

**NDSU ADVANCE Institutional Transformation Award, HRD-0811239  
Quarterly Progress Report – September 1 – November 30, 2013**

**Significant accomplishments:** Since the fourth quarterly report for Year 5 submitted August 31, 2013, the following items have been initiated and/or completed as part of the Advance FORWARD project:

**Events:**

- Held the FORWARD kick-off event on September 4, 2013; as in previous years the event was hosted by the President in his home and included presentation of the annual departmental award sponsored by the Commission on the Status of Women Faculty. The recipient this year was the Department of Computer Science.
- Hosted a visit by the External Advisory Board (EAB) members and ADVANCE FORWARD external evaluator, October 2-4, 2013 an. During their visit the EAB and external evaluator met with the President, Provost, Deans, and the following groups: the Commission on the Status of Women Faculty (CSWF) and the FORWARD Steering Committee. EAB members also met with a group of department chairs. During the visit, EAB members (Carlson, Hult, Johnson, Kramer) and external evaluator (Britton) participated as speakers on a promotion to professor panel (see below for details).

**Advocates and Allies**

- Conducted Ally training on September 11 and October 1 for a total of 13 trainees. Among participants completing the evaluation, 88.9% reported that they will be able to implement new strategies to promote a more equitable climate for women faculty at NDSU as a result of their participation in this ally training (22.2% Strongly Agreed and 66.7% Agreed), and 100% of the respondents reported that they are personally committed to addressing issues of gender bias and discrimination experienced by women faculty at NDSU (66.7% Strongly Agreed and 33.3% Agreed).
- Held an Ally training follow-up discussion meetings on September 16 (there were 12 participants) and on November 7 (with 6 participants).
- Conducted Ally training for major administrators on October 24; 10 participants included the President, the Provost, five deans, two vice presidents, and the General Counsel. Among participants who completed the evaluation 100% reported they will be able to implement new strategies to promote a more equitable climate for women faculty and administrators at NDSU as a result of their participation in this ally training, and 100% of the respondents strongly agreed that they are personally committed to addressing issues of gender bias and discrimination experienced by women faculty at NDSU.

**CSWF**

- Updated the original Charter for the Commission to reflect structural and process changes related to the change of PI from Schnell to Bilen-Green. The updated Charter is available in the Commission section of FORWARD website.
- Drafted Memorandum of Understanding between Provost's Office and Commission and sent it for review by the General Counsel; working on revision per his comments.
- Implemented designated member of Faculty Senate Executive Committee, and Faculty Senate Faculty Affairs Committee, from the Commission. Having a representative on Senate Executive has already proved valuable, by being aware and able to withstand a challenge to the 10-day required announcement period for internal hires.
- Continued work on Policy 327 regarding administrator evaluation (now in its third full draft), discussion within Commission continues.

- Initiated development of dual career hiring policy and procedural recommendations in light of the newly created Dual Career Hiring Fund.
- Coordinated visit of Becky Blalock, former CIO of Southern Company, a Fortune 500 electrical provider headquartered in Atlanta. Becky Blalock recently published the book *DARE: Straight Talk on Confidence, Courage, and Career for Women in Charge*. Meeting with thought leaders from Department of Management and Marketing and FORWARD/Commission members to discuss ways in which a unit can improve attraction, retention, advancement of women professionals. (NDSU Management and Marketing Department has 11% female faculty; average in AACSB-accredited schools of business is 30%; this meeting served as a kick-off to more efforts for actions to change this situation.) Blalock also met with Otter Tail Power Company's OWN IT group (Otter Tail Women Networking, Integrating Talents), patterned after our FORWARD group but in the corporate setting and with various classes in College of Business.

### Climate

Offered several major events related to climate this semester:

- Presentations by Britton, FORWARD external evaluator on October 4, 2013. Britton presented two sessions titled "Talking about Leaving: Exit Interviews with NDSU Faculty." The first session was for college deans and department chairs and heads, and the second session was designed for faculty. Among the findings reported was that 77% of faculty interviewed identified climate as a primary or secondary factor for why they left:
  - 9 women and 8 men identified climate as a primary or secondary factor.
  - For women, this was more likely to take the form of sexism and gender based harassment.
  - Sources of toxic climate ranged from staff/administrative assistants, to colleagues, to chairs, Deans, and Provost (colleagues and chairs most common).
- Presentations by Dr. Robert Cipriano on "Fostering a Collegial Department or College" – November 6, 2013. Cipriano, professor emeritus and former chair of the Department of Recreation and Leisure Studies at Southern Connecticut State University, led two workshops: one for faculty and a second for deans and department chairs/heads. During the interactive workshops, case studies and scenarios were used to explore questions of collegiality. Fourteen attended the faculty session and 39 attended the administrators' session. Evaluations from the session for faculty members found that 100% of the evaluation reported that their understanding about hiring and tenure-granting processes that promote collegiality had improved as a result of their participation in this workshop; 81.8% reported that they will be able to implement new strategies that will positively contribute to the collegiality in their unit as a result of their participation in this workshop (27.3% Strongly Agreed and 54.5% Agreed). Evaluation findings for the session geared at academic administrators found that 93.3% of the participants who completed the evaluation reported that their understanding about hiring and tenure-granting processes that promote collegiality had improved as a result of their participation in this workshop (23.3% Strongly Agreed and 70.0% Agreed); and 86.7% reported that they will be able to implement new strategies that will enhance the collegiality in their unit as a result of their participation in this workshop (36.7% Strongly Agreed and 50.0% Agreed).

Additional, climate related activities:

- Began data collection for the worklife survey on October 24.
- Acknowledged the unanimous adoption by the Faculty Senate in November of the following resolution regarding a new STEM classroom building, funding for which was approved this year by the North Dakota legislature:

Be it resolved that the Faculty Senate at NDSU insists that a lactation room and single stall/gender neutral/family restrooms be included in the final design and construction of the STEM classroom building.

### **Recruitment and Retention**

- Conducted two faculty search committee trainings, one on October 4 and another on November 15 for a total of 45 individuals. Among those who completed the evaluation, 100% reported they feel that their knowledge of how to identify and recruit a diverse pool of applicants increased (62.5% Strongly Agreed and 37.5% Agreed); 100% reported that they feel they have acquired new information or understanding about how to address gender inequity during the faculty search process (50% Strongly Agreed and 50% Agreed) and 100% reported that they will be able to implement new strategies to address unconscious bias during the faculty search process (41.6% Strongly Agreed and 58.3% Agreed).
- Accommodated three partners in tenure track positions, through a the commitment of funds from an unfilled line by the College of Arts, Humanities and Social Sciences working with the College of Science and Math and the College of Agriculture, Food Systems and Natural Resources.

### **Leadership and Advancement**

#### Promotion Tenure and Evaluation (PTE) training

- Held PTE Committee workshops on September 17 and 25, 2013. A total of 34 individuals attended; most were members of departmental and college PTE committees. Evaluation respondents (33) indicated that they had acquired new information or understanding about how to arrive at a more equitable PTE process (57.6% Strongly Agreed and 36.4% 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 (42.4% Strongly Agreed and 51.5% Agreed).
- Held PTE training for department chairs and other administrators on October 1, 2013; 16 individuals attended. Evaluation respondents (14) indicated that they had acquired new information or understanding about how to arrive at a more equitable PTE process (57.1% Strongly Agreed and 35.7% 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 (35.7% Strongly Agreed and 50.0% Agreed).

#### Promotion to Professor

- Held two sessions during the semester.
  - The first session on October 3 featured the FORWARD External Advisory Board and the external evaluator as the panel of speakers; Schwert served as moderator. Panelists were asked to address several questions focused on issues related to the measurement of quality. Of the participants completing the evaluation 67.7% reported that they will be able to implement new strategies in their own process of becoming a full professor (26.5% Strongly Agreed and 41.2% Agreed), and 88.3% reported that their understanding of measures of quality in relation to research has increased as a result of attending this panel (47.1% Strongly Agreed and 41.2% Agreed).
  - The second was on November 13, and this session focused on tips and insights from a panel of academic deans and department heads at NDSU. Of the participants completing the evaluation 88.0% reported that they had acquired new skills and/or information about applying for promotion to full professor at NDSU (33.0% Strongly Agreed and 50.0% Agreed).

### Cohort Mentoring

- In September 2013, offered a speed networking/mentoring event for new faculty. Of the participants completing evaluation 65% reported that they had formed a relationship that could lead to a professional collaboration as a result of attending this networking event.
- Sponsored presentations by Rachel Toor, Associate Professor of English, Eastern Washington University, and columnist for *The Chronicle of Higher Education* and *Running Times*, on Tuesday, October 15. Toor led two sessions for faculty titled "Thinking Well, Writing Well: How Smart Academics Write to Get Published." Among participants who completed the evaluation 98.1% reported that their understanding about academic writing had improved as a result of their participation in this workshop (46.2% Strongly Agreed and 51.9% Agreed); 98.1% reported that they had acquired new skills and/or information that will enhance their writing skills as a result of their participation in this workshop (50.0% Strongly Agreed and 48.2% Agreed), and 94.3% reported that they will be able to implement new writing strategies that will increase their ability to publish their research as a result of their participation in this workshop (38.5% Strongly Agreed and 55.8% Agreed).
- Received initial information regarding the evaluation of the cohort mentoring program. Data collection occurred from June to July 2013. Some of the key findings from the mentee data were:

41.7% of the mentee respondents to the survey reported that their participation in the FORWARD cohort mentoring program had a positive impact on their decision to remain at NDSU; 50.0% of the mentee respondents reported that their participation in the FORWARD cohort mentoring program had increased their comfort with the promotion and/or tenure process; 50.0% of the mentee respondents 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 data from the mentors show that:

50.0% of the mentor respondents reported that their participation in the FORWARD cohort mentoring program had a positive impact on their experience of the climate at NDSU. 12.5% of the mentor respondents reported that they also were mentored during the cohort mentoring process.

### Other advancement/leadership activities:

- Hosted the American Council on Education's Regional Women's Leadership Forum on September 16-18, 2013 at NDSU. There were 46 attendees, the largest enrollment ever at such an event; participants were from around the region, as well as California, North Carolina and Puerto Rico. NDSU's Advance FORWARD contributed to the planning and organization, and also funded a number of scholarships for women faculty attendees from NDSU.
- Sponsored presentations by Dr. Jenna Carpenter, associate dean for Undergraduate Studies in the College of Engineering and Science, director of the Office for Women in Science and Engineering, and Wayne and Juanita Spinks Endowed Professor of Mathematics at Louisiana Tech University on Monday, November 18. Dr. Carpenter led two negotiation workshops.
  - The first workshop was for faculty titled "Negotiation Skills for Women Faculty: Strategies for Career Success." The workshop focused on research-based strategies for improving negotiation skills
  - The second workshop was for department chairs and heads and titled "Negotiation: Why Women are at a Disadvantage, How it Impacts the Success of Your Organization, and What You Can Do About it." The workshop looked in detail at why women are at a disadvantage when it comes to negotiation and what

administrators, as leaders, can do to assist women faculty in using negotiation to advance not only their own career, but also the productivity and success of the organization as a whole.

### **Grant Programs**

- Received four applications for the course release program. Applications are being reviewed by an interval committee.

### **Women with Disabilities Task Force**

- Received approval by Faculty and Staff Senates for revision of NDSU Policy 168 which provides guidelines for employee requests for reasonable accommodation on the basis of disability.
- Finalized recommendations for NDSU Policy 352 on promotion, tenure and evaluation including granting of tenure clock extension due to disability, procedures for maintaining confidentiality, and clarification that there would be no increase in expectations when extensions are granted. Recommendations are being reviewed by the faculty senate executive committee.

### **Research**

- Continued revision of the manuscript regarding the Advocates/Allies program, comparing our efforts with those of other allyship efforts (Anicha, Burnett and Bilen-Green). Following Anicha's submission of the paper as part of her dissertation in December, the manuscript will be submitted to *The Journal of Men and Masculinities*.
- Received review in October of manuscript submitted earlier to *NASPA Journal About Women in Higher Education*; suggested revisions are being made, and the manuscript will be resubmitted before the end of the semester (Magel).

### **Dissemination**

- Conducted two sessions of Ally training at Lehigh University for faculty members and administrators. Among participants who completed the evaluation, 100% felt that their knowledge of unconscious gender bias and its impact on university climate had increased after the ally training (47.1% Strongly Agreed and 52.9% Agreed), and 88.3% reported that they will be able to implement new strategies to promote a more equitable climate for women faculty as a result of their participation in the ally training (47.1% Strongly Agreed and 41.2% Agreed).
- Met with seven Otter Tail Power visitors to NDSU on September 4 to describe the FORWARD Advocates/Allies program on September 4.
- Presented at the Council of Colleges of Arts and Sciences on ADVANCE related work at NDSU (Birmingham).
- Received invitations to serve on external advisory boards by several institutions seeking ADVANCE IT funding this cycle.

### **Evaluation**

Internal evaluation data for this reporting period is incorporated with the reports of various activities and events above.