

## **Impacts of Receiving FORWARD Grants/Awards on NDSU Faculty by STEM Status Summer 2012**

### **Description of Full 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%.

### **Description of the STEM Sample**

Forty-one faculty members from STEM disciplines completed the survey. In particular, 30 (73.2%) reported receiving a travel award, 17 (41.5%) received a course release award, 13 (31.7%) received a leap research grant, 15 (36.6%) received a leap lab renovation grant, five (12.2%) received a climate/gender grant, and two (4.9%) received a leadership development award. In addition, 27 (65.9%) faculty members were assistant professors, 12 (29.3%) faculty members were associate professors, and two (4.9%) faculty members were full professors.

It is important to note that 17 participants reported receiving one FORWARD grant/award, 10 participants reported receiving two grants/awards, 11 participants reported receiving three FORWARD grants/awards, and three participants reported receiving four FORWARD grants/awards.

### **Description of the Non-STEM Sample**

Thirty-five faculty members from non-STEM disciplines completed the survey. In particular, 30 (85.7%) reported receiving a travel award, two (5.7%) reported receiving a course release award, one (2.9%) reported receiving a leap research grant, one (2.9%) received a climate/gender grant, and five (14.3%) received a leadership development award. In addition, 24 (68.6%) faculty members were assistant professors, eight (22.9%) faculty members were associate professors, and three (8.6%) faculty members were full professors.

It is important to note that 31 participants reported receiving one FORWARD grant/award and four participants reported receiving two grants/awards.

### **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 are about 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), for STEM faculty = 4.85; for non-STEM faculty = 4.36; no significant STEM status difference.

**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), for STEM faculty = 5.15; for non-STEM faculty = 4.73; no significant STEM status difference.

**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), for STEM faculty = 4.49; for non-STEM faculty = 4.45; no significant STEM status difference.

**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), for STEM faculty = 4.83; for non-STEM faculty = 4.30; no significant STEM status difference.

**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), for STEM faculty = 4.73; for non-STEM faculty = 4.47; no significant STEM status difference.

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

#### STEM Sample

- There was some arguing whether male faculty would be allowed to use the renovated room as well. "Will we have a y-chromosome elector on the door?"
- 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.

- Nobody in my department noticed that I received travel award.
- Some of my colleagues are dismissive to anything related to FORWARD (although they do not show this directly)
- Not convinced these grants/awards aid in the climate at NDSU.

#### Non-STEM Sample

- FORWARD has done much for me, but my dept. has NOT.
- Wasn't recognized within the department that I was even awarded the grant.
- Most do not know about it, being our chair makes no announcement (as he does w/ other grants/recipients).
- My dept head and dean sent a congratulations, but no one else has said anything.
- Those who knew were very supportive.
- Though the men seem to feel it's unfair that they don't get additional funding.
- In the eyes of the department chair and dean, only men in my department earn awards. For women, they are 'given.'

#### Travel Awards

##### STEM Sample

The 30 STEM participants who received a travel award reported that the below accomplishments were associated with receiving a FORWARD Travel Award:

- 3 (10%) participants presented at international conferences
- 19 (63.3%) participants presented at national conferences
- 2 (6.7 %) participants presented at regional conferences
- 13 (43.3%) participants made progress on a research article
- 15 (50%) participants made progress on a grant proposal
- 28 (93.3%) participants met with collaborators
- 23 (76.7%) participants received mentorship that helped with career development and advancement
  - On average, these participants met with 1.66 (SD = 0.57) mentors
  - 9 (30%) participants met with a graduate school advisor
  - 7 (23.3%) participants met with a mentor for the first time

##### Non-STEM Sample

The 30 Non-STEM participants who received a travel award reported that the below accomplishments were associated with receiving a FORWARD Travel Award:

- 2 (6.7%) participants presented at international conferences
- 17 (56.7%) participants presented at national conferences
- 2 (6.7%) participants presented at regional conferences
- 18 (60%) participants made progress on a research article
- 3 (10%) participants made progress on a grant proposal
- 20 (66.7%) participants met with collaborators
- 27 (90%) participants received mentorship that helped with career development and advancement
  - On average, these participants met with 1.85 (SD = 0.86) mentor
  - 16 (53.3%) participants met with a graduate school advisor
  - 12 (40.0%) participants met with a mentor for the first time

## **Course Release Awards**

### **STEM Sample**

The 17 STEM participants who received a course release awards reported that the below accomplishments were associated with receiving a FORWARD Course Release Award:

- 6 (35.5%) participants began a new research project
- 8 (47.1%) participants submitted a peer reviewed article
  - On average, these participants submitted 2.19 articles (SD = 1.65)
  - Overall, these participants submitted a total of 18 articles
- 9 (52.9%) participants submitted a peer reviewed article and had that article accepted
- 5 (29.4%) participants began writing a new grant proposal
- 7 (41.2%) submitted a grant proposal to a funding agency
  - On average, these participants had submitted 3.86 grants (SD = 2.04)
  - Overall, these participants submitted a total of 27 grants
- 3 (17.6%) participants submitted a grant proposal and had that proposal funded
  - On average, these participants had 4.67 grants (SD = 2.52) funded
  - Overall, these participants had a total of 14 grants funded, totaling \$3,002,175.00
- 1 (5.9%) participant presented at an international conference
- 7 (41.2%) participants presented at a national conference
- 2 (11.8%) participants presented at a regional conference

### **Non-STEM Sample**

The two non-STEM participants who received a course release award reported that the below accomplishments were associated with receiving a FORWARD Course Release Award:

- 1 (50%) participant began a new research project
- 1 (50%) submitted a peer reviewed article
  - Overall, this participant submitted a total of 3 articles
- 1 (50%) participant submitted a peer reviewed article and had that article accepted
- 1 (50%) participant presented at a international conference
- 1 (50%) participant presented at a national conference
- 1 (50%) participant presented at a regional conference

## **Leap Research Grants**

### **STEM Sample**

The 13 STEM participants who received a leap grant reported that the below accomplishments were associated with receiving a FORWARD Leap Research Grant:

- 10 (76.9%) participants wrote a new grant proposal
- 10 (76.9%) participants submitted a new grant proposal
  - On average, these participants submitted 2 (SD = 1.25) grants
  - Overall, participants submitted a total of 20 grants
- 6 (46.2%) participants had a grant proposal funded
  - Overall, these six grants were funded for a total of \$2,755,385.00
- 6 (46.2%) participants presented at an international conference
- 8 (61.5%) participants presented at a national conference
- 4 (30.8%) participants presented at a regional conference
- 5 (38.5%) participants earned tenure
- 4 (30.8%) participants earned promotion from assistant to associate professor
- 2 (15.4%) participants earned promotion to from associate to full professor

Non-STEM Sample

One non-STEM participant received a leap grant reported that the below accomplishments were associated with receiving a FORWARD Leap Research Grant:

- 1 (100%) participant wrote a new grant proposal

Leap Lab Renovation GrantSTEM Sample

The 15 STEM participants who received a leap lab renovation grant reported that the below accomplishments were associated with receiving a FORWARD Leap Lab Renovation 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 = 0.58) grants
  - Overall, participants submitted a total of 5 grants
- 1 (6.7%) participant had a grant proposal funded
  - Overall, this one grant was 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%) participants earned promotion from assistant to associate professor

Climate-Gender Research GrantSTEM Sample

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

- 1 (20%) participant submitted a peer reviewed article
- 1 (20%) participants submitted a peer reviewed article and had that article accepted
- 1 (20%) participant began writing a new grant proposal
- 4 (80%) participants presented at a national conference
- 3 (60%) participants presented at a regional conference
- 1 (20%) participant earned tenure
- 1 (20%) participants earned promotion from assistant to associate professor
- 1 (20%) participant experienced learning the value of interdisciplinary research

Non-STEM Sample

The one non-STEM participant who received a climate-gender grant reported that no accomplishments were associated with receiving a FORWARD Climate-Gender Grant.

## **Leadership Development Award**

### STEM Sample

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

- 2 (100%) participants were able to identify skills that will help them be competitive for leadership positions at NDSU
- 1 (50%) participant was able to acquire new skills that would help her be competitive for leadership positions at NDSU
- 1 (50%) participant acquired a new leadership position at NDSU

### Non-STEM Sample

The five non-STEM participants who received a leadership award reported that the below accomplishments was associated with receiving a FORWARD Leadership Development Award:

- 3 (60%) participants were able to identify skills that will help them be competitive for leadership positions
- 3 (60%) participants were able to identify skills that will help them be competitive for leadership positions at NDSU
- 1 (20%) participant 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?

### STEM Sample

- It took 2 months to start the renovation and 3 months for the renovation by itself. The waiting time was too long and hindered the progress of my group.
- Time constraints – getting it all done within the time frame of the grant.
- Time limited!
- Time allowance – perhaps give 18 months instead of 12 for allowing progress on project
- Any time to complete items for publication. That is now on track about 1 year behind schedule.
- Short time period in which to spend funds
- 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).
- It would have been nice to receive the Leap Research Award to fund some of the new projects I initiated during my course release.
- Limited lab space and harsh environment in the student office (no air conditioning and molding) makes students even less productive!
- My initial plans for the travel award had to change because my mentor had a family emergency & health issues. It worked out ok in the end
- My collaborator on the gender-climate grant left NDSU, which made collaboration challenging.
- Minard collapse
- The biggest challenge I have experienced was not able to recruit good Ph.D. students. NDSU has much to do to get our name and reputation known nationally and internationally.
- Barriers – Heavy work load prevented me from publishing as many papers as I had hoped for from receiving the Course release Grant.
- No serious challenges.
- It was a travel grant – not too much could go wrong.

- I do not feel that I experienced any challenges or barriers. The grants were very helpful in allowing me to develop a successful research program at NDSU.
- Never faced any challenges. Criteria was clear, & the set goals were accomplished.

### Non-STEM Sample

- Lack of instructors relative to number of courses that require instruction in my area – we need another faculty line!
- Recruitment problems (participants)
- The date restriction for travel award is problematic. It doesn't allow for Fall meetings which would be the most helpful for me.
- Too little time
- The decision came late and it was difficult to complete the pre-institute work on time.
- No barriers
- I am still working with my mentor. So, I am happy with the award.
- I didn't experience any challenges or barriers in presenting my research or meeting with mentors.
- None. Even though I am an atypical candidate for the opportunity, I felt that it led to greater understanding of servant leadership and of service to the institution. Although I am now contemplating retirement, the opportunity occurred 3 years before that point.
- My administration is not supportive.
- Lack of supportive relationship with Dean's office.
- Lack of other available funding
- It would be very helpful to have people to review grants prior to submission (other than budget).
- I did not get the right receipts for my hotel, and so I was not able to use all of my travel award at first. Later, I was able to use the rest of the funds to meet with a mentor at another conference.
- I hate air travel, so I don't want to leave. But I did. ☺ Because FORWARD paid for it – and it was a great experience.
- The first mentor travel grant scenario fell through b/c of the sudden bad health of my mentor. However, the revised plan was highly successful, leading me to meet with 3 instead of one mentor, all of whom I knew of but hadn't formally met. So, while less useful to an immediate project-and the broader campus, I got good, useful feedback about going for full.
- Illness in the family
- Other people changing their travel and research plans – out of my control.
- Finding fund to compensate my mentor for his time – I was able to fund them through my college and dept, but I wish I could use FORWARD funds to do so.
- The STEM focus limits my ability to apply for awards and suggest that the poor climate for women at NDSU is only in stem 0 which is very inaccurate.

2. What, if any, challenges or barriers have you experienced in your progress towards promotion and/or tenure?

### STEM Sample

- 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.
- 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.
- High service load.
- Haven't seen much change. Still the good ole boys club but they just don't vocalize the fact.

- Climate issues in my department.
- I still have colleagues who perceive the money & work I do as somehow less meaningful than other grants.
- Some faculty members did not support me in my progress towards promotion and tenure.
- I don't think I have any.
- Overall, funding at the national level – Everyone is impacted here.
- High teaching loads (sections and #s of students); service responsibilities; lack of institutional licenses for qualitative data analysis software (impacts time to publications)
- Too much teaching, and has no time to publish! My courses are special/graduate level courses → Not easy to find someone teaching the courses.
- (teaching & grant management). Heavy work load – due to shortage of faculty in the department leading to less publications.
- 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.
- 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.
- Productivity of my students in terms of publications.
- 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.
- Mostly prioritization of tasks for success.
- 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.
- Time management is challenging w/ 2 young children.
- Balancing work and mothering 2 small children.
- (1) Maintaining a balance of: (1) service, research, tchg. (2) work, family. (2) Other faculty who do not perceive this research as real science. (3) Strife w/ 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!
- Tenure-credit – even though given, people tend to advise not to take too much/many years. Previous experience doesn't seem to count much.
- Difficulty obtaining competitive major grants.
- Did experience some challenges while submitting my portfolio; but did proactively approached the college PTE member & was directed in the right path of approach.
- I have not been promoted, yet.

#### Non-STEM Sample

- This is my first year at NDSU, so I didn't have any challenges or barriers for promotion or tenure yet
- 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.
- (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. appts. (4) Lack of female mentors in my college.



- My PTE committee did not accept one of my published articles during my 3<sup>rd</sup> 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 3<sup>rd</sup> year review at the usual time even though policy says it is pushed back by one year when one has an extension
  - My administration is not supportive
  - 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.
  - Bullying. Lack of resources. Decreasing funds for conference travel. Lack of coherent family leave policy.
  - A climate of bullying/mobbing in my dept.
  - 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).
  - Heavy service roles (somewhat self-inflicted)
  - Lack of time for research due to teaching and services
  - Time – need additional course buyouts to collect data & write. The course buyout I received was a blessing!
  - Time for research
  - 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.
  - 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.
  - Serious lack of resources for research from other sources (and continued threats of even fewer resources)
  - Too much service, department understaffed, no one to do important work, but work that doesn't make a strong tenure case (alone).
  - Teaching and service loads make finding research time more challenging. Increased networking w/in the profession.
  - 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.
  - Recruitment problems (participants)
  - Working in a communal office (cubicles) for the majority of my time on the tenure clock (January 2010-present).
  - Illness in the family.
3. In addition to the benefits identified previously in the survey, were there any other benefits you experienced due to receiving a FORWARD grant/award?

#### STEM Sample

- I really appreciate the program ☺
- I think FORWARD is a great program. I know it was funded for 5 years, but I hope it will be extended.

- No, but I really benefitted from the FORWARD programs.
- Student recruiting  
Meeting new colleagues
- Colleagues at other institutions that know about ADVANCE FORWARD are impressed, more so than some NDSU colleagues.
- Being a new comer to the campus, FORWARD provided me several opportunities to learn @ teaching, & other areas, which helped me to prepare towards my establishment. The [illegible] fund (leap grant & travel support) is another element which helped me achieve my target set in these 4 years of service at NDSU.”
- This grant helps us to go national and establish name for NDSU by presenting in conferences, connecting with mentors, submitting high-quality proposals/papers!
- 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!
- 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. B/c 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.
- I had chances to meet many researchers through travel grants.
- 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
- Good networking
- (1) 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!
- Positive interactions with other faculty around campus with whom I would not have likely had interactions
- 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.
- The course release grant was v. 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.
- We get new and remodeled lab, which should attract more incoming student to my group, as well as increase the productivity of my students, since they can spend more time in the lab.
- The time to write manuscripts was invaluable.

#### Non-STEM Sample

- More discussion of gender related issues – more awareness
- Great networking! Have learned how to ‘navigate’ the system from FORWARD – organized I met other women faculty members from throughout the NDSU campus who are wonderful role
- The net-working was great. I now have connection to women with experience in administration at institutions throughout the country.
- The opportunity to network with other scholars in my field (beyond mentors)
- 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.

- Yes, I was able to network & make additional connections & support as a result of the travel grant. My overall research programs have been supported by these grants (not just the specific studies funded).
- I have felt connection with women all over the University, whom I might not have otherwise met. Working with my mentor was important for me not only for specific project, but for career development as well.
- That sort of camaraderie is quite helpful in an environment like the Upper Midwest.
- Models and supporters.
- Just a sense of support from somewhere on campus.
- Yes! Met an additional collaborator, set up a skype writing group, and have been writing weekly.”
- 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
- 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.
- As a non-stem faculty member, I appreciate the opportunity to receive support/funding.
- Sessions

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

##### STEM Sample

- Personally I have gotten to know more faculty.
- More of an awareness for the special needs and strengths of female and other minority candidates.
- 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.
- 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.
- It is a MUCH better place to work now than it was 10 years ago.
- I’m not sure it’s affected by the FORWARD grant, but our department has more female faculty members now.
- More sensitivity to family life/work balance. Greater sensitivity to women’s career trajectories.
- Advocates/Allies have helped to show that there are male colleagues we can also discuss concerns with.
- 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.
- The speakers have been good with useful suggestions for teaching and identifying gender bias.
- I am certain that, without FORWARD, I would not have had the department support in endorsing my package. It was clearly driven personal 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.
- NDSU becomes more friendly to female faculty.
- More female faculty members joined STEM departments. More female faculty were promoted to full professor.
- There seems to be more women faculty in campus.

- More conversations about retention, mentoring to all, not just women. Changes in policy toward family friendly nature
- Conversations. There still seems to be an attitude of ‘we have no climate issues at NDSU’ and these attitudes seems to resonate in depts/units with obvious climate issues.
- FORWARD grants are an invaluable resource. I believe they help boost female faculty’s careers.
- This question is too general, and almost impossible to answer
- Very little in my area.
- Few to none.
- None – really – sometimes I feel that we have an advantage –over all our male counterparts and leads to a bit of ‘reverse’ discrimination.
- 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.
- 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.
- Not long enough here to judge
- 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.
- “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
- 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 @ NDSU. Prime example – two female candidates for Dean of CSM position – NONE invited to campus.

#### Non-STEM Sample

- 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.
- The climate at NDSU continues to be ‘chilly’ towards women in both overt and covert ways.
- More opportunities for women, though the higher administration doesn’t seem to understand women’s issues at all.
- None, really. I see men in positions of power here and many decisions back 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.
- 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.
- I find that there is at the minimum official support for a positive climate...often times 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.

- 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.
- 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)
- Much of the improvement seems superficial to me
- 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.
- 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.
- Conscious effort to provide women with needed supports.
- Greater willingness of faculty to speak up/speak out about issues related to diversity.
- Sometimes I feel like there is some development in trying to advance female faculty. (Forward programs, WIR etc.)
- More communication among female scholars at NDSU
- Increased recognition of women as viable candidates for leadership roles. Some increase in family-friendly practices, increased recognition of family as important.
- 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).
- 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 @ full, a few more low level leadership positions filled by women, more awareness of data & other campus policies & practices
- 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).
- Don't understand the question—since when? what?

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

STEM Sample

- Collaborations: There are a lot of talks regarding collaboration; but when I tried to start the joined project, many difficulties appear. This hinders mostly originate from the idea that for faculties, especially junior faculties, it's important to be a PI rather than coPI. 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 are fruitfully result in many publications with me as coauthor. Despite that these papers are published in high-rang journals, my Department does not count these papers as a real achievement 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.
- 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.

- Upper administration. Still feels like an ‘old boys club,’ one that isn’t transparent & treats young faculty like naïve dunces.
- 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 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 prof. reps. For comments that a senior colleague made (to me) in their hearing that were both sexist & racist & [illegible].
- 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 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.
- Unhealthy climate in respect to protecting Jr faculty no matter how they were hired. \*(spousal hires are at risk here)\*
- 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.
- There is lots of room for improvement. But I do not know how to change man who do not respect woman.
- 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 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.
- I’m worried that as resources become limited @ NDSU that people will do the easy thing (not necessarily the right thing) and that Diversity will be pushed to the backburner.
- I am a little concerned whether the momentum of climate improvement will continue after the FORWARD grant ends in a year.
- 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
- 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.
- I still see many men unwilling to acknowledge bias.
- I like to see women being treated equally!
- Inconsistent standards/yardstick sometimes applied to different person in certain circumstance (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.

- 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)
- Personally, the climate @ 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.
- 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.

### Non-STEM Sample

- 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.
- 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. I would like to see more visibility related to activity from the Allies/Advocates.
- Subconscious inequity. Men are still advanced more readily into positions of leadership.
- There is a clear gender bias.
- 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.
- 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.
- Pockets of inertia. Slow to change. Lack of accountability to enforce change.
- Anti-AHSS sentiment from administration, (which disproportionately affects women). Increased publication requirements while gutting the library. Maximizing Efficiencies looks like NCLB in Higher Ed.
- 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.
- 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 awhile and makes me think about moving elsewhere.
- There is still very little concern for issues of spousal hiring.
- None, but that may be because my department and college have very positive climates.
- None re: climate in general; my dept. is another story
- Give more chances and resources to candidates from disciplines such as finance, accounting, etc. in the College of Business.

- The financial climate is demoralizing for everyone. The new administration (whether intentionally or not) seems to have created an atmosphere of paranoia & fear.
  - There are real problems with the climate in the College of Agriculture women are still struggling to be accepted
  - No women at the top (other than VP Meyers & Deans Clark-Johnson & Reid). People judging excellence only by science & science research measure. The lack of valuing arts, humanities, and other disciplines heavily populated by women. Women's heavy service leads.
  - While I think this is a good program, it also feels like some new assistant profs that are male tend to be upset they are excluded from this granting opportunity, which puts the female profs 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.
  - 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 mgmt. 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.
  - 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.
  - (1) Lack of clear, consistent plan for climate improvement that includes consequences/accountability. (2) Promoting women b/c they are women.
  - 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!
  - 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.
  - Not related to academics, but I think some student-serving depts. could use customer service training (remind that they are here to serve students)
6. Are there any other comments you would like to share with us about the FORWARD grants and awards program?

#### STEM Sample

- More workshops on the grant writing, budgeting, and grant searching would be desirable especially for junior faculties.
- More training that is meaningful and making (somehow) people accountable for their actions when their actions go against a healthy/happy climate.
- 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.



- 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.
- This is a great program that has assisted the development of many women faculty. We highly appreciate it!
- The program has influenced my attitude & my stay at NDSU positively. Thanks to the individuals in charge.
- I think the momentum generated by the FORWARD grants needs to be maintained.
- 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.
- 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.
- I believe in this program & I wish this should continue with univ. 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.
- 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.
- 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.
- It was a great idea to have this grant/awards program. It helped a large number of faculty in their academic career.
- 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.
- The Forward program should spend more effort to help junior female faculty to overcome political barriers!
- Great program!
- Thank you!
- Thanks for your support!
- These have been instrumental to set up preliminary data for federal grants – this has been HUGE! Thank you.
- Just thanks for your support!
- Keep up the great work!
- It has been a wonderful program.

#### Non-STEM Sample

- 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.
- Thank you! I am appreciative of this funding, which is positively impacting my professional development!

- Keep it up. The work is far from done.
- I had a hard time answering some of these items. I needed a neutral (no impact) option for some.
- 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.
- 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.
- Thanks!
- 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!
- 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.
- Honestly, the network and resources from FORWARD has been one of the bright spots in my time at NDSU.
- Thank you for this opportunity.
- 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.
- Thank you!
- Thank you! This grant allows me to extend my professional network. It’s very helpful!
- 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!
- THANKS!! I have benefitted greatly. And the colleagues and students I work with each day will benefit as well.
- 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!!