

Interim Report for NSF ADVANCE Program, December 1, 2011 to February 29, 2012
Lehigh ADVANCE: Building Community Beyond Academic Departments

I. Significant Accomplishments: Project Activities

A. Social Science Research: Gender and Interdisciplinarity

During this quarter, the Social Science Research Team of Diane Hyland, Jackie Krasas, and Wendy Abrantes, together with a consulting statistician, completed in-depth analyses of the responses from 10 research-intensive mid-sized universities to answer our research questions about gender and interdisciplinary research. An initial results report was prepared. Various types of dissemination of this information (internal and external) have begun, including preparation of a peer-reviewed manuscript. Future analyses will address work-life balance questions and the impact of various constructs of organizational structure (discipline, division, center, for example).

Internally, the second draft report of the Lehigh BASELINE Survey was prepared and shared with the Leadership Team and the Internal Advisory Committee. The Leadership Team agreed to make the report available to Lehigh-credentialed users on the ADVANCE website and to continue to incorporate the key findings in appropriate venues, including upcoming Chairs Breakfasts and workshops for Search Committee Chairs.

Jackie Krasas gave an oral presentation about the Lehigh ADVANCE research at the Sociologists for Women in Society Winter 2012 Conference “Toward a Feminist Institution: Transforming the Academy, February 2-5, 2012.

B. Women in Science and Engineering (LU-WISE) and Lehigh Open Access Database (iWISEN)

This quarter, LU-WISE has taken the steps to expand to the Lehigh Valley region by engaging with the STEM women faculty of Lehigh Valley independent colleges and universities. We expect LVAIC faculty to participate in WISE programs starting in Fall 2012. Three LU-WISE luncheons were scheduled for Spring Semester. On February 23, Dr. Amber Rice (BIOS) discussed her experience at WEBS, which was partially funded by Lehigh ADVANCE through one of our small grants programs. By discussing WEBS, we are meeting the objective of extending the reach of Dr. Rice’s experience. Twelve faculty, 2 graduate students and a post-doc from seven disciplines attended. One outcome was interest in ADVANCE purchasing several copies of one of the books “Every Other Tuesday” about a peer mentoring group. Other topics that resonated with our lunch group included “saying no” and “daily writing”. Dr. Rice offered to share the other meeting materials with her colleagues. On March 23, the LU-WISE program will include discussion about interdisciplinary research across the STEM career, focusing on women graduate and undergraduate students who work with STEM women in continued celebration of the 40th Anniversary of Undergraduate Women at Lehigh. The lunch will be followed by talks highlighting the research of two groups and the roles the undergraduate women play. April 20th is the final Spring LU-WISE Luncheon, and will also feature reports from women who have recently received ADVANCE travel support to attend conferences at which they could expand their network of interdisciplinary collaborators. One of the co-PIs of ADVANCE from Syracuse University is also scheduled to attend this luncheon and share their experiences and practices of retention, mentoring and leadership of STEM women with the group.

The development of the iWISEN database continues. The Leadership Team agreed that enough women at Lehigh have completed their profile updates and the program that queries the database has been created. The next step is to write the web page to search and display the results.

C. Women's Studies Programs

Women's Studies Program continues to have retention gatherings attended by women faculty across the College of Arts and Sciences. The feminist reading group lunch discussion on February 27 is about this paper by Marieke van den Brink and Ivonne Benschop (2011) "Gender Practices in the construction of academic excellence: Sheep with five legs." Thus, Women's Studies activities are complementing and reinforcing Lehigh ADVANCE's efforts to increase awareness of issues and solutions of gender equity in academia. The 18th LVAIC Undergraduate Women's Studies Conference will be hosted by Lehigh, March 29-30, 2012.

D. Recruitment Strategies

At the beginning of this academic year, as captured in the Sept-Nov 2011 report, the newly developed booklet entitled "*Faculty Recruitment: Best Practices for Diversity and Excellence*," was distributed to all Lehigh faculty and was posted online at: <https://advance.cc.lehigh.edu/sites/advance.cc.lehigh.edu/files/RecruitmentBookletFinal17Aug2011.pdf>. The booklet serves as a guide for best practices in long-term recruitment strategies and specific faculty searches, and includes a section on interdisciplinary hiring. It includes best practices from ADVANCE programs and other institutions, and data from interviews, survey, and focus groups with STEM faculty. The booklet is the starting point for developing a comprehensive best practices faculty search committee handbook and workshop for all search committee chairs. Also, the Vice Provost for Academic Diversity met at least once with every search committee to provide guidance in diversifying the candidate pool. This meeting is now a required step in all search processes.

In addition to the efforts above, at the start of Spring 2012, Vice Provost for Academic Diversity launched a working group charged to produce a university-wide handbook for faculty searches and develop a workshop for all academic department chairs, search committee chairs and staff program coordinators who are involved in faculty searches. The goal is to unveil the final products by Fall 2012. Also, in support of these efforts, conversations and work with the academic deans surround their role in forming a search committee within their college and the need to focus on the impact of departmental climate on faculty retention. Part of the goal is to help faculty understand the impact of faculty retention to recruitment and vice versa.

E. Lehigh ADVANCE Small Grants Programs

Lehigh ADVANCE offers two categories of small grants. The first type facilitates travel for Lehigh STEM faculty to pursue interdisciplinary collaboration and/or leadership: <https://advance.cc.lehigh.edu/news/new-small-grant-available-lehigh-stem-faculty>. Two female associate professors in STEM were awarded travel support for December 2011 and January 2012, both in pursuit of interdisciplinary collaboration. At the time of this report, a third application is pending in support of developing leadership role within the faculty member's professional society.

Recruitment Seminar Awards continue to be available from Lehigh ADVANCE. Departments received email reminders about the continued availability of this long-term grant to invite rising women scholars to provide seminars in advance of potential faculty position openings. No new applications have been processed this quarter.

F. Interdisciplinary Networking Committees

The Interdisciplinary Networking Committee (INC) is a mentoring model that is now coordinated through the Deputy Provost for Faculty Affairs office. This office also coordinates the University Faculty Mentoring Committee. INC teams were encouraged to meet over a meal in support of mutual career

development; so far 6 out of 13 active groups have met (enrollment in the program was voluntary for 1st and 2nd year faculty). Mentors and mentees will be asked to evaluate the INC program based upon advice from the External Advisors and Evaluator. Lessons learned from this process will inform the Fall 2012 groups. In addition, alternative mentoring models such as “peer mentoring” discussed by LU-WISE may be examined to ensue. Marci Levine has been invited to faculty mentoring committee meetings and activities, in this way ADVANCE remains a resource on issues of gender in the academy. This quarter, because of this interaction, it was proposed for ADVANCE to arrange for an AWIS workshop on Mentoring Relationships to coincide with the Fall 2012 INC orientation programming.

G. Review of Policy/Guidelines on Evaluating Faculty involved in Interdisciplinary Research and Teaching

The Interdisciplinary Policy/Guidelines Review Task Group, also called the Committee on Interdisciplinary Research and Teaching, chaired by Deputy Provost Vincent Munley and including two ADVANCE LT members, two tenured STEM women, and several other faculty, presented their finalized recommendations for policy/guidelines changes to Provost Farrell and the Academic Deans at a Council of Deans meeting on February 28. Subsequent to this meeting, the Faculty Personnel Committee will consider the proposal, consult with others, and then bring proposed policy changes forward for consideration by the entire University faculty.

Presented here is a very brief summary of the Committee’s recommendations regarding Reappointment, Tenure, and Promotion policies, practices, and culture at Lehigh. The committee identified three distinct categories (1, 2, and 3 below) of faculty members for whom evaluating interdisciplinary effort in research and scholarship, teaching, and service present challenges. For each category the committee identified major findings and put forth recommendations for changes in some combination of rules, procedures, and perspectives.

Category 1: Faculty Members with a Formal Joint Appointment between a Department and a second Department, Center or Academic Program.

Recommendations: Disseminate the major findings to all department chairs and center/program directors, those currently appointed and newly appointed in the future. Revise R&P Sections 2.2.3.1.6 through 2.2.3.1.9

Category 2: Faculty Members without a Formal Joint Appointment but with a Formal Commitment in their (Single) Appointment to Engage in Some Combination of Research, Teaching, and Service for a Center or Program

Recommendations: Revise R&P to state that the provisions of Section 2.2.3.1 will apply to all faculty members who hold a formal joint appointment and also to those whose current appointment letter specifies formal research and scholarship, teaching, or service commitments to another department, a center or a program. Consider adopting a policy that will allow faculty members to ‘opt in’ to being covered by the provisions of R&P Section 2.2.3.1 in RTP procedures and associate professor triennial reviews.

Category 3: Faculty Members Whose Research, Teaching, and Service Interests Have a Significant Interdisciplinary Dimension but Have Neither a Formal Joint Appointment nor a Formal Responsibility in Their (Single) Appointment to a Center or Program.

Recommendation: Request the College Deans to charge their tenure and promotion committees and departments to review, with an eye toward revising, their supplemental guidelines for tenure and promotion, focusing explicitly on how interdisciplinary achievements should be considered in RTP cases.

II. Project Management and Organization

Jeff Sands and Sibel Pamukcu remain co-directors this quarter. They are working closely with Marci Levine, project manager. The schedule of ADVANCE business meetings follows the plan established at the June 2011 Leadership Team Retreat. The Leadership Team met December 12, 2011 and February 15, 2012.

Internal Advisory Committee: The IAC members contributed feedback to the scope of the January 27, 2012 meeting with the External Advisory Committee and participated with the EAC throughout the programmed discussions. Their insights into the Small Grants Program and into University Indicator Data will be very helpful in preparing the year 2 annual report.

External Advisory Committee, which met on January 27, 2012, is chaired by Lehigh President Alice Gast and includes Susan Carlson, University of California; Jo Handelsman, Yale University; Jennifer Sheridan, University of Wisconsin; and Karen Thole, The Pennsylvania State University. Lehigh ADVANCE external evaluator Christine Pribbenow, University of Wisconsin, also attended. The purpose of the meeting was to gain specific insights about our efforts in Year 2 while thinking about preparations for the Year 3 site visit and our progress towards transformation and institutionalization. The program for the day consisted of meetings with the Leadership Team and the IAC. Several STEM women faculty joined the EAC for lunch. There were also two thematic discussions about Lehigh's transformation in the domains of recruitment and faculty evaluation and then mentoring and leadership. Some key points and recommendations from the Advisors include:

1. Recognition that future grant leadership transitions need to be well planned.
2. Activities, programs and proposed policy changes related to building a community, recruitment, retention, and mentoring appear to be on track. The local culture is important to understand and work with. The faculty will need more acculturation for the values and best practices to become embedded and institutionalized. Department Chairs are important allies in acculturation. It was suggested that perhaps the ADVANCE Chairs could be involved in this process.
3. Regarding the expected upcoming symposia, consider avoiding conflicts with our site visit, the 2013 University Academic Symposium; it will be okay to adjust the timing. Also, for the large symposium, ADVANCE should aim big and consider keynote speakers such as the head of DARPA (Regina Dugan) or the NSF Engineering Directorate.
4. For evaluation purposes, Lehigh ADVANCE should define interdisciplinarity clearly in the context of Lehigh University. Our grant will be assessed on how well suited its programs and interventions are for achieving its goals. If something isn't working, were mid-course corrections taken either by recognizing and removing barriers, or pursuing alternate paths. Lehigh should be able to tie every activity to a goal and explain the impact on STEM women (a logic model). Often multiple messengers are preferable to promote uptake of the ideas and values to the campus culture. The EAC believes awareness of the work-life balance related policies (leave policies, tenure clock extension) will be important to share with the external reviewers. The Bridge Program for Diversity should also be highlighted (as well as its impact thus far).

ADVANCE Chairs: The 2011 ADVANCE Chairs reviewed applications for the small grant programs and continued to be active participants of the Leadership Team. This January, the 2012 and 2013 ADVANCE Chairs were appointed (<https://advance.cc.lehigh.edu/news/2012-and-2013-advance-chairs-named>). Dr. Kate Arrington, Associate Professor, Psychology; Dr. Kristen Jellison, Associate Professor, Civil and Environmental Engineering, Dr. Jill Schneider, Professor Biological Sciences, and Dr. Svetlana Tatic-Lucic, Associate Professor, Electrical and Computer Engineering join the leadership team and have the prime responsibility of coorganizing the ADVANCE Academic Symposium, currently scheduled for 2013. They have established bi-weekly meetings to plan the event(s).

Communications:

Communication within sub-teams of Lehigh ADVANCE and also from Lehigh ADVANCE to the larger Lehigh community and beyond is important and is increasing the visibility of our programs and mission. Marci works with coordinators and administrators across campus to share important information. A reminder memo to all faculty advertises the availability of the ADVANCE program small grants and the continued availability of the recruitment seminar grants.. The Web Site was updated regularly by Marci Levine with:

News Stories:

- [*When the M in STEM is Mathematics and Motherhood*](#)
- [*WISE Words Magazine: Women in STEM: Past and Present*](#)
- [*2012 and 2013 ADVANCE Chairs Named*](#)
- [*Engineering Leadership Fellowship Program Applications due March 1*](#)
- [*Sigma Xi Membership Nominations Due Feb. 3*](#)
- [*Nature News Q&A with Nancy Hopkins: A passion for science without barriers*](#)
- [*Gast shares expertise at celebration of women in science*](#)
- [*Gender Bias in Award Selection*](#)
- [*Revisiting the Gender Gap in Time-Use Patterns: Multitasking and Well-Being among Mothers and Fathers in Dual-Earner Families*](#)

Events and Resources:

- [*Apply now for WIRES 2012 in Athens, Greece, March 1*](#)
- [*LU-WISE Lunch: Celebrating Lehigh's Women Scholars, March 23, 2012*](#)
- [*18th Annual LVAIC Undergraduate Women's Studies Conference, March 27-28, 2012*](#)
- [*LU-WISE Luncheon, Featuring Amber Rice & WEBS, February 23, 2012*](#)
- [*Sigma Xi Lecture: Skeletal Morphogenesis with Dr. M Kathryn Iovine, February 21, 2012*](#)
- [*Sigma Xi Lecture: Cellular Hokey Pokey with Dr. Gillian Ryan, January 27th, 2012*](#)
- [*Toward the Smart Grid, January 20, 2012*](#)
- [*New York Academy of Sciences "Celebrating Women in Science," December 10, 2011*](#)
- [*African Drumming!, December 8, 2011*](#)
- *Year 2, Interim Report 2 was posted*

The Office of the Provost distributed a memo announcing the Cluster Initiative Website:

www.lehigh.edu/cluster. Academic clusters blur the lines between disciplines and may provide the critical mass necessary to influence important new areas of scholarship.

A reminder about the self-nomination opportunity for a leadership program for STEM women in engineering (http://www.drexel.edu/engineering/programs/special_opp/ELATE/) was offered to the eligible faculty by direct mailing.

Last quarter, Lehigh ADVANCE was contacted by University Media Relations following a request from Kelsey Cruz to interview men STEM faculty who could comment on increasing representation of women in science. Dr. Hank Korth participated in a phone interview; the final news story ran on Nov 12, 2011: <http://www.scientistafoundation.com/women-in-stem-past-and-present.html>, but missed inclusion in the last report.

III. Areas of Difficulty/Resistance

One continuing challenge is the disparate departmental climates at Lehigh. ADVANCE is searching for the best mechanisms to engage the men faculty; based on numerous suggestions from members of LU-WISE, we believe this will assist with departmental climate change. The IAC advises that open communication and coordinated actions and decisions across all levels of university leadership will be important to address these subjects. Other issues are more administrative. Leadership Development component of Lehigh ADVANCE has experienced some delay owing to the personnel change; however,

Henry Odi has the support of the Leadership Team to develop a sustainable approach to facilitate faculty leadership and is utilizing the resources and survey results gathered and produced in Year 1 to fine-tune the approach. The impact of small grants programs was discussed during the January 27, 2012 meeting with the IAC and the EAC, because the overall up-take appears low. The Leadership Team is open to advice from the IAC and to improve the programs.

IV. Best New Idea/ Online Resource

Several recent actions and events have proven to be valuable resources for the Lehigh ADVANCE program. We believe several new ideas will come from or are represented by the following:

1. Members of the Lehigh ADVANCE Leadership Team and the Faculty Mentoring Committee agreed that Lehigh ADVANCE can move forward to deliver the AWIS Mentoring Workshop in Fall 2012; it will coincide with additional faculty mentoring support programming.
2. The newly restructured Council for Equity and Community (CEC) is scheduled to meet two times this semester. Marci Levine will represent ADVANCE. The CEC is a faculty, staff, and student organization, created by the president in 2008 as a standing campus-wide group to implement and sustain diversity goals and initiatives, moving Lehigh University toward realizing its vision for equity and community. This recognizes ADVANCE as a key unit involved in promoting diversity and provides an additional mechanism to effectively coordinate their work with units across campus.
3. Representatives from Lehigh ADVANCE, Human Resources, and the Provost Office participated in the online webcast series: Recruiting and Retaining Diverse Faculty on January 24 and 31, 2012, available through academicimpressions.org. The materials and presentations provided concrete examples of broadening a faculty position description and how to connect recruitment and retention.
4. The 2012 and 2013 ADVANCE Chairs have developed a strategy to deliver one small 1-day program and a larger 2-day program in place of the 2013 large academic symposium from the proposal. This will afford the opportunity to build our regional LVAIC community of STEM women in 2013 and expand to include the Mid-Atlantic state region in 2014, while avoiding schedule conflicts with other major University events.

V. Project evaluation

The internal evaluator wrote a summary of the results of the Lehigh ADVANCE Baseline Survey that was administered in May and analyzed in the fall. There were four areas in which the female faculty responses differed significantly from the male faculty. Women were somewhat less satisfied with their current positions. They also had a less positive view, generally, of their primary departments, the regard for their research in interdisciplinary programs, and their perceptions regarding fair and respectful treatment in their work environment. Regarding other aspects of the evaluation, the internal evaluator made contacts with offices in the University to arrange for the annual update of archival data collected from 2008 to 2011 on various areas of interest in order to track any impacts ADVANCE may be having in the University. This spring and summer, work will begin on gathering information about current and recent search committees, including the pool from which search committees draw their candidates, gender and ethnic information on those invited for interviews, given offers, and hired. The external evaluator was in attendance at the ADVANCE External Advisory Committee's meeting in January, and both the internal and external evaluators are working together to collect relevant information to determine the extent to which the Lehigh ADVANCE Team is meeting the goals set out in the proposal. In addition, the internal evaluator attends Leadership Team meetings and LU WISE luncheons and keeps track of the women faculty members who attend ADVANCE-sponsored events.

VI. Personnel Update

This quarter we add four new ADVANCE Chairs to our Leadership Team. Their primary responsibility is to plan the proposed Academic Symposia. There are no Staffing or co-PI changes to report this quarter.