

Interim Report for January – April 30th 2007
 NSF Institutional Transformation Award: 0548354
 Rensselaer Polytechnic Institute

Goal	Accomplishment	Players	Issues
<p>FACULTY COACH: At the level of the school, we will be working to institutionalize a Faculty Coach who will sit in on the school-level Promotion and Tenure reviews as a non-voting member and serve as an advisor for individual faculty and for the administrative leadership team. Women faculty to provide input on the departmental coach position nominees.</p>	<ol style="list-style-type: none"> 1. Dr. J. Keith Nelson has been appointed the inaugural Faculty Coach in Engineering. 2. We are in discussions with several candidates as the inaugural Faculty Coach in Science. 	<p>Keith Nelson: Faculty Coach Advisory Board: served as consultants on candidates Dr. Alan Cramb: approved the role and supported choice of candidate for SOE Ken Connor: Department Head provided release time for the candidate Dr. Wei Zhao approved the role for SOS</p>	<ol style="list-style-type: none"> a. training for Faculty Coaches b.
<p>PIPELINE HIRE: At the level of the department, we will be “priming the pump” for women’s advancement at Rensselaer with a Pipeline Hire to recruit a senior women faculty member from industry, national labs, or other nonacademic sources.</p>	<ol style="list-style-type: none"> 3. A Pipeline Search in the area of Energy and the Environment has been announced. 	<p>Timothy Wei, authored accepted proposal from Mechanical, Aerospace & Nuclear Engineering Ken Connor, authored accepted proposal from Electrical, Computer and Systems Engineering Advisory Board, reviewed proposals and made recommendation. Dr. Alan Cramb, agreed to recommendation Acting Provost Robert Palazzo, approved recommendations</p>	<ol style="list-style-type: none"> c. appointing Search Committee, d. developing ad and recruitment process, e. addressing departmental climate
<p>CAREER CAMPAIGNS: At the level of the individual, we will be supporting the advancement of women, including post-tenure and minority women, through the ranks with Career Campaigns.</p>	<ol style="list-style-type: none"> 4. Seven Career Campaigns have been funded. 	<p>Blanca Barquera, Assistant Professor of Biology Audrey Bennett, Associate Professor in Design Janice Fernheimer, Assistant Professor for Cultural investigation from Humanities Mariana Figuero, Assistant Professor in Lighting Research Tomie Hahn, Associate Professor in Electronic Arts Lupita Montoya, Assistant Professor in Environmental Engineering Ingrid Wilke, Assistant Professor in Physics.</p>	<ol style="list-style-type: none"> f. Supporting mentoring relationships g. Providing training in negotiation

Rensselaer

RAMP-UP: Reforming Advancement Processes through Institutional Transformation

Goal	Accomplishment	Players	Issues/Impact
<p>FACULTY WORKSHOPS: At the level of the individual, we will be reaching out across the university with Faculty Workshops, both to those who are candidates for advancement and those who are decision-makers in the advancement process.</p>	<p>5. The First Annual Speed Networking event was held on Feb 28.</p> <p>6. Faculty Workshops on Mentoring and Work-Life Balance were held on March 28.</p>	<p>Acting Provost Robert Palazzo, introduced Faculty Workshops</p> <p>Ken Connor, participated in Mentoring Workshop</p> <p>Keith Nelson, participated in Mentoring Workshop</p> <p>Advisory Board, participated in Workshops</p> <p>Dr. Alan Cramb, participated in Mentoring Workshop</p> <p>Career Campaign Awardees, participated in Workshops</p>	<p>h. Incorporating Speed Networking into New Faculty Orientation</p> <p>i. Executive Leadership and other faculty teams established future interests and possibilities for the RAMP-UP Campaign</p>
<p>PROJECT MANAGEMENT: Establish the Project Management structure for Ramp-Up by securing the involvement of the new Acting Provost as co-PI, establishing a weekly meeting schedule for the Project Leadership Team (Geisler and Kaminski), hiring a program administrator, and establishing the internal Advisory Board.</p>	<p>7. The Advisory Board has been established.</p> <p>8. Elizabeth Carrature has been hired as Program Administrator.</p> <p>9. The Project Leadership Team meets weekly.</p> <p>10. The Project Leadership Team meets monthly with Acting Provost Robert Palazzo</p>	<p>Dr. Robert Palazzo, Dr. Cheryl Geisler, Dr. Debbie Kaminski, Elizabeth Carrature</p> <p>Advisory: Kristin Bennett Joyce Diwan Ken Durgans Linda Layne Anotinette Mainatty Jim Napolitano Susan Scharfstein Jose Holquin-Veras</p>	
<p>COMMUNICATION: Communicate RAMP-Up objectives and activities to the campus community and beyond in a way that demonstrates leadership support, generates community interest, and contribute to the national discussion on women's advancement in the academy.</p>	<p>11. A Celebration of Women's Advancement in the Academy on March 27.</p>	<p>Graduate students, All Faculty, External invitees, Deans of each school, and select leaders Departmental Chairs Faculty senate</p>	

Goal	Accomplishment	Players	Issues/Impact
<p>ADVOCACY: Use opportunities as they arise to <i>advocate</i> for changes in policies and procedures that will improve the campus climate for the retention and advancement of women.</p>	<p>12. Five women faculty have been assisted through meetings with the Provost.</p>		

Participation Rates

Event	# of Participants
Provost’s Lunches with Women	3 lunches with about 40 participants each.
Interventions	5 women
Advisory Board Meeting	10 members have participated in 2 meetings
Key Faculty Interviews	11 interviews
Info Meeting	22 attended
Pipeline Search Proposals	3 received
Career Campaigns Proposals	10 received
Speed Networking	14 attended
Colloquy	120 attended
Dinner	63 attended
Workshops	60 attended
Webcast	253 visits

Planning for the Faculty Coach Role

A. Functions of the Faculty Coach

1. PROVIDE ADVICE AND ASSISTANCE TO FACULTY AT ALL RANKS

- PROVIDE ADVICE
- ACT AS A SOUNDING BOARD
- SERVE ALL RANKS
- DO OUTREACH
- MAKE CALLS

2. PARTICIPATE IN ADVANCEMENT REVIEWS

- REVIEW CASES
- ACT AS ADVOCATE IN CLEAR CASES
- BRING IN THE RELEVANT LITERATURE
- MONITOR PROGRESS

3. CONSULT WITH THE SCHOOL LEADERSHIP

- CONSULT WITH DEAN
- ADVISE HEADS
- CALIBRATE NEW HEADS

4. FACILITATE ADVANCEMENT

- SUPPORT MENTORING
- ADDRESS ISSUES EARLY
- ATTEND TO WORK-LIFE ISSUES
- GROOM FOR AWARDS
- BRING PEOPLE FORWARD

6. ENCOURAGE NETWORKING

- FACILITATE INTERACTION
- ORGANIZE INFORMAL GATHERINGS

B. Recompense

1 course release

C. Length

2 years initially

D. Communication and Reporting Requirements

- θ meet monthly with RAMP-Up Leadership
- θ serve on RAMP-Up Advisory Board
- θ write annual report on activities for Dean/NSF

E. Goals for Year 1

- θ Faculty Coach will introduce him- or herself to school's faculty and extend an offer to meet and advise
- θ Faculty Coach will meet with each dept chair to identify what they see as issues in advancement, areas that their faculty or they themselves could use assistance
- θ Faculty Coach will meet with all women faculty individually to assess advance opportunities
- θ Faculty Coach will review all annual reports in the school to identify prospects for advancement to associate, full, chaired professor, and national awards
- θ Faculty Coach will meet with dean on a routine basis to develop Faculty Coach role
- θ Faculty Coach will attend as a non-voting participant school P&T reviews
- θ Faculty Coach will become familiar with key literature on advancement
- θ Faculty Coach will support RAMP-Up activities at the Institute level
- θ Faculty Coach will keep in touch with other Faculty Coach

Senior Pipeline Search Request for Proposals

DEADLINE: 2/1/07

Invitation

Rensselaer will be conducting a broad Institute-level search for a woman faculty member at rank of tenured full professor from industry, national labs, or other nonacademic sources. Departments are invited to submit proposals for including of a specific area of interest in the advertising and recruitment for this search.

Rationale

With Rensselaer's recent history of strong hiring, many departments have now recruited women to the junior ranks, but lack a history of advancing women through the pipeline. This situation places junior women potentially at risk—for inadequate opportunities for joining research groups, for receiving mentoring, and for developing appropriate career models. This initiative is aimed at “priming the pump” for women's advancement at Rensselaer by recruiting senior women from industry, national labs, or other nonacademic sources. The intent is that the recruitment strategy developed here will become a model for addressing the academic glass ceiling nationally.

Information Meeting

An information meeting to help with proposal development will be held Wednesday, January 24, from 4 to 5 in the Library Conference Room. Members of the RAMP-Up! Advisory Board (see list below) will be available to provide an overview of RAMP-Up!, review information about advancement issues, and discuss proposal ideas,

Proposal Content

In no more than 3 pages, the proposal should include:

1. A description of *current department make-up* by gender and rank.
2. An analysis of *history and current climate for women* in the department and areas targeted for improvement.
3. A description of the *proposed area(s) of specialization* for the pipeline hire and an explanation of how these areas would fit into the department and institute's mission.
4. A description of *potential pools* of women candidates that could be searched and ideas concerning *search strategies* that could be employed.
5. The name of a senior faculty member who has agreed to serve on the *Institute Search committee* if the proposal is accepted.

Proposal Submission

Proposals should be submitted electronically to Cheryl Geisler by email (geislc@rpi.edu) no later than March 1, 2007. The search will be announced on March 27, 2007.

Proposal Review

Proposals will be reviewed by the RAMP-Up! Advisory Board and a recommendation made to the Provost. Criteria for review include demonstrated need for representation of senior women, track record of recruiting women, demonstrated commitment to improving the climate for women, probability of bringing search to a successful conclusion, and impact of the hire. Please feel free to contact members of the RAMP-Up! Advisory Board to discuss proposal ideas. Members include:

Cheryl Geisler, Co-chair
Deborah Kaminski, Co-chair
Kristin Bennett, Science
Jim Napolitano, Science
Joyce Diwan, Science
Susan Sharfstein, Engineering
Jose Holguin-Veras, Engineering
Antoinette Maniatty, Engineering
Linda Layne, H&SS

Ken Durgans, Provost's Office

Career Campaign Grants Request for Proposals

DEADLINE: 3/01/07

Invitation

Minority women in the tenure faculty¹ at the rank of Assistant or Associate Professor as well as other women in the tenure faculty at the rank of Associate Professor are invited to work with a mentor to secure a Career Campaign Award to enhance career success and prepare for promotion to the next rank. Funding will be awarded to a mentor-mentee pair with a strong plan for career advancement.

Rationale

Research documents that access to mentoring networks is especially important for women faculty. Career Campaign Awards, supported by RAMP-Up!, Rensselaer's NSF-funded Project for Institutional Transformation, are intended to enable women faculty to establish mentoring relationships and plan career advancement.

Information Meeting

An information meeting to help with proposal development will be held Wednesday, January 24, from 3 to 4 in the Library Conference Room. Members of the RAMP-Up! Advisory Board (see list below) will be available to provide an overview of RAMP-Up!, discuss proposal ideas, and help with establishing mentoring relationships.

Supported Activities

Each award is budgeted at \$5,000. Funding is available for at least four awards this year. The following activities may be eligible for support as part of a coherent plan for career success. This list is not exhaustive, and activities not described here may also be acceptable:

- Travel funds for activities supporting the mentee's development (e.g., to attend conferences, meet grant officers, give seminars)
- Support for teaching release
- Support for equipment and/or supplies to conduct exploratory research
- Funds to support students or staff
- Funds for software licenses or fees

In addition, support for summer days is available to the mentor to compensate for mentoring time.

Proposal Content

Each proposal must review the current position of the candidate, outline a plan for advancement, and describe the proposed activities to be supported under the grant. Maximum length of the proposal is 2 pages. A letter of commitment and support from the mentor is also required.

Proposal Submission

Proposals should be submitted electronically to Deborah Kaminski (kamind@rpi.edu) no later than March 1, 2007. Awards will be announced on March 27, 2007.

Proposal Review

Proposals will be reviewed by the RAMP-Up! Advisory Board. Please feel free to contact members of the RAMP-Up! Advisory Board to discuss proposal ideas. Members include:

Cheryl Geisler, Co-chair (geislc@rpi.edu)
Deborah Kaminski, Co-chair (kamind@rpi.edu)
Kristin Bennett, Science (bennek@rpi.edu)
Jim Napolitano, Science (napolj@rpi.edu)
Joyce Diwan, Science (diwanj@rpi.edu)
Linda Layne, H&SS (laynel@rpi.edu)
Ken Durgans, Provost's Office (durgak@rpi.edu) Susan
Sharfstein, Engineering (sharfs@rpi.edu)

Jose Holguin-Veras, Engineering (jhv@rpi.edu)
Antoinette Maniatty, Engineering (maniaa@rpi.edu)

¹ Tenure and tenure-track.

Sample Invitation

Dear Blanca,

We are writing this email to extend to you two (2) special invitations in connection with the upcoming Celebration of Women's Advancement in the Academy -- one to dinner on March 27, the other to breakout discussions the next morning. The rest of this email provides more details about these invitations.

As a woman on the faculty, we consider your participation in this event critical to its success. We also believe that you will find much that is of interest concerning the advancement process and issues. Can you let us know by return email by March 23, using the RSVP below, if you will be able to come?

Thanks!
Cheryl Geisler and Debbie Kaminski
RAMP-Up at Rensselaer

INVITATION ONE

As you have already heard, a Colloquy on Advancement Issues will be bringing three national experts on women's advancement to Rensselaer as well as guests from area colleges with an interest in women's advancement.

We would like to invite you to join us at a dinner following the colloquy to give you a good chance to meet our guests and network with each other.

The Colloquy begins at 3:00 on March 27, to be followed by a reception at 5:00 and a buffet dinner at 6:00. All will be held in the Center for Biotechnology and Interdisciplinary Studies.

INVITATION TWO

We would also like to invite you to participate in Breakout Discussions on Advancement Issues to be held the following morning. With these, we are making a special effort to create dialogue between senior and junior faculty on advancement matters. Your experience as a woman on the faculty will be invaluable in this context.

We will start with small group discussions by groups of Faculty, Heads & Deans, and Mentors to share issues and best practices and then move to cross-group dialogue to share perspectives. You may choose to join one of two Streams in the discussion: I. Making Mentoring Work or II. Balancing Work and Personal Life.

Breakfast will be available at 8:45. Discussions will begin at 9:30, adjourning by noon.

RSVP

Please let us know by replying to this email by March 23 if you can attend these important kickoff events for Rensselaer's RAMP-Up Initiative. Full details can be found at <http://rampup.rpi.edu/celebration.htm>.

_____ I plan to attend the Dinner following the Colloquy.

_____ I plan to attend the Breakout Discussions and I would like to participate in the discussion on
_____ Making Mentoring Work
_____ Balancing Work and Personal Life

¹ Tenure and tenure-track.

Ramp-Up
Faculty Discussions
March 28, 2007

9:15 Orientation
9:30 Breakout Session I
10:15 Breakout Session II
11:00 General Report
11:45 Adjourn

- Stream I: Making Mentoring Work
- Stream II: Balancing Work and Personal Life

¹ Tenure and tenure-track.

Breakout Session I

Group 1: Assistant Professors on Mentoring

Aparna Gupta	<ol style="list-style-type: none"> 1. Introduce yourself. In your experience what are the issues that you as a faculty member interested in being mentored face? 2. What are some of the best practices you have encountered in mentoring? 3. In Round 2, you will get a chance to talk with faculty who mentor. What would you really like to learn from them?
Barbara Cutler	
Blanca Barquera	
Fengran Li	
Ingrid Wilke	
Lei Chi	
Li Liu	
Matt Oehlschlaeger	
Bram von Heuvelen	
Julie Guttman	

Group 2: Associate Professors on Mentoring

Audrey Bennett	<ol style="list-style-type: none"> 1. Introduce yourself. In your experience what are the issues that you as a faculty member interested in being mentored face? 2. What are some of the best practices you have encountered in mentoring? 3. In Round 2, you will get a chance to talk with faculty who mentor. What would you really like to learn from them?
Freddy Colon	
Jian Sun	
Partha Dutta	

Group 3: Academic Leaders on Mentoring

David Gautschi	<ol style="list-style-type: none"> 1. Introduce yourself. In your experience what are the issues that you as a faculty mentor face? 2. What are some of the best practices you have encountered in mentoring? 3. In Round 2, you will get a chance to talk with faculty who are interested in being mentored. What would you really like to learn from them?
Dean Cramb	
John Harrington	
Sam Wait	
Richard Smith	
Dave Duquette	
Kathy High	
Ken Connor	

¹ Tenure and tenure-track.

Group 4: Full Professors on Mentoring

Branda Miller	<ol style="list-style-type: none"> 1. Introduce yourself. In your experience what are the issues that you as a faculty mentor face? 2. What are some of the best practices you have encountered in mentoring? 3. In Round 2, you will get a chance to talk with faculty who are interested in being mentored. What would you really like to learn from them?
John Gowdy	
Jim Napolitano	
Jose Holquin Veras	
Joyce McLaughlin	
Larry Kagan	
Michael Century	
Paul Chow	
Peter Persans	
Shivkumar Kalyanaraman	
John T. Wen	
Daniele Cherniak	
Pauline Oliveros	

Group 5: Academic Leaders on Balancing

Anderson-Gold	<ol style="list-style-type: none"> 1. Introduce yourself. In your experience what are the issues that faculty face in balancing work and personal life? 2. What are some of the best practices you have encountered in balancing? 3. In Round 2, you will get a chance to talk with faculty who have issues in work-life balance. What would you really like to learn from them?
Charlie Malmborg	
Linda McGown	
Mike Hanna	
Wei Zhao	
Christian Wetzell	
George Nagy	

Group 6: Faculty on Balancing

Jan Wendi Fernheimer	<ol style="list-style-type: none"> 1. Introduce yourself. In your experience what are the issues that faculty face in balancing work and personal life? 2. What are some of the best practices you have encountered in balancing? 3. In Round 2, you will get a chance to talk with academic leaders who have learned to balance work and personal life. What would you really like to learn from them?
Lelan Martin	
Maria Paz Guttierrez	
June Deery*	
Nancy Campbell	
Susan Sanderson	
Ted Krueger	
Paul Miyamoto	

¹ Tenure and tenure-track.

Breakout Session II

Group 1: Cross-Rank on Mentoring

Barbara Cutler	<ol style="list-style-type: none"> 1. What group did you just come from? What would you really like to learn from the other groups about mentoring? 2. What are the issues that faculty face in mentoring? 3. What are the best practices in mentoring?
Blanca Barquera	
Fengran Li	
Ingrid Wilke	
Sam Wait	
Kathy High	
Jim Napolitano*	
Joyce McLaughlin	
Daniele Cherniak	

Group 2: Cross-Rank on Mentoring

Lei Chi	<ol style="list-style-type: none"> 1. What group did you just come from? What would you really like to learn from the other groups about mentoring? 2. What are the issues that faculty face in mentoring? 3. What are the best practices in mentoring?
Bram von Heuvelen	
Julie Guttman	
David Gautschi	
John Harrington	
John Gowdy*	
Pauline Oliveros	
Michael Century	
Lei Chi	

Group 3: Cross-Rank on Mentoring

Li Liu	<ol style="list-style-type: none"> 1. What group did you just come from? What would you really like to learn from the other groups about mentoring? 2. What are the issues that faculty face in mentoring? 3. What are the best practices in mentoring?
Matt Oehlschlaeger	
Aparna Gupta	
Dean Cramb*	
Richard Smith	
Jose Holquin Veras	
Shivkumar Kalyanaraman	
John T. Wen	
Paul Chow	

¹ Tenure and tenure-track.

Group 4: Cross-Rank on Mentoring

Audrey Bennett	<ol style="list-style-type: none"> 1. Introduce yourself. In your experience what are the issues that you as a faculty mentor face? 2. What are some of the best practices you have encountered in mentoring? 3. In Round 2, you will get a chance to talk with faculty who are interested in being mentored. What would you really like to learn from them?
Jian Sun	
Partha Dutta	
Freddy Colon	
Ken Connor*	
Dave Duquette	
Larry Kagan	
Peter Persans	
Branda Miller	
Audrey Bennett	
Jian Sun	
Partha Dutta	
Freddy Colon	

Group 5: Cross-Rank on Balancing

Nancy Campbell	<ol style="list-style-type: none"> 1. What group did you just come from? What would you really like to learn from the other group about balancing work and personal life? 2. What are the issues that faculty face in balancing work and personal life? 3. What are the best practices in balancing work and personal life?
June Deery*	
Maria Paz Guttierrez	
Jan Wendi Fernheimer	
Anderson-Gold	
Charlie Malmborg	
Christian Wetzel	

Group 6: Cross-Rank on Balancing

Lealon Martin	<ol style="list-style-type: none"> 1. What group did you just come from? What would you really like to learn from the other group about balancing work and personal life? 2. What are the issues that faculty face in balancing work and personal life? 3. What are the best practices in balancing work and personal life?
Susan Sanderson*	
Ted Krueger	
Paul Miyamoto	
Linda McGown	
Mike Hanna	
Wei Zhao	
George Nagy	

¹ Tenure and tenure-track.