



Climate



Recruitment



Retention



Advancement



Leadership

The Advance FORWARD Committee met on Friday, August 24 at 11:30 in the Hidatsa Room. In attendance were Betsy Birmingham, Julie Nash, Becca Mellem, Christina Weber, Angela Bachman, Ann Burnett, Kevin McCaul, Karen Froelich, Jaclyn Walette, Craig Schnell, David Wittrock, Canan Bilen-Green, Don Schwert, Charlene Wolf-Hall, Kay Sizer, Gary Smith, Virginia Clark Johnson, Judy Pearson, Wendy Reed, Kalpana Katti, Dinesh Katti, and Michele Reid.

### **Announcements:**

(Ann) There is a FORWARD Brown Bag on September 29 at 12 p.m. in Arikara. Results from the 2<sup>nd</sup> annual report will be presented.

(Canan) The Promotion to Professor Luncheon is scheduled for October 12. Past Dept. Chairs will present on topics such as when you know you're ready and how to articulate why you want to be a full professor.

(Charlene) WISMET (WIR) Luncheon "Networking", December 1, sponsored by FORWARD. Speaker is Bonnie Coffey, a consultant. She will also do presentation for grad students.

Next FORWARD meeting Advocates are invited to attend.

Members of the IAB are in attendance today.

### **Reflection on JoAnn Moody Events**

There were several different perspectives and comments shared regarding the workshops. Some were "Pleasantly surprised" and felt the case studies and lists were useful. Others heard from colleagues that they were disappointed. They felt that we are not looking for what kinds of problems we have. We know what that those are. We are looking for experts with solutions, including best practices, and what is being done at other institutions. The women's faculty session was described as useful for networking because a large number of female faculty were present. Because she was not the first speaker, some of the materials were review. As an institution, we are learning. It would be helpful to provide speakers with information on past workshops beforehand. It was also felt that more directions/guidance would have been useful and that the case studies needed improvement.

One copy of Moody's booklet on cognitive errors will be sent to Departments, and two copies will be sent to Deans.

### **FORWARD Office – Julie**

If you are looking at hiring outside the University, contact Ruth Ann about contracted service



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agreements.

FORWARD Ally event is September 29<sup>th</sup> in the FORWARD Room.

The 2010-11 FORWARD event schedule is available

#### **Faculty Recruitment and Hiring – Angela**

The “Keeping our Faculties of Color Symposium” will be held at the University of Minnesota, Nov 1-2. The keynote will address the ways research has shaped practice related to members of underrepresented categories. Sessions cover many issues of diversity and regarding faculty of diversity. FORWARD can send 1-2 people. Contact Canan or Angela, if you are interested.

#### **Mid Career Mentoring Program – Charlene**

Two applications were received and are being reviewed. To increase participation, elimination of the deadline is being considered. This would increase ongoing, year-round participation.

#### **Junior faculty Mentoring Program – Don**

The program launched cohort mentoring last year and matched several junior faculty with two senior faculty. The groups were planned to go through junior faculty’s 3<sup>rd</sup> yr review. The program is in the 2<sup>nd</sup> year. Matches have been made with new incoming faculty, so everyone should be matched up now. Let Don know if there are new faculty who would still like to get involved. Junior faculty members are staying involved with a maximum of 2-3 per year leaving the program.

#### **Grant Programs – Canan**

The Grant Program presentation will be October 7 from 9:30-11 in the Prairie room. LEAP Lab Renovation grants will be offered again for a total of \$100,000. The RFA will be due in February.

#### **Committee on the Status of Women Faculty – Christina**

Policy 103 and Senate ad hoc committee on two year time limit for partner hires was passed. The Faculty Senate President will assemble an ad hoc committee to address equal opportunity issues.

Using the HD&E and AHSS policies as templates, family leave policy at the university level will be addressed.

Committee membership was three years. The end of those terms is approaching. In order to avoid all members leaving at the same time terms need to be staggered.



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### **Allies Program - Julie**

The Ally Program Open House is Wednesday September 29, 3-4:30 in the Forward room (FLC 316E). Please encourage male faculty in your department to attend.

Training Dates are October 13, November 30(for College of Science & Math), February 2, and April 12. Allies are open to providing other trainings if departments are interested.

### **Climate Programs – Betsy**

Discussion on Climate Issues (see attachment)

What is climate? Climate is an imperfect metaphor (weather v. climate) to address the difference between day to day interaction and long term institutional factors.

New faculty identified climate issues similar to the clusters of issues we see while talking to other people on campus. New faculty saw these issues at other institutions.

The issues related to climate for women are clustered in these four areas: 1) Proving: ways that we ask women to prove competence. Men are judged by potential while women are judged by what they've done. 2) Double-bind: Women often must choose between being liked and being respected 3) Maternal wall: Mothers are perceived as less competent. 4) Conflicts between women: identifying causes of conflict and ways to build community between women.

The feedback on these clusters was:

- Reframe to highlight institutional role rather than placing focus on behavior of individual women.
- What institutional mechanisms are at play to create these problems?
- Reframe the fourth point to address ways to build community among women.

New Faculty Orientation presentation, handout & evaluation (see attachment)

Ann reports the session went well and the evaluations also indicate the session was good.

### **Evaluation – Canan**

The EAB will be on campus on November 30. The new external evaluator is Dana Britton. She will give a report on program before site visit. IAB and EAB will have an opportunity to meet. The size of EAB was reduced to 5, and none have prior connection to NDSU.

Work/Life Survey was a 200 page report. Ramona Danielson is working to create 5 page reports for each college and STEM/non-STEM.

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Data on the gender composition of grad committees, including chairs and members, is being compiled and analyzed. Dean Wittrock would like to be present when the findings are reported and would like Christi to come to Grad Council as well.

Transcripts from Dana Briton's focus groups with associate professors last year are ready to be analyzed.

Research planning needs to be more intentional about the collection and use of data. The data needs to start being reported and published.

### **Other Items**

The ADVANCE PI Meeting is Nov 7-9. If you are interested in attending, contact Canan.

There is a Twin Cities Work/Life & Flexibility Expo on October 7. It is not specific to Higher Ed, but there are good speakers including Joan Williams

IAB provided positive feedback about FORWARD's work on campus.

**Next FORWARD Meeting** will be held October 29 in the Peace Garden room from 11:30 – 1:00.

**Climate:**

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- What is it?
- How do we talk about it?
- What does it have to do with institutional transformation?

**What do new faculty identify as important climate issues?**

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**Perceptions of who they are/their abilities:**

- “Too flexible” for women – assumption women can’t do it.
- Not being promoted because of = opportunity.
- Assumption that woman is “trailing spouse”.

**Perceptions about fairness**

- Different expectations of men/women.
- “Good Old Boys” club.

**Desire for community**

- Lack of empathy/understanding.
- Lack of role models.
- Women’s acceptance of other women.
- Isolation.
- Funding climate = more competitive (vs. collaborative).
- Goals not shared; lack of input on creating goals.

**Other:**

- Faculty without children/families (don’t fit in with “wives”).
- Cultural barriers (don’t talk about football!).
- People set in their ways – “this is the way we’ve always done it.”
- Tone is set at the top.

**What might Forward do to prioritize/respond to these concerns?**

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**Helpful Aspect to Promoting a Positive Climate (as identified by the participants)**

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**Perceptions about fairness**

- Transparency – where is \$ spent, how are decisions made?
- Create same expectations for men/women.
- Allocate funding equitably.

**Desire for community**

- Have seminars for idea exchange.
- Encourage collaboration so people get to know one another.
- University-wide research presentations.
- Create room for people to meet.

**Other:**

- Rotation of dept chair.
- Centers for research – physical space.
- Strong leadership; taking personal responsibility.

**What might Forward do to prioritize/respond to these suggestions?**

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## Creating a Positive Climate in Your Department

### 1. Get to know people in your department.

You'll be better able to figure out who will be most helpful for what you want to know.

### 3. Keep a running list of questions.

You'll be ready to have lots of things answered all in one shot, and you won't forget important questions.

### 4. Ask questions.

Like we always tell our students, there are no dumb ones.

### 5. Don't be afraid to ask a departmental colleague to coffee or lunch. And be willing to pay (after September 15!).

We don't mind mentoring, but sometimes you have to remind us to do so!

### 6. Avoid thinking you're the only one, or that you're alone.

Reach out to others; there are probably other people who feel/act the same way.

### 7. Forge friendships with faculty outside your department.

This is one of the advantages of NDSU – lots of colleagues in other departments and colleges.

### 8. Stay connected with the new faculty you've met this week.

You can be a strong support network for one another.

### 9. Seek out opportunities to meet other faculty.

Pedagogical lunches, programs, speeches all provide good opportunities for meet and greet.

## FORWARD (Focus on Resources for Women's Advancement, Recruitment/Retention and Development)

Office: 314 Family Life Center (FLC)

Phone: (701) 231-6653 (Julie Nash, FORWARD project specialist)

E-mail: [ndsuforward@ndsu.edu](mailto:ndsuforward@ndsu.edu)

Website: <http://www.ndsu.edu/forward>

**New Faculty Orientation Session**  
***FORWARD Workshop on Enhancing Department Climate***  
**August 17, 2010**

Attendance

23 individuals attended and 20 completed evaluations

- 19 people identified themselves as faculty, and one individual identified as an administrator

Suggestions for Improvement/Action Items

- Next year, consider providing greater clarification with the small group activity.
- Discuss the role of gender in the presentation – is it part of our focus?
- Consider adding additional about FORWARD programs on the handout so the new faculty have more specific information about the programs they can access.
- Consider adding additional data on the status of women faculty at NDSU.

Barriers to Promoting a Positive Climate (as identified by the participants)

- “Too flexible” for women – assumption women can’t do it.
- “Not being promoted because of = opportunity”.
- Different expectations of men/women.
- “Good Old Boys” club.
- Lack of empathy/understanding.
- Lack of role models.
- Women’s acceptance of other women.
- Isolation.
- Faculty without children/families (don’t fit in with “wives”).
- Cultural barriers (don’t talk about football!).
- Funding climate = more competitive (vs. collaborative).
- Assumption that woman is “trailing spouse”.
- Goals not shared; lack of input on creating goals.
- People set in their ways – “this is the way we’ve always done it”.
- Tone is set at the top.
- Lack of certainty about one’s place; physical barriers.

Helpful Aspect to Promoting a Positive Climate (as identified by the participants)

- Create same expectations for men/women.
- Allocate funding equitably.
- Have seminars for idea exchange.
- Encourage collaboration so people get to know one another.
- University-wide research presentations.
- Create room for people to meet.
- Transparency – where is \$ spent, how are decisions made?
- Rotation of dept chair.
- Centers for research – physical space.
- Strong leadership; taking personal responsibility.

Quantitative Results from the Evaluation Form

**I will be able to use the information that I learned today in my work at NDSU**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	11	55.0	55.0	55.0
	Strongly Agree	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

**I feel that my knowledge of how to promote a positive climate at NDSU has increased after today's workshop**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	14	70.0	70.0	70.0
Strongly Agree	6	30.0	30.0	100.0
Total	20	100.0	100.0	

**The presentation was clear and well-organized**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	7	35.0	35.0	35.0
Strongly Agree	13	65.0	65.0	100.0
Total	20	100.0	100.0	

**I feel I have acquired new skills, information, or understanding about gender and climate at NDSU**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	5.0	5.0	5.0
2.50	1	5.0	5.0	10.0
Agree	15	75.0	75.0	85.0
Strongly Agree	3	15.0	15.0	100.0
Total	20	100.0	100.0	

**I will be able to implement new strategies and knowledge as a result of my participation in this workshop**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2.50	1	5.0	5.0	5.0
Agree	15	75.0	75.0	80.0
Strongly Agree	4	20.0	20.0	100.0
Total	20	100.0	100.0	

**I would recommend this workshop to others**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2.50	1	5.0	5.0	5.0
Agree	9	45.0	45.0	50.0
Strongly Agree	10	50.0	50.0	100.0
Total	20	100.0	100.0	

**Rate the overall quality**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	2	10.0	10.0	10.0
Above Average	13	65.0	65.0	75.0
Excellent	5	25.0	25.0	100.0
Total	20	100.0	100.0	



### Qualitative Results from the Evaluation Form

1. What questions do you still have after attending this workshop? Please list any areas of the training that you would like to receive additional information about or that need further clarification.
  - I'd like training on improving climate as a non-tenure track faculty member.
  - Exercise was a little vague (maybe purposefully) on direction for specific topic. E.g. was climate supposed to relate directly to gender.
  - I would like more info regarding % of women faculty, associate, hires, etc.
  - More time should be allocated to the session here people have to think about climate of a department—workshop great idea—but should have developed the theme more.
  - What is the institution plan to improve 'climate'?
  - Gender discussion got lost- this is a major issue that always gets lost.
  - If there are ways of 'double blinding' through external review some aspects of promotion and tenure.
  - Overview of groups on campus that are ways to network, ↑community (campus) connection.
  
2. What do you think were the most helpful or valuable aspects of the training you attended today?
  - Discussion as a whole group.
  - Talking to peers! You're the first folks in 1.5 days to let us think and discuss.
  - Group discussions from people in different departments.
  - Discussion- barriers –help.
  - Hearing other people's experiences.
  - Time to discuss.
  - Conversation... both, small and large group.
  - The break-out session was helpful.
  - Creating awareness of gender balance in working environment.
  - The attempt to promote positive climate.
  - Group discussion.
  - The open discussion between colleagues across disciplines to gain wide perspectives.
  - Different perspectives from other departments.
  - Exert personal impact on the existing climate.
  - To get to know other people experience.
  
3. How could this training be improved to be more beneficial to you? What recommendations do you have for future programs?
  - Mentor groups- more info needed. It's vague and mysterious right now and I know finding a mentor is important to success.
  - Longer.
  - More time to discuss.
  - More detailed identification of why NDSU's stats are so different.
  - More time on implementation would be helpful.
  - Add a second session for related fields, i.e. research vs. education.
  - List of offices/services available for contact or find help such as family counseling etc.
  - Need more time.
  
4. Please provide any additional comments you have about today's training and/or the FORWARD program in general on the back of this page.
  - Nice work. Thanks.
  - Nice to end the barrage of info w/ and opportunity to participate/talk.
  - I enjoyed it.
  - Find what's the barrier and how to improve it. I get the idea that I need to be opened from this training section.

## NDSU FORWARD Group: Enhancing Department Climate

Dr. Ann Burnett, Women & Gender Studies

Dr. Kevin McCaul, Dean of Science & Mathematics

Dr. Christi McGeorge, Human Development & Family Science

## NSF ADVANCE Institutional Transformation Program

- Funding for comprehensive and sustainable institutional transformation
- To increase participation of women faculty in STEM
- 41 ADVANCE Institutions
  - 9 in 2001; 10 in 2003; 13 in 2006
  - 9 more funded in 2008, including NDSU

## NDSU FORWARD

- **FORWARD**— **F**ocus **O**n **R**esources for **W**omen's **A**dvancement, **R**ecruitment/**R**etention, and **D**evelopment
- **Vision**—FORWARD is committed to establishing a university culture in which all individuals are nurtured and supported to develop to their fullest potential, and the criteria for success and achievement incorporate unique skills and contributions of both men and women.
  - One of our goals is focused on campus climate

## The FORWARD Team

### Faculty:

- Canan Bilen-Green, Industrial & Manufacturing Engineering, Project Director
- Ann Burnett, Women & Gender Studies, Project Co-Director
- Betsy Birmingham, English
- Karen Froelich, Business
- Kalpana Katti, Civil Engineering
- Rhonda Magel, Statistics
- Christi McGeorge, Human Development and Family Science
- Wendy Reed, Biological Sciences
- Don Schwert, Center for Math and Science Education/Geosciences
- Christina Weber, Sociology
- Charlene Wolf-Hall, Veterinary & Microbiology Sciences

### Administrators:

- Craig Schnell, Provost and Vice President for Academic Affairs
- Kevin McCaul, Dean of Science & Mathematics
- Evie Myers, Vice President for Equity, Diversity & Global Outreach
- Gary Smith, Dean of Engineering and Architecture

### FORWARD staff:

- Ms. Angela Bachman, Faculty Recruitment
- Ms. Julie Nash, Project Specialist



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## NDSU Advance FORWARD

The NDSU Advance FORWARD project, funded by NSF beginning in fall 2008, was developed in response to

- research on the campus climate conducted at NDSU over the past several years
- the compilation and analysis of institutional data on the recruitment and retention of women faculty
- the obvious scarcity of women in academic administrative roles

## Status of Women Faculty at NDSU

- Over 15 years, NDSU had little change in percentages of tenured women. The 2006 AAUP <sup>1</sup> study brought the numbers into national focus, reporting that proportion of women within the tenured ranks was 9.8% at NDSU. The national average is 31%.
- Presently, 7% of faculty at NDSU are women full professors, a total of 14, up from 2% in 2007. Male full professors are the largest group on campus, 31.2% of total faculty.

<sup>1</sup> West, M., & J.W. Curtis. 2006. *AAUP Faculty Gender Equity Indicators 2006*. American Association of University Professors.

## Project Goals

- Improve the climate across the campus
- Enhance recruitment
- Increase retention
- Promote/advance women associate professors and hire women at advanced rank to build a critical mass of senior women
- Open faculty leadership opportunities

## Campus Climate

- Faculty recruitment assistant
- Allies /Advocates program
- Gender equity awareness training for
  - Academic administrators
  - Faculty
- Grant programs
  - Climate/gender equity research
  - Department climate initiative

## Advancement/Leadership

- Mid-career mentoring
- Cohort mentoring program and mentor training
- Professional development grant programs
  - Course Release Grants
  - Leap Grants
  - Leadership Development Grants
  - Travel Grants

## ENHANCING DEPARTMENT CLIMATE

## What do we mean by "Climate"?

- A pattern of individual behaviors in a larger institutional scheme, where those behaviors (whether positive or negative) are rewarded, encouraged, tolerated, discouraged, or punished.
- In places where negative personal behaviors are rewarded, encouraged, or tolerated by ignored, misapplied, or absent policy, the long term climate can become very chilly.
- More recent work on gender and climate makes "a distinction between explicit, formally institutionalized policies of discrimination and a range of informal practices and implicit policies which, despite their relative subtlety and the fact that they do not intend to be harmful, do systematically disadvantage women relative to men" (Wylie 37).

## Small Group Activity

- The person whose birthday is closest to today is to **record** the ideas that the group generates
- The person whose birthday is the next closest to today is to **facilitate** this group discussion:
  - What was your previous educational institution?
  - What type of department were in you? How would you describe that department?
  - What was the climate like in your department?
  - What were the barriers in your former department to a positive climate?
  - What was helpful in promoting a positive climate?

## Barriers

- “too flexible” for women – assumption women can’t do it
- “not being promoted because of = opportunity”
- Different expectations of men/women
- “Good Old Boys” club
- Lack of empathy/understanding
- Lack of role models
- Women’s acceptance of other women
- Isolation
- Faculty without children/families (don’t fit in with “wives”)
- Cultural barriers (don’t talk about football!)
- Funding climate = more competitive (vs. collaborative)
- Assumption that woman is “trailing spouse”
- Goals not shared; lack of input on creating goals
- People set in their ways – “this is the way we’ve always done it”
- Tone is set at the top
- Lack of certainty about one’s place: physical barriers

## Helpful Aspects

- Create same expectations for men/women
- Allocate funding equitably
- Have seminars for idea exchange
- Encourage collaboration so people get to know one another
- University-wide research presentations
- Create room for people to meet
- Transparency – where is \$ spent, how are decisions made?
- Rotation of dept chair
- Centers for research – physical space
- Strong leadership; taking personal responsibility

## Large Group Discussion

- What can you do as an incoming faculty member to promote a positive climate in your new department?

## Suggestions for a Positive Transition to NDSU

- Get to know people in your department.
- Keep a running list of questions.
- Ask questions (Like we always tell our students, there are no dumb ones).
- Don't be afraid to ask a departmental colleague to coffee or lunch.
- Avoid thinking you're the only one, or that you're alone.
- Forge friendships with faculty outside your department.
- Stay connected with the new faculty you've met this week.
- Seek out opportunities to meet other faculty.