



## NDSU ADVANCE FORWARD

### INSTITUTIONAL TRANSFORMATION

*CHANGING SHARED VALUES TO CHANGE BEHAVIOR, OR  
CHANGING BEHAVIOR TO CHANGE SHARED VALUES?*

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NDSU **FORWARD**

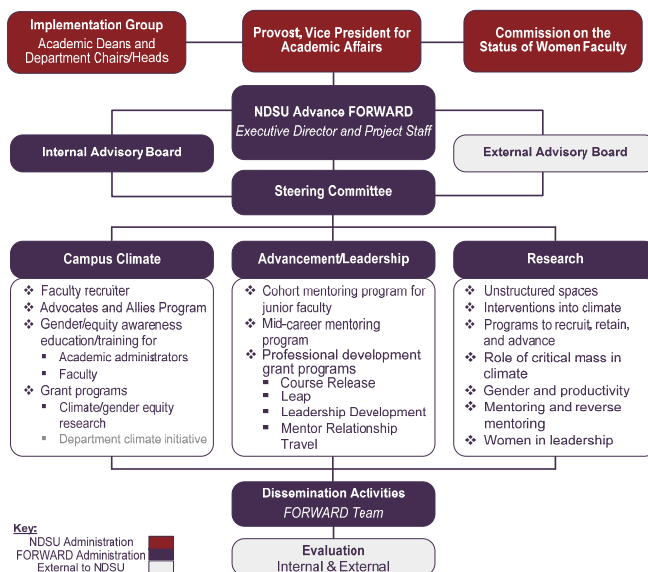
## Advance FORWARD Project Goals

- I. Enhance recruitment
- II. Increase retention
- III. Promote/advance women faculty
- IV. Open faculty leadership opportunities
- V. Improve the organizational climate

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

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## NDSU Advance FORWARD Project



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## Perspectives on the “Process” of Organizational Change

### ORGANIZATIONAL DEVELOPMENT (OD)

$\Delta \text{org'l culture} \rightarrow \Delta \text{org'l behaviors}$   
(Lewin, 1947; Schein, 1990)

1. Unfreezing
2. Movement/Change
3. Refreezing

### CHANGE MANAGEMENT (CM)

$\Delta \text{org'l behaviors} \rightarrow \Delta \text{org'l culture}$   
(Kotter, 1996)

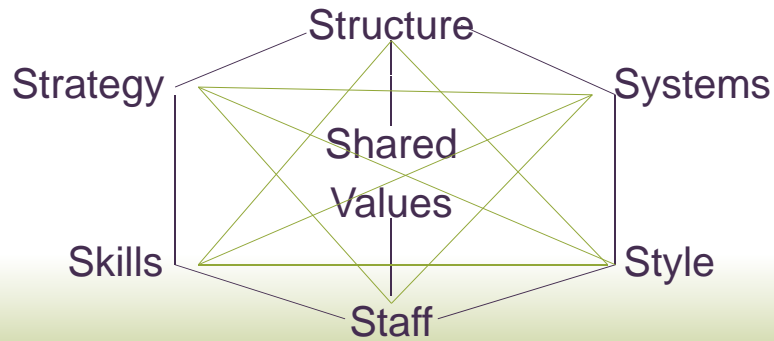
1. Establish urgency
2. Create guiding coalition
3. Develop vision & strategy
4. Communicate vision
5. Empower broad-based action
6. Generate ST wins
7. Consolidate gains  $\rightarrow$  more  $\Delta$
8. Anchor in org'l culture

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## The 7-S Framework

(Adapted from Peters, Waterman, & Phillips, 1980)



## Project Design and Interim Results:

**STRATEGY** allocate resources to identified goals

**STRUCTURE** formal organization chart

**SYSTEMS** policies, procedures, routine processes

**STYLE** actions outside formal patterns

**STAFF** demographics of key personnel

**SKILLS** capabilities of key personnel

**SHARED VALUES** common understandings, norms, attitudes, and beliefs

## Project Design and Interim Results:

### STRATEGY

#### Grant Programs

- 85 faculty awarded > \$800,000
- Those awards have translated into
  - o **20 articles** under review,
  - o **15 articles** accepted for publication,
  - o **21 grants** submitted and under review,
  - o **9 grants** funded.

#### Other positive impacts on . . .

- decision to remain at NDSU (94.7%)
- tenure or promotion process (89.5%)
- career advancement (78.9%)
- experience of NDSU campus climate (92.1%)

## Project Design and Interim Results:

### STRUCTURE

#### Focus on Academic Leadership Positions

- Emerging leadership program in College of Science and Math and other Colleges
- On-campus faculty leadership training
- Associate/assistant dean positions
- Participation in upper administrator searches
- Narrowing the gap between men and women in faculty leadership positions

### SYSTEMS

#### Commission on the Status of Women Faculty/ Formal Policy Changes

- Required search procedures for all leadership positions
- Childbearing leave
- Modified duties
- Probationary period extensions
- Dual career hiring
- Evaluation procedures for administrators
- Annual unit reports
- Student rating of instruction

## Project Design and Interim Results:

### STYLE

#### Informal Interactions and Networking

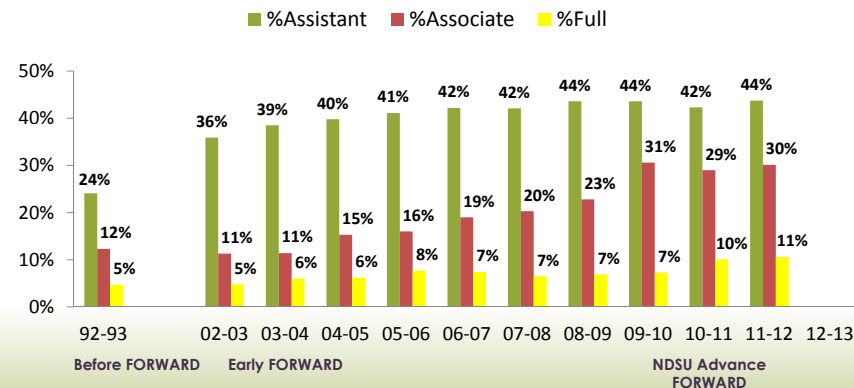
- Relationships with gatekeepers
- Face-to-face time with key top administrators
- Recognized as participating in key networks
- Timely informal information sources
- “Collateral hierarchy” with increasingly rich interconnections to formal hierarchy
- Facilitating networking events

### STAFF

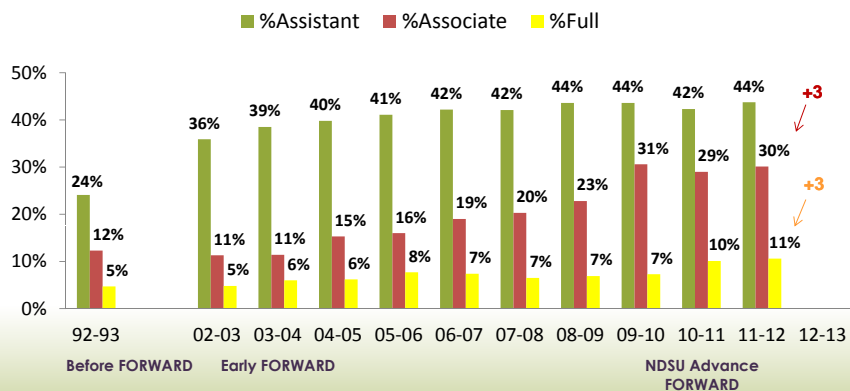
#### Percent Women Faculty

- Monitoring NSF’s “12 Indicator” data
- Gender diversity in candidate pools ↑ 12%
- Improved recruitment of women faculty
- At least 8 STEM departments have ↑ number and advanced women in their departments
- ↑ women throughout upper faculty ranks

## Percentage of NDSU Women Tenure-Line Faculty by Rank



## Percentage of NDSU Women Tenure-Line Faculty by Rank



## Project Design and Interim Results:

### SKILLS

#### Individual and Organizational Training

- Junior faculty and mid-career mentoring programs
- Promotion to full professor panels
- Provost chair forums
- Search committee training
- Advocates and Allies program

### SHARED VALUES

#### Organizational Climate Programming

- Campus-wide “pedagogical luncheon” series
- Climate/equity workshops for faculty and administrators
- Department climate sessions in new faculty orientation and for individual departments

## Conclusion

To facilitate “**Institutional Transformation**”,

- incorporate *both* OD and CM,
- working from top down and bottom up, outside in and inside out,
- work simultaneously on multiple fronts,
- employ an integrative model to help keep track of all the moving parts,
- committed, visionary leadership is essential.

- The NDSU ADVANCE FORWARD project is entering its 5<sup>th</sup> year, and *we're prepared to share what we've learned.*

- If you're interested in having **FORWARD** bring our lessons learned, programs, and/or workshops to your campus, please contact us.

## FORWARD Contact Information

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