



NDSU

# FORWARD

## ADVANCE

## Advancing Women Faculty at North Dakota State University

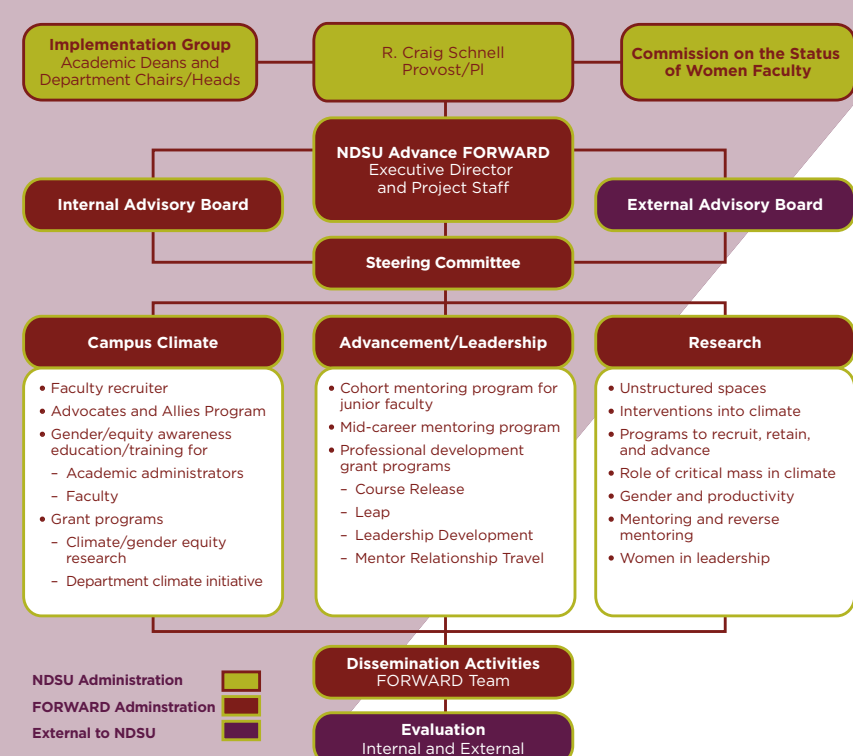
### NDSU Progression Toward Institutional Transformation

#### NDSU FORWARD

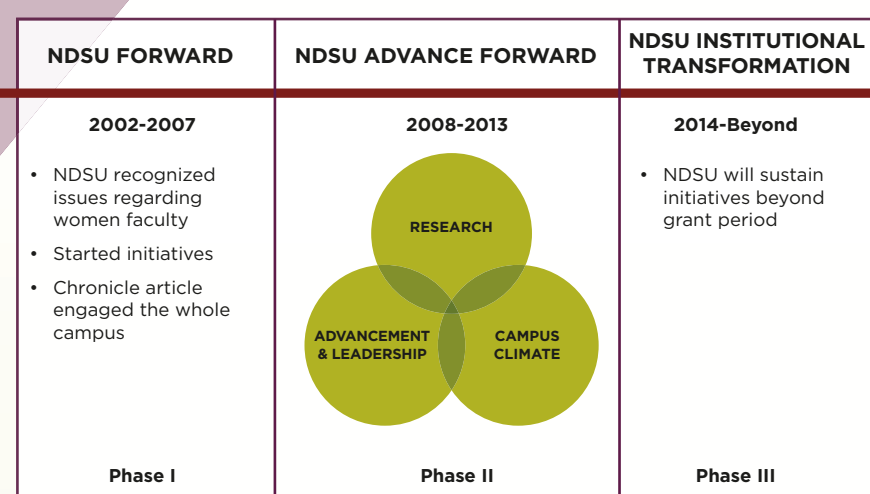
**FORWARD** – Focus on Resources for Women's Advancement, Recruitment/Retention and Development

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 Progression Toward Institutional Transformation

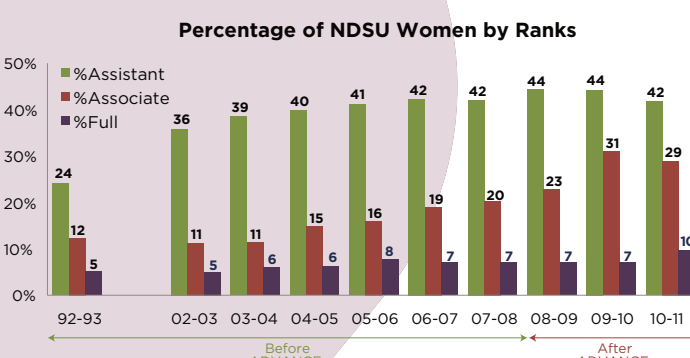


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#### PHASE I NDSU FORWARD

##### Status of Women at NDSU

Before the ADVANCE grant, the percentage of tenured women at NDSU had changed little. The 2006 AAUP<sup>1</sup> study reported that proportion of women within tenured ranks was 9.8% at NDSU although the national average is 31%.



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

<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 Inequality 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.

##### 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.



NDSU FORWARD was awarded NDSU President's Diversity Council 2008 Impact Award

##### Campus Engagement

The Chronicle of Higher Education<sup>2,3</sup> and The Forum<sup>4</sup> 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 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 the first year through the 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.



##### Grant Programs

FORWARD has provided funding to promote the advancement of tenure-line women faculty. The grant programs are specifically developed to meet the needs of STEM faculty. Grant programs include:

- Mentor Travel Relationship grants
- Course Release grants
- Climate and Gender Research grants
- Leap Research and Lab Renovation grants
- Leadership Development grants

##### Commission on the Status of Women Faculty

The commission reviews policies and processes of recruitment, advancement and retention of women, responds to campus issues relevant to opportunities for women faculty, proactively examines the university's policies impacting advancement of women faculty, and monitors and benchmarks the university's progress toward equal participation of women faculty throughout the university.

##### Advocates and Allies Program

Advocates and allies are a group of tenure-line men faculty who are active proponents of gender diversity and equality specifically in terms of increasing the number of women faculty, encouraging hiring and promotion of women faculty into administrative positions, and ensuring fair and equitable treatment of women within their NDSU units.

##### Gender and Equity Awareness and Climate Workshops

Workshops and presentations are provided for all faculty and administrators including:

- FORWARD Faculty Advancement Lectures
- Trainings for Search and PTE Committee members
- Pedagogical Luncheons
- New Faculty Orientation
- Provost's Chair Forums



#### PHASE III NDSU INSTITUTIONAL

##### 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.

NORTH DAKOTA STATE UNIVERSITY