

**NDSU ADVANCE Institutional Transformation Award, HRD-0811239**  
**Quarterly Progress Report – June 1 – August 31, 2012**

**Significant accomplishments:** Since the annual report for Year 4 submitted May 2012, the following items have been initiated and/or completed as part of the Advance FORWARD project:

**List of activities/accomplishments for 4<sup>th</sup> quarterly report:**

- Developed and distributed FORWARD calendar of meetings, trainings, and events for 2012-2013 to faculty members as the fall semester began. In addition to the fall kick-off, scheduled for Thursday, August 30, at the President's House, other scheduled events – not noted elsewhere in this report - include:
  - External Advisory Board visit on October 2 and 3.
  - Sessions on mentoring with Mary Deane Sorcinelli, Associate Provost for Faculty Development; Professor of Educational Policy, Research, and Administration; and Director of the Center for Teaching and Faculty Development (CTFD) at the University of Massachusetts, on November 8.
  - A half-day anti-racism training for department chairs and heads on January 22.
  - A pedagogical luncheon by the 2011-2012 Climate and Gender Equity Research Grant Awardees on February 12.
  - A "Power of Dead Even Rule" workshop by Marie Hvidsten, NDSU Extension on February 19.
  - Promotion to Professor luncheons September 25, November 14, and February 14.
  - Faculty Search Committee trainings scheduled for October 10, 11 and February 6, 7.

**Climate**

- Followed up (McCaul) on the May 2 climate discussion with chairs/heads in the College of Science and Math (CSM) by asking each attendee to set a climate related goal and a set of strategies for achieving that goal in his or her annual report.
- Instituted annual reviews of department chairs/heads in the College of Arts, Humanities and Social Sciences (AHSS) (Sandstrom), following the lead of the CSM, and the suggestion of FORWARD. These reviews have offered the AHSS Dean an opportunity for intervention in departments where climate has been identified as a challenge.
- Developed a white paper, during the summer break, outlining the challenges faced by breastfeeding and pumping mothers on campus and offering solutions to those problems. Lactation support on campus is a serious climate issue for mothers returning to work after childbirth.
- Delivered the FORWARD workshop on *Enhancing Department Climate* at the new faculty orientation on August 13, 2012 (Burnett, McGeorge and Smith). Forty-four individuals attended the session which is geared for new faculty members with the purpose of both introducing them to FORWARD project and providing them with tools and suggestions for promoting a positive department climate within their own units. Of the 44 individuals who attended, 42 were faculty and two were administrators.
  - The formative evaluation data revealed that 30.2% of the attendees *strongly agreed* and 60.5% *agreed* that their knowledge about how to promote a positive climate at NDSU had increased after attending this workshop. Additionally, 30.2% of the attendees *strongly agreed* and 55.8% *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.This workshop will be offered again in January for any new faculty unable to attend in the fall or for any who join the NDSU faculty at midyear.
- Posted a preliminary report of the faculty with disabilities survey on the FORWARD web site; a detailed Summary/Analysis will be posted later this fall.

See

[http://www.ndsu.edu/fileadmin/forward/documents/Faculty\\_with\\_Disabilities\\_Survey\\_March\\_2012.pdf](http://www.ndsu.edu/fileadmin/forward/documents/Faculty_with_Disabilities_Survey_March_2012.pdf)

- Added three new Advocates for the upcoming year: Warren Christensen, assistant professor, Physics; Val Marinov, associate professor, Industrial and Manufacturing Engineering; Chris Ray, assistant professor, School of Education. Two Ally trainings are scheduled for the fall semester: September 27 and November 16 and two for the spring semester: February 5, and March 20. Sean Sather-Wagstaff has assumed the role of coordinator for the group.
- Sponsored a summer camp – women in electrical engineering (WEE-Girls). One of the Advocates (Ababei) received funding from NSF for this summer camp. Members of FORWARD were invited to talk as role-models about empowering women in science. During the camp for middle school girls in July, Dr. Kalpana Katti, Distinguished Professor in civil engineering, hosted the members of the camp in her laboratory. See [http://dejazz.com/nsf1/summer\\_camps.html](http://dejazz.com/nsf1/summer_camps.html)

### **Retention and Advancement**

- Obtained lists of incoming faculty in preparation for developing mentoring cohorts for the coming year and issued a call for mentors.
- Finalized training for Promotion, Tenure and Evaluation Committees. The first two 1½ hour workshops are scheduled for September 4 and 5. Workshop participants will receive a newly developed Policy and Procedures checklist (which will be required for use in the review process) and a "Reading the Portfolio" handout developed with peer/administrative input.

### **Networking**

- Scheduled a FORWARD and Women in Research sponsored speed networking event for NDSU and University of North Dakota women faculty for Friday, October 26, at NDSU.

### **Commission on the Status of Women Faculty**

- Evaluated the nominees for the Advance FORWARD Department Award and selected the Department of Animal Science for this year's award. The announcement was made at the annual kick-off, August 30, at the President's house. The award committee utilized the newly developed evaluation rubric and now plans to refine it with weighted criteria so that a department with very significant progress in perhaps a single area could still win the award.
- Followed process of a revised Policy 103 through Faculty Senate and Staff Senate. Final review by the Senate Coordinating Committee was completed on August 29, and approval by the President is expected in early September.
- Began work toward a more routinized policy implementation process to assure consistent policy implementation after a policy is adopted. For example, there is a tendency with both part-time and interim administrative positions to overlook the requirement to post such positions and instead simply make an appointment with no selection process. The Commission often learns about such appointments after the fact.
- Identified and presented to the Faculty Senate an approach to revising the current policy on assessment of courses and instruction (NDSU Policy 332). This work, completed by an Ad Hoc committee appointed by the Faculty Senate and including two representatives from the Commission on the Status of Women Faculty, was a response to the FORWARD report on bias in student rating of instruction. The approach recommends: clarify and reflect definition of "Teaching Excellence," emphasize the improvement of teaching and learning; utilize a holistic approach (triangulation), with formative and summative components and control for student motivation and possible bias.

## Grant Programs

- Received only one application for the gender/climate research award. Based on the external reviews, a new climate and gender research project will not be funded this year.
- Received twenty applications for the Leap Research program. External reviews were managed by The Implementation Group (TIG). Two Leap research grants will be awarded: one to Julia Bowsher, assistant professor of biological sciences, and a second to Simone Ludwig, assistant professor of computer science..
- Received three applications for the Leap lab renovation grant program. External reviews were managed by TIG. The application from Wendy Reed, associate professor, and Erin Gilliam, assistant professor, both from biological sciences, will be funded.

## Research

- Weber, Christina. "Policy and Social Change from Below: Does Our Relationship to Policy Impact Institutional Change?" Paper presented at the annual meeting of the Society for the Study of Social Problems (SSSP), August 16-18, 2012, in Denver, Colorado..
- Resubmitted "A Study of the Relationship Between Gender, Salary, and Student Ratings of Instruction at a Research University" in August in response to additional reviewer comments (Magel).
- Submitted "Male Professors as Gender-Equity Allies: A Qualitative Analysis of Theory and Praxis" to *Men and Masculinities* in mid-August (Anicha, Bilén-Green and Burnett).
- Bilén-Green, C., Froelich, K.A., Holbrook, S. , Ann Burnett, and Rebecca Mellem. ADVANCE: Advancing Women Faculty at North Dakota State University. Poster presented at the WEPAN annual conference, June 2012, Columbus, Ohio.
- Bilén-Green, C., Froelich, K.A., and Holbrook, S. "Searching for Excellence: Effective and Efficient Search Practices." Paper presented at the WEPAN annual conference, June 2012, Columbus, Ohio; paper published in the Conference Proceedings.
- Froelich, K.A., and Bilén-Green, C. *Institutional Transformation: Changing Shared Values to Change Behavior, or Changing Behavior to Change Shared Values?* Paper presented at the WEPAN annual conference, June 2012, Columbus, Ohio; paper published in the Conference Proceedings.

## Dissemination

- Submitted work-life satisfaction brochure information to Publication Services for design and printing.
- Gave presentation on nanotechnology in June to about 60 grade school students (about half were girls) from the Fargo, West Fargo and Moorhead area (Katti). Katti met with the students at the James Carlson Branch of the Fargo Public Library and talked about "Nanoscience: It's Itsy-Bitsier Than Teeny-Tiny!"

## Evaluation

Findings and activities associated with evaluation during this quarter include:

- Designed an on-line assessment to evaluate the impact of the cohort mentoring program on the retention and experience of the climate by the junior faculty members involved in this program. Data collection occurred from May to July 2012. Some of the key findings from the surveys completed by mentees are:
  - 63.2% of the mentees reported that their participation in the FORWARD cohort mentoring program had a positive impact on their decision to remain at NDSU.
  - 47.3% of the mentees reported that their participation in the FORWARD cohort mentoring program had increased their comfort with the promotion and/or tenure process.

- 63.2% of the mentees reported that their participation in the FORWARD cohort mentoring program had a positive impact on their experience of the climate at NDSU.

Some of the key findings in the surveys completed by mentors include:

- 23.1% of the mentors reported that their participation in the FORWARD cohort mentoring program had a positive impact on their experience of the climate at NDSU.
- 53.8% of the mentors reported that they were mentored during the cohort mentoring process.

### **Best Ideas Yet**

Dean Smith gathered the following best ideas by canvassing the academic deans:

- Enhanced awareness, visibility and exposure to the issues have been a great benefit to campus.
- Improved environment of support for women. Much of this is attributable to the work and effort of the workshops, college programs, networks and strategies implemented by FORWARD.
- Increased diversity in applicant pools as a result of valuable guidance and training on search processes and increased intentional effort to avoid unconscious bias.
- Increased awareness and involvement by NDSU administrators in supporting practices/policies that advance women on campus.
- Development and implementation of child-bearing and modified duties policies that would not have happened as quickly without the work of FORWARD.
- Increased number of women professors; some progress and clarity is still needed in the promotion and tenure standards.
- Mentoring especially for most women faculty in tenure track: their networks and opportunities to connect with their mentor through grants has been beneficial.
- Scholarly production resulting from the course release grants.

### **Areas of Difficulty**

The following areas were also identified through Dean Smith's canvassing of the academic deans:

- Need to create and implement a more coherent, consistent, and comprehensive partner hire policy, one which does not depend solely on the department's or college's financial resources and efforts. While such a policy is an important recruiting tool for initial hiring, it is also becoming important for retention.
- Continuing challenge (depending on discipline) in obtaining an adequate pool of women applicants. This is also evident in some administrative searches. Often only the search committee is active in recruitment. One suggestion would be for FORWARD members to submit suggestions for potential candidates to search committees where they may know of someone at another university with the qualifications needed.
- Possible false sense among male faculty and some administrators that gender issues have been resolved. Modest success can yield complacency.
- Need for women in *faculty* leadership roles. While more women have been promoted to full professor, many have moved on to administrative roles, and they are lost from promotion, tenure, and evaluation committees, Faculty Senate, and other important faculty roles on campus.
- Need for more men on campus to recognize how and why the issues addressed by FORWARD are issues that they should care deeply about, especially if they want to sustain a collegial, productive, and family-friendly work environment. Progress has been made but more is necessary.

### **Personnel changes:**

- Bilén-Green was appointed by the Provost as part-time vice provost for faculty advancement (she continues as Advance FORWARD executive director).

- Two new graduate assistants were hired for the 2012-2013 year: Kendra Erickson-Dockter will work with Canan Bilen-Green on FORWARD event planning and publicity, and Candace Lee will provide support for several specific FORWARD programs.

**NDSU Advance FORWARD Expenditures – Award Period:** September 1, 2011- August 31, 2012

The budget allocation to be used this award period was \$733,362 (\$567,179 direct costs; \$166,183 indirect costs). NDSU Advance FORWARD program expended or committed funds in support of the five goals outlined in the proposal in the indicated amounts for the award period:

<b>Budget Category</b>	<b>Total</b>
Climate:	\$71,216
Advancement/Leadership:	\$167,841
Evaluation & Research:	\$192,071
Dissemination:	\$16,651
Administrative:	\$119,400
Total:	\$567,179

Project personnel were paid for their time devoted to the project as indicated: Bilen-Green, 2 months of summer salary and one course buy-out; Burnett, 4 months of salary; Birmingham, 2 months of salary; Carlson, one course buy-out; Froelich, one month of salary; Katti: 0.5 month of salary; Rupiper-Taggart: 0.5 month of salary and one course buy-out; Magel, 1 month of salary; McGeorge: 2 months of salary and two course buy-outs; Reed, 0.5 month of salary; Schuh, one course buy-out; Weber, one month of salary; Julie Nash, four months of salary; and Ruth Ann Faulkner, six months of salary. Additionally, Bilen-Green, Burnett, Nash, McGeorge, and Weber received graduate assistant support. McCaul, Schnell, Schwert, Smith, and Wolf-Hall draw no salary payment from the award in the fourth year, and this will continue in the fifth year.

In year 4, a total of \$135,850 were awarded in competitive grant programs using ADVANCE funds: 24 mentor travel grants to meet external mentors; two Leap research awards; eight course releases; and two Leadership Development grants.

Year 5 budget will follow the currently approved budget.

External Evaluation Report

15 August 2012

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Director, Center for Women and Work

Professor of Labor Studies and Employment Relations

Rutgers University

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A) Contacts and responsibilities:

During the academic year 2011 – 2012 I visited campus from September 12 -16, 2011. During that visit I conducted interviews with the Advocates and Allies on behalf of the FORWARD team. I also attended external advisory board meetings with administrators and attended a leadership panel.

This report primarily concerns my impressions from that site visit and review of program documentation. This was my second visit to campus as an evaluator, so much of this report will focus on comparisons between what I saw on my first visit in 2010 to what has been accomplished since.

B) Program summary

The NDSU ADVANCE FORWARD program was funded in 2008, and has the following five goals:

Improving the campus **climate** around issues of gender equity

Opening and increasing **leadership** opportunities for women faculty

Improve the **advancement** of women faculty, with a particular focus on the transition between associate and full professor.

Enhance the **recruitment** of women faculty.

Increase **retention** of women faculty.

For each of these there are specific initiatives and evaluation plans.

C) Summary assessment

Many things are going well. There is considerable consensus that the grant programs have been well received. The course release grants are particularly popular, as are the mentor relationship travel grants. There has been considerable progress toward the goals you identified in your initial proposal. As of 2011, \$750,000 in FORWARD awards had been allocated, and 81 STEM and non-STEM women had received at least one award. This is an increase of \$120,000 and 13 faculty over the total in 2010.

One concern is that awards are the most expensive part of any ADVANCE-IT program, and so as the project winds down, efforts must shift to institutionalization and sustainability of these efforts.

I note that there has been some commitment to continuing the LEAP lab grants using EPSCoR funding, which is a positive development. Going forward, it will be crucial to decide which awards can be retained and at what level of funding. We were able to institutionalize ADVANCE-IT at KSU by securing buy-in from several of the college deans and the Provost's office, each of whom provided some funds to establish the KSU Office for the Advancement of Women in Science and Engineering (KAWSE). We were able to do this in part because some of our less expensive programs had very high impact. The ADVANCE Distinguished Lectureship Series (ADLS) in particular was very popular – this is essentially the FORWARD mentor relationship travel grants program in reverse (mentors visited our campus). What the FORWARD team decides to continue might be very different, but it is clear that those decisions will be made very soon.

D) Specific comments on successes and concerns

I will organize these in terms of program goals as stated in the ADVANCE FORWARD proposal.

- 1) Climate – the specific goal of the FORWARD program is to find no difference in perceptions of climate between men and women by the end of the award period, or between majority and minority groups.

There have been two climate surveys conducted on campus, one of faculty and one of administrators. The former data have not been fully analyzed (though the team has frequencies for survey items). I analyzed and reported the results from the administrative survey in my 2011 report. As I noted in that report, the latter reveals broad support for change, and indeed as the site visit team indicated, there has been buy in from multiple levels of university leadership.

In terms of administration, there are two issues of note. One of the factors that will certainly affect the FORWARD team/project going forward is recent rapid turnover at multiple levels of university leadership. The President is new, and the previous Provost (and FORWARD PI) retired from administrative duties and has transitioned to a faculty position. So there is a new Provost in addition to new Deans in Arts, Humanities, and Social Sciences and in Science and Math. FORWARD team members were on the search committees for the Provost and the Deans. The new Provost has met with the FORWARD team on multiple occasions; discussions are ongoing about how the FORWARD program will be institutionalized after NSF funding ends.

The second area in which administrative support is crucial lies in the area of work/family policies. Work/family balance is not an explicit area of focus for the FORWARD team, though this has definite implications for climate. The administrative survey conducted in 2010 clearly demonstrated broad support – from men and women administrators – for the efforts of the Commission on the Status of Women Faculty (CSWF) and the FORWARD team. The FORWARD team has made work/family issues part of its programming during the last year by providing workshops facilitated by Mary Ann Mason and Joan Williams. Additionally, one promotion to professor workshop also focused on this topic.

The FORWARD team led a successful effort during 2011 to reverse the initial decision of the new President to close the NDSU childcare center and the CSWF has drafted both childbearing leave and modified duties policies. These were signed by the President in

Spring 2012. Though the adoption of these policies is a very encouraging sign, it is as yet unclear how they will be funded.

The team lists several initiatives as connected to their climate change goal – as there is overlap across initiatives I will deal with each as they seem most relevant:

- a) Advocates and Allies program – The Advocates and Allies program – a unique component of this ADVANCE-IT grant - continues to grow. Twenty Advocates and 88 Allies have been trained to date. There were three Ally training sessions held during the academic year 2011-2012, and the Advocates have begun college-specific training. The evaluations of these sessions (posted on the FORWARD website) are very positive. As this program is relatively inexpensive (there are \$500 stipends provided to Advocates, but not Allies), it is clearly a strong candidate for institutionalization.

On behalf of the FORWARD team, I interviewed Advocates and Allies during my visit in 2011, ultimately conducting interviews with fifteen Advocates, two focus groups comprised of six allies in all, an observation of one Advocates and Allies meeting, and two focus groups with women faculty which focused on their perceptions of the Advocates and Allies program. I provided recordings and some transcripts to the FORWARD team for their further analysis; I did not conduct any systematic analysis myself.

My informal impression is that there is much enthusiasm for the program, and that many of the men involved (particularly the Advocates) are genuinely committed to ensuring the success of their women colleagues and changing the NDSU climate for the better. On a campus that began with a severely skewed sex distribution, especially at higher faculty ranks and in leadership, a program like this was a wise investment in extending the reach of the FORWARD team, and those efforts have borne fruit. My interviews with Advocates in general indicated a high level of commitment to improving the campus climate, as well as varying degrees of effort among these men to educate themselves about gender inequalities and to initiate actions on behalf of women faculty. On the whole, I found less commitment and awareness among the allies (as might be expected given their more marginal role in the program). Even among this group, there was a high degree of good will, if perhaps less practical direction.

My focus groups with women faculty revealed little in-depth familiarity with the Advocates and Allies program. Provisionally, most saw the presence of a group of male allies as positive. However women had many questions about what men in the program actually did, and there was at least some suspicion about the motives of men in the program (e.g., whether junior men might join to make themselves look good to administrators supportive of FORWARD). In one of the two groups the women drew particular attention to the \$500 stipend received by Advocates, which at least some thought was unjustified.

Evaluating the success of the program is difficult at this point. This is in part because there are no clear metrics to measure this beyond numbers of men participating in the program. It is also because the Advocates in particular are involved in a number of other FORWARD initiatives, and so it is hard to credit any particular change solely to



this program. One success the Advocates cited during my visit was the formation of an ad hoc committee of men to ensure that more women were nominated for major campus awards; indeed one woman had won a high profile research award the previous semester as a result. There had been no women on this particular nominating committee; hence this is a clear example of how men's efforts are also helping to change the climate at NDSU.

In terms of dissemination, it appears that word of the program is beginning to spread – the Advocates group has been invited to Louisiana Tech University this fall to conduct a training session.

Several recommendations come from my informal impressions.

First, the Allies and Advocates might consider a formal affiliation with an advisory board of women faculty. This would open formal lines of communication, which could be important once the FORWARD grant has ended and the FORWARD team and the Advocates are not so intertwined. Communication should flow in both directions; the Advocates and Allies can hear more directly about the concerns of their women colleagues and the women can learn more about the efforts of the Advocates and Allies.

Second, there needs to be far more in the way of explicit resources and guides for action provided to men in the group, particularly the Allies. The Advocates appear to have done a reasonably good job of educating themselves and as a group they are highly committed. This is less true of the Allies. In the meeting I observed, several of the Allies requested more structure and resources to help in dealing with problems in their departments. At least at that time, there was little available. Without such resources, the program runs the risk of squandering the good will of those in the Ally role.

Third, there should be some oversight by senior advocates over those allowed to participate in the program. At the time I visited campus in 2011, any man who wished to do so could sign a pledge and be counted as an Ally. Though I understand the motivation of program facilitators to increase participation, failing to exercise oversight means that men with little commitment to advocating gender equality (and some with resistance to it) might nonetheless appear among the list of officially sanctioned Allies. This could potentially undermine the credibility of the program, particularly among women faculty.

I look forward to seeing the results of the formal analysis of the interview data. I think other ADVANCE-IT programs and those interested in changing campuses more generally will be very interested in the role men can play, as men, in this process.

- b) FORWARD lectures/gender equity awareness workshops – there have been a number of these on campus, and the speakers have met with administrators, team members, and others privately during their visits. The lectures are being evaluated on an ongoing basis. I noted that one attendee commented favorably on the Provost's attendance at a presentation in April, 2012 by Mary Ann Mason on family friendly policies.

- c) Commission on the Status of Women Faculty – This group has developed a more defined role since my last visit. They have overseen a revision of a policy broadening access to junior administrative positions in departments (and are currently revising that policy further). They also drafted the recently approved childbearing leave and modified duties policies. The new Provost also recently invited them to redesign the unit annual report template. Specifically, FORWARD team members included a section in the document that requires information about efforts to increase diversity. This is a positive change, but will only have an impact if departments are truly held accountable if they fail to engage in meaningful efforts to increase diversity. As a broader level, the involvement of the Commission in this task is a promising development that bodes well for ties between the CSWF and top University administration once NSF funding for FORWARD ends.
- d) Dean/chair training (administrator workshops) – the goal here is to create buy-in for FORWARD initiatives as well as improve the climate in the colleges and units. Chairs and deans are often a recalcitrant layer in accomplishing organizational change, so training at this level is extremely important. There were five of these during the 2011-2012 academic year. In addition, the FORWARD team is now providing training for college and department PTE committees.
- e) Climate/equity research grants – I served as an external reviewer for these grants during the most recent cycle. I reviewed three proposals. One multi-disciplinary grant was funded for a research project focusing on STEM achievement between men and women. The other two proposals I reviewed were interesting, but needed further conceptual and methodological development. As an outsider, my sense is that the campus lacks strength in social science researchers interested in gender; indeed most of these are already on the FORWARD team. Hence it may be that this initiative has reached its saturation point.
- f) Department climate grants – Funding for this initiative has been redirected to other programming due to the difficulty in recruiting departments to participate.
- g) Gender equity award – this is an award of \$5,000 to an academic department that makes the greatest effort in support and advancing gender equity in one of the five FORWARD goal areas. One award was given for 2009-2010 for Biological Sciences, another in 2010-2011 to Veterinary and Microbiological Sciences. Indicator data suggest that these departments have done comparatively well at hiring, retaining, and advancing women. It is not clear to me whether the practices identified in these awarded departments are being shared or implemented across campus. It is promising that these awards are given at a high profile fall kick off event held at the President's residence.
- h) Faculty with disabilities – work began on this initiative in 2011-2012. Faculty were surveyed about their knowledge of NDSU and policies regarding disabled faculty; the general level of knowledge was very low. The FORWARD team hosted a speaker on this topic and integrated information about disabilities into search committee training.

- 2) Leadership – the specific goal as stated in the original proposal is increase women’s access to leadership positions at NDSU, specifically promote or hire women in at least two more dean positions (for a total of three women deans) over the five years of the grant; increase women heads and chairs/heads in the STEM disciplines to five of 28. At the time of my visits in both 2010 and 2011 there was one woman Dean (in Human Development and Education). Two women have recently been named as associate deans in the College of Arts, Humanities, and Social Sciences. There are now six women department heads on campus, three in STEM departments, and three in non-STEM departments. One of the former is the first ever woman department head in Biological Sciences. This is a welcome development, though this woman is also a relatively recently tenured associate professor. There are now 19 women full professors on the NDSU campus. Though they make up only 3.5% of the faculty, the rate of change over the course of the FORWARD program has been dramatic.

There are a number of initiatives aimed at increasing women’s access to leadership positions, though some are targeted more at advancing women through the ranks, particularly from associate to full (see below). The initiative most directly related to leadership is the Leadership Development program provides funds to send tenured women faculty each year to a national leadership development program of their choice. Two grants were awarded in 2011-2012, both to non-STEM women. This may suggest saturation or simply a decline in interest over time or that project efforts have shifted to other areas.

- 3) Advancement/Retention – these are closely allied goals. In terms of advancement, the specific goal as written in the proposal is to increase the number of STEM women full professors to 10 in the next five years. In terms of retention, the specific goal in the project is to retain 90% of women through the tenure decision, and increase numbers of associate women in STEM disciplines from eight to 24 by the end of the grant period.
  - a) Grant-based initiatives – there are a number in this category. Though I did not discuss these specific programs with recipients, discussions with the team suggest they have been well received (not surprisingly, given the funding attached). There has been some tension around the definition of eligible faculty – in at least one case (mentor relationship travel grants) the Provost has provided the funds so that women not in the traditional STEM disciplines can receive awards. In other cases applicants have been encouraged to construct their own justifications for why/whether they should be eligible for FORWARD funds.
    - i. Mentor Relationship Travel grants to offset the costs of meeting with mentors outside NDSU – these are clearly one of the most popular FORWARD initiatives; 24 were awarded in 2011-2012 alone. The previous Provost provided expanded funding for women not in STEM disciplines; the range of departments for the current group of awardees suggests this practice has continued. This is an encouraging sign of institutional support for FORWARD goals.
    - ii. LEAP Lab renovation grant program funded by VP of Research – targets STEM women Assistant Professors after a third year review and Associate

Professors at least two years before promotion to full. Eight awards have been made to women in the Sciences: seven assistant professors and one associate professor. It may be that the lack of Associate Professor women in STEM disciplines has meant that the greatest demand for this assistance has come from more junior women.

- iii. LEAP Research grant - targets STEM women Assistant Professors after a third year review and Associate Professors at least two years before promotion to full. Leap Grants are seed or bridging research grants intended to increase the potential for STEM women faculty at NDSU to acquire external funding, thereby increasing their research productivity and potential for promotion and/or tenure. These are intended for faculty with great ideas who need some extra support to become competitive, and are not intended for those who have already demonstrated success at obtaining external funding. Each grant awards up to \$30,000 for a twelve month (typically September through August) project, and requires additional application(s) to external sources as an outcome of the project. Three awards were given in 2011, two to assistant professors and one to an associate professor.
  - iv. Course release grants – targets STEM women Assistant Professors after a third year review and Associate Professors at least two years before promotion to full. Provide a one semester release from teaching responsibilities. Seven awards were given in 2012.
- b) There are two mentoring programs aimed at achieving the goals of retention and advancement.
- i. Junior faculty mentoring cohorts program – On my last visit, I noted that the single-sex group approach, while well intentioned, might have the unintended effect of placing an undue burden on a few senior women. It appears that this concern and others have led to some rethinking of the mentoring program, which may include mixed sex groups in fall 2012. The FORWARD team is inviting Mary Deane Sorcinelli, who is a recognized expert on mentoring, to campus during Fall 2012 to work with mentoring groups.
  - ii. Mid-career mentoring cohorts/Promotion to full task force - tenured women can apply for funds to create their own peer, mid-career mentoring teams. These teams can have a variety of goals. Three groups received funding for 2010-2011; none have apparently formed since. My sense is that the FORWARD team is finding what other ADVANCE-funded teams have also found, which is that mid-career mentoring is difficult to implement. Mid-career faculty have different needs than early career faculty, and it is difficult to attract them to mentoring groups. I have no solution to this problem at the moment; I only note that this has been an issue on other campuses as well.

On the other hand, programming on promotion to full professor is one of the most active areas for the FORWARD team. There were five seminars presented by internal speakers during 2011-2012. Given where NDSU started before

FORWARD, I encourage the team to collect systematic data on their efforts, successes, and what they have learned in the process about how to get more women to the rank of full professor. Such a study would make a valuable contribution to the literature.

- 4) Recruitment – The goal as stated in the original ADVANCE-IT proposal is to standardize expectations that minimally mirror pipelines from doctoral programs before a search may move forward in order assure that all pool is include a representative number of women and women from underrepresented groups. Budget concerns have meant that there has been little hiring, however. 23% (N=3) of new hires in STEM department for Fall 2011 were women, however. It is still not clear to me that the FORWARD team been successful in monitoring the pool relative to availability.
  - a) Faculty recruitment assistant – I noted in my last report that there had been some problems with this position as originally planned. I note now that there has been some progress in the creation of a new position – a Vice Provost for the Advancement of Faculty. This is a 0.25 time position, and will be held by Canan Bilen-Green, who currently leads the FORWARD team. Having Dr. Bilen-Green in this position will certainly facilitate access to data and accountability to recruitment goals. Though the creation of the position is positive in itself, in my opinion, a 0.25 time administrative appointment is in no way adequate to institutionalize FORWARD initiatives and monitor campus efforts toward increasing faculty diversity.
  - b) Search committee training – this was institutionalized during 2011-2012 and is conducted by the FORWARD team twice each semester.
- 5) Evaluation and dissemination
  - a) Data infrastructure – The FORWARD team has faced ongoing problems with getting clear and consistent administrative data. The problem extends all the way from basic data on hiring and recruitment and faculty positions to monitoring of polices like tenure clock extensions. Consistent data on hiring, promotion, and attrition will be key in documenting the FORWARD team’s progress. Since my last visit, one of the FORWARD team members, Sandy Holbrook, has begun to work with the campus HR department to compile more accurate personnel data.
  - b) Research production – One article based on research conducted on the FORWARD project appeared in 2012 in *The Journal of Women and Minorities in Science and Engineering*; I know others are in progress. This rate of production is reasonable. I will say again (as I did in my last external report) that my opinion and experience is that these programs are not really designed to produce publications in refereed journals. The problem is that the programs are designed to produce institutional data, rarely have a clear theoretical connection to the literature, and it is difficult to know how the results at one institution would translate to another. Hence traditional refereed academic publication is difficult. I know that the FORWARD team is working to capitalize on their really unique initiatives, like the Advocates and Allies program; certainly these efforts should be disseminated.

- c) Internal evaluation – in my last report, I strongly recommended that the team draft an internal evaluation plan. This has been done, and seems to be working at least somewhat better than the previous method of conducting evaluation. The quality of internal evaluation is high, but the all of the work of evaluation is also falling on one person, who – since my last report – has been tenured and promoted to associate professor. It seems unlikely that things will change at this point, but the FORWARD team should be aware that compiling data for the final report is onerous and time consuming and assign support accordingly.
  
- E) Closing comments – as I note at the outset of this report, the FORWARD team has accomplished a lot in a short period of time, and they have done so in a campus environment in which women faculty have been severely underrepresented at every level. None of the comments in this report should be taken as diminishing these achievements. In fact I would venture to say that NDSU has seen the greatest percentage increase in the number of women at almost every level during the term of the ADVANCE-IT award. I offer the concerns identified here in the spirit of encouraging further discussion and review. I look forward to following the progress of the team in future visits.