

**NDSU ADVANCE Institutional Transformation Award, HRD-0811239  
Quarterly Progress Report - September 1, 2008 to December 1, 2008**

**Significant accomplishments:**

Since the proposal start date on September 1, 2008, members of the project team have initiated and/or completed these items:

- 1) Two members of the FORWARD team (Canan Bilen-Green, Betsy Birmingham) gave a presentation that was advertised across the campus as part of a regular Brown Bag lunch series. The PowerPoint presentation described the history of the FORWARD group, the research and data that provided the basis for the ADVANCE institutional transformation proposal, and the basic elements of the project. The session included three questions for which those in the audience were invited to provide feedback to the presenters:
  - What are some of the things you have seen that are detrimental to building a community and positive climate?
  - What are some of the things that your unit does to build a community?
  - Based on the above, what activities would you suggest for improving campus climate?
- 2) The structure and mission of the Commission on the Status of Women Faculty has been finalized. The Provost will announce the members of the commission in early December after NDSU Advance FORWARD's kick-off event. The commission's membership will consist of 10-12 members including the Provost (Commission's Chair); three representatives from FORWARD; and women faculty and/or Allies across the university. FORWARD and university members will serve for three years with the option to renew their membership after their first term. The Provost determines membership based on recommendations from the FORWARD team.

The Commission has these responsibilities:

  - to respond to initiatives and developments from FORWARD;
  - to respond to campus issues relevant to opportunity for women faculty as they develop;
  - to proactively examine the university's policies impacting advancement of women faculty, looking to other universities for examples on how to handle campus climate issues and how to more fully engage, recognize, and utilize the contributions of women faculty for the betterment of the University; and
  - to monitor and benchmark the University's progress towards equal participation of women faculty throughout the University.

The Commission is scheduled to hold its first meeting in January.
- 3) The co-directors contracted for a temporary person to facilitate the development and activation of a new FORWARD web page (<http://www.ndsu.edu/forward/>) with technical support provided by the Center for Science and Mathematics Education. Relevant information from an earlier FORWARD web page was incorporated, but all information was updated as appropriate, and new information was added. Additional information will be included as it is developed.
- 4) Several members of the FORWARD team (Bilen-Green, Birmingham, Burnett, and Myers) attended the Advance conference held at Iowa State in early October and presented a poster session describing the FORWARD efforts that led to the Advance proposal development and ultimate funding. During the conference the four NDSU women had the opportunity to talk to PIs of other institutions with NSF Advance awards.

They also had extensive discussions with two of external advisory board members: Jennifer Sheridan and Susan Carlson.

- 5) The co-directors invited Laura Kramer, Professor Emerita, Montclair State University, to join the project's external advisory board, and she agreed to serve.
- 6) The first meeting of the External Advisory Board has been scheduled for March 26-27, 2009, and all of the nine members have confirmed that they will attend.
- 7) The co-directors have made arrangements for two of the external advisory board members - Susan Carlson, Associate Provost for Faculty Advancement and Diversity, Iowa State University, and Christine Hult, Associate Dean of the College of Humanities, Arts, and Social Sciences, Utah State University - to give individual presentations to the campus in March 2009 when they visit NDSU for the external advisory board meeting.
- 8) The project co-directors have, with feedback from the entire FORWARD team, developed and posted application cover pages and guidelines for four of the funded Advance FORWARD initiatives on the FORWARD web page: climate and gender equity research grants, course release grants, Leap grants, and travel grants. An application has also been developed and posted for the Advocates component of the project. All of these funded opportunities have been publicized with faculty both electronically and in the institution's hardcopy weekly newsletter, *It's Happening at State*.
- 9) A contract has been signed with the consultants who will serve as the external evaluators, Metis Associates.
- 10) Recruitment for the two project staff members has begun and applications are being received for the NDSU Advance FORWARD Project Coordinator and the Faculty Recruitment Assistant.
- 11) A one-page description of the NDSU Advance FORWARD project has been created as a means to provide summary information about the project; it will be used as a handout at meetings with academic department, colleges and other campus groups and will be posted on the FORWARD web page as well. This one-page description will be replaced by a brochure that is currently being designed.
- 12) Data collection related to the 12 NSF Indicators has begun. Due to some institutional reorganization, this data collection is being coordinated by the Office of Institutional Research and Analysis (Director of this office is Dr. William Slanger) rather than the Office for Equity and Diversity as initially proposed. The Office for Equity and Diversity has become the Office of Equity, Diversity and Global Outreach and now has a different institutional role.
- 13) The co-directors led a forum with the academic deans in November to familiarize the deans with various components of the project and clarify their role with the project.

In addition to these accomplishments, the co-directors have met weekly with the Provost/PI for the project, and those involved in each of the three divisions (campus climate, advancement and leadership, and research) have met to initiate their respective work.

**Areas of difficulty/resistance:**

The greatest challenge we faced in the first three months of the grant's inception was the lack of faculty time to launch the programs and initiatives. All members of FORWARD either taught full-time or were full-time administrators in the fall 2008 semester. The lack of a large block of time to discuss, coordinate, plan and implement held back the group and caused what some might perceive as a lack of progress. At the same time, given that nearly every faculty and staff member at NDSU is fully time-extended, the work that has begun is significant in that major initiatives have all been launched.

No public resistance to the project and its goals has surfaced at this point. At the last FORWARD team meeting (on 11/14/2008), however, those present spent some time strategizing about how to address resistance since at least some may develop as the project gains visibility on campus and specific implementation begins. The group also acknowledged that some resistance may develop as the project specifics are publicized and the focus on increasing opportunities for women, especially women in the STEM disciplines, is more apparent in specific programs and incentive opportunities. The group discussed and acknowledged the importance of having consistent messages to offer in response to any articulated resistance.

The NDSU Advance FORWARD leadership has already begun to experience the pressures of those who are aware that the Advance FORWARD project includes a variety of funded opportunities. Unfortunately, some of those seeking funding do not understand or appreciate the scope of an institutional transformation project or the research orientation of this project that intends to assess the effectiveness of various strategies to be used in the project.

Several of the Advance FORWARD management/leadership group (Schnell, Bilen-Green, Burnett, McCaul, Myers, and Smith) met with the coordinators of the campus WISMET (Women in Science, Mathematics, Engineering and Technology) group and other women campus leaders to coordinate efforts for programming for women faculty. The main concerns were not to overwhelm campus women with too many activities.

**Best idea yet:**

The project co-directors as well as many of the FORWARD team members have found the web sites for individual ADVANCE awardee institutions to be exceptionally helpful and being able to access them through the ADVANCE portal makes these sites easily accessible. One woman faculty member who is senior personnel on the Advance FORWARD project attended the Women Evolving Biological Sciences professional development symposium this past October. She found the experience very helpful and rewarding and reported that she returned with “a nice tool box of specific strategies on how to be successful.” The Advancement/Leadership division with which she will be working will incorporate appropriate aspects of the “tool box” into the Advancement/Leadership component of the project, specifically into the mid-career mentoring and cohort mentoring programs.

**Project evaluation:**

As noted in the accomplishments section of this report, a contract has been finalized with the external evaluators, Metis Associates; Lori Ramsey of Metis Associates will serve as the project evaluator.

**Personnel update:**

- 1) Since the proposal was submitted, two members of the FORWARD team have left NDSU for faculty appointments at other institutions: Marjorie McCullagh (formerly associate professor of nursing) and Claire Strom (formerly associate professor of history). As result, the leadership for two of the three project divisions has been reassigned. Elizabeth (Betsy) Birmingham, who was originally named as coordinator for the Advancement/Leadership division in the proposal, will now coordinate the Campus Climate division, and Charlene Wolf-Hall will coordinate the Advancement/Leadership division.

- 2) Sandra Holbrook, formerly the NDSU Director for Equity and Diversity (now retired), has been hired on a contract basis to work on the new FORWARD web site and assist in the preparation of reports and other documents until a project coordinator is hired.
- 3) Kevin Brooks, Associate Professor of English, has been assigned as senior personnel to assist with the Allies/Advocates program.

**Project Implementation and Management Team (Project Team):**

***Management/Leadership group:***

**R. Craig Schnell**, Provost and Vice President for Academic Affairs and PI

**Canan Bilen-Green**, Associate Professor of Industrial and Manufacturing Engineering and Advance FORWARD Co-PI and Project Co-Director

**Ann Burnett**, Associate Professor and Director of Women's Studies and Advance FORWARD Co-PI and Project Co-Director

**Elizabeth Birmingham**, Associate Professor of English and Advance FORWARD Campus Climate Coordinator

**Rhonda Magel**, Professor of Statistics, Advance FORWARD Co-PI and Advance FORWARD Research Coordinator

**Kevin D. McCaul**, Dean of Science and Mathematics

**Donald P. Schwert**, Professor of Geosciences and Director of Center for Science and Mathematics Education

**Gary Smith**, Dean of Engineering and Architecture and Advance FORWARD Co-PI

**Charlene E. Wolf-Hall**, Associate Professor of Veterinary & Microbiology Sciences and Associate Director, Great Plains Institute of Food Safety and Advance FORWARD Advancement/Leadership Coordinator

***Other Senior Personnel who, with the Management/Leadership group, make up the Project Implementation Team:***

**Kevin Brooks**, Associate Professor of English

**Karen Froelich**, Associate Professor of Management

**Kalpana Katti**, Professor of Civil Engineering and University Distinguished Professor

**Christi McGeorge**, Assistant Professor of Child Development and Family Sciences

**Wendy Reed**, Assistant Professor of Biology

**Christina Weber**, Assistant Professor of Sociology

**Ruth Ann Faulkner**, FORWARD office support

**Guy Hokanson**, FORWARD web support

**Project Coordinator** – to be hired

**Faculty Recruitment Assistant** – to be hired

**Internal Advisory Committee (IAC)**

The Internal Advisory Committee (IAC) is currently being formed but has not yet been formally appointed. The Advance FORWARD Co-PIs/Co-Directors will chair this group. It will include the Advance FORWARD PI, Provost Craig Schnell, and 6-8 other individuals from across the campus who are familiar with the project and its goals but who are not senior personnel.

**External Advisory Committee (EAC)**

- **Joseph A. Chapman**, NDSU President and Chair
- **Susan Carlson**, Associate Provost for Faculty Advancement and Diversity, Iowa State University
- **Larissa Grunig**, Professor Emerita, University of Maryland

- **Christine Hult**, Associate Dean of the College of Humanities, Arts, and Social Sciences, Utah State University
- **Peggy Johnson**, Department Head & Professor of Civil Engineering, Penn State University
- **Laura Kramer**, Professor Emerita, Montclair State University
- **Ruth Maki**, Adjunct Professor of Psychology, University of Arizona
- **Jennifer Sheridan**, Research Director, College of Engineering, University of Wisconsin
- **Kathleen Slobin**, Professor Emerita, North Dakota State University
- **Debra Tomanek**, Professor of Molecular and Cellular Biology, University of Arizona

NDSU Advance FORWARD organizational structure and major project components:

