

2008 Activity Report: Director of Faculty Development

Submitted by Greg Reihman, Ph.D.

One's work in faculty development most often involves one-on-one work with individual faculty. As a result, successes are best seen in stories describing transformational events or projects, some of which I describe in my Lehigh Lab Notes column. Most successes however, are either private (outcomes of confidential consultations), or local (specific improvements or innovations by an individual instructor). Therefore, for the purposes of this document, I offer the following enumeration of some specific outcomes by focusing on a description of the activities I consider most integral to the success of our program, together with a list of faculty development opportunities my office has offered in the past year.

(1) Directed the Lehigh Lab

Co-directing the Lehigh Lab remains a central part of my job responsibility. This year brought another successful series of Forum events (see Appendix), culminating in our second "Lehigh Lab Symposium on Teaching and Learning" that highlighted the work of the Lab's co-Directors, myself and Natalie Foster presenting on "Innovations in Teaching and Learning at Lehigh" Approximately 90 people attended the Symposium. I also worked this year to try to better coordinate Lab projects so Lab staff would better know which projects are being led by whom and which are at what priority. This work is ongoing but there is already greater clarity among staff. The website is also in the process of being updated so as to better reflect core outcomes of the Lab. 2008 also saw the arrival of our third Lehigh Lab faculty Fellow, Natalie Foster, and I spent time with her in the spring helping her get started on her work.

(2) Served as co-Chair of the "Enhancing Student Life and Learning" Subcommittee of Lehigh's Strategic Thinking Planning Process

A significant part of my time in 2008 was spent executing the responsibilities of this subcommittee. I worked with Jim Dearden and a subcommittee of eight faculty and staff that organized many campus events to solicit input about Lehigh's future direction. I also served on the Strategic Thinking Steering Committee.

(3) Launched the TRAC (Technology Research and Communication) Writing Fellows Program

Writing Across the Curriculum Coordinator Greg Skutches and I launched this important new program. The idea behind the program is, in brief, to hire and train a cohort of students to work with faculty to improve writing in discipline-based courses. Our most immediate goal is to give Lehigh students the opportunity to consult with a talented peer while they are working on drafts, so that they not only learn to write more effectively but also learn to think more deeply about the subject. Our larger goal, which is more difficult but also more important, is to help faculty think differently about student learning, to see writing as a crucial form of thinking, to develop the kinds of authentic assignments that inspire the best forms of learning. In short, we aim to create an environment in which the right students are in the room when faculty are designing assignments, planning projects, and thinking about how best to teach their students. In our first year, we trained 22 Fellows, who worked with 22 faculty in courses and served approximately 575 students.

- (4) Served as co-Chair of the “Technology Support for Students Centered Learning” Subcommittee of Lehigh’s Middle States Accreditation Process
Lehigh’s Decennial Accreditation Review took place from March 16th to March 19th 2008. I met numerous times with the visiting committee to discuss our subcommittee’s report on Technology and Learning, and to discuss general faculty development, technology support, and learning outcomes assessment topics .
- (5) Organized second year of the “Teacher Development Program For Graduate Students”
In 2007 I was asked by the Provost to develop a Teacher Development Program for Graduate Students and then asked to assume responsibility for its implementation. In 2008, addition to organizing the program, I introduced most session, helped participants draw links between the various topics, and presented at two sessions, “How Students Learn: Effective Assessment,” “How Teachers Teach: Classroom Management and Organization” and “Course Design Workshop.”
- (6) Helped develop the new P.C. Rossin Doctoral Fellows Program ““Teaching and Presentation Skills Development course”
John Coulter, Associate Dean of the College of Engineering, asked me to help with the development of a new ‘future faculty’ development program for the P.C. Rossin Doctoral Fellows. I also met with the Fellows and presented to them on topics related to teaching.
- (7) Conducted a Series of Workshops on Mentoring
I ran two four-hour sessions for faculty and graduate students in the Howard Hughes Medical Institute-funded “Biosystems Dynamics” program. This series, a crucial part of this new program at Lehigh, created a forum for participants to discuss how best to teach undergraduates in project-based courses that emphasized improved mentoring, communications, and student-centered learning. Detailed descriptions of the workshops are listed in the Appendix to this document.
- (8) Consulted on the Development of South Mountain College
Met with faculty and administrators to help implement the second year of the South Mountain College. I participated in the Spring and Fall retreats with SMC faculty and students, and participated in the weekly Faculty Development Seminar.
- (9) Secured a Third \$20K Donation for Faculty Development from an Alumni Donor
Worked with the Development Office to cultivate an ongoing relationship with an alumni donor, resulting in a third \$20K donation earmarked for faculty development.
- (10) Developed or strengthened existing relationships across campus, especially in the following areas:
 - a *Office of the Provost*: Worked closely on various task forces and initiatives.
 - b *College of Arts and Sciences*: Participated in the CAS Retreat on Learning Outcomes (May 13 from 9:30-3:00 in the Wood Dining Room, Mountaintop Campus) and worked with Dean Meltzer and Ripa on developing an assessment plan for the college; met with CAS advisory board in January 2008.
 - c *ArtsLehigh*: worked together on various projects, including coordination of documentary film classes at Lehigh and strategizing about arts integration across campus.

- d *Office of Research*: planned orientation sessions and writing workshops for new faculty.
 - e *Dean of Students*: worked together on Academic Integrity topics, New Faculty Orientation, and Universal Learning strategies. Offered an “Overview of Faculty Life at Lehigh” for new DOS staff on July 7th, 2008
 - f *Graduate Life*: conducted the fall Teaching Assistant Orientation sessions and worked together on implementing the Teacher Development Program for Graduate Students.
 - g *Corporate and Foundation Relations*: met to discuss ways of connecting with faculty and improving web resources
- (11) Served on the Following Committees
- a *Enhancing Student Life and Learning* Subcommittee of Lehigh’s Strategic Thinking Planing Process. Co-chair. Described more fully in (1) above.
 - b *Strategic Thinking Steering Committee*
 - c *Dalai Lama Documentary Planning Committee*. Met with key campus personnel to plan events related to the creation of a documentary related to the teachings of the Dalai Lama in Summer 2008.
 - d *Middle States Accreditation ‘Technology Support for a Learning-Centered Mission’ Subcommittee* (co-Chair)
 - e *Middle States Accreditation Steering Committee*
 - f *Mentoring Task Force* Organized various events for pre-tenure faculty, and began planning events for newly tenured associate professors.
- (12) Ongoing and New Work with Instructional Technologies
- a *SecondLife*: We purchased a Second Life island for Lehigh in 2008. I supervised the planning for the island and met with numerous faculty who are considering teaching or working in this environment.
 - b *Digital Media and Digital Storytelling*. Organized a group of LTS staff to coordinate support services for faculty and students who are creating course-related video projects.
 - c *Turnitin*. Continued oversight of Lehigh’s Turnitin account. The number of instructors using this resource and the number of papers submitted continues to grow since it moved under my purview.
 - d *Clickers*: Met with several faculty considering the use of clickers in large lecture courses.
 - e *Blackboard and Moodle*: Contribute to ongoing testing of new Blackboard teaching tools and upgrades.

(13) Teaching

- a *South Mountain College Seminar*
Spring 2008
Part of Lehigh's innovative SMC program. Small seminar of 12 students
- b *Tibet and Buddhism in Film and Myth*
Spring 2008
Co-taught with Norman Girardot and Lloyd Steffan in Spring 08.
Developed an innovative course design to accommodate small seminar discussion with 15 students, large group presentations with 15 students, and web-published student group research projects on films pertaining to the Dalai Lama.
- c *Senior Thesis Advisor*
Spring 2008
Served as advisor for Dave Blasco, an undergraduate major in philosophy, writing about Wittgenstein, Deleuze and Guattari on language. Graduated with Honors
- d *Senior Thesis Advisor*
Spring 2008
Served as Senior Thesis advisor for Shaina Jordan, an undergraduate major in philosophy writing a comparison of Confucianism and Christianity.
- e *The Examined Life / Intro to Philosophy*
Summer 2008
PHIL 001, online course with 18 students
- f *Philosophy and Technology*
Summer 2008
PHIL 096, new online course with 15 students
- g *South Mountain College Investigations*
Fall 2008
Co-taught with Michael Raposa this year-long course investigating the themes of "Shape" and "Enemy"
- h *TRAC Writing Fellows Seminar*
Fall 2008
Co-taught with Greg Skutches, Judd Hark, and Tina Hertel this small seminar course focused on introducing students to the fields of composition studies, library information studies, faculty development, and educational technology, in order to prepare them for their work as TRAC Writing Fellows.
- i *Senior Thesis Advisor*
Fall 2008
Served as Senior Thesis advisor for Teng Cheun Wee, an undergraduate major in religion studies writing an analysis of Confucianism in Singapore.
- j *Senior Thesis Advisor*

Fall 2008 Served as advisor for Scott Walters, an undergraduate major in philosophy, writing about philosophy and technology

These courses all went extremely well and provided ample opportunity to hone my own teaching skills and experiment with innovative pedagogical approaches and new instructional technologies. My role as senior thesis advisor provided me with opportunities to work closely with seniors doing advanced work in philosophy.

- (14) Teaching consultations and observations
 - a Observed and consulted with numerous faculty, leading to improvements in teaching practice and increased use of appropriate instructional technologies.
- (15) Conference Presentations, Participation, Submissions
 - a Presented “Teaching Large Lectures: Choosing the Right Approach” (Lilly Conference on College Teaching-East, Univ. of Delaware, April 2008)
 - b Participated in the Stanford University Media X conference “Preserving Knowledge in Virtual Worlds (Aug 07-8, 2008)
 - c Participated in the New Media Consortium Summer Conference (Princeton University, June, 2008)
 - d Presented on “Lehigh Life on Second Life: What’s it all about?” at a Friends of the Libraries/Lehigh Lab presentation (November 2008)
 - e Presented keynote “Innovations in Teaching and Learning at Lehigh” at the Lehigh Lab Symposium on Teaching and Learning on (November 2008)
- (16) Writing and Scholarly Activity
 - a Wrote regular columns for the *Lehigh Lab Notes*, including “Faculty Developments: Why Second Life?”
- (17) Other Professional Activity
 - a Presented at the Memorial Conference for Robert C. Solomon, session on “Philosophy in and around the World” (Austin, TX, Feb 16-17, 2008)
 - b Participated in the Lehigh University Philosophy Department faculty seminar led by Alladin Yaquob on Islamic Philosophy (weekly, Spring 08).
 - c Led the Lehigh University Philosophy Department faculty seminar, focused on a working manuscript “Constructing Confucius” (weekly, fall 08).
 - d Attended seminars and presentation by Anthony Appiah, Lehigh’s Selfridge Lecturer

(18) Consulting & Reviewing activity

- a Invited to review for the Journal “Computing in Higher Education”

(19) Grant Application Activity

Contributed to or consulted on the following grant applications:

- a Received an Arts Integration Grant from ArtsLehigh to take SMC students to see Philip Glass Opera *Satyagraha* at the Metropolitan Opera.
- b **Spencer/Teagle Foundation Grant for “Systematic Improvement of Undergraduate Education in Research Universities” (unsuccessful)**

Appendix

Sequential listing of faculty development events at Lehigh in 2008 sponsored, co-sponsored, facilitated, presented, or supported by the office of faculty development

- (1) “A Soldier's Heart”: Elizabeth Samet on Teaching at West Point
February 7, 2008 at 4pm, Linderman 200
A talk by Elizabeth Samet on her experiences as a professor at West Point. Samet is the author of *Soldier's Heart: Reading Literature through Peace and War* at West Point. If you love literature and value a liberal education, you'll want to hear her. If you're curious about what goes on in today's elite military academies, you'll want to hear her. She really demonstrates how literature can broaden and deepen one's appreciation of moral strength in the midst of ambiguity and pressure. Co-sponsored by the Friends of the Lehigh Libraries, the Office of Faculty Development, the English Department and the Humanities Center.

- (2) “How Teachers Teach: Writing to Learn” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
When: February 7th, 2008
Topics: How can teachers use shorter, informal, easy-to-grade writing assignments to facilitate learning?
Who: Gregory Skutches (Writing Across the Curriculum/CAS-English)

- (3) “Academic Integrity” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
When: February 21st, 2008
Topics: What can teachers do to promote academic integrity? How can we best deter and detect cheating, plagiarism, etc? What are Lehigh's policies and processes?
Who: Ed Kay (RCEAS-Computer Science and Engineering) & Chris Mulvihill (Assistant Dean of Students)

- (4) “Meet the Mentors: Teaching at Lehigh” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
When: February 25st, 2008 4-6 pm
An opportunity for Lehigh assistant professors, University faculty mentors, and members of the Mentoring Committee. The event will be informal with some discussion in small groups as well -- the main goal is to provide opportunities for all to get to know each other a little better while enjoying some wine, beer, soft drinks, and hors d'oeuvres.

- (5) “Successful Writing Fellows Programs”
March 13, 2008 Linderman 200 12 noon and 4pm
Rhoda Flaxman, who served for twenty years as Director of the nationally recognized Writing Fellows Program at Brown University will share her experience in managing a highly successful and long-standing peer-tutoring initiative. She will also field questions about the benefits and challenges of Writing Fellows programs for faculty, students, and university communities at large.

- (6) “How Students Learn: Effective Assessment” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
When: March 13th, 2008
Topics: How does one effectively assess students? What are the roles of quizzes, tests, essays and other forms of assessment in the learning process? How can effective assessment help improve teaching?
Who: Greg Reihman (Faculty Development/CAS-Philosophy).
- (7) “Using Technology to Enhance Learning” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
When: March 27th, 2008
Topics: Why use instructional technologies to enhance learning? How should such technologies be integrated into classes so they are used most effectively? What instructional technologies are available and how are they being used?
Who: Sherri Yerk-Zwickl (LTS-Instructional Technology Team Leader)
- (8) Exploring Second Life Basics for Educators: Webcast
Thursday, March 20, 2008 1:00 – 3:00, Rauch 85
An online presentation by Academic Impressions to build a foundation for further exploration of virtual worlds. You will gain a broad understanding of the educational potential of Second Life and be offered a streamlined approach for gaining sufficient mastery of virtual worlds to begin designing effective learning experiences.
- (9) HPC (High-Performance Computing) Day at Lehigh
Friday, April 4th, 2008 various events all day. 8:30-4:30
Keynote Address 1:10pm - 2:15pm, RBC 91
“Petascale Phylogenetic Reconstruction of Evolutionary Histories”_David A. Bader, Executive Director of High-Performance Computing, College of Computing, Georgia Institute of Technology
For more information, visit: <http://www.lehigh.edu/computing/hpc/hpcday/2008/>
- (10) “How Students Learn: The Role of Cognition in Instructional Design” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
When: April 10th, 2008
Topics: What are our best theories about how people receive and process information? How should teachers take these theories into account when teaching undergraduates?
Who: M.J. Bishop (COE-Teaching, Learning, Technology)
- (11) “How Teachers Teach: Explanations and Investigations” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
When: April 24th, 2008
Topics: How do effective faculty explain difficult concepts? How do they help students learn which questions to ask and how to find good answers?
Who: Kristen Jellison (RCEAS-Civil and Environmental Engineering)
- (12) “Global Citizenship Faculty Lunch”

April 22, 2008 12:10 – 1:00 pm Location: UC 303

The purpose of this lunch is to update you on the program's past and current events, talk to you about the progress and success of our students, and look for your feedback and support as we move forward – most importantly with the Global Citizenship Senior Capstone Project. (Cosponsored by Faculty Development and Global Citizenship Program)

- (13) “Mapping Bethlehem”
May 9 2008, Maginess 102, 12 noon
Please join the Digital Scholarship Center and guest lecturer, Anne K. Knowles, Associate Professor of Geography at Middlebury College, for a discussion on trends in historical Geographic Information Systems (GIS) and the launch of the *Beyond Steel: An Archive of Lehigh Valley Industry and Culture* mapping project of early 20th-century Bethlehem residents and businesses.
- (14) “On Mentoring: Challenges and Approaches/ Developing Communication Skills” (for faculty and graduate students in the he Biosystems Dynamics Summer Institute sponsored by the Howard Hughes Medical Institute)
May 14 2008, Maginess 102, 10:30-1:30 noon
A workshop on answering initial questions about mentoring (How is mentoring done best? How do we improve mentoring skills? What challenges do we foresee with mentoring in this new environment?), helping participants develop skills for giving effective feedback with tact; building trust; negotiating goals and expectations
- (15) “On Mentoring: Identifying Challenges and Issues / Refining our Philosophies of Mentoring” (for faculty and graduate students in the he Biosystems Dynamics Summer Institute sponsored by the Howard Hughes Medical Institute)
May 14 2008, Maginess 102, 10:30-1:30
A workshop focused on identifying challenges and issues (bias; ethical dilemmas; unearthing problems without causing them); resolving challenges (working with students with diverse learning styles or from diverse backgrounds) and refining our Action Plan (creating a summary document outlining anticipated challenges, activities to meet the challenges, and methods of assessing mentoring effectiveness).
- (16) “TRAC Faculty Development Workshop”
June 17, 2008 (TRLC)
Meeting with faculty who are teaching a TRAC-fellowed course for the first time. Focus on designing effective writing assignments, designing courses so the TRAC fellows can fit in, working with a TRAC fellow
- (17) Meeting with Dr. Jan Cohen-Cruz, Director of “Imagining America: Artists and Scholars in Public Life.”
Friday - June 13 at 3 PM, Sinclair Auditorium
Imagining America is a national consortium of colleges and universities committed to public scholarship in the arts, humanities, and design. Dr. Cohen-Cruz will be speaking on the Tenure Team Initiative Report which seeks to develop a broad understanding of the university's public mission and its impact on changing scholarly and creative practices in the cultural disciplines. The group will craft appropriate evaluation criteria to serve as

models for faculty and administrators seeking to more fully support public scholarship at their institutions. The final Tenure Initiative report (60 p) can be accessed through the following link: http://www.imaginingamerica.org/TTI/TTI_FINAL.pdf

- (18) “TRAC Faculty Development Workshop”
June 26, 2008 (Linderman 300)
Meeting with faculty who are teaching a TRAC-fellowed course for the first time. Focus on designing effective writing assignments, designing courses so the TRAC fellows can fit in, working with a TRAC fellow
- (19) New Faculty Orientation
August 18th and 19th, 2009
A two-day orientation for new faculty to meet one another and become familiar with various offices here to support them. The orientation included sessions on teaching and learning at Lehigh, opportunities to meet the University Mentors, and sessions run by the Dean of Students Office, the Provost’s Office, the Office of Research, Library and Technology Services, and each of the four colleges.
- (20) “Teaching for Engagement”
Wednesday, September 10th 4:30-6:00pm Asa Packer Room
Paul Loeb, an author, lecturer and associated scholar at Seattle’s Center for Ethical Leadership, will visit Lehigh for two days to spark conversation about increasing social engagement among this generation of college students. Loeb gets beyond prevailing media stereotypes to understand the struggle of students to find their place in a confusing world. He looks at how ordinary citizens, of all ages, learn to take committed stands. He talks of how people get involved in larger community issues and what stops them from getting involved; how they burn out in exhaustion or maintain commitment for the long haul; how civic involvement can give a sense of connection and purpose rare in purely personal life. He explores how students and citizens in general can gain the moral, political, and intellectual tools to take responsibility for the future.
- (21) “Presenting in the Classroom” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
Thursday September 25th, 2009 10:30-noon
How do teachers present themselves in the classroom? What are the most effective ways to present material? How does one best set the tone for instruction?
Presenters: Rick Vinci (RCEAS-Materials Science) & Robert Kuchta (CBE-Marketing)
- (22) “TRAC Writing Fellows Luncheon”
September 25th, 2009 noon
Discussion with TRAC Writing Fellows, Faculty, and LTS staff on effectively integrating writing, research and technology into course
- (23) “Classroom Management and Organization” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
Tuesday, October 7th, 2008 Packard 416 2:30-4:00
How does an effective teacher manage a classroom, motivate students, and deal with difficult classroom situations? Presenter: Greg Reihman (LTS-Faculty Development/CAS-

Philosophy)

- (24) “Meet the Mentors”
Tuesday, October 29th, 2008 Asa Packer Dining Room, UC 4 – 6 pm
For Lehigh assistant professors, University faculty mentors, and members of the Faculty Mentoring Committee: This informal event is meant to provide opportunities for attendees to get to know each other a little and discuss topics related to career related issues for assistant professors.
- (25) “Engaging Students” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
Thursday, Oct 23rd, 2008 10:30-noon
How do effective faculty engage and inspire students? How do they ensure content mastery and promote higher-order thinking? Presenters: Gary Deleo (CAS-Physics) & Ziad Munson (CAS-Sociology)
- (26) “Using Student Video Projects in the Classroom: A conversation about course-related student video projects”
Thursday, Oct 30, 2008 _12:00 – 2:00_EWFM Media Center Room 379
Description: An increasing number of faculty at Lehigh are developing courses and assignments in which students create video projects such as digital video essays, documentaries, shorts, digital stories, viral videos, etc. LTS has excellent resources to support such projects and LTS staff work closely with faculty to offer production expertise, to help teach students, to assist with course development, etc. Come hear what others are doing and discuss how video projects might figure into the classes you teach.
- (27) “Course Design Workshop” (TEACHER DEVELOPMENT PROGRAM FOR GRADUATE STUDENTS)
Tuesday, November 4th, 2008 Packard 416 2:30-4:00
How can we design classes, pose questions, present material and design assignments so that students learn more deeply and retain what they've learned? Presenter: Greg Reihman (LTS-Faculty Development/CAS-Philosophy).
- (28) “Lehigh Life in Second Life: What's It All About?”
Thursday November 12, 2008 12 noon-1pm_Linderman Library, Room 200
Speaker: Greg Reihman (Director of Faculty Development/Co-director of the Lehigh Lab
Description: Second Life is a popular Internet-based virtual world with social networking and “Metaverse” aspects that create new opportunities for innovative teaching and learning. Find out what's planned for Lehigh University's new Island in Second Life. (Co-sponsored by the Friends of the Libraries, the Office of Faculty Development and the Lehigh Lab.)
- (29) Teaching, Learning and Technology Symposium
November 20th 10:30-3:00 Linderman Library
This symposium highlights various innovative ways Lehigh faculty are using instructional technology and media in their teaching. Presenter: Poster presentations by various faculty and staff, plus keynote presentation by Greg Reihman and Natalie Foster on “Innovations in Teaching and Learning”

