NDSU faces five specific challenges in its efforts to promote and hire women faculty into academic leadership positions:

1. Chilly climate
2. Too few women in applicant pools
3. Low retention of women faculty
4. Few women full professors
5. Too few women in academic leadership roles

Issues at NDSU
During the past 15 years, the percentage of tenured women at NDSU has changed little. The AAUP study reported that proportion of women within full-time ranks was 9.8% at NDSU although the national average is 21%.

- Only 2% of NDSU faculty are women full professors, a total of 9, up from 1.5% in 1992.
- MAE 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.

Initial Efforts
1. Conducted research on the effects of institutional policies and practices:
   - Collected and analyzed data related to gender on the NTS's Diversity Council.
   - Conducted research on gender and current/recently resigned NDSU faculty
2. 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
3. Worked to improve institutional structure:
   - Conducted childcare needs assessment
   - Improved implementation of partner hiring policy

Campus Engagement
The Chronicle of Higher Education1 and The Forum2 feature stories on NDSU women faculty who have shaped much conversation on campus.


PHASE II. NDSU ADVANCE FORWARD

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 moving the 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

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 and the majority, which means 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 faculty.
- Leadership: Promote or hire women faculty to academic leadership positions

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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<th>Year</th>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
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| 2003-2007 | NDSU initiated issues regarding women faculty | Workshop Initiatives | CWSL Initiatives
| 2007 | NDSU is selected for pilot program | Research Initiatives | CWSL Initiatives
| 2008-2012 | NDSU is selected for pilot program | Research Initiatives | CWSL Initiatives
| 2013-2015 | NDSU is selected for pilot program | Research Initiatives | CWSL Initiatives

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