

**NDSU ADVANCE Institutional Transformation Award, HRD-0811239  
Quarterly Progress Report – June 1, 2009 to August 31, 2009**

**Significant accomplishments:**

Since the first annual report submitted June 1, 2009, members of the project team have initiated and/or completed these items:

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

- Contracted with a new external evaluator, Dr. Frances Lawrenz, University of Minnesota (see details in Project Evaluation section below).
- Conducted initial 2009-2010 training for dept chairs/heads on August 18.  
Based on research presented at recent JAM, WEPAN and LEAD conferences, Deans McCaul and Smith along with Birmingham designed a session for chairs/heads that included a presentation by Rhonda Magel about the NSF 12 indicators using NDSU data followed by two discussion sessions in small table groups of chairs/heads. Chairs/heads were asked first to identify best departmental practices that have improved climate, recruitment, retention, promotion and advancement of women. Then in different small groups they were asked to think about one thing departments could do to lead NDSU toward success in meeting each of the five FORWARD goals and discuss their biggest frustrations in trying to meet these goals, the kinds of information and resources that would help departments meet these goals, what people from departments with best practices would they like to hear from and what other information would help (speakers, handouts, presentations, materials, case studies). More similarly designed sessions with heads/chairs are being planned for the coming academic year as well as specific sessions with Valian and Chesler when those individuals are on campus.
- Presented session during new faculty orientation on August 17.  
McCaul and Burnett provided a brief overview of the FORWARD project. For the remainder of the session McGeorge facilitated a small group discussion. In small groups the new faculty were asked to identify barriers that may exist in departments (they could refer to the university where they were most recently whether as a student, post doc or faculty member) to a positive climate and factors that were helpful to promoting a positive climate. Then the small groups were invited to share what they had identified with the larger group, and the discussion generated a list of their ideas about barriers and helpful factors for a positive climate. There was a large group discussion on the question, "What can you do as an incoming faculty member to promote a positive climate in your new department?" and the session concluded with sharing suggestions for a positive transition to NDSU.
- Participated in LEAD training June 22-23, 2009, in Fayetteville, Arkansas; seven NDSU faculty and administrators attended including co-directors Bilén-Green (funded by University of Washington ADVANCE program) and Burnett, deans McCaul and Smith, and other FORWARD Team members Birmingham, Reed and Wolf Hall. The training provided the group with new ideas to discuss and implement in conjunction with the project.
- Attended the JAM conference June 8-11, 2009, in Washington, D.C. and presented a poster.
  - FORWARD team. From unstructured to structured: Advance FORWARD, poster session presented at Joint Annual Meeting, NSF, Innovation and Leadership through a Diverse STEM Workforce, Washington, D.C., 2009.
- Attended the WEPAN conference June 17-19, 2009, in Austin, Texas and presented two papers and a poster.
  - Evaluating the Success of Faculty Recruitment and Hiring Processes. Canan Bilén Green, Elizabeth J. Birmingham, Ann Burnett, North Dakota State University (paper).
  - Gateways to Academic Leadership Positions, and the Impact on Women in the Professorial Ranks, Canan Bilén-Green, Karen A. Froelich, Katherine A. Sukalski, (paper).
  - FORWARD Team, Faculty recruitment and hiring processes at North Dakota State University (poster).

- Had the first External Advisory Board meeting on August 27-28 (rescheduled from March 2009 due to the flood) in Fargo. Eight of the nine EAB members were in attendance; they met with all those directly involved with the project in various settings including some informal, social events which also provided opportunities for many faculty women to meet the EAB members and interact with them. The EAB members provided useful feedback to the FORWARD Team and institutional leadership.

- Developed specific plans for mentoring component of the project.

Plans for the cohort mentoring program for junior faculty have been developed and finalized; they will be launched during the 2009 fall semester. The mentoring component of the project will be coordinated with the campus-wide first-year faculty program sponsored by the Provost. There will be three cohorts of STEM women, one cohort of non-STEM women, and seven cohorts of men. Each cohort will include two senior mentors. There will be a luncheon training session for mentors the third week of classes (second week in September). Speaker/trainers have been lined up for the spring semester (Mary Deane Sorcinelli from University of Massachusetts-Amherst and Joey Sprague from the University of Kansas). This component of the project is being led by Wendy Reed.

- Awarded Leap Grants – Round II: 22 applications; 6 awards

Only one of the applications was from NonSTEM disciplines, the rest were from STEM disciplines. College breakdown of applications is as follows:

- College of Agriculture, Food Systems, and Natural Resources – 7 applications
- College of Arts, Humanities, and Social Sciences – 1 application
- College of Engineering and Architecture – 5 applications
- College of Science and Math – 9 applications

In order to fund six applications, budget modifications were requested to fit the projects into the limited funds available. Four of the applications were funded by the Office of the Vice President for Research, Creative Activities & Technology Transfer (RCATT) and ND EPSCoR. Recipients of LEAP funding this time were Victoria Gelling (Department of Coatings and Polymeric Materials, \$25,000), Linda Langley (Department of Psychology, \$25,000), Catherine Logue (Department of Veterinary and Microbiological Sciences, \$25,000), Lisa Montplaisir (Department of Biological Sciences, \$25,000), Wenfang Sun (Department of Chemistry and Molecular Biology, \$25,000), and Yechun Wang (Department of Mechanical Engineering and Applied Mechanics, \$25,000).

At our request, NDSU's Grant & Contract Accounting has set-up project numbers for these internal sub awards. The PIs and their departments will monitor budgets for their awards. Unused funds at the end of the award period (August 16, 2009- August 31, 2010) will be returned to the ADVANCE grant.

Applications for the Leap Research Grant program were reviewed by researchers from other universities. Each proposal was reviewed by at least one researcher established in her/his field. In addition Katherine Sukalski from School of Medicine and Health Sciences, University of North Dakota, reviewed each proposal and facilitated internal award committee meeting discussions. The final award decisions were made by the internal review committee, but they were based heavily on the external reviews. All the applicants received external reviewer comments to help them improve their proposals. With the help of Sukolski, the internal review committee identified ways to improve the review process and Leap program application documents. The internal committee will meet in October to finalize the call for applications for the next round of Leap grants.

- Issued the first 2009-2010 call for proposals for the Climate and Gender Equity Research Grants for 2009-10 and conducted an information session about the funding opportunity on Monday, August 24. Proposals are due Friday, September 18, 2009. Katti's presentation slides are posted on the FORWARD web page. McGeorge attended the session and recorded questions so they can be incorporated in information provided at the session prior to the next application deadline.
- Hosted Dr. Kelly Mack for first-year project site review, August 6-7, 2009. Dr. Mack met with a variety of individuals and groups associated with the FORWARD project and provided very useful suggestions regarding various project components.

- Extended community linkages for the project through a presentation about FORWARD by Birmingham to a local PEO chapter in June.
- Developed and secured IRB approval for the administrators' survey which will be conducted in September 2009.

**Areas of difficulty/resistance:**

- One challenge we have faced over the past six months is with our new faculty recruiter position. Because this is a new position to our institution, the responsibilities were initially somewhat ambiguous. That was complicated by uncertainty about where the position should be located in the organizational structure and by the fact that the individual we hired had not previously worked in a research university or an institution that is part of a university system. Our experience of the past six months led us to review the duties and organizational placement of the position. Based on that review the position will be reassigned to the Provost's office with some clarification of duties; in addition we have identified appropriate training resources that will help the individual be more fully effective.
- Another challenge we faced has been the delay in developing evaluation plans. As a result Ramona Danielson, from the North Dakota Data Center, has been paid as a consultant; however, NDSU policies place a cap the amount she can be paid. Additionally, she must be paid through indirect funds which are insufficient at this point. We are considering negotiating a contract this fall with the Data Center where Danielson is employed to mitigate this problem.
- A third challenge has been communication and accountability for various FORWARD activities and efforts. The FORWARD Team is a large group and that fact has sometimes created confusion about who is doing what and who is accountable for various assignments. Members of the External Advisory Board, as part of their exit discussion with us, advised us to identify a much smaller group to serve as the Steering Committee for the project and as a support for the co-directors. We are in the process of forming such a committee.

**Best idea yet:**

- EAB members offered, at the conclusion of their August visit, to participate in a follow-up conference call in two or three months. That will give the PI, co-directors and other leadership in the project an opportunity to reflect on the observations and recommendations made by the EAB at the conclusion of their on-site visit.
- The adjustment of our evaluation efforts to place more focus on internal data collection and analysis as components of the overall evaluation plan; these internal evaluations will then be reviewed by the newly hired external evaluator to provide an outside review and perspective.

**Project evaluation:**

In spring 2009 through mutual agreement we terminated the relationship with our original external evaluation team. After consulting with Dr. Kelly Mack, NSF ADVANCE program director, and members of our External Advisory Board, we began to create a new model of evaluation. That model comprises an external evaluator (one person) as well as a team of internal evaluators who can develop an evaluation plan and instruments, secure IRB approvals, and conduct the day-to-day evaluation work for the FORWARD team. We also developed a specific list of skills that we wanted our evaluators to possess including an understanding of institutional transformation, expertise in qualitative and quantitative data collection and analyses, and familiarity with higher education.

In May and June 2009, we solicited curriculum vitas and sample evaluations from individuals recommended by our External Advisory Board members. From an initial list of ten, five potential evaluators responded to our request. Based on our review of their materials, we selected three evaluators to interview by phone in early July. Although all three individuals were impressive, and each brought different strengths to the project, we offered the position to Dr. Frances Lawrenz, University of Minnesota, Evaluation and Science Education, Department of Educational Psychology; and Associate VP for Research. She has conducted 178 evaluations to date, is close in proximity to NDSU, demonstrated expertise in research methods, and had strong professional recommendations. Because she is extremely busy, her role in FORWARD evaluation will consist of 4-5 days per year,

including a 1-2 day annual visit to our campus and frequent contact with appropriate members of our internal evaluation team.

Since March 2009, Ramona Danielson, from the North Dakota Data Center, has worked as an internal evaluator for the project. She has assisted in developing a survey for administrators and currently is analyzing data from our work/life survey. In addition, McGeorge, who has already been active with internal evaluation activities, will chair the evaluation team and provide overall coordination of evaluation efforts. She will receive course releases for fall 2009 and spring 2010 semesters and graduate student support for her evaluation responsibilities.

**Personnel update:**

External Evaluator, Dr. Frances Lawrenz, University of Minnesota, has been added to the project, and Dr. Christi McGeorge has assumed a role as internal evaluation lead.

**12 Indicators Update:**

**Women Faculty of Color by STEM and Non-STEM and College – 2008-09**

Our first annual report did not include information about women faculty of color so that information is provided below and will be included with the 12 Indicator data in future annual reports.

**STEM Women Faculty of Color by College, Tenure Status and Rank - 2008-09 \***

College	Tenured/Tenure track			Non tenure track		
	Full	Associate	Assistant	Full	Associate	Assistant
Agriculture, Food Safety, & Natural Resources	0	0	3	0	0	0
Arts, Humanities, & Social Sciences	0	0	0	0	0	0
Engineering & Architecture	1	0	3	0	0	0
Human Development & Education	0	0	0	0	0	0
Pharmacy, Nursing, & Allied Sciences	0	2	1	0	0	0
<b>Totals</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Non-STEM Women Faculty of Color by College, Tenure Status and Rank – 2008-09 \***

College	Tenured/Tenure track			Non tenure track		
	Full	Associate	Assistant	Full	Associate	Assistant
Agriculture, Food Safety, & Natural Resources	0	0	1	0	0	0
Arts, Humanities, & Social Sciences	0	0	1	0	0	0
College of Business	0	0	1	0	0	1
Engineering & Architecture	0	0	0	0	0	0
Human Development & Education	0	0	3	0	0	0
Pharmacy, Nursing, & Allied Sciences	0	0	0	0	0	1
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>2</b>

\*Because the numbers of women faculty of color are so small, the data is reported by college rather than department. Colleges with both STEM and Non-STEM departments are shown in both tables.

**Space Study**

The work/life survey conducted with NDSU faculty in December 2008-January 2009, included questions about space and resources in general and a summary piece of that data is provided below. By the end of September, additional space related information from the work/life survey will be available on the FORWARD web page.

Level of agreement with statement “I have sufficient laboratory space,” overall & by gender

Statement	Level of Agreement with Statement (Percent)							
	Disagree strongly		Disagree somewhat		Agree somewhat		Agree strongly	
	N	%	N	%	N	%	N	%
Overall (N=112*)	26	23.2	22	19.6	34	30.4	30	26.8
Male (N=58)	16	27.6	11	19.0	17	29.3	14	24.1
Female (N=48)	8	16.7	11	22.9	13	27.1	16	33.3

In addition to the information from the work/life survey related to space, a template for a more detailed space study has been identified and the FORWARD scholars are collecting space information using that template; the results of that data collection and analysis will be provided in a future report.

**NDSU Advance FORWARD Expenditures – Award Period: September 1, 2008- August 31, 2009**

The budget allocation to be used this award period is \$733,763 (\$567,489 direct costs; \$166,274 indirect costs). While a balance of direct cost funding will remain at the end of the first project award period, all of these funds have been assigned to specific allocations or have been otherwise committed.

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:

Budget Category	Total
Advancement/Leadership:	\$176,049
Climate:	\$89,062
Evaluation & Research:	\$95,560
Dissemination:	\$41,719
Administrative (includes fringe benefits):	\$165,099
Total:	\$567,489

Grant Programs	Awarded
Advancement/Leadership and Climate:	\$177,141

Project personnel were paid for their indicated time devoted to the project during the award period: Bilen-Green and Burnett, 3.5 months of salary, each; Magel, 1 month of salary; Birmingham, 2 months of salary and two course buy-outs; Brooks, one half month of salary; Froelich, one month of salary; McGeorge, 2 months of salary and one course buy-out; Katti, one half month of salary; Reed, one half month of salary; Weber, one month of salary; Nash, twelve months of salary; Bachman, twelve months of salary (half is cost-shared); and Hokanson, \$2,500. Schnell, McCaul, Schwert, Smith, Wolf-Hall drew no salary payment from the award in the first year, and that will continue in the second year.

Funds originally allocated in the proposal for external evaluation were diverted to pay for part of Bilen-Green, Birmingham, Burnett, and McGeorge’s time dedicated for evaluation & research activities. Danielson is paid by internal funds for her evaluation services (\$5,000).

A total of \$177,141 was awarded in competitive grant programs: 37 travel grants to meet external mentors (\$26,310 paid by the award; \$22,064 paid by NDSU); three Leap grants (\$60,181) and one Climate/Gender (\$9,995) research grant; six course releases (\$52,000); and three Leadership Development grants (\$29,255).

Year 2 budget will follow the currently approved budget.