NDSU FORWARD

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

Started as ‘ADVANCE Project Group.’ FORWARD members include faculty, Provost, Deans, Department Chairs, Director of Women Studies, Director of Equity and Diversity, and staff from the Research Office.

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

Framework for Institutional Transformation at NDSU:

- Data driven decision-making
- Built upon existing research findings and past ADVANCE institution results
- Continuous monitoring and assessment
- Comprehensive management plan
- Commitment from administration

NDSU Progression Toward Institutional Transformation

PHASE I. NDSU FORWARD

Issues at NDSU

- Campus Climate: 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

These challenges were identified through a number of studies and analysis of institutional data:

- NSF 12 Indicators
- Diversity Council 2003 Climate Survey
- FORWARD Fall 2007 Surveys & Interviews
- Current faculty survey
- Resigned faculty survey
- Resigned faculty interviews conducted by OneDegree
- FORWARD 2002 Study
- National Data Comparisons

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
  - Planned, wrote, and submitted NSF ADVANCE proposals in 2005 and 2008

- Worked to improve the campus climate for women:
  - Held teleconference for administrators on gender-related issues on campus
  - 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
  - Created pilot lactation stations
  - Installed diaper changing stations in every building on campus
  - Created a project website
  - Improved implementation of partner hiring policy

Campus Engagement

- The Chronicle of Higher Education and the Forum feature stories on NDSU women faculty: shaped much of the conversation on campus:
  - Women in Science, Math, Engineering, and Technology mentoring
  - President’s Cabinet discussion
  - Women’s focus groups
  - Provost’s open campus forum
  - University Senate discussion
  - Women’s Studies open forum

PHASE II. NDSU ADVANCE FORWARD

Challenges

- Campus Climate: Campus Climate focuses on the institution and its leaders by implementing educational programs for deans and chairs/bread to instill their leadership in the transformation of the campus climate:
  - Commission on the Status of Women faculty
  - Full-time position in the OED for faculty recruitment
  - Workshops for all academic administrators
  - Gender equity awareness workshops for all faculty
  - Mentor training and reverse mentoring
  - FORWARD Allies – senior male faculty
  - Climate and gender equity research grants
  - Grants for departments to hire climate change and conflict management consultants

Programs

- Research: Research program focuses on studying program effectiveness and answers research questions on:
  - Unstructured spaces becoming authorized and recognized
  - Interventions into climate: allies and administrator training
  - Rate of critical mass in climate
  - Programs to recruit, retain and advance women faculty
  - Gender and productivity
  - Mentoring, reverse mentoring

Advancement and Development

- Advancement 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 make the move between ranks: from associate to assistant, from associate to full:
  - Mid-career mentoring
  - Cohort mentoring
  - Course release grants
  - New faculty grants
  - Leadership development grants
  - Travel grants

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.
- Recruitment: Standardize expectations to minimize/minimize pipelining from doctoral programs before a search may move forward in order to ensure that all faculty search pools include a representative number of women and numbers from under-represented groups.
- Retention: Retain women faculty through the tenure decision; increase numbers of associate women faculty.
- Promotion: Increase significantly the number of women full professors.
- Leadership: Promote or hire women faculty to academic leadership positions.