplace and struggle with barriers on the other side of the glass ceiling; women often compared with men. This research study found parallel results, which were transparent in the personal testimonials provided by survey respondents. For this group of respondents, the glass cliff was real, second-generation bias was a contributing factor to a woman's workplace success and women were often forced to advance in an entirely different manner than men (Larwood & Gutek, 1987).

Recommendations for Future Research

Research should be built upon by collected data at the Arkansas Women in Agriculture Conference in the fall of 2020. Follow-up interviews with survey respondents from this study will focus on leadership styles and EQ. Additionally, more in-depth and detailed information about each respondent's journey as a leader in the agricultural industry will be collected.

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Appendix A: Survey Instrument

Professional Women in the Agricultural Industry

Start of Block: Default Question Block

Q1 This study is being conducted as an undergraduate honors thesis project. It is estimated to take 15 minutes to complete the survey.

The purpose of this study is to explore the perceptions of women in agricultural leadership roles. The results will identify barriers and success factors for women looking to advance their careers within the agricultural industry.

Thank you for participating in this study.

Q2 **Section 1: Educational and Professional Background**

The following questions are aimed to help us understand your educational and professional experiences in the agricultural industry.

Q3 Please indicate the type and discipline of all degrees you have received, including awarding institutions.

	Degree received?		Major/Discipline	Institution awarding degree
	Yes (1) (1)	No (2) (2)	Name of major (1) (1)	Institution name (1) (1)
Bachelor (1) (1)	○	○		
Master (2) (2)	○	○		
Doctoral (3) (3)	○	○		

Q4 Were you involved in agricultural and extension experiences while in high school, such as agricultural education classes, 4-H, FFA, etc?

- ○ Yes (1)
- ○ No (2)

Skip To: Q5 If Q4 = Yes
Skip To: Q7 If Q4 = No

Q5 What agricultural and extension education experiences were you involved in during high school? Check all that apply.

- ☐ Agricultural Education classes (1) (1)
- ☐ 4-H member (2) (2)
- ☐ FFA member (3) (3)
- ☐ Other (4) (4)

Q6 Please list other specific agricultural and extension education experiences involved in during high school.

_____

Q7 What reasons describe why you were not involved in agricultural and extension education experiences during high school, such as agricultural education classes, 4-H, FFA, etc? Check all that apply.

- ☐ Classes not available (1) (1)
- ☐ Conflict with other classes (2) (2)
- ☐ Women not encouraged to participate (3) (3)
- ☐ Not interested (4) (4)
- ☐ Lack of agricultural education classes offered (5) (5)
- ☐ Lack of 4-H clubs in community (6) (6)
- ☐ Lack of FFA in high school (7) (7)
- ☐ Selected other extracurricular activities not related to agriculture or extension (8) (8)
- ☐ Other (9) (9)

Q8 Prior to entering a career in the agricultural industry, did you have any other agricultural related work experience?

- ○ Yes (1) (1)
- ○ No (2) (2)

Skip To: Q9 If Q8 = Yes (1)
Skip To: Q10 If Q8 = No (2)

Q9 Please list the type of work and years associated with your other agricultural related work experience.

_____

Q10 If your previous work experience is not in the agricultural industry, please describe your previous work experience.

_____

Q11 How many years have you worked in the agricultural industry?

_____

Q12 **Section 2: Current Professional Status**

The following questions aim to identify and clarify your current role(s) in the agricultural industry.

Q13 What is your current position?

_____

Q14 What are your major professional responsibilities? Check all that apply.

- ▢ Leadership development (1) (1)
- ▢ Communications (2) (2)
- ▢ Technology/distance (3) (3)
- ▢ Research design (4) (4)
- ▢ Administration (5) (5)
- ▢ Human resources (6) (6)
- ▢ Marketing (7) (7)
- ▢ Business management (8) (8)
- ▢ Accounting/financial (9) (9)
- ▢ Policy/legal (10) (10)
- ▢ Sales (11) (11)
- ▢ Logistics (12) (12)
- ▢ Learning/distance (13) (13)
- ▢ Other (14) (14)

Skip To: Q15 If Q14 = Learning/distance (13)

Q15 If other, please list additional professional responsibilities.

_____

Q16 How many people are in your department?

_____

Q17 How many people are in your organization?

_____

Q18 How many people report to you?

_____

Q19 On average, how many hours per week do you spend:

On research (1) (1)	▼ 5 or less (1) ... 11 or more (3)
On committee work (2) (2)	▼ 5 or less (1) ... 11 or more (3)
On analyzing data (3) (3)	▼ 5 or less (1) ... 11 or more (3)
On mentoring (4) (4)	▼ 5 or less (1) ... 11 or more (3)
In meetings (5) (5)	▼ 5 or less (1) ... 11 or more (3)
On other work-related activities (6) (6)	▼ 5 or less (1) ... 11 or more (3)

Q20 **Section 3: Mentoring and Motivation**

The following questions are designed to describe your mentoring experience and motivation as a woman in the agricultural industry.

Q21 Are you a current member of any professional associations?

- ○ Yes (1) (1)
- ○ No (2) (2)

Skip To: Q22 If Q21 = Yes (1)

Q22 If yes, please list.

_____

_____

_____

_____

_____

Q23 Do you perceive your organization to have:

- ○ More men than women (1) (1)
- ○ More women than men (2) (2)
- ○ Fairly even between women and men (3) (3)

Q24 Do you maintain regular contact with other women in your organization?

- ○ Yes (1) (1)
- ○ No (2) (2)

Q25 How often do you maintain contact with other women involved in agriculture outside of your organization?

- ○ Once a week (1) (1)
- ○ Once a month (2) (2)
- ○ Once a quarter (3) (3)
- ○ Once a year (4) (4)

Q26 By what means do you maintain contact with other women involved in agriculture? Check all that apply.

- ▢ Telephone (1) (1)
- ▢ In person (2) (2)
- ▢ Email (3) (3)
- ▢ Letters (4) (4)
- ▢ At professional meetings (5) (5)
- ▢ At committee meetings (6) (6)
- ▢ Other (7) (7)

Skip To: Q27 If Q26 = Telephone (1)

Q27 If Other, please list.

_____

Q28 Have you ever encouraged another woman involved in the agricultural industry?

- ○ Yes (1) (1)
- ○ No (2) (2)

Skip To: Q29 If Q28 = Yes (1)
Skip To: Q30 If Q28 = No (2)

Q29 If yes, how have you encouraged women involved in the agricultural industry?

_____
_____
_____
_____
_____

Q30 If no, why have you not encouraged women involved in the agricultural industry?

_____
_____
_____
_____
_____

Q31 Have you ever discouraged another woman from seeking a career in the agricultural industry?

- ○ Yes (1) (1)
- ○ No (2) (2)

Skip To: Q32 If Q31 = Yes (1)

Q32 Those you received encouragement from involved in agricultural industry were:

- ○ Female (1) (3)
- ○ Male (2) (4)
- ○ Both female and male (3) (5)

Q33 Please explain how you have or have not received encouragement from someone involved in the agricultural industry.

_____

_____

_____

_____

_____

Q34 Have you ever been discouraged by someone involved in the agricultural industry?

- ○ Yes (1) (1)
- ○ No (2) (2)

Q35 Those that have discouraged you in the agricultural industry were:

- ○ Female (1) (1)
- ○ Male (2) (2)
- ○ Both female and male (3) (3)

Q36 Please explain how you have or have not been discouraged by someone involved in the agricultural industry.

_____

_____

_____

_____

_____

Q37 Have your professional mentors been mostly or predominantly:

- ○ Female (1) (1)
- ○ Male (2) (2)
- ○ Both female and male (3) (3)

Q38 Do you provide regular (2 times per month) mentoring for young female members of the profession?

- ○ Yes (1) (1)
- ○ No (2) (2)

Q39 Has your department or organizational leadership identified and connected new female employees with mentors in the agricultural industry?

- ○ Yes (1) (1)
- ○ No (2) (2)

Q40 Please expand on how your department or organizational leadership has identified and connected new female employees with mentors in the agricultural industry.

_____
_____
_____
_____
_____

Q41 **Section 4: Professional Treatment**

The following questions seek to understand the professional climate for women in the agricultural industry.

Q42 Do you believe you made personal sacrifices to reach the level of achievement you have in your career?

- ○ Yes (1) (1)
- ○ No (2) (2)

Q43 Please explain the sacrifices you have made to advance your career.

_____
_____
_____
_____
_____

Q44 Given the opportunity, would you make those same sacrifices again?

- ○ Yes (1) (1)
- ○ No (2) (2)
- ○ Undecided (3) (3)

Skip To: Q45 If Q44 = Yes (1)
Skip To: Q46 If Q44 = No (2)

Q45 Why would you make these sacrifices again?

_____
_____
_____
_____
_____

Q46 What would you change about the sacrifices you have made?

_____
_____
_____
_____
_____

Q47 Do you believe you have experienced any barriers to advancement in your career because of your gender?

- ○ Yes (1) (1)
- ○ No (2) (2)

Skip To: Q48 If Q47 = Yes (1)

Q48 What barriers to advancement in your career have you experienced because of your gender?

_____
_____
_____
_____
_____

Q49 Please explain why you do or do not believe you have experienced any barriers to advancement in your career because of your gender.

_____
_____
_____
_____
_____

Q50 What do you perceive to be the greatest barrier faced by women in the agricultural industry to career advancement?

_____
_____

_____

_____

_____

Q51 What is your level of job satisfaction?

- ○ Very satisfied (1) (1)
- ○ Satisfied (2) (2)
- ○ Neutral (3) (3)
- ○ Dissatisfied (4) (4)
- ○ Ready to quit (5) (5)

Q52 Would you encourage another woman to pursue a career similar to your own?

- ○ Yes (1) (1)
- ○ No (2) (2)

Skip To: Q53 If Q52 = Yes (1)

Skip To: Q54 If Q52 = No (2)

Q53 Why would you encourage another woman to pursue a career similar to your own?

_____

_____

_____

_____

_____

Q54 Why would you not encourage another woman to pursue a career similar to your own?

_____

_____

_____

_____

_____

Q55 How many employees do you have in your department (including yourself)?

_____

Skip To: Q56 If Condition: How many employees do you h... Is Not Empty. Skip To: Of the number of employees in your de....

Q56 Of the number of employees in your department, how many are women (including yourself)?

_____

Q57 Does your current department or organizational leadership provide any of the following considerations for employees? Check all that apply.

- ☐ Flextime (1) (1)
- ☐ Job sharing (2) (2)
- ☐ Extended tenure clocks (3) (3)
- ☐ Compressed workweeks (4) (4)
- ☐ Maternity leave (5) (5)
- ☐ Paternity leave (6) (6)
- ☐ Educational leave (7) (7)
- ☐ Insurance (8) (8)
- ☐ Paid time off (9) (9)
- ☐ Vacation days (10) (10)
- ☐ Other (11) (11)
- ☐ Unsure (12) (12)

Q58 **Section 5: Demographic Information**

The remaining questions are to gather respondent demographic information.

Q59 What is your age?

_____

Q60 What is your marital status?

- ○ Married (1) (1)
- ○ Widowed (2) (2)
- ○ Divorced (3) (3)
- ○ Single (4) (4)
- ○ Never married (5) (5)

Q61 Do you have children?

- ○ Yes (1) (1)
- ○ No (2) (2)

Q62 What is(are) the age(s) of your child(ren)? Guide the scales to adjust the number.

	0 19 38 56 75
Child 1 (1) ()	
Child 2 (2) ()	
Child 3 (3) ()	
Child 4 (4) ()	
Child 5 (5) ()	
Child 6 (6) ()	

Q63 What is(are) the gender(s) of your child(ren)?

	Female (1) (1)	Male (2) (2)
Child 1 (1) (1)	○	○
Child 2 (2) (2)	○	○
Child 3 (3) (3)	○	○
Child 4 (4) (4)	○	○
Child 5 (5) (5)	○	○
Child 6 (6) (6)	○	○

Q64 Have many years have you been employed post graduation?

_____

Q65 How many years have you worked with your current organization?

_____

Q66 How long have you been in your current position?

_____

Q67 What is your current annual salary range?

- ○ Below $40K (1) (1)
- ○ $40-49K (2) (2)
- ○ $50-59K (3) (3)
- ○ $60-69K (4) (4)
- ○ $70-79K (5) (5)
- ○ $80-89K (6) (6)
- ○ $90-99K (7) (7)
- ○ Over $100K (8) (8)

Q68 How would you describe your ethnicity?

- ○ Caucasian (1) (1)
- ○ Hispanic (2) (2)
- ○ Native American (3) (3)
- ○ Asian-American (4) (4)
- ○ African-American (5) (5)
- ○ Other (6) (6)

Q69 On average, how many hours per week do you spend on family related activities?

- ☐ Domestic (e.g., housework) (1) (1) _____
- ☐ Recreational (2) (2) _____
- ☐ Religious (3) (3) _____
- ☐ School (i.e., your children's) (4) (4) _____
- ☐ Non-professional continued education (5) (5) _____
- ☐ Other (please describe) (6) (6) _____

Q70 Would you be willing to participate in an interview at a later date?

- ○ Yes (1) (1)
- ○ No (2) (2)

Skip To: Q71 If Q70 = Yes (1)

Q71 If you are willing to participate in a continued version of this study at a later date, please provide your email and phone number below.

- ○ Email (1) _____
- ○ Phone number (2) _____

Q72 Thank you for participating in our survey as a woman in the agricultural industry. If you have any questions about the purpose of our study or this survey, please contact us at:

Grace Vehige
gdvehige@uark.edu

Dr. Jill Rucker
kjrucker@uark.edu

End of Block: Default Question Block

Appendix B: Institutional Review Board Approval

UNIVERSITY OF ARKANSAS

To:	Jill Rucker AGRI 228
From:	Douglas James Adams, Chair IRB Committee
Date:	05/07/2020
Action:	**Expedited Approval**
Action Date:	05/07/2020
Protocol #:	2002251078
Study Title:	Professional Women in Agricultural Industry
Expiration Date:	05/05/2021
Last Approval Date:	

The above-referenced protocol has been approved following expedited review by the IRB Committee that oversees research with human subjects.

If the research involves collaboration with another institution then the research cannot commence until the Committee receives written notification of approval from the collaborating institution's IRB.

It is the Principal Investigator's responsibility to obtain review and continued approval before the expiration date.

Protocols are approved for a maximum period of one year. You may not continue any research activity beyond the expiration date without Committee approval. Please submit continuation requests early enough to allow sufficient time for review. Failure to receive approval for continuation before the expiration date will result in the automatic suspension of the approval of this protocol. Information collected following suspension is unapproved research and cannot be reported or published as research data. If you do not wish continued approval, please notify the Committee of the study closure.

Adverse Events: Any serious or unexpected adverse event must be reported to the IRB Committee within 48 hours. All other adverse events should be reported within 10 working days.

Amendments: If you wish to change any aspect of this study, such as the procedures, the consent forms, study personnel, or number of participants, please submit an amendment to the IRB. All changes must be approved by the IRB Committee before they can be initiated.

You must maintain a research file for at least 3 years after completion of the study. This file should include all correspondence with the IRB Committee, original signed consent forms, and study data.

cc: Grace Vehige, Investigator