

NDSU FORWARD

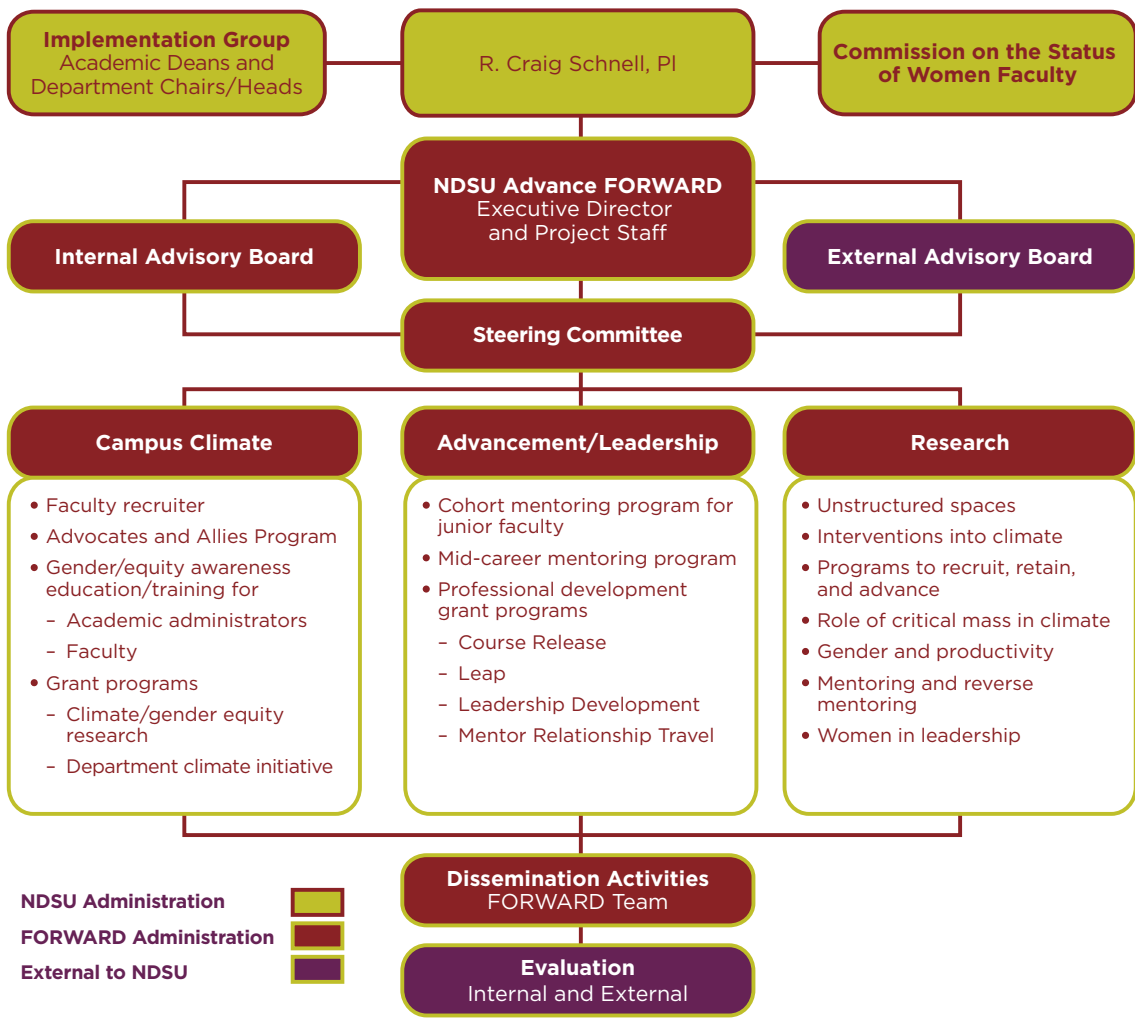
FORWARD – Focus on Resources for Women’s Advancement, Recruitment/Retention and Development

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:

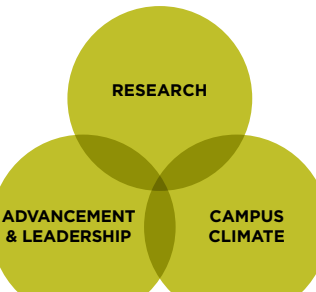
- Improve the climate across the campus and narrow the gap between men’s and women’s perceptions of the campus climate
- Employ targeted recruiting strategies to recruit women faculty
- Retain more women faculty through their probationary period and the promotion/tenure process
- Support women associate 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



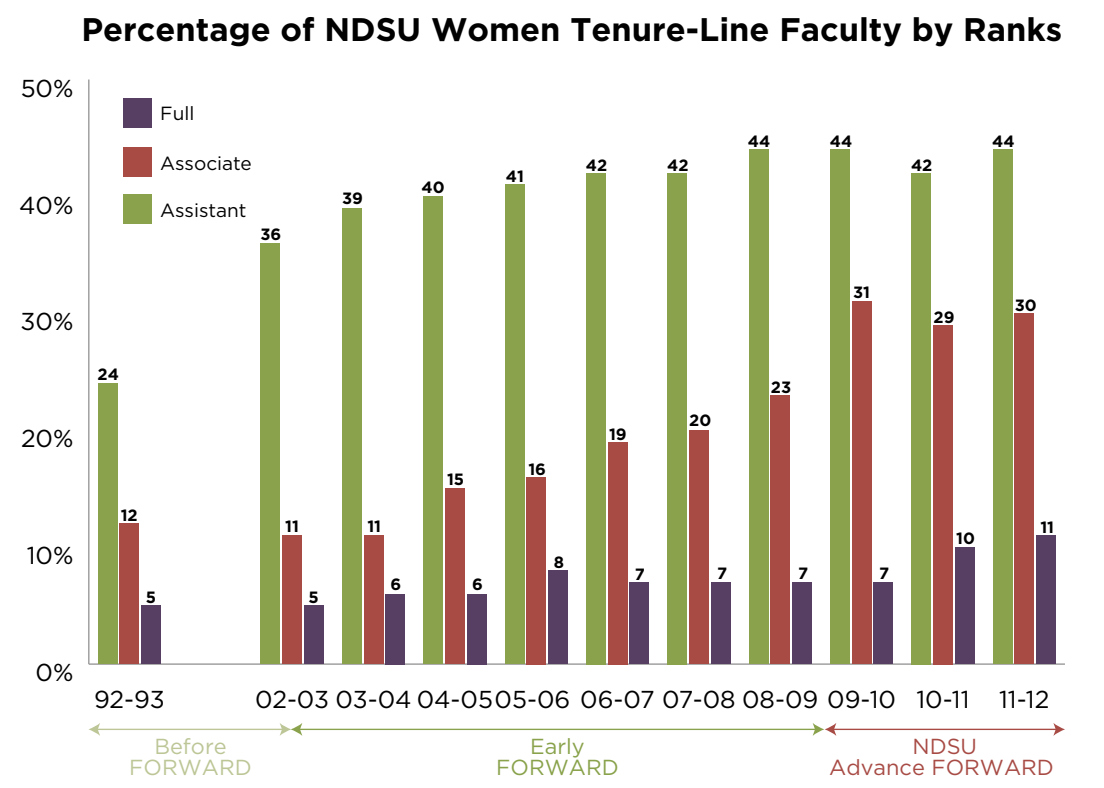
NDSU Progression Toward Institutional Transformation

NDSU FORWARD	NDSU ADVANCE FORWARD	NDSU INSTITUTIONAL TRANSFORMATION
2002-2007 <ul style="list-style-type: none"> NDSU recognized issues regarding women faculty Started initiatives Chronicle article engaged the whole campus <p>Phase I</p>	2008-2013  <p>Phase II</p>	2014-Beyond <ul style="list-style-type: none"> NDSU will sustain initiatives beyond grant period <p>Phase III</p>

PHASE I NDSU FORWARD

Status of Women at NDSU

Before the ADVANCE grant, the percentage of tenured women at NDSU had changed little. The 2006 AAUP¹ study reported that proportion of women within tenured ranks was 9.8% at NDSU although the national average is 31%.



Initial Efforts

1. Conducted research on effects of institutional policies and practices.
2. Worked to improve campus climate for women.
3. Worked to improve institutional structure.



Campus Engagement

The Chronicle of Higher Education^{2,3} and The Forum⁴ featured stories on NDSU women faculty that have shaped conversation on campus.



PHASE II NDSU ADVANCE FORWARD

Program Components

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:

- FORWARD advocate and allies program
- Faculty recruitment program
- Department gender equity award
- Climate and gender equity research grants
- Commission on the Status of Women Faculty
- Gender equity awareness and climate workshops

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

- Advocates and allies program
- Administrator 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.

- Junior faculty mentoring cohorts program
- Mid-career peer mentoring program
- Leadership development program
- Advancement and leadership workshops
- Promotion to professor program
- Grant programs



Programs

Junior Faculty Cohort Mentoring Program

Formal mentoring in cohorts and additional related activities are intended to ensure women faculty have opportunities to acquire the knowledge and skills needed for successful teaching, research, and advancement. Same gender mentoring groups are composed of four to five new faculty and two senior faculty. Groups meet monthly from first year through third year review process.

Mid-career Peer Mentoring Program

The goal of this program is to promote the advancement of tenured women faculty. Faculty apply for funds to create their own peer, mid-career mentoring teams which may be interdisciplinary and/or mixed gender; the teams meet informally once a month. The program also includes formal meetings involving mid-career mentoring teams and academic administrators. These meetings support continued reverse mentoring in which women faculty share experiences and ideas with administrators.

Promotion to Professor Task Force and Panel Series

The goal is to help more associate professors successfully apply for and receive promotion to professor and to:

- Establish guidelines for promotion in each college
- Establish a system of regularly reviewing associate professors and providing advice on promotion
- Offer workshops and panels on promotion from associate to full
- Provide coaching on when to go forward for promotion and how to prepare a promotion file

Faculty Recruitment Efforts

Search committee training is provided for all members including 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 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 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.