

Impacts of Receiving FORWARD Grants/Awards on NDSU Faculty Summer 2012

Description of Sample

Seventy-five women faculty members and one male faculty member completed the survey from an overall sample of 82 faculty members who have received at least one FORWARD grant or award. Thus, this survey has a response rate of 92.7%.

In particular, 60 participants (78.9%) reported receiving a travel award, 19 (25%) received a course release award, 14 (18.4%) received a leap research grant, 15 (19.7%) received a leap lab renovation grant, six (7.9%) received a climate/gender grant, and seven (9.2%) received a leadership development award. Additionally, 48 (62.3%) participants reported receiving one FORWARD grant/award, 14 (18.4%) participants reported receiving two grants/awards, 11 (14.5%) participants reported receiving three FORWARD grants/awards, and three (3.9%) participants reported receiving four FORWARD grants/awards.

Forty-one (53.9%) participants identified as being in STEM colleges and 35 (46.1%) from non-STEM colleges. In addition, 51 (67.1%) were assistant professors, 20 (26.3%) were associate professors, and five (6.6%) were full professors.

Perceptions of the Overall Impact of Grants and Awards

Each of the four major goals of the FORWARD project were assessed using a six point Likert scale (ranging from 1 = Strongly Disagree to 6 = Strongly Agree) question. The four goals focus on Retention, Promotion and Tenure, Leadership, and Climate.

My participation in the FORWARD award/grant program(s) has had a positive impact on my decision to remain at NDSU.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	3	3.9	4.2
Disagree	2	2.6	6.9
2.50	1	1.3	8.3
Somewhat Disagree	5	6.6	15.3
Somewhat Agree	17	22.4	38.9
Agree	23	30.3	70.8
Strongly Agree	21	27.6	100.0
Missing Data	4	5.3	
Total	76	100.0	

Mean= 4.63, SD= 1.30

My participation in the FORWARD award/grant program(s) has had a positive impact on my tenure and/or promotion process.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	2.6	2.8
Disagree	2	2.6	5.6
2.50	1	1.3	6.9
Somewhat Disagree	2	2.6	9.7
Somewhat Agree	12	15.8	26.4
Agree	23	30.3	58.3
Strongly Agree	30	39.5	100.0
Missing Data	4	5.3	
Total	76	100.0	

Mean= 4.96, SD= 1.22

My participation in the FORWARD award/grant program(s) has helped me develop leadership skills that will assist in my career advancement.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	2.6	2.8
Disagree	6	7.9	11.1
Somewhat Disagree	3	3.9	15.3
Somewhat Agree	21	27.6	44.4
Agree	25	32.9	79.2
Strongly Agree	15	19.7	100.0
Missing Data	4	5.3	
Total	76	100.0	

Mean= 4.47, SD= 1.27

My participation in the FORWARD award/grant program(s) has positively enhanced my experience of the campus climate at NDSU.

	Frequency	Percent	Cumulative Percent
Disagree	7	9.2	9.5
Somewhat Disagree	5	6.6	16.2
Somewhat Agree	17	22.4	39.2
Agree	27	35.5	75.7
Strongly Agree	18	23.7	100.0
Missing Data	2	2.6	
Total	76	100.0	

Mean= 4.59, SD= 1.20

My departmental colleagues positively perceived the FORWARD award/grant(s) I received.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	1	1.3	1.4
Disagree	4	5.3	6.9
Somewhat Disagree	7	9.2	16.7
Somewhat Agree	18	23.7	41.7
Agree	22	28.9	72.2
Strongly Agree	20	26.3	100.0
Missing Data	4	5.3	
Total	76	100.0	

Mean= 4.61, SD= 1.23

Participants were also provided a space to make comments on their departmental colleague's perception of FORWARD award/grant(s) they received:

- Those who knew were very supportive.
- My dept head and dean sent a congratulations, but no one else has said anything.
- Most do not know about it, being our chair makes no announcement (as he does with other grants/recipients).
- Wasn't recognized within dept. that I was even awarded the grant.
- Nobody in my department noticed that I received travel award.
- In the eyes of the department chair/dean, only men in my department earn awards. For women, they are 'given.'
- Not convinced these grants/awards aid in the state climate at NDSU.
- Many in my department believe it is unfair for resources be directed at women. They also do not see receiving grants from FORWARD as a real accomplishment.
- Some of my colleagues are dismissive to anything related to FORWARD (although they do not show this directly).
- FORWARD has done much for me, but my department has NOT.
- There was some arguing whether male faculty would be allowed to use the renovated room as well. Will we have a y-chromosome detector on the door?
- Though the men seem to feel it's unfair that they don't get additional funding.

Travel Awards

The 60 participants who received a travel award reported that the below accomplishments were associated with receiving a FORWARD Travel Award:

- 5 (8.3%) participants presented at international conferences
- 36 (60%) participants presented at national conferences
- 4 (6.7%) participants presented at regional conferences
- 31 (51.7%) participants made progress on a research article
- 18 (30%) participants made progress on a grant proposal
- 48 (80%) participants met with collaborators
- 50 (83.3%) participants received mentorship that helped with career development and advancement
 - On average, these participants met with 1.76 (SD = 0.73) mentors
 - 25 (41.7%) participants met with a graduate school advisor
 - 19 (31.7%) participants met with a mentor for the first time

Course Release Awards

The 19 participants who received a course release awards reported that the below accomplishments were associated with receiving a FORWARD Course Release Award:

- 7 (36.8%) participants began a new research project
- 9 (47.4%) submitted a peer reviewed article
 - On average, these participants submitted 2.27 (SD = 1.56) articles
 - Overall, these participants submitted a total of 21 articles
- 10 (52.6%) participants submitted one peer reviewed article and had that one article accepted
- 5 (26.3%) participants began writing a new grant proposal
- 7 (36.8%) submitted a grant proposal to a funding agency
 - On average, these participants had submitted 3.86 (SD = 2.04) grants proposals
 - Overall, these participants submitted a total of 27 grant proposals
- 3 (15.8%) participants submitted a grant proposal and had that proposal funded
 - On average, these participants had 4.67 (SD = 2.52) grants accepted
 - Overall, these participants had a total of 14 grants funded, totaling \$3,002,175.00
- 2 (10.5%) participants presented at an international conference
- 8 (42.1%) participants presented at a national conference
- 3 (15.8%) participants presented at a regional conference
- 2 (10.5%) earned tenure
- 2 (10.5%) earned promotion from assistant to associate professor

Leap Research Grants

The 14 participants who received a leap grant reported that the below accomplishments were associated with receiving a FORWARD Leap Research Grant:

- 11 (78.6%) participants wrote a new grant proposal
- 10 (71.4%) participants submitted a new grant proposal
 - On average, these participants submitted 2 (SD = 1.25) grant proposals
 - Overall, participants submitted a total of 20 grant proposals
- 6 (42.9%) participants had a grant proposal funded
 - Overall, these six grants were funded for a total of \$2,755,385.00
- 6 (42.9%) participants presented at an international conference
- 8 (57.1%) participants presented at a national conference
- 4 (26.8%) participants presented at a regional conference
- 5 (37.5%) participants earned tenure
- 4 (28.6%) participants earned promotion from assistant to associate professor
- 2 (14.3%) participants earned promotion from associate to full professor

Leap Lab Renovation Grants

The 15 participants who received a leap lab renovation grant reported that the below accomplishments were associated with receiving a FORWARD Leap Lab Renovation Research Grant:

- 2 (13.3%) participants wrote a new grant proposal
- 4 (26.7%) participants submitted a new grant proposal
 - On average, these participants submitted 1.67 (SD = .58) grant proposals
 - Overall, participants submitted a total of 5 grant proposals
- 1 (6.7%) participant had a grant proposal funded
 - Overall, these three grants were funded for a total of \$174,985.00
- 4 (26.7%) participants presented at a national conference
- 2 (13.3%) participants presented at a regional conference
- 1 (6.7%) participant earned tenure
- 1 (6.7%) participant earned tenure and promotion to associate professor

Climate-Gender Research Grant

The 6 participants who received a climate-gender grant reported that the below accomplishments were associated with receiving a FORWARD Climate-Gender Grant:

- 1 (16.7%) participant submitted a peer reviewed article
- 1 (16.7%) participant submitted a peer reviewed article and had that article accepted
- 1 (16.7%) participant wrote a new grant proposal
- 3 (50%) participants presented at a regional conference
- 4 (66.7%) participants presented at a national conference
- 1 (16.7%) participant earned tenure and promotion from assistant to associate professor
- 1 (16.7%) participant learned about the value of interdisciplinary research

Leadership Development Award

The 7 participants who received a leadership award reported that the below accomplishments were associated with receiving a FORWARD Leadership Development Award:

- 5 (71.4%) participants were able to identify skills that will help them be competitive for leadership positions at NDSU
- 4 (57.1%) participants were able to acquire new skills that would help them be competitive for leadership positions at NDSU
- 2 (28.6%) participants acquired a new leadership position at NDSU

Qualitative Feedback on the FORWARD Grant/Award Programs

1. What if any challenges or barriers did you experience in completing the goals of your grant/award?
 - This is my first year at NDSU, so I didn't have any challenges or barriers for promotion or tenure yet
 - To date, none. I went through third year review this past semester and received positive feedback. Much of this is a result of my publication record, which can be traced back to working with my collaborator in [other country] and funds from FORWARD that allowed me to complete that work.
 - Did experience some challenges while submitting my portfolio; but did proactively approach the college PTE member and was directed in the right path of approach.
 - Tenure-credit – even though given, people tend to advise not to take too much/many years. Previous experience doesn't seem to count much!
 - My PTE committee did not accept one of my published articles during my 3rd year review, even though my dept. head has counted it during my previous annual reviews. I had to take a one-year extension to my probation period and my PTE committee insisted that I undergo the 3rd year review at the usual time even though policy says it is pushed back by one year when one has an extension.
 - There were no barriers before tenure. However, tenuring 2/3 of a dept. at one time had a rather negative impact on the dept. climate. I still enjoy the working climate at NDSU.
 - Increased networking within the profession.
 - I have not been promoted, yet.

- Some faculty members did not support me in my progress towards promotion and tenure.
- Bullying. Lack of resources. Decreasing funds for conference travel. Lack of coherent family leave policy.
- A climate of bullying/mobbing in my department.
- Climate issues in my department.
- Working in a communal office (cubicles) for the majority of my time on the tenure clock (January 2010-present).
- I still have colleagues who perceive the money & work I do as somehow less meaningful than other grants.
- My biggest challenge will be meeting what seem like unrealistic promotion expectations set by a few (one) full professor in the department. In his mind, promotion to full professor is all about prestige & I am just NOT motivated by that.
- Worried about CCD. While I feel like I'm getting the job done just as well as the men, I'm often still viewed as the junior, or as less competent, or as though I'm not up to leadership tasks.
- Productivity of my students in terms of publications.
- Haven't seen much change. Still the good ole boys club but they just don't vocalize the fact.
- This would be an entire book of criticism. Top 3 today: 1) regular rating of male teacher performance higher than females in annual reviews. 2) Harsh and swift criticism of women when things don't go as planned, 'sweeping it under the rug' for men. 3) Refusal of department chair & dean to recognize accomplishments i.e. my class project won a regional award. Chair & Dean: "the students must have learned how to do the work in another class."
- (1) Maintaining a balance of: (1) service, research, teaching. (2) work, family. (2) Other faculty who do not perceive this research as real science. (3) Strife with other women. I feel like I'm always competing, always being compared with other women. It's tiresome to not be valued for who I am!
- (1) Under staffed dept. which means too high service & graduate teaching assignments which take away from research time. (2) Crappy library. (3) Implicit expectation to desire/accept admin. appointments. (4) Lack of female mentors in my college.
- A huge barrier for me is a lack of funding. We need more opportunities for local funds. It would be neat to see local grant support for interdisciplinary collaborations. Also, a stronger mentorship program on campus for newer faculty would be great.
- Difficulty obtaining competitive major grants.
- Serious lack of resources for research from other sources (and continued threats of even fewer resources).
- Overall, funding at the national level – Everyone is impacted here.
- High service load.
- High teaching loads (sections and numbers of students); service responsibilities; lack of institutional licenses for qualitative data analysis software (impacts time to publications).
- Too much teaching, and no time to publish! My courses are special/graduate level courses and it is not easy to find someone to teach the courses!
- Lack of time for research due to teaching and services.
- Teaching and service loads make finding research time more challenging.
- Teaching & grant management. Heavy work load – due to shortage of faculty in the department leading to fewer publications.
- Too much service, department understaffed, no one to do important work, but work that doesn't make a strong tenure case (alone).
- No obvious barriers. Primary barrier = heavy service and departmental admin. load means my scholarly productivity is slowed, but not stalled out. We need more actively engaged senior faculty to carry more of this labor.
- Lack of supportive relationship with Dean's office. Also, heavy service roles (somewhat self-inflicted).
- Time for research.

- Time – need additional course buyouts to collect data & write. The course buyout I received was a blessing!
- Time management. I'd like to see a campus-wide workshop series on time management, prioritization for success, and organizational strategies. I thought I was multi-tasking before, I but I am usually doing at least 3 tasks at a time now (literally) – mostly prioritization of tasks for success.
- Time management is challenging with 2 young children.
- Balancing work and mothering 2 small children
- Illness in the family.
- NDSU does not have friendly policies (and if they do – they aren't followed) towards families. Particularly spouses in academia. When inaccuracies are pointed out, university administrators point out that they don't have to follow them in ALL cases. Nice.
- Lack of clear research expectations in tenure document in regards to research appointment. There appears to be inequity in productivity expectations for those with higher research loads as compared to those with lower research loads.
- The challenges faced are not gender-specific at this point, but rather the high expectations of a mid-level research university (which NDSU does not have a track record of in my field) combined with a higher teaching load that is unusual for a research-active university in my field.
- No resources (support) for research in the College of Business. People are good but teaching load is high. Have no grants that faculty (especially women) from the College of Business can apply (like course release grants).
- There's an extra layer of defense/justification in making my work as a designer fit the guidelines. After receiving tenure and promotion at one institution, I made family-based move to North Dakota and NDSU. I was hired in a non-tenure track position which was later converted. As a result, even with 20 years of highly successful university teaching experience, I have not been able to make it full professor....and I haven't had a sabbatical or developmental leave.

2. In addition to the benefits identified previously in the survey, were there any other benefits you experienced due to receiving a FORWARD grant/award?

- I really appreciate the program ☺
- No, but I really benefitted from the FORWARD programs.
- As a non-stem faculty member, I appreciate the opportunity to receive support/funding.
- I think FORWARD is a great program. I know it was funded for 5 years, but I hope it will be extended.
- Being a new comer to the campus, FORWARD provided me several opportunities to learn about teaching, & other areas, which helped me to prepare towards my establishment. The funds (leap grant & travel support) were another element which helped me achieve my target set in these 4 years of service at NDSU.
- I have felt connection with women all over the university, whom I might not have otherwise met. That sort of camaraderie is quite helpful in an environment like the Upper Midwest.
- Great networking! Have learned how to 'navigate' the system from FORWARD – organized sessions.
- Student recruiting. Meeting new colleague.
- Positive interactions with other faculty around campus with whom I would not have likely had interactions.
- Good networking.
- I met other women faculty members from throughout the NDSU campus who are wonderful role models and supporters.
- Yes – Networking with persons I met at the leadership training. Submitted a collaborative grant with one of them. Personal growth & career planning has helped me focus on my plans in the next 5-10 years.
- Just a sense of support from somewhere on campus.

- The networking was great. I now have connection to women with experience in administration at institutions throughout the country.
- Meeting & getting to know professionals in my field who are actively committed to research, to leadership & to creative activity that responds to a larger body of work. My pedagogical development towards classroom technique has been strengthened.
- Colleagues at other institutions that know about ADVANCE FORWARD are impressed, more so than some NDSU colleagues.
- Yes! Met an additional collaborator, set up a Skype writing group, and have been writing weekly.
- The time to write manuscripts was invaluable.
- Increased support outside of NDSU and increased national recognition. Visiting with a mentor was one of the most useful opportunities I've had at NDSU. The ability to go just to discuss research and how to structure my PTE dossier (and set goals) was incredibly valuable!
- I had chances to meet many researchers through travel grants.
- The opportunity to network with other scholars in my field (beyond mentors).
- Working with my mentor was important for me not only for a specific project, but for career development as well.
- Yes, I was able to network & make additional connections & support as a result of the travel grant. This grant helps us to go national and establish a name for NDSU by presenting in conferences, connecting with mentors, submitting high-quality proposals/papers!
- The Course Release Award enabled me to attend a research practicum at the NIH for 1 week & also afforded me time to participate in an NSF review panel. I also planned a symposium during this semester.
- Increased confidence in leadership roles. More developed leadership persona. Technical knowledge useful for certain leadership roles. Realization of critical value in participation in leadership venues prominent in a field.
- The course release grant was very useful in giving me protected time for research – and probably provides the 'biggest bang for the buck.' The lab renovation grant helped improve safety & work environment for my students, and improved productivity.
- My overall research programs have been supported by these grants (not just the specific studies funded).
- The FORWARD grants/awards are a great way to give junior faculty a boost. Not sure they are an extra boost for women in particular. Because I am a woman, it helped me. But these programs could help men just as much (particularly spouses of male junior faculty).
- Other faculty have requested to see my Leap award application as they apply for their own awards. So it has served as a networking opportunity too.
- The pay is low here, and I am the main breadwinner for my family of four, so any financial benefits are helpful to me in the big picture.
- I didn't know whether to include this, but being able to attend the on-campus leadership workshop not connected to a grant helped me learn a bit more about peoples work styles - useful as I take on potentially new challenges.
- We get a new and remodeled lab, which should attract more incoming students to my group, as well as an increase in the productivity of my students, since they can spend more time in the lab.
- I've been able to recruit/ & support a grad student. She's an MS student right now, but might stay for a PhD which, given the new provost, is a great thing indeed!
- More discussion of gender related issues – more awareness.

3. What, if any, improvements have you noticed in the climate at NDSU?

- I find that there is at the minimum official support for a positive climate... oftentimes it moves beyond that into real cultural support. I have been empowered to speak up and challenge policies that contribute to less than supportive environments for women. When I started here (and had young children at home), I wouldn't have thought about requesting that we not hold weekly meetings at

5pm! Now we're getting rid of those meetings with only the slightest of resistance. Faculty members are much more included to see the connection between work/life balance and productivity.

- Conditions for parents, in particular: lactation rooms, formal leave for parenting rather than back-door deals, some protections for junior faculty in my dept. at least, a few more women at full, a few more low level leadership positions filled by women, more awareness of data & other campus policies & practices.
- Sometimes I feel like there is some development in trying to advance female faculty. (FORWARD programs, WIR etc.).
- I started in 2009, after the FORWARD grant had already begun. Hence, I have seen some improvements, but I don't think I was here long enough beforehand to get a full picture of how the climate of the campus has changed. In the time I have been here, I have seen a movement away from certain ideas about women faculty, such as that we should expect less from them because they have babies, etc. I think the FORWARD grant has made major strides towards breaking up the 'good ol' boys' club at NDSU and changing ideas about how women in academia should be viewed and treated.
- I think male faculty are more ready to see that family-friendly policies are not gifts to women but are necessary to see that everyone meets their full potential.
- There seems to be more women faculty on campus.
- Conscious effort to provide women with needed supports.
- More opportunities for women, though the higher administration doesn't seem to understand women's issues at all.
- I work in a good climate now. I realize when I look outside of my dept. that there are still places that we need to work on (a lot), but overall I think there is an increased awareness of issues that makes our campus better.
- FORWARD grants are an invaluable resource. I believe they help boost female faculty's careers.
- Advocates/Allies have helped to show that there are male colleagues we can also discuss concerns with.
- Greater willingness of faculty to speak up/speak out about issues related to diversity.
- There have been many changes. Most noticeable to me is more women in administrative positions and more men willing to speak up on these issues (through allies & advocates program).
- I'm not sure it's affected by the FORWARD grant, but our department has more female faculty members now.
- More workshops/seminars that are geared toward women faculty. I have heard a maternity leave policy has been brought up. The daycare center on campus will remain open. All those are positive movements at NDSU.
- More sensitivity to family life/work balance. Greater sensitivity to women's career trajectories.
- NDSU becomes more friendly to female faculty.
- More communication among female scholars at NDSU.
- More conversations about retention, mentoring to all, not just women. Changes in policy toward family friendly nature.
- More of an awareness for the special needs and strengths of female and other minority candidates.
- Increased recognition of women as viable candidates for leadership roles. Some increase in family-friendly practices, increased recognition of family as important.
- It is a MUCH better place to work now than it was 10 years ago.
- I am certain that, without FORWARD, I would not have had the department support in endorsing my package. It was clearly driven personnel at all levels to rethink on their opinions/decisions/ which was earlier based not on the records; it was only purely based on a personal judgment.
- The speakers have been good with useful suggestions for teaching and identifying gender bias.
- More female faculty members joined STEM departments. More female faculty were promoted to full professor.

- None – really – sometimes I feel that we have an advantage –over all our male counterparts and leads to a bit of ‘reverse’ discrimination.
- Among many, there is a better climate for women, but among the ranks of professors, there is still a lot of misogyny that comes out in their comments and remarks.
- There have only been minor changes – most of the road blocks or behaviors still exist. Lack of maternity leave, lack of daycare, many new women hires still appear to be leaving
- I am currently going through the process of application for the Chair position in my dept. This has easily been the most stressful process I have gone through since my hire. The stress has resulted from the fact that there is still a ‘good old boys’ club on campus. This process has made it crystal clear to me why FORWARD is needed at NDSU.
- None, really. I see men in positions of power here and many decisions lack transparency, making it easy for the ‘good ole boys’ networks to continue to hold power. My male colleagues act paternalistic at times, such as telling another female committee member not to invite me to join the committee because he’s trying to ‘protect my time.’ I would have liked to be asked, at least.
- None yet. A few awards to a few women won’t fix what is horribly broken.
- I think there is more recognition that gender inequity exists, however, it is unsettling to witness competent women leaving NDSU because of climate issues that have not been resolved with administrators.
- With respect to what? Gender? I haven’t really noticed many. Some barriers soon to be lessened when ‘Good-ol-boys’ retire (or otherwise leave).
- While there is increased awareness of major or national trends regarding the advancement of women, many don’t believe and/or recognize those things happening at NDSU. Prime example – two female candidates for Dean of CSM position – NO ONE invited to campus.
- The improvements have been minuscule. Until a woman is the President or Provost, we will not see real change. The musical chairs of moving people from one ‘associate’ or ‘assistant’ role to another is not real progress.
- Conversations. There still seems to be an attitude of ‘we have no climate issues at NDSU’ and these attitudes seem to resonate in departments/units with obvious climate issues.
- Much of the improvement seems superficial to me.
- The climate at NDSU continues to be ‘chilly’ towards women in both overt and covert ways.
- Not much has changed. The people who created bad climate are still around creating bad climate. People are more aware of the bad climate now so I guess that’s good but it’s depressing too.
- Little change in actual climate, some changes in terms of women in leadership positions (e.g., Ann & Betsy in AHSS). Some climate issues have worsened. A few issues are being addressed in certain ways but kept very quiet.
- There is a lot of talk, and increased awareness, but I wonder if that will be sustained past the grant – i.e. checklist mentality = that women stuff has been addressed now...
- More people listen to those experiencing climate issues, solutions are still hard. Chairs who are problems are hard to displace.
- Not easy to quantify. Just knowing that FORWARD exists gives me a sense of safety & peace of mind – knowing I have an advocate.
- Insufficient information for personal evaluation. However, the increase on number of female faculty speaks for itself.
- Personally I have gotten to know more faculty.
- I should say, this is just my third year, so I am kind of only discovering the negatives... (not to be so pessimistic, but I want to be honest).
- Not long enough here to judge.

4. What, if any, challenges or concerns do you have about the climate at NDSU?

- Honestly, I have not seen any other program so well designed & thought through. It helped faculty at all levels. Only fortunate ones made use of this opportunity. I very much commend each & everyone who was involved in this FORWARD task; they have shaped NDSU so much in several different ways.
- None, but that may be because my department and college have very positive climates.
- None with regard to climate in general; my dept. is another story.
- I would like to see more visibility related to activity from the Allies/Advocates.
- There is still reluctance among some male faculty, not necessarily limited to senior faculty, about accepting women and specifically supporting women. Bringing people's unconscious biases to their conscious (e.g. on faculty search committees) can provoke quite some negative responses.
- Emphasis appears to be toward new faculty and tenure which hasn't been as much of a problem as women getting tired of the lack of change and deciding it isn't worth it.
- Until the institution values a bottom-up approach to problem solving and puts a permanent structure (with guidelines) in place for women, minorities, etc. to succeed, I feel that little will change. The President, etc. needs to understand that women are at a REAL disadvantage when it comes to home/work balance, and steps could be taken to improve this situation, e.g., spousal hires, childcare MATERNITY LEAVE! (as per Joan William's talk).
- In general NDSU doesn't seem extremely family friendly. Our policies have a long way to go to keep up with other institutions our size and reputation!
- Personally, the climate at NDSU has been great for me. I feel like I have tried to help make it better by using the resources I have available to help my fellow colleagues.
- There is little accountability for those who implicitly or explicitly make climate issues happen. This is, I think, largely due to power dynamics of hierarchy and vulnerability.
- Among many, there is a better climate for women, but among the ranks of professors, there is still a lot of misogyny that comes out in their comments and remarks, as they are among the people who serve on PTE committees & whose impact on policy is apparent.
- Problems that remain at NDSU are more subtle effects left behind from the 'good ol' boys' mentality. Unwillingness to recognize that there can be gender biases in student evaluations would be a good example. Many people simply don't believe this, despite the fact that research studies have repeatedly shown it to be the case. In addition, there is still a tendency to have written policies say one thing, but for people/departments/etc. to enforce a different set of standards that are not written anywhere, but are how things have been traditionally done. These subtle aspects of the old mentality are harder to deal with, but hopefully over time they will go away as well!
- There is lots of room for improvement. But I do not know how to change a man who does not respect a woman.
- Upper admin. still feels like an 'old boys club,' one that isn't transparent & treats young faculty like naïve dunces.
- I still see many men unwilling to acknowledge bias.
- I am a little concerned whether the momentum of climate improvement will continue after the FORWARD grant ends in a year.
- I'm worried that as resources become limited at NDSU that people will do the easy thing (not necessarily the right thing) and that Diversity will be pushed to the backburner.
- Since funding is so tight at the university right now, I worry that once the NSF funding ends, there won't be the continued support of the female faculty
- Not related to academics, but I think some student-serving depts. could use customer service training (reminder that they are here to serve students).
- Subconscious inequity. Men are still advanced more readily into positions of leadership.
- There is a clear gender bias.
- The financial climate is demoralizing for everyone. The new administration (whether intentionally or not) seems to have created an atmosphere of paranoia & fear.

- Change, I'm afraid, will not happen if we keep allowing the same people who are perpetrators of bad climate. This includes men and women! We have some women who are contributing to climate issues. I find it frustrating that Deans & Chairs who have had the most training continue to appoint people to leadership positions who they know are part of the problem.
- There are still pockets of troglodytes on our campus, although small ones, and some of them are in positions of influence. I recently found myself apologizing to 3 professional reps. for comments that a senior colleague made (to me) in their hearing that were both sexist & racist.
- The economic situation pushes decisions that negatively affect the climate (such as the proposed childcare closing last year). Sometimes it seems that any gains obtained from FORWARD are somehow offset by other university decisions, and having FORWARD to counter this is quite essential.
- No real commitment to women or people of color seems to exist. Much of the activity is focused on low level opportunities and/or 'feel good' projects with no significant change.
- There is still very little concern for issues of spousal hiring.
- Unhealthy climate in respect to protecting junior faculty no matter how they were hired. *(spousal hires are at risk here)*
- Pockets of inertia. Slow to change. Lack of accountability to enforce change.
- I would still like to see more change within my department. At a minimum, it would be nice to have some conversations on the issues.
- Inconsistent standards/yardstick sometimes applied to different persons in certain circumstances (faculty, students & staff).
- There is some degree of jealousy about the availability of 'easy' funds to help with research – amongst faculty that are not eligible for these grants.
- I like to see women being treated equally!
- 1) We still do not hire (or even recruit in an attempt to hire) women or other underrepresented people in top leadership positions. Change will only happen when women have real power at NDSU. 2) Sometimes it seems that FORWARD only wants to advance parents. The effort that went into saving the child care center was disproportionate to the number of female faculty it helped. It was right to do it, but I would like to see the same furor in other situations.
- I still find that at meetings with men from other departments, my ideas are not as well received as a similar idea coming from either 1) another male or 2) an older women. The same seems to happen in the classroom. I feel young women faculty are not given the same respect as older male faculty.
- I worry that I won't get tenure no matter how hard I work or how much I publish. The PTE is holding me to higher standards than the last several people who earned tenure in my dept. My former dept. head wrote a letter for my file protesting this practice, and I'm grateful for that, but why does everything have to be a fight? It gets tiring after a while and makes me think about moving elsewhere.
- There are real problems with the climate in the College of Agriculture. Women are still struggling to be accepted.
- Anti-AHSS sentiment from administration, (which disproportionately affects women). Increased publication requirements while gutting the library. Maximizing Efficiencies looks like NCLB in Higher Ed.
- Give more chances and resources to candidates from disciplines such as finance, accounting, etc. in the College of Business.
- I think my biggest frustration-or my 2 biggest-is the apparent lack of priority for AHSS (and my dept within that). We keep being told to do more with less, and it just feels offensive. Plus, this management style of grandiose announcements of cuts, which then magically go away when we get riled up enough. It just feels so manipulative. The second is from elected leaders in this state, who appear to be bent on chasing us away or just completely deflating us.

- No women at the top (other than VP Meyers & Deans Clark-Johnson & Reid). People judging excellence only by science & science research measures. The lack of valuing arts, humanities, and other disciplines heavily populated by women. Women's heavy service loads.
- I think one of the greatest challenges is support (i.e. paid leave 12 weeks) for any (male or female) parent. I think of cases of single parents adopting/birthing children, gay or lesbian or 'unmarried' couples having children being especially difficult to give up 3 months' salary.
- While I think this is a good program, it also feels like some new assistant professors that are male tend to be upset that they are excluded from this granting opportunity, which puts the female professors in a difficult situation.
- I find older female faculty, and women who don't have families to be the least understanding, ironically enough. It's not just about influencing men, but women are also some of the most difficult barriers between themselves.
- Still some gender bias in depts. that were traditionally male. Too much emphasis on research, even for those who are primarily hired for teaching assignment – with this as my job description (75% teaching, 10-15% research, 10-15% service), I'm still required to produce multiple papers per year.
- The climate there is unbelievable, so I have already left. It speaks poorly of education in North Dakota and I would not send my children to college there.
- 1) Keep pressure on hiring women; better recruiting. 2) Equity: Diversity office opposite of helpful – hurts people, ignores faculty problems. Have yet to hear of a good resolution. 3) No good grievance process.
- Collaborations: There are a lot of talks regarding collaboration; but when I tried to start the joined project, many difficulties appear. These hindrances mostly originate from the idea that for faculties, especially junior faculties, it's important to be a PI rather than co-PI. Therefore, the collaborative projects are not really supported by junior faculties, although mutual research interests are there. Another concern is collaborative papers. Because of the nature of my research, I have a lot of collaborations outside of NDSU. These collaborations fruitfully result in many publications with me as coauthor. Despite that these papers are published in high-rank journals, my Department does not count these papers as real achievements that will help me to get tenure. I think that this approach is not effective to the modern scientific research that becomes more and more interdisciplinary in its nature and results in very collaborative approaches.
- (1) Lack of clear, consistent plan for climate improvement that includes consequences/accountability. (2) Promoting women because they are women.
- Getting women into leadership. Developing and promoting the women leaders that are here. It's all too easy to let us serve and serve some more while never tending to our best interests in terms of advancement.

5. Are there any other comments you would like to share with us about the FORWARD grants and awards program?

- THANKS!! I have benefitted greatly. And the colleagues and students I work with each day will benefit as well.
- Thank you!
- Thank you! This grant allows me to extend my professional network. It's very helpful!
- Honestly, the network and resources from FORWARD has been one of the bright spots in my time at NDSU.
- Thank you for this opportunity.
- Great program!
- Thank you!
- Thanks for your support!
- The program has influenced my attitude & my stay at NDSU positively. Thanks to the individuals in charge.

- I am happy that women on campus have FORWARD to turn to for help. Now that I have directly experienced differential treatment based on my gender it is clear why FORWARD is so important to women on this campus.
- Keep up the great work!
- If there is any way for us to help you provide evidence that this grant should be renewed – we would! NDSU was much further behind than most institutions – even our external advisory board noted this. NSF has got to recognize that even 2-3 yrs more funding would allow us the time to really institutionalize some change.
- Thanks!
- This is a great program that has assisted the development of many women faculty. We highly appreciate it!
- The Leadership grant was fantastic. It allowed me to participate in an excellent program, make a network of friends in similar positions, and get insight into my skills and limitations as a leader.
- It was a great idea to have this grant/awards program. It helped a large number of faculty in their academic career.
- These have been instrumental to set up preliminary data for federal grants – this has been HUGE! Thank you
- Just thanks for your support!
- I had a hard time answering some of these items. I needed a neutral (no impact) option for some.
- It is a wonderful program and I certainly hope that after the grant is over, the institution will continue with some of these granting opportunities for both men and women.
- It has been a wonderful program.
- I believe in this program & I wish this could continue with university support at least in organizing meetings, workshops & inviting speakers. It provides so much wealth of info! I sincerely wish in some or other way this vision continues.
- This is a great program and I hope it can get extended forever! I hope there could be a program helping us to recruit female graduate students. In my experience, they are way more reliable than male students.
- Thank you! I am appreciative of this funding, which is positively impacting my professional development!
- More training that is meaningful and making (somehow) people accountable for their actions when their actions go against a healthy/happy climate.
- We need more training for ALL search committee members. I would appreciate work/life balance training for people whose families don't live in town but at the other end of the world. That is a special challenge that most people don't even recognize as such.
- The FORWARD program should spend more effort to help junior female faculty to overcome political barriers!
- Still waiting for some mentoring from the mentor program to happen – there was not follow up on that. Getting your travel reimbursed seems more complicated/slower than it should be.
- Try this: Since the programs are viewed by admin as hand-outs to women, perhaps you could use your power to ensure that department chairmen and deans are regularly reviewed by their staff/faculty once every 3 yrs pursuant to NDSU policy. This policy is routinely slanted at NDSU. (My dept chair has not been reviewed since his installment 4 years ago). If chairs & deans are regularly reviewed, they might consider whether their words/behavior/decisions are fair to the women under them, rather than just being beholder to their 'good-ol-boy' superiors in administration.
- More workshops on the grant writing, budgeting, and grant searching would be desirable especially for junior faculties.
- Would have liked to see some programs on grant writing and techniques to obtain funding; Leadership training for all; Training on how to leverage funding to obtain more funds; Some grants

appeared to go to women that have a good funding stream due to their research area. Rich get richer syndrome.

- One of the problems for most academicians is that they remain at one or two institutions for their entire careers. Thus their level of knowledge is based on a very small experience. If an institution like NDSU is your first or only experience, you might conclude that life is improving for women and people of color. However, a California school or an East Coast institution experience would quickly reveal to people that NDSU is not forward looking. Women are increasingly taking leadership roles at many state institutions as well as at other private schools. The choice in leadership at NDSU tells the story. White men continue to be the choice of search committees. I am sorry that I cannot be more positive, but you solicited my honest responses and I have tried to share them with you.
- Prior to tenure – faculty need reduced teaching loads and access to qualified grad assistants.
- The FORWARD faculty & staff are very service-oriented. I so appreciate all the efforts.
- It seems like it's the same people at the FORWARD events. I wonder how other people could be reached.
- FORWARD please help non-STEM Faculty as well in research. Other than gender equity, travel, and leadership grants non-STEM faculty can't apply for most grants (like course release). Non-Stem faculty will be equally benefitted by the extra time available for their research! Otherwise FORWARD is doing a fantastic job! Thank you!
- My earlier responses are 'somewhat disagree' but in reality should be neutral due to my comments in Q12, with the cut of professional development funding I would not have been able to complete the research I did with my mentor and I thank this program for that!
- I hope that we will be able to continue having networking events after the NSF grant has ended. Those have been very helpful for me as an untenured faculty member.
- I think the momentum generated by the FORWARD grants needs to be maintained.
- Keep it up. The work is far from done.
- I believe that this program encourages faculty members to do more research. I will apply for the research fund again in the near future. VERY HELPFUL!!