To Tenure and Beyond: Building an Intentional Career in STEM
A Forward Workshop
Submitted by Amanda Shaffer, Project Director,
Institutions Developing Excellence in Academic Leadership (IDEAL) and
Susan Freimark, MA. LPC, Assistant Director,
Faculty Leadership Development Institute

Program Description

This proposal is requesting Pay It Forward funding to support a regional career development workshop for pre-tenure women professors in science, technology, engineering and mathematics in Northern Ohio. The workshop objectives will be focused on developing strategic skills, building confidence and enhancing participants understanding of academe while fostering the development of a strategic career plan that incorporates achieving tenure and beyond.

The workshop will work concurrently with the NSF-PAID grant Institutions Developing Excellence in Academic Leadership (IDEAL), a partnership between six research universities in Northern Ohio (Case Western Reserve University (CWRU), Bowling Green State University (BGSU), Cleveland State University (CSU), Kent State University (KSU), the University of Akron (UA), and the University of Toledo (UT). IDEAL has three major objectives: 1) create a regional learning community, 2) leadership development for senior faculty, and 3) institutional commitment to the advancement and participation of women faculty at the partner universities. These objectives are accomplished through leadership development workshops, an annual plenary conference and the design and launching of an annual change project by Change Leader Teams at each university. The change projects progress a university-specific institutional theme around the participation and advancement of women faculty.

Midway through year two of the three-year grant, all six partner universities are independently working on aspects of the creation of mentoring and faculty development programs for their universities. This workshop would be a pivotal mechanism to formally launch these efforts and provide momentum for the further establishment of mentoring and faculty development activities at the universities. The workshop complements the transformative activities the IDEAL partner schools are engaged in and embeds the idea of faculty development as valuable. Because IDEAL engages senior faculty leaders and Pay It Forward engages pre-tenure faculty there is no overlap outside of the objective to increase the participation of women in academia.

Activities
The following preliminary ideas for activities and format are based upon CWRU focus group data, and climate survey data from several of the IDEAL institutions, which indicate a desire and need for mentoring among STEM women faculty in Northern Ohio. The workshop includes an Emotional Competence Inventory (ECI) 360-degree feedback instrument for each participant and a one-hour telephone coaching session to review and explain the results. The program will consist of a total of three meetings: two five-hour workshops (September and November) followed by a five-hour capstone meeting in April. The case studies used in each of the modules will involve situations that could impact tenure and promotion. Each participant will also develop a career plan and be responsible for career-planning actions and “homework” between the workshops.

During the early fall the Management Team will travel to each participating school to meet with the participants and appropriate leadership collectively. This meeting will discuss expectations for tenure at
the university and potential foci for each participant’s career plans, which may be unique to either the individual or the organizational setting. At this meeting the participants and leadership will be encouraged to schedule a follow-up meeting in late April, without the management team, for an update of activities. The management team visit to the universities is designed to engage leadership in the development and success of their STEM women faculty and to promote the adoption of comparable faculty development activities for all pre-tenure faculty.

**Workshop I:**

*Self-Awareness*

The first module will focus on self-awareness. It will be grounded in a process of intentional change, which is a 5-step model that involves 1) creating a personal vision of one’s desired future, 2) assessing one’s current state relative to that vision, 3) developing a plan of learning/action to move from the current to the desired state, 4) experimenting with and practicing new behaviors as outlined in the learning/action plan, and 5) drawing on the support of trusting others at every step of the process. The module will also introduce participants to a model of emotional intelligence utilizing the ECI 360-degree feedback assessment, which will have been administered prior to this session. These models will serve as the foundation for the remaining workshops. The curriculum will assist the individual in developing a plan for their future, as well as in understanding how others perceive them and how this affects their role in the department and in their career. The self-awareness will be related to the individual’s comfort level with change and risk and how that impacts professional development.

*Managing Others*

Drawing on the models described above, this module will focus on participant interactions with students, lab assistants, and collaborators in the lab. Curriculum will include setting goals, setting boundaries, training and advising students, and key components of successful lab management. This will also include a session on proposal planning and preparation, managing a grant, and maximizing a project for articles.

**Workshop II:**

*Power, Politics and Influence*

The emphasis of this module will be to understand the dynamics of power and the comfort level of women, and the individual in particular, with power. Case studies will be used to illustrate examples of subtle power and influence and participants will have an opportunity to learn and practice negotiation skills.

*Work Life Integration*

This workshop will cover work life integration, time management, CV review, and setting professional development goals. Discussion will include leadership roles and obligations for women in STEM.

**Workshop III: Capstone**

In this final session participants will present their career plan and accomplishments to their peers. The career plan should address each of the five steps of the intentional change process introduced in the first module. Presenting these plans and accomplishments to their peers should facilitate the creation of an ongoing support network among the participants, both within and across universities.

**Target Population**

The target population for this workshop consists of the 85 pre-tenure women STEM faculty at six Northern Ohio research universities: CWRU, BGSU, CSU, KSU, UA and UT. We believe the CWRU workshop is a unique proposal that will not overlap with the University of Toledo Forward Workshop.
for several reasons. First, the UT workshop focus on Women of Color in STEM in the entire Midwest of which the IDEAL schools could contribute potentially a maximum of seven women (see table below), and secondly the UT workshop will attract post-doctoral and “on-ramping” women PhDs., while the CWRU workshop will engage current tenure-track faculty.

<table>
<thead>
<tr>
<th>Female STEM Faculty in IDEAL 2009 - 2010</th>
<th>Tenure-track</th>
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<tbody>
<tr>
<td></td>
<td>N</td>
</tr>
<tr>
<td>BGSU</td>
<td>7</td>
</tr>
<tr>
<td>CWRU</td>
<td>22</td>
</tr>
<tr>
<td>CSU</td>
<td>15</td>
</tr>
<tr>
<td>KSU</td>
<td>22</td>
</tr>
<tr>
<td>UA</td>
<td>10</td>
</tr>
<tr>
<td>UT</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>URM STEM Faculty in IDEAL 2009-2010</th>
<th>Tenure Track Male &amp; Female combined gender breakdown unavailable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
</tr>
<tr>
<td>BGSU</td>
<td>1</td>
</tr>
<tr>
<td>CWRU</td>
<td>5</td>
</tr>
<tr>
<td>CSU</td>
<td>2</td>
</tr>
<tr>
<td>KSU</td>
<td>3</td>
</tr>
<tr>
<td>UA</td>
<td>1</td>
</tr>
<tr>
<td>UT</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
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All IDEAL STEM departments are NSF fundable, but the specific departments included varies by institution.

The IDEAL universities would each select 3 - 4 pre-tenure women STEM faculty to participate in the workshop. By requesting multiple participants from each school the program will help develop or increase a peer network for faculty who are often isolated in their home departments, in addition to the creation of individual career plans. The IDEAL project Co-Directors have committed to recruiting participants and supporting the workshop. The IDEAL Co-Directors are:

- Helen Qammar, PhD, Director, Institute for Teaching and Learning and Associate Professor of Chemical Engineering (UA)
- Deanne Snively, PhD, Interim Associate Dean, Professor of Chemistry, (BGSU)
- Diana Bilimoria, PhD, Professor of Organizational Behavior (CWRU)
- Paul P. Lin, PhD, Associate Dean, and Professor of Mechanical Engineering, (CSU)
- Mary Louise Holly, PhD, Director, Faculty Professional Development Center and Professor of Teaching, Leadership and Curriculum Studies (KSU)
- Penny Poplin Gosetti, PhD, Interim Vice Provost for Academic Innovation (UT)

Management Team

The management team for To Tenure and Beyond will consist of Susan Freimark and Amanda Shaffer with additional input from Diana Bilimoria and Lynn Singer. These four individual have a seven-year history of collaborating on faculty development in STEM. Lynn Singer was the PI on the CWRU ADVANCE IT award ACES, which included Diana Bilimoria as a Co-PI and Amanda Shaffer as Manager of Faculty Diversity and Development. Singer, Bilimoria and Shaffer are also currently engaged in the NSF-PAID award IDEAL. Susan Freimark was an Executive Coach for faculty with the ACES program and continues in that capacity with the IDEAL project.

Susan Freimark, MA, LPC

Susan Freimark is currently Assistant Director of the Faculty Leadership Development Institute of the Flora Stone Mather Center for Women at CWRU. She is a licensed professional counselor with a specialty in career issues. She has been associated with CWRU for 14 years and Cleveland State University for 4 years in positions that provided career, professional and leadership development training and coaching to students, faculty, and nonprofit organizations. She has developed and
presented programs on team building, career and organizational transitions, conflict and negotiation, power and politics, visioning, and trustee training. She served as an ACES and IDEAL coach.

Amanda Shaffer
Amanda Shaffer is the Project Director for IDEAL at Case Western Reserve University. Ms. Shaffer was the CWRU Interim Faculty Diversity Officer from July 2007 through October 2009, and Manager of Faculty Diversity and Development from 2004 through 2009. As Manager of Faculty Diversity and Development, a position inaugurated by the NSF ADVANCE IT (ACES), Ms. Shaffer helped to develop and implement climate improvement activities campus-wide. She trained faculty search committees, created and led the faculty cultural competency sessions and provided guidance on faculty related topics including subtle bias in promotion and tenure, departmental climate change and meeting facilitation. A founding member of the Ohio Diversity Officers Collaborative (2008), Ms. Shaffer is also active in a range of community initiatives such as community dialogues on race, class and gender. Ms. Shaffer received her BA and MA in Philosophy from Cleveland State University and a Certificate in Women in Leadership from the Weatherhead School of Management, CWRU.

Additional Speakers: Additional expertise will be provided to the Management Team by Diana Bilimoria, PhD, Professor of Organizational Behavior, and CWRU and Lynn T. Singer Deputy Provost & Vice President for Academic Affairs Office of the Provost; Professor of Environmental Health Sciences, Pediatrics & Psychiatry, CWRU.

Lynn Singer
Dr. Lynn Singer serves as the university’s Deputy Provost and Vice President for Academic Affairs. She currently is Principal Investigator of IDEAL, Institutions Developing Excellence in Academic Leadership (IDEAL), and was Principal Investigator of an NSF ADVANCE Institutional Transformation Award of $3.5 million. As Professor of Environmental Health Sciences, Pediatrics and Psychiatry, Dr. Singer has directed numerous large federally and privately funded research programs, including a 19-year study of high-risk preterm infants, and longitudinal studies of drug-exposed infants in Cleveland and London. She has edited two books, and has authored more than 100 articles in the medical and psychological literature. Dr. Singer has participated in numerous NIH and other federal review committees and currently serves on the Governing Council of the Neurobehavioral Teratology Society. Dr. Singer is a double alumna of Case Western Reserve University, receiving an M.A. and a Ph.D. in clinical psychology in 1978 and 1979, respectively. Previously she had earned a bachelor’s degree from Duquesne University and M.Ed. from the University of Pittsburgh.

Diana Bilimoria
Dr. Diana Bilimoria, Professor of Organizational Behavior, received her Ph.D. in Business Administration from The University of Michigan. Dr. Bilimoria’s research focuses on gender and diversity in governance and leadership, and university transformation. She is a co-author of Handbook on Women in Business and Management and Women on Corporate Boards of Directors: International Research and Practice. She has published numerous articles and book chapters in edited volumes. She was the Program Chair of the Gender and Diversity in Organizations Division of the 2010 Academy of Management Conference, and served as the editor of the Journal of Management Education. She has been a Principal Investigator or Co-Principal Investigator on three grants from the National Science Foundation to advance women faculty in science and engineering. She has been internationally recognized for her scholarship, leadership and service. Dr. Bilimoria is the CWRU Co-Director and Co-Principal Investigator for the IDEAL Program.
Proposed Budget
The workshops will take place in the Mandel Center for Nonprofit Organizations Building on the CWRU campus which features built-in state-of-the-art equipment including computers, projectors, DVD and VHS players, wireless microphone capabilities, wireless network, and a high-speed guest network. Lunch will be provided and coffee/snacks will be available throughout the day. Off-site participants will be expected to travel together to the workshops. Parking will be provided for all, but no mileage is included for the geographically close participants (CSU and CWRU).

Participant Travel
- 1 car Toledo ($100 x 3 visits) $300
- 1 car BGSU, ($100 x 3 visits) $300
- 1 car Akron, ($40 x 3 visits) $120
- 1 car Kent, ($40 x 2 cars x 3 visits) $120
- CSU and CWRU no mileage cost $0
Parking (7 cars per event x $9 x 3) $189
Food (30 people x $25 x 3) $2,250
Room ($250 x 3 events) $750
ECI 360 survey (24 x $200) $4,800
Materials (Handouts, binders etc.) $600
Coaching services and staff travel ($2,500.00)

Total Request $9,429

Support
CWRU Deputy Provost Lynn Singer has pledged her support of the program and will sponsor $2,500.00 for coaching services and travel for the management team to engage the leadership of the participating schools.

Outcomes/Expectations
Our expectation is that the creation and implementation of this workshop series will empower STEM women faculty to plan their careers in academia intentionally where achieving tenure is one goal on their path to being leaders at their university and in their fields. In addition to the personal growth of the individual, it is our expectation that peer networks will expand and encourage the development of more robust regional research collaboration.

A short-term outcome will be a career action plan, developed by each participant based on their 360 feedback and goals, which can then be shared with their formal and informal mentors. Based on the successful evaluation of the initial workshop, we plan to request that the six universities provide 3 – 4 participants for year two and commit $1,000 ($250 per participant) to financially support the workshop.

A long-term outcome is embedding the To Tenure and Beyond workshop as part of the Faculty Leadership Development Institute at CWRU and expanding or duplicating it to include other university faculty.

Evaluation
The workshop will be evaluated in several ways with a pre- and post self-assessment by participants of their skills/knowledge attitudes etc., and an instructor feedback survey providing input about the value of specific training modules.