



RAMP-UP

Rensselaer's NSF-funded Project for Institutional Transformation

Interim Report

For Jan 1, 2009

Rensselaer Polytechnic Institute

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Communication	
G O A L	<p>PRESENTATION</p> <p>Deborah Kaminski is scheduled to give presentations to both the Department of Biology and Department of Chemical Engineering conveying the results of the Social Network Analysis. These have been difficult to schedule but and are still outstanding.</p> <p>PUBLICITY FOR PINCH HITTER NANNY SERVICE</p> <p>We discovered that our Human Resources website was not providing easily accessible information about the new Pinch Hitter Nanny Service. We have let the Provost know about the situation so he can take it up with HR. (update?)</p> <p>WEBSITE REDESIGN</p> <p>With the help from Graduate Research Assistant, Lillian Spina-Caza, our current site is now functional and accurate. She has photographed events and continues to update the current events page.</p> <p>We are in the process of redesigning in-house to improve the web site's maintainability.</p> <p>The website is very useful in our communications with faculty and administration, using it, for example, to point to readings for the planned women's T.E.A.S. (see Women's Networking).</p> <p>The Pitch Hitter flyer is now posted on our website.</p>



Faculty Workshops

G O A L	<p>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>MENTORING WORKSHOP</p> <p>Mentoring workshops to provide initial training for mentors/mentees as well as training to a cadre of leaders who will be able to provide training in the future have been set up through our faculty coaches.</p> <p>Jane Tucker and Barb Butterfield from COACH have spoken to our faculty coaches and devised a newly created workshop to focus on mentoring.</p> <p>Unfortunately, Union College and Skidmore College were not able to partner with us as we had anticipated. Although, we will look for future opportunities in an effort to collaborate with their Advance programs.</p>
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Pipeline Search

<p>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>	<p>In the face of a less than successful search last year, the search committee for the Pipeline Hire has become inactive. We believe that the search committee needs to be reconstituted with a commitment to the kind of recruitment effort this search requires.</p> <p>Dean Cramb who originally convened the search has left the Institute, replaced by Acting Dean Timothy Wei from Mechanical, Aeronautical, and Nuclear Engineering. Acting Dean Wei was involved in the Pipeline Search last year and has an interest in seeing it succeed.</p> <p>We are in the process of developing a proposal for Wei on how to restart the effort. (update?)</p>
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Faculty Coaches

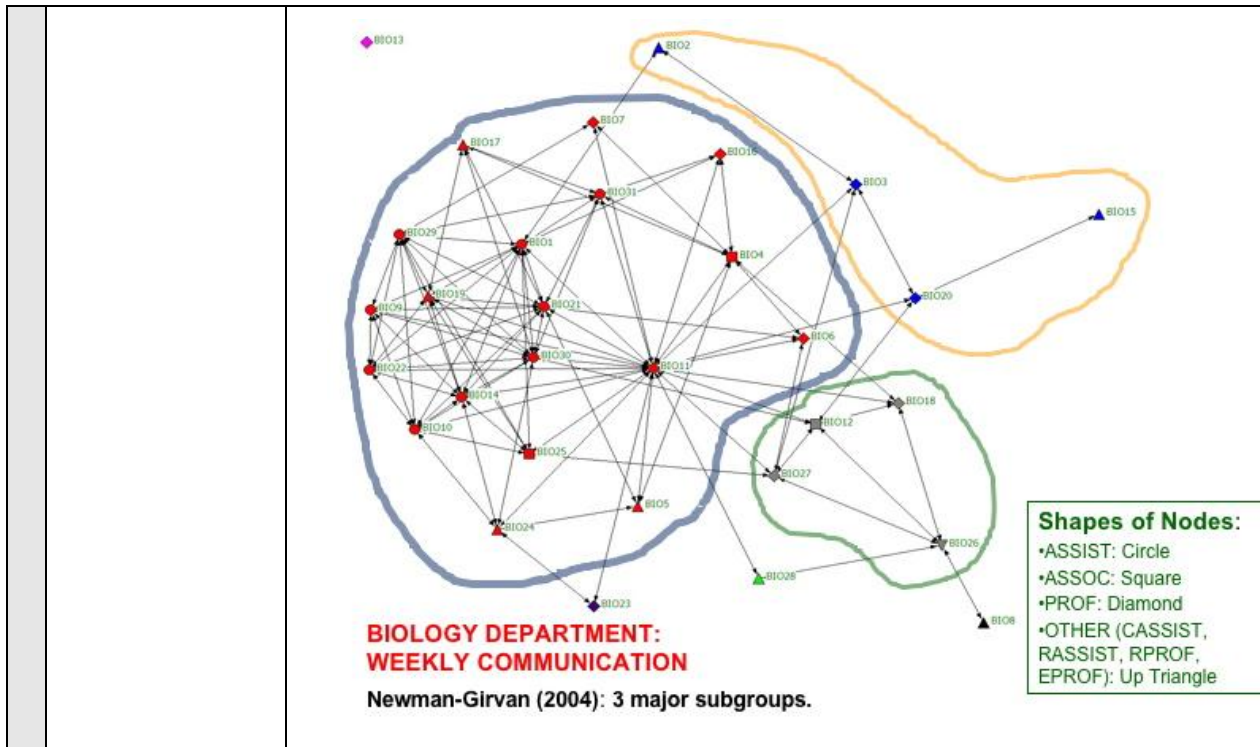


<p>G O A L</p> <p>At the level of the school, we will be working to institutionalize a Faculty Coach who will sit in on the school-level Promotion and Tenure reviews as a non-voting member and serve as an advisor for individual faculty and for the administrative leadership team.</p>	<p>FACULTY COACH IN ENGINEERING</p> <p>Linda Schadler, Professor of Materials Science and Engineering, has been named the new Faculty Coach in the School of Engineering. Schadler is one of the leading women on the campus, has served as chair of the Institute Promotion & Tenure Committee, and has been active on women's issues.</p> <p>Schadler has met with all female Assistant Professors at least once. She has introduced several faculty members to senior members in order to start conversations about potential collaboration. The biggest issue she has found is that the women faculty are isolated and not collaborating enough (on average) and that socially, things could also be better.</p> <p>Schadler also intends to work on a proposal for changed wording of P&T and 3rd year renewals for those who have taken parental leave or similar leave. Schadler feels the Acting Dean is becoming more aware of the climate issues as he spends more time as Dean and thinks they will have some fruitful conversations later this spring.</p> <p>FACULTY COACH IN SCIENCE</p> <p>Mark Holmes continues to serve as the Faculty Coach in the School of Science.</p> <p>Holmes was involved with a P&T case in School of Science, and working with the Head of Biology and the Dean of SoS to change RPI's policy for extensions on the tenure clock. Their goal was to have the Provost provide an extension for a candidate because of RPI's very slow response to equipping the candidate's lab. However, this was not successful, and the person was declined promotion.</p> <p>FACULTY COACH IN HUMANITIES, ARTS, AND SOCIAL SCIENCES</p> <p>Caren Canier, Faculty Coach in the School of Humanities, Arts, and Social Sciences has on Sept. 22 co-hosted Informational Meeting about Promotion and Tenure Process for Assistant Professors with John Harrington. On Nov. 12 She held an informal get together for all Women Faculty in HASS. Nov. 5th Canier facilitated a mentoring session with a faculty member to discuss P&T</p>  <p>Canier has also coordinated another</p>
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	<p>informational meeting for both the School of Humanities and School of Architecture with their respective Deans and Provost Robert Palazzo to glean a better understanding of criteria needed to become full professor. This event is scheduled for April 1st.</p>
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Department Cultural Change	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">G O A L</p> <p>At the level of the department, we aim to transform the culture of departments to make them more supportive places for women faculty.</p>	<p>SOCIAL NETWORK ANALYSIS</p> <p>(need update on status) We are continuing to refine our analysis of the social networks of the four departments awarded cultural change grants last year.</p> <p>In particular, under the guidance of Lei Chi, Assistant Professor of Management, we are using the Newman-Girvan (2004) model to identify cohesive sub-groups within each department, based on data collected at the start of the project. As shown by the sample below, this technique identifies major subgroups in the departments, in this case, based on weekly communication.</p> <p>We will be presenting the results of our analysis in meeting with the departments this fall and repeating our data collection to document changes this spring.</p> <p>We plan to issue an RFP for additional department change proposals later this semester. We note that two departments who expressed interest last time but were ineligible because they had hired no women (Decision Sciences & Engineering Systems and Earth & Environmental Sciences) are now eligible because of new hires this fall.</p>



Career Campaign Awards	
G O A L	<p>Our Career Campaign Award winners from the past two years continue to work on their projects. Some notable highlights:</p> <ul style="list-style-type: none"> • Lupita Montoya was able to attend an international conference on Indoor Air Quality and Climate in Denmark using the Career Campaign Award funds. She presented a paper and more recently submitted a journal paper based on that work. It is now under review. • Aparna Gupta and her mentor have submitted a paper to a conference, titled: Impact of Compensation Structure and Managerial Incentives on Bank Risk Taking: Evidence from US and Europe. She should hear back by mid-March of acceptance. • Jan Fernheimer published an article and a book review in the Rhetoric Society Quarterly January 2009 issue, and has an article coming out in the Spring issue of Computers and Composition Online. She completed her visiting fellowship. She gave two presentations over the December break—one at AJS, and one at MLA. Fernheimer passed her third year review at the department level.



- Mariana Figueiro goal for this award was for her to be able to travel and form collaborations with clinicians, which she did. An NIH R21 proposal was funded this past September for her to work with Dr. Philip Sloane at University of North Carolina, Chapel Hill to look at the impact of blue light on sleep quality of Alzheimer's disease patients. The work just started. Figueiro has also been working with Dr. Patricia Higgins and Dr. Thomas Hornick from Case Western University and the VA Hospital on the same topic. They have submitted two proposals and they are pending. Apart from that, her grant funds have been used and she continues by following up on the work that started with the money from the grant.

- Blanca Barquera has published a number of peer review papers; Peer-reviewed papers:

1. *Juárez, O., *Morgan, J.E., and ***Barquera, B.** 2009. The electron transfer pathway of the Na⁺-pumping NADH:quinone oxidoreductase from *Vibrio cholerae*. J. Biol. Chem. Accepted.

2. *Juárez, O., Nilges, M. J., *Gillespie, P., *Cotton, J., and ***Barquera, B.** 2008. Riboflavin is an active redox cofactor in the Na⁺-pumping NADH:quinone oxidoreductase (Na⁺-NQR) from *Vibrio cholerae*. J. Biol. Chem. **283**:33162-33167.

3. *Backiel, J., *Juárez, O., *Zagorevski, D.V., *Wang, Z., Nilges, M.J., and ***Barquera, B.** 2008. Covalent binding of flavins to RnfG and RnfD in the Rnf complex from *Vibrio cholerae*. Biochemistry. **47**:11273-11284.

She has been invited to speak at the following conferences:

May 26, 2008. Department of Biochemistry. Michigan State University. "Na⁺- bioenergetics: Enzymes that use Na⁺ instead of H⁺ as a chemiosmotic currency." Host: Dr. Shelagh Ferguson-Miller.

September 12, 2008. Nano Conference. RPI. "Molecular ion pumps".

November 14, 2008. Molekulare Mikrobiologie & Bioenergetik. Institut für Molekulare Biowissenschaften. Goethe-Universität. Frankfurt, Germany. Host: Dr. Volker Muller.



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	<ul style="list-style-type: none">• Audrey Bennett's October Conference, GLIDE, was funded by the American Institute of Graphic Arts and a success. She is now editing a special issue of the journal Visible Language on the conference's theme--global interaction in design education. She is also working on the further dissemination of the conference proceedings by way of social networking and digital entertainment venues.
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Women's Networking

T.E.A.S. – TEACHING EXCELLENCE IN ACADEMIA SEMINARS



At the level of the individual, we aim to strengthen the networking ties among the women faculty and provide them with a forum in which they can discuss issues important to their professional development.

**G
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Our T.E.A.S have been a tremendous success thus far. We have conducted two topic driven events during the fall. The first of these was focused on "Self-Promotion: A Key to Advancement." The discussion was led by a panel of highly respected and seasoned professors from our campus; Drs. Natacha DePaola, Mark Holmes, Kristin Bennett, & Cheryl Geisler. The panelists discussed their personal journeys to full Professor status and what it took to advance in their respective careers.

ABSTRACT:

Academic success is partially measured by external recognition such as invited lectures, awards, citations, grant panels, editorships, and professional leadership positions. Promotion and tenure depend on letters showing that important people recognize your contribution. How do we achieve this external recognition? What are effective strategies for networking to spread one's ideas, work, and existence to the profession community? Is this shameless self-promotion or part of our job? How do we balance getting the word out versus getting the research done? We will use a panel format featuring successful RPI professors to explore these questions. Bring your self-promotion experiences for discussion and take home some new ideas on how to help advance your career.



The second TEAS in November centered the discussion on **“Effective Teaching on a Shoestring.”** Marie-Pierre Huguet, Senior Course Developer at Rensselaer was the speaker.

Abstract:

In an academic environment that promotes research, service, and teaching, how do we maximize the little time and resources to do it all? What are some of the strategies, tools, and resources available to us on campus? In this second installment of RAMP-Up T.E.A.S, we shift our focus on the classroom. After a brief overview of the resources available to us, such as the course development team, Multimedia Services, Library, and LMS Support, we will discuss some of the tools, techniques, and technologies also available to us, such as course design models, learning management systems, synchronous and asynchronous tools, Web 2.0 technologies (such as podcasting, blogs, and wikis), media creation tools, and assessment tools, such as IDEA.



The spring T.E.A.S. schedule is as follows:

- Mar 4th – “Perspectives from President Shirley Ann Jackson: Managing for Success”
- Mar 18th – MacArthur ‘GENIUS’ Fellows Drs. Claire Gmachl and Sally Temple for a discussion on “Creativity and Productivity in Research”
- April 29th – A panel examining "Collaboration and Interdisciplinary Research"



Institutionalization	
G O A L	<p>At the level of the institute, we aim to reform institute advancement processes to make them more transparent and more fair</p>

DIVERSITY TASK FORCE

(need update) Following the departure at the end of last year of the Vice-Provost for Institute Diversity, the President has asked for a full-scale review of Rensselaer's diversity efforts. The plan is to have a Diversity Task Force review and make recommendations by the end of the year.

SPACE

(need update) In response to the need to find visible space for RAMP-Up, there has been a delay in accessing this new space as there has been campus wide turnover in terms of jobs and delegations of responsibilities in response to the nationwide economic downturn. We anticipate some movement on this front in the near future.

Institute Advancement Reform	
G O A L	<p>At the level of the institute, we aim to reform institute advancement processes to make them more transparent and more fair</p>

INTERIM FACULTY COMMITTEES

(need update on governance) In the face of a continued lack of agreement about the reformulation of the Faculty Senate following its dissolution by the Board of Trustees, the Provost held school-based elections for interim committees this fall.

As a result of an email from RAMP-Up urging tenured women to get involved, women were elected to all committees; and the Faculty Handbook and Grievance Committee — which may eventually be called upon to revise the Handbook — is three-fifths women.

MEETING WITH PRESIDENT

(need assessment of meeting) A meeting of the senior women with the President to follow up on recommendations made at our meeting last June is scheduled for November 24.



Project Leadership	
G O A L	<p>Our goal here is to lead the project with credibility and efficiency and to involve the campus.</p> <p>FACULTY COACHES</p> <p>Our Faculty Coaches have increased in number and name. Linda Schadler has taken Keith Nelson's place as in this role for the School of Engineering. Caren Canier is a new addition this year for the School of Humanities , Arts & Social Sciences. Mark Holmes remains in his position as coach for the School of Science.</p> <p>STUDENT SUPPORT</p> <p>Two students are being supported this Spring. Kimberly Vile, a junior in Nuclear Engineering, is assisting Kaminski with data collection in the cross-university cohort study (see below). Lillian Spina-Caza, a PhD student in Communication and Rhetoric with a background as a film producer, is assisting Geisler with web site development, publicity, and an expanded 13+ Club analysis.</p> <p>PROGRAM ASSISTANT</p> <p>A half-time program assistant position has been hired to assist Angela McNerney, Project Director. Penelope Darling has started in this position and is handling the logistics of event planning and various administrative duties.</p>



Evaluation	
<p>G O A L</p> <p>At the end of two years, we expect to deliver evaluation reports to NSF for each of our first two years of effort.</p>	<p>CLIMATE SURVEY</p> <p>(has this gone out?)At the recommendation of the External Site Review, we are planning a climate survey for this year. A review of available instruments has led us to consider a modification of the Faculty Survey developed at MIT and available through the Association of American Universities Data Exchange.</p> <p>We plan to review this survey with the RAMP-Up Advisory Board this month to produce an instrument of manageable size. We will then use a survey service independent of Rensselaer to collect the data.</p> <p>COHORT STUDY</p> <p>(need update)Kaminski is in the data collection phase of a cohort study comparing 20 institutions, 10 ADVANCE and 10 non-ADVANCE, in terms of retention and advancement of women.</p> <p>13+ CLUB STUDY</p> <p>(Need update)Geisler has been working to replicate the 13+ Club analysis of a similar group of institutions.</p> <p>SOCIAL NETWORK ANALYSIS</p> <p>See Department Cultural Change above.</p>



Dissemination	
G O A L	We conduct research to develop methods to document patterns of advancement in the academy.