

**NDSU ADVANCE Institutional Transformation Award, HRD-0811239
Quarterly Progress Report – December 1, 2011 – February 29, 2012**

Significant accomplishments: Since the first quarterly report for Year 4 submitted November 30, 2011, the following items have been initiated and/or completed as part of the Advance FORWARD project:

- FORWARD Lecture Series
 - Sponsored sessions with Dr. Margaret Price (Spelman College) for administrators and various faculty groups on December 9-10, 2011. Dr. Price's content covered separate offerings appropriate for administrators and for faculty. After her visit, Dr. Price sent an email thanking the Task Force for their hospitality (Appendix A). Findings from the evaluations of the sessions for faculty and administrators led by Dr. Margaret Price in December, 2011, indicated that, as a result of attending Price's workshop,
 - 87.5% of the administrator respondents reported that they will be able to implement new strategies to support the advancement of faculty members including those with disabilities, and
 - 95.8% of the faculty respondents reported that they had acquired new information or understanding about the barriers experienced by faculty members including those with disabilities.
 - Hosted Joan Williams JD, Distinguished Professor of Law, Founder/Director of Center for Work Life Law, University of California, Hastings College of the Law on Friday, January 20, 2012. Sessions included: a lecture for the entire campus community on work/life balance; a luncheon for women faculty on patterns of gender bias and strategies to counter them; and a workshop for academic administrators on the costs of losing women faculty. Williams also met with FORWARD committee members, the Commission on the Status of Women Faculty, and academic deans and Vice Presidents. Evaluations from Williams' presentations produced these key findings as a result of attending one of her sessions:
 - 66.6% of the *administrators* completing the evaluation reported that, as a result of their participation in the Williams' workshop, they will be able to implement new retention strategies in an effort to keep women faculty members in their unit;
 - 84.9% of the respondent *participants* reported that as a result of their attendance at Williams' lecture, they will be able to implement new strategies in their own process of balancing work and life commitments; and
 - 100% of the evaluation respondents for the session for women faculty reported that they have acquired new skills, information or understanding about successfully managing their academic career.
 - Hosted Dr. Scott Page, Director of the Center for the Study of Complex Systems and Leonid Hurwicz Collegiate Professor of Complex Systems, Economics, and Political Science, University of Michigan on February 22-23, 2012. Sessions included: a lecture for faculty students, staff, tri-college faculty and the community on "Leveraging Diversity: How We Can Use Our Differences to Improve our World"; a pedagogical luncheon for NDSU faculty; and a workshop for academic administrators and campus leaders on expanding diversity thinking within the academy. Page also met with FORWARD committee members, the Internal Advisory Board members, and Advocates.
- Women Faculty with Disabilities Task Force
 - Conducted a campus open forum on January 31, 2012, to share the results of the campus faculty survey on faculty with disability and gather additional information.
 - Survey results revealed that most administrators and faculty feel that they have little experience in working with faculty with disability. Most respondents who felt that they

- had a basis for evaluation thought that NDSU as a whole and their unit in particular had good accessibility, but accessibility was noted by many as an issue (doors, elevators, winter sidewalks). The respondents' written comments revealed that many feel psychological and cognitive disabilities hold a particular stigma. Confidentiality, particularly as associated with tenure clock extension due to disability, was another major concern for faculty.
- Continues to review university policies with the intention of suggesting revisions that will more closely align with a supportive approach to faculty with disabilities.
 - Climate Training
 - Birmingham and Advocate Kevin Brooks developed and delivered a FORWARD climate training at the Arts, Humanities and Social Sciences college meeting on December 1, 2011. Approximately 50 attended. The 20-minute PowerPoint presentation shared college-specific climate data and invited participation in two (non-consecutive) one and a half hour climate-related pilot workshops that were held on January 26 and 30. Twenty people attended and developed lists of best practices in response to issues described in the data. The workshops were marginally successful; the second, which included only untenured faculty, was far more successful than the first. Based on participant suggestions, we are revamping the workshops to present data on climate to the College of Science and Mathematics in April.
 - McCaul and McGeorge conducted a workshop for new faculty on *Enhancing Department Climate*, January 9, 2012. The workshop introduced them to FORWARD project and provided them with tools and suggestions for promoting a positive department climate. Sixteen individuals attended. Results from the evaluations indicate that:
 - 33.3% of the attendees *strongly agreed* that their knowledge about how to promote a positive climate at NDSU had increased after attending this workshop;
 - 66.7% *agreed* with that same statement; 33.3% of the attendees also *strongly agreed* that they would be able to implement new strategies to promote a more positive climate at NDSU as a result of their participation in this workshop;
 - 66.7% *agreed* that they would be able to implement new strategies to promote a more positive climate.
 - Advocates
 - Completed one Ally training during the current reporting period; a total of nine Allies attended this training which was open to the entire university. This training was the first conducted by two of the newer Advocates who will be taking over Ally training responsibilities for next year.
 - Evaluation of this Ally training session found that 100% of the participants completing the evaluation reported that, as a result of their participation in the training, they will be able to implement new strategies to promote a more equitable climate for women faculty at NDSU.
 - Worked with Dean Grafton of the College of Agriculture, Food Systems, and Natural Resources to set an Ally training for that college on April 13.
 - Conducted two ally follow-up trainings. A total of 20 allies attended the trainings. The Advocates also participated in a special training with Dr. Scott Page on February 22 to further their knowledge about key issues related to gender bias and equity and to develop additional strategies for our work as Advocates.
 - Evaluation of Teaching
 - Met with Faculty Senate (representatives of the ad hoc committee named to revise the teaching evaluation process at NDSU) on January 23, 2012. The group presented a proposal to the Faculty Senate and subsequently the Faculty Senate Executive Committee

referred the proposal to an ad hoc committee of the Faculty Senate, including members of the Commission on the Status of Women Faculty, to review and propose changes to the policy including, but not limited to, the use of multiple measures of assessment of teaching effectiveness.

- Cohort Mentoring Program
Developed an online form for polling mentors and mentees on their preference for gender make-up of their cohort and their preference for topics in order to be more responsive to the needs of the campus mentees. The data from this online feedback provide us with more information and an easy way to manage the large number of people involved in the program and to better address their comments and suggestions for change.
- Search Committee Training
Conducted two training sessions for search committee members on February 14 and 16; a total of 20 individuals participated. The 2-hour sessions were revised slightly to reflect feedback from the earlier training sessions and the addition of recruitment resources specific to individuals with disabilities and consideration for internal candidates. This training is now well established and has achieved credibility among most faculty attendees. Evaluation results indicate that
 - 88.9% of the respondents felt that their knowledge of how to identify and recruit a diverse pool of applicants had increased after the training.
 - 94.4% of the respondents felt they had acquired new information or understanding about how to address gender inequity during the faculty search process.
 - 94.4% of the respondents felt they will be able to implement new strategies to address unconscious bias during the faculty search process as a result of the training.
- Commission on the Status of Women Faculty (CSWF)
 - Continued policy development and revision work:
Policy 103 - Equal Opportunity/Affirmative Action Policy on the Announcement of Position Openings is in the final stages of a major re-drafting to separate faculty and staff sections (suggested by Joan Williams). The redrafted policy was reviewed at the February CSWF meeting for final edits prior to moving through the approval process. Prior changes to Policy 103 regarding leadership positions remain in place.
Policy 320 - Faculty Obligations and Time Requirements was revised to include childbearing leave for less than 12-month women faculty and modified duties for faculty who have either recently added a child to their household or who are responsible for taking care of family members. The revisions were passed in the Faculty Senate in December 2011 but with an amendment that raised concerns with the NDSU General Counsel. After additional consideration by the CSWF, the policy is currently going back through the policy change cycle in its original form and should be considered at the Faculty Senate meeting in March 2012.
 - Participated in re-designing the unit annual report template at Provost Rafert's invitation. A draft template has been created by a committee following CSWF and FORWARD discussions. Since the new template includes the use of data about the reporting unit, efforts to coordinate this new reporting approach with campus institutional data collection units are underway.
 - Developed a draft rubric for selection of the Advance FORWARD Department Award based on feedback from last year's Department Award selection committee. Following discussion and review, the initial draft rubric is now in the process of being streamlined.
- Leadership
 - Planned and scheduled March 15, 2012, leadership training limited to 28 participants. All academic deans were encouraged to nominate three faculty from their college and to

- help offset the cost of the workshop by providing \$500/nominee. Nominations have been submitted from 5 out of 7 colleges. FORWARD will sponsor some tenured individuals from among the FORWARD team, Commission on the Status of Women Faculty, Promotion to Professor Task Force, and Advocates and Allies.
- Submitted and received acceptance of a proposal to the Office of Women in Higher Education (OWHE) of the American Council on Education to host a fall regional conference at NDSU, tentatively scheduled for September 19-21, 2011. FORWARD is assisting with planning. Invitations will go to regional women leaders with special encouragement to those at ADVANCE institutions.
 - Promotion to Professor Task Force
 - Sponsored another in the Promotion to Professor luncheon series on Tuesday, January 17. The session was led by Dr. Harriette McCaul and focused on work/life balance. PTP Task Force members served as table facilitators. Forty-six individuals attended. Results from the evaluation of this event indicated that 88.3% of the participants completing the evaluation reported they felt they had acquired new skills and/or information about how to successfully balance work and life commitments while still making positive progress toward promotion to full professor.
 - Completed a rough "draft" of the PowerPoint to be used for the PTE Committee training, prepared a handout with suggestions for rubrics standardizing evaluation language and compiled case studies for the training. Promotion to Professor Task Force will set an April date for a pilot training session.
 - Networking

Held a Tri-College networking event on Thursday, February 2, 2012, at the NDSU Equity and Diversity Center; 16 women faculty from MSUM, Concordia, and NDSU came together from 7:30 – 9:00 A.M. for this opportunity to introduce themselves to colleagues from similar departments. The conversation was lively, and the event was well received. Participants who responded to the evaluation of the event were asked if they had formed a relationship that could lead to a professional collaboration; 100% agreed that they had.
 - Research and Dissemination
 - Completed initial preparation to conduct analysis for faculty salary study in March
 - Magel revised and submitted two manuscripts:
 - Does Work Environment Affect Faculty Health Scores?, *Journal of the Professoriate*
 - A Study of the Relationship between Gender, Salary, and Student Ratings of Instruction at a Research University, *Economics of Education Review*
 - Obtained recertification from IRB to continue working with data from ADVANCE/FORWARD.
 - Grant Programs

Continued various grant programs, accepting applications and/or making awards:

 - Travel grants: Received a total of 24 applications. The reviewers recommended 14 to receive to receive ADVANCE funding (\$20,295) and 10 to receive funding from NDSU funds (\$12,372).
 - Leadership Development grants: Received two applications for the leadership development grant (deadline February 10, 2012); applications are currently being reviewed.

Areas of difficulty/resistance:

- Busy schedules continue to cause difficulty with timely communication and sharing of information.

Best idea yet:

- The dean of the College of Science and Mathematics has created an “emerging leaders” group, a group of associate and early full professors in the college that includes five women; the group meets monthly for leadership training. The woman who was recently selected to chair the department of biological sciences (only the second woman to chair a department in that college) emerged from this group.
- Increase in the number of women holding administrative positions is impacting the campus climate – as a result, awareness of gender on campus is at an all-time high.

Project evaluation:

- Prepared evaluation instruments for the activities and programs described above, analyzed and summarized the results for each.
- Analyzed and summarized results from the on-line survey of junior faculty and their mentors who participate in the cohort mentoring program. Key findings from a survey of mentees include:
 - 31.8% of respondent reported that their participation in the FORWARD cohort mentoring program had a positive impact on their decision to remain at NDSU;
 - 52.2% reported that their participation in the FORWARD cohort mentoring program had increased their comfort with the promotion and/or tenure process; and
 - 52.2% reported that their participation in the FORWARD cohort mentoring program had a positive impact on their experience of the climate at NDSU.

Some key findings from the respondent mentors (related to FORWARD overall goals) included:

- 50% of the respondent mentors reported that their participation in the FORWARD cohort mentoring program had a positive impact on their experience of the climate at NDSU, and 38.9% reported that their participation in the FORWARD cohort mentoring program had a positive impact on their own promotion process.
- Conducted interviews with 15 of the FORWARD Advocates, two focus groups of FORWARD Allies and two focus groups of women faculty.
- Analyzed and summarized evaluations from the November 22, 2011, presentation by Dr. Cynthia Lindquist, President of Cankdeska Cikana Community College. Among respondents 78.4% reported they will be able to implement new strategies for collaborating with Native American faculty and working with Native American students as a result of their attendance at Dr. Lindquist’s lecture.
- Continued efforts to find contact information for tenure and tenure track faculty members who resigned from NDSU over the past 18 months in preparation for interviews to be conducted by our external evaluator Dr. Dana Britton later this year.

Personnel changes:

- Emily Berg, Assistant Director of Institutional Research and Analysis, has joined the FORWARD Team. Berg will help institutionalize the NSF 12 Indicator data collection, analysis, and reporting.

Appendix A

Email message from Dr. Margaret Price following her December 2011 visit to NDSU.

Dear Cali, Chuck, Jane, and all others who welcomed me and facilitated my visit, I wanted to write and let you know how deeply honored I am to have played a small part in the FORWARD initiative. It has been an exhilarating day. I admire the goals of the initiative greatly, and want to emphasize that I hope I can be of help in facilitating the continuing dialogue arising from your efforts.

My visit today has also been one of the most welcoming and accessible that I've experienced as a disabled speaker traveling to campuses. I'd like to take this opportunity to affirm the various measures you took to help make this visit so accessible for me.

- Extensive preparation in the medium of my choice (email) so that I was clear on the goals of my visit and how I could best help achieve those goals.
- A clear written agenda, with details including names, contact information, precise times, and locations -- delivered to me *before* I left Atlanta.
- Presentations rooms with adequate and flexible technology, enabling me to adjust the use of microphones, lights, PowerPoint slides, and written materials as needed.
- The offer (and follow-through) to make copies of materials on my behalf.
- Inclusion of substantive (30 minute) rest breaks, marked on the agenda.
- The responsibility taken by all hosts to help me get those breaks.
(It is natural on visits for conversations to spill over.)
- Offers of water and bathroom breaks at regular intervals.
- Willingness to repeat names and to respond generously when I needed to take time to write names down.
- Abundant and nourishing food.

In short, this visit was a model of accessible hosting--and I am very grateful! Please let me know if it would be helpful for me to send this letter to anyone else. I commend you enthusiastically for your work on FORWARD, and I hope we will continue our professional relationship.