

**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

January 11, 2018

Canan Bilen-Green  
Vice Provost for Faculty Affairs and Equity  
Title IX/ADA Coordinator  
Old Main 201

Dear Dr. Bilen-Green,

I want to thank you for participating in a comprehensive review process this fall. I've reviewed the report from the committee and the information submitted in the Qualtrics survey. The committee did a thorough job in compiling and synthesizing information from several sources. This letter will simply highlight, from my perspective, some pieces of the review. I encourage you to read the committee's report and the comments in the Qualtrics survey for other suggestions.

The committee concluded that you are a supportive, professional and strong leader. You have strengthened our initiatives in faculty development, equity and compliance, and faculty hiring. People find you to be a good listener and trustworthy. You are fair and judicious in your approach to the difficult problems that often come your way. The faculty, in particular, respect your approach to Title IX and Compliance issues.

Clear and effective communication is essential to any administrative position, and is something that can always be improved. The committee suggests that you take advantage of opportunities to do more public speaking on campus so that more people can observe your leadership skills. Some of the people with whom you work would like to see more clarity in your communications with them. I'm confident that you can develop your skills in this area.

The committee concluded that the feedback from every group on campus was quite positive. I greatly enjoy working with you and look forward to many more years of your effective service to NDSU.

Sincerely,



Beth Ingram  
Provost

 1/11/2018  
\_\_\_\_\_  
Canan Bilen-Green Date

**OFFICE OF THE PROVOST**

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**December 11, 2017**

**COMPLETED BY:** William Nganje (Chair), Jill Nelson, Lisa Hauck, Bonnie Klamm

**TO:** Provost Beth Ingram, NDSU

**RE:** Review of Dr. Canan Bilen-Green, Vice Provost for Faculty and Title IX Coordinator

Dear Provost Ingram:

This review is a summary of the evaluation process for Dr. Canan Bilen-Green, which consisted of an online survey of selected chairs, faculty, and direct reports; an open forum for all administrators, chairs, faculty, and direct reports; a face-to-face forum of department chairs; a face-to-face forum of assistant, associate, and full professors; a face-to-face forum of direct reports. All settings provided opportunities for comprehensive feedback. The data was collected in October and November 2017. The results of the review are reported in three sections: 1) areas of strengths, 2) areas for improvement, and 3) an assessment of the fulfillment of her responsibilities.

### **Section 1: Areas of Strength**

Respondents commented on Dr. Bilen-Green's strengths as follows:

- She is **supportive** of faculty and her direct reports. She supports work-life balance, and motivates others to reach their goals. She does not micromanage.
- She is **professional** in dealing with others. She handles conflicts in a constructive, fair, and unbiased manner and treats others with respect. Her emails are respectful and always encouraging. She is very approachable and has an open office policy. She finds time to meet with people.
- She is a **strong leader**. She is focused on solving problems and seeks feedback from people who will be affected by her decisions. She is very knowledgeable of policies and procedures and is well prepared for meetings. She wants the institution to succeed.
- She is a **good listener**. She is open to critique and is able to acknowledge multiple viewpoints. She is not guided by pre-conceived notions, but seeks the facts.
- She is **trustworthy**. She trusts direct reports to do their jobs by giving them the flexibility and support. She is available to support her direct reports when they need it.
- She is very **productive**. She can multi-task effectively and is detailed oriented. Her knowledge of and relationships with faculty enable her to organize effective committees and task forces. She is organized and efficient, allowing her to meet the obligations of her numerous roles.
- She **pursues new knowledge** and skills. Given the expansion of her responsibilities, Dr. Bilen-Green has researched the policies and procedures required to understand new areas such as disability services, Title IX, and multicultural services. She also supports her direct reports to pursue new knowledge and skills.

### **Section 2: Potential Areas for Improvement**

Respondents suggested areas of improvement as follows:

- She could improve **communication** in the following ways:
  - When there is a new task within the office, meet with all staff to provide clarity and clear expectations and avoid misunderstandings on the team.
  - When going through a decision-making process that involves other parties, provide basic information to allow others to contribute to the decision making process.
  - When discussing issues, be more assertive in sharing thoughts and personal perspectives. Dr. Bilen-Green's opinion is highly valued and several people stated that they would like to hear more from her.
  - When there is an opportunity, engage in public speaking. If Dr. Bilen-Green is more visible, faculty know she is advocating for them.
- She could show more **confidence**. Dr. Bilen-Green is very good at what she does, but maybe too humble. Respondents suggest that she step into her leadership role, for example being more assertive rather than working behind the scenes to effect change.
- Additional suggestions:
  - Consider staff development in a similar manner as faculty development.
  - Delegate responsibility a bit more so more people have ownership of changes.
  - Have more presence at the department level.

### **Section 3: An Assessment of her Responsibilities**

Dr. Bilen-Green is Vice Provost for Faculty and Title IX Coordinator. Her nine direct reports are: Equity & Compliance Officer, Deputy Title IX Coordinator, Equity Investigator, Assistant Director for Faculty Immigration, Academic Personnel Coordinator, Administrative Assistant, International Student Services Director, Disability Services Director, and Multicultural Programs Director.

Summaries of 2016 and 2017 performance reviews by the Provost highlighted Dr. Bilen-Green's leadership skills, contributions to the Office of the Provost and the university, and the positive impact she has made since assuming the Vice Provost for Faculty and Title IX Coordinator position. Specifically, she has demonstrated skilled leadership in managing and moving forward important institutional initiatives. She has also made a positive impact in the areas of faculty development, faculty human relations, and equity and compliance. Her attention to detail, process-oriented abilities, and substantial campus experience have strengthened NDSU in the areas of equity, Title IX, ADA compliance, and other compliance and campus culture issues, as well as in the areas of PTE, academic searches, and faculty appointments. She has organized faculty development to better serve the needs of the campus and throughout her tenure has brought a unique perspective to a variety of issues crossing the Provost's desk.

Our review provided opportunities for all (administrators, department chairs and heads, faculty, and direct reports) to provide feedback on Dr. Bilen-Green's performance as Vice Provost for Faculty and Title IX Coordinator. Overall, the survey results and the feedback from every group were very positive. The respondents report that she fulfills the responsibilities of her multiple roles in a productive and professional manner and that she is willing to learn new roles and adapt

to the challenges of those roles. The respondents commend Dr. Bilen-Green for her campus leadership and advocacy efforts; they also recommend she improve on the clarity of some of her communications. She is well-respected for her work; thus, many people would like her to be more visible to the campus.