

**NDSU ADVANCE Institutional Transformation Award, HRD-0811239  
Quarterly Progress Report – July 1 – November 30, 2015**

**Significant accomplishments:** Since the annual report for Year 7 submitted May 31 2015, the following items have been initiated and/or completed as part of the Advance FORWARD project:

**Personnel:**

- Selected Professor Karen Froelich, Management and Marketing, to be the NDSU ADVANCE FORWARD project director on August 16, 2015. Froelich was involved in FORWARD activities for nearly ten years, predating the NSF ADVANCE grant award in 2008. She served on the Steering Committee and chaired the Commission on the Status of Women Faculty. Professor Froelich was chosen for the director position after a campus wide search process. Froelich is administering continuing aspects of the FORWARD program, working with the FORWARD Steering Committee on issues involving women faculty, developing a strategic plan for ongoing, institutionally supported FORWARD efforts, and bringing to conclusion the NSF grant.
- Welcomed two new members to the Steering Committee: Molly Secor-Turner, Associate Professor, Nursing; and Deidre Prischmann-Voldseth, Associate Professor, Entomology.
- Named new chairs for committees initiated by ADVANCE FORWARD:
  - Alan Denton, Associate Professor of Physics and FORWARD Advocate, to chair the Senate 352 Committee for promotion and tenure.
  - Scott Wood, Dean of Science and Math, to chair Promotion to Professor Task Force.
  - Dan Friesner, Associate Dean of Health Professions, to chair Commission on the Status of Women Faculty.
- Assigned, as part of the institutionalization, staff from Office of the Provost (through Vice Provost for Faculty) to support institution-wide programs developed by FORWARD including search committee training, PTE training, promotion to professor sessions, cohort mentoring program, and CSWF.

**Events:**

- Held the FORWARD kick-off event on October 2, 2015; 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 Mechanical Engineering.

**Activities:**

**Advocates and Allies**

- Conducted Ally training on September 22 for a total of eight trainees. Among participants completing the evaluation, 100% 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 (75.0% Strongly

Agreed and 25% 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 (87.5% Strongly Agreed and 12.5% Agreed).

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

- Provided input to Policy 163.2 Anti-Bullying Policy, initiated by Human Resources. Met with Ombud to discuss updates to Anti-Bullying policy.
- Finalized revisions to Policy 327 for Administrator Evaluations. Changes are proceeding through the university approval process (Senate Coordinating Council - October 13, Faculty Senate Executive Committee - November 30), the policy will now go to the full Faculty Senate for consideration.
- Initiated discussion on Policy 134.1 – Workplace and Family/Dependent Responsibilities to address concerns over the implementation of the policy. One issue is the tone of the policy which currently reflects a punitive tone rather than a tone of positivity and sensitivity.
- Finalized revisions to Policy 352 to strengthen role of Promotion and Tenure Committees in hiring faculty with previous experience and to clarify how past work is evaluated if credit for previous work is given at the time of hire. Changes proceeded through approval process (Senate Coordinating Council, Faculty Senate Executive Committee) and were approved by the Faculty Senate on November 9.

### **Climate**

Offered several events related to climate this semester:

- Conducted the FORWARD workshop on *Enhancing Department Climate* for new faculty on August 17; forty-nine individuals attended. The dual purposes of the workshop were to introduce new faculty the FORWARD project and provide them with tools and suggestions for promoting a positive department climate within their own units. The formative evaluation data for this session revealed that 95.9% of the attendees *agreed* that their knowledge about how to promote a positive climate at NDSU had increased after attending this workshop (57.1% Strongly Agree and 38.8% Agree). Additionally, 91.9% of the attendees *agreed* that they would be able to implement new strategies to promote a more positive climate at NDSU as a result of their participation in this workshop (40.8 Strongly Agree and 51.0% Agree).
- Sponsored presentations by Christine A. Stanley, Vice President and Associate Provost for Diversity, and Professor of Higher Education, Texas A&M University, on September 4, 2015. Stanley presented two sessions titled “Recruitment and Retention for a Diverse and Dynamic Institution.” The first session was for faculty and was attended by 76 individuals. 84.1% of the attendees reported that their understanding of campus-based research initiatives and conceptual frameworks that can be used to build a diverse and dynamic institution had increased after attending this lecture (36.5% Strongly Agree and 47.6% Agree). Additionally, 57.2% of the attendees reported that they will be able to implement new strategies to recruit and retain diverse faculty as result of their participation in this

workshop (14.3% Strongly Agree and 42.9% Agree). The second session was designed as a follow-up discussion for college deans and department chairs and heads.

- Organized a year-long Academic Leaders Series (Office of Provost in collaboration with NDSU Ombud). The program is designed to help develop skills in conflict management, leadership, and communication in academic administrators and faculty leaders. The fall semester workshops included: “Academic Leadership and Climate” and “Conflict Styles” on September 18; “Communicating Expectations,” on September 30; “Setting Boundaries,” on October 7; and “Supporting Civility,” with Human Resources Director, Colette Erickson, on November 18.

### **Recruitment and Retention**

- Conducted two faculty search committee trainings, one on September 29 and another on November 9 for a total of 50 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 (42.4% Strongly Agreed and 57.6% Agreed); 100% reported that they feel they have acquired new information or understanding about how to address gender inequity during the faculty search process (42.4% Strongly Agreed and 57.6% Agreed) and 100% reported that they will be able to address unconscious bias during the faculty search process (48.4% Strongly Agreed and 48.4% Agreed). A separate session for chairs and heads was offered on August 18 for 14 individuals.

### **Leadership and Advancement**

- Held Promotion Tenure and Evaluation (PTE) Committee workshops on September 1 and 2. A total of 45 individuals attended; most were members of departmental and college PTE committees. Evaluation respondents (42) indicated that they had acquired new information or understanding about how to arrive at a more equitable PTE process (38.1% Strongly Agreed and 50.0% 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 (47.6% Strongly Agreed and 47.6% Agreed). A separate session for chairs and heads was offered on September 22 for 11 individuals.
- Held two Promotion to Professor sessions during the semester focusing on unit level criteria and how to prepare an effective context statement.
  - The first session on October 21 featured a panel of faculty; Erika Offerdahl served as moderator. Panelists shared tips for helping Associate Professors move to Full Professor. Twenty-two individuals attended the panel discussion and 21 completed evaluations. Of the participants completing the evaluation 90.5% reported that their understanding of the process and criteria for promotion to full professor at NDSU had improved (47.6% Strongly Agreed and 42.9% Agreed), and 90.4% reported that they would be able to implement new strategies in their own process of becoming a full professor (57.1% Strongly Agreed and 33.3% Agreed).

- The second was on November 20, and featured a panel of faculty; Scott Wood served as moderator. Twenty-five individuals attended the panel discussion and 18 completed evaluations. Of the participants completing the evaluation 88.9% reported that their understanding of the process and criteria for promotion to full professor at NDSU has improved (38.9% Strongly Agreed and 50.0% Agreed), and 72.2% reported that they will be able to implement new strategies in their own process of becoming a full professor (38.9% Strongly Agreed and 33.3% Agreed).

### **Cohort Mentoring**

- Offered monthly professional development events for new faculty through the Office of the Provost:
  - September 28, 2015: Wendy Reed and Julia Bowsher, Biological Sciences, led a time management workshop for faculty participating in the mentoring program. Among participants who completed the evaluation, 100% reported that they acquired new skills, information, or understanding about how to effectively manage their time (66.7% Strongly Agreed and 33.3% Agreed), and 100% reported that they will be able to implement new time management strategies as a result of their participation in the workshop (50% Strongly Agreed and 50% Agreed).
  - September 28, 2015: Sponsored a workshop by Kristine Paranica, NDSU Ombud. Paranica led a session titled “Great Expectations: Connecting the Dots.” Among participants who completed the evaluation, 100% reported that they found the workshop useful (50% Very Useful).
  - November 2, 2015: Miriam Mara and Andrew Mara, NDSU English Department, led a workshop on establishing good writing habits. Among participants who completed the evaluation, 100% reported that they acquired new skills, information, or understanding about how to be a more effective writer (61.5% Strongly Agreed and 38.5% Agreed), and 100% reported that they will be able to implement new writing strategies as a result of their participation in the workshop (46.2% Strongly Agreed and 53.8% Agreed).

### **Grant Programs**

- Prepared summary of the self-report survey from recipients of each grant and award program (i.e., Travel Award, Leap Research Grant, Course Release Award, Climate Gender Research Grant, and Leadership Development Award). Key findings for data collected in the summer of 2015 show that
  - 84.5% of the grant recipients reported that receiving a FORWARD grant had a positive impact on their decision to remain at NDSU (27.3% Strongly Agreed, 32.5% Agreed, and 24.7% Somewhat Agreed).
  - 84.5% of the grant recipients reported that their participation in the FORWARD award/grant program(s) has had a positive impact on their tenure and/or promotion process (36.4% Strongly Agreed, 27.3% Agreed, and 20.8% Somewhat Agreed).
  - 80.6% of the grant recipients reported that their participation in the FORWARD award/grant program(s) has helped them develop leadership

- skills that will assist in their career advancement (15.6% Strongly Agreed, 35.1% Agreed, and 29.9% Somewhat Agreed).
- 80.6% of the grant recipients reported that their participation in the FORWARD award/grant program(s) has positively enhanced their experience of the campus climate at NDSU (24.7% Strongly Agreed, 33.8% Agreed, and 22.1% Somewhat Agreed).
- 18.2% of the grant recipients reported that the FORWARD program and grants had a significant impact on their decision to come to NDSU (2.6% Strongly Agreed, 3.9% Agreed, and 11.7% Somewhat Agreed).

Additionally, the grant recipients completing the survey in the summer of 2015 reported that they had a total of 36 grants funded (for \$4,577,574) and 32 articles accepted for publication.

### Research

- Submitted manuscript for publication:
  - “Policies and Practices to Avoid Implicit Bias and Level the Playing Field for Women Faculty” In M. Sternadori and C. M. Prentice (Eds.). *Gender and Work: Intersectionality, Resistance, and Identity*. (Bilen-Green, Froelich, Wolf-Hall).
  - “Working it Backwards: Student Success through Faculty Professional Development” In E. Kim & K. Aquin (Eds.) *Disability as Diversity in Higher Education: Policies and Practices to Enhance Student Success* (Anicha, Bilen-Green, Ray).
- Formed a team to study and “articulate the gap” between pro-diversity policies and their implementation by examining “how and why our efforts worked to disrupt the mechanisms by which a gendered institution constrains women while enabling men” (Anicha).

### Dissemination

- Participated in “Organizational Change Strategies in ADVANCE Institutional Transformation Projects” workshop for ADVANCE Leaders held August 28-29, in Chicago, IL led by Ann Austin, Michigan State University, and Sandra Laursen, University of Colorado Boulder. The workshop was designed to gather data about dimensions of organizational change processes and exchange ideas about effective change strategies (Bilen-Green).
- Presented a workshop on “Advancing Women by Engaging Men” at Society of Women Engineers Conference in October 15 (Bilen-Green; Jenna Carpenter, Campbell University; and Karen J. Horton, University of Maine).
- Several FORWARD members received invitations to serve as external evaluator or as advisory board member 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.