

## NDSU FORWARD

**FORWARD** – Focus on Resources for Women's Advancement, Recruitment/Retention and Development

With participation from each college at NDSU, the FORWARD group is committed to establishing a university culture in which all individuals are nurtured and supported to develop to their fullest potential, and the criteria for success and achievement incorporate unique skills and contributions of both men and women. Specific goals of FORWARD are to:

- Improve the climate across the campus and narrow the gap between men's and women's perceptions of the campus climate
- Employ targeted recruiting strategies to recruit women faculty
- Retain more women faculty through their probationary period and the promotion/tenure process
- Support women associate professors as they move to full professor, and hire advanced rank women to build a critical mass
- Promote and hire women faculty into academic leadership positions

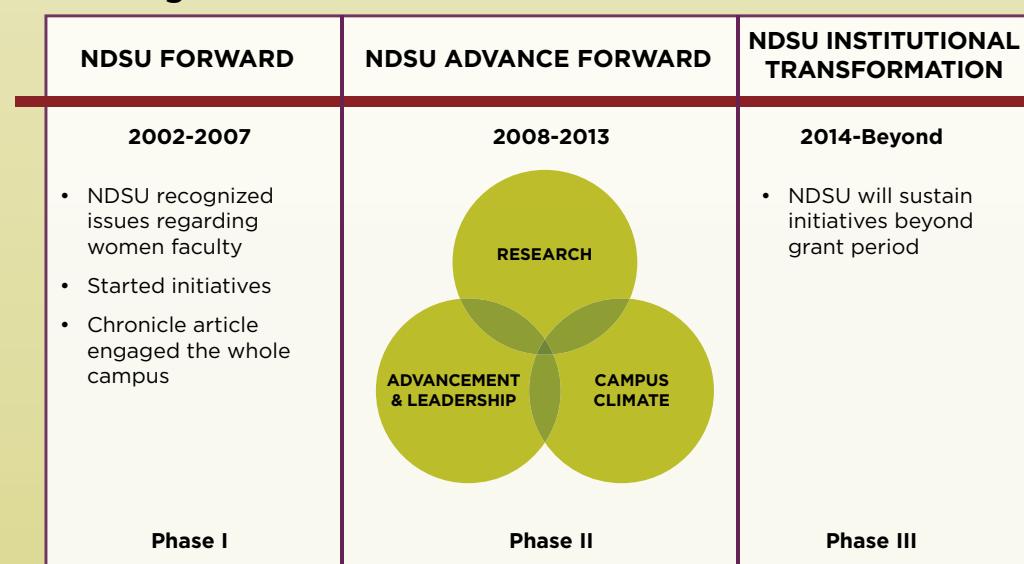
NDSU faces five specific challenges in its efforts to recruit, retain and advance women faculty:

- Chilly climate
- Too few women in applicant pools
- Low retention of women faculty
- Few women full professors
- Too few women in academic leadership roles



To achieve the project goals, NDSU Advance FORWARD incorporates specific, funded activities and professional development programs for faculty and academic administrators.

### NDSU Progression Toward Institutional Transformation



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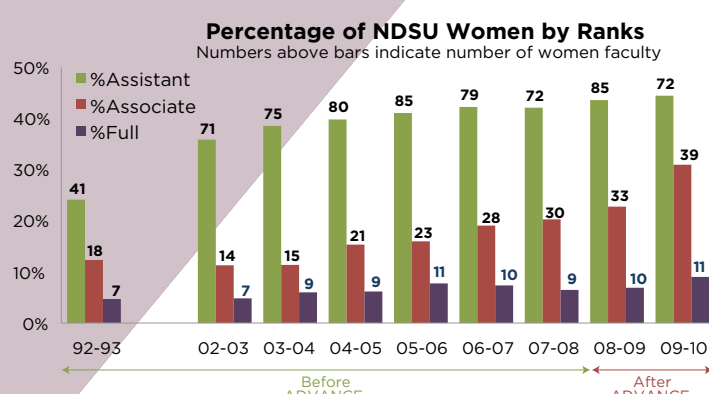
## Programs to Support Advancement of Faculty at NDSU

### PHASE I. NDSU FORWARD

#### Issues at NDSU

During the past 15 years, the percentage of tenured women at NDSU has changed little. The AAUP<sup>1</sup> study reported that proportion of women within tenured ranks was 9.8% at NDSU although the national average is 31%.

- Only 2% of NDSU faculty are women full professors, a total of 9, up from 1.5% in 1992.
- Male full professors are the largest group on campus, 31.2% of total faculty.
- Of eight academic deans, only one is a woman – Dean of Human Development and Education.
- Only four women are chairs/heads.



<sup>1</sup> West, M., & J.W. Curtis. 2006. AAUP Faculty Gender Equity Indicators 2006. American Association of University Professors.

#### Initial Efforts



- Conducted research on the effects of institutional policies and practices:
  - Collected and analyzed data related to gender on the NSF's 12 indicators
  - Conducted research on gender and current/recently resigned NDSU faculty
- Worked to improve the campus climate for women:
  - Participated in interviews for all upper administrative searches
  - Developed comprehensive faculty extended leave policy and family leave procedures
  - Held meetings between the president and FORWARD
  - Trained all search committee chairs
  - Adopted policy for automatic tenure clock extension
- Worked to improve institutional structure:
  - Conducted childcare needs assessment
  - Improved implementation of partner hiring policy

#### Campus Engagement

The Chronicle of Higher Education<sup>2,3</sup> and The Forum<sup>4</sup> feature stories on NDSU women faculty have shaped much conversation on campus.

- Women In Science, Math, Engineering, and Technology meeting
- President's Cabinet discussion
- Women's focus groups
- Provost's open campus forum
- University Senate discussion
- Women's Studies open forum



<sup>2</sup> Wilson, R. 2007. At North Dakota State, Women are Few and Far Between. *The Chronicle of Higher Education*, Volume 54, Issue 10, Page A6.

<sup>3</sup> Wilson, R. 2006. AAUP Report Blames Colleges for Gender Inequity Among Professors. *The Chronicle of Higher Education*, The Faculty, Volume 53, Issue 11, Page A11.

<sup>4</sup> Dalrymple, A. 2007. NDSU discusses lack of female faculty. *The Forum*, December 5, 2007.

### PHASE II. NDSU ADVANCE FORWARD

#### PROGRAMS

**Climate Change** focuses on the institution and its leaders by implementing educational programs for deans and chairs/heads to enlist their leadership in the transformation of the campus climate. Climate change initiatives include:

- Establishing advocate and allies program
- New faculty participation in gender equity training
- Offering climate grants: Gender and climate grant and departmental climate award.

**Research** program focuses on studying program effectiveness and answers research questions on a variety of initiatives:

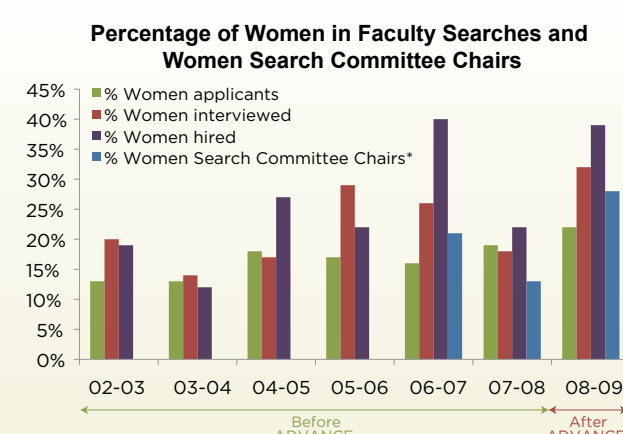
- Advocates and Allies Program
- Administration training
- Role of 'critical mass' in climate
- Mentoring and leadership

**Advancement and Leadership** focuses on developing and advancing women faculty by delivering a comprehensive mentoring program, research support and leadership training opportunities designed to help women making the move between ranks: from assistant to associate, from associate to full.

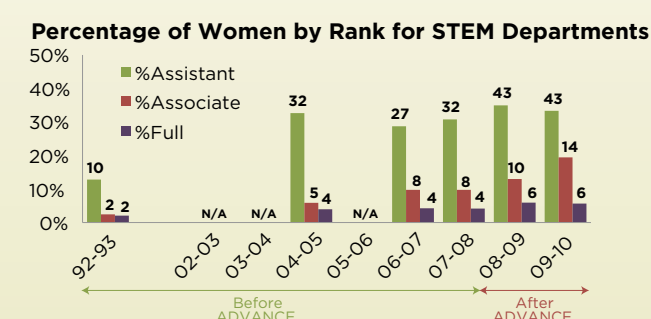
#### Faculty Recruitment Efforts

- Search committee training for all members
- Faculty recruitment handbook is given to all search committee members as well as being available online
  - Contains information on: forming search committees, recruiting a diverse candidate pool and overcoming unconscious bias

#### FACULTY



\* Indicates date was only available for the past three years.



Overall NDSU interviews a greater percentage of women faculty applicants than are in the initial pool and hires at a higher percentage. However:

- More than 45% of all doctoral degrees are awarded to women.<sup>5</sup>
- More than 37% of doctoral degrees in STEM programs are awarded to women.<sup>5</sup>

A wide gap exists in number of available women and applicants, suggesting our candidate pools aren't gender diverse. Our goal is to decrease this gap. Regardless of search committee size, men chaired 75% of faculty and academic administrator searches. Since inception of the ADVANCE grant, the percentage of women in STEM departments has increased for all ranks.

<sup>5</sup>NSF Report on Doctoral Degrees Awarded to Women by Field of Study & Year of Doctorate.

#### Number of NDSU Women by Rank in STEM and Non-STEM Departments

STEM	07-08	08-09	09-10
Assistant	32	43	43
Associate	8	10	14
Full	4	6	6
NON-STEM	07-08	08-09	09-10
Assistant	40	42	29
Associate	22	23	25
Full	5	4	5

#### Percentage of New Hires for Tenured and Tenured-Track Positions Filled by Women

DEPARTMENTS	FALL 2007	FALL 2008
STEM	28.1%	40.0%
non-STEM	55.0%	69.2%

#### Percentage of Women by Rank in Science and Engineering Departments

\* Indicates first year of grant.

RANK	2007-2008	2008-2009*
Assistant	31.4%	35.2%
Associate	8.6%	12.8%
Full	4.2%	5.9%

Between 2006-2008 eight women and 25 men in science and engineering departments came up for tenure. Women had an 88% success rate, while men had a positive outcome 92% of the time.

During the same years, positive promotion to full professor for both men and women was 100%. Currently, 25.4% of women hold tenured or tenured track positions, while 15.3% of women are in leadership positions. Therefore, women are underrepresented in all leadership positions.

### PHASE III. NDSU INSTITUTIONAL TRANSFORMATION

#### Expected Outcomes

- **Climate Change.** Find no significant difference in the perception of the climate between genders or between under-represented groups and the majority, while improving the overall climate.
- **Retention.** Retain women faculty through the tenure decision; increase numbers of associate women faculty.
- **Promotion.** Increase significantly the number of women full professors.
- **Recruitment.** Standardize expectations to minimally mirror pipelines from doctoral programs before a search can move forward in order to assure that all faculty search pools include a representative number of women and women from under-represented groups.
- **Leadership.** Promote or hire women faculty to academic leadership positions.