

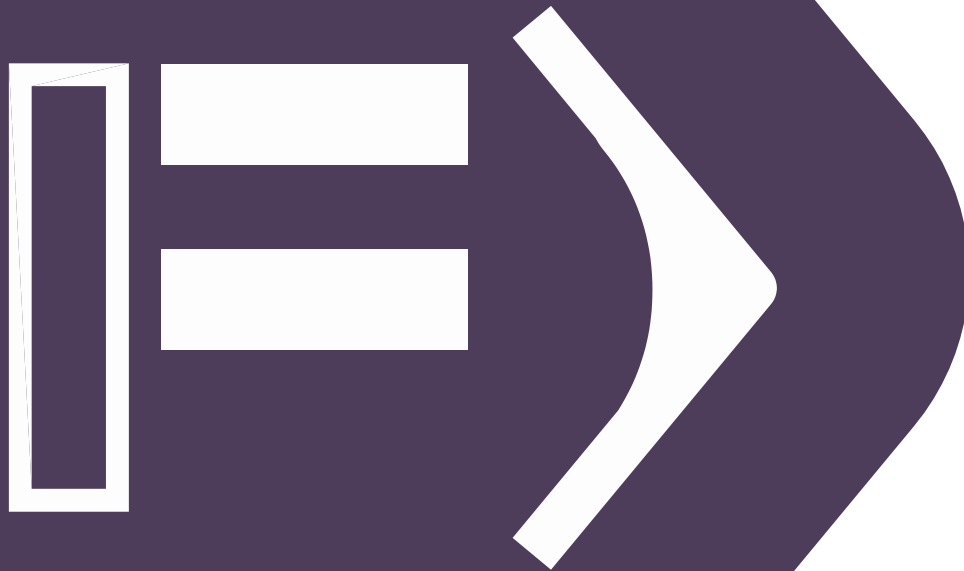
NDSU **ADVANCE** **FORWARD** 

at North Dakota State University

## ANNUAL REPORT YEAR 7

September 1, 2014—May 31, 2015

National Science Foundation  
Grant HRD-0811239



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## **SECTION I. Summary Overview**

The achievements during Year 7 of the Advance FORWARD project continued to reflect the commitment and progress that was developed during the earlier years of this project. The Year 7 achievements demonstrate the ongoing progress toward the achievement of the institutional transformation intended by the project's goals. These changes are demonstrated by the activities offered and accomplishments achieved in Year 7, particularly those that have taken place since the report submitted December 1, 2014, are highlighted in this report.

Some highlights of the developments and achievements during Year 7 include the following which reflect increased recognition of the project, an increase in numbers of women among senior faculty and in academic administrative roles, and in the Advance FORWARD Advocates and Allies program:

- Welcomed the new provost, Beth Ingram and worked with her to familiarize her with Advance FORWARD and its project goals, initiatives and accomplishments.
  
- Saw the following appointments of current NDSU women to academic leadership positions:
  - Jane Schuh, veterinary and microbiological sciences, as interim dean for the College of Business,
  - Karen Froelich, management and marketing, as interim MBA director,
  - Charlene Wolf-Hall, veterinary and microbiological sciences, as vice provost for academic affairs,
  - Canan Bilen-Green, industrial and manufacturing engineering, as vice provost for faculty affairs.
  
- Saw the appointment of two women new to NDSU to academic leadership positions:
  - Bridget Burke as dean of libraries effective September 15, 2014,
  - Marketa Marvanova as the new chair of pharmacy practice effective July 1, 2015.
  
- Elected another woman from a STEM department as president-elect of the Faculty Senate (Katie Gordon; associate professor, psychology).
  
- Recognized Sean Sather-Wagstaff, FORWARD advocate, as the first recipient of the University's Mentoring Excellence Award.
  
- Promoted 4 women of 12 faculty to full professor (25%) for 2015-16 and promoted 16 women of 29 faculty to associate professor (55%). Tenured 17 women of 33 faculty (52%) for 2015-16. In STEM promoted and tenured 8 women of 14 faculty to associate professor (57%); in total 9 of 16 faculty who received tenure were women (56%).
  
- Continued to increase the number of trained allies and developed a new level of training for allies and advocates as a means to enhance their effectiveness in improving the climate for women faculty at NDSU.
  
- Continued recognition of women faculty - in both STEM and non-STEM disciplines - for their professional achievements at NDSU:
  - Rajani Ganesh Pillai, management and marketing, received the university's Peltier Teaching Award.

- Carol Archbold, criminal justice and political science, received the university's Gehrts Endowed Professorship Award.
  - Ann Burnett, women and gender studies, received the College of Arts, Humanities and Social Sciences' Outstanding Educator Award
  - Christina Weber, sociology and anthropology, received the College of Arts, Humanities and Social Sciences' Service Award
  - Kjersten Nelson, criminal justice and political science, received the College of Arts, Humanities and Social Sciences' Teaching Award.
  - Lisa Montplaisir, biological sciences, received the College of Science and Mathematics Paul Juel Mentoring Award.
  - Miriam Mara and Kelly Sassi, both in English, were inducted into the university's Tapestry of Diverse Talents (Fall and Spring, respectively).
  - Miriam Mara received one of two Gunlogson Fellowships.
  - Carol Cwiak (emergency management), Carrie Anne Platt (communication), and Christina Weber each were awarded a fellowship by the Dean Sandstrom of Arts, Humanities, and Social Sciences.
  - Heather Fuller, Human Development and Family Science, received the College of Human Development and Education's Exceptional Contributions to Research
  - Beth Blodgett Salafia, Human Development and Family Science received the College of Human Development and Education's Exceptional Contributions to Faculty and Student Mentoring
  - Elizabeth Hilliard, Health, Nutrition, and Exercise Sciences, received the College of Human Development and Education's Exceptional Contributions as an Emerging Teacher.
  - Linda Manikowske, Apparel, Design, and Hospitality Management, received the College of Human Development and Education's Exceptional Contributions to Learning
  - Amelia Asperin, Apparel, Design, and Hospitality Management; Sherri Station, Health, Nutrition, and Exercise Sciences; Ann Ragan, Apparel, Design, and Hospitality Management, received the College of Human Development and Education's award for Exceptional Contributions for Collaborative Efforts.
- Continued to participated as part of the FORWARD team in searches for key university positions; this year the team participated in the search for a dean of the College of Business and a dean of the College of Human Development and Education.

## **SECTION II. NDSU Advance FORWARD Management**

### **A. Project Management and Structure**

#### **1. NDSU Advance FORWARD Leadership Group**

- Dr. Canan Bilen-Green, Industrial and Manufacturing Engineering, PI and executive director
- Dr. Ann Burnett, Women and Gender Studies, co-PI and associate project director
- Dr. Craig Schnell, Pharmaceutical Sciences, co-PI
- Dr. Gary Smith, Dean, College of Engineering and Architecture, co-PI
- Dr. Scott Wood, Dean, College of Science and Mathematics
- Dr. Rhonda Magel, Statistics, co-PI, data analyst for annual faculty salary survey and researcher
- Dr. Donald Schwert, Center for Science and Math Education, budget officer

#### **2. Advance FORWARD Steering Committee**

- Dr. Canan-Bilen Green, Industrial and Manufacturing Engineering
- Dr. Elizabeth Birmingham, English
- Dr. Ann Burnett, Women and Gender Studies
- Dr. Tom Stone Carlson, Human Development and Family Science
- Dr. Karen Froelich, Management and Marketing
- Dr. Miriam Mara, English
- Dr. Christi McGeorge, Human Development and Family Science
- Dr. Erika Offerdahl, Biological Sciences
- Dr. Wendy Reed, Biological Sciences
- Dr. Donald Schwert, Center for Science and Math Education
- Dr. Amy Rupiper-Taggart, English
- Dr. Christina Weber, Sociology and Anthropology
- Dr. Charlene Wolf-Hall, Veterinary and Microbiological Sciences

The Steering Committee meets bi-weekly to discuss all aspects of the grant and to ensure effective group decision making. In addition to the roles of those on the Leadership Team (described above), other members of the Steering Committee have specific functions in the Advance FORWARD project:

- Birmingham focuses on climate training;
- Burnett and Weber focus on research efforts;
- Froelich chairs the Commission on the Status of Women Faculty;
- Mara focuses on search training;
- McGeorge has responsibility for internal evaluation efforts and new faculty climate training;
- Reed, Bilen-Green and Offerdahl, coordinate the cohort mentoring groups for junior faculty;
- RupiperTaggart serves on the Commission on the Status of Women Faculty;
- Stone Carlson coordinates the Advocates program;
- Wolf-Hall coordinates the mid-career mentoring program and leadership development activities.

### **3. Advance FORWARD Project Staff**

- Ms. Angela Bachman, assistant for faculty searches
- Dr. Dana Britton, Rutgers University, external evaluator
- Ms. Nicolee Lange, Advance FORWARD graduate fellow (through January 2015)
- Ms. Ruthann Faulkner, office support
- Mr. Guy Hokanson, web support
- Dr. Sandra Holbrook, project consultant

### **4. Additional Advance FORWARD Committee members** who participate in the monthly Advance FORWARD meetings when possible and work on components of the project where their expertise is relevant:

- Ms. Emily Berg, assistant director of institutional research and analysis
- Dr. Donna Grandbois, assistant professor of nursing
- Ms. Kara Gravley-Stack, director of diversity initiatives

- Dr. Kalpana Katti, distinguished professor of civil engineering
- Ms. Evie Myers, vice president for equity, diversity and global outreach
- Ms. Kay Sizer, manager of faculty development and special projects in research and creative activity (RCA).

## **B. Budget**

Bilen-Green and Schwert continued to provide oversight of the Advance FORWARD budget in Year 7. A detailed budget update will be submitted at the end of Year 7.

## **SECTION III. Project Activities and Accomplishments**

### **A. Commission on the Status of Women Faculty (CSWF)**

#### **1. Institutionalization**

- Prepared call for annual ADVANCE FORWARD Department Award; recipient to be determined later this summer.
- Invited Provost Ingram, Vice Provost Wolf-Hall, and Vice Provost Bilen-Green, to separate meetings for conversations about our activities and related issues on campus and their perspective on areas for CSWF attention in upcoming year.

#### **2. Policy Change Initiatives and Consultations**

- Completed changes to Policy 103.2.2.4.4.dual career exceptions to clarify and centralize communication regarding dual career hiring situation, and to remove 2-year limit on the search process exceptions; changes approved by Faculty Senate and posted to official policy manual as of December 12, 2014.
- Investigated part-time, interim positions for compliance and outcomes with Policy 103.2.1; that policy requires 10-day announcement period with job description circulated to relevant groups to invite applications to be followed by selection process. The Commission learned that this process was not tracked very well; initial matrix constructed from official records had many omissions and there were instances of positions filled without following the policy as well as instances of appropriate procedures undertaken but no recorded documentation. Numerous searches had only one applicant, yet possibly without this more transparent process the position might have been filled with someone other than the person who applied and was hired.
- Developed an itemized rationale for importance of Policy 103.2.1; prepared suggestions for implementation improvements – primarily via reinforced communication through various channels including It's Happening at State (in-house, online news system) reminders and search committee training.
- Continued work with Human Resources and Ombuds to develop Policy 163.2, an anti-bullying policy.
- Policy 327 administrator evaluation – considerable multi-year work has been undertaken to substantially change this policy: adding formal 360 evaluation to academic provost, vice provosts, academic vice presidents, full-time associate/assistant deans; adding third year formative review followed by five year reviews thereafter; clarifying faculty and evaluation committee roles in the process; adding follow-up step to findings of performance concerns; simplifying and somewhat standardizing evaluation criteria; separating procedure from policy. This policy has been through many discussions and revisions, including input from the provost and both vice provosts; discussion phase completed at May 2015 meeting; policy is now being readied for Senate Coordinating Council submission to get on the agenda for their first meeting in fall.

## **B. Climate Project Activities**

During this year, FORWARD continued many of the successful programs for enhancing climate that they have used in the past and provided several new programs.

### **1. Continuing programs:**

- Sponsored “Enhancing Climate: New Faculty Orientation Workshop, led by Christi McGeorge, Gary Smith, and Scott Wood at the beginning of the fall and spring semesters (August 18, 2014 and January 12, 2015); this workshop is for faculty members new to NDSU and has the dual purpose of introducing new faculty members to the Advance FORWARD project and providing them with ideas for how to promote positive department climate. The results of the formative assessments found that 86.0% of the participants completing the evaluation during the 2014-2015 academic year reported 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 (30.2% Strongly Agreed and 55.8% Agreed).
- Sponsored the celebration of faculty advancement and Advance FORWARD fall kick-off on September 2, 2014 hosted by President Bresciani. The program included presentation of the annual departmental award sponsored by the Commission on the Status of Women Faculty. The recipient was the Department of English.

### **2. New programing:**

- Sponsored presentations by Dana Britton, FORWARD external evaluator, on September 16, 2014. Britton presented two sessions titled “Advancement of Women Faculty.” Britton presented the results of the Fall 2013 Faculty Worklife Survey and the Spring 2014 Academic Administrators Climate Survey. These surveys focus largely on faculty and administrators’ perceptions of gender equity on campus and in their units as well as attitudes about strategies for change. The first session was attended by 66 faculty. 94.7% of the attendees reported that their understanding of the NDSU climate had increased after attending this lecture (42.9% Strongly Agree and 51.8% Agree). Additionally, 71.5% of the attendees reported that their knowledge about how to promote a positive climate at NDSU had increased after attending this workshop (16.1% Strongly Agree and 55.4% Agree). The second session attended by 17 was designed for college deans and department chairs/heads. The findings reported from the 2014 Administrator survey included that:
  - Administrators continue to see the university climate as more difficult for women than men.
  - There were few differences between STEM and non-STEM administrators suggesting that attitudes around the issues tapped in the survey are not significantly different for administrators in STEM units from administrators in non-STEM units.
  - 81% of administrators believed that FORWARD has helped to create transformation on the NDSU campus suggesting broad support among administrators for institutionalization and continuing change in the direction of gender equity.
- Sponsored an event with the FORWARD External Advisory Board that had implications for climate and community building. Twenty-six women attended for “Creating greater gender equity: a discussion sponsored by FORWARD” held on

May 5, 2015. The open forum and lunch with women faculty provided a venue to discuss next steps for FORWARD and a space to discuss climate and the impacts of FORWARD programs.

### **3. Worklife Survey Analysis**

- Completed preliminary analysis of data from the 2013 Worklife Survey (a repeat of the initial Worklife Survey completed in 2008-2009) which provided the following findings related to climate:
  - Women faculty felt less respected by colleagues and their department head/chair than men faculty. However, women and men had similar positive opinions about being treated with respect by staff and students.
  - Women faculty felt less like full and equal participants than men faculty in problem-solving and decision-making in their primary departments. Women were also more likely than men to report feeling excluded from the informal networks in their departments and to report feelings of isolation in their departments.
  - Women were more likely to feel that their colleagues do not value their research and were less likely to feel that they “fit” in their department.
  - Women were less satisfied than men with the way in which they balance their professional and personal life and agreed more often that they have seriously considered leaving NDSU in order to achieve better balance between work and personal life.
  - Women and men had fairly similar opinions about their satisfaction with their job at NDSU, with their work environment, with the way their careers have progressed, and with being an academic. Women and men also reported environment at similar levels that they had considered leaving NDSU based on their work.
- The preliminary analysis also provided data about satisfaction and retention. 50.5% of women faculty surveyed reported they were somewhat satisfied and 27.3% were very satisfied. However, 66.7% of women faculty surveyed reported that they had considered leaving NDSU due to their work environment. The three most common factors that contributed to women faculty members’ consideration to leave NDSU were:
  - Climate of department, unit, lab (28.3% of women)
  - Lack of support for research (24.2% of women)
  - Climate for women (18.2% of women)

### **4. Advocates and Allies**

- Provided two initial ally trainings during both fall (October 3 and 21, 2014) and spring semester (January 27, March 11, 2015). A total of 22 men attended the four trainings. 90.9% of male faculty attending the ally trainings offered during the 2014-2015 school year agreed to some extent that they would be able to implement new strategies to promote a more equitable climate for women faculty at NDSU as a result of participating in the training (50.0% Strongly Agreed and 40.9% Agreed).
- Launched new Advocates and Allies Skill Development Workshop this semester. Twelve people attended the training (7 faculty and 5 administrators) on April 23, 2015. 100% of male faculty attending this new ally skill development workshop agreed that they had learned additional skills or tools to more effectively intervene to improve the climate for women faculty as a result of participating in



the workshop (66.7% Strongly Agreed and 33.3% Agreed). The purpose of this scenario-based training is to provide allies and advocates with skills that they can use to better intervene to improve the local climate for women faculty. Given that substantial numbers of men faculty at NDSU have received training, the Advocates will be providing four of these skill development workshops in coming academic year.

- Initiated the requirement that Advocates need to submit an Individual Action Plan each year in order to be considered an active Advocate for the year. There are currently 11 active Advocates.
- Twenty-two of the 23 STEM departments have at least one ally; all eligible departments but one has at least one ally and many have more than one.

#### **5. Women faculty with disabilities**

- Conducted campus disability awareness observances Fall and Spring semesters hosted by the Disability/Accessibility Initiatives Committee and an Equity, Diversity, and Global Outreach Office subcommittee; these observances were developed by several Task Force members in tandem with the work of the Task Force.
- Conducted a monthly (September-May) Critical Disability Studies professional development seminar group that included seven faculty members who joined campus and area community members in this effort. Outcomes of the study group include expressed interest in ongoing discussions regarding integrating information learned into curricula and workplace settings.
- Identified commitments for academic research/writing focused on disability-centric themes and called for a working group around the development of a Critical Disability Studies Social Justice institute.

#### **C. Faculty Recruitment Efforts**

1. Contacted more than 2,500 scholars through the Southern Region Education Board and Faculty For the Future databases since January 2014.
2. Conducted four faculty search committee trainings, two each semester (fall sessions on September 25 and November 12; spring sessions on February 12 and April 15) for a total of 87 individuals. Among those who completed the evaluation, 97.2% reported they feel that their knowledge of how to identify and recruit a diverse pool of applicants increased (47.0% Strongly Agreed and 51.5% Agreed); 93.8% reported that they feel they have acquired new information or understanding about how to address gender inequity during the faculty search process (64.6% Strongly Agreed and 29.2% Agreed), and 95.5% reported that they will be able to implement new strategies to address unconscious bias during the faculty search process (57.6% Strongly Agreed and 37.9% Agreed). In addition to the four trainings reported above, one special training was held for the associate dean search committee in the College of Arts, Humanities and Social Sciences (September 19, 2014). Six search committee members attended the training conducted by two of the faculty members who regularly do the search committee training. Advance FORWARD records show that 145 tenure track faculty have completed the training.
3. Scheduled search committee trainings for next year including an additional summer training for searches that begin before fall semester.
4. Continued to work on creating a new spousal/partner hire document for approvals and tracking spousal hires due to change in policy allowing the option for spousal hires to extend beyond two years after the date of hire.

#### **D. Advancement and Leadership Activities**

1. Held four Promotion to Professor panels over the course of the academic year (October 2, 2014, November 13, 2014, February 18 and March 24, 2015). Total attendance over the year for these four sessions was 151. The topics and presenters for the fall sessions were reported in our December 1, 2014, report. The first spring session featured remarks from Provost Beth Ingram on "Moving from Associate to Full Professor." A question and answer session facilitated by Dr. Andrew Mara, English, followed Provost Ingram's talk. The second spring semester session featured a panel of recently promoted professors who discussed their perspectives and experiences in the promotion process. Panelists included Margaret Andersen (accounting, finance and information systems), Sean Brotherson (human development and family science), Xiwen Cai (plant sciences), Amy Rupiper Taggart (English); they offered "Tips from Newly Promoted Professors"; the session was moderated by Sivaguru Jayaraman (chemistry and biochemistry). Among those who completed evaluations for these four sessions, 89.5% reported they had acquired new skills and/or information about preparing materials to apply for promotion to full professor at NDSU (31.6% Strongly Agreed and 57.9% Agreed). A majority (90.2%) of the respondents also indicated that as a result of their attendance they would be able to implement new strategies in their own process toward becoming a full professor (37.8% Strongly Agreed and 52.4% Agreed). 86.6% of the respondents also noted that they had acquired new skills and/or information about determining when they would be ready to apply for promotion to full professor (36.6% Strongly Agreed and 50% Agreed).
2. Sponsored a full day Fast Track Leadership Development workshop entitled "Changing Academic Culture" on March 16, 2015; 29 participants attended. Among those who completed the evaluation, 100% reported that their participation in this workshop had helped them develop leadership skills that would assist in their career development (38.5% Agreed and 61.5% Strongly Agreed); 100% also reported that they felt better equipped to continue with their current leadership role or pursue a new leadership role at NDSU as a result of their attendance (42.3% Agreed and 57.5% Strongly Agreed). In addition, 100% reported that the workshop was a positive networking experience for them (50% Agreed and 50% Strongly Agreed).
3. Sponsored a one-hour evening Fast Track session for academic administrators on March 16, 2015. Seventeen academic administrators participated in this session on "Building a Culture of Communication." Among those who completed the evaluation, 100% reported that their participation had helped them further develop their leadership style (53.3% Strongly Agreed and 46.7% Agreed). 100% also reported that they had a better understanding of how to create a culture of communication in their units (46.7% Strongly agreed and 53.3% Agreed).
4. Held two Promotion Tenure and Evaluation (PTE) Committee workshops on September 30 and October 1. A total of 26 individuals attended; most were members of departmental and college PTE committees. Evaluation respondents indicated that they had acquired new information or understanding about how to arrive at a more equitable PTE process (63.2% Strongly Agreed and 36.8% Agreed). Respondents also said they would be able to implement new strategies to address unconscious bias during the PTE process as a result of attending the workshop (47.4% Strongly Agreed and 52.6% Agreed).
5. Conducted a session for new faculty on January 20, 2015, focused on promotion, tenure and evaluation. Twenty-four faculty members attended. Evaluations

indicated that 100% of the attendees felt they had acquired new skills, information or understanding about the promotion and/or tenure process (66.2% Strongly Agreed and 31.8% Agreed). This session also provided a networking opportunity for new faculty.

6. Established two new female mentoring cohorts (one cohort for 4 new STEM and one for nine new non-STEM female faculty).
7. Conducted monthly workshops over the academic year for participants in the Advance FORWARD Cohort Mentoring program. Fall semester programs covered time management, short and long term strategies for developing a research program and good writing skills. Details were provided in the December 1, 2014, report. Spring semester programs included "Supervising Graduate Students" (February 18, 2015); Kendra Greenlee, biological sciences, was the presenter for this session; "Faculty Involvement and Academic Citizenship" (March 5, 2015; the presenter was Sean Sather-Wagstaff, mathematics). The final session on May 19, 2015, addressed "Getting Ready for Summer Research." A faculty panel shared tips on having a productive summer and emerging from summer feeling refreshed, accomplished and ready for a new academic year. Panelists included John McEvoy, veterinary & microbiological sciences; Michael Krush, management and marketing; Jill Nelson, human development and education; and Molly Secor-Turner, nursing. Wendy Reed, biological sciences, facilitated the panel discussion. Results of the evaluations for these events showed that 87.5% of the faculty participating felt that they were a positive networking experience with other faculty at NDSU (25.0% Strongly Agreed and 62.5% Agreed). Additionally, 60.9% reported that they had met someone they would like to get to know better (23.4% Strongly Agreed and 37.5% Agreed).
8. Surveyed mentors and mentees during the summer of 2014; some of the findings from mentees include:
  - 68.2% of the mentees completing our survey agreed to some extent that being in the cohort mentoring program increased their sense of connection with other faculty on campus (13.6% Strongly Agreed; 9.1% Agreed; and 45.5% Somewhat Agreed).
  - 73.3% of the mentors completing our survey agreed to some extent that being in the cohort mentoring program allowed them to form significant relationships with other faculty (6.7% Strongly Agreed; 13.3% Agreed; and 53.3% Somewhat Agreed).
  - 63.6% of the mentees who responded identified that participating in the cohort mentoring program had a positive impact on their own experience of the NDSU climate.
  - 80.0% of the mentors who responded identified that participating in the cohort mentoring program had a positive impact on their own experience of the NDSU climate.

Asked both mentors and mentees as part of the 2014 survey about the impact that participating in the FORWARD cohort mentoring program had on their own experience of isolation with these results:

- 50.0% of the *mentees* completing our survey agreed to some extent that being in the cohort mentoring program decreased their sense of isolation on the NDSU campus (9.1% Strongly Agreed; 9.1% Agreed; and 31.8% Somewhat Agreed).
- 53.4% of the *mentors* completing our survey agreed to some extent that being in the cohort mentoring program decreased their sense of isolation on the NDSU campus (6.7% Agreed and 46.7% Somewhat Agreed).

9. Sponsored a pedagogical lunch, "Securing External Funding for Educational Initiatives" on April 29, 2015; led by Bevelee Watford, an NSF program director. This was the most widely attended Advance FORWARD event ever—with 145 participants. One of the key findings from the evaluations of this session was that 53.5% of the respondent faculty members reported that they would be able to implement new strategies to enhance their proposals for external funding as a result of their attendance at the lecture (10.7% Strongly Agreed and 42.8% Agreed).
10. Offered a session for faculty on "How Research Institutions Recruit and Retain Highly Talented Faculty through Dual-Career Hiring," May 1, 2015; the session was led by Beth Mitchneck, former NSF ADVANCE Program Director and Professor of Geology, University of Arizona. This event had 40 attendees. One of the key findings from the evaluations of the session Mitchneck was that 97.0% of the respondents reported that their understanding of best practices associated with dual-career hires had increased as a result of attending the lecture (57.6% Strongly Agreed and 39.4% Agreed).
11. Provided funds from the Dual Career Fund to support the hire of a spouse in Biological Sciences.

#### **E. Grant Programs and Incentives**

1. Posted calls for applications for grant programs, information on the review process, and relevant forms on the Advance FORWARD website. Applicants and awardee information for each of the Advance FORWARD grant and incentive programs is included in Appendix A. In year 7 continued to offer FORWARD grant programs with funding from NSF ADVANCE and institutional funds from the Provost's office.

#### **F. Networking Events**

1. Included a networking/mentoring component in each of the cohort mentoring workshops offered during the academic year (see D.7. above).

#### **G. Report on Baseline Data for NSF 12 Indicators**

The 12 Indicators portion of this report will be submitted, along with the detailed budget and the external evaluator's report by August 31, 2015.

#### **H. Research Project Activities**

1. Anicha, C. L., Burnett, A., Bilen-Green, C. (2015). Men faculty gender-equity advocates: A qualitative analysis of theory and praxis. *Journal of Men's Studies*, 23, 21-43.
2. Magel, R., Doetkott, C., Cao, L. "A Study of the Relationship Between Gender, Salary, and Student Ratings of Instruction at a Research University." Accepted March 2, 2015.
3. Weber, C. "Being Brave: Negotiating Agency in Dialogues and Vignettes. Scheduled for publication August 2015 in *International Review of Qualitative Review*, Vol. 8(2).
4. Ongoing research includes:
  - o Examining any gendered interactions between the gender of the student completing an SROI form and the gender of the instructor. Also comparing the average rating for female instructors versus the average rating for male instructors for each question (Magel and Huebner, graduate student). Huebner defended his thesis on this topic May 13, 2015.

- In review "Reaching for Low Hanging Fruit: Engaging with Structures and Disjunctures in the Process of Institutional Change" for publication in *Qualitative Research* (Weber).

## **I. Evaluation Project Activities**

### **1. Internal Evaluation Activities**

The narrative portions of the internal evaluation have been incorporated into the relevant program areas above. Appendix C provides data about sample sizes and response rates for internal evaluations of FORWARD events and activities. For details of attendance by tenure-line faculty for the Advance FORWARD workshops and events, see Appendix D.

### **2. External Evaluation Activities**

Britton's report will be submitted later with the 12 Indicator data and narrative and the budget detail.

## **J. Dissemination Project Activities**

### **1. External Dissemination**

- Conducted both ally and advocate training at the University of Maine (October 2-3, 2014).
- Conducted advocate training at West Virginia University (September 10-11, 2014).
- Presented (Schwert) on the role the men faculty in helping to create a better climate for women faculty at the Indo-U.S. Roundtable on ADVANCing Women Faculty in STEM, November 15, 2014 in New Delhi, India. The Roundtable was organized by the Indo-U.S. Science and Technology Forum (IUSSTF) in partnership with NSF and the Department of Science & Technology, Government of India. The objective of the Roundtable was to share best practices and to identify and co-develop joint programs to promote leadership, mentoring, and networking and build research to research collaborations among women scientists and researchers from both countries.
- Presented a panel session on "Work/Life Balance Policies for Faculty" at Society of Women Engineers Conference (Bilen-Green, October 2014).
- Received invitations to serve as external evaluator or as advisory board member by several institutions seeking ADVANCE PAID funding this cycle.

### **2. Internal Dissemination**

- Continued to publicize Advance FORWARD events and activities, as appropriate, in the online faculty and staff newsletter, *It's Happening at State*.

### **3. Presentations**

- ACE ND Women's Leadership Conference, Making it to Full Professor: What it Takes to Get Promoted, V.C. Johnson, C. Wolf-Hall, A. Burnett, C. Bilen-Green, September 2015.
- SWE Annual Conference, Early Career Advice for New Faculty, C. Bilen-Green, October 2015.
- SWE Annual Conference, Work/life Balance Policies for Faculty, P. Layne, L. Williams, M. Mardani, R. Davis, C. Bilen-Green, October 2015.
- INFORMS Conference, WORMS: Academic Leadership, V. Bier, C. Bilen-Green, A. Smith, November 2014.

- University of South Dakota, Biennial Women and Gender Conference, Leveling the Playing Field for Women Faculty, C. Wolf-Hall, K. Froelich, April 2015.
- NSF ADVANCE PI Meeting, June 2015, Promotion to Professor Initiative, C. Bilen-Green, K. Froelich, A. Burnett, C. Schnell (poster presentation).
- ASEE 2015 Conference, "Implementation of Advocates and Allies Programs to Support and Promote Gender Equity in Academia" R. Green.
- ASEE 2015 Conference, Interactive Panel on Perspectives and Practical Skills for Men as Advocates for Gender Equity," R. Green, et al.
- 5<sup>th</sup> Annual Red River Valley Conference on Statistics, Student Evaluation: A Gender Comparison, L. Huebner, May 1, 2015
- WEPAN 2015 Conference Presentations
  - Panel session: *Creating Inclusive Environments: Improving the Climate for Female Faculty in Engineering*, S. Beverly, E. Allen, C. Ontiveros, K. Froelich.
  - Panel session: Successful Climate Initiatives at NSF ADVANCE Institutions: Best Practices from the Field, S. Goodwin, C. Bilen-Green, S. Metz, S. Lord, J. Carpenter.
  - Poster Presentation: *Advancement of Women Faculty*, C. Bilen-Green, A. Burnett, K. Froelich.

#### 4. Publications

- "Men faculty gender-equity advocates: A qualitative analysis of theory and praxis," C.L. Anicha, A. Burnett, C. Bilen-Green (2015). *Journal of Men's Studies*, 23, 21-43.
- "Implementation of Advocates and Allies Programs to Support and Promote Gender Equity in Academia," C. Bilen-Green, J. Carpenter, S. Doore, R. Green, K. Horton, K. Jellison, M. Latimer, M.. Levine, and P. O'Neal, ASEE 2015 Conference proceedings.
- "Interactive Panel on Perspectives and Practical Skills for Men as Advocates for Gender Equity," L. Genalo, R. Green, B. Holloway, A. Holmes Jr., B. Kirkmeyer, K. Kokini, D. Lopresti, A. Minerick, and B. Sukumaran, ASEE 2015 Conference proceedings.
- "Being Brave: Negotiating Agency in Dialogues and Vignettes," C. Weber. Scheduled for publication August 2015 in *International Review of Qualitative Review*, Vol. 8(2).

#### 5. External Advisory Board

The FORWARD external advisory board visited NDSU on May 5-6, 2015. Drs. Christine Hult, Peggy Johnson, Laura Kramer, and Jennifer Sheridan met with groups of academic administrators, women faculty, the FORWARD advocates and allies as well as the FORWARD steering committee to evaluate FORWARD's progress on each of the five program goals and discuss the institutionalization of FORWARD.

## SECTION IV. Challenges and Opportunities

### A. Institutional

#### 1. Challenges

- Determining the best administrative structure for FORWARD and how it will relate to other campus entities.
- Prioritizing initiatives for the near future.
- Supporting ongoing FORWARD initiatives with only institutional resources.

- Attitude that special efforts are no longer needed to increase the number of women in leadership positions in STEM fields.
  - Finding sustainable financial support for dual career hires.
2. Opportunities
- Appointment of woman as provost who has demonstrated her willingness to support the FORWARD initiatives and efforts.
  - Appointment of current Advance FORWARD Executive Director as full-time vice provost for faculty affairs.
  - Appointment of active Advance FORWARD Steering Committee member Wolf-Hall as vice provost for academic affairs and director of summer school.

## **B. Project**

### **1. Challenges**

- Defining future focus for the FORWARD work.
- Continued institutionalization of FORWARD initiatives and goals.

### **2. Opportunities**

- Identifying new ways to develop and support women faculty throughout the organization.
- Inviting discussion and participation from various interested parties on campus in an effort to identify options for structuring FORWARD as the project moves into the future.
- Creating a part-time, 9-month position as FORWARD Project Director and initiating an internal search. The successful applicant will receive course release(s) to provide time for these responsibilities.

## **SECTION V. Other College-Based Initiatives**

The following academic colleges reported a variety of efforts undertaken in the past year that are related to the FORWARD project and its goals:

### **College of Arts, Humanities and Social Sciences**

- Established a college-based diversity committee which developed several initiatives, including drafting language for job ads and recommending that “experience with and/or commitment to diversity” be a preferred qualification for faculty hires. This language was passed by the college and is now in use on position descriptions.
- Enhanced mentoring for new faculty, including sponsoring a three part peer-mentoring cohort, with lunch, snacks, and a book purchased by the college for participants. (30 total participants)
- Supported teaching cafes to enhance the skills of new faculty.
- Analyzed departmental PTE documents for accuracy and consistency, including the documents of the newest department in the college, Architecture/Landscape Architecture.
- Implemented departmental assessments of chair/head performance.
- Supported two opportunities for leadership development in the college: 6 women were nominated and participated in the ACE Women’s Leadership Forum, and five women were nominated and supported for the on-campus Fast Track Leadership course (funded by Advance FORWARD).
- Developed guidelines and procedures for partner accommodation in the college.

- Hired four partners of faculty within the college; two partners of STEM women.
- Developed program for “Dean’s Fellows” offering leadership development opportunities for faculty in the college.
- Used handout draft on partner accommodations in the College of Arts, Humanities and Social Sciences during 2013-14 although this draft will be replaced when current policy revision re: partner accommodation is completed.
- Charged next year’s policy and planning committee with developing college guidelines for search committees to improve fairness.
- Asked chairs/heads to include nominations activity on their annual reports.
- Asked for chairs/heads to include diversity activities on annual reports.
- Assigned associate dean to serve as search coordinator for the college with these responsibilities:
  - follow the process for every search carefully.
  - offer feedback on position descriptions, assuring compliance with university and college suggested language and offering ideas for welcoming language.
  - assure all members of committee have been trained before search moves forward.
  - offer search support (sit in on committees, if requested, arrange training if requested).
  - act as liaison to Provost’s office for faculty searches, Human Resources for staff positions.
  - meet with all faculty candidates, discuss work-life policies, share partner accommodation policies and procedures.
  - act as liaison to Vice Provost for partner accommodation requests.
  - manage and track data on partner accommodation in the college.

#### **College of Science and Mathematics UPDATED**

- Sponsored a monthly women faculty networking lunch.
- Held sessions this year on
  - how to prepare for an administrative position,
  - promotion to professor within the college,
  - getting involved in STEM outreach to young women.
- Reinstated an emerging leaders program for faculty in the college (associate dean). This is open to faculty regardless of gender, but it certainly is a program that helps prepare women and men for leadership positions. In addition, we have assisted with about a half dozen dual career arrangements that resulted in the recruitment or retention of highly qualified women in tenure-track positions.

#### **Human Development and Education UPDATED**

- Charged Jill Nelson, Associate Dean for Leadership and Professional Development, 25% time, with providing training and experiences for faculty and staff. She has met with a group of faculty who are interested in leadership several times this year to provide a chance for exploration of ideas related to being a leader through readings, Ted Talks, and speakers. She worked with our College PTE Committee to provide a PTE Boot Camp in July, August, and December, for faculty who are up for promotion, tenure or three year evaluation (all faculty are welcome to come if they want to go ahead and start on their materials or get feedback). She conducts a program for first and second year faculty, to help them make the transition to NDSU. She plans our College Professional Development Day that is held the first Friday before classes begin in the winter, and she has begun work to establish a support program for Associate Professors as they work toward promotion to professor.



- Provide funding for buyouts through the Dean's Office to give faculty more time to increase research productivity. Faculty apply for these buyouts with a brief proposal and our college research committee reviews the proposals and makes recommendation to me. We award as many as we can based on recommendations and funding available. We also provide funding to help faculty who are beyond their first year expand their research.
- Strive to create a family-friendly climate, and do not have regularly scheduled meetings in the college or departments before 8:30 or after 4:30. We also have supported several modified duty faculty this year.
- Build new Food Production Lab to provide opportunities for faculty and students with disabilities, which was not possible prior to the renovation.

### **Related Campus Activities and Programs**

- Participated in ACE ND Network for Women in Higher Education Fall Workshop – September 22, 2014. This event was hosted at the University of North Dakota and provided educational sessions related to promotion and advancement (facilitated by NDSU FORWARD), strength-based leadership, work-life balance, relationship management, effective communication, and opportunities and barriers for women in higher education, as well as opportunities for attendees to network with colleagues from across the state of North Dakota.
- Began planning the 2015 Fall Workshop to be hosted by NDSU; it will incorporate feedback from 2014 attendees to provide increased opportunities for networking around specific career paths and career-related concerns.
- Held NDSU 33<sup>rd</sup> Annual Women's Week – March 2-6, 2015  
This year's program provided several opportunities for women faculty at NDSU to present on topics related to their research and experiences at NDSU. Topics included:
  - Rupturing Gender Taboos – presented by Dr. Alison Graham-Bertolini (English), Dr. Kelly Cameron (visiting professor), and Dr. Emily Wicktor (English)
  - Bending/Blending Gender in Comics – presented by Dr. Betsy Birmingham (English), with graduate students Amber Fetch, Heather Flute, and Phil Bode
  - Women in Heels with Engineering Ideals – student presenters Mackayla Headlee, Michelle Sauvageau, Jordyn Johnson, Emily Neuhardt, Kelsey Adolphson, and Vanessa O'Gara (Engineering)
  - Blurring Women's Bodies, Health Decisions, and Bioethics – Dr. Miriam Mara (English), Dr. Amy Rupiper Taggart (English), and Natalie Smith Carlson (English/Women & Gender Studies)
  - An Intergenerational Perspective: Marathon Running Women and Self-Definition – presented by Dr. Gina Aalgaard Kelly (Sociology/Anthropology)
  - Parrhesia: A film discussion about standing against oppression – presented by Dr. Christi McGeorge (Human Development and Family Science)
  - Academic Life and Research within the Gender Dichotomy – presented by: Dr. Kristen Fellows (Anthropology), Dr. Christina Weber (Sociology), Dr. Sarah Boonstoppel (Criminal Justice), and Dr. Angela Smith (History)
- Campus Climate Survey – 2014  
The third iteration of the NDSU Campus Climate Survey was developed and distributed as an online survey of all faculty, staff, and students in February 2014. Results are being analyzed and the final report will be available in early summer 2015.

**SECTION VI. Appendices****Appendix A. List of Awardees and Grant Recipients****Advance FORWARD Project Award Recipients 2014-15**

<b>Department</b>	<b>Award Recipient</b>	<b>Type of Award</b>	<b>Funding Source</b>	<b>Amount Awarded</b>
Animal Science	Berg, Erika	Mentor Travel	NDSU	1,500
Animal Science	Vonnahme, Kimberly	Mentor Travel	NDSU	1,500
Animal Sciences	Carlin, Kasey	Leap Lab Renovation	ADVANCE	9,500
Chemistry	Kilina, Svetlana	Leap Research	NDSU	30,000
Computer Science	Do, Hyunsook	Mentor Travel	NDSU	1,500
Computer Science	Ludwig, Simone	Mentor Travel	NDSU	1,400
HDFS	McGeorge, Christine	Mentor Travel	NDSU	1,196
HDFS	Benson, Kristen	Mentor Travel	NDSU	1,044
Mathematics	Cooper, Susan	Course Release	ADVANCE	5,000
Mechanical	Tangpong, Amy	Mentor Travel	NDSU	1,500
Mechanical	Wang, Yechun	Mentor Travel	NDSU	1,500
Modern Languages	Pearson, Carol	Mentor Travel	NDSU	800
Music	Kang, Cecilia	Mentor Travel	NDSU	1,500
Plant Sciences	Simsek, Senay	Mentor Travel	NDSU	1,500
Plant Sciences	Zhang, Qi	Mentor Travel	NDSU	1,500
Psychology	Gordon, Kathryn	Climate Gender	ADVANCE	10,000
School of Education	Nelson, Jill	Climate Gender	ADVANCE	5,000
Vet & Micro Sciences	Ramamoorthy, Sheela	Leap Research	ADVANCE	25,000
			<b>TOTAL AWARDED</b>	<b>\$100,940</b>

**Appendix B.** NSF 12 Indicator Tables – to be submitted by August 31, 2015

**Table 1A.** Number and percent of tenured and tenure-track faculty in STEM by gender, rank, and department. Academic year 2014-15.

**Table 1B.** Number and percent of tenured and tenure-track faculty in Non-STEM by gender, rank, and department. Academic year 2014-15.

**Table 1C.** Number of tenured, tenure-track and non-tenure track women faculty of color by college in STEM. Academic year 2014-15.

**Table 1D.** Number of tenured, tenure-track, and non-tenure track women faculty of color by college in Non-STEM. Academic year 2014-15.

**Table 2A.** Number and percent of tenured, tenure-track, and non-tenure track faculty in STEM by gender. Academic year 2014-15.

**Table 2B.** Number and percent of tenured, tenure-track, and non-tenure track faculty in Non-STEM by gender. Academic year 2014-15.

**Table 3A.** Tenure review outcomes in STEM by college and gender for 2012-14.

**Table 3B.** Tenure review outcomes in Non-STEM by college and gender for 2012-14.

**Table 3C.** Promotion review outcomes: Assistant to Associate Professor in STEM by college and gender for 2009-2012.

**Table 3D.** Promotion review outcomes: Assistant to Associate Professor in Non-STEM by college and gender for 2012-14.

**Table 3E.** Promotion review outcomes: Associate to Full Professor in STEM by college and gender for 2012-14.

**Table 3F.** Promotion review outcomes: Associate to Full Professor in Non-STEM by college and gender for 2012-14.

**Table 4A.** Years in rank as Assistant Professor before promotion to Associate Professor in STEM by gender for years 2012-14.

**Table 4B.** Years in rank as Assistant Professor before promotion to Associate Professor in Non-STEM by gender for years 2012-14.

**Table 4C.** Years in rank as Associate Professor before promotion to Professor in STEM by gender for years 2012-14.

**Appendix B.** NSF 12 Indicator Tables, continued

**Table 4D.** Years in rank as Associate Professor before promotion to Professor in Non-STEM by gender for years 2012-14.

**Table 5A.** Number of voluntary, non-retirement (and non-death) departures by tenured, tenure-track, and non-tenure track faculty in STEM by gender (and percent of women) for years 2012-14.

**Table 5B.** Number of voluntary, non-retirement (and non-death) departures by tenured, tenure-track, and non-tenure track faculty in Non-STEM by gender (and percent of women) for years 2012-14.

**Table 6A.** Number and percent of new faculty hires tenured or on tenure-track in STEM by gender starting Fall 2014.

**Table 6B.** Number and percent of new faculty hires tenured or on tenure-track in Non-STEM by gender starting Fall 2014.

**Table 7.** Leadership positions by gender as of Fall 2014.

**Table 8.** University distinguished and endowed professorships and awards by gender.

**Table 9.** Promotion and tenure committees by college and gender for 2014-15.

**Appendix C. Sample Sizes and Response Rates**

<b>Data Sources</b>	<b>Sample Size</b>	<b>Response Rate</b>
Faculty Worklife Survey (2008-2009)	224	45.9%
Faculty Worklife Survey (2013)	253	47.6%
Focus Groups with Associate Professors (2009)	20	----
Interviews with Women Full Professors (2009)	7	58.3%
Survey of Academic Administrators (2010)	42	56.0%
Survey of Academic Administrators (2014)	42	53.0%
Survey of participants in the Mid-Career Mentoring Program (2011)	9	64.3%
Survey of Cohort Mentoring – Mentees (2010)	31	53.4%
Survey of Cohort Mentoring – Mentees (2011)	29	35.8%
Survey of Cohort Mentoring – Mentees (2012)	43	42.2%
Survey of Cohort Mentoring – Mentees (2013)	28	58.3%
Survey of Cohort Mentoring – Mentees (2014)	22	29.3%
Survey of Cohort Mentoring – Mentors (2010)	16	69.6%
Survey of Cohort Mentoring – Mentors (2011)	19	50.0%
Survey of Cohort Mentoring – Mentors (2012)	17	48.5%
Survey of Cohort Mentoring – Mentors (2013)	17	53.1%
Survey of Cohort Mentoring – Mentors (2014)	15	55.5%
Survey of FORWARD Grant and Award Recipients (2010)	41	87.2%
Survey of FORWARD Grant and Award Recipients (2011)	63	94.1%
Survey of FORWARD Grant and Award Recipients (2012)	76	92.7%
Survey of FORWARD Grant and Award Recipients (2013)	73	90.1%
Survey of FORWARD Grant and Award Recipients (2014)	69	74.7%
Evaluations from Ally Trainings (2010-2015) – 22 Sessions	198 (252)*	78.6%
Evaluations from Ally Skill Development Trainings (2015) – One Session	12 (12)	100%
Evaluations from Promotion to Full Professor Events (2010-2015) – 18 Sessions	491 (722)	68.0%
Evaluations from FORWARD Search Committee Member Training (2011-2015) – 19 Sessions	259 (338)	76.6%
Evaluation from FORWARD Promotion and Tenure Committee Member Trainings (2012-2014) – Five Sessions	101 (137)	73.7%
Evaluation from FORWARD Promotion and Tenure Training for Academic Administrators (2012-2013) – Two Sessions	33 (41)	80.5%
Anti-Racism training for academic administrators (Spring 2013) – One Session	15 (17)	88.2%
Evaluations from FORWARD Leadership Events (2010–2015) – Nine Sessions	281 (362)	77.6%
Evaluations from FORWARD Lecture Series (2011–2012 academic year) – Six Lectures	390	**
Evaluations from FORWARD Lecture Series (2012 – 2015) – 12 Lectures	547 (704)	77.7%
Evaluations from programming for Cohort Mentoring Groups (2013-2015) – Sixteen Sessions (5 workshops each offered twice & 6 workshop offered	221 (252)	78.4%

\* The numbers in parentheses represent the total number of participants who have attended the events.  
 \*\* A response rate is not listed for the Evaluations from FORWARD Lecture Series during the 2011-2012 academic year as attendance was not taken at the FORWARD Lecture that Dr. Joan Williams presented. We know that 53 individuals completed the evaluation, but we do not know how many individuals attended the lecture. If the evaluations from Dr. Williams lecture are removed, we have a total of 337 evaluations with a response rate of 78.5%.

**Appendix D. Program/Event Participation Data**  
**Number of Women and Men tenure-line faculty who participated in Advance FORWARD event, overall and by college.**  
**Academic year 2014-2015.**

ADVANCE FORWARD Events	Overall			AFSNR			AHSS			Engineering			PNAS			Sci&Math			Business			HD & E		
	W	M	T	W	M	T	W	M	T	W	M	T	W	M	T	W	M	T	W	M	T	W	M	T
Bullying Workshop (5/28/14)	7	6	13	0	3	3	3	0	0	1	1	2	1	1	2	1	1	2	0	0	0	1	0	1
Civility Workshop (6/6/14)	7	5	12	2	0	2	2	1	3	1	1	2	2	2	4	0	1	1	0	0	0	0	0	0
New Faculty Orientation(8/8/14)	9	16	25	1	2	3	2	4	6	0	5	5	0	2	2	2	3	5	0	0	0	2	2	4
Britton Event (9/16/14)	40	20	60	8	3	11	12	3	15	3	2	5	3	0	3	8	10	18	0	0	0	6	2	8
Britton Event for Administrators (9/16/14)	5	10	15	1	2	3	1	0	1	1	2	3	0	1	1	0	4	4	0	1	1	2	0	2
Time Management Workshop (9/17-18/14)	4	3	7	0	2	2	2	0	2	0	0	0	0	0	0	2	1	3	0	0	0	0	0	0
Search Committee Training(9/25/14)	1	3	4	0	0	0	1	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Search Committee Training (9/25/14)	8	11	19	0	1	1	6	2	8	0	0	0	0	0	0	0	8	8	1	0	0	1	0	0
PTE Workshop for Committee Members (9/30/14)	3	11	14	0	0	0	0	4	4	0	4	4	0	0	0	1	2	3	0	0	0	2	1	3
PTE Workshop for Committee Members (10/1/14)	4	8	12	0	2	2	2	2	4	0	2	2	1	0	1	0	2	2	0	0	0	1	0	1
Promotion to Professor Pane (10/2/14)	18	19	37	2	2	4	3	1	4	2	4	6	1	4	5	4	7	11	0	0	0	6	1	7
Ally Training (10/3/14)	0	5	5	0	1	1	0	1	1	0	0	0	0	0	0	0	1	1	0	2	2	0	0	0
Ally Training (10/21/14)	0	5	5	0	1	1	0	2	2	0	1	1	0	0	0	0	1	1	0	0	0	0	0	0
Twomey Event (10/20/14)	25	24	49	4	4	8	6	2	8	1	10	11	6	2	8	5	5	10	0	0	0	3	1	4
Twomey Event for Administrators (10/30/14)	1	5	6	1	0	1	0	0	0	0	3	3	0	0	0	0	2	2	0	0	0	0	0	0
Search Committee Training (11/12/14)	7	10	17	1	1	2	1	4	5	2	4	6	1	0	1	1	1	2	0	0	0	1	0	1
Promotion to Professor Session (11/13/14)	19	9	28	3	1	4	2	1	3	2	3	5	3	1	4	0	2	2	2	0	2	7	1	8
Establishing Good Writing Habits (11/21/14)	2	6	8	0	1	1	1	1	2	0	2	2	0	0	0	1	0	1	0	0	0	0	2	2
Assessment Workshop (12/8/14)	0	3	3	0	1	1	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Enhancing Dept. Climate (1/12/15)	1	3	4	0	0	0	0	0	0	0	3	3	1	0	1	0	0	0	0	0	0	0	0	0
PTE Workshop for New Faculty (1/20/15)	9	13	22	5	3	8	1	1	2	0	5	5	1	0	1	1	3	4	0	0	0	1	1	2
Ally Training (1/27/15)	0	5	5	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	3	3
Search Committee Training (2/12/15)	7	8	15	0	0	0	1	0	1	0	1	1	1	1	2	0	1	1	0	1	1	5	4	9
Promotion to Professor Session (2/18/15)	23	30	53	6	7	13	2	2	4	1	7	8	1	3	4	5	9	14	0	0	0	8	2	10
Supervising Graduate Students (2/18/15)	7	12	19	2	6	8	1	0	1	0	2	2	1	0	1	2	1	3	0	0	0	1	3	4
Faculty Involvement & Academic Citizenship (3/15/15)	4	5	9	1	1	2	0	0	0	0	2	2	2	0	2	0	2	2	0	0	0	1	0	1
Ally Training (3/11/15)	0	5	5	0	0	0	0	0	0	0	2	2	0	0	0	0	2	2	0	1	1	0	0	0
Fast Track Leadership Workshop (3/16/15)	14	11	25	1	2	3	2	0	2	0	3	3	2	1	3	2	2	4	3	2	5	4	1	5
Building a Culture of Communication(3/16/15)	6	5	11	2	0	2	1	2	3	1	1	2	0	0	0	1	2	3	0	0	0	1	0	1
Promotion to Professor Panel (3/24/15)	17	13	30	2	5	7	1	1	2	2	4	6	0	0	0	3	6	9	0	1	1	4	1	5
Search Committee Training (4/15/15)	6	4	10	1	2	3	1	2	3	0	0	0	0	0	0	2	0	2	0	0	0	2	0	2
Securing External Funding (4/29/15)	60	55	115	17	16	33	6	2	8	6	19	25	8	3	11	10	10	20	1	2	3	12	3	15
Recruiting & Retaining Dual-Career Faculty (5/1/15)	18	19	37	4	5	9	3	1	4	3	1	4	0	1	1	3	9	12	1	1	2	4	1	5

Key: W, number of Women faculty; M, number of Men faculty; T, total number of Women and Men faculty