Co-Director: Julie Barnes, Associate Dean, College of Arts & Sciences

1. Institutional Transformation Theme: Build Intellectual Community & Collegiality
   
   a. Impact of change projects on the university over three years

   BGSU has seen change at many levels in the last three years. During this time period, there have been three changes in the Provost position. In July 2011, Dr. Mary Ellen Mazey became the eleventh president of the university. In the fall of 2010, the full-time faculty voted to unionize and contract negotiations are currently under way.

   There have been staff changes in other offices on campus that also have had an impact on the level of success of the IDEAL project, most notably in the Offices of Equity and Diversity and Institutional Research. The three staff members of Equity and Diversity staff retired over a two-year period (2009-11). A new director was named in fall 2011 and another staff member was hired in spring 2012. The director of Institutional Research and another staff member left in August 2011.

   In this environment, the three IDEAL change teams have had a modicum of success in achieving substantive change. We conducted the climate survey and collected baseline data in year one. This will serve us well as we move forward with the new administration. The most visible impact may be the hiring of three women in tenure-track positions in STEM areas this year. The change teams conducted recruiting workshops on search committee processes and implicit bias and contributed to this outcome. Several of the faculty personnel policies that the IDEAL teams were supporting will become articles in the collective bargaining agreement.

   b. Reception received from campus leaders and faculty to the change projects

   Provost Borland (2009-11) supported the IDEAL project by hosting a website for the project and disseminating the analysis of the climate survey that was conducted in year one. Dr. Borland also participated in one of the IDEAL plenary sessions. Dean Morgan-Russell has formed a college-level diversity committee, supported IDEAL projects with funding, and has encouraged participation in IDEAL programming and change team projects. Faculty have attended or participated in several events with favorable feedback. Faculty on STEM search committees participating in the implicit bias workshops provided positive feedback. This year’s change team met with the new director of Equity and Diversity and there is potential for future collaborations. Several change team members met with the Vice President for Research and Economic Development this spring and he is supporting their writing an ADVANCE IT proposal.

   c. Policies, practices implemented, in planning stages etc.

   The College of Arts and Sciences is committed to institutionalizing the search committee training sessions. The benefit of these sessions will extend beyond the science areas in the college. In the past, the College of Arts and Sciences has taken the lead in professional
development for department chairs. In the future, we will explore partnering with other colleges and the Office of Equity and Diversity to promote additional training in this area.

The change teams had planned on supporting and developing several policies that would benefit female faculty. This has transitioned to the collective bargaining table.

A need for mentoring has been identified and the College will partner with one or two departments to explore different models. It is anticipated that the Provost will be investing faculty lines in the sciences and this will become a critical need to ensure success of new tenure-track faculty.

d. Impact of the plenary on the institutional progress
The plenary sessions were helpful in building an alliance with Dr. Borland while he was Provost. The exchange of ideas regarding change projects and the commitment at other institutions was inspirational.

2. Leadership Development Program
a. Leadership movement of participants over three years

Deanne Snavely, co-director for years one and two, is now dean of the College of Natural Sciences and Mathematics at Indiana University of Pennsylvania. Andrew Layden and Dara Musher-Eizenman, year two change team leaders, were promoted to full professor this year. Several change team leaders have taken roles in search committees during this time period.

b. Annual change projects
Year 1: Laura Levnathal, Computer Science; Helen Michaels, Biological Sciences, Sheila Roberts, Geology; Deborah O’Neil, Management (coach). The Year 1 team initiated the discussion of gender issues in academe and collected baseline climate data. The team invited Dr. Bernice Sandler to campus. Dr. Sandler gave a talk on the application of Title IX in academia, presented to the Faculty Senate titled "Chilly Classroom Climate", and participated in a panel session about equity issues. With the assistance of the Office of Institutional Research, the team conducted a climate service that collected the baseline data.

Year 2: Andrew Layden, Physics and Astronomy; Dara Musher-Eizenman, Psychology; Margaret Yacobucci, Geology; Deborah O’Neil, Management (coach). The Year 2 team conducted a factor analysis of the climate survey data. With the help of Marketing and Communication, three short reports were developed from this analysis. These brochures have been posted at the Provost's IDEAL web site. The Year 2 team developed a workshop on implicit bias in faculty searches and gave two presentations to members of STEM search committees. The team also set up the IDEAL web site and created a blog to solicit input from STEM faculty regarding gender issues.

Year 3: Royce Ann Martin, Engineering Technologies, Diem Nguyen, Mathematics and Statistics; Karen Root, Biological Sciences, Deborah O’Neil, Management (coach). The Year 3 team included a faculty member from the College of Technology, extending the impact beyond the College of Arts & Sciences. The new dean of Technology attended the plenary. The team updated the IDEAL web site and continued the blog from year two. The search committee workshops were repeated with new participants. The team also conducted a survey of the STEM chairs in the Colleges of Arts & Sciences and Technology. Purpose of
the survey was to ascertain awareness or knowledge of initiatives and best practices to support STEM faculty.

3. **Best practices/promising practices for future**
The search committee training will be continued. Members of the Arts & Sciences Diversity Committee attended sessions this year in an effort to train more faculty to lead these sessions in the future. Areas outside of STEM will be included in future recruiting cycles. Discussions with the Director of Equity and Diversity and the Provost may promote the practice outside of Arts and Sciences.

Several faculty personnel policies will be implemented in conjunction with the collective bargaining process. The BGSU Faculty Association and the Administration team have tentatively agreed on an Extension of the Probationary Period. A similar policy was under discussion and close to approval in the Faculty Senate when the faculty voted to form a union. Other policies are still in negotiation.

The climate survey will be repeated during 2012-2013. It is hoped that conducting the survey every three years will be supported by the administration as part of its initiative to diversify the faculty.

4. **Intellectual Products**
   a. **Brochures**
      - Climate Survey Part 2 (http://www.bgsu.edu/downloads/provost/file96968.pdf)
      - Climate Survey Part 3 (http://www.bgsu.edu/downloads/provost/file97192.pdf)
   b. **Websites**
      - BGSU IDEAL (http://www.bgsu.edu/offices/provost/ideal/index.html)
   c. **Handouts**
   d. **Other**
      - Data and Description of the 2010 BGSU Climate Survey Factor Analysis (http://www.bgsu.edu/downloads/provost/file96062.pdf)
      - Faculty Recruitment for Diversity and Excellence – PowerPoint presentation for STEM search committee workshop (http://physics.bgsu.edu/~layden/IDEAL/ideal_bgsu_faculty_search.pdf)

5. **Foundations for future progress**
   a. **Campus Alliances and Coalitions**
      Over the last several years, many changes have occurred in the senior leadership positions at the university. See the table below. This has made establishing strategic alliances on campus a work in progress. With the appointment of a new president and provost this year, the environment appears to have stabilized for a while. This gives us a firmer foundation to build on for the future and the confidence that the alliances we establish will have time to grow.

      Another area to explore for cooperative work is with the University of Toledo. This year we exchanged some materials with the team at the Medical College and they invited us to participate in one of their mentoring programs. We need to expand on our opportunities to work with our colleagues at Toledo.
### Appointments of Current Senior Administrators at BGSU

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<tr>
<th>Title</th>
<th>Date of Appointment</th>
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<tbody>
<tr>
<td>President</td>
<td>July 2011</td>
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<tr>
<td>Senior Vice President of Academic Affairs and Provost</td>
<td>November 2011</td>
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<tr>
<td>Vice President for Research and Economic Development</td>
<td>August 2010</td>
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<tr>
<td>Director, Equity and Diversity</td>
<td>December 2011</td>
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<tr>
<td>Dean, Arts and Sciences</td>
<td>February 2009</td>
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<td>Dean, Firelands</td>
<td>July 2009</td>
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<tr>
<td>Dean, Education and Human Development</td>
<td>July 2010</td>
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<tr>
<td>Dean, University Libraries</td>
<td>May 2011</td>
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<tr>
<td>Dean, Musical Arts</td>
<td>June 2011</td>
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<tr>
<td>Dean, Technology</td>
<td>June 2011</td>
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<tr>
<td>Dean, Business Administration</td>
<td>To be determined</td>
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<tr>
<td>Dean, Health and Human Services</td>
<td>To be determined</td>
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6. **Key Three Year Accomplishment**

I asked the change leaders what they thought was the key accomplishment of this project. The most common response was the climate survey. The data helps support the claim of many faculty that there is a problem at BGSU. One change leader wrote, “I think people were in total denial and that other accomplishments such as educating search committees will be more successful in context when viewed with the climate survey.”

7. **Sustainability Plans for Institutionalizing Activities**

The College of Arts and Sciences has already taken the first steps at institutionalizing the search committee training workshops by involving member of the Arts and Sciences Diversity Committee. We hope to continue the peer-to-peer conversation about these issues. We will meet with the Director of Equity and Diversity regarding the expansion of the program to other units on campus.

The College of Arts and Sciences will take the initiative in requesting that the climate survey is conducted on a regular schedule. While originally conducted to identify gender issues, there are also few under-represented minority faculty in many programs on campus. The President has expressed her concern with this demographic and there should be support for institutionalizing the administration of this survey.

The Vice President for Research and Economic Development is providing support for an ADVANCE IT grant application. Drs. Yacobucci and O’Neil will be attending meetings in Washington, D.C. to learn more about the program guidelines and requirements courtesy of funding by the Vice President’s office.