Co-Director: Diana Bilimoria, KeyBank Professor and Professor of Organizational Behavior

1. Institutional Transformation Theme as defined in the proposal

   Case Western Reserve University’s (CWRU) IDEAL institutional transformation theme was: *Enhancing Collegiality and Inclusion in S&E.*

   The IDEAL project has been successful in advancing this theme in each of the four schools in which the program was conducted. In the College of Arts and Sciences a large number of faculty and the chairs of the science departments came together in small groups to discuss issues of importance to their professional and career development needs. In the Weatherhead School of Management and the Case School of Engineering, pre-tenure faculty needs for mentoring and career startup were prioritized. In the School of Medicine, faculty feedback on how to improve aspects of the School’s climate (particularly resource availability and sharing, collegiality, and support from department chairs) was sought. All these projects have provided an improved sense of faculty collegiality and inclusion.

   The plenary conferences of IDEAL have been held on the CWRU campus and have been extremely well received. These have served to bring together the university’s senior administrators together with IDEAL change leader participants around important topics of faculty recruitment, advancement and retention.

2. Leadership Development Program

   a. Leadership movement of participants over three years:
      
      Many of the change leader participants were already department chairs. Through the leadership development program, these individuals have gained an enhanced sense of what constitutes formal and informal leadership, have been guided to improve their departmental climates, and have gained new awareness of the career development needs of diverse faculty.

   b. Annual change projects
      
      The change projects have had enduring impact on the university over the three years of the IDEAL project. The Year 1 project consisted of assessing the faculty development needs of assistant, associate, and full professors in the College of Arts and Sciences (CAS). A large number of faculty from the College’s science departments participated in focus groups to determine these needs, which were shared with the science department chairs and the CAS dean. The Year 2 project was conducted in the Weatherhead School of Management (WSOM) and the Case School of Engineering (CSE). In both schools, the focus was on mentoring newly hired faculty and pre-tenure faculty. In WSOM, structured mentoring of assistant professors was designed and piloted, which was implemented in a year-long initiative the following year. In CSE, launch committees were designed and set up for newly hired faculty, which were implemented in a year-long initiative the following year. Plans are to continue implementation of these mentoring initiatives in both schools. The Year 3 project’s goal was to improve the retention of tenured women faculty in the basic sciences of the School of Medicine by improving the overall climate. Four faculty
discussions were conducted to develop recommendations from faculty feedback, which were then discussed with various SOM bodies including the executive council of faculty, the climate change taskforce, the basic science department chairs, and the SOM Dean. Overall, the projects have been extremely successful in galvanizing faculty at each of the participating schools to coalesce around important issues of faculty diversity and development. The projects have generally resulted in clear recommendations for actions by various school-specific administrative bodies.

3. **Best practices/promising practices for future**

   The mentoring and launch committee programs were very well received and hold great promise for implementation to develop future pre-tenure faculty as well.

   Growing out of the IDEAL program, and partially supported through another NSF ADVANCE PAID grant from George Washington University (FORWARD grant), the To Tenure and Beyond program brought together women S&E assistant professors from the IDEAL universities in a career development program focused on providing information and skills for moving through tenure and beyond. This program consisted of career development course sessions, individualized professional academic coaching sessions, and the development of career goals and plan.

4. **Intellectual Products**

   a. **Refereed Conference Presentations:**

      i. Shaffer, Amanda, Bilimoria, Diana & Singer, Lynn T. (June 2012). Institutions Developing Excellence in Academic Leadership: Regional Cooperation, Regional Progress, Paper at *WEPAN Conference*, Columbus, OH.

   b. **Other Conference Presentations and Posters:**


   c. **Reports:**

      i. NSF IDEAL Year 2 Report, August 2011

      ii. NSF IDEAL Year 1 Report, August 2010

   d. **Websites:**

      i. CWRU has created an IDEAL website at
e. Brochures created
   i. IDEAL Year One Change Project brochure
   ii. IDEAL Final Report Brochure

5. Key Three Year Accomplishment
   Recommendations to improve faculty climate based on feedback from four faculty discussion
groups were developed in four areas: faculty recognition and engagement, research sustainability,
promoting collaborative research, and promoting the careers of women faculty.

6. Sustainability Plans for Institutionalizing Activities
   Plans are underway (through support of the Dean’s office) to continue the implementation of
mentoring relationships for pre-tenure faculty in the Weatherhead School of Management in future
years.

   Plans are underway (through support of the Dean’s office) to continue the implementation of launch
committees for new faculty in the Case School of Engineering in future years.

   In the School of Medicine, the Dean has reported that the search for a Vice Dean for Faculty
Development and Diversity is almost completed. The School of Medicine Faculty Council voted
unanimously to endorse IDEAL team project report, and “concerns merit the implementation of a
detailed action plan.” An ad hoc project report committee of the Council has been formed to
implement the recommendations. Coordination with the Dean’s recently appointed climate
taskforce is also underway.

   The To Tenure and Beyond program is planned to continue for at least one more year, bringing
together women faculty in the sciences and engineering from the IDEAL universities. It will be
institutionalized for CWRU women faculty through the Women Faculty Leadership Development
Institute of CWRU’s Flora Stone Mather Center for Women.