Institutions Developing Excellence in Academic Leadership

KSU-IDEAL

Final Report

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Project Summary

Institutional Transformation Theme:

*Enhancing the climate for scholarly and collegial community in the College of Arts and Sciences.*

Kent State’s change projects were, by design, cumulative. Each change project built strategically on the foundation established during the prior year. During **Year 1** a foundation for KSU-IDEAL was developed. Change Leaders worked on three areas: (1) Identifying issues, resources; coalition building, (2) Constructing and conducting a climate survey administered to all tenured and tenure-track faculty in the College of Arts and Sciences, and (3) Constructing an informational KSU-IDEAL website with resources including a chair handbook. Framing and extending the KSU-IDEAL conversation in **Year 2**, Change Leaders supplemented survey findings with focus group exploration of issues (such as faculty advancement) to clarify common themes and findings. Expanding work to the larger university community, a Plenary session with Dr. Bernice Sandler was followed by workshops designed around issues raised in the climate survey and focus groups. In collaboration with Dr. Alfreda Brown, Vice President for Diversity, Equity, and Inclusion, the Year 2 team produced a report and met with KSU President Lester Lefton to discuss the IDEAL program and to propose a Commission on Women. From this meeting evolved the ad hoc Task Force on Women in STEM Education and Research, one of four university priority areas presented by President Lefton in his September 2011 State of the University Address. The decision to submit a Fall 2011 NSF ADVANCE–IT proposal, made during spring 2011, became, along with the Task Force, a bridge into **Year 3** and beyond. Continued programs (workshops, focus groups, plenary presentations), and meetings with key administrators – vice presidents, provosts, deans, chairs, directors and other campus leaders during Year 3 helped to build momentum for the institutional transformation described in the KSU-NSF ADVANCE-IT proposal. Focus on the signature area: *advancement of women in STEM from associate to full professor*, is moving forward as initiatives within the proposal are being planned and implemented (e.g. mentor program, equity analyses, study of unique contexts, attributes, gifts, and needs of each KSU campus, and of AALANA women in STEM). Analysis and interpretation of the Year 3 Climate Survey has begun and will be foundational for a larger and institutionalized university-wide survey to begin Fall 2012 by the Division of Diversity, Equity, and Inclusion.

**Timeline of KSU-IDEAL Key Projects and Events**

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<td>-First Climate Survey</td>
<td>-Survey Results/Programs</td>
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<td>-Issues, Resources, Coalition Building</td>
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<td>-Website/Chair Resources</td>
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<td>-NSF JAM/Plan NSF ADVANCE-IT</td>
<td>-KSU NSF-IT Proposal</td>
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Introduction

This final report summarizes the activities and accomplishments of the KSU-IDEAL project, undertaken as part of the consortium including Case Western Reserve University (lead), Cleveland State University, University of Toledo, Bowling Green State University and University of Akron. A delineation of the activities in the project over the three years is contained in the three annual reports that are included as appendices of this report. In this report we highlight examples of those activities and refer to the appendices for specific details. Here we will take the opportunity to draw out some less tangible accomplishments such as cultural change, change of the nature of the campus conversation, and change in future opportunity.

1. Institutional Transformation Theme: Enhancing the climate for scholarly and collegial community in the College of Arts and Sciences

Soon after the project began we realized that our Institutional Theme, identifying the initial focus on Women in STEM (Arts and Sciences), was going to engage scholarship broadly and include the larger university community. The partnerships developed early on reflected this greater breadth. Institutional backing of this broad engagement was evident in a letter from Senior Associate Provost Tim Chandler to the university community in the spring of 2011. In his letter to faculty and university officers, he articulated our goals, provided a summary of our activities, enclosed an IDEAL pamphlet describing the project, referred readers to our web site, and enjoined the entire KSU community to participate, “I fully support the goals of NSF KSU-IDEAL and know that you join me in doing all you can to enhance the climate for scholarly activity and collegial relations.”

a. The impact of the change projects on the university over three years has been cumulative, significant, and evolving.

From a modest beginning with enthusiastic faculty and staff support from the provost, the focus on Women in STEM evolved in less than three years into one of four University Priorities set forth by President Lester Lefton in his State of the University Address, September, 2011(see http://www/kent.edu/ideal). It is now a key component of institutional transformation as described in Kent State’s NSF- ADVANCE-IT grant submission (see Appendix B, pgs. 91-134).

Building a Foundation, the theme adopted in Year 1, entailed creating a framework for communication (website; weekly meetings; NSF ADVANCE institutions, research, literature, people resources; IDEAL partner institutions quarterly meetings and annual plenaries; KSU communication networks), involving key administrators, faculty members, and groups related to women in STEM while building a knowledge base related to issues, policies, and procedures that effect climate in the College of Arts and Sciences. A key initial step included developing and administering the Climate Survey – drawing on the CWRU Climate Survey, the change leaders’ ideas, the Women in Science Group Report (see Appendix B, pgs. 22-23), and the expertise of the Sociology Survey Research Lab.

The impacts of the survey were multiple, engaging faculty members and administrators in A&S and University administrators in the issues. The survey was one of our most significant initiatives because it provided a baseline of data and unearthed perceptions of institutional barriers for STEM women and others. The response of KSU-IDEAL to the survey was to make the results known, to engage administrators and faculty colleagues on the issues, and to collaborate with several offices in developing responsive programs accessible to all members of the faculty and administration.

The institutional transformation theme continued, embodied in our themes for Year 2 Framing and Extending the Conversation, and Year 3 Building Momentum: University-Wide
Engagement for Institutional Transformation, linking to the larger national context of NSF ADVANCE work and to the local, eight campus system of Kent State University. The KSU-IDEAL project expanded, linking general issues of diversity and equity with those unique to women in STEM, including AALANA women faculty and students, as KSU-IDEAL sponsored university plenaries, workshops and resources designed for and used by faculty, graduate students, administrators, and staff throughout the university (see Appendix A1 and A3). We achieved an increased awareness of challenges faced by women in STEM whose issues became, in many ways, issues related to people in the minority at all levels. These challenges encompass the “pipeline” of educational opportunities from undergraduate education through to graduate education, faculty members and career development, promotion, and leadership experiences.

The broader view of institutional transformation enabled by the NSF-IDEAL program took root fully at Kent State during Year 2. After the topic of women in STEM “stuck at Associate” became evident from the analysis of the Year 1 Climate Survey and subsequent focus groups, we engaged with faculty members across Kent State’s campuses and found this topic to be common to all. As an identified issue, both at KSU and nationally, “stuck at associate” became an area of discovery as the KSU-IDEAL change leaders and colleagues, both within and outside A&S, explored issues from the perspectives of AALANA and KSU’s Regional Campus women in STEM. Although women in STEM at the Regional Campuses shared the issue of promotion from associate to full professor levels, the contexts and rationales for these issues had a diversity of etiologies. Promotion to Full Professor, for example, was not viewed as a realistic option by many regional campus faculty members.

On campuses where there were no AALANA or other women in STEM, the issue was not one of connection with others, but presence period. Increased understanding of these and other issues (e.g. inconsistent expectations for scholarship and research, little seed money or career development support to senior rank, lack of locally available resources - equipment and colleagues) continue to shape future KSU-IDEAL efforts and programs (see Appendix B pgs. 84-90, Appendix B, pgs. 91-134).

To summarize, the impact of change projects on the university over three years can be characterized as cumulative (We started with a survey, studied the issues, developed partnerships, created workshops and programs and enabled transformative change in awareness and functioning related to women in STEM career development), significant (Women in STEM education and research became one of four priority areas for the university, and evolving. (The subject of career advancement, e.g. promotion from Associate to Full, for women in STEM is the signature thrust of the KSU NSF ADVANCE-IT proposal submitted during Year 3.)

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

The reception of campus leaders, both administrators and faculty, has been positive and strong. One sees this positive character not only in “reception” of project projects but in the active participation by KSU leadership and the KSU community: participation in the creation of workshops and events, funding for IDEAL activities and programs, visible endorsement and acknowledgment of IDEAL activities and programs, and perhaps most importantly, the incorporation of the goals of IDEAL into the elucidated goals for the future of the University.

Support for KSU-IDEAL has included:

- The KSU Administration, including the President, Vice Presidents, Provost, Deans, Chairs and Directors were strongly supportive throughout the three year IDEAL grant period. IDEAL leaders engaged regularly with University leadership, notably with Senior Associate Provost Tim Chandler, Vice President DEI Alfreda Brown, and A&S Dean Timothy Moerland. In the early stages of IDEAL, updating was an important component of these meetings. As time progressed, perceived impacts on the University became evident,
and the partnership quality of the meetings with agenda-development and idea-generating became even more important.

- The KSU IDEAL program was the avenue to Kent State’s NSF- ADVANCE-IT grant proposal submission. The contribution of KSU leadership and faculty to proposal development was strong and broad, as is evident in the long list of people and campus organizations participating in, supportive of, or involved directly in different aspects of institutional transformation (see Alliances section of this report).

- The continuing support and evolving partnership with Vice President Alfreda Brown is central to the KSU-IDEAL program success, most notably to enabling change leader conversation with the highest levels of the university administration, which resulted in the creation and work of the Women in STEM task force. The strong, positive reception of Dr. Brown to KSU-IDEAL work extended to the Women’s Center with Director Heather Adams, strengthening and creating programs related to women faculty members and specifically to women faculty members in STEM, including AALANA women in STEM. Dr. Brown participated in the NSF Joint Annual Meeting in June 2011 with KSU IDEAL team members to learn more about the NSF ADVANCE-IT and PAID programs to inform our proposal development. Dr. Brown’s support of change projects includes co-sponsorship of IDEAL’s major (Plenaries; Task Force) and other activity (workshops).

- IDEAL programs and workshops were well attended and well received by faculty and administrators with a number of campus offices sharing Co-sponsorship of IDEAL Events (e.g. see Appendix B, pgs. 65-68).

- Secretarial and administrative support, most notably from the Provost’s Office, including the Faculty Professional Development Center, was unflagging and critical to the success of the program.

- The graduate students who participated in IDEAL programs engaged in valuable professional experiences as they contributed to the continuing conversation. This value was recognized by the KSU Department of Graduate Studies that not only endorsed the program but provided continuing support for a Graduate Research Associate (see Appendix B, pg. 5).

- Strong attendance at, and support of, all KSU Sponsored events and programs is a direct indicator that the IDEAL agenda was well received. This indicator goes beyond the number of faculty attending programs and workshops, but includes the administration and leaders of other campus programs who were involved as participants in and contributors to these events.

- Reception of the KSU-IDEAL program from the Provost’s Office, from Year 1 on, has been strong and positive. The commitment of Senior Associate Provost Tim Chandler to the success of the KSU-IDEAL change leaders and program has been foundational to each year’s success. Virtually all of the programs and support requested, from envisioning a future with change leaders, being a vocal and articulate advocate and spokesperson for IDEAL at multiple levels within the university, enabling staff support for logistics of events and meetings, to financial support for programming and contributing to related programs at partner institutions (e.g. being a panelist at CWRU’s Tenure and Beyond program; CWRU Plenary participation), have been forthcoming. From the NSF-IDEAL grant, KSU received $3,000 per change leader over the three years of the grant (3 change leaders per year = $9,000 over three years = $28,000). All financial support beyond stipends for change leaders, including secretarial and logistical support, leadership, programming (plenaries, workshops, focus groups, posters), professional development (support for change leaders participation at JAM, 2011), the development, administration, analysis and interpretation of the climate surveys (funding of the KSU Sociology Survey Research Lab), publications, were supported in full or in part, throughout the three years and beyond as KSU-IDEAL programs continue, by the Provost’s Office. Co-sponsorship with others enabled the constellation of programs and study to happen and to continue into next year.
While the number of successful IDEAL programs, the number of and reception by participants, and financial support, were indicators of the reception received from campus leaders and faculty to the change projects, what was more salient as indicators of IDEAL impact was the influence of the goals of IDEAL on the agenda for the University. Issues identified, raised, and acted upon by KSU-IDEAL change leaders were preeminent in the creation of the task force on women in STEM, on the elevation of Women in STEM to one of four University priorities, and the focus on investigating and enhancing pathways and support for promotion of Women in STEM at the Associate to Full Professor levels as the signature issue of the KSU’s NSF-ADVANCE-IT proposal.

c. Policies, practices implemented or in planning stages

The KSU IDEAL project has provided an avenue for identifying the need for change, bringing the opportunity for change to the awareness of the university community and supporting the institutionalization of revised practices and policies. Needs for change and progress have been found in some very different places ranging from presidential directives to department level discussion and revision of procedures.

Creation of the Task Force on Women in STEM Education and Research. The creation of the Task Force was the direct response to the KSU-IDEAL recommendations for a Presidential Commission on Women that we presented in May 2011 (see Appendix C). The Task Force was carefully conceptualized, members identified and selected. Of forty-five members invited to serve, forty-three served, a somewhat surprising number given the heavy professional schedules and competing priorities of those invited to serve (see Appendix B, pg. 85). Based on a retreat and meetings during Spring 2012, the IDEAL team synthesized and crafted recommendations that they discussed with Task Force Chair Alfreda Brown and will be presented to President Lefton in early July 2012.

Development and submission of the KSU NSF-ADVANCE-IT proposal. KSU-IDEAL initiated and prepared the institutional groundwork for the NSF-ADVANCE-IT proposal. Study of the issues identified in analysis of the climate survey and focus group data included obstacles to the advancement to full professor rank of Women in STEM. This became KSU’s signature proposal project. By bringing together a diversity of people through IDEAL programing, and digging beneath the surface of the issues they raised, change leaders were able to make distinctions among the various elements and factors affecting career development of women in STEM (campus differences, AALANA women in STEM), and to envision the larger context and relationships that could make institutional transformation more likely (see Appendix B for Program at a Glance, pg. 97). IDEAL leadership, including stewardship, was central in conceptualizing, gaining expertise and involving key faculty members and administrators in developing the proposal.

LEAP initiatives being planned and implemented. Studying the issues, obstacles, and challenges faced by women in STEM lead to: 1) making connections across campuses and to other IDEAL and ADVANCE-IT institutions, 2) the development of the conceptual framework (see Appendix B, pps. 96, and 110-11) and paths to address obstacles and challenges. Research and resources available through NSF ADVANCE institutions became instrumental in planning and implementing programs at KSU. Studying each strand of LEAP – Leadership, Equity, Advancement, and Policy – the IDEAL team developed a framework to address the network of factors that, when addressed as a constellation, can help to mitigate obstacles and to unlock opportunities. In short, addressing LEAP elements can support institutional transformation. Three issues included in LEAP and relevant here are the faculty Mentor Program, current Equity Analysis, and further data analysis of the Climate Surveys (Years 2010; 2012).

• Mentor Program. Elements of a mentor program for women in STEM seeking information, guidance and support for promotion from associate to full professor were
piloted during years 2 and 3 of the IDEAL program. A plenary and workshops by Brenda Allen enabled the KSU-IDEAL team to work with Coach Susan Freimark, CWRU IDEAL leadership, and KSU VP DEI Alfreda Brown to study unique pathways and interests of AALANA women. This discussion was furthered when DEI brought Equity Specialist Estela Bensimon (Diversity and Equity Scorecard) to campus to work with faculty related to Diversity and Equity.

- **Equity Analysis.** In addition to IDEAL yearly report-related NSF Indicator data, KSU change leaders have begun analysis of other NSF Indicator variables at KSU, starting with current faculty salary by gender and rank. Analysis of all NSF Indicator data will be complete by September 2012 and is expected to draw wide attention.

- **Climate Survey Institutionalization.** The KSU-IDEAL Climate Survey, administered during the first and third years of IDEAL could now be conceptualized as part of a larger survey created and distributed annually to all campuses and departments of the university by DEI, integrated into an institutionalized process of strategic planning and evaluation linked with the national Diversity and Equity Scorecard.

**PAID proposal in development.** A proposal to study and advance policies and practices particularly around AALANA women in STEM is currently under development for submission to NSF. The proposal is to study the unique perspectives and professional development support necessary to be responsive to AALANA women in STEM. Groundwork for the proposal includes work done with Bernice Sandler, Brenda Allen, and Estela Bensimon during years 2 and 3 of KSU-IDEAL. Submission Fall 2012.

**Enhanced University-wide generative discussion of KSU as a Family Friendly Workplace.** The efforts of KSU-IDEAL have influenced broad based discussion of the issues subject to collective bargaining at KSU. KSU has three unions, two for faculty and one for staff. As part of the original IDEAL survey and subsequent focus groups, it has been recognized that there are issues related to KSU as a “family friendly workplace” that are important to the broad community and which we addressed in KSU-IDEAL program offerings.

**Intra-university and inter-university connections and programs.** As described elsewhere in this report and the Appendices, many connections have been made across divisions and units of the university (DEI, Academic, Departments, Schools, Colleges, Campuses) to study and take advantage of the NSF sponsored IDEAL program and resources. We were provided the opportunity to look carefully at both the unique and shared challenges to women in STEM at the eight-campus system that is Kent State University. IDEAL sponsored programs enabled faculty members to connect across campuses and divisions, while linking our work to the larger IDEAL and ADVANCE national networks. Two members of the year 2 team, collaborating with VP DEI Alfreda Brown, for example, participated in the NSF JAM sessions, and brought a wealth of ideas and information back to KSU. Change leaders from years 2 and 3 took advantage of the invitation heard at JAM June 2011, to return to Washington DC and meet with program directors Kelly Mack and Amy Rogers to discuss the KSU-IDEAL team’s evolving ADVANCE-IT proposal. All of these connections came about as a result of the strong foundation and the collegial stewardship of partner institution learning communities (LCs) and the larger IDEAL LC by CWRU’s IDEAL leaders (Lynn Singer, Diana Bilimoria, Amanda Shaffer) and KSU-IDEAL Coach Susan Freimark. Connections made at the Plenaries (see Plenaries in d below) to resources and people helped to create paths that lead ultimately to the many and diverse connections that KSU-IDEAL programs have created and enabled.

**Center for Excellence in STEM Research and Education.** During the IDEAL period, a new Center for Excellence in STEM Research and Education has come into existence at KSU. The new Center is funded jointly by the College of Arts and Sciences and the College of Education, Health, and Human Services. The new director, Gerald Thompkins, with a background in Engineering, met several times with year 3 change leaders. The KSU-IDEAL graduate research associate, Judy Rittman, doctoral student in Higher Education Administration, as of summer 2012, is working in
this new Center. Links between the IDEAL program (KSU ADVANCE-IT proposal, Task Force Recommendations with Faculty and Student sections) and the new Center will continue to strengthen the potential impacts of opportunities on women in STEM Education and Research, both faculty and students, and thus, on institutional transformation.

**Handbook Sections on Diversity.** As an important part of the reappointment, tenure and promotion processes, Faculty Handbooks (at departmental, college, and university levels) have traditionally served as defining documents for substance and process in the preparation and evaluation of files. During the time of the IDEAL program, there has been much change and uncertainty related to budgets (national, state, university), collective bargaining and negotiations, including organizational factors that influence the R/T/P processes and professional development. A step forward in diversity and a potentially significant benefit to women in STEM has been taken in at least one Science department, and potentially in the College of Arts and Sciences, and, beyond. During Year 1 of IDEAL, change leader Michael Tubergen, Professor and Department Chair of Chemistry and Biochemistry, called attention to an addition to the Department of Chemistry’s Faculty Handbook: a paragraph describing the importance of diversity and implications for the functioning of the department, from meetings to reviews. IDEAL circulated this example widely (e.g. A&S; EHHS), including through change leader conversations with the chair of A&S who said that this would be a good addition to the College Handbook. We find, therefore, indicators that this important policy will be moving forward, enabled by the work of KSU-IDEAL change leaders.

d. **Impact of the plenary on the institutional progress**

The September plenaries at CWRU have been highly valuable in promoting cohesion among the teams, engaging people across institutions, and providing a larger context within which to grow as people in various roles, and, as transformative institutions. The plenaries have been an essential element of the heuristic learning community framework, for linking and generating resources, for sharing experiences and knowledge, and for planning.

The Year 1 and Year 2 plenaries had elements that had an impact on KSU institutional progress. First, the KSU team was able to gain perspective through sharing KSU activities and plans with the teams from our peer institutions, a process that was as valuable in its informal character as in the programmed presentations and exchanges. Second, the plenary was a learning experience which enhanced our approach to accomplishing our core goal of institutional change. Sharing with peers led to understanding the similarity of challenges being met and therefore the relevance of strategies of other institutions to our own. Consequently, the planning activities which our team undertook during the plenaries have been sharper, more informed and each year they represented a bold step forward in our progression.

The inclusion of administrators was a particularly strong feature of the plenaries. For KSU, participation of the Dean of A&S, VP Research, VP Diversity, and Senior Associate Provost provided the opportunity to share different dimensions of thinking and enabled deeper insights into and understanding of the issues, contexts, and resources available to address institutional challenges, while more adequately illustrating the purpose and value of the IDEAL project. After the plenaries, we experienced an enhanced common foundation and ability to communicate across roles and institutions and noticed that participants’ perceptions of the value of the IDEAL project was much enhanced. This appreciation was reflected in cooperation, collaboration, and institutional commitment generally, including financial support from KSU offices.
2. Leadership Development Program

a. Leadership movement of participants over three years

In the course of the three-year IDEAL program, leadership development has grown. The program has touched and moved people at all levels in the KSU campus system including Presidential, Provostial, VP, Deans, Chairs and Directors, Faculty (general and Change Leaders), and Graduate Student levels.

Year 1 established a framework for KSU-IDEAL that continued throughout Year 3:
- Weekly meetings of Change Leader team (many with others)
- Quarterly IDEAL institution meetings (one hosted at KSU each year)
- Yearly September Plenary conferences at CWRU
- Foundational change projects maintained and grew in complexity and reach
- Meetings with key administrators and faculty
- Secretarial, research, and financial support for projects

Key aspects of KSU-IDEAL’s leadership development over time are indicated in the table below.

**KSU-IDEAL Leadership Development: Key Aspects over Time**

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<td>WISG* draft report; IDEAL theme and vision</td>
<td>Meetings with WISC Bernice Sandler – Plenary, wkshps; Proposal: Commission on Women</td>
<td>Task Force Women STEM Ed &amp; Res; Develop and submit recommendations to KSU Pres.</td>
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<td>Identify Issues, Resources, Coalitions</td>
<td>Programs: Plenary, wkshps, focus groups</td>
<td>Programs: Plenaries, wkshps, focus groups</td>
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<td>IDEAL Quarterly Mtgs; Plenary CWRU</td>
<td>IDEAL Quarterly Mtgs; Plenary CWRU; JAM at the NSF</td>
<td>IDEAL Quarterly Mtgs; Plenary CWRU</td>
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<td>Develop and conduct Climate Survey A&amp;S</td>
<td>Focus Groups; Analyze and present results</td>
<td>Re-administer Climate Survey; institutionalization</td>
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<tr>
<td>ADVANCE resources Establish KSU eligibility</td>
<td>Begin NSF ADVANCE-IT prop Focus: Assoc to Full; 8 Campus Sys</td>
<td>Submit KSU NSF ADVANCE-IT proposal</td>
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<tr>
<td>1st IDEAL external Evaluation Site Visit</td>
<td>Consult Mary Wright: program, grant proposal</td>
<td>Final external Evaluation Site Visit</td>
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* WISG: Women in Science Working Group (see Appendix B for report, pps. 22-23; and list of members, pps. 24-25)

With the rich opportunities provided by the NSF-IDEAL program, change leaders took advantage of the broad range and diversity of resources, each scholar according to their unique experiences, interests, and responsibilities. In the mix of departments, five change leaders were full professors, four were department chairs, and four were at the critical career juncture between associate and full professor. One change leader was promoted to full professor during the project. One chair had been newly appointed, one had been chair for three years, and a two had been chairs for well over five years. One change leader had experience as an Interim Dean. One change leader was in her first year at KSU. One change leader was heavily involved with advising, program development, and outreach, while others were heavily engaged with longstanding and extensive research agendas. The unique perspectives that each change leader brought to the learning community have been key to change project success. To summarize and provide a sampling of the results of the NSF-IDEAL project on the change leaders from their perspectives:

- **Called on for expertise.** Change leaders became known in their departments, their colleges, and the university at large as resource people related to women in STEM. “People in my department...
come and talk to me about these issues. [Now] I can feel and see the resistance and understand the [family related] issues.” At the end of the academic year, when asked what had been the most useful sessions of the Chairs/Directors bi-weekly meetings and professional development sessions, the IDEAL related workshop facilitated by change leaders was one of two sessions lauded. Providing leadership for the conceptualization of, the selection of members for, presenting and facilitating sessions of the Task Force on Women in STEM Education and Research, change leaders became known to the broader university community for their expertise. Work with Upward Bound, with mentor relationships across departments, and serving on high level university committees (in the case of the Task Force – helping to bring this into being), as well as regularly reporting and discussing IDEAL related work at Chairs/Directors, Science Colloquia, Faculty Senate, convening and facilitating discussion with the Women in Science Work Group, the change leaders exemplify the kinds of excellence in leadership envisioned in the NSF-IDEAL proposal.

- **Broader and more complex perspectives; Made connections.** The connections made both within the IDEAL network and with other ADVANCE institutions through quarterly meetings, participation at the NSF Joint Annual Meeting in Washington DC, meetings with ADVANCE program officers, and the continuing rich program and expertise shared by CWRU ADVANCE leadership Lynn Singer, Diana Bilimoria, and Amanda Shaffer, as well as work with our CWRU coach Susan Freimark, KSU IDEAL change leaders have taken on broader perspectives and taken actions within their departments and colleges that would not have been possible before. CWRU did more than model and facilitate change projects, they exemplified the best of collegial relationships with KSU and other IDEAL partner institutions. The facilitation of sharing across IDEAL institutions, where change leaders could bring their change project experiences to the larger community and take back ideas and feedback were invaluable. Bernice Sandler, for example, was invited to KSU after hearing of the experiences of BGSU change leaders. Her visit was richly valued by KSU change leaders and provided a foundation for the work the change leaders did in proposing a Commission on Women, out of which came the Task Force. Brenda Allen was a shared plenary speaker with CWRU. At KSU, change leaders made “Connections across campus with the President’s Office and DEI, the Women’s Center, and FPDC. Knowing who to talk with about certain things. This has all enhanced my work as a chair.” According to another chair “This [IDEAL] was a wake-up call for me. I realized how conservative my perspective had been.” Related to giving an update to Faculty Senate “That was the first time I have ever been to Faculty Senate. That is another world!”

- **Confidence and acting on new options.** “The biggest change [for me] has been more confidence. This is what the literature says—this is not just my, or a colleague’s, issue. It’s evidence based. Now I have confidence in sharing. All the personal reading [with IDEAL] struck me. All the barriers for women in asking for help. We have all been reluctant to ask for input and support fearing to be seen as inadequate or weak. It’s ok to ask, especially for our non-tenured colleagues!”

With expanded perspectives of what it means to lead and to facilitate, several change leaders participated in the Dean’s Leadership Workshop, and reframed elements of their own professional portfolios to include the leadership they provided in program development and outreach as well as professional advising of students and colleagues. One change leader, with a strong background in STEM program development and advising applied for and was selected for the prestigious University Teaching Scholar Learning Community, a select group of colleagues from multiple disciplines, where she will study and act on her study (action research) in STEM education.

- **IDEAL Department Development.** One chair reported initiating a careful departmental study of disciplinary majors (male, female, URM) and faculty related to indicator data and “doing a massive sweep through our department looking for balance, URM, females . . . we are a middle aged department of mainly white males, and all on board to change that.” The Diversity section of the Handbook in Chemistry became an example for other departments and colleges, thus enhancing the potential professional development of all who perceive an enriched platform for understanding, presenting, and evaluating scholarly work. Relatedly, a change leader department chair offered: “I have a much more mature view of women in STEM . . . an enhanced
understanding of issues allows [me to have] a better articulation and stronger leadership [in my department and college]."

- **Agents of Institutional Transformation.** Preparing the KSU-NSF ADVANCE-IT proposal was both a transformational experience for years 2 and 3 change leaders who worked as a team throughout proposal development, and a transformational process for all who supported this effort, for those who contributed to the thinking and logistical discussions and conversations of the vision what LEAP could be for KSU. Change leaders engaged others in fertile conversation and committed stewardship of the key ideas – Leadership, Equity, Advancement, and Policy – with the focus on women in STEM at KSU’s eight-campus system at the critical juncture of career development between associate and full professor. Change leaders took this conversation to the forefront of the university community. Enjoining conversation and committed action across different divisions and departments of the university, the change leaders became agents of change critical to the Institutional Vision created by the Year 1 change leaders (see section 6. Key Three Year Accomplishment of this report).

### b. Annual change projects

Key factors in the success of KSU-IDEAL’s change projects include: 1) a strong foundation and developmental progression from year 1 through to year 3 of key initiatives, 2) highly committed change leaders who met weekly throughout the academic year and often in the summers, 3) administrative support, and 4) change leaders who helped bridge from one year to the next. With these factors, change projects had continuity, growing in substance, complexity, and reach over time. Marilyn Norconk, a change leader from year 2, for example, began working with year 1 change leaders during the spring of year 1 to develop, conduct, and then (in year 2) analyze, interpret, and present results of the climate survey and focus groups to the campus community and to IDEAL partner institutions in quarterly meetings. Enabled by administrative support, Daniel Holm, a change leader from year 2, continued on as a change leader in year 3. A snapshot of annual change projects, learning community members, themes, goals and activities by year follow.

#### Year One

**Theme: Building a Foundation**

**Learning Community:**
- Carmen Almasan, Professor, Physics
- Andrew Tonge, Professor and Department Chair, Mathematical Sciences
- Michael Tubergen, Professor and Department Chair, Chemistry and Biochemistry
- Marilyn Norconk, Associate Professor, Anthropology

**Goals**
- Identify issues, people, resources; begin communication, coalition building, framework design
- Design and conduct climate survey in College of Arts & Sciences (CAS)
- Begin a campus-wide conversation about the Women in Science Committee Report (2009)
- Create foundational website with chair handbook and resources

**Activities**
- Build foundational framework for three year project
- Undertook identification of people and resources; coalition building with key administrators and faculty and groups e.g. Senior Associate Provost, VP Diversity, Equity and Inclusion (DEI), Deans, Women in Science, and Chairs/Directors
- Created IDEAL website (www.kent.edu/IDEAL) with resources for chairs and faculty
- Designed, administered and analyzed climate survey of tenured and tenure track CAS faculty
- Presented IDEAL information and updates at Chairs/Directors meeting
Year Two
Theme: Framing and Extending the Conversation

Learning Community:
Daniel Holm, Professor and Department Chair, Geology
Marilyn Norconk, Associate Professor, Anthropology
Verna Fitzsimmons, Associate Professor, College of Applied Engineering, Sustainability and Technology
Judy Rittman, Graduate Research Associate, Higher Education, Administration

Goals
• Increase communication and visibility of IDEAL program at KSU, IDEAL partners and other NSF ADVANCE institutions.
• Provide approaches, strategies, and techniques for identifying and addressing both subtle and overt bias
• Develop and conduct workshops for women in STEM, Chairs and Directors, Campus community to address issues identified in the Climate Survey and focus group discussions.

Activities
• Continued meetings designed to enhance involvement, identify avenues to goals, allocate joint efforts and resources with key administrators and faculty (President, VP Diversity, Equity and Inclusion, Chairs and Directors, Faculty Senate, Faculty Professional Development Center, Women’s Center)
• Disseminated Climate Survey findings and held faculty focus groups for the purpose of educating faculty, informing researchers, raising awareness and providing resources
• Hosted a University Plenary event including workshops and consultation with Bernice Sandler
• Committed to NSF ADVANCE-IT proposal initiative
• Raised awareness and provided mechanisms to address issues of women in STEM through development and discussion of a report recommending the formation of a University Commission on Women
• Based on discussion of recommendations in the KSU-IDEAL report, President Lester Lefton asked VP DEI Alfreda Brown to initiate planning for a Task Force on Women in STEM Education and Research

Year Three
Theme:
Building Momentum: University-Wide Engagement for Institutional Transformation

Learning Community:
Carla Goar, Associate Professor, Sociology
Daniel Holm, Professor and Department Chair, Geology
Jennifer Marcinkiewicz, Associate Professor, Biological Sciences
Mandy Munro-Stasiuk, Professor and Department Chair, Geography
Judy Rittman, Graduate Research Associate, Higher Education Administration

Goals
• Continue to enlarge conversation, create and integrate opportunities, and to increase visibility of IDEAL program, goals, opportunities, and research. (See Appendix Year 3 Report; Appendix External Evaluation Packet, pp. 57-88)
• Preparation and submission of NSF ADVANCE-IT proposal (continuation of Year 2) with an interdisciplinary team including faculty, administrators, graduate students, from the College or Arts & Sciences, and College of Education, Health, and Human Services, Office of the President, Office of the Provost, and Division of Diversity, Equity, and Inclusion. (See Appendix B, pgs. 91-134)
• Institutionalizing initiatives as included in the KSU NSF ADVANCE-IT proposal (e.g., faculty mentoring program and equity analysis).
• Provide leadership for the KSU Presidential Task Force for Women in STEM Education and Research. (See Appendix B, pg. 85 for list of participants.)
• Conduct follow-up and comparative analysis to the 2010 climate survey in the College of Arts & Sciences. (See Appendix B, pgs. 15-17 for data related to the NSF KSU IDEAL’s Memorandum of Understanding variables.)

Activities

• Developed and submitted KSU NSF ADVANCE-IT Proposal
• Regularly updated and edited KSU-IDEAL website and resources
• Migrated website from Faculty Professional Development site to its own URL
• Continued IDEAL University programs with plenaries, workshops, and focus groups
• Leadership and collaboration in planning and conducting KSU Presidential Task Force retreat and meetings on Women in STEM Education and Research
• Developed Task Force Report recommendations and implementation plan with VP Alfreda Brown for submission (June 2012) to President Lester Lefton
• Enlarged equity analysis to include additional NSF Indicator Data
• Laid foundation and piloted elements of A&S Mentor program
• Work with Survey Research Lab on 2010 Climate Survey follow-up survey (April, 2012)
• Analyze data from 2012 climate survey to CAS and disseminate findings
• Laid foundation for Arts and Science mentorship program

An overarching theme included in the KSU NSF ADVANCE-IT proposal focused on the career progression from associate professor to full professor for women. The KSU IDEAL College of Arts and Sciences Climate survey data showed that for both 2010 and 2012, associate professors had (1) lowest mean satisfaction ratings with overall work environment within rank and (2) lowest mean satisfaction ratings with overall experience of community within rank at KSU. Please refer to Appendix A Tables 2, pg. 3.17, and 8, pg. 3.23. This data also showed that for both 2010 and 2012, women professors had (1) lowest mean satisfaction ratings with overall work environment by gender and (2) lowest mean satisfaction ratings with overall experience of community at KSU by gender. Please refer to Appendix A, Tables 1, pg. 3.16, and 7, pg. 3.22).

3. Best practices/promising practices for future

Several practices have been important to the success of the KSU IDEAL program and will continue to inform future work.

• Learning Community format. The KSU change leaders were formed as, and functioned as, a learning community. This included weekly meetings in which generative discussion often included others and supported scholarly progress with creative ideas, continuity, and momentum. Anchored with quarterly meetings of the larger IDEAL community, and the September plenary at CWRU where institutional learning communities could share their work and get feedback from a diversity of individuals and groups on their projects enabled both a platform for taking in new ideas and information, but importantly, for each smaller learning community to draw ideas together to present to others. The LC, on all levels
(institutional, role-related across institutions, project wide, within the larger context of NSF ADVANCE institutions) was a great place to share ideas, questions, and research, to enable these ideas to grow and become amplified.

• **Focus group workshops.** Beginning with climate survey follow-up focus groups, the IDEAL team and coach Susan Freimark collaborated to create focus group workshops for several events, most notably for women in STEM on promotion from associate to full professor level (see Appendix B, pgs. 59-61). Intended for a small number of women, up to twelve, the response was surprisingly robust (36 participants). Though focused on women in STEM disciplines the workshop was open to the university community and responses and registrations were from a broad range of disciplines and campuses. Despite smaller numbers and indications that promotion to full professor was less likely an expectation for faculty on the regional campuses, there were regional faculty members in attendance who showed interest in the topic. Many women responded to the flyer indicating that they regretted not being able to participate, and to put them on a list for other IDEAL opportunities. There was strong appreciation voiced for offering workshops on these topics (e.g. Associate to Full Professor, see Appendix B, pgs. 59-61; Power and Politics on Campus, see Appendix B, pgs. 47-51).

• **Co-sponsorship of IDEAL programs.** Bringing together people from a diversity of settings (departments, campuses, offices) enabled KSU IDEAL to invite co-sponsorship of events. This was worthwhile on many levels: buy-in, awareness and understanding issues, advertising, diversity of input, and investment. With financial support from the IDEAL grant of $3,000 per change leader, all of the programming developed and offered by KSU IDEAL was supported by KSU funding. The buy-in of offices was not only financial. The Offices of the President, Provost (including Faculty Professional Development Center), Diversity, Equity, and Inclusion (including Women’s Center), Research and Graduate Studies, the College of Arts and Sciences, and others enabled broad-based participation.

• **NSF ADVANCE-IT proposal development and submission.** The entire process of deciding to prepare and submit a proposal, of bringing together people from across the KSU eight-campus system to study and to create the ideas that would become the signature focus and other elements of the proposal was rich in consequences for all participants and collectively for the university. Studying the issues identified in the climate survey and focus groups enabled us to bring together challenges in an organized way. LEAP – *Leadership, Equity, Advancement, and Policy* (see Appendix B, pg. 97) became organizing themes with which to study and develop initiatives that could move the university forward. In the process we brought complex issues into an organizational framework that focused on multiple levels and dimensions of the issues, thereby making institutional transformation more likely.

4. **Intellectual Products**

There were numerous intellectual products throughout the grant period, from the initial climate survey and report to website and the NSF ADVANCE –IT proposal, a report related to a proposed Commission on Women and Task Force recommendations. Examples are indicated below. Supporting documents for this section are labeled by page number in the appendices specified.

a. **Grants**
   - KSU NSF ADVANCE-IT proposal (11/7/11) (see Appendix B, pgs. 91-134)
   - Internal funding from various sources including Provost’s Office, Department of Graduate Studies, and Diversity Equity and Inclusion

b. **Papers**
- Quarterly meeting KSU ppts (see examples chosen from the following IDEAL Quarterly Meetings noted below by date and location of IDEAL partner institution hosting)

Year 2
#2: 12/3/10 UT
#3: 2/1/11 UA (see Appendix B, pg. 45)
#4: 4/7/11 KSU

Year 3
#1: 10/13/11 CSU
#2: 11/30/11 KSU (see Appendix B, pgs. 74-75)
#3: 3/2/12 video conf.
#4: 4/10/12 BGSU

c. Talks
- ppt from Women in Science Lunch (MN) 11/5/10 (see Appendix B, pgs. 32-35)
- ppts/dates for Year 3 Chairs and Directors presentations (DH & KK; DH & MMS) 10/21/11; 2/17/12 (see Appendix B, pgs. 69-71)
- ppt/date for Task Force retreat (MMS) 2/10/12 (see Appendix B, pgs. 86-87)
- date for Faculty Senate presentation (MN) 11/8/10
- MLH presentations in China (Beijing Normal Univ., 3/29/12)

d. Conference posters
- Year 1 Plenary Poster Date. (see Appendix B, pgs. 26-27)
- Year 2 Plenary poster 9/16/11 (see Appendix B, pgs. 52-53)

e. Brochures
- CWRU IDEAL compiled by Amanda Shaffer
- Climate Survey results with Bernice Sandler keynote and workshops

f. Websites
- screen shot below and site www.kent.edu/IDEAL
- Podcasts (e.g. Bernice Sandler, Brenda Allen, Julie Des Jardins, KSU President Lester Lefton) and resources – linked to Bernice Sandler, CWRU and other ADVANCE institutions

g. Handouts
- Presidential Commission proposal 5/9/12 (see Appendix C)
- Programming fliers (e.g. see Appendix B, pg. 36, pg. 59, pg. 64)
- Bernice Sandler handouts 12/6 – 12/7 2010 See links on: www.kent.edu/IDEAL

h. Manuals
- Screen shot of website (“Chair Resources”) www.kent.edu/IDEAL

i. Other
- Tim Chandler letter accompanied CWRU Brochure 5/3/11 (see Appendix B, pgs. 50-51)
- President Lester Lefton IDEAL Plenary Year 2 Video
- Presidential State of University Address with Women in STEM Education and Research Task Force and IDEAL acknowledgement 9/22/11
  http://ksutube.kent.edu/playback.php?playthis=1xI36hb 1v

5. Foundations for future progress

The foundations for future progress at KSU lie in the internal and external relationships, collaborations, alliances, resources, and ways of working developed as part of the IDEAL grant. We coordinated and
linked resources, capitalizing on current relationships and resources and on creating new alliances. The learning community format of NSF-IDEAL enabled sharing, acquiring, and leveraging resources as we worked on focused goals toward common ends.

a. Campus Alliances and Coalitions

There were three major undertakings by IDEAL that required alliances and coalitions across the eight-campus system, and that reached beyond KSU to IDEAL partners and to other ADVANCE institutions:
- NSF-ADVANCE-IT grant proposal development and submission,
- Task Force on Women in STEM Education and Research, Commission, and
- Climate Survey and Foundational programs running throughout the IDEAL project.

• KSU NSF-ADVANCE-IT and related Grant Proposals

Assembling the most interested and knowledgeable members of the campus community to develop a cohesive grant proposal is a superb means of identifying, creating, and documenting heuristic ideas that can live into and shape the future. The KSU IDEAL team has been the KSU core constituency for one NSF proposal submitted (ADVANCE-IT), and for two proposals currently in development: AGEP and PAID.

For the ADVANCE-IT (see Appendix B, pg. 91) the signature issue is the focus on women in STEM and their career development, with specific emphasis on advancing from Associate Professor to the level of Full Professor. Developing the proposal required the commitment and cooperation of the President’s Office, the Offices of the VPs of Diversity and Research, the Provost, Deans, Chairs, Directors, and faculty members in addition to the IDEAL change leaders. With work on both grant proposal development and the Task Force on Women in STEM Education and Research (See bullet below), commitment remains high and participants well informed and engaged.

In application to the NSF for an Alliances for Graduate Education and Professoriate (AGEP) grant, KSU is a partner institution in the CWRU consortium. A proposal is currently in development and will be submitted Fall 2012. In addition to the groups mentioned above (engaged in ADVANCE-IT) the Department of Graduate Studies, and the new Center for Excellence in STEM Research and Education are key contributors to discussion of AGEP at KSU.

The development of a proposal for Partnerships for Adaptation Implementation, and Dissemination (PAID) will be completed for a Fall 2012 submission to the NSF. This proposal focuses on AALANA Women in STEM. In addition to KSU-IDEAL change leaders, the proposal has strong commitment and leadership from DEI including the Women’s Center, the Provost’s Office, including the FPDC, and the Colleges of Arts and Sciences, and Education, Health and Human Services, as well as the School of Public Health. This proposal will be submitted to NSF Fall 2012.

To assemble teams for each proposal we relied heavily on suggestions from people most familiar with KSU-IDEAL, and in positions to support institutional transformation. These included:

**Provost** – (Sen. Assoc. Provost Tim Chandler), AQIP, FPDC (Assoc. Provost Stephane Booth)
**DEI** – (VP Alfreda Brown), Women’s Center (Heather Adams)
**President** - University Priority, Task Force, Commission, Faculty and Students (President Lester Lefton, Secretary for the KSU Board of Trustees Charlene Reid)
**Academic Deans** – Arts and Sciences, (Timothy Moreland), EHHS (Dan Mahoney), AEST (Jack Graham)
Chairs and Directors – School of Public Health (Sonia Alemagno), Chemistry and Biochemistry (Mike Tubergin), Mathematical Sciences (Andrew Tonge), Geology (Daniel Holm), Biological Sciences (Mandy Munro-Stasiuk), Sociology (Richard Serpe); Center for Excellence in STEM Res/Ed Dir (A&S and EHHS)

Res Related Offices - VP Res (Grant McGimpsey), Div of Grad Studies (Mary Ann Stephens)

Faculty – Physics (Carmen Almasan), Chemistry and Biochemistry (Mike Tubergin), Mathematical Sciences (Andrew Tonge), Geology (Daniel Holm), Biological Sciences (Mandy Munro-Stasiuk, Jennifer Marcinkiewicz), Anthropolgy (Marilyn Norconk), AEST (Verna Fitzsimmons), Sociology (Carla Goar), Chemical Physics (Robin Selinger),

• Task Force
The Task Force on Women in STEM Education and Research was charged by President Lefton with DEI VP Alfreda Brown as Chair and Co-Chair Sonia Alemagno, Director of the School of Public Health. The Task Force was a direct outcome of IDEAL. In the announcement by President Lefton, “The task force will recommend actions to promote the participation and success of under represented groups at all level of STEM education and research.” (See Appendix B, pgs. 13-14, “Top-of-Mind Issues.”)

Task Force membership included KSU IDEAL participants and many partners who we assembled in our three-year effort. A detailed list of members is contained in Appendix B, pg. 85, along with the detailed charge to the task force provided by the President (see Appendix B, pg. 84).

• Climate Survey and Foundational Programs
To enhance the climate for scholarly and collegial community KSU-IDEAL change leaders mapped the terrain, identified issues using the first climate survey and focus groups, identified, created, and coordinated resources, and, along with others, instituted programs and activities to address these issues. Looking temporally, the Women in Science Working Group Report (see Appendix B, pgs. 22-23), the climate survey, and focus group, raised issues and questions. As the change leaders continued to work with the issues, offering programs and enlarging the conversation, distinctions and elements of the issues became visible. It has been important to the program’s success to build on the framework that enabled continuing conversation – at departmental, college, and university levels.

Mentorship for faculty with special attention to STEM women has become a vibrant part of the institutional conversation at KSU. Our institutional vision of a mentor program for women is articulated in the NSF proposal and was taken up by the Task Force. The mentor theme was active in many of the KSU-IDEAL programs and plenaries and the seeds of this can be seen in the Women in Science Working Group Report (see Appendix B, pgs. 22-23) published in the first year of IDEAL. The coalitions around this issue are multiple, beginning with the Working Group and extending through our many partnerships developed with the IDEAL workshops (See Table “NSF KSU IDEAL Resources and Alliances Created” below) and the program comes into its full focus as a result of the alliances created around the NSF ADVANCE-IT proposal mentioned above (see Appendix B, pgs. 91-134).

The IDEAL project actively sought co-sponsors for its many foundational programs, plenaries and workshops. The table provided below identifies many individuals involved with IDEAL and the offices with which they are associated. Most notably, Campus Alliances and Coalitions included the Provost’s Office, Division of Graduate Studies, RPIE,* STEM Research Education, Office of the President, Women’s Studies, African American Working Group, Research and Graduate Studies. In addition, academic departments were involved through faculty participation.
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6. Key Three Year Accomplishment

In the Year 1 report, we articulated the Institutional Transformation Vision.

Vision: A university system that embraces widespread collegiality across a diverse faculty and administration, with an environment that promotes and supports a vibrant community of scholars in pursuit of academic excellence. Change projects endorsed and accepted by the upper administration; a strong collaboration between faculty and administration that results in a more vibrant community of scholars.

The key three-year accomplishment of KSU-IDEAL was to bring substance and life to this vision.

The vision preceded the many workshops, reports, plenaries, commissions, and directives. Issues were identified. Paths were created and nurtured into the future with the collaborative projects described in sections 5 and 7 of this report.

Bringing substance and life to the vision meant that the change leaders had success in igniting, cultivating, and coordinating conversations around issues related to women in STEM throughout university, at all levels. Issues related to women in STEM education and research are now viewed as one of four university priority areas. Bringing issues to the forefront was accomplished by multiple means, but most importantly by collaboration on the KSU NSF-ADVANCE-IT grant proposal and with the Task Force on Women in STEM Education and Research. Bringing together major divisions of the university around common themes articulated in KSU-NSF-proposal and Commission helped to make Women in STEM a University priority. Living the vision meant people seeing and talking differently – aware of issues: the challenges of women in STEM at the associate to full level, on all KSU campuses. Living the vision meant putting a spotlight not only on issues, but also on relationships and ways of working with others to address the issues.

7. Sustainability Plans for Institutionalizing Activities

There are a number of current efforts which are already institutionalized or which have avenues into the future. Plans have been articulated in extramural proposals, in Task Force recommendations, and in KSU-IDEAL Years 1-3 Reports (see Appendix A1, A2, A3), and in section 5 Foundations for Future Progress, of this report.

- **NSF ADVANCE-IT grant proposal** - Certainly a great impetus to further change would come from extending our ideas with future grant support and towards this direction we have submitted the NSF ADVANCE-IT grant proposal that is currently pending and the NSF PAID and AGEP proposals now in development. Key ideas (see Appendices A-C) developed in the proposals are being implemented. While external funding will enable a much more robust, forceful, and more timely implementation of our plans, alternative implementation plans are underway and will continue. These include continuing programing for and study of (1) the transition from associate to full professor (2) equity study (3) Mentor program (4) women in STEM at RCs (5) Service.

- **Change Leaders** – The change leaders in IDEAL are now and will be institutional leaders who, while engaged in the IDEAL partnership, developed understandings, attitudes, insights and knowledge to influence and shape practices within their respective departments. Four change leaders are currently department chairs. The other five change leaders are senior members of their departments and agents of change within these departments. As explained earlier in this report,
the IDEAL change leaders are both part of, and catalysts for, the continuing transformation in leadership taking place within the university.

• **Definition and weight given to service** - A very large part of the faculty effort that does not fit into the traditional view of scholarship, either in teaching or research, came up as an important issue for STEM women faculty members. In short, women are making large and institutionally significant service contributions that are not being acknowledged as scholarly work for promotion or salary evaluation. The issue of service was brought to the foreground in focus groups, workshops, plenaries, and the Task Force retreat and recommendations, and is being discussed at the department level. This topic of service was also discussed in quarterly IDEAL meetings, in and extended conversation with NSF program officers Kelly Mack and Amy Rogers. It is an issue nationally and at KSU. We see that avenue as a direct link to institutionalization and we expect some of these conversations and practices to change as a result of our efforts.

• **Mentor program** – As addressed in several places in this report (notably in 5) various aspects of a mentor program have been and are being implemented, both within the College of Arts and Sciences and also at the university level. Commitment to continued planning and implementation of this program is ongoing in A&S and is part of Task Force Recommendations.

• **Equity study** – As referred to elsewhere in this report (notably in section 5) equity study by change leaders started during Year 1 and continued into Year 3, with collection and analysis of NSF Indicator Data continuing into fall 2012.

• **Climate survey** – As noted elsewhere in this report (notably in 5) the KSU-IDEAL Climate Survey will no longer be needed as the main ideas will become part of the larger institutionalized survey sponsored by the Division of Diversity, Equity, and Inclusion.

KSU-IDEAL has been an effort of unexpected challenge, opportunity, and success. “We” have grown from nine change leaders, a graduate research associate, a secretary, and a co-director to part of a university movement to enlarge the educational opportunities for women in STEM education and research. As a result of the NSF-IDEAL partnership and our connection to the rich resources of the NSF IDEAL network, our KSU learning community will continue.