

# IDEAL

Institutions  
Developing  
Excellence in  
Academic  
Leadership



CASE WESTERN RESERVE  
UNIVERSITY EST. 1826

# About Institutions Developing Excellence in Academic Leadership (IDEAL)

**I**nstitutions Developing Excellence in Academic Leadership (IDEAL) is a three-year NSF ADVANCE Partnership for Adaptation, Implementation and Dissemination (PAID) project to seed gender equity transformation at five regional public universities in northern Ohio (Bowling Green State University, Cleveland State University, Kent State University, University of Akron, and University of Toledo) and continue the transformation at Case Western Reserve University (CWRU). The goal of this innovative partnership is to create an institutional learning community empowered to develop and leverage knowledge, skills, resources and networks to transform academic cultures and enhance equity and inclusion. IDEAL adapts and disseminates the successful academic leadership development and institutional transformation methods developed by CWRU during its five-year ADVANCE Institutional Transformation initiative. In this brochure, we highlight the institutional transformation themes, specific activities, findings, and sustainability plans for the partnership schools during IDEAL's first year.

## Objectives and Implementation

### Objective 1

Create a regional learning community of academic leaders in northern Ohio that is informed about the factors responsible for the underrepresentation of women and minority groups in academic S&E and committed to transforming institutional cultures in S&E disciplines.

**Implementation:** CWRU has adapted its successful executive coaching program to create a regional learning community among six partner universities using an annual development program consisting of four training sessions and team coaching. The leadership development program specifically addressed the institutional factors that slow women's advancement in S&E, including unconscious and systemic factors that preferentially disfavor and accumulate disadvantage for underrepresented groups.

### Objective 2

Develop a cohort of formal and informal S&E leaders at each partner institution to implement, adapt and sustain customized change initiatives on individual campuses.

**Implementation:** Change Leader Teams at each partner institution identified and implemented a change project, and presented their

results at the plenary conference. The annual change projects will cumulatively contribute to significant institutional transformation around an issue identified as important for S&E transformation at that university (e.g., recruitment, advancement, climate, resource equity, etc.)

### Objective 3

Assemble the senior academic leadership of partner universities to disseminate best practices from ADVANCE institutions, exchange regional institutional research, policies and practices, and evaluate change initiatives.

**Implementation:** To reinforce institutional commitment to gender equity change initiatives, the IDEAL plenary conference included senior university administrators with the Change Leader Teams to learn about each institution's transformation efforts. National guest speakers presented information about gender equity issues in STEM fields. Evaluations indicated that the conference, consisting of a mix of presentations and large and small-group discussions, was an effective exercise. Participants learned about campus commonalities, applied ideas to their own institutional context, and advanced their own projects forward to Year 2.

## People Involved



### Lynn Singer, PhD

IDEAL Principal Investigator; Professor of Environmental Health Pediatrics and Psychiatry; Deputy Provost and Vice President for Academic Affairs, CWRU



### Diana Bilimoria, PhD

IDEAL Co-Principal Investigator; Professor of Organizational Behavior, CWRU



### Helen Qammar, PhD,

IDEAL Co-Principal Investigator; Associate Professor of Chemical and Biomolecular Engineering, Director of the Institute for Teaching & Learning, University of Akron



### Amanda Shaffer

IDEAL Project Director, CWRU

“The IDEAL program provided me the opportunity to develop new tools and perspectives on leadership that have been a great help to me as a department chair in a STEM area. As a recent appointee to a Dean’s position, I am finding the perspectives I learned from IDEAL, and from the other participants in the program, to be especially helpful. Our IDEAL change project was very useful in informing me about issues at my university, and in helping me to think about ways that I might affect some changes through my new role.”

— Karen S. Bjorkman, PhD,  
Dean, College of Natural  
Sciences and Mathematics,  
Distinguished University  
Professor of Astronomy,  
University of Toledo

## Advisory Board

### W.A. “Bud” Baeslack III, PhD

Provost and Executive Vice President,  
Case Western Reserve University

### Byron Clayton, PhD

Vice President, NorTech

### Melissa Cardenas, PhD

Director, Academic Quality Assurance,  
Ohio Board of Regents

### Abigail Stewart, PhD

Professor of Psychology and Women’s Studies,  
Director of Advance Program at the Institute  
for Research on Women and Gender,  
University of Michigan

### **2010 Plenary Conference Group Discussion**

What specific actions can you, your office or your change leader team undertake to advance equity, diversity and inclusion in STEM disciplines on your campus?

#### **Actions**

- Improve or enhance faculty mentoring
- Involve and engage senior leadership in advancing equity and inclusion in STEM
- Report findings of climate surveys campus-wide
- Disseminate resources and best practices on family friendly policies and recruiting a diverse candidate pool.



Eric Fingerhut, Chancellor of the Ohio Board of Regents,  
and Lynn Singer, IDEAL Principal Investigator

# BGSU<sup>®</sup>



## **IDEAL Co-Director**

**Deanne Snavely, PhD**

Professor of Chemistry and  
Interim Associate Dean,  
College of Arts and Sciences

### ***Institutional Transformation Theme***

Build Intellectual Community & Collegiality

### ***Vision***

To transform the BGSU educational environment to be open and inclusive of women students and faculty members and to foster the recruitment and retention of female students and faculty.

## **Year One Project 2009-2010**

### ***Change Leader Team***

**Laura Marie Leventhal, PhD**

Professor of Computer Science

**Helen Judith Michaels, PhD**

Associate Professor of Biological Science

**Sheila Jo Roberts, PhD**

Associate Professor of Geology

### ***Goals***

- Identify specific barriers at BGSU
- Develop strategies for creating opportunities for collegial interactions

### ***Activities***

- Conducted climate survey and faculty focus groups spring 2010.
- Raised awareness of potential use of Title IX to increase diversity at BGSU
- Campus visit by Bernice Sandler, May 4, 2010
- Supported efforts of the Faculty Senate to promote change impacting women faculty

### ***Sustainability Plans***

- Continue exploring application of Title IX to STEM in higher education
- Disseminate climate survey results on campus during AY 10-11
- Repeat climate survey in AY12-13
- Develop an IDEAL website
- Explore providing a physical space for women faculty to network

### ***Project Accomplishments/Findings***

Title IX can be applied to evaluation of women in STEM fields at educational institutions.



*Andrew Layden, Year Two Change Leader*

## Year Two Change Leader Team (2010-2011)

**Andrew Layden, PhD**  
Associate Professor of Physics

**Dara Musher-Eizenman, PhD**  
Associate Professor of Psychology

**Margaret (Peg) M. Yacobucci, PhD**  
Associate Professor of Geology



*Bernice Sandler, Godmother of Title IX, at BGSU*

“Bernice Sandler’s visit to BGSU jump-started our project to build a more inclusive environment for women faculty and students in science and mathematics.”

— Dr. Deanne Snavelly, IDEAL Co-Director,  
Bowling Green State University

### Composition for AY 2009-2010 in BGSU’s IDEAL Departments

IDEAL	Tenured		Tenure Track		Non-tenure Track	
	N	%	N	%	N	%
Female	11	16%	18	22%	20	59%
Male	59	84%	65	78%	14	41%



*BGSU Year Two Change Leader Team*



### **IDEAL Co-Director**

**Diana Bilimoria, PhD**

Professor of Organizational Behavior, IDEAL Co-Principal Investigator

### ***Institutional Transformation Theme***

Enhancing Collegiality and Inclusion in Science and Engineering

### ***Vision***

To improve faculty climate by enhancing collegiality and inclusion via a grass roots movement where all faculty are given the opportunity to contribute recommendations for the process and to benefit from resources arising from implementation of the resulting recommendations.

### **Year One Project 2009-2010**

#### ***Change Leader Team***

**Daniela Calvetti, PhD**

Professor and Chair of Mathematics

**Kathleen Kash, PhD**

Professor and Chair of Physics

**Daniel A. Scherson, PhD**

Professor of Chemistry

### ***Goals***

- Identify faculty development needs by career stage in the College of Arts & Sciences (CAS)
- Recommend sustainable mechanisms for addressing those needs

### ***Activities***

- Convened faculty (by rank) and department chair caucuses in CAS
- Administered survey based on caucus results to CAS faculty
- Developed best practices and worked with the Dean to develop a feasible and effective plan
- Released recommendations to the faculty

### ***Sustainability***

- Create new position of Faculty Development Director for CAS
- Broaden participation among faculty in key roles within the College and the University
- Customize faculty activity reports to reflect expectations at different career stages
- Institute a system of competitive mini-grant programs
- Improve and increase mentoring program and training

### ***Project Accomplishments/Findings***

Junior faculty desire for good mentors was mirrored by tenured faculty members' desire for mentor training.



*CWRU Year One Change Leader Team*



CWRU Year One and Year Two Teams

## Year Two Change Leader Team (2010-2011)

**Anurag Gupta, PhD**

Associate Professor of Banking and Finance

**Erin Lavik, PhD**

Associate Professor of Biomedical Engineering

**Jagdip Singh, PhD**

Professor and Chair of Marketing and Policy Studies

**GQ Zhang, PhD**

Professor of Electrical Engineering and Computer Science

## Improving Faculty Career Development

**STEP 1:** Create grassroots support by involving faculty from the start of the project

Organize caucuses by career stage

**STEP 2**

Distribute follow-up survey (60% response)

Hold caucuses and meeting with chairs

**STEP 3:** Compile results of caucuses and surveys

Assistant Professor	Associate Professor	Full Professor
Frequent and candid feedback	Lack of incentives to seek promotion	Perceived lack of recognition for service
More effective mentoring; multiple mentoring	Loss of momentum after tenure	Request for mentoring training

Potential Actions

- Establish Faculty Development Director position
- Institute competitive mini-grants
- Revise Faculty Activity Report by rank

# Cleveland State University

*engagedlearning™*



## IDEAL Co-Director

Paul P. Lin, PhD  
Professor of Mechanical Engineering and Associate Dean of Engineering

## Year One Project 2009-2010

### *Change Leader Team*

Paul Lin, PhD  
Associate Dean of Engineering

Barbara Margolius, PhD  
Professor of Mathematics

Kathleen McNamara, PhD  
Professor of Psychology

### *Institutional Transformation Theme*

Encouraging Science and Engineering women and under-represented minority faculty to self-diagnose their knowledge of leadership, and gain that knowledge by actively participating in institutional policy-making committees such as the Faculty Senate and Graduate Council.

### *Vision*

Women and under-represented minorities demonstrate greater engagement in leadership activities as a result of changes in policies, practices, and structures that may currently impede such engagement.

### *Goals*

- Identify factors that are barriers to participation in leadership for women and URM faculty
- Focus on infrastructure (policies, practices, structures) to make engagement in leadership more attractive and feasible

### *Activities*

- Gathered data on representation of women in leadership roles at CSU
- Gathered CSU NSF indicator data and analyzed
- Conducted focus groups of women faculty in S&E
- Raised awareness of barriers to women in leadership in CSU community



Susan Bazyk and Mekki Bayachou, Year Two Change Leaders

CSU S&E AY 2009-10	Tenured		Tenure-track		Tenured and tenure-track		Non-tenure- track*		TOTAL	
	N	%	N	%	N	%	N	%	N	%
Female	24	18.9	15	44.1	39	24.2	5	71.4	44	26.2
Male	103	81.1	19	55.9	122	75.8	2	28.6	124	73.8
Total	127	100	34	100	161	100	7	100	168	100
Non-URM	120	94.5	32	94.1	152	94.4	6	85.7	158	94.0
URM	7	5.5	2	5.9	9	5.6	1	14.3	10	6.0
Total	127	100	34	100	161	100	7	100	168	100

\*Includes all full-time instructors and faculty at other ranks not hired to a tenured or tenure-track position



*Nilufer Dural and Barbara Margolious*

“Participation in the IDEAL project enabled the CSU Change Leaders to identify factors that create barriers to participation in leadership activities. One of our findings suggested that women faculty may be disproportionately represented in low-level service and leadership. As a result, the second-year project team is focusing on how to provide better faculty mentoring and create an inclusive environment.”

— Paul P. Lin, PhD, Professor of Mechanical Engineering and Associate Dean of Engineering, Cleveland State University

## Sustainability

- Continue tracking NSF indicators through institutional research
- Establish policies and practices supporting the development and increased engagement of current faculty to build a leadership “pipeline”
- Examine how to improve CSU culture to make leadership attractive to internal candidates

## Project Accomplishments/Findings

Mixed messages are conveyed to women faculty about leadership (i.e., encouraged to take on leadership commitments while these may be detrimental to their career advancement).

## Year Two Change Leader Team (2010-2011)

**Mekki Bayachou, PhD**  
Associate Professor of Chemistry

**Susan Bazyk, PhD**  
Professor of Occupational Therapy and Physician Assistant Program

**Nilufer Dural, PhD**  
Associate Professor of Civil and Environmental Engineering



## Excellence in Action



### **IDEAL Co-Director**

**Mary Louise Holly, PhD**  
Professor of Teaching,  
Learning, and Curriculum  
Studies and Co-Director,  
Igniting Streams of Learning  
in Science

### *Institutional Transformation Theme*

Enhancing the Climate for Scholarly and Collegial  
Community in the College of Arts and Sciences

### *Vision*

A university system that embraces wide-  
spread collegiality across a diverse faculty  
and administration, with an environment that  
promotes and supports a vibrant community  
of scholars in pursuit of academic excellence.

### **Year One Project 2009-2010**

#### *Change Leader Team*

**Carmen Almasan, PhD**  
Professor of Physics

**Andrew Tonge, PhD**

Professor and Chair of Mathematical Sciences

**Michael Tubergen, PhD**

Professor and Chair of Chemistry

**Marilyn Norconk, PhD**

Associate Professor of Anthropology – link  
with year 2

### *Goals*

- Design and conduct a climate survey in  
College of Arts and Sciences (CAS)
- Begin a campus-wide conversation about  
the Women in Science Committee Report  
(2009) and IDEAL Project
- Develop an IDEAL website that includes a  
chair handbook and resources

### *Activities*

- Undertook coalition building with key  
campus leaders and administrators



*Year One and Year Two Change Leader Teams*

- Created IDEAL website with resources for chairs and faculty
- Conducted climate survey of tenured and tenure track CAS faculty

## Sustainability

- Drive campus conversation with future visit from Bernice Sandler
- Disseminate climate survey and focus group data college-wide
- Build partnerships and collaborations across campus and IDEAL partner schools

## Project Accomplishments/Findings

Among findings, 80% of the female climate survey respondents were dissatisfied or strongly dissatisfied with the mentoring they receive and the amount of time available for scholarly work.

## Year Two Change Leader Team (2010-2011)

**Verna Fitzsimmons, PhD**

Associate Professor of College of Technology

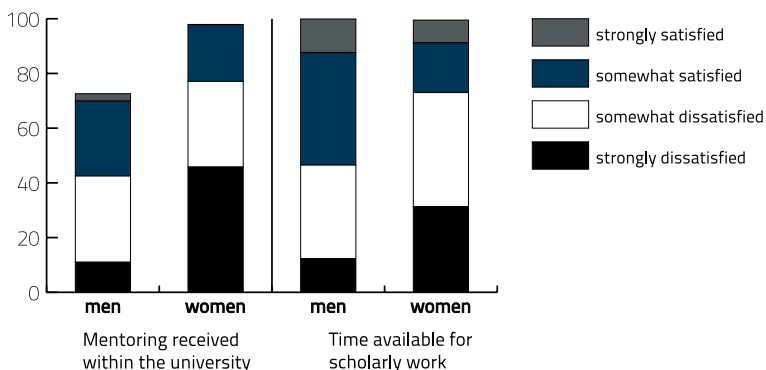
**Daniel Holm, PhD**

Professor and Chair of Geology,

**Marilyn Norconk, PhD**

Associate Professor of Anthropology

Samples of KSU Climate Survey Results by Gender



Sample = College of A & S: 48 women & 73 men (n = 121, i.e., 41.7% of A&S faculty)



Michael Tubergen and Carman Almasan



KSU Year Two Change Leader Team

# The University of Akron



## **IDEAL Co-Director**

**Helen Qammar, PhD**

Associate Professor of Chemical and Biomolecular Engineering and Director of the Institute for Teaching & Learning,

## ***Institutional Transformation Theme***

Faculty Hiring that Makes a Difference

## ***Vision***

Our science, engineering and mathematics departments will be recognized on The University of Akron campus for championing the value of diversity in both students and faculty.

## **Year One Project 2009-2010**

### ***Change Leader Team***

**Edward Evans, PhD**

Associate Professor of Chemical & Biomolecular Engineering

**Linda Subich, PhD**

Professor of Psychology

**Claire Tessier, PhD**

Professor of Chemistry

## ***Goals***

- Create a snapshot of recruitment, hiring and retention using Institutional Research data
- Benchmark data for the University by using relevant NSF indicators
- Interviews search committee chairs to create a profile of recruitment practices
- Interview women hired in last three years and candidates who declined positions to create a profile of UA candidate's perceptions of hiring practices

## ***Activities***

- Conducted search committee chair interviews and proposed improvements from national best practices on IDEAL website [www.uakron.edu/itl/IDEAL/](http://www.uakron.edu/itl/IDEAL/)
- Conducted candidate/recent hire interviews and proposed improvements from national best practices on IDEAL website
- Compiled demographics of STEM undergraduate students, and gender demographics for regular faculty in STEM departments
- Developed promotional video message about the value of diversity activities in recruitment

## Sustainability

- Continue annual collection of indicator data for dissemination to academic administrators
- Partner with IR to institutionalize data collection and with HR on training for search committees
- Enhance website and link to EEO and Diversity office training pages

## Project Accomplishments/Findings

Not all search committees are aware of best practices and the benefits of a diverse applicant pool. A few departments have matched trends in female faculty hires with trends in doctoral recipients.

## Year Two Change Leader Team (2010-2011)

**Amy Milsted, PhD**  
Professor of Biology

**Judit Puskas, PhD**  
Professor of Polymer Science and Integrated Bioscience

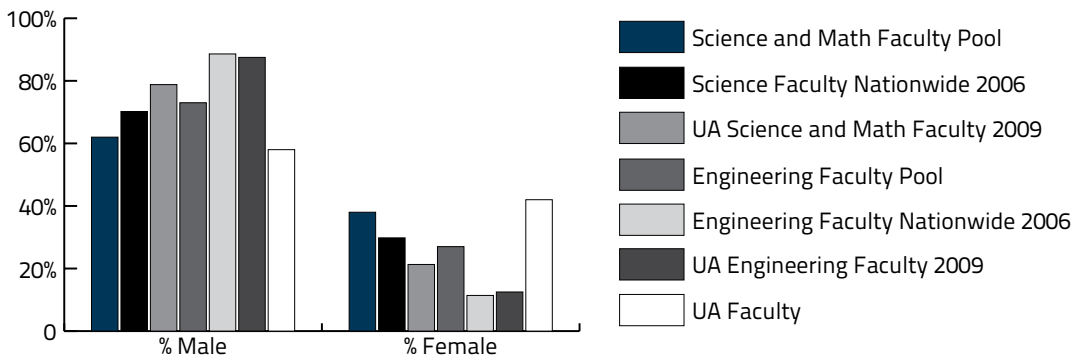
**Mary Verstraete, PhD**  
Associate Professor of Biomedical Engineering



UA Year Two Change Leader Team

"We have raised awareness among some deans here at Akron about women's underrepresentation in some STEM areas and at the upper levels of the professoriate. How it will translate into changes in recruiting and support actions remains to be seen."

– Linda M. Subich, PhD, Professor and Associate Chair, Department of Psychology, University of Akron





# THE UNIVERSITY OF TOLEDO

1872



## **IDEAL Co-Director**

**Penny Poplin Gosetti, PhD**

Professor of Educational Foundations and Leadership and Interim Vice Provost for Academic Innovation

### ***Institutional Transformation Theme***

Creating a climate for successful retention, tenure, and promotion

### ***Vision***

Identify climate and culture factors that contribute to low rates of retention and advancement for women and underrepresented minorities in engineering and the natural sciences and develop and implement transformation strategies to create a climate of support and success.

## **Year One Project 2009-2010**

### ***Change Leader Team***

**Karen Bjorkman, PhD**

Dean of Natural Sciences and Mathematics, and Distinguished University Professor of Physics and Astronomy

**Timothy Fisher, PhD**

Chair and Professor of Environmental Sciences

**Nancy Collins, PhD**

Professor of Medical Microbiology and Immunology

### ***Goals***

- Develop and administer a faculty climate survey
- Raise awareness of the change project and garner support from key campus alliances
- Identify at least three initiatives to address findings from the survey

### ***Activities***

- Administered climate survey to the campus community through the Office of Institutional Research spring 2010
- Undertook coalition building and steady communication with key leaders and administrators on campus (Chancellor, Provost, STEMM deans, Faculty Senate, Office of Equity and Diversity, Catherine S. Eberly Center for Women, and numerous others).



*Year One Change Leader Team*

## Sustainability

- Disseminated climate survey results on campus during AY 10-11
- Conduct focus groups to explore significant concerns from survey data
- Coordinate with the Offices of Equity and Diversity and Institutional Research to repeat climate survey in AY11-12

## Project Accomplishments/Findings

Climate survey results support the perception that gender makes a difference in the work lives of STEM faculty



UT Year Two Change Leaders

## Year Two Change Leader Team (2010-2011)

### Maria Coleman, PhD

Professor of Chemical and Environmental Engineering

### Isabel Escobar, PhD

Acting Director of the Catharine S. Eberly Center for Women; Interim Assistant Dean, College of Engineering and Professor of Chemical and Environmental Engineering

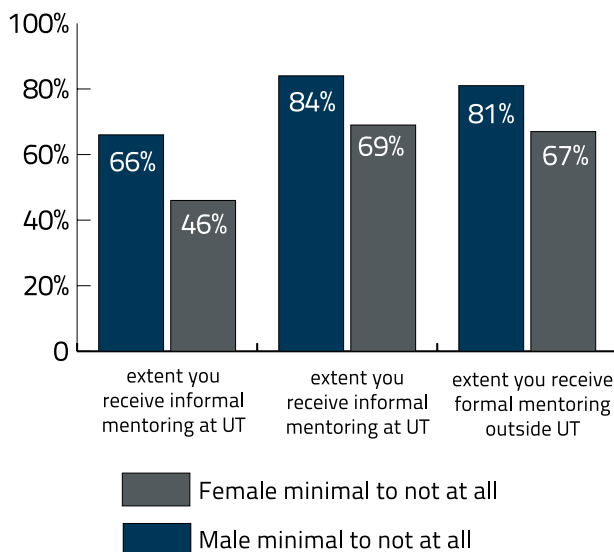
### Cyndee Gruden, PhD

Associate Professor of Civil Engineering

### Brian Randolph, PhD

Associate Dean, College of Engineering and Professor of Civil Engineering

## Gender Differences in Climate Survey Responses



"Participating in the IDEAL program has exposed me to discriminatory practices that I didn't realize still existed. Such knowledge has better prepared me for my new position as a STEM department chair."

– Timothy G. Fisher  
PhD, Professor of  
Geology, Chair of  
Environmental Sciences,  
University of Toledo



## ***ADVANCE: Increasing the Participation and Advancement of Women in Academic Science and Engineering Careers***

“The goal of the NSF-ADVANCE program is to develop systemic approaches to increase the representation and advancement of women in academic science and engineering careers, thereby contributing to the development of a more diverse science and engineering workforce. Creative strategies to realize this goal are sought from women and men. Members of underrepresented minority groups and individuals with disabilities are especially encouraged to ap-

ply. Proposals that address the participation and advancement of women with disabilities and of women from underrepresented minority groups are encouraged.”



**CASE WESTERN RESERVE**  
**UNIVERSITY** EST. 1826

With generous support from the National Science Foundation, Institutions Developing Excellence in Academic Leadership (IDEAL), an NSF Partnership for Adaptation, Implementation and Dissemination (PAID) grant (#0929907), adapts and disseminates the successful academic leadership development and institutional transformation methods developed by CWRU during its five-year ADVANCE IT initiative, Academic Careers in Engineering and Science (ACES). For more information about the CWRU ADVANCE IT grant please visit [www.cwru.edu/admin/aces](http://www.cwru.edu/admin/aces).

## ***Contact Information***

Institutions Developing Excellence in Academic Leadership (IDEAL)

Case Western Reserve University

11427 Bellflower Road, Room 101

Cleveland Ohio 44106-7171

Tel: 216.368.8874

Fax: 216.368.1283

Email: [ideal@case.edu](mailto:ideal@case.edu)

[www.cwru.edu/provost/ideal](http://www.cwru.edu/provost/ideal)