Enhancing the Visibility and Leadership of Female STEM Faculty Beyond the Research University

Kerry K. Karukstis
Professor of Chemistry
Harvey Mudd College
COLLABORATIVE RESEARCH FOR HORIZONTAL MENTORING ALLIANCES

Facilitating the advancement of senior women chemistry and physics faculty members at liberal arts institutions to the highest ranks of academic leadership

National Science Foundation ADVANCE Partnerships for Adaptation, Implementation, and Dissemination (PAID) Awards: NSF-HRD-061840, 0619027, 0619052, and 0619150
October 2006 - September 2010
PRINCIPAL INVESTIGATORS

KERRY KARUKSTIS, HARVEY MUDD COLLEGE, CLAREMONT, CA

BRIDGET GOURLEY, DEPAUW UNIVERSITY, GREENCASTLE, IN

LAURA WRIGHT, FURMAN UNIVERSITY, GREENVILLE, SC

MIRIAM ROSSI, VASSAR COLLEGE, POUGHKEEPSIE, NY

Left to right: Miriam Rossi, Laura Wright, Bridget Gourley, & Kerry Karukstis
OUTLINE

• What are the characteristics of liberal arts colleges that influence faculty roles and responsibilities?

• What faculty recruitment and career development practices and policies currently exist at the department and institutional level?

• How can a horizontal mentoring strategy provide senior women STEM faculty at liberal arts colleges with the faculty development resources that they need?

• How has this NSF-ADVANCE-PAID project begun to impact departmental and institutional policy development?
Characteristics of Many Liberal Arts Colleges that Influence Faculty Roles & Responsibilities

- A primary emphasis on **individualized instruction** with **extensive interaction between faculty and students** and among students to foster a community of scholars
- A **broad curriculum** designed to develop knowledge and understanding of the humanities, sciences, and the arts
- A conscious decision to remain small – **low total enrollment, small class sizes, low student-faculty ratios**
- A **faculty that is dedicated to teaching undergraduates**
- A focus on **residential community**
- A commitment to faculty scholarship with the idealized model of **collaborative student-faculty research and scholarship**
- An emphasis on **faculty governance**
Common Current Faculty Recruitment and Professional Development Practices and Policies at Liberal Arts Colleges

**TEACHING**
- Reduced teaching load in the 1st year

**SCHOLARSHIP**
- Research start-up packages
- Junior faculty sabbatical – 3rd or 4th year

**SERVICE**
- Reduced service & advising expectations in the 1st year

**FACULTY DEVELOPMENT**
- New faculty orientation and mentoring programs

**ADDITIONAL FACULTY BENEFITS**
- Housing assistance programs
- Family/parental leave
Observation:
The majority of faculty development programs and practices on liberal arts campuses today focus on junior faculty.

Hypothesis:
Faculty development programs that are faculty-driven, “bottom up” propositions rather than “top down” impositions are more consistent with the governance structure of liberal arts colleges and likely to be more effective and better received.

Query:
Where do senior faculty at liberal arts colleges, particularly women full professors in STEM fields, find the career development resources and mentors that they might seek?
Why do senior women - even successful women - seek mentoring?

• Both the professional challenges that we face as well as our career aspirations can change over time.

• New personal challenges might surface that impact our professional lives.

• Any support structure that might have existed earlier in our career may no longer be available or effective.

• Everyone benefits from the exchange of ideas and the interactions with colleagues.

• Established faculty members may neglect their own professional development as the review aspects of the promotion and tenure process are no longer required.
Limitations of the Liberal Arts College Environment for Senior Faculty Development

“I miss the company of other women that like science. It’s nice to be able to just have casual conversations about some of the day-to-day challenges that you’re up against, that may not be earth-shattering, but just to be able to share those experiences and hear different ways to go at it; to meet and get to know people from other institutions, to hear other ways of doing it, because we don’t have frequent sabbaticals, and we don’t get a lot of new blood in through the department and so it’s a way to get alternate perspectives and things like that. I think women in liberal arts institutions can be extremely isolated because we’re in two- to four-member departments generally out in the middle of nowhere with very few other white-collar professionals in the community and you can just really get so pigeon-holed in your own little job and keeping up with what you’re doing….”

- a project participant
Senior women in chemistry at the top liberal arts campuses are rare: 57% of campuses have no senior women chemists; 89% of campuses have 0 or 1 female full professor in chemistry.
Women Full Professors in Physics at the US News & World Report "Top 100" Liberal Arts Colleges as of Academic Year 2006-2007

Senior women in physics at the top liberal arts campuses are extremely rare: 82% of campuses have no senior women physicists; 98% of campuses have 0 or 1 female full professor in physics.
### ALLIANCE PARTICIPANTS

<table>
<thead>
<tr>
<th>Alliance #1</th>
<th>Chemistry</th>
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<tbody>
<tr>
<td>Sunhee Choi</td>
<td>Middlebury College</td>
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<tr>
<td>Bridget Gourley</td>
<td>DePauw University</td>
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<tr>
<td>Kerry Karukstis</td>
<td>Harvey Mudd College</td>
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<tr>
<td>Miriam Rossi</td>
<td>Vassar College</td>
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<td>Laura Wright</td>
<td>Furman University</td>
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<th>Alliance #2</th>
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<tr>
<td>Janis Lochner</td>
<td>Lewis and Clark College</td>
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<tr>
<td>Julie Millard</td>
<td>Colby College</td>
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<tr>
<td>Nancy Mills</td>
<td>Trinity University</td>
</tr>
<tr>
<td>Joanne Stewart</td>
<td>Hope College</td>
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<td>Melissa Strait</td>
<td>Alma College</td>
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<tr>
<th>Alliance #3</th>
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<tbody>
<tr>
<td>Ruth Beeston</td>
<td>Davidson College</td>
</tr>
<tr>
<td>Jill Granger</td>
<td>Sweet Briar College</td>
</tr>
<tr>
<td>Darlene Loprete</td>
<td>Rhodes College</td>
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<td>Leslie Lyons</td>
<td>Grinnell College</td>
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<td>Carol Ann Miderski</td>
<td>Catawba College</td>
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<td>Cindy Blaha</td>
<td>Carleton College</td>
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<tr>
<td>Amy Bug</td>
<td>Swarthmore College</td>
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<tr>
<td>Anne Cox</td>
<td>Eckerd College</td>
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<tr>
<td>Linda Fritz</td>
<td>Franklin &amp; Marshall College</td>
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<tr>
<td>Barbara Whitten</td>
<td>Colorado College</td>
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GEOGRAPHICAL DISTRIBUTION OF ALLIANCE MEMBERS

Alliance #1  Alliance #2  Alliance #3  Alliance #4
## ALLIANCE MEETINGS TO DATE

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<tr>
<th>Alliance #</th>
<th>Date</th>
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<tr>
<td>1</td>
<td>January 12-14, 2007</td>
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<td>March 22-24, 2007</td>
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<td>June 11-13, 2009</td>
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<td>June 24-26, 2008</td>
<td>Buena Vista, CO</td>
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<td>Network Gathering</td>
<td>April 5, 2008</td>
<td>New Orleans, LA</td>
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<tr>
<td></td>
<td>March 22, 2009</td>
<td>Salt Lake City, UT</td>
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![Alliance #1 in Chicago, October 2008](image1)

![Alliance #2 in Portland, June 2007](image2)

![Alliance #3 in Memphis, June 2009](image3)
PROFESSIONAL DEVELOPMENT FOCUS OF EACH ALLIANCE

• **Alliance #1** – Leadership and Visibility on Campus and in Professional Societies

• **Alliance #2** – Creation of Career Development Resources

• **Alliance #3** – Exchange of Expertise and Best Practices

• **Alliance #4** – Career Directions at Liberal Arts Colleges
PERSONAL VALUE OF THE HORIZONTAL MENTORING EXPERIENCE

From initial surveys and in-depth formative interviews with alliance members by our project evaluator Anne-Barrie Hunter, Co-Director, Ethnography & Evaluation Research, UC-Boulder, some findings to date include:

Alliance members overwhelming view their horizontal mentoring experience as highly valuable.

• Participants feel as though they are “among equal peers” with the “sharing of advice and ideas;” they experience “genuine support” for both their “professional and personal lives;” they “face the same challenges;” they value hearing a “different perspective, an outside viewpoint;” alliance members have “become friends,” they “trust one another.”

• Horizontal mentoring is “a different kind of mentoring you don't get anywhere else.” Participation has “increased their confidence” and encouraged them to think about their own professional development.
# IMPACT ON PROFESSIONAL LIVES OF PROJECT PARTICIPANTS

## Confidence to Seek Leadership Positions
- Department Chair
- ACS Local Section Chair
- President, Secretary, & Executive Board
- Member of Professional Organizations
- Chairs on leading Faculty Committees

## Encouragement to Seek/Accept External Recognition
- Fulbright Fellowship
- CASE State Professor of the Year
- Professional Society Service Award

## Visibility and Recognition on Campus
- Endowed Professorships
- Award for Meritorious Teaching
- Distinguished Professorship in recognition of sustained excellence in teaching and service
- Inaugural Award for Institutional Service

## Support to Pursue New Directions
- Reinvigoration for research and sabbaticals in new research fields
- Search for VP academic affairs positions
DEVELOPMENT OF CAREER RESOURCES FOR THE BROADER ACADEMIC COMMUNITY

Strategic Career Planning Workshop at Colby College, June 2009

Future monograph from summit meeting on horizontal mentoring strategies for academic women to be held in Washington, D.C. on June 3-5, 2010.
IMPACT ON CURRICULA

Catawba College – Carol Ann Miderski – Alliance #3

Carol Ann successfully uses alliance information exchange to achieve a reduction in teaching loads for science faculty at her institution.

Sweet Briar College- Jill Granger & Davidson College – Ruth Beeston - Alliance #3

Jill and Ruth co-teach Chemistry by Inquiry: Art and Science for high school teachers – leads to a new Chemistry & Art course and new teacher outreach efforts at Davidson.

Sweet Briar College- Jill Granger - Alliance #3

PAID project supports a visiting speaker to provide professional development for faculty in the form of information about significant contemporary interdisciplinary research questions and career paths and internship opportunities for students. Science faculty subsequently created an action plan to increase opportunities for interdisciplinary collaboration between departments for curriculum development, faculty research, and student mentoring.
CAMPUS OUTREACH EFFORTS

Colby College
Julie Millard - Alliance #2

A Strategic Career Planning workshop led by Dr. Suzanna Rose of Florida International University was held on July 24 and 25, 2009 for Alliance #2 in the NSF-ADVANCE project in collaboration with Colby’s Forum for Women in Science. The workshop included individual career planning meetings with Dr. Rose and sessions on negotiation and brainstorming on critical career issues.

Furman University
Laura Wright - Alliance #1

Lunch for the women STEM faculty in July 2008 to discuss a variety of issues including the low numbers of female STEM junior faculty. As a result of the lunch, the women at Furman began a book discussion group that meets monthly to work on leadership development and to discuss ways to enhance each of their positions at the University.

Eckerd College
Anne Cox - Alliance #4

Reading club of the STEM women during the Fall 2008 semester to discuss the volume Challenge of the Faculty Career for Women: Success and Sacrifice. The overall group broke into triads that included two women in the natural sciences and one in the behavioral sciences, with one tenured woman in each group. The triads met every two weeks and the entire group of 12 women faculty members gathered at the end of the semester to reflect on the experience.

Swarthmore College
Amy Bug - Alliance #4

Meeting of the junior and senior women faculty members in STEM fields with the Associate Provost on November 10, 2008 to identify the specific needs of pre-tenure faculty that the institution or senior faculty might be able to fulfill.
Women Chemists Web: Women Helping Women Make Connections for Success

You are cordially invited to join women chemists from local four-year colleges for an afternoon of networking and discussions about career challenges and opportunities.

As women faculty in small Chemistry Departments, we have many opportunities to be "only," such as the only woman in the department or the only one to teach your flavor of chemistry.

This gathering is focused on reducing the "lone" nature of "only" by getting lots of us together from across the region. During the afternoon, we will participate in small group discussions centered around an assortment of career-oriented topics.

Hopefully, these conversations will help us get to know one another better and will provide a source of outside perspective, fresh ideas, and alternative strategies for facing the academic, professional, and personal challenges encountered in small college environments.

Please contact me, Carol Ann Miderski, by e-mail "cmiderski@catawba.edu" to let me know whether or not you will be able to attend.

With your help, I would like to put together a resource network of women chemists in the area with information that you are willing to share.

Catawba College is located off I-85 about halfway between Charlotte and Greensboro. For directions go to http://www.catawba.edu/about/directions.asp

We will be meeting in the Center for the Environment, room 300. Signs will be posted showing where to park and guiding you to the meeting room. Following the meeting, guests are welcome to tour the Chemistry Department.

[Event Details]

CAMPUS OUTREACH EFFORTS
Catawba College – Carol Ann Miderski – Alliance #3

Friday, October 9
2:00—5:00 pm
Catawba College
Salisbury, NC
Gender Equity Scorecard - A Database focused on Liberal Arts Institutions

Our horizontal mentoring strategy aims to advance senior women faculty members at liberal arts colleges to the highest ranks of academic leadership.

Our project is compiling data on the status of STEM women faculty at liberal arts colleges - a “Gender Equity Scorecard”.

The impetus for establishing this database is the 2006 AAUP publication on gender equity indicators. AAUP Faculty Gender Equity Indicators 2006, http://www.aaup.org/NR/rdonlyres/63396944-44BE-4ABA-9815-5792D93856F1/0/AAUPGenderEquityIndicators2006.pdf.

This information has already been vital in conversations with administrators on several alliance members’ campuses.
### Gender Equity Indicator – Faculty Salaries

#### Female Avg Salary as % of Male Avg Salary

<table>
<thead>
<tr>
<th></th>
<th>Full</th>
<th>Associate</th>
<th>Assistant</th>
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</thead>
<tbody>
<tr>
<td>All Project Institutions</td>
<td>78.3 - 100.9%</td>
<td>89.7 - 107.9%</td>
<td>86.4 - 103.0%</td>
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<tr>
<td>Avg of Project Institutions</td>
<td>90.6%</td>
<td>100.0%</td>
<td>98.1%</td>
</tr>
<tr>
<td>Avg of Priv. Ind. Baccalaureate Institutions in AAUP Survey</td>
<td>95.4%</td>
<td>98.5%</td>
<td>98.1%</td>
</tr>
<tr>
<td>Project Inst. “A”</td>
<td>81.6%</td>
<td>98.7%</td>
<td>101.3%</td>
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**Project Institution “A”** – Vice President of Academic Affairs is leading discussions on gender equity in full professor salaries at the Department Chairs Committee level (currently an all-male committee)
**Gender Equity Indicator – % Women STEM Faculty**

<table>
<thead>
<tr>
<th>% of Tenured and Tenure-Track Women STEM Faculty</th>
<th>Full</th>
<th>Associate</th>
<th>Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Project Institutions</td>
<td>6.3 – 45.5%</td>
<td>89.7 - 107.9%</td>
<td>86.4 - 103.0%</td>
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<tr>
<td>Avg of Project Institutions</td>
<td>22.2%</td>
<td>31.9%</td>
<td>44.4%</td>
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<tr>
<td>Project Inst. “A”</td>
<td>17.1%</td>
<td>43.8%</td>
<td>52.9%</td>
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<tr>
<td>Project Inst. “B”</td>
<td>12.1%</td>
<td>27.3%</td>
<td>10.0%</td>
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**Project Institution “A”** – Currently examining success in recruiting and hiring female faculty in STEM fields to address hiring practices for a more racially-diverse faculty.

**Project Institution “B”** – Discussions of the project participant with the Vice President for Academic Affairs have raised awareness of poor representation of STEM junior women faculty. Situation highlighted in campus newspaper.
CONCLUSIONS: Impact on personal and professional lives of alliance members.

Most commonly cited benefits include:

• sharing and receiving advice and support of peers
• increased confidence to speak up for oneself and accept due recognition for professional work and contributions
• permission to focus on one’s professional goals
• genuine friendships that will last beyond the initiative
• transfer of gains and lessons learned to one’s own institution
• opportunities for professional collaboration
• relief of isolation
• opportunity to expand professional interests
CONCLUSIONS: Impact on departments and/or institutions.

- new leadership provided by alliance members at both department and institutional level
- reduced teaching loads at one institution
- introduction of a new interdisciplinary course at one institution

CONCLUSIONS: Impact of campus outreach efforts

- opportunities and venues for discussions on career issues and career planning
- influence on new faculty orientation
- raised awareness of equity issues in hiring and salaries
ACKNOWLEDGMENTS

We gratefully acknowledge the support for this project from:

Collaborative NSF-ADVANCE-PAID Awards HRD-061840, 0619027, 0619052, & 0619150

ProjectEvaluator Anne-Barrie Hunter, Co-director, Ethnography & Evaluation Research, University of Colorado, Boulder
DePauw University, Harvey Mudd College, Furman University, and Vassar College
Andrew W. Mellon Foundation Interinstitutional Initiative Grant for Faculty Career Enhancement

www.hmc.edu/nsfadvance
laura.wright@furman.edu
kerry_karukstis@hmc.edu
rossi@vassar.edu
bgourley@depauw.edu
Impact of a Single Campus Outreach Effort

Harvey Mudd College women faculty participate in Inside Higher Ed Audio Conference on “Challenges of the Faculty Career for Women: Success and Sacrifice” by Maike Ingrid Philipsen – June 17, 2008

Questionnaire developed to explore issues cited in “Challenges of the Faculty Career for Women”

Questionnaire completed at meetings of alliances #1, 3, & 4 in 2008-09

Women faculty at 4 campuses complete questionnaire and participate in related outreach activities during 2008-09

Sweet Briar College
SMET Women design Faculty Development Workshop on Interdisciplinary Curricula

Swarthmore College
Women faculty meet with associate provost to discuss climate for women

Harvey Mudd College
July 2009 - A new listserve is established to open communications among the HMC community on children and parenting

Eckerd College
Women faculty organize discussion group on Philipsen book

Eckerd College
July 2009 - Questionnaire results are considered in design of new faculty orientation, particularly to aid faculty in developing research plans
### Percentage of Faculty Members Satisfied with Compensation and Aspects of Career, by Academic Rank and Gender

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<th>FULL</th>
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<td>Salary</td>
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<td>Overall job satisfaction</td>
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<td>Teaching load</td>
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<td>49.2</td>
<td>55.1</td>
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<td>Opportunity for scholarly pursuits</td>
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<td>66.0</td>
<td>42.1</td>
<td>53.9</td>
<td>46.0</td>
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Source: Higher Education Research Institute, 2007–08 Faculty Survey.

Survey of 22,562 full-time faculty at 372 four-year colleges & universities
Top Career Needs for Senior Women Faculty in Our ADVANCE-PAID Project

• Reevaluate roles and rewards to align what people are asked to do with how they are rewarded for it (94%)

• Provide more resources to help faculty make decisions and learn to balance (94%)

• Increase institutional attention (e.g., release time, load adjustments) for elder care (88%)
Observation:

The majority of faculty development programs and practices on liberal arts campuses today are focused on junior faculty.

Observations #2:

Senior faculty development practices, if they exist, are often met with skepticism and fear. The implications of “post-tenure review” and efforts aimed at “faculty vitality and renewal” suggest that faculty are outdated, no longer engaged, and not contributing to their institutions or their professions.

Hypothesis:

Given that compelling evidence demonstrates that both formal and informal mentoring practices are effective in promoting career advancement for women, mentoring for senior women faculty would also enable professional advancement and leadership opportunities.
VALUE OF THE HORIZONTAL MENTORING EXPERIENCE

• Alliance members overwhelmingly view their horizontal mentoring experience as highly valuable. Participants feel as though they are “among equal peers” with the “sharing of advice and ideas;” they experience “genuine support” for both their “professional and personal lives;” they “face the same challenges;” they value hearing a “different perspective, an outside viewpoint;” alliance members have “become friends,” they “trust one another.” Horizontal mentoring is “a different kind of mentoring you don't get anywhere else.” Participation has “increased their confidence” and encouraged them to think about their own professional development.
The Value of Mentoring for Women STEM Faculty Members

- The underrepresentation of women in almost all science and engineering fields is well-documented.

- One strategic effort to broaden the participation of women in the technical workforce is to increase the advancement of women faculty in STEM fields.

- Compelling evidence demonstrates that both formal and informal mentoring practices are effective in promoting career advancement for women.
CAMPUS OUTREACH EFFORTS

Harvey Mudd College
Kerry Karukstis - Alliance #1

Gathering of the women STEM faculty on July 17, 2008 to listen to the Inside Higher Ed Audio Conference “Faculty Careers for Women” presented by Maike Ingrid Philipsen, author of *Challenges of the Faculty Career for Women: Success and Sacrifice* (Jossey-Bass, San Francisco, 2008). Monthly lunch meetings of the women STEM faculty during the Fall 2009 semester to discuss *Challenges of the Faculty Career for Women: Success and Sacrifice* and possible faculty development implementation plans on campus. As part of this initiative, a questionnaire was created to explore issues cited in *Challenges of the Faculty Career for Women*.

Sweet Briar College
Jill Granger - Alliance #3

Science faculty expressed a concern that campus programs and senior faculty were not keeping up with the growing interdisciplinary nature of science. A decision was made to invite an external speaker to campus to provide professional development for faculty in the form of information about significant contemporary interdisciplinary research questions and to highlight career paths and internship opportunities for students. Dr. Brett Tyler, Professor of Plant Pathology and Physiology and Chair of the Admissions Committee for the Interdisciplinary Ph.D. Program in Genetics, Bioinformatics, and Computational Biology (GBCB) at the Virginia Bioinformatics Institute (VBI), visited on April 6, 2009. He presented a talk entitled Transdisciplinarity: The face of modern biology. How you can prepare for it. A subsequent discussion meeting of the science faculty was held on April 16, 2009 to develop an action plan to increase opportunities for interdisciplinary collaboration between departments for curriculum development, faculty research, and student mentoring.
## IMPACT ON CURRICULA

Carol Ann Miderski (Catawba College) successfully uses alliance information exchange to achieve a **reduction in teaching loads for science faculty at her institution**.

Jill Granger (Sweet Briar) and Ruth Beeston (Davidson College) co-teach Chemistry by Inquiry: Art and Science for high school teachers – **Leads to a new Chemistry & Art course and new teacher outreach efforts at Davidson**.

PAID project supports a visiting speaker on the Sweet Briar campus to provide **professional development for faculty in the form of information about significant contemporary interdisciplinary research questions** and to highlight career paths and internship opportunities for students. Science faculty subsequently created an **action plan to increase opportunities for interdisciplinary collaboration between departments for curriculum development, faculty research, and student mentoring**.